



*Public Works*  
LOS ANGELES COUNTY

# Equity in Infrastructure Initiative

Interim Report #2 for the Los Angeles  
County Board of Supervisors

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*May 2023*



*Public Works*

LOS ANGELES COUNTY

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# EXECUTIVE SUMMARY

Los Angeles County Public Works (PW), in partnership with the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative and supported by the consulting team of MIG, Inc., 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. The Initiative will create and institutionalize a new approach that will drive consistently equitable infrastructure funding and improve service delivery to communities with concentrated and accumulated disadvantage.

This report is the second update to the Board of Supervisors on the progress of the Initiative and focuses on work completed in Phase II (see **Figure 1** on page 4). The first report was provided to the Board in August 2022 and highlighted initial findings from the baseline equity assessment, specifically the policy review and the infrastructure investment analysis. A final report will be submitted in July 2023, sharing the new, proposed Equity in Infrastructure Framework.





## PHASE II ACCOMPLISHMENTS

In Phase II, PW accomplished the following:

- Completed the Infrastructure Investment Analysis
- Completed the Policy and Practice Review Analysis
- Completed the Federal and State Policy and Funding Review and Analysis
- Completed Phase I of the Best Practices Review
- Completed the Equity Alignment Analysis
- Finalized Community Outreach Strategy
- Prepared Community-Based Organization Anchors to Lead Community Engagement
- Implemented Strategic Communications Plan
- Review the existing PW Results Based Accountability outcomes, indicators and performance measures and refine them for alignment with and inclusion in the plan.
- Highlight opportunities to align equity work with other County agencies and best practices from the Phase II analysis and translate them into strategies and potential partnerships for improving relevant policies, programs, or procedures.
- In coordination with the leaders of the Core Service Areas and Support Services Areas, design and facilitate a Staff Forum session customized for their staff. These sessions will be designed to review the draft shared equity principles, goals, strategies, key performance indicators, and actions, moving toward organizational change at all levels.
- Begin working with leadership to identify actions that need to be addressed more immediately due to budget or policy implications.

## PHASE III OVERVIEW

The third phase of the planning process—*Crafting the Framework*— began in April 2023 and will include the following activities:

- Support Community-Based Organizations in facilitating community outreach and promoting the Community Survey.
- Continue to implement the Strategic Communications Plan.
- Develop shared equity principles, goals, strategies, and actions to serve as the foundation of the Equity-Informed Infrastructure Framework.

## NEXT STEPS

In the coming months, PW will continue working closely with the Board Advisory Committee to complete Phase III of the Initiative. A final report will be provided to the Board in July 2023 and will share the new, proposed Equity in Infrastructure Framework.









# CHAPTER 1: INTRODUCTION

On August 10, 2021, the Los Angeles County Board of Supervisors 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), in partnership with the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative of the Los Angeles County Chief Executive’s Office, and supported by the consulting team of MIG, Inc., began work 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.

This report is the second update to the Board of Supervisors on the progress of the Initiative and focuses on work completed in Phase II (see **Figure 1** on page 4). The first report was provided to the Board in August 2022 and highlighted initial findings from the baseline equity assessment, specifically the policy review and the infrastructure investment analysis. A final report will be submitted in July 2023, sharing the new, proposed Equity in Infrastructure Framework.



# 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:



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



**II. Listening, Learning, and Making Meaning** *(May – March 2023)*



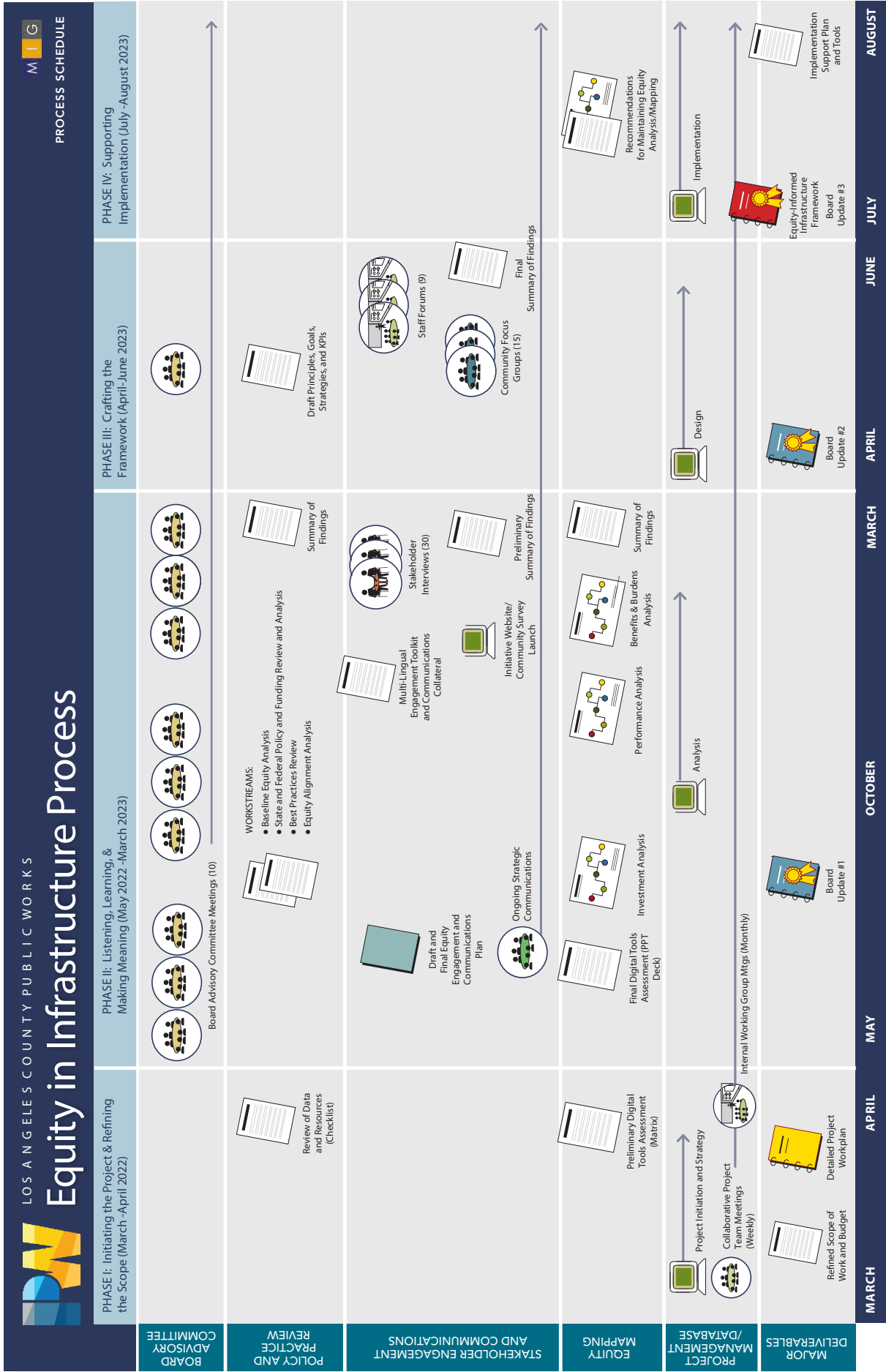
**III. Crafting the Framework** *(April – June 2023)*



**IV. Supporting Implementation** *(July – August 2023)*



Figure 1: Equity in Infrastructure Initiative Planning Process





## PHASE II PROGRESS SUMMARY

The purpose of Phase II: Listening, Learning, and Making Meaning was to move forward the following objectives which correspond to five focused yet integrated workstreams, presented in **Figure 2**.

- 1. Baseline Equity Assessment:** Identify the strengths and areas for improvement related to equity, diversity, and inclusion across PW policies, procedures, practices, services, and operations.
- 2. Federal and State Policy and Funding Review and Analysis:** Provide a clear understanding of Federal and State infrastructure guidance and new funding opportunities, as well as recommendations for leveraging new funds.
- 3. Best Practices Review:** Identify best practices for equity in infrastructure, and based on equity assessment findings, make recommendations for PW implementation.
- 4. Equity Alignment Analysis:** Working closely with ARDI, inventory countywide equity efforts and identify key points of alignment with new PW Equity Framework.
- 5. Stakeholder and Community Engagement:** Engage external stakeholders and community in understanding PW’s work and guiding how the work can be delivered in a more equitable way.

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

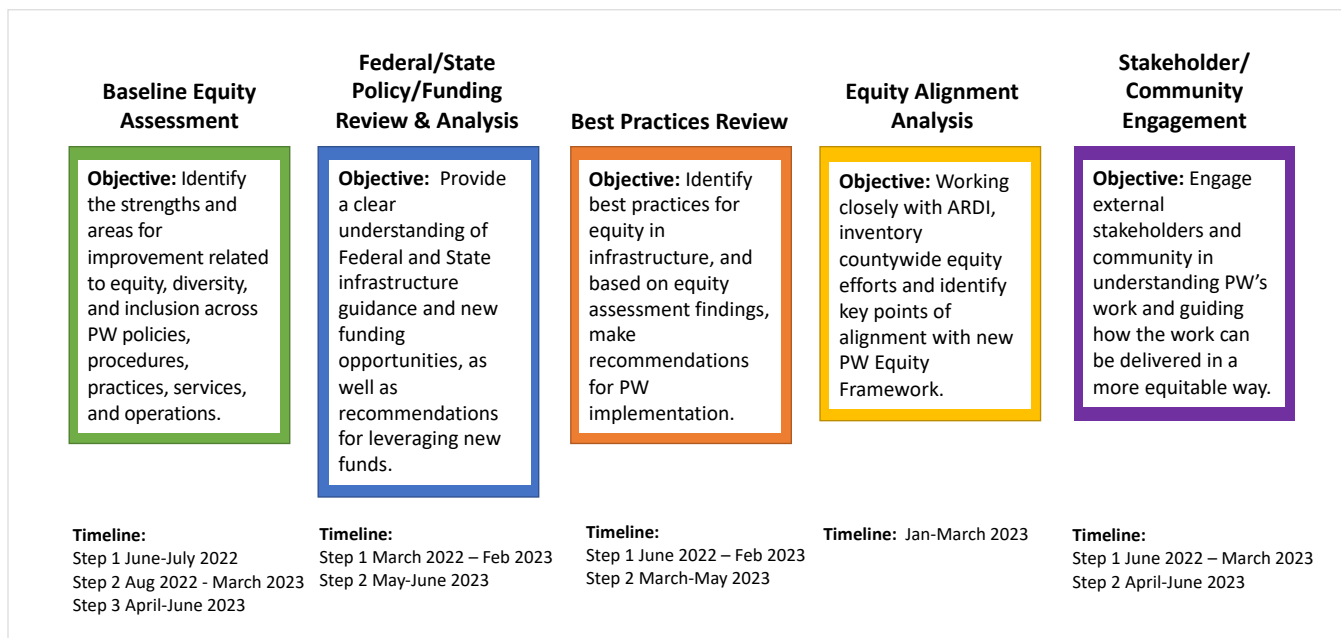
### Completed the Infrastructure Investment Analysis—

The Preliminary Infrastructure Investment Analysis, which was included in the August 2022 Equity in Infrastructure Initiative Interim Board Report, looked at planned and built projects five years back and two years forward.<sup>1</sup> For this analysis, “project” was defined as a one-time, physical infrastructure construction project that has a discrete spatial location. The analysis focused on Transportation, Water Resources, and Environmental Services: the Core Service Areas (CSA) with projects meeting the definition. Since then, MIG has worked with PW to conduct a benefits and burdens analysis for projects in two of the CSAs. Our goal was to account more accurately for the benefits and burdens of investments, since in many cases they expand beyond the project location, and in some cases, like dams, far beyond. The additional findings from the benefits and burdens analysis are included in this Board Update, providing a more robust analysis of the implications of PW investments for Los Angeles County communities.

### Completed the Policy and Practice Review Analysis—

Conducted a thorough policy and practice analysis through CSA document review and interviews to identify areas of strength and areas for strengthening.

**Figure 2: Phase II Workstreams**



<sup>1</sup> See pages 11 for a more detailed description of project selection methodology and criteria.



**Completed Federal and State Policy and Funding Review and Analysis**—Worked closely with PW and ARDI to understand the processes and tools that Los Angeles County is developing to be responsive to new funding opportunities, like American Rescue Plan Act (ARPA) and the Bipartisan Infrastructure Law (BIL).

**Completed Phase I of the Best Practices Review**—Conducted a field scan to identify broad findings including best practice models to advance equity and effective equity-based practices that have been developed or used by other public infrastructure agencies for the planning, design, financing, operation, and maintenance of urban infrastructure.

**Completed the Equity Alignment Analysis**—Reviewed Board motions and interviewed 11 County departments to identify current alignments with PW’s equity-related work, opportunities to improve and strengthen PW alignments, and challenges in implementation.

**Finalized Community Outreach Materials**—The comprehensive Community Based Organization (CBO) Anchor curriculum for community outreach and community survey are finalized. These materials were reviewed and revised by the PW Project Team, PW leadership, CSA leads, and CBO Anchors to ensure accuracy and accessibility.

**Prepared CBO Anchors**—Liberty Hill Foundation held a Kick-Off Meeting with CBO Anchors and met with partner organizations individually to support them in strategizing for community engagement. Discussions included how partners plan to implement outreach activities and what CSA work they plan to focus on during engagement.

**Implemented Strategic Communications Plan**—The Strategic Communications Plan implementation is ongoing. The development of key messages, the Equity in Infrastructure Initiative website and communications collateral are complete.

## PHASE III LAUNCH IN APRIL

The third phase of the planning process is Crafting the Framework. Based on the comprehensive findings from Phase II, including community engagement, MIG will work with the PW/ARDI Project Team, Public Works senior leaders and staff, and the Board Advisory Committee to develop shared equity principles, goals, and strategies to serve as the foundation of the Equity-Informed Infrastructure Framework. As part of developing the Framework, MIG will also review the existing PW Results Based Accountability outcomes, indicators and performance measures and refine them for alignment with and inclusion in the plan. In addition, MIG will assist PW by highlighting opportunities to align equity work with other County agencies and best practices from our analysis and translating them into strategies and potential partnerships for improving relevant policies, programs, or procedures so that they are designed to meet PW equity goals and ultimately contribute to improved community outcomes.

A key activity in this phase will be the facilitation of Staff Forums. MIG will engage with the leaders of the CSAs and Support Service Areas to design and facilitate sessions customized for their staff. These sessions will be designed to review draft shared equity principles, goals, strategies, and key performance indicators. A key objective of these sessions will be to begin to build ownership of the goals and strategies that relate to that specific service area or support branch.

As a companion to the multi-year Framework, MIG will assist PW with the development of a first-year implementation action plan and a continuous improvement process.

With an eye toward effective implementation, as the Framework and year-one action plan are being reviewed and finalized, MIG will begin working with PW leadership to identify actions that need to be prioritized due to budget or policy implications.

# CHAPTER 3: BASELINE EQUITY ASSESSMENT



As discussed in the August 2022 Interim Report to the Board of Supervisors, 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 the following key questions:

**Infrastructure Investment Analysis**—Are there disparities in the distribution of recent and planned one-time built infrastructure project investments within existing PW service areas? How do the findings of the investment analysis change when we consider the radius of benefits and burdens beyond the project site?

**Performance Analysis**—Are there disparities in PW’s Results Based Accountability outcomes (e.g., by race, gender, geographic area, etc.)?

**Policy and Practice Review**—Are any of PW’s existing policies, procedures, or practices functioning as systemic barriers to achieving equitable outcomes?

This chapter presents updated findings from the Infrastructure Investment Analysis and the Policy and Practice Review. The Performance Analysis is still in progress.

## UPDATED INFRASTRUCTURE INVESTMENT ANALYSIS

The Infrastructure Investment Analysis aims to enhance our understanding of the geographic allocation of community benefits and burdens resulting from PW investments in physical infrastructure construction. The analysis includes projects that:

- have been completed within the past 5-years (2017–2022);
- are currently being constructed (2022); and,
- are planned to be constructed within two years (2023–2024).

## PURPOSE

The analysis seeks to determine whether disparities exist in the geographic distribution of infrastructure investment and to identify the extent to which communities benefit or become burdened by these investments. The analysis overlays the spatial distribution of project-related benefits and burdens to communities with concentrated and accumulated disadvantage<sup>2</sup> resulting in a preliminary understanding of the investments' equity-related implications.

### *Equity in Infrastructure Board Motion*

The Draft Infrastructure Investment Analysis responds 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

### *Literature Review*

As calls for more sustainable urban development begin to have an increasingly prominent role in planning departments and public offices, equitable infrastructure and how to achieve it is at the center of many research projects and practical studies. Our methodology builds on this research and studies, resulting in an academically sound and practical equity analysis of Los Angeles County's PW infrastructure projects.

### **Defining Equity**

Distributive Justice is the notion that for a public space to be equitable, equal access to services shall be distributed regardless of social factors such as income or race.<sup>3</sup> As such, equity in such studies often refers to the equal distribution of public amenities, and measuring it often is a variation of measuring individuals' accessibility to the amenity.<sup>4</sup> However, these definitions of equity often fail to account for the distribution of burdens associated with public infrastructure. In their study examining the equitable distribution of environmental burdens, Meng states that for equity in infrastructure analysis, 'the burdens and rewards should be evenly divided across the communities.'<sup>5</sup> Furthermore, each community is unique and existing conditions must be incorporated into a study of equity.<sup>6</sup> Building off these considerations, our definition of equity includes the spatial distribution of benefits and burdens associated with public infrastructure investment and the relationship between this distribution and existing concentrations of accumulated disadvantage.

- 2 Our primary data source, the Climate and Economic Justice Screening Tool (CEJST) defines 'disadvantaged community' as 'those that are marginalized, underserved, and overburdened' and determines whether a community is disadvantaged using a combination of environmental and socioeconomic indicators. The Los Angeles County Office of Anti-Racism, Diversity, and Inclusion (ARDI) prefers the term 'communities with concentrated and accumulated disadvantage' to describe such communities. This term is used throughout the document but was considered equal to the term preferred by CEJST.
- 3 Tahmasbi, Behnam; Mohammad Hadi Mansourianfara; Hossein Haghshenas; Inhi Kim. Multimodal accessibility-based equity assessment of urban public facilities distribution. *Sustainable Cities and Society* 49 (2019) 101633.
- 4 Tahmasbi, Behnam; Mohammad Hadi Mansourianfara; Hossein Haghshenas; Inhi Kim. Multimodal accessibility-based equity assessment of urban public facilities distribution. *Sustainable Cities and Society* 49 (2019) 101633.  
Ahmad, Z. Using GIS to Analyze the Spatial Equity to Public Parks in Lahore Metropolitan. *Journal of Research in Architecture and Planning* (2020), 28, 8-19  
Liu, Ying; Huan Wang, Cheng Sun, Huifang Wu. Equity Measurement of Public Sports Space in Central Urban Areas Based on Residential Scale Data. *International Journal of Environmental Research and Public Health* (2021), 19, 3104.  
Beiler, Michelle Oswald; Mona Mohammed. Exploring transportation equity: Development and application of a transportation justice framework. *Transportation Research Part D* 47 (2016) 285-298.
- 5 Meng, Q. Fracking equity: A spatial justice analysis prototype. *Land Use Policy* 70 (2018) 10-15.
- 6 Heckert, Megan; Christina D. Rosan. Developing a green infrastructure equity index to promote equity planning. *Urban Forestry and Urban Greening* 19 (2016) 263-270.



## Determining the Primary Method of Study

The distribution of benefits and burdens that result from infrastructure projects is an inherently spatial question; as such, this analysis employs the use of Geographic Information Systems (GIS). GIS is a software technology that can display and analyze spatial information, and it is useful for the study of relationships between quantitative and qualitative data, as spatial information can be linked to tabular data.<sup>7</sup>

Several approaches are common for analyzing the geographic location of public facilities. One such measure is the container approach, which views the number of facilities within a given geographic area but does not take population into account.<sup>8</sup> A different approach would be based on distance rather than density, such as a proximity analysis or a travel cost analysis, which calculates the distance from an individual to the benefits area, and the distance is an inverse relation to the equity degree.<sup>9</sup>

While both these methods can help assess the accessibility of an amenity, they are best suited for analyzing one type of amenity, only assessing the benefits. Each type of facility has its unique characteristics and, in a study of spatial equity, should be treated uniquely.<sup>10</sup> As such, our method builds on existing spatial methodologies by diversifying them in accordance with the unique PW project types and expanding them to cover both benefits and burdens.

### Project Criteria

In the context of the Infrastructure Investment Analysis, a “project” is defined as a one-time construction of physical infrastructure with a distinct spatial location. This definition excludes ongoing operations and maintenance expenditures budgeted annually and expected to occur regularly

as part of routine asset management. It also excludes vertical construction projects<sup>11</sup> managed by PW on behalf of other County departments, such as public health and recreation facilities. The analysis focuses on the Core Service Areas (CSAs) of Transportation and Water Resources, which contain projects that meet the specified criteria. Completed, current, and planned projects are considered equally in the analysis and are not separated by project status.

While our project criteria limit our selection, examining multiple project types in one analysis is a relatively unique concept in the field of infrastructural equity research, as most studies of this kind focus primarily on one type of public facility.<sup>12</sup> Examining multiple project types in one analysis is beneficial as it paints a more complete picture of existing conditions within PW. However, within a singular analysis examining several types of projects, each project type should be considered uniquely as well as part of a greater whole.<sup>13</sup> As such, some degree of similarity is required so that the uniform aspects of the analysis can be as accurate as possible for each project type. Vertical construction and maintenance work projects pose a different set of budgets, project data, and longevity of impacts that make them incompatible with this analysis.

### Project Data Source

PW utilizes a digital tool called the Project Information Website (PIW) to track construction projects, contracts, and agreements that the Department manages. PIW is an Oracle database with a custom web application front end that PW built for this purpose. The PW IT and GIS Unit manage the technical aspects of the application and database. Branches, and their respective Divisions, manage the content of the database and create project records. PIW has been in use by PW since

7 Cobb, Casey. Review of Research in Education (2020), 44, 97-129.

8 Rahman, Mashrur; Meher Nigar Neema. AIMS Geosciences (2015), 1, 21-40.

9 Liu, Ying; Huan Wang, Cheng Sun, Huifang Wu. Equity Measurement of Public Sports Space in Central Urban Areas Based on Residential Scale Data. International Journal of Environmental Research and Public Health (2021), 19, 3104.

10 Rahman, Mashrur; Meher Nigar Neema. AIMS Geosciences (2015), 1, 21-40.

11 Vertical infrastructure construction typically refers to the construction of structures that rise, such as buildings or bridges, and provide structure or support for people and equipment. Horizontal infrastructure projects typically refer to projects that extend across the land, such as roads or canals, connecting people and resources while supporting economic activity.

12 Tahmasbi, Behnam; Mohammad Hadi Mansourianfara; Hossein Haghshenas; Inhi Kim. Multimodal accessibility-based equity assessment of urban public facilities distribution. Sustainable Cities and Society 49 (2019) 101633.

Ahmad, Z. Using GIS to Analyze the Spatial Equity to Public Parks in Lahore Metropolitan. Journal of Research in Architecture and Planning (2020), 28, 8-19

Liu, Ying; Huan Wang, Cheng Sun, Huifang Wu. Equity Measurement of Public Sports Space in Central Urban Areas Based on Residential Scale Data. International Journal of Environmental Research and Public Health (2021), 19, 3104.

Beiler, Michelle Oswald; Mona Mohammed. Exploring transportation equity: Development and application of a transportation justice framework. Transportation Research Part D 47 (2016) 285-298.

13 Rahman, Mashrur; Meher Nigar Neema. AIMS Geosciences (2015), 1, 21-40.

approximately 2006. In the last year, a new section of Project Management Division III (PMD III) known as Project Controls has been assisting project managers in identifying records with missing data and keeping the PIW records updated. The PIW database contains a range of project information, including the type, scope, schedule, status, and budget. In addition, most projects include geospatial data enabling accurate mapping using geographic information system (GIS) applications.

### *Project Data Query*

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.

#### **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 on July 25, 2022.

The initial dataset included 1,150 projects, of which 964 had a recorded budget. After further discussions with CSA project staff, the project team removed the road maintenance, flood maintenance, environmental programs, and sewer construction projects because they did not fully meet the criteria of one-time physical infrastructure projects. After removing these project types, the final dataset used in this analysis contains 714 projects representing \$2.6 billion in investments.

The PIW database organizes the 714 projects into 11 predefined project types. These project types are as follows.

### *Transportation CSA*

**Airport:** The projects involve the rehabilitation and reconstruction of various pavements and roadways at an airport, including the runway, taxiways, connectors, and apron areas, as well as the design and construction of a terminal building and the slurry sealing and re-striping of the south taxi lanes/apron area. These projects aim to improve the condition and compliance of the airport pavements and facilities with Federal Aviation Administration standards.

**Road Construction:** The projects include various construction and improvement work on roads, bridges, bike paths, sidewalks, and other infrastructure, with the goal of enhancing public safety and mobility. Work may include replacing or widening bridges, reconstructing or resurfacing roadways, adding bike lanes and multi-use trails, installing traffic signals and other safety features, and performing various other tasks such as paving, striping, and drainage work. Some projects may also involve landscape and streetscape improvements such as tree planting, decorative crosswalks, and concrete pavers.

**Traffic Design:** The projects include various traffic management and safety improvements such as installing or upgrading traffic signals, street lights, signs, and pavement markings; constructing raised medians, pedestrian refuges, and curb ramps; and performing other related work. The work aims to improve the safety and efficiency of traffic flow at intersections and on roadways and to make the roadway more accessible for pedestrians and people with disabilities. Some projects may also involve installing curve advisory signs or variable speed warning signs to enhance driver awareness of horizontal curves or other hazards on the roadway.

**Traffic Guardrail:** The projects include installing guardrails along roadways to improve safety and protect against hazards such as slopes or embankments. The work may involve installing new guardrails or upgrading existing segments to meet design standards. Some projects may also involve realigning roads, widening them, or extending culverts as part of the work to improve safety and functionality.

**Traffic System Management:** The projects include implementing traffic signal synchronization and communication programs to improve the efficiency and safety of traffic flow on various roadways in the Los Angeles area. The work may involve installing or upgrading communication equipment and performance measurement devices at traffic signals, modifying and synchronizing traffic signals, reconstructing curb and gutter, sidewalk, and curb ramps, installing striping and pavement markings, and deploying various types of traffic management and monitoring systems. The goal of the work is to improve the coordination and operation of traffic signals and to collect and manage real-time traffic data to optimize traffic flow and safety on the roadways.

**Transit System Management:** The projects include improving bus stops by constructing concrete bus pads, curb and gutter, sidewalks, driveways, curb ramps, and asphalt concrete pavement, and installing striping and pavement markings to provide better facilities and amenities for transit users. The work will be conducted on 22 bus stops, including 12 in the Antelope Valley Transit Authority region and 10 in the Santa Clarita Transit region.

#### *Water Resources CSA*

**Flood Construction:** The projects involve a variety of construction and improvement works, including site preparation, the construction and rehabilitation of various types of drains, pipes, and other structures, the construction of new injection and observation wells, the design and construction of trash reduction improvements, the rehabilitation of dams and sluiceways, the construction of concrete pavement and bridges, the installation of landscaping and irrigation systems, the modification and upgrade of headworks, the replacement of valves and gates, and the reconstruction of storm drains and fences.

**Stormwater Quality:** The projects involve the construction and installation of various systems and structures to capture, treat, and divert stormwater and urban runoff, including underground infiltration wells, dry wells, bioswales, modular

wetlands, biofiltration units, infiltration galleries, cisterns, pump wells, slide gates, monitoring wells, control houses, restrooms, irrigation systems, mechanical equipment, electrical systems, and other appurtenant work, as well as the incorporation of Low-Impact-Development (LID) landscaping features and educational signage. Some of the projects also include the diversion of stormwater and urban runoff into sewer lines and rehabilitating existing storm drain systems.

**Water Resources:** The projects involve various security and maintenance work at Los Angeles County Flood Control District dam facilities, including the installation of steel fences and gates, security cameras, and motion-activated lighting, as well as the replacement of rubber dams, removal of sediment, rehabilitation of outlet structures, and the construction of jet grout column cut off walls and debris flow barrier systems. Some projects also involve preparing final design plans, construction specifications, site protection, traffic control, surveying, and ground monitoring.

**Watershed Management:** The projects involve the construction of various infrastructure for managing stormwater and urban runoff, including storm drain systems, filtration units, dry wells, infiltration galleries, slide gates, monitoring wells, landscaping, irrigation, lighting, and electrical work. Other appurtenant work may also be included. In one of the projects, the construction of asphalt concrete pavement on the base material, curb and gutter, sidewalk, curb ramps, and cross gutters is also mentioned.

**Waterworks Construction:** Construction and replacement of various water lines and water storage tanks, including the installation of steel pipes, HDPE pipes, valves, fire hydrants, cathodic protection systems, aeration systems, transmission mains, pump stations, detention/retention basins, arsenic treatment systems, and the repair and rehabilitation of existing tanks.





## Transportation

	# of Projects	w/Location	w/Budget	Total Budget
Road Construction	218	217	200	\$757m
Traffic System Mgmt	43	43	41	\$97m
Traffic Design	225	220	220	\$50m
Airport	8	8	7	\$11m
Traffic Guardrail	11	11	11	\$7m
Transit Operations	2	2	2	\$3m
Landscape Projects	2	2	0	na
Street Lighting Projects	1	1	0	na
<b>TOTALS</b>	<b>507</b>	<b>501</b>	<b>481</b>	<b>\$926m</b>

**MOST EXPENSIVE PROJECT:**

**\$115M**

**AVERAGE PROJECT BUDGET:**

**\$2.0M**

**MEDIAN PROJECT BUDGET:**

**\$480K**



## Water Resources

	# of Projects	w/Location	w/Budget	Total Budget
Flood Construction	98	98	81	\$670m
Stormwater Quality	46	46	45	\$571m
Water Resources Projects	20	20	13	\$279m
Waterworks Construction	38	38	36	\$143m
Watershed Management	5	5	3	\$15m
<b>TOTALS</b>	<b>207</b>	<b>207</b>	<b>178</b>	<b>\$1.7b</b>

**MOST EXPENSIVE PROJECT:**

**\$160M**

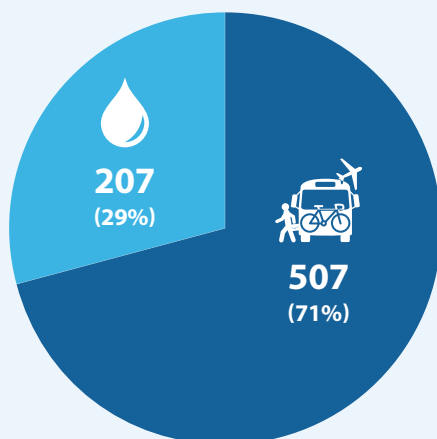
**AVERAGE PROJECT BUDGET:**

**\$9.5M**

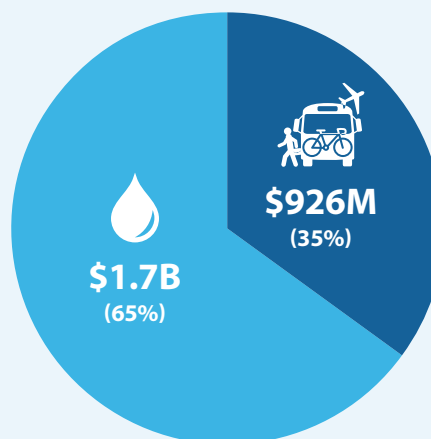
**MEDIAN PROJECT BUDGET:**

**\$3.7M**

**Number of Projects by CSA**



**Project Budgets by CSA**





## Project Benefit and Burden Analysis Overview

In the first phase of the analysis, reported in the Equity in Infrastructure Initiative Interim Update for the Los Angeles County Board of Supervisors (August 30, 2022), project investment impacts were evaluated solely by their physical location, without considering their effects on surrounding communities. Analysis of equity is strengthened, however, when a project's unique impacts, as well as the communities they impact, are considered.<sup>14</sup> Thus, in this subsequent phase (September 2022 through March 2023), the analysis considers the geographic extent of benefits and burdens associated with each project type. This new analysis began with identifying common benefits and burdens for each project type and a unique geographic extent for each project type benefit and burden.

Due to limited benefit and burden-related data availability and time constraints, the analysis assesses benefits and burdens on a project type rather than a per-project basis. Moreover, our methodology extrapolates project type-specific benefits and burdens based on the 11 project-type classifications shown in the above Transportation and Water Resources CSA tables. This approach assumes that these benefits and

burdens generally apply to all projects of the same type.<sup>15</sup> Given this approach which generalizes the benefits and burdens by project type, our analysis strives to be accurate on average and not per project.

To complete an equity analysis, information regarding a project's impact must be compared to socioeconomic variables.<sup>16</sup> To accurately portray a community's unique characteristics, an equity screen tool that combines multiple socioeconomic and health-related variables is preferable to examining individual indicators.<sup>17</sup> The results of the benefit and burden analysis were compared to disadvantaged communities identified by the Climate and Economic Justice Screening Tool (CEJST) (see the "Equity Screens for Data Analysis" section for more detail). Population census data was also integrated into the analysis to understand the number of people affected by these projects. And the per-project investments were aggregated within the benefit and burden areas to assess the investment amounts in communities with and without concentrated and accumulated disadvantage. The analysis results are presented in maps, data tables, and graphs that compare and assess the geographic and project budget distribution of infrastructure investment benefits and burdens in communities with and without concentrated and accumulated disadvantage.

14 Rahman, Mashrur; Meher Nigar Neema. *AIMS Geosciences* (2015), 1, 21-40.

Heckert, Megan; Christina D. Rosan. *Developing a green infrastructure equity index to promote equity planning. Urban Forestry and Urban Greening* 19 (2016) 263-270.

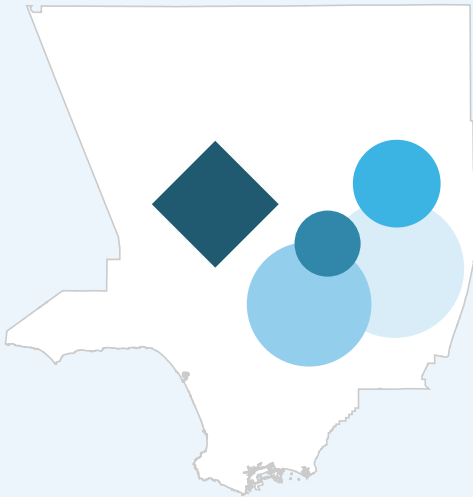
15 Two exceptions applied to the burden analysis. In the road construction project type, bicycle improvement projects were excluded from congestion burdens. And in the flood construction project type, only projects with pump stations were included in the assessment of air quality burdens.

16 Meng, Q. *Fracking equity: A spatial justice analysis prototype. Land Use Policy* 70 (2018) 10-15.

Tahmasbi, Behnam; Mohammad Hadi Mansourianfara; Hossein Haghshenas; Inhi Kim. *Multimodal accessibility-based equity assessment of urban public facilities distribution. Sustainable Cities and Society* 49 (2019) 101633.

17 Heckert, Megan; Christina D. Rosan. *Developing a green infrastructure equity index to promote equity planning. Urban Forestry and Urban Greening* 19 (2016) 263-270.

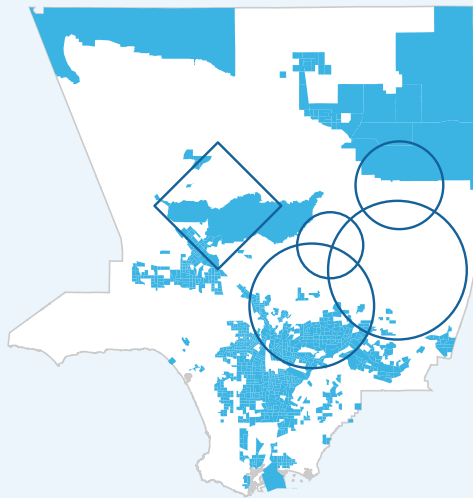
# Identifying Impacts on Communities



## STEP 1 *Identifying Areas of Impact*

**Analysis:** A benefit and burden area was established for each project based on each project's location and project type.

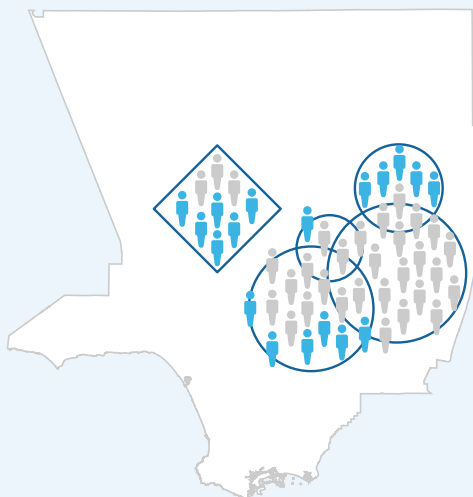
**Results:** Identified the per-project spatial representation of the project type benefits and burdens associated with each of the 714 projects.



## STEP 2 *Examining Areas of Impact Through an Equity Lens*

**Analysis:** Overlay the CEJST data to the benefit and burden maps created in Step 1.

**Results:** Determined the amounts and percentages of investment benefits and burdens in communities with and without concentrated and accumulated disadvantage.



## STEP 3 *Determining the Populations Impacted*

**Analysis:** Determine how many people may experience the benefits and burdens related to these 714 projects using U.S. Census Tracts data overlaid on the map created in Step 2.

**Results:** Determined the number of people benefiting from these project investments by project type and whether they reside in a community with concentrated and accumulated disadvantage.

See also **Appendix A**, Board Advisory Committee (BAC) Presentation on Benefits and Burdens for methodology implementation details.

## Equity Analysis and Mapping

### Establishing the Benefits, Burdens, and their Geographic Reach

Existing project data did not contain information regarding the outcomes of projects. To establish a set of impacts by project type, we collaborated with MIG's planning and environmental management team, which has extensive experience drafting Environmental Impact Reports and assessing projects according to CEQA and NEPA guidelines. Much of this work involves foreseeing potential impacts from projects; thus, their expertise was leveraged to assess and determine the likely impacts from each project type.

MIG's planning and environmental management team reviewed each PIW project's scope description to assess benefits and burdens at the summary project type level. Additionally, PW staff provided representative project reports to identify benefits and burdens further. Based on the scope descriptions, project reports, and discussions with CSA staff, the expected benefits and burdens for each project type and the likely geographic extent of these impacts were determined. For example, the team asserted that, among other impacts, flood constructions projects could reduce vectors such as mosquitoes within a mile of the project site due to the prevention of stagnant water, but that these projects may have air quality burdens within 50 meters of pump stations due to emissions release.

The analysis considered only permanent project benefits and burdens. Permanent benefits and burdens are defined as persistent impacts beyond the construction phase, such as the ongoing noise impacts from airport improvements or the potential for increased ongoing congestion due to road projects that improve safety. Temporary impacts, however, such as noise or traffic disruptions during the construction phase, were excluded because they are short-term and, therefore, not comparable to the long-term benefits and burdens of infrastructure projects.<sup>18</sup>

Based on the precedent outlined in the literature review and the expertise of MIG's planning and environmental management team, the most appropriate GIS spatial analysis technique for each project's benefits and burdens area was determined:

- Network analysis technique was used for the appropriate project types, such as road construction and traffic design. Network analyses determine the service area of a point following a transport network for a specified distance.<sup>19</sup> Another way of understanding this is the area captured within an X-mile drive from the center of the project location.
- Buffer analysis, which creates a buffer zone that extends a certain distance around the project area, was applied when impacts did not follow a network, such as for air quality or noise impacts. This is also understood as Euclidean distance.<sup>20</sup>
- For several Water Resource project types, including flood construction, stormwater quality, and watershed management projects, the impact team used Federal Emergency Management Agency (FEMA) data to deploy a GIS downstream analysis technique. FEMA conducts regular risk assessments and publishes flood maps, which show how likely it is for an area to flood. Any area with over a 1% yearly chance is considered to have a high flood risk. FEMA data is intended for use by communities to determine local risk and make infrastructure improvements, so it is highly relevant to our use.<sup>21</sup> The downstream analysis we employed used the Trace Downstream GIS tool, available within the ArcGIS software suite, which determines the path water will take from a starting location to its furthest downhill path. Where a project's downstream flow path intersected with a FEMA Flood Hazard Zone, the overlapping area became the project's impact area. The FEMA Flood Hazard Zones included the 100-year floodplain, 500-year floodplain, regulatory floodway, and the areas with reduced risk due to levees.

See **Appendix A** for a table depicting each project type's benefits, burdens, and spatial extents.

<sup>18</sup> Meng, Q. Fracking equity: A spatial justice analysis prototype. *Land Use Policy* 70 (2018) 10-15.

<sup>19</sup> Ahmad, Z. Using GIS to Analyze the Spatial Equity to Public Parks in Lahore Metropolitan. *Journal of Research in Architecture and Planning* (2020), 28, 8-19

<sup>20</sup> Rahman, Mashrur; Meher Nigar Neema. *AIMS Geosciences* (2015), 1, 21-40.

<sup>21</sup> <https://www.fema.gov/flood-maps>



## Using ModelBuilder to Calculate the Benefit and Burden Areas

Using mathematic or computer-based models can help standardize and optimize spatial analysis, and they are common practice in GIS-based research. Given the many project types and the potential ongoing need by PW to perform a spatial analysis of the benefits and burdens of infrastructure projects, we developed an automated GIS tool to create GIS layers representing the spatial extents of each benefit and burden. The tool was built using ModelBuilder, a geographical programming interface within the ArcGIS software suite. Within ModelBuilder, an analyst adds an initial data layer and then adds all the steps that data will move through, including various geoprocessing tools, before arriving at an output. GIS models allow analysts to connect data and geoprocessing tools with a process, iteratively process every step individually or all together, automate the workflow to prevent user error, create scalable workflows, and share the model for future use with other analysts.<sup>22</sup> This is particularly useful in developing an analysis tool that will be run multiple times, as we did for each project type, and creating a tool that can be used by other analysts to recreate the analysis and results.

## Determining the Spatial Distribution of Infrastructure Investments

A uniform spatial grid, consisting of one-square-mile hexagons spanning Los Angeles County, was created to facilitate data visualization and analysis. Each project's benefit and burden areas, along with their corresponding budgets, were then summarized proportionally within each hexagonal grid cell. This approach enabled the calculation of the relative density of investment in areas where multiple benefits or burdens overlapped. The relative spatial distribution of investment dollars in communities with and without concentrated and accumulated disadvantage by project type are depicted in charts in the Findings section below.

## Determining the Spatial Distribution of Populations

In addition to assessing investment benefit dollars and spatial density, the hexagon grid was used to understand the distribution of project impacts by population. We projected the 2020 U.S. Census population counts organized by tract onto the hexagonal grid, allowing us to determine the number of individuals residing in each grid cell. This population per grid cell, when overlaid onto the benefit and burden maps, enabled the calculation of the infrastructure investments per resident and project type depicted in the charts in the Findings section below.

## Determining Disparities in the Spatial Distribution of Infrastructure Investments

Studies indicate that socioeconomic factors such as education level, race, income, and age are correlated with environmental justice indicators, with those of lower socioeconomic status tending to be more burdened by environmental injustices.<sup>23</sup>

The CEJST map of overburdened and underserved census tracts was projected onto the hexagon grid to determine which grid cells represent communities with concentrated and accumulated disadvantage. Where the CEJST community with concentrated and accumulated disadvantage designation overlapped with a hexagon cell, the percentage of overlap determined how much of the hexagon's area was within a community with concentrated and accumulated disadvantage. This percentage became a multiplier applied to the cell's total population to arrive at the community with concentrated and accumulated disadvantage population living within that cell.

22 Hidayat, Dina; Sih Andajani. Development Land Erosion Model Using Model Builder GIS (Case Study: Citepus Watershed). MATEC Web of Conferences (2018) 147.

23 Lercher, P.; Pfeifer, C.; Botteldooren, D. Traffic noise exposure, education and annoyance: Longitudinal experience from cross-sectional surveys over time (1989–2004). Proc. Forum Acusticum 2005, 1795–1799. Available online: <http://hdl.handle.net/1854/LU-331155> (accessed on 16 September 2022)

Boone, C.G.; Fragkias, M.; Buckley, G.L.; Grove, J.M. A long view of polluting industry and environmental justice in Baltimore. *Cities* 2014, 36, 41–49.

Chen, J.; Chen, S.; Landry, P.F. Migration, environmental hazards, and health outcomes in China. *Soc. Sci. Med.* 2013, 80, 85–95. [CrossRef]

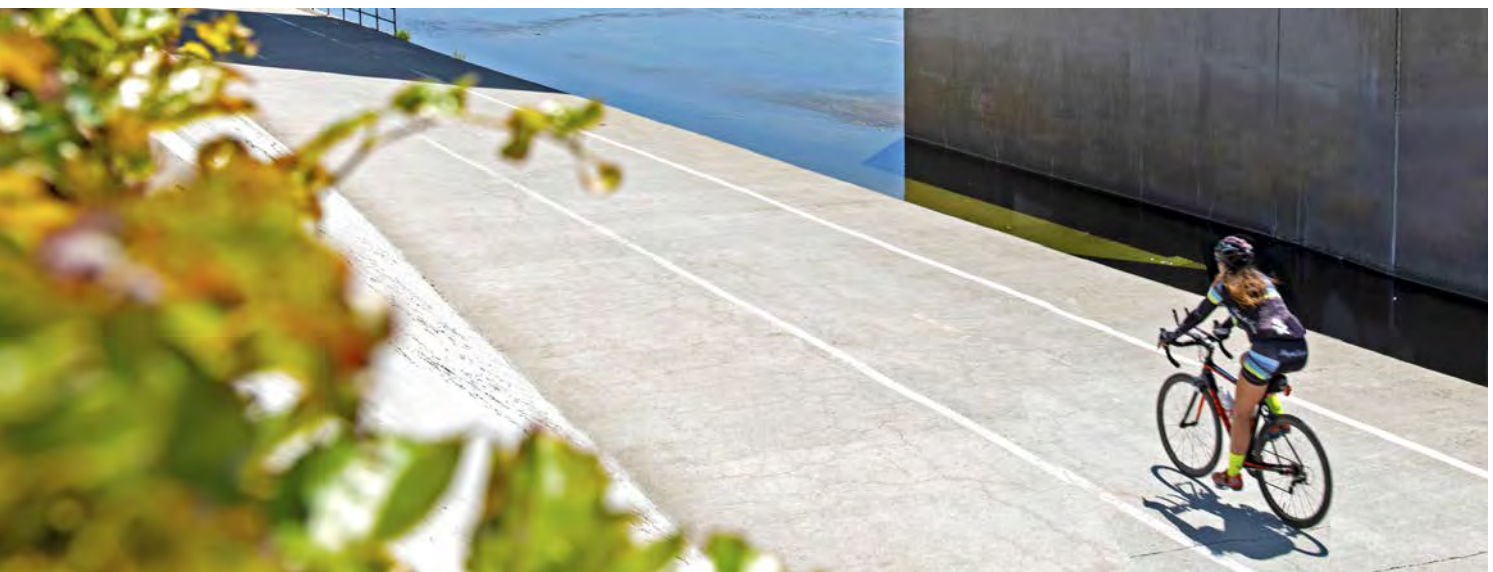
Brajer, V.; Hall, J.V. Changes in the Distribution of Air Pollution Exposure in the Los Angeles Basin from 1990 to 1999. *Contemp. Econ. Policy* 2005, 23, 50–58.

Park, Y.M.; Kwan, M.-P. Understanding Racial Disparities in Exposure to Traffic-Related Air Pollution: Considering the Spatiotemporal Dynamics of Population Distribution. *Int. J. Environ. Res. Public Health* 2020, 17, 908.

Mitchell, G.; Dorling, D. An Environmental Justice Analysis of British Air Quality. *Environ. Plan. A* 2003, 35, 909–929

Pearce, J.; Kingham, S. Environmental inequalities in New Zealand: A national study of air pollution and environmental justice. *Geoforum* 2008, 39, 980–993.

Meir, M. Race and Pollution Correlation as Predictor of Environmental Injustice. Bachelor's Thesis, Duke University, Durham, NC, USA, 2013.



### **Mapping Infrastructure Investment Benefits and Burdens**

For mapping purposes, the analysis depicts the spatial intensity of benefits and burdens by summing the number of times a project’s benefit or burden overlaps with a grid cell. The number of benefits and burdens in each cell are then summed across all projects within each of the 11 project types.<sup>24</sup> The resulting spatial distribution of benefits and burdens by project type are depicted in **Appendix A**, Mapping Findings.

To depict the benefits and burdens of all project types within the transportation and water resources CSAs, we normalized the benefits and burdens across project types and then summed the normalized values to create composite maps for each CSA that show the spatial distribution and extent of the benefits received by CSA. These composite CSA benefit maps are also included in **Appendix A**, Mapping Findings.

### **Limitations**

As described above, the Infrastructure Investment Analysis uses the PIW data routinely collected and maintained by PW for project management and reporting. Consequently, the results of this analysis are dependent on the PIW data’s comprehensiveness, completeness, and accuracy.

Furthermore, the 714 projects in this analysis represent a wide range of project scopes. Our analysis, however, limits the range of benefits and burdens considered for a specific project to those attributed to one of the 11 PIW project types used to categorize each project. Considering this limitation, the project type benefits and burdens and their associated geographic extent are generalized to include common and expected benefits and burdens only, not those associated with a specific project’s scale, extent, intensity, or scope of work.

Last, this analysis does not include an infrastructure needs assessment. Thus, the analysis results do not identify areas that need additional PW investment. Instead, this analysis focuses on determining the investment benefit and burden areas of recent, current, and planned projects and assesses investment decisions through the CEJST community with concentrated and accumulated disadvantage equity lens.

Given these limitations, this analysis aims to be accurate on average in identifying disparities in infrastructure investment. And by examining these limitations, it also aims to direct future data collection methods and data system developments that support improved ongoing equity analyses and decision-making.

<sup>24</sup> Six countywide transportation projects were removed from the map benefit analysis because they conveyed no relative spatial benefit information. However, these same six projects were included in the investment analysis.



## Equity Screens for Data Analysis

Several equity screening tools exist 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-in-need tiers. At the state level, the California Office of Environmental Health Hazard Assessment (OEHHA) has developed CalEnviroScreen 4.0. This screening tool identifies California communities disproportionately burdened by multiple sources of pollution and prioritizes the distribution of resources to those most vulnerable to climate change impacts.

While each screening tool offers a valuable perspective for evaluating equity, the priorities set by the Federal Justice40 Initiative are particularly timely and relevant for the infrastructure investment analysis. This framework allows for assessing the distribution of resources to communities facing infrastructure-related vulnerabilities. This is especially pertinent given the County's current focus on 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 communities with concentrated and accumulated disadvantage. 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 communities with concentrated and accumulated disadvantage 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.

### *Identifying "Disadvantaged" 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 communities with concentrated and accumulated disadvantage that are marginalized, underserved, and overburdened. Version 1.0 of the CEJST was released in November 2022 after incorporating feedback from members of the public, Tribal Nations, and Federal agencies.

The tool identifies communities with concentrated and accumulated disadvantage using census tracts, 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 it is in a census tract that is (1) at or above the threshold for one or more environmental, climate, or other burdens, and (2) at or above the threshold for an associated socioeconomic burden.

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. The CEJST website contains specific information about the criteria and datasets used to establish thresholds in each category.

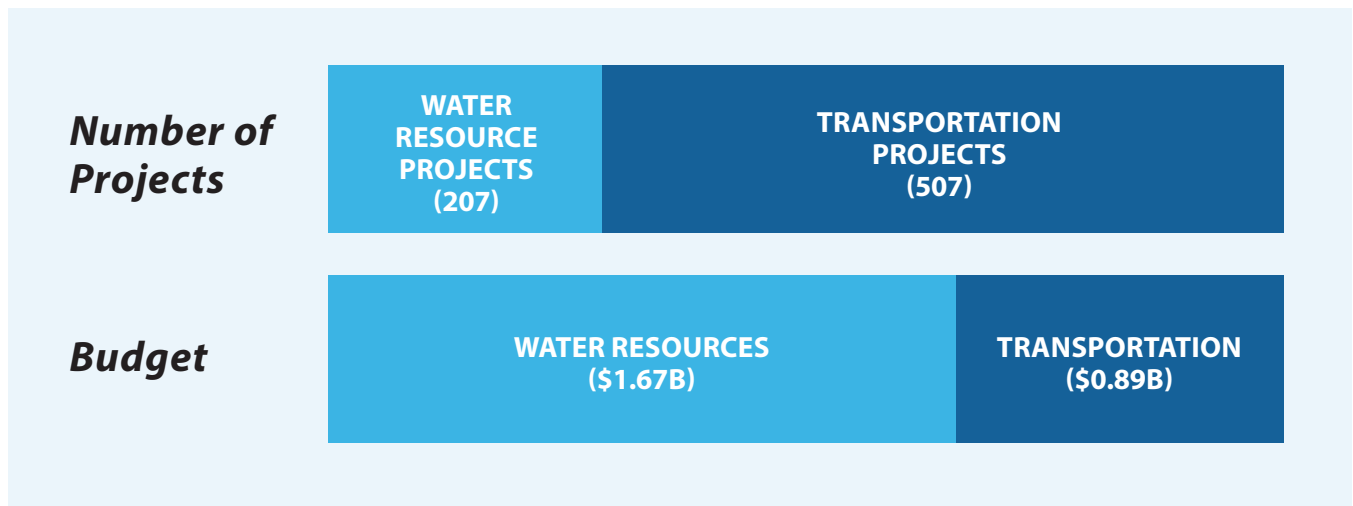
### *"Disadvantaged" Communities in Los Angeles County*

Based on the criteria established for Version 1.0 of the CEJST, 47% (1,169) of census tracts located in Los Angeles County have been identified as "disadvantaged." These areas are home to 4,785,038 residents, or approximately 48% of the total population (over 10 million) of Los Angeles County.

Though the indicators used in the CEJST to identify disadvantaged communities do not address race, 96% of the census tracts identified as disadvantaged 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.

## Infrastructure Investment Analysis Findings

The 714 PIW projects included in this analysis represent \$2.58 billion in infrastructure investment. The Water Resources CSA has 207 projects totaling \$1.67 billion, and the Transportation CSA with 507 projects totaling \$0.89 billion. See also **Appendix A**, Mapping Findings and Investment Analysis Tabular Results.



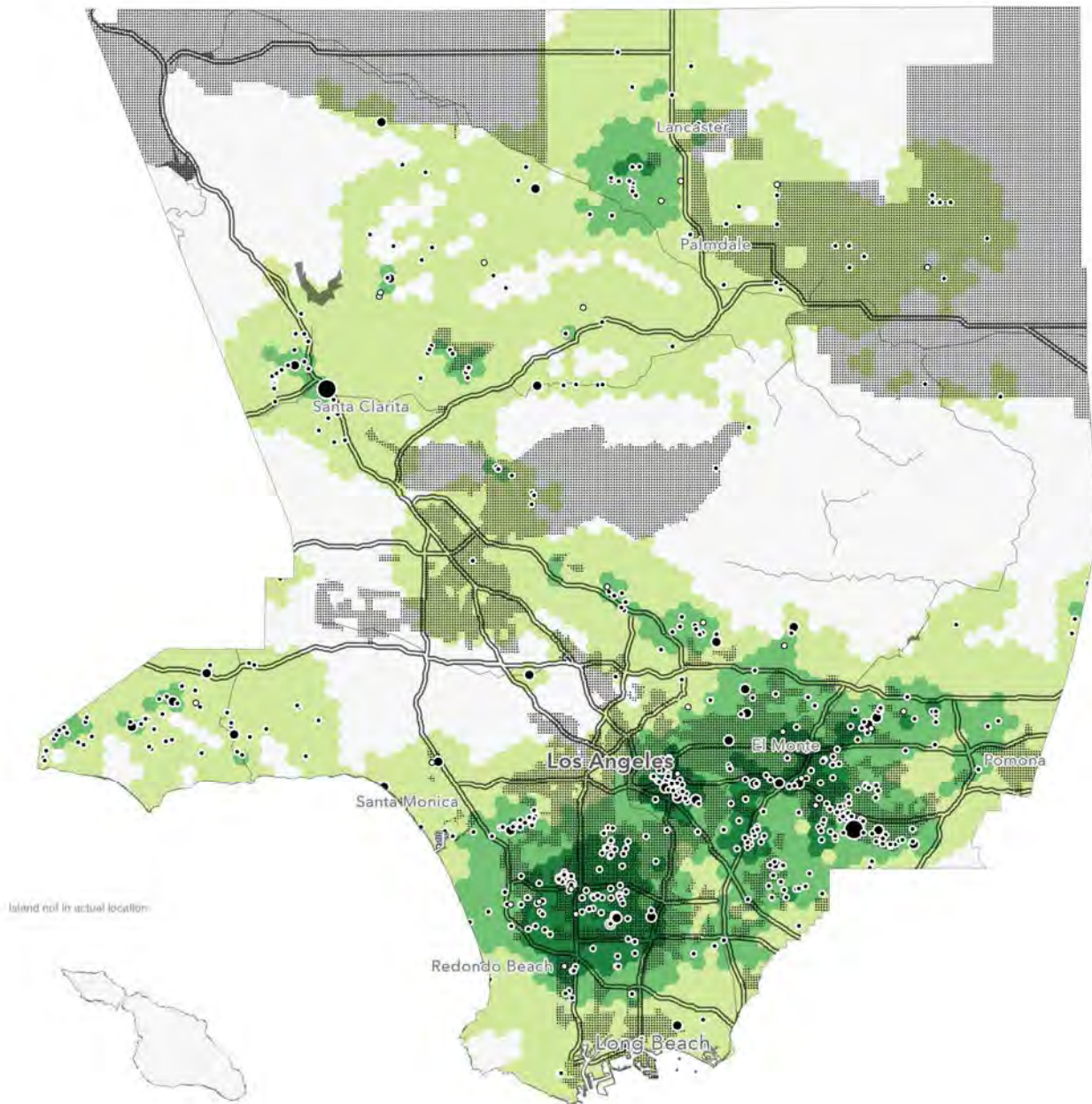
### Overall Infrastructure Investment Findings

- This analysis suggests almost all residents living in a community with concentrated and accumulated disadvantage are receiving some benefit from the 507 transportation projects. Of the over 4.7 million people in LA County who live in a community with concentrated and accumulated disadvantage, 4.3 million benefit from a transportation investment. (See **Figure 3: Transportation Investments**)
- Slightly fewer populations with concentrated and accumulated disadvantage receive benefits from water resources investments than transportation investments, primarily due to limited areas of service. Some project service areas, such as those for watershed management, waterworks construction, and stormwater quality, serve only portions of the county. Over 4 million residents living in a community with concentrated and accumulated disadvantage receive a water resources investment benefit. (See **Figure 4: Water Resources Investments**)





**Figure 3: Transportation Investments**



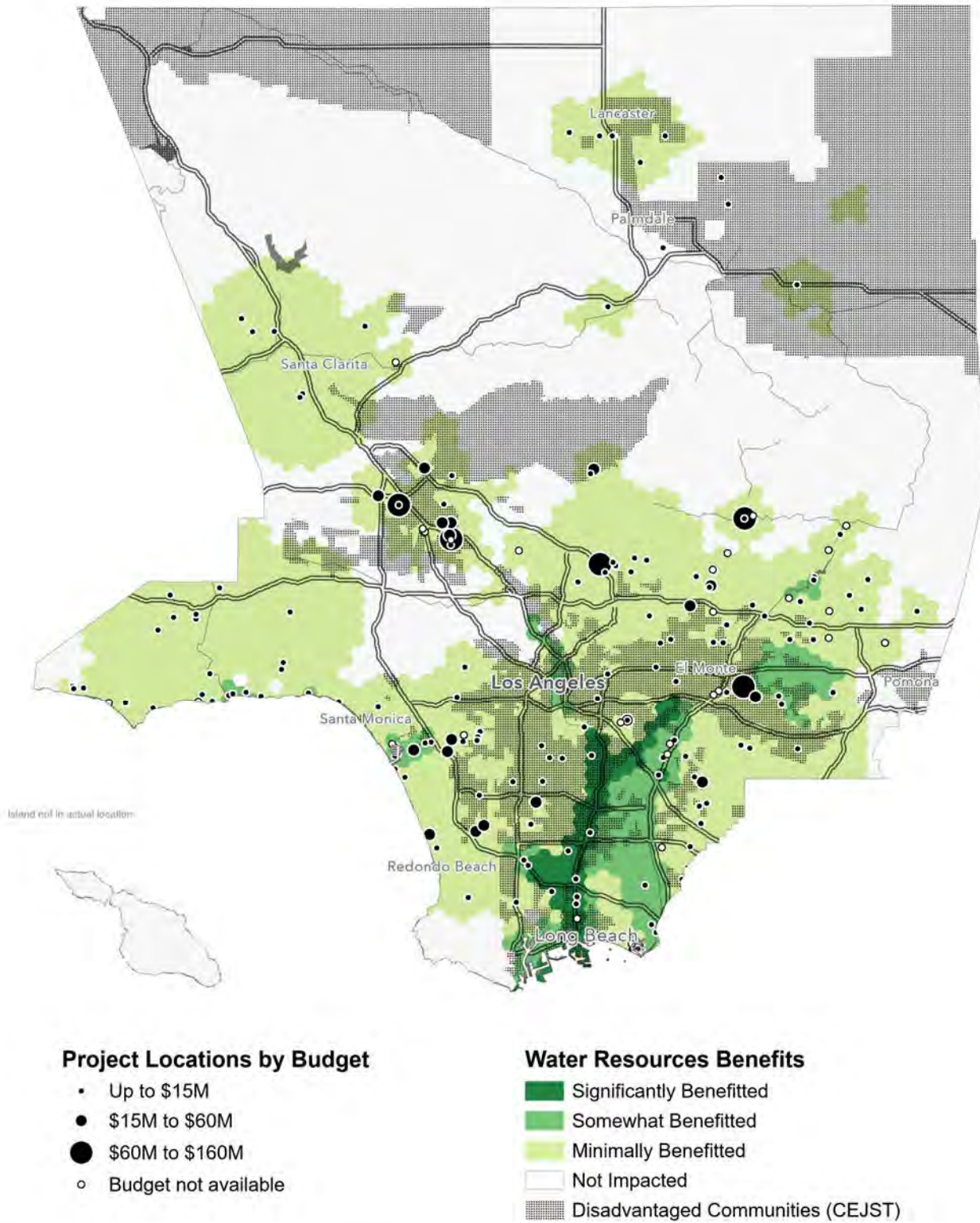
**Project Locations by Budget**

- \$1.5K to \$5M
- \$5M to \$25M
- \$25M to \$115M
- Budget not available

**Transportation Benefits**

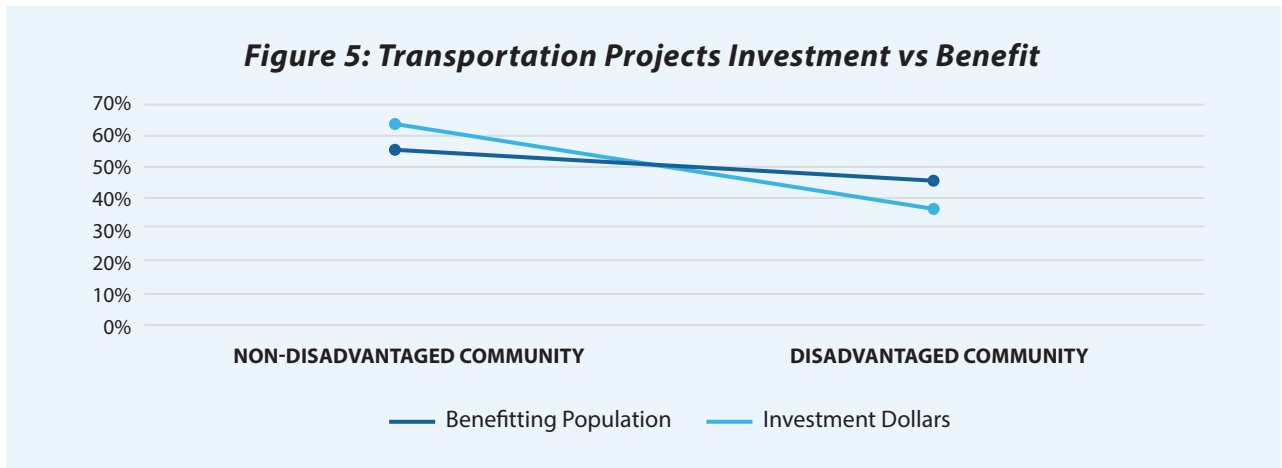
- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- Not Impacted
- ▨ Disadvantaged Communities (CEJST)

**Figure 4: Water Resources Investments**

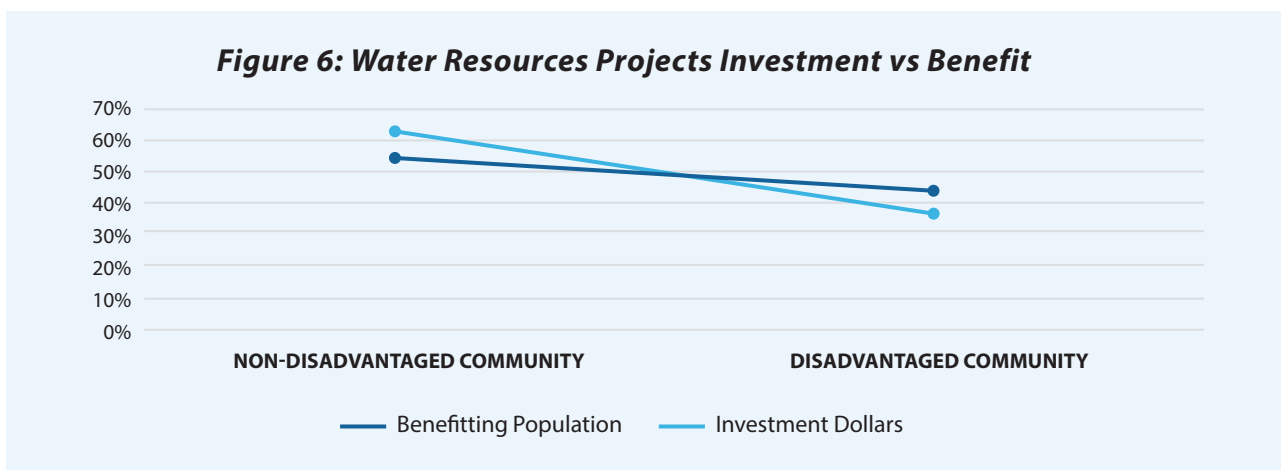




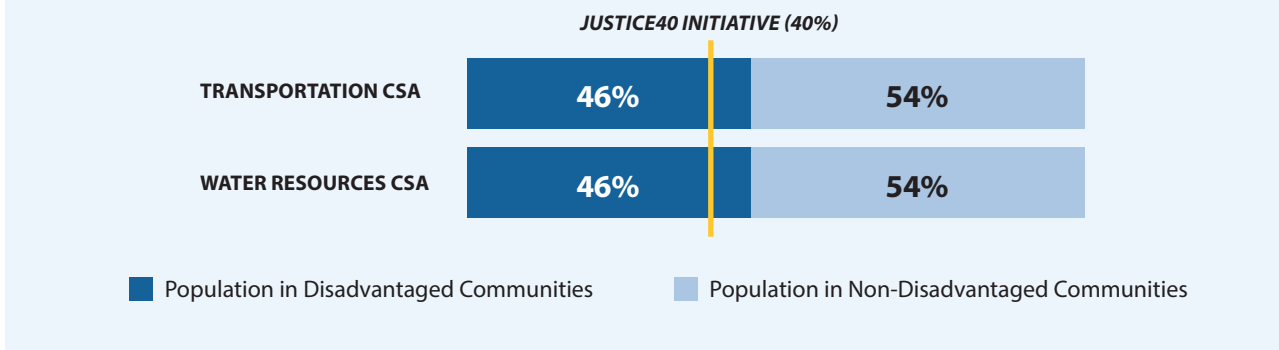
- This analysis attributes \$0.96 billion (37%) of the Transportation and Water Resources CSA infrastructure investments to be within communities with concentrated and accumulated disadvantage and \$1.62 billion (63%) invested within communities not classified as disadvantaged by CEJST.
- Given the relatively higher population densities of the benefiting communities with concentrated and accumulated disadvantage, 36% of the transportation investment dollars are within communities with concentrated and accumulated disadvantage while 46% of people benefitting from Transportation investments reside in communities with concentrated and accumulated disadvantage.



- Similar to Transportation Projects, Water Resources investment vs. benefit reflects the higher population densities in communities with concentrated and accumulated disadvantage. 46% of the benefiting population lives in communities with concentrated and accumulated disadvantage, while only 38% of the investment dollars benefit these communities. Whereas, the inverse occurs in non-disadvantaged communities for both Transportation and Water Resources projects.

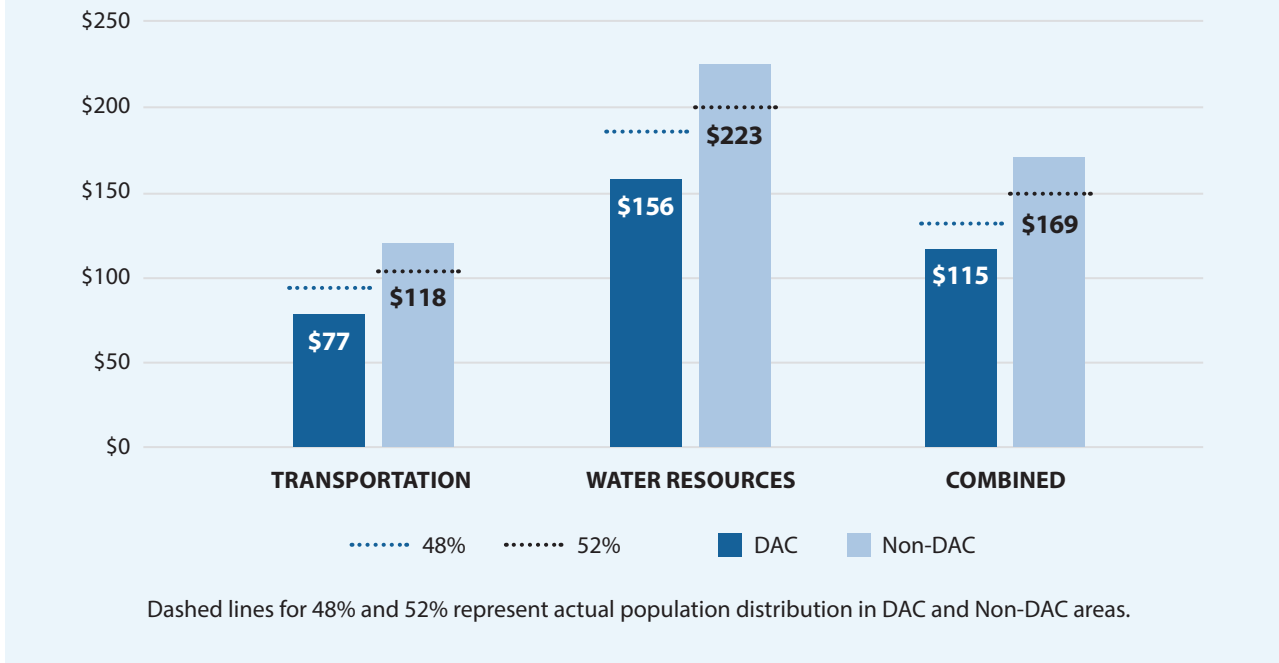


**Figure 7: Percent of Benefit Area Populations Living in Disadvantaged Communities**



- The overall transportation and water resources CSA investment per resident living in a benefiting area is \$115 per person in communities with concentrated and accumulated disadvantage and \$169 for communities without concentrated and accumulated disadvantage.
- For residents living in a transportation project benefit area, the per-resident benefit is \$77 in a community with concentrated and accumulated disadvantage and \$118 in a community without concentrated and accumulated disadvantage.
- The per-resident benefit for residents living in a water resources project benefit area is \$156 in a community with concentrated and accumulated disadvantage and \$223 in a community without concentrated and accumulated disadvantage.

**Figure 8: Investment per Resident**





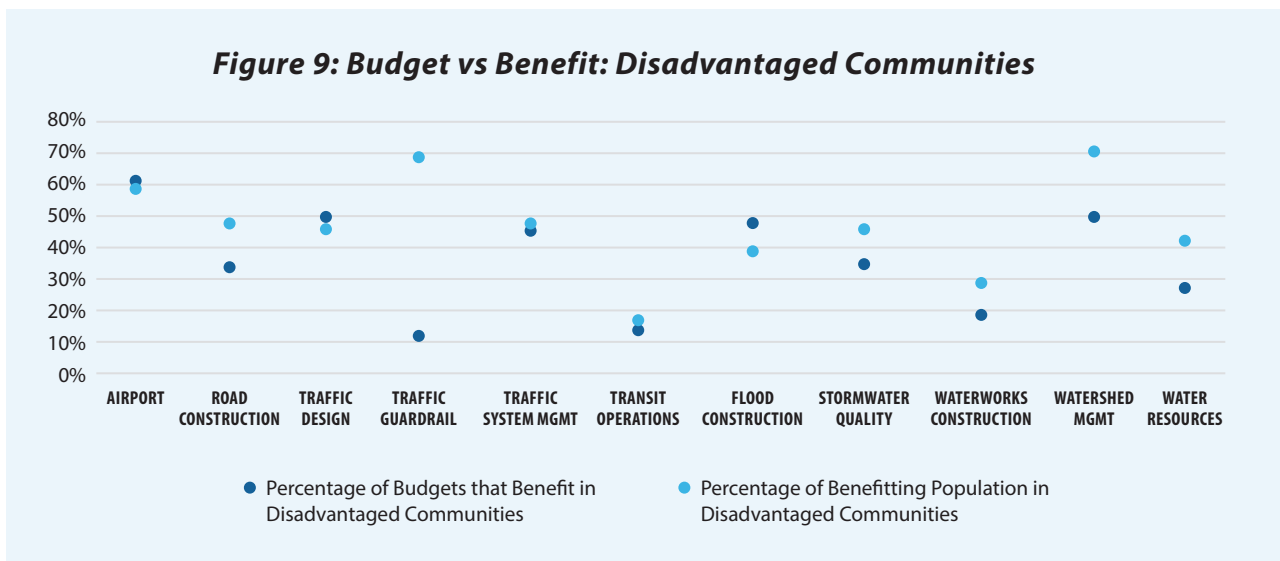
## Project Type Infrastructure Investment Findings

- In cases such as the airport projects, the majority of both investment spending and project-related burdens occur in communities with concentrated and accumulated disadvantage. Airport investment spending disproportionately occurs in communities with concentrated and accumulated disadvantage given the location of the county’s four airports in or near communities with concentrated and accumulated disadvantage: 61% of the benefit area and 59% of the benefiting population are in a community with concentrated and accumulated disadvantage. However, airport burdens, such as exposure to air quality pollutants and increased congestion and noise, are also disproportionately concentrated in these communities with concentrated and accumulated disadvantage (see **Figure 9**).
- Because guardrail projects occur primarily in sparsely populated mountain or coastal regions, only 12% of the traffic guardrail investment benefit area is in a community with concentrated and accumulated disadvantage. Thus, the per-person benefit for traffic guardrails is \$1,330 in communities without concentrated and accumulated disadvantage and only \$78 in communities with concentrated and accumulated disadvantage, even though 69% of those benefiting reside in communities with concentrated and accumulated disadvantage (see **Figures 11, 13, and 14**).



- The Waterworks construction projects have the second-highest overall investment per resident living in the benefits area: \$442 in communities without concentrated and accumulated disadvantage and \$247 in communities with concentrated and accumulated disadvantage (see **Figure 11**)
- Of the non-airport transportation project types, traffic system management and traffic design projects have the highest overall relative investment in communities with concentrated and accumulated disadvantage: 46% and 50%, respectively (see **Figure 9**).

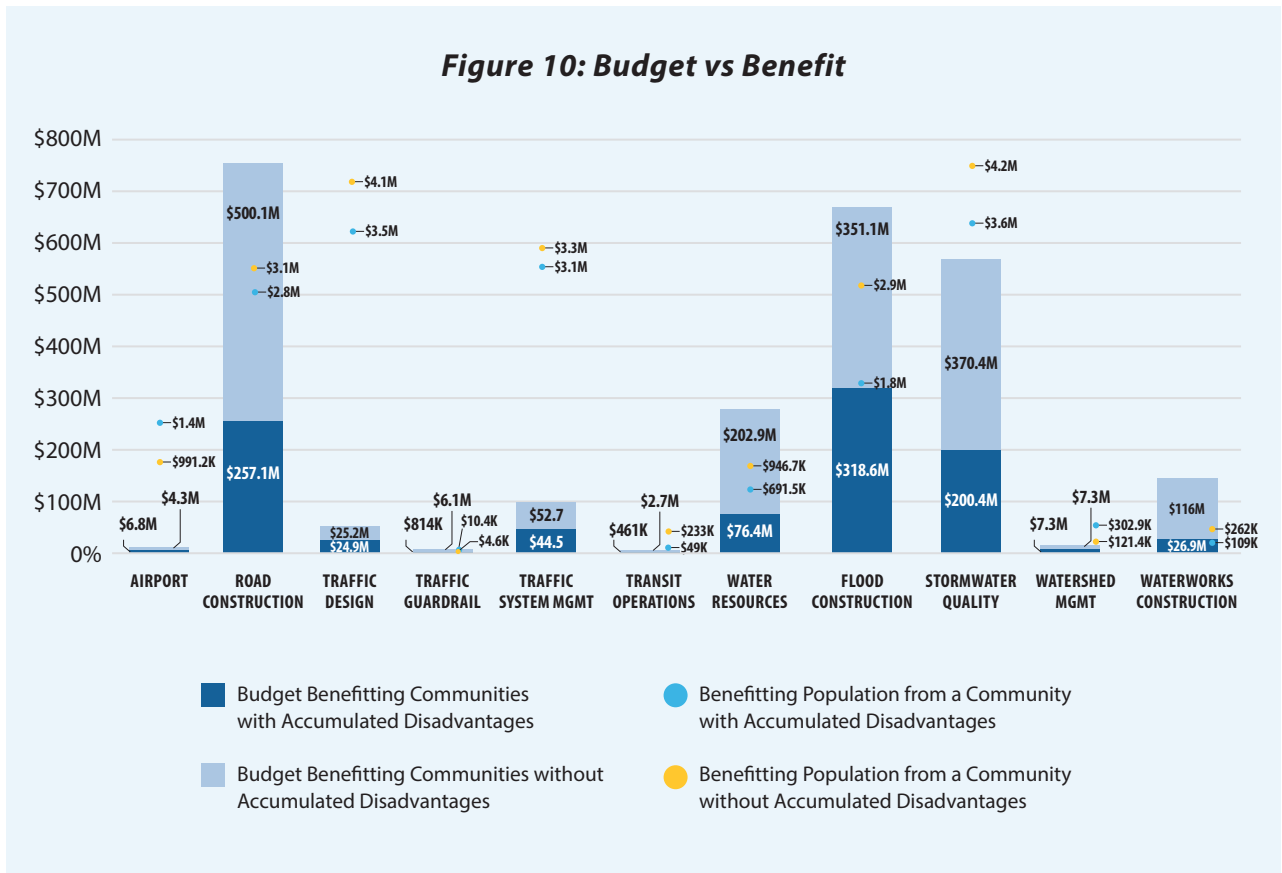
**Figure 9: Budget vs Benefit: Disadvantaged Communities**



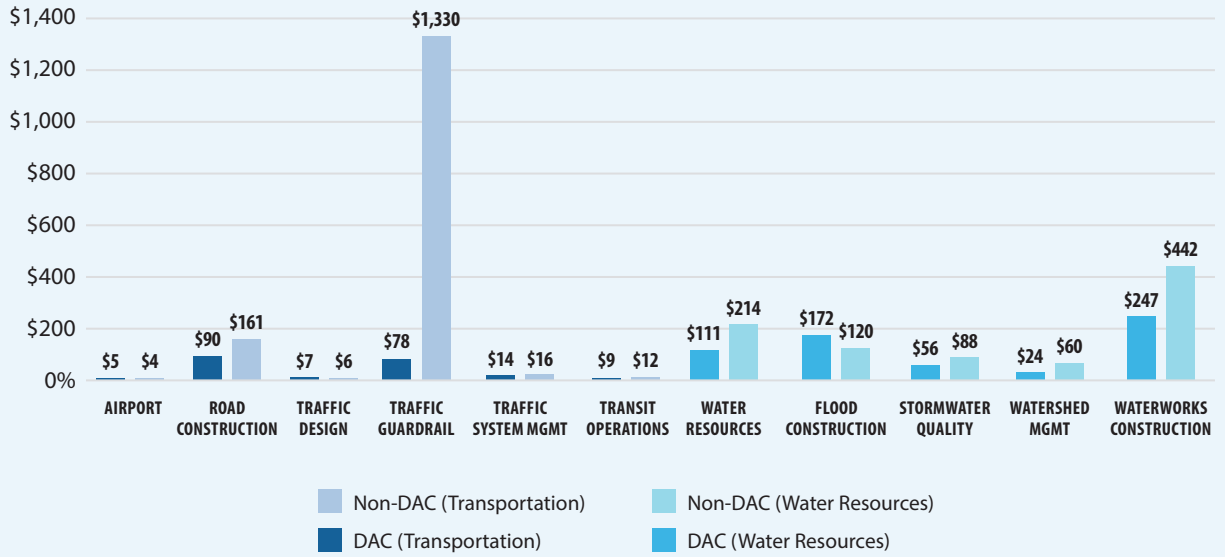
- Using the road network to approximate transit operations benefit areas may require refinement to account for extended multi-modal or bus transfer network benefits, as the transit operations projects' benefit area is only 14% within a community with concentrated and accumulated disadvantage. Transit Operations projects shown here are a minor portion of the extensive transportation network in Los Angeles County. They do not encompass the efforts of organizations such as the Los Angeles County Metropolitan Transportation Authority (Metro), Metrolink, LADOT Transit, and numerous other providers (see **Figure 9**).
- Road construction projects demonstrate how population density disparities impact the investment vs. benefit comparison. Road construction project investments are nearly twice as much in communities without concentrated and accumulated disadvantage: \$500 million (66%) vs. \$257 million (34%). However, given the greater population densities

in these communities with concentrated and accumulated disadvantage, 48% of the benefiting population (2.8M) live in a community with concentrated and accumulated disadvantage resulting in a \$90 per person benefit in these communities and a \$161 per person benefit in other communities (see **Figures 10, 11, 13, and 14**).

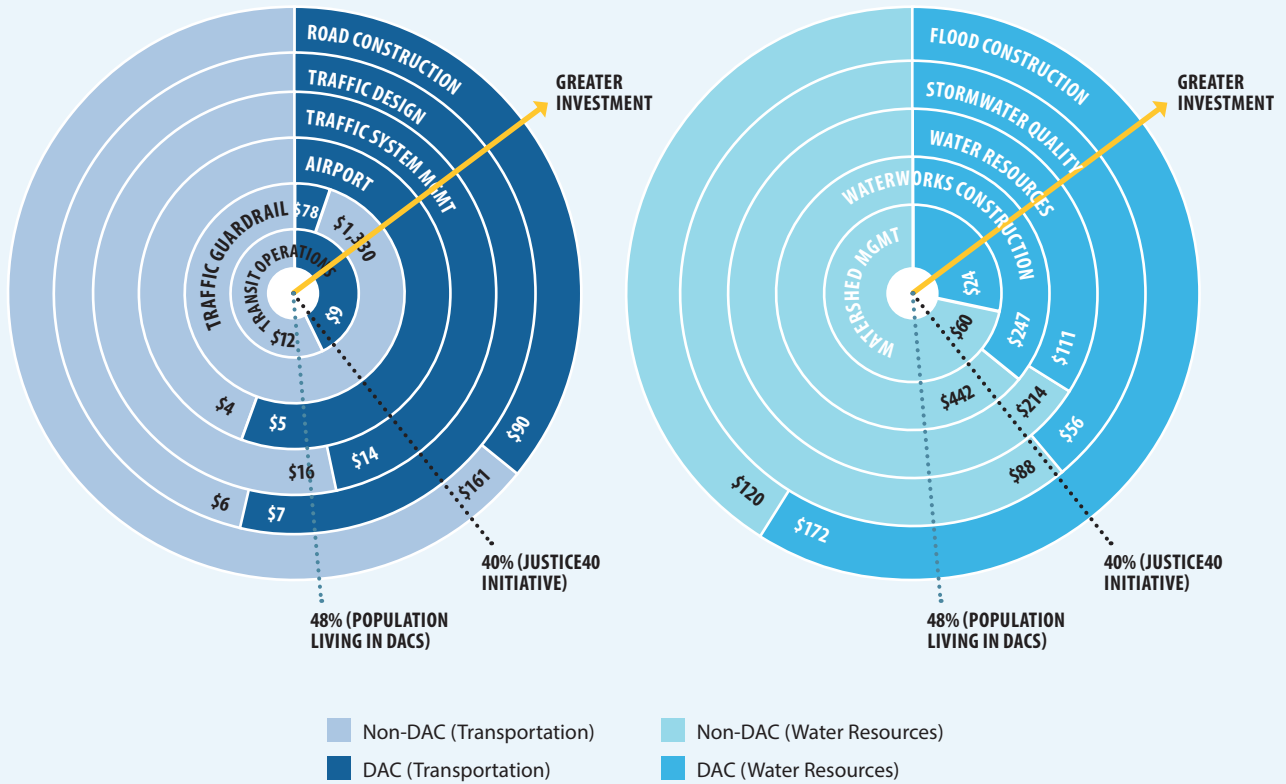
- Because flood construction and stormwater quality projects have significant downstream benefits, the flood construction and stormwater quality projects have a relatively high number of people benefiting, with 4.77 million and 7.84 million people, respectively (see **Figure 10**).
- Flood construction projects are the only project type with more investment per resident in communities with concentrated and accumulated disadvantage: \$172 in communities with concentrated and accumulated disadvantage vs. \$120 in other communities (see **Figure 11**).



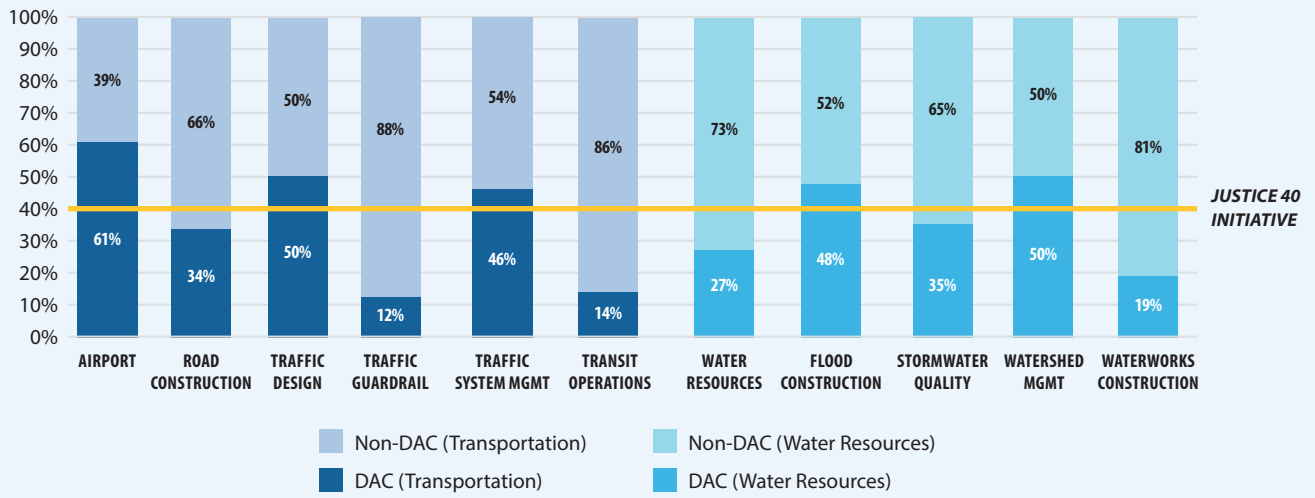
**Figure 11: Investment per Resident in DACs and Non-DACs**



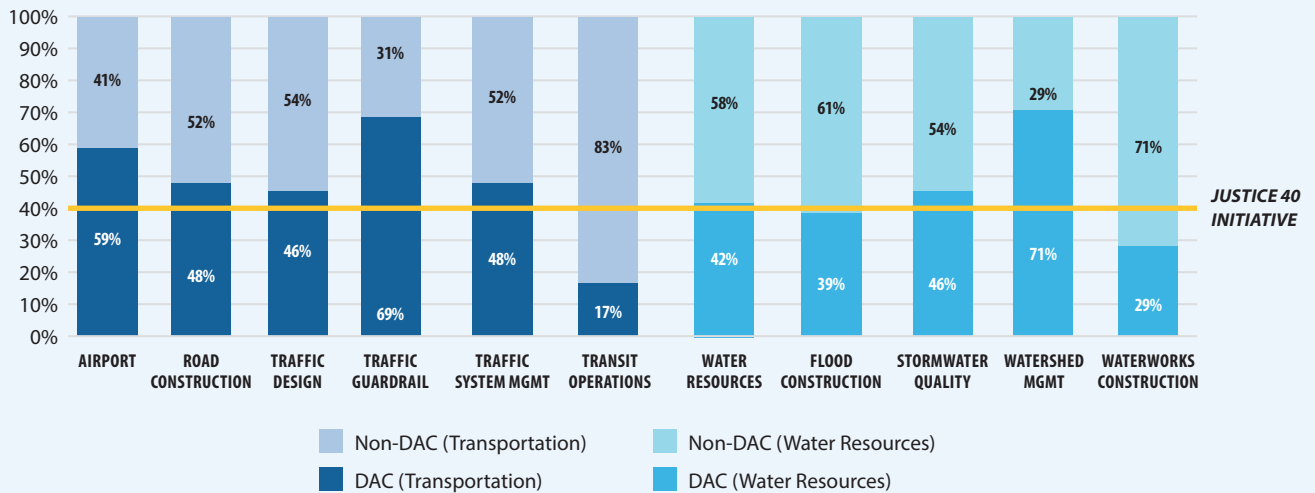
**Figure 12: Investment per Resident**



**Figure 13: % of Benefit Dollars in DAC and Non-DAC**



**Figure 14: % of Benefiting Population in DAC and Non-DAC**







## Recommendations

PW can pursue several actions to ensure future analyses are more comprehensive and accurate. First, benefit and burden data should be collected at the project level and included in the Project Information Website (PIW) database. Doing this will enable ongoing and real-time equity analysis at the project level, providing more accurate and in-depth findings for dynamic decision-making. Additionally, gathering data on a per-project basis regarding the number of personnel employed, their community affiliations, and the specifics of their job roles would allow for the incorporation of the economic advantages associated with local employment.

Future actions should also include analyzing ongoing or intermittent maintenance projects and investments. Due to time, budget, and available data, this analysis focused on one-time investments only, omitting maintenance projects. Equitably

distributed infrastructure maintenance is essential for the well-being and safety of all county residents. Therefore, future analyses should examine ongoing maintenance efforts to identify disparities in services and investments.

Finally, subsequent analyses should incorporate a community needs assessment to ensure comprehensive coverage of services and investments, identifying infrastructure needs in underserved and overburdened areas and enabling a more targeted allocation of resources to address critical gaps in project coverage. This approach will help mitigate disparities between communities with and without concentrated and accumulated disadvantage, resulting in more equitable outcomes.

## POLICY AND PRACTICE REVIEW COMPREHENSIVE FINDINGS

The findings from Step 1 of the Policy and Practice Review were included in the August 2022 Interim Update to the Board of Supervisors. As a refresher, the methodology used in the review is described below.

The policy review was broken into two steps: 1) Department-wide; and 2) Core Service Area-specific. The sub-bullets in the CSA-specific Review indicate that a follow-up interview was scheduled with a specific division in the CSA.

### Step 1: Department-wide Review

- Business Relations and Contracting Division
- Budget/Fund Management Division
- Human Resources Division
- Workforce Support Division
- Community Services and Government Relations Group (formerly known as Community and Government Relations Group)

### Step 2: CSA-specific Review

- Water Resources CSA
  - Stormwater Planning
- Environmental Services CSA
- Transportation CSA
  - Aviation
- Development Services and Emergency Management CSA<sup>25</sup>
  - Building and Safety
  - Emergency Management
- Construction Management CSA
  - PMDI and PMDII
  - PMD III
- Public Contracting and Asset Management
  - Design

### Non-CSA Divisions

- The Works App (IT Division)
- Strategic Planning and Sustainability Office



<sup>25</sup> Since interviewing, Development Services and Emergency Management is now called Municipal Services.

Both steps included written document review, interviews, and data collection.

### 1. Written Document Review

The MIG Team requested access to all written policies and procedures regarding the topics listed below:

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

### 2. Interviews

The MIG Team conducted interviews with the PW divisions and groups listed above in Steps 1 and 2. The sub-bullet points indicate specific divisions which were interviewed as a follow-up to the CSA interview. Follow-up interviews were scheduled when there was insufficient time to answer all questions pertaining to the division during the initial CSA interview or when discussions during CSA interviews indicated we should connect with divisions that had not yet been interviewed, such as the IT Division managing The Works App.

### 3. Data Collection

MIG followed up after interviews to gather any data referenced during the conversation.

The Policy and Practice Review is one important component of the overall Baseline Equity Assessment. The review is based primarily on qualitative data shared by Public Works staff and is inherently subjective. When more objective information existed to confirm a finding, MIG made every effort to gather additional data to conduct that analysis. To arrive at recommendations, the quantitative analysis (from the Infrastructure Investment Analysis and the Performance Analysis) and community engagement findings are intended to complement the qualitative findings from the policy review.

The opportunities for strengthening identified in the policy review are not unique to Los Angeles County Public Works, but rather are trends prevalent in organizations nationwide. The purpose of this analysis is to provide a baseline for Public Works to identify what existing policies and practices are serving to advance equity and remove barriers to equity, how these might be enhanced and improved, and where these are lacking. As a leading agency nationwide, this is a groundbreaking Initiative that can help provide equitable examples for other public agencies to model if implemented effectively.

### Step 2 Findings

Overall, all the CSAs interviewed have begun to consider equity as a priority in their work and have some practices and procedures in place to advance equity. A shared definition of equity, a deeper understanding of how equity relates to different types of infrastructure projects and services, and a more universal commitment to equity are areas for improvement. CSAs and divisions championing equity and demonstrating effective practices can serve as models for others and best practices can be intentionally taken to scale to have Department-wide impact.

Many staff across PW are interested in learning more and requested frameworks, tools, and guidance, including:

- Definition of equity in the context of infrastructure;
- Community engagement best practice strategy with explicit principles, standards, guidelines, and tools;
- High-quality performance measures using consistently tracked and regularly reported data;
- Equity lens funding decision framework and support tools; and
- Formal training, resources, and tools to support staff in understanding the importance of equity, how equity relates to their business area, and how to incorporate equity in their business area.

Department-wide framework and policies will ensure consistency across PW while still allowing each CSA to customize as needed to meet the unique needs of their staff and customers.



## Overall Findings

The high-level findings below summarize key themes that cut across the full review.

### Embracing a Shared Framework and Enhancing Strategic Coordination

All the CSAs interviewed have some practices in place to advance equity. Not all policies and procedures are formalized in writing and there are opportunities to strengthen existing efforts and more intentionally spread the ones that are successful. The Framework created through this process will be extremely valuable to the organization.

PW, like most large organizations, is relatively decentralized, with the Core Service Areas maintaining a fair degree of decision-making authority. The benefits of this structure are numerous, including increased loyalty and lower turnover. A common challenge in a larger, more decentralized organization can be unifying around a standard set of principles and coordinating work across units. These are areas where PW will benefit from more intentional focus.

Practices to consider ensuring Department-wide adoption include:

- Shared definition of equity and agreement on how it relates to each Support Service Area, CSA, and their sub-divisions.
- Community engagement best practice strategy with explicit principles, guidelines, and tools;
- A Department-wide Results Based Accountability process and system through which data is consistently disaggregated for analysis, which is supported by a centralized unit of data and continuous improvement analysts;
- Decision support tools to guide planning, budgeting, and investment decision making; and
- Initial and ongoing formal equity training for all staff.

### Building a Staff Culture of Equity

PW staff understanding of the importance of equity and how equity relates to their work is uneven across the organization. While some leaders and staff are actively discussing the implications of equity in their work, many of those interviewed explicitly expressed that efforts to incorporate equity are not needed. A theme that emerged was that, like sustainability, equity is still viewed by many PW staff as a nice to have but not necessary step in planning and decision-making processes.

It was also noted that some staff conflate equity efforts with the County Policy of Equity, which relates to the investigation of claims by employees and contractors regarding discrimination, harassment, sexual harassment, retaliation, and inappropriate conduct.

### Diversifying Staff Expertise

As mentioned previously, PW has low staff turnover and PW does an excellent job of promoting from within. These are strengths. An unintended consequence is that PW staff may not always have the qualifications needed for specialized, non-engineering roles. Many staff are initially hired as engineers but may eventually move into roles requiring a different, specialized skill set. Several functions where this may be especially relevant and needed as PW works to advance equity include:

- Diversity, Equity, and Inclusion (DEI) director and support staff;
- Community engagement specialists; and
- Data and continuous improvement director and analysts.



# CHAPTER 4: FEDERAL AND STATE POLICY AND FUNDING REVIEW AND ANALYSIS



The August 10, 2021, Equity in Infrastructure Board motion asks PW to develop “needs-based prioritization methodologies for all possible funding sources, staffing plans, project lists, and grant application processes. These methodologies should mirror other Board-adopted equity frameworks, including the July 13, 2021 motion, Ensuring Equitable Implementation of the American Rescue Plan.”

Both ARDI and PW have created methodologies to prioritize County investments, including infrastructure projects, using an equity lens. ARDI created the Equity Explorer, which helped to guide Los Angeles County American Rescue Plan Act (ARPA) funding. More recently, ARDI and PW have worked with partners to develop a governance structure and prioritization methodology to maximize Los Angeles funding from the Bipartisan Infrastructure Law (BIL).

MIG has worked closely with PW to understand these methodologies. We are also closely examining the criteria in the ENVISION rating system, a tool developed by the Institute for Sustainable Infrastructure and currently used by PW and the Board of Supervisors. ENVISION is a flexible system of criteria and performance objectives to assist decision makers in identifying sustainable approaches during planning, design, and construction of infrastructure projects.

PW will apply the following principles to the selection of a needs-based prioritization methodology, which will be included as a companion to the Equity Framework:

- Build on lessons learned from Equity Explorer implementation, development of BIL evaluation methodology, and use of ENVISION
- Shift to a greater degree of proactive investment decision making and use criteria in the planning, design, and implementation of projects
- Link PW Prioritization Methodology to Results Based Accountability (tracking of outcomes, indicators, and performance measures) and establish an increasingly automated process and system to actively use data to drive strategic decision making
  - Disaggregate data to understand disparity and need
  - Add benefits and burdens ongoing analysis to the process
- Increase internal staff capacity (both skill and time) to support an intentional continuous quality improvement approach.

# CHAPTER 5: BEST PRACTICES REVIEW



This chapter describes the comprehensive findings from the Best Practices Review. This work is led by Verge Impact Partners, a member of the MIG Team. These broad findings are intended to provide insight into the approaches, processes, and specific practices that are emerging across public organizations in response to the need for equity-based decision making and improved service delivery.

Advancing racial equity in public organizations, including public works departments, is an emerging field of practice. While the work spans roughly 10 years, the field is still in its infancy. Evidence, defined as practice that has been rigorously evaluated and proven effective in multiple settings, is not yet available. Thus, the field scan relies more heavily on promising models, tools, and practices than evidence.

The field scan was designed to: 1) identify best-practice models (e.g., ways of framing, approaching, and carrying out work) to advance equity in infrastructure; and 2) identify and catalog effective equity-based

practices that have been developed or used by other local, national, and even global infrastructure agencies for the planning, design, financing, operation, and maintenance of urban infrastructure. This scan also identifies related institutional change management processes that case study organizations used to prepare and build the capacity of their staff and partners to implement them.

## METHODOLOGY

The following criteria were used to identify best practices and principles:

- Has the principle or practice been evaluated?
- Is implementation common?
- Does it target those who are most impacted by systemic injustice?
- Is it likely to result in meaningful change?

Best practices are characterized by the following considerations:

- Best practices push boundaries in their local context
- Best practices are driven by relationships and expertise in community
- Best practices have tangible results

Not every practice is adaptable to other contexts and the most effective strategies are products of their local policy context. The models and practices identified in this field scan have core relevance to Los Angeles County Public Works but will need to be adapted to meet the local context.

## CONTENT THEMES

Best practices are organized by the following content themes:

1. Fluency and Readiness
2. Community Partnerships
3. Data and Evaluation
4. New Futures

Within these content themes, key features, principles, and precedents are identified. The key components are included below but can be reviewed in full in **Appendix B**.

### Theme 1: Fluency and Readiness

Fluency and Readiness identifies best practices for an organization's implementation capacity and operating culture to implement internal racial equity change strategies and accountability measures.

#### Key Features

- **Equity definitions** clearly defined, conceptually and operationally within the context of the organization's history and racial equity goals and areas of practice
- **Internal vision and framework** for racial equity to set the direction and goals for change
- **Stated and measurable goals** charting the pathway forward
- **Continuous training and tools** to deepen staff knowledge and capabilities to interrogate structural racism and white dominance, and lead with antiracism and cultural humility

- **Content expertise** within the organization, especially at operational and leadership levels
- **Internal change champions** advocating and guiding a way forward within functional teams
- **Acknowledgement** of the history, disparity, and organization's roles in creating and alleviating harm, and the need to envision the production of racially just outcomes as core to all organizational roles and functions
- **Language** that normalizes race, racism, minoritized populations and racially disparate outcomes as socially and structurally produced, rather than behaviorally produced

#### Model Tools and Practices

- AECOM Office of Native Sovereign Tribal Relations strives for broadened Indigenous representation and collaborative decision making in certain projects
- Montgomery County, MD's Office of Legislative Oversight report on the county's equity strategy highlights short, medium, and long-term practices for increased racial equity in decision-making
- The Port of Seattle's Equity in Budgeting Tool provides a clear way for equitable funding decisions
- The Los Angeles City Department of Public Works Chief DEI Officer embeds ongoing commitment and accountability to racial equity across functional teams through development of a racial equity plan

### Theme 2: Community Partnerships

Community Partnerships best practices recognize the limits of driving community-impacted change from outside or above and the related necessity to partner with organizations and individuals close to communities and populations of focus in developing, implementing, and assessing racial equity strategies.

#### Key Features

- **Partner organizations** collaborating on racial equity strategy design and implementation
- **Partner funds** available
- **Equity plans** embedded in grantmaking strategies



- **Values frameworks** translated to policies in procurement
- **Community engagement strategies** that are both intentional and effective
- **Community participation** considered
- **Coordination** across public agencies to partner with community organizations and engage residents through a streamlined and coordinated process informing multiple plans and strategies

#### *Model Tools and Practices*

- Prince George County, MD's Clean Water Partnership describes an equitable procurement strategy
- GARE's Contracting for Equity Issue Brief details best practices and a framework for change across scale and government challenge-points
- Portland, OR's Racial Equity Strategy Guide describes specific strategies for partnerships across city departments

### **Theme 3: Data and Evaluation**

Data and Evaluation best practices use departmental resources to analyze racial equity strategy effectiveness and outcomes including diverse forms of data and community knowledge to develop metrics, track progress, and act as accountability mechanisms.

#### *Key Features*

- **Racial equity goals** include measurable impacts and data collection strategies
- **Diverse knowledge and evidence** are recognized as valuable, such as a community's lived expertise
- **Ongoing monitoring** of equity strategies using broad evidence
- **Accountability mechanisms** for decision makers and department leadership
- **Measurement and evaluation frameworks that recognize and assess the interlocking, interdependent, and compounding** nature of the mechanisms and tools of structural racism and the cumulative racialized advantages and disadvantages that they produce
- **Racial equity tools and technical support** to guide practitioners at every stage of the process of designing and implementing measurement

and evaluation frameworks and collect data on their progress and roadblocks

#### *Model Tools and Practices*

- Many examples of Racial Equity Impact Assessments are available online, with particular attention warranted to tools from King County, WA and Chicago's Department of Housing
- Prince George County, MD's Clean Water Partnership uses clear, data-driven indicators to measure procurement equity
- Prevention Institute and CDC's guide on incorporating health equity in public health has frameworks for reflection on data and implementation among a breadth of other resources

### **Theme 4: New Futures**

New Futures best practices recognize that becoming an organization that consistently produces racially equitable outcomes requires transformative shifts to existing structures and processes. These transformations include new ways of working internally, and external relationships and community institutions capable of growing alongside equitable resource allocation.

#### *Key Features*

- **Investments in new racial equity-enabling institutions**, such as collective buyer groups, expanded supplier lists, and land trusts
- **Boundary-pushing goals and strategies** to push boundaries in reparative and amelioratory solutions
- **Wealth-building and reparative policies and programs** explicitly ameliorating racialized disparities
- **Roadmaps and values statements** charting an ambitious path forward
- **Facilitating repair** of racialized harms and enabling equitable futures is a core organizational function

#### *Model Tools and Practices*

- Evanston, IL's Local Reparations Program uses existing down-payment program structures as an explicitly amelioratory and power-shifting tool, repositioning the relationship between the City and its contemporary role in racial justice



- Racial Equity Funds available for community partner organizations in Seattle, as described in Montgomery County’s Racial Equity Report
- Prevention Institute and Equitable Cities LLC’s policy domains in their Toward Equitable Transportation and Land Use Policies document explicitly refer to the new institutions made possible with equitable practices implemented today
- San Francisco’s Bay Area Developers of Color Cohort charts a pathway for workforce development and wealth transfer through public institutions.
- Vancouver, BC’s City of Reconciliation Strategy focused on Indigenous relations, and a nod to Albuquerque’s recent recognition of tribal sovereignty

## DEPARTMENT-WIDE PRECEDENTS

These are practices and models which are relevant across a wide range of PW teams and functions.

### Department/City-Wide Strategies

- Portland Oregon’s Racial Equity Strategy
- San Francisco Public Works Racial Equity Action Plan

### Repositories and Resources

- Government Alliance on Race and Equity’s tools and resources page
- National League of Cities’ Repository of City Racial Equity Policies and Decisions
- MP Associates’ guide to Operationalizing Racial Justice in Non-Profit Organizations

### Policy Frameworks and Guides

- A guide to racial and ethnic equity systems indicators describes a detailed approach to equity data analysis in the education and employment sectors
- Montgomery County’s Racial Equity in Government Decision-Making: Lessons from the Field includes numerous equity indicators across various county service areas
- In A Framework For Assessing Equity In Federal Programs and Policies, a framework for designing indicators

## Tools

- Ladder of Citizen Participation helps practitioners explore depth and influence in resident engagement, encouraging them to move beyond tokenism

## DEPARTMENTAL FUNCTIONS

The key features, principles, models, and practices from the content themes above are further specified and detailed into the departmental functions below and can be reviewed in **Appendix B**.

### Internal Operations

1. People and Culture
2. Budgets and Financial Operations
3. Governance

### External Operations

4. Public-Private Partnerships
5. Data sharing and reporting
6. Procurement and contracting
7. Project siting
8. Construction and maintenance

### Focus Areas

9. Anti Displacement
10. Sustainability

## NEXT STEPS

From the comprehensive Best Practices Review, Verge will highlight the most relevant and effective aspects of the models and practices that are feasible for Public Works in its unique context. These recommendations will be discussed with the Public Works/ARDI Project Team and Public Works senior leadership. Ultimately, they will inform the strategies in the Equity-Informed Framework.

# CHAPTER 6:

## EQUITY ALIGNMENT ANALYSIS

In response to the August 10, 2021, Equity in Infrastructure Board motion and working closely with ARDI, MIG conducted an analysis of Countywide equity efforts and identified key points of potential alignment to inform development of PW's new Equity Framework. Many Countywide and department initiatives and programs involve cross-department collaboration and coordination that leverage the strengths, staff expertise, and resources of individual departments. Through alignment and partnering to achieve cross-department synergies, there are opportunities to multiply and amplify PW's and the County's equity initiatives.

This chapter describes the Equity Alignment Analysis methodology and findings. The analysis included:

- review of existing County equity policies and recent equity-related Board motions;
- interviews with selected County departments to discuss existing equity programs and policies, potential synergies, and implementation challenges.

The findings identify: 1) current initiatives where there is alignment between Public Works and selected Los Angeles County departments, and 2) both department-specific and Countywide ideas to accelerate alignment.

### METHODOLOGY

#### Department Selection

The Equity in Infrastructure Board motion specified that Regional Planning and Public Health should be core partners in the Initiative. Recent equity-related Board motions and the following criteria were used to identify the other departments interviewed:

- **Job and Training Opportunities:** Are there jobs or training program opportunities in Public Works or with its contractors for clients of other departments?
- **Program and Services Leveraging:** Could Public Works programs, projects, or services help solve a need or reduce a burden for a department's client or the client's neighborhood? And vice versa, could the department's programs, projects, or services help solve a Public Works need or reduce a burden from a Public Works project?
- **Achieving Mutual Equity Goals:** Does the department have alignment and equity focused

frameworks in place that Public Works can reference or model?

- **Filling Program Gaps:** Does the department have services or programs that could help fill a Public Works services gap?

Ultimately, the following 11 departments were selected for an in-depth analysis:

- Department of Regional Planning
- Department of Public Health
- CEO Office (Asset Management, ARDI)
- Chief Sustainability Office
- Department of Consumer and Business Affairs
- Department of Economic Opportunity
- Department of Beaches and Harbors
- LA County Development Authority
- Department of Arts and Culture
- Internal Services Department
- Department of Parks and Recreation

#### Interviews

Interviews were scheduled with each of the departments listed above. An interview participant guide was provided to department staff in advance of the interview that provided background on the Equity in Infrastructure Initiative and an overview of the general questions to be discussed during the interview. The MIG Team tailored interview questions to each department based on an examination of related Board motions and review of each department's website.

These interviews provided staff an opportunity to elaborate on their existing work with PW, where they see opportunities to further advance equity, and what challenges there have been or may be working across departments.

#### Follow-up

Following the interviews, MIG drafted an alignment inventory for each department and recommendations to advance equity in these alignments. These drafts were shared with the department staff to review, clarify, and edit as necessary.

## ALIGNMENT OF CURRENT EQUITY INITIATIVES

Below is a list of equity initiatives that PW currently leads or collaborates on with other County departments.

County Department	Equity Efforts Aligned with Public Works
<b>Department of Regional Planning</b>	<ul style="list-style-type: none"> <li>• Affordable Housing</li> <li>• Oil Well Transitioning</li> <li>• County General Plan</li> <li>• GIS Equity Data Hub</li> <li>• Environmental Justice/Green Zones</li> <li>• Vision Zero</li> <li>• Pedestrian Plan</li> <li>• Bicycle Master Plan</li> <li>• Climate Action Plan</li> </ul>
<b>Department of Public Health</b>	<ul style="list-style-type: none"> <li>• Vision Zero</li> <li>• Pedestrian Plan</li> <li>• Bicycle Master Plan</li> <li>• Our County Sustainability Plan</li> <li>• Social Determinants of Health</li> </ul>
<b>CEO Office (Asset Management, ARDI)</b>	<ul style="list-style-type: none"> <li>• Vertical Construction</li> <li>• LA River Drainage and Sewer Projects</li> <li>• ARPA Funding</li> <li>• Local Hire Program / Community Workforce</li> <li>• Bipartisan Infrastructure Law (BIL)</li> </ul>
<b>Chief Sustainability Office</b>	<ul style="list-style-type: none"> <li>• Our County Sustainability Plan</li> <li>• Urban Forest Management Plan</li> <li>• Capital Budgeting and Infrastructure LA</li> <li>• Food Equity Roundtable</li> <li>• Native Plants</li> <li>• Pedestrian Plan</li> <li>• Building Decarbonization</li> </ul>
<b>Department of Consumer and Business Affairs</b>	<ul style="list-style-type: none"> <li>• Housing and Habitability</li> <li>• Retail Cannabis</li> </ul>

County Department	Equity Efforts Aligned with Public Works
<b>Department of Economic Opportunity</b>	<ul style="list-style-type: none"> <li>• Workforce Development, General Hire and Training</li> <li>• Workforce Development, Local Hire, and Community Benefits</li> <li>• Business Outreach</li> <li>• Local and Small Business Contracting and Procurement</li> <li>• Capital Development</li> <li>• Regional Strategy</li> </ul>
<b>Department of Beaches and Harbors</b>	<ul style="list-style-type: none"> <li>• Water Quality</li> <li>• Infrastructure Projects</li> </ul>
<b>LA County Development Authority</b>	<ul style="list-style-type: none"> <li>• Local Hire in Building/Construction</li> <li>• Social Determinants of Health</li> </ul>
<b>Department of Arts and Culture</b>	<ul style="list-style-type: none"> <li>• Civic art commissioning and installation funded by 1% for Art</li> <li>• Creative Strategist Program</li> </ul>
<b>Internal Services Department</b>	<ul style="list-style-type: none"> <li>• Equity in County Contracting</li> <li>• Capital Projects</li> <li>• Facility reinvestment in justice-involved youth and probation</li> <li>• Accelerating digital equity</li> <li>• Electrical Vehicle (EV) Infrastructure</li> <li>• GIS Equity Data Hub</li> </ul>
<b>Department of Parks and Recreation</b>	<ul style="list-style-type: none"> <li>• Infrastructure outside parks – sidewalks, street trees, bus shelters</li> <li>• Tree Inventory</li> <li>• Brownfield Sites</li> <li>• Multi-Use Trails</li> <li>• Transmission Line Corridors</li> <li>• Youth at Work</li> <li>• GIS Equity Data Hub</li> </ul>



## COUNTYWIDE RECOMMENDATIONS FOR ACCELERATING ALIGNMENT

Four recommendations emerged from interviews with County departments indicating larger opportunities where Public Works can work alongside its sister departments to advance equity. Public Works cannot take on these recommendations alone; successful implementation will require support from ARDI and the relevant County departments. Additional policies and tools that provide clear, fair, and efficient processes to share staff and resources between departments to achieve common equity goals will be needed. Some departments also recommended that Board motions for these items could help to expedite these improvements.

### Higher-Level Coordination of Cross-Departmental Initiatives

Higher-level coordination of cross-departmental initiatives would be valuable to keep the work on track and to introduce and implement the policy changes needed to produce more equitable outcomes and results. These are initiatives that do not sit in one department but require multiple departments for effective implementation.

- **Centralized Data Hubs:** Public Works, Regional Planning, Parks and Recreation, Internal Services, and ARDI share GIS data across departments to guide projects. However, there is a need for additional data sharing and standardizing how the departments use data including Consumer and Business Affairs and Arts and Culture.
- **Tree Canopy:** Public Works, Public Health, the Chief Sustainability Office, and Parks and Recreation engage in efforts to plant more trees and improve tree canopies throughout the County in low-canopy areas.
- **Vision Zero:** Public Works, Regional Planning, Public Health, and Parks and Recreation are all involved in Vision Zero implementation and coordination to reduce and eventually eliminate traffic deaths and severe injuries.
- **Local and Targeted Hire and Small Business Support:** Previously, Public Works, Consumer and Business Affairs, the CEO's Office, and the former Workforce Development, Aging and Community Services were involved in local and targeted hire and small business support. It is our understanding that the newly established

Department of Economic Opportunity will lead the coordination and facilitation of these efforts.

### Equitable Decision-Making and Prioritization Frameworks

County departments emphasized the need for a decision-making framework and practices that use an equity lens to determine the prioritization of projects and plans that Public Works leads on and is involved in. This is particularly important when the project is a Countywide priority and involves partnerships, actions, and resources from other departments. Interviewees also identified that developing a facility reinvestment scoring system that uses an equity lens would help more equitably identify what County infrastructure should be prioritized for replacement.

### Countywide Community Engagement Standards

There is a strong interest in developing a Countywide standard of excellence for consistent, robust community engagement. These would be guidelines and expectations for all County departments to follow. For cross-department projects, some departments shared that their preference is to lead community engagement because their staff are more equipped to do outreach and have existing relationships with community leaders and organizations. Departments with deep experience in community engagement expressed a willingness





to train and/or conduct engagement processes for other departments if processes and tools for sharing resources were in place.

### **Cross-Department Funding Strategies**

Several departments highlighted opportunities to coordinate with PW when applying for grant funding to fulfill cross-department goals that advance equity in communities. It was recognized that Public Works funding and grant sources are much larger than other department sources and there is an interest in seeing how other departments can tap into funding to enhance projects, community engagement, and workforce development.

### **Addressing Staff Expertise and Skillset Gaps**

County departments indicated that PW staff are required to coordinate efforts which their staff are not professionally trained to do including community engagement, business engagement, workforce development, and transportation planning. Opportunities to contract and partner with departments to use their expertise in these areas, fund cross training between departments, and hire PW staff with these professional skillsets should be considered, and tools and processes to facilitate these exchanges developed.

## **DEPARTMENT-SPECIFIC COLLABORATION RECOMMENDATIONS**

The analysis revealed a beneficial culture of cross-department sharing and focusing on improvements that is impressive for a large and complex County organization. Thirty-six department-specific recommendations for improving alignment between Public Works and selected County departments are detailed in the full Equity Alignment Analysis conducted for PW. Key recommendations are summarized below for consideration.

### **Land Use Related Alignment Opportunities**

Building off recent efforts to create a hub for equity data, form a subgroup dedicated to advancing equity in built environment, infrastructure, and land use planning, including representatives from Public Works, Regional Planning, and other departments.

Establish a collaboration between PW and the Department of Consumer and Business Affairs to streamline accessibility and ease of navigation in the permitting process for equity-based retail cannabis applicants.

### **Safety and Access Related Alignment Opportunities**

Advance infrastructure projects that provide transit, walking, and biking opportunities for residents of all abilities to access Marina del Rey. Strategic framing of these infrastructure projects is critical to advocate that the projects will benefit communities with concentrated and accumulated disadvantage even though the routes are in affluent neighborhoods.

Adapt and update regular business practices to advance equity in Vision Zero work. This would include:

- Identifying barriers and solutions to ensure that the County's existing Complete Streets Policy is implemented routinely, e.g., multimodal safety and access enhancements are incorporated into routine maintenance such as road resurfacing and restriping projects.
- Creating new or updated guidelines for PW engineers to implement street safety/design interventions and multi-modal design as part of regular business.

- Updating PW internal project checklists and guidelines to ensure they require engineers to check all plans related to improving walkability and bikeability (Pedestrian Plan, Bike Plan, Area Plans, Community Plans) so proposed enhancements are included in project design and reflect best practices.
- Aligning PW maintenance and design limitations with Public Health progressive traffic safety planning.

### **Community Benefits Related Alignment Opportunities**

Optimize community benefits on regional infrastructure projects through setting baseline criteria for community benefits with regional partners and seeking technical assistance from the Department of Economic Opportunity (DEO).

Explore community benefits on County land adjacent to freeways and other infrastructure that produces particulates and lead pollution which is unfit for housing. This land may be opportunities for solar farms or EV charging stations.

Establish budget for PW's parkway tree program to shoulder the full cost of establishment watering in those neighborhoods that can least afford to do so. The costs of watering a new tree for three to five years are a barrier to residents accepting new trees and perpetuates lower levels of tree canopy and related negative health, environmental, and social outcomes in low-income neighborhoods.

### **Arts Related Alignment Opportunities**

Develop a protocol for the delivery of civic artwork that requires early coordination and inclusion of the Department of Arts and Culture (DAC) in the predevelopment stages of a project to ensure adequate time for project teams to incorporate art in total project design, budget, and timeline which avoids unnecessary and expensive change orders.

Revise the Civic Art Policy to set clear protocols, standards, and responsibilities and develop a protocol for the delivery and long-term maintenance of civic artwork and clarify what budgets cover financial allowances for trades and services costs. Civic art project budgets are limited.

Proactively plan and fund arts infrastructure with available funding in place of the reactive capital project-by-project approach. County capital funding

plans that look ahead for four years or have a multi-year scope should include civic art for better future planning.

Increase PW staffing and capacity to prioritize and coordinate public art in projects to improve processes and outcomes. This could begin as a Civic Art and Design team model with new staff at PW to focus on arts integration or one new staff at DAC to serve as a PW liaison.

### **Other Alignment Opportunities**

Develop a centralized database for habitability concerns that all departments can access. Better information sharing will improve cross-department coordination and actions, including shared and effective approaches to properly advising tenants on the details of their case when explaining their rights and resources.

Increase internal hires and promotions through refining and reclassifying PW job descriptions to remove unnecessary barriers to entry, support DEI, and help address hard to fill positions at PW. Unnecessary barriers might include removing engineering degree requirements for non-engineering positions in the Department. The creation of specialized programs through collaboration between PW and DEO can also help diversify PW's workforce.





# CHAPTER 7: 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 excluded from policy and planning discussions.

## INTRODUCTION AND TIMELINE

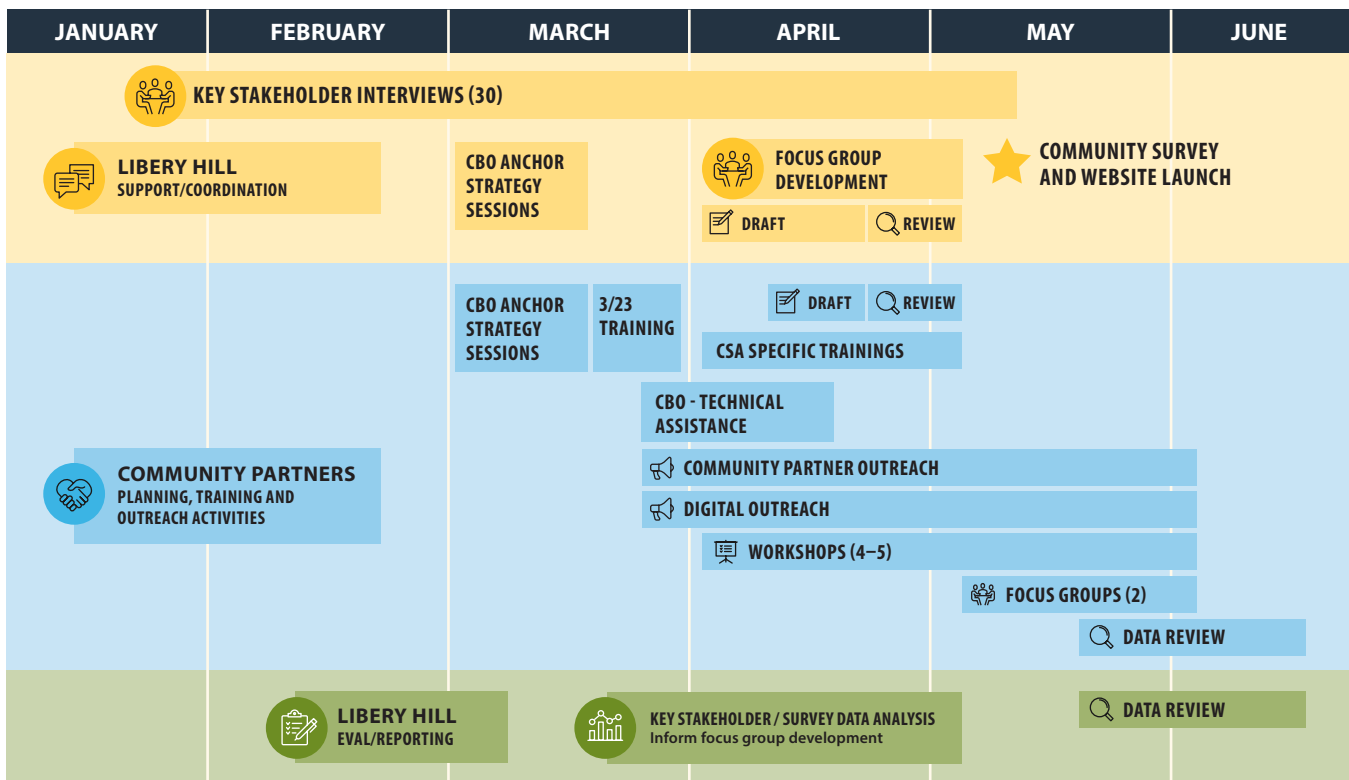
In Phase II, LHF has refined and deepened its community engagement strategy for the Public Works Equity in Infrastructure Initiative. The strategy focuses on four primary ways to bring community voice into the planning process including:

1. Deeply engaging with Public Works around the broader strategy for the Initiative.

2. Conducting stakeholder interviews with community leaders and staff at county agencies whose work intersects with Public Works.
3. Disseminating an extensive survey of community perceptions and needs related to public infrastructure through the Equity in Infrastructure website (see Appendix C) and community partners. The survey is available in eight languages.
4. Developing and distributing a complete popular education curriculum to be used by anchor community-based organizations to deepen their members’ knowledge of PW.

The activities timeline shown in **Figure 15** reflects an extensive approach to community engagement.

**Figure 15: Community Engagement Activities and Timeline**



LHF held a Kick-Off Meeting with anchoring community-based organizations (CBO Anchors) on February 8, 2023 to formally launch the community engagement process. Participants discussed the purpose of the Initiative and their respective goals. CBO Anchors were introduced to the survey and community education materials and were asked to share their plans for outreach.

Below are further details about the full range of community engagement activities.

## STAKEHOLDER INTERVIEWS

Since late January, LHF has conducted 17 of the estimated 30 planned Key Stakeholder Engagement interviews. Please see Appendix D for the questions LHF included in the interview participant guide.

### Public Sector Agencies

LHF selected public sector agencies that work with PW, have stated equity priorities, and have experience conducting external stakeholder engagement activities. Agencies were asked a series of questions regarding community engagement, outreach, and outward and public-facing equity initiatives that serve the communities of LA County. To the extent possible, these interviews were coordinated with those related to equity alignment, referenced in Chapter 6.

#### Completed Interviews

- Los Angeles County Anti-Racism, Diversity, and Inclusion (ARDI) Initiative
- Los Angeles County Office of Sustainability
- Los Angeles County Department of Consumer Business Affairs
- Los Angeles County Department of Parks and Recreation
- Los Angeles County Department of Public Health
- Los Angeles County Internal Services Department

#### Potential Additional Interviews<sup>26</sup>

- City of Los Angeles Department of Public Works
- City of Los Angeles Housing Department

- Los Angeles County Department of Regional Planning
- Los Angeles County Metropolitan Transportation Authority

### Nonprofit Organizations

LHF compiled the following list of nonprofit organizations based on the interviewees' experience and expertise in policy, implementation, or community advocacy in one or more of PW's Core Services Areas.

#### Completed Interviews

- Accelerate Resilience LA
- Active SGV
- CD-Tech
- Center for Community Investment
- Communities for a Better Environment
- East Yard Communities for Environmental Justice
- LA Waterkeeper
- The River Project
- Sacred Places Institute for Indigenous Peoples
- Strategic Actions for a Just Economy
- Strategic Concepts in Organizing and Policy Education

#### Potential Additional Interviews<sup>27</sup>

- API Forward Movement
- California Black Women's Health Project
- Centro CHA
- Heal the Bay
- Inclusive Action
- Investing in Place
- Little Tokyo Service Center
- Long Beach Forward
- Nature4All
- Pacoima Beautiful
- People for Mobility Justice
- Prevention Institute

<sup>26</sup> LHF may not conduct all potential additional interviews.

<sup>27</sup> LHF may not conduct all potential additional interviews.



- Pukku Cultural Community Services
- Rivers and Mountains Conservancy
- SELA Collaborative
- Slate-Z
- Social Justice Learning Institute
- Tree People
- UCLA Institute of Transportation Studies

**Key Stakeholder Interviews: Early Takeaways**

1. PW is not a public-facing agency and does not have the community expertise necessary to engage directly with community-based stakeholders. Positions with more diverse professional expertise are needed such as planners, social service-oriented staff, and community engagement specialists.
2. PW maintains significant information and data that is not readily accessible nor understandable to the public.

3. Cultural awareness trainings, standardized community engagement best practices, improved openness and adaptability to other perspectives/expertise, and commitment to establishing relational not just transactional engagement with community are needed to advance effective engagement with the community.
4. Interdepartmental communication should be improved to remove siloed Department approaches. It is difficult for the community to engage when there is lack of communication or clear roles across agencies.
5. Clear accountability measures regarding community/stakeholder engagement, public comment and feedback should be established. These measures should include a clear process for response and transparency (e.g., service follow up, incorporating community input, transparency in decision making).



## COMMUNITY SURVEY

In January 2023, LHF worked with PW to create a comprehensive survey to gather input from Los Angeles County residents on their experiences with PW services. The community survey was revised and refined through input from the PW/ARDI Project Team, PW leadership, and CSA leads. The community survey was finalized in late February and will be available in a total of eight languages, including:

- Spanish, Chinese [Simplified and Traditional], Tagalog, Armenian and Korean-- the top five non-English written languages in the County;
- Vietnamese, Samoan, and Tongan -- CBO Anchors plan to conduct outreach in these communities.

The survey will be available via SurveyMonkey on the Equity in Infrastructure website. LHF has provided the links to the CBO Anchors who will begin promoting the survey to their communities.

## CURRICULUM

To support CBO Anchor outreach, LHF developed a curriculum with information about and visualizations of how PW CSAs are organized and what jurisdictional areas each serves. A Train the Trainers guide and definitions of key terms are included in the curriculum. The curriculum is modular to enable CBOs to focus on areas most relevant to the communities they reach. In February 2023, LHF initiated a review process: 1) Public Works CSA and Support Service Area leads reviewed their respective sections for accuracy; and 2) CBO Anchors reviewed the entire curriculum for accessibility to target audiences. This feedback was incorporated and the curriculum was finalized in March 2023.

The final curriculum includes ready-to-use presentation slides, a user guide, and additional resources to support CBO Anchors' community engagement efforts. LHF has scheduled sessions with the CBOs to review the curriculum, ensure CBOs understand the materials, and support CBOs in planning how they will incorporate the curriculum throughout their community engagement.

## STRATEGY SESSIONS

Beginning in March, LHF held Strategy Sessions with each CBO Anchor to support organizational planning for the scope and timeline of their outreach. Planning topics included where geographically they plan on conducting outreach, the demographics of communities they plan to engage (e.g., monolingual Spanish speakers, seniors, etc.), which of PW's CSAs they will focus on, timelines for digital and in-person outreach, and the outreach methodologies they plan to employ (e.g., membership meetings, Facebook live events, survey clinics, workshops, etc.).

On March 23, 2023, LHF conducted the first training on the curriculum materials to engage CBO Anchors in understanding more deeply how the materials may be used in a practical setting. This will be followed by individual sessions to dive deeper into PW's CSAs, provide extended technical assistance, and facilitate brainstorming sessions preceding planned community outreach activities. LHF began outreach activities in April 2023 after the launch of the PW Equity website (see **Appendix C**).

## OTHER UPCOMING OUTREACH ACTIVITIES

Because of the complex nature of the materials and the overall scope of PW's services and projects, it has been important to build aspects of the broader stakeholder engagement plan iteratively as we gather data and learn from our partners. LHF's thought process in starting with the Key Stakeholder Interviews was that the data collected would help to ensure that the focus of the CBO Anchors was informed by the policy expertise and personal experience of stakeholders with significant direct interaction with PW.

In addition to the deep engagement by the CBO Anchors, LHF will add to this work by seeking community feedback from additional support organizations, Indigenous-led organizations and Tribal leaderships and work with the anchor organizations to conduct community-specific focus groups. While the Board Advisory Committee provided a comprehensive list of additional support organizations, LHF will leverage its own relationships to ensure community engagement throughout the County. LHF has identified Indigenous-led organizations whose voice in this initiative is key and will build on this network of organizations by approaching Tribal leadership for their input.

# CHAPTER 8: STRATEGIC COMMUNICATIONS

This chapter describes the strategic communications work led by Pivotal Strategies, a member of the MIG Team.

## COMMUNICATIONS STRATEGY

Working with internal communications staff from both PW and the County’s Anti-Racism, Diversity, and Inclusion (ARDI) Initiative, as well as MIG and its subconsultants, Pivotal Strategies and Liberty Hill Foundation, the team created key messages and finalized a strategic communications plan to create awareness and sustain a positive public narrative for Public Works’ Equity in Infrastructure Initiative in Los Angeles County for both internal and external audiences.

The strategy is to communicate the Initiative’s goal to transform LA County for future generations by focusing on equitable infrastructure investments and services, especially for communities that have not had a voice. The messaging framework not only describes the goals of the Initiative but positions this work from a historical and present-day context and serves over the life of the Initiative.

## PHASE II COMMUNICATIONS ACCOMPLISHMENTS

The project team consulted with ARDI’s leadership and staff on the alignment of the framing and messaging for all Initiative materials included in the strategic communications plan. The plan will be implemented with the public launch of the Initiative scheduled in the Spring and includes the following tactics:

- **Key Messages** were developed to be used consistently across all external facing materials.
- **A Press Release** has been developed to launch the Initiative.
- **A Communications Toolkit** was created for all internal stakeholders containing fact sheets and key messages to help them communicate about the Initiative with external stakeholders. Please see **Appendix C** to view the fact sheets.
- **The Equity in Infrastructure Website** has been built to serve as a repository of information and updates for all external audiences, including the community, CBOs, and media. The site — designed with accessibility as a top priority and available in several languages — will also be used as a way for stakeholders to provide input through a community survey. Please see Appendix C to view the website.
- **Social Media Posts** have been created for PW’s social channels to create awareness for the Initiative and drive traffic to the website. Please see Appendix C to view the social media posts.
- **Targeted Media Outreach** will occur as the Initiative’s milestones are achieved, and the Initiative’s key messages will be weaved into PW’s media strategy for equity-related projects, particularly those that impact underserved communities.





## NEXT STEPS

In the coming months, PW will complete Phase III of the Initiative which includes:

- Developing draft shared equity principles, goals, strategies, key performance indicators, and actions to serve as the foundation of the Equity-Informed Infrastructure Framework.
- Designing and facilitating CSA and Support Service Areas staff forums to review the draft shared equity principles, goals, strategies, key performance indicators, and actions.
- Creating a comprehensive Final Report and Framework that includes key findings and recommendations gathered from all phases of

work, including the County's development and delivery, prioritization, community outreach and engagement, funding, and comparative analysis of infrastructure investments.

PW will continue working closely with the Board Advisory Committee to advise on the development of the framework and will provide the final report in July 2023, sharing the new, proposed Equity in Infrastructure Framework for the Board's consideration.







# APPENDIX A-D

Please refer to Appendices A through D under separate cover.

# Appendix A: Updated Infrastructure Investment Analysis

## BENEFIT AND BURDEN METHODOLOGIES

LA Public Works Equity in Infrastructure

POTENTIAL COMMUNITY BENEFIT	BENEFIT DESCRIPTION	BENEFIT METHODOLOGY	LOCAL OR 1 <sup>o</sup> BENEFIT EXTENT	POTENTIAL COMMUNITY BURDEN	BURDEN DESCRIPTION	BURDEN METHODOLOGY	LOCAL OR 1 <sup>o</sup> BURDEN EXTENT
<b>AIRPORT</b> CSA: TRANSPORTATION NO. OF PROJECTS: 8 TOTAL BUDGET: \$11,050,000 SERVICE AREA: FIVE AIRPORT LOCATIONS							
The projects involve the rehabilitation and reconstruction of various pavements and roadways at an airport, including the runway, taxiways, connectors, and apron areas, as well as the design and construction of a terminal building and the slurry sealing and re-stripping of the south taxi lanes/apron area. These projects aim to improve the condition and compliance of the airport pavements and facilities with Federal Aviation Administration standards.							
Safety	These projects could improve the safety of the airport by ensuring that the pavements and facilities meet Federal Aviation Administration standards, potentially reducing the risk of collisions or incidents.	Buffer Analysis	0.25 mi	Air Quality	The emissions from aircraft can release a variety of air pollutants including criteria air pollutants, such as carbon monoxide, nitrogen oxides, particulate matter, volatile organic compounds. Aircraft also release toxic air contaminants, such as benzene, 1,3-butadiene, formaldehyde, naphthalene, and xylene. Exposure to these air quality pollutants can lead to adverse health effects, including respiratory problems and increased risk of cancer.	Buffer Analysis	2 mi
Accessibility	The rehabilitation and reconstruction of pavements and roadways could potentially improve accessibility for passengers and airport personnel, particularly for those with disabilities.	Buffer Analysis	5 mi	Congestion	The rehabilitation and operation of airport pavements and facilities could potentially cause disruption in the community, such as increased traffic or noise.	Network Analysis	3 mi 5 mi
Economic Impact	The improvement of the airport's facilities and infrastructure could potentially have a positive economic impact on the community by attracting more passengers and flights to the airport and potentially generating additional tax revenues.	Buffer Analysis	5 mi	Noise	The rehabilitation and operation of airport pavements and facilities could potentially cause disruption in the community, such as increased traffic or noise.	Buffer Analysis	100 m
				Air Quality (temporary)	The combustion of diesel fuel in construction equipment produces diesel particulate matter (DPM), a toxic air contaminant. Receptor exposure to DPM can increase the likelihood of developing adverse cancer and noncancer health effects.	Buffer Analysis	3 mi
				Air Quality (temporary)	The emissions from construction equipment can release a variety of air pollutants including carbon monoxide, nitrous oxide, particulate matter, and volatile organic compounds. Some of these emissions can contribute to the formation of ground-level ozone, a harmful air pollutant that can cause respiratory problems.  Dust in the form of particulate matter can also be of concern during earth moving activities.	Buffer Analysis	3 mi

<sup>1</sup> Grey text within this table represents temporary impacts. While these are significant, they were not included in the principal analysis due to their transient nature. Please note this when interpreting the results.



# BENEFIT AND BURDEN METHODOLOGIES

LA Public Works Equity in Infrastructure

POTENTIAL COMMUNITY BENEFIT	BENEFIT DESCRIPTION	BENEFIT METHODOLOGY	LOCAL OR 1 <sup>o</sup> BENEFIT EXTENT	POTENTIAL COMMUNITY BURDEN	BURDEN DESCRIPTION	BURDEN METHODOLOGY	LOCAL OR 1 <sup>o</sup> BURDEN EXTENT
<b>ROAD CONSTRUCTION</b> CSA: TRANSPORTATION NO. OF PROJECTS: 218 TOTAL BUDGET: \$758,660,995 SERVICE AREA: COUNTYWIDE							
The projects include various construction and improvement work on roads, bridges, bike paths, sidewalks, and other infrastructure, with the goal of enhancing public safety and mobility. Work may include replacing or widening bridges, reconstructing or resurfacing roadways, adding bike lanes and multi-use trails, installing traffic signals and other safety features, and performing various other tasks such as paving, striping, and drainage work. Some projects may also involve landscape and streetscape improvements such as tree planting, decorative crosswalks, and concrete pavers.							
Safety	These projects could improve the safety of the community by enhancing the condition and functionality of roads, bridges, and other infrastructure, potentially reducing the risk of collisions or incidents.	Network Analysis	Local Road 0.25 mi Collector Road 0.5 mi Arterial 2 mi	Congestion	The construction and improvement of roads, bridges, and other infrastructure could potentially cause disruption in the community, such as increased traffic or noise.	Network Analysis	Local Road 0.25 mi Collector Road 0.5 mi Arterial 2 mi
Mobility	The construction and improvement of roads, bridges, and other infrastructure could potentially improve mobility within the community, making it easier for people to travel and access various destinations. Improving and repairing the transportation network and create new or restore connections between communities.	Network Analysis	Local Road 0.25 mi Collector Road 0.5 mi Arterial 2 mi	Air Quality (temporary)	<i>The combustion of diesel fuel in construction equipment produces diesel particulate matter (DPM), a toxic air contaminant. Receptor exposure to DPM can increase the likelihood of developing adverse cancer and noncancer health effects.</i>	Buffer Analysis	50 m
Non-Vehicular Accessibility	The construction and improvement of infrastructure such as sidewalks, bike paths, and multi-use trails could potentially improve accessibility for pedestrians, bicyclists, and people with disabilities.	Network Analysis	0.5 mi	Air Quality (temporary)	<i>The emissions from construction equipment can release a variety of air pollutants including carbon monoxide, nitrous oxide, particulate matter, and volatile organic compounds. Some of these emissions can contribute to the formation of ground-level ozone, a harmful air pollutant that can cause respiratory problems.</i>  <i>Dust in the form of particulate matter can also be of concern during earth moving activities.</i>	Buffer Analysis	100 m
Economic Opportunity	The improvement of the community's infrastructure could potentially have a positive economic impact by attracting businesses and visitors to the area and potentially generating additional tax revenues.	Network Analysis	Local Road 0.25 mi Collector Road 0.5 mi Arterial 2 mi	Congestion (temporary)	<i>The construction and improvement of roads, bridges, and other infrastructure could potentially cause disruption in the community, such as increased traffic or noise.</i>	Network Analysis	Local Road 0.25 mi Collector Road 0.5 mi Arterial 2 mi
Aesthetics	The construction and improvement work on roads, bridges, bike paths, sidewalks, and other infrastructure, including landscape and streetscape enhancements, could provide aesthetic benefits by improving the visual appeal of public spaces and create more attractive, welcoming	Buffer Analysis	0.1 mi	Noise (temporary)	<i>The construction and improvement of roads, bridges, and other infrastructure could potentially cause disruption in the community, such as increased traffic or noise.</i>	Buffer Analysis	100 m

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# BENEFIT AND BURDEN METHODOLOGIES

LA Public Works Equity in Infrastructure

POTENTIAL COMMUNITY BENEFIT	BENEFIT DESCRIPTION	BENEFIT METHODOLOGY	LOCAL OR 1 <sup>o</sup> BENEFIT EXTENT	POTENTIAL COMMUNITY BURDEN	BURDEN DESCRIPTION	BURDEN METHODOLOGY	LOCAL OR 1 <sup>o</sup> BURDEN EXTENT
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## TRAFFIC DESIGN

CSA: TRANSPORTATION  
 NO. OF PROJECTS: 225  
 TOTAL BUDGET: \$63,840,550  
 SERVICE AREA: COUNTYWIDE

The projects include various traffic management and safety improvements such as installing or upgrading traffic signals, street lights, signs, and pavement markings; constructing raised medians, pedestrian refuges, and curb ramps; and performing other related work. The goal of the work is to improve the safety and efficiency of traffic flow at intersections and on roadways, and to make the roadway more accessible for pedestrians and people with disabilities. Some projects may also involve installing curve advisory signs or variable speed warning signs to enhance driver awareness of horizontal curves or other hazards on the roadway.

Safety	These projects can help reduce the number and severity of traffic collisions by improving visibility, reducing congestion, and making it easier for pedestrians and people with disabilities to use the roadways.	Network Analysis	2 mi	Traffic (temporary)	These projects may involve the closure of lanes or the complete closure of roadways, which can cause inconvenience and delays for people trying to use the roadways.	Network Analysis	Local Road 0.25 mi Collector Road 0.5 mi Arterial 2 mi
Efficiency	By improving traffic flow and reducing congestion, these projects can help people get to their destinations more quickly and efficiently, saving time and fuel.	Network Analysis	3 mi	Noise (temporary)	The construction process can generate noise and dust, which may be a nuisance for people living or working near the construction site.	Buffer Analysis	100 m
Accessibility	Projects like constructing raised medians and curb ramps can make it easier for people with disabilities and pedestrians to access the roadways, improving mobility and independence.	Network Analysis	4 mi	Dust (temporary)	The construction process can generate noise and dust, which may be a nuisance for people living or working near the construction site.	Buffer Analysis	50 m
Economic Benefits	These projects can also have economic benefits by making it easier for people to get to work and shop, which can help stimulate local economic activity.	Network Analysis	5 mi	-	-	-	-
Air Quality	Improving signage, improving pedestrian amenities, and introducing traffic calming measures helps facilitate non-vehicular modes of transportation, such as walking and biking. The expanded use of these amenities can reduce air quality and greenhouse gas emissions that otherwise could have been generated by vehicles.	Buffer Analysis	0.5 mi				

<sup>1</sup> Grey text within this table represents temporary impacts. While these are significant, they were not included in the principal analysis due to their transient nature. Please note this when interpreting the results.

# BENEFIT AND BURDEN METHODOLOGIES

LA Public Works Equity in Infrastructure

POTENTIAL COMMUNITY BENEFIT	BENEFIT DESCRIPTION	BENEFIT METHODOLOGY	LOCAL OR 1 <sup>o</sup> BENEFIT EXTENT	POTENTIAL COMMUNITY BURDEN	BURDEN DESCRIPTION	BURDEN METHODOLOGY	LOCAL OR 1 <sup>o</sup> BURDEN EXTENT
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## TRAFFIC GUARDRAIL

CSA: TRANSPORTATION  
 NO. OF PROJECTS: 11  
 TOTAL BUDGET: \$6,940,000  
 SERVICE AREA: COUNTYWIDE

The projects include installing guardrail along roadways for the purpose of improving safety and protecting against hazards such as slopes or embankments. The work may involve installing new guardrail or upgrading existing segments to meet current design standards. Some projects may also involve realigning roads, widening them, or extending culverts as part of the work to improve safety and functionality.

Safety	Guardrails can help protect against hazards such as slopes and embankments, reducing the risk of collisions and injuries.	Network Analysis	0.5 mi	Traffic (temporary)	These projects may involve the closure of lanes or the complete closure of roadways, which can cause inconvenience and delays for people trying to use the roadways.	Network Analysis	Local Road 0.25 mi Collector Road 0.5 mi Arterial 2 mi  Note: Road Widening and Culverts
				Noise (temporary)	The construction process can generate noise, which may be a nuisance for people living or working near the construction site.	Buffer Analysis	100 m  Note: Road Widening and Culverts
				Air Quality (temporary)	The emissions from construction equipment can release a variety of air pollutants including carbon monoxide, nitrous oxide, particulate matter, and volatile organic compounds. Some of these emissions can contribute to the formation of ground-level ozone, a harmful air pollutant that can cause respiratory problems.  Dust in the form of particulate matter can also be of concern during earth moving activities.	Buffer Analysis	150 m  Note: Road Widening and Culverts

<sup>1</sup> Grey text within this table represents temporary impacts. While these are significant, they were not included in the principal analysis due to their transient nature. Please note this when interpreting the results.



# BENEFIT AND BURDEN METHODOLOGIES

LA Public Works Equity in Infrastructure

POTENTIAL COMMUNITY BENEFIT	BENEFIT DESCRIPTION	BENEFIT METHODOLOGY	LOCAL OR 1 <sup>o</sup> BENEFIT EXTENT	POTENTIAL COMMUNITY BURDEN	BURDEN DESCRIPTION	BURDEN METHODOLOGY	LOCAL OR 1 <sup>o</sup> BURDEN EXTENT
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## TRAFFIC SYSTEM MANAGEMENT

CSA: TRANSPORTATION  
 NO. OF PROJECTS: 43  
 TOTAL BUDGET: \$97,243,453  
 SERVICE AREA: COUNTYWIDE

The projects include implementing traffic signal synchronization and communication programs to improve the efficiency and safety of traffic flow on various roadways in the Los Angeles area. The work may involve installing or upgrading communication equipment and performance measurement devices at traffic signals, modifying and synchronizing traffic signals, reconstructing curb and gutter, sidewalk, and curb ramps, installing striping and pavement markings, and deploying various types of traffic management and monitoring systems. The goal of the work is to improve the coordination and operation of traffic signals and to collect and manage real-time traffic data to optimize traffic flow and safety on the roadways.

Safety	By optimizing traffic flow and coordination, these programs can help reduce the risk of collisions and injuries.	Network Analysis	0.5 mi				
Efficiency	By improving the coordination and operation of traffic signals, these programs can help reduce congestion and improve travel times, saving time and fuel for people using the roadways.	Network Analysis	0.5 mi				
Accessibility	Projects like reconstructing curb and gutter, sidewalk, and curb ramps can make it easier for people with disabilities and pedestrians to access the roadways, improving mobility and independence.	Network Analysis	0.25 mi				
Air Quality	Improving traffic flow can help reduce the amount of time vehicles spend idling at an intersection, which in turn can reduce the amount of air quality and greenhouse gas emissions produced by the vehicle over the course of its trip.	Buffer Analysis	0.5 mi				
Air Quality	Improving sidewalks and other pedestrian amenities help facilitate non-vehicular modes of transportation, such as walking and biking. The expanded use of these amenities can reduce air quality and greenhouse gas emissions that otherwise could have been generated by vehicles.	Buffer Analysis	3 mi				

*<sup>1</sup> Grey text within this table represents temporary impacts. While these are significant, they were not included in the principal analysis due to their transient nature. Please note this when interpreting the results.*

# BENEFIT AND BURDEN METHODOLOGIES

LA Public Works Equity in Infrastructure

POTENTIAL COMMUNITY BENEFIT	BENEFIT DESCRIPTION	BENEFIT METHODOLOGY	LOCAL OR 1 <sup>o</sup> BENEFIT EXTENT	POTENTIAL COMMUNITY BURDEN	BURDEN DESCRIPTION	BURDEN METHODOLOGY	LOCAL OR 1 <sup>o</sup> BURDEN EXTENT
<b>TRANSIT OPERATION</b> CSA: TRANSPORTATION NO. OF PROJECTS: 2 TOTAL BUDGET: \$3,200,000 SERVICE AREA: COUNTYWIDE							
The projects include improving bus stops by constructing concrete bus pads, curb and gutter, sidewalk, driveways, curb ramps, and asphalt concrete pavement, and installing striping and pavement markings to provide better facilities and amenities for transit users. The work will be conducted on a total of 22 bus stops, including 12 in the Antelope Valley Transit Authority region and 10 in the Santa Clarita Transit region.							
Economic Opportunity	These projects can have economic benefits by making it easier for people to use public transit, which can help stimulate local economic activity.	Network Analysis	0.5 mi				
Safety	Improving bus stops can help reduce the risk of collisions and injuries by improving visibility, lighting, and other safety features.	Network Analysis	0.5 mi				
Mobility	Projects like constructing concrete bus pads, curb and gutter, sidewalk, and curb ramps can make it easier for people with disabilities and pedestrians to access the bus stops, improving mobility and independence.	Network Analysis	0.5 mi				
Air Quality	Improving transit amenities help facilitate the use of mass transit, which in turn can reduce air quality and greenhouse gas emissions that otherwise could have been generated by single-occupancy vehicle trips.	Buffer Analysis	3 mi				

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# BENEFIT AND BURDEN METHODOLOGIES

LA Public Works Equity in Infrastructure

POTENTIAL COMMUNITY BENEFIT	BENEFIT DESCRIPTION	BENEFIT METHODOLOGY	LOCAL OR 1° BENEFIT EXTENT	POTENTIAL COMMUNITY BURDEN	BURDEN DESCRIPTION	BURDEN METHODOLOGY	LOCAL OR 1° BURDEN EXTENT
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## FLOOD CONSTRUCTION

CSA: WATER RESOURCES

NO. OF PROJECTS: 98

TOTAL BUDGET: \$671,548,594

SERVICE AREA: FLOOD MAINTENANCE DISTRICT BOUNDARY

The projects involve a variety of construction and improvement works, including site preparation, the construction and rehabilitation of various types of drains, pipes, and other structures, the construction of new injection and observation wells, the design and construction of trash reduction improvements, the rehabilitation of dams and sluiceways, the construction of concrete pavement and bridges, the installation of landscaping and irrigation systems, the modification and upgrade of headworks, the replacement of valves and gates, and the reconstruction of storm drains and fences.

Flood Control	The rehabilitation of dams and sluiceways and the modification and upgrade of headworks can help improve flood control, reducing the risk of property damage and loss.	Downstream Analysis	Downstream Flood Zones	Air Quality	Generators used to power pump stations in the event of an emergency can degrade air quality through the release of emissions. Some common air pollutants that may be released from generators include particulate matter, volatile organic compounds (VOCs), and nitrogen oxides (NOx). These pollutants can contribute to a range of air quality issues, including smog, haze, and other forms of air pollution.	Buffer Analysis	50 m
Safety	By constructing new injection and observation wells and rehabilitating dams, sluiceways, and other structures, these projects can help reduce the risk of collisions and injuries.	Downstream Analysis	Downstream Flood Zones	Noise (temporary)	The construction process can generate noise and dust, which may be a nuisance for people living or working near the construction site.	Buffer Analysis	200 m
Climate Resiliency	Projects like the design and construction of trash reduction improvements and the installation of landscaping and irrigation systems can help protect the environment and improve the quality of the local water supply.	Downstream Analysis	Downstream Flood Zones	Air Quality (temporary)	The combustion of diesel fuel in construction equipment produces diesel particulate matter (DPM), a toxic air contaminant. Receptor exposure to DPM can increase the likelihood of developing adverse cancer and noncancer health effects.	Buffer Analysis	100 m Dam / Sluiceway Improvements 50 m All Other Projects
Odors	Projects that improve drainage and reduce stagnant water formation can help reduce odors associated with decaying organic material.	Buffer Analysis	50 m	Air Quality (temporary)	The emissions from construction equipment can release a variety of air pollutants including carbon monoxide, nitrous oxide, particulate matter, and volatile organic compounds. Some of these emissions can contribute to the formation of ground-level ozone, a harmful air pollutant that can cause respiratory problems.  Dust in the form of particulate matter can also be of concern during earth moving activities.	Buffer Analysis	200 m Dam / Sluiceway Improvements 100 m All Other Projects
Vector Control	Projects that improve drainage and reduce stagnant water formation can help control the proliferation of vectors, such as mosquitos.	Buffer Analysis	1 mi				

<sup>1</sup> Grey text within this table represents temporary impacts. While these are significant, they were not included in the principal analysis due to their transient nature. Please note this when interpreting the results.

# BENEFIT AND BURDEN METHODOLOGIES

LA Public Works Equity in Infrastructure

POTENTIAL COMMUNITY BENEFIT	BENEFIT DESCRIPTION	BENEFIT METHODOLOGY	LOCAL OR 1 <sup>st</sup> BENEFIT EXTENT	POTENTIAL COMMUNITY BURDEN	BURDEN DESCRIPTION	BURDEN METHODOLOGY	LOCAL OR 1 <sup>st</sup> BURDEN EXTENT
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## STORMWATER QUALITY

CSA: WATER RESOURCES  
NO. OF PROJECTS: 46  
TOTAL BUDGET: \$584,604,384  
SERVICE AREA: UI COUNTY

The projects involve the construction and installation of various systems and structures to capture, treat, and divert stormwater and urban runoff, including underground infiltration wells, dry wells, bioswales, modular wetlands, biofiltration units, infiltration galleries, cisterns, pump wells, slide gates, monitoring wells, control houses, restrooms, irrigation systems, mechanical equipment, electrical systems and other appurtenant work, as well as the incorporation of Low-Impact-Development (LID) landscaping features and educational signage. Some of the projects also include the diversion of stormwater and urban runoff into sewer lines and the rehabilitation of existing storm drain systems.

Flood Control	Constructing systems like underground infiltration wells, dry wells, and bioswales can help improve flood control, reducing the risk of property damage and loss.	Downstream Analysis	Downstream Flood Zones	Traffic (temporary)	<i>These projects may involve the closure of lanes or the complete closure of roadways, which can cause inconvenience and delays for people trying to use the roadways.</i>	Network Analysis	Local Road 0.25 mi Collector Road 0.5 mi Arterial 2 mi
Safety	Rehabilitating existing storm drain systems and constructing slide gates and monitoring wells can help improve the safety of the drainage system.	Downstream Analysis	Downstream Flood Zones	Noise (temporary)	<i>The construction process can generate noise and dust, which may be a nuisance for people living or working near the construction site.</i>	Buffer Analysis	100 m
Water Quality	Capturing, treating, and diverting stormwater and urban runoff can help improve the quality of the local water supply by removing pollutants and contaminants.	Downstream Analysis	Downstream Flood Zones	Air Quality (temporary)	<i>The emissions from construction equipment can release a variety of air pollutants including carbon monoxide, nitrous oxide, particulate matter, and volatile organic compounds. Some of these emissions can contribute to the formation of ground-level ozone, a harmful air pollutant that can cause respiratory problems.</i>  <i>Dust in the form of particulate matter can also be of concern during earth moving activities.</i>	Buffer Analysis	100 m
Climate Resiliency	Incorporating Low-Impact-Development (LID) landscaping features and constructing modular wetlands and biofiltration units can help protect the environment and improve the quality of the local water supply.	Downstream Analysis	Downstream Flood Zones				
Odors	Projects that improve drainage and reduce stagnant water formation can help reduce odors associated with decaying organic material.	Buffer Analysis	50 m				
Vector Control	Projects that improve drainage and reduce stagnant water formation can help control the proliferation of vectors, such as mosquitos.	Buffer Analysis	1 mi				
Recreation	Projects involving the installation of underground stormwater capture facilities also provides an opportunity to improve and expand recreational amenities (e.g., turf fields, decomposed granite walkways, jogging paths, play structures, etc.) at parks and other fields / areas used for recreating.	Buffer Analysis	0.5 mi				
Aesthetics	Projects involving the installation of underground stormwater capture facilities also provides an opportunity to improve and expand recreational amenities (e.g., turf fields, decomposed granite walkways, jogging paths, play structures, etc.) at parks and other fields / areas used for recreating.	Buffer Analysis	0.1 mi				
Groundwater Recharge	The construction and installation of various stormwater and urban runoff systems and structures, along with Low-Impact-Development (LID) landscaping features and educational signage, could provide water supply and recharge benefits by capturing, treating, and diverting stormwater to increase groundwater recharge and reduce reliance on imported water sources.	Buffer Analysis	5 mi				
Habitat Enhancement	Low-Impact-Development (LID) landscaping features and educational signage could provide habitat enhancement benefits by creating new or improving existing habitats for wildlife species, including plants, birds, insects, and aquatic organisms, and increasing biodiversity in urban areas.	Buffer Analysis	1 mi				

<sup>1</sup> Grey text within this table represents temporary impacts. While these are significant, they were not included in the principal analysis due to their transient nature. Please note this when interpreting the results.



# BENEFIT AND BURDEN METHODOLOGIES

LA Public Works Equity in Infrastructure

POTENTIAL COMMUNITY BENEFIT	BENEFIT DESCRIPTION	BENEFIT METHODOLOGY	LOCAL OR 1 <sup>o</sup> BENEFIT EXTENT	POTENTIAL COMMUNITY BURDEN	BURDEN DESCRIPTION	BURDEN METHODOLOGY	LOCAL OR 1 <sup>o</sup> BURDEN EXTENT
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## WATER RESOURCES

CSA: WATER RESOURCES

NO. OF PROJECTS: 20

TOTAL BUDGET: \$279,323,900

SERVICE AREA: FLOOD MAINTENANCE DISTRICT BOUNDARY

The projects involve various security and maintenance work at Los Angeles County Flood Control District dam facilities, including the installation of steel fences and gates, security cameras, and motion-activated lighting, as well as the replacement of rubber dams, removal of sediment, rehabilitation of outlet structures, and the construction of jet grout column cut off walls and debris flow barrier systems. Some projects also involve the preparation of final design plans and construction specifications, as well as site protection, traffic control, and surveying and ground monitoring.

Safety	The security and maintenance work at dam facilities, including the installation of steel fences and gates, security cameras, and motion-activated lighting, could potentially improve the safety of the community by reducing the risk of collisions or injuries.	Downstream Analysis	Downstream Flood Zones	Traffic (temporary)	The security and maintenance work at dam facilities, including the installation of steel fences and gates, security cameras, and motion-activated lighting, as well as the replacement of rubber dams, removal of sediment, rehabilitation of outlet structures, and the construction of jet grout column cut off walls and debris flow barrier systems, could potentially cause disruption in the community, such as increased traffic or noise.	Network Analysis	Local Road 0.25 mi Collector Road 0.5 mi Arterial 2 mi
Flood Protection	The security and maintenance work at dam facilities, including the replacement of rubber dams, removal of sediment, rehabilitation of outlet structures, and the construction of jet grout column cut off walls and debris flow barrier systems, could potentially improve flood protection in the community by reducing the risk of flooding and protecting against the damaging effects of floods.	Downstream Analysis	Downstream Flood Zones	Air Quality (temporary)	The emissions from construction equipment can release a variety of air pollutants including carbon monoxide, nitrous oxide, particulate matter, and volatile organic compounds. Some of these emissions can contribute to the formation of ground-level ozone, a harmful air pollutant that can cause respiratory problems.  Dust in the form of particulate matter can also be of concern during earth moving activities.	Buffer Analysis	200 m Sediment Removal Activities
Odors	Projects that improve drainage and reduce stagnant water formation can help reduce odors associated with decaying organic material.	Buffer Analysis	50 m	Air Quality (temporary)	The combustion of diesel fuel in construction equipment produces diesel particulate matter (DPM), a toxic air contaminant. Receptor exposure to DPM can increase the likelihood of developing adverse cancer and noncancer health effects.	Buffer Analysis	100 m Sediment Removal Activities
Vector Control	Projects that improve drainage and reduce stagnant water formation can help control the proliferation of vectors, such as mosquitos.	Buffer Analysis	1 mi	Noise (temporary)	The security and maintenance work at dam facilities, including the installation of steel fences and gates, security cameras, and motion-activated lighting, as well as the replacement of rubber dams, removal of sediment, rehabilitation of outlet structures, and the construction of jet grout column cut off walls and debris flow barrier systems, could potentially cause disruption in the community, such as increased traffic or noise.	Buffer Analysis	200 m Sediment Removal Activities

<sup>1</sup> Grey text within this table represents temporary impacts. While these are significant, they were not included in the principal analysis due to their transient nature. Please note this when interpreting the results.

# BENEFIT AND BURDEN METHODOLOGIES

LA Public Works Equity in Infrastructure

POTENTIAL COMMUNITY BENEFIT	BENEFIT DESCRIPTION	BENEFIT METHODOLOGY	LOCAL OR 1 <sup>o</sup> BENEFIT EXTENT	POTENTIAL COMMUNITY BURDEN	BURDEN DESCRIPTION	BURDEN METHODOLOGY	LOCAL OR 1 <sup>o</sup> BURDEN EXTENT
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## WATERSHED MANAGEMENT

CSA: WATER RESOURCES

NO. OF PROJECTS: 5

TOTAL BUDGET: \$14,570,000

SERVICE AREA: FLOOD MAINTENANCE DISTRICT BOUNDARY

The projects involve the construction of various infrastructure for managing stormwater and urban runoff, including storm drain systems, filtration units, dry wells, infiltration galleries, slide gates, monitoring wells, landscaping, irrigation, lighting, and electrical work. Other appurtenant work may also be included. In one of the projects, the construction of asphalt concrete pavement on base material, curb and gutter, sidewalk, curb ramps, and cross gutters is also mentioned.

Water Quality	The construction of infrastructure for managing stormwater and urban runoff, such as filtration units and dry wells, could potentially improve the quality of the community's water supply by reducing the levels of contaminants and protecting local water resources.	Downstream Analysis	Downstream Flood Zones	Traffic (temporary)	The construction of new infrastructure or the improvement of existing infrastructure could potentially cause disruption in the community, such as increased traffic or noise.	Network Analysis	Local Road 0.25 mi Collector Road 0.5 mi Arterial 2 mi
Flood Protection	The construction of storm drain systems and other infrastructure for managing stormwater and urban runoff could potentially increase flood protection in the community, reducing the risk of property damage and other impacts from flooding.	Downstream Analysis	Downstream Flood Zones	Noise (temporary)	The construction of new infrastructure or the improvement of existing infrastructure could potentially cause disruption in the community, such as increased traffic or noise.	Buffer Analysis	100 m Storm Drain System Construction
Safety	The construction of infrastructure such as sidewalks, curb ramps, and lighting could potentially improve the safety of the community by enhancing the accessibility and visibility of the transportation system.	Downstream Analysis	Downstream Flood Zones	Air Quality (temporary)	The emissions from construction equipment can release a variety of air pollutants including carbon monoxide, nitrous oxide, particulate matter, and volatile organic compounds. Some of these emissions can contribute to the formation of ground-level ozone, a harmful air pollutant that can cause respiratory problems.  Dust in the form of particulate matter can also be of concern during earth moving activities.	Buffer Analysis	100 m Storm Drain System Construction

<sup>1</sup> Grey text within this table represents temporary impacts. While these are significant, they were not included in the principal analysis due to their transient nature. Please note this when interpreting the results.

# BENEFIT AND BURDEN METHODOLOGIES

LA Public Works Equity in Infrastructure

POTENTIAL COMMUNITY BENEFIT	BENEFIT DESCRIPTION	BENEFIT METHODOLOGY	LOCAL OR 1° BENEFIT EXTENT	POTENTIAL COMMUNITY BURDEN	BURDEN DESCRIPTION	BURDEN METHODOLOGY	LOCAL OR 1° BURDEN EXTENT
<b>WATERWORKS CONSTRUCTION</b> CSA: WATER RESOURCES NO. OF PROJECTS: 38 TOTAL BUDGET: \$142,962,402 SERVICE AREA: WATERWORKS DISTRICT BOUNDARY							
Construction and replacement of various water lines and water storage tanks, including the installation of steel pipes, HDPE pipes, valves, fire hydrants, cathodic protection systems, aeration systems, transmission mains, pump stations, detention/retention basins, and arsenic treatment systems, and the repair and rehabilitation of existing tanks.							
Water Quality	The construction and replacement of water lines and storage tanks, as well as the installation of treatment systems, could potentially improve the quality of the community's water supply by reducing the levels of contaminants and increasing the reliability and capacity of the system.	Network Analysis	0.25 mi 0.5 mi 2 mi	Traffic (temporary)	The construction and replacement of water lines and storage tanks, as well as the repair and rehabilitation of existing tanks, could potentially cause disruption in the community, such as increased traffic or noise.	Network Analysis	Local Road 0.25 mi Collector Road 0.5 mi Arterial 2 mi
Public Safety	The construction and replacement of water lines and storage tanks, as well as the installation of fire hydrants and other safety features, could potentially improve public safety by increasing the reliability and availability of the community's water supply.	Network Analysis	0.25 mi 0.5 mi 2 mi	Noise (temporary)	The construction and replacement of water lines and storage tanks, as well as the repair and rehabilitation of existing tanks, could potentially cause disruption in the community, such as increased traffic or noise.	Buffer Analysis Network Analysis (Water Network)	200 m Storage Tank Construction / Repair 100 m Water Lines
Environmental Sustainability	The construction and replacement of water lines and storage tanks, as well as the installation of treatment systems and other infrastructure, could potentially improve the environmental sustainability of the community's water supply by reducing the amount of water wasted and protecting local water resources.	Network Analysis	0.25 mi 0.5 mi 2 mi	Air Quality (temporary)	The emissions from construction equipment can release a variety of air pollutants including carbon monoxide, nitrous oxide, particulate matter, and volatile organic compounds. Some of these emissions can contribute to the formation of ground-level ozone, a harmful air pollutant that can cause respiratory problems.  Dust in the form of particulate matter can also be of concern during earth moving activities.	Buffer Analysis	200 m Storage Tank Construction / Repair 50 m Water Lines
--	--	--	--	Air Quality (temporary)	The combustion of diesel fuel in construction equipment produces diesel particulate matter (DPM), a toxic air contaminant. Receptor exposure to DPM can increase the likelihood of developing adverse cancer and noncancer health effects.	Buffer Analysis	100 m Storage Tank Construction / Repair

<sup>1</sup> Grey text within this table represents temporary impacts. While these are significant, they were not included in the principal analysis due to their transient nature. Please note this when interpreting the results.

**Investments by DAC vs. Non-DAC [1]**

TYPE	NUMBER OF PROJECTS	AMOUNT OF INVESTMENT THAT BENEFITS DACS	PERCENT OF INVESTMENTS THAT BENEFIT DACS	AMOUNT OF INVESTMENT THAT BENEFITS NON-DACS	PERCENT OF INVESTMENTS THAT BENEFIT NON-DACS	RELATIVE AMOUNT OF INVESTMENT IN DACS VS NON-DACS
<b>BY CSA</b>						
Transportation CSA	501	\$334,454,885	36%	\$591,310,115	64%	0.57 X
Water Resources CSA	207	\$629,691,208	38%	\$1,047,743,785	62%	0.60 X
SUBTOTAL	708	\$964,146,092	37%	\$1,639,053,900	63%	0.59 X
<b>TRANSPORATION CSA</b>						
Airport	8	\$6,769,532	61%	\$4,280,473	39%	1.58 X
Road Construction	217	\$257,064,339	34%	\$500,196,656	66%	0.51 X
Traffic Design	220	\$24,867,396	50%	\$25,203,154	50%	0.99 X
Traffic Guardrail	11	\$814,269	12%	\$6,125,731	88%	0.13 X
Transit Operations	2	\$461,981	14%	\$2,738,013	86%	0.17 X
Traffic System Mgmt	43	\$44,477,368	46%	\$52,766,088	54%	0.84 X
SUBTOTAL	501	\$334,454,885	36%	\$591,310,115	64%	0.57 X
<b>WATER RESOURCES CSA</b>						
Flood Construction	98	\$318,624,813	48%	\$351,152,915	52%	0.91 X
Stormwater Quality	46	\$200,415,628	35%	\$370,385,343	65%	0.54 X
Water Resources	20	\$76,426,623	27%	\$202,897,273	73%	0.38 X
Watershed Management	5	\$7,304,075	50%	\$7,265,926	50%	1.01 X
Waterworks Construction	38	\$26,920,069	19%	\$116,042,327	81%	0.23 X
SUBTOTAL	207	\$629,691,208	38%	\$1,047,743,785	62%	0.60 X
TOTAL	708	\$964,146,092	37%	\$1,639,053,900	63%	0.59 X

**Investments by Population [2]**

TYPE	NUMBER OF PROJECTS	POPULATION OF BENEFIT AREAS THAT ARE DACS	PERCENT OF BENEFIT AREA POPULATION THAT ARE DACS	POPULATION OF BENEFIT AREAS THAT ARE NON-DACS [3]	PERCENT OF BENEFIT AREA POPULATION THAT ARE NON-DACS	RELATIVE POPULATION OF BENEFIT AREAS THAT ARE DACS VS NON-DACS
<b>BY CSA</b>						
Transportation CSA	501	4,315,550	46%	5,019,824	54%	0.86 X
Water Resources CSA	207	4,040,376	46%	4,690,959	54%	0.86 X
SUBTOTAL	708	8,355,926	46%	9,710,783	54%	0.86 X
<b>TRANSPORATION CSA</b>						
Airport	8	1,424,935	59%	991,159	41%	1.44 X
Road Construction	217	2,846,760	48%	3,109,032	52%	0.92 X
Traffic Design	220	3,512,876	46%	4,056,544	54%	0.87 X
Traffic Guardrail	11	10,398	69%	4,607	31%	2.26 X
Transit Operations	2	49,324	17%	233,304	83%	0.21 X
Traffic System Mgmt	43	3,125,127	48%	3,323,866	52%	0.94 X
SUBTOTAL	501	10,969,420	48%	11,718,512	52%	0.94 X
<b>WATER RESOURCES CSA</b>						
Flood Construction	98	1,847,615	39%	2,921,282	61%	0.63 X
Stormwater Quality	46	3,607,569	46%	4,228,319	54%	0.85 X
Water Resources	20	691,470	42%	946,677	58%	0.73 X
Watershed Management	5	302,908	71%	121,350	29%	2.50 X
Waterworks Construction	38	108,902	29%	262,684	71%	0.41 X
SUBTOTAL	207	6,558,464	44%	8,480,312	56%	0.77 X
TOTAL	708	8,355,926	46%	9,710,783	54%	0.86 X

**Investment per Resident [4]**

TYPE	NUMBER OF PROJECTS	INVESTMENT PER RESIDENT IN BENEFIT AREAS THAT ARE DACS	PERCENT OF BENEFIT AREA INVESTMENTS PER RESIDENT THAT ARE DACS	INVESTMENT PER RESIDENT IN BENEFIT AREAS THAT ARE NON-DACS	PERCENT OF BENEFIT AREA INVESTMENTS PER RESIDENT THAT ARE NON-DACS	RELATIVE AMOUNT OF INVESTMENT PER RESIDENT IN BENEFIT AREAS THAT ARE DACS VS NON-DACS
<b>BY CSA</b>						
Transportation CSA	501	\$77	78%	\$118	119%	0.66 X
Water Resources CSA	207	\$156	81%	\$223	116%	0.70 X
SUBTOTAL (COMBINED)	708	\$115	80%	\$169	117%	0.68 X
<b>TRANSPORATION CSA</b>						
Airport	8	\$5	104%	\$4	94%	1.10 X
Road Construction	217	\$90	71%	\$161	127%	0.56 X
Traffic Design	220	\$7	107%	\$6	94%	1.14 X
Traffic Guardrail	11	\$78	17%	\$1,330	287%	0.06 X
Transit Operations	2	\$9	83%	\$12	104%	0.80 X
Traffic System Mgmt	43	\$14	94%	\$16	105%	0.90 X
SUBTOTAL	501	\$30	75%	\$50	124%	0.60 X
<b>WATER RESOURCES CSA</b>						
Flood Construction	98	\$172	123%	\$120	86%	1.43 X
Stormwater Quality	46	\$56	76%	\$88	120%	0.63 X
Water Resources	20	\$111	65%	\$214	126%	0.52 X
Watershed Management	5	\$24	70%	\$60	174%	0.40 X
Waterworks Construction	38	\$247	64%	\$442	115%	0.56 X
SUBTOTAL	207	\$96	86%	\$124	111%	0.78 X
TOTAL	708	\$115		\$169		0.68 X



[1] To compute the investment amount per project type, add up the values of BUDGET\_DIV from the final grid results. To determine the investment amount in DACs, multiply the BUDGET\_DIV value by the PERC\_DAC field to obtain the percentage of investment in DACs.

[2] To determine the population in the benefit areas, query the final grid results for non-zero BUDGET\_DIV values and then calculate the sum of the POP\_TOTAL and the sum of the POP\_DAC from the final grid results. The population of non-DACs can be calculated by taking the difference between POP\_TOTAL and POP\_DAC.

[3] If budget in the grid cell is non-zero, then the population figures are taken into account.

[4] Using the two tables provided above, divide the total investment by the number of residents to obtain the investments per resident.

**Investments by DAC vs. Non-DAC [1]**

TYPE	NUMBER OF PROJECTS	AMOUNT OF INVESTMENT BY PROJECT TYPE	AMOUNT OF INVESTMENT THAT BURDENS DACS	AMOUNT OF INVESTMENT THAT BURDENS NON-DACS	RELATIVE AMOUNT OF INVESTMENT IN DACS VS NON-DACS
<b>BY CSA</b>					
Transportation CSA	204	\$657,532,984.00	\$216,934,732.00	\$440,598,252.00	0.5 X
Water Resources CSA	10	\$37,278,000.00	\$0.00	\$37,278,000.00	0.0 X
SUBTOTAL	214	\$694,810,984.00	\$216,934,732.00	\$477,876,252.00	0.5 X
<b>TRANSPORATION CSA</b>					
Airport	8	\$11,050,000.00	\$6,811,505.00	\$4,238,495.00	1.6 X
Road Construction	196	\$646,482,984.00	\$210,123,228.00	\$436,359,756.00	0.5 X
SUBTOTAL	204	\$657,532,984.00	\$216,934,733.00	\$440,598,251.00	0.5 X
<b>WATER RESOURCES CSA</b>					
Flood Construction	10	\$37,278,000.00	\$0.00	\$37,278,000.00	0.0 X
TOTAL	214	\$694,810,984.00	\$216,934,732.00	\$477,876,252.00	0.5 X

**Investments by Population [2]**

TYPE	NUMBER OF PROJECTS	POPULATION OF BURDEN AREAS	POPULATION OF BURDEN AREAS THAT ARE DACS	POPULATION OF BURDEN AREAS THAT ARE NON-DACS [3]	RELATIVE POPULATION OF BURDEN AREAS THAT ARE DACS VS NON-DACS
<b>BY CSA</b>					
Transportation CSA	204	5,909,502	3,137,789	2,771,713	1.1 X
Water Resources CSA	10	38,178	0	38,178	0.0 X
SUBTOTAL	214	5,947,680	3,137,789	2,809,891	1.1 X
<b>TRANSPORATION CSA</b>					
Airport	8	1,023,833	644,576	379,257	1.7 X
Road Construction	196	4,885,669	2,493,213	2,392,456	1.0 X
SUBTOTAL	204	5,909,502	3,137,789	2,771,713	1.1 X
<b>WATER RESOURCES CSA</b>					
Flood Construction	10	38,178	0	38,178	0.0 X
TOTAL	214	5,947,680	3,137,789	2,809,891	1.1 X

**Investment per Resident [4]**

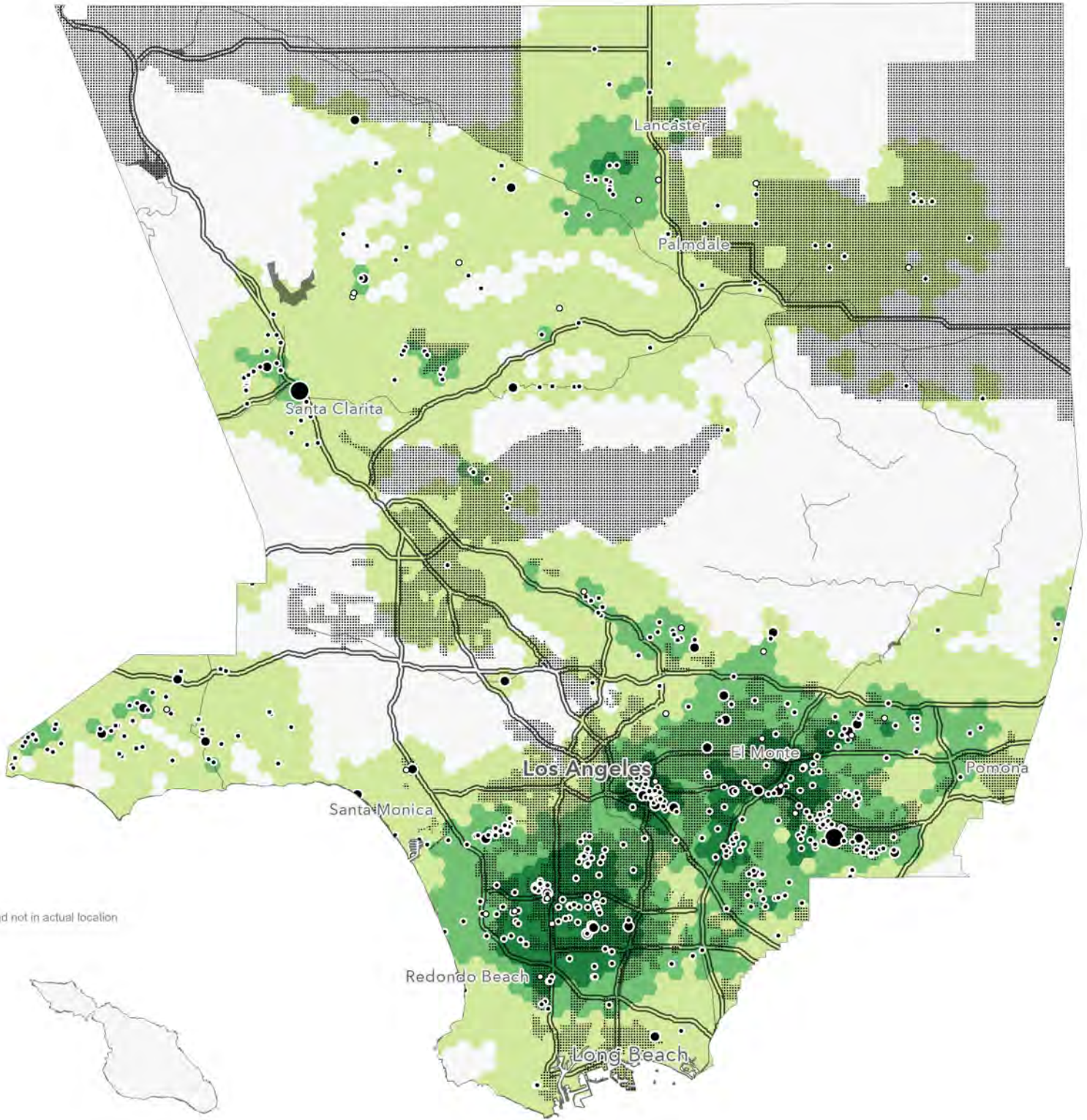
TYPE	NUMBER OF PROJECTS	INVESTMENT PER RESIDENT COUNTYWIDE	INVESTMENT PER RESIDENT IN BURDEN AREAS THAT ARE DACS	INVESTMENT PER RESIDENT IN BURDEN AREAS THAT ARE NON-DACS	RELATIVE AMOUNT OF INVESTMENT PER RESIDENT IN BURDEN AREAS THAT ARE DACS VS NON-DACS
<b>BY CSA</b>					
Transportation CSA	204	\$111	\$69	\$159	0.4 X
Water Resources CSA	10	\$976	\$0	\$976	0.0 X
SUBTOTAL	214	\$117	\$69	\$170	0.4 X
<b>TRANSPORATION CSA</b>					
Airport	8	\$11	\$11	\$11	0.9 X
Road Construction	196	\$132	\$84	\$182	0.5 X
SUBTOTAL	204	\$111	\$69	\$159	0.4 X
<b>WATER RESOURCES CSA</b>					
Flood Construction	10	\$976	\$0	\$976	0.0 X
TOTAL	214	\$117	\$69	\$170	0.4 X

[1] To compute the investment amount per project type, add up the values of BUDGET\_DIV from the final grid results. To determine the investment amount in DACs, multiply the BUDGET\_DIV value by the PERC\_DAC field to obtain the percentage of investment in DACs.

[2] To determine the population in the burden areas, calculate the sum of the POP\_TOTAL and the sum of the POP\_DAC from the final grid results. The population of non-DACs can be calculated by taking the difference between POP\_TOTAL and POP\_DAC.

[3] If budget in the grid cell is non-zero, then the population figures are taken into account.

[4] Using the two tables provided above, divide the total investment by the number of residents to obtain the investments per resident.



**Project Locations by Budget**

- \$1.5K to \$5M
- \$5M to \$25M
- \$25M to \$115M
- Budget not available

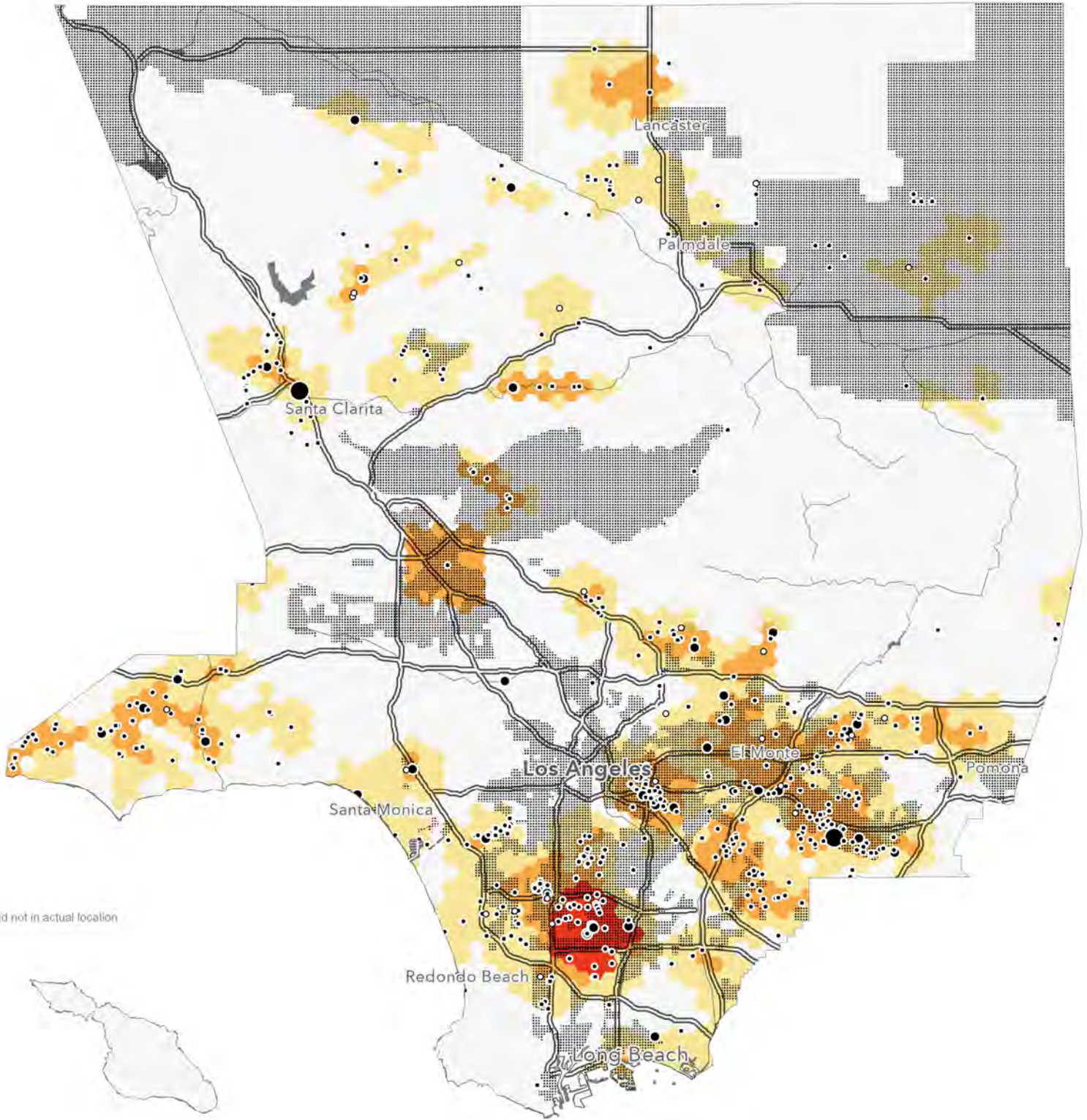
**Transportation Benefits**

- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- Not Impacted
- ▨ Disadvantaged Communities (CEJST)



Source: Project Information Statement, November 2012. Project locations and benefit information courtesy of Southern California Gas Company. © 2012 Southern California Gas Company. All rights reserved. Some project information may not be available for all projects and is not represented on the map. Not all projects are included in the plan and are not represented on the map. Not all projects are included in the plan and are not represented on the map.



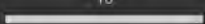


**Project Locations by Budget**

- \$1.5K to \$5M
- \$5M to \$25M
- \$25M to \$115M
- Budget not available

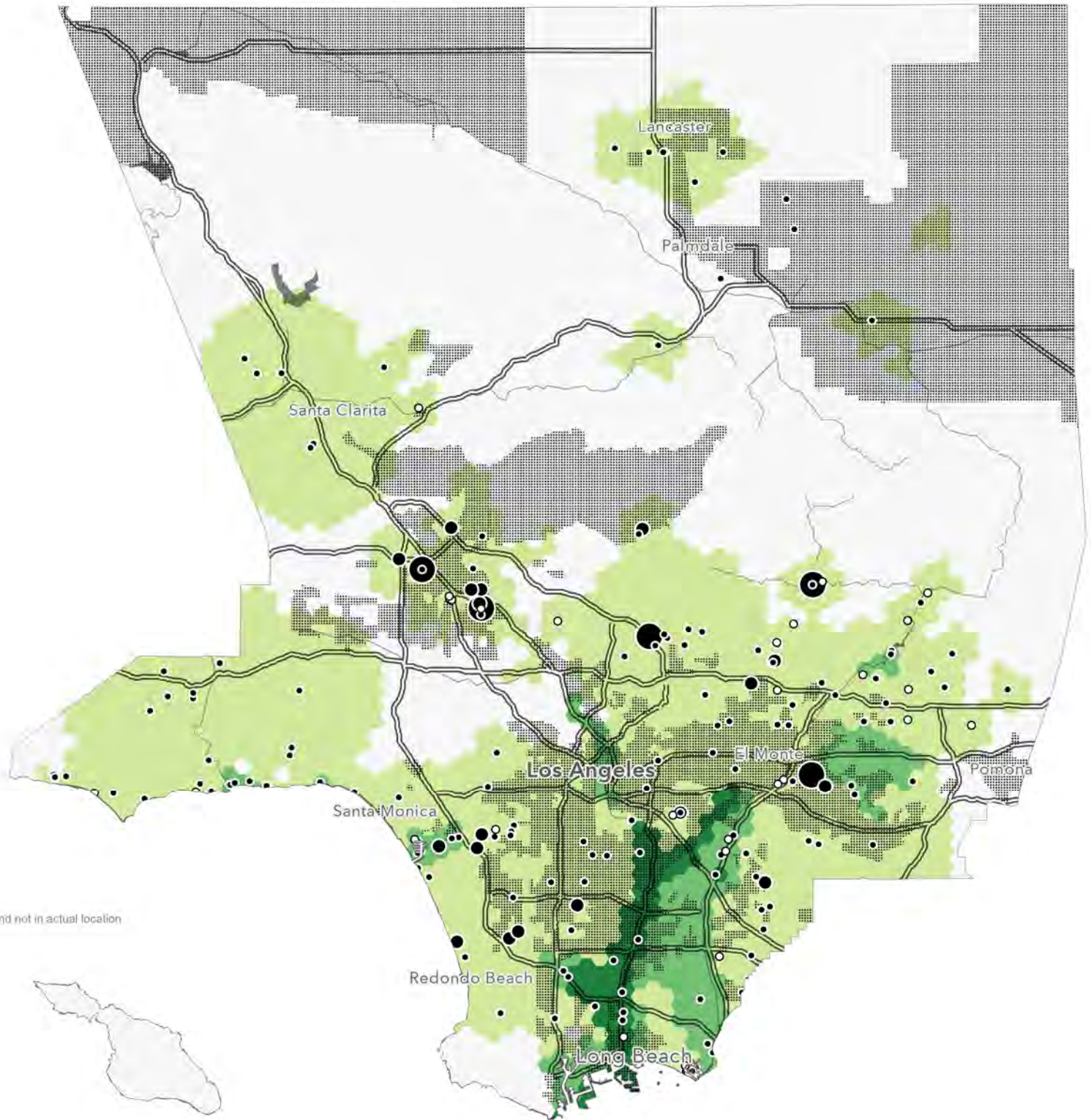
**Transportation Burdens**

- Significantly Burdened
- Somewhat Burdened
- Minimally Burdened
- Not Impacted
- ▨ Disadvantaged Communities (CEJST)



Source: Project Information System, November 2011. Project Locations are based on the County of Los Angeles and California Statewide Geographic Information System (GIS) data. © 2011 Statewide Geographic Information System. All rights reserved. This document is for informational purposes only and does not constitute an offer of any financial product or service. Some project information may not be available for all projects. Project information is not guaranteed to be accurate and is subject to change without notice.





Island not in actual location

### Project Locations by Budget

- Up to \$15M
- \$15M to \$60M
- \$60M to \$160M
- Budget not available

### Water Resources Benefits

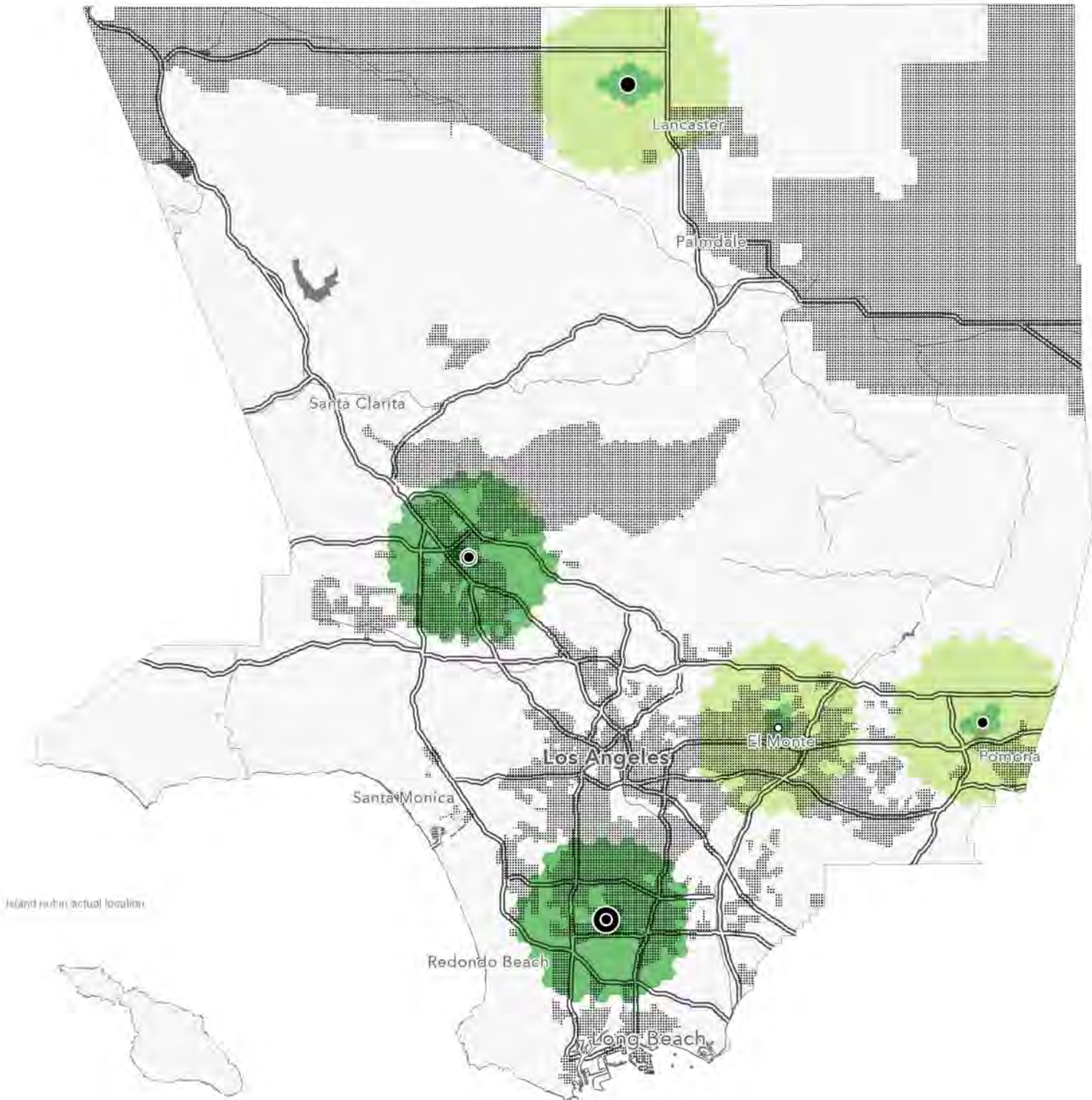
- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- Not Impacted
- ▨ Disadvantaged Communities (CEJST)

Source: Project Information System, November 2011. Project locations and water resources benefits are based on the California State Water Resources Control Board's 2011 Statewide Groundwater Quality Assessment Report (SWGQAR). The map is not intended to be used for any other purpose. Some project locations are not shown on the map, but are included in the dataset used for analysis.









Island not in actual location

**Project Locations by Budget**

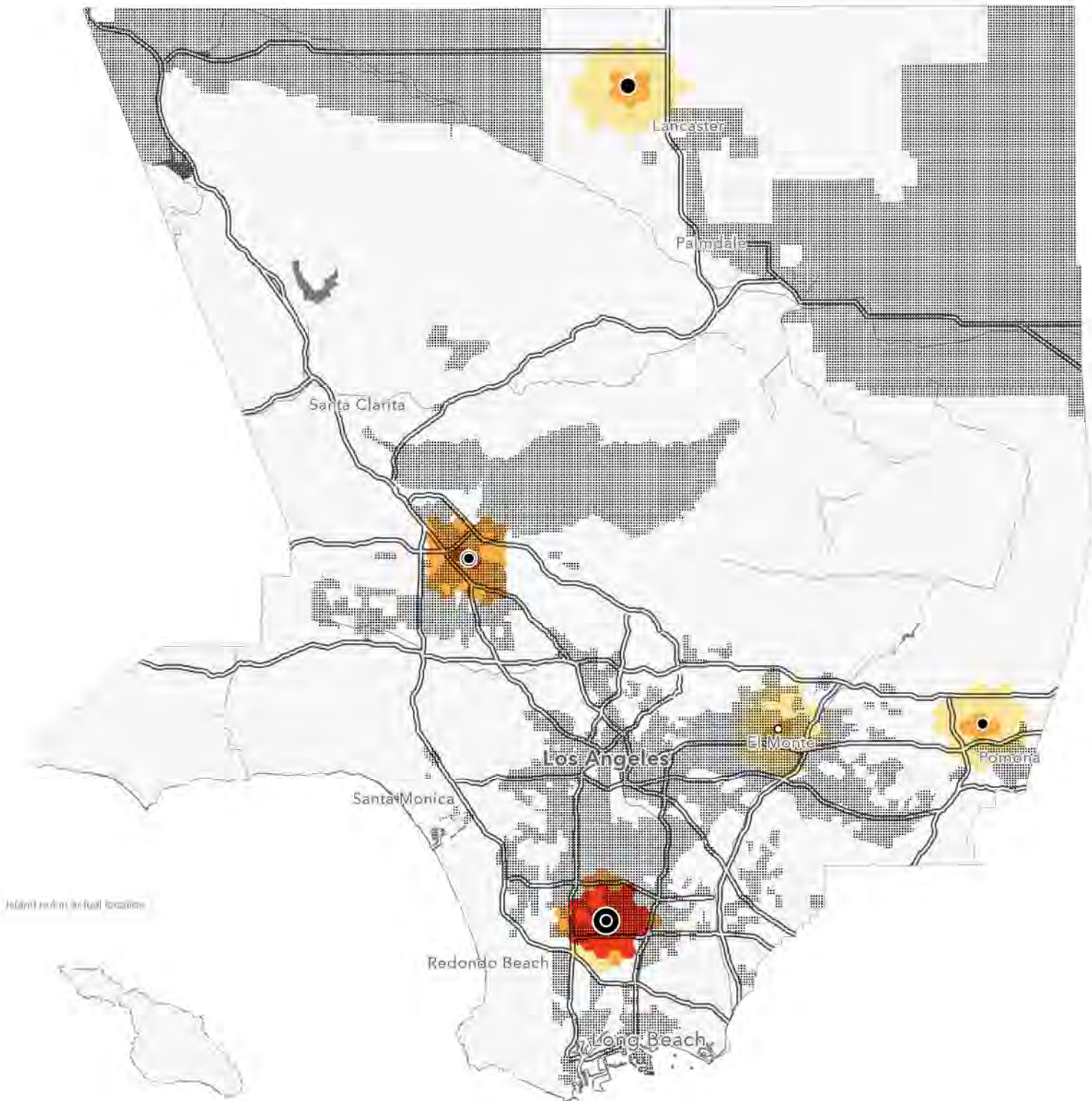
- \$200K to \$500K
- \$500K to \$800K
- \$800K to \$8M
- Budget not available

**Airport Project Benefits (Safety, Accessibility, Economic Impact)**

- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- Disadvantaged Communities (CEJST)

Map prepared by the Los Angeles County Department of Transportation, Planning and Research Division, in cooperation with the Los Angeles County Department of Transportation, Operations and Maintenance Division, and the Los Angeles County Department of Transportation, Airports Division. The map is for informational purposes only and does not constitute a contract or offer of any kind. The map is subject to change without notice. The map is not to be used for any purpose other than that for which it was prepared. The map is not to be used for any purpose other than that for which it was prepared.





**Project Locations by Budget**

- \$200K to \$500K
- \$500K to \$800K
- \$800K to \$8M
- Budget not available

**Airport Project Burdens (Air Quality, Conjestion, Noise)**

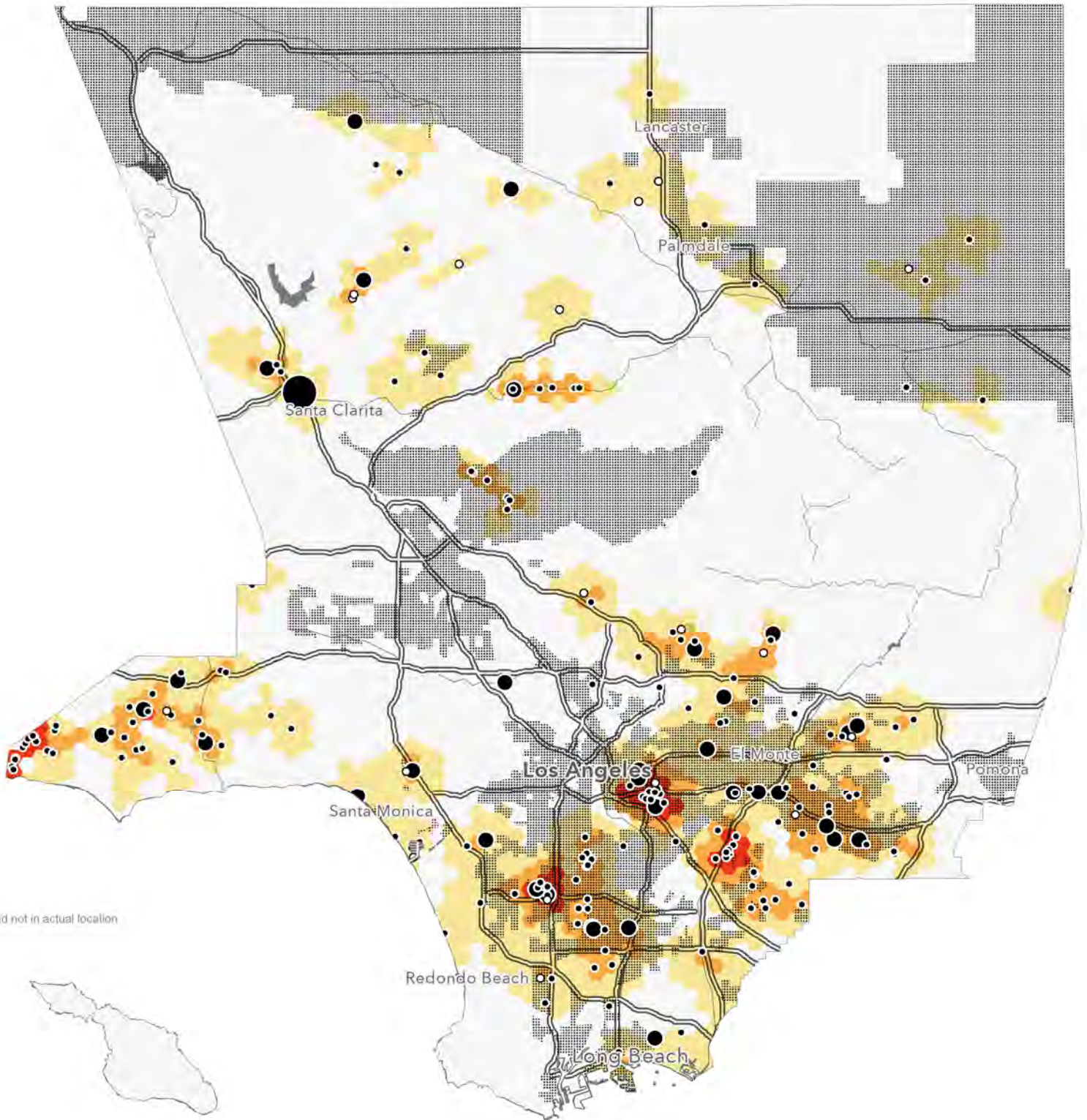
- Significantly Burdened
- Somewhat Burdened
- Minimally Burdened
- Disadvantaged Communities (CEJST)











Island not in actual location

**Project Locations by Budget**

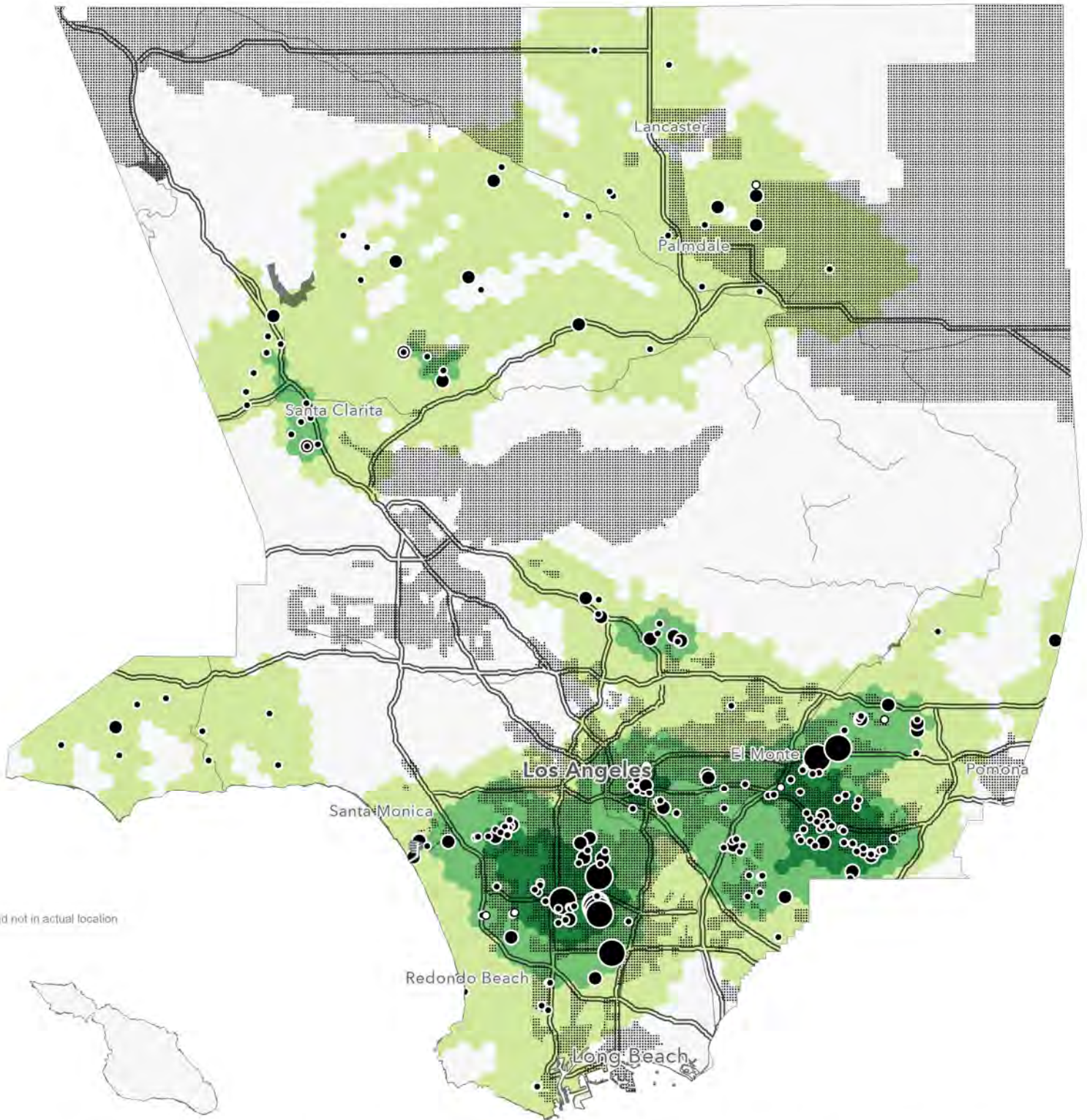
- \$1.5K to \$5.5M
- \$5.5M to \$26.3M
- \$26.3M to \$115M
- Budget not available

**Road Construction Project Burdens (Congestion)**

- Significantly Burdened
- Somewhat Burdened
- Minimally Burdened
- Disadvantaged Communities (CEJST)

Source: Project Information Portal, November 2022. Project locations are based on the County of Los Angeles Public Works Department. © 2022. All rights reserved. This map is for informational purposes only. It is not intended to be used for legal or financial purposes. Some project information may not be up to date. A legend is provided in the map to help understand the symbols used. All other trademarks and registered trademarks are the property of their respective owners.





Island not in actual location

**Project Locations by Budget**

- \$5K to \$286K
- \$286K to \$1.2M
- \$1.2M to \$3.7M
- Budget not available

**Traffic Design Project Benefits (Safety, Efficiency, Accessibility, Economic Benefits, Air Quality)**

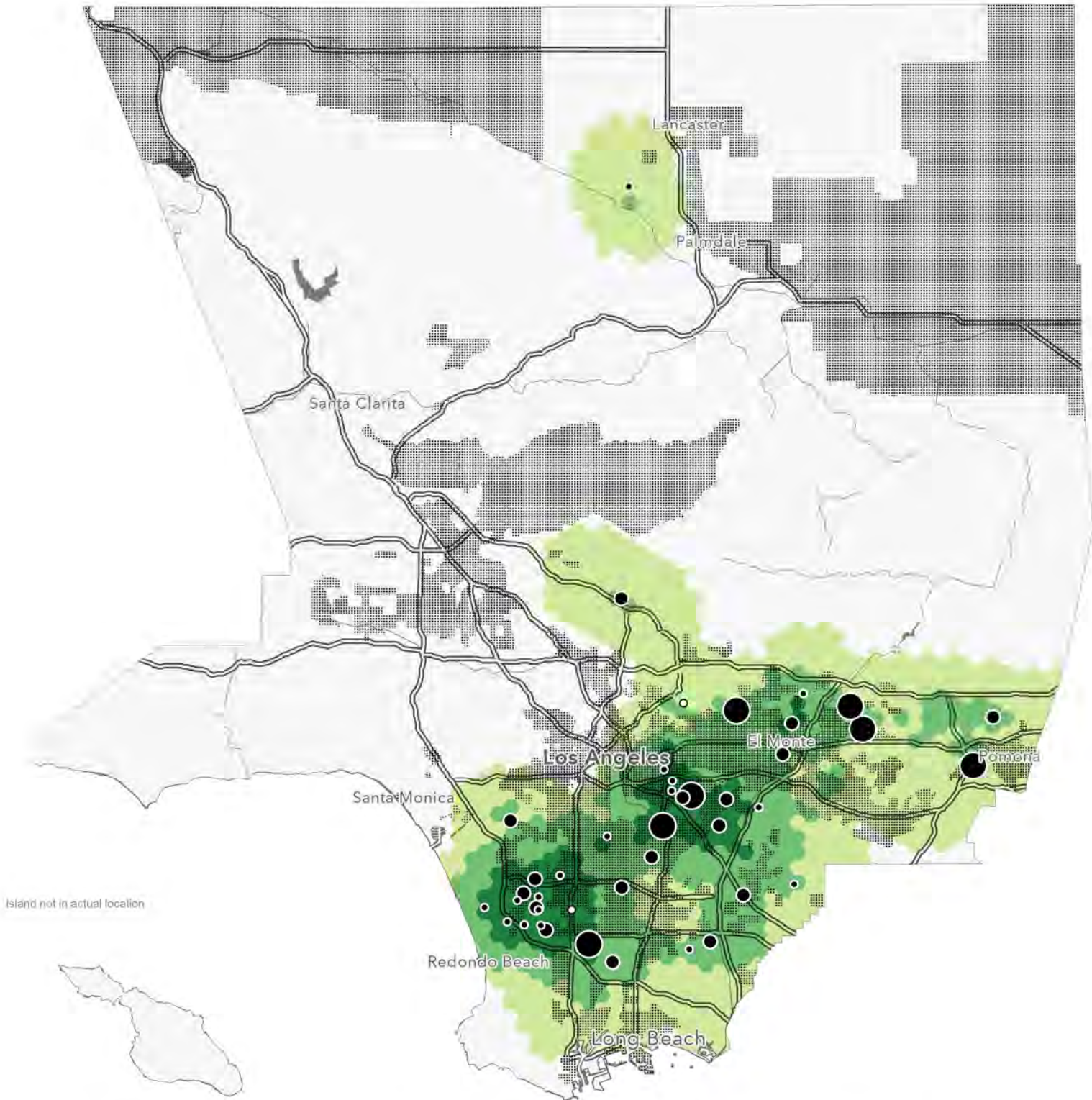
- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- Disadvantaged Communities (CEJST)

Source: Project Information System, November 2011. Project locations are based on the County of Los Angeles and California State Highway 78. © 2011 Transportation Planning Council of the Los Angeles Region. All rights reserved. This map is for informational purposes only and does not constitute an offer of any financial product or service. Some project information may not be up to date. A graphic legend and legend key are provided on the map. All are included in the project cost for analysis.









**Project Locations by Budget**

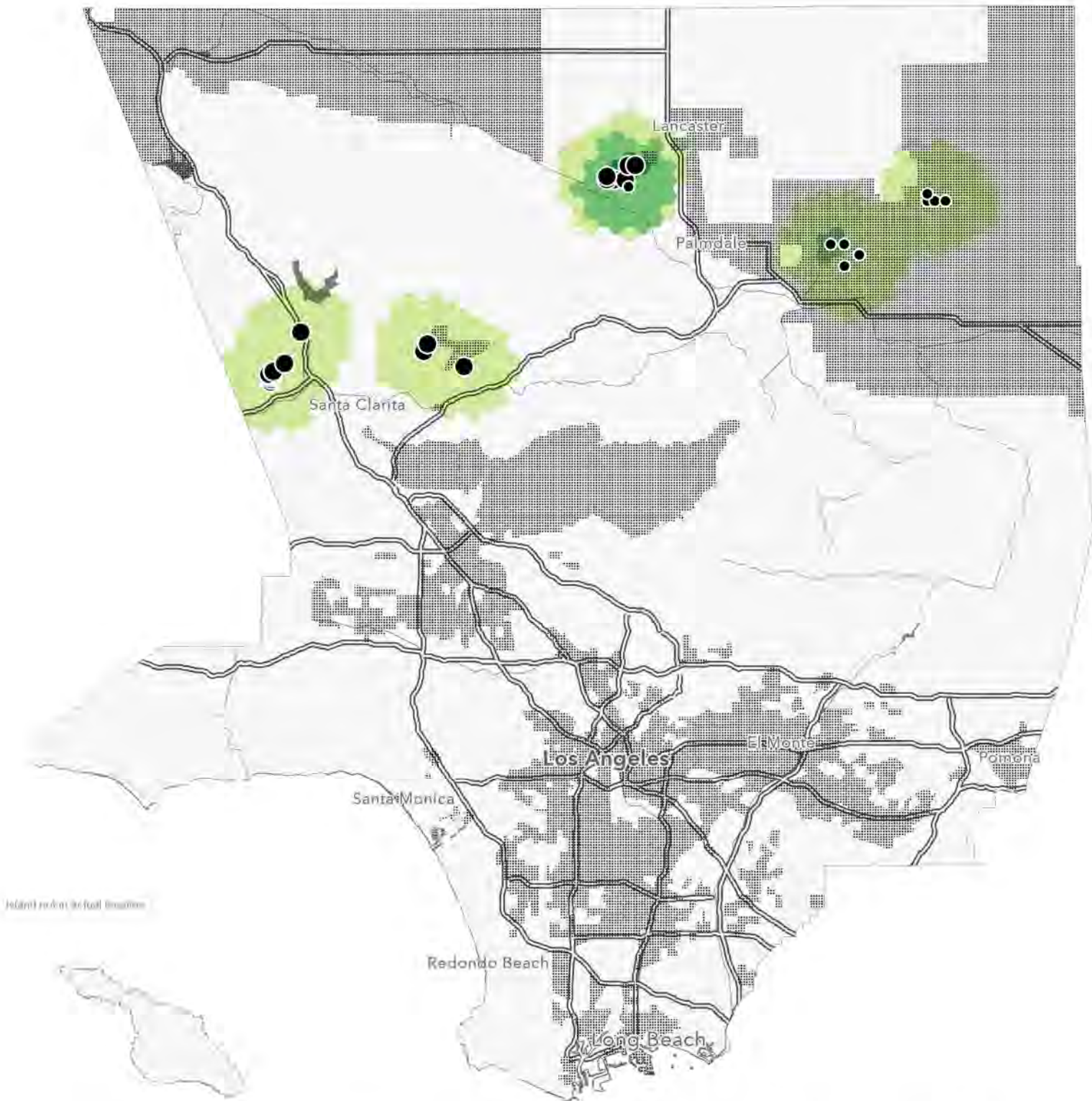
- \$615K to \$1.8M
- \$1.8M to \$3.3M
- \$3.3M to \$7.6M
- Budget not available

**Traffic System Management Project Benefits (Safety, Efficiency, Accessibility, Air Quality)**

- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- ▨ Disadvantaged Communities (CEJST)

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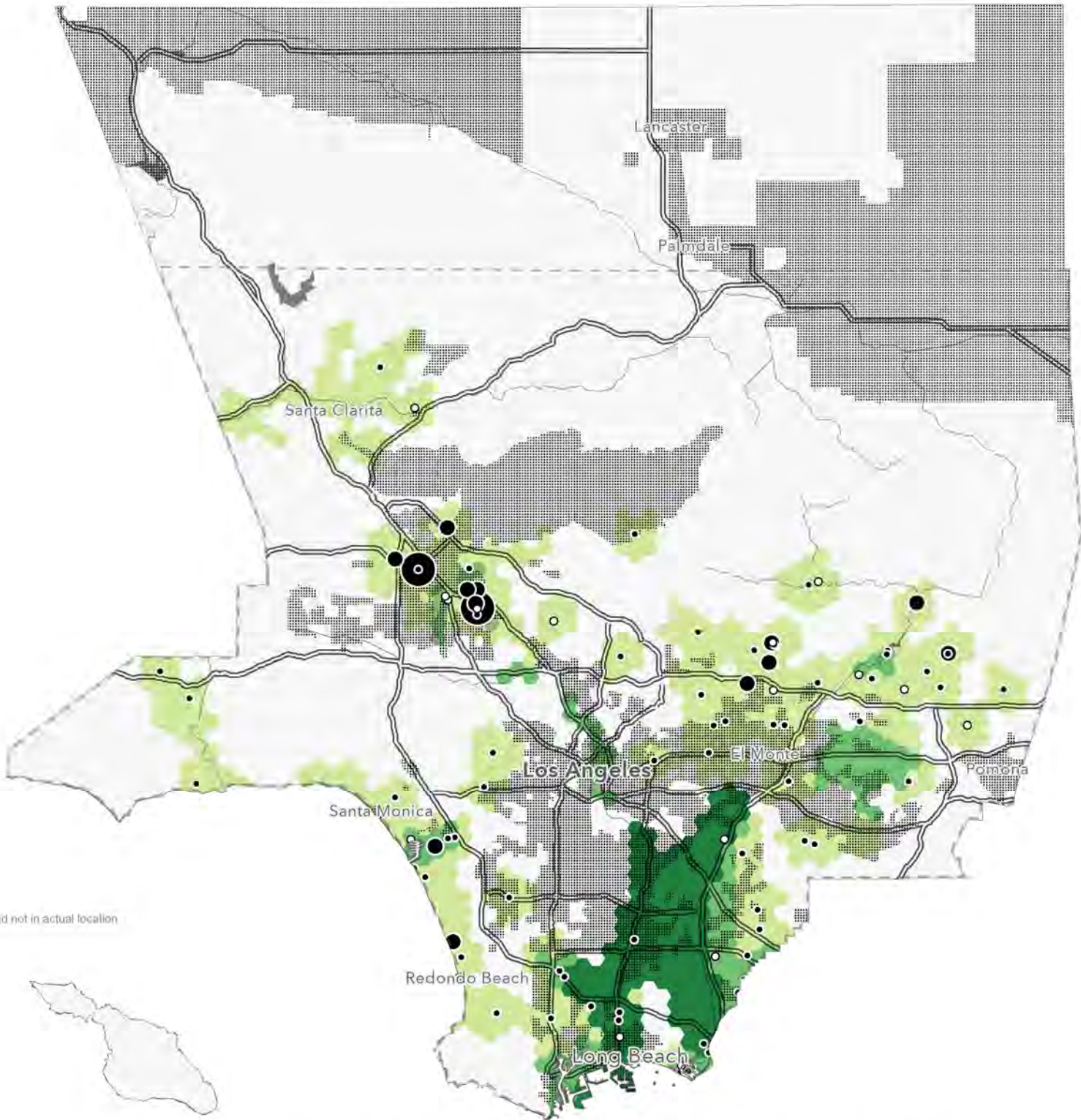
**Project Locations by Budget**

- \$44K
- \$44K to \$147K
- Budget not available

**Transit Operation Project Benefits  
(Economic Opportunity, Safety, Mobility,  
Air Quality)**

- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- ▨ Disadvantaged Communities (CEJST)





Island not in actual location

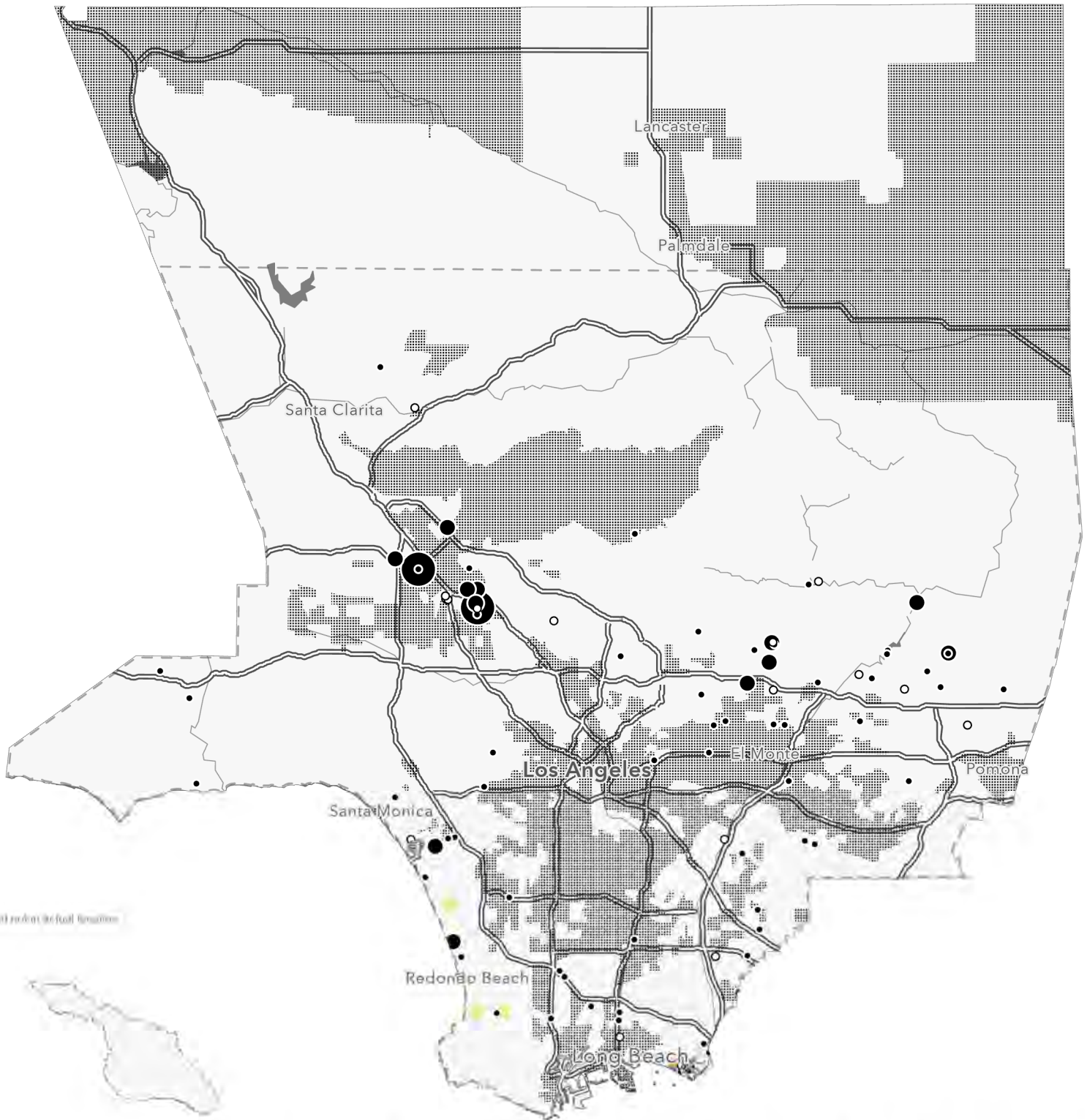
**Project Locations by Budget**

- \$48K to \$9.3M
- \$9.3M to \$30.7M
- \$30.7M to \$160M
- Budget not available

**Flood Construction Project Benefits  
(Flood Control, Safety, Climate Resiliency,  
Vector Control)**

- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- Service Area
- ▨ Disadvantaged Communities (CEJST)

Source: Project Information System, California Department of Transportation, 2022. Project locations and budget information are based on data provided to the Department of Transportation. The Department of Transportation is not responsible for the accuracy of the data. All rights reserved. No part of this document may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or by any information storage and retrieval system, without permission in writing from the Department of Transportation.



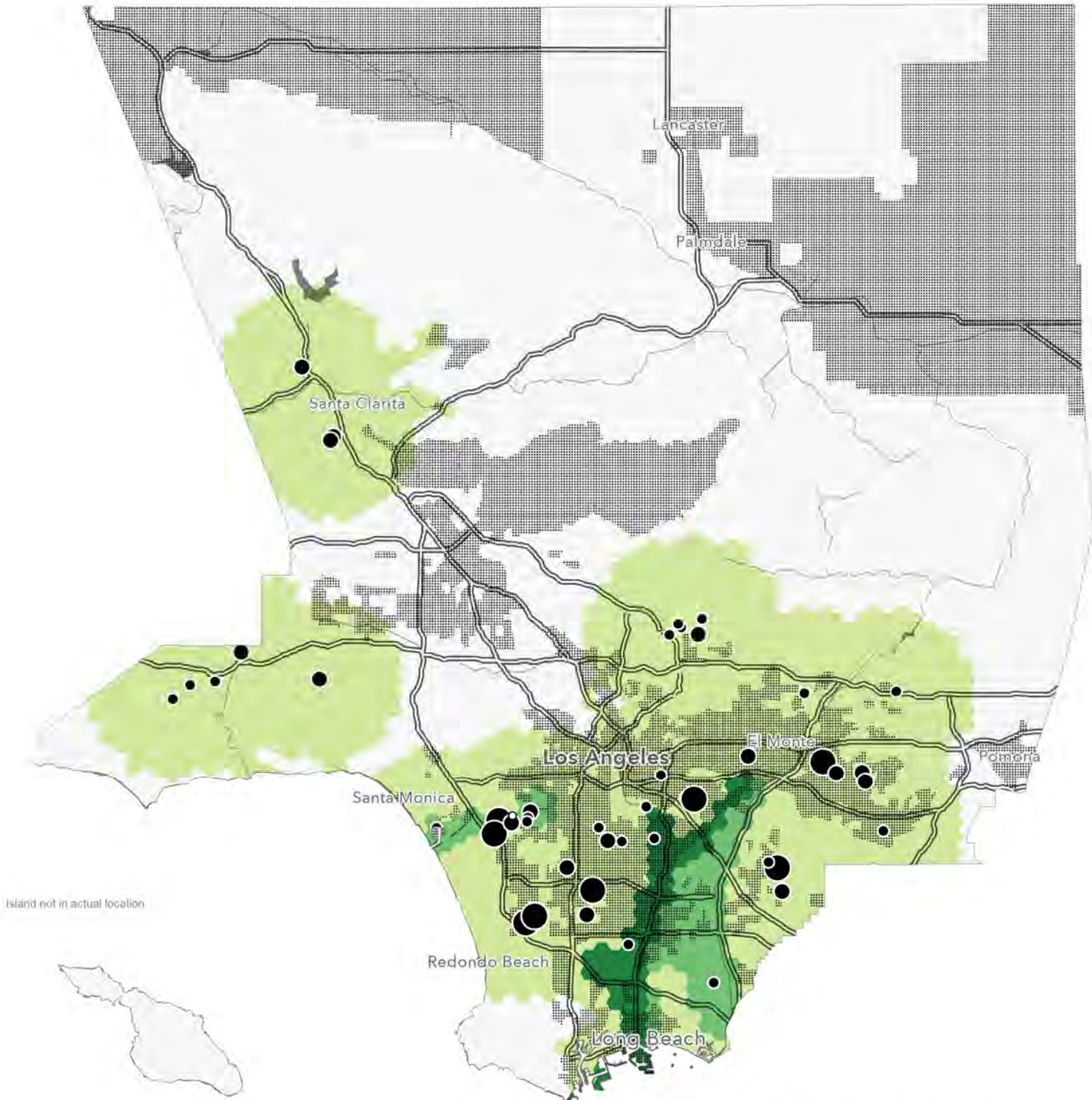
**Project Locations by Budget**

- \$48K to \$9.3M
- \$9.3M to \$30.7M
- \$30.7M to \$160M
- Budget not available

**Flood Construction Project Burdens (Air Quality Impacts of Emergency Generator Use)**

- Significantly Burdened
- Somewhat Burdened
- Minimally Burdened
- Service Area
- ▨ Disadvantaged Communities (CEJST)





Island not in actual location

**Project Locations by Budget**

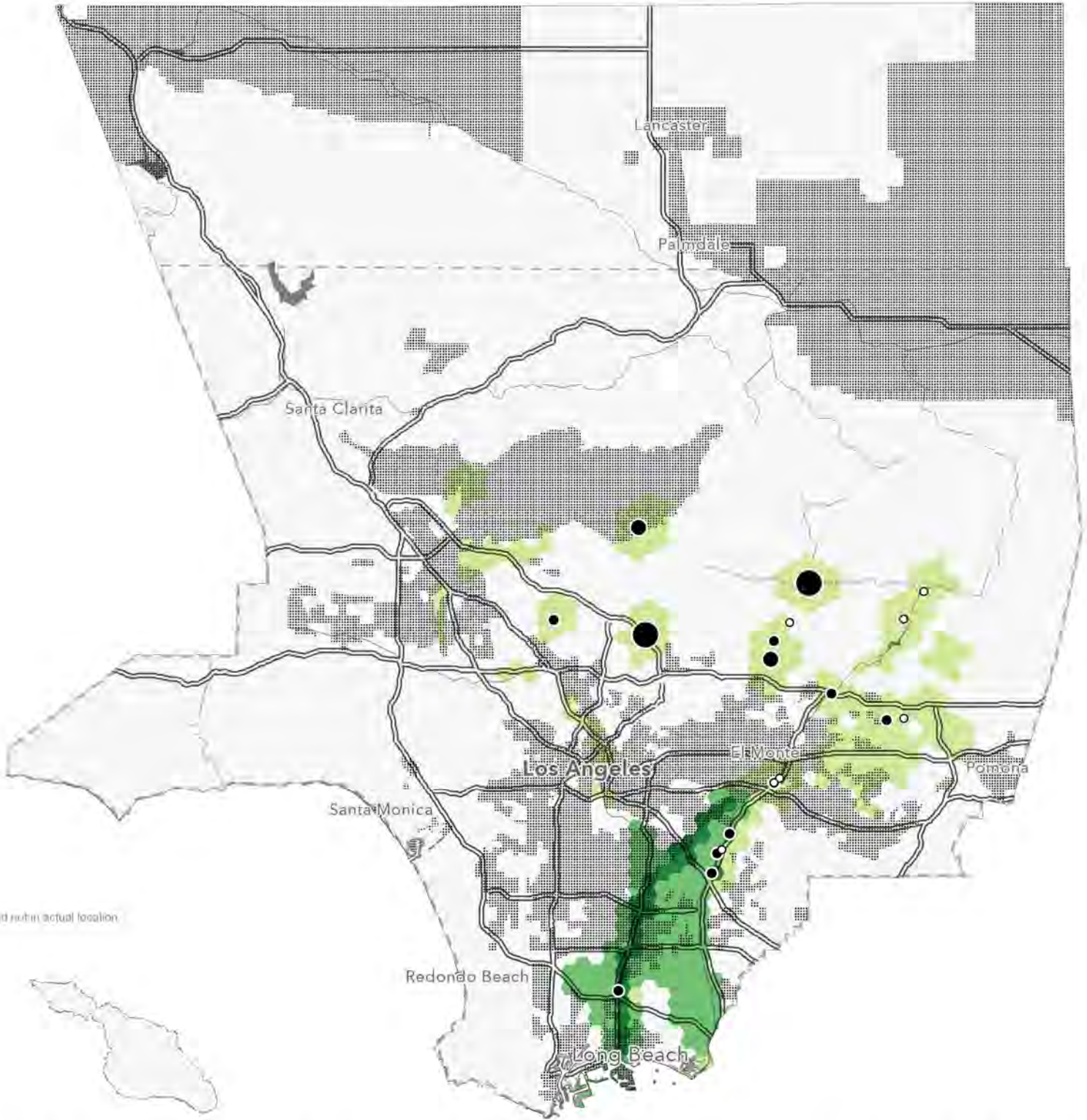
- \$537K to \$7M
- \$7M to \$20.3M
- \$20.3M to \$60.8M
- Budget not available

**Stormwater Quality Project Benefits  
(Flood Control, Safety, Water Quality, Recreation, Groundwater Recharge, and more)**

- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- Disadvantaged Communities (CEJST)

Stormwater Quality Investments Map, November 2022. Project locations and benefit information. Cities and Counties Public Reporting Tool 11.1.2022. ©2022 Stormwater Quality Investments. Cities and Counties Reporting Tool 11.1.2022. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or by any information storage and retrieval system, without the prior written permission of the publisher.





Island not in actual location

**Project Locations by Budget**

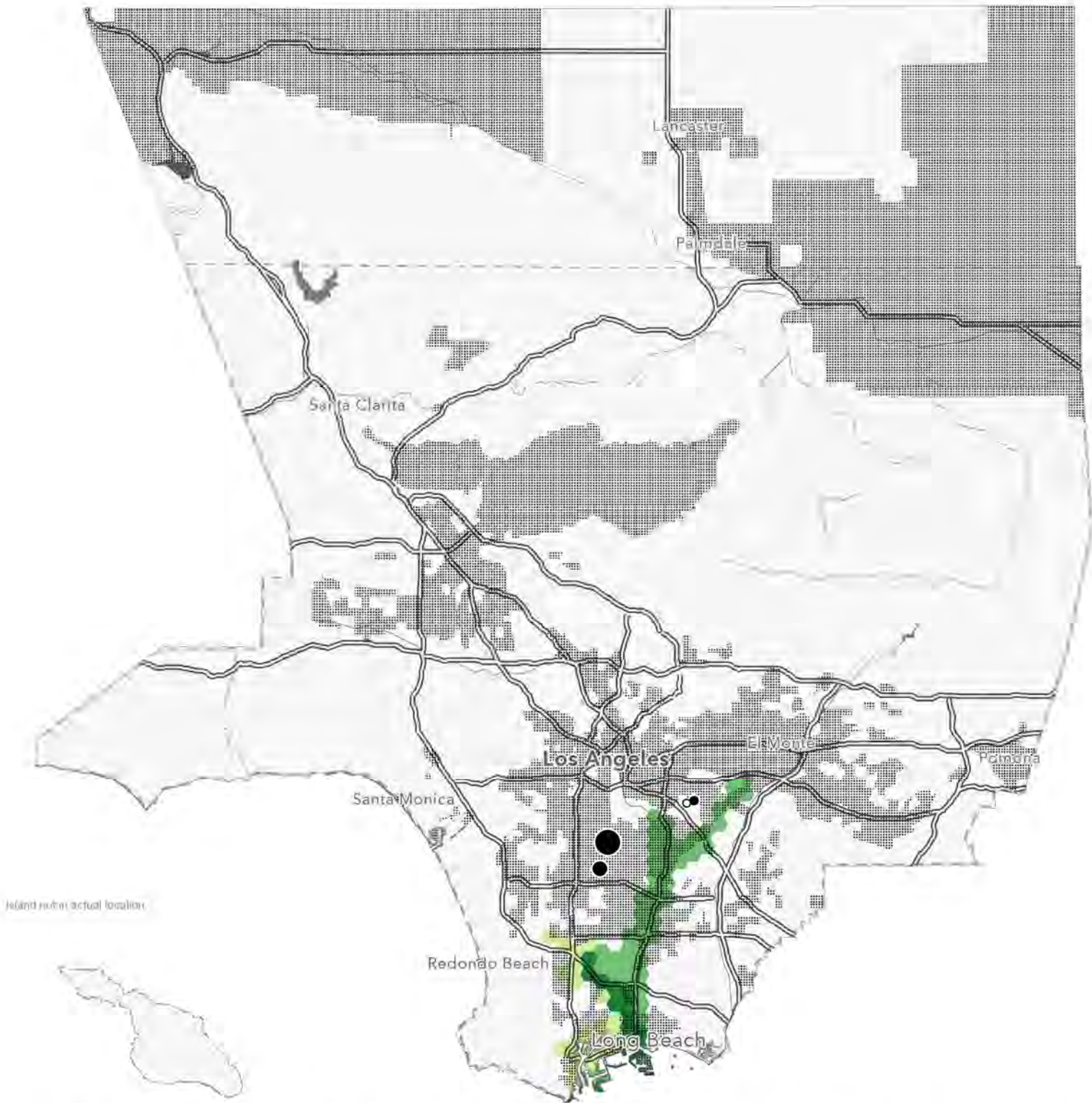
- \$115K to \$2.7M
- \$2.7M to \$33M
- \$33M to \$135M
- Budget not available

**Water Resources Project Benefits (Safety, Flood Protection, Odors, Vector Control)**

- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- Service Area
- ▨ Disadvantaged Communities (CEJST)

Map prepared by the Los Angeles County Department of Public Works, Water Resources Division, in cooperation with the Los Angeles County Department of Public Works, Water Resources Division, and the Los Angeles County Department of Public Works, Water Resources Division. The map is for informational purposes only and does not constitute a contract or warranty of any kind. The map is subject to change without notice. The map is not to be used for any other purpose without the express written consent of the Los Angeles County Department of Public Works, Water Resources Division.





**Project Locations by Budget**

- \$70K
- \$70K to \$3.5M
- \$3.5M to \$11M
- Budget not available

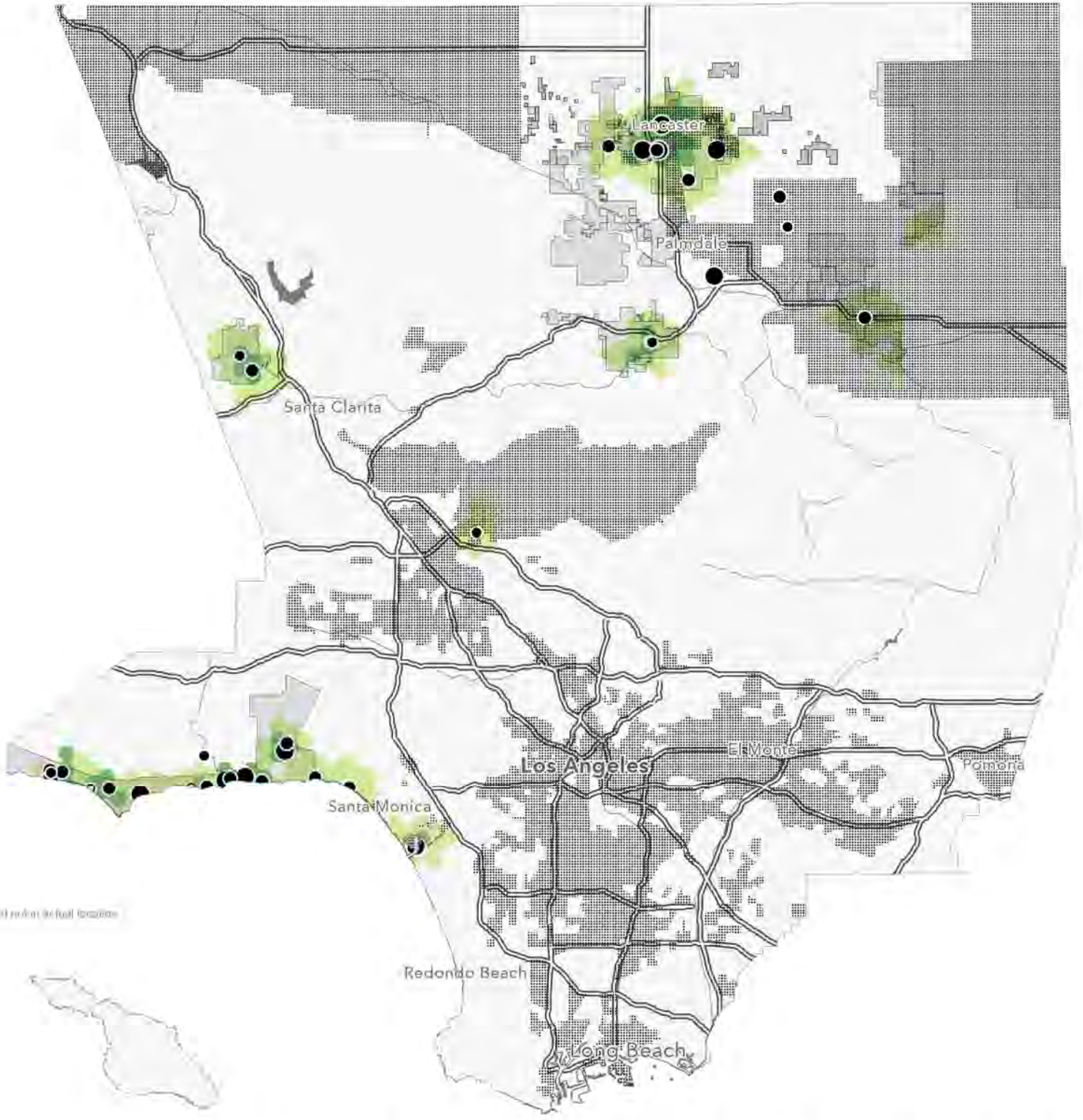
**Watershed Management Project Benefits (Water Quality, Flood Protection, Safety)**

- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- Service Area
- ▨ Disadvantaged Communities (CEJST)

Island not in actual location







**Project Locations by Budget**

- Up to \$2.5M
- \$2.5M to \$5M
- \$5M to \$10.4M
- Budget not available

**Waterworks Construction Project Benefits  
(Public Safety, Water Quality,  
Environmental Sustainability)**

- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- ▭ Waterworks District Boundary
- ▨ Disadvantaged Communities (CEJST)



Map prepared by the Southern California Edison Company, Water Resources Department, 1000 North Hill Street, Los Angeles, CA 90012. © 2010 SCE. All rights reserved. This map is for informational purposes only and does not constitute an offer of any financial product or service. For more information, please contact your local Waterworks District or SCE.





# Equity in Infrastructure Initiative Board Advisory Committee

## **BAC MEETING #10**

*April 27, 2023*



*Public Works*

LOS ANGELES COUNTY

# TODAY'S AGENDA

- Welcome
- What are We Learning:
  - Benefits and Burdens Analysis
- Interim Board Report #2
- Moving into Phase III
- Next Steps



*Public Works*  
LOS ANGELES COUNTY



# What are We Learning? Benefits and Burdens Analysis



*Public Works*  
LOS ANGELES COUNTY



# Overview

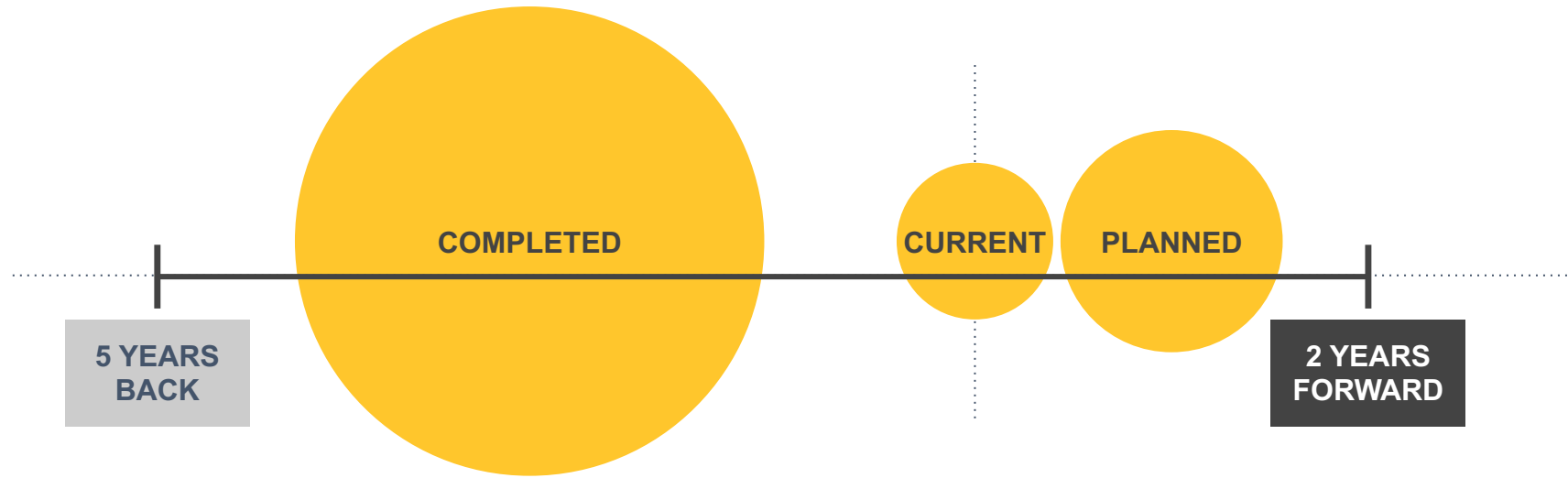
- Investment Analysis Objective
- PIW Data & Challenges
- GIS Methodology & Research
- Benefits and Burdens
- Key Metrics & Findings
- Assumptions
- Recommendations

# Objective

**Determine if disparity exists in the geographic distribution of infrastructure investment.**

PIW Data



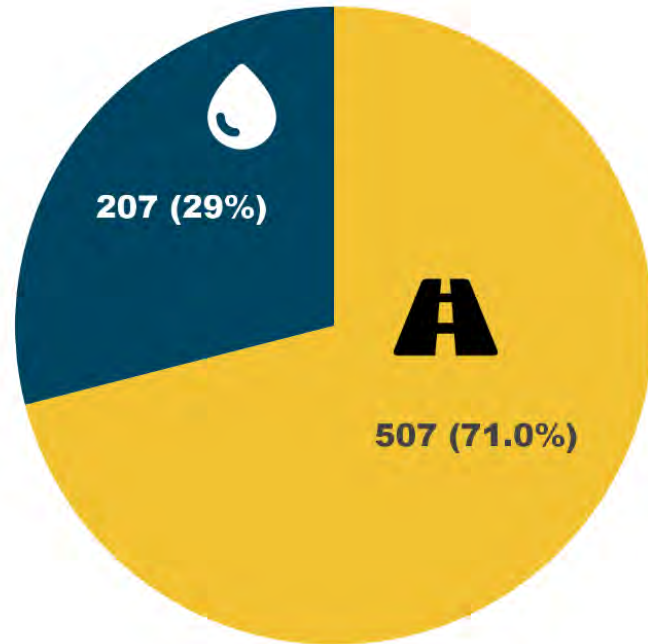


Out of the **714 projects** we have data for  
**659 projects** have a budget that is non-zero.

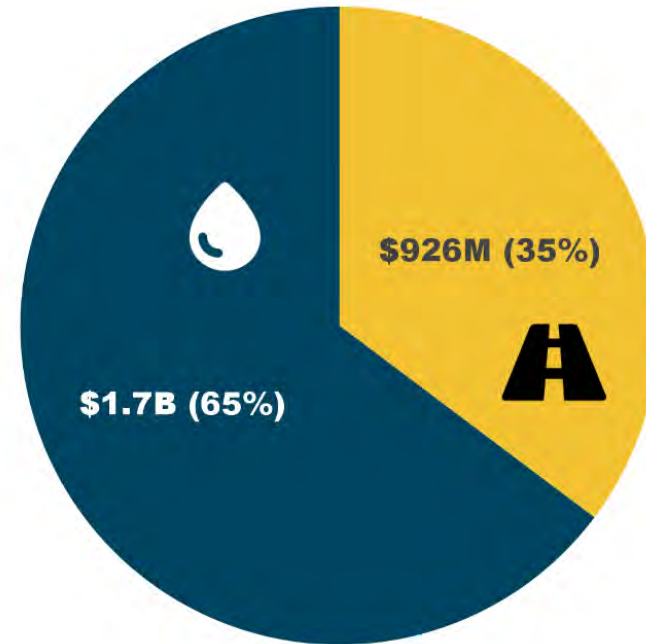
Total budget for ALL projects is **\$2.6b**

The most expensive project is **\$160m**

Number of Projects by CSA



Project Budgets by CSA





## WATER RESOURCES CSA

	<u># of Projects</u>	<u>w/Location</u>	<u>w/Budget</u>	<u>Total Budget</u>
Flood Construction	98	98	81	\$670m
Stormwater Quality	46	46	45	\$571m
Water Resources Projects	20	20	13	\$279m
Waterworks Construction	38	38	36	\$143m
Watershed Management	5	5	3	\$15m
<b>TOTALS</b>	<b>207</b>	<b>207</b>	<b>178</b>	<b>\$1.7b</b>

Most Expensive Project	\$160m
Average Project Budget	\$9.5m
Median Project Budget	\$3.7m





## TRANSPORATION CSA

	<u># of Projects</u>	<u>w/Location</u>	<u>w/Budget</u>	<u>Total Budget</u>
Airport	8	8	7	\$11m
Road Construction	218	217	200	\$757m
Traffic Design	225	220	220	\$50m
Traffic Guardrail	11	11	11	\$7m
Transit Operations	2	2	2	\$3m
Traffic System Mgmt	43	43	41	\$97m
Street Lighting Projects	1	1	0	na
Landscape Projects	2	2	0	na
<b>TOTALS</b>	<b>507</b>	<b>501</b>	<b>481</b>	<b>\$926m</b>

Most Expensive Project	\$115m
Average Project Budget	\$2m
Median Project Budget	\$480k

# Challenges

- **Large number of projects**
- **Wide range of project scopes**
- **Multiple service areas**
- **Inconsistent data**
- **No established methodology for assessing impact**
- **Unconsolidated and nonuniform environmental documents**

# GIS Methodology



**The methodology aims to be accurate *on average* but may not fully consider the unique characteristics of each project.**

# Methodology: Literature Review

## Defining Equity

- In existing infrastructure studies, equity = **distributive justice**
- *We improve on this by:*
  - examining **burdens and benefits**
  - recognizing that **equality ≠ equity** (existing conditions must be considered)

## Examining Equity

- **Geographic Information Systems (GIS)**
  - Common approaches:
    - Container approach
    - Proximity/travel cost analysis
- *We improve on this by:*
  - Recognizing the **uniqueness** of each project type
  - Considering **benefits and burdens**
  - Integrating population and **existing equity information** into the analysis

# Analysis Metrics – The Building Blocks

## Investment Benefit by Project Type

- *\$257m (34%) of Road Construction investments benefit areas fall within DACs, whereas \$500m (66%) of the investment benefit area is in non-DACs.*

## Investment Benefit by Population

- *2.8m people live in DAC designated areas with a benefit from Road Construction, whereas 3.1m people live in non-DACs benefit areas.*

## Investment Benefit per Resident

- *\$90/person is spent on Road Construction projects in DACs, whereas \$161/person is spent in non-DACs.*

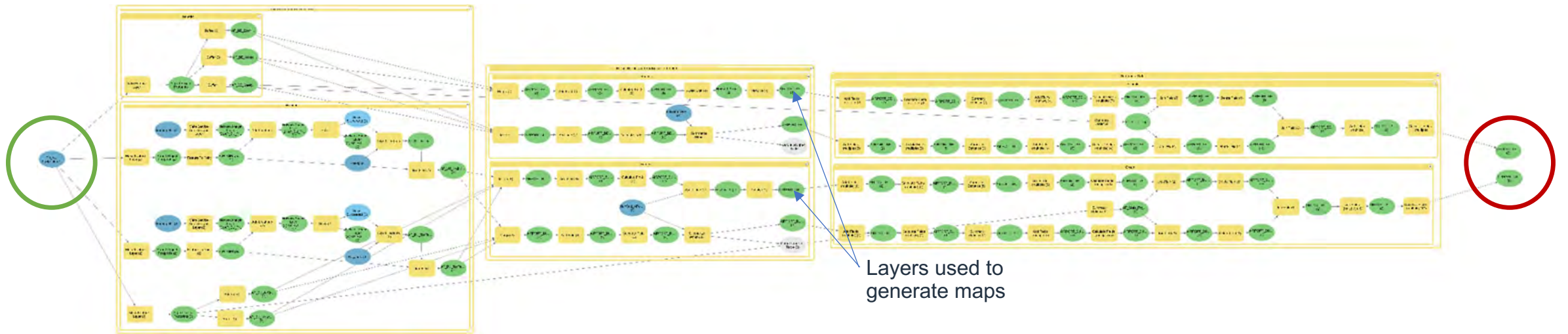


# ModelBuilder

## Create Benefit & Burden Areas

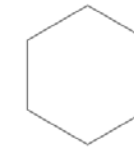
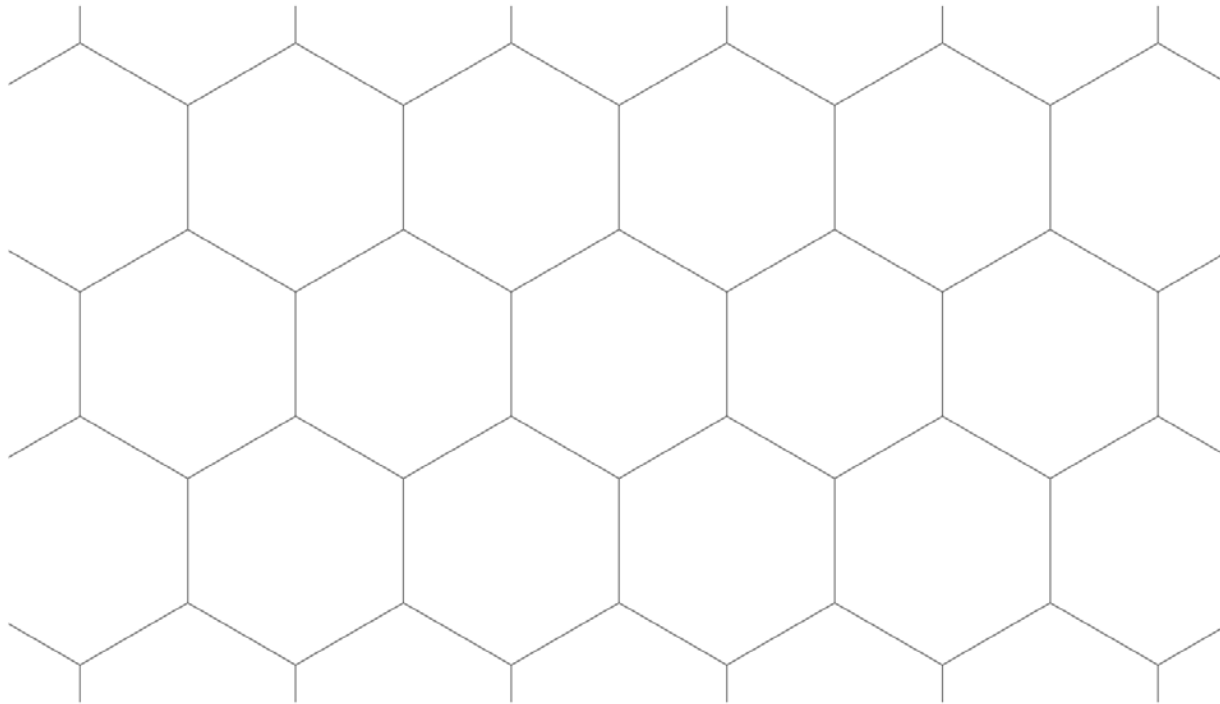
## Summarize within Grid

## Derive Metrics

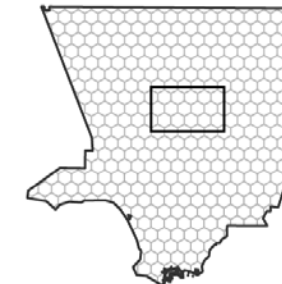


We are using a GIS tool called ModelBuilder to streamline the analysis process and generate quantifiable measures that promote equitable investment.

# Step 1: Create Hex Grid



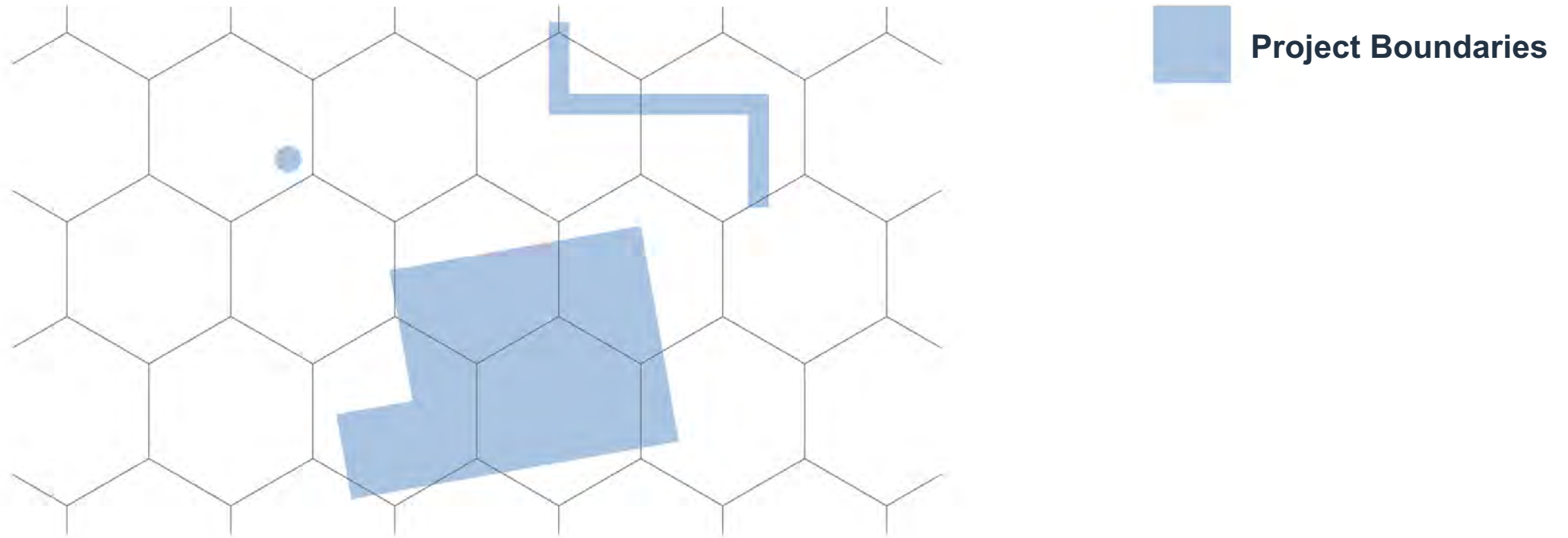
**One square mile**



Grid not to scale, for demonstration purposes only

Create a hexagonal grid of one-square-mile cells across Los Angeles County. There are over 4,000 square miles in LA County, therefore there are over 4K cells in total.

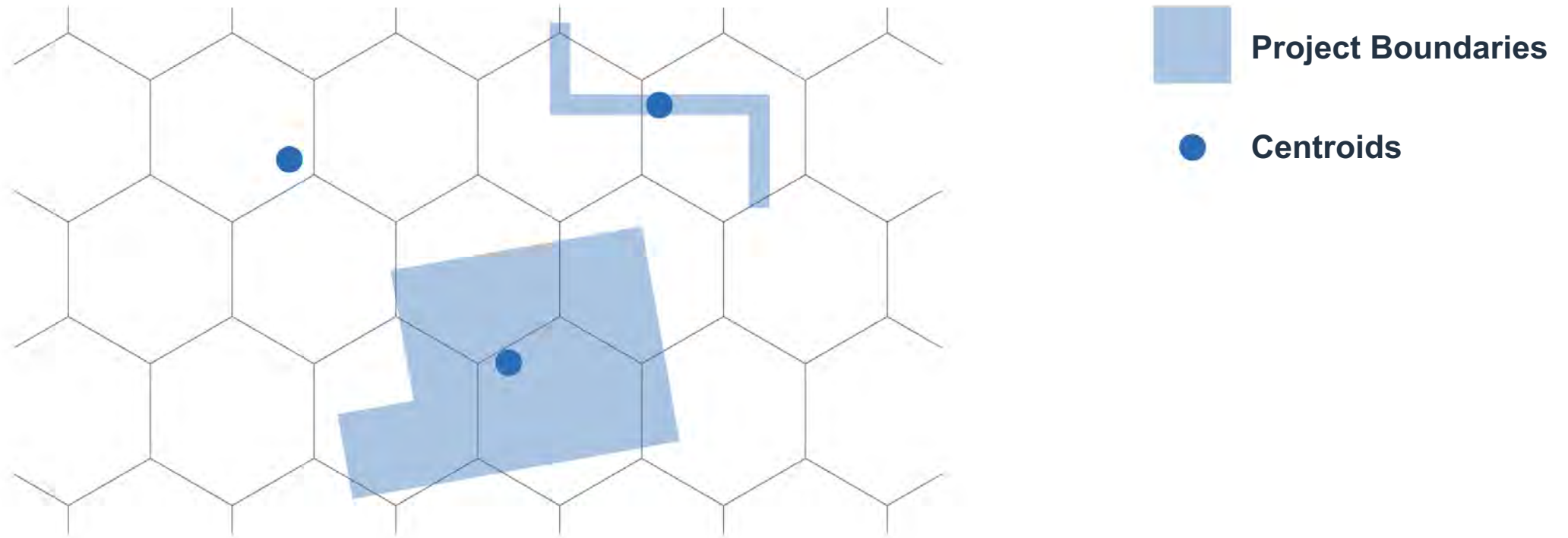
# Step 2: Import Project Boundaries



Import project boundaries and information (including budget and project type) from PIW, with 11 project types in total.

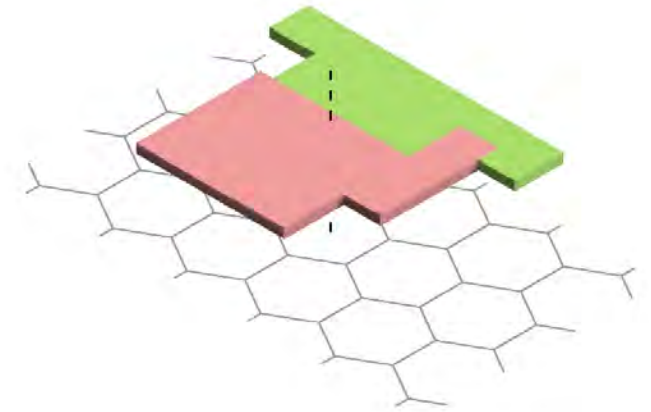
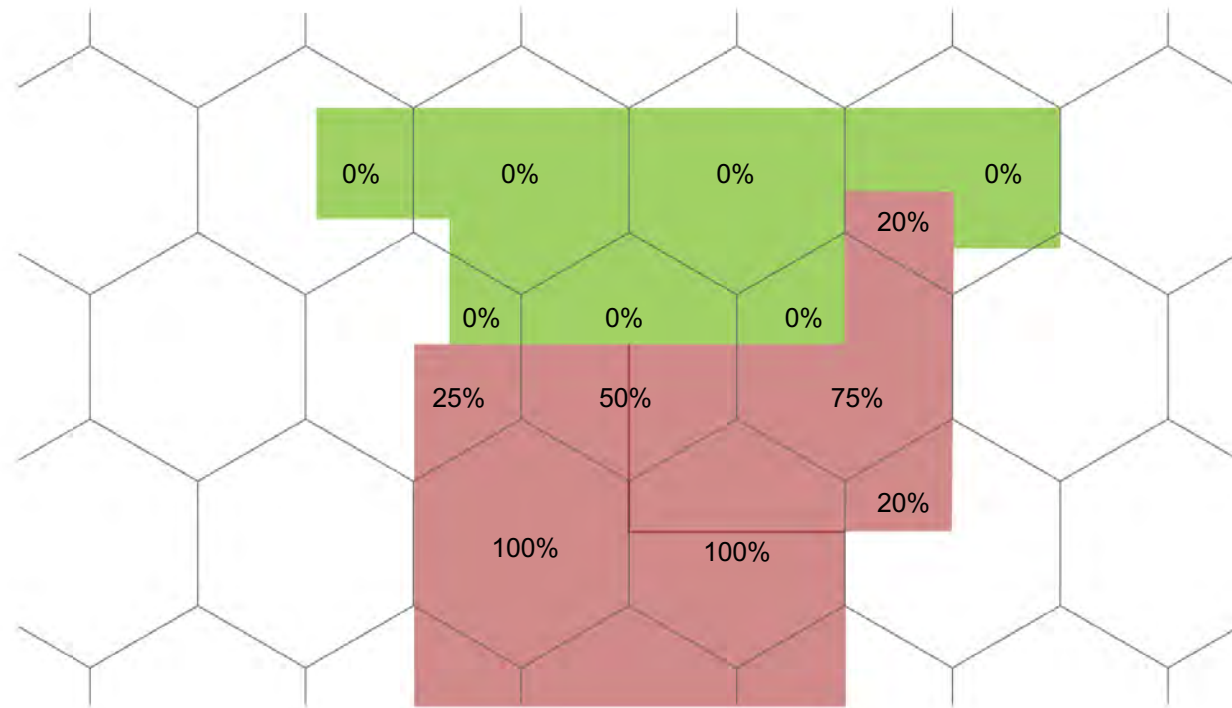


# Step 2: Import Project Boundaries



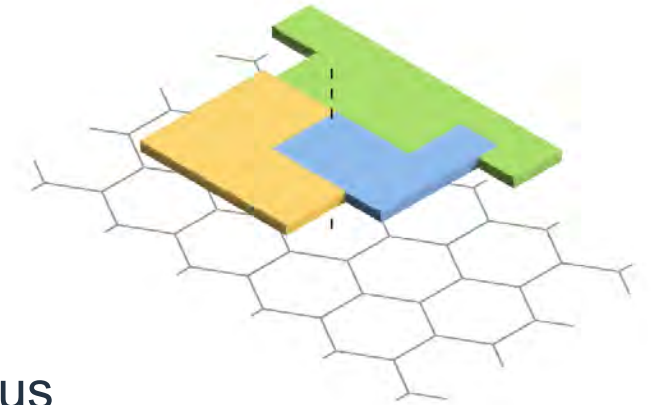
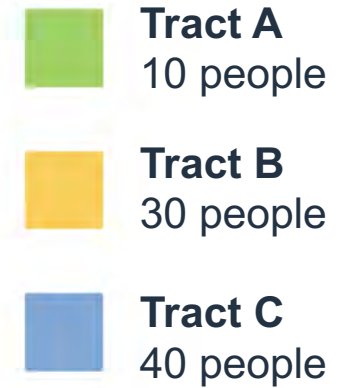
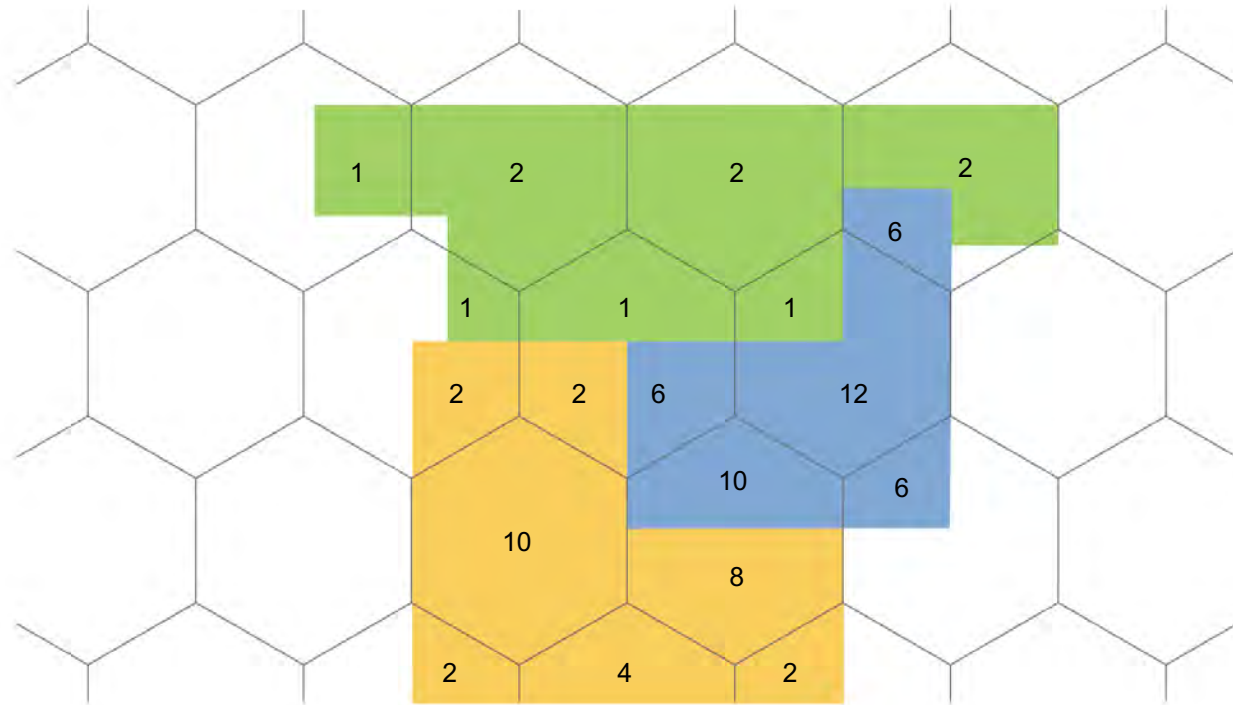
In some cases, when project boundaries were represented as polygons or lines, a centroid was created to conduct the analysis more effectively.

# Step 3: Overlay CEJST



Determine the proportion of disadvantaged communities within each grid cell using the Climate and Economic Justice Screening Tool (CEJST), which classifies areas as either disadvantaged or not.

# Step 4: Overlay Census Data

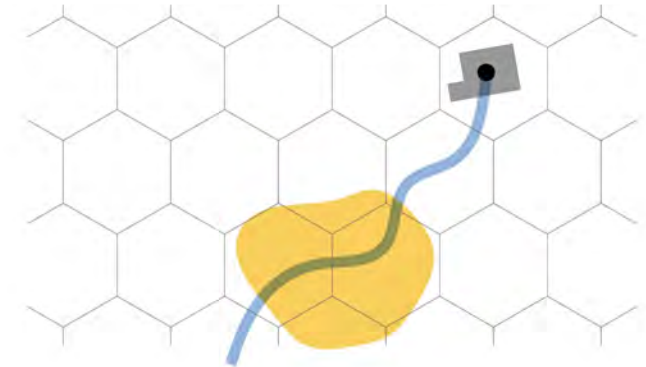
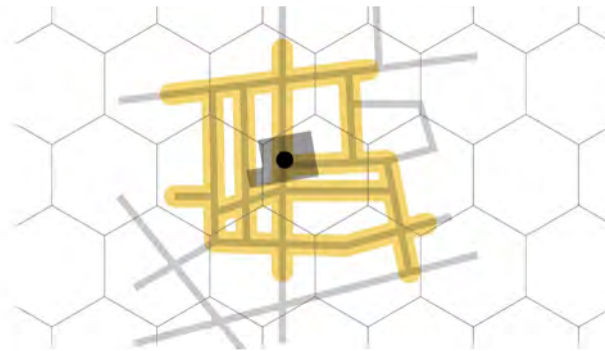
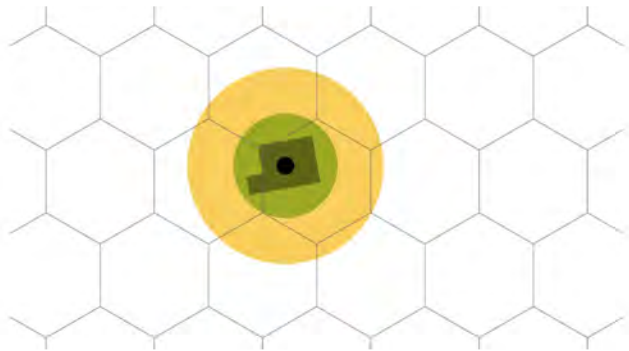


Summarize the population count within each grid cell using 2020 census tract data and proportionally distribute the counts onto the grid.



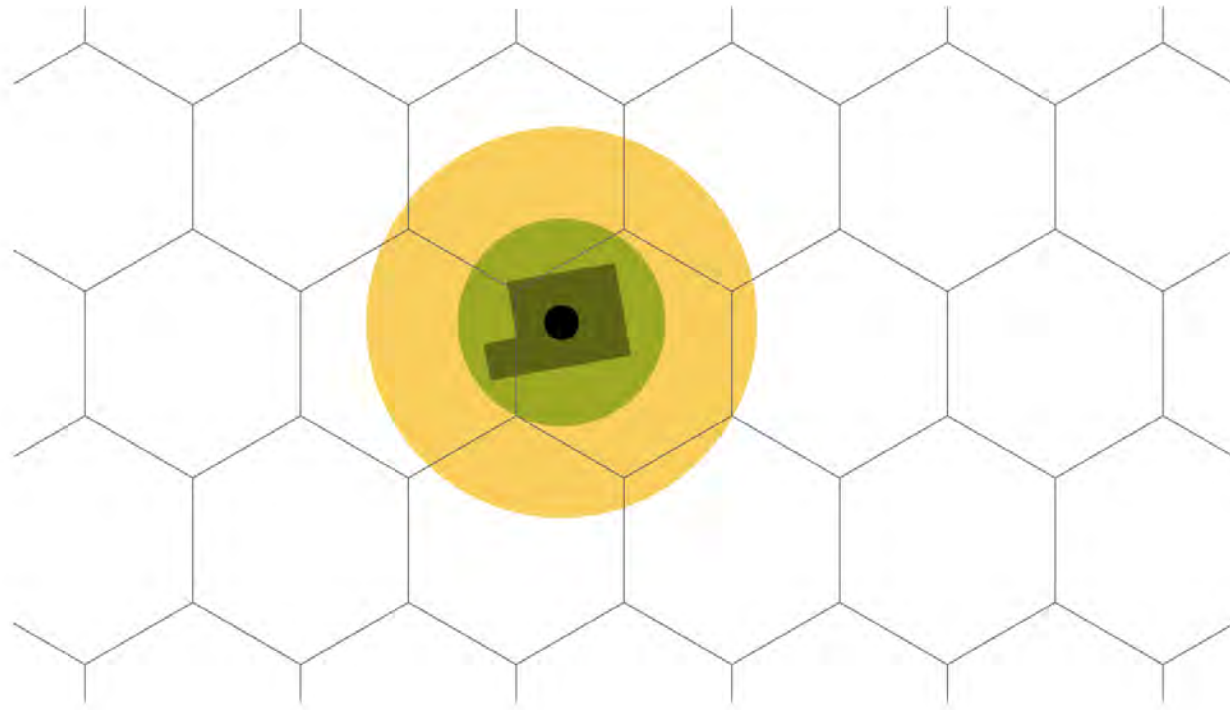
# Step 5: Produce Benefit & Burden Areas

1. Buffer Analysis
2. Network Analysis
3. Downstream Analysis



In step 3, three different types of analyses were considered for creating benefit and burden areas around projects. These types of analyses help generate more accurate and relevant impact areas for each project type, based on the nature of the project type and its potential effects on the surrounding environment.

# Step 5-1: Buffer Analysis



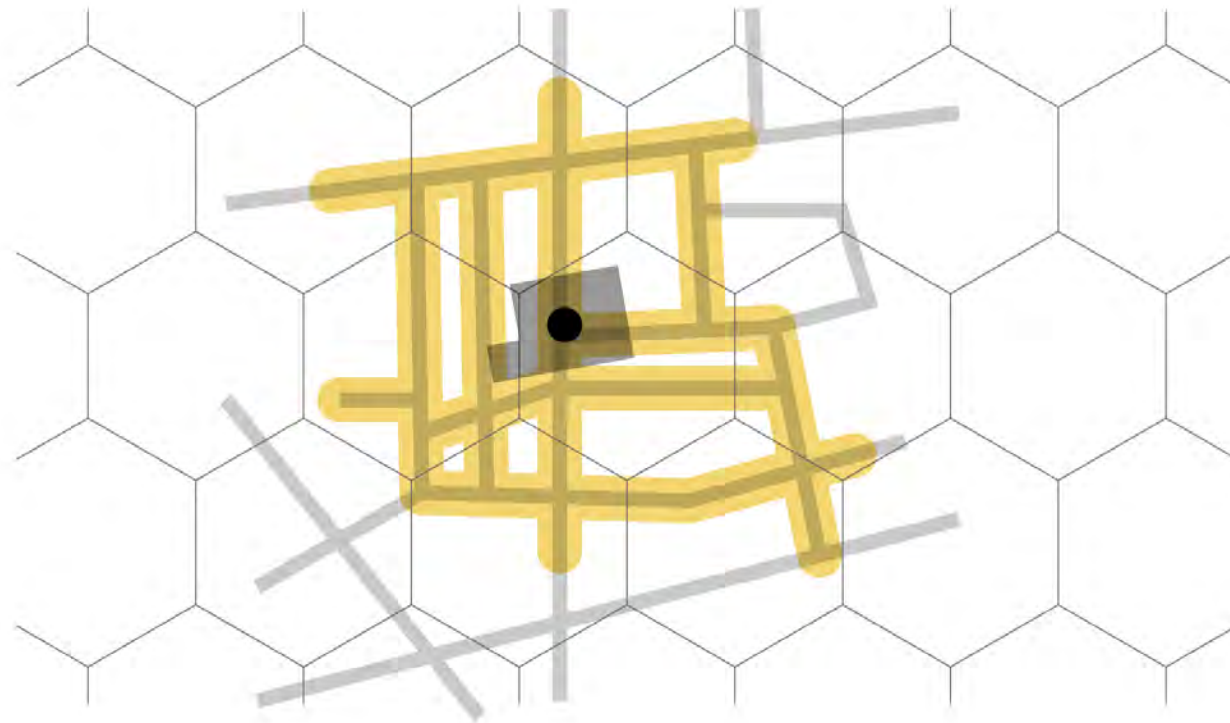
● Centroid  
■ Project Boundary

● Benefit A  
● Benefit B

For example, this could include benefits and burdens such as air quality, odor control, vector management, aesthetics, and habitat improvement.

A straightforward buffer created at a specified distance from the project boundary.

# Step 5-2: Network Analysis



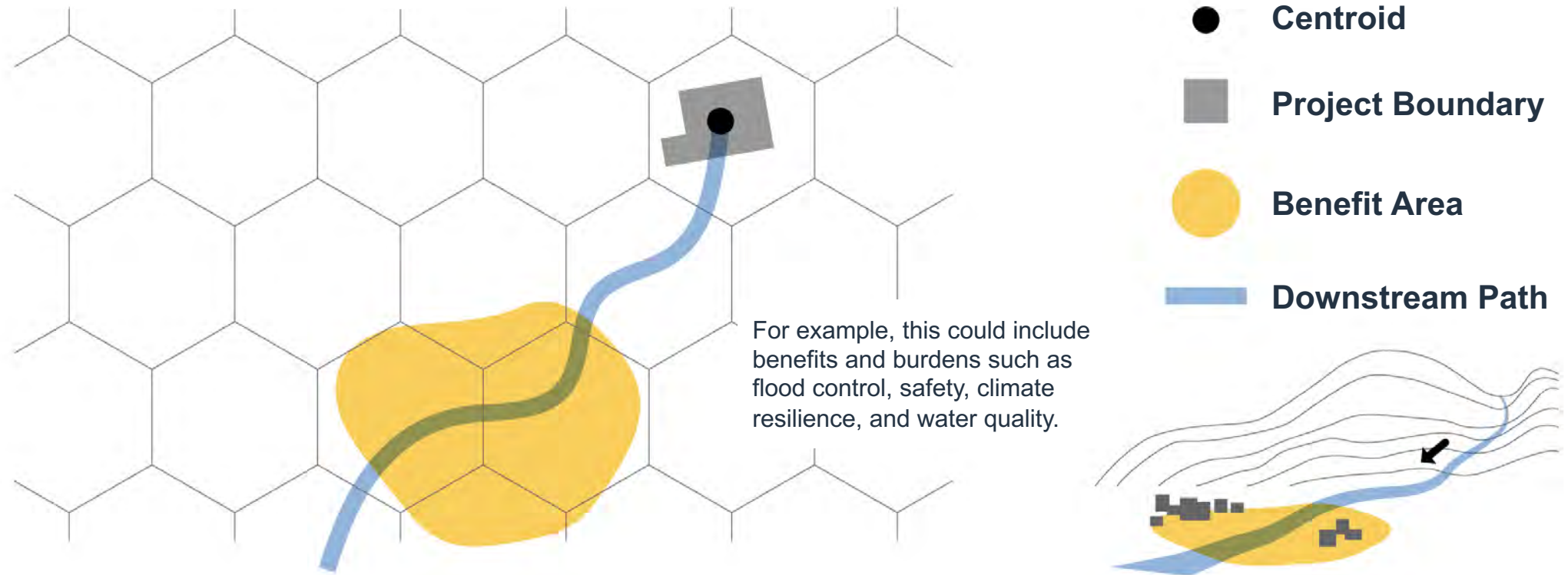
- Centroid
- Project Boundary
- Benefit Area
- Road Network

For example, this could include benefits and burdens such as accessibility, safety, economic benefits, and mobility.

This buffer uses the road network to extend a specified distance away from the project boundary, taking into account the connectivity and layout of streets.

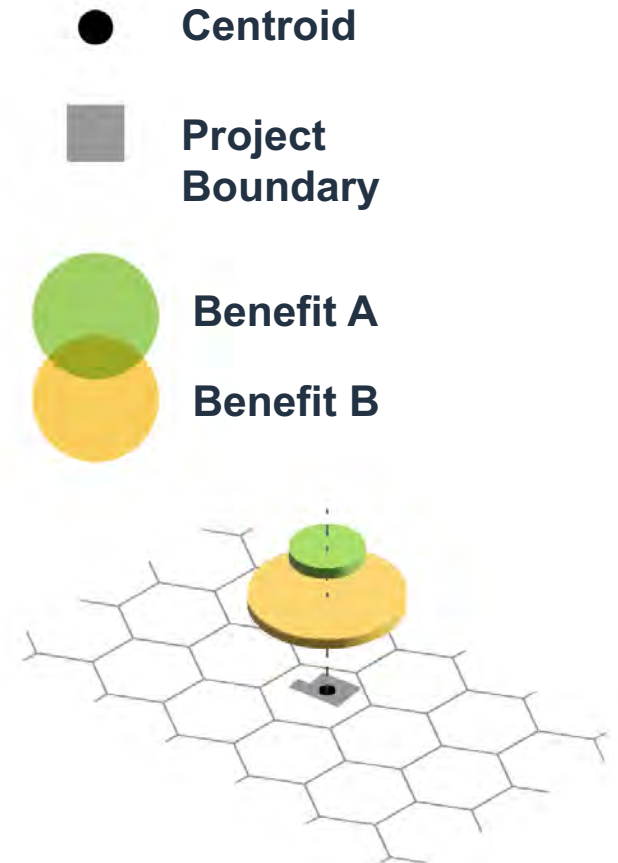
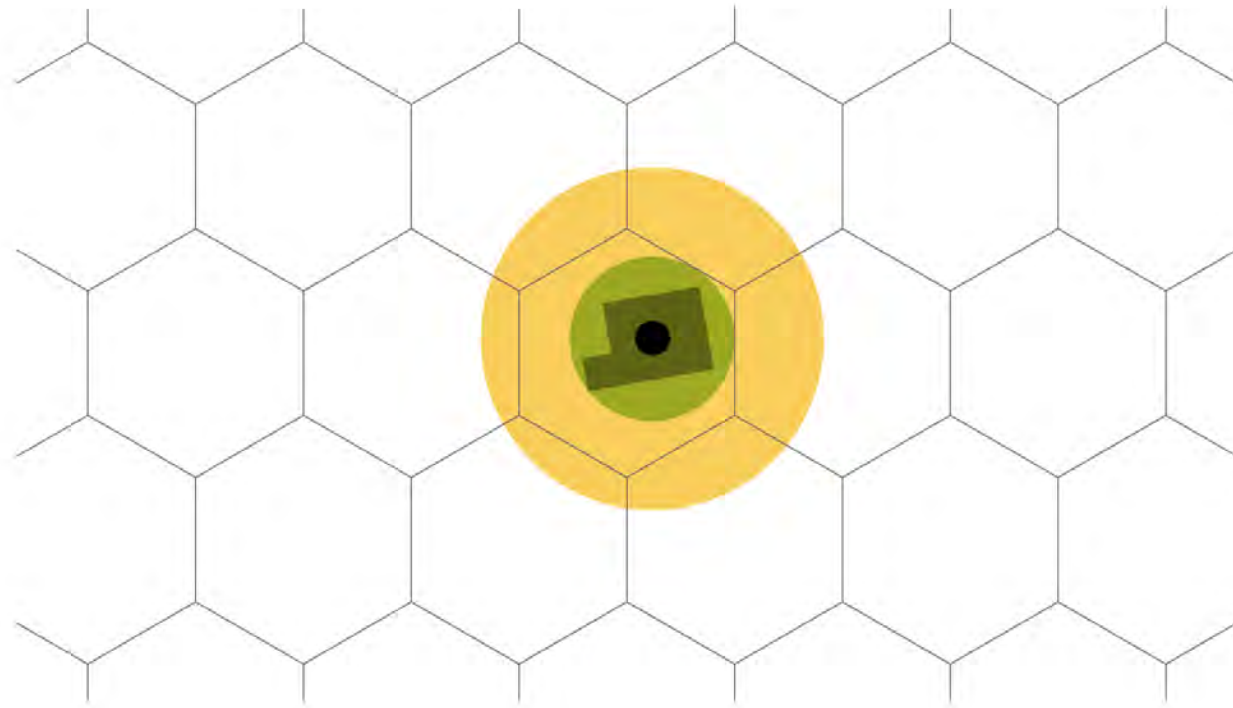


# Step 5-3: Downstream Analysis



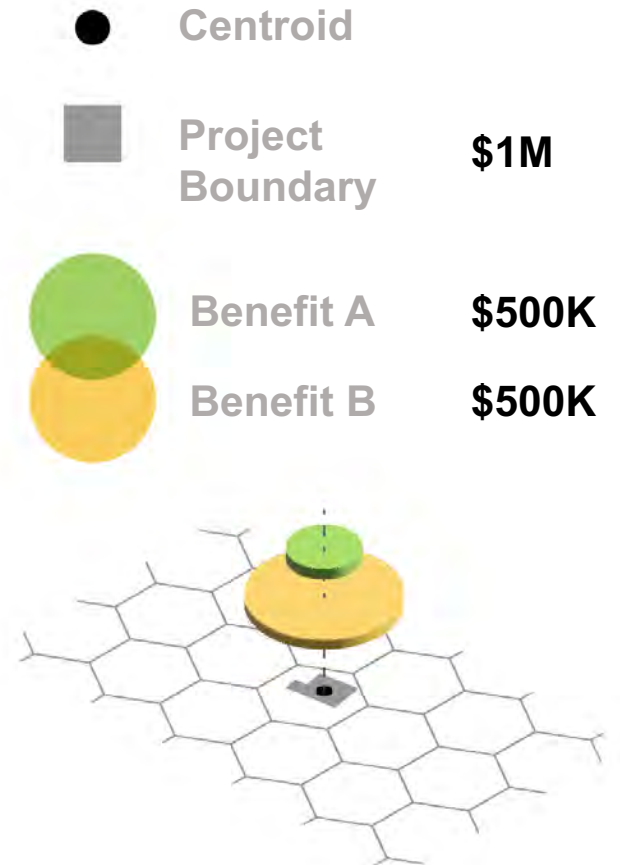
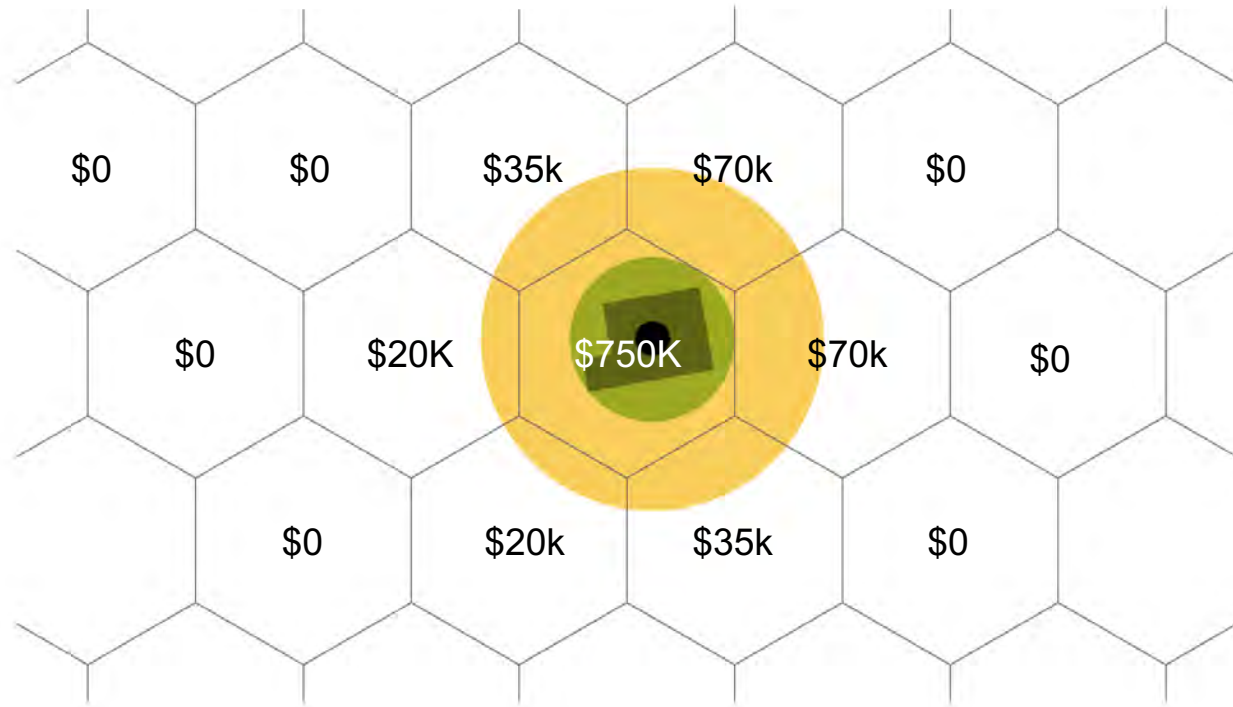
This method determines the path water will take from a starting location (i.e., the project location) to its furthest downhill path, establishing the downstream flow. If this flow path intersects with a FEMA Flood Hazard Zone, that hazard zone becomes the project's impact area.

# Step 6: Summarize Investments



Calculate the total budget within each grid cell by dividing project budgets based on their benefits and burdens and assigning them proportionally to the grid cells.

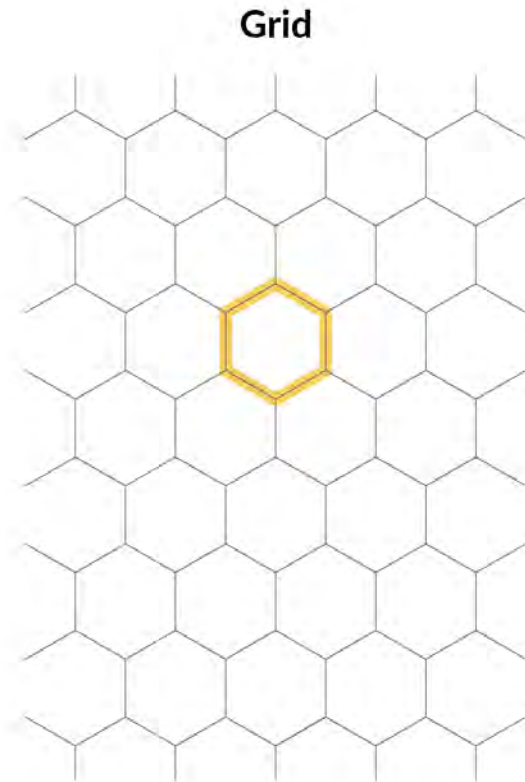
# Step 6: Summarize Investments



Calculate the total budget within each grid cell by dividing project budgets based on their benefits and burdens and assigning them proportionally to the grid cells.



# Step 7: Derive Metrics



- 1 **\$100k**  
Total Investments
- 2 **100** People
- 3 **50%**  
Community with concentrated and accumulated disadvantage

Please note that the metrics displayed here are for demonstration purposes only

With the total budget, population count data, and disadvantaged communities percentage assigned to each grid cell, derive various metrics to analyze and summarize infrastructure investments across Los Angeles County.







# Methodology Assumptions

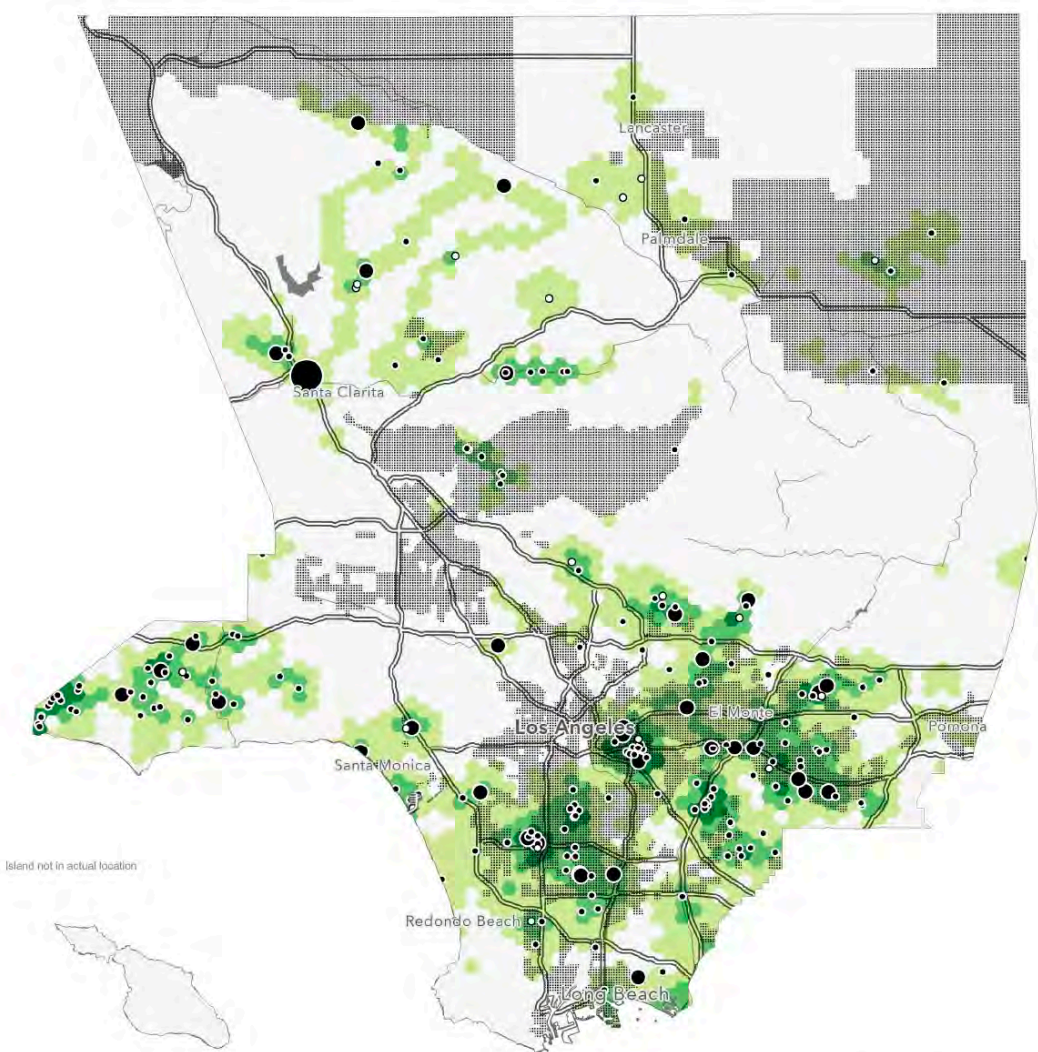
- **Project data accuracy:** The imported project boundaries and information (including budget and project type) from Public Works staff are assumed to be accurate and comprehensive.
- **Analyses types relevance:** The three analyses types (Simple, Network Analysis, and Downstream Analysis) are assumed to generate accurate and relevant impact areas for each project type.
- **Budget allocation:** The methodology assumes that dividing the budget based on benefits and burdens and assigning them proportionally to grid cells is an appropriate way to represent the distribution of project investments.
- **Equal weight for benefits and burdens:** The methodology assumes that each benefit or burden should receive equal weight when dividing the budget, without prioritization of one benefit or burden of another.

# Benefits and Burdens



# Benefits and Burdens: Road Construction

POTENTIAL COMMUNITY BENEFIT	BENEFIT METHODOLOGY	LOCAL BENEFIT EXTENT	POTENTIAL COMMUNITY BURDEN	BURDEN METHODOLOGY	LOCAL BURDEN EXTENT
Safety	 Network Analysis	Local Road 0.25 mi Collector Road 0.5 mi Arterial 2 mi	Congestion	 Network Analysis	Local Road 0.25 mi Collector Road 0.5 mi Arterial 2 mi
Mobility	 Network Analysis	Local Road 0.25 mi Collector Road 0.5 mi Arterial 2 mi			
Non-Vehicular Accessibility	 Network Analysis	0.5 mi			
Economic Opportunity	 Network Analysis	Local Road 0.25 mi Collector Road 0.5 mi Arterial 2 mi			
Aesthetics	 Buffer Analysis	0.1 mi			



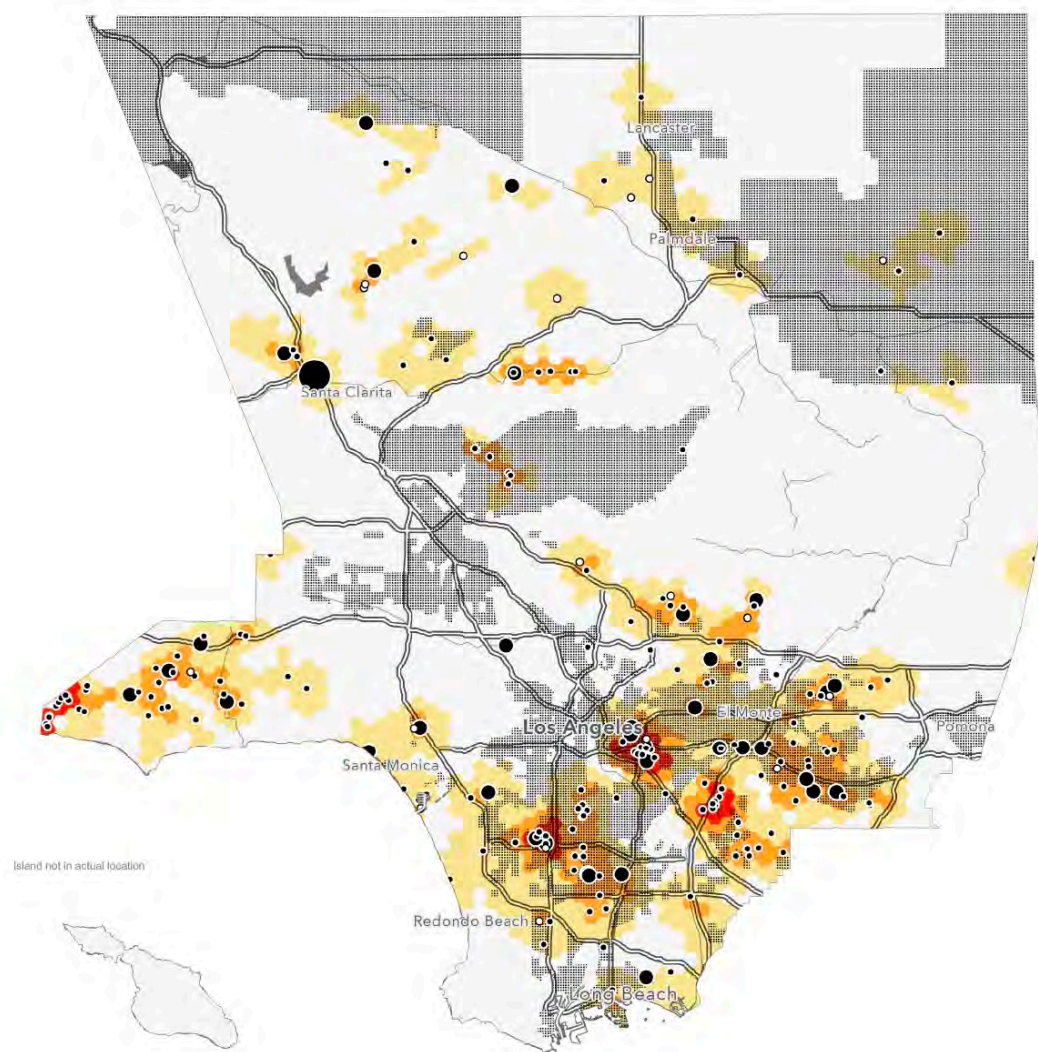
**Project Locations by Budget**

- \$1.5K to \$5.5M
- \$5.5M to \$26.3M
- \$26.3M to \$115M
- Budget not available

**Road Construction Project Benefits  
(Safety, Mobility, Non-Vehicular  
Accessibility, Economic Opportunity,  
Aesthetics)**

- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- Disadvantaged Communities (CEJST)

Island not in actual location



**Project Locations by Budget**

- \$1.5K to \$5.5M
- \$5.5M to \$26.3M
- \$26.3M to \$115M
- Budget not available






**Road Construction Project Burdens  
(Congestion)**

- Significantly Burdened
- Somewhat Burdened
- Minimally Burdened
- Disadvantaged Communities (CEJST)

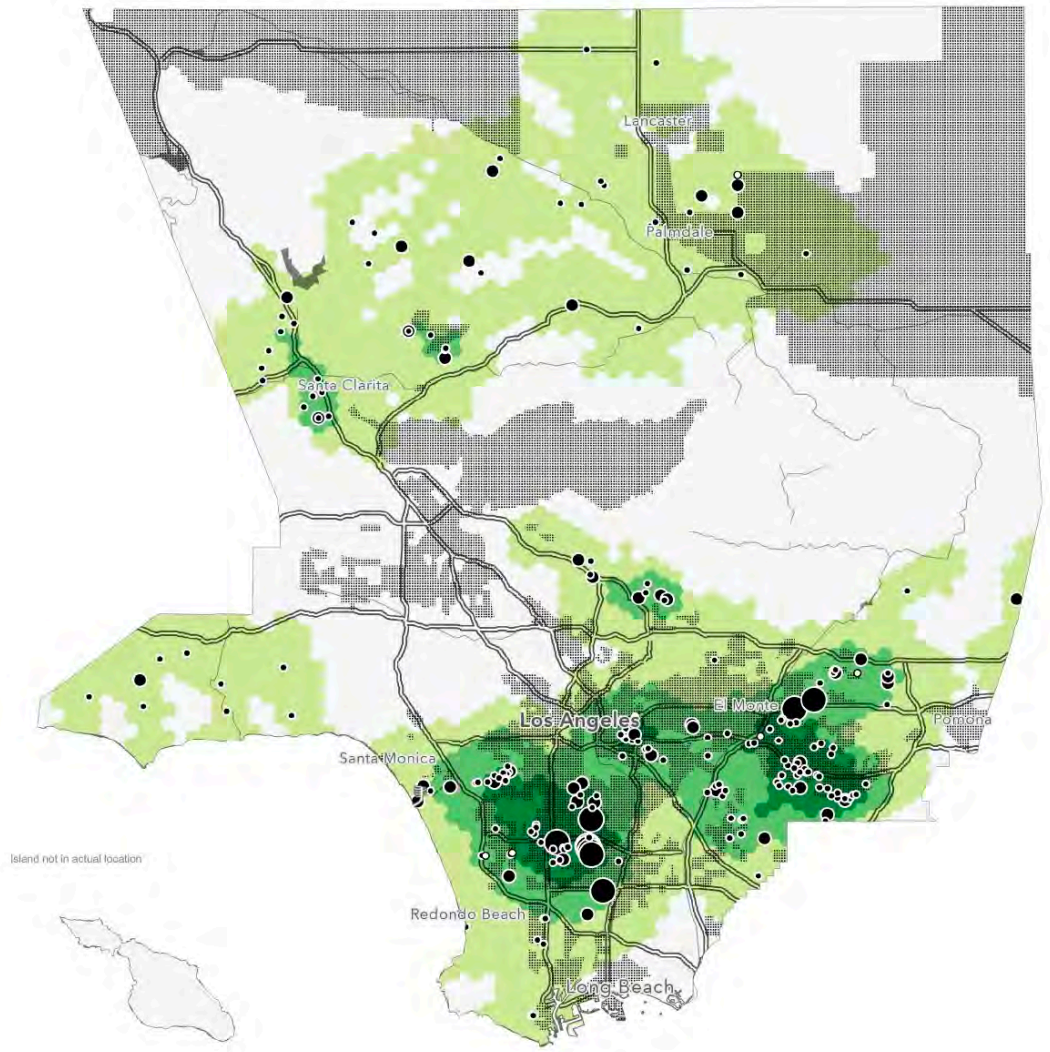
Island not in actual location



# Benefits and Burdens: Traffic Design

POTENTIAL COMMUNITY BENEFIT	BENEFIT METHODOLOGY	LOCAL BENEFIT EXTENT	POTENTIAL COMMUNITY BURDEN	BURDEN METHODOLOGY	LOCAL BURDEN EXTENT
Safety	 Network Analysis	2 mi			
Efficiency	 Network Analysis	3 mi			
Accessibility	 Network Analysis	4 mi			
Economic Benefits	 Network Analysis	5 mi			
Air Quality	 Buffer Analysis	0.5 mi			





Island not in actual location

**Project Locations by Budget**







- \$5K to \$286K
- \$286K to \$1.2M
- \$1.2M to \$3.7M
- Budget not available

**Traffic Design Project Benefits (Safety, Efficiency, Accessibility, Economic Benefits, Air Quality)**

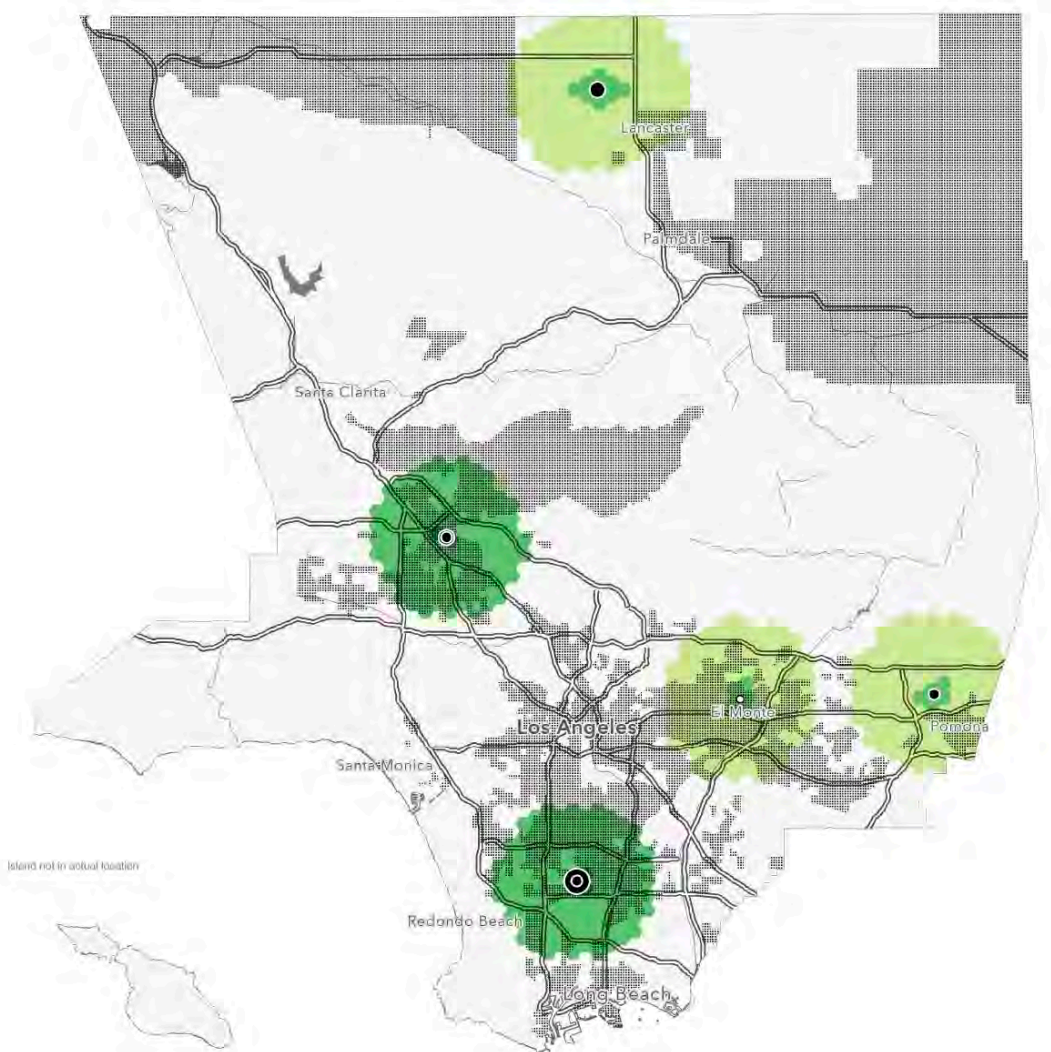
- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- Disadvantaged Communities (CEJST)

Map data provided by Esri, DeLorme, Garmin, Bing, and other sources. All rights reserved. © 2014 Esri. All other trademarks are the property of their respective owners.

# Benefits and Burdens: Airport Project Type

POTENTIAL COMMUNITY BENEFIT	BENEFIT METHODOLOGY	LOCAL BENEFIT EXTENT	POTENTIAL COMMUNITY BURDEN	BURDEN METHODOLOGY	LOCAL BURDEN EXTENT
Safety	 Buffer Analysis	0.25 mi	Air Quality	 Buffer Analysis	2 mi
Accessibility	 Buffer Analysis	5 mi	Congestion	 Network Analysis	Local road 3 mi Arterial 5 mi
Economic Impact	 Buffer Analysis	5 mi	Noise	 Buffer Analysis	100 m



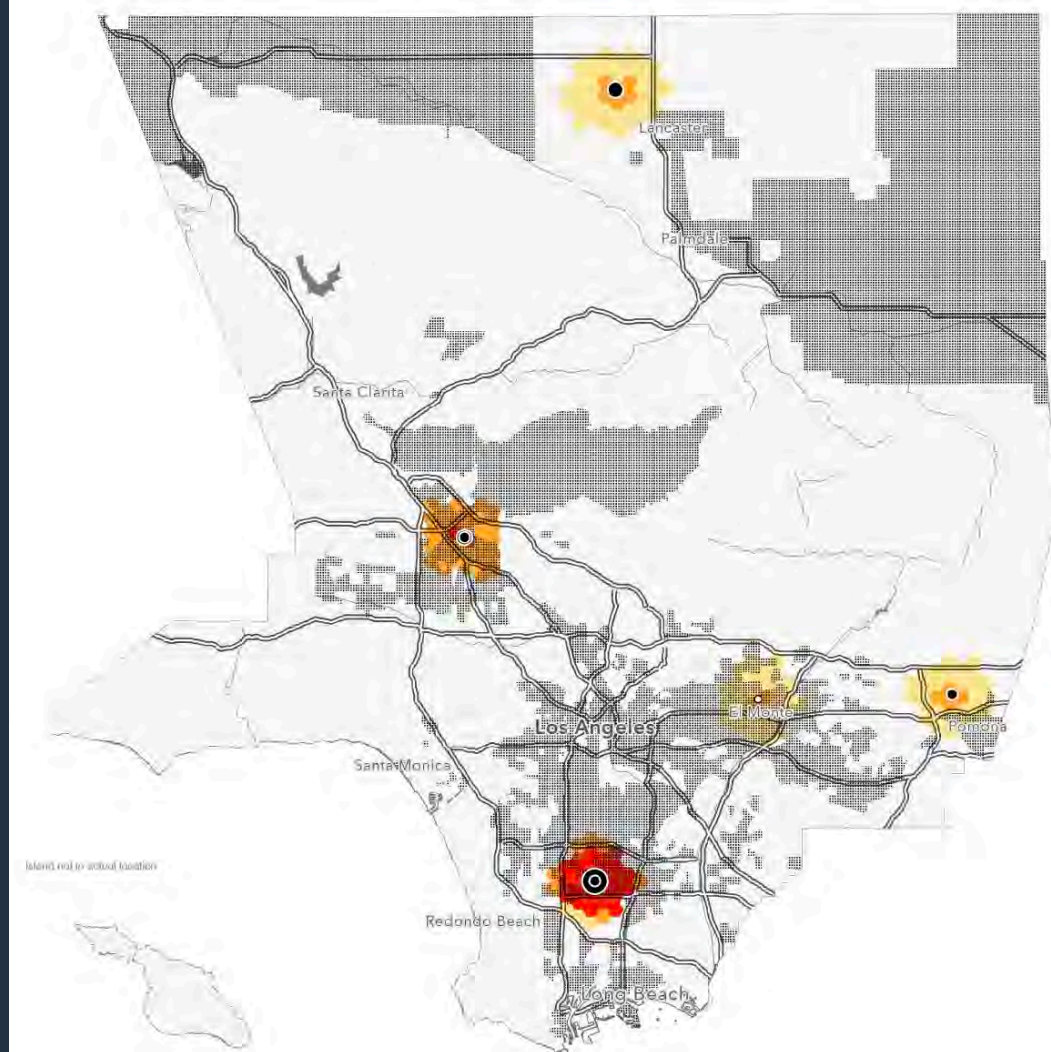


**Project Locations by Budget**

- \$200K to \$500K
- \$500K to \$800K
- \$800K to \$8M
- Budget not available

**Airport Project Benefits (Safety, Accessibility, Economic Impact)**

- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- Disadvantaged Communities (CEJST)



**Project Locations by Budget**

- \$200K to \$500K
- \$500K to \$800K
- \$800K to \$8M
- Budget not available

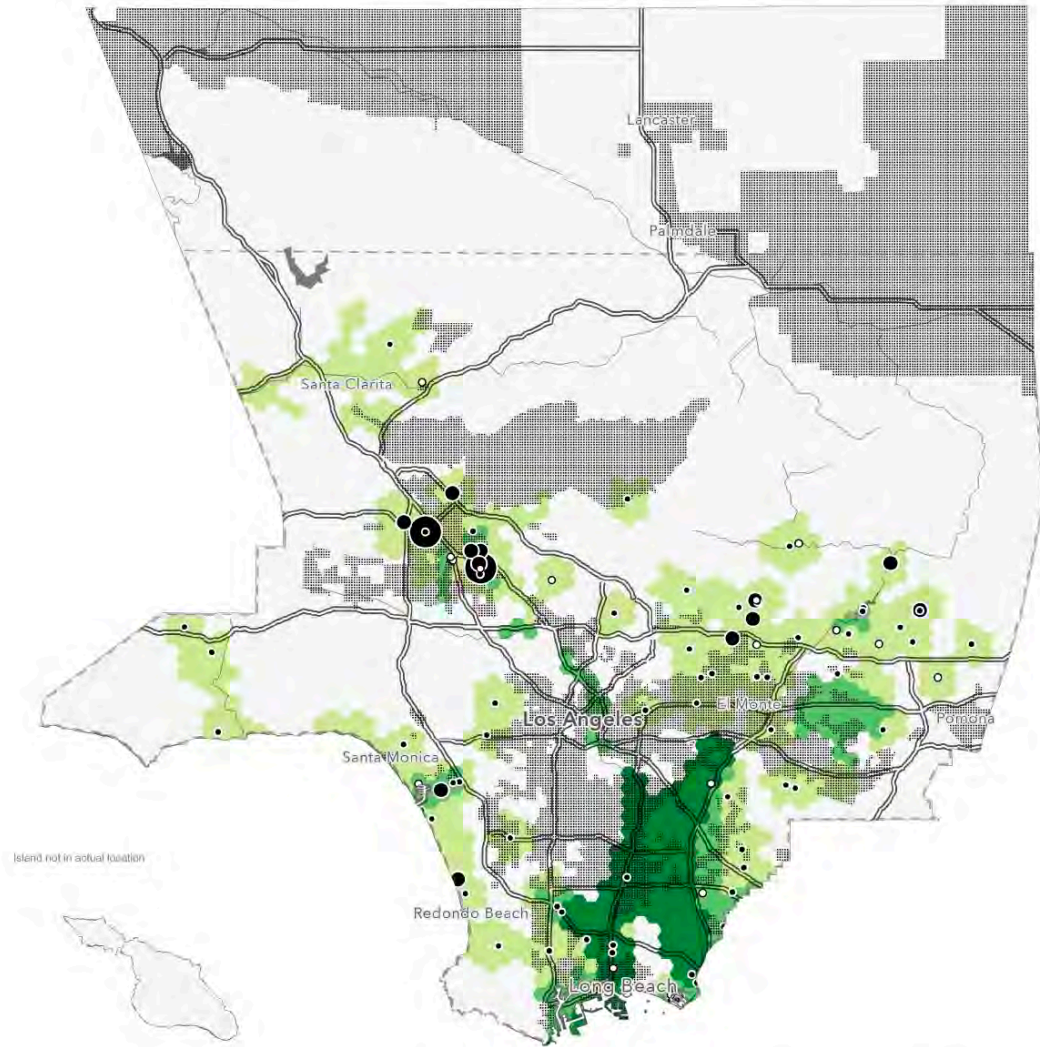
**Airport Project Burdens (Air Quality, Congestion, Noise)**

- Significantly Burdened
- Somewhat Burdened
- Minimally Burdened
- Disadvantaged Communities (CEJST)



# Benefits and Burdens: Flood Construction

POTENTIAL COMMUNITY BENEFIT	BENEFIT METHODOLOGY	LOCAL BENEFIT EXTENT	POTENTIAL COMMUNITY BURDEN	BURDEN METHODOLOGY	LOCAL BURDEN EXTENT
Flood Control	 Network Analysis	Downstream Flood Zones	Air Quality	 Buffer Analysis	50 m
Safety	 Network Analysis	Downstream Flood Zones			
Climate Resiliency	 Network Analysis	Downstream Flood Zones			
Odors	 Buffer Analysis	50 m			
Vector Control	 Buffer Analysis	1 mi			



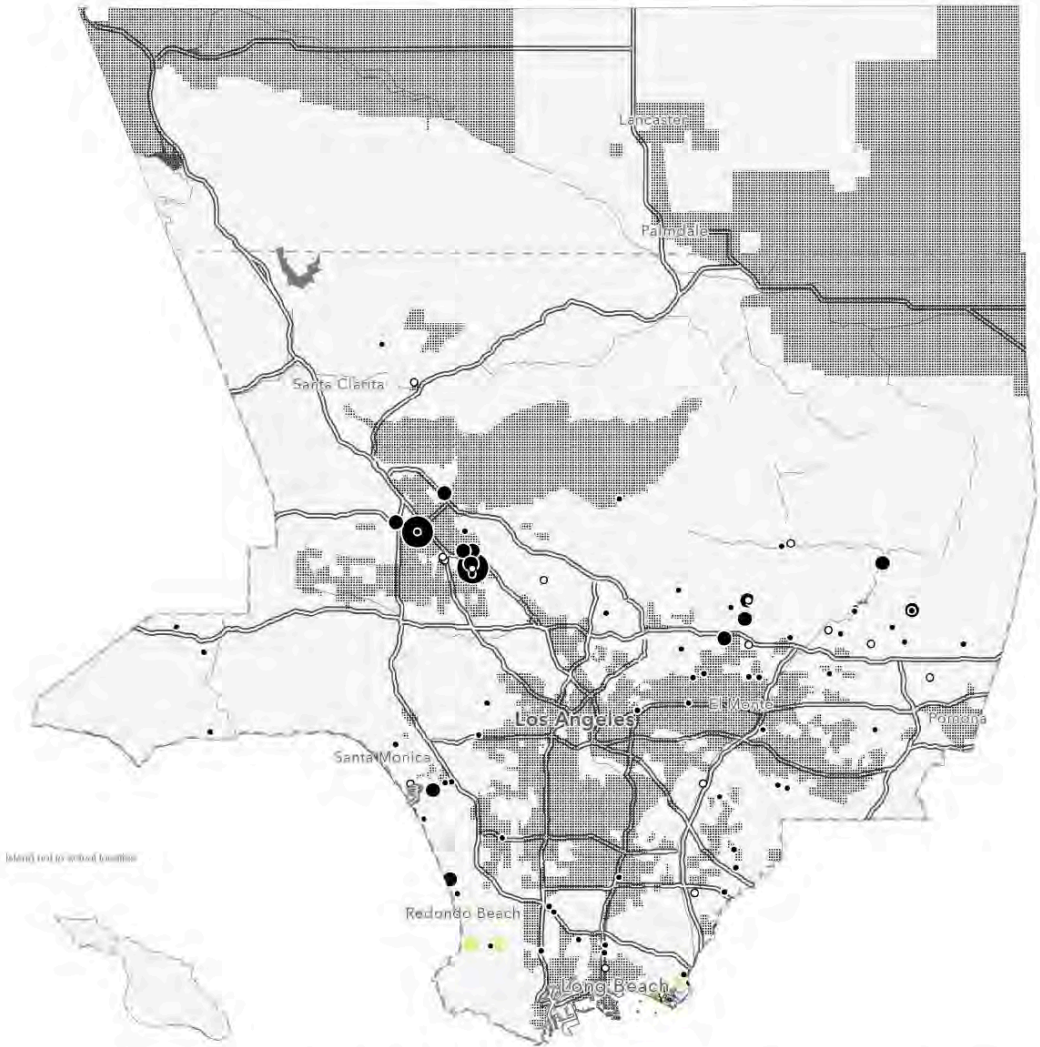
**Project Locations by Budget**

- \$48K to \$9.3M
- \$9.3M to \$30.7M
- \$30.7M to \$160M
- Budget not available

**Flood Construction Project Benefits  
(Flood Control, Safety, Climate Resiliency,  
Vector Control)**

- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- Service Area
- ▨ Disadvantaged Communities (CEJST)

Island not in actual location



**Project Locations by Budget**

- \$48K to \$9.3M
- \$9.3M to \$30.7M
- \$30.7M to \$160M
- Budget not available

**Flood Construction Project Burdens (Air  
Quality Impacts of Emergency Generator  
Use)**

- Significantly Burdened
- Somewhat Burdened
- Minimally Burdened
- Service Area
- ▨ Disadvantaged Communities (CEJST)

Island not in actual location

# Key Metrics & Findings



# Analysis Metrics – The Building Blocks

## Investment Benefit by Project Type

- *\$257m (34%) of Road Construction investments benefit areas fall within DACs, whereas \$500m (66%) of the investment benefit area is in non-DACs.*

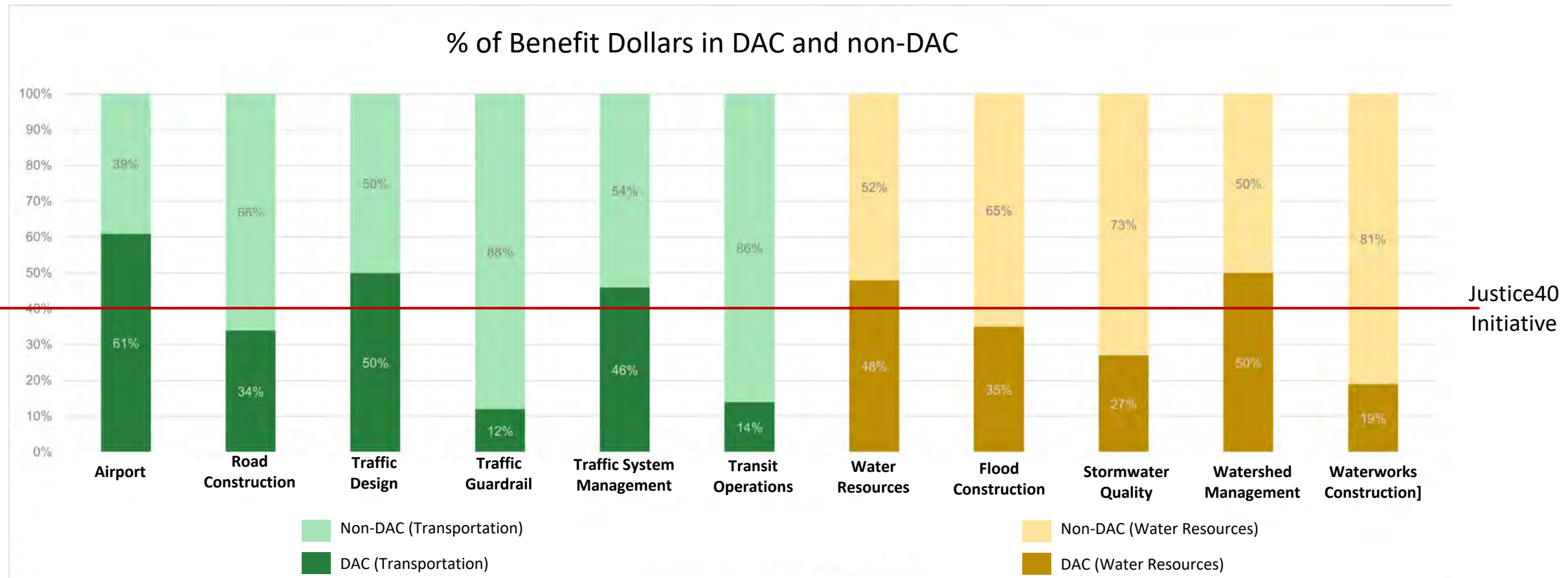
## Investment Benefit by Population

- *2.8m people live in DAC designated areas with a benefit from Road Construction, whereas 3.1m people live in non-DACs benefit areas.*

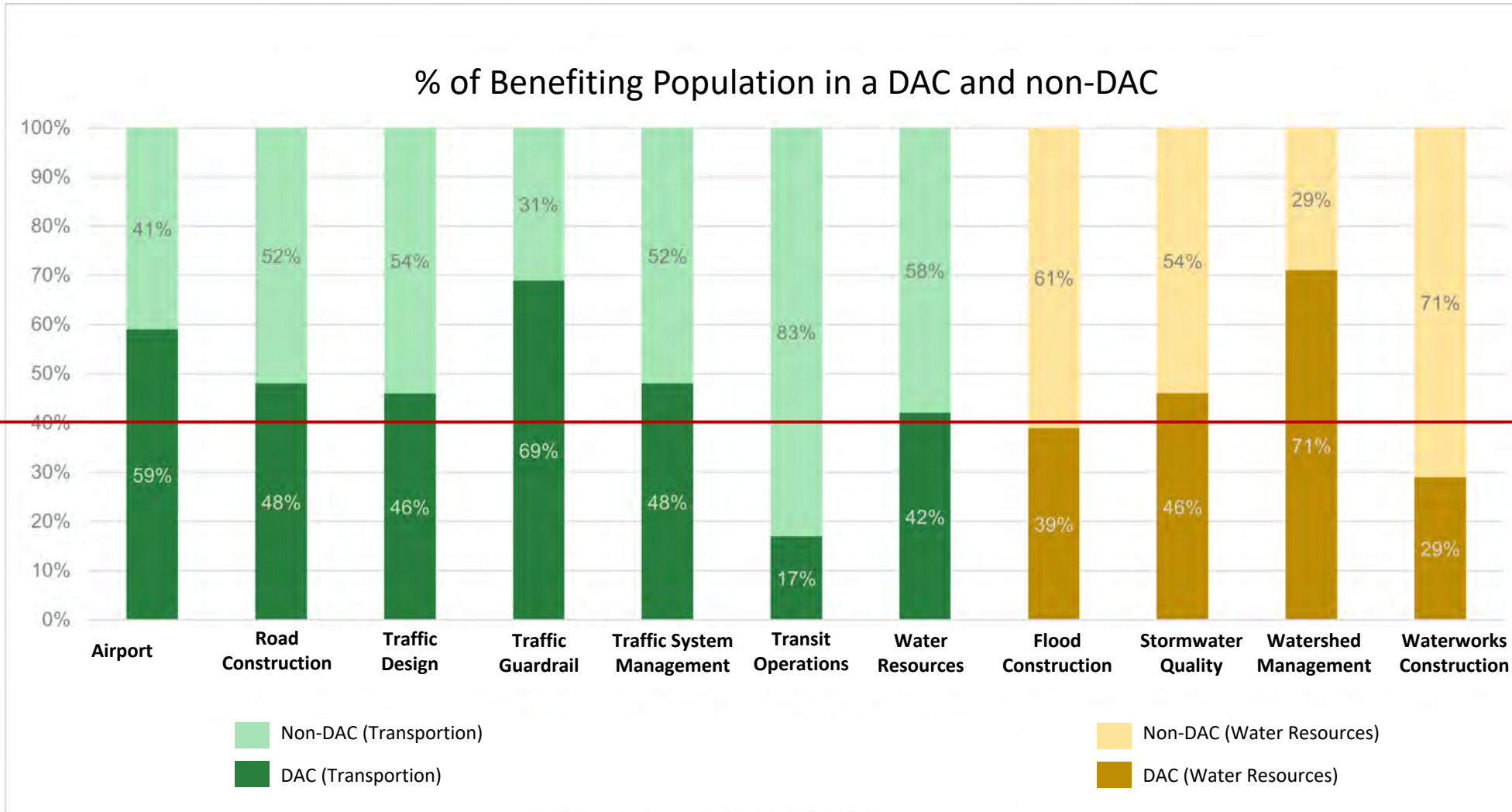
## Investment Benefit per Resident

- *\$90/person is spent on Road Construction projects in DACs, whereas \$161/person is spent in non-DACs.*

# Investment by Benefit Dollars



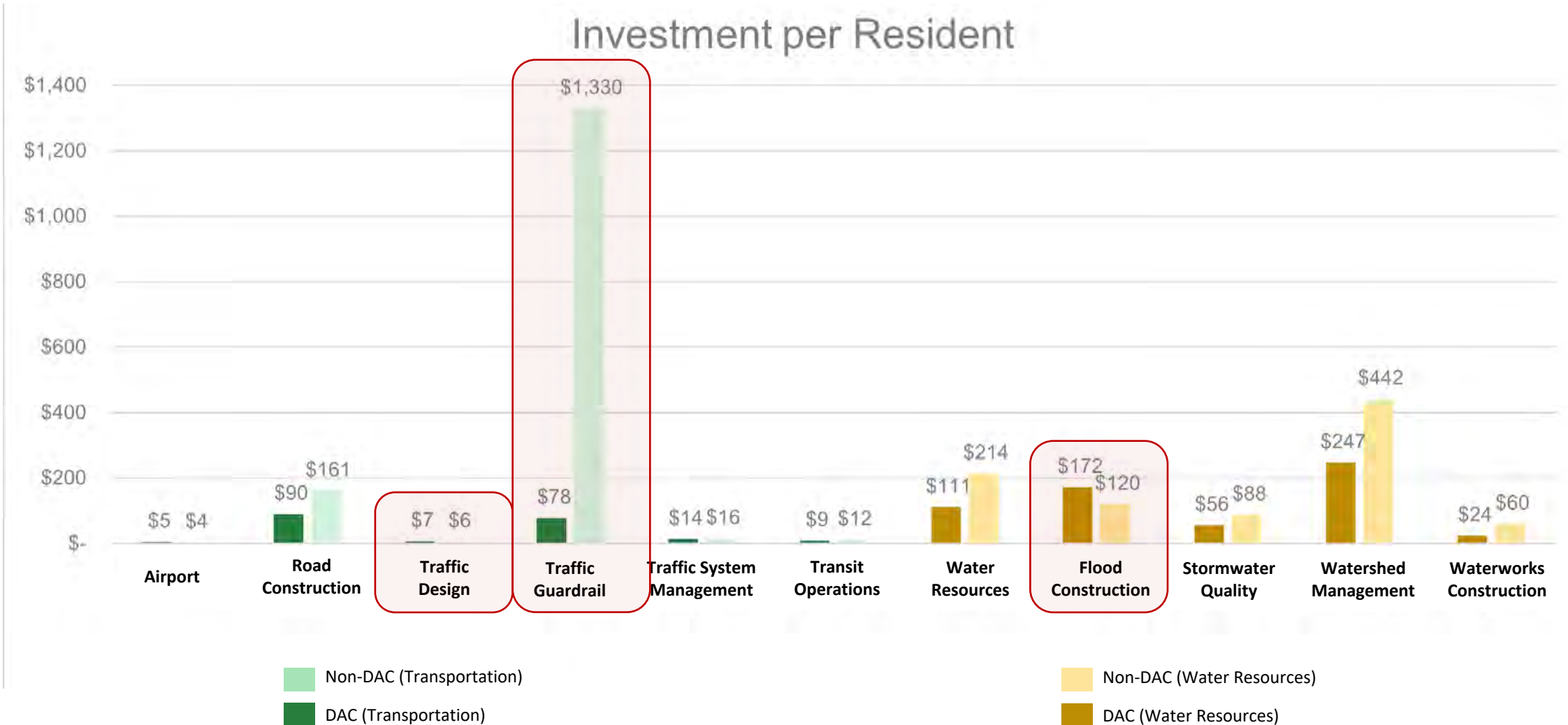
# Investment by Population

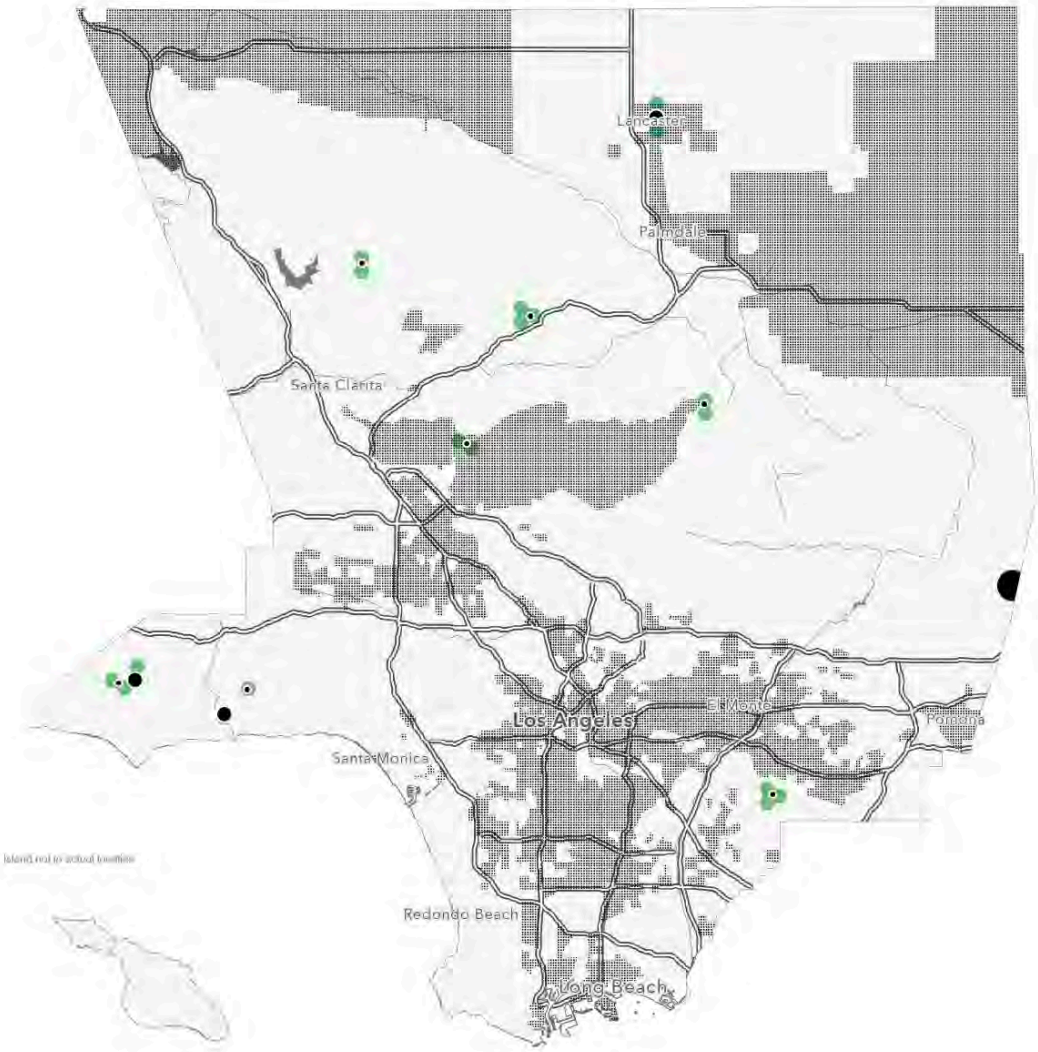


Justice40 Initiative



# Investments per Resident in DACs and non-DACs





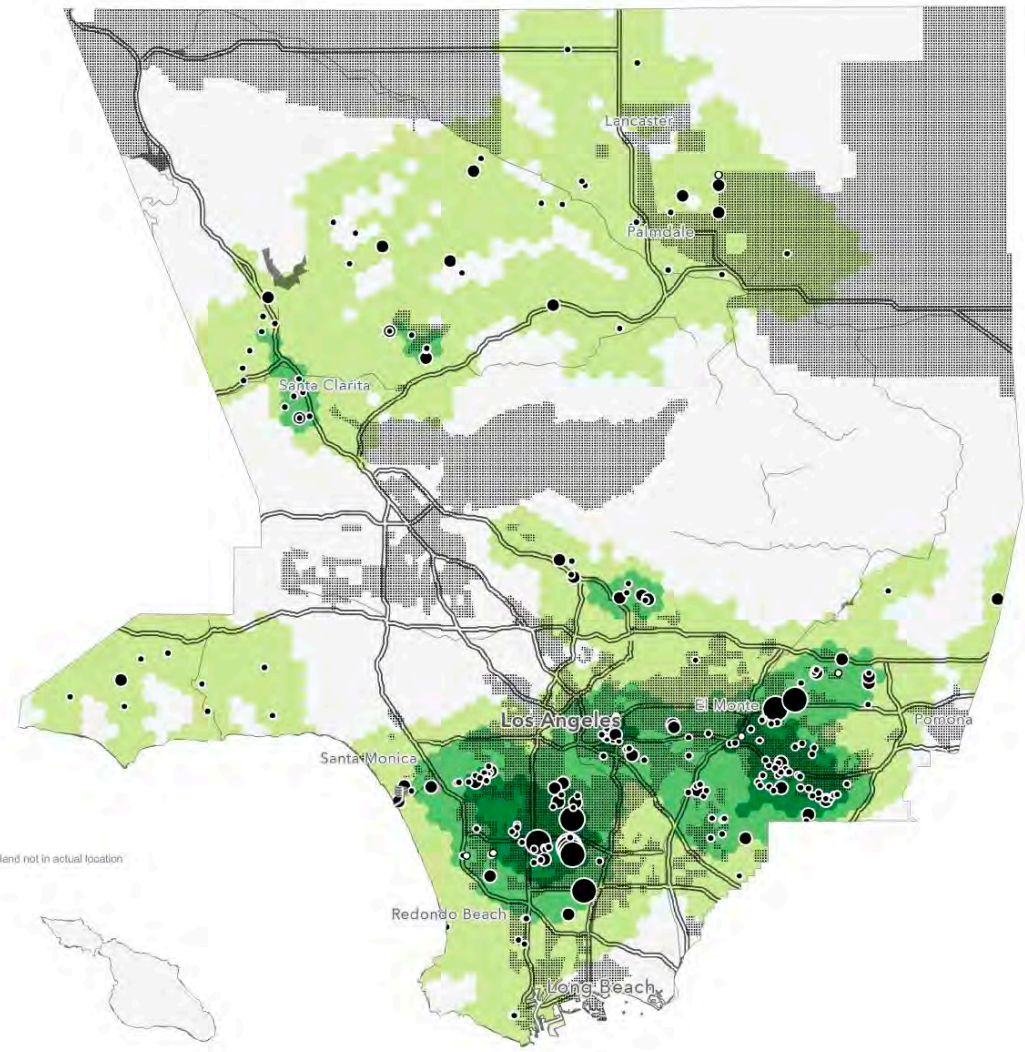
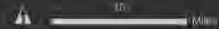
**Project Locations by Budget**

- \$93K to \$163K
- \$163K to \$1.5M
- \$1.5M to \$3M
- Budget not available

**Traffic Guardrail Project Benefits (Safety)**

- Benefitted
- Disadvantaged Communities (CEJST)

**Traffic Guardrail Investments**



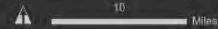
**Project Locations by Budget**

- \$5K to \$286K
- \$286K to \$1.2M
- \$1.2M to \$3.7M
- Budget not available

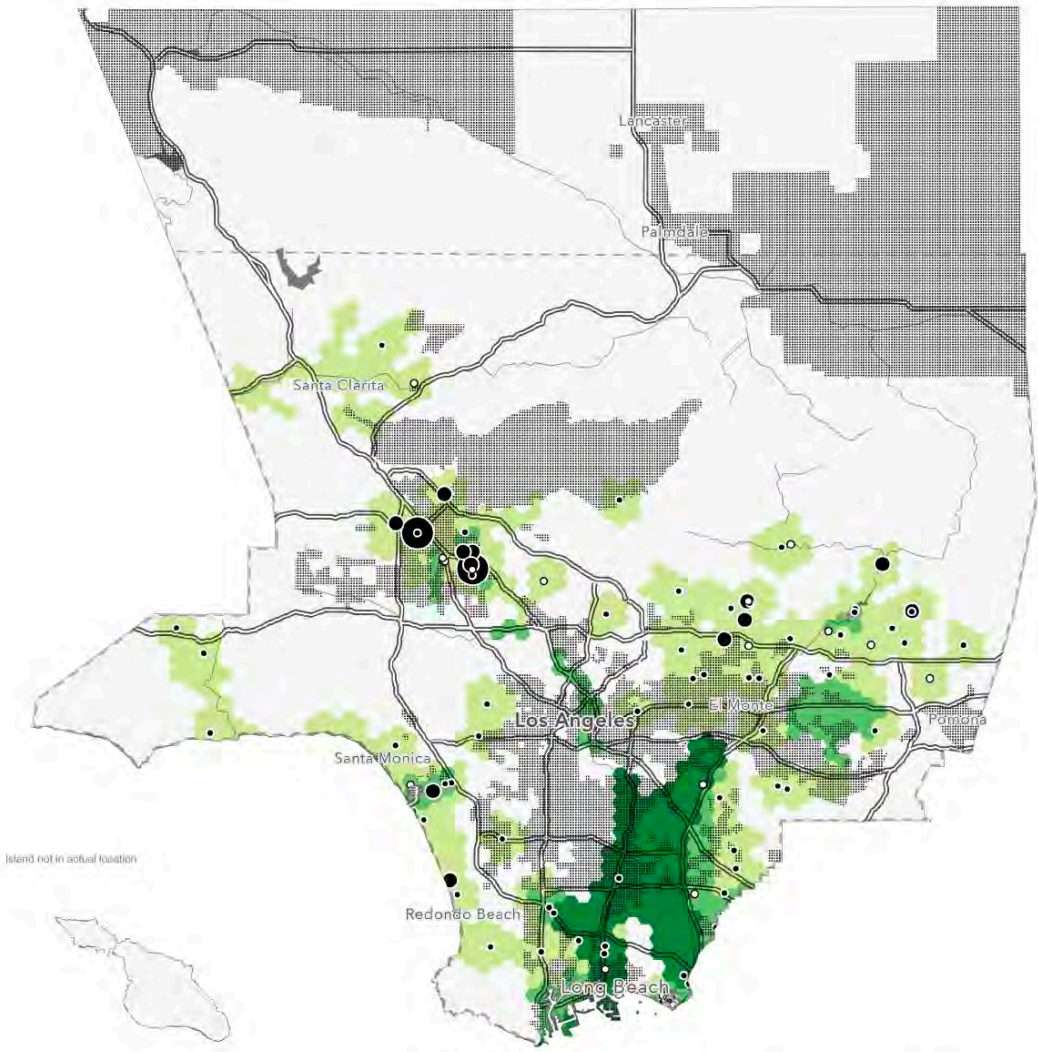
**Traffic Design Project Benefits (Safety, Efficiency, Accessibility, Economic Benefits, Air Quality)**

- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- Disadvantaged Communities (CEJST)

**Traffic Design Investments**





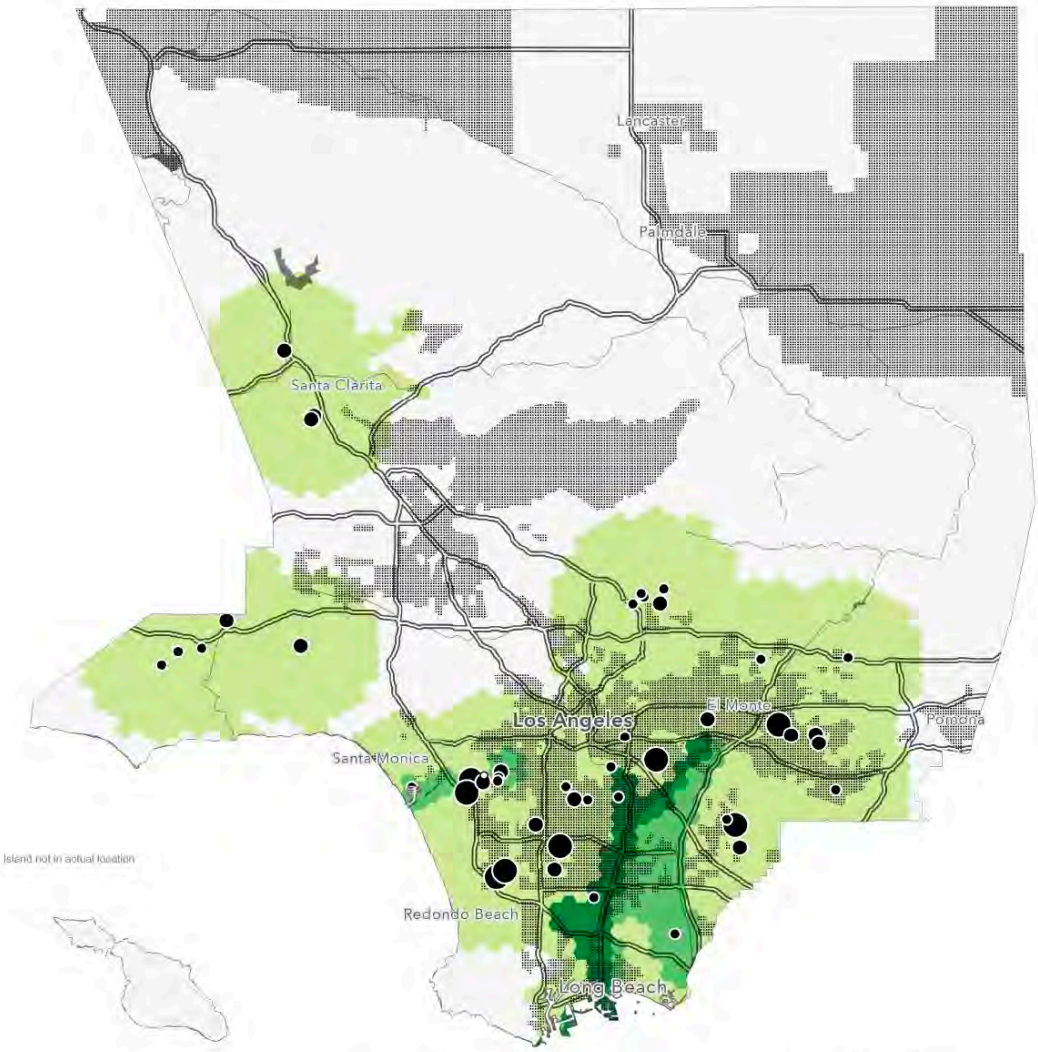


**Project Locations by Budget**

- \$48K to \$9.3M
- \$9.3M to \$30.7M
- \$30.7M to \$160M
- Budget not available

**Flood Construction Project Benefits  
(Flood Control, Safety, Climate Resiliency,  
Vector Control)**

- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- Service Area
- ▨ Disadvantaged Communities (CEJST)



**Project Locations by Budget**

- \$537K to \$7M
- \$7M to \$20.3M
- \$20.3M to \$60.8M
- Budget not available

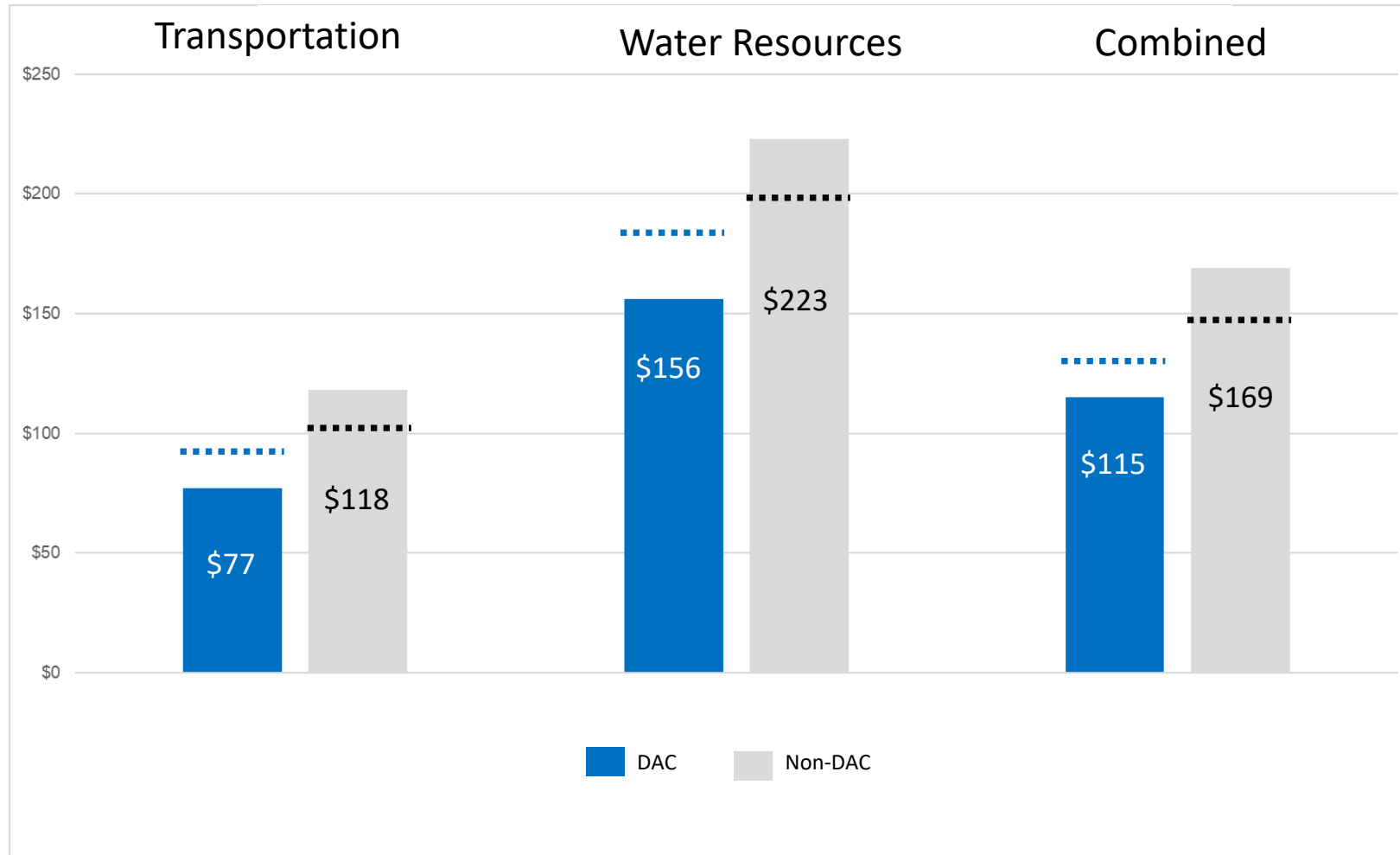
**Stormwater Quality Project Benefits  
(Flood Control, Safety, Water Quality,  
Recreation, Groundwater Recharge, and  
more)**

- Significantly Benefitted
- Somewhat Benefitted
- Minimally Benefitted
- ▨ Disadvantaged Communities (CEJST)

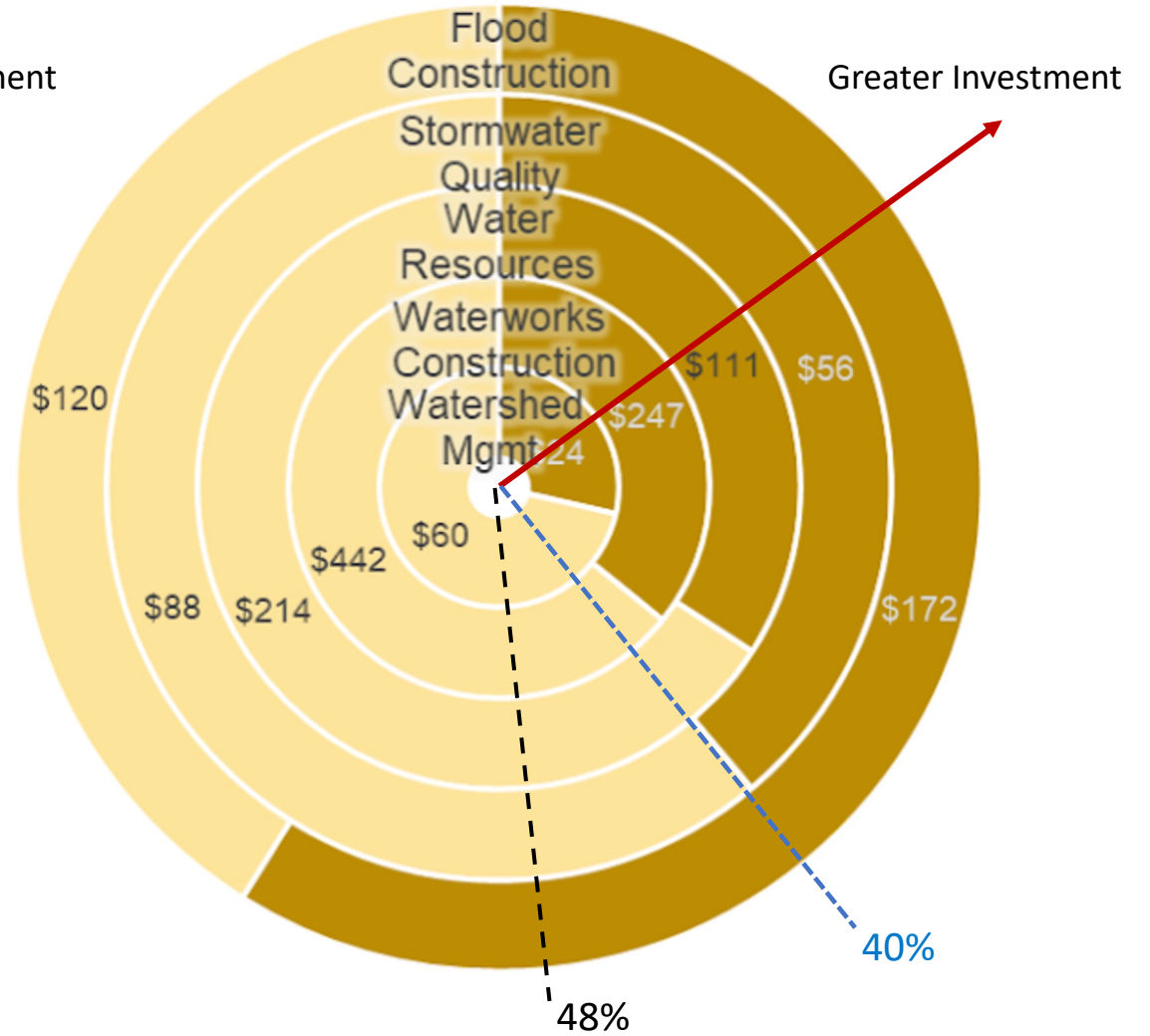
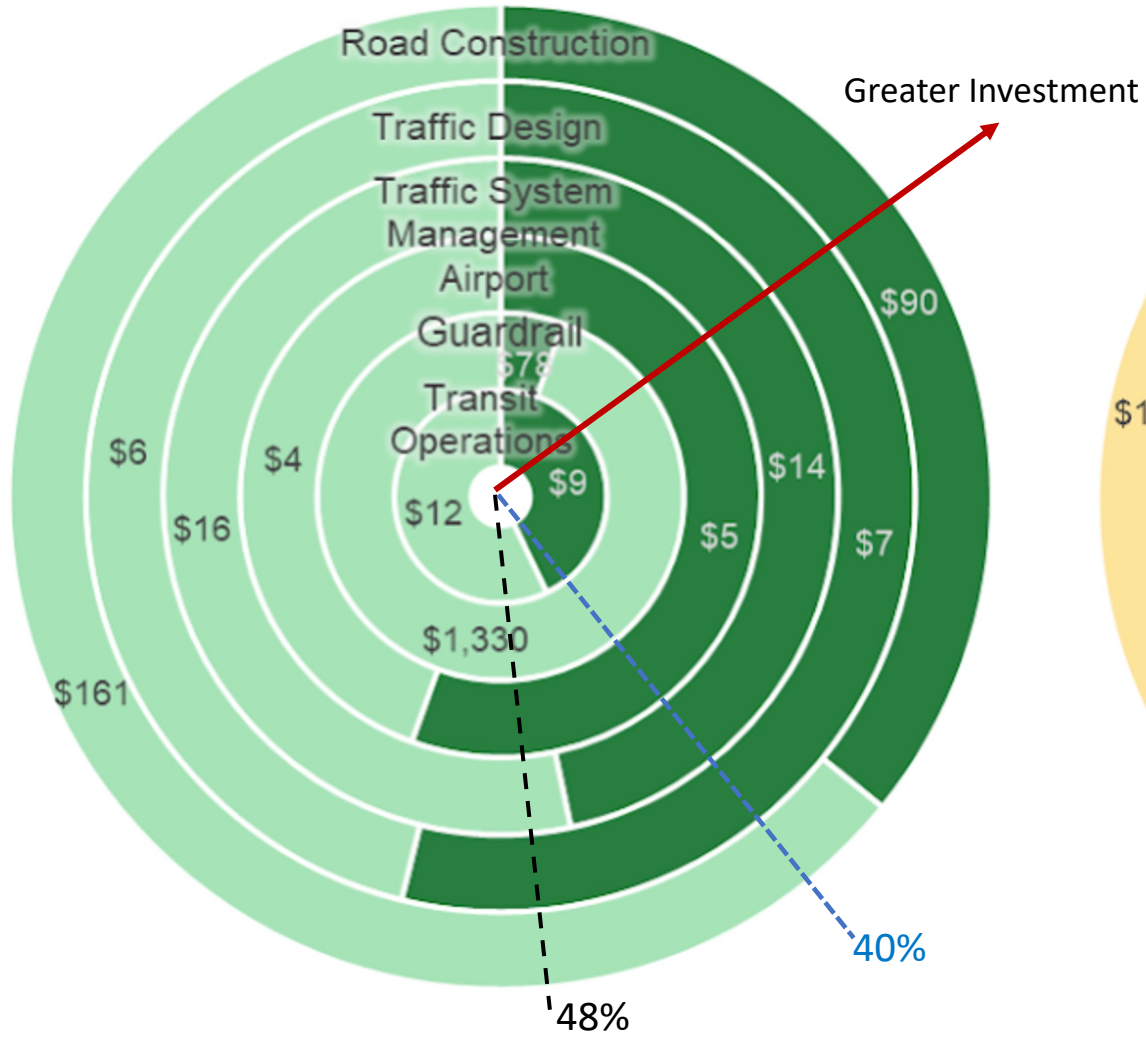


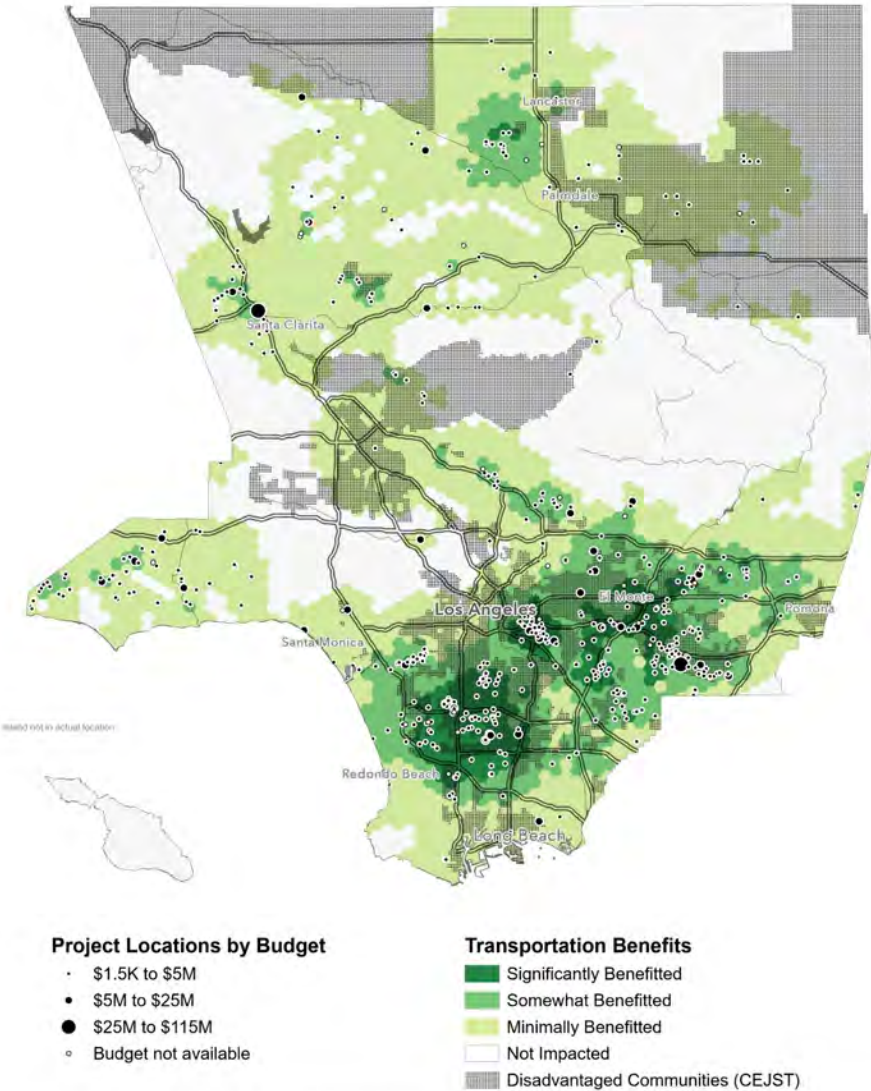
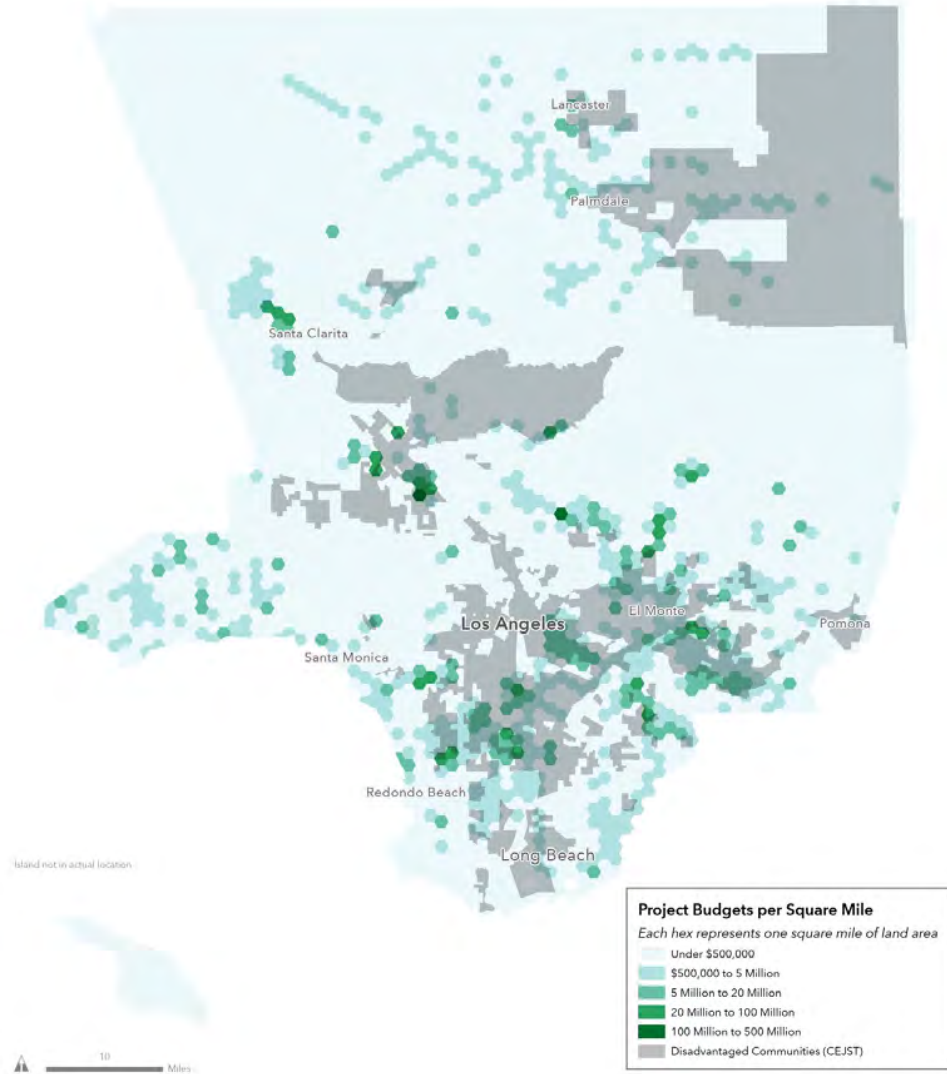
# Investment per Resident

..... 48%  
..... 52%

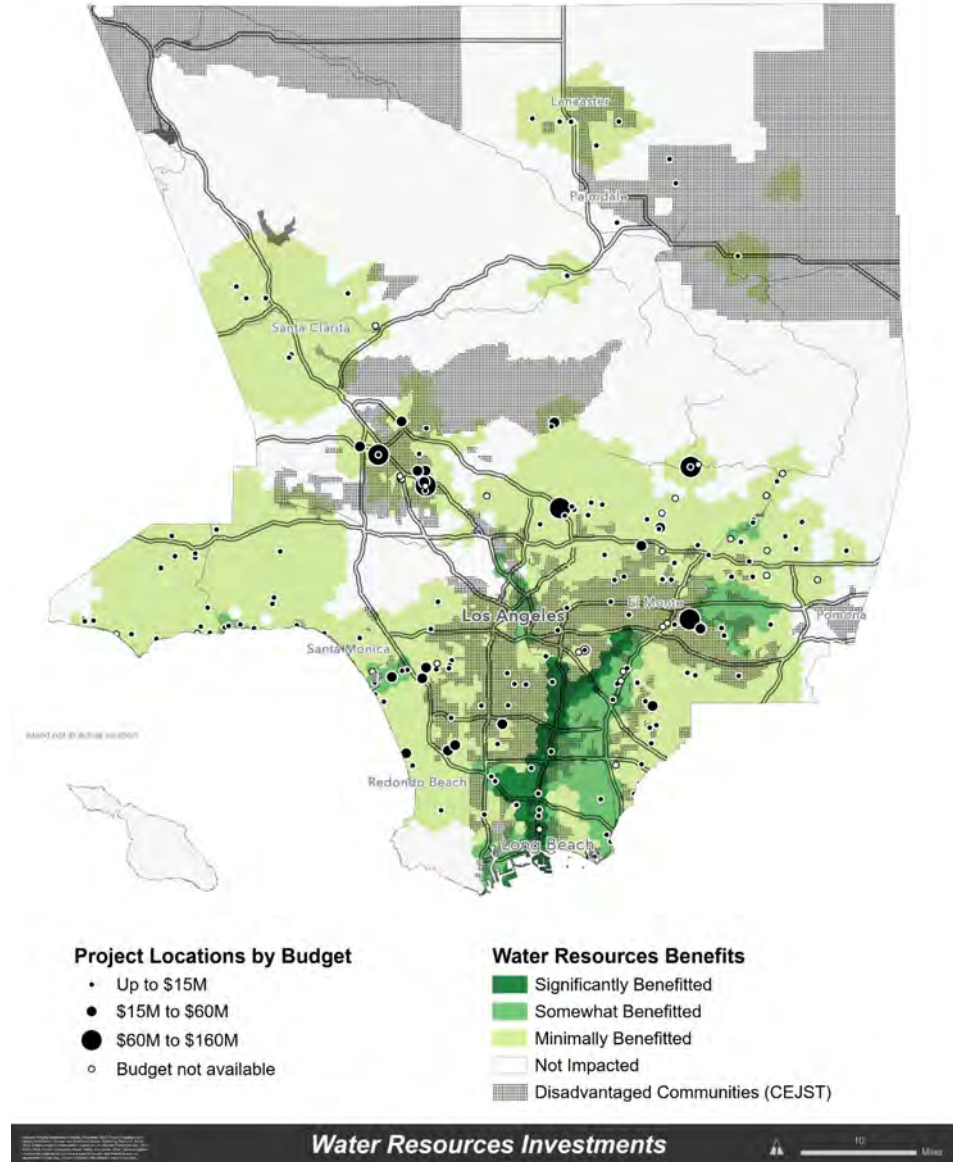
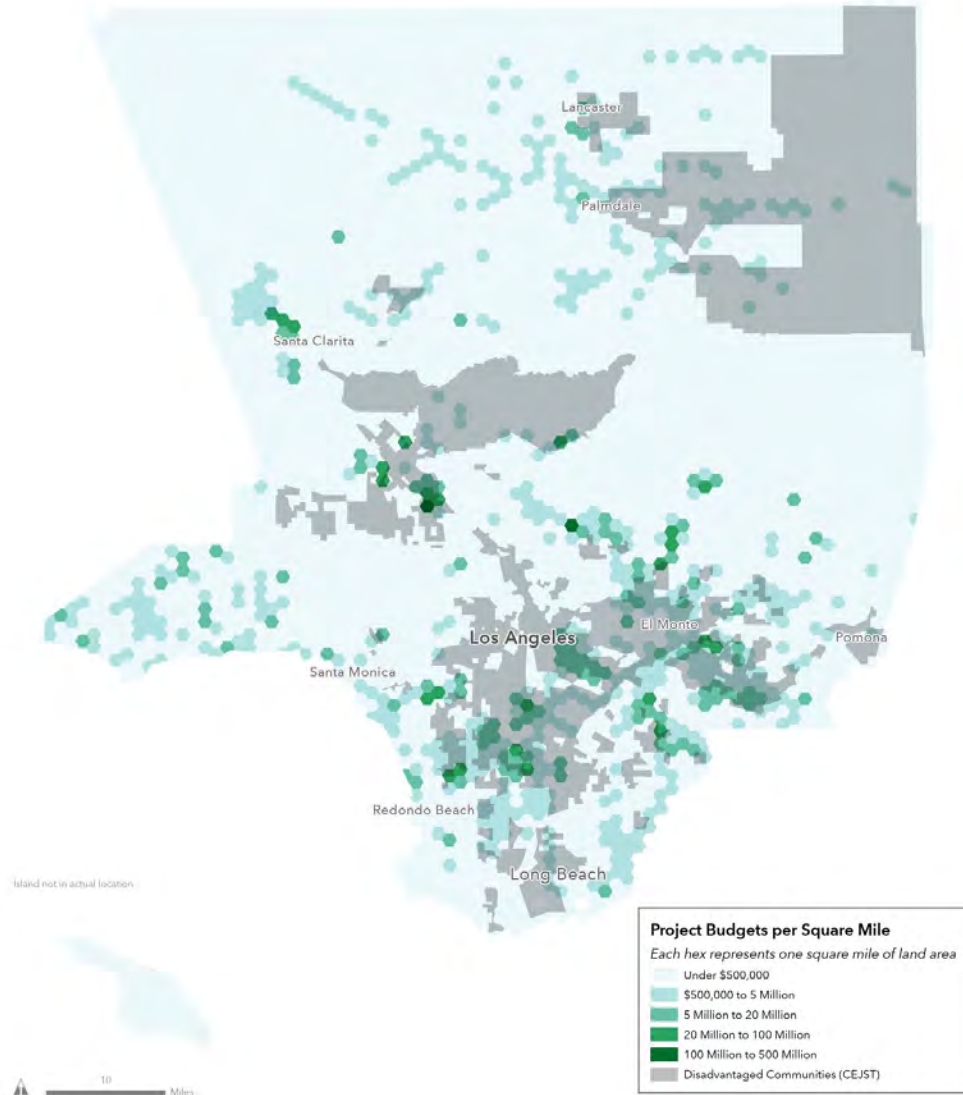


# Investments per Resident









# Recommendations

- **Project-Level Data Collection:** Enhance PIW database and enable real-time equity analysis and decision-making.
- **Local Employment Benefits:** Gather employment information at the project-level to highlight local employment benefits.
- **Maintenance Assessment:** Analyze ongoing projects to uncover disparities in services and investments.
- **Community Needs Analysis:** Conduct assessments to identify infrastructure needs in underserved areas.

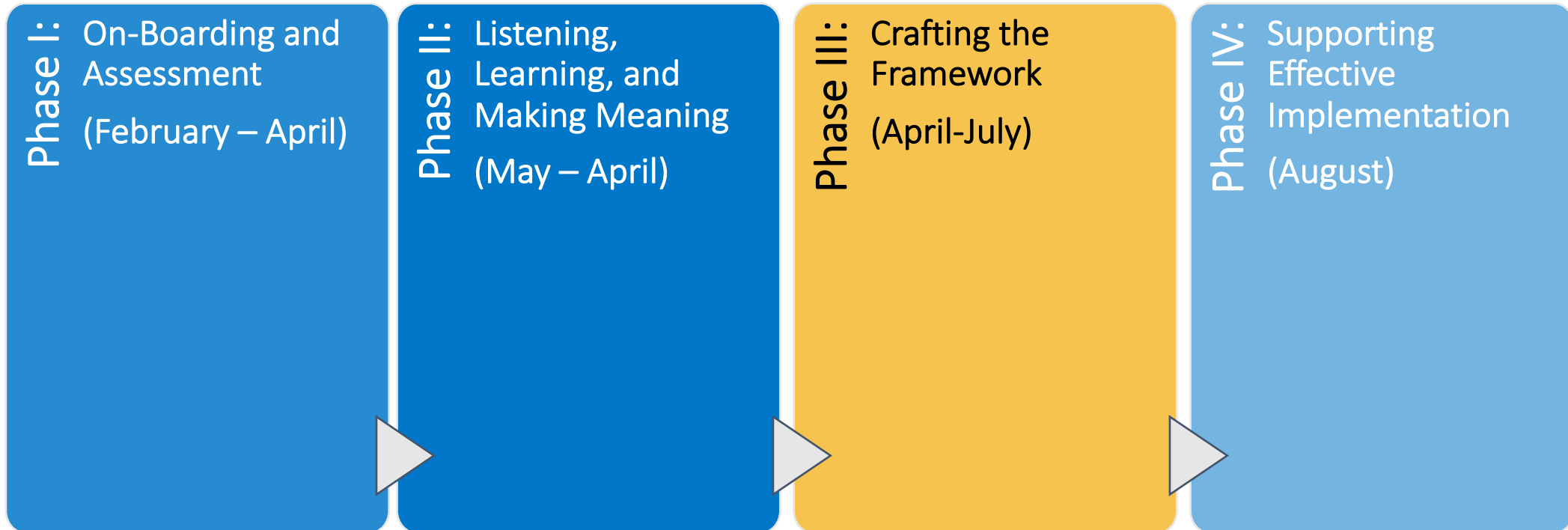
# Moving into Phase III



*Public Works*  
LOS ANGELES COUNTY

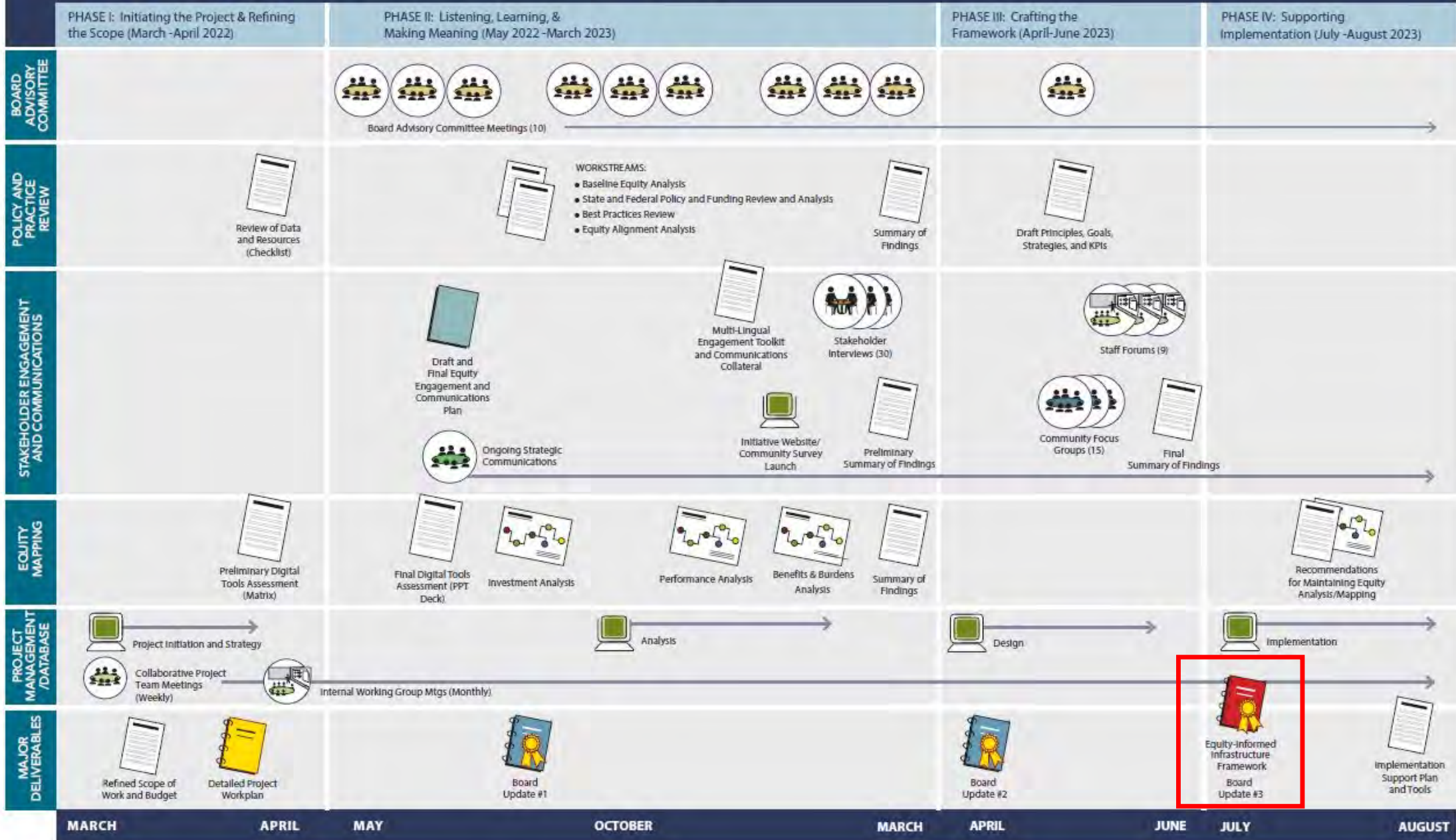


# PROCESS





# Equity in Infrastructure Process







# QUESTIONS?



*Public Works*

LOS ANGELES COUNTY



# Phase 1 Findings

## LA Public Works Racial Equity Best Practice Scan

# Best Practices


## Evaluation Criteria (*how did we get here?*)

- Has the principle or practice been evaluated
- Is implementation common? (consensus that it should work, or is necessary)
- Does it target those who most impacted by systemic injustice?
- Is it likely to result in significant change?

# Context Matters!

- Best practices:
  - push boundaries in their local context
  - are driven by relationships and expertise in community
  - have tangible results
- Not every practice is adaptable to other contexts
- The most effective strategies are products of their local policy context





# Best Practices by Content Theme



# Content Themes

1. Fluency and Readiness
2. Community Partnerships
3. Data and Evaluation
4. New Futures

# Theme One: Fluency and Readiness

*The organization's implementation capacity and operating culture to implement internal racial equity change strategies and accountability measures.*

## Key Features | Principles | Precedents

- **Equity definitions** clearly defined, conceptually and operationally within the context of the organization's history and racial equity goals and areas of practice
- **Internal vision and framework** for racial equity to set the direction and goals for change
- **Stated and measurable goals** charting the pathway forward
- **Continuous training and tools** to deepen staff knowledge and capabilities to interrogate structural racism and white dominance, and lead with antiracism and cultural humility
- **Content expertise** within the organization, especially at operational and leadership levels
- **Internal change champions** advocating and guiding a way forward within functional teams
- **Acknowledgement** of the history, disparity, and organizations' roles in creating and alleviating harm, and the need to envision the production of racially just outcomes as core to all organizational roles and functions
- **Language** that normalizes race, racism, minoritized populations and racially disparate outcomes as socially and structurally produced, rather than behaviorally produced



# Theme One: Fluency and Readiness

*The organization's implementation capacity and operating culture to implement internal racial equity change strategies and accountability measures.*

## Key Features | **Principles** | Precedents

- Consensus and clarity in what equity means
- Goals are ambitious yet measurable
- Focus on institutional racism and power structures instead of interpersonal racism
- Commitment to ongoing learning
- Broad, racially diverse, and empowered leadership teams
- Empowered frontlines
- Embrace advocates and agitators
- Recognize history, weave learnings into department evaluation and growth

# Theme One: Fluency and Readiness

*The organization's implementation capacity and operating culture to implement internal racial equity change strategies and accountability measures.*

## Key Features | Principles | **Precedents**

- **Reports:**

- [The Challenge of Equity in California's Municipal Climate Action Plans](#) from UC Santa Cruz's Institute for Social Transformation
- [Recommendations from LA's Civic Memory project](#) provide a guide for developing fluency in a city agency.

- **Model Tools + Practices:**

- [AECOM Office of Native Sovereign Tribal Relations](#) strives for broadened Indigenous representation and collaborative decision making in certain projects
- [Montgomery County, MD's Office of Legislative Oversight report](#) on the county's equity strategy highlights short, medium, and long-term practices for increased racial equity in decision-making
- The Port of Seattle's [Equity in Budgeting Tool](#) provides a clear way for equitable funding decisions
- The [LA Department of Public Works Chief DEI Officer](#) embeds ongoing commitment and accountability to racial equity across functional teams through development of a racial equity plan

# Theme Two: Community Partnerships

*Recognizing the limits of driving community-impacted change from outside or above and the related necessity to partner with organizations and individuals close to communities and populations of focus in developing, implementing, and assessing racial equity strategies.*

## Key Features | Principles | Precedents

- **Partner organizations** collaborating on racial equity strategy design and implementation
- **Partner funds** available
- **Equity plans** embedded in grantmaking strategies
- **Values frameworks** translated to policies in procurement
- **Community engagement strategies** that are both Intentional and effective
- **Community participation** considered
- **Coordination** across public agencies to partner with community organizations and engage residents through a streamlined and coordinated process informing multiple plans and strategies



# Theme Two: Community Partnerships

*Recognizing the limits of driving community-impacted change from outside or above and the related necessity to partner with organizations and individuals close to communities and populations of focus in developing, implementing, and assessing racial equity strategies.*

## Key Features | **Principles** | Precedents

- Recognize implementation requires broad leadership and participation from communities themselves, realized through well-resourced partnerships and strong community engagement practices
- Department finances are recognized and utilized as an equity strategy
- Responsiveness to partner feedback and process flexibility
- Recognizes knowledge of community members as legitimate and valuable
- Community-led processes set the agenda, frame success and failure, set strategy, inform the allocation of resources, and decision-making and community-derived knowledge
- Participation gives community stakeholders and constituents decision-making power in institutional decisions, and incorporates their input into ongoing work

# Theme Two: Community Partnerships

*Recognizing the limits of driving community-impacted change from outside or above and the related necessity to partner with organizations and individuals close to communities and populations of focus in developing, implementing, and assessing racial equity strategies.*

## Key Features | Principles | **Precedents**

- **Reports:**
  - Louisville, KY's [An Equitable Water Future report](#) issues several areas of community partnership recommendations, including in regional collaboration, procurement, and workforce development.
- **Model Tools and Practices:**
  - Prince George County, MD's [Clean Water Partnership](#) describes an equitable procurement strategy.
  - GARE's [Contracting for Equity Issue Brief](#) details best practices and a framework for change across scale and government challenge-points
  - Portland, OR's [Racial Equity Strategy Guide](#) describes specific strategies for partnerships across city departments

# Theme Three: Data and Evaluation

*Using departmental resources to analyze racial equity strategy effectiveness and outcomes. Including diverse forms of data and community knowledge to develop metrics track progress and as accountability mechanisms.*

## Key Features | Principles | Precedents

- **Racial equity goals** include measurable impacts and data collection strategies
- **Diverse knowledge and evidence** is recognized as valuable, such as a community's lived expertise
- **Ongoing monitoring** of equity strategies using broad evidence
- **Accountability mechanisms** for decision makers and department leadership
- **Measurement and evaluation frameworks that recognize and assess the interlocking, interdependent, and compounding** nature of the mechanisms and tools of structural racism and the cumulative racialized advantages and disadvantages that they produce
- **Racial equity tools and technical support** to guide practitioners at every stage of the process of designing and implementing measurement and evaluation frameworks and collect data on their progress and roadblocks



# Theme Three: Data and Evaluation

*Using departmental resources to analyze racial equity strategy effectiveness and outcomes. Including diverse forms of data and community knowledge to develop metrics track progress and as accountability mechanisms.*

## Key Features | **Principles** | Precedents

- Explicitly acknowledge systemic and infrastructural equity barriers
- Question normative assumptions about what data and knowledge are inherently valuable, and center community input and perspective in your decision making in response
- Create a quantitative data measurement and monitoring strategy
- Identify qualitative data sources and value diverse methods of stakeholder input
- Responsive approach to community concerns in programming and equity interventions

# Theme Three: Data and Evaluation

*Using departmental resources to analyze racial equity strategy effectiveness and outcomes. Including diverse forms of data and community knowledge to develop metrics track progress and as accountability mechanisms.*

## Key Features | Principles | **Precedents**

- **Reports:**
  - Government Alliance on Racial Equity (GARE)'s [Ideas to Action guide](#) expands on racial equity tools and practices, defining common features relevant across all tool types.
- **Model Tools and Practices:**
  - Many examples of [Racial Equity Impact Assessments](#) are available online, with particular attention warranted to tools from [King County, WA](#) and [Chicago's Department of Housing](#)
  - Prince George County, MD's [Clean Water Partnership](#) uses clear, data-driven indicators to measure procurement equity
  - Prevention Institute and CDC's [guide on incorporating health equity in public health](#) has frameworks for reflection on [data and implementation](#) among a breadth of other resources

# Theme Four: New Futures

*Recognizing that becoming an organization that consistently produces racially equitable outcomes requires transformative shifts to existing structures and processes. These transformations include new ways of working internally, and external relationships and community institutions capable of growing alongside equitable resource allocation.*

## Key Features | Principles | Precedents

- **Investments in new racial equity-enabling institutions**, such as collective buyer groups, expanded supplier lists, and land trusts
- **Boundary-pushing goals and strategies** to push boundaries in reparative and amelioratory solutions
- **Wealth-building and reparative policies and programs** explicitly ameliorating racialized disparities
- **Roadmaps and values statements** charting an ambitious path forward
- **Facilitating repair** of racialized harms and enabling equitable futures is a core department function



# Theme Four: New Futures

*Recognizing that becoming an organization that consistently produces racially equitable outcomes requires transformative shifts to existing structures and processes. These transformations include new ways of working internally, and external relationships and community institutions capable of growing alongside equitable resource allocation.*

## Key Features | **Principles** | Precedents

- Articulate a vision for participation and engagement and chart a pathway forward
- Encourage futurist thinking and visions for strategies not yet possible, questioning defined boundaries
- Invest in future deepened relationships via seed and pilot initiatives
- Redefine a department's role in equity realization, from tangential partner to field leader

# Theme Four: New Futures

*Recognizing that becoming an organization that consistently produces racially equitable outcomes requires transformative shifts to existing structures and processes. These transformations include new ways of working internally, and external relationships and community institutions capable of growing alongside equitable resource allocation.*

## Key Features | Principles | **Precedents**

- **Reports:**
  - Government Alliance on Racial Equity (GARE)'s [Ideas to Action guide](#) expands on racial equity tools and practices, defining common features relevant across all tool types.
- **Model Tools and Practices:**
  - Evanston, IL's [Local Reparations Program](#) uses existing down-payment program structures as an explicitly amelioratory and power-shifting tool, repositioning the relationship between the City and its contemporary role in racial justice
  - Racial Equity Funds available for community partner organizations in Seattle, as described in [Montgomery County's Racial Equity Report](#)
  - Prevention Institute and Equitable Cities LLC's policy domains in their [Toward Equitable Transportation and Land Use Policies](#) document explicitly refer to the new institutions made possible with equitable practices implemented today
  - [San Francisco's Bay Area Developers of Color Cohort](#) charts a pathway for workforce development and wealth transfer through public institutions.
  - Vancouver, BC's [City of Reconciliation Strategy](#) focused on Indigenous relations, and a nod to Albuquerque's recent [recognition of tribal sovereignty](#)

The background is a solid blue color. On the left side, there are four overlapping diagonal lines: a thick dark red line, a thin orange line, a thin yellow line, and a thin grey line. On the bottom right, there is a large, textured yellow circle.

# Crosswalk: Key Features by Departmental Functions



# LAPW-Wide Precedents

*These are practices and models which are relevant across a wide range of LAPW teams and functions*

## Department/City-Wide Strategies

- [Portland Oregon's Racial Equity Strategy](#)
- [San Francisco Public Works Racial Equity Action Plan](#)

## Repositories and Resources

- Government Alliance on Race and Equity's [tools & resources page](#)
- National League of Cities' [Repository of City Racial Equity Policies and Decisions](#)
- MP Associates' guide to [Operationalizing Racial Justice in Non-Profit Organizations](#)

## Policy Frameworks and Guides

- [A guide to racial and ethnic equity systems indicators](#) describes a detailed approach to equity data analysis in the education and employment sectors
- Montgomery County's [Racial Equity in Government Decision-Making: Lessons from the Field](#) includes numerous equity indicators across various county service areas
- In [A Framework For Assessing Equity In Federal Programs and Policies](#), a framework for designing indicators

## Tools

- [Ladder of Citizen Participation](#) helps practitioners explore depth and influence in resident engagement, encouraging move beyond

# Departmental Functions

## Internal Operations

1. People & Culture
2. Budgets & Financial Operations
3. Governance

## External Operations

4. Public-Private Partnerships
5. Data sharing and reporting
6. Procurement and contracting
7. Project siting
8. Construction and maintenance

## Focus Areas

9. Anti Displacement
10. Sustainability

# Best Practice Themes: Key Features

*These features are copied from each equity theme earlier in the slide deck.*

## Fluency and Readiness

- **Equity definitions** clearly defined, conceptually and operationally within the context of the organization's history and racial equity goals and areas of practice
- **Internal vision and framework** for racial equity to set the direction and goals for change
- **Stated and measurable goals** charting the pathway forward
- **Continuous training and tools** to deepen staff knowledge and capabilities to interrogate structural racism and white dominance, and lead with antiracism and cultural humility
- **Content expertise** within the organization, especially at operational and leadership levels
- **Internal change champions** advocating and guiding a way forward within functional teams
- **Acknowledgement** of the history, disparity, and organizations' roles in creating and alleviating harm, and the need to envision the production of racially just outcomes as core to all organizational roles and functions
- **Language** that normalizes race, racism, minoritized populations and racially disparate outcomes as socially and structurally produced, rather than behaviorally produced

## Community Partnerships

- **Partner organizations** collaborating on racial equity strategy design and implementation
- **Partner funds** available
- **Equity plans** embedded in grantmaking strategies
- **Values frameworks** translated to policies in procurement
- **Community engagement strategies** that are both intentional and effective
- **Community participation** considered
- **Coordination** across public agencies to partner with community organizations and engage residents through a streamlined and coordinated process informing multiple plans and strategies

# Best Practice Themes: Principles

*These are features copied from each equity theme earlier in the slide deck.*

## Data and Evaluation

- **Racial equity goals** include measurable impacts and data collection strategies
- **Diverse knowledge and evidence** is recognized as valuable, such as a community's lived expertise
- **Ongoing monitoring** of equity strategies using broad evidence
- **Accountability mechanisms** for decision makers and department leadership
- **Measurement and evaluation frameworks that recognize and assess the interlocking, interdependent, and compounding nature** of the mechanisms and tools of structural racism and the cumulative racialized advantages and disadvantages that they produce
- **Racial equity tools and technical support** to guide practitioners at every stage of the process of designing and implementing measurement and evaluation frameworks and collect data on their progress and roadblocks

## New Futures

- **Investments in new racial equity-enabling institutions**, such as collective buyer groups, expanded supplier lists, and land trusts
- **Boundary-pushing goals and strategies** to push boundaries in reparative and amelioratory solutions
- **Wealth-building and reparative policies and programs** explicitly ameliorating racialized disparities
- **Roadmaps and values statements** charting an ambitious path forward
- **Facilitating repair** of racialized harms and enabling equitable futures is a core department function



# Crosswalk: Principles by Departmental Functions

## *People and Culture*

# 1. People and Culture

## Fluency and Readiness

- **Equity definitions** clearly defined, conceptually and operationally within the context of the organization's history and racial equity goals and areas of practice
- **Internal vision and framework** for racial equity to set the direction and goals for change
- **Stated and measurable goals** charting the pathway forward
- **Continuous training and tools** to deepen staff knowledge and capabilities to interrogate structural racism and white dominance, and lead with antiracism and cultural humility
- **Content expertise** within the organization, especially at operational and leadership levels
- **Internal change champions** advocating and guiding a way forward within functional teams
- **Acknowledgement** of the history, disparity, and organizations' roles in creating and alleviating harm, and the need to envision the production of racially just outcomes as core to all organizational roles and functions
- **Language** that normalizes race, racism, minoritized populations and racially disparate outcomes as socially and structurally produced, rather than behaviorally produced
- **Core team** with racially diverse representation across levels and departments spearheading racial equity plan, priorities, and change strategy
- **Continuous training and leadership development** using racial equity tools

## Community Partnerships

- **Partner organizations** collaborating on racial equity strategy design and implementation
- **Partner funds** available
- **Equity plans** embedded in grantmaking strategies
- **Values frameworks** translated to policies in procurement
- **Community engagement strategies** that are both intentional and effective
- **Community participation** considered
- **Coordination** across public agencies to partner with community organizations and engage residents through a streamlined and coordinated process informing multiple plans and strategies
- **Organizations can effectively engage and learn** from communities of color, value community knowledge, and incorporate learning into racial equity goals, strategy and frameworks.

# 1. People and Culture

## Data and Evaluation

- **Racial equity goals** include measurable impacts and data collection strategies
- **Diverse knowledge and evidence** is recognized as valuable, such as a community's lived expertise
- **Ongoing monitoring** of equity strategies using broad evidence
- **Accountability mechanisms** for decision makers and department leadership
- **Measurement and evaluation frameworks that recognize and assess the interlocking, interdependent, and compounding** nature of the mechanisms and tools of structural racism and the cumulative racialized advantages and disadvantages that they produce
- **Racial equity tools and technical support** to guide practitioners at every stage of the process of designing and implementing measurement and evaluation frameworks and collect data on their progress and roadblocks
- **Documented reflective learning** on planned goals and activities, fidelity to or divergence from plans and reasons why, and lessons learned on power dynamics, processes, cultural norms that enabled change or erected barriers to maintain the status quo.
- **Racial equity assessments**, including engaging people of color at all levels of the organization to both establish baseline data on indicators of racial disparities and evaluate the success, and evaluate current and proposed policies, programs, and practices using a racial equity lens
- **Diverse knowledge and evidence** is recognized as valuable, such as a community's lived expertise

## New Futures

- **Investments in new racial equity-enabling institutions**, such as collective buyer groups, expanded supplier lists, and land trusts
- **Boundary-pushing goals and strategies** to push boundaries in reparative and amelioratory solutions
- **Wealth-building and reparative policies and programs** explicitly ameliorating racialized disparities
- **Roadmaps and values statements** charting an ambitious path forward
- **Facilitating repair** of racialized harms and enabling equitable futures is a core department function
- **Coordinated processes and pooled resources** across internal departments and external agencies/bureaus to properly resource and support training and assessments across silos
- **Hiring and promoting practices** that remove barriers for people of color, ensure fairness, establish career development pathways, and utilize community partnerships with minority-serving institutions to build pipelines of qualified people of color.

\* *Recommendations specific to the departmental function highlighted in blue.*

# 1. People and Culture

## Relevant Precedents

- [Equitable Hiring Tool](#) from Meyer Foundation
- [San Francisco Public Utilities Commission's Racial Equity Action Plan \(Phase 1\)](#) looks at seven strategic areas for equity across workforce, operations, and services.
- [Public sector jobs: opportunities for advancing racial equity](#), from Government Alliance on Race and Equity (GARE)
- [San Francisco Public Works Racial Equity Action Plan](#) details people operations and workplace culture considerations in equity strategies
- [Racial Equity in Government Decision-Making: Lessons from the Field](#) - Montgomery County, Maryland Office of Legislative Oversight



# Crosswalk: Principles by Departmental Functions

## *Budgets and Financial Operations*

# 2. Budgets and Financial Operations

## Fluency and Readiness

- **Equity definitions** clearly defined, conceptually and operationally within the context of the organization's history and racial equity goals and areas of practice
- **Internal vision and framework** for racial equity to set the direction and goals for change
- **Stated and measurable goals** charting the pathway forward
- **Continuous training and tools** to deepen staff knowledge and capabilities to interrogate structural racism and white dominance, and lead with antiracism and cultural humility
- **Content expertise** within the organization, especially at operational and leadership levels
- **Internal change champions** advocating and guiding a way forward within functional teams
- **Acknowledgement** of the history, disparity, and organizations' roles in creating and alleviating harm, and the need to envision the production of racially just outcomes as core to all organizational roles and functions
- **Language** that normalizes race, racism, minoritized populations and racially disparate outcomes as socially and structurally produced, rather than behaviorally produced
- **Continuous training and tools** to help financial operations staff recognize equity impacts of budgetary decisions (in collaboration with programmatic staff and community partners)

## Community Partnerships

- **Partner organizations** collaborating on racial equity strategy design and implementation
- **Partner funds** available
- **Equity plans** embedded in grantmaking strategies
- **Values frameworks** translated to policies in procurement
- **Community engagement strategies** that are both intentional and effective
- **Community participation** considered
- **Coordination** across public agencies to partner with community organizations and engage residents through a streamlined and coordinated process informing multiple plans and strategies
- **Proposed budgets** consider and state how capacity to engage with and include communities of color, low-income communities, and others most impacted by inequities, will be supported and results are monitored
- **Racial equity spending assessments** by partner organizations consider procurement, development, community engagement, workforce development, and direct service
- **Public reporting plans** for variances in actual vs planned spending of resources on external strategies, programs, and infrastructure projects to communities experiencing the greatest racial inequities

\* Recommendations specific to the departmental function highlighted in blue.

# 2. Budgets and Financial Operations

## Data and Evaluation

- **Racial equity goals** include measurable impacts and data collection strategies
- **Diverse knowledge and evidence** is recognized as valuable, such as a community's lived expertise
- **Ongoing monitoring** of equity strategies using broad evidence
- **Accountability mechanisms** for decision makers and department leadership
- **Measurement and evaluation frameworks that recognize and assess the interlocking, interdependent, and compounding** nature of the mechanisms and tools of structural racism and the cumulative racialized advantages and disadvantages that they produce
- **Racial equity tools and technical support** to guide practitioners at every stage of the process of designing and implementing measurement and evaluation frameworks and collect data on their progress and roadblocks
- **Budgetary and decision assessments** to understand
  - **the potential harms and benefits** to racial groups, internally and externally, and identify mitigation strategies; if and how sources of funding (or combinations of sources) incentivize racially equitable outcomes;
  - **How funding sources are pooled and shared** across departments to enhance organizational and staff capacity for racial equity work
  - **Organizational and programmatic budgets** allocate funding for racial equity assessments, monitoring, and evaluation.
- **Racial equity assessments** examine planned and actual allocation of resources to internal and external strategies, programs, and infrastructure projects to communities experiencing the greatest racial inequities

## New Futures

- **Investments in new racial equity-enabling institutions**, such as collective buyer groups, expanded supplier lists, and land trusts
- **Boundary-pushing goals and strategies** to push boundaries in reparative and amelioratory solutions
- **Wealth-building and reparative policies and programs** explicitly ameliorating racialized disparities
- **Roadmaps and values statements** charting an ambitious path forward
- **Facilitating repair** of racialized harms and enabling equitable futures is a core department function
- **Participatory budgeting** in partnership with communities least connected to policy development
- **Land back and financial reparations programs** for historical and contemporary public acquisition of land through eminent domain or punitive zoning and code violations

\* Recommendations specific to the departmental function highlighted in blue.

# 2. Budgets and Financial Operations

## Relevant Precedents

- The Port of Seattle's Equity in budget [2023 Playbook](#) and [Budgeting Tool](#)
- [City of Durham Participatory Budgeting \(PB\) Handbook](#)
- [Racial Equity Budget Toolkit](#), which includes an analysis of other racial equity budget tools



# Crosswalk: Principles by Departmental Functions

## *Governance*

# 3. Governance

## Fluency and Readiness

- **Equity definitions** clearly defined, conceptually and operationally within the context of the organization's history and racial equity goals and areas of practice
- **Internal vision and framework** for racial equity to set the direction and goals for change
- **Stated and measurable goals** charting the pathway forward
- **Continuous training and tools** to deepen staff knowledge and capabilities to interrogate structural racism and white dominance, and lead with antiracism and cultural humility
- **Content expertise** within the organization, especially at operational and leadership levels
- **Internal change champions** advocating and guiding a way forward within functional teams
- **Acknowledgement** of the history, disparity, and organizations' roles in creating and alleviating harm, and the need to envision the production of racially just outcomes as core to all organizational roles and functions
- **Language** that normalizes race, racism, minoritized populations and racially disparate outcomes as socially and structurally produced, rather than behaviorally produced
- **Departments brought early into equity planning**, cooperatively realizing mutual goals
- **Focus institutional change for racial equity areas:** programs, policies, functions, and agencies
- **Build organizational capacity and leadership infrastructure** that creates racial equity experts and teams throughout local and regional government is necessary
- **Use racial equity tools** to change the policies, programs, and practices that are perpetuating inequities, and develop new policies and programs
- **Coordinate and amplify learning** across organizations/teams/jurisdictions and create feedback loops

## Community Partnerships

- **Partner organizations** collaborating on racial equity strategy design and implementation
- **Partner funds** available
- **Equity plans** embedded in grantmaking strategies
- **Values frameworks** translated to policies in procurement
- **Community engagement strategies** that are both intentional and effective
- **Community participation** considered
- **Coordination** across public agencies to partner with community organizations and engage residents through a streamlined and coordinated process informing multiple plans and strategies
- **Technological tools** for data hosting and analysis, i.e. constituent feedback
- **Communicate and act with urgency and accountability**
- **Engagement** with people most deeply affected in developing and implementing strategies, both within LAPW and in the community
- **Long-term relationships** for departmental inclusion and engagement efforts to sustain results over time

\* Recommendations specific to the departmental function highlighted in blue.

# 3. Governance

## Data and Evaluation

- **Racial equity goals** include measurable impacts and data collection strategies
- **Diverse knowledge and evidence** is recognized as valuable, such as a community's lived expertise
- **Ongoing monitoring** of equity strategies using broad evidence
- **Accountability mechanisms** for decision makers and department leadership
- **Measurement and evaluation frameworks that recognize and assess the interlocking, interdependent, and compounding** nature of the mechanisms and tools of structural racism and the cumulative racialized advantages and disadvantages that they produce
- **Racial equity tools and technical support** to guide practitioners at every stage of the process of designing and implementing measurement and evaluation frameworks and collect data on their progress and roadblocks
- **Measurement at two levels**—first, to measure the success of specific programmatic and policy changes, and second, to develop baselines, set goals, and measure progress towards community goals
- **Process and policy assessments** for potential to create racialized harm, unearned advantage disadvantage, maintain inequity, or facilitate repair
- **Use tools that:**
  - **require both quant and qual data on operations, processed, outcomes, employee experiences;**
  - **require critical examination of how historical departmental beliefs, roles, and decisions contribute to racial inequity (using staff reflections, historical records, and community reflections)**
- **Data gathered systematically and “scored”** to create a baseline that describes “where the department is starting from” to measure progress

## New Futures

- **Investments in new racial equity-enabling institutions**, such as collective buyer groups, expanded supplier lists, and land trusts
- **Boundary-pushing goals and strategies** to push boundaries in reparative and amelioratory solutions
- **Wealth-building and reparative policies and programs** explicitly ameliorating racialized disparities
- **Roadmaps and values statements** charting an ambitious path forward
- **Facilitating repair** of racialized harms and enabling equitable futures is a core department function

\* Recommendations specific to the departmental function highlighted in blue.

# 3. Governance

## Relevant Precedents

- [Advancing Racial Equity and Transforming Government, A Resource Guide to Put Ideas into Action](#) from Government Alliance for Racial Equity (GARE)
- Supporting council to answer their question: “how will this measure affect Black communities and communities of color in the short and long term?”, [How to design racially equitable legislation for residents of the District of Columbia: a resource for council and staff](#), Council Office of Racial Equity, Washington DC
- Portland’s Racial Equity Roadmap Tool- [user guide](#) - [tool](#)
- Prevention Institute’s [Toward Equitable Transportation and Land Use Policies](#)



# Crosswalk: Principles by Departmental Functions

## *Public-Private Partnerships*

# 4. Public-Private Partnerships

## Fluency and Readiness

- **Equity definitions** clearly defined, conceptually and operationally within the context of the organization's history and racial equity goals and areas of practice
- **Internal vision and framework** for racial equity to set the direction and goals for change
- **Stated and measurable goals** charting the pathway forward
- **Continuous training and tools** to deepen staff knowledge and capabilities to interrogate structural racism and white dominance, and lead with antiracism and cultural humility
- **Content expertise** within the organization, especially at operational and leadership levels
- **Internal change champions** advocating and guiding a way forward within functional teams
- **Acknowledgement** of the history, disparity, and organizations' roles in creating and alleviating harm, and the need to envision the production of racially just outcomes as core to all organizational roles and functions
- **Language** that normalizes race, racism, minoritized populations and racially disparate outcomes as socially and structurally produced, rather than behaviorally produced
- **Continuous training and tools** to help financial operations staff recognize equity impacts of budgetary decisions (in collaboration with programmatic staff and community partners)

## Community Partnerships

- **Partner organizations** collaborating on racial equity strategy design and implementation
- **Partner funds** available
- **Equity plans** embedded in grantmaking strategies
- **Values frameworks** translated to policies in procurement
- **Community engagement strategies** that are both intentional and effective
- **Community participation** considered
- **Coordination** across public agencies to partner with community organizations and engage residents through a streamlined and coordinated process informing multiple plans and strategies
- **Proposed budgets** consider and state how capacity to engage with and include communities of color, low-income communities, and others most impacted by inequities, will be supported and results are monitored
- **Racial equity spending assessments** by partner organizations consider procurement, development, community engagement, workforce development, and direct service
- **Public reporting plans** for variances in actual vs planned spending of resources on external strategies, programs, and infrastructure projects to communities experiencing the greatest racial inequities

\* Recommendations specific to the departmental function highlighted in blue.

# 4. Public-Private Partnerships

## Data and Evaluation

- **Racial equity goals** include measurable impacts and data collection strategies
- **Diverse knowledge and evidence** is recognized as valuable, such as a community's lived expertise
- **Ongoing monitoring** of equity strategies using broad evidence
- **Accountability mechanisms** for decision makers and department leadership
- **Measurement and evaluation frameworks that recognize and assess the interlocking, interdependent, and compounding** nature of the mechanisms and tools of structural racism and the cumulative racialized advantages and disadvantages that they produce
- **Racial equity tools and technical support** to guide practitioners at every stage of the process of designing and implementing measurement and evaluation frameworks and collect data on their progress and roadblocks
- **Budgetary and decision assessments** to understand
  - **the potential harms and benefits** to racial groups, internally and externally, and identify mitigation strategies; if and how sources of funding (or combinations of sources) incentivize racially equitable outcomes;
  - **How funding sources are pooled and shared** across departments to enhance organizational and staff capacity for racial equity work
  - **Organizational and programmatic budgets** allocate funding for racial equity assessments, monitoring, and evaluation.
- **Racial equity assessments** examine planned and actual allocation of resources to internal and external strategies, programs, and infrastructure projects to communities facing the greatest racial inequities

## New Futures

- **Investments in new racial equity-enabling institutions**, such as collective buyer groups, expanded supplier lists, and land trusts
- **Boundary-pushing goals and strategies** to push boundaries in reparative and amelioratory solutions
- **Wealth-building and reparative policies and programs** explicitly ameliorating racialized disparities
- **Roadmaps and values statements** charting an ambitious path forward
- **Facilitating repair** of racialized harms and enabling equitable futures is a core department function
- **Participatory budgeting** in partnership with communities least connected to policy development
- **Land back and financial reparations programs** for historical and contemporary public acquisition of land through eminent domain or punitive zoning and code violations

\* Recommendations specific to the departmental function highlighted in blue.

# 4. Public-Private Partnerships

## Relevant Precedents

- Policy Link's [Strategies for Addressing Equity in Infrastructure and Public Works](#)
- LA County Metro's [Community-Based Organization Partnering Strategy](#)
- [Advancing Racial Equity and Transforming Government, A Resource Guide to Put Ideas into Action](#) from Government Alliance for Racial Equity (GARE)
- Prevention Institute's analysis and toolkit for [Los Angeles Region Water Equity](#)



# Crosswalk: Principles by Departmental Functions

## *Data sharing and reporting*

# 5. Data sharing and reporting

## Fluency and Readiness

- **Equity definitions** clearly defined, conceptually and operationally within the context of the organization's history and racial equity goals and areas of practice
- **Internal vision and framework** for racial equity to set the direction and goals for change
- **Stated and measurable goals** charting the pathway forward
- **Continuous training and tools** to deepen staff knowledge and capabilities to interrogate structural racism and white dominance, and lead with antiracism and cultural humility
- **Content expertise** within the organization, especially at operational and leadership levels
- **Internal change champions** advocating and guiding a way forward within functional teams
- **Acknowledgement** of the history, disparity, and organizations' roles in creating and alleviating harm, and the need to envision the production of racially just outcomes as core to all organizational roles and functions
- **Language** that normalizes race, racism, minoritized populations and racially disparate outcomes as socially and structurally produced, rather than behaviorally produced
- **Institutionalized organizational learning**
- **Process metrics** that identify and track critical process and decision points that can affect achievement of racial equity goals
- **Racial equity indices and measures** for planning and monitoring
- **Assessments, strategy, and measurable equity goals** actively used to shift distributional burden of racialized harms and benefits

## Community Partnerships

- **Partner organizations** collaborating on racial equity strategy design and implementation
- **Partner funds** available
- **Equity plans** embedded in grantmaking strategies
- **Values frameworks** translated to policies in procurement
- **Community engagement strategies** that are both intentional and effective
- **Community participation** considered
- **Coordination** across public agencies to partner with community organizations and engage residents through a streamlined and coordinated process informing multiple plans and strategies
- **Clear engaging data sharing** using storytelling, visualization, multimedia, and community partnerships

# 5. Data sharing and reporting

## Data and Evaluation

- **Racial equity goals** include measurable impacts and data collection strategies
- **Diverse knowledge and evidence** is recognized as valuable, such as a community's lived expertise
- **Ongoing monitoring** of equity strategies using broad evidence
- **Accountability mechanisms** for decision makers and department leadership
- **Measurement and evaluation frameworks that recognize and assess the interlocking, interdependent, and compounding** nature of the mechanisms and tools of structural racism and the cumulative racialized advantages and disadvantages that they produce
- **Racial equity tools and technical support** to guide practitioners at every stage of the process of designing and implementing measurement and evaluation frameworks and collect data on their progress and roadblocks
- **Disaggregated data** that advances an understanding of how racial groups are differently situated
- **Participatory data analysis and meaning-making processes** with communities of focus to select and ground truth meaningful measures for progress toward vision and goals

## New Futures

- **Investments in new racial equity-enabling institutions**, such as collective buyer groups, expanded supplier lists, and land trusts
- **Boundary-pushing goals and strategies** to push boundaries in reparative and amelioratory solutions
- **Wealth-building and reparative policies and programs** explicitly ameliorating racialized disparities
- **Roadmaps and values statements** charting an ambitious path forward
- **Facilitating repair** of racialized harms and enabling equitable futures is a core department function

# 5. Data sharing and reporting

## Relevant Precedents

- [The Essentials of Disaggregated Data for Advancing Racial Equity](#), Race Matters Institute
- [Solid Waste Service Equity: Establish clear goals and measures at the program level to improve outcome](#), City of Portland
- [A Framework for Assessing Equity in Federal Programs and Policies](#), MITRE
- [Living Data Hubs](#) in Kibera, Kenya, while not a US resource, presents innovative community data sharing and ownership strategies



# Crosswalk: Principles by Departmental Functions

## *Procurement and contracting*

# 6. Procurement and contracting

## Fluency and Readiness

- **Equity definitions** clearly defined, conceptually and operationally within the context of the organization's history and racial equity goals and areas of practice
- **Internal vision and framework** for racial equity to set the direction and goals for change
- **Stated and measurable goals** charting the pathway forward
- **Continuous training and tools** to deepen staff knowledge and capabilities to interrogate structural racism and white dominance, and lead with antiracism and cultural humility
- **Content expertise** within the organization, especially at operational and leadership levels
- **Internal change champions** advocating and guiding a way forward within functional teams
- **Acknowledgement** of the history, disparity, and organizations' roles in creating and alleviating harm, and the need to envision the production of racially just outcomes as core to all organizational roles and functions
- **Language** that normalizes race, racism, minoritized populations and racially disparate outcomes as socially and structurally produced, rather than behaviorally produced
- **Separate goals for Minority and Women Business Enterprises** for each contract
- **Measurable, aggressive goals** for contractor and subcontractor dollars spent with minority-owned business enterprises for professional and construction services
- **Prime contractors required to commit to subcontractors** at the time of bid submission and monitor to the end of contract term
- **Lower thresholds** to entry by reducing requirements to enter business development pipeline from MWBE certified to eligible to certify
- **Reduced master contract scope** to lower barriers to win master contracts for MWDBEs
- **MWBE teaming bids supported** early
- **Elected official training** in inclusive procurement/policies

## Community Partnerships

- **Partner organizations** collaborating on racial equity strategy design and implementation
- **Partner funds** available
- **Equity plans** embedded in grantmaking strategies
- **Values frameworks** translated to policies in procurement
- **Community engagement strategies** that are both intentional and effective
- **Community participation** considered
- **Coordination** across public agencies to partner with community organizations and engage residents through a streamlined and coordinated process informing multiple plans and strategies
- **Contract opportunity access tools:**
  - **Minority business enterprise training and technical assistance** to grow capacity to win contracts;
  - **Training, tools, and leadership development for developers of color** to access development opportunities
  - **Incentives to support mentorship** for early to mid level minority enterprise contractors by experienced enterprise contractors.
- **Employment and career pathway partnerships** with workforce intermediaries to coordinate with labor unions to develop pathways, remove barriers for ex-offenders, offer first right to employment to residents in site areas, and public/private/community boards monitor procurement progress/outcomes and share outcomes back with community

\* Recommendations specific to the departmental function highlighted in blue.

# 6. Procurement and contracting

## Data and Evaluation

- **Racial equity goals** include measurable impacts and data collection strategies
- **Diverse knowledge and evidence** is recognized as valuable, such as a community's lived expertise
- **Ongoing monitoring** of equity strategies using broad evidence
- **Accountability mechanisms** for decision makers and department leadership
- **Measurement and evaluation frameworks that recognize and assess the interlocking, interdependent, and compounding** nature of the mechanisms and tools of structural racism and the cumulative racialized advantages and disadvantages that they produce
- **Racial equity tools and technical support** to guide practitioners at every stage of the process of designing and implementing measurement and evaluation frameworks and collect data on their progress and roadblocks
- **Racial equity assessment tools** to identify unintended consequences of facially race neutral practices and regulations and proactively integrate racial equity
- **Disparity studies** assess and identify racial disparities in contracting, updated every five years
- **Process metrics** that identify and track critical process and decision points that can affect achievement of minority contracting and procurement goals

## New Futures

- **Investments in new racial equity-enabling institutions**, such as collective buyer groups, expanded supplier lists, and land trusts
- **Boundary-pushing goals and strategies** to push boundaries in reparative and amelioratory solutions
- **Wealth-building and reparative policies and programs** explicitly ameliorating racialized disparities
- **Roadmaps and values statements** charting an ambitious path forward
- **Facilitating repair** of racialized harms and enabling equitable futures is a core department function
- **Innovative financing** (eg pooling CDFI capital) to underwrite larger projects
- **Tax credits** provide lines of credit and bonding capacity

# 6. Procurement and contracting

## Relevant Precedents

- [Advancing Racial Equity and Transforming Government, A Resource Guide to Put Ideas into Action](#) from Government Alliance for Racial Equity (GARE)
- Policy Link's [Strategies for Addressing Equity in Infrastructure and Public Works](#)
- [2020 Supplier Diversity Report Card](#), Greenlining Institute
- [California Public Utilities Commission Supplier Diversity Program](#)
- Emerald Cities' [Inclusive Procurement and Contracting: Building a Field of Practice](#)
- Portland Oregon's [Equity in Construction Contracting: Some goals achieved despite mismanagement, waste, and gamesmanship](#)
- Belonging Institute's [Contracting for Equity](#)



# Crosswalk: Principles by Departmental Functions

## *Project siting*

# 7. Project siting

## Fluency and Readiness

- **Equity definitions** clearly defined, conceptually and operationally within the context of the organization's history and racial equity goals and areas of practice
- **Internal vision and framework** for racial equity to set the direction and goals for change
- **Stated and measurable goals** charting the pathway forward
- **Continuous training and tools** to deepen staff knowledge and capabilities to interrogate structural racism and white dominance, and lead with antiracism and cultural humility
- **Content expertise** within the organization, especially at operational and leadership levels
- **Internal change champions** advocating and guiding a way forward within functional teams
- **Acknowledgement** of the history, disparity, and organizations' roles in creating and alleviating harm, and the need to envision the production of racially just outcomes as core to all organizational roles and functions
- **Language** that normalizes race, racism, minoritized populations and racially disparate outcomes as socially and structurally produced, rather than behaviorally produced
- **Plan assessment and strategies** considering the differential set of investment and engagement resources required for successful infrastructure projects in historically disinvested and underfunded communities
- **Recognition** of historical and ongoing inequitable displacement effects due to project siting and other construction externalities

## Community Partnerships

- **Partner organizations** collaborating on racial equity strategy design and implementation
- **Partner funds** available
- **Equity plans** embedded in grantmaking strategies
- **Values frameworks** translated to policies in procurement
- **Community engagement strategies** that are both intentional and effective
- **Community participation** considered
- **Coordination** across public agencies to partner with community organizations and engage residents through a streamlined and coordinated process informing multiple plans and strategies
- **Substantive participation in project siting decisions** alongside leaders and residents from communities of focus to ensure their priorities are reflected

# 7. Project siting

## Data and Evaluation

- **Racial equity goals** include measurable impacts and data collection strategies
- **Diverse knowledge and evidence** is recognized as valuable, such as a community's lived expertise
- **Ongoing monitoring** of equity strategies using broad evidence
- **Accountability mechanisms** for decision makers and department leadership
- **Measurement and evaluation frameworks that recognize and assess the interlocking, interdependent, and compounding** nature of the mechanisms and tools of structural racism and the cumulative racialized advantages and disadvantages that they produce
- **Racial equity tools and technical support** to guide practitioners at every stage of the process of designing and implementing measurement and evaluation frameworks and collect data on their progress and roadblocks
- **Explicit justice-oriented criteria** for siting decisions and review impacts against these assessments
- **Adequately funded data collection** on siting and community impacts of projects
- **Community stakeholders** assess the extent to which proposed projects and investment decisions reflect their priorities

## New Futures

- **Investments in new racial equity-enabling institutions**, such as collective buyer groups, expanded supplier lists, and land trusts
- **Boundary-pushing goals and strategies** to push boundaries in reparative and amelioratory solutions
- **Wealth-building and reparative policies and programs** explicitly ameliorating racialized disparities
- **Roadmaps and values statements** charting an ambitious path forward
- **Facilitating repair** of racialized harms and enabling equitable futures is a core department function
- **Investment and infrastructure project utilized** to advance racial justice vision and priorities disinvested communities have for themselves
- **Land back and financial reparations programs** for historical and ongoing public land acquisition through eminent domain or punitive zoning and code violations

\* Recommendations specific to the departmental function highlighted in blue.

# 7. Project siting

## Relevant Precedents

- Department of Energy's [Consent-Based Siting](#) project details engagement and consensus plans, although missing a racial equity lens
- University of Michigan's [report](#) on adaptation in the Great Lakes Region includes checklists for consideration of site selection and equity



# Crosswalk: Principles by Departmental Functions

*Construction and  
maintenance*

# 8. Construction and maintenance

## Fluency and Readiness

- **Equity definitions** clearly defined, conceptually and operationally within the context of the organization's history and racial equity goals and areas of practice
- **Internal vision and framework** for racial equity to set the direction and goals for change
- **Stated and measurable goals** charting the pathway forward
- **Continuous training and tools** to deepen staff knowledge and capabilities to interrogate structural racism and white dominance, and lead with antiracism and cultural humility
- **Content expertise** within the organization, especially at operational and leadership levels
- **Internal change champions** advocating and guiding a way forward within functional teams
- **Acknowledgement** of the history, disparity, and organizations' roles in creating and alleviating harm, and the need to envision the production of racially just outcomes as core to all organizational roles and functions
- **Language** that normalizes race, racism, minoritized populations and racially disparate outcomes as socially and structurally produced, rather than behaviorally produced
- **Refined design standards** to articulate and prioritize standards that advance equity, reflect culture, reduce affordability and displacement pressure, and consider maintenance capacity of stewards
- **Maintenance planned and budgeted** up front, sharing those plans with communities

## Community Partnerships

- **Partner organizations** collaborating on racial equity strategy design and implementation
- **Partner funds** available
- **Equity plans** embedded in grantmaking strategies
- **Values frameworks** translated to policies in procurement
- **Community engagement strategies** that are both intentional and effective
- **Community participation** considered
- **Coordination** across public agencies to partner with community organizations and engage residents through a streamlined and coordinated process informing multiple plans and strategies
- **Close community collaboration** to set explicit goals for the equitable distribution of investments in communities most impacted by racial injustices
- **Transparent and accessible sharing of data and decisions** on resource allocation with the public
- **A public** guide to community with information for identifying, reporting, and receiving service to resolve reported problems=

# 8. Construction and maintenance

## Data and Evaluation

- **Racial equity goals** include measurable impacts and data collection strategies
- **Diverse knowledge and evidence** is recognized as valuable, such as a community's lived expertise
- **Ongoing monitoring** of equity strategies using broad evidence
- **Accountability mechanisms** for decision makers and department leadership
- **Measurement and evaluation frameworks that recognize and assess the interlocking, interdependent, and compounding** nature of the mechanisms and tools of structural racism and the cumulative racialized advantages and disadvantages that they produce
- **Racial equity tools and technical support** to guide practitioners at every stage of the process of designing and implementing measurement and evaluation frameworks and collect data on their progress and roadblocks
- **Public reports** on the delivery of benefits and priorities agreed upon with community stakeholders

## New Futures

- **Investments in new racial equity-enabling institutions**, such as collective buyer groups, expanded supplier lists, and land trusts
- **Boundary-pushing goals and strategies** to push boundaries in reparative and amelioratory solutions
- **Wealth-building and reparative policies and programs** explicitly ameliorating racialized disparities
- **Roadmaps and values statements** charting an ambitious path forward
- **Facilitating repair** of racialized harms and enabling equitable futures is a core department function

# 8. Construction and maintenance

## Relevant Precedents

- The Green Infrastructure Leadership Exchange's [Equity Guide for Stormwater Infrastructure Practitioners](#)
- Portland Oregon's [Equity in Construction Contracting: Some goals achieved despite mismanagement, waste, and gamesmanship](#)
- Policy Link's [Strategies for Addressing Equity in Infrastructure and Public Works](#)





# Crosswalk: Principles by Departmental Functions



# 9. Anti-displacement

## Fluency and Readiness

- **Equity definitions** clearly defined, conceptually and operationally within the context of the organization's history and racial equity goals and areas of practice
- **Internal vision and framework** for racial equity to set the direction and goals for change
- **Stated and measurable goals** charting the pathway forward
- **Continuous training and tools** to deepen staff knowledge and capabilities to interrogate structural racism and white dominance, and lead with antiracism and cultural humility
- **Content expertise** within the organization, especially at operational and leadership levels
- **Internal change champions** advocating and guiding a way forward within functional teams
- **Acknowledgement** of the history, disparity, and organizations' roles in creating and alleviating harm, and the need to envision the production of racially just outcomes as core to all organizational roles and functions
- **Language** that normalizes race, racism, minoritized populations and racially disparate outcomes as socially and structurally produced, rather than behaviorally produced
- **Coordinate anti-displacement strategies** across county and city agencies
- **Training practitioners** to affect policy change around displacement
- **Exploration of public/private investments and broader inequities** that incentivise and drive development activity to proactively plan for and prevent displacement
- **Explicit racial justice-oriented criteria** for siting decisions

## Community Partnerships

- **Partner organizations** collaborating on racial equity strategy design and implementation
- **Partner funds** available
- **Equity plans** embedded in grantmaking strategies
- **Values frameworks** translated to policies in procurement
- **Community engagement strategies** that are both intentional and effective
- **Community participation** considered
- **Coordination** across public agencies to partner with community organizations and engage residents through a streamlined and coordinated process informing multiple plans and strategies
- **Organizational capacity for real-time community engagement** to identify, understand and track issues influencing housing stability and mobility in real time and ensure that benefits accrue where they should over the life cycle of planning, construction, and monitoring periods

\* Recommendations specific to the departmental function highlighted in blue.

# 9. Anti-displacement

## Data and Evaluation

- **Racial equity goals** include measurable impacts and data collection strategies
- **Diverse knowledge and evidence** is recognized as valuable, such as a community's lived expertise
- **Ongoing monitoring** of equity strategies using broad evidence
- **Accountability mechanisms** for decision makers and department leadership
- **Measurement and evaluation frameworks that recognize and assess the interlocking, interdependent, and compounding** nature of the mechanisms and tools of structural racism and the cumulative racialized advantages and disadvantages that they produce
- **Racial equity tools and technical support** to guide practitioners at every stage of the process of designing and implementing measurement and evaluation frameworks and collect data on their progress and roadblocks
- **Project impact assessments** that consider the intersecting racial and economic composition of the residential population before and after infrastructure investments, to determine if the benefit of socio-ecologically vulnerable residents were able stay in place to benefit from investment
- **Displacement risk analyses** that evaluate social and ecological vulnerability as interacting and compounding variables vs separately

## New Futures

- **Investments in new racial equity-enabling institutions**, such as collective buyer groups, expanded supplier lists, and land trusts
- **Boundary-pushing goals and strategies** to push boundaries in reparative and amelioratory solutions
- **Wealth-building and reparative policies and programs** explicitly ameliorating racialized disparities
- **Roadmaps and values statements** charting an ambitious path forward
- **Facilitating repair** of racialized harms and enabling equitable futures is a core department function
- **Housing repair, modernization assistance programs** as vehicle for reparations

# 9. Anti-displacement

## Relevant Precedents

- [Anti-Displacement Plan](#), Milwaukee
- [Anti-Displacement Strategy](#), Redwood City
- [Local Reparations Program](#), Evanston
- [Displacement Risk Indicators](#), Seattle



# 10. Sustainability

## Fluency and Readiness

- **Equity definitions** clearly defined, conceptually and operationally within the context of the organization's history and racial equity goals and areas of practice
- **Internal vision and framework** for racial equity to set the direction and goals for change
- **Stated and measurable goals** charting the pathway forward
- **Continuous training and tools** to deepen staff knowledge and capabilities to interrogate structural racism and white dominance, and lead with antiracism and cultural humility
- **Content expertise** within the organization, especially at operational and leadership levels
- **Internal change champions** advocating and guiding a way forward within functional teams
- **Acknowledgement** of the history, disparity, and organizations' roles in creating and alleviating harm, and the need to envision the production of racially just outcomes as core to all organizational roles and functions
- **Language** that normalizes race, racism, minoritized populations and racially disparate outcomes as socially and structurally produced, rather than behaviorally produced
- Focus on sustaining positive, equitable, and just outcomes for communities of color that have been historically harmed vs environmental sustainability, alone.
- Integrative organization-wide policy setting sustainability measures across all operational and programmatic areas.
- clear connection between desired end conditions and the areas under direct institutional control and those out of direct control that can be influenced.
- clear understanding of racial inequities that exist and strategies/actions required or desired by the community that will help address those inequities

## Community Partnerships

- **Partner organizations** collaborating on racial equity strategy design and implementation
- **Partner funds** available
- **Equity plans** embedded in grantmaking strategies
- **Values frameworks** translated to policies in procurement
- **Community engagement strategies** that are both intentional and effective
- **Community participation** considered
- **Coordination** across public agencies to partner with community organizations and engage residents through a streamlined and coordinated process informing multiple plans and strategies
- **Cultivating resilient community collaborations.** Heighten the importance of community engagement that focuses on building knowledge and power to create social change
- **Partner with local HBCUs, community colleges, and indigenous scholars** to support training on sustainability based in

# 10. Sustainability

## Data and Evaluation

- **Racial equity goals** include measurable impacts and data collection strategies
- **Diverse knowledge and evidence** is recognized as valuable, such as a community's lived expertise
- **Ongoing monitoring** of equity strategies using broad evidence
- **Accountability mechanisms** for decision makers and department leadership
- **Measurement and evaluation frameworks that recognize and assess the interlocking, interdependent, and compounding** nature of the mechanisms and tools of structural racism and the cumulative racialized advantages and disadvantages that they produce
- **Racial equity tools and technical support** to guide practitioners at every stage of the process of designing and implementing measurement and evaluation frameworks and collect data on their progress and roadblocks

## New Futures

- **Investments in new racial equity-enabling institutions**, such as collective buyer groups, expanded supplier lists, and land trusts
- **Boundary-pushing goals and strategies** to push boundaries in reparative and amelioratory solutions
- **Wealth-building and reparative policies and programs** explicitly ameliorating racialized disparities
- **Roadmaps and values statements** charting an ambitious path forward
- **Facilitating repair** of racialized harms and enabling equitable futures is a core department function
- **Identify and publicly acknowledge land taken** from Indigenous and Black communities through land theft and eminent domain.
- **Land back and financial reparations** to Indigenous and Black communities whole.
- **Shift goal** from investing in new projects and upgrades to reversing the policies, systems, and norms that created and maintain racial inequities
- **Invest in the capacity of people closest to the problem** as key to sustaining the production of racially just and lasting solutions

\* Recommendations specific to the departmental function highlighted in blue.

# 10. Sustainability

## Relevant Precedents

- [Racial Equity & Sustainability Toolkit](#), City of Sacramento
- UCLA's [Sustainability Committee](#) and the [UCLA Sustainability Plan](#)
- DC's Department of Public Works' [Equity Statement](#), which includes content on sustainability and environmental justice
- [Changing the Landscape: People, Parks, and Power](#), Prevention Institute

*Thank you,*  
**Verge Impact Partners**





## Appendix C: Strategic Communications

Link to Equity in Infrastructure website: <https://equity.pw.lacounty.gov/> (below is a preview, please visit the link to view the live website)



The *Equity in Infrastructure Initiative* is changing the way Los Angeles County Public Works serves its communities. This *Initiative* is prioritizing equity in all of Public Works' infrastructure delivery and services. Through this important work, Public Works will build a safer, more accessible, and more resilient Los Angeles County.

## Message from Director Pestrella



**“EQUITY means that we are actively working towards creating a society where all people are able to realize their fullest potential, regardless of identity, background, or economic circumstance.”**

**– Public Works Director Mark Pestrella**



# EQUITY IN INFRASTRUCTURE INITIATIVE

## *Transforming how we serve Los Angeles County*

Public Works' *Equity in Infrastructure Initiative* was created to identify and address disparities across the County in the planning, delivery, and distribution of its investments and services. Guided by policy review, investment analysis, and community engagement, Public Works is leading the charge to address the needs of communities with historical disadvantage, to better plan, deliver, and distribute services.

The Los Angeles County Board of Supervisors has prioritized a commitment to equitably serving communities where there is concentrated and accumulated disadvantage to close the racial access gap. Public Works' goal is to build upon and accelerate the County's anti-racist agenda. Findings from the Initiative will inform equity-centered policies that will better prioritize and embrace the voices of our communities and lead to positive outcomes for all County residents and future generations.



### THE MULTI-PHASE INITIATIVE UTILIZES SEVERAL TACTICS INCLUDING:



**Investment analysis** to identify disparities in the distribution of recent and planned one-time built infrastructure project investments within existing PW service areas



**Performance analysis** to identify disparities in the quality of infrastructure condition and services currently provided within existing PW service areas with a focus on underserved areas



**Burden analysis** to identify disparities in the distribution of negative impacts on communities of color within PW service areas



**Policy review** to identify existing policies, procedures, or practices that create and maintain systemic barriers to achieving equitable outcomes

# AGENCY FACT SHEET

Los Angeles County Public Works is one of the largest municipal public works agencies in the United States, providing vital 21st Century infrastructure and essential services to more than 10 million people across a 4,000-square-mile regional service area.

The agency is among 51 County departments and agencies<sup>1</sup> working collaboratively across public, private, and nonprofit sectors to improve the quality of life for the people and communities of LA County.

With a vision to become the most trusted public agency in the region, Public Works is defined by its responsiveness to the public, customer service excellence, and drive to build positive community relations. Our workforce takes pride in being committed public servants providing essential and critical services for all residents and businesses in LA County.



## SEVEN CORE SERVICE AREAS AND SUPPORT SERVICE AREAS:



**Water Resources**



**Transportation**



**Environmental Services**



**Construction Management**



**Municipal Services**



**Public Contracting and Asset Management**



**Administrative Services**

Its annual budget of over \$3.6 billion is funded by restricted revenues, such as gas tax, benefit assessment, water and sewer sales, user fees, and other revenues. The agency also manages sustainable water, transportation, and waste management infrastructure, including over 130 active capital projects with a construction value of over \$3.3 billion. Public Works is strategically focused on advancing economic development through innovative strategies and business-friendly contracting opportunities to serve the County's small business and local worker hiring objectives.

In Fiscal Year 2020-21, Public Works awarded over \$1 billion worth of contracts, which helped create 12,394 jobs. The agency's diverse workforce comprises approximately 4,000 employees in nearly 500 job classifications, including professional, technical, clerical, and skilled crafts.

<sup>1</sup>Source: <https://lacounty.gov/government/departments-commissions-and-agencies/los-angeles-county-departments/>



# POST 1

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**Post copy:** We're committed to creating a Public Works that works for ALL communities. Today, we're announcing the Equity In Infrastructure Initiative that will transform how we serve #LACounty. Learn more at: [insert initiative website link]

# POST 3

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**Post copy:** Being equity focused requires us to look beyond assumptions and project checklists. Through PW's new initiative, we'll be investing resources within #LACounty communities where they are most needed. Learn more at [insert initiative website link]

# POST 4

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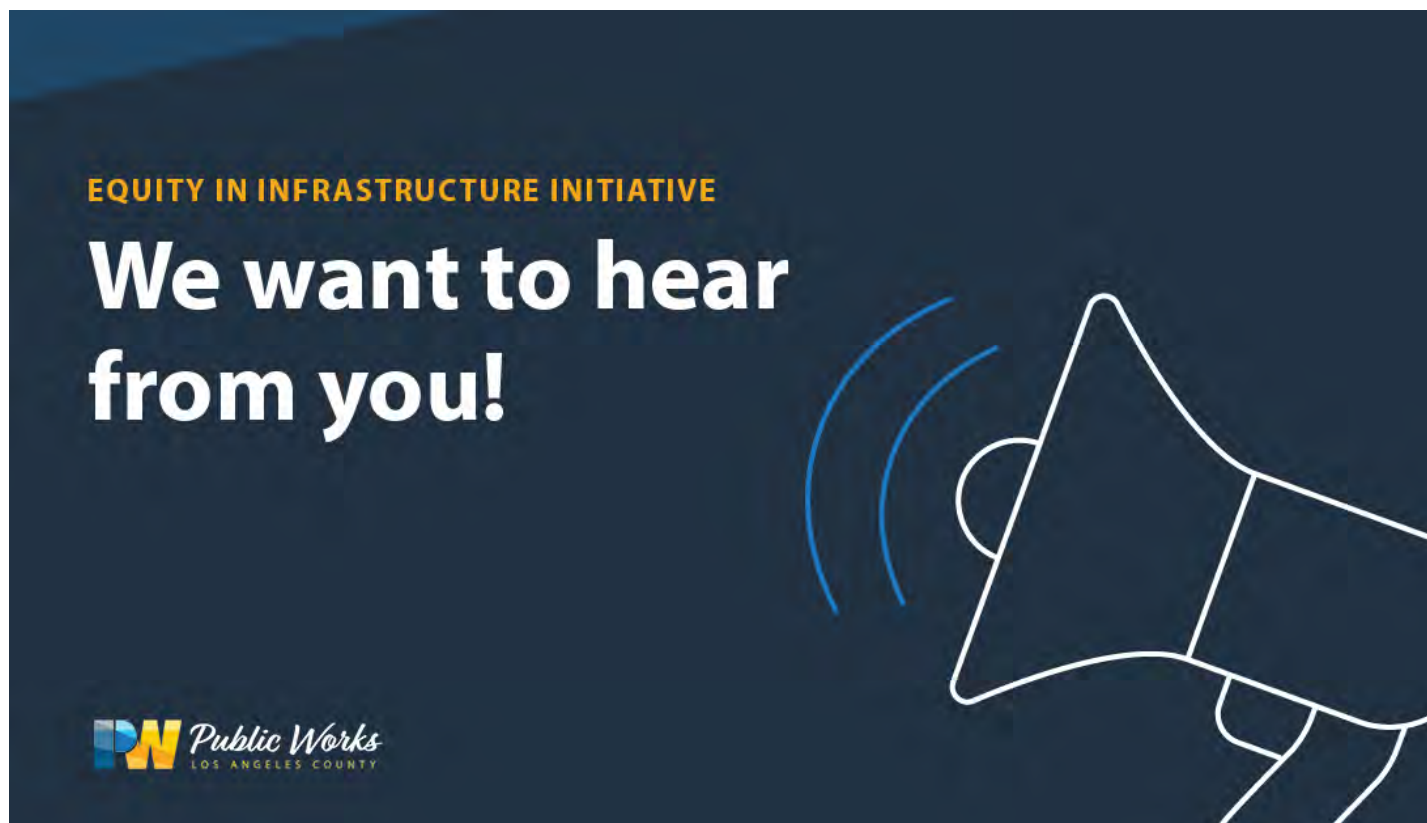
**Post copy:** As part of PW's Equity in Infrastructure Initiative, #LACounty residents are invited to share their thoughts about the disparities they experience to ensure a better future for all of Los Angeles. Share your feedback through this anonymous survey: [INSERT SURVEY LINK](#).

Tag: @LibertyHill



## POST 4

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**Post copy:** As part of PW's Equity in Infrastructure Initiative, #LACounty residents are invited to share their thoughts about the disparities they experience to ensure a better future for all of Los Angeles. Share your feedback through this anonymous survey: [INSERT SURVEY LINK](#).

Tag: @LibertyHill



# POST 5

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**Post copy:** Public Works is prioritizing equity in infrastructure spending to strengthen #LACounty communities that have been historically neglected. Our goal is to generate jobs, new projects, and most importantly, improved life outcomes. Learn more at: [insert initiative website link]

## Appendix D: Stakeholder Interview Questions

The following are the questions from the Liberty Hill Foundation Stakeholder Interview Guide:

Questions for Nonprofit Organizations	Questions for Public Sector Agencies
<ul style="list-style-type: none"><li>▪ What is your role, title?</li><li>▪ How often do you interact with Public Works and in what ways?</li><li>▪ What is your experience with Public Works' service quality and responsiveness?</li><li>▪ What is your experience with Public Works as it relates to community engagement and partnership related to the implementation of projects and services?</li><li>▪ What would be most helpful in improving collaboration and advancing shared goals between underserved communities and Public Works?</li><li>▪ What are ways in which Public Works addresses issues of equity effectively?</li><li>▪ Could you identify areas that could be better streamlined or structured to advance equity?</li><li>▪ Are there policies or practices you think Public Works can adopt to improve equitable outcomes?</li><li>▪ Is there anything else you would like to add?</li></ul>	<ul style="list-style-type: none"><li>▪ What is your role, title?</li><li>▪ How does your work or your departments' work intersect with Public Works?</li><li>▪ How often do you work with Public Works and in what ways?</li><li>▪ What is your experience with Public Works' service quality and responsiveness?</li><li>▪ What is your experience with Public Works as it relates to inter- agency collaboration and project management?</li><li>▪ What would be most helpful in improving collaboration and advancing shared goals?</li><li>▪ What are ways in which Public Works addresses issues of equity effectively?</li><li>▪ Could you identify areas that could be better streamlined or structured to advance equity?</li><li>▪ Are there policies or practices you think Public Works can adopt to improve equitable outcomes?</li><li>▪ Is there anything else you would like to add?</li></ul>

Equity  
Diversity  
Fairness



*Public Works*  
LOS ANGELES COUNTY