



County of Los Angeles CHIEF EXECUTIVE OFFICE

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May 16, 2016

To: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Sachi A. Hamai
Chief Executive Officer

REPORT BACK ON THE CREATION OF A CHIEF SUSTAINABILITY OFFICER UNIT WITHIN THE CHIEF EXECUTIVE OFFICE (ITEM NO. 6, AGENDA OF MARCH 1, 2016)

On March 1, 2016, the Board of Supervisors (Board) adopted a motion (Motion) by Supervisor Sheila Kuehl and Chair Hilda L. Solis to create a Chief Sustainability Officer (CSO) unit within the Chief Executive Office (CEO). The Board further instructed the CEO to submit a report within 60 days regarding the status of the proposed CSO unit and to provide details on each of the following items:

1. Roles and responsibilities of the Chief Sustainability Officer unit;
2. Recommendations on new or transferred County positions;
3. Recommendations on budgetary resources required for the unit; and
4. A timeframe for expediently hiring new staff.

A friendly amendment by Supervisor Ridley-Thomas added that the CEO should also report back with an analysis of the efficacy of establishing an Environmental Commission to support the CSO and a statement regarding how such a commission might be constituted.

Background

On June 30, 2015, the Board approved Board of Supervisors Policy #3.045 on the subject of a Countywide Sustainability Policy. This action by the Board secured the formation of a County Sustainability Council (Council) and the development of a Los Angeles County Sustainability Program Framework (Framework). The Council included representation on its Leadership Committee from the Internal Services Department (ISD), Department of Public Works (DPW),

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Regional Planning, Parks and Recreation, Public Health, Library, the Community Development Commission, and the CEO. The Framework developed by this Council was submitted to the Board on December 31, 2015, and included five focus areas for achieving environmental sustainability and a dashboard for annual reporting on the goals established by the Framework.

The Motion directing the formation of a CSO unit seeks to expand upon the Framework and institute a structure within the CEO that can offer proactive policy recommendations in the area of environmental sustainability. The Motion characterized the Council as lacking in the authority to hold departments accountable for achieving sustainability targets and in the resources necessary to hire staff dedicated solely to the goals of the Framework. The CSO unit is intended to remedy these shortcomings and will be tasked with developing, implementing, and updating a new Countywide Sustainability Plan. As presented in the Motion, the CSO will also be expected to undertake the following responsibilities:

1. Create a centralized process and documentation effort to reflect all sustainability work currently in progress;
2. Coordinate the efforts of County departments and the Council to enhance the Framework, and formulate the Sustainability Plan to include both interim and long-term goals, metrics and timelines;
3. Prepare an annual report on compliance with the Sustainability Plan once it is established; and
4. Serve as the County's primary point of contact for sustainability efforts throughout the Los Angeles region.

The CSO unit envisioned by the Motion is one that will maintain sufficient staff to both implement the Sustainability Plan and work collaboratively with department heads, sustainability staff within County departments, and key stakeholders throughout the region.

External Models for a Chief Sustainability Officer Unit

In response to the Motion, the CEO reviewed 15 different sustainability programs maintained by other local governmental jurisdictions in California. These programs varied widely in terms of the size and scope of their operation, and were differentiated further by their placement within the organizational structure of the local government. Several sustainability offices were situated within a Chief Executive Office or City Manager's Office, while others were direct reports to an elected body or City Mayor's Office. Still others were located exclusively within a department similar in function to ISD or DPW.

The two local government models identified by the CEO that best replicate the intent of the Motion are those maintained by the City of Los Angeles and the County of Santa Clara. The City of Los Angeles CSO is an appointed position under the Mayor's Office of Sustainability, whereas the County of Santa Clara CSO is situated within the Chief Executive Office. The staffing levels maintained by these two units are seven employees for the City of Los Angeles and five employees for the County of Santa Clara. Importantly, two of the City of Los Angeles positions and three of the County of Santa Clara positions are funded exclusively with grants. Moreover, the City of Los Angeles Office of Sustainability is staffed with two positions currently

on loan from other departments. While the goals of the City of Los Angeles CSO and County of Santa Clara CSO are similar to those established by the Motion, the operational responsibilities of the County CSO may be more manageable given the many sustainability operations situated within ISD and DPW. For Fiscal Year 2016-17, DPW has four full-time positions budgeted for its Strategic Planning and Sustainability Office and eight full-time positions for the Sustainability Section of its Design Division. ISD's Office of Sustainability has seven full-time employees and two consultants budgeted for the Environmental Initiatives Division as well as four full-time employees and three consultants for its Planning and Administration Division.

Chief Sustainability Officer Roles and Responsibilities

The CSO position is planned to be staffed within the Strategic Integration Branch of the CEO, and will be given the requisite authority to implement Board-approved sustainability measures throughout the County. The CSO will be required to collaborate with each County department, as well as work with the 88 cities within Los Angeles County, the State, and the Federal Government. The position will evaluate the need to update existing County policies, and will report on the activities of departments, including ISD, DPW, Regional Planning, Parks and Recreation, and any others whose environmental programs make up the County's sustainability efforts. The CSO will lead, but neither replicate nor replace, the existing sustainability initiatives at County departments.

The proposed responsibilities for the CSO unit will be consistent with the focus areas identified within the Framework, including but not limited to water conservation, energy efficiency, renewable energy, greenhouse gas reduction, cap and trade procurement, waste reduction, and transportation-based initiatives. These targeted sustainability efforts will be organized around the following three practice areas:

County Facilities

The County owns, operates and maintains approximately 4,000 facilities located throughout Los Angeles County. As directed by the Board, the County has incorporated the use of sustainable "green" technologies into existing and future building improvements and designs. Among these sustainability requirements is a mandate that all new County buildings of a certain size achieve Leadership in Energy and Environmental Design (LEED) certifications at the Silver level. The new CSO unit will work in concert with the Asset Management Branch of the CEO, ISD, and DPW to achieve the County's goals of reducing energy, water and other resource consumption in County construction and facilities management activities.

Unincorporated Areas

As the Board directly governs the residents of the unincorporated areas, the CSO will be responsible for sustainability efforts that affect the quality of life of approximately one million residents and 65% of the total land mass of Los Angeles County. The CSO will provide leadership and coordination on issues and projects such as planning and zoning requirements, environmental justice, energy initiatives, healthy design, and net-zero water consumption.

Regional Initiatives

The CSO will oversee the County's existing sustainability efforts and be responsible for

recommending new energy efficiency and environmental initiatives not yet contemplated by the Board or the Council. The CSO is expected to be a regional leader in sustainability and will work with cities to develop best practices for local government jurisdictions. Additionally, the formation of a new CSO position and unit will enable the County to actively pursue federal and state grants for sustainability programs, projects and staffing resources. Of particular relevance will be County efforts to secure State of California cap and trade funds that may offer funding support for critical County projects. In summary, the CSO will be required to actively cultivate sustainability partnerships with local, regional, state, national and international leaders in the environmental arena.

New Positions and Budgetary Resources

The 2016-17 Recommended Budget approved by the Board included a \$1 million set-aside in the Provisional Financing Uses budget unit to establish the CSO unit. By adding an additional \$225,000 to this set-aside, the CEO has identified the administrative support and budgetary resources necessary to fund a CSO position, its initial support staff, and any required operating costs during Fiscal Year 2016-17. Following a review of the roles and responsibilities outlined in the Motion, the CEO recommends that the CSO position be established at the classification level of a Senior Manager, CEO. Additional staff allocated to the unit will include two Principal Analysts, one Senior Analyst, one Staff Assistant and a Management Secretary IV. The table attached to this memorandum provides a summary of the recommended budget for the CSO unit in Fiscal Year 2016-17, which will be included in the Final Changes budget adjustments to be presented to the Board on June 27, 2016. The possibility of additional positions, resources, and grant opportunities for the CSO unit will again be evaluated by the CEO in relation to the 2017-18 Recommended Budget.

Next Steps and Recruitment Timing

Unless otherwise directed by the Board, the recruitment effort for a CSO position will begin after the Board's approval of the new budgeted items as part of the Final Changes budget recommendations of June 2016. Once approved, the CEO and Department of Human Resources will initiate an expedited search process for qualified CSO candidates. Desirable candidates are expected to possess a thorough knowledge of sustainability issues, and have significant managerial experience in the field of environmental sustainability. Strong project management skills and leadership qualities will be required for a position that is anticipated to play a major role in shaping environmental policy within the County. The total amount of time necessary to complete the recruitment for a CSO is estimated at about four months. The complementary search efforts for the Principal Analyst, Senior Analyst, and Staff Assistant positions are expected to be shorter in duration, but will not be completed until after the CSO has been selected and given the opportunity to interview candidates for the four subordinate positions.

Applicability of an Environmental Commission

As a result of an amendment to the Motion, the CEO was directed to provide an analysis of the establishment of an Environmental Commission and how it might be constituted. In support of the County's sustainability objectives, the creation of an Environmental Commission could potentially expand the County's outreach and influence by allowing for the input of individual

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and independent commissioners who represent each supervisorial district's unique and varied community interests. Furthermore, if directed by the Board, the Environmental Commission could be administered and coordinated under the guidance of the future CSO. Given the active leadership role likely to be assumed by the CSO, the CEO does not recommend that the Board establish an Environmental Commission at the present time; but rather advises that the Board, CSO, and Council review the merits and composition of a commission following the selection of a CSO.

If you have any questions regarding this report, please contact David Howard, Assistant Chief Executive Officer, at (213) 893-2477, or Doug Baron, Interim Senior Manager at (213) 974-8355 or dbaron@ceo.lacounty.gov.

SAH:DPH:DB

TMH:mda

Attachment

c: Executive Office, Board of Supervisors
 County Counsel
 Community Development Commission
 Internal Services
 Library
 Parks and Recreation
 Public Health
 Public Works
 Regional Planning

**CHIEF EXECUTIVE OFFICE
CHIEF SUSTAINABILITY OFFICER UNIT
FISCAL YEAR 2016-17 BUDGET**

	Existing 1	Requested	Total
Salaries & Employee Benefits			
-Senior Manager, CEO (R17) ²	\$ -	\$ 268,000	\$ 268,000
-Principal Analyst, CEO (2.0 positions)	-	392,000	392,000
-Senior Analyst, CEO	-	159,000	159,000
-Staff Assistant, CEO	-	92,000	92,000
-Management Secretary IV	101,000	-	101,000
Total Salaries & Employee Benefits	\$ 101,000	\$ 911,000	\$ 1,012,000
Services & Supplies			
- Operating Costs ³	-	64,000	60,000
- Consultant Costs	-	250,000	250,000
Total Services & Supplies	-	314,000	314,000
Gross Appropriation	101,000	1,225,000	1,326,000
Intrafund Transfer	101,000	-	101,000
Net Appropriation	-	1,225,000	1,225,000
Revenue	-	-	-
Net County Cost	\$ -	\$ 1,225,000	\$ 1,225,000
FTE	1.0	5.0	6.0

Notes:

1. Position will be reassigned to the Chief Sustainability Officer unit.
2. Unclassified position at R17 level.
3. Includes costs such as utilities, proprietorship charges, and office supplies.