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Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
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MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

May 20, 2016

To: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: Sachi A. Hamai
Chief Executive Officer

REPORT BACK ON THE IMPLEMENTATION OF A LOS ANGELES COUNTY STRATEGIC PLAN FOR ECONOMIC DEVELOPMENT (ITEM NO. 14, AGENDA OF JANUARY 5, 2016)

Background

On January 5, 2016, the Board of Supervisors (Board) adopted the Strategic Plan for Economic Development prepared by the Los Angeles Economic Development Corporation (the LAEDC Plan). Concurrent with this action, a motion by Supervisors Solis and Ridley-Thomas (the January Motion) instructed the Chief Executive Officer (CEO), in collaboration with the LAEDC, the Executive Director of the Community Development Commission (CDC) and other relevant stakeholders, to report back within 90 days with an analysis of the plan and a strategy for implementation. The CEO was further instructed to establish an Economic Development Policy Committee (Committee), and to report back on current and future County economic development initiatives that are in alignment with the LAEDC Plan and how outcomes could be measured on a quarterly basis going forward. Finally, a friendly amendment by Supervisor Knabe instructed the CEO to report back on options to advance business-friendly practices within the County. On April 5, 2016, the CEO requested that the delivery date for this report back be extended by 30 days.

Analysis of the LAEDC Plan

The LAEDC Plan presents a broad outline for economic development that encompasses the entire Los Angeles regional economy and spans a five-year period from 2016 to 2020. It is the second five-year plan to be developed by the LAEDC (the first encompassed 2010-2015) and was the result of considerable public outreach during the period leading up to its adoption in January 2016. Altogether, the LAEDC Plan includes a total of seven economic development goals and 30 different objectives related to achieving those goals. As emphasized in the LAEDC Plan, reaching these goals and objectives will require the

participation of numerous stakeholders, including business, labor, philanthropy, non-profit, government, education, and environmental constituencies. The LAEDC Report was not intended as a roadmap for any individual stakeholder and cannot be construed as a policy guide specific to County government. Rather, it provides a summary statement on the economic potential of the region and the various tools that can be utilized to help realize that potential.

In the Motion adopted on January 5, 2016, the LAEDC Plan was summarized as having three key elements, including: 1) a commitment to growing high-skill and high-wage sectors; 2) investment in technology-driven small businesses and social enterprises; and 3) systematic use of public land and facilities to cultivate public-private partnerships. The basis for this assessment can be found in LAEDC's focus on the dynamic nature of the Los Angeles economy and the rapid change that is occurring in a "globally-connected, innovation-intensive 21st Century." The LAEDC emphasized in several instances the challenges associated with a technology-driven economy that relies upon a workforce that is both highly-skilled and well-educated. Among the solutions to these challenges are an ongoing investment in workforce development and job training, a commitment to small and local business, a focus on creating more livable communities, and an ability to engage in enhanced development strategies.

Implementation Strategy for Economic Development

In considering an implementation strategy (Implementation Strategy) for the LAEDC Plan, the CEO built upon existing County programs to develop a framework for economic development that focuses on job creation, private investment, and expansion of the local tax base. This Implementation Strategy is presented as Attachment A to this memorandum and is designed to link economic development goals with community benefit priorities serving disadvantaged populations within the County. By adapting the LAEDC Plan into categories that best suit the capabilities of County government, the CEO will construct an economic development platform that delivers tangible benefits to communities throughout Los Angeles County. Specifically, the implementation framework will be organized around the following four categories:

1. Workforce and Small Business Programs
2. Asset Utilization Strategies
3. Project Development Tools
4. CDC Loan Funds and Grant Programs

The responsibility for implementing economic development programs associated with the above categories will largely reside within the Asset Management and Strategic Integration Branches of the CEO. The Economic Development Unit within the Asset Management Branch will serve as the principal administrative agent for the Committee that is being formed to direct economic development activities within the County. It will also assume a lead role in managing asset utilization strategies and new development practices, while providing assistance and oversight to those County-funded economic development programs administered by the CDC. The Strategic Integration Branch will then be the principal liaison between the Committee and the various County Departments responsible

for workforce development, job training and placement, small business initiatives, social enterprise outreach, and other economic development activities.

The recommended structure for a Countywide Economic Development Program (Program) has been developed in response to both the January Motion and an earlier economic development motion by Supervisors Ridley-Thomas and Solis, which was approved by the Board on October 20, 2015 (the October Motion). The Fiscal Year 2016-17 funding for the Program is budgeted at $6.5 million and relates exclusively to the CDC programs established by the October Motion. There is currently no other Net County Cost associated with the Implementation Strategy developed by the CEO. The staffing of the CEO's Economic Development Unit includes no new budgeted items and will rely upon a reallocation of existing resources from within the Department. In terms of the Program's future budgetary requirements, the CEO will work with the Committee to prioritize its economic development initiatives and to identify any potential funding needs. As provided for in the January Motion, this Committee will be chaired by a representative from the office of the current Chair of the Board and will include representation from each Board Office, the CEO, the CDC, the Department of Community and Senior Services, and the Department of Consumer and Business Affairs.

To measure the success of an economic development program, both the October Motion and the January Motion emphasized the need to collect economic data and report on the progress of County initiatives. Specific examples of relevant economic development data include employment and salary statistics, new business start-ups, net business migration, research & development investment, industry cluster location quotients, new building permits, property tax growth, housing costs, and housing affordability. Each of these statistics will be measured relative to the County's investment in specific economic development priorities and will guide future policies and practices. Furthermore, there will be an effort to organize the data into a single repository that can be used both internally and by the public. To the extent that data can also be incorporated into a Geographic Information System (GIS) Mapping application, the CEO will build upon existing County GIS initiatives and evaluate the viability of a dedicated economic development portal.

Existing County Programs Aligned with the LAEDC Plan

The County currently has numerous goals, objectives and planned actions that support the LAEDC Plan, and which align with the three key elements identified in the Motion. The majority of these programs focus on the tasks of workforce development and job placement for local residents and disadvantaged populations. The largest of these programs is managed by the Department of Community and Senior Services and is supported by more than $55 million of funding from the federal Workforce Innovation and Opportunities Act. Other departments that offer complementary job service programs include Children and Family Services, Consumer and Business Affairs, Fire, Health Services, Human Resources, Mental Health, Military and Veterans Affairs, Parks and Recreation, Probation, Public Health, Public Social Services, Public Works and potentially others as well. In total, it is estimated that the County allocates more than $100 million annually towards workforce development, job training, and job placement services. The majority of this funding can be traced directly to Federal or State programs and does not impact Net County Cost.

In addition to workforce development and job service activities, the County also has a significant number of programs that are designed to assist small and local businesses, and promote job growth within the region. These efforts are coordinated in large part by the Department of Consumer and Business Affairs through its Office of Small Business, which is now in the process of expanding outreach to include social enterprises and disabled veteran business enterprises. Other departments that play an active role in supporting small business include Public Works, Regional Planning, Public Health, and Fire, each of which is involved with an initiative to streamline the zoning and permitting process through contracting initiatives, one-stop permitting, and online services accessible to outside constituents. The CDC also is active in assisting the business community through loans and gap financing provided to commercial and industrial business, the administration of a business incubator, and a facade improvement program. Finally, the County's sizeable real property infrastructure has yielded economic development opportunities through County engagement with the private sector for the enhanced use and application of these assets. Specific examples include the Grand Avenue Project and the forthcoming Vermont Corridor Project.

The County programs identified by the CEO as part of this report back demonstrate a commitment to the basic tenets of economic development and job creation. Yet there is an opportunity to better coordinate these efforts among County Departments and to more actively engage with economic development initiatives. A summary listing of all current County programs that align with the LAEDC Plan was prepared by the CEO in response to the January Motion, and is provided as Attachment B to this memorandum. A total of 22 County Departments identified programs that align with one or more of the seven LAEDC Plan goals, and provided the CEO with a description of how these programs are currently budgeted and how outcomes are being measured.

Future County Programs Aligned with the LAEDC Plan

In addition to reviewing existing County efforts that align with the LAEDC Plan, the January Motion also requested a statement regarding future actions that departments could incorporate into their work plans over the next year or five years provided adequate resources were made available. Having met directly with those departments most active in workforce development, small business support, and job placement efforts, the CEO has concluded that a more targeted effort will be required to identify all future economic development priorities for the County. Several departments surveyed by the CEO indicated that specific recommendations for future economic development initiatives would benefit from a more comprehensive review of all departmental programs and priorities. Those initiatives that do present a near-term opportunity for economic development are presented and summarized in the Implementation Strategy. Longer-term objectives that can be incorporated into the Program will be researched by the CEO as it begins to work with the Committee and its members.

Conclusion

The LAEDC Plan approved by your Board on January 5, 2016 provided the County with an opportunity to prioritize its efforts with respect to economic development. Additionally, the

January Motion and October Motion have placed renewed emphasis on the ability of the CEO and CDC to influence the economic future of communities throughout the County. Through its active engagement with the Committee, the CEO will dedicate renewed attention to economic development and work with both the CDC and County Departments to design future programs and initiatives. The Implementation Strategy attached to this report provides the Board with a targeted near-term approach towards achieving economic development success throughout the County.

If you have any questions regarding this report, please contact David Howard at (213) 893-2477, or Doug Baron at (213) 974-8355 or dbaron@ceo.lacounty.gov.

SAH:JJ:DPH
DSB:mda

Attachments

c: Executive Officer, Board of Supervisors
County Counsel
Children and Family Services
Community Development Commission
Community and Senior Services
Consumer and Business Affairs
Fire
Health Services
Human Resources
Los Angeles Economic Development Corporation
Mental Health
Military and Veterans Affairs
Parks and Recreation
Probation
Public Health
Public Social Services
Public Works

COUNTY OF LOS ANGELES
IMPLEMENTATION STRATEGY (2016-17)
FOR AN ECONOMIC DEVELOPMENT PROGRAM

Overview

Economic development programs have become almost universal at the local government level in the United States. In California, however, such practices were traditionally the jurisdiction of redevelopment agencies more often than the individual cities and counties. When the redevelopment agencies were dissolved in 2011, this relationship changed dramatically, and cities and counties were forced to contend with the limited resources now available for local economic development. The County of Los Angeles Board of Supervisors (Board) recognized the need for increased attention to economic priorities and unanimously approved two motions designed to address the economic development landscape following redevelopment dissolution. The two motions were approved on October 20, 2015 and January 5, 2016, respectively, and each was co-sponsored by Supervisors Hilda L. Solis and Mark Ridley-Thomas. The motions provided direction to the Chief Executive Officer (CEO) and the Executive Director of the Community Development Commission (CDC) to take specific actions towards a countywide plan for economic development. The implementation strategy (Implementation Strategy) presented here represents the efforts of the CEO to structure a Countywide Economic Development Program (Program) that can deliver meaningful results to a broad range of constituents throughout Los Angeles County.

In response to the October 20, 2015 Motion (October Motion), the CEO included $6.5 million in the 2016-17 Recommended Budget for economic development efforts to be administered by the CDC. To supplement these programs, the CEO has identified several complementary initiatives that will be managed by the CEO and other County of Los Angeles (County) departments during Fiscal Year 2016-17. The CEO does not intend to assume any new Net County Cost for management of these economic development efforts and will manage the programs using existing resources. To provide oversight and direction for both the CEO and CDC programs, an Economic Development Policy Committee (Committee) is being formed in response to the January 5, 2016 Motion (January Motion). This Committee will be chaired by a representative from the office of the current Chair of the Board and will include representation from the CEO, CDC, Department of Community and Senior Services, Department of Consumer and Business Affairs, and each Board Office. Further advising this Committee will be a separate committee consisting of independent experts from local academic institutions, economic research institutes, and non-profit organizations involved in economic development. The Committee is intended to play an active role in all County economic development initiatives and will have the authority to direct the actions of individual departments and stakeholders. As further directed by the January Motion, a quarterly report will be provided to both the Board and the Committee, which will summarize the progress of the Program. The CEO will serve as the lead administrative agent of the Committee and prepare the quarterly reports. A copy of the proposed organizational structure is included as an exhibit to this Implementation Strategy.

Economic Development Structure

The traditional definition of economic development has been one that focuses on the public sector's ability to stimulate a sufficient number of employment opportunities to enhance the overall well-being of the community. These efforts on behalf of the public sector have often been categorized into supply-side policies and demand-side activities. On the supply-side, local government seeks to make its communities more business-friendly by adopting policies to reduce taxes and regulation, subsidize production costs, and streamline government services targeted to local businesses. On the demand-side, local government assumes a more entrepreneurial vocation and pursue programs that directly assist business through access to capital, targeted loan funds, and customized workforce development efforts. A more contemporary definition of economic development then supplements these efforts through job training, job placement and community benefit priorities. The current Implementation Strategy represents a combination of both supply-side and demand-side policies that will be enhanced by a focus on communities that have historically lacked investment and are now burdened with income inequality, tepid wage growth, and structural poverty.

The framework developed by the CEO in considering both the October Motion and the January Motion is one that organizes the Implementation Strategy around four priority areas of responsibility:

1. Workforce and Small Business Programs
2. Asset Utilization Strategies
3. Enhanced Project Development Tools
4. CDC Loan Funds and Grant Programs

Each of the above priorities will share a common objective to deliver on the economic development promise of job creation, increased investment in the community, and expansion of the local tax base. Importantly, these priorities will be evaluated and modified on a continuous basis by the Committee through a cycle of regular meetings and quarterly reports. The priority responsibilities will also be analyzed based on a series of data metrics that are to be established for this Program and which will seek to measure the return on investment for the County's economic development initiatives. Furthermore, as these data metrics become institutionalized within the Program, the CEO envisions an internet-based platform that will share this data with all interested parties and stakeholders. The data portal is expected to be similar in nature to the County's existing Open Data Platform and may even be housed as a component part of this system.

Priority One – Workforce and Small Business Programs

Among the most important criteria for businesses as they look to invest in a particular community are the job skills and job qualifications of the local workforce. The involvement of municipal government in training local workers has been a constant in the United States since at least the mid-1970s, when the U.S. Congress passed the Comprehensive Employment and Training Act of 1973. This legislation, and its many successors, have provided large amounts of federal funding to local governments to administer job training programs for low-income workers and the long-term unemployed. The most recent iteration

of this federal legislative effort is the Workforce Innovation and Opportunity Act of 2014, which replaced the prior Workforce Investment Act of 1998; and which now governs the multitude of workforce development programs managed by Department of Community and Senior Services (CSS).

In addition to the CSS programs supported by the Workforce Innovation and Opportunity Act, the County operates numerous other job training and job placement programs that receive funding from the federal and State government. It is estimated that more than ten County Departments are actively involved in workforce development programs that emphasize job training as their core element. These programs are further supplemented by County policies that prioritize job placement specifically for local residents and individuals from low-income communities. Such policies are typically referred to as "local hire" programs and relate primarily to County contracts with private-sector businesses. This combination of an extensive workforce development practice and a local hire priority provide the County with an economic development opportunity in the area of job placement. The challenge, however, will be to enhance coordination among disparate County Departments and deliver a comprehensive plan that avoids any duplication of effort.

The County's efforts in the area of workforce development are complemented by its increasing support for small and local businesses. Using the State of California's definition of small business (less than 100 employees), small businesses account for more than 95% of all employers and more than 50% of all employees in Los Angeles County. Small business is where one finds the region's most ambitious entrepreneurial ventures as well as the greatest number of entry-level job openings. Any successful economic development program must have small business support as one of principal features and initiatives. For the County, this will take the form of utilization targets for County contracts, a more efficient zoning and permitting process, and an emphasis on assisting locally-based firms, social enterprises and disabled veteran business enterprises.

In summary, the five initiatives related to this Priority One of the Implementation Strategy are as follows:

Coordinated Workforce Development Programs

The County has many workforce development and job training programs that extend across multiple County Departments and target a wide cross-section of the local population. The largest of these programs is centered around the County's Workforce Development Board and is managed by CSS through funding provided by the federal government. However, in addition to this $55 million managed by CSS, the Departments of Children and Family Services, Consumer and Business Affairs, Fire, Health Services, Human Resources, Mental Health, Military and Veterans Affairs, Parks and Recreation, Probation, Public Health, Public Social Services, Public Works, and the CDC each have their own job training and job placement services. Typically, these departmental efforts focus on the chronically underemployed within the County as well certain target populations that may have their own unique barriers to employment. The Program will seek to evaluate each of the County's job services programs by compiling employment statistics and job placement results from all departments involved in workforce-related initiatives. It is

only through a review of all departmental activities that the Committee will be able identify potential areas for improvement and seek to enhance efficiencies across the County.

Customized Workforce Development Programs

The Department of CSS has recently taken actions to target high-growth sectors through its ongoing workforce development efforts. Specifically, CSS has identified the following nine industries for customized workforce development programs: healthcare, construction, clean/green energy, advanced manufacturing, financial services, bioscience, information technology, hospitality/tourism, and transportation/logistics. By developing practices that are industry-specific, CSS will improve not only its job training programs, but also its job placement efforts with specifically-targeted employers. The CEO will recommend that CSS work through the Committee to further refine its workforce development programs to ensure that the proper industries are being targeted. Additionally, the active advisory role that independent experts will play with the Committee, this body should prove a valuable resource for evaluating future growth sectors and serving as a liaison with the private sector.

Local Hire and Social Enterprise Programs

Local hire incentives have long been a priority of local government and have become a mainstay on large infrastructure and construction projects in California. The former redevelopment agencies had specific policies for hiring local workers, and the County has sought to implement similar practices on many of its large capital projects. Recent Board Motions have requested specific details regarding the County's ability to require local hiring provisions on affordable housing projects and as part of the Homeless Initiative. Additionally, local hire requirements have been coupled with an interest in supporting social enterprises that provide services to disadvantaged community members. These social enterprises are the same organizations that will be critical to the future success of the County's diversion and re-entry efforts as well as its Homeless Initiative. The CEO has included such programs as part of this Implementation Strategy given their emphasis on job placement as a means to re-integrate disadvantaged residents into the community.

Utilization Targets for County Contracts

The rationale for supporting small business through specific County procurement goals is twofold. The first is that the majority of small businesses bidding on County contracts are headquartered locally, and therefore employ County residents. The second is that small businesses often have very little access to capital and a government contract can help provide the revenue security needed to obtain future sources of financing. As was recommended in a recent Board Motion of January 12, 2016 by Supervisors Ridley-Thomas and Solis, the Department of Consumer and Business Affairs (DCBA) is currently evaluating the possibility of establishing a 25% procurement goal for local small businesses. Methods for achieving this goal include adjustments to policies regarding delegated contracting authority, bid price

reductions, and caps on price preferences. Such changes would be considered not only for local small businesses, but also for disabled veteran-owned businesses and social enterprises. To the extent that such procurement targets do not impair the County's ability to deliver essential public services, they can become an important tool for local economic development.

Streamlined Zoning and Permitting Process

The most common complaint from new businesses working with local government agencies is typically not the cost associated with such efforts. Rather, it is confusion regarding the multitude of permitting, zoning, and licensing requirements that are often necessary in order to start a new business. Moreover, it is a frustration with the amount of time required to navigate through these requirements and open a business. To address such concerns within the County unincorporated areas, the CEO will monitor the effectiveness of the County's ongoing efforts regarding one-stop centers and the new Electronic Permitting and Inspections County of Los Angeles (EPIC-LA) system. The EPIC-LA initiative began in 2014 with a contract award to develop the system, and was then launched in late 2015 when Regional Planning "went live" with the first phase of this project. Public Works is currently developing its component of the EPIC-LA program, and other departments may be identified for similar applications in the future.

The concept of a one-stop shop and public-facing website is consistent with many of the ongoing initiatives that reside within the Office of Small Business in the DCBA. This office assists small businesses with the County procurement process, provides leadership on small business programs, and offers a Small Business Concierge service. This concierge service offered by the DCBA is an important concept in that it seeks to assist small businesses that may not have the resources to adequately research the many steps required to open a new business. As part of the Program, the CEO intends to expand upon this concept and work with the Departments of Public Works and Regional Planning to evaluate a concierge offering that is specific to the zoning and permitting process associated with small business formation. Such a service would be available only to small and local businesses, and would require a funding source in order to become operable. The CEO will consider the launch of a targeted concierge service in the second year of the Program.

Priority Two – Asset Utilization Strategies

The second priority identified in this Implementation Strategy is the need to emphasize high-return asset utilization strategies. With its renewed focus on asset management, the CEO is increasingly looking to maximize value with respect to existing assets and future capital projects. As stated in the Strategic Asset Management Plan, the CEO estimates that the County owns more than 4,000 real property assets with an estimated size of 45 million square feet. A detailed inventory is currently being developed for this asset base and is expected to reveal opportunities to further maximize the returns derived from these assets. Such opportunities may include increased investment in deferred maintenance, consolidation of office space, and the repurposing assets to better serve County priorities. It is this last category of uses that is most relevant for economic development and this

Implementation Strategy. To the extent that opportunities arise, the CEO will evaluate whether certain assets are better deployed in the service of economic objectives such as mixed-use development projects, industry cluster building, transit-oriented development, and/or affordable housing. The CEO will also evaluate opportunities for revenue generation through long-term ground leases on properties that are either vacant or under-utilized by the County. A summary of the three potential economic development uses of County assets is provided below:

Leverage Private Sector Input on County Projects

The January Motion referenced the need for a systematic approach to improving, developing, and disposing of County assets to help cultivate public and private sector partnerships. This can be done on County projects that may incorporate a commercial, retail, nonprofit or affordable housing component. It can also be done to capture value and generate revenue from an existing County asset, and use this financial gain to help offset the cost of critical capital projects for County facilities. Indeed, the goal of maximizing utility from existing County assets is one of the fundamental themes of the Program and will be actively managed by the CEO.

Leverage County Assets to Support Industry Clusters (initially bioscience)

In August 2014, the Battelle Technology Partnership Practice (Battelle) provided the County with its Feasibility Assessment and Master Plan for Advancing the Bioscience Industry Cluster in Los Angeles County (the "Battelle Report"). In this document, Battelle identified bioscience as a critical growth industry and recommended a specific development strategy that would enable the County to realize its maximum potential as a bioscience hub. Inherent in this strategy was a vision shared by both Battelle and the County, which was to identify County land and assets that could be leveraged for service as bioscience hubs available to start-up and emerging bioscience firms. The subsequent task of identifying these assets has been the subject of multiple Board motions and is now the shared responsibility of the CEO, CDC, Public Works, and Health Services. This Implementation Strategy anticipates active involvement by the Committee with respect to bioscience and any future development of County assets as bioscience business hubs. To the extent that other high-growth industry clusters could benefit from the applied use of County assets, the CEO will research such opportunities and present the Committee with its findings.

Leverage County Assets to Support Affordable Housing and Other County Priorities

The lack of readily accessible real estate is one of the major impediments to a successful affordable housing program. The County's inventory of more than 4,000 real property assets provides an opportunity to support the ambitious goals set by the County for affordable housing. In addition to the $101 million already assigned to the Affordable Housing Trust Fund (administered by the CDC), the Board has put forth the goal of increasing the County budget to a targeted $100 million annual appropriation in support of affordable housing projects. Additionally, both the County's Homeless Initiative and its Office of Diversion and Reentry have

considerable housing components that could potentially benefit from greater use of existing County assets. As with the other asset management components of the Program, the CEO will lead the effort to identify specific properties that may be of benefit to affordable housing projects and other Board priorities.

Priority Three – Enhanced Project Development Tools

The ability to leverage private funding for development projects is a critical tool for implementing economic development strategies. Prior to the dissolution of redevelopment agencies in 2011, in excess of $5 billion of California property tax revenue was diverted statewide in support of redevelopment activities. This guaranteed revenue stream allowed redevelopment agencies to issue several billion dollars of long-term debt in support of private-sector development that was intended to stimulate economic growth and remove blight from local communities. Following redevelopment dissolution, however, this property tax funding source went to zero and no new development projects could be initiated by the former redevelopment agencies. This change in property tax allocation returned a significant revenue stream to the local taxing entities, including the County, but it also eliminated the public sector's ability to issue tax increment bonds in support of privately-managed economic development projects. As a result, new strategies and tools are now required to finance private and nonprofit projects in support of County priorities such as economic development. The CEO will lead the effort to evaluate State and Federal legislation in relation to tax increment financing districts, property tax incentives for businesses, tax credit programs for private investors, and loan programs for disadvantaged communities. Each of these tools can potentially be used to stimulate new development and will be an important component of the Implementation Strategy presented to the Committee. The four initiatives that serve this priority responsibility of the Program are as follows:

Evaluate New Tax Increment Financing Structures

In 2014 and 2015, the Governor signed two separate items of legislation that permitted local governments to form Enhanced Infrastructure Financing Districts (EIFDs) and Community Revitalization and Investment Authorities (CRIAs). As part of the Implementation Strategy, the CEO will actively monitor any opportunities for the County to benefit from the formation of either an EIFD or CRIA. These tax increment structures were designed to resemble the former redevelopment agency model, but are weaker financially given that school districts are prohibited from contributing their share of property tax revenue. Nonetheless, they do provide local governments with a bond financing tool that can be utilized in support of economic development priorities within both cities and the County unincorporated areas.

Amend Capital Investment Incentive Program Legislation

The Capital Investment Incentive Program (CIIP) became effective in California in 1999 and allows certain qualified manufacturers to receive property tax rebates for up to 15 years. Initially intended to attract new investment in the aerospace industry, the CIIP was amended in 2010 to expand the list of qualified manufacturers to include those related to alternative energy production. The CIIP requires a minimum

investment of $150 million and is subject to the approval of the city and county with jurisdiction over the project area. Most recently, the CIIP was used in conjunction with a major new development project by Weber Metals in the City of Long Beach. With a pending sunset date of January 1, 2018, there is an opportunity to amend the current legislation and consider changes both to the definition of qualified manufacturer and the minimum investment threshold of the CIIP.

Target Community Reinvestment Act Funding for Future Projects

The Community Reinvestment Act (CRA) of 1977 sought to encourage commercial banks to meet the needs of borrowers in all communities, including low and moderate-income neighborhoods. The lending targets established pursuant to the CRA remain a critical element of bank lending practices and can potentially be leveraged on future County projects. To the extent that a County project is located in a low-income neighborhood, or services predominantly low-income individuals, it may be eligible as a borrower under the CRA. This is true for both those projects involving County facilities as well as mixed-use projects. One example of the County leveraging the CRA program for its capital projects occurred in 2012 when a major County bond issuance was financed with more than $40 million of bank loans made pursuant to the CRA. The CEO will pursue creative means to leverage the CRA as an economic development tool to increase private investment through loans made to borrowers in the public, nonprofit and small business communities.

Incorporate New Market Tax Credits on Private and Nonprofit Development

In December 2015, the United States Congress extended the New Market Tax Credit (NMTC) program for an additional five years through the end of 2019. NMTCs are a tool to enhance lending opportunities to certain qualified low-income community businesses and nonprofit organizations. The tax credits are monetized by large financial institutions that are then required to make qualifying loans in support of projects in low-income communities. A recent example where the NMTC program was utilized on a County-related project occurred at the MLK Hospital, where the nonprofit operator MLK-LA secured $10 million of financing through NMTCs. While the County had very little involvement in this particular NMTC financing, there is an opportunity for the CEO to play a more active role in future development projects involving a private or nonprofit entity.

Priority Four – CDC Loan Funds and Grant Programs

The October Motion provided direction on five specific economic development programs to be managed by the CDC. These programs were selected based on their potential to grow jobs, expand the tax base, and build economic capacity in all communities within the County. They include three business loan programs, a competitive grant program for economic development organizations, and a revitalized blight removal program. For each of these programs, the CEO will work with the CDC to monitor the success of the program and to maintain performance levels consistent with a Funding Agreement to be executed between the two parties. The five initiatives related to this priority responsibility at the CDC are presented below:

Manufacturing Revolving Loan Fund

Approval of the October Motion included funding $1 million in Fiscal Year 2016 2017 for a Manufacturing Revolving Loan Fund to be administered by the CDC. This amount is expected to increase to $2 million in the 2016-17 Final County Budget. The purpose of the Manufacturing Revolving Loan Fund is to create and retain manufacturing jobs in the unincorporated areas of the County by offering below market-rate loans to targeted manufacturers. Importantly, the loan fund will only be made available to those businesses located in one of the following areas established by the County General Plan: 1) Employment Protection Districts; 2) Industrial Flex Districts; or 3) Industrial Opportunity Areas.

Catalytic Development Loan Fund

The Catalytic Development Loan Fund is approved for $1 million of initial funding in Fiscal Year 2016-17 and up to $4 million of annual funding by Fiscal Year 2021-22. It is specifically targeted to unincorporated areas and will prioritize those development projects that "catalyze" additional capital investment in the community. An example of a catalytic development would be a transit-oriented project that relies on nearby transit facilities to serve as an anchor for future investment in the local area. The Catalytic Development Loan Fund is expected to be supplemented by matching funds from banks and private investors. Furthermore, as referenced in the October Motion, it may receive additional future capitalization from the proceeds of redevelopment asset sales.

Bioscience Revolving Loan Fund

The CEO has identified $1 million of initial funding for the 2016-17 launch of a Bioscience Revolving Loan Fund to be managed by the CDC. This funding is expected to increase to $4 million annually by Fiscal Year 2021-22 and will be further supplemented by matching funds from banks and private investors. The purpose of the fund is to provide a source of capital to small and start-up firms specializing in bioscience and considering business locations within the County. As provided for in the October Motion, the Bioscience Revolving Loan Fund may receive future funding from the proceeds of redevelopment asset sales.

Competitive Grant Program for Industry Clusters

In connection with the October Motion, the Board approved $500,000 of funding in Fiscal Year 2016-17 for the CDC to implement a competitive grant program for economic development organizations offering best-in-class cluster building efforts. In addition to those organizations supporting the bioscience industry, the grant program will seek to identify four additional industry clusters that have high-growth potential within Los Angeles County.

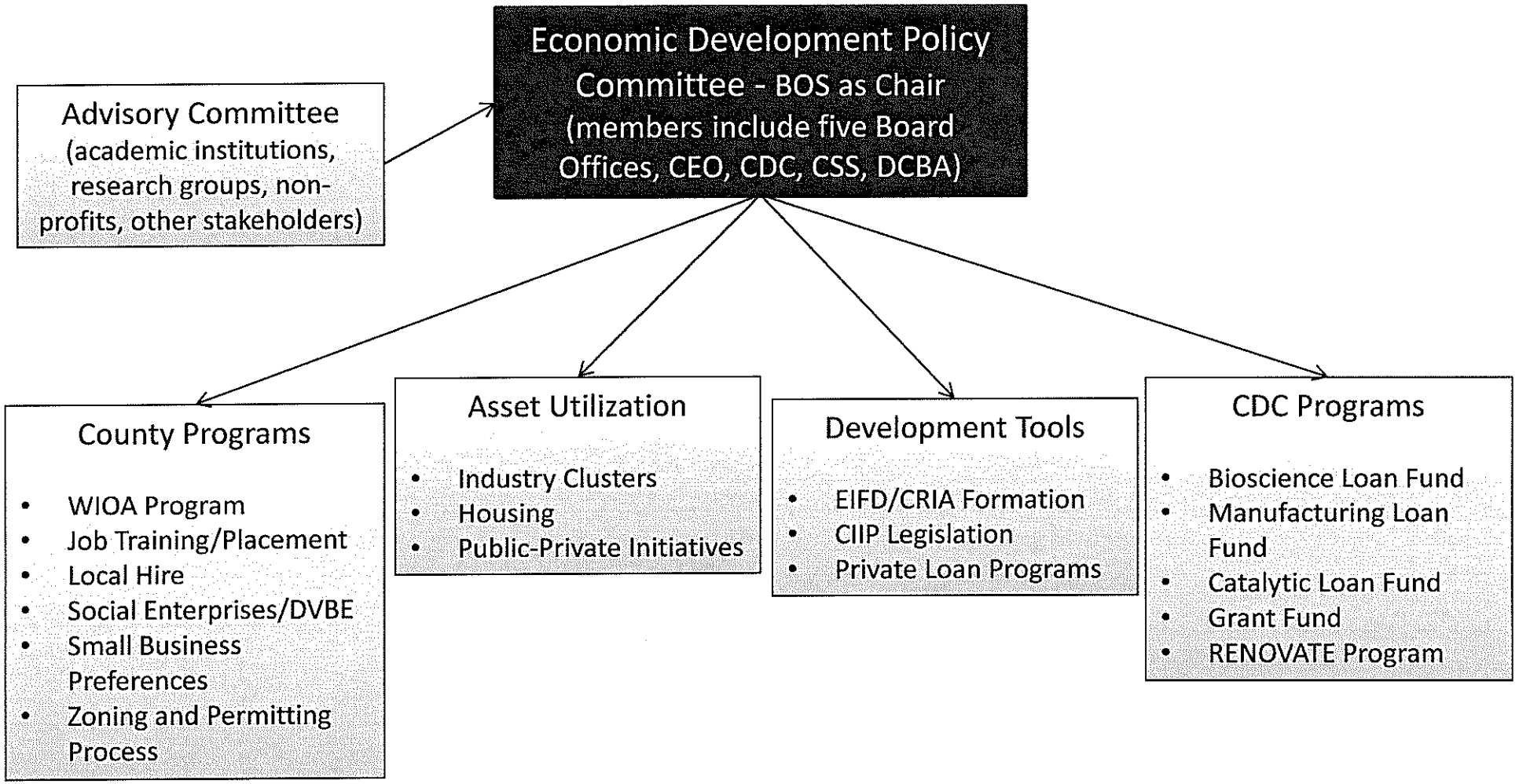
RENOVATE Commercial Business Revitalization Program

The RENOVATE Program will be managed by the CDC and seeks to expand upon its existing Community Business Revitalization Program. The program will operate in the unincorporated areas of the County and will target blight removal in commercial corridors with multiple storefronts in need of revitalization. The objective of the RENOVATE program is to make local communities more livable by enhancing the sense of place and making commercial areas more inviting to walk and shop. Funding for the RENOVATE Program was initially established at $1 million, but was increased to $2 million in the 2016-17 Recommended County Budget.

Conclusion

The Implementation Strategy for a Countywide Economic Development Program is designed to deliver tangible long-term results with regard to job creation, private investment, and expansion of the local tax base. The Program will operate with the CEO as the lead administrative agent, and will receive policy direction from the Board and the Committee. The four priority responsibilities referenced in this report represent those economic development categories that best suit the capabilities and resources of the County, its departments, and the CDC. The CEO will work with the Committee to refine, modify, and expand its Implementation Strategy as the County moves forward with its Program. The objective will be to provide an efficient allocation of resources for economic development and to deliver a return on investment that serves the economic needs of all communities in Los Angeles County.

COUNTY ECONOMIC DEVELOPMENT PROGRAM



Economic Development Inventory - Current Programs

Attachment B

				Strategic Goals Alignment						
Lead Department / Agency	**Program Description**	**Funding**	**Outcome Measurement**	1. Invest in People to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global Interconnectedness	7. Build more livable communities
Agricultural Commissioner	Phytosanitary Certificate Issuing and Tracking System - Inspection of agricultural products being exported for cleanliness (free from pests) to foreign destinations. The coverage for this program has been greatly expanded to assist our produce shipping companies to meet their time obligations. This means that we have inspectors working outside of our normal business hours to help out these businesses.	Fees charged to businesses	Outcomes are based on level of customer satisfaction		✓		✓			
Agricultural Commissioner	Online payment system - Allows consumers to pay for their annual registration permits and licensing fees.	Departmental Budget	No measurements identified at this time				✓			
Beaches and Harbors	Manage fifty (50) long-term ground leases to private entities in County-owned Marina del Rey, which generates revenue for the benefit of the Department's operations and the County's services.	Not applicable	Annual lease revenue					✓		
Chief Executive Office	Office of Protocol - Los Angeles Consular Corps - Consists of 102 consulates that meet periodically to discuss policies of interest to the Corps, including economic ties and foreign trade. Consular officers are either members of a country's Foreign Service, or are local residents who are appointed by the foreign government to perform consular duties.	Funded through the respective Foreign Ministries	No measurements identified at this time		✓				✓	
Chief Executive Office	My Brother's Keeper (MBK) - MBK program seeks to help ensure that a greater number of young people of color succeed. On April 14, 2015, the Board of Supervisors (Board) approved a motion to implement the My Brother's Keeper Community Challenge (MBK Challenge) in Los Angeles County.	County Departments and Board of Supervisors	No measurements identified at this time	✓						
Chief Executive Office	Revenue Leases - Manage six long-term ground leases that generate revenue for the County General Fund. Properties are located in Pomona, Downey (3), Signal Hill, and Baldwin Park.	Not applicable	Annual lease revenue					✓		
Chief Executive Office	Grand Avenue Project - Public-Private development project that includes retail, commercial, hotel, market-rate housing, affordable housing and public space initiatives. Job placement and community benefit goals shall also be attached to certain aspects of the project.	Not applicable	Property tax revenue, job growth, blight removal	✓				✓		
Chief Executive Office	LA County Homeless Initiative - 47 specific strategies approved by the Board of Supervisors to address the crisis of homelessness in LA County.	County General Fund, Departmental Budget, State, and Local funding	Measurements vary to numbers of persons served through housing, services, and outreach	✓						✓
Chief Executive Office	Strategic Asset Management Plan - A comprehensive plan to be implemented by the CEO Asset Management Branch to develop an accurate inventory of County assets, maximize their use, guide future investment, and fund the highest-priority needs of the County.	Departmental Budget	Revenue generation, O&M costs, deferred maintenance expenditures, project delivery times and cost relative to budget				✓	✓		
Chief Information Office	Open Data Portal - Manage an internet-based data portal that allows local businesses and constituent groups to access data related to Los Angeles County.	Departmental Budget	Number of Site visits to self service portal				✓			

Economic Development Inventory - Current Programs

				Strategic Goals Alignment						
Lead Department / Agency	Program Description	Funding	Outcome Measurement	1. Invest in People to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global Interconnectedness	7. Build more livable communities
Chief Information Office	COTS EnerGov solution - Enables seamless workflows and data sharing across the departments using the EPIC-LA solution.	Departmental Budget	Number of Site visits to self service portal				✓			
Children and Family Services	Court Scholars Collaborative - Youth Development Services - Collaborative with community colleges, CSUs and UCLA/DCFS/Court to support the ongoing development, funding and collaboration for foster youth attending those schools.	There is no budget for the collaborative. Each school funds their programs differently	Number of participating schools on the collaborative who have launched foster youth support programs on campus	✓						
Children and Family Services	Bridge To Work - Youth Development Services - Provides youth with pre-work preparation, job placement, support, and paid work experience.	$500,000 funding comes from the Independent Living Program (ILP) budget	Referrals, enrollments, pre-work training completion, job placements, completion of work experience and next steps after formal program ends	✓						
Community and Senior Services	Prop 47 Task Force - Assists in connecting ex-offenders with job training, housing and other services.	Net County Cost $3.2 M in FY 16-17 Recommended Budget	No measurements identified at this time	✓						
Community and Senior Services	Workforce Innovation and Opportunity Act (WIOA)-Adult, Youth, Veteran and Senior Employment Programs - Provides career and employment services, including training services, to individuals 18 years of age and older. Priority of service is given to Veterans, public assistance recipients, low income populations and those in need of increasing basic skills, however all eligible adults can receive program services and are encouraged to apply.	Federally funded. $55.2 M in total available WIOA funding	Adult: entered employment, employment retention and average earnings. Youth: placement in employment or education, attainment of a degree or certificate, literacy and numeracy gains	✓						
Community and Senior Services	Community Partnership Workgroup - Public-private partnerships for community based support services and employment opportunities.	In kind partnerships	No measurements identified at this time	✓						
Community and Senior Services	WIOA-Business and Professional Services, Rapid Response - Provides workforce services to directly assist affected businesses and workers in order to mitigate the impact on the local economy connected to mass layoffs, business closures, and natural or other disasters.	Included in the WIOA allocation	No measurements identified at this time	✓			✓			
Community and Senior Services	Senior Community Service Employment Program - Provides employment, training, and supportive services to older adults seeking employment and training assistance. It also provides and promotes useful part-time opportunities in subsidize community service employment for older workers and assist in the transition of participants to private or other unsubsidized job placements.	Federally Funded $800,000 through Older American's Act	Work experience, entered employment, and employment retention	✓			✓			

Economic Development Inventory - Current Programs

				Strategic Goals Alignment						
Lead Department / Agency	**Program Description**	**Funding**	**Outcome Measurement**	1. Invest in People to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global Interconnectedness	7. Build more livable communities
Community and Senior Services	Performance Partnership Pilot (P3) - This program was designed to improve outcomes for the youth who are not working or in school.	In-kind partnerships	Placement in employment or education, attainment of a degree or certificate, literacy and numeracy gains	✓						
Community and Senior Services	100,000 Opportunities Initiative - Leverages existing youth employment funds to subsidize the first 100 work hours of employment with local businesses for youth internships.	In-kind partnerships	Entered employment, employment retention, and average earnings	✓						
Community and Senior Services	First 100 Campaign - Utilizes existing youth job services to subsidize the first 100 hours for youth internship.	Included in the WIOA allocation	Entered employment, employment retention, average earnings	✓		✓				
Community and Senior Services	Jail-Base/America's Job Center of CA (AJCC) - A Jail-Based Job Center will be established at the Pitchess Detention Center to provide a bridge for individuals released from the jail into the County's Workforce Development System.	Grant Funded $850,000	Entered employment, employment retention, attain soft-skill job preparation, enhanced social skill development	✓						
Community and Senior Services	Offender Workforce Development Specialist (OWDS) Partnership with Probation - Enrolls Probationers in an evidence based multi-disciplinary rehabilitation and job attainment program utilizing local/regional workforce resources.	To be determined	Entered employment, employment retention, average earnings	✓						
Community and Senior Services	Los Angeles County Fire Career Youth Program - Prepares young women and men from underrepresented population groups for entry-level positions that may serve as a stepping-stone to firefighter, ocean lifeguard, and non-firefighter careers.	Included in the WIOA allocation	Placement in employment or education, attainment of a degree or certificate, literacy and numeracy gains	✓						
Community and Senior Services	Los Angeles County Sheriff (LASD) Youth Mentoring Program - Provides mentoring services to proactively increase the number of young people of color, and other demographically under-represented groups hired by LASD into entry-level law enforcement career path positions.	Included in the WIOA allocation	Placement in employment or education, attainment of a degree or certificate, literacy and numeracy gains	✓						
Community and Senior Services	High Growth Sector Intermediary Reports - Identifies high growth industry and priority sectors within LA County with opportunities for workforce development investment and career pathways for our constituents.	Included in the WIOA allocation	No measurements identified at this time		✓	✓	✓			
Community and Senior Services	Reentry Workforce Navigator - Provides a team of navigators to assist the reentry population with employment services.	Countywide Criminal Justice Coordination Committee (CCJCC) Grant of $800,000	Entered employment, employment retention, and average earnings	✓						
Community and Senior Services	Volunteers of America - A Skid Row based initiative serving the re-entry population with employment, education, training and other wrap-around services.	In kind partnerships	Entered employment, employment retention, and average earnings	✓						

Economic Development Inventory - Current Programs

				Strategic Goals Alignment						
Lead Department / Agency	Program Description	Funding	Outcome Measurement	1. Invest in People to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global Interconnectedness	7. Build more livable communities
Consumer and Business Affairs	Small Business Concierge Program - Services that provide expedited access to business related matters.	Departmental Budget	No measurements identified at this time				✓			
Consumer and Business Affairs	Small Business Initiative (SBI) - Assists small businesses with 25 or fewer employees transitioning to the increased minimum wage.	Departmental Budget	Case management system tracks counseling, general inquiries and complaints				✓			
Consumer and Business Affairs	Transitional Job Opportunity Preference Program - Provides a preference to contractors that offer transitional jobs to the long-term unemployed.	Departmental Budget	Case management system tracks counseling, general inquiries and complaints	✓						
Fire	Los Angeles County Fire Department Fire Explorer Program - Is designed for young adults who are interested in learning about a career in the fire service. Through this unique program, many Explorers have joined the ranks of the fire service.	Departmental Budget	Number of participants	✓						
Fire	Los Angeles County Fire Department Lifeguard Division Junior Lifeguard Program - Instructs youth (ages 9-17) in beach and ocean skills.	Junior Lifeguard Fees	Number of participants	✓						
Fire	Los Angeles County Fire Department Inmate Fire Camps - Include camps with California Department of Corrections adult offenders, and County of Los Angeles juvenile wards. The program includes physical conditioning and training in brush techniques, preparing them for work in local fire camps.	AB 109 and California Department of Corrections and Rehabilitation	The number of inmates in training classes conducted, number of inmates trained, number of inmates placed in the camps, and the on-going camp population	✓						
Fire	Los Angeles County Fire Department Girls Fire Camps - Introduces young women from the ages of 14-19 to a possible career in the fire service.	Departmental Budget	Number of participants	✓						
Fire	Los Angeles County Fire Department Stakeholder Group - Develops strategies to encourage and prepare a diverse applicant pool for a career in the fire service. Comprised of the Women's Commission, the Bomberos, the Stentorians, and Local 1014, develops strategies to encourage and prepare a diverse applicant pool for a career in the fire service.	Departmental Budget	Number of participants	✓						
Fire	Los Angeles County Fire Department Public Safety Prep Academy - A collaborative effort between the Fire Department and Community & Senior Services Department. Teaches life skills, financial literacy, fire department operations, physical fitness requirements, and hiring standards to students from diverse backgrounds between the ages of 18-24.	Departmental Budget	Number of participants	✓						

Economic Development Inventory - Current Programs

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Lead Department / Agency	**Program Description**	**Funding**	**Outcome Measurement**	1. Invest in People to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global Interconnectedness	7. Build more livable communities
Fire	Los Angeles County Fire Department Women's Fire Prep Academy - A collaborative effort between the Fire Department and the Los Angeles Women in the Fire Service Organization, familiarizes female participants who are currently engaged in the Los Angeles County, or Los Angeles City testing process in fire department operations, tools and equipment, and physical fitness.	Departmental Budget	Number of participants	✓						
Health Services	Worker Education and Resource Center, Inc. (WERC) - A labor and management partnership with DHS to implement customized training and education programs under the Los Angeles Healthcare Workforce Development Programs.	$1.4 million for FY 16-17, if DHS exercises a one-year option	DHS office of Nursing oversees this program and evaluates its success	✓						
Health Services	College of Nursing and Allied Health (CONAH) - Public community college that is owned and operated by the County of Los Angeles. The College supports the educational needs of DHS and the L.A. County healthcare community by providing educational programs and career development opportunities for healthcare students.	Departmental Budget	CONAH is governed by a Board of Trustees that provides oversight	✓						
Health Services	Harbor-UCLA, LAC-USC, and Olive View Medical Center - Graduate medical training program (i.e. internships, residencies, and fellowships) affiliated with the David Geffen School of Medicine at UCLA and the Keck School of Medicine.	Departmental Budget	The Office of Graduate Medical Education (GME) at the hospital provides oversight	✓						
Health Services	Pay for Success, Just in Reach - The initiative is aimed at reducing recidivism and ending homelessness for frequently incarcerated inmates with histories of homelessness. The initiative will focus on the end-to-end provision of holistic, supportive jail in-reach and a post-release permanent supportive housing intervention for 300 homeless LA County male inmates who have frequent contact with the criminal justice system, as well as complex physical and behavioral health conditions that contribute to negative housing and criminal justice outcomes.	Funding has not been appropriated as yet.	DHS is actively seeking an Academic evaluator to serve as the evaluator of the program	✓						
Health Services	Rancho Los Amigos National Rehabilitation Center - General practice residency accredited by the American Dental Association Commission on Dental Accreditation.	Program is included in the DHS budget.	The Department of Dentistry at the hospital provides oversight	✓						
Human Resources	Academic Intern Program - Internships for academic credit at partnering institutions for junior, senior, and graduate level students currently enrolled in college can complete internships for academic credit at partnering institutions.	Budgeted within the various County departments based on utilization. The administrative costs and functions are budgeted within DHR's operating budget.	Number of interns placed on County internship projects	✓						

Economic Development Inventory - Current Programs

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Lead Department / Agency	Program Description	Funding	Outcome Measurement	1. Invest in People to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global Interconnectedness	7. Build more livable communities
Human Resources	Student Worker Program - Students can gain on-the-job training and experience while pursuing a degree or professional certification.	The Student Worker cost is budgeted within the various County departments based on utilization.	Not applicable	✓						
Human Resources	Career Development Intern Program - On-the-job training and employment opportunities are provided for transition-aged youth who are enrolled in, eligible for, or have completed the County's Independent Living Program.	Budgeted within the various County departments based on utilization. The administrative costs and functions are budgeted within DHR's operating budget.	Number of interns promoted to permanent County positions	✓						
Human Resources	Management Fellow Program - A two-year paid fellowship designed for those with a graduate or professional degree who are interested in pursuing a career in County government.	Budgeted within the various County departments based on utilization. The administrative costs and functions are budgeted within DHR's operating budget.	Retention, succession planning and promotions	✓						
Human Resources	Veterans Intern Program - Provides on-the-job training and work experience for those who have served in the United States armed forces that will help them effectively compete for permanent jobs in the County.	Budgeted within the various County departments based on utilization. The administrative costs and functions are budgeted within DHR's operating budget.	Number of Veterans promoted to permanent County positions	✓						
Internal Services	Local Worker Hiring Policy (LWHP) - Policy that requires vendors to indicate the number of workers, or sub-contractors, hired for EEPMA projects from zip codes designated with high unemployment rates. The EEPMA LWHP has aspirational goals for hiring workers from these designated areas. The work ISD is doing mentioned earlier is intended to "supply" underrepresented workers and contractors to meet the "demand" of the EEPMA LWHP for these workers.	Departmental Budget	No measurements identified at this time	✓						
Internal Services	Community Choice Aggregation - Program that allows cities and counties to aggregate their buying power to secure electrical energy supply contracts on a region-wide basis.	Departmental Budget	Number of participating communities and cities, utility savings, and greenhouse gas							✓

Economic Development Inventory - Current Programs

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Internal Services	Matadors Loan Program - ISD partnered with Matadors Community Credit Union as part of Energy Upgrade California, to provide low-interest financing on certain upgrades to homeowners of single-family detached properties, and created a loan loss reserve fund. For a limited time, Los Angeles County also bought down the interest rate to 2 percent.	Grant funding for program administration	Number of loans, dollar amount of energy upgrades, and job creation					✓		✓
Internal Services	The LA County Residential Property Assessed Clean Energy (PACE) Program - A financing program sponsored by Los Angeles County for homeowners who want to install energy efficiency, renewable energy and water-saving improvements to their properties. ISD staff are reviewing every Assessment Contract for eligibility, suitability and overall cost factors, as well as responding to issues requiring clarification with residents and cities. The Treasurer and Tax Collector oversees bond compliance matters.	Not applicable. Program is 100% funded from PACE administrative fees collected by the County.	Number of assessment contracts, dollar amount of construction spending, number of participants, job creation, and reductions to greenhouse gas emissions				✓	✓		✓
Library	Small Business Saturdays - Workshop series to support people trying to start small businesses. Partnerships with the Departments of Business and Consumer Affairs, Auditor-Controller, and the Treasurer Tax Collector.	Grant (for the pilot)/operating budget	No measurements identified at this time				✓			
Mental Health	CalWORKs Individualized Placement and Support - CalWORKs program that uses the Evidence Based Individual Placement and Support (IPS) model to provide employment services to clients served through the DMH CalWORKs program.	Funded by CalWORKs	Fidelity to Individual Placement and Support (IPS) model is used to measure outcomes	✓						
Mental Health	Department of Rehabilitation (DOR) - DMH Cooperative Agreement to provide vocational and employment services for mutual clients. A variety of services and supports are provided to clients that assess their current level of job readiness, teach job readiness and job search skills, and assist them to maintain employment once placed on the job.	Mental Health Services Act (MHSA). Funding also includes 2011 Realignment. All funds are used to match federal funds from DOR.	Client and system level outcomes, outcomes specific to the developers of the practices, process outcomes, quality of life, community tenure, etc	✓						
Mental Health	REDF/LA:RISE - Creates an employer-driven pathway integrating public, private, non-profit, and educational systems to support individuals on their way to full-time employment through paid on-the-job training and skill development for hard-to-serve populations.	Mental Health Services Act (MHSA). Funding also includes federal revenue, County Realignment and State general funds.	Client and system level outcomes, outcomes specific to the developers of the practices, process outcomes, quality of life, community tenure, etc	✓						

Economic Development Inventory - Current Programs

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Mental Health	Employment Services Funded in the 2014 MHSA Three Year Plan - The adult Individual Placement and Support (IPS) Pilot Project combines the Evidence-Based Practice of IPS employment services with cognitive remediation to consumers in two Wellness Center sites. The adult Employment Pilot Project will use a traditional employment services approach at two directly-operated clinics. An RFS will be released to identify a contractor(s) to provide these services. The Transition Age Youth (TAY) Employment Pilot Project also utilizes the IPS model to assist youth with obtaining and maintaining employment.	Mental Health Services Act (MHSA). Funding also includes federal revenue.	Client and system level outcomes, outcomes specific to the developers of the practices, process outcomes, quality of life, community tenure, etc	✓						
Mental Health	MHSA Innovation II - A network of businesses within a community that will provide job opportunities to individuals who are mentally ill and homeless/formally homeless. Job opportunities will be sought out in the competitive employment market and through the development of social enterprises within the community. Supportive services are provided to help individuals apply for, and obtain and retain employment will be provided to each participant, and will include peer service providers and support groups.	Mental Health Services Act (MHSA) Innovations funds.	Client and system level outcomes, outcomes specific to the developers of the practices, process outcomes, quality of life, community tenure, etc	✓						
Military and Veterans Affairs	US Vets Jobs Referral Service - Provides referrals to US Vets for job training and job placement services.	Net County Cost	Number of inquiries and referrals	✓						
Military and Veterans Affairs	Veterans Resource Fairs - Assists with quarterly resource fairs with active participation by more than 100 private sector employers, including Kaiser, Northrop, Disney and many others.	Net County Cost	Number of participants and job placements	✓						
Military and Veterans Affairs	LA Trade Tech Partnership - Pilot program to provide specific job skills to veterans. First program was in culinary services.	No cost to County	Number of participants and job placements	✓						
Military and Veterans Affairs	Vocational Rehab Training - Provides free training to veterans who have suffered injury and are no longer employable in a prior trade. Partnership with the Veterans Administration.	Federal Program	Number of participants and job placements	✓						
Parks and Recreation	Los Angeles Conservation Corp. and San Gabriel Valley Conservation Corp. - Provides job development opportunities at our local parks for at-risk youth to work on landscaping, urban forestry, maintenance and conservation/recycling projects.	Net County Cost, Prop A, Board Discretionary Funds, Grants	Number of youth employed and number of projects completed	✓						
Parks and Recreation	Jr. Life Guard Program - A youth job-training program and pipeline for County Life Guard positions.	Net County Cost, Board Discretionary Funds	Number of youth enrolled in program and number of youth	✓						
Parks and Recreation	Summer Youth Program - Provides at-risk youth with summer jobs at local parks, and develops a pipeline for job development for Park and Recreation positions.	Grants, Board Discretionary Funds	Number of youth employed	✓						
Parks and Recreation	Revenue Leases - Manage approximately 20 leases for County golf courses, as well as other revenue leases for County-owned properties.	Not applicable	Annual lease revenue					✓		

Economic Development Inventory - Current Programs

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Probation	Health Right 360 - Employment Services Program - Provides job readiness workshops, training and job placement services to former inmates. Fourteen (14) different workshops include financial literacy, job search techniques, problem-solving and other job-readiness subjects.	AB 109 Funding ($12.0 million annually)	Job readiness; job placement/retention	✓						
Probation	INVEST Program to facilitate Offender Workforce Development Specialist training and services. Joint program involving Probation, Community and Senior Services and Sheriff's Department. Program strategies will include transitional employment, direct job placements, and outreach to local job centers.	SB678 & AB109 Funds ($5.0 million annually)	Number of job placements	✓						
Probation	SB678 Initiatives - Programs include Alternative Treatment Caseloads and Adult Day Reporting Centers that provide educational and GED services, job readiness assessments, and employment/vocational assessments.	SB678 Funding	Reduction in recidivism	✓						
Probation	Juvenile Justice Crime Prevention Act (JJCPA) - Services targeted to juveniles in the Probation Department, including individualized assessment and employment eligibility, job readiness, vocational training, and job placement and retention services.	JJCPA Funding	Job readiness; job placement/retention	✓						
Probation	Breaking Barriers - Program that provides rapid rehousing and case management services to achieve permanent housing stability and to link offender to resources and support. Services include cognitive behavioral interventions, employment services, and transportation assistance.	SB678 Funding & Foundation funding (Hilton Foundation)	Program effectiveness, impacts on recidivism, offender outcomes, and potential cost savings to the County of Los Angeles	✓						
Public Health	Academic Partnerships with Local Schools - Provides internships for Master of Public Health and Nursing students.	In kind partnerships	All public health programs are responsible for tracking performance measures, comparing these to performance targets, and identifying areas for performance improvement	✓						
Public Health	Tuition Reimbursement Program - Provides a tuition reimbursement program to qualified employees who are currently enrolled, or interested in enrolling in a Bachelor's, Master's or Doctorate degree program that will increase their scientific, technical, professional, and/or management skills.	Departmental Budget	All public health programs are responsible for tracking performance measures, comparing these to performance targets, and identifying areas for performance improvement	✓						

Economic Development Inventory - Current Programs

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Public Social Services	Los Angeles County Youth Jobs (LACYJ) Program – Provides funding to the Los Angeles County Workforce Investment Board (WIB)/Community & Senior Services (CSS), to administer the LACYJ program. LACYJ provides subsidized employment services to CalWORKs youth ages 14-19 (19 year olds are Cal-Learn youth only), and Foster Youth ages 14-21. Since June 2012, DPSS has held a Memorandum of Understanding between DPSS and CSS for subsidized youth employment.	$6.5 million for CalWORKs Youth and $1 million for Foster Youth. Single allocation for CalWORKS Youth and Fraud Incentives for Foster Youth.	Outcome measures are based on meeting the placement goal/target for CalWORKs and Foster Youth. FY 15-16 placement goals are 2,298 for CalWORKs and 419 for Foster Youth	✓						
Public Social Services	Workforce Innovation and Opportunity Co-location Pilot (WIOA) – A Pilot collaboration with Los Angeles County WIB/CSS at the CSS-operated East Los Angeles America's Job Center of California (AJCC) to establish a working relationship among DPSS offices and AJCC offices. The pilot consists of DPSS referrals for CalWORKs participants enrolled in the Transitional Subsidized Employment Program and GROW Transitional–Age Youth (TAY) ages 18-24 to the ELA AJCC for employment and training services. DPSS and CSS will be entering a non-financial MOU for the pilot which, is targeted for six months.	There is no budget in place for the pilot.	Number of unsubsidized employment placements, average wage and job retention for DPSS participants	✓						
Public Social Services	GROW Transition-Age Youth Employment Program (GTEP) – A six-month subsidized employment program that is available to Transition Aged Youth (TAY) ages 18-24. The goal of the program is to provide TAY participants with work experience to build their resumes and prepare them for permanent employment. TAY participants work 20-hours a week and earn $10.00 per hour.	$1.2 million each fiscal year paid by Net County Cost. Funding source is Fraud incentives for GROW TAY.	Number of TAY participants that become employed in each fiscal year	✓						
Public Social Services	GROW Summer Youth Program (GYEP) – A three-month subsidized summer employment program available to 100 job ready TAY participants. The goal of this program is to provide job ready TAY participants with the work experience needed to transition them to permanent employment. TAY participants work 20-hours a week and earn $10.00 per hour.	$500,000 each fiscal year and is paid by Net County Cost. Funding source is Fraud incentives for GROW YEP.	Number of TAY participants that become employed in each fiscal year	✓						
Public Social Services	Career Opportunities Resources and Employment (CORE) – A four-week Job Club for GROW participants with major barriers to employment – chronically homeless, previous substance abuse, 50 or older, and returning participants. The class uses an individualized approach in resolving these barriers. This class is funded through the GROW Program Support contract.	$2.5 Million each fiscal year. CalFresh Employment and Training Program.	Number of CORE participants who become employed at the end of each class	✓						
Public Social Services	Pathways to Success (PTS) – A four-week Job Club for TAY participants, with workshops designed to empower youth to achieve self-sufficiency through life skills development, work-readiness, financial planning, job retention, and problem solving skills. This class is funded through the GROW Program Support contract.	$2.5 Million each fiscal year. CalFresh Employment and Training Program.	Number of PTS participants who become employed at the end of each class	✓						

Economic Development Inventory - Current Programs

				Strategic Goals Alignment						
Lead Department / Agency	**Program Description**	**Funding**	**Outcome Measurement**	1. Invest in People to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global Interconnectedness	7. Build more livable communities
Public Social Services	Office Occupations - An open-entry, open-exit, short-term (12-week) training component designed to prepare participants who are interested in pursuing a career in the clerical field. The class teaches TAY participants basic computer skills, use of keyboard, software and typing.	Included in the amount cited for CORE. CalFresh Employment and Training Program.	Number of TAY trained	✓						
Public Works	Youth Opportunity Program - Collaborative program between County and non-County agencies, with the aim of providing Probation youth ages 17-19 exiting the Probation camps with job readiness training through a 12-month paid internship at Public Works.	$400,000 from grant from Quality and Productivity Commission for 2 year pilot and $280,000 from Probation Dept.	(1) Increase Job Readiness; (2) Reduce Recidivism; (3) Obtain Employment, Enroll in College, Job Training Program or Military, or Earn an Industry Recognized Certificate; (4) Youth Retain Positive Outcomes	✓						
Public Works	DPW Local Small Business Enterprise Initiative (LSBE) – An enterprise effort to increase business engagement with LSBE vendors. As a result, 20 percent of all DPW purchase orders in 2015 were with LSBE vendors. This initiative includes the following activities: Internal units are encouraged to obtain a minimum of one quote from a LSBE vendor when purchasing commodities; DPW participates in quarterly outreach events with local small businesses and ensures they have, and use priority stamps to guarantee prompt payment; DPW continues monitoring payment statistics and review with the payment team to ensure payments continue to be made promptly; DPW sends quarterly tweets encouraging vendors to become a qualified small business or a Los Angeles County approved vendor.	Departmental Budget	Number of purchase orders sourced from LSBE vendors				✓			
Public Works	DPW Onsite University Programs and Tuition Reimbursement - DPW has a Master of Public Administration (MPA) program with CSUN and a Geographical Information Systems (GIS) program with Rio Hondo College on-site. DPW also has manages a Tuition Reimbursement program.	$260,000 - Departmental Budget	Number of participants that successfully complete their education programs	✓						
Public Works	Field Operations Certification Program - Partnership with local community college to provide field employees with courses to develop their basic math skills, knowledge of construction technology, and leadership ability.	$80,000 - Departmental Budget	Number of participants that remain at DPW and promote to management positions	✓						
Public Works	Labor-Management partnerships and skill enhancing courses. - Partnership with SEIU Local 721 to provide members with skill building training.	Funding from SEIU $1 million training fund, as-needed and upon approval.	Not applicable	✓						

Economic Development Inventory - Current Programs

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Public Works	Recycling Market Development Zone (RMDZ) Program - Combines recycling with economic development to fuel new businesses, expand existing ones, create jobs, and divert waste from landfills. The program was developed by the California Department of Resources Recycling and Recovery (CalRecycle) as part of an ongoing effort to increase the diversion of waste going to landfills. It is a partnership between CalRecycle and local jurisdictions.	$60,000 - Departmental Budget	Number of loans / amount of loan funding made available by CalRecycle through the LA County RMDZ Program.				✓			✓
Public Works	Electronic Plan Check - Online submittal system that drastically reduces paper consumption and printing costs.	Building permit & inspection fees.	Percentage of overall plan submittals received electronically				✓			
Public Works	Local worker hire - Program to increase local participation in the construction of capital projects as a strategic effort to retain and create jobs in its most economically challenged communities. As may be required by the County, each project contains its own local worker and Small Business Enterprise participation goals or requirement.	County General fund; project specific funds	Percentage of construction hours worked	✓						
Public Works	Roadmap to a Sustainable Waste Management Future - Local Green Business and Market Development.	No budget allocation for FY 16-17	Local investment in recyclable material processing and remanufacturing, and associated job creation				✓			✓
Public Works	One Stop Offices - Operate one-stop offices at East Los Angeles, Antelope Valley, and Calabasas district offices. Currently in the planning/design phase to reconstruct the San Gabriel Valley district office into a one-stop location. Developing a one-stop office includes housing the four primary departments (DPW, DRP, Fire and Public Health) in a single location. It is a long-term goal for all 11 Public Works Building & Safety district offices.	Departmental Budget & County General Fund	Number of offices featuring One-Stop				✓	✓		
Public Works	Subdivision development	Plan Check fees paid by New Development	30 percent fee reduction on Public Works fees for certain infill parcel maps and a 30 percent fee reduction on Public Works fees for certain infill tract maps				✓	✓		
Public Works	Expedited Plan Processing and Fee Reduction for Photovoltaic Permits	Building permit and inspection fees	Number of approved photovoltaic installations countywide, average plan review time				✓			✓
Public Works	Expedited Permitting for Electric Vehicle Charging Stations	Building permit and inspection fees	Number of approved electric vehicle charging stations countywide, average plan review time				✓			✓

Economic Development Inventory - Current Programs

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Public Works	Community Active Transportation Program (Bicycles and Pedestrians, Public Transit)	Road Fund, Proposition C Local Return Fund, Measure R Local Return Fund, Proposition A Local Return Fund	Percentage of residents with bikeway nearby, with public transit nearby, and with paved pedestrian walkway nearby							✓
Public Works	Multimodal Transportation Plans	Road Fund, Proposition C Local Return Fund, Measure R Local Return Fund, Proposition A Local Return Fund	Percentage of residents with bikeway nearby, with public transit nearby, and with paved pedestrian walkway nearby							✓
Public Works	Expedited Plan Review and Permitting for Gray Water Systems - Expedited permitting for Gray water (the relatively clean waste water from baths, sinks, washing machines, and other kitchen appliances).	Building permit and inspection fees	Number of permits issued for code compliant gray water systems and the Percentage of recommended practices considered and				✓			
Public Works	Energov / EPIC-LA - Enterprise wide development, plan review and permit tracking system	No funding identified at this time.	Implementation date: January 2018, Percentage of plans reviewed and approved through Energov				✓			
Public Works	Solar Energy Action Committee - Facilitates the expansion of residential and commercial solar photovoltaic power in the region.	Funding to be determined once complete scope is defined.	Development of the utility scale solar PV manual to allow for quicker and lower cost development of utility scale solar plants					✓		✓
Regional Planning	Willowbrook TOD Specific Plan	$546,000 (grant)	No measurements identified at this time					✓		
Regional Planning	West Carson TOD Specific Plan	$492,000 (grant)	No measurements identified at this time					✓		
Regional Planning	West Athens-Westmont TOD Specific Plan	$471,000 (grant)	No measurements identified at this time					✓		
Regional Planning	Homeless Initiative priorities to promote regional SB 2 compliance, conduct a Linkage Fee Nexus Study, develop a second Dwelling Units Pilot Program, and implement Incentive Zoning/Value Capture Strategies.	$525,000, Homeless prevention initiative & staff time	To be determined	✓						✓
Regional Planning	Density Bonus Ordinance Update and Green Zones Program from BOS Motion on Equity dated December 8, 2015	Staff time only	To be determined					✓		✓

Economic Development Inventory - Current Programs

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Lead Department / Agency	**Program Description**	**Funding**	**Outcome Measurement**	1. Invest in People to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global Interconnectedness	7. Build more livable communities
Regional Planning	Housing Element Program 8: Small Lot Subdivision Ordinance	$100,000 from DRP Departmental Budget	No measurements identified at this time					✓		✓
Regional Planning	One-Stop Services: The Department of Regional Planning has been pushing more comprehensive land use counseling services out to the field offices. DRP has enhanced one-stop services provided that the existing field offices allow. DRP also allows remote testimony from a satellite office a the downtown public hearings. All of these reduce vehicle miles travelled by the public significantly.	Departmental Budget	No measurements identified at this time				✓			
Sheriff	Targeted Recruitment Efforts - Outreach Program to members of traditionally disadvantaged communities regarding the opportunity to begin a career with the Sheriff's Department. In the last six months, recruitment personnel have attended over 175 events, including at community colleges, military bases and "Hire a Vet" events, youth outreach events, community events, faith based events, job fairs and hiring expos. Also coordinate with the Black Peace Officers Association and the University of Alabama regarding an upcoming recruitment "Webinar" geared towards Historically Black Colleges and Universities (HBCU). Working with the NAACP college liaison to assist with outreach to out of state college students.	Departmental Budget	No measurements identified at this time	✓						
Treasurer and Tax Collector	Chapter 8 Property Sales - Allows government agencies and nonprofit organizations to purchase tax-defaulted properties for public purposes, including the development of affordable or low-income housing.	Administrative costs are Net County Cost	Number of properties sold and revenue generated							✓
Arts Commission	Arts For All - Established in 2002 by the Board - Arts for All is a public-private collaborative with backbone support from the Arts Commission, and in partnership with LACOE. Arts for All currently works with 62 of 81 County school districts, plus three charter school networks, to implement policies and plans that support high-quality arts education for the 1.6 million public school students in the County.	$2.2 Million - FY 16-17 Recommended Budget, $526,000 Net County Cost, $1.7 Million in External Revenue	Number of school students in LA County that receive quality K-12 arts instruction in dance, music, theatre, visual and media arts; Number of County school districts participating in Arts for All	✓						

Economic Development Inventory - Current Programs

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Arts Commission	Professional Development / Technical Assistance - The program provides in-depth leadership training for the art professional at all levels, including executive directors. Participants engage in workshops covering organizational advancement and capacity building topics such as human resources, marketing, grant writing, board development and fundraising at the Center for Nonprofit Management and The Nonprofit Partnership. They also attend convenings at the Arts Commissions tailored specifically to their needs, and are able to apply for scholarships to attend conferences and external training opportunities of their choosing.	$119,000 - FY 16-17 Recommended Budget, $98,000 in Net County Cost $21,000 in External Revenue	Number of arts professionals who develop job skills, receive professional career development training, and strengthen their professional networks; Number of artists, small businesses and arts organizations that are placed on a prequalified roster of Arts Commission approved artists and vendors	✓			✓			
Arts Commission	Civic Art - The Civic Art Program provides leadership in the development of high quality civic spaces by integrating the work of artists into the planning, design and construction of Los Angeles County infrastructure and facilities.	$805,000 in Net County Cost	Number of County residents, employees and visitors, for which the Civic Art Program enhances the quality of their built environment; Number of meaningful opportunities for community engagement in the design and construction of County facilities	✓						✓
Arts Commission	Arts Internships - The program provides approximately 132 paid, 10-week summer internships for undergraduate college students at approximately 108 performing and literary arts nonprofits and municipal arts agencies. In addition, interns participate in an arts summit. This program develops future arts leaders to serve in staff positions, as board members, and volunteers in organizations that provide cultural services to County residents. The program works in partnership with the Getty Foundation, which supports internships in visual arts organizations.	$704,000 - FY 16-17 Recommended Budget $660,000 in Net County Cost $44,000 in External Revenue	Number of college students that participate and develop job skills, receive professional career development training, and increase their awareness and appreciation of the local arts field	✓						
Community Development Commission	Bioscience Efforts - The Commission issued a Request for Proposals (RFP) to contract with an organization who can provide economic development consulting services that include drafting an "Implementation Plan" and "Execution Strategy" to create a regional Bioscience cluster throughout the Los Angeles region.	General Fund and Redevelopment Dissolution Residual Funds	Evaluation of the effectiveness of the investment			✓	✓			
Community Development Commission	Bioscience Loan Fund - The Board of Supervisors approved a Bioscience Loan Fund to support the greater bioscience efforts. The fund will leverage private and public investments in job creation in the bioscience industry.	General Fund and Redevelopment Dissolution Residual Funds	No measurements identified at this time				✓	✓		

Economic Development Inventory - Current Programs

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Community Development Commission	Business Technology Center (BTC) - The BTC is a 40,000 square foot secure facility with a state-of-the-art infrastructure, offering key business support services to emerging technology organizations, that include access to capital, business professional mentorship from a large volunteer group of seasoned executives.	Federal Economic Development Administration funding	Number of Jobs created/retained			✓	✓			
Community Development Commission	Cluster and Bioscience Efforts - The Commission issued a RFP for consultants to develop a strategy and workplan for supporting selected industry sectors with strong growth and high quality, family supporting employment potential.	General Fund and Redevelopment Dissolution Residual Funds	Evaluation of the effectiveness of the investment		✓	✓	✓	✓		
Community Development Commission	Land Disposition - The Commission currently holds a significant number of properties that are made available for housing and economic development purposes through an RFP and Disposition and Development Agreement process.	Community Development Block Grant (CDBG)	Project completion					✓		✓
Community Development Commission	Catalytic Loan Fund - The Board of Supervisors has directed the Commission to begin a study and potential implementation of Catalytic Development Fund to leverage private and public investments in job creation. The Commission has established a working group, and is developing a request for proposals for financial advisors to design and manage the fund.	General Fund and Redevelopment Dissolution Residual Funds	No measurements identified at this time				✓	✓		
Community Development Commission	CDC County Special Projects - Adaptive Reuse (Vermont Corridor) - Large-scale County real estate development project where project management activities have been delegated to the Commission by the Board of Supervisors.	Net County Cost, Board Discretionary Funds	Project completion					✓		
Community Development Commission	Community Business Revitalization/RENOVATE - Façade improvement program, renamed RENOVATE, will provide grants and technical services to business and property owners to improve storefront facades along designated commercial corridors. The Commission operates the program in two Supervisorial Districts. Beginning next fiscal year, the Commission will implement this program countywide to revitalize older commercial corridors in order to bring goods, services, and jobs to disadvantaged communities.	CDBG Funds/General Fund and Redevelopment Dissolution Residual Funds	Number of Storefronts revitalized				✓			✓
Community Development Commission	CDBG Urban County Program - Implementation of CDBG activities in each of the five Supervisorial Districts for their constituents. The Commission provides monitoring and technical assistance to partner agencies to ensure that activities are compliant with all federal, State, and local requirements.	CDBG Funds	Evaluation of the effectiveness of the investment				✓	✓		✓
Community Development Commission	Housing NOFA (Special Needs Populations) - The Los Angeles County Board of Supervisors has allocated approximately $100 million for the development of affordable housing since October 2012. These funds are offered through the annual Notice of Funding Availability (NOFA). Fifty percent of these funds must be used to house Special Needs populations, which include homeless families and individuals.	General Fund and Redevelopment funds and leveraged with other sources	Number of Special Needs Housing units constructed	✓				✓		✓

Economic Development Inventory - Current Programs

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Lead Department / Agency	**Program Description**	**Funding**	**Outcome Measurement**	1. Invest in People to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global Interconnectedness	7. Build more livable communities
Community Development Commission	Residential Sound Insulation Program - This program, administered by the Commission, provides grants to eligible property owners to sound insulate residential homes and rental units from noise caused by aircraft arriving and departing the Los Angeles International World Airport. To be eligible for the grants, the property must be located within the designated communities of the Lennox and Athens areas. The value of these repairs range from $27,000 to $32,000 per single-family unit, and the Commission has completed nearly 4,000 such insulation projects since 1992.	LA World Airports	Number of projects completed					✓		✓
Community Development Commission	Single Family Home Improvement Program - Provides Home Improvement Loans for properties located in Los Angeles County starting at $15,000 with 0 percent interest rate and no monthly payments. This program covers roofing, plumbing, electrical, heating, exterior painting, minor code violations and miscellaneous repairs.	CDBG Funds	Number of loans provided. 150 loans provided annually	✓						✓
Community Development Commission	The Handyworker Grant Program - Funds minor home repairs to eligible homeowners (i.e., low-income seniors, handicapped, permanently disabled, single head of household, or large families) within certain Supervisorial Districts.	CDBG Funds	Completion of projects. 66 completed since 2015	✓						✓
Community Development Commission	Manufacturing Business Loan Program (MBL) - Establishes a countywide MBL to target manufacturers in specific areas designated in the County General Plan. Loan amounts will range from $100,000 to $500,000, and offer below-market interest rates.	County General Fund as directed by the October 20, 2015 Board motion.	Number of loans provided			✓	✓			
Community Development Commission	Housing Authority High School to College Program - Programs are geared towards ending generational poverty through higher education. In 2015, 30 scholarships totaling $43,000 were awarded to Public Housing and Section 8 participants at the annual conference.	California Community Foundation and other charitable efforts.	Number of students participating 30 scholarships to date	✓						
Community Development Commission	LA County Housing Innovation Fund (LACHIF) II - A $60 million revolving loan fund providing site acquisition and predevelopment financing for the development of affordable housing in the County of Los Angeles. These loans are available to both, non-profit and for-profit developers. Under the program, the CDC is a "participating lender" in direct loans made by LACHIF II's three lending partners: Low Income Investment Fund, Century Housing Corporation, and Corporation for Supportive Housing. The lending partners "leverage" the CDC's investment of approximately $19.5 million to create the $60 million fund. The maximum loan amount available per project for either Acquisition Only or Acquisition and Predevelopment loans is $15 million. Predevelopment only loans have a maximum amount of $750,000. The loan-to-value ratios may be up to 100 percent.	Board Discretionary Funds and Participating Lenders	Number of loans provided				✓	✓		✓

Economic Development Inventory - Current Programs

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County Office of Education	LACOE GAIN/GROW Job Preparation - The training programs include Pharmacy Tech (LA City College), CNC Machinist (LA Valley College), Child Development (East LA College), Shipping & Receiving (Cerritos College), Technology & Logistics (East LA College), Bookkeeping (Mt. SAC), Culinary Arts (Cerritos College, Mission College), and GED.	WIOA Funds from the Department of Community and Senior Services.	Number of participants entering employment, participants achieving GED, completing advanced training, entering post-secondary, acquiring certification in specific CTE pathways	✓						
County Office of Education	LACOE WIOA Youth Jobs Program - Assists youth on CalWORKs, Foster Youth, and disconnected youth, ages 16-24, by providing 25 hours of life skills workshops, and 100 hours of paid work experience.	WIOA Funds from the Department of Community and Senior Services.	Number of participants entering employment, participants achieving GED, completing advanced training, entering post-secondary, acquiring certification in specific CTE pathways	✓						

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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

February 27, 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

ECONOMIC DEVELOPMENT SCORECARD AND QUARTERLY REPORT (ITEM NO. 14, AGENDA OF JANUARY 5, 2016)

Background

On January 5, 2016, the Board of Supervisors (Board) adopted a motion (Motion) by Supervisors Hilda L. Solis and Mark Ridley-Thomas that instructed the Chief Executive Officer (CEO), in collaboration with the Los Angeles Economic Development Corporation, the Executive Director of the Community Development Commission (CDC) and other relevant stakeholders, to report back with an economic development plan and a strategy for implementation. The CEO was further instructed to establish an Economic Development Policy Committee (Committee), and to report on how current and future economic development initiatives could be measured on a quarterly basis going forward. The CEO's report back on these items was submitted on May 20, 2016, with the expectation that future quarterly reports would be developed in collaboration with the Committee. The Economic Development Scorecard (Scorecard) that is attached to this memorandum represents the CEO's first installment of a quarterly reporting mechanism that will measure and track economic development programs managed by the County.

Economic Development Scorecard

The May 20, 2016 report from the CEO emphasized the importance of data collection as a means for evaluating and implementing the County's Economic Development Program. This objective has been discussed at several meetings of the Committee, and the concept of a quarterly scorecard was developed as a result of these discussions.

The goal of the Scorecard is to organize the County's economic development programs into strategic categories and to develop a standardized means for reporting on the progress of each program. Accurate data collection by the departments and commissions that administer these programs is critical to the success and use of the Scorecard.

The three strategic initiatives identified in the current Scorecard are workforce development, business assistance, and financial assistance. A fourth strategic initiative that will be included in future Scorecards will relate to capital programs and the use of County assets for the creation of economic development opportunities. Each of these four priority areas will then be informed by specific economic and demographic data presented in the Scorecard. In the current Scorecard, this economic and demographic information relates principally to the County as a whole, but future reports will endeavor to produce data that is more specific to the unincorporated areas. Given the County's role as the first level of government in the unincorporated areas, the opportunities for economic development will often be the greatest in these parts of the County.

The data presented in the current Scorecard highlights several important features of the County's Economic Development Program. In the area of workforce development, the CEO identified 27 different programs that provide services such as job training, employment placements, internships, and supportive services. More than 200,000 local residents participate in these workforce development programs on an annual basis, and the majority finish their programs with successful outcomes that include employment, job training or college enrollment. In addition to workforce development, historical data presented in the Scorecard demonstrates that local worker hire programs have generally been successful when applied to County capital projects. County programs designed to assist small businesses remain in their early stages, but are shown to be actively progressing towards a successful implementation. Finally, the Scorecard describes three new loan programs that were designed to build upon the success of previous business loan initiatives managed by the Community Development Commission.

Next Steps

The CEO's objective with the Scorecard is to make continuous improvements to both the quality and content of the information being provided. As referenced earlier, future Scorecards will include new information on economic development capital projects and additional data specific to County unincorporated areas. The CEO will also seek to organize certain data elements by Supervisorial District, and to detail the budgetary cost and funding source for each program described in the Scorecard. For those economic development efforts that share a common objective such as job placement, the CEO will work with County departments to standardize the reporting methodology so as to be able to compare the relative success of different programs. When the Scorecard

ultimately reaches its final form, the intent is that it can be used by the Board as a tool to make policy and budgetary decisions regarding which economic development programs are most effective in delivering economic opportunities to local residents and businesses.

If you have any questions regarding this report, please contact Doug Baron at (213) 974-8355, or 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

FEBRUARY 2017

CHIEF EXECUTIVE OFFICE
COUNTY OF LOS ANGELES

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INTRODUCTION

The Economic Development Scorecard is designed to measure the progress of the County's economic development programs across a variety of disciplines, including workforce development, business assistance, loan programs, and financial assistance. Additionally, the Scorecard shall provide a snapshot of the local economy, and demonstrate how County programs can be informed by the specific economic and demographic characteristics of the region. Following the dissolution of redevelopment agencies statewide in 2012, cities and counties have been required to contend with limited resources for economic development. This Scorecard intends to track the success of the County's new economic development initiative and highlight its investment in workforce development and job training, commitment to small and local business, and focus on creating more livable communities.

Beginning in 2015, the County Board of Supervisors (Board) has made one of its priorities the promotion of economic development to stimulate job growth in the region and help lift County residents out of poverty. In spite of recent economic gains, the County's unemployment rate is still higher than the national average. In addition, the County's annual percentage change in gross employment has trailed that of the State of California in each of the prior six years. The percentage of households living below the poverty line remains high at 16.9% while the number of individuals living below the poverty line is even greater at 18.7%. The justification for renewed emphasis on economic development can be found in these numbers, and has compelled the County to take stock of its current efforts in this area. With successful implementation of an economic development program, the County can look to incentivize the growth of small business, build a more dynamic workforce, and provide targeted assistance to those individuals facing the greatest barriers to economic success.

The County has numerous tools at its disposal to influence the economic well-being of its residents. The goal of this Scorecard is to evaluate the successes and failures of these tools, and to provide information that will enable the County to refine and improve its economic development programs. On workforce development alone, the County expends in excess of $100 million annually. Additionally, the amount being allocated to business loan and grant programs is scheduled to grow to $15 million annually within the next five years. Recognizing that the County has only finite resources to devote to economic development, a successful scorecard will provide the data necessary to guide the future allocation of funding resources. A focus on outcomes, and not just processes, shall be the principal factor in determining the County's approach to economic development.

WORKFORCE DEVELOPMENT

The County of Los Angeles administers workforce development and job training programs across many Departments, the largest of which is run through the Department of Workforce Development, Aging and Community Service (WDACS). The County trains adults, youth and young adults, as well as seniors and the veteran population. Additionally, the County administers the Federal Workforce Innovation and Opportunities Act (WIOA) through WDACS. The WIOA program is designed to strengthen and improve the nation's workforce system and help get Americans, including those with significant barriers to employment, into high-quality jobs and careers, while also helping employers hire and retain skilled workers. In addition to the workforce development programs managed by WDACS, the Departments of Children and Family Services, Public Social Services (DPSS), Health Services, Human Resources, Military and Veterans Affairs, and Probation each have their own job training and job placement services.

In a May 20, 2016 report to the Board, the CEO presented its Implementation Plan for an Economic Development Program specific to the County, its departments, agencies, and commissions. The Implementation Plan included an inventory of County programs that had economic development as one of their defining traits or objectives. In December 2016, the CEO sought to expand upon the workforce development component of this inventory, and sent a questionnaire specific to this topic to 15 County departments.

The CEO received responses from each of the 15 departments it solicited, gathering significant new information regarding their involvement with workforce development. The responses to the questionnaire revealed that while all departments collect data on program participants in some form, many of the programs are grant-funded and have reporting metrics that vary widely across the County. Of the 15 departments surveyed, nine were found to have programs that focus specifically on the job training and job placement goals of workforce development. WDACS and DPSS administer the largest workforce development programs in the County, with WDACS managing the 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.

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

Inventory of Programs

Although statistical information is not available for all 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 received in response to the CEO's most recent workforce development questionnaire, the inventory provides an initial look at the target populations and service goals of the County's programs. The number of participants in each workforce development program has been identified, and the number of successful completions has been compiled. Because the definition of programmatic success differs across County departments, the inventory does not at this time present a standardized format for data analysis. Future Scorecards will seek to harmonize the data collection efforts across departments and programs, and provide a consistent reporting tool that focuses on job placement, job retention and salary for all program participants. A total of 28 workforce development programs are detailed on the following table.

LOS ANGELES COUNTY WORKFORCE DEVELOPMENT AND JOB TRAINING PROGRAMS

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	103	Not Yet Available
Department of Children and Family Services (DCFS)	Bridge to Work Program	Employment Placements	Foster Youth	Employment/ Return to School	101	70
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	89	39
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	14	Not Yet Available
Department of Human Resources (DHR)	Veterans Internship Program (VIP)	Internships	Veterans	Employment	157	Not Yet Available
Department of Military and Veterans Affairs (MVA)	LA Trade Tech Partnership	Supportive Services	Veterans	Completed Training	17	17
Department of Military and Veterans Affairs (MVA)	US Veterans Initiative (US Vets) Job Referral for Career Development Initiative	Supportive Services	Veterans	Employment	670	496
Department of Military and Veterans Affairs (MVA)	Veterans Work Study Program	Training	Veterans	Employment	3	3
Department of Military and Veterans Affairs (MVA)	Vocational Rehab Training	Training	Veterans	Completed Training	97	97
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	5,119	4,716

LOS ANGELES COUNTY WORKFORCE DEVELOPMENT AND JOB TRAINING PROGRAMS

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	4,912	804
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	431	232
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	2,950	831
Department of Public Social Services (DPSS)	Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE) for DCFS Independent Living Program Youth	Job Readiness Training	Foster Youth	Employment	30	Not Yet Available
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	Not Yet Available	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	138,397	65,397
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	5,437	4,007
Workforce Development, Aging and Community Services (WDACS)	Youth @ Work	Training/ Employment Placements/ Supportive Services	Youth	Employment or School Enrollment or Job Training Program Completion	11,785	9,960
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	171	171

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 propel 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 2015-16. 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 2015-16, there were 51 job placements** in the Bioscience industry through WDACS workforce development programs. **In fiscal year 2016-17, there have been 31 job placements** in the Bioscience industry.

LOCAL INDUSTRY TRENDS COMPARED TO STATE LABOR MARKET INFORMATION (LMI), FY 2015-16

Targeted Industry Cluster

Targeted Industry Cluster	Total Employments (Placements)	% of All Employments	State Employment LMI	Total Employers We Worked With	Average Hourly Wage	State Average Hourly Wage LMI (Entry Level)
Construction	128	3.10%	4.5%	107	$16.77	$15.90
Entertainment and InfoTech	58	1.40%	2.90%	51	$18.66	$17.33
Health Services	517	12.40%	8.60%	435	$12.97	$13.38
Leisure and Hospitality	264	6.30%	9.50%	220	$12.42	$10.36
Manufacturing	321	7.70%	7.60%	236	$14.91	$11.02
Trade and Logistics	330	7.90%	7.30%	276	$15.15	$11.52
Total	**1,618**	**38.9%**	**40.40%**	**1,312**	**$15.15**	**$13.13**

Non-Targeted Industry Cluster

Non-Targeted Industry Cluster	Total Employments (Placements)	% of All Employments	State Employment LMI	Total Employers	Average Hourly Wage	State Average Hourly Wage LMI (Entry Level)
Education	93	2.20%	2.10%	79	$16.93	$21.50
Finance	91	2.20%	3.10%	78	$18.79	$27.03
Natural Resource and Mining	11	0.30%	3.00%	10	$20.11	$10.56
Other Services (Except Public Admin.)	120	2.90%	3.30%	103	$14.71	$13.95
Professional and Business Services	1,043	25.00%	15.00%	680	$13.91	$27.03
Public Administration & Government	74	1.80%	15.20%	65	$16.17	$10.52
Real Estate and Rental/Leasing	33	0.80%	1.70%	33	$20.01	$27.03
Retail	646	15.50%	9.80%	372	$11.02	$12.18
Unclassified Establishments	46	1.10%	*Data not available*	41	$12.54	*Data not available*
Utilities	11	0.30%	0.30%	11	$19.26	$12.43
Unknown	378	9.10%	6.10%	191	$13.17	*Data not available*
Total	**2,546**	**61.20%**	**59.60%**	**1,663**	**$16.06**	**$18.02**

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

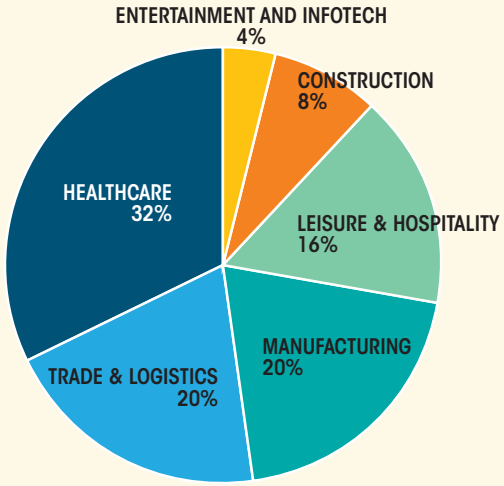
TARGETED SECTOR EMPLOYMENT

JOB PLACEMENTS BY SECTOR, FY15-16



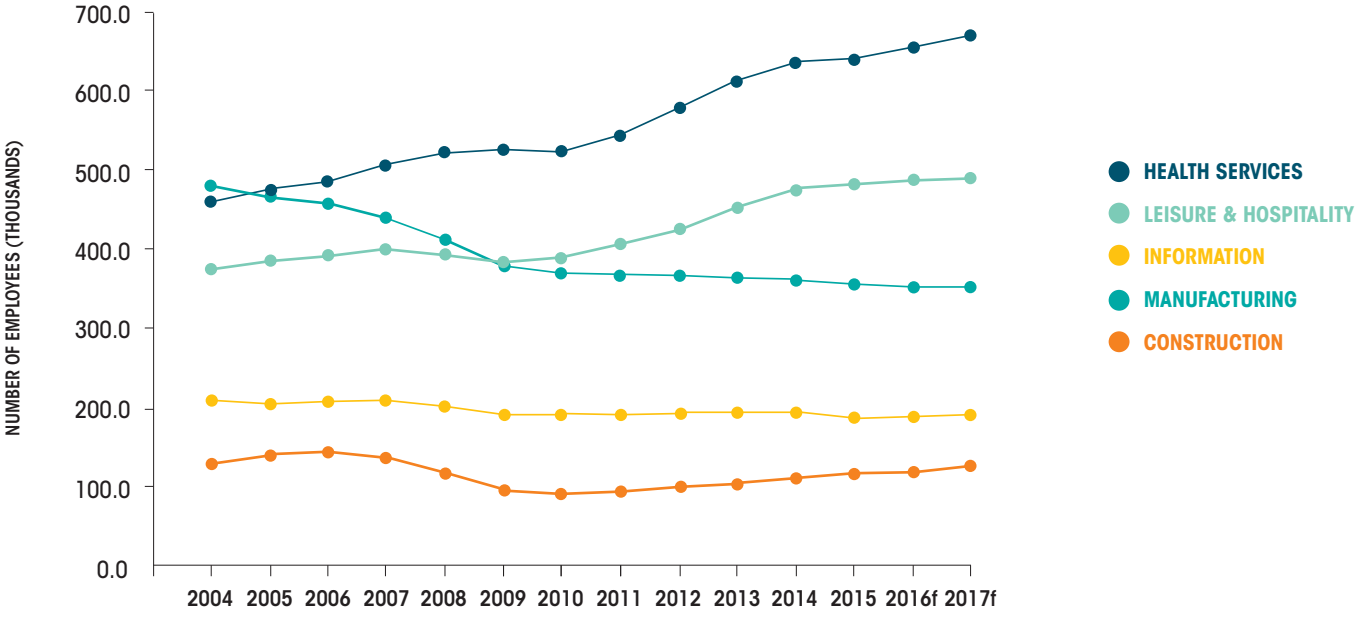
Source: Department of Workforce Development, Aging and Community Service (WDACS)

JOB PLACEMENTS WITHIN TARGETED SECTOR, FY15-16



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

Performance Of Workforce Development Programs By Target Population

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; or
9. is a veteran, or is the eligible spouse of a veteran of the United States armed forces.

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 indicates that a majority of those who come into contact with the AJCC system in Los Angeles County are targeted workers.

Local and Targeted Worker Hire

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 adopted a Local and Targeted Worker Hire Policy that took effect for contracts approved by the Board after October 31, 2016. This policy imposes a 30% Local Hire goal and a 10% Targeted Worker hire goal on most major construction projects approved by the Board. Prior to the adoption of the current Local and Targeted Worker Hire Policy, the County put forth local hire goals on a project-by-project basis. The Department of Public Works was responsible for managing these local hire practices, and for tracking compliance with specific project objectives. Historical data for these projects demonstrates that local worker hire was successful on 5 of the 6 projects where the County imposed a mandatory hiring goal, and on 10 of the 16 projects where an aspirational goal was imposed. Going forward, compliance with both the local and targeted worker categories will be tracked countywide for inclusion into this Scorecard.

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.

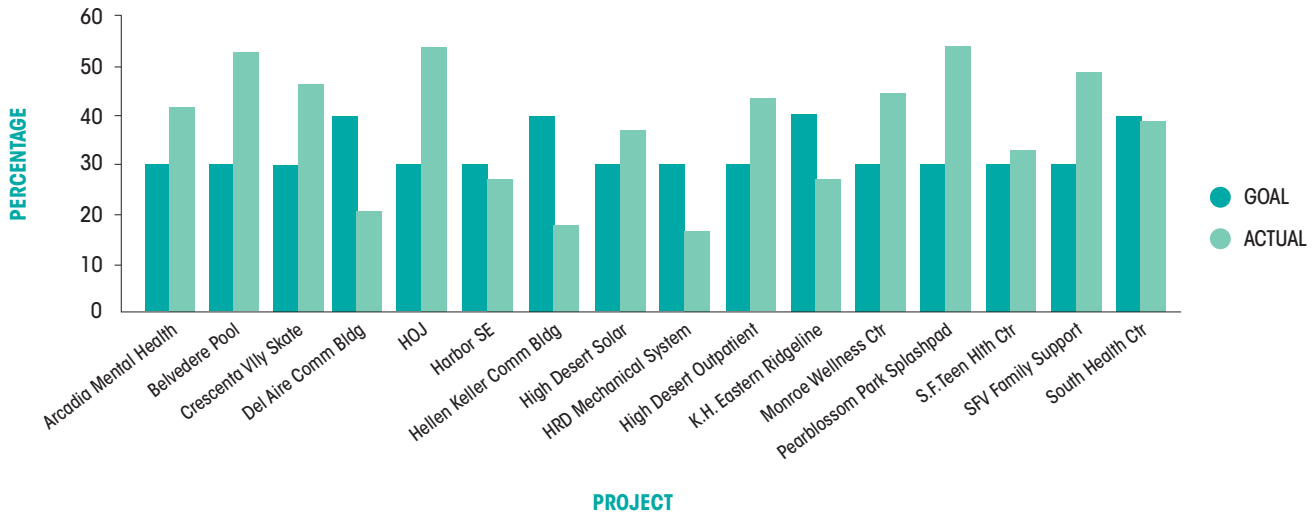
TIER 1 means ZIP Codes within five (5) miles of the proposed project site, and where the average percentage of households living below 200 percent of the Federal Poverty Level (FPL) is greater than the County average for such households.

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.

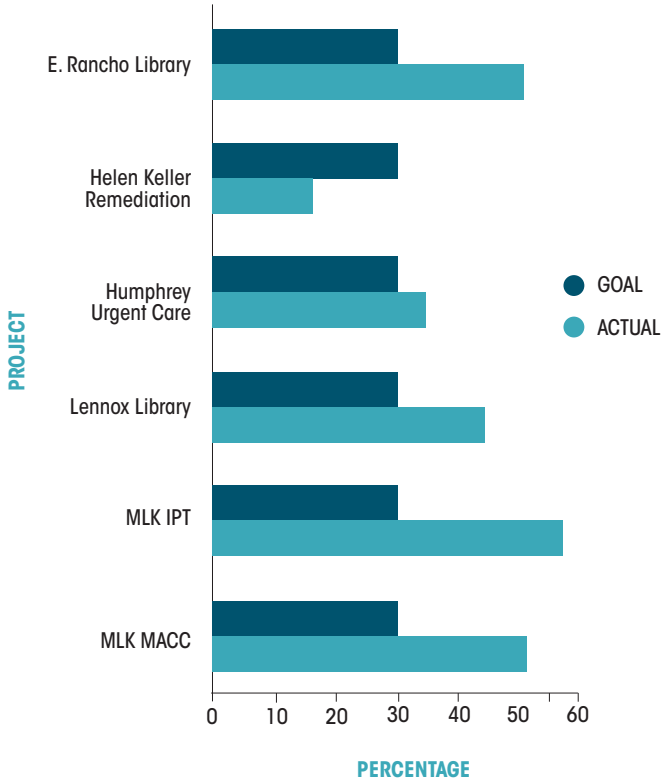
This definition shall also apply to affordable housing projects and for privately financed developments located on County property.

LOCAL WORKER HIRING PROGRAM SUMMARY

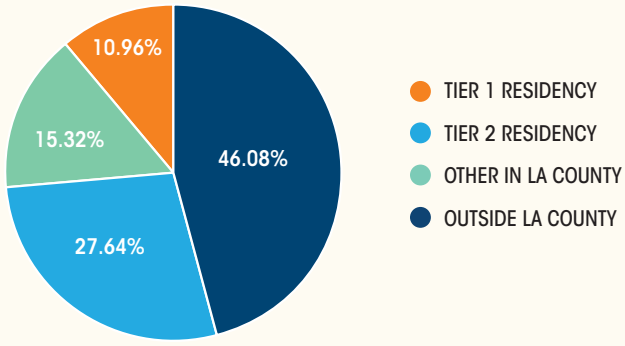
ASPIRATIONAL HIRING GOAL
Completed LWHP Projects (16)



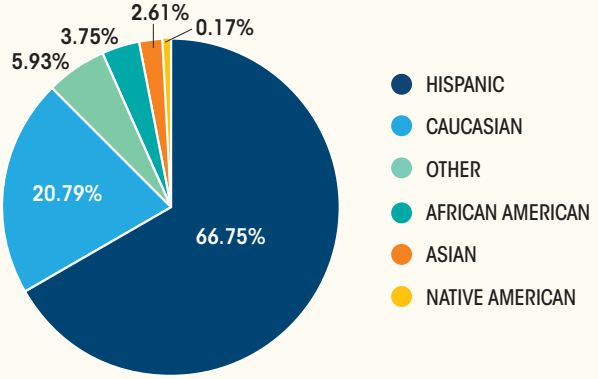
MANDATORY HIRING GOAL
Completed LWHP Projects (6)



WORKER RESIDENCY Completed LWHP Projects (22)



WORKER ETHNICITY Completed LWHP Projects (22)



BUSINESS ASSISTANCE

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. The County is committed to providing an environment where businesses both small and large can grow and thrive, from the health care services industry to entertainment and infotech and beyond. One means for accomplishing this objective specifically in relation to small businesses is by leveraging the County's sizeable procurement process. In July 2016, the Board implemented a four-year plan to increase contracting and procurement opportunities for Local Small Business Enterprises (LSBEs), Disabled Veteran Business Enterprises (DVBEs), and Social Enterprises (SEs). Local business support is a primary component in economic development, and thus the Scorecard highlights the County's progress in this area.

Small Business Development

On January 12, 2016, the Board adopted a motion directing the Department of Consumer and Business Affairs (DCBA) to prepare a four-year action plan for attaining procurement utilization goals (the "Utilization Plan") of twenty-five percent (25%) for Local Small Business Enterprises (LSBEs) and three percent (3%) for Disabled Veteran Business Enterprises (DVBEs) by 2020. DCBA was also directed to develop a streamlined certification process for LSBEs and DVBEs and to create a new certification process for Social Enterprises (SE). Additional directives included evaluating bid price preferences, eliminating the cap on price preferences, establishing departmental delegated authority, and designating a two-year pilot program.

In order to achieve the goals set forth in the Utilization Plan, the County is working towards expanding the pool of certified businesses and implementing comprehensive marketing, and outreach measures to help eligible businesses win contacts with the County. This Scorecard will track the County's progress towards the utilization goals, as well as the number of businesses becoming certified and winning contracts with the County. Overall, the Utilization Plan has identified $3.9 billion in annual County procurement activity for competitive bidding by LSBEs, DVBEs and SEs.

SMALL BUSINESS ACTIVITY

FY 2016/2017	Q1	Q2	TOTAL
Number of Certified Small Businesses (number of businesses certified in FY 15/16; total number of businesses on certified list -1340)	164	142	306
Number of Certified social enterprises	0	9	9
Number of certified DVBEs	0	32	32
Number of County contracting dollars awarded to small businesses	**$72,151,683**	**$51,071,163**	**$123,222,846**
Number of small businesses who won contracts with County	**490 combined in Q1 and Q2**		490

Source: Department of Consumer and Business Affairs (DCBA)

The DCBA will be the County department directly responsible for measuring the percentage of eligible contracting dollars awarded to LSBEs, DVBEs, and SEs. This information will be used to demonstrate the County's progress towards achieving the 25% and 3% utilization goals set forth by the Board. The DCBA will also work with each County department to establish a "mini utilization plan" for the respective departments to better position them – individually and collectively – to meet the County's goal. Currently, the County awards less than 5% of its procurement dollars to LSBEs, DVBEs, and SEs on a combined basis.

Small Business Concierge

The Small Business Concierge Program 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. Unlike the Utilization Plan, the Concierge Program will not be restricted to those businesses seeking contracting opportunities with the County, but will instead serve all small businesses that may require targeted assistance. The Concierge Program will provide counseling services to prospective small business owners, and offer guidance and technical assistance in the small businesses development process.

The CEO intends to gather information from DCBA regarding the number of small businesses assisted by the Concierge Program, and the number of new businesses that opened with the support of this program. Additionally, the CEO plans to display data regarding the revenue generated and jobs created by these new small businesses. This data is expected to be available beginning with Fiscal Year 2017-18.

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 will monitor the effectiveness of the County's ongoing efforts regarding regional one-stop centers, and a potential public-facing website. Statistical information that will be addressed 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 2017-18.

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 of 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 (DBS), 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.

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.

FINANCIAL ASSISTANCE

Prior to the dissolution of redevelopment in February 2012, the Community Development Commission (CDC) acted as the County's redevelopment agency in the County unincorporated areas. Even after dissolution, the CDC continued to support neighborhood revitalization 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.

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 loan program, which has funded as many as 29 storefront improvements in a single year. Shown below is data for the CDC's blight removal and business revitalization program from 2005-06 through 2015-16.

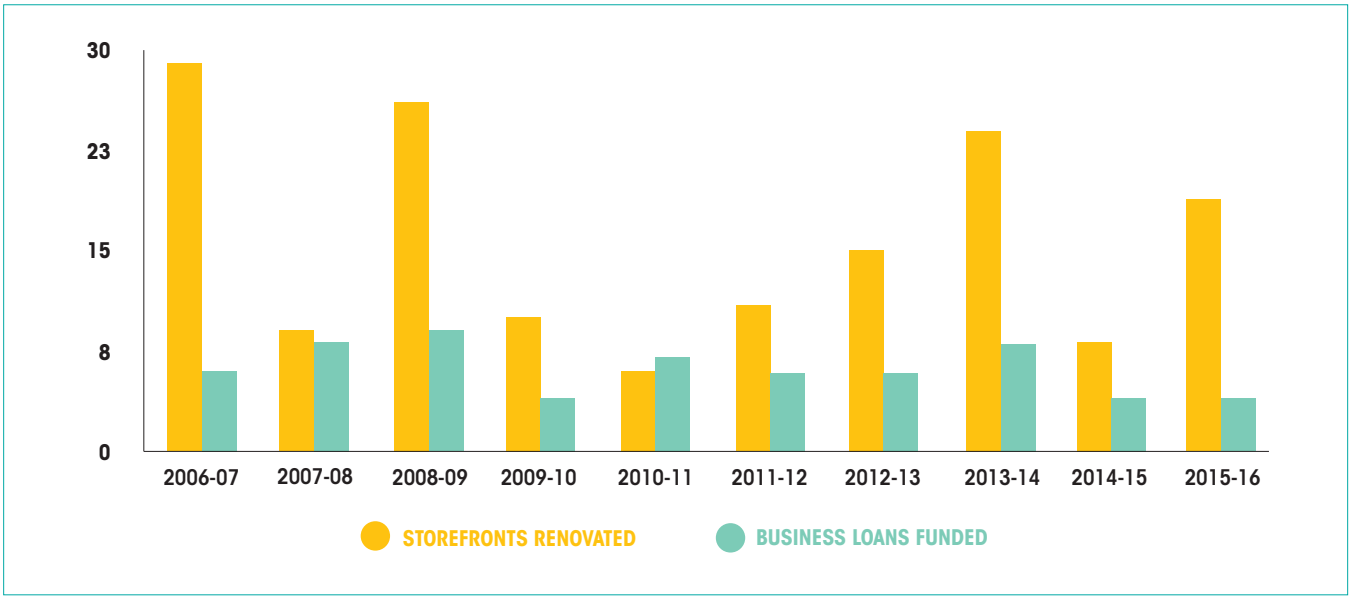
Going forward, investments in façade improvements will continue through a new Community Business

LOANS FOR BLIGHT REMOVAL (FISCAL YEARS)

	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Commercial Storefronts Renovated	29	9	26	10	6	11	15	24	8	19
Business Loans Funded	6	8	9	4	7	6	6	8	4	4

Source: Community Development Commission of the County of Los Angeles (CDC), Comprehensive Annual Financial Report 2015-16

NEIGHBORHOOD REVITALIZATION (FISCAL YEARS)



Source: Community Development Commission of the County of Los Angeles (CDC), Comprehensive Annual Financial Report 2015-16

Revitalization Program called RENOVATE. Communities in 11 unincorporated areas have been targeted for this Program. Grant awards will be in the amount of $35,000 to $100,000, and the recipient 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 RENOVATE will be to stimulate investment in the community, revitalize commercial corridors, and support the growth of small businesses.

The CEO will report the statistical data for the RENOVATE Program as it is provided by the CDC.

Business Assistance Loans

The CDC has historically provided loans for small and medium-size commercial and industrial businesses 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 Board's recent effort to prioritize economic development has resulted in the creation of three new loan programs to be administered by the CDC: the Manufacturing Revolving Loan Program, Bioscience Revolving Loan Program, and Catalytic Development Fund Program. A summary of each of these loan programs is as follows:

1. **Manufacturing Revolving Loan Program**
   The Manufacturing Revolving 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 $250,000 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.

2. **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.

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 Catalytic Development Fund will be used to leverage New Market Tax Credits and conventional bank financing for employment-generating projects that provide the building space necessary for aerospace, advanced transportation, and other high value-added manufacturing firms. The program parameters are currently under development.

A total of $4 million in funding was provided in July 2016 to initiate the above loan programs. The CEO will report the statistical data for each of these loans as it is provided by the CDC.

Property Accessed 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 2016 alone, the PACE Program funded over $379 million in home energy improvements which created in excess of 4,000 jobs throughout the County. A summary of 2016 PACE assessments and job creation is provided in the table on the following page.

PROPERTY ACCESSED CLEAN ENERGY (PACE) FINANCING PROGRAM

DATE	APPLICATIONS SUBMITTED	APPLICATIONS APPROVED	COMPLETED ASSESSMENTS	$ AMOUNT OF COMPLETED ASSESSMENTS	ESTIMATED # OF JOBS CREATED
January 2016	3,021	2,082	1,187	$28,259,185	291
February 2016	3,169	2,091	1,301	$30,238,537	313
March 2016	3,614	2,537	1,425	$34,845,298	365
April 2016	3,249	2,204	1,313	$30,907,676	329
May 2016	3,137	2,079	1,233	$28,346,449	301
June 2016	3,958	2,644	1,273	$29,991,010	322
July 2016	3,953	2,623	1,415	$33,755,514	375
August 2016	3,768	2,474	1,560	$38,791,916	438
September 2016	3,165	2,046	1,321	$35,506,385	403
October 2016	2,853	1,831	1,134	$29,726,170	337
November 2016	2,810	1,739	1,111	$30,307,959	348
December 2016	2,386	1,547	1,048	$29,304,829	332
TOTAL	**39,083**	**25,897**	**15,321**	**$379,980,927**	**4,154**

Source: County of Los Angeles

Center for Financial Empowerment

Although local governments have traditionally focused on workforce development and job creation, the County is taking economic development further by helping residents transform their income into savings and durable assets – and then protect these savings and assets from predatory financial practices. 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. Recognizing this need, the Board established a Center for Financial Empowerment (CFE) to address these issues countywide and to help promote individual economic development. The DCBA launched the CFE in September 2016 through a public-private partnership without the need for direct County funding. The CFE is coordinating a Volunteer Income Tax Assistance Program, as well as services to youth and young adults. Since September 2016, the CFE has trained 214 youths in its "Cash for Grads" program and certified 24 tax preparers to provide volunteer assistance to County residents. Future versions of this scorecard will strive to capture the total number of tax returns prepared by the CFE, the number of Earned Income Tax Credit dollars claimed, as well as the number of youth trained and bank accounts opened.

CENTER FOR FINANCIAL EMPOWERMENT (CFE) PROGRAM RESULTS

CFE PROGRAM	NUMBER OF INDIVIDUALS TRAINED
"Cash for Grads" Education Support Program for Youth	214 youth, 18 classes
Volunteer Income Tax Assistance Program, IRS certification to become tax preparer	24 tax preparers certified

Source: Department of Consumer and Business Affairs (DCBA)

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

The economic and demographic profile of Los Angeles County can be highly relevant in evaluating a countywide program for economic development. This scorecard will highlight characteristics of the County economy that can help shape efforts related to: workforce development and job training; business assistance; and financial assistance, including County loan programs. The information presented in this initial vision of the Scorecard is derived primarily from the 2016 People, Industry and Jobs report prepared by the Los Angeles County Economic Development Corporation (LAEDC), and commissioned jointly by the County and the City of Los Angeles. While the data from this report relates solely to Los Angeles County as a whole, future Scorecards will endeavor to collect similar information for the unincorporated areas specifically.

The employment, demographic, and income information shown on this page provides evidence that Los Angeles County has largely recovered from the recession of 2008-09. Yet in comparing the County economy to that of the State, it is apparent that many indicators still lag behind their statewide averages. This is particularly true for median income and the number of households and individuals living below the poverty line. To the extent that the County strives to influence local economic performance, there is a need to address the various 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 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 2015 to 2020. Additionally, the final table in the Scorecard details the composition of business sectors within the unincorporated areas of the County. As stated earlier, it is the intent of this Scorecard to secure additional economic data that will be specific to unincorporated Los Angeles County. 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.

SELECTED DEMOGRAPHIC AND INCOME CHARACTERISTICS 2014

	CALIFORNIA	LA COUNTY
Population	38,802,500	10,006,705
Median Age	36.0	35.8
Households	12,758,648	3,269,112
Average Household Size	2.98	3.04
Median Household Income	$61,933	$55,746
HH below poverty level	14.7%	16.9%
Per Capita Income	$30,441	$28,373
Individuals Below Poverty	16.4%	18.7%
Median Home Value	$412,700	$464,400

Source: Los Angeles: People, Industry and Jobs, Institute for Applied Economics, LAEDC, May 2016.

INDUSTRIAL PROFILE 2014 (% OF TOTAL EMPLOYMENT)

	LA COUNTY
TOTAL NONFARM PAYROLL EMPLOYMENT	**100.0%**
Good Producing Industries	**11.8%**
Natural Resources and Mining	0.2%
Construction	2.9%
Manufacturing – Durable Goods	4.9%
Manufacturing – Nondurable Goods	3.9%
Service Providing Industries	**75.3%**
Wholesale Trade	5.3%
Retail Trade	9.9%
Transportation, Warehousing, Utilities	3.8%
Information	4.8%
Financial Activities	5.0%
Professional and Business Services	14.5%
Educational and Health Services	17.3%
Leisure and Hospitality	11.2%
Other Services	3.5%
Government	**12.9%**

Source: Los Angeles: People, Industry and Jobs, Institute for Applied Economics, LAEDC, May 2016.

INDUSTRY EMPLOYMENT GROWTH PROJECTIONS 2015-2020 (LOS ANGELES COUNTY)

	ANNUAL AVERAGE % GROWTH	CHANGE IN EMPLOYMENT (000s)
TOTAL NONFARM PAYROLL EMPLOYMENT	**1.5%**	**346.1**
Good Producing Industries	**1.0%**	**26.3**
Natural Resources and Mining	0.7	0.2
Construction	3.1	20.9
Manufacturing – Durable Goods	0.3	3.3
Manufacturing – Nondurable Goods	0.2	2.0
Service Providing Industries	**1.8%**	**312.3**
Wholesale Trade	1.0	11.3
Retail Trade	0.4	9.4
Transportation, Warehousing, Utilities	0.5	4.2
Information	0.8	8.4
Financial Activities	1.7	18.5
Professional and Business Services	3.0	98.6
Educational and Health Services	2.5	99.8
Leisure and Hospitality	2.0	49.1
Other Services	1.6	12.9
Government	**0.3%**	**7.5**

Source: Los Angeles: People, Industry and Jobs, Institute for Applied Economics, LAEDC, May 2016.

OCCUPATIONAL PROFILE IN LOS ANGELES COUNTY

OCCUPATION GROUP	2015	GROWTH PROJECTIONS 2015-2020		
	% OF EMPLOYMENT	NEW JOBS	REPLACEMENT	TOTAL*
Management occupations	5.7%	15,420	18,490	33,910
Business and financial operations	5.6%	15,720	18,210	33,930
Computer and mathematical science	2.4%	10,050	8,540	18,580
Architecture and engineering	1.7%	4,700	7,320	12,020
Life, physical and social science	0.9%	2,180	3,250	5,430
Community and social services	1.6%	7,840	7,320	15,160
Legal occupations	1.0%	2,970	2,290	5,260
Education, training and library	5.7%	8,980	11,420	20,400
Arts, design, entertainment, sports, media	3.6%	5,440	10,280	15,720
Healthcare practitioners and technical	5.0%	24,660	18,470	43,130
Healthcare support	2.4%	15,720	10,560	26,270
Protective services	2.7%	6,690	7,800	14,490
Food preparation and serving	9.2%	40,750	73,930	114,680
Building grounds cleaning and maintenance	2.75	17,550	11,630	29,180
Personal care and service	2.7%	20,380	19,150	39,530
Sales and related	10.45	17,990	63,010	81,000
Office and administrative support	17.1%	52,360	63,410	115,770
Farming, fishing and forestry	0.1%	220	560	780
Construction and extraction	2.5%	14,440	8190	22,620
Installation, maintenance and repair	3.0%	8,400	15,130	23,540
Production	6.5%	11,470	24,190	35,660
Transportation/material moving	7.2%	17,190	29,260	46,450
	100.0%	321,100	432,400	750,500

Source: Los Angeles: People, Industry and Jobs, Institute for Applied Economics, LAEDC, May 2016.
*May not sum due to rounding

COMPOSITION OF BUSINESSES IN UNINCORPORATED LOS ANGELES COUNTY

CLASSIFICATION CATEGORY	NUMBER OF COMPANIES	PERCENTAGE BY BUSINESS
Services	5,866	39.2%
Retail	3,140	21.0%
Food Service	1,023	6.8%
Health Care	949	6.3%
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%
Total	14,953	100.0%

67%

33%

Source: Los Angeles County Assessor's records and unsecured property tax roll (not all businesses included)

County of Los Angeles
CHIEF EXECUTIVE OFFICE
Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
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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

May 31, 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

SECOND QUARTERLY 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 Hilda L. Solis and Mark Ridley-Thomas that instructed 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 quarterly 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) that was delivered to the Board on February 27, 2017, represented the initial installment of this reporting structure. The quarterly report that is attached to this current memorandum seeks to build upon the information first presented in February 2017 and establish a more permanent format for the Scorecard.

Economic Development Scorecard

The objective of the Scorecard is to organize the County's economic development programs into strategic categories and to develop a standardized means for reporting on the progress of each program. Consistent with the directives of the Motion, the initial versions of the Scorecard will be prepared on a quarterly basis and delivered to the

Board following a review by the Committee. Yet given the comprehensive nature of these Scorecards, the CEO anticipates that future reports may only be needed on a semi-annual or annual basis. This transition away from quarterly reports will occur once the Scorecard template has reached a more permanent form and County departments have developed a consistent methodology to track the performance of their economic development programs.

The May 2017 Scorecard attached to this memorandum continues to report on the strategic initiatives of workforce development, business assistance, financial assistance, and business loans. An additional program category that has been included with this Scorecard is capital development, which seeks to highlight the economic development construction projects managed by the County. Other additions to the May 2017 Scorecard include workforce development data specific to targeted populations, layoff aversion activity, and a current inventory of business loans and business renovation investments. For this Scorecard, the CEO also succeeded in providing workforce development data for a standardized 12-month reporting period and validated successful workforce development outcomes not previously available.

Next Steps

The CEO will continue to refine and improve the quarterly Scorecards, including the introduction of a standardized reporting template that all departments and commissions can use when providing their economic development data. The CEO will also seek to organize certain data elements by Supervisorial District, and to detail the budgetary cost and funding source for each program described in the Scorecard. The next Scorecard is expected to be delivered to the Board by August 31, 2017.

If you have any questions regarding this report, please contact Doug Baron at (213) 974-8355, or 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

MAY 2017

CHIEF EXECUTIVE OFFICE
COUNTY OF LOS ANGELES

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INTRODUCTION

The Economic Development Scorecard is designed to measure the progress of Los Angeles County's economic development programs across a variety of disciplines, including workforce development, business assistance, loan programs, and financial assistance. 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 demonstrates how County programs can be informed by the specific economic and demographic characteristics of the region.

In October 2015, the Los Angeles County Board of Supervisors, 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 endeavors is the Scorecard.

With the quarterly Scorecard, the Chief Executive Office (CEO) is working to standardize data collection and reporting on economic development efforts Countywide. In this second Scorecard, the CEO has successfully gathered new information regarding the targeted workers served by the Department of Workforce Development, Aging and Community Service, and the efficacy of workforce development programs across these targeted populations. This will allow for informed decision-making regarding resources dedicated to such programs. This second Scorecard also includes new information on the Community Development Commission's active business renovation projects, as well as an update on commercial lending activity during the current fiscal year. Additionally, the CEO has added a capital development strategic initiative to the prior workforce development, business assistance, business loan, and financial assistance programs now being tracked. The capital development section highlights the economic development construction projects managed by the County.

The fundamental 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 the February 2017 scorecard, and continues to meet with the departments offering workforce development programs in order to streamline data collection. As evidenced in the February scorecard, many departmental programs are grant-funded 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 departments' involvement with workforce development.

Inventory of Programs

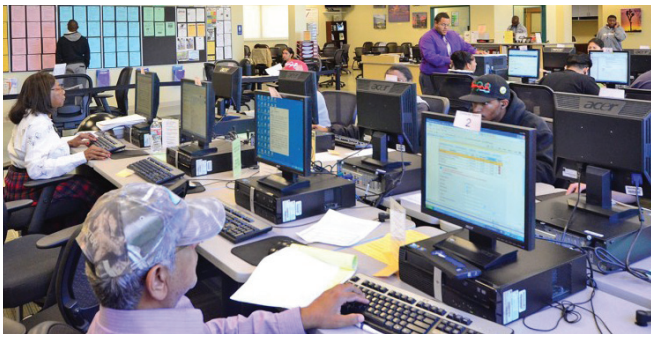
The following two pages display a listing of several of the most important County workforce development programs and the services they offer. Using information received in response to the CEO's workforce development questionnaire and subsequent meetings with departments, the inventory provides a look at the target populations and service goals of the County's programs for calendar year 2016. The number of participants in each workforce development program has been identified, and the number of successful completions has been compiled.

Future Scorecards will build upon the current data collection efforts across all departments and programs, and provide a consistent reporting tool that focuses on job training, job placement, job retention and salary for all program participants. A total of 28 workforce development programs are detailed on the following table.

Throughout the quarter, in alignment with the Board directive to streamline data collection across workforce development programs, the CEO collaborated with involved departments to determine the most effective manner in which to share data going forward. The CEO has gathered exciting new information regarding the targeted worker populations served by WDACS and the efficacy of WIOA programs across these targeted populations which will allow for informed decision-making regarding resources dedicated to these programs. Further, this quarter, the Department of Human Resources launched its Temporary Services Registry. As directed by the Board in a February 14, 2017 motion, this is a 24-month pilot project for

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

DPSS, Children and Family Services, Mental Health and Child Support Services in coordination with WDACS in order to make jobs available for County Local Residents from lower income communities or those Target Workers facing barriers to employment. Since inception in April 2017, to date, 16 workers have been placed on the registry, and 8 have attained employment. This program will be placed on the inventory of County workforce development job training programs for inclusion with calendar year 2017.



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	103	Not Yet Available
Department of Children and Family Services (DCFS)	Bridge to Work Program	Employment Placements	Foster Youth	Employment/ Return to School	101	70
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	89	39
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	66	41
Department of Human Resources (DHR)	Veterans Internship Program (VIP)	Internships	Veterans	Employment	246	79
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
Department of Public Social Services (DPSS)	Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE) for DCFS Independent Living Program Youth	Job Readiness Training	Foster Youth	Employment	100	88
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
	• Self Service • Staff Assisted				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*
	• Adult Program • Dislocated Worker				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
	• WIOA Youth • LACYJ Program				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.

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 wellpaying jobs that propel 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 2015-16. 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 2015-16, there were 51 job placements** in the Bioscience industry through WDACS workforce development programs. **In fiscal year 2016-17, there have been 31 job placements** in the Bioscience industry.

WIOA ADULT, DISPLACED WORKER AND YOUTH PROGRAMS
EMPLOYMENTS BY SECTOR FY 2015-16

High Growth Sectors

High Growth Sectors	Employments	% of All Employments	Employers Linked to Employments	Average Hourly Wage
Construction	275	4.17%	268	$17.24
Entertainment and InfoTech	138	2.09%	124	$17.45
Health Services	962	14.60%	914	$12.85
Leisure and Hospitality	624	9.47%	500	$11.43
Manufacturing	630	9.56%	511	$15.24
Bioscience*	42	0.64%	44	$15.20
Trade and Logistics	672	10.20%	590	$15.06
Unduplicated High Growth Total	**3,137**	**47.62%**	**2,844**	**$14.05**

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	250	3.79%	216	$17.64
Finance	220	3.34%	195	$17.89
Natural Resource and Mining	27	0.41%	22	$17.95
Other Services (Except Public Admin.)	298	4.52%	255	$14.07
Professional and Business Services	2,125	32.26%	1,444	$13.77
Public Administration & Government	205	3.11%	190	$17.82
Real Estate and Rental/ Leasing	91	1.38%	91	$16.89
Retail	1,361	20.66%	772	$11.08
Unclassified Establishments	111	1.68%	85	$13.29
Utilities	30	0.46%	27	$18.70
Unknown	239	3.63%	218	$13.12
Unduplicated Non-High Growth Total	**4,364**	**66.24%**	**3,206**	**$13.61**
UNDUPLICATED TOTAL	**6,588**	**100.00%**	**5,711**	**$13.79**

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).

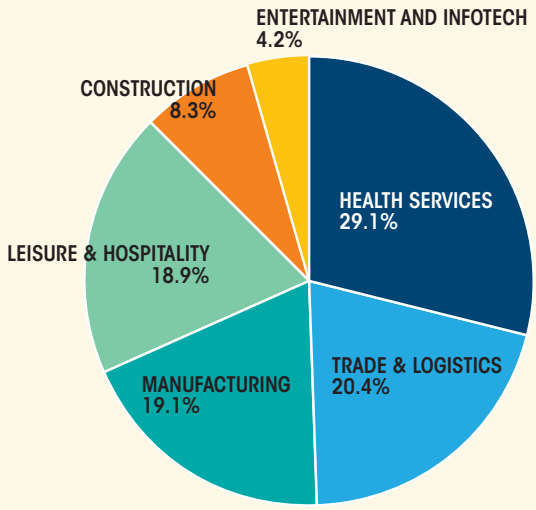
TARGETED SECTOR EMPLOYMENT

JOB PLACEMENTS BY SECTOR, FY15 - 16



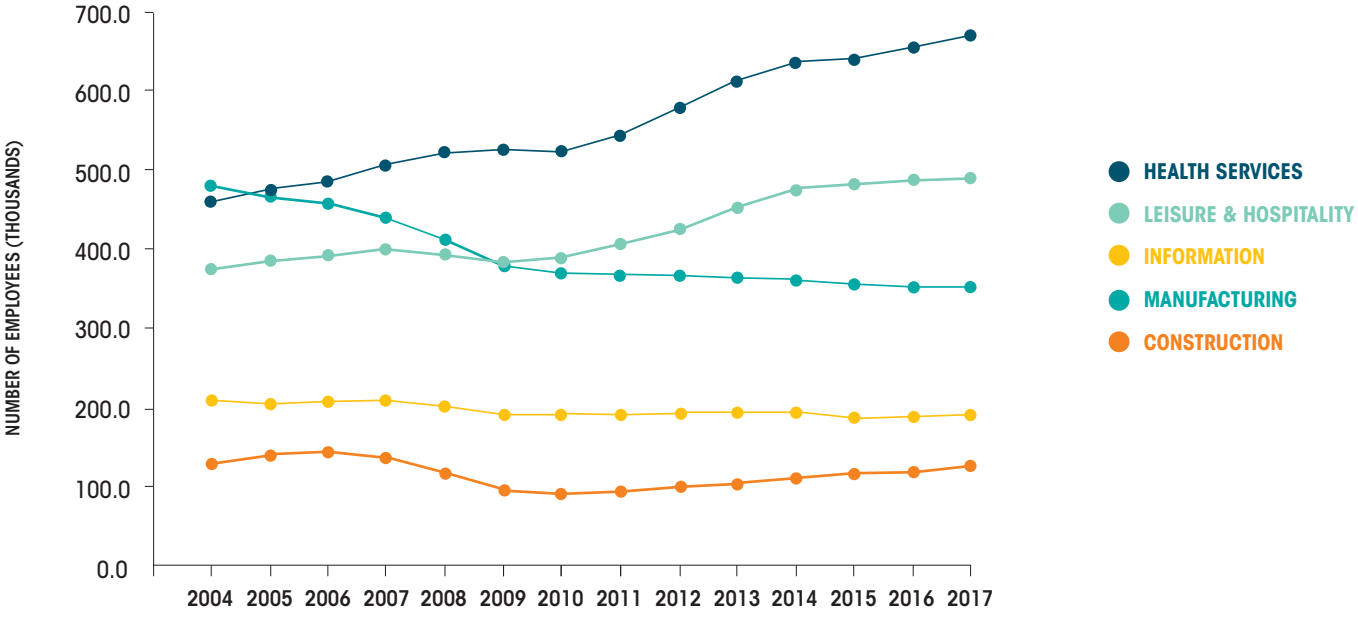
Source: Department of Workforce Development, Aging and Community Service (WDACS)

JOB PLACEMENTS WITHIN TARGETED SECTOR, FY15 - 16



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; or
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 is evaluating the feasibility of an amendment to the current targeted worker categories to align these categories more closely with those tracked by WIOA.

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 Calendar Year 2016

Participants Served by Priority Populations

Priority Population Category	Basic Career Services	ADULT		DW		OUT OF SCHOOL YOUTH		LACYJ	Total Unduplicated Participants Served
		Participants Served	Placed	Participants Served	Placed	Participants Served	Placed	Work Experience Placement	
Basic Skills Deficient		1,175	547	473	206	5,471	2,321	Not Available	**6,975**
CalFRESH		2,061	880	359	175	1,826	765	5,453	**9,637**
CalWORKS	THIS BREAKOUT IS NOT YET AVAILABLE	687	299	68	33	851	296	5,452	**7,015**
Disabled		309	104	59	24	369	85	7	**738**
Foster Care		12	7	1	0	365	111	907	**1,280**
General Relief		699	303	42	22	559	268	323	**1,615**
Homeless		271	111	30	15	466	196	269	**1,025**
Low Income		6,118	2,815	1,538	750	6,167	2,662	5,540	**19,170**
Offender		401	174	88	52	244	42	343	**1,072**
Parent Youth		51	20	1	1	830	353	419	**1,184**
Substance Abuse		15	8	3	3	25	3	0	**43**
Veteran		1,077	506	336	187	24	22	13	**1,435**
Unduplicated Total		**6,648**	**3,069**	**1,937**	**946**	**6,461**	**2,754**	**10,137**	**24,972**

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 indicates that a majority of those who come into contact with the AJCC system in Los Angeles County are targeted workers.

For calendar year 2016, across WDACS' workforce development programs, WDACS served 762 participants that were CalWORKSrecipients, 807 participants receiving General Relief, and 2,167 participants receiving CalFRESH, food assistance. In future scorecards, the CEO will seek to 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 five years.

The Department of Public Works was responsible for managing these local hire practices, and for tracking compliance with specific project objectives. Historical data for these projects since 2012 demonstrates that local worker hire was successful on 5 of the 6 projects where the County imposed a mandatory hiring goal, and on 12 of the 19 projects where an aspirational goal was imposed. Going forward, compliance with both the local and targeted worker categories will be tracked countywide on applicable projects for inclusion into this Scorecard.



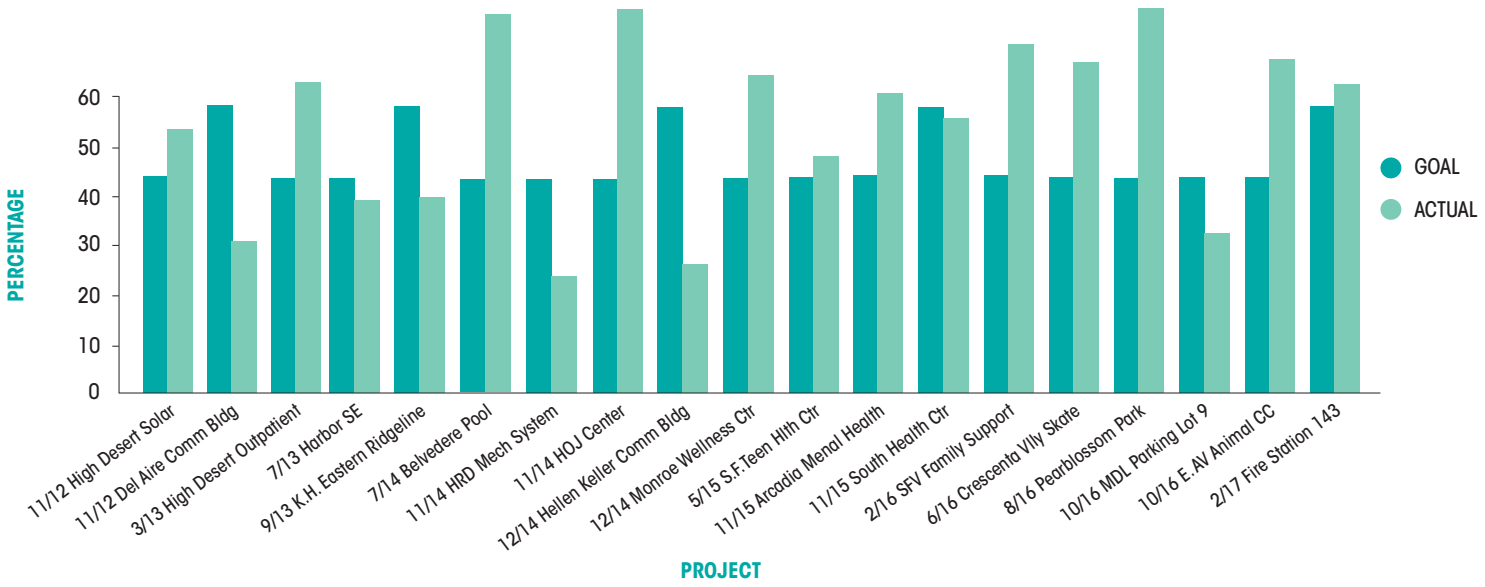
Martin Luther King, Jr. Medical Center Campus

LOCAL WORKER HIRING PROGRAM SUMMARY

AS OF 4/20/17

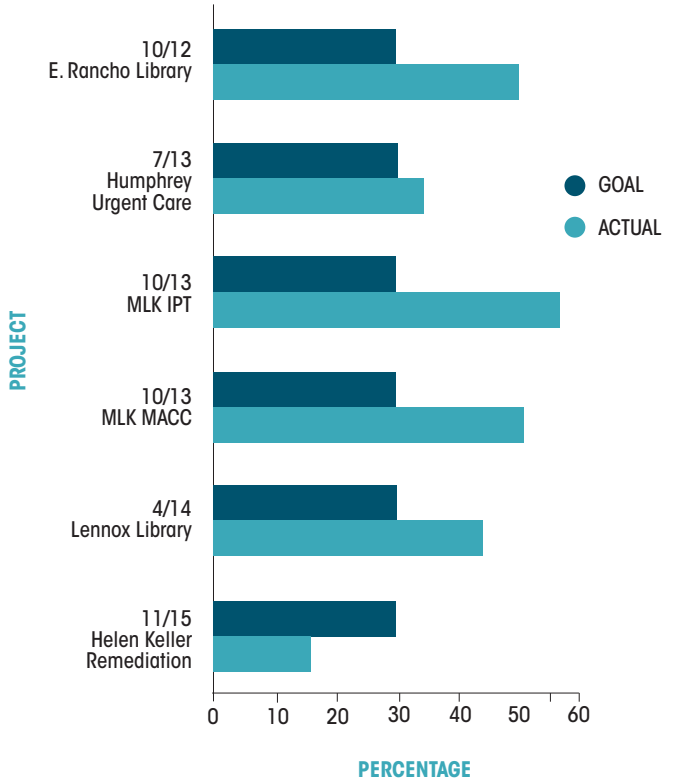
ASPIRATIONAL HIRING GOAL

Completed LWHP Projects (19)

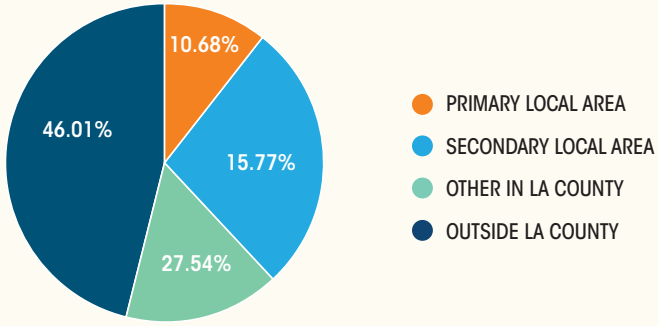


MANDATORY HIRING GOAL

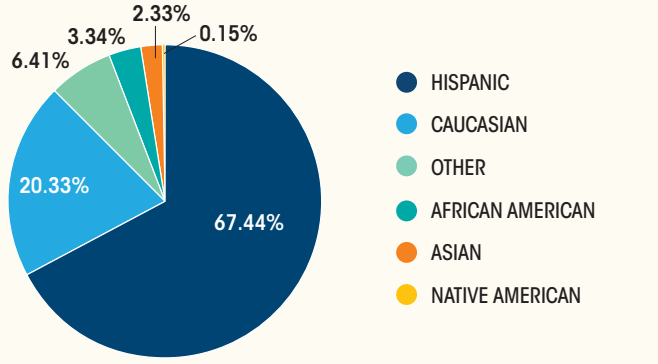
Completed LWHP Projects (6)



WORKER RESIDENCY Completed LWHP Projects (22)



WORKER ETHNICITY Completed LWHP Projects (22)



BUSINESS ASSISTANCE

The greatest impact of the County's Economic Development Program results from leveraging multiple elements of the Program across industry lines. The scale of the County's workforce development program makes it the County's largest investment in business services, and thus most effective through the delivery of qualified candidates to the business community.

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. The County is committed to providing an environment where businesses both small and large can grow and thrive, from the health care services industry to entertainment and infotech and beyond. One means for accomplishing this objective specifically in relation to small businesses is by leveraging the County's sizeable procurement process. In July 2016, the Board implemented a four-year plan to increase 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 administration of the preference programs as well as the SBI.

Local business support is a primary component in economic development, and this Scorecard will highlight the County's ongoing progress in this area. Information about layoff aversion services provided to businesses who are experiencing financial hardship is presented in this second scorecard, and new information about Countywide efforts to streamline the permitting process for businesses is included. For the first time, information about those served by the Small Business Concierge is also available.

SMALL BUSINESS CERTIFICATION PROGRAM

FISCAL YEAR 2016-17 Q3:

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

3 days for LSBE and DVBE
8 days for SE

In the third quarter of fiscal year 2016-17, the Small Business Concierge Service assisted 173 entrepreneurs.

SMALL BUSINESS ACTIVITY

FY 2016/2017	Q1	Q2	Q3	TOTAL
Number of Certified Small Businesses (number of businesses certified in FY 15/16; total number of businesses on certified list -1340)	164	142	209	515
Number of Certified social enterprises	0	9	20	29
Number of certified DVBEs	0	32	26	58
Number of County contracting dollars awarded to small businesses	**$72,151,683**	**$51,071,163**	**$43,633,229.77**	**$166,856,075.77**
Number of small businesses who won contracts with County	**558 combined in Q1, Q2 and Q3**			558

Source: Department of Consumer and Business Affairs (DCBA)

Small Business Development

On January 12, 2016, the Board adopted a motion directing the Department of Consumer and Business Affairs (DCBA) to prepare a four-year action plan for attaining procurement utilization goals (the "Utilization Plan") of twenty-five percent (25%) for Local Small Business Enterprises LSBEs and three percent (3%) for DVBEs by 2020. DCBA was also directed to develop a streamlined certification process for LSBEs and DVBEs and to create a new certification process for Social Enterprises (SE). Additional directives included evaluating bid price preferences, eliminating the cap on price preferences, establishing departmental delegated authority, and designating a two-year pilot program.

In order to achieve the goals set forth in the Utilization Plan, the County is working towards expanding the pool of certified businesses so that they can take advantage of the incentives given to certified businesses and win contracts with the County . To that end, the Scorecard tracks the number of certified LSBEs, DVBEs and SEs each quarter and the number of new certifications.

Further, this Scorecard will track the County's progress towards achieving the 25 percent LSBE and 3 percent DVBE utilization goals by providing information about the number of certified businesses winning contracts with the County and the dollar value of those contacts. Overall, the Utilization Plan has identified $3.9 billion in annual County procurement activity for competitive bidding by LSBEs, DVBEs and SEs.

DCBA is the County department directly responsible for measuring the percentage of eligible contracting dollars awarded to LSBEs, DVBEs, and SEs. DCBA will also work with each County department to establish a "mini utilization plan" for the respective departments to better position them – individually and collectively – to meet the County's goal. Currently, the County awards less than 5% of its procurement dollars to LSBEs, DVBEs, and SEs on a combined basis.

Small Business Concierge

The Small Business Concierge Program 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. Unlike the Utilization Plan, the Concierge Program will not be restricted to those businesses seeking contracting opportunities with the County, but will instead serve all small businesses that may require targeted assistance. The Concierge Program will provide counseling services to prospective small business owners, and offer guidance and technical assistance in the small businesses development process.

In the third quarter of fiscal year 2016-17, the Concierge service assisted 173 entrepreneurs who own a small business or who are interested in starting a small business. There were a diversity of business types assisted, ranging from plant nursery to commercial construction and wine cellar installation and design. The CEO intends to gather information as to the number of new businesses that opened with the support of this program going forward. Additionally, the CEO plans to display data regarding the revenue generated and jobs created by these new small businesses. This data is expected to be available beginning with Fiscal Year 2017-18.

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 (DBS), 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.

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.

WDACS LAYOFF AVERSION ACTIVITY 2016-2017

	JUL 16	AUG 16	SEP 16	OCT 16	NOV 16	DEC 16	JAN 17	FEB 17	MAR 17	TOTAL
# of At-Risk Businesses Notified	159	228	208	224	270	201	221	212	237	1,960
# of Action Plans	28	63	45	6	7	7	12	4	15	187
# of Jobs Saved	0	58	22	0	93	28	28	15	0	244

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. Whether a business needs assistance from government, utilities, or specialty experts, layoff aversion connects businesses to partners that help overcome these challenges. 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 that will be addressed 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 2017-18.

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

Prior to the dissolution of redevelopment in February 2012, the Community Development Commission (CDC) acted as the County's redevelopment agency in the unincorporated areas. Even after dissolution, the CDC continued to support neighborhood revitalization 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, 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.

This second scorecard includes new information on CDC's active business renovation projects in this fiscal year, as well as an update on CDC's commercial lending activity this fiscal year including the types of businesses the loans have been provided to as well as the status of the loan. Further, pursuant to an April 18, 2017 Board motion, the Economic Development Trust Fund programs are being reviewed and new information is available on the various loans administered under the Trust Fund. On the financial assistance side, the Center for Financial Empowerment (CFE) completed its first tax season offering Volunteer Income Tax Assistance (VITA) and additional information regarding the CFE programs is contained in this scorecard.

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 community. The CDC has facilitated blight removal through its business façade improvement program. This program has funded as many 29 store front improvements in a single year and remains a focal point of neighborhood business revitalization.

2016-17 CDC ACTIVE BUSINESS RENOVATION, 2016-17

Location	District	Storefronts	Anticipated Start Date	Anticipated Completion Date	Estimated Cost	Funding Source
1200 Block Pelliser Rd	1	1	5/1/17	7/15/17	$190,000	RENOVATE
500 Block Workman Mill Rd	1	14	Agreement signed, TBD	TBD	$227,600	CDBG
7300 Block Pacific Blvd	1	8	Owner approved design, TBD	TBD	TBD	CDBG
7800 Block Pacific Blvd	1	5	Currently in design, TBD	TBD	TBD	CDBG
16700 Block East Arrow Hwy	1	3	6/30/2017	8/15/17	$125,915	RENOVATE
9100 Block Vermont Ave	2	1	5/30/17	7/15/17	$174,935	RENOVATE
9200 Block Vermont Ave	2	2	8/15/17	11/15/17	$179,000	RENOVATE
13300 Block Telegraph Rd	4	6	7/15/17	9/15/17	TBD	RENOVATE
100 Block West Arrow Hwy	5	1	6/1/17	9/15/17	TBD	RENOVATE
TOTAL STOREFRONTS		41	TOTAL EXPECTED FUNDNING		$897,450	

Recently, investments in façade improvements have continued through a new Community Business Revitalization Program called RENOVATE. 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-confirming elements; and accessibility improvements. The objective of RENOVATE is to stimulate investment in the community, revitalize commercial corridors, and support the growth of small businesses.

Shown on the previous page is data for the CDC's façade program, which includes RENOVATE, for the current Program Year 2016-17.

Business Assistance Loans

The CDC has historically provided loans for small and medium-sized 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) Program 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. A summary of the CDC's most recent loan activity, including one loan from the Manufacturing Revolving Loan Fund (described below) is provided on the following page.

In addition to the CDC's longstanding loan programs, the Board's recent effort to prioritize economic development has resulted in the creation of three new loan programs: the Manufacturing Revolving Loan Program, Bioscience Revolving Loan Program, and the Catalytic Development Fund Program. A Board Motion of April 18, 2017 then instructed the CEO and CDC to further evaluate the structure of these loan funds and to report back on plans for implementation and/or expansion. The current status of these programs is as follows

1. **Manufacturing Revolving Loan Program**
   The Manufacturing Revolving Loan Fund was 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 are currently eligible. Loan funds are intended 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, 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 has been approved through the new program.

   Pursuant to the Board Motion of April 18, 2017, the CEO and the CDC are considering re-positioning the Manufacturing Revolving Loan Fund as a cleantech fund that supports the County's efforts around increased sustainability. The cleantech sector is a leading growth industry in the region and may present attractive loan opportunities for the County to consider.

2016-17 CDC COMMERCIAL LENDING ACTIVITY

Company Type	District	Loan Amount	Status	Use of Funds	Anticipated Loan Approval	Funding Source
Wine Maker	1	$150,000	Funded	Working Capital/ Equipment	10/1/16	EDA
Autoparts Manufacturer	1	$300,000	Approved, subject to appraisal	Working Capital/ Equipment	4/28/17	CDBG
Water District	2	$1,200,000	Underwriting	Construction	6/1/17	CDBG
Tire Recycler/ Manufacturer	2	$100,000	Approved	Working Capital/ Inventory	5/4/2017	MRLF
Medical Manufacturer	5	$90,000	Funded	Working Capital	1/25/17	CDBG
Medical Manufacturer	5	$1,500,000	Underwriting	Commercial Building Acquisition	6/1/17	EDA
TOTAL FUNDING COMMITMENT		**$3,340,000**				

EDA- Economic Development Administration **CDBG**- Community Development Block Grant
MRLF (GF)- Manufacturing Revolving Loan Fund (General Fund)

Source: Los Angeles County Community Development Commission

2. **Bioscience Revolving Loan Program**
   The Bioscience Revolving Loan Fund was designed to provide incentives and financing for a strong and growing bioscience sector in the County. The Board Motion of April 18, 2017 directed the CEO to assume management of the bioscience fund and to consider re-positioning it as a "fund-of-funds" that lends to equity funds and supports early-stage investment in the bioscience sector in the County. The new bioscience fund cannot itself take equity positions in companies, but it can attempt to leverage one or more private investment funds that are highly qualified to evaluate bioscience research and assist early stage companies to commercialize, grow and thrive in the County. This County investment would be made as low-cost debt with an expectation of
   principal return, and be deployed over several years. The CEO will also partner with the County Health Agency to evaluate how the new bioscience fund might better serve the objectives of public health care delivery and research.

3. **Catalytic Development Fund Program**
   The Board approved the creation of a Catalytic Development Fund to promote infill and brownfield development along transit corridors in the unincorporated areas of the County. The Catalytic Development Fund was intended to leverage New Market Tax Credits and conventional bank financing for employment-generating projects that provide the building space necessary for aerospace, advanced transportation, and other high value-added manufacturing firms. The program parameters are currently under review pursuant to the April 18, 2017 Board Motion.

   In summary, a total of $4 million in funding was provided in July 2016 to initiate these new loan programs. An additional $3 million was approved as part of the 2017-18 Recommended County Budget. The CEO will report the statistical data for each of these loan funds as it becomes available.

Property Accessed 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 2016 alone, the PACE Program funded over $379 million in home energy improvements which created in excess of 4,000 jobs throughout the County. A summary of 2016 PACE assessments and job creation is provided in the table below.

PROPERTY ACCESSED CLEAN ENERGY (PACE) FINANCING PROGRAM

DATE	APPLICATIONS SUBMITTED	APPLICATIONS APPROVED	COMPLETED ASSESSMENTS	$ AMOUNT OF COMPLETED ASSESSMENTS	ESTIMATED # OF JOBS CREATED
January 2016	3,021	2,082	1,187	$28,259,185	291
February 2016	3,169	2,091	1,301	$30,238,537	313
March 2016	3,614	2,537	1,425	$34,845,298	365
April 2016	3,249	2,204	1,313	$30,907,676	329
May 2016	3,137	2,079	1,233	$28,346,449	301
June 2016	3,958	2,644	1,273	$29,991,010	322
July 2016	3,953	2,623	1,415	$33,755,514	375
August 2016	3,768	2,474	1,560	$38,791,916	438
September 2016	3,165	2,046	1,321	$35,506,385	403
October 2016	2,853	1,831	1,134	$29,726,170	337
November 2016	2,810	1,739	1,111	$30,307,959	348
December 2016	2,386	1,547	1,048	$29,304,829	332
TOTAL	**39,083**	**25,897**	**15,321**	**$379,980,927**	**4,154**

Source: County of Los Angeles

CENTER FOR FINANCIAL EMPOWERMENT (CFE) PROGRAM RESULTS

CFE PROGRAM	RESULTS
"Cash for Grads" Education Support Program for Youth	
Total number of classes offered from August 2016 – Present	24 Classes
Total number of participants from August 2016 – Present	283 Participants
Volunteer Income Tax Assistance Program, IRS certification to become tax preparer	24 tax preparers certified
VITA Tax Preparation Workshops	6 Workshops 3 Different locations through the County

Source: Department of Consumer and Business Affairs (DCBA)

Center for Financial Empowerment

Although local governments have traditionally focused on workforce development and job creation, the County is taking economic development further by helping residents transform their income into savings and durable assets – and then protect these savings and assets from predatory financial practices. 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. Recognizing this need, the Board established a Center for Financial Empowerment (CFE) to address these issues countywide and to help promote individual economic development. The DCBA launched the CFE in September 2016 through a public-private partnership without the need for direct County funding.

The CFE was established initially as a two year pilot-program with 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. Since its inception, the CFE trained 24 IRS-certified tax preparers. In the 2016 tax season, the CFE facilitated six different tax preparation workshops at three locations throughout the County.

In outreaching to the youth and young adult population, the CFE has facilitated a "Cash for Grads" program to train youth receiving County services how to manage their money once they graduate from high school. Since inception to date, the CFE has trained 283 Cash for Grads participants and conducted 24 unique training sessions. Future versions of this scorecard will track the number of youth trained and bank accounts opened, the total number of tax returns prepared by the CFE, and the number of Earned Income Tax Credit dollars claimed.

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 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 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'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 305 key, 4-star Equinox hotel with meeting space and ancillary hotel amenities and the proposed residential tower (Tower 2) will combine approximately 215 market rate apartments with approximately 86 (20 percent of the gross number of apartments and condominiums) rental affordable housing units and approximately 128 market rate condominiums.

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.

Harbor UCLA-LA BioMed

The Harbor UCLA-LA BioMed project consists of new research facilities designed to accommodate a



Grand Avenue Project

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 15 acres for the development of a 250,000 square foot bioscience tech park. Further, the Board moved for 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. 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. On April 18, 2017, the Board directed the CDC to report back on the status of the project and transfer the remaining project budget to the CEO for the development of the property.

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 (DMH) 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



Vermont Corridor

DMH building into a maximum of 172 market rate units. In addition, the existing Los Angeles County WDACS building will be removed to construct a five-level parking structure with a five-story multifamily building above which will provide 74 market rate units to be constructed 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 (DPR) 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% Schematic Design package to the County, the finalization of the project description and the scheduling of the CEQA scoping meeting, which will be the first large community meeting since the Board of Supervisors approved the project.

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



Expo/Crenshaw Site

visitors with high quality and local-serving retail uses and a range of housing types that are affordable to 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 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 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 though 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.



LA Plaza De Cultura Village Project



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 square foot medical office building with approximately 252 parking stalls located at the southwest corner of East 120th and S. Wilmington Avenue 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.

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 issue a Request for Proposals (RFP) 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: Economic Forecast and Industry Outlook 2017-18, February 2017

The economic and demographic profile of Los Angeles County can be highly relevant in evaluating a countywide program for economic development. This Scorecard will highlight 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 May 2017 version of the Scorecard is derived from the 2016 People, Industry and Jobs report prepared by the Los Angeles County Economic Development Corporation (LAEDC), and commissioned jointly by the County and the City of Los Angeles. While the data from the report relates solely to Los Angeles County as a whole, future Scorecards will endeavor to collect similar information for the unincorporated areas specifically. The 2017 People, Industry and Jobs report is currently nearing completion and will be incorporated into the next quarterly scorecard of August 2017.

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 still show signs of economic weakness. This is particularly true for federal poverty level statistics, which reveal that the number of individuals living below the poverty line in Los Angeles County remains high at greater than 16.5%. 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 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 2015 to 2020. Additionally, the final table in the Scorecard details the composition of business sectors within the unincorporated areas of the County. As stated earlier, it is the intent of this Scorecard to secure additional economic data that will be specific to unincorporated Los Angeles County. 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

JOBS (change over previous year)	2011	2012	2013	2014	2015	2016
Total Nonfarm	22,500	90,300	76,700	76,300	85,200	68,800
Natural Resources	0	200	200	-200	-400	100
Construction	600	4,100	7,000	3,400	1,200	4,600
Manufacturing	-6,400	500	800	-4,100	-6,000	0
Wholesale Trade	2,400	6,100	6,800	3,800	-1,100	3,600
Retail Trade	6,500	7,900	4,700	7,400	9,000	6,900
Transport/Warehousing/Utils	1,200	2,700	3,000	5,900	3,400	1,400
Information	400	-500	4,900	1,600	6,400	1,700
Finance & Insurance	-900	1,700	-1,900	-3,800	1,800	1,900
Real Estate/Rental & Leasing	-100	600	2,500	2,000	3,400	700
Prof/Scientific/Tech Services	10,000	13,200	9,100	-400	6,100	4,000
Management of Companies	2,100	1,400	1,500	400	1,600	200
Administrative & Support	3,900	12,900	12,500	6,000	4,600	12,600
Educational Services	2,600	200	3,500	1,200	6,600	1,300
Health Care/Social Assistance	4,200	22,000	-900	17,400	24,1000	15,200
Leisure & Hospitality	9,900	21,100	24,700	26,100	17,400	9,800
Other Services	300	4,700	4,000	4,800	2,000	1,700
Government	-14,100	-8,700	-5,600	5,000	8,100	2,900

Source: Economic Forecast and Industry Outlook 2017-2018, p. 15

INDUSTRIAL PROFILE 2014 (% OF TOTAL EMPLOYMENT)

	LA COUNTY
TOTAL NONFARM PAYROLL EMPLOYMENT	**100.0%**
Good Producing Industries	**11.8%**
Natural Resources and Mining	0.2%
Construction	2.9%
Manufacturing – Durable Goods	4.9%
Manufacturing – Nondurable Goods	3.9%
Service Providing Industries	**75.3%**
Wholesale Trade	5.3%
Retail Trade	9.9%
Transportation, Warehousing, Utilities	3.8%
Information	4.8%
Financial Activities	5.0%
Professional and Business Services	14.5%
Educational and Health Services	17.3%
Leisure and Hospitality	11.2%
Other Services	3.5%
Government	**12.9%**

Source: Los Angeles: People, Industry and Jobs. May 2016, p. 17

INDUSTRY EMPLOYMENT GROWTH PROJECTIONS 2015-2020 (LOS ANGELES COUNTY)

	ANNUAL AVERAGE % GROWTH	CHANGE IN EMPLOYMENT (000s)
TOTAL NONFARM PAYROLL EMPLOYMENT	**1.5%**	**346.1**
Good Producing Industries	**1.0%**	**26.3**
Natural Resources and Mining	0.7	0.2
Construction	3.1	20.9
Manufacturing – Durable Goods	0.3	3.3
Manufacturing – Nondurable Goods	0.2	2.0
Service Providing Industries	**1.8%**	**312.3**
Wholesale Trade	1.0	11.3
Retail Trade	0.4	9.4
Transportation, Warehousing, Utilities	0.5	4.2
Information	0.8	8.4
Financial Activities	1.7	18.5
Professional and Business Services	3.0	98.6
Educational and Health Services	2.5	99.8
Leisure and Hospitality	2.0	49.1
Other Services	1.6	12.9
Government	**0.3%**	**7.5**

Source: Los Angeles: People, Industry and Jobs. May 2016, p. 21

OCCUPATIONAL PROFILE IN LOS ANGELES COUNTY

OCCUPATION GROUP	2015	GROWTH PROJECTIONS 2015-2020		
	% OF EMPLOYMENT	NEW JOBS	REPLACEMENT	TOTAL*
Management occupations	5.7%	15,420	18,490	33,910
Business and financial operations	5.6%	15,720	18,210	33,930
Computer and mathematical science	2.4%	10,050	8,540	18,580
Architecture and engineering	1.7%	4,700	7,320	12,020
Life, physical and social science	0.9%	2,180	3,250	5,430
Community and social services	1.6%	7,840	7,320	15,160
Legal occupations	1.0%	2,970	2,290	5,260
Education, training and library	5.7%	8,980	11,420	20,400
Arts, design, entertainment, sports, media	3.6%	5,440	10,280	15,720
Healthcare practitioners and technical	5.0%	24,660	18,470	43,130
Healthcare support	2.4%	15,720	10,560	26,270
Protective services	2.7%	6,690	7,800	14,490
Food preparation and serving	9.2%	40,750	73,930	114,680
Building grounds cleaning and maintenance	2.75	17,550	11,630	29,180
Personal care and service	2.7%	20,380	19,150	39,530
Sales and related	10.45	17,990	63,010	81,000
Office and administrative support	17.1%	52,360	63,410	115,770
Farming, fishing and forestry	0.1%	220	560	780
Construction and extraction	2.5%	14,440	8190	22,620
Installation, maintenance and repair	3.0%	8,400	15,130	23,540
Production	6.5%	11,470	24,190	35,660
Transportation/material moving	7.2%	17,190	29,260	46,450
	100.0%	321,100	432,400	750,500

Source: Los Angeles: People, Industry and Jobs. May 2016, p. 30

COMPOSITION OF BUSINESSES IN UNINCORPORATED LOS ANGELES COUNTY 2015

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%	
Total	14,953	100.0%	

Source: Los Angeles County Assessor's records and unsecured property tax roll (not all businesses included)

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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

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

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.

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

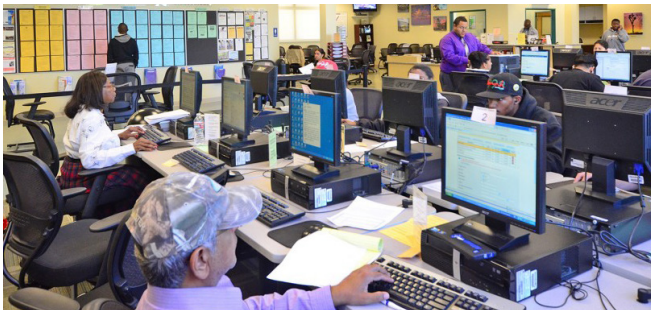
The following two pages display a listing of several of the most important County workforce development programs and the services they offer. Using information collected through numerous meetings with individual departments, the inventory provides a summary of the target populations and service goals 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
	• Self Service • Staff Assisted				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*
	• Adult Program • Dislocated Worker				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
	• WIOA Youth • LACYJ Program				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 **Los Angeles County Arts Internship Program**	$817,000	$44,000	0	$627,000
Community Development Commission **Family Self Sufficiency Program (FSS)**	$784,000	$784,000	0	0
Department of Children and Family Services **Bridge to Work Program**	$557,000	0	$384,000	$173,000
Department of Children and Family Services **Youth Worker**	$1,155,000	0	$797,000	$358,000
Department of Health Services **College of Nursing and Allied Health Pre-Licensure Registered Nurse**	$9,005,000	$1,385,000	0	$7,620,000
Department of Health Services **Office of Nursing Affairs Tutoring & Mentoring Program**	$436,000	0	0	$436,000
Department of Human Resources **Career Development Intern**	$100,000	$15,000	$55,000	$30,000
Department of Human Resources **Veterans Internship Program**	$402,000	$62,000	$219,000	$121,000
Department of Military and Veterans Affairs **Workforce Development Programs**	$74,000	0	0	$74,000
Department of Public Social Services **General Relief Opportunities for Work (GROW)**	$45,487,000	$24,370,000	0	$21,117,000
Department of Public Social Services **Refugee Employment Program (REP)**	$3,554,000	$3,554,000	0	0
Department of Public Social Services **Greater Avenues for Independence (GAIN) Job Club**	$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 **Colleges and Vocational Training**	$2,780,000	$2,780,000	0	0
Department of Public Social Services **Greater Avenues for Independence (GAIN) Short-Term Vocational Training (Project with Los Angeles County Office of Education)**	$4,802,000	$4,802,000	0	0
Department of Public Social Services **Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE)**	$43,729,000	$43,729,000	0	0
Probation Department **Juvenile Justice Crime Prevention Act (JJCPA) Educational Pathways**	$286,000	$286,000	0	0
Probation Department **Juvenile Justice Crime Prevention Act (JJCPA) Employment Services**	$1,304,000	$1,304,000	0	0
Probation Department **Probation AB 109 – Employment Services Program**	$201,000	$201,000	0	0
Probation Department **Probation Adult Felony Reentry Employment Services - Career Pathways**	Not Yet Available			
Probation Department **SB678 Probation Reentry Adult Population - Employment Services**	$18,000	$18,000	0	0
Workforce Development, Aging and Community Services **Workforce Innovation and Opportunity Act (WIOA) Programs**	$52,454,000	$33,054,000	$8,000,000	$11,400,000
Workforce Development, Aging and Community Services **Title V - Senior Community Services Employment Program (SCSEP)**	$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
Unduplicated Total	**3,548**	**47.38%**	**2,998**	**$14.53**

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
Unduplicated Total	**4,773**	**63.73%**	**3,373**	**$14.07**

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).

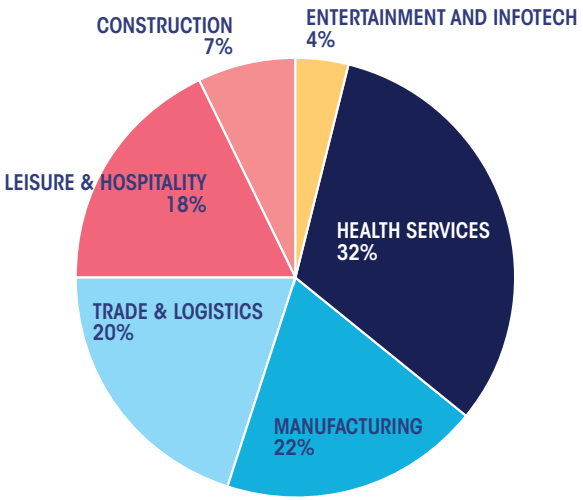
TARGETED SECTOR EMPLOYMENT

JOB PLACEMENTS BY SECTOR, FY16 - 17



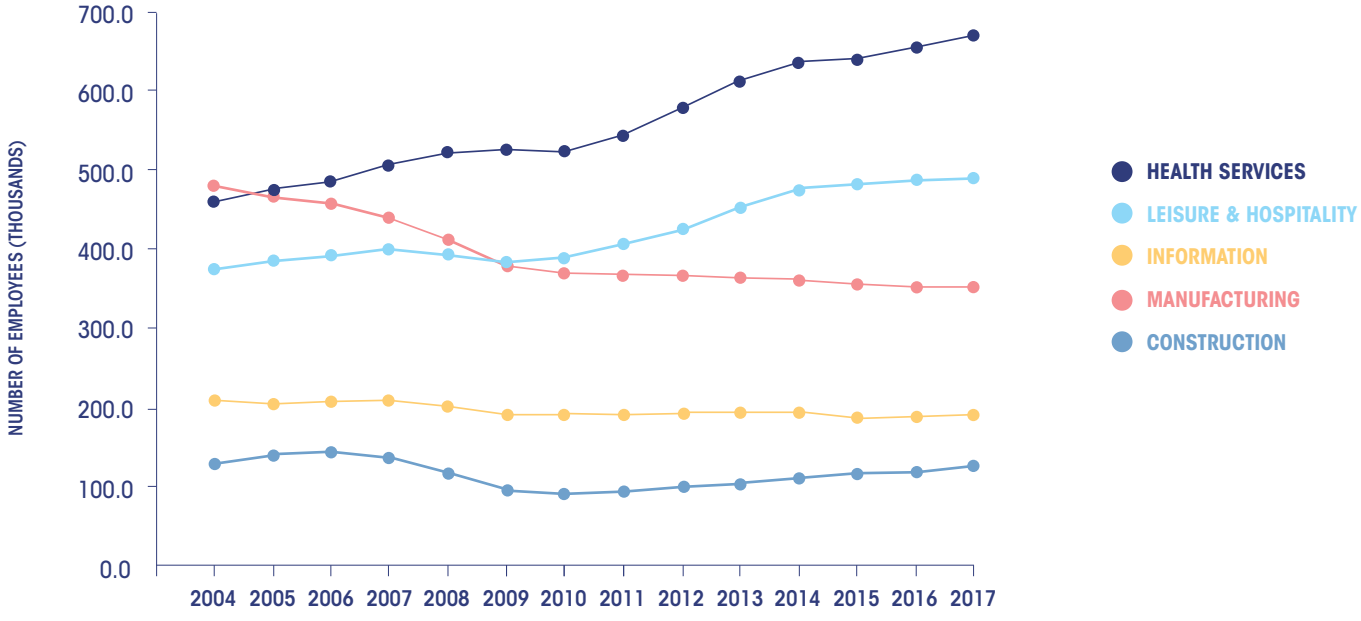
Source: Department of Workforce Development, Aging and Community Service (WDACS)

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
Unduplicated Total		**6,648**	**3,505**	**2,255**	**1,116**	**4,575**	**2,649**	**10,945**	**24,646**

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.

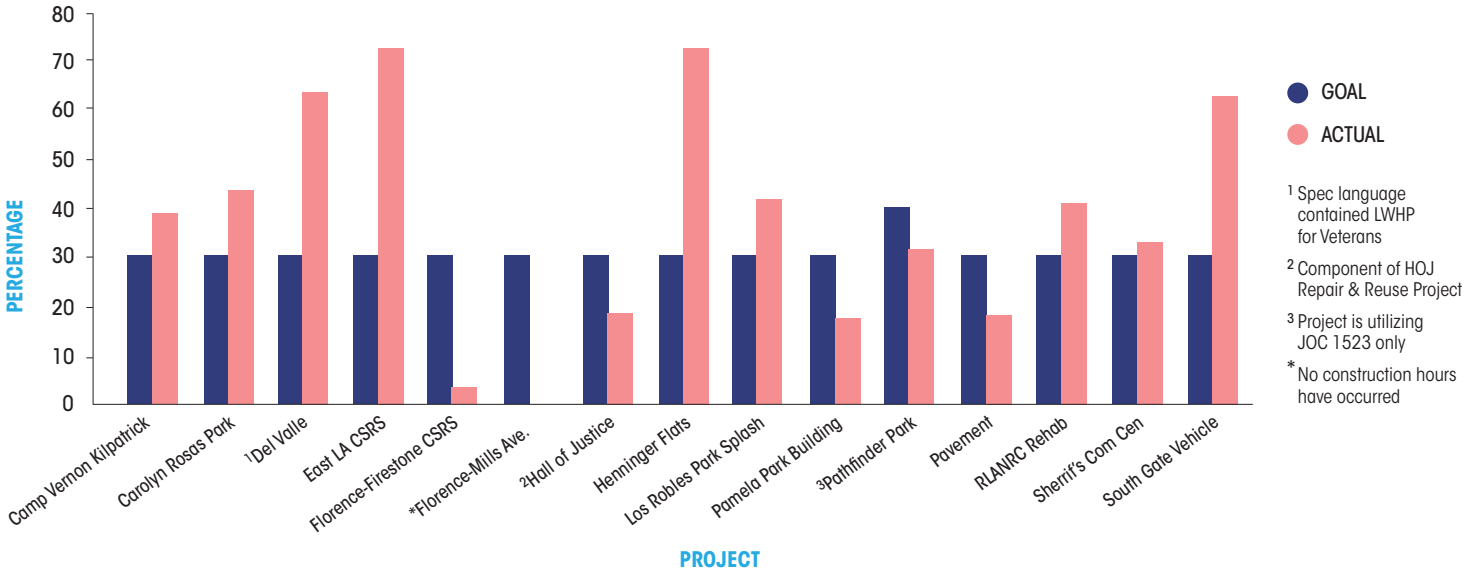
In addition to WDACS' ongoing role in working with target populations, the County has included local hire goals on a project-by-project basis for the past several years. The Department of Public Works has responsibility for managing these local hire practices, and for tracking compliance with specific 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)



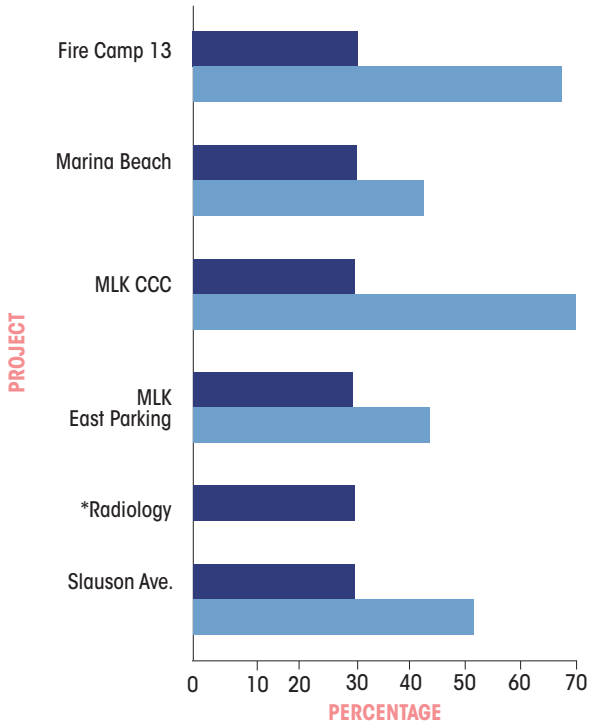
[1] Spec language contained LWHP for Veterans

[2] Component of HOJ Repair & Reuse Project

[3] Project is utilizing JOC 1523 only

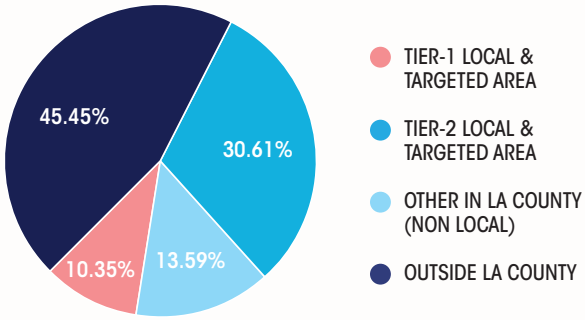
* No construction hours have occurred

MANDATORY HIRING GOAL SUMMARY
All Active Projects (6)

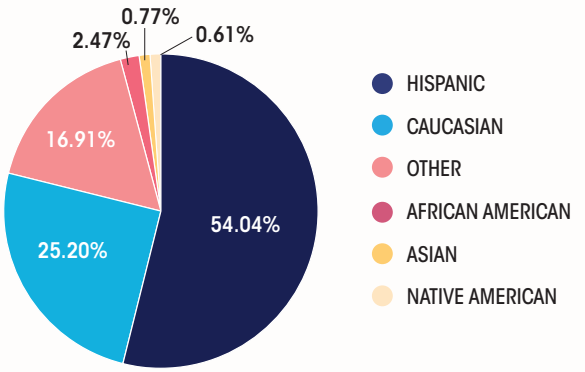


*No construction hours have occurred

WORKER RESIDENCY LWHP Projects (22)

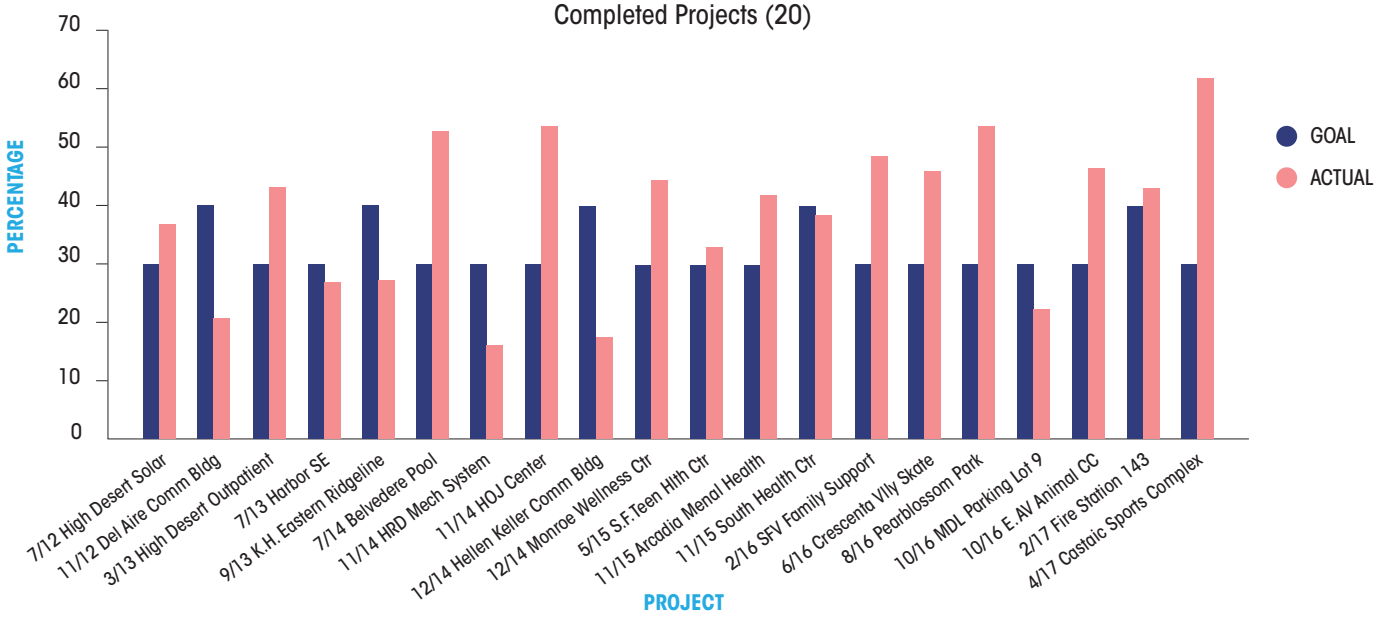


WORKER ETHNICITY LWHP Projects (22)

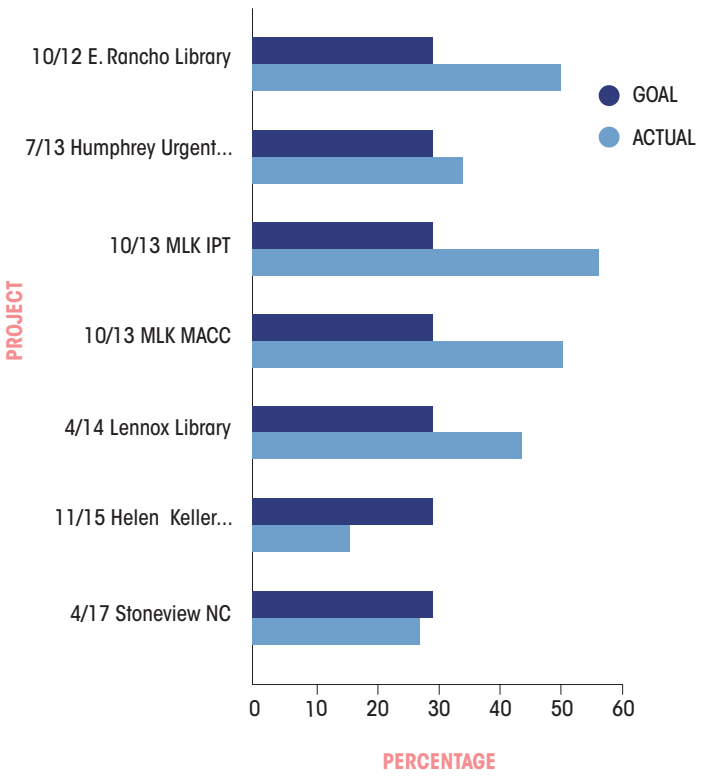


COMPLETED PROJECTS
LOCAL AND TARGETED WORKER HIRE PROGRAM
DEPARTMENT OF PUBLIC WORKS LOS ANGELES COUNTY
AS OF 9/30/17

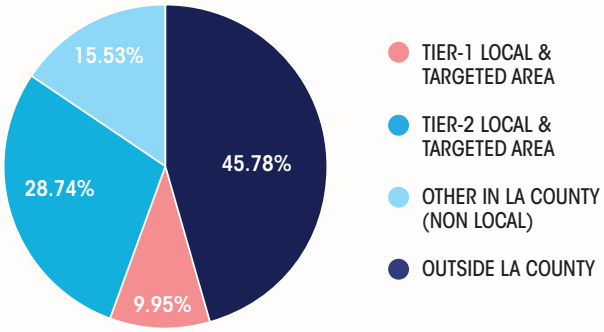
ASPIRATIONAL HIRING GOAL SUMMARY
Completed Projects (20)



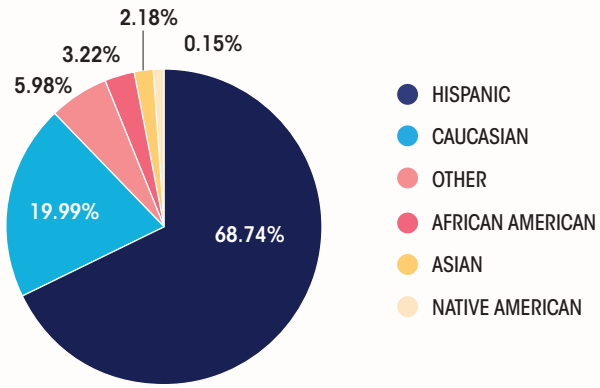
MANDATORY HIRING GOAL SUMMARY
Completed Projects (7)



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

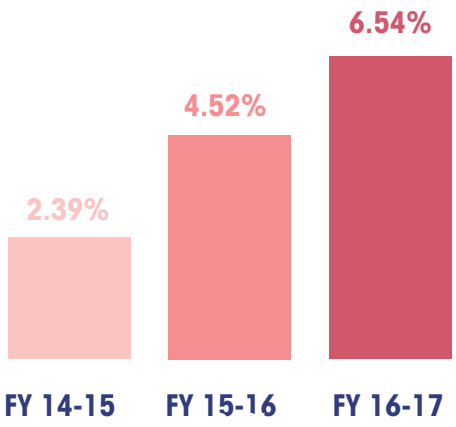
SE UTILIZATION RATE FY 16-17



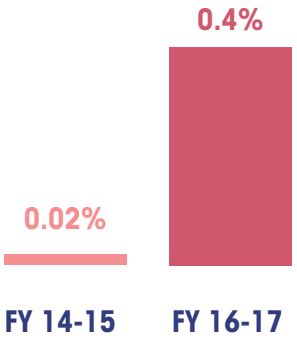
DISABLED VETERAN BUSINESS ENTERPRISE UTILIZATION FISCAL YEAR 16-17

Total Awards to All Businesses	1,745,234
Awards to DVBEs	1,601
DVBE Award Amount	$16,061,807

LSBE UTILIZATION RATE



DVBE UTILIZATION RATE



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 (DBCA) 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 (DBS), 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 RENOVATE. 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 RENOVATE 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 RENOVATE, 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 Accessed 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
TOTAL FUNDING COMMITMENT		**$1,190,000**				

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	$26,607245	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
FISCAL YEAR TOTAL	**32976**	**19,982**	**12,147**	**$349,690,211**	**3,456**
FROM PROGRAM INCEPTION	**87,098**	**55,169**	**30,395**	**$814,948,874**	**7,996**

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.

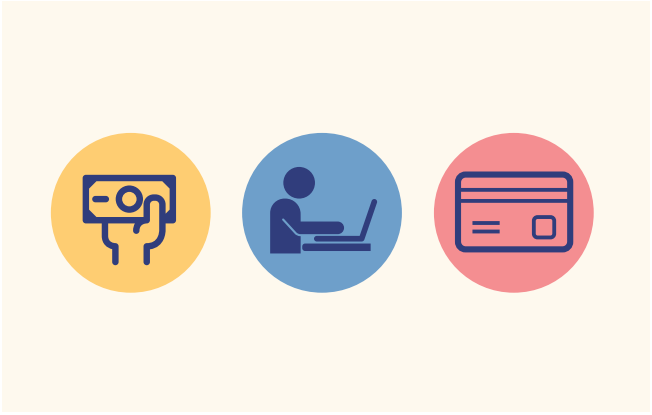
Total returns filed:	11,721
Total refund dollars:	$14,998,970
Total state and federal EITC dollars claimed:	$6,546,794

County-run VITA program (DPSS and DCBA)

Total tax returns:	480
Total refund dollars:	$1,363,976
Total state and federal EITC dollars claimed:	$832,217

Total CalEITC amount refunded to LA County Residents for 2016:	$44,954,177

Source: Department of Consumer and Business Affairs (DCBA)



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 "freetaxprepla" 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.

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 though 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 spaces for those removed by the project that would be made available to County employees.



LA Plaza De Cultura Village Project



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

JOBS (change over previous year)	2011	2012	2013	2014	2015	2016
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)

	LA COUNTY
TOTAL NONFARM PAYROLL EMPLOYMENT	**100.0%**
Good Producing Industries	**11.7%**
Natural Resources and Mining	0.2%
Construction	3.0%
Manufacturing – Durable Goods	4.8%
Manufacturing – Nondurable Goods	3.7%
Service Providing Industries	**75.2%**
Wholesale Trade	5.3%
Retail Trade	9.9%
Transportation, Warehousing, Utilities	3.9%
Information	4.9%
Financial Activities	5.1%
Professional and Business Services	14.1%
Educational and Health Services	17.3%
Leisure and Hospitality	11.5%
Other Services	3.1%
Government	**13.1%**

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

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

	ANNUAL AVERAGE % GROWTH	CHANGE IN EMPLOYMENT (000s)
TOTAL NONFARM PAYROLL EMPLOYMENT	**1.0%**	**212.7**
Good Producing Industries	**-0.2%**	**-3.5**
Natural Resources and Mining	0.6%	0.1
Construction	1.5%	10.4
Manufacturing – Durable Goods	-0.8%	-7.6
Manufacturing – Nondurable Goods	-0.9%	-6.5
Service Providing Industries	**1.1%**	**194.2**
Wholesale Trade	0.9%	10.5
Retail Trade	0.6%	13.7
Transportation, Warehousing, Utilities	0.4%	3.9
Information	0.1%	1.7
Financial Activities	0.8%	8.3
Professional and Business Services	1.4%	43.7
Educational and Health Services	1.7%	66.3
Leisure and Hospitality	1.5%	39.2
Other Services	0.8%	6.9
Government	**0.8%**	**22.0**

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%
Retail	3,140	21.0%
Food Service	1,023	6.8%
Health Care	949	6.3%
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%
Total	14,953	100.0%

67%

33%

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
http://ceo.lacounty.gov

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

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.

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

ECONOMIC DEVELOPMENT
LOS ANGELES COUNTY

Where Opportunity Meets Success





COUNTY OF LOS ANGELES

ECONOMIC DEVELOPMENT SCORECARD

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 or 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
 ADULTS 18 OR OVER	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
LOCAL RESIDENTS FROM LOW-INCOME COMMUNITIES AND/ OR CONSTITUENTS FACING BARRIERS TO EMPLOYMENT	Department of Public Social Services (DPSS)	Temporary Services Registry Program (TempLA)	Training/Employment Placement	Permanent Employment	110	16***
REFUGEES 18 OR OLDER	Department of Human Resources	Refugee Employment Program (REP)	Job Readiness Training/Employment Placements	Employment	2,355	1,000
INVOLVEMENT WITH CRIMINAL JUSTICE SYSTEM/YOUTH	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
 INVOLVEMENT WITH CRIMINAL JUSTICE SYSTEM		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
ADULTS INVOLVEMENT WITH CRIMINAL JUSTICE SYSTEM		Homeboy Industries	Employment Contract	Supportive Services	51	32
		Homeboy Industries	Employment Contract	Employment	73	73
LOW INCOME INDIVIDUALS AGE 55 AND OVER	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
Unduplicated Total	1,551	1,875	33.60%	$ 15.54

NON-HIGH GROWTH SECTORS

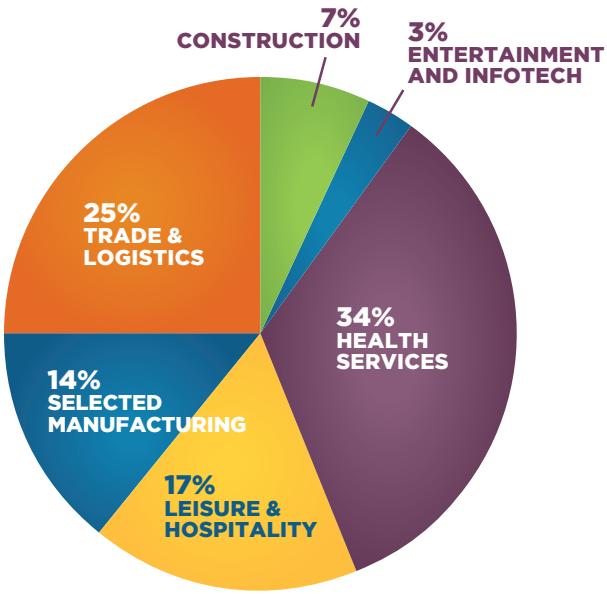
NON-HIGH GROWTH SECTORS	EMPLOYERS	EMPLOYEES	% OF ALL EMPLOYMENTS	AVG HOURLY WAGE
Education	141	152	3.64%	$ 17.21
Finance	108	121	2.89%	$ 17.36
Natural Resource and Mining	12	13	0.31%	$ 15.03
Other Entertainment and Infotech	105	126	3.01%	$ 16.14
Other Health Services	109	122	2.92%	$ 14.45
Other Manufacturing	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
Unduplicated Total	2,741	4,180	74.90%	$ 14.65
Unduplicated Overall System Total	4,046	5,581	100.00%	$ 14.93

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



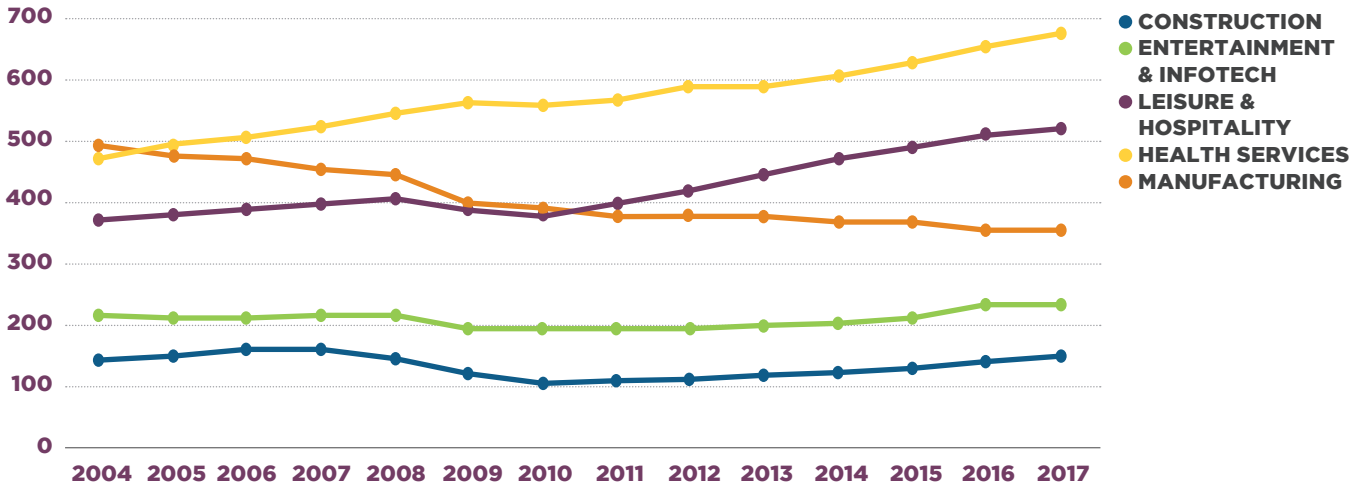
Source: Department of Workforce Development, Aging and Community Service (WDACS)

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 jobs 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 sucessfully 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 sucessfully 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 sucessfully 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	2nd Quarter After Exit	4th Quarter Follow Up Due	Employed at 4th Quarter after Exit	Percentage
CalWorks(matched)	350	107	31%	$5,460	192	51	27%
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%
All Participants	5,560	2,280	41%	$6,240	2,860	1,195	42%

Notes: The number of individuals represents unduplicated totals. The row "CalWORKs (matched)" corresponds to individuals receiving CalWORKs that are sucessfully 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 Glossory 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	2nd Quarter After Exit	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%
All Participants	350	107	31%	$5,460	192	51	27%

Notes: The metrics are calculated for individuals participating in Individualized Career Services (see page 23, top table). All individuals in this tables are individuals receiving CalWORKs that are sucessfully 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 Glossory 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

ADMINISTERING DEPARTMENT AND PROGRAM	PROGRAM COST	REVENUE	IFT	NET COUNTY COST
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.

INTRAFUND 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.

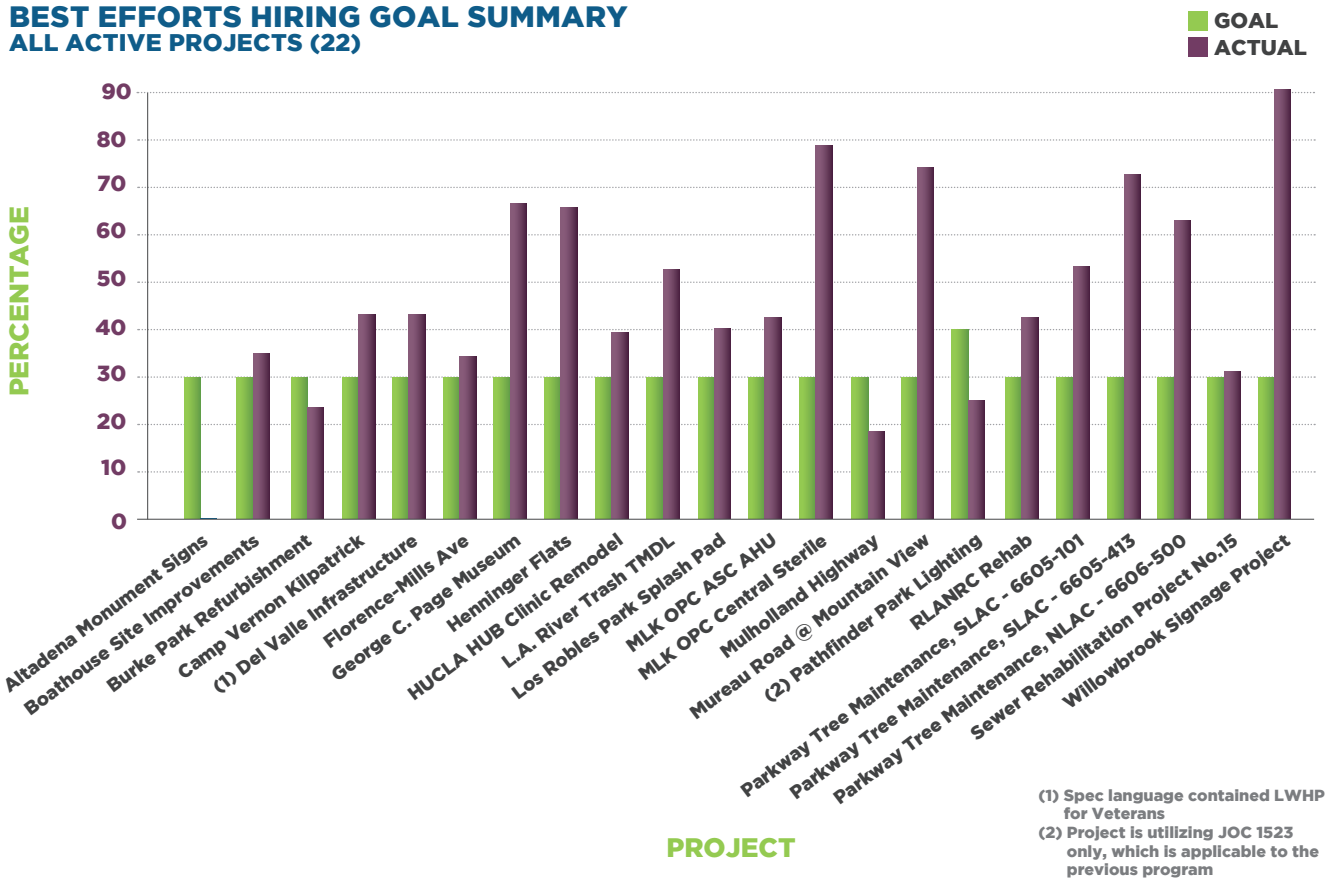
TIER 2

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)



(1) Spec language contained LWHP for Veterans
(2) Project is utilizing JOC 1523 only, which is applicable to the previous program

18 of 22

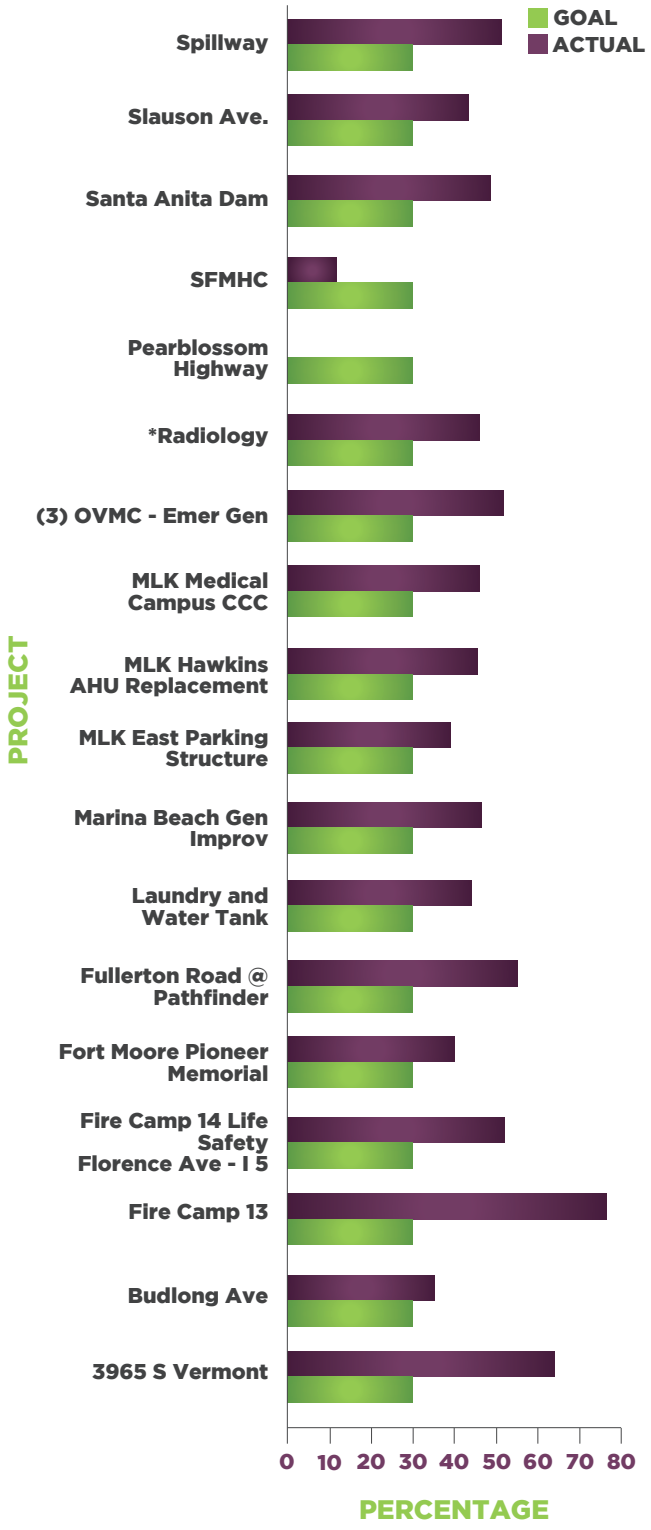
active Best Efforts LWHP Projects have exceeded hiring goals.

The average active mandatory hire project has exceeded goals by

14.2 percent

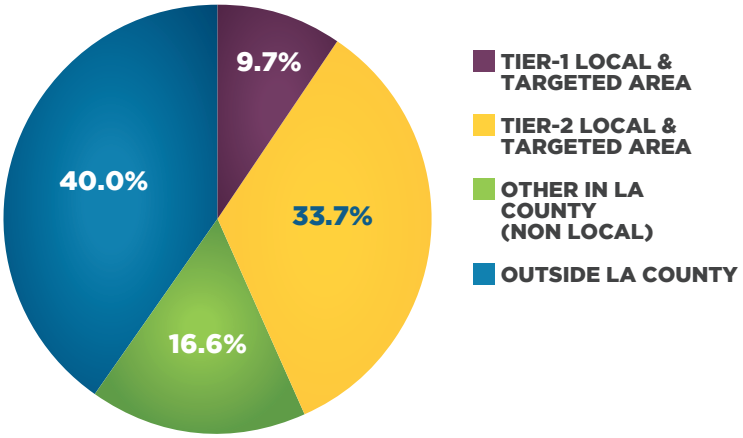
ACTIVE PROJECTS
LOCAL AND TARGETED WORKER HIRE PROGRAM
DEPARTMENT OF PUBLIC WORKS LOS ANGELES COUNTY
as of 5/31/18

MANDATORY HIRING GOAL SUMMARY
ALL ACTIVE PROJECTS (18)

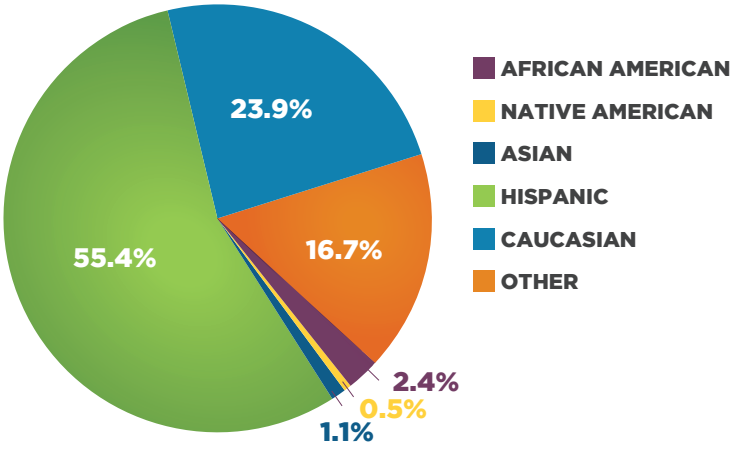


(3) Project was awarded prior to 11/1/2016

WORKER RESIDENCY
LWHP PROJECTS (40)

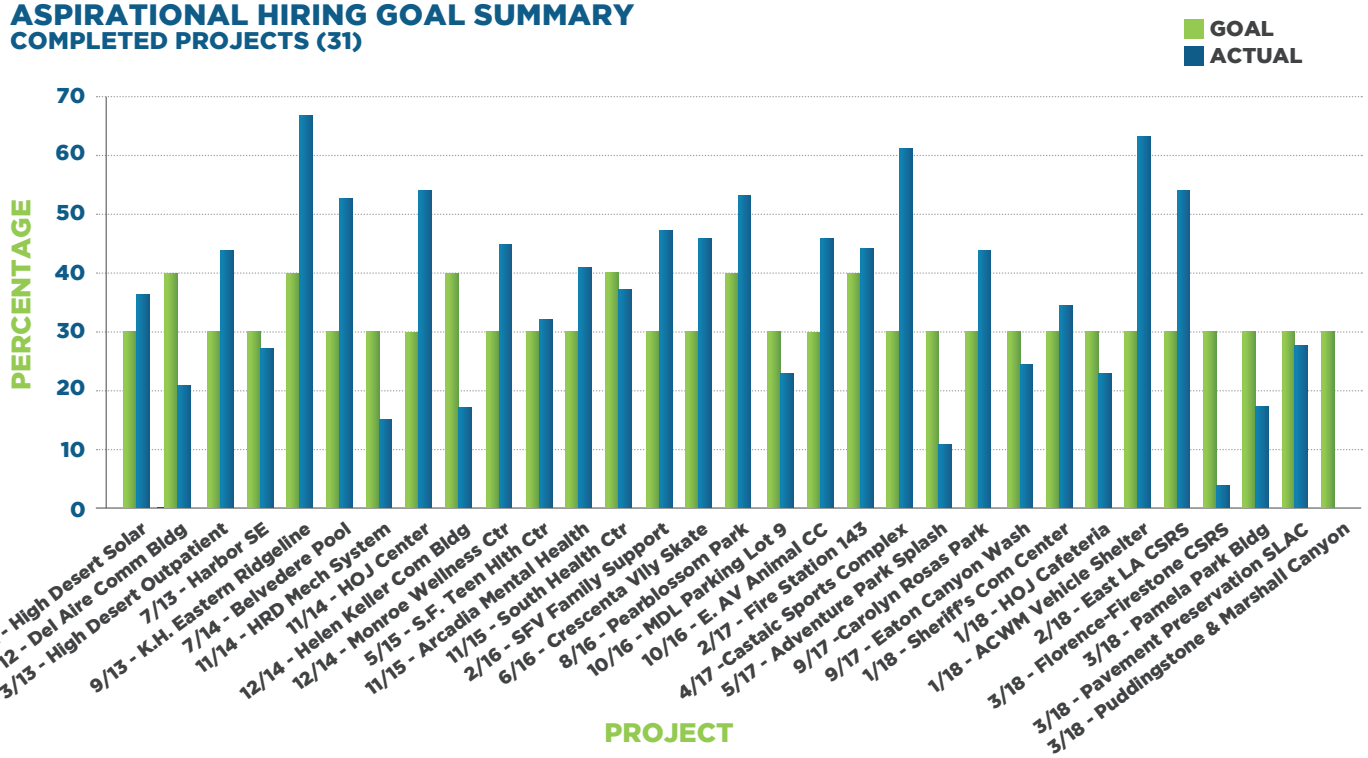


WORKER ETHNICITY
LWHP PROJECTS (40)



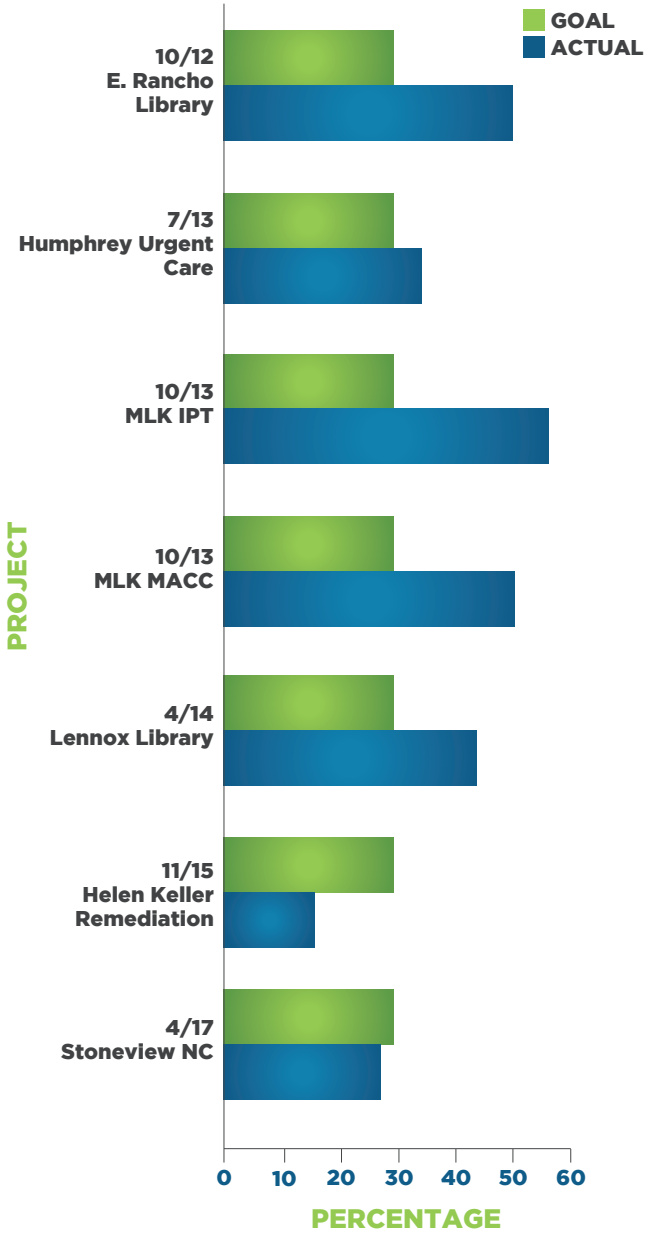
COMPLETED PROJECTS
LOCAL AND TARGETED WORKER HIRE PROGRAM
DEPARTMENT OF PUBLIC WORKS LOS ANGELES COUNTY
as of 5/31/18

ASPIRATIONAL HIRING GOAL SUMMARY
COMPLETED PROJECTS (31)

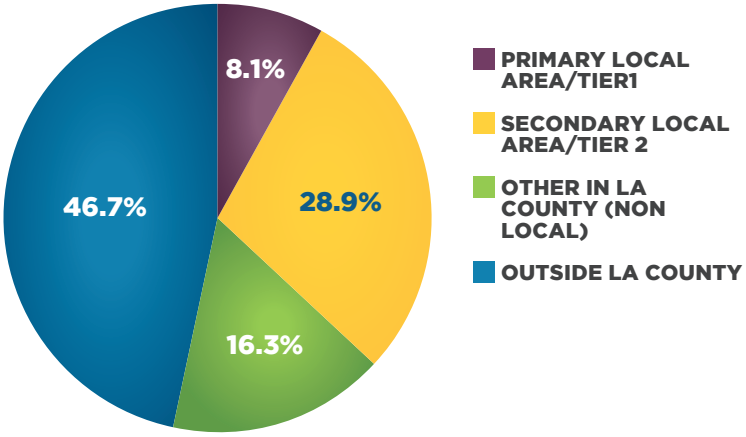


COMPLETED PROJECTS
LOCAL AND TARGETED WORKER HIRE PROGRAM
DEPARTMENT OF PUBLIC WORKS LOS ANGELES COUNTY
as of 5/31/18

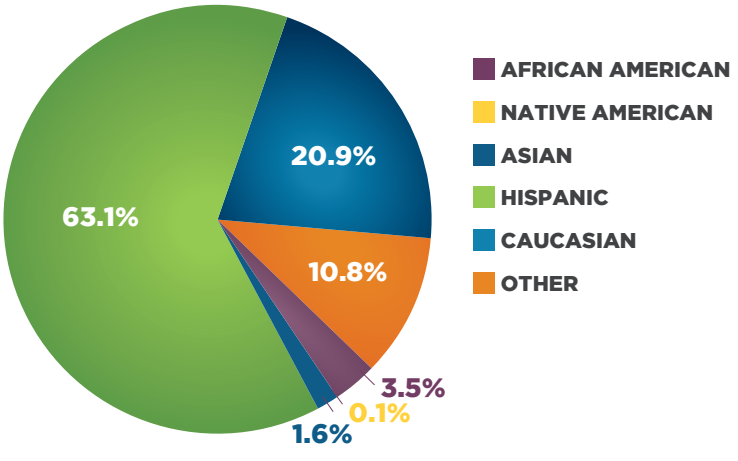
MANDATORY HIRING GOAL SUMMARY
COMPLETED PROJECTS (7)



WORKER RESIDENCY
LWHP PROJECTS (40)



WORKER ETHNICITY
LWHP PROJECTS (40)



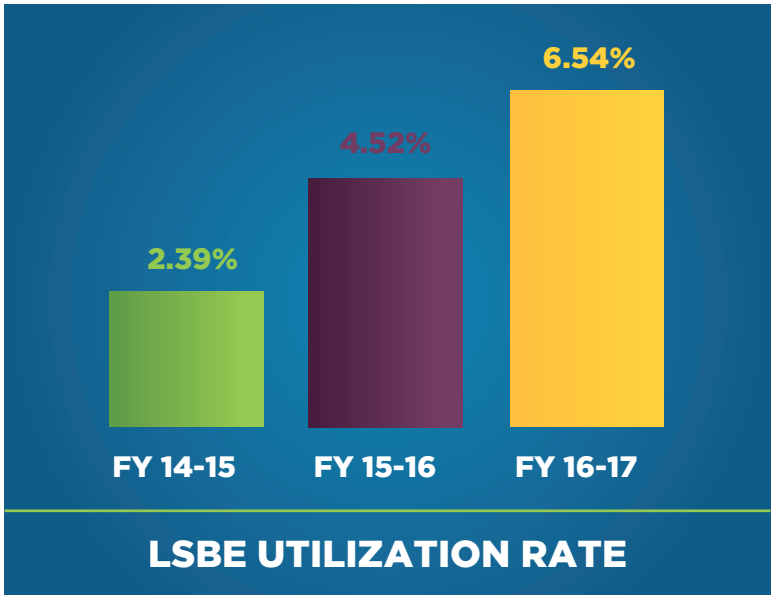
BUSINESS ASSISTANCE

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
Total Awards to All Businesses	1,589,523	1,745,234
Awards to LSBEs	99,026	123,371
LSBE Award Amount	$181,059,214	$245,793,325



LSBE UTILIZATION RATE

DISABLED VETERAN BUSINESS ENTERPRISE UTILIZATION FY 16-17

1,601

AWARDS TO DVBE

$16,061,807	1,745,234
DVBE AWARD AMOUNT	TOTAL AWARDS TO ALL BUSINESSES

SOCIAL ENTERPRISE UTILIZATION FY 16-17

1,029

AWARDS TO SES

$77,963,666	1,745,234
SE AWARD AMOUNT	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 (DBS), 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

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

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.

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

262

ENTREPRENEURS.

Layoff Aversion

The Department of 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. 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
Biz Notified	1112	966	707	667	640	600	458	416	492	304	6362
# of Action Plans	26	57	42	20	30	16	7	2	12	17	229
# of Jobs Saved	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 certifited 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 permitstreamlining. Theweb-basedeffort, EPIC-LA, hasbeenfully 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/RENO-VATE
16047 Amar Rd	1	1	8/23/17	5/25/18	$60,067	CDBG/RENO-VATE
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
TOTAL STOREFRONTS		45			$1,589,990	

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 RENOVATE. The RENOVATE 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 RENOVATE 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 RENOVATE, 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
TOTAL FUNDING COMMITMENT		$1,305,000			

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

Property Accessed 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 ACCESSED 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 "freetaxprepla" 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

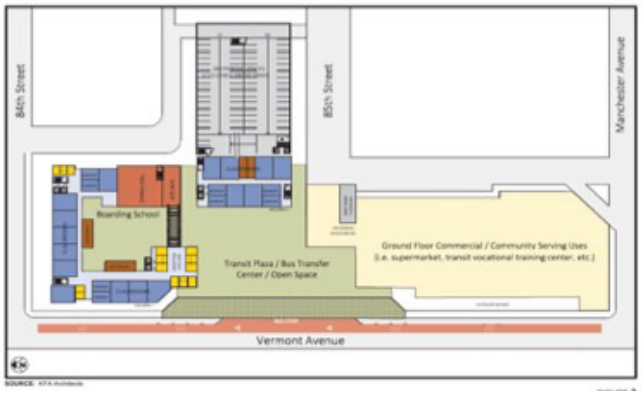
structure, and construction of a new 21-story building consisting of an 8-story parking structure with up to 965 spaces, a terrace level, and 12-story office tower, with approximately 7,500 square feet of ground floor retail space and public serving uses. An adjacent parking structure will also be built 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 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.



Vermont - Manchester



Vermont Corridor
Site 2 – Residential and Retail



Vermont Corridor
Site 2 – Residential and Retail

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 though 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



Expo/Crenshaw Site

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 households 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

As 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

JOBS (change over previous year)	2012	2013	2014	2015	2016	2017	2018f	2019f
Total Nonfarm	89,800	76,800	77,000	92,800	108,900	56,900	47,800	34,300
Natural Resources	200	200	-200	-400	-300	-100	100	0
Construction	3600	7,000	3,900	7,700	6,900	6,400	5,200	9,400
Manufacturing	900	1100	-4400	-3,200	-6,400	-4,600	-1,400	-3,500
Wholesale Trade	6,100	6,800	3,800	3,200	1,300	1,700	1,300	1,500
Retail Trade	7,900	4,700	7,400	6,200	3,100	-1,300	2,500	2,000
Transport / Warehousing / Utils	2,700	3,000	5,900	8,100	9,100	600	1,100	0
Information	-400	4900	1,800	8,700	23,400	300	2,000	200
Finance & Insurance	1800	-1,900	-3,800	1,100	2500	-200	800	400
Real Estate / Rental & Leasing	600	2500	2,000	3,300	1,700	2,800	900	-100
Prof / Scientific / Tech Services	12,700	8,800	0	0	6500	5,200	2,200	1,200
Management of Companies	1,400	1,500	400	-700	-1000	500	200	-200
Administrative & Support	12,900	12,500	6,000	2,900	4,200	3,400	8,800	7,500
Educational Services	200	3500	1,200	900	3,500	4,600	1,000	700
Health Care / Social Assistance	22,000	-900	17400	19,500	22,800	21,800	15,100	9,500
Leisure & Hospitality	21,100	24,700	26,100	22,500	21,400	7,900	7,500	4,700
Other Services	4700	4,000	4,800	500	2,400	6,700	2,300	200
Government	-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
TOTAL NONFARM PAYROLL EMPLOYMENT	**100.0%**
Good Producing Industries	**11.6%**
Natural Resources and Mining	0.1%
Construction	3.2%
Manufacturing - Nondurable Goods	2.1%
Manufacturing - Durable Goods	5.9%
Service Providing Industries	**88.4%**
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%
Government	**12.9%**

Source: LAEDC 2018

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

	ANNUAL AVERAGE % GROWTH	CHANGE IN EMPLOYMENT (000s)
TOTAL NONFARM PAYROLL EMPLOYMENT	**4.3%**	**236.82**
Good Producing Industries	**-0.1%**	**1.63**
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
Service Providing Industries	**4.8%**	**194.2**
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
Government	**1.4%**	**8.73**

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







ECONOMIC DEVELOPMENT
LOS ANGELES COUNTY

Where Opportunity Meets Success

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

SACHI A. HAMAI
Chief Executive Officer

February 28, 2019

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

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

2017-18 ECONOMIC DEVELOPMENT SCORECARD (ITEM NO. 14, AGENDA OF JANUARY 5, 2016)

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 Economic Development Scorecard (Scorecard) is the report developed by the CEO and the Committee to measure the progress of the County's economic development program, and has been provided to the Board on four prior occasions. The attached December 2018 Scorecard is the first to present economic development data on a fiscal year basis and covers the fiscal year ending June 30, 2018. The December 2018 Scorecard was recently posted to the CEO's economic development website, and is available for download at http://economicdevelopment.lacounty.gov/scorecards/.

The CEO will prepare all future Scorecards on an annual fiscal year basis and deliver the next Scorecard to the Board by no later than November 2019. If you have any questions regarding the attached report, please contact Doug Baron at (213) 974-8355 or dbaron@ceo.lacounty.gov.

SAH:JJ:DSB:acn

Attachment

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

COUNTY OF LOS ANGELES

ECONOMIC DEVELOPMENT SCORECARD

FISCAL YEAR 2017 - 2018



ECONOMIC DEVELOPMENT
LOS ANGELES COUNTY
Where Opportunity Meets Success

CHIEF EXECUTIVE OFFICE
County of Los Angeles

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INTRODUCTION

The December 2018 Economic Development Scorecard, provides a means for measuring 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. The Scorecard aims 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.

With the Scorecard, the Chief Executive Office (CEO) is working to standardize data collection and reporting on economic development efforts Countywide. In this Scorecard, information is presented on fiscal year 2017-18. Moving forward, the Scorecard will be issued on a yearly basis, providing fiscal year data related to workforce development, business assistance, community development, capital development and the regional economy. The December 2018 Scorecard presents new infographics and statistics on newly added department projects such as current active local and targeted worker hire goals; updated data from the Community Development Commission's (CDC) RENOVATE program (small business renovation projects); the addition of Workforce Development, Aging, and Community Services' (WDACS) INVEST program (focused on the re-entry population); new infographics on small business and financial assistance programs; and updates to capital development projects managed by the CEO and CDC.

The foremost objective of this Scorecard is to provide policy makers information on 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 inform our policy making process to 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. The Department of Human Resource (DHR) oversees programs to reduce barriers to County employment for the defined targeted populations. With each scorecard, the CEO streamlines data collection and reporting for workforce development programs managed by other County departments.

To date,

34

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

Inventory of Programs

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.

Since 2017, the County has moved forward with several new programs that focus on providing the County's justice-involved population with job opportunities with a holistic set of wrap-around services. Employment has been identified as a challenge that must be addressed for those with a criminal background. Fully 17,000 individuals are in the County jails at any time, with 10,000 individuals being released each month. However, between 60 to 75% of formerly incarcerated individuals are still unemployed a year after release.
With a focus towards aligning workforce programs Countywide, the County departments have taken a number of steps to reduce the barriers to employment for the re-entry population. In February of 2018, WDACS, in partnership with Probation and the Office of Diversion and Re-entry (ODR) launched the Innovative Employment Solutions Program (INVEST). Invest seeks to improve employment opportunities and outcomes for County Adult Probationers, by co-locating Deputy Probation Officers at the America's Job Centers of California (AJCCs) to support the integration of probation and workforce development services, while providing intensive case management to participants. Since inception, 266 active felony probationers have been enrolled into the program across 6 participating AJCCs, and 24 individuals have been placed into permanent unsubsidized employment.

LOS ANGELES COUNTY WORKFORCE DEVELOPMENT AND JOB TRAINING PROGRAMS FY 2017-18

TARGET POPULATION	ADMINISTERING DEPARTMENT	PROGRAM NAME	SERVICE PROVIDED	SUCCESS INDICATORS	PARTICIPANTS	SUCCESSFUL COMPLETIONS COMPLETIONS (2017-18)
YOUTH	Arts Department	Los Angeles County Arts	Internships	Internship	179	179
	Workforce Development, Aging & Community Services (WDACS)*	Youth @ Work TOTAL	Training/ Employment Placements/ Supportive Services	Employment or School Enrollment or Job Training Program Completion	12,782	10,132
		• WIOA Youth			3,913	2,667
		• Work-Based Learning			8,869	7,465
YOUTH AGES 16-24 AND AT-RISK/ DISCONNECTED YOUTH	Department of Human Resources (DHR)	Countywide Bridge to Work Program	Career Exposure	Permanent Employment	168	121****
FOSTER YOUTH	Department of Children and Family Services (DCFS)	Bridge to Work Program	Employment Placements	Employment/ Return to School	151	48
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	75	26
YOUTH/FOSTER YOUTH	Department of Children and Family Services (DCFS)	Youth Worker (YW)	Internships	Internship Completion	17	14
STUDENTS	Department of Human Resources (DHR)	Student Worker Program	Career Exposure/ Employment Placement	Completion of program/ permanent employment	294	23
FAMILY ASSISTANCE	Community Development Commission (CDC)	Family Self Sufficiency Program (FSS)	Supportive Services	Employment	587	38
FUTURE NURSES	Department of Health Services (DHS)	College of Nursing and Allied Health Pre-Licensure Registered Nurse	Training	Employment	104	69
		Office of Nursing Affairs Tutoring & Mentoring Program			724	228
VETERANS	Department of Human Resources (DHR)	Veterans Internship Program (VIP)	Training/ Employment Placement	Permanent Employment	402	83
	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	250	207
		US Veterans Initiative (US Vets)	Job referral for Career Development Initiatives	Job Referral	810	432

* 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.
** Permanent County employment.
*** Program not longer active.
**** Participants successfully completed the program but have not secured permanent employment.

LOS ANGELES COUNTY WORKFORCE DEVELOPMENT AND JOB TRAINING PROGRAMS FY 2017-18

TARGET POPULATION	ADMINISTERING DEPARTMENT	PROGRAM NAME	SERVICE PROVIDED	SUCCESS INDICATORS INDICATORS	PARTICIPANTS	SUCCESSFUL COMPLETIONS
ADULTS 18 OR OVER	Department of Public Social Services (DPSS)	General Relief Opportunities for Work (GROW)	Employment Preparations Services	Employment	34,320 (monthly average)	1,241 (monthly average)
		Greater Avenues for Independence (GAIN) Job Club	Job Readiness Training	Training Completion or Employment	7,554	5,174****
		Colleges and Vocational Training	Education/Training	Completed program and received certificate or degree	3,658	981
		Greater Avenues for Independence (GAIN) Short-Term Vocational Training (Project with Los Angeles County Office of Education)	Training	Program Completion/ Unsubsidized Employment	430	254
		Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE)	Job Readiness Training	Program Completion/ Unsubsidized Employment	2,022	854*****
	Workforce Development, Aging & Community Services (WDACS)*	WIOA Adult and Dislocated Worker Program– Individualized Career Services	Training/Employment Placements/ Supportive Services	Training/ Employment Services	10,619	6,697
		• Adult Program			7,602	4,902
		• Dislocated Worker			2,941	1,790
		• INVEST			76	5
LOCAL RESIDENTS FROM LOW-INCOME COMMUNITIES AND/ OR CONSTITUENTS FACING BARRIERS TO EMPLOYMENT	Department of Human Resources (DHR)	Temporary Services Registry Program (TempLA)	Training/Employment Placement	Permanent Employment	110	16
REFUGEES 18 OR OLDER	Department of Public Social Services (DPSS)	Refugee Employment Program (REP)	Job Readiness Training/Employment Placements	Employment	1,184	491******
INVOLVEMENT WITH CRIMINAL JUSTICE SYSTEM/YOUTH	Probation Department	Juvenile Justice Crime Prevention Act (JJCPA) - Educational Pathways	Supportive Services	Supportive Service Completion	237	26
		Juvenile Justice Crime Prevention Act (JJCPA) - Employment Services	Employment Placements	Employment	352	54
INVOLVEMENT WITH CRIMINAL JUSTICE SYSTEM		Probation AB 109 – Employment Services Program	Supportive Services	Supportive Service Completion	1,164	173
		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	210	81
ADULTS INVOLVEMENT WITH CRIMINAL JUSTICE SYSTEM		Homeboy Industries ***	Employment Contract	Supportive Services	51	32
		Homeboy Industries ***	Employment Contract	Employment	73	73
LOW INCOME INDIVIDUALS AGE 55 AND OVER	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	110	5

* Reflects data for America's Job Centers/Worksource Centers in Los Angeles County Workforce Development Area.
** Permanent County employment.
*** Program not longer active.
**** Completions include participants who began Job Club in prior months but completed it in the report period.
***** Participants are still working their subsidized assignments or are within the six month window after their assignment completed in which they can find unsubsidized employment. Final number for this FY will not be available until the end of August 2019.
****** REP data is for federal fiscal year which is October 1, 2017 through September 30, 2018.

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. The Scorecard highlights the targeted high-growth industry clusters across the County and evaluates whether workforce development programs are aligning skilled and unskilled workers with these targeted sectors. Shown on the following page is data collected from WDACS for FY2017-18 for placement by industry cluster.

WORKFORCE DEVELOPMENT PROGRAMS

PLACEMENTS BY SECTOR FY 2017-18

HIGH GROWTH SECTORS*

HIGH GROWTH SECTORS	EMPLOYERS	EMPLOYEES	% OF ALL EMPLOYMENTS	AVERAGE HOURLY WAGES**
BioScience	39	74	0.45%	$18.68
Construction Industries	117	273	1.65%	$16.79
Entertainment and Infotech	78	219	1.32%	$17.73
Health Services	481	991	5.98%	$14.06
Leisure and Hospitality	328	957	5.78%	$12.46
Selected Manufacturing	105	330	1.99%	$18.00
Trade and Logistics	676	3,008	18.16%	$17.35
Unduplicated Total	1,804	5,802	35.02%	$15.55

NON-HIGH GROWTH SECTORS

NON-HIGH GROWTH SECTORS	EMPLOYERS	EMPLOYEES	% OF ALL EMPLOYMENTS	AVERAGE HOURLY WAGES**
Education	628	2,357	14.23%	$15.05
Finance	140	279	1.68%	$17.82
Natural Resource and Mining	9	40	0.24%	$14.87
Other Entertainment and Infotech	15	19	0.11%	$19.11
Other Leisure and Hospitality	72	183	1.10%	$15.18
Other Manufacturing	165	356	2.15%	$15.54
Other Services (except Public Administration)	182	433	2.61%	$17.28
Professional and Business Services	993	4,146	25.03%	$14.64
Public Administration	133	391	2.36%	$16.19
Retail Trade	351	954	5.76%	$12.80
Utilities	8	8	0.05%	$18.80
Missing	754	2,305	13.91%	$14.61
Unduplicated Total	3,264	11,156	67.34%	$14.74
Overall System Total	4,960	16,567	100.00%	$15.01

* High Growth Sectors are based on the Los Angeles County Economic Development Corporation Jobs Report 2016-2021 published June 2017.
** Excludes the Countywide Youth subsidized employment wages of $12.00/hr.
*** Reflects data for America's Job Centers for Los Angeles County Workforce development Area.

Performance Of Workforce Development Programs By Target Population

The CEO asked those departments working to train and place targeted workers to describe their programs, 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, while guiding the County's strategy with regards to the sectors with the highest propensity to hire those with barriers. The County's objective in bringing services to targeted populations is aided by the fact that the WIOA program, and its affiliated AJCCs 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.

The specific information compiled by WDACS with respect to targeted populations indicates that a high percentage of WIOA participants are low income, basic skills deficient or recipients of government benefits. In fiscal year 2017-18, the County workforce system served 1,116 individuals who were receiving CalWORKs benefits, and 638 of those individuals were placed into either subsidized or unsubsidized employment, 71 of which were justice involved, and 49 of which were homeless or at risk of homelessness. The CEO endeavors to perform a longitudinal analysis of those 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.

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:

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

Workforce Development Alignment

Since the release of the June 2018 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, 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, while measuring the effectiveness of County services.

The median quarterly earnings for those placed into employment varied widely across targeted population. The "matched" data shows that the median quarterly earnings of the Foster Youth population is the lowest of the targeted populations at $744 in the second quarter after exiting the program. Those who were receiving services through DPSS attained median earnings of $3,178. By contrast, the highest quarterly earnings were attained by the disabled population, at $7,354 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 served over 17,000 in fiscal year 2017-18. The same holds true for the "matched" DPSS population, with the majority of recipients being low-income.

WORKFORCE DEVELOPMENT PROGRAMS
SERVICES BY PRIORITY POPULATIONS FY 2017-18

Priority Population Category	AJCC INDIVIDUALIZED CAREER SERVICES				
	Training Activities	Other Adult Worker Activities	Other Youth Activities	Supportive Services	Follow Up Services
CalWORKs (matched)	234	424	205	103	637
Disabled	122	272	76	46	343
Homeless	99	194	87	71	353
Low Income	2,192	4,454	1,563	931	7,074
Re-Entry	168	535	97	114	446
Single Parent	207	463	107	91	860
Older Individual	210	831	11	107	929
Long Term Unemployment	766	1,572	598	334	1,591
English Learner	111	245	96	44	424
Veteran	216	530	34	88	688
Other Job Seekers	330	731	133	100	954
Unduplicated All	2,768	5,703	1,868	1,108	8,727

* Reflects data for LA County Workforce Development Area.

WORKFORCE DEVELOPMENT PROGRAMS

Employment and Median Earnings At 2nd and 4th Quarter After Exit By Priority Populations FY 2017-18

PRIORITY POPULATION CATEGORY	EMPLOYED AT 2ND QUARTER AFTER EXIT			MEDIAN QUARTERLY EARNINGS	EMPLOYED AT 4TH QUARTER AFTER EXIT		
	2nd Quarter Follow-Up Due	Employed at 2nd Quarter	Percentage	2nd Quarter After Exit	4th Quarter Follow-Up Due	Employed at 4th Quarter	Percentage
CalWORKs (Matched)	437	255	58.4%	$3,178	114	72	63.2%
Basic Skills Deficient	2,992	2,127	71.1%	$4,211	733	540	73.7%
CalFRESH	1,216	835	68.7%	$4,754	351	256	72.9%
Disabled	264	163	61.7%	$4,476	57	40	70.2%
Foster	94	54	57.4%	$1,968	36	24	66.7%
General Relief	444	290	65.3%	$4,027	129	91	70.5%
Homeless	249	156	62.7%	$4,525	83	53	63.9%
Low Income	5,167	3,746	72.5%	$5,069	1,392	1,059	76.1%
Re-Entry	267	178	66.7%	$4,399	63	42	66.7%
Parent Youth	338	217	64.2%	$3,982	85	59	69.4%
Substance Abuse	13	7	53.8%	$4,544	3	2	66.7%
Veteran	522	388	74.3%	$7,026	146	116	79.5%
Other Job Seekers	663	508	76.6%	$8,601	148	122	82.4%
Unduplicated Total	6,351	4,652	73.2%	$5,470	1,647	1,266	76.9%

*Accountability Measures use state performance logic to include participant exits that fall in the cohort reporting period.
** Reflects data for America's Job Centers in Los Angeles County Workforce Development Area.

WORKFORCE DEVELOPMENT PROGRAMS

Adult, Dislocated Worker & Youth Programs - Priority Populations CalWORKs Matched FY 2017-18

PRIORITY POPULATION CATEGORY	EMPLOYED AT 2ND QUARTER AFTER EXIT			MEDIAN QUARTERLY EARNINGS	EMPLOYED AT 4TH QUARTER AFTER EXIT		
	2nd Quarter Follow-Up Due	Employed at 2nd Quarter	Percentage	2nd Quarter After Exit	4th Quarter Follow-Up Due	Employed at 4th Quarter	Percentage
Basic Skills Deficient	263	142	54.0%	$2,687	76	45	59.2%
CalFRESH	221	131	59.3%	$3,768	60	42	70.0%
Disabled	6	4	66.7%	$7,354	1	0	0.0%
Foster	17	7	41.2%	$744	8	4	50.0%
General Relief	47	22	46.8%	$3,464	19	10	52.6%
Homeless	18	5	27.8%	$2,207	5	3	60.0%
Low Income	418	245	58.6%	$3,412	110	71	64.5%
Re-Entry	16	9	56.3%	$5,712	4	1	25.0%
Parent Youth	151	83	55.0%	$2,572	44	30	68.2%
Substance Abuse	1	1	100.0%	$3,799	1	1	100.0%
Veteran	4	2	50.0%	$1,833	1	1	100.0%
Other Job Seekers	3	2	66.7%	$97	0	0	0.0%
Unduplicated Total	437	255	58.4%	$3,178	114	72	63.2%

*Accountability Measures use state performance logic to include participant exits that fall in the cohort reporting period.
** Reflects data for America's Job Centers in Los Angeles County workforce Development Area.

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. Of the 25 programs listed below, the County allocated $219.8 million in programs costs to support workforce development programs. The amount financed by general operations (Net County Cost) is $50.5 million.

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

ADMINISTERING DEPARTMENT AND PROGRAM	PROGRAM COST	REVENUE	IFT	NET COUNTY COST
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	$0	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	$48,914,000	28,014,000	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.

INTRAFUND 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.

In addition to WDACS' ongoing role in working with target populations from Page7, the County has included local hire goals on a project-by-project basis for the past several years. The departments that have implemented the policy are Internal Services Department, Department of Parks and Recreation, the Music Center project managed by the Chief Executive Office, the Community Development Commission, and the Department of Public Works. The departments have the responsibility for managing these local hire practices, and for tracking compliance with specific project objectives. As shown on page 16, there are total of 73 active projects that are now incorporating the Local and Targeted Worker Hire Policy.

To highlight the Department of Public Works, the 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 23 projects where a best efforts goal was imposed.

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.

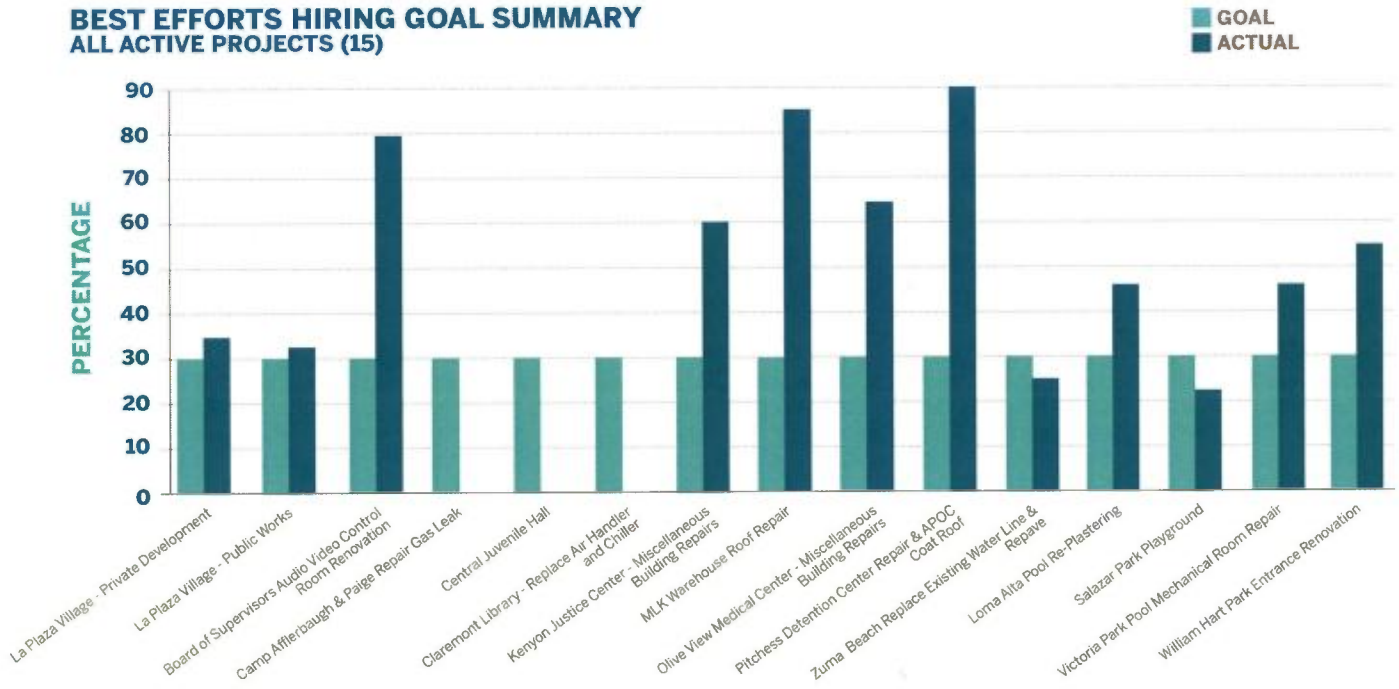
TIER 2

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
COMMUNITY DEVELOPMENT COMMISSION (CDC), PARKS AND RECREATION DEPARTMENT (PARKS) AND THE INTERNAL SERVICES DEPARTMENT (ISD) FY 2017-2018

BEST EFFORTS HIRING GOAL SUMMARY
ALL ACTIVE PROJECTS (15)

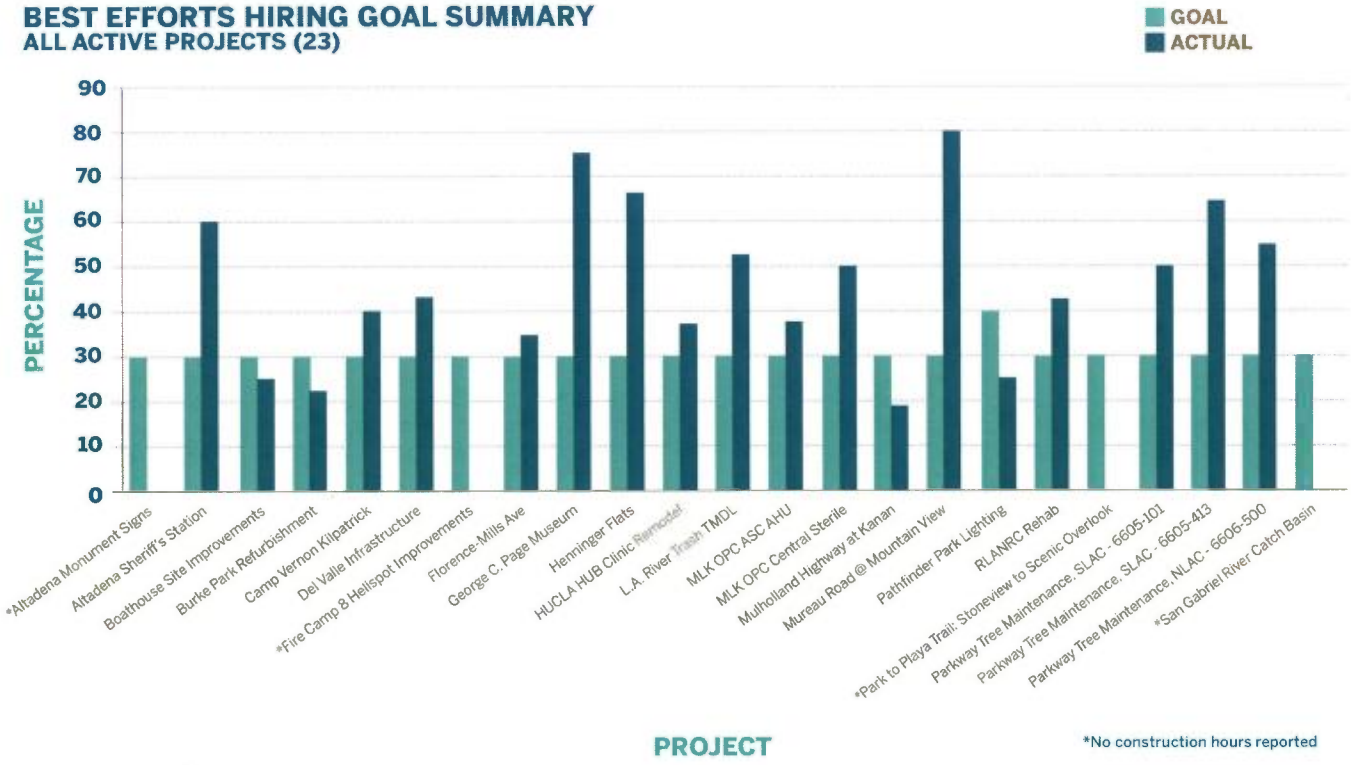


MANDATORY HIRING GOAL PROJECT
MUSIC CENTER PROJECT
(NOT INCLUDED IN UPPER CHART)



ACTIVE PROJECTS
LOCAL AND TARGETED WORKER HIRE PROGRAM
DEPARTMENTS OF PUBLIC WORKS FY 2017-2018

BEST EFFORTS HIRING GOAL SUMMARY
ALL ACTIVE PROJECTS (23)



*No construction hours reported

15 of 19

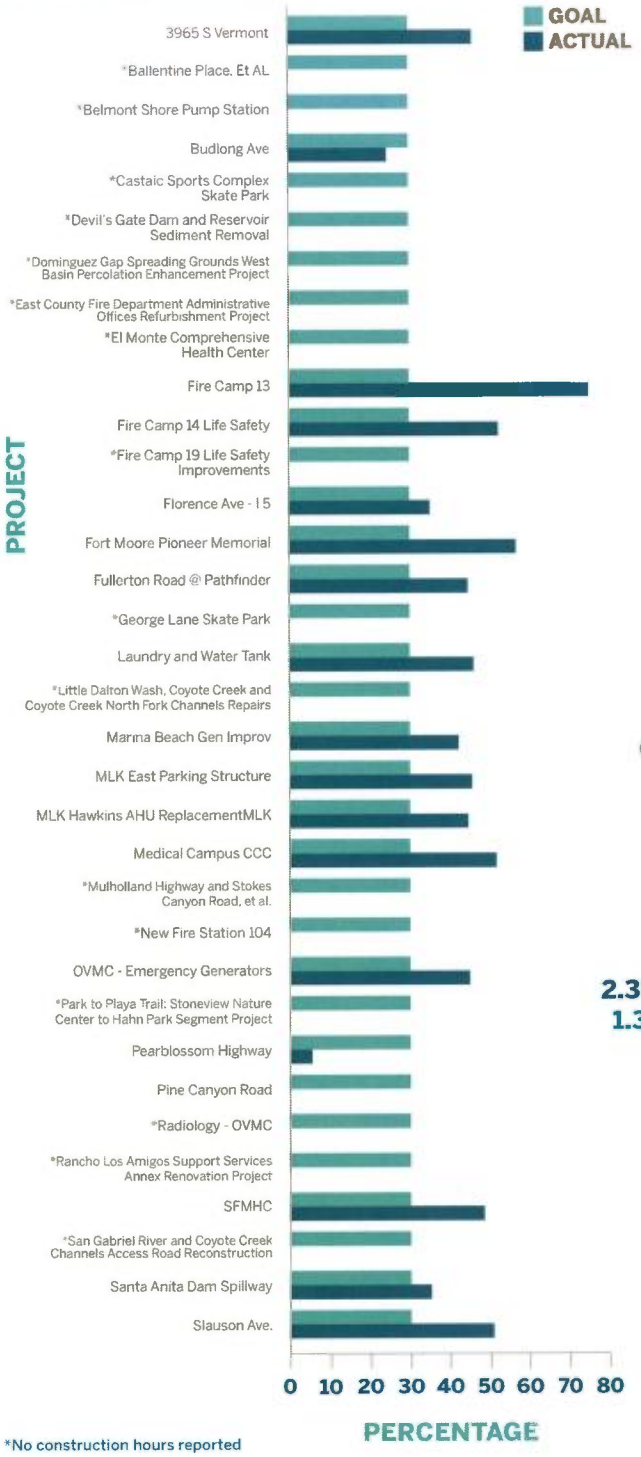
Public Works Projects Achieved Best Efforts LTWHP Goals

Public Works LTWHP Average of Actual Hiring Goal Percentages

46.5 percent

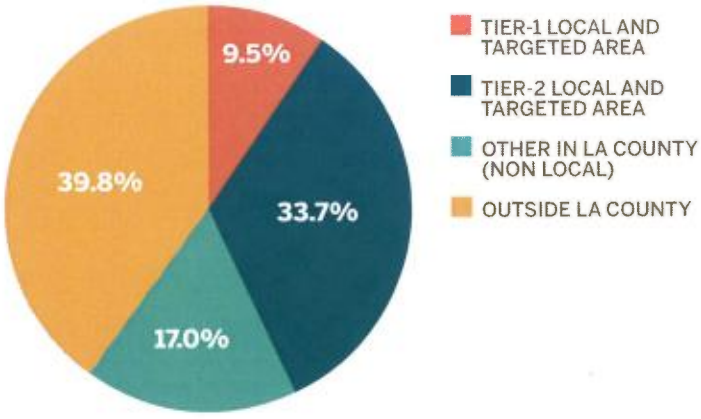
ACTIVE PROJECTS
LOCAL AND TARGETED WORKER HIRE PROGRAM
DEPARTMENT OF PUBLIC WORKS LOS ANGELES COUNTY
FY 2017-2018

MANDATORY HIRING GOAL SUMMARY
ALL ACTIVE PROJECTS (34)

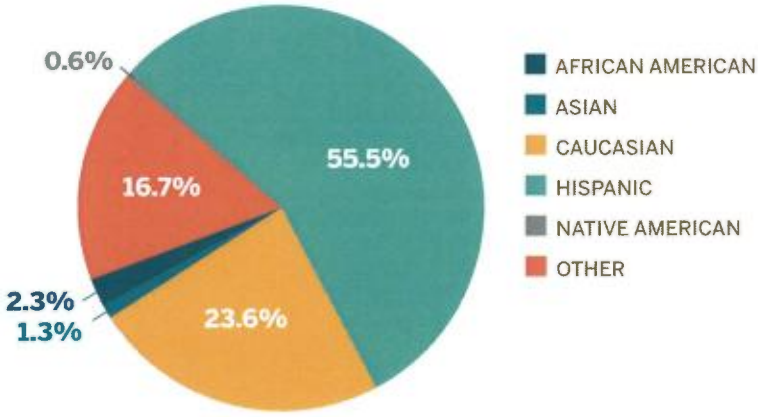


*No construction hours reported

WORKER RESIDENCY
LTWHP PROJECTS (57)

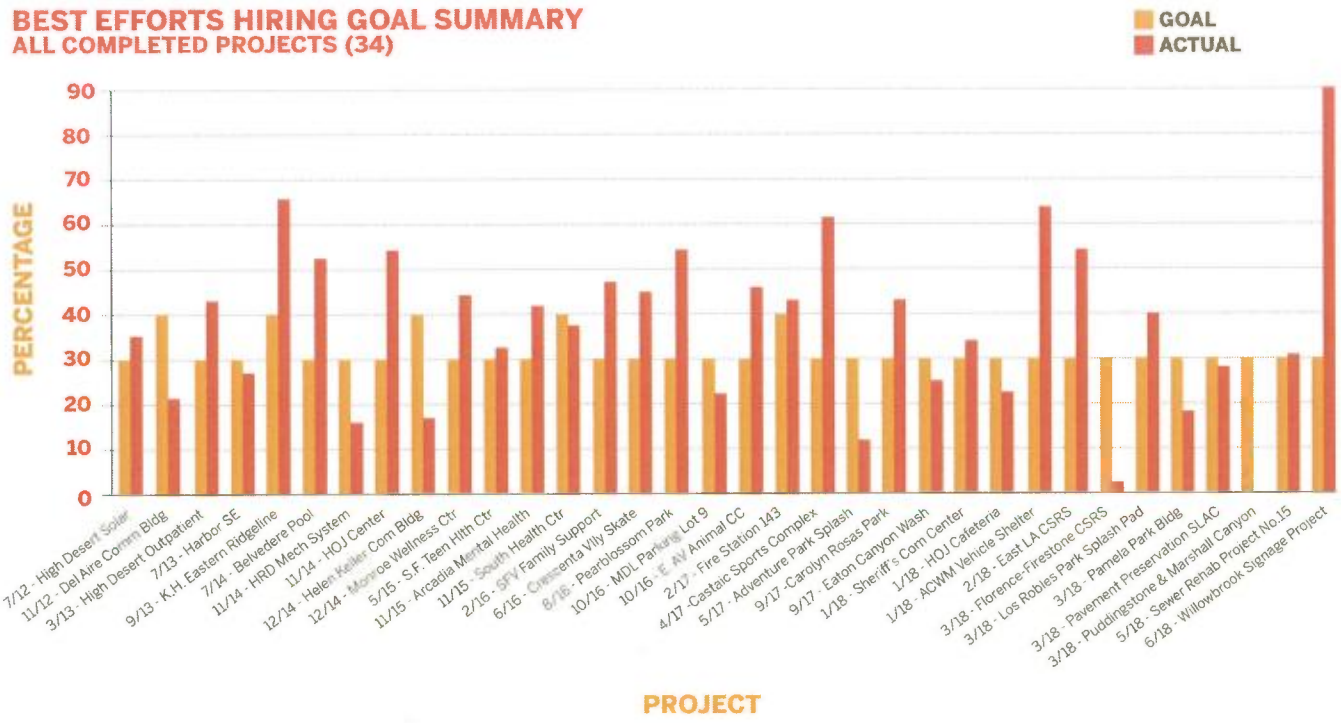


WORKER ETHNICITY
LTWHP PROJECTS (65)



COMPLETED PROJECTS
LOCAL AND TARGETED WORKER HIRE PROGRAM
DEPARTMENT OF PUBLIC WORKS FY 2017-2018

BEST EFFORTS HIRING GOAL SUMMARY
ALL COMPLETED PROJECTS (34)



61.8 percent

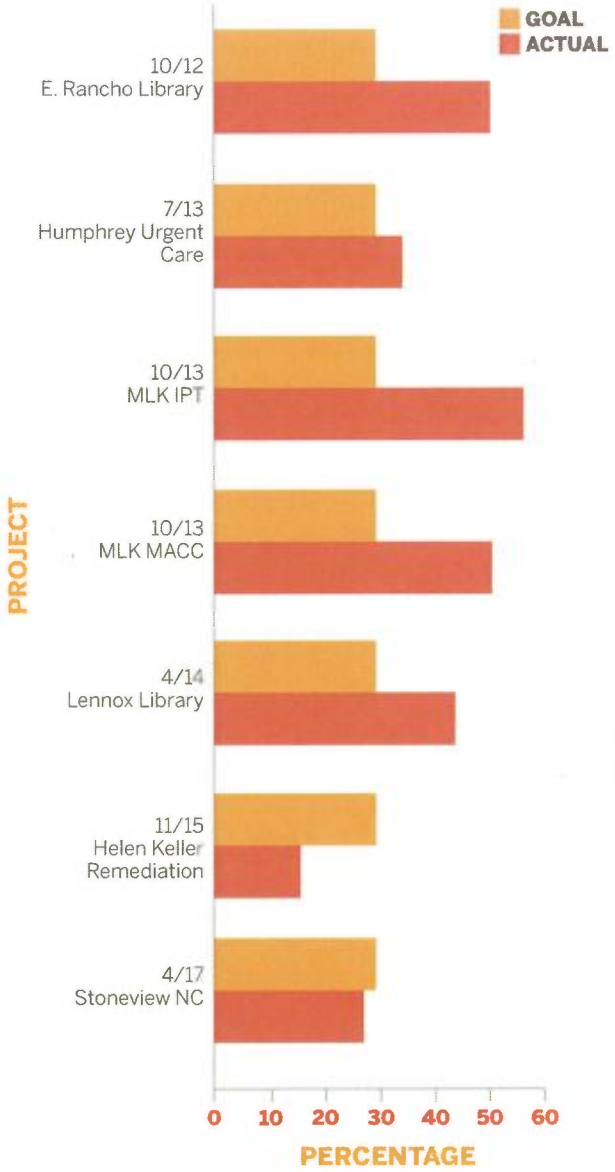
of completed projects with Best Efforts hiring goals exceeded those benchmarks.

The average completed project that exceeded hiring goals did so by

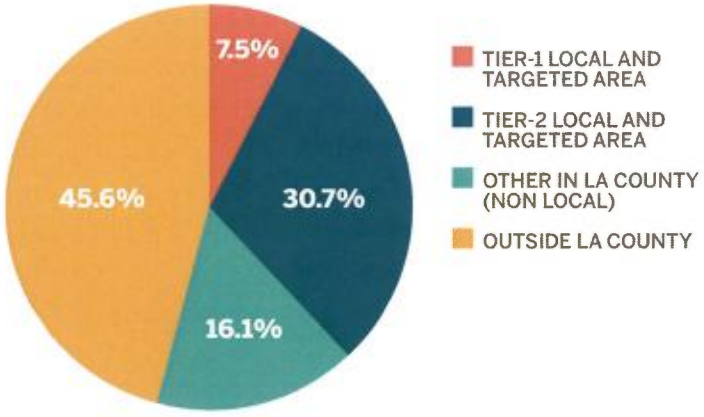
59.0 percent

COMPLETED PROJECTS
LOCAL AND TARGETED WORKER HIRE PROGRAM
DEPARTMENT OF PUBLIC WORKS LOS ANGELES COUNTY
FY 2017-2018

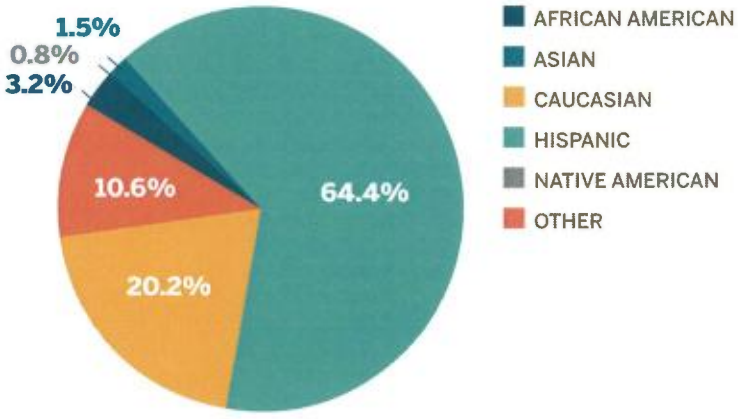
MANDATORY HIRING GOAL SUMMARY
COMPLETED PROJECTS (7)



WORKER RESIDENCY
LTWHP PROJECTS (41)



WORKER ETHNICITY
LTWHP PROJECTS (41)



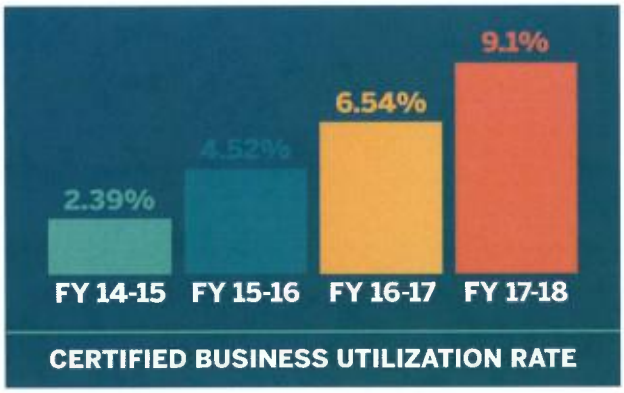


BUSINESS ASSISTANCE

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 Local Small Business Enterprises (LSBE) and Disabled Veteran Business Enterprises (DVBE) by 25% and 3%, respectively. This four-year plan also directed the Department of Consumer and Business Affairs (DCBA), in consultation with relevant departments, to develop a new certification for Social Enterprises (SE). 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 will be presented in an upcoming 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 (DBS), 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

FY 2017/2018 Annual Totals	Q1	Q2	Q3	Q4	TOTAL
Number of Certified Small Businesses	212	183	224	180	799
Number of Certified Social enterprises	7	14	23	17	61
Number of Certified DVBEs	20	25	31	16	92
Number of County contracting dollars awarded to all certified vendors	$125,889,819.32	$76,457,288.70	$72,434,591.22	$80,505,786.02	$355,287,485.26
Number of certified businesses who won contracts with County	704				

Source: Department of Consumer and Business Affairs (DCBA)

Small Business Development

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 25% small business utilization goal and 3% disabled veteran business utilization goal established by the Board. There has been an increase of over $67 million dollars awarded to certified small businesses from Fiscal Year 2016-17 to Fiscal Year 2017-18. This represents an increase of 23% in dollars awarded to certified small businesses in Fiscal Year 2017-18.

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.

TECHNICAL ASSISTANCE TO BUSINESSES FY 2107-2018

FISCAL YEAR	TYPE OF ASSISTANCE																
	Business Name (DBA)	Business Plan	Business Structure	Certifications	Contracting Opportunities	Employer Responsibilities	Finance	Labor	Lease agreement	Legal Entity	Licenses	Loans	Marketing Plan	Permits	Trademark/ Copyright	Other	TOTAL
2015-16	27	23	23	31	15	17	17	10	11	23	40	17	20	42	24	5	345
2016-17	76	98	75	101	70	50	76	34	45	65	127	69	77	125	62	37	1187
2017-18	362	287	263	306	163	167	212	92	94	232	431	187	194	361	234	80	3665

ASSISTANCE IN OPENING A BUSINESS IN LA COUNTY FY 2107-2018

FISCAL YEAR	BUSINESS TYPE														
	Agriculture	Car Wash	Contractor/ Construction	Food Service	Garment, Apparel & Textile Mfg	Health Care	Housing & Lodging	Landscaping & Gardening	Manufacturing	Retail	Services	Transportation	Unsure / Undecided	Wholesale	TOTAL
2015-16	0	0	2	10	1	2	1	0	1	10	20	0	29	1	77
2016-17	4	2	9	30	2	8	4	0	2	19	80	3	60	4	227
2017-18	2	14	20	74	15	24	7	2	10	100	243	13	85	13	622

*Some constituents look to open more than one business and/or types of business

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 business 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.

In Fiscal Year 17-18,
the Small Business Concierge Service assisted

439

ENTREPRENEURS.

In FY 2017-2018,
The County's Office of Small Business team participated in 103 outreach events, reaching over 16,303 attendees.

BUSINESS CONCIERGE CASES

FISCAL YEAR	OPENED INQUIRIES	BUSINESSES ASSISTED
2015-16	77	50
2016-17	215	199
2017-18	460	439

OFFICE OF SMALL BUSINESS ENTREPRENEUR EVENTS

FISCAL YEAR	WORKSHOPS	ATTENDEES
2015-16	6	120
2016-17	10	210
2017-18	23	575

SMALL BUSINESS CERTIFICATION PROGRAM

FISCAL YEAR 2017-2018

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

3 DAYS for LSBE and DVBE

5 DAYS for SE

WDACS LAYOFF AVERSION ACTIVITY FY 2017-2018

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
# of Notifications	1,112	966	707	667	640	600	458	416	492	304	278	28	6,668
# of Action Plans	26	57	42	20	30	16	7	2	12	17	25	59	313
# of Jobs Saved	-	120	91	72	-	35	-	-	-	-	-	-	318

Layoff Aversion

The Department of Workforce Development, Aging and Community Services (WDAC) 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. The information regarding the layoff aversion program for fiscal 2017-2018 to date is displayed above.

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.

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 Los Angeles County 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 (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 2017, the CDC announced a streamlining of their small and medium business loan programs, which is now 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

FY 2017-2018 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)
9131 South Vermont	2	1	6/22/17	11/22/17	$207,241	RENOVATE (GF)
16047 Amar Rd	1	1	8/23/17	5/25/18	$60,067	CDBG/RENOVATE
9215 South Vermont	2	1	9/17/17	1/24/18	$144,288	RENOVATE (GF)
520 Workman Mill Rd	1	17	9/29/17	1/20/18	$235,263	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
6569 S Vermont Ave	2	1	1/22/18	4/29/18	$65,000	RENOVATE
9201 South Vermont	2	1	1/31/18	6/25/18	$246,311	CDBG/RENOVATE
2291 North Lincoln	5	1	3/10/18	10/10/18	TBD	N/A
9301-07 South Vermont	2	4	3/19/18	7/27/18	$254,829	CDBG/RENOVATE
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
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
8619 S Vermont Ave	2	1	9/4/18	12/28/18	$90,360	CDBG/RENOVATE
14411 East Telegraph	4	3	9/17/18	12/31/18	TBD	N/A
11546-11552 Colima Rd	4	4	11/19/18	6/19/19	TBD	RENOVATE
CDC ACTIVE COMMERCIAL REHABILITATION OWNER AGREEMENTS SIGNED, PROJECT PIPELINE						
2257 Lake Ave, Altadena	5	3	11/19/18	TBD	TBD	RENOVATE
7848 Pacific Blvd	1	9	11/19/18	TBD	TBD	RENOVATE
14411 Telegraph Rd	4	3	12/21/18	4/14/19*	TBD	RENOVATE
4531 Whittier Blvd	1	1	1/7/19	4/23/19*	$260,000	CDBG/RENOVATE
2291 N Lincoln Ave	5	1	2/21/19	6/14/19*	TBD	RENOVATE
2279 Lake Ave	5	5	4/7/19	7/26/19*	$180,000	RENOVATE
TOTAL STOREFRONTS		45			$1,589,990	

Source: Los Angeles County Community Development Commission (CDC)
* Estimated dates. Projects are currently in pre-construction phases

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 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 RENOVATE. The RENOVATE 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 RENOVATE 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 completed and active projects in FY2017-18 and FY2018-19.

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.

FY 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	2	$275,000	Working Capital	5/8/18	EDA
Education Technology	5	$100,000	Working Capital	1/25/17	EDA
TOTAL FUNDING COMMITMENT		$1,305,000			

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

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 2017-18, the PACE Program funded approximately $195 million in home energy improvements which created 1,925 jobs throughout the County. A summary of FY 2017-18 PACE assessments and job creation is provided in the table below.

PACE ACCESSED CLEAN ENERGY (PACE) FINANCING PROGRAM FY 2017-2018

	APPLICATIONS SUBMITTED	APPLICATIONS APPROVED	COMPLETED ASSESSMENTS	$ AMOUNT OF COMPLETED ASSESSMENTS	ESTIMATED # OF JOBS CREATED
Jul-17	2,704	1,444	831	$22,965,218	251
Aug-17	2,698	1,496	974	$27,934,211	272
Sep-17	2,223	1,233	758	$21,813,342	189
Oct-17	1,960	1,034	751	$21,925,751	206
Nov-17	1,796	987	646	$19,132,431	198
Dec-17	1,448	782	576	$17,275,232	166
Jan-18	1,694	804	492	$14,825,413	142
Feb-18	1,387	646	435	$12,925,424	147
Mar-18	1,446	640	372	$10,711,531	105
Apr-18	1,077	352	357	$10,853,415	80
May-18	963	308	278	$8,548,503	92
Jun-18	999	318	210	$6,185,770	75
FY TOTAL	20,395	10,044	6,680	$195,096,242	1,925
PROGRAM INCEPTION	100,219	61,110	34,567	$940,087,493	9,233

Source: County of Los Angeles Treasurer & Tax Collector

Center for Financial Empowerment

The County's Center for Financial Empowerment (CFE) was launched in 2016 as a two-year pilot-program to connect residents to resources that build household financial capability and wealth to achieve greater economic security and well-being. Households with financial goals, savings and other assets have greater stability and increased opportunity for upward mobility. In addition to income, families 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.

The Department of Consumer and Business Affairs administers the CFE and serves primarily two populations: 1) youth and young adults aged 16-24; and 2) those eligible for the State and Federal Earned Income Tax Credit (EITC). The CFE coordinates a Volunteer Income Tax Assistance (VITA) Program for the EITC-eligible population. The CFE worked with the Department of Public Social Services to bring VITA services to underserved areas in the County and continued its partnership with the City of Los Angeles and a cohort of non-profit agencies to promote increased awareness of the EITC under the "Free Tax Prep LA" campaign. For the 2018 filing season, the "Free Tax Prep LA" collaborative helped constituents claim over $8 million in State and Federal EITC dollars (a 23% increase from the previous year).

The CFE completed its pilot period, is working to establish permanency, and continues to market its services and expand its client base throughout the County. The CFE published and distributed over 1,500 copies of a comprehensive financial resource guide to County departments and non-profit agencies throughout the County. In addition, the CFE hosted two outreach events this summer to launch the Bank On Los Angeles County Program which aims to connect the county's unbanked residents to safe and affordable bank accounts.



CENTER FOR FINANCIAL EMPOWERMENT (CFE)

PROGRAM RESULTS

CASH FOR GRADS

FY 2017-2018

474

YOUTH TRAINED

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**

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 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 issued a developer solicitation in June 2018. Proposals were received in September and are currently being evaluated.

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 308 key rooms, 4-star Equinox hotel with meeting space and ancillary hotel amenities. The proposed residential tower (Tower 2) will combine approximately 323 market rate apartments with approximately 89 affordable housing units and approximately 113 market rate condominiums (20 percent of the gross number of apartment and condominium rentals.)

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 County released a Request for Information (RFI) on October 22, 2018. The RFI was 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.



Vermont Corridor
Site 1 – County Administrative Building



Vermont Corridor
Site 1 – County Administrative Building

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 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 Trammell Crow, 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. Site 1 of the Vermont Corridor Project broke ground on October 17, 2018. Demolition of Site 3 is currently underway.



Vermont Corridor
Site 2 – Residential and Retail



Vermont Corridor
Site 2 – Residential and Retail

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 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. An Exclusive Right to Negotiate Agreement was executed with the selected development team on October 22, 2018. A funding application for the affordable housing component was submitted to the CDC on October 23, 2018.

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 2017. Proposals were received January 8, 2018. The proposals have been evaluated and a recommendation was presented to the County Board of Supervisors on July 31, 2018. An Exclusive Right to Negotiate Agreement was executed on September 20, 2018 with the selected development team.



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

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.

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.



LA Plaza Cultura Village Project

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 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 though the shops and restaurants on Olvera Street; through the El Pueblo de Los Angeles Historic District and the project, 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 most recent quarter, the project achieved 30.5 percent local hire, 15.9 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 26.7 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 or incubator space.



Expo/Crenshaw Site

The Expo Crenshaw project site is located at the southwest and southeast corners of Exposition and Crenshaw Boulevards, immediately south of the Expo Line; the proposed Crenshaw/LAX Line will run under Crenshaw Boulevard once completed. The potential development will take place on 1.66 acres of County-owned property and 1.77 acres of Metro-owned property, which are located in the City of Los Angeles. The Board of Supervisors 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 households 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

As home to more than 10 million residents with a labor force of around 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 just over 1% over the next five years, adding 235,500 jobs to the County workforce. According to the Bureau of Labor Statistics, the September 2018 unemployment rate in Los Angeles County was 3.8 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 14.9%. 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. Bureau of Labor Statistics reports that in 2017, the median income in Los Angeles County was $65,006. 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. personal care and service occupations with a median annual wage of $30,498;
2. food preparation and serving occupations with a median annual wage of $28,194;
3. office and administrative support occupations with a median annual wage of $42,326;
4. healthcare practitioners with a median annual wage of $93,200; and
5. Sales and related occupations with a median annual wage of $43,904.

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.

JOBS GROWTH BY INDUSTRY IN LOS ANGELES COUNTY

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

Source: LAEDC 2018
2018f: 2018 Forecast

INDUSTRIAL PROFILE 2017 (% OF TOTAL EMPLOYMENT)

	LA COUNTY
TOTAL NONFARM PAYROLL EMPLOYMENT	**100.0%**
Good Producing Industries	**11.1%**
Mining and Logging	0.1%
Construction	3.1%
Manufacturing	7.9%
Service Providing Industries	**88.9%**
Wholesale Trade	5.1%
Retail Trade	10.1%
Transportation, Warehousing, Utilities	4.2%
Information	4.6%
Financial Activities	5.0%
Professional and Business Services	13.8%
Education and Health Services	17.7%
Leisure and Hospitality	11.9%
Other Services	3.4%
Government	**13.0%**

Source: LAEDC 2018

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

	ANNUAL AVERAGE % GROWTH	CHANGE IN EMPLOYMENT (000s)
TOTAL NONFARM PAYROLL EMPLOYMENT	**1.1%**	**235.5**
Good Producing Industries	**-0.4%**	**-8.5**
Mining and Logging	0.0%	0
Construction	1.8%	12.8
Manufacturing	-1.3%	-21.3
Service Providing Industries	**1.2%**	**243.8**
Wholesale Trade	-0.3%	-3.1
Retail Trade	0.7%	15.2
Transportation, Warehousing, Utilities	2.6%	24.9
Information	2.5%	26.4
Financial Activities	0.6%	7.2
Professional and Business Services	1.0%	29.4
Education and Health Services	2.4%	99.5
Leisure and Hospitality	1.3%	35.9
Other Services	0.6%	4.3
Government	**0.1%**	**4.1**

Source: LAEDC 2018

REGIONAL ECONOMIC DATA

SOC CODE	OCCUPATIONAL TITLE	2017	GROWTH PROJECTIONS 2017-2022		
		% OF EMPLOYMENT	NEW JOBS	REPLACEMENT	TOTAL
11-0000	Management Occupations	5.4%	12,200	24,600	36,800
13-0000	Business and Financial Operations Occupations	5.7%	12,400	19,100	31,600
15-0000	Computer and Mathematical Occupations	2.5%	7,100	5,500	12,600
17-0000	Architecture and Engineering Occupations	1.5%	1,300	6,800	8,100
19-0000	Life, Physical, and Social Science Occupations	0.8%	2,600	4,000	6,500
21-0000	Community and Social Service Occupations	1.9%	6,000	6,000	12,000
23-0000	Legal Occupations	1.0%	1,200	3,000	4,200
25-0000	Education, Training, and Library Occupations	5.8%	11,600	21,600	33,300
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	3.5%	7,600	19,000	26,600
29-0000	Healthcare Practitioners and Technical Occupations	5.0%	15,200	18,400	33,600
31-0000	Healthcare Support Occupations	2.2%	8,100	8,500	16,600
33-0000	Protective Service Occupations	2.6%	4,700	9,400	14,200
35-0000	Food Preparation and Serving Related Occupations	9.3%	35,500	56,700	92,200
37-0000	Building and Grounds Cleaning and Maintenance Occupations	2.3%	5,600	10,000	15,600
39-0000	Personal Care and Service Occupations	6.6%	44,900	17,600	62,500
41-0000	Sales and Related Occupations	9.6%	14,900	51,600	66,500
43-0000	Office and Administrative Support Occupations	16.0%	19,500	57,500	77,100
45-0000	Farming, Fishing, and Forestry Occupations	0.1%	40	600	620
47-0000	Construction and Extraction Occupations	2.5%	9,500	7,100	16,700
49-0000	Installation, Maintenance, and Repair Occupations	2.8%	5,200	11,400	16,600
51-0000	Production Occupations	5.6%	2,800	22,900	25,700
53-0000	Transportation and Material Moving Occupations	7.3%	14,600	31,800	46,400
00-0000	TOTAL, ALL OCCUPATIONS	100.0%	242,700	413,300	656,000

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

ECONOMIC DEVELOPMENT
LOS ANGELES COUNTY

Where Opportunity Meets Success



County of Los Angeles
CHIEF EXECUTIVE OFFICE
Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
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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

July 10, 2020

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

From: Sachi A. Hamai
Chief Executive Officer

FISCAL YEAR 2018-19 ECONOMIC DEVELOPMENT SCORECARD (ITEM NO. 14, AGENDA OF JANUARY 5, 2016)

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

The Economic Development Scorecard (Scorecard) is the yearly report developed by the Chief Executive Office (CEO) and the Committee to measure the progress of the County's economic development programs. The attached Fiscal Year 2018-19 Scorecard presents economic development data ending June 30, 2019. The Scorecard was recently posted to the CEO's economic development website and is available for download at http://economicdevelopment.lacounty.gov/scorecards/. This year the CEO engaged the Chief Information Officer's Analytics Center of Excellence to enhance how the Scorecard reflects the economic development data collected from County departments. The enhancements were developed after consultation with the Committee and include revised graphics, charts, and open source economic data at the local level.

If you have any questions regarding the attached report, please contact Allison Clark at (213) 974-8355 or allison.clark@ceo.lacounty.gov.

SAH:FAD:AEC
JO:DC:acn

Attachment

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



COUNTY OF LOS ANGELES

ECONOMIC DEVELOPMENT Scorecard

FISCAL YEAR 2018 - 2019

ECONOMIC DEVELOPMENT
LOS ANGELES COUNTY
Where Opportunity Meets Success

CHIEF EXECUTIVE OFFICE
County of Los Angeles

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INTRODUCTION

The Fiscal Year (FY) 2018-2019 Economic Development Scorecard provides a means for measuring 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. The Scorecard aims 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.

With the Scorecard, the Chief Executive Office (CEO) is working to standardize data collection and reporting on economic development efforts Countywide. In this Scorecard, information is presented on FY 2018-19. The Scorecard is issued on an annual basis, providing fiscal year data for workforce development, business assistance, community development, capital development and the regional economy.

The April 2020 Scorecard presents new infographics and statistics on newly added department projects such as current active local and targeted worker hire goals; updated data from the Los Angeles Community Development Authority's (LACDA) RENOVATE program (small business renovation projects); the addition of Workforce Development, Aging, and Community Services' (WDACS) INVEST program (focused on the re-entry population); new infographics on small business and financial assistance programs; and updates to capital development projects managed by the LACDA and the CEO.

The foremost objective of this Scorecard is to provide policy makers information on 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 inform our policy making process to 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 CEO has refined the workforce data presented in previous Scorecards and continues to meet with 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. 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. The Department of Human Resource (DHR) oversees programs to reduce barriers to County employment for the defined targeted populations. With each scorecard, the CEO streamlines data collection and reporting for workforce development programs managed by other County departments.

Inventory of Programs

The following page displays an overview 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 FY 2018-19.

Since 2017, the County has moved forward with several new programs that focus on providing the County's justice involved population with job opportunities with a holistic set of wrap-around services. Employment has been identified as a challenge that must be addressed for those with a criminal background. An average of 17,000 individuals are in the County jails at any time, with 10,000 individuals being released each month. However, between 60 to 75 percent of formerly incarcerated individuals are still unemployed a year after release. With a focus towards aligning workforce programs Countywide, the County departments have taken a number of steps to reduce the barriers to employment for the re-entry population. In February of 2018, WDACS, in partnership with Probation and the Office of Diversion and Re-entry (ODR) launched the Innovative Employment Solutions Program (INVEST). INVEST seeks to improve employment opportunities and outcomes for County Adult Probationers, by co-locating Deputy Probation Officers at the America's Job Centers of California (AJCCs) to support the integration of probation and workforce development services, while providing intensive case management to participants. In FY 2018-19, 514 active felony probationers have been enrolled into the program across 6 participating AJCCs, and 126 individuals have been placed into permanent unsubsidized employment.

To date,

37

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

Los Angeles County Workforce Development and Job Training Programs FY 2018-19

Target Population	Administering Department	Program Name/ Service		Service Provided	Success Indicators	Participants	Successful Completions
Adults 18 or older	Department of Social Services (DPSS)	General Relief Opportunities for Work (GROW)		Employment Preparations Services	Employment	37,453	1,287
		Greater Avenues for Independence (GAIN) Job Clubs		Job Readiness Training	Training Completion or Employment	7,768	4,370
		Colleges and Vocational Training		Education / Training	Completed program and received certificate or degree	2,817	658
		Greater Avenues for Independence (GAIN) Short-Term Vocational Training (Project with LACOE)		Training	Program Completion / Unsubsidized	643	254
		Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE)		Job Readiness Training	Employment Training / Employment Services	2,371	1,149
	Workforce Development Programs - WDACS	Workforce Innovation and Opportunity Act (WIOA) - Basic Career Services	Basic Career Service - Self Service	Basic Career Service*	Employment Services	26,010	Total Basic Career Services Data: Self Service and Staff Assisted is not yet available.
			Basic Career Service - Staff Assisted			29,281	
			Registration Only			35,361	
			Basic Career Service Total***			90,652	
		Workforce Innovation and Opportunity Act (WIOA) - Individualized Career Services	Adult	Training/ Employment Placements	Training/ Employment Services	7,430	4,817
			Dislocated Worker			2,503	1,558
			INVEST			509	124
			Total***			10,366	6,466
Local Residents from Low-Income Communities and/ or Facing Barriers to Employment	Department of Human Resources (DHR)	Temporary Services Registry Program (TempLA)		Training/ Employment Placement	Permanent Employment	136	49
Refugees 18 or Older	Department of Public Social Services (DPSS)	Refugee Employment Program (REP)		Job Readiness Training/ Employment Placements	Employment	650	270
Involvement with Criminal Justice System/ Youth	Probation Department	Juvenile Justice Crime Prevention Act (JJCPA) - Educational Pathways		Supportive Services	Supportive Service Completion	197	67
		Juvenile Justice Crime Prevention Act		Employment Placements	Employment	498	65
Involvement with Criminal Justice System		Juvenile Justice Crime Prevention Act		Supportive Services	Supportive Service Completion	552	313
		Probation AB 109 Employment Services Program		Supportive Services	Supportive Service Completion	1,493	130
Adults Involvement with Criminal Justice System		SB678 Probation Re-entry Adult Population - Employment Services		Employment Placements	Employment	514	105
		Homeboy Industries		Employment Contract	Supportive Services	51	51
		Homeboy Industries		Employment Contract	Employment	51	19
Low Income Individuals Age 55 and Over	Workforce Development Programs - WDACS	Title V - Senior Community Services Employment Program (SCSEP)		Training/ Employment Placements/ Supportive Services	Employment or Job Training Program Completion	91	2

* Basic Career Services data is not yet available for all America's Job Centers in LA County.
** Work-Based Learning defines successful completions as participants who enter subsidized employment.

Target Population	Administering Department	Program Name/ Service		Service Provided	Success Indicators	Participants	Successful Completions
Youth	Department of Arts and Culture	Los Angeles County Arts		Internships	Internships	203	203
	Workforce Development Programs - WDACS	Youth @ Work	Youth @ Work Total*	Training/ Employment Placements/ Supportive Services	Employment or School Enrollment or Job Training Program Completion	13,401	2,184
			Work-Based Learning**			10,276	8,310
			WIOA Youth			4,330	10,047
Youth Ages 16-24 and At-Risk/ Disconnected Youth	Department of Human Resources (DHR)	Countywide Employee Youth Bridges		Career Exposure	Permanent Employment	1,710	10 Permanent / 585 Completed 120 Hour Internship
Foster Youth	Department of Children and Family Services (DCFS)	Bridge to Work Program		Employment Placements	Employment/ Return to School	139	96
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	60	27
Youth/ Foster Youth	Department of Human Resources (DHR)	Youth Worker (YW)		Internships	Internship Completion	17	15
Students	Department of Human Resources (DHR)	Student Worker Program		Career Exposure/ Employment Placement	Completion of program/ permanent employment	326	16
Family Assistance	Los Angeles Community Development Authority (LACDA)	Family Self Sufficiency Program (FSS)		Supportive Services	Employment	482	44
Future Nurses	Department of Health Services (DHS)	College of Nursing and Allied Health Pre-Licensure Registered Nurse		Training	Employment	113	98
		Office of Nursing Affairs Tutoring & Mentoring Program				764	359
Veterans	Department of Human Resources (DHR)	Veterans Internship Program (VIP)		Training/ Employment Placement	Permanent Employment	122	43
	Department of Military and Veterans Affairs (MVA)	LA Trade Tech Partnership		Supportive Services	Completed Training	10	10
		Veterans Work Study Program		Training	Employment	2	2
		Vocational Rehab Training		Training	Completed Training	221	99
		US Veterans Initiative (US Vets)		Job referral for Career Development Initiatives	Job Referral	462	388

* Basic Career Services data is not yet available for all America's Job Centers in LA County.
** Work-Based Learning defines successful completions as participants who enter subsidized employment.

Performance of Workforce Development Programs by Target Population

The CEO asked those departments working to train and place targeted workers to describe their programs, 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, while guiding the County's strategy with regards to the sectors with the highest propensity to hire those with barriers. The County's objective in bringing services to targeted populations is aided by the fact that the WIOA program, and its affiliated AJCCs 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.

The specific information compiled by WDACS with respect to targeted populations indicates that a high percentage of WIOA participants are low income, basic skills deficient or recipients of government benefits. In FY 2018-19, the County workforce system served 1,055 individuals who were receiving CalWORKs benefits, and 564 of those individuals were placed into either subsidized or unsubsidized employment, of which 107 were parent youth, and of which 21 were homeless or at risk of homelessness.

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:

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

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:
   - The poverty line.
   - 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.

Workforce Development Alignment

The CEO continues to work with 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, 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, while measuring the effectiveness of County services.

The median quarterly earnings for those placed into employment varied widely across targeted population. The "matched" data shows that the median quarterly earnings of the Foster Youth population is the lowest of the targeted populations at $624 in the second quarter after exiting the program. Those who were receiving services through DPSS attained median earnings of $3,630. By contrast, the highest quarterly earnings were attained by the veteran population, at $9,699 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 served nearly 18,000 in FY 2018-19. The same holds true for the "matched" DPSS population, with the majority of recipients being low-income.

Workforce Development Programs
PRIORITY POPULATION PARTICIPANTS BY SERVICE CATEGORY FY 2018-19

Priority Population Category	AJCC Individualized Career Services*				
	Training Activities	Other Adult Worker Activities	Other Youth Activities	Supportive Services	Follow-Up Services
CalWORKs (matched)	266	486	331	79	455
Basic Skills Deficient	1,722	2,718	2,429	622	3,473
CalFRESH	569	1,407	588	334	1,400
Participants with Disabilities	126	243	132	61	295
Foster	54	22	184	12	86
General Relief	191	468	216	123	431
Homeless	102	362	133	119	298
Low Income	2,325	4,562	2,567	1,015	5,645
Re-Entry	217	838	167	336	498
Parent Youth	100	73	268	24	216
Substance Abuse	4	29	5	15	9
Veteran	172	585	10	90	608
Other Job Seekers	242	602	40	88	666
Unduplicated Total	2,878	5,859	2,893	1,190	7,120

* Reflects data for LA County Workforce Development Area only.

Workforce Development Programs
PRIORITY POPULATION BY PROGRAM FY 2018-19

Priority Population Category*	Adult			Dislocated Worker			Youth@Work			INVEST			Unduplicated Total		
	Served	Exited	Placed	Served	Exited	Placed	Served	Exited	Placed	Served	Exited	Placed	Served	Exited	Placed
CalWORKs (matched)	590	313	357	64	21	34	429	207	202	40	19	4	1,055	515	564
Basic Skills Deficient	3,060	1,436	1,934	922	361	538	3,791	1,540	1,880	312	156	62	7,563	3,195	4,152
CalFRESH	1,874	837	1,156	266	90	167	3,884	382	364	238	119	46	6,120	1,343	1,671
Participants with Disabilities	354	152	183	64	20	44	359	82	68	38	17	7	789	262	294
Foster	15	10	7	0	0	0	1,097	113	102	2	1	1	1,097	114	103
General Relief	622	291	368	21	8	13	627	138	120	100	46	21	1,332	451	499
Homeless	412	169	196	36	14	22	712	77	98	85	51	20	1,220	295	323
Low Income	6,057	2,685	3,903	1,568	600	977	10,522	1,564	1,858	451	243	107	17,990	4,782	6,560
Re-Entry	641	265	372	74	31	54	1,165	81	89	483	257	116	2,300	612	610
Parent Youth	85	44	47	0	0	0	783	172	245	1	0	0	788	174	248
Substance Abuse	10	3	5	2	1	2	11	4	5	20	9	2	41	15	12
Veteran	785	426	518	202	80	133	33	3	11	12	7	2	1,018	512	657
Other Job Seekers	693	280	449	565	194	376	731	12	6	0	0	0	1,976	482	828
Unduplicated Total	7,430	3,282	4,817	2,503	923	1,558	13,401	1,799	2,184	509	278	124	23,146	5,934	8,357

*Basic Career Services demographic data is not available because of limited demographic information.
**Placements include placements in employment and youth entered post-secondary and advanced.
*** Reflects data for all America's Job Centers in Los Angeles County Workforce Development Area only..

Workforce Development Programs

PLACEMENT RATE - PRIORITY POPULATION BY PROGRAM
FY 2018-19

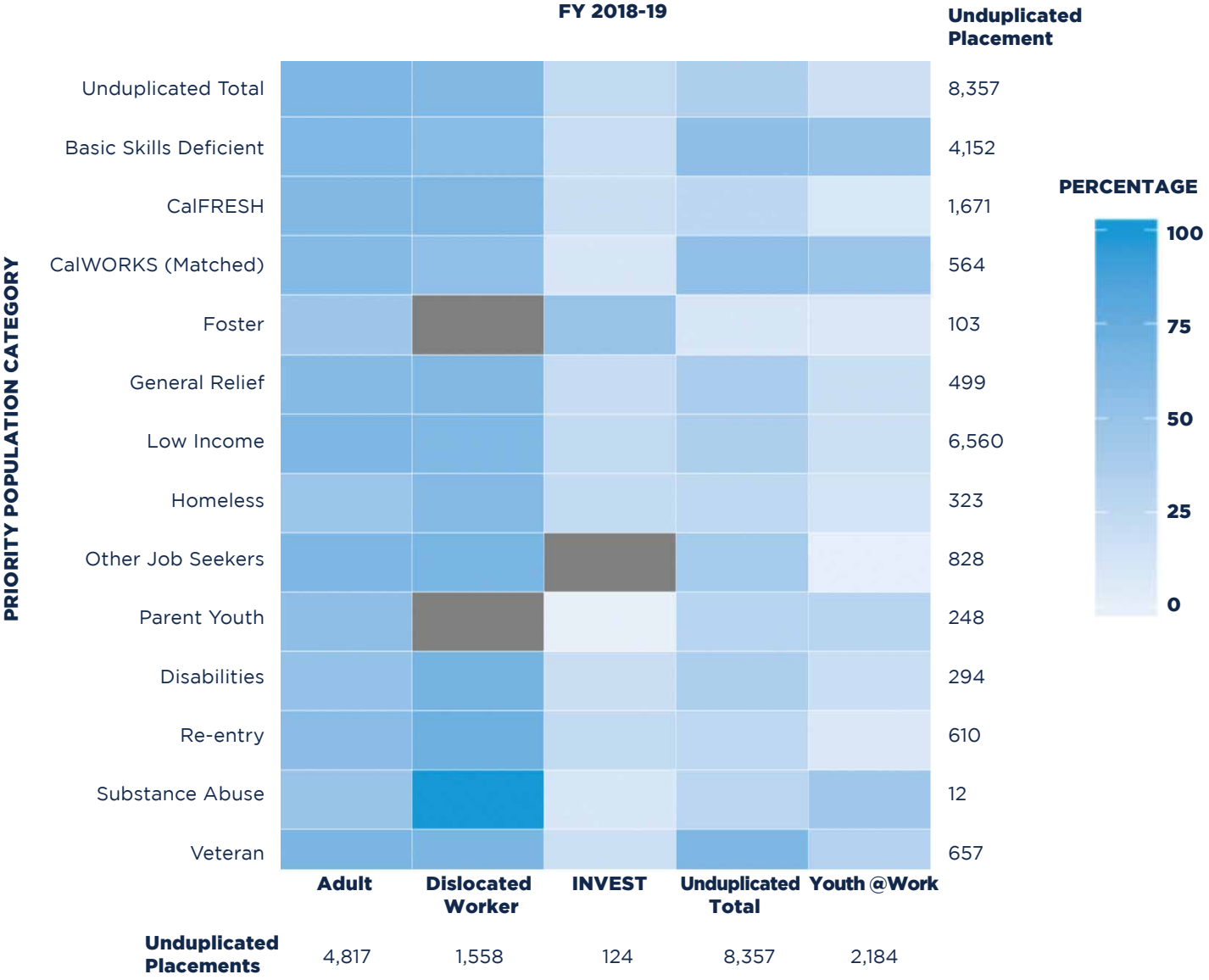


CHART HIGHLIGHTS

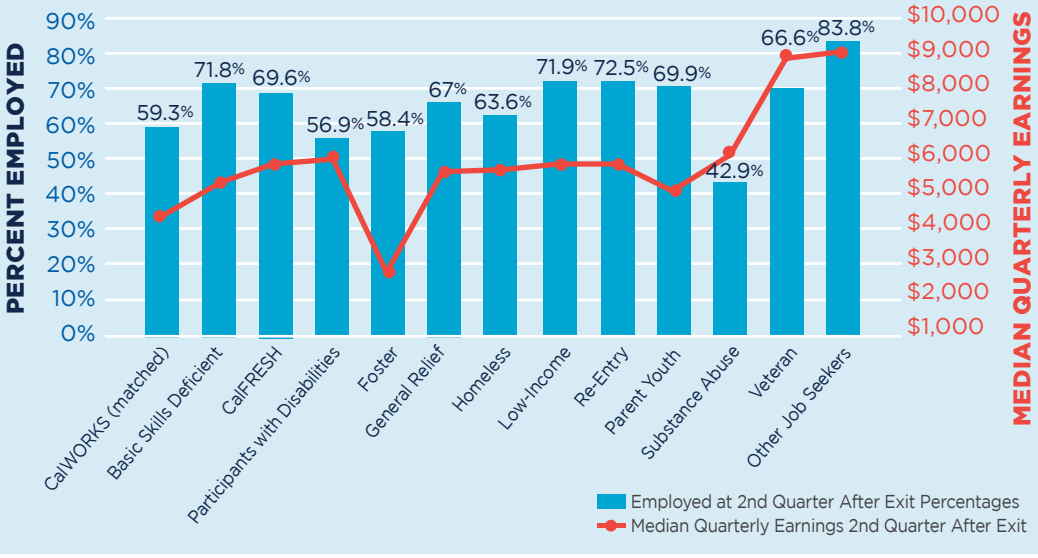
Among **programs**, the highest placement rates are for Dislocated Worker and Adult

The lowest placement rate was for the INVEST program.

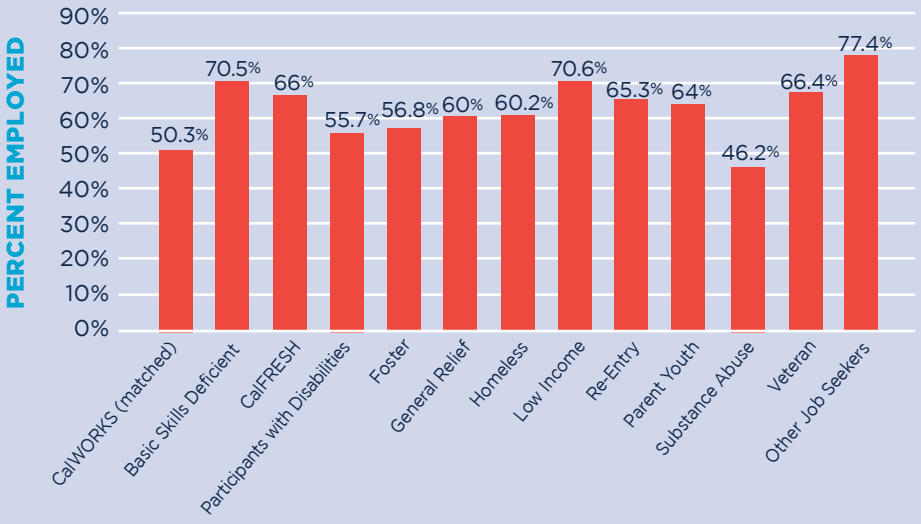
Among **priority populations**, Veterans had the highest placement rates, followed by Basic Skills Deficient and CalWORKs.

The lowest placement rate was for the Foster priority population.

Workforce Development Programs FY 2018-19**
Percentage Employed at 2nd Quarter Follow Up by Priority Populations*



Workforce Development Programs FY 2018-19**
Percentage Employed at 4th Quarter Follow Up by Priority Populations*



*Accountability Measures use state performance logic to include participant exits that fall in the cohort reporting period and only include WIOA Adult, Dislocated Worker and Youth programs.
** Reflects data for all America's Job Centers in Los Angeles County Workforce Development Area only.

In total,

4,708

participants were employed at the 4th quarter after exit, compared to 4,144 at the 2nd quarter.

Of workers across the priority populations employed at the 2nd quarter after exit, other job seekers and veterans earned the highest median earnings ($8,752 and $8,580 in quarterly earnings, respectively). All priority groups, besides those in the substance abuse population, had an exit rate of over 50 percent. Other job seekers, re-entry, low income, and basic skills deficient participants experienced the most success, with employment rates over 70 percent. At the 4th quarter follow up, rates of those employed dropped slightly across the priority populations. The substance abuse population remained the only one not to see a success rate of over 50 percent.

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. Of the programs listed, the County allocated $53.0 million in programs costs to support workforce development programs. The amount financed by general operations (Net County Cost) is $16.5 million.

WORKFORCE DEVELOPMENT BUDGETS FISCAL YEAR 2018-2019

ADMINISTERING DEPARTMENT AND PROGRAM	PROGRAM COST	REVENUE	INTRA-FUND TRANSFER (IFT)	NET COUNTY COST
Arts Commission **Los Angeles County Arts Internship Program**	**$1,489,000**	**60,000**	**0**	**1,429,000**
Los Angeles County Development Authority **Family Self Sufficiency Program (FSS)**	**$972,925**	**861,492**	**111,433**	**0**
Department of Children and Family Services **Bridge to Work Program**	**$748,707**	**749,707**	**0**	**0**
Department of Children and Family Services **Youth Worker**	**$255,571**	**176,344**	**0**	**79,227**
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**	**$267,000**	**41,000**	**146,000**	**80,000**

FINANCING SOURCES
REVENUE: A source of income to an operation other than debt issue proceeds or the transfer from another fund.
INTRAFUND 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 revenuew, such as property taxes.

WORKFORCE DEVELOPMENT BUDGETS FISCAL YEAR 2018-2019 (cont.)

ADMINISTERING DEPARTMENT AND PROGRAM	PROGRAM COST	REVENUE	INTRA-FUND TRANSFER (IFT)	NET COUNTY COST
Department of Human Resources **Veterans Internship Program**	$267,000	41,000	146,000	80,000
Department of Military and Veterans Affairs **LA Trade Tech Partnership-Vets Culinary Program**	$38,846	-	-	38,846
Department of Military and Veterans Affairs **US Veterans Initiative (US Vets) Job Referral for Career Development Initiative**	$12,000	-	-	12,000
Department of Military and Veterans Affairs **Veterans Work Study Program**	$7,000	-	-	7,000
Department of Military and Veterans Affairs **Vocational Rehab Training**	$16,000	-	-	16,000
Department of Public Social Services **General Relief Opportunities for Work (GROW)**	$50,287,000	26,722,000	-	23,565,000
Department of Public Social Services **General Relief Opportunities for Work (GROW) Youth Employment Program**	$500,000	500,000	-	0
Department of Public Social Services General Relief Opportunities for **Work (GROW) Transition-Age Youth Employment Program (GTEP)**	$1,200,000	1,200,000	-	0
Department of Public Social Services **Refugee Employment Program (REP)**	$2,170,000	2,170,000	-	0
Department of Public Social Services **Greater Avenues for Independence (GAIN) Job Club**	$21,426,000	21,426,000	-	0
Department of Public Social Services **Colleges and Vocational Training**	$2,800,000	2,800,000	-	0

FINANCING SOURCES
REVENUE: A source of income to an operation other than debt issue proceeds or the transfer from another fund.
INTRAFUND 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 revenuew, such as property taxes.

WORKFORCE DEVELOPMENT BUDGETS FISCAL YEAR 2018-2019 (cont.)

ADMINISTERING DEPARTMENT AND PROGRAM	PROGRAM COST	REVENUE	INTRA-FUND TRANSFER (IFT)	NET COUNTY COST
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**
Department of Public Social Services **Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE)**	**$45,929,000**	**45,929,000**	**-**	**0**
Probation Department **Juvenile Justice Crime Prevention Act (JJCPA) - Educational Pathways**	**$291,150**	**291,150**	**-**	**0**
Probation Department **Juvenile Justice Crime Prevention Act (JJCPA) - Employment Services**	**$866,121**	**866,121**	**-**	**0**
Probation Department **Probation AB 109 Employment Services Program**	**$11,050,861**	**11,050,861**	**0**	**0**
Probation Department **Probation Adult Felony Reentry Employment Services-Career Pathways**	**NA**	**NA**	**NA**	**NA**
Probation Department **SB678 Probation Reentry Adult Population - Employment Services**	**$3,312,808**	**3,312,808**	**-**	**0**
Workforce Development, Aging and Community Services Workforce **Innovation and Opportunity Act (WIOA) Programs**	**$51,574,000**	**27,074,000**	**8,000,000**	**16,500,000**
Workforce Development, Aging and Community Services Title V - Senior **Community Services Employment Program (SCSEP)**	**$1,512,000**	**1,512,000**	**-**	**0**

FINANCING SOURCES
REVENUE: A source of income to an operation other than debt issue proceeds or the transfer from another fund.
INTRAFUND 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 revenuew, such as property taxes.

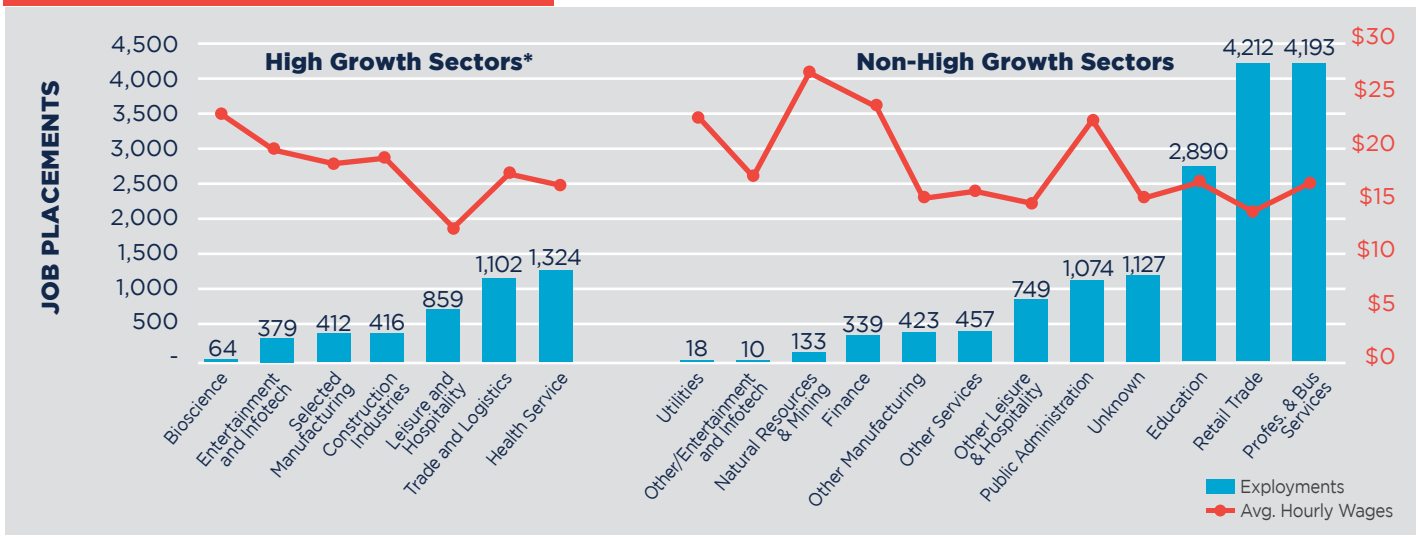
Performance of Workforce Development Programs Across Targeted Industries in Los Angeles County

The County seeks to encourage job training for industries that are most competitive and that will generate family sustaining career pathways. The Board of Supervisors has promoted the use of industry and sector partnerships to address the workforce needs of multiple employers within an industry. The Scorecard highlights the targeted high-growth industry clusters across the County and evaluates whether workforce development programs are aligning skilled and unskilled workers with these targeted sectors. Shown on the following page is data collected from WDACS for FY 2018-19 for placement by industry cluster.

Overall, 16,191 placements were made in FY 2018-19 and the average hourly wage for those placed was $16.34. The most placements occurred in the retail trade and business and professional services industries, employing 4,212 and 4,193 workers, respectively. Of the high growth sectors, 4,556 total placements were made, with workers earning an average hourly wage of $18.28. In total, 1,013 employers placed workers in the high growth sectors, while 2,566 placed those in non-high growth sectors.

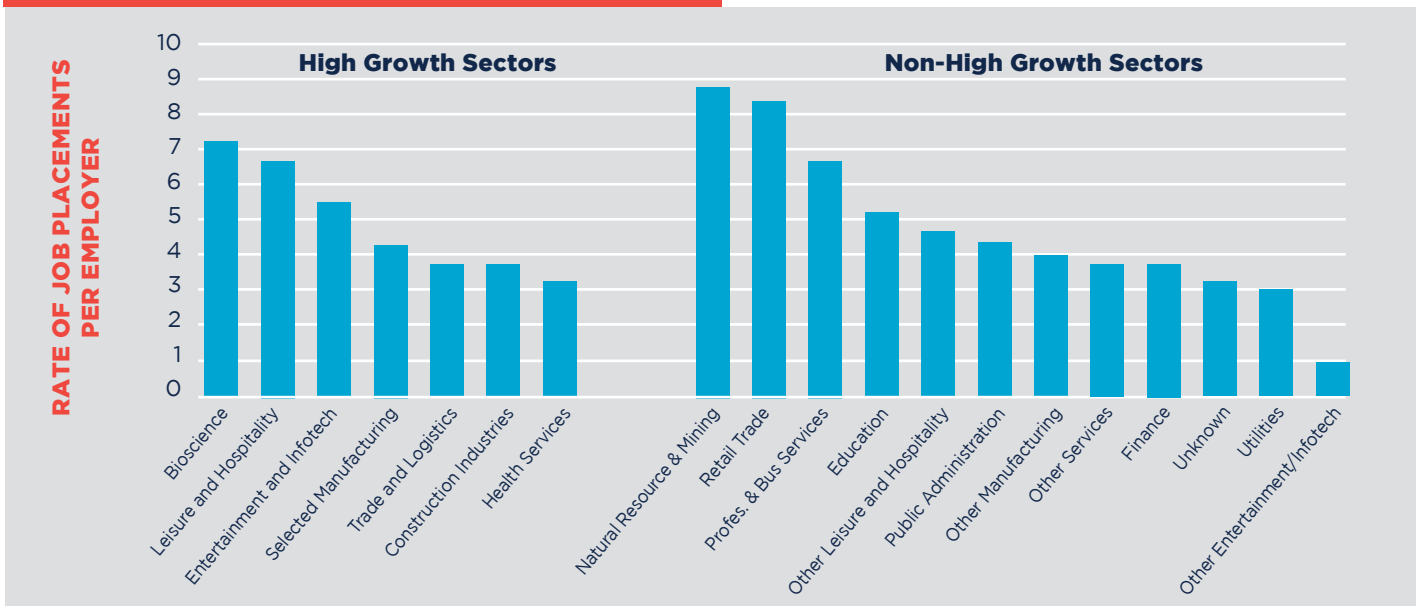


Workforce Development Programs Job Placement by Sector FY 2018-19



* High Growth Sectors are based on the Los Angeles County Economic Development Corporation Jobs Report 2016-2021 published June 2017.
** Excludes the Countywide Youth subsidized employment wages of $13.25/hr.

Workforce Development Programs Job Placements per Employer by Sector FY 2018-19



Bioscience Initiative

In 2015, the County Board of Supervisors made economic development a priority to stimulate regional job growth and lift residents out of poverty. Seven industries were targeted based on their proven ability to create jobs and wealth. Bioscience is the first of the industry sectors selected by the County for focused support, creating the County's Bioscience Initiative. The Los Angeles region generates cutting edge bioscience R&D and a trained workforce capable of launching and supporting enterprises emerging from local research institutions and incubators. Over past economic cycles including the Great Recession, bioscience jobs have proven unaffected by economic downturn.

The industry creates jobs for young and semi-skilled persons, as well as for scientists and entrepreneurs. Some of the County's biosciences initiatives are highlighted below:

BIOSCIENCE LOS ANGELES COUNTY (BioLA)

BioLA was established in December 2018 as a California public benefit corporation, tax-exempt under Section 501(c)(3) and is being funded by life science stakeholders, civic leaders and LA-based bioscience companies. BioLA's mission is to serve as an innovation catalyst and entrepreneurial hub for government, research institutions, and private investors to accelerate startup activity and amplify economic opportunity throughout the region. Supporting BioLA will be the latest County initiative to boost the bioscience industry.

BIOSCIENCE INVESTMENT FUND

The County released a Request for Proposals in September 2018 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. The County intends to place a lead investment in a fund that will then make investments in local early stage bioscience firms and work to support the bioscience entrepreneurial ecosystem. In May 2019, the CEO completed the RFP process and selected a proposer to manage the Bioscience Investment Fund. On September 3, 2019, the Board of Supervisors authorized the County to enter into an Exclusive Negotiating Agreement with the selected proposer.



BIO-FLEX PROGRAM

In a partnership that includes South Bay Workforce Investment Board, California State University Dominquez Hills, Biocom, LAEDC, and representatives from local bioscience companies, the County launched in 2019 a first-of-its-kind Biosciences Pre-Apprenticeship and Apprenticeship training program (Bio-Flex). The aim of this initiative is to develop an employer driven apprenticeship framework that will meet the workforce development needs common to industry partners, while providing a framework to allow each employer to design or "flex" their own program. This will allow employers to tailor the curriculum to meet their individual training needs around a specific occupation or department.

BIOTECH INDUSTRIAL PARK

The County has designated 15 acres of the Harbor-UCLA Medical Center Campus for the development of a biotech park in partnership with the Lundquist Institute. The biotech park has up to 250,000 SF of new construction will be located on the western portion of the medical campus and is intended to provide affordable expansion space for early-stage bioscience companies and start-ups graduating from local bioscience incubators.

BIOSCIENCE INCUBATION

The County has provided funding for the construction of bioscience incubators located at California State University Los Angeles (LA BioSpace Incubator at the Rongxiang Xu Bioscience Innovation Center LA) and at the Lundquist Institute located in the South Bay area. Both incubators are under construction and will be completed by March 2019. The LA BioSpace Incubator is approximately 20,000 SF. The Lundquist Institute incubator will occupy approximately 18,000 SF of new 87,000 SF bioscience research pavilion.

Entertainment & Infotech

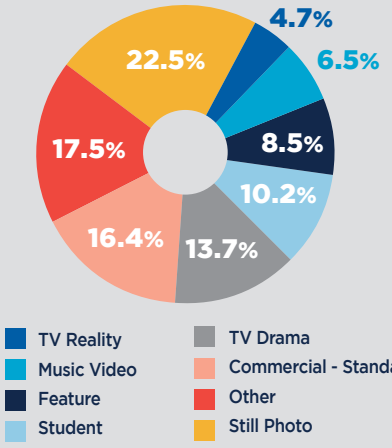
The County has been administering film and photography permitting for over 30 years. In 2014, the Board took actions in standardizing film and photography permit service fees to attract more film production in the County. In 2018, the Board passed a motion to support the growth of Film and Digital Media Industry in Los Angeles County that includes five primary areas:

1. **Development of a County Film and Digital Media Career Pathway Program.**
2. **Framework for supporting local emerging Film and Digital Media Businesses.**
3. **Creation of the first Los Angeles County Forum on Film and Digital Media.**
4. **Identification of both Public and Private funding resources relation to the creation of the County Plan.**
5. **Support legislation which promotes the growth of the creative economy.**

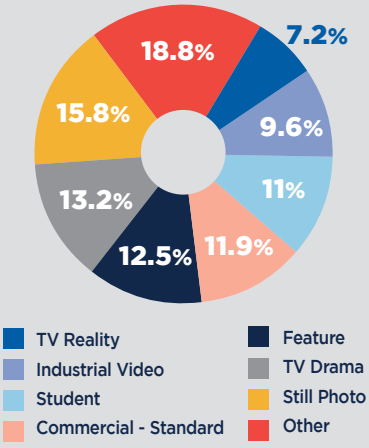
The County's CEO Film Office provides management and oversight of the County's film permitting system as coordinated through FilmLA. FilmLA designs and implements Film and Digital Media Industry economic development, workforce programs, and serves as a resource to communities and constituents related to film and photography activities. The CEO Film Office also provides a centralized contact and liaison to the Entertainment Industry.

DISTRICT	PERMITS	SHOOT DAYS
District 1	103	162
District 2	155	302
District 3	514	862
District 4	146	193
District 5	1,390	2,752
All Districts	**2,192**	**4,285**

Permits by Production Type, All Districts



Shoot Days by Production Type, All Districts



Local and Targeted Worker Hire

On September 6, 2016, the Board adopted a Countywide Local and Targeted Worker Hire Policy. On March 21, 2017, the Board also 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.

In adopting these policies, 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. **Is experiencing 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 under Section 2(a) of the Jobs for Veterans Act (38 U.S.C.4215[a]);**
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

An individual's primary residency is within five (5) miles of the proposed project site and is within a Qualifying Zip Code.

If a qualifying Zip Code is partially located within the 5-mile radius, then the entire Zip Code is considered as a Tier I Zip Code, and workers living in that entire Zip Code area may qualify as Tier I hire.

TIER 2

An individual's primary residency is within a Qualifying Zip code; and (2) that Qualifying Zip Code is beyond five (5) miles of the proposed project site.

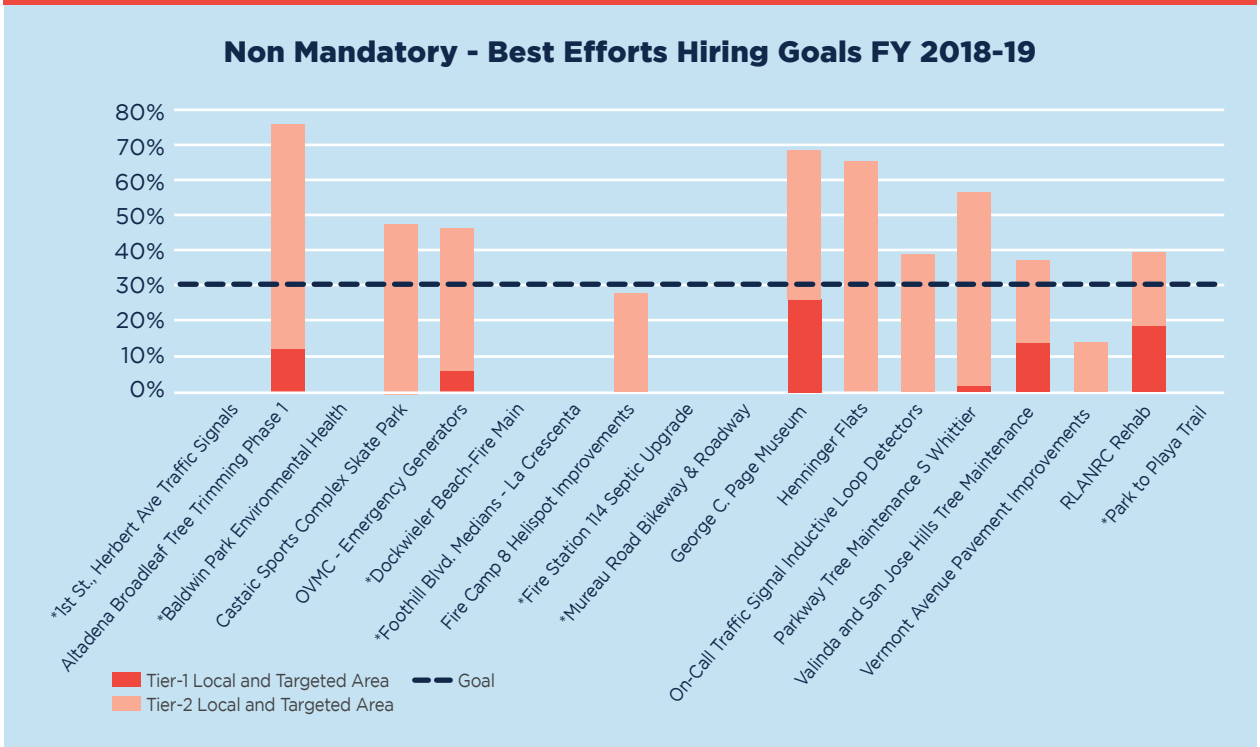
CONTRACTOR REQUIREMENT

The Contractor and its subcontractors shall first meet the Local Worker Hire participation requirement by employing Qualified Local Residents from Tier 1. If the Contractor is unable to meet their entire Local Worker Hire need from this area, it must submit to the Project Manager or designated County representative a statement on company letterhead certifying that it has exhausted all available qualified Local Workers from this area during a 48-hour period before pursuing Qualified Local Residents from Tier 2.

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 percent Local Hire goal and a 10 percent Targeted Worker hire goal on most major construction projects approved by the Board.

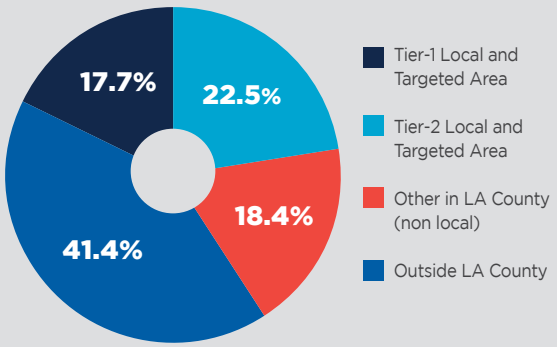
The departments have the responsibility for managing these local hire practices, and for tracking compliance with specific project objectives. As shown in the following charts, there are total of 51 active projects that are now incorporating the Local and Targeted Worker Hire Policy. To highlight the Department of Public Works, the projects that have incurred actual construction hours, local worker hire has been successful on 17 of 33 projects where the County imposed a mandatory hiring goal, and on 9 of the 18 projects where a best efforts goal was imposed. The charts below demonstrate the success of each project's goals.

LOCAL AND TARGETED WORKER HIRE PROGRAM
DEPARTMENT OF PUBLIC WORKS - ACTIVE PROJECTS (18)

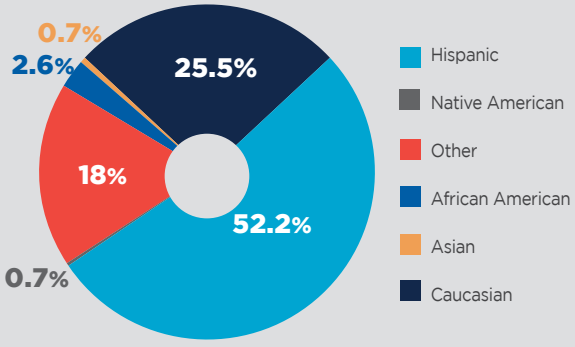


*These projects have no construction hours in FY 2018-19

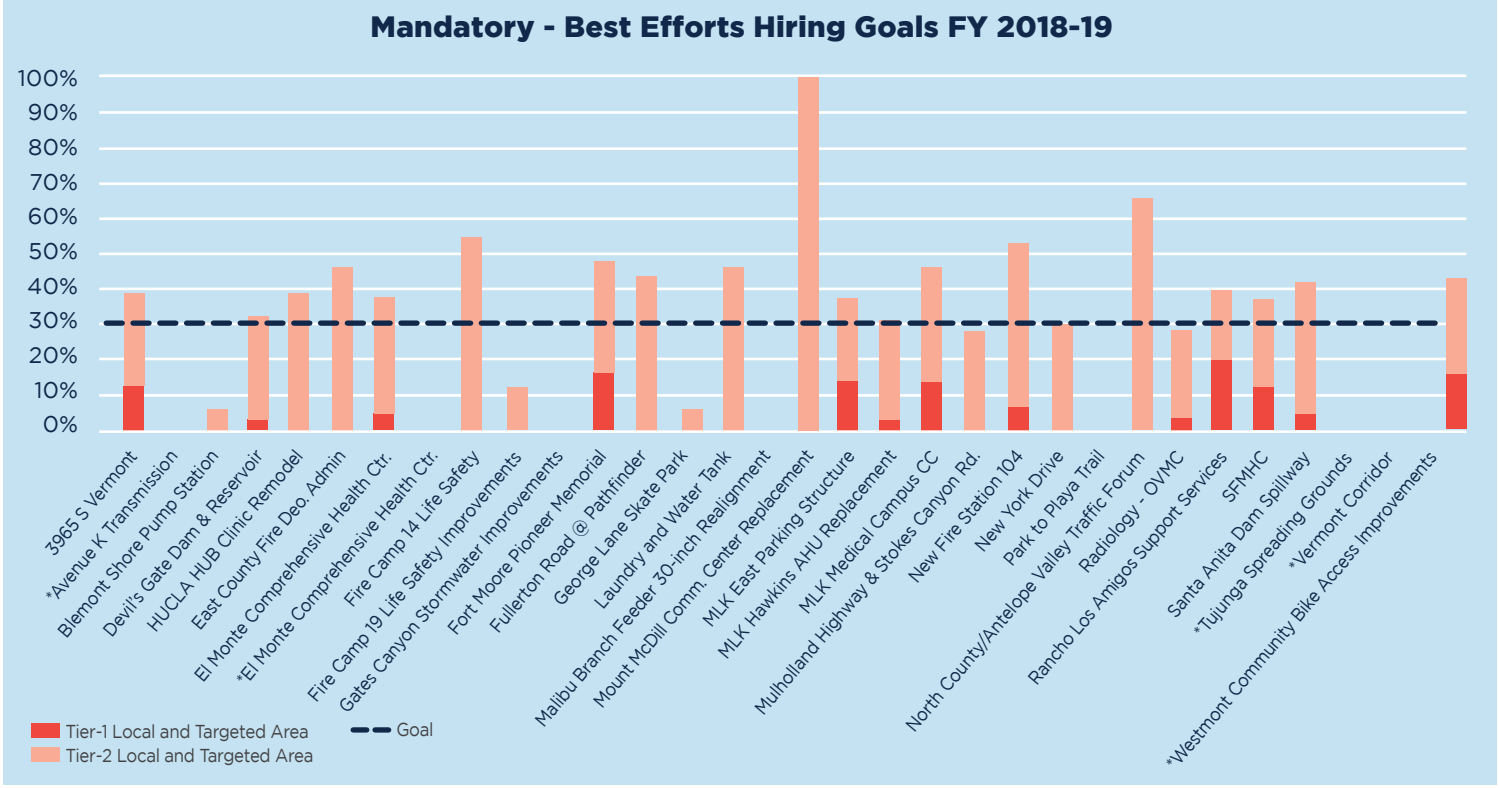
Worker Residency
LTWHP ACTIVE PROJECTS (18)



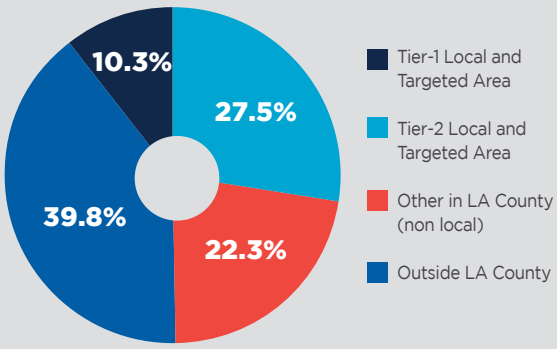
Worker Ethnicity
LTWHP ACTIVE PROJECTS (18)



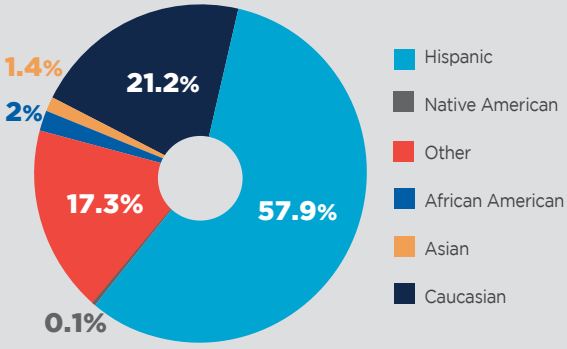
LOCAL AND TARGETED WORKER HIRE PROGRAM
DEPARTMENT OF PUBLIC WORKS – ACTIVE PROJECTS (33)



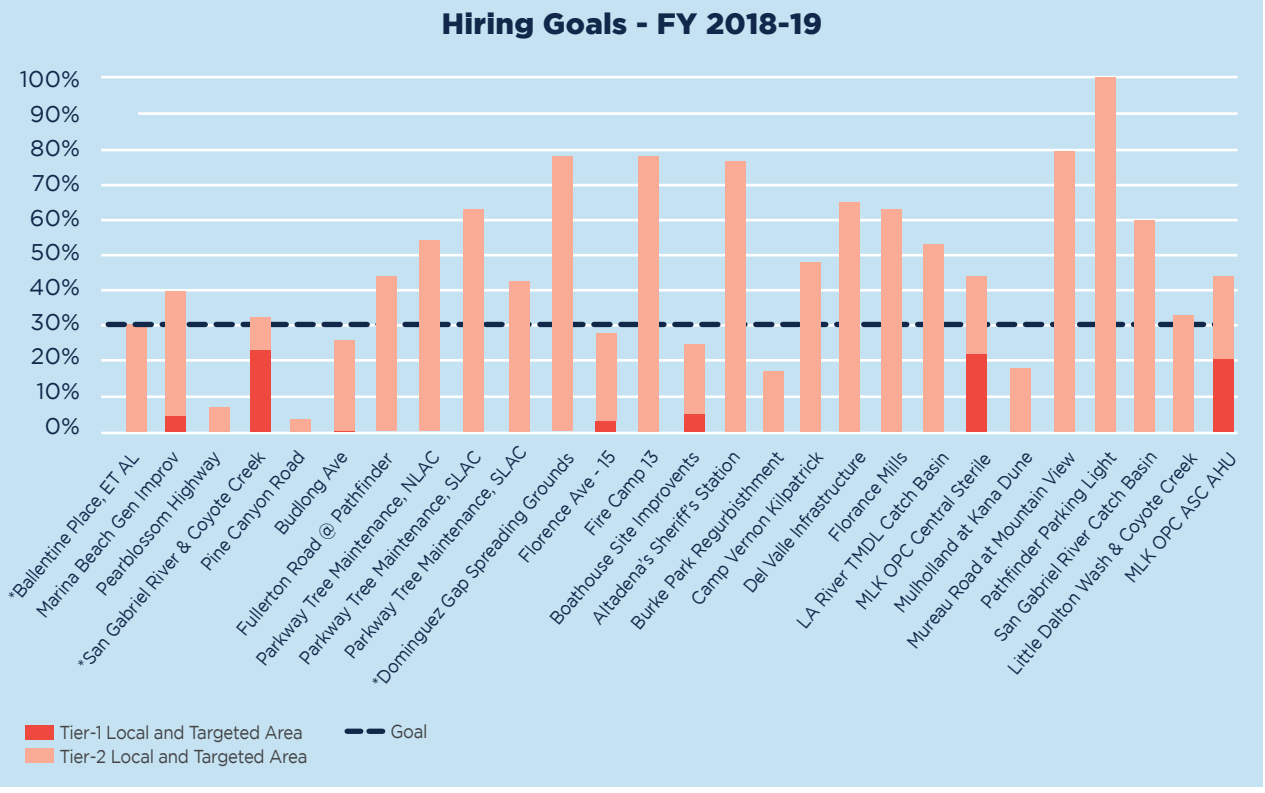
Worker Residency
LTWHP ACTIVE PROJECTS (33)



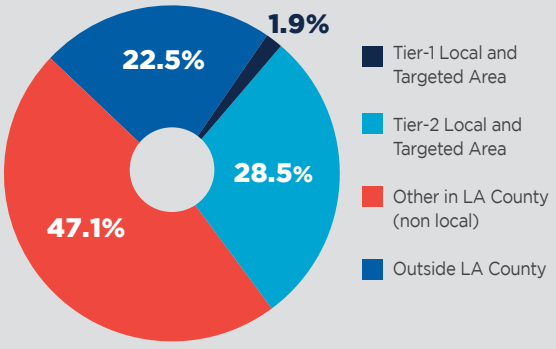
Worker Ethnicity
LTWHP ACTIVE PROJECTS (33)



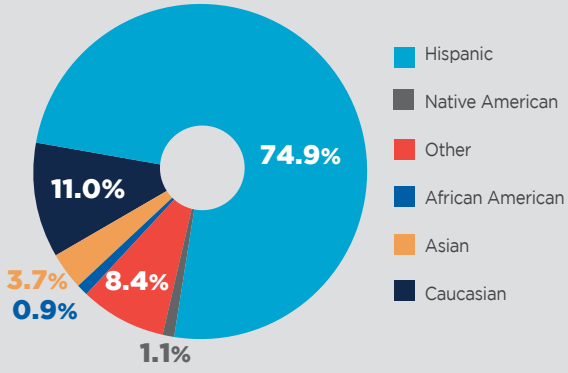
LOCAL AND TARGETED WORKER HIRE PROGRAM
DEPARTMENT OF PUBLIC WORKS – COMPLETED PROJECTS (27)



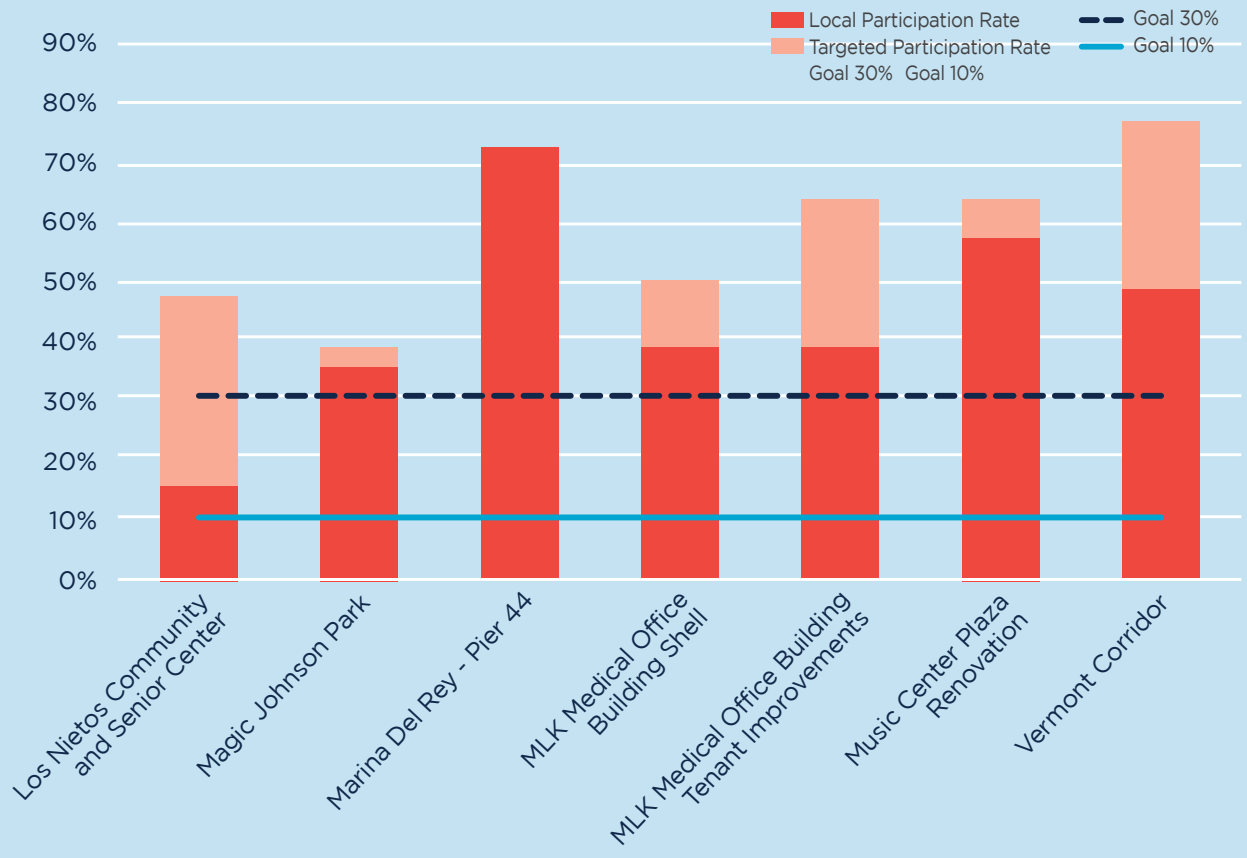
Worker Residency
LTWHP ACTIVE PROJECTS (27)



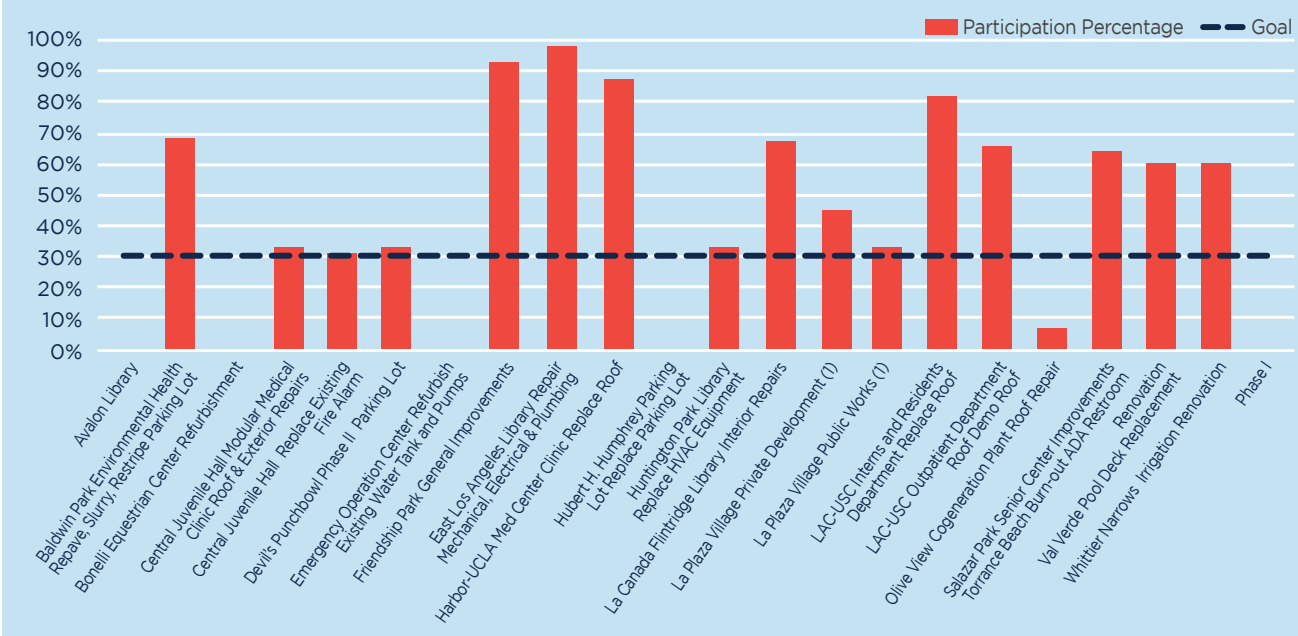
Worker Ethnicity
LTWHP ACTIVE PROJECTS (27)



LOCAL AND TARGETED WORKER HIRE PROGRAM
LACDA, Internal Services & CEO
Mandatory Hiring Goals



LOCAL AND TARGETED WORKER HIRE PROGRAM
LACDA, Parks & Recreation, Internal Services & CEO
Best Efforts Hiring Goals





BUSINESS ASSISTANCE

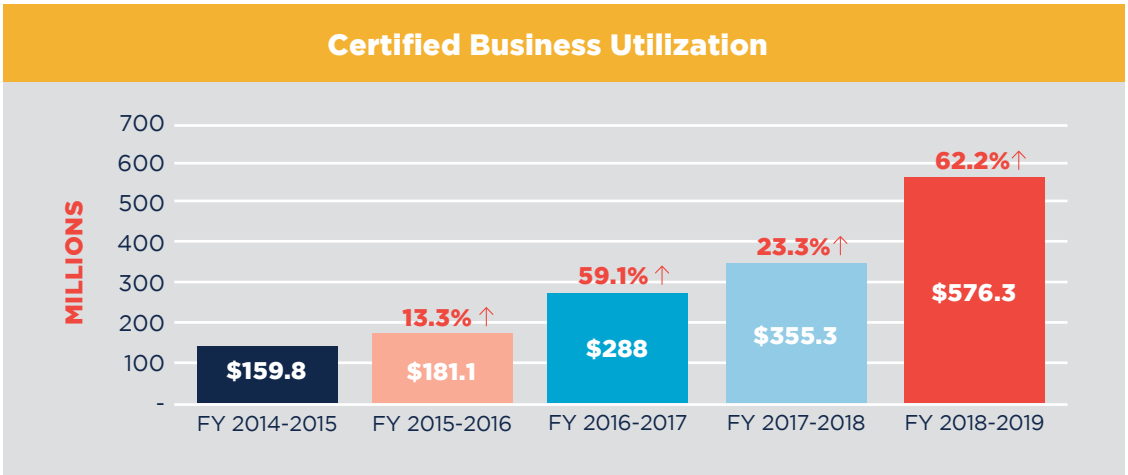
In FY 2018-19, the County continued its deployment of resources into local business needs. Offering assistance in growing and establishing a business as well as certifying social enterprises, disabled veteran business enterprises, local small business enterprises are just a few ways in which the County is supporting local business activity.

Office of Small Businesses

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. On July 12, 2016, the Board established a four-year Small Business Utilization Plan to increase contracting dollars awarded to the County's certified Local Small Business Enterprises (LSBE) and Disabled Veteran Business Enterprises (DVBE) by 25 percent and 3 percent, respectively. This four-year plan also directed the Department of Consumer and Business Affairs (DCBA), in consultation with relevant departments, to develop a new certification for Social Enterprises (SE). 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 will be presented in an upcoming Scorecard. Information about businesses served by the Small Business Concierge is also presented.



*Small Business Utilization Goals adopted by the Board of Supervisors.

DEFINING SOCIAL ENTERPRISES (SE)

To certify as a Social Enterpise with Los Angeles County a business must:

- Have been in operation for at least one (1) year providing transitional jobs, including access to supportive services to a transitional workforce employing at least 51 percent of a transitional workforce; or
- Be certified as a B-Corp by B Lab Corporation; or
- Certified Green by a city government agency in the County; or
- Be incorporated with the State of California as a Benefit, or Social Purpose Corporation; or
- Be a business whose primary purpose is the common good as demonstrated through a published mission statement and whose principal business activity is directly related to accomplishing that stated social mission.
- Provide their mission statement, a description of their programs, services, and must provide metrics confirming social impact.

DEFINING LOCAL SMALL BUSINESS ENTERPRISE (LSBE)

Businesses that have a principal place of business (i.e. Headquarters) in the County and meet the State's definition of a small businesses can certify with Los Angeles County as an LSBE. A business must:

- Be independently owned and operated; and
- Not be dominant in its field of operation; and
- 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 $15 million or less over the last 3 years; or
    - A manfacturer with 100 or fewer employees; and
- Have its main office (headquarters) in the County of Los Angels for at least the past 12 months.

DEFINING DISABLED VETERAN BUSINESS ENTERPRISE (DVBE)

To certify as a DVBE with the Los Angeles County a business must:

- Be certified by the U.S. Department of Veteran Affairs (VA) as a Service Disabled Veteran Owned Small Business (SDVOSB); or
- Be certified as a DVBE by the California Department of General Services (DGS)
- During the certification process the business will be asked to provide information regarding their VA or DGS certification.

METRIC FY 2018-19	QUANTITY
Number of Businesses Certified as LSBE	**755**
Number of Businesses Certified as Social Enterprises	**66**
Number of Businesses Certified as DVBEs	**93**
Number of County Contracting Dollars Awarded to All Certified Vendors	**$576,297,551**
Number of Certified Businesses Who Won Contracts with the County	**731**

Small Business Development

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 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), the Los Angeles Metropolitan Transit Authority (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 significant progress towards meeting the County's utilization goals. From FY 2016-17 to FY 2017-18 there was an increase of over $67 million in small business utilization, a 23 percent increase. In comparison, from FY 2017-18 to FY 2018-19 there has been an increase of over $221 million, a 62 percent increase. DCBA will continue to lead efforts to ensure the County continues to increase utilization of our target businesses.

DCBA has also continued to expand the pool of certified businesses through targeted outreach but to also increase their contract readiness through procurement technical assistance and small business development. DCBA operates the regions only Procurement Technical Assistance Center (PTAC) which provides assistance and tools to businesses to increase contract readiness when competing for government contracts at the local, state, and federal level. During the 2018-19 fiscal year the LA County PTAC provided 632 counseling hours to businesses interested in government contracting and participated in 38 events to raise awareness of our services and government contracting opportunities.

TECHNICAL ASSISTANCE TO BUSINESSES FY 2018-19

FISCAL YEAR	TYPE OF ASSISTANCE																
	Business Name (DBA)	Business Plan	Business Structure	Certification	Contracting Opportunities	Employer Responsibility	Finance	Labor	Lease Agreement	Legal Entity	Licenses	Loans	Marketing Plan	Permits	Trademark/Copyright	Other	TOTAL
2015-16	27	23	23	31	15	17	17	10	11	23	40	17	20	42	24	5	**345**
2016-17	76	98	75	101	70	50	76	34	45	65	127	69	77	125	62	37	**1,187**
2017-18	362	287	263	306	163	167	212	92	94	232	431	187	194	361	234	80	**3,665**
2018-19	379	353	308	356	190	183	260	99	117	263	488	218	241	432	254	102	**4,243**

ASSISTANCE IN OPENING A BUSINESS FY 2018-19

FISCAL YEAR	BUSINESS TYPE														
	Agriculture	Car Wash	Contractor/ Construction	Food Service	Garment, Apparel & Textile Mfg.	Health Care	Housing & Lodging	Landscaping & Gardening	Mfg.	Retail	Services	Transportation	Unsure/ Undecided	Wholesale	TOTAL
2015-16	0	0	2	10	1	2	1	0	1	10	20	0	29	1	**77**
2016-17	4	2	9	30	2	8	4	0	2	19	80	3	60	4	**227**
2017-18	2	14	20	74	15	24	7	2	10	100	243	13	85	13	**622**
2018-19	2	20	18	83	12	33	13	2	10	102	287	14	79	16	**691**

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 business 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.

BUSINESS CONCIERGE CASES

Fiscal Year	Opened Inquiries	Business Assisted
2015-16	77	50
2016-17	215	199
2017-18	460	439
2018-19	590	732

OFFICE OF SMALL BUSINESS ENTREPRENEUR EVENTS

Fiscal Year	Workshops	Attendees
2015-16	6	120
2016-17	10	210
2017-18	23	575
2018-19	29	790

In Fiscal Year 2018-2019, the County's Office of Small Business participated in

140

OUTREACH EVENTS,

reaching over

12,600

ATTENDEES.

The Small Business Concierge Service assisted

732

ENTREPRENEURS.

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. The information regarding the layoff aversion program for FY 2018-19 to date is displayed above.

WDACS LAYOFF AVERSION SERVICES

At Risk Businesses: Businesses that are "in danger of laying off employees."

Action Plan Development Services include:

An individual's primary residency is within five (5) miles of the proposed project site and is within a Qualifying Zip Code.

If a qualifying Zip Code is partially located within the 5-mile radius, then the entire Zip Code is considered as a Tier I Zip Code, and workers living in that entire Zip Code area may qualify as Tier I hire.

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.

WDACS LAYOFF AVERSION ACTIVITY FY 2018-19

	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Assessments	24	49	61	81	49	61	61	44	25	48	115	385	**1,003**
# of Action Plans / Customized Strategy Blueprints	4	16	23	57	38	63	47	35	20	44	82	391	**820**
# of Blueprint Services Provided	1	1	10	29	33	70	35	21	14	21	55	282	**572**
Stabilized Businesses No Longer Needing BTA Services (referred to AJCCs)	29	66	94	167	120	194	143	100	59	113	252	1,058	**2,395**
# of Jobs Saved	15	-	210	191	149	56	19	32	36	23	53	-	**784**

Permitting Assistance

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 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.

The Departments continues 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. Below are statistics of cases taken and completed in FY18-19, through on-line permitting, one-stop centers, to the reviews at the front desk at Regional Planning and Public Works.

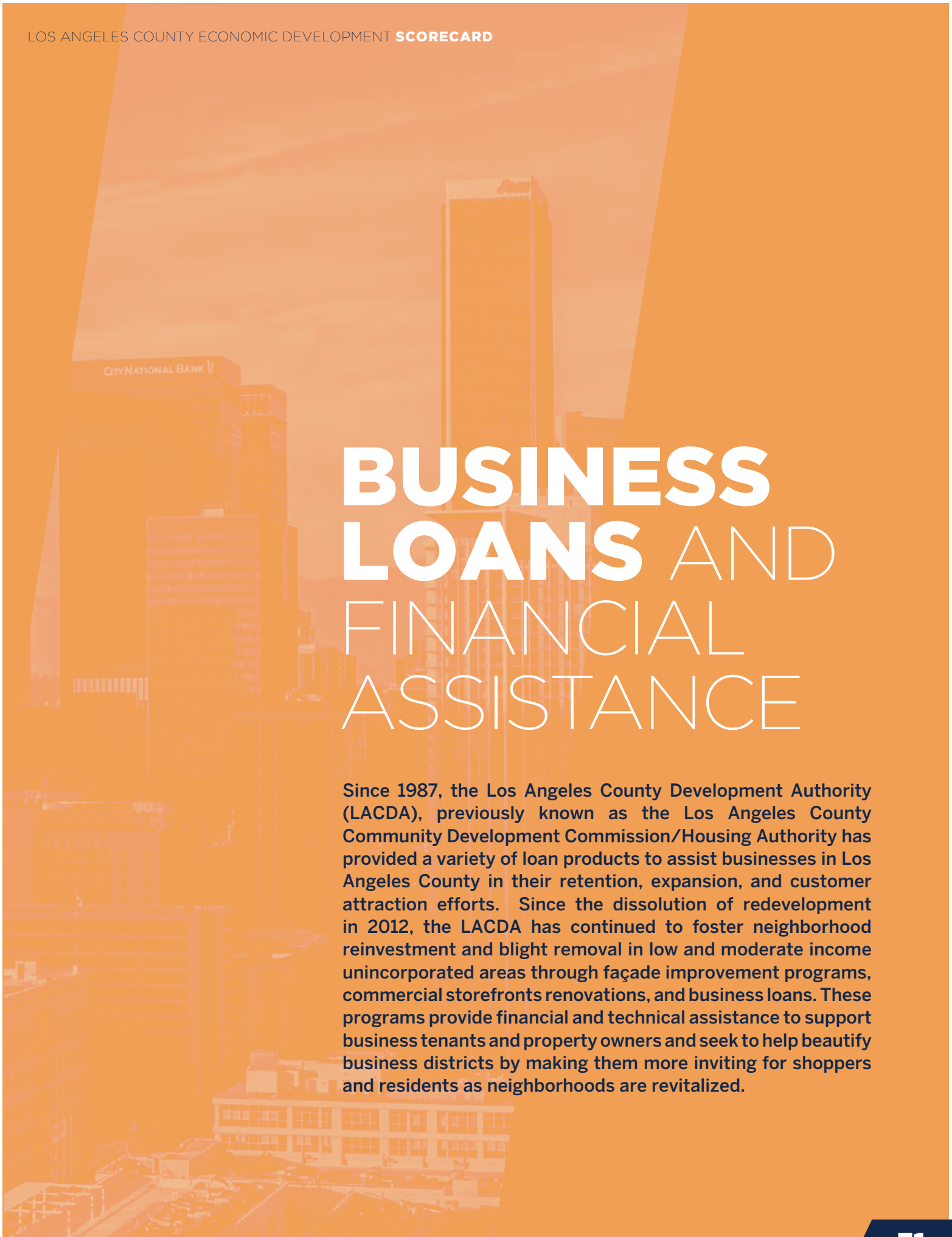
EPIC LA
Los Angeles County ✧ Electronic Permitting & Inspections

CASES TAKEN IN FY 2018-19

	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Discretionary Site Plan Review	1	3	2	4	3	0	3	3	2	2	2	1	**26**
Ministerial Site Plan Review	144	139	118	205	155	151	134	148	151	151	153	160	**1,836**
Zoning Conformance Review	94	100	84	101	76	84	66	74	87	87	98	90	**1,034**
Conditional Use Permit	21	21	9	14	12	8	13	20	14	14	13	7	**176**
Housing Permit	1	1	2	3	1	1	1	1	1	1	1	2	**15**
Oak Tree Permit	2	5	1	0	2	4	5	3	5	5	2	3	**36**
Total	**263**	**269**	**216**	**327**	**249**	**248**	**222**	**249**	**260**	**260**	**269**	**263**	**3,123**

CASES COMPLETED IN FY 2018-19

	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Discretionary Site Plan Review	1	2	1	0	3	4	4	1	0	1	2	3	**22**
Ministerial Site Plan Review	131	149	99	163	114	110	139	158	153	211	155	161	**1,743**
Zoning Conformance Review	88	84	77	103	68	77	75	76	83	75	73	67	**946**
Conditional Use Permit	24	14	15	9	11	15	13	8	7	9	12	9	**146**
Housing Permit	1	1	0	0	1	2	0	2	0	0	1	1	**9**
Oak Tree Permit	5	0	1	1	3	2	3	2	2	3	2	5	**29**
Total	**250**	**250**	**193**	**276**	**200**	**210**	**234**	**247**	**245**	**299**	**245**	**246**	**2,895**



BUSINESS LOANS AND FINANCIAL ASSISTANCE

Since 1987, the Los Angeles County Development Authority (LACDA), previously known as the Los Angeles County Community Development Commission/Housing Authority 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 LACDA has continued to foster neighborhood reinvestment and blight removal in low and moderate income unincorporated areas through façade improvement programs, commercial storefronts 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 LACDA engages in significant coordination with the Department of Business and Consumer Affairs (DCBA) to provide small business assistance to the businesses receiving the façade loans to most effectively deploy the County's wrap-around services in an effort to holistically support businesses.

The LACDA also has the SMART Funding Loan Program that offers competitive loan programs to support a variety of established businesses. SMART Funding through the LACDA 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 $2M, and are deployed to help businesses purchase necessary equipment, acquire commercial property, build capital, and create and retain jobs. All loans are tailored to specific business needs.

Blight Removal

By eliminating blight in a neighborhood, the County and LACDA can work with public and private partners to increase property values in the surrounding area and catalyze investment in the neighborhood. LACDA 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 (CBR) Program called RENOVATE. The RENOVATE program encompasses the benefits of the CBR Program with an expanded area of service that can incorporate all County unincorporated areas, as well as partnerships with neighboring municipalities.

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 RENOVATE is to stimulate investment in the community, revitalize commercial corridors, and support the growth of small businesses. Below you will find data for the LACDA's façade program, which includes completed and active projects in FY 2018-19 and FY 2019-20.

RENOVATE PRODUCTION FY 2018-19

FY18/19 Project Name	FY18/19 Project address	Supervisorial District	# of Storefronts	Start date	Completion date	Project construction costs:
#1 Brothers 99 Cents Store	4531 Whittier Blvd, Los Angeles, 90022	1st	1	**12/13/2018**	10/15/2019	$196,053
#2 Community Eye Center	8619 S. Vermont Ave, Los Angeles, 90044	2nd	1	**9/4/2018**	**12/22/2018**	$112,208
#3 Beverly Visa Plaza	7848 Pacific Blvd, Walnut Park, 90255	1st	9	**6/6/2019**	12/24/2019	$224,027
#4 Paul Robeson Wellness Ctr.	6569 Vermont Ave, Los Angeles, 90044	2nd	1	**1/30/2019**	11/15/2019	$77,008
#5 Tele Laurel Plaza	13313 thru 31321 E. Telegraph Rd, South Whittier, 90605	4th	5	10/17/2017	**6/21/2019**	$255,803
#6 Taqueria Los Santos	13307 E. Telegraph Rd, South Whittier, 90605	4th	1	10/17/2017	**6/21/2019**	$174,742
#7 American Liberty Bail Bonds	14411 Telegraph Rd, South Whittier, 90604	4th	3	**12/12/2018**	10/4/2019	$227,135
#8 Colima	11546 thru 11552 Colima Rd, South Whittier, 90604	4th	4	**3/15/2019**	11/30/2019	$188,592
#9 Vivid	14955 Lefingwell Rd, Whittier, 90604	4th	1	**1/2/2019**	3/15/2020	$122,044
#10 Lake Strip Mall	2279 thru 2287 N. Lake Ave, Altadena, 91001	5th	5	**3/15/2019**	11/15/2019	$121,989
#11 Boys Republic	2255 thru 2261 N. Lake Ave, Altadena, 91001	5th	3	**3/15/2019**	11/15/2019	$105,472
#12 Poncitlan	2291 N. Lincoln Ave, Altadena, 91001	5th	1	**3/15/2019**	11/30/2019	$119,287
TOTAL			**35**			**$1,924,360**

Business Assistance Loans

The LACDA 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 LACDA's loan programs have included Micro, Business Expansion, and Float loans. The primary funding sources for the LACDA'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, Metro has collaborated with the LACDA to establish a business loan program targeted towards businesses located next to major transit stops.

In FY 2018-19, LACDA undertook a rebranding effort that included updating all marketing materials for its SMART Funding Loan Program. During this fiscal year the LACDA funded four loans for over $2.4M. The LACDA currently has seven loans totaling $7.7M being underwritten and reviewed.

Below is a table listing the FY 2018-19 loans that have been funded to assist local area businesses.

FY 2018-19 LACDA COMMERICAL LOANS FUNDED

COMPANY TYPE	DISTRICT	LOAN AMOUNT	USE OF FUNDS	DATE FUNDED	FUNDING SOURCE
Pet Store	5	$300,000	Working Capital	11/19/2018	EDA
Furniture Store	1	$119,191	Working Capital/Equipment	4/26/2019	EDA
Aerospace Manufacturer	5	$1,500,000	Working Capital/Equipment	5/23/2019	Manufacturing
Architecture Firm	1	$500,000	Working Capital/Equipment	5/30/2019	EDA
TOTAL FUNDING COMMITMENT		**$2,419,191**			

Property Assessed Clean Energy (PACE)

In addition to the loan programs administered by the LACDA, 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 2018-19, through the PACE RENEW and LA HERE Program funded approximately $65 million in home energy improvements which created 737 jobs throughout the County. A summary of FY 2018-19 PACE assessments and job creation is provided in the table below.

RENEW FINANCIAL - CaliforniaFIRST					
PACE FY 18-19	**APPLICATIONS SUBMITTED**	**APPLICATIONS APPROVED**	**COMPLETED ASSESSMENTS**	**$ AMOUNT OF COMPLETED ASSESSMENTS**	**ESTIMATED # OF JOBS CREATED**
Jul-18	375	124	59	1,818,477	29
Aug-18	389	125	73	2,655,469	41
Sep-18	332	99	36	1,379,370	21
Oct-18	355	108	55	1,981,392	30
Nov-18	266	102	53	2,032,351	30
Dec-18	12	22	44	1,754,402	28
Jan-19	0	0	36	1,364,677	21
Feb-19	0	0	9	340,703	5
Mar-19	0	0	10	503,160	6
Apr-19	0	0	9	467,352	7
May-19	0	0	2	18,143	0
Jun-19	0	0	-	-	-
FY TOTAL	**1,729**	**580**	**386**	**14,315,496**	**218**
Program Inception to 6/30/19	**29,574**	**12,817**	**7,314**	**244,155,609**	**244,155,609**

*Renew exited the L.A. County PACE Program in December 2018.

RENOVATE AMERICA - HERO PROGRAM					
PACE FY 18-19	APPLICATIONS SUBMITTED	APPLICATIONS APPROVED	COMPLETED ASSESSMENTS	$ AMOUNT OF COMPLETED ASSESSMENTS	ESTIMATED # OF JOBS CREATED
Jul-18	820	248	178	$5,020,401	64
Aug-18	704	224	208	$5,669,051	64
Sep-18	525	142	160	$4,733,393	41
Oct-18	623	212	170	$4,958,530	48
Nov-18	540	141	153	$4,402,336	51
Dec-18	472	163	147	$4,816,117	49
Jan-19	550	139	154	$5,430,642	45
Feb-19	504	132	108	$3,513,903	40
Mar-19	452	103	99	$3,283,166	31
Apr-19	352	104	102	$3,256,326	25
May-19	369	106	100	$3,320,113	31
Jun-19	370	93	77	$2,315,824	30
FY TOTAL	**6,281**	**1,807**	**1,656**	**$50,719,802**	**519**
Program Inception to 6/30/19	**77,451**	**33,930**	**28,379**	**$912,981,155**	**6,747**

PACE FUNDING					
PACE FY 18-19	APPLICATIONS SUBMITTED	APPLICATIONS APPROVED	COMPLETED ASSESSMENTS	$ AMOUNT OF COMPLETED ASSESSMENTS	ESTIMATED # OF JOBS CREATED
Apr-19	208	87	60	$1,844,177	17
May-19	202	74	79	$2,406,631	22
Jun-19	357	163	55	$1,750,336	16
FY TOTAL	**767**	**324**	**194**	**$6,001,144**	**54**
Program Inception to 6/30/19	**767**	**324**	**194**	**$6,001,144**	**54**

*PACE Funding Group began issuing L.A. County PACE Assessments in April 2019.

Center for Financial Empowerment

As the County's Center for Financial Empowerment (CFE) completed its pilot phase late last year, the CFE demonstrated that a collaborative, cross-sector approach has a much greater impact on the financial capability of low-to-moderate-income residents. This collaborative includes partners in the non-profit field, financial institutions, academia and the philanthropic community all working together to provide financial knowledge, tools, and resources to Los Angeles County residents to empower them on the path to economic well-being. The initial success of the CFE prompted the Board of Supervisors to make the CFE a permanent program on May 21, 2019, within the Department of Consumer and Business Affairs (DCBA).

The CFE is in a unique position to be a champion for both L.A. County residents and financial service providers alike. The CFE strives to provide resources and tools for asset building, capacity building, financial education, and policy change. One of the ways CFE assists residents is through financial education presentations on topics such as: money management, banking basics, understanding credit, car purchases, and identity theft prevention. The goal is to equip residents with financial knowledge and tools they can utilize to manage their own personal finances and make informed financial decisions. Additionally, we provide train-the-trainer workshops for practitioners and host convenings to help increase the capacity of local service providers.

CFE delivered

70

trainings to

649

County, City, and non-profit employees

FINANCIAL EDUCATION PARTNERSHIPS RESULTS

CFE delivered 70 training sessions to 649 DPSS CALWORKs Job Club participants and 52 AmeriCorps Transition Age Youth (TAY).

ASSET BUILDING

In addition to financial education presentations for the public, the CFE promotes the BankOn L.A. County program. BankOn is part of a national program that certifies financial institutions that provide safe and affordable accounts for consumers. In partnership with non-profit partners, the CFE convened resource events in underbanked communities to connect clients with mainstream banking.

- **9 Financial Institutions** included in the BankOn Program
- **42,222 bank accounts** were opened

CAPACITY BUILDING

Some Los Angeles County residents face many obstacles to achieving financial stability. The region needs an entity to convene the financial capability sector to share best practices, problem solve, and reduce silos to better serve our constituents. The CFE brings value to the field by filing this need through convenings and train-the-trainer sessions to help practitioners increase their knowledge base and skillset. Not only do practitioners gain the knowledge and tools to manage their own finances, but it encourages them to initiate a conversation about finances with their clients.

Our partners include:

- **Department of Public Social Services**
- **Department of Human Resources**
- **L.A. County Secretarial Council**
- **L.A. City Library**

The CFE held the 2nd Annual Financial Capability Summit with 173 attendees. The summit is a one day conference that serve as an opportunity to engage stakeholders across sectors in conversations and learnings around improving the financial well-being of the County's low-to-moderate income residents.

POLICY CHANGE

One of the CFE's goals is to take collective action to improve the financial practices that advance wealth equity. As such, at the direction of the Board, the CFE has worked to combat predatory high cost loans in the County. The CFE helped to advocate for County-sponsored Assembly Bill 539 (Limon) which was ultimately signed by Governor Gavin Newsom. The new law will cap interest rates at 36 percent simple interest, for loans between $2,500 and $9,999 starting Jan. 1, 2020.



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 private developers, oversight is nonetheless provided by either the LACDA or the CEO.

The LACDA 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, only site in the project managed by the CEO, 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 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. As of the reporting period this phase of the project was 23 percent complete.

Development of Site 2 consists of a 66-year ground lease with Trammell Crow, 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. This portion will start construction once Site 1 has been completed sometime in the second half of 2021.



Vermont Corridor
Site 1 – County Administration Building





Vermont Corridor
Site 2 – Residential and Retail

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. Site 3 of the Vermont Corridor Project broke ground on October 17, 2018 with demolition of the existing structure. As of June 30, 2019 the project was awaiting a Notice to Proceed (NTP) from the City of Los Angeles. The NTP was issued shortly thereafter and construction is underway.



Vermont Corridor
Site 1 – County Administration Building

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 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 project that will include affordable housing. SEED LA was selected to develop, fund, construct and operate the charter boarding school. BRIDGE Housing Corporation was selected to develop the mixed-use project. In February 2019 the Board of Supervisors authorized the execution of a Development Agreement, a Ground Lease, an Operational Funding Agreement and other related agreements with the SEED Foundation for the development and operation of the charter boarding school. In August 2019, the Board of Supervisors approved



the execution of an Option to Lease Agreement and Public Transit Plaza funding for the mixed-use project. Both development teams continue to secure needed financing for their projects. The project continues to progress in the predevelopment process and the teams are currently working on a required street vacation. It is anticipated that the charter boarding school will begin construction in the summer of 2020 with the mixed used project beginning construction shortly thereafter.

3rd and Dangler

The County and LACDA 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 LACDA 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 2017. Proposals were received January 8, 2018. The proposals have been evaluated and a recommendation was presented to the Board of



Supervisors on July 31, 2018. An Exclusive Negotiating Agreement (ENA) was executed on September 20, 2018 with the selected development team. Unfortunately, after many efforts, the selected developer was unable to proceed with the development and the ENA was terminated on April 22, 2019. The LACDA proceeded with engaging the second runner up, National Core, to develop the project. The project proposed by National Core entails 78 units of affordable housing at 30 to 80 percent of Area Median Income and incorporates many amenities including a ground floor community plaza, rooftop garden, social services and convenient access to the Metro Gold Line. An ENA with National Core was approved in September 2019. Construction is estimated to begin in February of 2021 and is estimated to take approximately 18 months.

Martin Luther King, Jr. Medical Office Building

The Martin Luther King Jr. Medical Office Building (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. As part of the Martin Luther King, Jr. Medical Center Campus, the MLK-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 LACDA to act as the County's agent for development of the MLK-MOB on September 26, 2017. The project started construction in October 2018 and is expected to be completed by March 2020. Once operational, the developer will look to initiate a second phase of the development with another medical office building to help satisfy the high demand for medical services in the area.



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

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 LACDA has worked collaboratively with 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 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. LINCCore, 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.

On February 19, 2019 the Board of Supervisors authorized an allocation of $9,460,000, comprised of Affordable Housing Trust Funds, Measure H Funds, and Mental Health Housing Program Funds as part of the LACDA's Notice of Funding Availability 24-A, to support the affordable housing component of the project.

In March of 2019, the LACDA on behalf of LA County, executed an Option to Lease Agreement with the LINC-CORE Limited Partnership (LP). This document allowed the LP the exclusive right to enter into a Ground Lease to redevelop the site. The Ground Lease has been drafted and is nearing acceptance and completion, we are still negotiating remaining deal points.

In June of 2019, the County and the LACDA entered into a funding agreement to allow the LACDA to administer the 2nd District Proposition A Local Return funds in the amount of $2M. These funds are allocated for transit related development improvements at the Fairview Heights Apartments site, and do not have a housing related affordability requirement.

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 or incubator space.

The Expo Crenshaw project site is located at the southwest and southeast corners of Exposition and Crenshaw Boulevards, immediately south of the Expo Line; the proposed Crenshaw/LAX Line will run under Crenshaw Boulevard once completed. The potential development will take place on 1.66 acres of County-owned property and 1.77 acres of Metro-owned property, which are located in the City of Los Angeles. The Board of Supervisors approved the Short-Term Exclusive Negotiation Agreement (Short-Term ENA) between the County (acting through the LACDA), 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 percent (75 units) will be affordable for households earning 50 percent 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;



Expo/Crenshaw Site

- 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.

On January 6, 2017, the Metro and the County acting through the LACDA entered into a Memorandum of Understanding for the potential development of the County and the Metro-owned properties, all located within the City of Los Angeles. A Request for Proposals was released by Metro for the potential development of the Expo/Crenshaw Joint Development Site and on January 9, 2018, the Board of Supervisors approved of a short- term Exclusive Negotiating Agreement with WIP-A, LLC, a wholly-owned subsidiary of Watt Companies, Inc.

A labor/workforce community meeting was held on June 5, 2019. Design review by County and Metro is ongoing. Developer is preparing to submit entitlement application. Term sheet for ground lease terms has been drafted and is currently under review by Developer.

Willowbrook Joint Development Project

In February 2019 the LACDA executed a MOU with the Compton Unified School District (CUSD) to conduct a redevelopment feasibility analysis on the former Lincoln Elementary School site in the unincorporated Willowbrook area, adjacent to Martin Luther King, Jr. Medical Center campus. Upon completion of the feasibility analysis, the CUSD and LACDA will be issuing a Request for Proposals (RFP) for development of the site which will include a nearby LACDA owned vacant site. It is estimated the RFP will be issued sometime in November 2019. Potential development of the site may include workforce and affordable housing, medical related uses and possible educational facilities in support of the Charles R. Drew University and CUSD.

West Los Angeles Courthouse

On May 31, 2019 LACDA issued a Request for Information (RFI) to the development community regarding the state-owned courthouse located at 1633 Purdue Avenue in the western area of the City of Los Angeles. The intent of the RFI is to identify potential uses of the three- acre site that may include a combination of market rate and affordable housing, commercial and retail opportunities. Once received, the RFI will inform all parties on the viability of issuing a Request for Proposals (RFP) for actual development services. This will occur in conjunction with the County gaining site control through a long-term Lease with an Option To Buy Agreement. The RFP will be issued in November 2019 with the execution of the Lease Agreement to follow.

The CEO has oversight responsibility for the following development project:

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. This phase is comprised of two high—rise towers, one a hotel, and the other that includes residential apartments and condominiums units. The proposed hotel tower (Tower 1) will consist of an approximately 308 key rooms, 4-star Equinox hotel with meeting space and ancillary hotel amenities. The proposed residential tower (Tower 2) will combine approximately 323 market rate apartments with approximately 89 affordable housing units and approximately 113 market rate condominiums (20 percent of the gross number of apartment and condominium rentals.)



Grand Avenue Project

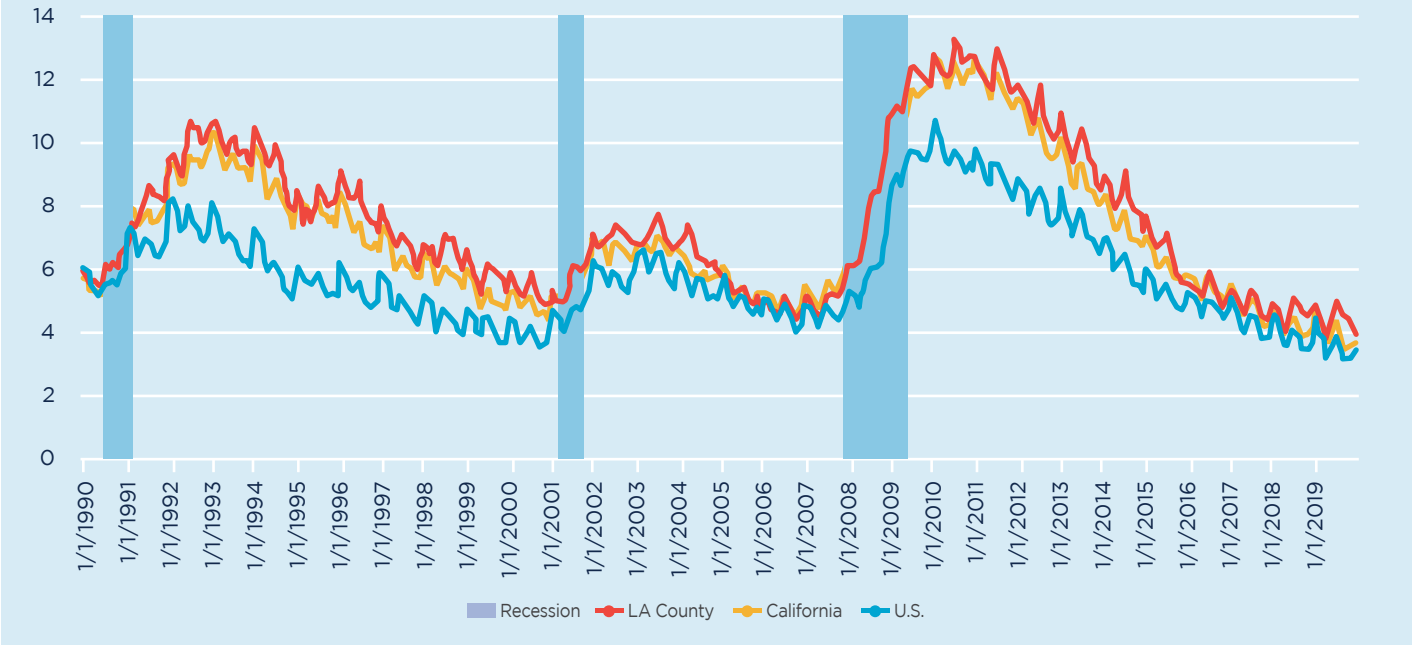


REGIONAL ECONOMIC DATA

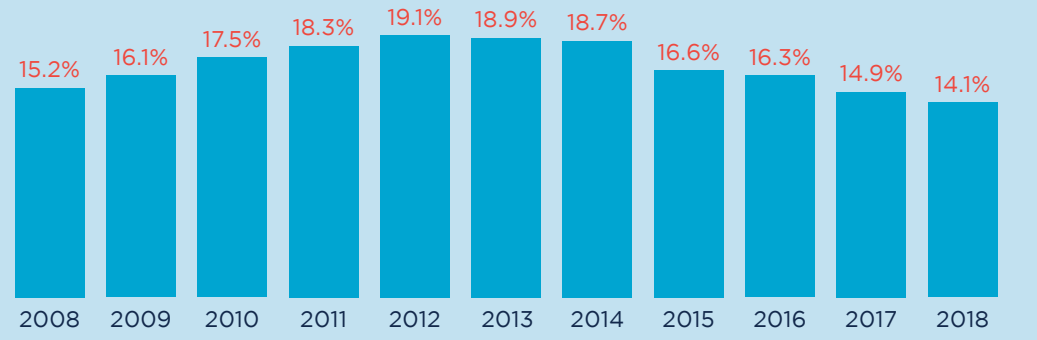
As home to more than 10 million residents with a labor force of around 5 million, it is essential to evaluate the regional economic trends in directing the County's Economic Development program. The regional economic data in this Scorecard highlights the characteristics of the County economy that can 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 just over 1 percent through 2022, adding 242,700 new jobs to the County workforce. According to the Bureau of Labor Statistics, the December 2019 unemployment rate in Los Angeles County was 4.0 percent, which is just over 9 points below the July 2010 peak of 13.2 percent, and the lowest unemployment rate for the county in decades.

Unemployment Rates, 1990 - 2019



Individual Poverty Rates 2008 to 2018, Los Angeles County



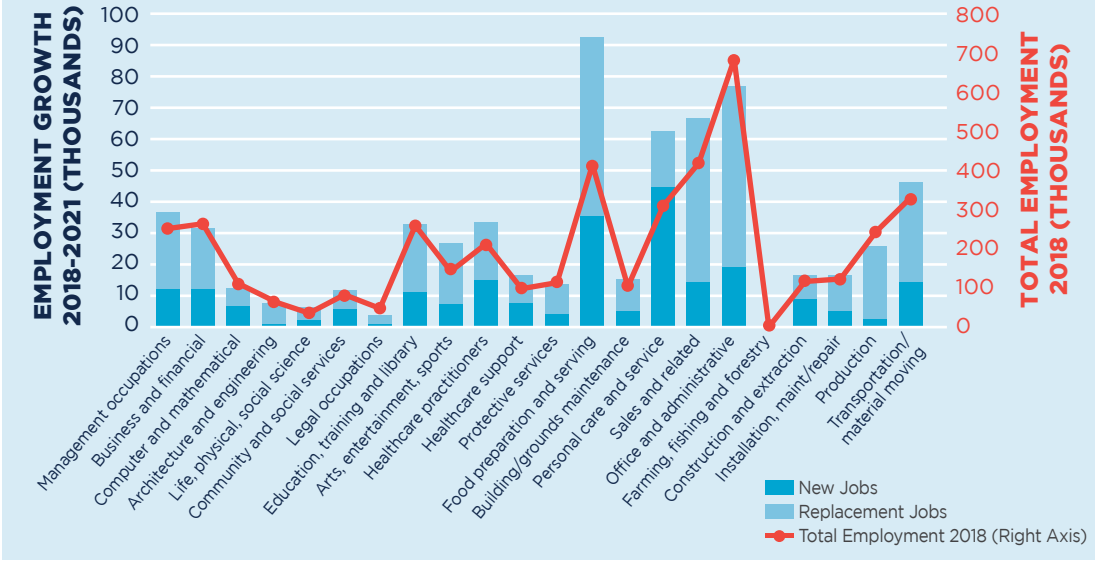
Source: 2018 ACS 1-yr estimates

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 14.1 percent in 2018. 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. Bureau of Labor Statistics reports that in 2018, the median income across all occupations in Los Angeles County was $68,093. In contrast, according to the Los Angeles County Economic Development Corporation, the top five occupational groups that are projected to experience the most job openings through 2022 are:

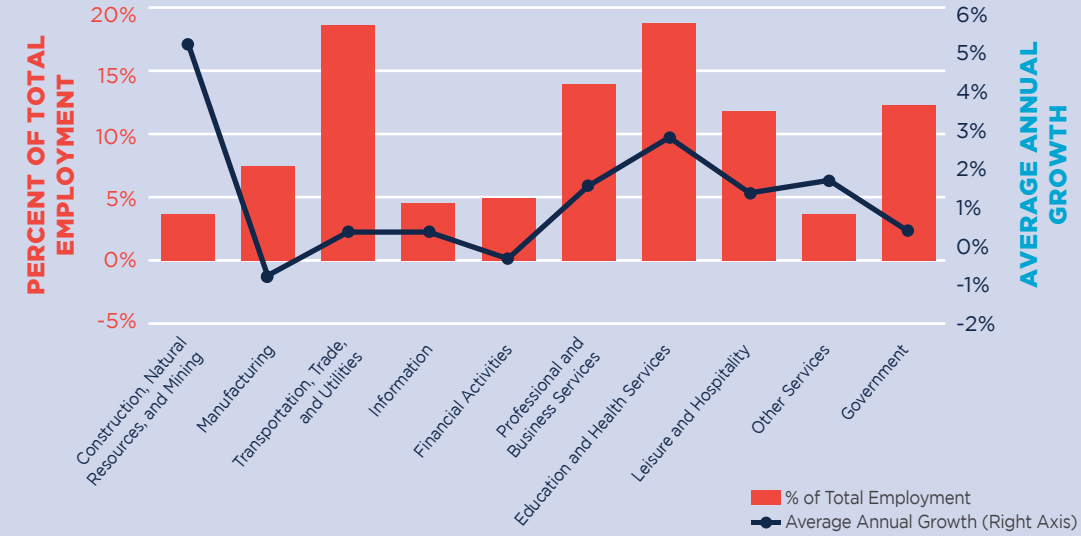
1. **Personal care and services occupations** with a median annual wage of **$29,720**;
2. **Food preparation and serving occupations** with a median annual wage of **$27,830**;
3. **Office and administrative occupations** with a median annual wage of **$42,730**;
4. **Healthcare practitioners** with a median annual wage of **$94,840**; and
5. **Sales and related occupations** with a median annual wage of **$45,350**.

Employment by Occupation, 2018
Employment by Occupation Forecast 2018-2021

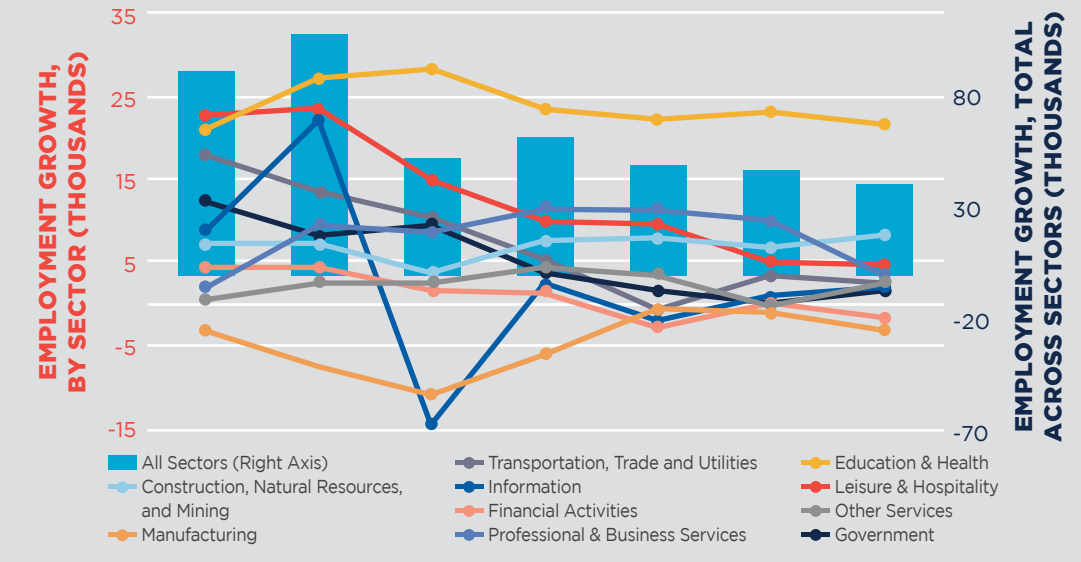


The following tables in this Scorecard provide specific information regarding Los Angeles County industries and occupations, and their projected growth rates for the six-year period from 2015 through 2021. Given the County's role as the first layer of government in the unincorporated areas, the economic development programs referenced in this Scorecard can be expected to achieve their greatest impact within these regions.

Employment by Industry 2019, Los Angeles County



Job Growth by Sector 2015-2021f, Los Angeles County



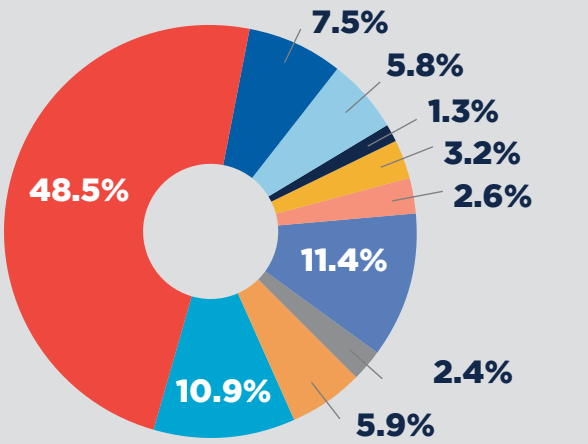
Los Angeles County has been experiencing employment shifts from manufacturing and construction to service based industries, such as health services and professional business services. In 2019, education and health services employed 855,600 residents of the County, representing 18.8 percent of total employment. The next largest employer, transportation, trade and utilities accounts for 18.6 percent of County employment, with retail trade comprising nearly half of those employed. Just two industries, manufacturing and financial activities, have experienced declines, representing a loss of 10,480 and 2,470 jobs in each respective industry in 2019.

Job growth across all sectors remains significant (49,800 jobs added in 2019), although the rate of growth has slowed since its peak in 2016. The LAEDC forecasts continued growth, although at a

slowing pace, with projected additional jobs of 48,500 and 41,900 in 2020 and 2021, respectively.

The composition of businesses in the County reflect overall employment trends, with education and health services comprising 48.5 percent of establishments. Transportation, trade and utilities and professional and business services account for 11.4 and 10.9 percent of all establishments, respectively.

Composition of Businesses in Los Angeles County by Industry, 2019





ECONOMIC DEVELOPMENT
LOS ANGELES COUNTY

Where Opportunity Meets Success

County of Los Angeles
CHIEF EXECUTIVE OFFICE
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FESIA A. DAVENPORT
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

HOLLY J. MITCHELL
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

August 4, 2021

To: Supervisor Hilda L. Solis, Chair
Supervisor Holly J. Mitchell
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

FISCAL YEAR 2019-20 ECONOMIC DEVELOPMENT SCORECARD (ITEM NO. 14, AGENDA OF JANUARY 5, 2016)

On January 5, 2016, the Board of Supervisors (Board) adopted a motion by Supervisors Solis and Ridley-Thomas that instructed the Chief Executive Officer, in consultation with various County of Los Angeles (County) departments and external stakeholders, to prepare a Countywide economic development plan and strategy for implementation. Additionally, the Chief Executive Office (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 Economic Development Scorecard (Scorecard) is the report developed by the CEO and the Committee to measure the progress of the County's economic development program. The attached June 2021 Scorecard presents Fiscal Year 2019-20 economic development data ending June 30, 2020. The June 2021 Scorecard was recently posted to the CEO's economic development website, and is available for download at http://economicdevelopment.lacounty.gov/scorecards/.

Should you have any questions concerning this matter, please contact me or Julia Orozco, Acting Senior Manager, Economic Development and Affordable Housing Division at (213) 974-1151 or jorozco@ceo.lacounty.gov.

FAD:JMN:JO
DC:yy

Attachment

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

ATTACHMENT

COUNTY OF LOS ANGELES

ECONOMIC DEVELOPMENT SCORECARD

FISCAL YEAR 2019 - 2020



ECONOMIC DEVELOPMENT
LOS ANGELES COUNTY
Where Opportunity Meets Success

CHIEF EXECUTIVE OFFICE
County of Los Angeles

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INTRODUCTION

The Fiscal Year (FY) 2019-2020 Economic Development Scorecard provides a means for measuring 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.

The Scorecard aims 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.

With the Scorecard, the Chief Executive Office (CEO) is working to standardize data collection and reporting on economic development efforts Countywide. In this Scorecard, information is presented on FY 2019-20. The Scorecard is issued on an annual basis, providing fiscal year data on workforce development, business assistance, community development, capital development and the regional economy.

The foremost objective of this Scorecard is to provide policy makers information on 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 inform our policy making process to 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.

THE COVID-19 PANDEMIC

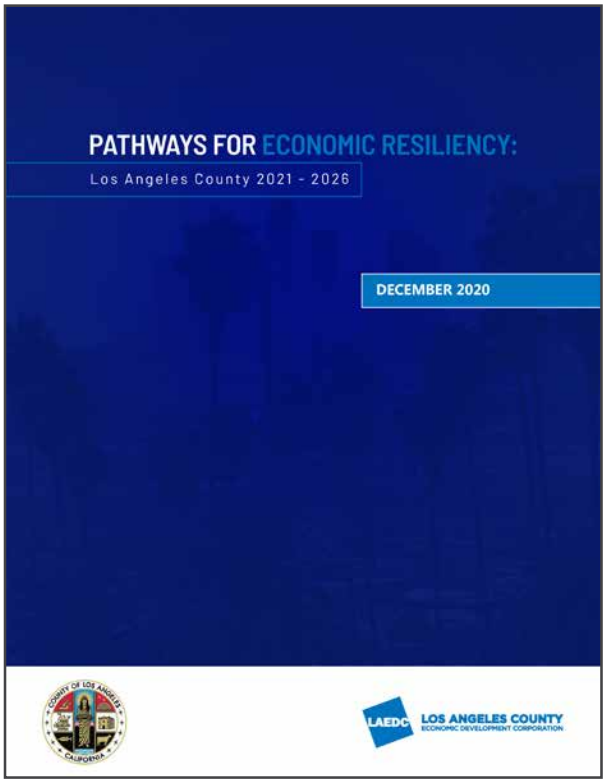
Los Angeles County was experiencing a long and unprecedented expansionary period in the decade preceding 2020. Unemployment was consistently low, wages were steadily gaining strength, and the chance of a recession was small.

THE COVID-19 PANDEMIC

The single-event, exogenous shock of the novel coronavirus (COVID-19) pandemic rapidly reversed this economic strength. Efforts to reduce the spread of the highly contagious virus brought life across the globe to a grinding halt. The flow of goods, services, people, and therefore cash were compromised by factory closures, quarantines, travel bans, and the fear of infection. Public gatherings were prohibited, and many businesses were forced to temporarily shutter in the interest of public health. Consumer spending fell dramatically after the pandemic hit, which was largely felt by nonessential business providing services that require a high level of personal interaction. The County, like the rest of the United States, is now experiencing a deep and unique economic recession, the effects of which fluctuate greatly with the segment of population or industry involved.

In 2020, The Los Angeles County Department of Workforce Development, Aging and Community Services (WDACS) engaged the Los Angeles County Economic Development Corporation (LAEDC) to undertake the Rapid Response Business Assistance Program. This program aimed to mitigate the economic impact of COVID-19, promote rapid re-employment within Los Angeles County and avoid layoffs in businesses suffering from interruptions or closures. The LAEDC Institute for Applied Economics, as a part of the Rapid Response Business Assistance Program, performed an Industry and Workforce Analysis which presents a situational analysis of how COVID-19 has impacted the County workforce.

The resulting report, titled *"Pathways for Economic Resiliency: Los Angeles County 2021-2026,"* looks at those who have been most impacted or underserved in particular, and provides recommendations for both short-term and long-term economic recovery. The full 50-page highlight report and a shorter 18-page executive summary of the report including policy recommendations can be found here: https://laedc.org/2021/02/09/pathways-report/.

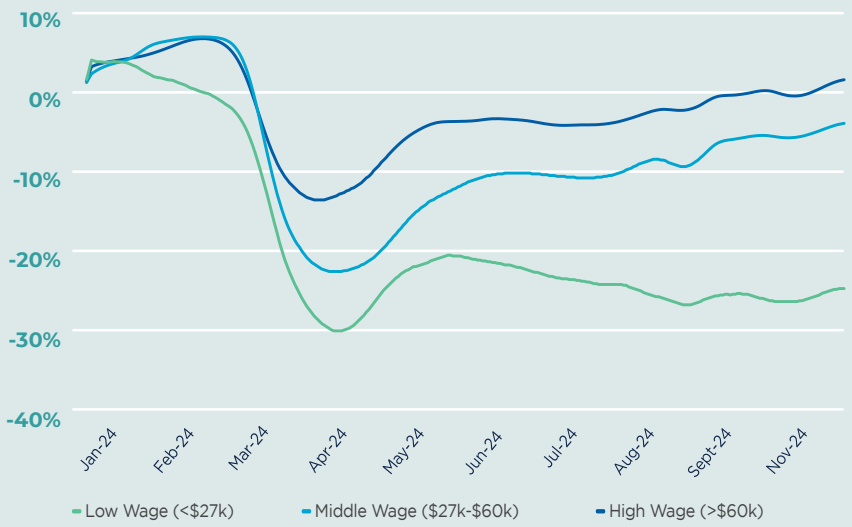


Regional analysis conducted in this report shows that Los Angeles County lost 716,000 jobs in the two months following the Safer At Home Order issued on March 19, 2020. Nearly 30 percent of those jobs were recovered in the following 5 months, but by September 2020 over 500,000 jobs remained unrecovered.

THE COVID-19 PANDEMIC

As shown in Exhibit 1, **low wage workers have experienced disproportionately high job losses stemming from the pandemic**; low wage workers who make less than $27,000 annually experienced the largest and most sustained decline in employment following the pandemic. By contrast, high wage workers who make over $60,000 annually saw the lowest decline in employment. In terms of recovery, high wage employment was approaching the January 2020 level by November 15th, while low wage employment was still significantly below.

Exhibit 1: Percentage Change in Employment from January 2020, Los Angeles

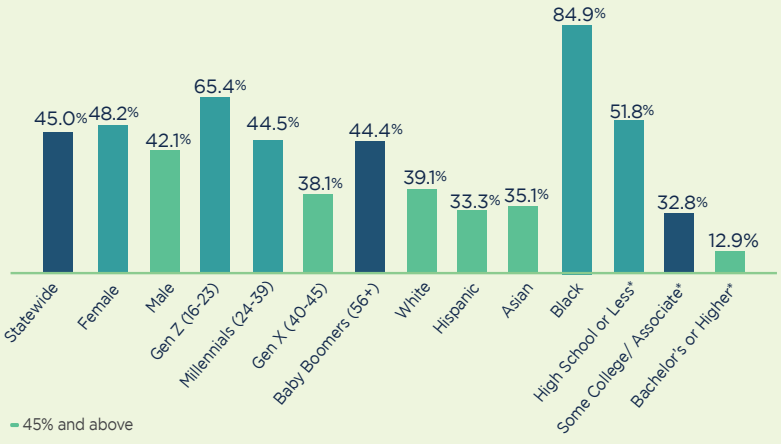


HARDEST HIT INDUSTRIES INCLUDE:

- **hospitality (food services and accommodation);**
- **arts, entertainment and recreation (performing arts, professional sports and amusement parks);**
- **motion pictures and television industry,**
- **nonessential retail and**
- **personal services (e.g. hair and nail salons).**

These industries experienced the largest year-over percentage declines in employment from September 2019 to September 2020. Between September 2019 and September 2020, Los Angeles County lost over 437,000 jobs, with food services and drinking places accounting for over 104,000 of these losses. The hardest hit occupations include wait staff; restaurant cooks; cashiers; producers & directors; laborers & freight, stock, and material movers; and fast food and counter workers.

Exhibit 2: Total UI, Regular, and PUA Claimants



The effects of COVID-19 have been detrimental to the economy in a plethora of ways, especially for small businesses that tend to lack the necessary liquidity to weather the storm; **the Los Angeles metro area has experienced some of the highest levels of business closures in the nation** with over 7,500 permanent closures and over 7,500 temporary closures reported.

THE COVID-19 PANDEMIC

The effects of COVID-19 are not distributed equally across the population. Exhibits 2 and 3 show unique unemployment insurance (UI) claimants in California as a share of the labor force from March 15th, 2020 to November 28th, 2020. UI claims act as a proxy for layoffs, which illustrates the characteristics of those who have lost their job before actual monthly or quarterly data is available. **Women, people who identify as Black or Asian, Gen Z, Millennials and people with a high school education or less have filed for unemployment at disproportionate rates.**

More women dropped out of the labor force during the pandemic compared to men. In January of 2020, women comprised 47 percent of the U.S. labor force. Around 58 percent of the 4.8 million people who separated from the labor force between January 2020 and January 2021 were women. Factors contributing to this higher rate of separation compared to men include the lack of childcare with closures, a need to supervise online schooling for children at home, and the fact that a high share of women worked in service sectors that were most impacted by the pandemic.

Attaining herd immunity through mass inoculation is a clear solution to the current public health pandemic, but the solution to the subsequent economic crisis is far less clear. The vaccination process is underway, and Los Angeles will once again return to being a vibrant and diverse economic hub with time. If left unaddressed, the disparate economic impact of the pandemic may linger for many years longer than the virus.

Changes in U.S. Labor Force by Gender
January 2020 to January 2021

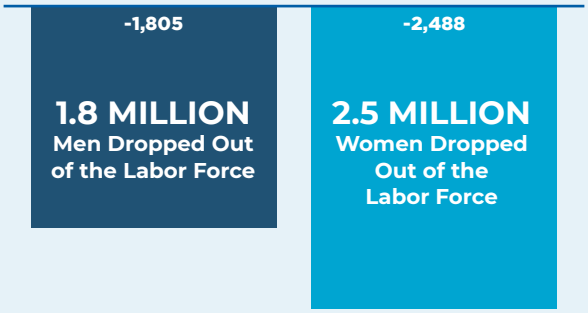
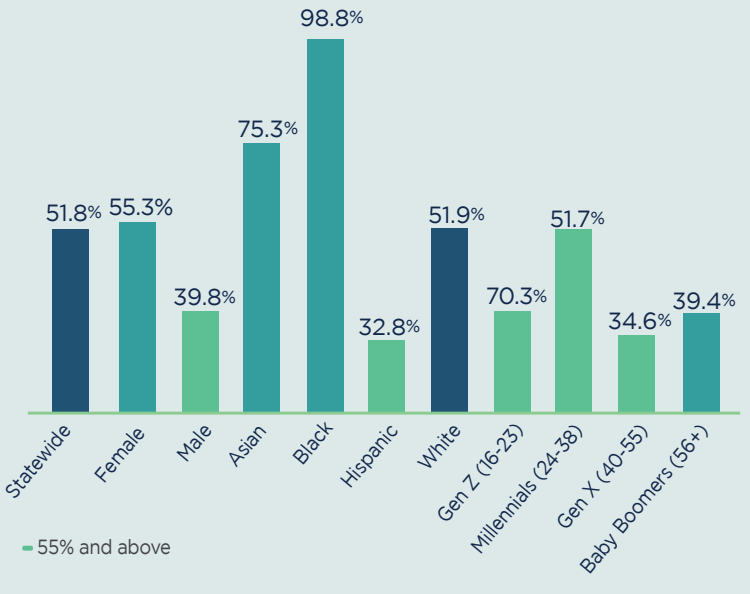


Exhibit 3: Total Regular UI, High School Education or Less*



* Excludes PUA claims

WORKFORCE DEVELOPMENT

The CEO has refined the workforce data presented in previous Scorecards and continues to meet with 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.

WORKFORCE DEVELOPMENT

The Los Angeles County Workforce Development, Aging, and Community Service (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. The Department of Human Resources (DHR) oversees programs to reduce barriers to County employment for defined targeted populations. With each scorecard, the CEO streamlines data collection and reporting for workforce development programs managed by other County departments.

On December 13, 2016, the Board of Supervisors unanimously adopted a motion establishing the the Women and Girls Initiative (WGI). The motion tasked the WGI with examining the systemic issues that lead to inequitable gender outcomes and recommending changes to improve the quality of life for women and girls in the County. Through partnerships with County departments and public partners, the WGI aims to establish Los Angeles County as a leader in gender equity and ensure economic mobility for women and girls by increasing their assets and income, promoting economic wellbeing, and applying a gender lens to the County's policies, programs, and services. The Scorecard presents disaggregated data by gender where possible. This data is important as it helps identify gaps and opportunities to improve the economic outcomes for women and girls.

INVENTORY OF PROGRAMS

The following page displays an overview of County workforce development programs and the services they offer. Using information collected through departments, the inventory provides a summary of the target populations and service goals of the County's programs for FY 2019-20.

Since 2017, the County has moved forward with several new programs that focus on providing the County's justice involved population with job opportunities with a holistic set of wrap-around services. Employment has been identified as a challenge that must be addressed for those with a criminal background. Fully 17,000 individuals are in the County jails at any time, with 10,000 individuals being released each month. However, between 60 to 75 percent of formerly incarcerated individuals are still unemployed a year after release. Since the pandemic started, the numbers have been reduced by 5,000. With a focus towards aligning workforce programs Countywide, the County departments have taken a number of steps to reduce the barriers to employment for the re-entry population. In February of 2018, WDACS, in partnership with Probation and the Office of Diversion and Reentry (ODR) launched the Innovative Employment Solutions Program (INVEST). INVEST seeks to improve employment opportunities and outcomes for County Adult Probationers, by co-locating Deputy Probation Officers at the America's Job Centers of California (AJCCs) to support the integration of probation and workforce development services, while providing intensive case management to participants. In FY 2019-20, INVEST was expanded from 6 AJCCs to 9 AJCCs to include an additional site in Pomona, City of Los Angeles (South-Central), and Inglewood. This led to 798 active felony probationer enrollments into the program that year, and 173 individuals that completed the program have been placed into permanent unsubsidized employment. In FY 19-20 WDACS also launched the LA County Fair Chance Hiring campaign which uses a business to business approach to reduce the stigma around hiring justice-involved individuals. Over 150 LA County businesses have pledged to implement Fair Chance Hiring practices and hire justice-involved individuals.

Los Angeles County Workforce Development and Job Training Programs FY 2019-20

Target Population	Administering Department	Program Name/ Service		Service Provided	Success Indicators	Gender	Participants	Successful Completions
Adults 18 or older	Department of Social Services (DPSS)	General Relief Opportunities for Work (GROW)		Employment Preparations Services	Employment	Male Female **Total**	26,039 11,726 **37,765**	**969**
		Greater Avenues for Independence (GAIN) Job Clubs		Job Readiness Training	Training Completion or Employment	Male Female **Total**	908 3,919 **4,827**	498 2,217 **2,715**
		Community Colleges and Vocational Training		Education / Training	Completed program and received certificate or degree	**N/A**	**1,955**	**509**
		Greater Avenues for Independence (GAIN) Short-Term Training		Training	Program Completion / Unsubsidized	Male Female **Total**	29 169 **198**	29 144 **173**
		Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE)		Job Readiness Training	Employment Training / Employment Services	Male Female **Total**	261 1,370 **1,636**	71 419 **492**
	Workforce Development Programs - WDACS	Workforce Innovation and Opportunity Act (WIOA) - Basic Career Services	Basic Career Service - Self Service	Basic Career Service*	Employment Services	Male Female **Total**	28,733 31,151 **46,118**	- - **-**
			Basic Career Service - Staff Assisted			Male Female **Total**	9,828 8,641 **18,860**	- - **-**
			Registration Only			Male Female **Total**	13,494 14,501 **28,852**	- - **-**
			Basic Career Service Total			Male Female **Total**	44,999 46,819 **93,830**	- - **-**
		Workforce Innovation and Opportunity Act (WIOA) - Individualized Career Services	Adult	Training/ Employment Placement	Training/ Employment Services	Male Female **Total**	3,825 3,810 **7,675**	2,333 2,433 **4,784**
			Dislocated Worker			Male Female **Total**	992 1,500 **2,511**	577 834 **1,422**
			INVEST			Male Female **Total**	737 246 **990**	297 95 **396**
			Total			Male Female **Total**	5,409 5,436 **10,911**	3,142 3,327 **6,502**
Local Residents from Low-Income Communities and/ or Facing Barriers to Employment	Department of Human Resources (DHR)	Temporary Services Registry Program (TempLA)		Training/ Employment Placement	Permanent Employment	**N/A**	**211**	**76**
Refugees 18 or Older	Department of Public Social Services (DPSS)	Refugee Employment Program (REP)		Job Readiness Training/ Employment Placements	Employment	Male Female **Total**	261 227 **488**	104 58 **162**

Target Population	Administering Department	Program Name/ Service		Service Provided	Success Indicators	Gender	Participants	Successful Completions
Involvement with Criminal Justice System/ Youth	Probation Department	Juvenile Justice Crime Prevention Act (JJCPA) - Educational Pathways		Supportive Services	Supportive Service Completion	**N/A**	**163**	**51**
		Juvenile Justice Crime Prevention Act		Employment Placements	Employment	**N/A**	**404**	**209**
Involvement with Criminal Justice System		Probation AB 109 Employment Services Program		Supportive Services	Supportive Service Completion	**N/A**	**1,154**	**145**
		SB678 Probation Re-entry Adult Population - Employment Services		Employment Placements	Employment	**N/A**	**854**	**173**
Low Income Individuals Age 55 and Over	Workforce Development Programs - WDACS	Title V - Senior Community Services Employment Program (SCSEP)		Training/ Employment Placements/ Supportive Services	Employment or Job Training Program Completion	**N/A**	**76**	**0**
Youth	Department of Arts and Culture	Los Angeles County Arts		Internships	Internships	Male Female **Total**	44 151 **203**	- - **203**
	Workforce Development Programs - WDACS	Youth @ Work	Youth @ Work Total*	Training/ Employment Placements/ Supportive Services	Employment or School Enrollment or Job Training Program Completion	Male Female **Total**	7,086 7,961 **15,058**	5,306 6,197 **11,513**
			Work-Based Learning**			Male Female **Total**	5,278 5,994 **11,272**	4,192 4,865 **9,057**
			WIOA Youth			Male Female **Total**	2,422 2,721 **5,172**	1,387 1,713 **3,118**
Youth Ages 16-24 and At-Risk/ Disconnected Youth	Department of Human Resources (DHR)	Countywide Youth Bridges Program		Career Exposure	Completion of 120 hours Career Exposure	**N/A**	**889**	**421**
Foster Youth 16-21	Department of Children and Family Services (DCFS)	Bridge to Work Program		Employment Placements	Employment/ Return to School	Male Female **Total**	35 52 **87**	- - **63**
		Youth Worker, Children's Services		Internships	Internship Completion	Male Female **Total**	4 13 **17**	- - **4**
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	**N/A**	**45**	**13**
Youth/ Foster Youth	Department of Human Resources (DHR)	Youth Worker (YW)		Internships	Permanent Employment	**N/A**	**11**	**1**

* Basic Career Services data is not yet available for all America's Job Centers in LA County.
** Work-Based Learning defines successful completions as participants who enter subsidized employment.

Target Population	Administering Department	Program Name/ Service	Service Provided	Success Indicators	Gender	Participants	Successful Completions
Students	Department of Human Resources (DHR)	Student Worker Program	Career Exposure/ Employment Placement	Completion of program/ permanent employment	**N/A**	**285**	**63**
Family Assistance	Los Angeles County Development Authority (LACDA)	Family Self Sufficiency Program (FSS)	Supportive Services	Employment	**N/A**	**434**	**46**
Future Nurses	Department of Health Services (DHS)	College of Nursing and Allied Health Pre-Licensure Registered Nurse	Training	Employment	Male Female **Total**	29 87 **116**	19 66 **85**
		Office of Nursing Affairs Tutoring & Mentoring Program			**N/A**	**650**	**337**
Veterans	Department of Human Resources (DHR)	Veterans Internship Program (VIP)	Training/ Employment Placement	Permanent Employment	**N/A**	**61**	**28**
	Department of Military and Veterans Affairs (MVA)	LA Trade Tech Partnership	Supportive Services	Completed Training	**N/A**	**18**	**5** **13 incomplete due to COVID**
		Veterans Work Study Program	Training	Employment	**N/A**	**0**	**0**
		Vocational Rehab Training	Training	Completed Training	**N/A**	**230**	**39**
		US Veterans Initiative (US Vets)	Job referral for Career Development Initiatives	Job Referral	**N/A**	**615**	**490**

WORKFORCE DEVELOPMENT

PERFORMANCE OF WORKFORCE DEVELOPMENT PROGRAMS BY TARGET POPULATION

The CEO asked those departments working to train and place targeted workers to describe their programs, 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, while guiding the County's strategy with regards to the sectors with the highest propensity to hire those with barriers. The County's objective in bringing services to targeted populations is aided by the fact that the WIOA program, and its affiliated AJCCs, 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.

The specific information compiled by WDACS with respect to targeted populations indicates that a high percentage of WIOA participants are low income, basic skills deficient, female, or recipients of government benefits. In FY 2019-20, the County workforce system served 696 individuals who were receiving CalWORKs benefits, and 456 of those individuals were placed into either subsidized or unsubsidized employment. The CEO endeavors to perform a longitudinal analysis of those 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.

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:

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

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:
   - The poverty line.
   - 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.

WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT ALIGNMENT

Since the release of the March 2019 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, 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 in the following pages 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 median quarterly earnings for those placed into employment varied widely across targeted population. The "matched" data shows that the median quarterly earnings of the Parent Youth population is the lowest of the targeted populations at $2,006 in the second quarter after exiting the program. Those who were receiving services through DPSS attained median earnings of $2,966. By contrast, the highest quarterly earnings were attained by the other job seekers population, at $7,400 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 served over 19,600 in FY 19-20. The same holds true for the "matched" DPSS population, with the majority of recipients being low-income.



Workforce Development Programs
PRIORITY POPULATION PARTICIPANTS BY SERVICE CATEGORY FY 2019-20

Priority Population Category	AJCC Individualized Career Services*				
	Training Activities	Other Adult Worker Activities	Other Youth Activities	Supportive Services	Follow-Up Services
CalWORKs (matched)	206	503	313	97	244
Basic Skills Deficient	1,992	3,561	2,858	831	2,179
CalFRESH	508	1,643	546	445	673
Participants with Disabilities	133	271	173	84	141
Female	1,479	3,454	1,849	689	1,732
Foster	116	66	265	16	88
General Relief	191	619	221	167	232
Homeless	182	675	285	197	254
Low Income	2,461	5,055	3,140	1,276	2,680
Re-Entry	240	1,037	233	447	348
Parent Youth	130	97	310	23	114
Substance Abuse	4	16	6	6	10
Veteran	171	612	20	192	146
Other Job Seekers	235	752	93	214	212
Unduplicated Total	3,052	6,922	3,523	1,681	3,278

* Reflects data for LA County Workforce Development Area only.

Workforce Development Programs
PRIORITY POPULATION BY PROGRAM FY 2019-20

Priority Population Category*	Adult			Dislocated Worker			Youth@Work			INVEST			Unduplicated Total		
	Served	Exited	Placed	Served	Exited	Placed	Served	Exited	Placed	Served	Exited	Placed	Served	Exited	Placed
CalWORKs (matched)	696	328	456	67	27	32	532	291	324	62	26	26	1,264	642	775
Basic Skills Deficient	3,648	1,736	2,216	981	470	575	4,470	2,474	2,781	603	324	225	8,928	4,659	5,288
CalFRESH	1,954	919	1,172	258	137	150	4,261	3,159	3,361	484	251	180	6,729	4,364	4,730
Participants with Disabilities	381	165	185	52	21	30	412	262	256	50	31	18	850	452	466
Female	3,810	1,764	2,433	1,500	696	834	7,961	5,819	6,199	246	116	95	12,906	8,111	8,222
Foster	31	11	15	1	1	0	1,287	884	935	4	1	1	1,289	884	936
General Relief	726	353	389	23	13	13	684	445	488	207	113	78	1,567	890	929
Homeless	668	413	353	40	17	20	856	627	607	190	80	63	1,689	1,100	1,011
Low Income	6,050	2,653	3,777	1,402	622	806	12,217	8,660	9,270	910	482	348	19,619	11,986	13,633
Re-Entry	627	301	392	55	21	40	1,044	750	762	958	506	379	2,551	1,512	1,515
Parent Youth	107	48	74	3	1	0	762	476	498	5	4	2	766	478	501
Substance Abuse	12	7	7	2	1	1	7	1	4	16	11	10	33	18	20
Veteran	1,012	419	576	147	59	91	21	14	16	20	11	6	1,159	474	664
Other Job Seekers	676	281	416	591	281	334	660	537	510	0	0	0	1,853	1,060	1,242
Unduplicated Total	7,675	3,433	4,784	2,511	1,192	1,422	15,058	10,860	11,515	990	521	396	25,063	15,476	17,458

*Basic Career Services demographic data is not available because of limited demographic information.
**Placements include placements in employment and youth entered post-secondary and advanced training placements.
*** Reflects data for all America's Job Centers in Los Angeles County Workforce Development Area.

WORKFORCE DEVELOPMENT

Workforce Development Programs

PLACEMENT RATE - PRIORITY POPULATION BY PROGRAM
FY 2019-20

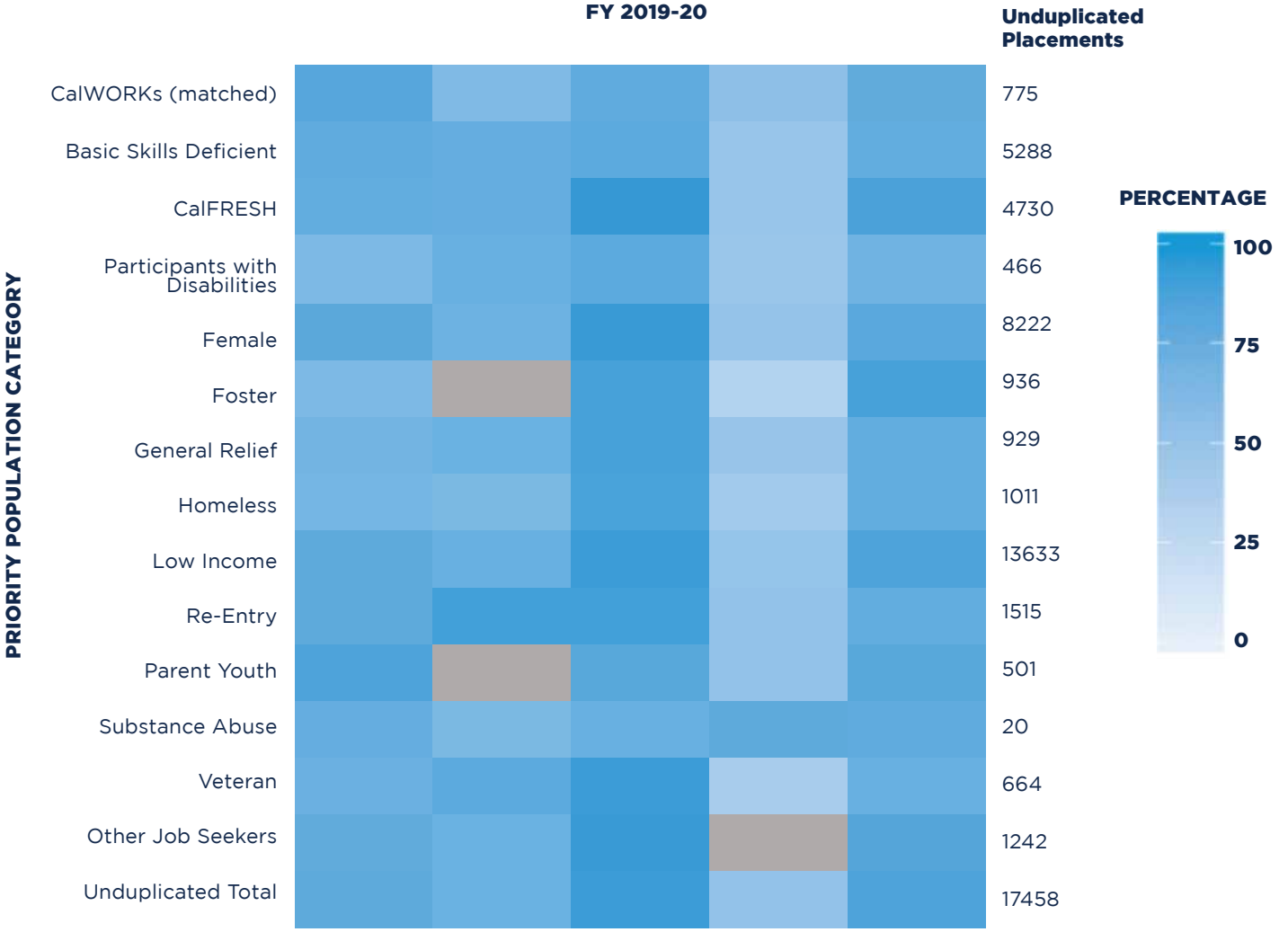


CHART HIGHLIGHTS

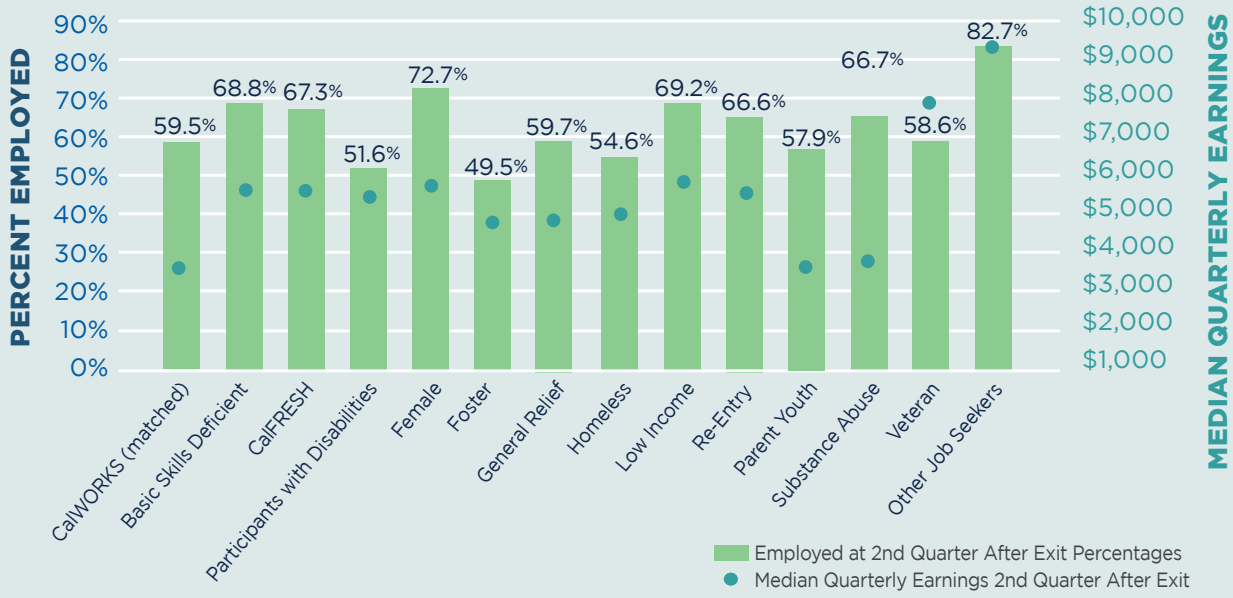
Among **programs**, the highest placement rates are for Dislocated Worker and Adult

The lowest placement rate was for the INVEST program.

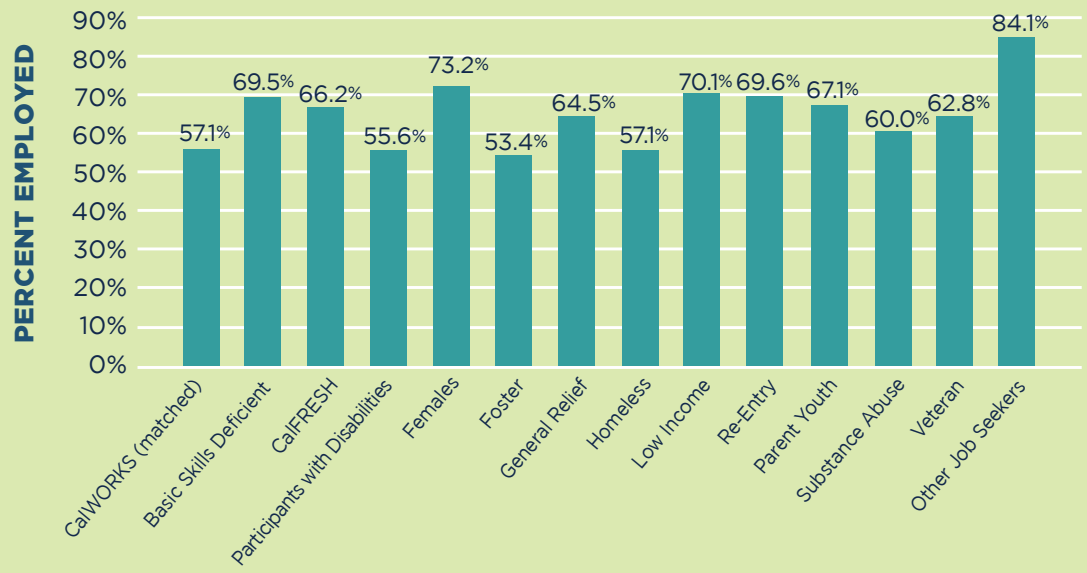
Among **priority populations**, Veterans had the highest placement rates, followed by Basic Skills Deficient and CalWORKs.

The lowest placement rate was for the Foster priority population.

Workforce Development Programs FY 2019-20**
Percentage Employed at 2nd Quarter Follow Up by Priority Populations*



Workforce Development Programs FY 2019-20**
Percentage Employed at 4th Quarter Follow Up by Priority Populations*



* Accountability Measures use state performance logic to include participant exits that fall in the cohort reporting period and only include WIOA Adult, Dislocated Worker and Youth programs.

** Reflects data for all America's Job Centers in Los Angeles County Workforce Development Area only.

Of workers across the priority populations employed at the 2nd quarter after exit, other job seekers employees earned the highest median earnings ($3,038 in monthly earnings), followed by veterans ($2,643/month). All priority groups, besides those in the foster population, had an exit rate of over 50 percent. Other job seekers and female participants experienced the most success, with employment rates over 70 percent. At the 4th quarter follow up, rates of those employed dropped slightly across the priority populations.

In total,
3,863 PARTICIPANTS
were employed at the 4th quarter after exit, compared to **3,832** at the 2nd quarter.

WORKFORCE DEVELOPMENT

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. Of the programs listed, the County allocated $220.6 million in programs costs to support workforce development programs. **The amount financed by general operations (Net County Cost) is $55.2 million.**

WORKFORCE DEVELOPMENT BUDGETS FISCAL YEAR 2019-2020

ADMINISTERING DEPARTMENT AND PROGRAM	PROGRAM COST	REVENUE	INTRA-FUND TRANSFER (IFT)	NET COUNTY COST
Department of Arts and Culture **Arts Internship Program**	**$1,797,000**	**$64,000**	**-**	**$1,733,000**
Development Authority **Family Self Sufficiency Program (FSS)**	**$837,878**	**$753,569**	**$84,309**	**-**
Department of Children and Family Services **Bridge to Work Program**	**$784,400**	**-**	**-**	**-**
Department of Children and Family Services **Youth Worker**	**$1,130,209**	**-**	**-**	**-**
Department of Health Services **College of Nursing and Allied Health Pre-Licensure Registered Nurse**	**$9,035,000**	**$1,730,172**	**$0**	**$7,304,828**
Department of Health Services **Office of Nursing Affairs Tutoring & Mentoring Program**	**$436,000**	**$0**	**$0**	**$436,000**
Department of Human Resources **Career Development Intern**	**$321,000**	**$49,000**	**$176,000**	**$96,000**

FINANCING SOURCES
REVENUE: A source of income to an operation other than debt issue proceeds or the transfer from another fund.
INTRAFUND 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 revenue, such as property taxes.

WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT BUDGETS FISCAL YEAR 2019-2020 (cont.)

ADMINISTERING DEPARTMENT AND PROGRAM	PROGRAM COST	REVENUE	INTRA-FUND TRANSFER (IFT)	NET COUNTY COST
Department of Human Resources **Veterans Internship Program**	**$321,000**	**$49,000**	**$176,000**	**$96,000**
Department of Military and Veterans Affairs **LA Trade Tech Partnership-Vets Culinary Program**	**$15,500**	**-**	**-**	**$15,500**
Department of Military and Veterans Affairs **US Veterans Initiative (US Vets) Job Referral for Career Development Initiative**	**$12,000**	**-**	**-**	**$12,000**
Department of Military and Veterans Affairs **Veterans Work Study Program**	**$1,000**	**-**	**-**	**$1,000**
Department of Military and Veterans Affairs **Vocational Rehab Training**	**$16,000**	**-**	**-**	**$16,000**
Department of Public Social Services **General Relief Opportunities for Work (GROW)**	**$54,727,000**	**$28,668,000**	**-**	**$25,604,000**
Department of Public Social Services **General Relief Opportunities for Work (GROW) Youth Employment Program**	**$500,000**	**$500,000**	**-**	**$0**
Department of Public Social Services **General Relief Opportunities for Work (GROW) Transition-Age Youth Employment Program (GTEP)**	**$1,200,000**	**-**	**-**	**$1,200,000**
Department of Public Social Services **Refugee Employment Program (REP)**	**$2,341,000**	**$2,341,000**	**-**	**-**
Department of Public Social Services **Greater Avenues for Independence (GAIN) Job Club**	**$21,349,000**	**$21,349,000**	**-**	**-**
Department of Public Social Services **Colleges and Vocational Training**	**$2,500,000**	**$2,500,000**	**-**	**-**

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WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT BUDGETS FISCAL YEAR 2019-2020 (cont.)

ADMINISTERING DEPARTMENT AND PROGRAM	PROGRAM COST	REVENUE	INTRA-FUND TRANSFER (IFT)	NET COUNTY COST
Department of Public Social Services **Greater Avenues for Independence (GAIN) Short-Term Vocational Training (Project with Los Angeles County Office of Education)**	**$6,546,000**	**$6,546,000**	-	-
Department of Public Social Services **Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE)**	**$43,734,000**	**$43,734,000**	-	-
Probation Department **Juvenile Justice Crime Prevention Act (JJCPA) - Employment Services**	**$893,713**	-	-	-
Probation Department **Probation AB 109 Employment Services Program**	**$11,053,673**	-	-	-
Probation Department **Probation Adult Felony Reentry Employment Services-Career Pathways**	**N/A**	-	-	-
Probation Department **SB678 Probation Reentry Adult Population - Employment Services**	**$3,658,044**	-	-	-
Workforce Development, Aging and Community Services **Title V - Senior Community Services Employment Program (SCSEP)**	**$1,512,000**	**$1,512,000**	-	-
Workforce Development, Aging and Community Services **Workforce Programs**	**$55,953,000**	**$30,243,000**	**$7,000,000**	**$18,710,000**
Total	**$220,674,417**	**$140,038,741**	**$7,436,309**	**$55,224,328**

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

PERFORMANCE OF WORKFORCE DEVELOPMENT PROGRAMS BY SECTOR

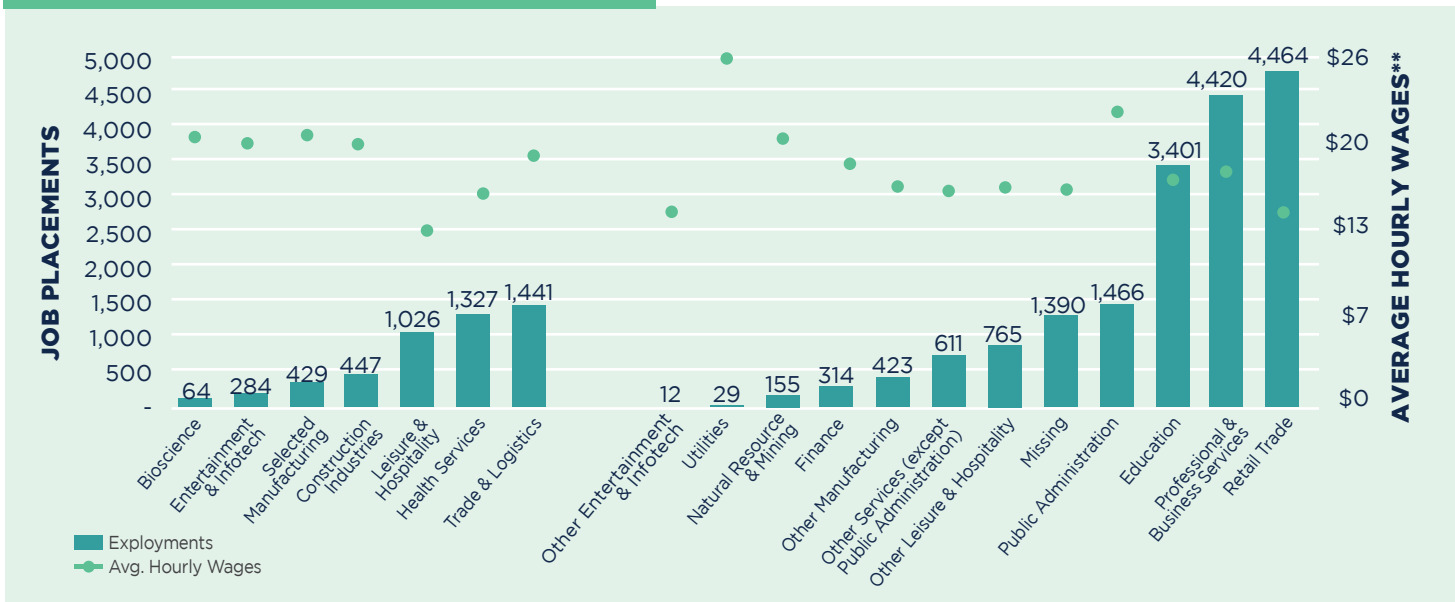
The County seeks to encourage job training for industries that are most competitive and that will generate family sustaining career pathways. The Board of Supervisors has promoted the use of industry and sector partnerships to address the workforce needs of multiple employers within an industry. The Scorecard highlights the targeted high-growth industry clusters across the County and evaluates whether workforce development programs are aligning skilled and unskilled workers with these targeted sectors. Shown on the following page is data collected from WDACS for FY 2019-20 for placement by industry cluster.

Overall, 17,930 placements were made in FY 2019-20 and the average hourly wage for those placed was $16.93. The most placements occurred in the retail trade and business and professional services industries, employing 4,464 and 4,420 workers, respectively. Of the high growth sectors, 4,675 total placements were made, with workers earning an average hourly wage of $17.55. In total, 1,026 employers placed workers in the high growth sectors, while 2,554 placed those in non-high growth sectors.

LA COUNTY'S 7 TARGETED CLUSTERS

- HEALTH CARE SERVICES
- TRADE & LOGISTICS
- LEISURE AND HOSPITALITY
- MANUFACTURING
- BIOSCIENCE
- CONSTRUCTION
- ENTERTAINMENT AND INFOTECH

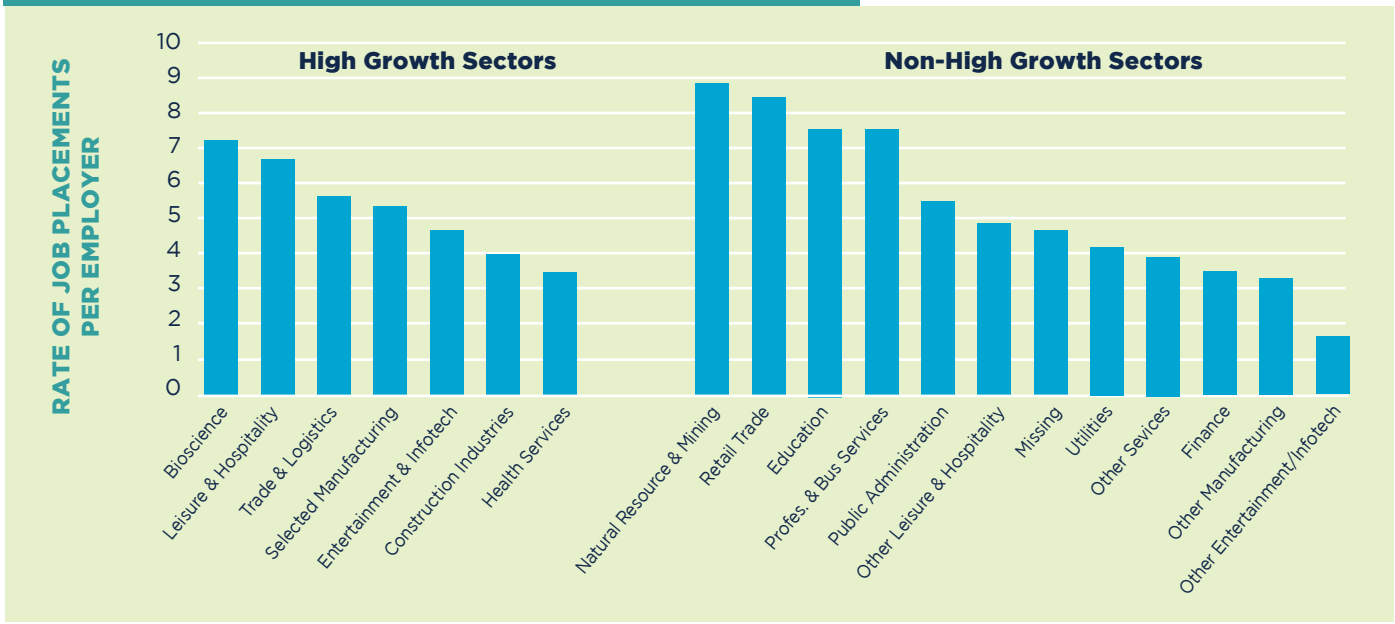
Workforce Development Programs Job Placement by Sector FY 2019-20



* High Growth Sectors are based on the Los Angeles County Economic Development Corporation Jobs Report 2016-2021 published June 2017.
** Excludes the Countywide Youth subsidized employment wages of $13.25/hr.
*** Reflects data for all America's Job Centers for Los Angeles County Workforce development Area.

WORKFORCE DEVELOPMENT

Workforce Development Programs
Job Placements per Employer by Sector FY 2019-20



BIOSCIENCE INITIATIVE

In 2015, the Board of Supervisors made economic development a priority to stimulate regional job growth and lift residents out of poverty. Seven industries were targeted based on their proven ability to create jobs and wealth. Bioscience is the first of the industry sectors selected by the County for focused support, creating the County's Bioscience Initiative. The Los Angeles region generates cutting edge bioscience R&D and a trained workforce capable of launching and supporting enterprises emerging from local research institutions and incubators. Over past economic cycles including the Great Recession, bioscience jobs have proven unaffected by economic downturn. The industry creates jobs for young and semi-skilled persons, as well as for scientists and entrepreneurs. Some of the County's biosciences initiatives are highlighted below:

BIOSCIENCE INVESTMENT FUND - The County released a Request for Proposals in September 2018 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. The County intends to place a lead investment in a fund that will then make investments in local early stage bioscience firms and work to support the bioscience entrepreneurial ecosystem. On September 3, 2019, the Board of Supervisors authorized the County to enter into an Exclusive Negotiating Agreement with the selected proposer. On June 23, 2020, the Board approves a loan of up to $15 million to invest in the Bioscience Investment Fund managed by MarsBio GP LLC.

BIO-FLEX PROGRAM – In a partnership that includes the South Bay Workforce Investment Board, California State University Dominquez Hills (CSUDH), Biocom, LAEDC, and representatives from local bioscience companies, the County launched in 2019 a first-of-its-kind Biosciences Pre-Apprenticeship and Apprenticeship training program (Bio-Flex). The aim of this initiative is to develop an employer driven apprenticeship framework that will meet the workforce development needs common to industry partners, while providing a framework to allow each employer to design or "flex" their own program. This will allow employers to tailor the curriculum to meet their individual training needs around a specific occupation or department.

WORKFORCE DEVELOPMENT

ENTERTAINMENT & INFOTECH

The County has been administering film and photography permitting for over 30 years. In 2014, the Board of Supervisors took actions in standardizing film and photography permit service fees to attract more film production in the County. In 2018, the Board passed a motion to support the growth of Film and Digital Media Industry in Los Angeles County. The County Plan includes five primary areas:

- Development of a County Film and Digital Media Career Pathway Program.
- Framework for supporting local emerging Film and Digital Media Businesses.
- Creation of the first Los Angeles County Forum on Film and Digital Media.
- Identification of both Public and Private funding resources in relation to the creation of the County Plan.
- Support legislation which promotes the growth of the creative economy.

FILM LA

FilmLA is committed to the film industry's contributions to Greater Los Angeles, through streamlining film permitting, assisting filmmakers with production planning, and coordinating with communities to establish relationships between filmmakers and community leaders. Notable productions filmed during FY 2019-20 are listed below.

DISTRICT	LOCATIONS	SHOOT DAYS
District 1	75	112
District 2	142	222
District 3	485	619
District 4	126	135
District 5	1,415	1,737
All Districts	**2,243**	**2,825**

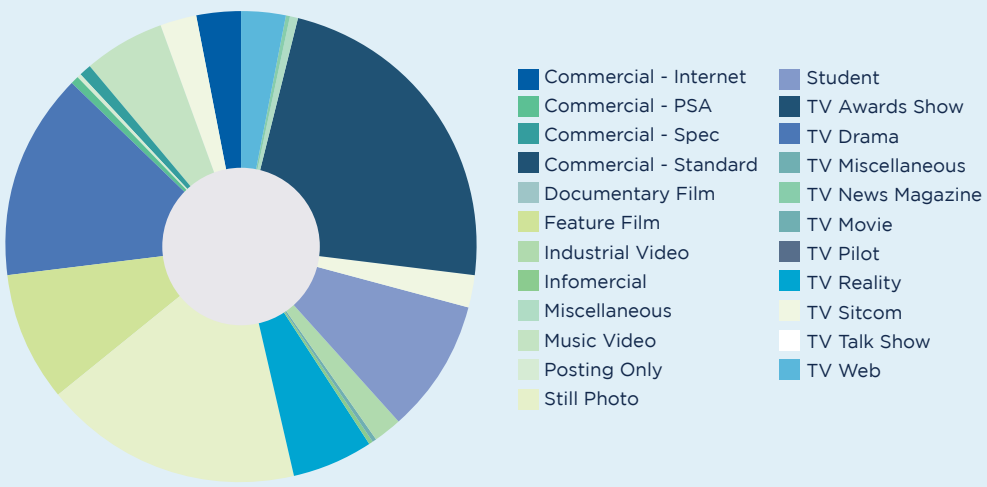
COMMERCIALS

- Walmart
- Allstate
- AT&T
- KFC
- Burger King
- Cadillac
- Toyota
- Chevrolet
- Ford Ranger/Escape
- McDonalds
- Dairy Queen
- Facebook
- BMW
- Experian

TELEVISION

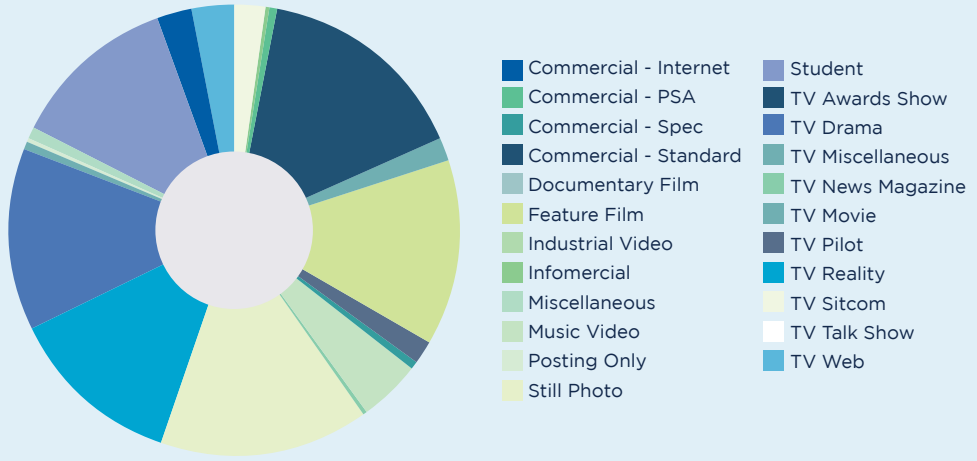
- Extreme Makeover
- Kidding
- Nine
- Bosch
- The Goldbergs
- All Rise
- Silicon Valley
- Homecoming
- S.W.A.T.
- Dirty John
- Lucifer
- This is Us
- Blackish
- All American
- Westworld
- Splitting Up

Locations By Production Type, All Districts



WORKFORCE DEVELOPMENT

Shoot Days by Production Type, All Districts



FILMS

- Another Girl
- Shelter Me
- Bond
- Revenge
- Sallywood
- Blood Born
- Four Good Days
- Gumshoe
- For All Mankind
- Good Girls
- The Unicorn

LOCAL AND TARGETED WORKER HIRE POLICY

On September 6, 2016, the Board of Supervisors adopted (updated and approved on June 11, 2019) a Countywide Local and Targeted Worker Hire Policy (LTWHP). On March 21, 2017, the Board also 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.

WHAT IS A "TARGETED WORKER?"

A Targeted Worker is an individual who is both a County resident and who faces one or more of the following barriers to employment:

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. Is experiencing 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 under Section 2(a) of the Jobs for Veterans Act (38 U.S.C.4215[a]);
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

An individual's primary residency is within five (5) miles of the proposed project site and is within a Qualifying Zip Code.

If a qualifying Zip Code is partially located within the 5-mile radius, then the entire Zip Code is considered as a Tier I Zip Code, and workers living in that entire Zip Code area may qualify as Tier I hire.

TIER 2

An individual's primary residency is within a Qualifying Zip code; and (2) that Qualifying Zip Code is beyond five (5) miles of the proposed project site.

CONTRACTOR REQUIREMENT

The Contractor and its subcontractors shall first meet the Local Worker Hire participation requirement by employing Qualified Local Residents from Tier 1. If the Contractor is unable to meet their entire Local Worker Hire need from this area, it must submit to the Project Manager or designated County representative a statement on company letterhead certifying that it has exhausted all available qualified Local Workers from this area during a 48-hour period before pursuing Qualified Local Residents from Tier 2.

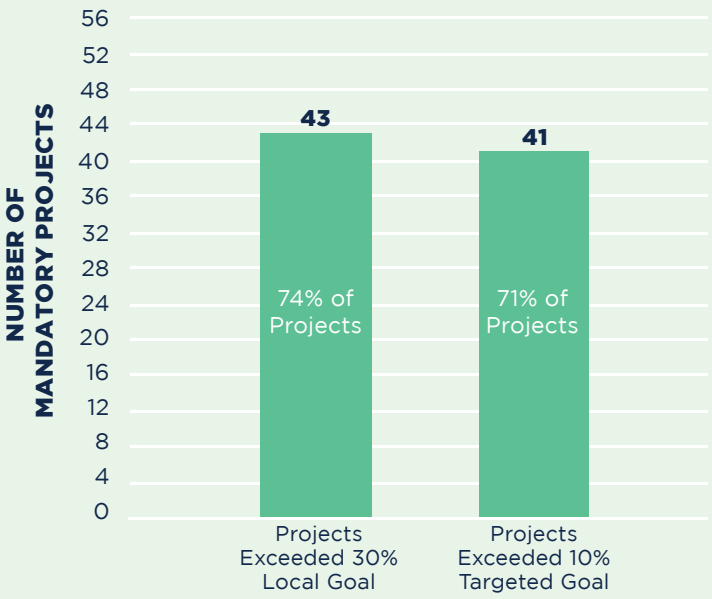
WORKFORCE DEVELOPMENT

Ensuring that local and targeted 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 of Supervisors Local and Targeted Worker Hire Policy requires a mandatory 30 percent Local Hire goal and a 10 percent Targeted Worker hire goal on Board-approved construction projects that have a total project budget that exceeds $2.5 Million. Furthermore, Board approved construction projects with a total project budget between $500K and 2.5 Million have a best efforts Local Hire goal of 30 percent.

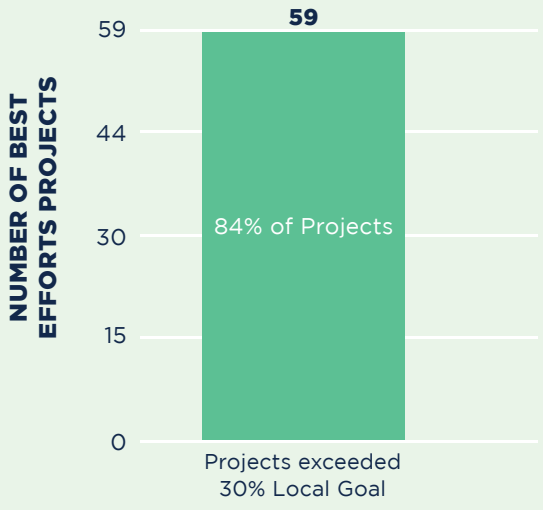
The departments have the responsibility for managing these local and targeted hiring practices and for tracking compliance with specific project objectives. As shown in the following charts, there were a total of 128 Public Works Local and Targeted Worker Hire Policy projects with construction activity during Fiscal Year 2019-20. The charts below demonstrate the success of the program's goals.

WORKER RESIDENCY HIRING GOALS SUMMARY, ALL PROJECTS WITH CONSTRUCTION HOURS IN FY2019-20 (128 TOTAL)

LTWHP - Mandatory Projects (58)
Department of Public Works FY 2019-20

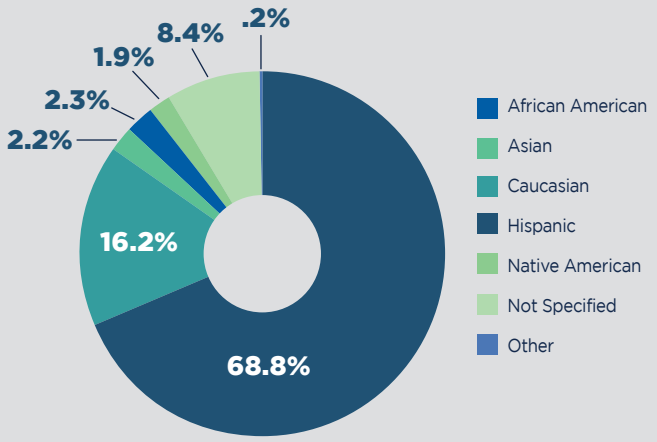


LTWHP - Best Efforts Projects (70)
Department of Public Works FY 2019-20

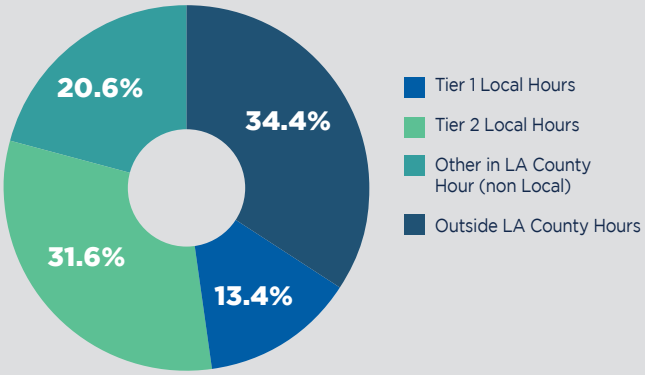


WORKFORCE DEVELOPMENT

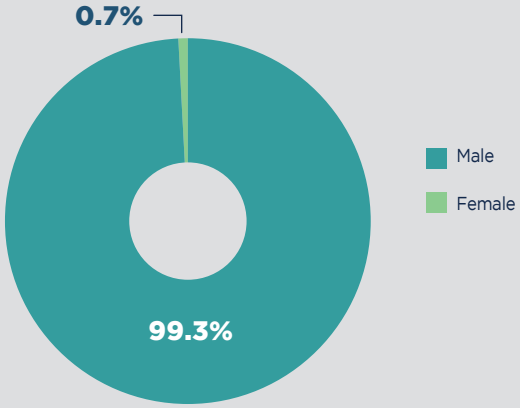
Worker Ethnicity
LTWHP PROJECTS (128)
FY 2019-20



Worker Residency
LTWHP PROJECTS (128)
FY 2019-20

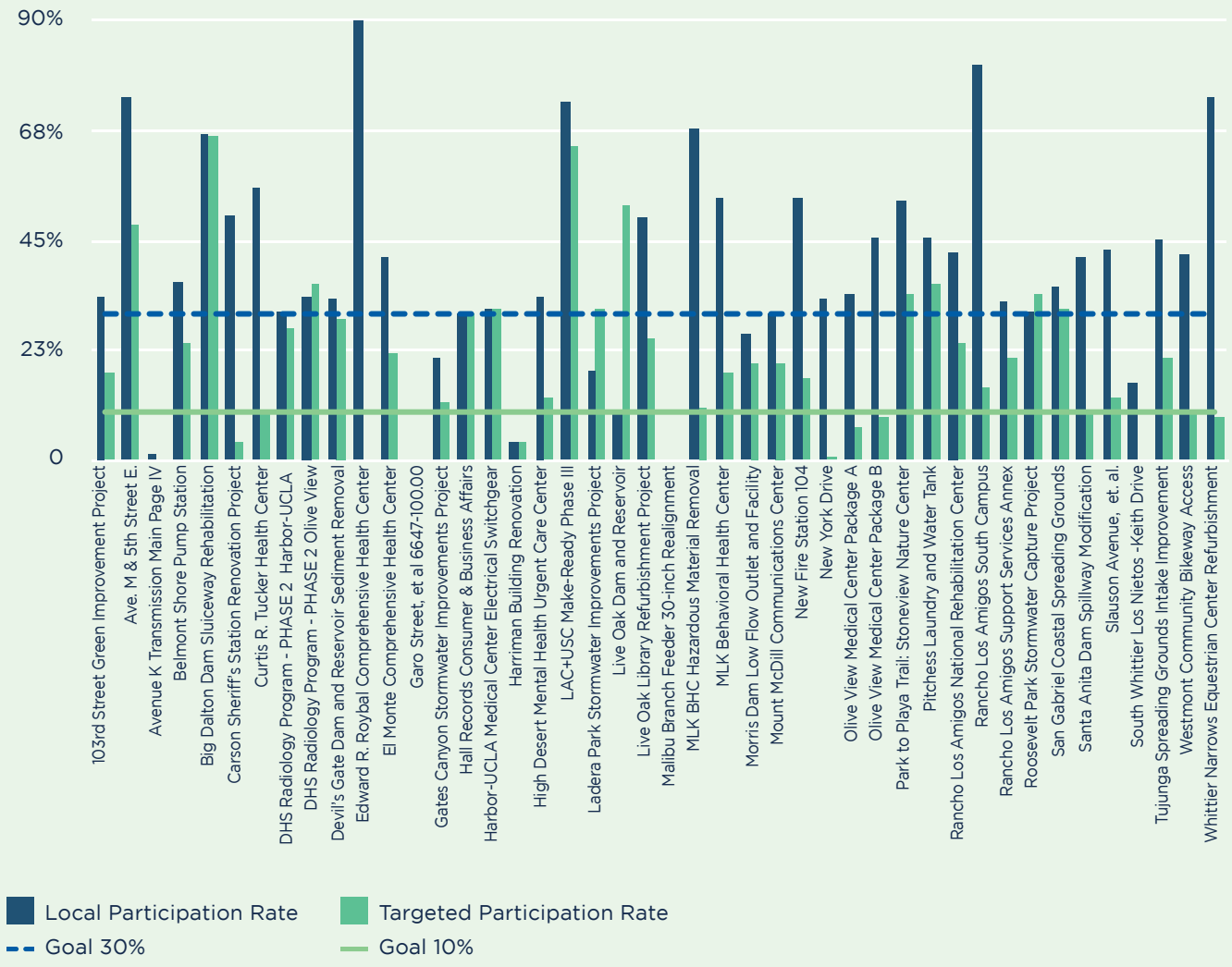


Worker Gender
LTWHP PROJECTS (128)
FY 2019-20



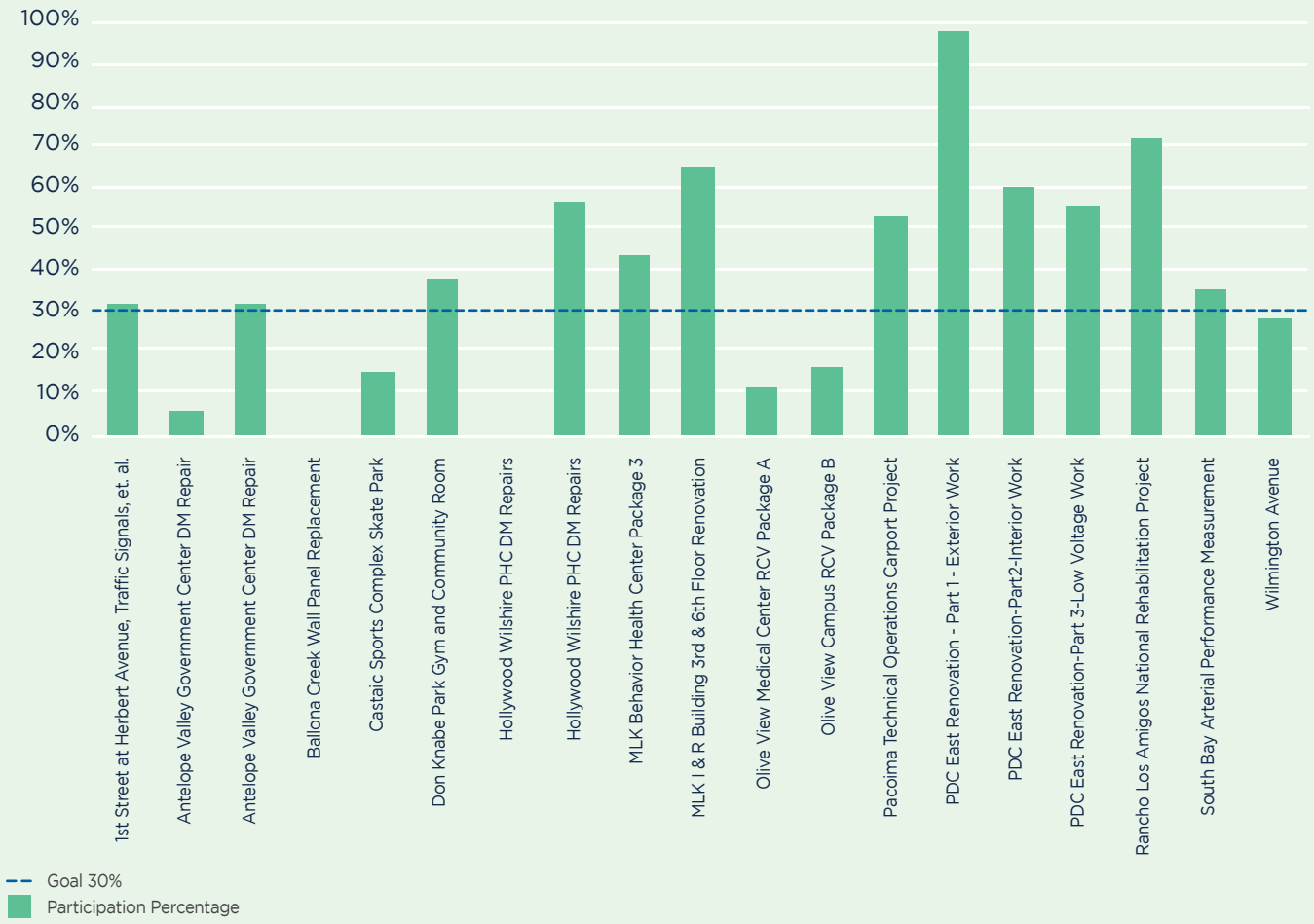
WORKFORCE DEVELOPMENT

LOCAL AND TARGETED WORKER HIRE POLICY
Department of Public Works
Mandatory Hiring Goals – FY 4th Qtr Projects



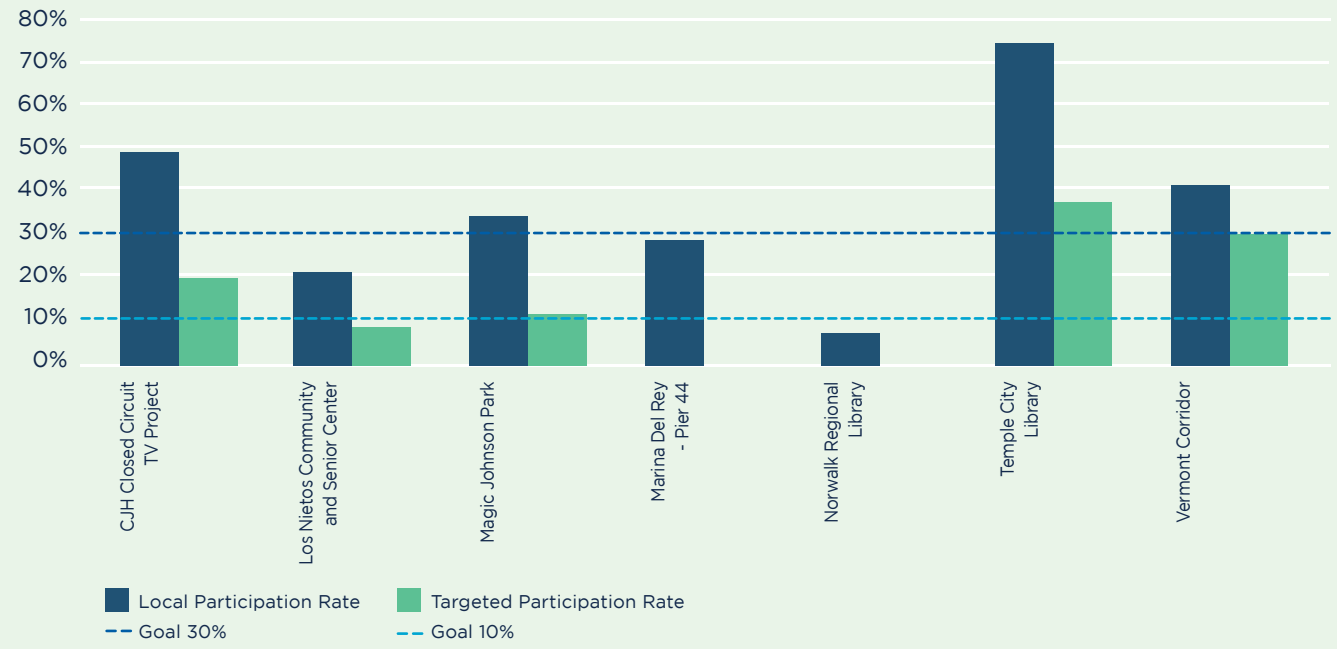
WORKFORCE DEVELOPMENT

LOCAL AND TARGETED WORKER HIRE POLICY
Department of Public Works
Best Efforts Hiring Goals – FY 4th Qtr Projects

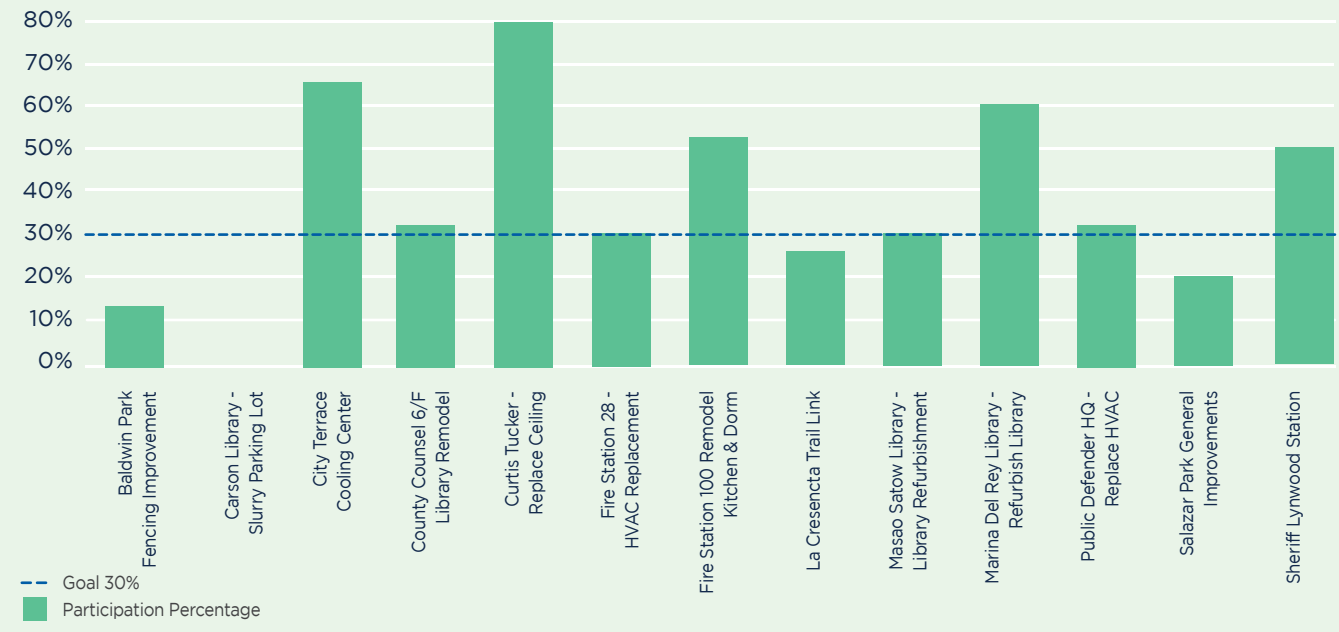


WORKFORCE DEVELOPMENT

LOCAL AND TARGETED WORK HIRE PROGRAM
LACDA, Internal Services, & CEO
Mandatory Hiring Goals - FY 2019-20



LOCAL AND TARGETED WORK HIRE PROGRAM
LACDA, Parks & Recreation, Internal Services, & CEO
Best Efforts Hiring Goals - FY 2019-20



WORKFORCE DEVELOPMENT

FAIR CHANCE HIRING CAMPAIGN

The County launched its Fair Chance Hiring Campaign on September 9, 2019 to educate the County business community about the Fair Chance Act, and the business benefits to hiring from the re-entry community. This campaign has started a paradigm shift amongst the business community to consider those with a criminal justice background as value added in the workplace. The campaign includes a robust paid and earned digital and print media campaign that has reached over 28,151 unique individuals Countywide. The Campaign is led by the County in partnership with the Los Angeles Economic Development Corporation, the Los Angeles Metropolitan Transit Authority, and the LA Area Chamber of Commerce.

Through direct outreach to businesses in high growth industries, the County, led by the Department of Workforce Development Aging and Community Services (WDACS), has personally addressed over 500 businesses in Los Angeles County. Through the work of WDACS' businesses services representatives, 188 County businesses have pledged as "Fair Chance Employers" to help justice-involved individuals find meaningful career pathways.

METRIC FY 2019-20	QUANTITY
Pledged Businesses	188
Website Visits (Sessions)	30,159
Unique Website Visits	23,186
Facebook Page Views	20,563
Facebook People reached from Posts	4,965 unique individuals
Facebook Page Followers	242
Facebook Post Engagements (Comments, Likes, Shares)	1,684 new engagements
Instagram Page Followers	145
Twitter Page Followers	109
Paid Google Ad Search impressions	71,520
Paid Internet Ad impressions	7,712,010
Facebook Paid Ad impressions	2,263,253
In person Presentations	500 businesses
Twitter Impressions	28,664
Paid Clicks (Google Search, Internet Ads, Social Media)	35,063

BUSINESS ASSISTANCE

In FY 2019-20, the County continued its deployment of resources into local business needs. Offering assistance to growing and established businesses, as well as certifying social enterprises, disabled veteran business enterprises, local small business enterprises are just a few ways in which the County is supporting local business activity.

BUSINESS ASSISTANCE

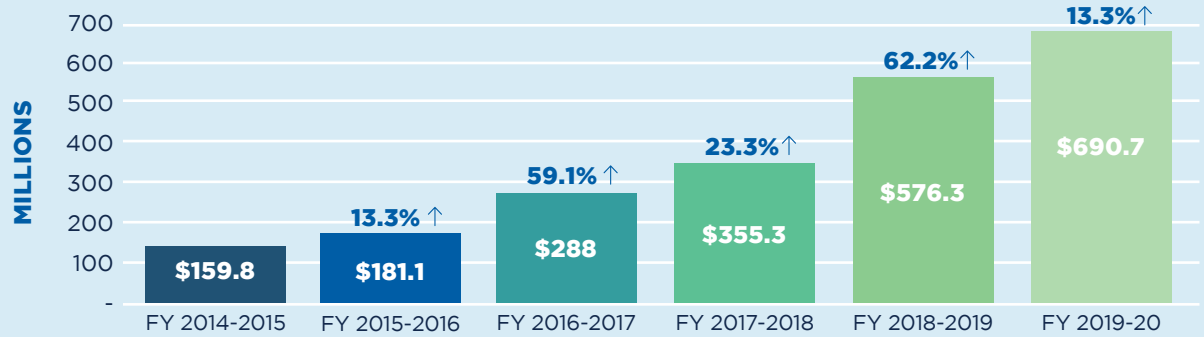
OFFICE OF SMALL BUSINESS

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. On July 12, 2016, the Board established a four-year Small Business Utilization Plan (SBU Plan) to increase contracting dollars awarded to the County's certified Local Small Business Enterprises (LSBE) and Disabled Veteran Business Enterprises (DVBE) by 25 percent and 3 percent, respectively. This four-year plan also directed the Department of Consumer and Business Affairs (DCBA), in consultation with relevant departments, to develop a new certification for Social Enterprises (SE). 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 SBU Plan, as well as layoff aversion services will be presented in an upcoming Scorecard. Information about businesses served by the Small Business Concierge is also presented.

Contract Award Dollars to Certified LSBE, DVBE, and SE Businesses



*Small Business Utilization Goals adopted by the Board of Supervisors.

BUSINESS ASSISTANCE

DEFINING SOCIAL ENTERPRISES (SE)

To certify as a Social Enterpise with Los Angeles County, a business must:

- Have been in operation for at least one (1) year providing transitional jobs, including access to supportive services to a transitional workforce employing at least 51 percent of a transitional workforce; or
- Be certified as a B-Corp by B Lab Corporation; or
- Certified Green by a city government agency in the County; or
- Be incorporated with the State of California as a Benefit, or Social Purpose Corporation; or
- Be a business whose primary purpose is the common good as demonstrated through a published mission statement and whose principal business activity is directly related to accomplishing that stated social mission.
- Provide their mission statement, a description of their programs, services, and must provide metrics confirming social impact.

DEFINING LOCAL SMALL BUSINESS ENTERPRISE (LSBE)

Businesses that have a principal place of business (i.e. Headquarters) in the County and meet the State's definition of a small business can certify with Los Angeles County as an LSBE. A business must:

- Be independently owned and operated; and
- Not be dominant in its field of operation; and
- Have owners (officers in the case of a corporation) who live in California and be either:
  - o A business with fewer than 100 employees and an average annual gross receipts of $15 million or less over the last 3 years; or
  - o A manfacturer with 100 or fewer employees; and
- Have its main office (headquarters) in the County of Los Angels for at least the past 12 months .

DEFINING DISABLED VETERAN BUSINESS ENTERPRISE (DVBE)

To certify as a DVBE with Los Angeles County, a business must:

- Be certified by the U.S. Department of Veteran Affairs (VA) as a Service Disabled Veteran-Owned Small Business (SDVOSB); or
- Be certified as a DVBE by the California Department of General Services (DGS)
- During the certification process the business will be asked to provide information regarding their VA or DGS certification.

CERTIFIED BUSINESS ACTIVITY FY 2019-20

METRIC FY 2019-20	TOTAL
Businesses Certified as LSBE	**818**
Businesses Certified as Social Enterprises	**90**
Businesses Certified as DVBEs	**242**
County Contracting Dollars Awarded to All Certified Vendors	**$690,669,449**
Certified Businesses Who Won Contracts with the County	**820**

BUSINESS ASSISTANCE

SMALL BUSINESS DEVELOPMENT

To achieve the goals set forth in the SBU 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.

Over the last five fiscal years, the County awarded approximately $2,091,363,554 to certified LSBEs, DVBEs, and SEs. The SBU Plan launched near the end of FY 2015-16, which saw $181,059,214 awarded to certified firms. In comparison the County awarded $690,669,450 to certified firms in FY 2019-20, an increase of 281 percent since the launch of the initiative. However, the amount in awards in the fourth quarter of FY 2019-20 were substantially impacted by the onset of the COVID-19 pandemic and the County's hard purchasing freeze on non-essential services, supplies and equipment effective March 31, 2020. As a result, the fourth quarter saw a year-over-year decrease of 32 percent in total awards to vendors from FY 2018-19 to FY 2019-20, reaching only $124 million, approximately $63 million lower than projected. DCBA projected the County would have reached the aspirational goal of $1 billion in awards to certified vendors as early as FY 2020-21 if the current trend continued along with pre-COVID-19 economic conditions.

DCBA operates the regions only Procurement Technical Assistance Center (PTAC) which provides technical assistance and tools to businesses to increase their contract readiness when competing for government contracts at the local, state, and Federal level. During the fiscal year the PTAC provided 876 counseling hours to businesses interested in government contracting. Of the businesses that received counseling, 135 self-identified as women-owned and 195 identified as minority and/or disadvantaged-owned businesses. Additionally, the LA County PTAC also participated in 46 events and educational workshops on government contracting opportunities.

TECHNICAL ASSISTANCE TO BUSINESSES FY 2019-20

FISCAL YEAR	TYPE OF ASSISTANCE															
	Business Name (DBA)	Business Plan	Business Structure	Certification	Contracting Opportunities	Employer Responsibility	Finance	Labor	Lease Agreement	Legal Entity	Licenses	Loans	Marketing Plan	Permits	Trademark/Copyright	Other
2015-16	27	23	23	31	15	17	17	10	11	23	40	17	20	42	24	5
2016-17	76	98	75	101	70	50	76	34	45	65	127	69	77	125	62	37
2017-18	362	287	263	306	163	167	212	92	94	232	431	187	194	361	234	80
2018-19	379	353	308	356	190	183	260	99	117	263	488	218	241	432	254	102
2019-20	298	249	216	251	141	116	192	77	88	185	346	195	188	92	312	185

BUSINESS ASSISTANCE

ASSISTANCE IN OPENING A BUSINESS FY 2019-20

FISCAL YEAR	BUSINESS TYPE														
	Agriculture	Car Wash	Contractor/ Construction	Food Service	Garment, Apparel & Textile Mfg.	Health Care	Housing & Lodging	Landscaping & Gardening	Mfg.	Retail	Services	Transportation	Unsure/ Undecided	Wholesale	Total
2015-16	0	0	2	10	1	2	1	0	1	10	20	0	29	1	78
2016-17	4	2	9	30	2	8	4	0	2	19	80	3	60	4	231
2017-18	2	14	20	74	15	24	7	2	10	100	243	13	85	13	635
2018-19	2	20	18	83	12	33	13	2	10	102	287	14	79	16	691
2019-20	0	9	13	66	14	32	20	6	12	95	217	12	46	16	558
TOTAL	**8**	**45**	**62**	**263**	**44**	**99**	**45**	**10**	**35**	**326**	**847**	**42**	**299**	**50**	**2,225**

*Some constituents request more than one business and/or types of business.

SMALL BUSINESS CONCIERGE

The Small Business Concierge Program (Concierge) was established in January 2015 by motion of the Board of Supervisors 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 business 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 a 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.

FY 2019-20

BUSINESS CONCIERGE CASES

Fiscal Year	Opened Inquiries	Business Assisted
2015-16	77	50
2016-17	215	199
2017-18	460	439
2018-19	590	732
2019-20	866	873

FY 2019-20

The County's Office of Small Business

assisted **165** **outreach events**, reaching over **9,257** **attendees**

BUSINESS ASSISTANCE

FY 2019-20

The Small Business Concierge Service assisted

873

ENTREPRENEURS.

OFFICE OF SMALL BUSINESS ENTREPRENEUR EVENTS		
Fiscal Year	**Workshops**	**Attendees**
2015-16	6	120
2016-17	10	210
2017-18	23	575
2018-19	29	790
2019-20	65	2,413

ETHNICITY				GENDER	
Declined to state/blank	**357**	Asian/Pacific Islander	**65**	Declined to state/blank	**312**
Hispanic/Latino	**164**	Multiple Ethnicities/Races	**42**	Female	**314**
White	**143**	American Indian/Native American	**4**	Male	**247**
Black-African American	**82**	Other	**16**		

LA COUNTY DISASTER HELP CENTER

On March 26, 2020, in response to the COVID-19 pandemic, DCBA, in partnership with the Los Angeles County Development Authority (LACDA) and the Department of Workforce Development, Aging and Community Services (WDACS), immediately launched the Los Angeles County Disaster Help Center (DHC). The DHC provides ongoing assistance to business owners, non-profits, workers, homeowners, landlords, and tenants as they navigate the unprecedented COVID-19 pandemic crisis. The DHC operates daily with over 25 call center agents from five different County departments who answer COVID-19 calls from County residents in the following areas:

- **Public Health Orders (phased approach to reopening, social distancing, etc.)**
- **Essential/Non-essential businesses**
- **Loans and grants to businesses**
- **Unemployment Insurance and resources**
- **Layoff aversion/rapid response**
- **Price gouging**
- **Wage complaints**
- **Job search**
- **Paid Family Leave**
- **Landlord/tenant issues**
- **Interpretation of Federal and State assistance/guidance**
- **Immigrant resources**

Since its launch the DHC has received approximately **30,000 CALLS** and answered over **2,000 EMAILS***. Call agents can respond to callers in **NINE DIFFERENT LANGUAGES**, with the most popular languages being English, Spanish, and Korean.

**Covers March to October 30, 2020 timeframe*

BUSINESS ASSISTANCE

WDACS LAYOFF AVERSION

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. The information regarding the layoff aversion program for FY 2019-20 to date is displayed below.

WDACS LAYOFF AVERSION SERVICES

At Risk Businesses: Businesses that are in danger of laying off employees.

- **Action Plan Development Services include:** Access to expedited permitting, exploring tax incentives, workforce training & development referrals, exploring access to capital, project management, site selection & 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 businesses who are found to be in danger of laying off employees are contacted and given information on Layoff Aversion Services.

WDACS LAYOFF AVERSION ACTIVITY FY 2019-20

	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Assessments	70	60	53	52	37	40	63	57	97	222	141	41	**933**
# of Action Plans / Customized Strategy Blueprints	64	52	40	37	27	22	37	42	102	215	149	44	**831**
# of Blueprint Services Provided	33	47	22	32	17	15	26	37	96	189	133	45	**692**
Stabilized Businesses No Longer Needing Business Technical Assistance Services (referred to AJCCs)	30	46	17	33	17	12	30	28	90	184	140	34	**661**
# of Jobs Saved	214	81	95	95	19	3	70	35	149	218	336	1	**1316**

BUSINESS LOANS AND FINANCIAL ASSISTANCE

Since 1987, the Los Angeles County Development Authority (LACDA) has provided a variety of loan products to assist businesses in Los Angeles County in their retention, expansion, and customer attraction efforts.

BUSINESS LOANS AND FINANCIAL ASSISTANCE

Since 1987, the Los Angeles County Development Authority (LACDA) 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 LACDA has continued to foster neighborhood reinvestment and blight removal in low and moderate income unincorporated areas through façade improvement programs, commercial storefronts 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 LACDA engages in significant coordination with the Department of Business and Consumer Affairs (DCBA) to provide small business assistance to the businesses receiving the façade loans to most effectively deploy the County's wrap-around services in an effort to holistically support businesses.

The LACDA also has a variety of loan and grant programs that offer financial assistant to small business owners through loans and/or grants. Potential loans can range from $10,000 to $2M and are deployed to help businesses purchase necessary equipment, acquire commercial property, build capital, address impacts of COVID-19, and create and retain jobs. Grants range from $5,000 to $30,000 and target specific businesses by geographic area, business type or magnitude of impact of the County of Los Angeles Department of Public Health Order of the Health Officer issued in response to the pandemic. All loans and grants are tailored to specific business needs.

BLIGHT REMOVAL

By eliminating blight in a neighborhood, the County and the LACDA can work with public and private partners to increase property values in the surrounding area and catalyze investment in the neighborhood. The LACDA 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 (CBR) Program called RENOVATE. The RENOVATE program encompasses the benefits of the CBR Program with an expanded area of service that can incorporate all County unincorporated areas, as well as partnerships with neighboring municipalities.

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 RENOVATE is to stimulate investment in the community, revitalize commercial corridors, and support the growth of small businesses. Below you will find data for the LACDA's façade program, which includes life to date construction hard costs and soft costs for projects completed during FY 19-20 and preliminary hard and soft costs for projects in progress during FY 19-20. The following pages contain data on the RENOVATE program:

BUSINESS LOANS AND FINANCIAL ASSISTANCE

RENOVATE PRODUCTION
RENOVATE PROJECTS COMPLETED IN FY 2019-20

FY19/20 Project Name	FY19/20 Project address	Supervisorial District	# of Storefronts	Start date	Completion date	Project construction costs:	Funding source
#1 Beverly Visa Plaza	7848 Pacific Blvd, Walnut Park	1st	9	6/6/2019	3/31/2020	$336,141	CDBG/ RENOVATE
#2 Brothers 99 Cents Store	4531 Whittier Blvd, Los Angeles	1st	1	12/13/2018	10/15/2019	$314,854	CDBG/ RENOVATE
#3 Paul Robeson Wellness Ctr.	6569 Vermont Ave, Los Angeles	2nd	1	1/30/2019	11/15/2019	$115,843	RENOVATE
#4 American Liberty Bail Bonds	1441 Telegraph Rd, South Whittier	4th	3	12/12/2018	10/4/2019	$304,861	RENOVATE
#5 Parandi Plaza/Colima	11546 thru 11552 Colima Rd, South Whittier	4th	4	3/15/2019	12/13/2019	$273,011	RENOVATE
#6 Vivid Auto and Tint	14955 Lefingwell Rd, Whittier	4th	1	6/21/2019	6/30/2020	$145,352	RENOVATE
#7 Lake Strip Mall/ Ol Happy Days	2279 thru 2287 N. Lake Ave, Altadena	5th	5	3/15/2019	1/13/2020	$168,177	RENOVATE
#8 Pocitian Mex Restaurant	2291 N. Lincoln Ave, Altadena	5th	1	3/15/2019	1/13/2020	$191,148	RENOVATE
#9 Boy's Republic	2255 thru 2261 N. Lake Ave, Altadena	5th	3	3/15/2019	3/15/2020	$180,925	RENOVATE
TOTAL			**28**			**$2,030,311**	

BUSINESS LOANS AND FINANCIAL ASSISTANCE

RENOVATE PRODUCTION
RENOVATE PROJECTS IN PROGRESS IN FY 2019-20

FY19/20 Project Name	FY19/20 Project address	Supervisorial District	# of Storefronts	Start date	Completion date	Project construction costs:	Funding source
#1 La Imperial Tortilleria	3717 E 1st Street Los Angeles	1st	1	6/30/2020	11/30/2020	$263,620	CDBG/ RENOVATE
#2 Mariscos Martin	13430 Valley Boulevard La Puente	1st	1	6/30/2020	11/30/2020	$284,696	CDBG/ RENOVATE
#3 De La Dry Cleaners	9601-9605 S Vermont Avenue Los Angeles	2nd	3	5/5/2020	10/31/2020	$334,846	CDBG/ RENOVATE
#4 Paul Kim, DO Medical Plaza	13563 Van Nuys Boulevard, Pacoima	3rd	3	2/3/2020	10/10/2020	$190,009	Pacoima/ RENOVATE
#5 Muñoz Income Tax	13683-13685 Van Nuys Blvd, Pacoima	3rd	3	2/10/2020	10/31/2020	$229,950	Pacoima/ RENOVATE
#6 Romero's School Uniforms	13687 Van Nuys Blvd Pacoima	3rd	2	2/10/2020	10/31/2020	$107,482	Pacoima/ RENOVATE
#7 Rashid's Check Cashing	14419 Telegraph Road, South Whittier	4th	1	5/31/2020	11/30/20	$75,842	RENOVATE
#8 JUG Mini Mart +3	14427-33 Telegraph Road, South Whittier	4th	4	5/31/2020	11/30/20	$227,528	RENOVATE
TOTAL			**18**			**$1,713,973**	

BUSINESS LOANS AND FINANCIAL ASSISTANCE

BUSINESS ASSISTANCE LOANS

The LACDA 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 LACDA's loan programs have included Micro, Business Expansion, and Float loans. The primary funding sources for the LACDA'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 LACDA to establish a business loan program targeted towards businesses located next to major transit stops.

During Fiscal Year 2019-20 the LACDA funded 108 loans for over $3.8M. The LACDA also provided 5 grants of $5,000 each for small business located in the Fourth Supervisorial District. The LACDA currently has 79 loans totaling $16.5M being underwritten and reviewed.

SMART Funding Loan Program offers competitive loan programs to support a variety of established businesses. SMART Funding through the LACDA 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 $2M, and are deployed to help businesses purchase necessary equipment, acquire commercial property, build capital, and create and retain jobs. All loans are tailored to specific business needs. On March 19, 2020 the Board of Supervisors issued an Executive Order that created the Small Business Recovery Loan Program using $3M in EDA funds that are part of the SMART Funding Loan Program.

Below is a table listing the FY 2019-20 loans that have been funded to assist local area businesses.

FY 2019-20 LACDA COMMERICAL LOANS FUNDED

COMPANY TYPE	DISTRICT	LOAN AMOUNT	USE OF FUNDS	DATE FUNDED	FUNDING SOURCE
Bolimini International	4	$26,000	Working Capital	11/21/19	EDA
Rice Field Corporation *includes $811,220 encumbrance	1	$1,745,000*	Working Capital/Equipment	6/23/20	CDBG
Small Business Recovery Loan Program – 106 loans	All	$2,075,000 (maximum $20,000 each)	Working Capital	05/01/2020 to 06/26/2020	EDA
Fourth Supervisorial District COVID-19 Business Relief Grant Program- 5 grants	4	$25,000 ($5,000 each)	Working Capital to address impacts of COVID-19	-	Discretionary
TOTAL FUNDING COMMITMENT		**$3,871,000**			

BUSINESS LOANS AND FINANCIAL ASSISTANCE

PROPERTY ASSESSED CLEAN ENERGY (PACE)

In addition to the loan programs administered by the LACDA, 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 2019-20, the PACE RENEW and LA HERE Program funded over $56 million in home energy improvements which created 870 jobs throughout the County. A summary of FY 2019-20 PACE assessments and job creation is provided in the table below.

PACE FUNDING GROUP					
PACE FY 19-20	**APPLICATIONS SUBMITTED**	**APPLICATIONS APPROVED**	**COMPLETED ASSESSMENTS**	**$ AMOUNT OF COMPLETED ASSESSMENTS**	**ESTIMATED # OF JOBS CREATED**
Jul-19	208	87	60	1,844,177	17
Aug-19	202	74	79	2,406,631	22
Sep-19	357	163	55	1,750,336	16
Oct-19	767	324	194	6,001,144	54
Nov-19	4,034	3,983	92	3,481,726	27
Dec-19	3,494	3,452	72	2,933,297	23
Jan-20	4,685	4,643	87	3,501,930	28
Feb-20	6,149	6,098	60	2,670,168	21
Mar-20	3,072	1,824	131	5,534,956	43
Apr-20	1,167	103	94	3,774,494	29
May-20	627	136	77	3,114,361	24
FY TOTAL	**24,762**	**20,887**	**1,001**	**37,013,219**	**303**
Program Inception to 6/30/19	**27,697**	**22,067**	**1,769**	**61,382,461**	**522**

*PACE Funding Group began issuing County PACE assessments in April 2019, and stopped originating new assessments in May 2020.

BUSINESS LOANS AND FINANCIAL ASSISTANCE

RENOVATE AMERICA					
PACE FY 19-20	APPLICATIONS SUBMITTED	APPLICATIONS APPROVED	COMPLETED ASSESSMENTS	$ AMOUNT OF COMPLETED ASSESSMENTS	ESTIMATED # OF JOBS CREATED
Jul-19	224	129	114	3,618,985	99
Aug-19	172	79	101	3,365,755	83
Sep-19	159	67	54	1,689,864	80
Oct-19	149	68	70	2,041,811	70
Nov-19	137	56	50	1,290,256	56
Dec-19	115	49	58	1,597,723	41
Jan-20	121	45	46	1,383,105	49
Feb-20	96	39	31	1,036,186	23
Mar-20	51	38	24	846,300	20
Apr-20	47	30	21	820,132	17
May-20	37	21	17	819,476	13
Jun-20	41	18	14	809,243	16
FY TOTAL	**1,349**	**639**	**600**	**$19,318,836**	**567**
Program Inception to 6/30/20	**79,502**	**34,477**	**28,903**	**$930,297,160**	**6,911**

PACE TOTALS					
PACE FY 19-20	APPLICATIONS SUBMITTED	APPLICATIONS APPROVED	COMPLETED ASSESSMENTS	$ AMOUNT OF COMPLETED ASSESSMENTS	ESTIMATED # OF JOBS CREATED
FY 19-20 TOTAL	**26,111**	**21,526**	**1,601**	**$56,332,055**	**870**
Program Inception to 6/30/20*	**136,773**	**69,361**	**37,986**	**$1,235,835,230**	**10,950**

PACE Totals includes statistics from Renovate America, Pace Funding Group, and Renew Financial programs.
Renew Financial program ended in December 2018.

BUSINESS LOANS AND FINANCIAL ASSISTANCE

CENTER FOR FINANCIAL EMPOWERMENT

The Department of Consumer and Business Affairs (DCBA) launched the Center for Financial Empowerment (CFE) on September 1, 2016 as a two-year pilot project. After receiving permanency, the DCBA entered into a contract with a local consultant to support the development of a three-year strategic plan. Through the strategic planning process, DCBA identified the following core areas in developing and refining their mission:

BUILD CAPACITY
Build the capacity of the financial empowerment sector to enhance service delivery to low-moderate income Los Angeles County residents.

CONVENE
Convene cross-sector partners to share best practices, resources, tools and research to collectively improve systems that promote economic stability and household wealth.

ADVOCATE
Advocate for policies that achieve wealth equity, economic mobility and consumer financial protections.

Consumer financial education and staff trainings

The CFE is in a unique position to be a champion for both County residents and financial service providers alike. During Fiscal Year 2019-20, the CFE provided financial empowerment train the trainer sessions and personal enrichment trainings to **420** County staff from WDACS, DPSS and Probation - Office of Diversion and Reentry. In addition, the CFE provided consumer protection and financial empowerment workshops to **263** CalWorks participants through partnership with DPSS to help their clients achieve self-sufficiency.

Interdepartmental partnership to support increased EITC outreach and usage

The department brought on a FUSE Fellow [1] in September 2019 to help develop a Countywide plan to maximize uptake of the Earned Income Tax Credit (EITC) and other related tax credits which include the California EITC (CalEITC), and California's new Young Child Tax Credit (YCTC). During this fiscal year, DCBA developed a multiprong maximization plan that includes strategies to strengthen partnerships across County departments and externally, leverage text messaging to conduct targeted outreach and advocate for policy improvements that increase access to critical tax credits. As a result of this work, the department has launched the Equitable Access Group for Local EITC+ Efforts to work collaboratively with County departments to identify and leverage touchpoints across a broad range of County services where tax credit information can be shared with County clients.

[1] FUSE Fellowship Overview: https://www.fusecorps.org/about/

BUSINESS LOANS AND FINANCIAL ASSISTANCE

Asset Building

The CFE leads the Bank On L.A. County program. Bank On is a national program; its goal is to ensure that everyone has access to a safe, affordable bank or credit union account. Banking access is a critical, foundational step in building long-term financial health. Yet, thousands of County residents are unbanked and still remain outside of the financial mainstream, particularly in low-income communities of color.

Being banked is a fundamental component of financial stability, and helps consumer avoid expensive and often times predatory, alternative financial service providers.

The importance of having access to a safe, affordable bank or credit union account was magnified during the COVID-19 pandemic and the release of aid via the CARES Act. In an ideal situation, eligible citizens would receive their funds quickly via direct deposit using the banking information pulled from their recent tax return. However, it was estimated that one-third of eligible recipients were non-filers, many of whom lacked a banking account and would face weeks or months long delays to receive their Economic Impact Payment.

Our CFE-led efforts to increase awareness of Bank On and encouraged unbanked residents throughout the County to get banked in time for the release of the Economic Impact Payment by working with our financial institution partners, the Cities for Financial Empowerment Fund, the Federal Deposit Insurance Corporation and staff from the City of Los Angeles:

- Hosted a virtual roundtable discussion with our participating financial institution partners to understand how to help unbanked residents navigate the account opening process during COVID
- Published new COVID-specific Bank On content to the DCBA website and increased our social media outreach
- Collaborate on the City's CARE$ CASH campaign which highlighted Bank On L.A. County information on the lamayor.org website
- Worked with staff from Mayor Garcetti's Office of integrate banking access Bank On L.A. County talking points into his press briefing on April 28, 2020
- Worked with staff from Supervisor Solis' Office to integrate banking access and Bank On L. A. County talking points on April 30, 2020
- Shared collateral material and key messages with staff throughout County and City departments, including the DHC, to help service providers connect residents to Bank On account information
- Since the launch of Bank On L.A. County, 98,468 County residents have opened accounts

Addressing High Cost Loans

On October 16, 2018 the Board of Supervisors adopted a motion authored by Supervisors Solis and Kuehl directing the DCBA in collaboration with other departments, to implement a comprehensive plan to combat the negative effects of high-cost lending in Los Angeles County. In August 2019, in partnership with New Economics for Women (NEW) and the Women and Girls Initiative (WGI) and our contracted consultant, Goodwin Simon Strategic Research (GSSR), we commissioned five consumer focus groups. The focus groups allowed us to obtain insight from a diverse group of County residents who live in zip codes identified by DCBA as having a high density of short-term lending storefronts. All of the focus group participants had experience using at least one type of high-cost loan in the past year.

On the next page, the graphic summarizes the audience mindsets, as well as key dimensions of how each is "hardwired"—that is, the emotions, identity, values, lived experiences, and personal beliefs that impact how they experience and respond to this topic. This information is being used to develop a forthcoming campaign that will help County residents avoid high cost predatory lending.

BUSINESS LOANS AND FINANCIAL ASSISTANCE

FROM THESE SESSIONS, WE DEVELOPED FOUR KEY AUDIENCE MINDSETS:

AUDIENCE MINDSET A

- Generally, these participants describe themselves as taking short-term loans primarily to fulfill aspirations to or maintain the appearance of a middle-class lifestyle
- Higher-income relative to others consumers
- Primarily take loans to fill lifestyle gaps for themselves or family
- Loan amounts are smaller overall, but often repeated
- Unlikely to seek community or government aid, which they perceive as unavailable to them

AUDIENCE MINDSET B

- Generally, these participants view themselves as financially responsible and budget conscious—taking loans to meet responsibilities or anticipate potential financial needs.
- Higher-income relative to others consumers
- Live paycheck to paycheck
- Often take loans to keep daily life afloat, "prevent" financial emergencies
- Loan amounts are smaller overall, but often repeated
- Unlikely to seek community or government aid to avoid social shame/judgement/taking from others more needy

AUDIENCE MINDSET C

- Generally, these participants describe themselves as taking short-term loans only in limited instances because they are facing "desperate" and unexpected circumstances
- Range of income levels, race, age, education levels
- Tend to seek loans because of unexpected and catastrophic events, often one on top of the other
- Loan use is more episodic
- Perceive many alternatives as taking too long to meet urgent needs

AUDIENCE MINDSET D

- Generally, these participants are the only ones who describe themselves as vulnerable and preyed on. They report taking short term loans because of needs faced by more marginalized communities (legal, immigration, abuse, facing homelessness, etc.) and/or because they feel they were targeted or duped by lenders making false promises
- Lowest income
- More likely to be Spanish-speaking
- Seek loans for core legal/basic needs
- Tend to have much higher loan balances, more negative experience with short-term loans
- Often unaware of or suspicious of resources available to them

BUSINESS LOANS AND FINANCIAL ASSISTANCE

Responding to COVID

The CFE did not proceed with its 3rd annual summit due to Covid-19. In lieu of the summit, a series of webinars called CFE COVID Conversations helped County and non-profit service providers stay current on trending issues and new resources in response to Covid-19. The sessions connected clients to resources and covered a wide array of topics such as: Making Sense of the Moratoriums, Exploring Racial Inequities and Mental Health Challenges amid Covid-19, and Responding to Financial Needs of Gender-Based Violence Survivors during Covid-19. Additionally, the CFE launched a separate track called, Help for Homeowners to help property owners understand their rights under the CARES Act and other protections aimed at preventing foreclosures during Covid-19. **461** participants attended the webinars during this fiscal year.

Policy Change

As the CFE continues to implement the strategic plan, legislative advocacy will be a key tool in helping advocate for systemic changes that increase wealth equity and consumer financial protections. During this fiscal year, the CFE successfully worked with CEO legislative staff and consumer advocates at non-profit organizations to have the Board of Supervisors enter a support position for Assembly Bill 376 (Stone) to establish a Student Loan Borrower Bill of Rights in California. The legislation was signed on September 25, 2020, which will make California the first state in the nation to provide student loan borrowers with a comprehensive Bill of Rights. The bill will end abusive practices by the student loan industry and establish new consumer protections for the millions of California's burdened by student loan debt (most of whom are Black, Latinx and first-generation college students).

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.

CAPITAL DEVELOPMENT

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 LACDA.

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 of Supervisors certified the final environmental impact report for the project and took several other actions allowing the Vermont Corridor project to proceed.



Site 1 – County Administrative Building

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 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 Departments of Mental Health (DMH) and Workforce Development, Aging, and Community Service (WDACS). As of the reporting period this phase of the project was 65 percent complete.

Development of Site 2 consists of a 66-year ground lease with Trammell Crow, which would involve the adaptive reuse of the existing DMH headquarters into a residential building with approximately 4,100 square feet of ground floor retail space at the main entrance along Vermont Avenue and another 3,400 square feet of ground floor retail located along 6th Street. This portion will start construction once Site 1 has been completed and final lease documents have been signed with the developer which is to occur sometime at the end of calendar year 2021.

CAPITAL DEVELOPMENT

Site 3 of the Vermont Corridor Project broke ground on October 17, 2018 with demolition of the existing structure. As of June 30, 2020, the project was under construction with the excavation work for the 116-space underground parking structure and removal of a previously unidentified and abandoned oil well. Once the developer removes this equipment, construction will resume with an anticipated project completion in the second half of 2021. Once completed the development will contain 72 units of high-quality affordable housing for seniors earning between 30 percent and 60 percent of area median income. It will also contain a much needed 13,200 square foot community recreation center.



Site 2 – Residential and Retail

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, which will includes a charter boarding school with the remaining area set aside for a mixed-use project that will include affordable housing. SEED LA was selected to develop, fund, construct and operate the charter boarding school. BRIDGE Housing Corporation was selected to develop the mixed-use project.

On July 9, 2019 the Board of Supervisors authorized an allocation of $10,750,000 of Affordable Housing Trust Funds, Measure H Funds and Mental Health Program Funds to the affordable housing component of the mixed-use project. Additionally, on August 13, 2019, $6,000,000 in Proposition A Local Return Funds available to the Second Supervisorial District were allocated to facilitate the construction of the transit plaza and Metro training center and $200,000 in Catalytic Development Funds was allocated to assist with direct predevelopment costs associated with the mixed-use project. The August 13, 2019 item also authorized the LACDA to submit an application to the United States Department of Housing and Urban Development for a Section 108 Loan Guarantee for up to $50,000,000 and to negotiate and execute on behalf of the County of Los Angeles an Option to Lease Agreement and subsequent Ground Lease Agreement.

On January 14, 2020 the Board of Supervisors authorized the LACDA to provide Community Development Block Grant Float Loans of up to $4,100,000 to SEED LA and $2,100,000 to BRIDGE. These loans will facilitate the construction of the street vacation and required improvements. The County has secured conditions of approval for the street vacation from the City of Los Angeles. In order for both the SEED LA and mixed-use projects to meet their funding deadlines and begin construction, the street vacation must be completed. The street vacation work began in June 2020.



CAPITAL DEVELOPMENT

3RD AND DANGLER



The County and the LACDA own six properties at 4641-4655 East 3rd Street and 219 S. Dangler in the unincorporated area of East Los Angeles. On September 24, 2019, the Board of Supervisors authorized the County and the LACDA to execute an Exclusive Negotiating Agreement (ENA) with National CORE for the potential development of an affordable housing project for low-income and special needs households. The proposed project, known as 3rd & Dangler Apartments, will provide 78 units of affordable housing at 30-60 percent of Area Median Income, and incorporates many amenities, including a ground floor community plaza, rooftop garden, a pocket park, social services, and convenient access to the Metro Gold Line.

On February 26, 2020 the Board of Supervisors authorized an allocation of up to $7,000,000 in Affordable Housing Trust Funds and 39 Project Based Vouchers from the LACDA's Notice of Funding Availability 25-A to finance the construction of the project and provide rental subsidies for 39 units designated for a special needs population. In addition, in June 2020, the project was awarded $13,987,000 from California Department of Housing and Community Development's Affordable Housing and Sustainable Communities Program (AHSC) funds. The County and the LACDA entered into a Disposition and Development Agreement in September 2020 to facilitate the development of the proposed project. In September 2020, the project also applied for 4% Low Income Housing Tax Credits (LIHTC). If the project is successful securing LIHTC financing, it is anticipated that construction will begin in June of 2021 and is estimated to take approximately 18 months.

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. As part of the Martin Luther King, Jr. Medical Center Campus, the MLK-MOB provides 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 of Supervisors authorized the LACDA to act as the County's agent for development of the MLK-MOB on September 26, 2017. The project started construction in October 2018 and was completed in April 2020. The facility is now operational and receiving patients. During the reporting period the developer also initiated permanent financing activities to close out the project which took place in August 2020. Once operational and pending confirmation of additional parking, the developer will look to initiate a second phase of the development with another medical office building to help satisfy the high demand for medical services in the area.

CAPITAL DEVELOPMENT

FAIRVIEW HEIGHTS TOD PLAN

On February 19, 2019 the Board of Supervisors authorized an allocation of $9,460,000 comprised of Affordable Housing Trust Funds, Measure H Funds, and Mental Health Housing Program Funds as part of the LACDA's Notice of Funding Availability 24-A, to support the affordable housing component of the project.

In March of 2019, the LACDA on behalf of the County, executed an Option to Lease Agreement with the LINC-CORE Limited Partnership (LP). This document allowed the LP the exclusive right to enter into a Ground Lease to redevelop the site. The Ground Lease has been drafted and is nearing acceptance and completion, the County is still negotiating remaining deal points.

In June of 2019, the County and the LACDA entered into a funding agreement to allow the LACDA to administer the 2nd District Proposition A Local Return funds in the amount of $2M. These funds are allocated for transit-related development improvements at the Fairview Heights Apartments site and do not have a housing related affordability requirement.

The project closed its construction financing on December 19, 2019 and the project is under construction.

EXPO/CRENSHAW SITE



On January 6, 2017, the Los Angeles County Metropolitan Transportation Authority (Metro) and the County of Los Angeles (County), acting through the LACDA, entered into a Memorandum of Understanding (MOU) for the potential development of the County and the Metro-owned properties, all located within the City of Los Angeles. A Request for Proposals was released by Metro for the potential development of the Expo/Crenshaw Joint Development Site and on January 9, 2018, the Board of Supervisors approved of a short-term ENA with WIP-A, LLC, a wholly-owned subsidiary of Watt Companies, Inc. After completing the requirements of the short-term ENA, on September 25, 2018 and September 27, 2018 respectively, both the County Board of Supervisors and Metro Board of Directors approved entering into the full-term ENA with the developer. On December 13, 2019 the County and Metro approved an extension of the ENA term to continue ground lease negotiations for up to an additional 16 months.

Conceptual plans for the project were approved on April 9, 2019, design review by County and Metro is ongoing. The developer submitted its entitlement application to the City of Los Angeles in September 2019.

On October 27, 2020, the Board of Supervisor's approved the allocation of $2M in Proposition A Local Return Transit Program Funds (available to the Second Supervisorial District) to support the project in the event the developer enters into a ground lease with the County. The funds would be administered by the LACDA and would be provided to the project under the condition that at least 20 percent of the units are dedicated to very low income households, and an additional 30 percent of the units are dedicated to low- and moderate-income households. The term sheet for the ground lease has been drafted and is under negotiations.

CAPITAL DEVELOPMENT

WILLOWBROOK JOINT DEVELOPMENT PROJECT

In February 2019 the LACDA executed a MOU with the Compton Unified School District (CUSD) to conduct a redevelopment feasibility analysis on the former Lincoln Elementary School site in the unincorporated Willowbrook area, adjacent to Martin Luther King, Jr. Medical Center campus. Upon completion of the feasibility analysis, the CUSD and the LACDA issued a joint Request for Proposals (RFP) for development of the site that includes a nearby the LACDA-owned vacant property . Proposals were received and reviewed during the reporting period. It is expected a developer will be recommended to the Board of Supervisors for consideration by the end of 2020. This will be followed with an official concurrence by the

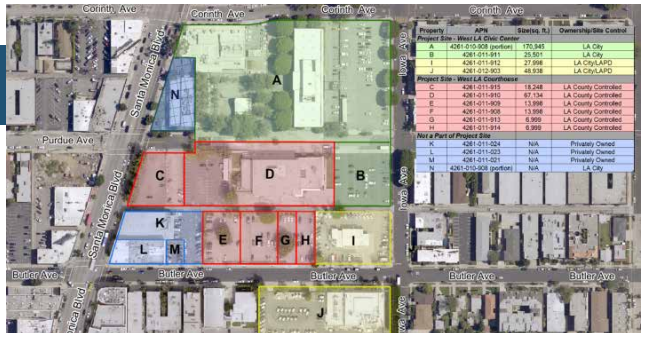


School Board of the CUSD. Development of the site is expected to include workforce and affordable housing, medical related uses and possible educational facilities in support of the Charles R. Drew University and CUSD.

WEST LOS ANGELES COURTHOUSE

On May 31, 2019 the LACDA issued a Request for Information (RFI) to the development community regarding the state-owned courthouse located at 1633 Purdue Avenue in the western area of the City of Los Angeles. The intent of the RFI was to identify potential uses of the three-acre site that may include a combination of market rate and affordable housing, commercial and retail opportunities. This was followed by significant interest from the City of Los Angeles and their adjacent West Los Angeles Civic Center property which includes a senior/community center, municipal offices and community serving open space. Once the RFI was received it was determined that the City and County (through the LACDA) would issue a joint RFP for the entire West Los Angeles Civic Center site, including the Courthouse property. Combined, the site is over nine acres that sits along Santa Monica Boulevard, just west of the 405 Freeway.

The RFP was issued in early 2020 with responses received in June 2020. The selection process is ongoing and will



likely conclude by December 2020. The selected project will include a mix of housing, both affordable and market rate, updated and/or replaced municipal services and commercial, retail and educational opportunities.

During this period the County was successful in obtaining an extension on its lease with an option to buy agreement with the State concerning the Courthouse property. The County now has until January 2023 to acquire the site which includes the same overall lease payment, spread over an additional lease year.

ECONOMIC DEVELOPMENT OVER THE YEARS

The Economic Development Scorecard provides a means for measuring the progress of Los Angeles County's economic development programs. With each annual release, the Scorecard presents an opportunity to understand how these programs have grown over the last three fiscal years.

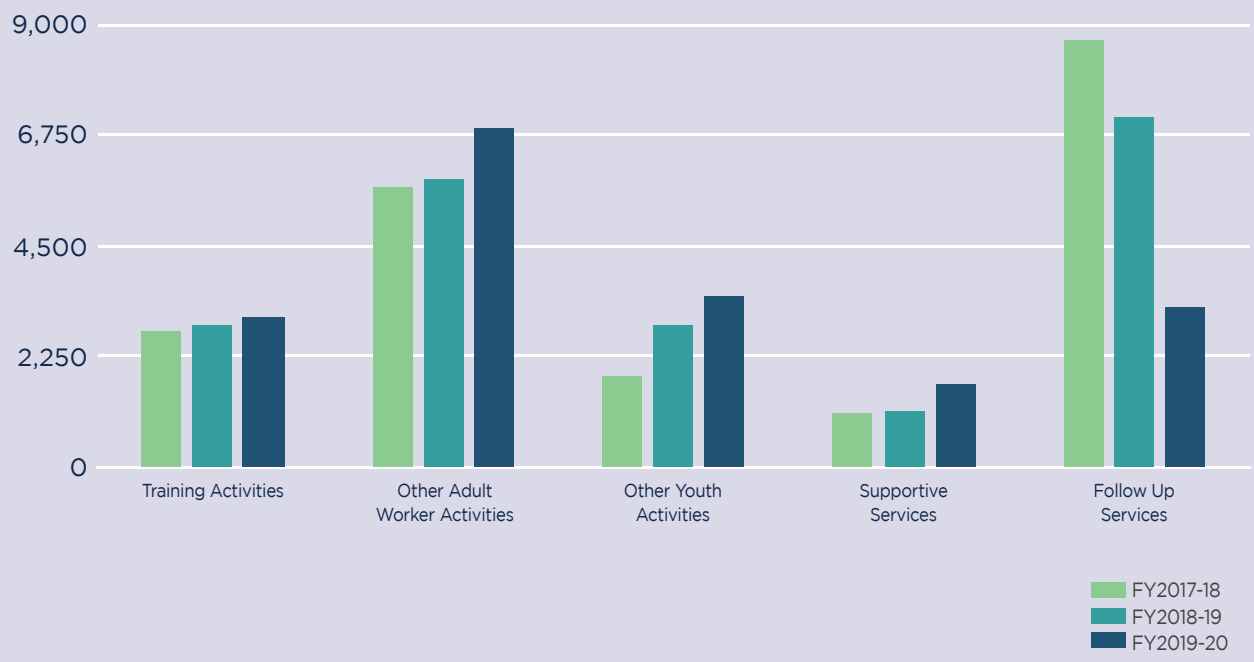
ECONOMIC DEVELOPMENT OVER THE YEARS

In FY 2017-18, the County administered 34 distinct workforce development and job training programs. For FY 2019-20, the number of programs increased to 35 with the conclusion of some programs and some new additions. The following charts illustrate the changes in key program metrics over the last three fiscal years.

PERFORMANCE OF WORKFORCE DEVELOPMENT PROGRAMS BY TARGET POPULATION

Over the last three fiscal years, the number of people receiving AJCC individualized career services including training activities, other adult worker services, other youth activities, and supportive services has grown steadily. The number of people requiring follow up services has fallen, which signals an increasing quality of initial services.

Workforce Development Programs
Services to Priority Populations - Unduplicated Totals
AJCC Individualized Career Services

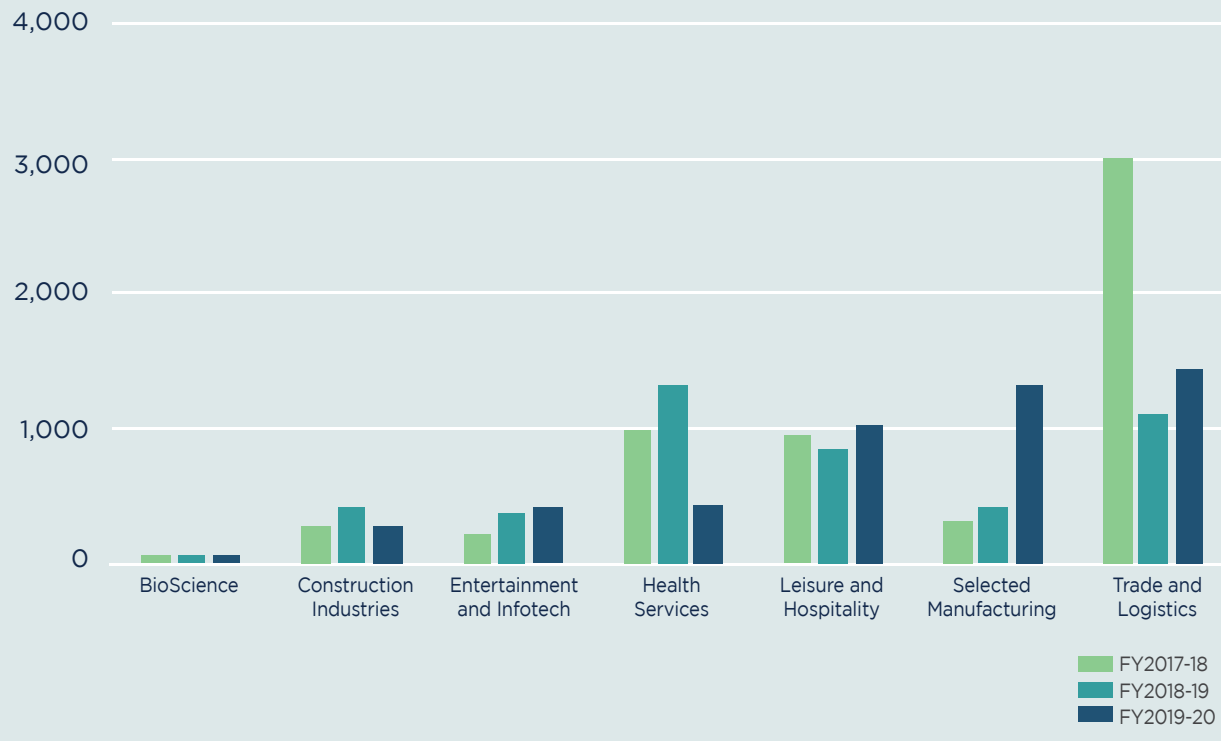


ECONOMIC DEVELOPMENT OVER THE YEARS

Workforce Development Programs
Employment and Median Earnings at 2nd and 4th Quarter After Exit - Unduplicated Totals

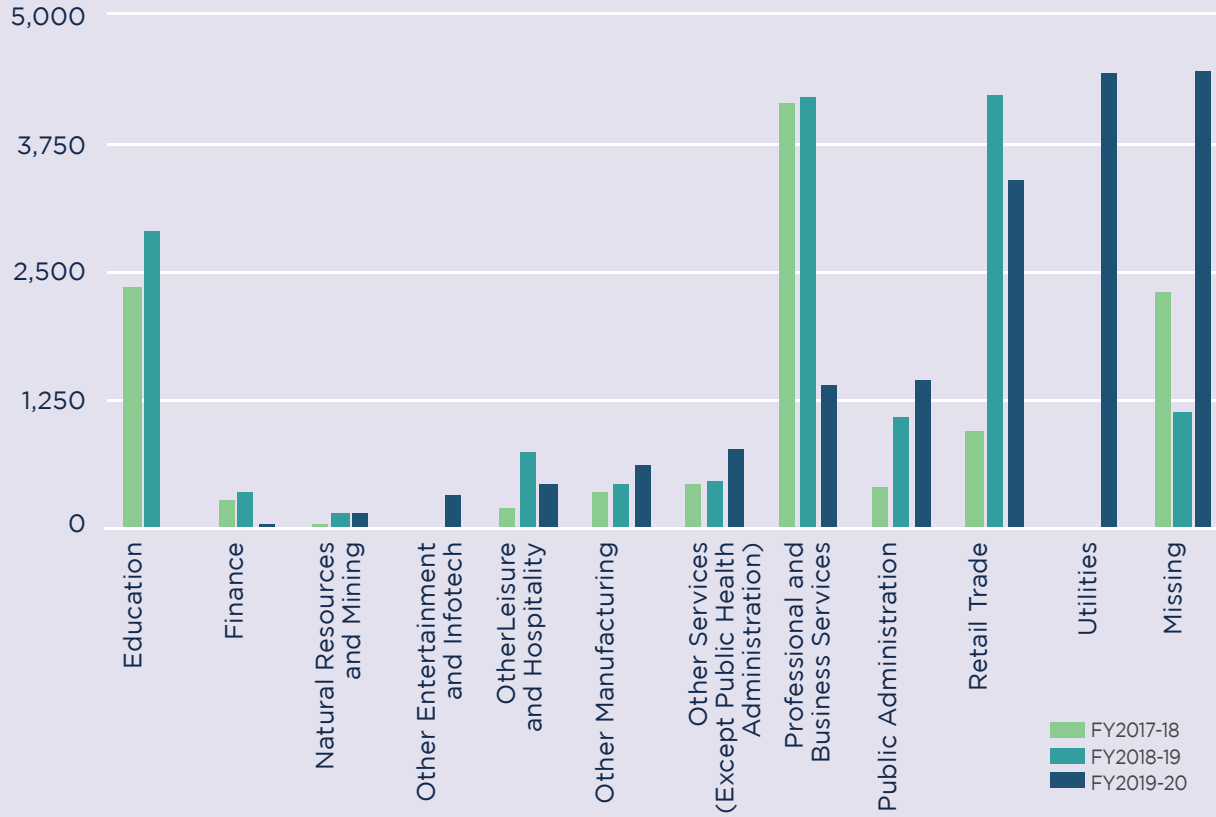


Workforce Development Programs
Job Placements by Sector - High Growth Sectors



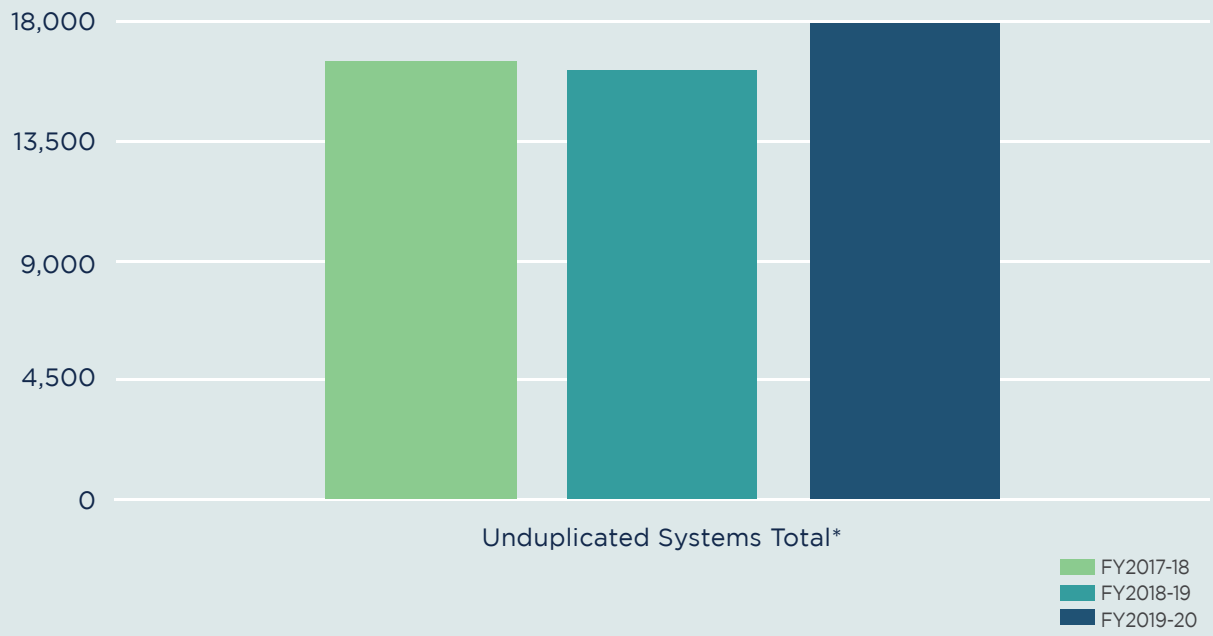
ECONOMIC DEVELOPMENT OVER THE YEARS

Workforce Development Programs
Job Placements by Sector - Non-High Growth Sectors



ECONOMIC DEVELOPMENT OVER THE YEARS

Workforce Development Programs
Job Placements by Sector - Unduplicated Systems Total*



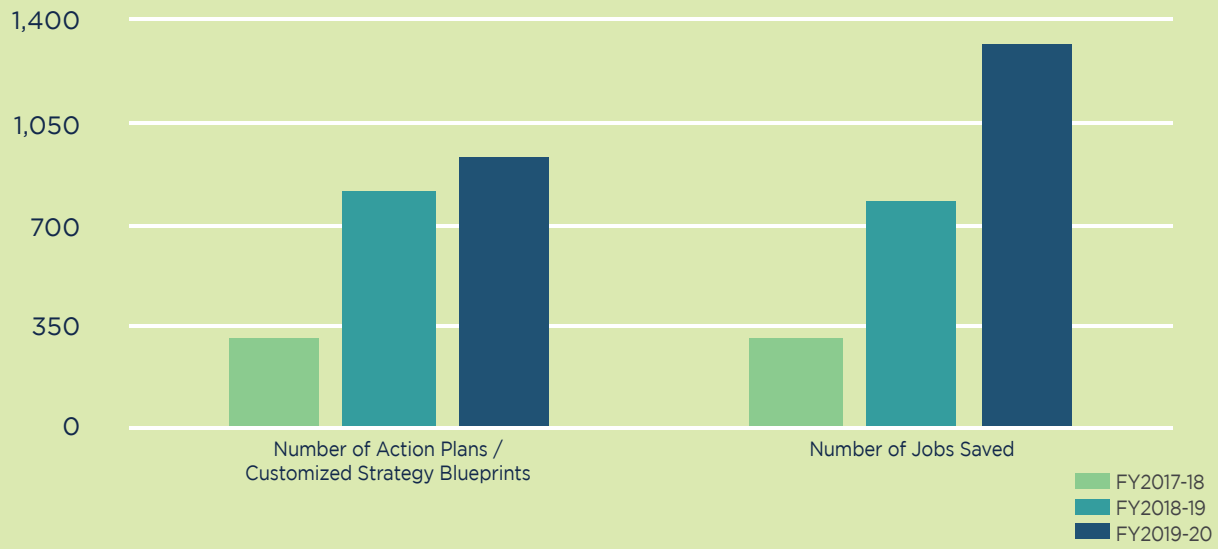
*The unduplicated total ensures that each placement is counted only once across the multiple systems.

BUSINESS ASSISTANCE

METRIC FY 2019-20	FY2017-18	FY2018-19	FY2019-20
Businesses Certified as LSBE	755	755	818
Businesses Certified as Social Enterprises	61	66	90
Businesses Certified as DVBEs	92	93	242
County Contracting Dollars Awarded to All Certified Vendors	$355,287,485	$576,297,551	$690,669,449
Certified Businesses Who Won Contracts with the County	704	731	820

ECONOMIC DEVELOPMENT OVER THE YEARS

WDACS Layoff Aversion
WDACS Layoff Aversion Activity - Totals



Business Assistance Loans
LACDA Commercial Loans Funded



REGIONAL ECONOMIC DATA

Los Angeles County is the largest county in the United States, home to over 10 million residents and a plethora of industries. Like the rest of the United States, the COVID-19 pandemic has negatively affected the region's economy. Necessary efforts to curb the spread of the virus, including the closure of non-essential businesses, led to employment contractions and financial distress for small businesses. This section provides regional economic data that can help shape efforts related to workforce development and job training; business assistance; financial assistance; business loans; and capital development.

REGIONAL ECONOMIC DATA

Los Angeles County produced strong economic fundamentals for nearly a decade preceding January 2020. Unemployment plateaued around 4.5 percent from mid-2017 through the beginning of 2020. Steadily low unemployment led to strong wages, as workers maintained high bargaining power. In 2019, real household income in Los Angeles County was nearly 11 percent higher than in 1990 and about 18.5 percent higher than in 2010. Over 4.5 million people in Los Angeles County held non-farm employment in March 2020.

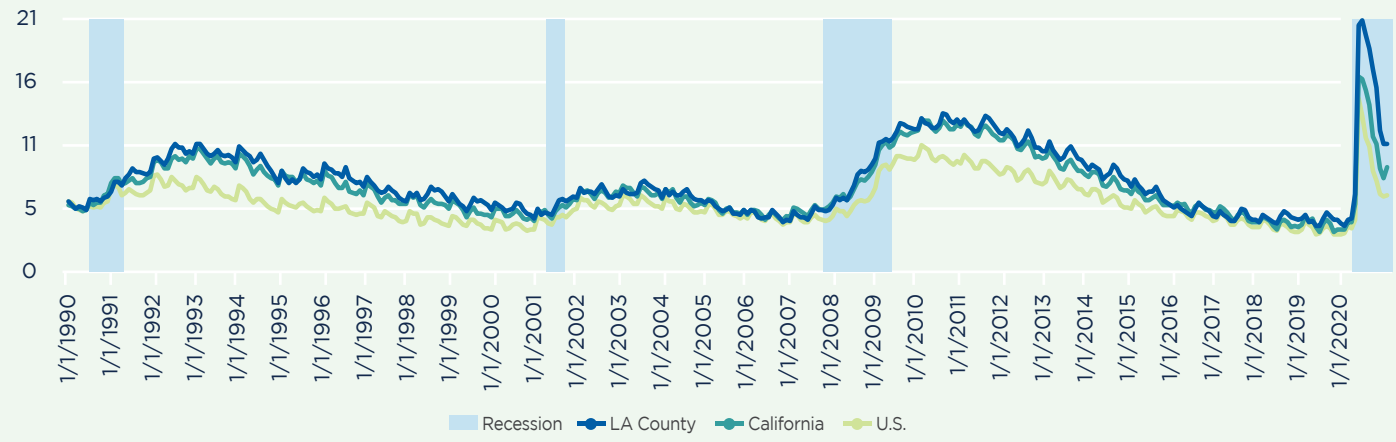
The economic strength of the last decade was rapidly reversed in March of 2020. The CDC confirmed the first case of person-to-person transmission of COVID-19 in the United States on January 21st. The World Health Organization officially declared a pandemic on March 11th. Los Angeles County issued their Safer at Home public health order on March 19th followed by Governor Gavin Newson's announcement of a statewide Stay at Home order later that same day.

The COVID-19 pandemic has drastically altered lives across the United States. Necessary efforts to curb the virus, including the closure of bars, nightclubs, restaurants, gyms, schools, and public spaces, have had negative economic and cultural externalities. Slowing the spread of the virus is critical, as hospitals all over the nation lack the resources to care for the magnitude of patients infected by COVID-19.

In light of the current economic environment surrounding the COVID-19 pandemic, County employment is projected to decline by 1.7 percent in 2021 followed by a 2.8 percent increase in 2022. This corresponds with 206,600 jobs added in 2021 and 73,300 jobs added in 2022. According to the Bureau of Labor Statistics, the December 2020 unemployment rate in Los Angeles County was 10.7 percent, which is just over 10 points below the May 2020 peak of 20.8 percent. Clearly, Los Angeles County and the rest of the United States have experienced massive spikes in unemployment stemming from the COVID-19 pandemic. Although the initial employment shock has subsided, unemployment rates are still relatively high.

March and April of 2020 brought dramatic spikes in unemployment rates. Institutional closures and widespread uncertainty compromised the flow of goods, services, and cash. Los Angeles County alone lost 716,000 jobs within these two months. Unemployment peaked at 20.8 percent for the County in May 2020.

Unemployment Rates, 1990 - 2020



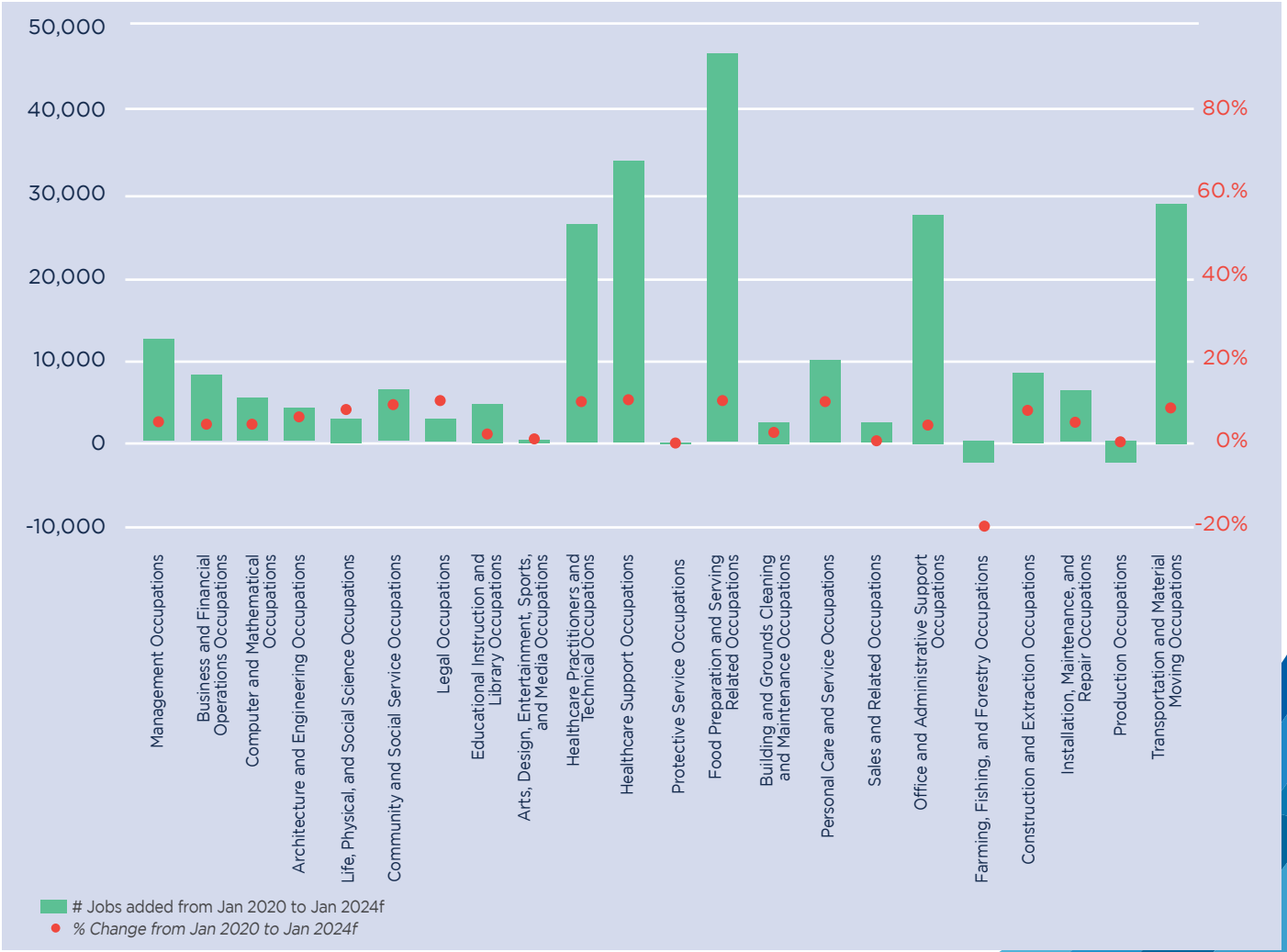
REGIONAL ECONOMIC DATA

The summer yielded marginal relief. With case numbers declining, Safer at Home orders in the County were relaxed. Nearly 30 percent of the jobs lost in March and April of 2020 were recovered by September 2020. Unemployment fell to 15.1 percent in September 2020 and 10.7 percent in November 2020. However, as many anticipated, the colder winter season and relaxed restrictions brought increasing cases. Additional public safety restraints were enforced in Los Angeles beginning November 25th, 2020. The holidays led to record highs in case rates, with over 45,000 new cases reported in Los Angeles County on January 12th, 2021.

One of the principal features of the County's economic development programs is to focus resources on individual industries and occupations that are forecasted to experience future growth and expansion. The U.S. Bureau of Labor Statistics reports that in the first quarter of 2020, the annual median income across all occupations in the Los Angeles – Long Beach – Glendale metropolitan division was $43,470. In contrast, according to the Los Angeles County Economic Development Corporation, the top five occupational groups that are projected to experience the most growth from January 2020 to January 2024 are:

1. **Food Preparation and Serving Related occupations with a median annual wage of $29,090;**
2. **Office and Administrative Support occupations with a median annual wage of $42,500;**
3. **Transportation and Material Moving occupations with a median annual wage of $33,110;**
4. **Management occupations with a median annual wage of $75,380; and**
5. **Sales and Related occupations with a median annual wage of $34,040.**

CHANGE IN EMPLOYMENT BY OCCUPATION 2020-2024*f*



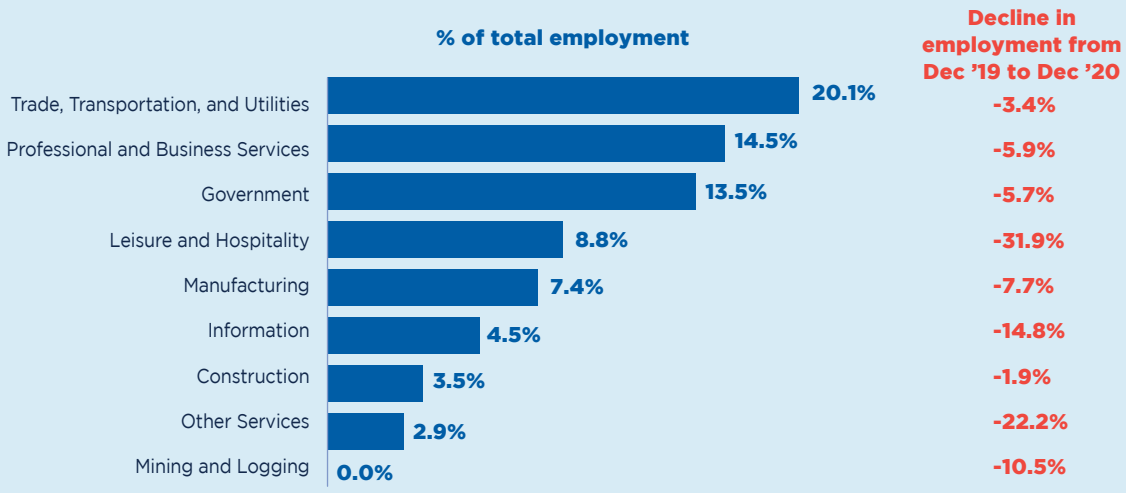
REGIONAL ECONOMIC DATA

All major industries saw a decline in employment as a result of the virus, with leisure and hospitality and trade, transportation and utilities (which includes retail trade), experiencing the largest negative employment shocks. Businesses involved in Los Angeles' popular tourist attractions such as hotels, motels, and recreational vehicle lots were decimated as typical tourist travel plans were upended by state and national regulations.

The region continues to recover jobs in the wake of the pandemic, however, the rate of recovery is mixed across industries.

Certain industries have fared better than others over the course of the pandemic, defining the experience of both workers and businesses. The current COVID-19 recession is unique in that the most impacted industries stem directly from the nature of the pandemic. Generally, the nature of the pandemic has resulted in sharp decline in demand for nonessential services that require a high degree of personal interaction.

Employment by Industry in December 2020, Los Angeles County



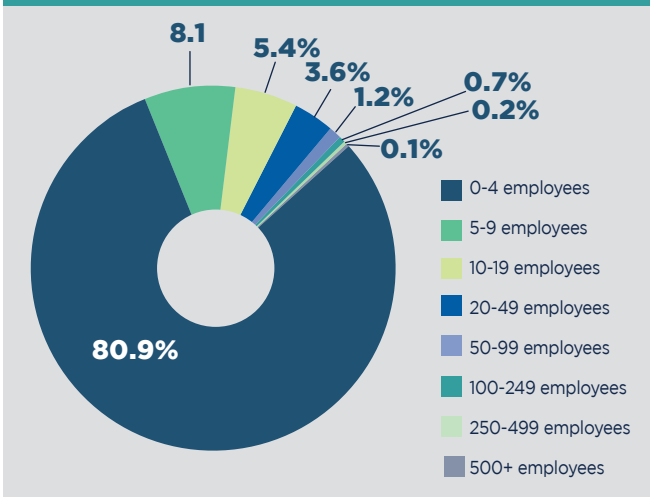
REGIONAL ECONOMIC DATA

Small businesses in nonessential industries with high levels of interaction have experienced the most economic distress due to the pandemic. These businesses generally provide in-person services at a local level, including restaurants, bars, hair salons, nail salons, laundry services, and more. The public health crisis of COVID-19 prevented the delivery of such services due to the risk of transmission associated with unnecessary person-to-person contact. Services that rely on personal interaction are incompatible with remote substitution, leaving these small businesses with few revenue streams throughout lockdowns. Many small businesses have low cash reserves; thus, the challenge lies in weathering the storm of reduced revenue with little liquidity. Larger businesses, on the other hand, tend to have higher levels of liquidity and more channels for revenue through ecommerce. Smaller establishments are thus more likely to face greater financial distress throughout the pandemic.

Community-wide vaccination against COVID-19 is a crucial step for the United States' return to normalcy. Los Angeles County has vaccinated more residents than any other county in California, with over 886,000 doses administered as of February 1st, 2021. There is still an immense amount of work to be done, however. With over 10 million people residing in the Los Angeles basin, achieving herd immunity will require a feat of logistics. Despite expected and unexpected challenges, Los Angeles County is continuing to make progress toward community wide vaccination.

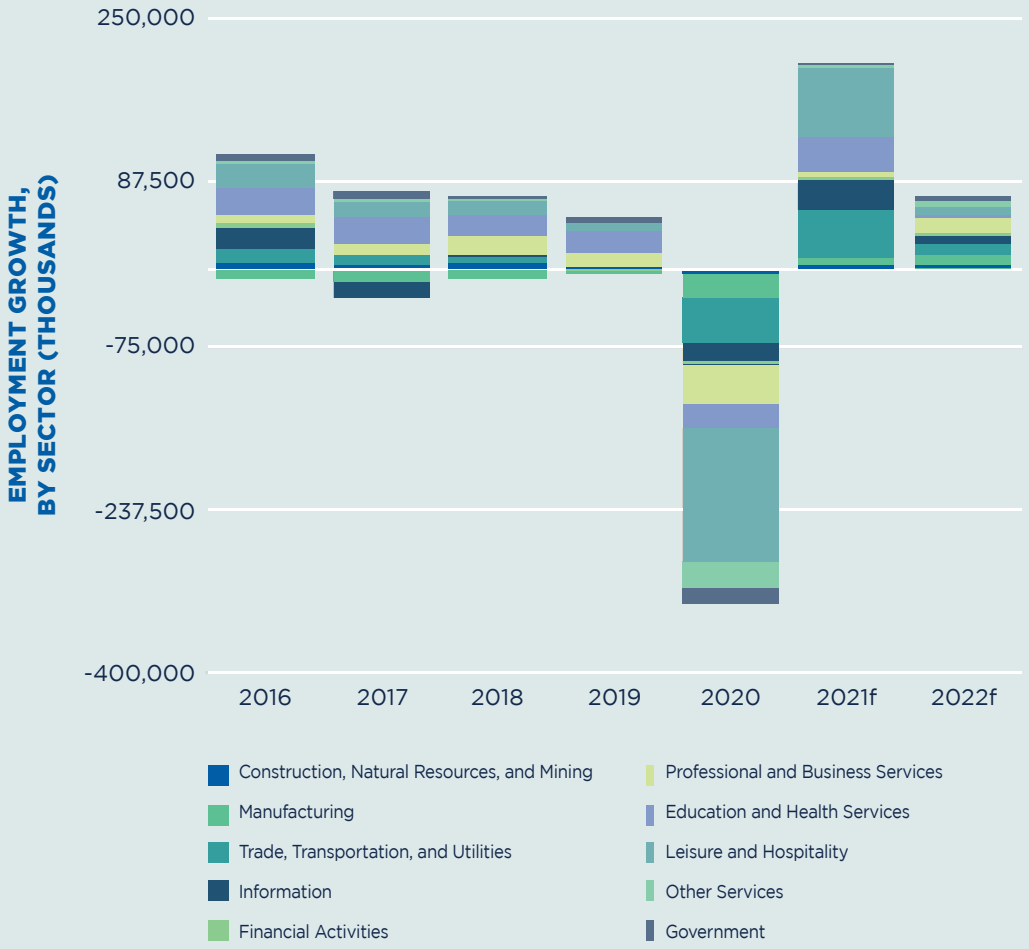
Los Angeles will hopefully see an abundance of activity once public gatherings are safe again. The County is a hub for entertainment and live events, which likely have a pent-up demand from consumers unaffected by the pandemic after nearly a year of social distancing. Once herd immunity is reached at the national, state, and county level, Los Angeles will once again be a vibrant center of food, culture, and economic activity.

Size of Employer Businesses in LA County 2020



REGIONAL ECONOMIC DATA

Job Growth by Industry 2015-2022f, Los Angeles County



We expect most industry sectors to begin recovery starting the second half of 2021, with the hardest hit industries initially adding the most jobs back to payrolls, and continued growth throughout 2022 as the vaccine becomes available to more individuals through phased distribution and capacity restrictions faced by businesses continue to ease and are suspended. The LAEDC projects that Los Angeles County will reach pre-pandemic employment levels by 2024.

Los Angeles Headline Statistics and Forecast

	2016	2017	2018	2019	2020	2021f	2022f
Real GCP Growth	2.39%	3.06%	2.02%	3.25%	-2.97%	2.79%	4.22%
Real Personal Income Growth	2.96%	1.72%	2.31%	2.44%	1.13%	-1.71%	2.82%
Total Employment Growth	109,400	53,400	67,200	49,000	-332,800	206,600	73,300
Unemployment Rate	5.25	4.76	4.62	4.44	13.59	9.27	8.14
Real Per Capita Income	2.78%	1.78%	2.61%	2.77%	5.27%	-3.20%	4.59%

County of Los Angeles
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Chief Executive Officer

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Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

January 27, 2020

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

From: Sachi A. Hamai
Chief Executive Officer

PROJECT LABOR AGREEMENT FOR COUNTY CONSTRUCTION PROJECTS AND LOCAL HIRE AND BUSINESS ASSISTANCE REQUIREMENTS FOR MAJOR CAPITAL PROJECTS (ITEM NOS. 3 AND 6, AGENDA OF MARCH 21, 2017)

On March 21, 2017, the Board approved the following two motions: 1) Project Labor Agreement for County Construction Projects (Supervisors Solis and Hahn), and 2) Local Hire and Business Assistance Requirements for Major Capital Projects (Supervisors Ridley-Thomas and Hahn). Both motions contained multiple recommendations related to Project Labor Agreements (PLAs). Furthermore, on July 10, 2018, the Board approved a motion by Supervisor Hahn to include the Rancho Los Amigos South Campus (RLASC) projects in the PLA negotiations with the Building Trades. The following is an update on our progress since our last report.

Local Hire and Business Assistance Requirements for Major Capital Projects

As directed by the Board on March 21, 2017 and July 10, 2018, the Chief Executive Office (CEO), County Counsel, and the Department of Public Works (DPW), with assistance from their PLA consultant Parsons Construction, Inc., negotiated with the Los Angeles/Orange Counties Building and Construction Trades Council and finalized the PLA for specific major capital projects in June 2019.

The PLA is now called a Community-Workforce Agreement (CWA). This reflects the Board's priority of supporting employment of local residents, and is consistent with the name of the County's previous agreement for the Martin Luther King Jr. (MLK) Outpatient Center project. In addition to addressing the necessary terms and conditions for the successful construction of the major capital projects covered in the CWA, much of the emphasis during the CWA negotiations was to ensure the hiring of local and targeted

workers and to encourage participation by local small businesses, disabled veteran-owned businesses, and social enterprises (collectively, Small Businesses), consistent with Board established priorities.

On November 12, 2019, the Board approved the CWA for five major capital projects, including King-Drew Reuse; Harbor-UCLA Medical Center Master Plan (consisting of the Outpatient/Support Building, Central Plant, and Inpatient Building Replacement projects); Consolidated Correctional Treatment Facility (now cancelled); Mira Loma Women's Detention Center (now cancelled); and the Rancho Los Amigos South Campus projects (consisting of the Sports Center, Sheriff's Department Crime Lab Consolidation [although this project is no longer being pursued], Probation Department Headquarters, Internal Services Department Headquarters, and Infrastructure projects).

Since November 12, 2019, the Board has requested the CWA be applied to three additional capital projects. Furthermore, on December 17, 2019, the Board approved a motion by Supervisor Solis to amend the CWA to automatically include, without the need for any further amendment, the relevant scope of work related to any proposed project designated by the Board.

Community Work Force Agreement for County Construction Projects

The March 21, 2017 motion instructing the development of a Countywide CWA, required CEO, County Counsel, and DPW to engage representatives from the Los Angeles/Orange Counties Building and Construction Trades Council, and stakeholders to discuss the terms of a comprehensive CWA that shall be applicable to all impacted Departments, Commissions, and Agencies delivering County construction projects, including economic and housing development projects, on County-owned property.

Upon finalization of the CWA for the specific major capital projects previously discussed, a work group comprised of representatives from the CEO, County Counsel, DPW, ISD, Workforce Development, Aging and Community Services (WDACS), Department of Consumer and Business Affairs (DCBA), and Los Angeles County Development Authority (LACDA) was formed to develop terms for a CWA to address Countywide construction projects. The executed CWA for the major capital projects will be utilized as a basis for the development of the Countywide CWA.

Additional County stakeholders, such as the Department of Health Services, have been invited to the work group meetings to provide comments on the executed CWA and input into the development of the Countywide CWA. On January 9, 2020, the work group presented to the Economic Development Policy Committee and discussed the specifics of the executed project specific CWA and development of a comprehensive CWA. To

facilitate input on developing a comprehensive CWA for all County projects and economic and housing development projects on County-owned property, a survey has been developed and will be distributed to stakeholders in the construction industry, the private developer community, education community, Social Enterprises, and other government agencies by the end of January 2020.

We will continue to engage various stakeholders and work towards development of a comprehensive CWA for County projects, economic and housing development projects.

If you have any questions or need additional information, please contact David Howard, Assistant Chief Executive Officer at (213) 893-2477, or dhoward@ceo.lacounty.gov.

SAH:FAD:DPH
MJD:KAV:kb

c: Executive Office, Board of Supervisors
County Counsel
Consumer and Business Affairs
Health Services
Internal Services
Los Angeles County Development Authority
Public Works
Workforce Development, Aging and Community Services

department of economic opportunity
COUNTY OF LOS ANGELES

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(800) 432-4900

July 17, 2023

TO: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Holly J. Mitchell
Supervisor Lindsey P. Horvath
Supervisor Kathryn Barger

FROM: Kelly LoBianco, Director
Economic Opportunity

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

On January 5, 2016, the Los Angeles County 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 directed to establish an Economic Development Policy Committee (EDPC), and to develop a reporting mechanism to measure the progress of future economic development initiatives. The CEO formed the Committee in 2016 and worked with that body to establish a framework for reporting on the County's economic development programs, which resulted in the Economic Development Scorecard (Scorecard). The Scorecard was delivered to the Board on three (3) occasions in 2017, two (2) occasions in 2018, and then annually beginning in 2019.

Responsibility for the Scorecard has now transitioned from CEO to the Department of Economic Opportunity (DEO) as part of the formation of the new Department. DEO is submitting the next version of the Scorecard (Attachment A), which covers Fiscal Year (FY) 2020-21 and presents economic data ending June 30, 2021.

Next Steps

Prior to developing additional iterations of the Scorecard for FY 2021-2022 and FY 2022-23, DEO intends to assess the goals, structure, data points, and frequency of the Scorecard to ensure it is meeting the County's evolving needs. DEO will engage Board Offices, relevant County Departments, including new Departments established since FY 2022-23, subject matter experts, and other key stakeholders, while examining best practices from other jurisdictions for reporting economic data. DEO is also launching departmental strategic planning in the first quarter of FY 2023-24, which will include refining and confirming our economic development strategies and impact goals as a baseline for how we will measure economic impact. Based on these efforts, DEO anticipates bringing recommendations to the EDPC for future iterations of the Scorecard in the second quarter of FY 2023-24 that also recognizes the County's new strategic investment to centralize the economic and workforce investments and impacts through DEO across the County. DEO will work with Chair Hahn's team to schedule time at an upcoming EDPC to share the final FY 2020-21 Scorecard as well as the timeline for review and recommendations.

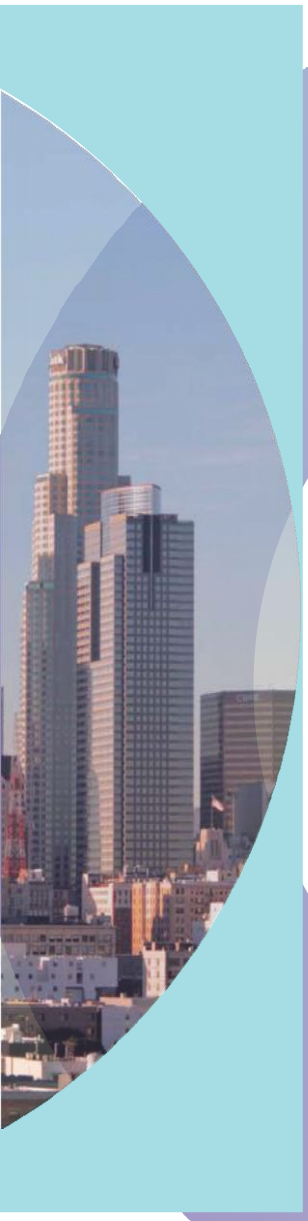
We look forward to building on the foundational work to date in developing the Scorecard as we work collaboratively with key stakeholders to determine the best way to track and communicate the progress of the County's economic development efforts.

Conclusion

If you have any questions, please contact me, or your staff may contact Daniel Kelleher, Assistant Director, at dkelleher@opportunity.lacounty.gov.

KL:DK:KA:ag

c: Executive Office, Board of Supervisors
Chief Executive Office
County Counsel
Consumer and Business Affairs
Los Angeles County Development Authority





Attachment A

COUNTY OF LOS ANGELES

Economic Development SCORECARD



County of Los Angeles
lacounty.gov

department of economic opportunity
COUNTY OF LOS ANGELES

2020 -2021
FISCAL YEAR

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Executive Summary

The Fiscal Year (FY) 2020-2021 Economic Development Scorecard (Scorecard) provides policy makers information on 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 Los Angeles County economy has yet to fully recover from the pandemic-induced downturn. Furthermore, economic recovery has been uneven, with some industries experiencing stronger recovery than others. The economic outlook in the years to come will depend on a variety of factors including the future trajectory of the COVID-19 pandemic. Important industries in Los Angeles County provide services that require high degrees of in-person interaction. As a result, the economic performance of many of these industries will be inextricably linked with the state of the pandemic.

However, we can see that in all areas Los Angeles County is providing the tools and assistance needed for a strong recovery. With over $200 million allocated for workforce development programs, the county was able to assist thousands of residents in high priority populations with job placements. Over 17,000 placements were made in FY 2020-21, with many of these occurring in high-growth sectors that have the potential to create strong career pathways for employees. Other programs such as the Local and Targeted Work Hire Program and the Fair Chance Hiring Campaign also supported local employment outreach.

Meanwhile, the county continued to provide services for businesses assistance and local small business activity. Nearly $1 billion of County contract dollars was awarded to certified LSBE, DVBE and SE businesses in the past fiscal year, a major jump from the year prior in which less than $700 million was awarded. Across nearly all types of technical assistance and assistance in opening a business in the County, more businesses were served in FY 2020-21 than the previous fiscal year. Layoff aversion has also been extremely successful, saving nealy 1,400 jobs and stabilizing over 700 businesses. Moreover, the LACDA was able to provide $93 million in loans and grants for local area businesses.

Economic forecasts for the future of the region show that there will still be challenges to navigate post-pandemic, such as rising home values and inflation, the digital divide and more. However, with coordination and collaboration, the County is well-poised to handle these issues and recover from the pandemic in a manner that promotes even greater economic resilience and sustainability.



INTRODUCTION

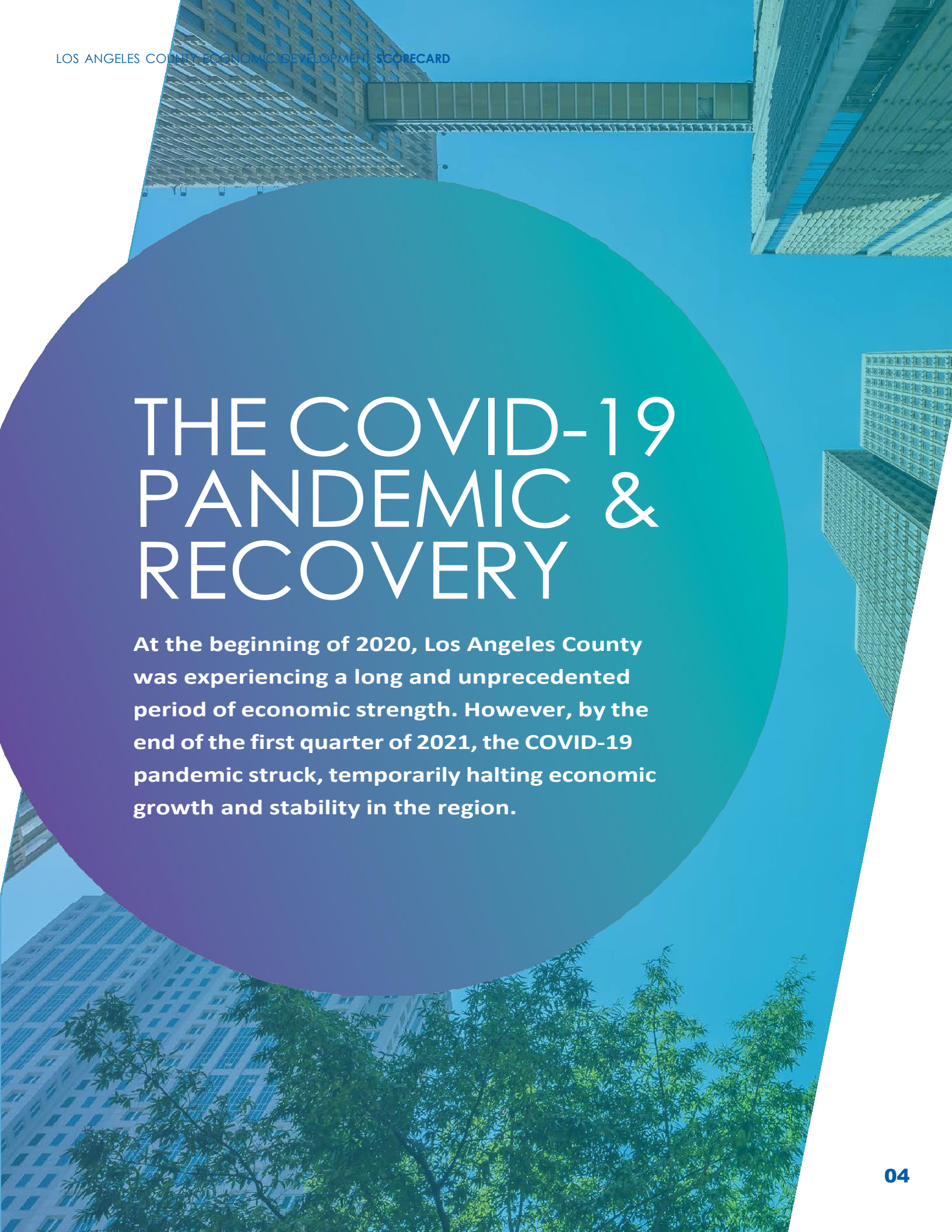
The Fiscal Year (FY) 2020-2021 Economic Development Scorecard (Scorecard) provides a means for measuring the progress of Los Angeles County's economic development programs across a variety of disciplines, including workforce development, business assistance, loan programs, financial assistance, and capital development.

The Scorecard aims 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.

On April 20, 2021, the Board of Supervisors (Board) adopted motions that directed the Chief Executive Office (CEO), in consultation with the Department of Workforce Development and Aging Community Services (WDACS), Department of Consumer and Business Affairs (DCBA), Los Angeles County Development Authority (LACDA), and any other relevant departments, to establish a new department of Economic Workforce Development, with a transition start date of October 2021. The Department of Economic Opportunity (DEO) was formally established on July 1, 2022. As part of the transition, the publication of the Economic Development Scorecard (Scorecard) has moved to the DEO.

With the Scorecard, the DEO is working to standardize data collection and reporting on economic development efforts Countywide. In this Scorecard, information is presented on FY 2020-21. The Scorecard is issued on an annual basis, providing fiscal year data to workforce development, business assistance, community development, capital development and the regional economy.

The foremost objective of this Scorecard is to provide policy makers information on 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 inform our policy making process to 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.



THE COVID-19 PANDEMIC & RECOVERY

At the beginning of 2020, Los Angeles County was experiencing a long and unprecedented period of economic strength. However, by the end of the first quarter of 2021, the COVID-19 pandemic struck, temporarily halting economic growth and stability in the region.

THE COVID-19 PANDEMIC & RECOVERY

Los Angeles County's "Safer at Home" order, issued on March 19th, 2020, mandated closures and restrictions that significantly affected a great number of businesses. Bars, fitness centers, schools, and entertainment venues were forced to close. In-person dining at restaurants was prohibited with restaurants being limited to take-out and delivery services. Restrictions were relaxed towards the end of May 2020 but were reinstated in July and November which impacted the path of economic recovery, particularly for businesses directly affected by reinstated restrictions.

The structure of the Los Angeles County economy is characterized by a relatively high prevalence of the types of industries (and their accompanying workforce) that were most hard-hit by the pandemic. These industries require a high degree on in-person interaction, and include sectors focused on entertainment, particularly the film and television industry, and the types of businesses that cater to tourists such as restaurants and hotels. As a result, Los Angeles County was particularly hard-hit compared to California or the nation as a whole.

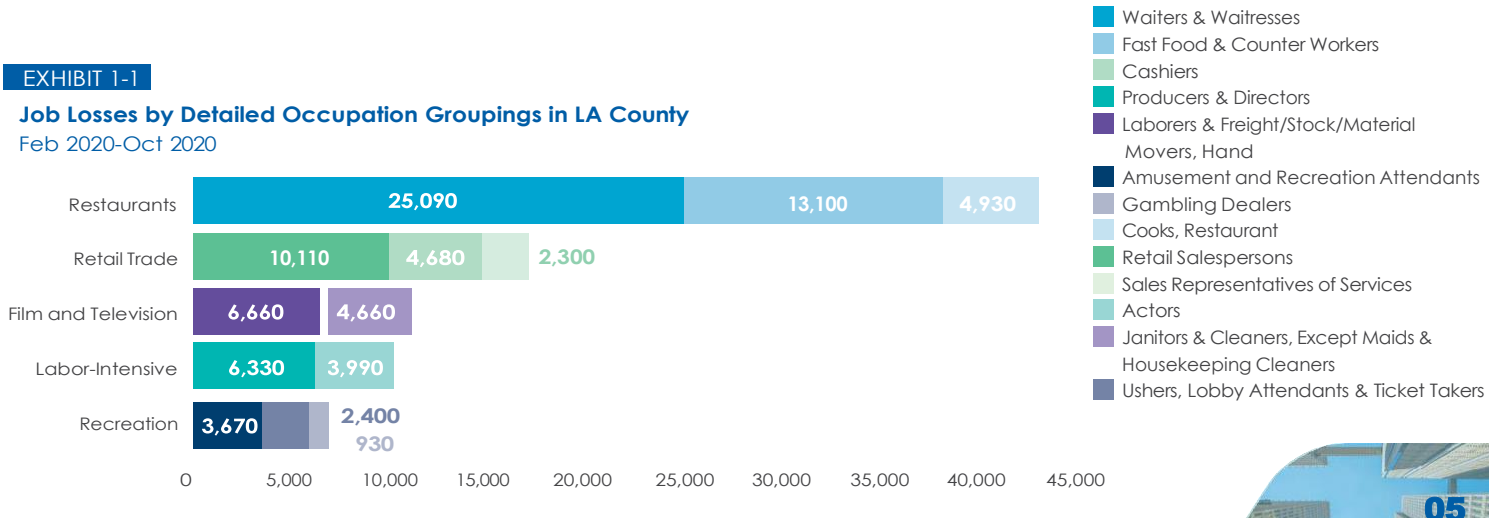
While the immediate effect of the pandemic on employment in Los Angeles County was swift and severe, recovery has also been taking place at a particularly high rate. Although jobs recovered at a slower rate in the county compared to California and the U.S. during 2020 and the first half of 2021, during the second half of 2021 Los Angeles County has been adding jobs back at a faster rate than the state or the nation. In December 2021, the unadjusted unemployment rate in the county was 5.6 percent, down significantly from the 11 percent mark of twelve months prior. The hardest-hit industries added the highest number of jobs with leisure and hospitality adding back the most. Though Los Angeles County has been adding jobs back to payrolls on a monthly basis, employment in L.A. County is still significantly below January 2020 levels.

The introduction of widely available vaccines to combat the virus played an essential role in facilitating the recovery process both in the county and nationwide. Many businesses were able to resume largely normal operations while mandating that proof of vaccination be shown by customers, and industries that had struggled throughout the pandemic gained some relief. In the second half of 2021, case numbers and hospitalizations were on the decline, as individuals who chose to remain unvaccinated represented the vast majority of those still being affected by the virus. The onset of the Omicron variant did create cause for concern at the beginning of 2022, with daily average cases rising above 40,000 in Los Angeles County. This variant was less damaging despite being more contagious however, and after this one massive surge it quickly petered out. In March 2022, Los Angeles County was averaging under 1,000 daily cases, and mask mandates were dropped for all businesses.

Nevertheless, Los Angeles County's economy has yet to fully recover from the pandemic-induced downturn. Furthermore, economic recovery has been uneven, with some industries experiencing stronger recovery than others. While employment was estimated to grow by seven percent year-over-year in 2021, this employment growth is projected to be just 2.2 percent in 2022 and 1.2 percent in 2023, indicating that after the initial influx of workers returning to the economy, it will take time for the remaining jobs to be recovered. Los Angeles County's economic outlook in the years to come will depend on a variety of factors including the future trajectory of the COVID-19 pandemic. Important industries in Los Angeles County provide services that require high degrees of in-person interaction. As a result, the economic performance of many of these industries will be inextricably linked with the state of the pandemic.

EXHIBIT 1-1

Job Losses by Detailed Occupation Groupings in LA County
Feb 2020-Oct 2020



Sources: BLS, LAEDC"



THE COVID-19 PANDEMIC & RECOVERY

Job losses for workers were concentrated in certain hardest-hit occupational groupings in Los Angeles County at the start of the pandemic. These groupings included:

- **RESTAURANTS**, where waiters and waitresses lost over 25,000 jobs between February 2020 and October 2020, and restaurant cooks lost over 13,000.
- **RETAIL TRADE**, with a decline in employment for retail salespersons of over 10,000 jobs, a decline of nearly 4,700 jobs for cashiers and 2,300 jobs lost for sales representatives of services.
- **FILM AND TELEVISION**, where actors, producer and directors were estimated to suffer over 11,000 jobs lost in the first six months of the pandemic.
- **LABOR-INTENSIVE** occupations, as over 6,300 laborers and material movers lost jobs and close to 4,000 janitors and cleaners were laid off.
- **RECREATION**, with nearly a nearly 3,700-worker decline for amusement and recreation attendants as their places of work closed altogether.

While the decline in COVID-19 cases has made job recovery much easier, these occupational groupings still require more time and attention to fully recover, as the changing landscape of work in Los Angeles County and across the country has created new norms. Labor markets have been experiencing a reshuffling that is largely pandemic-related. A "Great Resignation" has taken place with workers leaving their jobs in search for more attractive opportunities that consider not only includes monetary wages and salaries but also non-monetary forms of compensation. Remote work opportunities may be something that employees in certain occupations may want permanently as a feature of their job. Employers who provide this feature will see that more of the total compensation package can be provided in the form of non-pecuniary benefits and less in monetary compensation. In addition, many employers will see remote work as a way to significantly cut costs by saving on rent for office space. The ability of businesses to offer monetary and nonmonetary compensation that attracts workers back into the labor market will be a significant determinant of what the labor picture will look like in the near future.

Shifting consumer preferences will create more employment opportunities in some industries and fewer in others. Many workers formerly employed in brick-and-mortar operations have transferrable skills and will eventually shift to newly created jobs related to e-commerce. The mechanisms by which employee transition to new jobs occur will be important in determining the speed at which these job shifts take place.

Furthermore, potential future changes in the method by which small firms conduct business may take place as a result in consumer demand shifts. Small businesses may find that creating or expanding an online presence may be necessary in the new e-commerce age. Many small businesses seeking to expand their operations into e-commerce will have to become familiar with technology and e-commerce business principles. This will in turn increase demand for the types of goods and services that will be demanded by small businesses seeking to enter the world of e-commerce, leading to further shifts in both industries and occupations in high demand.

The pandemic has also significantly accelerated the trend towards digitization in the provision of a variety of services. While services such as tax preparation and educational instruction already had an online delivery presence beforehand, the pandemic served to accelerate the use of online platforms to provide these and other services. One major example of this has been the significantly increased provision of telehealth services.

Increased digitization will likely result in changes in industries and labor markets and may hold cost implications for the services being provided. Affected service industries will need to create and implement digital platforms that will allow for successful delivery of their services. New demand for digital skills will serve to potentially change the composition of different occupations across different industries and change the pattern of business transactions between traditional suppliers of affected services and businesses that design and maintain digital platforms. Workers providing the types of services that have significantly shifted towards digitization will be required to possess the ability to effectively offer their services through new digital platforms. Workers accustomed to traditional in-person service delivery may need to be trained to effectively use a variety of online platforms to successfully perform their duties in the new digital age for these services.

In this transitioning landscape, economic development programs are now more important than ever, as they guide workers and businesses in Los Angeles County towards recovery and increased resiliency in the economy of the future.



WORKFORCE DEVELOPMENT

The Department of Economic Opportunity (DEO) has refined the workforce data presented in previous Scorecards and continues to meet with 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.

WORKFORCE DEVELOPMENT

The Los Angeles County Department of Economic Opportunity (DEO) and Department of Public Social Services (DPSS) administer the largest workforce development programs in the County, with DEO 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. The Department of Human Resource (DHR) oversees programs to reduce barriers to County employment for the defined targeted populations. With each scorecard, the DEO streamlines data collection and reporting for workforce development programs managed by other County departments.

On December 13, 2016, the Board of Supervisors unanimously adopted a motion establishing the Women and Girls Initiative (WGI). The motion tasked the WGI with examining the systemic issues that lead to inequitable gender outcomes and recommending changes to improve the quality of life for women and girls in the County. Through partnerships with County departments and public partners, the WGI aims to establish Los Angeles County as a leader in gender equity and ensure economic mobility for women and girls by increasing their assets and income, promoting economic wellbeing, and applying a gender lens to the County's policies, programs, and services. The Scorecard continues to present disaggregated data by gender where possible. This data is important as it helps identify gaps and opportunities to improve the economic outcomes for women and girls.

Inventory of Programs

The following page displays an overview 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 FY 2020-21.

Since 2017, the County has moved forward with several new programs that focus on providing the County's justice involved population with job opportunities with a holistic set of wrap-around services. Employment has been identified as a challenge that must be addressed for those with a criminal background. Fully 17,000 individuals are in the County jails at any time, with 10,000 individuals being released each month. However, between 60 to 75 percent of formerly incarcerated individuals are still unemployed a year after release. With a focus towards aligning workforce programs Countywide, the County departments have taken a number of steps to reduce the barriers to employment for the re-entry population. In February of 2018, DEO, in partnership with Probation and the Office of Diversion and Reentry (ODR) launched the Innovative Employment Solutions Program (INVEST). INVEST seeks to improve employment opportunities and outcomes for County Adult Probationers. The program, a 2020 National Association of Counties Award winner, ensures collaboration and seamless braiding of resources, by co-locating County Deputy Probation Officers (DPOs) at LA County America's Job Centers of California (AJCCs). This physical placement within the workforce system allows for collaborative case management and encourages cohesion between partners. DPOs and INVEST America's Job Centers of California (AJCC) staff are trained in a rigorous evidence-based curriculum created by the National Institute of Corrections to become Inclusive Workforce Development Specialists (IWDS). This intensive skill building assists in ascertaining employment readiness and supports barrier mitigation for participants through an equity-based and justice-involved lens. With innovative actions such co-location, intensive equity and justice-based training, and the use of effective data management tools, INVEST has been successful in providing access to the workforce system for an often-underserved demographic in addition to demonstrating the way goals can be reached with concerted effort and flexibility. In FY 2019-20, INVEST was expanded from 6 AJCCs to 9 AJCCs to include an additional site in Pomona, City of Los Angeles (South-Central), and Inglewood. In FY 2020-21, INVEST expanded its footprint even further to include coverage in Long Beach. To date, there has been over 2,000 enrollments to date with a 59% employment rate. In FY 2021-22 DEO has continued to manage the LA County Fair Chance Hiring campaign which uses a business-to-business approach to reduce the stigma around hiring justice-involved individuals. Over 200 LA County businesses have pledged to implement Fair Chance Hiring practices and hire justice-involved individuals.

Los Angeles County Workforce Development and Job Training Programs FY 2019-20

Target Population	Administering Department	Program Name/ Service		Service Provided	Success Indicators	Gender	Participants	Successful Completions
Adults 18 or older	Department of Social Services (DPSS)	General Relief Opportunities for Work (GROW)		Employment Preparations Services	Employment	Male Female **Total**	19,679 9,043 **28,722**	**277**
		Greater Avenues for Independence (GAIN) Job Clubs		Job Readiness Training	Training Completion or Employment	Male Female **Total**	416 1,714 **2,130**	124 565 **689**
		Community Colleges and Vocational Training		Education / Training	Completed program and received certificate or degree	**-**	**946**	**190**
		Greater Avenues for Independence (GAIN) Short-Term Training		Training	Program Completion / Unsubsidized	Male Female **Total**	24 128 **152**	11 114 **125**
		Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE)		Job Readiness Training	Employment Training / Employment Services	Male Female **Total**	148 1,069 **1,217**	121 528 **649**
	Workforce Development Programs - DEO	Workforce Innovation and Opportunity Act (WIOA) - Basic Career Services	Basic Career Service - Self Service	Basic Career Service*	Employment Services	Male Female **Total**	9,356 9,945 **19,658**	- - **-**
			Basic Career Service - Staff Assisted			Male Female **Total**	3,020 3,082 **6,277**	- - **-**
			Registration Only			Male Female **Total**	8,205 8,331 **17,012**	- - **-**
			Basic Career Service Total			Male Female **Total**	18,343 18,983 **38,268**	- - **-**
		Workforce Innovation and Opportunity Act (WIOA) - Individualized Career Services	Adult	Training/ Employment Placement	Training/ Employment Services	Male Female **Total**	4,037 4,035 **8,126**	2,108 2,133 **4,259**
			Dislocated Worker			Male Female **Total**	1,188 1,785 **2,992**	667 1,024 **1,700**
			INVEST			Male Female **Total**	874 264 **1,147**	331 107 **443**
			Total			Male Female **Total**	5,902 5,906 **11,886**	2,998 3,173 **6,203**
Local Residents from Low-Income Communities and/ or Facing Barriers to Employment	Department of Human Resources (DHR)	Temporary Services Registry Program (TempLA)		Training/ Employment Placement	Permanent Employment	**-**	**220**	**78**
Refugees 18 or Older	Department of Public Social Services (DPSS)	Refugee Employment Program (REP)		Job Readiness Training/ Employment Placements	Employment	Male Female **Total**	118 86 **274**	63 26 **89**

Target Population	Administering Department	Program Name/ Service		Service Provided	Success Indicators	Gender	Participants	Successful Completions
Involvement with Criminal Justice System/ Youth	Probation Department	Youth Offender Block Grant Educational Pathways		Supportive Services	Supportive Service Completion	-	**143**	**65**
		Juvenile Justice Crime Prevention Act		Employment Placements	Employment	-	**273**	**173**
Involvement with Criminal Justice System/ Youth		Probation AB 109 Employment Services Program		Supportive Services	Supportive Service Completion	-	**558**	**55**
Adults Involvement with Criminal Justice System		SB678 Probation Re-entry Adult Population - Employment Services		Employment Placements	Employment	-	**498**	**426**
Low Income Individuals Age 55 and Over	Workforce Development Programs - DEO	Title V - Senior Community Services Employment Program (SCSEP)		Training/ Employment Placements/ Supportive Services	Employment or Job Training Program Completion	-	- - **73**	- - **73**
Youth	Department of Arts and Culture	Los Angeles County Arts		Internships	Internships	Male Female **Total**	43 112 **163** **(24 Community College Participants)**	- - **151**
	Workforce Development Programs - DEO	Youth @ Work	WIOA Youth	Training/ Employment Placements/ Supportive Services	Employment or School Enrollment or Job Training Program Completion	Male Female **Total**	2,500 2,901 **5,440**	1,372 1,649 **3,044**
			Work-Based Learning**			Male Female **Total**	4,102 5,179 **9,310**	2,970 3,905 **6,893**
			CYBP**			Male Female **Total**	184 266 **450**	137 86 **223**
			Youth @ Work Total			Male Female **Total**	6,210 7,541 **13,799**	4,186 5,334 **9,549**
Youth Ages 16-24 and At-Risk/ Disconnected Youth	Department of Human Resources (DHR)	Countrywide Youth Bridges Program		Career Exposure	Completion of 120 hours Career Exposure	Male Female **Total**	184 266 **450**	- - **223**
Foster Youth 16-21	Department of Children and Family Services (DCFS)	Bridge to Work Program		Employment Placements	Employment/ Return to School	Male Female **Total**	42 36 **78**	- - **64**
		Youth Worker, Children's Services		Internships	Internship Completion	Male Female **Total**	2 13 **15**	- - **15**
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	-	- - **27**	- - **7**
Youth/ Foster Youth	Department of Human Resources (DHR)	Youth Worker (YW)		Internships	Permanent Employment	Male Female **Total**	2 1 **3**	- - **1**

* Basic Career Services data is not yet available for all America's Job Centers in LA County.
** Work-Based Learning defines successful completions as participants who enter subsidized employment.

Target Population	Administering Department	Program Name/ Service	Service Provided	Success Indicators	Gender	Participants	Successful Completions
Students	Department of Human Resources (DHR)	Student Worker Program	Career Exposure/ Employment Placement	Completion of program/ permanent employment	-	**215**	**24**
Family Assistance	Los Angeles County Development Authority (LACDA)	Family Self Sufficiency Program (FSS)	Supportive Services	Employment	-	**386**	**31**
Future Nurses	Department of Health Services (DHS)	College of Nursing and Allied Health Pre-Licensure Registered Nurse	Training	Employment	Male Female **Total**	68 28 **96**	42 15 **57**
		Office of Nursing Affairs Tutoring & Mentoring Program			-	-	**Closed due to Covid19**
Veterans	Department of Human Resources (DHR)	Veterans Internship Program (VIP)	Training/ Employment Placement	Permanent Employment	-	**39**	**17**
	Department of Military and Veterans Affairs (MVA)	LA Trade Tech Partnership	Supportive Services	Completed Training	-	-	**Closed due to Covid19**
		Veterans Work Study Program	Training	Employment	-	-	**Closed due to Covid19**
		Vocational Rehab Training	Training	Completed Training	-	**32**	**10**

WORKFORCE DEVELOPMENT

Performance of Workforce Development Programs by Target Population

DEO asked those departments working to train and place targeted workers to describe their programs, 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, while guiding the County's strategy with regards to the sectors with the highest propensity to hire those with barriers. The County's objective in bringing services to targeted populations is aided by the fact that the WIOA program, and its affiliated AJCCs are already focusing directly on these individuals. DEO has long indicated that a majority of those who come into contact with the AJCC system in Los Angeles County are targeted workers.

The specific information compiled by DEO with respect to targeted populations indicates that a high percentage of WIOA participants are low income, basic skills deficient, female, or recipients of government benefits. In FY 2020-21, the County workforce system served 1,056 individuals who were receiving CalWORKS benefits, and 509 of those individuals were placed into either subsidized or unsubsidized employment. The DEO endeavors to perform a longitudinal analysis of those 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.

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:

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

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:
   - The poverty line.
   - 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.

WORKFORCE DEVELOPMENT

Workforce Development Alignment

Since the release of the March 2019 scorecard, the DEO 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, 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 DEO and DPSS, as well as whether they are retaining employment, including earnings data. The DEO intends to track "matched" individuals over time to determine whether they are able to achieve a career pathway, while measuring the effectiveness of County services.

The median quarterly earnings for those placed into employmentvaried widely across targeted populations. Overall, the median quarterly earning across all priority populations after exit was $3,948. 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 served over 19,700 in FY 20-21; over 8,900 marked as "Basic Skills Deficient" are also 1served.



Workforce Development Programs
PRIORITY POPULATION PARTICIPANTS BY SERVICE CATEGORY FY 2020-21

Priority Population Category	AJCC Individualized Career Services*				
	Training Activities	Other Adult Worker Activities	Other Youth Activities	Supportive Services	Follow-Up Services
CalWORKs (matched)	133	445	209	96	710
Basic Skills Deficient	1,307	2,543	2,067	558	6,392
CalFRESH	385	1,302	402	285	2,459
Participants with Disabilities	86	257	110	67	480
Female	1,110	3,072	1,373	727	5,942
Foster	83	106	199	15	276
General Relief	112	480	105	119	889
Homeless	163	650	179	154	1,014
Low Income	1,820	4,771	2,373	1,171	9,067
Re-Entry	197	997	223	324	1,378
Parent Youth	82	122	212	34	388
Substance Abuse	1	18	2	5	23
Veteran	151	532	19	110	827
Other Job Seekers	252	794	32	190	1,055
Unduplicated Total	2,356	6,297	2,533	1,473	11,555

* Reflects data for LA County Workforce Development Area only.

Workforce Development Programs
PRIORITY POPULATION BY PROGRAM FY 2020-21

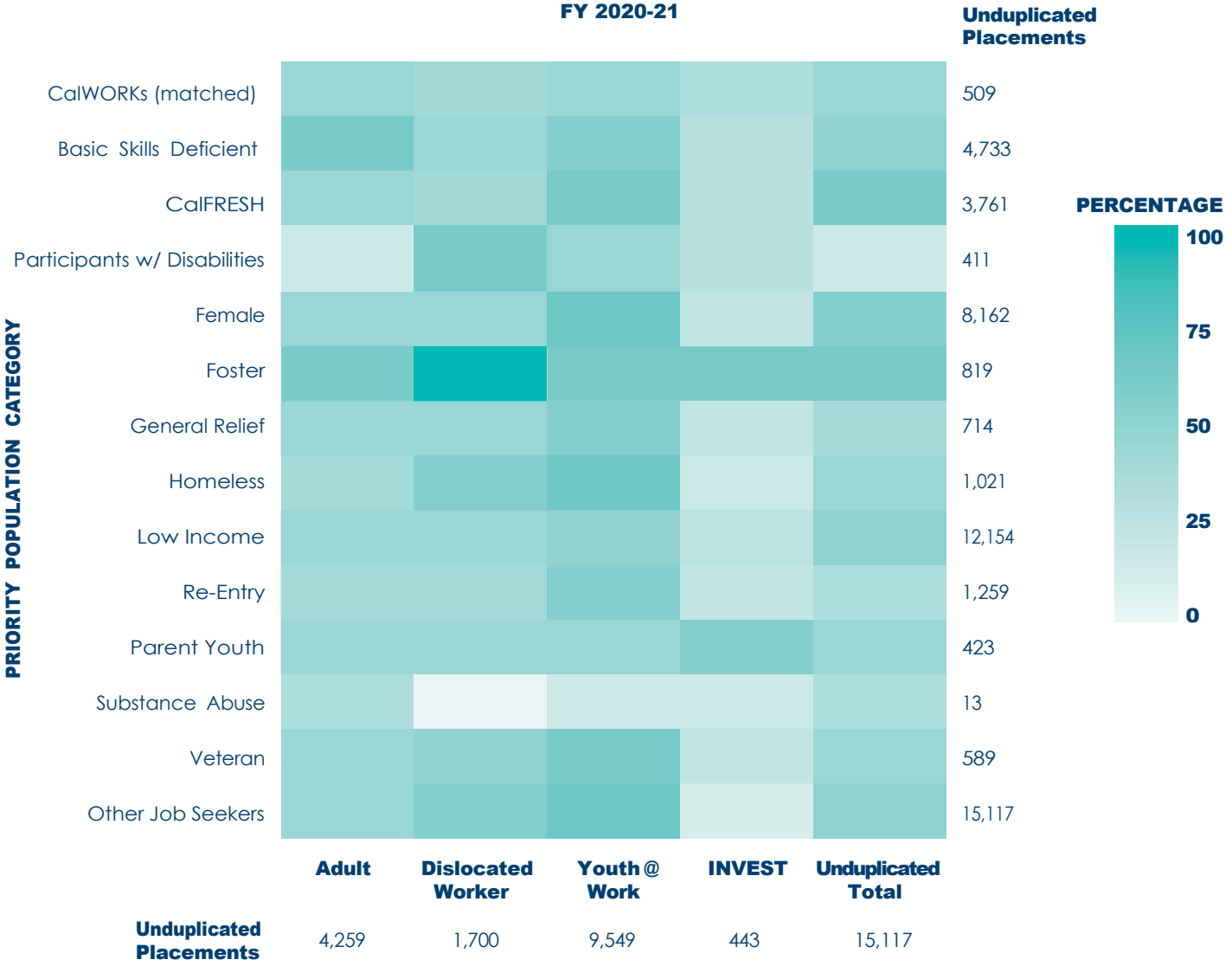
Priority Population Category*	Adult			Dislocated Worker			Youth@Work			INVEST			Unduplicated Total		
	Served	Exited	Placed	Served	Exited	Placed	Served	Exited	Placed	Served	Exited	Placed	Served	Exited	Placed
CalWORKs (matched)	591	257	297	98	51	46	405	128	188	66	15	27	1,056	425	509
Basic Skills Deficient	3,438	1,067	1,847	1,029	306	509	4,725	1,548	2,644	663	212	258	8,965	2,784	4,733
CalFRESH	1,942	644	962	323	107	150	3,714	2,348	2,570	544	190	209	6,263	3,204	3,761
Participants with Disabilities	884	151	160	67	40	40	412	189	225	41	8	15	884	371	411
Female	4,035	1,468	2,133	1,785	763	1,024	7,541	4,484	5,334	264	92	107	12,848	6,512	8,162
Foster	47	27	29	1	0	1	1,165	716	818	3	2	2	1,166	717	819
General Relief	706	240	354	44	23	23	482	206	277	265	91	93	1,429	540	714
Homeless	913	336	436	63	38	40	796	446	525	209	89	67	1,883	871	1,021
Low Income	6,310	2,375	3,290	1,687	705	933	11,918	6,909	8,210	1,080	368	401	19,797	9,869	12,154
Re-Entry	739	277	368	67	26	33	812	480	514	1,120	377	429	2,580	1,097	1,259
Parent Youth	141	58	75	10	7	5	725	304	418	5	0	3	734	309	423
Substance Abuse	18	5	8	3	0	0	4	1	1	16	5	5	36	10	13
Veteran	1,042	409	544	106	30	58	16	10	10	20	5	7	1,137	440	589
Other Job Seekers	822	329	419	716	322	448	85	29	57	0	0	0	1,524	634	857
Unduplicated Total	8,126	3,024	4,259	2,992	1,219	1,700	13,799	8,035	9,549	1,147	387	443	24,616	12,084	15,117

*Basic Career Services demographic data is not available because of limited demographic information.
- Placements include placements in employment and youth entered post-secondary and advanced training placements and Work Based Learning Subsidized Placements.
- Data for subsidized employment for youth includes data for all seven Los Angeles County Workforce Development Areas.

WORKFORCE DEVELOPMENT

Workforce Development Programs

PLACEMENT RATE - PRIORITY POPULATION BY PROGRAM
FY 2020-21

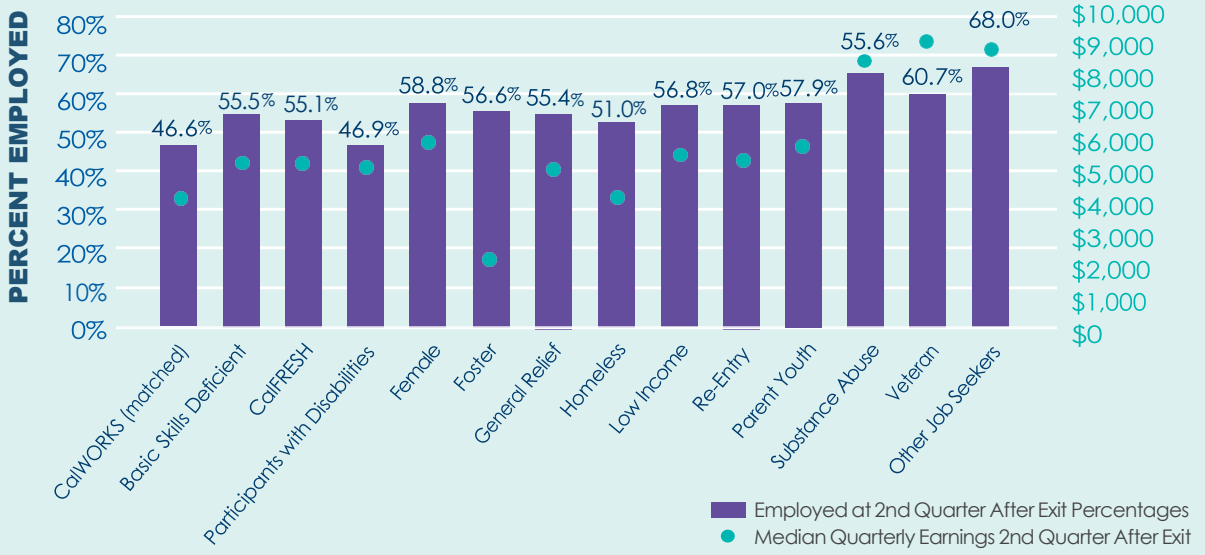


	Adult	Dislocated Worker	Youth @ Work	INVEST	Unduplicated Total
Unduplicated Placements	4,259	1,700	9,549	443	15,117

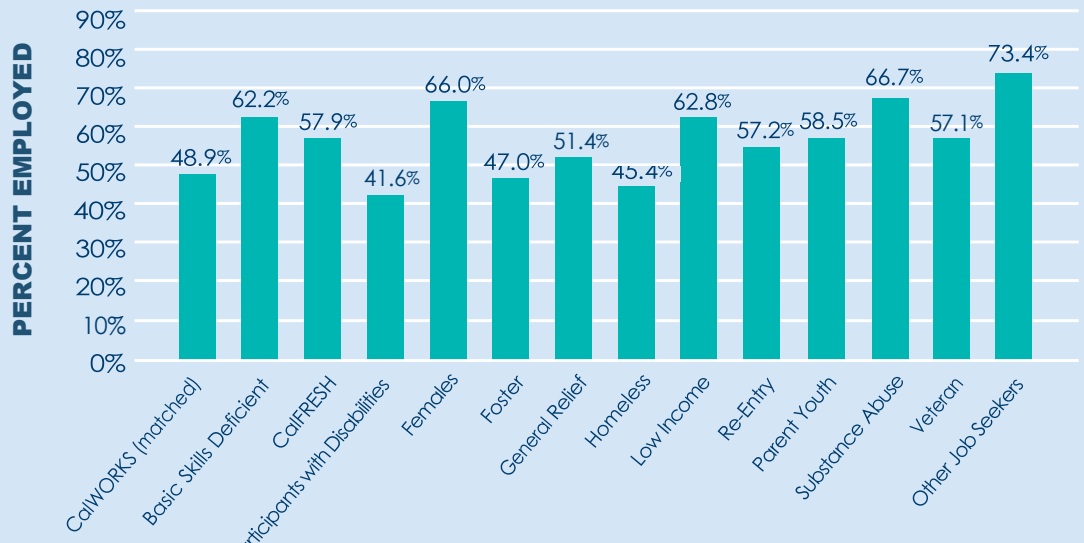
CHART HIGHLIGHTS

- Among **programs**, the highest placement rates were for the Dislocated Worker and Youth programs
- The INVEST program had consistently low placement rates for every priority population, except for Parent Youth and Foster.
- Among **priority populations**, placement rates were highest for Foster, Female, and Basic Skills Deficient.
- The placement rate was lowest for the Participants with Disabilities priority population

Workforce Development Programs FY 2020-21**
Percentage Employed at 2nd Quarter Follow Up by Priority Populations*



Workforce Development Programs FY 2020-21**
Percentage Employed at 4th Quarter Follow Up by Priority Populations*



* Accountability Measures use state performance logic to include participant exits that fall in the cohort reporting period and only include WIOA Adult, Dislocated Worker and Youth programs.

** Reflects data for all America's Job Centers in Los Angeles County Workforce Development Area only.

Of workers across the priority populations employed at the 2nd quarter after exit, veteran employees earned the highest median earnings ($3,073 in monthly earnings), followed by other job seekers ($3,033 in monthly earnings). All priority groups, besides participants with disabilities and CalWORKS (matched), had an exit rate of over 50 percent. Other job seekers and veteran participants experienced the most success, with employment rates over 60 percent. At the 4th quarter follow up, rates of those employed increased slightly across the priority populations.

IN TOTAL,

4,247

PARTICIPANTS

WERE EMPLOYED AT THE 4TH QUARTER AFTER EXIT, COMPARED TO **4,437** AT THE 2ND QUARTER.



WORKFORCE DEVELOPMENT

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 DEO attempted to quantify County spending on workforce development programs. A summary of those workforce development initiatives that have confirmed budget data is provided below. Of the programs listed, the County allocated $212 million in programs costs to support workforce development programs. The amount financed by general operations (Net County Cost) is $51.9 million.

WORKFORCE DEVELOPMENT BUDGETS FISCAL YEAR 2020-21

Administering Department and Program	Program Cost	Revenue	Intra-Fund Transfer (IFT)	Net County Cost
Arts Commission **Los Angeles County Arts Internship Program**	$ 1,797,000	$ 64,000	-	$ 1,733,000
Los Angeles County Development Authority **Family Self Sufficiency Program**	$ 669,215	$ 760,394	-	-
Department of Children and Family Services **Bridge to Work Program**	$ 784,400	-	-	-
Department of Children and Family Services **Youth Worker**	$ 1,130,209	-	-	-
Department of Health Services **College of Nursing and Allied Health Pre-Licensure Registered Nurse**	$ 9,532,000	$ 1,734,318	0	$ 7,797,682
Department of Health Services **Office of Nursing Affairs Tutoring & Mentoring Program**	-	-	-	-
Department of Human Resources **Career Development Intern**	$ 256,000	$ 56,000	$ 200,000	-
Department of Human Resources **Veterans Internship Program**	$ 330,000	$ 73,000	$ 257,000	-

WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT BUDGETS FISCAL YEAR 2020-21

Administering Department and Program	Program Cost	Revenue	Intra-Fund Transfer (IFT)	Net County Cost
Department of Human Resources **Student Worker**	$ 320,000	$ 70,000	$ 250,000	-
Department of Human Resources **Countywide Youth Bridges Program**	$ 565,000	$ 124,000	$ 441,000	-
Department of Human Resources **TempLA**	$ 899,000	$ 190,000	$ 674,000	$35,000
Department of Military and Veterans Affairs **LA Trade Tech Partnership-Vets Culinary Program**	$ 15,500	-	-	$15,500
Department of Military and Veterans Affairs **US Veterans Initiative (US Vets) Job Referral for Career Development Initiative**	$ 12,000	-	-	$12,000
Department of Military and Veterans Affairs **Veterans Work Study Program**	$ 1,000	-	-	$1,000
Department of Military and Veterans Affairs **Vocational Rehab Program**	$ 16,000	-	-	$16,000
Department of Public Social Services **General Relief Opportunities for Work (GROW)**	$ 43,712,761	$ 23,775,556	-	$ 19,937,206
Department of Public Social Services **General Relief Opportunities for Work (GROW) Youth Employment Program**	$ 500,000	-	-	$ 500,000
Department of Public Social Services **General Relief Opportunities for Work (GROW) Transition-Age Youth Employment Program (GTEP)**	$ 1,200,000	-	-	$1,200,000
Department of Public Social Services **Refugee Employment Program (REP)**	$ 2,151,000	$ 2,151,000	-	-
Department of Public Social Services **Greater Avenues for Independence (GAIN) Job Club**	$ 21,512,268	$ 21,512,268	-	-
Department of Public Social Services **Colleges and Vocational Training**	$ 2,500,000	2,500,000	-	-
Department of Public Social Services **Greater Avenues for Independence (GAIN) Short-Term Vocational Training (Project with Los Angeles County Office of Education)**	$ 6,264,633	$ 6,264,633	-	-

WORKFORCE DEVELOPMENT

WORKFORCE DEVELOPMENT BUDGETS FISCAL YEAR 2020-21				
Administering Department and Program	**Program Cost**	**Revenue**	**Intra-Fund Transfer (IFT)**	**Net County Cost**
Department of Public Social Services Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE)	$ 43,734,000	$ 43,734,000	-	-
Probation Department Youth Offender Block Grant (YOBG) - Education Pathways	$928,415	-	-	-
Probation Department Juvenile Justice Crime Prevention Act (JJCPA) - Employment Services	$820,772	-	-	-
Probation Department Probation AB 109 Employment Services Program	$9,200,364	-	-	-
Probation Department Probation Adult Felony Reentry Employment Services-Career Pathways	-	-	-	-
Probation Department SB678 Probation Reentry Adult Population - Employment Services	$3,419,596	-	-	-
Aging and Disabilities Department Title V - Senior Community Services Employment Program (SCSEP)	$ 1,453,000	$ 1,453,000	$ -	$ -
Department of Economic Opportunity Workforce Programs	$ 57,981,761	$ 30,281,761	$ 7,000,000	$ 20,700,000

WORKFORCE DEVELOPMENT

Performance of Workforce Development Programs by Targeted Industries in Los Angeles County

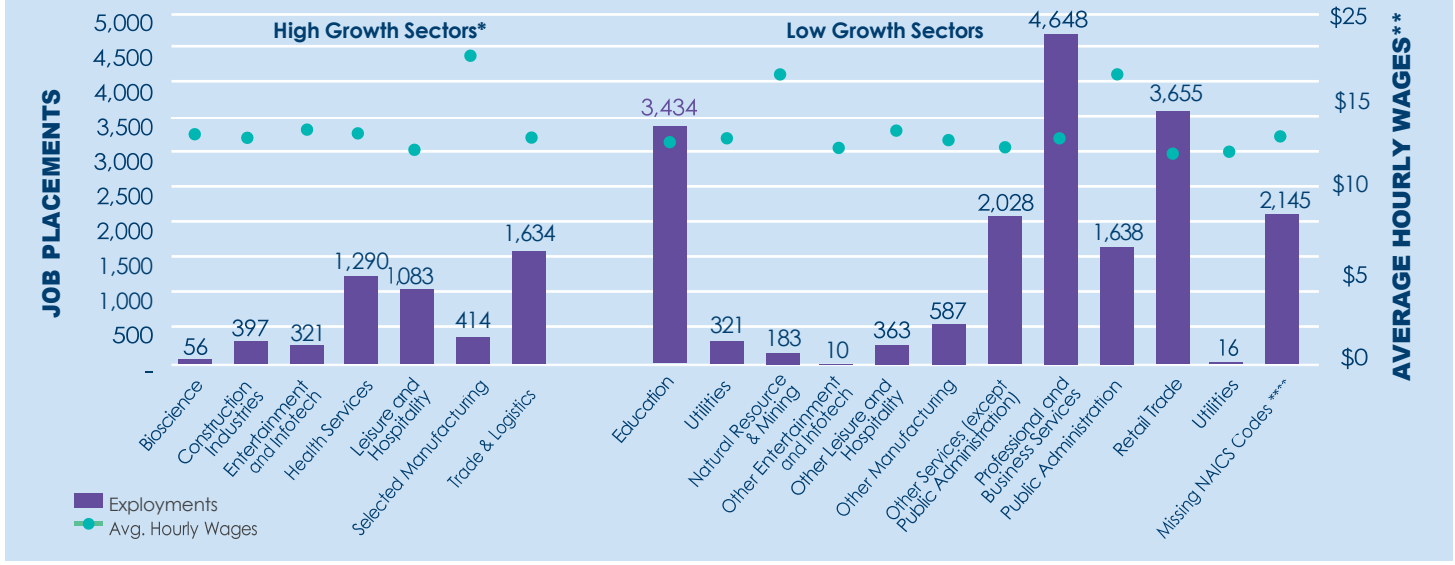
The County seeks to encourage job training for industries that are most competitive and that will generate family sustaining career pathways. The Board has promoted the use of industry and sector partnerships to address the workforce needs of multiple employers within an industry. The Scorecard highlights the targeted high-growth industry clusters across the County and evaluates whether workforce development programs are aligning skilled and unskilled workers with these targeted sectors. Shown on the following page is data collected from DEO for FY 2020-21 for placement by industry cluster.

Overall, 17,091 placements were made in FY 2020-21 and the median hourly wage for those placed was $16.00. The most placements occurred in the retail trade and business and professional services industries, employing 3,655 and 4,648 workers, respectively. Of the high growth sectors, 4,853 total placements were made, with workers earning an median hourly wage of $16.00. In total, 1,009 employers placed workers in the high growth sectors, while 2,496 placed those in non-high growth sectors.

LA COUNTY'S 7 TARGETED CLUSTERS

- HEALTH CARE SERVICES
- TRADE & LOGISTICS
- LEISURE AND HOSPITALITY
- MANUFACTURING
- BIOSCIENCE
- CONSTRUCTION
- ENTERTAINMENT AND INFOTECH

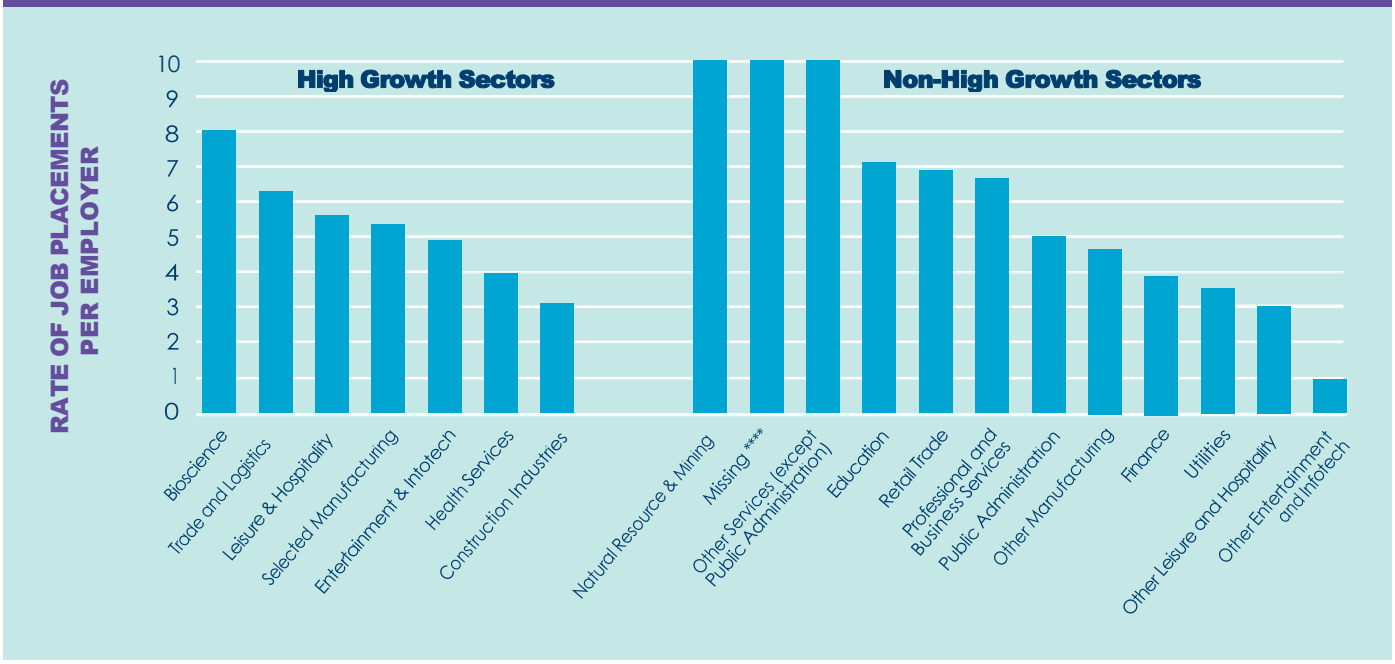
Job Placement by Sector FY 2020-21
Workforce Development Programs



* High Growth Sectors are based on the Los Angeles County Economic Development Corporation Jobs Report 2016-2021 published June 2017.
** Excludes the Countywide Youth subsidized employment wages of $15.00/hr.
***Reflects data for all America's Job Centers for Los Angeles County Workforce development Area.
**** Missing – Uncategorized job placements, missing NAICS Codes

WORKFORCE DEVELOPMENT

Rate of Job Placements per Employer, by Sector
Workforce Development Programs, FY 2020-21



**** Missing – Uncategorized job placements, missing NAICS Codes

Bioscience Initiative

In 2015, the County Board of Supervisors made economic development a priority to stimulate regional job growth and lift residents out of poverty. Seven industries were targeted based on their proven ability to create jobs and wealth. Bioscience is the first of the industry sectors selected by the County for focused support, creating the County's Bioscience Initiative. The Los Angeles region generates cutting edge bioscience R&D and a trained workforce capable of launching and supporting enterprises emerging from local research institutions and incubators. Over past economic cycles including the Great Recession, bioscience jobs have proven unaffected by economic downturn. The industry creates jobs for young and semi-skilled persons, as well as for scientists and entrepreneurs. Some of the County's biosciences initiatives are highlighted below:

BIOSCIENCE INVESTMENT FUND - The County released a Request for Proposals in September 2018 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. The County intends to place a lead investment in a fund that will then make investments in local early stage bioscience firms and work to support the bioscience entrepreneurial ecosystem. On June 23, 2020, the Board approves a loan of up to $15 million to invest in the Bioscience Investment Fund (Fund) managed by MarsBio GP LLC. The Fund (at minimum the County's loan) will have a geographic focus on Los Angeles County and would target early-stage companies with Seed and Series A investments. The County's investment is in the form of debt (unsecured) with patient repayment terms. The County earmarked up to $15 million towards the launch of the Fund. While the County expects repayment of its capital plus a modest return, it also has core strategic interests in local economic development and public health as a social impact.

BIO-FLEX PROGRAM – In a partnership that includes South Bay Workforce Investment Board, California State University Dominquez Hills (CSUDH), Biocom, LAEDC, and representatives from local bioscience companies, the County launched in 2019 a first-of-its-kind

WORKFORCE DEVELOPMENT

Biosciences Pre-Apprenticeship and Apprenticeship training program (Bio-Flex). The aim of this initiative is to develop an employer driven apprenticeship framework that will meet the workforce development needs common to industry partners, while providing a framework to allow each employer to design or "flex" their own program. This will allow employers to tailor the curriculum to meet their individual training needs around a specific occupation or department. On June 2, 2021, the program graduated 27 students, that are from all over LA County. The program has enrolled 156 participants and 115 of them completed the program.

BIO-FLEX PROGRAM

156	115
ENROLLMENTS	COMPLETIONS

27 GRADUATIONS in June 2021

Entertainment & Infotech

The County has been administering film and photography permitting for over 30 years. In 2014, the Board took actions in standardizing film and photography permit service fees to attract more film production in the County. In 2018, the Board passed a motion to support the growth of Film and Digital Media Industry in Los Angeles County. The County Plan includes five primary areas:

- Development of a County Film and Digital Media Career Pathway Program.
- Framework for supporting local emerging Film and Digital Media Businesses.
- Creation of the first Los Angeles County Forum on Film and Digital Media.
- Identification of both Public and Private funding resources relation to the creation of the County Plan.
- Support legislation which promotes the growth of the creative economy.

FILM LA

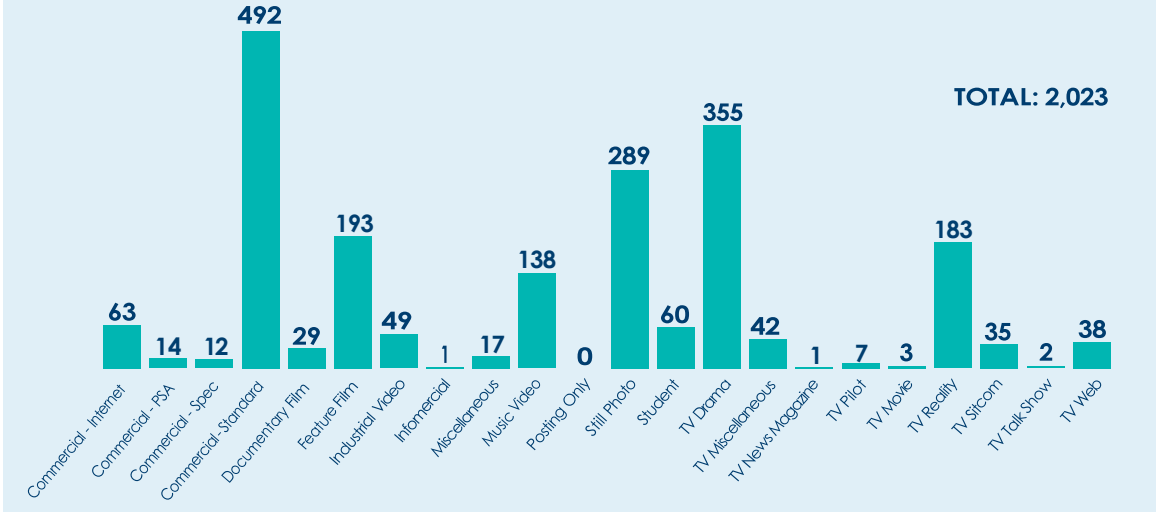
FilmLA is committed to the film industry's contributions to Greater Los Angeles, through streamlining film permitting, assisting filmmakers with production planning, and coordinating with communities to establish relationships between filmmakers and community leaders. Notable productions filmed during FY 2020-21 are listed below.

DISTRICT	LOCATIONS	SHOOT DAYS
District 1	87	152
District 2	165	484
District 3	467	854
District 4	83	126
District 5	1,221	1,850
All Districts	**2,023**	**2,466**

COMMERCIALS

- Kia
- Hyundai
- Cadillac
- Walmart
- Absolut
- KIA
- Fidelity
- Ford
- Allstate
- Samsung

Locations By Production Type, All Districts

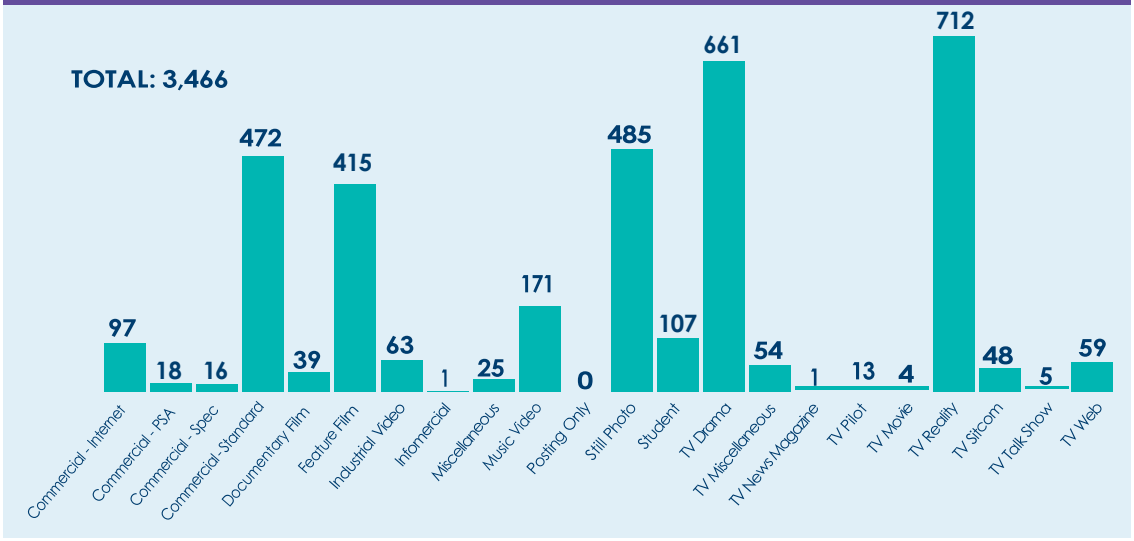


TELEVISION

- This is Us
- NCIS:LA
- Euphoria
- Generation
- Animal Kingdom
- In Treatment
- Good Trouble
- Family or Fiancé
- Insecure
- Lucifer
- Rebel
- Grey's Anatomy

WORKFORCE DEVELOPMENT

Shoot Days By Production Type, All Districts



FILMS

- All Souls
- King Richard
- Hollywood Stargirl
- American Boogeywoman

Local and Targeted Worker Hire

On September 6, 2016, the Board adopted (updated and approved on June 11, 2019) a Countywide Local and Targeted Worker Hiring Policy. On March 21, 2017, the Board also 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 Hiring Policy.

WHAT IS A "TARGETED WORKER?"

A Targeted Worker is an individual who is both a County resident and who faces one or more of the following barriers to employment:

1. Has a documented annual income at or below 100 percent of the Federal Poverty Level;
2. Has no high school diploma or GED;
3. Has a history of involvement with the criminal justice system;
4. Is experiencing protracted unemployment (receiving unemployment benefits for at least 6 months);
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, under Section 2(a) of the Jobs for Veterans Act (38 U.S.C.421 5[a]);
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

An individual's primary residency is within five (5) miles of the proposed project site and is within a Qualifying Zip Code.

If a qualifying Zip Code is partially located within the 5-mile radius, then the entire Zip Code is considered as a Tier I Zip Code, and workers living in that entire Zip Code area may qualify as Tier I hire.

TIER 2

An individual's primary residency is within a Qualifying Zip code; and (2) that Qualifying Zip Code is beyond five (5) miles of the proposed project site.

CONTRACTOR REQUIREMENT

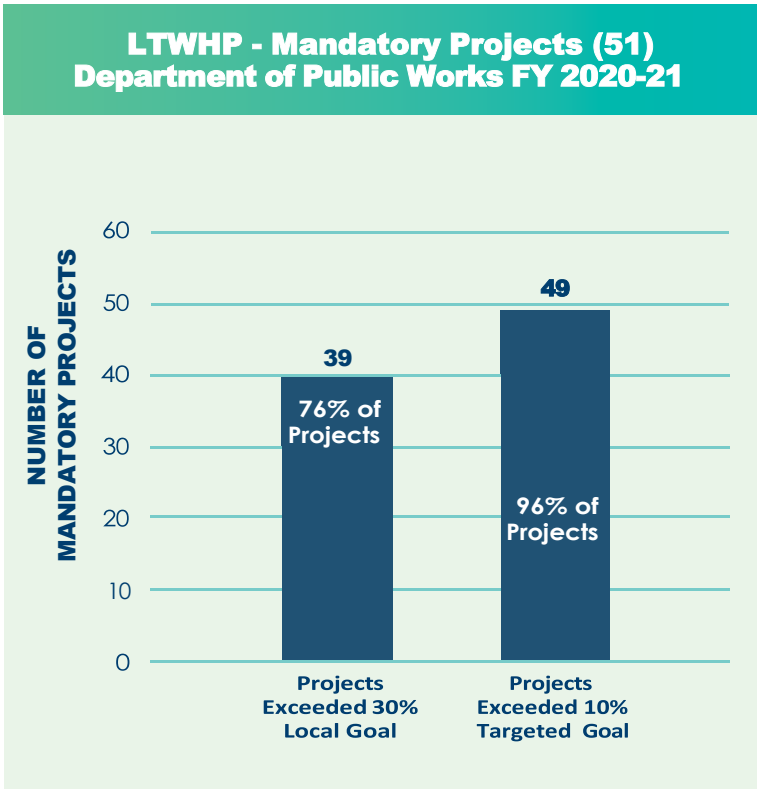
The Contractor and its subcontractors shall first meet the Local Worker Hire participation requirement by employing Qualified Local Residents from Tier 1. If the Contractor is unable to meet their entire Local Worker Hire need from this area, it must submit to the Project Manager or designated County representative a statement on company letterhead certifying that it has exhausted all available qualified Local Workers from this area during a 48-hour period before pursuing Qualified Local Residents from Tier 2.

WORKFORCE DEVELOPMENT

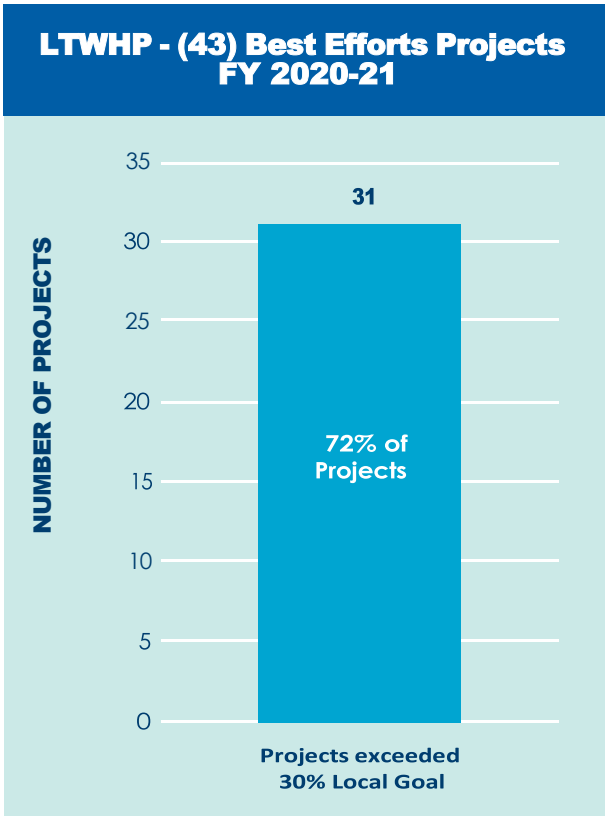
Ensuring that local and targeted workers have employment opportunities on projects situated within their communities has long been a core element of economic development programs at the municipal level. To this end, the Board's Local and Targeted Worker Hiring Policy requires a mandatory 30 percent Local Hire goal and a 10 percent Targeted Worker hire goal on Board approved construction projects that have a total project budget that exceeds $2.5 Million. Furthermore, Board approved construction projects with a total project budget between $500K and $2.5 million, have a best efforts Local Hire goal of 30 percent.
The departments have the responsibility for managing these local and targeted hiring practices and for tracking compliance with specific project objectives. As shown in the following charts, there were a total of 94 Public Works Local and Targeted Worker Hiring Policy projects with construction activity during Fiscal Year 2020-21. The charts below demonstrate the success of the program's goals.

WORKER RESIDENCY HIRING GOALS SUMMARY, ALL QUALIFYING PROJECTS WITH CONSTRUCTION HOURS IN FY2020-21 (94 TOTAL)

Mandatory Projects – 51

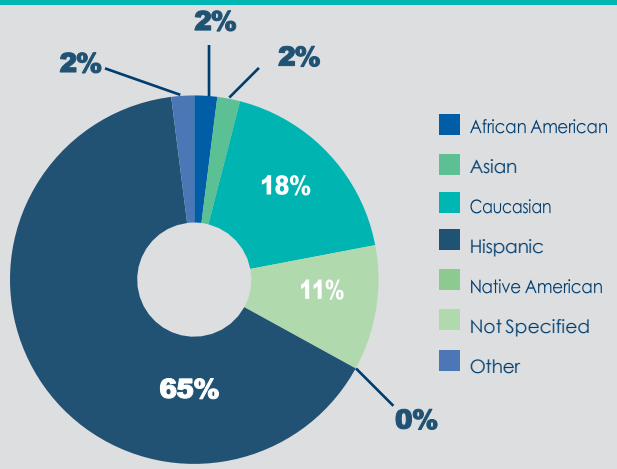


Best Efforts Projects – 43

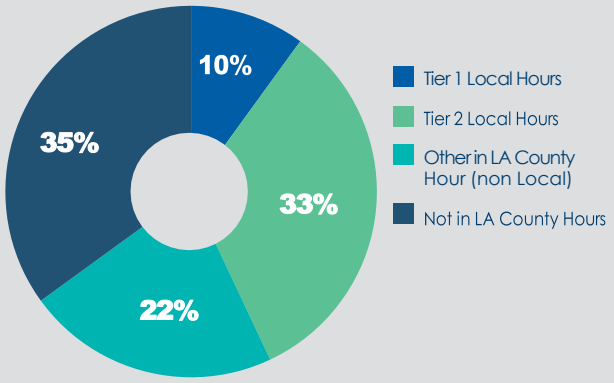


WORKFORCE DEVELOPMENT

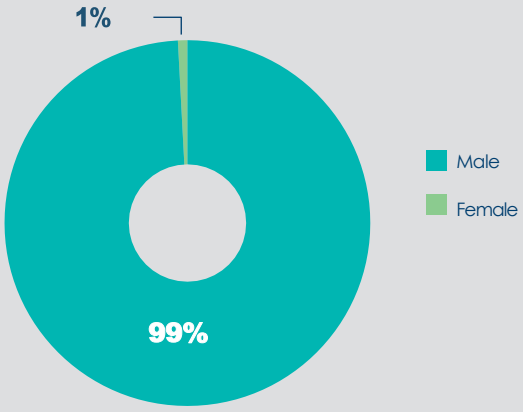
Worker Ethnicity
LTWHP PROJECTS (94)
DURING FY 2020-21



Local Worker Residency
LTWHP PROJECTS (94)
FY 2020-21

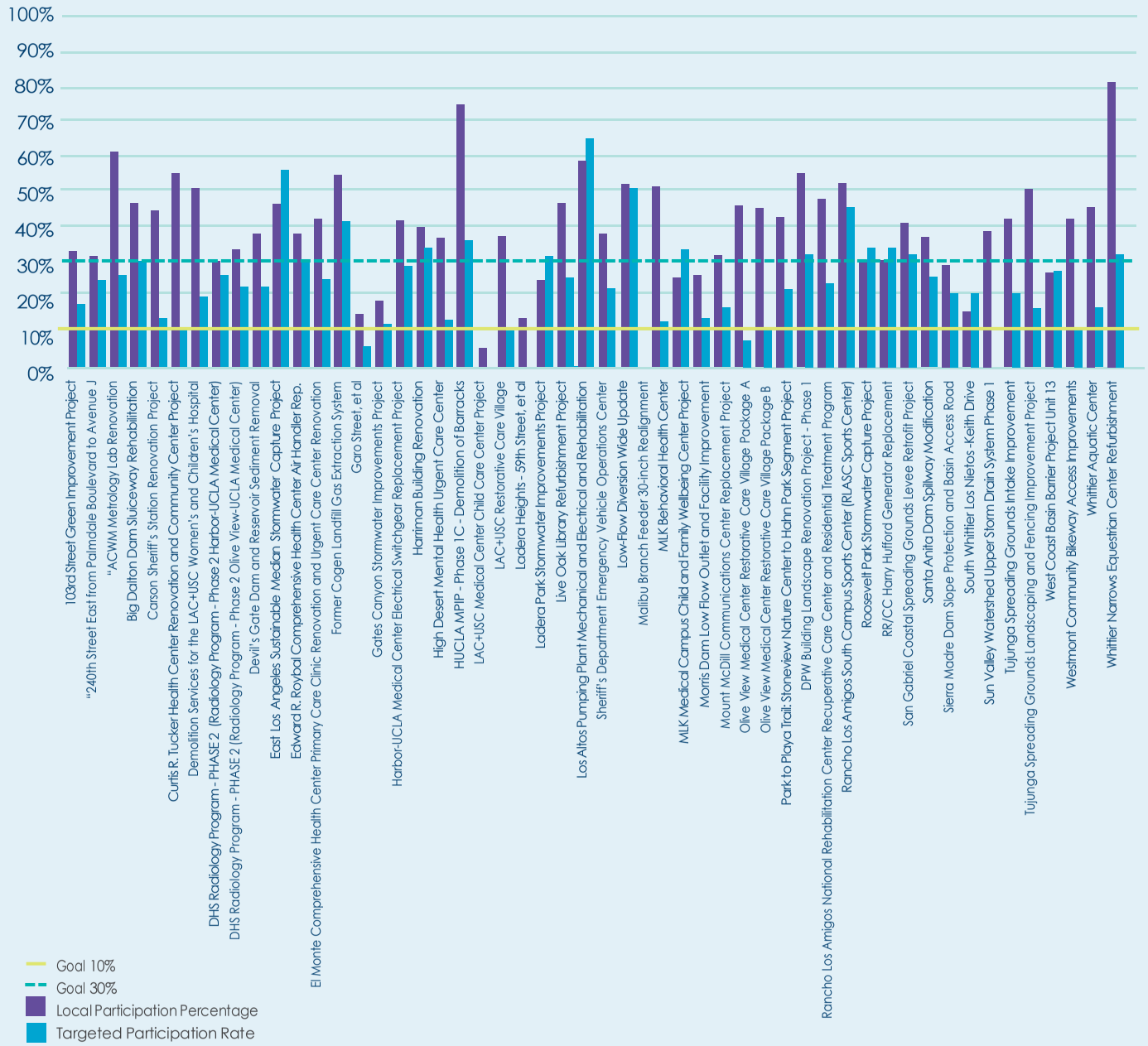


Worker Gender
LTWHP PROJECTS DURING FY 2020-21 (94)



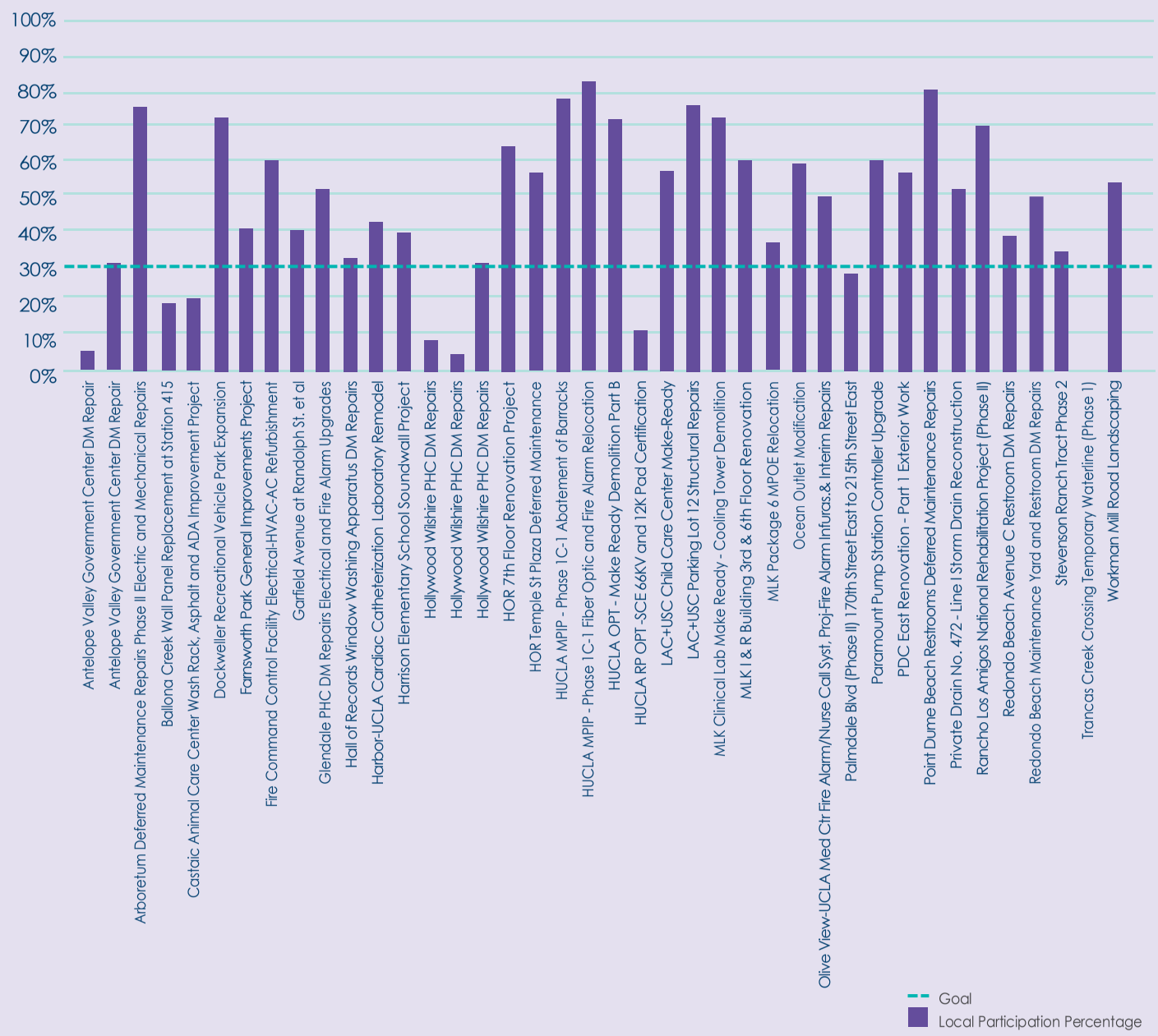
WORKFORCE DEVELOPMENT

LOCAL AND TARGETED WORKER HIRE POLICY
Department of Public Works
Mandatory Hiring Goals – FY2020-21 4th Qtr Projects



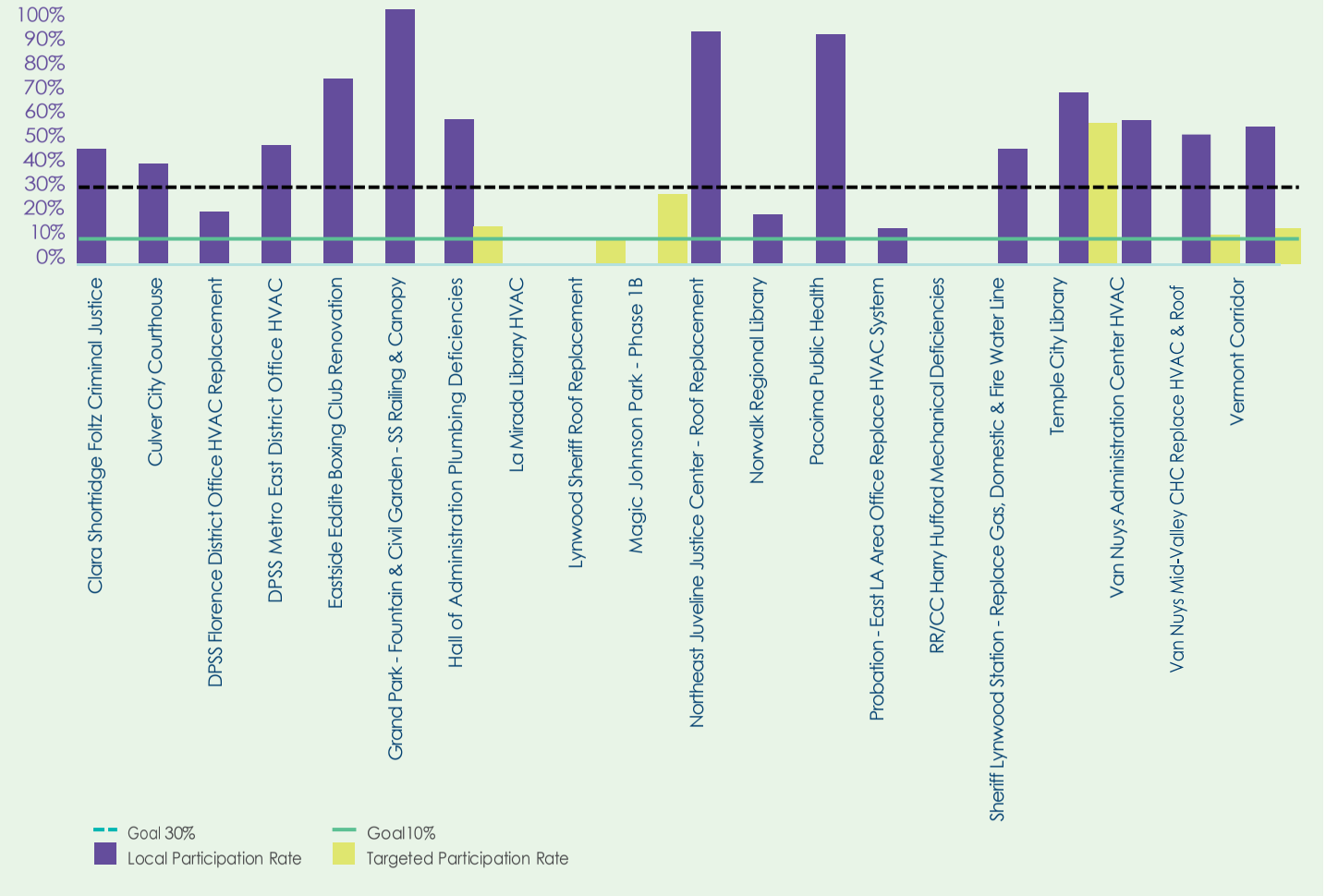
WORKFORCE DEVELOPMENT

LOCAL AND TARGETED WORKER HIRE POLICY
Department of Public Works
Best Efforts Hiring Goals – FY 4th Qtr Projects



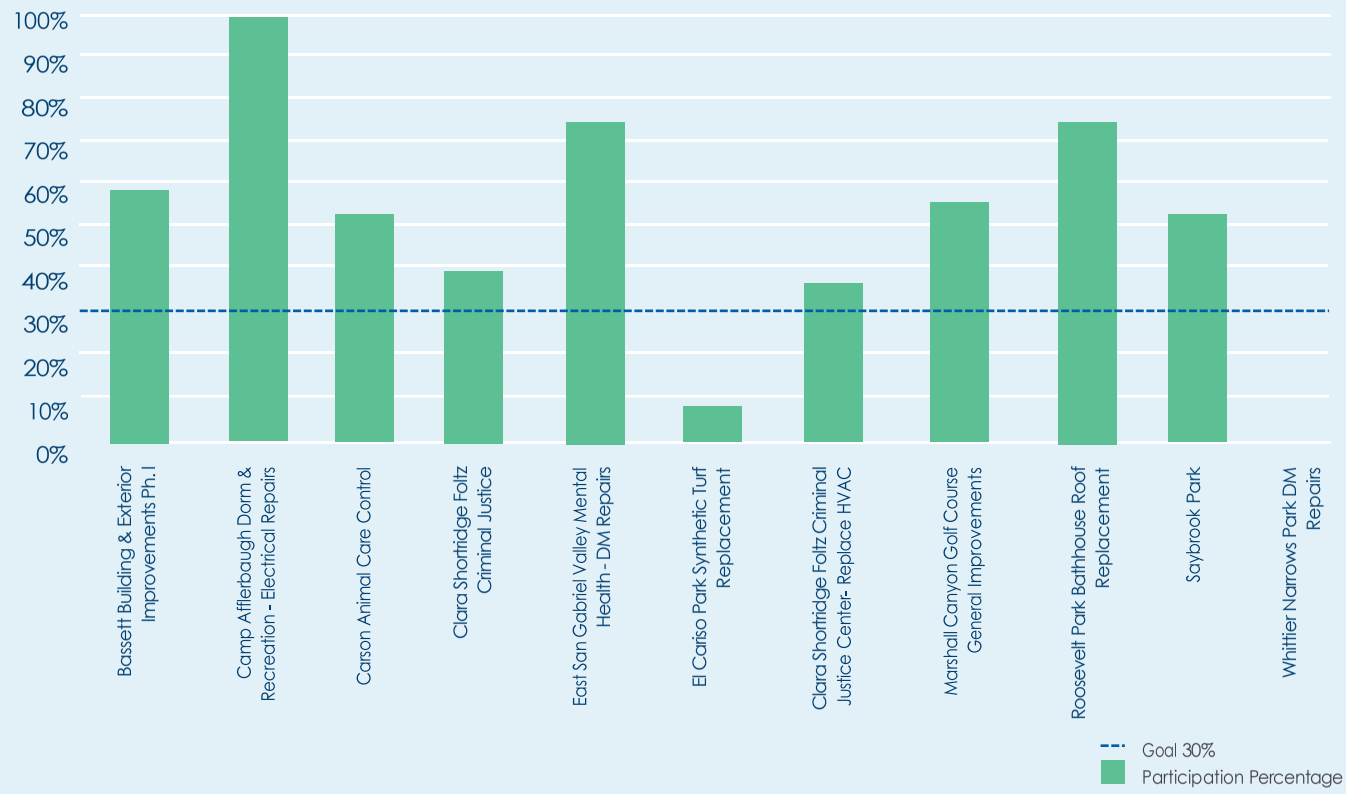
WORKFORCE DEVELOPMENT

LOCAL AND TARGETED WORK HIRE PROGRAM
Internal Services, LACDA, Trammell
Mandatory Hiring Goals - FY 2020-21 4th Quarter Projects



WORKFORCE DEVELOPMENT

LOCAL AND TARGETED WORK HIRE PROGRAM
Internal Services, LACDA, Trammell
Best Efforts Hiring Goals - FY 2020-21 4th Quarter Projects



WORKFORCE DEVELOPMENT

Fair Chance Hiring Campaign

The County launched its Fair Chance Hiring Campaign on September 9, 2019 to educate the county business community about the state Fair Chance Hiring Act, and the business benefits to hiring re-entry individuals. This campaign started a paradigm shift within the business community to consider those with justice involvement as value added in the workplace. The campaign included a robust paid and earned digital and print media campaign that initially reached over 28,151 unique individuals in the County. The Campaign was led by the County in partnership with the Los Angeles Economic Development Corporation, the Los Angeles Metropolitan Transit Authority, and the LA Area Chamber of Commerce.

Through the campaigns direct outreach to businesses in high growth industries, the County, led by the DEO, has personally addressed over 500 businesses in Los Angeles County. In efforts to reach additional county businesses, expansion of the campaign is expected to launch in 2022" with: "In an effort to reach additional businesses, the County launched an expansion of this campaign in 2023.

METRIC FY 2020-21	QUANTITY
Pledged Businesses	**203**
Website Visits (Sessions)	**6,733**
Unique Website visits	**5,547**
Facebook Page View	**522**
Facebook Post Impressions	**6,400**
Facebook Followers	**334**
Facebook Page Impressions	**8,100**
Instragram Followers	**317**
Instragram Profile Reach	**6,400**
Twitter followers	**163**

BUSINESS ASSISTANCE

In FY 2020-21, the County continued its deployment of resources into local business needs. Offering assistance in growing and establishing a business as well as certifying social enterprises, disabled veteran business enterprises, local small business enterprises are just a few ways in which the County is supporting local business activity.

BUSINESS ASSISTANCE

Office of Small Businesses

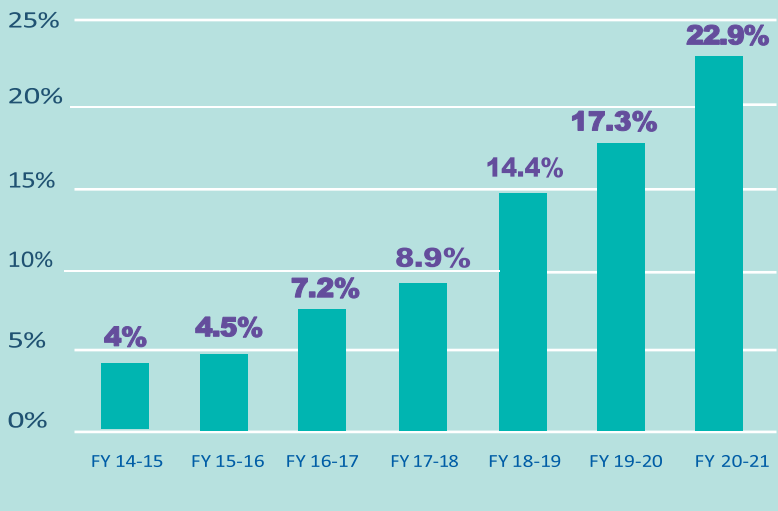
The County's Economic Development Program is committed to deploying County resources in a targeted and thoughtful way to leverage investments to support both workforce and business development in County growth industries.
On July 21, 2015 the Board of Supervisors established a Small Business Initiative (SBI) charged with supporting small business throughout the County through streamlined service delivery. On July 12, 2016, the Board established a four-year Small Business Utilization Plan to increase contracting dollars awarded to the County's certified Local Small Business Enterprises (LSBE) and Disabled Veteran Business Enterprises (DVBE) by 25 percent and 3 percent, respectively. This four-year plan also directed the Department of Consumer and Business Affairs (DCBA), in consultation with relevant departments, to develop a new certification for Social Enterprises (SE).

The Office of Small Business and responsibility for Small Business Utilization transitioned from DCBA to DEO as part of the creation of this new department. DEO 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. As of July 1, 2022, DCBA's Office of Small Business program transitioned over to the Department of Economic Opportunity, (DEO).

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 an upcoming Scorecard. Information about businesses served by the Small Business Concierge is also presented.

Contract Award Dollars to Certified LSBE, DVBE and SE Businesses	
FY 2014-2015	$159,765,054
FY 2015-2016	$181,059,214
FY 2016-2017*	$288,049,853
FY 2017-2018	$355,287,485
FY 2018-2019	$576,297,551
FY 2019-2020	$690,669,449
FY 2020-2021	$915,734,609

*Small Business Utilization Goals adopted by the Board of Supervisors.



BUSINESS ASSISTANCE

Defining Social Enterprises (SE)

To certify as a Social Enterpise with Los Angeles County a business must:

- Have been in operation for at least one (1) year providing transitional jobs, including access to supportive services to a transitional workforce employing at least 51 percent of a transitional workforce; or
- Be certified as a B-Corp by B Lab Corporation; or
- Certified Green by a city government agency in the County; or
- Be incorporated with the State of California as a Benefit, or Social Purpose Corporation; or
- Be a business whose primary purpose is the common good as demonstrated through a published mission statement and whose principal business activity is directly related to accomplishing that stated social mission.
- Provide their mission statement, a description of their programs, services, and must provide metrics confirming social impact.

Defining Local Small Business Enterprise (LSBE)

Businesses that have a principal place of business (i.e. Headquarters) in the County and meet the State's definition of a small businesses can certify with Los Angeles County as an LSBE. A business must:

- Be independently owned and operated; and
- Not be dominant in its field of operation; and
- Have owners (officers in the case of a corporation) who live in California and be either:
  - o A business with fewer than 100 employees and an average annual gross receipts of $15 million or less over the last 3 years; or
  - o A manfacturer with 100 or fewer employees; and
- Have its main office (headquarters) in the County of Los Angels for at least the past 12 months .

Defining Disabled Veteran Business Enterprise (DVBE)

To certify as a DVBE with the Los Angeles County a business must:

- Be certified by the U.S. Department of Veteran Affairs (VA) as a Service Disabled Veteran Owned Small Business (SDVOSB); or
- Be certified as a DVBE by the California Department of General Services (DGS)
- During the certification process the business will be asked to provide information regarding their VA or DGS certification.

CERTIFIED BUSINESS ACTIVITY FY 2020-21	
FY 2020-2021	**TOTAL**
Number of Businesses Certified as LSBE	**1,054**
Number of Businesses Certified as Social Enterprises	**98**
Number of Businesses Certified as DVBEs	**114**
Number of County Contracting Dollars Awarded to All Certified Vendors	**$915,734,609**
Number of Certified Businesses Who Won Contracts with the County	**820**



BUSINESS ASSISTANCE

Small Business Development

To achieve the goals set forth in the Utilization Plan, the Office of Small Business 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.

Over the last five fiscal years, the County awarded approximately $2,091,363,554 to certified LSBEs, DVBEs, and SEs. The SBU Plan launched near the end of FY 2015-16, which saw $181,059,214 awarded to certified firms. In comparison the County awarded $690,669,450 to certified firms in FY 2019-20, an increase of 281 percent since the launch of the initiative. However, the amount in awards in the fourth quarter of FY 2019-20 were substantially impacted by the onset of the COVID-19 pandemic and the County's hard purchasing freeze on non-essential services, supplies and equipment effective March 31, 2020. As a result, the fourth quarter saw a year-over-year decrease of 32 percent in total awards to vendors from FY 2018-19 to FY 2019-20, reaching only $124 million, approximately $63 million lower than projected. The Office of Small Business projected the County would have reached the aspirational goal of $1 billion in awards to certified vendors as early as FY 2020-21 if the current trend continued along with pre-COVID-19 economic conditions.

DEO operates the regions only Procurement Technical Assistance Center (LA County PTAC) which provides technical assistance and tools to businesses to increase their contract readiness when competing for government contracts at the local, state, and federal level. During the 2020/2021 fiscal year the LA County PTAC provided 1,020 counseling hours to businesses interested in government contracting. Of the businesses that received counseling 323 self-identified as women-owned and 388 identified as minority and/or disadvantaged-owned businesses, and 70 identified as veteran-owned businesses.

TECHNICAL ASSISTANCE TO BUSINESSES FY 2020-21

FISCAL YEAR	TYPE OF ASSISTANCE															
	Business Name (DBA)	Business Plan	Business Structure	Certification	Contracting Opportunities	Employer Responsibility	Finance	Labor	Lease Agreement	Legal Entity	Licenses	Loans	Marketing Plan	Permits	Trademark/Copyright	Other
2015-16	27	23	23	31	15	17	17	10	11	23	40	17	20	42	24	5
2016-17	76	98	75	101	70	50	76	34	45	65	127	69	77	125	62	37
2017-18	362	287	263	306	163	167	212	92	94	232	431	187	194	361	234	80
2018-19	379	353	308	356	190	183	260	99	117	263	488	218	241	432	254	102
2019-20	298	249	216	251	141	116	192	77	88	185	346	195	188	92	312	185
2020-21	320	260	211	281	113	107	206	72	94	195	403	188	182	337	193	71

*Some constituents request more than one business and/or types of business.

BUSINESS ASSISTANCE

ASSISTANCE IN OPENING A BUSINESS FY 2020-21

FISCAL YEAR	BUSINESS TYPE													
	Agriculture	Car Wash	Contractor/ Construction	Food Service	Garment, Apparel & Textile Mfg.	Health Care	Housing & Lodging	Landscaping & Gardening	Mfg.	Retail	Services	Transportation	Unsure/ Undecided	Wholesale
2015-16	0	0	2	10	1	2	1	0	1	10	20	0	29	1
2016-17	4	2	9	30	2	8	4	0	2	19	80	3	60	4
2017-18	2	14	20	74	15	24	7	2	10	100	243	13	85	13
2018-19	2	20	18	83	12	33	13	2	10	102	287	14	79	16
2019-20	0	9	13	66	14	32	20	6	12	95	217	12	46	16
2020-21	**6**	**12**	**14**	**86**	**17**	**40**	**9**	**6**	**6**	**112**	**217**	**9**	**67**	**8**

*Some constituents request more than one business and/or types of business.

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 business 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. DEO is continuing to gather information regarding the number of new businesses that opened, revenue generated, and jobs created with the support of the Concierge.

FY 2020-21

BUSINESS CONCIERGE CASES

Fiscal Year	Opened Inquiries	Business Assisted
2015-16	77	50
2016-17	215	199
2017-18	460	439
2018-19	590	732
2019-20	866	873
2020-21	955	890

FY 2019-20

The County's Office of Small Business

assisted **165** outreach events, reaching over **9,257** attendees



BUSINESS ASSISTANCE

FY 2020-21

The Small Business Concierge Service assisted

890

ENTREPRENEURS.

OFFICE OF SMALL BUSINESS ENTREPRENEUR WORKSHOPS

Fiscal Year	Workshops	Attendees
2015-16	6	120
2016-17	10	210
2017-18	23	575
2018-19	29	790
2019-20	65	2,413

The above 890 entrepreneurs assisted by the small business concierge self-identified as:

ETHNICITY				GENDER	
Hispanic/Latino	**35%**	Multiple Ethnicities/Races	**7%**	Female	**57%**
White	**23%**	American Indian/Native American	**1%**	Male	**43%**
Black-African American	**18%**	Other	**3%**		
Asian/Pacific Islander	**13%**				

LA County Disaster Help Center

On March 26, 2020, in response to the COVID-19 pandemic, DEO, in partnership with the LACDA immediately launched the Los Angeles County Disaster Help Center (DHC). The DHC provides ongoing assistance to business owners, non-profits, workers, homeowners, landlords, and tenants as they navigate the unprecedented COVID-19 pandemic crisis. The DHC operates daily with over 25 call center agents from five different County departments who answer COVID-19 calls from County residents in the following areas:

- **Public Health Orders (phased approach to reopening, social distancing, etc.)**
- **Essential/Non-essential businesses**
- **Loans and grants to businesses**
- **Unemployment Insurance and resources**
- **Layoff aversion/rapid response**
- **Price gouging**
- **Wage complaints**
- **Job search**
- **Paid Family Leave**
- **Landlord/tenant issues**
- **Interpretation of Federal and State assistance/guidance**
- **Immigrant resources**

In Fiscal Year 2020-21, the County's Office of Small Business shifted its focus from workshops and events due to the closures to phone and virtual counseling and supporting businesses through the DHC due to the Covid-19 Pandemic. The DHC, a live call center, was launched with a single goal in mind: to help business owners, non-profits, workers, homeowners, landlords, and tenants navigate the impacts of an unprecedented pandemic. The DHC operated Monday through Saturday with live call agents who answer COVID-19-related calls from LA County residents in the areas of emergency aid, funding sources, reopening and operating business protocols, eviction protections, and rent assistance. The DHC received over 36,500 calls, 2,600 emails and offered services in multiple languages, with English, Spanish and Korean being the most common*.

*Covers March 26, 2020 through May 28, 2021

In FY2020-21, the DHC has received approximately **36,000 CALLS** and answered over **2,600 EMAILS***. Call agents can respond to callers in **NINE DIFFERENT LANGUAGES**, with the most popular languages being English, Spanish, and Korean.



BUSINESS ASSISTANCE

Disaster Help Center Info:
Received over **36,500 CALLS**
2,600 EMAILS services in multiple languages

DEO Layoff Aversion

The Department of Economic Opportunity (DEO) 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. The information regarding the layoff aversion program for FY 2020-21 to date is displayed above.

DEO 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.

DEO LAYOFF AVERSION ACTIVITY FY 2020-21 (JULY 1, 2020 TO JUNE 30, 2021)

	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Assessments	100	66	28	155	155	76	119	114	187	136	0	8	**1144**
# of Action Plans / Customized Strategy Blueprints	98	65	29	152	153	74	99	113	128	20	0	12	**943**
# of Blueprint Services Provided	73	60	23	136	136	55	72	87	67	30	0	26	**765**
Stabilized Businesses No Longer Needing Business Technical Assistance Services (referred to AJCCs)	60	66	24	0	0	75	58	74	94	191	12	64	**718**
# of Jobs Saved	149	186	116	180	181	155	75	23	40	59	17	210	**1391**



BUSINESS ASSISTANCE

Permitting Assistance

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 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.

The Departments continues 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 DEO'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. Below are statistics of cases taken and completed in FY20-21, through on-line permitting, one stop centers, to the reviews at the front desk at Regional Planning and Public Works.

CASES TAKEN IN FY 2020-21

	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Business License Referral	14	11	30	29	23	22	18	15	26	28	25	33	**274**
Conditional Use Permit	16	23	18	22	12	14	12	20	15	18	18	16	**204**
Housing Permit	1	4	1	2	0	2	0	0	1	4	1	3	**19**
Oak Tree Permit	3	3	4	10	6	3	3	8	15	5	5	7	**72**
Site Plan Review - Ministerial	183	159	179	148	175	164	152	170	293	207	203	218	**2251**
Site Plan Review - Discretionary	0	4	0	1	1	3	3	1	3	3	0	1	**20**
Temp. Outdoor Dining SEP	9	14	7	9	6	1	1	5	2	4	2	0	**60**
Zoning Conformance Review	76	88	81	78	93	70	69	90	149	112	94	110	**1110**
TOTAL	**302**	**306**	**320**	**299**	**316**	**279**	**258**	**309**	**504**	**381**	**348**	**388**	**4010**

BUSINESS ASSISTANCE

Permitting Assistance

CASES COMPLETED IN FY 2020-21													
	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Business License Referral	12	9	28	20	26	21	25	11	19	27	25	29	**252**
Conditional Use Permit	12	19	12	12	9	7	9	11	13	13	12	15	**144**
Housing Permit	1	2	4	2	1	3	0	0	3	2	1	0	**19**
Oak Tree Permit	4	0	5	5	7	6	8	4	1	5	7	5	**57**
Site Plan Review - Ministerial	171	183	168	163	172	161	179	159	196	275	212	199	**2238**
Site Plan Review - Discretionary	1	0	1	1	1	0	2	0	2	3	1	1	**13**
Temp. Outdoor Dining SEP	7	16	5	11	3	3	0	5	2	0	3	1	**56**
Zoning Conformance Review	74	76	73	81	90	73	65	80	99	107	109	101	**1028**
TOTAL	**282**	**305**	**296**	**295**	**309**	**274**	**288**	**270**	**335**	**432**	**370**	**351**	**3807**

BUSINESS LOANS AND FINANCIAL ASSISTANCE

Since 1987, the Los Angeles County Development Authority (LACDA), previously known as the Los Angeles County Community Development Commission has provided a variety of loan products to assist businesses in Los Angeles County in their retention, expansion, and customer attraction efforts.

BUSINESS LOANS AND FINANCIAL ASSISTANCE

Since the dissolution of redevelopment in 2012, the LACDA has continued to foster neighborhood reinvestment and blight removal in low and moderate income unincorporated areas through façade improvement programs, commercial storefronts 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. These programs transitioned to the DEO as part of the creation of this new department.

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

Blight Removal

By eliminating blight in a neighborhood, the DEO can work with public and private partners to increase property values in the surrounding area and catalyze investment in the neighborhood. LACDA 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 (CBR) Program called RENOVATE. The RENOVATE program encompasses the benefits of the CBR Program with an expanded area of service that can incorporate all County unincorporated areas, as well as partnerships with neighboring municipalities.

BUSINESS LOANS AND FINANCIAL ASSISTANCE

RENOVATE PRODUCTION
RENOVATE PROJECTS COMPLETED IN FY 2020-21

Project Name	Project address	District	# of Storefronts	Notice to Proceed Date	Completion date	Life to date construction and soft costs through 06/30/2021	Funding source
#1 Paul Kim, DO Medical Plaza	13563 Van Nuys Boulevard, Pacoima CA 91331	3	3	2/3/20	5/24/21	$232,532	Pacoima/ RENOVATE
#2 Munos Income Tax	13683-13685 Van Nuys Blvd Pacoima, CA 91331	3	3	2/10/20	5/24/21	$268,521	Pacoima/ RENOVATE
#3 Romero's School Uniforms	13687 Van Nuys Blvd Pacoima, CA 91331	3	2	2/10/20	2/18/21	$156,749	Pacoima/ RENOVATE
TOTAL			**8**			**$657,802**	

* Renovate's FY20-21 pe ormance of comple ed projects were impacte due to Covid-1 pandemic c d related LA Cour y Health Orders. Due to p rmitting approvals labor, suppl chain issues, and longer lea times for ma erial delivery, this re ulted in signficiant construc tion completion dela s.

BUSINESS LOANS AND FINANCIAL ASSISTANCE

RENOVATE PRODUCTION
RENOVATE PROJECTS COMPLETED IN FY 2020-21

Project Name	Project address	District	# of Storefronts	Notice to Proceed Date	Estimated Completion Date	Preliminary construction costs based on bid rcvd and estimated soft costs	Funding source
La Imperial Tortilleria	3717 E 1st Street Los Angeles, CA 90063	1	1	6/30/20	9/10/21	$263,620	CDBG/ RENOVATE
Mariscos Martin	13430 Valley Boulevard La Puente, CA 91746"	1	1	6/30/20	10/28/21	$284,696	CDBG/ RENOVATE
Just Kids Academcy	11211 Western Avenue Los Angeles, CA 90047	2	1	10/6/21	3/30/22	$178,214	CDBG/ RENOVATE
Int'l Realty Invest Western Ave	11215 S. Western Ave Los Angeles, CA 90047	2	1	10/6/21	3/30/22	$171,042	CDBG/ RENOVATE
Honey Bee Childcare	11205 Western Ave Los Angeles, CA 90047	2	1	9/23/21	3/30/22	$195,684	CDBG/ RENOVATE
De La Dry Cleaners	9601-9605 S Vermont Ave Los Angeles, CA 90044	2	3	5/5/20	8/17/21	$334,846	CDBG/ RENOVATE
Juice for Life	11143-11145 S Western Ave Los Angeles, CA 90047	2	3	10/6/21	3/30/22	$224,194	CDBG/ RENOVATE
Rashid's Check Chashing	14419 Telegraph Road South Whittier , CA 90604	4	1	5/31/20	11/1/21	$121,173	RENOVATE
JUG Mini Mart +3	14427-33 Telegraph Road, South Whittier, CA 90604	4	4	5/31/20	11/1/21	$227,528	RENOVATE
Peterson Gallery	2676 Fair Oaks Ave. Altadena, CA 91001	5	1	12/17/20	11/1/21	$125,247	RENOVATE
Altadena Beverage	1852 N. Allen Ave. Altadena, CA 91104	5	1	5/17/21	9/17/21	$118,795	RENOVATE
Fair Oaks Burger	2560 Fair Oaks Ave. Altadena CA 91001	5	1	5/17/21	1/15/22	$198,760	RENOVATE
Pizza of Venice	2251 Fair Oaks Ave. Altadena, CA 91001	5	4	6/20/20	11/15/21	$299,371	RENOVATE
TOTAL			**23**			**$2,743,170**	

BUSINESS LOANS AND FINANCIAL ASSISTANCE

Business Assistance Loans

The LACDA 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 LACDA's loan programs have included Micro and Business Expansion loans. The primary funding sources for the LACDA'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 LACDA to establish a business loan program targeted towards businesses located next to major transit stops.

During Fiscal Year 20-21 the LACDA funded 5,451 loans and grants for $93M. The LACDA also provided 5 grants of $5,000 each for small business located in the Fourth Supervisorial District. The LACDA currently has 79 loans totaling $16.5M being underwritten and reviewed.

SMART Funding Loan Program offers competitive loan programs to support a variety of established businesses. SMART Funding through the LACDA 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 up to $3M, and are deployed to help businesses purchase necessary equipment, acquire commercial property, build capital, and create and retain jobs. All loans are tailored to specific business needs. On March 19, 2020 the Board of Supervisors issued an Executive Order that created the Small Business Recovery Loan Program using $3M in EDA funds that are part of the SMART Funding Loan Program.

Below is a table listing the FY 2020-21 loans that have been funded to assist local area businesses.

FY 2020-21 LACDA COMMERCIAL LOANS AND GRANTS FUNDED

Program/Company Name	Loans/ Grants	District	Loan/Grant Amount	Use of Funds	Date Funded	Funding Source
Small Business Grant - Los Angeles Regional COVID-19 Recovery Grant Program	4,320	All	$60,770,000 (maximum $100,00 each)	Working Capital to address impacts of COVID-19	FY 20-21 (various dates)	CARES Act/ County Funds
Keep LA County Dining Grant Program	345	All	$10,350,000 ($30,000 each)	Working Capital to address impacts of COVID-20	FY 20-21 (various dates)	CARES Act
Childcare Grant Program	462	All	$9726,799 (maximum 15,000 homes/$40,000 centers each)	Working Capital to address impacts of COVID-21	FY 20-21 (various dates)	CARES Act
Small Business Revitalization Grant Program	124	All	$3,720,000 ($30,000 each)	Working Capital to address impacts of COVID-22	FY 20-21 (various dates)	CARES Act
Fourth Supervisorial District COVID-19 Business Relief Grant Program	95	All	$475,000 ($5,000 each)	Working Capital to address impacts of COVID-23	FY 20-21 (various dates)	Discretionary
Small Business Stabilization Loan Program - RLF	20	4	$6,557,000 (maximum $20,000 each)	Working Capital	FY 20-21 (various dates)	EDA
Transit Oriented Communities Small Business Recovery Loan Program	42	All	$830,000 (maximum $20,000 each)	Working Capital	FY 20-21 (various dates)	METRO
Small Business Recovery Loan Program - RLF	23	All	$430,000 (maximum $20,000 each)	Working Capital	FY 20-21 (various dates)	EDA
Micro RLF Loans	20	1	$171,000 (maximum $10,000 each)	Working Capital	FY 20-21 (various dates)	CDBG
Total Funding Commitment	**5,451**		**$93,029,799**			

BUSINESS LOANS AND FINANCIAL ASSISTANCE

Center for Financial Empowerment

The Center for Financial Empowerment convenes, advocates, and builds capacity to strengthen the financial health of County residents, with a focus on Black, Indigenous and People of Color (BIPOC) to build economic resiliency.

Highlights

Interdepartmental partnership to support increased EITC outreach and usage

Refundable tax credits such as the Earned Income Tax Credit (EITC) and California's Young Child Tax Credit are critical opportunities to help lift low-moderate income taxpayers out of poverty. Each year, millions of these dollars go unclaimed by qualifying Los Angeles County residents. As the COVID-19 pandemic continues, many low-moderate income workers have faced furloughs, temporary layoffs, and in many cases, permanent job loss. Helping workers to maximize refundable tax credits is even more important now, as tens of thousands of families struggle with financial instability while the pandemic continues. Additionally, California has expanded eligibility for the California Earned Income Tax Credit to Individual Tax Identification Number (ITIN) holders, beginning in the 2020 tax year, increasing the need for outreach.

With the assistance of a FUSE Fellow, the CFE created a multiprong plan to identify strategies to raise awareness and utilization of these credits.

ADVOCATE

- Advocate for the expansion of EITC innovation and the removal of systemic barriers that contribute to low filings;
- Invest in needed research to better serve target populations; and
- Advocate for better data sharing amongst County departments to improve outreach and program integration.

CONVENE

- Facilitate a workgroup amongst County Departments and other stakeholders to foster collaboration and continued success.

BUILD CAPACITY

- Support the growth of Volunteer Income Tax Assistance (VITA) sites by:
  - Recruiting County employees to volunteer as income tax preparers; and
  - Facilitating the creation of new VITA sites.
- Use digital outreach resources to improve outreach effectiveness.

To help accomplish these objectives, the CFE launched a new workgroup of County departments called the Equitable Access Group for Local EITC+ Efforts, referred to as EAGLE. The workgroup has three main objectives: (1) identify outreach opportunities within their programs where tax credit information can be shared with County clients; (2) explore opportunities to increase VITA capacity; and (3) advocate for policies that increase EITC access and VITA support. The group collaborates on outreach opportunities to share information about refundable tax credits and free income tax preparation services. Collectively, we worked with the United Way of California to develop a Los Angeles County EITC text message campaign. A text message campaign allows us to design an automated, yet interactive marketing tool to facilitate digital outreach since in-person outreach is restricted due to COVID.



BUSINESS LOANS AND FINANCIAL ASSISTANCE

Responding to COVID - Financial Navigators

DCBA was awarded a grant from the Cities for Financial Empowerment Fund to participate in the 2020 Financial Navigators cohort. The Financial Navigators Program supports local government's response to the COVID-19 pandemic by helping residents address their financial challenges caused by the economic downturn. Across the Country, even in the best of times, individuals struggle with their finances – almost one in five households have zero, or negative, net worth, and a quarter of families have no retirement savings. Almost 40 percent of adults are not able to cover a $400 emergency. The pandemic brought these financial challenges into focus and compounded it with a number of new issues. Through the Financial Navigators Program, Center for Financial Empowerment staff (with support from Disaster Service Workers) helped individuals and families prioritize their financial concerns, identify next steps, and navigate available local, state, and federal resources to support their ability to rebound and rebuild.

The program launched on October 26, 2020. During the 2020-21 fiscal year, the team provided direct support to 564 low-moderate income County residents. During these sessions, staff provided guidance to residents facing a myriad of financial challenges in the wake of the pandemic, including connecting clients to renter's assistance programs, providing suggestions on dealing with debt and working with creditors, making referrals to job assistance programs, sharing information regarding stimulus payments and other critical resources.

Responding to COVID - Virtual Convenings

In the previous fiscal year, the CFE established a webinar series called CFE COVID Conversations to continue its goal of convening providers and equipping them with the information and resources they need to support the financial health needs of low-moderate income families. During this fiscal year, sessions included: How Banks Can Help End Intimate Partners Violence in the U. S., CalSavers: Financial Resiliency for a Post-COVID Workforce, and Taxes 101. A total of 179 individuals participated in the sessions this fiscal year.



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.

CAPITAL DEVELOPMENT

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 DEO or the LACDA.

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 of Supervisors 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 structure, and construction of a new 21-story building consisting of an 8-story parking structure with up to 942 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 791parking stalls to accommodate additional staff and guests.

Construction of Site 1 has been completed and currently Second District Area Office, Department of Economic Opportunity, Executive Office of the Board - HIV Commission, and Department of Mental Health occupy the new Vermont Corridor County Administration Building. It is anticipated that in May Department of Children and Family Services will occupy the remaining two vacant floors.



Site 1 – County Administrative Building

Development of Site 2 consists of a 66-year ground lease with Trammell Crow, which would involve the adaptive reuse of the existing DMH headquarters into a residential building with approximately 4,100 square feet of ground floor retail space at the main entrance along Vermont Avenue and another 3,400 square feet of ground floor retail located along 6th Street. This portion will start construction once Site 1 has been completed and final lease documents have been signed with the developer which is to occur sometime at the end of calendar year 2021.

Site 3 of the Vermont Corridor Project broke ground on October 17, 2018 with demolition of the existing structure. As of June 30, 2020, the project was under construction with the excavation work for the 116-space underground parking structure and removal of a previously unidentified and abandoned oil well. Once the developer removes this equipment, construction will resume with an

CAPITAL DEVELOPMENT

anticipated project completion in the fourth quarter of 2022. The investigation related to the unidentified oil well also added time to the construction schedule for the housing project. Once completed the development will contain 72 units of high-quality affordable housing for seniors with 50% of those units being available for the most vulnerable seniors. It will also contain a much needed 13,200 square foot community recreation center.


Site 2 – Residential and Retail

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, which will include a charter boarding school with the remaining area set aside for a mixed-use project that will include affordable housing. SEED LA was selected to develop, fund, construct and operate the charter boarding school. BRIDGE Housing Corporation was selected to develop the mixed-use project.

On July 9, 2019 the Board of Supervisors (Board) authorized an allocation of $10,750,000 of Affordable Housing Trust Funds, Measure H Funds and Mental Health Program Funds to the affordable housing component of the mixed-use project. Additionally, on August 13, 2019, $6,000,000 in Proposition A Local Return

Funds available to the Second Supervisorial District were allocated to facilitate the construction of the transit plaza and Metro training center and $200,000 in Catalytic Development Funds was allocated to assist with direct predevelopment costs associated with the mixed-use project. The August 13, 2019 item also authorized LACDA to submit an application to the United States Department of Housing and Urban Development for a Section 108 Loan Guarantee for up to $50,000,000 and to negotiate and execute on behalf of the County of Los Angeles an Option to Lease Agreement and subsequent Ground Lease Agreement. The Option to Lease Agreement was executed on August 15, 2019, between the County and BRIDGE Housing Corporation.

On January 14, 2020 the Board authorized the LACDA to provide Community Development Block Grant Float Loans of up to $4,100,000 to SEED LA and $2,100,000 to BRIDGE. These loans will facilitate the construction of the street vacation and required improvements. The County has secured conditions of approval for the street vacation from the City of Los Angeles. In order for both the SEED LA and mixed-use projects to meet their funding deadlines and begin construction, the street vacation must be completed. The street vacation work began in June 2020 and was completed in June 2021. SEED LA repaid its $4,100,000 Float Loan in April 2021.



The housing portion of the Vermont-Manchester project is expected to include 180 units of affordable housing, restricted to households earning at or below 30%, 40%, 50%, and 60% of the area median income.

This project began construction in mid 2022. Responsibility for this project transferred to the DEO as part of the creation of the new department.

CAPITAL DEVELOPMENT

3RD AND DANGLER

The County and LACDA own six properties at 4641-4655 East 3rd Street and 219 S. Dangler in the unincorporated area of East Los Angeles. On September 24, 2019, the Board of Supervisors authorized the County and the LACDA to execute an Exclusive Negotiating Agreement (ENA) with National CORE for the potential development of an affordable housing project for low-income and special needs households. The proposed project, known as 3rd & Dangler Apartments, will provide 78 units of affordable housing at 30-60% of Area Median Income, and incorporates many amenities, including a ground floor community plaza, rooftop garden, a pocket park, social services, and convenient access to the Metro Gold Line.

On February 26, 2020 the Board of Supervisors authorized an allocation of up to $7,000,000, in Affordable Housing Trust Funds and 39 Project Based Vouchers from LACDA's Notice of Funding Availability 25-A to finance the construction of the project and provide rental subsidies for 39 units designated for a special needs population. In addition, in June 2020, the project was awarded $13,987,000 from California Department of Housing and Community Development's Affordable Housing and Sustainable Communities Program funds. The County and the LACDA entered into a Disposition and Development Agreement in September 2020 to facilitate the development of the proposed project.

Also, in September 2020, the project also applied for 4% Low Income Housing Tax Credits (LIHTC). The project was successful in securing LIHTC financing and began construction in June of 2021.

FAIRVIEW HEIGHTS TOD PLAN

On February 19, 2019 the Board of Supervisors authorized an allocation of $9,460,000, comprised of Affordable Housing Trust Funds, Measure H Funds, and Mental Health Housing Program Funds as part of the LACDA's Notice of Funding Availability 24-A, to support the affordable housing component of the project.

In March of 2019, the LACDA on behalf of LA County, executed an Option to Lease Agreement with the LINC-CORE Limited Partnership (LP). This document allowed the LP the exclusive right to enter into a Ground Lease to redevelop the site. The Ground Lease has been drafted and is nearing acceptance and completion, we are still negotiating remaining deal points.

In June of 2019, LA County and the LACDA entered into a funding agreement to allow the LACDA to administer the 2nd District Proposition A Local Return funds in the amount of $2M. These funds are allocated for transit related development improvements at the Fairview Heights Apartments site, and do not have a housing related affordability requirement.

The project closed its construction financing on December 19, 2019 and the project is under construction with a completion date in the 4th quarter of 2021. Once complete, the project will provide 101 units of affordable housing for formerly homeless and low-income individuals and families.



CAPITAL DEVELOPMENT

EXPO/CRENSHAW SITE



On January 6, 2017, the Los Angeles County Metropolitan Transportation Authority (Metro) and the County of Los Angeles (County), acting through the LACDA, entered into a Memorandum of Understanding for the potential development of the County and the Metro-owned properties, all located within the City of Los Angeles. A Request for Proposals was released by Metro for the potential development of the Expo/Crenshaw Joint Development Site and on January 9, 2018, the Board of Supervisors approved of a short- term Exclusive Negotiating Agreement (ENA) with WIP-A, LLC, a wholly-owned subsidiary of Watt Companies, Inc. After completing the requirements of the short-term ENA, on September 25, 2018 and September 27, 2018 respectively, both the County Board and Metro Board of Directors approved entering into the full-term ENA with the Developer. On December 13, 2019 the County and Metro approved an extension of the ENA term to continue ground lease negotiations for up to an additional 16 months. The ENA has been extended until March 2022.

Conceptual plans for the project were approved on April 9, 2019, design review by County and Metro is ongoing. The developer submitted its entitlement application to the City of Los Angeles in September 2019.

The term sheet for the ground lease has been drafted and is under negotiations.

The developer of the project is contemplating an increase in the number of affordable units that will be provided at the site and may apply to the Housing Authority of the City of Los Angeles for rental assistance to cover the additional affordable units.

WILLOWBROOK JOINT DEVELOPMENT PROJECT

In February 2019 the LACDA executed a Memorandum of Understanding with the Compton Unified School District (CUSD) to conduct a redevelopment feasibility analysis on the former Lincoln Elementary School site located at 1667 E. 118th St, Los Angeles, CA 90059. Upon completion of the feasibility analysis, the CUSD and LACDA jointly issued a Request for Proposals (RFP) for development. The development team, CDU/MLK Wellness Collaborative, LLC which is comprised of the following members: Charles R. Drew University of Medicine and Science, Thomas Safran and Associates Inc., and Century Housing Corporation, and were selected on July 14, 2020. Responsibility for this project transferred to the DEO as part of the creation of the new department.

The Proposed Project is approximately 12.8 acres and consists of approximately 252 affordable housing units, 70 workforce housing units, and 263 residential



dormitory units. Also proposed are 46,000 square feet of office, research, and clinical space, 40,000 square feet of administrative office facilities dedicated to the Martin Luther King Jr. Community Hospital, and approximately 50,000 square feet of administrative office space dedicated to the Drew Child Development Corporation. An additional 90,000 square feet of athletic and open space will also be developed to highlight this educational, medical, and wellness-oriented campus.

CAPITAL DEVELOPMENT

WEST LOS ANGELES COURTHOUSE

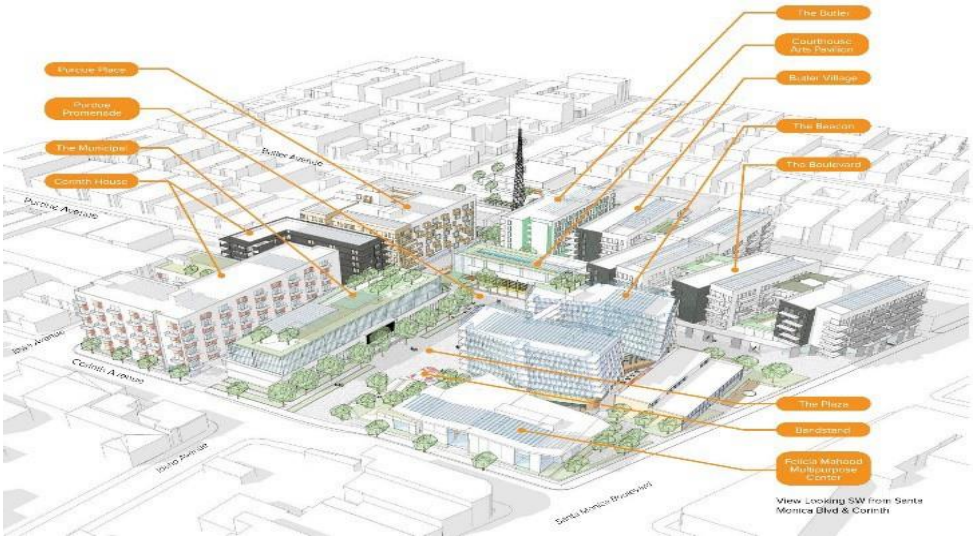
On May 31, 2019 the LACDA issued a Request for Information (RFI) to the development community regarding the state-owned courthouse and surrounding parking lots (Courthouse Property) located at 1633 Purdue Avenue located in the Sawtelle neighborhood of the City of Los Angeles and falling within the jurisdictional purview of Supervisorial District 3. The intent of the RFI was to identify potential uses of the three-acre Courthouse Property that may include a combination of market rate and affordable housing, commercial and retail opportunities.

Information gathered from the RFI was used to first develop an issue and RFP for redevelopment of the Courthouse Property alone. Following LACDA's issuance of such RFP, LACDA was contacted by the City of Los Angeles regarding the City's intent to redevelop the adjacent portions of the West Los Angeles Civic Center and surrounding parking lots (Civic Center Property). LACDA paused its procurement in order to explore issuing a joint RFP with the City for the redevelopment of the combined Courthouse Property and Civic Center Property. On April 28, 2020, the County Board of Supervisors authorized the execution of an MOU with the City to issue a jointly prepared RFP. The issuance date of the resulting joint RFP was May 15, 2020.

On January 14, 2021, the selection panel ultimately recommended an award of the project to a development team comprised of AvalonBay Communities (who will develop the market rate housing, commercial space, and municipal use components) and Adobe Communities (who will develop the affordable housing component). The Proposed Project, named West LA Commons, consists of the follow components, which are distributed across the Courthouse Property and Civic Center Property:

- Approximately **431 units** of affordable to moderate income housing (which includes 99 units devoted to seniors, 135 units of permanent supportive housing, and 83 units of moderate income housing);
- **495 units** of market rate housing;
- **93,000 SF** of municipal and public facilities (consisting of a new senior center and new, consolidated municipal office building);
- **41,000 SF** of commercial and retail space;
- **118,000 SF** of public open space;
- **1,498** vehicular parking spaces; and
- **628** bicycle parking spaces

On March 9, 2021, the Board of Supervisors approved the development team and authorized LACDA to enter into an Exclusive Negotiating Agreement (ENA). The term of the ENA is 18 months, with the option for four 90-day extensions (brining the maximum possible ENA term to approximately 30 months). Within this period, the developer will pursue and secure environmental clearance and entitlements for the Proposed Project, with the expectation that the period will culminate with the execution of option to ground lease documents and the payment of an option exercise price. This will then enable the County to acquire title to the Courthouse Property from the State before transferring site control of the Courthouse Property to the developer pursuant to a ground lease(s). Responsibility for this project transferred to the DEO as part of the creation of the new department.





ECONOMIC IMPLICATIONS OF PROGRAMS

With consideration given to the extent of economic distress that has been caused by the COVID-19 pandemic and the ongoing challenges that businesses and workers are facing in Los Angeles County, the economic development programs provided by local government are performing essential work to keep residents financially afloat. This section details how each program provides benefit for the County of Los Angeles and serves as a positive force for economic growth and resilience.

The **Department of Social Services** provides a variety of employment-related services and growth opportunities, focused on employment preparation and job readiness training through colleges, vocational training and job clubs. Thousands of individuals participated in DPSS programs in the 2020-2021 fiscal year. Programs like General Relief Opportunities for Work (GROW), which had over 28,700 participants and 277 successful completions, and Greater Avenues for Independence (GAIN), which had 2,130 participants and 689 completions, are essential in providing struggling county residents with the tools needed to find new jobs. This has been of particular importance during the pandemic as many laid-off workers have been from lower-skilled, lower-paying industries and do not possess the required knowledge or experience to break into industries with more job stability and stronger career ladders. By providing support for the costs of finding employment, as well as skills training and career opportunities resources, these DPSS programs have provided an avenue for unemployed workers to find new occupations in a struggling economy with few options available. The DPSS also provides a refugee employment program that serves refugees 18 or older, which had 274 participants and 89 completions in the past fiscal year.

Similarly, the **Department of Economic Opportunity** provides a wide variety of services, from job support to homeless and youth services, veterans services and older and dependent adult services. The basic and individualized career services programs through the Workforce Innovation and Opportunity Act (WIOA) provide assistance to adults and dislocated workers in the county. In total, 6,200 participants completed individualized career services from DEO in the last fiscal year, including 1,700 dislocated workers who likely lost employment from COVID-related disruptions. DEO has also been critical in assisting the youth population of the county through its Youth at Work program which served nearly 13,800 over the last fiscal year. As data has shown that youth workers have been one of the most vulnerable demographic groups in the county with regards to layoffs during the pandemic, as many do not have the experience to quickly transition across occupations.





ECONOMIC IMPLICATIONS OF PROGRAMS

The **Department of Human Resources** has also provided many programs that are critical for target populations to retain employment during times of economic and financial instability. These populations include aforementioned youth workers, foster youth, student workers and veterans. Also serving youth is the **Department of Children and Family Services**, providing much needed support for the county's foster youth population which has been dealing with the challenges of reduced employment opportunities and financial insecurity. The Bridge to Work Program had 78 participants and 64 completions in FY 2020-2021.

FilmLA has also been an essential component of the economic recovery of Los Angeles County. The motion picture and sound recording industry has always been a strength of the county, and business restrictions caused a high number of layoffs for its workers during the pandemic. Workers in this industry struggled for an extended period of time, as even after the first stoppage of production ended, extended negotiations in the industry made returning to work a more lengthy process than previously assumed. With the support of FilmLA, which issues film permits in the County of Los Angeles, the film industry has been able to resume productions and hit higher amounts of shoot days in certain quarters of 2021 than in years prior to the pandemic. With even higher consumption of media products from this industry as consumer preferences have changed, the resurgent film industry is expected to continue experiencing positive growth in the near future. Responsibility for the County's contract with FilmLA moved from the CEO to DEO with the creation of the new department.

The **Local and Target Worker Hire Policy** is another important piece of economic development in the county, as it targets workers with career-limiting circumstances that were only exacerbated by the effects of the pandemic. Target groups include those with low incomes, those with no educational attainment or low literacy, those who are homeless, foster youth, custodial single parents and more. In the COVID-19 pandemic, higher-skilled workers in well-paying industries that could afford to continue work remotely were largely insulated from layoffs and job insecurity. However, those that were already struggling with employment, such as the workers within these target populations, found that the industries they frequently worked in (often service-related industries with high degrees of in-person interaction, which are normally easier to find employment in) were targeted the most by pandemic restrictions. Without these policies, these workers would have faced an even harder road to finding new employment opportunities in the midst of the pandemic when hiring was limited.

DEO has not only assisted the county through job support services, but also through its layoff aversion program. With streams of revenue drying up and low amounts of cash reserves on hand, a great deal of small businesses in Los Angeles County had no choice but to close their doors during the pandemic — some temporarily, others permanently. The **Layoff Aversion Program** has been crucial in keeping some of these businesses operational. In the 2020-2021 fiscal year, it provided 1,144 assessments and 943 customized strategy blueprints and stabilized 718 businesses leading to nearly 1,400 jobs saved in the county.

The **Los Angeles County Development Authority** has provided its own array of services to assist businesses with expansion and growth. This includes business assistance loans that have a variety of purposes such as the LA Regional COVID-19 Recovery Grant Program, the Keep LA County Dining Grant Program, the Small Business Stabilization Loan Program and more.





ECONOMIC IMPLICATIONS OF PROGRAMS

LACDA has been essential in helping businesses weather the storm of the pandemic with their commercial loans and grants, which numbered close to 5,500 in the last fiscal year providing over $93,000,000 in assistance. Without this money, the costs of employing workers, paying for rent and utilities and continuing modified operations during the pandemic, among a wide array of other costs, would have likely sunk far more businesses and led to even higher unemployment as further layoffs followed the closures.

Permitting assistance is another piece of this scorecard which has contributed to the success of businesses during the pandemic by streamlining and expediting the planning and permitting process for businesses, particularly in the stressful pandemic environment where owners had to move quickly to keep their operations open. In total, over 3,800 cases were completed in the last fiscal year, including over 2,200 site plan reviews, 1,000 zoning conformance reviews and 250 business license referrals.

The **Center for Financial Empowerment** also provided many important services to the residents of the county, including supporting outreach and usage of the Earned Income Tax Credit (EITC). This program is aimed and helping to lift low-moderate income taxpayers out of poverty, which has been even more critical during the pandemic as workers face layoffs and lasting stretches of unemployment. By increasing awareness of tax credit programs, the CFE has helped residents take advantage of millions of dollars that otherwise may have gone unclaimed, keeping recipients more financially supported than they might have been during troubling economic times. The CFE's Financial Navigators program also provided direct support to 564 low-moderate income County residents, giving guidance about renter's assistance programs, dealing with debt and making referrals to job assistance programs. Overall, the Center for Financial Empowerment has been an important resource for residents of the county to lean on when navigating the challenges of the pandemic and of debt and unemployment.

Through its wide array of economic development programs, Los Angeles County has been able to assist many of its residents and business owners by providing financial assistance, guidance, training, capital and more. Though still extremely important in normal times, these services are even more critical during recessions and unprecedented economic challenges such as the COVID-19 pandemic. As recovery continues in the county, these programs will remain important contributors to growth efforts and provide safety and security for those that they aid.





Summary and Looking Forward

By most metrics, County departments have been providing more services and assistance than ever before to help county residents and businesses out of the pandemic.

Job placements and businesses served are higher in FY2020-21 than the prior fiscal year, and record amounts of capital have been allocated towards workforce development budgets, allowing for more targeted and impactful aid.

All together, these programs have provided a concerted and resolute response to the damaging economic impacts of the pandemic. This has been essential, as while the Los Angeles region has begun its recovery, forecasts for the future show there will still be challenges ahead. 2021 marked a major rebound in terms of economic growth, which offset losses from the previous year, but this growth is expected to slow in 2022 and 2023. Meanwhile, housing in the region has significantly increased in value throughout the pandemic, closing 2.5 times higher than the value of the typical home in the United States at the end of 2021. Unless there is a substantial housing supply increase or an economic shock that decreases demand for homes, the increase in home values is expected to continue. Inflation also continues to be an issue, adding to the already stressful financial situation of many county residents – the Fed has continued to raise interest rates throughout 2022 in an effort to combat rising price levels, but this in itself poses challenges as well.

The landscape of the County has also changed due to the pandemic's social and economic effects, making the past fiscal year very different than the pre-pandemic norm. One of the key differences has been remote work, which allowed many businesses to stay open throughout the pandemic. While initially considered by many to be a temporary measure, many jobs will likely make their shift to remote work permanent or will have hybrid work options in the future. The LA labor market, similar to labor markets all over the country, has been experiencing a reshuffling that is largely pandemic-related. A "Great Resignation" has taken place with workers leaving their jobs in search of more attractive opportunities. Workers who are looking for jobs consider the entire work compensation package which not only includes monetary wages and salaries but also non-monetary forms of compensation that increase the attractiveness of jobs.





Summary and Looking Forward

There are many ways that Los Angeles County is aiming to tackle these issues and transformations, and promote a sustainable recovery strategy that improves economic resiliency for all. One such way is through the newly established Department of Economic Opportunity, which is intended to enable strategic alignment of the County's economic development and workforce services, supporting high-growth industry sectors and aligning the regional workforce with career opportunities that can lead to long-term financial stability. The County is also focusing resources on tackling the digital divide and remedying the differences in access to and affordability of internet services and digital literacy between different demographic groups. The LA Digital Equity Action League (LA DEAL) looks to advance localized solutions to the challenges presented by the digital divide. There are also targeted methods to promote and keep certain types of business in-state. Just recently, Governor Gavin Newson endorsed the extension to the California Television and Film Tax Credit Program, which is now expected to provide tax benefits for local film production through 2030, keeping jobs and innovation located in Los Angeles County.

It has become extremely clear that the pandemic exacerbated many of the socioeconomic disparities faced by the County. Thus, the appropriate recovery strategy will not only contain initiatives to restore economic growth and return employment to struggling industries, but also lay the groundwork for more inclusive development in the future. With continued effort from such a wide range of supporters and collaborators, the County has the means to defeat the new and ongoing challenges that have presented themselves in the post-pandemic recovery.



REGIONAL ECONOMIC DATA

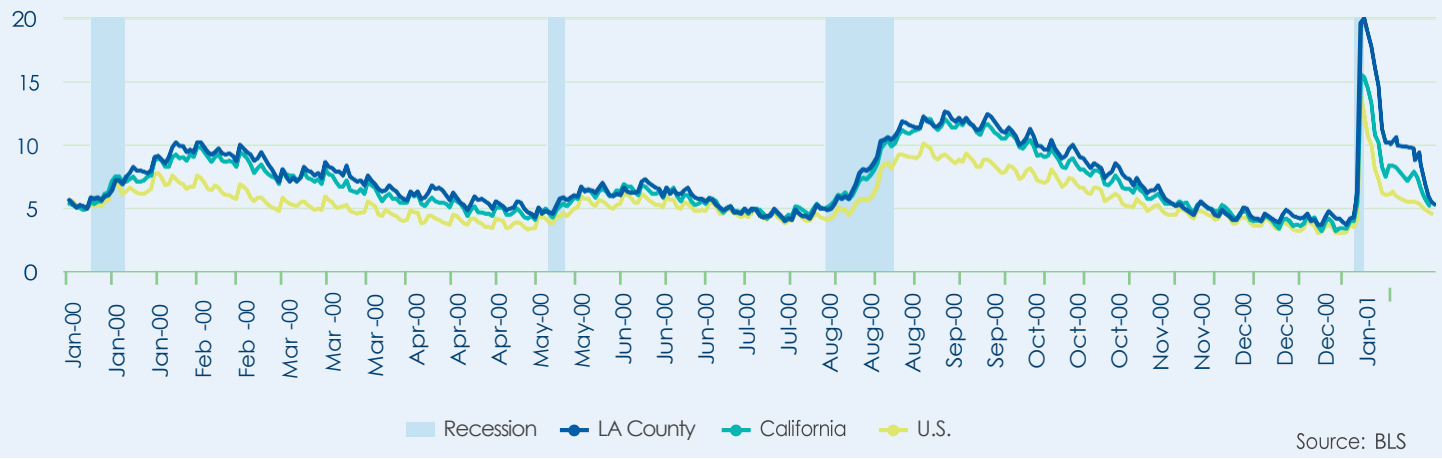
Los Angeles County is the largest county in the United States, home to over 10 million residents and myriad industries. Like the rest of the United States, the Los Angeles region has faced major challenges over the past year and half, with the COVID-19 pandemic halting economic progress and posing severe problems for the economy.

REGIONAL ECONOMIC DATA

Even during the recovery process, rapidly increasing home prices and elevated unemployment rates are examples of complications that must still be addressed. However, the strength of the county's critical industries persists, and forecasts for the future show resumed growth on the horizon. This section will provide regional economic data that can help shape efforts related to workforce development and job training; business assistance; financial assistance; business loans; and capital development.

The pre-pandemic unemployment rate in Los Angeles County was relatively low, averaging around 4 to 5 percent over the course of the past few years. In accordance with the business shutdowns and health restrictions brought on by the pandemic, unemployment spiked alarmingly in the county, reaching 18.8 percent in May 2020. This was significantly higher than the peak of the Great Recession when unemployment did not reach over 14 percent. However, while unemployment decreased extremely gradually following the 2008 recession, taking years to return to normal levels, the unemployment peak in this instance was much more short-lived. Unemployment fell to roughly 12 percent at the end of 2020 and has declined since, reaching below 6 percent in December 2021.

Unemployment Rates, 1990 - 2020



Source: BLS

Across the board, employment in Los Angeles County dropped significantly due to the COVID-19 pandemic and its effect on business. Health restrictions prevented in-person services for a major portion of 2020, forcing firms in the food services and drinking places, accommodations, personal care services and retail trade sectors, among others, to shut down almost completely. With the lack of business and revenues coming in, employees were laid off en masse across the County. Most of these job losses occurred in sectors that relied heavily on interpersonal interaction and on-site labor, as social distancing requirements prevented this work from transpiring as normal.

On the other hand, workers in knowledge-based industries that were able to make the transition to remote work found themselves much more insulated from the layoffs and unemployment challenges of their counterparts in other industries.

Between the beginning of 2020 and 2025, five industries in Los Angeles County have been identified as key growth industries where employment will increase at high rates.

Leisure and hospitality, which accounts for about eleven percent of the county employment base, has

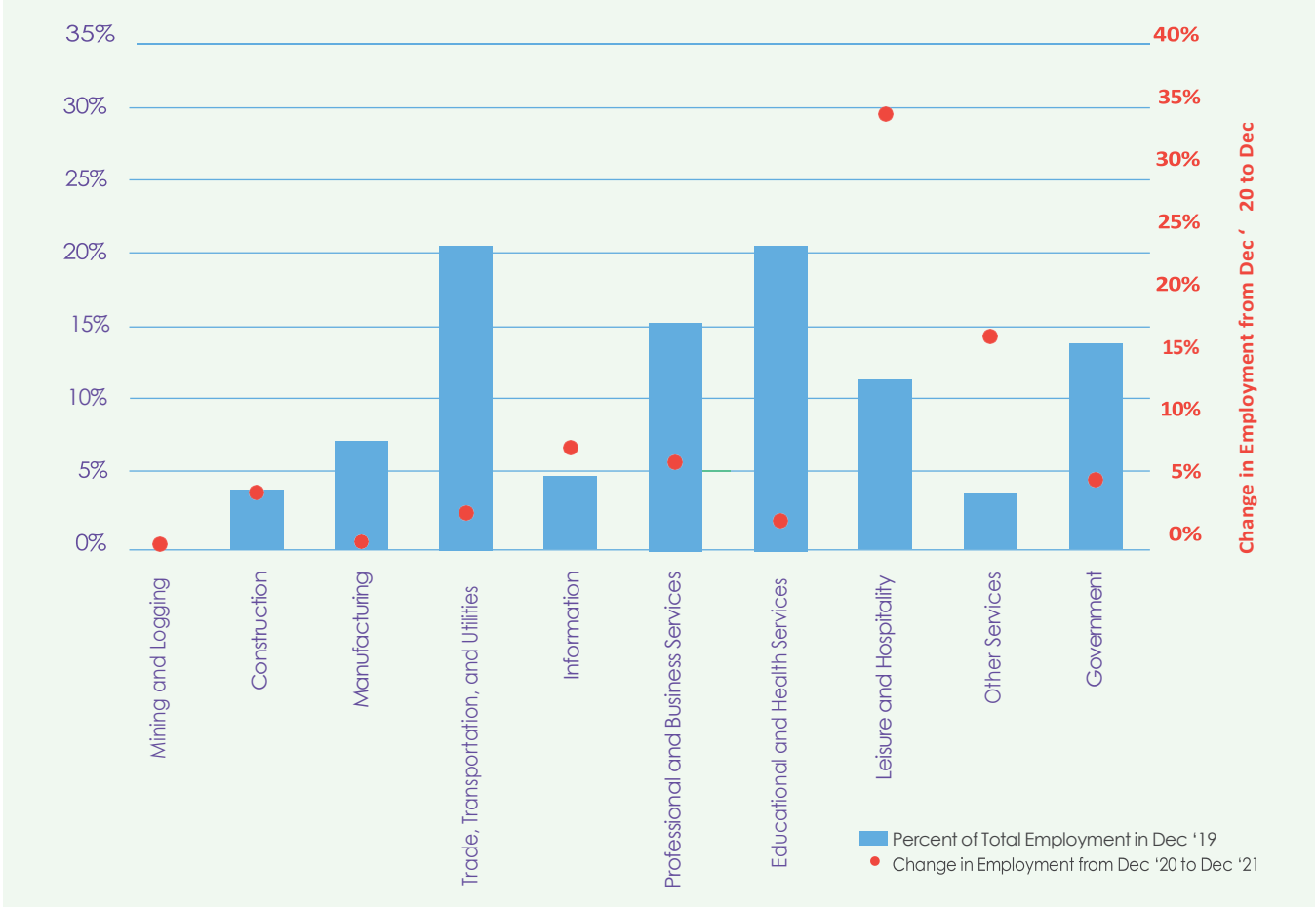


REGIONAL ECONOMIC DATA

been the hardest hit industry in the Los Angeles region. This contains the arts, entertainment, and recreation industry, which experienced a substantial decrease in employment in April of 2020 of about 42 percent below January 2020 levels but is expected to grow at an average annual growth rate of around 7 percent and add roughly 26,500 jobs by 2025. It also includes the accommodation and food services sector. The combination of flexible hours and minimal educational requirements for employees makes this sector an important source of employment for a significant portion of the workforce that prefers a flexible work schedule and for those who lack the education and experience required to take advantage of other employment opportunities, but also made it extremely susceptible to layoffs and unemployment during the pandemic. After experiencing a substantial decrease in employment in April of 2020 of about 46 percent below January 2020 levels, accommodation and food services suffered significant job losses throughout the pandemic. However, the industry is projected to grow at an average annual rate around 4.5 percent, adding almost 84,000 jobs by the end of 2025.

Other services (except public administration) industry is another important source of employment in Los Angeles County. This sector consists of businesses that provide services such as equipment repair, advocacy, personal services, pet care, and parking services. Due to the inability to provide many of these services remotely, the other services sector suffered a substantial loss in employment as a result of the COVID pandemic. However, over the next five years, the industry is expected to make a significant recovery. The industry is projected to grow at an average annual rate around 4 percent, adding around 27,000 jobs by the end of 2025.

Employment by Industry in December 2021, Los Angeles MPA

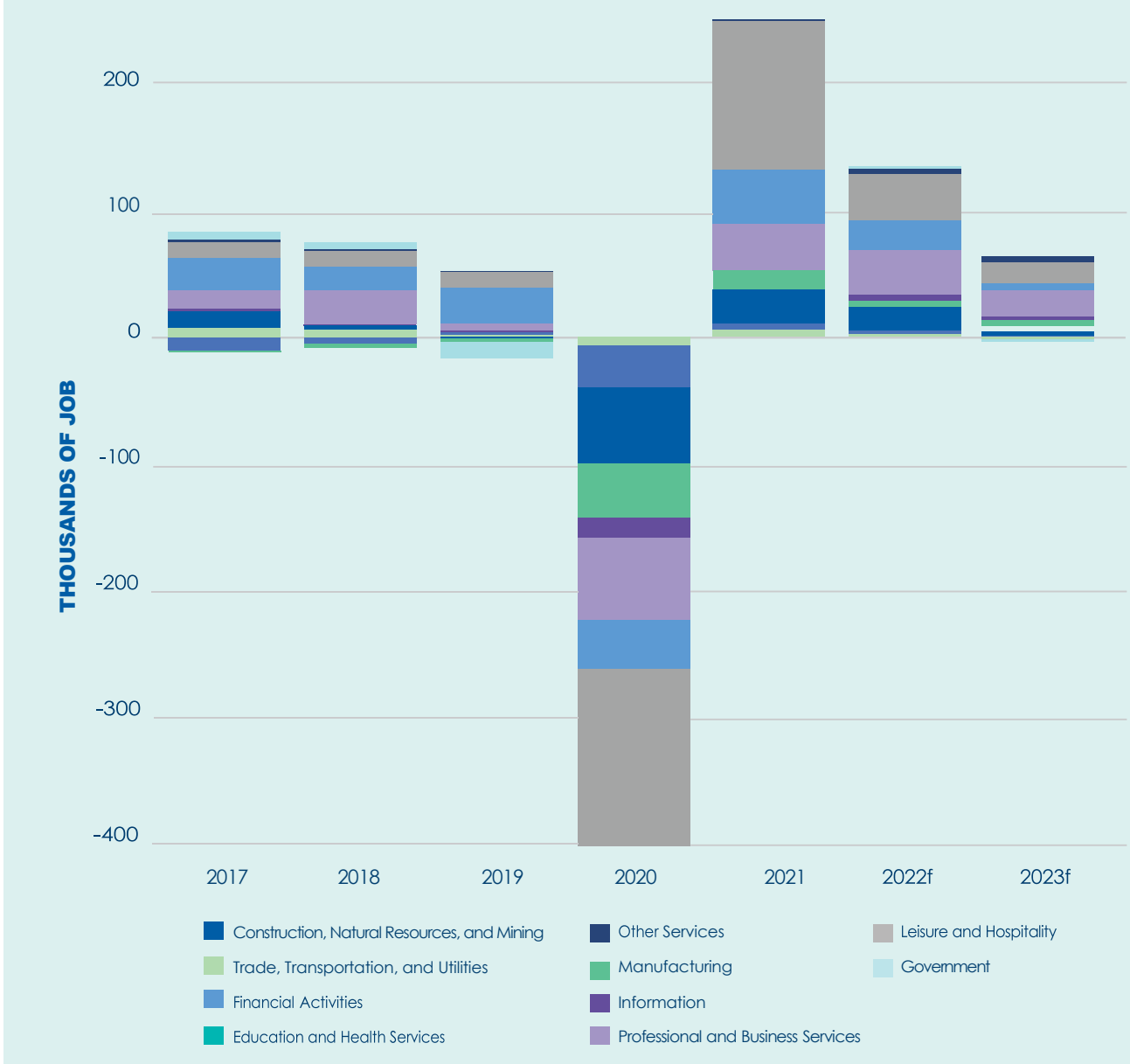


REGIONAL ECONOMIC DATA

Transportation and goods movement is expected to continue to be an important economic driver for Los Angeles County. This sector provides a variety of economic opportunities for those without bachelor's degrees and is expected to continue to be an important source of employment for this portion of the workforce. It is forecasted to grow at an average annual rate of almost 4 percent through 2025, adding around 40,000 jobs throughout this period.

The information sector is home to the region's key motion picture industry, which remains an important source of economic activity and jobs in Los Angeles County. The motion picture and sound recording industry has been among the hardest hit by the efforts taken to mitigate the spread of COVID-19, with over 70,000 jobs lost in the first three months of the pandemic. Recovery is forecasted for the future however, as the information sector is projected to grow at an average annual rate of around 3 percent per year over the next 5 years, adding almost 31,000 jobs by the end of 2025.

Employment Growth by Sector, 2017 - 2023f

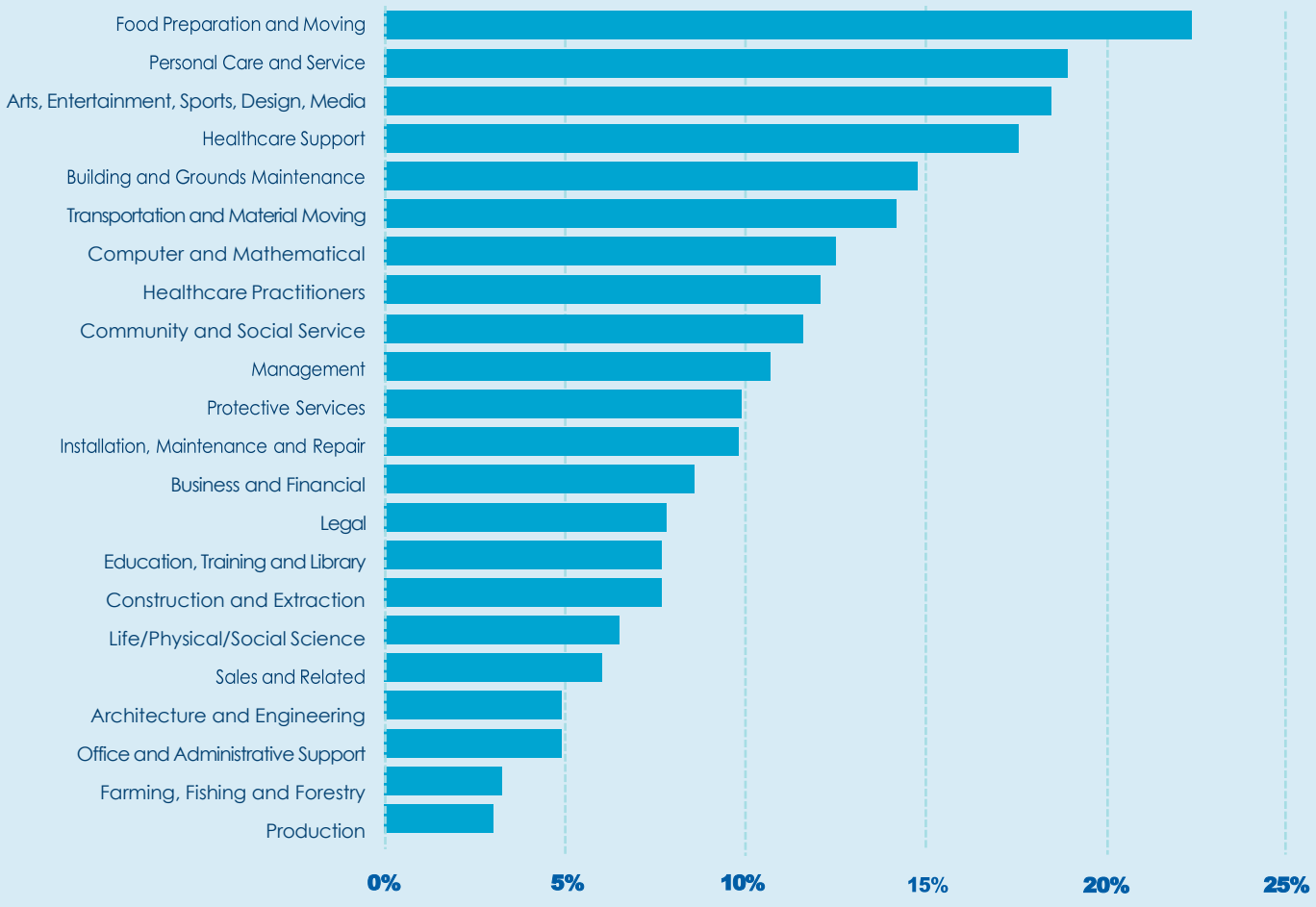


REGIONAL ECONOMIC DATA

One of the principal features of the County's economic development programs is to focus resources on individual industries and occupations that are forecasted to experience future growth and expansion. The U.S. Bureau of Labor Statistics reports that in the first quarter of 2021, the annual median income across all occupations in the Los Angeles – Long Beach – Glendale metropolitan division was **$46,340**. However, according to the Los Angeles County Economic Development Corporation, four out of the top five major occupational groups that are projected to experience the most growth from January 2020 to January 2025 are associated with lower average annual wages, they include:

1. **Food Preparation and Serving Related occupations with a median annual wage of $31,890;**
2. **Personal Care and Service occupations with a median annual wage of $33,860;**
3. **Arts, Entertainment, Sports, Design and Media occupations with a median annual wage of $71,840;**
4. **Healthcare Support occupations with a median annual wage of $32,290; and**
5. **Building and Grounds Maintenance occupations with a median annual wage of $35,320.**

CHANGE IN EMPLOYMENT BY OCCUPATION, 2020-2025F



REGIONAL ECONOMIC DATA

The above table provides projected growth rates for occupational groups in Los Angeles County between 2020 and 2025. 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 by targeting these key fast-growing occupations.

Compared to the Great Recession, the immediate effect of the pandemic on employment was swifter and more significant. However, the rate of employment recovery has so far been more rapid too. Throughout the pandemic, Los Angeles County experienced the greatest job loss associated with the measures taken to mitigate the spread of the virus that took place between March and April, when more than 772,000 jobs fell off county nonfarm payrolls. Since then, Los Angeles County has added around 67.5 percent of those jobs back.

The decline and recovery of jobs from the pandemic-induced recession has been highly influenced by factors such as which types of businesses can effectively operate remotely during extended economic shutdowns and with COVID-19 precautions in place. While the hardest hit industries are trending upwards, many still have quite a way to go before they reach pre-pandemic employment levels. As the Los Angeles region continues to recover from the pandemic-induced downturn, industries that were hardest-hit by the pandemic are still trailing behind in the recovery process. These lagging industries include leisure and hospitality, information (which includes the motion picture and sound recording industry), and other services (which includes personal care services such as hair and nail salons).

Los Angeles Headline Statistics and Forecast

	2017	2018	2019	2020	2021f	2022f	2023f
Real GCP Growth	3.5%	2.9%	3.3%	-6.3%	6.8%	4.6%	2.6%
Real Personal Income Growth	1.2%	1.4%	3.1%	6.2%	1.3%	-2.1%	2.6%
Total Employment Growth	1.6%	1.5%	0.8%	-11.8%	7.0%	2.2%	1.2%
Unemployment Rate	4.4	4.5	4.3	12.3	6.2	5.4	4.8

