



CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

C.F. No. 15-0989-S17
0220-05944-0006

Date: November 15, 2024

To: The Council

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 October 29, 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 report (C.F. 15-0989-S17) by the City Administrative Officer (CAO) and the Chief Legislative Analyst (CLA) 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 LA28's progress on these matters and report every six months on the implementation of the working groups, planning groups, and other legacy elements as outlined in the Benchmarks Report. This report is the fifth of these biannual reports for Council consideration.

Working Groups: LA28 submitted a transmittal dated October 29, 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 during the six-month reporting period from May 2024 through October 2024, each working group held two meetings which included facilitated group discussions and capturing inputs from members that will inform the Impact and Sustainability Plan, as well as goals and programs supported by the working groups. The Impact and Sustainability Plan, which is scheduled for release by March 31, 2025, will incorporate benchmarks set forth in the Games Agreement and input from working groups to establish standards by which Games-related activities will be held, specifically related to sustainability, hiring, and procurement programs.

Prior to the most recent round of working group meetings in October 2024, LA28 shared relevant sections of the draft Impact and Sustainability Plan with the working groups for review and feedback: the Healthy Environment section was shared with the Sustainability Working Group and the Economic Empowerment Section was shared with the Local Hire and Community Business and Procurement Working Groups. Each working group was sent their sections two weeks in advance of the working group meetings so that members could absorb the content and be prepared to provide feedback.

LA28's staff leveraged feedback and suggestions from the most recent round of meetings and has supplemented this work by meeting with members one-on-one outside of the working group meetings to tap into expertise and specific insights on relevant subjects.

The next round of working group meetings is tentatively scheduled for December 2024, with the plans and recommendations under final review 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 the 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.
- Energy: Pursuant to the Games Agreement, the City has set up a Games Energy Council (GEC) to organize 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.

- 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 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 December 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 Impact and Sustainability Plan supported by the SWG, by no later than March 31, 2025.

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 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 Games Agreement requires formation of a Legacy Entity that 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 March 30, 2025.

FISCAL IMPACT STATEMENT

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

SMT:MWS 11250056

Attachment: Exhibit A - LA28 Benchmark Report dated October 29, 2024

Exhibit A

LA28 Benchmark Report dated October 29, 2024



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Los Angeles, California
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295 Madison Avenue
21st Floor
New York, NY
10017

October 29, 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 October 31, 2024, LA28 respectfully offers our fourth update on the benchmarks previously agreed upon.

Lastly, LA28 would like to extend our sincere condolences on the passing of the city's Chief Procurement Officer, Shannon Hoppes. Shannon served as co-chair of the Community Business & Procurement Working Group and played a pivotal role in the stewardship its members. We honor her leadership and are grateful for her contributions toward creating inclusive and equitable opportunities surrounding the Games.

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,

Reynold Hoover
Chief Executive Officer

A handwritten signature in cursive script that reads 'Reynold Hoover'.

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. <i>* Working Group membership can be supplemented to the extent a member withdraws or a need for an additional member is identified.</i>	11/30/22
	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.	3/31/25
	Establish the Sustainability Plan supported by the SWG.	

GENERAL UPDATE AS OF OCTOBER 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 WORKING GROUP UPDATE AS OF OCTOBER 31, 2024

To date, each working group has held seven quarterly meetings; in addition, there has been one in-person gathering of all the groups together at the LA28 offices in January 2024. While the first couple of working group meetings included presentations from LA28 to provide adequate background and context about the organization and direction of commitments to the members of the working groups, the subsequent quarterly meetings of each group have been highly interactive, two-way conversations with a priority set on facilitated 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 has actively leveraged feedback and suggestions from the meetings and has supplemented this work by meeting with members one-on-one outside of the working group meetings to tap into expertise and specific insights on the subjects to properly inform the development of LA28's Impact and Sustainability Plan.

CURRENT LIST OF WORKING GROUP MEMBERS REPRESENTING THE CITY FAMILY

Community Business and Procurement

- Kenneth Ahn, Office of the Mayor
- Vahid Khorsand, Board of Public Works
- John Reamer, Jr., Bureau of Contract Administration

Local Hire

- Kenneth Ahn, Office of the Mayor
- Vincent Cordero, Personnel Department
- Carolyn Hull, Economic & Workforce Development Department
- Grayce Liu, Personnel Department
- Lynda McGlinchey, Bureau of Contract Administration
- Gerardo Ruvalcaba, Economic & Workforce Development Department

Sustainability

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

LA28 extended an invitation and onboarded the following organizations:

Community Business and Procurement

- LAX Area Coastal Chamber of Commerce

Local Hire

- Greater San Fernando Valley Chamber of Commerce

JUNE WORKING GROUP MEETING UPDATES (All three working groups)

- Provided an update on LA28's new CEO, Reynold Hoover
- Shared the Impact and Sustainability Plan timeline, highlighted key review dates for working group members and other key external stakeholders.
- Shared proposed impact and sustainability targets based on previous feedback provided by working group members.
- Shared Games Preferred Plan – noting changes made since the Bid Plan to account for a changed venue landscape and additional sports.
- Shared community updates including events and activities participated in by LA28.

Sustainability Working Group

During the June working group meeting, members provided feedback on LA28's proposed sustainability targets under three focus areas: Radical Reuse, Climate Action and Resilience, and Natural Resource Stewardship. Input was solicited from members to help LA28 staff determine what to prioritize and draft in the upcoming impact and sustainability plan. Proposed targets were presented in meeting slides and members were asked to take a couple minutes to read the targets before sharing their initial thoughts with the wider group.

Proposed targets covered the following topic areas:

- Radical Reuse:
 - Designing out waste
 - Reducing single-use plastics and diverting waste from landfill
- Climate Action & Resilience:
 - Measuring and reducing LA28's carbon footprint
 - Supporting local climate solutions and inspiring personal action
- Natural Resource Stewardship:
 - Preserving natural resources across LA28, as an organization
 - Preserving natural resources at Games' venues

Feedback and questions by members included:

- Radical Reuse:
 - **Heal the Bay:** Be thoughtful about the term reusable, the plastic bag ban has shown us that.
 - **Heal the Bay:** It will be important that food containers be 100% fiber based so they can be accepted at composting facilities.
 - **USC:** Most critical thing is what people are bringing into the venue, and that everything is designed to work with a zero-waste approach.
 - **Teamsters Local 396:** A lot of jurisdictions within the Games perimeter do not currently have a source separation system, so their haulers do not pick up separate recycling or compost containers. Need to be clear to those jurisdictions that they would have to adopt a source separation system because a lot of them just have single mixed waste system.

- Climate Action & Resilience:
 - **Neighborhood Council Sustainability Alliance:** There is concern about renewable diesel and hydrogen for temporary power – and will be looking to understand more about the solutions LA28 plans to pursue.
 - **Liberty Hill:** LA28 should consider the option of free or reduced transit fares during the time of the Games for both spectators and residents to help meet its target around being a transit-first Games.
 - **Liberty Hill:** Anything around heat management will have a tight planning timetable.
 - **City of LA:** There should be a place on the fan app that shows fans how they can minimize their carbon footprint depending on how they get to the Games.
 - **Climate Resolve:** It's going to be really hot during the Games and if we are encouraging people to take public transit, it should be as comfortable as possible and account for accessibility needs.

- Natural Resource Stewardship:
 - **Players for the Planet:** A lot of the sports are going to use significant water, particularly where you have multiple matches. There should be a plan in place to address not just the amount of water that is going to be used by fans, but also maintenance for the sports.
 - **Heal the Bay:** On the issue of reclaimed water, there's some ways to work with both Sanitation and West Basin to move reclaimed water around and use it at the venues. It is important to make sure we can use reclaimed water.
 - **USC:** When it comes to designing venue sustainability guidelines, it might be helpful to get an earlier jump start on leveraging existing third-part frameworks vs. coming up with standards on your own.
 - **Heal the Bay:** I recommend using accurate local native species in any graphics, knee jerk reaction is to use a palm tree, and they are not native to LA.
 - **LA Sanitation:** Suggest planting trees along the marathon route.

Community Business and Procurement Working Group

LA28's new CFO Karen Sturgis was introduced and made remarks. LA28 briefly discussed Paris 2024, reviewed the City of LA Games Agreement and the overall commitment to economic empowerment which included the evolution of the areas of focus. Business pathways and equitable procurement were solidified as areas of focus. Members reviewed key definitions such as addressable spend, local and underrepresented groups. LA28 shared some supplier diversity benchmarks. Members participated in a group discussion of seven key goals:

- A commitment by LA28 to collaborate with and track the capacity building support received by local URG businesses through programs and initiatives.
- A commitment to post and track LA28 contract opportunities on RAMP.
- A commitment by LA28 to develop and implement a supplier diversity program.
- A commitment by LA28 to track the number of contracts awarded across all URG supplier diversity categories.
- A commitment to include LA28's Responsible Sourcing Code in all RFPs as well as screen and grade all RFPs for commitments to impact, DEIB and sustainability.
- A commitment by LA28 to establish a target for addressable local business opportunities.
- A commitment by LA28 to establish a target for addressable URG business opportunities.

Working group members were asked the following questions:

- What types of programs will be included to define capacity building support when measuring business pathways?
- How does the group feel about the list of goals presented? What's missing? What resonates?
- The group also reviewed the Impact & Sustainability Timeline. Before wrapping up the meeting, the group heard Preferred Plan updates that included changed venue landscapes and new sports added to the program as well as Community updates that included events and activities participated in by LA28.

Feedback and questions from members included:

- **Women's Business Enterprise Council:** Requested a matrix of the minimum qualifications for each of the cluster opportunities.
- **LA Sports & Entertainment Commission:** Want to ping the time frame necessary to get these folks prepared and ready so if we're talking about capacity, what does that look like as far as the time frame?
- **LA Business Council:** I don't see a spend goal. If you are spending \$6.8 billion, will you commit a billion and a half to small and medium businesses? When you looked at examples of benchmarking, did you look at London 2012 because it's the most analogous to LA.

- **LA County Office of Economic Opportunity:** LA County's utilization goal is 25% of local small businesses and so I think there's a common practice here in the region that this is the floor, not the ceiling. There's a lot of definitions and there's also a lot of certifications out there. We're not trying to create multiple barriers for small businesses.
- **City of LA Dept. of Public Works:** When we go back to collaborate and track capacity building opportunities, if primes cannot meet certain requirements, maybe there is a fund that they can give to that supports capacity building for small and local businesses.
- **Valley Economic Alliance:** This has been a great conversation and love the transparency. Maybe on the local level when we think about the SBA definition of small business and the state definition, it's not one size fits all.
- **SLATE-Z:** I like the earlier conversation about having some sort of baseline – with 25% being on the lower end. Having some explicit baseline percentage is really helpful.

Local Hire Working Group

The June meeting focused on a look back on the work to date, Paris 2024's impact and legacy commitments, City of LA Games Agreement, and LA28's Economic Empowerment focus areas, a look forward on the work completed to date by the group including benchmarking previous Games and key definitions such as addressable spend, local and underrepresented groups. LA28 also updated the group on the impact and sustainability plan delivery timeline. LA28 gave an update on the development of the Preferred Games Plan and an update on community engagement.

A key part of the June Local Hire meeting was a review of the Paris Job Mapping Report highlights which was made available to all working group members in the local hire working group.

Highlights from the Paris 2024 report included,

- Identifying between 119,000 and 247,000 direct, indirect and induced FTE opportunities
- Identifying the level of professions to anticipate recruitment and training needs
- Agreed upon training courses and partners for employees.
- Agreed upon modalities and temporalities of recruitment [Note: Paris job mapping doesn't address sustainability related jobs]
- The Greater Paris region deployed more than 11,000 places for in-person and online training courses to help people acquire new skills and learn English.
- Paris City Council implemented the EnJeux emplois, which offered certified training programs to around 1,000 people.

- Paris City Council developed “2024: We’re all champions!” to offer long-term support to people who have been out of work for a significant time.
- The non-profit APART enabled young people in the Seine-Saint-Denis area to connect with local businesses.

Working Group members reviewed and discussed the Local Hire Goals within Economic Empowerment

- A commitment by LA28 to collaborate on the engagement and tracking of people in the local populace who receive job training, up-skilling, and re-skilling opportunities through programs and initiatives with the city, county, state, labor and community-based organizations.
- A commitment by LA28 to collaborate in the engagement and tracking of teens in the local populace who participate in workforce pathway programs.
- A commitment to engage with and monitor outreach efforts by LA28 with talent acquisition organizations who provide access to diverse talent pools to help meet our URG staffing goals.
- A commitment by LA28 to collaborate in the engagement and tracking of student participation at the Cal State University system's LA5 campuses [Dominguez Hills, Los Angeles, Long Beach, Northridge, and Pomona] in career pathway programs.
- A commitment by LA28 to collaborate in the engagement and tracking of student participation at the 19 Los Angeles Regional Consortium schools which includes Los Angeles Area Community College District in career pathway programs.

Feedback and questions from members included:

- **SEIU:** I understand there will be temporary jobs, but we need to be able to make sure we have some career paths. We all know that temporary jobs are not really good for folks especially in the times that we are in right now. So that’s one of our main things is trying to make sure that some, not a few, of these jobs can turn into careers.
- **South Bay Workforce Investment Board** We're the local workforce board with Sofi Stadium in Inglewood and Intuit Dome and this is a huge challenge that we've also seen. And many of these jobs are still part time. I just want to put out there that connecting to CBOs, workforce boards is important and not just giving the individuals you hire a career path, but figuring out if you can connect them to services with assigned case managers, job developers, staff that will work with them so when the Olympics ends they still have community partners working with them and helping them for their next job.
- **City of LA Personnel Department:** This is great. We can connect these individuals with the City of LA's TLH and Bridge to Jobs Programs in collaboration with EWDD. YDD may be able to assist with connecting the youth with the various opportunities for youth in the city.

- **LA Regional Consortium of Community Colleges:** LA19 Community Colleges can help with placement of students in these positions, trainings based on industry needs, as appropriate and available at our colleges. Additionally, community colleges career services teams can support resume/interview needs of students.
- **Diversability:** What is the training that will be provided and who will execute the training? Providing support around helping those who are hired into these temporary roles to better understand what the transferable skills are and then if there's going to be post LA28 job transition support.
- **Brotherhood Crusade:** What will readiness and assessments look like?
- **LA Conservation Corp:** I was just curious about looking for bridge employers which could be LA 28 and then that secondary external level of training partners in between that step from LA28 to the job. So, it's almost like building a career pathway to LA 28. I'm just curious about how that would look, would we be partnering theoretically with LA28? It's not enough to just say here are the jobs. How would we get somebody from one of the communities that we want to help get one of these jobs? What's the pathway that they need to follow?

OCTOBER WORKING GROUP MEETING UPDATES (All three working groups)

- LA28 CEO Reynold Hoover opened each working group meeting with remarks thanking the volunteers, their organizations and stating LA28's commitment to creating a legacy for the community beyond the development of the plan's delivery. He stated that he made a commitment to get out into the community, to meet people and spread the word and that his door remains open to all working group members.
- As part of LA28's commitment to bring in as many experts as possible, working group members were introduced to IOC Impact and Legacy consultant, Bruce Dewar (Vancouver 2010 Head of Legacy) who is supporting the LA28 team on plan development. Bruce shared several key points including:
 - When the Games are awarded to a host city, people expect to see gold coming from the streets right away and when it doesn't, there is some frustration. Everyone wishes things were faster but remember that you are still in the planning stages.
 - He urged working group members to stay focused because the working group input and direction will ensure the Games really benefits the community, and that's the most important part of hosting the Olympics.
- LA28 shared a recap of the Paris 2024 summer games, highlighting initiatives that worked well in Paris and how LA28 can build off that work.
- LA28 shared relevant sections of the draft Impact & Sustainability Plan with working groups for their review and feedback ahead of October meetings. The Healthy Environment section was shared with the Sustainability Working Group and the Economic Empowerment Section was shared with the Local Hire and Community Business and Procurement Working Groups. Each working group was sent their sections of the Plan two weeks in advance of the working group meetings so that members could absorb the content and come prepared to provide feedback.
- LA28 shared an updated plan timeline, capturing key priorities for the remaining two working group meetings including completion of working group reviews by Oct. 18, and review of plan with city council offices.

Sustainability Working Group – LA28 shared a presentation highlighting sustainability learnings from Paris '24 across topics including climate, energy, transportation, heat management, venue infrastructure, circularity, and food and beverage, then answered questions from working group members. A draft of the Healthy Environment section of the LA28 Impact and Sustainability Plan was shared with working group members two weeks ahead of our October meeting. Members were asked to review the document in detail and to provide their feedback within the document and during the meeting. The Healthy Environment section of the plan captures details under three focus areas [radical reuse, climate action and resilience, and natural resource stewardship], which members provided guidance on in previous quarterly meetings. Members shared preliminary feedback on the Healthy Environment section during the meeting and were given additional time to review the section post-meeting, before LA28 makes updates to the section based on the feedback that was received.

Before wrapping up the meeting, LA28 shared main priorities for remaining working group meetings and key next steps before the plan is published in March 2025, including:

- Updating the plan with working group feedback and sharing it with City of LA Council staff
- Circulating the final draft of the plan with working group members by December
- Submitting the plan in design in January 2025
- Publishing the plan by March 2025

To maximize the efficiency of the discussion about the draft plan, members walked through each section.

Feedback and questions from members included:

- **Radical Reuse**
 - **Liberty Hill:** Regarding the responsible sourcing code, recommend that it also applies to categories like licensees and merchandise.
 - **Heal the Bay:** We need to be very specific when we say the word “compostable” especially in terms of PLA, which is not locally compostable.
 - **UCLA:** Should consider a code of conduct around the trademark and licensing policies so we can avoid issues like child labor law violations, etc.
 - **Heal the Bay:** Looking at just 100% of the concession beverage containers being reusable, recyclable, or compostable is an amazing goal but I'd love to push for that to be expanded beyond just beverage containers and to all food ware as well so not just drinks, but food.
 - **City of LA:** It would be helpful to understand the IOC expectations for a sustainable Games. We've heard that FIFA is requiring World Cup host cities to use recycled water in their street sweeping machines.
 - **Neighborhood Council Sustainability Alliance:** There's a common challenge in LA and maybe every city in the country -- that we have these great laws on the books that are not enforced, but it would be great if we could work toward enforcing the ones related to reusables and waste, etc.

- Climate Action and Resilience
 - **USC:** Love the idea of a price on carbon but it would be helpful to understand how it would actually work and whose money will be used.
 - **Climate Resolve:** Climate Resolve has had experience with work in the voluntary carbon market. There are general concepts that you will need to adhere to, and the most important one is additionality. I would also like to introduce an entirely new concept that LA28 not take any fossil fuel money.
 - **UCLA:** It's very valuable and important that we're not taking an offset approach here and that this is about again acknowledging impact and investing. I wanted to mention that UCLA has been engaged in some carbon pricing, has developed a social cost of carbon. That was research related, and I'd be happy to talk with you about the carbon pricing piece of this.
 - **Teamsters Local 396:** I don't think it's stated here, but I just want to say that our big push back would be if there would be utilization of autonomous vehicles because we have some serious concerns about that technology.
 - **Pacoima Beautiful:** One question is are we thinking of incentives for the TAP system -- incentives like giving a certain discount to locals for riding public transportation, or even for those who are not locals being able to buy a week-long or a month-long tap card at a discounted rate to encourage using public transportation.
 - **Liberty Hill:** We state the LA28 fleet will be at least 50% zero emission cars, but this could probably be pushed a little higher.
- Natural Resource Stewardship
 - **City of LA:** It would be nice for LA28 to commit to some sort of emissions reduction target of some kind.

Community Business and Procurement Working Group

LA28's CFO Karen Sturgis shared that the local and diverse sourcing program has been designed but not yet implemented but by the end of the year, there will be agreement on adjustable spend as well as targets. There will also be a Tier 2 spend management strategy which will require prime contractors to commit to sourcing locally. The third part of the program is the operating model which includes updates to the procurement policy and a governance model. Sturgis pointed out that this process is taking some time because LA28 wants to be really thoughtful about the process making sure it is getting all the controls that are needed. She ended by sharing that LA28 does not yet have specific spend targets, but she did clarify some portions of the \$7 billion spend.

The working group spent the bulk of the meeting providing feedback of the draft Impact & Sustainability Plan followed by a review of the planning timeline and a review of key learnings from Paris 2024. The meeting ended with next steps including a request that all working group members provide final feedback by October 18th.

Feedback and questions from members included:

- **City of LA Bureau of Contract Administration:** With respect to the equity empowerment or the equitable procurement, we should not just create opportunities but strive to ensure that participation takes place. Under the category of equity enhances excellence should be stated at least X percent of LA28's procurement spend will be with local businesses, with small businesses and with underrepresented businesses.
- **Valley Economic Alliance:** I thought the plan reflected what we've been talking about, the partners we are working with and the different resources we are working through.
- **LA County Department of Economic Opportunity:** I appreciate that we haven't landed the definition of small businesses, but I think if we're not setting a goal for small businesses, they're not going to win contracts.
- **Women's Business Enterprise Council:**
I'd like to talk about the definition of small because when we start talking about Tier 2, a lot of the small businesses will not even meet the requirement as they're going to be too small for that. And so, when you start looking at how you break down contracts, it's a huge conversation and a lot of times you have to put incentives into those contracts for those primes to go all the way to Tier 3 or Tier 4.
- **City of LA Department of Public Works:** Legacy opportunity for LA28 is to spark a pathway for these micro-businesses that sprouted up post-covid to be brought together and bid on these opportunities because as a consortium they will qualify as "small business."

- **LA Economic Development Corporation:** The plan is a really good read, but I don't see a ton of mention in there about the labor union component and I would be remiss if I didn't raise the issue of labor and the skill training programs they have. We need to leverage our community partners and provide some balance across all eight SPAs.
- **Asian Business Association:** Is LA28 committed to building a supplier base and are we building a database of minority businesses?
- **LAX Coastal Chamber of Commerce:** If one of the legacies of the Games is one master supplier diversity list that would be incredible instead of all the different lists around. And for these business pathway programs, we need to make sure that we eliminate all the barriers to participation.
- **LA Sports & Entertainment Commission:** We need to prepare companies to be contract ready which means we start telling them now what to do to participate, what the requirements are and so on and we need to be as transparent as possible because we know that everyone is not going to get an opportunity.

Local Hire/Workforce Development Working Group

The working group spent the bulk of the October meeting providing feedback on the draft Impact & Sustainability Plan. That discussion was followed by a review of the planning timeline and Paris 2024 key learnings. The meeting ended with next steps including a request that all working group members provide final feedback by October 18th.

Feedback and questions from members included:

- **Cal State University Office of the Chancellor:** The plan looks great. My initial concern is how we see position descriptions and verifying what's needed. We can help facilitate job fairs and career fairs and we're eager and excited to do that with our five CSU institutions. I think we're just wanting to make sure we're on pace with LA28 and that we give our directors enough time for the planning. I'm really pleased to see where we are thus far.
- **South Bay Workforce Investment Board:** Would we be doing some regional area job fairs so that we can get in our businesses and our employers and work with you on that? We need to determine what would be the best targeted areas.
- **Coalition for Responsible Community Development:** We submitted some detailed comments for the entire document, but there is so much overlap between job creation opportunities that come from direct jobs created by the Games. Related to the sub that contractors or subcontractors are going to hire through business procurement opportunities, how many jobs

will be created through this vs direct jobs created by the Games? I think the overall framework of the plan is great and includes all of the key priority areas, but I like really digging into the details. How do we define local? How do we define drivers? What are the actual KPIs that are going to ensure that we are prioritizing local communities and disadvantaged workers. That's really where the accountability is.

- **EduCare Foundation:** I love the process, especially around equitable procurement. As we know in working with entities, sometimes, for nonprofits and small business, some of these processes are really difficult for them to get in the door, so I'm glad that you added that you will be committed to providing regional resources for these organizations. I think that is great because ultimately in terms of nonprofits and others, they sometimes don't have the capacity for some of these processes, so I'm excited to see that piece. I got a chance to read it twice and I think we're on the right page and really kind of just making a bigger point in terms of the procurement process because I know other organizations have difficulties going through the procurement process. So, I'm glad that that is in there.
- **Greater San Fernando Valley Chamber of Commerce:** I come from the Chamber of Commerce background, and we have a lot of workforce initiatives. But one thing we offer and something that we're trying to expand is a small business boot camp to help businesses figure out their marketing and everything. And we were already talking with our members about how we could gear that towards the Olympics and all the other mega events coming. Also, there's a lot of groups around that do the business certification workshops, and we have a list of them because our members are everywhere. And so, we try and make sure that they know whether they can access these workshops either in person or some do it virtually. I'm happy to help lead something with that, especially with our small business boot camp.
- **City of LA Personnel Department:** I really appreciated all the thought that was put into this and the one thing that I would like to see from my perspective is tapping into our existing partners' resources in terms of pathway programs both pre and post, and then post in terms of connecting these individuals with jobs. We have a great need to fill all sorts of positions here at the City of LA and we want to make sure that we can connect those individuals after the Games with opportunities.
- **Disability Community Resource Center:** I thought this was really well done. I think the comments that people are making about diving into the details are important, but I thought that overall, the strategy is well laid out. I spent a long time reviewing the document I think that we're going in the right direction.

- **Brotherhood Crusade:** Kudos to the document to get here from where it started. We are really looking forward to the end game -- those outcomes that are going to benefit the folks in the community that we work with and the youth -- making sure that our young adults are not left out of the process. As someone said earlier, I know we look for something to happen quickly, but you know slow as we go and looking forward to what happens next.
- **HOPE:** I just want to make sure that the list we are looking at of potential partners has been vetted in some way and that the organizations have demonstrated doing good work in diverse communities.
- **Diversability:** I want to reiterate the importance of making the process open and transparent. All eyes are on LA28 right now and we are all getting questions.

2023 Meeting Dates

Q1

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

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

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

Q2

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

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

LA28 Local Hire Working Group - Thursday, June 29, 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

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

Q4

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

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

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

2024 Meeting Dates

Working group in-person gathering - January 25, 2024

Q1

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

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

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

Q2

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

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

Q3

LA28 Local Hire Working Group - October 7, 4:00 PM PT

LA28 Community Business and Procurement Working Group - October 9, 4:00PM PT

LA28 Sustainability Working Group - October 10, 4:00 PM PT

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

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 watersheds in Greater Los Angeles safe, healthy, and clean. We use science, education, community action, and advocacy to fulfill our mission.	Santa Monica

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]	Creates 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 industries such as logistics, recycling and feed delivery services.	Covina / LA County
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 10/20/24]*

LA28 COMMUNITY BUSINESS & PROCUREMENT WORKING GROUP MEMBERS

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

LA28 SUBJECT MATTER EXPERT: Karen Sturges, Chief Financial Officer

CITY OF LA REPRESENTATIVES:

Shannon Hoppes, Chief Procurement Officer

John Reamer, Jr., Bureau of Contract Administration

Vahid Khorsand, Board of Public Works

OFFICE OF THE MAYOR: Kenneth Ahn, Deputy Director, International Events

#	Organization	Mission / Description*	LA City CD / Service Area
1	The Valley Economic Alliance [CO-CHAIR]	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
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	LAX Coastal Chamber of Commerce	Promotes business and enhances the vitality of the community through DEIA, member services, educational programs, strategic partnerships, community outreach and legislative advocacy. Serves Westchester, Marina del Rey, Playa Vista, Playa del Rey, Del Rey, Ladera Heights and surrounding areas.	CD 11
5	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

6	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
7	LA County Federation of Labor	Empowers workers to organize and take collective action to win better wages and respect in the workplace. A Federation of over 300 affiliated unions and labor organizations representing more than 800,000 members.	CD 1 / LA County
8	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
9	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
10	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
11	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
12	LA Sports & Entertainment Commission	Nonprofit organization officially designated to attract, secure, and support high-profile sports and entertainment events in Los Angeles.	CD 14 / LA County
13	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
14	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

**Mission / Descriptions pulled directly from organization's website [as of 10/20/2024]*

LA28 LOCAL HIRE WORKING GROUP MEMBERS

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

LA28 SUBJECT MATTER EXPERT: Tiffani Troutman, Vice President, Talent Management

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

OFFICE OF THE MAYOR: Kenneth Ahn, Deputy Director, International Events

#	Organization	Mission / Description*	LA City CD / Service Area
1	Community Build [CO-CHAIR]	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	Creates learning environments of genuine caring, self-discovery, and empowerment with Heartset® Education for students, educators, and parents.	CD 6
10	Greater San Fernando Valley Chamber of Commerce	Builds community relationships; create positive perception; provide education for business; revitalize the community; promote business development; and advocate for business to the government.	CD 6
11	Hispanas Organized for Political Equality [HOPE]	Nonprofit, nonpartisan organization ensuring political and economic parity for Latinas.	CD 14
12	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
13	LA Works	Makes L.A. a more equitable place by empowering Angelenos to address pressing social issues through volunteerism.	CD 1
14	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, high-road employers, and priority industries to align impactful curriculum and workforce training programs, creating a seamless pathway for college and career readiness.	LA County

15	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
16	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
17	South Bay Workforce Investment Board	Builds a world-class workforce through strategic alliances with business, education, and community partners.	South Bay / Hawthorne / Carson
18	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 10/20/2024]*

Appendix B

LA28 Working Group Meeting Agendas – June and October 2024

LA28 Community Business and Procurement Working Group June 17, 2024, 4 p.m. via Microsoft Teams

Distributed in advance:

- CBP 3.12.24 External Notes.pdf
 - LA28 Q2 Working Group_Deck_CBP.pdf
-
- I. Welcome & Leadership Update – Erik Aldridge, VP of Impact, LA28
 - a. Announcing LA28's New CEO - Reynold Hoover
 - II. Looking Back: IOC Milestone/Games Agreement/Focus Areas – Erik Aldridge
 - III. Looking Forward: Key Definitions/Supplier Diversity Benchmarking – Erik Aldridge
 - IV. Community Business & Procurement Goals & Plan Timeline – Lisa Cleri Reale
 - a. Review and Group Discussion
 - V. LA28 Organization Updates
 - a. Preferred Games Plan – Rachel Dawson, LA28 Athlete Fellow
 - VI. Community Update – Corine Taylor, Community Relations Senior Manager, LA28
 - VII. Next Steps/Wrap Up – Lisa Cleri Reale, LA28 Working Group Consultant

**Sustainability Working Group
June 18, 2024, 4 p.m. via Zoom**

Distributed in advance:

- March 2024, Meeting Notes
- I. Welcome & Updates – Becky Dale, VP, Sustainability, LA28
 - a. Announcing LA28's New CEO – Reynold Hoover
- II. Upcoming Plan Timeline – Sunny Sohrabian, Director, Sustainability, LA28
- III. Updated Sustainability Targets – Lisa Cleri Reale, LA28 Working Group Consultant
 - a. Review & Group Discussion
- IV. LA28 Organization Updates
 - a. Games Preferred Plan – Rachel Dawson, LA28 Athlete Fellow
 - b. Community Update – Corine Taylor, Community Relations Senior Manager, LA28
- V. Next Steps/Wrap Up – Lisa Cleri Reale, LA28 Working Group Consultant

Local Hire Working Group
June 24, 2024, 4 p.m. via Zoom

Distributed in advance:

- LA28 Q2 Working Group_Deck_LH.pdf
- Local Hire Notes March 2024 External FINAL.pdf

- I. Welcome & Leadership Update – Erik Aldridge, VP of Impact, LA28
 - a. Announcing LA28's New CEO – Reynold Hoover
- II. Looking Back: IOC Milestone/Games Agreement/Focus Areas – Erik Aldridge
- III. Looking Forward: Key Definitions/Paris Benchmarking – Erik Aldridge
- IV. Local Hire Goals & Plan Timeline – Lisa Cleri Reale
 - a. Review and Group Discussion
- V. LA28 Organization Updates
 - a. Preferred Games Plan – Rachel Dawson, LA28 Athlete Fellow
 - b. Community Update – Corine Taylor, Community Relations Senior Manager, LA28
- VI. Next Steps

LA28 Local Hire Working Group
October 7, 2024, 4 p.m. via Microsoft Teams

Distributed in advance:

- Local Hire June 2025 Notes
- LA28 Impact & Sustainability Draft Plan
- Local Hire Oct 2024 Agenda FINAL.pdf

- I. Welcome and Special Guests
 - a. Erikk Aldridge, VP of Impact, LA28
 - b. Reynold Hoover, LA28 CEO
 - c. Bruce Dewar, IOC Consultant
- II. Draft Impact & Sustainability Plan Economic Empowerment
 - a. Review and Group Discussion
- III. Timeline Review
- IV. Paris 2024 Key Learnings
- V. Next Steps
- VI. Wrap-Up Remarks
- VII. Adjournment

**LA28 Community Business and Procurement Working Group
October 9, 2024, 4 p.m. via Microsoft Teams**

Distributed in advance:

- CBP June 2024 Notes
- LA28 Impact & Sustainability Draft Plan
- CBP October Agenda

- I. Welcome and Special Guest Remarks
 - a. Erik Aldridge, VP of Impact, LA28
 - b. Reynold Hoover, LA28 CEO
 - c. Bruce Dewar, IOC Consultant
 - d. Karen Sturges, LA28 CFO
- II. Draft Impact & Sustainability Plan – Economic Empowerment
 - a. Review and Group Discussion
- III. Timeline Review
- IV. Paris 2024 Key Learnings
- V. Next Steps/Wrap Up
- VI. Adjournment

LA28 Sustainability Working Group
October 10, 2024, 4 p.m. via Microsoft Teams

Distributed in advance:

- LA28 Impact & Sustainability Draft Plan
- Sustainability October 2024 Agenda

- I. Welcome and Special Guest
 - a. Becky Dale, VP of Sustainability, LA28
 - b. Reynold Hoover, LA28 CEO
- II. Paris 2024 Key Learnings – Becky Dale
- III. Draft Impact & Sustainability Plan
 - a. Review and Group Discussion
- IV. Timeline Review – Sunny Sohrabian
- V. Next Steps – Lisa Cleri Reale, LA28 Working Group Consultant
- VI. Adjournment