

**CITY OF LOS ANGELES**  
INTER-DEPARTMENTAL CORRESPONDENCE

C.F. No. 15-0989  
0220-05944-0000

Date: April 7, 2022

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

From: Matthew W. Szabo, City Administrative Officer 

Sharon M. Tso, Chief Legislative Analyst 

Subject: **BENCHMARKS AND COMMITMENTS FOR WORKING GROUPS AND OTHER PRIORITIES IDENTIFIED IN THE GAMES AGREEMENT**

**RECOMMENDATIONS**

That the City Council:

1. Instruct the City Administrative Officer and Chief Legislative Analyst to report by April 30, 2022 on the implementation of the working groups, planning groups, and other legacy elements as outlined herein; and
2. Instruct the City Administrative Officer and Chief Legislative Analyst to monitor and report every six months on the implementation of the working groups, planning groups, and other legacy elements as outlined herein, beginning on October 30, 2022.

**SUMMARY**

On December 3, 2021, the City Council authorized the approval of the Games Agreement (C.F. 15-0989; Contract No. C-139679) between the City and the Los Angeles Organizing Committee for the Olympic and Paralympic Games 2028 (LA28), which articulates numerous obligations and actions regarding the hosting of the 2028 Olympic and Paralympic Games (2028 Games), including the establishment of working groups to develop legacy plans for the 2028 Games. Council further instructed the City Administrative Officer (CAO) and Chief Legislative Analyst (CLA) to present a report by March 31, 2022 that (i) establishes benchmarks and deadlines for LA28 to establish working groups that include labor and the community and (ii) creates plans for the various City priorities listed in the Games Agreement.

In response to Council's instruction, the CAO and CLA collaborated with the Office of the Mayor, in coordination with LA28, to develop a proposed schedule of benchmarks and commitments for LA28 to establish each working group and advance each priority identified in the Games Agreement. LA28 sought City input on multiple occasions to develop the most effective and successful plan for each working group, including but not limited to specific goals

and stakeholders. Consistent with the Games Agreement, LA28 will seek an array of stakeholder input for each working group and plan. Highlights of the proposed schedule are provided within an attachment to this report (Exhibit A). For tracking purposes, the proposed schedule is also presented as a calendar by date (Exhibit B). The transmittal from LA28 dated March 17, 2022 is also attached to provide further details on the benchmarks and commitments, as well as associated references to the Games Agreement (Exhibit C).

LA28 will establish and lead working groups, in close coordination with the City, consisting of the Community Business Procurement Working Group, Local Hire Working Group, and Sustainability Working Group. As an initial milestone, LA28 commits to consult with the City regarding the selection of working group members and to reach out to various stakeholders within labor, community, business, industry, academics, hospitality, and venue organizations by June 30, 2022. LA28 will also develop the Arts and Culture Plan, Human Rights Strategy, and Legacy Entity in close coordination with the City.

The following is a brief description of each LA28 working group and the working priorities of each group:

1. Community Business Procurement Working Group is to develop and implement a program to ensure that small, local, and underrepresented businesses have access and can participate in contract opportunities associated with the 2028 Games.
2. Local Hire Working Group is to develop and implement a program to ensure that the 2028 Games workforce is fully representative of the diversity of Los Angeles, including programs for youth and transitional workers, and a volunteer program to maximize public benefit in connection with the 2028 Games.
3. Sustainability Working Group is to develop and implement 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 such as the City's goals for zero carbon transportation, zero carbon grid, zero carbon buildings, zero waste, and zero wasted water.
4. Arts and Culture Plan is to support an arts and culture program that advances equity and inclusion through outreach to local artists, cultural producers, and vendors. The Arts and Culture Plan is to provide culturally diverse communities with opportunities and capacity to bid, propose, and receive contracts to produce local events, festivals, and cultural experiences in conjunction with the 2028 Games. While timelines for the Arts and Culture Plan are not provided in the Games Agreement, LA28 intends to begin engaging with the City and other governmental entities in 2022 and to initiate engagement with stakeholders in community, academic, and cultural organizations in 2023.
5. Human Rights Strategy is to support human rights protections in the City. The strategy will seek to (i) identify potential human rights risks (e.g. 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. Development of the Human Rights Strategy will commence no later than January 1, 2024 and be completed by December 31, 2025.

6. Legacy Entity is to oversee fulfillment of a legacy plan and initiatives to increase access for all communities to youth sports in an equitable manner. Governance of the Legacy Entity is to be by a Board of Directors (or other similar governing body) exclusively composed of an equal number of individuals designated by LA28 (or its designee(s)) and by the City. LA28 is to establish the Legacy Entity no later than January 31, 2028.

LA28 has already begun establishing operational planning groups relating to transportation and public safety. These operational planning groups include the 2028 Games Mobility Executives and the Public Safety Cooperative. The following is a brief description of each operational planning group:

7. 2028 Games Mobility Executives, which includes City, regional, and State transportation officials, to develop a Mobility and Transportation Plan that details the Games Route Network, State and Federal coordination, mobility hubs and depots, demand management, community engagement, communications planning, and other related matters.
8. Public Safety Cooperative, which includes the City, LA28, and the California Office of Emergency Services, to perform public safety planning, resourcing, management, and delivery in anticipation of the federal government's designation of the 2028 Games as a National Special Security Event (NSSE). Pursuant to Mayor Garcetti's Executive Directive 28 (ED28), the Chief of Police is designated as the City's designee to Co-Chair the Public Safety Cooperative, along with a representative from the California Office of Emergency Services.

The Games Agreement identifies certain activities for the City to establish and lead, in collaboration with LA28 and other stakeholders. The specific responsibilities for the City include establishing and leading the Games Energy Council and developing the Airports Operations Plan. A summary of the activities is below:

9. Games Energy Council is to facilitate decision-making and cooperation necessary to optimize and meet required levels of services, and develop plans to support the relevant elements of the Sustainability Plan, through the completion of the Games. The Games Energy Council is to be led by the City and include LA28 and all other parties responsible for the delivery of power infrastructure and service to Games-related projects, venues, and events (e.g. City agencies and utilities, other municipalities, and other utilities). In accordance with the Mayor's ED28, the Los Angeles Department of Water and Power (DWP), in partnership with LA28 and the Mayor's Cabinet for the 2028 Olympic and Paralympic Games and International Events (2028 Games Cabinet), is requested to recommend the milestones and representatives to establish the Games Energy Council by March 31, 2023. The Games Agreement states the Games Energy Council is to be established by March 31, 2024.
10. Airport Operations Plan is to outline how the Los Angeles World Airports (LAWA) will operate during the 2028 Games. The plan is to be led by LAWA, in collaboration with LA28, regional stakeholders, and other ports of entry. In accordance with the Mayor's ED28, LAWA is requested to recommend milestones to support the Airport Operations Plan by March 31, 2023.

## **NEXT STEPS**

On December 3, 2021, the Council further instructed the CAO and CLA to present a report, in coordination with LA28, by April 30, 2022, and every six months subsequent through the conclusion of the 2028 Games, on LA28's progress meeting the identified benchmarks and deadlines. Among the recommendations in this report are to move the April 30, 2022 date to June 30, 2022, to allow the City and LA28 to implement the Benchmarks in this report, with the next report provided by October 30, 2022, and every six months thereafter.

## **FISCAL IMPACT STATEMENT**

There is no fiscal impact resulting from the recommendation in this report. City planning activities for the 2028 Games are performed under current budget and staff resources. The Games Agreement identifies a reimbursement process for the costs of providing enhanced City resources including staff costs which exceed normal and customary service levels and for liaison staff.

### **Attachments:**

Exhibit A - Highlights of the LA28 Benchmarks and Commitments

Exhibit B - Calendar of the LA28 Benchmarks and Commitments

Exhibit C - Recommended Milestones for Working Groups and Related Community Engagement by LA28

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**EXHIBIT A: HIGHLIGHTS OF THE LA28 BENCHMARKS AND COMMITMENTS**

|   | LA28 Benchmarks and Commitments   | Deadline  |          |
|---|---|---|----------|
| <b>LA28 will establish and lead the following working groups and priorities, in close coordination with the City:</b> |   |   |          |
| <b>Community Business Procurement Working Group (CBPWG)</b>   | 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   |          |
|   | <b>Local Hire Working Group (LHWG)</b>  | Begin to extend invitations to potential members  | 9/30/22  |
|   |   | Establish the membership of each group  | 11/30/22 |
|   | <b>Sustainability Working Group (SWG)</b>   | Confirm the co-chairpersons of each group   | 12/31/22 |
|   |   | Confirm a date for the first meeting of each group  | 1/31/23  |
|   |   | Hold the first meeting of each working group  | 3/31/23  |
|   |   | Define the goals for the CBPWG and LHWG. Establish, and in close coordination with the City, begin implementation of a Sustainability Plan. | 3/31/25  |
| <b>Arts and Culture Plan</b>  | Engage with government stakeholders including the City’s Department of Cultural Affairs, Los Angeles County Department of Arts and Culture, City Arts Council, and California Arts Council      | 2022  |          |
|   | Engage with community organizations, academic institutions, and arts and cultural institutions  | 2023  |          |
| <b>Human Rights Strategy</b>  | Engage with government stakeholders for regional engagement including the Los Angeles Civil + Human Rights and Equity Department and Los Angeles Homeless Services Authority                    | 2022  |          |
|   | Engage with human rights organizations, community advocacy organizations, service and local outreach providers, labor groups, and other municipalities hosting the 2028 Games or related events | 2023  |          |
|   | Begin development of the Human Rights Strategy  | 1/1/24  |          |
|   | Observe Paris 2024 Olympic and Paralympic Games and incorporate lessons learned   | Summer 2024   |          |
|   | Complete the Human Rights Strategy  | 12/31/25  |          |
| <b>Legacy Entity</b>  | Establish a Legacy Entity   | 1/31/28   |          |

| <b>LA28 is currently in progress with establishing operational planning groups:</b> |   |             |
|---|---|-------------|
| <b>2028 Games Mobility Executives</b>   | Develop and lead, in close coordination with the City, a mobility and transportation plan through the convening of City, regional, and State transportation officials.        | In progress |
| <b>Public Safety Cooperative</b>  | The City, LA28, and the California Office of Emergency Services entered a memorandum of understanding to establish the Public Safety Cooperative (C.F. 15-0989-S9; C-138282). | In progress |

| <b>Priorities to be developed and led by the City</b> |  |         |
|---|--|---------|
| <b>Games Energy Council</b>                           | In accordance with the Mayor’s ED28, the DWP, in partnership with LA28 and the 2028 Games Cabinet, is requested to recommend the milestones and representatives to establish the Games Energy Council. | 3/31/23 |
|   | The City is to establish and lead a Games Energy Council, which will include LA28 and all other parties responsible for the delivery of power infrastructure and service for the 2028 Games.           | 3/31/24 |
| <b>Airport Operations Plan</b>                        | In accordance with the Mayor’s ED28, LAWA is requested to recommend milestones to support the 2028 Airport Operations Plan.  | 3/31/23 |

**EXHIBIT B: CALENDAR OF THE LA28 BENCHMARKS AND COMMITMENTS**

| <b>Deadline</b> | <b>LA28 Benchmarks and Commitments</b>                      |  |
|-----------------|---|--|
| <b>6/30/22</b>  | <b>Community Business Procurement Working Group (CBPWG)</b> | Consult with the City regarding working group membership. Reach out to stakeholders in community, labor, business, industry, government, academics, hospitality and venues.                |
| <b>6/30/22</b>  | <b>Local Hire Working Group (LHWG)</b>                      | Consult with the City regarding working group membership. Reach out to stakeholders in community, labor, business, industry, government, academics, hospitality and venues.                |
| <b>6/30/22</b>  | <b>Sustainability Working Group (SWG)</b>                   | Consult with the City regarding working group membership. Reach out to stakeholders in community, labor, business, industry, government, academics, hospitality and venues.                |
| <b>9/30/22</b>  | <b>CBPWG</b>  | Begin to extend invitations to potential members   |
| <b>9/30/22</b>  | <b>LHWG</b>   | Begin to extend invitations to potential members   |
| <b>9/30/22</b>  | <b>SWG</b>  | Begin to extend invitations to potential members   |
| <b>12/31/22</b> | <b>CBPWG</b>  | Confirm the co-chairpersons of each group  |
| <b>12/31/22</b> | <b>LHWG</b>   | Confirm the co-chairpersons of each group  |
| <b>12/31/22</b> | <b>SWG</b>  | Confirm the co-chairpersons of each group  |
| <b>2022</b>     | <b>Arts and Culture Plan</b>                                | Engage with government stakeholders including the City's Department of Cultural Affairs, Los Angeles County Department of Arts and Culture, City Arts Council, and California Arts Council |
| <b>2022</b>     | <b>Human Rights Strategy</b>                                | Engage with government stakeholders for regional engagement including the Los Angeles Civil + Human Rights and Equity Department and Los Angeles Homeless Services Authority               |

| <b>Deadline</b>    | <b>LA28 Benchmarks and Commitments</b> |  |
|--------------------|--|--|
| <b>1/31/23</b>     | <b>CBPWG</b>                           | Confirm a date for the first meeting of the group  |
| <b>1/31/23</b>     | <b>LHWG</b>                            | Confirm a date for the first meeting of the group  |
| <b>1/31/23</b>     | <b>SWG</b>                             | Confirm a date for the first meeting of the group  |
| <b>3/31/23</b>     | <b>CBPWG</b>                           | Hold the first meeting of the group  |
| <b>3/31/23</b>     | <b>LHWG</b>                            | Hold the first meeting of the group  |
| <b>3/31/23</b>     | <b>SWG</b>                             | Hold the first meeting of the group  |
| <b>3/31/23</b>     | <b>Games Energy Council</b>            | In accordance with the Mayor's ED28, the DWP, in partnership with LA28 and the 2028 Games Cabinet, is requested to recommend the milestones and representatives to establish the Games Energy Council. |
| <b>3/31/23</b>     | <b>Airport Operations Plan</b>         | In accordance with the Mayor's ED28, LAWA is requested to recommend milestones to support the 2028 Airport Operations Plan.  |
| <b>2023</b>        | <b>Arts and Culture Plan</b>           | Engage with community organizations, academic institutions, and arts and cultural institutions   |
| <b>2023</b>        | <b>Human Rights Strategy</b>           | Engage with human rights organizations, community advocacy organizations, service and local outreach providers, labor groups, and other municipalities hosting the 2028 Games or related events        |
| <b>1/1/24</b>      | <b>Human Rights Strategy</b>           | Begin development of the Human Rights Strategy   |
| <b>3/31/24</b>     | <b>Games Energy Council</b>            | The City is to establish and lead a Games Energy Council, which will include LA28 and all other parties responsible for the delivery of power infrastructure and service for the 2028 Games.           |
| <b>Summer 2024</b> | <b>Human Rights Strategy</b>           | Observe Paris 2024 Olympic and Paralympic Games and incorporate lessons learned  |



| Deadline    | LA28 Benchmarks and Commitments       |   |
|-------------|---------------------------------------|---|
| 3/31/25     | <b>CBPWG</b>                          | Define the goals for the CBPWG.   |
| 3/31/25     | <b>LHWG</b>                           | Define the goals for the LHWG.  |
| 3/31/25     | <b>SWG</b>                            | Establish, and in close coordination with the City, begin implementation of a Sustainability Plan.  |
| 12/31/25    | <b>Human Rights Strategy</b>          | Complete the Human Rights Strategy  |
| 1/31/28     | <b>Legacy Entity</b>                  | Establish a Legacy Entity   |
| In progress | <b>2028 Games Mobility Executives</b> | Develop and lead, in close coordination with the City, a mobility and transportation plan through the convening of City, regional, and State transportation officials.        |
| In progress | <b>Public Safety Cooperative</b>      | The City, LA28, and the California Office of Emergency Services entered a memorandum of understanding to establish the Public Safety Cooperative (C.F. 15-0989-S9; C-138282). |

**EXHIBIT C: RECOMMENDED MILESTONES FOR WORKING GROUPS AND RELATED  
COMMUNITY ENGAGEMENT BY LA28**



March 17, 2022

Matt Szabo  
Chief 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 an Olympic and Paralympic Games that will leave a lasting 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, among other things, instructed the Chief Administrative Officer and Chief Legislative Analyst to report on benchmarks for the establishment of working groups contemplated in the Games Agreement and plans for City priorities in the Games Agreement.

In anticipation of the reporting date of March 31, 2022, LA28 respectfully offers the attached recommendations.

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

Sincerely,

A handwritten signature in blue ink that reads 'Kathy Carter'.

Kathy Carter, CEO

# RECOMMENDED MILESTONES FOR WORKING GROUPS AND RELATED COMMUNITY ENGAGEMENT BY LA28 OUTLINED IN THE GAMES AGREEMENT

## BACKGROUND AND OVERVIEW

### Reporting Requirements

The Ad Hoc Committee's report instructs the CAO and CLA to:

- a. *Present a report, by March 31, 2022, that:*
  - i. *Establishes benchmarks and deadlines for LA28 to establish working groups that include labor and the community.*
  - ii. *Creates plans for the various city priorities listed in the Games Agreement.*
- b. *Present a report, in coordination with LA 28, by April 30, 2022, and every 6 months subsequent through the conclusion of the 2028 Games, on LA28's progress meeting these benchmarks and deadlines with said report to include:*
  - i. *Which groups LA28 has engaged with on each of the six city priorities<sup>1</sup> outlined in the Games Agreement, including but not limited to stakeholders from labor, community-based organizations, and specific communities impacted by the games.*
  - ii. *The best methods to incorporate the Transitional Job Opportunities Program/transitional employees, alongside small, local and underrepresented employees, in the various community business and workforce development agreements in connection with Games Agreement.*

In addition, the Games Agreement requires that LA28 provide an annual report to the City by March 31 of each year, and that, following the establishment of the Community Business and Procurement, Local Hire, and Sustainability Working Groups, the annual report include an update on the activities of each working group [GA Sections 9.3.2, 10.2.2].

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<sup>1</sup> With respect to the LA28 commitments to advance City priorities set forth in the Games Agreement, the Ad Hoc Committee Report mentions:

- *"A Legacy Plan, including surplus funds, accessibility, human rights, and community access*
- *Community business and workforce development*
- *Sustainability*
- *Arts and culture*
- *Mobility and transportation*
- *Public safety"*

## Working Groups and City Priorities

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

It also contemplates community engagement plans addressing Games mobility and transportation and public safety. The Games Agreement refers to the establishment of the Games Mobility Executives to develop a transportation and mobility plan, including community engagement, and to the establishment of the Public Safety Cooperative to conduct security planning. The MOU establishing the Cooperative directs the establishment of a subcommittee on community engagement. In addition, the Games Agreement requires LA28 to ensure that the City sets up a Games Energy Council.

Furthermore, the Agreement requires development of a Human Rights Strategy and an Arts and Culture Plan.

The working groups and human rights strategy will inform the development of LA28’s Legacy Plan. The table below provides an overarching summary of the various groups and priorities and associated deadlines and benchmarks laid out in the Games Agreement.

| <b>GA</b>                          | <b>Topic</b>                                  | <b>GA Deadline / Benchmark</b>   |               |
|------------------------------------|---|--|---------------|
| <b>Working Groups</b>              |   |  | <b>Legacy</b> |
| 9.1                                | Community Business Procurement (CBP)          | 3/31/23 Working Group Formed<br>3/31/25 Plan & Goals Completed                 |               |
| 9.2                                | Local Hire (LH) Workforce Development Program | 3/31/23 Working Group Formed<br>3/31/25 Plan & Goals Completed                 |               |
| 10.1                               | Sustainability                                | 3/31/23 Working Group Formed<br>3/31/25 Plan Completed                         |               |
| <b>Other Priority Areas</b>        |   |  |               |
| 8.2.2                              | Human Rights Strategy                         | 1/1/24 Commence Strategy Development<br>12/31/25 Complete Strategy Development |               |
| 11.1                               | Arts and Culture Plan                         | Not specified  |               |
| <b>Operational Planning Groups</b> |   |  |               |
| 6.8.1                              | Games Mobility Executives                     | In progress  |               |
| 6.8.1.1                            | Airport Operations Plan                       | To be led by LAWA  |               |
| 6.8.2                              | Public Safety Cooperative                     | In progress  |               |
| 10.1.3                             | Games Energy Council                          | 3/31/24 Council formed by City (formation to be ensured by LA28)               |               |

## RECOMMENDED WORKING GROUP BENCHMARKS

### Community Business and Procurement (CBP)

#### GA Section 9.1.2:

*“As an aspect of its 2028 Games planning activities and operations, the OCOG shall, so as to support its development of the Community Business and Procurement Program (and in Close Coordination With The City), establish and lead a working group (the “Community Business and Procurement Working Group”), which shall include the City. The Community Business and Procurement Working Group may provide such support with view to, among other things, (i) the anticipated business opportunities associated with the 2028 Games; (ii) the ability of the local business community to meet those opportunities; (iii) solutions to barriers facing small, diverse, and underrepresented businesses; (iv) identifying and connecting with community-based organizations, stakeholders, and technical resources available to address those barriers; (v) resource management, sustainable sourcing, and inclusion initiatives (drawing from relevant and successful City initiatives if applicable); and (vi) outreach to community businesses and partnerships to provide technical assistance and greater awareness and participation as it concerns applicable OCOG contracting opportunities associated with the 2028 Games.”*

In support of the establishment of this working group, LA28 suggests the following benchmarks:

- No later than June 30, 2022, LA28 will consult with the City regarding working group membership
- No later than June 30, 2022, LA28 will have reached out to key stakeholders with expertise in this area, including, but not limited to, those in:
  - Community-based organizations
  - Organized labor
  - Business groups, including minority Chambers
  - Industry sector experts, such as hospitality, venues, and others with large-scale event production experience in Southern California
  - Government procurement organizations
  - Academic institutions
  - Organizations that promote transitional job opportunities in business agreements
- No later than September 30, 2022, begin extending invitations to members
- No later than November 30, 2022, establish membership
- No later than December 31, 2022, confirm Working Group co-chairs
- No later than January 31, 2023, confirm date of first meeting
- No later than March 31, 2023, hold first Working Group meeting
- No later than March 31, 2025, goals of Working Group established

## Local Hire (LH)

### GA Section 9.2.2:

*“As an aspect of its 2028 Games planning activities and operations, the OCOG shall, so as to support the Local Hire Program (and in Close Coordination With The City), establish and lead a working group (the “Local Hire Working Group”), which shall include the City. The Local Hire Working Group may provide such support with view to, among other things, (i) anticipated staffing needs associated with the 2028 Games; (ii) the ability of relevant communities to meet those needs; (iii) pathways, internships, and training programs for youth and transitional workers; (iv) identifying and connecting with community-based organizations, stakeholders, and technical resources available to address any identified barriers facing communities referenced in the foregoing clause (ii); and (v) inclusive hiring initiatives (drawing from relevant and successful City initiatives if and where applicable).”*

### GA Section 9.2.4:

*“The Local Hire Working Group shall, moreover, consistent with Section 9.2.2, (i) seek to draw from the work of the City’s Personnel Department and Economic and Workforce Development Department; (ii) consider leveraging the respective prospective hiring pools of Los Angeles regional and City local hire programs; (iii) seek opportunities to benefit from the Los Angeles region’s best workforce development practices; and (iv) consider drawing on local, established worksorce training, upskilling, and career preparation pathways and hiring programs.”*

In support of the establishment of this working group, LA28 suggests the following benchmarks:

- No later than June 30, 2022, consult with City regarding Working Group membership
- No later than June 30, 2022, LA28 will have reached out to key stakeholders with expertise in this area, including, but not limited to, those in:
  - Community-based organizations
  - Organized labor
  - Organizations that advocate for people with disabilities
  - The City of LA Economic and Workforce Development Department, and other relevant local and state government entities
  - Academic institutions
  - Workforce development organizations, such as regional workforce development collaborative and workforce investment boards
  - Transitional job opportunity organizations
  - Business organizations with interest and expertise in workforce development

- Industry sector experts, such as hospitality, venues, and others with large-scale event production experience in Southern California
- No later than September 30, 2022, begin extending invitations to members
- No later than November 30, 2022, establish membership
- No later than December 31, 2022, confirm Working Group co-chairs
- No later than January 31, 2023, confirm date of first meeting
- No later than March 31, 2023, hold first Working Group meeting
- No later than March 31, 2025, goals of Working Group established

## Sustainability

GA Section 10.1.2:

*“As an aspect of its 2028 Games planning activities and operations, the OCOG shall, so as to support the Sustainability Plan (and in Close Coordination With The City), establish and lead a working group (the “Sustainability Working Group” and, together with the Community/Local Working Groups, the “Working Groups”), which shall include the City.”*

In support of the establishment of this working group, LA28 suggests the following benchmarks:

- No later than June 30, 2022, consult with City regarding Working Group membership
- No later than June 30, 2022, LA28 will have reached out to key stakeholders with expertise in this area, including, but not limited to, those in:
  - Environmental organizations
  - Environmental justice groups
  - Community-based organizations
  - Organized labor
  - Utilities
  - Hospitality industry, including sports venues and hotels
  - Environmental industry experts (e.g., energy/water/waste/circular economy)
  - Academic institutions
  - Transportation sector experts
  - City of LA departments and other relevant local and state government agencies
  - Green technology entrepreneur community
- No later than September 30, 2022, begin extending invitations to members
- No later than November 30, 2022, establish membership
- No later than December 31, 2022, confirm Working Group co-chairs
- No later than January 31, 2023, confirm date of first meeting
- No later than March 31, 2023, hold first Working Group meeting



- No later than March 31, 2025, Sustainability Plan established

## **OTHER PRIORITY AREAS**

### Human Rights

GA Section 8.2.2:

*“Human Rights Strategy. The OCOG shall develop and implement, in Close Coordination With The City, a human rights strategy for the 2028 Games that demonstrates its commitment to human rights protections for the people of Los Angeles and other 2028 Games-involved communities (the “Human Rights Strategy”). The Human Rights Strategy shall include, among other things, detailed measures pursuant to which the OCOG shall seek to (i) identify potential human rights risks (including to social, economic, political, workers’, and civil rights) and potential adverse human rights impacts in the context of the 2028 Games; (ii) implement processes and measures to address and remedy any adverse impacts of the type contemplated by the foregoing clause (i), if and when they occur; (iii) prevent or mitigate adverse human rights impacts directly linked to the OCOG’s operations, products, services and business relationships with third parties; (iv) consult with groups potentially impacted by the matters described in this Section 8.2.2; and (v) assess its progress with respect to each of the foregoing. As part of the Human Rights Strategy, the OCOG shall work closely, collaboratively, and together with, and robustly engage, community advocacy organizations; service and local outreach providers; the City and other municipalities; and other key stakeholders to develop partnerships and plans to compassionately and responsibly protect the rights of local unhoused communities at sites hosting 2028 Games and 2028 Games-related events. The development of the Human Rights Strategy shall commence no later than January 1, 2024, be informed by the lessons learned by, and experience of, the OCOG in observing the 2024 Olympic and Paralympic Games, and be completed no later than December 31, 2025.”*

In developing the Human Rights Strategy, LA28 anticipates conducting the following initial outreach:

- Calendar year 2022 – engage with government stakeholders to inform regional engagement:
  - LA Civil + Human Rights and Equity Department
  - LA Homeless Services Authority (LAHSA)
- Calendar year 2023 – begin engagement with:
  - Human rights organizations
  - Community advocacy organizations
  - Service and local outreach providers
  - Other municipalities hosting Games and Games-related events
  - Organized labor

- No later than January 1, 2024, commence the development of the Human Rights Strategy
- Summer 2024 – observe Paris 2024 Olympic and Paralympic Games, and subsequently incorporate lessons learned
- No later than December 31, 2025, complete Human Rights Strategy

## Arts and Culture

### GA Section 11.1:

*“Cultural Olympiad. The OCOG shall, in Close Coordination With The City and in consultation with other stakeholders, develop a plan for an arts and culture program (the “Arts and Culture Plan”) that seeks to operationalize equity and inclusion through outreach to local artists, cultural producers, and vendors to ensure that they are invited to collaborate, exchange ideas, and leverage 2028 Games-times experiences across culturally diverse neighborhoods, and have the opportunity and capacity to bid, propose, and receive contracts to produce local events, festivals, and cultural experiences in conjunction with the 2028 Games cultural program.”*

In developing the Arts and Culture Plan, LA28 anticipates conducting the following initial outreach:

- Calendar Year 2022 – engage with government stakeholders to inform regional engagement:
  - City Department of Cultural Affairs
  - County Department of Cultural Affairs
  - City Arts Councils
  - California Arts Council
- Calendar Year 2023 – engage with:
  - Community-based organizations
  - Academic institutions
  - Arts and cultural institutions
  - Organizations identified through governmental outreach

## Legacy

### GA Section 8.1.2

*“Legacy Plan and Oversight. The OCOG shall, in Close Coordination With The City and in connection with the establishment of the Legacy Entity on the terms herein set forth, develop a legacy plan consistent with the objectives of the Host City Contract (the “Legacy Plan”). The Legacy Entity shall oversee the fulfilment of the Legacy Plan and the sustainability, equity, and other legacy requirements described in the Host City Contract (e.g., actions in furtherance of increasing access and opportunity for all people, including those from historically marginalized groups, in an equitable manner and expanding access to youth sport in an equitable manner). In so overseeing fulfillment of*

*the overall 2028 Games legacy vision, the Legacy Entity may, upon the conclusion of the 2028 Games (and to the extent not in contravention of Section 8.1.1), continue to execute and fulfill applicable activities and/or initiatives developed by (or in connection with) the (i) accessibility awareness program contemplated by Section 8.2.1; (ii) Human Rights Strategy (as defined in Section 8.2.2); (iii) community engagement strategies and programs contemplated by Sections 8.3 – 8.3.2; and (iv) the Working Groups (as defined in Section 10.1.2).”*

- Legacy Entity to be established by the OCOG no later than January 31, 2028.
- The Legacy Plan will be informed by the strategies and plans developed in LA28 working groups, human rights strategy, and community engagement strategies.

## **OPERATIONAL PLANNING GROUPS**

### **Mobility and Transportation – in progress through Games Mobility Executives**

GA Section 6.8.1:

*“The OCOG shall lead, in Close Coordination With The City, the establishment of a mobility and transportation plan for the 2028 Games (the “Mobility and Transportation Plan”) via the establishment of a “2028 Games Mobility Executives ” consisting of City, regional, and State transportation leaders. This board shall develop the Mobility and Transportation Plan, which shall include, among other things, detail on the “Games Route Network”, state and federal coordination, mobility hubs and depots, demand management, community engagement, communications planning, collaboration opportunities with Olympic marketing partners, and other related matters.”*

The Games Mobility Executives have agreed that the transportation plan developed by the GME will incorporate best community engagement practices and will be informed by community voices and experiences. The GMEs will act with transparency and accountability and ensure active and sustained engagement with community stakeholders (including applicable labor organizations) in the City of Los Angeles and other communities hosting Games events, including, without limitation, by way of:

- learning from best practices to work with and build enduring relationships with such community stakeholders; and
- reviewing models and developing platforms to both engage and solicit feedback from such community stakeholders.

The City of LA participates in the GME and can provide updates to Council on its community engagement activities accordingly.

## Public Safety Cooperative

GA Section 6.8.2:

*“Public Safety Planning. The Parties acknowledge and agree that they, along with the California Office of Emergency Services, have heretofore entered into that certain Memorandum of Understanding (as amended or otherwise modified from time to time, the “Cooperative MOU”) respecting the establishment of the California Olympic and Paralympic Public Safety Command (the “Cooperative”). The Cooperative shall (i) be governed in accordance with the terms set forth in the Cooperative MOU and (ii) facilitate the planning, resourcing, management, and delivery of safety and security at the 2028 Games in anticipation of the federal government’s designation of the 2028 Games as a National Special Security Event (an “NSSE”) (in accordance with the terms of the Cooperative MOU).”*

- On April 14, 2021, Council approved the memorandum of understanding between the City, LA28, and the California Office of Emergency Services to establish the Cooperative for public safety planning. The Cooperative is co-Chaired by Los Angeles Chief of Police and Deputy Director of CalOES, and will facilitate the planning, management, and delivery of safety and security at the 2028 Olympic and Paralympic Games being held in Los Angeles, California and certain other county and municipal jurisdictions in Southern California.
- The MOU requires that the Cooperative establish a subcommittee or working group focused on community engagement. This group will be charged with advancing the MOU’s goals that the Cooperative learn from best practices to work with and build enduring partnerships with residents and community organizations. This includes reviewing models and developing platforms for outreach to and to receive feedback from community members.
- The City of LA participates in the Cooperative and can provide updates to Council on its community engagement activities accordingly.