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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

May 22, 2017

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

From: Sachi A. Hamai
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

REQUEST FOR AN EXTENSION: CAREERS AND ECONOMIC DEVELOPMENT IN THE COUNTY CONSTRUCTION INDUSTRY (ITEM NO. 2, AGENDA OF MARCH 21, 2017)

On March 21, 2017, the Board of Supervisors (Board) adopted a Motion (Motion) by Supervisors Hilda L. Solis and Sheila Kuehl, instructing the Chief Executive Officer (CEO), in coordination with County Counsel, and the Directors of Public Works (DPW), Consumer and Business Affairs (DCBA), Workforce Development, Aging, and Community Services (WDACS), and the Executive Director of the Community Development Commission (CDC) to report back to the Board in 60 days with a proposal for the Board to establish a Countywide Construction Careers and Economic Development Initiative (Initiative). The CEO is requesting an additional 90 days to respond to the Motion in a complete and comprehensive manner.

As part of the Motion, the Board asked for a report back that would explore an amended Local and Targeted Worker Hire Policy to require a minimum of 20 percent Apprentice hours for each construction trade utilized, expand the County's definition of a Targeted Worker to more closely align with the federal Workforce Innovation and Opportunity Act of 2014 (WIOA), and register Local and Targeted Workers in the regional workforce development system in an effort to link workforce development data with the County's safety net services. Further, the Board asked that the CEO explore enhancing DCBA's Local Small Business (LSBE), Disabled Veteran-Owned Business (DVBE) and Social Enterprise (SE) Utilization Programs to implement procedures to certify construction contractors and subcontractors as SEs, and to propose when it may be appropriate to require County capital, economic and housing development projects on County property to include a Utilization Plan. These Utilization Plans would detail how each project would achieve 25 percent utilization of certified LSBEs, and 3 percent utilization of DVBEs.

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In addition, an amendment by Supervisor Kathryn Barger requested the incorporation of an aggressive strategy to recruit veterans and transition aged foster youth into the Initiative's Apprentice program, while an amendment by Supervisor Kuehl directed a further review of linkages between participants in the County's social services and workforce development programs. This amendment by Supervisor Kuehl also asked for recommendations on providing monthly updates to the Board and directed the CEO to coordinate with and solicit input from the Los Angeles County Metropolitan Transit Authority (Metro), which has developed and implemented a similar, successful program.

PROGRESS TO DATE

The CEO recognizes that the Initiative provides an opportunity to align the County's economic development objectives with a program that prioritizes high-quality jobs, creates career paths for workers with barriers to employment, and promotes small and local business development. Additionally, with the recent passage of ballot measures to fund transit, affordable housing, and school facilities development, there is an expectation of heightened demand for qualified construction workers. In order to best position the Initiative for success, the CEO has convened a workgroup of subject-matter expert departments to produce a quality response to the Motion.

Local and Targeted Worker Hire Policy

The CEO is working with County Counsel, DPW and WDACS to explore amending and expanding the current Local and Targeted Worker Hire Policy as adopted by the Board at its meeting on September 6, 2016. The CEO and County Counsel are evaluating the addition of certain Targeted Worker categories as defined by WIOA, and reviewing which WIOA categories may be legally tracked for each type of construction contract subject to the Policy. Further, WDACS is in the process of enhancing their regional workforce system to identify and train both Apprentices and Local and Targeted Workers who can be deployed on construction projects. The CEO has not yet analyzed the potential budgetary cost of the proposed requirements for Apprentice hours, or the potential expansion of the County's Living Wage Ordinance.

Pre-qualified Jobs Developers

The CEO is working with DPW to secure a contractor to establish a pre-qualified list of jobs developers for use by contractors in implementing a Local and Targeted Worker Hire Policy on applicable construction contracts.

Enhancement to County's Utilization Efforts

The CEO is working with DCBA to explore ways to certify construction contractors and subcontractors as SEs. DCBA, in coordination with involved departments, will provide outreach and education to vendors on construction contracts, including prime

contractors and subcontractors, to identify businesses eligible for certification. Additionally, DCBA recently launched its “on-the-spot certification,” which allows DCBA staff to certify businesses at community events. DCBA will work with affected departments to determine the feasibility of using this service to certify qualifying vendors, contractors and/or subcontractors at bid conferences or other construction-related events.

The CEO and DCBA are reviewing the feasibility of requiring Departments, Commissions, and Agencies delivering construction projects on County property to include an LSBE, DVBE and SE Utilization Plan to achieve the County goals of 25 percent LSBE and 3 percent DVBE utilization. DCBA will develop an assessment tool for capital and construction projects, and economic and housing development projects, to determine whether it is practical to include utilization goals on these projects. For those projects where it is deemed feasible, DCBA will work with departments to develop a framework for the creation, implementation and tracking of utilization plans.

Economic Development Policy Committee Updates

In connection with both the Motion and the amendment by Supervisor Kuehl, the CEO is evaluating the potential need for monthly, quarterly, and annual reports to be presented to the Economic Development Policy Committee and/or the Board. With respect to the reports specifically described in the Motion, WDACS has begun working with the Los Angeles and Orange Counties Building and Construction Trades Council on matters related to local and targeted worker hire, apprenticeships and pre-apprenticeship models, and expanded partnerships.

Information and Recommendations from WDACS Reports

WDACS is currently working with outside stakeholders in light of the proposed Initiative to inform the recommendations in their recently-commissioned construction industry report and their Regional Workforce Development Plans. These reports are in draft form and will be presented to the Economic Development Policy Committee prior to completion.

Veteran and Youth Recruitment

The CEO is working with WDACS to develop a robust outreach and education plan to inform local and targeted populations about the Initiative. WDACS has itself consulted with relevant departments to begin developing a proactive strategy to engage community organizations to recruit veterans, including transitioning military personnel, and transition aged foster youth. The CEO has also met with Metro, which has shared collateral material for outreach and recruitment of both the veteran and transition age youth populations.

County Service Linkage

The CEO is exploring the most effective way to link users of County social services to workforce development programs. Additionally, through the County's Enterprise Linkage Project, the CEO is examining the use of existing software to enable improved data collection across County programs. For example, the CEO is in phase one of linking those who received job services through the WIOA program with those who received CalWORKS benefits through DPSS. Subsequent phases will seek to link additional social service data, which are currently being tracked through the Enterprise Linkage Project.

Collaboration with Metro

The CEO and County Counsel have engaged in frequent collaboration with Metro to learn from the successes and challenges Metro encountered in implementing their Construction Careers Policy. Metro has provided insight into best practices for administering such a policy, information on effective organizational structures, and thought leadership on conducting an outreach campaign in collaboration with jobs developers.

NEXT STEPS

In order to fully respond to the Motion, additional time is needed to conduct stakeholder engagement, programmatic research, and cost analysis. The CEO will continue to work with affected departments and anticipates providing a final report back to the Board within 90 days. Should you have any questions, please contact Doug Baron at (213) 974-8355, or dbaron@ceo.lacounty.gov.

SAH:JJ:DSB
CMT:acn

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



SACHI A. HAMAI
Chief Executive Officer

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September 18, 2017

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

From: Sachi A. Hamai
Chief Executive Officer

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REQUEST FOR AN EXTENSION: CAREERS AND ECONOMIC DEVELOPMENT IN THE COUNTY CONSTRUCTION INDUSTRY (ITEM NO. 2, AGENDA OF MARCH 21, 2017)

On March 21, 2017, the Board of Supervisors (Board) adopted a Motion (Motion) by Supervisors Solis and Kuehl, instructing the Chief Executive Officer (CEO), in coordination with County Counsel and the Directors of Public Works (DPW), Consumer and Business Affairs (DCBA), Workforce Development, Aging and Community Services (WDACS), and the Executive Director of the Community Development Commission (CDC) to report back to the Board in 60 days with a proposal for the Board to establish a Countywide Construction Careers and Economic Development Initiative (Construction Careers).

As part of the Motion, the Board asked for an amended Local and Targeted Worker Hire Policy to: 1) require 20 percent Apprentice hours on each construction trade utilized, 2) streamline the County's definition of a targeted worker to more closely align with the targeted categories tracked under the federal Workforce Innovation Opportunity Act of 2014 (WIOA), and 3) explore registering Local and Targeted workers in the regional workforce development system in an effort to link utilizers of the County's workforce development services with those who may also be using County safety net services.

Further, the Board asked that the CEO explore enhancing DCBA's Local Small Business (LSBE), Disabled Veteran-Owned Business (DVBE), and Social Enterprise (SE) Utilization Programs to implement procedures to certify construction contractors and subcontractors as SEs, and to propose when it may be appropriate to require those delivering County capital and economic development projects on County property to include a Utilization Plan. These Utilization Plans would detail how the project would achieve 25 percent utilization of certified LSBEs, and 3 percent utilization of DVBEs.

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Finally, an amendment by Supervisor Barger requested the incorporation of a strategy to recruit veterans and transitional aged foster youth into the Construction Careers apprentice program, and an amendment by Supervisors Kuehl and Solis directed a further discussion of linkages between participants in the County's social services and workforce development programs. This amendment also asked for the CEO to coordinate with, and solicit input from, the Los Angeles County Metropolitan Transportation Authority (Metro), which has developed and implemented a similar program.

PROGRESS TO DATE

In response to several Board motions seeking to align regional economic development objectives with workforce development services to prioritize high quality jobs, the CEO has been working with County Departments to foster career pathways in high-growth sectors of our local economy, including the construction industry. With the passage of several recent ballot measures to promote both transit and affordable housing development, there is a heightened emphasis on generating quality construction careers.

Amended Local and Targeted Worker Hire Policy

The CEO is working with County Counsel to more closely align the County's current definition of a Targeted Worker with the categories of targeted workers tracked by WIOA, to the extent feasible under the law. Further, the CEO is reviewing the possibility of requiring that at least half of all apprentice hours on a construction project be allocated to Local and Targeted Worker categories. As background, current law requires at least 20 percent apprentice hours on California construction projects and a minimum ratio of one apprentice hour for every five journeyman hours.

In response to the Motion's directive that Local and Targeted Workers be registered in the regional workforce development system, the CEO will collaborate with WDACS to ensure that all workers meeting the definition of Local or Targeted under the Construction Careers program are able register in the state's CalJobs system to the degree practical. The CEO is also exploring the possibility for data linkage between clients served by WDACS and those accessing services through DPSS to enable improved coordination between County social service delivery and workforce development. The CEO is in the first phase of linking those who receive services through WDACS' job centers and those who receive benefits through DPSS. The CEO will work with WDACS and DPSS to perform further testing and determine the most effective way to link recipients of County services with those employed through the Construction Careers program.

Pre-qualified Jobs Developers

The CEO is working with DPW to ensure that the process for developing a County Project Labor Agreement (PLA) also establishes a pre-certified list of jobs developers for use by contractors adhering to the Local and Targeted Worker Hire Policy on each applicable

construction contract. The CEO consulted with Metro for the procedures they use in working with their list of pre-certified jobs developers.

Enhancement to County's Utilization Efforts

In response to an April 4, 2017 Board motion (April Motion) to address ongoing economic development opportunities in County contracts, the CEO is working with DCBA to explore ways to enhance the LSBE, DVBE, and SE Utilization Programs. Additional time is needed to further analyze the County construction contracting process to make appropriate recommendations as to how and when Utilization Plans should be included on County capital and construction projects, and economic and housing development projects on County property. The response to the April Motion will put forth recommendations for procurement process changes to expand the utilization of small and targeted businesses. Construction contracts will be addressed in this report back.

The Construction Careers program will incorporate the recommendations associated with construction contracts, as they are presented in the response to the April Motion. Construction Careers will not develop LSBE, DVBE and SE utilization objectives that extend beyond DCBA's policies for construction contracts.

Veteran and Youth Recruitment

WDACS is developing a robust outreach and education plan to inform local and targeted worker candidates about the County's Construction Careers program. The CEO has also met with Metro, which has shared collateral material for outreach and recruitment of both the veteran and transition-aged youth populations.

NEXT STEPS

In order to fully respond to the Board's motion, additional time is needed to conduct stakeholder engagement, research, and analysis. Further, the CEO has observed in its discussions with Metro that an effective policy regarding construction careers needs to take into consideration the use of PLAs on various construction contracts. Metro's program specifically links its efforts on construction careers and PLAs into a single uniform program.

On March 21, 2017, the date that this Motion was adopted, the Board also approved two separate Motions related to the use of PLAs on County construction contracts. The CEO provided an update on its progress in responding to the two PLA Motions in a written report dated August 22, 2017. Similar to what has been agreed upon with respect to the PLA Motions, the CEO will deliver updates on this Motion to the Board on a set schedule. For Construction Careers, updates shall be provided every 90 days, with the next report due on December 18, 2017.

Each Supervisor
September 18, 2017
Page 4

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

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Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

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February 7, 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

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CAREERS AND ECONOMIC DEVELOPMENT IN THE COUNTY CONSTRUCTION INDUSTRY (ITEM NO. 2, AGENDA OF MARCH 21, 2017) – QUARTERLY REPORT

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As part of the Motion, the Board asked for an amended Local and Targeted Worker Hire Policy to: 1) require 20 percent apprentice hours on each construction trade utilized; 2) streamline the County's definition of a targeted worker to more closely align with the targeted categories tracked under the federal Workforce Innovation Opportunity Act of 2014; and 3) explore registering local and targeted workers in the regional workforce development system in an effort to link utilizers of the County's workforce development services with those who may also be using County safety net services.

Further, the Board asked that the CEO explore enhancing Consumer and Business Affairs' Local Small Business, Disabled Veteran-Owned Business, and Social Enterprise Utilization Programs to implement procedures to certify construction contractors and subcontractors as Social Enterprises, and to propose when it may be appropriate, to require those delivering County capital and economic development projects on County property, to include a Utilization Plan. These Utilization Plans would detail how the project would achieve 25 percent utilization of certified Local Small Businesses, and 3 percent utilization of Disabled Veteran-Owned Businesses.

Finally, an amendment by Supervisor Barger requested the incorporation of a strategy to recruit veterans and transitional aged foster youth into the Construction Careers apprentice program, and an amendment by Supervisors Kuehl and Solis directed a further discussion of linkages between participants in the County's social services and workforce development programs. This amendment also asked for the CEO to coordinate with, and solicit input from, the Los Angeles County Metropolitan Transportation Authority (Metro), which has developed and implemented a similar program.

PROGRESS TO DATE

The CEO continues to work with County departments to foster career pathways in high-growth sectors of our local economy, including the construction industry. With several major County projects being developed, such as the Consolidated Correctional Treatment Facility, Mira Loma Detention Center, Harbor-UCLA Medical Center Master Plan project, LAC+USC Restorative Village, Grand Avenue Development, Music Center Plaza Refurbishment, King-Drew Reuse project, and Vermont Corridor development, there is a heightened emphasis on developing and generating quality construction careers for County residents.

Amended Local and Targeted Worker Hire Policy

The CEO has worked with County Counsel to align the County's definition of a Targeted Worker with the categories of targeted workers tracked by the Workforce Innovation Opportunity Act, to the extent feasible under the law. The Targeted Worker definition was expanded from nine categories to cover a total of 14 categories, including eligible migrant and seasonal farmworkers, English language learners, older individuals (55+), disabled individuals, and individuals with a low level of literacy. Further, the CEO is reviewing the possibility of establishing a goal for contractors to have at least half of all apprentice hours on a construction project, be allocated to Local and Targeted Worker categories. As background, current law requires at least 20 percent apprentice hours on California construction projects, and a minimum ratio of one apprentice hour for every five journeyman hours.

In response to the Motion's directive to explore having Local and Targeted Workers registered in the regional workforce development system, the CEO is working with WDACS and the Department of Public and Social Services (DPSS) to link recipients of County services to those seeking employment through the Construction Careers program. WDACS has successfully linked a pilot group of individuals receiving services through WDACS' job centers to those who receive benefits through DPSS. WDACS will then link these recipients to Employment Development Department State wage data to determine if recipients' wages are increasing over time, and if an increase in wages correlates to a decreased reliance on County services. To improve the coordination between County social service delivery and workforce development, DPSS and WDACS

have aligned and integrated services at America's Job Center of California with services offered through DPSS Job Club to facilitate cross-system referrals. In January, WDACS held a Countywide Workforce Development Alignment Strategic Planning meeting with representatives from the Board, DPSS, and CEO to further these efforts and ensure that the County's workforce development programs and desired outcomes are aligned to best serve those seeking career pathways through the Construction Careers program.

Should you have any questions, please contact Brad Bolger at (213) 974-1360, or via email at bbolger@ceo.lacounty.gov.

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AMA:gw

c: Executive Office, Board of Supervisors
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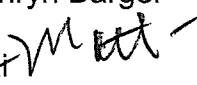
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SACHI A. HAMAI
Chief Executive Officer

May 24, 2018

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

From: Sachi A. Hamai 
for Chief Executive Officer

Board of Supervisors
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CAREERS AND ECONOMIC DEVELOPMENT IN THE COUNTY CONSTRUCTION INDUSTRY (ITEM NO. 2, AGENDA OF MARCH 21, 2017) – QUARTERLY REPORT

On March 21, 2017, the Board adopted a Motion by Supervisors Solis and Kuehl, instructing the Chief Executive Officer (CEO), in coordination with County Counsel and the Directors of Public Works, Consumer and Business Affairs, Workforce Development, Aging and Community Services (WDACS), and the Executive Director of the Community Development Commission to report back to the Board in 60 days with a proposal for the Board to establish a Countywide Construction Careers and Economic Development Initiative (Construction Careers).

As part of the Motion, the Board asked for an amended Local and Targeted Worker Hire Policy to: 1) require 20 percent apprentice hours on each construction trade utilized; 2) streamline the County's definition of a targeted worker to more closely align with the targeted categories tracked under the federal Workforce Innovation Opportunity Act of 2014; and 3) explore registering local and targeted workers in the regional workforce development system in an effort to link utilizers of the County's workforce development services with those who may also be using County safety net services.

Further, the Board asked that the CEO explore enhancing Consumer and Business Affairs' Local Small Business, Disabled Veteran-Owned Business, and Social Enterprise Utilization Programs to implement procedures to certify construction contractors and subcontractors as Social Enterprises, and to propose when it may be appropriate, to require those delivering County capital and economic development projects on County property, to include a Utilization Plan. The Utilization Plan would detail how the project would achieve 25 percent utilization of certified Local Small Businesses, and 3 percent utilization of Disabled Veteran-Owned Businesses.

Finally, an amendment by Supervisor Barger requested the incorporation of a strategy to recruit veterans and transitional aged foster youth into the Construction Careers apprentice program, and an amendment by Supervisors Kuehl and Solis directed a further discussion of linkages between participants in the County's social services and workforce development programs. This amendment also asked for the CEO to coordinate with, and solicit input from, the Los Angeles County Metropolitan Transportation Authority (Metro), which has developed and implemented a similar program.

PROGRESS TO DATE

Since the last quarterly report dated February 7, 2018, the CEO continued to work with County departments to foster career pathways in high-growth sectors of our local economy, including the construction industry. With several major County projects being developed, there is a heightened emphasis on developing and generating quality construction careers initiatives for County residents.

Amended Local and Targeted Worker Hire Policy

The CEO has worked with County Counsel to incorporate apprentice hiring requirement language into the Countywide Local and Targeted Worker Hiring Policy (Policy). State Labor code requires a minimum ratio of one apprentice hour for every five journeyman hours. The state code will be referenced in the Policy and contractors will strive to obtain at least half of all apprentice hours on the project to be performed by Local and Targeted workers. Furthermore, language will be added to the Policy stating hours worked by an apprentice who is also a Targeted Worker or a Local Resident may be applied to the 30 percent Local Resident or the 10 percent Targeted Worker hire goal.

In the Policy, the full list of Targeted Workers has been expanded to include all categories of individuals, as permitted under applicable law, involving Targeted Workers facing barriers to employment served and tracked by the Workforce Innovation and Opportunity Act of 2014.

For any contract which is subject to the Policy, the employer must pay all workers at a level consistent with the County's Living Wage, including, but not limited to, security, clerical, or administrative workers.

On March 22, 2018, the draft Policy was distributed and presented at the Economic Development Policy Committee meeting. Comments were received on the draft Policy from Community Development Commission, Department of Public Works, and WDACS. Comments were addressed by addition of language in the Policy regarding exclusion of affordable housing projects financed with federal funds due to funding restrictions; requiring contractors to have a "Job Coordinator" on projects with total project cost greater than \$2.5 million (this model is the standard in the region and has proven very effective within Metro, City of Los Angeles, Los Angeles Community College District, Los Angeles

Each Supervisor
May 24, 2018
Page 3

within Metro, City of Los Angeles, Los Angeles Community College District, Los Angeles World Airports, and City of Los Angeles Department of Water and Power); and inclusion of data tracking. The final Policy will be presented to the Audit Committee upon finalization in Fall of 2018.

Evaluation of registering Local and Targeted workers in the regional workforce development system is ongoing. We are working with the State Employment Development Department to evaluate whether changes in a service recipient's wage data could be relied on as an indication of a decrease in reliance on social services.

Enhancement to County's Utilization Efforts

Linking registered Local and Targeted Workers' records to the County's Enterprise Linkage Project to enable improved coordination between County human service delivery and workforce development efforts will be addressed as a part of the Board Motion issued May 8, 2018, Evaluation of Los Angeles County's Workforce Alignment Efforts.

Next Steps

Analysis continues on the development and implementation of procedures for certifying construction contractors and subcontractors as Social Enterprises consistent with the Department of Consumer and Business Affairs' certification program. Further analysis is required to determine how and when departments and agencies delivering County capital and construction projects on County property will include Small Business, Disabled Veteran-Owned Business, and Social Enterprise Utilization Plan for each project to achieve 25 percent utilization of certified Local Small Business Enterprises, and 3 percent utilization of Disabled Veteran Business Enterprises on each project.

Should you have any questions, please contact Brad Bolger at (213) 974-1360, or via email at bbolger@ceo.lacounty.gov.

SAH:JJ:DPH
BMB:AMA:KV:zu

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Fifth District

September 4, 2018

To: Supervisor Sheila Kuehl, Chair
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From: Sachi A. Hamai
Chief Executive Officer

CAREERS AND ECONOMIC DEVELOPMENT IN THE COUNTY CONSTRUCTION INDUSTRY (ITEM NO. 2, AGENDA OF MARCH 21, 2017) – QUARTERLY REPORT

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During this quarter, the following items were addressed:

The revised Local and Targeted Worker Hire Policy and the implementation guidelines were submitted to County Counsel for review and approval.

Departments, agencies, and commissions will require contractors and sub-contractors to provide a plan during the solicitation process describing how they will strive to obtain 25 percent utilization of certified Local Small Business Enterprises, and three percent utilization of Disabled Veteran Business Enterprises on County capital and construction projects on County property with an estimated total project cost greater than \$2.5 million.

A presentation was made by the Los Angeles County Metropolitan Transportation Authority (Metro) on development and implementation of their Workforce Initiative Now - LA program, which is similar to the County's Local and Targeted Worker Hire policy. The presentation focused on the fundamentals of the program, lessons learned, and best practices.

Next Steps

Upon County Counsel approval, the Local and Targeted Worker Hire Policy will be presented to the Audit Committee.

Analysis continues on the development and implementation of procedures for certifying construction contractors and subcontractors as Social Enterprises consistent with the Department of Consumer and Business Affairs' certification program.

The motion requested incorporation of a strategy to recruit veterans and transitional aged foster youth into the Construction Careers apprentice program, evaluation of registering Local and Targeted workers in the regional workforce development system, and linking registered Local and Targeted Workers' records to the County's Enterprise Linkage Project to enable improved coordination between County human service delivery and workforce development efforts. These items will be addressed as a part of the Board motion issued May 8, 2018, Evaluation of Los Angeles County's Workforce Alignment Efforts.

Should you have any questions, please contact Brad Bolger at (213) 974-1360 or via email at bbolger@ceo.lacounty.gov.

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HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

September 11, 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

PROJECT LABOR AGREEMENT FOR COUNTY CONSTRUCTION PROJECTS MOTION BY SUPERVISORS SOLIS AND HAHN (ITEM NO. 3, AGENDA OF MARCH 21, 2017)

AND

LOCAL HIRE AND BUSINESS ASSISTANCE REQUIREMENTS FOR MAJOR CAPITAL PROJECTS MOTION BY SUPERVISORS RIDLEY-THOMAS AND HAHN (ITEM NO. 6, AGENDA OF MARCH 21, 2017)

On March 21, 2017, the Board approved the subject two motions (Project Labor Agreement for County Construction Projects by Supervisors Solis and Hahn, and Local Hire and Business Assistance Requirements for Major Capital Projects by Supervisors Ridley-Thomas and Hahn). Both motions contained multiple recommendations related to Project Labor Agreements (PLAs). The following is an update on our progress since our last report dated June 29, 2018 (Attached).

On July 10, 2018, the Board approved a motion by Supervisor Hahn to include Rancho Los Amigos South Campus (RLASC) projects in the current PLA negotiations with the Building Trades. The RLASC projects will include the Sheriff's Department Crime Lab Consolidation, Probation Department Headquarters, Internal Services Department Headquarters, Sports Center, and Infrastructure projects.

Local Hire and Business Assistance Requirements for Major Capital Projects

The Chief Executive Office (CEO), along with County Counsel and the Department of Public Works (Public Works), is continuing discussions with representatives of the Building Trades regarding possible terms for a PLA for major capital projects, including the Consolidated Correctional Treatment Facility, Harbor-UCLA Medical Center, Martin Luther King Jr. (MLK) Medical Center Re-use Project, Mira Loma Detention Center, and the RLASC Projects. Consistent with the Board's direction, in addition to addressing the terms and conditions that are necessary for the successful construction of the Projects, much of our emphasis in this endeavor is facilitating Board priorities, such as ensuring the hiring of local and targeted workers and encouraging participation in the Projects by local small businesses, disabled veteran-owned businesses, and social enterprises (collectively, Small Businesses). Consistent with the County's terminology used for the MLK Outpatient Center project, the proposed PLA is being referred to as a Community Workforce Agreement (CWA).

The CEO, County Counsel, Public Works, including Parsons Constructors, Inc., continued negotiations with the Building Trades. We are continuing to work with the Building Trades to settle a small number of remaining issues, so that we can present a draft agreement for your consideration within the next 60 days.

Community Work Force Agreement for County Construction Projects

No further developments have taken place for the CWA for County construction projects. We are focusing on finalizing the CWA for the now five major capital projects including RLASC, and will use the terms of that CWA as a basis to negotiate the Countywide CWA for County construction projects.

We will continue to provide the Board with regular updates on our progress for both efforts every 60 days. If you have any questions or need additional information, please contact David Howard, Assistant Chief Executive Officer, at (213) 893-2477, or Massood Eftekhari of Public Works at (626) 458-4016.

SAH:JJ:DPH
ME:AMA:kb

Attachment

c: Executive Office, Board of Supervisors
 County Counsel
 Community Development Commission
 Consumer and Business Affairs
 Health Services
 Internal Services
 Public Works
 Probation
 Sheriff
 Workforce Development, Aging and Community Services



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

June 29, 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

Board of Supervisors
HILDA L. SOLIS
First District

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Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

**PROJECT LABOR AGREEMENT FOR COUNTY CONSTRUCTION PROJECTS
MOTION BY SUPERVISORS SOLIS AND HAHN
(ITEM NO. 3, AGENDA OF MARCH 21, 2017)
AND
LOCAL HIRE AND BUSINESS ASSISTANCE REQUIREMENTS
FOR MAJOR CAPITAL PROJECTS
MOTION BY SUPERVISORS RIDLEY-THOMAS AND HAHN
(ITEM NO. 6, AGENDA OF MARCH 21, 2017)**

On March 21, 2017, the Board approved the subject two motions (Project Labor Agreement for County Construction Projects by Supervisors Solis and Hahn, and Local Hire and Business Assistance Requirements for Major Capital Projects by Supervisors Ridley-Thomas and Hahn). Both motions contained multiple recommendations related to Project Labor Agreements (PLAs). The following is an update on our progress since our last report dated April 17, 2017 (Attached).

Local Hire and Business Assistance Requirements for Major Capital Projects

The Chief Executive Office (CEO), along with County Counsel and the Department of Public Works (Public Works), is continuing discussions with representatives of the Building Trades regarding possible terms for a PLA for major capital projects, including the Consolidated Correctional Treatment Facility, Harbor-UCLA Medical Center, Martin Luther King, Jr. (MLK) Medical Center Re-use Project, and Mira Loma Detention Center (Projects). Consistent with the Board's direction, in addition to addressing the terms and conditions that are necessary for the successful construction of the Projects, much of our emphasis in this endeavor is facilitating Board priorities, such as ensuring the hiring of local and targeted workers and encouraging participation in the Projects by local small businesses, disabled veteran-owned businesses, and social enterprises (collectively, Small Businesses).

Each Supervisor
June 29, 2018
Page 2

Consistent with the County's terminology used for the MLK Outpatient Center Project, the proposed PLA is being referred to as a Community Workforce Agreement (CWA).

The CEO, County Counsel, Public Works, including Parsons Constructors, Inc., continued negotiations with the Building Trades. The fifth negotiations meeting was held on May 2, 2018. On May 8, 2018, the Department of Public Works briefed the Public Works Deputies regarding the progress made in negotiations with the Building Trades. Progress has been made on the Local and Targeted Worker Hire Program, where the Building Trades are no longer requesting inclusion of "Tier 3" requirements. In addition, the Building Trades have accepted inclusion of portions of the small business enterprise, disadvantaged veteran business enterprise, and social enterprise requirements. We are continuing to work with the Building Trades to settle a small number of remaining issues, so that we can present a draft agreement for your consideration within the next 90 days.

Community Workforce Agreement for County Construction Projects

No further developments have taken place for the CWA for County construction projects. We are focusing on finalizing the CWA for the four major capital projects, and will use the terms of that CWA as a basis to negotiate the Countywide CWA for County construction projects.

We will continue to provide the Board with regular updates on our progress for both efforts every 60 days. If you have any questions or need additional information, please contact David Howard, Assistant Chief Executive Officer, at (213) 893-2477, or Massood Eftekhari of Public Works at (626) 458-4016.

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ME:AMA:kb

Attachment

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



SACHI A. HAMAI
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

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<http://ceo.lacounty.gov>

December 28, 2018

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

A handwritten signature in dark ink, appearing to read "Sachi A. Hamai", is written over the printed name and title.

Board of Supervisors
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First District
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Fifth District

**PROJECT LABOR AGREEMENT FOR COUNTY CONSTRUCTION PROJECTS
MOTION BY SUPERVISORS SOLIS AND HAHN
(ITEM NO. 3, AGENDA OF MARCH 21, 2017)
AND
LOCAL HIRE AND BUSINESS ASSISTANCE REQUIREMENTS
FOR MAJOR CAPITAL PROJECTS
MOTION BY SUPERVISORS RIDLEY-THOMAS AND HAHN
(ITEM NO. 6, AGENDA OF MARCH 21, 2017)**

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Each Supervisor
December 28, 2018
Page 2

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The CEO, County Counsel, Public Works, including Parsons Constructors, Inc., continued negotiations with the Building Trades. We have made significant progress in our negotiations with the Building Trades. We are continuing to work with the Building Trades to settle one remaining issue, so that we can present a draft agreement for your consideration within the next 60 days.

Community Work Force Agreement for County Construction Projects

No further developments have taken place for the CWA for County construction projects. We are focusing on finalizing the CWA for the five major capital projects, and will use the terms of that CWA as a basis to negotiate the Countywide CWA for County construction projects.

We will continue to provide the Board with regular updates on our progress for both efforts every 60 days. If you have any questions or need additional information, please contact David Howard, Assistant Chief Executive Officer, at (213) 893-2477, or Massood Eftekhari of Public Works at (626) 458-4016.

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SACHI A. HAMAI
Chief Executive Officer

Board of Supervisors
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First District

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Third District

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Fourth District

KATHRYN BARGER
Fifth District

February 4, 2019

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

From: Sachi A. Hamai
Chief Executive Officer

CAREERS AND ECONOMIC DEVELOPMENT IN THE COUNTY CONSTRUCTION INDUSTRY (ITEM NO. 2, AGENDA OF MARCH 21, 2017) – QUARTERLY REPORT

On March 21, 2017, the Board adopted a motion by Supervisors Solis and Kuehl, instructing the Chief Executive Officer (CEO), in coordination with County Counsel and the Directors of Public Works, Consumer and Business Affairs, Workforce Development, Aging and Community Services (WDACS), and the Executive Director of the Community Development Commission to report back to the Board in 60 days with a proposal for the Board to establish a Countywide Construction Careers and Economic Development Initiative (Construction Careers).

Update and Next Steps

The revised Local and Targeted Worker Hire Policy and the implementation guidelines were presented to the Audit Committee on December 19, 2018. At the meeting, Audit Committee requested some additional information and that the policy and guidelines be presented to the Economic Development Policy Committee, which was done on January 24, 2019. The Audit Committee requested the policy and implementation guidelines be brought back to them at the February 20, 2019 meeting.

The CEO and WDACS sent a memo to the Board dated July 10, 2018, which reported on the progress to date and next steps on the workforce development alignment plan. The plan addresses tracking participants across common performance measures, data sharing, alignment of services at America's Job Centers of California (AJCCs), use of labor market information, assessment of workforce development trainings, population specific strategies and creation of a specialized unit to support implementation of alignment efforts. The CEO and WDACS will return to the Board by the second quarter of this year to report on the findings of the Institute for Research on Labor and

Each Supervisor
February 4, 2019
Page 2

Employment at the University of California, Berkeley on the County's progress toward alignment, and make recommendations for actionable next steps for excellence in the delivery of the County's workforce development services.

If you have any questions, please contact Brad Bolger at (213) 974-1360 or via email at bbolger@ceo.lacounty.gov.

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c: Executive Office, Board of Supervisors
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SACHI A. HAMAI
Chief Executive Officer

May 9, 2019

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

From: Sachi A. Hamai 
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
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CAREERS AND ECONOMIC DEVELOPMENT IN THE COUNTY CONSTRUCTION INDUSTRY (ITEM NO. 2, AGENDA OF MARCH 21, 2017) – QUARTERLY REPORT

On March 21, 2017, the Board adopted a motion by Supervisors Solis and Kuehl, instructing the Chief Executive Officer (CEO), in coordination with County Counsel and the Directors of Public Works, Consumer and Business Affairs, Workforce Development, Aging and Community Services (WDACS), and the Executive Director of the Community Development Commission to report back to the Board in 60 days with a proposal for the Board to establish a Countywide Construction Careers and Economic Development Initiative (Construction Careers).

Update and Next Steps

On February 20 and April 17, 2019, the updated Local and Targeted Worker Hire Policy and the implementation guidelines were presented to the Audit Committee. The updated Policy incorporates changes requested by the Committee. On April 17, 2019, the Audit Committee approved the Policy. A Board letter recommending approval of the updated Policy will be submitted to the Board in June 2019.

The CEO and WDACS sent a memo to the Board dated July 10, 2018, which reported on the progress and next steps on implementing the Countywide Workforce Development Alignment Plan (Plan) drafted by WDACS in July 2017. The Plan addresses tracking participants across common performance measures, data sharing, alignment of services at America's Job Centers of California (AJCCs), use of labor market information, assessment of workforce development trainings, population specific strategies and creation of a specialized unit to support implementation of alignment efforts. In December 2018, upon Board direction, the CEO secured a contract with the Institute for Research on Labor and Employment (IRLE) at the University of California, Berkeley to further

Each Supervisor
May 9, 2019
Page 2

evaluate the County's progress toward alignment and make recommendations for excellence in the delivery of the County's workforce development services. IRLE has completed the initial round of interviews with key stakeholders at all departments and affiliated agencies administering the County's workforce development programs. Additional interviews are being scheduled to acquire further information. Once all interviews are complete, IRLE will begin analyzing and synthesizing the data to develop a comprehensive report that will be submitted by November 2019.

If you have any questions, please contact Brad Bolger at (213) 974-1360 or via email at bbolger@ceo.lacounty.gov.

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AMA:KAV:ns

c: Executive Office, Board of Supervisors
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SACHI A. HAMAI
Chief Executive Officer

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First District

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Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

July 24, 2019

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

From: Sachi A. Hamai
Chief Executive Officer

CAREERS AND ECONOMIC DEVELOPMENT IN THE COUNTY CONSTRUCTION INDUSTRY (ITEM NO. 2, AGENDA OF MARCH 21, 2017) – QUARTERLY REPORT

On March 21, 2017, the Board adopted a motion by Supervisors Solis and Kuehl, instructing the Chief Executive Officer (CEO), in coordination with County Counsel and the Directors of Public Works, Consumer and Business Affairs, Workforce Development, Aging and Community Services (WDACS), and the Los Angeles County Community Development Authority (LACDA) (formerly known as the Community Development Commission); to report back to the Board in 60 days with a proposal for the Board to establish a Countywide Construction Careers and Economic Development Initiative (Construction Careers).

Update and Next Steps

On June 11, 2019, the Board adopted the updated Local and Targeted Worker Hire Policy and the implementation guidelines. The updated Policy reflects:

Updated Qualifying Zip Code List - The implementation guidelines contain an updated list of qualifying zip codes to reflect the current economic data of our communities.

Expanded Targeted Worker Eligibility Requirements - The targeted worker eligibility requirement list was expanded from 9 categories to 14 categories to be consistent with the Workforce Innovation and Opportunity Act.

Jobs Coordinator Requirement - Mandatory use of a jobs coordinator by the contractor for projects with a total project budget greater than \$2.5 million, with the exception of affordable housing projects, to facilitate implementation of the targeted hiring requirement of this Policy.

Apprentice Hours - For all projects, with the exception of affordable housing projects, contractors will strive to obtain half of all apprentice hours on the project be performed by local and targeted workers.

Affordable Housing Projects - Affordable housing projects financed with Federal funds subject to 24 CFR Part 135 will follow local hiring and training guidelines promulgated through Section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u, S 3).

Employment Opportunities - Contractors working with the LACDA on public housing modernization construction projects that exceed \$2.5 million and are funded with non-Federal funding will partner with WDACS and other local agencies, such as America's Job Centers of California, Social Enterprises, community-based organizations, etc. to outreach, recruit, and train public housing residents for employment opportunities.

Monthly Mandatory Compliance Withholding - To enforce compliance with the Policy on projects with a project budget greater than \$2.5 million, an amount will be withheld from the monthly progress payment to the contractor in proportion to the deficit percentage of the mandated local and targeted hiring goal percentage and the actual percentage obtained. The maximum that may be withheld during the duration of the project is one percent of the total construction contract amount, but not to exceed \$500,000.

On July 10, 2019, the CEO informed all department heads of the adoption of the updated Policy and the requirements for all capital or construction projects approved post June 11, 2019, must adhere to the updated Policy. By August 2019, the Policy will be incorporated into the Board of Supervisors Policy Manual under Chapter 5 – Contracting and Purchasing Section 5.270.

Policy language will be included in all Board-awarded County construction and development project documents. All requests for Solicitation/Proposal/Invitations for bid will require all contractors submitting bids or proposals to agree to the terms of the Policy. Furthermore, all construction project general contractors must include a provision in their contracts obligating the contractor and its subcontractors to comply with the terms of the Policy through execution of an agreement.

The CEO and WDACS sent a memo to the Board dated July 10, 2018, which reported on the progress and next steps on implementing the Countywide Workforce Development Alignment Plan (Plan) drafted by WDACS in July 2017. The Plan addresses tracking participants across common performance measures, data sharing, alignment of services at America's Job Centers of California (AJCCs), use of labor market information, assessment of workforce development trainings, population specific strategies, and creation of a specialized unit to support implementation of alignment efforts. In December 2018, upon Board direction, the CEO secured a contract with the Institute for Research on Labor and Employment (IRLE) at the University of California, Berkeley to further evaluate the County's progress toward alignment and make recommendations for excellence in the delivery of the County's workforce development services.

On February 5, 2019, the Board approved a motion to study and evaluate the County departments and agencies administering both workforce and economic development services and provide recommendations for the most effective structure. HR&A Advisors, Inc. was brought on to perform this work and collaborate with IRLE on a comprehensive report that will be submitted in November 2019.

If you have any questions, please contact Brad Bolger at (213) 974-1360 or via email at bbolger@ceo.lacounty.gov.

SAH:FAD:DPH
BMB:AMA:KAV:kb

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



SACHI A. HAMAI
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

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July 10, 2020

Board of Supervisors
HILDA L. SOLIS
First District

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Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

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.

Each Supervisor
July 10, 2020
Page 2

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



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	
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			
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

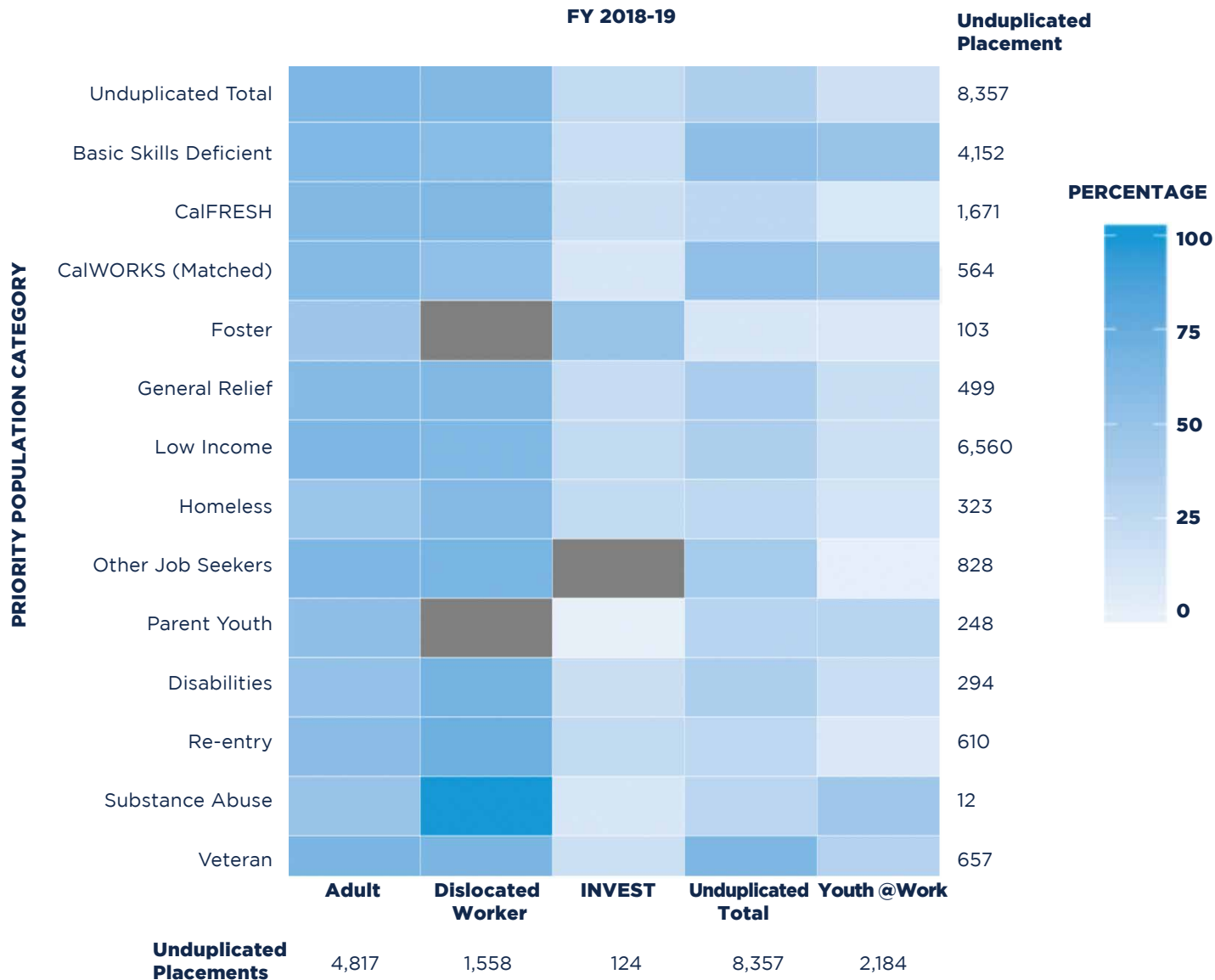


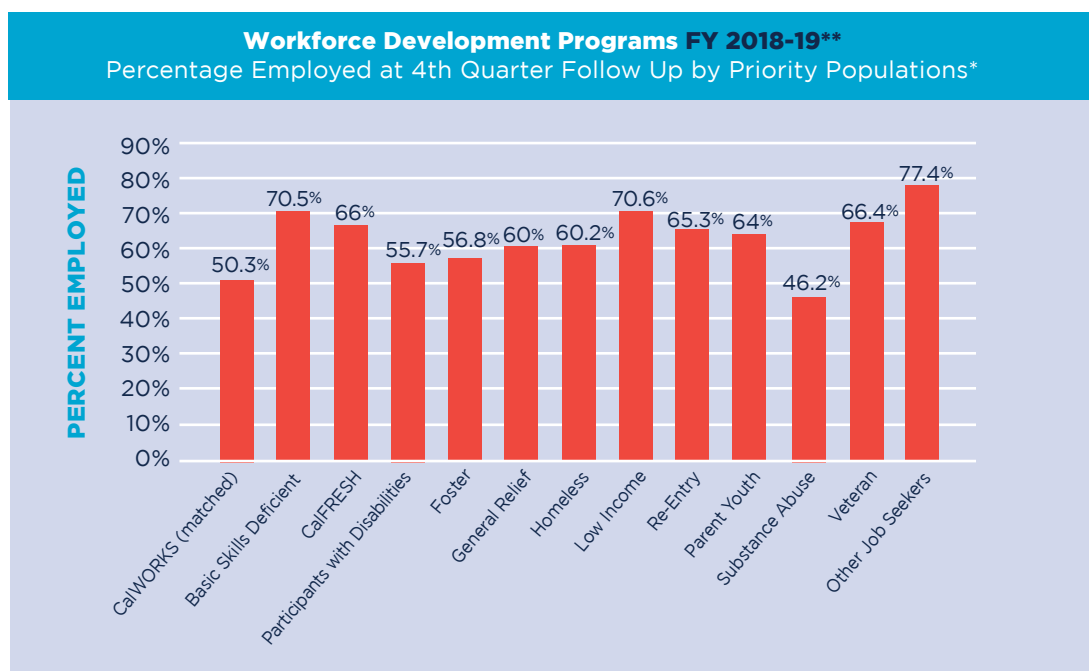
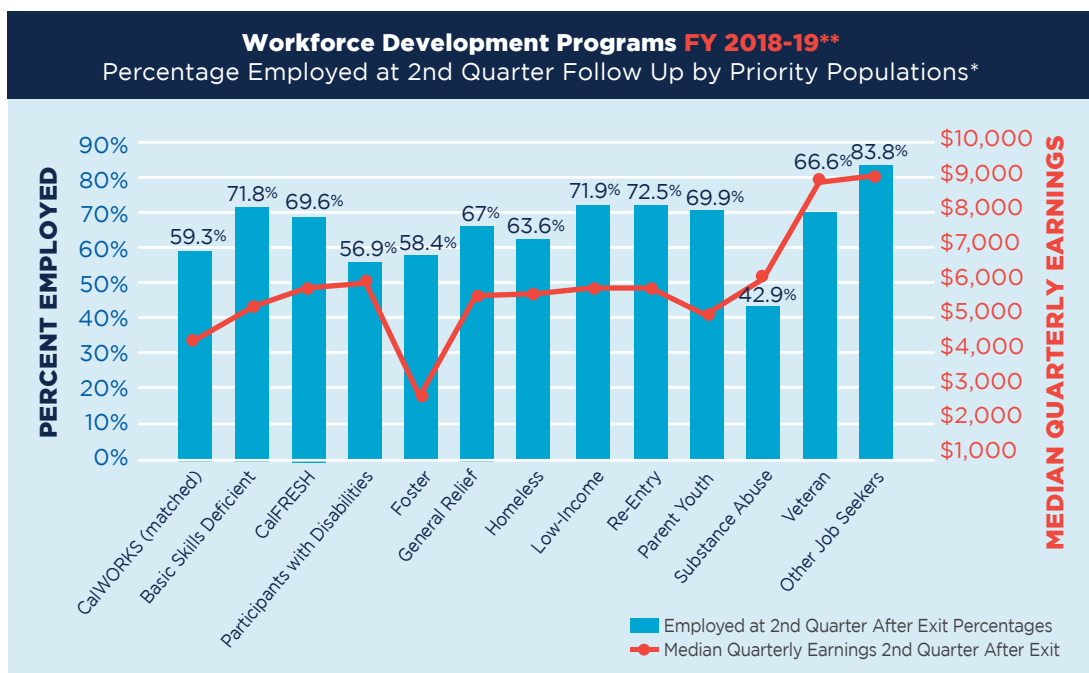
CHART HIGHLIGHTS

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.



*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 revenue, 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.

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

NET COUNTY COST: The amount of the operation financed by general purpose revenue, 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 revenue, 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.

LA COUNTY'S 7 TARGETED CLUSTERS



**HEALTH CARE
SERVICES**



**TRADE &
LOGISTICS**



**LEISURE AND
HOSPITALITY**



MANUFACTURING



BIOSCIENCE

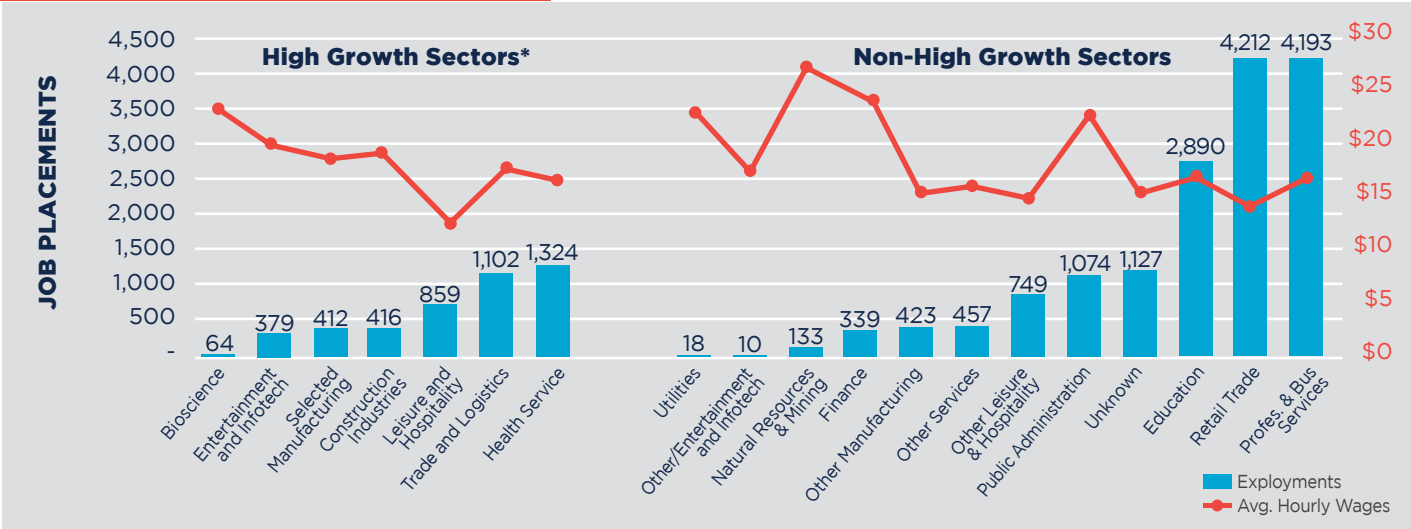


CONSTRUCTION



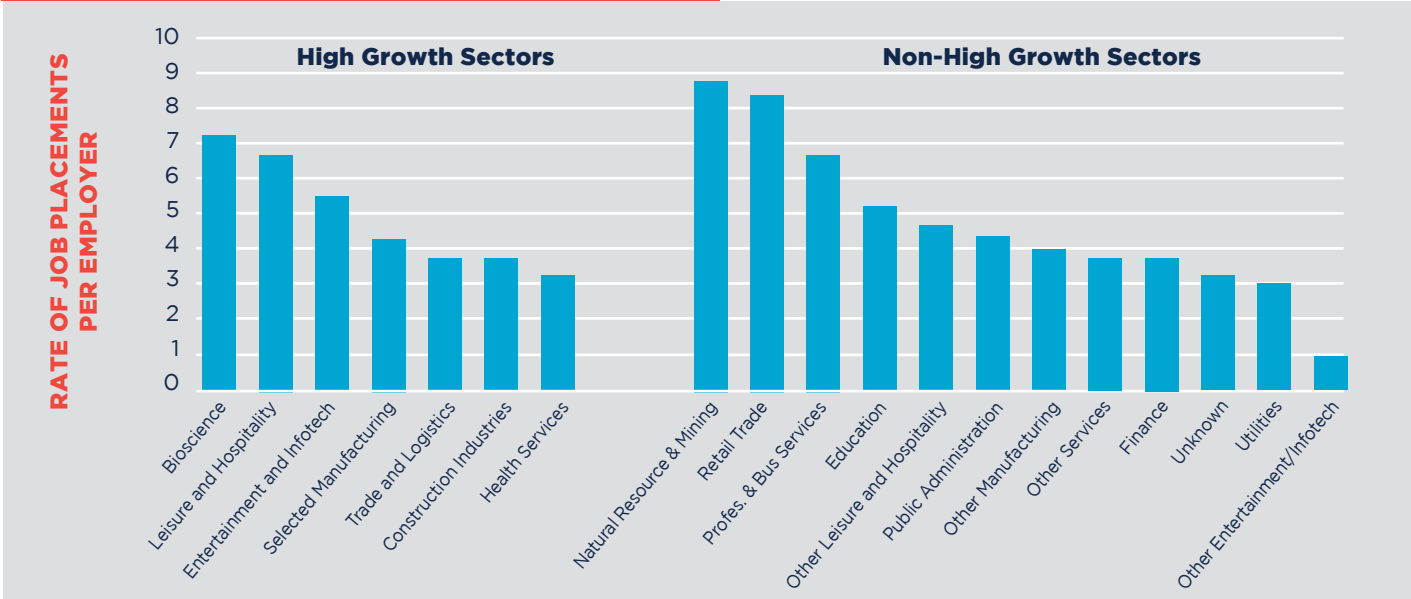
**ENTERTAINMENT
AND INFOTECH**

Workforce Development Programs
Job Placement by Sector FY 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 Dominguez 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:

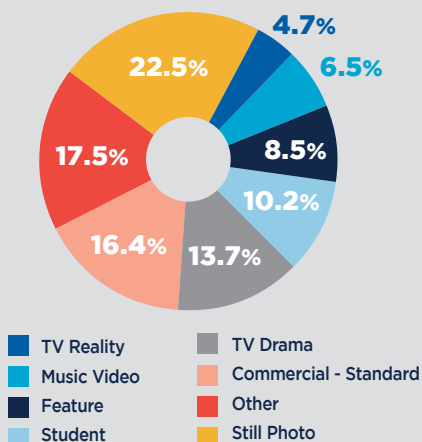
- 1 Development of a County Film and Digital Media Career Pathway Program.**
- 2 Framework for supporting local emerging Film and Digital Media Businesses.**
- 3 Creation of the first Los Angeles County Forum on Film and Digital Media.**
- 4 Identification of both Public and Private funding resources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



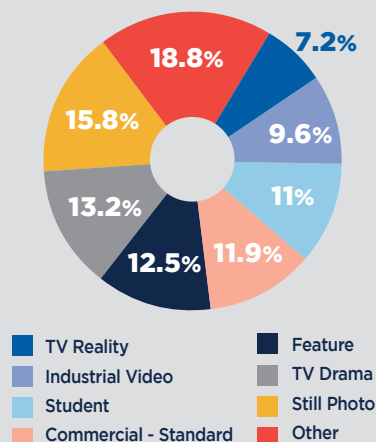
The County's CEO Film Office provides management and oversight of the County's film permitting system as coordinated through FilmLA. FilmLA designs and implements Film and Digital Media Industry economic development, workforce programs, and serves as a resource to communities and constituents related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

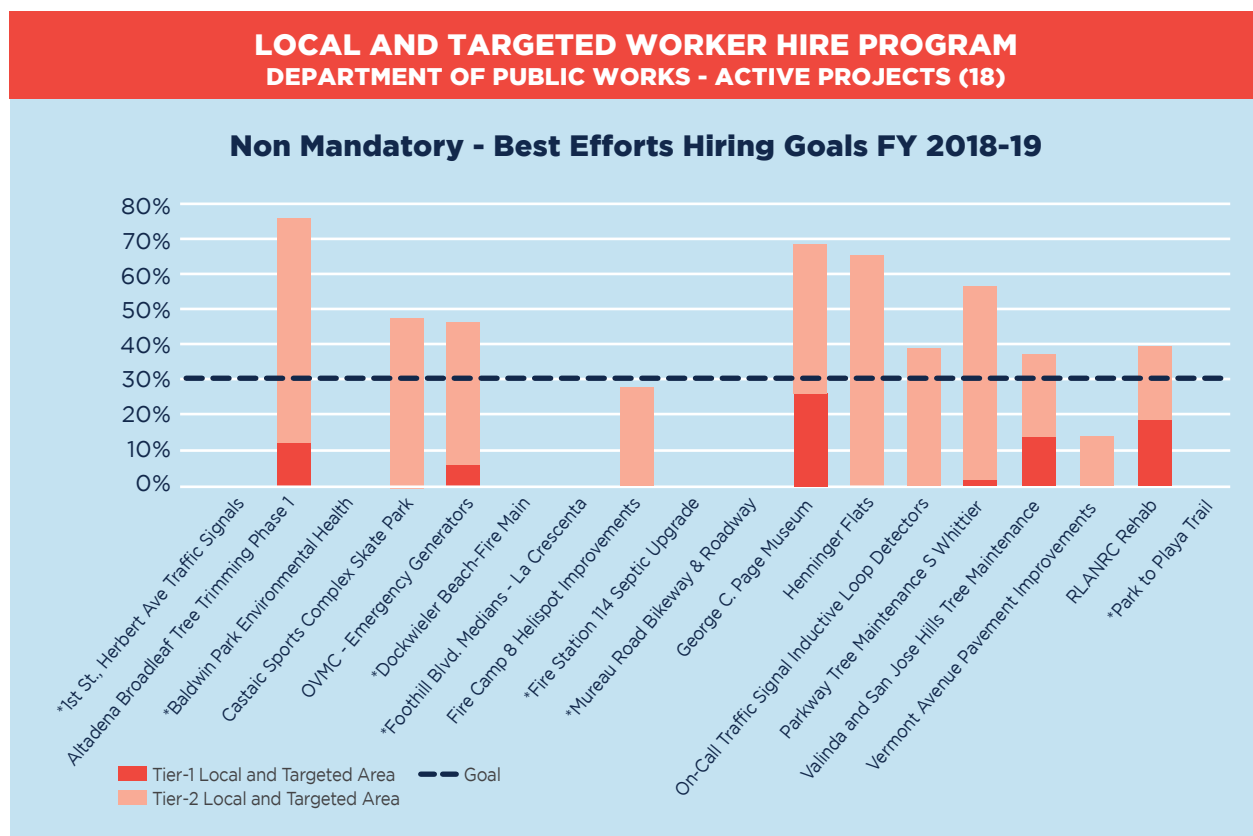
CONTRACTOR REQUIREMENT

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.

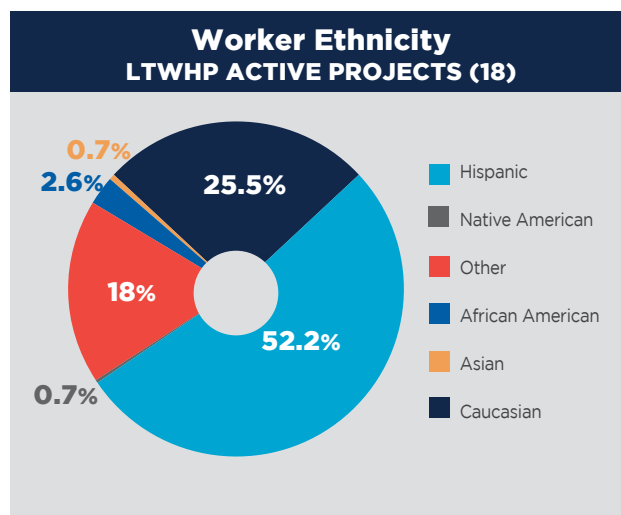
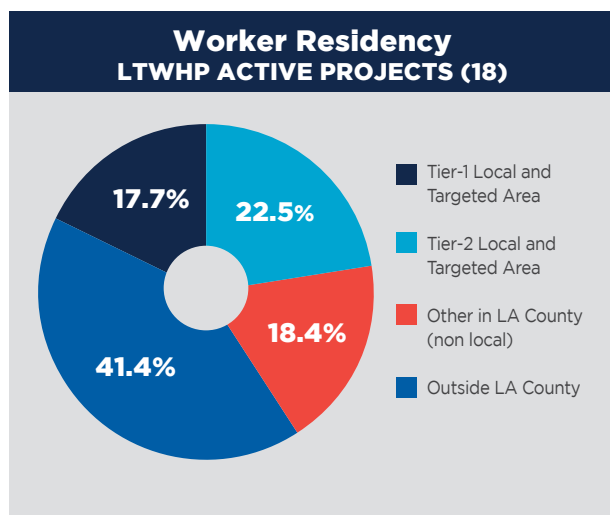
Ensuring that local workers have employment opportunities on projects situated within their communities has long been a core element of economic development programs at the municipal level. To this end, the Board's Local and Targeted Worker Hire Policy imposes a 30 percent Local Hire goal and a 10 percent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



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

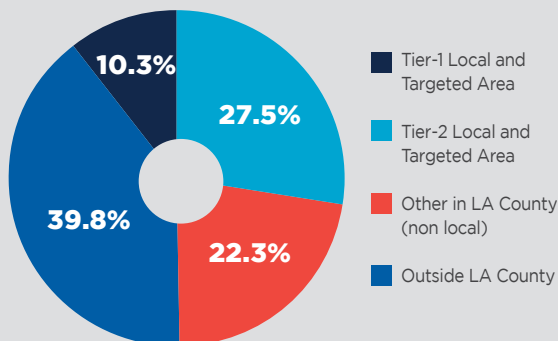


LOCAL AND TARGETED WORKER HIRE PROGRAM DEPARTMENT OF PUBLIC WORKS - ACTIVE PROJECTS (33)

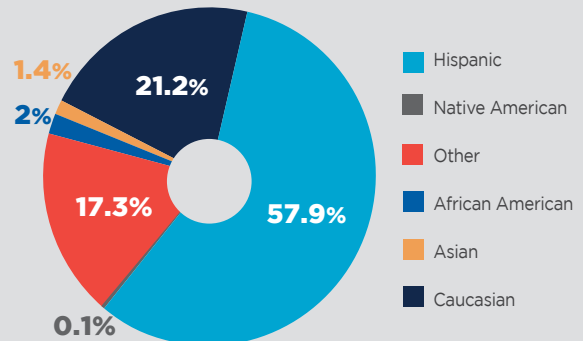
Mandatory - Best Efforts Hiring Goals FY 2018-19



Worker Residency LTWHP ACTIVE PROJECTS (33)



Worker Ethnicity LTWHP ACTIVE PROJECTS (33)

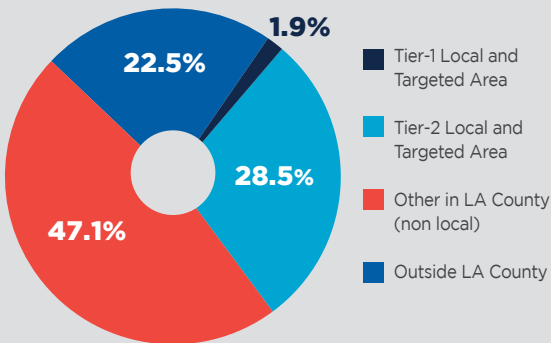


**LOCAL AND TARGETED WORKER HIRE PROGRAM
DEPARTMENT OF PUBLIC WORKS - COMPLETED PROJECTS (27)**

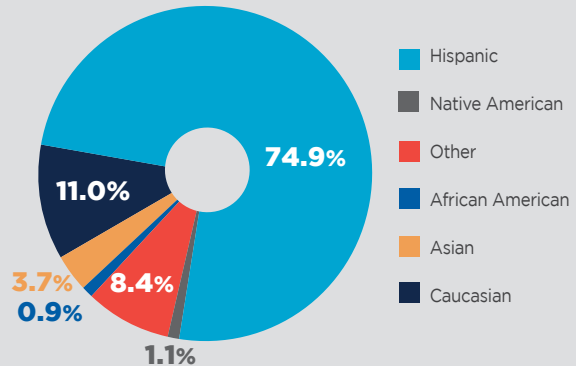
Hiring Goals - FY 2018-19



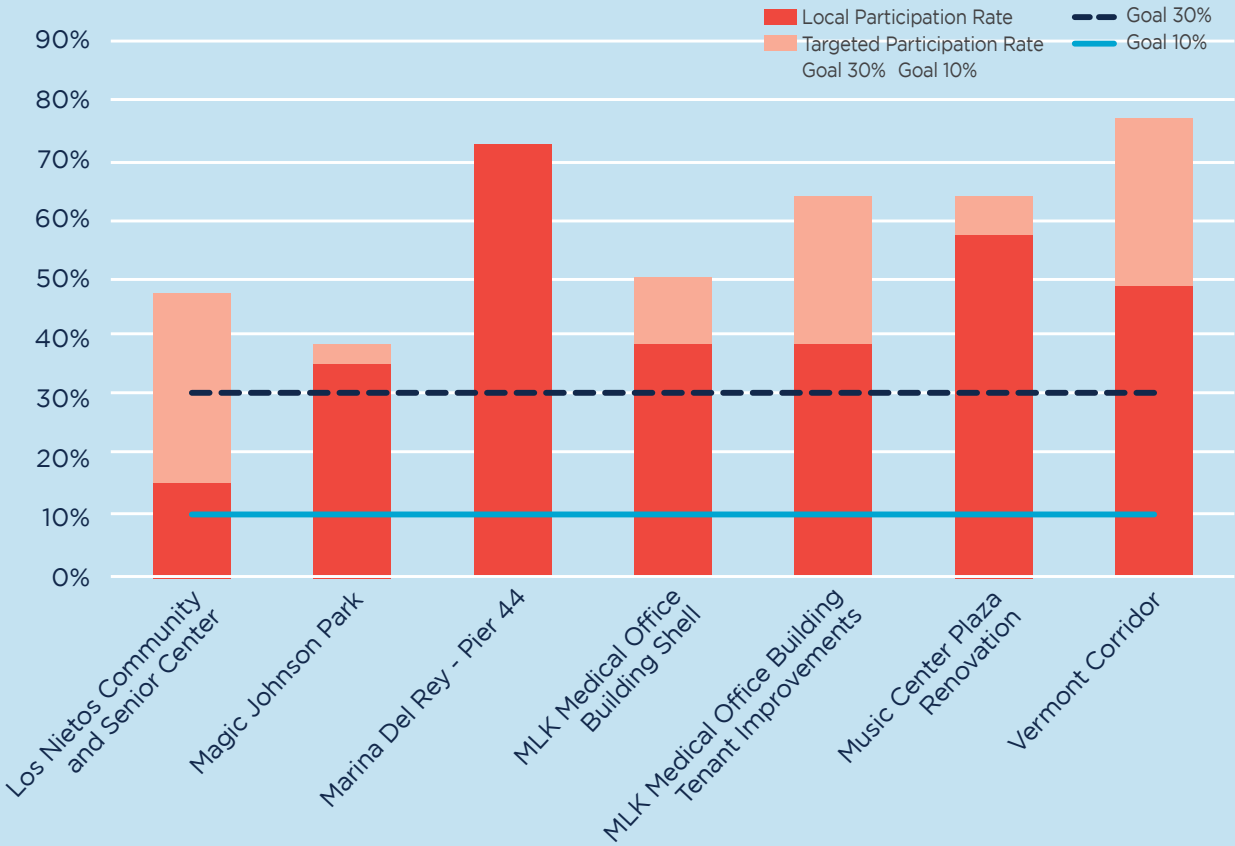
**Worker Residency
LTWHP ACTIVE PROJECTS (27)**



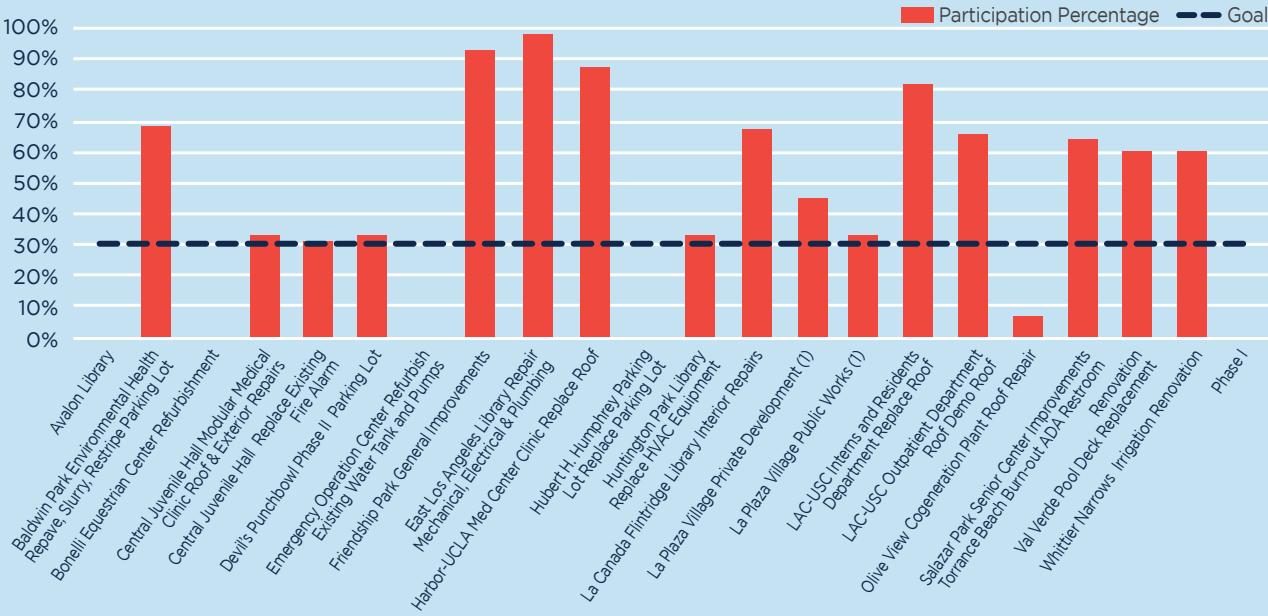
**Worker Ethnicity
LTWHP ACTIVE PROJECTS (27)**



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.

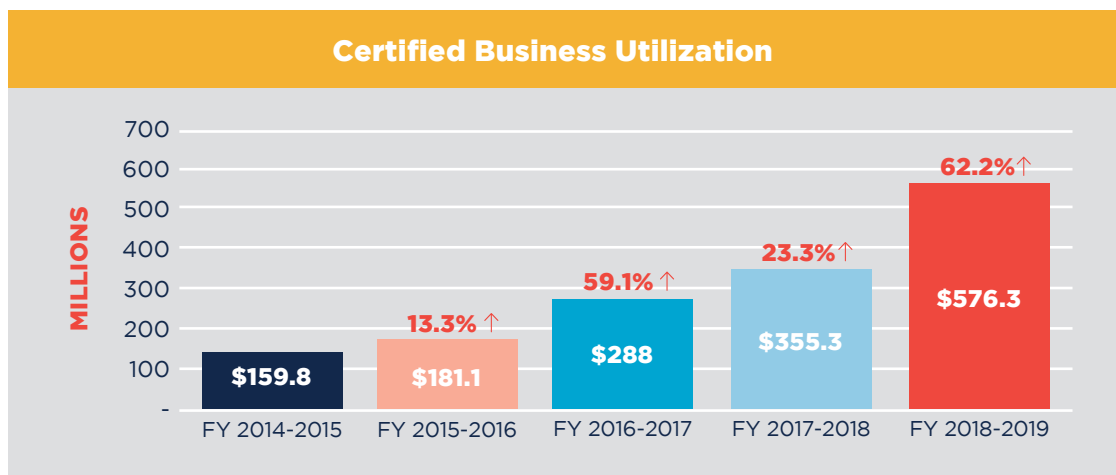
Office of Small Businesses

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 Enterprise 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 manufacturer with 100 or fewer employees; and
- Have its main office (headquarters) in the County of Los Angeles 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.

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

140
OUTREACH EVENTS,
reaching over
12,600
ATTENDEES.

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

**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.



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 RENOVAE. The RENOVAE 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 RENOVAE 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	Supervisory 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 COMMERCIAL 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 filling 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



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

phase of the development with another medical office building to help satisfy the high demand for medical services in the area.

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

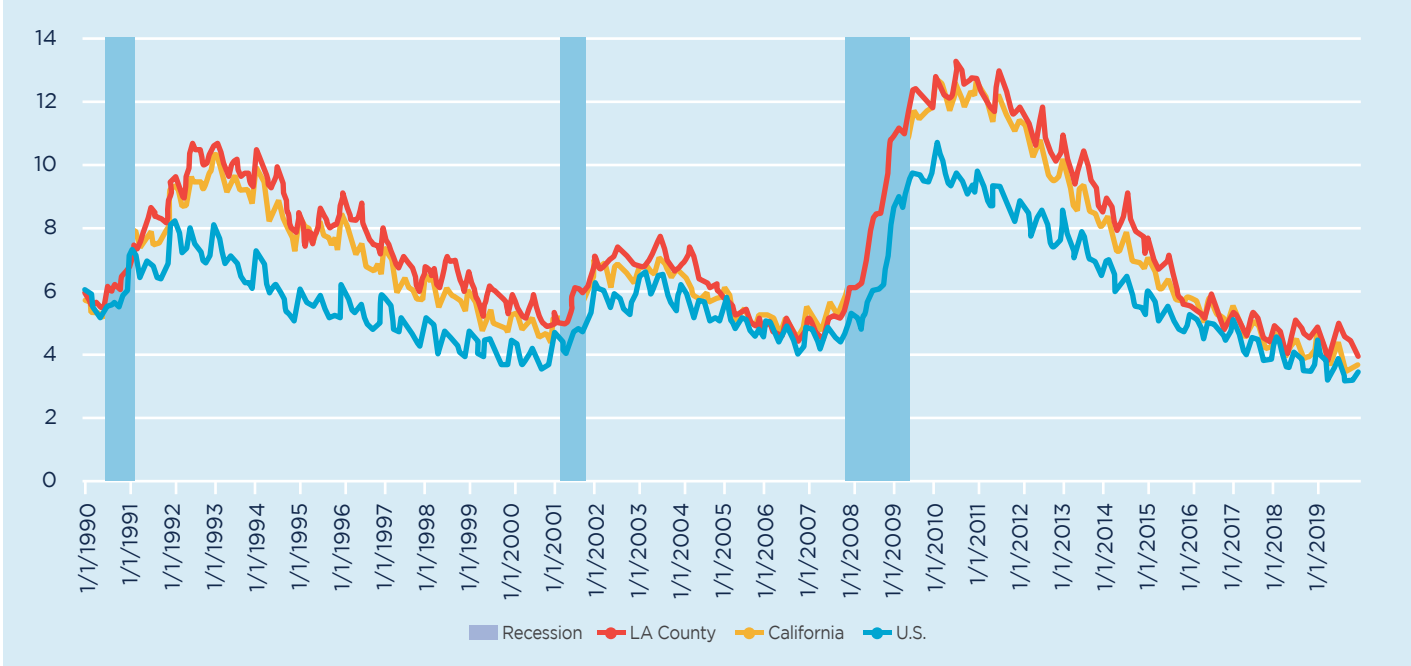
REGIONAL ECONOMIC DATA

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.

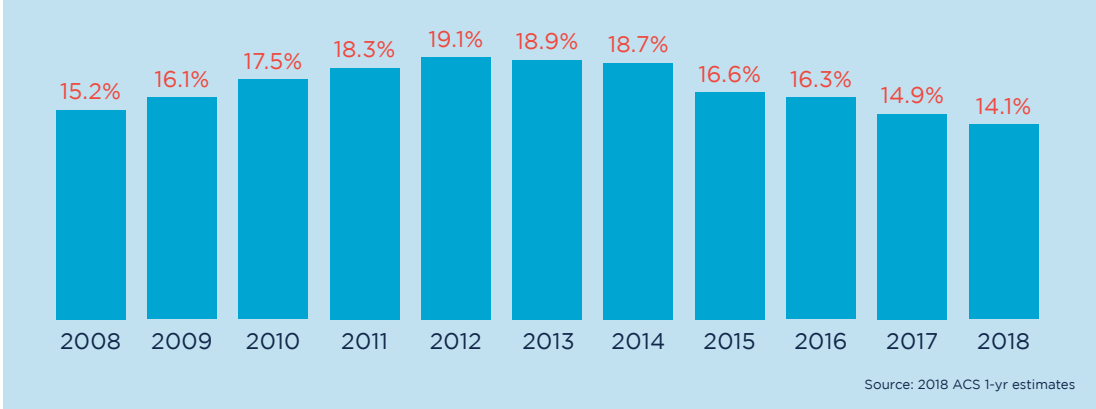
The data presented in this scorecard shows that County employment is projected to grow at an average annual rate of just over 1 percent through 2022, adding 242,700 new jobs to the County workforce. According to the Bureau of Labor Statistics, the

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

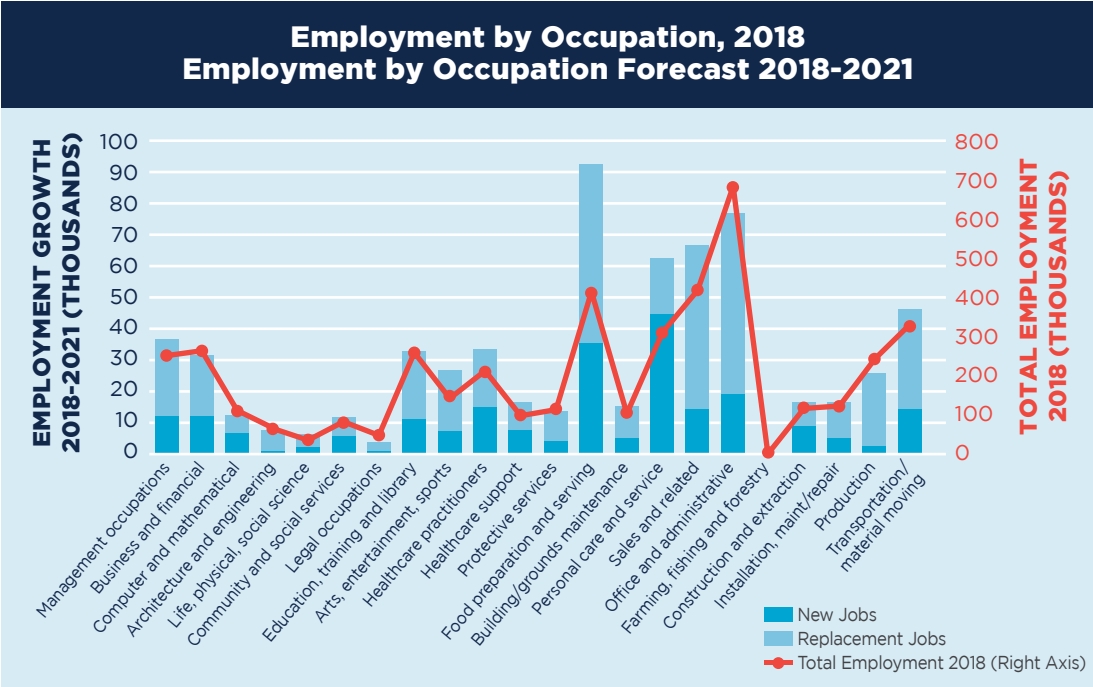


The employment data shown on this page provides evidence that Los Angeles County has recovered from the recession of 2008-09. Yet there remain many indicators that show signs of economic weakness. This is particularly true for federal poverty level statistics, which reveal that the percent of individuals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

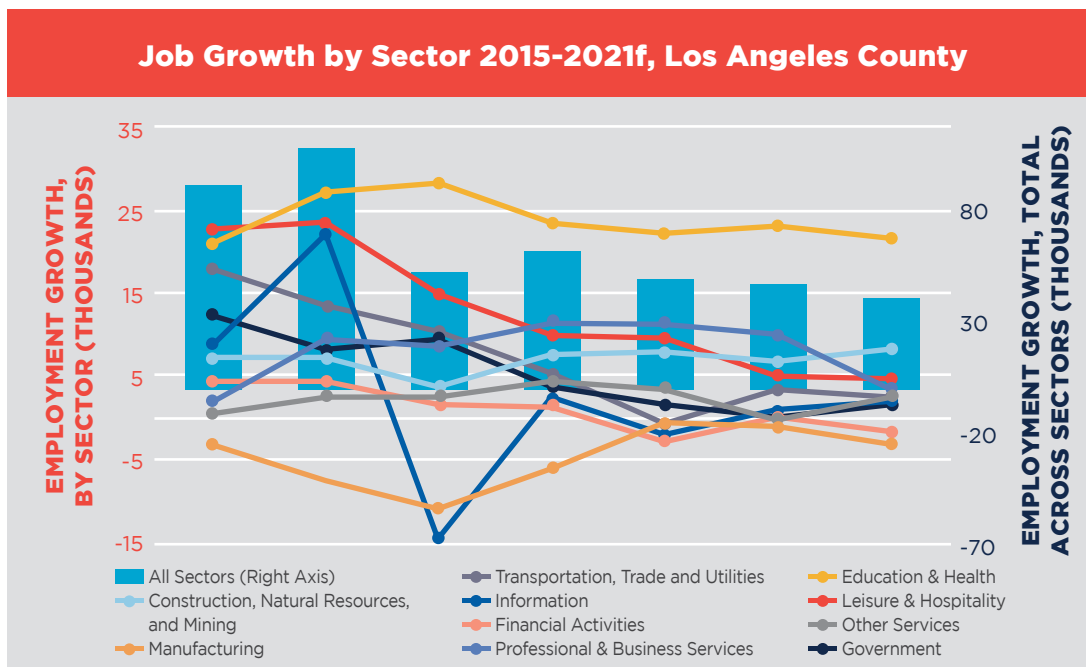
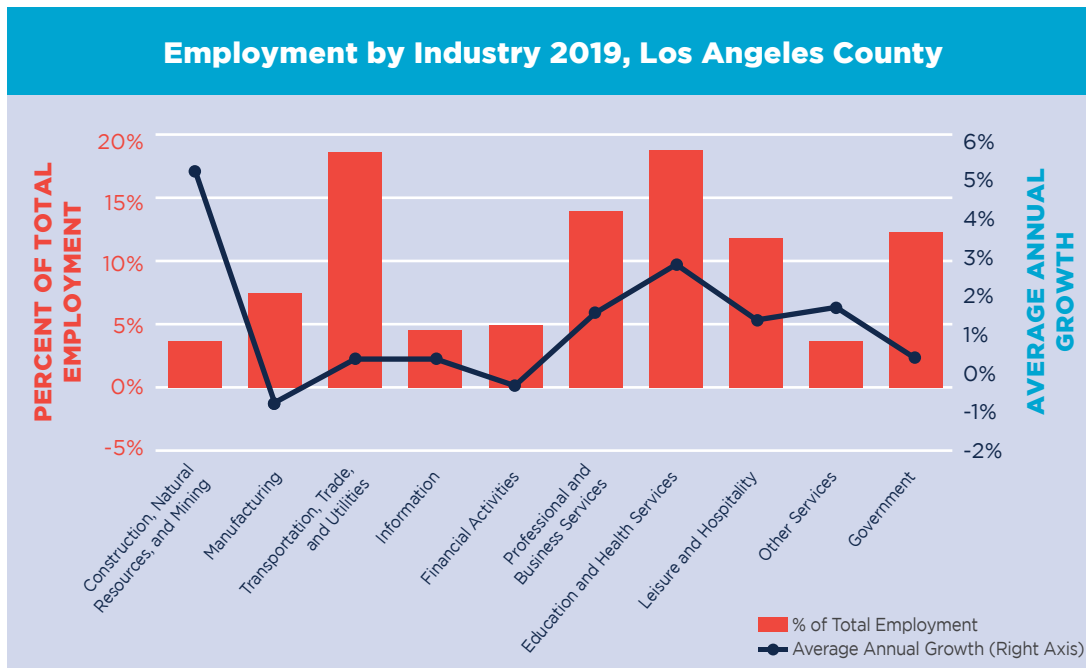


ne of the principal features of the County's economic development program is to focus resources on individual industries and occupations that are forecasted to experience future growth and expansion. The U.S. Bureau of Labor Statistics reports that in 2018, the median income across all occupations in 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**.



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.



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

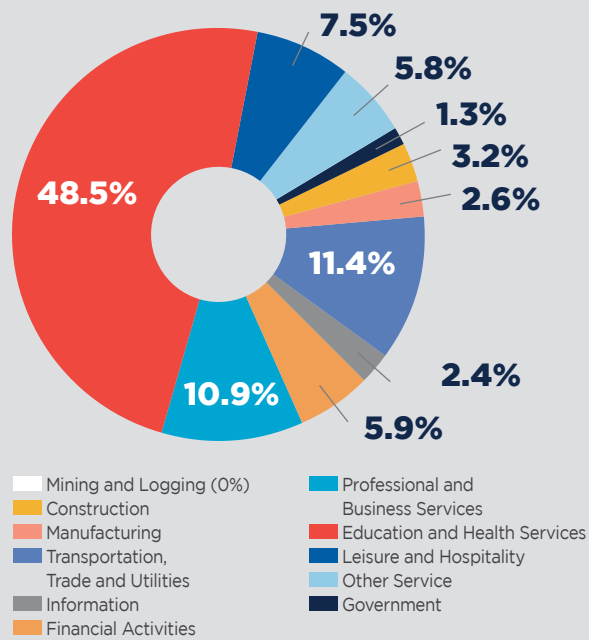
retail trade comprising nearly half of those employed. Just two industries, manufacturing and financial activities, have experienced declines, representing a loss of 10,480 and 2,470 jobs in each respective industry in 2019.

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**







County of Los Angeles CHIEF EXECUTIVE OFFICE

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FESIA A. DAVENPORT
Chief Executive Officer

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

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

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.

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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



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.

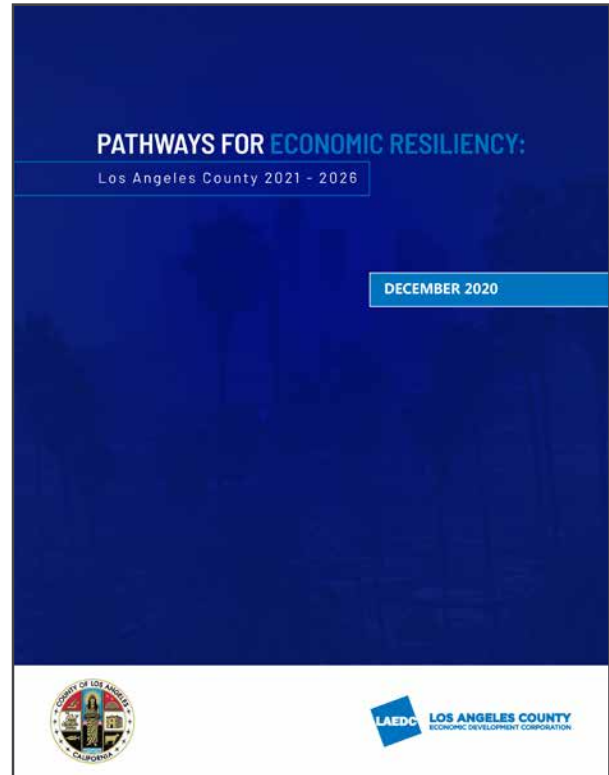
THE COVID-19 PANDEMIC

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.

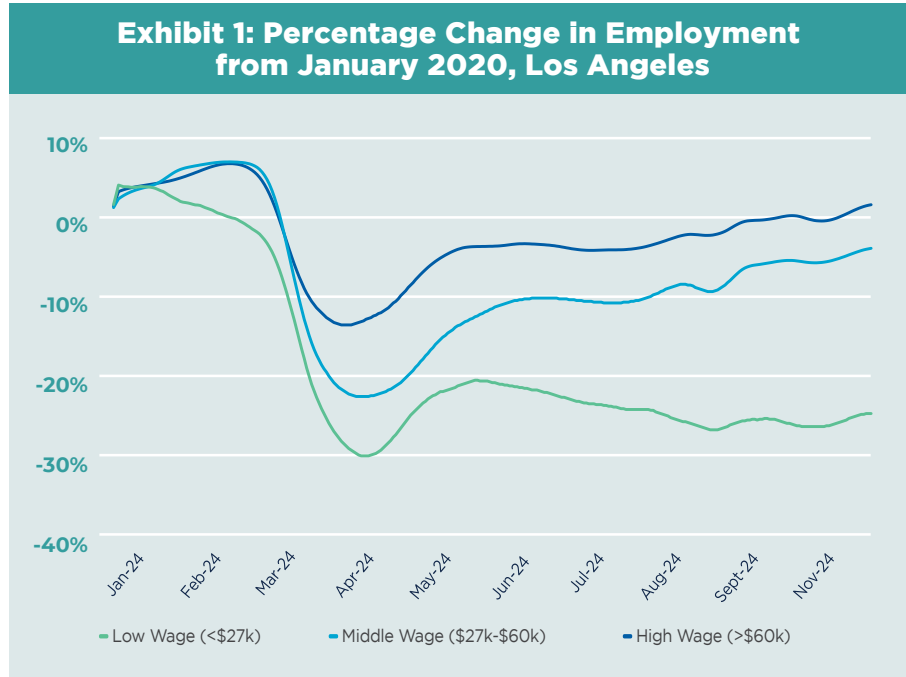
The resulting report, titled *“Pathways for Economic Resiliency: Los Angeles County 2021-2026,”* looks at those who have been most impacted or underserved in particular, and provides recommendations for both short-term and long-term economic recovery. The full 50-page highlight report and a shorter 18-page 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.

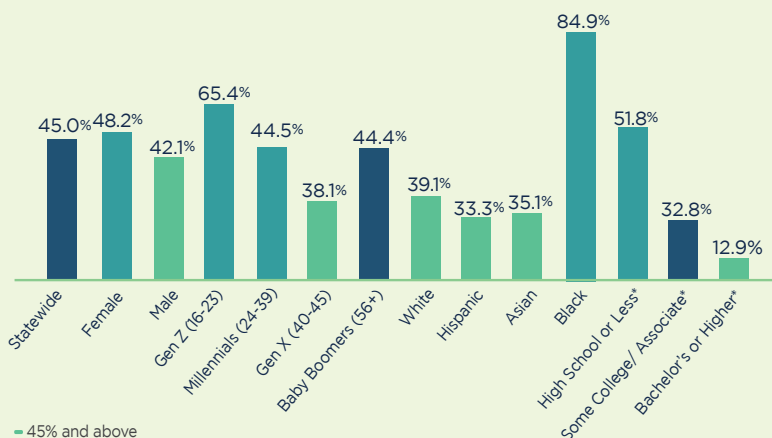


HARDEST HIT INDUSTRIES INCLUDE:

- **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.

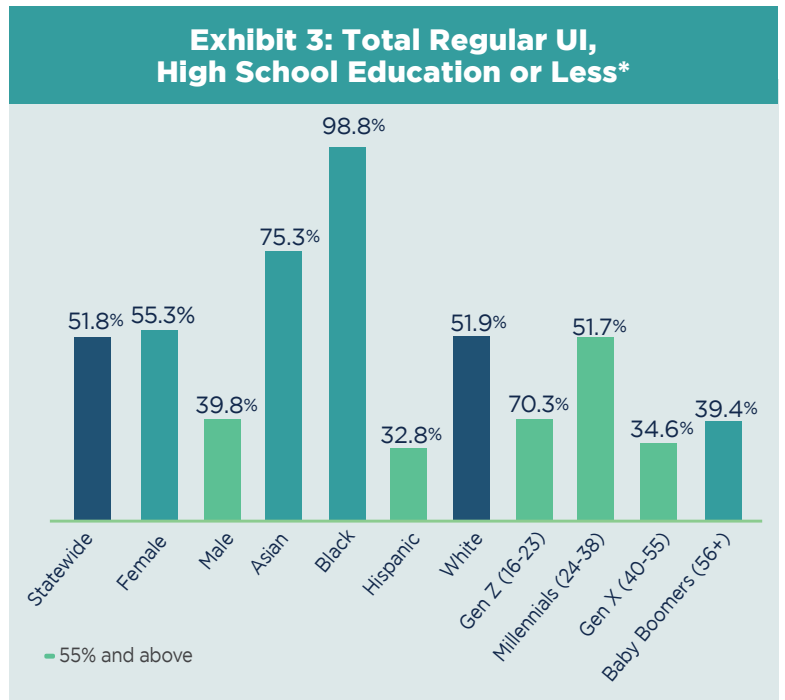
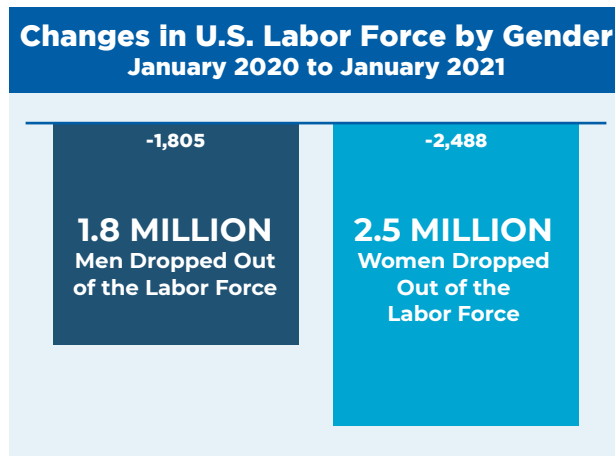
THE COVID-19 PANDEMIC

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.



* 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
	Department of Human Resources (DHR)	Temporary Services Registry Program (TempLA)		Training/ Employment Placement	Permanent Employment	N/A	211	76
Local Residents from Low-Income Communities and/ or Facing Barriers to Employment	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
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
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
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

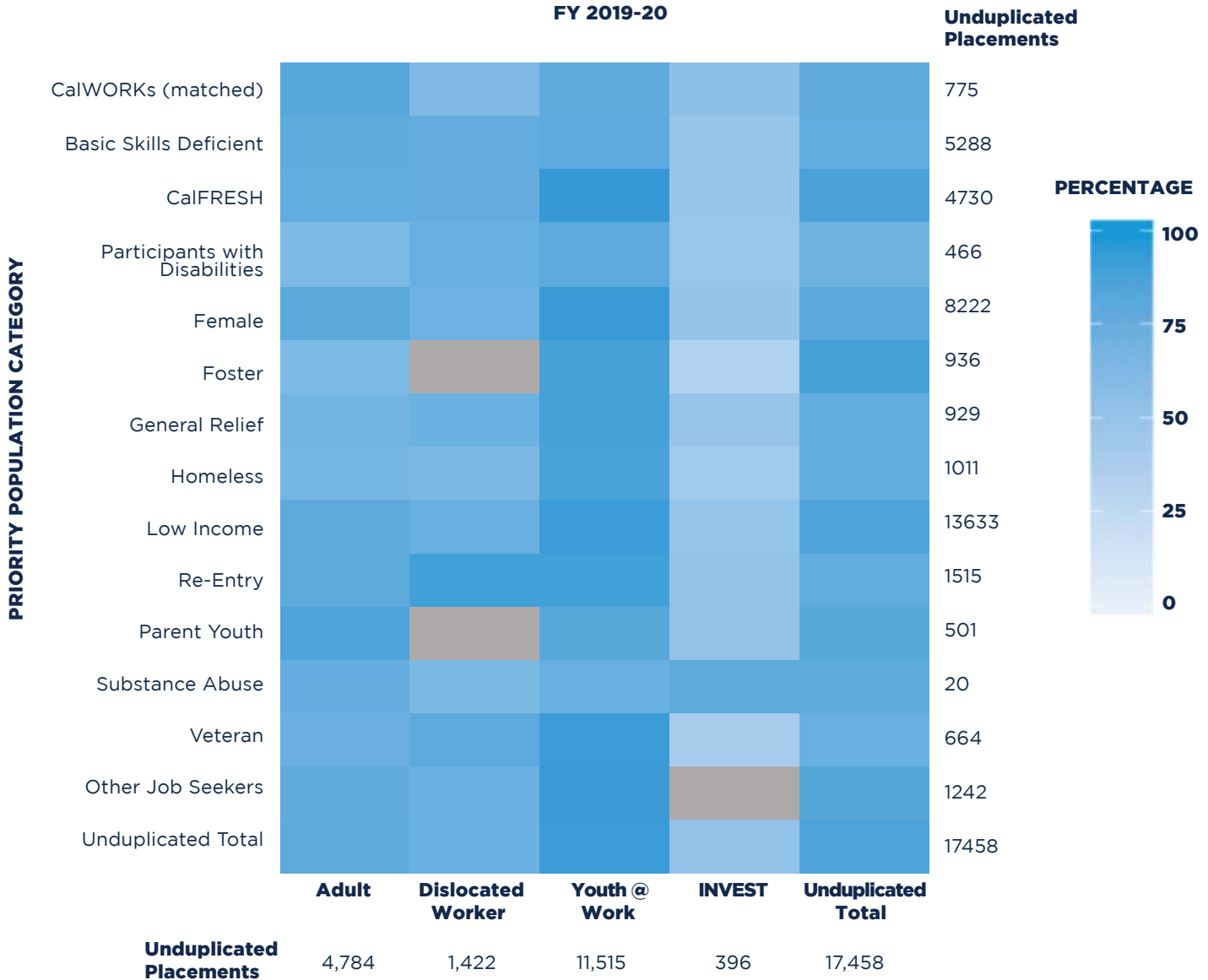


CHART HIGHLIGHTS

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

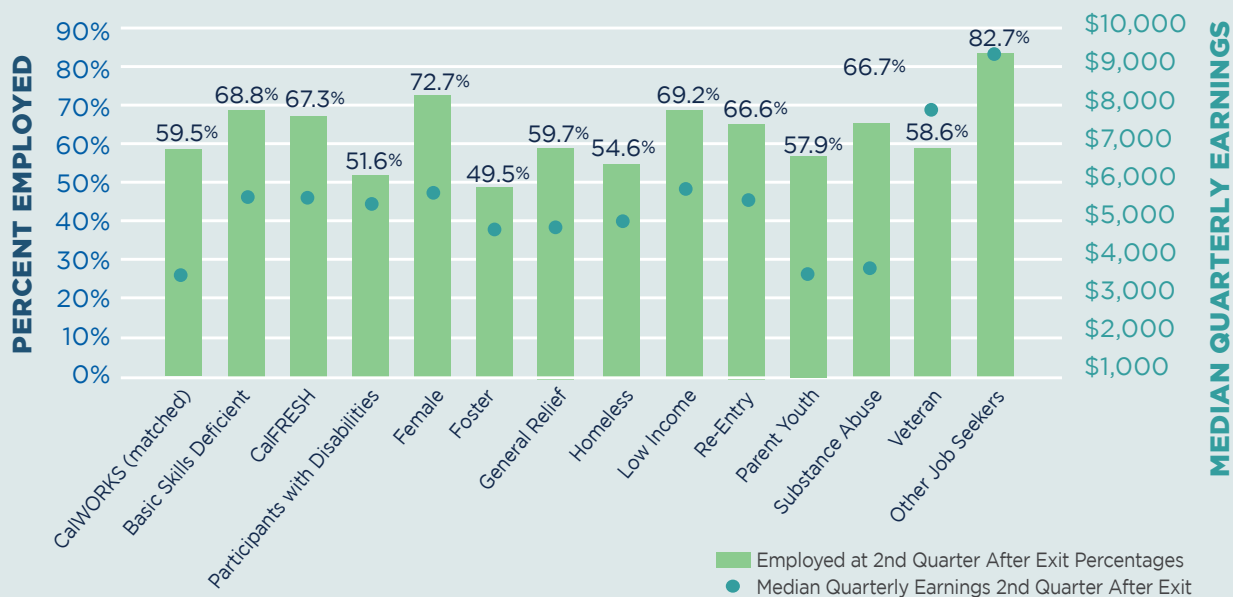
The lowest placement rate was for the INVEST program.

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.

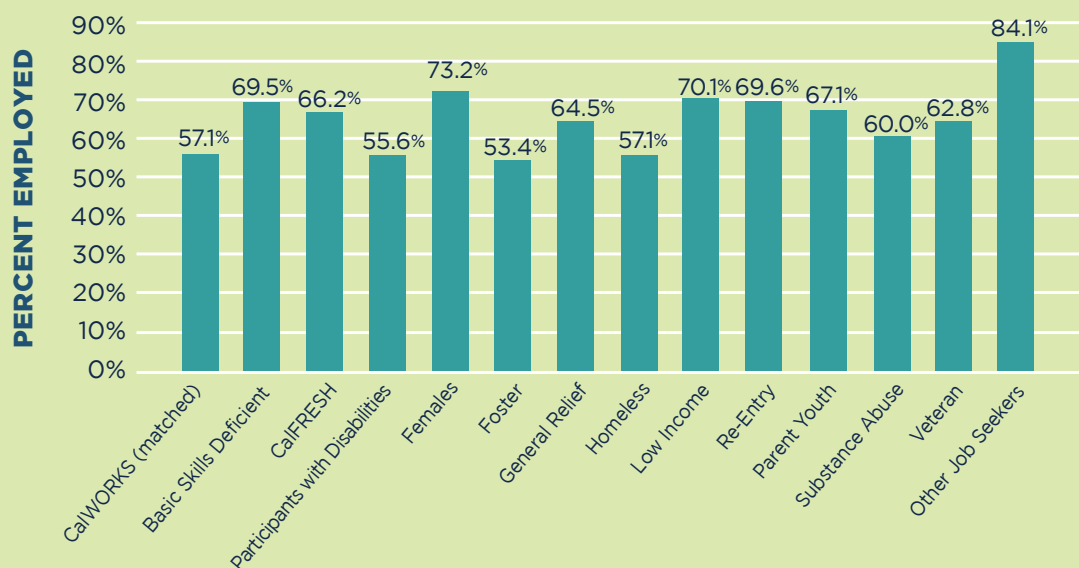
Workforce Development Programs FY 2019-20**

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.

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

NET COUNTY COST: The amount of the operation financed by general purpose 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	-	-

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 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.

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.

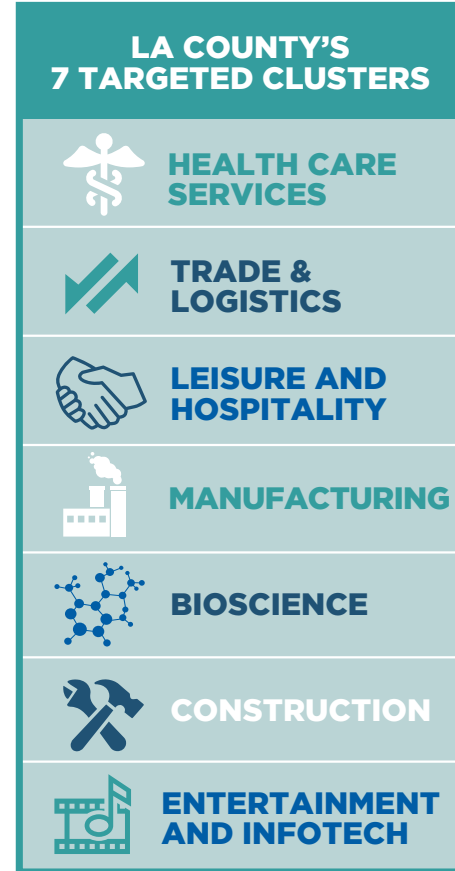
NET COUNTY COST: The amount of the operation financed by general purpose revenue, such as property taxes.

WORKFORCE DEVELOPMENT

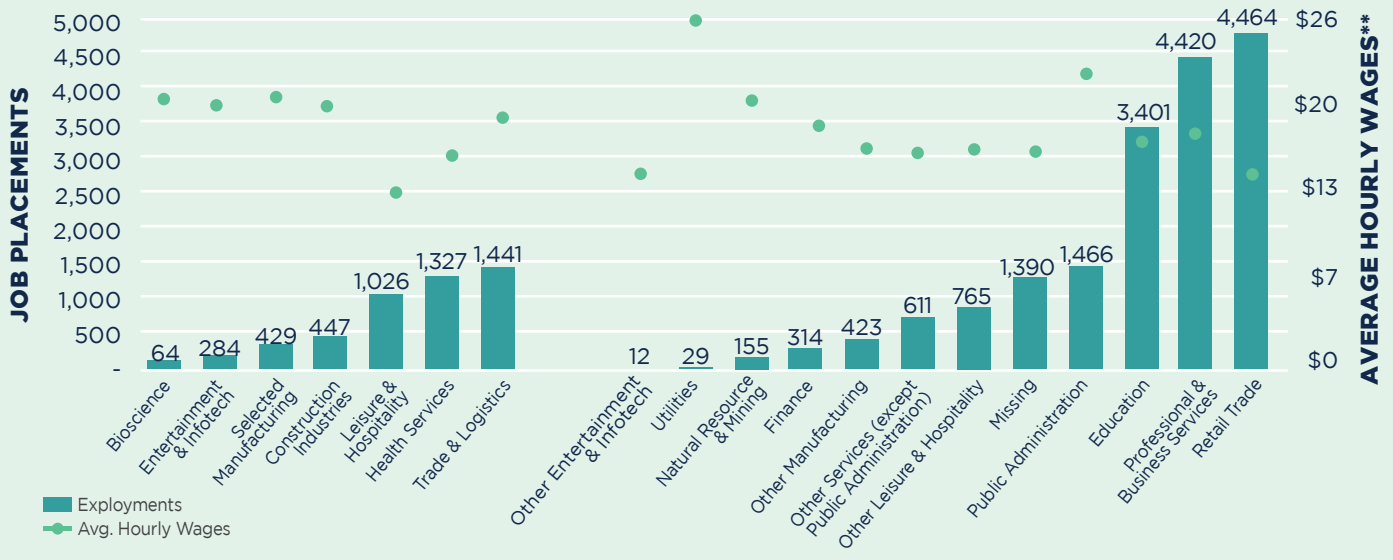
PERFORMANCE OF WORKFORCE DEVELOPMENT PROGRAMS BY SECTOR

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.



**Workforce Development Programs
Job Placement by Sector FY 2019-20**



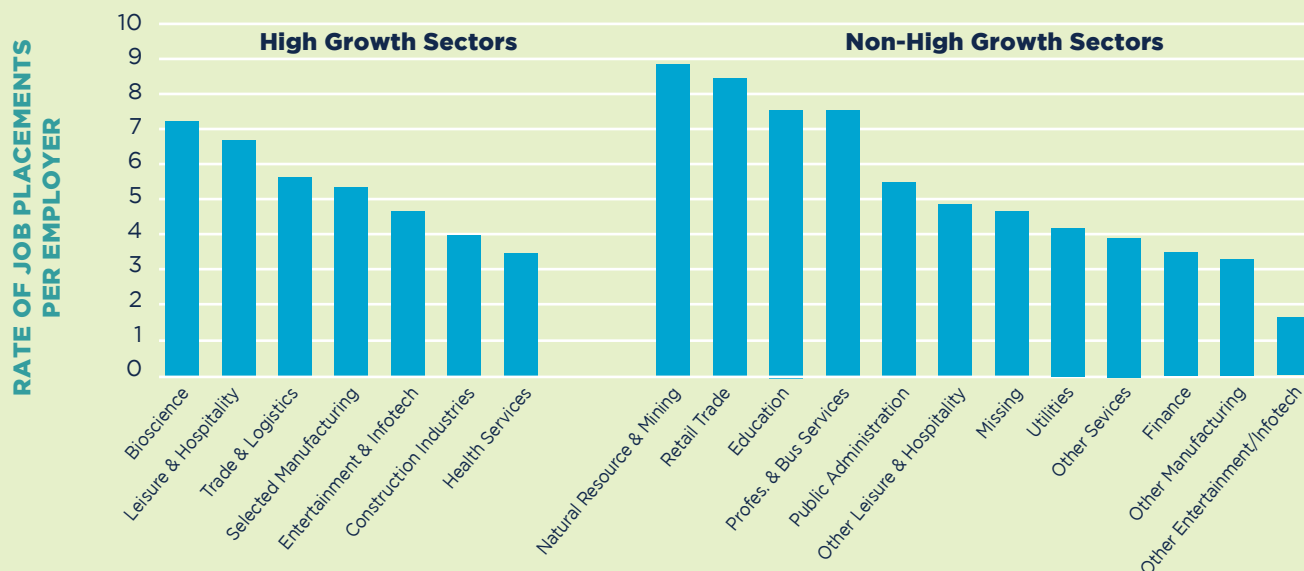
* High Growth Sectors are based on the Los Angeles County Economic Development Corporation Jobs Report 2016-2021 published June 2017.

** 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 Dominguez 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

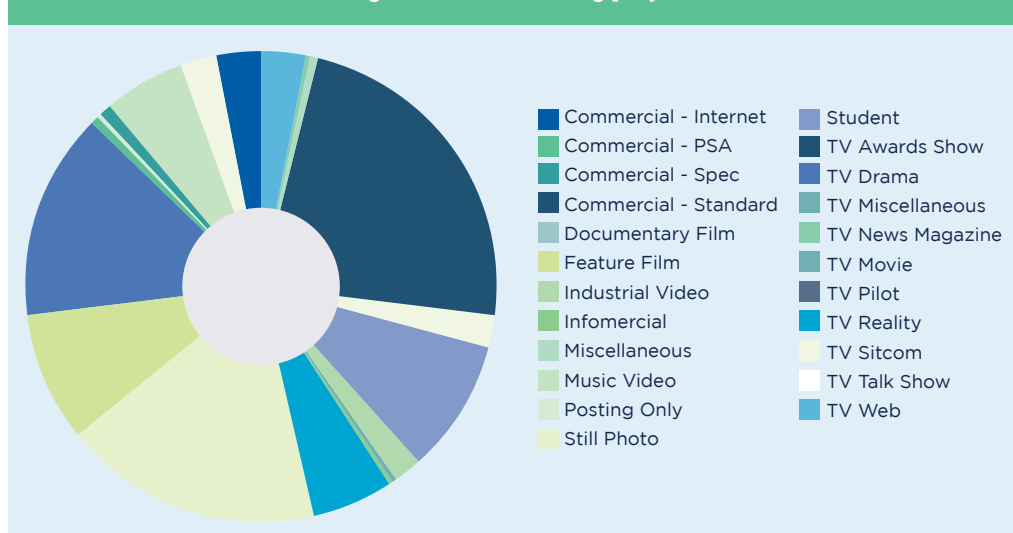
COMMERCIALS

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

TELEVISION

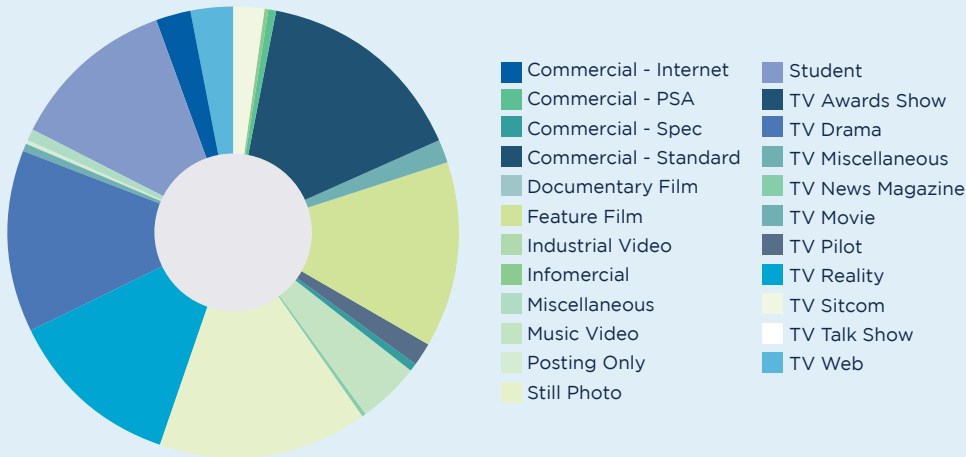
- Extreme Makeover
- Kidding
- Nine
- Bosch
- The Goldbergs
- All Rise
- Silicon Valley
- Homecoming
- S.W.A.T.
- Dirty John
- Lucifer
- This is Us
- Blackish
- All American
- Westworld
- Splitting Up

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

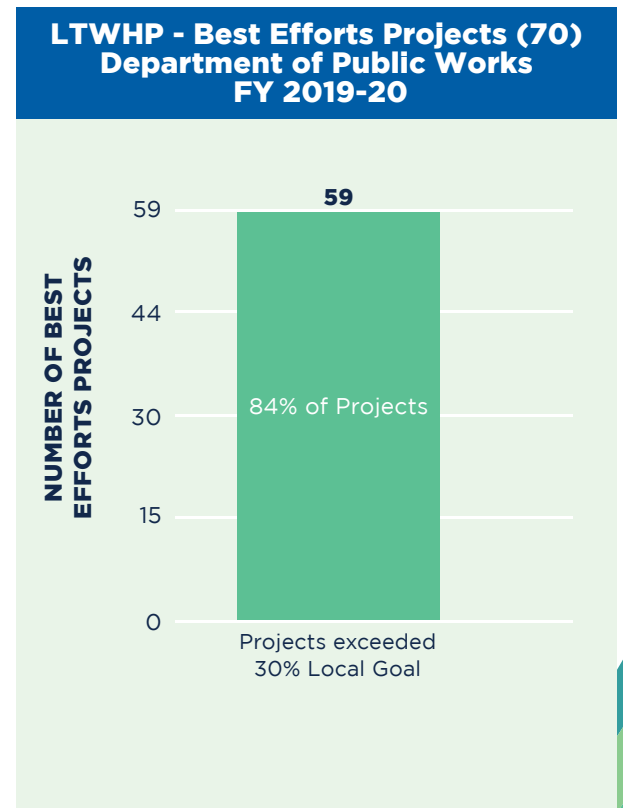
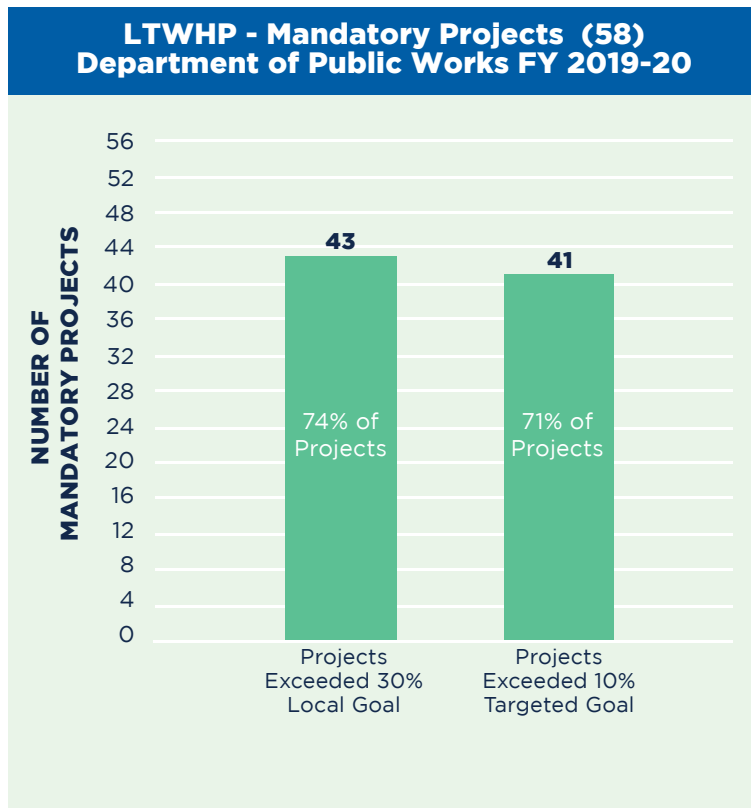
The Contractor and its subcontractors shall first meet the Local Worker Hire participation requirement by employing Qualified Local Residents from Tier 1. If the Contractor is unable to meet their entire Local Worker Hire need from this area, it must submit to the Project Manager or designated County 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

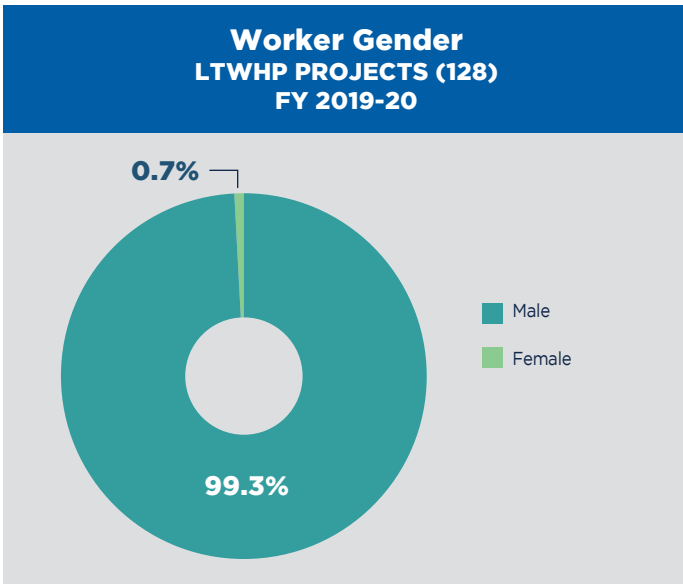
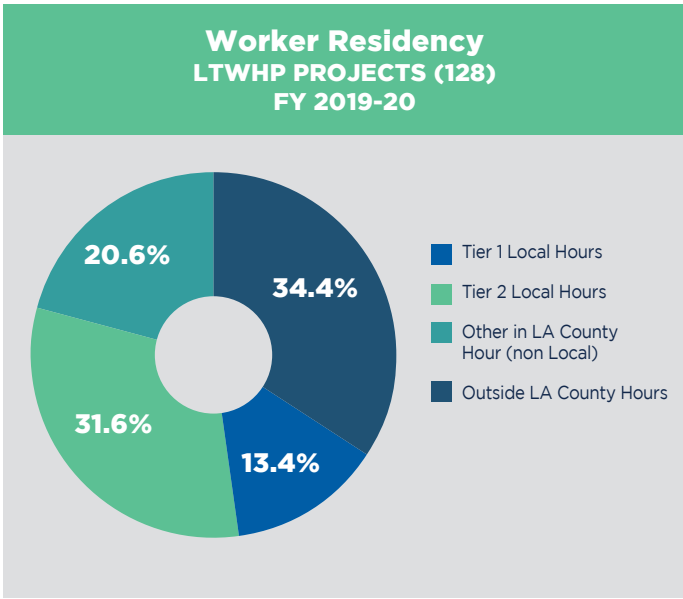
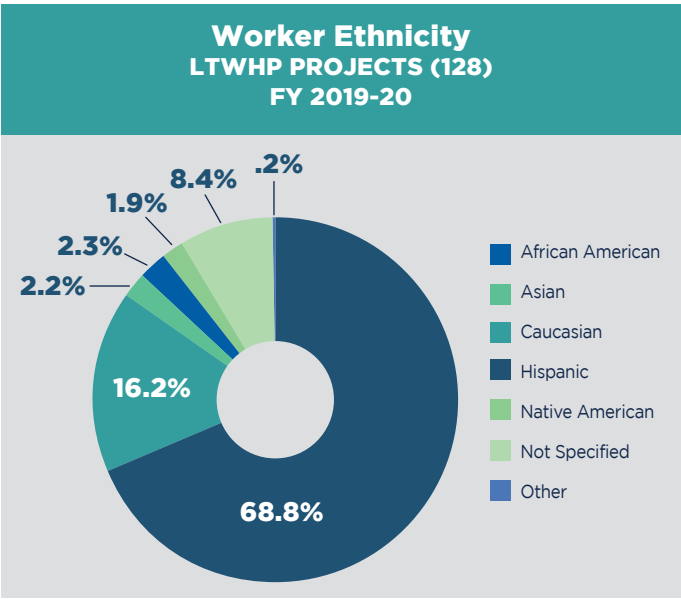
Ensuring that local and targeted workers have employment opportunities on projects situated within their communities has long been a core element of economic development programs at the municipal level. To this end, the Board of Supervisors Local and Targeted Worker Hire Policy requires a mandatory 30 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)

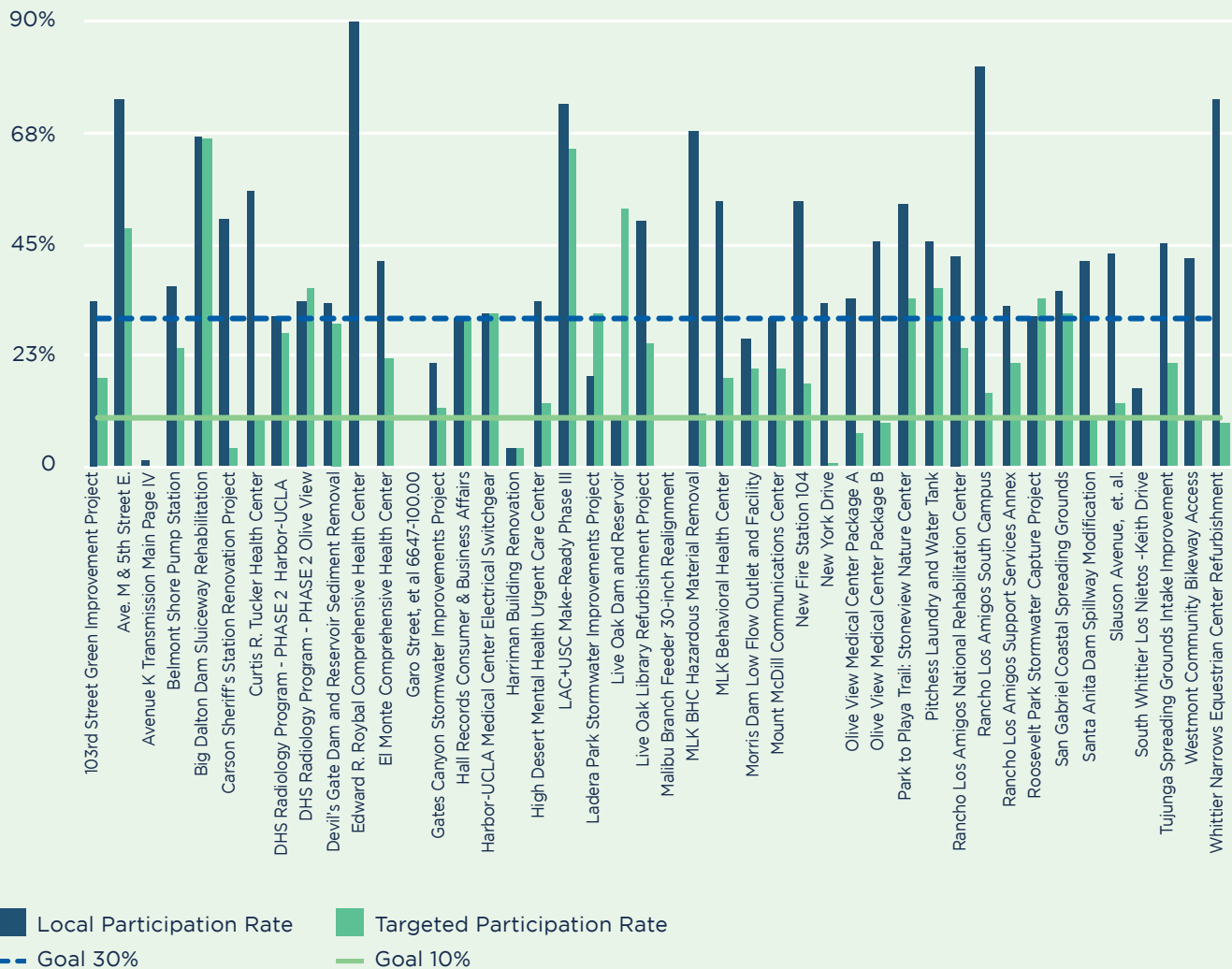


WORKFORCE DEVELOPMENT



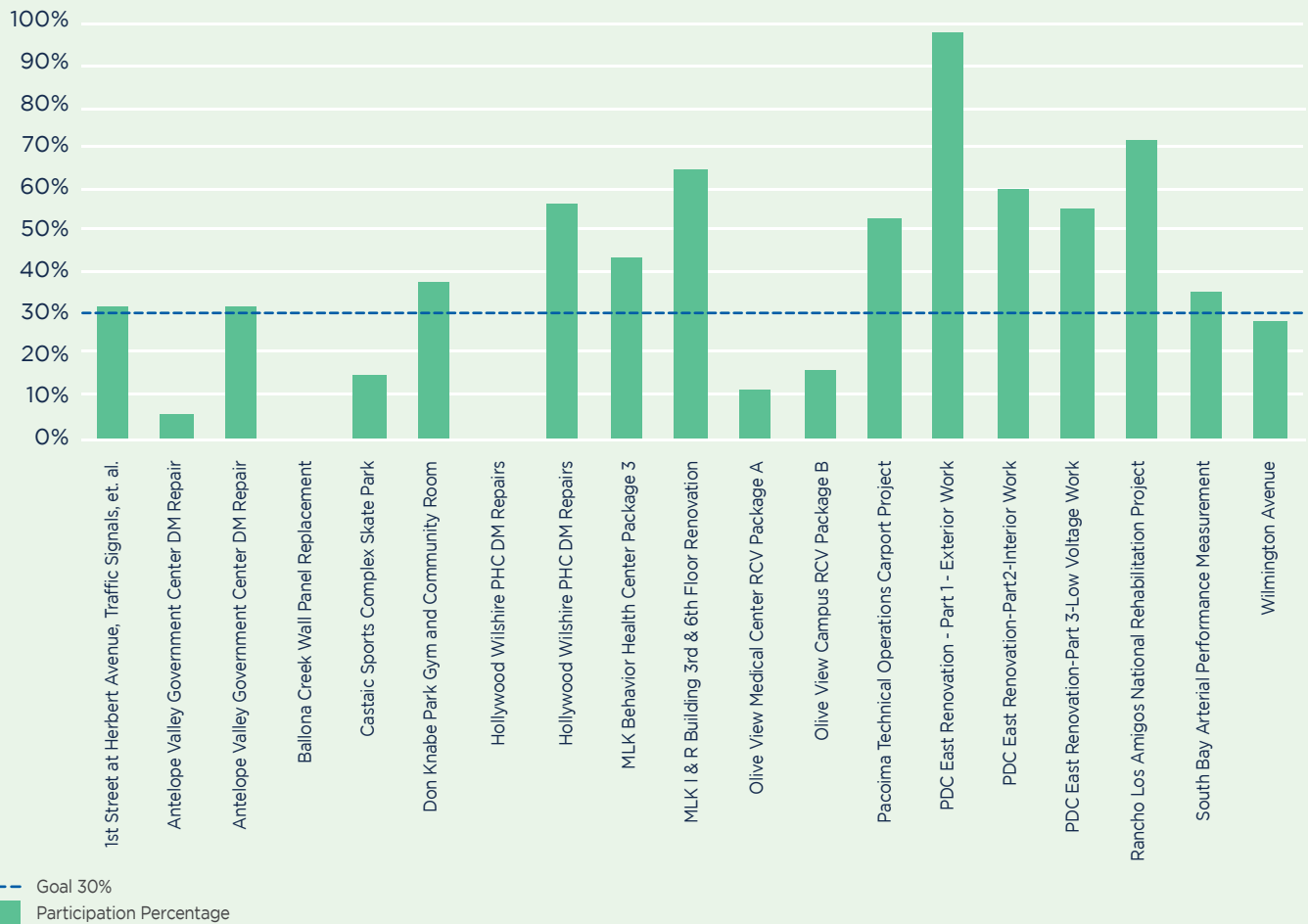
WORKFORCE DEVELOPMENT

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



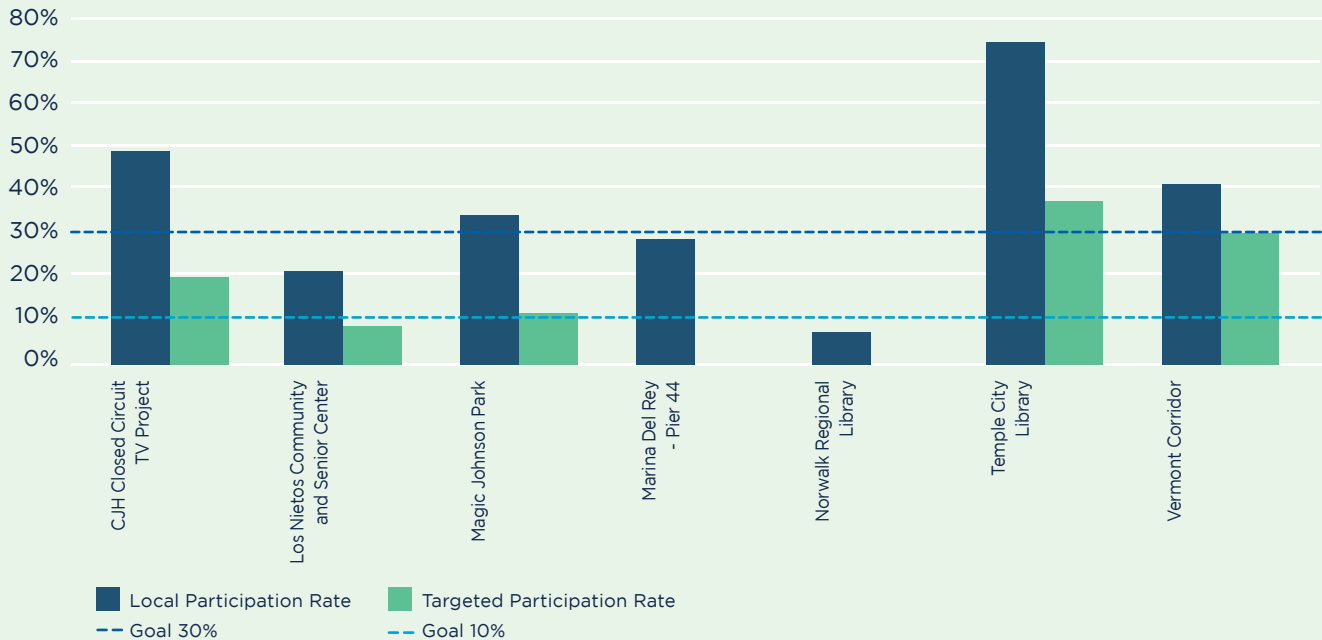
WORKFORCE DEVELOPMENT

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

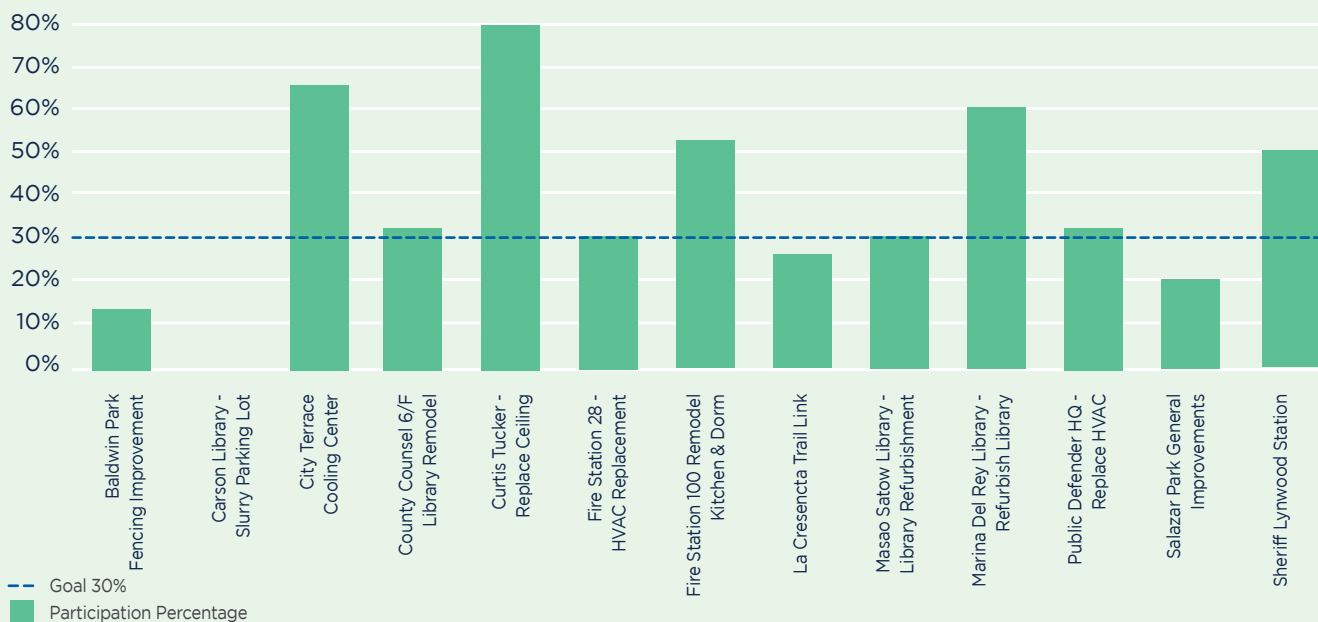


WORKFORCE DEVELOPMENT

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

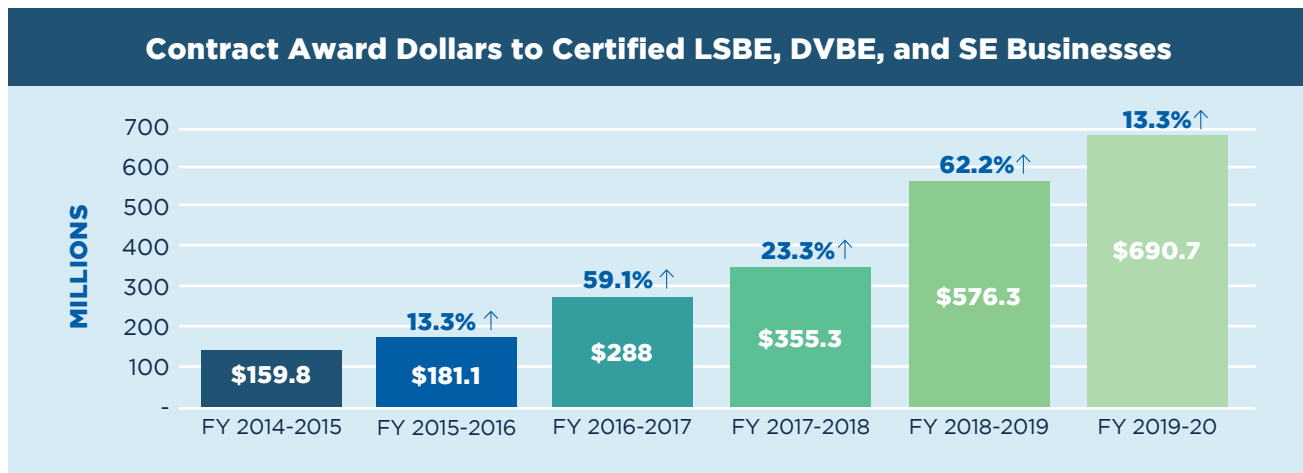
OFFICE OF SMALL BUSINESS

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.



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

BUSINESS ASSISTANCE

DEFINING SOCIAL ENTERPRISES (SE)

To certify as a Social Enterprise 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:
 - 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 manufacturer with 100 or fewer employees; and
- Have its main office (headquarters) in the County of Los Angeles 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	reaching over
165	9,257
outreach events,	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
Hispanic/Latino	164	Multiple Ethnicities/Races	42
White	143	American Indian/Native American	4
Black-African American	82	Other	16
		Declined to state/blank	312
		Female	314
		Male	247

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 assistance 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 RENOVA TE. The RENOVA TE 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 RENOVA TE 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 RENOVA TE 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/ OI 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

Supervisory 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 COMMERCIAL 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 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.

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



Site 1 – County Administrative Building



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 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 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

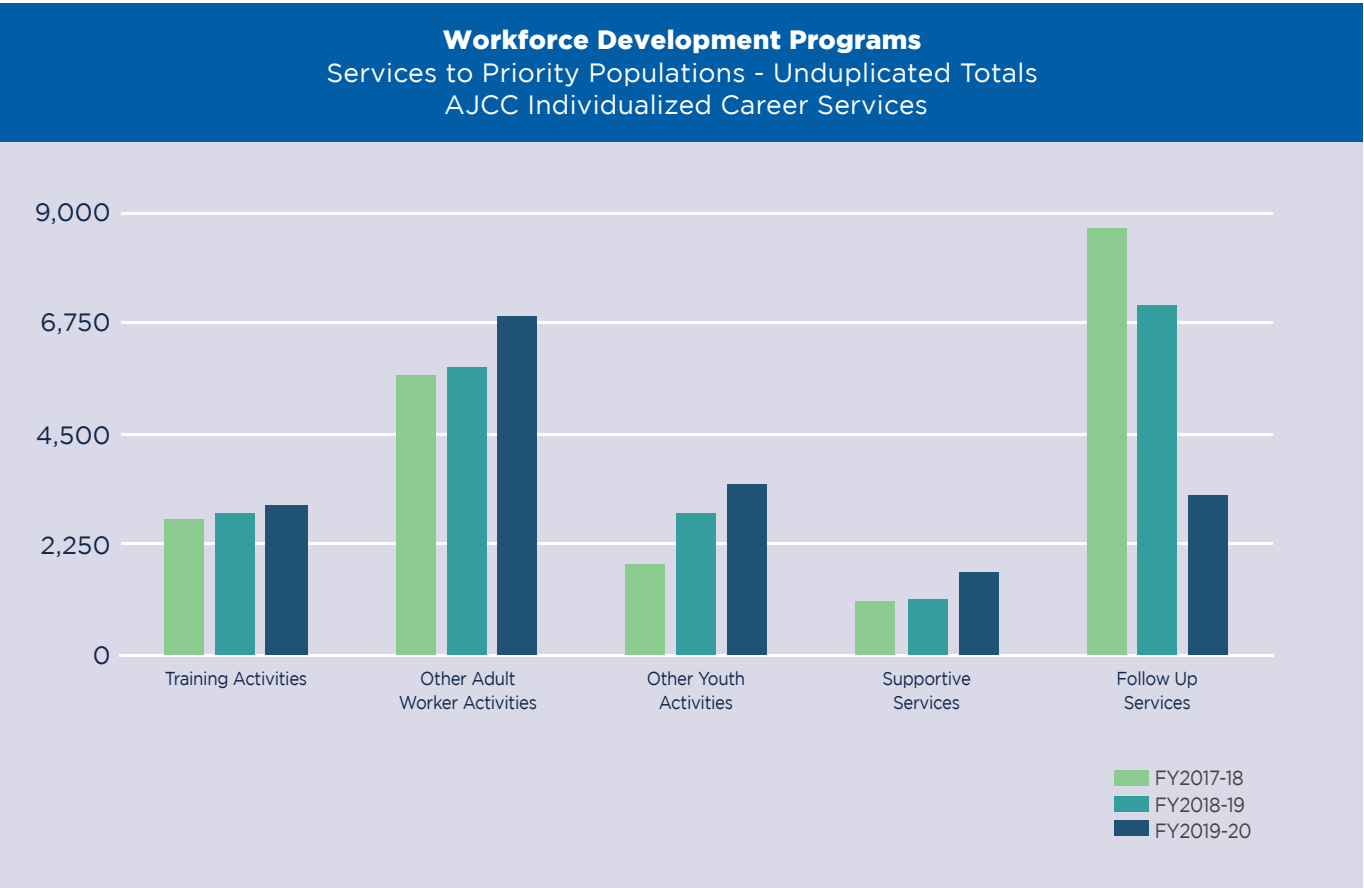
The Economic Development Scorecard provides a means for measuring the progress of Los Angeles County's economic development programs. With each annual release, the Scorecard presents an opportunity to understand how these programs have grown over the last three fiscal years.

ECONOMIC DEVELOPMENT OVER THE YEARS

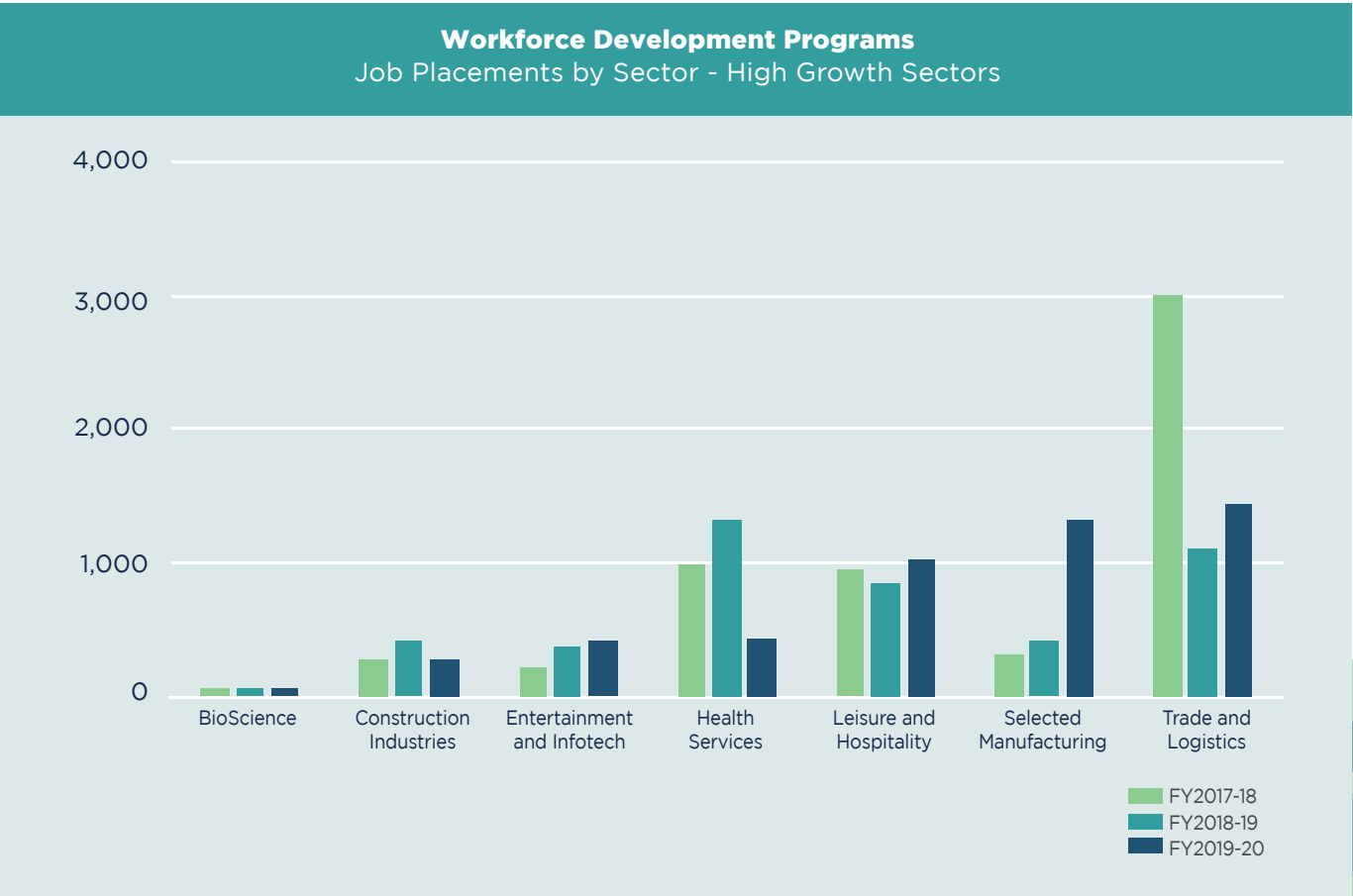
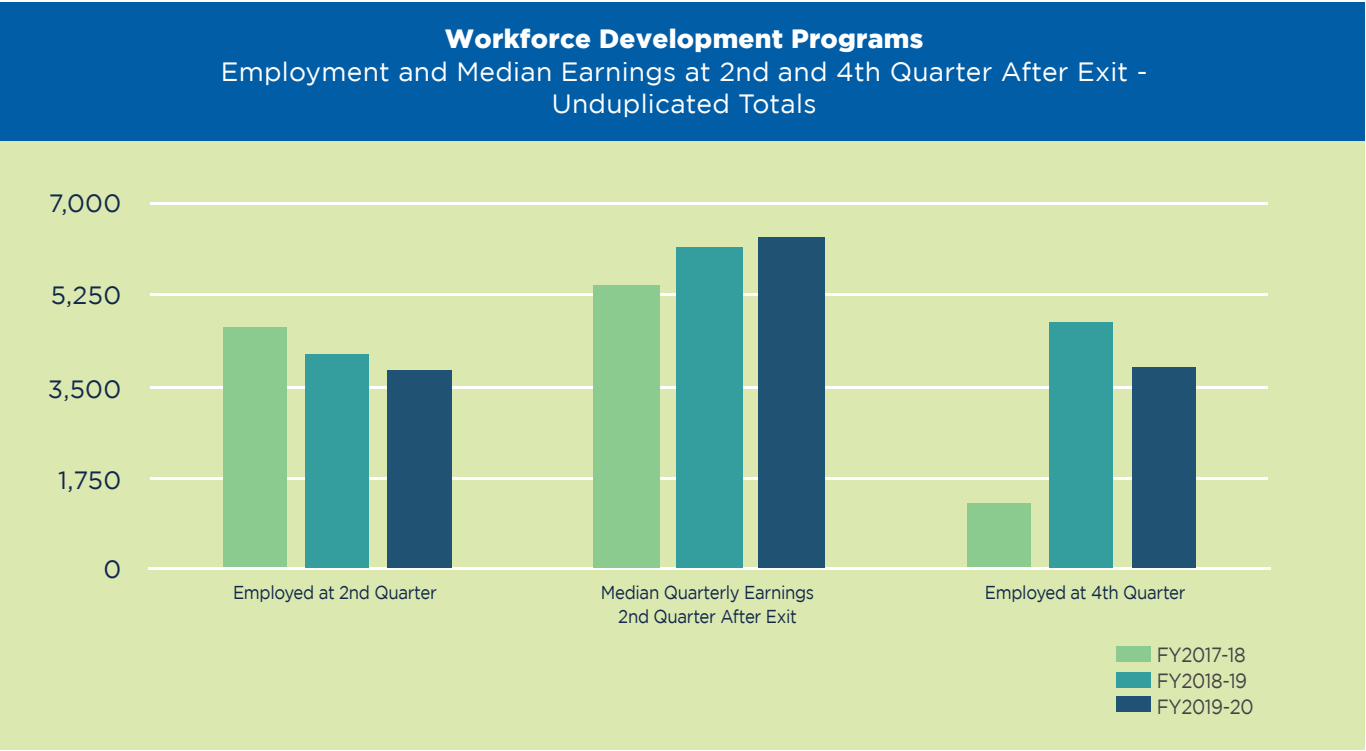
In FY 2017-18, the County administered 34 distinct workforce development and job training programs. For FY 2019-20, the number of programs increased to 35 with the conclusion of some programs and some new additions. The following charts illustrate the changes in key program metrics over the last three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

PERFORMANCE OF WORKFORCE DEVELOPMENT PROGRAMS BY TARGET POPULATION

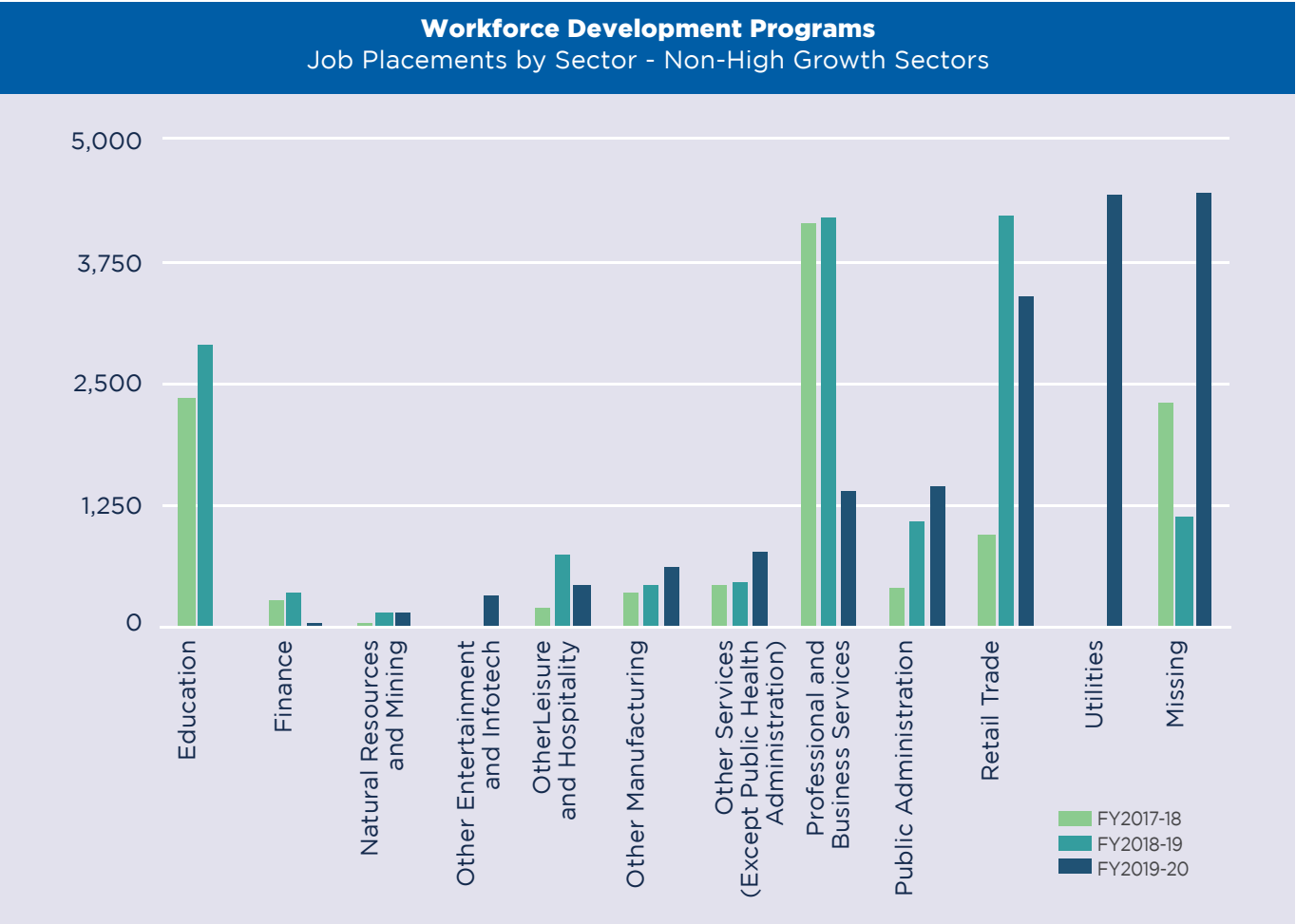
Over the last three fiscal years, the number of people receiving AJCC individualized career services including training activities, other adult worker services, other youth activities, and supportive services has grown steadily. The number of people requiring follow up services has fallen, which signals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



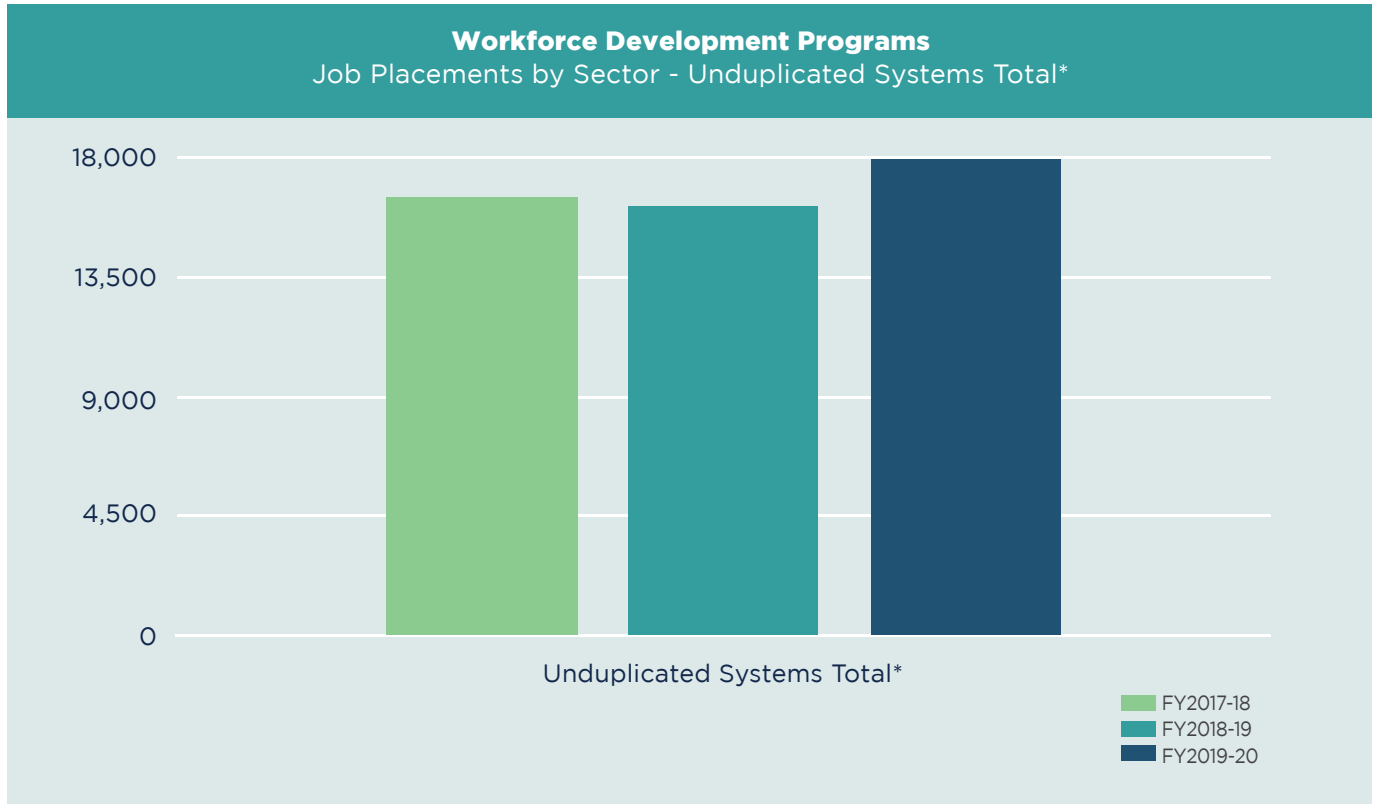
ECONOMIC DEVELOPMENT OVER THE YEARS



ECONOMIC DEVELOPMENT OVER THE YEARS



ECONOMIC DEVELOPMENT OVER THE YEARS

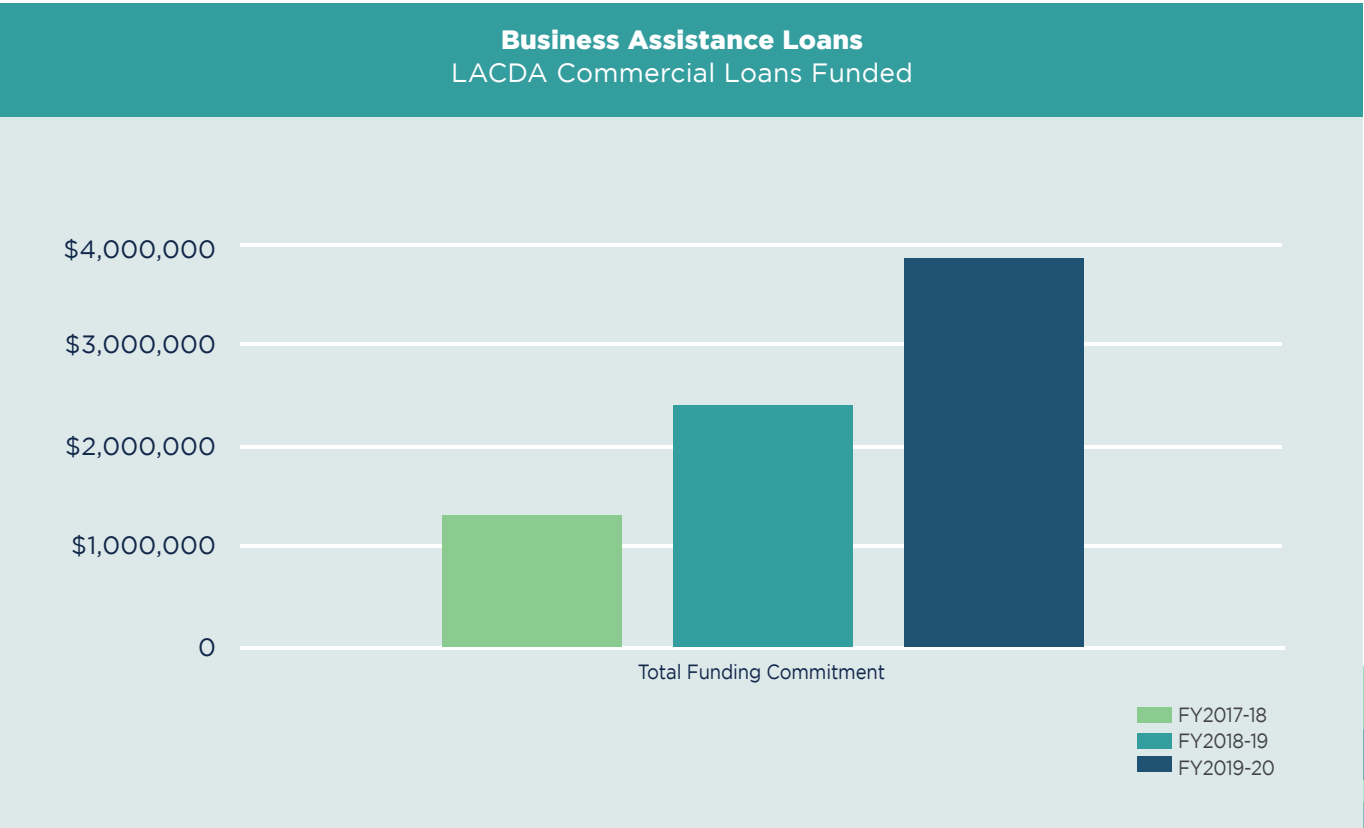
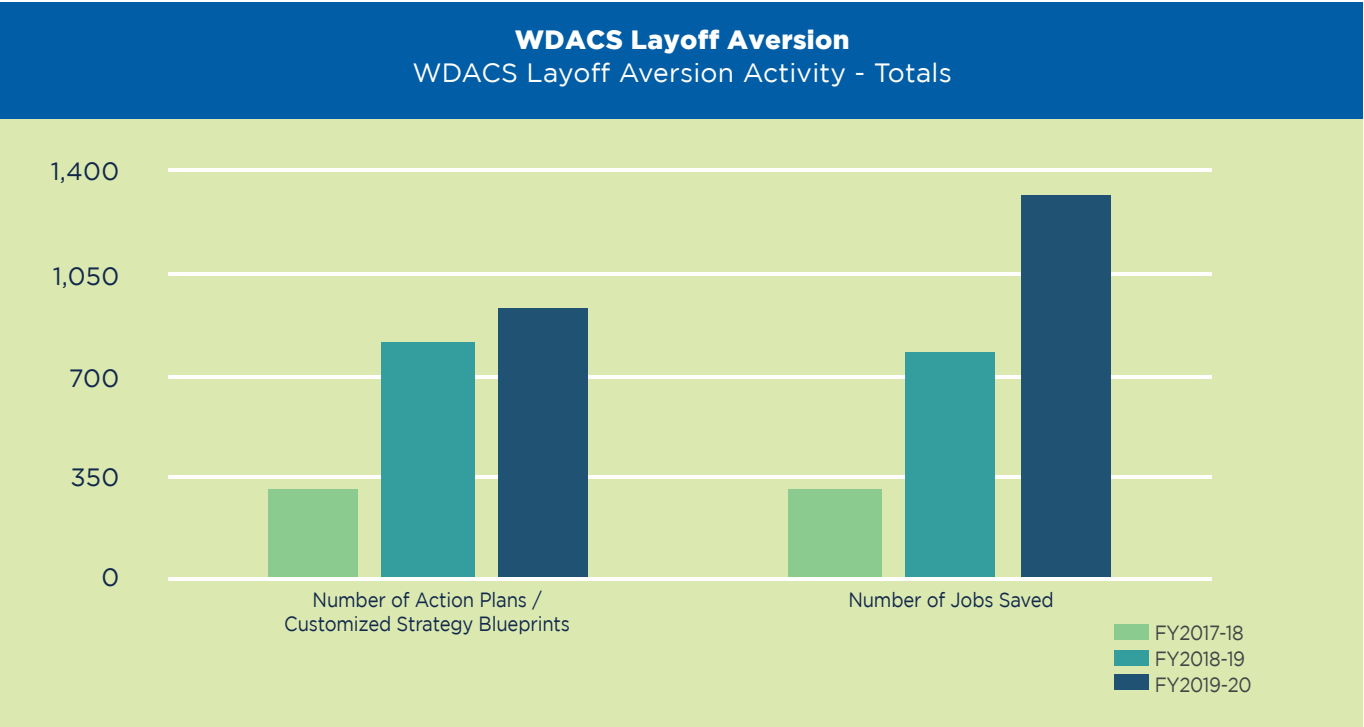


*The unduplicated total ensures that each placement is counted only once across the multiple systems.

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



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 Newsom's announcement of a statewide Stay at Home order later that same day.

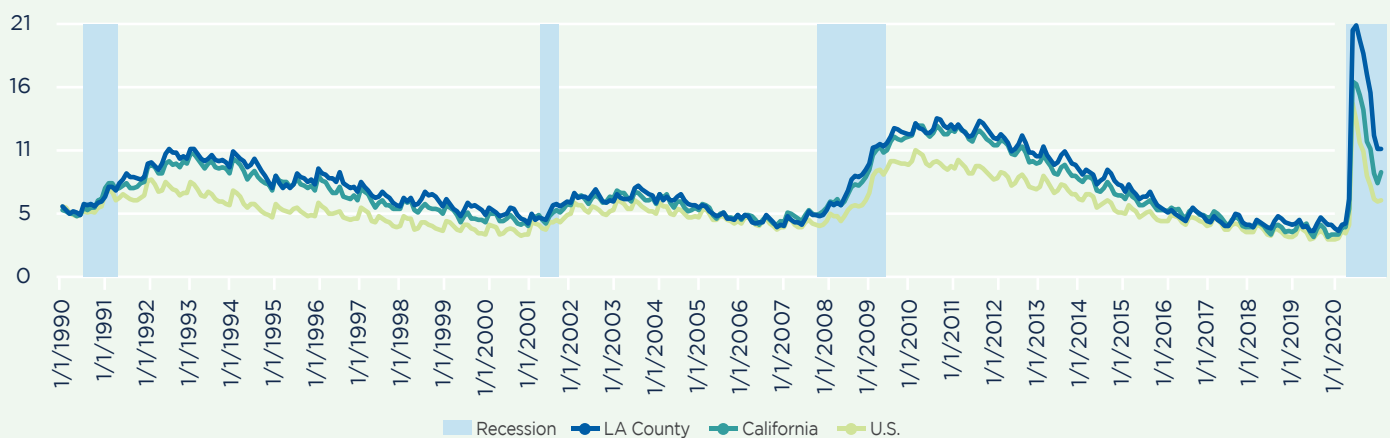
The COVID-19 pandemic has drastically altered lives across the United States. Necessary efforts to curb the virus, including the closure of bars, nightclubs, restaurants, gyms, schools, and public spaces, have

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

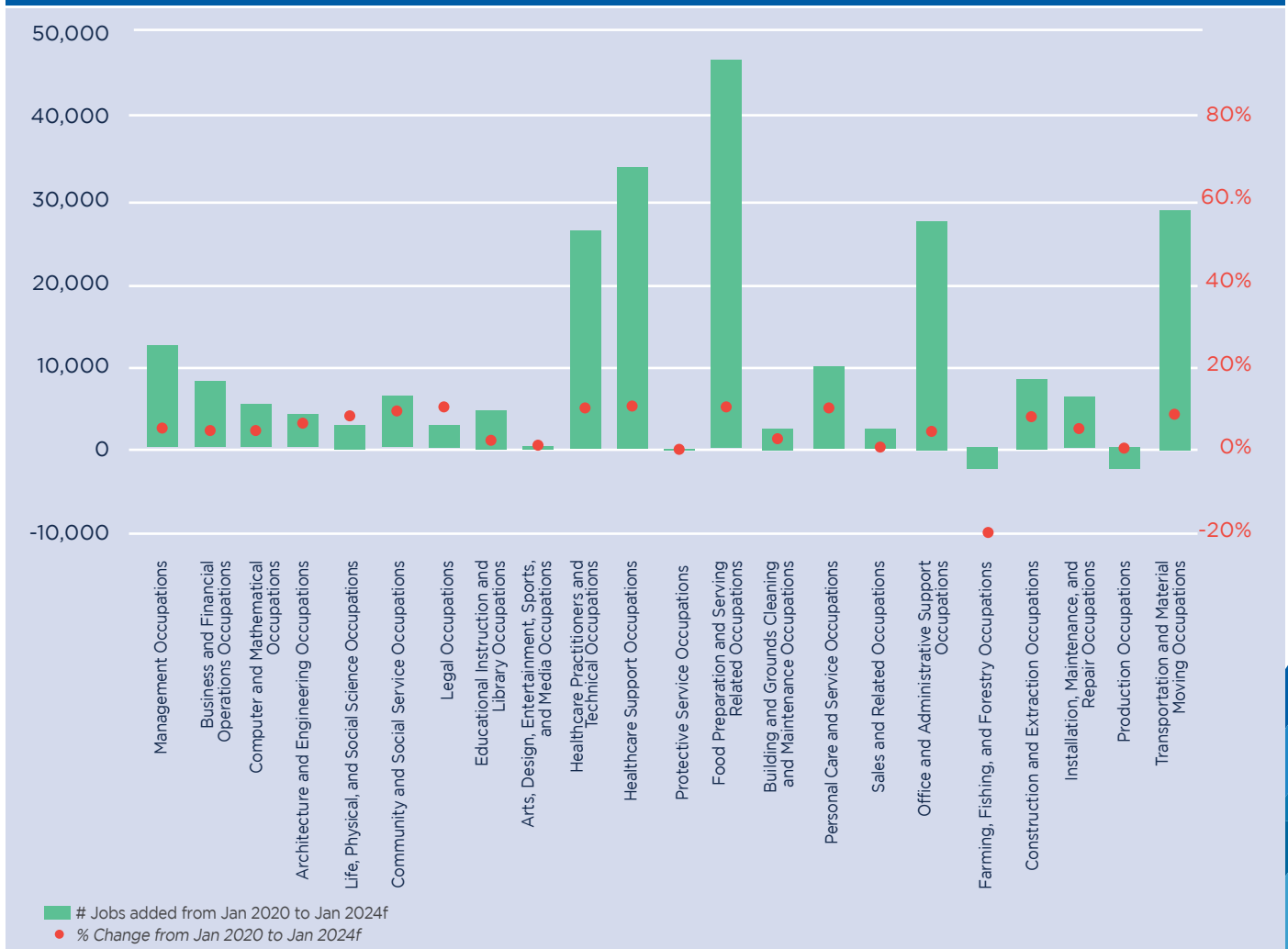
The summer yielded marginal relief. With case numbers declining, Safer at Home orders in the County were relaxed. Nearly 30 percent of the jobs lost in March and April of 2020 were recovered by September 2020. Unemployment fell to 15.1 percent in September 2020 and 10.7 percent in November 2020. However, 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 2020-2024f



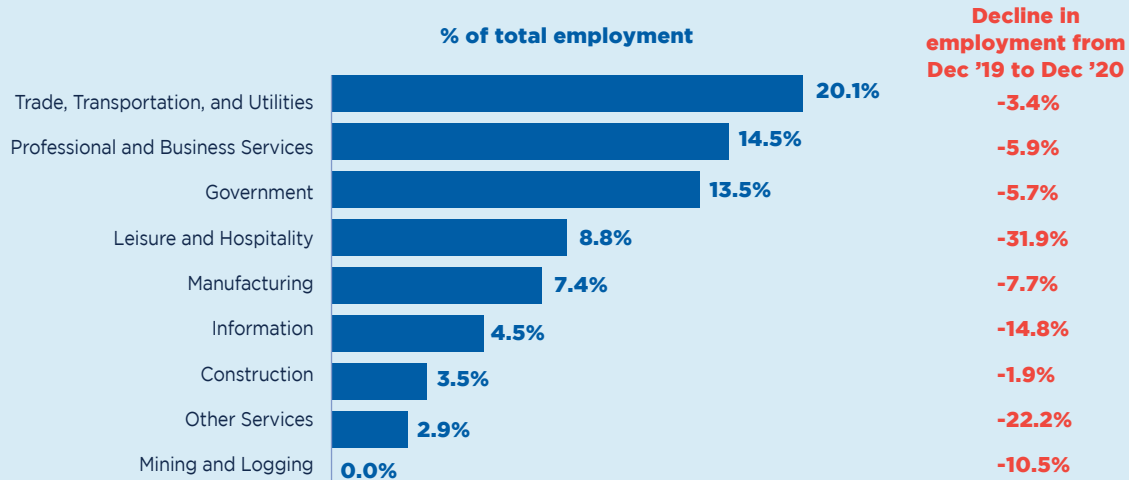
REGIONAL ECONOMIC DATA

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

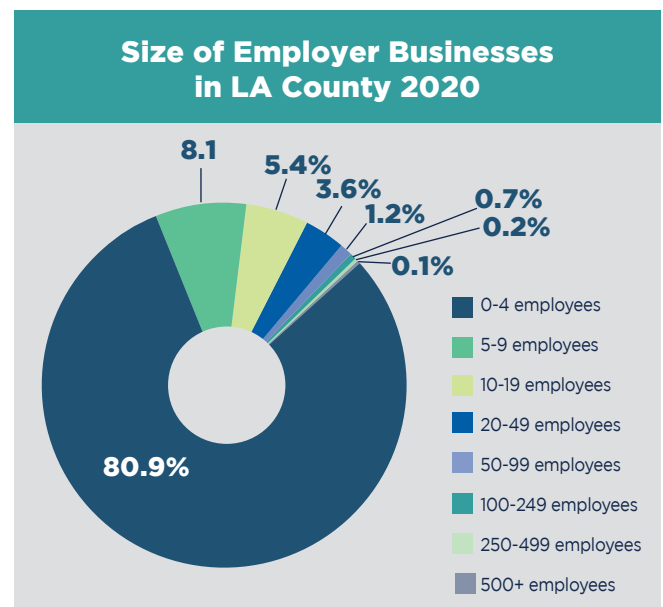


REGIONAL ECONOMIC DATA

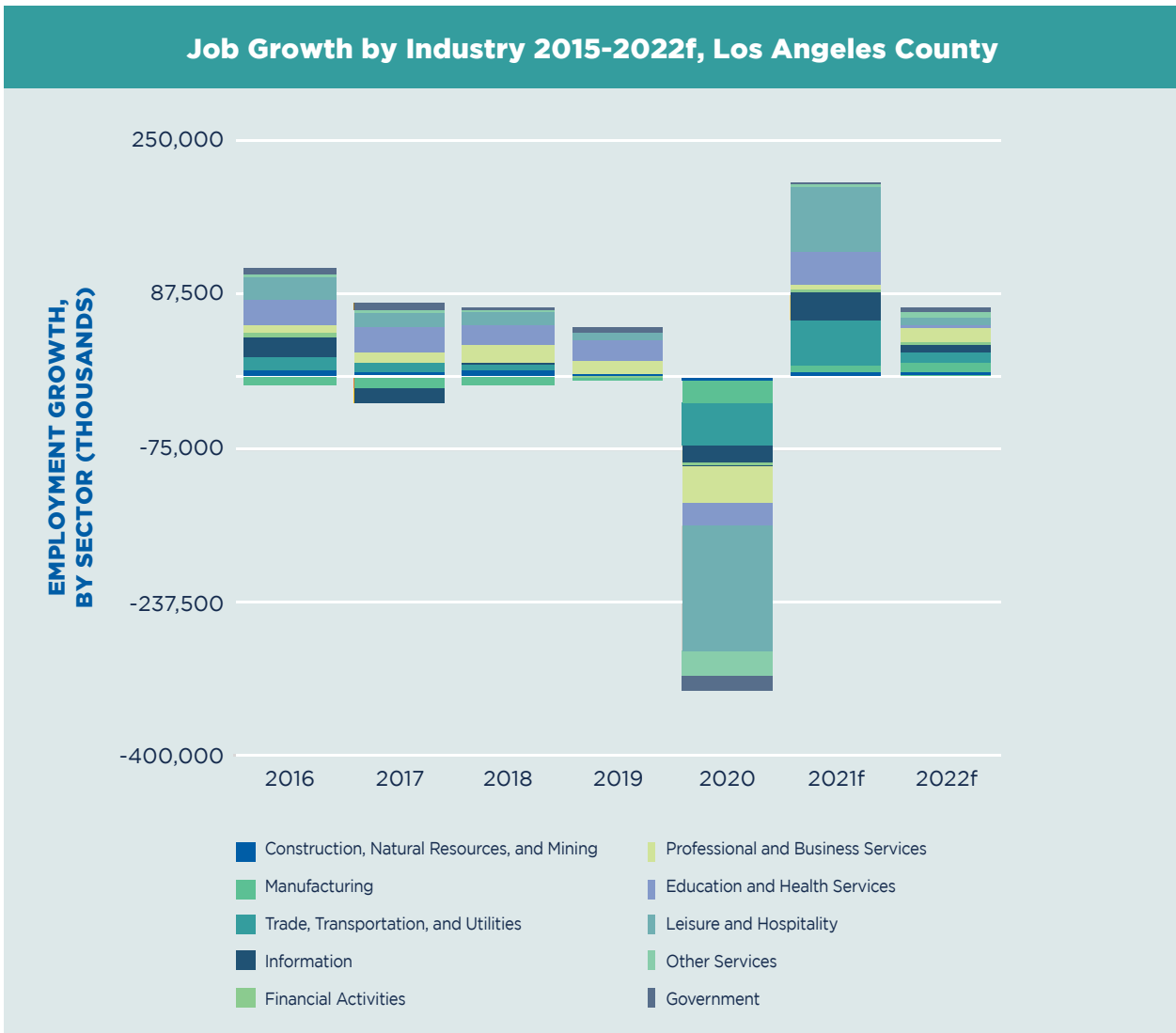
Small businesses in nonessential industries with high levels of interaction have experienced the most economic distress due to the pandemic. These businesses generally provide in-person services at a local level, including restaurants, bars, hair salons, nail salons, laundry services, and more. The public 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.



REGIONAL ECONOMIC DATA



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%



SACHI A. HAMAI
Chief Executive Officer

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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

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

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

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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