

**Los Angeles County
Equity Scorecard Committee Kick-Off Meeting**

Department of Regional Planning

Meeting Notes

February 24, 2016/ 1:30 pm – 3 pm

Los Angeles County Hall of Administration Room 864

Meeting Attendees:

- Fire: Alfie Blanch, Ricky Lewis, Kevin Johnson
- DPR: Clement Lau, John Diaz
- ISD: Yoko Myers
- CDC: Michael Chong
- DPW: Francis Calasanz, John Halaka, Anthony Nyivih, Vira Rama, Matthew Dubiel,
- DPH: Aida Angelescu, Chanda Singh, Alexis Lantz, Jocelyn Estiandan, Will Nicholas, Elycia Mulholland Graves, Jean Armbruster
- DRP: Mark Child, Norman Ornelas Jr., Connie Chung, Tina Fung, Kristen Holdsworth, Soyeon Choi, Daniel Hoffman, Nick Franchino

1) Equitable Development Tools: Background, Goals, Potential Uses

- a) Under the directive of the Board of Supervisors, DRP will work with other departments to determine a strategy for implementing the General Plan using equitable development tools.
 - i) Equity is not equality.
 - (1) Through equity, resources are committed to those who need it the most.
 - (2) Prioritizing limited resources
 - (3) Identifying needs, appropriate interventions, resources, etc. countywide
 - ii) Objectives of Equitable Development Work Program
 - (1) Include all income levels in growth and development, increase and preserve affordable housing stock, promote healthy communities.
 - (2) Related programs: Homeless Initiative, Affordable Housing Committee, Green Zones Program, Recycling and Solid Waste Ordinance.
 - iii) Potential uses/application
 - (1) May help to identify needs, prioritize projects, monitoring/assessing the effectiveness of County projects/plans, shape grant qualifications/NOFA's from the County
 - (2) Data may be organized based on General Plan Elements, geography, or indicators (race, gender, etc.)
 - (3) Collective tool for the County to create new process
 - (a) Data, outreach, annual evaluation/reports, etc.
 - (b) Staff training
 - (4) Justify/support, or not support discretionary projects
 - (5) Weigh in on policies and projects from other agencies

- (6) Displaying County investment and gaps in service
- (7) Identify what we are measuring and what is not getting measured.

2) Overview of Existing Tools

a) Case Studies

i) [CalEnviroScreen](#)

- (1) All GIS layers are available online. Widely known/used.
- (2) Data is available at Census Tract Level.
- (3) Hyperlinks allow user to examine methodology.
- (4) All Census Tracts have an overall score and breakdown of pollution and population category scores

ii) [REVISION](#)

- (1) Uses publicly accessible data from Zillow, Walk Score, and other sources (such as Census and NHTS data)
- (2) Offers a report that shows different scores per category and graphics.

iii) [AARP – Livability](#)

- (1) Provides averages using multiple indicators, allows user to determine how they want to weight the indicators
- (2) Also has hyperlinks for more information.

iv) [Metro Station Scorecard](#)

- (1) ½ Mile buffer around metro rail stations in the State of California.
- (2) A GIS layer can be created from tables produced.

v) Other Sources

- (1) [LA County Parks Needs Assessment](#)
- (2) Policy Map – paid subscription – more of a high-end app.
- (3) [King County – Equity and Social Justice Plan](#)
- (4) ESRI Online – County has access to online tools
- (5) Southern California Public Health Alliance – Disadvantaged Communities data
- (6) [Atlanta, Georgia – Atlas](#)
- (7) GARE (County initiative on racism)
- (8) LA City GeoHub

- Two objectives: Provide open data to the public and provide data sources, maps and applications to city employees.

b) Data/GIS Questions:

- i) How will the data be categorized?
- ii) Which metrics have been used?
- iii) Which boundaries will be used?
- iv) Can an application be created to show where more equitable areas are located and where they are lacking?

3) Open Discussion

- a) The equity discussion should include multiple departments – not just DRP, as specified by the Board of Supervisors directive.
 - i) The Equity Scorecard (maps/plans) can be used as a communication tool throughout LA County and for the public.
 - ii) It will be helpful to learn about how other existing tools are being used. Who are the users of those tools? What do they use them for? What these users think about these tools?

- b) Examples of Jurisdictions using Equity focused processes and strategies
 - i) King County, Washington
 - ii) [San Francisco Indicators Project](#)
 - iii) LAUSD developed an [equity index](#) to direct funding
 - iv) Parks and Recreation used equity maps to explore future park funding,
 - v) Public Health is examining health burdens on low-income communities
 - vi) Second District: Online [GIS application](#) to examine where investment has been allocated.
 - vii) Metro is in the process of developing a set of Equity Metrics. Metro will also have a consultant for this effort. The County should explore any collaboration opportunity with Metro.

- c) Key questions:
 - i) How is equity defined?
 - (1) How has equity been defined using other tools?
 - (2) How does each department define equity? Each department’s definition may not be the same.
 - ii) Who will benefit from the Equity Scorecard?
 - (1) Comparison maps would help to understand the population. Maps will also help develop a geographic story based on issues of equity.
 - (2) How will the Equity Scorecard be used to inform funding for Affordable Housing?
 - (3) How can we incorporate equity into the grant making process?
 - (4) Do we also want to be able to break up the indicators so that the data may not necessarily be geographically-based, but also tells a story about a specific segment of the population (based on age, race, gender etc.)?
 - iii) Will internal processes need to be changed?
 - (1) A roadmap for the Equity Scorecard will help develop a framework, maybe with short-term, mid-term and long-term goals and action items.
 - (2) Metrics may be used to report annually. Metrics measuring may also lead to procedural change (i.e., budget, discretionary permit review, granting writing, and park funding etc.). Resources will be prioritized based on equity criteria (data-driven approach).
 - (3) Data used to present to Board of Supervisors. How will data be presented to five different Board members?
 - iv) What will be reported back to the Board of Supervisors? What will be reported to the public?

- (1) The Committee needs to submit a quarterly progress report to BOS. The next report will be due in March.
 - (2) The Committee will need to provide recommendations to the BOS as to how the Equity Scorecard will be used.
 - (3) How do we frame discussions about where the County is being inequitable?
 - (4) Opportunity to highlight revenue return as part of the discussion.
- d) Level of County Services
- i) Can help identify gaps of service for capital improvements, or identify where more investment is needed
 - ii) Why has infrastructure been placed in certain communities?
 - iii) Where is the need for more resources?
- 4) Committee Next Steps and To-Dos
- a) Committee meetings will take place monthly. DRP will send out the doodle survey for the next meeting shortly.
 - b) For the next Committee meeting, each department will draft a definition of Equity and a Mission Statement for the Equity Scorecard Committee from its perspective. Draft language should be sent to Tina Fung and Connie Chung at DRP prior to the next meeting.
 - c) Committee members should forward any additional contacts, including other County staff members as well as other stakeholders and interested parties to DRP.
 - d) DRP will further research other tools and efforts suggested by Committee members at the meeting.
 - e) DRP will contact Metro to explore any collaboration opportunity since Metro is also tasked with developing a set of Equity Metrics by their Board.
 - f) DPH (Jean Armbruster) will also contact GARE (Governing for Racial Equity) to learn more about their efforts.
- Technical Sub-Group may be formed in the future to address any technical issues related to data collection, GIS etc.

Resources:

1. [Board Motion: Evaluate Equitable Development Tools and Concepts for Plans and Projects dated March 24, 2015](#)
2. [DRP Report Back regarding Equity Development Tools dated June 24, 2015](#)
3. [Board Motion: Development and Implementation of Equitable Development Tools dated December 8, 2015](#)

Los Angeles County Equity Scorecard Committee Meeting #2

Department of Regional Planning

Meeting Notes

March 31, 2016/ 2:30 pm – 4 pm

LA World Trade Center (350 S. Figueroa St) - Grand Conference Room

Meeting Attendees:

- CEO: Vincent Holmes
- CIO: Mark Greninger
- Fire: Debbie Aguirre
- ISD: Yoko Myers, Daniel Maloney
- DPH: Aida Angelescu, Chanda Singh, Alexis Lantz, Elycia Mulholland Graves, Jean Armbruster
- DRP: Norman Ornelas Jr., Connie Chung, Kristen Holdsworth, Soyeon Choi, Daniel Hoffman, Nick Franchino
- DPW: Matthew Dubiel, Jeff Pletyak, TJ Moon, Youn Sim
- Metro: Jacob Lieb

1) Welcome and Introduction

2) Equitable Development Tools

- a) Review of Background and Purpose (Connie)
 - i) Board motion with the General Plan update
 - ii) Develop tools and resources for equitable development and equitable implementation of the General Plan
 - iii) Includes many programs, such as the Green Zones Program, Recycling and Solid Waste Ordinance, etc.
- b) Updates since Last Meeting
 - i) Met with GARE (Vincent from CEO's office attended the meeting)
 - ii) Met with METRO, which is currently pursuing a similar equity effort (Jacob Lieb from Metro attended the meeting)
- c) Timeline
 - i) We will be breaking up into 3 advisory groups: Policy, GIS/Data, and Communication
 - ii) Expect a report back with resources developed in 1 year (March 2017)

3) Example of Equitable Development Tool: Presentation on King County by Norman Ornelas Jr.

- a) Key lessons learned and discussion points:
 - i) Identify key decision makers as champions
 - ii) Examine everything from an equity perspective and integrate it into procedures
 - iii) What are our intended outcomes as government entities?

- (1) Are we equipped to end poverty?
 - (2) Do we have a role to reduce the impacts of socioeconomic disparity?
 - iv) What makes LA unique?
 - (1) We experience economic cycles more severely.
 - (2) Scale of the County is much larger, and more dispersed
- 4) Group Discussions- Defining Equity and Developing a Mission Statement for the Work Group
- a) Equity:
 - i) The group started with the following definition, and also had papers with other research and suggestions submitted by other workgroup members
 - (1) Equity is when race and income-level can no longer be used to predict life outcomes, and outcomes for all groups are improved. Equity is about fairness whereas equality is about sameness.
 - ii) General statements/feedback:
 - (1) Should we be explicit about race? Should we identify proxies of equity (such as income or race) or should we try to be more general?
 - (a) The group needs to be less concerned about being sensitive and should say it as it is.
Economic inequality = racial inequality
 - (2) Communicating “equity” to the public is difficult - people have a hard time knowing what it is.
 - (3) We should be clear that equity relates to focusing on communities with the most need, and not doing things equally.
 - (4) Provide everyone with a platform to achieve the same height.
 - (5) As a government institution, we have a responsibility towards equity. We have neglected this in overt and subtle/unintentional ways.
 - (6) Equity may need to be re-assessed frequently.
 - (7) Equity relates to how policies are being implemented in communities.
 - (8) Need to prioritize data.
 - (9) Key words: prioritize, awareness, opportunity for all, sustainable, greatest need
 - b) Mission Statement:
 - i) Can help with program development
 - ii) Reduce “structural racism” = goal
 - iii) “development of tools”= what this workgroup does
 - iv) Disparities/balance
 - v) Develop and implement tools to evaluate, monitor, and advance equity/social/Socioeconomic/Educational/Environmental/health objectives in LA County
 - vi) TOOLS reveal inequities, and POLICIES deal with inequity. However, it could go both ways (policies can create inequity).
 - vii) A gap analysis will be another outcome that could be useful.
 - c) Key Questions
 - i) Are we talking about just our department, the things the county has control over (ie., programs or policies), just the unincorporated jurisdiction, or a more holistic assessment?

5) Committee Next Steps

- a) We will review notes from the discussion and get back to the committee on a proposed definition of equity and draft mission statement.
- b) Some attendees suggested that staff training on equity and race would be helpful. We will look into this and follow up.
- c) We will discuss the Park Needs Assessment with DPR.

Los Angeles County Equity Scorecard Committee Meeting #3

Department of Regional Planning

Meeting Notes

June 9, 2016/ 1:30 pm – 3:30 pm

Los Angeles County Hall of Administration Room 864

Meeting Attendees:

- Fire: Debbie Aguirre, Jennifer Morga
- ISD: Yoko Myers, Daniel Maloney
- DPH: Jocelyn Estiandan, Katy McNamara, Aida Angelescu, Alexis Lantz, Paul Simon, William Nicholas
- DPR: Norma E. Garcia, John Diaz, Clement Lau
- DRP: Norman Ornelas Jr., Connie Chung, Tina Fung, Ayala Scott, Kristen Holdsworth, Soyeon Choi, Daniel Hoffman, Nick Franchino
- DPW: Abigail Flores, TJ Moon, Youn Sim, Vicente Aguilar, John Halaka, Toan Duong
- Metro: Katie Lemmon

1. [Parks Needs Assessment](#) – Clement Lau & Norma E. Garcia (DPR)
 - a. Background, Scope & Methodology
 - i. Needed to explore the complexity of the park need and to develop methodologies for comparable metrics.
 - b. Developed “Study Areas” (43 for LA City, 47 for unincorporated county, combination of smaller cities, etc.) Stakeholder Outreach
 - i. Council of Governments, Board offices, Cities staff, and community organizations assisted with data validation (instead of developing data sets).
 - ii. Community engagement
 - 1) Identified predominant language in each study area and provided translated materials as well as interpretation at meetings.
 - 2) Consultants hired non-profit organizations that works for minority groups/youth for community engagement
 - 3) DPR hired an organizer to train County staff and community organization staff to manage 130+ workshops.
 - 4) Provided stipend to support cities staff training.
 - iii. Will be using Story Map for future outreach.
 - c. Park metrics evaluate need
 - i. Five park metrics were used: park land (1/2 acre per thousand people), access (people living outside a ½ mile from a park), user density, amenities, and park conditions
 - ii. Other census data (race, income, etc).

- iii. Census data should be used with caution especially regarding data related to minority population.
 - iv. Need to consider how to use data to show lack of access to non-physical barriers.
- 2. Parks & Public Health: Overview of DPH's Report – Paul Simon (DPH)
 - a. Background & Scope
 - i. This report was intended to complement DPR's efforts on the Parks Needs Assessment.
 - ii. The objective of the study was to assess park space per capita in relation to premature mortality from cardiovascular disease (heart disease and stroke) and diabetes, childhood obesity prevalence, community level economic hardship, and race/ethnicity in cities and unincorporated communities across Los Angeles County.
 - b. Findings
 - i. Overall, Los Angeles County is relatively 'park poor' compared with many other urban jurisdictions in the United States.
 - ii. African Americans and Latinos are more likely than Asians and Whites to live in cities and communities with less park space across LA County.
 - iii. The findings suggest more resources for park expansion could help reduce large disparities in health that exist in communities with less park space.
- 3. Mapping Application Prototype Demonstration – Dan Hoffman (DRP)
 - a. A draft Web Mapping Application was developed by DRP GIS Section staff to compare the data from DPR's Parks Needs Assessment with other equity indicators/factors, such as medium household income, poverty estimates, race, age, and CalEnviroScreen scores.
 - b. Additional layers were also added to show the locations of Prop 84 Spending, which could be used as an indicator to see where resources have been allocated.
 - c. At the time of the meeting, the draft Mapping Application is available to those who have an ArcGIS Online account. **Now it can be accessed by anyone with the link, [here](#).** Please see Attachment 1 for a brief tutorial on how to use the site.
- 4. Open Discussion
 - a. Policy & Metrics
 - i. Data and policy
 - 1) CalEnviroScreen has some data limitations, especially when related to evaluating issues of equity
 - 2) CA health disadvantage index may be used as an alternative
 - 3) Scale matters (parts of county, parts of city, etc)
 - 4) Historical comparison should be used to track changes over time
 - ii. Applicability of the Equity Scorecard:
 - 1) The tools we create can help determine where to dedicate resources based on need (justifying why it is important to do so in policy/funding)
 - 2) Will help strategize work plans/funding

- 3) How do we use these tools to change county process?
- 4) Adoption of equity policy?
- b. GIS/Data
 - i. Data to consider:
 - 1) Include crime layer/age
 - 2) Metro is working on sidewalk database?
 - 3) Pervious vs. impervious surfaces
 - ii. Ideas to consider:
 - 1) DPR excluded golf course & beaches, regional parks, open space (has separate maps showing accessibilities)
 - 2) Can be intentional (informing policies, etc, ie. change ways in securing land/park acquisition)
 - 3) Story map, etc to tell a story through data

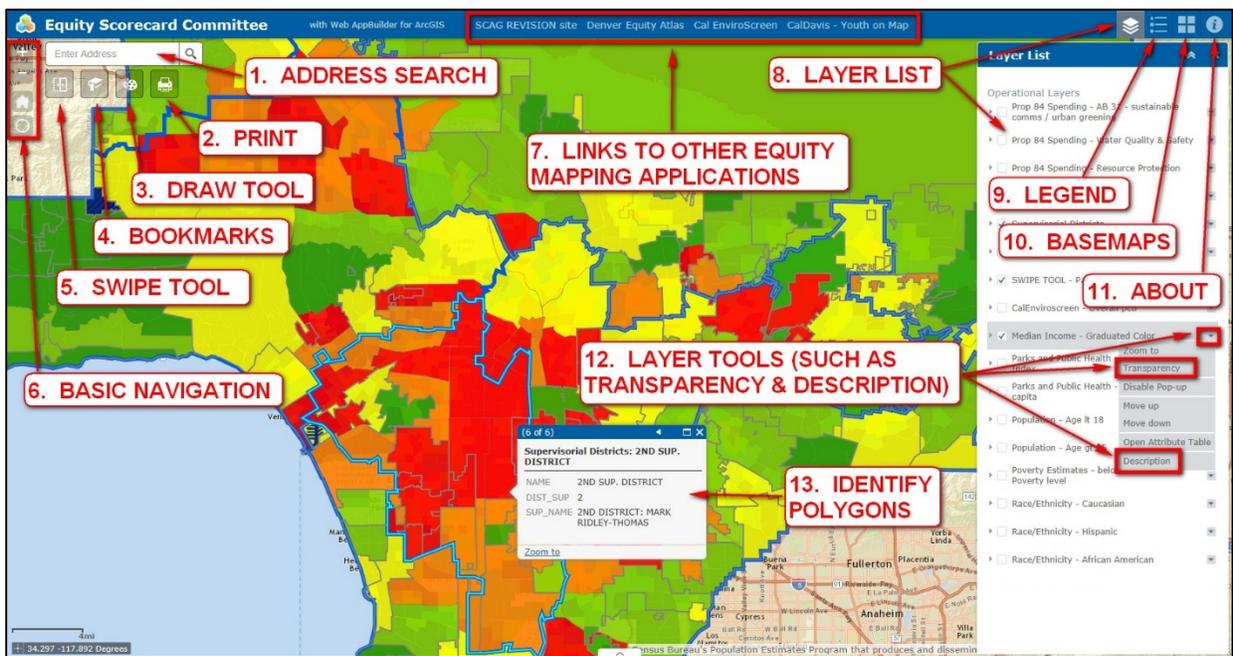
5. Next Step: Technical Subcommittees

- a. According to the draft project timeline, which was presented to the committee at the last committee meeting in March, three technical sub-groups will need to be formed and complete the following tasks in the next 5-6 months. Technical sub-groups will report back on task status and share information during the Equity Scorecard Committee meetings.
 - i. Policy Advisory (DRP Lead: Kristen Holdsworth):
 - 1) Identify potential uses of the Equity Scorecard in the context of each Department's functions and work.
 - 2) Identify existing procedures that need to be changed and/or identify new procedures that may need to be created in the context of each Department's functions and work in order to incorporate the use of the Equity Scorecard.
 - 3) Establish timeline and identify lead and partner agencies/divisions/sections for future procedural changes.
 - 4) Identify types of reports that may need to be generated by the mapping application and decide on what data goes into the resource/tool.
 - ii. GIS/Data Management (DRP Lead: Daniel Hoffman/Nick Franchino):
 - 1) Identify appropriate and up-to-date data for the Equity Scorecard based on input from the Policy Advisory group on potential uses of the Equity Scorecard.
 - 2) Create mapping application prototype, or use / link to existing web mapping applications or APIs.
 - 3) Create report prototype (if applicable) and build draft website (if applicable).
 - 4) Develop strategies for ongoing data management and maintenance.
 - iii. Outreach & Engagement (DRP Lead: Ayala Scott):
 - 1) Develop outreach and marketing strategies to bring public awareness on equity.
 - 2) Create draft materials for outreach campaign and public website.
 - 3) Develop strategies for ongoing County employee trainings.
- b. Each Equity Scorecard Committee member should join at least one technical sub-group.
- c. Technical sub-group leaders will contact group members for future working meetings.

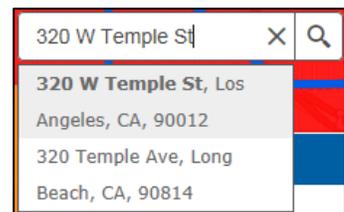
**Los Angeles County
Equity Scorecard Committee Meeting #3**

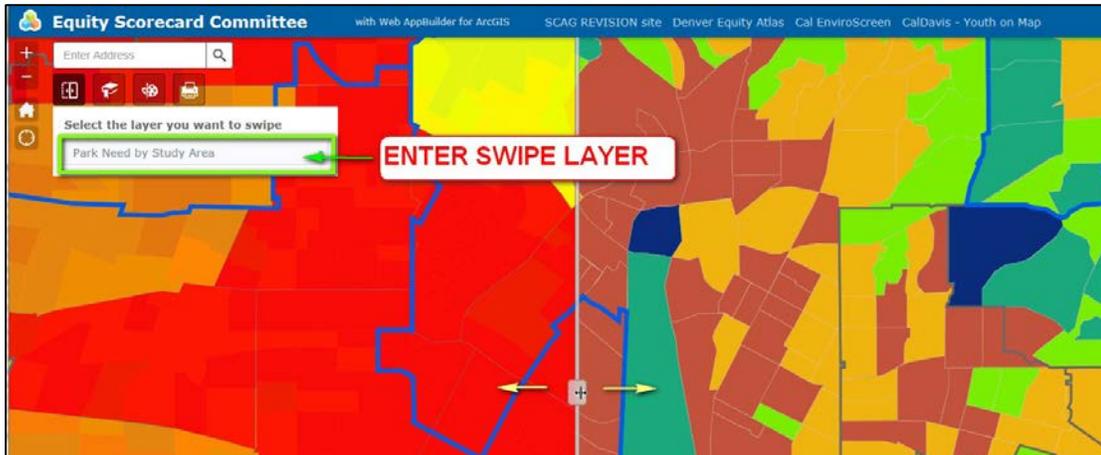
Attachment 1 – Basic Tutorial for Draft Equity Mapping Application

A draft Equity Mapping Application was presented at this meeting that utilizes ESRI’s ArcGIS Online technology and Web App Builder. This is a first draft of this tool, so there will be changes as we move forward. Below is a screenshot of the application with the tools highlighted and described below. Please click [here](#) to view the application.

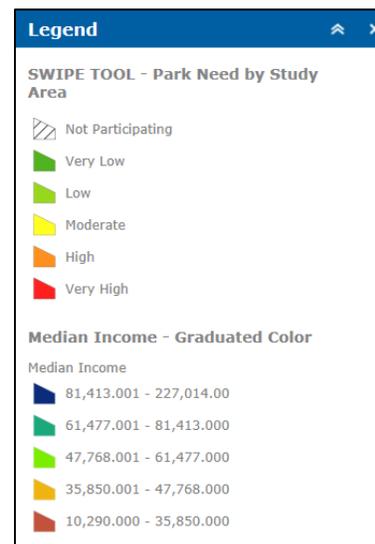


1. **Address Search** – type in an address here, and the dropdown displays options as you type. If the address exists in more than one city, you may choose between them (see right).
2. **Print** – click this to export as a PDF and print.
3. **Draw Tools** – access this if you want to add your own text / graphics to the map.
4. **Bookmarks** – this has bookmarks to all of the unincorporated areas in LA County (not cities at this time).
5. **Swipe Tool** – use this tool to compare any two layers (for the purposes of the Committee meeting in June, the Park Needs layer was used as a comparison with other equity layers). If you want to compare the Park Needs layer with Median Income, make sure both are turned on in the Layer List. After clicking the ‘Swipe Tool’ button, select the layer you want to have on top – in this case, the layer named “Park Need by Study Area.” Drag the swipe tool to compare the two layers. You can also zoom in and out while this tool is activated:





6. **Basic Navigation** – has the basic zoom in, zoom out, and home (default extent) view. Other zooming options include, using your mouse wheel, or holding down the ‘Shift’ key and dragging a box around an area you want to zoom in to.
7. **Links to Other Equity Mapping Applications** – this has hyperlinks to 4 selected mapping atlases in which Equity or Environmental Justice is the theme. The Equity Scorecard Committee should get familiar with these sites as we begin to decide on how we want to display this data.
8. **Layer List** – click the button in the upper right-hand corner to show all of the layers.
9. **Legend** – click this to see the symbology of each layer that is active on the map, and how it is broken down (see right)
10. **Basemaps** – this controls what is being displayed in the background. By default, the Street basemap is shown, but you can turn on imagery instead. You may also want to adjust a layer’s transparency (see 12 below).
11. **About** – this displays a basic description of the mapping application and its purpose.
12. **Layer Tools** – you can access additional tools and options by clicking the down arrow by the layer’s name. Most likely, you will want to use the transparency slider tool to be able to see what is beneath the layer. You can also get a basic description of this layer and its source.
13. **Identify Polygons** – at any time you can click on a polygon that you are interested in seeing information about. Since where you click will select all of the layers that are turned on, you may click the arrow in the upper-right hand corner of the pop-up window to view all the information about it.



**Los Angeles County Equitable Development Tools Program
Department of Regional Planning
2/17/16**

Attendees: Jamecca Marshall (Prevention Institute); Julie Leung (Prevention Institute); Susanne Browne (LAFLA); Joe Donlin (SAJE); Alex Visotzky (NHS-LA County); Thomas Yee (LA Thrives); Lisa Payne (SCANPH); Mayra Sanchez (SCANPH); Jean Armbruster (DPH); Katie Balderas (DPH); Kristen Holdsworth (DRP); Mark Child (DRP); Soyeon Choi (DRP); Tina Fung (DRP); Connie Chung (DRP).

MEETING SUMMARY

Overview

Staff provided background and context for the BOS's equity motion, as well as concurrent, related and/or overlapping initiatives, such as the County's Homeless Initiative, Healthy Design Workgroup, Sustainability Council, and Affordable Housing Committee. Staff explained that the purpose of the meeting is to (1) keep stakeholders informed of [and to provide opportunities to weigh in on] various projects that address equity; and (2) develop a framework for robust and meaningful stakeholder engagement. Furthermore, staff emphasized that the group will continue to grow and that the conversations will be ongoing, and that the group should recommend additional groups that should be at the table over the course of the equity motion's implementation.

Equitable Development Program: Status of Various Projects

Staff provided an overview of the projects being developed by the Department of Regional Planning to respond to the BOS equity motion, including the Green Zones Program, Recycling and Solid Waste Ordinance, Inclusionary Housing, Linkage Fee, affordable housing preservation, community land trusts, and incentive zoning/value-capture. The group provided some initial recommendations on various strategies. As one group member noted, it is important to consider a range of affordable housing strategies, including homeownership, given the recent statistic given that homeownership is becoming increasingly out of reach for those with incomes less than \$100,000. Affordable housing preservation was emphasized as an important strategy. The group also discussed some of the pending state legislation related to the Palmer decision, as well as additional amendments to the State density bonus law. There were some suggestions provided for ways in which the County can implement inclusionary housing today—including homeownership, on publicly owned land, and through the discretionary approval process. The group also discussed the possibility of rent control for the County. As the conversations move forward, the group also indicated the importance of connecting equitable development to other challenges that related to equity, such as race and justice. Other topics, such as increased education around tenant rights, a healthy homes program (to improve environmental health through lead abatement), and community hiring policies were mentioned.

The group expressed strong interest in the development of the Equity Scorecard, especially as it relates to housing and community needs. Suggestions were made about the future application of the scorecard or other subsequent tools, including the preservation of community character through early identification of gentrification potential, better continuity and consistency between adjacent jurisdictions, and the ability to incorporate qualitative data to help describe and address community needs.

Developing a Framework for Stakeholder Engagement

In the second half of the meeting, the group discussed the challenge of creating a framework for meaningful and robust community engagement, given the large and geographically diverse planning context for the unincorporated areas. The group discussed developing work groups, developing listservs, and the importance of using the right data. The group thought that the Planning Areas Framework in the General Plan would be a good way to start organizing groups, especially for public engagement. They requested that DRP staff develop a list of topics and outcomes the County wants to achieve so that they can better understand what will be requested for participation in terms of expertise and time commitments. One group member noted that having a diverse group in one meeting was helpful because it raised unique experiences and viewpoints that could be robustly discussed.

Next Steps

The group agreed that it should reconvene every other month or quarterly. The group also preferred to continue to be informed on all projects, and to decide later if it makes sense to branch off into sub-committees. Staff also encouraged the group to have follow-up conversations with County staff, and with each other to come up with additional ideas and recommendations.

**Los Angeles County Equitable Development Tools Program
Department of Regional Planning
5/12/16**

Attendees: Julie Leung (Prevention Institute); Susanne Browne (LAFLA); Joe Donlin (SAJE); Alex Visotzky (NHS); Thomas Yee (LA Thrives); Tim Piasky (BIA); De'Andre Valencia (BIA); Derek Ryder (HomeFront Build); Bob Hale (RCH Studios); KeAndra Dodds (SD1); Derek Galey (SD1); Nick Franchino (DRP); Dan Hoffman (DRP); Norman Ornelas (DRP); Mark Child (DRP); Tina Fung (DRP); Ayala Scott (DRP).

MEETING SUMMARY

Overview

Staff provided background on BOS's equity motion. Staff explained that the purpose of the meeting is to (1) keep stakeholders informed of, and to provide opportunities to weigh in on, various projects that address equity; and (2) develop a framework for robust and meaningful stakeholder engagement. Furthermore, staff emphasized that the group will continue to grow and that the conversations will be ongoing, and that the group should recommend additional groups that should be at the table over the course of the equity motion's implementation.

Equitable Development Program: Status of Various Projects

Staff provided updates on the projects being developed by the Department of Regional Planning to respond to the BOS equity motion, including the Recycling and Solid Waste Ordinance, Green Zones Program, Density Bonus Ordinance update, Inclusionary Housing, Linkage Fee, community land trusts, incentive zoning/value capture, and the Second Unit Ordinance update and pilot program. Group members suggested or offered to connect the County with additional stakeholders and sources of technical assistance, including environmental justice groups, architects, rental property owners, and affordable homeownership organizations.

There was some discussion of how best to implement AB 2222, which mandates that a new development benefiting from a density bonus may not result in any net loss of units that would be affordable to low income residents. Staff described the challenge of verifying the incomes of previous tenants and/or those that had lived in units that have been demolished. One group member suggested checking records of utility programs for low-income ratepayers and whether a given property has had its residents enrolled in such programs. Another group member noted that there is a clean-up bill for AB 2222 that clarifies how to apply the law in the absence of income information, and that the method currently being considered by the County—self-certification by property owners—has not been effective elsewhere in ensuring no net loss. Staff will share guidance from County Counsel on AB 2222 implementation and LAFLA will follow up with recommendations.

The group expressed interest in the County's future study of inclusionary housing, linkage fee and community land trusts and will recommend consultants to the County that have successfully designed such programs. The group also discussed other affordable housing strategies, such as a parcel tax and rent control, and the need to address the failure of private equity firms to maintain the properties they are purchasing and renting on a massive scale. Stakeholders were invited to continue the conversation.

Staff discussed the pending update to the Second Unit Ordinance and an accompanying pilot program to build or renovate second units. Staff will disseminate information to the group about

a discussion on second units to be hosted by LA Mas on May 31 at which DRP will discuss the County's new initiatives.

The group discussed the Equity Scorecard and how to make the County's equity indicator maps "living," i.e., electronically updated with new data and with zoom-in capability. LA Thrives will share raw data from Reconnecting America's Los Angeles County Equity Atlas with DRP's GIS team.

Developing a Framework for Stakeholder Engagement

In the second half of the meeting, the group discussed whether to break into subcommittees to provide feedback on specific programs in addition to meeting as one large group. One group member expressed the need to minimize the number of meetings as well as raise opposing viewpoints in a large group discussion at an early stage of policy development, versus having separate discussions with staff or the Board at the last minute.

Next Steps

The group agreed that subcommittees/focus groups will be useful as programs reach stages of development that are ready for stakeholder feedback, with the Density Bonus Ordinance being further along in the process. Group members were also encouraged to provide feedback electronically on draft programs as they become available.

Los Angeles County Equitable Development Tools Program
Department of Regional Planning
7/28/16

Attendees: Julie Leung (Prevention Institute); O. Jamecca Marshall (Prevention Institute); Lisa Payne (SCANPH); Jessica Medina (SCOPE); Susanne Browne (LAFLA); Alexander Harnden (LAFLA); Peter Gutierrez (Latham & Watkins); Carolyn Ingram Seitz (Carolyn Ingram Seitz & Associates); Gwendolyn Flynn (CHC); Derek Leavitt (Modative); De'Andre Valencia (BIA); Mark Glassock (LANLT); Jean Armbruster (DPH); Katie Balderas (DPH); Vincent Holmes (CEO); Derek Galey (SD1); Jill Jones (County Counsel); Adrian Vidaurrie (County Counsel); Kristen Holdsworth (DRP); Norman Ornelas (DRP); Tina Fung (DRP); Connie Chung (DRP); Ayala Scott (DRP).

MEETING SUMMARY

LA County Government Alliance on Race and Equity (GARE) Initiative

Vincent Holmes of the Chief Executive Office introduced the group to the GARE initiative, in which a cohort representing seven County departments is undergoing a yearlong racial equity training. The goal is to come up with plans to incorporate race and equity into policies and departmental processes. Analysis will be conducted to develop projects and address communities that are most vulnerable. The GARE Initiative is also operating in parallel with DRP's Board directive to incorporate equity into implementation of the General Plan. GARE and DRP are both hoping to form allies within the county and with outside community stakeholders.

Equity Indicator Tool

DRP distributed a draft set of indicators to be considered for inclusion in a tool that will support equitable decisionmaking in the County. The group provided many suggestions for other indicators to consider, including:

- Median household renter income and percentage of renters since renters are more at risk of displacement
- Immigration status overlaid with income. Asian Americans in disadvantaged communities are often left out of racial equity discussions; there is a big difference between recent immigrants and Asian Americans who have been here for a long time.
- Law enforcement and criminal justice data
- Changes in household size, changes in % renter status
- Underemployment
- Educational disparities/college opportunity ratios (UCLA/IDEA)
- Climate vulnerability (to floods, fires, and heat, especially elderly) (Trust for Public Land's "Climate Smart Cities" tool)
- Healthy food access
- Gentrification/displacement (Karen Chapple, UC Berkeley)
- Groundtruthing and self-reporting environmental justice tool: IVAN Online (Identifying Violations Affecting Neighborhoods)

Other considerations were discussed, including:

- The effect on data of the chosen time span and level of analysis (for example, zip code vs. Census tract)
- Identifying "clusters" of data sets that may point towards gentrification and displacement

- The unintended consequences of targeted investments in low-income areas (i.e. gentrification and displacement)
- The need to include schools/LA County Office of Education in discussions of the built environment
- The need to account for indicators where data is not available
- Data scale and specificity: drilling down into data (ie: fatalities by mode) and racial comparative data (asthma rates by race or income)
- Bias in County data reporting/collection and the need to groundtruth the data
- Streamline the data fields to make it more user-friendly
- When the tool is presented to the Board, disclose how the indicators were developed
- Bring the Community Development Commission and HACoLA to the table
- Consult HUD's Affirmatively Furthering Fair Housing tool
- Coordinate efforts with other jurisdictions undertaking similar initiatives (e.g.: DPH's Prevention and Public Health Task Force)

DRP will introduce the tool and recommendations for how it could be used to the Board in March 2017. Potential DRP policy applications of the equity indicator tool include:

- Translation services
- Equity findings in staff reports
- Off-site public hearings
- Structure to engage with communities
- GIS layer identifying community organizations

Project updates

- Green Zones
 - Toxic hot spot map is in development to examine a community's exposure to pollution.
- Affordable Housing / Homeless Initiatives
 - RFPs are in development for affordable housing studies, including linkage fee analysis.
- Recycling and Solid Waste Ordinance
 - This ordinance will amend Title 22 (Land Use) to include definitions, standards, and uses related to recycling and solid waste facilities. The draft ordinance is almost complete and larger stakeholder meetings will begin in Fall 2016.
- Density Bonus Ordinance Update
 - New legislation has been adopted by the State, and the density bonus ordinance will be amended to reflect these changes.
 - AB744 and AB2222 have both created new requirements for the density bonus review process.
 - Will require inclusion of extra-low income category and streamlining process by coordinating with CDC and DRP Current Planning staff.
 - DRP will look into the possibility of hiring a consultant to verify occupants' income for no net loss policy.

Next steps

DRP will email the spreadsheet of indicators for stakeholders to mark up and return with comments and suggestions.

Los Angeles County Equitable Development Tools Program
Department of Regional Planning
10/11/16

Attendees: Julie Leung (Prevention Institute); Laura Muraida (SCOPE); Susanne Browne (Legal Aid Foundation of LA); Alexander Harnden (Legal Aid Foundation of LA); Sonya Vasquez (Community Health Councils); Alex Visotzky (Neighborhood Housing Services); De'Andre Valencia (Building Industry Association of LA/Ventura Counties); Elsa Tung (Los Angeles Neighborhood Land Trust); Will Wright (American Institute of Architects LA Chapter); Jamila Loud (Advancement Project); KeAndra Dodds (SD1); Derek Galey (SD1); Kristen Holdsworth (DRP); Norman Ornelas (DRP); Tina Fung (DRP); Connie Chung (DRP); Svetha Ambati (DRP); Adrine Arakelian (DRP); Soyeon Choi (DRP); Ayala Scott (DRP).

MEETING SUMMARY

Equity Indicator Tool

DRP is preparing an equity indicator tool to inform future land use planning decisions. DRP gave examples of the feedback received to date from stakeholders and County staff about the indicators under consideration. Due to the breadth and depth of feedback received, a more thoughtful approach was needed to determine which indicators to include in the tool.

Attendees broke off into two groups for focused discussions around a hypothetical set of pre-selected indicators. The groups were asked 1) which indicators on the list resonated with them most, 2) which indicators were missing, and 3) of all the indicators discussed, which they would recommend for inclusion in the tool. The assumption was that all the indicators could be available in terms of change over time.

Of the initial set of indicators presented, the ones that resonated most between the two groups were (in no particular order):

- Race
- Median household income
- Median rent
- Housing cost burden
- Pollution burden
- Violent crime
- Access to high quality transit/active transportation
- Linguistic isolation
- Obesity rates
- Park access
- Employment/underemployment
- Healthy food access

Additional recommended indicators included:

- Life expectancy/premature life loss
- Homeless rate (sheltered/non-sheltered)
- Percentage of extremely low, low, and very low income residents
- Percentage of owners vs. renters
- Number of affordable units (both market rate and subsidized)
- Number of affordable units with transit access

- Public facilities siting
- On-the-ground land uses (as opposed to land use policy)
- Age
- Access to health care
- Access to open space and watersheds
- Commute time
- Walkability
- Investments in neighboring jurisdictions for comparison purposes
- Urban heat island data
- Disabled accessibility in the built environment (curb ramps, ADA compliance)
- Level of investment per capita – dollars spent and level of infrastructure and services (bike lanes, sidewalk repair, service calls).
- Home mortgage lending/denial rates
- Housing type diversity

The groups differed in their approach to prioritizing which indicators were most important to include in the tool. One group felt that a large field of indicators would provide planners with more flexibility in terms of making findings in staff reports, and that different sets of indicators should apply to different types of planning projects.

The other group found it efficient to combine indicators as follows:

- Life expectancy or premature life loss
- Linguistic isolation by race
- On-the-ground land uses
- Housing cost burden by extremely low, very low and low income level
- Unemployment/underemployment
- Number of jobs by industry with transit access
- Homeowners vs. renters vs. homeless (sheltered vs. non-sheltered)
- Crime data vs. violence: needs more assessment to see how violence (not merely reported crimes) can be accounted for.

Other recommendations included:

- Choose indicators based on the story they tell in combination with each other.
- Make the tool available to the public
- Engage communities in regular forums to groundtruth data. Ensure that the forums are sensitive to residents' needs (not in the middle of a workday, provide childcare, food, language translation, etc.)
- In addition to quantitative data in the tool, DRP should gather qualitative data (such as surveys) about how the built environment promotes general quality of life, neighborhood cohesion and satisfaction
- Provide information at the most disaggregated level possible and at a variety of geographic scales (parcel level, neighborhood or census level, unincorporated community, and uninc. Countywide), and countywide (including cities).
- Present the indicator data as maps, but also as a report that lists all of the indicators in one place for a specific geographic location

- There was also a question about the directionality of equity and what our tool is measuring and trying to influence. Is it focused on resources or systems and structures? There was a suggestion to have two tiers of information available: a baseline set of demographics and other pertinent information, and then an additional layer of resources (including things like community investments, different services/programs, etc).

Next steps

DRP will continue to refine the tool and follow up with the group about the tool early next year. In the meantime, the group will reconvene in early December to discuss ideas for improving public engagement in land use decisionmaking.

Los Angeles County Equitable Development Tools Program
Department of Regional Planning
12/5/16

Attendees: Julie Leung (Prevention Institute); Sasha Harnden (Legal Aid Foundation of LA); Jamila Loud (Advancement Project); Katie Balderas (DPH); Mi Kim (DRP); Dan Hoffman (DRP); Richard Marshalian (DRP); Kristen Holdsworth (DRP); Norman Ornelas (DRP); Connie Chung (DRP); Svetha Ambati (DRP); Adrine Arakelian (DRP); Soyeon Choi (DRP); Ayala Scott (DRP).

MEETING SUMMARY

Strategies for equity in land use planning

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 strategies designed to promote equity by engaging the general public, professional advocates or both. DRP will present recommended strategies for Board action next summer.

At the Dec. 5 stakeholder meeting, DRP presented a menu of potential strategies as a starting point for discussion. DRP also noted some of the challenges in engaging unincorporated communities, which include a geographically dispersed, noncontiguous jurisdiction; extremely concentrated political power; and wide variations in the amount of resident organization and professional advocacy targeted to unincorporated communities.

Attendees discussed the following issues and/or provided the following feedback:

- For next summer’s Board report, attendees recommended focusing on a few engagement strategies, fleshing out the goals and purposes of each, and explaining when in the decisionmaking process each strategy should be used.
- When forming an engagement strategy, County staff should clarify the level of engagement (nonprofits or community members) and how to engage them most effectively.
- The question of how to build and maintain a GIS layer of community groups was discussed. It was noted that mapping only tax-exempt nonprofits could exclude grassroots neighborhood groups that do not have official records. Staff should continuously build the layer by asking community members who else should be contacted.
- To be successful, engagement strategies must reflect improved collaboration across County departments to avoid confusion and meeting fatigue in the community. The creation of a shared calendar was suggested.
- County limitations on overtime pay in some departments need to be addressed so that staff have the flexibility to attend outreach events during non-work hours when most residents are more likely to attend.
- Provide a way for commenters at hearings to opt in to a mailing list to receive project updates or hearing notices on similar development issues or communities of interest.

- Organizations that provide “Planning 101” education to community members include Pacoima Beautiful, East LA Community Corporation, East Yards, Communities for a Better Environment, and SAJE.
- US EPA Region 9 formed a memorandum of understanding with environmental justice groups to establish trust and a clear working relationship.
- Input received from the public should be documented, in order to be transparent with stakeholders and provide decisionmakers with a complete picture of the feedback received.
- Funding for stipends should be budgeted to support partnerships with community groups.
- Public communications should be in plain English with a standardized look to avoid confusion.
- The Second District’s Empowerment Congress provides a diversity of perspectives and representation from nonprofit groups, which can host discussions and frame issues for community members.
- Use social media (NextDoor, Facebook) but don’t be overly reliant on it to distribute information. Public libraries are a good way to reach people who don’t have smartphones or online access at home.

Next steps

DRP will present recommended strategies for Board action next summer, along with a draft of the equity indicators tool. DRP will continue to refine the equity indicators tool and follow up with the group about the tool early next year.

Los Angeles County Equitable Development Tools Program
Department of Regional Planning
3/29/17

Attendees: Jamila Loud (Advancement Project); KeAndra Dodds (Enterprise Community Partners); Amanda Meza (Investing in Place); Susanne Browne (Legal Aid Foundation of LA); Rani Narula-Woods (Shared Use Mobility Center); Mary Ferguson (Shared Use Mobility Center); Sonya Vasquez (Community Health Councils); Maira Sanchez (SCANPH); Lorena Bautista (CEO); Renita Bowlin (CEO); Starr Coleman (County Counsel); Dan Hoffman (DRP); James Drevno (DRP); Richard Marshalian (DRP); Norman Ornelas (DRP); Connie Chung (DRP); Svetha Ambati (DRP); Timothy Murphy (DRP); Soyeon Choi (DRP); Ayala Scott (DRP).

MEETING SUMMARY

Recap of Equitable Development Work Program and Equity Indicators Tool

In its 2015 [motion](#), the Los Angeles County Board of Supervisors created the Equitable Development Work Program, which includes a comprehensive affordable housing action plan, density bonus ordinance update, Green Zones program, and the development of tools to evaluate and advance equity objectives (displacement prevention, reduction of neighborhood health disparities, and provision of safe and affordable housing).

Staff placed the work program in the context of other public-sector equity initiatives led by the Department of Public Health, Arts Commission, Metro, and GARE cohort. The Equity Indicators Tool is a GIS-based tool intended to support more equitable land use decisionmaking. Staff presented potential uses of the tool and recapped the process that led to a first draft. The process included convening County staff from across departments as well as external stakeholders to define equity, identify equitable outcomes that should result from General Plan implementation, discuss planning scenarios, and select draft indicators.

Stakeholders commented on the overlapping nature of the equity outcomes identified by County staff and recommended including them in the report back to the Board on the status of the indicator tool, which is expected to be submitted in August. Stakeholders recommended emphasizing in the Board report that all the equitable outcomes are necessary and work as a whole, not as individual goals. Stakeholders recommended that equity findings be a standard part of staff reports and/or Board letters.

Presentation of Draft Equity Indicators Tool

The indicators included in the draft tool to date are race, median household income, language spoken, pollution burden, land use/zoning, housing cost-burdened low-income households, proximity to financial and retail services, high-quality transit, unemployment, educational attainment, population under 10 years old, population over 65 years old, public facilities, homeless counts and community groups. Staff indicated the goal is to make the indicators viewable in terms of change over time and in comparison to the average for the County or unincorporated areas. The draft tool's visualization and reporting capabilities were demonstrated. A more refined version of the tool using a more advanced application technology will be developed and demonstrated to stakeholders at a future meeting.

Supporting public engagement strategies

Expert stakeholders have recommended a more inclusive public process in land use planning. DRP is developing a suite of strategies designed to promote equity by engaging the general public, professional advocates or both. DRP will present recommended strategies for Board action this summer.

Attendees discussed the following issues and/or provided feedback, including:

- Community-based organizations, if they have capacity and funding, are a better source of outreach support than a professional outreach consultant.
- Outreach should encompass broader educational activities (for example, a walk audit), rather than simply informing communities of projects underway.
- Employ organizations that provide “Planning 101” curricula to improve the quality of feedback and empower communities.
- Mobile field offices are a good way to provide services, basic education about planning efforts, and collect qualitative information about local conditions.
- Use social media (NextDoor) and technology (animated videos, interactive kiosks such as those used by SCAG for the Regional Transportation Plan) to engage and inform the public.
- Outreach materials should use plain language.
- Area Planning Committees can provide broader representation than homeowners associations, but they should be subject to term limits and should include representatives from community organizations. Area Planning Committees can also add more bureaucracy, which could add time and expense to development. Explore replicating the Association of Rural Town Councils model in SD5.
- Voluntary “planning duty,” similar to jury duty, would be complex and could have unintended negative consequences.

Next steps

DRP will continue to refine the equity indicators tool and follow up with the group in late spring or early summer.

Los Angeles County Equitable Development Tools Program
Department of Regional Planning
7/25/17

Attendees: Amanda Meza (Investing in Place); Sonya Vasquez (Community Health Councils); Jerard Wright (BizFed); Monika Shankar (PSR-LA); Raquel Mason (PSR-LA); Ana Bonilla (Prevention Institute); Elsa Tung (LANLT); Mariana Huerta Jones (ACT-LA); Sasha Harnden (LAFLA); Dan Hoffman (DRP); Nick Franchino (DRP); Richard Marshalian (DRP); Connie Chung (DRP); Mark Child (DRP); Heather Anderson (DRP); Tina Fung (DRP); Timothy Murphy (DRP); Soyeon Choi (DRP); Ayala Scott (DRP).

MEETING SUMMARY

Recap of Equitable Development Work Program and Equity Indicators Tool

In its 2015 [motion](#), the Los Angeles County Board of Supervisors created the Equitable Development Work Program, which includes a comprehensive affordable housing action plan, density bonus ordinance update, Green Zones program, and the development of tools to evaluate and advance equity objectives (displacement prevention, reduction of neighborhood health disparities, and provision of safe and affordable housing).

The Equity Indicators Tool is a GIS-based tool intended to support more equitable land use decisionmaking. The process of creating a first draft of the tool included convening County staff from across departments as well as external stakeholders to define equity, identify equitable outcomes that should result from General Plan implementation, discuss planning scenarios, and select draft indicators.

The draft tool that will be submitted to the Board Tool is not final; it is a mockup to show the intent of what could be done given a mandate to use the tool and additional resources to improve functionality and add data as needed.

Presentation of Draft Equity Indicators Tool

Staff presented an updated version of the draft tool. Stakeholders commented on functionality and indicators. A summary of feedback is below.

Indicators

- Need data on where public dollars (such as County bond measures) and private dollars are spent geographically
- Consider including health outcomes in addition to social determinants of health (possibly connecting to [ThinkHealthLA](#) data)

Functionality

- Add historical data to track changes over time and highlight communities that have experienced the most change (could signal improvement, or displacement)
- Green color is seen as positive so could be misleading for indicators that show challenges
- Need to be able to download and print (not just view) pop-up charts
- Need to be able to export tabular data of all indicators for a selected geography
- Need to balance customizability of tool with need to maintain consistency of baseline indicators across County departments that use the tool

Draft Board Report

Staff presented the following sections of a draft report back to the Board: potential applications of the Equity Indicators Tool by DRP staff, other County departments, and the public; recommendations for revision and piloting of the tool by DRP, expansion to other departments, a Countywide equity policy directive and dedication of staff to coordinating equity initiatives.

Staff presented the example of King County, WA, which from 2008 – 2016 increasingly organized its County processes and budgets around achievement of progress on equity indicators.

DRP is developing a suite of strategies designed to promote equity by engaging the general public, professional advocates or both. The Board report will flesh out a few strategies in more detail. It was suggested that one of the strategies, inclusion of a Regional Planning Commissioner focused on environmental justice impacts of proposed development, be replaced with an outside EJ consultant to the RPC.

Equitable Development Work Program Updates

Green Zones

- Green Zones Program – EJ program centered around a toxic hotspots map, recommendations for development standards and support for businesses, and community engagement/involvement
- DRP received grant from CA Strategic Growth Council for ground truthing activities in East Los Angeles and Florence-Firestone; year-long project
- DRP hired Occidental College (w/USC PERE) to further refine the draft toxic hotspots map, add additional data layers (including health risk data), and develop a composite score for geographical units (e.g. census tracts) throughout LA County

Affordable Housing Action Plan

- Recommendations for production and preservation of affordable housing; hope to wrap up project by September
- Three related studies: Existing Conditions and Real Estate Market Study; Affordable Housing Linkage Fee Nexus Study; Inclusionary Housing Feasibility Study

Density Bonus Ordinance Update

- Updates based on changes to State Density Bonus law; expected public hearing in the fall
- Looking at allowing 100 percent affordable housing projects in commercial zones ministerially

Accessory Dwelling Unit Ordinance Update

- Updates based on changes to State law; draft ordinance has been released and can be found on DRP website

SB 2 – Emergency Shelter and Transitional Housing

- Goal is to promote regional SB 2 compliance/implementation
- Can only apply the same standards that apply to residential uses in the same zone
- DRP/consultant have developed best practices guide and will outreach to cities

Next steps

DRP will continue to refine the equity indicators tool per stakeholder feedback, reach out to the Board offices and submit the report. DRP will notify stakeholders when the report is submitted. DRP will reconvene the group in the fall to discuss progress on other components of the Equitable Development Work Program.

Los Angeles County Equitable Development Tools Program
Department of Regional Planning
11/14/17

Attendees: Jessica Meaney (Investing in Place); Ray Andersen (Aera Energy); Alex Khalil (Neighborhood Housing Services); Jesse Ibarra (Neighborhood Housing Services); Joan Ling (UCLA); Jackie Illum (Community Health Councils); KeAndra Dodds (Enterprise Community Partners); Robert Baird (Prevention Institute); Elsa Tung (LANLT); Heather Jue Northover (DPH); Jocelyn Estiandan (DPH); James Drevno (DRP); Adrine Arakelian (DRP); Richard Marshalian (DRP); Connie Chung (DRP); Mark Child (DRP); Heather Anderson (DRP); Tina Fung (DRP); Timothy Murphy (DRP); Soyeon Choi (DRP); Ayala Scott (DRP).

MEETING SUMMARY

Equitable Development Work Program Updates

In its 2015 [motion](#), the Los Angeles County Board of Supervisors created the Equitable Development Work Program for the unincorporated areas of the County, which includes a comprehensive affordable housing action plan, density bonus ordinance update, Green Zones program, and the development of tools to evaluate and advance equity objectives (displacement prevention, reduction of neighborhood health disparities, and provision of safe and affordable housing). Staff provided updates on various projects in progress:

Accessory Dwelling Unit Ordinance Update

- Updates based on changes to State law; public hearing before the Regional Planning Commission scheduled for November 29, 2017.
- Public hearing draft available at <http://planning.lacounty.gov/adu/ordinance>.
- County's ordinance incorporates elements of State law while including some local provisions about parking, street width and neighborhood zoning overlays
- Staff will follow up with stakeholders who expressed interest in mapping ADU potential and/or screening potential properties for ADU feasibility

Compact Lot Subdivisions

- Ordinance coming in 2018
- County's ordinance incorporates lessons learned from City of LA's small lot subdivisions
- County's ordinance includes caps on height and unit numbers, and is intended for multifamily zones; is a tool to incentivize infill on underdeveloped sites
- Staff will follow up with mapping resources

Density Bonus Ordinance Update

- Updates/cleanup based on changes to State Density Bonus law; expected public hearing in 2018
- Ordinance currently allows additional density bonus beyond State minimum as an incentive
- Looking at allowing 100 percent affordable housing projects in commercial zones ministerially

SB 2 – Emergency Shelter and Transitional Housing

- Goal is to promote regional SB 2 compliance/implementation
- Can only apply the same standards that apply to residential uses in the same zone
- DRP/consultant have developed best practices guide and have outreached to cities
- County has no regulatory authority over cities; litigation has been used to facilitate compliance

Affordable Housing Action Plan

- Recommendations for production and preservation of affordable housing
- Three related studies: Existing Conditions and Real Estate Market Study; Affordable Housing Linkage Fee Nexus Study; Inclusionary Housing Feasibility Study
- Studies are focused on residential linkage fee due to small amount of commercial construction (only 4% of unincorporated County is zoned for commercial/industrial)
- Staff will notify group when report is available

Green Zones/Recycling & Solid Waste Ordinance

- Green Zones Program – EJ program centered around a toxic hotspots map, recommendations for development standards and support for businesses, and community engagement/involvement
- DRP received grant from CA Strategic Growth Council for ground truthing activities in East Los Angeles and Florence-Firestone; year-long project
- DRP hired Occidental College (w/USC PERE) to further refine the draft toxic hotspots map, add additional data layers (including health risk data), and develop a composite score for geographical units (e.g. census tracts) throughout LA County

Equity Indicators Tool

- The Equity Indicators Tool is a GIS-based tool intended to support more equitable land use decisionmaking. The process of creating a first draft of the tool included convening County staff from across departments as well as external stakeholders to define equity, identify equitable outcomes that should result from General Plan implementation, discuss planning scenarios, and select draft indicators.
- The draft tool that will be submitted to the Board Tool is not final; it is a mockup to show the intent of what could be done given a mandate to use the tool and additional resources to improve functionality and add data as needed.
- DRP has been working on bringing ordinances to public hearing (ADU, Density Bonus and Compact Lots)
- Staff will reach out to the Board offices and submit the report and draft tool in 2018
- Staff will re-send the link to the draft tool to the group

Next steps

Stakeholders agreed to continue meeting quarterly in 2018, and suggested ways to improve the meetings (provide name tags and handouts; updates on Measure A implementation and Vision Zero efforts).

Los Angeles County Equitable Development Tools Program
Department of Regional Planning
3/28/18

Attendees: Diana Coronado (BIA); Alex Visotzky (LAHSA); Bryan Namba (LAHSA); KeAndra Dodds (Enterprise Community Partners); Susanne Browne (LAFLA); Katie Balderas (City of Long Beach); Quetzal Flores (ELACC); Robert Baird (Prevention Institute); Jean Armbruster (DPH); Adrine Arakelian (DRP); Connie Chung (DRP); Heather Anderson (DRP); Tina Fung (DRP); Timothy Murphy (DRP); Ayala Scott (DRP).

MEETING SUMMARY

Equitable Development Work Program Updates

In its 2015 [motion](#), the Los Angeles County Board of Supervisors created the Equitable Development Work Program for the unincorporated areas of the County, which includes a comprehensive affordable housing action plan, density bonus ordinance update, Green Zones program, and the development of tools to evaluate and advance equity objectives (displacement prevention, reduction of neighborhood health disparities, and provision of safe and affordable housing). Staff provided updates on various projects in progress:

Equity Indicators Tool

- The Equity Indicators Tool is a GIS-based tool intended to support more equitable land use decisionmaking. The process of creating a first draft of the tool included convening County staff from across departments as well as external stakeholders to define equity, identify equitable outcomes that should result from General Plan implementation, discuss planning scenarios, and select draft indicators.
- With a new Planning Director, DRP is moving forward with further development of the tool. The County's Internal Services Department will add functionality to the tool, such as the ability to print reports.
- Stakeholders recommended the tool be used to include an equity impact statement on staff reports to the Board and/or Planning Commission. Worksheets to guide planners in equity considerations on their projects were also discussed.

Accessory Dwelling Unit Ordinance Update

- Regional Planning Commission approval on January 24, 2018; Board of Supervisors hearing expected in late May 2018.
- County's ordinance incorporates elements of State law while including some local provisions about ADUs in high-fire zones and neighborhood zoning overlays.
- Community Development Commission and consultant LA Mas are currently selecting homeowners to participate in pilot incentive program to build or legalize an ADU in exchange for housing a homeless person/family for 10 years.

Density Bonus Ordinance Update

- Updates/cleanup based on changes to State Density Bonus law; expected public hearing in summer 2018.

SB 35 Implementation – Affordable Housing Streamlined Approval Process

- State law passed in 2017 to require ministerial review of development projects that would otherwise be subject to a conditional use permit and public hearing, if the project includes a certain percentage of affordable housing and meets other criteria.
- DRP is training permitting staff and has an implementation memo and forms to certify eligibility of projects for SB 35 streamlining.
- In response to a concern over potential displacement impacts of the streamlined approval, staff responded that the State law excludes sites that have been developed with residential uses in the previous 10 years.
- Staff noted that SB 35 streamlining may be more commonly used by nonprofit developers because of the prevailing wage requirement.

Affordable Housing Action Plan and Implementation Motion

- Recommendations for production and preservation of affordable housing.
- Three related studies: Existing Conditions and Real Estate Market Study; Affordable Housing Linkage Fee Nexus Study; Inclusionary Housing Feasibility Study.
- Studies are focused on residential linkage fee due to small amount of commercial construction
- Board motion from February 20, 2018 directs DRP to prepare ordinances for inclusionary housing, affordable housing preservation, homeless housing, and by-right multifamily development.
- While the plan implementation is in early stages and the Action Plan contains specific policy recommendations, staff will seek feedback from stakeholders on details including in-lieu fee, off-site development, and income targeting. Staff noted that the diversity of submarkets in the unincorporated areas means that a one-size-fits-all policy will not work.
- Stakeholder comments included a recommendation to look at the no-net-loss policies from AB 2222 and the value capture policies in City of LA's Measure JJJ, as well as a comment that inclusionary housing policies are having a chilling effect on development and contributing to the housing shortage.

California Senate Bill 2 (SB 2) 2007 and the Homeless Housing Ordinance

- SB 2 (2007) aims to prevent land use barriers to development of shelters, and transitional and supportive housing.
- Strategy F1 of the County's Homeless Initiative is *Promote Regional SB 2 Compliance and Implementation*. As part of Strategy F1, Public Counsel completed two reports: a Best Practices Guide to assist cities with SB 2 compliance, and an analysis of the County Code to identify where the County is in- and out-of-compliance in unincorporated areas. Both reports include recommendations for going beyond compliance to further encourage these housing types.
- In response to the reports, the Board introduced and approved a motion instructing DRP to initiate a Homeless Housing Ordinance, including SB 2 compliance, streamlining supportive housing and motel conversions, and review of reasonable accommodations.

Green Zones/Recycling & Solid Waste Ordinance

- Green Zones Program – EJ program centered around a toxic hotspots map, recommendations for development standards and support for businesses, and community engagement/involvement
- DRP received grant from CA Strategic Growth Council for groundtruthing activities in East Los Angeles and Florence-Firestone; year-long project in partnership with East Yard Communities for Environmental Justice and Communities for a Better Environment.
- Seven groundtruthing events were held in February and March, with 30-55 people attending each event, to document environmental impacts of businesses next to residential areas (such as auto dismantling).
- Documentation will inform future regulations on businesses to mitigate their harmful impacts.

- DRP hired Occidental College (w/USC PERE) to further refine the draft toxic hotspots map, add additional data layers (including health risk data), and develop a composite score for geographical units (e.g. census tracts) throughout LA County.
- The toxic hotspots map will include data regarding sensitive land uses, polluting land uses, health risk data, social vulnerability, climate change vulnerability, and will incorporate indicators not included in CalEnviroScreen.
- Recycling and solid waste ordinance will regulate the siting and operations of waste processing facilities.
- A challenge of the program is coordinating the many layers of oversight and permitting that influence business operations, such as the Department of Toxic Substances Control and Treasurer-Tax Collector.
- Future efforts may consider how housing development should be regulated to minimize impacts to residents from nearby businesses.

Transformative Climate Communities Grant

- DRP, East LA Community Corporation and Legacy LA were awarded a grant of \$170,000 by the Strategic Growth Council to plan a community land trust and sustainable food systems in unincorporated East LA.
- The grant will lay the groundwork for a future implementation grant.

Next Steps

Staff will reach out to stakeholders for input as ordinances are being developed.

Los Angeles County Equitable Development Tools Program
Department of Regional Planning
8/29/18

Attendees: Jesse Ibarra (NHS LA County); Romy Ganschow (LAFLA); Jennifer Schab (RCH Studios); Ivan Barragan (DPH); James Drevno (DRP); Norman Ornelas (DRP); Soyeon Choi (DRP); Connie Chung (DRP); Heather Anderson (DRP); Tina Fung (DRP); Timothy Murphy (DRP); Ayala Scott (DRP).

MEETING SUMMARY

Equitable Development Work Program Updates

In its 2015 [motion](#), the Los Angeles County Board of Supervisors created the Equitable Development Work Program for the unincorporated areas of the County, which includes a comprehensive affordable housing action plan, density bonus ordinance update, Green Zones program, and the development of tools to evaluate and advance equity objectives (displacement prevention, reduction of neighborhood health disparities, and provision of safe and affordable housing). Staff provided updates on various projects in progress:

Green Zones

- Green Zones Program – environmental justice program centered around mapping of environmental hazards and cumulative health risk, recommendations for development standards and support for businesses, and community engagement/involvement
- DRP presented the Environmental Justice Screening Map created for LA County by Occidental College/USC PERE and photos/findings from [groundtruthing](#) events with East Yard Communities for Environmental Justice and Communities for a Better Environment.
- Groundtruthing participants documented many auto-related, metal-related, and recycling uses, and noted the need for stronger coordination between enforcement and permitting; more landscaping, setbacks, and buffers; incentives for small businesses; and odor and dust control.
- Documentation will inform future regulations on businesses to mitigate their harmful impacts.
- Public hearings on Green Zones ordinance to begin in late 2019.

[Accessory Dwelling Unit Ordinance](#) Update

- Board of Supervisors approval on May 22, 2018; the ordinance is expected to go back to the Board for final adoption as a consent item by the end of 2018.
- County's ordinance incorporates elements of State law while including some local provisions about ADUs in high-fire zones and neighborhood zoning overlays.

[Density Bonus Ordinance](#) Update

- Regional Planning Commission approval on August 15, 2018. RPC requested that applicants seeking additional density bonus beyond what is provided in State law, only be eligible to do so after they have provided the maximum affordable set-aside for the income category they are setting aside as provided in State law.
- Board hearing expected in November 2018.

Tenant Protections/Mobile Home Parks

- Tenant protections working group [report](#) recommends the following policies for the unincorporated areas: rent stabilization to limit the maximum allowable annual rent increase for covered units;

“just cause” eviction requirements that would apply to all tenants in County unincorporated areas, regardless of unit type, ownership type, or coverage under a rent stabilization program; programs to address issues involving potential harassment, discrimination, housing conditions and habitability, and financial assistance for certain tenants; and funding mechanisms for ongoing oversight and enforcement that would be shared by tenants and landlords, and that would be cost-neutral to the County General Fund.

- Working group recommended that just cause eviction protections apply to accessory dwelling units, but did not make a specific recommendation about whether rent stabilization should apply to ADUs.
- Stakeholders recommended that ADU landlords, who are often first-time landlords, should receive landlord education if they receive any kind of County subsidy.
- Board action on [mobile home park rent stabilization](#) may serve as a model for County action on future rent stabilization policies and programs outside of mobile home parks.

Affordable Housing Action Plan and Implementation Motion

- Board [motion](#) from February 20, 2018 directs DRP to prepare ordinances for inclusionary housing, affordable housing preservation, homeless housing, and by-right multifamily development.
- Staff distributed the latest [progress report](#) on these ordinances and requested ideas and resources from stakeholders on crafting these policies, which are currently in the research and early drafting phase.

California Senate Bill 2 (SB 2) 2007 and the Homeless Housing Ordinance

- SB 2 (2007) aims to prevent land use barriers to development of shelters, and transitional and supportive housing.
- Strategy F1 of the County’s Homeless Initiative is *Promote Regional SB 2 Compliance and Implementation*. As part of Strategy F1, Public Counsel completed two reports: a Best Practices Guide to assist cities with SB 2 compliance, and an analysis of the County Code to identify where the County is in- and out-of-compliance in unincorporated areas. Both reports include recommendations for going beyond compliance to further encourage these housing types.
- In response to the reports, the Board introduced and approved a motion instructing DRP to initiate a Homeless Housing Ordinance, including SB 2 compliance, streamlining supportive housing and motel conversions, and review of reasonable accommodations.
- Technical clarifications and additions for SB 2 compliance (shelter standards, definitions)
- A parallel track initiated by the Board is a Safe Parking Program in public rights-of-way
- Considering other SB 2 recommendations: for example, allowing shelter as accessory use on properties owned by community-based or faith-based organizations
- Stakeholder committees are being convened to inform the draft ordinance (County departments, developers, service providers, people experiencing homelessness, motel property owners)
- Developing broader community outreach with United Way and Homeless Initiative (late fall/winter)
- Public hearings expected in late 2019

Transformative Climate Communities Grant

- DRP, East LA Community Corporation and Legacy LA were awarded a grant of \$170,000 by the Strategic Growth Council to plan a community land trust and sustainable food systems in unincorporated East LA.

- Project is largely community outreach and education:
 - Finding people interested in participating in a CLT, a community-identified food-related land use (urban farm, community kitchen)
 - Create a community agriculture curriculum based on the culturally rooted forms of growing, cooking and sharing food
 - Training residents to document the project, digital storytelling
- Identifying properties potentially viable for a CLT and the food-related use
- Consultant is studying the feasibility of the CLT and formulating a business plan for a CLT or other affordable housing model
- DRP role: technical assistance (data, meeting support), land use tools to support CLT
- Next steps: seven convenings, and several workshops beginning on September 21, 2018. DRP can provide details on time and location once finalized.
- DRP is advocating for Strategic Growth Council funding for implementation in the unincorporated areas

Equity Indicators Tool

- The Equity Indicators Tool is a GIS-based tool intended to support more equitable land use decisionmaking. The process of creating a first draft of the tool included convening County staff from across departments as well as external stakeholders to define equity, identify equitable outcomes that should result from General Plan implementation, discuss planning scenarios, and select draft indicators.
- With a new Planning Director, DRP is moving forward with further development of the tool. The County's Internal Services Department is adding functionality to the tool, such as the ability to print reports.
- DRP will present the tool to the Regional Planning Commission on September 5, 2018, followed by outreach to the Board in November 2018. DRP will provide the tool along with a report to the Board with recommendations for applications of the tool at the end of November 2018.

Next Steps

Staff will reach out to stakeholders for input as ordinances are being developed.

Equity Policy Advisory Subcommittee

Meeting Summary for 8/3/16

Attendance

- Alexis Lantz, Jean Armbruster, Katie Balderas, Silvia Prieto, Stephanie Caldwell, DPH
- Ayala Scott, Dan Hoffman, Kristen Holdsworth, Nick Franchino, Soyeon Choi & Tina Fung, DRP
- Bronwyn Maudlin, Arts
- Clement Lau, DPR
- Felicia Cotton, Probation
- TJ Moon & Vincente Aguilar, DPW
- Vincent Holmes, CEO

Objective

- To develop an equity consideration support tool from a land use and development perspective, which can be applied and utilized by other County departments. The tool will guide short term and long term implementation strategies and inform decision making processes and procedures.

GARE

- A cohort of 8 county departments working to approach the broader issues around race and equity through a year-long training. Their efforts can complement and be coordinated with the Equity Indicator tool.

Policy Advisory Technical Subgroup

- Review of Equity definitions and equity indicators workgroup goals
- Main deliverables of subgroup:
 - Articulate functionality
 - Select indicators
 - Identify process and instructions for adoption
 - Create action plan for implementation and integration of tool

Group Discussion

- Purpose and Application:
 - Determine what type of tool this is:
 - Scorecard(s): ranking of communities or indicators (the tool this group is creating will not be this)
 - Snapshots: The toolkit can look at a current point in time for information related to equity (ie. where are current pollution burdened areas in LA County?). The group discussed that the tool/map will provide this type of information. However, it may also include some layers that show change over time (ie. amount of increase/decrease of median income)
 - Progress/Tracking: Indicators can also look at issues of equity over time (ie. tracking median household income changes in an area over a time period and also tracking housing affordability rates)

- Review the implementation strategies of the General Plan to develop specific narratives or metrics to tell a story.
- Have subject matter experts propose policy applications from their respective departments
- Examples of applications:
 - Siting of affordable housing and industrial permits (DRP)
 - Discretionary projects may include an “equity assessment” in the conditions and findings. (DRP)
 - Help to prioritize and target communities for grant applications
 - Develop a standardized checklist for Legislative analysis (DPH)
 - Fee schedule on sliding scale (DRP)
 - The permit fee schedule could be revised and incentivized to consider issues of equity (ie. cancel business license fee for businesses that provide healthy food options)
- Use indicators to provide equity context for decisionmakers. Provides a more complete picture of equity and could help with coordination of projects going on in one area. For example,
 - For development of healthier communities, bike lanes, trees, public art, sidewalk improvements can be considered as a group.
 - For a site-specific development proposal, socioeconomic data and information about nearby amenities should be considered.
- Indicators:
 - Build a strong case for the equity tool by focusing the first iteration of the tool on DRP functions and land use/development indicators
 - Incorporate criminal justice/law enforcement data
 - Use layers that synthesize several indicators, such as DPH’s economic hardship index or CalEnviroScreen disadvantaged communities designation
 - Look at other resources/scoring systems to prioritize projects (MTC Communities of Concern, DPW/ISI project sustainability rating)
 - Sometimes, less is more: The Parks Needs Assessment uses 5 metrics for the main outward facing platform, but it also has other data that DPR can view (such as demographics, air quality, etc).
 - May be helpful to have information about where permits are being issued, and where violations are occurring.

Next steps

- Send out links to equity tools
- Send out General Plan implementation programs to get ideas for policy applications
- Send out equity indicators survey
 - Each department to consider the functionality of the tool based on their expertise and practices, and select data fields in priority.
- Schedule next meeting

Equity Policy Advisory Subcommittee Meeting Notes

Summary for Meeting #2 on 9/9/16

Attendance

- Jean Armbruster, Katie Balderas, Chanda Singh, Elycia Mulholland Graves, DPH
- Ayala Scott, Connie Chung, Dan Hoffman, Kristen Holdsworth, Nick Franchino, Soyeon Choi, Svetha Ambati, & Tina Fung, DRP
- Susannah Laramée Kidd, Arts
- Matt Dubiel, TJ Moon, & Vincente Aguilar, DPW
- Donna Parker & Maryetta Hall, DHR
- Robbie Odom, DCFS

GIS and Data Management Technical Subgroup Update

- Nick and Dan presented a mock-up tool in the form of a Story Map for the Policy Advisory Group to consider
- Initial feedback by the Policy subgroup included the following:
 - Internal vs. external uses (a Story Map is good for telling a specific story with a clear scope (for example, City of LA Vision Zero or DPR Park Needs Assessment). We need to know and refine/clearly articulate the message before an equity Story Map goes public).
 - Story Map may not provide the functionality we need (ie: generating reports)
 - A Story Map may be a good public tool for engagement, but maybe not for everyday internal use. Story Map may be too cumbersome for internal use. Initial group feedback indicated that they liked using layers that they could quickly turn on and off instead of scrolling
 - It was helpful to see data and options of what is possible to help provide feedback and guide the tool's electronic functionality, even if it is not the final format
- The Policy Subgroup and GIS Subgroup will work together in an iterative process
- One of the most pressing next steps is for the Policy Subgroup to identify a rough set of indicators and data sources, as well as a list of minimum functionality.

Group Discussion

- Equity Indicators Tool: Potential Applications
 - During introductions and throughout the meetings, several examples of the Equity Indicator Tool's application were proposed. These were added to the compiled list of potential applications (attached as a separate document)
 - One of the potential application is to use it as 'process/approach' to identify equity issues and find ways to change County practices to more equitable ways.
- General Plan: A framework for the equitable development work program
 - The group briefly reviewed the General Plan, which provides a long-term vision of growth for LA County unincorporated areas and included a robust internal and external stakeholder process to establish a framework of goals, policies, and implementation programs

- Guiding Principles: There are five guiding principles of the General Plan:
 - Smart Growth
 - Sufficient Community Services and Infrastructure
 - Strong and Diversified Economy
 - Environmental Resource Management
 - Healthy, Livable, and Equitable Communities.
- The Equity Indicator Policy Advisory Subgroup discussed what it means for equitable implementation of the General Plan, and reviewed the approach of basing this on
 - From the General Plan Guiding Principles, there will flow Equity Outcomes, and then specific indicators. There will also be two other groupings: for community profile/stats and other/outside of scope outcomes (see attached document)
- Group Discussion and Feedback on this Approach:
 - Should have the guiding principles separated into 5 categories, do not condense livable communities and smart growth. Separate them because they are different scales
 - Consider health as a more prominent as a top-level objective (or re-add it in a little more explicitly)
 - Several indicators serve multiple functions and outcomes- for example, it's important to think through where transportation and safety belong- is it personal safety, transportation safety, etc.
 - Schools could go in multiple places (community services, economy, etc.)
 - The equity outcomes could be further refined and articulated (for example: Affordable, safe, and healthy places to live vs. Diverse Economy)- the group will send recommendations for clarification
 - Criminal Justice & Law Enforcement should not be outside of the "scope"
 - For example, law and justice has to do with the enforcement of safe streets
 - There is a nexus between arts and workforce development and justice populations
 - Availability on specific data may be related to or impact the Outcomes.
 - Recidivism and incarceration can contribute to economic factors
 - NPR data on police and community relations
 - Traffic stop rates by race
 - This was initially thought to be outside the scope of the project. The group agreed to continue discussing how this data would be used/applied, and what type of data would be included. DPH will gather more information.
 - This tool can be a foundational system that other departments can add on their indicators in the future as needed to improve their practices. Or it can inform the Board on equity-related policies that need to be implemented by other departments/agencies.

Next steps

- Schedule next meeting
- Workgroup will provide feedback on Equity Indicators Outcomes to further refine/clarify
- Begin thinking about specific indicators, and be prepared to break into groups and discuss at next meeting

Equity Indicators Tool: Policy Advisory Subcommittee Meeting Notes

Summary for Meeting #3 on 10/3/16

Attendance

- Katie Balderas, Chanda Singh, Jocelyn Estiandan, DPH
- Ayala Scott, Carmen Sainz, Adrine Arkelian, Connie Chung, Dan Hoffman, Kristen Holdsworth, Soyeon Choi, Svetha Ambati, & Tina Fung, DRP
- Susannah Laramée Kidd, Arts
- TJ Moon, John Walker, Mercedes Passanisi & Vincente Aguilar, DPW

Case Study Exercise/Breakout Session

The Department of Public Health facilitated a breakout session to help subcommittee members better understand how an equity lens is (or is not) currently being implemented in their work, how a tool could be used by County staff help promote equity and mitigate inequities, and what type of indicators would be useful for such a tool.

The following is a summary of some of the key takeaways from the two group's discussions:

- Overall, staff agreed that there is very little emphasis on using data related to equity or considering unintended inequity consequences in their projects or decision-making process right now. There are some notable exceptions, such as for grants (which prioritize CalEnviroScreen as a screening method) and some specific projects that meet Board policy objectives (e.g. Affordable Housing).
- Additional indicators staff thought would be useful (*Indicates indicators identified by both groups):
 - Gender
 - Parks needs assessment* (% of population with access to high quality open space)
 - Public infrastructure
 - Age*
 - Geography/zip codes
 - Surveys
 - Hospitals
 - Budget
 - Violations (zoning code, cars parked in front yards, etc.)
 - Stakeholder input*
 - Job workforce facilities
 - Level and history of County investment (funding, staff time)
 - Access to affordable housing
 - Fatal and severe collisions
 - High School Graduation Rate
 - College Graduation Rate
 - Land use conflicts
 - Chronic disease outcome data (obesity)
 - Self-reported poor health
 - Self-reported stress
 - Homeownership rates

- % of population with access to Active Transportation and/or High Quality Transit
- Access to technology

What must the tool include or look like to make it usable?

- **Geography/Scale vary widely, depending on the department and the project:** Must be able to zoom in and zoom out to see regional perspective & then very detailed info for each indicator
- **Guidance and interpretation are needed:** It's difficult for staff to know what is "good" or "bad" by just looking at the data. Comparison of individual indicators to LA County Average (or some other benchmark or baseline) would be helpful
- **The tool needs a user guide in plain English.** People weren't sure how to interpret or apply certain pieces of information (for example, violent crime rates) that weren't in their current wheelhouse; indicator application examples or connections to the equity outcomes we are looking for will be needed to frame each indicator in the tool.

What else will we need in order to embed use of the indicator tool in our work?

- We need to understand historical inequities
- Not every department has a mandate or mechanism to integrate equity into their work, this would need to be institutionalized through Board action or management buy-in so that decisions can be made by staff (and supported)

Equity Indicators Tool Framework Discussion

The group concluded by returning to the Equity Indicators Framework Guiding Principles and Equity Outcomes. The subgroup worked to review the equity outcomes, and were specifically tasked with removing, adding, rearranging, or editing the outcomes. The following feedback was received (either verbally or through written comments):

- Vibrant Neighborhoods: This was confusing to most. It was suggested to be changed to "Culturally inclusive vibrant neighborhoods."
- Suggestion to keep interconnected communities and add "connected neighborhoods" under healthy, livable, and equitable communities
- Confusion over "Clean Air" being listed in Natural Resources and the Smart Growth category
- There need to be consistency of language for the outcomes (thriving communities vs. healthy residents)
- Loaded terminology (such as "strong" "quality" and "vibrant") need to be defined

The workgroup agreed to finalize any other feedback via email, and was asked to sign up for a Guiding Principle Category (or many categories) that they are most familiar with, so that we can identify our own internal "technical experts" on each Guiding Principle for future discussions.

Equity Indicators Tool: Policy Advisory Subcommittee Meeting Notes

Summary for Meeting #4 on 10/31/16

Attendance

- Katie Balderas, Chanda Singh, William Nicholas, Elycia Mulholland Graves, DPH
- Ayala Scott, Adrine Arkelian, Nick Franchino, Connie Chung, Dan Hoffman, Kristen Holdsworth, DRP
- Bronwyn Mauldin, Arts
- TJ Moon, John Walker, Max Rodriguez, DPW
- Casey Stern, Lynn Katano, CDC

Equity Outcomes

The group reviewed the equity outcomes feedback received since the last meeting and prepared to finalize their set of equity outcomes. After reviewing the outcomes, the group felt that the feedback was interpreted correctly and incorporated adequately. There was lingering confusion about the “Culturally Vibrant, Inclusive, and Connected Communities” outcome as it related/potentially duplicated “Interconnected Communities.” The group decided to remove the word “Connected” and to add in an outcome to Community Services about social cohesion. For now, the Equity Outcomes are complete (but may have modifications as we work with outside stakeholders).

Indicator Inclusion Criteria

The group discussed how to move from outcomes to selecting indicators, and were provided with a synopsis of previous conversations that have occurred pertaining to indicator selection (both within the County workgroup and with external stakeholders). Stakeholders have raised concerns about data limitations as it relates to census data (only including certain portions of the population) and other data validity questions. They recommended ground truthing, especially for environment and environmental-justice related data points. The level of aggregation was also addressed. Since race and equity are connected, it would be optimal to get the indicators further broken down by race (for example, the % of Asian/Pacific Island renters by census tract). However, getting data at a level that is meaningful for comparison within the County unincorporated communities is very difficult (these statistics normally reside at a county-level or city-level data set).

The group discussed a two-step approach to selecting indicators. DRP reviewed the process used by many other jurisdictions (such as King County) and by

Step 1: Basic Indicator Inclusion Criteria

This step is the minimum criteria a data set/indicator must meet in order to be considered for inclusion. Data should be:

- Related to the General Plan’s implementation
- Geographically disaggregated (Reported at level smaller than the County to show distributional equity). The group discussed trying to determine what is the largest area we would want to accept. Some suggested supervisorial district, others said a SPA or the General Plan’s Planning Areas.

- Rigorously collected and validated. There was a suggestion to further develop what this means. For example, do samples of populations count? What about information by subject-matter experts?
- Temporally relevant (Collected recently, preferably within the past 5 years)
- Semi-consistently collected (Would like the ability to track change over time in the future)
- Existing and available, either from another data source or already collected by the County

Step 2: Further Considerations to Refine Indicator Selection

Based on the criteria in step one, there could potentially be hundreds, if not thousands of eligible indicators. This step is intended to help narrow down the selection with questions such as:

- Did the indicator communicate well to a wide audience? Was its meaning easily understood?
- Did the additional indicator provide a new perspective not already provided by another?
- Can the data be broken down further by race, income, or language?
- Is the indicator usable for the creation and/or implementation of policies and decisions in a manner that promotes equity?

The group felt that it was also important to consider the following:

- Will the indicator will be relevant over time and in the future/is there room for revision if new issues arise or better data is available?
- Do we want to create a hierarchy for selecting data sets (for example, for population projections, do we want to determine that local is always better)
- Is this indicator and data consistent with what is already being used by other departments in the county (for example, if CEO and CDC are using an LAEDC data set, does it make sense to use that set, despite a potentially more disaggregated data source that may be available?)
- Does the indicator relate to another metric or performance measure in the county (such as performance counts)

Draft Indicators and Breakout Discussion

In an attempt to move towards selecting indicators, DRP spent the last month compiling all of the feedback received from the County Policy workgroup and external stakeholders, and began assembling the indicators and categorizing them based on the Equity Outcomes. Ayala and Kristen provided a very preliminary first draft of indicators to start a group discussion. In the next two meetings the group will work towards a draft set that can be shared with stakeholders and worked on collaboratively.

The Workgroup broke into two discussion tables.

General feedback:

- Certain indicators (Diversity of land use, access to public facilities, living wage gap, green zones, gentrification score, and health disadvantage index) are good indicators because they have equity and distribution already built in to them. Is there a way we can replicate this for other indicators?
- Simplicity vs. complexity: simplicity is good for an advocacy tool, but it is ok to be complex for a policy decision-making tool. Oversimplification is not good for decision-making and it can hide important details. If the full version is too confusing, we can make a more simplified version for fact sheets and public overview information.

- Multiple indicators are good because it paints a picture for the state of different things

Specific indicators:

- Diversity of land uses: How do you measure? What distance do you use? Perhaps an overconcentration of negative land uses would be more relevant
- Average travel time to work: should this be based on mode, by distance?
- Add in street network density
- Are there ways to measure vibrancy?
- Add in HS Graduation Rates
- Need health data: Asthma-related ER visits, obesity, % people living with one or more chronic illness
- Are we considering noise?
- Make the HQTAs statistic more general
- Instead of living wage, consider disposable income
- Gig economy? (the fed stats don't include self-employed)
- Park needs assessment
- Separate county services vs. amenities (basic necessities vs. quality of life)
- HUD income limits: the local hire program is using 200% of federal poverty level
- Technology gap and community context

NEXT STEPS:

- The group will meet in December to do a deep dive into a few of the indicator categories (based on the GP Guiding Principle Categories)
- Please sign up/indicate your area of expertise via the survey if you have not already done so

Equity Indicators Tool: Policy Advisory Subcommittee Meeting Notes

Summary for Meeting #5 on 12/8/16

Attendance

- Jocelyn Estiandan, William Nicholas, Elycia Mulholland Graves, DPH
- Ayala Scott, Adrine Arkelian, Nick Franchino, Connie Chung, Dan Hoffman, Kristen Holdsworth, Norman Ornelas, Soyeon Choi DRP
- Susannah Laramée Kidd, Arts
- Toan Doung, John Walker, Vincente Aguilar, DPW
- Casey Stern, CDC

Presentation Summary

The meeting started with a presentation that gave a recap of the past meetings, including the wrap-up of the equity outcomes and discussion of how to move from outcomes to selecting indicators. The group further discussed the two-step approach to selecting indicators.

Step 1: Basic Indicator Inclusion Criteria

This is the “first step” for inclusion into the Equity Indicators Tool. Data must meet all of these requirements in order to be included (minimum standards). Data should be:

- Related to the General Plan’s implementation
- Relate and measure at least one of the equity outcomes
- Geographically disaggregated (Reported at level smaller than the County to show distributional equity)
- Rigorously collected and validated. The group discussed revising this to more clearly articulate what we would want, including indicators that:
 - Are available across the entire geography of LA County
 - Represent the populations we care about, and meaningfully relate to the community
 - Have external validity
 - Are from cleaned data sets (with low errors)
- Temporally relevant (Collected recently, preferably within the past 5 years)
- Routinely collected. The group decided to change this term from “Semi-Consistently Collected” (We would like the ability to track change over time in the future)
- Existing and available (Either from another data source or already collected by the County)

Step 2: Further Considerations to Refine Indicator Selection

Based on the criteria in step one, there could potentially be hundreds, if not thousands of eligible indicators. This is the “second step” for refining indicators. The criteria is phrased as guiding questions, but there is no “right” or “wrong” answer. Questions include:

- Did the indicator communicate well to a wide audience? Was its meaning easily understood?
- Did the additional indicator provide a new perspective not already provided by another?
- Can the data be broken down further by race, income, or language?

- Is the indicator usable for the creation and/or implementation of policies and decisions in a manner that promotes equity?
- Is this indicator or data set consistent with what is already being used by other departments?
- Does the metric relate to another metric or performance measure used in the County?

Draft Indicators and Breakout Discussion

The workgroup reviewed the draft indicators and had a time to provide broad, general comments and clarifying questions. It was suggested that “Social Impact Investment” be change to “Number of Community Groups”. The group continued to have challenges with how to measure diversity of land uses. Some members felt that a score/assessment would be more useful than just an identification of land uses. It was also pointed out that scale matters for this indicator. Finally, it was suggested that we review the Governing Magazine and UCB’s gentrification score methodologies in addition to UCLA’s.

In an attempt to move towards selecting indicators, the Workgroup broke into two discussion tables to review a five scenarios in which the Equity Indicators Tool may be applied. The purpose of the exercise was to think about what is useful in a broad variety of situations.

Most commonly used indicators: (see attached document with counts)

Additional indicators or information that may be useful in certain situations:

- Land Use:
 - Identification of residential land uses close to industrial uses
 - History of zoning changes
 - Recurrent permit violations (within community as well as for the actual parcel/site)
 - Number of similar land uses or facilities nearby
 -
- Transportation
 - Truck routes and traffic patterns
 - Walkability Score
- Environmental Quality
 - Air quality index measure
 - Water quality data
- Environmental Justice
 - Identification of the customers that the business serves (ie: local residents?)
 - Sensitive receptors
 - Job creation (number of employees)? Type of jobs and/or wages?
 - Previous Investments and Grants from County organizations
 - Public facilities layer should include sub-layers or point data (schools, libraries, parks, etc.)
 - Need more health indicators

Tool features:

- Include County average for comparisons
- Consider building the tool with a set of “standard” indicators that are pre-loaded (% language isolation, race, disabilities, income, and CalEnviroScreen), and then have side-options where people can add on what they feel is relevant for their own project/process

Additional Tools/Resources:

- Staff looks to an external mandate to look at the tool and assess equity. A Board motion for equity policy with a requirement of equity findings would be helpful
- Business support, and a procedure in place when a small business may have a negative impact
- Permit/violation history database (across departments and State agencies)
- Guidebook/resource for how to interpret and use the indicators
- County educational campaign and education (both internally and externally) about the intent to include equity in County process and decision making. Be explicit about this value, so it's not a surprise to the private sector.

Other/Misc:

- Need an indicator for the socially cohesive communities equity outcome
- Some indicators are already being used (such as CalEnviroScreen Score) to justify grants and project selection
- Some indicators overlap with CEQA requirements

NEXT STEPS:

- DRP will review indicators and select data sets using the indicator selection criteria. DRP will continue to follow up with specific departments and external stakeholders as needed for assistance on data.
- GIS team will display data as GIS map layers and create a draft tool
- Group will reconvene to review the draft tool in 2017

Equity Indicators Policy Advisory Technical Subgroup Meeting #6
Hall of Administration, Room 743
Meeting Notes
March 1, 2017

Attendees:

- DPH: William Nicholas, Elycia Mulholland Graves, Catherine Baltazar
- DRP: Ayala Scott, Adrine Arkelian, Nick Franchino, James Drevno, Connie Chung, Dan Hoffman, Timothy Murphy, Norman Ornelas, Soyeon Choi
- Arts: Susannah Laramie Kidd
- DPW: Toan Doung, John Walker, Vincente Aguilar, Chris Sheppard, Mercedes Passanisi
- CDC: Casey Stern
- CEO: Caroline Torosis

Agenda:

1. Introductions
2. Previous Meeting Recap
3. Presentation of draft of Equity Indicators Tool
4. Examples of Application
5. Discussion
6. Next Steps

Presentation

Soyeon Choi

Previous Meeting Recap:

1. Indicators were intended to help implement the General Plan in an equitable manner
2. Reviewed General Plan Guiding Principles and identified Equity Outcomes, then tried to come up with indicators for each Equity Outcome
3. Developed draft list of indicators and then refined them based on two levels:
 - a. Level 1 – Basic Indicator Inclusion Criteria
 - b. Level 2 – Further Consideration
4. At last meeting, broke into groups to think about indicators

Last Meeting Discussion – interest expressed in:

1. Including County averages for comparison
2. Creating two kinds of data – “standard” indicators and optional indicators
3. Developing permit/violation database → EnerGov for DRP & DPW is doing that now
4. Indicators for Socially Cohesive Communities Equity Outcome
 - a. Soyeon: many quantitative indicators can represent this Outcome, but it would be good to also develop a qualitative indicator like community assets, but it doesn’t quite work now → in future w/Board support, we may be able to develop a good qualitative layer

After Last Meeting:

1. DRP also sought feedback from the Equity Stakeholder Group as well as internal DRP group
2. DRP developed draft list of indicators based on Policy Advisory Technical Subgroup attendee voting, references among the three different groups (Policy Advisory, Stakeholder, DRP)

Presentation of Equity Indicators:

1. Map Layer indicators
2. Report Data indicators

Dan Hoffman (GIS)

Presentation of the Map:

1. Dan provides overview of map functions – e.g. address search, zoom, layer list, etc.
2. Presentation of Race/Ethnicity - % Minority Population indicator
 - a. ESRI 2016 estimate data – Dan has a link to ESRI methodology
 - b. Based at census block group level
 - c. Dan says County and City boundaries are present in the Tool for guidance, because block groups can be in both unincorporated County and cities
3. Comment (DPH): suggestion to change “Minority Population” to “People of Color”
4. Presentation of HUD Income Limits indicator
 - a. Based at census block group level
 - b. Average number of people in household per block group and the average household income for block group → corresponding HUD income limit level
5. Presentation of widgets
 - a. Base map options
 - b. Filter – can filter through multiple ESRI data (as they reside on same layer in Tool); can also do a group filter that can filter across multiple data layers in the tool (e.g. ESRI data and CalEnviroScreen 3.0)
6. Next steps:
 - a. Finish importing layers – Languages spoken
 - b. Develop Reporting function – GIS/Data Management Group input or via a consultant
7. Comment (Will – DPH): Affordable Housing Coordinating Committee consultant has produced affordability data for another project that might be relevant to Equity Indicators Tool
8. Comment (DPH): how did we determine Map Layer indicators vs. Report Data indicators?
 - a. Soyeon: map was something that could easily be displayed; report was more raw data that would be more difficult to display (it would also have a countywide figure for comparison in report)
9. Comment (DPH): Education levels and Age would be good indicators to display/visualize on the map

Soyeon Choi

Examples of Application:

1. The Indicators in the draft Tool are just an example of what we could do
2. DRP can include other indicators not in Tool but in the report to Board
3. The Tool is being developed in-house at DRP → lots of discussions re methodology for potential indicators
4. Presentation of potential applications of Tool
 - a. County Process – e.g. translation services determination
 - b. Budget/Finance – e.g. long-range community plan updates, identify areas to prepare Area Plans
 - c. Program & Policy
 - d. Permit Review – might be more limited to DRP
 - i. DRP currently doesn't include socioeconomic considerations in permits

Discussion

1. How can we further refine the Tool?
 - a. Add print option in widget.
 - b. Add data on educational attainment as it is a strong component that is not addressed currently.
 - c. Need to explore customizability for other departments (i.e., upload own data). This might not be possible for now but can be included in the Board Report for next steps. Also can be discussed at the GIS work group meeting.
2. What should be the next steps for implementation?
 - a. Board Report will remind the Board where this fits in the greater Program and explain the process of how the indicators were selected; show highlights of what Tool shows; and show the ways to use the Tool going forward
 - b. Things we can include in the Board report
 - i. Test-out cases (small scale),
 1. DPH will look into using the tool for development of a Health Impact Assessment.
 2. DRP and DPH can make case for health equity directive for land use planning.
 3. Vision Zero (DPW) can add equity lens to prioritize high-accident locations and socioeconomic factors.
 4. DRP/DPH can assess concentrations of industrial uses next to residential.
 5. Arts Commission can also potentially use the tool to identify art desert areas in developing their program.
 6. DPW can use the tool to determine where places lack sidewalks.
 7. DRP's Green Zones Program
 - ii. Expand on existing applications
 1. Bicycle Master Plan implementation was based on highest obesity rates.
 2. Disadvantaged Communities in grant application
 - iii. Equity Policy
 - iv. Need for guidebook/staff trainings for internal/external outreach
 1. To provide basis for understanding and approaching equity (policy)
 2. To ensure that the tool is not used subjectively.
 3. To help approach the equity from the same angle (i.e., industrial uses adjacent to residential vs. job creation)
 4. To provide guidance on Prop 209 constraints which governs Arts Commission and its grants/contracting of artists.
 5. To provide guidance for DPW on Title VI compliance regarding federal funds
 - v. Require staff report findings for DRP
 1. Equity findings will provide context for decision making process.
 2. Public disclosure of equity indicators for the project area
 - vi. Other suggestions
 1. Require measurement of change over time
 2. Department matrix of actions to promote equity
 3. Link to policies in County's Strategic plan

Wrap-Up:

1. Next meeting will be in late April or May
 2. DRP will present next version of Tool
 3. We'll talk about how to organize the Board Report / what to talk about in the Report
 - a. Target date for Board Report is end of August 2017
 4. Attendees should test the tool
<http://lacounty.maps.arcgis.com/apps/webappviewer/index.html?id=da0fb109c33d4c51b3112f549692c191>
- Reference tools:
 - CalEnviroScreen 3.0 –
<https://oehha.ca.gov/calenviroscreen/report/calenviroscreen-30>
 - Locate LA – good use of reporting – <http://losangeles.zoomprospector.com/>
 - SCAG Revision app – shows equity and good use of reporting -
<http://revision.lewis.ucla.edu/> (best viewed in Chrome)
 - ESRI 2016 Demographics methodology –
http://downloads.esri.com/esri_content_doc/dbl/us/J10268_Methodology_Statement_2016-2021_Esri_US_Demographic_Updates.pdf

**Equity Indicators Policy Advisory Technical Subgroup
Meeting #7 Minutes
July 24, 2017**

Introduction

- DPW: Abigail Flores, John Walker, Mercedes Passanisi, Toan Duong, Vincent Aguilar, Chris Sheppard
- DPH: Alexis Lantz, Chandini Singh, Elycia Mulholland Grave, Jocelyn Estiandan, William Nicholas, Emily Zhu
- DRP: Ayala Scott, Connie Chung, Soyeon Choi, Tim Murphy, Heather Anderson, Tina Fung, Dan Hoffman, Norman Ornelas Jr., James Drevno
- Arts: Bronwyn Mauldin, Susannah Laramée Kidd
- CDC: Casey Stern
- CEO: Caroline Torosis
- CSO: Kristen Pawling

Agenda

1. Introductions
2. Progress Updates
3. Presentation – Draft Equity Indicators Tool
4. Board Report Outline
5. Discussion
 - a. Potential Applications
 - b. Timeline (King County example)
 - c. Outreach Strategies – Breakout Session
6. Next Steps

Meeting #6 Recap

1. Presentation of the draft Equity Indicators Tool
2. Discussed potential applications for the Tool
3. Outlined next steps for implementation of the Board motion and Tool

Progress Updates

1. DRP has worked on refining the Equity Indicators Tool:
 - a. Selected the data layers displayed in Tool
 - b. Worked on ways to visualize the data
 - c. Explored the functionality of the Tool
2. DRP has drafted a Board Report for Phase I of the project

Draft Equity Indicators Tool Presentation

1. Issues that DRP worked on since the initial draft of the Tool:
 - a. Data layers were displayed using different colors, making comparison difficult
 - b. Swipe tool on ArcGIS Online only allows for comparison between two data layers
2. DRP has implemented a choropleth map that allows for the layering of multiple data layers at one time using two different colors:
 - a. Equity indicators are currently a green color
 - b. Demographic characteristics (i.e. People of Color layer) are currently a purple color

- c. When all layers are turned on, darker areas indicate areas where issues of equity are more severe
- 3. Next steps for Tool:
 - a. Finalizing the colors of the equity indicators and demographic characteristics
 - b. Data classification – data layers are currently configured by Quantile, separating a layer into five equally-sized groups
 - i. DRP will probably will look at Natural Breaks data classification
 - c. Keep on looking for new equity maps as examples
 - d. Test new ArcGIS Online widgets
- 4. Question (Q): can you download the data displayed in the pop-up windows?
 - a. Answer (A): we can't currently with the current version of the app
 - b. A: DRP is hoping to allocate funding to hire a consultant to work on the next version of the draft Tool
- 5. Q: Did DRP look at the Climate-Smart Cities map created by The Trust for Public Land to check their equity indicators?
 - a. A: DRP did look at the map, but it does not include the Antelope Valley in their analysis
- 6. Q: Is there an overall score for census block groups/tracts?
 - a. A: No, the color displayed on the map can only give a visual indication of the relative standing of an area as it pertains to equity
- 7. Q: Is there point data in the Tool?
 - a. A: Yes, the Public Facilities layer is a point layer that displays different types of public facilities located in LA County
- 8. Q: Is the data all broken up at the census block group level?
 - a. A: No, the Homeless Count density, CalEnviroScreen Pollution Score, and CalEnviroScreen Housing Burden layers are all broken up at the census tract level
- 9. Q: Can a user conduct a search of the Tool by street address?
 - a. A: Yes, user can search by street address
- 10. Q: Can a user filter the map by unincorporated community?
 - a. A: Not right now; the map could look at data through Census Designated Place, which does differentiate between city vs. unincorporated area, but they will not catch all of the County's unincorporated areas.
- 11. Q: Is it possible to change the color of the boundaries for the unincorporated areas to make them stand out from the cities?
 - a. A: Yes, that is something that could be changed. We can also create a "mask" over the cities to increase the contrast between cities and unincorporated areas.
- 12. Q: Is there something in the Legend that informs the user what the colors on the map mean when multiple layers are turned on?
 - a. A: Currently, the map doesn't have that functionality and it isn't built-in to ArcGIS Online; we could create a matrix of colors to generally describe what the user is seeing, like in the example of the choropleth map for the U.S.
- 13. Q: Can the user adjust the color ramping and where the colors break?
 - a. A: No, those adjustments happen on the back-end of the map development, and then the map is republished
- 14. Q: Is historical data in the current version of the Tool?
 - a. A: Not yet; in the next iteration of the Tool it would be nice to begin including data over time

Draft Board Report Outlines

1. Background / Definition / Mission Statement
2. Best Practices
3. Summary of Progress in Phase 1
4. The Equity Indicator Tool
5. Potential Applications – three categories:
 - a. DRP-specific
 - b. Countywide
 - c. Public
6. A Snapshot of Equity in the County
 - a. Q: does DRP know what indicators this section of the report will look at?
 - i. A: no, not yet – waiting until the Tool is in a final draft stage before using the Tool
7. Q: Regarding Potential Applications section, may be helpful to develop / identify an indicator for an application using a couple data layers to show that it can be used to quantify things perhaps not easily quantifiable.

Timeline

1. Soyeon provided overview of proposed timeline
2. Comments:
 - a. King County, WA's path to implementing equity had kind of a linear path, but LA County is a little different in that County departments are already implementing equity-related programs/projects.
 - b. The timeline comparison between proposed timeline and King County's timeline can be included in the Board report; it looks good and does a good job illustrating the different paths.
 - c. Might be good to move "Equity Policy and Action Plans" up on timeline and move "Finalize Equity Tool" back and change the language to say "Revise Equity Tool" to reflect the updates to the Tool based on the development of the Policy and Action Plans.
 - d. Remind Board that Phase 2 will cost additional funds and cannot all be accomplished under current departmental budgets.
 - e. When doing outreach to Board offices in advance of the Board report presentation, include GARE. It will help give broader context of equity efforts to this tool and strengthen the suggestions of Countywide equity action.
3. Q: When is DRP planning to present the Tool to the Board of Supervisors?
 - a. A: Unsure, Director of DRP is leaving, new staff at Board offices → DRP wants to engage with Board offices prior to submitting report.
4. Q: Other County Departments may already be doing equity-related things → Phase 2 may not just be about expanding equity to other departments, but integrating other departments into preexisting equity departmental initiatives.
 - a. A: DRP can look at adding integration and coordination to Phase 2.
5. Q: What did the Board direct DRP to do? Just develop the Tool?
 - a. A: Board actually asked for an equity scorecard as well as ways to advance equitable development. The tool and the work plan have evolved in the past year as this group expressed strong support for countywide equity policy and further development/expansion of the tool.

6. Q: Call out the establishment of a Countywide Equity Policy and put it at the start of Phase 2 to give the program a mandate.
 - a. Tina in DRP agrees, and emphasize coordination with GARE in Phase 2.
7. Q: Have you thought about going to Board of Supervisors with GARE via a joint presentation to frame the larger equity initiative?
 - a. A: there is a section of the Board report to talk about other County initiatives around equity.
 - b. Would be good to add following new initiatives to a (context) section of the Board report regarding what the County is currently doing
 - i. DPH-led Center for Health Equity (but it's located under the LA County Health Agency) – funding was just approved in this budget cycle, planning to hire staff Fall 2017
 - ii. Women and Girls Initiative – created in 2016, has a small office
8. Q: County's Chief Sustainability Office – the sustainability efforts will have to focus on the issue of equity – more info on DRP's work would be helpful to link it to the CSO's work – would like to have access to the equity indicator tool for the development of the sustainability plan over the course of the next year, but understand that that may not be an option
 - a. Gary Gero, Chief Sustainability Officer, could have insight/feedback on the creation of equity office at the CEO.
9. Q: Is there any language in the Board report regarding funding estimates or request for funding (like the Arts Commission Board report)?
 - a. Arts Commission – created actionable implementation measures w/costs that could be associated with them.
 - b. DRP will look at the Arts Commission Board report to look at ways to connect/integrate with DRP's report, and to use the Arts Commission Board report as an example of how to create a report with clear, actionable items, including the acknowledgement that these efforts will necessitate funding.
10. Q: Has DRP talked with County Counsel to confirm that County can take into account race in decision-making?
 - a. A: DRP has not talked with County Counsel yet but will follow up.

Breakout Discussion – Outreach Strategies

- 2017 Board Motion also asked for development of outreach strategies that will better engage with community members and stakeholders to advance equity.
- DRP developed strategies in three categories in collaboration with the Equity Stakeholder Subcommittee group (DRP to pilot, and may eventually be expanded to other departments).
 - Strategies that address specific projects
 - Changes to decision-making structures
 - Innovative pilot programs
- Open discussion in small group on whether any of these could likely be implemented or have buy-in from other departments.

Strategies Addressing Specific Projects

1. Collaborate with CBO's
 - a. There is a need and interest to create the County's formal procedures to collaborate with CBO's that can be applied to departments.
 - b. Mid-level agencies as sponsors or mediators would support the collaboration.

- c. Streamline contract language.
 - d. Establish criteria/requirements for CBO's to apply consistent selection process.
 - e. CEO economic development/affordable housing group is looking at developing standardized contract language that would facilitate contracting with CBOs.
2. Community Participation Toolkit
 - a. Board recently adopted CEO's engagement/community benefits policy. Limited in scope but may want to reference in report.
 - b. Outreach toolkit may work better as a training manual, because it would be too cumbersome to follow when doing outreach. Equity checklist would be easier to use.
 - c. Break down by categories or project types (i.e., King County).
 3. E-Permit Notification
 - a. DRP currently has its own notification system that includes various individuals and stakeholder groups who wanted to be on the distribution list.
 - b. This idea builds off of the current tool to automate the electronic notification based on project type, project location, etc.
 4. GIS layer of community groups
 - a. Grant Committee is currently creating a simple mapping of CBO's
 - b. GIS layer of community groups needs to be updated, as many groups are missing.

Breakout Discussion – Decision-making Structures

1. Ongoing Countywide equity stakeholder collaboration
 - a. Concern is that it currently involves just stakeholder groups, not residents of unincorporated areas as well
 - i. Need to ensure that CBOs pass information on to their constituencies and to residents of unincorporated communities
 - b. There should be an understanding that information is being passed on
 - c. Arts Commission – with the Cultural Equity and Inclusion Initiative (ECII), an Advisory Committee consisting of members of the public (selected via public process) was established → Board of Supervisors motion in April 2017 called for the continuation of the Advisory Committee; designed to evaluate task outcomes
 - d. Chief Sustainability Office – it's good to know about these existing County departmental stakeholder advisory committees related to equity
 - e. Health Design Workgroup – could serve as a forum that coordinates stakeholder activities
 - f. DPH – Service Planning Areas (SPAs) are served by Community Health Services staff that try to work/engage with stakeholders in SPAs
 - g. DPW - work with DPH on Vision Zero- should show a correlation of accidents and social equity considerations – lead to a programmatic approach where social equity will be an outcome
 - h. For DPW, something like the Area Planning Committee could help provide a forum to share these larger-scale, programmatic initiatives with stakeholders and residents, instead of on a project-by-project basis
2. Environmental justice / sustainability planning commissioners
 - a. There's also a push for the California Transportation Commission (CTC) to add public board members
 - b. Might be good to highlight what these other state agencies are doing

- c. Having a Countywide Equity Policy in place may be a better way to go; the Board could pick a member of the public, but a policy would ensure that equity is being considered in decision-making
- d. At lower (i.e. Staff levels) in County departments, may be able to implement these advisory-level / public engagement practices faster than the impact of a Countywide Equity Policy

Breakout Discussion – Innovative Pilot Programs

1. Planning 101/Seminars/Workshops
 - a. DPH: They tend to be informative without enabling community feedback. Planning 101 seminars/workshops should be an opportunity to not just educate residents but also to enable community engagement and the community to shape the process (real feedback = real change).
 - b. DRP: Check out Center for Urban Pedagogy in NYC for an example of effective planning education for community with interactive and empowering components.
 - c. Arts Commission: Other good examples: “Citizens Planning Institute” in Philadelphia. Also “Public Matters” and “Activate” in LA.
2. Co-Designing Community Engagement Process
 - a. Arts Commission:
 - i. In the arts, we rely on artists for community outreach and that has worked.
 - ii. City of Los Angeles uses artists-in-residence for their Vision Zero initiative.
 - iii. At the County, we have “Creative Strategists.”
 - iv. ‘One Minneapolis’ uses a similar strategy.
 - v. But maybe equity efforts mean a shift to using our own staff for community outreach. That would probably give the community better input because the feedback would happen earlier in project design.
3. Participatory Budgeting Project
 - a. Group discussion: This may be too radical for County buy-in. A more feasible option: developing department-specific strategies for transparency and community involvement in decision-making.
4. Mobile Field Offices
 - a. DPH already uses mobile field offices.

Equity Development Committee – GIS/Data Subcommittee

Meeting Summary for 8/31/16

Attendance

- David Belicki, Francis Calasanz , John Halaka & Vira Rama, DPW
- Dan Hoffman, Kristen Holdsworth, Nick Franchino, Soyeon Choi & Svetha Ambati, DRP
- Bronwyn Mauldin, Arts Commission
- John Diaz, DPR
- Alfie Blanch, Fire
- Aida Angelescu & Elycia Mulholland Graves, DPH

Objective

- To show the latest draft of the Equity Development Toolkit that uses the Story Map Journal technology (from Esri), and discuss a mechanism for reporting. To strategize about how this toolkit can evolve and whether the Story Map Journal is the best technology to use.

GIS Presentation and Demo

- A brief overview was given about Equity and its purpose in the County.
- A brief overview was given of the three Equity Development Committee subgroups and what their purposes are.
- Recap of existing online applications:
 - CalEnviroScreen – State of CA – Environmental Justice.
 - REVISION – SCAG / UCLA – Selected equity indicators and reporting.
 - 1st Draft of DRP Web Mapping Application – presented in June 2016 – Web app with selected indicators and a swipe tool for comparison.
- A demo was given showing the Story Map Journal created by the Department of Parks and Recreation for their Parks Needs Assessment (click [here](#) for application).
- A demo was given showing the 2nd draft of the DRP Web Mapping Application that uses the Story Map Journal application – modeled after what Dept. of Parks and Rec did for the Parks Needs Assessment (click [here](#), presently requires an ArcGIS Online login to view / use)

Group Discussion

- **Usability:**
 - The Story Map Journal is a good tool to combine interactive maps with infographics and other information about Equity.
 - Need to keep in mind “ease of use” for planners and other county employees, and especially the Public:
 - A table of contents section on the home page of the Story Map would help a user when the map is first opened – probably would need some programming to create.
 - How easy will it be for someone to find a specific indicator?
 - A ‘flow chart’ infographic with the indicators and groups may help a user navigate the tabs of the map.

- Buttons that a user can click on to jump to a specific page may be useful.
 - The topic of Spatial Analysis was brought up, however it probably would not be for this mapping app...that would be more of an HTML5 viewer. This app should focus on clearly displaying information in a logical way and having some kind of reporting mechanism.
- **Interoperability**
 - The question was asked about whether this mapping app can be linked to the EnerGov permitting somehow. Presently the EnerGov software limitations prohibit that, but maybe the Case History layer can be consumed by this Equity app.
 - Maybe it would be possible to have some kind of link between GIS-NET3 and this app?
- **Reporting – several ideas and existing websites were discussed:**
 - The SCAG REVISION site was shown again to demonstrate the reporting capabilities of that site (also embedded in Story Map Journal).
 - The possibility of clicking on a Block Group polygon in the Story Map Journal, and having it link to a REVISION report was brought up.
 - The Parcel Profile Report in GIS-NET3 was talked about, and how much extensive programming was needed to produce this.
 - We would possibly have to have a map service separate from the Story Map Journal that has all the equity layers...this service could possibly be used to generate a report.
 - The group discussed the possibility of having a consultant/contractor help with the reporting aspect, and would need to scope out pricing.
 - Locate LA was shown to the group as an example of a mapping application with a sleek reporting mechanism. The App was developed by GISPlanning: <http://www.locatela.org/>
 - Community Commons is a reporting website that CDC uses. It has a free login to use: <http://www.communitycommons.org/>
 - Crystal Reports, the Periscope app, and Socrata were other reporting possibilities brought up.
- **Other items**
 - Should have a uniform color scheme for the maps within the story map, like CalEnviroscreen does. Would be good to add CalEnviroscreen map services to this Story Map Journal.
 - We may need help from other departments when it comes to programming or doing graphics work.
 - We may possibly need to reach out to consultants for educational videos too...for example videos on RRCC - <http://hr.lacounty.gov/how-an-app-becomes-a-job/>

Next steps

- Present the Map Journal Story map to the Equity Policy Group on 9/6/16.
- Add CalEnviroscreen map services to Map Journal Story Map.
- Consult with SCAG / UCLA about whether they can reconfigure their map service so that we can select polygons and do pop-ups.
- Look in to how to programmatically link our app to REVISION to generate a report.
- Scope out cost of having a consultant help with reporting (like ESRI, GISPlanning, etc.).

Equity Development Committee – GIS/Data Subcommittee Meeting #2

Meeting Summary for 3/8/17

Attendance

- Bronwyn Mauldin, Arts Commission
- Michael Chong, Community Development Commission
- John Diaz, Department of Parks and Recreation
- Dan Hoffman, Nick Franchino, Martha Selig, Tim Murphy, Soyeon Choi & Svetha Ambati, DRP

Objective

- To show the latest draft of the Equity Development Tool that uses the Web App Builder technology (from Esri), and discuss a mechanism for reporting.

GIS Presentation and Demo

- A brief recap was given about Equity and its purpose in the County.
- A brief recap was given of the three Equity Development Committee subgroups and what their purposes are.
- An overview of the tools generated so far was shown:
 - First draft of mapping tool (presented on 6/9/16).
 - First draft of Equity Story map (presented on 8/31/16).
 - Latest draft of Equity app (presented originally on 3/1/17).
- It was also briefly discussed that the final list of indicators have been settled upon via the Policy group's meetings, explaining that there is a list of layers to be displayed in the app, and a list of layers that will be used for the reporting function (which presently cannot be done using ESRI's Web App Builder).
- Martha Selig presented on the reporting capabilities found in the HTML5 viewer. She displayed the different charts that could be produced.

Group Discussion

- **Reporting – the majority of the discussion was on this issue:**
 - HTML5 viewer – questions asked about how the reporting aspect available in the HTML5 viewer could interact with the app that shows the map layers:
 - One option is to have a Story Map and have the Map Layers viewer on one page, and the Reporting HTML Viewer embedded on another page.
 - The point was raised that it would be desirable to have the Map Layers viewer and the reporting component in the same application – in which case, it would perhaps be best to port over what's been done in the Web App thus far into an HTML5 viewer.
 - A question was asked about whether a report can be shared with social media, since there were some buttons in the report that seems to allow that, and the answer is yes, it can be exported as a PDF, PNG, etc. and shared.
 - Another question was asked about whether you can draw a polygon and extract a report for that custom area. There is the ability to draw a polygon and have it

select all of the Block Groups that touch that polygon and generate a report based on either each Block Group or summarized for all of the Block Groups. Whether the report can determine exactly for that drawn area (ie. for only the portion of the drawn polygon covering the Census Block Group), it really depends on the data behind it. That led to another discussion about whether we can get more granular than the Block Group level, and the example of what was done with the acre-sized hex-grids for the Parks Needs Assessment was brought up using Assessor data to proportion the population within each hex grid.

- Overall, the reporting mechanism will have to be tested in the HTML5 viewer to determine its full flexibility and capabilities, and our GIS group will report back on that.
- Please see attachment for information about charting capabilities in HTML5 viewer.
- **Reporting – Community Commons website**
 - It was brought up at the first GIS/Data Management meeting that the CDC uses a site called Community Commons for various reporting:
<https://www.communitycommons.org/>
 - The site was briefly demoed showing that you can draw a polygon and get several different demographic, socio-economic, health, and built environment reports within one website.
 - The site does require the user to log in and create a free profile.
 - Since the site is country-wide, it does have some county-level data that wouldn't be useful for our purposes, but this is just yet another tool that could be used...possibly to be able to link to our app, or at least use it in a story map.
- It was reiterated that this is a draft tool that will evolve. The tool that gets presented to the Board of Supervisors in August will not be modified and customized in the future, so it doesn't have to be super-polished like some of these other sites.
- Also, we will still probably hire a consultant to help with this reporting aspect, as that is one of the most challenging parts of this study.

Next steps

- The DRP GIS group will look in to making an HTML5 viewer with reporting capability.
- Will continue to look at some of these other sites and see if we can link to them from our app, or via a story map.

Links to apps

- Latest LA County Equity App – click [here](#)
- Community Commons – mapping / reporting app (need to create free profile to use) – click [here](#)
- Locate LA – good use of reporting – click [here](#)
- SCAG Revision app – shows equity and good use of reporting - click [here](#)

► **To configure a workflow to run on startup:**

1. In Manager, edit the site that you want to configure, and then click **Workflows** in the side panel.
2. Click the **Edit** tool beside the workflow that you want to configure.
3. Select the **Run On Startup** check box.
4. Click **Next**
5. Click **Finish**.

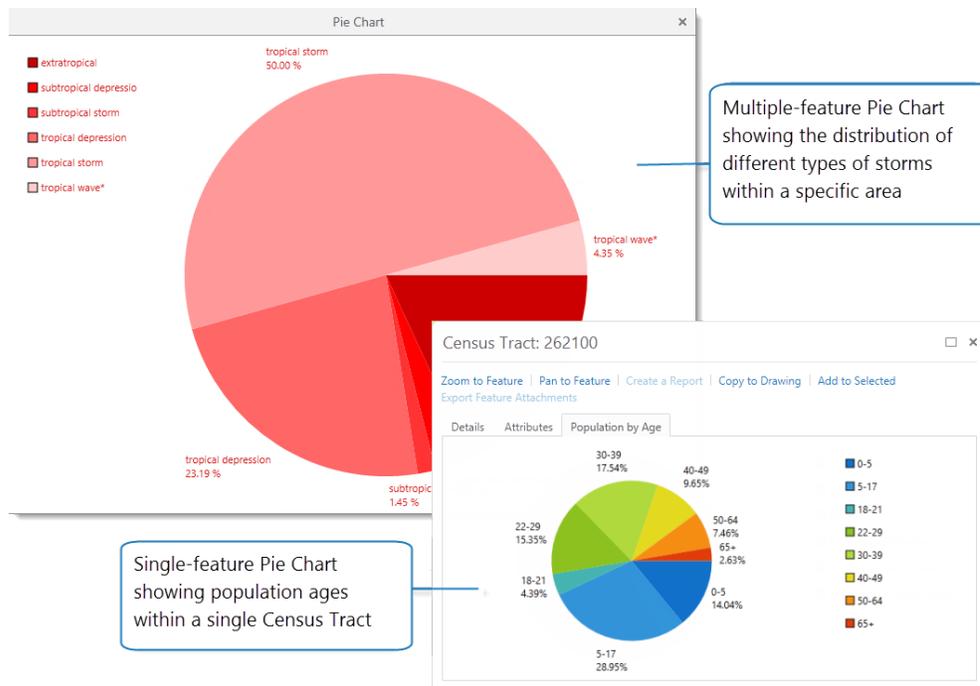
36 Charts

Charts represent feature data on a single feature layer. For example, you could have a chart for a layer containing data about hurricanes, or a different chart for a layer containing census data.

36.1 Chart Types

Charts are divided into two high-level types:

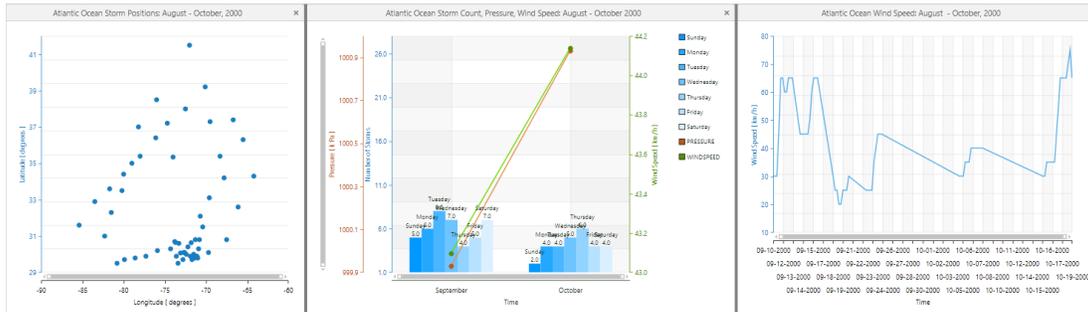
- **Pie charts** show the breakdown of data into divisions like slices of a pie. In Geocortex Essentials, you can configure pie charts to represent the data of multiple features on a map or to represent the data of a single feature.



- **Linear charts** visualize data by plotting data points onto a chart containing an X- and Y-axis. A linear chart contains a single horizontal axis (X-axis) but may contain multiple vertical Y-axes that represent different data sets. The data sets shown on the Y-axis are called **series**. Each series can be represented as a different chart type,

including bar, line, area, and scatter charts.

You can also configure and display separate chart types side-by-side to compare data.



A scatter chart, multiple series chart (bar and two linear) and a line graph

36.2 Match the Chart Type to Your Data

To extract the most benefit from charting, you need to select the best chart type for your data. For example, bar charts are good for comparing data, line graphs are better for examining trends over time, but pie charts are useful for examining how different parts make up a whole.

Chart Types

If you want to... ▼	For example... ▼	Use this chart type... ▼
Compare data	Compare one or more categories of data, particularly if each category has sub-categories.	Bar chart
Show trends in data	Examine trends over a period of time, particularly if the number of data points is high - like population trends.	Line chart or Area chart
Show the composition of data	Indicate several types of data (nominal or ordinal) and the percentage of the whole each represents - like the ethnicity breakdown within a census tract.	Pie chart for static data, column or area charts for data that changes over time.
Show the distribution or relationships between data	See the relationship between two different attributes, particularly if there are many data points – like the correlation between crime incidents in a city and average income per person.	Scatter chart to show relationships with two or three attributes. Column or Bar charts for many data points.

36.3 About Series

A series in a chart is a way to represent a field or an attribute of one or more features on the map. In a pie chart, each series becomes another slice of the pie. In a linear chart, each series is added as a separate Y-axis and can be represented as a different chart type, for example, a bar or line graph. The X-axis represents the data set that is shared with the other features in the chart.

For example, the chart below contains three series that each use a different a chart type. The blue bar chart shows the Total Population of each city. The brown area chart shows the area of each city in square miles. The green line chart shows the average family size in each city. While the X-axis, City ID, remains constant, the three series—**Average Family Size**, **Total Population** and **Area**—represent how these attributes change for different cities. Using multiple series and different chart types makes it easier to visualize and analyze the relationship between the given attributes of each city.

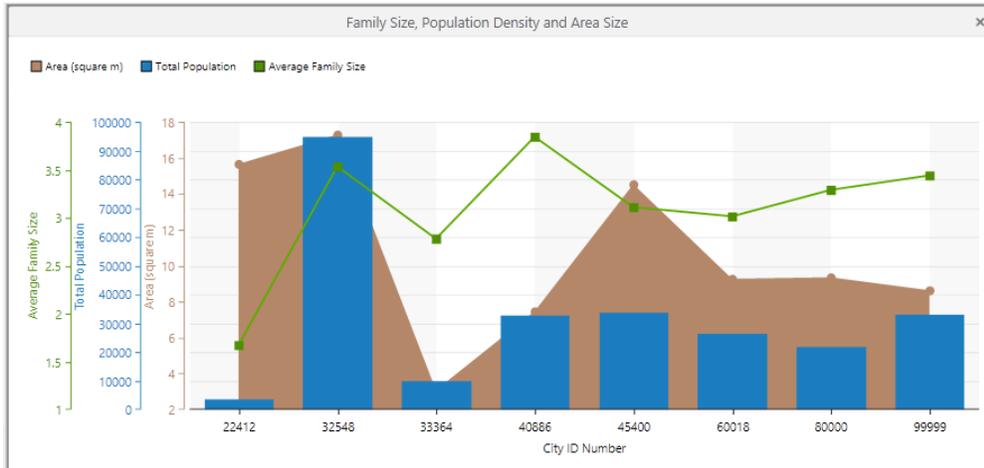
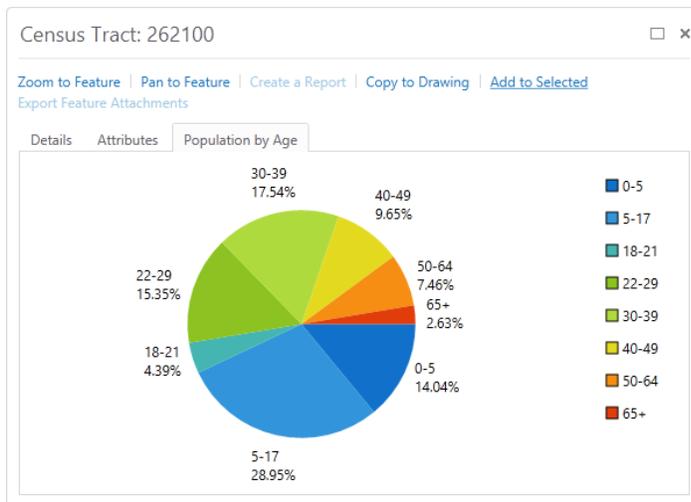


Chart with the X-axis Cities and a series of Y-axes for Family Size, Total Population and Area

You can also use multiple series in a single pie chart. For example, you could have a pie chart that contained a different series for each age group in the population. The chart would then display a slice for each age group, with the size of the slice indicating the relative number of individuals within the population for each given age. There is no limit to the number of series you can have in a pie chart, although too many might make the chart difficult to understand.



36.4 Data Sources for Charts

In Manager, you can use the fields in a layer or a datalink as source data for a chart.

36.4.1 Fields

The fields configured on a layer provide the data used to create charts. The charts you can make are therefore dependent on the field data for that layer, unless you configure data links to extend the layer data.

36.4.2 Datalinks

To use a datalink as a source for a chart, you would first need to set up the datalink for the layer. Once the data connection is set up and the data link is working, you can use these external data sources in charts. For example, you could incorporate data from a relational database into a chart.

See also...

[Add or Copy a Chart on page 272](#)

[Create a Single-Feature Chart on page 276](#)

[Data Links on page 247](#)

36.5 Chart Settings

When you configure a chart, the following settings are available. Some settings only appear when you select a particular chart type. For example, pie charts have fewer settings than linear charts, and single-feature charts have fewer settings than multiple-feature charts.

36.5.1 Chart Setup

- **Chart Title:** The name of the chart. This appears in drop-down menu, title bars, feature details, tabs, and dialogs to identify the chart to both administrators and end users.



The Chart Title is also labelled as the **Display Name** when you set up a new chart.

- **Type:** Sets whether the chart is a Linear or Pie chart. When you select **Linear** in this field, it activates options that allow you to set up Bar, Line, Spline, Area, Spline Area and Scatter Point charts. You configure the settings for linear charts under More Options, Category Setup (Horizontal Axis), and Series Setup (Vertical Axis).
- **Charts:** Determines whether the chart displays information about a single feature or multiple features.
 - **Single Feature:** A single-feature chart displays information about only one feature. A single-feature chart opens in a tab in the Feature Details dialog box when you select one feature in the Results List or when you click **View Additional Details** in a map tip.
 - **Multiple Features:** A multiple-feature chart displays information about any number of features in the Results List that you find using an Identify tool or Search. The chart region opens below the map when you click **Charting** at the top of the Results List. In the chart panel, you can use the **Chart Selector** to enable or disable the visibility of configured multiple-feature charts.
- **Visible:** Determines if the chart is visible in the viewer or not. The Visible setting makes it possible to disable a chart instead of deleting it permanently.

36.5.11 More Options

These options are available when you select More Options.



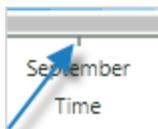
When you select a pie chart, fewer options are available than when you select a linear chart.

- **Colors:** Determines the Background color of the chart and the Foreground color of text and lines in the chart.



The effect on a chart of setting the Common Series Range unselected or selected

- **Gridlines:** For linear charts only. Adds Horizontal and Vertical grid lines to the background of a Linear chart.
- **Shading Strips:** For linear charts only. Adds translucent Horizontal and Vertical strips to the background of a Linear chart.
- **Horizontal Axis:** For linear charts only.
 - **Visible:** Sets the visibility of the X-axis of the chart.
 - **Opposite Position:** Places the X-axis in the opposite position at the top of the chart rather than along the bottom.
 - **Sort Descending:** Sets whether to display data on the X-axis in ascending or descending order.
 - **Ticks:** Sets whether or not small lines appear on the X-axis to indicate key points along the axis.



- **Labels:** Sets whether or not the ticks should have labels to identify them on the X-axis. You can select either All Labels or Smart Labels, but not both.
 - **Smart Labels:** The number of labels adjusts intelligently to fit in the current view.



If you have **Plot Numerical** selected in Chart Setup, then Smart Labels are used.

- **All Labels:** All of the axis labels are displayed and stacked on top of each other if they overlap.
- **Maximum:** Specifies the maximum value to use for the chart's horizontal axis. You can only set a maximum value if the horizontal axis's Field is numeric. If you leave the Maximum box blank, the

maximum is intelligently determined based on the data.

- **Minimum:** Specifies the minimum value to use for the chart's horizontal axis. You can only set a minimum value if the horizontal axis's Field is numeric. If you leave the Minimum box blank, the minimum is intelligently determined based on the data.
- **Chart and Map Synchronization:** Defines interactions between the chart and the map. When you click a data point on the chart, it performs all of the actions you enable in this section.
 - **Select:** Sets whether or not those features are added to **Selected** in the Results List when you click on a data point in the chart. When you have selected several features, you can then click View Selected to display only those features in the Results List.
 - **Pan:** Pans the map to show all the features clicked on the chart.
 - **Zoom:** Zooms the map in or out to show all the features clicked on the chart.
 - **Feature Details:** Opens the Feature Details dialog box, which displays details about a feature when that feature is clicked on the chart. If more than one feature is selected, details about only the first one display.
 - **Run Command:** Runs a command with the specified command parameter. When you select the Run Command option, the **Command Name** and **Command Parameter** boxes open for you to enter the information.



The screenshot shows a configuration window for the 'Run Command' option. It features a checked checkbox labeled 'Run Command'. Below this, there are two input fields: the first is labeled 'Command Name' and contains the text 'RunWorkflowById'; the second is labeled 'Command Parameter' and contains the text 'ChartWorkflow'.

- **Chart Area:**
 - **Show Tooltips:** Sets whether a tooltip appears when you hover over data points on the chart.
 - **Chart Zoom:** Sets whether the chart can be zoomed or panned horizontally.
 - **Show Labels:** Available for pie charts only. Sets whether to show labels for chart data.
 - **Common Series Range:** For linear charts only. Sets all chart series to use the same range. You can use this option when you have multiple series that you want to display with a common scale. The common series range is determined based on the overall minimum and maximum value found in all chart series.