



# Los Angeles County Department of Regional Planning

*Planning for the Challenges Ahead*



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November 29, 2018

TO: Supervisor Sheila Kuehl, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

FROM: Amy J. Bodek, AICP  
Director

## **REPORT ON BOARD MOTION REGARDING THE EQUITABLE DEVELOPMENT WORK PROGRAM (AGENDA ITEM NO. 2, DECEMBER 8, 2015)**

On December 8, 2015, the Los Angeles County Board of Supervisors (Board) instructed the Director of the Department of Regional Planning (DRP), in coordination with the directors of the Departments of Public Works (DPW), Public Health (DPH), Parks and Recreation (DPR), Community Development Commission (CDC), County Counsel, Fire Department (Fire), and other departments, to initiate an Equitable Development Work Program consisting of the following:

- Update the Density Bonus Ordinance to further ease and incentivize the development of affordable housing. The update should reflect state law changes effected by Assembly Bill (AB) 2222 and AB 744, including the incorporation of a “no net loss” policy and parking requirement revisions; establish targets for deeper and higher levels of affordability, including a category for extremely low-income households; and other changes to strengthen the effectiveness of the ordinance.
- Initiate discussions with the City of Los Angeles on a nexus study for the creation of a linkage fee.
- Provide a menu of options for the implementation of an inclusionary housing program. The program should consider on-site affordable units as a mandatory component of for-sale housing projects and propose approaches to requiring rental projects to provide on-site affordable units in exchange for discretionary entitlements, public subsidy, and other public concessions.

- Review the regulatory barriers to the establishment and expansion of community land trusts and other shared equity models, and potential incentives to provide their greater adoption.
- Propose additional strategies to preserve existing affordable housing and incentivize the protection of new affordable housing; identify any necessary procedural and state and local legislative adjustments.
- Produce a map of contaminated sites, such as Superfund sites, brownfields, and toxic “hotspots” in the unincorporated areas, and provide recommendations on targeted land use policies that can be used to improve the health and quality of life for surrounding residents.
- Develop tools, including heat maps, equity scorecards, healthy design guidelines, and other approaches to evaluate, monitor, and advance equity objectives in the implementation of the General Plan, using relevant data from other County departments as necessary to ensure a comprehensive analysis.
- Instruct the Director of DRP to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth. The framework may include establishment of an advisory committee.
- Develop the Equitable Development Work Program in consultation with the Healthy Design Workgroup, the Homeless Initiative, and the Affordable Housing Steering Committee, to ensure efficiencies and coordination, and report back to the Board in writing quarterly with an update on the status of implementation and a timeline for the advancement of ongoing initiatives.
- Chief Executive Officer to coordinate with the Director of DRP and other departments, and to include real estate development and building industry experts in the potential advisory committee and outreach of the Equitable Development Work Program.
- To include the following in the report back to the Board: An explanation of AB 2222 and the “no net loss” policy; whether density bonuses are ministerial or require a public hearing; whether density bonuses are usually met with community opposition because additional California Environmental Quality Act analysis is not required, but create additional traffic; whether density bonuses are subject to the same parking requirements as market rate units; the definition of a linkage fee; the necessary analysis to determine the impact a linkage fee will have on housing

development; the reason for joining with the City of Los Angeles on a linkage fee study and how the revenue would be split with them; whether DRP has the resources to deal with proposed linkage fees; the number of units necessary to have a mandatory affordable housing program; the definition of a community land trust; examples of other shared equity models; the definition of equity scorecards and how they can be used for or against new development; whether the objectives can be accomplished in an individual Community Standards District or Countywide; and whether to include representatives from the development community, including builders, engineers and architects on the advisory council.

The purpose of this report is to update the Board on the status of 1) the development of tools and approaches to evaluate, monitor and advance equity objectives in the implementation of the General Plan; and 2) the development of a framework for facilitating robust engagement.

## I. BACKGROUND

Since 2016, DRP has held a series of meetings with staff from DPW, DPH, DPR, CDC, County Counsel, Fire, and other departments and offices, including the Chief Executive Office, Chief Information Office, and Internal Services Department, in conjunction with the County Healthy Design Work Group, as well as meetings with major stakeholders (see Appendix A for a list of participants) to discuss the development of a tool to advance equity objectives and a framework for robust stakeholder engagement. Detailed records of these meetings are provided on DRP's website.

As a first step, the work groups developed a common definition of equity and shared vision/mission statement for the Equity Indicators Tool:

*Equity: When every individual, regardless of race or income, is given access to the resources they need to succeed and thrive; and*

*Closing the gaps so that race does not predict one's success, while also improving outcomes for all.*

*Mission Statement: The Equity Indicators Tool aims to facilitate equitable growth and equitable land use. It contributes to a broader vision/framework for equity by enabling equity as a factor in decision-making, and through prioritizing collaboration with communities and transparency in decision-making.*

The work groups reached a common understanding that County policies and decision-making about the built environment should actively work to close the gaps in opportunities for economic mobility, education, and health that people experience as a result of their race or income. Inequities are rooted in

institutionalized systems of power and privilege. Consequently, advancing equitable development requires systemic change to decision-making, policy and implementation.

The work groups studied the equitable development efforts in other jurisdictions. The most notable examples of best practices are King County, WA; Pittsburgh, PA; and Portland, OR. (For information about these examples, see Appendix B.) In reviewing the efforts of multiple jurisdictions, common themes and actions are clear. Jurisdictions identify indicators and use them, sometimes with a mapping tool, to set a baseline understanding of equity issues, inform decision-making, and track issues over time; develop a departmentally-specific worksheet or checklist to guide staff on incorporating equity into the decision-making process; coordinate and maintain a multi-department team to shape and unify equity efforts; create a jurisdiction-wide equity plan, and require departments to create equity plans; create a standalone office, such as an Office of Equity, to provide resources to staff on all equity efforts, and to compile and report outcomes.

In addition, the work groups surveyed existing County equity initiatives and opportunities for collaboration, including but not limited to: the activities of the County's Government Alliance for Race and Equity (GARE) cohort; implicit bias trainings for County staff; and the equity efforts of County agencies, including Metro, the DPH, DPR, the Arts Commission, and the Chief Sustainability Office.

### ***Development of the Equity Indicators Tool***

Selection of the equity indicators was a multi-step process. Since the Board directed that the tool should advance the equitable implementation of the General Plan, the work groups used the Guiding Principles of the General Plan to identify equity outcomes and associated indicators. (For the full table of General Plan equity outcomes, see Appendix C). DRP reviewed tools such as CalEnviroScreen, Southern California Association of Governments (SCAG) Revision, American Association of Retired Persons' (AARP) Livability Index, National Equity Atlas, and the County Parks Needs Assessment to understand their data components, what indicators are used, and what they measure. The work groups also referred to criteria used by King County, DPH's Community Health Improvement Plan, and UNICEF to select equity indicators. Criteria for indicator selection included relationship to General Plan implementation, availability for all unincorporated areas, geographical disaggregation, whether the data is recently and regularly collected, and whether the data is publicly available.

### ***Development of a Framework for Robust Engagement***

In response to the Board's directive, DRP staff established an advisory committee composed of architects, community organizers, housing developers (affordable

and market-rate), legal aid organizations, representatives from the real estate and building industry, and public health and environmental justice advocates. The committee meets on a quarterly basis to provide input and feedback on the Equitable Development Work Program.

Staff recommends continuing these meetings as part of an overall framework for stakeholder engagement. In consultation with this group, staff has identified additional strategies with the goal of improving equity outcomes through engagement with residents and stakeholders. These strategies, provided in Appendix D, represent a suite of best practices that include project-level outreach, changing decision-making structures, and innovative programs.

DRP is already implementing some strategies from the suite, including use of a Geographic Information System (GIS) layer of community groups to assist in ongoing outreach, hiring local community-based organizations as outreach consultants, and collaborating with community stakeholders on project development. Additionally, DRP will continue facilitating the quarterly stakeholder work group to maintain Countywide equity stakeholder collaboration. DRP will continue to develop a framework for stakeholder engagement and provide recommendations in a future report to the Board.

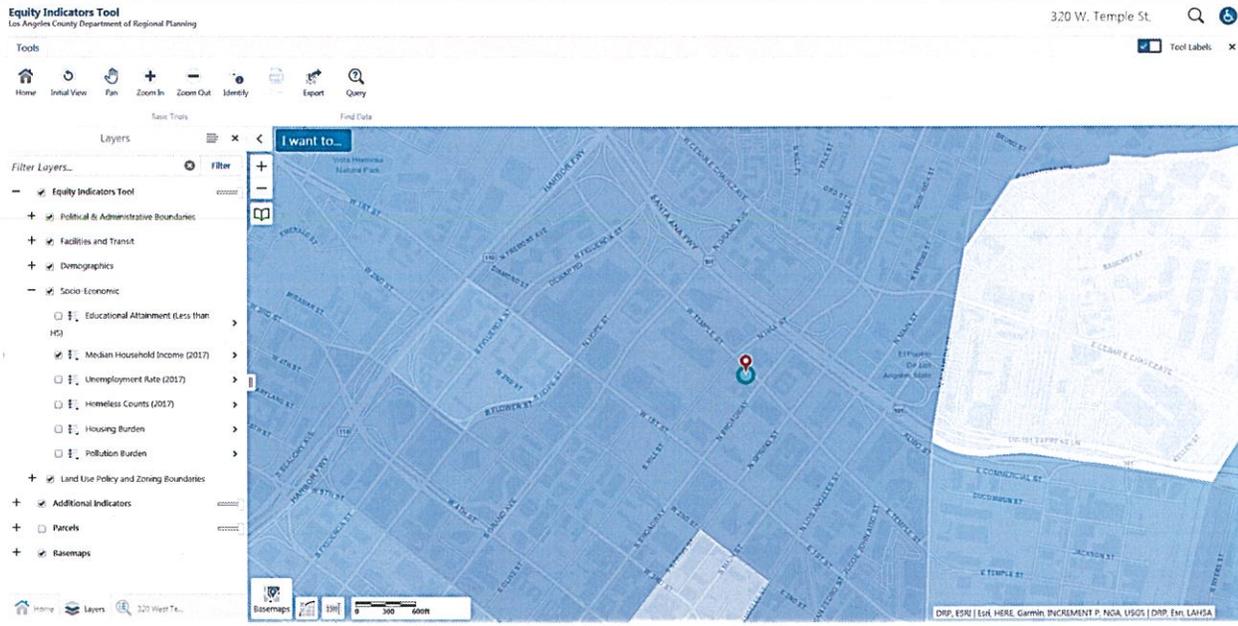
## II. EQUITY INDICATORS TOOL

The Equity Indicators Tool identifies the areas that are experiencing greater degrees of challenges, and in doing so, creates opportunities to advance equitable development. A working version of the Equity Indicators Tool, which is available at [planning.lacounty.gov/equity](http://planning.lacounty.gov/equity), includes ten equity indicators:

- Educational Attainment
- Income
- Unemployment
- Homeless Counts
- Housing Cost Burden
- Pollution Burden
- Overcrowding
- School Quality
- High Segregation and Poverty
- Park Need

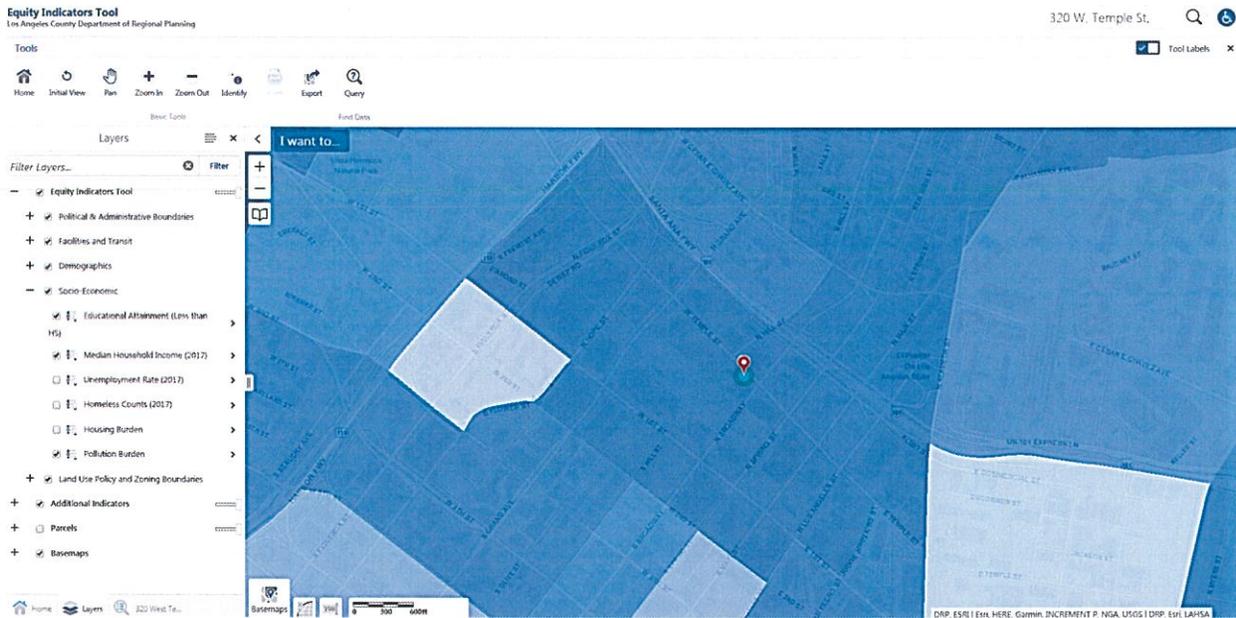
Each of these indicators are shown on the map with a gradient of a color, with the most challenged areas represented by the darkest shade. For example, as shown in Figure 1, the lower the median income of an area, the darker the shade.

Figure 1. Median Household Income



As each indicator's color is partially transparent, layering the indicators on the map produces an additive effect. For example, as shown in Figure 2, when an area experiences multiple challenges or overlapping indicators, it is shown with the darkest colors on the map.

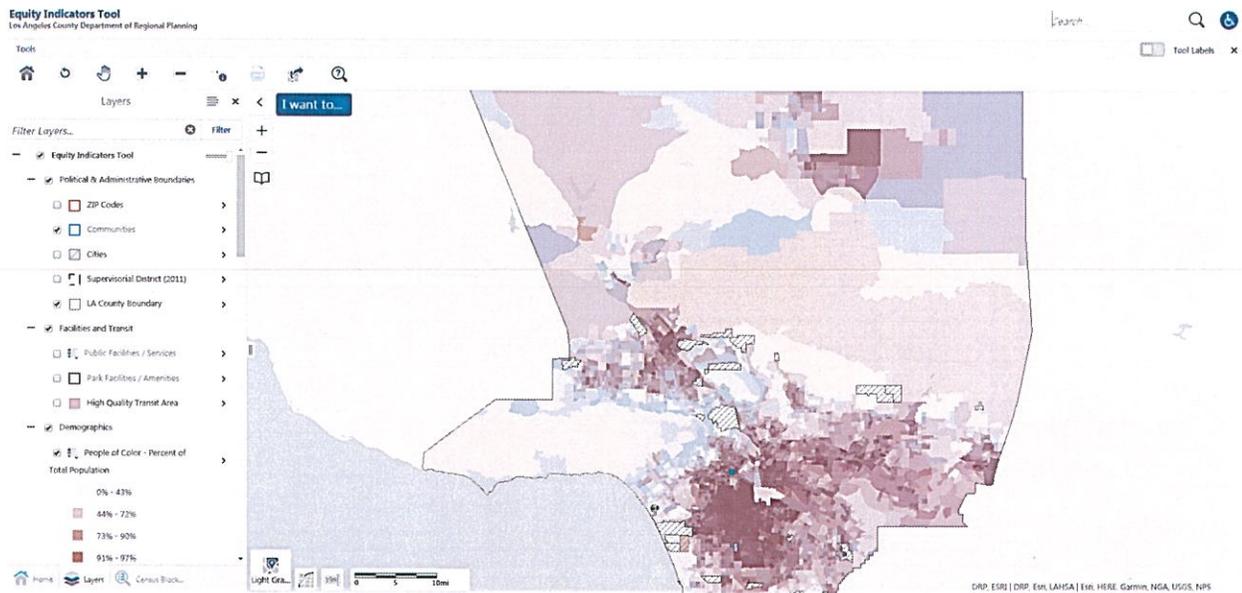
**Figure 2. Median Household Income, Educational Attainment (Less than High School) and Pollution Burden**



Whether displaying an individual indicator, or all indicators, the map illustrates where there are concentrations of equity challenges.

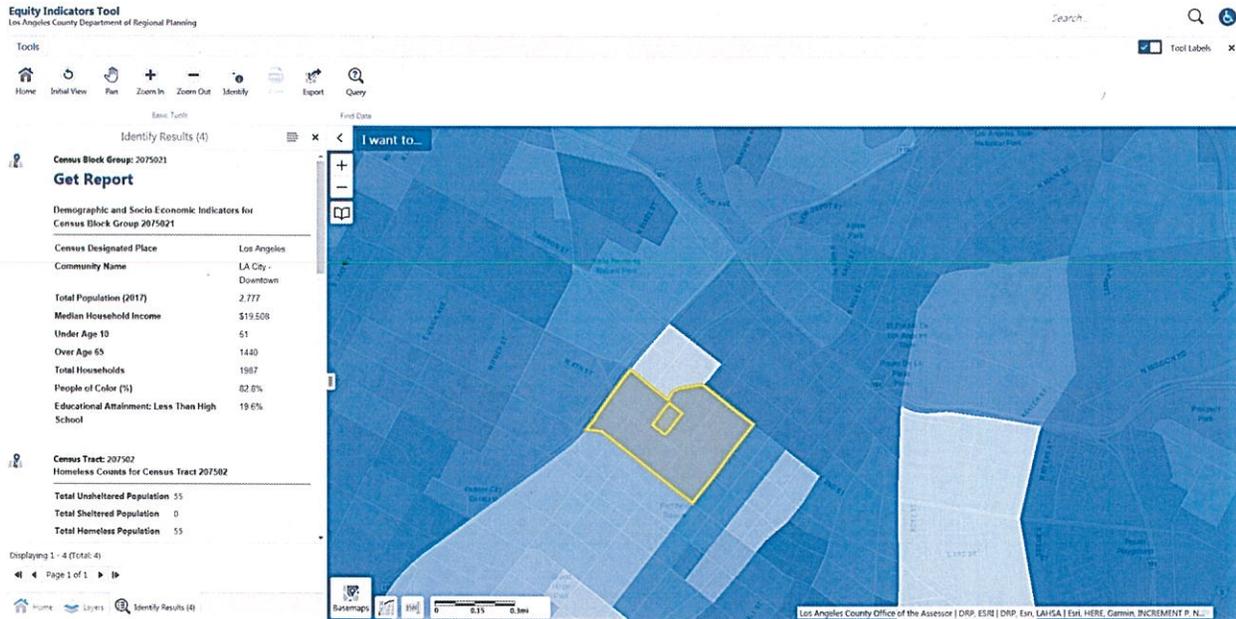
The Equity Indicators Tool displays the percentage of the population that is people of color to help visualize racialized patterns of inequity in the County. For example, as shown in Figure 3, high concentrations of housing cost-burdened low-income households are primarily located within areas with a large percentage of people of color.

**Figure 3. People of Color and Housing Cost Burden**



For more details about a specific location, users can select a parcel and find neighborhood-level socioeconomic and demographic information, as shown in Figure 4. This includes the percentage of population that is under the age of 10 or over 65 years old, to show the share of vulnerable youth and elderly populations.

Figure 4. Detailed indicators



The Equity Indicators Tool also includes the following attributes related to the quality of the built environment:

- Public Facilities/Services
- Park Facilities
- High Quality Transit Area
- Land Use Policy and Zoning

The Equity Indicators Tool also provides information that can be used to inform engagement strategies, including a map of community groups that are active in the unincorporated areas and information on languages spoken in a given Census tract. A report can be generated that includes data for a selected area, as shown in Figure 5.

## Figure 5. Sample Report

### Equity Indicators Report

#### GEOGRAPHY



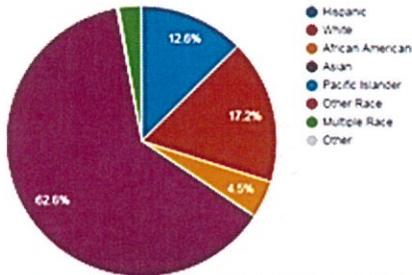
Census Block Group: 2075021  
 Community Name: LA City - Downtown

Note: All data are at the census block group level unless otherwise noted.

#### POPULATION



	2017	2010	COUNTY MEDIAN
Total Population:	2,777	2,589	n/a
Percent of Population under 10:	2%	2%	13%
Percent of Population over 65:	52%	48%	13%
Percent of Population - People of Color:	83%	80%	74%



#### Race - 2017

Race	Number of People	Percent of Total
Hispanic	350	13%
White	478	17%
African American	126	5%
American Indian	2	0%
Asian	1,739	63%
Pacific Islander	5	0%
Other Race	4	0%
Multiple Race	73	3%

### Applications of the Equity Indicators Tool

The Equity Indicators Tool has a number of potential applications, and is designed for use by multiple departments. It can also be customized to overlay additional data. The Equity Indicators Tool can be used by County departments to identify and evaluate the needs and issues in a particular community and/or segment of population, and use that evaluation to prioritize locations for projects and investment (federal, state and local grants and funding). The Equity Indicators Tool could also help inform outreach and engagement practices (for example, translation services). The use of the Equity Indicators Tool would also promote consistency between departments for determining equity impacts.

At DRP, for example, the Equity Indicators Tool could be used to assess equity impacts of policy and projects in staff reports. For example, an identified need for homeless housing in a specific neighborhood could support the approval of a discretionary permit for a supportive housing project; or, an assessment of the concentration of solid waste facilities and their impacts in a neighborhood could inform the review of a proposed waste processing facility. Furthermore, the Equity Indicators Tool could be used to prioritize community/area plans and project funding requests by concentration of equity issues.

### III. RECOMMENDATIONS

The Equity Indicators Tool could enable the County to advance equitable development by identifying communities that have prolonged disparities; providing a data-driven platform for equity impact analysis to inform decision-making; developing a transparent decision-making process; engaging the public; and tracking change in communities over time.

DRP recommends the following next steps for the Board's consideration:

- **Further Refinement of the Equity Indicators Tool**  
Continue to develop the Equity Indicators Tool, expanding its analytical capabilities and design.
- **Creation of an Equity Indicators Tool User Guide, Equity Checklist, and Training**  
Create a user guide for the Equity Indicators Tool and an equity checklist, and train County department staff and the public in assessing equity impacts for projects. The guide and training will communicate the goals of the tool and checklist and be a "how to" for users.
- **Application of the Equity Indicators Tool and Equity Checklist**  
In addition to the continued participation in the work groups to support the development of the Equity Indicators Tool and Equity Checklist, encourage all County departments to use the Equity Indicators Tool to incorporate equitable development strategies into operations and policy development.
- **Beyond the Equity Indicators Tool**  
Consider other strategies that jurisdictions have used to support and align equity efforts, such as: set a baseline understanding of equity issues to inform decision-making and track issues over time; coordinate and maintain a multi-department team to shape and unify equity efforts; create a jurisdiction-wide equity plan, and require departments to create equity plans; create a standalone office, such as an Office of Equity, to provide resources to staff on incorporating equity into decision-making, and to compile and report outcomes.

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DRP will house the Equity Indicators Tool, as well as this report and links to additional equity resources, at [planning.lacounty.gov/equity](http://planning.lacounty.gov/equity).

For further information, please contact Connie Chung at (213) 974-6417 or [cchung@planning.lacounty.gov](mailto:cchung@planning.lacounty.gov).

AJB:MC:CC:AS:ems

c:     Executive Office, Board of Supervisors  
       Chief Executive Office  
       Community Development Commission  
       County Counsel  
       Fire  
       Parks and Recreation  
       Public Health  
       Public Works

Attachments:

- A. Participating Agencies and Organizations
- B. Equitable Development Efforts in Other Jurisdictions
- C. Equity Outcomes Table
- D. Engagement Strategies

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Attachment A  
Participating Agencies and Organizations

## **Participating Agencies and Organizations**

County of Los Angeles Office of the County Counsel  
Los Angeles County Arts Commission  
Los Angeles County Chief Executive Office  
Los Angeles County Chief Information Office  
Los Angeles County Chief Sustainability Office  
Los Angeles County Community Development Commission  
Los Angeles County Department of Children and Family Services  
Los Angeles County Department of Human Resources  
Los Angeles County Department of Parks and Recreation  
Los Angeles County Department of Probation  
Los Angeles County Department of Public Health  
Los Angeles County Department of Public Works  
Los Angeles County Department of Regional Planning  
Los Angeles County Fire Department  
Los Angeles County Internal Services Department  
Los Angeles County Metropolitan Transportation Authority (Metro)

Advancement Project  
Aera Energy  
Alliance for Community Transit – Los Angeles  
American Institute of Architects – Los Angeles Chapter  
Building Industry Association of Southern California - Los Angeles/Ventura Chapter  
Carolyn Ingram Seitz & Associates  
City of Long Beach Office of Equity  
Community Health Councils  
East Los Angeles Community Corporation  
Enterprise Community Partners

HomeFront Build  
Investing in Place  
LA Thrives  
Latham & Watkins  
Legal Aid Foundation of Los Angeles  
Los Angeles Homeless Services Authority  
Los Angeles County Business Federation  
Los Angeles Neighborhood Land Trust  
Modative  
Neighborhood Housing Services of Los Angeles County  
Physicians for Social Responsibility – Los Angeles  
Prevention Institute  
Rios Clementi Hale Studios  
Shared Use Mobility Center  
Southern California Association of Non-Profit Housing  
Strategic Actions for a Just Economy  
Strategic Concepts in Organizing and Policy Education

Attachment B  
Equitable Development Efforts in Other Jurisdictions

## Equitable Development Efforts in Other Jurisdictions

DRP studied the equity efforts of other jurisdictions for an understanding of best practices. Local stakeholders were critical in calling attention to nationally recognized initiatives in King County, WA, Pittsburgh, PA and Portland, OR. King County is the most often cited.

### King County, WA

King County, Washington includes Seattle and the surrounding area, totaling just over 2,000 square miles. King County launched the Equity and Social Justice Initiative in 2008, with the goal for:

*“...all King County residents to live in communities of opportunity. To reach this goal, all communities must be equipped with the means to provide individuals with access to livable wages, affordable housing, quality education, quality healthcare, and safe and vibrant neighborhoods. King County is applying the principles of equity and social justice in its actions, decisions and policies.”*

The County held town hall meetings and established a County interdepartmental team as well as a community advisory group. Through this work, the County identified 14 determinants of equity in 2010 and subsequently laid out the plan to improve access to these determinants, including health services, transit, workforce development and jobs. The County focuses efforts through internal education, delivery of County services, and equity in County practice. Additionally, community partnerships were developed through a Community Engagement Team to strengthen community participation and build capacity of local organizations. Throughout this initiative, the County has delivered annual progress reports.

In 2014, the Determinants of Equity Baseline Project was initiated with the goal of using data to understand equity issues throughout the County. To select the data, the County utilized a research team, consulted with other jurisdictions and national authorities on equity metrics, and convened a steering committee of County staff for feedback. Interviews with County staff and external stakeholders contributed to selection of data. The result: 67 indicators identified across the 14 Determinants of Equity.

In 2015, King County created the Office of Equity and Social Justice to help coordinate and advance equity across departments. The Office works with the ongoing interdepartmental team, and completed the Equity and Social Justice Strategic Plan, 2016- 2022, with accompanying Implementation Plan. This year, King County launched a dashboard webpage where users can check the progress of the Strategic Plan through data reported by strategy and department.

King County started using an Equity Impact Review (EIR) Tool in 2015 to advance equity through policy and decision-making. Multiple departments use the tool to understand the impacts of a policy or program on marginalized communities, develop policy and programs that address inequities, and prioritize funding. The County’s intent with the tool is to encourage “fairness, spread burdens fairly, and help address historic patterns of institutional bias and discrimination.” A checklist guides staff through the Equity Impact Review process, starting with identifying who will be affected, assessing the equity and community context, and running through implementation and ongoing learning. King County also created a community engagement guide for County staff to promote effective communication that “informs, involves and empowers people and communities.”

## Pittsburgh, PA

Pittsburgh experienced decades of decline after the collapse of the steel industry. In the last few years it has seen signs of economic recovery, evident in start-up and entrepreneurial growth, and a development boom. However, the benefits of these improvements are geographically uneven and African-American residents face barriers to accessing them. At least one large, high profile demolition in 2015 (in which 200 tenants lost their homes) illustrated that displacement is a reality in Pittsburgh.

In response, PolicyLink (assisted by Neighborhood Allies and Urban Innovation21), collaborated with civic leaders and residents to create *Equitable Development: The Path to an All-In Pittsburgh*. The policy document was released in 2016 and provides strategies to advance equity through a five-point agenda: Raise the Bar for New Development; Make All Neighborhoods Healthy Communities of Opportunity; Expand Employment and Business Ownership Opportunities; Embed Racial Equity Throughout Pittsburgh's Institutions and Businesses; Build Community Power, Voice, and Capacity. Strategies are aimed at City and community leaders. PolicyLink and the City continue to create opportunities for residents to weigh-in on the implementation of goals outlined in *All-In*.

The multi-sector steering committee involved in the creation of *All-In* split into two action teams, Housing and Employment/Entrepreneurship. Each team identified three indicators prioritized for equitable change, and the corresponding policies and programs to affect that change.

PolicyLink will monitor and measure the progress of equity efforts in Pittsburgh with its own equity metrics tool, the National Equity Atlas (<http://nationalequityatlas.org/>). The tool was developed by PolicyLink and the USC Program for Environmental and Regional Equity (PERE) to provide a public data resource to track and measure inequity at the national, state, regional (largest 150 regions), and city (100 largest cities) level. The atlas is based on 36 indicators across the categories of demographics, economic vitality, readiness, connectedness and economic benefits. The data is acquired from multiple sources and continually updated. Users of the National Equity Atlas can view profiles that detail change over time in population, race and ethnicity, income, workforce preparedness and impacts of inequity.

## Portland, OR

In 2011, the City of Portland established an Office of Equity and Human Rights (OEHR). That same year, Urban League of Portland partnered with the Office of Neighborhood Involvement to facilitate a working group of community groups, advocates, academics and City staff to develop the Racial Equity Strategy Guide. That work became the basis for the Portland Plan, which details 142 actions on a 25-year timeline toward achieving three strategies (Thriving Educated Youth; Economic Prosperity and Affordability; and Healthy Connected City). OEHR is responsible for reporting on progress.

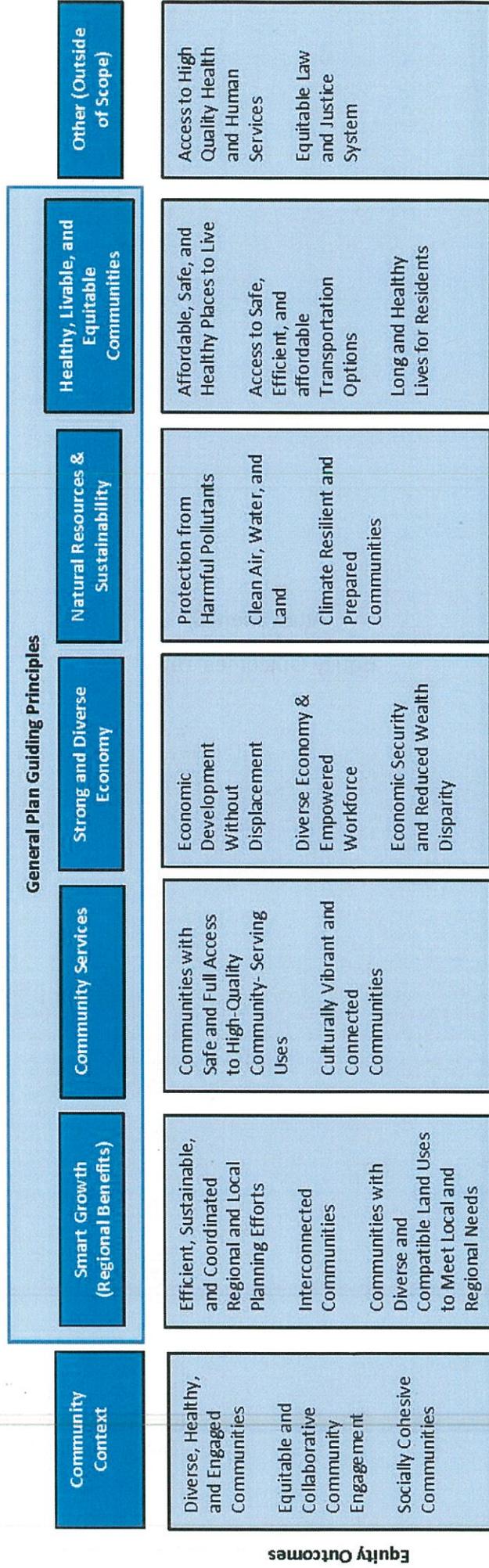
In 2016, OEHR started assisting Bureaus with creating five-year Bureau Racial Equity Plans based on goals and strategies adopted by the City. Concurrently, OEHR created the Racial Equity Toolkit, to help Bureaus incorporate racial equity in decision-making, as well as support community engagement to ensure that community needs and priorities are reflected in the development of policies, programs and budgets. The toolkit includes a worksheet to guide staff through decision-making with an equity lens.

All City employees are required to take Equity 101 trainings from OEHR, which also provides trainings on Disability Equity, the Racial Equity Toolkit, and provides technical assistance on equity tools, hiring practices and language access.

Attachment C  
Equity Outcomes Table

# Equitable Development in Los Angeles County

*Ensuring sustainable, healthy, and well-designed environments that enhance the quality of life and well-being for people who live, work and play in Los Angeles County*



Equity Outcomes

Attachment D  
Engagement Strategies

## Strategies for equity in stakeholder engagement

In its 2015 motion creating the Equitable Development Work Program, the Los Angeles County Board of Supervisors directed the Department of Regional Planning “to develop a framework for facilitating robust engagement with affordable housing, economic development, and environmental justice experts designed to provide technical assistance in carrying out this work and to support the Board in strengthening these equitable development tools and exploring new policies that promote equitable growth.”

Expert stakeholders have recommended a more inclusive public process in land use planning. DRP is developing a suite of engagement strategies that fall into three categories, with the goal of improving equity outcomes by engaging the general public, professional stakeholders or both.

- strategies that address specific projects
- changes to decisionmaking structures
- innovative pilot programs

Engagement tool/process	Description	Example/reference	General public	Professional orgs
<b>GIS layer of community groups</b>	Planners can see which community groups are active in an area to inform outreach.	DRP’s GIS-Net has a layer, but it does not cover all communities. Point data should link to community group web site/contact info.	✓	✓
<b>Equity checklist for County staff</b>	Questions guide planners in researching equity context for their projects. This information can be provided in staff reports for decisionmakers.	Portland’s Racial Equity Toolkit Worksheet: <a href="https://www.portlandoregon.gov/oehr/article/592296">https://www.portlandoregon.gov/oehr/article/592296</a>	✓	
<b>Outreach toolkit for County staff</b>	Planners demonstrate that they have used best practices in community engagement as described in the toolkit (such as providing translation and scheduling meetings during non-work hours).	King County Community Engagement Guide <a href="http://www.kingcounty.gov/~media/elected/executive/equity-social-justice/documents/CommunityEngagementGuideContinuum2011.ashx?la=en">http://www.kingcounty.gov/~media/elected/executive/equity-social-justice/documents/CommunityEngagementGuideContinuum2011.ashx?la=en</a>  City of Seattle Inclusive Public Engagement Guide <a href="http://www.seattle.gov/Documents/Departments/RSJI/GRE/IOPEguide01-11-12.pdf">http://www.seattle.gov/Documents/Departments/RSJI/GRE/IOPEguide01-11-12.pdf</a>	✓	
<b>Electronic permit notifications in all supervisorial districts</b>	Automated emails informing community			

Engagement tool/process	Description	Example/reference	General public	Professional orgs
<p>Outreach consultant/CBO budgeted in to all Advance Planning projects</p>	<p>groups/interested parties of discretionary permit applications</p> <p>Budget for an outreach/education consultant for ordinances and plan updates. Hire local community-based organizations where possible.</p>	<p>LA County Parks Needs Assessment <a href="http://lacountyparkneeds.org/">http://lacountyparkneeds.org/</a></p> <p>LA County Community Pedestrian Plans <a href="http://www.avph.org/campaign/step-by-step/">http://www.avph.org/campaign/step-by-step/</a></p> <p>LA County Green Zones Program: <a href="http://planning.lacounty.gov/greenzones">http://planning.lacounty.gov/greenzones</a></p> <p>Partners for Places <a href="http://www.fundersnetwork.org/partners-for-places/round-10/">Equity Grants to develop and implement resiliency plans: https://www.fundersnetwork.org/partners-for-places/round-10/</a></p>	<p>✓</p> <p>✓</p>	<p>✓</p>
<p>Collaboration with community stakeholders on project development and outreach strategy</p>	<p>Meet early in project development phase to design plans, programs and ordinances</p>	<p>Currently underway for the Equitable Development Work Program</p>	<p>✓</p>	<p>✓</p>
<p>Ongoing Countywide equity stakeholder collaboration</p>	<p>Regular engagement with advocates on housing and environmental justice issues</p>	<p>California Air Resources Board has two members from communities with a high pollution burden: <a href="http://www.environmentalhealth.org/index.php/en/media-center/press-releases/557-february-18-2016-california-air-resources-board-welcomes-two-new-members">http://www.environmentalhealth.org/index.php/en/media-center/press-releases/557-february-18-2016-california-air-resources-board-welcomes-two-new-members</a></p>		<p>✓</p>
<p>EJ/sustainability planning commissioners</p>	<p>Members of the Regional Planning Commission tasked with applying EJ and sustainability lens to discretionary approvals</p>			

Engagement tool/process	Description	Example/reference	General public	Professional orgs
<b>Planning 101 public seminars/workshops</b>	Build capacity in communities by training on land use planning processes in the unincorporated areas	Enterprise TOD University curriculum <a href="http://www.enterprisecommunity.org/where-we-work/southern-california/tod-training">http://www.enterprisecommunity.org/where-we-work/southern-california/tod-training</a>  City of LA's CivicU classes <a href="http://empowerla.org/wp-content/uploads/2016/01/Civic-University-2.0.pdf">http://empowerla.org/wp-content/uploads/2016/01/Civic-University-2.0.pdf</a>	✓	
<b>Co-design community engagement process</b>	Workshop series will identify what works and doesn't work in public engagement and will collaboratively design, implement and evaluate a public engagement strategy around a planning project	Oakland's Rebuild by Design series (supported by Rockefeller Foundation) <a href="http://rebuildbydesign.org/our-work/city-initiatives/oakland-usa">http://rebuildbydesign.org/our-work/city-initiatives/oakland-usa</a>	✓	
<b>Participatory budgeting pilot</b>	Allocate County funds for projects submitted by the public, vetted through a body of residents and submitted to the Board	City of Vallejo <a href="http://www.ci.vallejo.ca.us/city_hall/departments_divisions/city_manager/participatory_budgeting/">http://www.ci.vallejo.ca.us/city_hall/departments_divisions/city_manager/participatory_budgeting/</a>  Participatory Budgeting Toolkit <a href="http://www.participatorybudgeting.org/toolkit/">http://www.participatorybudgeting.org/toolkit/</a>	✓	
<b>Mobile field offices</b>	Regularly scheduled office hours in public places (i.e., parks, library parking lots) where planners are available to answer	Public Health's mobile community center responded to Maywood magnesium explosion: <a href="http://publichealth.lacounty.gov/phcommo">http://publichealth.lacounty.gov/phcommo</a>		

Engagement tool/process	Description	Example/reference	General public	Professional orgs
	<p>questions and distribute information about code enforcement, project applications and local planning/infrastructure projects. Promote with signage and community group engagement. Use field offices to collect qualitative data about local needs and conditions.</p>	<p><a href="http://n/public/media/mediapubhpdetail.cfm?prid=1495">n/public/media/mediapubhpdetail.cfm?prid=1495</a></p>	<p>✓</p>	