



# GREENING LOS ANGELES

A Model Case Study of Green Retrofits of City Buildings

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# INTRODUCTION

## LOS ANGELES IS A LEADER IN THE NATION IN TERMS OF REGIONAL MOVEMENTS FOR GREEN EQUITY.

The region has a history of successful labor and community partnerships that birthed equity mechanisms such as community benefits agreements, living wage ordinances and local hire policies. In the spring of 2009, the city enacted an ordinance to retrofit municipal buildings, largely because of the efforts of the Los Angeles Apollo Alliance and its convener Strategic Concepts in Organizing and Policy Education (SCOPE). This case study is the first of a series of such studies that accompany the Applied Research Center's Green Equity Toolkit. The Toolkit advances successful strategies to create race, gender and economic equity in the green economy.

Los Angeles, a city where all the tensions brought upon by uneven development in the global economy came to a head, represents the future of urban America.<sup>1</sup> The L.A. region is transforming how we think about living in urban areas, as well how we think about demanding equity in our cities and regions. Once, L.A. was ranked first in the country in terms of manufacturing. Even Detroit and Chicago were eclipsed by industrial production in Los Angeles. The region developed polycentric suburbs, which are clusters of development sprawling outwards from the evacuated city center.<sup>2</sup> This was the L.A. dream: the working class, made middle by union membership, was drawn by manufacturing jobs and affordable housing in the suburbs.<sup>3</sup>

Unfortunately, domestic and global economic dynamics that affect many U.S. cities and regions plagued Los Angeles. Deindustrialization began in the 1970s with factories closing, leaving thousands of people of color jobless and hopeless. Large corporations left town, leaving behind a fragmented business class that was unable to reignite the economy. Workers became reliant on service sector jobs, which paid low wages and offered little to no security. The city watched as its economy atrophied, segregating pockets of the sprawling city into zones of poverty, with lack of opportunity and concentrations of people of color.

The 1992 uprising in Los Angeles—sparked by the acquittal of police officers charged in the videotaped beating of Rodney King—was pivotal to the founders of SCOPE. Indeed, it helped to galvanize many community organizers to rethink how to bridge the disconnect between the anger visible in the streets and the strategic planning and building of a multiracial coalition. Community residents gathered in meetings for weeks after the uprisings, trying to make sense of the days of rebellion and the systemic inequities that defined daily life in South Central L.A. Some observers claim that the uprisings were the impetus for the reorganization and reframing of progressive politics in the region.

Four long-term trends inform the movement for regional equity in L.A. and beyond:<sup>4</sup>

- **Racial wealth divide between Angeleno cities:** Los Angeles County is marked by vast disparities between cities with high concentrations of people of color and cities with primarily white residents.<sup>5</sup> The City of Los Angeles's population is majority people of color: 59 percent are Black, Latino and Asian, whereas 41 percent are white. One in five residents



*“Progressive organizations realized that if the population is pissed off enough to burn their city down, but you’re not harnessing that anger, then you’re not doing your job,” said Manuel Pastor, Professor at the University of Southern California. “The [civil unrest in 1992] humbled the left and forced us to think up new strategies.”*

(19.3 percent) of the city live in poverty, a rate well above the national average. In contrast, rich cities in the county are predominantly white (71 percent of the population), and their poverty rate is below the national average.

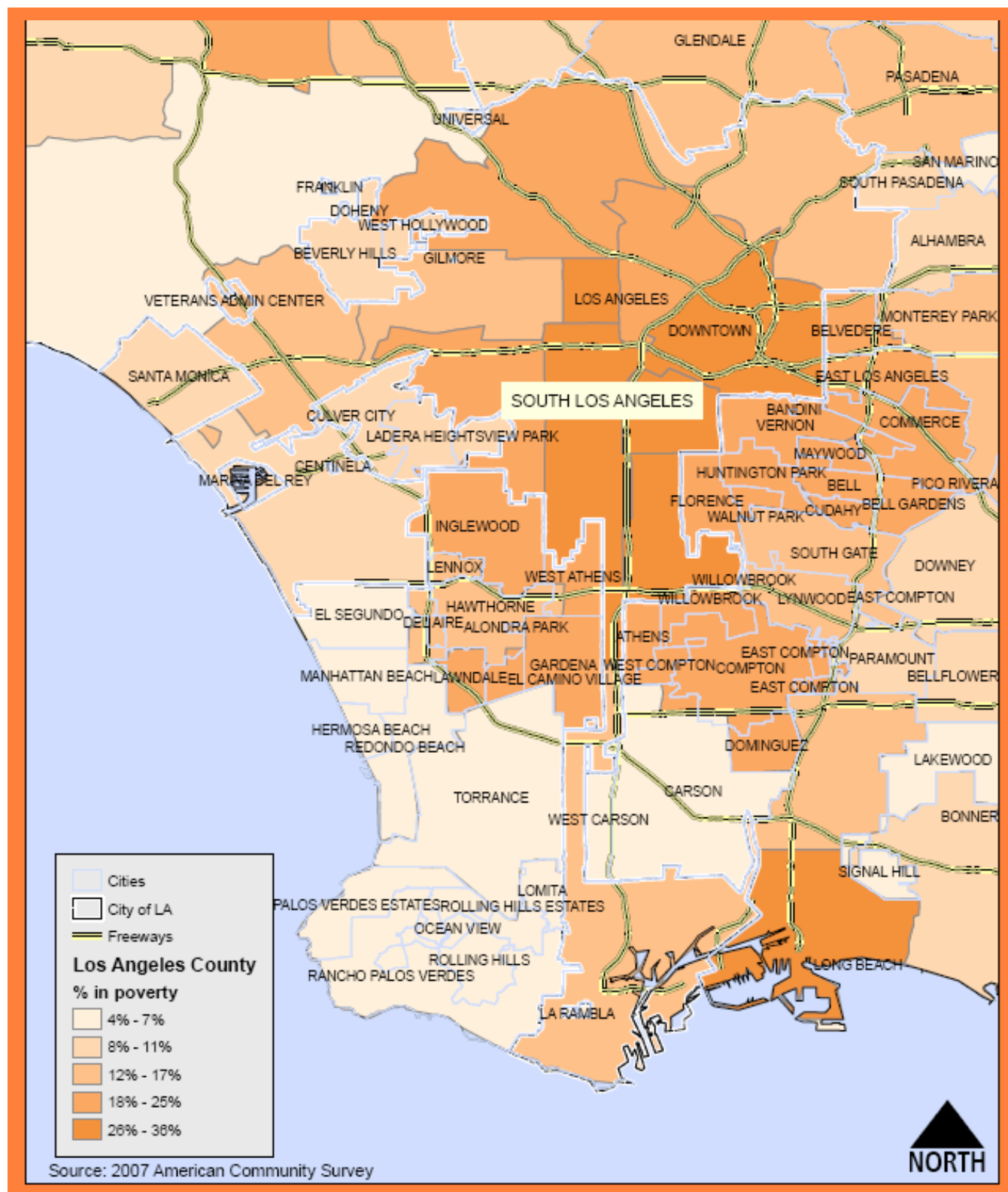
- **Changing demographics:** White is no longer the majority in many places in the United States. By 2042, the U.S. will be a majority minority nation. California has had larger numbers of people of color than whites for some time. Los Angeles experienced a large influx of immigrants starting in the 1980s; the population of residents born abroad increased by nearly a half million from 1990 to 2000<sup>6</sup>. The new face of labor in L.A. was the immigrant worker, concentrated in low-wage, service jobs. Organized labor in L.A. was the first to embrace this demographic shift by focusing campaigns to increase membership of immigrant, service workers.<sup>7</sup>
- **Changing economy:** Corporations as well as labor and community organizers realize that the *gray economy* is not sustainable for the planet and its peoples. (A gray economy is the conventional economy that too often sacrifices the well-being of the environment and workers, in contrast to the emerging *green economy*.) The Great Recession that started officially in late 2007 is evidence that the trend of the last two centuries of squeezing profit from workers and the earth doesn't lead to long-term growth. Studies show that places with high racial and gender disparities also don't grow.<sup>8</sup> This is a wakeup call to cities and employers that investment in human capital and equity is key to economic prosperity for all.
- **Changing environment:** There's a new popular consensus that our environment can no longer tolerate unlimited extraction of its natural resources and pollution of its air, water and land. Businesses need to green their enterprises, or they will be forced to by consumer demand and political pressure.

These four factors contributed to the landscape in which SCOPE found itself in 2005, on the brink of launching their green jobs campaign.

### Quick Facts about Racial Disparities in South Los Angeles

- **Population**—Latinos compose almost half the population (48.4 percent) of the City of Los Angeles.<sup>9</sup> Blacks are 10.6 percent and Asians 11.3 percent. At 52 percent, whites are losing their foothold as the majority racial group.
- **Poverty**—Los Angeles never recovered from the last economic downturn in the 1980s. Poverty actually increased in L.A. between 1990 and 2000. Rates of people living in poverty have always been higher in L.A. than in the rest of California or the U.S. since 1979. Most poverty is concentrated in the inner city, especially in South L.A. (**see Figure 1**). Poverty in South L.A. was double the rate in the nation in 2006.
- **Unemployment**—Unemployment for L.A.–Long Beach–Glendale is 12.7 percent, which is higher than the national average of 10.2 percent in October 2008.<sup>10</sup>
- **Education**—Half of South L.A. adults age 25 and older lack a high school diploma.
- **Occupational segregation**—Most South L.A. residents are employed in low-wage, less-skilled industries. They are most likely to be working as maids and housekeepers, construction laborers, gardeners, cooks, childcare workers and personal/home care aides.<sup>11</sup>
- **Uninsured population**—Latinos in L.A. County were twice as likely as whites to be uninsured for all or part of 2007, while 17.2 percent of Blacks and 21.7 percent of Asians in the county were uninsured for all or part of 2007.<sup>12</sup>
- **Union membership**—17.3 percent of those employed in L.A., Long Beach and Riverside are union members.<sup>13</sup> Most are concentrated in the public sector (56 percent) as opposed to the private (10.6 percent). The two green growth sectors, construction and manufacturing, vary in union density, at 16.2 percent and 9.3 percent, respectively.

**Figure 1: Percentage of Individuals Living in Poverty in 2007**  
[Courtesy of SCOPE, 2009]





# GREENING LOS ANGELES

## THROUGHOUT ITS 10-YEAR HISTORY, SCOPE'S WORK HAS FOCUSED

on regional change and systemic equity. Based on a membership of South L.A. residents, SCOPE started as a community organization that sought to fill the gaps left by the typical policy and research work carried out by think tanks and community-development corporations that have no connection to local constituencies. SCOPE's goal has been to study larger economic trends in order to identify areas of opportunity, sectors with potential for growth, and jobs to be created.<sup>14</sup>

To help pass the city's ordinance to retrofit municipal buildings, SCOPE's green jobs campaign has followed three distinct phases:

1. Doing homework
2. Inviting groups to the table
3. Organize, organize, and organize

## Doing homework

SCOPE initiated its green jobs campaign in 2005 by spending over a year to research the potential for a green economy in L.A. and the opportunities to make green jobs accessible for communities of color living in poverty.<sup>15</sup> The research occurred in three phases. SCOPE engaged in a series of research inquiries to first ascertain what the needs of the community were for employment and training.<sup>16</sup> Secondly, SCOPE investigated the growth possibilities of two sectors in the Angeleno economy: green building and manufacturing.<sup>17</sup> Last and most important, SCOPE sought to identify methods for connecting communities of color living in poverty to green jobs and career pathways.<sup>18</sup>

**1. Green Growth in L.A.:** Early on, SCOPE identified green building as an area for future growth for the city. A survey by BW Research, a public opinion research firm, found that green construction firms plan to employ twice the number of workers than gray companies in a 12-month period.<sup>19</sup> In the city of Los Angeles alone, labor market research by the Economic Roundtable identified construction, manufacturing, maintenance and operations as areas for new job creation or the upgrade of existing employment.<sup>20</sup>

SCOPE acquired a new language and technical capacity to understand the green economy, an internal capacity critical for the campaign's subsequent success. For example, staff and members spent time learning about Leadership in Energy and Environmental Design (LEED) standards. This involved participatory workshops as well as tours of green buildings and solar panel production plants with SCOPE's community leaders.

**2. Assessing Community Needs:** Three community-needs surveys of constituents were carried out to assess the environment-related impacts on the health of South L.A. residents, as well as their interest in green jobs. The first survey was conducted in 2005 by SCOPE of over 1,000 constituents, which established the guidelines for high-quality jobs, also applicable to the green economy.<sup>21</sup> The participants in the survey were mostly Black and Latino who were earning annual incomes below \$30,000, many living in poverty.<sup>22</sup> The survey identified the following desired characteristics of green jobs:



*"There's a lot of greenwashing surrounding green jobs, where people talk about internships or jobs for high school students as green jobs," explained Elsa Barboza, SCOPE's Campaign Director. "That's nice and we support jobs for youth, but we're trying to create career pipelines for working age adults, green career ladders to quality, union jobs."*

- Sufficient wages to support working families of color and households headed by single mothers
- Benefits offered by the employer
- Healthy and safe work environments that fulfill workers' needs and rights<sup>23</sup>

These characteristics are similar to those identified by Applied Research Center (ARC) in the Green Equity Toolkit, released in November 2009.<sup>24</sup>

The second was compiled in 2006 by 45 Black and Latino leaders of SCOPE, who went door-to-door to talk to over 500 of their neighbors in South and Central L.A. about their health conditions and the environmental and socioeconomic determinants.<sup>25</sup> Their findings were striking: 38 percent of the households interviewed suffered from asthma, 33 percent had diabetes, and 24 percent had cancer. More than half (51 percent) of those surveyed were interested in getting involved in efforts to create green jobs.<sup>26</sup>

The last survey, conducted in 2008, expanded on these findings with a larger sample of nearly 9,000 residents. An overwhelming majority of those interviewed (88 percent) believed that investing in clean energy could improve their community.<sup>27</sup> Notably, almost all stakeholders felt that policies and practices needed to explicitly target low-income communities of color in order for all to benefit from the opportunities offered by the emerging green economy. Of those surveyed, 93 percent thought that their community needed job training with support services to ensure access to good jobs and improve qualifications held by people of color and those living in poverty.<sup>28</sup> In addition, 94 percent of the constituents felt that the city should bring solar panels and other green technologies into low-income communities of color.<sup>29</sup>

**3. Green Career Ladders:** Inspired by these findings, Jennifer Ito and Joanna Lee of SCOPE prepared a report with Tessa Carmen De Roy of Urban Resources titled "The Green Career Ladder Initiative." The report contained recommendations to the city on how to prepare workers from low-income communities of color for good jobs created in the green construction, operations and maintenance sectors—specifically jobs to be created through a citywide retrofit of municipal buildings.<sup>31</sup> The study also identified common barriers to employment that people of color and those living in poverty face, and proposed potential solutions (see Table 1).

### The Green Ladder Career Initiative

According to SCOPE's 2008 report, the Green Career Ladder Initiative seeks to be a national workforce partnership model that aligns public and private resources to provide pathways for low-income, less-skilled job seekers to reach the entry-level rungs of the career ladder and for incumbent workers to move up the ladder. The goals are as follows:

- Organize a regional training infrastructure that provides a path to green careers for inner-city communities and incumbent workers.
- Provide a model for linking economic development programs and policies to workforce investments by connecting participants to quality jobs created by the City Green Retrofit program.
- Meet existing demands and prepare inner-city and incumbent workers to be at the forefront of the new green economy.<sup>30</sup>

**Table 1: Common Barriers to Employment and Potential Solutions [Courtesy of SCOPE, 2008]**

BARRIER	POTENTIAL SOLUTIONS
Lack of legal documentation to work in the U.S.	Involve immigrant-rights and legal-services organizations that can assist applicants to obtain appropriate documentation.
Substance abuse and dependency	Maintain case-management relationships as appropriate while individuals receive the support they need from allied substance abuse recovery programs.
Limited English proficiency, lack of a high school diploma or equivalent, and/or lack of academic skills	Incorporate vocational English as a Second Language classes and contextualized basic-skills courses into a career-ladder training and placement program.
Geographic distance from quality jobs and/or lack of access to an insured and reliable vehicle	Offer to prospective green construction workers low-income car ownership programs, using a combination of financial education, special financing opportunities, matched savings programs and other approaches to help low-income workers obtain reliable transportation. Offer to prospective city worker a subsidized MTA bus pass.
Felony records	Felony records must be disclosed in an employment or apprenticeship program application, but if the felony is for a non-violent offense and the individual has since demonstrated a change in their ways, there should be flexibility in accessing some city jobs and construction jobs.

SCOPE researchers identified three potential career tracks in green building, with mechanisms to “screen in” people of color who have multiple barriers to employment and to advance those already employed up the green career ladder (see Figure 2). The three tracks are:

- **Track A:** Prepare low-income, less-skilled people of color and single moms for apprenticeship programs in the private sector.
- **Track B:** Target incumbent, underemployed city workers and new entrants for public-sector jobs and careers involved in the maintenance and operations of energy-efficient, city-owned buildings, parks and open space.
- **Track C:** Help those who don’t qualify for the two former pathways to prepare for reapplication with intensive case management.<sup>32</sup>

*“One of our critiques is that in local government, economic development is often completely divorced from workforce development,” said Graciela Geyer, lead organizer for SCOPE’s green jobs campaign. “There’s a real need to have policies that connect the two. Many communities of color are not guaranteed a job at the end of (workforce) training. And, if they are placed, a lot of times, these are not career jobs. They’re part-time or low wage jobs. When we’re really talking about getting people out of poverty, that’s not enough.”*

The pathway into public-sector employment is informed by SCOPE’s prior work in L.A.’s City Jobs program, created in response to the federal welfare reform policy in 1996 that required public assistance recipients to work but didn’t provide or guarantee jobs.<sup>33</sup> According to a 2008 report by SCOPE, the City Jobs program created a vocational-worker position for people of color and single mothers to receive on-the-job and classroom training while earning a livable wage and benefits.<sup>34</sup> After six months of probation, the workers become full city employees upon passing the civil service exam.



SCOPE staff and members in the mayor’s office. Photo courtesy of SCOPE.



**Figure 2: Career Ladders in Green Building in Private and Public Sectors**  
**[Source: SCOPE, 2008]**



## Inviting groups to the table

Currently, the Los Angeles Apollo Alliance consists of 25 groups. SCOPE launched the L.A. Apollo chapter in February 2006, after carefully studying the lessons learned by other Apollo affiliates, and avoided issuing an open call for members to join. SCOPE saw that this approach led to large and unwieldy coalitions, which lacked political alignment.<sup>35</sup>

### The New Apollo Program



The Apollo Alliance, founded in 2004, is a coalition of labor, business, environmental and community leaders working to catalyze a clean energy revolution that will put millions of Americans to work in a new generation of high-quality, green-collar jobs.<sup>36</sup>

Apollo published a report in 2004 called “New Energy for America” that identified our dependence on fossil fuels as the root cause underlying the current issues that are plaguing our country—the energy crisis, climate change, national security threats, and economic crises.<sup>37</sup> The New Apollo Program was established to advance a green alternative that would help to rebuild the economy and create green jobs through five initiatives:

1. Rebuild America clean and green.
2. Make it in America.
3. Restore America’s technological leadership.
4. Tap the productivity of the American people.
5. Reinvest in America.

Apollo has 14 affiliates in cities and states across the country.<sup>38</sup> Each chapter is autonomous, but endorsed the overall mission of the New Apollo Program. The affiliates work on the ground, at the local level, to bring to fruition the vision of a clean energy economy providing good, green jobs.

SCOPE required that prospective members adhere to using an organizing strategy accountable to community residents. SCOPE recognized that each member would operate out of self-interest, but members also had to contribute to the coalition, whether through research, a mobilized base, resources, or time commitment. All prospective members should also demonstrate a history of working successfully in coalitions. Invitations started with a strong core of three sectors: community organizations, labor and environmental justice groups. Not all were typical SCOPE allies; a few of the members, such as local unions of the building trades and larger environmental justice groups, were new collaborators with SCOPE.

The first year of the Los Angeles Apollo Alliance’s existence was spent in developing affinity and establishing a common language for cross-sectoral conversations across specialized interests. The environmental justice groups used technical terms such as kilowatt or desalination, words unfamiliar for community groups.<sup>39</sup> This diversity within the Los Angeles Apollo Alliance turned into one of its strength: each group brought its expertise and power to the table. Community groups brought their knowledge of how to build a base through door-knocking, and techniques to apply pressure on those in power to concede to demands. Environmental justice organizations added their technical expertise, as well as their advocacy work on state-level legislative issues. Dialogue helped the Los Angeles Apollo Alliance to phrase their demands in one common voice, so when they approached the mayor with a request, it was with one point of view instead of three divergent perspectives.

The Los Angeles Apollo Alliance developed strong internal relations by building a decision-making process that operated by consensus most of the

time.<sup>40</sup> The alliance also agreed to have a leadership structure comprised of a steering committee with each organization represented, and a planning committee with each sector in attendance. The planning committee did the bulk of the heavy lifting to craft proposals for discussion. According to Elsa Barboza, SCOPE's Campaign Director, each organization reflected on the impact on their sector and their self-interest. "This was more of an authentic relationship, instead of one sector trying to jam down something onto other sectors. We were legitimately trying to figure something out."<sup>41</sup>

SCOPE expected that the nascent citywide coalition needed one year to look at the regional economy together and carry out joint analyses to propose prescriptives for the green economy. Instead, the mayor asked the Los Angeles Apollo Alliance to submit a green proposal to the city, soon after the alliance came into existence. According to Barboza, this was a testament to the time and effort that SCOPE spent doing homework before going public.<sup>42</sup>

## Organize, organize, and organize

SCOPE never stopped organizing. Mobilizing its base has always been an integral part of SCOPE's strategy to spur investment in green building and manufacturing in order to create good, green jobs for their constituents. At the outset of the campaign, SCOPE gathered over 5,000 signatures from residents in 2006, asking city leaders to create green jobs.<sup>43</sup> The initial response from elected officials was favorable, but they dragged their feet when it came time to put proposals into policy.

SCOPE started at an advantage, having cultivated relationships with elected officials through their history of increasing civic participation and voter engagement among their constituents.<sup>44</sup> Two city councilpersons, Herb Wesson (District 10: South L.A.) and Eric Garcetti (District 13: Silverlake, Hollywood and Echo Park), worked with SCOPE in the past and were instrumental in pushing the retrofit ordinance through the political bureaucracy. Wesson helped sponsor a motion that was introduced in August 2006,<sup>45</sup> evolved over the three-year campaign to a 35-page ordinance, was cut down to nine-page version, and was enacted in April 2009 (see Appendix A for full text of ordinance).<sup>46</sup>

The 35-page proposal, authored by members of the Los Angeles Apollo Alliance, had to be condensed and simplified in order to pass political muster.<sup>47</sup> The original proposal detailed equity mechanisms to get people of color and single mothers into green employment, similar to the policy recommendations found in SCOPE's 2008 report on green career ladders.<sup>48</sup> Those specifications made consensus by city officials and stakeholders difficult to obtain.<sup>49</sup> The city wanted minimal obligations spelled out in the ordinance, according to Barboza. "Elected officials wanted to pass an ordinance with a framework for what could happen, instead of having all of this legal language that would obligate them to things."<sup>50</sup>

But, all was not lost. The enacted ordinance leaves plenty of room for shaping with equity measures during the implementation phase of the city retrofits. SCOPE intends to keep the public pressure up to demand fulfillment of their campaign goals. Green retrofits are not the ultimate aim for SCOPE and its allies in the Los Angeles Apollo Alliance. The larger goal is to create thousands of quality jobs and substantially invest in low-income communities of color in order to authentically lift people of color and single mothers out of poverty.<sup>51</sup>

# CONCLUSION

## THE EXPERIENCE IN LOS ANGELES IS A LESSON FOR ALL

**ADVOCATES** working in their communities to achieve race, gender and economic equity in the green economy. Although some dimensions of the green campaign led by SCOPE and the Los Angeles Apollo Alliance are particular to Los Angeles, certain things are translatable to other regions. According to Barboza, she learned three lessons that she would counsel other community and labor groups to heed:

1. Develop a comprehensive analysis of your community needs and the solutions the green economy can provide. This research should include economic and market analyses of the region and larger industry trends, as well as a clear understanding of the level of education and basic skills that low-income people of color bring to the table.
2. Forge relationships with allies and atypical partners in your quest for green equity. Do your homework to learn what interests and capacities different groups can bring to the table. Identify who would help to build a strong alliance for equity in the green economy.
3. Never stop organizing. Plan an inside-outside strategy so your base is always mobilized to apply pressure when it's needed to push your demands through.

For SCOPE and the Los Angeles Apollo Alliance, the future is clear: to continue to organize for regional green job creation and investment. The Alliance is considering setting their sights next on the private sector, demanding that all existing residential and commercial buildings be brought to code. With the passage of the retrofit ordinance for municipal buildings, there's now a model for the private sector. Also under consideration is the expansion of the model to other municipalities and cities in the region near Los Angeles.<sup>52</sup>

For Barboza, her eyes have always been on the prize of revitalizing the City of Angels, making it an innovative hub for green industries and sustainable jobs. The city that was once aflame is now positioned to be a leader in the region and nationally in the green economy, setting the standard for how equity and green growth can go hand in hand.





# APPENDIX A: Green Retrofit and Workforce Program, Ordinance 180633, amending the Los Angeles Administrative Code

## ORDINANCE NO. 180633

An ordinance adding Article 5 to Chapter 3 of Division 7 of the Los Angeles Administrative Code to establish the Green Retrofit and Workforce Program, including creation of a Green Retrofit Development Interdepartmental Task Force, and a Green Retrofit Development Advisory Council.

### THE PEOPLE OF THE CITY OF LOS ANGELES DO ORDAIN AS FOLLOWS:

Sec. 1. A new Article 5 is added to Chapter 3 of Division 7 of the Los Angeles Administrative Code to read:

#### **Sec. 7.300. Purpose**

The City's Climate Change Action Plan sets a goal of reducing the City's greenhouse gas emissions by 2030 to 35 percent below 1990 levels.

Buildings use two-thirds of the nation's total electricity output and produce 30 to 40 percent of its green house gas emissions.

The United States Green Building Council (USGBC) has established green standards for existing buildings, referred to as "LEED®-EB," which offer sustainability elements pertinent to many city facilities that are already constructed and operating, including those facilities in need of repair or renovation. The average LEED® certified building uses significantly less electricity than non-green buildings and generates substantially less CO<sub>2</sub>.

The federal government has proposed a massive increase in the amount of federal funding available for infrastructure. It is in the City's interest to have innovative programs to qualify for such funding in the event that it becomes available.

The City has an interest in employing productive workers. Research indicates that workers in LEED®-certified or otherwise "green" buildings are healthier and more productive.

There is a critical need for improvements in City buildings.

The proprietary interests of the City will be advanced by the use of project labor agreements, where the legal criteria for their use exists. Project labor agreements minimize the possibilities for labor misunderstandings, grievances, and conflicts, thereby promoting project cost containment, and timely and economical project completion.

Project labor agreements have the capacity to provide additional benefits, including facilitation of efforts to target construction job opportunities to disadvantaged

City residents; prompt generation of tax flow and other income to the City; and more lasting remediation of conditions of poverty and unemployment through the provision of careers in the skilled construction trades.

### **Sec. 7.301. Definitions**

The following words and phrases, whenever used in this Article, shall be construed as defined in this section:

A. “Contractor” means any person, firm, partnership, owner operator, limited liability company, corporation, joint venture, proprietorship, trust, association, or other entity that enters into a Construction Contract.

B. “Construction Contract” means any contract entered into between the City and a Contractor for the performance of construction work related to the Green Retrofit And Workforce Program.

C. “Floor Area” means the area in square feet as defined in accordance with Section 12.03 of the Los Angeles Municipal Code.

D. “Green Building Certification Institute” is an entity established with the support of the United States Green Building Council to administer credentialing programs related to green building practice and standards.

E. “LEED®” means Leadership in Energy and Environmental Design, a rating system put forth by the United States Green Building Council (USGBC) that is the nationally accepted benchmark for the design, construction and operation of high performance green buildings.

F. “LEED® Accredited Professional™” or “LEED® AP” means a person who has been designated a LEED® Accredited Professional by the Green Building Certification Institute.

G. “LEED®-EB” means LEED® standard for existing buildings.

H. “Local Resident” means an individual whose primary place of residence at the commencement of a project under the Program on which that individual is seeking employment is within the City and is within the zip code containing at least part of one census tract with a rate of unemployment in excess of 150% of the Los Angeles County unemployment rate, as reported by the State of California Employment Development Department.

I. "Program" means the Green Retrofit And Workforce Program established pursuant to the terms of this Article.

**Sec. 7.302. Establishment of the Green Retrofit And Workforce Program**

A. There is hereby established a program to be known as the Green Retrofit And Workforce Program (the Program) in the Office of the Mayor.

B. Subject to availability of state or federal funds, the Mayor shall appoint a Program Director who shall be responsible for development and implementation of the Program. The Program Director, in consultation with the Green Retrofit Development Interdepartmental Taskforce and the Green Retrofit Development Advisory Council, shall submit to the City Council and the Mayor for approval a Plan to retrofit all city-owned properties over 7,500 square feet or constructed prior to 1978 with the goal of meeting the LEED®-EB silver or higher standards. Each of the following specific elements shall be considered in developing the Plan:

1. water efficient landscaping and irrigation;
2. HVAC systems;
3. mechanical systems;
4. water conservation systems;
5. refrigeration systems;
6. retrofitting lighting and electrical systems;
7. retrofitting all energy consuming elements;
8. improving indoor air quality;
9. sustainable carpet;
10. sustainable maintenance;
11. titanium dioxide (TiO<sub>2</sub>) windows treatments;
12. solar, geothermal and other renewable energy systems; and,
13. cool roofs.

C. **Priority Facilities.** The following factors shall be included in determining the proposed priorities for retrofitting City facilities:

1. Whether the City facilities pose substantial health and safety issues;
2. Whether the City facilities are located in areas with high levels of poverty and unemployment relative to other areas of the City; and,
3. Whether the primary function of the City facilities is to provide direct services or facilities for City residents such as recreation centers and libraries.

D. It shall be the goal of the Program during its initial five years that 50 percent of the buildings retrofitted be located in areas with high levels of poverty and unemployment relative to other areas of the City.

E. To the extent feasible and permissible by applicable law, the Program will require that the work performed under Construction Contracts associated with the Program be performed by Local Residents.

**Sec. 7.303. Creation and Administration of the Green Retrofit Development Interdepartmental Task Force.**

A. There is hereby created a Task Force to be known as the Green Retrofit Development Interdepartmental Task Force. The Task Force shall hold public meetings and perform the following tasks in order to provide guidance and assistance to the Program Director:

1. Provide advice and comments for the development and implementation of the Program;
2. Provide advice and comments in the City's efforts to seek and apply for grants and other funding sources for the implementation of the City's Green Retrofit and Workforce Development Program;
3. Develop recommendations and provide advice on project labor agreements, memoranda of understanding, and Local Hire for all work required by the City's Green Retrofitting Program;



4. Provide advice and comments for the Program to promote a pathway to green careers through employment of workers from green training program(s) and apprenticeship program(s);

5. Provide consultation for the Program to promote inner city economic development by supporting small and disadvantaged green businesses; and,

6. Report to the Council on a quarterly basis.

B. The General Managers and Directors, or designees, of the following City departments, bureaus and offices shall be members of the Taskforce:

1. General Services Department (GSD)
2. Bureau of Engineering (BOE)
3. Environmental Affairs Department (EAD)
4. Department of Building and Safety (DBS)
5. Personnel Department
6. Community Development Department (CDD)
7. Workforce Investment Board
8. Bureau of Contract Administration
9. Chief Legislative Analyst (CLA)
10. Chief Administrative Officer (CAO)
11. Department of Recreation and Parks
12. Planning Department

C. The General Managers of the City proprietary departments and the Director of the Community Redevelopment Agency of the City of Los Angeles, or their respective designees, shall be invited to participate as members of the Taskforce.

The Program Director shall convene and chair the meetings held by the Taskforce.

**Sec. 7.304. Creation of the Green Retrofit Development Advisory Council.**

A. There is hereby created an advisory council to be known as the Green Retrofit Development Advisory Council (Advisory Council). The Advisory Council shall hold meetings open to the public as often as necessary in order to provide guidance and assistance to the Taskforce. Members shall serve two year terms, with four of the nine members appointed to an initial one year term, subject to the approval of the City Council. The members of the Advisory Council will select a Chair and Vice-Chair from among the members annually on the first meeting of each fiscal year, and implement the following goals:

1. Provide advice and guidance for the development and implementation of the Program;
2. Periodically review the Program's budget and advice regarding potential funding sources;
3. Notify the Task Force of grants and other funding sources for the implementation of the Program;
4. Develop recommendations and provide advice on project labor agreements, memoranda of understanding, and Local Hire elements for all work required by the Program;
5. Develop recommendations and provide advice on promoting a pathway to green careers through employment of workers from green training program(s) and apprenticeship program(s); and,
6. Provide advice to the Taskforce in promoting inner city economic development by supporting small and disadvantaged green businesses.

B. The Green Retrofit Development Advisory Council shall be comprised of nine members to be appointed as follows:

1. Two Labor representatives of whom one will be appointed by the Mayor and the other by the Council President;

2. One LEED® AP to be appointed by the chairperson of the Energy and Environment Committee;
3. One representative of an environmental organization to be selected by the Mayor;
4. One representative of an environmental justice organization to be selected by the Mayor;
5. One workforce development expert to be appointed by the chairperson of the HCED Committee;
6. One representative of a community organization to be selected by the Mayor;
7. One representative of a philanthropic organization to be selected by the Council President; and
8. One academician in the field of architecture, engineering or energy to be appointed by the Mayor.

#### **Sec. 7.305 Cooperation with the Taskforce and Advisory Council**

It is hereby declared to be the policy of the City of Los Angeles that all City offices, departments and bureaus shall cooperate to the fullest extent possible with the Task Force and the Advisory Council; provided that no such office, department or bureau shall be required to do anything in this connection which would conflict or interfere with the lawful and necessary conduct of its duties and operations as provided by law.

#### **Sec. 7.306. Consistency with Federal and State Law**

No provisions of this ordinance shall be applicable to those instances in which its application would violate or be inconsistent with federal or state law or regulation or where the application would violate or be inconsistent with the terms or conditions of a grant or contract with an agency of the United States, the State of California or the instruction of an authorized representative of any such agency with respect to any such grant or contract.

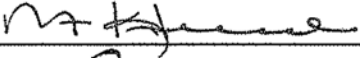
#### **Sec. 7.307. Effective Date**

This Chapter shall expire on, and be deemed repealed as of, June 30, 2011.


Sec. 2. The City Clerk shall certify to the passage of this ordinance and have it published in accordance with Council policy, either in a daily newspaper circulated in the City of Los Angeles or by posting for ten days in three public places in the City of Los Angeles: one copy on the bulletin board located at the Main Street entrance to the Los Angeles City Hall; one copy on the bulletin board located at the Main Street entrance to the Los Angeles City Hall East; and one copy on the bulletin board located at the Temple Street entrance to the Los Angeles County Hall of Records.

I hereby certify that this ordinance was passed by the Council of the City of Los Angeles, at its meeting of APR 08 2009.

KAREN E. KALFAYAN, City Clerk

By  Deputy

Approved APR 15 2009

  
Mayor

Approved as to Form and Legality

ROCKARD J. DELGADILLO, City Attorney

By   
CHRISTOPHER N. LEE  
Deputy City Attorney

Date March 31, 2009

File No. 06-1963



# RESOURCES

Research reports by SCOPE are available on their website at <http://www.scopela.org>.

Carmen De Roy, Tessa et al. "The Green Career Ladder Initiative: A Concept Paper and Proposal for Year One, 2008-2009." SCOPE, April 2008.

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Matsunaga, Michael et al. "Green Building Manufacturing in Los Angeles County." Report commissioned by SCOPE, December 2006.

Pastor, Manuel, Benner, Chris, and Matsuoka, Martha. *This Could be the Start of Something Big: How Social Movements for Regional Equity are Reshaping Metropolitan America*. Ithaca: Cornell University Press, 2009.

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# ACKNOWLEDGMENTS

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**Elena Foshay**, Research Associate, Apollo Alliance

**Stacy Ho**, Policy Associate, Green for All

**Rubén Lizardo**, Associate Director, PolicyLink

**Billy Parish**, Co-Founder, Energy Action Coalition and Ashoka Fellow

**Raquel Pinderhughes**, Professor of Urban Studies and Planning, San Francisco State University

**Chris Rabb**, Visiting Researcher, Woodrow Wilson School of Public and International Affairs, Princeton University and Demos Fellow

**Jeff Rickert**, Director, AFL-CIO Green Jobs Center

**Juhu Thukral**, Director of Law and Advocacy, The Opportunity Agenda

**Hashim Yeomans-Benford**, Community Organizer, Miami Workers Center

Any errors are the sole responsibility of the Applied Research Center.

# ENDNOTES

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3. Interview with Manuel Pastor, 11/4/09.
4. "Advising Regional Equity: Opportunities under the Obama Administration." Plenary by Manuel Pastor. Cleveland, Ohio: Surdna Foundation Learning Retreat, 10/21/09.
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