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## **Community Development Commission**

May 16, 2017

TO: Each Supervisor

FROM: Sean Rogan, Executive Director



**SUBJECT: STATUS OF HONOR RANCH DEVELOPMENT FUNDS**

On July 12, 2016, the Board directed the Community Development Commission (Commission) to conduct an evaluation of alternatives for addressing the necessary infrastructure upgrades and the elimination of blight on County-owned lands known as Honor Ranch. The Board further directed the Chief Executive Officer (CEO) and the Commission to execute a funding agreement to transfer \$455,000 to the Commission for this purpose.

On September 13, 2016, the Commission provided a report back to the Board, based on initial analysis and meetings with key stakeholders, including the Los Angeles Sheriff's Department. This report identified key issues, opportunities, and an integrated development strategy for the project.

In March 2017, after several more stakeholder meetings and discussions, the Commission drafted a statement of work for a consultant to conduct a feasibility study and an action plan to guide next steps.

On April 18, 2017, the Board directed the Commission to report back on the status of the \$455,000 appropriated for Honor Ranch, and to transfer the remaining funds to the CEO.

As of April 30, 2017, the remaining balance is \$408,548, which reflects \$46,452 in administration and staff costs incurred to date. The Commission is coordinating with the CEO to transfer the remaining balance before June 30, 2017.

If you have any questions, please contact Monique King-Viehlend, Deputy Executive Director, at (626) 586-1553 or [Monique.King-Viehlend@lacdc.org](mailto:Monique.King-Viehlend@lacdc.org).

c: Sachi A. Hamai, Chief Executive Officer  
Each CDC Deputy



SACHI A. HAMAI  
Chief Executive Officer

## County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

August 16, 2017

To: Supervisor Mark Ridley-Thomas, Chairman  
Supervisor Hilda L. Solis  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Sachi A. Hamai  
Chief Executive Officer

Board of Supervisors  
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First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

### **REQUEST FOR AN EXTENSION: REPORT BACK ON THE COUNTY ECONOMIC DEVELOPMENT TRUST FUND (ITEM NO. 7, AGENDA OF APRIL 18, 2017)**

On April 18, 2017, the Board of Supervisors (Board) adopted a Motion (2017 Motion) by Supervisors Ridley-Thomas and Barger, instructing the Chief Executive Officer (CEO) and the Executive Director of the Community Development Commission (CDC) to report back in writing with recommendations regarding the efforts and strategies to implement the economic development policy initiatives that were included in the Board Motion of October 20, 2015 (2015 Motion). On June 16, 2017, the CEO requested a 45-day extension on the report back, with the next update to be delivered to the Board by July 31, 2017. The CEO is now requesting an additional extension to further review the budgetary matters included in the 2017 Motion, and to adequately address the programmatic impact of specific economic development initiatives. The CEO and CDC will provide a final report back to the Board at the time of the Supplemental Budget, which is scheduled for the Board Meeting of September 26, 2017.

### **PROGRESS TO DATE**

The 2017 Motion included nine directives related to the County's Economic Development Program and its application of the Economic Development Trust Fund. A summary of CEO and CDC progress in addressing these nine directives is provided below:

#### **1. County Economic Development Trust Fund**

The 2015 Motion established the County's Economic Development Trust Fund and authorized the initial allocation of \$965,000 in Fiscal Year (FY) 2015-16; \$6.5 million for FY 2016-17; and annual increases that would result in a \$15 million allocation

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by FY 2021-22. Consistent with the directives of the 2017 Motion, the CDC recently transferred \$1.9 million of the 2015-16 and 2016-17 allocations to the CEO for the future administration of certain economic development initiatives. The CEO is currently reviewing funding options for the Economic Development Trust Fund, and will report back at the Supplemental Budget with recommendations regarding future budgetary allocations, and the use of one-time versus ongoing resources.

## 2. Manufacturing Revolving Loan Fund

The CDC administers a portfolio of lending products aimed at providing capital for small- and medium-sized commercial and industrial companies to grow and create jobs. The primary source of funds for the CDC's business loan programs has been Community Development Block Grants and various Economic Development Administration programs. Following the 2015 Motion, the CDC's loan portfolio was expanded to include the Manufacturing Revolving Loan Fund (MRLF). The CDC and CEO are currently reviewing the parameters of the MRLF and opportunities to focus resources on the cleantech sector within Los Angeles County.

## 3. Catalytic Development Loan Fund

The Board of Supervisors approved the creation of the Catalytic Development Loan Fund (CDLF) to promote infill and brownfield development along transit corridors in the unincorporated County. On July 31, 2017, the CDC convened a working group of stakeholders to establish parameters for the CDLF and review a draft solicitation to be released later in 2017.

## 4. Bioscience Revolving Loan Fund

The 2017 Motion directed the CEO to manage the Bioscience Revolving Loan Fund on a going-forward basis and to consider re-positioning the fund as a "fund-of-funds" that lends to one or more equity funds and supports early-stage investment in the bioscience sector in the County. The CEO has established a working group that includes the County Health Agency to evaluate the specific bioscience sectors that would be best suited to a loan fund financed by the County General Fund. An economic development consultant from the CEO's Master Agreement for Economic Development Services will manage the solicitation process to select a fund manager for the bioscience loan fund.

## 5. Community Business Revitalization/RENOVATE Program

The CDC established the Community Business Revitalization Program (RENOVATE) in FY 2016-17. Working in collaboration with the five Board Offices, communities in eleven



unincorporated areas have thus far been targeted for the RENOVA TE Program. In accordance with the program guidelines, grant awards will range from \$35,000 to \$100,000, and the grant recipients will be required to ensure that improvements are maintained in good condition for ten years. Since July 1, 2017, two Notices to Proceed have been issued for RENOVA TE projects, and three additional projects are nearing initiation.

6. Industry Sectors Strategies and Cluster Building

The 2017 Motion directed the CEO to report back with a strategy to implement the grant program for industry sector strategies and cluster-building efforts. The CEO intends to utilize various consultants from its Master Agreement for Economic Development Services to review specific industry sectors that combine long-term growth potential with work opportunities for targeted populations within Los Angeles County. Initial sectors to be evaluated include the film, construction, and cleantech industries. The CEO will further update its efforts on developing industry sectors and cluster-building strategies during the Supplemental Budget.

7. Economic Development Status Updates

The 2017 Motion directed the CEO and CDC to report back to the Board and the Economic Development Policy Committee (Policy Committee) by August 22, 2017, with a status update regarding the three economic development loan programs. This Board Memorandum, dated August 15, 2017, shall serve as the initial written report to the Board. A presentation to the Policy Committee is also scheduled for August 24, 2017. A structure for future quarterly reports and presentations will be discussed at the Policy Committee meeting of August 24th.

8. Staffing Recommendations

The CEO and CDC will report back in the Supplemental Budget regarding any staffing recommendations necessary to deliver successful outcomes for the Economic Development Trust Fund.

9. Honor Ranch Status

The 2017 Motion directed the CDC to report back on the status of the Honor Ranch project, and transfer to the CEO the remaining balance of the \$455,000 appropriated for this project. The CDC provided a written report to the Board on May 16, 2017, and

Each Supervisor  
August 16, 2017  
Page 4

transferred \$408,548 to the CEO in June 2017. The CEO has initiated the process to select one or more consultants to evaluate development opportunities associated with the Honor Ranch property.

## **NEXT STEPS**

The CEO is requesting an extension to the Supplemental Budget on September 26, 2017, to complete its analysis and respond comprehensively to the 2017 Motion. If you have any questions regarding this memorandum, please contact Doug Baron at (213) 974-8355, or [dbaron@ceo.lacounty.gov](mailto:dbaron@ceo.lacounty.gov).

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RM:acn

c:     Executive Office, Board of Supervisors  
        Community Development Commission  
        Consumer and Business Affairs  
        Economic Development Policy Committee  
        Workforce Development, Aging and Community Services



SACHI A. HAMAI  
Chief Executive Officer

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Fourth District

KATHRYN BARGER  
Fifth District

September 26, 2017

To: Supervisor Mark Ridley-Thomas, Chairman  
Supervisor Hilda L. Solis  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Sachi A. Hamai  
Chief Executive Officer

for Sean Rogan, Executive Director  
Community Development Commission

### **REPORT BACK ON THE COUNTY ECONOMIC DEVELOPMENT TRUST FUND (ITEM NO. 7, AGENDA OF APRIL 18, 2017)**

On April 18, 2017, the Board of Supervisors (Board) adopted a Motion (2017 Motion) by Supervisors Mark Ridley-Thomas and Kathryn Barger instructing the Chief Executive Officer (CEO) and the Executive Director of the Community Development Commission (CDC) to report back in writing with recommendations regarding the efforts and strategies to implement the economic development policy initiatives that were included in the Board Motion of October 20, 2015 (2015 Motion). On August 15, 2017, the CEO requested an extension to further review the budgetary matters included in the 2017 Motion and to address the programmatic impact of specific economic development initiatives. The CEO committed to work with the CDC to provide a final report back to the Board at the time of the Supplemental Budget on September 26, 2017.

In the August 15, 2017 report to the Board, the CEO responded to several of the directives included in the 2017 Motion. The items that required additional review are addressed below:

#### County Economic Development Trust Fund

The 2015 Motion established the County's Economic Development Trust Fund (Trust Fund) and authorized an initial transfer of \$965,000 in Fiscal Year (FY) 2015-16

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to initiate a series of economic development initiatives. The annual funding for the Trust Fund was then scheduled to begin at \$4.5 million in FY 2016-17 and increase to an annual amount of \$15 million by FY 2021-22. The 2015 Motion did not provide specific direction regarding the funding allocations, if any, that were to be maintained following FY 2021-22.

The 2017 Motion directed the CEO to review the funding allocations prescribed by the 2015 Motion and to provide recommendations regarding the use of one-time versus ongoing resources, and any carryover funds that may occur in future years. The CEO has now concluded its review of the five economic development initiatives identified in the 2015 Motion and recommends the following funding strategies:

### **Community Business Revitalization Program - RENOVATE**

The Community Business Revitalization Program (RENOVATE) is managed by the CDC and is designed to stimulate investment in the community, revitalize commercial corridors, and support the growth of small businesses. The CEO recommends that the RENOVATE Program be funded with ongoing Net County Cost (NCC) that increases to \$3 million annually by FY 2021-22. This expenditure level is consistent with the 2015 Motion and will continue to be funded at \$3 million annually beyond FY 2021-22. Any carryover funds will be retained in the Trust Fund for future use.

### **Manufacturing Revolving Loan Fund**

The Manufacturing Revolving Loan Fund (Manufacturing Fund) is managed by the CDC for the purpose of assisting manufacturers by providing access to capital for the development, expansion and retention of manufacturing jobs. In accordance with the 2017 Motion, the CDC is utilizing focused marketing strategies to target loan opportunities in the cleantech sector. The CEO recommends that the Manufacturing Fund be supported with one-time funding that will increase to \$3 million by FY 2021-22. Given the revolving nature of this fund, the CEO does not recommend any funding beyond FY 2021-22. The \$3 million amount in FY 2021-22 is consistent with the 2015 Motion. Any carryover funds will be retained in the Trust Fund for future use.

### **Catalytic Development Loan Fund**

The Catalytic Development Loan Fund (Catalytic Fund) is managed by the CDC to promote infill and brownfield development along transit corridors in the

unincorporated areas of the County. The CEO recommends that the Catalytic Fund be supported with one-time funding that will increase to \$3 million by FY 2021-22. Given the expectation of future loan repayments to the Catalytic Fund, the CEO does not recommend any funding beyond FY 2021-22. The \$3 million amount in FY 2021-22 is consistent with the 2015 Motion. Any carryover funds will be retained in the Trust Fund for future use.

### **Bioscience Investment Fund**

The 2017 Motion directed the CEO to manage the Bioscience Revolving Loan Fund on a going-forward basis and to consider re-positioning the fund as a “fund-of-funds” that lends to one or more equity funds and supports early-stage investment in the bioscience sector within Los Angeles County. The CEO has re-characterized the fund as a Bioscience Investment Fund (Bioscience Fund) and has begun the process for selecting a fund manager to oversee future investments. In terms of budget allocations, the CEO recommends that the Bioscience Fund be supported with one-time funding that will increase to \$4 million by FY 2021-22. In spite of the fact that the Bioscience Fund is not technically a revolving fund, the CEO does not currently recommend any funding beyond FY 2021-22. The \$4 million amount in FY 2021-22 is consistent with the 2015 Motion. Any carryover funds will be retained in the Trust Fund for future use.

### **Industry Sector Strategies**

The 2015 Motion directed the County to establish a grant program for economic development firms to initiate industry cluster-building efforts within Los Angeles County. As described in greater detail later in this report, the CEO has re-designed this program to emphasize industry sector analysis and career development opportunities. The CEO recommends that the re-designed Industry Sector Strategies program be funded with one-time funding of \$500,000 annually. This annual amount will not change over time and will be discontinued following FY 2021-22. This funding strategy represents a significant reduction in costs relative to the 2015 Motion, which recommended a funding amount of \$2 million by FY 2021-22. Gross NCC savings over the period from FY 2018-19 through FY 2021-22 will equal \$4.2 million. Further, the CEO recommends that any unspent monies be deposited into the General Fund and not carried over into a future fiscal year.

The funding allocations provided above represent a savings of \$6.7 million through FY 2021-22 relative to the 2015 Motion. These savings result from a \$2.5 million

reduction in funding for FY 2017-18 (approved as part of the 2017-18 Recommended Budget) and \$4.2 million of additional cost reductions relative to the Industry Sector Strategies program. Further, the current funding schedule provides for a distinction between one-time monies and ongoing NCC, and establishes a funding end-date for the majority of the economic development initiatives. The CEO anticipates funding all one-time requirements with proceeds from the sale of assets owned by the former redevelopment agencies.

#### Manufacturing Revolving Loan Fund

The CDC administers an extensive portfolio of lending products aimed at providing capital for small and medium-sized commercial and industrial companies to grow and create jobs. Borrowers have used the funds from loan programs for real property acquisition, working capital, construction, and equipment and machinery purchases. The CDC's loan programs are primarily marketed toward new businesses and expansion and/or relocation of existing businesses.

Prior to the 2015 Motion, the primary funding sources for the CDC's business loan programs were provided through the Community Development Block Grants (CDBG) and various Economic Development Administration (EDA) programs. Both are federal funding sources with an emphasis on job creation, neighborhood and business development and assistance to those in economically distressed neighborhoods. The CDC's portfolio was then further rounded-out in FY 2016-17 with the introduction of the Manufacturing Fund.

As referenced earlier in this report, the Manufacturing Fund was designed to assist manufacturers by providing access to capital for the development, expansion and retention of manufacturing jobs. Specifically, the Manufacturing Fund targets local small and medium-sized manufacturers located in the unincorporated areas of the County. The loan funds may be used for land acquisition, new construction or real property improvements, inventory, working capital, machinery and equipment, leasehold improvements, and debt refinancing. Loans must be secured with collateral, range from \$100,000 to \$500,000, and are provided at below market rates, with terms of five to seven years for working capital, 10 years for equipment, and 20 years for real estate.

As the table below indicates, the CDC currently has more than \$2.9 million of loans in the pipeline, either committed or in process, for FY 2017-18:

<b>COMPANY TYPE</b>	<b>SUPV. DISTRICT</b>	<b>LOAN AMOUNT</b>	<b>STATUS</b>	<b>USE OF FUNDS</b>	<b>FUNDING SOURCE</b>
<i>Wine Maker</i>	1	\$150,000	Funded	Working Capital / Equipment	EDA
<i>Auto Parts Manufacturer</i>	1	\$300,000	Funded	Working Capital / Equipment	CDBG
<i>Water District</i>	2	\$400,000	Underwriting	Construction	CDBG
<i>Tire Recycler/ Manufacturer</i>	2	\$100,000	Funded	Working Capital / Inventory	MRLF
<i>Medical Manufacturer</i>	5	\$1,400,000	Approved	Commercial Building Acquisition	EDA
<i>Medical Manufacturer</i>	5	\$90,000	Funded	Working Capital	CDBG
<i>Professional Services Law Office</i>	1	\$480,000	Approved	Commercial Building Financing	EDA
<b>Total Funding Commitment</b>		<b>\$2,920,000</b>			

As shown above, in the first quarter of FY 2017-18, the CDC funded four loans and approved an additional two loans. Those four loans allowed businesses to retain 10 jobs and create an additional 17 jobs. At this rate, the CDC is on pace to increase loan yields threefold.

To further cultivate the manufacturing pipeline, the CDC is in the process of hiring two additional commercial loan officers to focus on targeting manufacturing companies in the unincorporated areas of Los Angeles County. In addition, the CDC has engaged a marketing company, Allegra, to work on the development of marketing materials and targeted marketing campaigns. The CDC has also engaged two loan underwriting consultants to assist in reviewing and underwriting credit applications, and presenting them before the loan committee for consideration.

The CDC recognizes that the 2017 Motion recommended potentially re-positioning the Manufacturing Fund as a “cleantech” fund, which could support the County’s efforts around increased sustainability. Using a broad definition, cleantech includes manufacturing companies that produce, process or provide services aimed to reduce waste and require as few non-renewable resources as possible. The CDC concurs that the cleantech sector is a leading growth industry in the region and recommends a targeted focus to encourage the development of cleantech companies in the unincorporated areas of the County. However, the CDC would caution that such a narrow focus could significantly limit the pool of potential businesses in an already constrained target market. For example, according to preliminary research, there are approximately 5,924 manufacturers in the unincorporated areas of Los Angeles County.

If the CDC focused on solely cleantech businesses, the pool of potential businesses that would qualify for the Manufacturing Fund is reduced to 209 companies Countywide, with only 11 existing in the underserved target areas that are a priority for this fund.

Given the above, the CDC recommends a tiered approach for the Manufacturing Fund marketing effort with a primary emphasis on cleantech to support the County's efforts around energy efficiency and wastewater resilience, as well as providing career opportunities across a wide range of salary and education levels. The tiered approach will allow the CDC to continue ongoing discussions with prospective businesses already in the pipeline while allowing a targeted campaign around cleantech as the core tier.

In terms of next steps, the CDC, working in conjunction with Allegra, will:

- Leverage business databases and data mining systems to develop two contact lists: 1) one solely for cleantech companies within the County unincorporated areas, and 2) a secondary list of manufacturing companies in the County unincorporated areas.
- Direct mail to both contact lists and set up a process for "soft" contact with individual prospective businesses on these lists.
- Partner with organizations such as the Los Angeles Cleantech Cluster, Los Angeles Cleantech Incubator, and the Los Angeles Economic Development Corporation to continue to outreach to prospective cleantech businesses.

Working with Allegra, the CDC has already issued approximately 760 direct mailers to prospective businesses in the unincorporated areas of the County. This represents the first of four rounds of mailers the CDC anticipates issuing in FY 2017-18. Initial results are promising as the CDC has received between two and four calls per day from prospective borrowers seeking further information on the CDC's various loan programs. It is anticipated that this marketing campaign will yield a significant number of new loans in FY 2017-18.

In addition to the above efforts, the CDC will work with the Los Angeles County Chief Sustainability Office to further communicate with cleantech companies and discuss additional outreach strategies and mechanisms. Lastly, the CDC will continue its overall marketing and outreach efforts, in conjunction with the next steps referenced above, to build upon the current loan pipeline and "soft" contact interactions that have already been initiated with manufacturing companies in the unincorporated areas of Los Angeles County.



### Catalytic Development Loan Fund

The Board approved the creation of a Catalytic Fund to promote infill and brownfield development along transit corridors in the unincorporated County. More specifically, the 2015 Motion stated the following:

*The establishment and initial capitalization of a Catalytic Development Fund specifically targeted to unincorporated areas prioritized by the County such as transit-oriented development projects, historically or culturally significant, though currently blighted commercial corridors, or those in high unemployment areas or blighted areas, will incentivize investment for employment generating projects.*

In FY 2016-17, the CDC convened a working group of stakeholders (Working Group), comprised of subject-matter experts, to develop preliminary parameters for the Catalytic Fund. The Working Group met several times and their feedback assisted in further refining the definition of a “catalytic” project and in developing a draft Request for Statement of Qualifications (RFSQ).

The Working Group focused on key considerations for the Catalytic Fund including financial leverage, job generation, land assemblage and take out/exit strategy. In addition to collaborating with the Working Group, the CDC also considered and researched several leveraged funds as potential models for the Catalytic Fund. Those funds included, but were not limited to, the Transit Oriented Communities Loan Program being developed by Metro and the Los Angeles County Housing Innovation Fund (LACHIF) offered by the CDC.

Based on substantial discussions with the Working Group and a review of similar fund models, the CDC developed the RFSQ with the intent to solicit and evaluate qualified consultant teams tasked with creating the Catalytic Fund program and parameters. The selected consultant team(s) would then develop an implementation strategy that includes a development/redevelopment vision, financing model, timeline, funding mechanisms and systems for ongoing management.

The RFSQ was presented to the Economic Development Policy Committee (Policy Committee) on April 27, 2017, for feedback and comment. As a result of this meeting, and at the request of the Board Offices and the Policy Committee, the CDC convened an additional stakeholder meeting on July 31, 2017, to obtain input from regional Community Development Financial Institutions (CDFIs), and banking and investment

professionals. Several themes emerged from that meeting, but the major takeaway was the County must first understand the loan demand and financing gaps before a Catalytic Fund can be created that is effectively leveraged, well-received by the marketplace, and truly catalyzes projects across the County.

Based on input from the most recent stakeholder meeting, the CDC will delay issuing the RFSQ to evaluate options such as an external “call for projects” model. As a result, the CDC will continue to work with the Working Group, Board Offices, local CDFIs and outside consultants, as necessary, to identify and achieve a better understanding of the options and determine solutions. It is expected that this work will be conducted over the next 30-60 days and will be led by the Deputy Executive Director of the CDC.

#### Industry Sector Strategies

The 2017 Motion directed the CEO to report back with a strategy to implement the grant program for industry sector strategies and cluster building efforts. As provided for in the 2015 Motion, this economic development initiative was originally designed to provide grants to economic development practitioners in amounts that would grow to a total of \$2 million by FY 2021-22. The CEO has since re-structured this initiative as the Industry Sector Strategies program and will utilize the current funding allocation of \$500,000 annually to support specific research studies around industries that are of strategic importance to the County's economic development priorities. These studies will not only seek to identify those sectors with high growth potential, but will also review potential career path opportunities for local and targeted workers within Los Angeles County. The objective will be to utilize this information to guide future economic development strategies and to develop one or more pilot programs related to workforce development initiatives. The CEO will work closely with the Policy Committee and its members to design and implement workforce development strategies that emerge from the Industry Sector Strategies program. The industries that have been selected for initial review and analysis include film, cleantech, construction, and leisure and hospitality. The CEO will utilize its Master Agreement for Economic Development Services to select consultants that might assist with this effort. To the extent that any of the \$500,000 is not utilized within a given fiscal year, the unspent funds will be deposited into the General Fund and will not carryover within the Trust Fund.

#### Staffing Recommendations

The CEO does not currently recommend any additional staffing in support of economic development efforts managed by the County.

### Conclusion

The CEO and CDC recognize the strategic importance of the economic development initiatives currently being implemented across the County. To ensure the responsible use of County funds in support of these efforts, the CEO and CDC will continually review the appropriateness of the funding recommendations and economic development initiatives described in this memorandum. If there are any changes to the proposed funding of the five economic development initiatives authorized by the 2015 Motion and 2017 Motion, the CEO will report back during future Recommendation Budget phases with a revised proposal for the Board to consider.

Please contact us if you have any questions, or your staff may contact Doug Baron of CEO at (213) 974-8355 or [dbaron@ceo.lacounty.gov](mailto:dbaron@ceo.lacounty.gov), or Monique King-Viehland of CDC at (626) 586-1553 or [monique.king-viehland@lacdc.org](mailto:monique.king-viehland@lacdc.org).

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c:     Executive Office, Board of Supervisors  
        County Counsel  
        Economic Development Policy Committee



SACHI A. HAMAI  
Chief Executive Officer

## County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
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December 1, 2017

To: Supervisor Mark Ridley-Thomas, Chairman  
Supervisor Hilda L. Solis  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Sachi A. Hamai  
Chief Executive Officer

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### **THIRD ECONOMIC DEVELOPMENT SCORECARD (ITEM NO. 14, AGENDA OF JANUARY 5, 2016)**

#### **Background**

On January 5, 2016, the Board of Supervisors (Board) adopted a motion (Motion) by Supervisors Solis and Ridley-Thomas that called for the Chief Executive Officer (CEO), in consultation with various County departments and external stakeholders, to prepare a Countywide economic development plan and strategy for implementation. Additionally, the CEO was asked to establish an Economic Development Policy Committee (Committee), and to develop a reporting mechanism to measure the progress of future economic development initiatives.

The CEO formed the Committee in June 2016 and worked with that body to establish a framework for reporting on the new economic development program. The Economic Development Scorecards (Scorecards) that were delivered to the Board in February 2017 and May 2017, represented the initial installments of this reporting structure. Given the comprehensive nature of the report, the CEO is now producing the Scorecard on a semi-annual basis, with the next version expected in May 2018.

#### **Economic Development Scorecard**

The attached Scorecard categorizes the economic development programming that the County provides, and standardizes reporting metrics to track progress across these programs. Since the delivery of the May 2017 Scorecard, the CEO has refined

the Scorecard template into a more permanent form, and has worked with County departments to consistently track the performance of their economic development programs.

The November 2017 Scorecard attached to this memorandum continues to report on the strategic initiatives of workforce development, business assistance, business loans and financial assistance, capital development projects, and regional economic data. New information provided in this report includes budgetary estimates for workforce development programs, active project data for the Local and Targeted Worker Hire Program, and expanded metrics for small business, veterans and social enterprise contract utilization. The CEO also revised and improved upon the prior program completion data for workforce development, but did not attempt to update the information beyond the 2016 calendar year. Beginning with the May 2018 Scorecard, all statistical data will be reported on a fiscal year basis, and no calendar year results will be included.

### **Next Steps**

The CEO will continue to refine and improve the semiannual Scorecards. Through such efforts, the CEO will strive to facilitate data-driven policy decisions pertaining to the County's wide range of economic development programs. The next Scorecard is expected to be delivered to the Board on, or before May 31, 2018.

If you have any questions regarding this report, please contact Doug Baron at (213) 974-8355, or [dbaron@ceo.lacounty.gov](mailto:dbaron@ceo.lacounty.gov).

SAH:JJ:DSB  
CMT:acn

### **Attachment**

c:     Executive Office, Board of Supervisors  
       County Counsel  
       Community Development Commission  
       Consumer and Business Affairs  
       Economic Development Policy Committee  
       Workforce Development, Aging and Community Services

LOS ANGELES COUNTY

ECONOMIC  
DEVELOPMENT  
SCORECARD

NOVEMBER 2017

Chief Executive Office  
County of Los Angeles

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# INTRODUCTION

The Economic Development Scorecard was created to measure the progress of Los Angeles County's economic development programs across a variety of disciplines, including workforce development, business assistance, loan programs, financial assistance, and capital development. A primary goal of the Scorecard is to facilitate effective partnerships between the County and the private sector. Additionally, the Scorecard provides a snapshot of the local economy, and seeks to demonstrate how County programs can be informed by the economic and demographic characteristics of the region.

In October 2015, the Los Angeles County Board of Supervisors (Board), on a motion by Supervisors Mark Ridley-Thomas and Hilda L. Solis, approved the creation of an Economic Development Trust Fund to encourage business growth and create job opportunities in the County. This Motion signaled the beginning of the County's strategic investment in economic development, and initiated a new effort to secure the vitality of the local economy and support emerging industries. One such measure for tracking the results of these programs is the Scorecard.

With the Scorecard, the Chief Executive Office (CEO) is working to standardize data collection and reporting on economic development efforts Countywide. In this third Scorecard, the CEO has included new information regarding the amount of funding budgeted to the majority of the twenty-seven (27) workforce development programs being managed across the County. Additionally, this Scorecard also provides current local and targeted worker hire statistics on twenty-two (22) active capital projects, as well as updated data from the Community Development Commission's business renovation projects and the layoff aversion program managed by WDACS. Additionally, the CEO has continued to report on small business loans, financial assistance programs, and economic development construction projects managed by the County. The Scorecard concludes with new economic data that illustrates the strengthening of the local economy and the relative gains made across industry sectors.

The foremost objective of this Scorecard is to guide the strategic focus of the County's economic development programs by leveraging the work being done across departments, industry lines, capital programs and other cross-cutting County economic development efforts. With successful implementation of these programs, the County can seek to partner with growth industries that offer quality jobs that enable workers to support their families. The hope is that in turn, this will help build a more dynamic workforce, particularly in the County's targeted industries, incentivizing the growth of small businesses, expanding the tax base, and providing assistance to those individuals facing the greatest barriers to economic success.



# WORKFORCE DEVELOPMENT

The Chief Executive Office (CEO) has refined the workforce data presented in previous Scorecards, and continues to meet with the departments offering workforce development programs in order to streamline data collection. As evidenced in the May 2017 Scorecard, departmental programs serve a variety of different populations and have reporting metrics that vary widely across the County. The Department of Workforce Development, Aging and Community Services (WDACS) and Department of Public Social Services (DPSS) administer the largest workforce development programs in the County, with WDACS managing the Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker Program, the Rapid Response Program and various targeted programs for youths and seniors. Separately, DPSS oversees several distinct programs through its General Relief Opportunities for Work (GROW) and Greater Avenues for Independence (GAIN) programs. In this scorecard, the CEO has gathered significant new information regarding workforce development managed by other County departments.

### Inventory of Programs

The following two pages display a listing of several of the most important County workforce development programs and the services they offer. Using information collected through numerous meetings with individual departments, the inventory provides a summary of the target populations and service goals of the County's programs for calendar year 2016. The CEO did not attempt to provide more current information on workforce development as several departments were still refining the data presented in prior Scorecards. Specific changes relative to the May Scorecard include more accurate and up-to-date data for those workforce development programs managed by the Department of Human Resources, Department of Health Services, and Department of Military and Veterans Affairs. In addition, the DPSS Transitional Subsidized Employment Program for Youth has been removed as it was synonymous with the Bridge to Work Program managed by the Department of Children and Family Services (DCFS). This program is funded by both DPSS and DCFS.

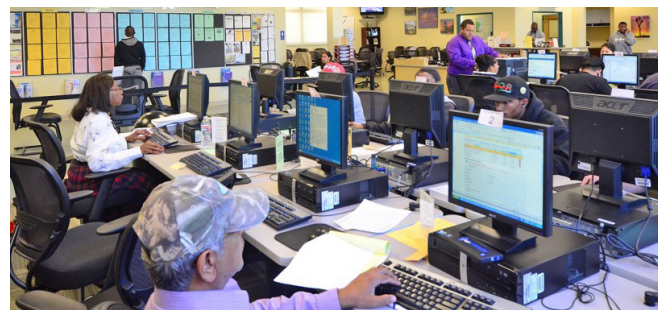
In future Scorecards, the CEO will continue to update the workforce development inventory and will begin providing all statistical information on a fiscal year basis. In addition, the CEO will expand upon the current reporting and include specific data on job placement, job

retention and median salary for all program participants. As was directed by a July 25, 2017 Board Motion entitled "Implementation of a Countywide Workforce Development Plan," County departments are now required to make use of WIOA performance measures that include each of the above job placement and salary metrics.

To date, **twenty-seven** County-administered **workforce development** and **job training programs** have been identified.

During the six months since the May Scorecard, the County has moved forward with several new programs that focus on providing targeted populations with job opportunities working directly for the County of Los Angeles. Foremost among these efforts is the TempLA program, which was established by the Department of Human Resources (DHR) in April 2017 at the direction of the Board of Supervisors. This temporary services registry is a two-year pilot program that has now listed 96 individuals on the registry and placed 46 participants into temporary employment with the County. Fifteen of the 46 temporary workers have been previously homeless, three are former foster youth, and six are veterans. Thirty-nine of the 43 are GAIN or GROW participants.

In addition to TempLA, the County also recently established the Countywide Youth Bridges Program to serve as the central resource for achieving countywide goals in facilitating talent acquisition for at-risk youth. The program is expected to begin with a subsidized 120-hour internship, followed by the opportunity to apply to a



## LOS ANGELES COUNTY WORKFORCE DEVELOPMENT AND JOB TRAINING PROGRAMS CALENDAR YEAR 2016

ADMINISTERING DEPARTMENT	PROGRAM NAME	SERVICE PROVIDED	TARGET POPULATION	SUCCESS INDICATORS	PARTICIPANTS (2016)	SUCCESSFUL COMPLETIONS (2016)
Arts Commission	Los Angeles County Arts Internship Program	Internships	Youth	Internship Completion	132	130
Community Development Commission (CDC)	Family Self Sufficiency Program (FSS)	Supportive Services	Government Assistance Recipients	Employment	616	42
Department of Children and Family Services (DCFS)	Bridge to Work Program	Employment Placements	Foster Youth	Employment/ Return to School	80 (FY 16-17)	46 (FY 16-17)
Department of Children and Family Services (DCFS)	Youth Worker (YW)	Internships	Youth/Foster Youth	Internship Completion	20	Not Yet Available
Department of Health Services (DHS)	College of Nursing and Allied Health Pre-Licensure Registered Nurse	Training	Future Nurses	Employment	90	69
Department of Health Services (DHS)	Office of Nursing Affairs Tutoring & Mentoring Program	Training	Future Nurses	Employment	606	61
Department of Human Resources (DHR)	Career Development Intern (CDI)	Internships	Youth/Foster Youth	Employment	54	31
Department of Human Resources (DHR)	Veterans Internship Program (VIP)	Internships	Veterans	Employment	347	119
Department of Military and Veterans Affairs (MVA)	LA Trade Tech Partnership	Supportive Services	Veterans	Completed Training	0	0
Department of Military and Veterans Affairs (MVA)	US Veterans Initiative (US Vets) Job Referral for Career Development Initiative	Supportive Services	Veterans	Employment	514	419
Department of Military and Veterans Affairs (MVA)	Veterans Work Study Program	Training	Veterans	Employment	2	2
Department of Military and Veterans Affairs (MVA)	Vocational Rehab Training	Training	Veterans	Completed Training	130	130
Department of Public Social Services (DPSS)	General Relief Opportunities for Work (GROW)	Employment Preparations Services	Adults 18 or older	Employment	26,359 (monthly average)	1,211 (monthly average)
Department of Public Social Services (DPSS)	Refugee Employment Program (REP)	Job Readiness Training/ Employment Placements	Refugees 18 or older	Employment	2,231	831
Department of Public Social Services (DPSS)	Greater Avenues for Independence (GAIN) Job Club	Job Readiness Training	Adults 18 or older	Training Completion or Employment	5,452	3,925

# LOS ANGELES COUNTY WORKFORCE DEVELOPMENT AND JOB TRAINING PROGRAMS CALENDAR YEAR 2016

ADMINISTERING DEPARTMENT	PROGRAM NAME	SERVICE PROVIDED	TARGET POPULATION	SUCCESS INDICATORS	PARTICIPANTS (2016)	SUCCESSFUL COMPLETIONS (2016)
Department of Public Social Services (DPSS)	Colleges and Vocational Training	Education/ Training	Adults 18 or older	Completed program and received certificate or degree	3,613	707
Department of Public Social Services (DPSS)	Greater Avenues for Independence (GAIN) Short-Term Vocational Training (Project with Los Angeles County Office of Education)	Training	Adults 18 or older	Program Completion/ Unsubsidized Employment	359	254
Department of Public Social Services (DPSS)	Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE)	Job Readiness Training	Adults 18 or older	Program Completion/ Unsubsidized Employment	3,465	875
Probation Department	Juvenile Justice Crime Prevention Act (JJCPA) - Educational Pathways	Supportive Services	Involvement with Criminal Justice System/Youth	Supportive Service Completion	215	40
Probation Department	Juvenile Justice Crime Prevention Act (JJCPA) - Employment Services	Employment Placements	Involvement with Criminal Justice System/Youth	Employment	516	18
Probation Department	Probation AB 109 – Employment Services Program	Supportive Services	Involvement with Criminal Justice System	Supportive Service Completion	380	219
Probation Department	Probation Adult Felony Re-entry Employment Services - Career Pathways	Supportive Services	Involvement with Criminal Justice System	Supportive Service Completion	15	15
Probation Department	SB678 Probation Re-entry Adult Population - Employment Services	Employment Placements	Involvement with Criminal Justice System	Employment	48	Not Yet Available
Workforce Development, Aging and Community Services (WDACS)	Workforce Innovation and Opportunity Act (WIOA)– Basic Career Services	Employment Placements	Adults 18 or older	Employment Services	130,683	61,561
	<ul style="list-style-type: none"> <li>• Self Service</li> <li>• Staff Assisted</li> </ul>				83,326 47,357	
Workforce Development, Aging and Community Services (WDACS)	WIOA Adult and Dislocated Worker Program– Individualized Career Services	Training/ Employment Placements	Adults 18 or older	Training/Employment Services	10,623*	5,013*
	<ul style="list-style-type: none"> <li>• Adult Program</li> <li>• Dislocated Worker</li> </ul>				7,491 3,199	3,446 1,605
Workforce Development, Aging and Community Services (WDACS)	Youth @ Work	Training/ Employment Placements/ Supportive Services	Youth	Employment or School Enrollment or Job Training Program Completion	16,611	10,244
	<ul style="list-style-type: none"> <li>• WIOA Youth</li> <li>• LACYJ Program</li> </ul>				6,474 10,137	2,758 7,486
Workforce Development, Aging and Community Services (WDACS)	Title V - Senior Community Services Employment Program (SCSEP)	Training/ Employment Placements/ Supportive Services	Low Income Individuals age 55 and over	Employment or Job Training Program Completion	166	166

\*This number represents an unduplicated total of participants in the WIOA Adult and Dislocated Worker Program. Some individuals participated in both the Adult Program and the Dislocated Worker Program, thus the numbers for each subcategory do not sum to the unduplicated total or participants and successful completions for the Program.

12-month County job, and upon completion, opportunities for the participating youth to compete for entry-level County employment. Both this program, and TempLA, will be referenced in future Scorecards as part of the County's ongoing workforce development efforts.

### Workforce Development Budgets

The majority of the County expenditures on workforce development originate from federal legislation related to the WIOA program and the Temporary Assistance to Needy Families (TANF) program. With respect to TANF funding, the County manages several initiatives related to the Greater Avenues for Independence (GAIN) program that include the GAIN Job Club, Short-term Vocational

Training, and Transitional Subsidized Employment. Additionally, the workforce development program General Relief Opportunities for Work (GROW) is funded with a combination of federal, State, and County contributions.

Beginning with this November 2017 Scorecard, the CEO has attempted to quantify County spending on workforce development programs. Because of the many different funding sources associated with these programs, the CEO is still in the process of validating the exact spending allocations for many departmental programs. A summary of those workforce development initiatives that have confirmed budget data is provided below.

## WORKFORCE DEVELOPMENT BUDGETS

Administering Department and Program	Project Cost	Revenue	IFT	Net County Cost
Arts Commission <b>Los Angeles County Arts Internship Program</b>	\$817,000	\$44,000	0	\$627,000
Community Development Commission <b>Family Self Sufficiency Program (FSS)</b>	\$784,000	\$784,000	0	0
Department of Children and Family Services <b>Bridge to Work Program</b>	\$557,000	0	\$384,000	\$173,000
Department of Children and Family Services <b>Youth Worker</b>	\$1,155,000	0	\$797,000	\$358,000
Department of Health Services <b>College of Nursing and Allied Health Pre-Licensure Registered Nurse</b>	\$9,005,000	\$1,385,000	0	\$7,620,000
Department of Health Services <b>Office of Nursing Affairs Tutoring &amp; Mentoring Program</b>	\$436,000	0	0	\$436,000
Department of Human Resources <b>Career Development Intern</b>	\$100,000	\$15,000	\$55,000	\$30,000
Department of Human Resources <b>Veterans Internship Program</b>	\$402,000	\$62,000	\$219,000	\$121,000
Department of Military and Veterans Affairs <b>Workforce Development Programs</b>	\$74,000	0	0	\$74,000
Department of Public Social Services <b>General Relief Opportunities for Work (GROW)</b>	\$45,487,000	\$24,370,000	0	\$21,117,000
Department of Public Social Services <b>Refugee Employment Program (REP)</b>	\$3,554,000	\$3,554,000	0	0
Department of Public Social Services <b>Greater Avenues for Independence (GAIN) Job Club</b>	\$19,423,000	\$19,423,000	0	0

## WORKFORCE DEVELOPMENT BUDGETS

Administering Department and Program	Project Cost	Revenue	IFT	Net County Cost
Department of Public Social Services <b>Colleges and Vocational Training</b>	\$2,780,000	\$2,780,000	0	0
Department of Public Social Services <b>Greater Avenues for Independence (GAIN) Short-Term Vocational Training (Project with Los Angeles County Office of Education)</b>	\$4,802,000	\$4,802,000	0	0
Department of Public Social Services <b>Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE)</b>	\$43,729,000	\$43,729,000	0	0
Probation Department <b>Juvenile Justice Crime Prevention Act (JJCPA) Educational Pathways</b>	\$286,000	\$286,000	0	0
Probation Department <b>Juvenile Justice Crime Prevention Act (JJCPA) Employment Services</b>	\$1,304,000	\$1,304,000	0	0
Probation Department <b>Probation AB 109 – Employment Services Program</b>	\$201,000	\$201,000	0	0
Probation Department <b>Probation Adult Felony Reentry Employment Services - Career Pathways</b>	Not Yet Available			
Probation Department <b>SB678 Probation Reentry Adult Population - Employment Services</b>	\$18,000	\$18,000	0	0
Workforce Development, Aging and Community Services <b>Workforce Innovation and Opportunity Act (WIOA) Programs</b>	\$52,454,000	\$33,054,000	\$8,000,000	\$11,400,000
Workforce Development, Aging and Community Services <b>Title V - Senior Community Services Employment Program (SCSEP)</b>	\$1,855,000	\$1,696,000	0	\$159,000

### FINANCING SOURCES

**Revenue:** A source of income to an operation other than debt issue proceeds or the transfer from another fund.

**Intrafund Transfer:** An accounting mechanism used to reflect expenditure transfers between operations with the same fund, thereby identifying the true location of actual cost.

**Net County Cost:** The amount of the operation financed by general purpose revenues, such as property taxes.

## LA COUNTY'S SEVEN TARGETED CLUSTERS

HEALTH CARE SERVICES

TRADE & LOGISTICS

LEISURE AND HOSPITALITY

MANUFACTURING

BIOSCIENCE

CONSTRUCTION

ENTERTAINMENT AND INFOTECH

### Performance of Workforce Development Programs Across Targeted Industries in Los Angeles County

Economic development priorities are organized around several workforce development objectives. Among these are encouraging job training for industries that are most competitive and that will generate well-paying jobs that support economic growth and wealth creation for all residents. The Board has promoted the use of industry and sector partnerships to address the workforce needs of multiple employers within an industry. This scorecard is designed to highlight the targeted high-growth industry clusters across the County, and to evaluate whether workforce development programs are aligning skilled and unskilled workers with these targeted sectors.

Currently, WDACS is the only department tracking placement across the targeted industry clusters of: health care services; trade and logistics; leisure and hospitality; manufacturing; bioscience; construction; and entertainment and infotech. Shown on the following two pages is data collected from WDACS for Fiscal Year 2016-17. Also provided as a reference is a historical look at employment averages for certain of these targeted industries over the prior 12 years.

**Bioscience** is a targeted industry currently tracked in the subset of the Manufacturing targeted industry cluster.

**In fiscal year 2016-17 there were 48 job placements** in the Bioscience industry through WDACS workforce development programs.

## WIOA ADULT, DISPLACED WORKER AND YOUTH PROGRAMS UNSUBSIDIZED EMPLOYMENTS BY SECTOR FY 2016-17

### High Growth Sectors

High Growth Sectors	Employments	% of All Employments	Employers Linked to Employments	Average Hourly Wage
Construction	253	3.04%	253	\$17.80
Entertainment and InfoTech	146	1.75%	133	\$17.68
Health Services	1,142	13.72%	997	\$13.44
Leisure and Hospitality	652	7.84%	486	\$12.11
Manufacturing	772	9.28%	559	\$15.59
Bioscience*	48	0.58%	49	\$16.77
Trade and Logistics	712	8.56%	605	\$15.78
<b>Unduplicated Total</b>	<b>3,548</b>	<b>47.38%</b>	<b>2,998</b>	<b>\$14.53</b>

Source: Department of Workforce Development, Aging and Community Service (WDACS).

### Non-High Growth Sectors

Non-High Growth Sectors	Employments	% of All Employments	Employers Linked to Employments	Average Hourly Wage
Education	245	2.94%	208	\$17.97
Finance	223	2.20%	193	\$17.65
Natural Resource and Mining	24	0.30%	23	\$15.85
Other Services (Except Public Admin.)	307	2.90%	253	\$15.29
Professional and Business Services	2,270	25.00%	1,463	\$14.10
Public Administration & Government	197	1.80%	166	\$17.75
Real Estate and Rental/ Leasing	80	0.80%	82	\$18.08
Retail	1,288	15.50%	766	\$11.71
Unclassified Establishments	119	1.10%	90	\$14.74
Utilities	22	0.30%	21	\$21.61
Unknown	560	9.10%	461	\$13.81
<b>Unduplicated Total</b>	<b>4,773</b>	<b>63.73%</b>	<b>3,373</b>	<b>\$14.07</b>

Note that participants may be placed in multiples employments which may fall under multiple sectors.

\*Bioscience is a subsector of Manufacturing and is not a stand alone sector in the unduplicated total.

Source: Department of Workforce Development, Aging and Community Service (WDACS).



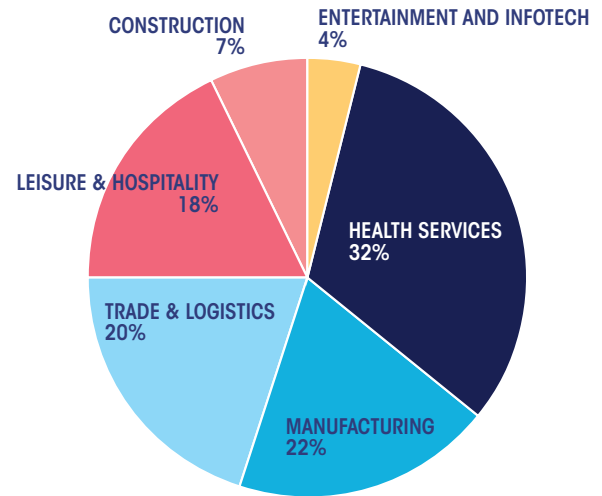
# TARGETED SECTOR EMPLOYMENT

## JOB PLACEMENTS BY SECTOR, FY16 - 17

NON-TARGETED **4,773** TARGETED **3,548**

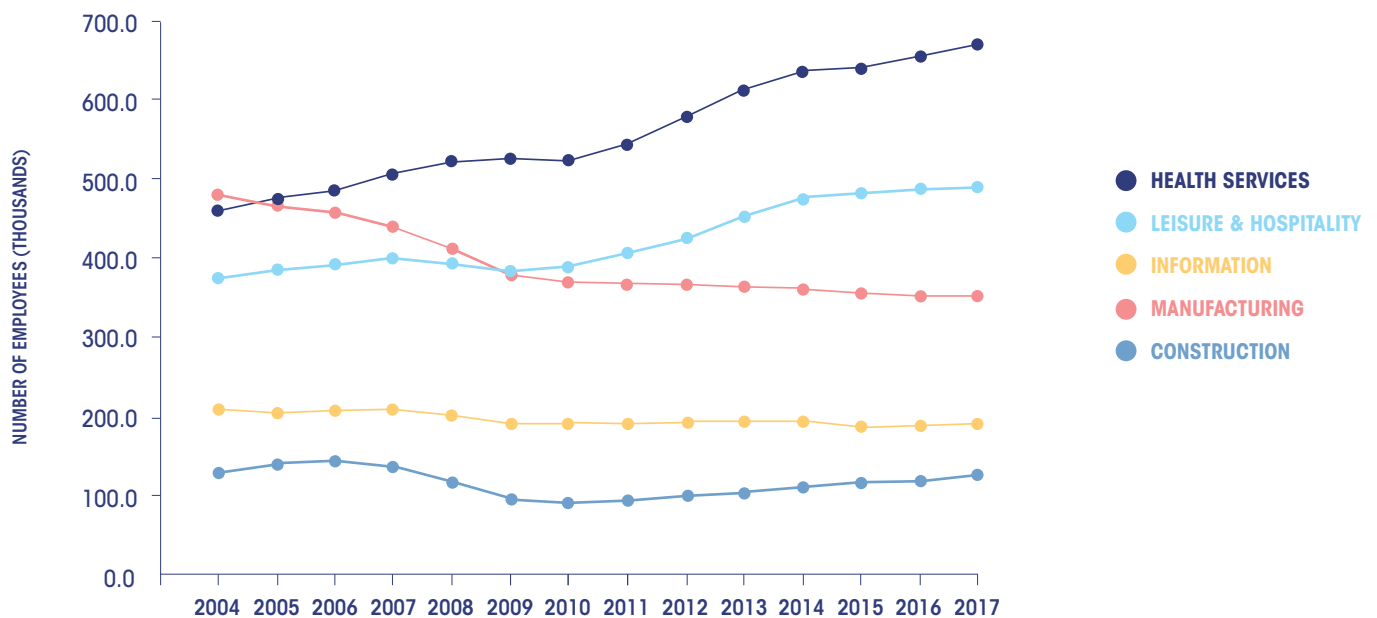
Source: Department of Workforce Development, Aging and Community Service (WDACS)

## JOB PLACEMENTS WITHIN TARGETED SECTOR, FY16 - 17



Source: Department of Workforce Development, Aging and Community Service (WDACS)

## ANNUAL AVERAGE EMPLOYMENT IN TARGETED SECTOR (LOS ANGELES COUNTY)



Source: Los Angeles County Economic Development Corporation (LAEDC) Kyser Center for Economic Research

## Local and Targeted Worker Hire

On September 6, 2016, the Board adopted a Countywide Local and Targeted Worker Hire Policy. In adopting this policy, the Board set forth the definition of a targeted worker as a resident of the County who has indices of career-limiting circumstances, specifically one or more of the following:

1. has a documented annual income at or below 100 percent of the Federal Poverty Level;
2. no high school diploma or GED;
3. a history of involvement with the criminal justice system;
4. protracted unemployment;
5. is a current recipient of government cash or food assistance benefits;
6. is homeless or has been homeless within the last year;
7. is a custodial single parent;
8. is a former foster youth;
9. is a veteran, or is the eligible spouse of a veteran of the United States armed forces.

Ensuring that local workers have employment opportunities on projects situated within their communities has long been a core element of economic development programs at the municipal level. To this end, the Board's Local and Targeted Worker Hire Policy imposes a 30% Local Hire goal and a 10% Targeted Worker hire goal on most major construction projects approved by the Board.

On March 21, 2017, the Board adopted a motion to establish a Countywide Construction Careers and Economic Development Initiative, to promote career pathways in the construction industry and to explore improvements to the existing Local and Targeted Worker Hire Policy. The CEO has evaluated the feasibility of amending the current targeted worker categories to align these categories more closely with those tracked by WIOA; and expects to recommend the following additional categories:

10. is an eligible migrant and seasonal farmworker;
11. is currently an English language learner;
12. is an older individual (55+);
13. is disabled; or
14. is an individual with a low level of literacy.

## WHAT IS A "LOCAL WORKER?"

**A Local Resident is defined as an individual living within the Tier 1 or Tier 2 ZIP Codes of the County.**

Before employing worker(s) from Tier 2 ZIP Codes, the available pool of local residents whose primary place of residence is within Tier 1 ZIP Codes must first be exhausted.

**TIER 1** means ZIP Codes within five (5) miles of the proposed project site, and where the average percentage of households living below 200 percent of the Federal Poverty Level (FPL) is greater than the County average for such households.

**TIER 2** means any ZIP Codes within the County where the average percentage of households living below 200 percent of the FPL is greater than the County average for such households.

This definition shall also apply to affordable housing projects and for privately financed developments located on County property.

## Workforce Development Programs FY 2016-17

### Participants Served by Priority Populations

Priority Population Category	Basic Career Services	ADULT		DW		OUT OF SCHOOL YOUTH		WORK BASED LEARNING	Total Unduplicated Participants Served
		Participants Served	Placed	Participants Served	Placed	Participants Served	Placed	Participants Served	
Basic Skills Deficient		1,628	897	679	319	3,846	2,253	235	6,281
CalFRESH		2,070	924	350	156	1,110	602	5,246	8,734
CalWORKS	THIS BREAKOUT IS NOT YET AVAILABLE	664	306	62	27	471	1210	5,169	6,337
Disabled		361	141	86	29	177	79	3	621
Foster Care		25	5	1	0	252	104	937	1,207
General Relief		745	314	44	21	494	289	403	1,681
Homeless		293	126	47	18	352	186	289	971
Low Income		6,475	3,205	1,806	918	4,388	2,557	6,527	19,048
Offender		482	222	95	38	141	51	526	1,241
Parent Youth		38	20	1	1	766	401	343	1,123
Substance Abuse		16	4	2	2	11	6	0	29
Veteran		1,073	540	346	199	25	22	15	1,447
<b>Unduplicated Total</b>		<b>6,648</b>	<b>3,505</b>	<b>2,255</b>	<b>1,116</b>	<b>4,575</b>	<b>2,649</b>	<b>10,945</b>	<b>24,646</b>

**Low-Income** – An individual that meets one of the four criteria below:

1. Receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months has received, assistance through the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance For Needy Families (TANF), program supplemental security income program, or state or local income-based public assistance.
2. In a family with total family income that does not exceed the higher of the following:
  - a. The poverty line.
  - b. 70 percent of the Lower Living Standard Income Level.
3. A homeless individual.
4. An individual with a disability whose own income does not exceed the income requirement, but is a member of a family whose total income does.

**Basic Skills Deficient** – An individual that is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society (WIOA Section 3[5]). Criteria used to determine whether an individual is basic skills deficient includes the following:

- Lacks a high school diploma or high school equivalency and is not enrolled in post-secondary education.
- Enrolled in a Title II Adult Education/Literacy program.
- English, reading, writing, or computing skills at an 8.9 or below grade level.
- Determined to be Limited English Skills proficient through staff-documented observations.
- Other objective criteria determined to be appropriate by the Local Area and documented in its required policy.

**Parent youth-** Youth who are pregnant or parenting. (In-school youth 14-21, Out-of-school youth 16-24)

## Performance Of Workforce Development Programs By Target Population

The CEO asked those departments working to train and place targeted workers to describe their program, the types of services provided, and the indicators used to measure programmatic success. As the County works toward streamlining the reporting requirements across County workforce development programs, the performance of programs across target populations is of particular importance. This will indicate the efficacy of programs for the most difficult to employ individuals. The County's objective of bringing services to targeted populations is aided by the fact that the WIOA program, and its affiliated America's Job Centers of California (AJCC), are already focusing directly on these individuals. WDACS has long indicated that a majority of those who come into contact with the AJCC system in Los Angeles County are targeted workers.

In contrast to the data provided in the May Scorecard, the targeted populations represented on the prior page are now consistent with the WIOA definition of an individual "with a barrier to employment." Again, this was done in an effort to create consistency across County programs and to better align workforce development data with the Countywide Local and Targeted Worker Hire Policy. The specific information compiled by WDACS with respect to targeted populations indicates that a high percentage of WIOA

participants are either low-income or recipients of government benefits. Within the category that includes those receiving government assistance, WDACS notes that 762 participants received CalWORKS benefits, 807 received General Relief benefits, and 2,167 were CalFRESH recipients. In future scorecards, the CEO will track the population receiving County social services over time to gauge their reliance on these services as they progress through the workforce development system and are able to retain permanent employment.

In addition to WDACS' ongoing role in working with target populations, the County has included local hire goals on a project-by-project basis for the past several years. The Department of Public Works has responsibility for managing these local hire practices, and for tracking compliance with specific project objectives. As shown on the following page, there are 22 active projects that are now incorporating the Local and Targeted Worker Hire Policy. For those projects that have incurred actual construction hours, local worker hire has been successful on all five projects where the County imposed a mandatory hiring goal, and on 9 of the 15 projects where a best efforts goal was imposed. Two of the 22 projects have not yet reported any construction hours. Going forward, compliance with both the local and targeted worker categories will be tracked countywide on applicable projects for inclusion into future Scorecards.



Martin Luther King, Jr. Medical Center Campus

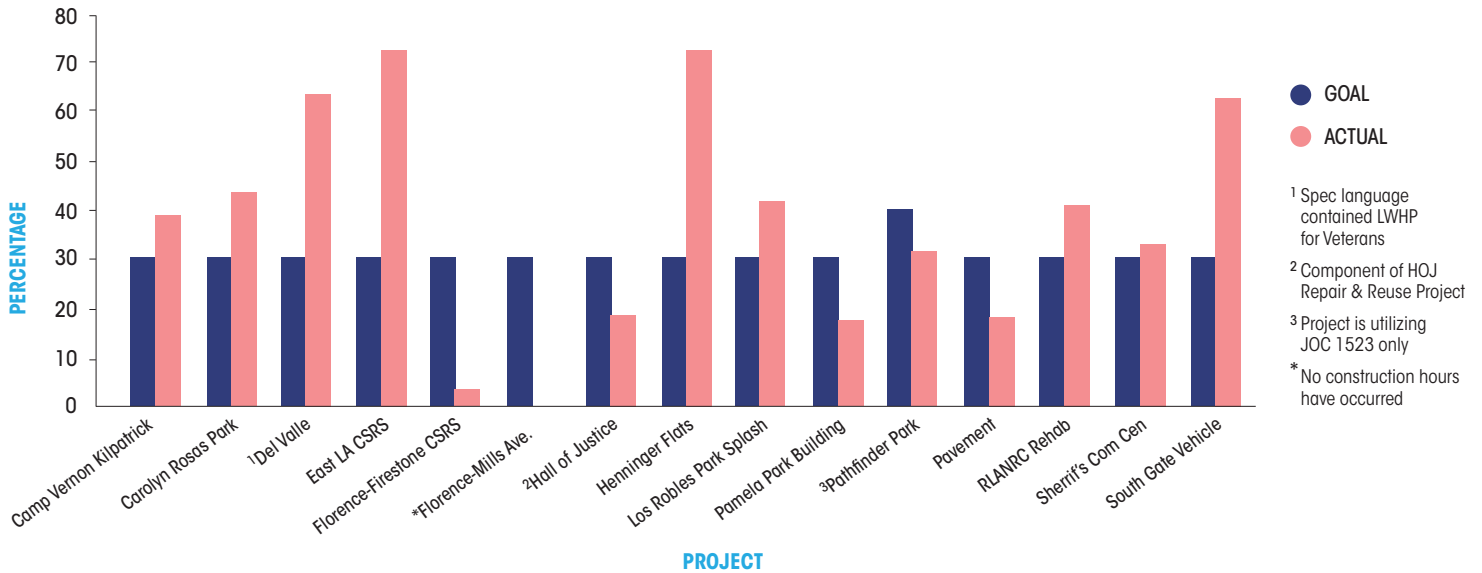
# ACTIVE PROJECTS LOCAL AND TARGETED WORKER HIRE PROGRAM

DEPARTMENT OF PUBLIC WORKS LOS ANGELES COUNTY

AS OF 10/31/17

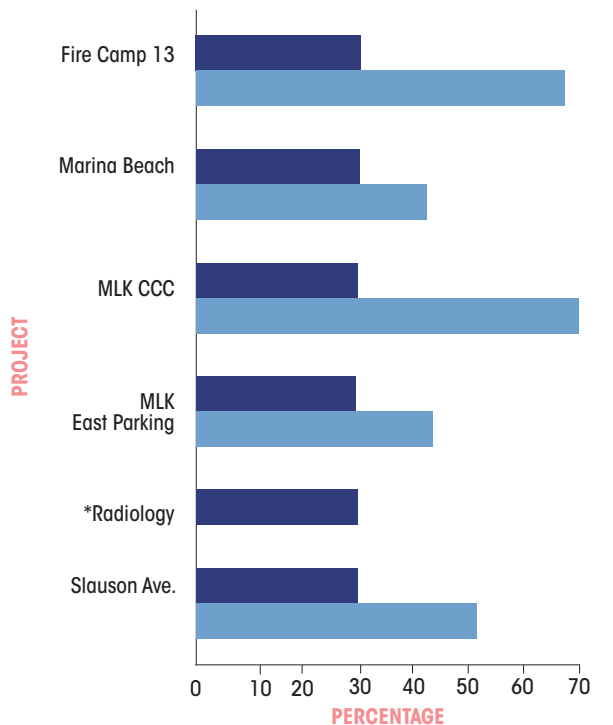
## BEST EFFORTS HIRING GOAL SUMMARY

All Active Projects (16)



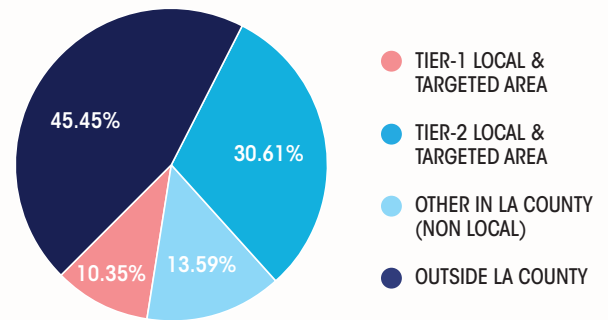
## MANDATORY HIRING GOAL SUMMARY

All Active Projects (6)

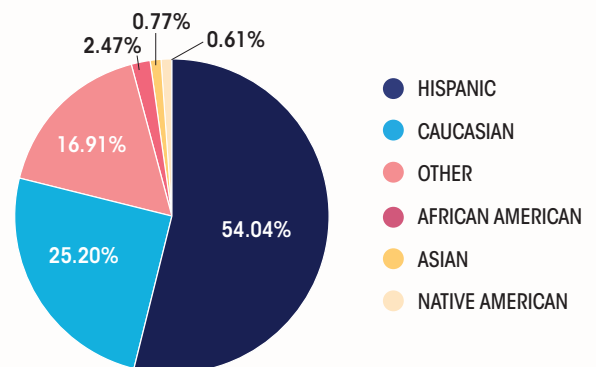


\*No construction hours have occurred

## WORKER RESIDENCY LWHP Projects (22)



## WORKER ETHNICITY LWHP Projects (22)



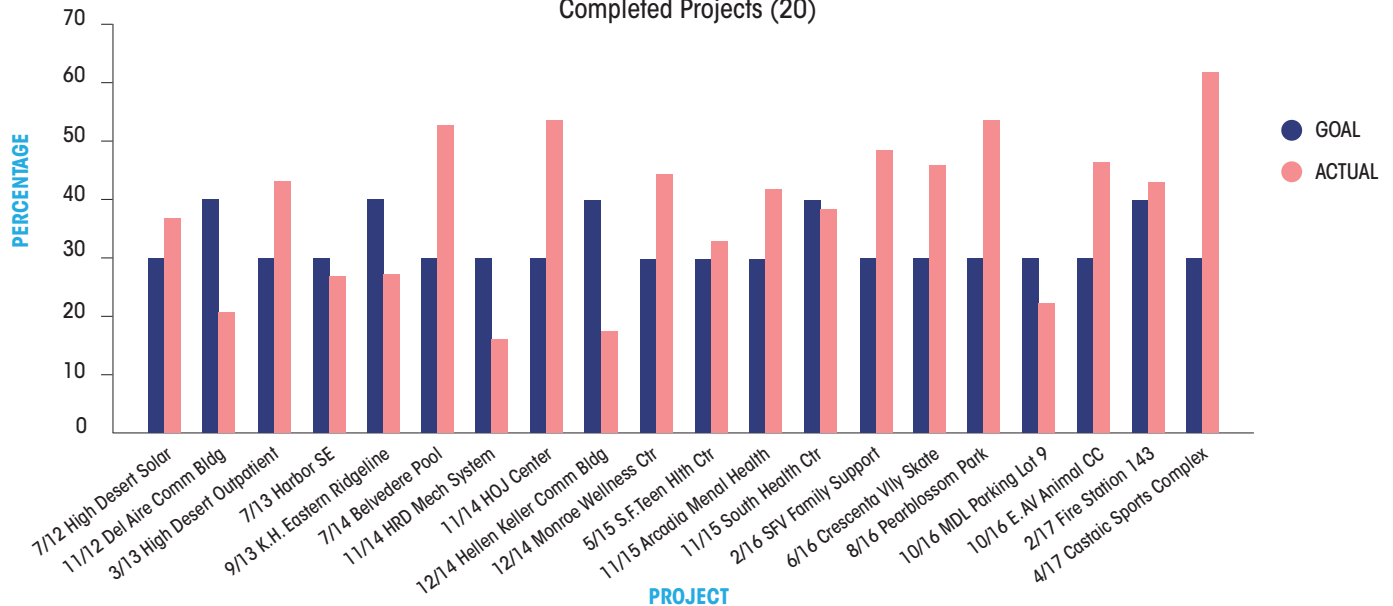
# COMPLETED PROJECTS LOCAL AND TARGETED WORKER HIRE PROGRAM

DEPARTMENT OF PUBLIC WORKS LOS ANGELES COUNTY

AS OF 9/30/17

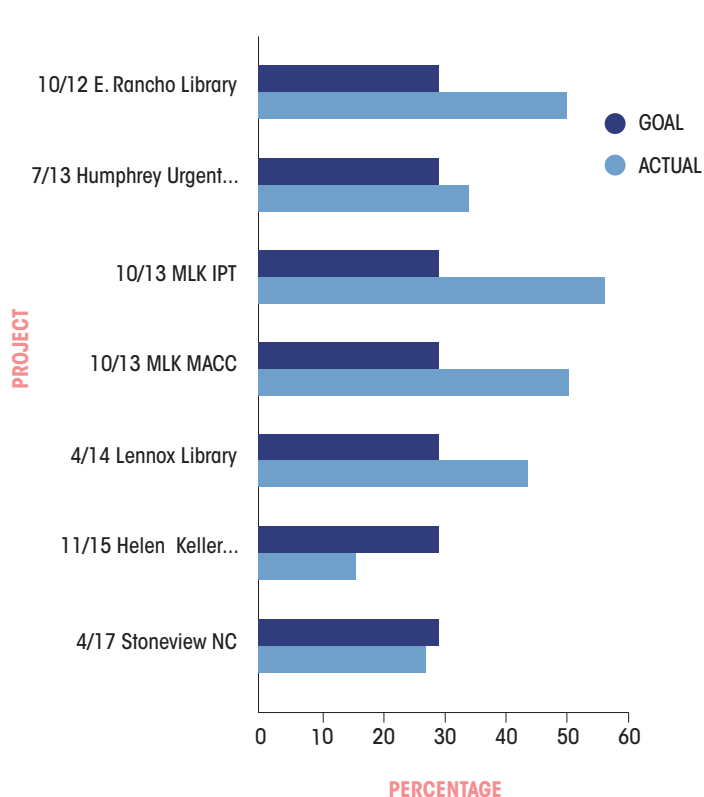
## ASPIRATIONAL HIRING GOAL SUMMARY

Completed Projects (20)

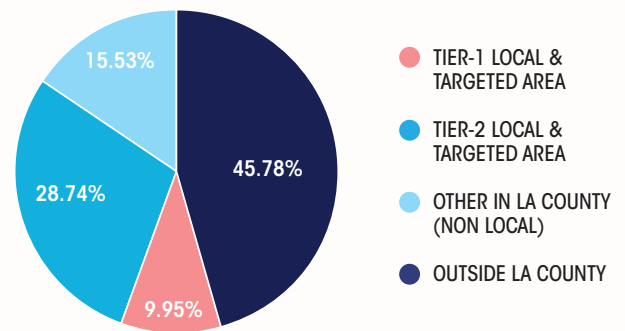


## MANDATORY HIRING GOAL SUMMARY

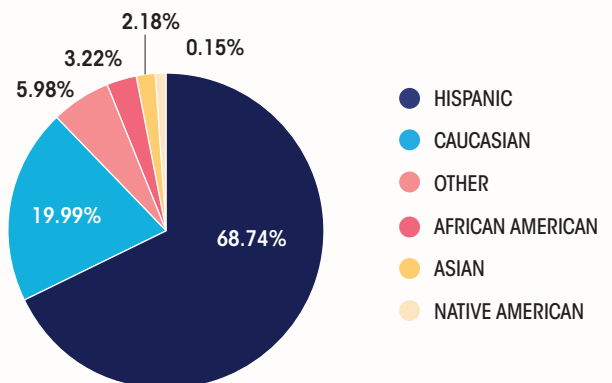
Completed Projects (7)



## WORKER RESIDENCY LWHP Projects (27)



## WORKER ETHNICITY LWHP Projects (27)



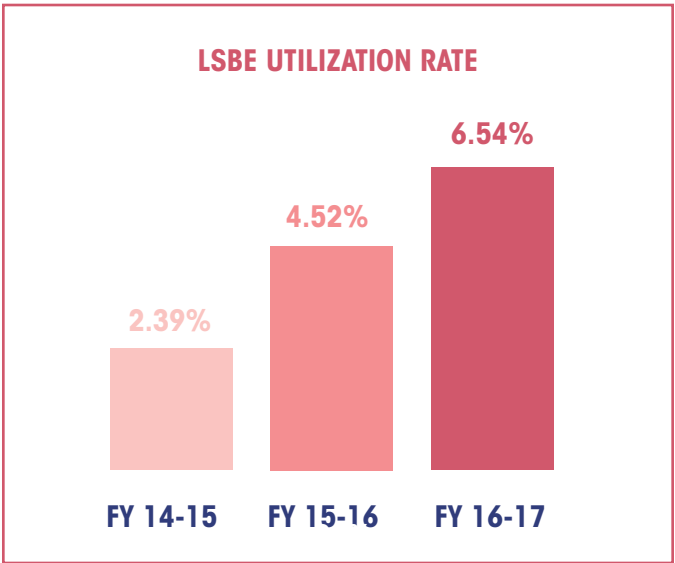
## **BUSINESS ASSISTANCE**



The County’s Economic Development Program is committed to deploying County resources in a targeted and thoughtful way to leverage investments to support both workforce and business development in County growth industries.

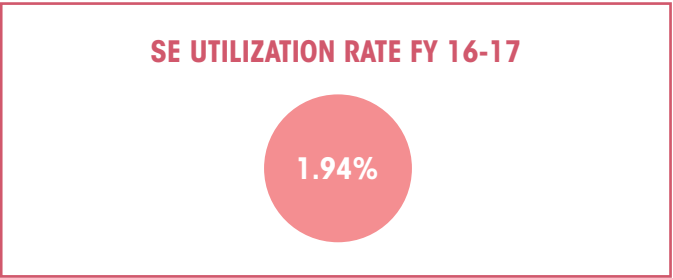
On July 21, 2015 the Board of Supervisors established a Small Business Initiative (SBI) charged with supporting small business throughout the County through streamlined service delivery. A year

LOCAL SMALL BUSINESS ENTERPRISE UTILIZATION		
	FISCAL YEAR 16-17	FISCAL YEAR 15-16
Total Awards to All Businesses	1,745,234	1,589,523
Awards to LSBEs	123,371	99,026
LSBE Award Amount	\$245,793,325	\$181,059,214

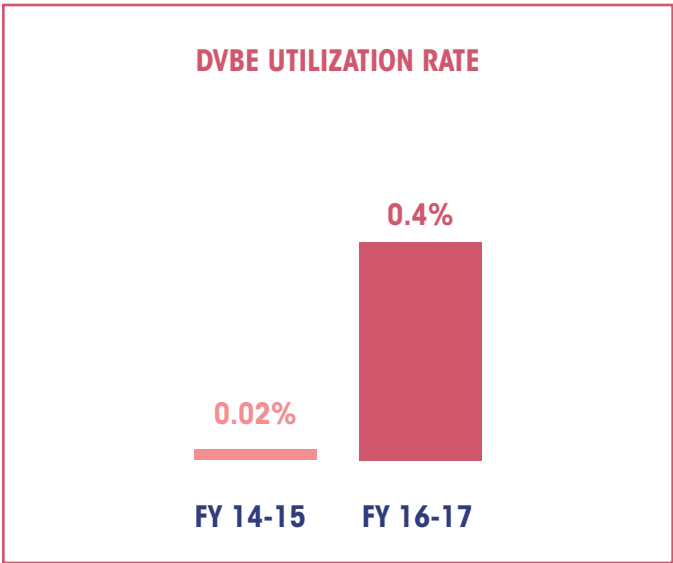


### SOCIAL ENTERPRISE UTILIZATION FISCAL YEAR 16-17

Total Awards to All Businesses	1,745,234
Awards to SEs	1,029
SE Award Amount	\$77,963,666



DISABLED VETERAN BUSINESS ENTERPRISE UTILIZATION FISCAL YEAR 16-17	
Total Awards to All Businesses	1,745,234
Awards to DVBEs	1,601
DVBE Award Amount	\$16,061,807





## SMALL BUSINESS ACTIVITY

FY 2016/2017	Q1	Q2	Q3	Q4	TOTAL
Number Certified LSBE's	164	142	209	353	868
Number of Certified Social Enterprises	0	9	20	28	57
Number of Certified DVBES	0	32	26	60	118
Number of County contracting dollars awarded to small businesses	\$72,151,683	\$51,071,163	\$43,633,229	\$78,937,250	\$245,793,325
Number of small businesses who won contracts with County	606 combined in Q1, Q2, Q3 and Q4				606

Source: Department of Consumer and Business Affairs (DCBA)

later, on July 12, 2016, the Board established a four-year business utilization plan to increase contracting dollars awarded to the County's certified business to 25% of all contracts the County awards for goods and services. This plan calls for an increase in contracting and procurement opportunities for Local Small Business Enterprises (LSBEs), Disabled Veteran Business Enterprises (DVBES), and Social Enterprises (SEs). The Department of Consumer and Business Affairs (DCBA) serves as the County's Small Business Advocate, and is the department responsible for the administration of the above referenced preference programs as well as the SBI.

Local business cultivation and expansion is central to regional economic development and the Scorecard endeavors to measure the County's progress in supporting the business community. New information regarding the efficacy of the County's business utilization plan, as well as layoff aversion services is presented in this third Scorecard. Information about businesses served by the Small Business Concierge is also presented.

### SMALL BUSINESS CERTIFICATION PROGRAM

**FISCAL YEAR 2016-17 Q4:**

Average number of days it takes  
to get certified with the County:

**3 days for LSBE and DVBE  
8 days for SE**

**In the fourth quarter of  
FY 2016-17,  
the Small Business  
Concierge Service  
assisted 215 entrepreneurs.**

## Small Business Development

The Board directed DCBA to prepare a four-year action plan ("Utilization Plan") to achieve the Board's goals of awarding twenty-five percent (25%) of contracts for goods and services to LSBEs and three percent (3%) of contracts to DVBES by 2020. DCBA has also made strides toward developing a streamlined certification process for LSBEs and DVBES, and has created a new certification process for Social Enterprises (SE).

In order to achieve the goals set forth in the Utilization Plan, DCBA continued to work with County departments to expand the pool of certified businesses so that they can take advantage of the incentives given to certified businesses and win contracts with the County. Accordingly, the Scorecard tracks the number of certified LSBEs, DVBES and SEs each quarter and the number of new certifications.

This year, through interagency partnerships, DCBA has obtained certified vendor lists from jurisdictions including the California Department of General Services (DGS), Metro, and the Veteran's Administration (VA). DCBA has then used these lists for targeted outreach to increase the County's certified vendor pool.

**In FY 2016-17,**  
**the County's Small Business**  
**Services team conducted**  
**91 outreach events,**  
**reaching over 11,000 attendees.**

Guided by DCBA, the County has made progress towards the 25% small business utilization goal and 3% disabled veteran business utilization goal established by the Board. There has been an increase of over \$64 million dollars awarded to certified small businesses from Fiscal Year 2015-16 to Fiscal Year 2016-17. This represents an increase of 35% in dollars awarded to certified small businesses in Fiscal Year 2016-17.

## LOS ANGELES COUNTY CONTRACTING CENTERS

The County has partnered with Citi Community Development to establish the Los Angeles County Contracting Centers as a **two-year pilot program targeting low to moderate income communities and providing businesses with direct technical assistance.** Businesses will receive information on the benefits to County business certifications, as well as how to locate contract opportunities with the County.

In order to make further progress toward the 25% and 3% utilization goals, DCBA is working with the small business advocates from each County department to establish a "Mini-Utilization Plan" for each department. These plans document the steps the department will take to increase the number of contracts being awarded to small and disabled veteran businesses.

## Small Business Concierge

The Small Business Concierge Program (Concierge) was established in January 2015 by motion of the Board as a single point of contact to assist local business owners and potential business owners in starting and growing their businesses in the County. The Concierge provides counseling services to prospective small business owners, offers guidance and technical assistance in the small businesses development process, and helps potential businesses navigate through the licensing and permitting process. Further, the Concierge ensures that workforce development services and small business programs are integrated to maximize services and effectively respond to the needs of businesses across a variety of sectors.

The Concierge has assisted businesses ranging from plant nursery to commercial construction and wine cellar installation and design. DCBA is continuing to gather information regarding the number of new businesses that opened, revenue generated, and jobs created with the support of the Concierge. This data is expected to be available at the close of Fiscal Year 2017-18.

### DEFINING SOCIAL ENTERPRISE (SE)

**To be identified as a Los Angeles County Social Enterprise, a business must:**

- **Be certified or registered by any of the following organizations:**
  - B Lab Corporation, which certifies businesses as a B Corporation.
  - California Secretary of State, where businesses can register their business entity as a Benefit or Social Purpose Corporation.
  - City of Santa Monica, which offer a Green Business Certification.
  - City of Los Angeles, which offers a Green Business Certification.
- **Register as a vendor with Los Angeles County**
  - During the registration process, the business will be asked to provide their mission statement, a description of their programs, services, and responses to questions that provide further detail on the business's social impact.

### DEFINING LOCAL SMALL BUSINESS ENTERPRISE (LSBE)

**Los Angeles County uses the same criteria to define local small business as the State of California's Department of General Services (DGS). To qualify, a business must:**

- **Be independently owned and operated**
- **Not be dominant in its field of operation**
- **Have its main office in Los Angeles County for at least the last 12 months**
- **Have owners (officers in the case of a corporation) who live in California and be either**
  - A business with fewer than 100 employees and an average annual gross receipts of \$14 million or less over the last 3 years
  - A manufacturer with 100 or fewer employees

### DEFINING DISABLED VETERAN BUSINESS ENTERPRISE (DVBE)

**To be identified as a Los Angeles County Disabled Veteran Businesses Enterprise, a business must:**

- **Be certified by one of the following departments:**
  - The U.S. Department of Veterans Affairs (VA), which certifies businesses as Service Disabled Veteran Owned Small Business (SDVOSB).
  - The State of California Department of General Services (DGS), which certifies a business as a DVBE.
- **Register as a vendor with Los Angeles County**
  - During the registration process, the business will be asked to provide information on its VA or DGS certification.

## WDACS LAYOFF AVERSION ACTIVITY, FY 2016-17, LOS ANGELES COUNTY

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
# of At-Risk Businesses Notified	159	228	208	224	270	201	221	212	237	261	298	552	3,271
# of Action Plans	28	63	45	6	7	7	12	4	15	6	13	10	216
# of Jobs Saved	0	58	22	0	93	28	28	15	0	0	0	4	248

Source: Department of Workforce Development, Aging and Community Service (WDACS).

### Layoff Aversion

The Department of Workforce Development Aging and Community Services (WDACS) oversees a layoff aversion program to provide technical assistance to businesses of any size that are in financial danger. The layoff aversion program begins with confidential consulting for businesses to develop an individualized Action Plan to access local capital, remain in the County and prevent layoffs of employees and ultimately business closure. This service is provided at no cost to the business.

This year, there have been several businesses successfully assisted. Through the County's layoff aversion program, American Shoe Manufacturing and Design, Inc., which was at risk of layoffs, identified several areas for cost-savings with the help of the layoff aversion program. The business ultimately availed themselves of applicable tax incentives, and saved approximately 30% in insurance costs through implementing measures to create a safer work environment. After several months of counseling, American Shoe Manufacturing and Design was able to retain all 18 of its employees.

Additionally, layoff aversion has been able to connect businesses to public partners that help overcome zoning and permitting challenges that can accompany business expansion. For example, the layoff aversion team worked with Einstein Noah Restaurant Group, Inc. in Pico Rivera to overcoming negative delays in the plan check process, so that they were able to more expeditiously expand their business and minimize losses associated with the sometimes lengthy waiting time for permits. The information regarding the layoff aversion program for fiscal year 2016-17 is displayed above.

### Average Permitting Time

The CEO recognizes the importance of a streamlined zoning and permitting process for new business

development. In focus groups conducted with small businesses, a common complaint has been the confusion regarding the variety of permitting, zoning, and licensing requirements that are often necessary in order to start a new business. To address these concerns in the County unincorporated areas, the CEO has started to monitor the effectiveness of the County's ongoing efforts regarding regional one-stop centers, the implementation of the County's online EPIC-LA permitting system, and is exploring the possibility of a potential public-facing business portal. In this quarter, the Department of Public Works (DPW) and the Department of Regional Planning (DRP) presented their efforts to streamlining businesses permitting of the Economic Development Policy Committee and discussed further integration of the EPIC-LA system across County departments. The CEO is working with DPW and DRP to explore expanding their regional one-stop program for businesses. Statistical information in future Scorecards will include the average time required to process building permits and land use permits. The first data presented with respect to these zoning and permitting processes is expected to be delivered in Fiscal Year 2018-19.

### WDACS LAYOFF AVERSION SERVICES

- At Risk Businesses: Businesses that are "in danger of laying off employees."
- Action Plan Development Services include: Access to Industry Councils, Assistance with Expedited Permitting, Exploring Tax Incentives, Workforce Training & Development Referrals, Exploring Access to Capital, Project Management, Site Selection and Relocation, Referrals to Public Services, Connections to Public/Private Partners and Resources, Cost Containment Analysis
- Businesses Notified: Businesses are monitored for signs of decay using financial stress scores, and active engagement with the business. Businesses who are found to be in danger of laying off employees are contacted and given information on Layoff Aversion Services.

# **BUSINESS LOANS AND FINANCIAL ASSISTANCE**

Since 1987, the Community Development Commission (CDC) has provided a variety of loan products to assist businesses in Los Angeles County in their retention, expansion, and customer attraction efforts. Since the dissolution of redevelopment in 2012, the CDC has continued to foster neighborhood reinvestment and blight removal in low and moderate income unincorporated areas through façade improvement programs, commercial storefront renovations, and business loans. These programs provide financial and technical assistance to support business tenants and property owners, and seek to help beautify business districts by making them more inviting for shoppers and residents as neighborhoods are revitalized.

Further, the CDC engages in significant coordination with DCBA to provide small business assistance to the businesses receiving the façade loans in order to most effectively deploy the County's wrap-around services in an effort to holistically support businesses.

In August of this year, the CDC announced a streamlining of their small and medium business loan programs, which are now all known as SMART Funding. SMART Funding offers competitive loan programs created to support a variety of established businesses. SMART Funding through the CDC now offers personalized business capital options, focusing on four areas of economic development: manufacturing, clean technology,

## 2016-17 CDC ACTIVE BUSINESS RENOVATION

Location	District	Storefronts	Start Date	Completion Date	Estimated Cost
1200 Block Pelliser Rd	1	1	6/22/17	11/10/17	\$180,509
1600 Block Amar Rd	1	1	8/23/17	12/18/17	\$42,800
500 Block Workman Mill Rd	1	17	9/29/17	1/20/18	\$229,600
3500 Block E. 1st Street	1	1	3/19/18	6/21/18	TBD
4500 Whittier Blvd Blvd	1	1	4/2/18	7/5/18	TBD
9100 Block Vermont Ave	2	1	6/22/17	11/17/2017	\$204,908
9200 Block Vermont Ave (project 1)	2	1	9/17/17	12/7/17	\$134,100
9200 Block Vermont Ave (project 2)	2	1	1/31/18	4/15/18	\$160,000
9300 Block Vermont Ave	2	4	2/15/18	5/8/18	\$211,700
13300 Block Telegraph Rd (project 1)	4	1	10/17/17	3/13/18	\$98,800
13300 Block Telegraph Rd (project 2)	4	5	10/17/17	3/13/18	\$155,400
11500 Colima Rd	4	4	5/29/18	9/16/18	TBD
TOTAL STOREFRONTS		38	TOTAL EXPECTED FUNDING		\$1,417,817

Source: CDC (Los Angeles County Community Development Commission)

health care services, and transportation-adjacent development. Potential loans can range from \$25,000 to \$1.5 million, and are deployed to help businesses purchase necessary equipment, acquire commercial property, build capital, and create and retain jobs. All loans are being tailored to specific business needs.

### **Blight Removal**

By eliminating the blight in a neighborhood, the County and CDC can work with public and private partners to increase the property values in the surrounding area and catalyze investment in the neighborhood. The CDC has facilitated blight removal through its business façade improvement program. This program remains a focal point of neighborhood business revitalization.

Recently, investments in façade improvements have continued through a new Community Business Revitalization Program called RENOVA TE. Communities in 11 unincorporated areas have been targeted for this Program. Grant awards range from \$35,000 to \$100,000 or more depending on project scope and area need. The recipient of these funds is required to ensure that improvements are maintained in good condition for 10 years. Eligible improvements include design assistance; façade restoration; windows, doors, lighting, and signage; removal of non-conforming elements; and accessibility improvements. The objective of RENOVA TE is to stimulate investment in the community, revitalize commercial corridors, and support the growth of small businesses.

On the previous page is data for the CDC's façade program, which includes RENOVA TE, for the current Program Year 2017-18.

### **Business Assistance Loans**

The CDC has historically provided loans for small and medium size commercial and industrial companies to grow these businesses and create jobs. Funds from loan programs have been used for real property acquisition, working capital, land acquisition, construction, and equipment and machinery purchases. The CDC's loan programs have included Micro, Business Expansion, and Float loans. Many of

these loan programs remain ongoing, as they were capitalized prior to the dissolution of redevelopment, often with federal funds.

The primary funding sources for the CDC's business loan programs have been provided through the Community Development Block Grant (CDBG) and Economic Development Administration (EDA). Both are federal funding sources with an emphasis on job creation, neighborhood and business development and assisting those in economically distressed neighborhoods.

In addition, the Board's recent effort to prioritize economic development has resulted in the creation of three new loan programs: Bioscience Revolving Loan Program, Manufacturing Revolving Loan Program, and the Catalytic Development Fund Program. A summary of these programs is as follows:

#### **1. Bioscience Revolving Loan Program**

The Bioscience Revolving Loan Program was designed to provide incentives and financing for a strong and growing bioscience sector in the County. The program parameters remain under development. Pursuant to an April 18, 2017 Board motion, the CEO was instructed to consider repositioning this fund as a "fund of funds." The CEO has engaged a consultant to develop a Bioscience Fund Request for Proposal (RFP), with plans to issue the RFP early in 2018.

#### **2. Manufacturing Revolving Loan Program**

The Manufacturing Revolving Loan Fund Program is designed to assist manufacturers by providing access to capital for the development, expansion and retention of manufacturing jobs. Local small and medium-sized manufacturers located in the unincorporated areas of the County may be eligible. Loan funds may be used for land acquisition, construction or renovation of real estate, inventory, working capital, machinery and equipment, leasehold improvements, and



debt refinancing. Loans must be secured with collateral, will range from \$100,000 to \$500,000 and be provided at below market rates, with terms of five to seven years for working capital, ten years for equipment, and 20 years for real estate. To date, one loan was approved in Fiscal Year 2016-17 through the new program with other projects currently in the underwriting pipeline.

### 3. Catalytic Development Fund Program

The Board approved the creation of a Catalytic Development Fund designed to promote infill and brownfield development along transit corridors in the unincorporated County. The program parameters are currently under development with CDC staff having interviewed all five District Offices. Recommendations, with specific funding strategies, will be presented to the Board for consideration in the first quarter of 2018.

In Fiscal Year 2017-18, CDC kicked off its SMART Funding marketing campaign with a series of pamphlets, brochures and a presence on social media. Because of this campaign, the CDC

presently has a list of over 30 significant business leads and 6 active loan underwritings. The anticipation is the underwriting pipeline will turn into pending loan approvals in future quarters.

Below is a pipeline of current Fiscal Year 2017-18 loans that have recently been funded or are in the process of being funded on behalf of local area businesses.

### Property Assessed Clean Energy (PACE)

In addition to the loan programs administered by the CDC, the County also manages a residential Property Assessed Clean Energy (PACE) Program, which makes loans to individual property owners through direct assessments on the property tax bill. Established pursuant to California Assembly Bill 811 (2008), the County's PACE Program provides financing for energy efficiency upgrades and renewable energy installations on private residential property. In Fiscal Year 2016-17, the PACE Program funded approximately \$350 million in home energy improvements which created 3,400 jobs throughout the County. A summary of 2016-17 PACE assessments and job creation is provided in the table on the following page.

## 2017-18 CDC COMMERCIAL LENDING ACTIVITY

Company Type	District	Loan Amount	Status	Use of Funds	Funding Date	Funding Source
Auto Parts Repair & Assembly	1	\$300,000	Funded	Working Capital/ Equipment	8/29/17	CDBG
Legal and Professional Services	1	\$480,000	Funded	Refinance Building	9/26/17	EDA
Gasoline and Retail Store	1	\$410,000	Pending Funds	Working Capital & Tenant Improvements	11/20/17	EDA
<b>TOTAL FUNDING COMMITMENT</b>		<b>\$1,190,000</b>				

EDA- Economic Development Administration    CDBG- Community Development Block Grant

Source: Los Angeles County Community Development Commission



## Center for Financial Empowerment

Launched in 2016, the County's Center for Financial Empowerment (CFE) helps residents achieve greater economic security and well-being by connecting them to resources that help build household financial capability and

wealth. The Board has found that families not only need income, they also need knowledge of and access to affordable financial products and services; incentives to encourage savings and investment; and consumer protections in the financial marketplace.

## PROPERTY ACCESSED CLEAN ENERGY (PACE) FINANCING PROGRAM FISCAL YEAR 2016-17

FISCAL YEAR 2016/2017	APPLICATIONS SUBMITTED	APPLICATIONS APPROVED	COMPLETED ASSESSMENTS	\$ AMOUNT OF COMPLETED ASSESSMENTS	ESTIMATED # OF JOBS CREATED
July 2016	3,972	2,574	1,419	\$37,785,284	369
August 2016	3,789	2,428	1,565	\$42,889,075	404
September 2016	3,191	2,002	1,329	\$38,975,928	370
October 2016	2,896	1,813	1,142	\$32,575,982	320
November 2016	2,858	1,739	1,115	\$32,815,822	347
December 2016	2,435	1,530	1,050	\$31,501,843	294
January 2017	2,913	1,736	936	\$28,143,841	284
February 2017	2,687	1,569	866	\$26,607,245	259
March 2017	3,035	1,716	1,022	\$30,434,757	313
April 2017	2,443	1,402	838	\$23,577,998	236
May 2017	2,757	1,473	865	\$24,372,435	261
June 2017	2,855	1,538	850	\$24,379,852	305
<b>FISCAL YEAR TOTAL</b>	<b>32,976</b>	<b>19,982</b>	<b>12,147</b>	<b>\$349,690,211</b>	<b>3,456</b>
<b>FROM PROGRAM INCEPTION</b>	<b>87,098</b>	<b>55,169</b>	<b>30,395</b>	<b>\$814,948,874</b>	<b>7,996</b>

Source: County of Los Angeles

## CENTER FOR FINANCIAL EMPOWERMENT (CFE) PROGRAM RESULTS

### CASH FOR GRADS

August 2016-August 2017

**888 Youth  
Trained**



### INCOME TAX ASSISTANCE PROGRAMS

#### FreetaxprepLA collaborative

The DCBA partnered with a cohort of cross-sector agencies to launch the FreetaxprepLA countywide awareness campaign.

Total returns filed:	<b>11,721</b>
Total refund dollars:	<b>\$14,998,970</b>
Total state and federal EITC dollars claimed:	<b>\$6,546,794</b>

#### County-run VITA program (DPSS and DCBA)

Total tax returns:	<b>480</b>
Total refund dollars:	<b>\$1,363,976</b>
Total state and federal EITC dollars claimed:	<b>\$832,217</b>

Total CalEITC amount refunded to LA County Residents for 2016:	<b>\$44,954,177</b>
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Understanding that households with financial goals, savings and other assets have greater stability and increased opportunity for upward mobility, the CFE was established initially as a two-year pilot-program to target those populations where access to assets could be readily increased. The Department of Consumer and Business Affairs administers the CFE. The CFE currently serves two target populations: youth and young adults aged 16-24, as well as those that are eligible for the State and Federal Earned Income Tax Credit (EITC). The CFE coordinates a Volunteer Income Tax Assistance (VITA) Program, as part of its service to the EITC-eligible population.

This year, DCBA worked with the Internal Revenue Service to bring VITA services to underserved areas in the County. Eighty-five percent (85%) of the taxpayers assisted by the CFE were using VITA for the first time. Additionally, the CFE partnered with a cohort of cross-sector agencies to launch the "freetaxprela" Countywide awareness campaign. Through the "freetaxprela" collaborative, over \$6.5 million of State and Federal EITC dollars were claimed back into the pocket of low-income County residents.

The CFE continues to market its services and expand its client base throughout the County. The CFE has published a comprehensive financial resource guide, over 1,500 copies of which have now been distributed to non-profit agencies throughout the County.

Source: Department of Consumer and Business Affairs (DCBA)

# CAPITAL DEVELOPMENT

The Economic Development Policy Committee has defined economic development projects as those where there is private sector participation that results in tangible economic development benefits beyond just the construction of County facilities. Private sector participation will be defined as any material use of a County-owned, or County-funded, facility by a non-profit or private entity following completion and delivery of the project. Such use of the facility must result in direct economic development benefits for the community, including job creation for non-County employees, commercial development, retail investment, blight removal, affordable housing, or any other activity that improves the economic well-being of local residents.

The following projects and their impact on the community will be monitored for inclusion in future versions of the Scorecard. The Scorecard will seek to capture statistics such as the percentage of Local and Targeted Workers hired on the project, small business, disabled veteran business and social enterprise utilization, number of jobs created, increase in the tax base and percentage of affordable housing incorporated into the project, among other community benefits. While the majority of the County's economic development projects are managed by a private developer, oversight is nonetheless provided by either the County CEO or the CDC.

**The CEO's office is responsible for managing the following projects:**

### **Grand Avenue Project**

The Grand Avenue Project Phase I consists of a mixed used development with residential and hotel towers, parking, public plaza, retail/commercial spaces, streetscape, and site landscaping on County-owned property (Parcel Q) developed by Related Company. Phase I is comprised of two high-rise towers, one including a hotel, and one including residential apartments and condominiums units.

The proposed hotel tower (Tower 1) will consist of an approximately 305 key, 4-star Equinox hotel with meeting space and ancillary hotel amenities and the proposed residential tower (Tower 2) will combine approximately 220 market rate apartments with approximately 91 (20 percent of the gross number of apartments and condominiums) rental affordable housing units and approximately 141 market rate condominiums.

### **San Pedro Courthouse**

The vision of the San Pedro Courthouse Project is to provide public amenities and private development to complement the City of Los Angeles' new San Pedro Waterfront Redevelopment project at the existing Ports O'Call Village. The City's redevelopment project is seen as a key step in transforming San Pedro's once industrial waterfront into a regional destination that includes dining, music, and tourist attractions.

### **Harbor UCLA-LA BioMed**

The Harbor UCLA-LA BioMed project consists of new research facilities designed to accommodate a bioscience incubator. It will provide technical support



Grand Avenue Project

and business services to assist researchers with advancing promising new biomedical discoveries to the next stage of commercialization. The objective is to retain and grow promising new technologies and the jobs they create for the benefit of County residents. The Board recently certified a Harbor-UCLA Medical Center Campus Master Plan Project Environmental Impact Report (EIR). This EIR includes 15 acres for the development of a 250,000 square foot bioscience tech park. Further, the Board directed the CEO to enter into an Exclusive Negotiation Agreement (ENA) with LA BioMed to include a vision, structure, and process for developing this bioscience tech park. Included in the tech park will be the bioscience research facility and bioscience incubator designed to catalyze a bioscience ecosystem in Los Angeles County.

### **Honor Ranch**

The Honor Ranch project consists of a feasibility study that includes project analysis for geotechnical, environment, design, entitlement, site surveys, and inspections of the County-owned Honor Ranch properties north of Santa Clarita. The feasibility study will include an evaluation of infrastructure upgrades and development opportunities that will provide a revenue share to the County and incorporate community benefits policies. The CEO is now working actively with two private entities, an architectural firm and an economic consultant, to evaluate development opportunities at the site.

### **The CDC has oversight responsibility for the following projects:**

#### **Vermont Corridor**

Vermont Corridor is the redevelopment of seven County-owned parcels spanning three city blocks of the Koreatown area within the City of Los Angeles. The project area involves three separate sites, each with a unique development scenario. Site 1 consists of the removal of two existing County buildings, one surface parking lot, one parking structure and the construction of a new 471,000 square foot Los Angeles County Department of Mental Health Headquarters. This new headquarters will consist of an 8-story podium parking structure on which a 13-story Office tower building will reside. Site 2 is an adaptive reuse of the existing 154,793 square foot 12-story DMH building into a maximum of 172 market



Vermont Corridor

rate units. In addition, 74 market rate units are to be constructed above the existing Los Angeles County building as a second/future phase of the project. Site 3 consists of the removal of the existing Los Angeles County Department of Parks and Recreation (DRP) building for the construction of a new 80,837 square foot 6-story senior affordable housing complex. Also included in this development is the construction of a new community center. The ground lease of County-owned property on Site 3 will result in 72 units of new affordable senior housing.

Vermont Corridor has successfully reached multiple milestones in the pre-development process, which consist of the delivery of the 100% Design Development package to the County, the release of the draft Environmental Impact Report (EIR) for public review and submission of draft ground and facilities leases for staff comment. It is anticipated project financing activities will kick-off in early 2018 with a final Board approval date scheduled for Spring 2018.

#### **Expo/Crenshaw Site**

Located at the intersection of the Expo Line and the future Crenshaw/LAX Transit Line, this site has superior regional connectivity to employment and activity centers including Santa Monica, Culver City, USC, Downtown Los Angeles and Los Angeles Airport. The guidelines for this site identify the opportunity for a culturally distinct gateway destination and pedestrian-scaled community serving residents and visitors with high quality and local-serving retail uses and a range of housing types that are affordable to





Expo/Crenshaw Site

existing residents. It also identifies opportunities to foster job growth with attractive office or incubator space.

### LA Plaza De Cultura Village Project

The LA Plaza Cultura Village Project consists of a lease agreement between the County and the LA Plaza de Cultura y Artes Foundation (Foundation) to permit the development and use of a mixed-use, transit-oriented infill development totaling up to 425,000 sq. ft., including up to 355 residential units (for lease), with 20 percent of those reserved for moderate-income households. Additional components include up to 50,000 sq. ft. of visitor-serving retail; including, but not limited to, a restaurant, a cafe, other food services, and a “commissary” or shared commercial kitchen space for culinary demonstrations and use by small businesses. These visitor-serving uses are intended to complement the Olvera Street retail and restaurant businesses.

The LA Plaza Project includes a historic paseo to link Union Station through the shops and restaurants on Olvera Street; through the El Pueblo de Los Angeles Historic District and LA Plaza, and extending to the



LA Plaza De Cultura Village Project

Fort Moore Pioneer Memorial on North Hill Street; a rooftop restaurant and garden; bicycle amenities; and up to 786 parking spaces, including up to 150 replacement parking spaces for those removed by the project that would be made available to County employees.



Martin Luther King, Jr. Medical Center Campus

### Martin Luther King, Jr. – Medical Office Building (MLK – MOB)

The MLK – MOB project will be the construction of an approximately 52,000 sq. ft. medical office building with approximately 252 parking stalls located at the southwest corner of East 120th and S. Wilmington in the Willowbrook area of Los Angeles County.

As part of the Martin Luther King, Jr. Medical Center Campus, the MOB is to provide quality office space to private and non-profit tenants for administrative, medical outpatient services and health related services in coordination with the new MLK Hospital and MLK Outpatient Center. On September 26, 2017 the Board approved an option to ground lease the site for the proposed future development.

### Fairview Heights TOD Plan

The Downtown and Fairview Heights Transit-Oriented Development (TOD) Plan sets urban design concepts, zoning regulations, development standards, design guidelines and streetscape plans for the areas within one-half mile of the Downtown Inglewood (Florence/La Brea) and Fairview Heights (Florence/West) stations on the Metro Crenshaw/LAX Line. The CDC is working collaboratively with the Los Angeles County Metropolitan Transit Authority (Metro) to select a development team from a recently issued RFP process for the potential development of the County properties contained within the Fairview Heights TOD plan.

## REGIONAL ECONOMIC DATA

## ANNUAL UNEMPLOYMENT RATE (%)

LOCALITY	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
United States	4.9	5.3	6.2	7.4	8.1	8.9	9.6	9.3	5.8	4.6
California	5.4	6.2	7.5	8.9	10.4	11.7	12.2	11.2	7.3	5.4
Los Angeles County	5.1	6.7	8.2	9.7	10.9	12.2	12.5	11.6	7.6	5.1

Source: LAEDC Economic Update for Los Angeles County, October 2017

As home to more than 10 million residents with a workforce of over 4.4 million, it is essential to evaluate the regional economic trends in directing the County's Economic Development program. The regional economic data in this Scorecard highlights the characteristics of the County economy that can help shape efforts related to: workforce development and job training; business assistance; financial assistance; business loans; and capital development.

Much of the information presented in this version of the Scorecard is derived from the October 2017 Economic Update for Los Angeles County as put forth by the Los Angeles County Economic Development Corporation's Institute for Applied Economics. The data presented shows that County employment is projected to grow at an average annual rate of 0.7% over the next five years, adding 133,000 jobs to the County workforce. According to the California Employment Development Department, the September 2017 unemployment rate in Los Angeles County was 5.4 percent, which is nearly 8 points below the July 2010 peak of 13.2 percent, but still higher than the pre-recession low of 4.3 percent.

The employment data shown on this page provides evidence that Los Angeles County has recovered from the recession of 2008-09. Yet there remain many indicators that show signs of economic weakness. This is particularly true for federal poverty level statistics, which reveal that the percent of individuals living below the poverty line

in Los Angeles County remains high at 16.3%. To the extent that the County strives to influence local economic performance, there is a need to address the inequities that continue to exist in the Los Angeles economy.

One of the principal features of the County's economic development program is to focus resources on individual industries and occupations that are forecasted to experience future growth and expansion. The U.S. Department of Housing and Urban Development reports that in 2017, the median income in Los Angeles County is \$64,300. In contrast, according to the October 2017 Los Angeles County Economic Update, the top five occupations that are projected to experience the most growth between 2016 and 2017 are: 1) personal care and service with a median annual wage of \$25,319; 2) business and financial with a median annual wage of \$73,642; 3) education, training and library (tie) with a median annual wage of \$56,293; 4) healthcare practitioners with a median annual wage of \$80,150; and 5) protective services with a median annual wage of \$41,569.

The remaining tables in this Scorecard provide specific information regarding Los Angeles County industries and occupations, and their projected growth rates for the five-year period of 2016 to 2021. Given the County's role as the first layer of government in the unincorporated areas, the economic development programs referenced in this Scorecard can be expected to achieve their greatest impact within these regions.



## JOBS GROWTH BY INDUSTRY IN LOS ANGELES COUNTY

<b>JOBS</b> (change over previous year)	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
Total Nonfarm	22,500	90,300	76,700	76,300	85,200	88,000
Natural Resources	0	200	200	-200	-400	-400
Construction	600	4,100	7,000	3,400	6,500	1,200
Manufacturing	-6,400	500	800	-4,100	-3,300	-6,000
Wholesale Trade	2,400	6,100	6,800	3,800	-4,500	-1,100
Retail Trade	6,500	7,900	4,700	7,400	7,500	9,000
Transport/Warehousing/Utils	1,200	2,700	3,000	5,900	7,000	3,400
Information	400	-500	4,900	1,600	4,700	6,400
Finance & Insurance	-900	1,700	-1,900	-3,800	-200	1,800
Real Estate/Rental & Leasing	-100	600	2,500	2,000	3,200	3,400
Prof/Scientific/Tech Services	10,000	13,200	9,100	-400	-700	6,100
Management of Companies	2,100	1,400	1,500	400	0	1,600
Administrative & Support	3,900	12,900	12,500	6,000	1,800	4,600
Educational Services	2,600	200	3,500	1,200	1,400	6,600
Health Care/Social Assistance	4,200	22,000	-900	17,400	20,100	24,100
Leisure & Hospitality	9,900	21,100	24,700	26,100	21,500	17,400
Other Services	300	4,700	4,000	4,800	1,200	2,000
Government	-14,100	-8,700	-5,600	5,000	10,200	8,100

Source: LAEDC Economic Update for Los Angeles County, October 2017

**INDUSTRIAL PROFILE 2015  
(% OF TOTAL EMPLOYMENT)**

**INDUSTRY EMPLOYMENT GROWTH PROJECTIONS  
2016-2021  
(LOS ANGELES COUNTY)**

LA COUNTY		ANNUAL AVERAGE % GROWTH		CHANGE IN EMPLOYMENT (000s)
<b>TOTAL NONFARM PAYROLL EMPLOYMENT</b>	<b>100.0%</b>	<b>TOTAL NONFARM PAYROLL EMPLOYMENT</b>	<b>1.0%</b>	<b>212.7</b>
<b>Good Producing Industries</b>	<b>11.7%</b>	<b>Good Producing Industries</b>	<b>-0.2%</b>	<b>-3.5</b>
Natural Resources and Mining	0.2%	Natural Resources and Mining	0.6%	0.1
Construction	3.0%	Construction	1.5%	10.4
Manufacturing – Durable Goods	4.8%	Manufacturing – Durable Goods	-0.8%	-7.6
Manufacturing – Nondurable Goods	3.7%	Manufacturing – Nondurable Goods	-0.9%	-6.5
<b>Service Providing Industries</b>	<b>75.2%</b>	<b>Service Providing Industries</b>	<b>1.1%</b>	<b>194.2</b>
Wholesale Trade	5.3%	Wholesale Trade	0.9%	10.5
Retail Trade	9.9%	Retail Trade	0.6%	13.7
Transportation, Warehousing, Utilities	3.9%	Transportation, Warehousing, Utilities	0.4%	3.9
Information	4.9%	Information	0.1%	1.7
Financial Activities	5.1%	Financial Activities	0.8%	8.3
Professional and Business Services	14.1%	Professional and Business Services	1.4%	43.7
Educational and Health Services	17.3%	Educational and Health Services	1.7%	66.3
Leisure and Hospitality	11.5%	Leisure and Hospitality	1.5%	39.2
Other Services	3.1%	Other Services	0.8%	6.9
<b>Government</b>	<b>13.1%</b>	<b>Government</b>	<b>0.8%</b>	<b>22.0</b>

Source: LAEDC Economic Update for Los Angeles County, October 2017

Source: LAEDC Economic Update for Los Angeles County, October 2017

## REGIONAL ECONOMIC DATA

OCCUPATION GROUP	2015	GROWTH PROJECTIONS 2016-2021		
	% OF EMPLOYMENT	NEW JOBS	REPLACEMENT	TOTAL*
Management occupations	5.4%	8,320	24,340	32,660
Business and financial operations	5.8%	8,530	22,590	31,110
Computer and mathematical science	2.5%	3,770	8,640	12,400
Architecture and engineering	1.5%	1,340	9,450	10,800
Life, physical and social science	0.8%	1,510	5,250	6,750
Community and social services	1.6%	6,060	9,050	15,110
Legal occupations	0.9%	1,680	3,620	5,300
Education, training and library	6.0%	6,680	13,150	19,830
Arts, design, entertainment, sports, media	3.8%	2,530	12,850	15,380
Healthcare practitioners and technical	5.1%	17,420	22,850	40,270
Healthcare support	2.3%	10,520	12,980	23,500
Protective services	2.7%	7,760	18,990	26,740
Food preparation and serving	9.4%	31,930	75,040	106,970
Building grounds cleaning and maintenance	2.4%	10,180	12,360	22,540
Personal care and service	3.2%	14,060	22,740	36,810
Sales and related	10.1%	12,230	62,410	74,640
Office and administrative support	17.0%	31,330	66,130	97,460
Farming, fishing and forestry	0.1%	230	690	920
Construction and extraction	2.5%	7,800	9,900	17,700
Installation, maintenance and repair	3.0%	4,030	17,940	21,970
Production	6.3%	-2,560	28,050	25,500
Transportation/material moving	7.4%	11,850	33,160	45,010
	100.0%	197,200	492,100	689,300

Source: LAEDC Economic Update for Los Angeles County, October 2017

## COMPOSITION OF BUSINESSES IN UNINCORPORATED LOS ANGELES COUNTY

CLASSIFICATION CATEGORY	NUMBER OF COMPANIES	PERCENTAGE BY BUSINESS	
Services	5,866	39.2%	67%
Retail	3,140	21.0%	
Food Service	1,023	6.8%	
Health Care	949	6.3%	33%
Manufacturing	900	6.0%	
Car Wash/Auto/Vehicle	675	4.5%	
Wholesale	650	4.3%	
Transportation	255	1.7%	
Contractors	233	1.6%	
Housing & Lodging	201	1.3%	
Agriculture	136	0.9%	
Garment, Apparel & Textile Mfg	75	0.5%	
Landscaping & Gardening	13	0.1%	
Other	837	5.6%	
<b>Total</b>	<b>14,953</b>	<b>100.0%</b>	

Source: Los Angeles County Assessor Data 2015



# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
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SACHI A. HAMAI  
Chief Executive Officer

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

August 17, 2018

To: Supervisor Sheila Kuehl, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Sachi A. Hamai  
Chief Executive Officer

## FOURTH ECONOMIC DEVELOPMENT SCORECARD (ITEM NO. 14, AGENDA OF JANUARY 5, 2016)

### Background

On January 5, 2016, the Board of Supervisors (Board) adopted a motion (Motion) by Supervisors Solis and Ridley-Thomas that directed the Chief Executive Officer (CEO), in consultation with various County departments and external stakeholders, to prepare a Countywide economic development plan and strategy for implementation. Additionally, the CEO was asked to establish an Economic Development Policy Committee (Committee), and to develop a reporting mechanism to measure the progress of future economic development initiatives.

The CEO formed the Committee in June 2016, and worked with that body to establish a framework for reporting on the new economic development program. The Economic Development Scorecard (Scorecard) is the result of these discussions, and was delivered to the Board on three separate occasions in 2017. In 2018, the CEO will prepare two Scorecards before transitioning to an annual reporting schedule. The June 2018 Scorecard was recently posted to the CEO's economic development website, and is now available for download at <http://economicdevelopment.lacounty.gov/scorecards/>. A copy of the June 2018 Scorecard is also attached to this memorandum.

### Economic Development Scorecard

The Scorecards prepared by the CEO provide a narrative overview of the County's economic development programs, and seek to standardize reporting metrics across these efforts. The CEO continues to make improvements to the Scorecard and work

Each Supervisor  
August 17, 2018  
Page 2

with County departments to consistently track the performance of their economic development programs. The June 2018 Scorecard reports on the strategic initiatives of workforce development, business assistance, business loans and financial assistance, capital development projects, and regional economic data. New information presented in this Scorecard includes data on client populations who access America's Job Centers of California (AJCC), median earnings by target population, additional workforce development programs, and budgetary estimates that were not included in previous Scorecards.

The CEO will continue to refine and update its annual Scorecards. Through such efforts, the CEO will facilitate data-driven policy decisions pertaining to the County's wide range of economic development programs. The next Scorecard is expected to be delivered to the Board by no later than November 2018, and will include budgetary and programmatic data through the end of Fiscal Year 2017-18.

If you have any questions regarding this report, please contact Doug Baron at (213) 974-8355 or [dbaron@ceo.lacounty.gov](mailto:dbaron@ceo.lacounty.gov).

SAH:JJ:DSB  
DC:acn

Attachment

c:     Executive Office, Board of Supervisors  
       County Counsel  
       Community Development Commission  
       Consumer and Business Affairs  
       Economic Development Policy Committee  
       Workforce Development, Aging and Community Services



COUNTY OF LOS ANGELES

# ECONOMIC DEVELOPMENT SCORECARD

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JUNE 2018

**Chief Executive Office**  
**County of Los Angeles**



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## INTRODUCTION



The Economic Development Scorecard was created to measure the progress of Los Angeles County's economic development programs across a variety of disciplines, including workforce development, business assistance, loan programs, financial assistance, and capital development. A primary goal of the Scorecard is to facilitate effective partnerships between the County and the private sector. Additionally, the Scorecard provides a snapshot of the local economy, and seeks to demonstrate how County programs can be informed by the economic and demographic characteristics of the region.

In October 2015, the Los Angeles County Board of Supervisors (Board), on a motion by Supervisors Mark Ridley-Thomas and Hilda L. Solis, approved the creation of an Economic Development Trust Fund to encourage business growth and create job opportunities in the County. This Motion signaled the beginning of the County's strategic investment in economic development, and initiated a new effort to secure the vitality of the local economy and support emerging industries. One such measure for tracking the results of these programs is the Scorecard.

With the Scorecard, the Chief Executive Office (CEO) is working to standardize data collection and reporting on economic development efforts Countywide. In this fourth Scorecard, information is presented on the current fiscal year 2017-18 available to date, concerning workforce development, business assistance, community development, capital development and the regional economic state as a series of infographics. Like previous scorecards, the sectional infographics present statistics on the current 40 active local and targeted worker hire projects; updated data from the Community Development Commission's (CDC) business renovation projects; Workforce Development, Aging, and Community Services (WDACS) layoff aversion program results data; small business and financial assistant programs; and economic development projects managed by the CEO and CDC.

The foremost objective of this Scorecard is to guide the strategic focus of the County's economic development programs by leveraging the work being done across departments, industry lines, capital programs and other multi-disciplinary County economic development efforts. With successful implementation of these programs, the County can seek to partner with growth industries that offer quality jobs that enable workers to support their families. The hope is that in turn, this will help build a more dynamic workforce, particularly in the County's targeted industries, incentivizing the growth of small businesses, expanding the tax base, and assisting those individuals facing the greatest barriers to economic success.



# WORKFORCE DEVELOPMENT



The Chief Executive Office (CEO) has refined the workforce data presented in previous Scorecards, and continues to meet with the departments offering workforce development programs in order to streamline data collection. Departmental programs serve a variety of different

populations and have reporting metrics that vary widely across the County. The Department of Workforce Development, Aging and Community Services (WDACS) and Department of Public Social Services (DPSS) administer the largest workforce development programs in the County, with WDACS managing the Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker Program, the Rapid Response Program and various targeted programs for youths and seniors. Separately, DPSS oversees several distinct programs through its General Relief Opportunities for Work (GROW) and Greater Avenues for Independence (GAIN) programs. With each scorecard, the CEO streamlines data collection and reporting for workforce development programs managed by other County departments.

### Inventory of Programs

To date,

32

**County-administered workforce development and job training programs have been identified.**





The following pages display a listing of several of the most important County workforce development programs and the services they offer. Using information collected through numerous meetings with individual departments, the inventory provides a summary of the target populations and service goals of the County's programs for FY2017-18 to date.

Since November 2017, the County has moved forward with several new programs that focus on providing targeted populations with job opportunities working directly for the County of Los Angeles. Foremost among these efforts is the TempLA program, which was established by the Department of Human Resources (DHR) in April 2017 at the direction of the Board of Supervisors. This two-year pilot program's goals are to help individuals facing barriers to employment enter careers in the public sector. These goals, which are not mutually exclusive, include:

1. the majority of participants must be from groups facing barriers to employment as served by the region's workforce development system;
2. at least 30% must be students or graduates of local community colleges residing in low-income areas of the County;
3. at least 25% must be current or former foster youth; and
4. at least 20% must be served by the County's Department of Social Services GAIN/GROW programs.

In addition to TempLA, the County established the Countywide Youth Bridges Program in June 2017 and expanded it in December 2017 to serve as the central resource for achieving countywide goals in facilitating talent acquisition for at-risk youth. The program is expected to begin with a subsidized 120-hour internship, followed by the opportunity to apply to a 12-month County job, and upon completion, opportunities for the participating youth to compete for entry-level County employment. Both this program, and TempLA, will be referenced in future Scorecards as part of the County's ongoing workforce development efforts.

## LOS ANGELES COUNTY WORKFORCE DEVELOPMENT AND JOB TRAINING PROGRAMS FY 2017-18 TO APRIL 30, 2018


TARGET POPULATION	ADMINISTERING DEPARTMENT	PROGRAM NAME	SERVICE PROVIDED	SUCCESS INDICATORS	PARTICIPANTS	SUCCESSFUL COMPLETIONS
 YOUTH	Arts Department	Los Angeles County Arts	Internships	Internship	179	Not Yet Available
	Workforce Development, Aging and Community Services (WDACS)	Youth @ Work TOTAL	Training/ Employment Placements/ Supportive	Employment or School Enrollment or Job Training	11,245	7,870
		• WIOA Youth			3,661	1,641
		• LACYJ Program			7,584	6,229
YOUTH AGES 16-24 AND AT-RISK/DISCONNECTED YOUTH	Department of Human Resources (DHR)	Countywide Bridge to Work Program	Career Exposure	Permanent Employment	51	43
FOSTER YOUTH	Department of Children and Family Services (DCFS)	Bridge to Work Program	Employment Placements	Employment/ Return to School	116	Not Yet Available
YOUTH/FOSTER YOUTH AGES 16-24 OR FORMER FOSTER YOUTH	Department of Human Resources (DHR)	Career Development Intern Program (CDI)	Training/ Employment Placement	Permanent Employment	72	24**
YOUTH/FOSTER YOUTH	Department of Children and Family Services (DCFS)	Youth Worker (YW)	Internships	Internship Completion	18	Not Yet Available
STUDENTS	Department of Human Resources (DHR)	Student Worker Program	Career Exposure/ Employment Placement	Completion of program/ permanent employment	291	21**
 FAMILY ASSISTANCE	Community Development Commission (CDC)	Family Self Sufficiency Program (FSS)	Supportive Services	Employment	587	53
 FUTURE NURSES	Department of Health Services (DHS)	College of Nursing and Allied Health Pre-Licensure Registered Nurse	Training	Employment	106	90
		Office of Nursing Affairs Tutoring & Mentoring Program			724	204
 VETERANS	Department of Human Resources (DHR)	Veterans Internship Program (VIP)	Training/ Employment Placement	Permanent Employment	284	66**
	Department of Military and Veterans Affairs (MVA)	LA Trade Tech Partnership	Supportive Services	Completed Training	12	12
		Veterans Work Study Program	Training	Employment	2	2
		Vocational Rehab Training	Training	Completed Training	218	218
		US Veterans Initiative (US Vets)	Job referral for Career Development Initiatives	Job Referral	652	592

\* This number represents an unduplicated total of participants in the WIOA Adult and Dislocated Worker Program. Some individuals participated in both the Adult Program and the Dislocated Worker Program, thus the numbers for each subcategory do not sum to the unduplicated total of participants and successful completions for the Program.

\*\* Permanent County employment.

\*\*\* Permanent County and outside employment.

# LOS ANGELES COUNTY WORKFORCE DEVELOPMENT AND JOB TRAINING PROGRAMS FY 2017-18 TO APRIL 30, 2018

TARGET POPULATION	ADMINISTERING DEPARTMENT	PROGRAM NAME	SERVICE PROVIDED	SUCCESS INDICATORS	PARTICIPANTS	SUCCESSFUL COMPLETIONS
 <b>ADULTS 18 OR OVER</b>	Department of Public Social Services (DPSS)	General Relief Opportunities for Work (GROW)	Employment Preparations Services	Employment	33,289 (monthly average)	1,235 (monthly average)
		Greater Avenues for Independence (GAIN) Job Club	Job Readiness Training	Training Completion or Employment	5,846	3,163
		Colleges and Vocational Training	Education/Training	Completed program and received certificate or degree	3,035	724
		Greater Avenues for Independence (GAIN) Short-Term Vocational Training (Project with Los Angeles County Office of Education)	Training	Program Completion/ Unsubsidized Employment	333	92
		Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE)	Job Readiness Training	Program Completion/ Unsubsidized Employment	1,824	96
	Workforce Development, Aging and Community Services (WDACS)	Workforce Innovation and Opportunity Act (WIOA)–Basic Career Services TOTAL	Employment Placements	Employment Services	80,314	Not Yet Available
		• Self Service			42,201	Not Yet Available
		• Staff Assisted			38,113	Not Yet Available
		WIOA Adult and Dislocated Worker Program–Individualized Career Services	Training/Employment Placements/ Supportive Services	Training/ Employment Services	10,129*	3,896*
		• Adult Program			7,272	2,869
		• Dislocated Worker			2,854	1,040
		• INVEST			38	0
<b>LOCAL RESIDENTS FROM LOW-INCOME COMMUNITIES AND/ OR CONSTITUENTS FACING BARRIERS TO EMPLOYMENT</b>	Department of Public Social Services (DPSS)	Temporary Services Registry Program (TempLA)	Training/Employment Placement	Permanent Employment	110	16***
<b>REFUGEES 18 OR OLDER</b>	Department of Human Resources	Refugee Employment Program (REP)	Job Readiness Training/Employment Placements	Employment	2,355	1,000
<b>INVOLVEMENT WITH CRIMINAL JUSTICE SYSTEM/YOUTH</b>	Probation Department	Juvenile Justice Crime Prevention Act (JJCPA) - Educational Pathways	Supportive Services	Supportive Service Completion	237	23
		Juvenile Justice Crime Prevention Act (JJCPA) - Employment Services	Employment Placements	Employment	352	54
Probation AB 109 – Employment Services Program		Supportive Services	Supportive Service Completion	1,062	139	
Probation Adult Felony Re-entry Employment Services - Career Pathways		Supportive Services	Supportive Service Completion	90	34	
SB678 Probation Re-entry Adult Population - Employment Services		Employment Placements	Employment	118	75	
<b>ADULTS INVOLVEMENT WITH CRIMINAL JUSTICE SYSTEM</b>		Homeboy Industries	Employment Contract	Supportive Services	51	32
		Homeboy Industries	Employment Contract	Employment	73	73
<b>LOW INCOME INDIVIDUALS AGE 55 AND OVER</b>	Workforce Development, Aging and Community Services (WDACS)	Title V - Senior Community Services Employment Program (SCSEP)	Training/Employment Placements Supportive Services	Employment or Job Training Program Completion	119	20

## LA COUNTY'S SEVEN TARGETED CLUSTERS



**HEALTH CARE  
SERVICES**



**TRADE &  
LOGISTICS**



**LEISURE AND  
HOSPITALITY**



**MANUFACTURING**



**BIOSCIENCE**



**CONSTRUCTION**



**ENTERTAINMENT  
AND INFOTECH**

### Performance of Workforce Development Programs Across Targeted Industries in Los Angeles County

The County seeks to encourage job training for industries that are most competitive and that will generate family sustaining career pathways. The Board has promoted the use of industry and sector partnerships to address the workforce needs of multiple employers within an industry. This scorecard is designed to highlight the targeted high-growth industry clusters across the County, and to evaluate whether workforce development programs are aligning skilled and unskilled workers with these targeted sectors.

Shown on the following two pages is data collected from WDACS for Fiscal Year 2017-2018 to date for placement by industry cluster. Also provided as a reference is a historical look at employment averages for certain of these targeted industries over the prior 12 years.

**BIOSCIENCE**  
is a targeted industry  
currently tracked in the  
subset of the Manufacturing  
targeted industry cluster.

In fiscal year 2017-18 there have been  
**30 JOB PLACEMENTS**  
in the Bioscience industry  
through WDACS workforce  
development programs.

## WORKFORCE DEVELOPMENT PROGRAMS

### CALJOBS PARTICIPANT EMPLOYMENT - LA COUNTY WORKFORCE DEVELOPMENT AREA ONLY ADULT, DISLOCATED WORKER, INVEST & YOUTH PROGRAMS FY 2017-18 TO APRIL 30, 2018

HIGH GROWTH SECTORS				
HIGH GROWTH SECTORS	EMPLOYERS	EMPLOYEES	% OF ALL EMPLOYMENTS	AVG HOURLY WAGE
Construction Industries	135	132	7.04%	\$ 18.17
Entertainment and Infotech	61	65	3.47%	\$ 20.36
Health Services	572	641	34.19%	\$ 13.95
Leisure and Hospitality	245	329	17.55%	\$ 11.95
Selected Manufacturing	146	256	13.65%	\$ 18.26
Bioscience	30	29	1.55%	\$ 19.25
Trade and Logistics	387	475	25.33%	\$ 17.32
<b>Unduplicated Total</b>	<b>1,551</b>	<b>1,875</b>	<b>33.60%</b>	<b>\$ 15.54</b>

NON-HIGH GROWTH SECTORS				
NON-HIGH GROWTH SECTORS	EMPLOYERS	EMPLOYEES	% OF ALL EMPLOYMENTS	AVG HOURLY WAGE
Education	141	152	3.64%	\$ 17.21
Finance	108	121	2.89%	\$ 17.36
Natural Resource and Mining	12	13	0.31%	\$ 15.03
Other Entertainment and Infotech	105	126	3.01%	\$ 16.14
Other Health Services	109	122	2.92%	\$ 14.45
Other Manufacturing	215	262	6.27%	\$ 15.77
Other Services (Except Public Administration)	163	194	4.64%	\$ 16.61
Professional and Business Services	941	1,424	34.07%	\$ 14.77
Public Administration & Government	105	119	2.85%	\$ 17.27
Real Estate and Rental/Leasing	49	49	1.17%	\$ 16.50
Retail	496	868	20.77%	\$ 12.30
Unclassified Establishment	65	88	2.11%	\$ 14.75
Utilities	10	9	0.22%	\$ 24.66
Unknown*	621	1,206	28.85%	\$ 14.50
<b>Unduplicated Total</b>	<b>2,741</b>	<b>4,180</b>	<b>74.90%</b>	<b>\$ 14.65</b>
<b>Unduplicated Overall System Total</b>	<b>4,046</b>	<b>5,581</b>	<b>100.00%</b>	<b>\$ 14.93</b>

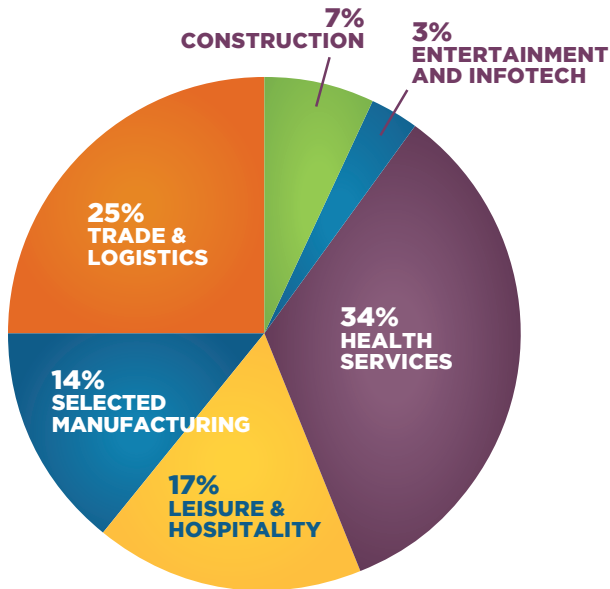
Source: WDACS

\*Sector data was not collected for the employer

## TARGETED SECTOR EMPLOYMENT

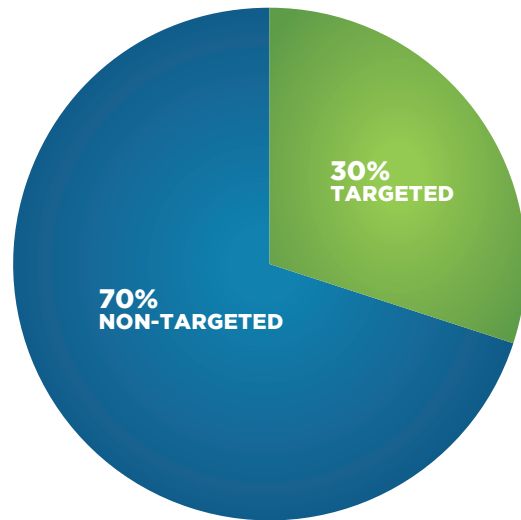
FY 17-18 (Through April 30 2018)

### JOB PLACEMENTS WITHIN TARGETED SECTOR



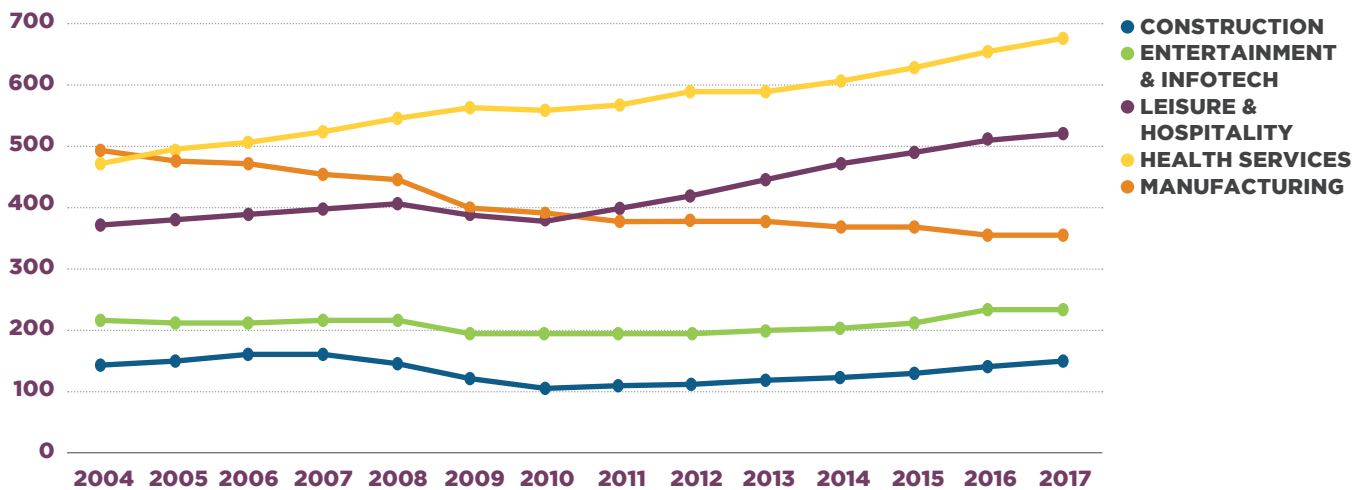
Source: Department of Workforce Development, Aging and Community Service (WDACS)

### JOB PLACEMENTS BY SECTOR



Source: Department of Workforce Development, Aging and Community Service (WDACS)

### ANNUAL AVERAGE EMPLOYMENT IN TARGETED SECTOR (LOS ANGELES COUNTY)



Source: Los Angeles County Economic Development Corporation (LAEDC)



## Performance Of Workforce Development Programs By Target Population

The CEO asked those departments working to train and place targeted workers to describe their program, the types of services provided, and the indicators used to measure programmatic success. As the County works toward streamlining the reporting requirements across County workforce development programs, the performance of programs across target populations is of particular importance. This will indicate the efficacy of programs for the most difficult to employ individuals. The County's objective of bringing services to targeted populations is aided by the fact that the WIOA program, and its affiliated America's Job Centers of California (AJCC), are already focusing directly on these individuals. WDACS has long indicated that a majority of those who come into contact with the AJCC system in Los Angeles County are targeted workers.

Consistent with the November Scorecard, the targeted populations represented on the prior page are now consistent with the WIOA definition of an individual "with a barrier to employment." Again, this was done in an effort to create consistency across County programs and to better align workforce development data with the Countywide Local and Targeted Worker Hire Policy. The specific information compiled by WDACS with respect to targeted populations indicates that a high percentage of WIOA participants are either low-income or recipients of government benefits. Within the category that includes those receiving government assistance, WDACS notes

that 961 participants received CalWORKS benefits, 1,073 received Veteran benefits, and 2,940 were long-term unemployment benefits recipients. In future scorecards, the CEO will track the population receiving County social services over time to gauge their reliance on these services as they progress through the workforce development system and are able to retain permanent employment.

In addition to WDACS' ongoing role in working with target populations, the County has included local hire goals on a project-by-project basis for the past several years. The Department of Public Works has responsibility for managing these local hire practices, and for tracking compliance with specific project objectives. As shown on the page 10, there are 40 active projects that are now incorporating the Local and Targeted Worker Hire Policy. For those projects that have incurred actual construction hours, local worker hire has been successful on 15 of 16 projects where the County imposed a mandatory hiring goal, and on 18 of the 22 projects where a best efforts goal was imposed. One of the 22 projects has not yet reported any construction hours.



Martin Luther King, Jr. Medical Center Campus



## WORKFORCE DEVELOPMENT PROGRAMS FY 2017-18 TO APRIL 30, 2018

### PARTICIPANTS SERVED BY PRIORITY POPULATIONS

PRIORITY POPULATION CATEGORY	BASIC CAREER SERVICES	ADULT		DW		OUT OF SCHOOL YOUTH		WORK BASED LEARNING	TOTAL UNDUPLICATED PARTICIPANTS SERVED
		PARTICIPANTS SERVED	PLACED	PARTICIPANTS SERVED	PLACED	PARTICIPANTS SERVED	PLACED	PARTICIPANTS SERVED	
Basic Skills Deficient	THIS BREAKOUT NOT YET AVAILABLE	2,414	924	869	274	3,074	1,427	149	6,487
CalFRESH		1,793	639	274	92	618	233	2,646	5,336
CalWORKS		530	201	45	15	276	99	3,464	4,308
Disabled		364	102	76	21	148	63	87	675
Foster Care		6	2	-	-	164	62	596	774
General Relief		581	173	20	7	274	99	239	1,118
Homeless		288	79	44	16	208	68	230	770
Low Income		5,987	2,320	1,711	611	3,252	1,525	4,805	15,693
Offender		498	196	67	21	134	39	469	1,226
Parent Youth		49	11	-	-	551	220	229	794
Substance Abuse		11	1	3	2	7	4	-	20
Veteran		807	283	257	112	17	10	8	1,084
Unduplicated Total		6,559	2,549	2,097	749	3,542	1,635	7,584	19,745

Source: Department of Workforce Development Aging and Community Services (WDACS)

#### Low-Income – An individual that meets one of the four criteria below:

1. Receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months has received, assistance through the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance For Needy Families (TANF), program supplemental security income program, or state or local income-based public assistance.
2. In a family with total family income that does not exceed the higher of the following:
  - a. The poverty line.
  - b. 70 percent of the Lower Living Standard Income Level.
3. A homeless individual.
4. An individual with a disability whose own income does not exceed the income requirement, but is a member of a family whose total income does.

**Basic Skills Deficient** – An individual that is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society (WIOA Section 3[5]). Criteria used to determine whether an individual is basic skills deficient includes the following:

- Lacks a high school diploma or high school equivalency and is not enrolled in post-secondary education.
- Enrolled in a Title II Adult Education/Literacy program.
- English, reading, writing, or computing skills at an 8.9 or below grade level.
- Determined to be Limited English Skills proficient through staff-documented observations.
- Other objective criteria determined to be appropriate by the Local Area and documented in its required policy.

**Parent youth** – Youth who are pregnant or parenting. (In-school youth 14-21, Out-of-school youth 16-24)

## Workforce Development Alignment

Since the release of the November 2017 scorecard, the CEO has worked with several departments to align workforce development services that are offered Countywide. It is the County's goal to track participants across the variety of workforce development services, streamline service delivery, and de-duplicate data reporting for services offered to individual clients across County programs to improve outcomes.

In this scorecard, new data is available on client populations who access AJCCs. For the first time, data is presented on the populations served through the AJCCs, the number of individuals who completed and exited the various programs and the number of those individuals that were placed in employment. Additionally, data is presented on the number of individuals by priority population who were still employed in the second quarter and fourth quarter after exiting a program. Median quarterly earnings are also presented by targeted population as identified under the WIOA.

The tables show information on the different populations served by the County-administered AJCCs, and also the number of "matched" individuals receiving services through the Department of Public Social Services' GAIN program (CalWORKs). As the County moves toward alignment of workforce development programs, the scorecard will reflect the demographic makeup of individuals who are receiving services through both WDACS and DPSS, as well as whether

they are retaining employment, including earnings data. The CEO intends to track "matched" individuals over time to determine whether they are able to achieve a career pathway, and measure the effectiveness of County services.

The "matched" data shows that the median quarterly earnings of the DPSS service recipients is the lowest of the targeted populations at \$5,460 in the second quarter after exiting the program. By contrast, the highest quarterly earnings is the veteran population, at \$7,800 in the second quarter after exit. Additionally, the data shows that among the priority populations in the CalJOBS system, the LA County Workforce Development Area serves the most low-income individuals relative to any other population, having already served over 10,000 in this fiscal year. The same holds true for the "matched" DPSS population, with the majority of recipients being low-income. Of those receiving Basic Career Services and Individualized Career Services through an AJCC this fiscal year, 5% and 7% of recipients were receiving CalWORKs through DPSS, respectively. One-third of the DPSS population was able to find a job after exiting the AJCC Individualized Career Services. Overall, approximately 40% of those exiting Individualized Career Services was able to find a job upon completion of the program.

## INDIVIDUALS SERVED THROUGH THE COUNTY'S WORKFORCE DEVELOPMENT AREA FY 2017-18 | JULY 1, 2017 TO APRIL 30, 2018

### SERVICES BY PRIORITY POPULATION

	BASIC CAREER SERVICES			AJCC INDIVIDUALIZED CAREER SERVICES				
Priority Populations among those Recorded in CalJOBS System	Self-Service	Staff Assisted	Unduplicated Total	Training Activities	Other Adult Worker Activities	Other Youth Activities	Supportive Services	Follow Up Services
CalWORKs (matched)	2,428	1,515	3,341	200	365	173	81	555
Disability	1,739	779	1,990	96	232	66	33	311
Homeless				75	170	83	60	332
Re-Entry				90	317	88	75	372
Veteran	2,515	1,682	3,079	185	481	37	67	621
Low-Income				1,876	4,125	1,497	770	6,509
Single Parent				192	459	110	82	808
Older Individual	11,359	6,884	13,890	201	792	15	86	846
Long-Term Unemployment				617	1,320	495	270	1,409
English Learner				101	255	92	41	386
Other Job Seekers				288	691	96	76	856
Unduplicated All	64,385	34,231	78,472	2,392	5,337	1,748	911	8,027

Notes: The number of individuals represents unduplicated totals. The row "CalWORKs (matched)" corresponds to individuals receiving CalWORKs that are successfully matched to their profiles in CalJOBS. All remaining rows represent information from different groups of individuals served by the American Job Centers of California (AJCC) and recorded in CalJOBS.

# COUNTY AJCC OUTCOMES BY WIOA TARGETED POPULATIONS

FY 2017-18 | JULY 1, 2017 TO APRIL 30, 2018

## PRIORITY POPULATIONS BY PROGRAM - ALL WIOA PARTICIPANTS IN LA COUNTY WDA

AJCC INDIVIDUALIZED CAREER SERVICES													
	AJCC Basic Career Services	ADULT WORKER			DISLOCATED WORKER			YOUTH WORKER*			UNDUPLICATED TOTAL		
Priority Populations among those Recorded in CalJOBS System		Served	Exited	Placed	Served	Exited	Placed	Served	Exited	Placed	Served	Exited	Placed
CalWORKs	3,341	522	326	174	73	47	27	386	276	124	961	638	322
Disability		362	225	100	76	42	20	156	117	63	584	378	182
Homeless		288	172	79	44	27	16	211	157	68	538	351	160
Re-Entry		497	332	196	67	39	21	138	83	38	697	453	254
Veteran		805	556	283	257	176	111	17	10	10	1,073	739	403
Low-Income		5,967	3,973	2,308	1,709	1,067	609	3,325	2,585	1,526	10,834	7,546	4,402
Single Parent		751	526	289	250	185	100	259	202	104	1,239	899	489
Older Individual		911	602	292	666	418	212				1,571	1,016	501
Long-Term Unemployment		1,761	1,114	692	380	199	121	849	533	350	2,940	1,828	1,154
English Learner		287	217	127	263	178	79	107	74	63	650	464	264
Other Job Seekers		747	646	357	620	536	241	174	159	57	1,532	1,335	653
Unduplicated All	78,472	7,244	4,835	2,861	2,852	1,798	1,034	3,659	2,780	1,637	13,569	9,324	5,488

Notes: The number of individuals represents unduplicated totals. The row "CalWORKs (matched)" corresponds to individuals receiving CalWORKs that are successfully matched to their profiles in CalJOBS. All remaining rows represent information from different groups of individuals served by the American Job Centers of California (AJCC) and recorded in CalJOBS.\*Youth includes participants ages 18-24.

## CALWORKS MATCHED POPULATION BY PROGRAM - Participants receiving Workforce Development services through WDACS and DPSS

AJCC INDIVIDUALIZED CAREER SERVICES												
Priority Populations among those Recorded in CalJOBS System	ADULT WORKER			DISLOCATED WORKER			YOUTH WORKER*			UNDUPLICATED TOTAL		
	Served	Exited	Placed	Served	Exited	Placed	Served	Exited	Placed	Served	Exited	Placed
Disability	6	3	2	1	1	1	3	2	1	10	6	4
Homeless	23	14	7	2	2	0	16	10	3	39	24	9
Re-Entry	45	30	15	2	1	0	12	6	2	58	37	17
Veteran	17	10	5	2	1	1	0	0	0	19	11	6
Low-Income	508	317	172	58	36	22	367	267	122	913	609	313
Single Parent	192	125	72	22	15	5	119	91	38	322	224	117
Older Individual	4	2	0	2	1	0				6	3	0
Long-Term Unemployment	140	81	50	14	6	4	99	55	31	248	141	85
English Learner	15	13	8	2	1	0	8	4	3	24	17	10
Other Job Seekers	9	7	1	8	6	3	11	10	1	28	23	5
Unduplicated All	522	326	174	73	47	27	386	276	124	961	638	322

Notes: The number of individuals represents unduplicated totals. All individuals in this tables are individuals receiving CalWORKs that are successfully matched to their profiles in CalJOBS. Rows represent information from different groups of individuals served by the American Job Centers of California (AJCC) and recorded in CalJOBS. \*Youth includes participants ages 18-24.

## EMPLOYMENT QUARTERLY EARNINGS OUTCOMES

FY 2017-18 | JULY 1, 2017 TO APRIL 30, 2018

### EMPLOYMENT AND MEDIAN EARNINGS - BY TARGETED POPULATION

	EMPLOYMENT AT 2ND QUARTER AFTER EXIT			MEDIAN QUARTERLY EARNINGS	EMPLOYMENT AT 4TH QUARTER AFTER EXIT		
	2nd Quarter Follow Up Due	Employed at 2nd Quarter after Exit	Percentage		4th Quarter Follow Up Due	Employed at 4th Quarter after Exit	Percentage
<b>CalWorks(matched)</b>	<b>350</b>	<b>107</b>	<b>31%</b>	<b>\$5,460</b>	<b>192</b>	<b>51</b>	<b>27%</b>
Disability	238	75	32%	\$5,564	108	38	35%
Homeless	199	52	26%	\$5,720	122	35	29%
Re-Entry	253	81	32%	\$5,980	119	32	27%
Veteran	441	186	42%	\$7,800	258	101	39%
Low-Income	4,463	1,801	40%	\$6,240	2,363	990	42%
Single Parent	564	229	41%	\$5,980	341	129	38%
Older Individual	635	208	33%	\$6,500	289	100	35%
Long-Term Unemployment	1,072	469	44%	\$5,980	399	182	46%
English Learner	291	115	40%	\$5,720	121	41	34%
Other Job Seekers	7	0	0%	\$0	4	0	0%
<b>All Participants</b>	<b>5,560</b>	<b>2,280</b>	<b>41%</b>	<b>\$6,240</b>	<b>2,860</b>	<b>1,195</b>	<b>42%</b>

Notes: The number of individuals represents unduplicated totals. The row "CalWORKs (matched)" corresponds to individuals receiving CalWORKs that are successfully matched to their profiles in CalJOBS. All remaining rows represent information from different groups of individuals served by the American Job Centers of California (AJCC) and recorded in CalJOBS.

Please see note regarding Employment Data in Glossary of Terms for further details.

### CALWORKS MATCHED POPULATION - EMPLOYMENT AND MEDIAN EARNINGS - BY TARGETED POPULATION

Employment and Earnings Outcomes of Individuals Receiving Calworks and participating in CalJobs  
Receiving Intensive Career Services from the American Job Center of California by Priority Populations  
(WIOA Accountability Measures, Part I)

	EMPLOYMENT AT 2ND QUARTER AFTER EXIT			MEDIAN QUARTERLY EARNINGS	EMPLOYMENT AT 4TH QUARTER AFTER EXIT		
	2nd Quarter Follow Up Due	Employed at 2nd Quarter after Exit	Percentage		4th Quarter Follow Up Due	Employed at 4th Quarter after Exit	Percentage
Disability	5	3	60%	\$5,720	3	1	33%
Homeless	12	1	8%	\$7,280	4	2	50%
Re-Entry	17	5	29%	\$5,980	6	1	17%
Veteran	4	1	25%	\$7,280	1	1	100%
Low-Income	332	105	32%	\$5,460	186	50	27%
Single Parent	136	49	36%	\$5,460	79	23	29%
Older Individual	3	0	0%	\$0	1	0	0%
Long-Term Unemployment	72	32	44%	\$5,460	31	11	35%
English Learner	6	1	17%	\$5,200	5	2	40%
Other Job Seekers	7	0	0%	\$0	4	0	0%
<b>All Participants</b>	<b>350</b>	<b>107</b>	<b>31%</b>	<b>\$5,460</b>	<b>192</b>	<b>51</b>	<b>27%</b>

Notes: The metrics are calculated for individuals participating in Individualized Career Services (see page 23, top table). All individuals in this table are individuals receiving CalWORKs that are successfully matched to their profiles in CalJOBS. Rows represent information from different groups of individuals served by the American Job Centers of California (AJCC) and recorded in CalJOBS. Please see note regarding Employment Data in Glossary of Terms for further details.

## Workforce Development Budgets

The majority of the County expenditures on workforce development originate from federal legislation related to the WIOA program and the Temporary Assistance to Needy Families (TANF) program. With respect to TANF funding, the County manages several initiatives related to the GAIN program that include the GAIN Job Club, Short-term Vocational Training, and Transitional Subsidized Employment. Additionally, the workforce development program GROW is funded with a combination of federal, State, and County contributions.

Beginning with the November 2017 Scorecard, the CEO attempted

to quantify County spending on workforce development programs. A summary of those workforce development initiatives that have confirmed budget data is provided below.

### WORKFORCE DEVELOPMENT BUDGETS FISCAL YEAR 2017-2018

ADMINISTERING DEPARTMENT AND PROGRAM	PROGRAM COST	REVENUE	IFT	NET COUNTY COST
Arts Commission Los Angeles County Arts Internship Program	1,118,000	44,000	0	1,074,000
Community Development Commission Family Self Sufficiency Program (FSS)	1,112,000	692,000	420,000	0
Department of Children and Family Services Bridge to Work Program	794,000	794,000	0	0
Department of Children and Family Services Youth Worker	2,099,000	1,449,000	0	650,000
Department of Health Services College of Nursing and Allied Health Pre-Licensure Registered Nurse	9,520,000	1,470,000	0	8,050,000
Department of Health Services Office of Nursing Affairs Tutoring & Mentoring Program	436,000	0	0	436,000
Department of Human Resources Career Development Intern	104,000	16,000	56,000	32,000
Department of Human Resources Veterans Internship Program	418,000	65,000	228,000	125,000
Department of Military and Veterans Affairs LA Trade Tech Partnership	41,000	0	0	41,000
Department of Military and Veterans Affairs US Veterans Initiative (US Vets) Job Referral for Career Development Initiative	12,000	0	0	12,000
Department of Military and Veterans Affairs Veterans Work Study Program	7,000	0	0	7,000

**WORKFORCE DEVELOPMENT BUDGETS FISCAL YEAR 2017-2018**

<b>ADMINISTERING DEPARTMENT AND PROGRAM</b>	<b>PROGRAM COST</b>	<b>REVENUE</b>	<b>IFT</b>	<b>NET COUNTY COST</b>
Department of Military and Veterans Affairs Vocational Rehab Training	16,000	0	0	16,000
Department of Public Social Services General Relief Opportunities for Work (GROW)	57,700,000	30,500,000	0	27,200,000
Department of Public Social Services Refugee Employment Program (REP)	3,462,000	3,462,000	0	0
Department of Public Social Services Greater Avenues for Independence (GAIN) Job Club	21,426,000	21,426,000	0	0
Department of Public Social Services Colleges and Vocational Training	2,800,000	2,800,000	0	0
Department of Public Social Services Greater Avenues for Independence (GAIN) Short-Term Vocational Training (Project with Los Angeles County Office of Education)	6,383,000	6,383,000	0	0
Department of Public Social Services Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE)	45,929,000	45,929,000	0	0
Probation Department Juvenile Justice Crime Prevention Act (JJCPA) - Educational Pathways	414,000	414,000	0	0
Probation Department Juvenile Justice Crime Prevention Act (JJCPA) - Employment Services	1,962,000	1,962,000	0	0
Probation Department Probation AB 109 Employment Services Program	12,000,000	12,000,000	0	0
Probation Department Probation Adult Felony Reentry Employment Services-Career Pathways	Not Yet Available	0	0	0
Probation Department SB678 Probation Reentry Adult Population - Employment Services	1,583,000	1,583,000	0	0
Workforce Development, Aging and Community Services Workforce Innovation and Opportunity Act (WIOA) Programs	54,041,000	33,141,000	8,000,000	12,900,000
Workforce Development, Aging and Community Services Title V - Senior Community Services Employment Program (SCSEP)	1,599,000	1,599,000	0	0

**FINANCING SOURCES**

**REVENUE:** A source of income to an operation other than debt issue proceeds or the transfer from another fund.

**INTRA FUND TRANSFER (IFT):** An accounting mechanism used to reflect expenditure transfers between operations with the same fund, thereby identifying the true location of actual cost.

**NET COUNTY COST:** The amount of the operation financed by general purpose revenues, such as property taxes.

## Local and Targeted Worker Hire

On September 6, 2016, the Board adopted a Countywide Local and Targeted Worker Hire Policy. In adopting this policy, the Board set forth the definition of a targeted worker as a resident of the County who has indices of career-limiting circumstances, specifically one or more of the following:

1. has a documented annual income at or below 100 percent of the Federal Poverty Level;
2. no high school diploma or GED;
3. a history of involvement with the criminal justice system;
4. protracted unemployment;
5. is a current recipient of government cash or food assistance benefits;
6. is homeless or has been homeless within the last year;
7. is a custodial single parent;
8. is a former foster youth;
9. is a veteran, or is the eligible spouse of a veteran of the United States armed forces.

Ensuring that local workers have employment opportunities on projects situated within their communities has long been a core element of economic development programs at the municipal level. To this end, the Board's Local and Targeted Worker Hire Policy imposes a 30% Local Hire goal and a 10% Targeted Worker hire goal on most major construction projects approved by the Board.

On March 21, 2017, the Board adopted a motion to establish a Countywide Construction Careers and Economic Development Initiative, to promote career pathways in the construction industry and to explore improvements to the existing Local and Targeted Worker Hire Policy. The CEO has evaluated the feasibility of amending the current targeted worker categories to align these categories more closely with those tracked by WIOA; and expects to recommend the following additional categories:

10. is an eligible migrant and seasonal farmworker;
11. is currently an English language learner;
12. is an older individual (55+);
13. is disabled; or
14. is an individual with a low level of literacy.

## WHAT IS A “LOCAL WORKER?”

**A Local Resident is defined as an individual living within the Tier 1 or Tier 2 ZIP Codes of the County.**

**Before employing worker(s) from Tier 2 ZIP Codes, the available pool of local residents whose primary place of residence is within Tier 1 ZIP Codes must first be exhausted.**

### TIER 1

**Tier 1 means ZIP Codes within five (5) miles of the proposed project site, and where the average percentage of households living below 200 percent of the Federal Poverty Level (FPL) is greater than the County average for such households.**

### TIER 2

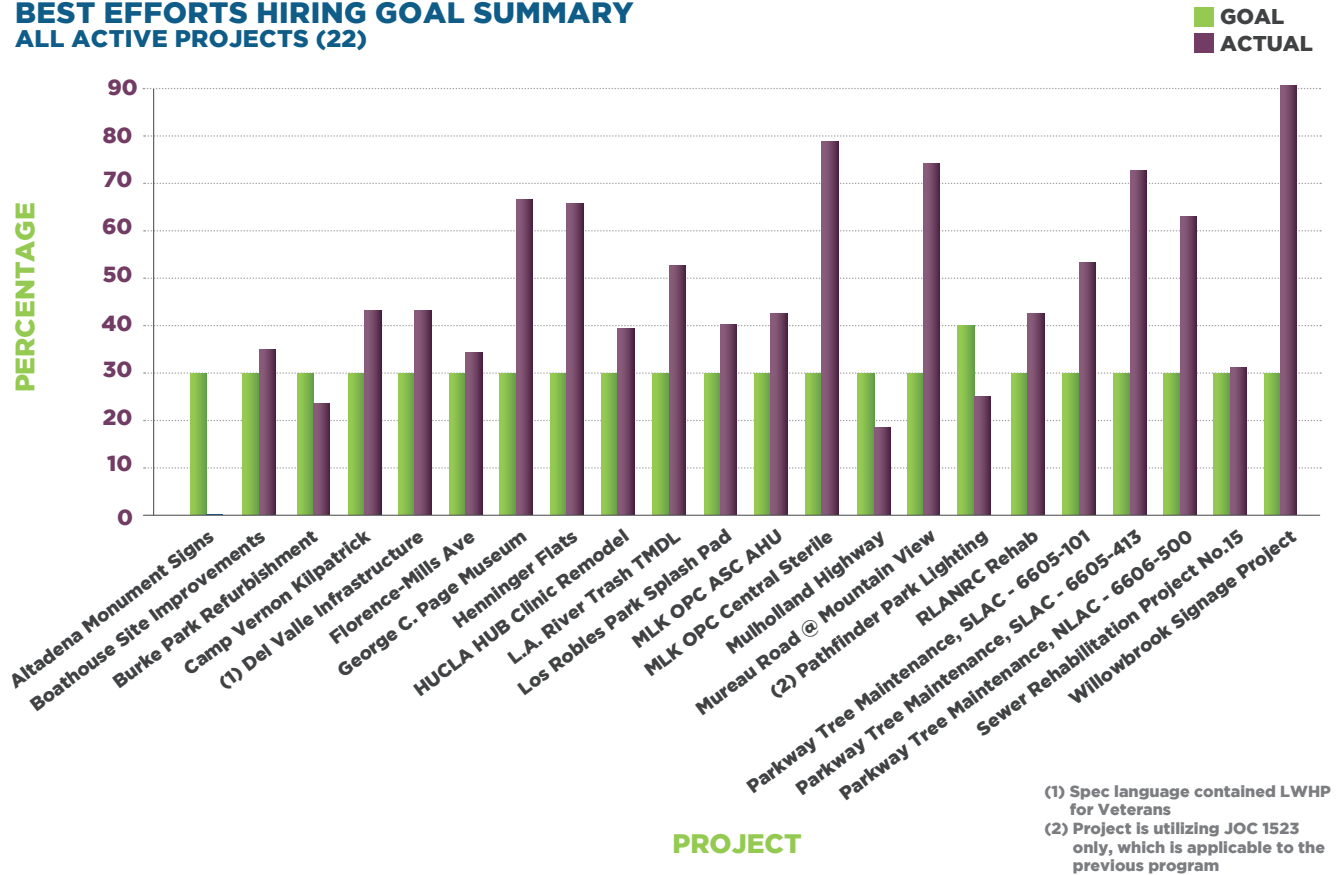
**Tier 2 means any ZIP Codes within the County where the average percentage of households living below 200 percent of the FPL is greater than the County average for such households.**

**This definition shall also apply to affordable housing projects and for privately financed developments located on County property.**



## ACTIVE PROJECTS LOCAL AND TARGETED WORKER HIRE PROGRAM DEPARTMENT OF PUBLIC WORKS LOS ANGELES COUNTY as of 05/31/18

### BEST EFFORTS HIRING GOAL SUMMARY ALL ACTIVE PROJECTS (22)



# 18 of 22

active Best Efforts LWHP  
Projects have exceeded  
hiring goals.

The average active mandatory  
hire project has exceeded goals by

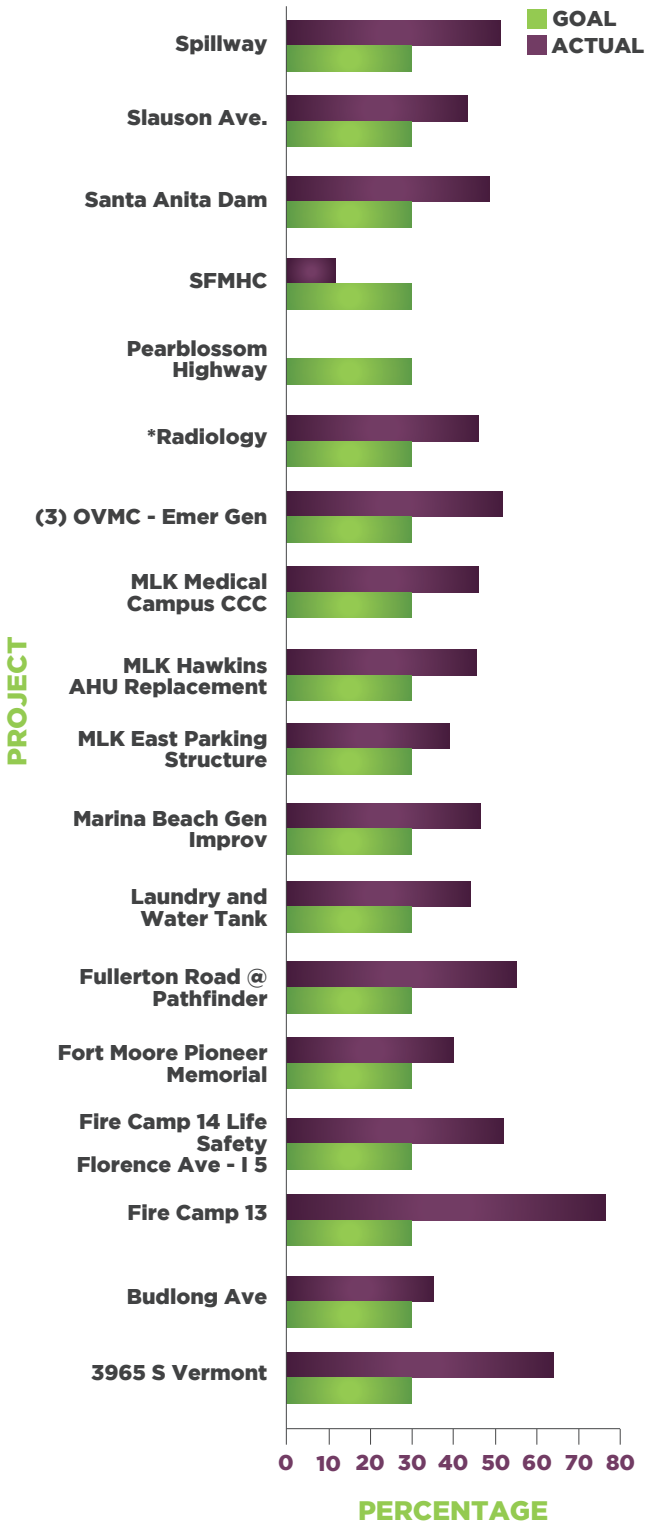
# 14.2 percent



## ACTIVE PROJECTS LOCAL AND TARGETED WORKER HIRE PROGRAM

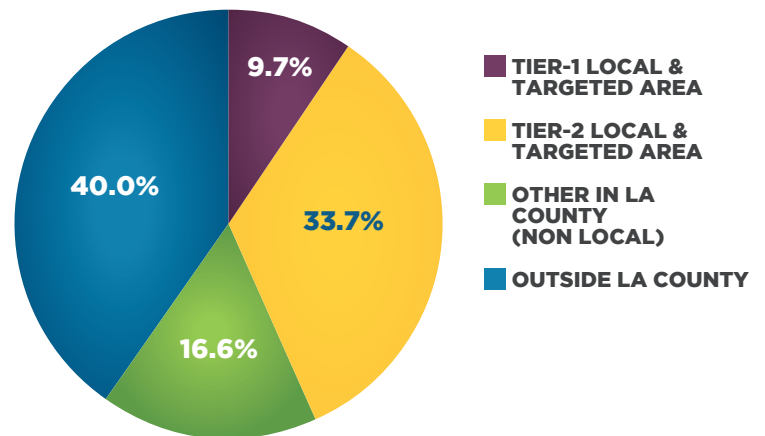
### DEPARTMENT OF PUBLIC WORKS LOS ANGELES COUNTY as of 5/31/18

#### MANDATORY HIRING GOAL SUMMARY ALL ACTIVE PROJECTS (18)

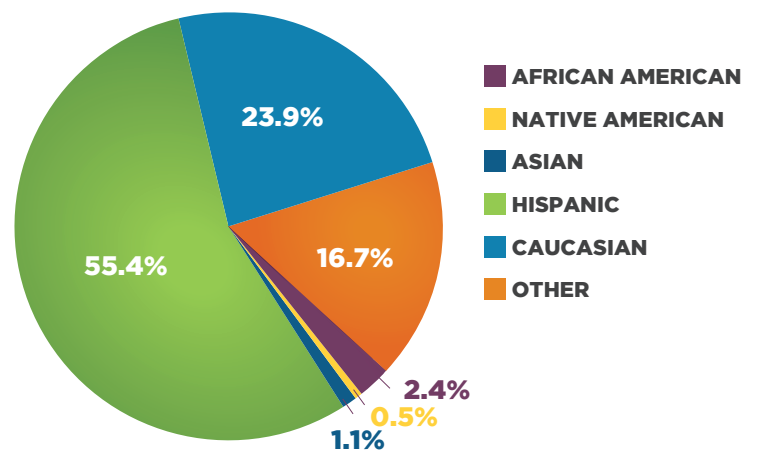


(3) Project was awarded prior to 11/1/2016

#### WORKER RESIDENCY LWHP PROJECTS (40)



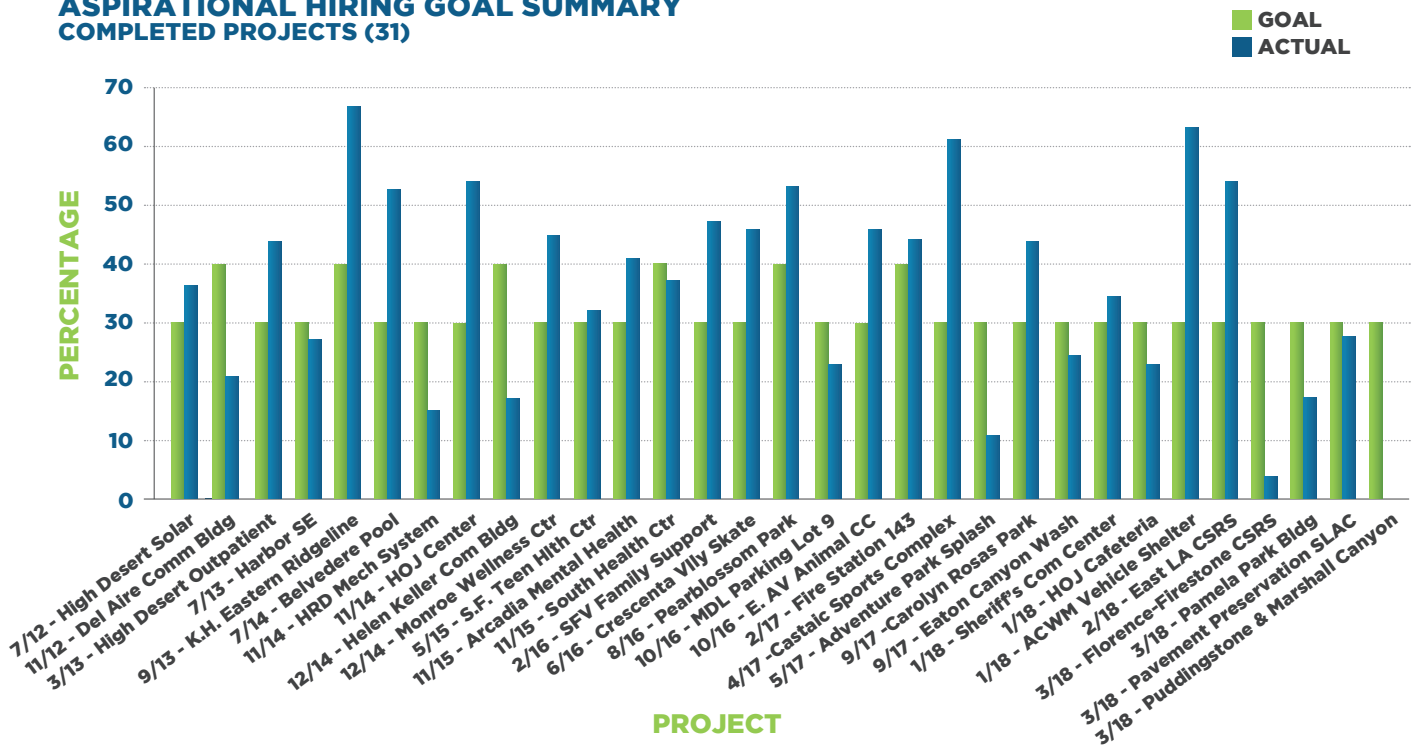
#### WORKER ETHNICITY LWHP PROJECTS (40)



## COMPLETED PROJECTS LOCAL AND TARGETED WORKER HIRE PROGRAM

### DEPARTMENT OF PUBLIC WORKS LOS ANGELES COUNTY as of 5/31/18

#### ASPIRATIONAL HIRING GOAL SUMMARY COMPLETED PROJECTS (31)



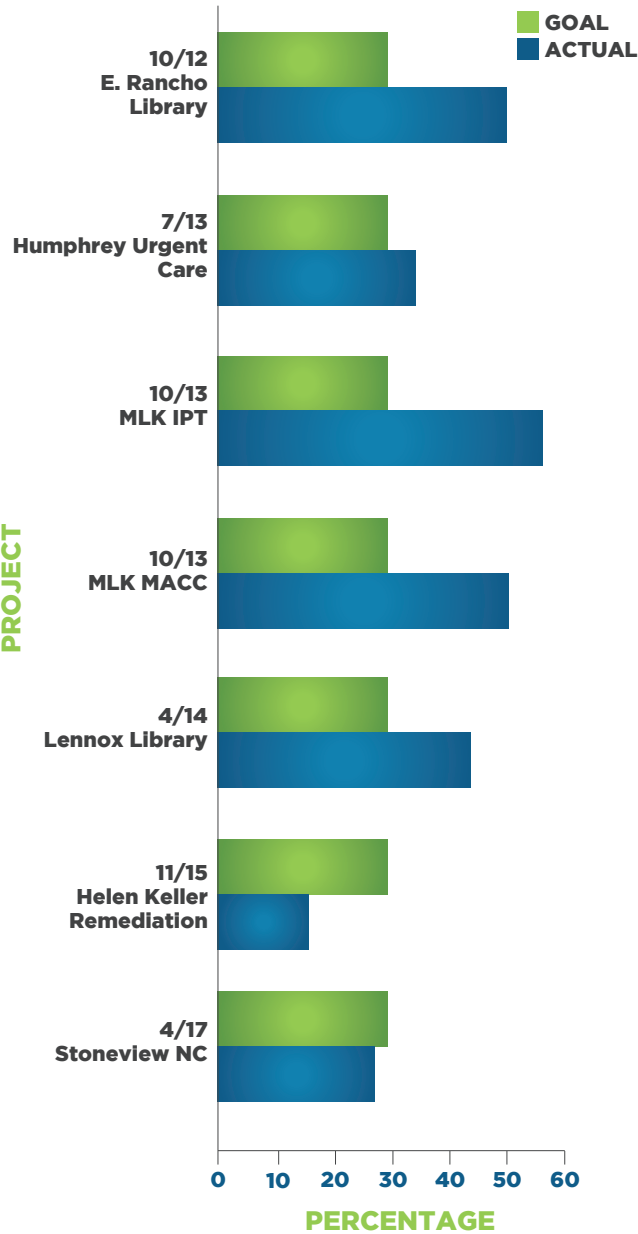
COMPLETED PROJECTS

LOCAL AND TARGETED WORKER HIRE PROGRAM

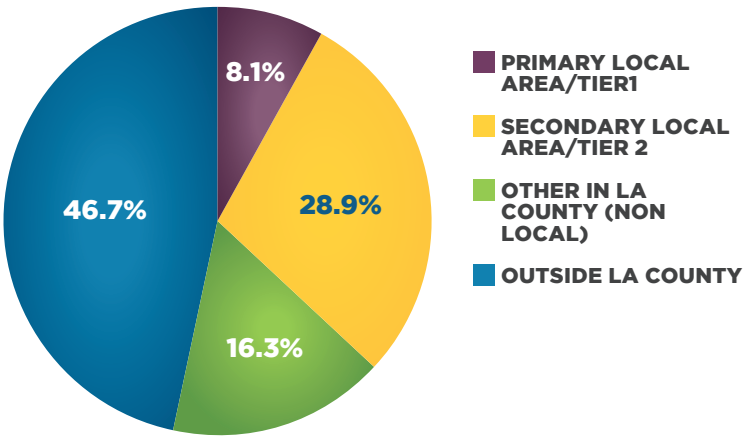
DEPARTMENT OF PUBLIC WORKS LOS ANGELES COUNTY

as of 5/31/18

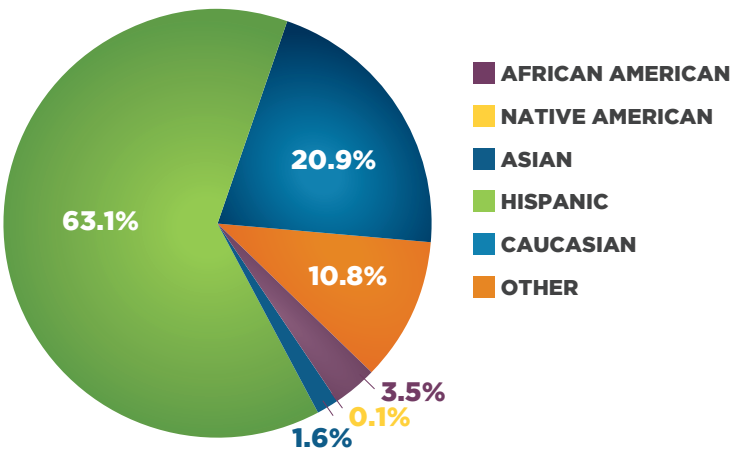
MANDATORY HIRING GOAL SUMMARY  
COMPLETED PROJECTS (7)



WORKER RESIDENCY  
LWHP PROJECTS (40)



WORKER ETHNICITY  
LWHP PROJECTS (40)



# BUSINESS ASSISTANCE



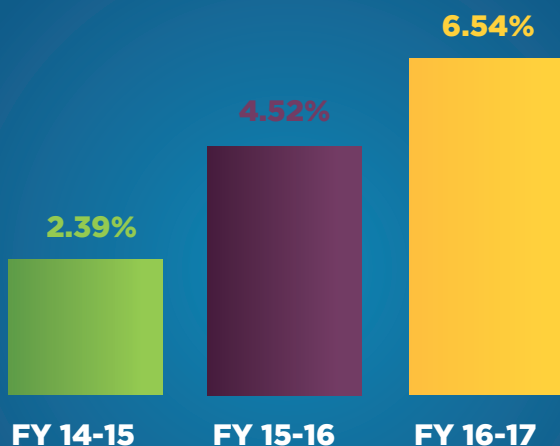
The County's Economic Development Program is committed to deploying County resources in a targeted and thoughtful way to leverage investments to support both workforce and business development in County growth industries.

On July 21, 2015 the Board of Supervisors established a Small Business Initiative (SBI) charged

with supporting small business throughout the County through streamlined service delivery. A year later, on July 12, 2016, the Board established a four-year Small Business Utilization Plan to increase contracting dollars awarded to the County's certified business to 25% of all contracts the County awards for goods and services. This plan calls for an increase in contracting and procurement opportunities for Local Small Business Enterprises (LSBEs), Disabled Veteran Business Enterprises (DVBES), and Social Enterprises (SEs). The Department of Consumer and Business Affairs (DBCA) serves as the County's Small Business Advocate, and is the department responsible for the

### LOCAL SMALL BUSINESS ENTERPRISE UTILIZATION

	FISCAL YEAR 15-16	FISCAL YEAR 16-17
<b>Total Awards to All Businesses</b>	<b>1,589,523</b>	<b>1,745,234</b>
<b>Awards to LSBEs</b>	<b>99,026</b>	<b>123,371</b>
<b>LSBE Award Amount</b>	<b>\$181,059,214</b>	<b>\$245,793,325</b>



### LSBE UTILIZATION RATE

### DISABLED VETERAN BUSINESS ENTERPRISE UTILIZATION FY 16-17

# 1,601

AWARDS TO DVBE

## \$16,061,807

DVBE AWARD AMOUNT

## 1,745,234

TOTAL AWARDS TO ALL BUSINESSES

### SOCIAL ENTERPRISE UTILIZATION FY 16-17

# 1,029

AWARDS TO SES

## \$77,963,666

SE AWARD AMOUNT

## 1,745,234

TOTAL AWARDS TO ALL BUSINESSES

administration of the above referenced preference programs as well as the SBI.

Local business cultivation and expansion is central to regional economic development and the Scorecard endeavors to measure the County's progress in supporting the business community. New information regarding the efficacy of the

County's business utilization plan, as well as layoff aversion services will be presented in the next scorecard. Information about businesses served by the Small Business Concierge is also presented.

## DEFINING SOCIAL ENTERPRISE (SE)

**To be identified as a Los Angeles County Social Enterprise, a business must:**

**Be certified or registered by any of the following organizations:**

- **B Lab Corporation, which certifies businesses as a B Corporation.**
- **California Secretary of State, where businesses can register their business entity as a Benefit or Social Purpose Corporation.**
- **City of Santa Monica, which offer a Green Business Certification.**
- **City of Los Angeles, which offers a Green Business Certification.**

**Register as a vendor with Los Angeles County**

- **During the registration process, the business will be asked to provide their mission statement, a description of their programs, services, and responses to questions that provide further detail on the business's social impact.**

## DEFINING LOCAL SMALL BUSINESS ENTERPRISE (LSBE)

**Los Angeles County uses the same criteria to define local small business as the State of California's Department of General Services (DGS). To qualify, a business must:**

- **Be independently owned and operated**
- **Not be dominant in its field of operation**
- **Have its main office in Los Angeles County for at least the last 12 months**
- **Have owners (officers in the case of a corporation) who live in California and be either**
  - **A business with fewer than 100 employees and an average annual gross receipts of \$14 million or less over the last 3 years**
  - **A manufacturer with 100 or fewer employees**

## DEFINING DISABLED VETERAN BUSINESS ENTERPRISE (DVBE)

**To be identified as a Los Angeles County Disabled Veteran Businesses Enterprise, a business must:**

**Be certified by one of the following departments:**

- **The U.S. Department of Veterans Affairs (VA), which certifies businesses as Service Disabled Veteran Owned Small Business (SDVOSB).**
- **The State of California Department of General Services (DGS), which certifies a business as a DVBE.**

**Register as a vendor with Los Angeles County**

- **During the registration process, the business will be asked to provide information on its VA or DGS certification.**

**SMALL BUSINESS ACTIVITY FY2017-18**

<b>FY 2017/2018 Close of 3rd Quarter</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>TOTAL</b>
<b>Number of Certified Small Businesses</b>	<b>212</b>	<b>183</b>	<b>224</b>	<b>N/A</b>	<b>619</b>
<b>Number of Certified social enterprises</b>	<b>7</b>	<b>14</b>	<b>23</b>	<b>N/A</b>	<b>44</b>
<b>Number of certified DVBES</b>	<b>20</b>	<b>25</b>	<b>31</b>	<b>N/A</b>	<b>76</b>
<b>Number of County contracting dollars awarded to all certified vendors</b>	<b>\$265,812,415.08</b>				<b>\$265,812,415.08</b>
<b>Number of certified businesses who won contracts with County</b>	<b>658</b>				<b>658</b>

**Small Business Development**

The Board directed DCBA to prepare a four-year action plan ("Utilization Plan") to achieve the Board's goals of awarding twenty-five percent (25%) of contracts for goods and services to LSBEs and three percent (3%) of contracts to DVBES by 2020. DCBA has also made strides toward developing a streamlined certification process for LSBEs and DVBES, and has created a new certification process for Social Enterprises (SE).

In order to achieve the goals set forth in the Utilization Plan, DCBA continued to work with County departments to expand the pool of certified businesses so that they can take advantage of the incentives given to certified businesses and win contracts with the County. Accordingly, the Scorecard tracks the number of certified LSBEs, DVBES and SEs each quarter and the number of new certifications.

This year, through interagency partnerships, DCBA has obtained certified vendor lists from jurisdictions including the California Department of General Services (DGS), Metro, and the Veteran's Administration (VA). DCBA has then used these lists for targeted outreach to increase the County's certified vendor pool.

Guided by DCBA, the County has made progress towards the

**LOS ANGELES COUNTY  
CONTRACTING CENTERS**

**The County has partnered with Citi Community Development to establish the Los Angeles County Contracting Centers as a two-year pilot program targeting low to moderate income communities and providing businesses with direct technical assistance. Businesses will receive information on the benefits to County business certifications, as well as how to locate contract opportunities with the County.**



25% small business utilization goal and 3% disabled veteran business utilization goal established by the Board. There has been an increase of over \$64 million dollars awarded to certified small businesses from Fiscal Year 2015-16 to Fiscal Year 2016-17. This represents an increase of 35% in dollars awarded to certified small businesses in Fiscal Year 2016-17.

In order to make further progress toward the 25% and 3% utilization goals, DCBA is working with the small business advocates from each County department to establish a "Mini-Utilization Plan" for each department. These plans document the steps the department will take to increase the number of contracts being awarded to small and disabled veteran businesses.

### Small Business Concierge

The Small Business Concierge Program (Concierge) was established in January 2015 by motion of the Board as a single point of contact to assist local business owners and potential business owners in starting and growing their businesses in the County. The Concierge provides counseling services to prospective small business owners, offers guidance and technical assistance in the small businesses development process, and helps potential businesses navigate through the licensing and permitting process. Further, the Concierge ensures that workforce development services and small business programs are integrated to maximize services and effectively respond to the needs of businesses across a variety of sectors.

The Concierge has assisted businesses ranging from plant nursery to commercial construction and wine cellar installation and design. DCBA is continuing to gather information regarding the number of new businesses that opened, revenue generated, and jobs created with the support of the Concierge. This data is expected to be available at the close of Fiscal Year 2017-18.

### Layoff Aversion

The Department of WDACS oversees a layoff aversion program

As of third quarter of FY 2017-18,  
the Small Business  
Concierge Service assisted

**262**

**ENTREPRENEURS.**

to provide technical assistance to businesses of any size that are in financial danger. The layoff aversion program begins with confidential consulting for businesses to develop an individualized Action Plan to access local capital, remain in the County and prevent layoffs of employees and ultimately business closure. This service is provided at no cost to the business. The information regarding the layoff aversion program for fiscal 2017-2018 to date is displayed page 18.

### WDACS LAYOFF AVERSION ACTIVITY FY 2017-18 (JULY 1, 2017 TO APRIL 30, 2018)

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	TOTAL
<b>Biz Notified</b>	1112	966	707	667	640	600	458	416	492	304	6362
<b># of Action Plans</b>	26	57	42	20	30	16	7	2	12	17	229
<b># of Jobs Saved</b>	0	120	91	72	0	35	0	0	0	0	318

Source: WDACS

In FY 2017-2018 through Q3,  
the County's Small Business  
Services team conducted  
**63** outreach events, reaching over  
**10,780** attendees.

## SMALL BUSINESS CERTIFICATION PROGRAM FISCAL YEAR 2017-2018 Q3

**Average number of days it takes  
to get certified with the County:**

**3**  
**DAYS**  
for LSBE  
and DVBE

**5**  
**DAYS**  
for SE

## WDACS LAYOFF AVERSION SERVICES

- **At Risk Businesses:** Businesses that are "In danger of laying off employees."
- **Action Plan Development Services include:** Access to Industry Councils, Assistance with Expedited Permitting, Exploring Tax Incentives, Workforce Training & Development Referrals, Exploring Access to Capital, Project Management, Site Selection and Relocation, Referrals to Public Services, Connections to Public/Private Partners and Resources, Cost Containment Analysis
- **Businesses Notified:** Businesses are monitored for signs of decay using financial stress scores, and active engagement with the business. Businesses who are found to be in danger of laying off employees are contacted and given information on Layoff Aversion Services.

### Average Permitting Time

The Economic Development Scorecard was created to measure the progress of the County's economic development programs across a variety of disciplines, including how to more effectively serve the County's business community. The Board has long-signaled the importance of encouraging business growth as part of a multi-pronged economic development effort. In November 2014, the Board elevated the visibility of a one-stop office to serve small businesses, and in August 2015, the Board asked multiple departments to implement a web-based approach to permit streamlining. The web-based effort, EPIC-LA, has been fully implemented by Regional Planning and the Department of Public Works, and is a comprehensive approach to land entitlement, inspections, and code enforcement.

This past year, the CEO has been working with the involved

departments to streamline the planning and permitting process for businesses. This has included an evaluation of the regional one-stop offices throughout the County, as well as a workgroup to create quarterly reports from data being measured in EPIC-LA. It is the CEO's intent to track the length of different business processes through data captured in EPIC-LA, and work with departments to devise process improvements if warranted. Over the last quarter, the working group has started to generate baseline reports, and the CEO has worked to facilitate the expansion of selected regional one-stop field offices.

# BUSINESS LOANS — AND —

# FINANCIAL ASSISTANCE



Since 1987, the Community Development Commission/Housing Authority (CDC) has provided a variety of loan products to assist businesses in Los Angeles County in their retention, expansion, and customer attraction efforts. Since the dissolution of redevelopment in 2012, the CDC has continued to foster neighborhood

reinvestment and blight removal in low and moderate income unincorporated areas through façade improvement programs, commercial storefront renovations, and business loans. These programs provide financial and technical assistance to support business tenants and property owners, and seek to help beautify business districts by making them more inviting for shoppers and residents as neighborhoods are revitalized. Further, the CDC engages in significant coordination with the

Department of Business and Consumer Affairs to provide small business assistance to the businesses receiving the façade loans in order to most effectively deploy the County's wrap-around services in an effort to holistically support businesses.

In August of 2017, the CDC announced a streamlining of their small and medium business loan programs, which are now all known as SMART Funding. This greatly simplifies the process for prospective borrowers. SMART Funding offers competitive loan programs created to support a variety of established businesses. SMART Funding through the CDC now offers personalized business capital options, focusing on four areas of economic development: manufacturing, clean technology, health care services, and transportation-adjacent development. Potential loans can range from \$25,000 to \$1.5 million, and are deployed to help businesses purchase necessary equipment, acquire commercial property, build capital, and create and retain jobs. All loans are being tailored to specific business needs.

#### FY 2017-18 CDC ACTIVE COMMERCIAL REHABILITATION COMPLETED OR UNDER CONSTRUCTION

LOCATION	DISTRICT	STOREFRONTS	START DATE	COMPLETION DATE	COST	FUNDING SOURCE(S)
12404 Pelliser Rd	1	1	6/22/17	5/23/18	\$187,862	RENOVATE (GF)
520 Workman Mill Rd	1	17	9/29/17	1/20/18	\$235,263	CDBG/RENOVATE
16047 Amar Rd	1	1	8/23/17	5/25/18	\$60,067	CDBG/RENOVATE
9131 South Vermont	2	1	6/22/17	11/22/17	\$207,241	RENOVATE (GF)
9215 South Vermont	2	1	9/17/17	1/24/18	\$144,288	RENOVATE (GF)
9201 South Vermont	2	1	1/31/18	6/25/18	\$246,311	CDBG/RENOVATE
9301-07 South Vermont	2	4	3/19/18	7/27/18	\$254,829	CDBG/RENOVATE
13307 East Telegraph	4	1	10/17/17	5/25/18	\$98,761	CDBG/RENOVATE
13313-21 East Telegraph	4	5	10/17/17	5/25/18	\$155,368	CDBG/RENOVATE

#### FY 2017-18 CDC ACTIVE COMMERCIAL REHABILITATION OWNER AGREEMENTS SIGNED, PROJECT PIPELINE

3529 East 1st St	1	1	6/26/18	9/28/18	TBD	N/A
4531 Whittier Blvd	1	1	7/20/18	11/21/18	TBD	N/A
8619 South Vermont	2	1	7/27/18	10/24/18	TBD	N/A
14411 East Telegraph	4	3	9/17/18	12/31/18	TBD	N/A
2291 North Lincoln	5	1	3/10/18	10/10/18	TBD	N/A
2279 Lake Avenue	5	5	5/9/18	11/9/18	TBD	N/A
376 E Woodbury	5	1	5/9/18	11/9/18	TBD	N/A
<b>TOTAL STOREFRONTS</b>		<b>45</b>			<b>\$1,589,990</b>	

Source: CDC (Los Angeles County Community Development Commission)

## Blight Removal

By eliminating blight in a neighborhood, the County and CDC can work with public and private partners to increase property values in the surrounding area and catalyze investment in the neighborhood. The CDC has facilitated blight removal through its business façade improvement program. This program remains a focal point of neighborhood business revitalization.

Investments in façade improvements have continued through a new Community Business Revitalization Program called RENOVA TE. The RENOVA TE program has been limited to County unincorporated areas but the CDC will be seeking partnerships with neighboring municipalities to expand the program further.

The recipient of these funds is required to ensure that improvements are maintained in good condition for 10 years. Eligible improvements include design assistance; façade restoration; windows, doors, lighting, and signage; removal of non-conforming elements; and accessibility improvements. The objective of RENOVA TE is to stimulate investment in the community revitalize commercial corridors, and support the growth of small businesses.

On the previous page is data for the CDC's façade program, which includes RENOVA TE, for the current Program Year 2017-18.

## Business Assistance Loans

The CDC has historically provided loans to small and medium sized commercial/industrial companies to grow their businesses and create jobs. Funds from the loan program can

be utilized for real property acquisition, working capital, land acquisition, construction, and equipment purchases. The CDC's loan programs have included Micro, Business Expansion, and Float loans.

The primary funding sources for the CDC's business loan programs have been provided through the Community Development Block Grant (CDBG) and Economic Development Administration (EDA). Both are federal funding sources with an emphasis on job creation, neighborhood and business development and assisting those in economically distressed neighborhoods. The Board of Supervisors has also contributed County General Funds towards a Manufacturing Revolving Loan Fund. In addition, the LA Metro has collaborated with the CDC to establish a business loan program targeted towards businesses located next to major transit stops.

In Fiscal Year 2017-18, CDC kicked off its SMART Funding marketing campaign with a series of pamphlets, brochures and a presence on social media. With the assistance of this campaign, the CDC funded five loans for over \$1.3 million in FY 17-18. The CDC currently has seven active loan underwritings and is currently pursuing 50 potential leads. The anticipation is the underwriting pipeline will turn into pending loan approvals in future quarters.

Below is a table listing the Fiscal Year 2017-18 loans that have been funded to assist local area businesses.

2017-18 CDC COMMERCIAL LOANS FUNDED					
COMPANY TYPE	DISTRICT	LOAN AMOUNT	USE OF FUNDS	DATE FUNDED	FUNDING SOURCE
Autoparts Manufacturer	1	\$300,000	Working Capital/Equipment	8/29/17	CDBG
Sewing Machine Repair and Retail	1	\$150,000	Working Capital/Equipment	4/6/18	EDA
Legal and Professional Services	2	\$480,000	Working Capital	9/26/17	EDA
Bakery and Deli	4	\$275,000	Working Capital	5/8/18	EDA
Education Technology	5	\$100,000	Working Capital	1/25/17	EDA
<b>TOTAL FUNDING COMMITMENT</b>		<b>\$1,305,000</b>			

EDA- Economic Development Administration CDBG- Community Development Block Grant  
Source: Los Angeles County Community Development Commission

## Property Assessed Clean Energy (PACE)

In addition to the loan programs administered by the CDC, the County also manages a residential Property Assessed Clean Energy (PACE) Program, which makes loans to individual property owners through direct assessments on the property tax bill. Established pursuant to California Assembly Bill 811 (2008), the County's PACE Program provides financing for energy efficiency upgrades and renewable

energy installations on private residential property. In Fiscal Year 2016-17, the PACE Program funded approximately \$374 million in home energy improvements which created 3,761 jobs throughout the County.

A summary of FY 2016-17 and FY 2017-18 PACE assessments and job creation is provided in the table below.

PROPERTY ASSESSED CLEAN ENERGY (PACE) FINANCING PROGRAM FISCAL YEAR 2016-17, FISCAL YEAR 2017-2018 TO DATE					
FISCAL YEAR 2016/2017	APPLICATIONS SUBMITTED	APPLICATIONS APPROVED	COMPLETED ASSESSMENTS	\$ AMOUNT OF COMPLETED ASSESSMENTS	ESTIMATED # OF JOBS CREATED
July 2016	3,972	2,574	1,419	\$37,785,284	369
August 2016	3,789	2,428	1,565	\$42,889,075	404
September 2016	3,191	2,002	1,329	\$38,975,928	370
October 2016	2,896	1,813	1,142	\$32,575,982	320
November 2016	2,858	1,739	1,115	\$32,815,822	347
December 2016	2,435	1,530	1,050	\$31,501,843	294
January 2017	2,913	1,736	936	\$28,143,841	284
February 2017	2,687	1,569	866	\$26,607,245	259
March 2017	3,035	1,716	1,022	\$30,434,757	313
April 2017	2,443	1,401	838	\$23,577,998	236
May 2017	2,757	1,473	865	\$24,372,435	261
June 2017	2,856	1,538	850	\$24,379,852	305
FISCAL YEAR 2017-2018 TO DATE	APPLICATIONS SUBMITTED	APPLICATIONS APPROVED	COMPLETED ASSESSMENTS	\$ AMOUNT OF COMPLETED ASSESSMENTS	ESTIMATED # OF JOBS CREATED
July 2017	2,704	1,444	831	\$22,965,218	251
August 2017	2,698	1,496	974	\$27,934,211	272
September 2017	2,223	1,233	758	\$21,813,342	189
October 2017	1,960	1,034	751	\$21,925,751	206
November 2017	1,796	987	646	\$19,132,431	198
December 2017	1,448	782	576	\$17,275,232	166
January 2018	1,694	804	492	\$14,825,413	142
February 2018	1,387	646	435	\$12,925,424	147
March 2018	1,446	640	372	\$10,711,531	105
April 2018	1,077	352	357	\$10,853,415	80
FROM PROGRAM INCEPTION	97,895	60,382	34,110	\$925,316,894	9,078
FISCAL YEAR 2016-2017	35,832	21,519	12,997	\$374,060,063	3,761
FISCAL YEAR 2017/2018 TO DATE	18,433	9,418	6,192	\$180,361,969	1,758

Source: County of Los Angeles

## Center for Financial Empowerment

Launched in 2016, the County's Center for Financial Empowerment (CFE) helps residents achieve greater economic security and well-being by connecting them to resources that help build household financial capability and wealth. The Board has found that families not only need income, they also need knowledge of and access to affordable financial products and services; incentives to encourage savings and investment; and consumer protections in the financial marketplace.

Understanding that households with financial goals, savings and other assets have greater stability and increased opportunity for upward mobility, the CFE was established initially as a two-year pilot program to target those populations where access to assets could be readily increased. The Department of Consumer and Business Affairs administers the CFE. The CFE currently serves two target populations: youth and young adults aged 16-24, as well as those that are eligible for the State and Federal Earned Income Tax Credit (EITC). The CFE coordinates a Volunteer Income Tax Assistance (VITA) Program, as part of its service to the EITC-eligible population.

This year, DCBA worked with the Internal Revenue Service to bring VITA services to underserved areas in the County.



### CENTER FOR FINANCIAL EMPOWERMENT (CFE)

## PROGRAM RESULTS

### CASH FOR GRADS

January 2018 - May 2018

**155**  
YOUTH  
TRAINED

Eighty-five percent (85%) of the taxpayers assisted by the CFE were using VITA for the first time. Additionally, the CFE partnered with a cohort of cross-sector agencies to launch the "freetaxprela" Countywide awareness campaign. Through the "freetaxprela" collaborative, over \$6.5 million of State and Federal EITC dollars were claimed back into the pocket of low-income County residents.

The CFE continues to market its services and expand its client base throughout the County. The CFE has published a comprehensive financial resource guide, over 1,500 copies of which have now been distributed to non-profit agencies throughout the County.

### INCOME TAX ASSISTANCE PROGRAMS 2017 Tax Season

#### FreetaxprepLA collaborative

The DCBA partnered with a cohort of cross-sector agencies to launch the FreetaxprepLA countywide awareness campaign.

**Total returns filed: 14,317**

**Total refund dollars: \$18,651,772**

**Total state and federal EITC dollars claimed: \$8,693,694**

#### County-run VITA program (DPSS and DCBA)

**Total returns filed: 452**

**Total refund dollars: \$1,014,967**

**Total state and federal EITC dollars claimed: \$622,025**

Source: Department of Consumer and Business Affairs (DCBA)



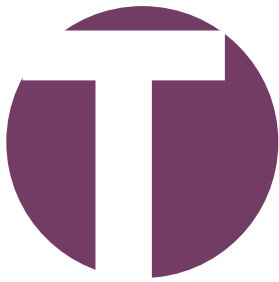
# CAPITAL DEVELOPMENT



San Pedro Courthouse



Grand Avenue Project



The Economic Development Policy Committee has defined economic development projects as those where there is private sector participation that results in tangible economic development benefits beyond just the construction of County facilities. Private sector participation will be defined as any material use of

a County-owned, or County-funded, facility by a non-profit or private entity following completion and delivery of the project. Such use of the facility must result in direct economic development benefits for the community, including job creation for non-County employees, commercial development, retail investment, blight removal, affordable housing, or any other activity that improves the economic well-being of local residents.

The following projects and their impact on the community will be monitored for inclusion in future versions of the Scorecard. The Scorecard will seek to capture statistics such as the percentage of Local and Targeted Workers hired on the project, small business, disabled veteran business and social enterprise utilization, number of jobs created, increase in the tax base and percentage of affordable housing incorporated into the project, among other community benefits. While the majority of the County's economic development projects are managed by private developers, oversight is nonetheless provided by either the County CEO or the CDC.

**The CEO's office is responsible for managing the following projects:**

### SAN PEDRO COURTHOUSE

The vision of the San Pedro Courthouse Project is to provide public amenities and development to complement the City of Los Angeles' new San Pedro Waterfront Redevelopment project at the existing Ports O'Call Village. The City's redevelopment project is seen as a key step in transforming San Pedro's once industrial waterfront into a regional destination that includes dining, music, and tourist attractions. The Department of Public Works will be releasing a developer solicitation in 2018.

### GRAND AVENUE PROJECT

The Grand Avenue Project Phase I, located on Grand & First in Downtown Los Angeles, consists of a mixed used development with residential and hotel towers, parking, public plaza, retail/commercial spaces, streetscape, and site landscaping on County-owned property (Parcel Q) developed by Related Company's Phase I Developer. Phase I is comprised of two high-rise towers, one including a hotel, and one including residential apartments and condominiums units.

The proposed hotel tower (Tower 1) will consist of an approximately 314 key, 4-star Equinox hotel with meeting space and ancillary hotel amenities and the proposed residential tower (Tower 2) will combine approximately 323 market rate apartments with approximately 86 (20 percent of the gross number of apartment and condominium rentals) affordable housing units and approximately 113 market rate condominiums.

### HONOR RANCH PROJECT

The Honor Ranch project, located adjacent to Interstate 5 in Santa Clarita, consists of a feasibility study that includes project analysis for geotechnical, environment, design, entitlement, site surveys, and inspections of the County-owned Honor Ranch properties. The initial feasibility study included an evaluation of existing conditions and potential infrastructure upgrades that will be required to develop the site. The next phase of the study will be to develop a Request for Information (RFI). The RFI will be distributed to potential developers in order for the County to evaluate potential development alternatives. The information obtained from the RFI will assist the County in determining the development opportunities that will: maximize revenues to the County; provide a project consistent with Board priorities such as environmental sustainability; and include significant community benefits.

### HARBOR-UCLA-LA BIOMED

The Harbor UCLA-LA BioMed project consists of new research facilities designed to accommodate a bioscience incubator. It will provide technical support and business services to assist researchers with advancing promising new biomedical discoveries to the next stage of commercialization. The objective is to retain and grow promising new technologies and the jobs they create for the benefit of County residents. The Board recently certified a Harbor-UCLA Medical Center Campus Master Plan Project Environmental Impact Report (EIR). This EIR includes the development of 250,000 square feet of buildings and associated surface and structured parking in the Bioscience Tech Park on the west portion of the Harbor-UCLA Medical Center Campus. Further, the Board directed the CEO to enter into an Exclusive Negotiation Agreement (ENA) with LA BioMed to include a vision, structure, and process for developing this bioscience tech park. Included in the tech park will be the biotechnical research facility and bioscience incubator designed to catalyze a bioscience ecosystem in Los Angeles County.

**The CDC has oversight responsibility for the following development projects:**

### VERMONT CORRIDOR

Vermont Corridor is the redevelopment of seven County-owned parcels spanning three city blocks of the Koreatown area within the City of Los Angeles. The project area involves three separate sites, each with a unique development scenario. On May 22, 2018, the Board certified the final environmental impact report for the project and took several other actions allowing the Vermont Corridor project to proceed.

The development on Site 1 would involve removal of the existing Department of Parks and Recreation office building at 510 South Vermont, a vacant office building, surface parking lots and parking



**Vermont Corridor**  
**Site 1 - County Administrative Building**



**Vermont Corridor**  
**Site 1 - County Administrative Building**

structure, and construction of a new 21-story building consisting of an 8-story parking structure with up to 965 spaces, a terrace level, and 12-story office tower, with approximately 7,500 square feet of ground floor retail space and public serving uses. An adjacent parking structure will also be built with access around the corner on Shatto Place with 768 parking stalls to accommodate additional staff and guests.



When complete, the new Vermont Corridor County Administration Building would accommodate the relocation of staff from the Department of Mental Health (DMH) and WDACS. Development of Site 2 consists of a 66-year ground lease with TCLA, which would involve the adaptive reuse of the existing 12-story DMH building into a maximum of 172 market rate residential rental units. Approximately 4,100 square feet of ground floor retail would be located along the main entrance on Vermont Avenue and 3,400 square feet of ground floor retail would be located along 6th Street.

Development on Site 3 will be for the construction of a new six-story 100 percent senior affordable housing project (available to senior tenants earning between 30 percent and 60 percent of area median income) containing 72 units, an approximately 13,200 square foot community recreation center, and a three-story underground parking structure, with 116 spaces.

## VERMONT - MANCHESTER

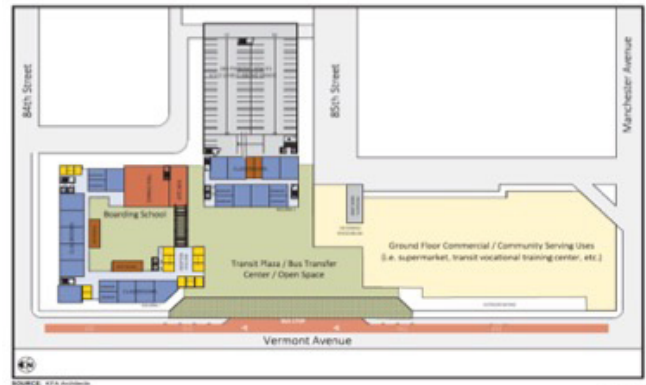
On April 26, 2018, the County gained possession of the property located at the northeast corner of Vermont and Manchester Avenue in south Los Angeles. The property is approximately 4.2



**Vermont Corridor**  
Site 2 – Residential and Retail



**Vermont Corridor**  
Site 2 – Residential and Retail



**Vermont - Manchester**

acres and is located along a busy transportation corridor. The entire site received environmental clearances under the Transit Priority Project CEQA exemption. The proposed project for the entire site includes a charter boarding school with the remaining area set aside for a mixed-use affordable housing development. After having been granted possession of the property in April, the County issued a Request for Proposals for development of the mixed-use affordable housing project. The County has secured environmental clearances that allow up to 180 units of housing and up to 50,000 square feet of commercial/retail space. See conceptual site plan of the Vermont - Manchester project above.

## 3RD AND DANGLER

The County and CDC own properties along the Gold Line Light Rail transit route in the Unincorporated East Los Angeles Area. The parcels are located at the northwest corner of East 3rd Street and South Dangler Avenue in East Los Angeles. The County and CDC consider the parcels to be ideally situated for a mixed-use, transit-oriented development opportunity.

A Request for Proposals for development of the property was released in October 2018. Proposals were received January 8, 2018. The proposals have been evaluated and a recommendation will be presented to the County Board of Supervisors in July 2018.

## MARTIN LUTHER KING, JR. MEDICAL OFFICE BUILDING (MLK - MOB)

The MLK – MOB project will be the construction of an approximately 52,000 square foot medical office building with 252 parking stalls located at the southwest corner of East 120th Street and S. Wilmington Avenue in the Willowbrook area of Los Angeles County.



**Martin Luther King, Jr. Medical Office Building (MLK - MOB)**

As part of the Martin Luther King, Jr. Medical Center Campus, the MOB is to provide quality office space to private and non-profit tenants for administrative, medical outpatient services and health related services in coordination with the new MLK Hospital and MLK Outpatient Center.

The Board authorized the CDC to act as the County's agent for development of the MLK-MOB on September 26, 2017.

### **FAIRVIEW HEIGHTS TOD PLAN**

The Downtown and Fairview Heights Transit-Oriented Development (TOD) Plan sets urban design concepts, zoning regulations, development standards, design guidelines and streetscape plans for the areas within one-half mile of the Downtown Inglewood (Florence/La Brea) and Fairview Heights (Florence/West) stations on the Metro Crenshaw/LAX Line.

Over the past year, the CDC has worked collaboratively with the Los Angeles County Metropolitan Transit Authority (Metro) to select a development team from a Request for Proposals (RFP) issued in for the potential development of the County Properties contained within the Fairview Heights TOD plan. The County property is located at 923 East Redondo Beach Boulevard in the City of Inglewood, immediately adjacent to Metro's Crenshaw/LAX Line. LINC-Core, consisting of LINC Housing (a nonprofit) and National Community Renaissance (a nonprofit), was selected as the developer under an Exclusive Negotiation Agreement (ENA). The ENA was approved in November 2017, which includes an initial term of 18 months with options to extend the term up

to an additional 12 months if needed.

The development team is comprised of seven (7) subcontractors and community partners. The development team has proposed a four-story, mixed-use development on the 1.44 acres at LEED Silver or higher with automotive and bicycle parking, multiple courtyards, and a community garden. The project will consist of 101 affordable residential units with 5,000 square feet of community room space and 5,000 square feet of commercial space.

LINC-Core has prepared and will submit their design and site plan review application to the City of Inglewood in June 2018 to allow for the redevelopment of the County's property.

### **LA PLAZA CULTURA VILLAGE PROJECT**

The LA Plaza Cultura Village Project consists of a lease agreement between the County and the LA Plaza de Cultura y Artes Foundation (Foundation) to permit the development and use of a mixed-use, transit-oriented, infill development totaling up to 425,000 square feet (sq. ft.), including up to 355 residential units (for lease), with 20 percent of those reserved as residential units affordable to moderate-income households. Additional components include up to 50,000 sq. ft. of visitor-serving retail, including, but not limited to, a restaurant, a cafe, other food



**LA Plaza Cultura Village Project**

services, and a “commissary” or shared commercial kitchen space for culinary demonstrations and use by small businesses. These visitor-serving uses are intended to complement the Olvera Street retail and restaurant businesses.

The LA Plaza Project includes a historic paseo to link Union Station through the shops and restaurants on Olvera Street; through the El Pueblo de Los Angeles Historic District and LA Plaza, and extending to the Fort Moore Pioneer Memorial on North Hill Street; a rooftop restaurant and garden; bicycle amenities; and up to 786 parking spaces, including up to 150 replacement parking for the spaces removed by the Project and that would be made available to County employees.

In the last quarter (1/1/18-3/31/18), LPV achieved 30.47 percent local hire, 15.85 percent disadvantaged worker hire, and 30 percent local job training for the public portion of the project (paseo and offsite improvements). For the private portion of the project (housing and commercial buildings) La Plaza Village LLC achieved 26.71 percent local hire, 15.5 percent disadvantaged worker hire, and 51 percent local job training. As of the last quarter, La Plaza Village LLC also trained 25 transitional employees over the duration of the project.

The project is targeted to complete construction by January 2019.

## EXPO/CRENSHAW SITE

Located at the intersection of the Expo Line and the future Crenshaw/LAX Transit Line, this site has superior regional connectivity to employment and activity centers including Santa Monica, Culver City, USC, Downtown Los Angeles and Los Angeles Airport. The guidelines for this site identify the opportunity for a culturally distinct gateway destination and pedestrian-scaled community serving residents and visitors with high quality and local-serving retail use and a range

of housing types that are affordable to existing residents. It also identifies opportunities to foster job growth with attractive office



approved the Short-Term Exclusive Negotiation Agreement (Short-Term ENA) between the County (acting through the CDC), Metro and the Watt Companies in December 2017.

The Short-Term ENA is an interim measure to allow the developer time to conduct additional community outreach prior to executing a full-term ENA. The Short-Term ENA also allows all parties the ability to directly communicate about project scope and team composition while engaging the community about the proposed project prior to committing to a long-term ENA.

As proposed, the project includes the following:

- 492 residential units, 15% (75 units) will be affordable for household earning 50% of the area median income (\$32,150);
- 47,500 SF of community serving space envisioned to include a grocery store and restaurant space for locally-owned businesses;
- Business incubator space;
- Ground floor community meeting space;
- Mobility hub to provide bicycle and car share connections;
- Three (3) acres of public open space; and,
- An opportunity to add a station entrance on the County site to facilitate safe connections between the two transit lines.



The Short-Term ENA is for a period of six months with no extensions. Watt Companies, Metro and the County have engaged the community through meetings and have been negotiating the various components of the project. The project is currently in the community outreach and design phase. Should all parties agree to move forward, an Exclusive Negotiating Agreement would be drafted for approval by the Board of Supervisors that will allow for project refinement and entitlements to occur, in addition to negotiating the ground lease terms.



# REGIONAL

## ECONOMIC DATA

## ANNUAL UNEMPLOYMENT RATE (%)

LOCALITY	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018f	2019f
United States	4.6	5.8	9.3	9.6	8.9	8.1	7.4	6.2	5.3	4.9	4.4	4.0	3.9
California	5.4	7.3	11.2	12.2	11.7	10.4	8.9	7.5	6.2	5.4	4.8	4.4	4.2
Los Angeles County	5.1	7.6	11.6	12.5	12.2	10.9	9.8	8.2	6.6	5.2	4.6	4.3	4.1

Source: LAEDC Economic Update for Los Angeles County, October 2017

2018f: 2018 Forecast



s home to more than 10 million residents with a labor force of over 5 million, it is essential to evaluate the regional economic trends in directing the County's Economic Development program. The regional economic data in this Scorecard highlights the characteristics of the County

economy that can help shape efforts related to: workforce development and job training; business assistance; financial assistance; business loans; and capital development.

The data presented in this scorecard shows that County employment is projected to grow at an average annual rate of 0.8% over the next five years, adding 237,000 jobs to the County workforce. According to the Bureau of Labor Statistics, the March 2018 unemployment rate in Los Angeles County was 4.1 percent, which is over 9 points below the July 2010 peak of 13.2 percent, and the lowest unemployment rate for the county in decades. The employment data shown on this page provides evidence that Los Angeles County has recovered from the recession of 2008-09. Yet there remain many indicators that show signs of economic weakness. This is particularly true for federal poverty level statistics, which reveal that the percent of individuals living below the poverty line in Los Angeles County remains high at 16.3%. To the extent that the County strives to influence local economic performance, there is a need to address the inequities that continue to exist in the Los Angeles economy.

One of the principal features of the County's economic development program is to focus resources on individual industries and occupations that are forecasted to experience

future growth and expansion. The U.S. Department of Housing and Urban Development reports that in 2017, the median income in Los Angeles County is \$64,300. In contrast, according to the Los Angeles County Economic Development Corporation, the top five occupational groups that are projected to experience the most new job openings over the next 5 years are:

1. food preparation and serving related occupations with a median annual wage of \$23,974;
2. office and administrative support with a median annual wage of \$37,566;
3. personal care and service with a median annual wage of \$25,319;
4. healthcare practitioners with a median annual wage of \$80,150; and
5. construction and extraction with a median annual wage of \$53,208.

The remaining tables in this Scorecard provide specific information regarding Los Angeles County industries and occupations, and their projected growth rates for the five-year period of 2017 to 2022. Given the County's role as the first layer of government in the unincorporated areas, the economic development programs referenced in this Scorecard can be expected to achieve their greatest impact within these regions.

2019f: 2019 Forecast

## JOBS GROWTH BY INDUSTRY IN LOS ANGELES COUNTY

<b>JOBS</b> (change over previous year)	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018f</b>	<b>2019f</b>
<b>Total Nonfarm</b>	89,800	76,800	77,000	92,800	108,900	56,900	47,800	34,300
<b>Natural Resources</b>	200	200	-200	-400	-300	-100	100	0
<b>Construction</b>	3600	7,000	3,900	7,700	6,900	6,400	5,200	9,400
<b>Manufacturing</b>	900	1100	-4400	-3,200	-6,400	-4,600	-1,400	-3,500
<b>Wholesale Trade</b>	6,100	6,800	3,800	3,200	1,300	1,700	1,300	1,500
<b>Retail Trade</b>	7,900	4,700	7,400	6,200	3,100	-1,300	2,500	2,000
<b>Transport / Warehousing / Utils</b>	2,700	3,000	5,900	8,100	9,100	600	1,100	0
<b>Information</b>	-400	4900	1,800	8,700	23,400	300	2,000	200
<b>Finance &amp; Insurance</b>	1800	-1,900	-3,800	1,100	2500	-200	800	400
<b>Real Estate / Rental &amp; Leasing</b>	600	2500	2,000	3,300	1,700	2,800	900	-100
<b>Prof / Scientific / Tech Services</b>	12,700	8,800	0	0	6500	5,200	2,200	1,200
<b>Management of Companies</b>	1,400	1,500	400	-700	-1000	500	200	-200
<b>Administrative &amp; Support</b>	12,900	12,500	6,000	2,900	4,200	3,400	8,800	7,500
<b>Educational Services</b>	200	3500	1,200	900	3,500	4,600	1,000	700
<b>Health Care / Social Assistance</b>	22,000	-900	17400	19,500	22,800	21,800	15,100	9,500
<b>Leisure &amp; Hospitality</b>	21,100	24,700	26,100	22,500	21,400	7,900	7,500	4,700
<b>Other Services</b>	4700	4,000	4,800	500	2,400	6,700	2,300	200
<b>Government</b>	-8,700	-5,600	5,000	12,300	7,800	1,200	-1,900	800

Source: LAEDC 2018  
2018f: 2018 Forecast

2019f: 2019 Forecast

**INDUSTRIAL PROFILE 2017  
(% OF TOTAL EMPLOYMENT)**

	LA COUNTY
<b>TOTAL NONFARM PAYROLL EMPLOYMENT</b>	<b>100.0%</b>
<b>Good Producing Industries</b>	<b>11.6%</b>
Natural Resources and Mining	0.1%
Construction	3.2%
Manufacturing - Nondurable Goods	2.1%
Manufacturing - Durable Goods	5.9%
<b>Service Providing Industries</b>	<b>88.4%</b>
Wholesale Trade	5.2%
Retail Trade	9.5%
Transportation, Warehousing, Utilities	2.8%
Information	5.2%
Financial Activities	5.0%
Professional and Business Services	13.9%
Education and Health Services	17.7%
Leisure and Hospitality	11.8%
Other Services	3.5%
<b>Government</b>	<b>12.9%</b>

Source: LAEDC 2018

**INDUSTRY EMPLOYMENT GROWTH  
PROJECTIONS 2017-2022 (LOS ANGELES COUNTY)**

	ANNUAL AVERAGE % GROWTH	CHANGE IN EMPLOYMENT (000s)
<b>TOTAL NONFARM PAYROLL EMPLOYMENT</b>	<b>4.3%</b>	<b>236.82</b>
<b>Good Producing Industries</b>	<b>-0.1%</b>	<b>1.63</b>
Natural Resources and Mining	-1.7%	0.1
Construction	16.8%	10.4
Manufacturing - Nondurable Goods	-10.6%	-7.6
Manufacturing - Durable Goods	-5.1%	-6.5
<b>Service Providing Industries</b>	<b>4.8%</b>	<b>194.2</b>
Wholesale Trade	2.3%	6.69
Retail Trade	1.0%	3.21
Transportation, Warehousing, Utilities	-0.4%	-0.67
Information	0.3%	-0.43
Financial Activities	2.5%	6.76
Professional and Business Services	1.3%	50.50
Education and Health Services	10.5%	106.04
Leisure and Hospitality	5.9%	37.00
Other Services	7.6%	17.56
<b>Government</b>	<b>1.4%</b>	<b>8.73</b>

Source: LAEDC 2018

## REGIONAL ECONOMIC DATA

OCCUPATION GROUP	2017	GROWTH PROJECTIONS 2017-2022		
	% OF EMPLOYMENT	NEW JOBS	REPLACEMENT	TOTAL*
Management Occupations	5.2%	7,940	26,260	34,200
Business and Financial Operations Occupations	5.7%	6,730	24,510	31,230
Computer and Mathematical Occupations	3.0%	3,340	9,380	12,720
Architecture and Engineering Occupations	1.9%	500	9,990	10,490
Life, Physical, and Social Science Occupations	0.9%	950	5,290	6,250
Community and Social Service Occupations	2.0%	6,370	9,260	15,630
Legal Occupations	1.0%	1,010	3,550	4,560
Education, Training, and Library Occupations	2.7%	8,820	13,560	22,370
Arts, Design, Entertainment, Sports, and Media Occupations	2.8%	1,600	13,980	15,590
Healthcare Practitioners and Technical Occupations	5.2%	20,130	24,450	44,580
Healthcare Support Occupations	2.8%	12,540	13,490	26,030
Protective Service Occupations	3.6%	5,270	19,470	24,750
Food Preparation and Serving Related Occupations	9.8%	26,560	79,710	106,270
Building and Grounds Cleaning and Maintenance Occupations	2.9%	10,430	12,450	22,870
Personal Care and Service Occupations	5.7%	21,750	25,450	47,200
Sales and Related Occupations	9.6%	5,030	62,490	67,520
Office and Administrative Support Occupations	15.2%	26,290	67,340	93,630
Farming, Fishing, and Forestry Occupations	0.1%	110	750	860
Construction and Extraction Occupations	3.1%	15,740	10,790	26,530
Installation, Maintenance, and Repair Occupations	3.8%	3,200	18,910	22,110
Production Occupations	6.1%	(7,430)	28,030	20,590
Transportation and Material Moving Occupations	6.9%	8,160	36,760	44,920
	100.0%	185,020	515,860	700,880

Source: LAEDC 2018

COMPOSITION OF BUSINESSES  
IN UNINCORPORATED LOS ANGELES COUNTY

CLASSIFICATION CATEGORY	NUMBER OF COMPANIES	PERCENTAGE BY BUSINESS	
Services	5,484	36.4%	64%
Retail	2,815	18.7%	
Other	1,369	9.1%	
Food Service	1,127	7.5%	36%
Health Care	1,038	6.9%	
Car Wash/Auto/Vehicle	825	5.5%	
Manufacturing	646	4.3%	
Wholesale	614	4.1%	
Transportation	339	2.2%	
Housing & Lodging	329	2.2%	
Contractors	236	1.6%	
Agriculture	164	1.1%	
Garment, Apparel & Textil Mfg	74	0.5%	
Landscaping & Gardening	14	0.1%	
Total	15,074	100.0%	

Source: Los Angeles County Assessor Data 2017

