



CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

C.F. No. 15-0989-S17
0220-05944-0005

Date: June 12, 2024

To: Honorable Members of the Ad Hoc Committee on the 2028 Olympic and Paralympic Games

From: Sharon M. Tso, Chief Legislative Analyst 
Matthew W. Szabo, City Administrative Officer 

Subject: **UPDATE ON THE IMPLEMENTATION OF WORKING GROUPS
IDENTIFIED IN THE 2028 GAMES AGREEMENT**

RECOMMENDATION

That the City Council note and file this report, and the attached report dated April 5, 2024 from the Los Angeles Organizing Committee for the Olympic and Paralympic Games 2028, as it is submitted for informational purposes only.

SUMMARY

On April 27, 2022, the City Council met to consider a joint report (C.F. 15-0989-S17) by the City Administrative Officer (CAO) and the Chief Legislative Analyst (CLA) dated April 7, 2022 (Benchmarks Report), relative to benchmarks and commitments for working groups and other priorities identified in the 2028 Games Agreement (C.F. 15-0989; Contract No. C-139679) between the City of Los Angeles and the Los Angeles Organizing Committee for the Olympic and Paralympic Games 2028 (LA28). At that meeting, the City Council instructed the CAO and CLA to monitor and report every six months on the implementation of the working groups, planning groups, and other legacy elements as outlined in the Benchmarks Report, beginning on October 30, 2022. This report is the fourth of these biannual reports for Council consideration.

Working Groups: LA28 submitted a transmittal dated April 5, 2024 (Exhibit A) to provide its status update on the three working groups:

- Sustainability Working Group (SWG);
- Local Hire Working Group (LHWG); and
- Community Business and Procurement Working Group (CBPWG)

LA28 notes that City representation in the working groups was expanded and currently includes representatives from the Office of the Mayor, CAO Office of Procurement, Board of Public Works (PW), PW Bureau of Contract Administration, PW Bureau of Sanitation, Economic and Workforce Development Department, and the Personnel Department. During the prior six-month reporting period through April 2024, each working group held two meetings which included interactive presentations and group discussions intended to capture input from members. In addition, each group held one-on-one meetings with members regarding their feedback.

Discussion for the three groups included consideration of key performance indicators (KPIs) that will be used to measure programmatic success, as well as the definition of "local" that will be used to distinguish organizations under local-preference practices related to hiring and contracting priorities. LA28 notes that they will leverage feedback and suggestions from these meetings to inform the development of LA28's Impact and Sustainability Plan, as well as goals and programs supported by the working groups, in advance of the March 31, 2025 implementation deadline. Additional details regarding the work of each working group, recent agendas for each meeting, and the current membership of each group are provided in Exhibit A.

Planning Groups: In addition to implementing working groups, the City and LA28 are collaborating to further advance and develop planning groups related to transportation, energy, and public safety and security. Highlights of each planning group are as follows:

- Transportation: Transportation and mobility planning for the 2028 Olympic and Paralympic Games (2028 Games) is coordinated by the Games Mobility Executives (GME), which meets bi-weekly and includes representatives from LA28, Office of the Mayor, Los Angeles Department of Transportation (LADOT), Los Angeles County Metropolitan Transportation Authority (Metro), California Department of Transportation, Metrolink, and the Southern California Association of Governments. The GME work plan is based on Metro's Mobility Concept Plan (MCP), approved by the Metro Board of Directors in December 2022. The MCP includes both the temporary transportation infrastructure to move spectators and workforce for the 2028 Games as well as existing and planned permanent projects that would improve mobility in Los Angeles before, during, and after the Games. The United States Department of Transportation recently awarded Metro a \$139 million Reconnecting Communities Neighborhoods (RCN) Grant to deliver MCP projects, including bus speed and reliability improvements, first/last mile strategies and projects, and mobility hubs. The City is a subrecipient and delivery partner on the RCN grant.
- Energy: Pursuant to the Games Agreement, the City is to set up a Games Energy Council (GEC) that organizes the City, LA28, and all other parties responsible for the delivery of power infrastructure and service to 2028 Games-related projects, venues, and events. The GEC will facilitate decision-making and cooperation to meet required levels of services and develop plans to support the relevant elements of the LA28 Sustainability Plan. The Department of Water and Power (DWP) is the chair of the GEC and participating entities include the Office of the Mayor, City Attorney, LADOT, Southern California Edison, Southern California Gas Company, Clean Power Alliance,

Pasadena Water and Power, Metro, Los Angeles Cleantech Incubator, National Renewable Energy Laboratory, U.S. Department of Energy, LA28, International Olympic Committee, venue representatives, and participating-observers including the Chair of the Energy and Environment Committee, CAO, and CLA. The GEC held its first meeting on May 21, 2024 to review GEC goals, plans, milestones, and deliverables.

- Public Safety and Security: As requested by Mayor Bass, Governor Newsom formally requested the U.S. Secretary of Homeland Security to designate the 2028 Games as a National Special Security Event (NSSE). In support of this request, LA28 provided comprehensive information detailing the size and scale of the Games footprint to the NSSE working group. The NSSE designation was subsequently granted on January 30, 2024. Pursuant to the NSSE designation, the United States Secret Service (USSS) is identified as the lead agency in charge of the planning, coordination, and implementation of security operations for the 2028 Games, and is working in close coordination with the City, LA28, and various local, state, and other federal agencies.

Related to Public Safety and Security, the Memorandum of Understanding (MOU) between the City, California Governor's Office of Emergency Services (CalOES), and LA28 regarding the California Olympic and Paralympic Public Safety Command (Public Safety Cooperative) was approved on March 21, 2021 (C.F. 15-0989-S9) to facilitate a wide range of public safety planning, requests for funding and resources, and mutual aid partnerships between local, state, and federal public safety entities ahead of the NSSE designation. In accordance with the MOU, the term of the Public Safety Cooperative MOU automatically terminated on January 30, 2024 upon the designation of the 2028 Games as an NSSE. The City will continue its public safety and security activities for the 2028 Games under the NSSE structure in coordination with the USSS, LA28, CalOES, and numerous local, state, and federal entities.

NEXT STEPS

LA28 will continue holding regular working group meetings as part of their Working Group program. Each working group is scheduled to hold their next meeting in June 2024 and will continue to meet through March 2025. In accordance with the Games Agreement, LA28 commits to establish the goals and programs supported by the LHWG and CBPWG, and to establish and begin implementation of a Sustainability Plan supported by the SWG, by no later than March 31, 2025. These plans will be submitted for informational purposes.

Additional details on next steps regarding each planning and coordination group are listed below:

- The Human Rights Strategy will be developed by LA28 to (i) identify potential human rights risks (including social, economic, political, workers', and civil rights) and impacts related to the 2028 Games and (ii) implement processes and measures to remedy identified adverse impacts. LA28's development of the Human Rights Strategy is to be completed by December 31, 2025.

- The Arts and Culture Plan will continue to be developed by LA28, in close coordination with the City and other stakeholders, in advance of the 2028 Games.
- The Games Mobility Executives will continue to meet in order to develop and lead, in close coordination with the City, a mobility and transportation plan through the convening of City, regional, and State transportation officials.
- The Games Energy Council will continue to meet in order to develop goals, plans, milestones, and deliverables in advance of the 2028 Games.
- Public Safety and Security Planning will continue to be performed under the NSSE structure, as noted above, up to the beginning of the 2028 Games.
- The Airport Operations Plan will continue to be developed by the City in advance of the 2028 Games.
- The Legacy Entity will oversee fulfillment of a legacy plan and initiatives to increase access for all communities to youth sports in an equitable manner. The Legacy Entity must be established by LA28 by January 31, 2028.

Consistent with additional City Council instructions provided during its meeting on April 27, 2022, the CAO and CLA, in coordination with the Office of the Mayor and in collaboration with LA28, will continue to monitor activities of the working groups, planning groups, and other commitments (e.g. Arts and Culture Plan, Human Rights Strategy, Airport Operations Plan, and Legacy Entity) as outlined in the Benchmarks Report, and present its next status report to City Council by October 30, 2024.

FISCAL IMPACT STATEMENT

There is no fiscal impact resulting from the recommendation in this report.

SMT:MWS 11240101

Attachment: Exhibit A - LA28 Benchmark Report dated April 5, 2024

Exhibit A

LA28 Benchmark Report dated April 5, 2024



10900 Wilshire Boulevard
Suite 700
Los Angeles, California
90024

295 Madison Avenue
21st Floor
New York, NY
10017

April 5, 2024

Matthew Szabo
City Administrative Officer
City of Los Angeles

Sharon Tso
Chief Legislative Analyst
City of Los Angeles

Dear Mr. Szabo and Ms. Tso,

Thank you for your partnership in co-creating the Olympic and Paralympic Games that will leave a legacy for the people of Los Angeles.

In approving the Games Agreement of the 2028 Olympic and Paralympic Games, the City Council adopted a report of the Ad Hoc Committee on the 2028 Olympic and Paralympic Games that instructed the Chief Administrative Officer and Chief Legislative Analyst to report on the established working group benchmarks in the Games Agreement and plans for City priorities in the Games Agreement.

In anticipation of the reporting date on April 30, 2024, LA28 respectfully offers our third update on the benchmarks previously agreed upon.

Thank you for your review, and please do not hesitate to contact me or Patricia Féau, Vice President, Host City Relations, with any questions.

Sincerely,

A handwritten signature in blue ink, appearing to read 'CW', is positioned above the printed name of Casey Wasserman.

Casey Wasserman
Chairman

**LOS
ANGELES
2028**

LA28 UPDATE ON BENCHMARKS FOR WORKING GROUPS OUTLINED IN THE GAMES AGREEMENT

BACKGROUND AND OVERVIEW

LA28 WORKING GROUPS

The Games Agreement requires the establishment of three working groups – Community Business and Procurement [CBP], Local Hire [LH] and Sustainability.

The LA28 Working Groups are designed to bring together a cross-sector group of diverse stakeholders throughout the region to advise on and support LA28 Olympic and Paralympic Games planning. Organizations selected and their designated representatives represent a broad range of experts in the field and subjects needed for successful planning. The organizations also represent a wide array of communities, businesses and people who will benefit from the Games.

Community Business and Procurement

The Community Business and Procurement Working Group advises LA28 on its development of a program that seeks to ensure that small, local, and underrepresented businesses have access to and can participate in applicable contract opportunities associated with the 2028 Games.

Local Hire

The Local Hire Working Group advises LA28 on its development of a program that seeks to ensure that the 2028 Games workforce represents the diversity of Los Angeles and includes programs for traditionally underrepresented groups as well as youth, young adults and transitional workers and volunteers to maximize public benefit in connection with the 2028 Games.

Sustainability

The Sustainability Working Group advises LA28 as it develops and implements a Sustainability Plan for the 2028 Games that is consistent with the International Organization for Standardization 20121 standards and supports advancement of the City's applicable sustainability goals.

WORKING GROUP BENCHMARKS

In establishing and operating the Working Groups, LA28 will endeavor to meet the following benchmarks:

WORKING GROUPS	LA28 BENCHMARK	ANTICIPATED COMPLETION DATE
Community Business and Procurement Working Group [CBPWG] Local Hire Working Group [LHWG] Sustainability Working Group [SWG]	Consult with the City regarding Working Group membership. Reach out to stakeholders in community, labor, business, industry, government, academics, hospitality, and venues.	6/30/22
	Begin to extend invitations to potential members.	9/30/22
	Establish the membership of each Working Group.	11/30/22
	<i>*Working Group membership can be supplemented to the extent a member withdraws or a need for an additional member is identified.</i>	
	Confirm the co-chairpersons of each Working Group.	12/31/22
	Confirm dates for the first meeting of each Working Group.	1/31/23
	Hold the first meeting of each Working Group.	3/31/23
	Working Groups to establish the goals for the programs supported by the CBPWG and LHWG. Establish the Sustainability Plan supported by the SWG.	3/31/25

GENERAL UPDATE AS OF MARCH 31, 2024

To meet agreed upon benchmarks, LA28 adopted a phased approach outlined in the chart below. Each phase corresponds with one or more of the benchmarks set forth above.

As of the date of this report, LA28 is in “Phase 4: Work Begins” and has met the benchmark corresponding to that phase.

LA28 ENGAGEMENT PHASES	
PHASE 1: OUTREACH AND INFORMATION SHARING JUNE 2022 – SEPTEMBER 2022	
<u>LA28 Benchmark:</u> Consult with the City regarding Working Group membership. Reach out to stakeholders in community, labor, business, industry, government, academics, hospitality, and venues	June 30, 2022 COMPLETE
PHASE 2: SELECTION SEPTEMBER 2022 – NOVEMBER 2022	
<u>LA28 Benchmark:</u> Extend invitations to potential members	September 30, 2022 COMPLETE
<u>LA28 Benchmark:</u> Establish the membership of each group	November 30, 2022 COMPLETE
PHASE 3: LAUNCH DECEMBER 2022 – JANUARY 2023	
<u>LA28 Benchmark:</u> Confirm dates for the first meeting of each group	January 31, 2023 COMPLETE
PHASE 4: WORK BEGINS MARCH 2023-2025	
<u>LA28 Benchmark:</u> Hold regular working group meetings for each group, The first meeting for each group was held in March 2023 and met the start date benchmark	March 31, 2023 IN PROGRESS

GENERAL UPDATE AS OF MARCH 31, 2024

To date, each working group has held five quarterly meetings; in addition, there has been one in-person gathering of all the groups together at the LA28 offices. While the first set of working group meetings included presentations from LA28 to provide adequate background and context about the organization to working groups members, the subsequent quarterly meetings of each group have been highly interactive with a priority set on group discussions and capturing inputs from members. Detailed meeting notes are documented during each quarterly meeting and distributed to working group members as a recap and pre-read prior to the next meeting. LA28's staff is actively leveraging feedback and suggestions from these meetings, and meeting with members one-on-one outside of the working group meetings to inform the development of LA28's Impact and Sustainability plan.

WORK COMPLETED SINCE OUR LAST REPORT ON OCTOBER 30, 2023:

Worked with City Family [CLA, CAO and Office of the Mayor] to identify additional City of LA representatives for each Working Group

Representation from the City of LA now includes the following individuals and departments:

Community Business and Procurement

- Shannon Hoppes, Office of Procurement
- Vahid Khorsand, Board of Public Works
- John Reamer, Jr., Bureau of Contract Administration

Local Hire

- Carolyn Hull, Economic & Workforce Development Department
- Grayce Liu, Office of Personnel
- Lynda McGlinchey, Bureau of Contract Administration
- Gerardo Ruvalcaba, Economic & Workforce Development Department

Sustainability

- Lizzeth Rosales, Office of the Mayor
- Doug Walters, LA Sanitation

Identified, extended invitation and onboarded one additional working group member

- Local Hire: EduCare Foundation

DECEMBER WORKING GROUP MEETING UPDATES

[All three working groups]

- Shared pre-read materials that included an updated version of LA28's Impact and Sustainability commitments, a draft list of KPIs and notes from the previous meeting in September
- Shared an initial list of KPIs and started discussions around KPIs for all three groups
- Shared a snapshot of the work ahead for each group in 2024 to deliver the respective plans

Sustainability Working Group – An overview of the work done to date was shared by LA28. Utilizing feedback provided by working group members during previous meetings, LA28 drafted and shared a list of potential KPIs under three focus areas [radical reuse, climate action and resilience, and transformative technologies] for members to review during the meeting. Members shared their perspective on which KPIs are a priority and ideas on how to potentially operationalize these metrics.

The following questions were posed during the group discussion:

- How would you define “local” regarding locally sourced food?
- Do you have any suggestions related to specific third-party certifications relevant to food?
- Do any of these KPIs need refinement?
- While all the KPIs are important, how would you prioritize them?
- Are there gaps on this list?

Before wrapping up the meeting, we discussed 2023 year-to-date accomplishments and 2024 calendar year objectives. 2024 objectives included:

- Finalize sustainability KPIs
- Develop public sustainability targets
- Identify sustainability initiatives

Highlights from the December meeting:

- Working group members shared various benchmarks to define “local,” including:
 - The Good Food Purchasing Policy
 - Association for the Advancement of Sustainability in Higher Education [AASHE], which utilizes a geographic radius-based system
- There was a discussion around the draft KPIs, including the need for a baseline of some sort before setting percentage goals.
- Setting a high bar regarding single use plastic was discussed, as well as the various ways to address food and beverage packaging.
- A desire to have a comprehensive definition of waste to include not just food and beverage waste but also construction waste was put forth.
- Suggestions were made to create additional KPIs around water/hydration.
- As 2028 will likely bring a significant increase in temperature, suggestions were offered for both shade structures and tree canopies.

- Lastly, there was vibrant discussion around emissions and air quality with questions about the creation of new charging stations and the suggestion of a metric around the larger vehicles that are transporting athletes/coaches.

Community Business and Procurement Working Group - LA28 delivered an overview of work done year to date, which included the evolution of the areas of focus for the organization's commitment to economic empowerment. Business pathways and equitable procurement were solidified as areas of focus.

Members participated in a group discussion on KPIs, which included the following discussion questions:

- How do we best define local as it relates to Games procurement?
- What types of programs will be included to define capacity building support when measuring business pathways?
- How does the group feel about the initial list of KPIs presented?

Before wrapping up the meeting, we discussed 2023 year-to-date accomplishments and 2024 calendar year objectives. 2024 objectives included:

- Finalize community business and procurement KPIs
- Develop capacity building and procurement targets
- Identify community business and procurement programs and initiatives to support KPIs and targets

Highlights from the December meeting:

- There was a discussion about effective programs in place across the City of LA and the LA region that can be leveraged by LA28.
- Questions were raised about whether to define "local" based on geography or impact and a suggestion was made to avoid having one macro definition of "local" and instead creating geographic tiers to define "local."
- A suggestion was made to create performance indicators around the process by which businesses will be prepared for these potential opportunities.
- An effort was made to create more specific metrics around women owned businesses, minority owned businesses and local and small businesses.
- There was discussion around measuring the community impact and assessing the socio-economic impact of the Games on various communities.
- There was a desire to begin conversations with potential stakeholders/small business leaders to not only provide them with early information but to secure feedback from them about what they will need to be competitive.
- A distinction was made between those businesses that can secure a contract on their own and those that will need to be subcontractors of prime contractors.

Local Hire Working Group – An overview of work done year to date was delivered by LA28, which included the evolution of the areas of focus for the organization’s commitment to economic empowerment. Workforce pathways and local/diverse hiring were solidified as areas of focus.

Members participated in a group discussion on KPIs, which included the following discussion questions:

- We’ve identified categories such as age, gender, racial/ethnic group, etc. Are we missing any key categories?
- As we define the jobs needed, what is your best advice related to the timing and amount of time needed to train, upskill, and reskill workers?
- How should we define “local” as it pertains to the Games workforce and what should our considerations be for this definition?

Before wrapping up the meeting, we discussed 2023 year-to-date accomplishments and 2024 calendar year objectives. 2024 objectives included:

- Finalize local hire and workforce development KPIs
- Develop local hire and workforce development targets
- Identify local hire and workforce development programs and initiatives that support KPIs and targets

Highlights from the December meeting:

- There was discussion around efforts by various organizations to map jobs needed to deliver the Games, and the job mapping needs.
- The group identified target populations for hiring, including youth ages 16-24, and formerly justice involved youth and adults.
- Potential definitions of “local” were suggested, many centered around actual venues.
- There was discussion about the training of candidates – how long it will take to train a candidate before the job needs to be filled, what training programs are available and the distinction between up-skilling and re-skilling.
- Suggestions were raised about including KPIs around compensation, especially due to the City and County’s efforts to increase minimum wages and encourage living wages.

MARCH WORKING GROUP MEETING UPDATES (All three working groups)

- Held one-on-one meetings with members to dive into their feedback around the KPIs
- Shared pre-read materials that included an updated version of LA28's three Impact and Sustainability commitments, a draft list of KPIs and notes from the previous meeting in December
- All three working groups reviewed previously discussed KPIs and started discussion on goals for each subject
- Started discussion around targets for all three groups

Sustainability Working Group – During one-on-one meetings with LA28 in advance of the Working Group meeting, multiple members provided additional feedback on the proposed key performance indicators [KPIs] that were shared in December. Based off these additional conversations, an updated list of KPIs was distributed for members to review. Members discussed how these KPIs could be leveraged to develop a subset of quantifiable public sustainability targets, specifically around the topics of climate and waste. Members also provided feedback on how environmental justice considerations can be incorporated within the target setting process. We also discussed potential refinements to the Healthy Environment commitment language as we begin to develop the content of our Impact and Sustainability Plan.

In addition to the comments above, highlights included:

- Discussion around how best to set greenhouse gas emission targets, with suggestions to invest in local projects that simultaneously reduce emissions and address environmental justice considerations vs. setting actual emissions reduction targets.
- Discussion about opportunities to incorporate a higher volume of recyclable materials within the production of athlete and official uniforms.
- Questions were raised about whether there was a greenhouse gas emissions study from the 1984 Games [there was not] and how soon information will be available about how successful Paris is with their sustainability targets.
- There were suggestions related to food waste and discussion about the capacity to handle the overall waste from both the Olympic and Paralympic Games.

Community Business and Procurement Working Group – Prior to the March 2024 meeting, LA28 conducted a series of one-on-one meetings with members to get additional feedback and direction on key performance indicators [KPIs] that were shared in December, and collaboration opportunities to drive equitable procurement. In the working group meeting, we worked to gain more information to close the gap on defining “local” as it relates to Olympic and Paralympic Games procurement. The feedback on defining local led us to present a geographic tiering system to members. Members provided thoughts on the goals for business pathways and equitable procurement, and what qualitative targets should be prioritized in LA28’s plan with the guidance that targets should be specific and measurable, and that we were looking for quality over quantity in identifying targets. Results of the discussion led to an initial recommendation by the members that we should consider local; minority, disability and women owned businesses in capacity building support and addressable spend opportunities, including subcontracting opportunities.

In addition to the report above, other inputs include,

- Several members reiterated the fact that 93% of LA County businesses have less than 20 employees and the opportunity that presents for Games legacy.
- Members shared various GIS mapping tools that could assist in the work of identifying key communities.
- Members discussed the importance of having a road map for businesses that walks them through what they need to be competitive and how to respond to Request for Proposals [RFPs] related to the Games.
- Members shared barriers to small and disadvantaged business owners, such as prompt payment, cash advances and unbundling of contracts.

Local Hire/Workforce Development Working Group – In advance of the meeting, LA28 conducted a series of one-on-one meetings with members to get additional feedback and direction on key performance indicators (KPIs) that were shared in December, and collaboration opportunities to promote career pathways and diverse hiring opportunities for the local populace. In the working group meeting, we worked to gain more information to close the gap on defining “local” as it relates to the workforce needed to plan and deliver the Games. We also discussed closing the gap on understanding direct and indirect job opportunities, which jobs LA28 is responsible for, and which jobs are under the purview of other entities, for example, workers to be hired by venues. Members provided thoughts on the goals for career pathways and diverse hiring, and what targets should be prioritized in LA28’s plan with the guidance that targets should be specific and measurable, and that we were looking for quality over quantity.

In addition to the report above other meeting inputs include:

- Members suggested that we consider tracking salaries and wages as KPIs.
- Members discussed interest in the continuation of employment post-Games – either with permanent jobs or individuals connecting to other employers based on the skills they developed during the Games.
- Members suggested some GIS mapping tools that will help define the community within a concentric circle around each venue.
- Discussion returned to the need for an assessment of the actual jobs needed for the Games and there was interest from the working group to review job studies from the London Games and Paris Games.
- There was discussion around the concept and definition of direct vs. indirect jobs.

2023 MEETING DATES

Q1

LA28 Sustainability Working Group - Tuesday, March 21, 2023, 4:00PM PT

LA28 Community Business and Procurement Working Group - Thursday, March 23, 2023, 4:00PM PT

LA28 Local Hire Working Group - Thursday, March 30, 2023, 4:00PM PT

Q2

LA28 Sustainability Working Group - Tuesday, June 20, 2023. 4:00PM PT

LA28 Community Business and Procurement Working Group - Tuesday, June 27, 2023, 4:00PM PT

LA28 Local Hire Working Group - Thursday, June 29, 2023, 4:00PM PT

Q3

LA28 Sustainability Working Group - Tuesday, September 21, 2023, 4:00PM PT

LA28 Community Business and Procurement Working Group - Wednesday, September 27, 2023, 4:00PM PT

LA28 Local Hire Working Group - Thursday, September 28, 2023, 4:00PM PT

Q4

LA28 Sustainability Working Group - December 5, 2023, 4:00PM PT

LA28 Community Business and Procurement Working Group - December 4, 2023, 4:00PM PT

LA28 Local Hire Working Group - December 6, 2023, 4:00PM PT

2024 MEETING DATES

Working group in-person gathering – January 25, 2024

Q1

LA28 Community Business and Procurement Working Group – March 12, 2024, 4:00PM PT

LA28 Local Hire Working Group – March 13, 2024, 4:00PM PT

LA28 Sustainability Working Group – March 19, 2024, 4:00PM PT

Q2

LA28 Community Business and Procurement Working Group – June 12, 2024, 4:00PM PT

LA28 Local Hire Working Group – June 13, 2024, 4:00 PM PT

LA28 Sustainability Working Group – June 11, 2024, 4:00 PM PT

Q3 – Meeting dates to be determined

Q4 – Meeting dates to be determined

APPENDIX A

LA28 WORKING GROUP MEMBERS AND CITY REPRESENTATIVES

LA28 SUSTAINABILITY WORKING GROUP MEMBERS

LA28 CO-CHAIR: Sunny Sohrabian, Director, Sustainability

LA28 INTERNAL SUBJECT MATTER EXPERT: Becky Dale, VP, Sustainability and Porsia Curry, Director, DEIB

CITY of LA REPRESENTATIVES:

Doug Walters, Chief Sustainability Officer, LASAN

Lizzeth Rosales, Director Environmental Justice - Office of Mayor Karen Bass

#	Organization	Mission/ Description*	LA City CD / Service Area
1	UCLA - Office of Sustainability	Creates a culture of sustainability at UCLA in which the entire UCLA community is aware of, engaged in, and committed to advancing sustainability through education, research, operations, and community partnerships.	CD 5
2	USC - Office of Sustainability	Advances and implements sustainable practices on campus and educates students, staff, and faculty on the importance of sustainability initiatives.	CD 9
3	Climate Resolve	Builds collaborations to champion equitable climate solutions. We connect communities, organizations, and policymakers to address a global problem with local action. We inclusively develop practical initiatives that reduce climate pollution and prepare for climate impacts.	CD 14
4	Gabrieleno San Gabriel Band of Mission Indians [Gabrieleno Tongva] Tribe	The Gabrieleno Tongva occupied the entire Los Angeles Basin and the islands of the Santa Catalina, San Nicholas, San Clemente and Santa Barbara. The tribe is governed by a 5-member tribal council and was recognized by the State of California in 1994.	Southern California
5	Heal the Bay	An environmental nonprofit established in 1985 that is dedicated to making the coastal waters and	Santa Monica

		watersheds in Greater Los Angeles safe, healthy, and clean. We use science, education, community action, and advocacy to fulfill our mission.	
6	IBEW Local 11	The dynamic and progressive voice of the Electrical Construction Industry in Los Angeles. We are a movement for social justice, safe jobsites, training, green jobs and opportunity for all based in Los Angeles, California	Pasadena / LA County
7	Liberty Hill Foundation	A laboratory for social change philanthropy. We leverage the power of community organizers, donor activists, and allies to advance social justice through strategic investment in grants, leadership training, and campaigns.	CD 1
8	Los Angeles Cleantech Incubator [LACI]	A non-profit organization creating an inclusive green economy for the people of Los Angeles by unlocking innovation by working with startups to accelerate the commercialization of clean technologies; transforming markets through partnerships with policymakers, innovators, and market leaders in transportation, energy and sustainable cities; and enhancing communities through workforce development, pilots, and other programs.	CD 14
9	Neighborhood Council Sustainability Alliance	Advances sustainability and resilience across Los Angeles through advocacy, sharing of best practices, and community action.	LA City
10	Pacoima Beautiful	A grassroots environmental justice organization that provides education, impacts local policy, and supports local arts and culture in order to promote a healthy and sustainable San Fernando Valley.	CD 7
11	Players for the Planet	Dedicated to providing resources for athletes across the sports landscape and helping everyone help themselves and their communities.	CD 5 / CD 11
12	Teamsters Local 396	Represents UPS and Sanitation, and Genesis Logistics workers in Southern California. The Local Union also serves Members in other miscellaneous	Covina / LA County

		industries such as logistics, recycling and feed delivery services.	
13	TreePeople	Mission is to inspire, engage and support people to take personal responsibility for the urban environment, making it safe, healthy, fun, and sustainable and to share our process as a model for the world.	CD 4 / CD 5

**Mission / Descriptions pulled directly from organization's website [as of 3/10/24]*

LA28 COMMUNITY BUSINESS & PROCUREMENT WORKING GROUP MEMBERS

LA28 CO-CHAIR: Erikk Aldridge, Vice President of Impact

LA28 SUBJECT MATTER EXPERTS:

Leena Mathew, Vice President, Finance/Controller

Porsia Curry, Director, Diversity, Equity, Inclusion & Belonging

CITY OF LA REPRESENTATIVES

Shannon Hoppes, Chief Procurement Officer

John Reamer, Jr., Bureau of Contract Administration

Vahid Khorsand, Board of Public Works

#	Organization	Mission / Description*	LA City CD / Service Area
1	LA Sport Entertainment Commission [LASEC]	Nonprofit organization officially designated to attract, secure, and support high-profile sports and entertainment events in Los Angeles.	CD 14 / LA County
2	Asian Business Association	Represents the views of Asian American business owners to local, state, and federal government officials in order to promote and improve the climate for small business.	CD 14
3	Fair Trade LA	Educates and inspires consumers to embrace Fair Trade products so global farmers and artisans have the opportunity to earn a fair and sustainable living.	CD 14
4	LA Area Chamber of Commerce	Designs and advances opportunities and solutions for a thriving regional economy that is inclusive and globally competitive.	CD 1 / LA County
5	LA Business Council	Harnesses the power of business and government to promote progress in the Los Angeles region in the areas of energy, housing, transportation, international trade and economic development.	CD 5
6	LA County Federation of Labor	Empowers workers to organize and take collective action to win better wages and respect in the	CD 1 / LA County

		workplace. A Federation of over 300 affiliated unions and labor organizations representing more than 800,000 members.	
7	LA Urban League	Helps African Americans and others in underserved communities achieve their highest true social parity, economic self-reliance, power, and civil rights.	CD 8 / CD 10
8	Los Angeles County Department of Economic Opportunity, Office of Small Business	LA County's central economic and workforce development hub helps residents connect to new career pathways, start, and certify a business, and access life-changing opportunities.	LA County
9	Los Angeles County Economic Development Corporation [LAEDC]	Attracts, retains and grows businesses and jobs for the regions of Los Angeles County. Provider of economic development resources.	LA County
10	South Los Angeles Transit Empowerment Zone [SLATE-Z]	A place-based initiative and collective impact partnership whose mission is to revitalize South Los Angeles by moving residents to economic opportunity.	CD 9
11	The Valley Economic Alliance	Non-profit strategic private-public collaborative made up of businesses, government, education, and community organizations whose mission is engage and unite Valley stakeholders to raise standards of living and economic vitality across the five-city region – Burbank, Calabasas, Glendale, Los Angeles, and San Fernando consisting of more than 160,000 businesses.	CD 4
12	Valley Industry Commerce Association [VICA]	Enhances the economic vitality of the greater San Fernando Valley region by advocating for a better business climate and quality of life. Works to bring members together to improve, develop and connect community representatives, opinion leaders, and elected officials for engagement and collaboration.	CD 6

13	Women's Business Enterprise Council – West [WBEC – West]	To increase economic vitality in the communities we serve: Corporations WBEs WBENC Community Partners Government Entities Multi-generational Under-represented Multi-ethnic.	Southern California
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**Mission / Descriptions pulled directly from organization's website [as of 3/10/2024]*

LA28 LOCAL HIRE WORKING GROUP MEMBERS

LA28 CO-CHAIR: Erikk Aldridge, Vice President of Impact

LA28 SUBJECT MATTER EXPERTS:

Tiffani Troutman, Vice President, Talent Management

Porsia Curry, Director, Diversity, Equity, Inclusion & Belonging

CITY OF LA REPRESENTATIVES:

Carolyn Hull, Economic & Workforce Development Department

Grayce Liu, Assistant General Manager, Personnel Department

Lynda McGlinchey, Compliance Program Manager, Bureau of Contract Admin

Gerardo Ruvalcaba, Economic & Workforce Development Department

#	Organization	Mission / Description*	LA City CD / Service Area
1	Community Build	Dedicated to the revitalization of South Los Angeles communities through investment in youth and commercial economic development.	CD 10 / CD 8
2	Arts for LA	Leads communities, artists, and organizations to promote an equitable, healthy, vibrant, and creative Los Angeles region through the arts.	CD 14
3	Brotherhood Crusade	Removes and/or helps individuals overcome the barriers by effectuating improved health & wellness, facilitating academic success, promoting personal, social & economic growth, providing access to artistic excellence & cultural awareness, increasing financial literacy, and building community agencies & institutions.	CD 9
4	Cal State University [CSU] Office of the Chancellor	The largest public four-year system of higher education in the United States. Oversees the CSU's 23 campuses, 477,000 students and 56,000 faculty and staff.	Southern California

5	Chrysalis	Serves people navigating barriers to the workforce by offering a job-readiness program, individualized supportive services, and paid transitional employment. We empower our clients on their pathway to stability, security, and fulfillment in their work and lives.	CD 7
6	Coalition for Responsible Community Development	A place-based community development corporation in South Los Angeles with a unique focus on young people ages 14–26. We are committed to partnering with residents, businesses, community-based organizations, civic leaders, and the local community college to improve the quality of life in South Central LA	CD 9
7	Disability Community Resource Center	Dedicated to supporting people with disabilities and seniors to achieve and maintain self-directed and community based independent lives.	CD 11
8	Diversability	A social enterprise on a mission to elevate disability pride.	Inglewood / LA County
9	EduCare Foundation	EduCare creates learning environments of genuine caring, self-discovery, and empowerment with Heartset® Education for students, educators, and parents.	CD 6
10	Hispanas Organized for Political Equality [HOPE]	Nonprofit, nonpartisan organization ensuring political and economic parity for Latinas.	CD 14
11	LA Conservation Corps	Provides at-risk young adults and school-aged youth with opportunities for success through job skills training, education and work experience with an emphasis on conservation and service projects that benefit the community.	CD 1
12	LA Works	Makes L.A. a more equitable place by empowering Angelenos to address pressing social issues through volunteerism.	CD 1
13	Los Angeles Regional Consortium	A consortium of LA's 19 community colleges working collectively to deliver on a promise that California community colleges are accessible and affordable to all who seek opportunities to realize a better future. Collaborates with K-12 partners,	LA County

		high-road employers, and priority industries to align impactful curriculum and workforce training programs, creating a seamless pathway for college and career readiness.	
14	Los Angeles/Orange Counties Building and Construction Trades Council	Construction department of the AFL-CIO with 48 affiliated Local Unions and District Councils representing over 140,000 craftspeople.	CD 13 / CD 1 LA County / OC
15	Service Employees International Union Local 721	Represents over 95,000 members in law enforcement, public works, healthcare, street services, public recreation	CD 1 / LA County
16	South Bay Workforce Investment Board	Builds a world-class workforce through strategic alliances with business, education, and community partners.	South Bay / Hawthorne / Carson
17	YMCA Metropolitan Los Angeles	Committed to providing programs and services that are inclusive and welcoming to all. Strategic priorities include sports, food insecurity, youth & teens, education, and healthy living. 26 branches stretch across over 100 miles of Los Angeles County, from Antelope Valley to San Pedro.	LA County

**Mission / Descriptions pulled directly from organization's website [as of 3/10/2024]*

Appendix B

LA28 Working Group Meeting Agendas

LA28 Community Business and Procurement Working Group December 4, 2023, 4 p.m. via Zoom

- I. Welcome & Updates
 - a. Working group member updates:
 - i. New Co-Chair – Andrea Nunn, LA Area Chamber of Commerce
 - ii. SLATE-Z – Welcome Zahirah Mann, President
 - iii. City of LA – Welcome John Reamer Jr., Bureau of Contract Administration
 - b. Year to Date Review
- II. LA28 KPI Group Discussion and Questions
 - a. Review of Key Performance Indicators
 - b. Questions
 - i. How should we define local when it comes to procurement?
 - ii. How should we define how a business is supported during this process?
 - iii. Are there any key categories that we have missed?
- III. Looking Forward to 2024
- IV. Community Engagement
- V. Next steps/Wrap Up

LA28 Sustainability Working Group
December at 5, 4 p.m. via Zoom

- I. Welcome & Updates
 - a. Working Group Update – Pacoima Beautiful, Melisa Walk
- II. LA28 Environmental KPIs Group Discussion

Review draft of KPIs listed under Radical Reuse, Climate Action, and Resilience, and Transformative Technologies & discuss the following questions.

- a. Radical Reuse – Food & Beverage KPIs:
 - i. How would you define “local” re: locally sourced food?
 - ii. Do you have any suggestions related to specific third-party certifications relevant to food?
 - b. Climate Action and Resilience KPIs:
 - i. Based on your valuable input over this last year, we have developed a very detailed list of KPIs related to this focus area. Do any of these KPIs need further refinement? For example, can we expand upon the Environmental Justice KPIs?
 - c. Transformative Technologies KPIs:
 - i. Do any of these transportation KPIs need further refinement?
- III. Overall Questions
 - a. While all these KPIs are important, how would you prioritize them?
 - b. Are there any gaps on these lists?
- IV. FY23 Accomplishments & FY24 Objectives
- V. Community Engagement
- VI. Next Steps/Wrap up

LA28 Local Hire Working Group
December 6, 2023, 4 p.m. via Zoom

- I. Welcome & Updates – Erik Aldridge, Vice President, Impact, LA28
 - a. City of LA EWDD – Welcome Carolyn Hull, General Manager and Gerardo Ruvalcaba, Assistant General Manager
 - b. Year to Date Recap
 - c. LA28 Career Pathways, Workforce Development, and Local Hire Update
- II. LA28 KPI Group Discussion and Questions
 - a. Paris Jobs Study Overview

Question:

- i. What resources are available to create a public/private mapping of the jobs needed to deliver the Games in addition to what we have learned from Paris?
- b. Review of Key Performance Indicators

Questions:

- i. We've identified categories such as age, gender, racial/ethnic group, etc. Are we missing any key categories?
 - ii. As we define the jobs needed, what is your best advice related to the timing needed to train, upskill, and reskill workers?
 - iii. How should we define "local" as it pertains to the Games workforce and what should our considerations be for this definition?

- III. Looking forward to 2024
- IV. Community Engagement
- V. Next Steps/Wrap Up

LA28 Community Business and Procurement Working Group
March 12, 2024, 4 p.m. via Zoom

- I. Welcome and Updates
 - a. LA28's Road to Paris
 - b. Announcement of new Co-Chair, Sonya Kay Blake, The Valley Economic Alliance
- II. Meeting Objectives
 - a. Review City of LA Games Agreement
- III. Group Discussion
 - a. Closing the gap: Defining "local"
 - b. Questions:
 - i. Does this method of defining local resonate with you?
 - ii. Are there other methodologies that we should consider?
- IV. Group Discussion
 - a. Review focus areas.
 - b. Review key performance indicators and desired goals and targets.
 - c. Questions:
 - i. What do you think should be our top three goals?
- V. LA28 Organization Update
 - a. Working Group Talking Points/Messaging
- VI. Next Steps/Wrap up

Local Hire Working Group
March 13, 2024, 4 p.m. via Zoom

- I. **Welcome & Updates**
 - a. Announcements
 - i. Welcome EduCare Foundation, Armando Diaz, VP, Programs & Partnerships
 - b. LA28's Road to Paris
- II. **Group Discussion**
 - a. Closing the Gap: Defining "local"
 - b. Closing the Gap: Internal [direct] jobs vs. External [indirect] jobs
- III. **Group Discussion**
 - a. Review Focus Areas
 - b. Review key performance indicators and desired goals and targets

Question:

What are the top priorities from your perspective among the KPIs?

- IV. **Organization Updates**
 - a. Working Group Talking Points/Messaging
 - b. Next Steps/Wrap up

Sustainability Working Group
March 13, 2024, 4 p.m. via Zoom

- I. **Welcome & Updates** – Sunny Sohrabian, Director, Sustainability, LA28
 - a. Refining Healthy Environment Focus Areas
 - b. New & Updated Sustainability KPIs [linked above]
- II. **Sustainability Targets** – Becky Dale, VP, Sustainability, LA28
 - a. Group Discussion Questions:
 - i. Looking at the revised list of KPIs, how do we identify a handful of public sustainability targets?
 - ii. What are your top three priority targets, from your perspective?
 - iii. How do we incorporate environmental justice considerations in our target setting?
- III. **LA28 Organization Update** – Kim Parker Gordon, VP, Communication, LA28
 - a. Working Group Talking Points/Messaging
- IV. **Next Steps/Wrap up** – Lisa Cleri Reale, LA28 Working Group Consultant