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County of Los Angeles CHIEF EXECUTIVE OFFICE

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<http://ceo.lacounty.gov>

SACHI A. HAMAI
Chief Executive Officer

January 31, 2019

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

From: 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

ADVANCING ECONOMIC DEVELOPMENT STRATEGIES (ITEM NO. 10, AGENDA OF AUGUST 14, 2018)

On August 14, 2018, the Board of Supervisors (Board) adopted a Motion (Motion) by Supervisor Barger, directing the Chief Executive Officer (CEO), working with other departments, to conduct feasibility analyses and develop timelines for implementation of four economic development strategies, and report back to the Board within 60 days. In October 2018, the CEO requested a 90-day extension.

The four strategies are outlined in the Economy and Efficiency Commission's report issued on August 14, 2018, and included: 1) grow the biosciences sector; 2) integrate internal systems and add smart technology; 3) develop a robust pipeline of skilled workers; and 4) use technology-enabled services to improve the land entitlement process. The CEO, in consultation with the relevant departments have met, and will continue to meet, to plan implementation strategies in these four areas. The current status of these efforts is as follows:

1. Grow the Bioscience Sector

In December 2018, Bioscience Los Angeles County, Inc. (BioLA), was incorporated to serve as an innovation catalyst and entrepreneurial hub for government, research institutions, and private investors to accelerate startup activity and economic opportunity throughout the region. As a non-profit corporation, BioLA will bring together stakeholders that include academic institutions, research hospitals, investors, startups, mature companies, trade associations, and public agencies to advance innovation and ensure that the County benefits from the job creation that arises from commercialization of the cutting-edge bioscience research in the County of Los Angeles (County).

In September 2018, the CEO released a Request for Proposals (RFP) to solicit organizations that are interested and qualified to capitalize, launch, and manage an investment fund supporting bioscience startup companies in the County, as well as the local ecosystem to which they belong. Based on sectoral research and responses from the Request for Information for Los Angeles Bioscience Investment Fund, issued in May 2018, the CEO concluded that there is sufficient capital demand and investment expertise to issue the RFP. The County intends to place a lead-investment in up to two Bioscience Investment Funds (Investment Funds). The Investment Fund(s) will make investments in local early stage bioscience firms and work to support the bioscience entrepreneurial ecosystem. The Board has approved \$15 million that can be allocated directly to the Investment Fund(s).

In addition to the creation of BioLA and the Investment Fund, the County also funded bioscience incubators at California State University, Los Angeles, and at LA BioMed on the Harbor-UCLA Medical Campus. The incubators will provide technical support and business services to assist researchers with advancing promising new biomedical discoveries to the next stage of commercialization. The County has set aside 15 acres on the Harbor-UCLA Medical Campus for the development of a biotech park and partnered with community colleges and industry leaders to implement Bio-Flex, a life sciences apprenticeship program. Finally, the County is exploring new solutions to streamline the land use and entitlement process for bioscience companies in the County unincorporated areas.

2. Integrate Internal Systems and add Smart Technology

The CEO recognizes the need to integrate the public-facing, online web pages of County departments. Currently, the 36 County departments and many related governmental agencies have websites that offer guidance and assistance to businesses (large and small), residents, and clients engaging the vast array of services provided by County departments and related agencies. These websites offer general information, access to public information and records, registration for County services, and the ability to pay taxes and fees.

The CEO surveyed the Chief Information Office (CIO), the Department of Consumer and Business Affairs (DCBA), and the Office of Workforce Development, Aging and Community Services (WDACS) to identify existing efforts related to online business customer service portals. It was determined that both DCBA and WDACS are engaged in efforts to assist businesses and residents in navigating these various business-related County services and websites. The CEO determined that short-term and long-term goals should be established to develop an implementation strategy that clearly delineates the roles of the departments and feasible goals.

The short-term goals of the CEO will include (less than 12 months):

- Develop a governance structure and leadership for interdepartmental cooperation during the planning and ongoing maintenance of the County's integrated business customer service portal;
- Analyze the best practices of other jurisdictions;
- Develop system improvements that will allow for a concierge-like initial experience with easy referrals to other County departments;
- Choose a small group of departments to be included in the initial phase of integration, based on the most common business inquiries, and initiate process evaluations for those departments;
- Establish a central County website as the starting point for all information and inquiries, which should be no more than one click away from the main *lacounty.gov* page, and make improvements such as a *chat box*;
- Consider the branding and marketing of the central County site;
- Collect data on usage of the current County systems and develop metrics for measuring success;
- Examine what features are important to businesses by partnering with business groups that can provide feedback on their experiences accessing County services; and
- Develop an initial budget for additional investment and ongoing expenses.

The medium to long-term goals will include (more than 12 months):

- Integrate all County departments into the system;
- Integrate the more complicated County processes;
- Add smart and artificial intelligence features, consistent with and leveraging the CIO enterprise information management platform, to the system that will guide businesses to the appropriate destination; and
- Integrate social media into the County and departmental websites.

By establishing the goals listed above, the County will have a stronger online presence; and therefore, become more accessible to small and large businesses. In addition, the CEO will assure that departments proposing technological solutions to serve LA County businesses are coordinating and integrating with existing County efforts.

3. Develop a Robust Pipeline of Skilled Workers

There are seven local Workforce Development Boards (WDBs) in the Los Angeles region operating workforce development systems that comply and fulfill the objectives of the Workforce Investment Opportunity Act (WIOA). Coordination exists with community colleges and universities, as well as other educational partners, such as adult education and private vocational training schools. Through the efforts of the regional WDB's, partnerships exist with various educational institutions that already provide certificates and degrees that are targeted towards satisfying the needs of high growth industries. These high growth industries were selected based on the Los Angeles Economic Development Corporation's study, "Los Angeles: People Industry and Jobs," which identified the industry clusters, as well as potential employment growth by industry.

Primarily through the WDACS, the County is also investing in a regional training system to develop skills in the workforce that will qualify workers for jobs in high growth industries. In July 2017, the Board directed WDACS to implement a Countywide Workforce Development Plan, in collaboration with the Departments of Public Social Services (DPSS), Probation, Mental Health, and other County departments. Goals of the Plan include: 1) mandating Federal WIOA performance measures, 2) standardizing language and tracking mechanisms, 3) entering into data sharing MOUs, and 4) leveraging Federal funds.

In addition to the above, WDACS is engaged in several efforts that support the recommendations made by the Economy and Efficiency report. For example, WDACS is partnering with the DCBA on entrepreneurial workshops, contracting connections, and on-the-spot small business certification. Another effort includes collaborating with DPSS to best serve their clients. WDACS and DPSS are sharing data, co-locating services, scheduling joint meetings between America's Job Centers of California (AJCCs), and DPSS job developers. WDACS is also collaborating with the Departments of Probation, Sheriff, and the Office of Diversion and Reentry (ODR), to increase and improve employment opportunities for the reentry and justice-involved population. Also, a recent contract between DPSS and the City of Inglewood will provide Welfare-to-Work Vocational Intermediary and Direct Services to populations including California Work Opportunity and Responsibility to Kids (CalWORKS), General Relief Opportunities for Work (GROW), and eligible Transitional Age Youth (TAY).

Finally, the CEO has contracted the University of California, Berkeley's Institute for Research on Labor and Employment to evaluate the progress of the County's workforce development alignment efforts. To achieve greater efficiencies, it is important to get a clear picture of how the County's alignment efforts are progressing, and then assess the need for any new programs if gaps are identified within the existing services provided in the region. Following the completion of this assessment of workforce development alignment, the County will be strategically positioned to better align its existing programs and determine whether any new programs are warranted.

4. Use Technology-Enabled Services to Improve the Land Entitlement Process

The land entitlement process can be especially complicated and nuanced. The Department of Regional Planning offers services related to land development counseling, project/case intake and processing, environmental review, and zoning enforcement for the County unincorporated areas. The Department of Public Works provides: 1) building permits, survey and map checks; 2) land development services; 3) road and flood permits; and 4) collects numerous fees for services. These often-complex interactions with businesses and clients traditionally take place in-person with County staff.

The County has already developed several one-stop centers, where clients can engage staff from numerous County departments. The next step in the customer service process will be to automate, to the extent possible, the one-stop experience to an online experience. EPIC-LA was developed as the County's electronic permitting and inspections system. EPIC-LA allows users online access to various building and transportation permits, plan applications, and environmental services. EPIC-LA is being used by the development community as evidenced by the following statistics (from its start on November 30, 2015, to the present):

- 11,511 electronic payments made online
- 6,826 customers registered as online users
- 20 new users per day (average)
- 12,516 permit applications made online

The CEO will evaluate existing efforts by DCBA, WDACS, and other departments to determine how EPIC-LA can be more integrated into a future Countywide portal, proposed business portals and how the departments involved in the land entitlement process can identify points where permitting can be improved or automated.

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The CEO will report back to the Board again in 120 days on its progress in implementing these economic development strategies. Specific attention will be given to Strategy 2 (Integrate Internal Systems and add Smart Technology), and Strategy 4 (Use Technology-Enabled Services to Improve the Land Entitlement Process), as these efforts remain in their initial stage of development.

If you have any questions, please contact Doug Baron at (213) 974-8355 or dbaron@ceo.lacounty.gov.

SAH:JJ:DSB
JO:RM:yy

c: Executive Office, Board of Supervisors
 County Counsel
 Consumer and Business Affairs
 Public Social Services
 Public Works
 Regional Planning
 Workforce Development, Aging and Community Services



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If you have any questions, please contact Julia Orozco at (213) 974-1151 or jorozco@ceo.lacounty.gov.

SAH:FSD:JO
AD:yy

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Consumer and Business Affairs
Public Social Services
Public Works
Regional Planning
Workforce Development, Aging and Community Services

ADVANCING ECONOMIC DEVELOPMENT STRATEGIES

Strategy 2: Integrate Internal Systems and Add Smart Technology

Since the January 2019 report, the Chief Executive Office (CEO) has met with the Chief Information Office (CIO) and the Departments of Consumer and Business Affairs (DCBA) and Workforce Development, Aging and Community Services (WDACS), to coordinate departmental information technology (IT) solutions that will expand the online presence of business services and integrate business-related systems (systems). These potential IT solutions will operate within CIO's larger Enterprise IT Strategic Goals under the goal for Digital Civic Engagement (DCE). The purpose of the DCE goal is to engage communities through a variety of digital methods, including a virtual public interface equipped with a one-stop business services portal. The CIO is planning to develop a business and technical systems architecture that enables the public to receive personalized help from County of Los Angeles' (County) services in a more user-centric manner with the ability to directly access and/or apply for services. The CIO's enterprise architecture will evolve to include more personalized virtual concierge features through machine learning, artificial intelligence (AI), and other emerging technologies that assist County interactions with the public. The DCE goal will be achieved in the long-term as the County develops more uniform best practices of service delivery, and an overarching enterprise platform to run departmental systems. The DCE architecture will be completed by the end of fiscal year 2019-20.

In the short-term, there are current efforts to implement decision-based rules engines (decision engine), within several departmental systems (DCBA and EPIC-LA). Generally, these decision engines will ask users a series of progressively detailed questions to determine a customer's immediate and future needs regarding their business. Currently, DCBA is coordinating with the CIO to procure a new data management system and build a departmental data warehouse that will store business management data pertaining to their small business and consumer affairs operations, including customer relations and case management data. It is estimated that their system will be available to the public in six-months. The proposed DCBA data management system will enable the department to collect and store more detailed business demographics allowing its Office of Small Business to be more responsive in providing tailored business services that reduce service time and increase the number of small business certifications and small business contracts with the County.

Concurrently, WDACS is developing a business solutions portfolio that identifies all County services offered to businesses with direct points of contact at each department. Business development staff will use the portfolio to engage and refer businesses interested in accessing County services provided to the business community. WDACS, in collaboration with County departments, is also leading the development of a business portal website that will act as a landing page for businesses in need of services to start, grow, or manage their business in the County. Through the website, customers will be directed to departments offering value-added business services, ensuring a "no wrong door approach" for businesses. WDACS established a multi-departmental workgroup to assist with the development of the business portal website. One of the objectives of the workgroup will be to process map scenarios of the business owners' experience in attempting to access development services.

ADVANCING ECONOMIC DEVELOPMENT STRATEGIES

WDACS is actively exploring the procurement options and funding resources available to support this project. Additionally, WDACS implemented a Customer Relationship Management (CRM) system to help the County's Business Services Representatives (BSRs) track their key BSR goals. WDACS expanded the CRM to DPSS and Probation and will assess which other departments might benefit from the CRM. It is estimated that the business solutions portal will launch in the third quarter of fiscal year 2019-20.

Strategy 4: Use Technology-Enabled Services to Improve the Land Entitlement Process

CEO met with the Departments of Public Works (DPW) and Regional Planning (DRP) to identify departmental efforts to improve land entitlement processes. Currently, the EPIC-LA Governance Committee (Governance Committee) is in discussions with the system's vendor, Tyler Technologies, regarding the development of EPIC-LA to contain an interactive application navigator that will act as a decision engine. The decision engine will guide users through complex County processes and policies related to: 1) varied development projects involving permit requests or planning applications; 2) calculating corresponding fees; 3) determining required licenses; and 4) coordinating pre-application meetings. This EPIC-LA system component will be implemented in stages considering the complexity of processes involving multiple departments and varying zoning districts, and overlays throughout the County's vast land area and diverse supervisorial districts. The Governance Committee will first engage the Fire Department and the Treasurer and Tax Collector into EPIC-LA to offer more services to customers and streamline the County's internal workflow coordination.

In addition, DRP and DPW are in the process of assessing all touch points of the most common work classes of EPIC-LA departments to identify areas of process improvements. Given the continued increase in customer-use of EPIC-LA (consistently registering 20 new users per day), DRP has been pursuing ongoing efforts to support the overall development of the system, as well as the proposed Application Navigator. DRP is improving their current departmental process flowchart from the customers' perspective to be more easily interpreted. DRP has identified its most common standard, and non-standard work classes, to develop an online customers' guide that will exhibit samples of site plans for common project types, detailed workflows and possible scenarios, as well as required documents for each process and corresponding fee schedules. DRP is troubleshooting to find better ways to share information with their customer base. DRP continues to work toward increasing transparency in the land entitlement process and achieving the County's overarching technology goals to make online resources more personalized and user-centric.

CONCLUSION

The CEO will continue to update the Board through the Economic Development Policy Committee on significant developments in using technology to enhance the delivery of the County's business services. WDACS and DCBA are actively seeking short-term business solutions that integrate internal systems and add smart technology to improve service delivery

ADVANCING ECONOMIC DEVELOPMENT STRATEGIES

to their business clients. As CIO's DCE goal begins to take shape and recommendations are made, it is anticipated that system integration and the use of smart technology could be applied to additional services being provided to businesses. Given the complex and varying processes related to zoning and development, the use of AI technology may be possible in the future as the EPIC-LA Governance Committee continues to streamline their internal processes. WDACS, DCBA, CIO, DRP, and DPW are committed to the ongoing efforts to promote a more business friendly County.