

Developing and Implementing the Sustainable City pLAn:
What makes meaningful community engagement?

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Abstract

The Sustainable City pLAN is a year-old, mayoral initiative introduced by Los Angeles Mayor Eric Garcetti in April 2015. The pLAN is significant due to its broad scope, attempting to address city issues in Environment, Economy and Equity under the umbrella of sustainability. The document emphasizes the involvement of stakeholders in the development process and implementation of the pLAN. The community engagement strategy of the pLAN centers upon targeted outreach and encouraging individuals, organizations and businesses to “adopt” the pLAN.

This project examines the effectiveness of this method through a review of past efforts at urban environmental policy-making generally and in Los Angeles and new research conducted with participants linked to the development and implementation of the pLAN. It contains findings from semi-structured interviews with representatives from organizations that had been involved in the development of the pLAN and city officials in the Mayor’s Office. The findings showed that responses of participants varied due to the individual’s length of involvement, level of involvement, and sector. Analysis of the findings led to a list of recommendations for the city to address concerns raised by interviewees about communication, publicity, transparency, and integration of the pLAN across all city policy.

The Sustainable City pLAN, while groundbreaking and experimental, needs to make significant improvements to its communications strategy in order to further encourage participation and adoption by stakeholders in Los Angeles. Currently, the purpose of and reasoning behind the pLAN is unclear to many organizations doing work related to the pLAN’s goals. Clarification of the pLAN’s purpose from the Office of Sustainability could significantly improve public response. Because of Los Angeles’ position as a large metropolis, it can serve as a model for urban governance in other cities across the United States and the world. The results of this study can be added to the conversation surrounding localized environmental policy. It will contribute to the base of knowledge for this type of policy and assist policy-makers as they begin to understand best practices in meaningful outreach in environmental policy.

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1. Introduction

In April 2015, Mayor Garcetti announced the Sustainable City pLAN, calling it a “roadmap to achieve back to basics short-term results while setting the path to strengthen and transform our City in the decades to come” (City of Los Angeles 2015). The pLAN consists of short-term goals (to be met by 2017) and longer-term goals (by 2025 and 2035) in three different topic areas: Environment, Economy and Equity. The pLAN’s website states that “to reach these targets, the Mayor is calling upon organizations, universities, neighborhood councils, community groups, businesses, and individual Angelinos to commit to ‘Adopt the pLAN’ into action” (City of Los Angeles 2015). The emphasis on community “adoption” of the pLAN appears to be at the core of its implementation and community engagement methodology. In my paper, I will be exploring this method of outreach to determine how it impacts the implementation and progress of the pLAN and to add to previous research on community engagement in urban environmental policy-making in cities.

The Sustainable City pLAN follows a complex history of environmental policy-making, varied efforts at community-based planning and outreach, and an evolving understanding of the public’s role in sustainability initiatives. In my paper, I will situate the Los Angeles Sustainable City pLAN at the nexus of community engagement and city sustainability policy and planning in order to explore the following question: How do the outreach strategy and adoption methodology of the Sustainable City pLAN encourage broad participation of stakeholders in the pLAN and how does that participation impact the development and implementation of the pLAN?

2. Literature Review

In order to understand how the Los Angeles Sustainable City pLAn fits at the intersection of community engagement and urban environmental policy-making, it is important to establish an understanding of how environmental policy-making is defined and discussed at the city level and why cities have become a common site for sustainability policy and sustainable development. To do so, I will first examine the history of environmental policy-making and how efforts to govern environmental impacts have changed over time and come to emphasize urban sustainability policy. Next, I will discuss the evolution of environmental policy-making in Los Angeles and how efforts to engage the stakeholders have expanded in the city. From there, I will explore how community engagement has played a role in the development and implementation of urban policy more broadly. By using Los Angeles as a case study, I will look at how community engagement relates to a mayoral sustainability initiative that aims to address environment, economy, and equity in a city that has historically struggled to address all three. The literature I review offers insight into how current processes for environmental policy-making have developed, however little research has been done into the effectiveness of such policies and the metrics being used to measure their success.

I. History of Urban Environmental Policy-Making

To understand current environmental policy in cities, one must look to the history of environmental governance and its progression to the present moment. Environmental policy-making was prominently featured as a matter of international politics by the declaration of the United Nations Conference on the Human Environment, which met in Stockholm in 1972. The conference established the responsibility of mankind and governments around the world to protect the environment through the creation of goals and policy (United Nations 1972). The

declaration released by the conference acknowledged the need for international cooperation and placed responsibility on local and national governments to create “large-scale environmental policy and action within their jurisdictions” (United Nations 1972). Further, it emphasized “the acceptance of responsibility by citizens and communities and by enterprises and institutions at every level” (United Nations 1972). The declaration also discussed the intersection of policy issues connected to the environment, stating, “To defend and improve the human environment for present and future generations has become an imperative goal for mankind—a goal to be pursued together with, and in harmony with, the established and fundamental goals of peace and of worldwide economic and social development” (United Nations 1972).

Fifteen years later, the Brundtland Report was released as a call to action for international governments to coordinate their efforts and address the environmental crisis through the creation of “long-term environmental strategies for achieving sustainable development by the year 2000 and beyond” (World Commission on Environmental Development 1987). The Brundtland Report established the need for global environmental governance and placed sustainable development at the core of environmental policy-making. I will further discuss definitions of sustainability and sustainable development and their roles in local policy in section III. Sustainability and Sustainable Development in Policy.

As ideas of sustainability began to surface among environmental and scientific communities, the need arose for a globalized understanding of the concept. The 1992 Rio de Janeiro Earth Summit brought together global leaders to discuss the definitions of sustainable development and how it could be successfully implemented. With the adoption of Agenda 21 at the Earth Summit, the United Nations officially recognized the importance of local governance in “educating, mobilizing and responding to the public to promote sustainable development”

(United Nations 1992). By connecting local governments and the public to environmental impacts, Agenda 21 began to shift the global focus of environmental governance to a local scale, encouraging cities to become global players. At the World Summit on Sustainable Development in 2002, the need for interwoven issue areas and multi-level governance was reinforced, “We assume a collective responsibility to advance and strengthen the interdependent and mutually reinforcing pillars of sustainable development —economic development, social development and environmental protection — at the local, national, regional and global levels” (United Nations 2002, 1). In 2009, at the United Nations Copenhagen Climate Change Conference, city leaders publicly adopted the responsibility to take climate action, asserting, “The future of our globe will be won or lost in the cities of the world” (Copenhagen Climate Communiqué 2009, 2). While these conferences were held at the global scale, shifts were also occurring at other levels of government.

II. Types of Environmental Governance

i. Level of Government

Over the past 30 years, as the environment and ideas of sustainable development were added to the governmental agenda, policymakers at all levels of government began creating plans and regulations to address the issue of climate change. In more recent years, there has been an increased focus on local environmental policy, as cities have begun to successfully operationalize global policy. The history of this shift has been well recorded by Professor Harriet Bulkeley, whose research offers a timeline of multi-level environmental governance. Several factors appear to have influenced the shift to localized environmental policy and governance.

The first centers upon the local nature of environmental impacts. In the late 1980s, countries focused on international-level agreements to resolve climate change, striving to achieve

a collective approach to “reducing GHG emissions while recognizing the different responsibilities of economically developed and less economically developed countries” (Bulkeley 2013, 5). As policymakers began to understand the difficulty of viewing climate change through a global lens, many began to see the importance of considering “how, why and where GHG emissions are produced and the risks of climate change may be felt” (Bulkeley 2013, 6). Over the past three decades, global climate change has been increasingly linked to local impacts, bringing climate action planning and sustainability planning to the forefront in many cities across the United States and the rest of the world (Portney 2005, 579).

The second factor connects to the disappointing outcome of global efforts as “over two decades of international negotiation have yet to deliver a significant global response” (Bulkeley 2013, 1). As enthusiasm for global climate campaigns faded and national governments across the globe were slow to act, several city- and mayor-led campaigns brought climate change governance back into focus and created strong local and transnational partnerships (Bulkeley 2013, 78). Bulkeley calls these beginnings of urban environmental governance “municipal voluntarism,” or actions taken to build city capacity to address environmental issues (2013, 76).

Additionally, urban dwelling has been linked to an increased environmental impact. As city populations continue to grow and the number of urban dwellers is expected to increase exponentially across the globe in the future, cities have become a logical place to start changing citizen behavior to reduce climate impacts (World Commission on Environmental Development 1987). On the ground, local officials are “recognizing that a cleaner environment is needed both to provide residents with a good quality of life and to compete in the global economy” (Birch et al 2008, 11). Through this process, it has become apparent that cities are the ground-zero for environmental planning, with state and federal governments often existing too far away from

urban issues that must be addressed (Agrawal and Lemos 2007, 40).

The ability of city agencies to engage non-government organizations and individuals has also been a factor in the localized shift. A report released by the Organisation for Economic Co-operation and Development (OECD), points out that cities are able to foster “non-governmental action to involve individuals and the private sector in climate policy design” (OECD 2010).

Shifting environmental governance away from the state to more community and local structures enables those creating policy to use “unique time- and place-specific information that may help solve complex environmental problems that distant state agencies often do not possess”

(Agrawal and Lemos 2007, 40). As more non-government organizations and actors become involved in environmental governance, a broader array of actions can be taken against climate change.

ii. Purpose of Policy

While there is a vast literature on environmental governance theory, for the purposes of this research I want to acknowledge the tension between ecological modernization theory and de-growth theory in environmental policy. There is a divide among environmentalists who call for complete transformation of current systems and those who believe environmental solutions can be found within current governmental structures. As defined by Browne and Keil, ecological modernization represents a mindset in which “technological innovation is seen as the prime factor in creating more environmentally friendly systems of production” (Browne and Keil 2000, 163). De-growth theory is represented by the goal of “an equitable and democratic transition to a smaller economy with less production and consumption” (Martínez-Alier et. al 2010, 1741).

There is a level of pessimism on the part of some environmentalists who do not believe current systems effectively address environmental degradation, despite increased regulation

(Sneddon et. al 2006, 254). In describing the scope of environmental governance, Browne and Keil importantly point out, “The regulation of water cycles, air quality, soil contamination, traffic flows, and so forth affects the conditions of accumulation, the creation of value, production processes...but also the everyday life of millions of urban dwellers” (2000, 167). As I move forward with my analysis of urban environmental policy-making, the policies in my paper fall within current governmental structures and do not seek to transform the system of governance. While these theories are not represented in my findings, it is important to understand that this important conversation is occurring around environmental governance.

In conjunction with broader questions of environmental governance framework, conceptions of the issues that should be addressed by environmental governance have also shifted. As scholars have noted, “unlike other policy areas... climate change cuts across many established policy areas,” (Bulkeley 2013, 112) making it increasingly difficult to manage and regulate. Some have criticized the effectiveness of environmental policy that excludes economy and equity as not fully addressing the goals that lie at the heart of sustainability. As Browne and Keil summarize, “Within this climate of upheaval and change, the playing field of environmental politics and planning has been expanded to include not only traditional issues of public health and nature conservation but an intense political struggle of actors in civil society and within the state apparatus” (2000, 165). As urban environmental policy-making has expanded to encompass equity and economic issues in the form of sustainability policy, a new type of city planning has emerged.

The city policies being developed currently, including the Los Angeles’ Sustainable City pLAN and New York’s OneNYC, reflect a new phase in environmental governance as they attempt to tackle multiple issue areas, rather than only the environment. However, as Bulkeley

describes, broad plans like these often serve as a “guideline and as a means through which their efforts in this area can be gathered together and represented to the outside world” (2013, 113). She cautions, “There are few cases where this is leading to an integrated, long-term approach to developing new, low-carbon methods of urban development” (2013, 113).

III. Sustainability and Sustainable Development in Policy

In the Brundtland Report, sustainable development was defined as “the needs of the present being met without compromising the ability of future generations to meet their own needs” (World Commission on Environmental Development 1987). Robert Goodland followed up in 1995 by asserting, “Sustainable Development (SD) should integrate social, environmental, and economic sustainability and use these three to start to make development sustainable” (Goodland 1995, 4). He goes on to explain the contradictory nature of sustainable development by pointing out that environmental sustainability does not serve “sustainable economic growth” (Goodland 1995, 5). In 2002, The Johannesburg Summit reframed the three factors essential to sustainable development: “economic development, social development and environmental protection” (United Nations 2002, 1). However, like previous definitions, the specifics of the three categories often referenced—environmental, economic and social—are rarely expanded upon.

i. Environmental Justice

Despite the prevalent use of these types of multi-issue definitions at the international level, some argue that justice and equity must be overtly incorporated into definitions of sustainability (Agyeman et. al 2003, 5). Agyeman et. al define sustainability as “the need to ensure a better quality of life for all, now, and into the future, in a just and equitable manner, while living within the limits of supporting ecosystems” and emphasize that a “sustainable

society must also be a just society, locally, nationally and internationally, both within and between generations and species” (2002, 2). The importance of a holistic approach to sustainability is echoed by Dillard et. al who explain sustainability in the form of three goals: “to live in a way that is environmentally sustainable, or viable over the very long-term, to live in a way that is economically sustainable, maintaining living standards over the long-term, and to live in a way that is socially sustainable, now and in the future” (Dillard et. al 2009, 2).

Within environmental planning, sustainability planning offers the opportunity for governance that addresses the economic and social justice issues prevalent in cities (Campbell 1996, 297). While universally acclaimed policy has yet to be seen, there is an aspect of hope to the idea that urban sustainability policy and planning could successfully address all of the issue areas at once.

IV. Current Urban Environmental Policy

Early attempts at local environmental governance took shape after the Brundtland Report in the form of city climate action initiatives (Anders 1991). Since that time, the terminology for such plans has varied, with titles that include words such as “green,” “environment,” “climate,” and “sustainability.” As previous research has shown, city environmental plans vary greatly in terms of structure, purpose and effectiveness between different localities and states (Wheeler 2008, 483). Initial climate action taken by governments in the 1990s was symbolic, “providing a stimulus to the emergence of a new agenda” rather than actual results (Bulkeley 2013, 74). Additionally, much of the planning up to this point has been experimental, as localities have attempted to discover the best practices of environmental policy (Wheeler 2008). However, more recent sustainability initiatives have been notable because of their effort to synthesize environmental regulation with issues of social justice and the economy. As Perlman and

O'Meara state, "There can be no sustainable city in the twenty-first century without social justice and political participation as well as economic vitality and ecological regeneration" (2007, 173).

By acknowledging that environmental planning cannot stand alone and must be attached to broader social justice and economic policy, sustainability plans attempt to tackle the "planner's triangle" (Campbell 1996, 297). As Campbell elaborates, there are inherent contradictions in trying to address climate change and resource use through bolstering the economy and increasing social justice. Historically, efforts to bolster the economy have jeopardized the environment (through increased industrialization and use of natural resources) and negatively impacted working-class, low-income residents in cities (through lower wages and limited city services). The efforts of recent sustainability planning to limit resource use while increasing the green economy and improving social equity is novel (Campbell 1996, 299).

According to Bassett and Shandas, there are several best practices that have been recommended by climate action and sustainability planners. In terms of who writes the plan, Bassett and Shandas recognize the importance of the mayor and a sustainability or environmental office in creating the plan (2010, 440-441). However, they also emphasize that there is "no set of core standards—each locality is different with different priorities" (Bassett and Shandas 2010, 442). Additionally, their paper illustrates that although many of the plans they analyzed "do not identify actions, designate actors, or lay out timetables...most of the informants we interviewed were satisfied with the performance of their plans" because they felt they had started conversations about climate action in their communities and laid the groundwork for future efforts to reduce emissions (Bassett and Shandas 2010, 442). These goal-oriented plans serve more as foundational guidelines and less as defined action plans.

V. Urban Environmental Policy in Los Angeles

Los Angeles has long been a hub of industrialization and globalization, making it a hotspot for many of the environmental and social issues inherent in modern urban settings. While the city has had success with environmental regulation, including its successful regulation of air pollution (see Mazmanian and Kraft 2009), it has also been widely criticized for its sprawling, growth-driven landscape, various social justice and equity issues, as well as sharp race and class divides (See Davis 1990). Until recently, environmental policy in Los Angeles took shape in the form of individual ordinances and regulations on specific resources and industry. However, beginning in 2007, Los Angeles has seen a new trend in the form of mayor-initiated environmental policy.

In 2007, then-Mayor of Los Angeles Antonio Villaraigosa, released the *Green LA Climate Plan*, a climate action plan for the City of Los Angeles to take steps toward reducing its impact on global warming (City of Los Angeles 2007). The plan laid out several goals with a focus on creating “a framework for confronting global climate change; engaging residents to create a cleaner, greener, sustainable Los Angeles; and growing the green economy” (City of Los Angeles 2008). The *Climate Plan’s 2008 Executive Summary and Year-One Progress Report* reference the “formal outreach and public participation program” that was developed through research conducted by the Green LA Coalition and Urban and Environmental Policy Institute at Occidental College (City of Los Angeles 2008). The Green LA Coalition and UEPI report established the importance of effectively engaging Angelenos in the Climate LA Plan, stating, “LA’s carbon footprint will shrink only if Angelenos begin to make the personal choices to reduce our individual energy use and fuel consumption” (Urban and Environmental Policy Institute and Green LA Coalition 2008). The report emphasized the importance of city

government and mayors in implementing climate change policy, in addition to ensuring social equity in the new green economy of LA (Urban and Environmental Policy Institute and Green LA Coalition 2008). The report also referenced the need to involve all Angelenos in climate change action through a multi-avenue approach to engagement. The approach included: efforts to brand the movement in a flexible way that can fit different individuals with different economic motivators; easy measurable actions that individuals can take; displaying the benefits and contribution of lifestyle change; and immediate feedback on steps a person is taking and the difference they are making (Urban and Environmental Policy Institute and Green LA Coalition 2008).

In the eight years since the *Climate Plan's 2008 Executive Summary and Year-One Progress Report*, there have been few publicly available mentions or updates of Climate LA Plan in the news or by the Mayor's Office, making it difficult to determine if this community engagement strategy was effective. However, although the progress of the Climate LA Plan is difficult to measure and its Environment LA website is now out of date, the conversation surrounding community involvement in city planning and implementation has continued in Los Angeles and around the world. With the election of Mayor Garcetti in 2013, the Climate Action Plan from 2007 appears to have been replaced by the year-old Sustainable City pLAN. The Sustainable City pLAN is the first of its kind in Los Angeles and represents a transition to a broader type of plan with multiple issue areas. The abrupt abandonment of the *Green LA Climate Plan* is symptomatic of a common trend in Los Angeles of mayoral initiatives living only during the administration that created them. The politics and the power dynamics between mayoral administrations will play a key role in the performance and continuation of the Sustainable City pLAN as well.

VI. Community Engagement and Sustainability in Cities

Involving community members and leaders in city environmental policy has become an established and essential factor in effectively enacting change at the city level. The conversation about best practices in sustainability policy is ongoing, but several themes have emerged surrounding the importance of public participation and community engagement. As Newman establishes:

Recognition is growing that cities cannot make effective changes toward sustainability without active partnerships within or among the business, government, and civil sectors at the neighborhood, citywide, and bioregional levels. Any sustainability solutions, especially top-down measures, are rarely successful unless they involve partnerships that can ensure they are enacted (Newman 2008, 170).

As Portney found, the first cities to adopt sustainability initiatives “would simultaneously provide a forum for residents to express their views on what it means for their place to be sustainable and a mechanism to gradually raise the collective consciousness of the resident population to understand how consumer attitudes and behavior would need to change to achieve sustainability goals” (Portney 2005, 583). This is also connected to current perceptions of good governance as that which “facilitates genuine participation and is underpinned by the political will to implement the necessary changes for sustainability” (Newman 2008, 6). As Newman elaborates, engaging communities in sustainability planning “mobilizes local knowledge and resources and enlists the support and active participation of those who need to be involved in all stages, from long-term planning to implementation of sustainable solutions” (Newman 2008, 156).

Wheeler emphasizes that raising public consciousness is not an effective participation strategy when done alone as it often does not drive citizens to change their behavior. He recommends setting goals with progress monitoring and engaging citizens through incentives, social marketing campaigns and educational strategies (Wheeler 2008, 488-489). A Canadian

study found that a systems approach could be used to overcome the gap between planning and implementation in sustainability. The study found that implementation of sustainable community development was facilitated by a number of factors including: influential community leaders who could engage others; actively engaging partners and stakeholders; referencing issues that have broad-based support; understanding patterns of individual engagement based on personal values, abilities and access to resources; and using neutral third parties to gain knowledge and ability to take action (Connelly, Markey, and Roseland 2009).

Despite encouraging trends, some remain critical of current efforts at public engagement in environmental governance. As Sneddon et. al summarize, “While numerous mechanisms for increasing public participation have been created...none seem to have enabled a shifting of power away from those groups advocating a dampened down version of [sustainable development]” (Lafferty and Meadowcroft 2000 in Sneddon et. al 2006, 256). Bulkeley describes the difficult nature of environmental community engagement in the 1990s as, “many municipalities struggled to find the means through which to engage broader communities and the range of relevant stakeholders in taking action on climate change in the city” (2013, 77). For sustainability policy to be effective, it must be planned with foresight, rather than reactively. Ling warns against, “a plan that reflects a short term political/economic agenda established with poor attention to pluralism” (Ling 2009, 230). Essentially, effective community participation is broad and begins early.

i. Citizen Participation and Participatory Planning

There have been many studies in recent years seeking to understand why public participation is necessary and how to best implement participatory practices. Much of the research conducted about community engagement centers upon outreach conducted by

governments to individual actors and the broader public. While my study was conducted by interviewing representatives from organizations, the information gained from the following studies is helpful in understanding the effectiveness of outreach methods for a broad range of participants and is useful in exploring successful outreach practices.

With new forms of governance emerging in the twenty-first century, public participation is possible through “deliberative democracy, e-democracy, public conversations, participatory budgeting, citizen juries, study circles, collaborative policy making, and other forms of deliberation and dialogue among groups of stakeholders or citizens” (Bingham et. al 2005, 552). It can also occur in focus groups, roundtables, town meetings, choice work dialogues and cooperative management bodies (Bingham et. al 2005, 547). With so many new methods of engagement, researchers are now attempting to understand the most successful ways to encourage public participation.

A key factor that must be taken into account in public participation is that the results from public engagement methods often vary based on the locality and individuals engaged. In a review of public meetings, advisory committees, and workshops as participatory measures, researchers found that while the outcomes of these public engagement methods were similar across the three types of participation, they varied significantly within their type, meaning that meeting results differed between meetings, advisory committees had different results and workshops had varied results (Chess and Purcell 1999, 2690).

A recent study found that even in an instance where there were avenues for participation through deliberative forums, there was no real feedback or transparency about follow-up on comments made by citizens (Newman et al. 2004, 214). This sentiment has been echoed across localities in the United States and other countries, calling for more participatory systems in

governance. Laurian defines effective public participation as that which “enables citizens to shape planning decisions and outcomes while increasing their levels of social and political empowerment” (Laurian 2004, 53). Faber makes the point that when assessing sustainability policy it is critical that “those communities of people suffering ecological injustices must be afforded greater participation in the decision-making processes of capitalist industry and the state, as well as the environmental movement itself” (Faber 1998).

Despite the vast and complex network of public outreach methods, some studies have found links between well-practiced public participation and outreach methods. Innes found in a study that to successfully include the public in planning, “participation must be collaborative and it should incorporate not only citizens, but also organized interests, profit-making and non-profit organizations, planners and public administrators” in a two-way communication structure (Innes and Booher 2004, 422). A study of successful recycling programs revealed the importance of “clear, challenging goals” for programs that successfully encouraged voluntary public recycling efforts (Folz and Hazlett 1991, 532). The same study referenced the need for “outreach efforts by local officials to residents of city neighborhoods, coupled with educational and publicity campaigns prepared with the assistance of local education personnel, environmental organizations, or other citizen groups” in cities with successful recycling efforts (Folz and Hazlett 1991, 531).

ii. Levels of Participation

When discussing citizen participation, one must acknowledge both the purpose of the method of participation and the effectiveness of its engagement. In 1969, Arnstein created a list of eight levels of citizen participation to help categorize the effectiveness of participation. As shown in Figure 1, the ladder starts at the bottom with levels of nonparticipation, including

manipulation and therapy. It then moves up to levels of tokenism, including informing, consultation and placation. The top three rungs represent levels of true citizen power, including partnership, delegated power, and finally citizen control. When analyzing public participation programs in sustainability policy, it is crucial to recognize what level of citizen participation is allowed by the program to understand its effectiveness at community engagement (Arnstein 1969, 217).

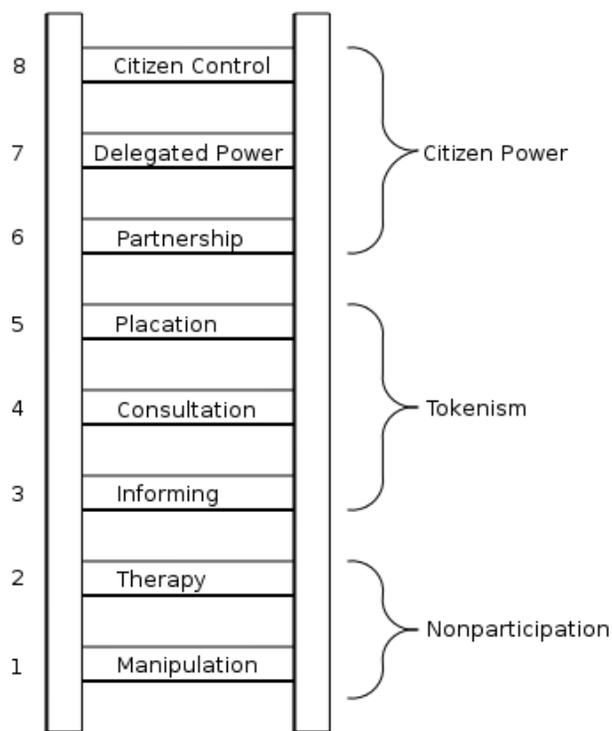


Figure 1: Eight Rungs on a Ladder of Citizen Participation

Source: Arnstein 1969, 217.

3. Methodology

The objective of my research is to understand whether and how the adoption method of the Sustainable City pLAN encourages broad public participation in the pLAN and how that participation impacts the development and implementation of the pLAN. The study seeks to find out if the adoption method is inclusive and supportive of the progress of the pLAN, how it supports the equity of the pLAN, and how it affects the structure and progress of the pLAN through analysis of who is and is not participating in “adoption” of the pLAN, how their involvement relates to the progress of the pLAN, whether groups that have signed on are representative of the city as a whole, and how groups heard about the pLAN.

My dataset was drawn from the abbreviated list of 15 organizations that publicly endorsed the pLAN, which was available on the pLAN’s website as well as a comprehensive list of stakeholders listed at the back of the published plan.

My research was conducted through twenty semi-structured interviews in January and February 2016, which lasted from 12-45 minutes and averaged 27 minutes (see [Appendix 2: List of Interviewees](#) for additional information about interviews). I conducted thirteen of the interviews in person at various locations in Los Angeles County, California and seven were conducted over the phone from Eagle Rock. I recruited interview participants via email by contacting the leaders of organizations that have publicly endorsed the Sustainable City pLAN, reaching out to “non-adopting” organizations with no public connection to the pLAN, and asking to speak with members of Mayor Garcetti’s team and Office of Sustainability who had experience with the development and community engagement of the pLAN.

After coding responses to the interview questions and drawing out themes and trends in the answers of organizations, I compared the responses of adopters and non-adopters to

understand differences and similarities in the two groups as well as how they relate to the perceptions of government officials. This information will contribute to my evaluation of the adoption method as an outreach strategy for sustainability planning.

i. Limitations

My research was limited in that I did not have access to a full list of all of the organizations that adopted the plan nor to the comprehensive numbers of adopters and non-adopters. I also only interviewed one representative from each organization and relied on their perspective to understand the broader experiences of their peers and organizations.

I also faced difficulty in finding participants from organizations that were not involved in the development of the pLAn. Eighteen of my nineteen interviewees were involved in some capacity with the development of the plan and had a basic understanding of the plan. This made it difficult for me to determine the perspectives of organizations that were uninvolved.

4. Findings & Analysis

For my research, I conducted twenty interviews in January and February of 2016. Eighteen of the interviews were with representatives who held varied positions within environmental organizations that operate in Los Angeles. One interviewee was a former representative of an environmental organization who left her position after the development of the pLAN, Liz Crosson of LA Waterkeeper, who now works as the Water Policy Advisor for Mayor Garcetti. Those nineteen interviews are used in my dataset. In addition, I interviewed Matt Petersen, the Chief Sustainability Officer (CSO) for Los Angeles, to gain the perspective of a city official in my research.

Of the nineteen interviewees, fifteen spoke of the pLAN in positive terms while four spoke of it more negatively. While the interviewees had specific comments and critiques of the pLAN, each of them was in favor of a sustainability plan of some kind and seemed encouraged by the Mayor's Office's efforts to create one, despite specific critiques.

I. Introduction to the pLAN

There was a level of selectivity and exclusivity to the process by which the city invited organizations to participate as stakeholders in the pLAN, but the city later extended invitations to those that asked to be included. Lack of resources and manpower may have contributed to the private nature of the process.

The Mayor's Office of Sustainability spearheaded development of the pLAN and outside organizations were brought in through email outreach to act as stakeholders in the development process. Participants learned of the Sustainable City pLAN in a variety of ways, including invitations from the Mayor's Office of Sustainability, emails from other city officials, and outside word-of-mouth. Fifteen of the interviewees heard about the development of the pLAN directly from the Office of Sustainability, seven of whom received an invitation to an initial stakeholder meeting. Of the four interviewees who did not hear about the development of the pLAN from the Office of Sustainability, two heard about it through other city officials and two

heard of it through word-of-mouth. Of those four, three reached out to the Office of Sustainability and received an invitation to attend meetings later in the process, while one did not reach out to the Office of Sustainability and was not involved with development of the pLAN. As CSO Petersen explained, “We heard from some people who didn’t feel involved and we quickly involved them along the way...we really worked hard to be inclusive, so we feel really good about that” (Petersen, pers. comm., January 14, 2016).

One interviewee mentioned that he is involved in “whatever the city chooses to invite us to” (Boller, pers. comm., February 1, 2016). According to the CSO Petersen, the Office of Sustainability conducted:

Monthly environmental and different stakeholder community group meetings, we did targeted group meetings with housing advocates,...environmental justice advocates,...we met with Neighborhood Councils, we had some community meetings—we didn’t have the resources to really go out...to every neighborhood in LA but we targeted Wilmington and Pacoima, we did community meetings there. We targeted and went out and did presentations and got feedback from business organizations, Central City Association, studios, organizations that serve the Asian community, Latino organizations, housing groups, and mobility organizations. We did a lot of outreach (Petersen, pers. comm., January 14, 2016).

The city’s method of targeted outreach gave it a level of control over the organizations that were involved in the development of the pLAN. The Office of Sustainability did not, to my knowledge, post information about the meetings publicly online or physically. This points to a degree of selectivity and exclusivity in terms of which organizations and neighborhoods were included. However, as was clear through my discussions with participants and Petersen, the Mayor’s Office of Sustainability did extend invitations to organizations that reached out to the city about being involved, added them to the list of stakeholders, and communicated with them regularly. Additionally, as Petersen mentions, the lack of people-power and resources available to the Mayor’s Office of Sustainability created a barrier to broader outreach across the city.

II. Involvement in Development

Category/Theme	Findings
<i>Participant Experience</i>	<ul style="list-style-type: none"> - Experiences of participants differed based on when their organization was brought in as a stakeholder and how many meetings they attended. Because information from meetings was not available publicly, organizations did not receive information unless present at meetings. - The experiences and attitudes of the participants differed based on which sector and goals they worked on and how those were represented in the pLAN.
<i>Feedback</i>	<ul style="list-style-type: none"> - The city did not offer consistent responses to participants about how the feedback they gave on the pLAN was used.
<i>City Receptiveness</i>	<ul style="list-style-type: none"> - The disparity among the participants who felt their comments were reflected in the pLAN and those who did not points to differences in communication from the city to certain organizations and across sector/topic area.
<i>Group Dynamics</i>	<ul style="list-style-type: none"> - Challenges associated with the large size of the stakeholder group and perceived hierarchy within it emerged as barriers to maintaining equity and specificity in regards to topic areas in the pLAN and speaking time at meetings.
<i>Interactions with the City</i>	<ul style="list-style-type: none"> - Interactions with the city varied based on past working relationships between organizations and city officials, leading to an inequitable level of access being given to some organizations with history of working with the city. - Some interviewees felt they had to push the city further on certain goals within the pLAN, showing the tension between a bureaucratically run city and organizations working on the ground.

Of the nineteen organization representatives that I interviewed, eighteen were involved at varying degrees as stakeholders in the development of the pLAN. Involvement began at different times among the organizations and five interviewees could not recall when they first began working on development of the pLAN. Eight of the interviewees remembered their involvement beginning in 2014, three believed they began in either early 2014 or late 2013, one began involvement in 2015, and one said that informally he began discussing the pLAN with the Mayor's Office in 2013. It is unclear if the varied start times reflect a difference in stages of the

pLAN's development or if the participants have difficulty recalling specific dates. Many of the interviewees mentioned that they did not attend all of the meetings held by the city so it is likely that they did not all share the same experience during development.

The main form of involvement described by interviewees was a series of stakeholder meetings at City Hall. One interviewee described, "It was a room full of people that I know and have worked with from other organizations and we did a lot of group work where we broke up into teams and kind of gave feedback on...each piece of the policy" (Anonymous, pers. comm., 2016). Mark Masaoka of the Asian Pacific Policy and Planning Council (A3PCON), who was unable to go to every meeting due to his own workload, explained, "There's a zillion groups and a zillion meetings and you could go to meetings almost full-time, easily full-time on the subject... so we sort of pick and choose the things I go to" (Masaoka, pers. comm., January 15, 2016). Participant knowledge of and experience with the pLAN differed based upon the number of meetings they attended and which meetings they attended. It also appears that information shared in the meetings was not widely disseminated with non-attendees, meaning that unless organizations were present they did not receive information.

Fourteen interviewees mentioned giving input in person as their main method of communicating with the city, while one mentioned written input and another recalled giving online input. As Dominique Hargreaves of the US Green Building Council-LA (USGBC) elaborated, "I think we met between every month and every six weeks last year and in these meetings we would spend generally about two hours and we would zero in...on what the main bullet points should be" (Hargreaves, pers. comm., January 13, 2016). One interviewee noted varied attendance based upon topic area: "I went to the first meeting and it was pretty packed and then it kind of started dwindling, but I think if you were an organization that had specific things

on [the pLAN] you were at every meeting” (Anonymous, pers. comm., 2016). The different topic areas appear to be a determining factor in the experience of participants; attitudes differed among those who felt their sector and goals were represented within the pLAN and those who did not.

While most interviewees referenced their input as being specific to certain goals and topic areas within the pLAN, four mentioned being involved in the development of the pLAN’s metrics. As Walker Wells of Global Green says, he spent time making sure that, “there were metrics and quantitative-based indicators, and what metrics were being used, and then that those metrics were aligned with existing best practices on the national level” (Wells, pers. comm., January 22, 2016). As I will discuss in section VI. Satisfaction of the pLAN, interviewees had varied responses to the metrics used in the pLAN.

i. Feedback

While the Mayor’s Office of Sustainability requested input from community organizations during the stakeholder meetings, they did not consistently offer responses about how the feedback was used. Two of the nine interviewees who mentioned giving feedback to the city said that they did not hear back about their feedback. One interviewee said, “There was little documentation of what that feedback was and how it would or wouldn’t be utilized in the document. So there wasn’t a feedback loop... we gave and got little back” (Anonymous, pers. comm., 2016). In contrast, Steve Coulter of Los Angeles Business Council (LABC) said, “I feel that the written comments submitted by us were reflected in the plan or if not reflected in the plan we did get a response and have an understanding for why that didn’t go in the pLAN” (Coulter, pers. comm., February 4, 2016). According to Petersen, “We’d give them the chance to participate and give us their input and feedback...sometimes we were able to include all the

feedback, other times we couldn't include all the feedback...but we took it all very seriously and analyzed every piece of feedback and idea we got" (Petersen, pers. comm., January 14, 2016).

There appears to be some variance between organizations that worked with drafts of the pLAN during development and those that did not. Two interviewees mentioned giving feedback on drafts while another pair mentioned that they did not work with drafts. One interviewee felt that the city was "very tight-lipped about what they were drafting. So they wanted feedback, but they weren't giving us anything to give input on for many months. It wasn't until the very end of the process that they got more specific about it, so I think there was some frustration in the broader environmental community during that process" (Anonymous, pers. comm., 2016). Another interviewee said, "There was a long time between when we gave our input to when the pLAN came out. There was no draft for us to review. Maybe there was some select group of people who were invited to be more engaged in that process, we weren't" (Anonymous, pers. comm., 2016). Reflecting on a different experience, another interviewee explained, "The city would go back and synthesize what they'd heard from all of the stakeholders and then start to present to us rough, rough drafts of the pLAN. That was really good because then you could start to see what was in and what was out" (Anonymous, pers. comm., 2016). These comments suggest the need for the city to come up with a synthesized communication strategy for all participants.

ii. City Receptiveness

Of the eighteen interviewees involved in the development of the pLAN, eleven believed that the city was receptive to their input. Steve Wicke of the Sierra Club's Angeles Chapter said, "I think that the input that was shared was always integrated into it in a way that was actually constructive" (Wicke, pers. comm., February 9, 2016). Mark Gold of UCLA added "Topically

yes, I don't think there's an area in the pLAN where it's like 'I wish they would have tried to address that.' Obviously, there are disagreements with what the metrics are. That's going to happen no matter what" (Gold, pers. comm., February 9, 2016).

Four interviewees felt that the city was receptive to a certain extent. Shona Ganguly of the Nature Conservancy said that her organization's input to the pLAN was reflected, "to the extent that we're ready for it to be there. There's going to be an update in a year or two, and I think even more focus on green infrastructure is going to be really necessary" (Ganguly, pers. comm., February 5, 2016). Another interviewee said, "There are fifteen big sections in the pLAN, and we certainly did not get everything we wanted in all fifteen sections. We feel like there is room for improvement and more ambitious goals in certain sections" (Anonymous, pers. comm., 2016).

Three felt that the city did not incorporate their comments into the final pLAN. One interviewee, who worked for an organization in the transportations sector, felt that the transportation section of the pLAN was a "very light touch and it wasn't very much a deep dive" in terms of connecting the topic area across environment, equity and economy (Anonymous, pers. comm., 2016). The disparity among the participants who felt their comments were incorporated and those who did not points to inconsistencies in communication across topic areas and with certain organizations.

iii. Group Dynamics

Three of the interviewees mentioned the existence of a hierarchy within the group of stakeholders involved with the development of the pLAN. One interviewee described the first wave of outreach as being to "the inner circle stakeholders" (Dunnavant, pers. comm., January

22, 2016) while another said that the process created “inadvertently a sort of hierarchy within organizations” (Mejía-Carranza, pers. comm., January 20, 2016).

Four interviewees mentioned challenges associated with the large size of the input group. One interviewee said of a feedback meeting in January 2016, “There were so many people that not everybody got to speak. I didn’t get to speak. And time passed very quickly” (Anonymous, pers. comm., 2016). Ganguly elaborated, “There were a lot of people at the last meeting, and an hour and a half or two hours is definitely not enough time for everybody to get around the table and say their names or what their priorities are” (pers. comm., February 5, 2016). She suggested the city “might need to put together some working groups for each part of the pLAn” (Ganguly, pers. comm., February 5, 2016). In a similar vein, Water Policy Advisor Liz Crosson said, “I think some of the more effective meetings were the ones where we actually split up into issue areas, so my interests and expertise being in water there was sort of a split-off group that met and talked about what the water outcomes and goals should be... I know they had breakout groups for all the different sectors...I think that was a useful exercise” (Crosson, pers. comm., January 21, 2016). The large size of the stakeholder group made maintaining equity and specificity a challenge with regard to topic areas and speaking time.

iv. Interactions with the City

Four of the interviewees linked their organizations’ past work history with the city to their level of involvement with the development of the pLAn. Hargreaves mentioned, “There’s a long history between Global Green and USGBC. Matt Petersen from Global Green was definitely a supporter and there have been green building policies within the city for some time. There’s a good history of a working relationship between USGBC, the Mayor’s Office and Global Green, which has now taken over the Mayor’s Office” (Hargreaves, pers. comm., January

13, 2016). In explaining how he communicates with the city, Denny Zane of MoveLA said, “Matt Petersen is a friend. The people who formulate this whole thing are familiar. If we don’t get back to them they know we’re busy” (Zane, pers. comm., February 2, 2016). Stephen Mejía-Carranza, Community Programs Manager at Friends of the LA River, an organization that was not involved in the pLAN’s development, mentioned, “It can be unfortunate for newer, younger, smaller groups that are trying to add to that effort. Experience and reputation gives certain people agency and access that other people don’t have” (Mejía-Carranza, pers. comm., January 20, 2016). These comments point to a level of inequity present during the development of the pLAN, as organizations with previous relationships with city officials were given a level of access not afforded to newer organizations.

Three of the interviewees reported that they felt the organizations had to push the city to further the pLAN’s goals. Of the process to develop goals, one interviewee said, “We took it very seriously to make sure the draft was as aggressive as possible... We always try to promote things that we think are aggressive but can be done... We’re asking for the city to stretch and we’re asking for the city to try something that is hard, but we follow up and try to help” (Anonymous, pers. comm., 2016). Regarding the pLAN’s final goals, one interviewee said, “Our demands are more urgent than they are willing to go for” (Anonymous, pers. comm., 2016). The differences between city and organization goals point to a tension between the bureaucratically run city and organizations working on the ground as well as the difficulty associated with compiling so many specific targets in one document.

III. Adopting the pLAN

At the time of these interviews, ten of the organizations had adopted the pLAN and nine had not. When asked how many total organizations have adopted the pLAN, Petersen said, “We

didn't put a huge amount of effort around [adoption] when we launched the pLAN... We did some recruitment to show broad sense of ownership, that this is... everyone's plan. We had fifty-two organizations, universities, businesses, teachers [adopt the pLAN]... we haven't had a lot [of adoptions] since" (Petersen, pers. comm., January 14, 2016). He also emphasized that the Office of Sustainability is currently working on its community engagement strategy although they do not yet know what it will entail.

Category/Theme	Findings
<i>Adopters</i>	<ul style="list-style-type: none"> - Almost all adoptions were connected to work that the organizations were doing before the pLAN, reinforcing the pLAN's role as a unifying and clarifying document. - Some interviewees connected the pLAN to promotion of their own work, while some believed it was promotional for the city's work. - Adoptees found the adoption process to be unclear and confusing, with some saying they weren't actually sure whether they had formally adopted the pLAN.
<i>Non-Adopters</i>	<ul style="list-style-type: none"> - While a third of non-adopters mentioned time and workload constraints, the other reasons participants did not adopt the pLAN related to a lack of understanding about the process or purpose of adoption due to a lack of communication with the city.
<i>Communication with the City</i>	<ul style="list-style-type: none"> - Communication about adoption between the city and adopters and non-adopters differed between participants and was not extensive.

i. Adopters

Eight of the adopters described their adoption as work their organizations were already doing that fit the pLAN's goals. One interviewee noted, "I'm just doing the same things I did before the pLAN's creation, but now we satisfy [the pLAN] and we have adopted part of the pLAN, too" (Anonymous, pers. comm., 2016). Wells described Global Green's work in connection to the pLAN, "Since we were already doing some of that work and we've been involved in neighborhood-scale sustainability for a long time... it was a way to link what we'd been doing to the pLAN" (Wells, pers. comm., January 22, 2016). Another interviewee said his

group's adoption "is work that we were already doing but it has now become more specific to the target that the city set. So, I guess you could say, by adopting the pLAN, we've focused some of this work to reaching that goal" (Anonymous, pers. comm., 2016). Petersen also stated, "I think...most organizations probably made a commitment around something they were already doing but thought about how they could frame it" (Petersen, pers. comm., January 14, 2016). These responses reinforce the pLAN's role as a unifying and clarifying document around which organizations can mold their work, but also show that the document may not be introducing anything new to the conversation.

Two interviewees mentioned the pLAN as a way to promote their own work, while two referenced their adoption as a way to promote the city's work. In comparing TreePeople's goals to those in the pLAN, Torin Dunnivant said, "It's the same goals, we're just glad to see them get daylight or being sort of co-promoted" (Dunnivant, pers. comm., January 22, 2016). Coulter mentioned LABC's desire to assist in promoting the pLAN's water goals: "It's something that we wanted and needed to get more engaged in...I think we were also looking at 'What's something we can provide some marketing, some promotional value to?'" (Coulter, pers. comm., February 4, 2016).

Three adopters found the adoption process to be informal and confusing. One interviewee said, "I don't believe it was clear what mechanism we needed to use to adopt the pLAN, other than just saying we were adopting the pLAN and providing a little sentence saying which area of the pLAN we were adopting...We didn't get anything back, like a confirmation or a certificate of appreciation" (Anonymous, pers. comm., 2016). Another interviewee stated, "I guess you could say we have [adopted the pLAN]. I don't know if we formally did anything to say we had, but the

strategies that we're laying out are specific to helping us meet that goal" (Anonymous, pers. comm., 2016).

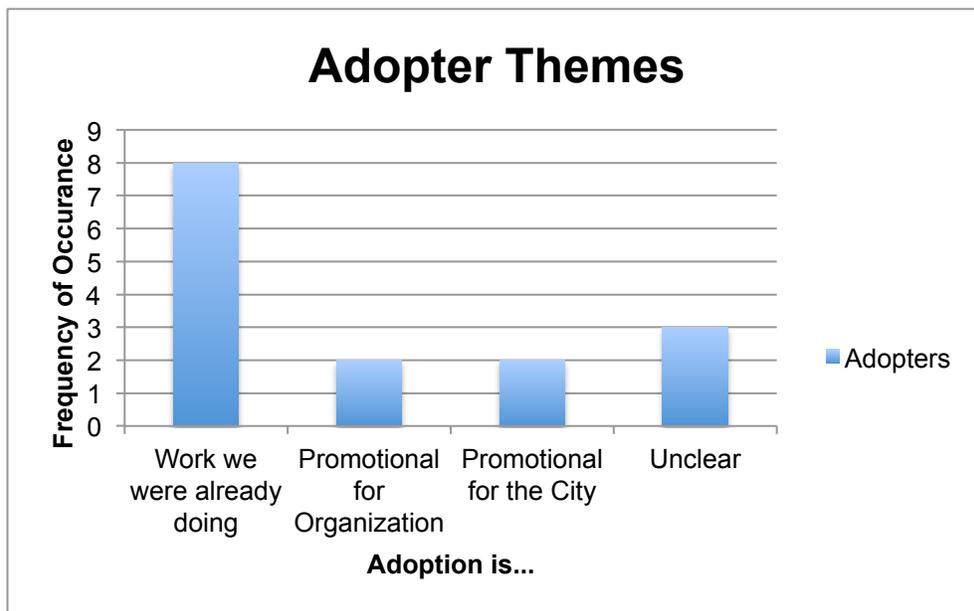


Figure 2. Themes Drawn From Adopter Interviews

ii. *Non-Adopters*

Nine of the organizations did not adopt the pLAN for a variety of reasons. One was not aware of the adoption process, two needed clarification on the meaning of adoption, three were not approached by the city to adopt, and three were too busy or had not gotten around to adopting the pLAN yet. Four of the non-adopters mentioned that the adoption process was unclear.

Reasons did not adopt the pLAN	Selected Statements	Frequency of Occurrence
<i>Not aware of adoption process</i>	"No, I wasn't aware of that [adoption process]. That's interesting, I'll have to look into that" (Boller, pers. comm., February 1, 2016)	1
<i>Lack of clarity</i>	"I honestly couldn't tell you what adopting the pLAN means and...it would be me in our	2

	<p>organization who would do it and be involved but it wasn't explained" (Bruins, pers. comm., January 14, 2016)</p> <p>"I haven't really felt or figured out how to officially or formally [adopt the pLAN]...adopting the pLAN is almost like an endorsement but what are the measurable outcomes, it doesn't seem clear to me yet" (Wright, pers. comm., February 10, 2016)</p>	
<i>Not approached by the city to adopt</i>	<p>"We were not [approached by the city to adopt the pLAN]. We would consider it, we would have to take a look at the short-term and long-term goals...We would certainly sign on to the plan because we support the effort by and large, but we'd have to look at it a little more closely" (Mejía-Carranza, pers. comm., January 20, 2016)</p> <p>"We heard about 'do you want to adopt the plan?' at that meeting [but] I was never sent an email" (Anonymous, pers. comm., 2016)</p>	3
<i>Time/workload constraints</i>	<p>"We have not adopted specific things from the pLAN yet...I guess part of the problem for Sierra Club is that we have certain priorities and we only have so many people and so much resources, we can only do so much" (Wicke, pers. comm., February 9, 2016)</p> <p>"I've heard of it but we haven't adopted it. The only reason why we haven't is because we've been working on this other thing" (Masaoka, pers. comm., January 15, 2016)</p>	3

Other than the three non-adopters who mentioned time and workload constraints, all of the reasons participants did not adopt the pLAN related to a lack of understanding about the process or purpose of adoption. In each of these cases, the level of communication between participants and the city could have been improved to encourage adoption. It appears that more personalized and universal outreach may have solved these issues.

iii. Communication with the City

Three of the adopters had communicated with the city about the pLAN or their adoption while seven adopters had not communicated with the city formally about the pLAN or their work

pertaining to the pLAN. Hargreaves said, “We basically speak on a weekly basis about a variety of things [and] about the pLAN and the piece of the plan...about the building energy efficiency work. We are very closely aligned with that so we’re in touch constantly” (Hargreaves, pers. comm., January 13, 2016). One interviewee also clarified that while they are in touch with the city regularly about their organization’s work that contributes to the pLAN, it is never phrased as an “adoption” or “goal” (Anonymous, pers. comm., 2016). Of the city’s efforts to engage adopters, CSO Petersen said they sent, “one email to [adopters] and now we’re going to launch a more consistent engagement strategy either in late February or March [2016], where we’re providing an easier ‘check out your commitment online and give us an update.’ We’ll probably do a straight ahead email request for updates before then” (Petersen, pers. comm., January 14, 2016).

Two non-adopters mentioned the need for organization-specific outreach around adoption. One interviewee said that their organization would not adopt the pLAN “unless somebody’s going to sit down with us and talk about why we should adopt the pLAN ...no one has instigated that on the Mayor’s Office side” (Anonymous, pers. comm., 2016). Similarly, Wright explained, “[the Mayor’s Office] might feel like they’re in touch with me all the time, but it’s not like we got anyone that came to our board in a very deliberate way and said, ‘Here’s the pLAN. We would like [you] to help us achieve this, this and that’” (Wright, pers. comm., February 10, 2016).

IV. City Resources

- *There is a lack of cohesion between the pLAN and the applicable resources available from the city, highlighting the need for synthesis across city departments so that the pLAN can be effectively incorporated in city policy.*
- *Some of the adopters offered resources to the city as part of their adoption and understood that to be their contribution to the pLAN. These varied interpretations of the pLAN are reflected in the different ideas about who should be carrying out the work contributing to the pLAN.*

Three of the adopters mentioned that the city offered resources that contributed to their adoption of the pLAN. Ganguly said that the city provides, “data sharing, support (written or verbal) and partnership” to further Nature Conservancy’s adoption (Ganguly, pers. comm., February 5, 2016). Hargreaves mentioned that while a few different city programs and resources contributed to their adoption of the pLAN, some could be improved. While DWP successfully assists in promoting USGBC’s green janitor education program, when it comes to their green business certification program, “DWP has many, many rebate programs for small businesses...and there’s a bit of a disconnect with that program because if we speak with someone that is really a good candidate for the small business direct install or some of the other rebates, it takes forever for any work to get done. They go into a queue and then months go by...the lag time, the wait time to actually get work done is not ideal” (Hargreaves, pers. comm., January 13, 2016). This emphasizes the need for synthesis across city departments so that the pLAN can be effectively incorporated into city policy and is not inhibited by previous regulation.

Three adopters said that they offer resources to the city as part of their adoption. One interviewee said, “It’s the exact opposite, we are providing the city with funding” (Anonymous, pers. comm., 2016). As Gold elaborates, “If anything, we’ve provided resources the other way, we’ve put fellows in the Mayor’s Office, grad fellows doing work in Matt’s shop last summer” (Gold, pers. comm., February 9, 2016). Because involvement in the pLAN means something different to each group, there are differing understandings about who should be carrying out the work contributing to the pLAN.

V. Purpose of the pLAN

Some interviewees understood the pLAN to be specific to internal city goals and did not see how their organization fit into that model, some thought it was meant to align their goals with the city and set priorities, and others viewed it as a tool for organizations to gain leverage in their work.

Through the interviews it became clear that there is a varied understanding of the purpose of the pLAN among the stakeholder organizations. Four of the interviewees described the pLAN as a “guiding document” or “roadmap” and one interviewee mentioned it as a “vision document.” As one interviewee described, “The pLAN is a guiding document, so the work continues with or without the pLAN ... The point of the pLAN and what’s helpful is that it created internal and external accountability” (Anonymous, pers. comm., 2016). Of the city’s perspective on the pLAN, CSO Petersen said, “We decided we want people to focus on the targets and how we’re going to get there and that’s how we structured it” (Petersen, pers. comm., January 14, 2016). While CSO Petersen emphasized that the pLAN is meant for everyone, it was unclear to many of the participants if the pLAN was meant to be for the city, for the public, or for a combination of the two.

i. Internal vs. External

Six of the interviewees viewed the pLAN as having an internal focus to impact city practices, referencing the pLAN’s city department emphasis. Bruins said, “They wanted us to pick a target in the pLAN and adopt it, but literally the pLAN is objectives for city departments” (Bruins, pers. comm., January 14, 2016). Another interviewee shared a similar understanding, stating, “The pLAN was a way to synthesize stuff to get a lot of the internal departments on board, and it was a way to show what the city wants to do so other organizations will sign on and do it” (Anonymous, pers. comm., 2016).

ii. Priorities and Goals

Seven of the interviewees referenced the way the pLAN aligned their goals with the city’s goals and six referenced the pLAN as a priority-setting document for the city. Mejía-Carranza said, “Any sort of guidance document that begins to set priorities for the city is very helpful for

city agencies and for regulatory agencies who have to carry out these goals to have something to shoot for” (Mejía-Carranza, pers. comm., January 20, 2016). During the development stage of the pLAN, Ganguly described “a form portal online where we could submit our priorities and thoughts for the pLAN” (Ganguly, pers. comm., February 5, 2016). In explaining how he was involved in development, Zane said, “We’re a respected voice at the table and they want us to think about what their priorities are so we can reflect them in our proposals and we want them to think about our priorities” (Zane, pers. comm., February 2, 2016). Petersen emphasized the integration of comments from stakeholders: “[The pLAN] looked a little different when we started and it evolved based on the feedback we got, ‘What priorities are the priorities we need to set? What do we need to include? What’s missing?’” (Petersen, pers. comm., January 14, 2016).

Wright pointed out that because city departments can be at odds with each other, the pLAN asks, “How do we create a hierarchy of what’s important and then allow decisions to be made on that hierarchy of priorities? I think that’s what...the Sustainability pLAN really helps set the tone for” (Wright, pers. comm., February 10, 2016). As Wells put it, “It wasn’t like the pLAN came out with a \$100 million initiative to implement the pLAN, it’s a lot of awareness-raising and shifting prioritization” (Wells, pers. comm., January 22, 2016). Another interviewee added, “The pLAN is helpful in shaping the messaging and identifying the priorities of the city and identifying the goal that the city wants to hit, but oftentimes the goal of the organization is to hit an even more aggressive goal.” Dunnavant summed up the synthesizing quality of the pLAN, when he said, “In a way, it takes what’s going on already and encapsulates it so it’s much more digestible. Our goals, it’s the same goals” (Dunnavant, pers. comm., January 22, 2016).

iii. Organizational Leverage

Six of the interviewees said the pLAN gave community groups more leverage in their work. Mejía-Carranza said the pLAN “basically allows community groups who have been advocating for these improvements all along to have some more leverage with these agencies to move these initiatives forward” (Mejía-Carranza, pers. comm., January 20, 2016). Coulter said the pLAN works by “clearly establishing...our long-term goals for the city and ‘How do our environment and economy go together hand-in-hand?’ That really helps us when there’s a challenge or a problem in one of these individual programs to say, ‘Hey, look, we have to overcome this barrier and fix this program and make sure it works so that we reach these goals’” (Coulter, pers. comm., February 4, 2016). Ganguly elaborated on how the city’s support has impacted the Nature Conservancy’s work, “The city is also so much at the forefront of the LA River Restoration that was also a great place for us to engage because we knew we would have [the city’s] support. I mean, we hoped we’d have their support and we have” (Ganguly, pers. comm., February 5, 2016). Another interviewee said their understanding of the pLAN was that, hypothetically, “if we brought something to the city that helps address one of the things in the pLAN, that gets higher priority than something that doesn’t address anything in the pLAN” (Anonymous, pers. comm., 2016).

VI. Satisfaction with the pLAN

Participants who mentioned metrics emphasized the importance of improving the measurements to show the impact of actions taken to further the pLAN’s goals and the progress of the pLAN as a whole. Some interviewees are waiting for long-term outcomes to evaluate the pLAN and its implementation process.

i. Metrics

Six interviewees mentioned metrics as a factor in their satisfaction with the pLAN. Some of those interviewees showed concern that certain actions taken by the city might contribute to goals without actually achieving them. As one interviewee said, “various departments might be

doing various things to get toward these goals...that person might be tasked with meeting the goal but really they're tasked with changing practices within that department and they may or may not meet the goal" (Anonymous, pers. comm., 2016). Wells said of Global Green's adoption:

I think we generated a fair amount of outputs, like planning recommendations, strategic recommendations on developments...but it's really hard to know what's occurred in terms of an outcome which would be an actual reduction in energy use or water use...I think a number of those quantitative metrics that the pLAN has identified can be perhaps a little challenging for an individual actor—whether it's a person or a community group—to determine how [their adoption] is really having an influence on those citywide metrics (Wells, pers. comm., January 22, 2016).

Coulter gave a description of what he looks for in metrics:

I think the next step is metrics and tracking...The big piece of work to be done is to build upon the rather minimal data on the Sustainable City pLAN website right now and to be able to get a little bit more specific...not only the city but other stakeholders can take a look at that, analyze that data and be able to identify... 'here's really where these projects are being slowed down, what can we do to address that?' (Coulter, pers. comm., February 4, 2016).

ii. Long-Term Outcomes

Five interviewees said that the long-term outcomes and performance of the pLAN would be a factor in their satisfaction with it. Gold said, "The hard part is implementation...that's a piece that isn't super clear...There was a lot of community engagement putting together the pLAN, you want to make sure there was broad support across the City of L.A. for the pLAN, but as hard as that is, that's the easy part compared to the implementation" (Gold, pers. comm., February 9, 2016). Mejía-Carranza echoed that statement: "Whether or not it proves to be very effective in the long term I think just depends on it's implementation, but [the pLAN] is a good place to start" (Mejía-Carranza, pers. comm., January 20, 2016). Dunnivant said, "We are, as an organization, enthusiastic about the concept and the investment of energy and thought that went into it. [The pLAN] now, like everything that has to do with sustainability, demands continual maintenance and effort" (Dunnivant, pers. comm., January 22, 2016).

VII. General Thoughts

Category/Theme	Findings
<i>Synthesis in City Policy</i>	- Interviewees mentioned the synthesis of the pLAN with other city policy and regulations as a key factor in the future performance of the pLAN and a potential barrier to achieving its goals.
<i>“Sustainability”</i>	- The use of the term “sustainability” in the pLAN has led to varying interpretations of its purpose and requires further exploration and definition.
<i>Pace of the Plan</i>	- Some interviewees advocate for a quicker pace in the pLAN and seek higher targets.
<i>Networking Opportunities</i>	- The stakeholder process brought together diverse organizations and leaders, enabling networking across the environmental sectors.
<i>Bureaucracy</i>	- The bureaucracy of the Los Angeles City Government is viewed as a barrier to the development and implementation of the pLAN.
<i>Website</i>	- The website is inefficient in communicating the pLAN’s goals and adoption strategy to stakeholders and must be improved.

i. Synthesis in City Policy

Ten of the interviewees expressed the need for synthesis between the pLAN and other city policy and regulations. One interviewee suggested that the city needs to ask, “Does this individual development, does this transit plan, does this policy serve us or f**k us? Because if we keep doing things the way we’ve always done them, we are not sustainable” (Anonymous, pers. comm., 2016). Coulter said the next step is asking, “How do we take the goals from this pLAN and get help from the Mayor’s Office, from stakeholders who are engaged in that pLAN, to help influence the long-term resource planning that LA DWP goes through...to ensure that they have the resources and goals that align with what’s established in the pLAN?” (Coulter, pers. comm., February 4, 2016). In his comments about the pLAN, Wright said:

I think the vision is in alignment but I think it’s recognizing that what’s getting in the way...are the differences between when you’re a policymaker looking at it from an outside-in perspective and when you’re a practitioner...running into regulatory hardship constantly and that regulatory hardship...imposes constraints that disallow innovation and disallow the most sustainable outcome (Wright, pers. comm., February 10, 2016).

Dunnavant added, “How do the [city] agencies talk together about creating efficiencies by shared resources and making inroads on shared goals? That’s also something we’d like to see the Sustainability pLAN continue to do, is motivate that inner synchronicity between departments” (Dunnavant, pers. comm., January 22, 2016). These responses point to the participants’ shared concerns over the implementation phase of the pLAN.

ii. “Sustainability”

The pLAN’s use of the term “sustainability” is not thoroughly defined in the document, resulting in differing interpretations of the meaning of the pLAN. Three interviewees discussed the use of the word “sustainability” in the title of the pLAN. One interviewee called it a “nebulous term” (Anonymous, pers. comm., 2016) while Ganguly mentioned that it “means something different to everybody” (Ganguly, pers. comm., February 5, 2016). These comments reflect a broader conversation among environmentalists regarding the use of “sustainability.” Wright also commented on the meaningfulness of the language used in the pLAN, “Well, everything should be sustainable...there’s a little bit of danger with these buzzwords” (Wright, pers. comm., February 10, 2016).

In 2007, Johnston et. al, said, “It has been estimated that some three hundred definitions of 'sustainability' and 'sustainable development' exist broadly within the domain of environmental management and the associated disciplines which link with it, either directly or indirectly,” pointing to the ambiguity of the term (2007, 60). In his exploration of sustainability as a term, Gatto states, “We ought to recognize that each part or scientist involved in the sustainable development debate has a different notion of sustainability because they reflect different priorities and optimization criteria, which are notoriously subjective” (Gatto 1995,

1183). These conversations are still ongoing, but make it challenging to find a uniform interpretation of the pLAn.

iii. Pace of the pLAn

Three interviewees addressed the pace of the pLAn's goals. In discussing the LA City government's reform of regulation and policy, Wright said, "They're going for incremental changes when really it's something we need to do right away" (Wright, pers. comm., February 10, 2016). Similarly, Wicke said, "I think the main thing is to do it at a faster pace, I know nobody wants to do it. It takes a lot of money, it takes a lot of resources, and the politics have to be thrown out the window" (Wicke, pers. comm., February 9, 2016). The slower pace of the Mayor's plan exposes a tension between the efforts of organizations working within the city and the bureaucratic governing system.

iv. Networking Opportunities

Five interviewees referenced the positive aspect of networking with other organizations through the development and implementation of the pLAn. Ganguly said, "I think it's really great to be able to go to the Mayor's Office and connect with a bunch of people and see what they're doing" (Ganguly, pers. comm., February 5, 2016). Hargreaves elaborated, "Their strategy of bringing all these people together who are never together, [but] they all have things to contribute to the sustainability equation, to have them all in the same room is unbelievable...It has allowed me to get to know other organizational leaders that I might not have known otherwise because they're related but just different enough that we're not on a day-to-day basis" (Hargreaves, pers. comm., January 13, 2016). By bringing organizations together, the city has enabled them to network and work together more effectively.

v. *Bureaucracy*

Two interviewees mentioned the bureaucracy of the Los Angeles City government as a barrier to developing and implementing the pLAN. Referring to the pLAN, Robert Boller of Project Angel Food said, “I can’t say anything bad about it except that they certainly had to limit themselves within the constraints of the city bureaucracy, but they have cut through a lot of that red tape in getting things done” (Boller, pers. comm., February 1, 2016).

vi. *Website*

Three interviewees mentioned a need for the website to be improved. Hargreaves said, “The pLAN needs to be in more places besides the one little corner on the mayor’s website. The pLAN touches basically everything that happens in the city, so it needs to be on everyone’s website...The pLAN needs to be more easily found in areas where people would be engaging with it” (Hargreaves, pers. comm., January 13, 2016). One interviewee added, “The website sucks. There’s so little information you can access on the website” (Anonymous, pers. comm., 2016). After facing some difficulties with adopting the pLAN online, Ganguly said, “They’re going through an overhaul of the website because not all of the groups who participated on the pLAN are actually listed” (Ganguly, pers. comm., February 5, 2016). CSO Petersen acknowledged, “We need to update the website and revamp, make it easier for people to adopt the plan...As we do our first annual pLAN report, we’ll have a more user friendly website for people to make commitments” (Petersen, pers. comm., January 14, 2016).

5. Discussion and Recommendations

The pLAN's large, over-arching framework is the source of many of the successes and challenges associated with it. Through my research I have seen the struggle that several organizations have gone through to ensure that their constituencies and topic areas were and continue to be sufficiently represented, some without success. Much of the challenge associated with this process is connected to the size of the Mayor's Office of Sustainability, staff turnover, and lack of resources. In order to remove barriers to organizations seeking to be involved in both the development and implementation of the pLAN, I recommend the following:

Category/Theme	Recommendations
<i>Communication</i>	<p>About the pLAN:</p> <ul style="list-style-type: none"> - Create a universalized system of keeping in touch with stakeholders, adopters and the public about the pLAN, including updates about goals, current work being done, and how to be involved. <p>Specificity</p> <ul style="list-style-type: none"> - Define the purpose of the document as it applies to Angelenos: who is it meant for, how can it be used, how can stakeholders read and use the pLAN? - Define the term "sustainability" as it is used in the document, clarify its meaning and purpose. <p>Group Size</p> <ul style="list-style-type: none"> - Create smaller input groups in meetings based on the sector of the organizations and share results of smaller group meetings with the larger group. - Divide input groups by criteria other than sector to enable organizations to speak and network with those outside their sector. <p>Feedback Loop:</p> <ul style="list-style-type: none"> - Track input given by organizations and communicate regularly with stakeholders so that they know which suggestions are used in the pLAN, which are not, and why. <p>Adoption:</p> <ul style="list-style-type: none"> - Define and clarify the adoption process and purpose. - Create an online portal for adopters to track their own progress, see their impact on the outcomes of the pLAN, and connect with other individuals or organizations with similar adoptions. - Check in with adopters regularly (twice a month or monthly) about their progress, challenges, and concerns.

	<ul style="list-style-type: none"> - Conduct direct outreach to organizations considering adoption through in-person meetings with their board of directors. - Send confirmation to organizations that have adopted the pLAN and recognize their contributions to the pLAN.
<i>Publicity</i>	<ul style="list-style-type: none"> - Post information about stakeholder meetings and pLAN updates publicly (online, in newsletters, through Neighborhood Councils, etc.) so that it is accessible to those interested in being involved. - Create an outreach strategy with defined programs and ways Angelenos can contribute to the pLAN. - Use other city departments and resources to publicize the pLAN through online and physical postings. - Educate other city officials about the pLAN so they can recommend it to their constituents. <p>Website:</p> <ul style="list-style-type: none"> - Connect the pLAN's website to other city websites where it is applicable. - Create useful online content (detailed explanations and examples of adoption, a timeline for adoption and pLAN progress, list of resources for ways to increase sustainability). - Create smaller individual pages for different goals in addition to the currently available full pdf version of the pLAN with specific information and links to potential adoption opportunities.
<i>Transparency</i>	<ul style="list-style-type: none"> - Share the city's timeline and goals for the pLAN openly with stakeholders and the public, including planned updates and current work being done on the document and website. - Create a monthly or bimonthly update email or public forum where information about the pLAN can be distributed. - Record information from stakeholder meetings and make it publicly available for organizations unable to attend. - Make all input and feedback publicly available, along with how it is being incorporated or the reasons why not.
<i>Integration across all City Policy</i>	<ul style="list-style-type: none"> - Analyze all aspects and goals of the pLAN and find where barriers can be removed or goals synthesized in other city policy, regulation and ordinances. - Reevaluate the representation of each sector in the pLAN to ensure equitable representation of all sectors within Environment, Equity and Economy.

I. Communication

Although the pLAN is explicit about its goals, its meaning and language are vague and malleable. While it does effectively fit many different categories and purposes due to its open-endedness, the pLAN's lack of defined purpose and targeted audience has caused confusion and

inaction on the part of certain stakeholders. Some participants in development believed the pLAN was meant to be an internal document, creating change within the city but not in greater Los Angeles. The Mayor's Office of Sustainability must clarify the meaning and purpose of the pLAN and "adoption" in order to unify all stakeholders of the pLAN in taking action toward the completion of its goals. There must be a defined explanation of how organizations, individuals, businesses and other groups engaging with and adopting the pLAN can interact with it. Additionally, the city should create a universalized system of keeping in touch with stakeholders, adopters and the public about the pLAN, including updates about goals, current work being done, and how to be involved.

i. Group Size

The size and scope of more recent meetings has become too large to accommodate the increased number of stakeholders participating in feedback sessions. This could be a reason for the lack of cohesion among participants who assisted in the development of the pLAN. As several interviewees suggested, breaking up the discussion groups into smaller ones about each topic area in the pLAN could be an effective way to ensure that all organizations have the opportunity to give input. I also recommend that the city split up organizations outside of their topic areas so that stakeholders have the opportunity to network and learn from organizations not in their sector. The opportunity to make connections appeared to be a valued part of the development process for participants. Limiting a large group to a two-hour time slot is not conducive to communicating about the pLAN. With a more strategic and universal communications plan, the city could eliminate much of the inequity among stakeholders.

ii. Feedback Loop

The city must also create an efficient and equitable way to communicate with all stakeholders about their input at meetings. A source of frustration for participants was the lack of feedback given to them by the city about their input on the pLAN and not understanding whether it would be used. I recommend that the city track and make public all input given by organizations and communicate regularly with stakeholders so that they know which suggestions are used for the pLAN, which are not, and why.

iii. Adoption

To increase the effectiveness of the adoption program and keep organizations engaged during the adoption process, the city must define and clarify the adoption process and purpose as well as streamline its communication about adoption. I recommend an online portal for adopters to track their own progress and a monthly check-in with them about their progress and any challenges they have faced. Some organizations felt unsure as to whether they had actually adopted the pLAN because they never heard back from the city. With regular city check-ins and encouragements or recommendations surrounding adoption, organizations will feel more empowered to act upon their adoption goals and contribute to the pLAN.

II. Publicity

The Mayor's Office of Sustainability used a targeted outreach methodology. While this approach enabled them to gain the perspectives of many important groups, it also limited the scope of groups who could become involved and created a layer of exclusivity surrounding the pLAN's development. One way to address this in future pLAN development could be to publicly post information about initial meetings to gauge interest from community members before conducting more targeted outreach. This would ensure that all who wish to participate are

included. Additionally, more stakeholders can be engaged through creation of programing and examples for specific adoptions for Angelenos who want to be involved. Two of the participants in my research heard about the pLAN from city officials not in the Mayor's Office. I recommend that the city begin intentionally utilizing the broader city structure to increase outreach and inclusivity and jumpstart integration of the pLAN across city agencies.

i. Website Improvements

A clear solution to both the communication and publicity concerns raised by participants is to improve the pLAN website. Since I began my research, the website has been mildly updated, but the information available and adoption process have remained the same. In order to increase the traffic on the website and the availability of the content of the pLAN, it should be advertised on multiple city websites where it is applicable. Additionally, adoption should be thoroughly explained with more detailed examples of adoption and a timeline for the process. Currently, the only way to access the pLAN is to download the pdf version from the website. It would be helpful to create smaller individual pages for different goals so that specific information is easier to locate and the entire document can be navigated more easily.

III. Transparency

A recurring theme in my research was the lack of communication between the Mayor's Office of Sustainability and the stakeholders. Many of the concerns raised by participants were also mentioned during my interview with Matt Petersen, who shared with me the Office of Sustainability's timeline and goals. However, based on my conversations with participants, it appears that most of those goals and projects have not been shared with them. If the city were to share its timeline, goals and projects with stakeholders and the public, there would be far less confusion and critique among participants. This could be done easily online through a monthly

update email or a public forum posting. Sharing what is being worked on internally would create a level of public accountability and enable stakeholders and the city to work together more efficiently. Additionally, by making feedback and input from organizations during the development process public, the city can increase understanding about how the pLAN was developed and why it is structured as it is.

IV. Integration of pLAN across the City

Another factor that acted as a barrier to implementation and support of the pLAN was its lack of cohesiveness with other city regulations, ordinances and policies. I recommend that the city analyze all aspects and goals of the pLAN in order to understand where barriers can be removed in other city policies and can be synthesized to encourage “sustainability.” As one interviewee pointed out, only when the pLAN is integrated deeply into city policy can it successfully be carried over to the next mayoral administration and have impact for years to come. In addition, the city should reevaluate the representation of each sector in the pLAN to ensure equitable representation of all sectors within environment, equity and economy.

6. Conclusion

Sustainability policy and planning is the latest method through which local governments have attempted to operationalize global environmental policy. Given the size and prominence of Los Angeles, the success of the Sustainable City pLAN could change the way urban environmental policy functions in similar cities. As with any new plan, the development and implementation processes have been largely experimental and continually reconceptualized. This has been reinforced by the ongoing efforts of the Mayor's Office of Sustainability to create a lasting and relevant plan that can be utilized by a multitude of organizations and individuals. As the Office of Sustainability continues to test new methodologies and strategies of engagement, more can be learned about the effectiveness of these practices and how they can be used successfully in future plans and cities.

Through the interviews conducted in this study, it became clear that while most participants agree that the Sustainable City pLAN is useful, most also see room for improvement both in the development and implementation of the pLAN. The targeted outreach strategy of the Office of Sustainability encouraged a wide range of stakeholders to participate in the development of the pLAN, but also led to the exclusion of groups without strong prior relationships to the city. With so many organizations involved in the development, the city was able to gain a large amount of input and feedback on the pLAN before finalizing it. However, because there was not an effective and universal communication system through which the city could communicate with stakeholders, some interviewees did not feel their voices were heard during this process.

At the time of my interviews, the adoption methodology was still in development and had not been strongly emphasized or advertised by the city. Organizations that adopted the pLAN

continued to do work they had been doing prior to the pLAN, while those that did not adopt were generally unsure of what the adoption process entailed. Due to the effective outreach strategy of the pLAN, many organizations are interested in being further involved. However, these groups have not yet received information about the avenues available to them.

While the pLAN is groundbreaking and constantly evolving, its overarching nature makes it challenging to implement. To facilitate achieving the pLAN's objectives, I recommend that the city improve its communication with the public and stakeholders, increase transparency about the progress and timeline of the pLAN, and focus on integrating the goals of the pLAN into current city regulations and across city agencies. With further attempts to improve the pLAN and enough time and effort, I believe that it can eventually become a successful and fully integrated city policy that impacts the actions of all Angelenos and contributes to a more environmental, economically sustainable and equitable city.

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Appendix 1: Interview Questions

Leaders of “Adopting” Organizations

How long have you been with your organization?

What is your role?

What populations does your organization represent within the city?

How did you first hear about the Sustainable City pLAn?

Was your organization involved in the development of the pLAn?

Has your organization adopted the pLAn?

If yes,

What went into the decision to “adopt” the pLAn?

Does your adoption of the plan include a commitment to action or goal?

What is it?

Have you been in touch with the city about your “adoption” and goal?

Are there city resources that contribute to completion of your goal?

Are all members of your organization involved in the adoption of the pLAn?

If no, Why not?

If no:

How did you first hear about the Sustainable City pLAn?

What do you think of it?

Has your organization considered “adopting” it?

If they don’t know much about it:

What do you know about L.A. city sustainability initiatives?

Has the city government reached out to your organization about sustainability initiatives?

Leaders of “Non-Adopting” Organizations

How long have you been with your organization?

What is your role?

What populations does your organization represent within the city?

Have you heard of the Sustainable City pLAn?

If yes,

How did you first hear about the Sustainable City pLAn?

Do you have an opinion of the pLAn?

Were you approached by the city to “adopt” the pLAn?

Has your organization considered “adopting” it?

Why have you not “adopted” it?

If no,

What do you know about Los Angeles city sustainability initiatives?

Has the city government reached out to your organization about sustainability initiatives?

If the city reached out with support and resources, would you be interested in learning more about the pLAn and how to “adopt” it?

City Government Representative

How would you describe the Sustainable City pLAn?

What is the pLAn’s community engagement strategy?

What are the goals of that strategy?

Were community organizations involved in the development of the pLAn?

How many organizations have adopted the pLAn?

Are you happy with the groups who have adopted the pLAn so far?

How do you keep in touch with groups who have adopted the pLAN?

Do you offer resources toward the completion of their goals?

Do you feel the population of the city is represented by the organizations that support the pLAN?

Do you keep track of the commitments and goals set by “adopters?”

Appendix 2: List of Interviewees

Appendix II: List of Interviewees					
Representatives of Community/Environmental Organizations					
Interview Date	Name	Job Title	Organization	Involved in Development?	Adopted?
1/13/16	Dominique Hargreaves	Executive Director	US Green Building Council – Los Angeles	Y	Y
1/14/16	Eric Bruins	Planning & Policy Director	Los Angeles County Bicycle Coalition	Y	N
1/15/16	Mark Masaoka	Policy Director	Asian Pacific Policy and Planning Council	Y	N
1/20/16	Stephen Mejía-Carranza	Community Program Manager	Friends of LA River	N	N
1/22/16	Torin Dunning	Director of Engagement and Partnerships	TreePeople	Y	Y
1/22/16	Walker Wells	Vice President of Programs	Global Green	Y	Y
2/1/16	Robert Boller	Director of Programs	Project Angel Food	Y	N
2/2/16	Denny Zane	Executive Director	Move LA	Y	N
2/4/16	Steve Coulter	Policy Director	Los Angeles Business Council	Y	Y
2/5/2016	Shona Ganguly	External Affairs	The Nature Conservancy	Y	Y
2/9/16	Mark Gold	Associate Vice Chancellor of Environment and Sustainability	UCLA	Y	Y
2/9/16	Steve Wicke	Co-Chair Climate Change Committee	Sierra Club Angeles Chapter	Y	N
2/10/16	Will Wright	--	--	Y	N
Government Officials					
1/14/16	Matt Petersen	CSO	City of LA	--	--
1/21/16	Liz Crosson	Water Policy Advisor (former Executive Director of LA Waterkeeper)	Mayor Eric Garcetti	Y	Y

*Five additional interviews were conducted with participants who chose to remain anonymous in the study. The results from those interviews are included in the above findings but omitted from this list.