

# EQUITY FRAMEWORK

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LOS ANGELES COUNTY PUBLIC WORKS  
2025-2030



For more information about the implementation of the Los Angeles County  
Public Works Equity Framework, contact [equity@pw.lacounty.gov](mailto:equity@pw.lacounty.gov)  
or visit [equity.pw.lacounty.gov](https://equity.pw.lacounty.gov).

# EQUITY FRAMEWORK

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2025-2030







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# MESSAGE FROM THE DIRECTOR

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Los Angeles County Public Works serves more than 10 million residents through the infrastructure and services we deliver each day. But we also recognize that not all communities have benefited equally from these investments. Some neighborhoods still face long-standing historic gaps in basic infrastructure, environmental quality, and access to opportunity.

The Equity Framework is Los Angeles County's commitment to changing that.

Public Works launched the Equity in Infrastructure Initiative in partnership with ARDI, community-based organizations, private and public industry leaders, and Board staff. Together these partners developed the Public Works Equity Framework. The Framework will be adopted as the Public Works policy and guidance document for prioritizing future community-based infrastructure investments in Los Angeles County.

The Framework focuses on six key areas where change matters the most and will guide everyday decisions and long-term investments through an equity lens.

This Framework is not a standalone effort. It is a tool we will use across Public Works to guide planning, projects, and service delivery. Each of us has a role in putting equity into practice through the choices we make and the work we do.

As Director, I am committed to this opportunity to reshape how we invest in neighborhoods, respond to community needs, and build a more equitable Los Angeles County.

Visit **[equity.pw.lacounty](https://equity.pw.lacounty)** to learn more.

**Mark Pestrella, P.E.**  
**Director, Los Angeles County Public Works**



# INTRODUCTION

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In July 2020, the Los Angeles County Board of Supervisors adopted a motion<sup>1</sup> that created the Board's eighth Board-directed priority known as the Anti-Racism, Diversity, and Inclusion (ARDI) Initiative. The Board's motion boldly articulated that ARDI create an anti-racism policy agenda to guide, govern, and increase the County's ongoing commitment to fighting racism in all its dimensions across Los Angeles County.

A year later, in August 2021, the Board passed a motion<sup>2</sup> to accelerate the County's anti-racism agenda relative to the built environment, noting consistently poorer environmental, health, and safety impacts for some communities in the County. The motion emphasizes:

“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.”

The motion directed Los Angeles County Public Works (PW), in partnership with ARDI and other County departments, to address the deep-seated conditions holding inequities in place. In response, PW created an Equity Framework (Framework) to shift policies, power dynamics, and mindsets so that the Department's services and infrastructure investments are more equitable ongoing. The Framework aligns with PW's own vision to advance equity and advances the Department's 2022-2027 Strategic Plan.

<sup>1</sup> <https://file.lacounty.gov/SDSInter/bos/supdocs/147606.pdf>

<sup>2</sup> <https://file.lacounty.gov/SDSInter/bos/supdocs/160816.pdf>

**This Equity Framework lays out a clear plan for the next five years to reduce inequities in how Public Works makes infrastructure investments and delivers services, with the ultimate goal of improving the well-being of all communities.**

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## ANTI-RACISM DIVERSITY AND INCLUSION (ARDI) INITIATIVE

**ARDI provides central coordination and guidance to ensure the incorporation and integration of equity in Countywide policies, procedures, and practices, through the implementation of the Racial Equity Strategic Plan.**

ARDI also partners with County departments to provide training and capacity building, technical assistance, and planning. In addition, ARDI advances equity in the County by creating racial equity tools; providing policy analysis and development; making recommendations on community and stakeholder engagement, coordinating equity data collection, analysis, and reporting; as well as infusing equity into program development and resourcing efforts.



# HISTORY AND CONTEXT

## HISTORY OF INEQUITY

The United States has a long history of inequity. According to the Los Angeles County Racial Equity Strategic Plan (RESP) released in February 2023, where a person grows up has a huge impact on their life outcomes. In Los Angeles County, opportunity yields very different life outcomes for those raised in neighborhoods of affluence compared to those raised in neighborhoods experiencing concentrated disadvantage, and race plays a big role in determining which of these areas people live in.

How did this happen? In many parts of the country, including Los Angeles County, access to resources and opportunities were closely tied to race because of carefully planned policy decisions. For example, after World War II, the G.I. Bill (Servicemen's Readjustment Act of 1944) created low-interest mortgages to veterans, but many Black service members were blocked from buying homes in new suburban housing developments. At the same time, a practice called redlining classified neighborhoods with residents of color as high-risk areas for lending. During this time, appraisers also produced official descriptions of neighborhoods called "Area Descriptions" that accompanied color ratings.

In the descriptions for neighborhoods like South Central, Watts, or Boyle Heights, residents who were Black, Mexican, Asian, and Jewish were described as "subversive racial elements" and their presence in a neighborhood was characterized as "infiltration." While neighborhoods with zero Black residents were often rated green, neighborhoods containing any Black residents were almost always rated red. In fact, "% Negro" was a data entry field on the Area Description form and is the only field for indicating the race for any group in a neighborhood. As a result, redlining is most closely associated with the racial segregation of Black populations.

When highways were built in the 1960s, communities negatively impacted by redlining were further disrupted, splitting neighborhoods and cutting people off from economic opportunities. As a result, people of color and those with low incomes were often excluded from homeownership based on their race and socioeconomic status. Their neighborhoods were broken apart, not because of their actions, but because of legal decisions.



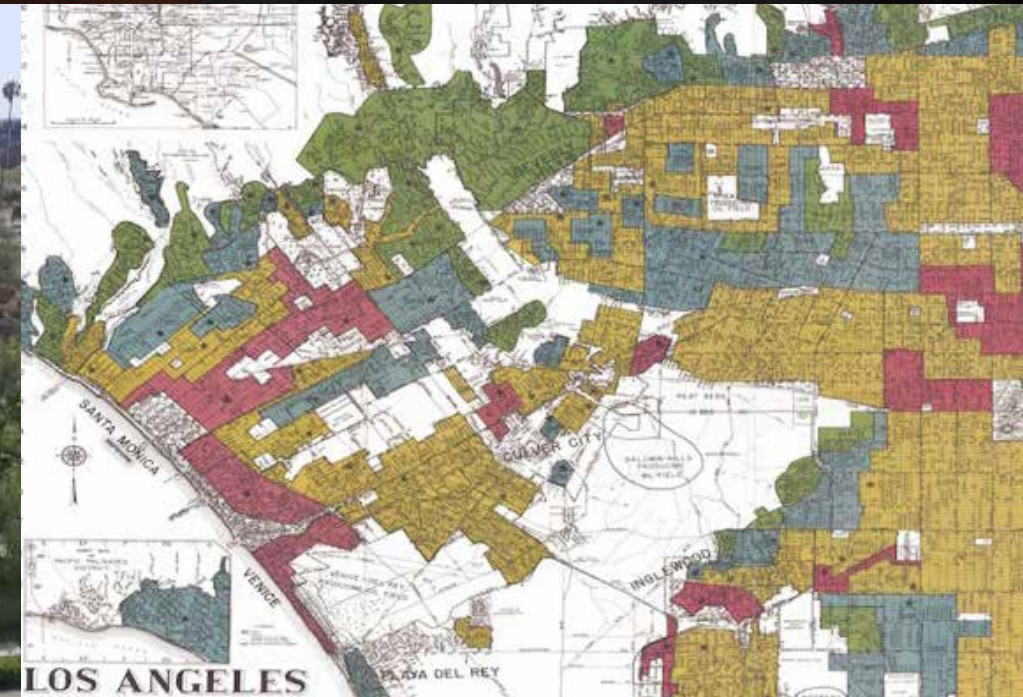
i-10 Sugar Hill split construction begins in 1964



Bus shelter inequity



Tree canopy equity gap



Redlining map of Los Angeles



THE IMPORTANCE OF EQUALITY AND EQUITY

Equity is not synonymous with equality; however, both are very important to achieve. While equality aims to treat everyone the same without considering individualized needs and regardless of results, equity focuses on treating everyone fairly to achieve just outcomes.

True equality demands that we account for the differences in individual circumstances and level the playing field. This requires changing the way systems operate and reallocating resources.

Equality can be achieved when an equity agenda is pursued.



EQUITY IN THE BUILT ENVIRONMENT

What does “equity in the built environment” mean?

**PW’s mission is to plan, design, build, and maintain modern infrastructure that uplifts all communities in Los Angeles County.** The Department is responsible for services that affect the daily lives of many residents, such as:



Managing and maintaining roads, sidewalks, bridges, bicycle facilities, and airports



Providing flood protection



Providing education on how to be prepared in an emergency and responding during emergencies and disasters



Collecting waste and recycling



Providing permits for building or renovating a structure



Operating and maintaining sewers



Removing graffiti



Designing, building, and renovating facilities for other County departments

For PW, equity in the built environment means making sure that resources such as water, roads, and waste management are shared fairly and justly. Everyone, no matter their income, race, ethnicity, gender, age, ability, sexual orientation, or religion, should have equitable access to these basic public services. When planning investments and services, PW considers the unique needs, culture, and characteristics of each community.



CALLING FOR CHANGE

In 2020, the Los Angeles County Board of Supervisors acted to address the long history of inequity in the County. On August 10, 2021, they passed the Equity in Infrastructure Board Motion, which called for placing equity at the heart of all the County’s work. This means looking at everything the County does through an equity lens, using data and community input to guide our decisions, and setting bold goals to fix these inequities. With the federal government investing billions of dollars in infrastructure and focusing on helping communities with concentrated disadvantage, Los Angeles County is committed to leading the way with an Anti-Racism Infrastructure agenda.

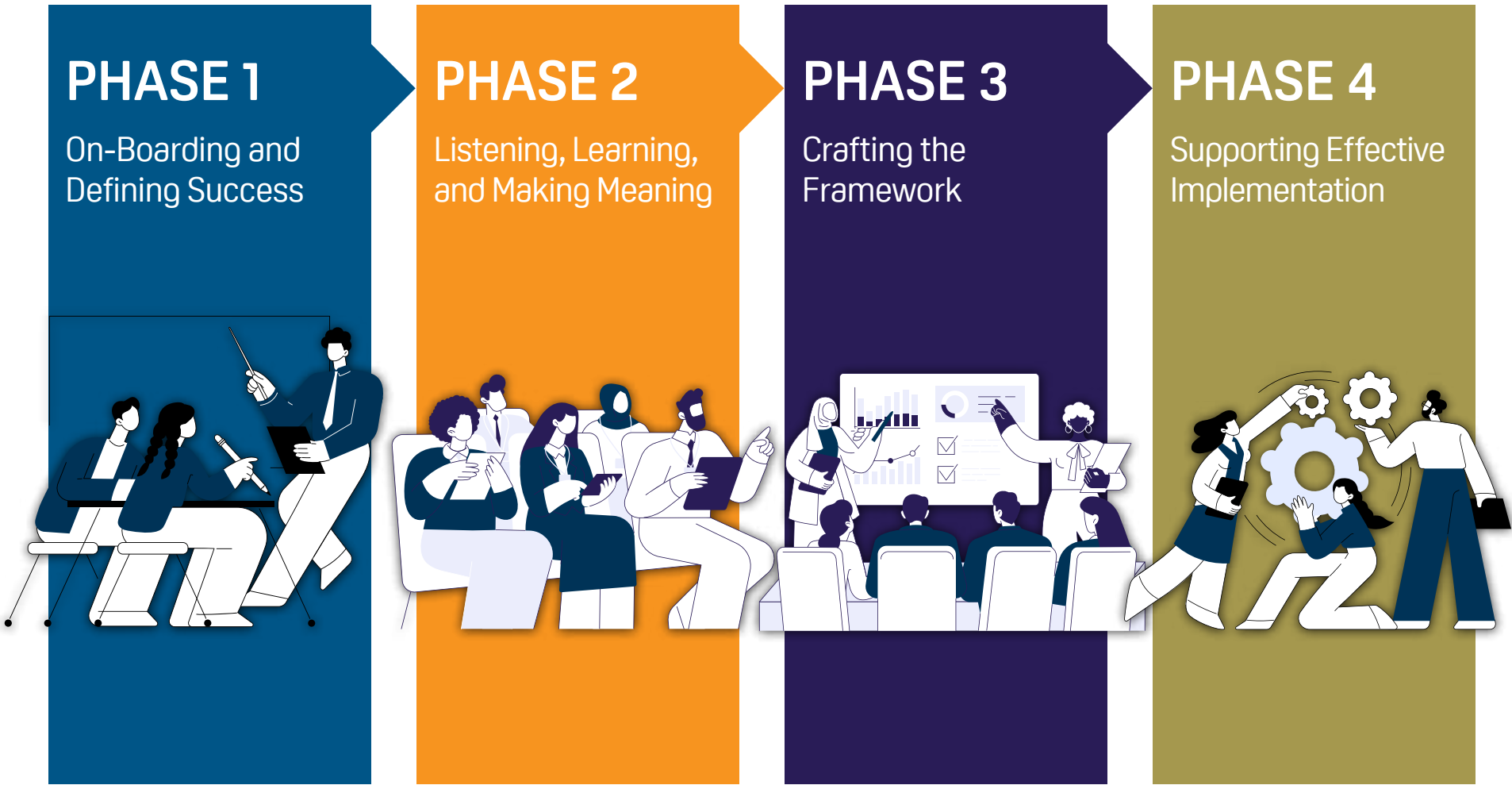
To make this happen, PW developed a workplan and built a planning team. In partnership with ARDI, and supported by the consulting team of MIG, Inc., PW officially launched the Equity in Infrastructure Initiative (Initiative) in March 2022. The main goal of this Initiative is to find and reduce any disparities in how PW plans, delivers, and distributes its investments and services across different areas of the County. The Initiative aims to create a new, consistent approach that ensures equitable infrastructure funding and improve service delivery to all communities.



PHASES OF THE INITIATIVE

The Equity in Infrastructure Initiative began with the development of the Equity Framework, which was carried out through a four-phase process as shown in the image below. Phases I and II, during which the foundation of the Framework was established, are now complete. Phase III was carried out in 2025 to craft the Framework and refine it in dialogue with community stakeholders. PW will begin Phase IV, full implementation of the Framework, in January 2026.

Image 1: Equity in Infrastructure Initiative Phases





# LISTENING AND LEARNING

PW used the five activities below to gather data and community feedback to help identify the most important changes needed in PW operations, investments, and services.



## POLICY AND PRACTICE REVIEW

Identified the strengths and areas for improvement related to equity, diversity, and inclusion across PW policies, procedures, practices, services, and operations.



## INVESTMENT ANALYSIS

Mapped out where PW has invested in infrastructure over the past five years and plans for the next two years. Used the Federal Climate and Economic Justice Screening Tool<sup>3</sup> (CEJST) to understand how much of that investment goes to disadvantaged communities. Conducted a second analysis to understand how the benefits and burdens of these projects are distributed across impacted areas.



## DEPARTMENT ALIGNMENT ANALYSIS

Reviewed the equity work of other County departments and identified ways to work together more effectively.

# GATHERING DATA AND ENGAGING COMMUNITY TO IDENTIFY PRIORITIES



## MAINTENANCE ANALYSIS

Examined the current practices of PW's maintenance divisions and recommended changes for ongoing equity assessments.



## COMMUNITY AND STAKEHOLDER ENGAGEMENT

Engaged community members and other stakeholders in understanding PW's core services, as well as guiding how the work can be delivered in a more equitable way. Facilitated 55 activities with community members, resulting in 3,948 residents reached; conducted 28 interviews with organizational partners; and received 2,094 survey responses.

<sup>3</sup> In January of 2021, the Council on Environmental Quality (CEQ) developed a new tool called the Climate and Economic Justice Screening Tool (CEJST). The tool has an interactive map and uses datasets that are indicators of burdens in eight categories: climate change, energy, health, housing, legacy pollution, transportation, water and wastewater, and workforce development. The tool uses this information to identify communities that are experiencing these burdens. These are the communities that are disadvantaged because they are overburdened and underserved. While the CEJST tool has since been removed from public access it remains a key example of the kinds of data tools that PW intends to leverage in its infrastructure planning.



# WHAT WE HEARD FROM COMMUNITIES

The cross-cutting themes below emerged from the engagement process.

## COMMUNITY PARTNERSHIPS AND TRIBAL CONSULTATION

Ensure the goals and strategies of PW’s programs are informed and shaped by community-identified needs and community-led priorities. Conduct consistent and ongoing culturally responsive engagement using the prominent languages spoken in the communities PW serves. Consult Tribal Nations—Federally-recognized Tribes—to ensure respect for their sovereignty, and collaborate at the beginning of plan development, especially when plans present foreseeable impacts to Tribal nations.

## INTERNAL STRUCTURE

Improve communications and coordination with communities that have faced historic and concentrated disadvantage and Tribal Nations, as well as across PW Business Areas, divisions, project teams, and County departments.

## CULTURE AND TRAINING

Ensure that PW employees at every level (e.g., leadership, middle management, and line staff) work from a shared definition of distributional, institutional, and procedural equity and are trained in how equity applies to their day-to-day work. For all PW performance metrics, disaggregate data to understand disparities and adopt strategies to build resilience in vulnerable communities.

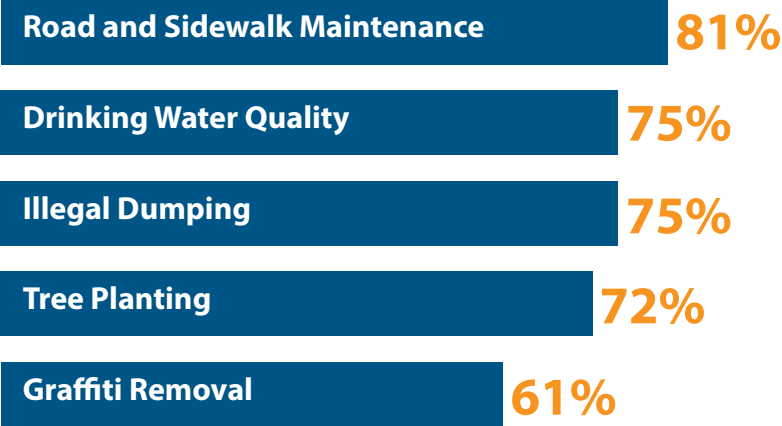
## POLICIES AND PRACTICES

Adopt investment criteria and agency-wide practices to ensure that communities that have faced historic and concentrated disadvantage are afforded infrastructure benefits that are significant, innovative, address agreed-upon priorities, and maximize multi-benefit solutions that provide needed services, improve quality of life, and result in increased economic opportunity.

## ACCESS TO INFORMATION

Improve public access to and understanding of data, processes, projects, investments, outcomes, and decision-making provided in multiple languages. Commit to transparency and accountability, including the ability to track complaints, projects, and progress on outcomes. Establish, maintain, and provide open access to user-friendly, electronic platforms to disseminate performance data and project information.

PW learned from the community survey that the following infrastructure issues are of most concern to respondents:



Five Anchor CBO’s, supported by Liberty Hill Foundation, assisted PW by educating residents about the Department’s services and hosting focus groups in their communities. They gathered valuable feedback from residents whose voices can too often go unheard.

In August 2024, PW leadership met with the Anchor CBO’s to thank them for their support with outreach and engagement. The meeting was the first of many to build a new level of partnership to address persistent inequities. At the meeting, participants shared their priorities for the plan, including:

- **More** cross-department collaboration at PW
- **Greater** staff diversity and disciplines beyond engineers
- **Shift** in PW culture and more staff training related to compassion, empathy, and cultural humility
- **More** transparency in sharing data
- **Increase** in providing services and materials in languages other than English





# EQUITY FRAMEWORK

Based on everything that was learned from the research, analysis and community conversations, PW identified six priorities for focused attention over the next five years. These priorities are designed to work together to advance equitable investments, service delivery, and community outcomes. Within each priority area are strategies PW is either currently implementing or plans to implement over the next five years.

## 1. COMMUNITY ENGAGEMENT AND PARTNERSHIP

Work closely with residents, local native communities, and tribal governments to form lasting relationships to make sure that infrastructure projects meet the needs of the communities they serve.

### STRATEGIES

#### Already Underway

- 1.1** Create a process to coordinate ongoing engagement opportunities across the Department and between departments to reduce duplication of efforts.
- 1.2** Use the Service Requests and Incidence Report (SRIR) dashboard to analyze data quarterly to understand who is requesting services and how quickly PW responds and resolves the issues to identify equity implications.
- 1.3** Launch a web-based community events dashboard to keep track of PW events, including the meeting purpose, location, and outcomes of each event.
- 1.4** Work with the Los Angeles County Anti-Racism, Equity, and Inclusion Initiative (ARDI) to create guidelines and training to improve community engagement, including:
  - outlining best practices for when and how communities will be engaged by PW from project start to finish; and
  - ensuring communications with community members are clear, culture- and language-accessible, and informative regarding PW's projects and services.

### New Strategies

- 1.5** Assign trained, culturally responsive PW community liaison teams for neighborhoods facing the most challenges, enhancing in-person, digital, and other forms of communication while strengthening community partnerships.
- 1.6** Maximize current funding sources to ensure PW has enough resources and staffing for effective, culturally responsive community engagement.
- 1.7** Recruit a Tribal Liaison to engage with the Los Angeles City/County Native American Indian Commission (LANAIC) and strengthen relationships with local native communities and tribal governments.
- 1.8** Create funding to work with community-based organizations for culturally specific community engagement, particularly in neighborhoods with accumulated and concentrated disadvantage.
- 1.9** Create an ongoing process to consistently engage the community in each County Supervisorial District about PW's services and outcomes.
- 1.10** Work with equity specialists and people with lived experience to improve how PW communicates with, and is informed by, all communities. Ideas for being responsive to community members with different levels of comfort with technology include: dedicated phone lines; texting; social networking apps like Discord; and a combination of online and printed materials and in-person engagement to reach seniors and residents without reliable internet access.



## 2. USE OF DATA

Track results to promote fair outcomes for all LA County communities, share the data openly, and work with communities to make improvements.

### STRATEGIES

#### Already Underway

##### 2.1 Develop a performance measurement process.

- Adopt community outcomes and decide how they will be measured.
- Gather and store the data, ensuring it can be broken into smaller groups to see how different communities are affected.
- Analyze, assess, and report the data quarterly.
- Train all staff in the performance measurement process and how it applies to their jobs.



**2.2** Advocate to create a PW data analytics unit to guide and support the performance measurement process with expertise in data collection, management, and analysis.

**2.3** Implement a feedback loop for a continuous improvement process of data sharing and data systems in partnership with communities and stakeholder groups.

- Using intentional and repeated communications, leadership, and incentives, create a PW culture that supports and rewards transparency, learning, and improvement.
- Develop digital dashboards and other tools to help monitor and assess PW's performance. Ensure all employees are trained to use the tools effectively.
- Create and leverage existing opportunities to share data openly with partners, including community-based organizations and County departments to get their feedback on the issues underlying the results and how PW can make improvements.

#### New Strategies

**2.4** Develop a method to prioritize projects using an equity guidance tool to inform annual budgeting, infrastructure planning, and grant applications. Tailor the prioritization method to each PW Business Area.

**2.5** Engage community members to advise PW when designing community-facing dashboards to ensure they are user-friendly and linguistically accessible to a broader cross-section of community.

## 3. WORKFORCE DIVERSITY AND INCLUSION

Diversify the PW workforce with respect to gender, race and ethnicity, ability, age, sexual orientation, and gender identity, as well as diversity of experience and skills. Ensure that diverse staff perspectives and experiences are recognized and considered in decision making.

### STRATEGIES

#### Already Underway

**3.1** Fully implement the PW Strategic Recruitment Plan (2024) to diversify our workforce and ensure fair hiring practices. Efforts underway include:

- regularly reviewing our hiring practices to ensure they are fair and don't unintentionally discriminate against people;
- ensuring diversity on all interview panels by including people of different genders, races, and ethnicities;
- highlighting PW's partnerships with organizations that support underrepresented communities, such as the National Society of Black Engineers and the National Association of Women in Construction;
- supporting the Gender Impact Assessment to improve job opportunities for women in the workplace, including advocating for more female engineers, managers, and women in the field;
- joining the National GEM Consortium (GEM) to recruit talented engineering and science graduate school applicants, and sponsoring two GEM fellows;

- supporting the PLACE (Preparing Los Angeles County Employment) Program to train and hire people with high barriers to employment;

- exploring opportunities to hire from the Youth at Work Program to support young people in starting their career;

- continuing the STEAM (science, technology, engineering, arts and mathematics) Outreach Program to inspire and educate middle and high school students, with a focus on schools in areas of accumulated and concentrated disadvantage, to pursue careers in STEAM fields.

**3.2** Continue to support employees in pursuing higher education through tuition reimbursement and access to educational opportunities.

**3.3** Use findings from the Los Angeles County Assessment of Workplace Climate and the Government Alliance on Race and Equity (GARE) surveys to develop strategies to improve workplace inclusion and belonging. Survey employees periodically and adjust the inclusion plan based on progress and areas for improvement.

#### New Strategies

**3.4** Hire and promote individuals who have the competencies and adaptive skills needed for engineering and non-engineering roles.

**3.5** Create professional development programs focused on skill gaps and opportunities for advancement, with special attention to administrative staff.



## 4. POLICY AND PRACTICE

Ensure PW's policies and practices advance equity both within Department operations and in the services we provide to Los Angeles County communities.

### STRATEGIES

#### Already Underway

- 4.1** Leverage PW's leadership in key industry groups (e.g., American Society of Civil Engineers (ASCE) Industry Leadership Council) to shape national policy, practice, and equity standards in infrastructure. Advocate for those standards to be applied in Los Angeles County.
- 4.2** Implement a language access policy aligned with the recommendations from the Office of Immigrant Affairs to ensure PW's communications are accessible to all communities.
- 4.3** Work with ARDI and in alignment with the LA County Racial Equity Strategic Plan (RESP) to identify and address policies and practices that create barriers to equitable service delivery and outcomes.
- 4.4** Ensure adherence to Los Angeles County policy to support Local Small Business Enterprise (LSBE) by:
  - leveraging funds with other County departments for incentives that support mentorship for early- to mid-level minority-led enterprise contractors;
  - ensuring timely (within 15 calendar days) payments to LSBEs to support the financial health and stability of local small businesses;

- collaborating with Los Angeles County's Internal Services Department (ISD) and Department of Economic Opportunity (DEO) on creating contracting opportunities for historically underutilized businesses;
- hosting outreach events each year with other County departments to help more underrepresented businesses have access to contracting opportunities;
- partnering with DEO on a Small-Business PW (SB-PW) pilot project for PW construction project in order to expand contracting opportunities for small businesses, to fostering equitable participation and strengthening the capacity of the local business community; and
- working with DEO to specifically reach out to underrepresented businesses and those from communities experiencing concentrated and accumulated disadvantage, to equitably promote contracting opportunities.

#### New Strategies

- 4.5** Work with ARDI to develop a budget equity tool for PW to assess the impact on communities with historical and concentrated disadvantage during the annual budget process, and ensure that projected expenditures and timelines are adjusted to produce equitable outcomes.
- 4.6** Create a policy to prioritize ongoing infrastructure maintenance at an enterprise-wide level, in accordance with industry standards and with an equity focus.
- 4.7** Work with the Los Angeles County Chief Executive Office (CEO) to identify opportunities to advance equity in State and Federal infrastructure policies.

## 5. INTRA- AND INTER-AGENCY COLLABORATION

Strengthen collaboration within PW and with other County departments to better serve the community.

### STRATEGIES

#### Already Underway

- 5.1** In partnership with ARDI, create a workgroup of key County department leaders (e.g., Regional Planning, Public Health, Parks and Recreation, etc.) to:
  - identify and prioritize shared initiatives and joint grant applications to advance equity in the built environment, gleaning lessons, and examples from the work conducted through the Bipartisan Infrastructure Law (BIL), Department of Parks and Recreation, and the Los Angeles County Development Authority; and
  - create an agreement between County departments to work together to ensure fairness and equity in projects that involve planning, design, and construction.

- 5.2** Create a centralized, searchable repository where all Department-wide and Business Area plans are stored. Promote the library to all staff as a resource to learn more about the work of other divisions.

#### New Strategies

- 5.3** Modify the current staff onboarding process to include a learning component on how divisions work together to deliver projects that support equitable outcomes.

- 5.4** Partner with other County departments and contract cities to better understand the shared needs of the communities we serve and develop collaborative initiatives.
- 5.5** Support ARDI's role in creating and disseminating standards of excellence for all County departments for effective and inclusive community engagement.
- 5.6** Leverage skills from other departments to improve PW's services, such as community engagement and workforce development through formal agreements.
- 5.7** Explore the Department of Parks and Recreation "people-centered approach" as a model for equity.
- 5.8** Clarify roles and responsibilities and outline processes for accessing data across PW systems.
- 5.9** Work closely with the Department of Public Health to identify barriers and solutions to ensure that the County's Complete Streets Policy is routinely implemented.





## 6. ORGANIZATIONAL CULTURE

Foster a workplace culture where all employees feel safe, valued, and empowered to contribute to equity.

### STRATEGIES

#### Already Underway

- 6.1** Advocate for a high-level equity leader within PW, with support staff, to guide the implementation of the Equity Framework in coordination with PW leadership and staff, ARDI, the Board of Supervisors, community, and organizational partners.
- 6.2** Analyze the findings from the Los Angeles County Assessment of Workplace Climate and the Government Alliance on Race and Equity (GARE) surveys, administered by ARDI, to establish a baseline for PW and identify additional targeted strategies to build on strengths and address areas for improvement. Reassess workplace climate annually or every other year to measure progress against the baseline and adjust strategies.
- 6.3** Launch a communications campaign designed to build a shared understanding and commitment to equity in the built environment for PW staff at all levels.

#### New Strategies

- 6.4** Working with PW, ARDI will create and deliver an equity training plan for PW personnel that includes self-directed and group learning, with a focus on applying the training to their daily work. Increase staff awareness and skill in working with LA County residents in respectful and culturally responsive ways.

- 6.5** In coordination with PW's equity and communications staff, as well as ARDI, launch an Equity Ambassador program to:
  - establish a shared understanding of equity in the built environment and its application to the day-to-day work of staff;
  - change how staff at all levels think and act, which will encourage others to fully commit to putting equity strategies into their work.
- 6.6** Implement a cross-training program with PW and local environmental and social justice community-based organizations to learn about each other and for PW's employees to learn more about how to provide culturally- and linguistically responsive services.
- 6.7** Establish an employee recognition process that celebrates the work of an individual or a team for demonstrating equity in practice.
- 6.8** Develop and implement a reflective supervision approach for supervisors to use in one-on-one meetings that discusses equity in each employee's daily work.
- 6.9** Advocate to County Department of Human Resources to integrate equitable standards into performance reviews.
- 6.10** Create a new employee affinity group, perhaps as an evolution of the Ambassador program and using best practices from PW' Women's Leadership Council focused on advancing diversity, equity, and inclusion.





# FRAMEWORK IMPLEMENTATION

This Equity Framework is a key part of PW’s current 2022-2027 Strategic Plan. As shown in **Image 2**, equity is one of five strategic focus areas in the plan. The Equity Framework outlines the equity priorities and strategies PW will use over the next five years to align the Department’s operations with those priorities.

Image 2: PW Strategic Plan Framework

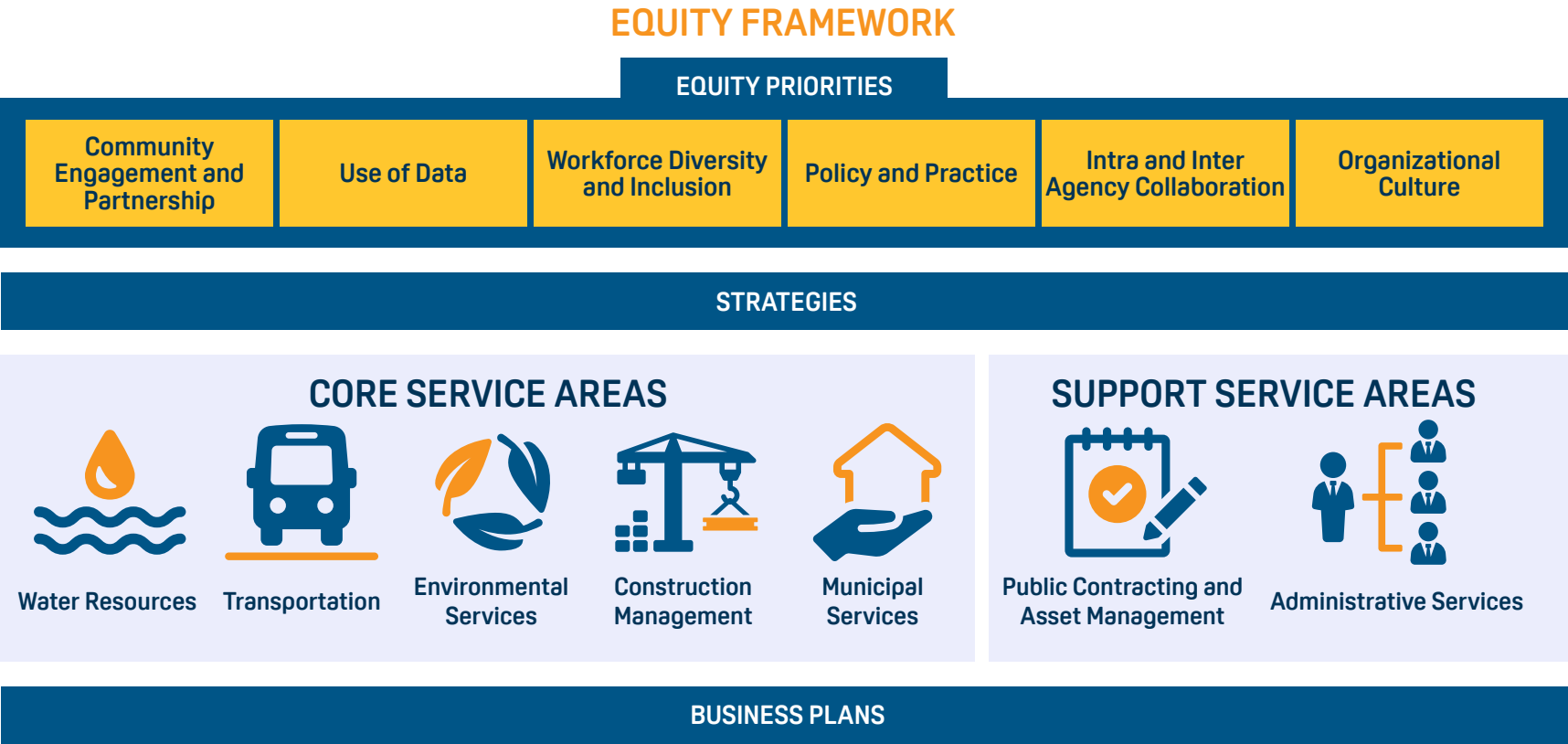


## THE IMPLEMENTATION PROCESS

Each year, PW will prioritize strategies in the Equity Framework to focus on first. Since these strategies are connected and support each other, they will be rolled out in a planned order. The prioritized strategies will be added to the relevant Business Plans, and PW leadership will review the data every quarter. Each quarter, the Business Areas will review their progress, adjust their plans if necessary, and continue working towards their goals. PW will continue producing Quarterly Business Updates and will provide annual progress reports to the Board of Supervisors.

In parallel with these internal efforts, PW plans to conduct further studies to gain a wider view of where County residents are experiencing infrastructure inequities, what those inequities are, and how PW should prioritize addressing those inequities. Further studies will enable PW to ensure that implementation efforts continuously align with and adapt to the most urgent infrastructure inequities County residents face over time.

Image 3: Equity Framework Implementation





## ACCOUNTABILITY AND CONTINUOUS IMPROVEMENT

As referenced in the Use of Data strategies, PW is creating an outcomes and accountability approach. The Department is identifying outcomes--the desired impact for LA County communities as a result of its work--and will measure progress with quality data. For analysis, the data will be broken down into more specific subgroups to reveal any hidden patterns, inequities, and nuanced insights that can be lost in the overall average, allowing for tailored action, better policy, and fairer resource allocation.

PW will partner with residents, community-based organizations, and other County departments to share data and work together to understand why some communities may be persistently experiencing poorer outcomes. PW will then co-design solutions with partners and collectively ensure all communities are thriving.

## FACTORS TO ENABLE EFFECTIVE IMPLEMENTATION

Several factors are critical for successful implementation of the Equity Framework. Like the equity priorities, these factors are connected and build on each other to create an environment that supports lasting change.

### ONGOING SUPPORT FROM ARDI

Continued partnership with ARDI's skilled team will be crucial. They will provide PW with invaluable training, technical assistance, and practical tools to support the implementation of the Framework.

### DEDICATED AND SKILLED EQUITY WORKFORCE

While every PW employee has a role in advancing equity, dedicated staff with experience and knowledge in diversity, equity, and inclusion work are needed to support effective implementation. These staff members will continue to work directly with ARDI to guide and support the implementation of the Equity Framework. Further, PW will identify new liaison positions needed to develop closer relationships with communities and Tribal Nations.

### INCREASED DATA ANALYSIS CAPACITY AND ACTIVE USE OF DATA

To make more equitable decisions, PW needs staff with experience and skills in data analytics. PW is working to create an internal data analytics team that will focus on using data to achieve equitable outcomes.

### CULTURE CHANGE AND CHANGE MANAGEMENT PROCESSES

The culture of an organization influences how people behave. It includes the beliefs, assumptions, and norms that shape how employees, customers, and partners view the organization. PW will use an intentional change management process to encourage behaviors at every level of the organization to support the priorities in the Equity Framework.

### ROBUST STAKEHOLDER PARTNERSHIPS

PW is committed to working in partnership with communities and Tribal Nations, understanding their unique needs, and co-creating solutions to persistent disparities. Tackling inequities in infrastructure investment and service delivery, and ensuring all communities thrive, will require a coordinated effort across PW Business Areas and between the Department and partner county and city agencies.





ACKNOWLEDGEMENTS

PW credits the Board of Supervisors for their vision in passing the Equity in Infrastructure motion and for their tireless support and guidance throughout the planning process. PW recognizes the groups and organizations below for their invaluable contributions to this groundbreaking plan to reduce inequities in infrastructure investment, service delivery, and ultimately, community well-being. And importantly, PW extends its deepest appreciation to all the customers, community members, and tribal communities who took the time to co-create this critical direction for the future of Los Angeles County.

Board of Supervisors

Supervisor Hilda L. Solis, First District

Supervisor Holly J. Mitchell, Second District

Supervisor Lindsey P. Horvath, Third District

Supervisor Janice Hahn, Fourth District

Supervisor Kathryn Barger, Fifth District

Board Advisory Committee Members

County Executive Office Anti-Racism, Inclusion, and Diversity Initiative (ARDI)

Liberty Hill Foundation

Anchor CBOs

Asian Pacific Islander Forward Movement

Active San Gabriel Valley

East Yard Communities for Environmental Justice

Pacoima Beautiful

Strategic Actions for a Just Economy

County Departments Interviewed

Los Angeles County Planning

Chief Executive Office, Anti-Racism, Diversity, and Inclusion Initiative

Chief Executive Office, Chief Sustainability Office

Los Angeles County Consumer and Business Affairs

Department of Economic Opportunity

Department of Public Health

Department of Beaches and Harbors

Los Angeles County Development Authority

Department of Arts and Culture

Internal Services Department

Department of Parks and Recreation

Stakeholders Interviewed

Accelerate Resilience L.A.

CDTech

Communities for a Better Environment

Center for Community Investment

Fernandeño Tataviam Band of Mission Indians

Gabrieleno Band of Mission Indians - Kizh Nation

Gabrielino-Tongvah Nation

Inclusive Action

Investing in Place

Los Angeles Waterkeeper

National Health Foundation

Prevention Institute

River Project

Rivers and Mountains Conservancy

Sacred Places Institute

Strategic Concepts in Organizing and Policy Education

UCLA Institute of Transportation Studies

PUBLIC WORKS  
KEY SERVICE CONTACTS

Public Works Information Line: (626) 458-5100

Urgent: (800) 675-HELP (4357)

Graffiti: (800) 675-HELP (4357)

Illegal Dumping: (888) CLEAN-LA (25326-52)

Report Abandoned Shopping Carts: (800) 252-4613

LA County Information Line: 211

“The Works” app allows you to connect with PW to request services in your community. The app can be used to report graffiti, illegal dumping, water wasting and more: [pw.lacounty.gov/theworks](https://pw.lacounty.gov/theworks)







For more information about the implementation of the Los Angeles County Public Works Equity Framework, contact **[equity@pw.lacounty.gov](mailto:equity@pw.lacounty.gov)** or visit **[equity.pw.lacounty.gov](https://equity.pw.lacounty.gov)**.

