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Chief Executive Officer

Board of Supervisors
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First District

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Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

May 15, 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

NOVEL CORONAVIRUS (COVID-19) - LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY (ITEM NO. 20, AGENDA OF APRIL 28, 2020)

On April 28, 2020, the Board of Supervisors (Board) directed the County of Los Angeles (County) Chief Executive Office (CEO) and the Center for Strategic Partnerships (CSP) to provide a report to the Board in 14 days on the development and oversight of a fund that will:

a. Prioritize micro-grant opportunities to help underserved communities as part of the County's economic recovery and response, and support and expand upon the policy priorities set forth by the Board of Supervisors.

b. Be managed by a third-party fiscal sponsor to provide flexible spending that supports economic development and focuses on the most impacted workers and businesses.

c. Issue Worker Resiliency Grants to jobseekers who work with the public workforce system to receive training, employment readiness, and additional supportive services as they seek employment.

d. Issue Grants to small businesses for reopening, including assistance with financial oversight with the Small Business Administration and other programs.

e. Complements efforts already underway Countywide, including, but not limited to,

small business relief funds established by the County's Workforce Development, Aging and Community Services (WDACS) and Los Angeles County Development Authority (LACDA), the public-private County COVID-19 Relief Fund, the Mayor's Fund for Los Angeles, philanthropic efforts sponsored by the California Community Foundation and United Way of Greater LA, and others.

The attached Report, developed in conjunction with the County Departments of Consumer and Business Affairs (DCBA), Los Angeles County Development Authority (LACDA), and Workforce Development and Community Services (WDACS) as well as private philanthropic and corporate partners, updates your Board on the development and oversight of a *County Fund for Los Angeles* and key next steps for establishing it.

The CEO and CSP recommend establishing the *Fund* with a third-party fiscal sponsor. A third-party fiscal sponsor could set up a mechanism that would facilitate donations into the *Fund* expeditiously. By comparison, creating a separate 501(c)(3) would take a minimum of three months and could take as long as eight to nine months. Working with a third-party fiscal sponsor also best complements existing efforts and leverages private capital already supporting these same priorities.

The Board directed that the *Fund* support micro-grants to underserved communities, Worker Resiliency Grants, and grants to small businesses. Working in conjunction with LACDA, WDACS, and DCBA, the *Fund* could support these efforts. Specifically, it could work with: LACDA to give micro-grants to underserved communities; WDACS to issue both micro-grants and Worker Resiliency Grants; and DCBA to give grants to small businesses. The third-party administrator could be directed to work with each of these departments to support their ongoing efforts.

The *Fund* would complement efforts already underway through aligning and coordinating with these efforts. Southern California Grantmakers is convening the various pooled funds that have arisen in response to this crisis. The CSP participated in the first convening and would continue to participate in future convenings. In addition, the CSP connects regularly with leaders of the major pooled funds including the Mayor's Fund for Los Angeles, the COVID-19 Relief Fund at California Community Foundation, and the Pandemic Relief fund at United Way of Greater Los Angeles.

The CSP will provide its next report before the end of May 2020. Among other things, it is anticipated that the report will include information on the identified third-party fiscal sponsor and further recommendations on management of the *Fund*.

If you have any questions, please contact me or your staff may contact Kate Anderson at (213) 974-7307 or via email at kanderson@ceo.lacounty.gov.

SAH:FAD:AC
KM:LL:KKA:lac

Attachment

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

ATTACHMENT

– REPORT –
DEVELOPMENT AND OVERSIGHT OF A COUNTY FUND FOR LOS ANGELES COUNTY

I. BACKGROUND

On April 28, 2020, the Los Angeles County (County) Board of Supervisors (Board) approved a motion by Supervisors Kathryn Barger and Hilda L. Solis to consider creating a permanent 501(c)(3) *County Fund for Los Angeles* to raise private capital to develop solutions for economic security in consultation with the Chief Executive Office's (CEO) Center for Strategic Partnerships (CSP), private philanthropic and corporate partners, Workforce Development Aging and Community Services (WDACS), Department of Consumer and Business Affairs (DCBA), and the Los Angeles County Development Authority (LACDA). The Board directed the CSP to provide a report to the Board on the development and oversight of a *Fund* that:

- Prioritizes micro-grants opportunities to underserved communities, issues worker resiliency grants to jobseekers, grants to small businesses for reopening;

- Is managed by a third-party fiscal sponsor that provides flexible spending, supporting economic development focusing on the most impacted workers and businesses; and

- Complements Countywide efforts underway including, but not limited to, small business relief funds established by WDACS and LACDA, the public-private County COVID-19 Relief Fund, the Mayor's Fund for Los Angeles and philanthropic funds established by the California Community Foundation, United Way of Greater LA, and others.

The CSP worked with DCBA, LACDA, and WDACS and consulted with philanthropic partners to develop this plan and Report.

II. RECOMMEND WORKING WITH A THIRD-PARTY FISCAL SPONSOR TO ACCELERATE OPPORTUNITIES FOR INVESTMENT AND FLEXIBLE SPENDING

The CEO and CSP recommend setting up a *County Fund for Los Angeles* with a third-party fiscal agent because it is the most expedient path to relief funding. The *County Fund for Los Angeles* is intended to develop solutions to economic insecurity for underserved communities, workers, jobseekers, and small businesses most impacted by the ongoing and immediate COVID-19 crisis. Creating an independent 501(c)(3) will take a minimum of three months and could take as long as nine months whereas a fund through a third-party fiscal sponsor could be set up by the end of the month.

A. Setting Up a 501(c)(3) is Time Intensive and Administratively Burdensome

We do not recommend establishing an independent 501(c)(3) because it would take months, which would negate the purpose of immediate relief. The CSP conducted due diligence, including consulting with experts, to understand the process and length of time it takes to create an independent 501(c)(3). The process includes but is not limited to:

- Drafting and filing Articles of Incorporation with the Secretary of State of California;
- Creating and selecting a Board of Directors;
- Developing by-laws, polices, and procedures for how to administer and monitor funds;
- Securing a charitable designation that would extend the amount of time it would take to create a new 501(c)(3) entity; and
- Securing an employer identification number (EIN) from the federal government and receiving approval from the Internal Revenue Service.

In normal times, this process takes between six to nine months. During the current crisis, we can expect that time frame would be much longer. Accordingly, we do not recommend this path.

B. A Third-Party Fiscal Sponsor Positions the County to Offer Economic Relief to Small Businesses, Workers, and Underserved Communities Immediately

We recommend establishing a *Fund* with a third-party fiscal sponsor. Third-party fiscal sponsors are accustomed to working with outside entities to accept donations and spend investments as directed. A *Fund* with a third-party fiscal sponsor could be established within a matter of days once the entity has been identified and the parameters of the *Fund* established. Once established, a *Fund* with a third-party fiscal sponsor could accept donations and investments from individuals, corporations and private philanthropy.

Additionally, as described in further detail below, working with a third-party fiscal sponsor allows the County to best leverage existing County efforts and complement other COVID-19 relief funds.

The CSP seeks authority to work with DCBA, LACDA, WDACS and philanthropic partners to identify a third-party fiscal sponsor to develop, administer, and provide oversight to this *Fund*. Possible criteria for the third-party fiscal sponsor could include: 1) expertise in working with the county; 2) history and experience responding to emergencies; 3) sound fiscal policies and practices; and 4) ability to act expeditiously. Decisions pertaining to governance and decision-making structures will be determined in conjunction with the identification of a third-party fiscal sponsor.

III. THE *COUNTY FUND FOR LOS ANGELES* COULD WORK WITH EXISTING COUNTY RELIEF EFFORTS

The Board directed the *Fund* to prioritize micro-grants to help underserved communities, issue worker resiliency grants, and issue grants to small businesses. The Board directed LACDA, WDACS, and DCBA to be a part of this effort. Each of these Departments is working in one of the areas that the Board identified: LACDA is developing micro-grant opportunities; WDACS is supporting both micro-grants and worker resiliency grants; and DCBA is developing a fund to provide grants to small businesses.

Building off of these existing efforts would allow a third-party fiscal sponsor to effectively serve the County's efforts and support the County's collective impact. The third-party fiscal sponsor could accept donations into the *Fund* and then make investments in the community in alignment with and at the direction of the County efforts in the identified areas. Each is described in more detail below.

A. Micro-grants opportunities to help underserved communities

Below are descriptions of the micro-grant opportunities offered through LACDA and WDACS.

Small Business Recovery Loan Program

In April 2020, LACDA launched the Small Business Recovery Loan Program using $3 million of Economic Development Administration (EDA) funds to provide easy to access, timely, and sufficient financial relief to small businesses. Upon launching the program, over 3,000 businesses registered on the online application portal for the limited available funding. The large number of registrants is indicative of the substantial and immediate need throughout the County. This Program provides loan proceeds up to $20,000 for working capital to retain employees and prevent a chain reaction of reduced spending, inability to pay bills, job losses, or even closure. Any for-profit business located within the unincorporated County or participating Community Development Block Grant (CDBG) cities is eligible for this program.

Assistance to Transit-Oriented Businesses in Response to COVID-19

LACDA manages the Transit Oriented Communities (TOC) Small Business Program, which provides loan funding for tenant improvements to ground floor retail spaces in affordable housing projects near High Quality Transit Nodes. In response to the dire small business assistance need during April 2020, the Board passed a motion to repurpose available TOC Small Business Program funds into a TOC Business Recovery Loan Program. This provided a critical and timely tool to sustain small businesses located close to transit, which are struggling to survive the COVID-19 economic crisis. The funds are restricted to businesses within the County that are within 1/4 mile of a High-Quality Transit Node. Moreover, the below-market interest loans are not to exceed $20,0000 to cover operating expenses per qualifying small businesses with up to up to 25 full time employees.

First Supervisorial District COVID-19 Commercial Rental Assistance Program
LACDA manages the County's CDBG program. Utilizing $300,000 of its CDBG funds, the First Supervisorial District will provide business assistance in unincorporated areas of the First District. Inclusive Action, a local community-based organization, will deploy the micro-business grants which are complimentary to existing low interest loans to microbusinesses. The grant award is up to $5,000 for commercial rental assistance and working capital costs. Approximately 60 micro-businesses will be served.

Fourth Supervisorial District COVID-19 Business Relief Grant
On May 12, 2020, the Board will consider the creation of a microenterprise grant program that is funded by the Fourth Supervisorial District for businesses located within the Fourth District. The program is funded at $500,000 and will provide grants in the amount of $5,000 to each successful applicant. LACDA will administer the program.

WDACS Los Angeles County Employer Assistance Grant Fund
In April 2020, WDACS launched the Los Angeles County Employer Assistance Grant Fund to provide micro grants up to $10,000 to local small businesses to help support them through the COVID-19 pandemic with an eye toward employee and revenue retention for the businesses. WDACS awarded $500,000 to local businesses in this first-of-its-kind program in the State of California. Grant funding was awarded to 59 entities ranging from local small businesses, non-profits, and social enterprises impacted by the COVID-19 pandemic. Thirty-nine of the businesses who received awards were minority-, women-, and/or Veteran-owned, in the industries represented included, including Hospitality, Travel, Entertainment, Professional Services, Education, Technology, Legal, Environment, Healthcare and Non-profit. Through this funding, the County was able to avert over 300 layoffs at local business and retain over $1.5 million in revenue for these businesses.

B. Worker Resiliency grants

WDACS received $810,000 from the California Employment Development Department in Workforce Innovation Opportunity Act Dislocated Worker Funds. These grant funds were designated to swiftly provide supportive services to workers experiencing layoffs or a reduction in hours due to COIV-19, in particular English Language Learners (ELLs). WDACS is deploying $400,000 in supportive services through the LA County America's Job Centers of California in amounts up to $800 per person. The remaining $410,000 will be deployed through a referral network of trusted Community-Based Organizations (CBOs) that work with the most underserved communities in the County, including ELLs and Native Americans. Each CBO will receive a set number of referral slots, conduct an intake assessment, and provide WDACS with a complete referral for each participant. WDACS is making funds available to those earning 50% or less of Area Median Income prior to COVID-19 ($36,550 for a single person household) and that have lost at least 50% of their income due to the pandemic. Upon receiving the referrals WDACS will verify eligibility and disburse the funds directly to the participant via a physical or digital prepaid card.

C. Grants to small businesses

DCBA is in the process of launching the COVID-19 Relief Fund (Relief Fund), a public-private partnership that will provide critical funding for hundreds of small businesses and nonprofits in the County, which are being impacted by the COVID-19 pandemic. The Relief Fund aims to counteract COVID-19 related financial hardships small businesses and nonprofits currently face across all industries. The County will seed the Relief Fund with an initial investment. Private sector partners have also joined to leverage this initial investment. Initial private sector commitments include $1 million from Wells Fargo Foundation, $100,000 from Citi, and $25,000 from Union Bank Foundation. The Relief Fund will have both loans and grants to small businesses.

IV. THE COUNTY FUND WOULD COMPLEMENT EXISTING EFFORTS

The *County Fund for Los Angeles* would complement efforts already underway through aligning and coordinating its work with these efforts. In response to the COVID-19 crisis, several foundations and non-profits established pooled funds to provide relief in the forms of cash assistance, food, and other forms of support. Southern California Grantmakers (SCG), an association of over 300 grantmaking organizations in Southern California, is convening these various efforts.[1] It first brought them together on April 30, 2020 virtually to help:

- Increase collective understanding of the COVID-19 fund landscape in the County;
- Identify potential areas for alignment, collaboration, and leverage;
- Share strategies, practices, and resources for increasing efficiency and effectiveness of COVID-19 grantmaking; and
- Explore ways to clarify and streamline the process for potential applicants so they can conserve precious resources while seeking funding.

This convening identified approximately 17 funds established by various groups throughout the County.[2] An initial analysis of the focus areas of these funds reveals that:

- 66% of funds are funding basic needs

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[1] Southern California Grantmakers is the CSP's fiscal sponsor and provides support, connections to philanthropy and strategic advice to the Center in its work.

[2] Those funds are as follows: California Community Foundation: COVID-19 LA County Response Fund
City of Long Beach: Coronavirus Relief Fund; City of Los Angeles Fire Department Foundation: Los Angeles Fire Department Foundation COVID Fund; City of Santa Monica: We are Santa Monica - Santa Monica COVID-19 Relief Fund; Community Foundation of the Valleys: Fund for San Fernando and Santa Clarita Valleys Nonprofits; Great Public Schools Now: One Family LA; Greater LA Education Foundation: COVID-19 Education Response Fund (LACOE); California Community Foundation: LA Students Most In Need (LAUSD); Liberty Hill: COVID-19 Rapid Response Fund for Community Organizing; Los Angeles County: LA County COVID-19 Relief Fund; Los Angeles County Fire Department Foundation: LACo Fire COVID-19 Relief and Resiliency Fund; Mayor's Fund for Los Angeles: Angeleno Fund; Mayor's Fund for Los Angeles: L.A. Emergency COVID-19 Crisis Fund; Pasadena Community Foundation: COVID-19 Response Fund; Snap Foundation: LA Young Creatives Fund; The J. Paul Getty Trust: LA Arts COVID-19 Relief Fund; United Way of Greater Los Angeles: Pandemic Relief Fund

- 33% of funds are funding education and health care

- 25% of funds are funding homelessness and lost wages

- Less than 25% are funding arts and entertainment, childcare, immigration and seniors

The breakdown of the types of support provided through these funds shows that 75% are funding grants while 15% are funding cash. Less than 15% are funding loans, matching funds, and supplies. This analysis is based on information gathered as of April 30, 2020 and will likely change during the period of the crisis and recovery. The next SCG convening on this topic is anticipated to take place in a month, recurring on a monthly basis. The CSP participated in this first convening along with DCBA and would continue to participate to ensure alignment of efforts.

Consistent with the Board's motion, below is a brief summary of the Countywide efforts named in the Board's motion.

COVID-19 LA County Response Fund was launched by the California Community Foundation (CCF) to address the immediate and mid to long-term needs of our region's most vulnerable residents. This Fund supports community needs identified by our partners in health, housing, education and immigration, and will aid impacted individuals through its Pass It Along Fund. The Fund will make grants on a rolling basis addressing the following priorities:

- Food Insecurity — Recognizing food insecurity has increased with the current economic conditions and is projected to stay at an elevated level for the next several months, grants will fund the expansion of food security programs by supporting area food banks and meal distribution centers.

- Mitigating Impacts of School Closures – Grants will help school districts and service providers respond to needs of students and families from ensuring access to educational resources and technologies, meals, to socio-emotional supports.

- Homeless Residents – Grants will help housing providers and shelter operators respond to needs for outreach, social distancing, isolation, and for increased demand for emergency services.

- Health Clinics & Hospitals – Grants will help community clinics and hospitals respond to increased patient flow, triaging those who are sick, exposed or in need of testing, and to support isolation and quarantine sites being established and operated across the County.

- Hardship Assistance – Grants to nonprofit partners in CCF's Pass It Along Program to make aid available to help individuals and families address an immediate emergency.

- Immigration – Grants to support low-wage, immigrant workers to help them access food, services, and other unemployment resources.

Mayor's Fund for Los Angeles: L.A. Emergency COVID-19 Crisis Fund
The Mayor's Fund for Los Angeles raises funding largely through individual donations to support the Angeleno Fund and key priority areas. The Angeleno Fund provides direct financial assistance for families experiencing extreme financial hardship, many of whom are immigrants or independent workers who will not qualify for other benefits. Key priority areas include:

- Support for Families and Small Businesses: Supplying home-delivered meals for isolated seniors, childcare support and other community resources for families, workers, and small businesses whose lives have been disrupted by the COVID-19 outbreak.

- Relief for Healthcare Workers: Childcare services, counseling support, and other resources for the heroic healthcare workers on the frontlines of this health crisis.

- Critical Healthcare Equipment: Increased access to testing kits, personal protective equipment, and other supplies vital to ensuring the health and safety of Angelenos and those protecting them.

- Services for Our Unhoused Neighbors: Services for unhoused Angelenos, such as emergency shelters, hygiene stations, and other solutions to meet the needs of the city's homeless population and keep us all safe.

United Way of Greater Los Angeles: Pandemic Relief Fund
As the nation responds to the COVID-19 pandemic, United Way of Greater Los Angeles has created the Pandemic Relief Fund to support L.A. County's unsheltered residents who are especially vulnerable to the coronavirus, and low-income individuals, students, and families at imminent risk of homelessness and hardships due to health and economic impacts of coronavirus.

V. NEXT STEPS AND TIMELINE

The CSP will work with the County Departments of DCBA, LACDA, and WDACS and philanthropic partners to identify a third-party fiscal sponsor to develop, administer, and provide oversight to this Fund. Decisions pertaining to governance and decision-making structures will also be determined in conjunction with the identification of a third-party fiscal sponsor. A further report back will be provided before the end of May 2020.

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May 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

LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY (ITEM NO. 20, AGENDA OF APRIL 28, 2020)

On April 28, 2020, the Board of Supervisors directed the Chief Executive Office to support legislation and pursue funding opportunities at both the State and Federal levels to support efforts that spur economic growth and promote the recovery of the County's economy in the wake of COVID-19, including a list of shovel-ready projects that can leverage funding from the anticipated Federal Infrastructure Stimulus Bill.

Federal Update

The Chief Executive Office Legislative Affairs and Intergovernmental Relations Branch has closely monitored discussions in Washington, D.C. on COVID-19 related legislative packages and continues to advocate on the County's priorities. On May 12, 2020, the Board passed a motion to send a five-signature letter in support of H.R. 6800, the Health and Economic Recovery Omnibus Emergency Solutions (HEROES Act), also referred to as the CARES 2.0 bill. This $3.0 trillion measure provides aid and funding to Federal, State, and local governments to respond to COVID-19 and additional relief to help businesses and individuals during this public health emergency. Specifically, H.R. 6800 extends the Paycheck Protection Program which provides loans to small businesses impacted by COVID-19, until December 31, 2020, and provides an additional $659.0 billion for the program. This legislation, which passed the House of Representatives but will not be voted on by the Senate, marks the beginning of negotiations on what is expected to be the fifth legislative package to address the COVID-19 pandemic at the Federal level. The County's Washington, D.C. advocates advise that a framework for the fifth COVID-19 relief bill should be released in the next few weeks.

A list of shovel-ready projects that can leverage funding from the anticipated Federal Infrastructure Stimulus Bill was provided by the Department of Public Works (Attachment).

The County's Washington, D.C. advocates report that the next COVID-19 related stimulus package may include infrastructure funding and that the House of Representative's Transportation and Infrastructure Committee Chairman Peter DeFazio will be unveiling an infrastructure proposal in the next two or three weeks for consideration as part of the next Transportation Authorization bill.

State Update

In Sacramento, since the Legislature has returned from recess (which began in mid-March due to COVID-19), three bills were amended to address post COVID-19 economic recovery. Two measures, AB 1839 (Bonta): California Green New Deal and AB 1842 (Salas): California Works and Recovery Act, were not heard in policy committee by the May 22, 2020 deadline and will not continue this year without a rule waiver.

A third bill – AB 3205 (Salas): Regional Rise Grant Program – would establish a competitive grant program to support regional collaboration among public and private sector stakeholders to address and resolve significant community development issues which currently impede inclusive economic growth and upward mobility for historically marginalized groups. The current version of the bill does not include an appropriation to fund the program. AB 3205 is pending consideration in the Assembly Appropriations Committee, where it must pass by June 5, 2020, in order to continue this year.

The State Legislature is anticipated to consider additional economic recovery bills in August, when it considers proposals for new programs and budget related items once the State has updated revenue projections for Fiscal Year 2020-21.

We will continue to keep you advised of further updates on these issues, including County advocacy, via Washington, D.C. and Sacramento Updates memorandum.

If you have any questions, please contact Samara Ashley at (213) 974-1464 or at SAshley@ceo.lacounty.gov

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OR:AO:dr

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Public Works

Public Works
LOS ANGELES COUNTY

Attachment

UPCOMING CONSTRUCTION CONTRACTS

Project / Contract	SD	Description	Estimated Project Cost (millions)	Estimated Contract Award Date
Job Order Contracts 1815, 1817, 1818	All	Repair, remodeling, refurbishment, and maintenance for County facilities and infrastructure for various projects. (Three Contracts, $4.9 million each)	14.7	May-20
Pavement Preservation (Resurfacing), North Los Angeles County	5	Job Order Contract	5.1	May-20
Pavement Preservation (Resurfacing), South Los Angeles County	ALL	Job Order Contract	5.1	May-20
Pavement Preservation (Seal Coats), North Los Angeles County	5	Job Order Contract	4.2	May-20
Pavement Preservation (Seal Coats), South Los Angeles County	ALL	Job Order Contract	4.8	May-20
Pavement Reconstruction (Sustainable), North Los Angeles County	5	Job Order Contract	5.0	May-20
Pavement Reconstruction (Sustainable), South Los Angeles County	ALL	Job Order Contract	4.8	May-20
Cogen Landfill	1	The project consists of preparation of a gas monitoring plan, drilling of new probes, and monthly readings and reports for the County-owned portion of the existing Cogen Landfill at Eastern Hill. It also involves design and construction of a permanent gas extraction and treatment plant to mitigate gas migration from the landfill to the atmosphere.	5.5	Jun-20
LAC+USC Women's & Children's Hospital Demolition	1	The Women's and Children's Hospital (WCH) has been closed for services and use for a significant length of time. This project entails content and debris removal, hazardous material abatement, and structural demolition of the building. The project also includes the demolition of other structures on the site including trailers, the cooling tower/air compressor unit, and a storage building.	12.0	Jun-20
On-Call Traffic Signal Construction Fiscal Year 2019-20, Contract B	ALL	On Call TS construction including: Cesar Chavez Avenue at Alma Avenue; Del Mar Avenue at Potrero Grande Drive	2.3	Jun-20
Parkway Tree Maintenance, Maintenance District No. 1, Group B	1, 4, 5	Job Order Contract	2.5	Jun-20
Parkway Tree Maintenance, Maintenance District No. 2, Group B	2	Job Order Contract	1.5	Jun-20
Parkway Tree Maintenance, Maintenance District No. 3, Group B	2, 3, 4, 5	Job Order Contract	0.75	Jun-20
Parkway Tree Maintenance, Maintenance District No. 5, Group B	5	Job Order Contract	0.5	Jun-20
Pavement Preservation (Resurfacing), North Los Angeles County	5	Job Order Contract	4.7	Jun-20
Pavement Reconstruction (Sustainable)	ALL	Job Order Contract for Reconstruction of access roads and the performance of other appurtenant work along the San Gabriel River, Coyote Creek North Fork, Tujunga Wash and at various debris basins.	2.0	Jun-20
Private Drain No. 472 - Line I Storm Drain Reconstruction	1	Replace 505 linear feet of 30" RCP with 30" dual wall polypropylene pipe.	0.2	Jun-20
Project No. 275-513 Ocean Outlet Modifications	4	Installation of an ocean outlet flexible flap gate and wave protection barrier, security fencing, and replacement of damaged concrete walkway panels.	1.0	Jun-20
Sierra Madre Dam Slope Protection and Basin Access Road Improvement Project	5	Installation of rockfall protection barrier, repair of concrete slopes, construction of a concrete access road, reconstruction of access roads, and other minor facility improvements.	4.1	Jun-20
Whittier Aquatics Center	4	New aquatics center with a 10,000sf pool building and a full size competitive swimming pool, and a half size practice swimming pool, and site improvements.	29.8	Jun-20
Best Value Job Order Contracts 2020BV-2024BV	All	Repair, remodeling, refurbishment, and maintenance for County facilities and infrastructure for various projects. (Five contracts, $3.1 million each)	15.5	Jul-20
Job Order Contracts 2001 - 2008	All	Repair, remodeling, refurbishment, and maintenance for County facilities and infrastructure for various projects. (Eight Contracts, $5.1 million each)	40.8	Jul-20

Public Works
LOS ANGELES COUNTY

UPCOMING CONSTRUCTION CONTRACTS

Project / Contract	SD	Description	Estimated Project Cost (millions)	Estimated Contract Award Date
La Puente One-Stop Development	1	Demolish existing BSD facility and constuction a brand new larger BSD filed office	10	Jul-20
Parkway Concrete Maintenance, Maintenance District No. 3, Group A	2, 3, 4, 5	Job Order Contract	1.5	Jul-20
Pavement Preservation (Seal Coats), South Los Angeles County	ALL	Job Order Contract	5.1	Jul-20
Pavement Reconstruction (Sustainable), North Los Angeles County	5	Job Order Contract	5.1	Jul-20
Pavement Reconstruction (Sustainable), South Los Angeles County	ALL	Job Order Contract	5.1	Jul-20
RLASC ISD & Probation HDQ	4	New headquarters building for ISD & Probation includes a parking structure and restoration of two historic buildings.	324.0	Jul-20
San Gabriel River Dam 3 & 6 Replacement Project	1, 4	Replacement of 2 rubber dams in the soft-bottom portion of the San Gabriel River in the cities of Pico Rivera and Downey. Both rubber dams have reached the end of their useful life and need to be replaced. The rubber dams are 200 feet long and are inflated to capture water within the San Gabriel River and percolate it into the grownd water basin.	1.5	Jul-20
Workman Mill Landscaping	1	Vine planting and landscaping	0.9	Jul-20
Castaic ACC Wash Rack and Parking Lot	5	The project consists of constructing a new stand-alone approximately 400-SqFt covered vehicle wash rack, removing and replacing the damaged asphalt pavement in the parking lot, and expanding the parking lot to provide approximately 12 additional parking spaces for customers and staff.	0.8	Aug-20
Dockweiler RV Park Expansion	4	The project consists of an approximately 25,000-SqFt expansion of the Recreational Vehicle (RV) Park, including anadditional 23 parallel campervan spaces and a 110-SqFt prefabricated restroom building.	1.0	Aug-20
Dockweiler RV Park Office Expansion	4	The proposed project will include renovation and expansion of the existing RV Park office building to provide additional service counter space in the lobby area, workstations in the staff office, storage area for beach rental and maintenance equipment, and ADA compliance in the public restrooms. The project will also include minor site improvements to provide an accessible path of travel from the parking to the building.	1.4	Aug-20
Marina Del Rey Dock Renovation	4	Renovation of existing Sheriff/Fire dock facilities	6.0	Aug-20
Pitchess Detention Center Landfill Closure Project (AAA)	5	Cut and fill of extensive soils to cap existing site landfill	5.5	Aug-20
Trancas Creek Crossing Temporary Waterline Project	3	Construct temporary waterline due to Caltrans Bridge Reconstruction Project	0.6	Aug-20
Camp Scott Lighting & Guardrails	5	Add lighting and replace guardrails along the entrance road to the administration building	0.5	Sep-20
Firestone Metro Blue Station Intersection and Bikeway Imp	2	Bike lane and traffic signals	2.0	Sep-20
LAC+USC Plaza Elevators	1	Provide dual courtyard elevator system between In-patient Tower (IPT) building and Outpatient Department (OPD) building.	3.5	Sep-20
Leander Drain	4	Replace 700 feet of concrete ditch with HPPP	0.5	Sep-20
Los Altos Pumping Plant Mechanical and Electrical Rehabilitation	4	Removal of the existing pumping plant's major mechanical components and appurtenances and replacement with new components, including: pumps, motors, discharge lines. Also, installation of light fixtures and modification of the existing catwalk platform.	2.5	Sep-20
MLK Clinical Lab and Red-bag Storage	2	The proposed Clinical Laboratory and Red-bag Storage Renovation project is to demolish the existing abandoned Cooling Towers enclosure and construct a new approximately 6,800-square-feet clinical laboratory, which will be relocated from the Augustus F. Hawkins building. The project will include demolition of the five wooden cooling	14.0	Sep-20
Mulholland Hwy at MM 2 84	3	Retaining Wall	0.8	Sep-20
Palmdale Boulevard at 90th Street East Et Al	5	New traffic signal for Avenue L at 42nd Street West and signal improvements for Palmdale Boulevard at 90th Street East	0.9	Sep-20

Public Works
LOS ANGELES COUNTY

UPCOMING CONSTRUCTION CONTRACTS

Project / Contract	SD	Description	Estimated Project Cost (millions)	Estimated Contract Award Date
Parkway Concrete Maintenance, Maintenance District No. 2, Group C	5	Job Order Contract	0.9	Sep-20
Parkway Concrete Maintenance, Maintenance District No. 3, Group C	2, 3, 4, 5	Job Order Contract	1.0	Sep-20
FS 58 Improvements and ADA Upgrade	2	Project consists of converting the existing Captain's restroom to an ADA compliant restroom, replacing the 4 doors serving the apparatus room, and taking remedial steps in waterproofing the portion of the single-story building currently impacted by efflorescence. The building is already ADA accessible from the street impacted by efflorescence. The building is already ADA accessible from the street.	0.3	Oct-20
Huntington Drive	5	Roadway reconstruction	4.1	Oct-20
Marvin Braude Beach Trail Gap Closure	3	Bikeway Construction	1.8	Oct-20
Palmdale Shop Canopy	5	New prefabricated canopy, lighting, ADA parking stall, and concrete pavement.	0.5	Oct-20
RD 142 Bunkers & Canopies	1	Replace existing bunkers and construct a planter system for rainwater capture, and repave the yard.	1.8	Oct-20
RLASC Demolition	4	Demolition of 100+ buildings	30.0	Oct-20
Sewer Rehabilitation Project No. 14	1	Lining of 16,000 feet of sewers	0.5	Oct-20
West Coast Basin Barrier Project Unit 13	4	Construct 11 new injection wells and one observation well to replace and supplement existing West Coast Basin Barrier Project to help prevent seawater intrusion into the underlying coastal aquifers.	15.0	Oct-20
Wilshire Blvd Et Al	3	Roadway reconstruction	3.3	Oct-20
Big Tujunga Dam Rockfall Mitigation Project	5	Installation of a rockfall drapery system on fractured rock slope to mitigate rockfall hazard at the southern access ramp to the Big Tujunga resevoir.	2.0	Nov-20
Bridge Preventive Maintenance Program - Group 6	1, 4	Preventive maintenance	2.7	Nov-20
Bridge Preventive Maintenance Program - Groups 7 and 8	4	Preventive maintenance	7.0	Nov-20
Fire Camp 11 Life Safety Improvements	5	The project consists of replacing the existing septic tanks, replacing the existing distribution system of the leach fields, and installing new potable water well and chlorination system.	4.4	Nov-20
Guardrail Replacement, South Los Angeles County	ALL	Job Order Contract	0.5	Nov-20
Kenter Canyon Drain Connector Pipe Replacement Redesign	3	Removal of corrugated metal catch basin connector pipes and replacement with reinforced concrete connector pipes and other appurtenant work.	0.2	Nov-20
Mesmer Avenue Community Garden Improvement Project	2	The proposed Mesmer Avenue Community Garden Improvement Project is located within an LACFCD owned parcel on the corner of Mesmer Avenue and Beatrice Street in the City of Los Angeles. The Project will improve the aesthetic appeal of the existing garden, while reducing the garden's maintenance needs and water consumption.	0.3	Nov-20
On-Call Traffic Signal Construction Fiscal Year 2020-21	1,2,4,5	On-Call TS construction including Cypress Street at Irwindale Avenue, Mulberry Drive at Calmada Avenue, Lincoln Bouleard at Fiji Way,	3.4	Nov-20
Parkway Tree Maintenance, Maintenance District No. 1	1, 4, 5	Job Order Contract	2.5	Nov-20
Parkway Tree Maintenance, Maintenance District No. 2	2	Job Order Contract	1.0	Nov-20
Parkway Tree Maintenance, Maintenance District No. 3	2, 3, 4, 5	Job Order Contract	1.0	Nov-20

Public Works
LOS ANGELES COUNTY

UPCOMING CONSTRUCTION CONTRACTS

Project / Contract	SD	Description	Estimated Project Cost (millions)	Estimated Contract Award Date
Parkway Tree Maintenance, Maintenance District No. 4	1, 2, 4	Job Order Contract	1.5	Nov-20
Parkway Tree Maintenance, Maintenance District No. 5	5	Job Order Contract	1.0	Nov-20
Pavement Reconstruction (Sustainable)	2,4	Job Order Contract for Reconstruction of access roads and the performance of other appurtenant work	5.0	Nov-20
Prairie Avenue - 118th St to Redondo Beach Bl	2,4	Prairie Avenue TSSP Project. Construct traffic signal improvements for signal synchronization	1.0	Nov-20
Public Equestrian Rest Area (PERA)	4	PERA seeks to improve encroached upon LACFCD right-of-way by constructing a decomposed granite walking path, six round horse pens, automatic horse waterer, hitching rails, mounting blocks, benches, rain gardens, and drainage improvements	1.5	Nov-20
Stormdrain Lining and Repair (JOC)	2,4,5	Job Order Contract for Stormdrain Lining and Repair	1.5	Nov-20
Sun Valley Watershed Upper Storm Drain System - Phase 1	3	Construction of reinforced concrete pipe, catch basins, connector pipes, and other drainage structures. This storm drain system will drain into the future Rory M. Shaw Wetland Park. Limits: Tujunga Ave, approx. 1100' north of Tujunga Av/Strathern St to just west of Penrose St/San Fernando Rd. Approximate length: 4200 feet	10.0	Nov-20
Bridge Preventive Maintenance Program - Group 9	2, 4	Preventive maintenance	1.4	Dec-20
Laguna Regulating Basin Slope Repair and Access Road Improvement Project	5	Reconstruction of access road, slope grading, drainage improvements, and vegetation management in Laguna Regulating Basin.	1.5	Dec-20
Los Angeles River Segment B LRS	1	The project includes the installation of a low-flow diversion structure to capture dry weather flows and divert them to an existing sewer. This is necessary to comply with the current Los Angeles River Bacteria TMDL.	1.0	Dec-20
Low Flow Diversion System Wide Update	3	Mechanical updates to various low flow diversion systems	3.1	Dec-20
Morris Dam Access Road Reconstruction Project	5	Reconstruction of lower access road, walkway and stairway reconstruction, and other minor facility improvemets at Morris Dam and repair of concrete outlet apron at San Gabriel Dam.	2.0	Dec-20
Parkway Concrete Maintenance, Maintenance District No. 2, Group B	5	Job Order Contract	1.8	Dec-20
Pavement Preservation (Resurfacing), South Los Angeles County	ALL	Job Order Contract	5.0	Dec-20
Pavement Reconstruction (Sustainable), South Los Angeles County	ALL	Job Order Contract	3.3	Dec-20
Del Valle Road Watermain Replacement	5	Replace approximately 7,000 feet of 8-inch waterline with 12-inch diameter ductile iron pipe.	2.8	Jan-21
Rubio Wash Channel Improvements	5	Construct approximately 500 LF of 24-foot wide by 10-foot high reinforced concrete (RC) channel within the existing 26-foot wide by 6.5-foot high channel.	3.4	Jan-21
South El Monte Assessors Office Refurb - Job Order Contract	1	Solicit one (1) Job Order Contract to carry out this project, which includes renovation of an 11,000 sf office building.	4.5	Jan-21
Whittier Bl Bus Signal Priority	1	Metro Bus Signal Priority (BSP) Project, from Indiana Street to Gerhart Avenue. Install BSP equipment.	0.3	Jan-21
Afflerbaugh Paige Camp CCTV	5	Installation of 70-100 CCTV cameras, server room and related electrical upgrades-Low bid	3.0	Feb-21
Alameda St - Nadeau St to Auto Drive South	1,2	Alameda St TSSP Construct traffic signal improvements for signal synchronization.	1.8	Feb-21
Camp Joseph Paige CCTV	5	Installation of 70-100 CCTV cameras, server room and related electrical upgrades-Low bid	3.0	Feb-21

Public Works
LOS ANGELES COUNTY

UPCOMING CONSTRUCTION CONTRACTS

Project / Contract	SD	Description	Estimated Project Cost (millions)	Estimated Contract Award Date
Camp Joseph Scott CCTV	5	Installation of 70-100 CCTV cameras, server room and related electrical upgrades-Low bid	3.0	Feb-21
Camp Kenyon Scudder CCTV	5	Installation of 70-100 CCTV cameras, server room and related electrical upgrades-Low bid	3.0	Feb-21
Gateway Cities Fiber Optic Communications and CCTV Camera Project	2,4	Installation of fiber optic communications along Firestone Bl from Alameda St to Ryerson Av, Otis St from Firestone Bl to Santa Ana St, Imperial Hwy from I-710 Fwy N/B on ramp to Old River School Rd, Garfield Av from El Paseo to Imperial Hwy and CCTV cameras.	2.6	Feb-21
Glenn Rockey Camp CCTV	5	Installation of 70-100 CCTV cameras, server room and related electrical upgrades-Low bid	3.0	Feb-21
Job Order Contract	1, 3, 4, 5	Solicit four (4) Job Order Contracts to carry out the following Facility Reinvestment (FRP) Program Projects: Crescenta Valley Station (1843), East LA Station and COPS Building (1841), Norwalk Station (1840), San Dimas Annex Station (1845), West Hollywood Station (1844), and Walnut/Diamond Bar Station (1848)	20.4	Feb-21
Lower Busch Tank Improvement	3	Replace an aging and severely deteriorated 300,000 gallon concrete tank with a steel tank	2.0	Feb-21
Viewridge Super Green Streets Regional Enhanced Watershed Management Programs Project	3	The project will divert urban and stormwater runoff from local unincorporated communities for flow-through treatment and landscape irrigation reuse. The project will also include Low-Impact-Development landscaping features and educational signage.	7.5	Feb-21
Avenue J-12 & 50th Street West Site Improvements, Well 4-91	5	Replacement of ground water well.	2.3	Mar-21
Bridge Preventive Maintenance Program - Group 10	1,5	Preventive maintenance	1.1	Mar-21
DKC Generator	1	Generator replacement-Low bid	4.0	Mar-21
Pavement Preservation (Resurfacing), North Los Angeles County	5	Job Order Contract	4.0	Mar-21
Pavement Reconstruction (Sustainable), North Los Angeles County	5	Job Order Contract	5.1	Mar-21
Pavement Reconstruction (Sustainable), South Los Angeles County	ALL	Job Order Contract	4.3	Mar-21
Vermont Av Pedestrian Improvements	2	Streetscape and Signal Intersection	3.6	Mar-21
Adventure Park Multi-Benefit Stormwater Capture Project	4	The project will divert urban and stormwater runoff from the nearby unincorporated community of Whittier into subsurface storage and discharge stormwater to sanitary sewer system for future reuse. The project also includes above ground improvements including sports field overlay, multi-use gathering area, Low-Impact-Development landscaping features, and educational signage.	28.0	Apr-21
Beverly Boulevard - Pomona Boulevard to Pickering Avenue	1, 4	Beverly Bl TSSP Project, from Pomona Bl to Pickering Ave. Construct traffic signal improvements for signal syncrhronization.	2.9	Apr-21
Bridge Preventive Maintenance Program - Groups 18 & 19	5	Preventive maintenance	1.2	Apr-21
Harrison Elementary School Soundwall	1	Sound wall construction	1.2	Apr-21
Hazard Ave Et Al	1	Roadway reconstruction	6.5	Apr-21
Puente Avenue Landscaping and Community Monument	1	Streetscape and monument sign	3.4	Apr-21
Bridge Preventive Maintenance Program - Groups 12 and 13	1, 5	Preventive maintenance	4.1	May-21
Calvary Cemetery Ped Path	1	Pedestrian Path and street and ped lights	3.0	May-21

Public Works
LOS ANGELES COUNTY

UPCOMING CONSTRUCTION CONTRACTS

Project / Contract	SD	Description	Estimated Project Cost (millions)	Estimated Contract Award Date
Hall of Administration Fire Protection DM Repairs	1	Replacement of the facility's fire protection system	14.0	May-21
Job Order Contract	1, 2, 5	Solicit thirteen (13) Job Order Contracts to carry out the following Facility Reinvestment Program (FRP) Projects: Twin Towers Correctional Facility (TTCF) (1842), Century Regional Detention Facility (CRDF) (1846), and Pitchess Detention Center (PDC) (1847)	66.3	May-21
Olympic Bl Transportation Signal Synchronization Program Project	1	Olympic Bl TSSP Project, from Indiana St to Montebello Bl Construct traffic signal improvements for signal syncrhronization	2.5	May-21
Woodruff Avenue - Firestone Boulevard to Willow Street	4	Woodruff Ave TSSP Project, from Firestone Bl to Willow St. Construct traffic signal improvements for signal syncrhronization.	2.7	May-21

Total: 905.3

County of Los Angeles
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SACHI A. HAMAI
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

June 10, 2020

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

From: Sachi A. Hamai
Chief Executive Officer

RECOMMENDATION FOR ESTABLISHING A COUNTY FUND FOR LOS ANGELES WITH A THIRD-PARTY FISCAL SPONSOR IN RESPONSE TO NOVEL CORONAVIRUS (COVID-19) - LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY (ITEM NO. 20, AGENDA OF APRIL 28, 2020)

On April 28, 2020, the Board of Supervisors (Board) directed the County of Los Angeles (County) Chief Executive Office (CEO) and the Center for Strategic Partnerships (CSP) to provide a report to the Board in 14 days on the development and oversight of a *County Fund for Los Angeles (Fund)*. The CEO and CSP provided the Board with an initial report back on May 15, 2020. This memorandum serves as the second report to the Board regarding the Board's April 28, 2020 directive.

In the initial May 15, 2020 report to the Board, the CEO and CSP recommended establishing the *Fund* with a third-party fiscal sponsor that would meet the following criteria: 1) expertise working with the County; 2) history and experience responding to emergencies; 3) sound fiscal policies and practices; and 4) ability to act expeditiously.

After consideration of the above criteria, the CSP has identified the California Community Foundation (CCF) as the appropriate third-party fiscal sponsor for the *Fund*. CCF is the largest community foundation in Los Angeles and has served the community for over 100 years. CCF meets the four criteria as follows:

1) CCF has expertise working with the County; numerous County departments and Board offices partner with CCF to achieve County priorities.

2) CCF has history and experience responding and providing aid in emergencies; its past efforts have included response to multiple wildfires and earthquakes.
3) CCF has sound fiscal policies and practices; it is entrusted with over 1,700 funds. Since 2000, CCF has tripled its assets while receiving nearly $3 billion in donor contributions.
4) CCF is able to act expeditiously and will be able to set up a fund within a matter of days once an agreement has been reached.

In addition to meeting the above criteria, CCF has already been active in responding to COVID-19. It set up a COVID-19 Rapid Response fund, which has partnered with the County to support efforts to respond to the crisis. It is also the fiscal sponsor to numerous other population-specific funds set up to respond to the crisis. Selecting CCF as the fiscal sponsor of the *Fund* will ensure alignment and coordination with these existing efforts.

CSP has had some preliminary discussions with CCF wherein CCF has indicated its willingness to serve as the fiscal sponsor of the *Fund.* Based upon your Board's delegation of authority to the CEO to enter into fiscal agreements, the CEO, on behalf of the County, intends to enter into a fiscal sponsor agreement with CCF, which will specify, among other things, *Fund* governance, a decision-making structure, and *Fund* priorities consistent with the Board's April 28, 2020 direction.

Should you have any questions, please contact me or your staff may contact Kate Anderson at (213) 974-7307 or via email at kanderson@ceo.lacounty.gov.

SAH:FAD:AC
KM:KKA:lac

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

County of Los Angeles
CHIEF EXECUTIVE OFFICE
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SACHI A. HAMAI
Chief Executive Officer

Board of Supervisors
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Second District

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Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

June 10, 2020

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

From: Sachi A. Hamai
Chief Executive Officer

NOVEL CORONAVIRUS (COVID-19) - LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY (ITEM NO. 20, AGENDA OF APRIL 28, 2020)

On April 28, 2020, the Board of Supervisors (Board) directed the Director of the County Emergency Operations Center (CEOC) to work with Los Angeles County Office of Education (LACOE), in coordination with the State and Federal Department of Education, along with the 81 school districts in Los Angeles County, First 5 LA, and the Office for the Advancement of Early Care and Education, to report back in 30 days with plans to create safe environments for children, including recommendations for physical distancing measures as well as recommendations for summer camps, day camps, summer enrichment activities, tutoring, recreational programs, and other child-centric programs, and distance learning best practices to enable parents to return to work. These plans should also include providing safe and secure options for summer remote learning opportunities via Extended School Year (ESY) and credit recovery programs, as well as recommendations for physical adjustments for physical distancing measures for the fall 2020 opening of the new academic year, including creating alternative school schedules that work best for parents and each community. These programs support parents returning to work while supporting the education workforce.

LACOE convened two separate countywide workgroups dedicated to addressing the resumption of operations for K-12 schools and addressing child care needs for children newborn to 12 years old. The Los Angeles County Superintendents Taskforce—comprised of district superintendents, content area experts, and educational leaders—has developed a framework to assist school districts in planning for reopening. For children newborn to five

years old, the LA County Early Childhood Education COVID-19 Response Team has been supporting early care and education providers since the onset of the crisis, including planning for safe transitioning from serving only children of essential workers to serving the wider community once more. The attached document will detail the work of the Los Angeles County Superintendents Taskforce and the Early Childhood Education COVID-19 Response Team.

If you have any questions, please contact me or your staff may contact Leslie Luke at (323) 980-2269 or via email at Lluke@ceooem.lacounty.gov.

SAH:FAD:AC
KM:LL:lac

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Los Angeles County Office of Education
Los Angeles Unified School District

Attachment

Los Angeles County Office of Education

Serving Students • Supporting Communities • Leading Educators

Debra Duardo, M.S.W., Ed.D.
Superintendent

Los Angeles County Board of Education

James Cross
President

Monte E. Perez
Vice President

Douglas R. Boyd

Betty Forrester

Alex Johnson

Ellen Rosenberg

Thomas A. Saenz

June 1, 2020

TO: Supervisor Kathryn Barger, Chair of the Board
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Hilda Solis

FROM: Debra Duardo, M.S.W., Ed.D.
Superintendent

DD

SUBJECT: **REPORT RESPONSE REGARDING PLANS TO CREATE SAFE ENVIRONMENTS FOR CHILDREN TO ASSIST PARENTS IN RETURNING TO WORK AND SUPPORTING EDUCATION WORKFORCE**

On April 28, 2020, the Los Angeles County Board of Supervisors approved the Los Angeles County Roadmap to Economic Recovery, which instructed the County Emergency Operations Center to work with Los Angeles County Office of Education (LACOE), in coordination with the state and federal Department of Education, 81 school districts in Los Angeles County, First 5 Los Angeles, and the Office for the Advancement of Early Care and Education (OAECE), to provide plans to create safe environments for children that would allow parents to return to work and support the education workforce. The plan should include the following recommendations:

1. Physical adjustments for social distancing measures
2. Summer enrichment activities, such as summer camps and day camps
3. Activities for other child-centric programs
4. Safe, secure options for summer remote learning opportunities via extended school year and credit recovery programs
5. Changes to physical adjustments for fall classes, including alternative school schedules

LACOE has convened two separate countywide workgroups dedicated to addressing resuming operations for K-12 schools and addressing child care needs for children birth to 12 years old. The Los Angeles County Superintendents Taskforce—comprising district superintendents, content area experts, and

educational leaders—has developed a framework to assist school districts in planning for reopening. For children birth to five, the LA County Early Childhood Education COVID-19 Response Team has been supporting early care and education providers since the onset of the crisis, including planning for safe transitioning from serving only children of essential workers to serving the wider community once more. This document will detail the work of the Los Angeles County Superintendents Taskforce and the Early Childhood Education COVID-19 Response Team.

Los Angeles County Superintendents Taskforce

The Los Angeles County Superintendents Taskforce (LACST) for the 2020-21 school year was organized by LACOE and includes content area experts and 25 district superintendents and educational leaders from across the County. The LACST convened in April 2020 to develop a planning framework based on current assumptions and conditions to assist Local Education Agencies (LEAs) with planning for the 2020-21 school year during the COVID-19 pandemic.

The LACST released volume one of *Los Angeles County Schools Rising to the Challenge of COVID-19: A Planning Framework for 2020-21 School Year* on May 27, 2020. This framework is designed as a guide for LEAs to use in developing the best reopening plans for their diverse school communities in collaboration with staff, labor partners, students, families, and other stakeholders. The framework consists of eight planning templates for LEAs to use to help assess student and staff needs and organizational readiness, as well as an overview of possible instructional delivery methods: face to face, hybrid learning, and distance learning. It also includes appendices regarding planning considerations pertaining to five key areas:

1. *Instruction* that will support administrators in providing high-quality instructional delivery models;
2. *Health and Safety* practices that focus on ensuring all students, staff, and community members remain healthy and safe;
3. *Social-Emotional Support Systems* that address the mental health and social-emotional development of students, staff, and community;
4. *Family and Community Engagement* that will help to ensure students, staff, and community members remain involved and supported in the planning process; and
5. *Operations* guidance that will assist LEAs in maintaining effective and efficient operations for facilities, budgeting and financial management, human resources, nutrition services, transportation, and technology.

The full framework and resources can be accessed at www.lacoe.edu/Home/School-Reopening.

In early May, LACOE also released *Local Education Agency (LEA), School & Classroom Level Considerations during the COVID-19 Pandemic: End-of Year and Summer School/Extended School Year*. This document is intended to supplement existing LEA practices by providing consideration prompts for how practices might be adjusted to suit the current educational environment.

The document provides a template of possible considerations and is divided in two sections: "End of Year" and "Summer School and Extended School Year." Each section presents considerations

in four categories: Instruction, Administration, Social Emotional Needs of Stakeholders, and Family and Community Engagement. Each of these categories, in turn, is addressed at three levels: LEA/District, Site/School, and Classroom.

LACOE will continue to work with LEAs to identify next steps and further supports to help them as they plan to resume services as early as August 2020. LACOE hosted webinars regarding the framework on May 28 and 29, and will continue to host a series of webinars to provide further support to LEA leaders as they engage stakeholders within their local context to develop plans for the 2020-21 school year.

LA County Early Childhood Education COVID-19 Response Team

In response to the COVID-19 pandemic, LACOE, OAECE, and First 5 LA joined forces in March 2020 to lead the Los Angeles County Early Childhood Education COVID-19 Response Team (ECECRT), a countywide collaborative that also includes the Child Care Alliance of Los Angeles, Child Care Resource Center, Greater Los Angeles Education Foundation, Child360, Mayor Eric Garcetti's office, the Center for Strategic Partnerships, and county resource and referral agencies.

The ECECRT's response prioritizes full utilization of the existing mixed-delivery system in the county in addressing child care needs for children birth to 12 years old and the concerns around appropriate social distancing measures. Below is a summary of accomplishments and next steps that will be addressed by the team.

1. *Launched Promotion of Enhanced Resource and Referral Services* – In order to meet the ECE needs of Los Angeles County's essential workforce, the county's resource and referral agencies, coordinated by the Child Care Alliance of Los Angeles, have launched an enhanced referral process to link families with providers who remain open with capacity across the region. Included in this initiative is a centralized, toll-free number (888-92CHILD) for those in need of care.

2. *Provision of Ongoing Briefing Calls for ECE Providers and Community Members* – Since April 10, the Response Team has held biweekly briefing calls for ECE providers and community members to share information about availability of ECE and child care services for essential workers, emerging guidance and policies for providers, resource and supply distribution information, and other updates as needed. Calls have regularly had more than 500 participants.

3. *Launched Centralized Website with Resources and Guidance for Parents/Guardians and Providers* – LACOE developed a centralized website to collect and disseminate information to parents/guardians of young children and ECE providers. This site launched on April 7 at www.lacoe.edu/childcare. Community members and providers can also send their questions to ececovidresponse@lacoe.edu.

4. *Coordination of Resource and Supply Distribution* – The ECECRT coordinates the collection, storage, and distribution of resources like food, diapers, and cleaning supplies to ECE providers and families across the county. To date, more than 1.5 million diapers, 31,000 packs of baby wipes, 46,000 hand sanitizers, 13,000 children books, and 57,000 masks have been secured and distributed.

5. *Conducted Basic Needs Assessment of the State of Child Care Landscape* – Los Angeles County is home to 2.3 million children from birth to 18 years old and approximately 600,000 children from birth to 5 years old. The 2017 Los Angeles County Early Care and Education Needs Assessment found that there were 9,518 licensed early care and education sites with 206,830 spaces for children birth to 5 years old; 157,465 spaces available for children birth to 5 years old are in licensed centers, and 49,365 spaces are in licensed family child care homes.

   Currently, there are only 4,160 licensed programs open, consisting of 3,508 family child care homes and 652 centers. As of May 2020, according to the Child Care Alliance of Los Angeles, there were approximately 22,869 available spaces to care for children in open programs. Since the release of the emergency child care vouchers from the California Department of Education, 3,141 children have been enrolled for subsidized services in Los Angeles County.

   Early care and education is the backbone of a vibrant economy, and Los Angeles County's road to recovery is embedded in safe and high-quality child care for working families. To be able to serve children safely during COVID-19, guidance from the Department of Public Health, Centers for Disease Control, and California Community Care Licensing Division has limited the number of children per classroom to 10 children. This shift has had a tremendous effect on the early care and education system, impacting the amount of children that can be cared for in a center-based setting, as well as increasing the cost of care per child. This reduced capacity to serve children, coupled with budget constraints, will significantly impact the number of slots available. Additionally, the ECECRT is finding that some well-established vendors are anticipating major budget restraints, which could impact their ability to continue operating.

6. *Assessed Social Distancing and Safe Practice Guidelines* – The guidelines issued by the Department of Public Health, the Centers for Disease Control, and the California Department of Social Services are consistent. At this time, the County Department of Public Health is actively exploring how to utilize floor-to-ceiling partitions to be able to serve more than one group of 10 children in a large classroom space.

7. *Identification of Funds to Support Child Care for Essential Workers in the City of Los Angeles* – The Mayor's Fund, the Center for Strategic Partnerships, and the broader philanthropic community have coordinated to identify short-term funds to underwrite needed infrastructure and stipends for low-income emergency health responders at five hospitals within the city of Los Angeles (or serving the city of Los Angeles). The Mayor's Fund has provided $200,000 to support subsidized child care for hospital staff.

8. *Development of Philanthropic Opportunity* – The ECECRT has worked with First 5 LA's Strategic Partnerships Department and the LA Partnership for Early Childhood Investment to develop a unified ask to philanthropic partners to contribute toward an additional $1,000,000 supporting the technology of the County's Resource and Referral Network, supply distribution to child care sites, and stopgap funding for at least 1,000 voucher stipends for low-income workers who need subsidized care. Through this effort, $350,000 has been raised from philanthropy.

Considerations

1. *Social Distancing and Safe Practices* – In line with the Department of Public Health (DPH), all entities serving children from birth to 12 years old should continue to implement the guidance issued by DPH. The ECECRT will work with DPH and the County Fire Marshal to provide further guidance to providers on what are acceptable barriers/partitions that can be used to maximize physical space to serve children. Maintaining the guidance of one group of 10 children within a four wall physical space poses a hardship on the County's provider pool to offer as many center-based spaces as were available pre-pandemic. Lastly, creating a social distancing and safe practices videos for continued education specific to early education environments and made available to both providers and families will help to bring more consistency and continuity to the implementation of the guidelines.

2. *Providers* – Continue to provide support for the ECECRT to work with teams to determine how the Family, Friend and Neighbor networks and school-age service providers such as the Boys and Girls Club, YMCA, City Parks and Recreation, and Think Together can increase the availability of spaces for the appropriate age group. Funding to support start-up and new operations will be needed. It is also recommended that additional focus be added to strengthen the capacity of the resource and referral system to be responsive to provider and family needs based on increased demand caused by the pandemic.

3. *Early Childhood Education and Child Care Framework* – Develop a framework similar to what was created by the LACST that focuses on the key planning considerations pertaining to instruction, health and safety, social-emotional support systems, family and community engagement, and operations. The ECECRT will include representation from the Office of Head Start, California Department of Education, the Community Care Licensing Division of the California Department of Social Services, and the LA County Fire Marshal.

4. *Policy and Funding* – The ECECRT, with support from member organizations' policy teams, will continue to monitor policy and budget development and ensure that LA County's needs and priorities are elevated. Providers' current reimbursement rates are critical, and additional funding needs to be considered to support start-up and operation costs as more providers come online under the new public health guidance. The ECECRT will also work with the relevant regulatory state agencies (California Department of Education and Community Care Licensing Division under the California Department of Social Services) to consider innovative solutions such as issuing licensing waivers that allow increased capacity for providers while still following appropriate health and safety guidance. These could include but are not limited to repurposing outdoor play space, expediting criminal background checks for providers that are responsible for the care of children, and temporary credentialing for teaching staff.

cc: Elise Weinberg, Child Welfare & Social Services Deputy
Michelle Newell, Deputy for Justice and Public Safety
Emily Williams, Assistant Senior Deputy for Human Services and Child Welfare
Porsha Cropper, Assistant Senior Deputy for Education and Human Development

Genethia Hudley-Hayes, Education and Social Services Deputy
Mark Baucum, Arts/Education/Libraries/Budget Deputy
Monica Banken, Children's and Social Services Deputy
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MR/KW:cl

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EXECUTIVE OFFICER

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MEMBERS OF THE BOARD
HILDA L. SOLIS
MARK RIDLEY-THOMAS
SHEILA KUEHL
JANICE HAHN
KATHRYN BARGER

June 29, 2020

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

FROM: Celia Zavala
Executive Officer

SUBJECT: LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY BOARD MOTION (APRIL 28, 2020, AGENDA ITEM 20) – PROSPER LA QUARTERLY REPORT

On April 28, 2020, the Board of Supervisors (Board) approved the Los Angeles County (County) Roadmap to Economic Recovery motion as part of the County's reconstitution efforts. The Board established an Economic Resiliency Task Force to develop actionable recommendations based on best practices for phased recovery of the County's economy. These recommendations will shape public policy that will allow the County to safely re-open our economy.

As part of the motion, the Board directed the Executive Officer of the Board to work with the Quality and Productivity Commission (QPC), in consultation with the Small Business Commission (SBC), and the Citizens' Economy & Efficiency Commission (EEC), to report back to the Board quarterly on the following:

- Create a working group to encourage innovative ideas from County employees, businesses and labor partners that could streamline the County's contracting process and encourage strategies to engage and assist businesses; and

- Establish a website and email contact to accept and promote innovative and thoughtful ideas from Department staff, businesses and the public to streamline contracting, assist businesses and identify potential cost-savings actions that could be taken by each department.

These directives are part of a comprehensive countywide effort, inclusive of partnerships with the community, businesses, and nonprofits, to identify actionable ideas to spur economic recovery.

In response to this motion, the QPC, in collaboration with the Executive Office, established the Prosper LA working group, which includes representatives from the SBC, EEC, Department of Consumer and Business Affairs (DCBA), and the Internal Services Department (ISD). The working group has met six times to determine the best course of action to encourage and promote innovative and thoughtful ideas from the public that will assist businesses and identify potential cost-savings. The following are the results of discussions and meetings held:

DEVELOPMENT OF WEBSITE AND EMAIL CONTACT

The Prosper LA working group has developed a public-facing website, which allows the public, County employees, and other interested stakeholders to submit ideas on various County practices. The website will allow users to subscribe to informational updates via email or SMS (text messaging). The website will launch on June 30, 2020, and can be accessed at ProsperLA.lacounty.gov. Interested parties and respondents may also send further inquiries to idea@prosperla.lacounty.gov in addition to submitting ideas through the website.

The website is being publicized on various departmental and commission websites. The Executive Office has developed a marketing toolkit to assist departments and commissions promote the website through social media. Based on recommendations from Prosper LA working group members, we are also disseminating the website and email address to businesses and non-profits, as well as associations and philanthropic organizations familiar with government processes, such as the Los Angeles Area Chamber of Commerce, Legal Aid Foundation of Los Angeles, Weingart Foundation, California Contract Cities Association, BizFed, Jobs to Move America, Unite-LA, and the Los Angeles Economic Development Corporation.

COUNTY PROCUREMENT AND CONTRACTING PROCESS

The working group engaged the Internal Services Department (ISD), the County's purchasing agent, to discuss and identify potential improvements to existing procurement rules and procedures. ISD has developed a preliminary list of initial actions that are undergoing further refinement in consultation with the Prosper LA working group. They will be forwarded to the Board in the next quarterly report, along with ideas received through the Prosper LA website.

Prosper LA members bring expertise from various industries and external interests. We would like to thank the QPC, SBC, EEC, DCBA, and ISD for their valuable insight and active participation on the County's recovery efforts.

If you have any questions, please call me, or your staff may contact Jackie Guevarra at (213) 974-1361 or jguevarra@bos.lacounty.gov.

CZ:JG:LL:JKB:JTG

c: Sachi A. Hamai, Chief Executive Officer
Joseph M. Nicchitta, Director, Department of Consumer and Business Affairs
Selwyn Hollins, Acting Director, Internal Services Department
Jacki Bacharach, Chair, Quality and Productivity Commission
Ed Munoz, Chair, Citizens' Economy & Efficiency Commission
Edward Eng, Executive Director, Citizens' Economy & Efficiency Commission
Kerry Doi, Chair, Small Business Commission

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SACHI A. HAMAI
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

July 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

ROADMAP TO ECONOMIC RECOVERY (ITEM NO. 20, AGENDA OF APRIL 28, 2020)

On April 28, 2020, the Board of Supervisors (Board) adopted a Motion (Motion) by Supervisors Barger and Solis directing the Director of the County Emergency Operation Center (CEOC) to work with all relevant departments, and in consultation with the Departments of Public Health and Health Services, to take various economic recovery and resiliency actions to ensure the health and well-being of County of Los Angeles (County) communities as a result of the COVID-19 pandemic. The Chief Executive Office (CEO) led the County departments in replying to the first directive of the Motion:

1. *"Consider using County assets to promote neighborhood revitalization, affordable housing, and economic opportunity, and to incentivize adaptive reuse development along financially impacted corridors in partnership with DCBA, LACDA, and DRP. This analysis shall consider and identify all Tax Increment Financing (TIF) Programs, including Enhanced Infrastructure Financing Districts (EIFD), and other value capture strategies, which may be advantageous in generating additional revenue. The analysis should also include the identification of Community Development Block Grant (CDBG) funding and the recommendation for use to spur the greatest economic growth. A written report should be returned in 90 days with a list of identified assets and possible uses."*

There were several directives in the motion, and work on these directives relating to other departments is ongoing. This report relates only to Directive No. 1.

BACKGROUND

The County is currently experiencing a public health crisis due to COVID-19 and significant negative impacts due to the shutdowns of large numbers of businesses. Some key industries

such as arts and entertainment, retail trade, leisure and hospitality, and trade and transportation have been acutely impacted. As the number of COVID-19 cases continues to grow, the negative impact on the local economy is expected to be extraordinary for the foreseeable future and will have long lasting impacts. The County Board of Supervisors' Economic Resiliency Task Force engaged the local business, labor, education, and faith-based communities to develop recommendations for industries to safely reopen and establish plans for rapid reemployment.

This report will establish an Assets Mapping Tool that will allow for the identification of County assets and economic development programs across geographic areas, focusing on unincorporated County areas. CEO staff met with staff from the Department of Consumer and Business Affairs (DCBA), the Los Angeles County Development Authority (LACDA), and the Department of Regional Planning (DRP). The CEO also utilized its Economic Development Master Services Agreement list to contract with BAE Urban Economics (BAE) to assist in the compilation of data and mapping. The BAE report is attached, and in summary:

- BAE gathered economic development data from a wide variety of sources, including Federal, State, and local sources and these are identified in Attachment A;
- Economic assets are defined to include existing and planned programs, policies, financing tools, selected County land and buildings, and infrastructure projects including parks and transit;
- Economic needs are defined in terms of both local businesses and their employees who live in the County's local communities;
- While the focus is unincorporated County areas, where available, data from incorporated areas is included to allow for potential collaboration with cities in adjacent corridors;
- Using Geographic Information Systems (GIS) mapping technology, the Assets Mapping Tool will allow the user to investigate in specific geographic areas where economic development assets might interact with areas of high need in order to create opportunities for economic recovery;
- Other potential uses include geographically targeting discretionary funds, and highlighting these areas in requests for Federal and State aid; and
- The Assets Mapping Tool can be continually updated with the latest economic data on the County's servers.

The Assets Mapping Tool is designed as an interactive GIS tool. BAE provides some examples of maps in the report, identifies the various data sources and suggests potential uses rather than prescribing specific programmatic recommendations.

The BAE report includes three sections: 1) a description of data; 2) a demonstration of the Asset Mapping Tool; and 3) a suggested list of opportunities for further study. The data is grouped into three categories: a) economic development; b) unemployment and job loss; and c) affordable housing.

NEXT STEPS

CEO staff are finalizing the Assets Mapping Tool and are planning to provide an overview of the Tool to the Board deputies within two weeks. Next, a link will be shared that provides GIS access to appropriate County stakeholders to use the Assets Mapping Tool including the ability to access the various layers. In addition, the Assets Mapping Tool can be used to develop cross-sectional maps in focused geographic areas that can assist stakeholders in identifying areas for focused investments to spur the greatest economic growth as directed by the motion.

If you have any questions or need additional information, please contact Allison E. Clark at (213) 974-8355, or allison.clark@ceo.lacounty.gov.

SAH:FAD:AEC
JO:RM:yy

Attachment

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

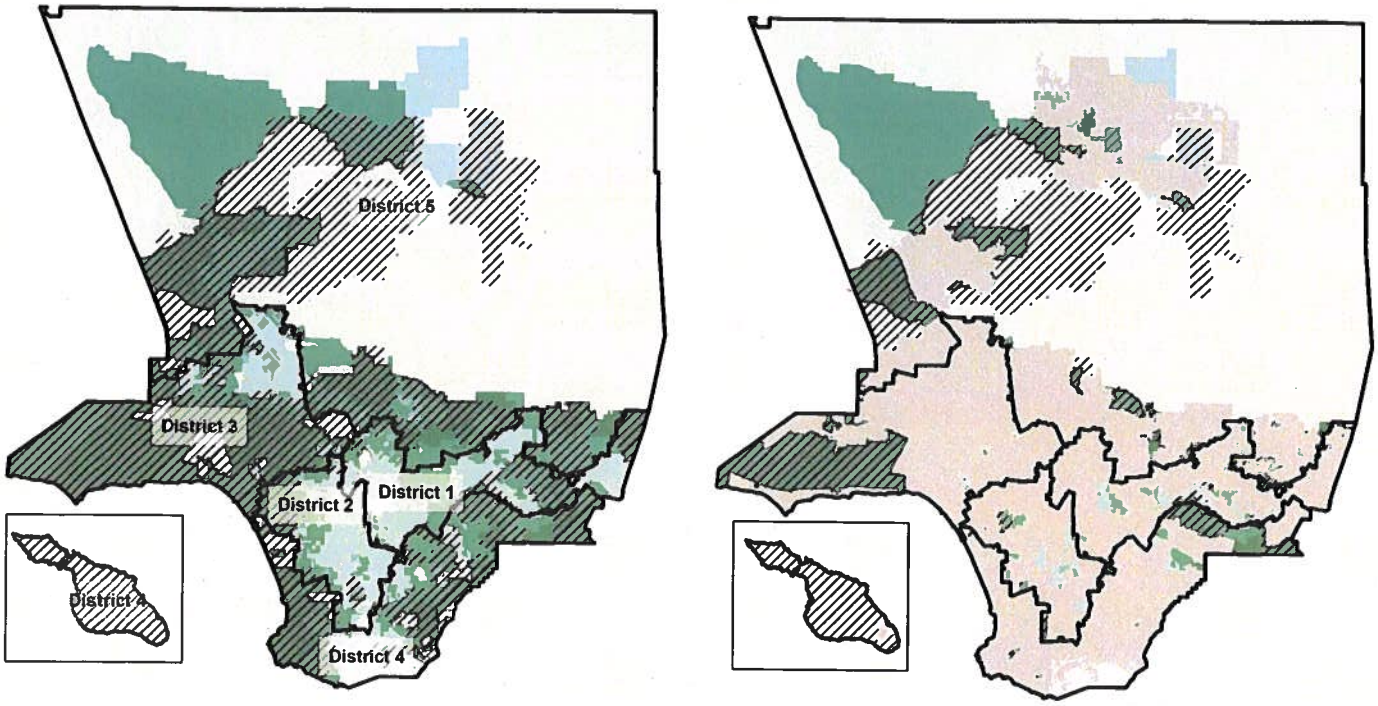
ATTACHMENT

bae urban economics

Technical Report for Economic Recovery Asset Mapping Tool

Prepared for the Los Angeles County Chief Executive Officer

July 17, 2020



INTRODUCTION AND BACKGROUND

Los Angeles County is experiencing a public health crisis and devastating economic impacts as a result of the novel coronavirus (COVID-19), including high levels of unemployment[1] and significant decreases in economic activity in key industries such as arts and entertainment, retail trade, leisure and hospitality, and trade and transportation.[2] At the same time, the number of COVID-19 cases continues to rise. Los Angeles County now has the most cases of any county in the nation and the fourth-highest number of deaths due to the disease.[3] As of July 22, 2020, the Los Angeles County Department of Public Health reported 153,424 total cases and 3,893 deaths.[4] Though some previously shut down sectors of the economy began to resume operations in May and June, the Governor of California ordered a new set of business closures on July 13th in response to mounting case numbers.

The Roadmap establishes a public-private Economic Resiliency Task Force charged with developing recommendations to spur economic growth, including planning for rapid reemployment, creating new jobs, encouraging small business growth, engaging with the business community, and strategizing for community benefits. The Task Force includes work groups focused on the following sectors: Arts and Culture; Business-Corporate and Manufacturing; Business-Small; Commodities/Goods Movement; Education; Faith Organizations; Film/Digital Media; Foundations/Nonprofits; Healthcare/Bioscience; Labor; Restaurants/Leisure/Hospitality; and Sports/Entertainment. The Task Force held its final meeting on July 14 and issued recommendations for each sectoral area for BOS consideration.

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The Roadmap also directs the Los Angeles County Chief Executive Officer to prepare a written report, within 90 days, that identifies County assets that can be used "to promote neighborhood revitalization, affordable housing, and economic opportunity, and to incentivize adaptive reuse development along financially impacted corridors"[5] in partnership with the Department of Consumer and Business Affairs (DCBA), the Los Angeles community Development Authority (LACDA), and the Department of Regional Planning (DRP).

In response to the BOS request of the CEO, this report identifies both economic assets and economic need in Los Angeles County. Assets are defined broadly to include programs, plans, policies, funding, financing tools, land and buildings, infrastructure improvements, parks, and transit, among other factors. The geographic focus of this inventory is unincorporated Los

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[1] As of May 30, 2020, unemployment insurance claims in Los Angeles County totaled 1,398,033.
[2] Allen, Bill, and Sedgwick, Shannon, Los Angeles County Economic Development Corporation (2020), *LAEDC COVID-19 Economic Implications Briefing June 29, 2020* [PowerPoint presentation]. Available at: https://laedc.org/wp-content/uploads/2020/07/IAE-Webinar_-COVID-19-Implications_06.29.20.pdf.
[3] *COVID-19 United States Cases by County*, Johns Hopkins University of Medicine Coronavirus Resource Center, viewed July 22, 2020 at https://coronavirus.jhu.edu/us-map.
[4] *LA County COVID-19 Surveillance Dashboard*, Los Angeles County Department of Public Health, viewed July 22, 2020 at http://dashboard.publichealth.lacounty.gov/covid19_surveillance_dashboard/

Angeles County, where the BOS has the most control over land use policy, other public policies, and government programs. However, when available data cover incorporated areas as well as unincorporated areas, this study includes incorporated areas with potential for economic recovery collaborations. The assets inventory is geographically based and mapped, wherever possible, so that the inter-relationships among the assets can be viewed spatially to assist with targeting or prioritizing areas for action where conditions align to create the best potential to achieve economic recovery and development objectives.

Using Geographic Information Systems (GIS) mapping technology, this study brings together a broad cross-section of data that, collectively, identify how assets relate to geographic areas of opportunity and need throughout Los Angeles County. The result is the creation of a Los Angeles County Assets Mapping Tool (Assets Mapping Tool) that can be accessed via existing systems at the County. Furthermore, the Assets Mapping Tool can be continually supplemented with updated, new, and additional data. Potential users of this Assets Mapping Tool include Supervisorial offices, Los Angeles County staff, partner agencies, and the general public. The Assets Mapping Tool can be used to identify where existing assets and community needs overlap, or where community needs are high but available assets are lacking. Potential uses include prioritizing discretionary funds, preparing requests for State or Federal aid, identifying target geographies for economic recovery programs, and online community participation. Due to the dynamic nature of electronic mapping and the nature of the BOS directive, this study identifies the data sources and the ways in which the Assets Mapping Tool can be used rather than prescribing specific actions.

This Technical Report includes three sections:

1) **A Description of Data** section specifies the asset and need data collected for the Assets Mapping Tool and identifies data sources. BAE worked with CEO staff to collect existing data and maps in the following ten topic areas: Tax Rate Areas with EIFD Potential, CDBG Eligibility, County-Owned Real Estate, County Planning Initiatives, Public Infrastructure and Facilities Investments, Workforce Development Programs and Resources, Government Designated Investment Incentive Areas, Affordable Housing, Labor Force and Unemployment, and Disproportionately Impacted Industry Sectors.
2) **A Demonstration of the Assets Mapping Tool Usability** section provides three sets of maps that exhibit the functionality and insights that can be derived from the data integrated within the Assets Mapping Tool. The three different sets of maps each focus on a different economic recovery topic: economic development and potential Enhanced Infrastructure Financing Districts, unemployment and job loss, and affordable housing.
3) **An Opportunities for Further Exploration and Analysis** section describes additional data and mapping projects, sponsored by Los Angeles County and otherwise, that could be incorporated into the Assets Mapping Tool to explore additional economic recovery opportunities.

1. DESCRIPTION OF DATA

This report section describes the data that are compiled and incorporated into the Los Angeles County Assets Mapping Tool, along with the purpose of that data in understanding how assets can be mobilized to spur economic recovery. A detailed data inventory is also provided as Attachment A.

A. Tax Rate Areas with Enhanced Infrastructure Financing District Potential

The Assets Mapping Tool utilizes data that identifies Tax Rate Areas (TRAs) throughout Los Angeles County and identifies existing Enhanced Infrastructure Financing Districts (EIFDs) in unincorporated Los Angeles County and those TRAs where the County's share of incremental property tax revenue make formation of other EIFDs viable.

Enhanced Infrastructure Financing Districts

Enhanced Infrastructure Financing Districts (EIFDs) are financing mechanisms authorized by State law and initiated by cities and/or counties to raise revenue for infrastructure and other public investments. EIFDs utilize tax increment financing, a mechanism through which bonds are issued against projected growth in property tax revenues (i.e., the tax increment) in a defined area. The revenues raised are invested in improvements in the area that are intended to catalyze the projected property tax revenue growth. Through an EIFD, local taxing entities may agree to contribute their shares of the property tax increment to the EIFD financing plan, and their shares cannot be utilized without their participation. The County participated in the formation of an EIFD in the City of La Verne, and is participating in potential EIFDs in the City of Redondo Beach and unincorporated West Carson. The CEO provided PDF maps of the EIFD boundaries, which BAE converted into GIS-compatible format.

Tax Rate Areas Supportive of EIFD Formation

A Tax Rate Area (TRA) is a geographic unit utilized in the assessment and collection of property taxes and the allocation of the revenues to various taxing entities. Such entities include local governments, including cities, counties, school districts, and special districts that have claim to a share of property tax revenues within their service areas.

Each TRA represents a unique combination of local taxing entities and tax rates to which all properties within the TRA are subject. Service areas often overlap but are seldom coterminous, resulting in numerous combinations of taxing entities across an area. According to the L.A. County Auditor-Controller's Office, there are 12,728 unique TRAs in Los Angeles County as of fiscal year 2019-2020.

TRAs differ in the share of property tax revenues they allocate to the various taxing entities, including the County. While most TRAs apportion between 24 percent and 31 percent of each ad-valorem property tax dollar collected to the County, some apportion as much as 40 percent or as little as ten percent to the County. To strategically utilize tax increment financing opportunities, it is useful for the County to know which geographic areas are within TRAs with high County apportionment factors. Toward that goal, BAE obtained a shapefile of TRAs in Los Angeles County from the County Assessor's Office and joined the County apportionment factor for each TRA from a file downloaded from the L.A. County's Auditor-Controller Office.

B. Community Development Block Grant (CDBG) Eligibility

The Assets Mapping Tool displays areas of Los Angeles County that are eligible for expenditure of federal Community Development Block Grant (CDBG) funds, which could be redirected toward economic recovery efforts.

CDBG-Qualified Census Block Groups

CDBG Qualified Census Block Groups[6] are those where at least 51 percent of households are low- and moderate-income. In more generally affluent communities, such as Santa Monica, the percentage threshold for low- and moderate-income households may be lower. Qualified census Block Groups dictate where eligible grantees can spend their CDBG funds and how the funds may be spent. The data were last updated by the U.S. Department of Housing and Community Development (HUD) on November 2019, based on the Census Bureau's 2011-2015 American Community Survey Special Tabulation data. BAE has created two versions of this file: one with all CDBG-eligible Block Groups regardless of grantee, and one with eligible block groups for which the County of Los Angeles is the grantee.

C. County-Owned Real Estate

Los Angeles County owns real estate that is considered an asset that could be employed toward economic recovery. CEO staff provided BAE with lists of vacant and underutilized County-owned properties, including properties that have been identified as having good potential for filming production.

Vacant and Underutilized County Sites

The vacant and underutilized County sites database is a geographic database containing an inventory of vacant and underutilized parcels, including information on site size, existing building sizes (if applicable), and notes on past or current plans for

[6] Block Groups are geographic areas designated by the U.S. Census Bureau for data collection purposes.

future utilization of the site. While not all sites may be suitable for development, the sites inventory allows the County to see where its assets are located relative to various development resources that could be employed to redevelop the site should the County so decide. The list of vacant and underutilized County sites was developed by the Los Angeles County CEO's office, with input from various County stakeholders.

Sites for Potential Reuse as Film, TV and Digital Media Production Facilities

The CEO Film Office maintains a list of County-owned sites that are, or may be, suitable for repurposing for film, television or digital media production facilities. Repurposing these sites—several of which are remote and not suitable for new residential or commercial development—as production facilities presents a significant revenue generation opportunity for the County. It also helps support the region's important film, television, and digital media industry, which has previously reported a shortage of production space within the County. BAE has identified which of these sites are located within the Studio Zone or the Secondary Studio Zone, which are, respectively, 30- and 40-mile radius areas from the intersection of Beverly and La Cienega Boulevards. Production within these zones is subject to lower union per diem rates than production beyond them.

D. County Planning Initiatives and Key Corridors

This report views Los Angeles County plans and policies as assets that can be meaningfully employed to address economic needs. The Assets Mapping Tool includes geographic data regarding Transit Oriented Districts, Economic Opportunity Areas, Employment Protection Districts, and adopted Specific Plans where recent planning activity establishes specific policies and implementation actions that will support economic development and housing production.

Transit Oriented Districts - General Plan 2035

Transit Oriented Districts (TODs) are areas the County has identified in its General Plan as opportunities for infill development in proximity to Metro Rail and Busway transit stations. In most instances, the TOD district is defined as the area within a half-mile radius of a station. The County intends to prepare a Specific Plan for each TOD area, and has already completed Specific Plans for West Carson, West Athens, and the 3rd Street area in East Los Angeles. BAE downloaded a shapefile of the TOD district boundaries from Los Angeles County's Enterprise GIS platform.

Economic Opportunity Areas (Antelope Valley Area Plan)

The Economic Opportunity Areas are defined clusters of land along the High Desert Corridor and the Northwest 138 Corridor Improvement Program. These areas are identified in the Antelope Valley Area Plan as having potential for economic growth and development. The data was updated in May 2020 and BAE downloaded the data from Los Angeles County's Enterprise GIS platform.

Employment Protection Districts – Unincorporated Areas

The Employment Protection Districts are areas within unincorporated L.A. County that are employment-rich and have an economically viable industrial presence. BAE downloaded these data from the Los Angeles County Enterprise GIS platform.

Adopted Specific Plans – Unincorporated Areas

Specific Plans are tools used to implement the General Plan within a specified area. For the purposes of this analysis, BAE included only Specific Plans adopted since 2010. The listing of existing Specific Plans was last updated in June 2020 and BAE downloaded the Specific Plan data from the Los Angeles County Enterprise GIS platform.

Key Commercial Corridors

CEO and BOS staff provided BAE with a list of Key Commercial Corridors in unincorporated Los Angeles County. In some instances, the corridors mapped do extend into adjacent incorporated cities. The Key Commercial Corridors are not identified as a part of any specific program, but rather as retail and trade areas that should be assessed for COVID-19 impacts and needs.

E. Public Infrastructure and Facilities Investments

Public infrastructure and facilities are government assets that contribute to quality of life and access to opportunity in each community and support economic growth and housing development. To highlight areas where considerable recent and planned public investments could be leveraged to help support economic development and new housing production, the Assets Mapping Tool includes information about Metro Active Transit projects, new parks projects, the L.A. River Master Plan, the Rory M. Shaw Wetlands Park Boundaries, and Stormwater Quality Design Opportunity Sites.

Metro Active Transit Projects

This set of layers includes Metro Rail and Busway projects that are currently under construction or in planning phases. These include rail projects, such as the West Santa Ana Branch light rail and the Purple Line heavy rail extension, and bus rapid transit projects, such as the North Hollywood-to-Pasadena busway. These projects represent the next generation of transit investment in Los Angeles and will considerably increase the areas of the County suitable for transit-oriented development. Metro provided these layers to the County CEO's office in April 2020.

New Parks Projects

The New Parks Project layer illustrates recently completed and under construction parks within Los Angeles County. New parks investments can serve as an attractive amenity for new development and support the County's public health goals. The L.A.

County Parks and Recreation Department provided this shapefile layer to the County CEO's Office.

L.A. River Master Plan Project Sites

The L.A. River Master Plan provides implementation plans and goals for the 51-mile L.A. River. These plans include optimization and enhancement of recreational and environmental values of the community in the surrounding area. The Master Plan includes a list of project sites where developments involving recreational facilities and stormwater management controls are set to occur. The L.A. County Department of Public Works provided the project site list to the County CEO's Office.

Rory M. Shaw Wetlands Park Boundaries

The Rory M. Shaw Wetlands Park Project is collaborative effort among the L.A. County Flood Control District, the City of Los Angeles, and the Sun Valley Watershed Stakeholders Group to address the major flooding in Sun Valley through the conversion of the 46-acre landfill into a multi-purpose wetland park. The park boundaries are used to define the development site. The boundaries were provided to the County CEO's Office by the County Department of Public Works.

Stormwater Quality Design Opportunity Sites

The comprehensive geodatabase of Stormwater Quality Design Opportunity Sites provides a list of optimal sites for new stormwater management investments. Most opportunity sites are in City or County parks, low-impact developments, and green streets. Stormwater management is important to the community by providing flood control benefits, capturing, and recycling stormwater and non-stormwater run-off to irrigate the surrounding landscape, and providing rehabilitated or new amenities to the developed area. The L.A. County Department of Public Works provided this shapefile to the County CEO's Office.

F. Workforce Development Programs and Resources

The Assets Mapping Tool displays the locations of workforce development programs and resources throughout Los Angeles County, which can be utilized to help address needs in communities with chronically high unemployment levels and needs in communities more recently affected by economic disruption related to the COVID-19 pandemic.

Economic Development Locations (Workforce Centers, etc.)

Los Angeles County Enterprise GIS provides a comprehensive geographic database of the various economic development facilities throughout the County, such as workforce and worksource centers, workforce and business development boards, community development centers, etc. The Economic Development Locations database provides a broad overview of locations of economic and community development service delivery

sites by the jurisdiction (city, department, or agency) that provides the service. The L.A. County Enterprise GIS team last updated this database in May 2018. BAE supplemented the data by adding several America Jobs Center locations that were not in the Enterprise GIS dataset.

G. Government-Designated Investment Incentive Areas

The Assets Mapping Tool incorporates federal and State-designated investment areas that can potentially draw private sector investment with government incentives. These investment areas include Difficult to Develop Areas, New Markets Tax Credits Qualified Census Tracts, Opportunity Zones, and HCD/CTCAC high opportunity areas.

Difficult to Develop Areas

The Difficult to Develop Areas (DDAs) are federally designated geographic areas organized by Zip Code Tabulation Areas (ZCTAs) and are determined by HUD as areas with high land, construction, and utility costs relative to the area median income. DDAs are used in the Low-Income Housing Tax Credit (LIHTC) program. Projects in DDAs qualify for a 30-percent boost in the eligible basis for tax credit allocation, which enhances project feasibility. The most recent DDA eligibility data were released in January 2020 by the HUD Office of Policy Development and Research.

New Markets Tax Credits Qualified Census Tracts

The New Markets Tax Credit (NMTC), authorized by the U.S. Congress in 2000, encourages private investors to make equity investments in Community Development Entities (CDEs), which are financial intermediaries that provide low-cost capital to businesses in qualifying economically distressed Census Tracts. Investors receive a federal tax credit equal to 39 percent of their investment, claimed over seven years. CDEs may mobilize the invested capital to finance a wide range of economic needs, including real estate development, business start-up or expansion costs, equipment purchase, or operations. For-profit and non-profit projects may qualify for funds raised through the sale of these credits. The Community Development Financial Institutions (CDFI) Fund updated the most current NMTC eligible Census Tract data in October 2017, using 2011-2015 American Community Survey data.

Opportunity Zones

The federal Opportunity Zones program offers investors favorable tax treatment on their capital gains if they reinvest those gains into enterprises, including real property development, within qualified economically distressed Census Tracts. The Tracts' determination of eligibility is based on 2012-2016 American Community Survey data. The program encourages investors to direct capital gains from previous investments into an Opportunity Fund, a specialized investment vehicle that makes investments in real property, infrastructure, and companies within Opportunity Zone-designated tracts. By placing their capital gains in an Opportunity Fund, investors can defer and

reduce their federal tax liability on those gains and avoid federal tax on future gains generated by their Opportunity Fund investments. The tax incentives are structured to encourage long-term investments, with maximum benefits available to those who hold their investments for at least ten years. BAE obtained a list of Qualified Opportunity Zones from the CDFI Fund, last updated in December 2018.

CTCAC/HCD Opportunity Map

In 2017 the California Tax Credit Allocation Committee (CTCAC) and State Department of Housing and Community Development (HCD) commissioned an Opportunity Map to identify areas by "critical life outcome" resource characteristics, using indicators such as educational attainment, earnings from employment, and economic mobility, at the Census Tract level. The opportunity map identifies geographic areas throughout the State of California that have positive long-term economic, educational, and health outcomes for children. Conversely, these Census Tract opportunity areas also highlight areas of high segregation and poverty. The Opportunity Areas Maps inform users of key target investment areas and are used in CTCAC's new policies aimed at increasing access to high-opportunity areas for families in housing financed with competitive nine percent LIHTCs. Additionally, these maps are used for HCD funding programs such as the Multifamily Housing Program. BAE downloaded the 2020 Opportunity Map data from the CTCAC website.

H. Affordable Housing

Access to and the development of affordable housing can be catalytic for both new residents and for the neighborhoods in which the developments are located. At the same time, when siting affordable housing, local governments and funding entities take under consideration the potential of gentrification, proximity to adequate transportation, and access to quality jobs, education, and health care. The Assets Mapping Tool data includes recent data for properties financed by the Low-Income Housing Tax Credit (LIHTC) program which is the predominant form of affordable housing funding.

Affordable Housing Projects Issued Low Income Housing Tax Credits in Past Three Years

The geographic distribution of projects that were recently issued LIHTCs can indicate the areas of the County in which affordable housing development is viable. Viability of affordable housing is influenced by the availability of sites, project eligibility for federal, state, and local funding and incentives, and the level of neighborhood support or opposition to affordable housing development or development in general. Areas that have seen multiple new developments reach the tax credit allocation stage may have a combination of factors favorable to development. At the same time, mapping may reveal areas of high concentrations of subsidized affordable housing where further concentration may not be beneficial and, conversely, areas that have seen little

affordable housing development that may benefit from such investment. BAE obtained and spatialized a list of projects issued credits by CTCAC between 2017 and 2019, the most recent available data year. Separate layers are available for projects issued competitive nine-percent credits and the non-competitive four-percent credits.

I. Labor Force and Unemployment

The COVID-19 pandemic has been characterized by rapidly changing labor force dynamics, including historically high levels of unemployment. The BOS Roadmap directive includes a focus on jobs creation and retention. Data discussed below can help to provide an understanding of where there are resident populations that are particularly affected by unemployment and where there are concentrations of residents who work in certain sectors that may be particularly affected by economic disruption from the COVID-19 pandemic. The Assets Mapping Tool incorporates both pre-COVID 19 and post-COVID 19 labor force statistics as follows:

Employment Statistics by Census Tract (2019)

BAE obtained employment information at the Census Tract level from Esri Business Analyst. The data include the number of establishments and jobs associated with each primary industry (i.e., two-digit NAICS) in each Census Tract. The estimates are sourced to 2019 and, therefore, do not reflect the impacts of COVID-19.

Labor Force Statistics by Census Tract (2019)

BAE obtained labor force statistics at the Census Tract level from Esri Business Analyst, a private provider of demographic and economic data estimates. The labor force data include the civilian labor force, the employed civilian labor force, the unemployed civilian labor force, the unemployment rate, and the number of residents employed in each primary industry sector (i.e., two-digit sectors identified by the North American Industry Classification System, or NAICS). The estimates are sourced to 2019 and, therefore, do not reflect the impacts of COVID-19.

Unemployment at City and CDP Level (May 2020)

The Local Area Unemployment Statistics (LAUS) data provides monthly estimates of total employment and unemployment at the city and Census-Designated Place (CDP), county, and metropolitan statistical area level. LAUS provides regional and local market insights on current economic conditions. BAE obtained May 2020 data for cities and CDPs from the California Employment Development Department.

J. Disproportionately Impacted Industry Sectors

To understand employment changes in industries that have been disproportionately impacted by the pandemic economy, BAE utilized Current Employment Statistics (CES) data for Los Angeles County, obtained from the California Employment Development Department.

Current Employment Statistics (May 2019 and May 2020)

The CES dataset, available at County level through May 2020 as of the time of this report, provides estimates of employment (i.e., number of jobs) by industry classification. The data do not reflect self-employed, unpaid family, and private household workers, and may therefore present a modest underestimate of total workers in the County. Using CES data from May 2020 and May 2019, BAE tabulated the year-over-year change in total countywide employment and in each primary industry. The County lost approximately 600,000 jobs over this period, a decline of 13.2 percent. Five industries recorded greater percentage job losses than the overall County average: Arts, Entertainment, and Recreation (-45.8 percent); Accommodation and Food Services (-43.4 percent); Other Services, Excluding Public Administration (-28.1 percent); Retail Trade (-16.1 percent); and Information (-15.3 percent)[7]. BAE classifies these as "disproportionately-impacted industries."

2. DEMONSTRATION OF ASSETS MAPPING TOOL USABILITY

The Assets Mapping Tool is a flexible inventory of locational asset and economic data for Los Angeles County that is displayed and offers analysis functions via GIS software. Los Angeles County staff utilized GIS internally across departments and certain GIS datasets are also available to the public through various online public websites. To demonstrate the potential utility of the Assets Mapping Tool in helping to support the Roadmap to Economic Recovery, BAE has prepared sample maps in three topic areas: Economic Development and EIFD Map Samples; Unemployment and Job Loss Map Samples; and Affordable Housing Map Samples.

A. Economic Development and EIFD Map Samples

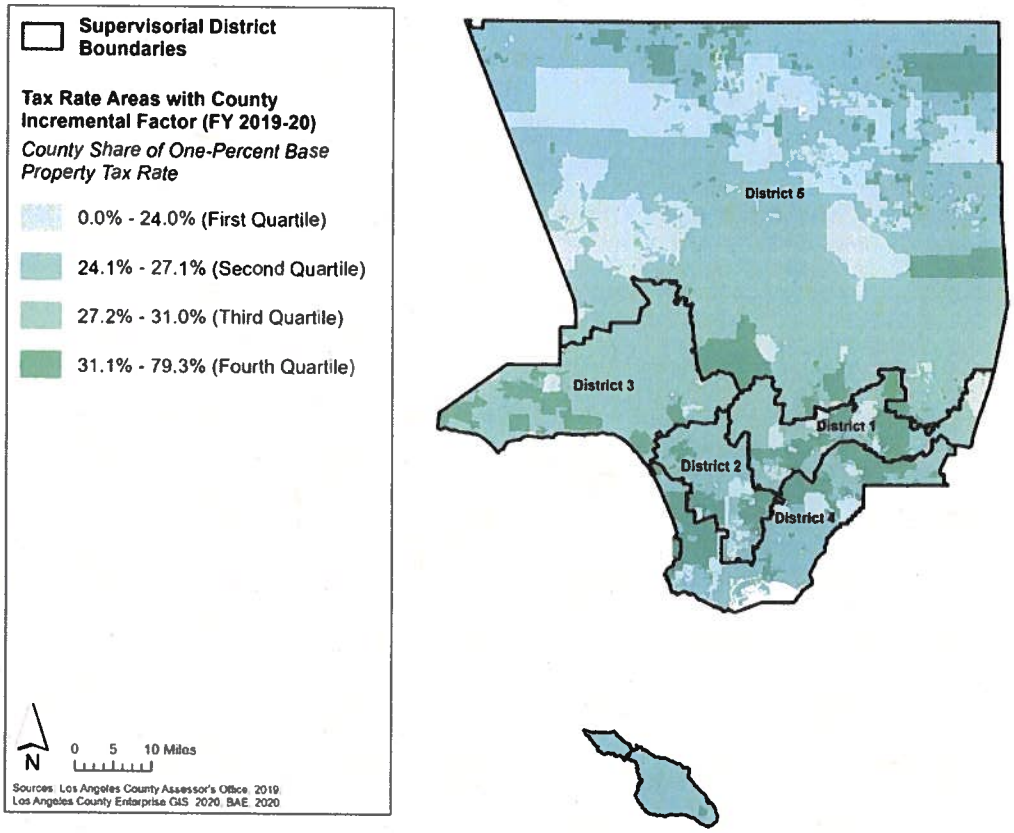
Enhanced Infrastructure Financing Districts (EIFDs) can be a valuable tool for supporting the County's economic development efforts by providing a funding mechanism via tax increment. Because EIFDs can only divert property tax increment from agencies that consent, EIFDs are most likely to be viable in Tax Rate Areas (TRAs) in which Los Angeles County controls a significant portion of the property tax increment.

Map 1, below, displays a heat map of all TRAs in Los Angeles County, with darker shades of green representing those TRAs that contribute a comparatively high share of their base ad-valorem property tax directly to the County. TRAs rendered in the darkest shade of green represent the top 25 percent of TRAs with the highest County contribution factor. These TRAs contribute upwards of 31.0 percent of their ad-valorem property tax revenues to the County, with most contributing in the low-to-mid 30 percent range. TRAs rendered in the next darkest

[7] Note that a large component of the "Information" sector in Los Angeles County is film and TV production.

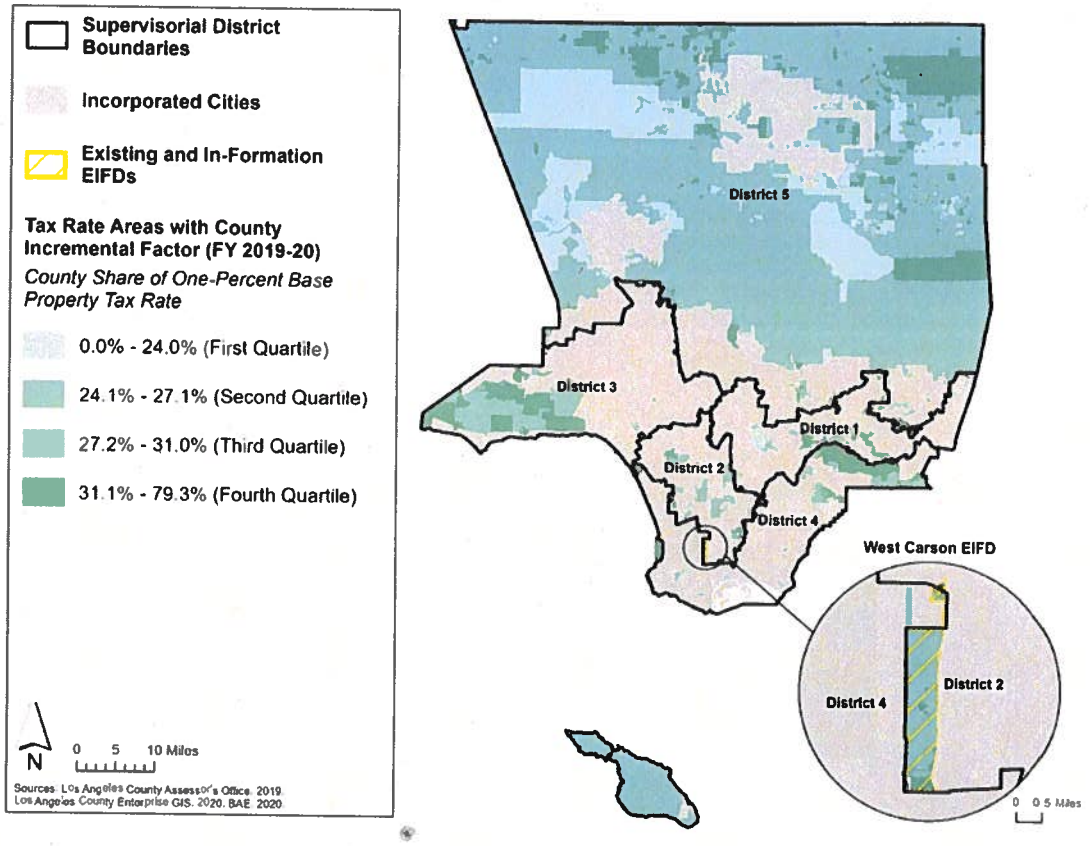
shade have County contribution factors higher than the median (27.1 percent) and up to the 75th percentile (31.0 percent).

Map 1: County Incremental Factor by TRA, Los Angeles County



Map 2, which follows, incorporates an additional data layer that highlights existing EIFDs and EIFDs in process of formation. In the context of Unincorporated Los Angeles County, the map includes the County-led West Carson EIFD, whose TRAs contribute anywhere from 30.2 percent to 31.1 percent of their property tax revenue directly to the County. The County's tax increment share in West Carson represents a higher factor than in nearly 75 percent of TRAs Countywide.

Map 2: Existing and In-Formation EIFDs, Unincorporated Los Angeles County

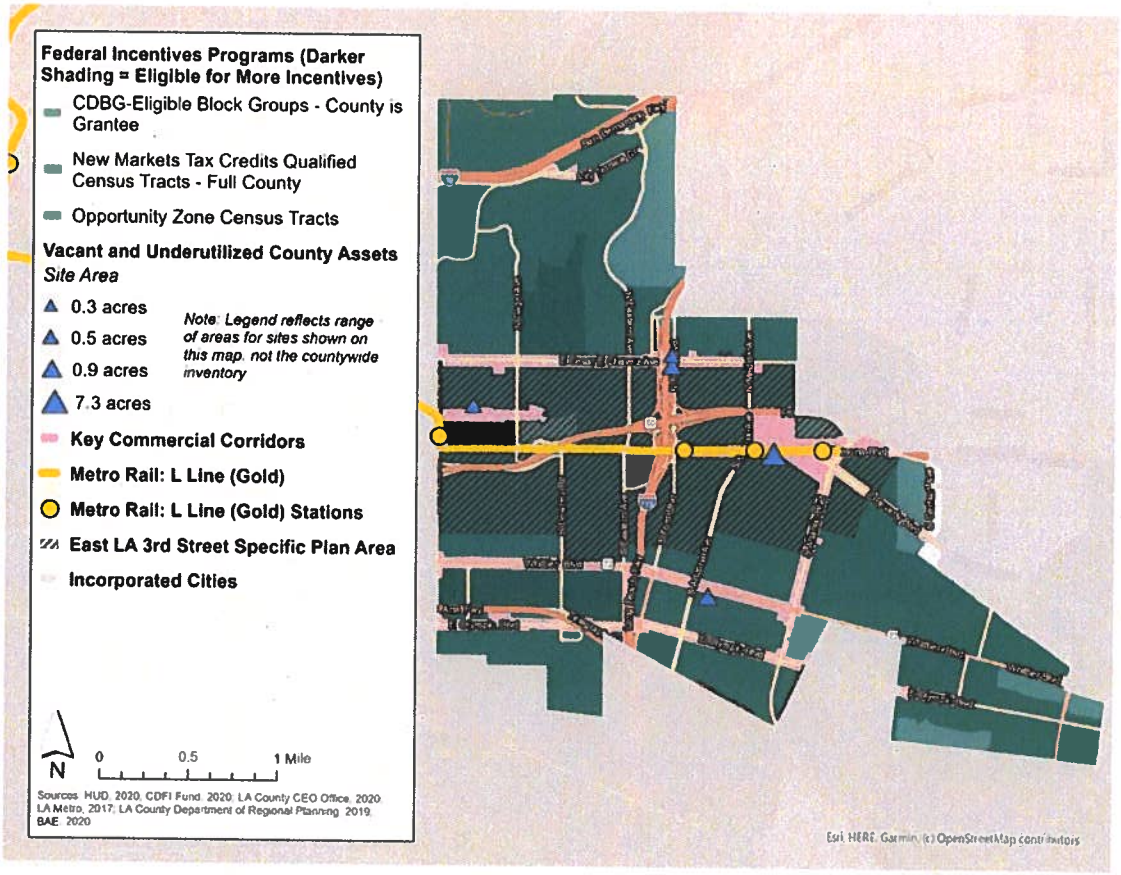


Another area of unincorporated LA County whose TRAs contribute a higher-than-average share of tax revenue include East La Mirada. The three discrete TRAs that comprise East La Mirada contribute anywhere from 31.4 to 32.6 percent of their increment, within the upper quartile of all TRAs.

The County's property tax share is not the only lens through which the Board of Supervisors can evaluate the potential for spurring economic development in distressed areas. Federal incentive programs such as Opportunity Zones, New Markets Tax Credits, and Community Development Block Grant (CDBG) funds can be leveraged concurrently. CDBG funds from the U.S. Department of Housing and Urban Development (HUD), for example, can be used in accordance with the County's HUD Consolidated Plan to support community and economic development activities—primarily to benefit low- and moderate-income households. All three of these programs define their eligibility criteria by geography, and as such are best visualized in a spatial format.

For demonstration purposes, BAE selected a neighborhood in East Los Angeles to illustrate how the Assets Mapping Tool could be used to identify potential geographic areas with the greatest overlap of incentive programs and County assets or initiatives. Map 3, below, explores the area bounded by E. Cesar Chavez Ave. to the south, N. Gage Ave. to the west, N. Brannick to the east, and some residential streets to the north. The map overlays the geographic boundaries of various government investment incentive programs and funds (CDBG Eligible Block Groups, New Market Tax Credits Qualified Census Tracts and Opportunity Zone Census Tracts) with vacant and underutilized County assets, key commercial corridors, Metro light rail stations, and the East LA 3rd Street Specific Plan Area.

Map 3: Federal Incentives Program Layers in Unincorporated East Los Angeles



The sample map shows that, in this area, Los Angeles County has multiple tools at its disposal to incentivize economic recovery including neighborhood-specific planning and zoning regulations, transit-oriented development opportunities, County-owned property, existing commercial corridors, and federal funds and investment incentive programs.

B. Unemployment and Job Loss Map Samples

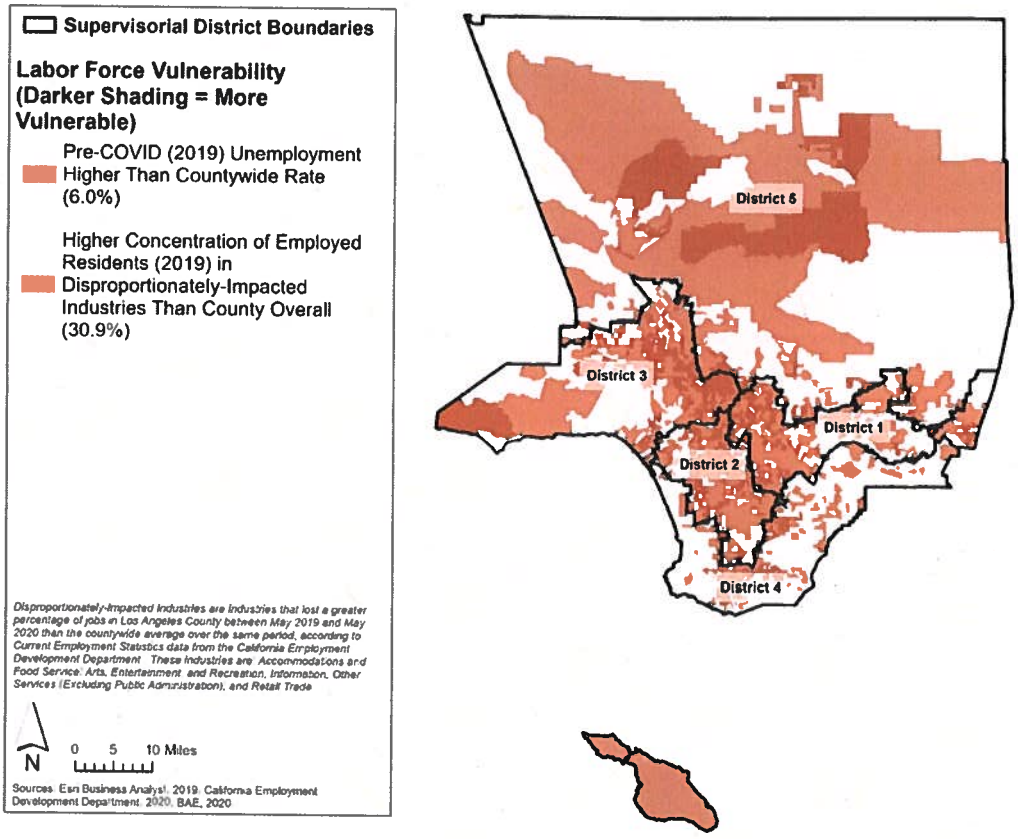
The Assets Mapping Tool includes several data layers illustrating labor force and employment dynamics. While much of the available Census Tract-level data are from 2019 and therefore reflect pre-COVID conditions, the map layers are configured to highlight attributes that may indicate increased risk of COVID-related labor market impacts.

Labor force data, which map where members of the County's labor force live, regardless of their place of work, can be utilized by the County to identify geographic areas with notable concentrations of unemployed residents or residents employed in industries that are particularly vulnerable to COVID-related job losses. The employment data, which describe jobs in the County regardless of where workers reside, can illustrate concentrations of jobs in industries of interest to the County, including industries that have recorded disproportionate job losses relative to the County total in the wake of the COVID-19 pandemic. These maps can help the County strategically allocate resources to assist unemployed residents or businesses that have shed jobs.

Map 4 illustrates labor force vulnerability using a combination of two overlapping, semi-transparent data layers. The first layer shows Census Tracts where the 2019 unemployment rate exceeded the Los Angeles County-wide rate of 6.0 percent. Given the relatively strong economy and historically low unemployment recorded during this pre-COVID period, tracts with higher than average unemployment rates may have residents who were already facing structural barriers to employment opportunities prior to the onset of the pandemic. The County could further narrow in on the tracts with the most severe unemployment rates, such as those with twice the countywide rate. The second layer depicts tracts in which the percentage of employed residents employed in disproportionately impacted industries exceeds the countywide proportion of 30.9 percent. These tracts are home to significant concentrations of workers who may be more likely to lose or have already lost their jobs due to COVID-related economic impacts.

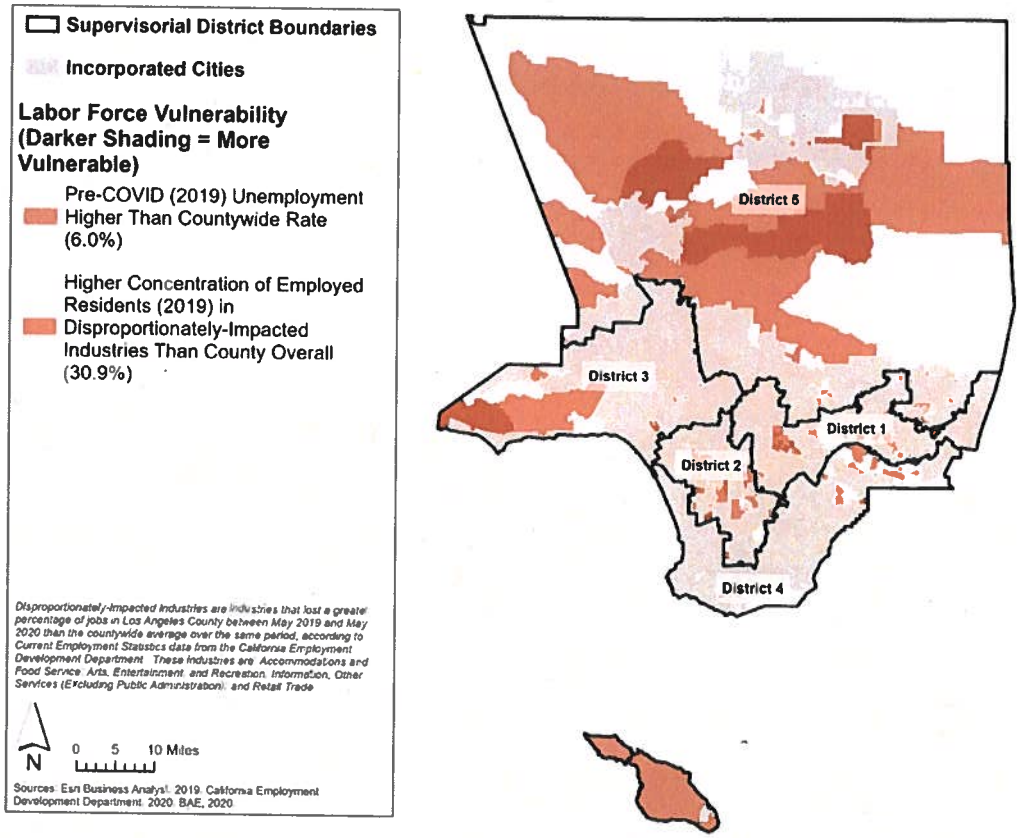
The layering of the semi-transparent layers yields a heat map effect. The shaded tracts record at least one indicator of labor force vulnerability, and the darker shaded tracts experience both.

Map 4: Labor Force Vulnerability, Los Angeles County, 2019



Map 5, on the following page, shows only the tracts in Unincorporated Los Angeles County. It illustrates that most of the Unincorporated tracts experience at least one of the labor force challenges, with a collection of especially vulnerable tracts in the unincorporated islands in South Los Angeles and East Los Angeles. Large but sparsely populated tracts in the northern portion of the County also exhibit higher levels of labor force vulnerability. The Assets Mapping tool provides the capability of symbolizing the number rather than the percentage of individuals in these vulnerable categories, as well as density options. These alternative representations of the data could be useful in identifying the volume of services and investment warranted within a particular geographic zone.

Map 5: Labor Force Vulnerability, Unincorporated Los Angeles County, 2019

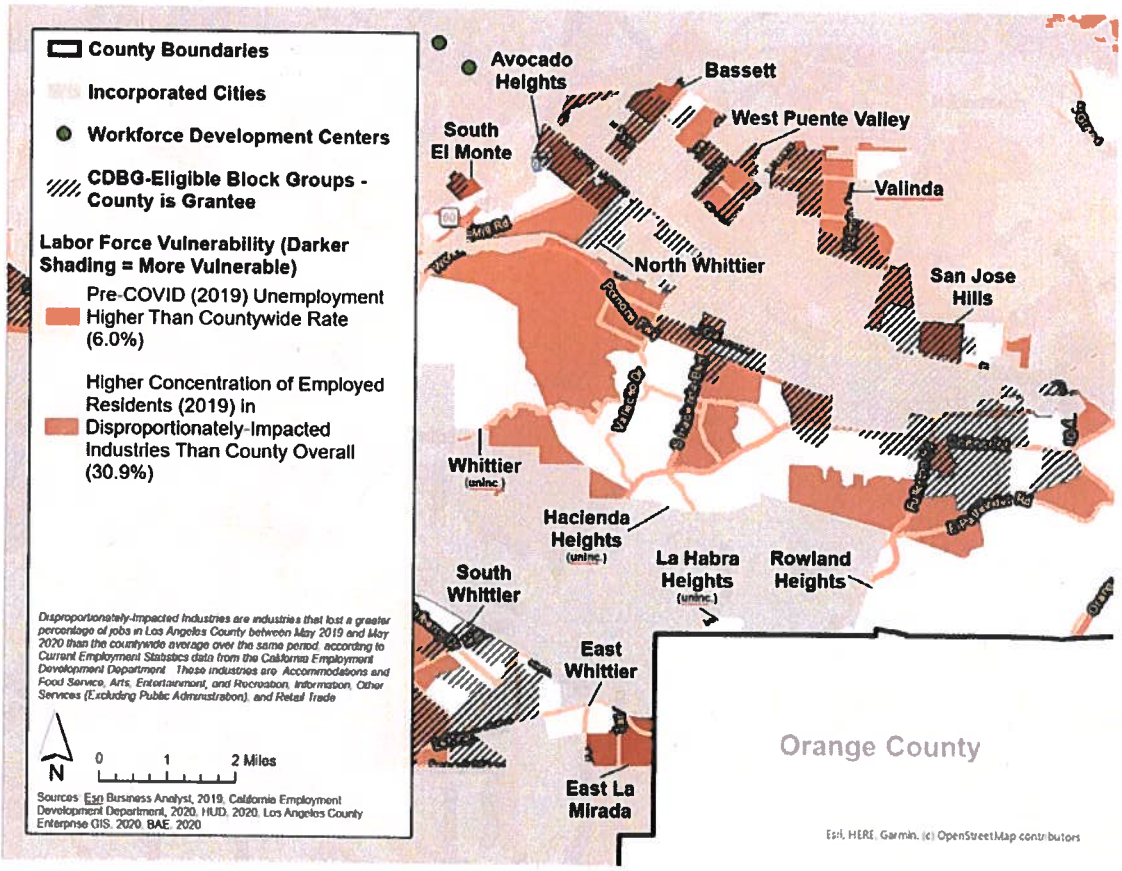


Map 6 focuses on an area of the Unincorporated Los Angeles County that shows a range of labor force vulnerability levels, the Southeast San Gabriel Valley. Most Census Tracts in this area record at least one labor force vulnerability indicator, with unemployment above the County average being most common. Tracts in North Whittier and San Jose Hills record unemployment rates in excess of ten percent. When overlaid with the layer showing tracts with higher-than-average proportions of employed residents in disproportionately impacted industries, hot spots of vulnerability emerge in South El Monte, Avocado Heights, San Jose Hills, and East La Mirada. A Census tract in San Jose Hills, north of East Valley Boulevard between Giano Avenue and La Seda Road, exhibits both the highest 2019 unemployment rate (10.6 percent), and the largest proportion of residents employed in disproportionately-impacted industries (36.7 percent) among the areas shown in Map 6.

Additionally, overlaying the vulnerability layers with CDBG-eligible Block Groups and the locations of existing resources, such as workforce development centers, reveals that the County could leverage CDBG resources in many of the most affected areas. However, the areas appear to lack a strong infrastructure of existing workforce development resources

within close proximity to vulnerable residents. The nearest workforce centers, Goodwill's Central San Gabriel Valley Worksource Center, and the National Center for American Indian Enterprise Development, are located in the City of El Monte, an approximately 10-mile commute from San Jose Hills.

Map 6: Labor Force Vulnerability and Workforce Development Resources, Unincorporated Southeast San Gabriel Valley Focus, 2019



Map 7 shifts the focus from labor force to employment dynamics. The Assets Mapping Tool offers numerous options for analyzing and visually representing employment data. A user can compare the total number or density of jobs within Census Tracts, identify the number or percent of jobs within a particular industry, or exhibit the tracts with higher-than-average concentrations of jobs in disproportionately impacted industries, as was shown in the labor force maps.

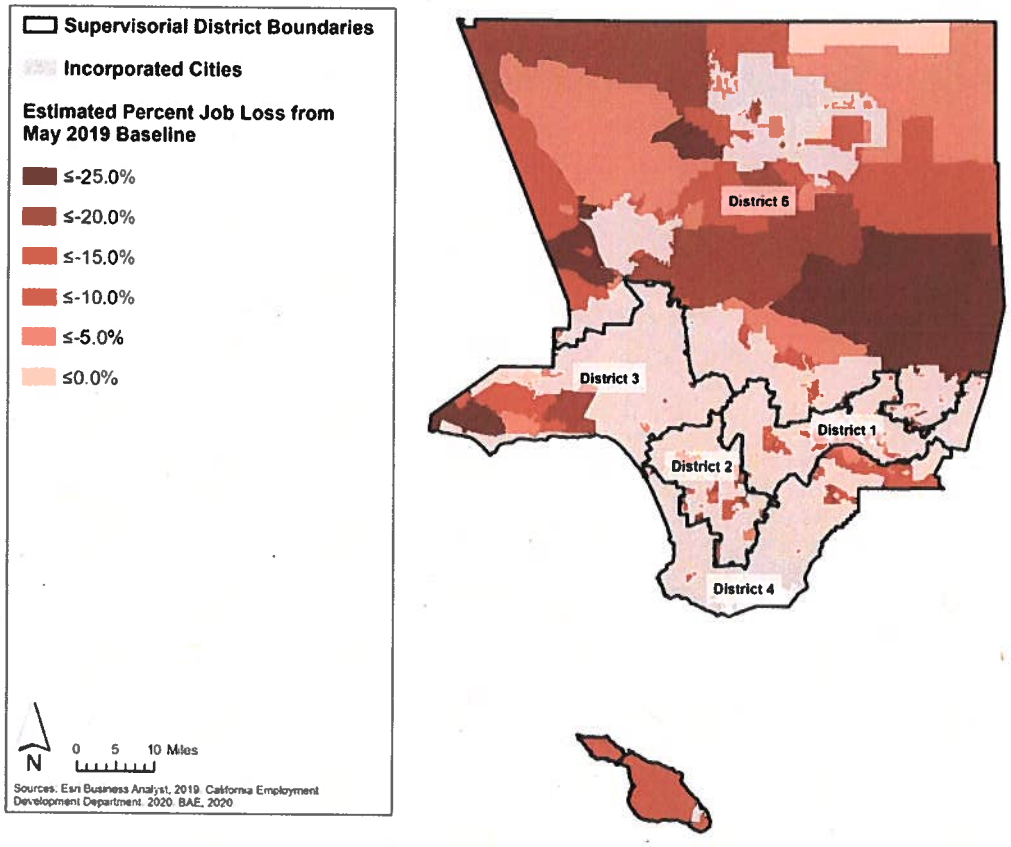
It is important to emphasize that the tract-level employment data obtained from Esri Business Analyst reflect pre-COVID economic conditions. However, the data provide a useful baseline from which to estimate job losses by incorporating more current but less geographically

specific data. As noted above, the CES dataset offers county-level jobs figures by industry over time. With these data, BAE determined the countywide percent change in employment within each primary industry between May 2019 and May 2020. These countywide but industry-specific change figures are then applied to employment-by-industry figures at the tract level to estimate the number of jobs added or lost within that industry in that tract. Those change figures are added together to produce an estimate of jobs added or lost, which can be expressed as a percentage change from the 2019 baseline.

For example, a hypothetical tract with 1,100 jobs (1,000 in retail trade and 100 in information) is assumed to record the countywide percentage change in these industries (-16.8 percent for retail trade and -15.3 percent for information). This calculation produces an estimated loss of 168 retail jobs and 16 information jobs, accounting for upward rounding, for a total estimated loss of 184 jobs or 16.7 percent. This approach effectively assumes that all tracts experienced the same percentage job losses by industry as the County, which is not necessarily the case. Therefore, these estimates should not be considered authoritative, but indicative of relative vulnerability. The estimates do account for differences in the distribution of jobs by industry between Census Tracts, making it a useful framework for comparing Census Tracts to one another.

Map 7 also illustrates that nearly all parts of Unincorporated Los Angeles County include tracts with moderate-to-severe estimated percentage job losses. Tracts with the largest percentages of estimated job losses are those with the largest proportions of jobs in disproportionately impacted industries, such as accommodations and food service, other services (which include personal services, like hair and nail salons), and retail. Therefore, tracts containing commercial centers or dense commercial corridors—such as Whittier Boulevard in East Los Angeles, East Valley Boulevard in Avocado Heights, Crenshaw Boulevard on the edge of El Camino Village, and South Wilmington Avenue in Willowbrook—stand out. For example, the Census Tract containing the eastern side of the South Wilmington Avenue corridor between Interstate 105 and East 124th Street records an estimated job loss of 20.2 percent, driven largely by its relatively high percentages of retail and food service employment.

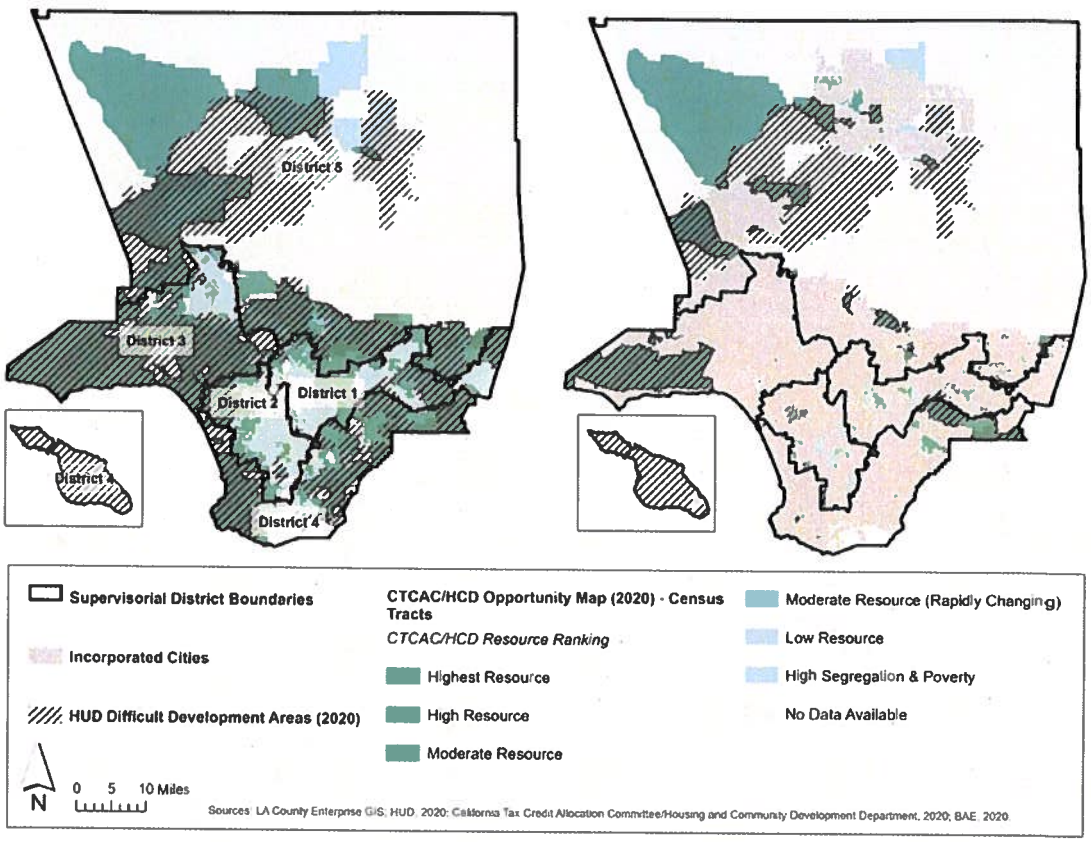
Map 7: Estimated Job Loss by Census Tract, Unincorporated County, 2019-2020



C. Affordable Housing Map Samples

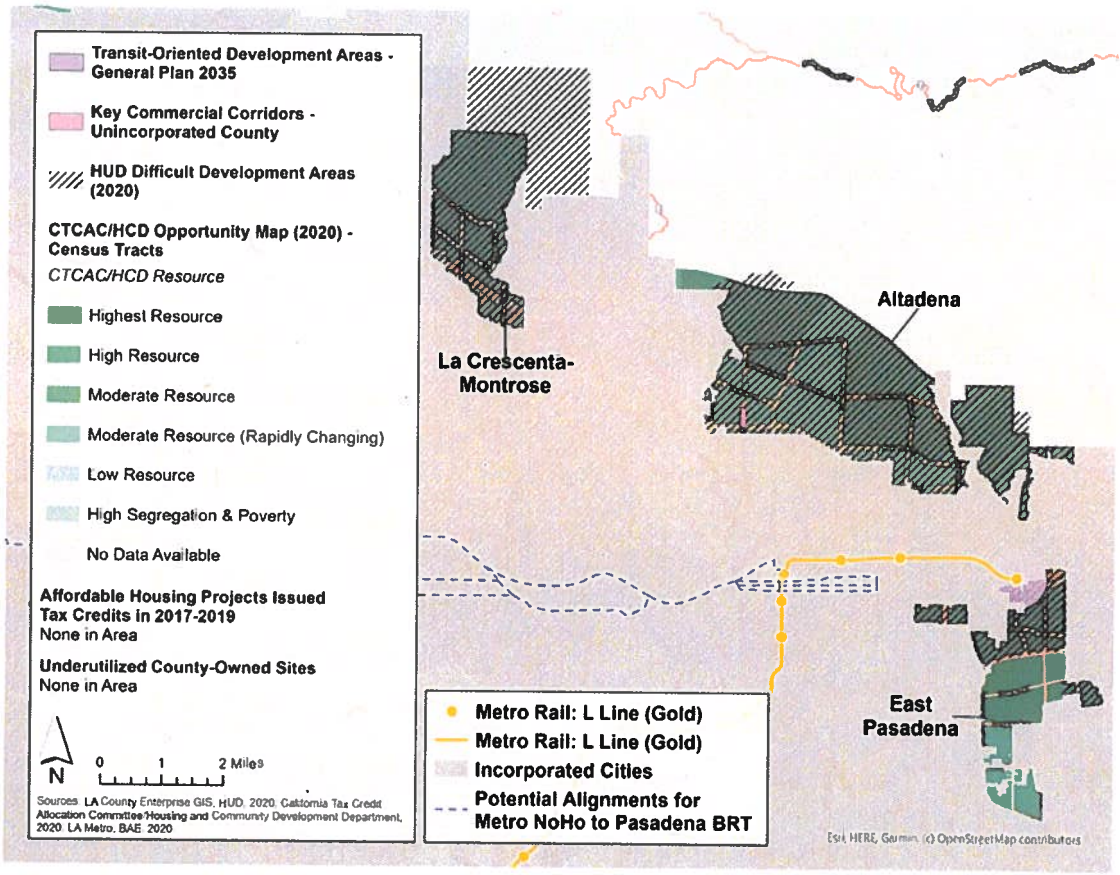
The Assets Mapping Tool includes layers for identifying areas of opportunity for affordable housing development. As the County seeks to leverage various affordable housing financial and policy resources, it is useful to know which areas of the County are qualified for various local, state, or federal programs. The state is increasingly interested in encouraging the development of affordable housing in areas with strong economic, educational, and environmental indicators, and it has developed an Opportunity Map methodology to identify such areas at the Census Tract level. Additionally, affordable housing projects sited in areas with comparatively high development costs—identified by HUD as Difficult to Develop Areas (DDAs)—are entitled to an LIHTC subsidy boost. By layering opportunity areas by level of resources with DDAs, areas where State and federal priorities align stand out, as shown in Map 8. This map also provides two views – one of Los Angeles County including incorporated cities and one of Unincorporated Los Angeles County. The opportunities in Unincorporated Los Angeles County could be explored further for LACDA affordable housing loans.

Map 8: Affordable Housing Opportunities, Unincorporated and Incorporated Los Angeles County



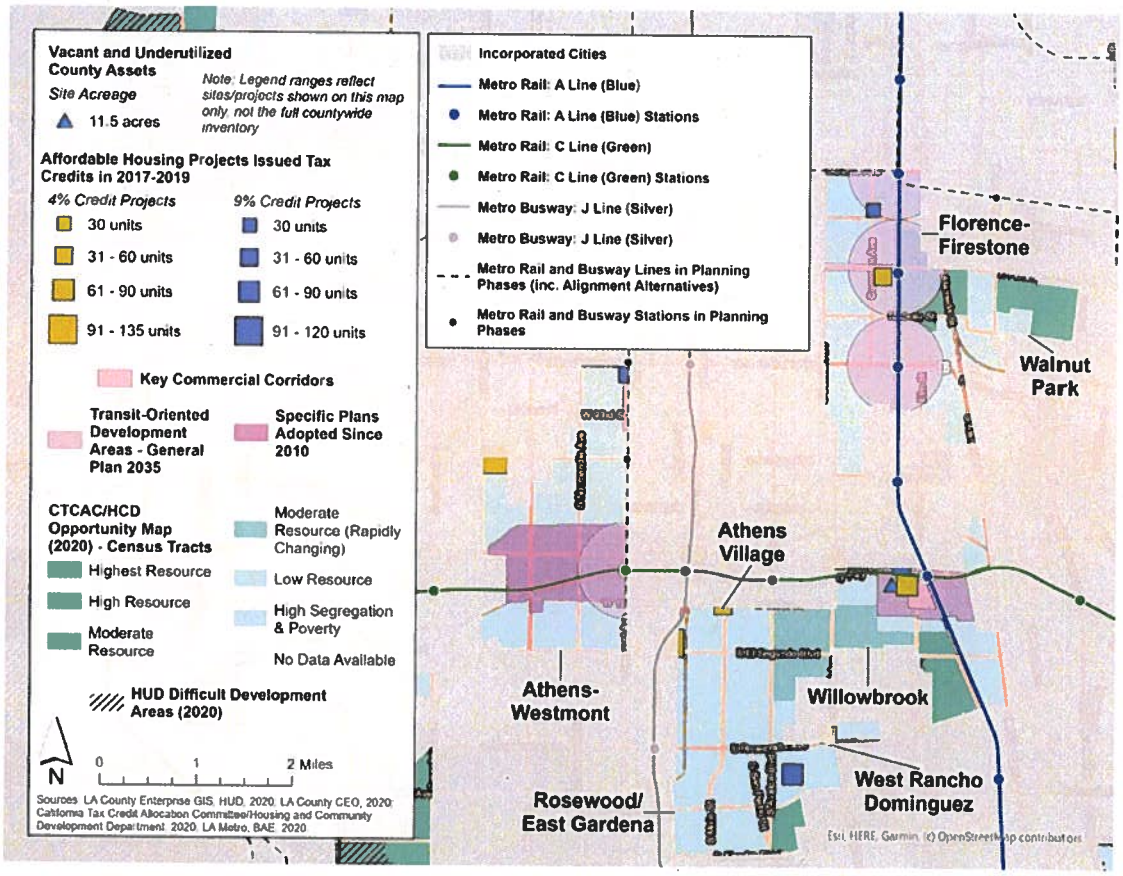
Taking a closer look at specific areas of Los Angeles County, BAE developed maps for the West San Gabriel and Crescenta Valleys as well as South Los Angeles. As a sample of the Assets Mapping Tool functionality, Map 9 shows affordable housing opportunity in La Crescenta, Altadena, and East Pasadena. All three areas include DDAs and are considered Highest Resource communities by the State of California. A Los Angeles County General Plan TOD area abuts the East Pasadena area.

Map 9: Affordable Housing Opportunity, West San Gabriel Valley and Crescenta Valley Unincorporated Areas



Another approach to using the Assets Mapping Tool to explore affordable housing development opportunities is demonstrated in Map 10, below, which portrays Unincorporated areas in South Los Angeles. Along the LA Metro Blue Line, parts of the Florence-Firestone and Willowbrook/West Rancho Dominguez areas are considered low resourced, highly segregated, with poverty-level income families, while others are considered highly resourced. The potential for transit-oriented development is enhanced through four Los Angeles County General Plan designated TOD areas. In the last three years, a total of six LIHTC-financed affordable housing properties have been developed in these areas, which also include key commercial corridors.

Map 10: Affordable Housing Opportunity, South Los Angeles County Unincorporated Areas



3. OPPORTUNITIES FOR FURTHER EXPLORATION AND ANALYSIS

This project inventoried a specific set of Los Angeles County assets and needs related to COVID-19 pandemic economic recovery. The Assets Mapping Tool also establishes a GIS framework that can incorporate future data analysis for economic recovery and community development purposes. Additional data that could be included moving forward include site inventories, recent reports with mapping components, economic development and recovery loan funds, public health data, and regional demographics, housing, and transportation data from the Southern California Association of Governments (SCAG).

- Los Angeles County sites inventories that could be incorporated moving forward include the State-mandated Housing Element Sites inventory (forthcoming with the LA County 6th cycle Housing Element update) and an industrial development sites list. An

industrial development sites list based on uniform criteria has not been developed yet, although several economic development initiatives are considering this topic.

- Los Angeles County reports prepared by third-party consultants contain mapped data that could be layered with the Assets Mapping Tool to garner additional economic development insights. These reports include the California Housing Partnership's 2020 *Affordable Housing Outcomes Report* (April 2020) and the *Regional Microloan Program: Community Needs Assessment* (May 2020).
- Los Angeles County launches two new loan programs this month: the LA Regional COVID Fund and the Bioscience Investment Fund. Once collected, data on applicants, loan recipients and loan outcomes could be mapped alongside the initial data.
- Los Angeles County Department of Public Health maintains a COVID-19 Homepage and Surveillance Dashboard with location-mapped data regarding disease statistics. Data are updated daily but do not include Long Beach and Pasadena as each of these cities operates an independent health district.
- Southern California Association of Governments (SCAG) operates an Open Data Portal, a COVID-19 Vulnerability Indicators online tool, and a host of transportation data including SCAG Transportation Investments.

CONCLUSION

The Assets Mapping Tool brings together Los Angeles County government assets data into a cohesive GIS-based inventory, which can then be layered with commonly available demographic and economic indicators of need that have been collected. These map layers can be utilized by the BOS, its Economic Resiliency Task Force, and other interested parties to conduct spatial data visualization and analysis to strategically focus economic recovery efforts. One key strength of the tool is that the maps show the relationships between various local, State, and federally controlled assets alongside community needs data. As circumstances associated with the COVID-19 pandemic and its economic impacts evolve, the County can augment and update the Assets Mapping Tool with current information reflecting the changing conditions.

ATTACHMENT A

Layer Type	Data	Data Source(s)	Geographies	Data Format
Context Layer (Boundaries and Base Geographies)				
Context	Unincorporated Area and City Boundaries	L.A. County Enterprise GIS	Full County (incl. Incorporated Cities	Polygons
Context	Supervisorial District Boundaries	L.A. County Enterprise GIS	Full County (incl. Incorporated Cities	Polygons
Context	Census Tracts	Census Bureau (TIGER)	Full County (incl. Incorporated Cities	Census Tract Polygons
Context	Census Block Groups	Census Bureau (TIGER)	Full County (incl. Incorporated Cities	Census Block Group Polygons
Context	Zip Code Tabulation Areas	Census Bureau (TIGER)	Full County (incl. Incorporated Cities	Zip Code Tabulation Areas Polygons
A. Tax Rate Areas with Enhanced Infrastructure Financing District Potential (EIFD)				
Deliverable	Enhanced Infrastructure Financing Districts	L.A. County CEO	Full County (incl. Incorporated Cities	EIFD Polygons
Deliverable	Tax Rate Areas Supportive of EIFD Formation	L.A. County Assessor (shapefile) and Auditor-Controller (tax rate data)	Full County (incl. Incorporated Cities	Tax Rate Area Polygons
B. Community Development Block Grant (CDBG) Eligibility				
Deliverable	CDBG-Qualified Census Block Groups	HUD / ACS 2011-2015 Special Tabulation	Full County (incl. Incorporated Cities	Census Block Group Polygons
C. County-Owned Real Estate				
Deliverable	Vacant and Underutilized County Sites	L.A. County CEO	Full County (incl. Incorporated Cities	Points Symbolized by Acreage
Deliverable	Sites for Potential Reuse as Production Location	L.A. County CEO	Full County (incl. Incorporated Cities	Points Symbolized by Acreage
Deliverable	Studio Zone and Secondary Studio Zone	L.A. County CEO	Full County (incl. Incorporated Cities	Radius-Area Polygons
D. County Planning Initiatives and Key Corridors				
Deliverable	Transit Oriented Districts - General Plan 2035	L.A. County Enterprise GIS/Regional Planning	Unincorporated County Only	Zone-Level Polygons
Deliverable	Economic Opportunity Areas (Antelope Valley Area Plan)	L.A. County Enterprise GIS/Regional Planning	Unincorporated County Only	Zone-Level Polygons
Deliverable	Employment Protection Districts - Unincorporated Areas	L.A. County Enterprise GIS/Regional Planning	Unincorporated County Only	Zone-Level Polygons
Deliverable	Adopted Specific Plans - Unincorporated Areas	L.A. County Enterprise GIS/Regional Planning	Unincorporated County Only	Zone-Level Polygons
Deliverable	Key Commercial Corridors	L.A. County CEO and Board of Supervisors Offices	Unincorporated County Only (a)	Corridor-Level Polygons
E. Public Infrastructure and Facilities Investments				
Deliverable	Metro Active Transit Projects	L.A. Metro	Full County (incl. Incorporated Cities	Project-Level Polygons
Deliverable	New Parks Projects	L.A. County Parks and Recreation	Unincorporated County Only	Project-Level Polygons
Deliverable	L.A. River Master Plan Project Sites	L.A. County Public Works	Full County (incl. Incorporated Cities	Project-Level Polygons
Deliverable	Rory M. Shaw Wetlands Park Boundaries	L.A. County Public Works	LA City Only	Project-Level Polygons
Deliverable	Stormwater Quality Design Opportunity Sites	L.A. County Public Works	Unincorporated County Only	Points Symbolized by Acreage
F. Workforce Development Programs and Resources				
Deliverable	Economic Development Locations (Workforce Centers, etc.)	L.A. County Enterprise GIS	Full County (incl. Incorporated Cities	Points

G. Government-Designated Investment Incentive Areas			
Deliverable	Difficult to Develop Areas	HUD Office of Policy Development and Research	Full County (incl. Incorporated Cities Zip Code Tabulation Area Polygons
Deliverable	New Markets Tax Credits Qualified Census Tracts	CDFI Fund	Full County (incl. Incorporated Cities Census Tract Polygons
Deliverable	Opportunity Zones	CDFI Fund	Full County (incl. Incorporated Cities Census Tract Polygons
Deliverable	CTCAC/HCD Opportunity Areas Map	California Tax Credit Allocation Committee	Full County (incl. Incorporated Cities Census Tract Polygons
H. Affordable Housing			
Deliverable	Affordable Housing Projects Issued Low-Income Housing Tax Cre	California Tax Credit Allocation Committee	Full County (incl. Incorporated Cities Census Tract Polygons
I. Labor Force and Unemployment			
Deliverable	Labor Force Statistics by Census Tract (2019)	Esri Business Analyst	Full County (incl. Incorporated Cities Census Tract Polygons
Deliverable	Unemployment at City and CDP Level (May 2020)	CA Employment Development Dept., Local Area Unemployment Statis	Full County (incl. Incorporated Cities Cities and CDP Polygons
J. Disproportionately-Impacted Industry Sectors			
Deliverable	Employment Statistics by Census Tract (2019)	Esri, 2019	Full County (incl. Incorporated Cities Census Tract Polygons
Modeling	County Estimated Employment by Industry (May 2020 and May 20	CA Employment Development Dept., Current Employment Statistics	Full County (incl. Incorporated Cities Excel Workbook

Notes:
(a) With the exception of the Van Nuys Boulevard corridor, which is located in the Pacoima neighborhood of the City of Los Angeles.

Prepared by BAE Urban Economics, July 2020.

lacounty.gov

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"Connecting communities and improving the lives of all generations"

Otto Solórzano
Acting Director

September 1, 2020

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

FROM: Otto Solórzano
Acting Director



SUBJECT: **LOS ANGELES COUNTY ROADMAP TO RECOVERY (ITEM NO. 20, AGENDA OF APRIL 28, 2020)**

On April 28, 2020, the Los Angeles Board of Supervisors (Board) adopted a motion (Motion) by Supervisors Kathryn Barger and Hilda L. Solis instructing the Director of the County Emergency Operations Center (CEOC) to work with Workforce Development, Aging and Community Services (WDACS) to develop and implement a *Los Angeles County Works* initiative to support a return to full employment, with a focus on inclusive economic development and the rapid reemployment of the Los Angeles County workforce.

Specifically, the Board directed WDACS to develop and implement *Los Angeles County Works* which is to include, *inter alia*; a partnership between education, labor, industry, the public workforce system, community-based organizations, nonprofit organizations, business organizations, and employers to identify worker retraining, apprenticeship, and job placement opportunities; a partnership between the public workforce system and employers as they start to rehire; the development of a pipeline of skilled workers in the seven high growth industries; recommendations to prioritize the hiring of those deemed work-ready by the County's network of America's Job Centers of California (AJCC); and finally, recommendations on options to restructure the AJCC system along with streamlining economic and development programs at the County.

RECOMMENDATIONS TO SUPPORT A RETURN TO FULL EMPLOYMENT

The attached Los Angeles County Works Initiative Recommendations and Strategic Plan (Attachment A) provides general background on our current economic conditions, the work WDACS has undertaken to address the global pandemic, details on the industry engagement process, Countywide recommendations gleaned from these engagements, and options for specific strategies the County can pursue to promote economic recovery. The LA County Workforce Development Board (WDB) has provided leadership, insight and industry connections critical to the development of this report. Included is a letter from the WDB that highlights their commitment to this effort (Attachment B).

Taking into account the totality of engagement, WDACS in partnership with the Chief Executive Officer (CEO), the WDB, the Department of Consumer and Business Affairs (DCBA), Department of Regional Planning (DRP), the Treasurer and Tax Collector (TTC), the Los Angeles County Development Authority (LACDA), the Department of Public Health (DPH), and the Department of Arts and Culture (Arts and Culture) recommend the following to support job creation and a return to full employment:

1. **Outreach to Businesses and Workers to Ensure Compliance with COVID-19 Worker Safety and Protection Protocols.** Businesses expressed a deep desire for the County to provide clearer and more reliable guidance on how to comply with local safety measures, even suggesting a workplace safety education campaign by the County, so that they can educate their employees on proper safety protocols and effectively operate their business.

2. **Coordinate a Steady and Reliable Supply of Personal Protective Equipment (PPE) and Testing.** Employers reported a need for trusted and reliable sources of PPE. Employers suggested that the County ensure affordability and safety of the PPE distribution to employers by either creating an LA County purchasing group of county businesses to obtain discounts by leveraging the collective buying power of these businesses, or supplying a centralized list of approved PPE vendors to ensure the supply-chain itself is following proper safety procedures and not price-gouging.

3. **Continue a Sector-Based Approach to Economic and Workforce Development.** Employers in infrastructure, trade and logistics, aerospace and defense, and healthcare expressed interest in “sector-based incubators,” or “one-stop” sector-specific locations where job seekers could connect with employers, and employers could access useful economic development resources, such as tax credits, procurement technical assistance and government contracting opportunities, subsidized wages, and customized training programs to meet their specific needs.

4. **Strengthen Employment Pipelines by Building Upon Coordination with Training Partners and Employers.** Employers noted that they are seeking simplified and collaborative channels of communication to identify and connect with diverse local talent, including youth and other priority populations. There is a desire for diversity, equity and inclusion at all levels of organizations, but employers reported difficulty navigating the various workforce training programs, community college and university programs, and myriad HR resources to find diverse individuals locally.

5. **Leverage Available Public and Private Resources to Expand Access to Childcare Services.** Employers across all industries described a lack of access to safe, reliable, and affordable childcare as a major concern for their employees and an impediment to full employment, particularly for hourly wage workers. Employers recommended that the County not only support expanded access to childcare for residents, but also that the County invest in workforce training programs related to childcare to increase the supply of trained childcare professionals.

6. **Address the Digital Divide and Expand Access to Technology.** Employers suggested the County explore building a municipal broadband network in partnership with the private sector and together with other jurisdictions, avoiding the traditional "parallel agency planning" that markedly increases costs, to remove technological barriers for County residents, and to create readily available jobs. Ensuring internet access for all County residents would enable more workers to work from home, while also ensuring residents with multiple barriers to employment have low-cost or no-cost Wi-Fi available to access healthcare, trainings, and work opportunities.

7. **Streamline Zoning and Permitting Processes on Development Projects and Leverage Land Use Policies to Spur Job Creation.** Industry leaders highlighted the need for streamlined zoning and permitting processes, especially in the recovery phase of the pandemic. They reported that faster approvals would spur job creation, and that currently, there are questions about the consistency in timeline for the entitlement process for new development.

8. **Create Employment Opportunities as a Market Participant.** Employers throughout all industries commented that the County purchases billions of dollars of goods and services annually, and that the County should adopt more creative approaches to include workforce development requirements in County contracts beyond the existing consideration of GAIN or GROW participants.

Countywide Recommendations Based on the LA County Works Initiative.

We identified several areas that may require additional Board action, County investment and interdepartmental coordination to fully address challenges raised by industry voices. We are sharing these issues and several possible solutions for further consideration by the Board.

Childcare: To solve the equity divide for low-wage workers deciding between supporting their family and providing care and schooling for their children, the County could help facilitate better access to affordable childcare to support workers, especially in industries that do not allow for remote work. While the County has identified some CARES Act funds to address childcare needs, the County may want to explore additional funding to expand access to childcare and consider options for subsidizing childcare for low-wage workers.

Digital Divide: The County could consider expanding investment to build out the County fiber-optic network to create jobs and close the achievement gap that lower income communities are currently experiencing with the pandemic. An increased investment from the County could lead to economic opportunities and County contracts for local small businesses. County fiber-optic contract requirements could include hiring from a pool of diverse, trained, work-ready individuals coming from the public workforce system.

Land Use: To streamline the approval process for certain development projects, the County could consider adopting a by-right approval process consistent with a Board-adopted set of rules and priorities. Projects in historically underinvested areas of the County could be prioritized. Specific criteria could include creation of a certain threshold number of high-quality jobs, expansion of the County's affordable housing stock, and adherence to environmental/sustainability standards.

County as a Market Participant: The County should further explore ways to leverage its purchasing power to promote diversity, equity, inclusion, and local workforce opportunities. This could include expanding workforce development requirements in County contracts beyond existing consideration of GAIN/GROW participants, including hiring requirements on more than construction contracts, and expanding hiring requirements beyond entry level positions.

CONCLUSION

Thank you for the opportunity to share our recommendations from the *Los Angeles County Works Initiative*, which outlines strategies to support a return to full employment. Should you have any questions, please contact me directly, or your staff may contact Kevin Anderson, Special Assistant, at kanderson@wdacs.lacounty.gov.

Attachments

OS:JRP:CMT
JRC:katc

c: Executive Office, Board of Supervisors
Chief Executive Office
Assessor
Consumer and Business Affairs
County Emergency Operations Center
Los Angeles County Development Authority
Public Social Services
Public Works
Regional Planning
Treasurer and Tax Collector

ATTACHMENT A

LOS ANGELES COUNTY ROADMAP TO RECOVERY: RECOMMENDATIONS AND STRATEGIC PLAN TO SUPPORT A RETURN TO FULL EMPLOYMENT

On April 28, 2020, the Los Angeles Board of Supervisors (Board) adopted a motion (Motion) by Supervisors Kathryn Barger and Hilda L. Solis instructing the Director of the County Emergency Operations Center (CEOC) to work with Workforce Development, Aging and Community Services (WDACS) to develop and implement a *Los Angeles County Works Initiative* to support a return to full employment, with a focus on inclusive economic development and the rapid reemployment of the Los Angeles County workforce.

Specifically, the Board directed WDACS to develop and implement *Los Angeles County Works,* which is to include, *inter alia*:

- A partnership between education, labor, industry, the public workforce system, community-based organizations, nonprofit organizations, business associations, economic development organizations, and employers to identify worker retraining, apprenticeship, and job placement opportunities.
- A partnership between the public workforce system and employers as they start to rehire, including existing and new options to upskill existing staff to market on-the-job training, subsidized wages, transitional subsidized employment, use of the Employment Training Panel, and Youth Employment Programs.
- Development of a pipeline of skilled workers in the seven high growth industries of aerospace, leisure and hospitality, manufacturing, health services, construction, film and digital media sectors, trade and logistics, transportation, and bioscience.
- Recommendations to prioritize the hiring of those deemed work-ready by the County's network of America's Job Centers of California (AJCC).
- Recommendations on options to restructure the AJCC system along with streamlining economic and development programs at the County.

In completing the *Los Angeles County Works Initiative* and related recommendations, WDACS engaged partnering departments, community and industry representatives, and the Los Angeles County Workforce Development Board (WDB) to develop comprehensive and impactful recommendations to spur the County economy and labor market in returning to full employment and economic prosperity. In addition to industry engagement, a supplemental survey was sent to businesses throughout Los Angeles County, and WDACS worked with the Board's Economic Resiliency Task Force.

This report provides general background on our current economic conditions, the work WDACS has undertaken to address the COVID-19 pandemic, details on the industry engagement process, Countywide recommendations gleaned from these engagements, and options for enhancing existing programs and specific strategies the County can pursue to promote economic recovery. The LA County WDB has provided leadership, insight, and industry connections critical to the development of this report. Included is a letter from the WDB that highlights their commitment to this effort (Attachment B).

BACKGROUND AND CURRENT LA COUNTY ECONOMIC CONDITIONS

The COVID-19 pandemic has resulted in devastating economic conditions and unprecedented uncertainty for workers and businesses across the globe. The impact to the State of California is significantly more noteworthy given that its economic prosperity drives the nation and influences the world. Furthermore, the Los Angeles Region is the fourth largest economy in the nation and is home to the two largest seaports in the United States, handling 40% of inbound US containerized freight and creating thousands of jobs annually.[1]

However, as a direct result of the pandemic in Los Angeles County, 20.1% of the total labor force has claimed unemployment insurance (UI) since March 15, 2020. Industries hit hardest include hospitality, retail, and food service establishments.[2] At the same time, businesses in Los Angeles County are struggling to remain open. Small business revenues have decreased 18.3% since January 2020, and the existing pool of operating small businesses has shrunk by 20% over the last 7 months.[3] As of June 1, 2020, employment rates among low-income workers were down 43% compared to pre-COVID levels, indicating far worse impacts for less educated, poorer County residents.[4] While the hospitality and retail sectors dominated early Unemployment Insurance (UI) claims, healthcare and social assistance UI claims have grown to become the industries with the most ongoing claim submissions.[5] Moreover, according to Dun and Bradstreet, Los Angeles County has at least 139,000 businesses in industries that had the highest risk of job losses.

IMMEDIATE RESPONSE TO COVID-19

In response to the COVID-19 pandemic's effect on the regional economy, WDACS and our partners acted swiftly to pivot and adapt service delivery to meet the needs of County workers and the businesses that employ them. WDACS took a six-pronged approach to

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[1] *Los Angeles County Economic Development Corporation: Why LA County: Regional Trade & Infrastructure*. (n.d.). Exports and Goods Movement. https://laedc.org/wtc/chooselacounty/infrastructure-goods-movement/

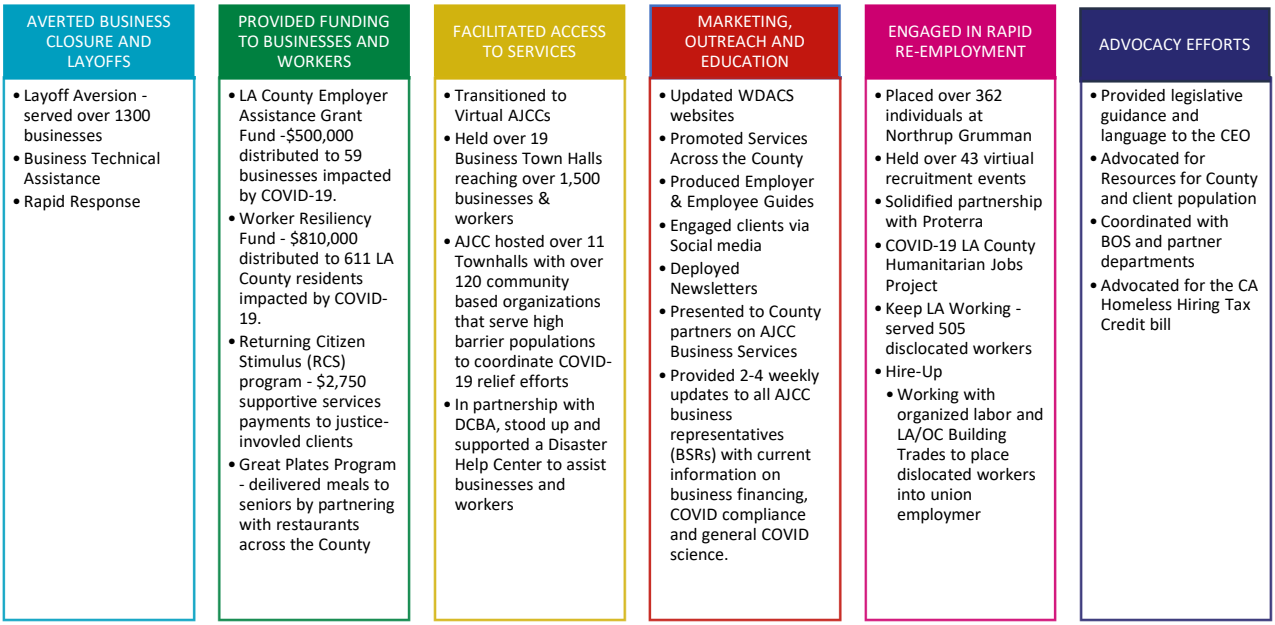
[2] Hedin, T. J., Schnorr, G., & von Wachter, T. (2020). *California Unemployment Insurance Claims During the COVID-19 Pandemic*. California Policy Lab. https://www.capolicylab.org/california-unemployment-insurance-claims-during-the-covid-19-pandemic/

[3] Chetty, R., Friedman, J. N., Nathaniel, H., Stepner, M., & OI Team. (n.d.). *Opportunity Insights*. Economic Tracker. https://tracktherecovery.org/

[4] Chetty, R., Friedman, J. N., Nathaniel, H., Stepner, M., & OI Team. (n.d.). *Opportunity Insights*. Economic Tracker. https://tracktherecovery.org/

[5] Hedin, T. J., Schnorr, G., & Wachter, T. Von. (2020). *An Analysis of Unemployment Insurance Claims in California During the COVID-19 Pandemic*. Retrieved from https://www.capolicylab.org/wp-content/uploads/2020/07/July-2nd-Analysis-of-UI-Claims-in-California-During-the-COVID-19-Pandemic.pdf

protect workers, retain employment, provide financial relief, and advocate for additional resources for rapid re-employment of dislocated workers.



From March through June 2020, WDACS engaged over 3,300 unique businesses, a 62% increase over the same time frame last year. Additionally, in direct response to the imminent economic hardship, in early April, WDACS launched the State's first business grant program for which 9,000 local businesses applied within less than 24 hours. Furthermore, WDACS provided businesses with 75% more services compared to the previous year. Examples of such services include: cutting through bureaucratic red tape via established relationships with local government agencies and Chambers of Commerce; being alerted to pre-qualified cost savings including energy reduction programs; and, for those hiring, virtual job recruitment and hiring assistance.

Despite the catastrophic economic conditions, there have been sectors with job growth. Following record job losses across all sectors in April 2020, in May 2020 employment growth was led by an increase of 15,300 jobs in manufacturing throughout the County according to Labor Market Data from Dun and Bradstreet. Both durable goods and non-durable goods manufacturing contributed to the growth with almost every subsector adding jobs. WDACS is strategically working with our private sector and educational partners to capitalize on this growth opportunity in both manufacturing and aerospace to retrain workers for these jobs and help businesses pivot to a new model with an appropriate supply chain.

WDACS recognizes that the economic devastation of the current public health crisis has provided a critical opportunity to further engage industry to learn about their challenges and needs and seek their advice for how the County can best support industry sectors through recovery.

DEVELOPMENT OF LA COUNTY WORKS INITIATIVE TO STIMULATE A RETURN TO FULL EMPLOYMENT

Economic Recovery Convenings

WDACS, in partnership with the WDB, the Los Angeles County Economic Development Corporation (LAEDC), the Robert's Enterprise Development Fund (REDF), and County partners, including Department of Regional Planning (DRP), Department of Consumer and Business Affairs (DCBA), Los Angeles County Development Authority (LACDA), Treasurer and Tax Collector (TTC), and Department of Arts and Culture (Arts and Culture), hosted five (5) industry convenings with employers in carefully selected industries to identify and define strategies to support rapid reemployment, inclusive economic development, and opportunities to retrain and re-employ workers through an equity lens. Based on analysis of industry labor market conditions, conducted in partnership with LAEDC, WDACS assembled an intimate group of approximately one hundred (100) leading employers in the Infrastructure, Aerospace, Trade & Logistics, and Healthcare sectors to provide candid and concrete recommendations for how the County could support their industry in the near-term and long-term phases of recovery. The nonprofit industry, which included several Los Angeles County Social Enterprises, also provided valuable feedback and highlighted many realities facing County communities.

Key Takeaways. While each industry shared its own unique needs and priorities, WDACS identified several similar themes across industries:

- **Continue Regular Engagement:** All industries highlighted the need for regular, ongoing industry convenings led by the County in order to better identify their current workforce needs and ensure that a deep and prepared pipeline of work-ready individuals for their particular industries were trained through the community college and public workforce system.
- **Equity:** Each industry underscored their renewed commitment to diversity, equity and inclusion at all levels of their respective firms.
- **Access to Personal Protective Equipment (PPE) and Childcare:** Key impediments to immediate recovery include access to appropriate and sufficient PPE, and access to childcare for those workers who are having to choose between returning to work and caring for school-aged children who continue to learn remotely. Attachment C provides a summary of the convenings' key takeaways.

Economic Recovery Survey

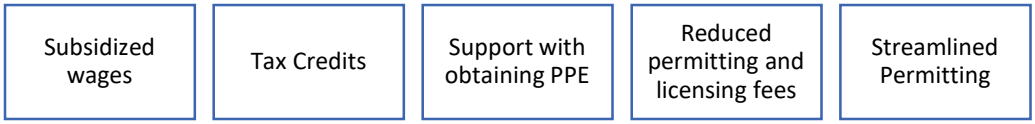
In order to collect quantitative, in addition to qualitative data, related to the impact of COVID-19 on businesses across various industries, WDACS launched the Los Angeles County Economic Recovery: COVID -19 Business Response Survey. The survey opened on June 18, 2020 and remained open for two (2) weeks. A total of 1,893 responses were received across 15 industries. Fifty-nine (59) percent of business respondents had been operating in the County for over 11 years, 42% of respondents were minority-owned

businesses, and 40% were women-owned. The survey revealed top needs as well as top services requested across all respondents.

Top Four (4) Business Needs



Top Five (5) County Services Requested



Key Takeaways. WDACS identified the following additional takeaways and themes across all industries:

- **Lack of Childcare:** A majority of businesses reported lacking safe and affordable childcare as a major barrier to returning to a fully employed workforce.
- **Employee Safety:** Ensuring that employees felt safe in returning to work was also identified as an overarching concern. This included concerns regarding the cost of remodeling storefronts to comply with social distancing as well as obtaining PPE for employees.
- **Liability Concerns:** Employers identified liability concerns for Workers' Compensation if an employee contracts COVID-19 while employed.
- **Improved Permitting and Licensing Process:** Additionally, employers highlighted the need to restructure the permitting and licensing process to expedite the development of shovel ready projects to spur community development and jump-start employment opportunities.
- **Facilitate Contracting with Small- and Minority-Owned Businesses:** County businesses also identified the need to reform the County contracting process to help lower capacity, smaller, and minority-owned business access the contracting process and win County contracts, as these businesses, in turn, are more likely to hire targeted workers with barriers to employment. Attachment D provides a robust analysis of the survey results by sector.

Engagement with Community Colleges

After convening industry stakeholders, WDACS met with all Los Angeles County Community Colleges to determine the viability of customized training and pre-apprenticeship programming for in-demand sectors such as advanced manufacturing and aerospace. Discussions centered around each college's capacity and current challenges in light of the pandemic. Curricula for advanced manufacturing and infrastructure have been identified to build the pipeline for the in-demand occupations identified by survey and industry convenings.

RECOMMENDATIONS TO SUPPORT A RETURN TO FULL EMPLOYMENT

WDACS and our partner departments have identified recommendations to support a return to full employment in L.A. County, based on the needs highlighted by the business community through our engagement efforts described above. In addition, the two recently released reports on economic and workforce development commissioned by CEO highlight key principles and approaches that the County should further implement, including greater alignment of services and sector-based strategies. Moreover, the COVID-19 pandemic has further exposed the severe inequities present in Los Angeles County communities and has exacerbated conditions for County residents with the highest barriers to employment and economic self-sufficiency. Each of the recommendations aligns with the following guiding principles:

1. **Value equitable outcomes** for County residents and prioritize support for communities most impacted by the pandemic.
2. Proactively apply a **sector-based approach** to service delivery.
3. **Encourage collaboration** between County economic and workforce development departments and private-sector economic development entities to better understand the impact of market forces on the County's economy and labor markets, promote the County's services collaboratively, and integrate workforce development strategies in programs Countywide.
4. **Invest** unprecedented levels of resources in our County **businesses and workers**.
5. **Strengthen partnerships** between the County workforce development system and the LA County-based community college system, with the LA Center for a Competitive Workforce as a key intermediary, to provide more seamless pathways for lower skilled workers into middle skill occupations with built in career ladders.

WDACS shares the following recommendations to ensure responsiveness to the Board's directive, but with the understanding that further engagement with our partner departments and industry stakeholders is needed, given that many of the recommendations involve leveraging efforts across County and external partners.

1. Outreach to Businesses and Workers to Ensure Compliance with COVID-19 Worker Safety and Protection Protocols

Employer and Industry Feedback. Businesses noted a deep desire for the County to provide clearer and more reliable guidance on how to comply with local safety measures, even suggesting a "Safer At Work" campaign by the County, so that they can in turn educate their employees on proper safety protocols and effectively operate their business. Employers welcomed technical assistance from the County around compliance with safety rules. Furthermore, the Small Business Subcommittee of the Economic Resiliency Task Force put forth a recommendation that the County provide technical assistance to businesses that need help understanding and applying the County Public Health guidelines as they reopen and operate. Employers also indicated a lack of awareness regarding programs and services offered through the public workforce system,

including On-the-Job Training (OJT), Customized Training and access to a diverse pool of work-ready candidates.

Existing Policies and Programs to Leverage. The Board acknowledged the importance of helping businesses and workers comply with local health orders by passing the June 9, 2020 Pandemic-Compliant Businesses and Workers Partnership Program. Moreover, on July 21, 2020, the Board passed a motion to ensure that employers allow the establishment of public health councils comprised of employees working with community-based organizations to monitor and document violations of the County's health orders. Additionally, on August 4, 2020, the Board passed a motion detailing a spending plan for Federal CARES funding to jump-start the economy, provide small business support, and ensure that workers are protected in the workplace.

Currently, DPH's website has centralized information to guide the public, in coordination with information provided on the County's Disaster Help Center Website, led by DCBA and WDACS. DCBA, LACDA, and WDACS engage their networks of businesses to educate them about the dynamic Public Health orders and how to comply. WDACS recently enhanced our workforce.lacounty.gov website to provide information to businesses and employers. We also provide information to businesses and workers via multiple social media accounts, as well as our e-newsletter databases.

Next Steps.

- WDACS and our partners will work to develop a "Safer at Work" public information campaign to educate businesses and provide messaging on public health orders/guidance. We will leverage our collective social media platforms, e-newsletter lists, websites and other communications channels to support this effort.

- The campaign will be coordinated with the online training initiative DPH is launching to inform businesses about the County's reopening protocols and enable businesses to self-certify as pandemic compliant.

- WDACS will work with DPH and other partners to provide proactive technical assistance and outreach to businesses as they implement the public health orders. To the extent possible we will develop industry specific guidance and technical support as recommended by the County's Economic Resiliency Taskforce. WDACS will support DPH's work to establish both public health councils and launch the Business Emblem Program to ensure that businesses are aware of how to remain COVID-compliant.

- In addition, we will incorporate messaging on resources available to businesses through the public workforce system to raise awareness of OJT, Customized Training, our qualified talent pool and other available services to support economic recovery.

2. Coordinate a Steady and Reliable Supply of Personal Protective Equipment (PPE) and Testing

Employer and Industry Feedback. Employers reported a need for trusted and reliable sources of PPE. Employers suggested that the County ensure affordability and safety of the PPE distribution to employers by either creating an LA County purchasing group of county businesses to obtain discounts by leveraging the collective buying power of all these businesses, or supplying a centralized list of approved PPE vendors to ensure the supply-chain itself is following proper safety procedures and not price-gouging.

Employers also urged the County to provide financial support to businesses, including small local community healthcare clinics, that may need to reconfigure or remodel their establishments, in addition to support or subsidies towards the cost of PPE, including home and self-test kits as they become available. The increased demand for sanitization and bio-cleaning in the workplace has created a market opportunity for workers and businesses in advanced manufacturing. This feedback aligns with recommendations put forth by the Small Business, Nonprofit/Philanthropy, Arts and Culture, and Labor Sector Workgroups in the Economic Recovery Task Force Report. The WDB underscored the importance of this recommendation as a precursor to any return to full employment and echoed the opportunity for job creation.

Existing Policies and Programs to Leverage. Currently, DPH's website has centralized information around PPE and infection control as well as, published a PPE vendor list that was last updated in May 2020. WDACS has initiated discussions with the CEO, DCBA, ISD, and Public Health to explore how the County could develop either a master agreement or website to serve as a centralized resource and ensure that businesses have access to PPE to keep their workforce protected.

Next Steps.

- WDACS, in partnership with DCBA, CEO, LACDA, DPH, and LAEDC has developed a plan to provide $12 million in employer assistance grants to businesses for pandemic compliance. We plan to distribute PPE to approximately 4,000 local businesses and provide up to $5,000 to 2,000-3,000 businesses for pandemic compliance efforts, such as COVID testing and property modifications.

- WDACS will work with DPH to ensure regular updates are published of the current PPE Vendor List.

- WDACS and our partners will further explore how the County could leverage its purchasing power to acquire PPE and expand review of available vendors to ensure businesses have access to a steady supply of safe and affordable PPE.

- WDACS and our partners will also identify opportunities to connect dislocated workers and other work-ready individuals to employment opportunities in emerging industries related to COVID-compliance.

3. Continue a Sector-Based Approach to Economic and Workforce Development

Employer and Industry Feedback. Feedback from the convenings indicated that while employers have collaborated on one-off training programs with the County, they don't see established systems in place that make it easy to expand on those partnerships and communicate their ongoing economic and workforce development needs. Employers in infrastructure, trade and logistics, aerospace and defense, and healthcare expressed interest in "sector-based incubators," or "one-stop" sector-specific locations where job seekers could connect with employers, and employers could access useful economic development resources, such as tax credits, procurement technical assistance and government contracting opportunities, subsidized wages, and customized training programs to meet their specific needs. This approach was also highlighted as a promising practice by the UC-Berkeley Institute for Research on Labor and Employment (IRLE) study on aligning workforce development released to the Board in July 2020.

Existing Policies and Program to Leverage. WDACS has increasingly focused training and placement programs around a sector-based approach through its network of America's Job Centers of California (AJCC). As a result of the Board's High Road Training Partnerships Motion, passed on March 10, 2020, WDACS, in partnership with other County departments, is developing additional sector-specific pipelines for high-growth, high-quality job opportunities. The Board cited examples of current successful High Road training programs such as the Hire LAX Construction Program and the County's Certified Nursing Assistant Program that are tailored to specific employer and sector needs. Pipeline projects like these could be expanded, accelerated, and strengthened across employers through "one-stop" hubs.

The County currently houses a College of Nursing and Allied Health (CONAH) adjacent to the LAC+USC Medical Center that could be leveraged for additional career pathway programing in the healthcare field. Arts and Culture programs provide sector-specific support to the creative workforce, including increasing access to employment in the creative economy for underrepresented communities, and supporting employment of artists and creative workers in ways that support social connection and community wellness. On July 21, 2020, The Board of Supervisors passed a CARES Act spending plan that allocated $10 million to arts nonprofits in the County, which will serve as a critical component of the sector's recovery.

Next Steps.

- On July 2, 2020, the WDB convened an ad-hoc working group to make recommendations to restructure the County's workforce system in a sector-based manner, which will include analysis of sector-based approaches across the nation. A formal 18-month workgroup will be established at the September 18, 2020, WBD meeting to develop recommendations and inform the process of procuring a new workforce system for the Fiscal Year beginning 2022-23.

- WDACS, in partnership with the WDB, partner departments, LAEDC, and REDF, will continue to convene and engage employers by sector. This engagement will help facilitate a deeper understanding of sector needs and provide an opportunity to further validate the concept of sector-based centers.

- WDACS and our partners will further assess and develop the concept of sector-based centers by examining promising models from other jurisdictions, identifying the services that should be made available, and identifying strategic locations and space options. WDACS will also continue working with the Los Angeles County Development Authority to explore and develop a Countywide Center for Advanced Manufacturing.

- WDACS will continue to partner with Arts and Culture to execute the County's Film & Digital Media Career Pathway Pilot Program and will explore additional opportunities, in collaboration with Arts and Culture, to support pathways for County residents in the Creative Economy Sector, in line with recommendations detailed in the Arts and Culture Sector Economic Recovery Task Force report.

4. Strengthen Employment Pipelines by Building Upon Coordination with Training Partners and Employers

Employer and Industry Feedback. Employers noted that they are seeking simplified and collaborative channels of communication to identify and connect with diverse local talent, including youth and other priority populations. There is a desire for diversity, equity and inclusion at all levels of organizations, but employers reported difficulty navigating the various workforce training programs, community college and university programs, and myriad HR resources to find diverse individuals locally. Findings also included the desire to leverage County infrastructure and facilities along with financial resources to provide long-term affordable access to creative workspace. Furthermore, the Economic Recovery Task Force Report, as produced in response to the same *Roadmap to Economic Recovery* Motion, contains recommendations from both the Labor and Commodities and Goods Sector Workgroups around building out new, and strengthening existing local workforce pipelines, that align with the recommendations from our industry convenings.

Existing Policies and Programs to Leverage. WDACS maintains established partnerships with the many community colleges and adult schools to support apprenticeship training programs such as the Hire LAX, HireUP, our Aerospace and Defense Training Program, the Green Apprenticeship Program, the Certified Nursing Assistant Program and Careers for a Cause. WDACS and Arts and Culture will build on existing programs and subject matter expertise of Arts and Culture to increase careers in the arts and creative economy. As WDACS seeks to engage additional residents impacted by the pandemic, it will be critical to coordinate with existing training programs and educational institutions to ensure a steady, reliable and qualified pipeline of work-ready individuals are engaged and prepared to connect with high road employers ready to utilize subsidized wage programs, OJT, and Incumbent Worker Training services. Effective coordination by training individuals for in-demand occupations will lead

to higher quality job placements while at the same time solidifying the workforce system's connection to quality employers.

Next Steps.

- WDACS will continue to expand upon existing collaboration with the community college network, the Los Angeles and Orange County Regional Consortium (LAOCRC), and the Center for Competitive Workforce (CCW) to strengthen the alignment of career and technical education training programs that meet industry needs. This includes the establishment of a comprehensive Green Apprenticeship Program to prepare diverse individuals for union membership with the United Steel Workers via Proterra, Inc.

- WDACS will also continue to work with the community college network and employers to develop a core set of competencies in each growth industry that would constitute a minimum level of work readiness. WDACS will model this assessment after Metro's work with WIN-LA and determination of job-readiness.

- Arts and Culture, in collaboration with its County partners, will identify assets, facilities, and public or private funds to provide long-term affordable access to creative workspace. Furthermore, WDACS and Arts and Culture will continue their efforts to employ artists and creative workers in cross-sector workforce and economic recovery initiatives, e.g., infrastructure projects; services to older adults; youth programs; public health messaging; community murals; etc.

- Finally, WDACS will leverage labor partnerships, such as with the Los Angeles and Orange Counties Building and Construction Trades Council (LA/OC BCTC), Apprenticeship Readiness Fund (ARF), and United Steel Workers to identify worker upskilling and retraining apprenticeship opportunities. Through various Project Labor Agreements on Construction Projects in the Region, WDACS has used the Multi-Craft Core Curriculum (MC3) training curriculum to help individuals gain entry into the Building Trades' different apprenticeship training programs.

5. Leverage Available Public and Private Resources to Expand Access to Childcare Services

Employer and Industry Feedback. Employers across all industries described a lack of access to safe, reliable, and affordable childcare as a major concern for their employees and an impediment to full employment, particularly for hourly wage workers. Employers recommended that the County not only support expanded access to childcare for residents, but also that the County invest in workforce training programs related to childcare to increase the supply of trained childcare professionals. The WDB also indicated that economic recovery would be a nonstarter without enhanced childcare opportunities.

Existing Policies and Programs to Leverage. The County subsidizes childcare for CalWORKs recipients who become employed or who are looking for employment. Additionally, the County's Office of Advancement of Early Care and Education is working to ensure that there are expanded subsidized opportunities for childcare, and WDACS continues to leverage this work for its clients. On July 21, 2020, The Board of Supervisors passed a CARES Act spending plan that allocated $15 million to DPH to provide additional childcare vouchers for low-income children through the Alternative Payment Programs, as well as additional childcare vouchers for essential workers.

Next Steps.

- WDACS plans to deploy $47 million in grants to about 1,000 small businesses to help them cover operational and payroll expenses, including employee childcare needs. LACDA will utilize $5 million in CARES Act funding to provide $15,000 grants to licensed childcare providers across the County.

- WDACS and our workforce partners will work to identify reemployment opportunities for those displaced from the childcare industry as a result of COVID-19. We will also work with partner departments to identify options to build out career ladders and support the professionalization of Early Childhood Education (ECE) providers to attract more trained individuals to the industry. WDACS plans to partner with Childcare Alliance LA to expand and promote their ECE Workforce Registry trainings to expand the availability of skilled professionals. Incorporated in these efforts will be the goals to promote higher wages and ensure public health safety in the workplace.

6. Address the Digital Divide and Expand Access to Technology

Employer/Industry Feedback. Employers recognized how critical technology has been during the pandemic and will continue to be for those attempting to re-train in a new trade and for children attempting to attend school virtually. Social enterprises emphasized that many of their clients do not have access to computers, mobile devices, or the internet. Healthcare industry employers echoed the importance of technology as many medical offices have transitioned to meeting with patients virtually, which has proved difficult for high-barrier populations.

Employers suggested the County explore building a municipal broadband network in partnership with the private sector and together with other jurisdictions, avoiding the traditional "parallel agency planning" that markedly increases costs, to remove technological barriers for County residents, and to create local infrastructure jobs. This recommendation was highlighted and supported by the Arts and Culture Sector Workgroup in the Economic Recovery Task Force Report. Ensuring internet access for all County residents would enable more workers to work from home and ensure lower-income residents with multiple employment barriers have low-cost or no-cost Wi-Fi available to access healthcare, trainings, and work opportunities.

Existing Policies and Programs to Leverage. Supervisor Barger's July 21, 2020 Los Angeles County Equitable Education Access Motion directed WDACS to work with other County departments as well as the Economic Resiliency Task Force Infrastructure Subcommittee to identify how best to establish expanded access to cellular service and Wi-Fi capability to decrease the digital divide. WDACS is working with the Department of Public Works and Infrastructure LA to ensure the County meets the needs of employers who are expanding our fiberoptic infrastructure throughout the region while hiring local workers. In addition, ISD and CIO are working with County Departments to expand Wi-Fi capabilities at County facilities to benefit surrounding communities.

Next Steps.

- WDACS is actively partnering with County infrastructure companies and Infrastructure LA to create a training program and deep pipeline of skilled workers for the active micro-trenching projects continuing in and around the County. WDACS will continue to build on employer partnerships with Crown Castle, Verizon and other infrastructure firms to directly train and place displaced workers in needed positions.

- WDACS will work with ISD, CIO and other County departments to expand the Wi-Fi footprint at our community and senior centers. We will also work with the CIO, ISD and other partners to identify how best to establish expanded access to cellular service and Wi-Fi capability to reduce the digital divide in low-income and geographically remote communities, including through expedited review and approval of telecommunications infrastructure in County unincorporated property.

7. Streamline Zoning and Permitting Processes on Development Projects and Leverage Land Use Policies to Spur Job Creation

Employer and Industry Feedback. Industry leaders highlighted the need for streamlined zoning and permitting processes, especially in the recovery phase of the pandemic. They reported that faster approvals would spur job creation, and that currently, there are questions about the consistency in timeline for the entitlement process for new development. Employers in the infrastructure and trade and logistics sectors recommended the County consider hiring a permitting ombudsman to address zoning and permitting challenges that continue to arise given the urgency that COVID-19 has created. The ombudsman would provide industry leaders with direct access to critical technical support to ensure streamlined permitting and consistency across the approval process. According to industry leaders, this will create more certainty from project investors, and attract more development that would result in not only more construction jobs, but in permanent jobs created by each project.

Existing Policies and Programs to Leverage. WDACS has identified an opportunity for the County to consider land use strategies when developing economic and workforce development initiatives and vice versa. The County's adopted General Plan, as written by the Department of Regional Planning, contains an Economic Development Element,

identifying opportunities to spur job creation through development and land use. The County also has special zoning areas that can be leveraged, including Employment Protection Districts and proposed Green Zone Districts. Furthermore, the County can leverage the existing co-located resources offered by DCBA's East Los Angeles Entrepreneur Center that includes wrap-around services such as small business technical assistance, access to capital, trainings and the permitting panel, which allows entrepreneurs the opportunity to receive permitting and licensing guidance from staff at DRP, Building and Safety, and the Environmental Health division at DPH all in one place.

Next Steps.

- DRP and WDACS will explore how to leverage special zoning areas, such as already designated Employment Protection Districts and proposed Green Zone Districts, to protect the County's "jobs producing" industrially zoned land. LACDA, DCBA, and DRP will review the County General Plan and other relevant DRP policy documents and tools to identify additional recommendations and strategies for how zoning and land use tools can support businesses and workers within the County.

- Additionally, WDACS is beginning to use equity tools such as CalEnviroScreen3.0, DRP's Equity Indicators Tool, and Portrait of Los Angeles data to more intentionally deploy County funding and allocate services to those with the highest barriers to economic prosperity.

8. Create Employment Opportunities as a Market Participant

Employer and Industry Feedback. Employers resoundingly implored the County to apply a heightened equity lens as it contracts for goods and services, technical assistance, capital projects and other needs. Employers throughout all industries commented that the County purchases billions of dollars of goods and services annually, and that the County should adopt more creative approaches to include workforce development requirements in County contracts beyond the existing consideration of GAIN or GROW participants. This could include hiring requirements on more than construction contracts, or prioritization for firms that show a commitment to diversity at all levels of their organization. Establishing and maintaining a work-ready talent pipeline also requires a clear strategy for prioritizing targeted populations on County projects. Employers in infrastructure and trade and logistics suggested that the County explore hiring a certain percentage of Youth@Work interns on all County contracts beyond public works projects to expose youth to a variety of career opportunities.

Existing Policies and Programs to Leverage. WDACS works closely with the Department of Public Works on the County's Local and Targeted Worker Hire Program. WDACS has conducted community engagement as part of Supervisor Solis' Health Innovation Community Partnership to ensure that a diverse workforce is ready to be hired on County projects. However, absent explicit requirements that diverse hires be included at all levels of the organization, there is not movement beyond entry level hiring on

construction projects. Additionally, WDACS works closely with DHR and other Departments on initiatives – including the Countywide Youth Bridges Program and TempLA – to expand diverse hiring and career pathways within County classifications.

Next Steps.

- WDACS will work with ISD, County Counsel, CEO and DCBA to examine County contracting/purchasing processes and identify enhancements to promote equity and expand employment opportunities. Possible enhancements we will review include:

    - Expanding requirements for vendors to hire a minimum percentage of workers from a pool of work-ready, County-trained, diverse individuals, including those from Youth@Work, County AJCCs, and other workforce programs. This would serve to promote and drive career exposure and opportunities for under-represented populations and will serve as a long-term strategy to grow our local workforce.

    - Expanding local and targeted worker hire requirements to more than entry-level construction jobs and to additional County contracts beyond construction.

- Finally, WDACS will work with CEO and other departments to identify legislative opportunities to further incentivize and facilitate intentional hiring of individuals from various priority populations.

Countywide Recommendations Based on the LA County Works Initiative.

We identified several areas that may require additional Board action, County investment and interdepartmental coordination to fully address concerns and issues raised by industry voices. We are sharing these issues and several possible solutions for further consideration by the Board.

Childcare: To solve the equity divide for low-wage workers deciding between supporting their family and providing care and schooling for their children, the County could help facilitate better access to affordable childcare to support workers, especially in industries that do not allow for remote work. While the County has identified some CARES Act funds to address childcare needs, the County may want to explore additional funding to expand access to childcare and consider options for subsidizing childcare for low-wage workers.

Digital Divide: The County could consider expanding investment to build out the County fiber-optic network to create jobs and close the achievement gap that lower income communities are currently experiencing with the pandemic. An increased investment from the County could lead to economic opportunities and County contracts for local small businesses. County fiber-optic contract requirements could include hiring from a pool of diverse, trained, work-ready individuals coming from the public workforce system.

Land Use: To streamline the approval process for certain development projects, the County could consider adopting a by-right approval process consistent with a Board-adopted set of rules and priorities. Projects in historically underinvested areas of the County could be prioritized. Specific criteria could include creation of a certain threshold number of high-quality jobs, expansion of the County's affordable housing stock, and adherence to environmental/sustainability standards.

County as a Market Participant: The County should further explore ways to leverage its purchasing power to promote diversity, equity, inclusion, and local workforce opportunities. This could include expanding workforce development requirements in County contracts beyond existing consideration of GAIN/GROW participants, including hiring requirements on more than construction contracts, and expanding hiring requirements beyond entry level positions.

CONCLUSION

WDACS appreciates the opportunity to convene partners and put forth these recommendations and strategies for economic recovery. We believe that this strategic plan for the *Los Angeles County Works Initiative* will support rapid reemployment efforts, while supporting a return to full employment and advancing inclusive economic development objectives.

ATTACHMENT B

LOS ANGELES COUNTY
WDB
WORKFORCE DEVELOPMENT BOARD

Holly Schroeder, Chair
Santa Clarita Valley Economic Development Corporation
Nominee Fifth Supervisorial District

Darrel Sauceda, Vice Chair
Associated Construction Services
Nominee Fourth Supervisorial District

Russell Barnard, Secretary/Treasurer
Hospitality Industry Management Group
Nominee Third Supervisorial District

Corinne Sanchez
El Proyecto del Barrio, Inc.
Nominee First Supervisorial District

Gustavo Camacho
MCS Management Group
Nominee First Supervisorial District

Lola Smallwood Cuevas
UCLA Labor Center
Nominee Second Supervisorial District

Erick Verduzco-Vega
South Bay Latino Chamber of Commerce
Nominee Second Supervisorial District

Dr. Patricia Ramos
Santa Monica College
Nominee Third Supervisorial District

Keith Harkey
Iron Workers, Local 433
Nominee Fourth Supervisorial District

Mary Hewitt
Alliance of Boys and Girls Clubs
Nominee Fifth Supervisorial District

Shalonda Baldwin
Los Angeles County Metropolitan Transportation Authority

Jose Gardea
Urbanism Advisor

Berenice Nuñez
AltaMed

Karla Sayles
Warner Brothers

Michelle Roth
NASA's Jet Propulsion Laboratory

Jessica Ku Kim
Los Angeles County Economic Development Corporation

Jamarah Hayner
JHK Consulting

Adriana Kuhnle
State of California Employment Development Department

Wan-Chun Chang
California Department of Rehabilitation

Dr. Enrique Medina
Pomona Unified School District

Antonio Sanchez
IBEW, Local 11

Jeremy Diaz
UA Plumbers, Local 78

Anne McMonigle
LA/Orange Counties Building & Construction Trades Council

Maritza Dubie-Uribe
Interim Executive Director
Los Angeles County Workforce Development Board

July 27, 2020

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, CA 90012

RE: Response to Economic Resiliency Motion

Dear Los Angeles County Supervisors:

On behalf of the Los Angeles County Workforce Development Board, we write to share with your Board the importance and impact that this body, made of leaders – all of which your Board appointed — representing L.A. County's diversity, business, labor, education, workforce, non-profit, and government systems. The L.A. County Workforce Development Board is the federally mandated entity to oversee Workforce Innovation and Opportunity Act (WIOA) funds and the America's Job Centers of California (AJCC) system. In practice, we are an active board shaping the policy and programs that drive the region's workforce impacting the wellbeing and growth of our local and the global economy and its 10 million residents.

County support systems for the unemployed are under greater duress right now than at any time in history. They have also been an area of attention by the Board of Supervisors, which launched two (2) studies last year of how the County supports workforce and economic development, and requested additional information as part of its economic recovery motion of April 28, 2020.

Since the transition from the Workforce Investment Act (WIA) to WIOA in 2014, the WDB has been committed to building relationships and promoting use of the AJCC system. That work is vital to our future economic recovery. Specifically:

- We are a credible source of business engagement. – we work closely with leaders of industry, small business and served as subject matter experts in the recent roundtables with five (5)participating members. We are a business-majority Board, as required by WIOA. We firmly believe that engagement of businesses is imperative to reduce the record unemployment currently facing L.A. County.

- We are ardent supporters of policy and programming that provides equitable and realistic opportunities for those with barriers to employment. We recognize that to promote social and economic equity, people need easy on-ramps to access training, case management and significant supportive services in partnership with community-based organizations that provide additional wrap around services beyond our AJCC resources. We recognize the need to engage new partners with deep relationships in the communities facing high levels of unemployment.

- We established a dedicated yearly funding of $1 million dollars to implement promising training opportunities through the Innovation Fund supported by WIOA training dollars. This fund creates unique opportunities to start new collaborations and to transfer program ideas across sectors. We will utilize this fund to help bolster the needs of business while positioning individuals to be competitive in family sustaining jobs.

Looking ahead, the WDB should play a significant role in the current movement to redesign and implement County systems that can reinvent and stabilize our economy. Our members are part of the solution that will lead to a resilient recovery in the post-COVID workforce. We are dynamic thought partners providing guidance to the second largest workforce system in the State, fourth in the nation.

As your appointed Workforce Development Board, we work on your behalf to implement the WIOA system. That system works best when integrated with the broader network of workforce development resources and experts throughout the County. We are your partners and offer tremendous experience and connections into the entire workforce development system. We ask that the WDB's role is clearly defined in any County reorganization of departments, and in County initiatives to support economic recovery.

Sincerely,



Holly Schroeder, Chair
Los Angeles County Workforce Development Board

c : Otto Solórzano, Acting Director
Jose Perez, Assistant Director

Key Takeaways from Industry Convenings

Infrastructure (held on June 25, 2020)

1. *Sector-based Approach to Workforce Initiatives & Pipeline Support*
    - Develop workforce development programs with vendors committed to hiring from priority populations. Infrastructure leaders stated the need for County assistance in building and designing programs that connect them to target populations. Currently, industry lacks robust recruitment sources.
        - Programs should explore partnerships with HBCUS, High Schools, Community Colleges, Adult Schools
        - Priority populations were identified as Veterans, Women, People of Color (POC), LGBTQ
        - Programs must bridge community, workforce and strengthen public private partnerships.
    - Create training programs and career pipelines that prepare interested individuals for careers in infrastructure. Particularly in fields that are projected to be available to the future workforce. Industry leaders highlighted:
        - Traditional labor crafts: general labor, engineers, inspectors
        - Building Trades
        - Electricity, including security systems, electricians on high voltage, HVAC, work on conveyors and escalators
    - Development of training programs that target youth. Identifying youth in junior grades and work with company to prepare individuals for infrastructure careers. Leaders affirmed that there is an exposure gap.
        - Goal: Develop a repository of hire ready individuals as a first source of hiring for infrastructure projects. Collaboration with unions will be essential for program effectiveness according to WDACS.
    - Recommend that the County work directly with community colleges to develop training programs in key infrastructure careers. Programs targeting infrastructure needs must be truncated compared to general college coursework. Identify key competencies with assistance from leaders in the industry.

2. *Strengthen Manufacturing in Los Angeles County*
    - Develop and support initiatives that bring manufacturing back to Los Angeles County. Companies such as Proterra highlighted that they are still hiring amidst the COVID-19 pandemic.
    - Maintain and obtain funding streams that provide on-the-job training for individuals interested in careers in infrastructure.
    - Urge County to implement steps that allow them to be more nimble and better align with the infrastructure needs outlined during convening discussions. (Industry has many upcoming projects and leaders worry that if these projects are unable to move forward in Los Angeles County, they will go to neighboring counties.)

- Update procurement process for infrastructure projects to ensure the approval of high priority projects. Industry leaders affirmed that although there were some changes, generally, the procurement process is still cumbersome and unclear.
- Request a County Ombudsman
- Address permit challenges for current infrastructure projects, and allow the selective acceleration for projects requested.
    - County should index projects to allow entity to identify what is causing delay and how they can be expedited. Upon identifying outlined challenges, projects are given a permit
- Provide recommendations for adjusting work models as decreased congestion allows to the expedited time frame of projects and decrease costs. Additionally, traffic reduction provides opportunities for Los Angeles County to further support sustainability efforts.

3. *Child Care*
    - County use federal dollars to upscale the number of childcare providers and spaces to provide childcare.
    - Identify what workforce programs can support the childcare industry to provide temporary bridge solutions. Childcare is a barrier in the process of incentivizing professionals come back to work.

<u>Aerospace</u> (held on June 26, 2020)

1. *Sector-based Approach to Workforce Initiatives & Pipeline Support*
    - Develop and support initiatives for the Aerospace industry to hire veterans. Create opportunities to educate and provide services to service members to retrain individuals in aerospace careers if they don't have those skills already.
        - The County has the opportunity to connect other depts and resources to retrain and do outreach to veterans. For example, through PAPS.
        - Further develop employment pipeline for veterans through the DoD Skill Bridge Program which trains individuals leaving the military. Following their transition out of the military, Aerospace can offer them fulltime employment. Individuals from particular sector may require additional training.
    - Develop virtual programs and work from home opportunities for future Aerospace Industry (potentially other industries as well). County advocacy on developing an agile workforce through increased virtual collaboration, efforts to attract young employees, accessibility to consultants and additional strategies to update industry to meet 21st century needs.
    - Create initiatives with support from the Aerospace industry to bring retirees back to train new employees on a consultant basis.
    - Administer WIOA funds to create job centers across the county and ensure an equity lens is present for current and new job centers.
    - County use WIOA funds to pay to get workers ready for entry level Aerospace position

    - Or upscale current workers for promotional opportunities and backfill with those we train specifically for Aerospace careers.
- Support the need for identifying and hiring talent in the following areas of Aerospace:
    - Engineering
    - Manufacturing and Technician careers
    - Understanding of software and electrical systems
    - Mechanics (aircraft, structure and electrical)
- Industry leaders expect growth in the field of Spaceforce development. Seeking support in developing pipelines for talent.
- Develop pipelines for the redeployment of talent to other jobs in the Aerospace industry in order to provide employment alternatives when individual skills do not align with original job inquiry.
- Seeking County support to fill hiring gaps, specifically in bringing trained pre-screened candidates to the Aerospace Industry.
- Identified a need for an increased number of college educated engineers. Industry leaders recommend the County expand community college capacity to develop a diverse and inclusive engineering workforce and furthermore, emphasize the importance of engineers staying local.
- Industry leaders interested in connecting more extensively with dual degree workers who have experience in graphic design. Develop pipelines for recent graduate with skillset.

2. *Strengthening Aerospace in Los Angeles County*
    - Share opportunities with Aerospace Industry to support small business, vendors, and partners.
    - Develop strategy for sharing out competencies to entire system to allow for external training for identified careers in Aerospace. Critical for industry strategy to engage with education and training partners.
    - Support the development of organizational partnerships with LA Airforce Spaceforce. Leaders agreed that there are numerous stakeholder with mutual challenges. Develop opportunities to expand and further develop key partnerships.
    - Increased communication between Aerospace Industry, LA County, Workforce Investment Board and additional county entities.
    - LA County support and endorse the Aerospace commission as it is seeking more communications at a higher level on behalf of aerospace.
    - County engage in conversations with Aerospace leaders on planning obstacles. Request for support for unincorporated land use and increased flexibility for planning and zoning to help economy growth.
    - LA County engage in discussions with LA Board of Supervisors regarding tax credits and their impact on Aerospace Industry. Explore opportunities to further discuss alternatives collaboratively.
    - Funding support for increased IT costs and reimbursement for at home technology provided to workers.

- Develop a virtual “pop-up” aerospace and aviation office to provide a central point of contact for the Aerospace workforce. Goal of center would be to:
    - Support aerospace companies, space museums and monuments
    - Provide a central point of contact for in the workforce that need training, cyber requirements, SCIF etc.
    - Resources for learning more about federal grants, donor advised funds

<u>Trade and Logistics</u> (held on June 24, 2020)

1. *Sector-based Approach to Workforce Initiatives & Pipeline Support*
    - Recommend that the County provide financial support for training opportunities in the field of Trade and Logistics, including the development of programs with outside experts that reskill (creating new mechanics), and upskill current mechanics into different modes.
    - Provide guidance to leaders in the fields of Trade and Logistics to address issues of social inequity to support disadvantaged communities. Outline diversity and inclusion as a key competitive advantage and ensure an equity lens is worked into all hiring and training frameworks within the industry.
    - Develop broad regional strategies to provide access to training and upskilling that include a soft skills component.
    - Connect re-entry population, more specifically early release individuals, to opportunities in the trade and logistics industry. Provide 8-10 weeks of training to prepare for employment opportunities.

2. *Worker Return*
    - Develop a plan that ensures businesses are equipped with proper training and protocols to keep people safe when they come back to work.
    - Urge the County to develop incentives, using platforms available, to encourage workers to come back. Leaders believe that instilling confidence that is safe to come back to work will inherently increase the number of returning employees.
    - Develop a mobile application for track and trace in addition to the County’s robust contacting tracing effort.

3. *PPE Recommendations*
    - Develop and support long-term pipeline of PPE for trade and logistics. Additionally, encourage the County to leverage its position to bring FDA into conversations pertaining to converting manufacturers to the PPE Market.
    - Develop a system for companies to get certified stating that the equipment they handle and distribute has been standardized and certified as “COVID-19 Compliant.”
    - County develop workplace testing program or develop language on how companies can operationalize testing programs at their locations.

4. *Strengthening Trade & Logistics in Los Angeles County*
    - Recommend that the County develop incentives such as adjusting price structure to maintain industry's competitiveness. Currently, high costs and high prices are a deterrent and reduce the industries competitiveness. (Industry leaders expressed additional operational concerns including lack of reliability by the County and recommend the County work to improve asset utilization and efficiency.)
    - Highlight concerns pertaining to policy and regulatory uncertainty. County must increase funding, participate in policy development and join advocacy efforts with industry leaders in trade and logistics.
    - Request action items to refocus Port of Los Angeles competitiveness to include:
        - Use of new incentives
        - Develop Operational improvements (regional and interregional projects)
        - Become more export-focused
        - Increase awareness and align policy
        - Ensure the distribution of federal funding to ports are equitable
    - Recommend the County work to change land use and permitting process to meet COVID-19 needs and capacity.
    - Recommend the County educate, advocate, and where possible help incentivize development. (Industry leaders believe that the crucial role trade and logistics plays in economy it is not common knowledge.)
    - Pass guidelines including language requiring County to be consistent with criteria for development projects. Language should require:
        - Honesty and consistency on the private capital side
        - Commitment by government to stick to rules and timeline outlined
        - Support role of industry during additional constituent conversations
    - Develop expansion of "by-right "development without discretion - outside of CEQA. (*Identified as one of the biggest most effective changes that could be made on the development side right now.*)
    - Seek opportunities to collaborate and align with other jurisdictions to create a cohesive land use policy. Goal: is to ensure land use strategies match up with industry needs
    - Incentivize rail cargo to remain in Los Angeles County.
    - County systematically solicit challenges and solutions from industry leaders. Further identify an efficient way to share these findings with industry leaders.
    - Develop strategies for cross county collaboration, in particular adjacent counties. However leaders believe that collaboration acro*ss* the 5-county region is needed. (Industry leaders further reiterated that patchwork regulations are problematic and confusing for industry.)
    - Develop a communication strategy which supports a shift in the perception and mindset of manufacturing jobs. Specifically, narrative needs to alter the view of quality and value of jobs.
    - Lower the age floor for truck driving industry, to support efforts to funnel individuals into prime logistic jobs. Further, address additional barriers to the

truck driving industry. Limited pipeline due to older demographic applying to positions.

- Recommend supporting CEQA reform, in particular issues that pertain to the development of projects that have the ability produce jobs and support economic development. Leaders affirm that infrastructure jobs are important from a workforce development and technology perspective. Measures the County takes to slow down process and subsequently discourage developers and capital partners will make development harder.
- Support the streamlining of the permitting process for manufacturing projects.
- Urge State to halt the implementation of additional regulations during economic recovery period. Request County advocacy.

<u>Healthcare</u> (held on June 24, 2020)

1. *Sector-based Approach to Workforce Initiatives & Pipeline Support*
    - Hospitals and clinics would like to upskill their staff on certain administrative/technology skills that have become more important in remote work (ie: MS teams, Zoom etc). In general, they would like their employees to receive training so they are prepared in a post-COVID-19 workplace.
    - Hospital and clinics need support in upskilling their staff in telehealth modalities. For example, there is a need for training around remote trauma-informed patient care and customer service.
    - Managers need to be trained how to provide feedback and practice performance management remotely.
    - There have been layoffs/furloughs in non-clinical roles such as accountants, HR, and marketing. There is an intention to bring these workers back, but it is unclear what that rehiring will look like.
    - There is a large hiring demand for clinicians, nurses, and other frontline workers due to recent retention issues. For example, it was reported that many nurses have retired early or resigned out of fear.
    - Federally qualified health centers already struggle with hiring and retaining talent, and at the same time is struggling with layoffs.
    - Hospitals and clinics would like to expand and deepen relationships with schools/programs that produce diverse, skilled clinical frontline workers such as doctors and nurses. The County could be a convener of hospitals/clinics and schools to have specific conversations around bridging gap between workforce and employers.
    - Hospitals and clinics are struggling with how to host students who need clinic hours to gain their certification due to liability issues. This could cause pipeline problems down the road.
    - There is a need for the healthcare industry to improve communication around transferring talent to fill hiring gaps. Hospitals/clinics that need to lay off workers should connect them to healthcare organizations that are hiring. Kaiser and SEIU have created a well-funded nonprofit to provide training, which is part of their contract agreement.

- County needs to outreach to, and have conversations with, the skilled nursing facilities because they have been hit hard by COVID-19 and remain vulnerable.
- The County should provide incentives to build the nursing pipeline, such as loan forgiveness for nursing school.
- The County could provide tax incentives to hospitals that are investing in feeder programs, local schools and communities to offset costs associated with hiring and training new RN graduates.
- Healthcare providers want support from the County on how they can contract with diverse local businesses. How can the County provide access to capital for local healthcare-centered small businesses?

2. *Worker Return*
    - The County should build a municipal Broadband/WiFi service to support the expanded remote healthcare workforce.
    - Healthcare providers are seeking County support on relaxation of state-level hospital restrictions (ie: fast-tracking out-of-state licenses, space classifications).
    - The County needs to advocate for policies that would make telehealth work fully reimbursable by insurance companies. Telehealth needs to be normalized, instead of seen as an "emergency response." (ie: AB 1494, 1264)
    - Additionally, the County should support AB 980 that would allow nurse practitioners to perform certain work without a physician's assistance.
        - The County should subsidize (or support state/federal subsidization) of longer-term hazard pay and COVID-specific mental health leave for frontline healthcare workers as many healthcare employees are stressed and unable to take time off.
    - Would like to see County subsidize or decrease COBRA-related payments for laid-off healthcare workers and patients who cannot afford them.
    - The County should advocate for increased screening and employment verification for state administered hotel self-isolation programs for frontline workers to decrease fraud and increase capacity.

3. *PPE Recommendations*
    - Smaller clinics and healthcare orgs reported having trouble obtaining a steady supply of PPE. The County should streamline the PPE supply chain so healthcare organizations can receive a reliable/vetted list of manufacturers and vendors.
    - The County should work with healthcare organizations to provide robust PPE education.
        - Within hospitals and clinics: the County should provide comprehensive information/training to address the question: What is the correct level/type of PPE for certain work in hospital? For example, what is the difference between PPE for COVID-19 patients vs TB patients? Some frontline staff are using too much PPE when the situation does not call for it. Healthcare staff need to be assured that PPE is safe. Furthermore,

the County should make sure union and hospital administration are on the same page/unified in communication/standards around PPE.
    - LA County residents/vulnerable communities: the County needs to be provide stronger and wider messaging on wearing masks in general.
- The County should support dentistry in particular due to the cost and complexity of implementing PPE in this field.

<u>Nonprofit and Social Enterprise</u> (held on June 18, 2020)

1. *Sector-based Approach to Workforce Initiatives & Pipeline Support*
    - Those who are currently in the job training pipeline (not receiving unemployment benefits; unhoused) have higher barriers than typical trainees, which affects future job entry/retention outcomes. The County can support these training programs with increase wrap-around service offerings/coordination and increase resources/funding where needed to overcome these barriers.
    - Organizations with a large supply of clients ready to work have expressed a drop in internship placements and other hiring opportunities for their workers (ie: government and retail opportunities). There is an increased interest in serving the public, so the County should brainstorm ways to connect this supply to public service work that is needed (ie: Conservation Corps).
    - If there is a push towards a "New Deal" type jobs program in conservation, the County should make sure it is implemented using existing infrastructure and expanding to new populations (ie: college students). We should not re-create the wheel. Organizations like the Conservation Corps would like increased funding to match increased enthusiasm and interest for their program.
    - Growth Area sectors such as food delivery have barriers (ie: work-ready clients do not have cars).
    - Some ESEs (Employment Social Enterprises) and nonprofits would like to see more referral opportunities from the County and strengthened relationships with WDACS. Many organizations need help figuring out if and where they can steer their clients who have completed training programs. The County should expand job pre-apprenticeship programs/opportunities for manufacturing. There are 12 occupations that could be trained related to this sector. Additionally, the County could expand on or create similar pre-apprenticeship programs to the City of LA's Road and Sidewalk program as public infrastructure needs develop.
    - There are barriers and tension between pre-apprenticeship programs (in construction, landscaping, tree planting) and unions. More specifically, the County needs to strengthen or create pipeline between, for example, green jobs pre-apprenticeship programs and apprenticeship opportunities offered by employers or unions.
    - As local government reimagines public safety/law enforcement systems, the County should think ahead in developing the support structures and pipelines for occupations that will exist within these new structures (ie: mental health first-responders, community health workers). In particular, the County should focus

on training individuals with lived-experience (such as unhoused or formerly incarcerated/unhoused individuals). It is important we consider lessons learned from Measure H roll-out.

2. *Contracting with the County*
    - The County should review the DCBA's Social Enterprise Preference Program where ESEs earn a certification through the County that provides advantage in the bidding process. ESEs are concerned that the County is not consistent in considering the certification during bidding processes.
    - The County should increase number of contracts and funding amounts with certified ESEs. Currently, the County only contracts about 300 million dollars with ESEs out of their total estimated 6 billion dollars in contract spending (5% of total contract spending).
    - The County should provide more flexibility and support to ESEs and Nonprofits multi-year contracts to account for the current climate and cost of living adjustments which can help retain high quality and consistent staffing.
    - ESEs and Nonprofits want to have a direct line to the Board of Supervisors' ears to advocate and communicate needs from sector so the County can support their interests within their jurisdiction as well as advocate legislative needs of this sector at the State and Federal levels.

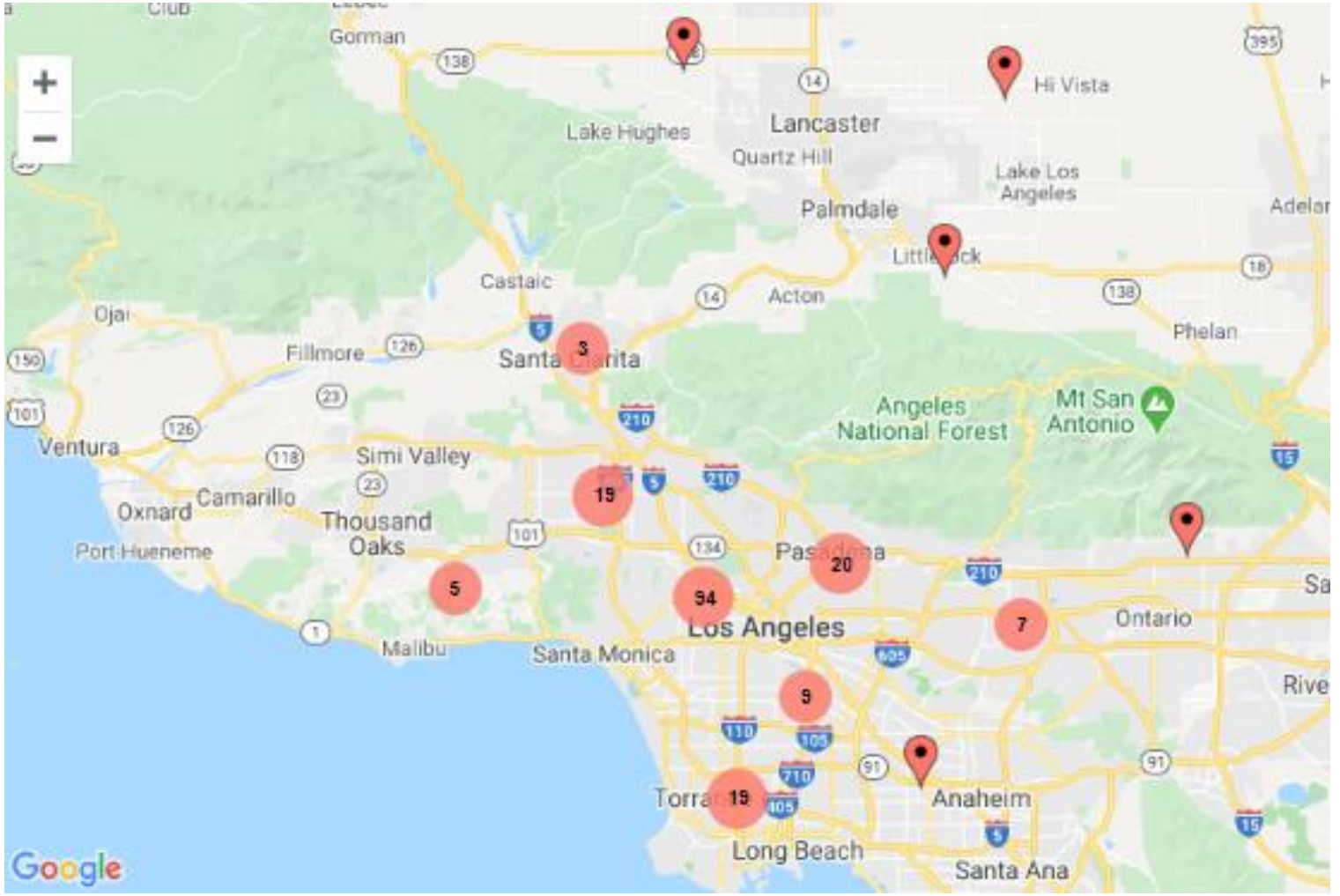
3. *Worker Return*
    - The County should create and support initiatives to provide widespread and equitable access to computers and laptops. Clients who participate in job training programs or require other services are required to do so virtually. In the short-term, libraries are closed which severely decreases access to computers and laptops. It forces nonprofits and ESEs to keep their facilities open as computer labs but this not a sustainable solution. In the long-term, there is an access equity need across the county. ESEs and Nonprofits request County support in providing hardware technology to individuals who are in need.
    - The County should build a municipal Broadband/WiFi service to support those who cannot afford privately-provided WiFi. At least, municipal buildings should have strong public WiFi networks that allow the public to connect outside the buildings as a last resort.
    - The County should coordinate, distribute, market, and/or create (where needed) training, digital resources, and technical support to Nonprofits and ESEs who do not have the capacity to train their staff and clients on how to use and operate products such as video-conferencing. This will free up capacity so that ESE and Nonprofit staff can provide high quality job trainings and other support to their clients without needing to coach their clients on how to use the technology itself. The County could contract with Nonprofits and ESEs who could provide these services already.
    - The County should provide external batteries and chargers to job trainees who are using their phones to participate in workforce programs because phone batteries are draining at high rates. Additionally, government-provided phones

are limited in video-conferencing capacity which underscores needs for improving technology access to residents through the County.

- The above suggestions support a larger County-wide initiative increase digital literacy and technology access to increase equity and support workers across the region.
- Unemployment wages are higher than some workers' normal wages. The County should create a subsidized wage program to increase wages for workers, without impacting small businesses, nonprofits, and ESEs, to incentivize people to go back to work (once safety measures are put in place). This is a critical need expressed by the ESEs and Nonprofits.
- In general, the County should explore incentives to encourage people to stay in the workforce because it is hard to re-connect them to workforce once they leave. In particular, the County should engage with young people when their unemployment benefits run out.
- The County needs to support newly-housed individuals (Project Roomkey) or those at-risk of losing housing to make sure they stayed housed (renter protections etc.).

Los Angeles County Economic Recovery: COVID -19 Business Response Overview

Economic Recovery Board Motion

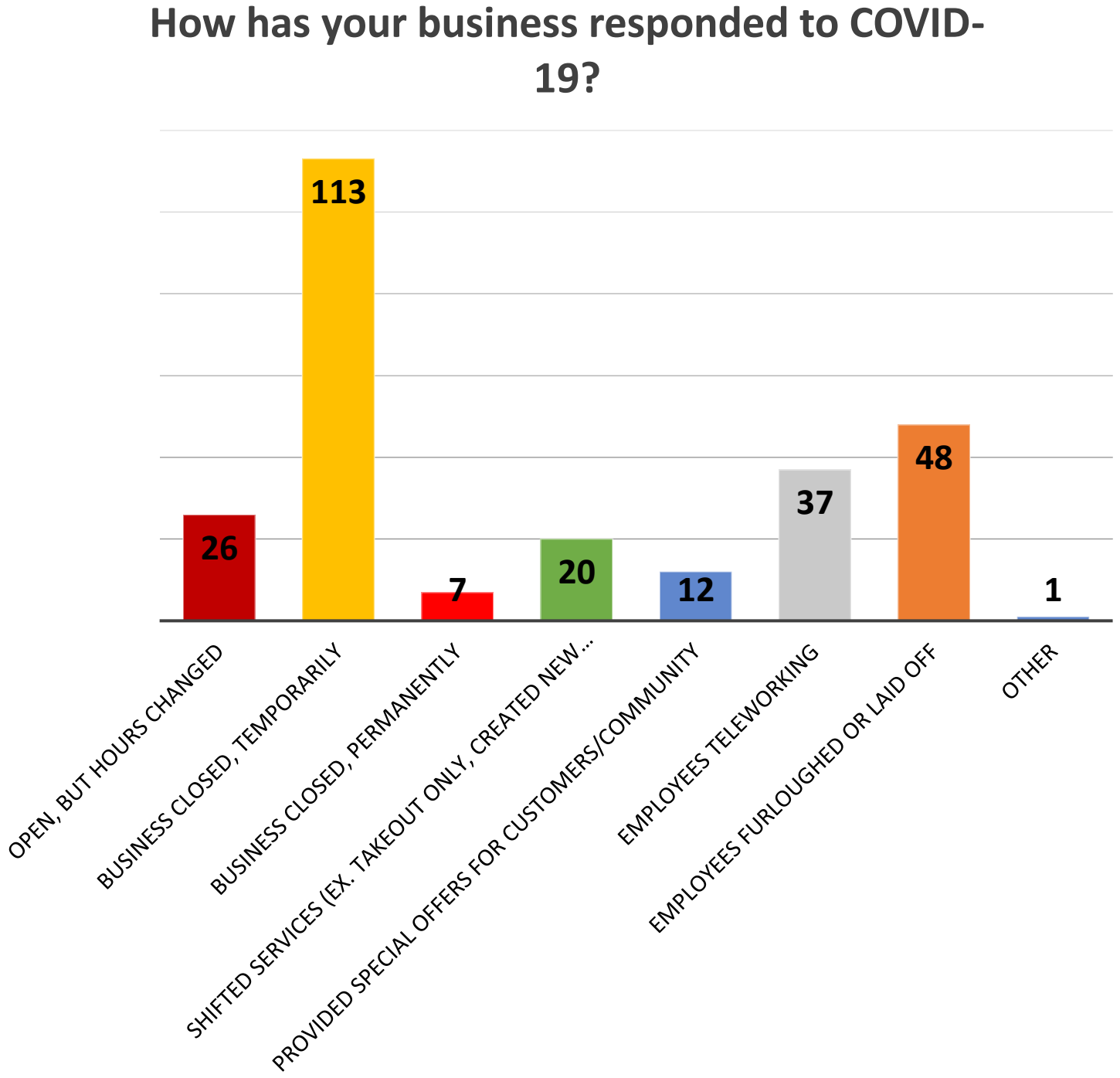


183 Business Responses designated as Arts & Entertainment

Arts & Entertainment

Main reasons for response to COVID-19:

- Television and movie production is completely closed
- This has gravely impacted contractors in the entertainment industry that are not able to provides services virtually
  - Production companies, hair stylist, makeup artist, audio visual, music production, post-production, photographers, videographers, performers (musicians, theater actors, artists, etc.)
- Large entertainment venues are closed due to social distancing
  - This includes: music, wedding, graduation, outdoor entertainment (miniature golf, go-cart, etc.), art galleries, museums, theaters, nightclubs, music festivals, vacation tours, indoor playgrounds, races (triathlons), etc.
- Major issues due to COVID-19
  - Unreliable public transportation
  - Major issues contacting EDD and not getting UI benefits
  - Need technical assistance to market online
  - Though many have attempted to provide services online they are not reaping the same amount of revenue
  - There is a digital divide and lack of digital literacy when attempting to provide clients services virtually
  - Clients are afraid to engage socially



Arts & Entertainment

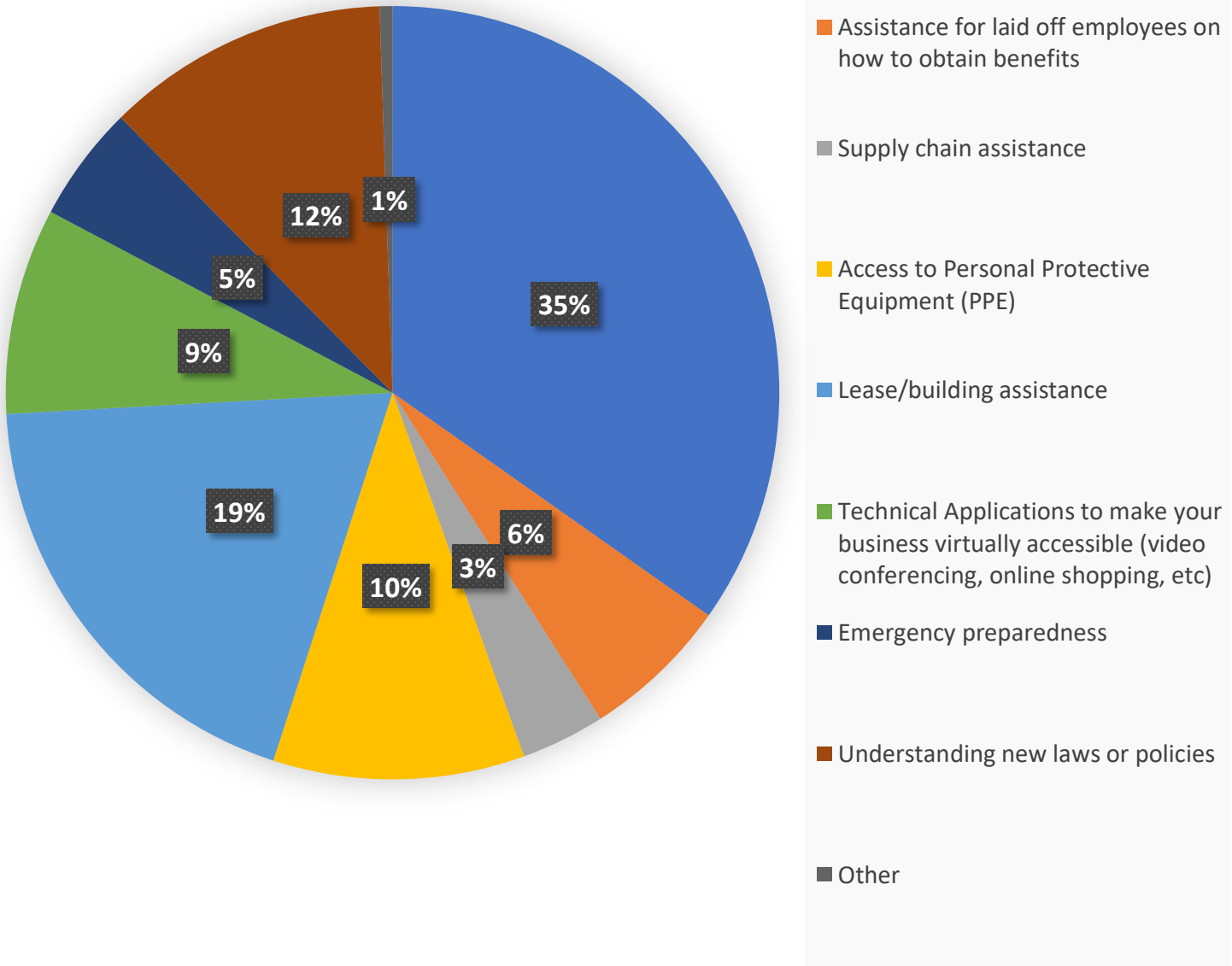
The top 4 business resources needed:

1. Cash flow assistance
2. Lease/building assistance
3. Understanding new laws or policies
4. Access to PPE

Additional Requested resources include:

- Allow for businesses in this industry to open safely
- Technical assistance for how to open business virtually and market business online
- Need an alternative solution for live events
- Need rapid continuous COVID-19 testing for employees

What business resources do you need?

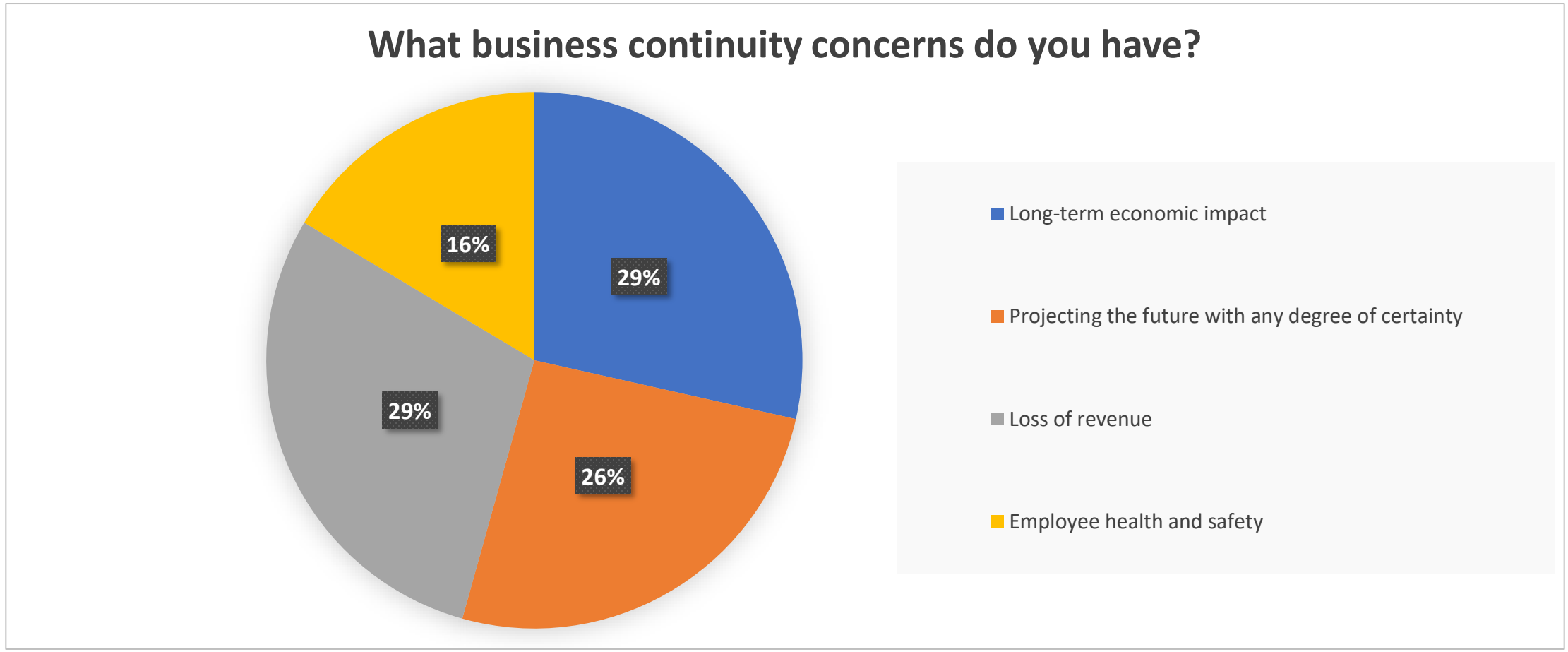


Arts & Entertainment

What business challenges do you anticipate with your workforce? Include any support your employees may need.

- Keeping employees safe and healthy.
  - Need proper equipment and locations to keep everyone safe.
  - Need assistance is remodeling workspace to accommodate social distancing i.e. removing workbenches, moving/reinstalling machinery, potentially removing walls/partitions, and investing in new tool sets for our techs to avoid sharing tools, modify the restroom area and provide ample.
  - The best testing technique to identify COVID to be used in a studio scenario needs to be determined.
- Re-training to learn how to do online events.
  - Training in navigating social media and technology.
  - How to be productive working from home
- Supporting companies within the event industry and help finance them.
- Experiencing employees that do not want to rejoin the workforce because they are making more money through unemployment benefits or because they have been allowed to telework.
  - Employees who are ready to work are not able to because businesses are not allowed to open.
  - Many employees in the industry are 1099. They are not included in our W2 employee PPP program.
- Without childcare or school being open, it will be difficult to reopen completely.
- What about ARTISTS, MUSICIANS, DANCERS, FREELANCERS
- Work sharing benefits are not processed on time and cause additional unnecessary stress for our employees.
- Open libraries and facilities that can house our entertainment programs.

Arts & Entertainment



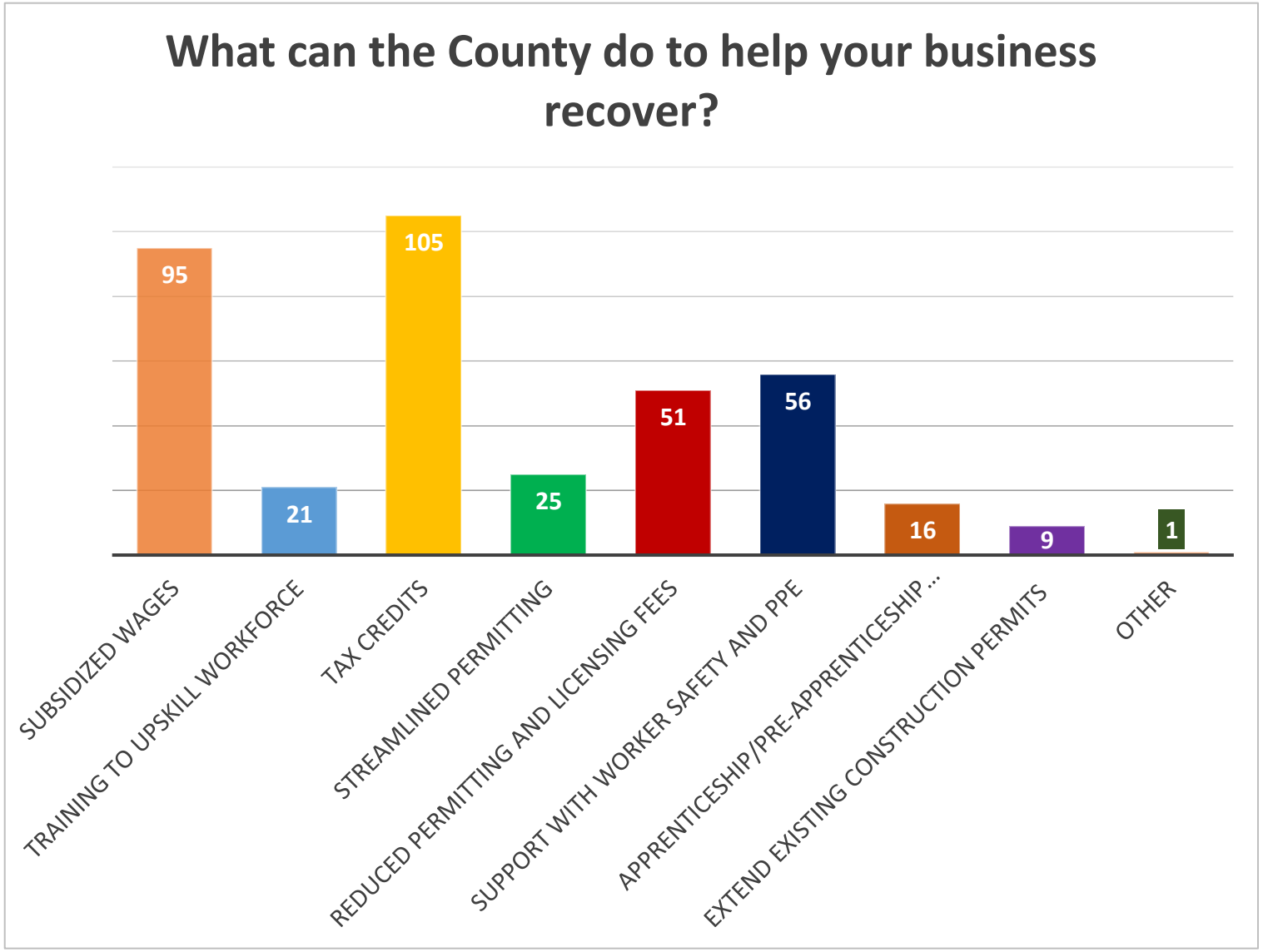
Arts & Entertainment

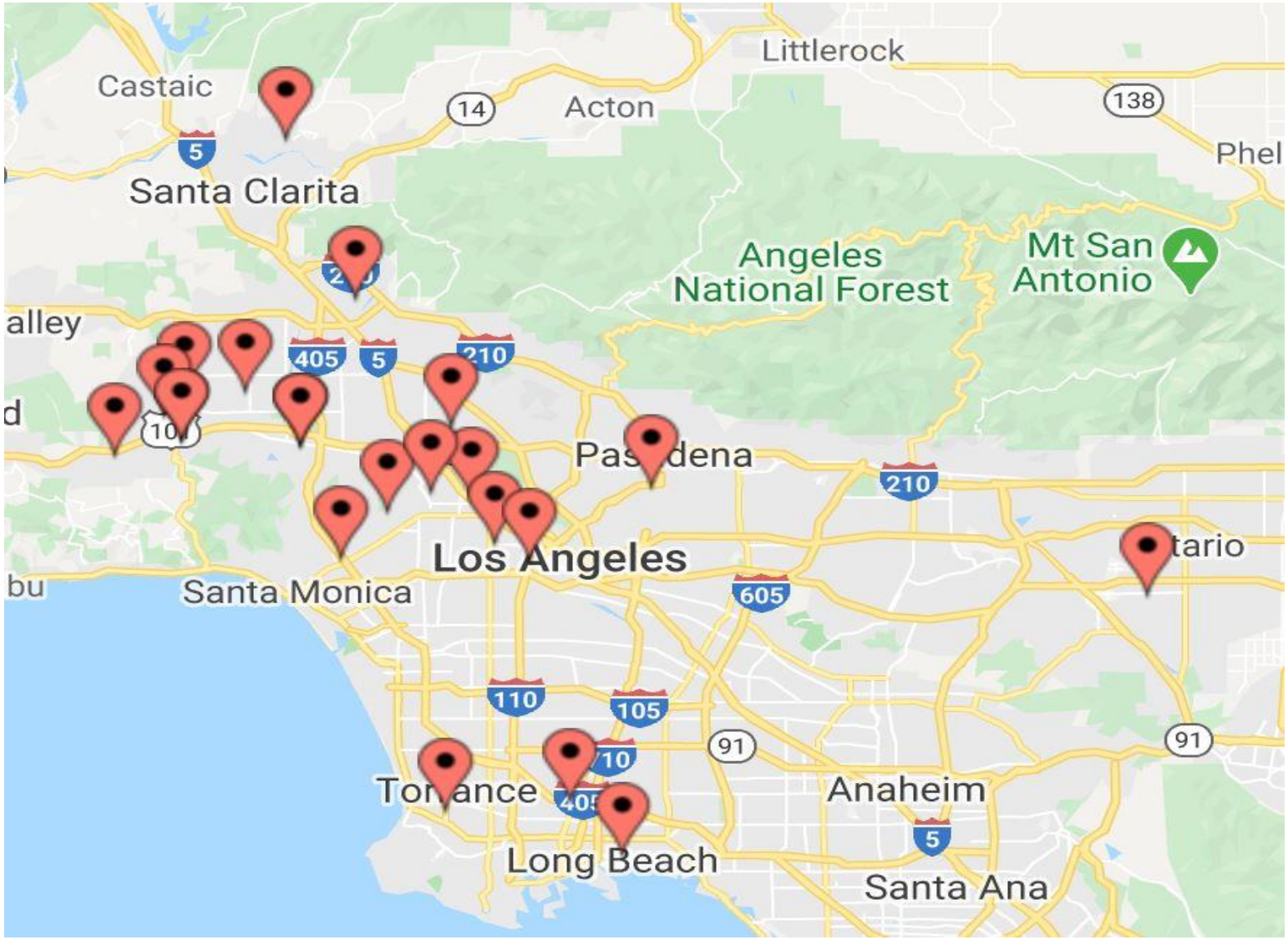
Top 4 requested assistance from the County:

1. Tax Credits
2. Subsidized wages
3. Support with worker safety and accessing PPE
4. Reduced permitting and licensing fees

Additional comments:

- Minimize shutdowns
- Provide free PPE
- Commercial Rental Assistance i.e. provide rental allowance for up to 90 days once allowed to open.
- Financial Assistance for Independent Contractors
- Help with unions cutting pension plans
- Need guidance from health department on how to safely open
- Forgivable loans and/or grants
- Help with connecting to UI benefits
- Reduced permitting fees i.e. photographers

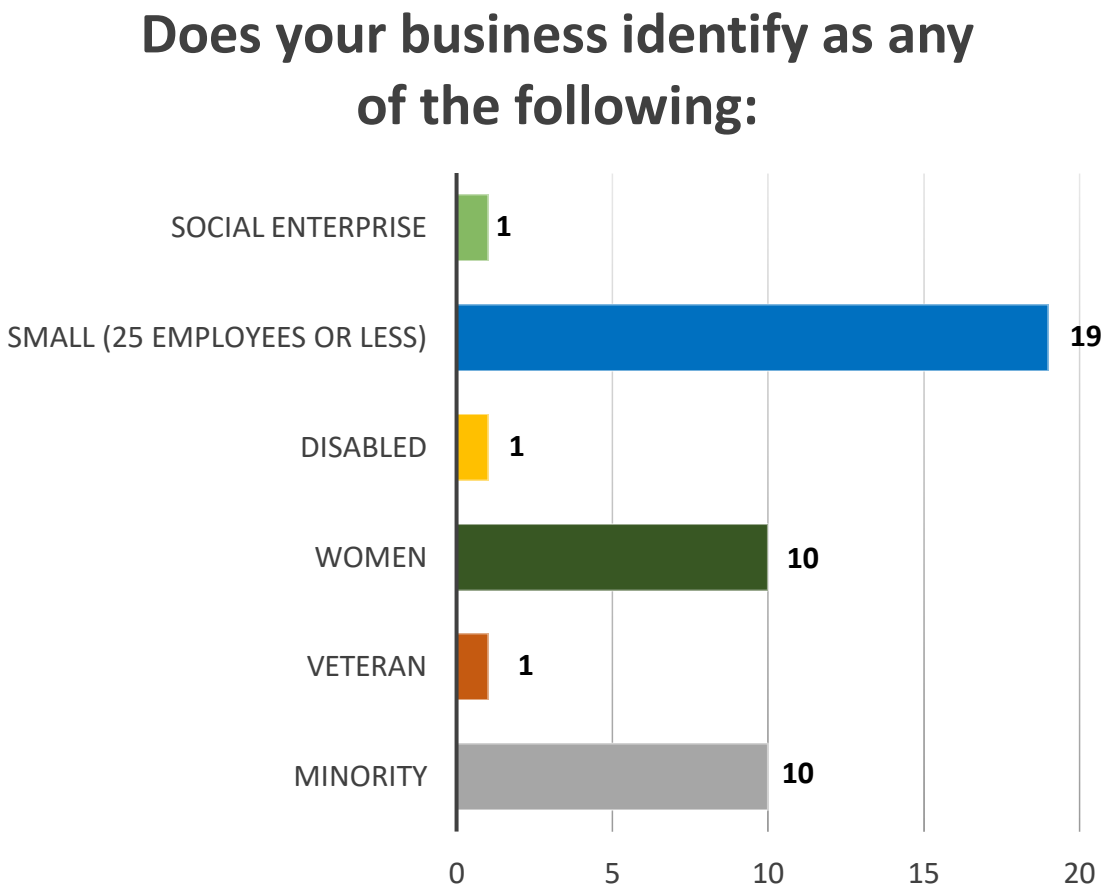


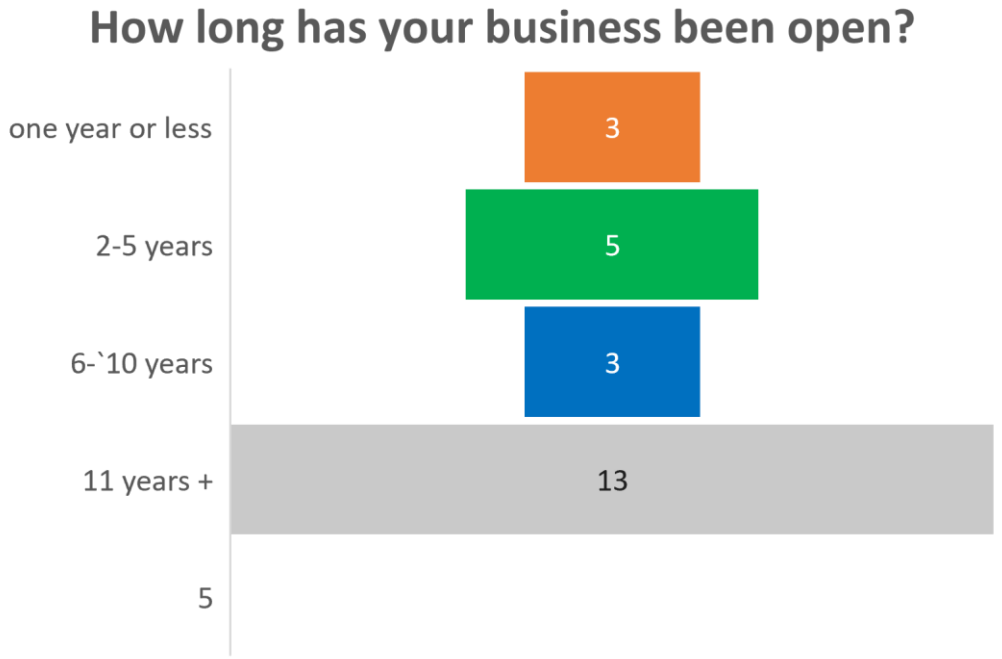


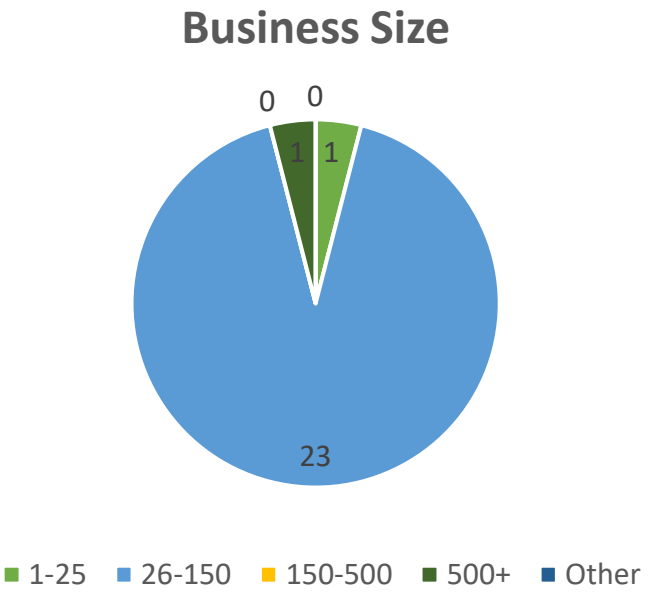
24 Business Responses designated as Banking & Financial Services

Majority of businesses are located in the San Fernando Valley and Westside Areas of L.A.

Banking & Financial Services



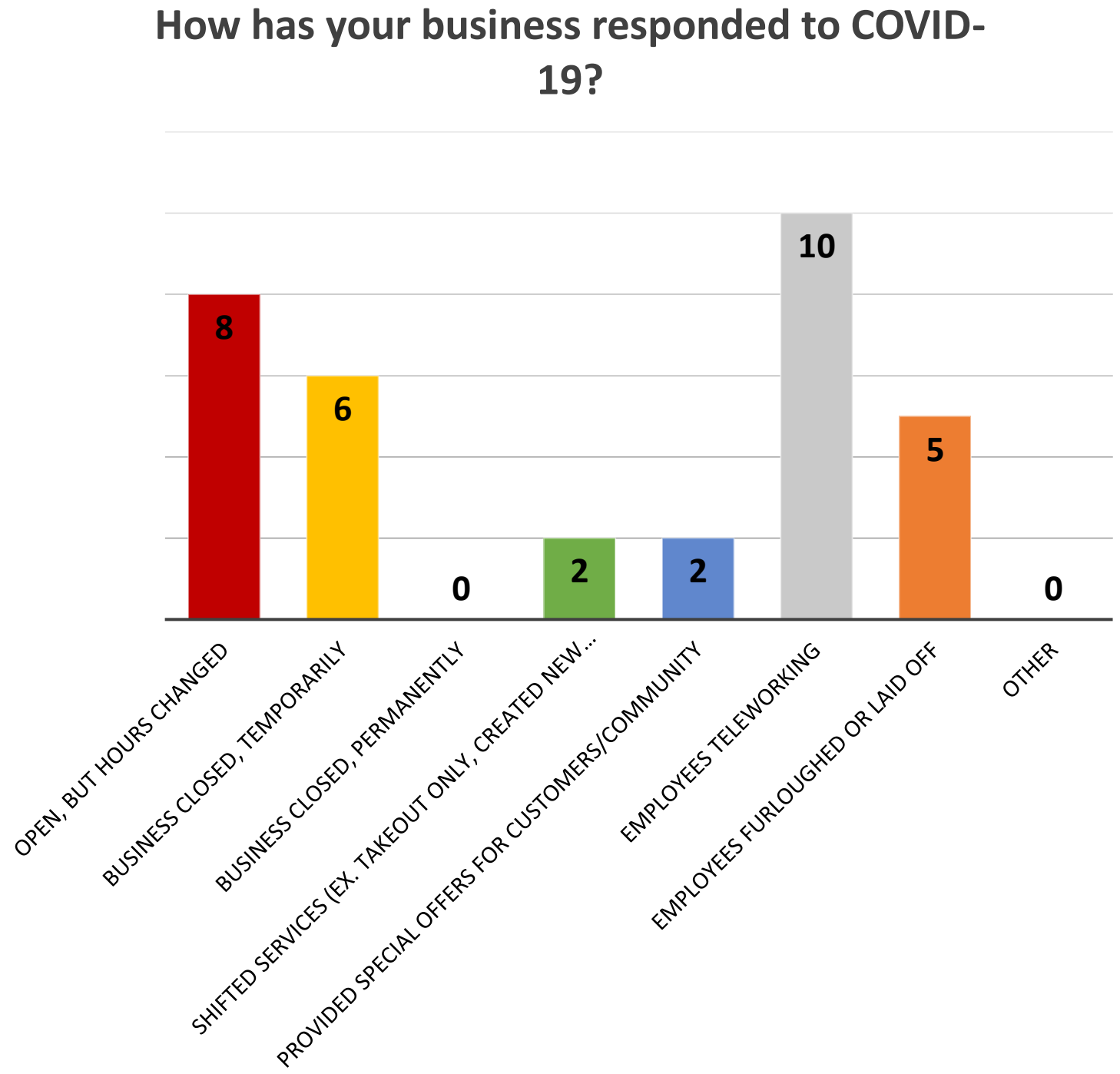




Banking & Financial Services

Main reasons for response to COVID-19:

- Offices closed due to safety reasons and all staff allowed to work from home if position allowed
- Businesses shifted their strategy to online-only and were forced to lay off support staff
- Businesses are still under lease contracts but are transitioning to online likely terminating leases
- Workload reduced by 50% due to client fear of meeting in person and local institutions closed/appointment only



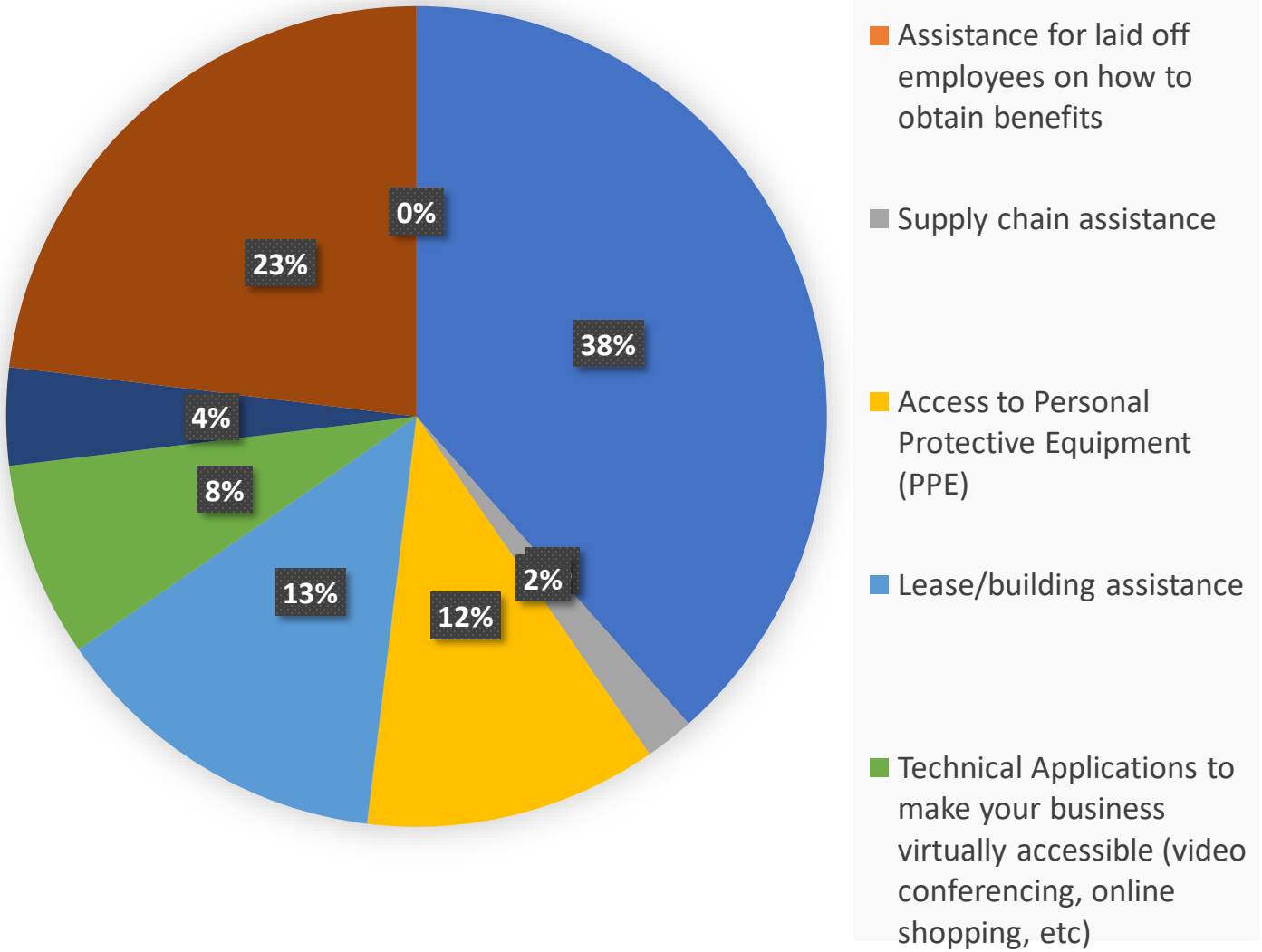
Banking & Financial Services

The top 4 business resources needed:

1. Cash flow assistance
2. Assistance for laid off employees
3. Lease/building assistance
4. Access to PPE

Additional Requested resources include:

- Access to capital
- Regain customers confidence

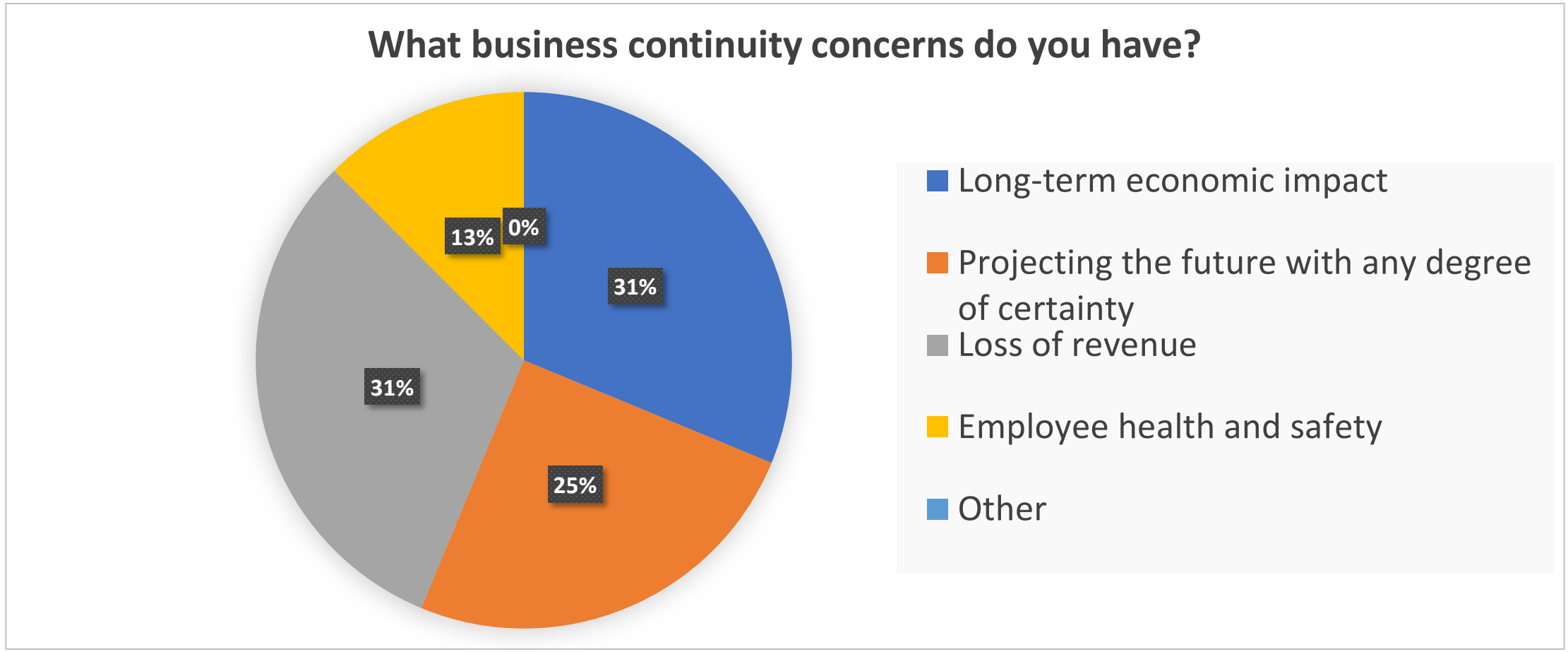


Banking & Financial Services

What business challenges do you anticipate with your workforce? Include any support your employees may need.

- Doing business with clients safely and efficiently
  - Need proper equipment and sanitized locations to keep everyone safe
  - Need remote work management software
- International clients are not able to travel and do business
  - Building trust in doing business online
  - International markets are hurt thus international clients have less capital to invest
- Terminating leases early to cut operating/overhead costs and transition to 100% online processes

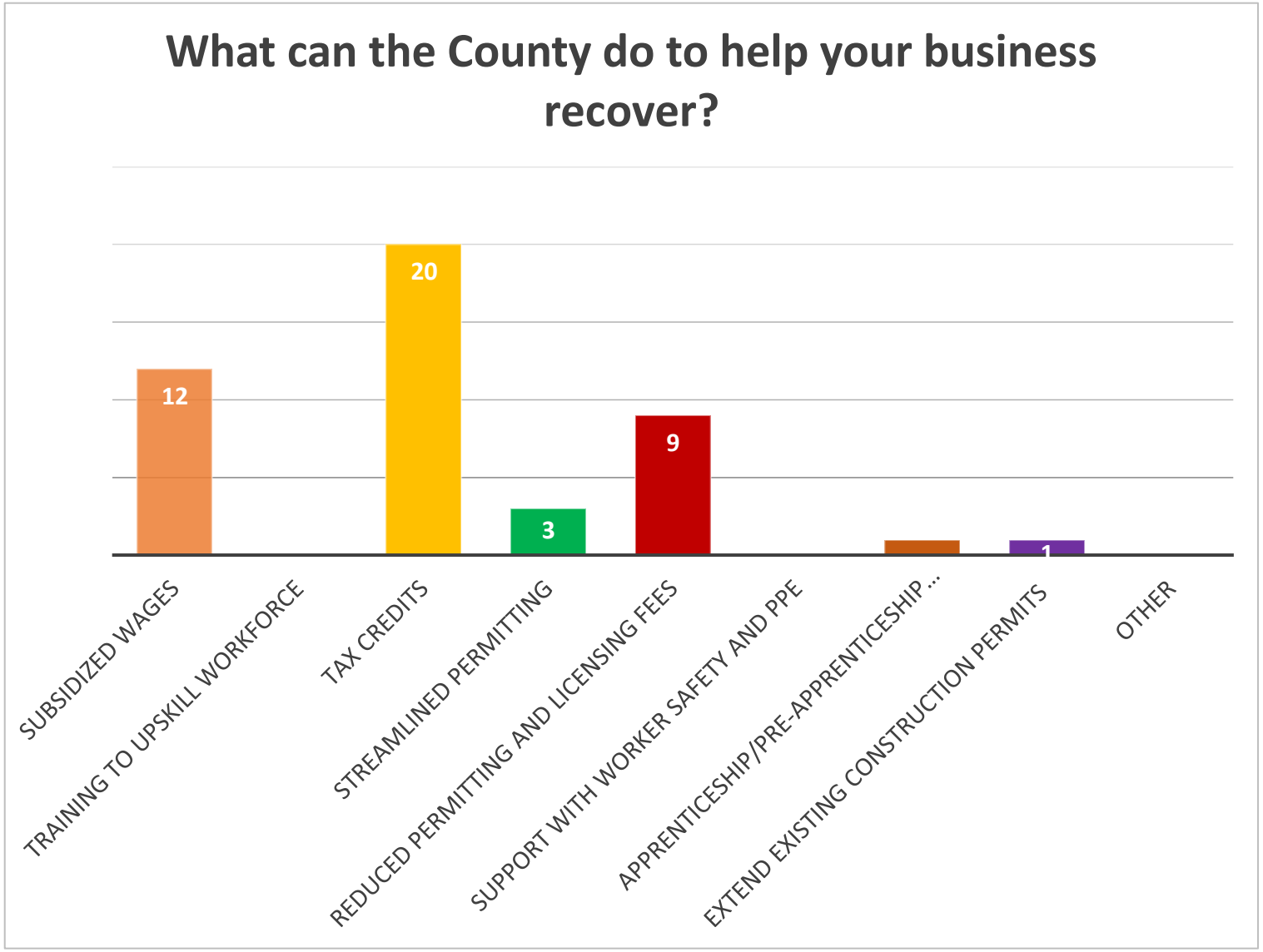
Banking & Financial Services



Banking & Financial Services

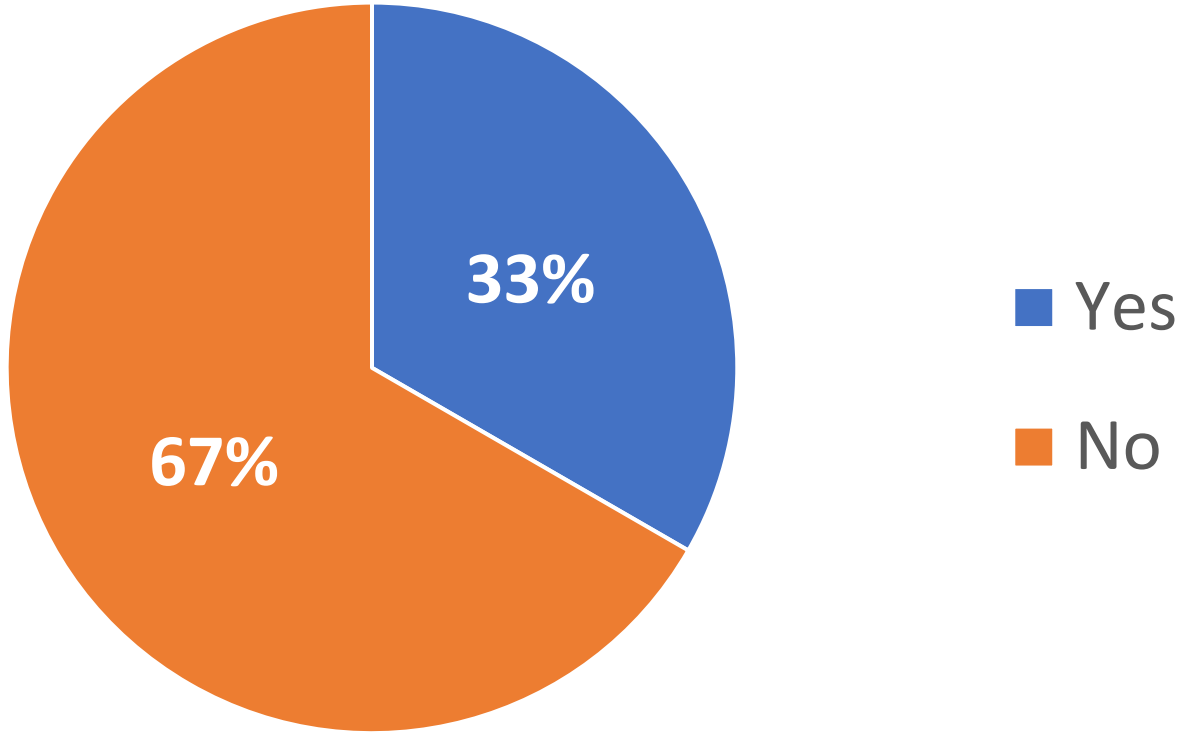
Top 4 requested assistance from the County:

1. Tax Credits
2. Subsidized wages
3. Reduced permitting and licensing fees
4. Streamlined permitting



Banking and Financial Services

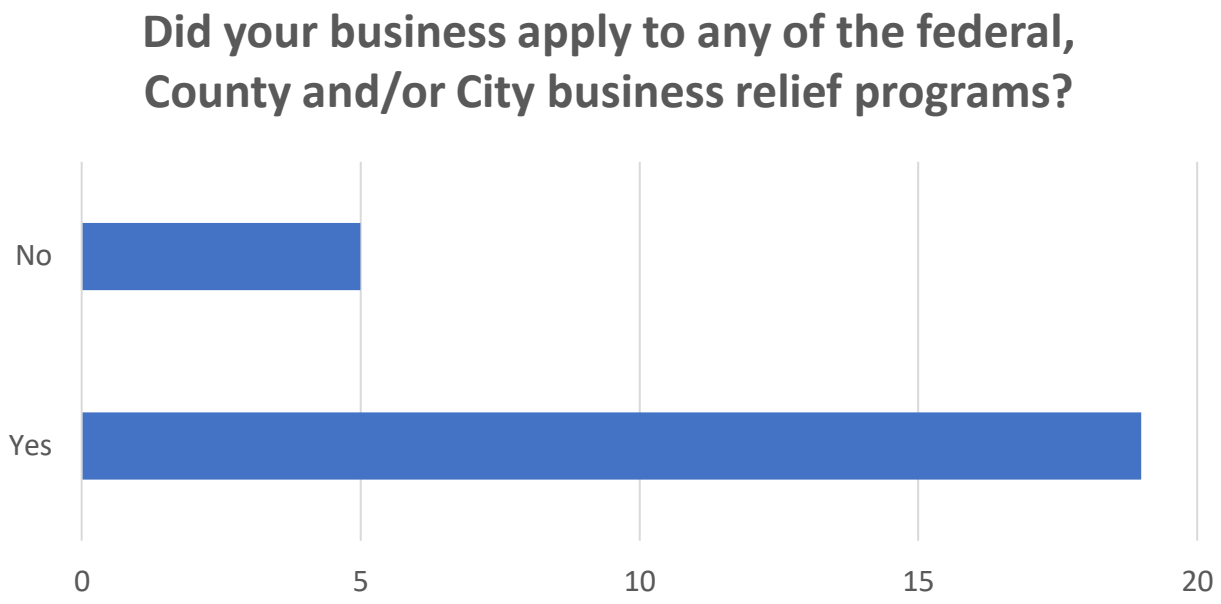
Does your business have an apprenticeship or are you interested in learning more about how to establish an apprenticeship program?



Banking & Financial Services

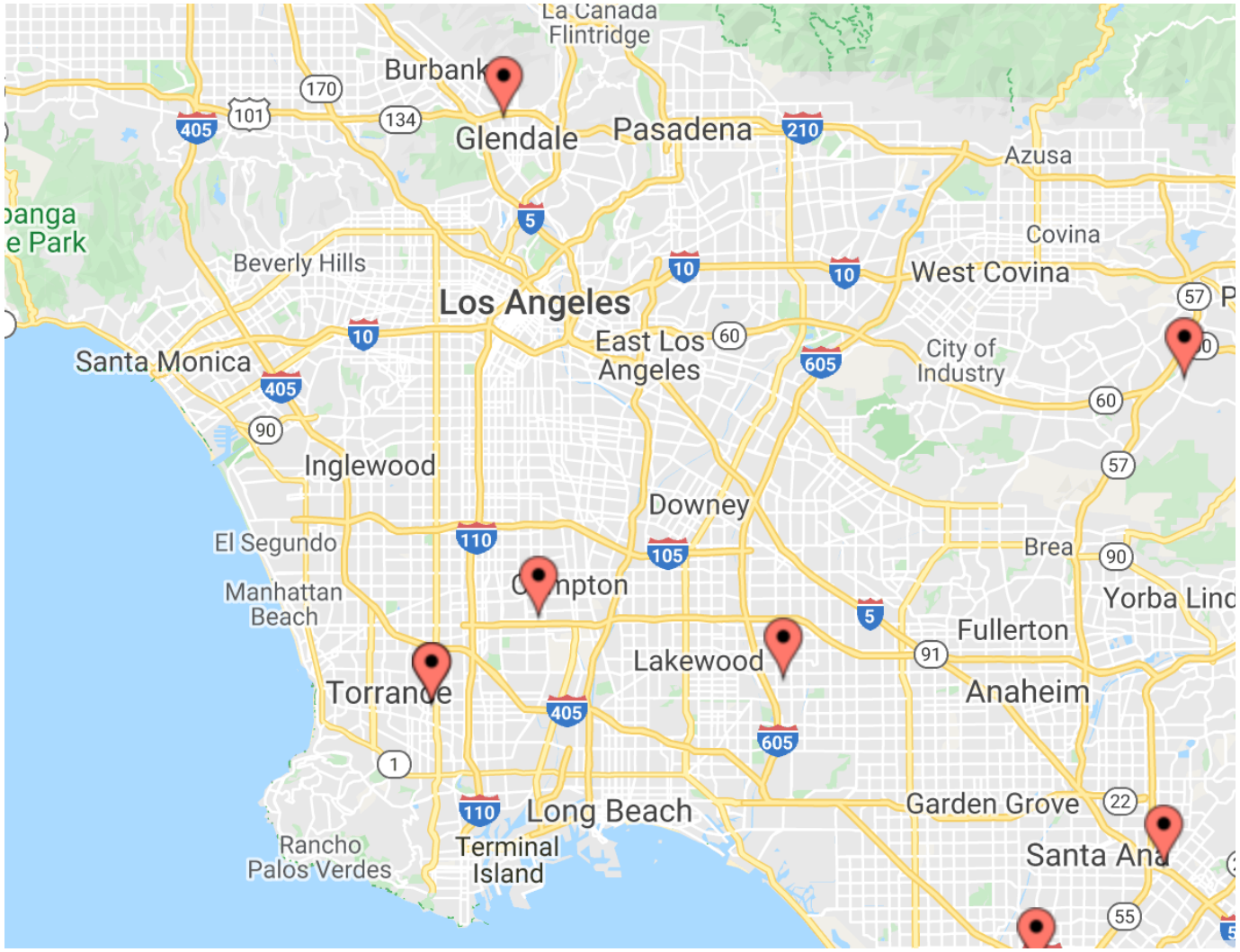
If you have received assistance with accessing COVID-19 business services:

- Received PPP loan but it was only enough to cover 1 payroll or 2 weeks of work
- Received SBA loan but it was delayed and already spent as soon as received
- Received EIDL assistance
- Agencies providing assistance include:
  - SBA
  - LA Chamber
  - VEDC
  - LA County DCBA



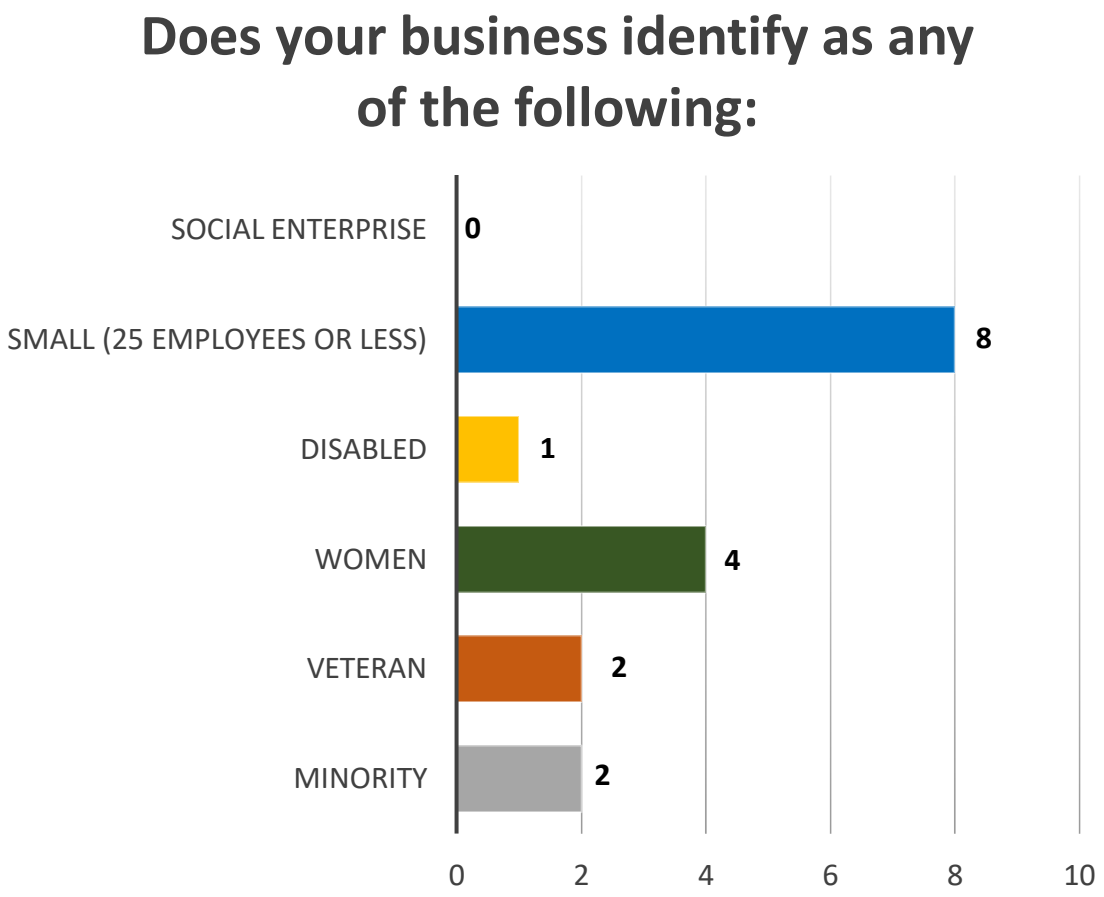
Banking & Financial Services – Recommendations & Key Takeaways

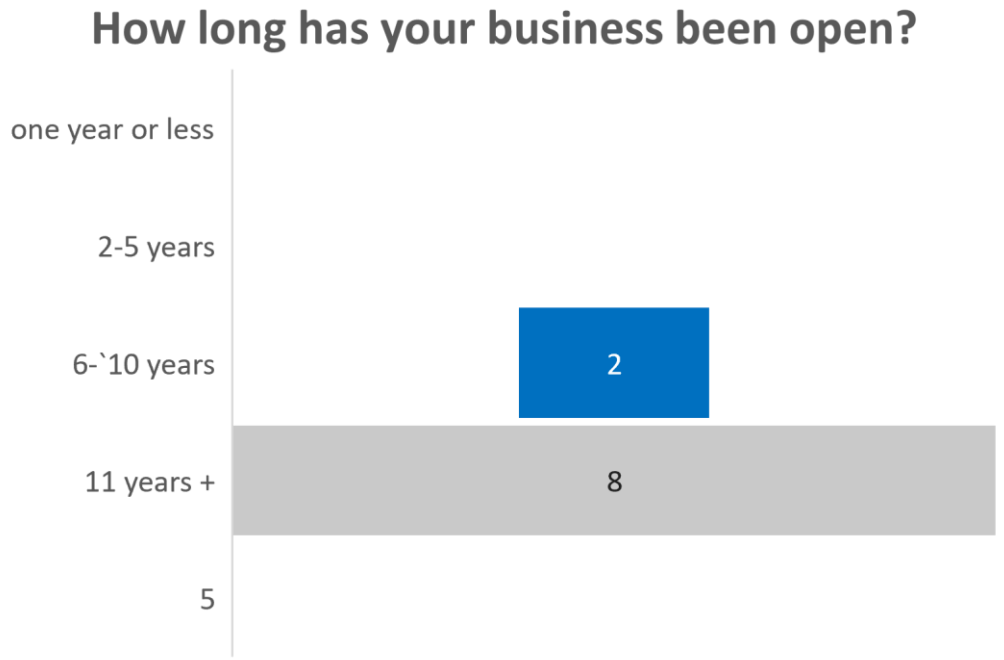
- Government to increase access to cheap capital and or more loans for payroll purposes
- Government to act as a broker for PPE in order to standardize processes
- Government to have clear guidelines on when it will be safe to re open and the necessary support to do so
- Businesses to re structure and terminate office leases in order to transition to online work
- “Probably should end the subsidies to employees to get them back to work. They are making more on unemployment.”
- “Establish work from home procedures and provide all equipment necessary to employees.”
- “Really clear information about how/when to reopen safely, and free or cheap capital to help make that happen.”
- “Safety Meetings, Educating Managers/ Supervisors on COVID-19 Protocols, Business should have a plans and goals.”

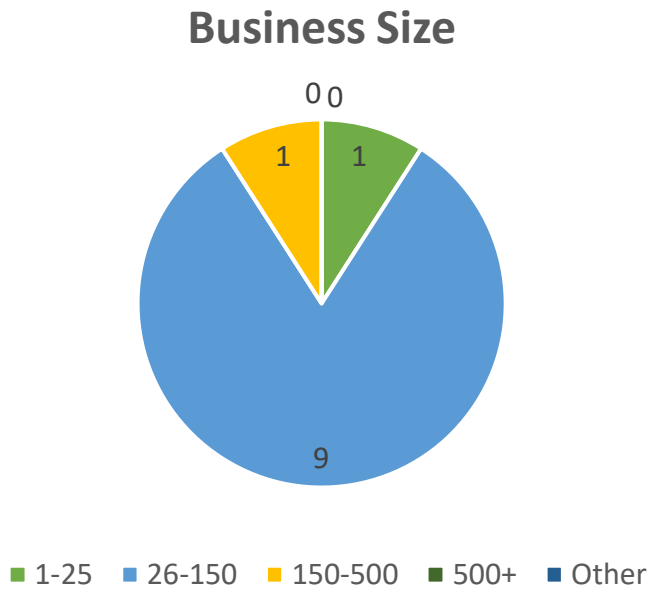


10 Business Responses designated as Bioscience

Bioscience


Does your business identify as any of the following:
SOCIAL ENTERPRISE
0
SMALL (25 EMPLOYEES OR LESS)
8
DISABLED
1
WOMEN
4
VETERAN
2
MINORITY
2
0
2
4
6
8
10

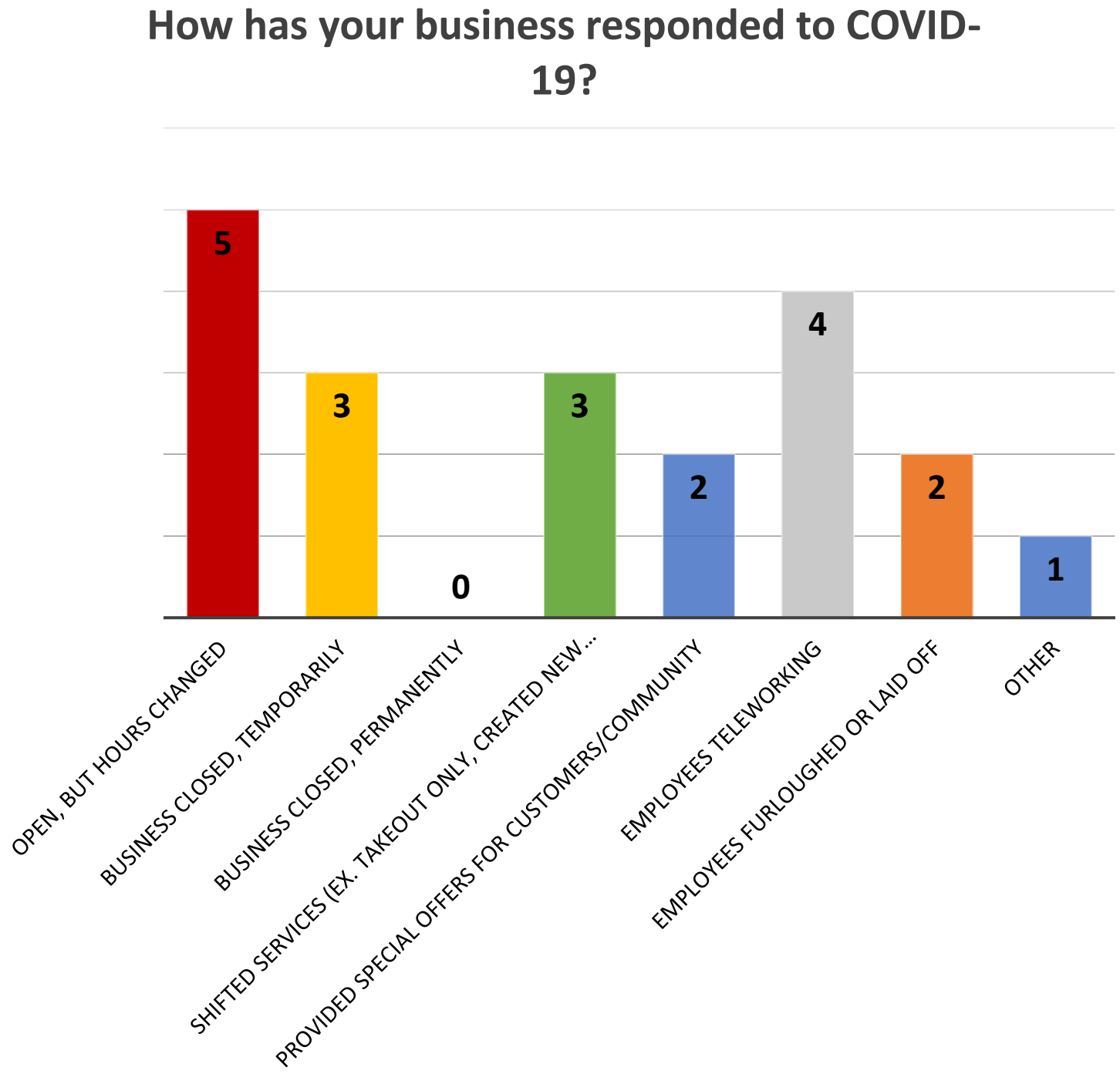

How long has your business been open?
one year or less
2-5 years
6-`10 years
11 years +
5
2
8


Business Size
0
0
1
1
9
1-25
26-150
150-500
500+
Other

Bioscience

Main reasons for response to COVID-19:

- Reduction in business, closed showrooms
- Transition to teleworking or social distancing
- Halting or modifying production



Bioscience

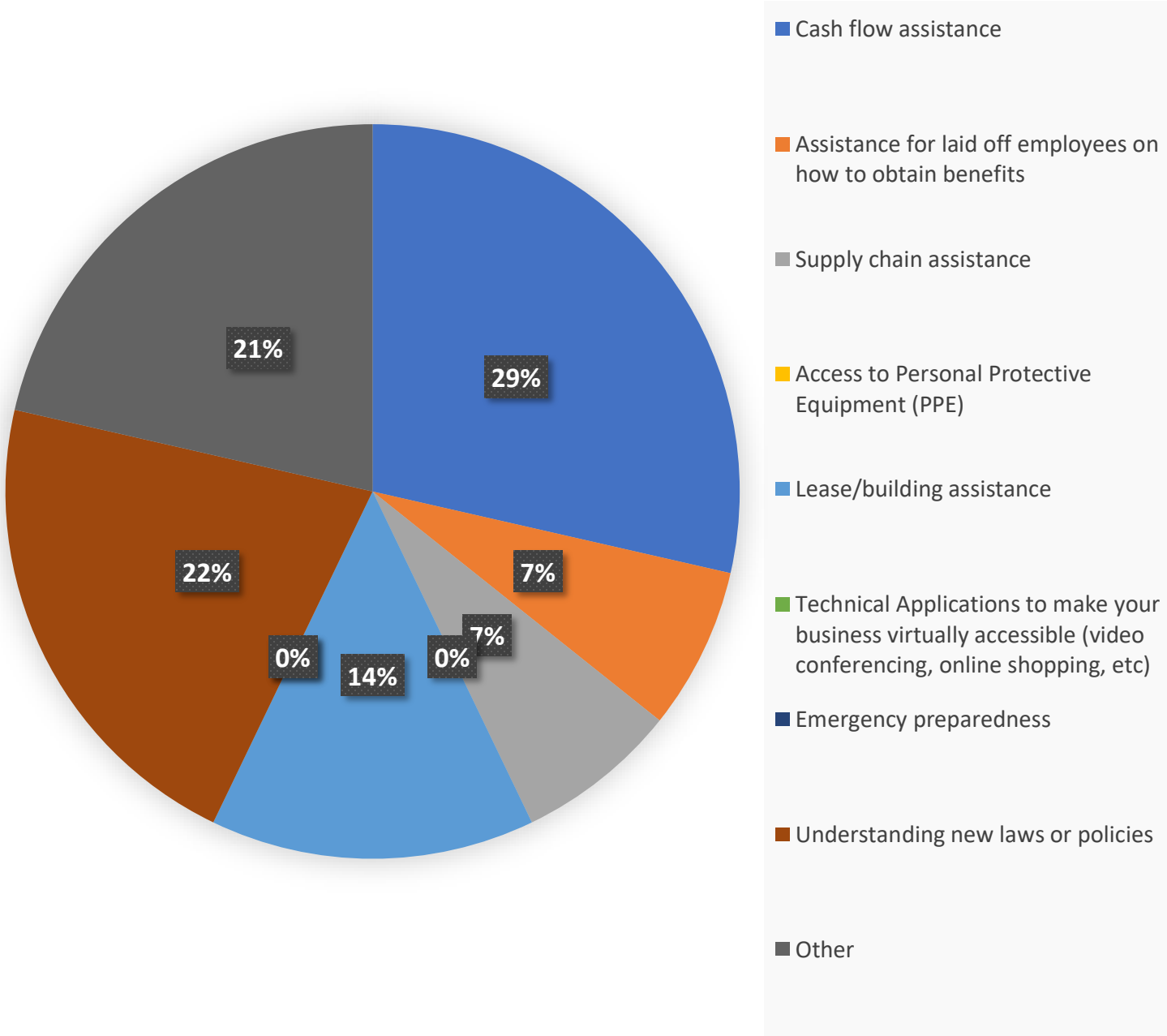
The top 4 business resources needed:

1. Cash flow assistance
2. Understanding new laws or policies
3. Other
4. Lease/building assistance

Additional Requested resources include:

- A a screening app. for employees and visitors upon entering the facility each day
- Technical assistance for PPP

What business resources do you need?

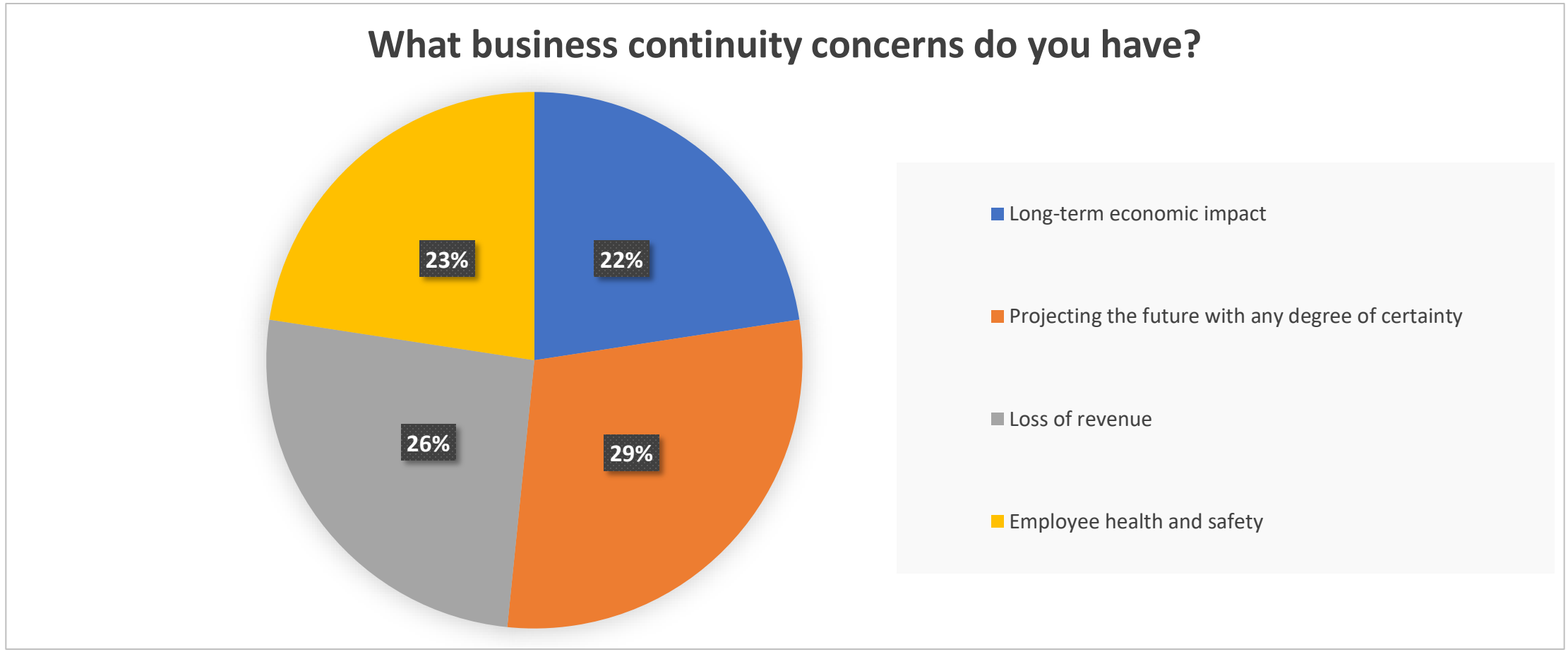


Bioscience

What business challenges do you anticipate with your workforce? Include any support your employees may need.

- Keeping employees safe and healthy.
  - Increasing employee confidence in coming to work.
  - Increasing employee compliance with masks and social distancing.
- Reduced demand.
  - Many clients are shut down or not renewing contracts due to pandemic.

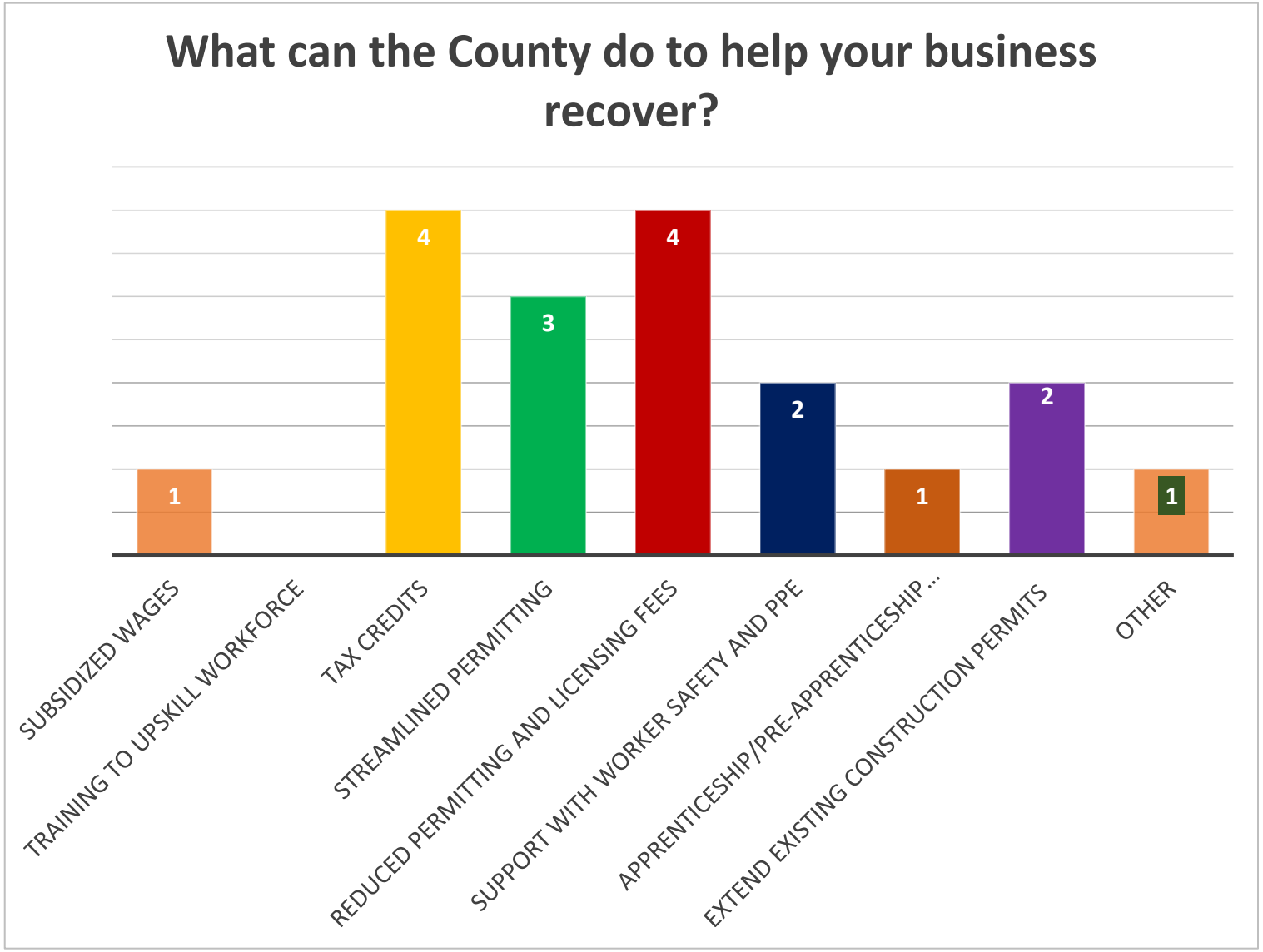
Bioscience


What business continuity concerns do you have?
22%
29%
26%
23%
Long-term economic impact
Projecting the future with any degree of certainty
Loss of revenue
Employee health and safety

Bioscience

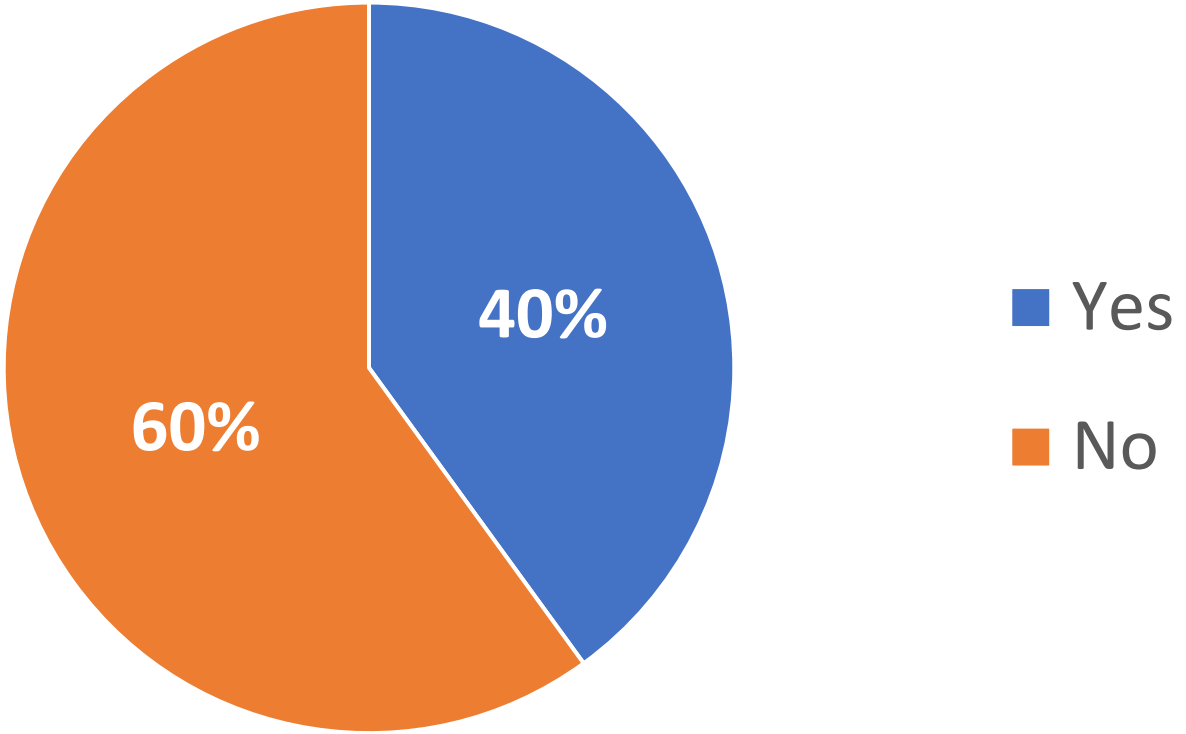
Top 4 requested assistance from the County:

1. Tax Credits
2. Reduced permitting and licensing fees
3. Streamlined permitting
4. Worker safety



Bioscience

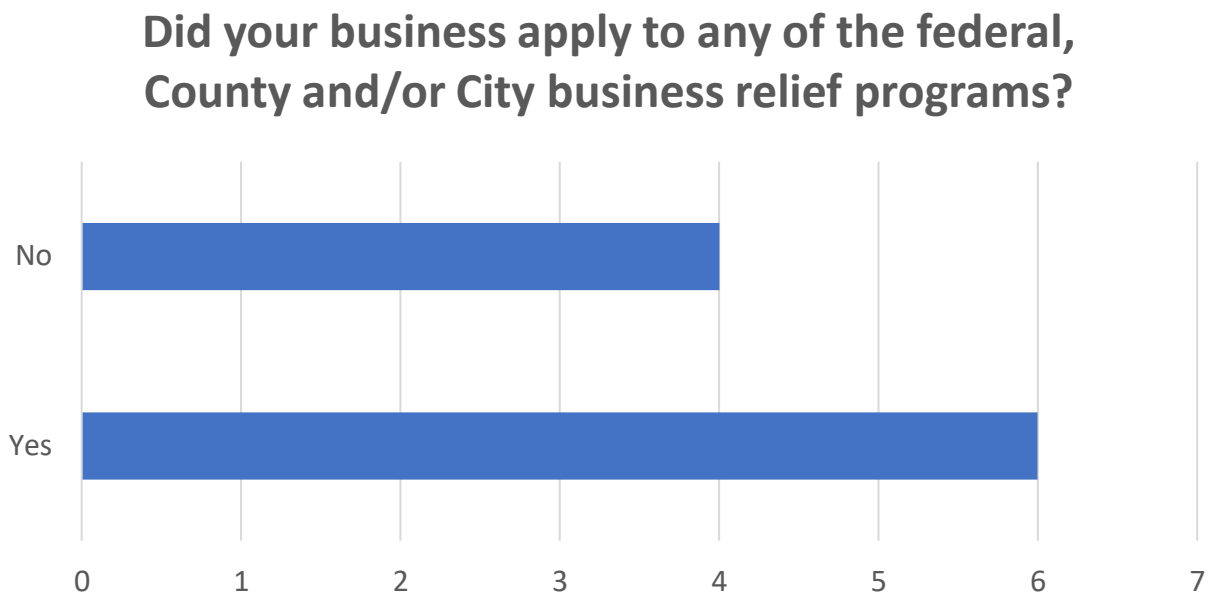
Does your business have an apprenticeship or are you interested in learning more about how to establish an apprenticeship program?



Bioscience

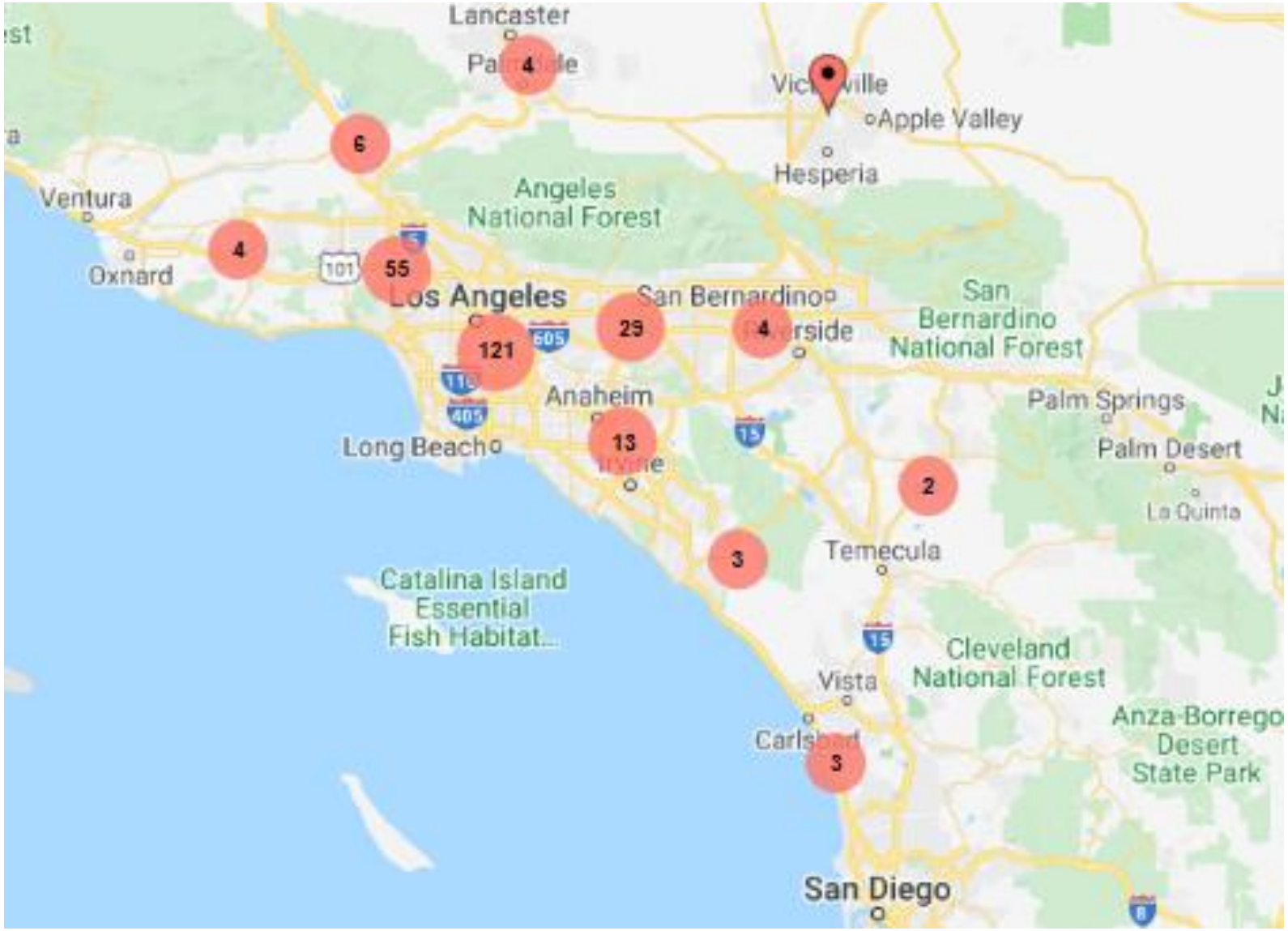
If you have received assistance with accessing COVID-19 business services:

- SBA
- Assemblymembers
- PPP
- EIDL



Bioscience– Recommendations & Key Takeaways

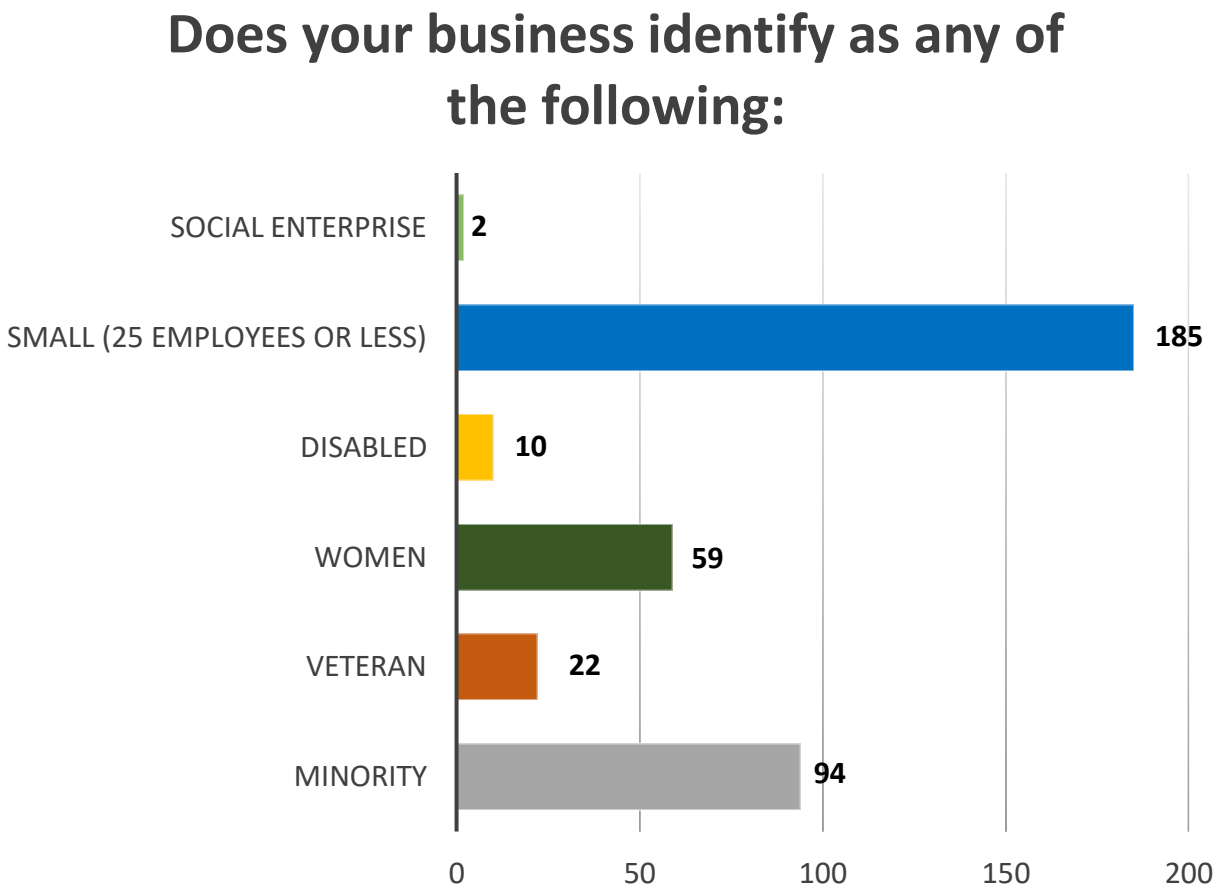
- “Importing raw materials”
- “Continuous training”
- “Biggest challenge is keeping my staff coming into the office everyday”
- “We have been unable to pay our essential employees for months at a time because many of our customers have had administrative service delays.”
- “Many clients have put work on hold, if they do not start up again we will not having any work.”

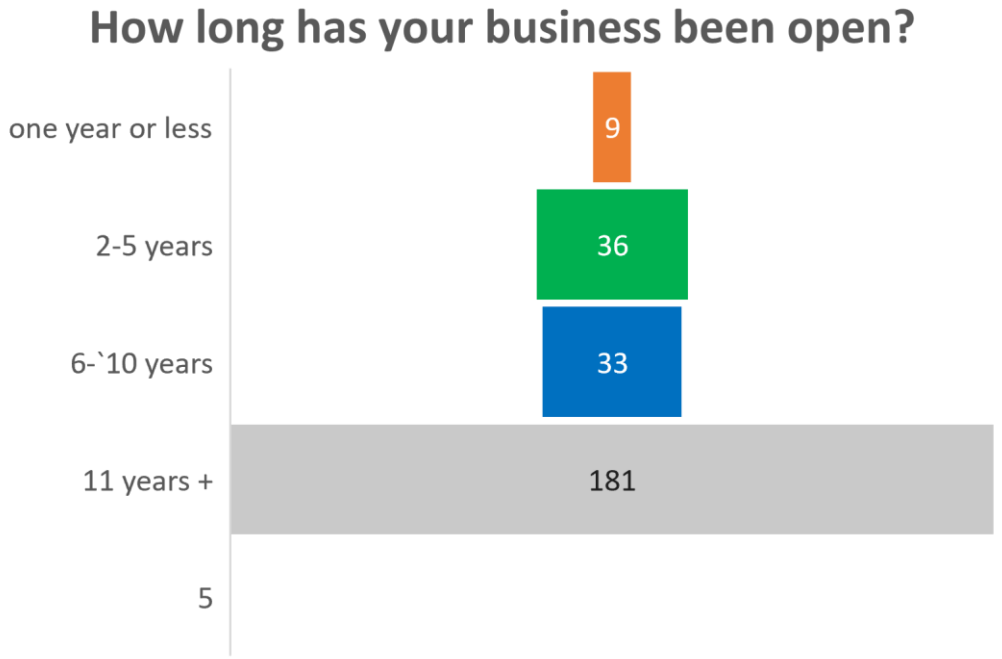


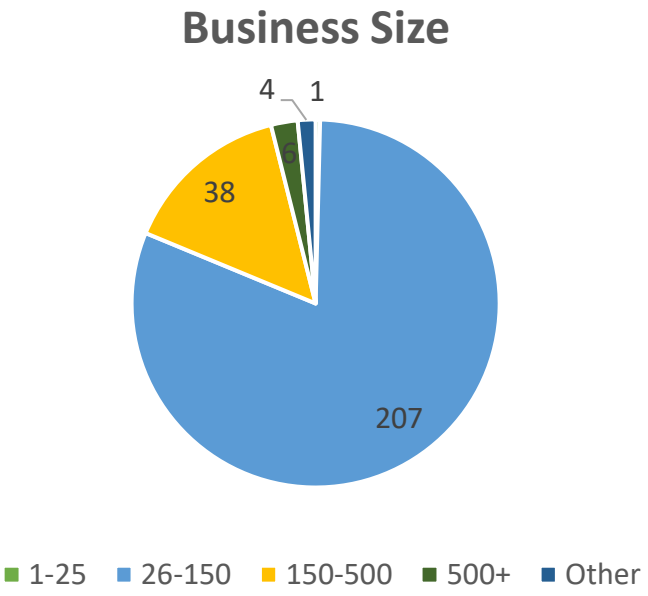
260 Business Responses designated as Construction

Received responses from Connecticut, Colorado, San Francisco, Orange and San Diego County

Construction







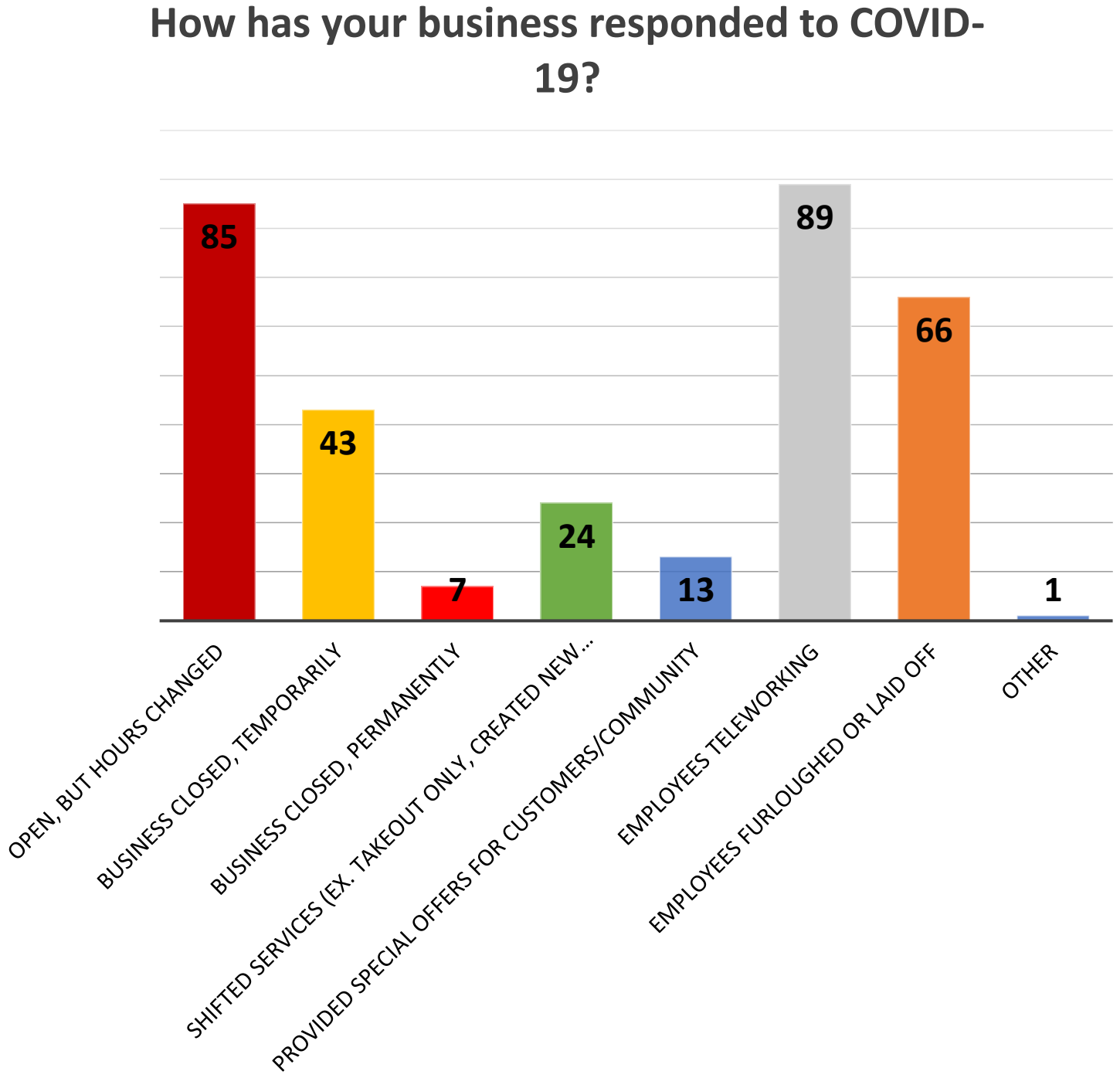
Construction

Main reasons for response to COVID-19:

- Because we are a manufacturer, very few workers could telework but (3) could and they have been mostly working from home.

- Everything from supply chain to HR to distribution for parts disrupted

- Construction contracts were indefinitely rescheduled and put on hold
- “Adjusted some production to make masks and gowns”
- “The County of Los Angeles Building and Safety is closed and I can't resubmitted 2 sets of plans that was in process. Also the County Hall of Records is closed to the public and I can't record two documents to complete my projects.”
- “Construction is continuing, but schedule impacted severly by delays at County plan check”
- “We are a small clothing manufacturing company with 10 employees that has been shifting (incorporating technology, changing venue, and making masks/gear)”
- Construction companies are faced with slow or halted projects due to slow processing at the public agencies.
- We offered IT services now we are into chemicals and COVID-19 testing
- Contractors are finding it difficult to find work due to customers fear of contracting COVID.



Construction

The top 4 business resources needed:

1) Cash flow assistance

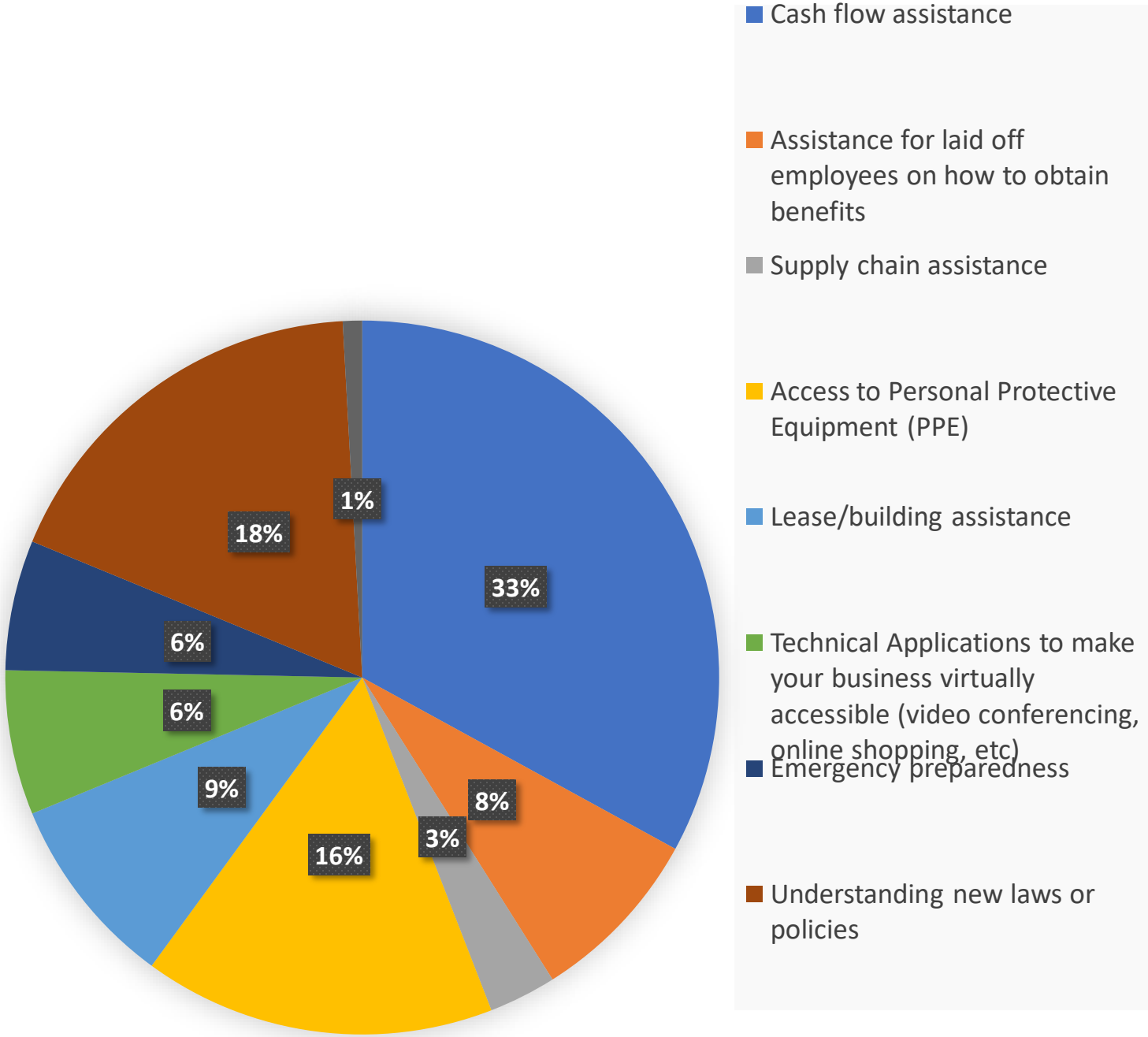
2) Understanding new laws or policies

3) Access to Personal Protective Equipment (PPE)

Additional Requested resources include:

- Lease/building assistance
- “I wish that the county could teach all the other smaller cities how to accept plans online through EPICLA”
- Need access to cleaning supplies
- Need help finding new work/projects
- “One on one help to grow my business”
- “The Tariffs on Imports is crushing any profit we can make. Many of my supplies Stated Selling in bulk to larger customers then I am, forcing me to import my own material .. the major supply chain is in China, So import duties were 31 % with the 25% tariff.“

What business resources do you need?

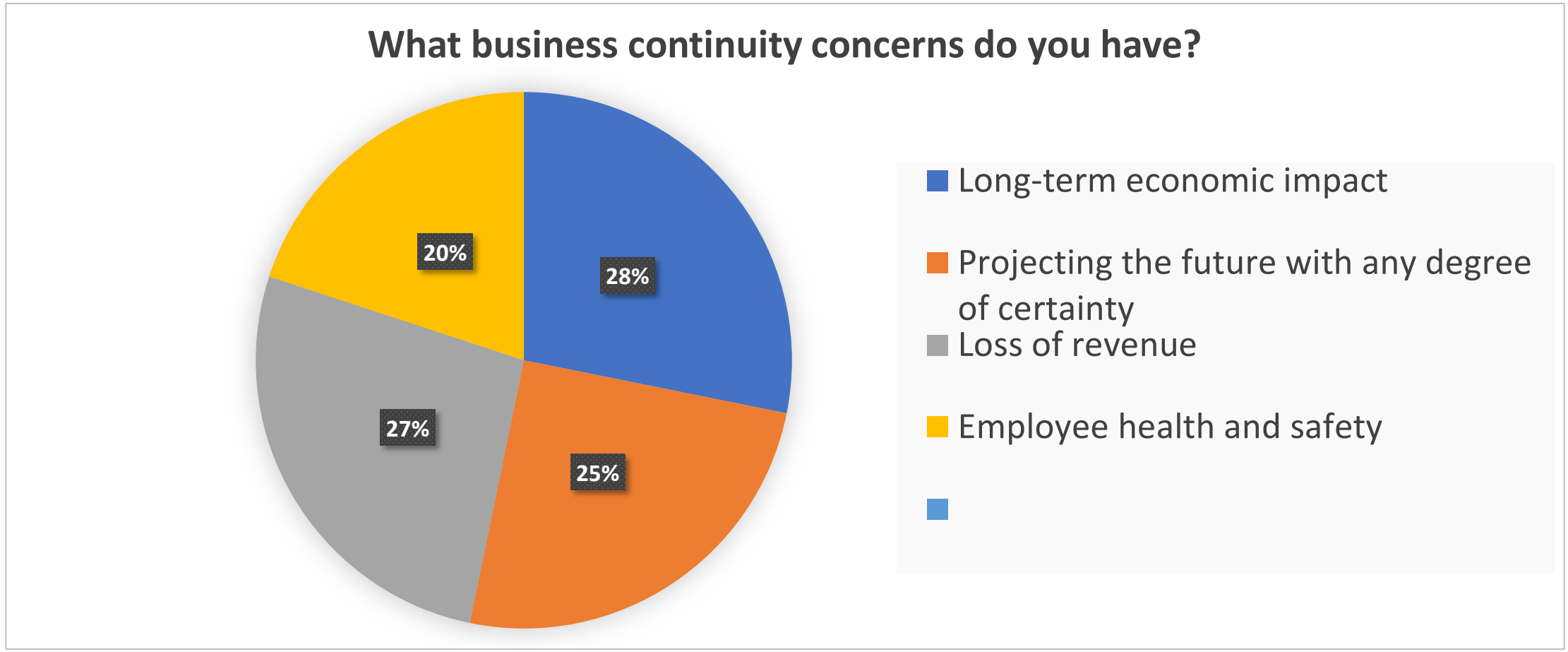


Construction

What business challenges do you anticipate with your workforce? Include any support your employees may need.

- We need laptops, etc. to accommodate them working from home.
- Getting inspection completed by City of L.A., Edison, Southern California Gas company, Los Angeles County,
- We need PPE without having to pay an enormous amount.
- Certified skilled operators are needed.
- Hiring is a challenge. Need help with virtual recruitment.
- “We need to continue our work for the County of Los Angeles through the as-needed PM/CM Contracts, otherwise we will be out of business.”
- Employees have a lack of adequate schooling/child care opportunities
- Skilled certified NCCCO crane operators who are willing to work through the pandemic
- Need to hire project managers
- Mental health support
- “Most Employees either moved out of CA or are planning to in the next couple of years!”
- Networking events and access to proper points of contact for purchasing in county and state departments
- “L A Metro requires an Apprenticeship ratio of 20 % to Journeyman. Since almost all our Apprentices took off, we have been left unable to meet the requirement.”
- “Definitely not hiring anybody in this state due to workers comp rates and unemployment insurance...to name a few. Moving to Arizona.”

Construction



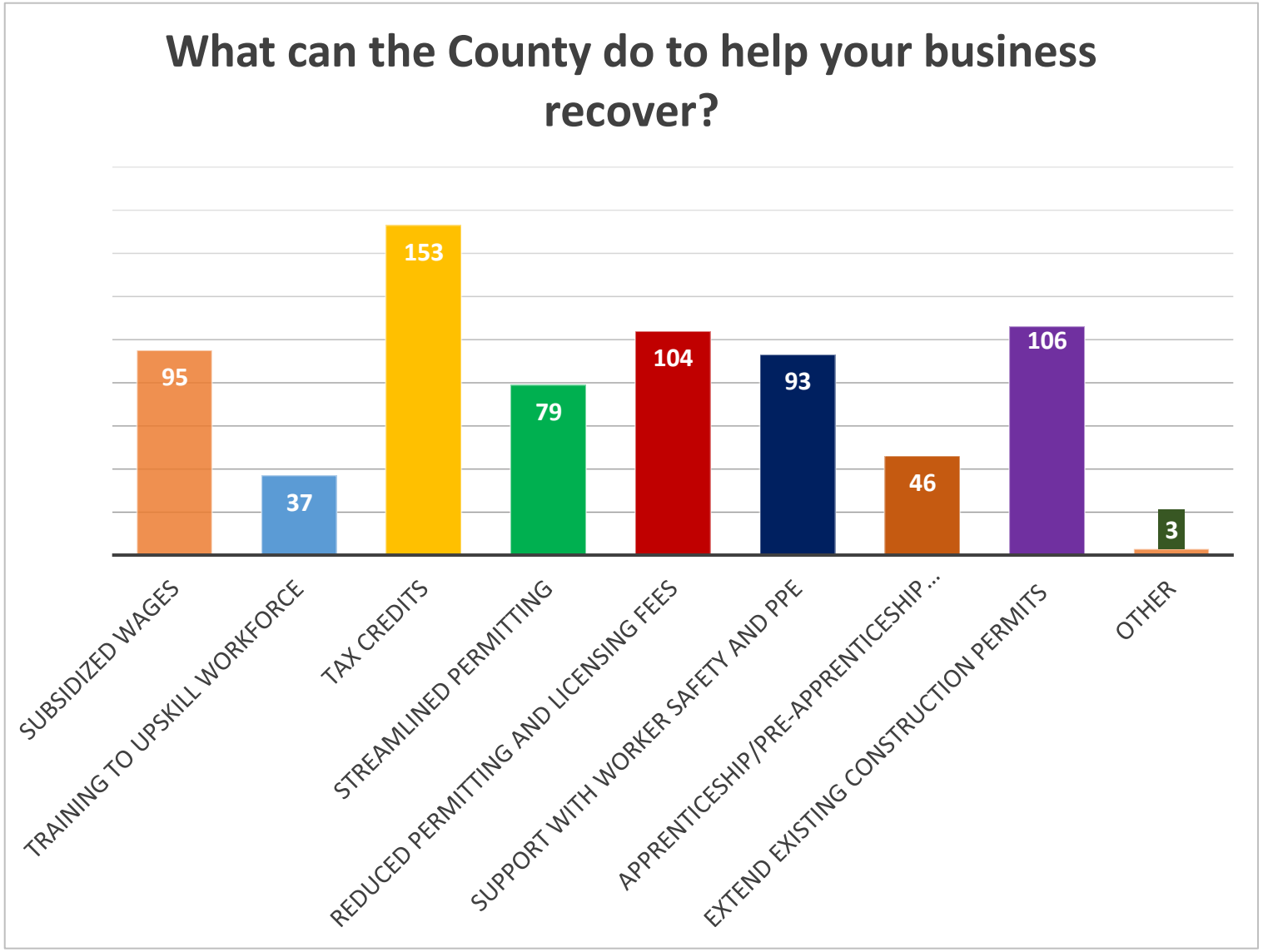
Construction

Top 4 requested assistance from the County:

1) Tax Credits
2) Extend existing construction permits
3) Reduced permitting and licensing fees
4) Subsidized wages

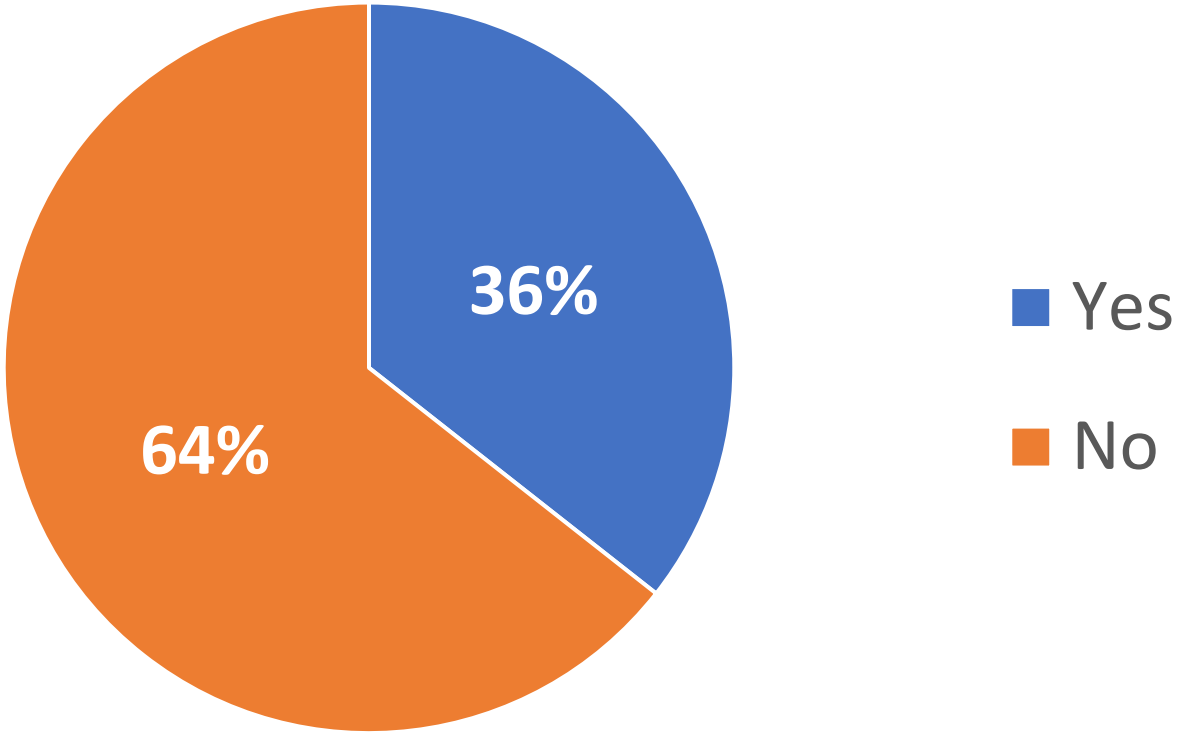
Additional comments:

- "As a County Contractor, we could use some temp jobs from you to fill."
- Assistance reducing costs, such as "future cost increases from minimum wage, property taxes"
- "County of LA new home construction permit processing is WORST in all of so. Cal. Very disjointed. No communication between departments. no point of contact. No sense of urgency. Visit San Diego County building department to see a competent process"
- Confidential HR guidance webinars
- "Allow for the purchase of other products without the constraint of the County Agreements that limit purchases to $5000 or less before having to bid. This process can take 3-5 months"
- Review the Apprentice reqiurements for Union Contracotrs.



Construction

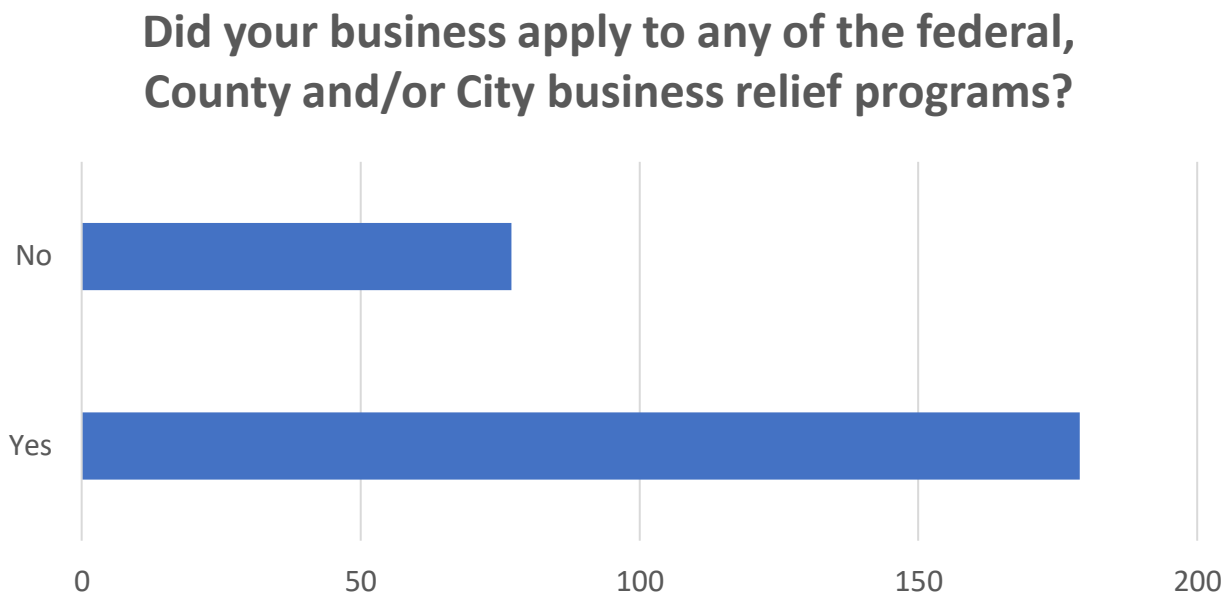
Does your business have an apprenticeship or are you interested in learning more about how to establish an apprenticeship program?



Construction

If you have received assistance with accessing COVID-19 business services:

- Many construction business who applied to PPP and EIDL received funding

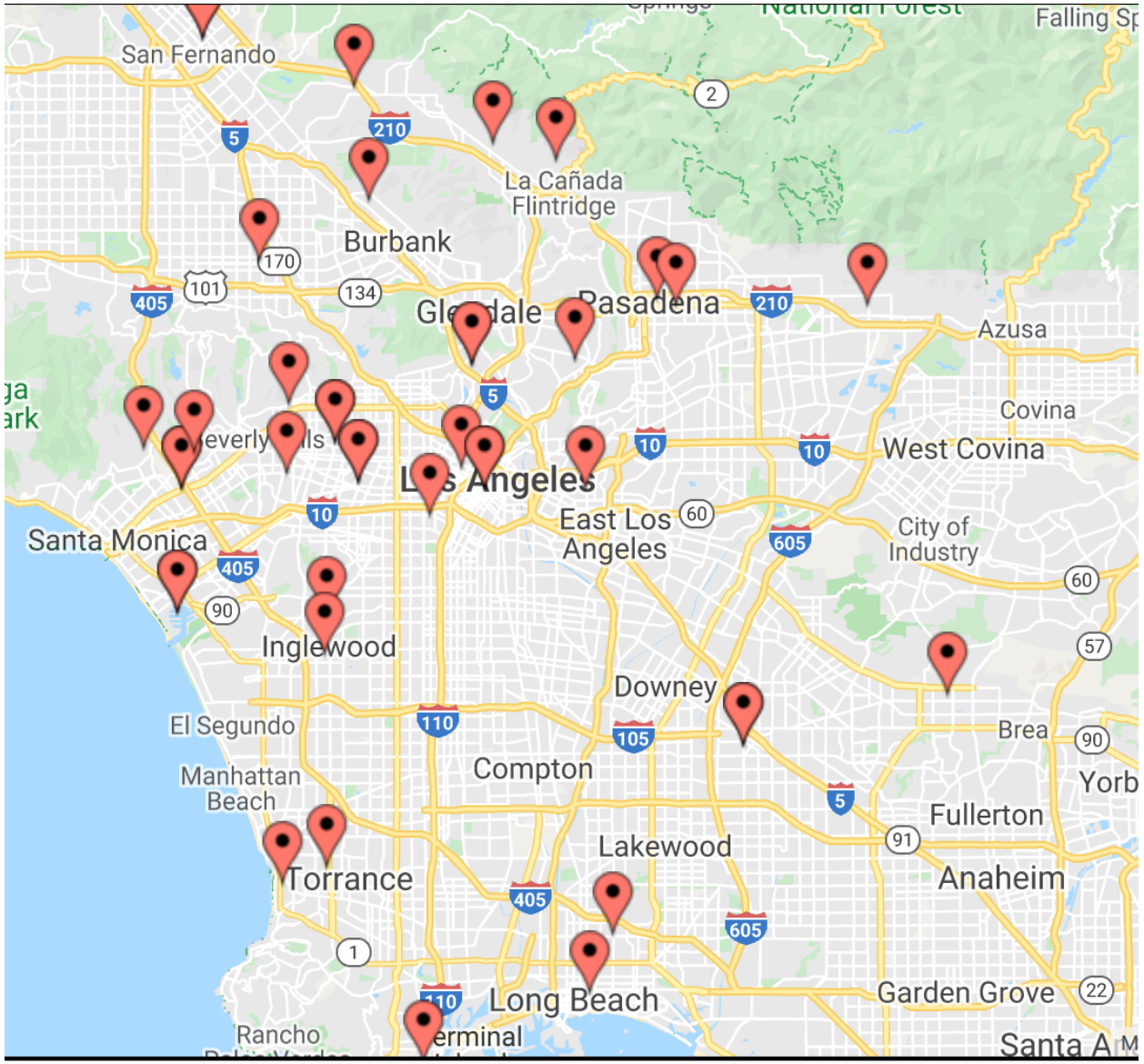


Construction – Recommendations & Key Takeaways

- “Loans are difficult to take on. We need more grants to help offset living and nuisances’ cost. It is hard to plan to pay back a business loan with such uncertain times ahead.”
- “Outreach to match employers to individuals looking for work would be ideal. I would be open to an apprenticeship program if it was subsidized. I have an aging workforce and there will be openings in key positions, but training is necessary.
- “Pay employers to train workers. Pay employers to start apprenticeships.”
- “Our industry rely heavily on aerospace manufacturing, which has been significantly impacted by COVID-19. Any local stimulus to generate manufacturing activity in other industry sectors would help keep local talents and businesses stay open and operational until the aerospace industry recovers.“
- “To go through with building code compliance to get approval takes more time than design and draft. Usually, there are times in doing the code research as well as guessing to match what the plan checker are asking.”
- “Streamline planning and interaction with other agencies. A concierge to coordinate applications for developers who are trying to get projects through the system would be HUGE and I know I and many of my colleagues would Pay for this Because if it speeded things up It would be well worth it!”

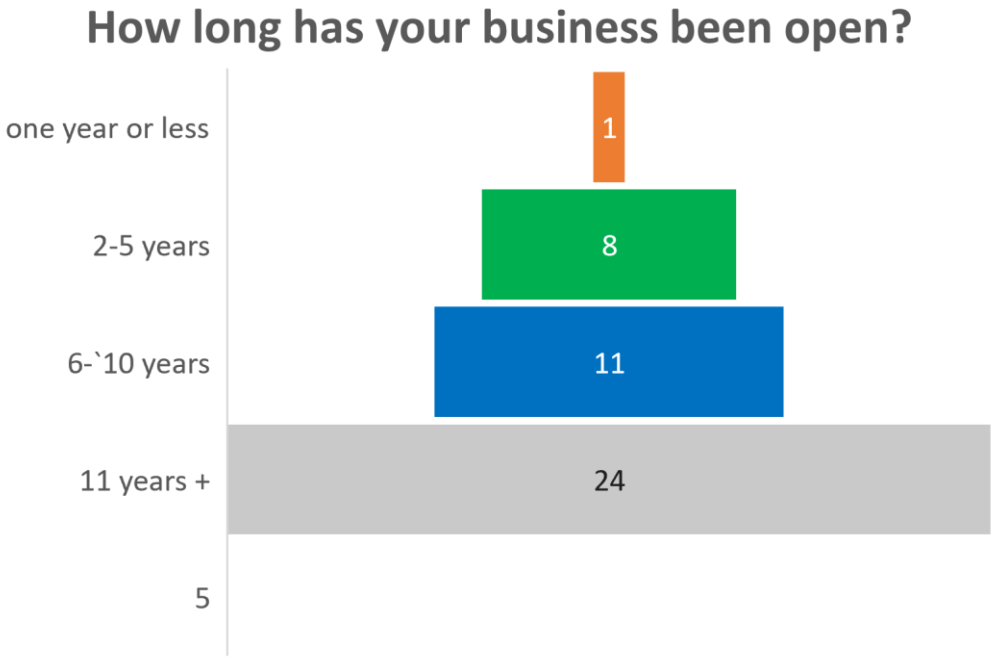
Construction– Recommendations & Key Takeaways Cont'd

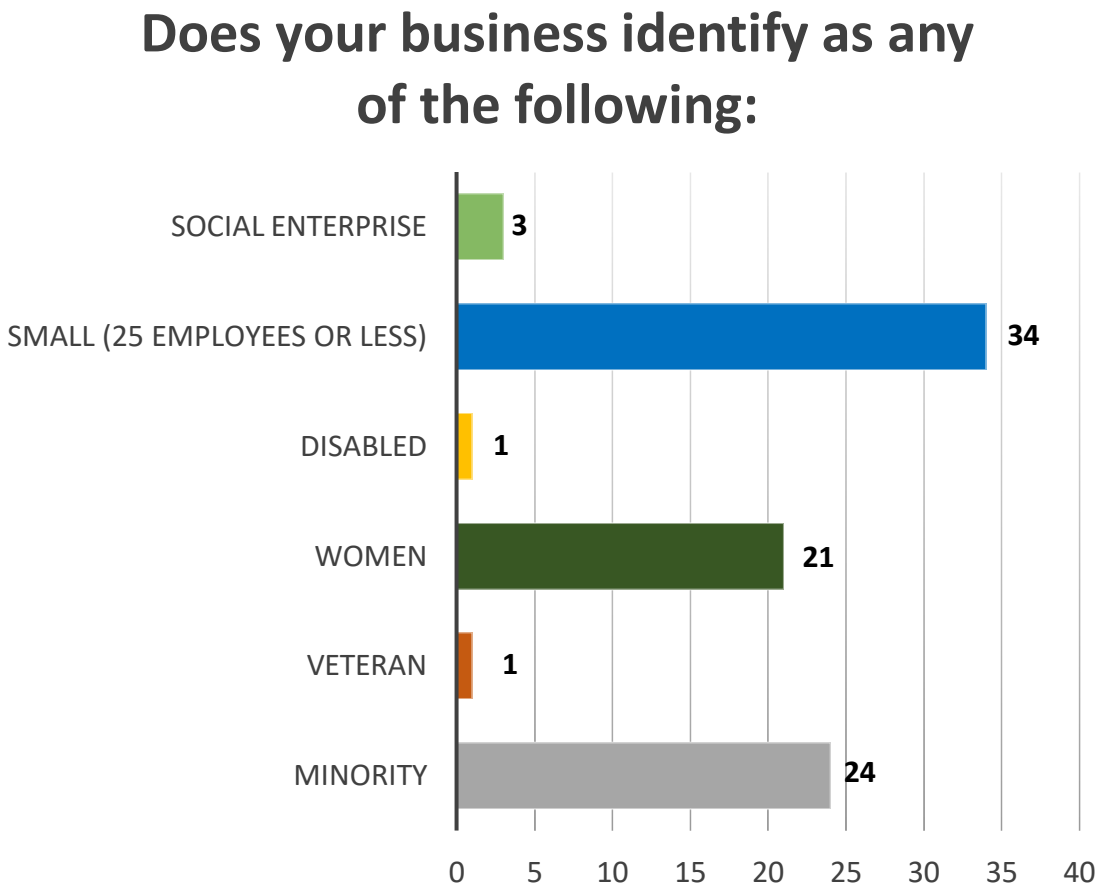
- "The County should advance as many infrastructure construction and maintenance project as possible to keep people working."
- "We need the city to open up parking lots and streets in commercial corridors for dining and music."
- "A campaign to remind skilled and certified craft persons to keep their certifications up to date! Or re-educate the workforce to move into positions that are needed now! Education!"
- Establish online permitting.
- Training programs/schools for the restaurant equipment repair industry is badly needed.
- Issue more professional services agreements.
- Perhaps help small contractors deal with the L A Metro pla requirements with workers taking off.
- Creating online meet ups to know who contractor or working with regarding city bids.

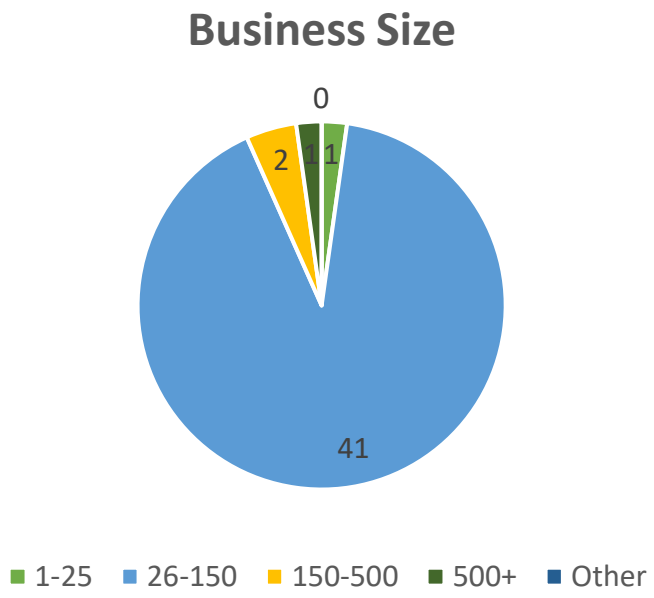


44 Business Responses designated as Digital Media

Digital Media



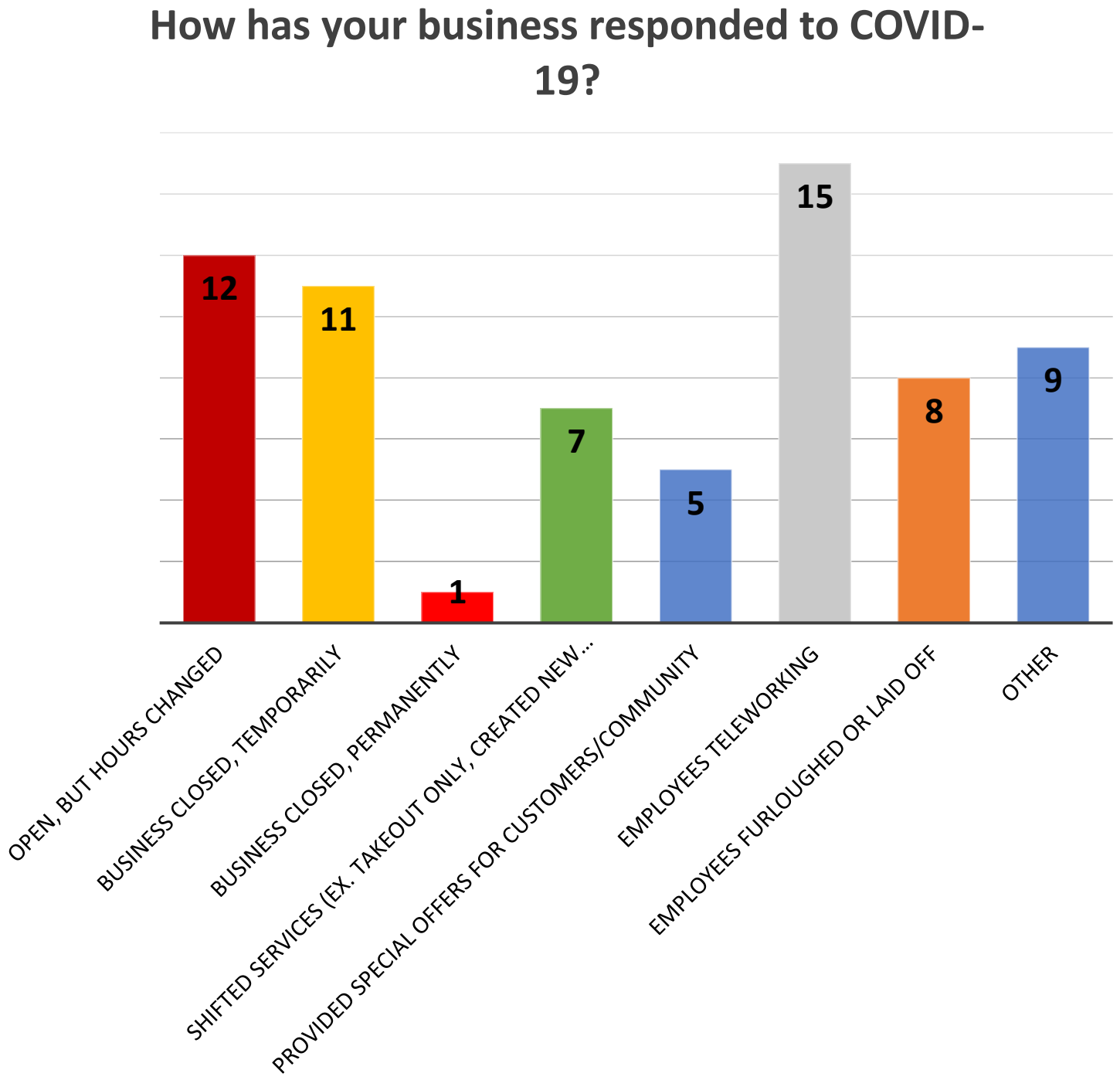




Digital Media

Main reasons for response to COVID-19:

- Conferences and live events have been cancelled.
- Have to offer steep discounts to keep some business coming in.
- Some digital media businesses already worked virtually.
- Major issues due to COVID-19
  - Drop in ad sales
  - Video production projects canceled or delayed indefinitely



Digital Media

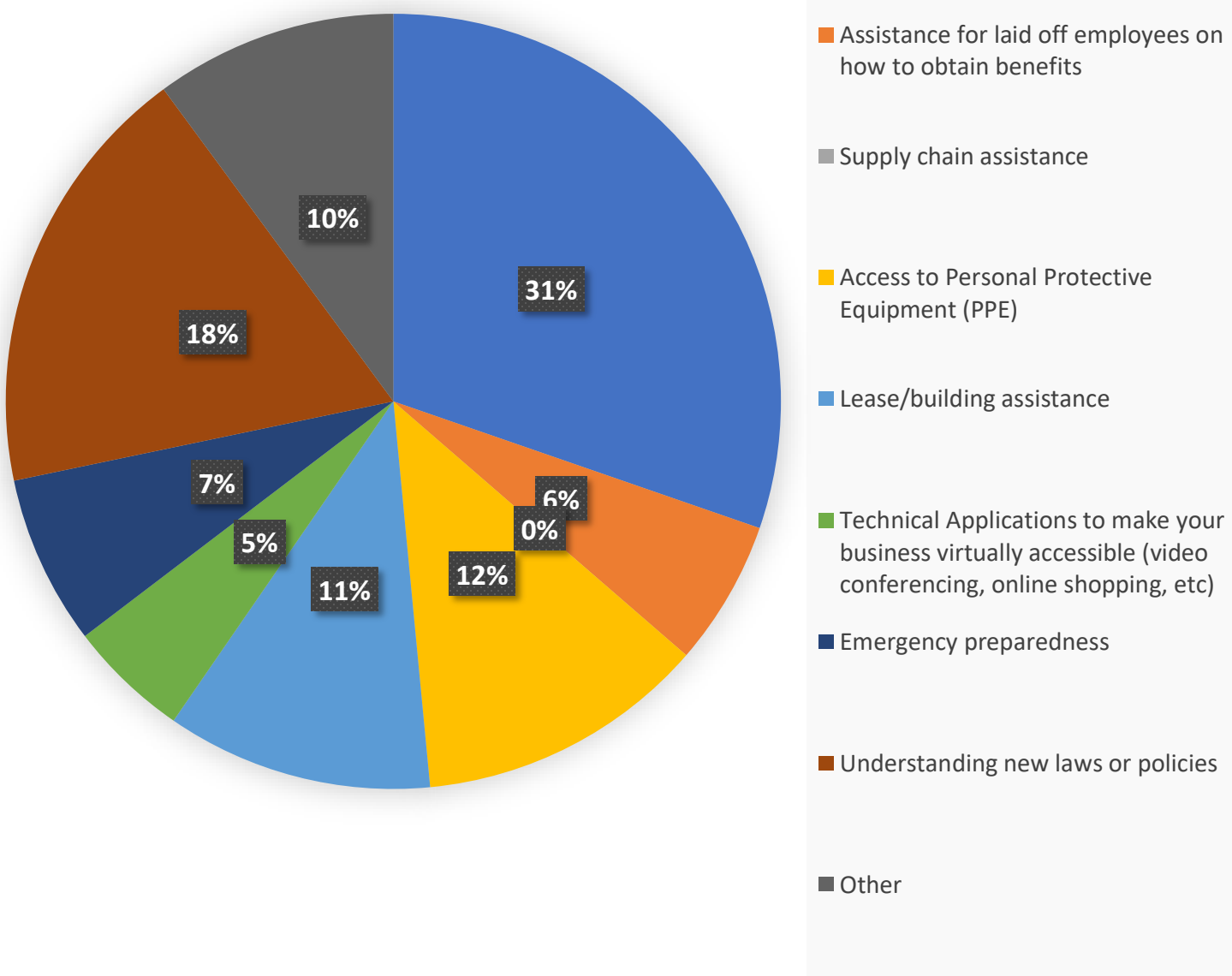
The top 4 business resources needed:

1. Cash flow assistance
2. Understanding new laws or policies
3. Access to PPE
4. Lease/building assistance

Additional Requested resources include:

- New contracts, markets & customers
- Assistance with employees who refuse to follow COVID guidelines
- Low rate rapid lines of credit or loans
- LMI & business projections

What business resources do you need?

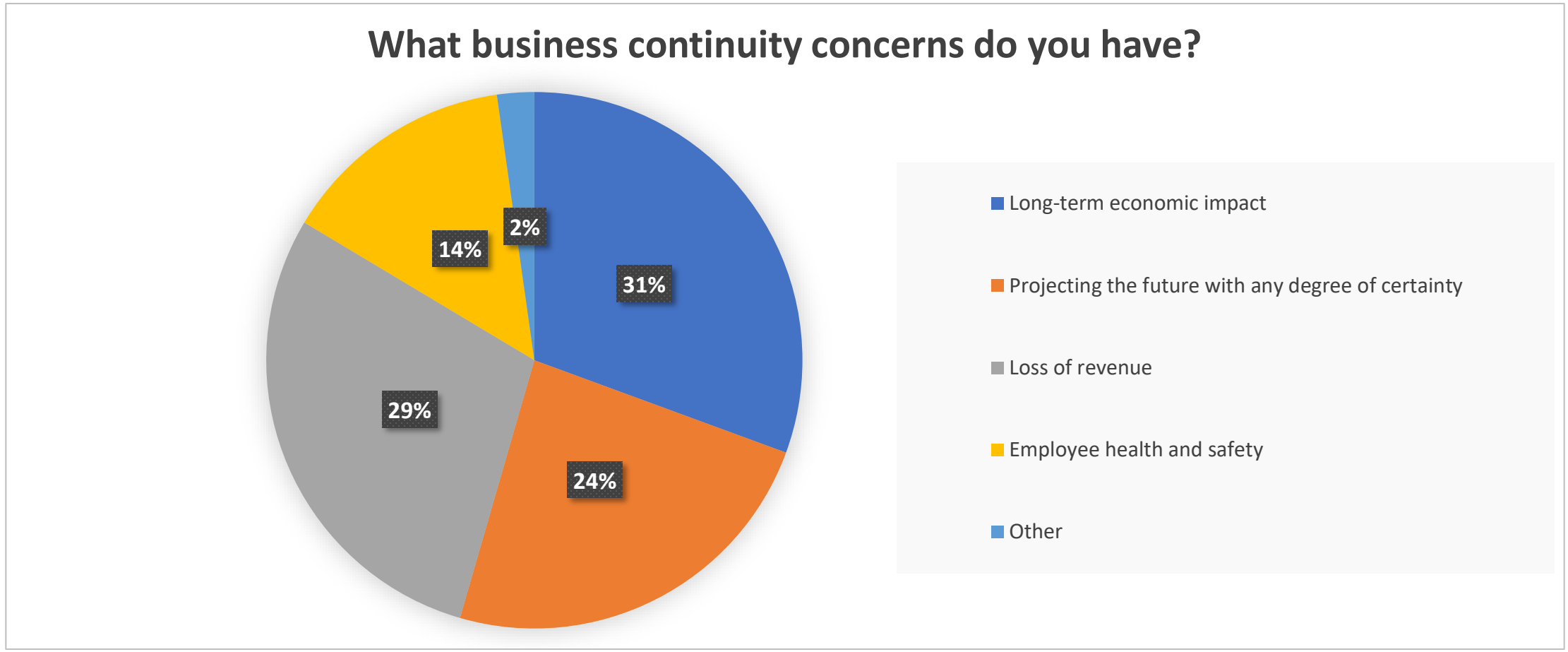


Digital Media

What business challenges do you anticipate with your workforce? Include any support your employees may need.

- Rebuilding clientele base & keeping employees on payroll.
  - Subsidized wages.
- Keeping employees safe and healthy.
  - Employees do not want to return to the office for tasks that can’t be completed virtually.
  - Transitioning laid off employees.
  - Safety on video set.
  - Employee mental health.
- Re-training to learn how to work virtually.
  - How to keep up morale while working from home.
  - Social media

Digital Media



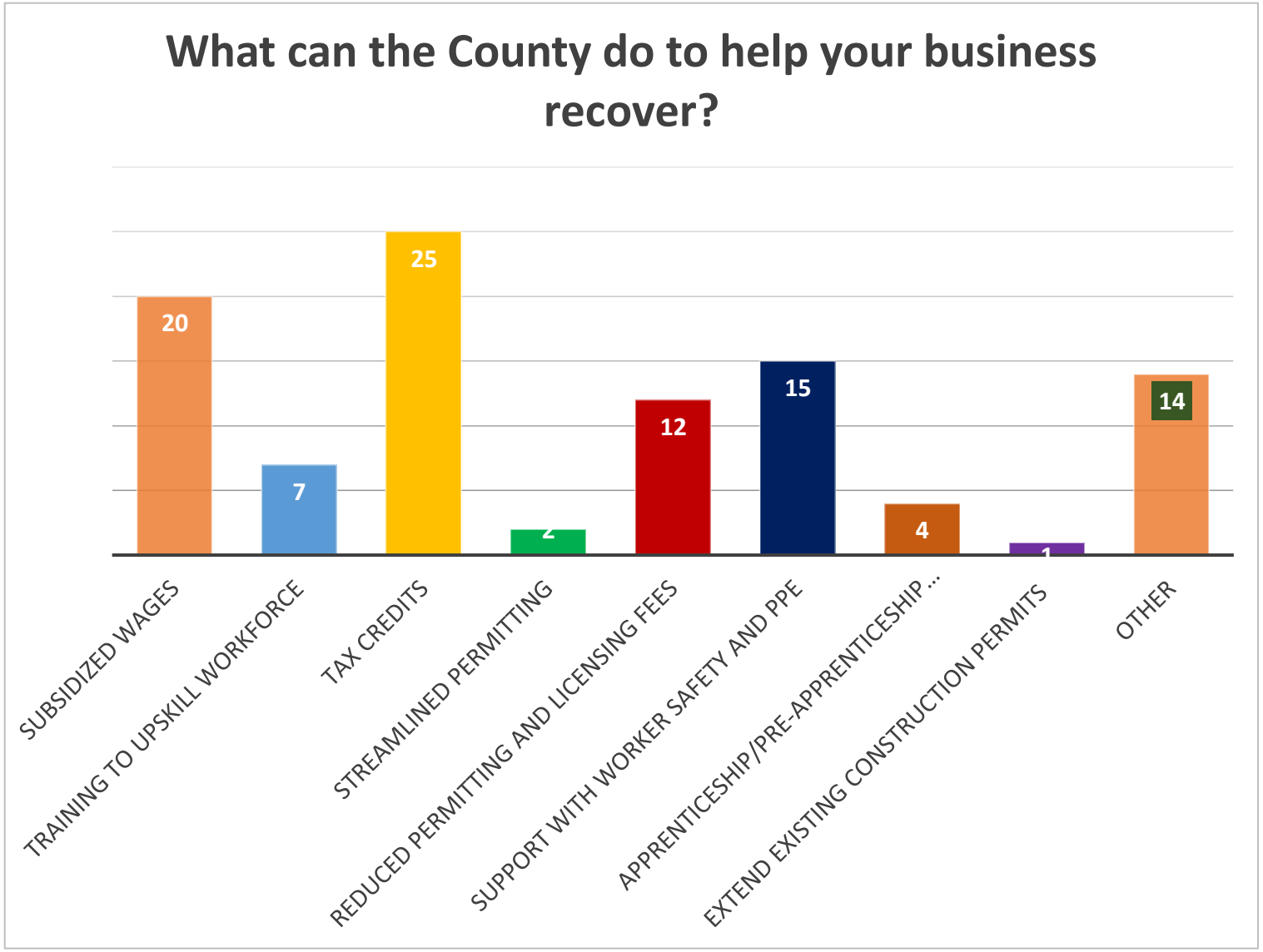
Digital Media

Top 4 requested assistance from the County:

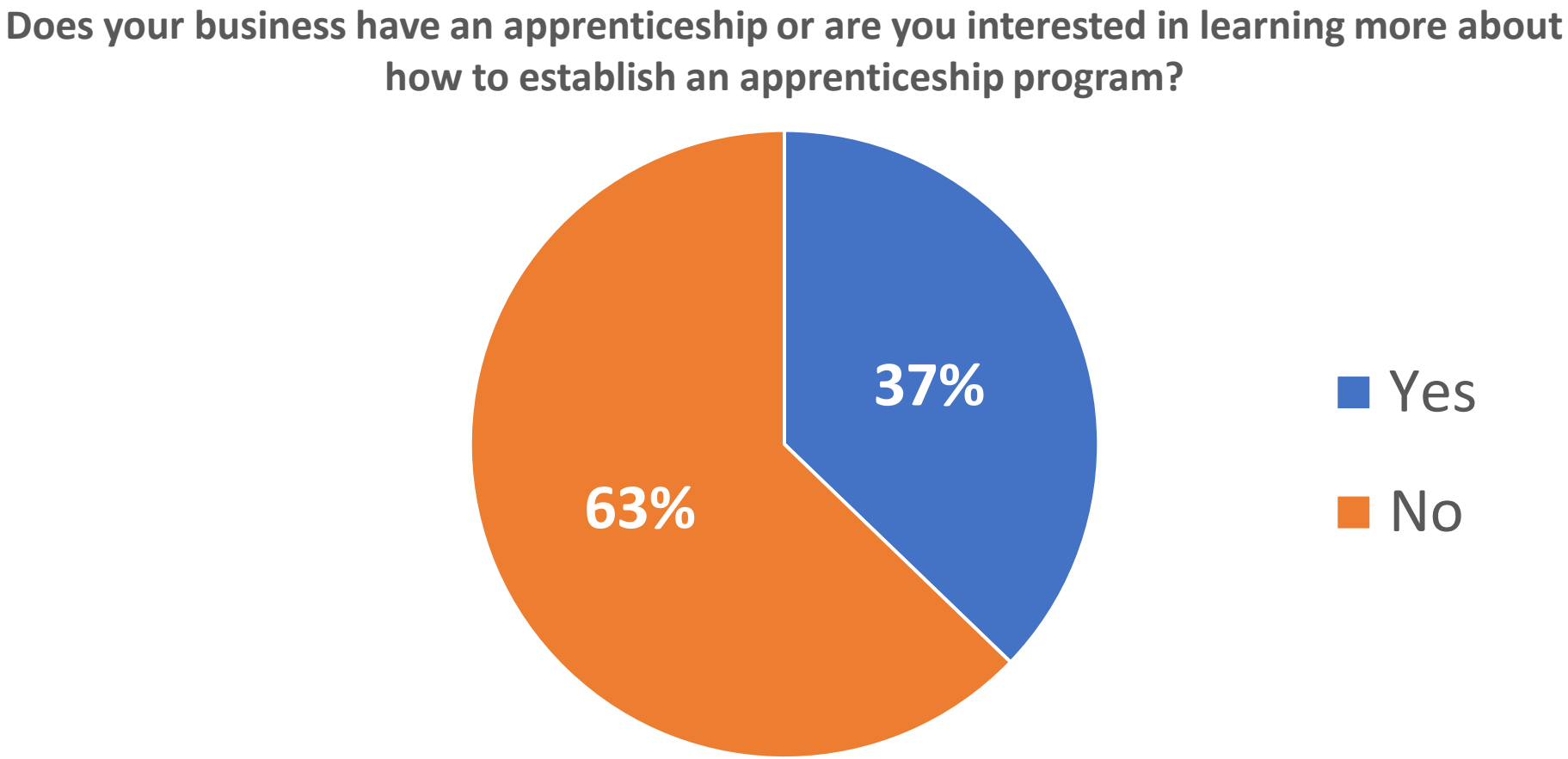
1. Tax Credits
2. Subsidized wages
3. Support with worker safety and accessing PPE
4. Other

Additional comments:

- Minimize shutdowns
- Assist/promote small businesses
- Protect employers from lawsuits
- Grants
- Education and industry training



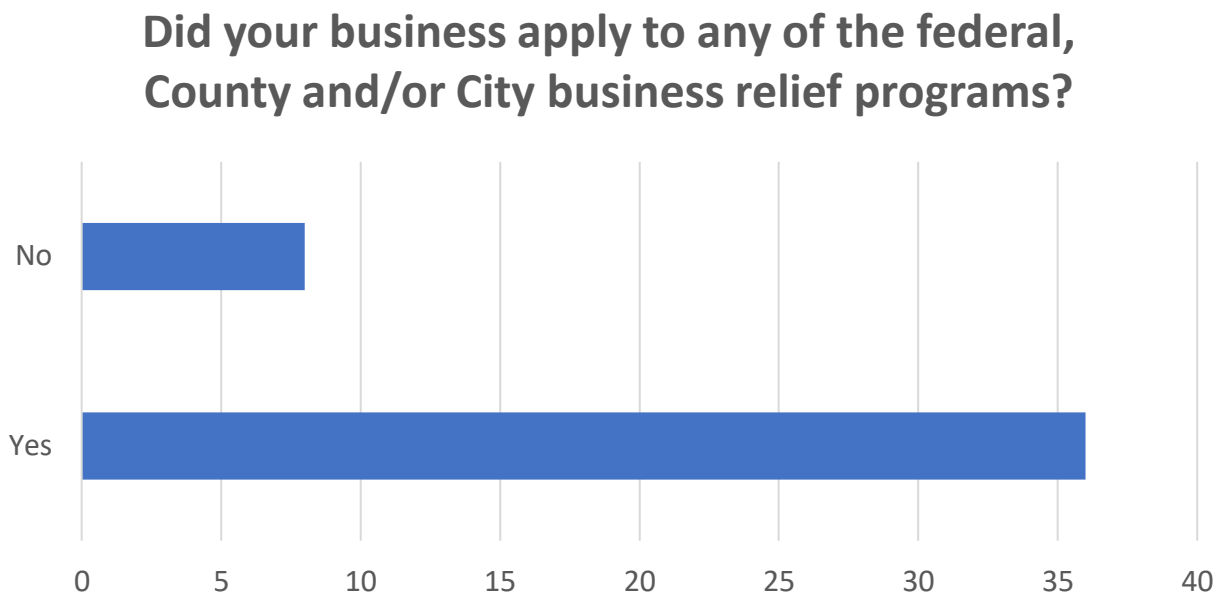
Digital Media



Digital Media

If you have received assistance with accessing COVID-19 business services:

- Los Angeles LGBTQ Chamber of Commerce; LA Area Chamber of Commerce; SBA; LA SBDC; LA City (multiple departments); LA County (multiple departments)
- Stanford Latino Entrepreneur Initiative, Goldman Sachs 10K Small Businesses, Small Business Development Center
- LBAN, Chamber, County of Los Angeles
- SBA
- LAEDC, Valley Economic Alliance
- SBDC
- EDD

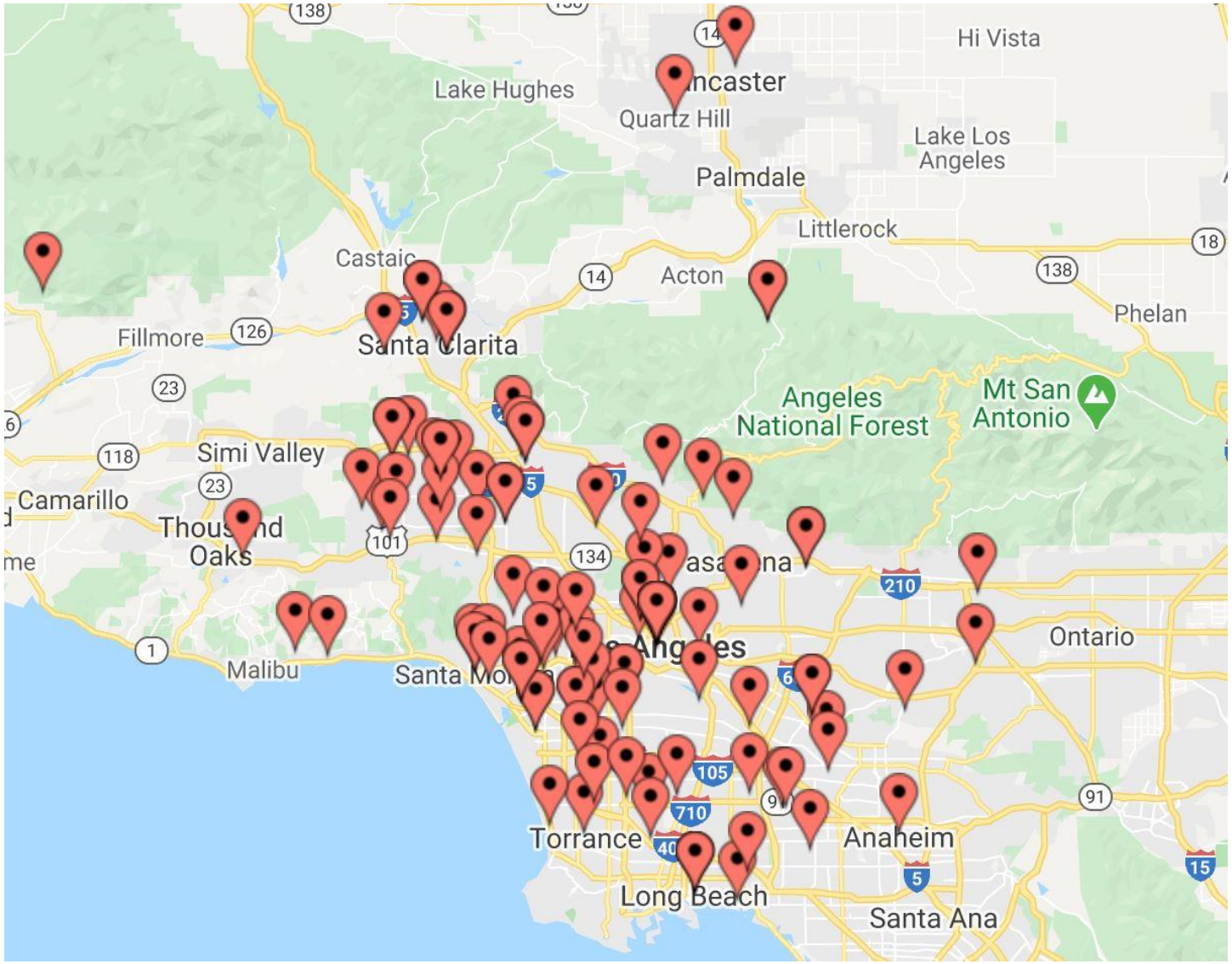


Digital Media– Recommendations & Key Takeaways

- “If the County could somehow use resources to promote small businesses, it would be very helpful. Purchasing blocks of Facebook ads, Google ads, Direct mailing, radio ads, etc. would be very useful and an immediate way to promote small businesses that can't afford to advertise as they get back on their feet. I would be interested to interview and train new staff through an apprenticeship program, if they were paid through the County. However, I'm just not sure how long I will be able to remain open.”
- “Transparency in the reality of the pandemic and health situation- in my industry it is now the responsibility of production to ensure and secure the health of all crew without clear guidelines or access to training. I am spending time and money training my staff with resources that I can find and still do not know if they are current. safety is always our top priority on set and it seems that there is a huge lack of accountability in providing clear guidance for re-opening. every business is basically left to determine what they will tolerate creating additional frustration and confusion.”
- “Help us fast, help us with funding, otherwise we are drowning”
- “Consider providing ongoing education for business owners like I do, particularly on surviving a recession/ disaster. For many owners this is a first.”
- “Best way is to open the economy. Businesses are suffering because of lack of work due to the shutdown. There is no deficiency in skills or training required if there is no work. Incentivize business with tax reductions”

Digital Media– Recommendations & Key Takeaways Continued

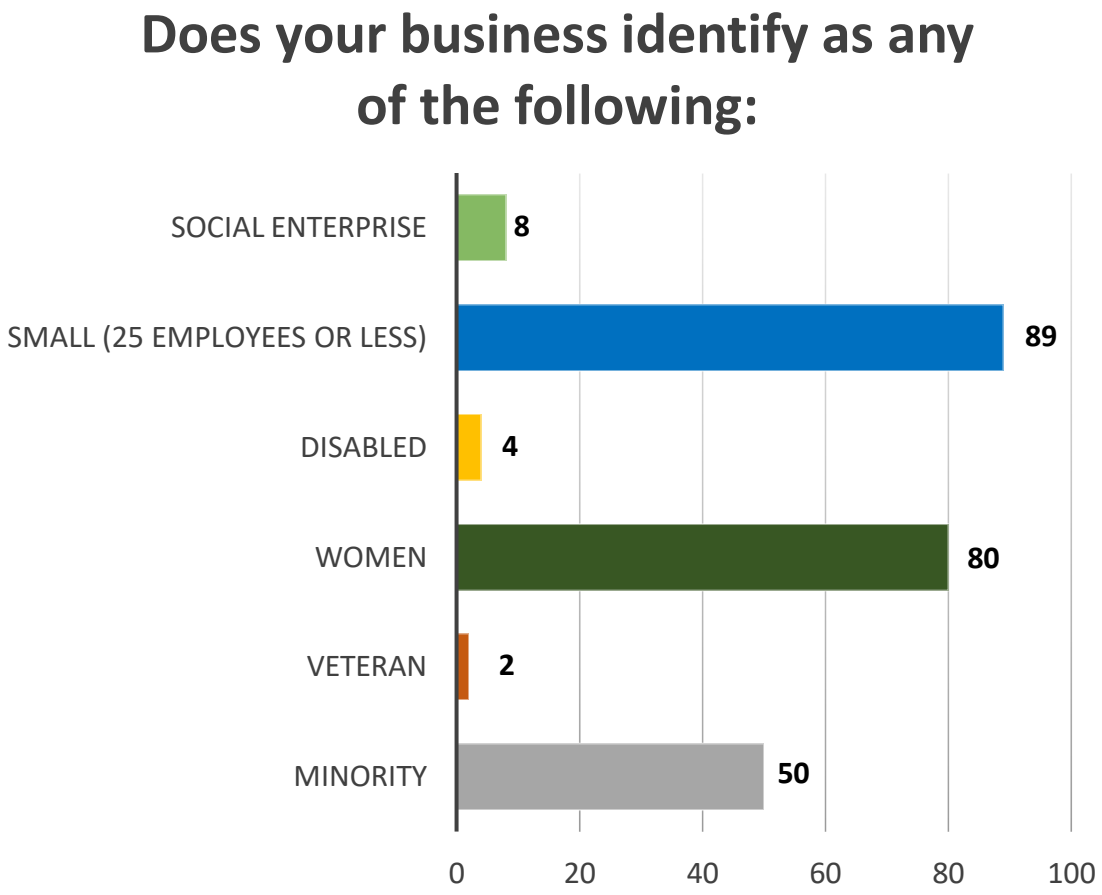
- “Help solve the issue of liability for coronavirus infection in the workplace, and offer some additional protection to business owners. Worker's comp is already in place, and I carry insurance, but as an employer, I have a lot of concerns about what may happen if one of my employees or contractors contracts Covid-19 while working on a project with my business. That makes it more difficult to scope projects.”
- “I would like to see more training on how to maintain a healthy COVID-19 workplace. Please pass a "mask" enforcement law to motivate people to wear them. We're seeing more people not wearing masks at this time. I'm more worried about catching the virus than I am about increasing their skills at this time.”
- “Discontinue the $600 Unemployment added on by the Federal Government”
- “If you could pay the employees or their apprenticeship / internship while we get back to strength that would be helpful.”
- “Tax Relief not Deferrment”
- “Offer B2B networking virtual opportunities and events so we can refer each other business and help each other”
- “Really need MONETARY relief”

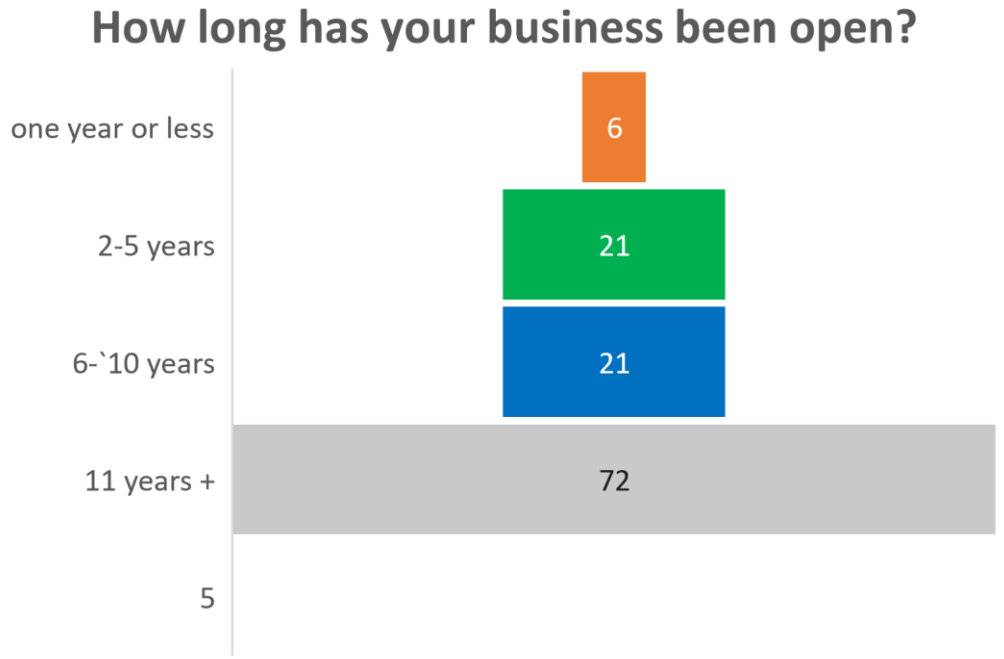


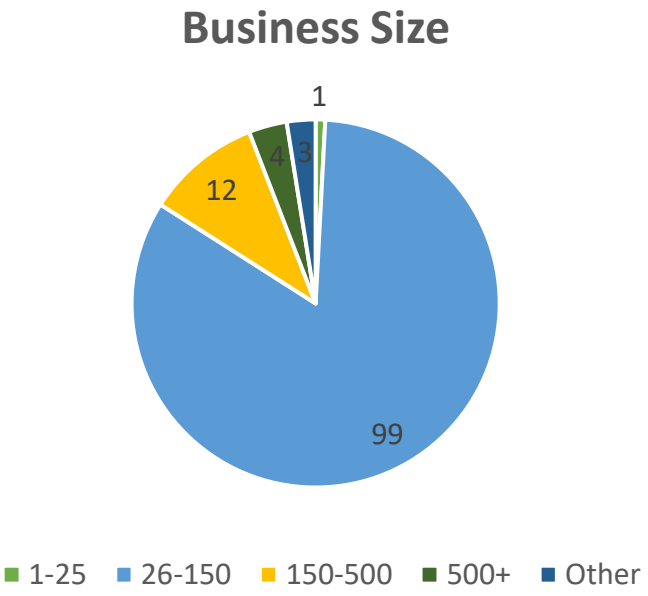
120 Business Responses designated as Education & Child Care

Businesses are spread out across all of L.A. County. Gaps exist in Central L.A. and SGV areas

Education & Child Care



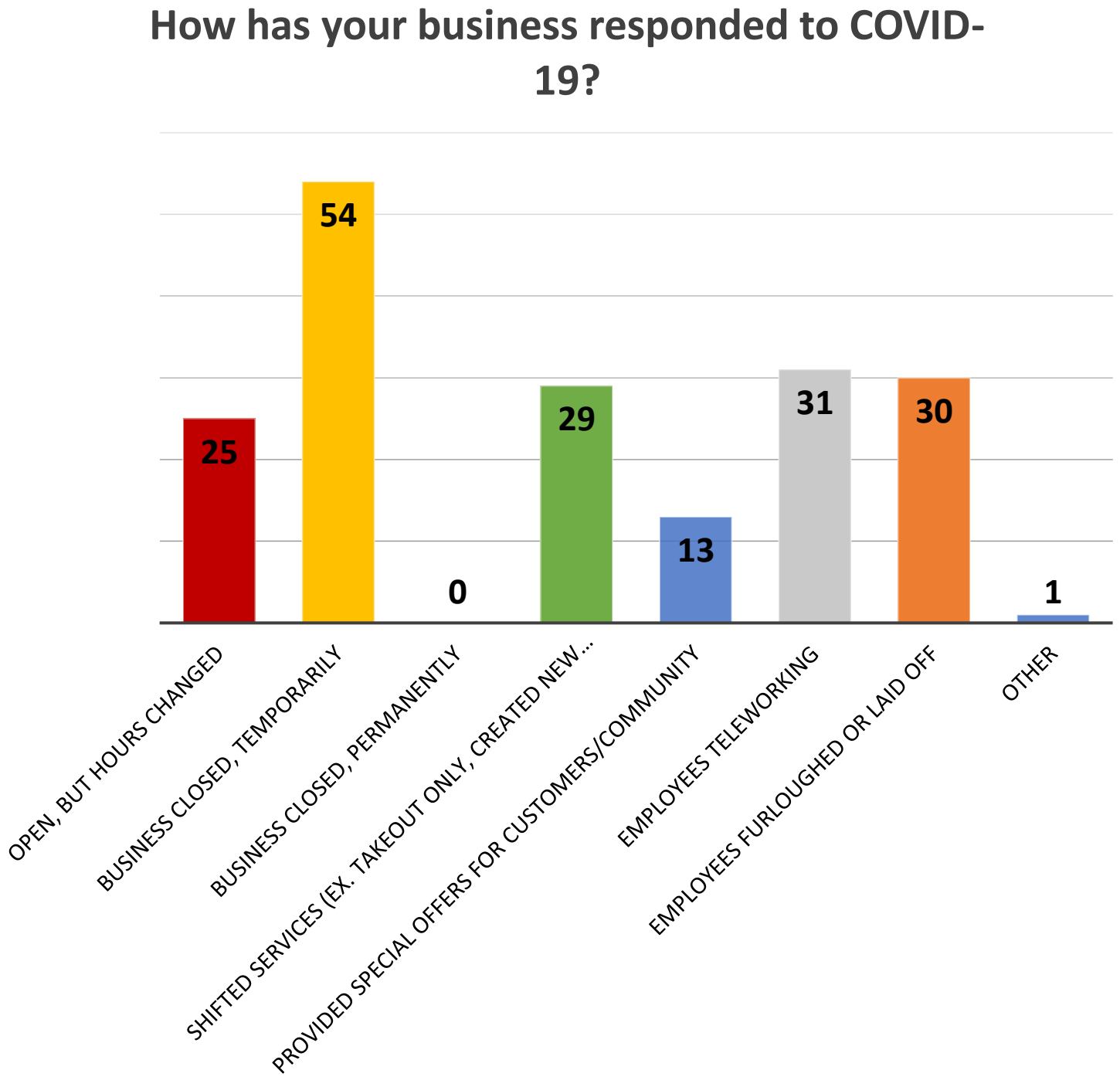




Education & Child Care

Main reasons for response to COVID-19:

- State mandated closures of child care facilities started March 16th
- Parents lost jobs thus are now at home taking care of children
- When allowed to re-open, fear of bringing children into close contact with other children has reduced business
- Reduction in children has forced us to lay off support staff
- Social distancing measures have forced us to purchase new PPE with no subsidies
- With LAUSD closed, a lot of programs that were dependent on the district are now looking for other funding
- Public pressure to re-open has caused problems because we do not have enough PPE



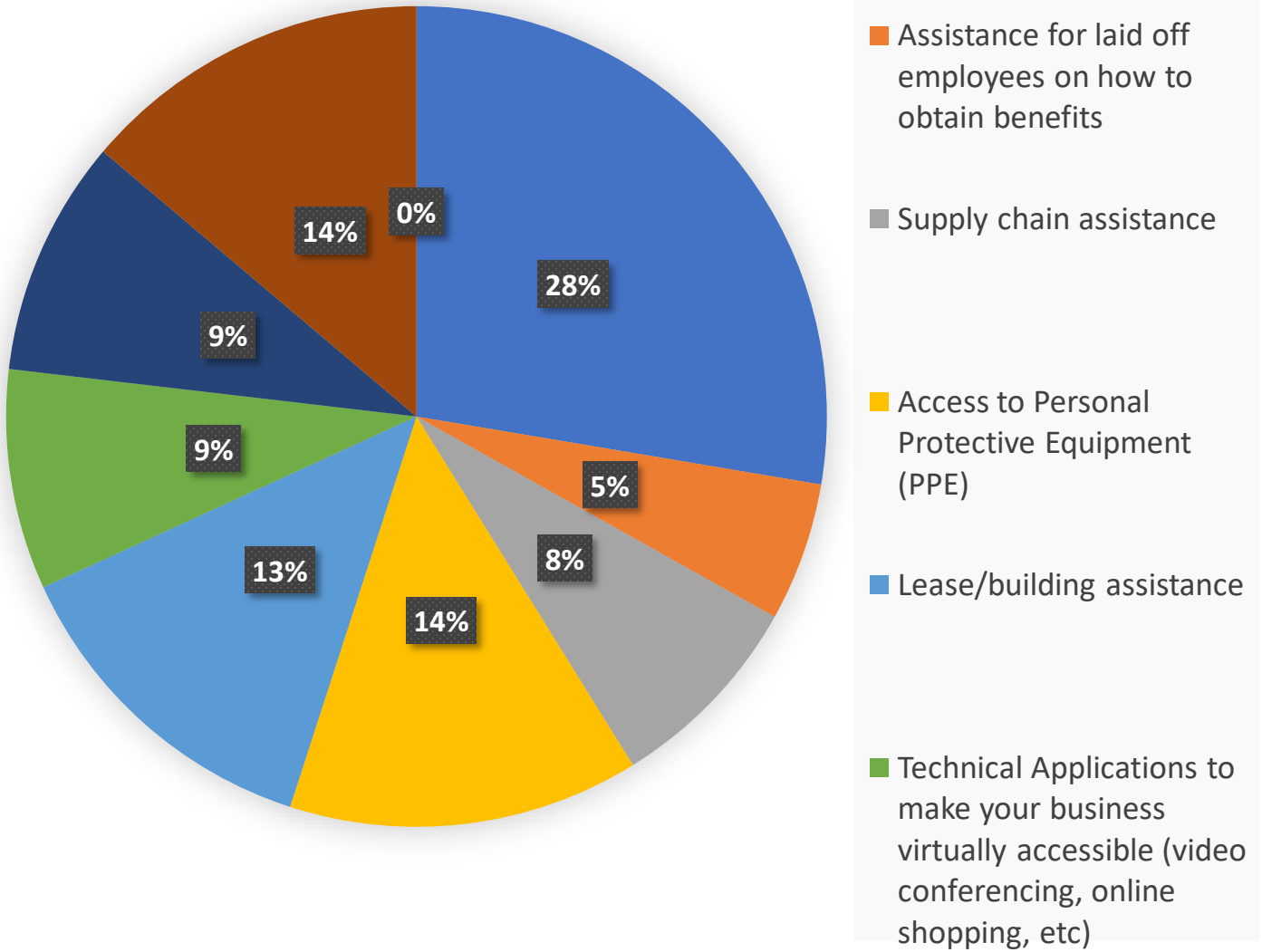
Education & Child Care

The top 4 business resources needed:

1. Cash flow assistance
2. Assistance for laid off employees
3. Access to PPE
4. Lease/building assistance

Additional Requested resources include:

- Access to capital
- Regain parents confidence
- Clear guidelines for child care operating procedures; Confusion due to CDC, CDSS and LA County DPH agencies not aligned in messaging
- Advanced notice of education program cuts to better plan for the future

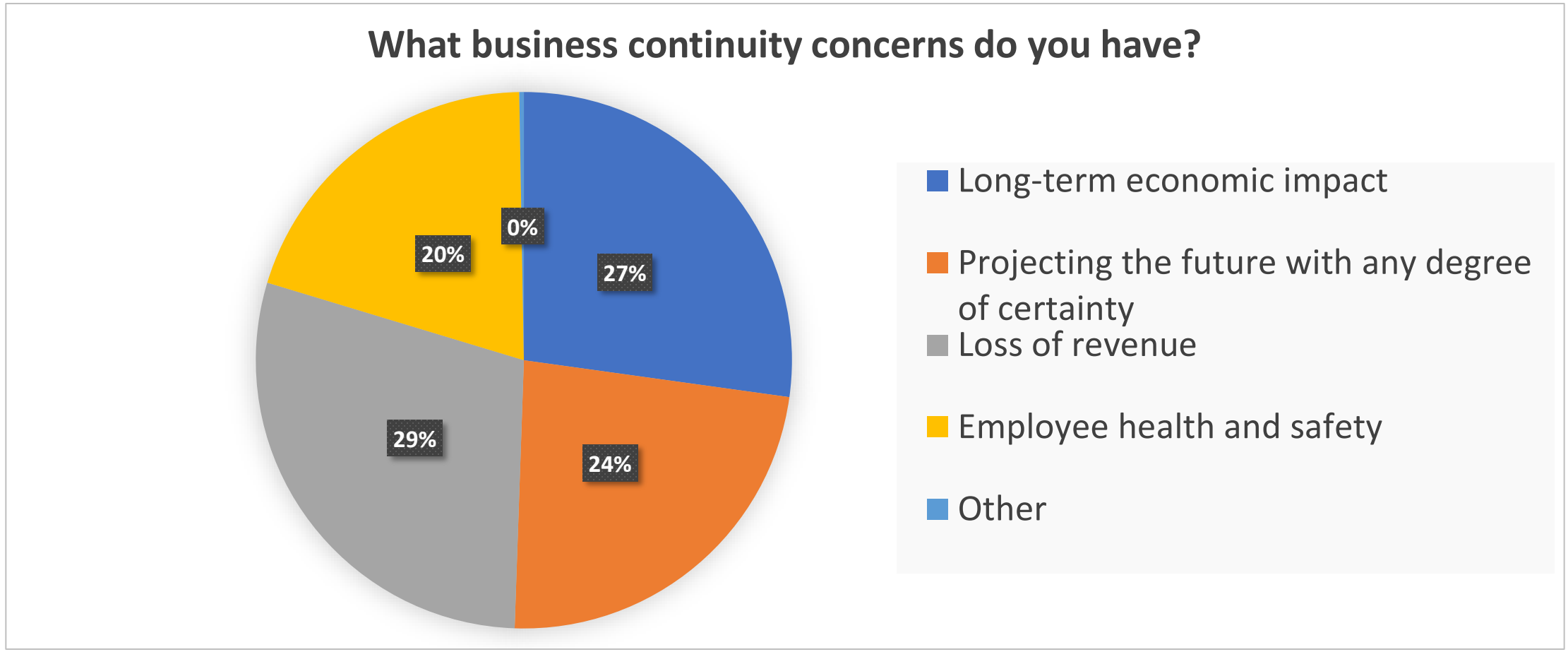


Education & Child Care

What business challenges do you anticipate with your workforce? Include any support your employees may need.

- Access to secure funding
  - School districts are unsure of future funding and are withholding funds
  - Parents are in fear of letting their children attend school/child care
- Reduced demand due to fear and uncertainty
  - A lot of parents lost jobs and are now taking care of their own children
  - Schools are not clear on when they will open
  - PPE access continues to be a challenge hindering chances of opening
- Major staff layoffs and downsizing
  - Unsure if all staff will be able to return due to decreased capacity
  - Less children per child care means less future revenue

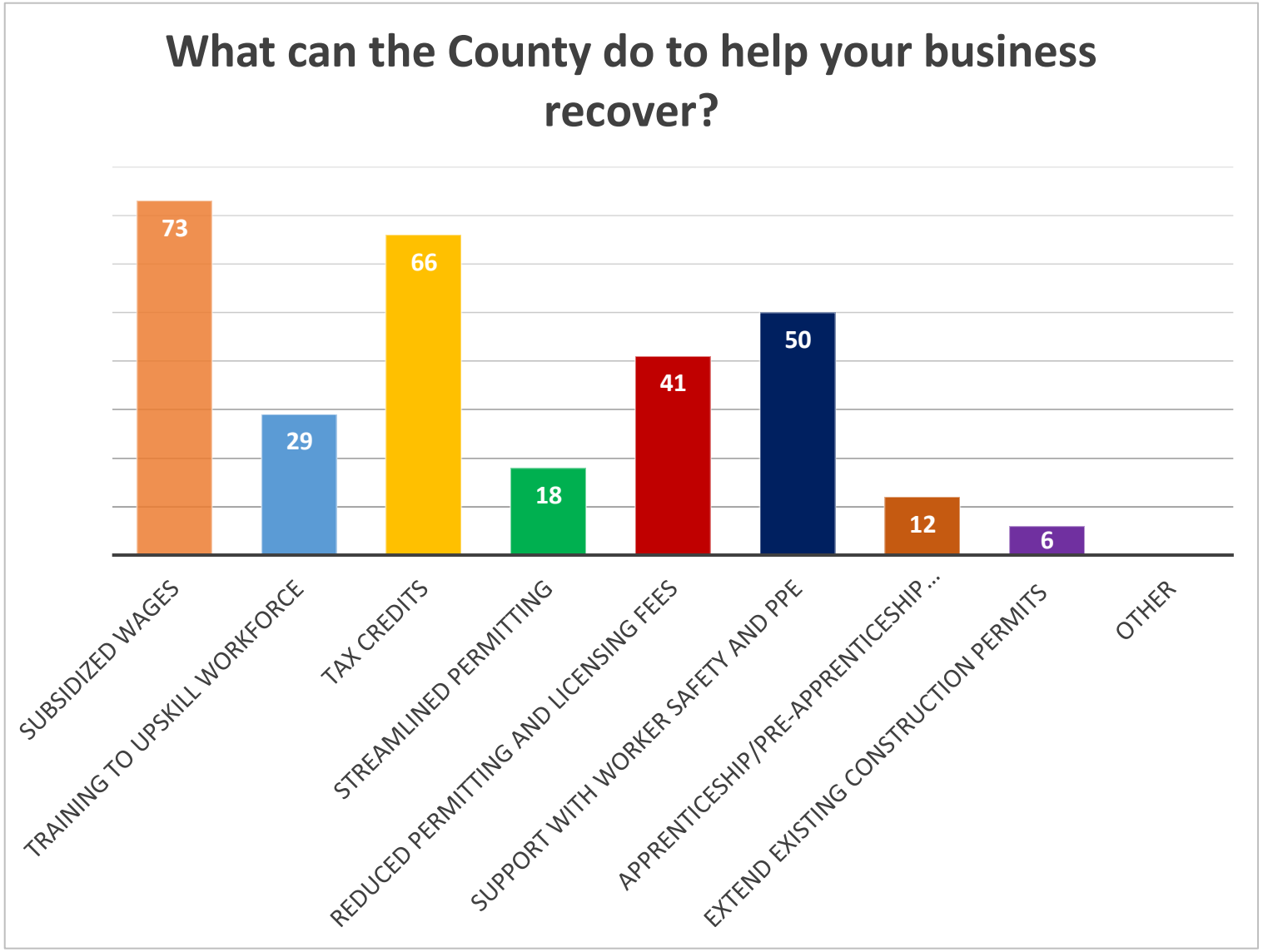
Education & Child Care



Education & Child Care

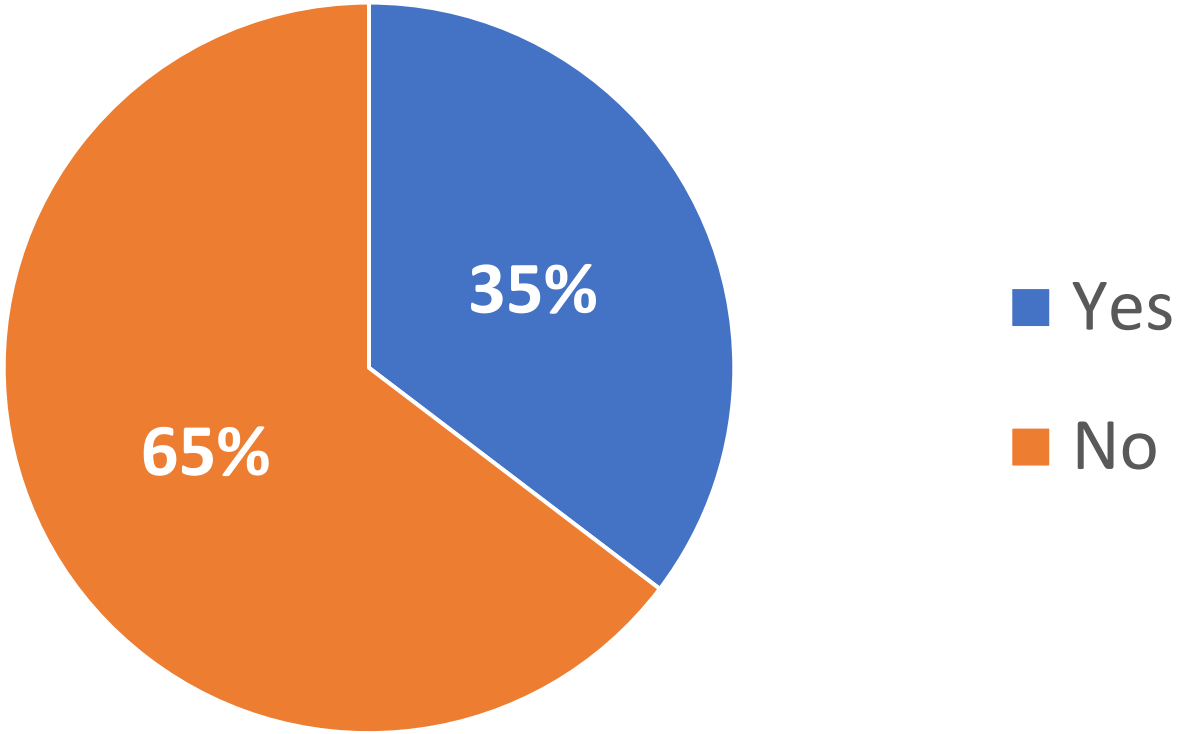
Top 4 requested assistance from the County:

1. Subsidized Wages
2. Tax Credits
3. Support with worker safety and PPE
4. Reduced permitting and licensing fees



Education and Child Care

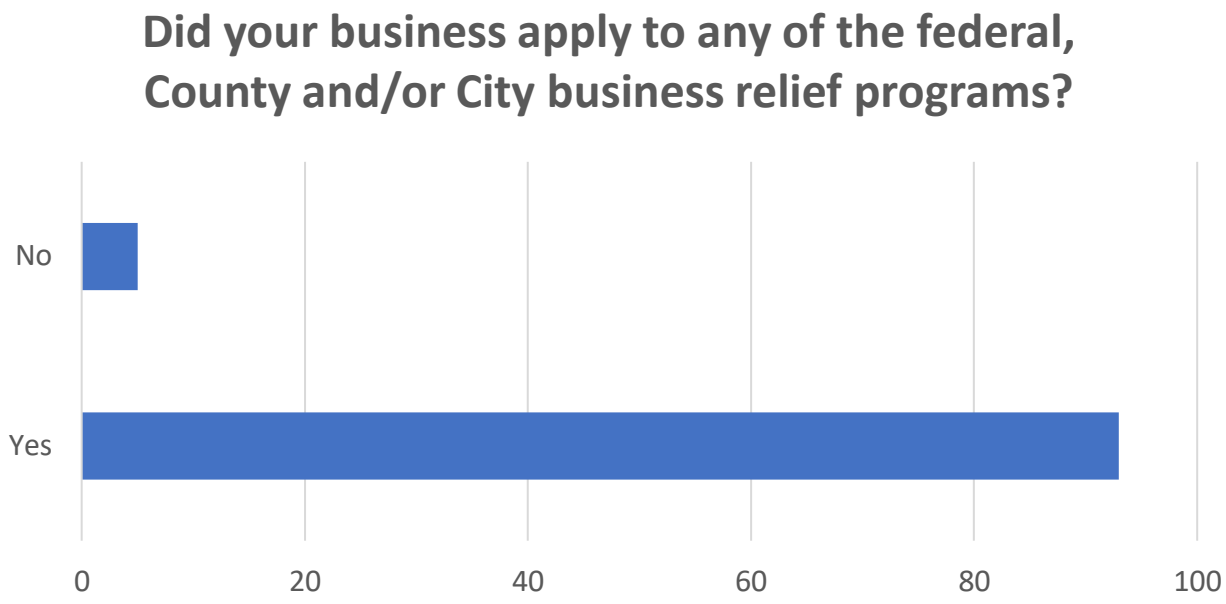
Does your business have an apprenticeship or are you interested in learning more about how to establish an apprenticeship program?



Education and Child Care

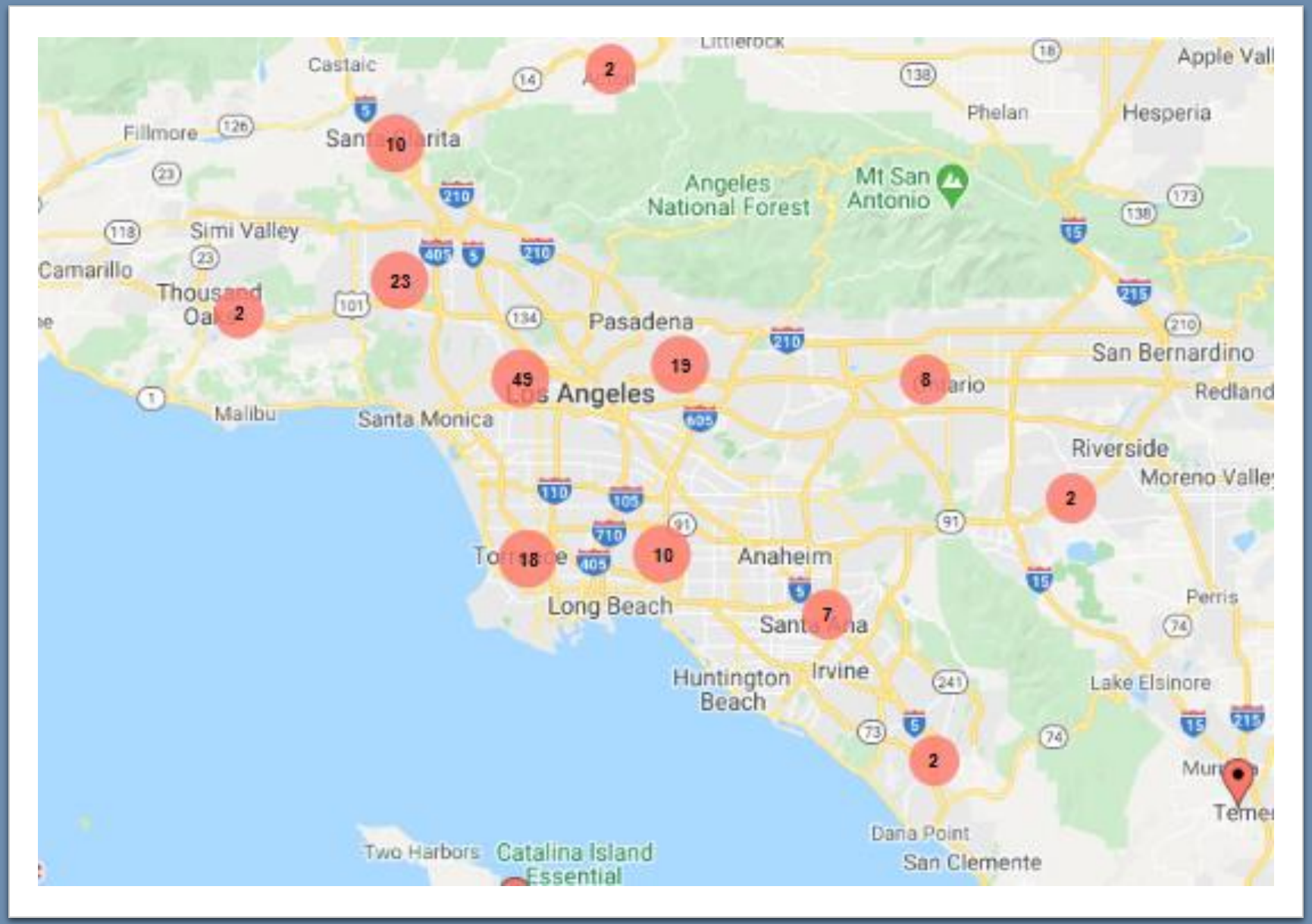
If you have received assistance with accessing COVID-19 business services:

- Received PPP loan but it was only enough to cover 1 payroll or 2 weeks of work
- PPP loan not able to cover rent
- Received SBA loan
- Received EIDL assistance but will return due to not being forgivable
- Received LACDA loan
- Agencies providing assistance include:
  - SBA
  - LACDA



Education and Child Care – Recommendations & Key Takeaways

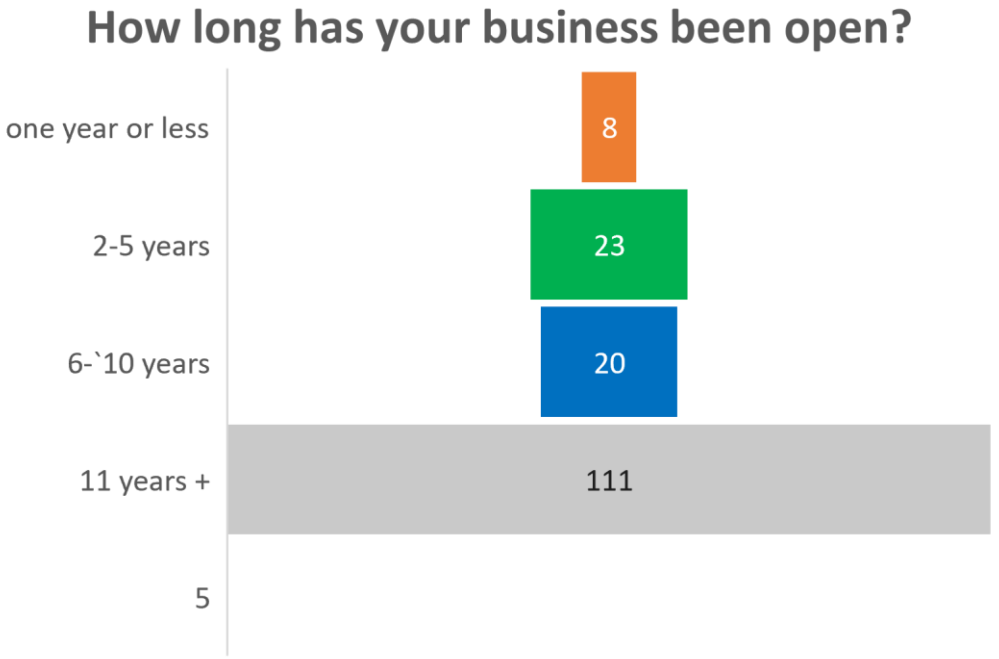
- Fear of re opening schools and the uncertainty of funding is major cause of stress for businesses in this sector
- Access to PPE and newly created regulations surrounding re-opening are posing a challenge
- Staff that was laid off is earning more on unemployment thus they are hesitant to return
- Highly dependent on school districts who are not clear on the future
- “I am very concerned about the 2nd wave of COVID-19 crises and what the city, state, and authorities plan to do? Will you shut down everything again? We cannot survive if we have to shut down.”
- “The lack of help for small businesses has spurred a lot of closures. The help was only for people who qualified but all businesses were asked to close. I worry about returning. I worry about the future of a business I have built for 11 years. I was given no help. They denied me because I did not own property and something else that I cannot change right this second. ”
- “Alleviate the fear factor. We are compliant with CDC guidelines.”
- “Business license fees should be reduced.”

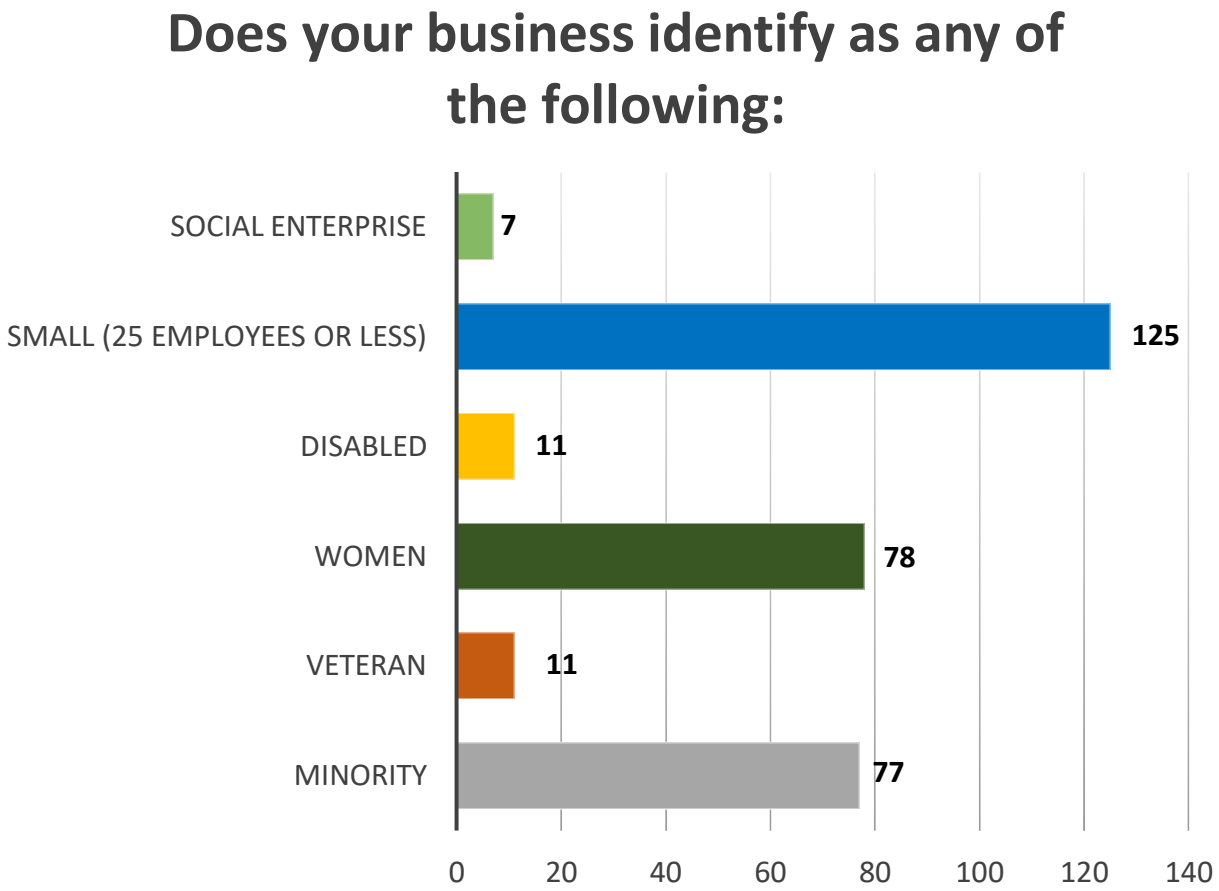


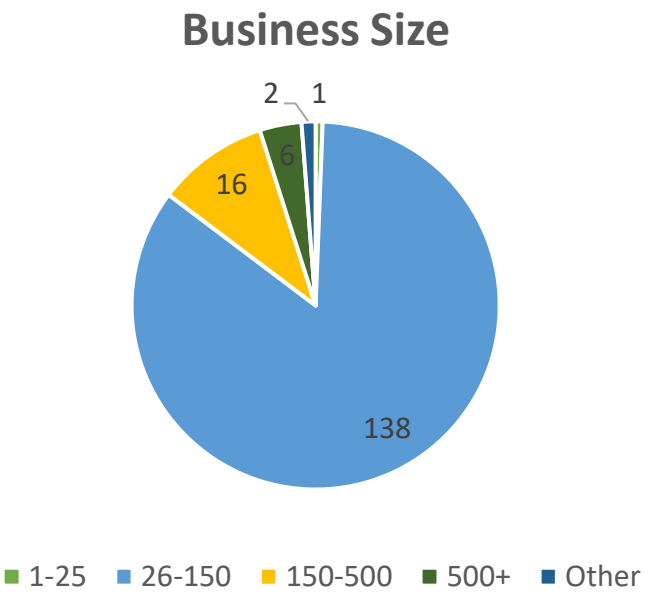
163 Business Responses designated as Healthcare

Received responses from Philadelphia, Colorado, Arizona, Orange and San Diego County

Healthcare


How long has your business been open?
one year or less
2-5 years
6-`10 years
11 years +
5
8
23
20
111

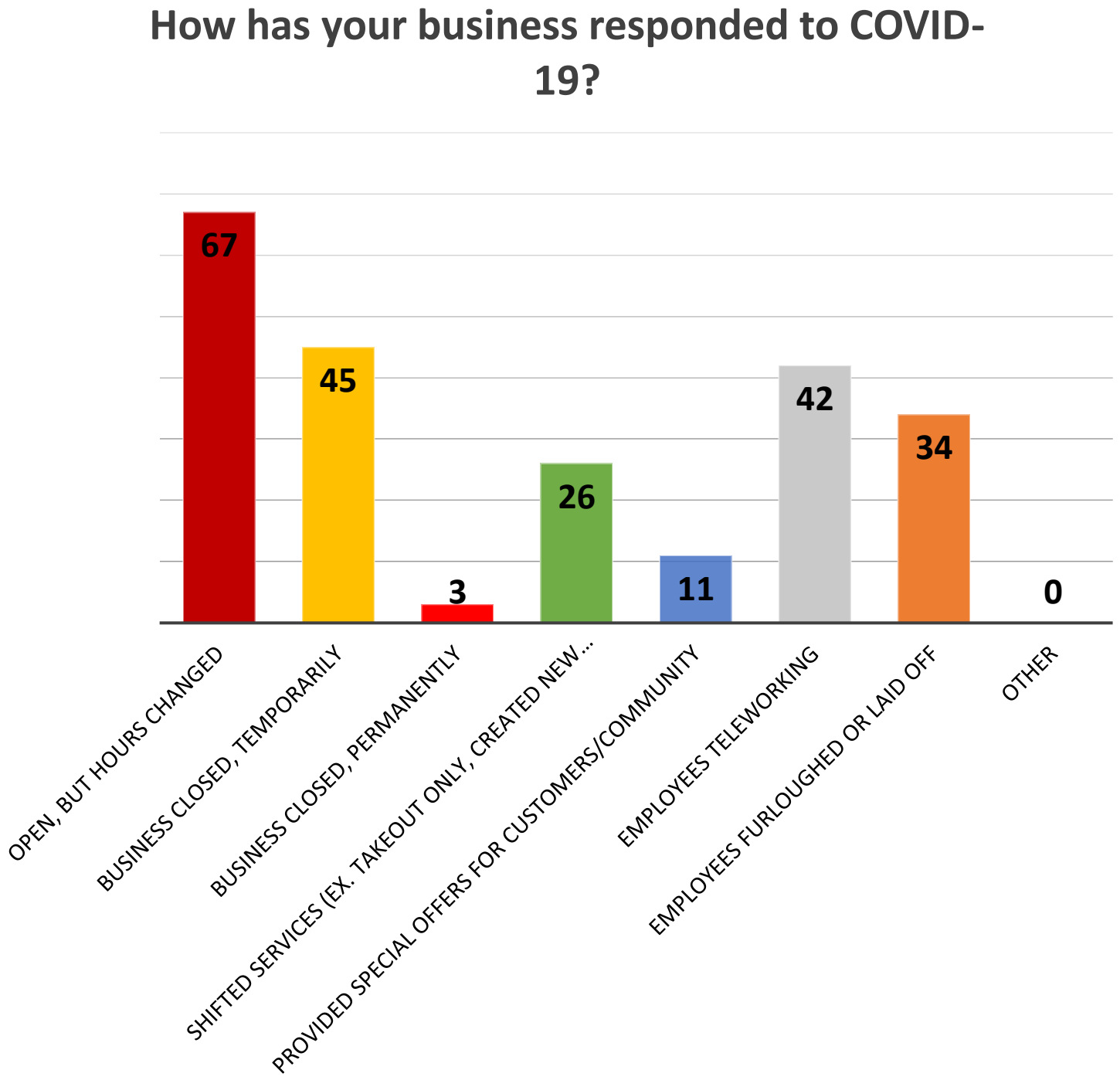

Does your business identify as any of the following:
SOCIAL ENTERPRISE
SMALL (25 EMPLOYEES OR LESS)
DISABLED
WOMEN
VETERAN
MINORITY
7
125
11
78
11
77
0
20
40
60
80
100
120
140


Business Size
2
1
6
16
138
1-25
26-150
150-500
500+
Other

Healthcare

Main reasons for response to COVID-19:

- Most care is being conducted via telemedicine.
- Many medical offices are suffering due to reducing hours and number of patients they can see at the same time, especially when tele-medicine is not an option.
- A business reported being closed due to COVID-19 but also being impacted by civil unrest, physical damage to storefront.
- A global manufacturer of medical supplies is not considered essential but argues it is.
- Some businesses started selling PPE but its not enough to cover costs
- Smaller medical facilities survive on major hospital referrals which have been put on hold.



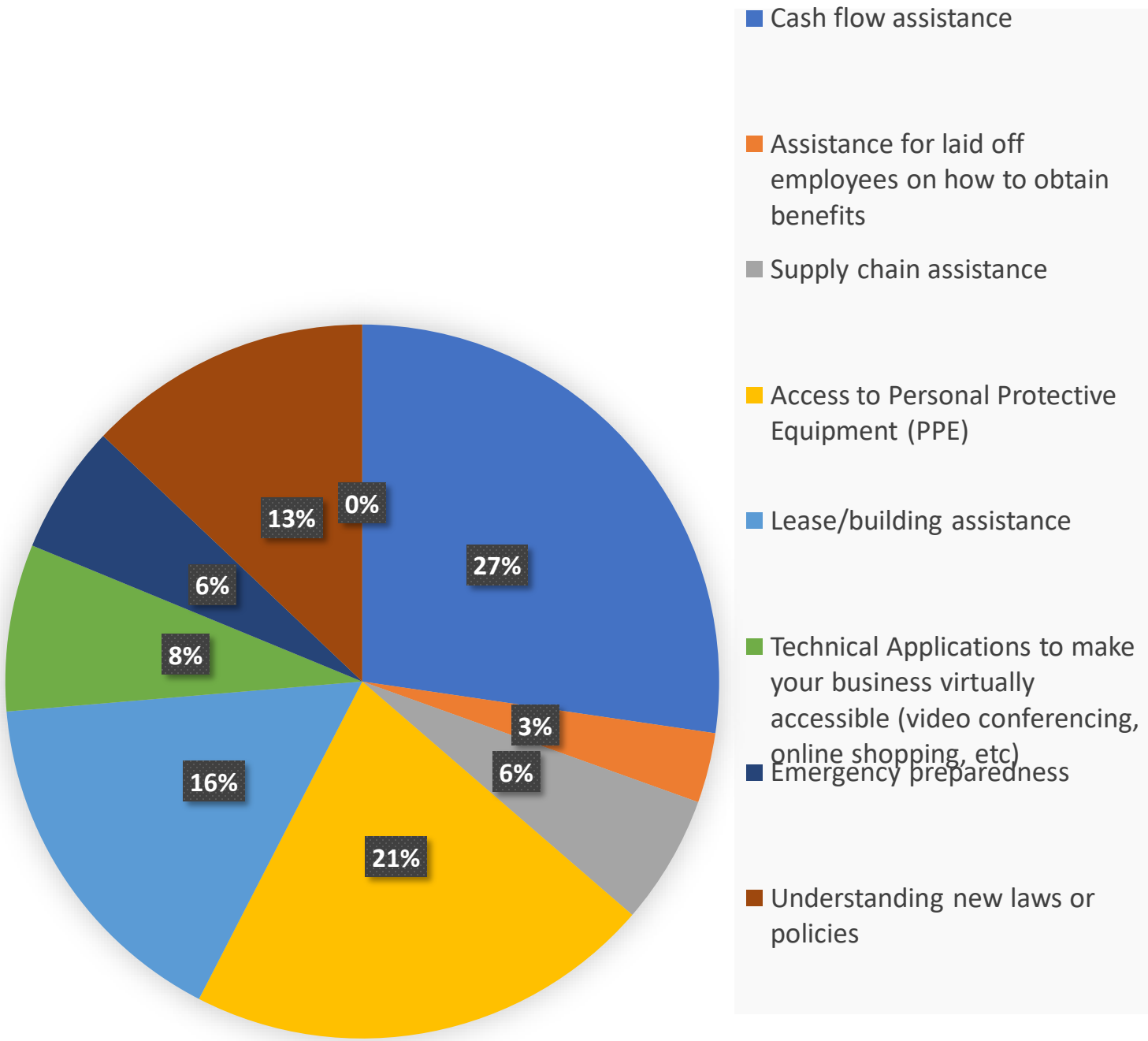
Healthcare

The top 4 business resources needed:

1) Cash flow assistance
2) Access to Personal Protective Equipment
3) Lease/building assistance
4) Understanding new laws or policies

Additional Requested resources include:

- Rent forgiveness or extended leases at no cost
- Struggling with getting employees that are currently receiving UI back to work
- Help determining is small offices in large buildings are safe to open due to central air system.
- Need help with signage
- Need help consolidating high interest credit card accounts

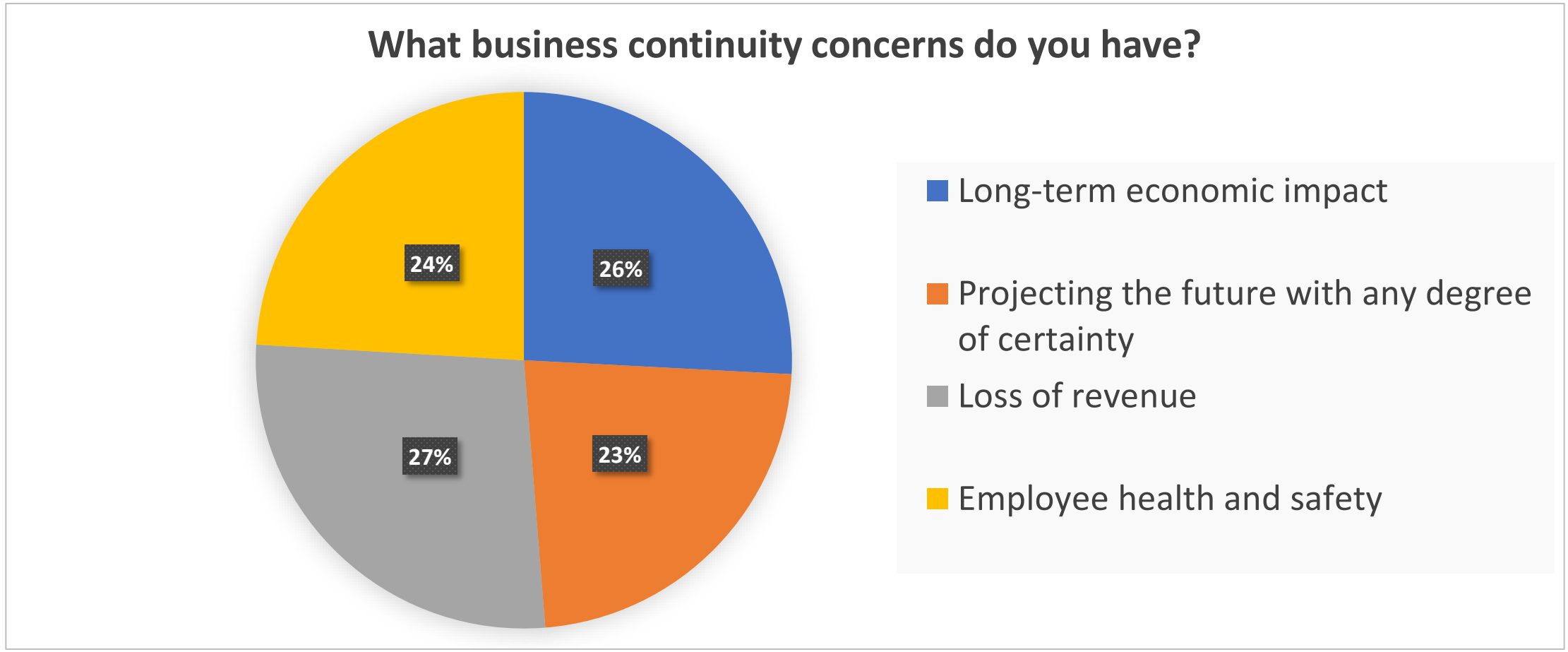


Healthcare

What business challenges do you anticipate with your workforce? Include any support your employees may need.

- Mental health support for health workers; PTSD, anxiety, etc.
- Cost for office modifications to maintain safe social distancing
- Assistance with Healthcare benefits would be appreciated.
- Obtaining the proper PPE at an affordable price. Prices on PPE have more than quadrupled in price.
- Childcare due to new school hours or distant learning
- Employees have been working offsite with personal laptops. We may need to invest to provide company computers and other needed equipment (monitor, printer, etc.)
- Overall, many healthcare employers are fearful of planning for future workforce due to uncertainty of a second wave or until a vaccine is found.

Healthcare


What business continuity concerns do you have?
26%
23%
27%
24%
Long-term economic impact
Projecting the future with any degree of certainty
Loss of revenue
Employee health and safety

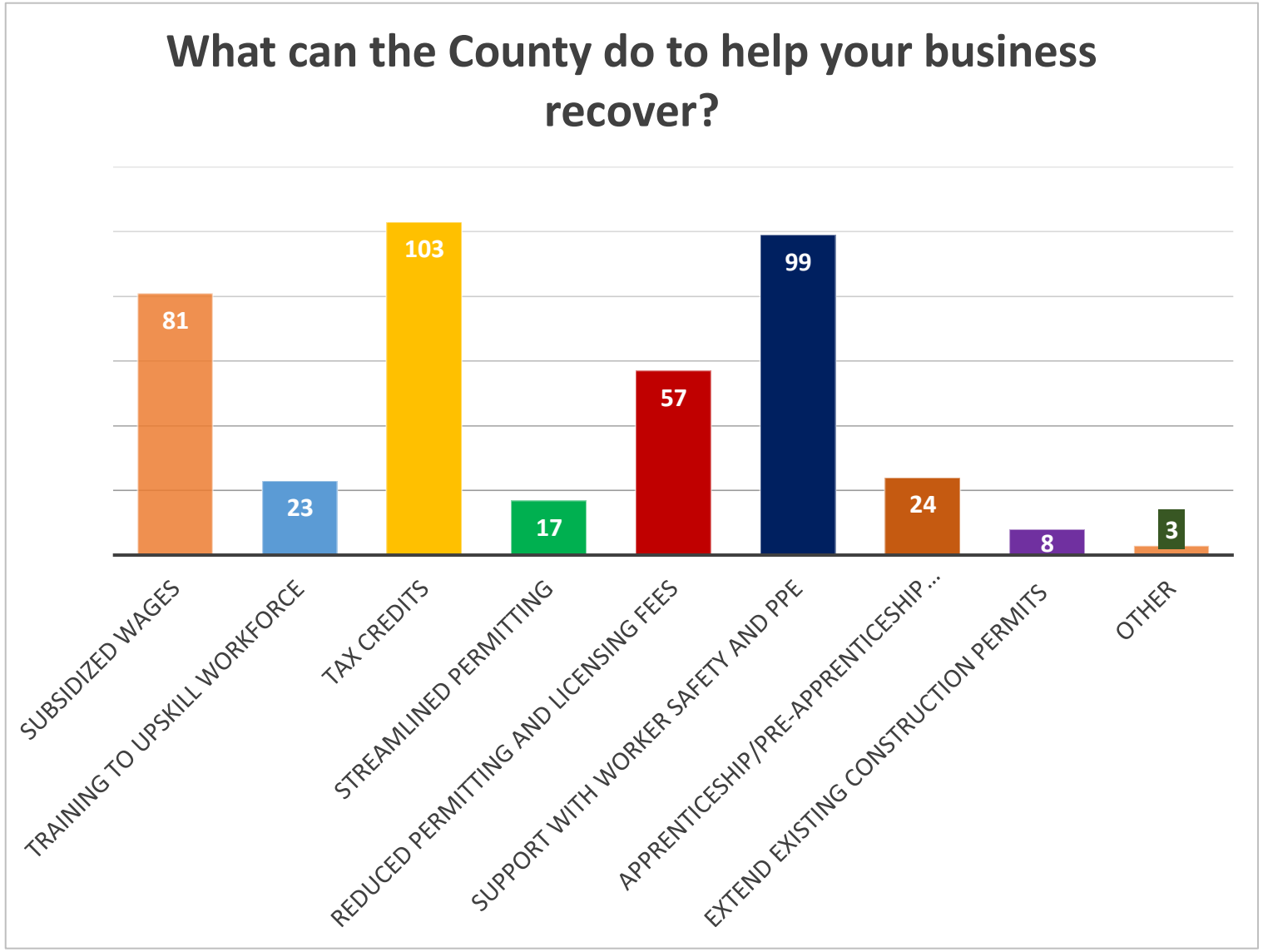
Healthcare

Top 4 requested assistance from the County:

1) Tax Credits
2) Support with worker safety and PPE
3) Subsidized wages
4) Reduced permitting and licensing fees

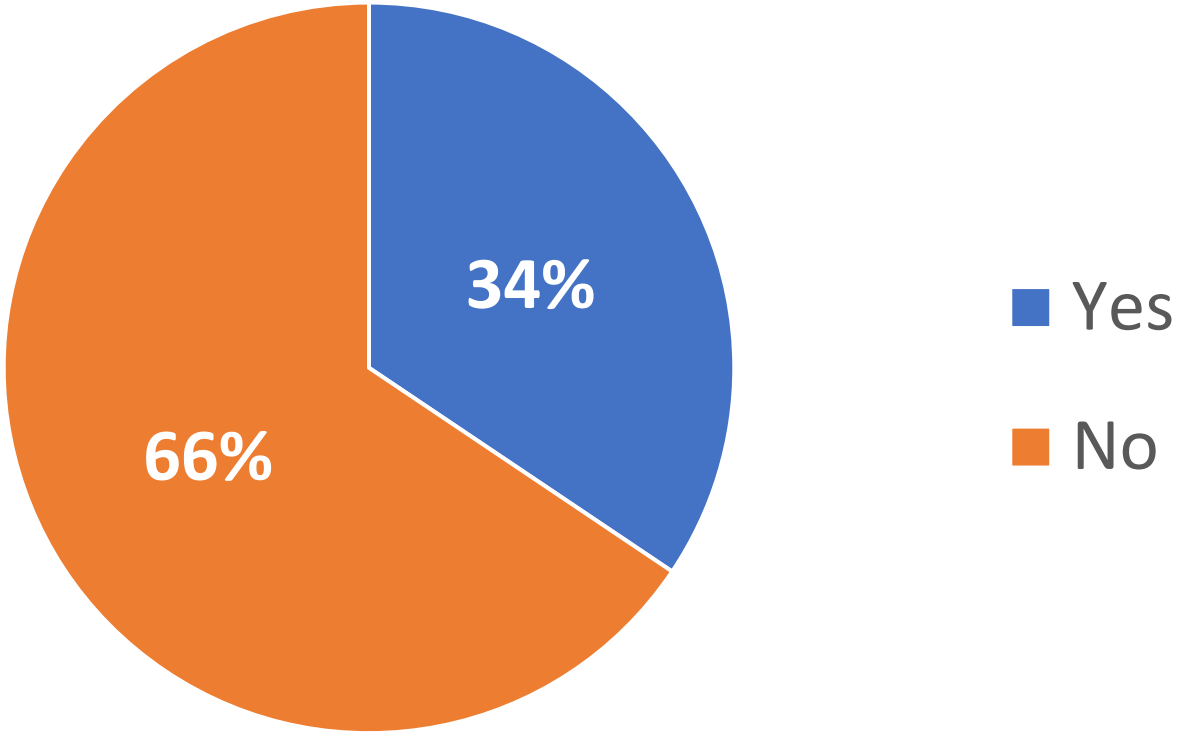
Additional comments:

- Various businesses report struggling to stay in business in CA due to high taxes, rent and employment costs.
- “Get landlords to stop overpricing commercial real estate”
- Grants and rental assistance.
- Need safe and affordable childcare solution to provide telemedicine
- “allow the sale of non-vendor agreement products and services. Increase the minimum spend to purchase contract and non-contract items.”
- Assistance in recruiting graduated nurses.
- Need help becoming a County vendor.
- “Revise county contractor RFP process to enable small business to compete successfully. There are barriers and institutional bias that favor large agencies.”



Healthcare

Does your business have an apprenticeship or are you interested in learning more about how to establish an apprenticeship program?



Healthcare

If you have received assistance with accessing COVID-19 business services:

- Catalina Island Chamber of Commerce and Visitor's Bureau, Catalina Island Medical Center

- SBA

- LAEDC- Linden Johnson was extremely helpful and calming.

- California Dental Association provided a box of PPE supply for each licensed dentist.

- Square .Com

- Small business development center

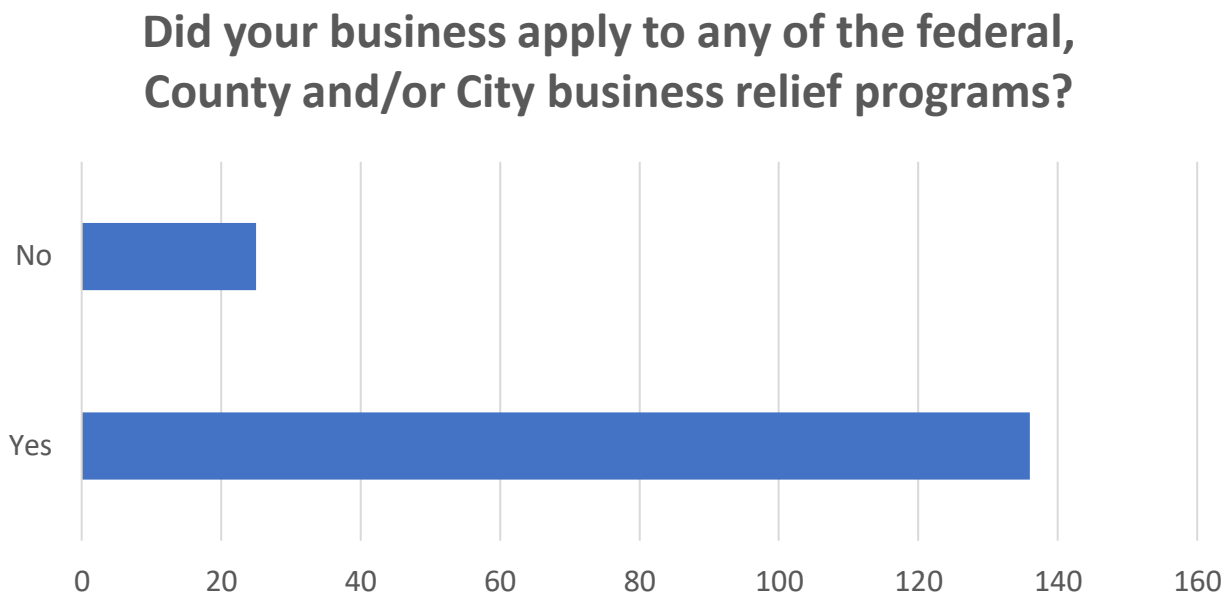
- Chamber of commerce

- American Dental Association, California Dental Association, CDC

- Health Resources & Services Administration

- State and National trade groups

- Foundations



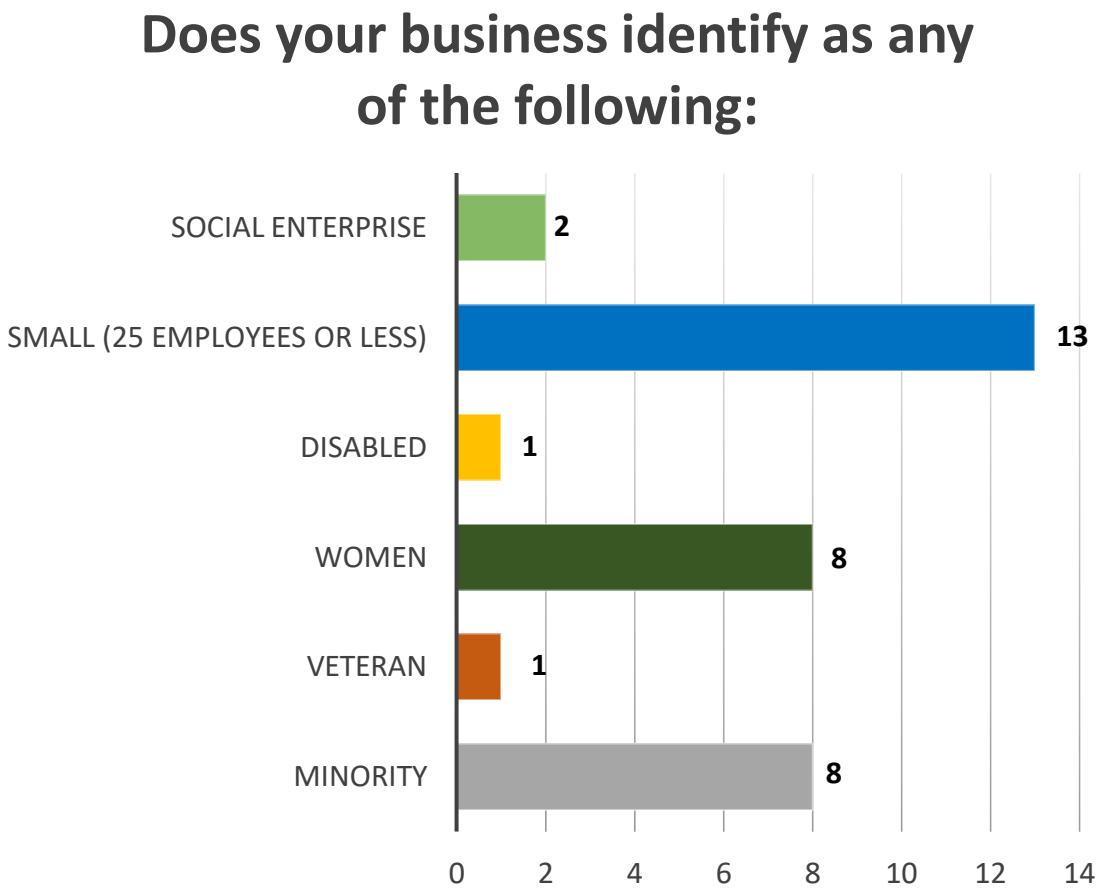
Healthcare– Recommendations & Key Takeaways

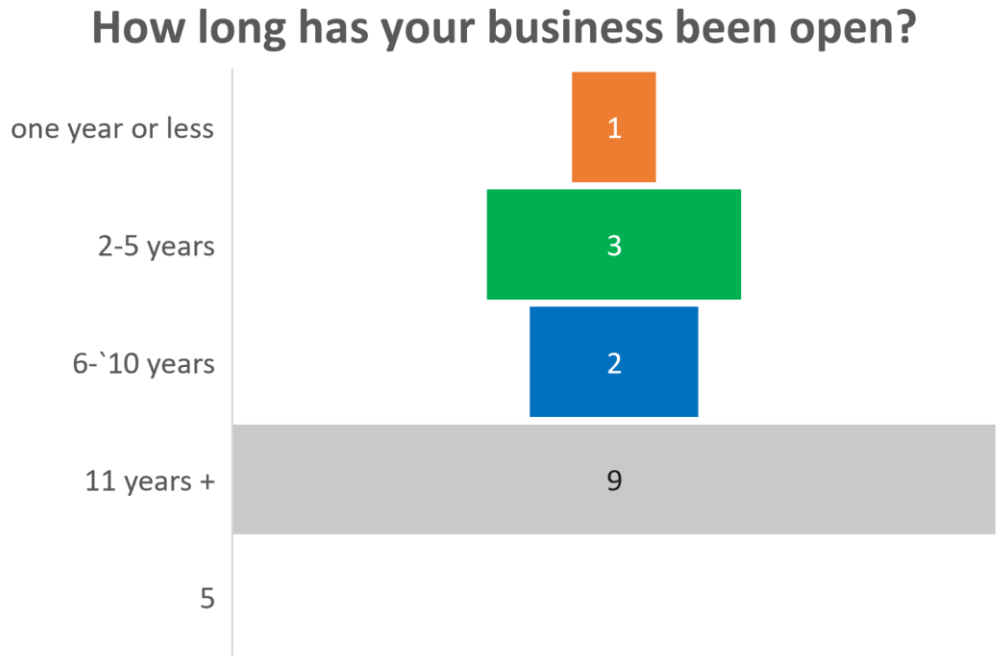
- Reduce City and State taxes on businesses…you need to keep commercial real estate viable.
- High wages within the county affect business owners and their ability to manage their already struggling business. High rent within the county is also another financial hurdle to keep business afloat during the recovery period.
- Maybe a direct bonus for employees who are retained or rehired
- We need to have a comprehensive local/state plan for dealing with Coronavirus-19 and future, potential pandemics, as our federal government is failing and has failed and doing such
- Look at the example of other states. Cut regulation, develop better, more interactive online tools, cut the sales tax, frankly, it is absolutely crazy that the sales tax in Long Beach is more than 10% and 9.9% in most of Southern California. Lower, lower, lower the Sales Tax!
- Wearing masks and effective use of PPE help decrease the spread of COVID-19. Practicing safety is not just good for yourself, but for everyone else around.
- I would be interested engaging in discussions about creating a more equitable system that enables woman and minority led businesses to be successful competing for work in the county that we live and work.

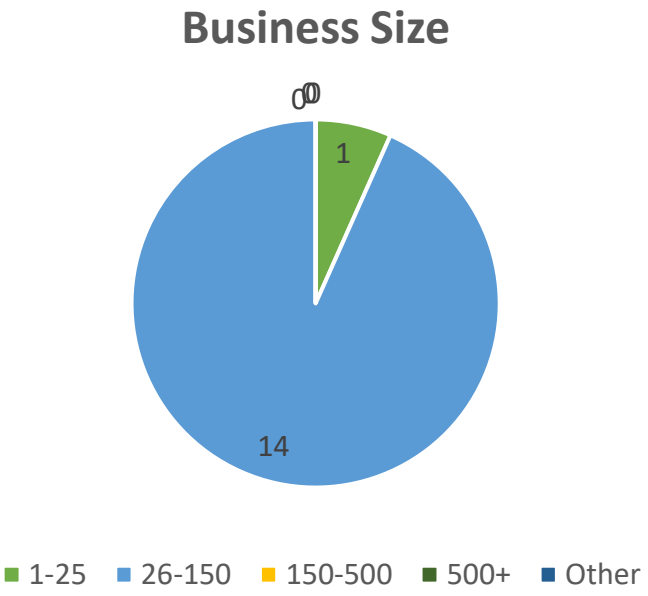


15 Business Responses designated as Insurance

Insurance


Does your business identify as any of the following:
SOCIAL ENTERPRISE
2
SMALL (25 EMPLOYEES OR LESS)
13
DISABLED
1
WOMEN
8
VETERAN
1
MINORITY
8
0
2
4
6
8
10
12
14

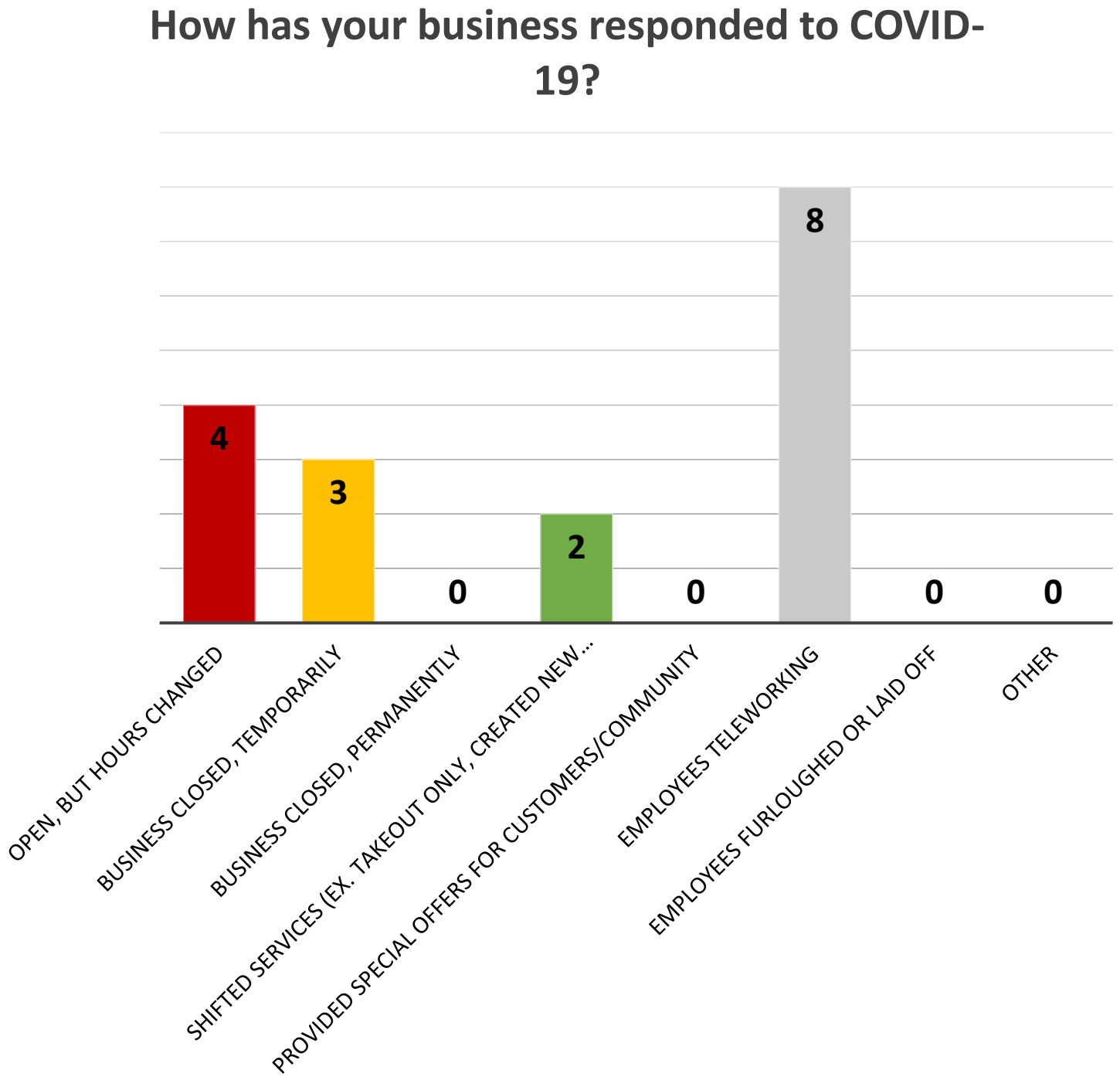

How long has your business been open?
one year or less
1
2-5 years
3
6-`10 years
2
11 years +
9
5


Business Size
0
0
1
14
1-25
26-150
150-500
500+
Other

Insurance

Main reasons for response to COVID-19:

- Steep decline in sales
- Traditional sales methods not viable (in person, door to door)
- Transition to teleworking



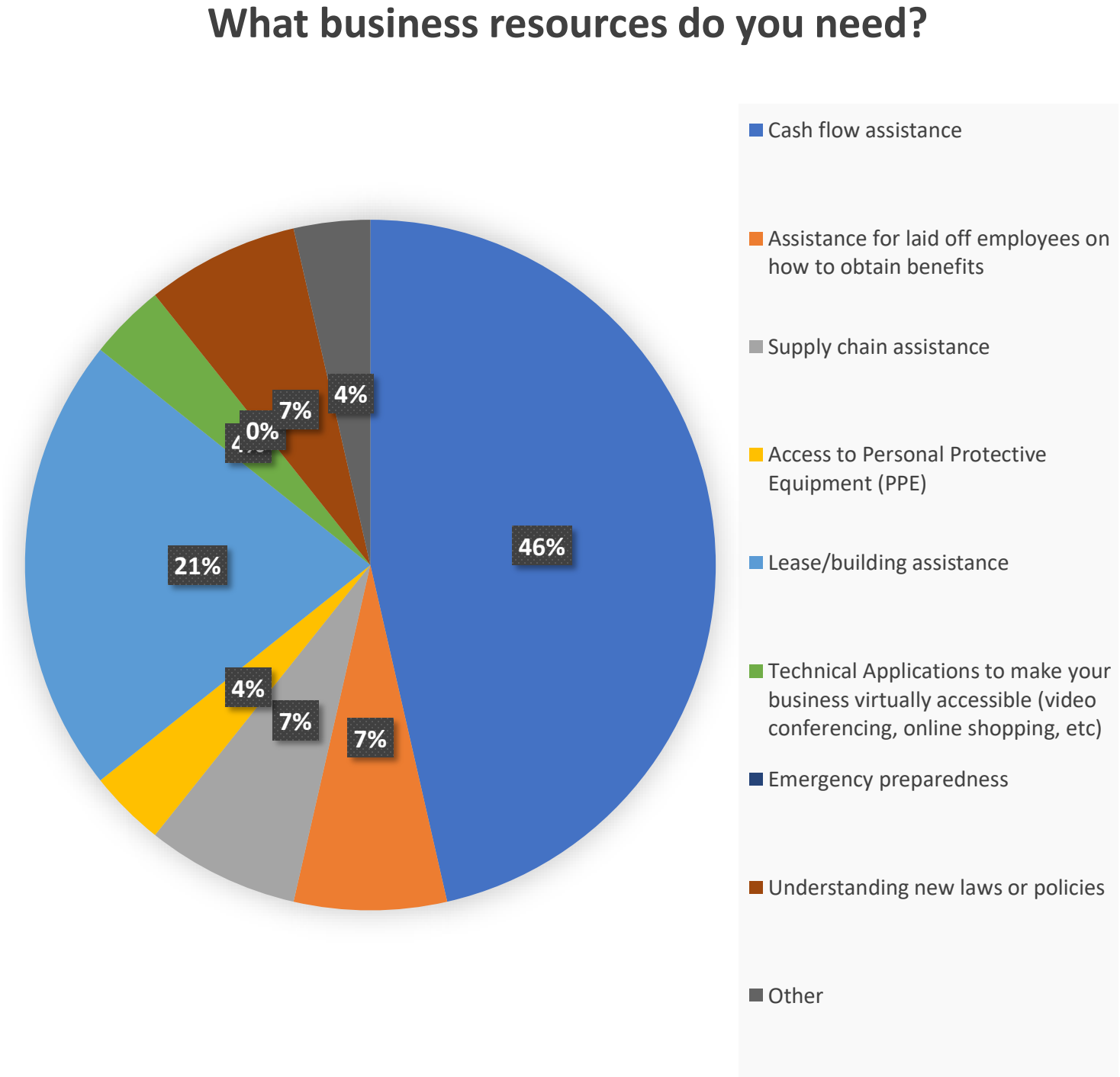
Insurance

The top 4 business resources needed:

1. Cash flow assistance
2. Lease/building assistance
3. Assistance for laid off employees
4. Supply chain assistance

Additional Requested resources include:

- Financing for new equipment

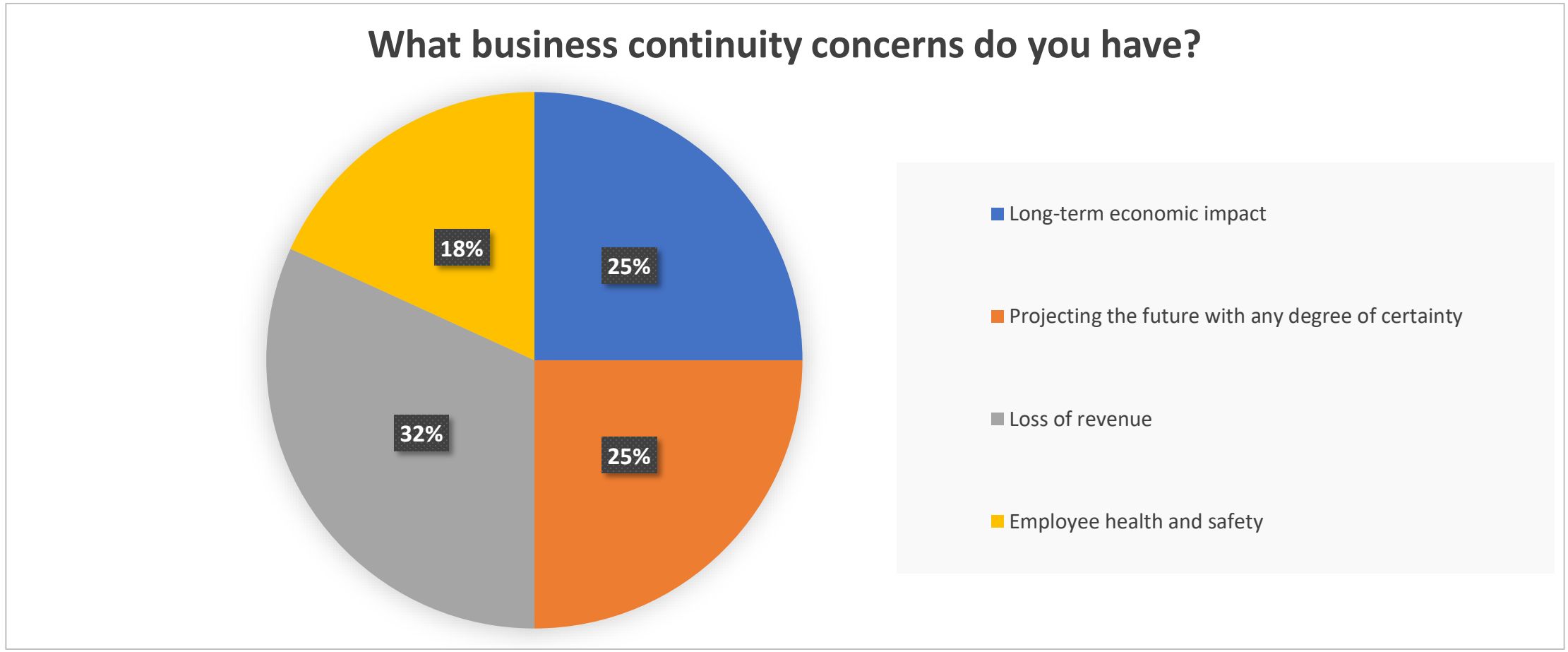


Insurance

What business challenges do you anticipate with your workforce? Include any support your employees may need.

- Keeping employees safe and healthy.
  - Need mental health/wellness resources given the extended nature of the crisis
  - Low employee morale
- Need for additional employees/staffing.
- Re-training for online/phone sales.
  - Online marking and event planning
  - Phone sales
- Access to business loans.

Insurance


What business continuity concerns do you have?
18%
25%
32%
25%
Long-term economic impact
Projecting the future with any degree of certainty
Loss of revenue
Employee health and safety

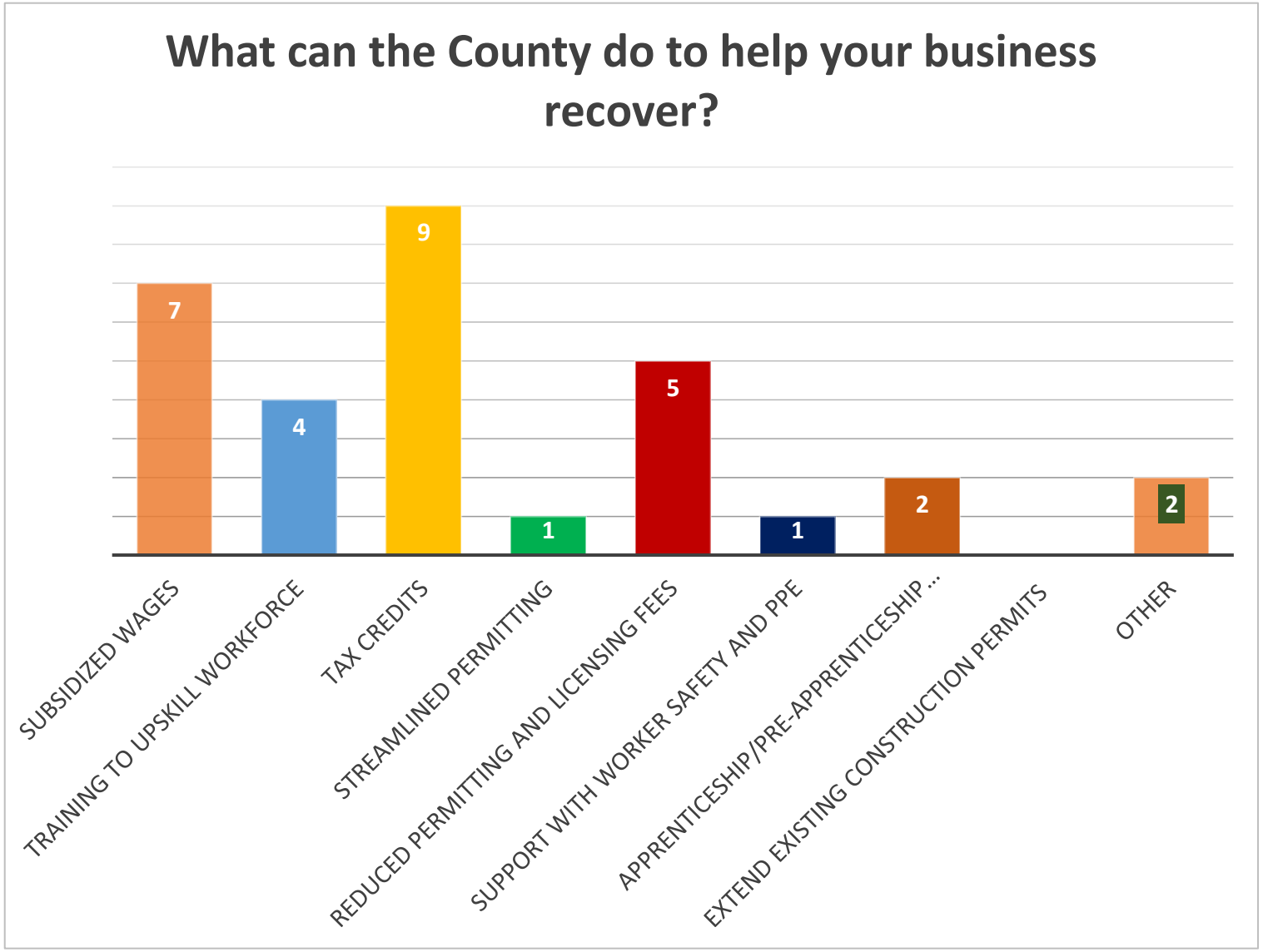
Insurance

Top 4 requested assistance from the County:

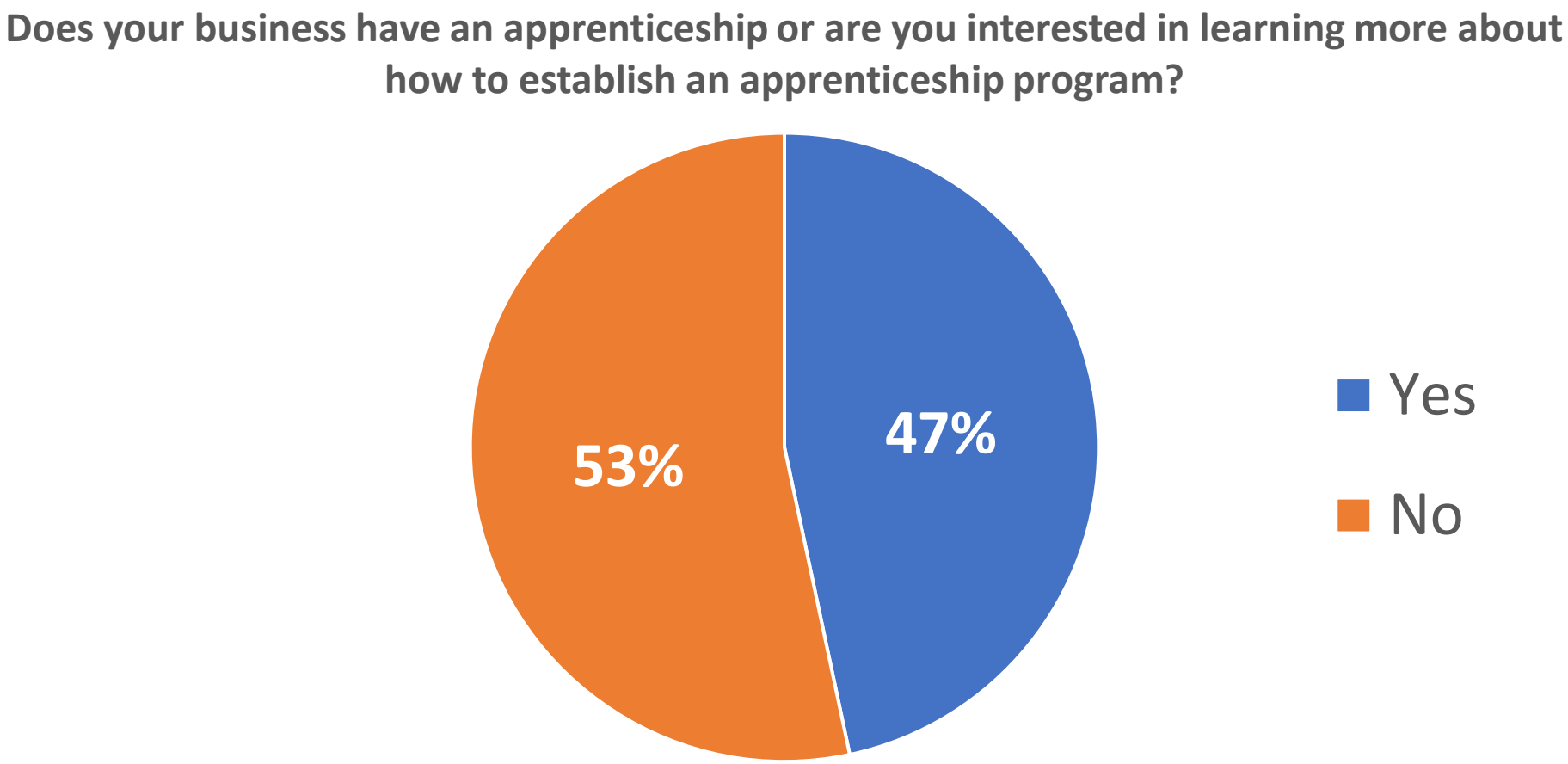
1. Tax Credits
2. Subsidized wages
3. Reduced permitting and licensing fees
4. Upskilling workforce

Additional comments:

- Grants
- Bidding opportunities for small businesses
- Access to business capital



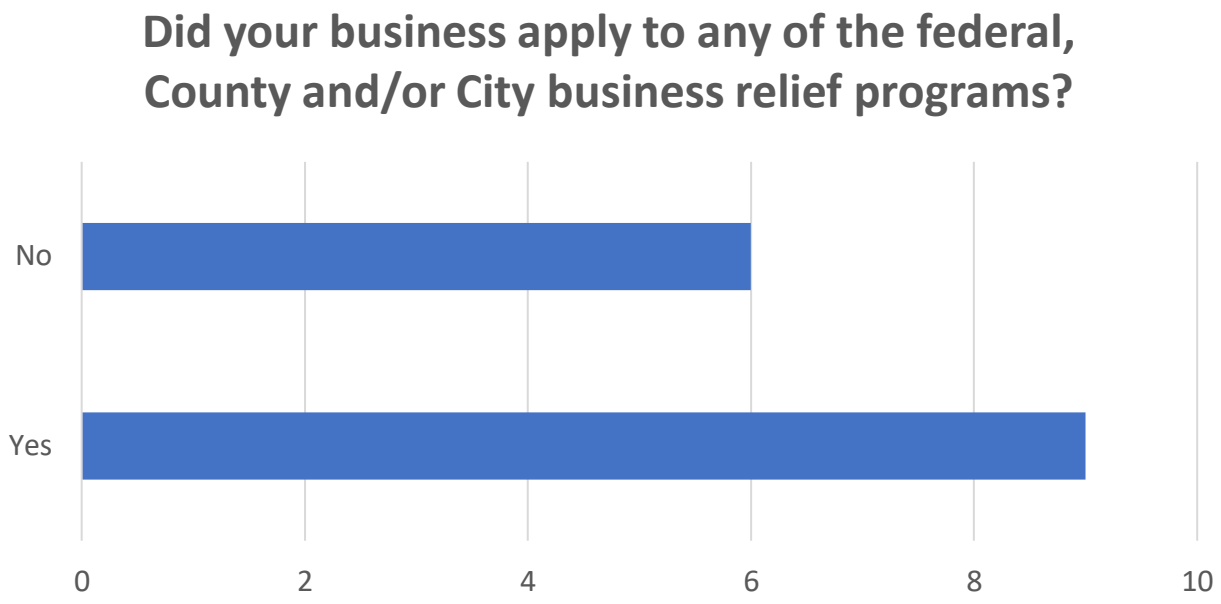
Insurance


Does your business have an apprenticeship or are you interested in learning more about how to establish an apprenticeship program?
47%
53%
Yes
No

Insurance

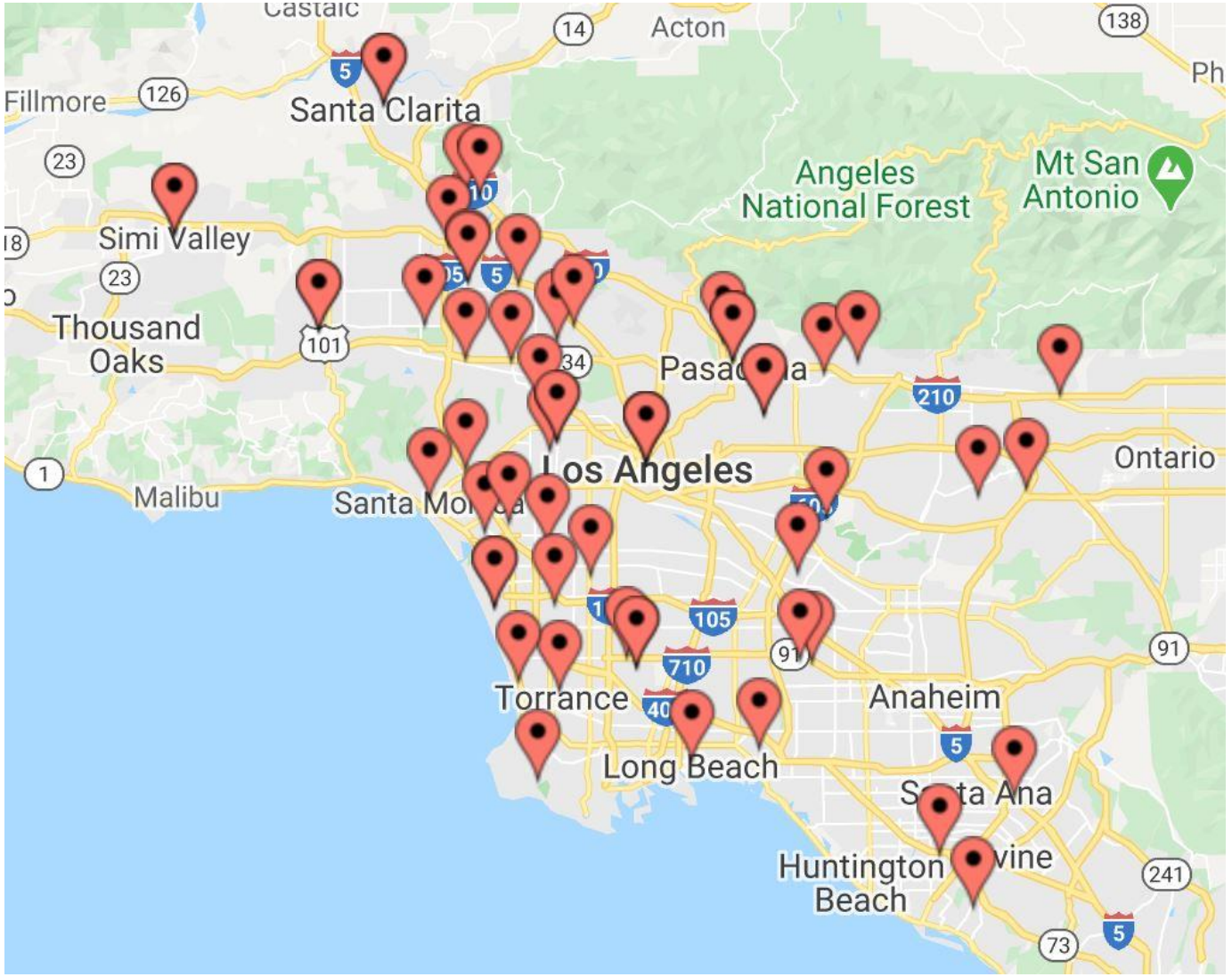
If you have received assistance with accessing COVID-19 business services:

- LAEDC
- PPP
- EIDL
- SBA Payroll Protection
- Disaster Relief Fund



Insurance– Recommendations & Key Takeaways

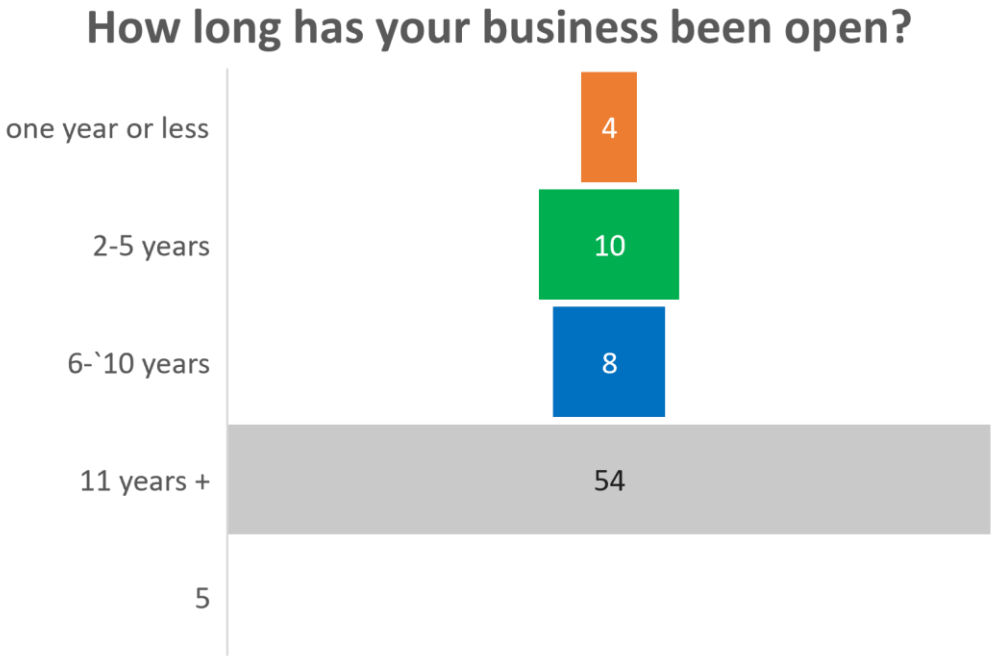
- “If there was a salary subsidy to hire new employees, this would be helpful.”
- “DUE TO THE ECONOMIC PROBLEMS DUE TO UNEMPLOYMENT, I COULD USE A LOAN TO PAY PERSONAL DEBTS, RENTS AND UTILITIES EXPENSES AND FEDERAL AND LOCAL TAXES I HAVE APPLIED FOR AND DENIED DUE TO MY CREDIT SCORE DUE TO VERY LOW INCOME AT THIS TIME. P.S. I AM A DISABLE KOREAN WAR VETERAN, 92 YEARS, AMERICAN LEGION PAST COMMANDER.”
- “Any federal or state assistance programs would help us rehire our staff, and help us promote our business. Tax credit for the months were we had lost revenue and expenses were the same “
- “Apprentices program is an excellent idea”
- “Open bidding to small businesses for all health and welfare benefits. Clean up the streets in downtown LA - it's hard to hire qualified individuals, or conduct business meetings, when our offices are surrounded by the homeless. It's becoming worst every day. Our building is across the street from a homeless hotel - individuals are walking the streets without masks, and parking on the streets which were closed to parking previously is a problem.”
- “Stop shutting-down business and imposing stay-at-home orders!!!”
- “Access to business capital regardless of personal credit especially for individuals that are identity theft victims.”
- “Kept the entire staff - going forward will be the problem as new business falls and many can't make their payments.”

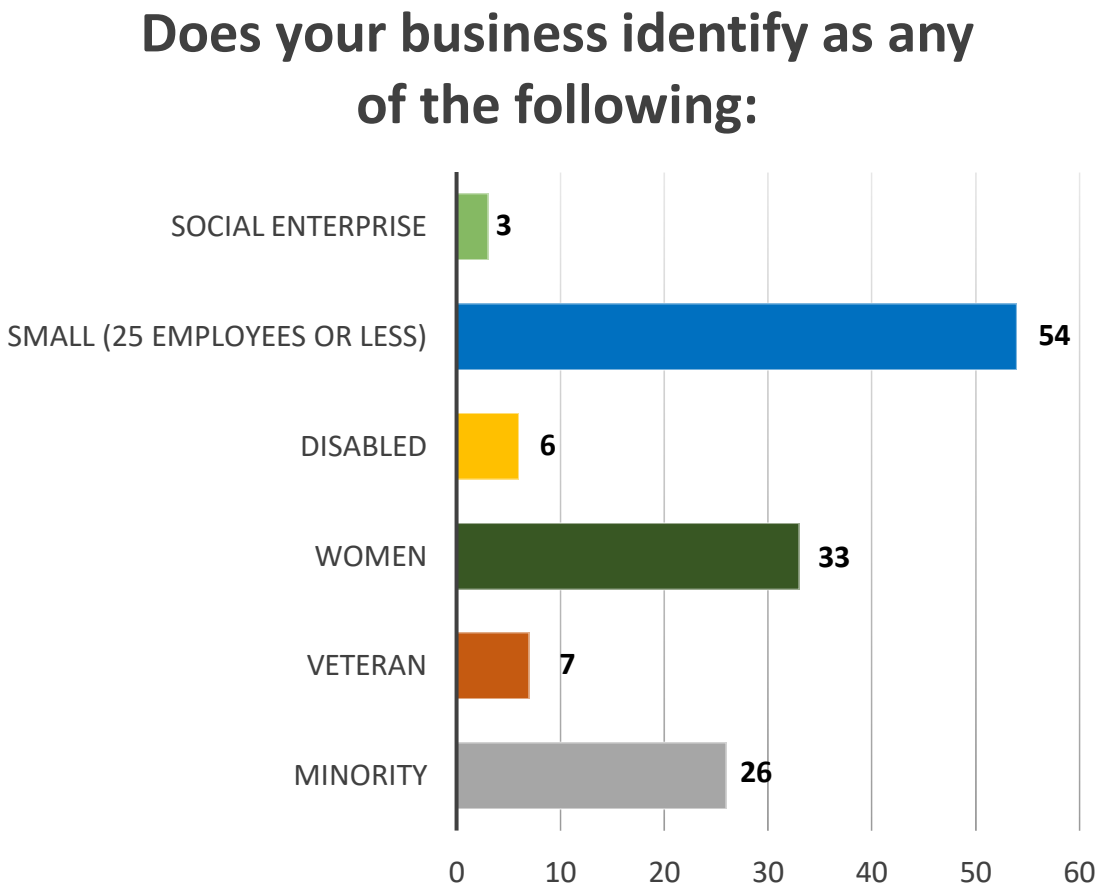


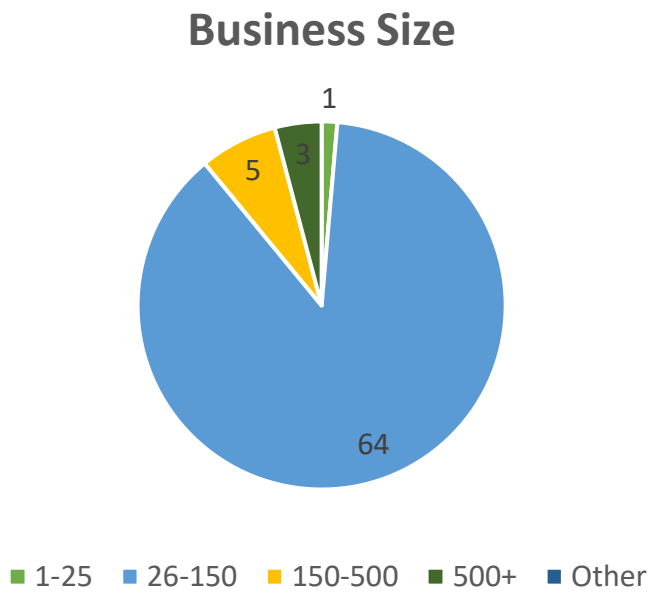
76 Business Responses designated as Information Technology (IT)

Businesses are concentrated in the South Bay and Westside areas

Information Technology



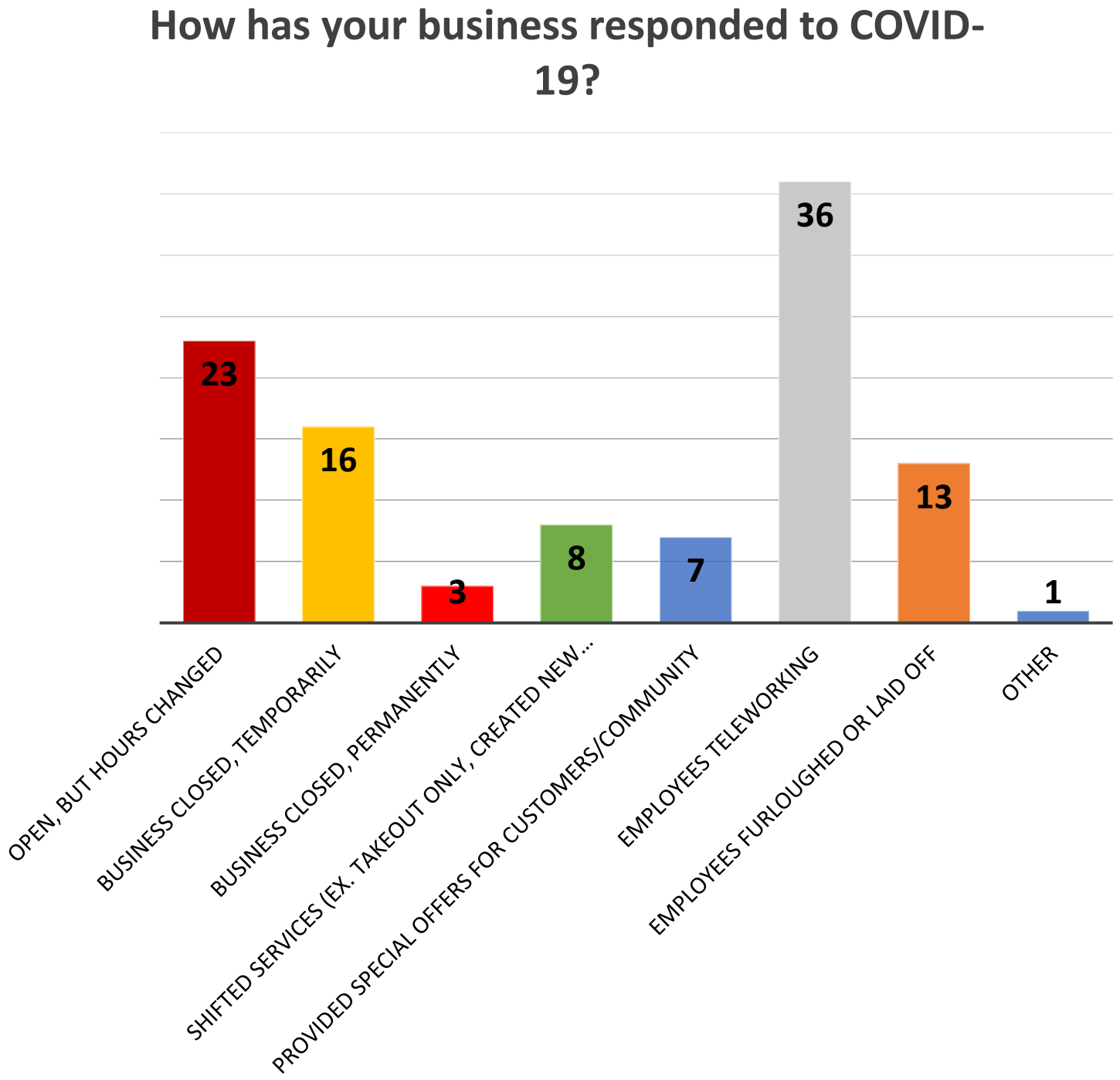




Information Technology

Main reasons for response to COVID-19:

- Teleworking is available for all employees
- Office closures and unsafe/unsanitary offices are forcing us to work from home
- Projects and contracts cancelled due to business closures and decreased revenue
- Government projects put on hold
- Consulting side of IT is experiencing less business, technical side is steady
- Employees working remote but are now part time instead of full time
- Pipeline projects are now on hold decreasing future revenue projections and forcing cuts to be made despite receing PPP



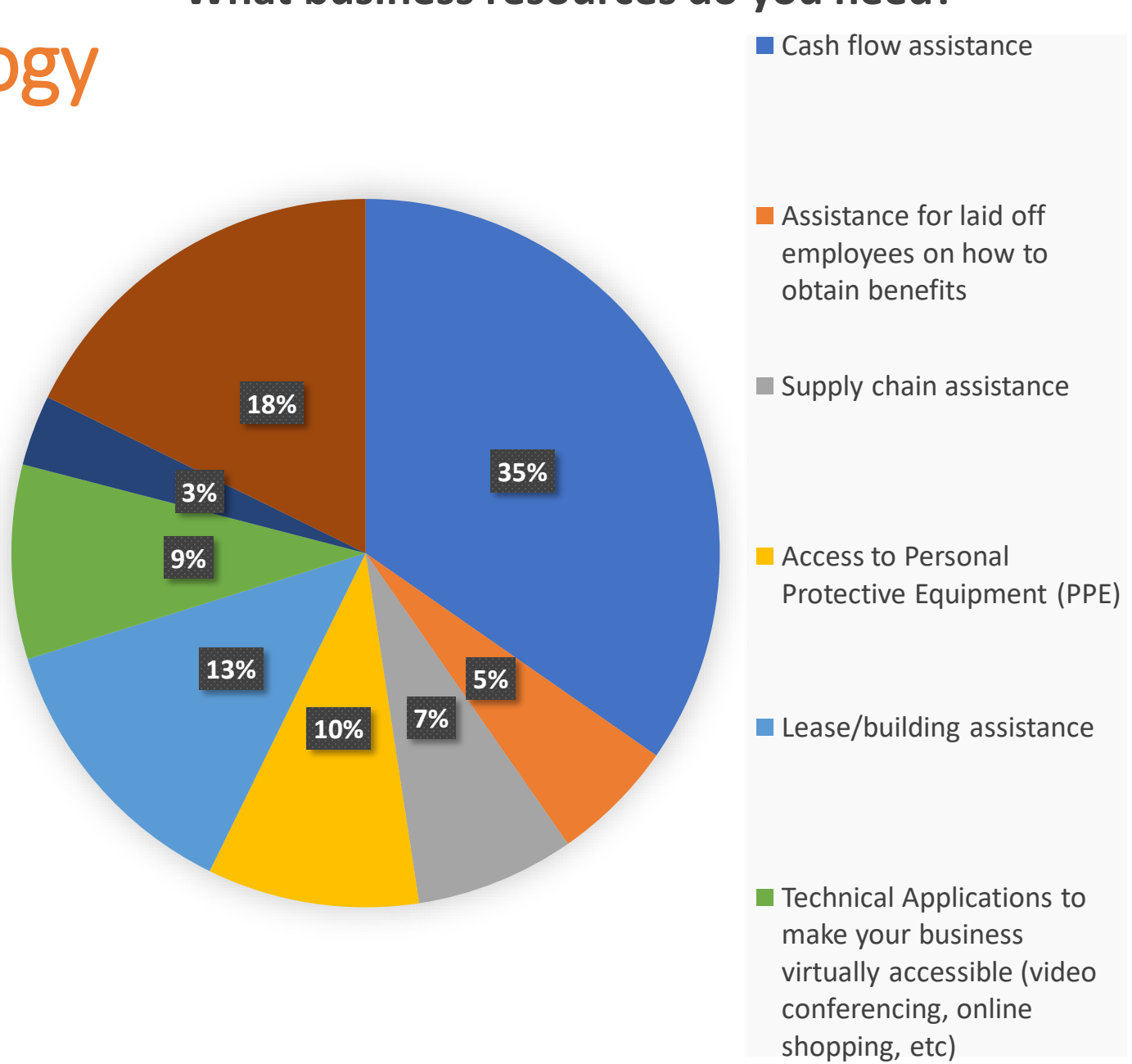
Information Technology

The top 4 business resources needed:

1. Cash flow assistance
2. Understanding new laws/policies
3. Lease/building assistance
4. Access to PPE

Additional Requested resources include:

- Resources to improve employee morale
- Re-open businesses
- Access to capital

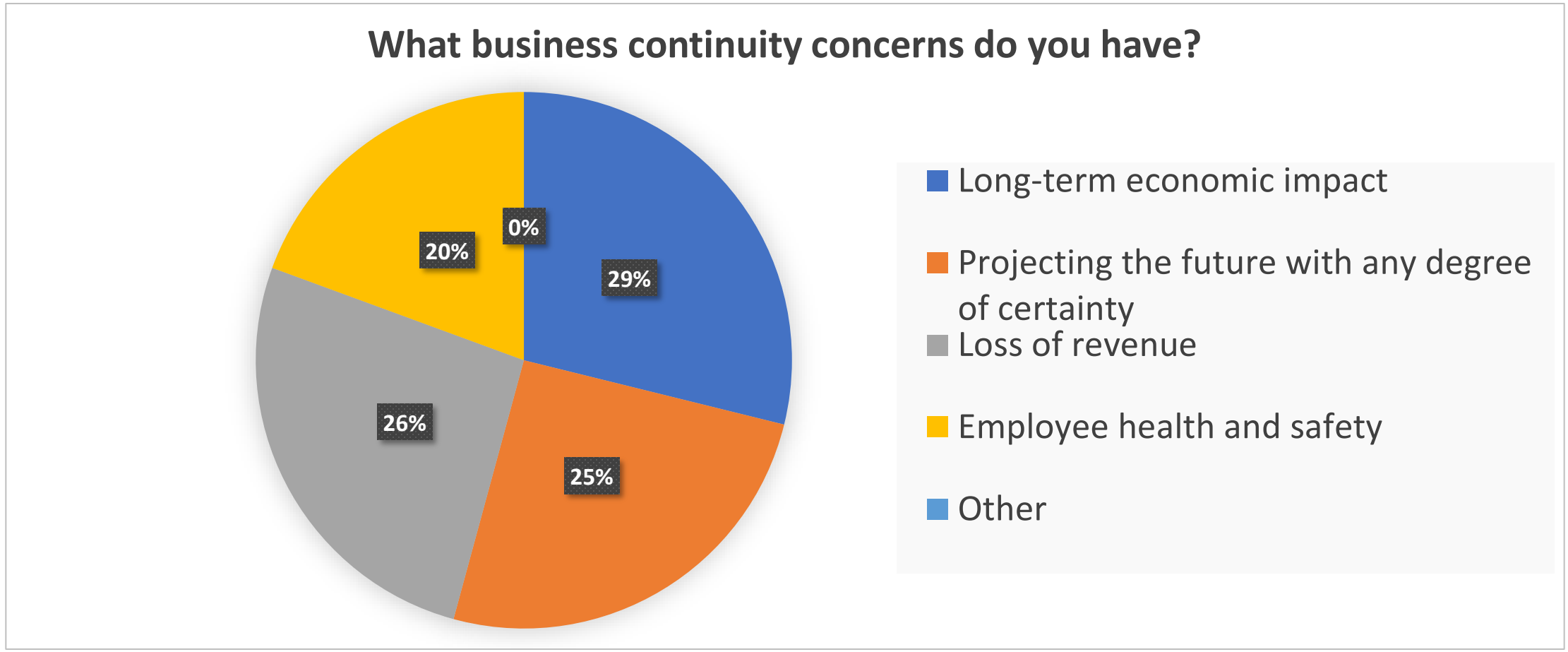


Information Technology

What business challenges do you anticipate with your workforce? Include any support your employees may need.

- Resources for the digital workforce
  - As businesses shift to online only, new challenges will arise
  - Managing remote employees and future tax questions
- Cancelled projects and decreased future revenue
  - Reliance on government contracts has decreased income
  - Consulting side of business facing decreased workload as businesses shift from R&D and focus on survival
- Major staff layoffs and downsizing
  - Unsure if all staff will be able to return due to decreased capacity
  - Access to PPE for remaining staff will continue to be a challenge

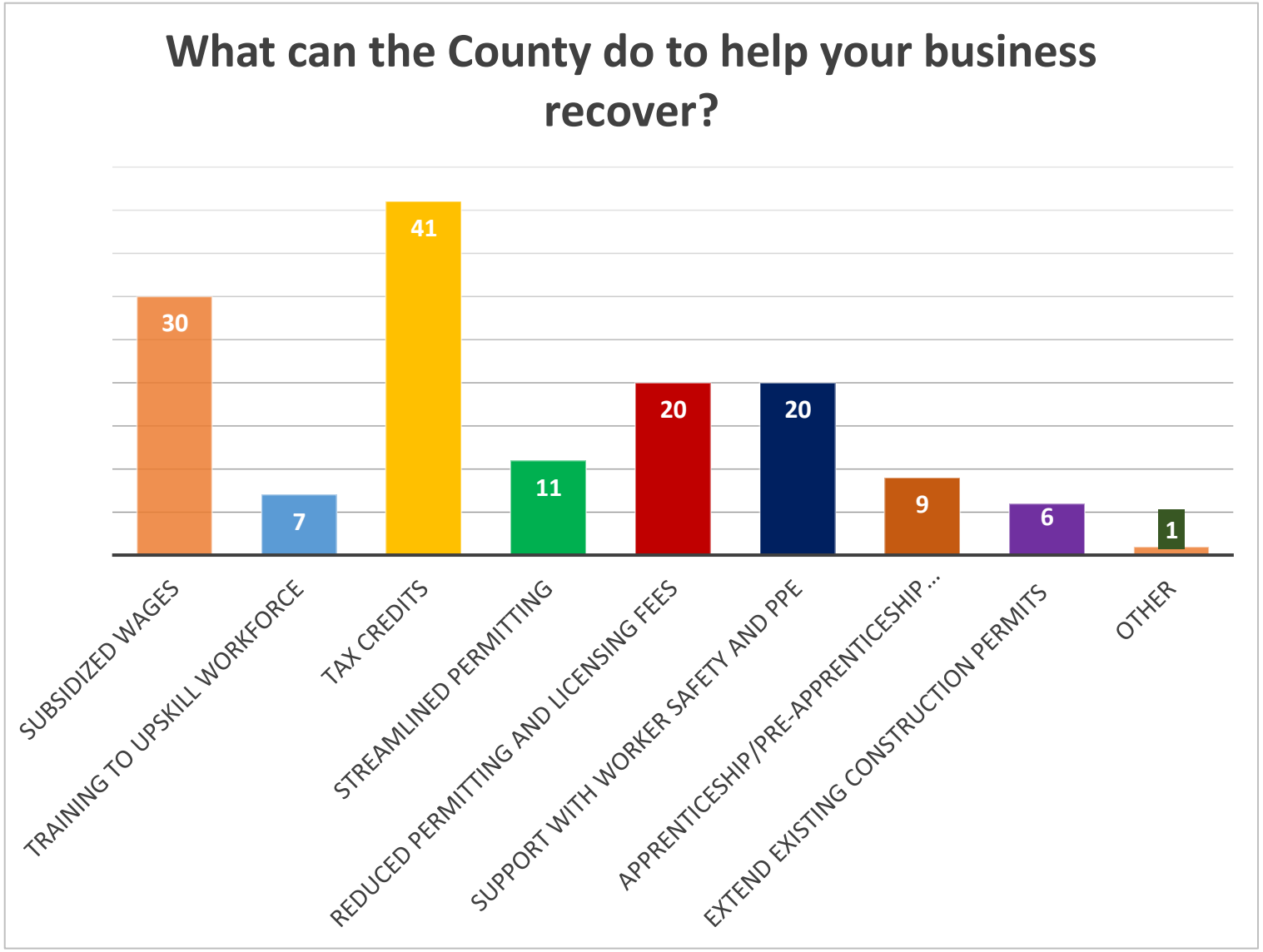
Information Technology



Information Technology

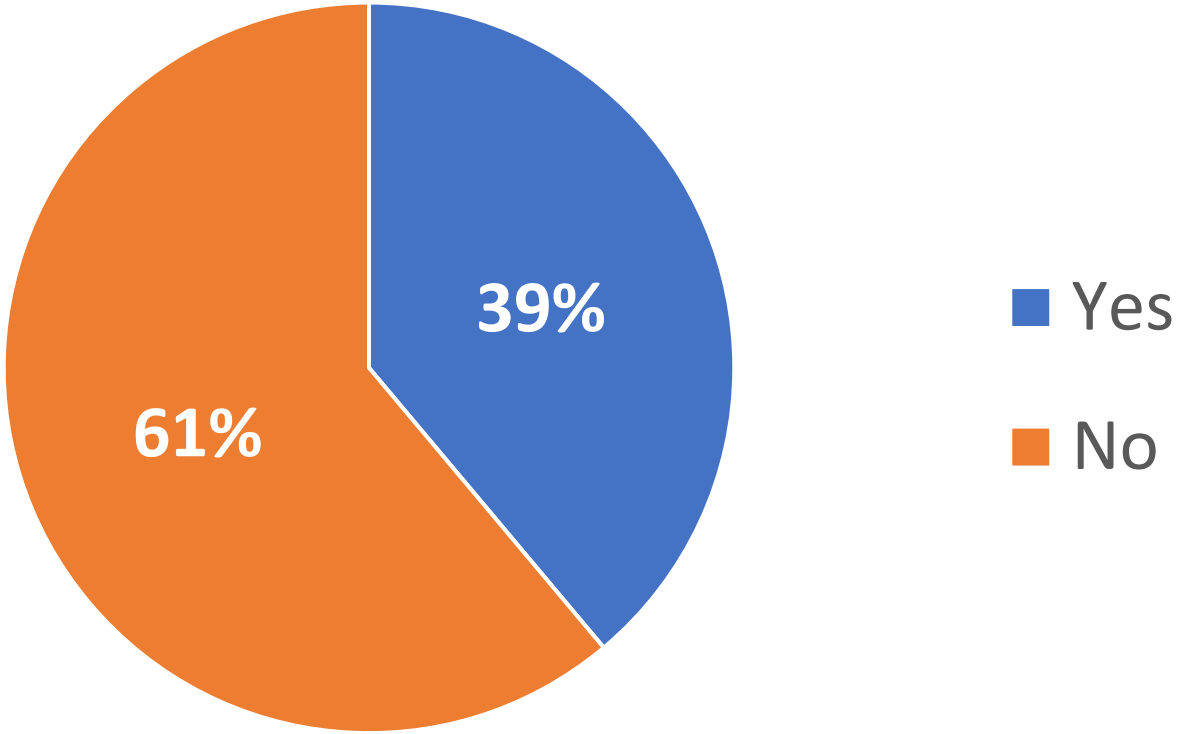
Top 4 requested assistance from the County:

1. Tax Credits
2. Subsidized Wages
3. Reduced permitting and licensing fees
4. Worker safety and PPE



Information Technology

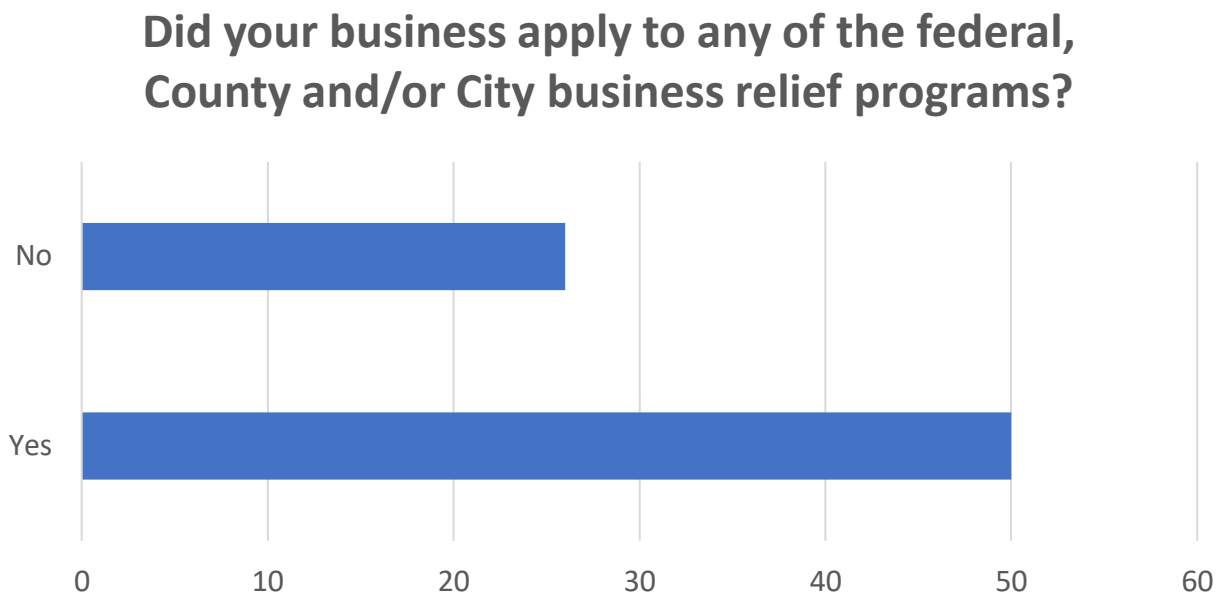
Does your business have an apprenticeship or are you interested in learning more about how to establish an apprenticeship program?



Information Technology

If you have received assistance with accessing COVID-19 business services:

- Received PPP loan but it was only enough to cover 1 month
- PPP loan withdrawn due to requirements
- Received SBA loan
- Received EIDL assistance
- Agencies providing assistance include:
  - SBA
  - SBDC
  - Santa Fe Springs Chamber of Commerce
  - San Fernando Valley Chamber
  - Wells Fargo Bank



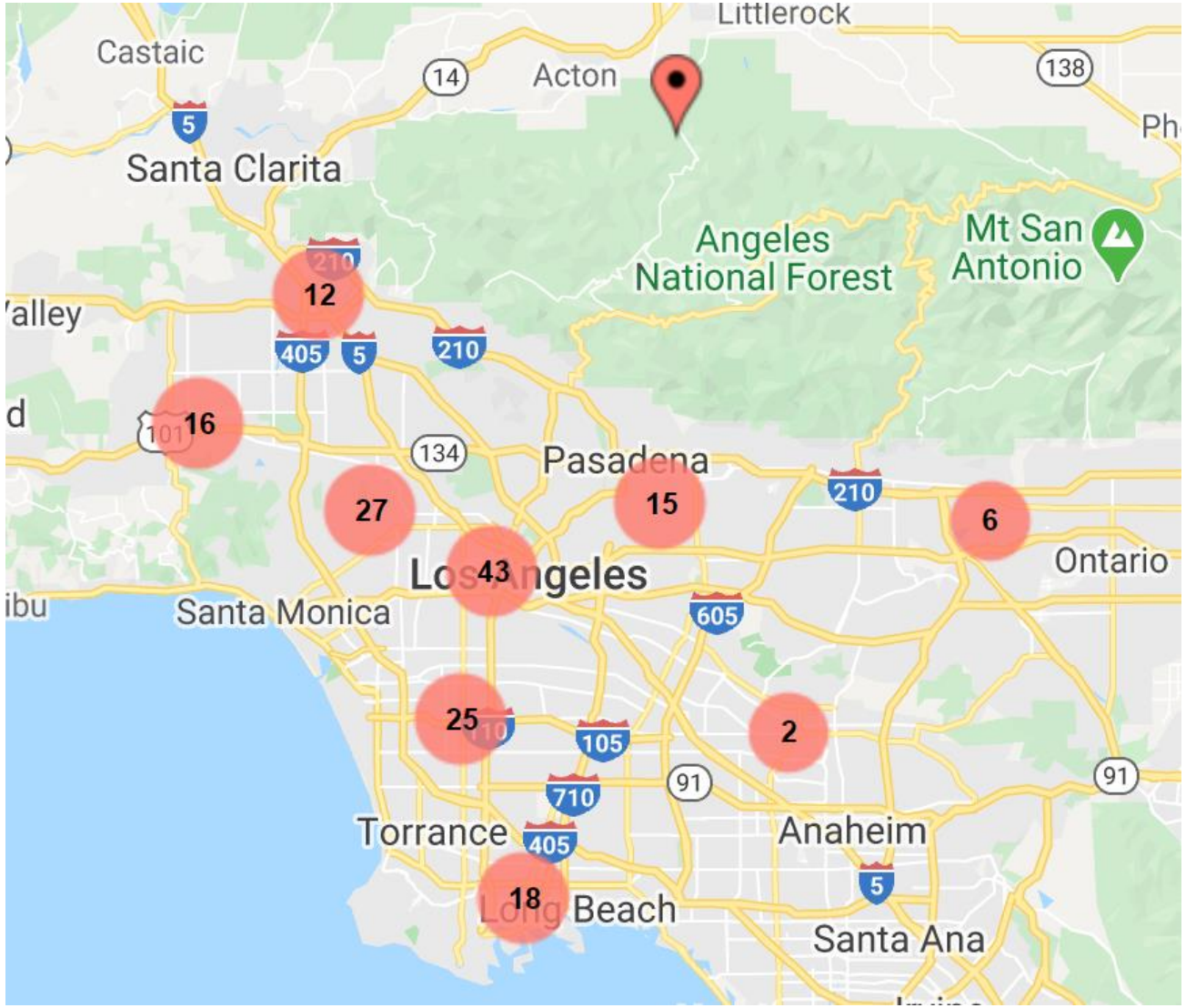
Information Technology – Recommendations & Key Takeaways

- Highly reliant on government contracts and private consulting contracts
- Industry affected by closures of large companies who contract small IT agencies
- Telework is a viable solution, but staff remains employed part time due to decreased revenues and cancelled contracts
- “Overall demand is shifting, more so than ever, toward technology. Many business are struggling but for different reasons. Some have no business, and some are overwhelmed and can't keep up. Let's identify the new demand and create the human resource supply to meet the new need! Do the research then let the collective workforce know how they need to refocus their energy and offer programs to help them make the pivot.”
- “Help businesses come up with low cost ways to install Covid-19 protections in a sustainable way. Let's be careful about erasing the gains we have made in energy efficiency and reducing single use practices. Climate change and sustainability are still urgent matters.”
- “There are government equity-free accelerators around the World to assist startups to assist government to grow the economy. I’m surprised that California, in general, and LA, in specific, don’t have such a program.”
- “We can only go back to work when corporate client businesses reopen and are safe to visit”

Los Angeles County Economic Recovery: COVID -19 Business Response Overview

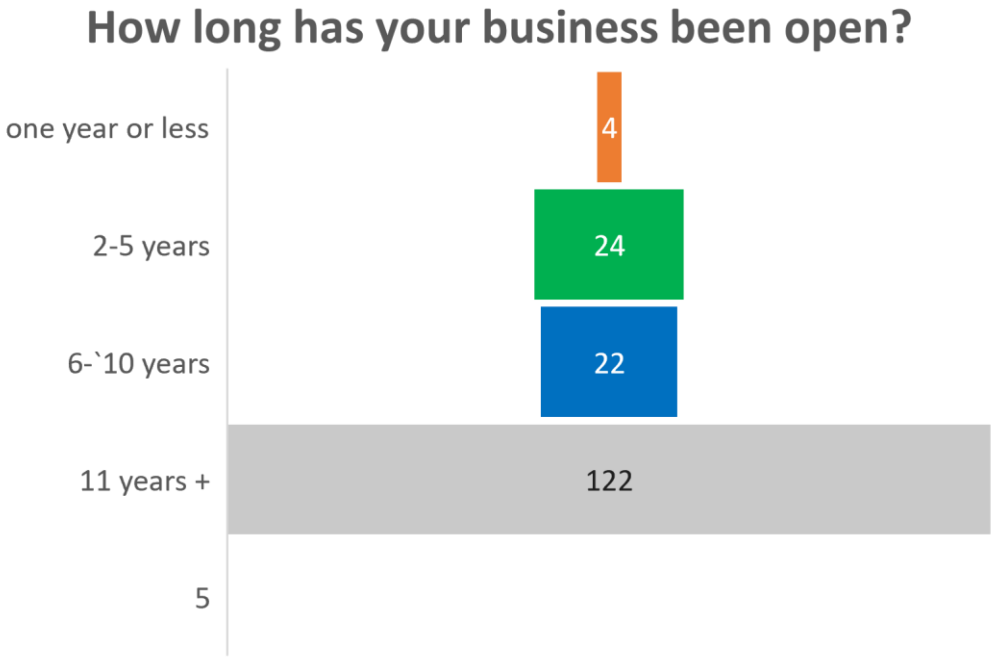
Economic Recovery Board Motion

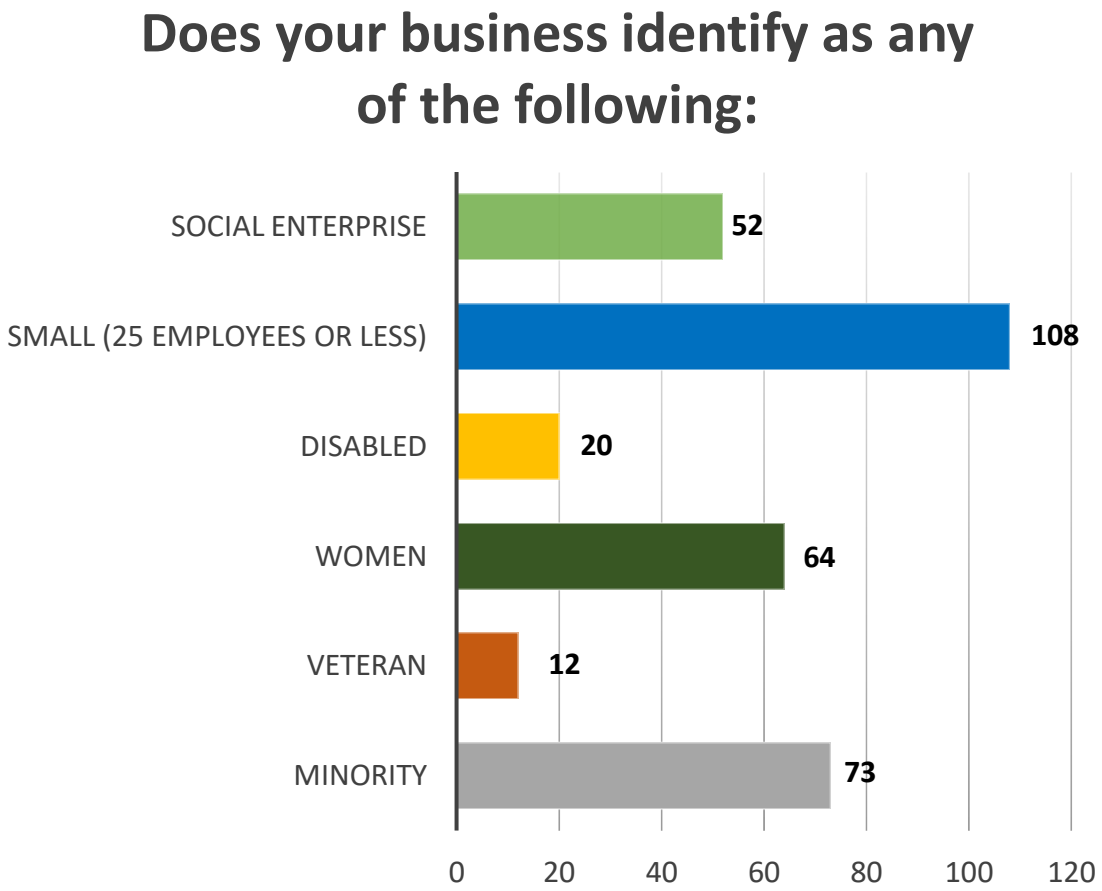
July 27th 2020

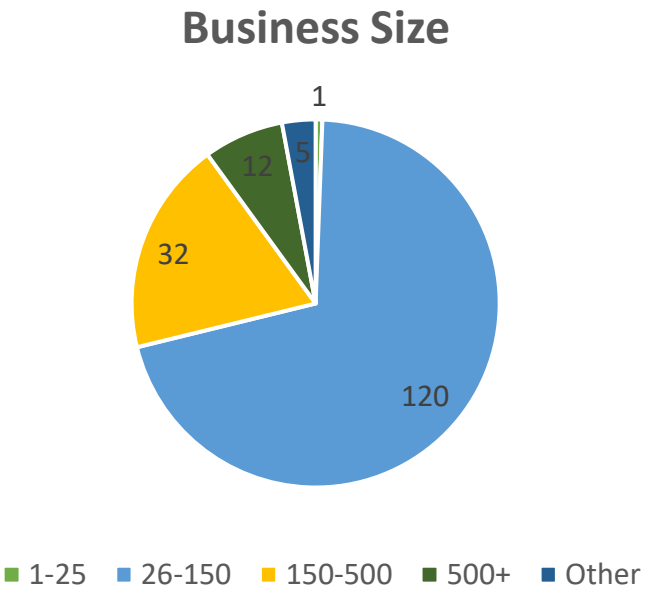


172 Business Responses designated as Nonprofit

Nonprofit


How long has your business been open?
one year or less
2-5 years
6-`10 years
11 years +
5
4
24
22
122

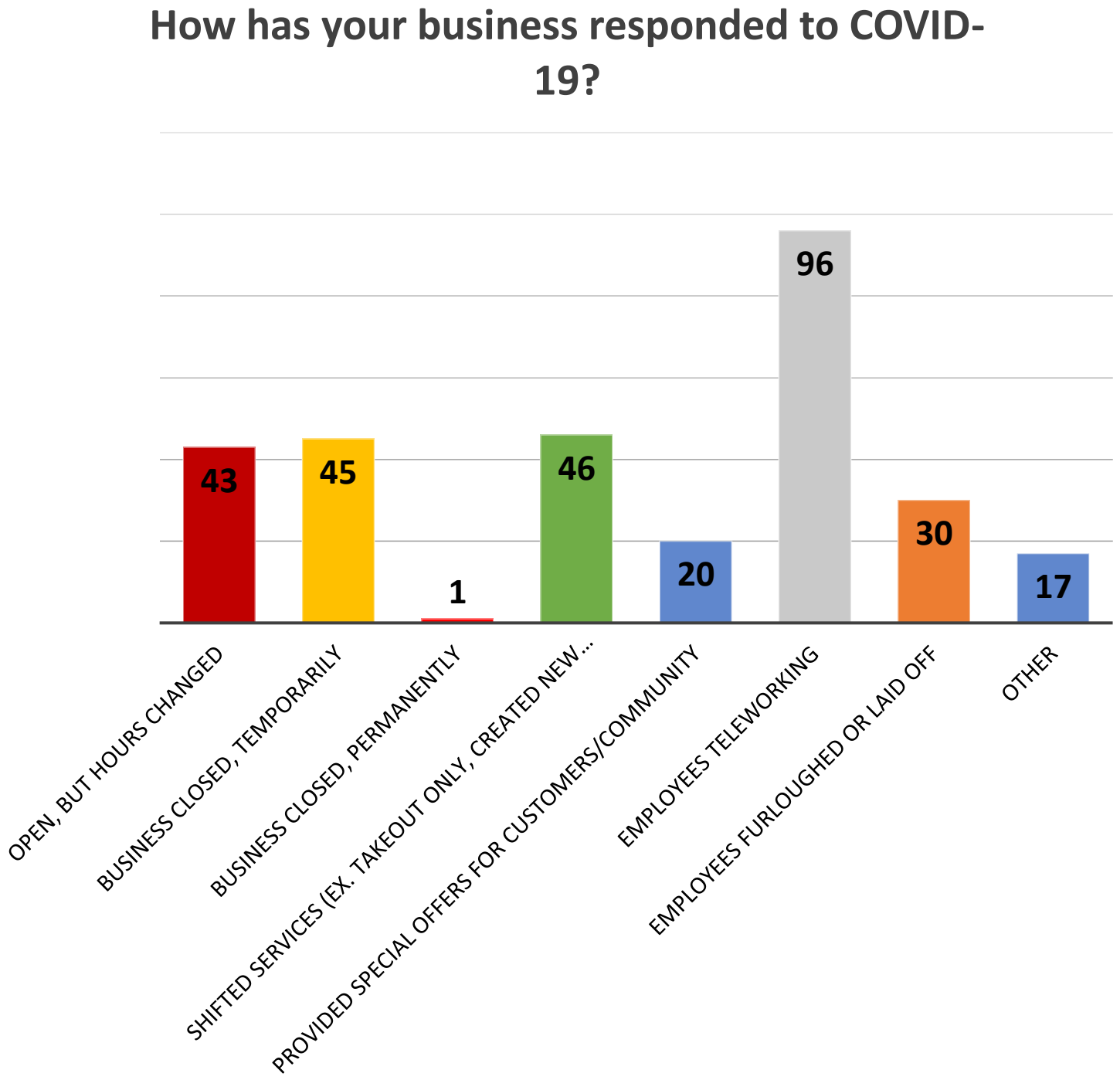

Does your business identify as any of the following:
SOCIAL ENTERPRISE
SMALL (25 EMPLOYEES OR LESS)
DISABLED
WOMEN
VETERAN
MINORITY
52
108
20
64
12
73
0
20
40
60
80
100
120


Business Size
1
5
12
32
120
1-25
26-150
150-500
500+
Other

Nonprofit

Main reasons for response to COVID-19:

- Many employees teleworking
  - Some due to lack of childcare
  - Some services can only be provided in person
- Reduced number of clients served
  - To protect employees and clients
  - This leads to reduction in revenue
- Major issues due to COVID-19
  - Some clients cannot access online/virtual services
  - Grants requiring in person services
  - Too much uncertainty to apply for loans
  - Work with public schools and elderly suspended
  - Rent burden
  - Cancelled contracts
  - Adapting mission/services
  - Lack of volunteers
  - In person events and fundraisers cancelled
  - Lack of PPE



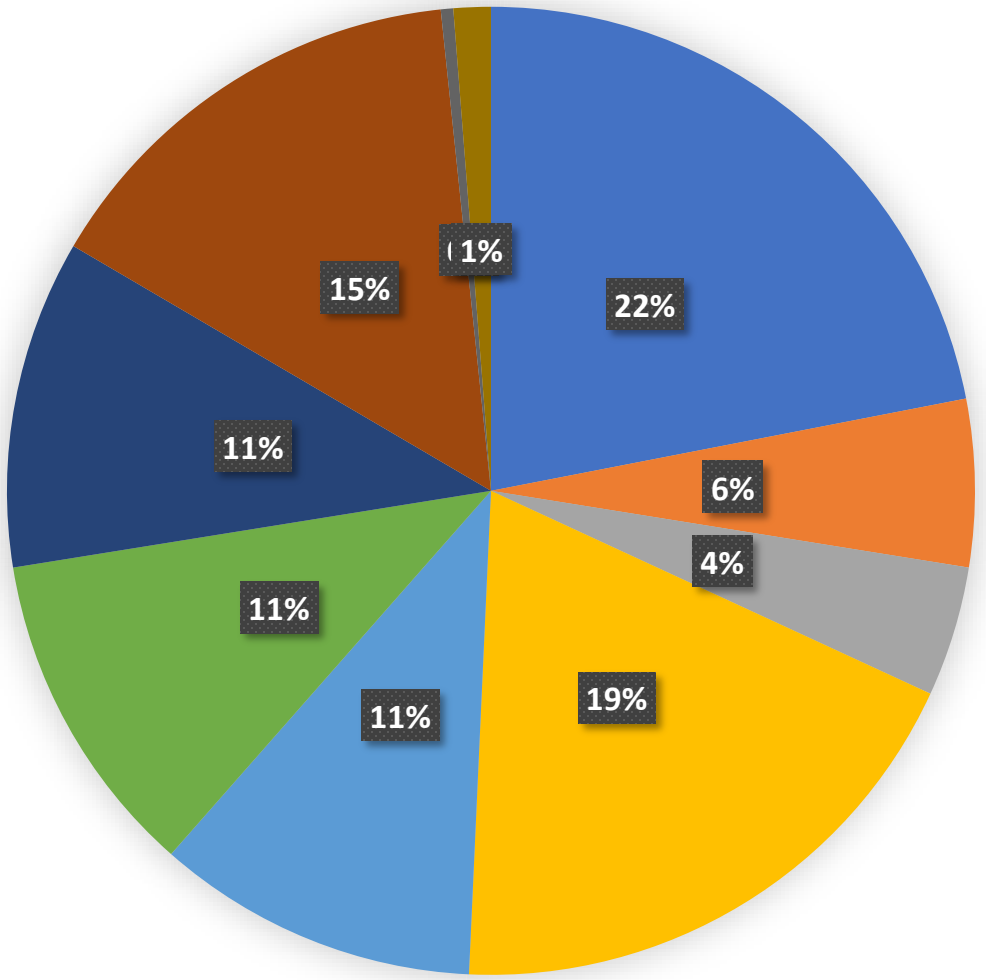
Nonprofit

The top 4 business resources needed:

1. Cash flow assistance
2. Access to PPE
3. Understanding new laws or policies
4. Technical applications

Additional Requested resources include:

- Laptops & technology
- Facilities improvement support (ventilation, etc.)
- Access to funding
- Reopening planning assistance
- Staff & volunteers

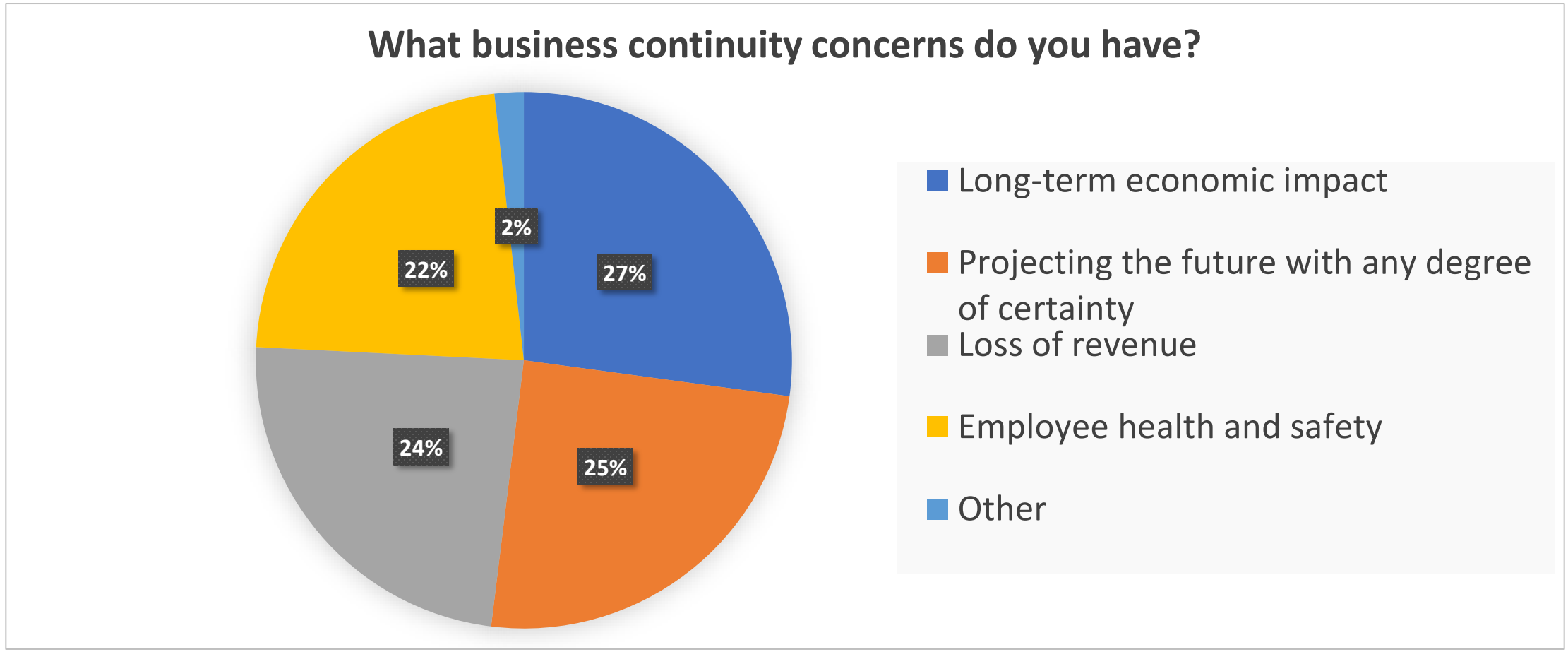


Nonprofit

What business challenges do you anticipate with your workforce? Include any support your employees may need.

- Keeping employees safe and healthy.
  - Mental health support for employee stress and burnout
  - Need proper equipment (PPE) and locations to keep everyone safe.
  - Need assistance is remodeling workspace to accommodate social distancing, ventilation
  - Payroll support and hazard pay, extended PPP
- Technology for virtual services
  - Laptops, hardware, software, internet hotspots
- Experiencing employees that do not want to rejoin the workforce due to safety concerns or lack of childcare.
  - Also due to unemployment benefits
- Reduction in funding and contracts

Nonprofit


What business continuity concerns do you have?
27%
25%
24%
22%
2%
Long-term economic impact
Projecting the future with any degree of certainty
Loss of revenue
Employee health and safety
Other

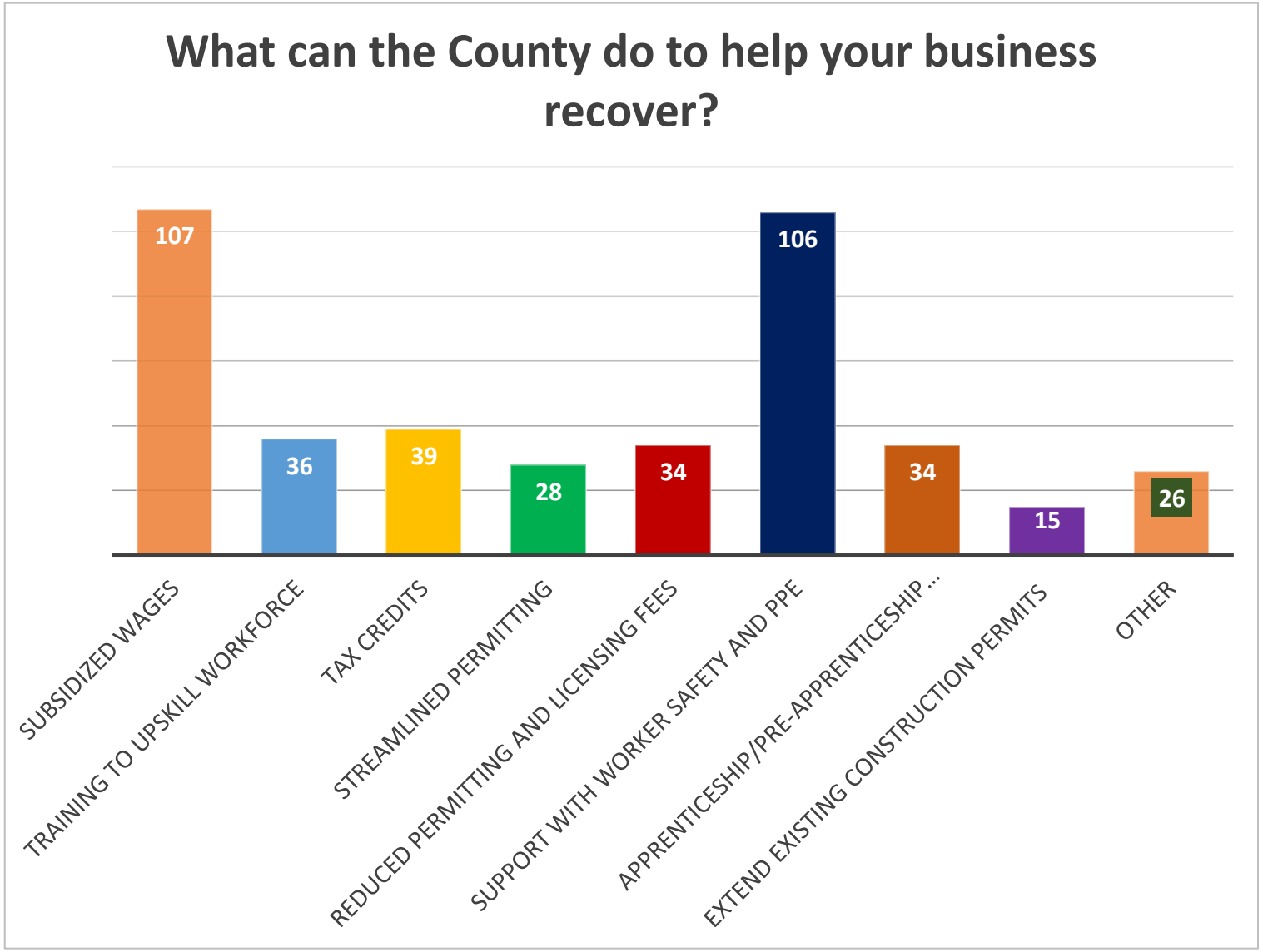
Nonprofit

Top 4 requested assistance from the County:

1. Subsidized wages
2. Support with worker safety and accessing PPE
3. Tax credits
4. Upskilling workforce

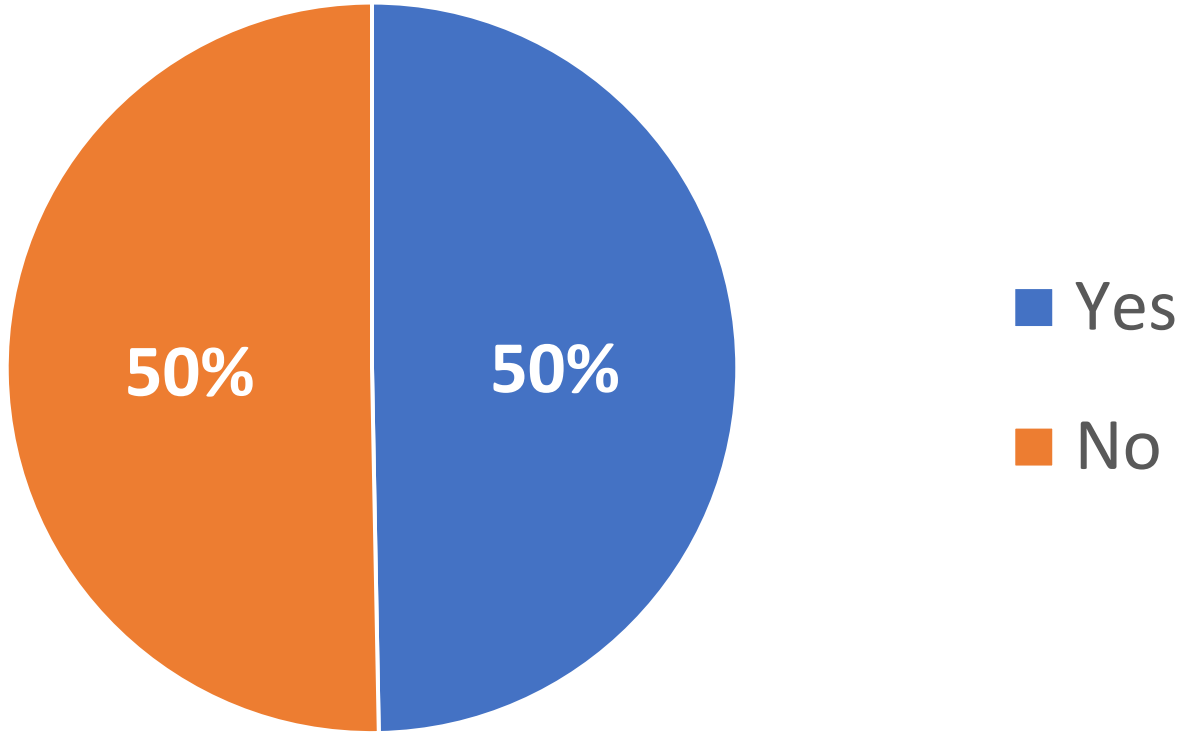
Additional comments:

- Grant funding, low cost/forgivable loans & contracts
- Community education on COVID 19
- Technology access & education
- Support for “nonessential” nonprofits



Nonprofit

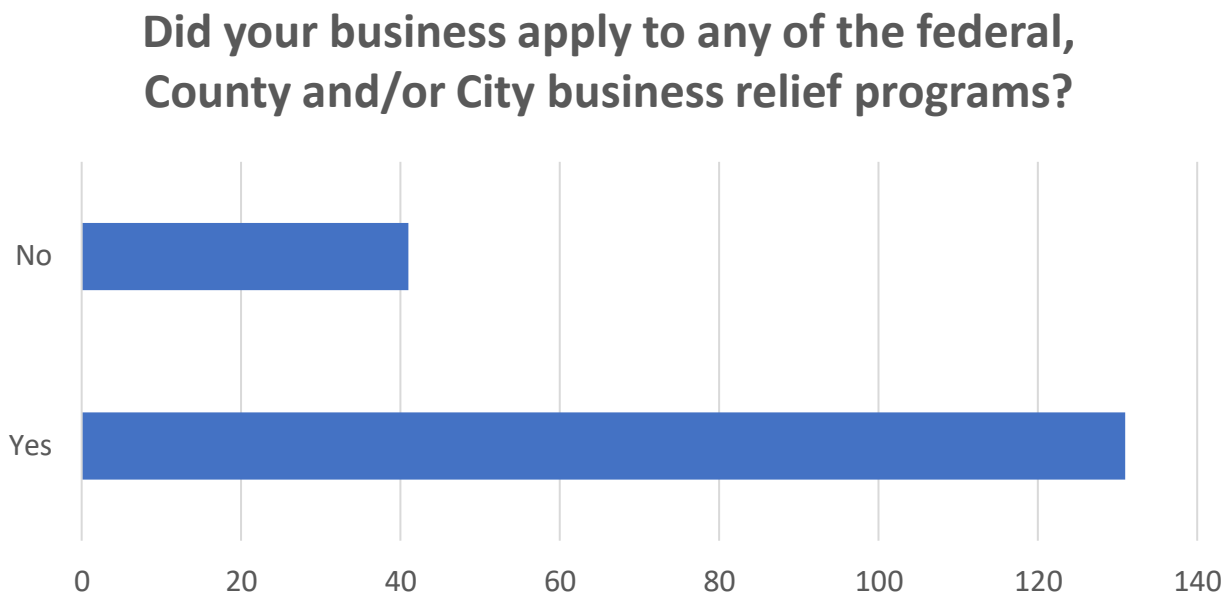
Does your business have an apprenticeship or are you interested in learning more about how to establish an apprenticeship program?



Nonprofit

If you have received assistance with accessing COVID-19 business services:

- Santa Clarita Valley Chamber of Commerce, Boys & Girls Clubs of America, Valley Industry Association
- Claremont Chamber of Commerce
- LAEDC, SBDC, SBACC, US Chamber, Torrance Chamber
- MCS Business Source, Miracle Mile Chamber of Commerce
- San Pedro Chamber of Commerce, LA County Arts and Culture
- LA County Board of Supervisors, Topanga Chamber of Commerce, Progressive Democrats of Santa Monica Mountains
- Palos Verdes Peninsula Chamber of Commerce, SBA

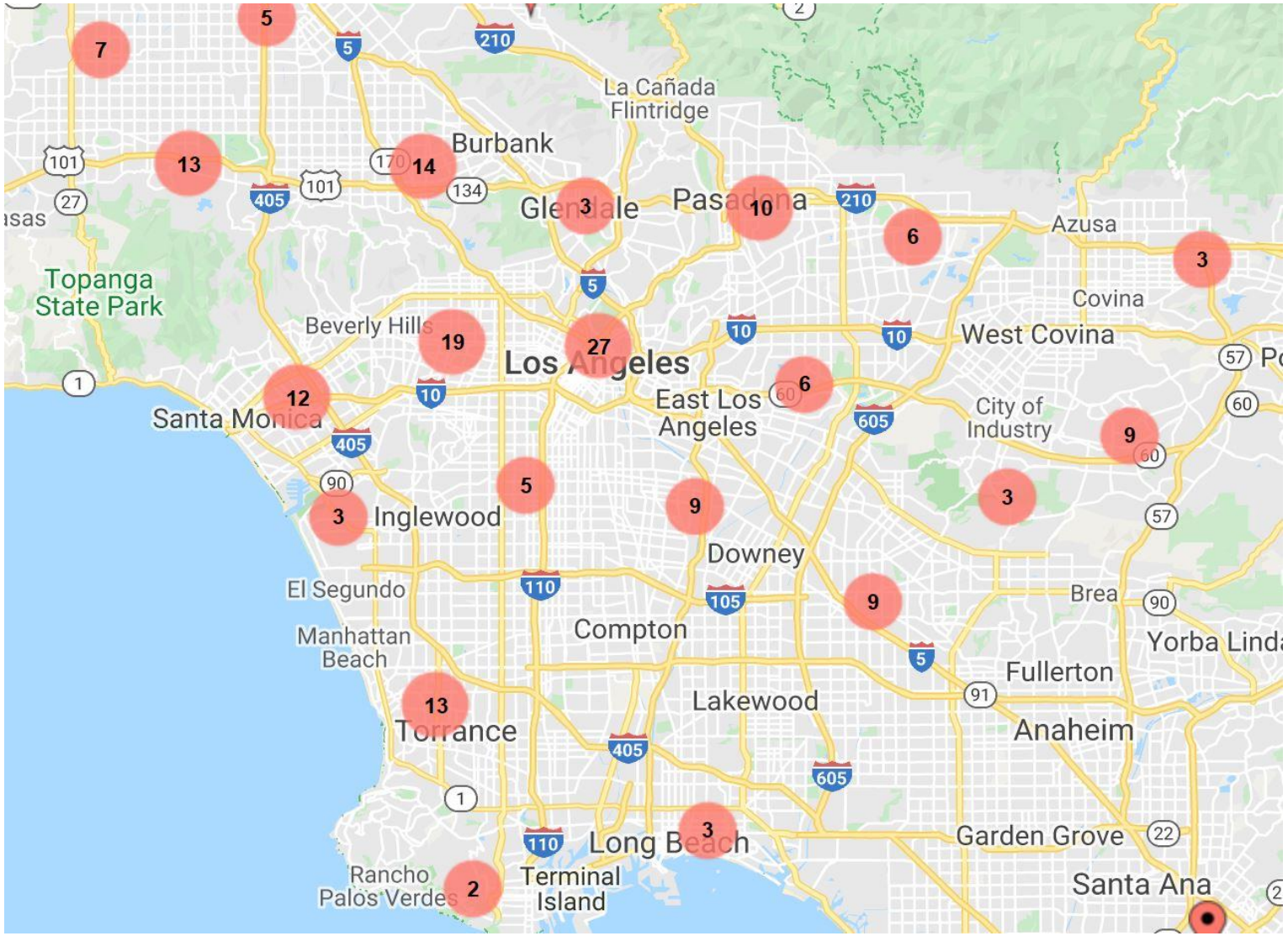


Nonprofit– Recommendations & Key Takeaways

- “Youth serving organizations need support so we can support families as the economy mobilizes.”
- “Promote businesses reopening; we have a #SmallYetStrong and #TorranceStrong”
- “Access to funding for things like partitions, PPE, deep cleaning. We have few employees but serve about 45 students at a time. The cost for partitions and masks/face shield, disposable temperature taking items, etc. Deep cleaning quotes so far are $3-$5K - that's a lot for a nonprofit.”
- “I think if there are ways to have sponsored apprenticeships that could be a great way to help ensure social distancing, hospitality and cleanliness practices are able to be maintained with less economic cost to the business. I know that long-term we will not be able to pay our full rent and hire back staff in full until we can reach greater capacity so that will be very slow process. We are focusing our recovery as very gradual guided by the science. We are very grateful to the leadership our local and county health departments have shown in this time and look forward to being able to continue best practices moving forward.”
- “Help Church that are 100% nonprofit without paid workers. We were self-sufficient until COVID 19.”
- “Created a safety plan in place for post Covid-19”
- “How to make facilities safe is our biggest hurdle right now, and how to fund that.”
- “Ensure safety and wage stability”
- “Any financial assistance programs would be very beneficial- we may not survive this pandemic.”

Nonprofit– Recommendations & Key Takeaways Cont'd

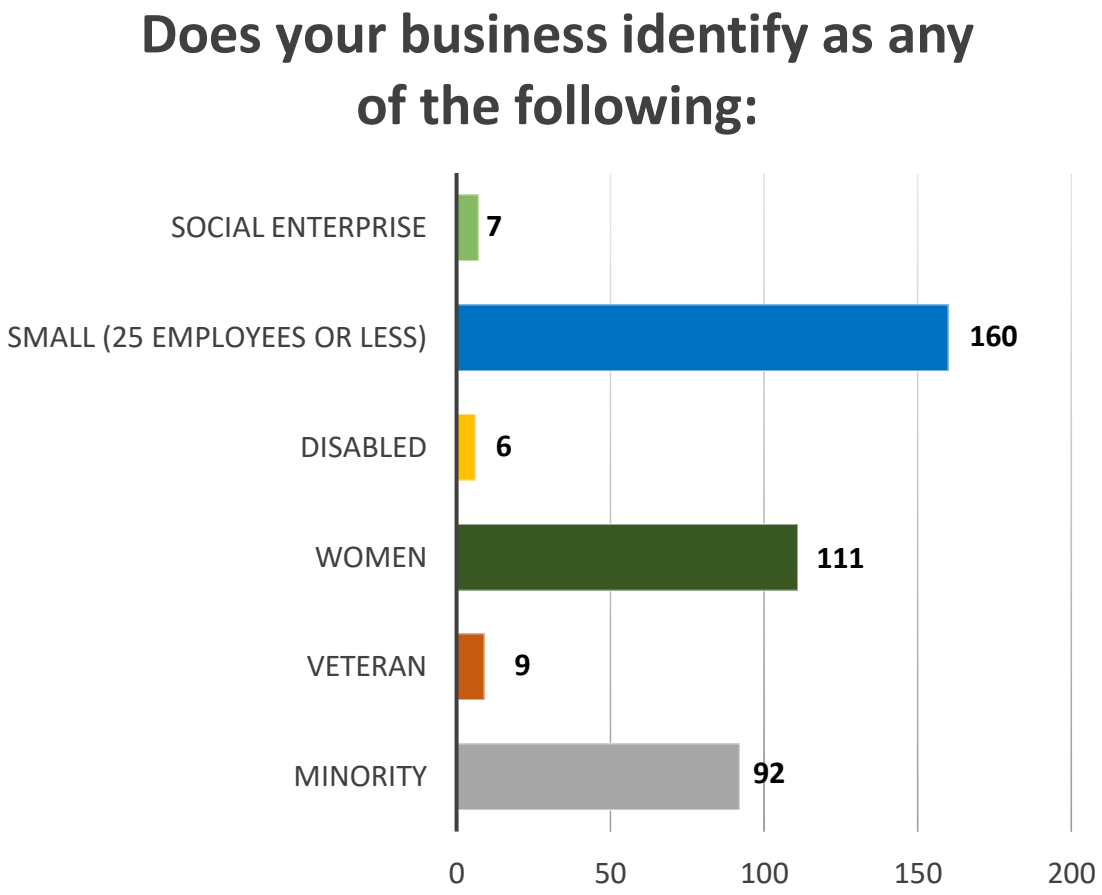
- "There is a possibility that we could re-open if the Landlord would agree to a very significant rent concession. However, due to the age of the typical demographic (over 65, many with comorbidities) it is unlikely we would ever resume profitable operations unless a vaccine that works is developed."
- "We would love to establish an apprenticeship program at our office."
- "I recommend that the LA County Board of Supervisors and staff strive to accelerate, as much as possible, safe and responsible resumption of business and economic activity across the county."
- "Provide rent relief and unrestricted grant funds for small nonprofits to bounce back from the crisis. Without a direct investment in small nonprofits, many of the organizations doing the work in the trenches will be left without the necessary supports to reach a level of sustainability."
- "Creating a list of vetted non-profits who are still operating and keeping us in mind for any upcoming grant awards as funds come available. It would be nice for those who haven't received grant funds to have a fresh opportunity to be in the front of the line."
- "Computer skills training is very important at this time, and employee need to embrace all training, my problem with teleworking is work ethics, we have a lot of call-in for sick, child care already how can we know for sure that the work is getting done in a timely manner."

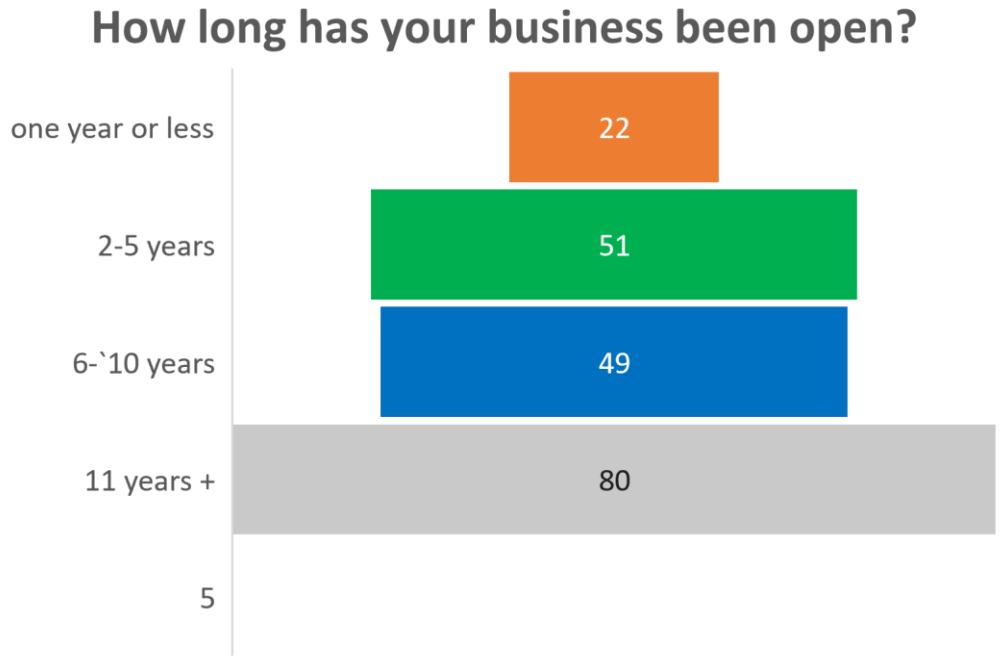


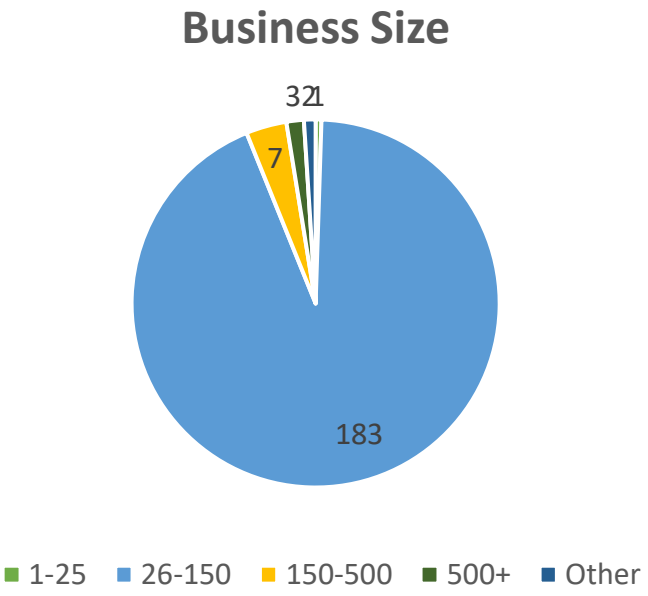
202 Business Responses designated as Personal Services

Businesses are spread evenly across L.A. county

Personal Services



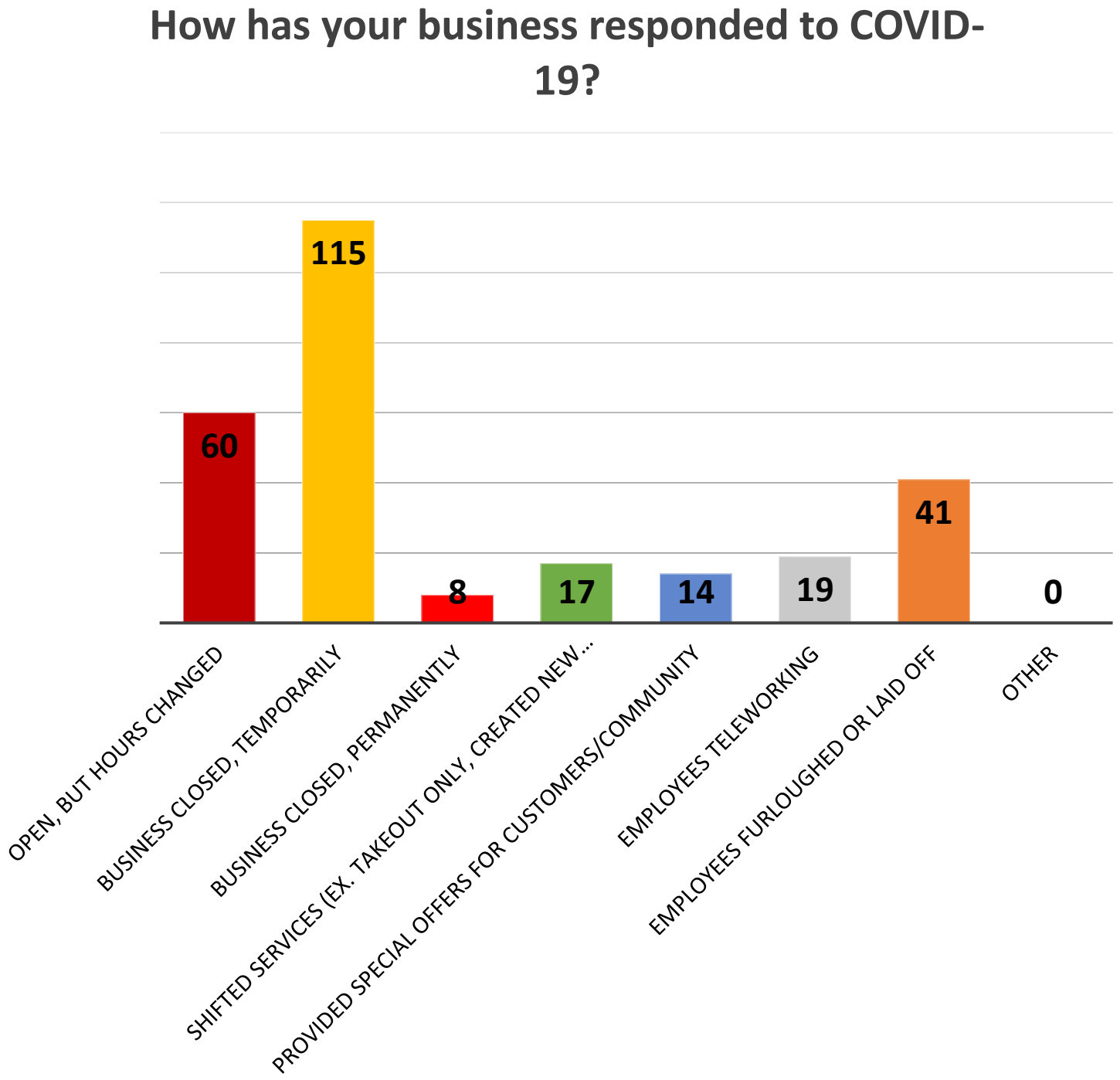




Personal Services

Main reasons for response to COVID-19:

- Personal Services includes high risk businesses such as gyms, salons, barbershops, funeral homes, yoga studios etc.
- Complete closure of businesses due to close personal contact between employees and patrons
- Complete loss of customer base and/or high fear of using personal services due to high risk of infection
- Not able to secure enough PPE
- Closures mandated by local governments
- Open businesses are appointment only and are operating at around 20% of normal traffic



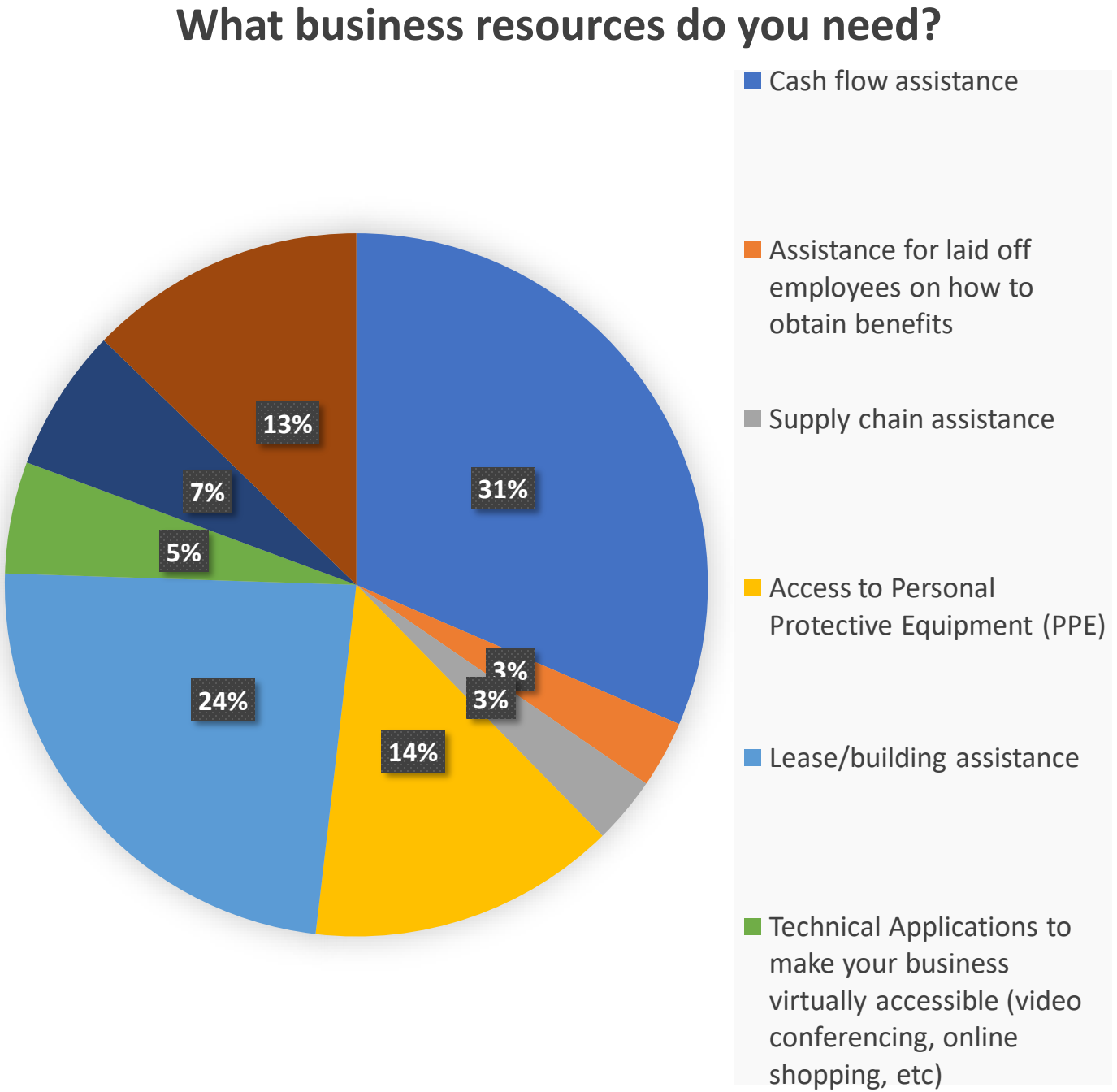
Personal Services

The top 4 business resources needed:

1. Cash flow assistance
2. Lease/building assistance
3. Access to PPE
4. Understanding new laws and policies

Additional Requested resources include:

- Technical assistance with transitioning to online-only business
- Government to allow this sector to open with PPE
- More grants that allow this sector to re-open with subsidized wages

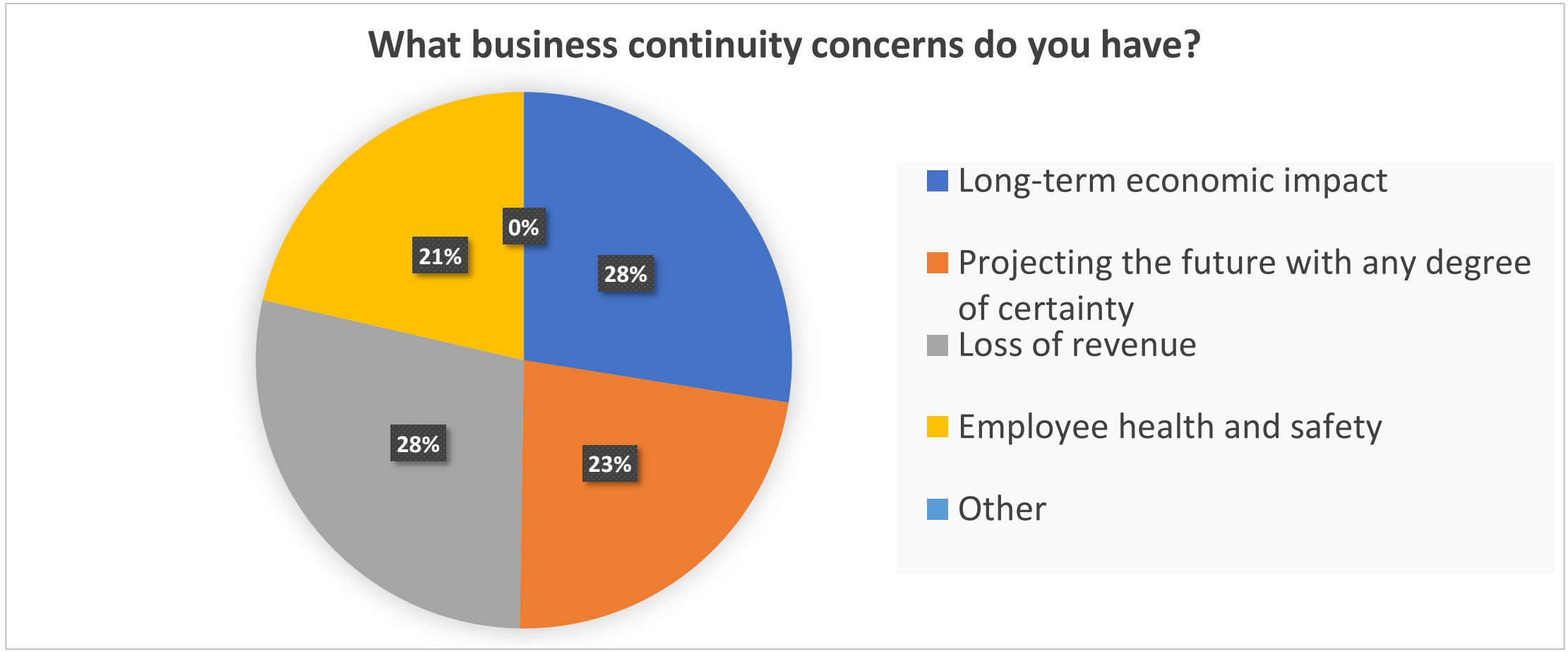


Personal Services

What business challenges do you anticipate with your workforce? Include any support your employees may need.

- Gaining the trust of the customer and employee
  - Fear prevents old and new customers from visiting the business
  - Lack of PPE can possibly increase infections thus employees refuse to return to work
- Unemployment pay is higher than regular employee time
  - Employees would rather be safe at home and collect unemployment
  - Multiple business owners reported hours cut in half thus employees are getting more on unemployment than if they were to return to work
- Shortage of PPE
  - Difficulty affording professional barriers and PPE installed
  - Not feasible to provide employees free PPE without subsidies

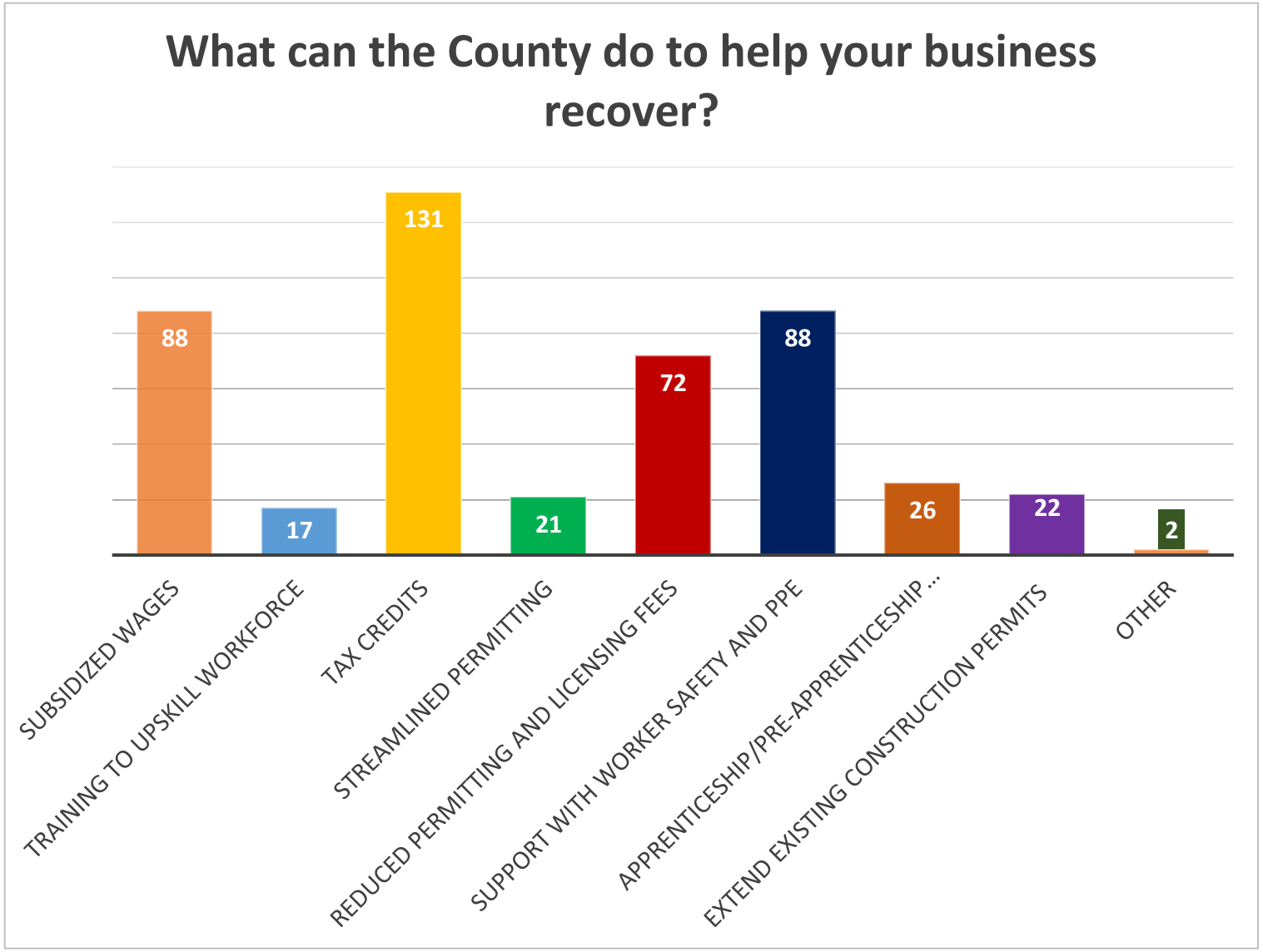
Personal Services



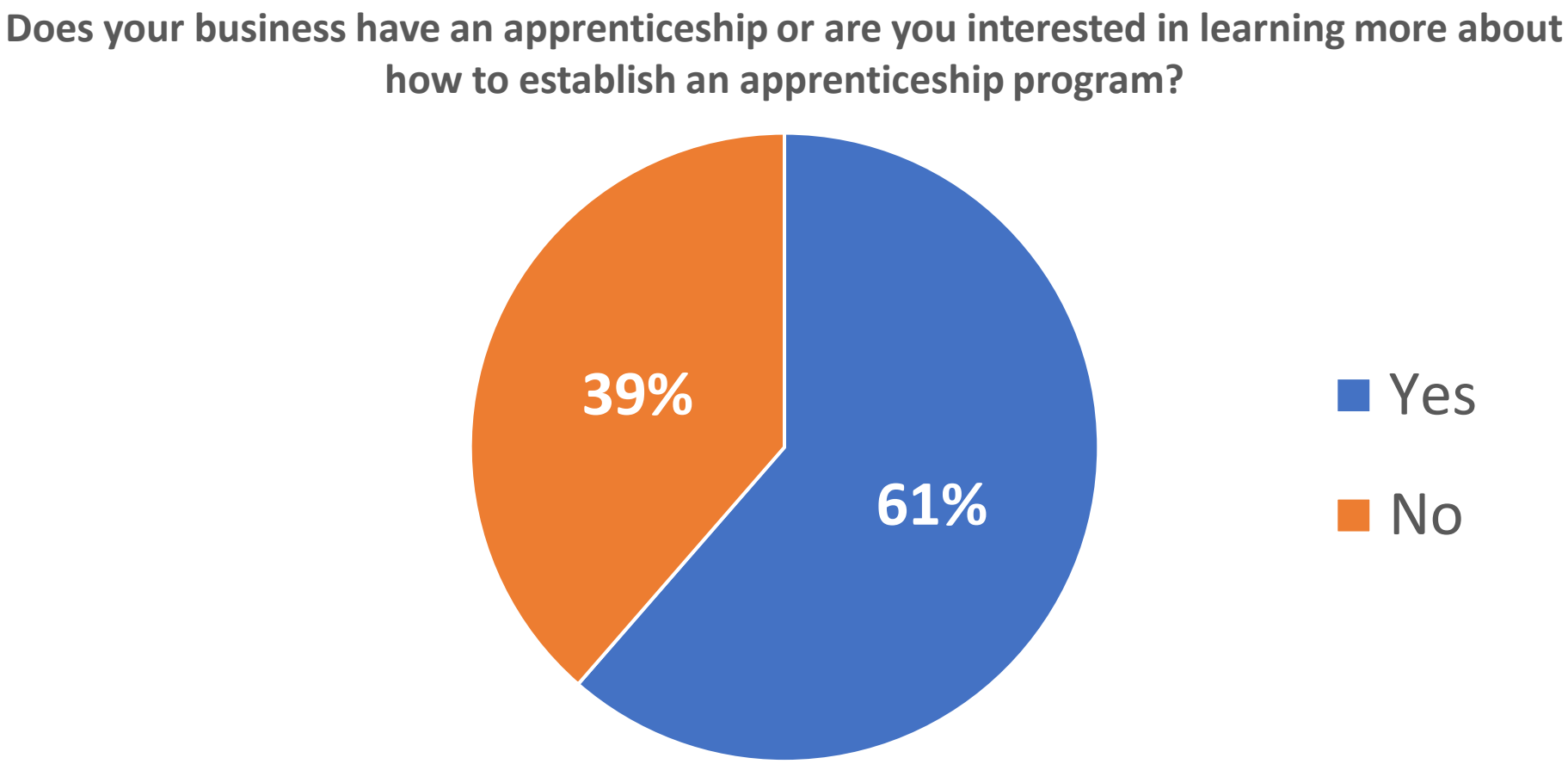
Personal Services

Top 4 requested assistance from the County:

1. Tax Credits
2. Subsidized Wages
3. Support with PPE
4. Reduced permitting and licensing fees



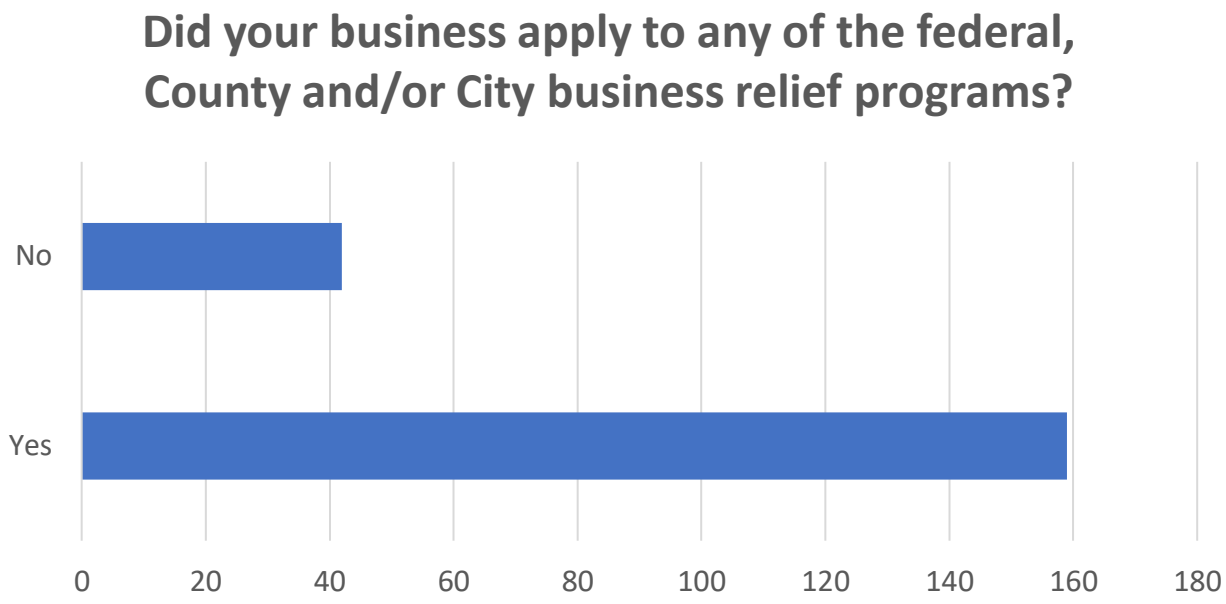
Personal Services



Personal Services

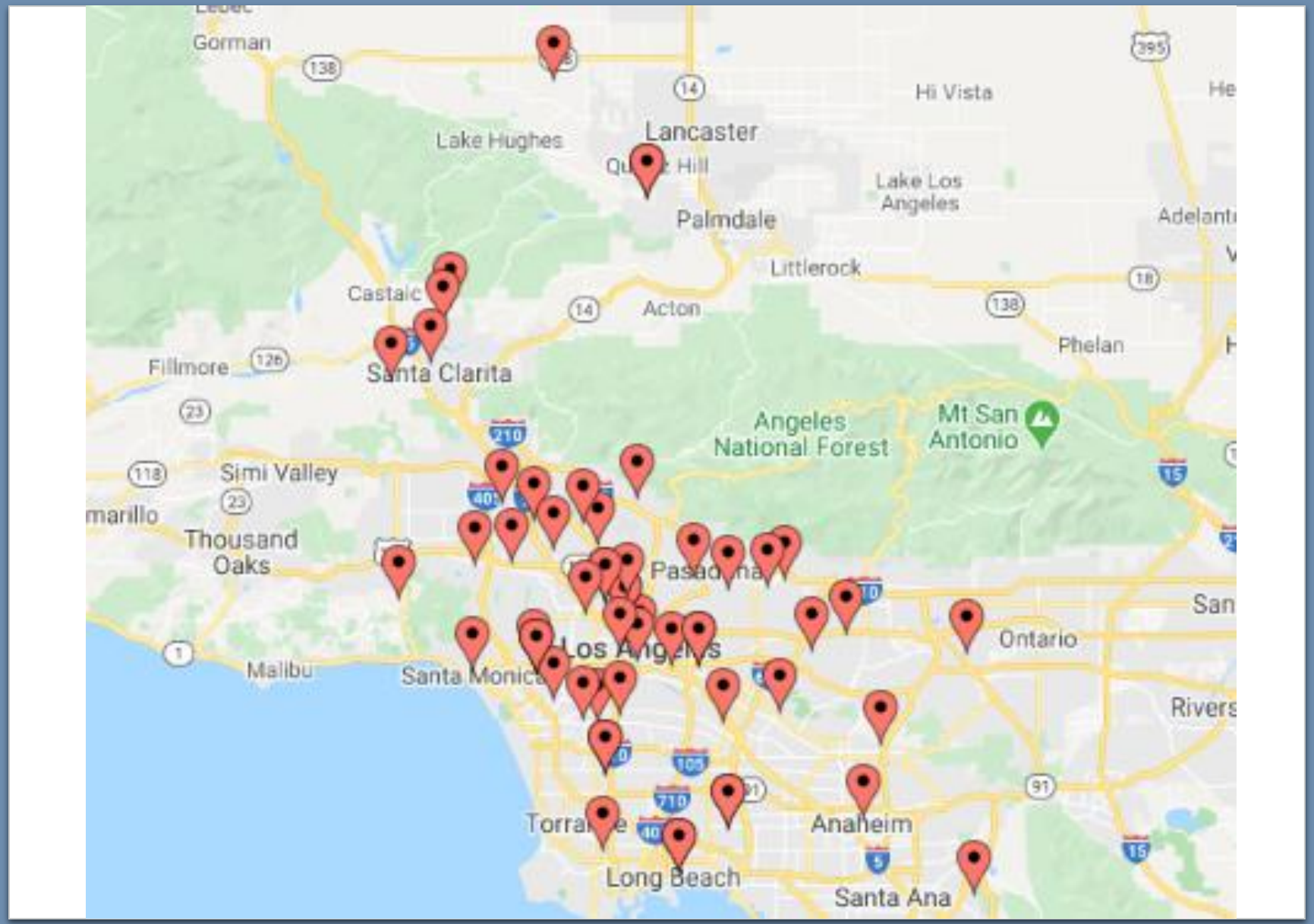
If you have received assistance with accessing COVID-19 business services:

- Received PPP loan but it was not enough
- PPP loan received late
- Received SBA loan
- Received EIDL assistance
- Agencies providing assistance include:
  - SBA
  - SBDC
  - City of Pasadena
  - CalOSHA
  - K. Bargers office
  - LISC
  - Santa Fe Springs Chamber
  - Encino Chamber
  - West Hills Chamber
  - So Cal Gas



Personal Services – Recommendations & Key Takeaways

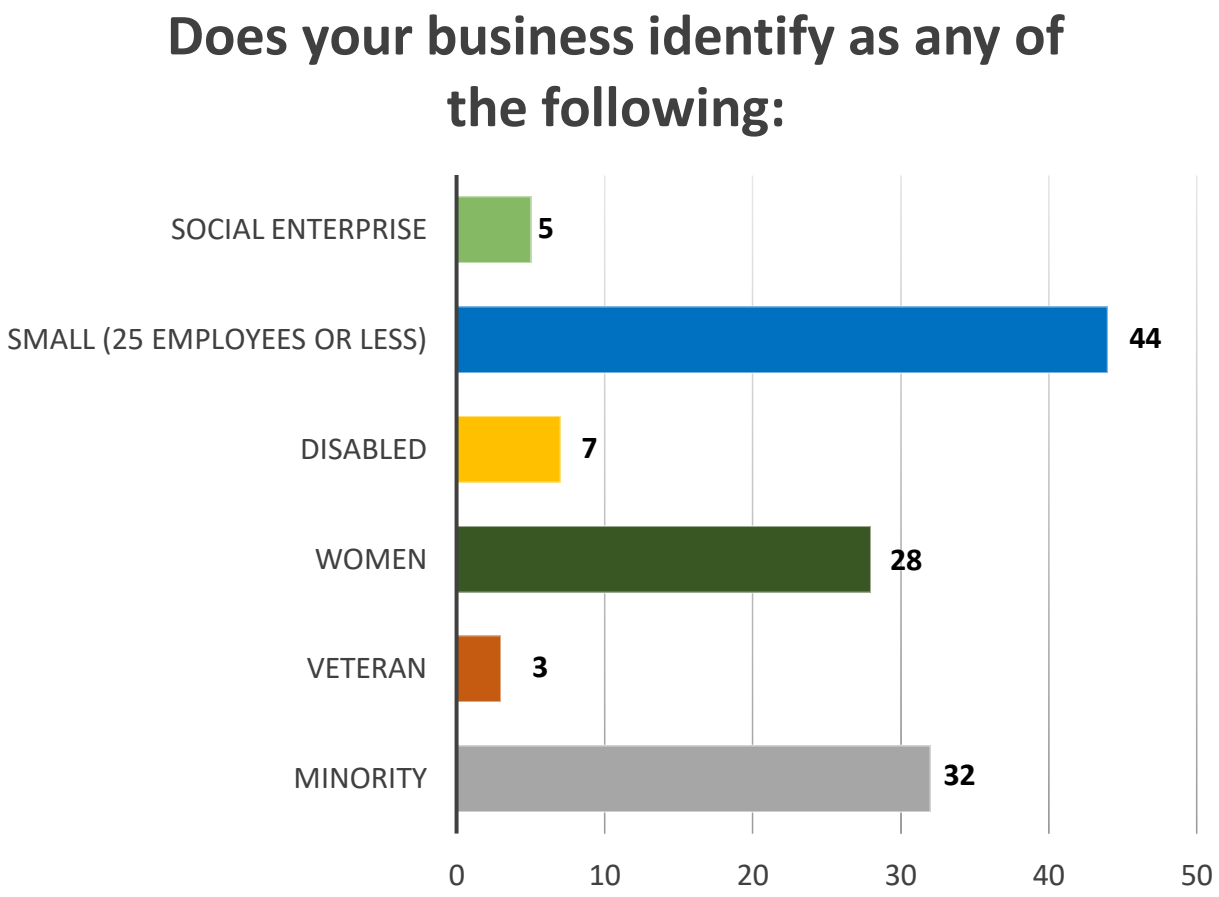
- Personal services has a high percentage of close contact businesses that are still closed/severely limited operations
- Loss of customer based due to fear coupled with employees who rather stay home has devastated businesses in this sector
- Employees are receiving more unemployment benefits staying at home than actual wages earned if they returned to work
- “You can’t open some businesses and keep others closed. All outside interactions are going to be set with risks. It just seems like punishment.”
- “At this point we are 100% lost. We do not know if we will be able to collect the past due invoices from our clients who shut down. We do not know how much work will be available when businesses we worked with open up. We can not estimate a safe time frame for work coming back. We can not guarantee any steady hours to employees.”
- “At this time only assistance we need is with cash flow so we can pay the past due rent on the premises due to mandatory government shutdown. And landlord not willing to do much to easy the burden of hardship... as we reopen customers will come at there own pace and will take time to get things back to normal.“
- “If the county would help landlords to relieve the burden of collecting rent by either crediting them or creating a relief program for business so that the pressure of accumulating debt on the lease in the future coming would be forgiven or slowly armortized . It seems that the major challenge for me is bringing customer flow again what creates already a debt in my lease and expenses “

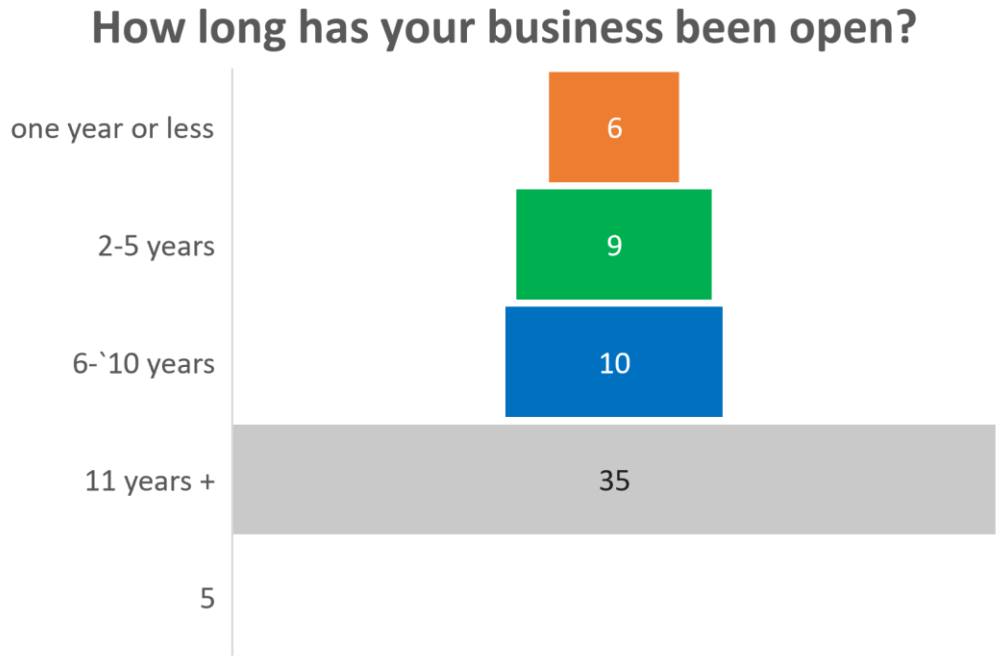


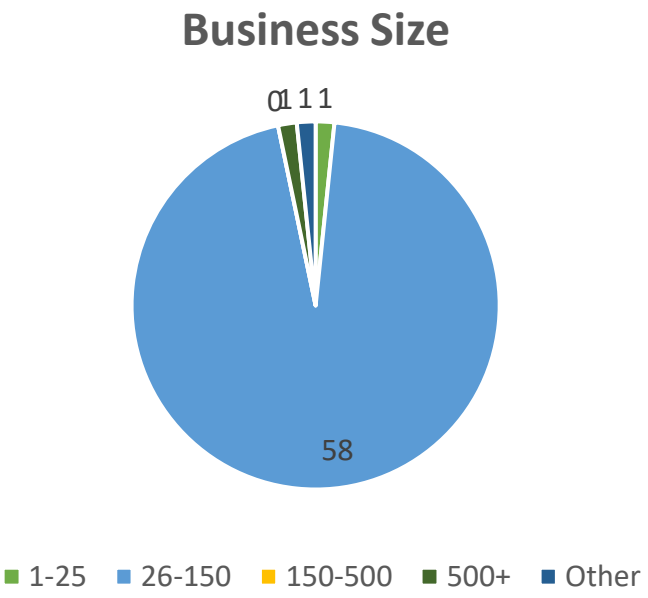
60 Business Responses designated as Real Estate

Received responses from Nevada, Orange and San Bernardino County

Real Estate


Does your business identify as any of the following:
SOCIAL ENTERPRISE
5
SMALL (25 EMPLOYEES OR LESS)
44
DISABLED
7
WOMEN
28
VETERAN
3
MINORITY
32
0
10
20
30
40
50


How long has your business been open?
one year or less
6
2-5 years
9
6-`10 years
10
11 years +
35
5


Business Size
0
1
1
1
58
1-25
26-150
150-500
500+
Other

Real Estate

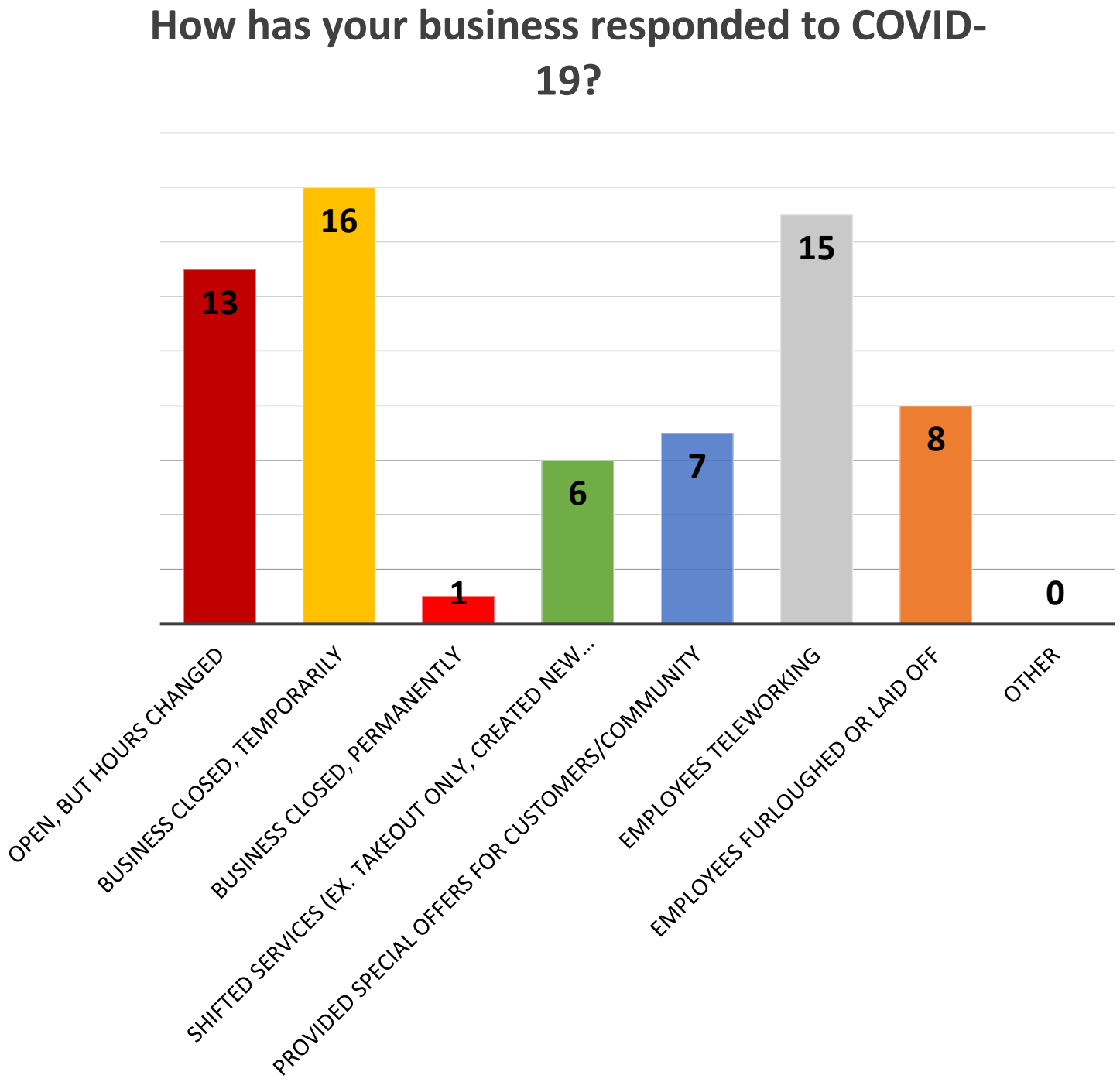
Main reasons for response to COVID-19:

- Some businesses have been halted due to closure of the Superior courts

- Landlord are not receiving payment for rent and are also at a loss and unable to pay their mortgage or bills but they are still expected to remain open, continue to provide services and maintenance and for some; continue to pay utilities.

- “We lease short term for productions, charity events, special events, which limits the business due to restriction on large events.”

- Many landlords reported a rise in Airbnb usage and violations in apartments



Real Estate

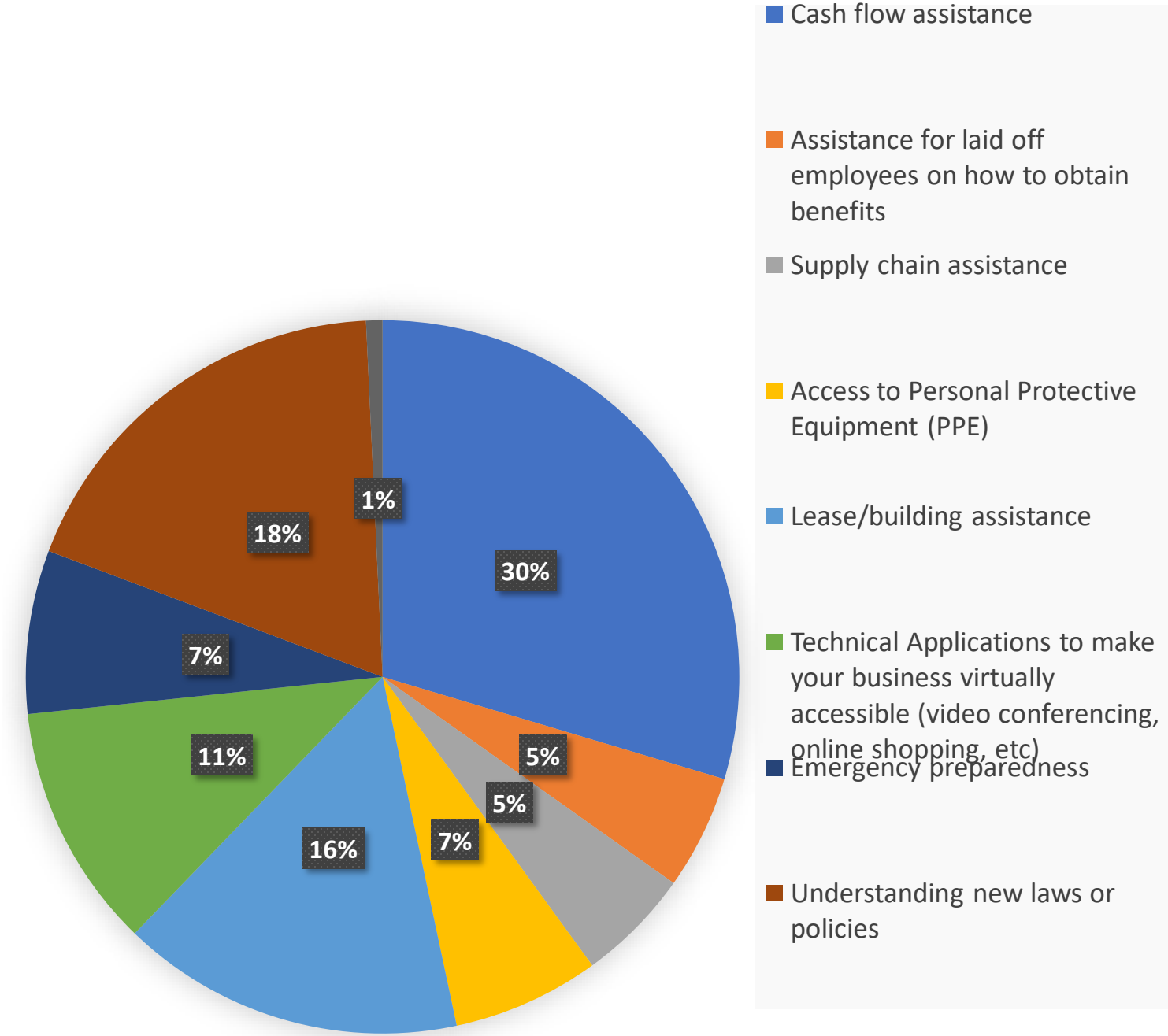
The top 4 business resources needed:

1) Cash flow assistance
2) Understanding new laws or policies
3) Lease/building assistance
4) Technical Application to make your business virtually accessible

Additional requested resources include:

- Utility Assistance
- Landlords want to know if they have protections for unpaid rent
- Provide more direct and specific information on restrictions i.e. pool openings but no specifics on how to do so.
- Reduce government taxes and fees

What business resources do you need?

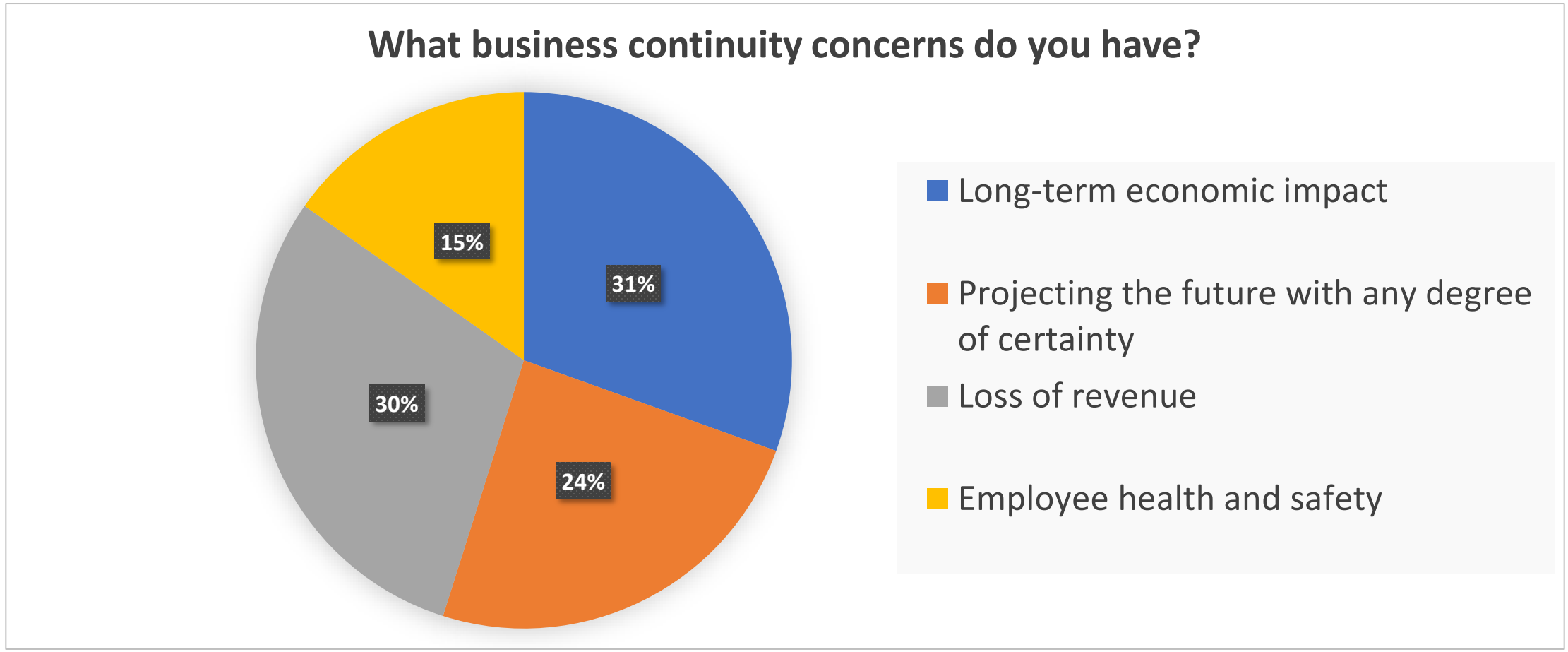


Real Estate

What business challenges do you anticipate with your workforce? Include any support your employees may need.

- challenge will be how we can sanitize per the required guidelines.
- We will need extra labor to meet new protocols for being open during a health crisis - which is very costly.
- Struggling with employees fearful of coming back to work
- Employees need childcare assistance
- Majority of respondents have limited workforce and do not anticipate any workforce needs due to uncertainty of the pandemic

Real Estate


What business continuity concerns do you have?
31%
24%
30%
15%
Long-term economic impact
Projecting the future with any degree of certainty
Loss of revenue
Employee health and safety

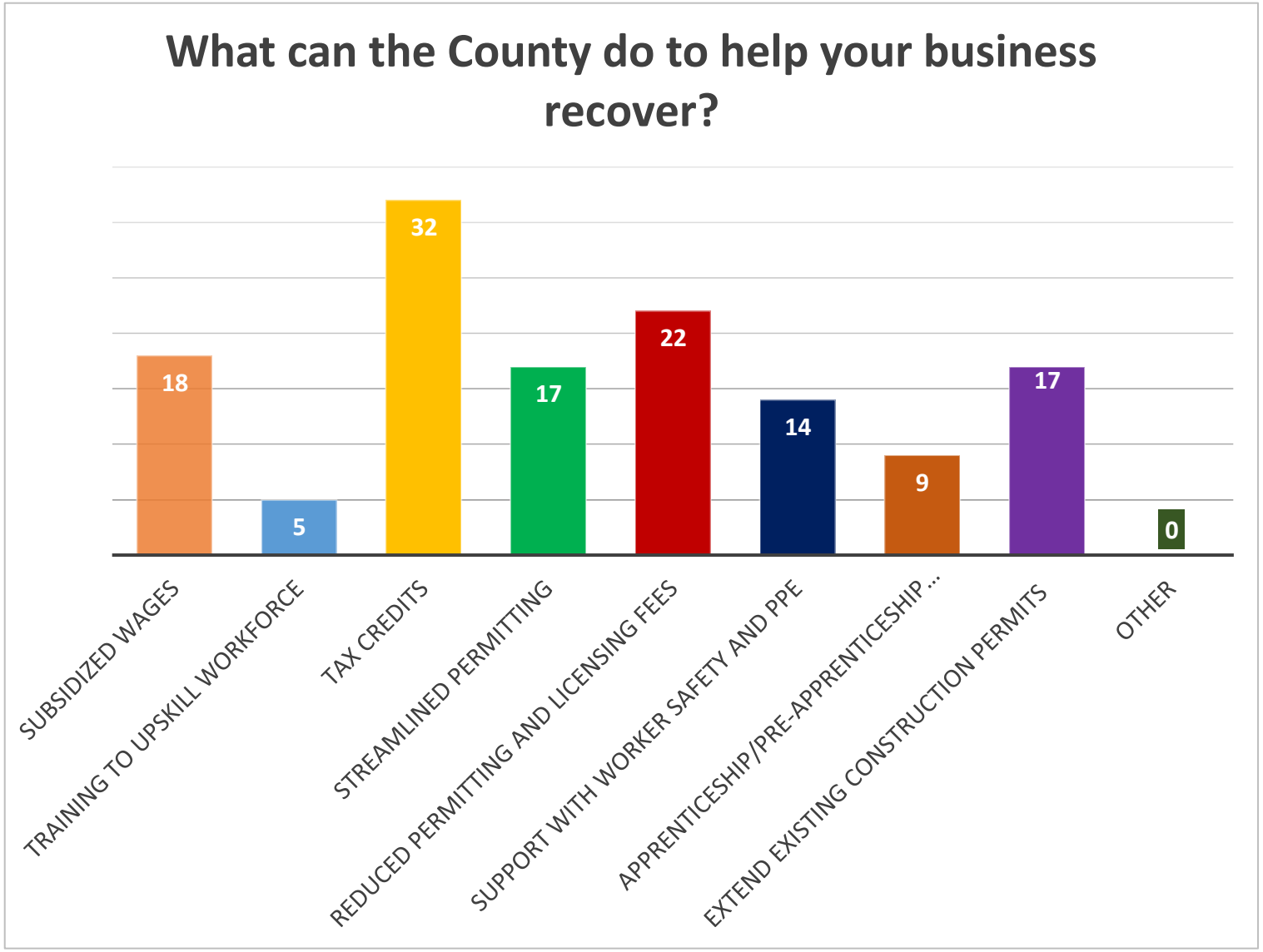
Real Estate

Top 3 requested assistance from the County:

1) Tax Credits
2) Reduced permitting and licensing fees
3) Subsidized wages

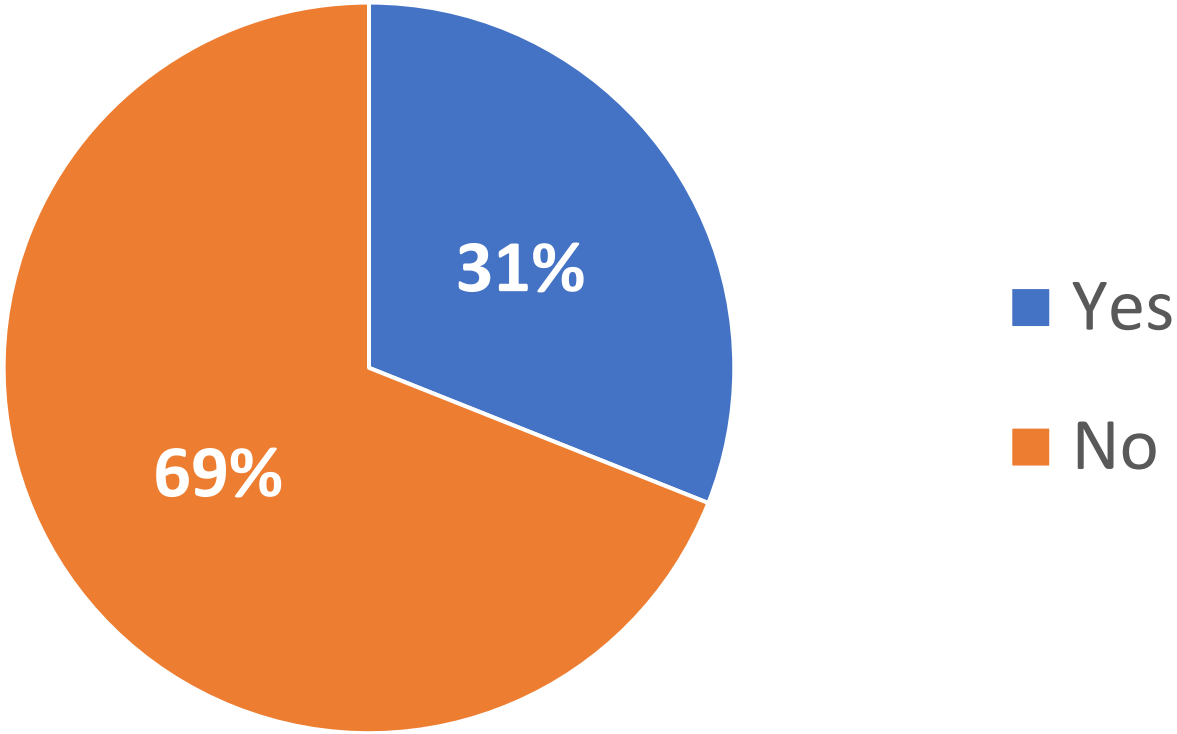
Additional comments:

- Landlords are asking for tenant rent subsidies
- Provide balanced protections/rights to landlords and tenants
- “A bailout for landlords”



Real Estate

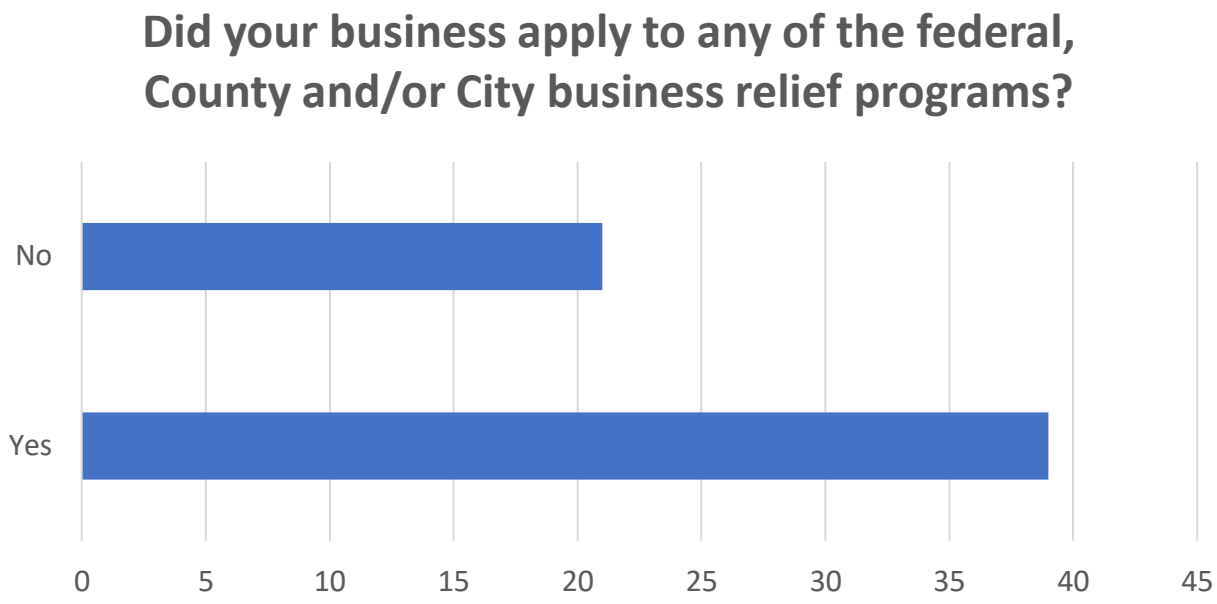
Does your business have an apprenticeship or are you interested in learning more about how to establish an apprenticeship program?



Real Estate

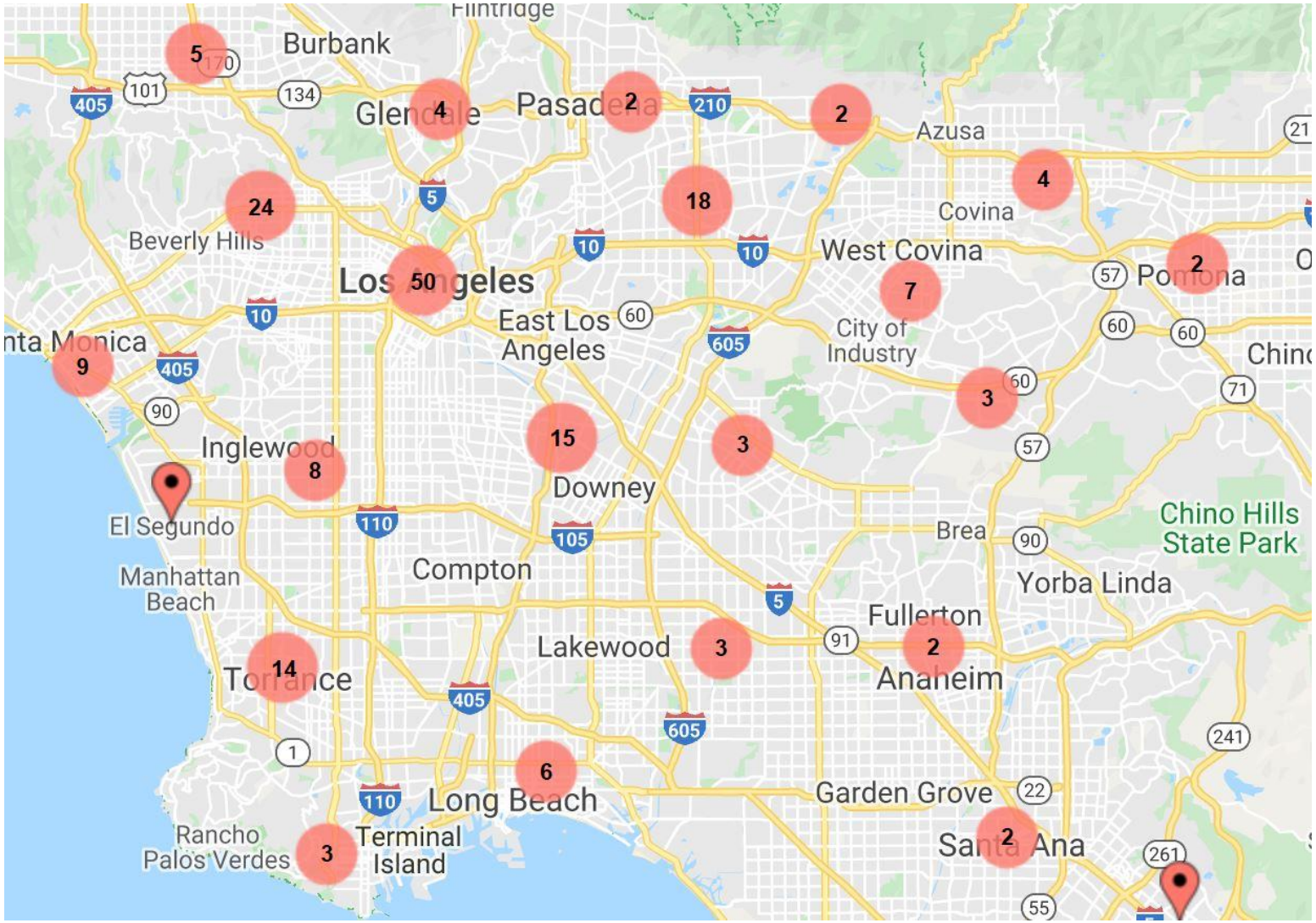
If you have received assistance with accessing COVID-19 business services:

- Some businesses received EIDL and PPP
- No mention of receiving assistance from Chambers, business associations, etc.



Real Estate Recommendations & Key Takeaways

- “Create Emergency Programs for Business Owners.”
- “Extend funding for renters and housing services because landlords need to collect revenues to be able to keep providing services and meeting their own financial obligations.”
- Waive penalties for late payment of property taxes this year
- Need assistance connecting with individuals looking for work.
- Make application fees reasonable and proportionate to the benefits.
- Support small minority – women owned businesses

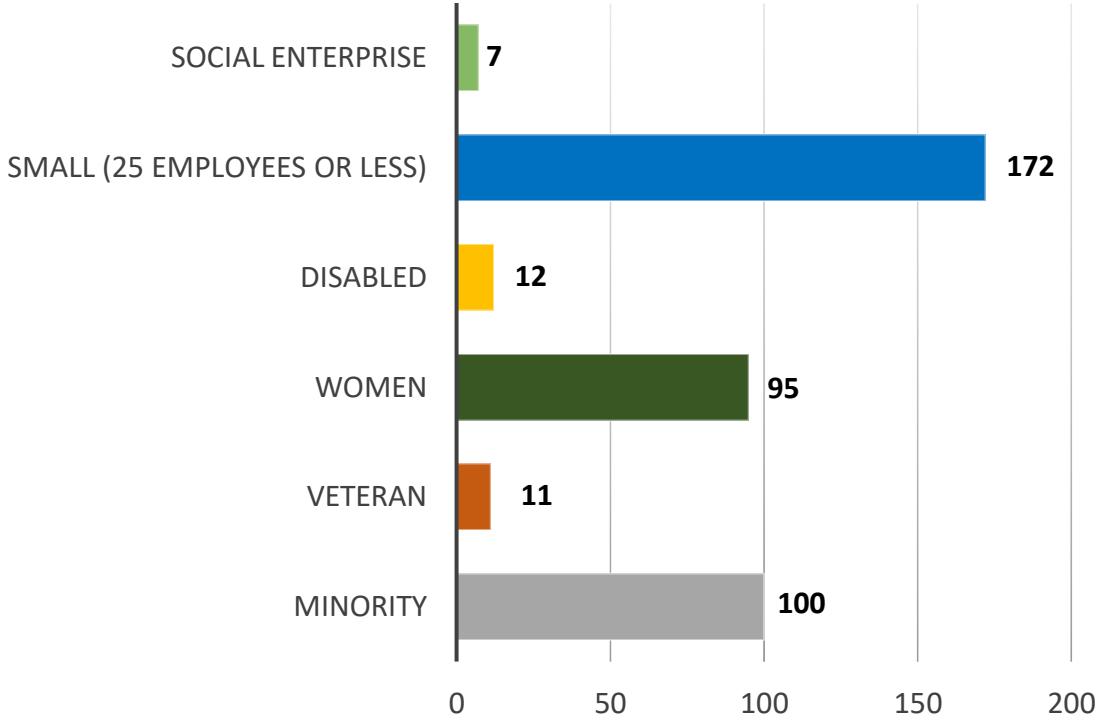


231 Business Responses designated as Retail

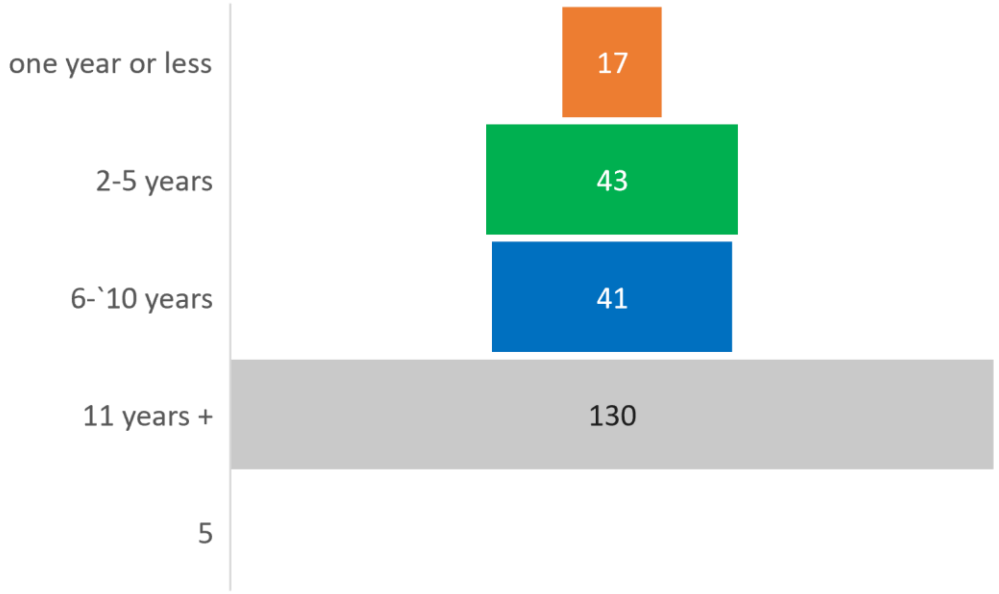
Businesses are spread evenly across L.A. county

Retail

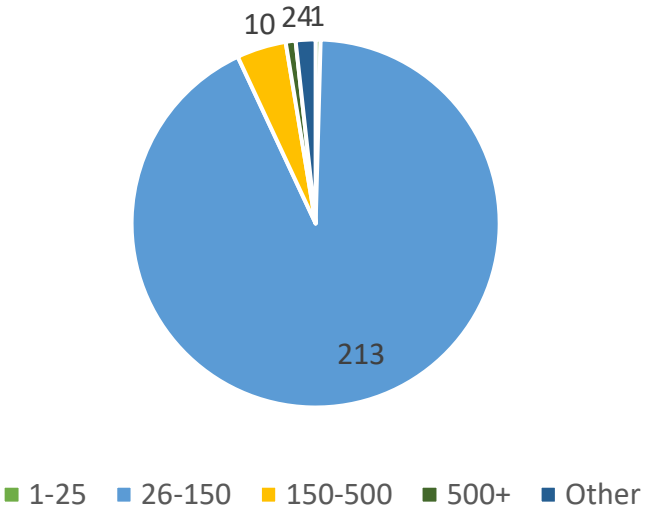
Does your business identify as any of the following:



How long has your business been open?



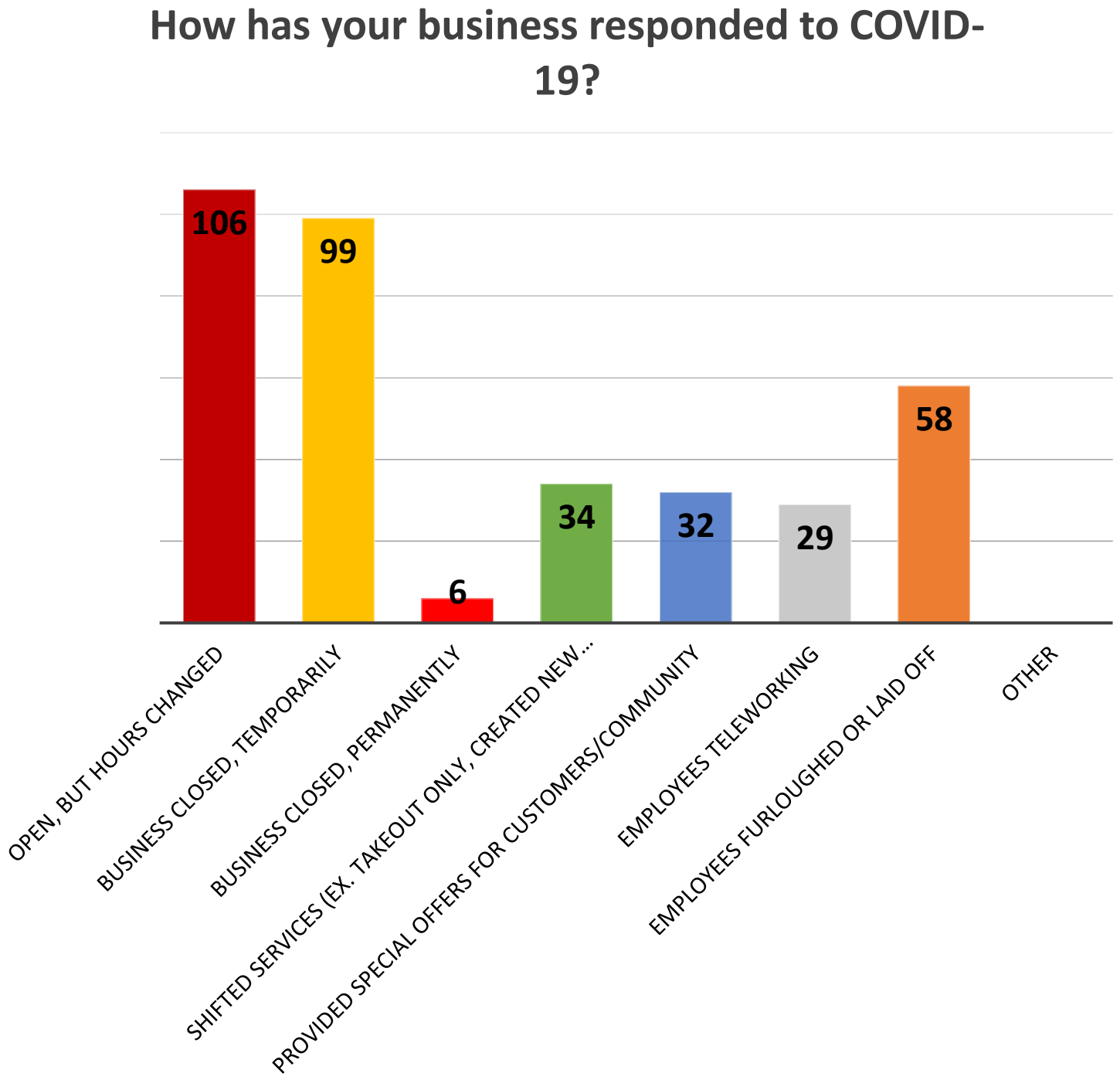
Business Size



Retail

Main reasons for response to COVID-19:

- Mandated closures in this sector forced all retailers to offer curbside pickup and online shopping or a combination of both
- The sector was primed to pivot to the new online arena, but small businesses with no online infrastructure are suffering the most
- Hours of operation changed and less employees needed resulted in furloughs and layoffs
- Loss of 50% or more traffic to retail establishments upon re opening and fears of slow bounce back has reduced forcasted revenues



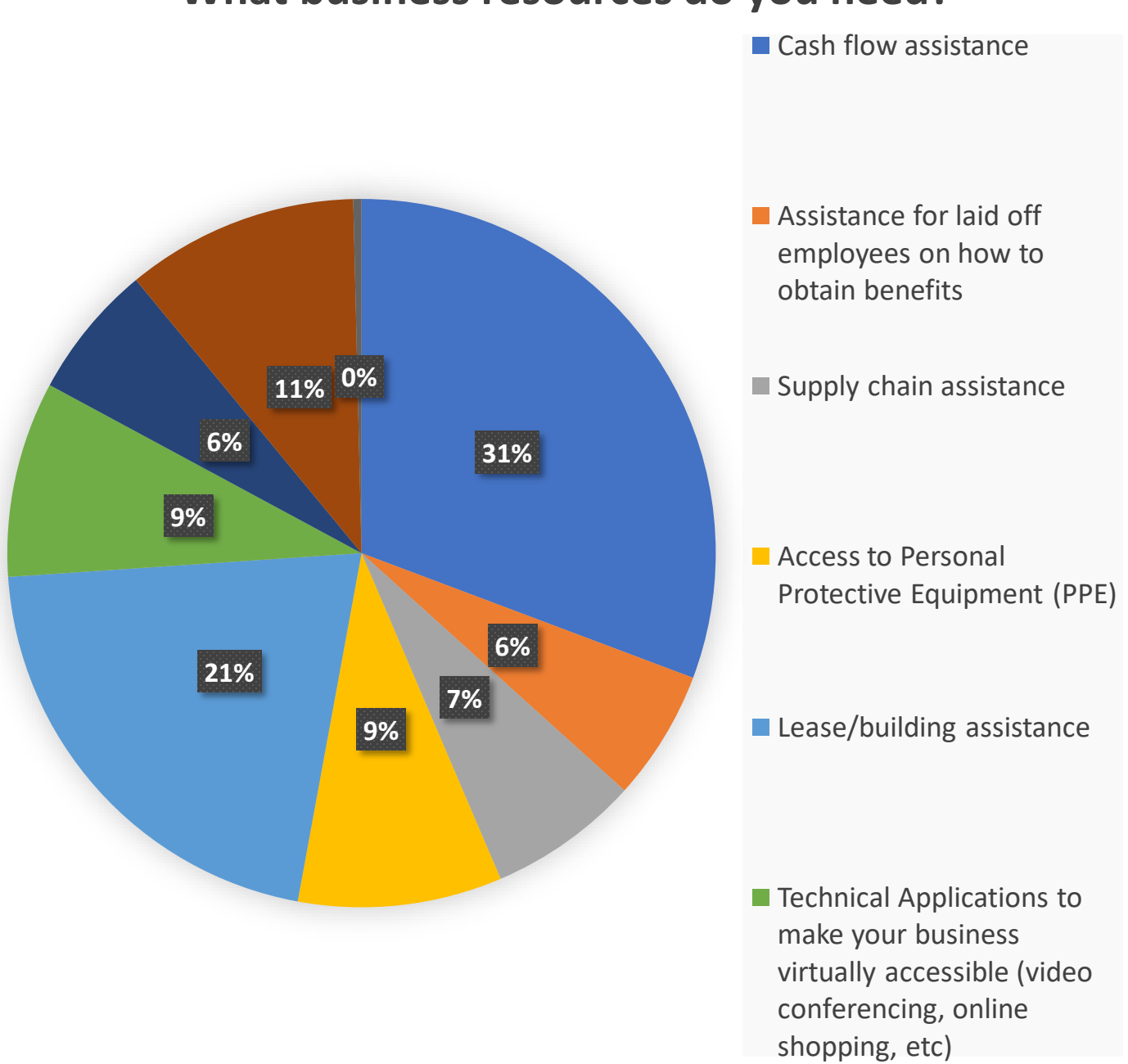
Retail

The top 4 business resources needed:

1. Cash flow assistance
2. Lease/building assistance
3. Understanding new laws and policies
4. Technical applications to make your business virtually accessible

Additional Requested resources include:

- Technical assistance with transitioning to online-only business
- Government entities to do more business with local retailers and if possible, only buy good created in L.A. County
- Eliminate the $600 weekly benefit because this prevents workers from retiring to work due to making more money staying home

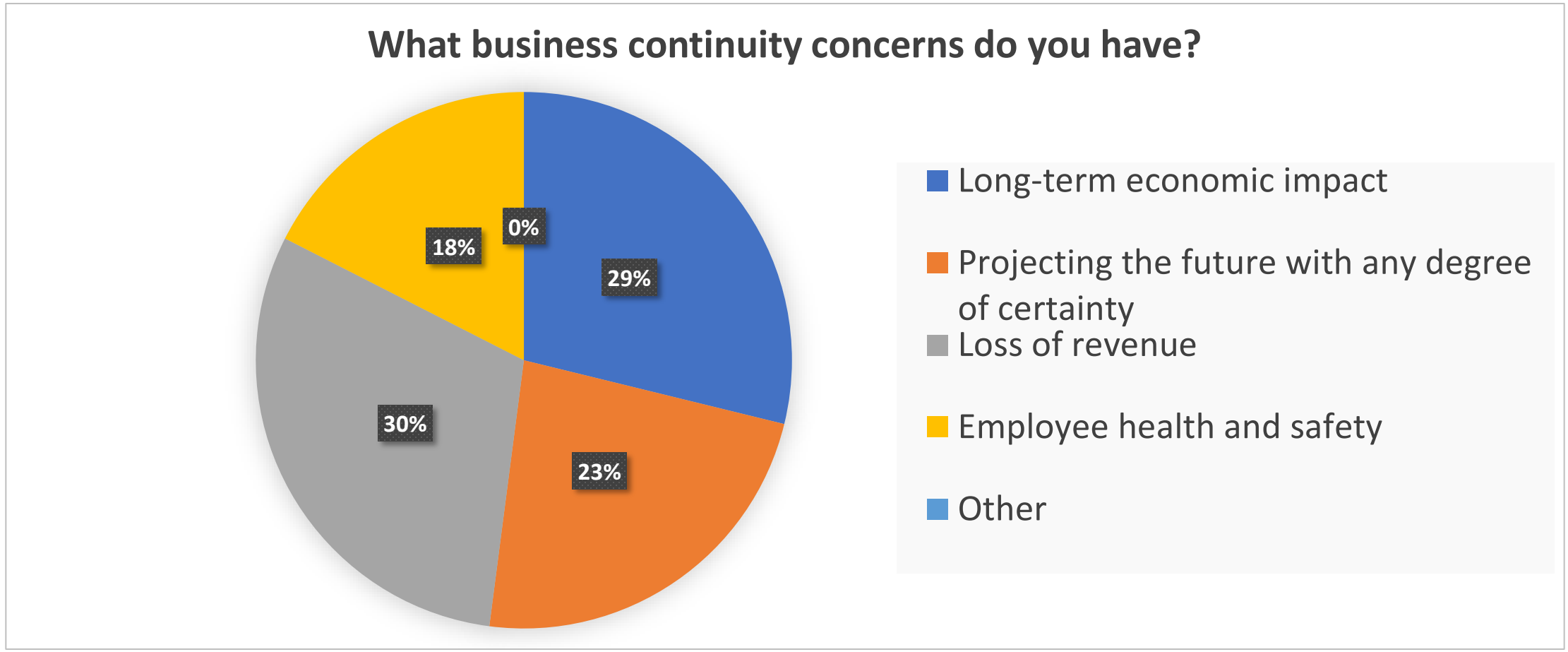


Retail

What business challenges do you anticipate with your workforce? Include any support your employees may need.

- Childcare and school closures have forced parents to stay home
  - Hard to find employees when they have children who have no caregiver
  - Not able to telework due to most retail stores requiring physical contact
- Unemployment pay is higher than regular employee time
  - Employees would rather be safe at home and collect unemployment
  - Multiple business owners reported hours cut in half thus employees are getting more on unemployment than if they were to return to work
- PPE is not readily available in bulk which causes health concerns
  - Difficulty affording professional barriers and PPE installed
  - Not feasible to provide employees free PPE without subsidies

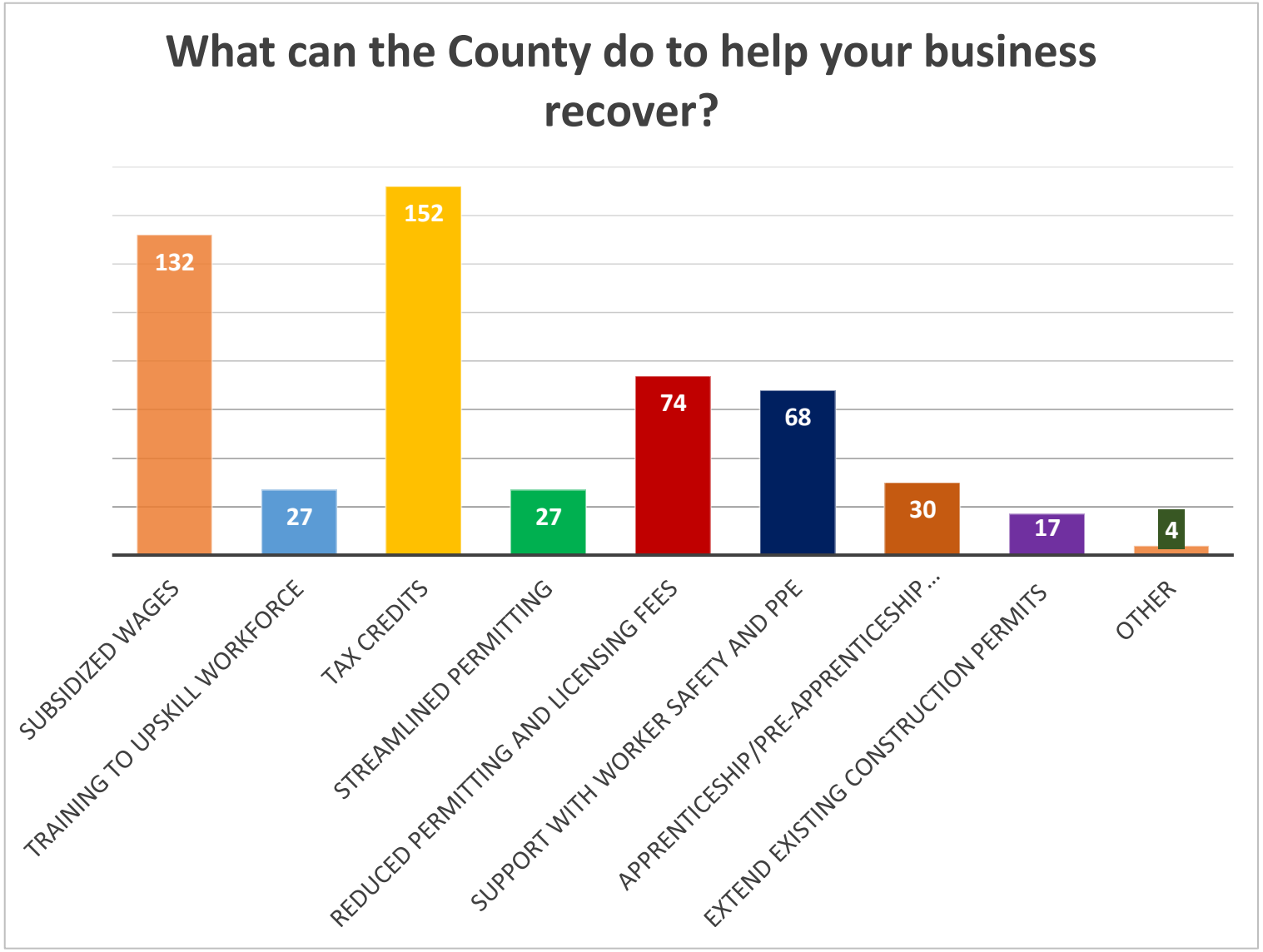
Retail


What business continuity concerns do you have?
0%
29%
23%
30%
18%
Long-term economic impact
Projecting the future with any degree of certainty
Loss of revenue
Employee health and safety
Other

Retail

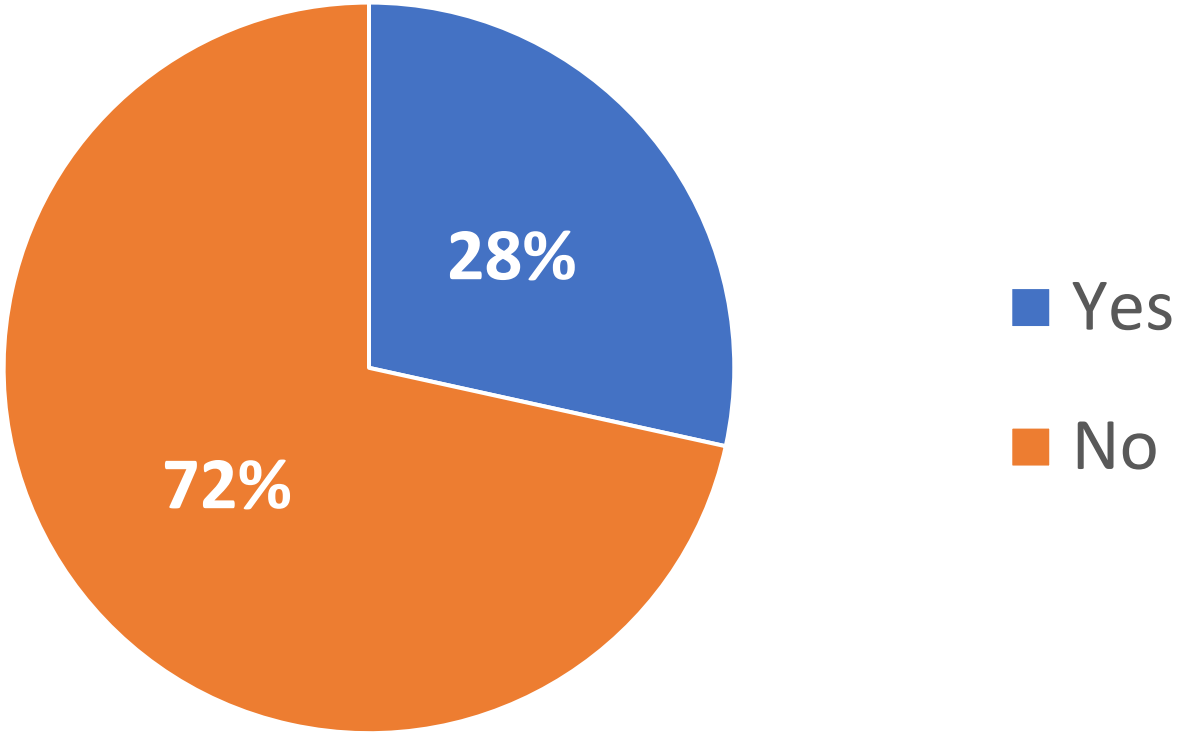
Top 4 requested assistance from the County:

1. Tax Credits
2. Subsidized Wages
3. Reduced permitting and licensing fees
4. Support with worker safety and PPE



Retail

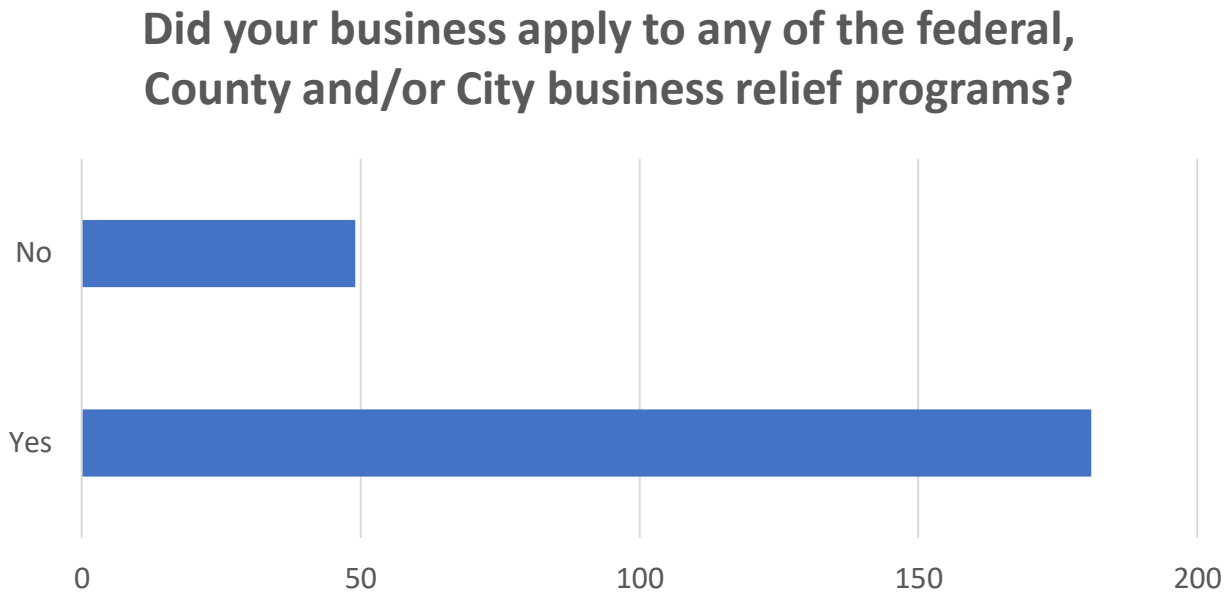
Does your business have an apprenticeship or are you interested in learning more about how to establish an apprenticeship program?



Retail

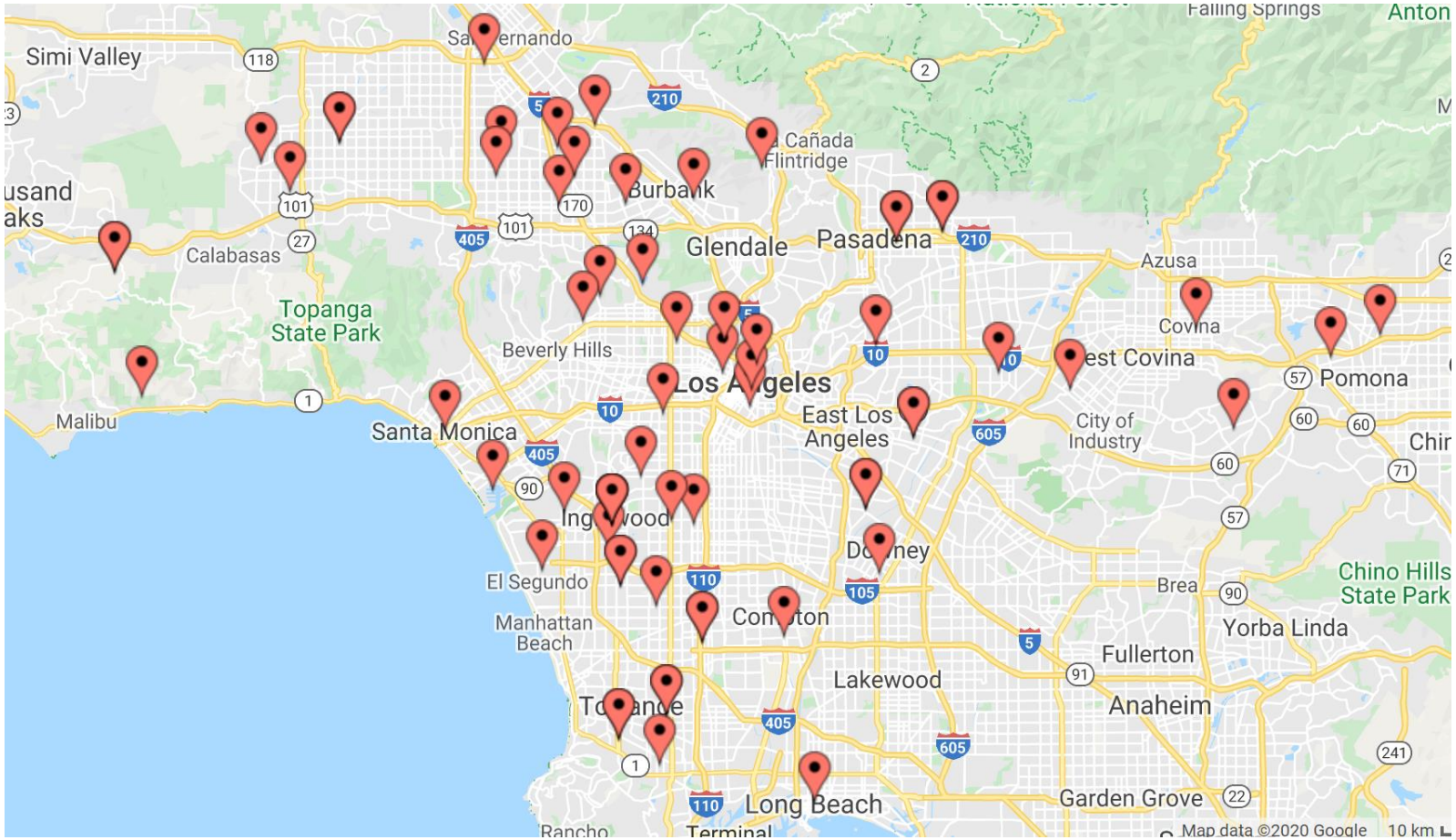
If you have received assistance with accessing COVID-19 business services**:**

- Received PPP loan but it was not enough
- PPP loan received late
- Received SBA loan
- Received EIDL assistance
- Agencies providing assistance include:
  - SBA
  - SBDC
  - DCBA (Ernesto Bobadilla)
  - Downey Chamber
  - US Office of International Trade
  - SCORE



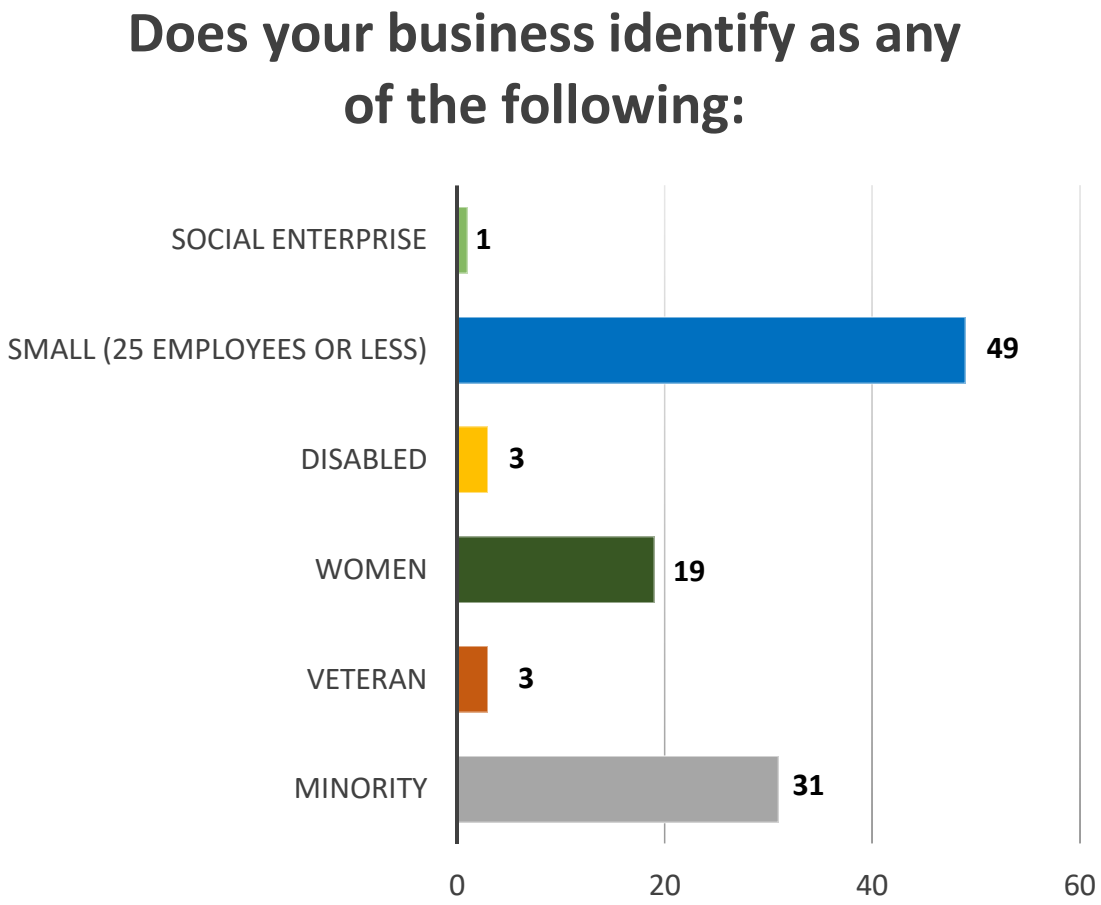
Retail – Recommendations & Key Takeaways

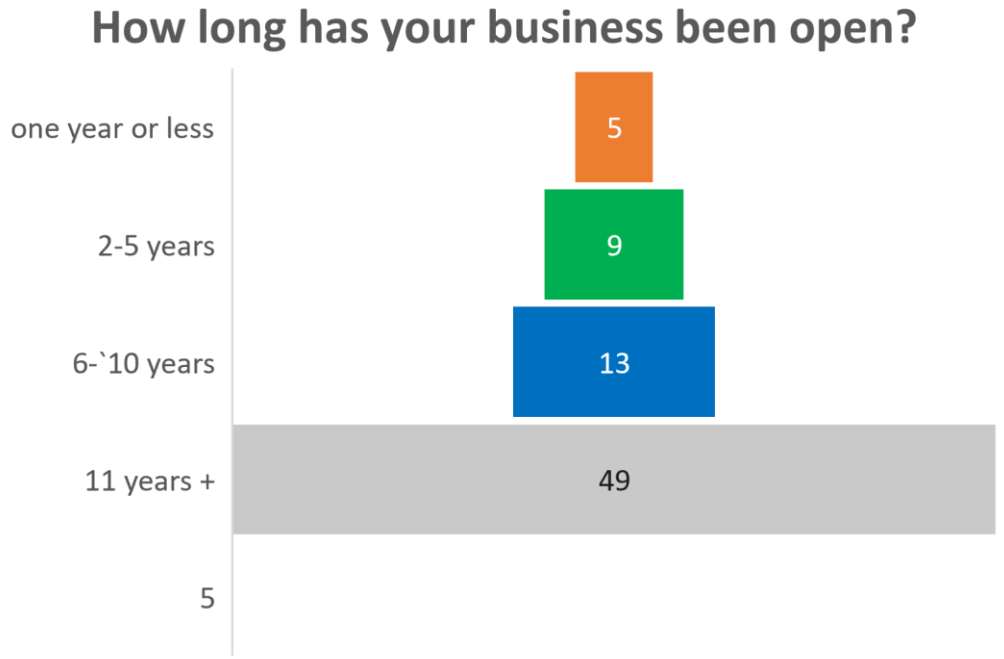
- Physical Retail services has experienced a massive drop in customers due to closures and stay at home orders
- Retail services reports difficulty finding new employees and bringing back old employees as UIB benefits pay more than actually working in person
- High UIB benefits + drastically reduced child care options has forced a lot of workers to stay home and shelter in place
- Increase county purchasing from local manufacturers and local retailers to pump up local economy
- Increase digital resources available for businesses looking to transition to online only sales, possible free/subsidized software to small businesses who lack online presence
- “Keep small retailers open during this type of crises. Unlike the Costco's and Walmart's, small retailer have much better control over how many clients frequent our stores in a day or hour.”
- “Commercial lease assistance is urgently needed. We cannot cover the cost of inventory, payroll, lease, and utilities from when the closures were ordered. To stay open we are being forced to prioritize labor and inventory. Without assistance immediately we will be evicted from our facility. ”
- “Be reasonable don’t be unfair. You allowed convenience scores, groceries and even dispensaries to open, You hit us (retail) for no good reason when people need us the most at this time.

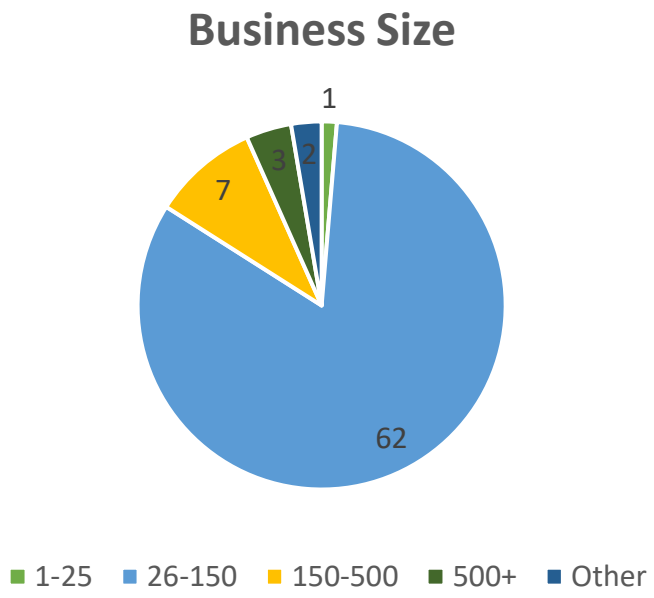


75 Business Responses designated as Transportation

Transportation



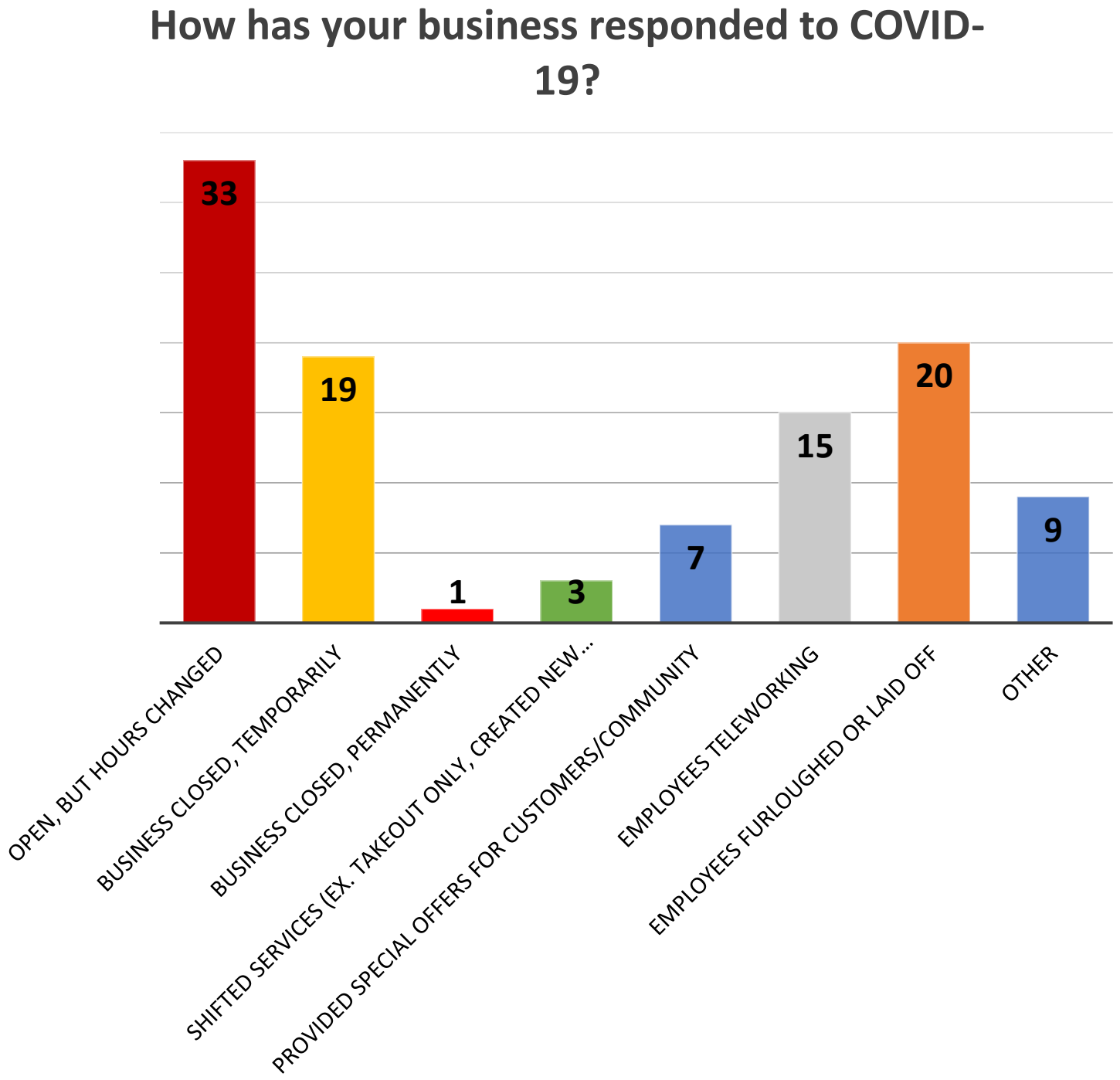




Transportation

Main reasons for response to COVID-19:

- Dramatic drop in airline travel, tourism.
  - Most businesses reporting drops in revenue of 50% or more.
- This has gravely impacted businesses that are not able to provides services virtually
  - Taxi drivers, auto repair shops, logistics.
- Major issues due to COVID-19
  - Lack of airline travel.
  - Lack of international trade.
  - Layoffs and furloughs.
  - Health protocols.



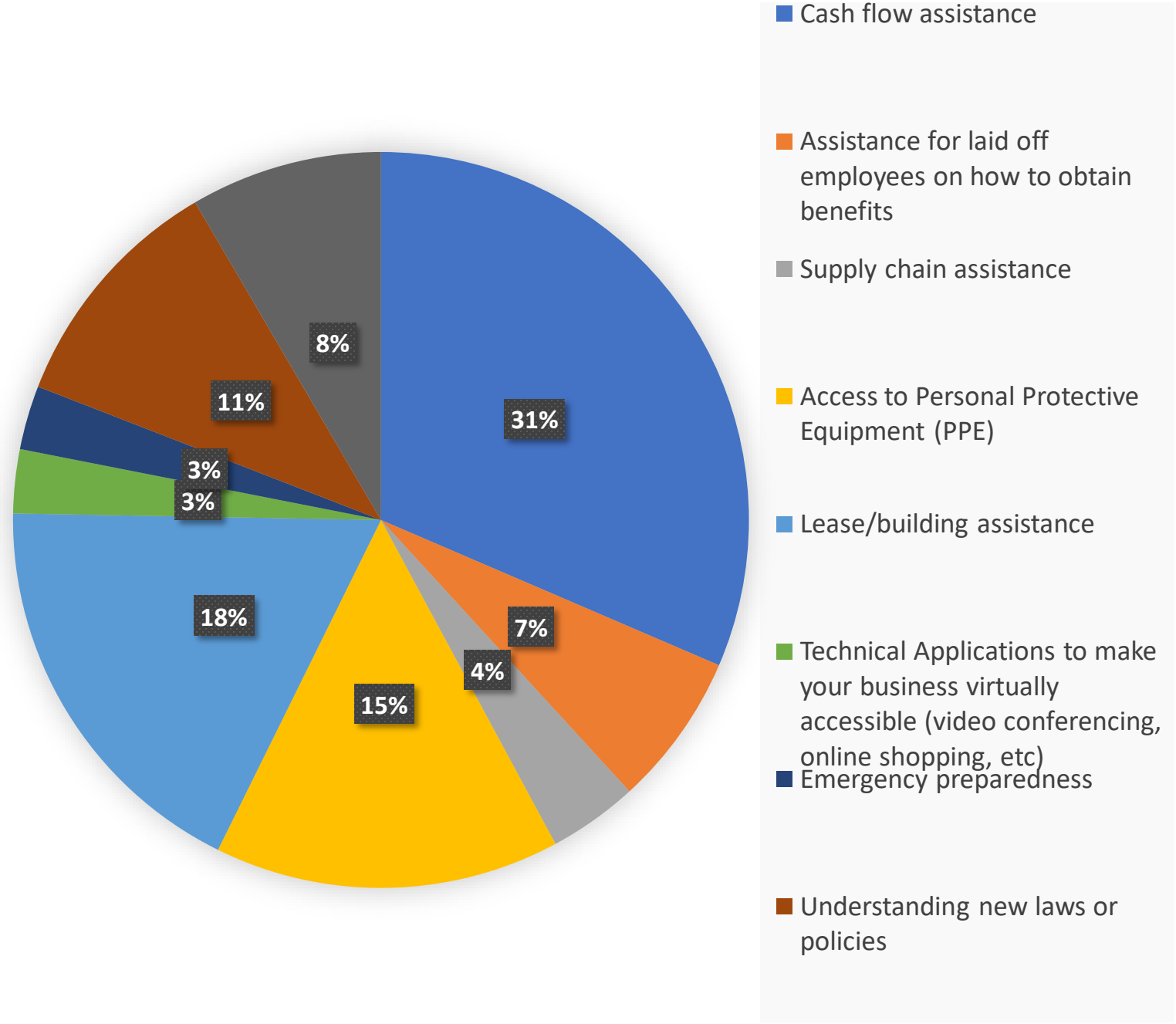
Transportation

The top 4 business resources needed:

1. Cash flow assistance
2. Lease/building assistance
3. Access to PPE
4. Understanding new laws or policies

Additional Requested resources include:

- Assistance to pay hazard pay and/or paid leave.
- Contracting opportunities.
- Liability & HR legal assistance.
- Another round of PPP funding.
- Teleworking supplies like printers.

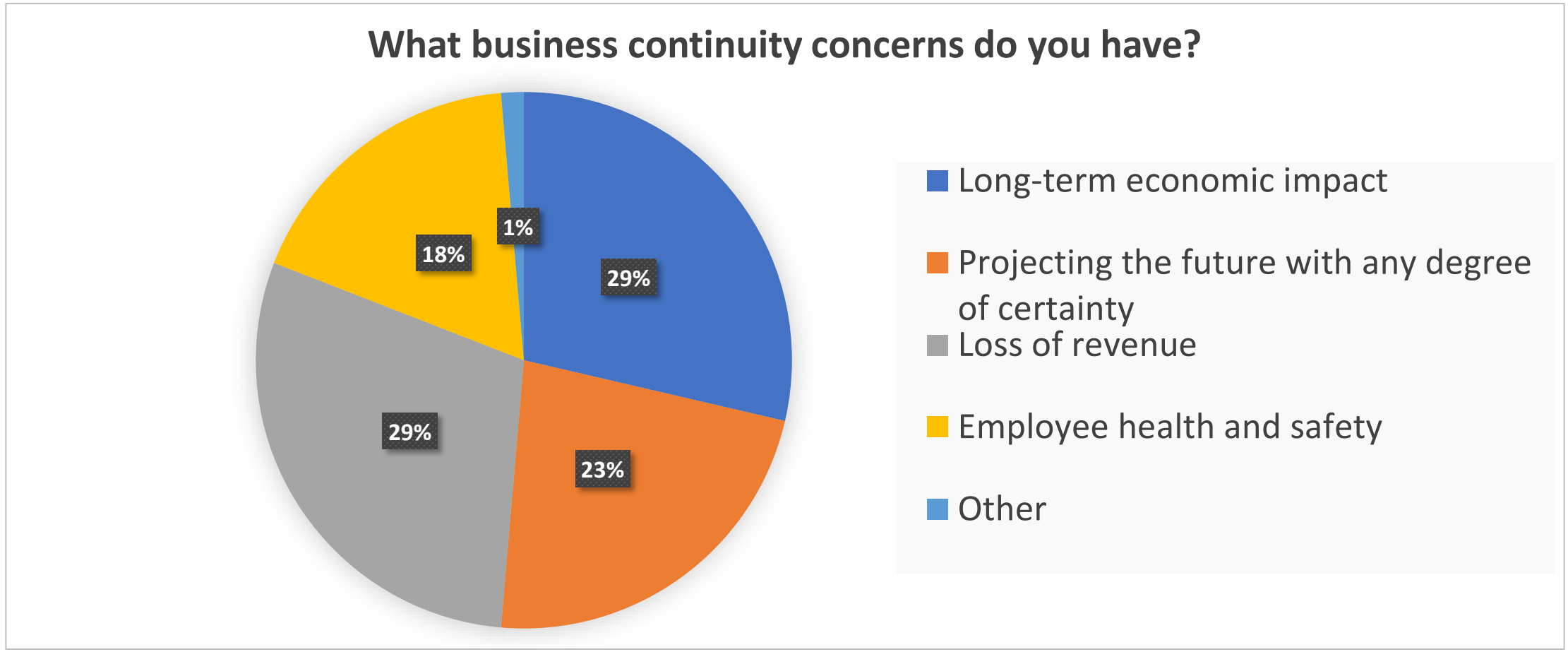


Transportation

What business challenges do you anticipate with your workforce? Include any support your employees may need.

- Keeping employees safe and healthy.
  - We need to reestablish the way we do business while keeping our staff safe.
  - Enforcing employee & customer compliance with COVID-19 prevention policies, training videos, printed information and signage, etc.
  - “Our employees would need a place to live, decent pay for their work, and nice employers who will treat them like family.””
- Experiencing employees that do not want to rejoin the workforce because they are making more money through unemployment benefits or because they have been allowed to telework.
  - Loss of experienced skilled technicians.
  - Extending PPP salary support.

Transportation



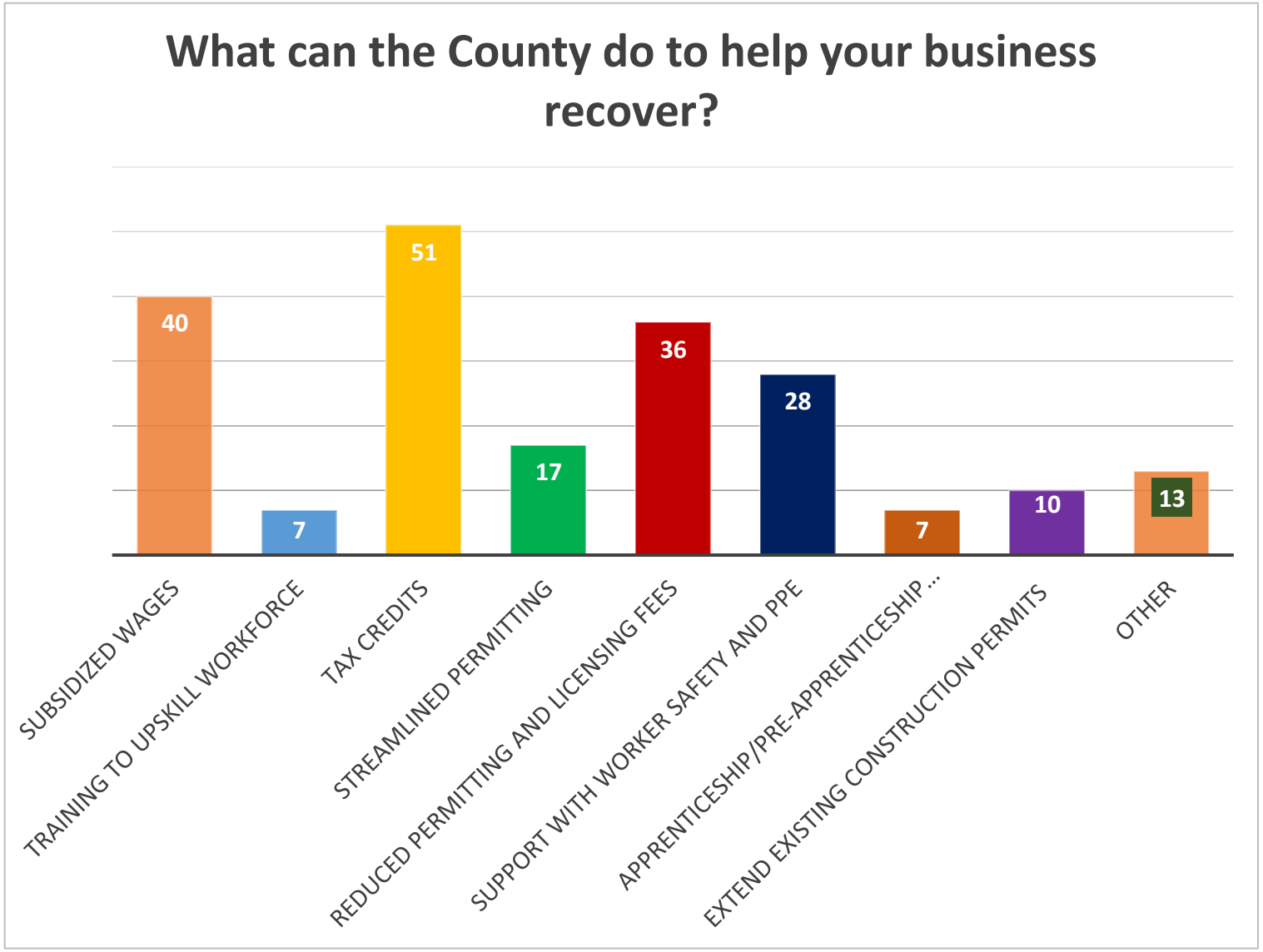
Transportation

Top 4 requested assistance from the County:

1. Tax Credits
2. Subsidized wages
3. Reduced permitting and licensing fees
4. Support with worker safety and accessing PPE

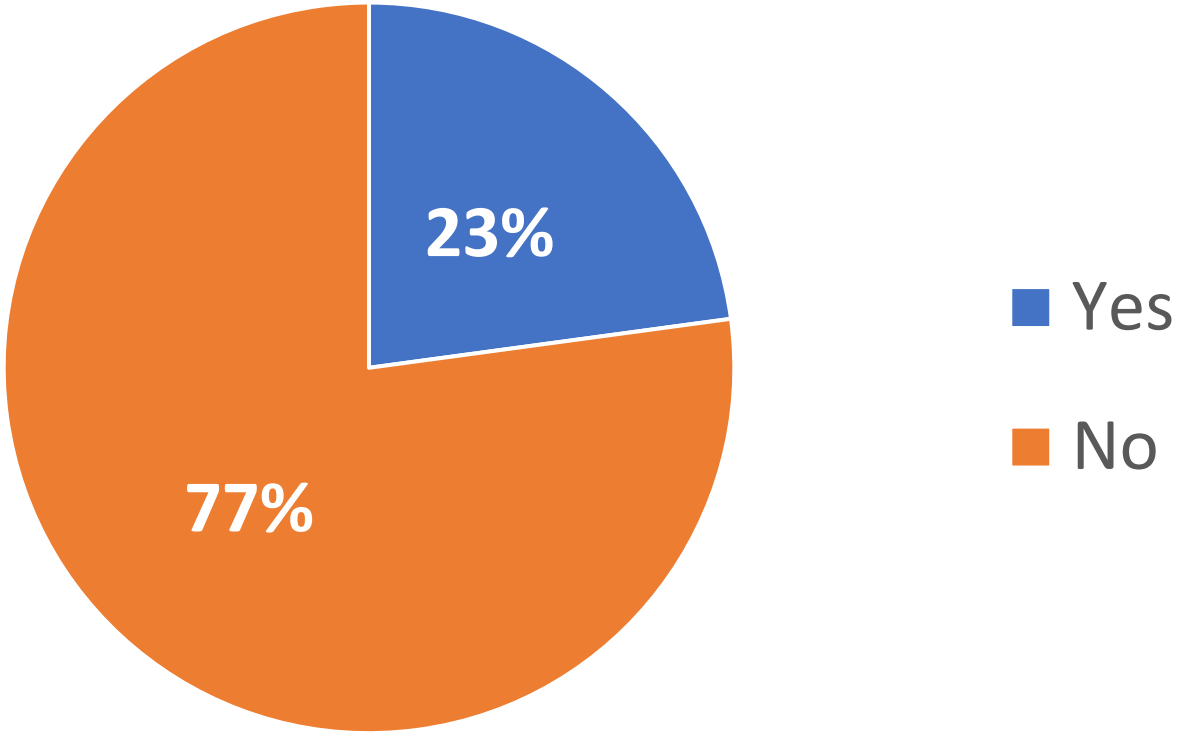
Additional comments:

- New PPP program
- Affordable & accessible PPE
- Direct assistance to employers
- Extend eviction moratoriums
- Global markets & trade policies
- Low interest or forgivable business operation loan
- Concern over COVID worker comp claims



Transportation

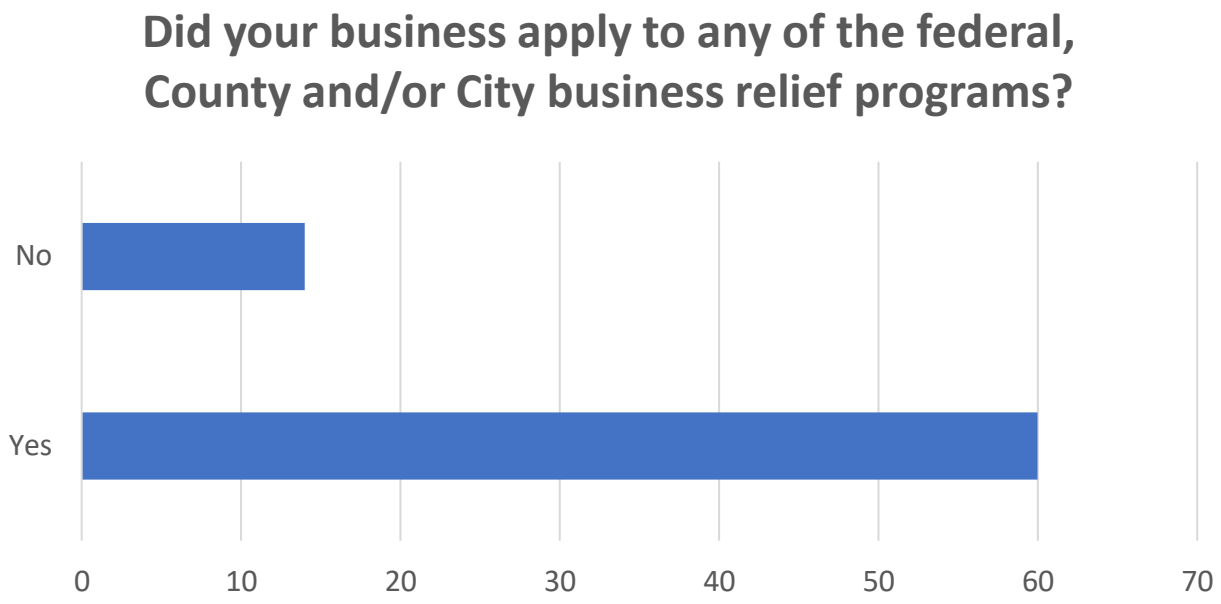
Does your business have an apprenticeship or are you interested in learning more about how to establish an apprenticeship program?



Transportation

If you have received assistance with accessing COVID-19 business services:

- Hollywood Chamber of Commerce
- SBA
- PPP, EIDL
- Caltrans



Transportation– Recommendations & Key Takeaways

- “YES. Have all large business owners establish training programs (In-house) with existing unemployed workers. Have EDD pay for the training, and have EDD continue to pay for their unemployment benefits with the caveat that they must work a min. of 20 hrs. a week. I would also have existing restaurants do food preparation & delivery services to existing businesses and homeless shelters - and, have the State pay for that too.”
- “More grants or funding for the underserved minority woman owned businesses during and after covid 19”
- “Education on safety standards”
- “Literature, signage, training materials for employees (powerpoints, videos, etc.) for navigating COVID and related safety practices would be helpful. Financially, soften the blow and encourage keeping employees on board or hiring by offering tax incentives, rebates, etc. Use the unemployment funds to encourage hiring - pass it through a business. Save businesses and by softening the effects of hte downturn and encouraging business health, hopefully businesses will grow and create more jobs more quickly. “
- “There should be an easier process and no fees for independent contractor/ drivers to obtain TCP permits to start their own transportation businesses.”
- “Currently all our drivers are receiving unemployment benefit. The only problem is the lease payment for the office and our fleets and also funding to set up partition and cleaning supply for our fleet. We will come back strong.”

Transportation– Recommendations & Key Takeaways Cont'd

- "It would help to source manufactured good in the US, and help US manufacturers compete with low wage countries like China."
- "Save the taxi industry"
- "Retraining and following the pivots to those verticals that will receive investment during COVID, for global trade the pivot to on line sales, FDA regulated medical devices, personal protection Equipment and supporting consumer goods globally produced with sensible global trade policies that lower prices to the American consumer"
- "Maintain strict enforcement of mask wearing and public safety. "
- "Safety training. Diligence and best practices will help prevent the spread of the covid 19 disease."
- "We need to have vehicles that use diesel in our fleets. If a diesel is taken care of I will produce less emissions than a gas vehicle. There are certain size and years of vehicles that have to be retired due to the emissions. These small business that had these trucks had to stop using and buy new trucks. Many of these companies had to lay off employees because they could not afford to replace all of the trucks."

EXECUTIVE OFFICE

BOARD OF SUPERVISORS
CELIA ZAVALA
EXECUTIVE OFFICER

COUNTY OF LOS ANGELES
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MEMBERS OF THE BOARD

HILDA L. SOLIS
MARK RIDLEY-THOMAS
SHEILA KUEHL
JANICE HAHN
KATHRYN BARGER

September 30, 2020

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

FROM: Celia Zavala
Executive Officer

SUBJECT: LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY BOARD MOTION (APRIL 28, 2020, AGENDA ITEM 20) – PROSPER LA QUARTERLY REPORT (SEPTEMBER 30, 2020)

On June 29, 2020, the Prosper LA working group reported on its efforts on the County's Roadmap to Economic Recovery Board motion (April 28, 2020) as part of the County's reconstitution efforts.

As part of the motion, the Board directed the Executive Officer of the Board to work with the Quality and Productivity Commission (QPC), in consultation with the Small Business Commission (SBC), and the Citizens' Economy & Efficiency Commission (EEC), to report back to the Board quarterly on 1) creating a working group to encourage innovative ideas from County employees, businesses and labor partners that could streamline the County's contracting process and encourage strategies to engage and assist businesses; and 2) developing a website and email contact to accept and promote innovative and thoughtful ideas from Department staff, businesses and the public to streamline contracting, assist businesses and identify potential cost-savings actions that could be taken by each department.

These directives are part of a comprehensive countywide effort, inclusive of partnerships with the community, businesses, and nonprofits, to identify actionable ideas to spur economic recovery.

The following are the updates on our efforts:

WEBSITE LAUNCH AND EMAIL CONTACT

The working group launched ProsperLA.lacounty.gov on June 30, 2020. The website invites the public, County employees, and other interested stakeholders to submit ideas on various County practices. We notified County departments, businesses and non-profits, as well as associations and philanthropic organizations familiar with government processes, of the website. We are happy to report that various organizations (e.g., Board of Supervisors, County departments, Commissions, cities/other jurisdictions, nonprofits, professional organizations, etc.) have promoted and/or continue to advertise the website within their organization and constituents.

On July 29, 2020, the working group met to evaluate the design, ease of use, and effectiveness of the website. Based on feedback, several enhancements were made to the idea intake form, including the capability to translate the website into ten languages, including Armenian, Chinese, Filipino, Korean and Spanish.

PROSPER LA IDEAS

The Board motion directed the working group to promote innovative and thoughtful ideas from County department staff, businesses, and the public to streamline contracting, assist businesses, and identify potential cost-savings actions that could be taken by each department. This effort is part of the County's roadmap to economic recovery from the impacts of the COVID-19 pandemic. We created the idea intake form to address these specific topics and categories.

Since the website launched, we received a variety of ideas from both the County workforce and the general public. Between July 1 and August 31, 2020 (the cut-off date for this report), we received a total of 85 ideas categorized as follows: contracting process (14), business assistance (14), cost savings (34), and other (23).

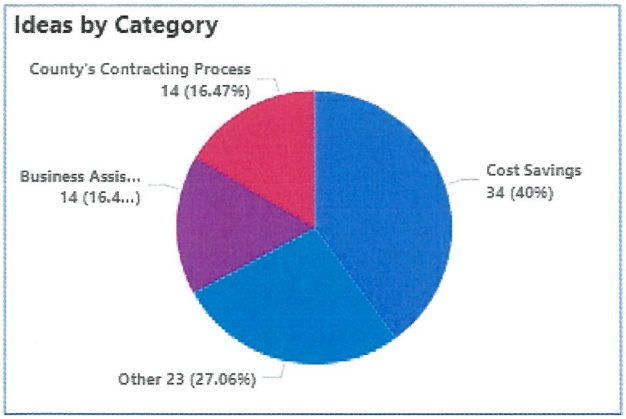


Table 1: Ideas by Category for reporting period July 1 through August 31, 2020. Approximately 40% (34) of the ideas were identified as cost savings.

The idea creators identified themselves as County employees (33), businesses (22), residents (20), and nonprofits (6), and four identified as other or did not specify their contact type.

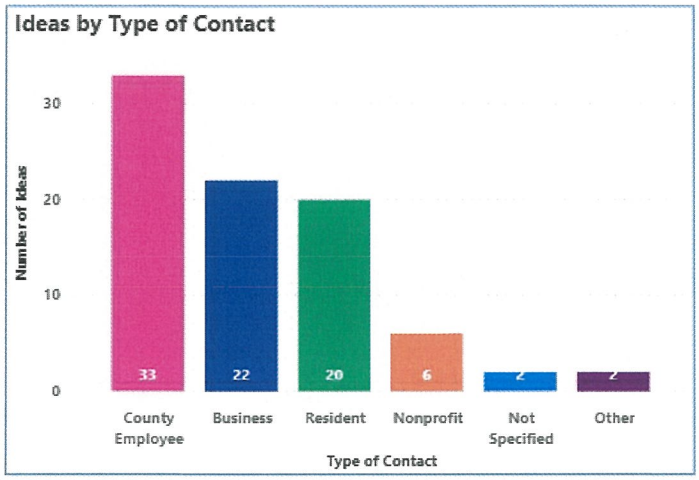


Table 2: Ideas by Type of Contact for reporting period July 1 through August 31, 2020. Approximately 40% (33) of those who submitted ideas were County employees.

The majority of the ideas (79%) included either adequate descriptions of the problems/issues and proposed a solution or provided adequate information to be referred to a County department for further review and evaluation. However, 6% were incomplete or lacked substance, and another 15% were unrelated to the topic areas (e.g., compliance with Brown Act), directed to non-County agencies (e.g., Department of Motor Vehicles, City of Los Angeles, etc.) or general comments about reopening the schools and the economy.

These ideas are summarized in Attachment 1 of this report. However, a few of the more notable ideas proposed include:

Cost Savings

- Reduce real estate expense by extending telework post pandemic, increasing telework opportunities to staff, and/or implement desk sharing.
- Standardize core administrative functions countywide. The resulting efficiencies will streamline processes while freeing up resources for operational service delivery instead of administrative process governance.

Contracting Process

- Unbundle large contracts to give smaller firms an opportunity to compete.
- Shift the Request for Proposal (RFP) process to an online application process with no hard copies required.
- Conduct surprise audits of county vendors subject to review to identify potential fraud, theft-related crimes, and waste.

Business Assistance

- Partner with a major credit card company to create a County credit card (e.g., LACard). Users earn points when they shop at designated businesses, which can be redeemed at County owned businesses, museums, events, etc.

- Introduce a new marketing program called "Shop Local LA". This program would offer "Advertising Grants" to small and medium sized locally based businesses.
- Assemble all business assistance programs under one department and utilize community stakeholder groups to provide business assistance resources, set goals and incentives.

Other

- Bridge the digital divide to bring in-home low or no cost solutions that connect underserved communities. Also extend a secure, robust wi-fi connectivity to outside County parks, libraries, and other County buildings, for greater access by the public.
- Develop a "green" grading system for local restaurants who make the effort to reduce waste, plastic containers, use local products; post these grades at their establishment; and create a local app for patrons to easily find these restaurants.
- Assemble an exhibit to showcase all artwork created during the lockdown.
- Develop an app to provide the public with real time crowd density assessments geographically, to allow them to make informed decisions on adhering to social distancing guidelines.

Several ideas have been either been implemented (e.g., telework, use of sidewalks and street closures for business use, allow barbers to set up on sidewalk), relate to ongoing efforts by County departments (e.g., housing for homeless), or general comments on reopening schools and the economy.

In addition to tracking data by category and type of contact, we also monitoring responses by location. Of the 85 ideas, 41 (48%) originated from within the City of Los Angeles (by zip code). The top contributing cities are listed below.

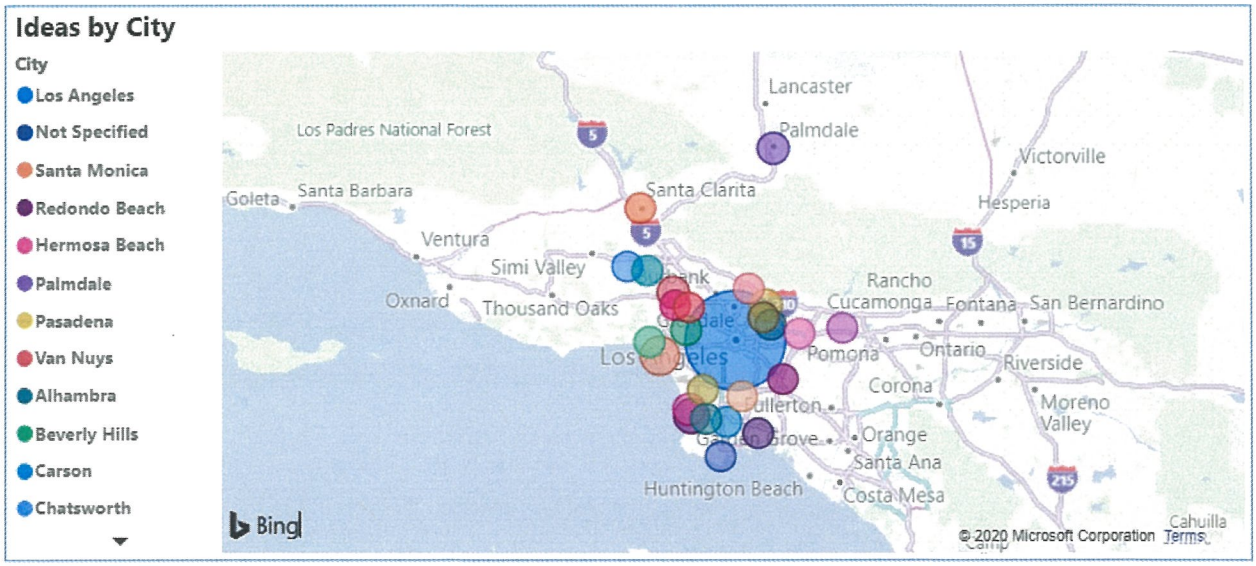


Table 3: Ideas are tracked geographically by zip code (if specified). Ideas originated from approximately 27 identifiable cities/areas within the County.

Although, Prosper LA working group members represent various industries and bring expertise and external interests, County staff have an understanding of departmental operations that is key to determining how and if an idea will succeed. We have requested the related County departments to further evaluate the 85 ideas received through the website. To ensure transparency of the review, consideration, and implementation of these ideas, we asked County departments to provide a status on the feasibility, cost effectiveness, and/or the potential for implementation of these ideas. A status summary report will be included in our subsequent reports to the Board. The next report will also include recommendations from the Internal Services Department on County procurement and contracting procedures.

We would like to thank members of the Quality and Productivity Commission, Small Business Commission, Citizen's Economy and Efficiency Commission, Department of Consumer and Business Affairs, and the Internal Services Department for their valuable insight and active participation on the County's recovery efforts.

Additional information on these ideas are available upon request. Please send your inquiries to idea@prosperla.lacounty.gov. If you have any questions, please call me at (213) 974-1401, or your staff may contact Jackie Guevarra at (213) 974-1361 or jguevarra@bos.lacounty.gov.

CZ:JG:LL:JKB:JTG

c: Fesia Davenport, Acting Chief Executive Officer
Joseph M. Nicchitta, Acting Chief Deputy
Rafael Carbajal, Acting Director, Department of Consumer and Business Affairs
Selwyn Hollins, Director, Internal Services Department
Jacki Bacharach, Chair, Quality and Productivity Commission
Ed Munoz, Chair, Citizens' Economy & Efficiency Commission
Edward Eng, Executive Director, Citizens' Economy & Efficiency Commission
Kerry Doi, Chair, Small Business Commission
Department Heads
Board Liaisons

LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY BOARD MOTION (APRIL 28, 2020, AGENDA ITEM 20) – PROSPER LA QUARTERLY REPORT (SEPTEMBER 30, 2020)

Prosper LA Ideas by Idea Category (Attachment 1)

This summary represents approximately 79% (67) of the 85 ideas submitted. These ideas included either adequate descriptions of the problems/issues and proposed a solution or provided enough information to be referred to a County department for further review, evaluation and consideration. The remaining 21% were unrelated to the topic areas (e.g., compliance with Brown Act), directed to non-County agencies (e.g., Department of Motor Vehicles, City of Los Angeles, etc.), general comments about reopening schools and the economy, or were incomplete or lacked substance. For more information, please contact us at idea@prosperla.lacounty.gov.

Category: Business Assistance (14)	
Problem/Issue	*Solution*
The grant/loan process is not timely. Business owner applied for a grant and received a loan.	Communicate with the business owner timely and notify them of the status change.
The business assistance program is under different County departments.	Centralize business assistance programs and utilize community stakeholder groups to disperse business assistance resources.
Demand for inspections become overwhelming as businesses reopen.	Allow a volunteer group of residents to conduct a pre-inspection of restaurants, bars, etc. and make suggestions to help businesses comply with inspection requirements.
Promote buying at locally owned business. Create a loyalty program to support locally owned businesses	Create a County Credit Card in conjunction with a major credit card operator. Card users earn points when shop at designated businesses in the County. Points can be redeemed for tickets to museums, County fees, etc.
Small businesses need assistance in starting a new business	Assign a business "case worker", advisor/consultant, or "business buddy" to help small business navigate the various phases of starting a business.
Businesses need assistance to recover the economy.	Offer advertising grants to small and medium sized businesses; allow the use of sidewalks for dining; develop a scheduling app to connect consumers to small businesses, expand coverage of the Los Angeles Regional COVID-19 Recovery fund; create a program to fund Teaching Assistants to help teachers
Lack of high-quality supermarkets in low-income communities.	Invest in FreshWorks or a similar healthy food financing program to incentivize high-quality stores to locate and expand in South and East Los Angeles County.
Category: Cost Savings (34)	
Problem/Issue	*Solution*
Use technology to preserve the poll workers and voters' safety against COVID-19.	Use technology designed to increase the efficiency of the absentee ballot signature verification process with automation.

Help employees retire faster to save money.	Offer early retirement incentives/packages, as well as voluntary furlough to save money
Access to school records will save social workers time.	Allow social workers to access medical records and school databases instead of faxing requests. This will save time and allow social workers to focus more on child safety.
Consider use of Proposition HHH funds. Re-evaluate cost for already approved projects.	Consider a new demonstration project which builds more affordable housing
Help schools recover from Covid-19. Provide teaching assistants to help the teachers with the class.	Create a program to Fund Teaching Assistants for next few years.
Current firefighting equipment has limited range and offer no protection in violent situations (e.g., riots).	Use firefighting equipment, especially equipped with armor and uses drones, to fight fires.
Recommendations for telework	Study the "future of work" and structure telework to optimize talents, team structure and work development strategies; extend telework; consider desk sharing; and invest in technology.
Recommendations for County operations	Eliminate the use of transmittals countywide; allow documents to be electronically signed, establish regional administrative headquarters countywide; consolidate major buying opportunities; standardize core administrative processes
Recommendations related to COVID-19	Pay donors for plasma to treat COVID-19 infected patients; deliver COVID-19 tests using drones; create a purchasing team to buy personal protective equipment (PPE); procure PPE with high efficiency air filters; develop a map where infections are spiking weekly; give grant funding to graduate researchers to fabricate PPE using 3-D printers; and install hands-free magnetic entry strip for containment entry for isolation rooms and other areas needing risk mitigation from Covid-19.
Category: Contracting Process (14)	
Problem/Issue	*Solution*
Departments are not detecting fraud, theft-related crimes, and waste by County vendors.	Departments should conduct surprise annual performance reviews and audits of the county vendor subject to review.
The RFP process is onerous, overwhelming, and small businesses have difficulty completing bids.	Create a sample bid proposal and streamline the process.
Improve workflow stockroom operations.	Streamline stockroom policies and use electronic forms, which reduces cost.
The County reimburses childcare development centers that are registered and directly pay the childcare provider.	DCFS should determine a way to directly provide benefits and supplements to the resource parents.
The application and vendor registration process is time consuming	Shift to an online portal for submitting contracts and grants; create a cumulative list of certified small businesses; and provide a vendor directory itemized by category.

Revise the Request for Proposal (RFP) process and certain requirements to allow small businesses to compete for bids.	Rework the RFPs to reduce the value of having past experience doing similar work, unbundle large contracts, and lower thresholds and approval levels.
Department Heads should be involved in the contracting process.	Establish a stronger connection between the contracting office and Department Heads.
Category: Other (23)	
Problem/Issue	*Solution*
Each County Department has administrative functions, such as Public Relations, Human Resources, Contracting and Fiscal Management, that should be the same across departments.	Standardize and consolidate core administrative functions and processes and implement business best practices to reduce duplicate expenses.
Residents do not have real-time knowledge of crowd density around the County.	Develop an app to provide the public with real time crowd density assessments, to allow them to make informed decisions on adhering to social density guidelines.
The County has needs to disseminate messages to all County residents	Implement an employee and partner advocacy platform to collectivize the media access and harness it to distribute life-saving information at greater scale than the County can do on its own.
Recent graduates need field experience.	Provide job-based mentorships in skilled areas that come out of these programs.
Social workers are only required to follow up with a referred family via a phone call.	Require the social worker to conduct a face-to-face contact with the referred family to increase the likelihood of the family accessing their services.
Children Social Workers need an automated tracking system to streamline their heavy workload.	Develop an automated work tracking system that prioritizes work, show deadlines and due dates each week, and create work and monitoring efficiencies.
Miscellaneous recommendations:	-Coordinate exhibit showing off all the ART that was created during the lock-down; establish a County Credit Union; establish community kiosks in high traffic areas; designate space for a community vegetable and fruit garden at a local park; implement a grading system for local restaurants making effort to reduce waste, plastic containers, use local products, and create app for patrons to easily find these restaurants.
Propose a study on anti-germ solution to destroy germs, including COVID-19. Determine if the anti-germ mouthwash reduces illness and infections.	Large scale rollout of anti-germ solution during the flu season can lead to less or avoidance of hospitalization.

Recommendations on homelessness	Provide the homeless community with options to relocate to other cities/states where cost of living is lower; Buy land and create a "Garden of Eden", which gives homeless people an address and participate in growing their own food; Use rental space vacated by telework for housing; and create an Antelope Valley Continuum of Care - the cities of Palmdale and Lancaster should be separated from LAHSA to better address homelessness.
There is a digital divide in communities and certain communities that lack basic internet.	Leverage the County's Cisco wireless infrastructure deployed at Libraries and County buildings and extend connectivity to communities.

EXECUTIVE OFFICE
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EXECUTIVE OFFICER

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MEMBERS OF THE BOARD

HILDA L. SOLIS

HOLLY J. MITCHELL

SHEILA KUEHL

JANICE HAHN

KATHRYN BARGER

January 13, 2021

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

FROM: Celia Zavala
Executive Officer

SUBJECT: LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY BOARD MOTION (APRIL 28, 2020, AGENDA ITEM 20) – PROSPER LA QUARTERLY REPORT (DECEMBER 31, 2020)

On June 29, 2020, the Prosper LA working group reported on its efforts on the County's Roadmap to Economic Recovery Board motion (April 28, 2020) as part of the County's reconstitution efforts.

As part of the motion, the Board directed the Executive Officer of the Board to work with the Quality and Productivity Commission (QPC), in consultation with the Small Business Commission (SBC), and the Citizens' Economy & Efficiency Commission (EEC), to report back to the Board quarterly on 1) creating a working group to encourage innovative ideas from County employees, businesses and labor partners that could streamline the County's contracting process and encourage strategies to engage and assist businesses; and 2) developing a website and email contact to accept and promote innovative and thoughtful ideas from Department staff, businesses and the public to streamline contracting, assist businesses and identify potential cost-savings actions that could be taken by each department.

These directives are part of a comprehensive countywide effort, inclusive of partnerships with the community, businesses, and nonprofits, to identify actionable ideas to spur economic recovery.

The following are the updates on our efforts since we issued our quarterly report as of September 30, 2020:

PROSPER LA IDEAS

The Board motion directed the working group to promote innovative and thoughtful ideas from County department staff, businesses, and the public to streamline contracting, assist businesses, and identify potential cost-savings actions that could be taken by each department. This effort is part of the County's roadmap to economic recovery from the impacts of the COVID-19 pandemic. As previously reported, the Prosper LA working group developed a public-facing website (https://prosperla.lacounty.gov/) that invites the public, County employees and other interested stakeholders to submit ideas on various County practices. We created the idea intake form to address these specific topics and categories.

During the period covered in this report from September 1 and November 30, 2020, we received 32 ideas from both the County workforce and the general public, categorized as follows: contracting process (2), business assistance (7), cost savings (9), and other (14).

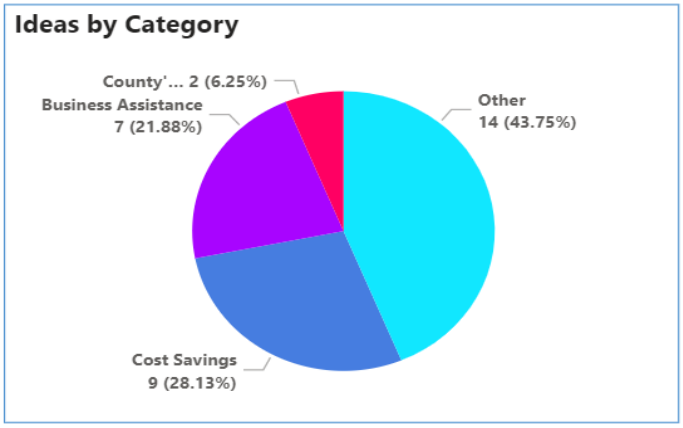


Table 1: Ideas by Category for reporting period September 1 through November 30, 2020. Approximately 44% (14) of the ideas were categorized as Other (e.g., use of high-resolution cameras and artificial intelligence, place inspectors in field offices, etc.)

The idea creators identified themselves as County employees (20), businesses (6), residents (5), and two identified as other.

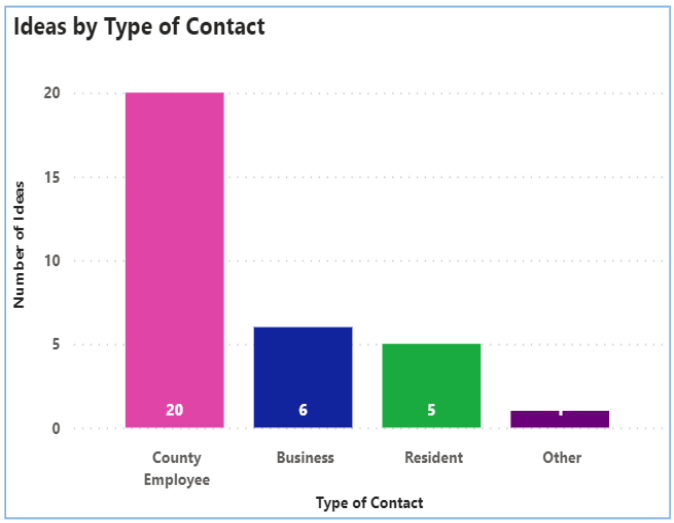


Table 2: Ideas by Type of Contact for reporting period September 1 through November 30, 2020. The majority of the respondents (63%) were County employees.

The majority of the ideas (75%) included either adequate descriptions of the problems/issues and proposed a solution or provided adequate information to be referred to a County department for further review and evaluation. However, 25% were incomplete, lacked substance, and/or were unrelated to the topic areas (e.g., global warming, offer of training/education opportunities, available artwork for sale, etc.)

These ideas are summarized in Attachment 1 of this report. However, a few of the more notable ideas proposed include:

Cost Savings

- Provide only one computer (desktop or laptop) to County employees.
- Proposal to address LED lighting replacement bulbs (e.g., how to protect grounding connections from corrosion/disconnect)
- Hire an actuarial firm to work with the Fire/Forestry Department to analyze and mitigate the cost of fires

Contracting Process

- Address implicit bias in county contracting, including narrowly defined proposers' minimum requirements.
- County Contractor's business hours should match County departments operating hours.

Business Assistance

- Produce a YouTube tutorial on how to complete or apply for small business benefits.
- Create a dashboard on the LA Business Portal that easily walks entrepreneurs through how to start a business in the County.
- Introduce a web-based app that shows which businesses have safely reopened.

Other

- Send inspectors out in the field to review/approve plans and issue permits instead of contractors going to a central County facility.
- Use of technology (e.g., high resolution cameras, artificial intelligence, etc.) to identify criminal suspects, including those involved in the Compton Blue Line Train Station shooting of Sheriff Deputies
- Propose changes to County administrative/personnel matters (e.g., allow employees to purchase additional service credit, carryover of annual leave benefits, etc.)

Several ideas have either been implemented (e.g., use of sidewalks for dining, providing financial assistance to businesses, etc.), relate to ongoing efforts by County departments (e.g., implicit bias training, housing for homeless), or general comments on reopening businesses and the economy.

In addition to tracking data by category and type of contact, we are also monitoring responses by location. The 32 ideas originated from thirteen locations identified by zip code. Of the 32 ideas, 17 (53%) originated from within the City of Los Angeles and 3 were from other counties (i.e., County of Orange, San Diego and Santa Barbara). The top contributing cities are listed below.

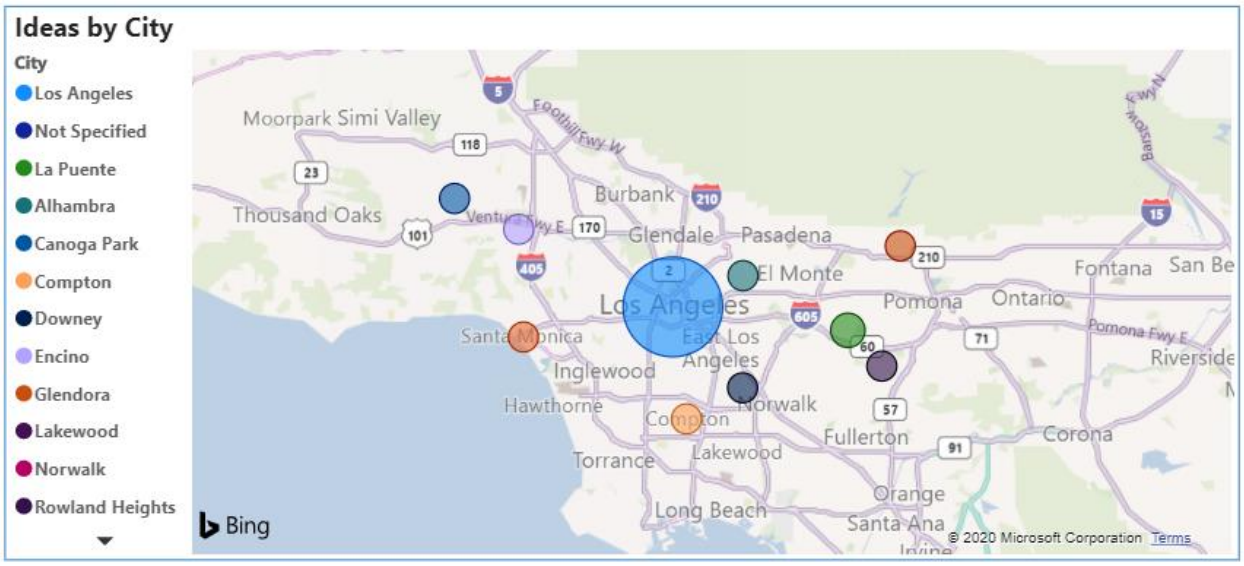


Table 3: Ideas are tracked geographically by zip code (if specified). Ideas originated from approximately 12 identifiable cities/areas within and 3 from outside of the County.

DEPARTMENT RESPONSES TO PROSPER LA IDEAS

On September 18, 2020, we informed County Department Heads, Board Liaisons and/or designated department staff of the ideas received through the Prosper LA website (https://prosperla.lacounty.gov/). We asked departments to review and evaluate the ideas for feasibility, cost effectiveness and the potential for implementation. Of the 89 ideas included in our last report, we forwarded 85 (96%) ideas to County departments for

further review and evaluation. As of November 30, 2020, we received a response on 72 ideas from 14 departments and will continue to follow up with the departments for responses on the remaining 13 ideas. Of the 72 ideas, departments indicated that they have either implemented the ideas or programs were already in place for 37 (52%) ideas, while another 6 (8%) ideas were undergoing further consideration for implementation and 5 (7%) ideas are being referred to other departments.

After detailed analysis and cost studies, departments also identified 24 (33%) ideas that were determined to be not feasible, as follows:

- Pay donors for their convalescent plasma – Convalescent Plasma Benefit Optimizer has shown no benefit in clinical trials, nor effective for managing and preventing disease
- Post Covid-19 victims' names/photos on a map – The Social Distancing Project would release the identification of a Covid-19 patient, which violates confidentiality and privacy requirements
- The Department of Children and Family Services should eliminate the use of transmittals – Even though the elimination of transmittals is cost effective, the Department of Human Resources use the transmittals for tracking and auditing purposes, helps with prioritization, and provides a quick overview
- Fund graduate research students to produce/fabricate personal protective equipment (PPE) – There has been a significant increase in PPE production, so it is not cost effective to fund to a graduate program to produce PPEs
- Halt Proposition HHH projects and consider an alternative housing demonstration project – Proposition HHH funding is under the jurisdiction of the City of Los Angeles
- Offer early retirement packages – Early retirement incentives were contemplated and deemed not cost effective
- Allow employees to voluntarily furlough – Use of voluntary unpaid days off was considered when planning for mandatory layoffs, but layoffs were alleviated
- Develop the hybrid firefighting equipment dubbed the Special Applications Firefighting Equipment (SAFE) – The armor fitted SAFE currently does not exist and will be costly to develop
- Offer a Horsemastership/Course Design apprenticeship – This apprenticeship is not a high growth employment activity like healthcare, information technology, manufacturing and the other high-growth sectors designated by the Board

General comments provided by departments on the feasibility of other ideas include insufficient information was provided to determine cost effectiveness, and submission does not provide a solution for a project, only comments and concerns. We will continue to provide the Board with departmental updates to ensure the ideas received through the Prosper LA website are adequately vetted.

INTERNAL SERVICES DEPARTMENT RECOMMENDATIONS ON COUNTY PROCUREMENT PROCESSES

The working group originally reached out to the Internal Services Department (ISD) in May 2020 for guidance and feedback on developing the Prosper LA website. ISD served as the subject matter expert on the County's contracting process, one of the focus areas of Prosper LA. In addition to the ideas received through the website, ISD identified internal procurement challenges that impact cycle times, affect user experience, and hinder transparency and business integrity. These challenges include decentralized processes, inconsistent procedures/protocols, and inefficiencies (e.g., paper intensive process). Details of these problems/issues and the proposed solutions are summarized in Attachment 1 of this report.

The proposed solutions are incorporated in ISD's report back to the Board in response to a September 29, 2020 Board motion that directed the County to review and provide recommendation on digital and streamlined contracting and auditing activities. The Digital and Streamlined Contracting and Auditing for Los Angeles County report was recently issued on November 25, 2020 (Attachment II). The report includes recommendations to:

1) Improve and streamline contracting and auditing, including strategies to move these processes to standardized, cloud-based processes to reduce duplicative work for our contractors and County staff which would both ensure transparency and save money, and

2) Use available technology to move towards eliminating the current paper-based system and create a centralized website (such as a one-stop shop website)

As indicated in the attached Board Letter from ISD (Attachment II), the Department has taken steps to implement specific recommendations contained in the report. For example, ISD has piloted the streamlined forms in various solicitations and based on the reduction of time and cost to the vendors and departments, these revisions will be presented to the Audit Committee for approval by March 2021 and will be incorporated into an automated system. We thank ISD for their participation in the Prosper LA working group and offer our support and feedback, as needed.

PROSPER LA PROMOTION

The working group continues to promote the Prosper LA website and encourage residents, County employees, business owners and the general public to submit ideas through the website. Since we issued our last report, the QPC discussed Prosper LA at its biennial Department Visits and requested Department Heads to notify their workforce of the website, social media toolkits were sent to County public information officers, information ideas were shared with Board liaisons, and the DCBA sent out a notice to various chambers of commerce, worker agencies and Business Improvement Districts to ensure optimal reach.

We would like to thank members of the Quality and Productivity Commission, Small Business Commission, Citizen's Economy and Efficiency Commission, Department of

Consumer and Business Affairs, and the Internal Services Department for their valuable insight and continued active participation on the County's recovery efforts.

Additional information on these ideas is available upon request. Please send your inquiries to idea@prosperla.lacounty.gov. If you have any questions, please call me at (213) 974-1401, or your staff may contact Jackie Guevarra at (213) 974-1361 or jguevarra@bos.lacounty.gov.

CZ:JTG

c: Fesia Davenport, Chief Executive Officer
Rafael Carbajal, Director, Department of Consumer and Business Affairs
Selwyn Hollins, Director, Internal Services Department
Jacki Bacharach, Chair, Quality and Productivity Commission
Ed Munoz, Chair, Citizens' Economy & Efficiency Commission
Kerry Doi, Chair, Small Business Commission
Department Heads
Board Liaisons

LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY BOARD MOTION (APRIL 28, 2020, AGENDA ITEM 20) – PROSPER LA QUARTERLY REPORT (DECEMBER 31, 2020)

Prosper LA Ideas by Idea Category (Attachment 1)

This summary represents approximately 75% (24) of the 32 ideas submitted. These ideas included either adequate descriptions of the problems/issues and proposed a solution or provided enough information to be referred to a County department for further review, evaluation and consideration. The remaining 25% were unrelated to the topic areas (e.g., global warming, available artwork for sale, etc.), directed to non-County agencies (e.g., Metro), or were incomplete or lacked substance. For more information, please contact us at idea@prosperla.lacounty.gov.

Category: Business Assistance (6)	
Problem/Issue	*Solution*
Many businesses are struggling due to Covid-19 and not getting the assistance they need (loans/grants) due to lack of technical assistance needed to complete the required forms or obtaining required supporting documents.	County departments produce a YouTube tutorial (or other popular platform) on how to complete or apply for the benefits that small businesses need (e.g., YouTube "211" channel to walk thru many worthwhile program for businesses/participants.)
Indoor playground business has been closed since March 2020 and needs financial assistance.	Provide grants specifically for businesses such as indoor playgrounds
The Los Angeles Department of Public Health has not allowed small businesses to operate for 11 consecutive weeks.	Modify the health order to allow indoor malls to operate at 25%, as allowed under the current Purple Tier.
Fear of exposure to the COVID-19 virus lead to a decline in community engagement, a decrease in business patrons, and a reduction in revenue needed to sustain the County's economy.	Introduce a web-based app that can serve as an online hub for County residents. The app would allow for community engagement and create a sense of unity and morale within the County. The app can show which businesses have safely re-opened, provide an "augmented reality view" of businesses like restaurants and address the fear of going out in public spaces.
The process of starting a business in the County is tedious and steps are difficult to navigate.	Convert the LA Business Portal into a functioning business portal. Create a dashboard that easily walks entrepreneurs through each step of starting a business in the County. Local software companies could partner with the County to create the new "LA entrepreneur experience."
Restaurants have taken a financial hit during the Covid-19 pandemic. Restaurants serve as an anchor to local businesses in a neighborhood. Dollars spent in local restaurants lead to dollars spent in nearby businesses.	Encourage restaurants to put a few tables on the sidewalk for outdoor dining.

Category: Cost Savings (6)	
Problem/Issue	*Solution*
Many County employees are issued both a desktop and a laptop computer. This is a waste of County funds.	Department should provide one computer per employee unless there is a unique, compelling, and documented business need.
The three areas of concern for forest fires are loss of life, pollutants contaminating the environment, and tremendous financial costs.	Hire an actuarial firm to work with the Fire/Forestry Department to analyze the forests and provide reports that enable decision makers to best direct funds to mitigate the problem.
LED lighting burns out quickly, costing the County millions in replacement bulbs and maintenance. Stray voltage or excess voltage is the number one problem causing bulbs to burn out. Stray voltage or excess voltage is caused primarily by poor grounding.	Protect grounding connections from corrosion and disconnect. The Strong Cap is a 3 in 1 solution eliminating corrosion and disconnect from the weakest part of the circuit grounding connection.
Reduce the need for the peaker power plants that are expensive to operate and add unnecessary pollution into the air.	Identify the top 5% of County buildings that use the most electricity per square foot. The buildings can be retrofitted with electrical battery storage on their rooftops. A computer will tap into the electricity grid at night, store energy, and redirect it where needed during the day.
Errors in policing escalate violence between police and citizens.	Utilize Pareto charts, which are used by six sigma experts, as a tool to identify types of errors that occur and to quantify each type of error. Community leaders and law enforcement review substantiated police violence and identify the types of errors the citizens and law enforcement made, respectively, that caused the escalation that led to violence. Provide necessary training to address the errors.
Reduce civilian casualties during vehicle pursuits by using caches of undercover vehicles.	Use undercover vehicles during a pursuit. The goal is to reduce speed and any resulting injuries.
Category: Contracting Process (2)	
Problem/Issue	*Solution*
Systemic and institutional racism exist in the County's contracting process.	Address implicit bias in the African American community by providing training; provide technical assistance to African American agencies in obtaining funds; and end the practice requiring a narrowly defined "Proposer's Minimum Mandatory Requirements' in the Request for Proposal, which disqualifies existing community based organizations.
County Department operating hours do not match contract staff working hours.	Contract staff service hours should align with County Department operating hours

Category: Other (10)	
Problem/Issue	*Solution*
Contractors must go to a County facility to have plans approved for permits to be issued and fees paid. This results in long wait times and lost travel time.	Send inspectors out into the field (e.g., library, community hall, school auditorium, church parking lot, County field office, etc.) where contractors can conduct business without the wait and lost travel time. Inspectors can visit various areas on different days.
A change in personnel/administrative matters can save the County money	These two administrative actions that can save or generate money for the County: 1) allow County staff to purchase additional five (5) Years of Service Credit and 2) allow employees to carry over Elective Leave Hours up to 160 hours to the next year instead of reimbursing them this year.
The County has one of the largest homeless populations. Although, there is Measure H funding, there is no improvement when it comes to this vulnerable population. The County needs to have more measurable outcomes and identify a more permanent solution.	The State and County governments have a lot of land at their disposal. For example, State recently discarded land from their Youth Correctional facilities. Instead of selling it to a housing developer, the State and County should build public housing for homeless and seniors. These epicenters could also provide support services to rehabilitate and reintroduce at-risk populations for change to become successful.
Residents need help paying their bills.	The County reallocate funds from the budget as emergency pandemic assistance and help people pay their bills. This will result in increased spending at local businesses and services.
Not everyone reads the Board meeting agendas or watches the live broadcast, but many people surf the web. Information on rewards leading to the apprehension and/or conviction of a person(s) responsible for the death of constituent needs to reach a larger segment of the County public.	The County should put reward information on a webpage map of Los Angeles County. The public will visit the web page and see a map of violent crimes, including a brief description of the incident. Not everyone reads the Board meeting agendas or watches the live broadcast, but many people surf the web and need extra cash.
Effectively moving large amounts of packaged food and supplies to the residents that need them.	Identify the top 10 sites for underground warehouses close to the freeways in the County. Underground warehouses have the following benefits: utility savings of up to 70%, cheaper per square foot than standard warehouses, higher worker productivity due to cooler environments, consumers buy more when offered same day delivery, and land above warehouses can be made into beautiful parks
Identification of suspects at the Compton Blue Line train station where two Sheriff's Deputies were attacked and people on the County's Most Wanted list.	Use of technology (e.g., gait recognition, high resolution cameras, artificial intelligence, partner with Department of Motor Vehicle, etc.) to identify a suspect.

Internal Services Department

In addition to the ideas received from the Prosper LA website (https://prosperla.lacounty.gov/) and summarized above, the Internal Services Department (ISD) submitted ideas related to streamlining the County's contracting process. These ideas were also presented to the Board on November 25, 2020. See Attachment II for additional details and recommendations. These contracting-related ideas are summarized, as follows:

Internal Services Department Contracting Process (2)	
Problem/Issue	*Solution*
The County's contracting process is completely decentralized and confusing for departments, contractors, vendors, nonprofit partners, and other stakeholders. The lack of consistent requirements and protocols wastes time, hinders competition and diversity, and inhibits innovation.	The Board can authorize an entity to oversee and guide the contracting process over both services and commodities (e.g., via a center-led approach). Similar to ISD's delegated authority as the Purchasing Agent over commodities for the County, the Board should designate a Chief Procurement Officer (CPO) to oversee service contracting. Ideally, this CPO would oversee both services and commodities and develop a set of consistent and applicable rules for all procurement scenarios countywide. Departments would continue to be business owners and subject matter experts for the types of contracts that are required for their services and business needs. However, the CPO would be responsible for rules, guidance, data reporting, and oversight.
The procurement process, which includes ideation/brainstorming, request, solicitation, proposal submission, evaluation, award, contract/budget negotiation, contract execution, contract/budget management, contract monitoring, invoicing, payment, and vendor management, in general and especially for service contract are overwhelmingly paper-intensive and inefficient. The County's standard procedure for accepting responses to solicitations is through a hard copy, paper-based process. This is similar for contract development, monitoring, invoicing, payment, and vendor management. While Board Policy Chapter 5 – *Contracting and Purchasing* establishes protocols, including method of payment, reporting requirements, contract monitoring, and approval authority for services contracts, it was developed in compliance with statute and in response to specific circumstances and does not reflect current best practices or more recent technological developments. The existing process is inefficient, slow, and confusing to many vendors competing for County business.	The County procure and implement a new end-to-end procurement solution to enable best in class business processes as well as allow for web-based transactions for all procurement tasks and transactions. A new, standardized, user-friendly e-procurement system will allow for a clear, simple, consistent, standardized, and transparent process for departments, businesses, oversights (e.g., the Board, CEO, etc.), and the public. The proposed solution would require the requisite investment of funds and staff resources to ensure successful deployment and must be paired with the governance, authority, and business process improvements identified above.

County of Los Angeles
INTERNAL SERVICES DEPARTMENT
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SELWYN HOLLINS
Director

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November 25, 2020

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

From: Selwyn Hollins
Director

REPORT BACK ON DIGITAL AND STREAMLINED CONTRACTING AND AUDITING FOR LOS ANGELES COUNTY (ITEM NO. 20, AGENDA OF SEPTEMBER 29, 2020)

On September 29, 2020, the County of Los Angeles (County) Board of Supervisors adopted a motion that directed the County to review and provide recommendations on several digital and streamlined contracting and auditing activities. This report addresses the specific direction to the Director of the Internal Services Department (ISD) to report back, in writing, in 60 days on recommendations to:

1) Improve and streamline contracting and auditing, including strategies to move these processes to standardized, cloud-based processes to reduce duplicative work for our contractors and County staff which would both ensure transparency and save money in these austere times. These recommendations should consider:

   a) Centralized auditing capability to replace auditors in each county department, at times auditing the same contractor on similar contracts; and

2) Using available technology to move towards eliminating the current paper-based system. Create a centralized website for consumers to apply for County human services benefits and create a parallel centralized technical solution and process for community-based organizations to communicate with County staff on existing County contracts (such as a one-stop shop website), including responding to solicitations and engaging in other contracting functions.

Background

The County procures billions of dollars a year in goods and services annually. As the Purchasing Agent for the County, ISD oversees the purchasing of goods on behalf of

County departments and is responsible for policies and procedures for such transactions, which account for approximately twenty percent of the County's overall annual spend. The remaining eighty percent of the County's annual spend is comprised of service contracts, the authority of which are delegated to each department. This federated model has resulted in a fragmented environment for service contracting, with each department developing its own processes and procedures, resulting in challenges, long cycle times, and confusion for both departments and businesses.

In 2018, the Chief Executive Office convened a taskforce comprised of representatives from the Chief Executive Office (CEO), ISD, Auditor-Controller (A-C), County Counsel, Department of Consumer and Business Affairs (DCBA), Department of Human Resources (DHR) and Department of Health Services (DHS) to identify and evaluate potential opportunities to streamline the County contracting process. The taskforce's final report was distributed to the Board in February 2019. Since this time, departments have implemented some process changes, and ISD has taken the lead on Countywide efforts to accomplish the following recommendations:

1. **Implementing a Digital Submission Process:** The County's standard procedure for accepting proposal/bids is through a hard copy, paper-based process. In its role as the County's Purchasing Agent, ISD leverages the County's ERP platform (eCAPS) procurement module to release and receive bids online. This current technology, while not best in class or the most user friendly, offers an almost immediate opportunity to leverage a paperless process for solicitations. Expansion of the County's ERP platform (eCAPS) is currently underway from purchasing solicitation functionalities to service contract solicitation functionalities. In August 2019, ISD began piloting the acceptance of proposals electronically using the eCAPS procurement module. Under this pilot, ISD has been successful in eliminating the paper-based process and reducing the solicitation cycle time by 30 percent. The Department of Public Health (DPH) and DHS have volunteered to participate in the next phase of the pilot for health and human services solicitations.

2. **Utilizing Electronic Signatures to Expedite the Signature Process:** Based on a recent survey,18 departments have implemented cost-effective, online electronic signature solutions for contracting documents. As a result, cycle times for executing contract documents have significantly reduced for the County and vendors.

3. **Business Process Improvements and Consolidation of Standard Solicitation Forms:** Many County contracting processes are established through Board policies and ordinances. Since 2018, *Board policy 5.100 – Sole Source Contracts*

and *Board policy 5.055 – Service Contract Solicitation Protest* have both been revised and streamlined to yield efficiencies in the contracting process**.** ISD and County Counsel completed a thorough review and analysis of Board policies, County Codes and implementation guidelines to streamline County solicitation forms. As a result, the number of standard County forms were reduced by more than 60 percent. ISD piloted the streamlined forms in various solicitations and based on the reduction of time and cost to the vendors and departments, these revisions will be presented to the Audit Committee for approval by March 2021 and will be implemented into an automated system described below (Centralized Vendor Information and Certification Application).

Stakeholder Engagement

To further streamline the County's contracting and auditing, ISD engaged with 14 community-based organizations/nonprofit organizations, including the Center for Nonprofit Management, Weingart Foundation, California Community Foundation, Children's Institute, via the Economic Resiliency Task Force: Nonprofit and Philanthropy Workgroup. ISD also collaborated with County departments that contract for human services, including the Departments of Public Social Services, Workforce Development, Aging, and Community Services, Probation, Mental Health, Public Health, Health Services and Children and Family Services to better understand the existing methods and platforms accessible to consumers and to identify opportunities for improvement.

In addition, ISD consulted with the CEO and the A-C to solicit their input and suggestions on streamlining opportunities.

Recommendations

Short-Term Improvement Opportunities

Based on the feedback and collaboration from stakeholders, the following short-term (6 to 12 months) solutions are being recommended:

1. **Utilizing Existing 211 LA Website:** With regards to the delivery of human services information, the departments are currently using the 211 LA, a website for consumers and organizations to access information about health and human services. Based on feedback from nonprofit organizations and departments, it is recommended that this existing platform be utilized in the interim until the new community information website is developed and implemented by the CEO.

2. **Developing an Online Centralized Vendor Information and Certification Repository:** Currently, vendors are required to submit numerous hard copy forms with each proposal/bid submission. To address this inefficiency, ISD is in the process of expanding the capabilities of the existing WebVen system to enable vendors to manage content in their vendor profile, standardize solicitation forms and minimize the frequency of applicable vendor certifications. This recommendation would reduce the size of proposals/bids, by eliminating numerous forms as well as reduce the vendor's time in preparing proposals and the County's time reviewing the required vendor certifications. It is anticipated that this recommendation could be completed within the first quarter of 2021.

3. **Establishing a Health and Human Services Workgroup:** In addition to recommendations 1 and 2 above, ISD and the human service departments will continue to meet with nonprofit organizations who currently contract with the County on a regular basis to ensure collaboration towards mutually beneficial solutions. In parallel, ISD recommends the establishment of a Health and Human Services Workgroup, consisting of the health and human services departments and the community-based organizations, to facilitate this effort, which can be completed as early as December of this year.

4. **Standardizing and Coordinating Contract Monitoring and Auditing:** Based upon feedback from nonprofit organizations and the health and human services departments, the current departmental contract monitoring and auditing practices would benefit from a reduction in redundancies. For example, when health and human service contractors are audited by the respective County departments, they are required to submit standard documents (e.g., financial statements, single audit reports, cost plans, etc.) with each review. If a contractor has multiple contracts with the County, this process is duplicative and time consuming. In an effort to standardize and coordinate monitoring and auditing activities between departments, it is recommended that a central repository be developed to safely store documents which are uploaded once by the contractor and accessed by departments at any time for auditing purposes. This effort can be implemented and managed by the Health and Human Services Workgroup identified in the above paragraph, with guidance by the A-C as necessary. For further reduction in time and costs, ISD recommends conducting virtual monitoring activities utilizing repository documents rather than onsite reviews unless necessitated by law or circumstance.

Long-Term Improvement Opportunities

Procurement of goods and services, especially human services, in Los Angeles County must be equitable, efficient, responsible, and cost-effective. It must increase the efficiency of operations, reduce costs, and improve communication and visibility while providing accurate, timely and complete information to decision makers at all levels. Additionally, departments must be able to easily collaborate and share information. To attain this objective, the following long-term solutions are being recommended:

1. **Implementation of a Countywide eProcurement Technology System:** ISD recommends implementation of a modern end-to-end eProcurement system to provide a simpler and streamlined experience. Implementation of a new Countywide contracting and procurement system will transform the way the County does business. The system, along with the parallel business process changes, will streamline the transactions between the County and its vendors, while creating transparency, and retaining the integrity and fairness of the contracting process. The ease and clarity of the process will increase vendor participation with the County. Such a system will also enable the County to increase data collection as it relates to procurements, capture data related to the County's utilization goals, and department-specific data for reporting. This will allow the County to realize cost savings, through strategic decision-making, that can be redirected to vital programs and services and enable the departments to address issues in real-time. As a result, departments will be equipped with centralized and actionable data to allow the County to make decisions that are impactful and consistent.

2. **Developing a Centralized Community Information Website:** The County is in the process of developing a centralized information exchange website that will redefine how constituents and consumers access/use the services offered and how referrals are made, tracked and service linkages are confirmed. It is anticipated that the existing 211 service utilized by the health and human service departments will be integrated into the County's infrastructure and therefore improve the quality of the service/provider database and enable the County to leverage a common platform for specific populations. The County is currently developing an RFP for a new Information and Referral contract and on creating the Los Angeles County Information Exchange website. These efforts are anticipated to be completed by the first quarter of 2022.

3. **Establishing Authority, Oversight, and Standardization:** To effectuate the implementation of a Countywide contracting and procurement system, it is recommended that the Board delegate authority to a department or entity to oversee and guide the contracting process. Similar to the way that ISD has been

delegated the authority as the Purchasing Agent for the County, the Board may consider designating a central procurement office ("CPO") to oversee the contracting efforts. Ideally, this CPO would oversee both services and commodities and develop a set of consistent and applicable guidelines for all procurement/contracting scenarios. Departments would continue to function as subject matter experts and business owners for contracts related to their core mission. However, the CPO would be responsible for policies and procedures, data reporting, and oversight. The CPO model would provide meaningful improvements in consistency, cycle times, transparency, business integrity, and cost avoidance for departments and all County stakeholders. It will also lead departments to collectively implement a standardized procurement process for contracts that can be monitored pursuant to best practices.

If you have any questions, please contact me at (323) 267-2101, via email at SHollins@isd.lacounty.gov, or Christie Carr, of my staff at (323) 267-3101, via email at CCarr@isd.lacounty.gov.

c: Chief Executive Office
Auditor-Controller
ISD Board Deputies
Executive Office, Board of Supervisors

EXECUTIVE OFFICE
BOARD OF SUPERVISORS
CELIA ZAVALA
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MEMBERS OF THE BOARD

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April 5, 2021

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

FROM: Celia Zavala
Executive Officer

SUBJECT: LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY BOARD MOTION (APRIL 28, 2020, AGENDA ITEM 20) – PROSPER LA QUARTERLY REPORT (MARCH 31, 2021)

On June 29, 2020, the Prosper LA working group first reported on its efforts on the County's Roadmap to Economic Recovery Board motion (April 28, 2020) as part of the County's reconstitution efforts. Since then we have issued two quarterly reports (as of September 30 and December 31, 2020).

As part of the motion, the Board directed the Executive Officer of the Board to work with the Quality and Productivity Commission (QPC), in consultation with the Small Business Commission (SBC), and the Citizens' Economy & Efficiency Commission (EEC), to report back to the Board quarterly on 1) creating a working group to encourage innovative ideas from County employees, businesses and labor partners that could streamline the County's contracting process and encourage strategies to engage and assist businesses; and 2) developing a website and email contact to accept and promote innovative and thoughtful ideas from Department staff, businesses and the public to streamline contracting, assist businesses and identify potential cost-savings actions that could be taken by each department.

These directives are part of a comprehensive countywide effort, inclusive of partnerships with the community, businesses, and nonprofits, to identify actionable ideas to spur economic recovery.

The following are the updates on our efforts since we issued the previous quarterly report as of December 31, 2020.

PROSPER LA IDEAS

As previously reported, the Prosper LA working group developed a public-facing website (https://prosperla.lacounty.gov/) that invites the public, County employees and other interested stakeholders to submit ideas to streamline contracting, assist businesses, and identify potential cost-savings actions. We created the idea intake form to address these specific topics and categories.

During the period covered in this report from December 1, 2020 to February 28, 2021, we received five new ideas from both the County workforce and the general public, categorized as follows: business assistance (1), cost savings (1), and other (3).

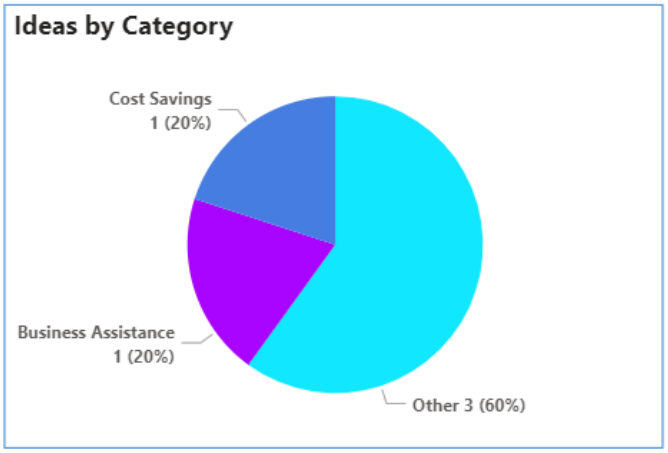


Table 1: Ideas by Category for reporting period December 1, 2020 through February 28, 2021.

The idea creators identified themselves as businesses (2), residents (2), and one identified as other. In addition to tracking data by category and type of contact, we are also monitoring responses by location. The five ideas originated from locations identified by zip code: Los Angeles, Burbank, Cerritos, Santa Clarita, and South Gate.

All five of the ideas included either adequate descriptions of the problems/issues and proposed a solution or provided adequate information to be referred to a County department for further review and evaluation. The ideas are summarized as follows:

Cost Savings (1)

- Schools and workforce development programs work together to expand programs to all youth 16-24 years old and enroll them in paid internship programs

Business Assistance (1)

- Create a one-stop website to assist entrepreneurs to register and start a small business

Other (3)

- Assessor should conduct a weekly Zoom call with main stakeholders to provide guidance and information on changes
- Expand the vaccine rollout to include Physician Assistants
- Use an automated sink drain disinfection device to prevent bacteria and viruses in water coming up from the p-trap/sink trap

These ideas will be shared with the identified County departments for further review, evaluation, and consideration for implementation.

DEPARTMENT RESPONSES TO PROSPER LA IDEAS

The 32 ideas received by December 31, 2020 on the Prosper LA website (https://prosperla.lacounty.gov/) and included in our last report were forwarded to County departments for further review and evaluation for feasibility, cost effectiveness and the potential for implementation. As of February 28, 2021, we received responses on 75% (24) of the 32 ideas. We are working with departments on the remaining 8 ideas. Departments indicated that they have either implemented the ideas or programs were already in place for 31% (10) of the ideas, and another 13% (4) were undergoing further consideration for implementation or further action. Of the remainder, 31% (10) were identified as not feasible, deemed not actionable ideas, or outside the jurisdiction of the County (e.g., business opportunity solicitation, purchase of retirement credits, use of underground warehouses, and personal grievances).

Of those determined to be feasible and/or already implemented after detailed analysis and cost studies, County departments provided the following status updates:

Cost Savings	
Recommendation	***Solution***
Departments should provide only one computer per employee unless there is a compelling and documented business need	The Chief Information Office reviewed the One Device Initiative model implemented by the Probation Department, and determined it is replicable for other departments to implement
Encourage/allow restaurants to open for sidewalk dining	The Department of Public Health (DPH) issued a revised protocol for restaurants on March 22, 2021 that allows for outdoor and indoor dining up to designated capacity limits and following public health protocol requirements
Business Assistance	
Recommendation	***Solution***
Produce YouTube tutorials on how to complete/apply for small business benefits (e.g., grant/loan applications) and technical assistance guidance on completing forms	The Department of Consumer and Business Affairs (DCBA) regularly conducts and posts webinars on YouTube; webinars include but are not limited to how to do business with government, launch a business, and market your business. Through our LA Regional COVID-19 Recovery Fund program we have posted “how to” videos that provide guidance

	to businesses on how to complete their application for funding. Additionally, DCBA's Small Business Concierge program and Procurement Technical Assistance Center provides technical assistance to businesses on a number of topics to help entrepreneurs launch and grow their business. The Disaster Help Center that was launched at the onset of the COVID-19 pandemic also connects businesses to technical assistance on how to apply for emergency grants, loans, and other vital programs.
Allow indoor malls to operate at 25% under the current tier	The Department of Public Health (DPH) issued a new Health Officer Order on March 12, 2021 that allowed for indoor mall capacity up to 50% following the public health protocols
County's Contracting Process	
Recommendation	***Solution***
Contract staff service hours should match departmental office hours	Existing contract with vendor allows for 24-hour assistance; the department communicated contract information to identified staff who was unaware of the contract requirements
a) Provide cultural sensitivity and education training for all contract providers; b) provide technical assistance to aid African American agencies obtain funds or culturally sensitive services; and c) end practice of narrowly defined minimum mandatory requirements for Request for Proposals	a) The Internal Services Department (ISD) indicated that specific requirements (e.g., contractor education and training) are added on by each business owner/department; b) DCBA operates the Procurement Technical Assistance Center and Small Business Concierge program to assist small businesses; and c) ISD reviews its minimum requirements very carefully to align with the project and program needs to ensure that they do not inhibit opportunities for Local Small Business Enterprise (LSBE) and Community Business Enterprise (CBE). Each year ISD hosts a 3-day *Orientation to Basic Principals of County Contracting* for department buyers. At this training, DCBA presents on the County's Small Business Utilization goals for LSBE, Social Enterprise, Disabled Veteran Business Enterprises and CBE certified businesses and best practices that departments can utilize to increase their utilization of our target businesses.

Other	
Recommendation	***Solution***
Send inspectors to the field to conduct business with contractors (e.g., approve plans, permits, etc.)	The Department of Public Works already offers online services (e.g., submit plans for review, apply for construction permits, pay fees, etc.) and has multiple existing field offices throughout the County
The County should build public housing for homeless and seniors on government lots instead of selling it to developers	Through the Homeless Initiative Strategy (F6 - Using Public Land for Homeless Housing), the County has utilized County properties to build homeless housing; current projects include the Vignes Street Housing Project (a 232-units of housing for homeless individuals on County-owned land in Downtown LA), the Los Padrinos Bridge Housing project (formerly a County juvenile hall facility-a 20-beds facility for young women), and the Bringing Hope Project (a 99-beds interim housing facility for homeless adults in South Los Angeles)
Reallocate funds to emergency pandemic assistance to help residents during the pandemic	According to DCBA, Los Angeles County Development Authority, and Workforce Development, Aging and Community Services, the County has given out over $160 million in funds to small businesses and directly to workers through supportive services payments and cash assistance; the County also launched the Los Angeles County Recovery Fund on July 6, 2020 to provide emergency grants to businesses impacted by the pandemic. DCBA also launched Stay Housed LA to provide direct assistance to tenants impacted by the COVID-19. Finally, DCBA is launching a Mortgage Relief Program to assist homeowners who are at risk of losing their home.
Create a geographical mapping of violent crimes, the victims, and the related monetary rewards offered by the County for the apprehension/conviction of person(s) responsible	The County currently posts rewards and information on crimes on the Board of Supervisors and the Sheriff's websites at https://bos.lacounty.gov/Board-Meeting/Rewards and https://lasd.org/?s=reward. Although the current sites do not have any images or mapping capabilities, the Executive Office of the Board will explore the feasibility of clickable maps or clickable map features to identify location and rewards information; the Board will also ascertain the legal implications of displaying images of the deceased.

We will continue to provide the Board with departmental updates to ensure the ideas received through the Prosper LA website are adequately vetted and considered for further action and possible implementation.

PROSPER LA PROMOTION

The working group continues to promote the Prosper LA website and encourage residents, County employees, business owners and the general public to submit ideas through the website. Since we issued our last report, members of the working group continue to publicize the Prosper LA website. The QPC also promote the Prosper LA website at its biennial Department Visits—we have 19 visits scheduled this year—and requests Department Heads to notify their workforce of the website. We also continue to share ideas received with Board liaisons and departmental staff, publicize Prosper LA with Commissioners and Productivity Managers, who promote the website to external organizations and colleagues.

We are grateful for the ongoing support and contribution by members of the Quality and Productivity Commission, Small Business Commission, Citizen's Economy and Efficiency Commission, Department of Consumer and Business Affairs, and the Internal Services Department. We appreciate their valuable insight, expertise, and contributions to the County's recovery efforts.

Additional information on these ideas is available upon request. Please send your inquiries to idea@prosperla.lacounty.gov. If you have any questions, please call me at (213) 974-1401, or your staff may contact Jackie Guevarra at (213) 974-1361 or jguevarra@bos.lacounty.gov.

CZ:JTG

c: Fesia Davenport, Chief Executive Officer
Rafael Carbajal, Director, Department of Consumer and Business Affairs
Selwyn Hollins, Director, Internal Services Department
Jacki Bacharach, Chair, Quality and Productivity Commission
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KATHRYN BARGER

August 20, 2021

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

FROM: Celia Zavala
Executive Officer

SUBJECT: LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY BOARD MOTION (APRIL 28, 2020, AGENDA ITEM 20) – PROSPER LA QUARTERLY REPORT (AS OF JUNE 30, 2021)

On June 29, 2020, the Prosper LA working group first reported on its efforts on the County's Roadmap to Economic Recovery Board motion (April 28, 2020) as part of the County's reconstitution efforts. Since then, we have issued quarterly reports to the Board of Supervisors highlighting ideas submitted by County employees, businesses, and the public.

As part of the motion, the Board directed the Executive Officer of the Board to work with the Quality and Productivity Commission (QPC), in consultation with the Small Business Commission (SBC), and the Citizens' Economy & Efficiency Commission (EEC), to report back to the Board quarterly on 1) creating a working group to encourage innovative ideas from County employees, businesses and labor partners that could streamline the County's contracting process and encourage strategies to engage and assist businesses; and 2) developing a website and email contact to accept and promote innovative and thoughtful ideas from Department staff, businesses and the public to streamline contracting, assist businesses and identify potential cost-savings actions that could be taken by each department.

These directives were part of a comprehensive countywide effort, inclusive of partnerships with the community, businesses and nonprofits, to identify actionable ideas to spur economic recovery and cost savings to the County.

The following are the updates on our efforts since we issued the previous quarterly report as of March 31, 2021. The report is presented in two parts:

- New Ideas – these ideas were received from residents, employees, businesses, etc., during the reporting period for Board and County Departments' consideration. They are ideas to assist businesses, streamline contracting processes, and identify potential cost savings. This effort is part of the County's roadmap to economic recovery from the impacts of the COVID-19 pandemic.

- Follow Up – these ideas were previously received and forwarded to identifiable County departments for further review and evaluation on the feasibility, cost effectiveness and the potential for implementation. Departmental responses either confirm whether an idea is already in place, recently or will be implemented, or it is not feasible.

PROSPER LA (NEW IDEAS)

As previously reported, the Prosper LA working group developed a public-facing website (https://prosperla.lacounty.gov/) that invites the public, County employees and other interested stakeholders to submit ideas to streamline contracting, assist businesses, and identify potential cost-savings actions. We created the idea intake form to address these specific topics and categories. The website was launched on June 30, 2020.

During the period covered in this report from March 1 to May 31, 2021, we received fourteen new ideas from both the County workforce and the general public, categorized as follows: business assistance (4), cost savings (1), and other (9).

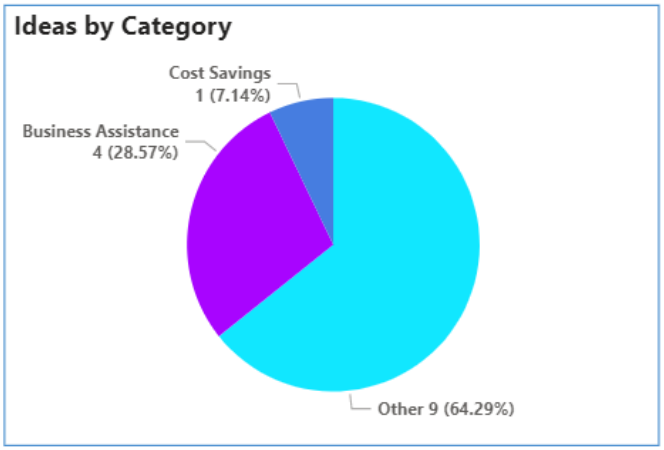


Table 1: Ideas by Category for the reporting period March 1 through May 31, 2021. The majority of the ideas (64%) were categorized as Other (e.g., silicone keyboards, affordable housing, community improvements, zoning changes, sustainability, etc.).

The idea creators identified themselves as residents (4), businesses (3), nonprofit (3), County employees (2), and two identified as other. In addition to tracking data by category and type of contact, we are also monitoring responses by location. The five ideas originated from locations identified by zip code: Los Angeles, Gardena, Downey, La Puente and Signal Hill.

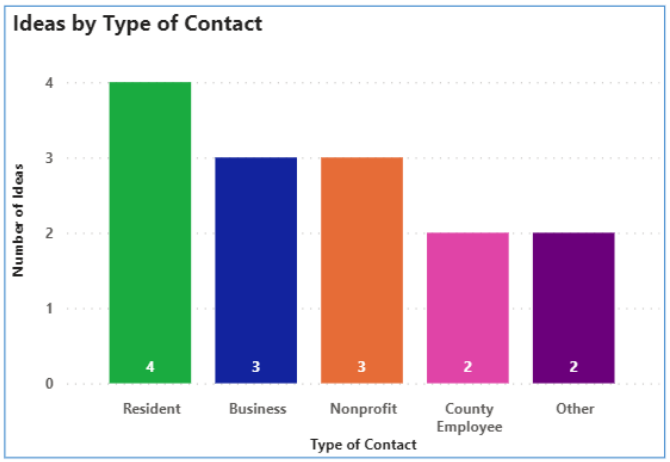


Table 2: Ideas by Type of Contact for reporting period March 1 through May 31, 2021. Business and Nonprofit combined represent approximately (43%) of the responders.

Thirteen of the 14 ideas included either adequate descriptions of the problems/issues and proposed a solution or provided adequate information to be referred to a County Department for further review and evaluation. The ideas are summarized as follows:

Business Assistance (4)

- Disinfect air in the "breathing zone" with low UVC germicidal lights. The vendor proposes "the halō" a novel patent-pending product to make indoor areas safer by efficiently carrying air up and away from the breathing zone of a room.
- Improve marketing of the Prosper LA website. Departments should share and acknowledge it with their outgoing correspondence. The more widely it is known, the more ideas will be submitted.
- Give microloans to individuals who want to open a community clinic (e.g., victims of domestic violence).
- Provide e-commerce training.

Cost Savings (1)

- Place more recycling bins at hospitals and create recycling teams.

Other (8)

- Use waterproof, dustproof silicone keyboards for County employees at shared workspaces and workstations.
- Have a Spanish version of the Instagram and/or post the images separately in Spanish.
- Various ideas in one submission [e.g., consider field health nurses, along with security, to see to unhoused residents in high populations of the unhoused, like Downtown Los Angeles and Venice Beach; better public transit, consider more seats/double decker buses; more youth intervention to go along with public safety; affordable rental options within city-owned affordable housing projects; better social service process—housing, health, and food should all be a one-stop-shop; better sanitation—County residents are bringing non-service animals into grocery stores (e.g., Ralphs in Venice) and other food places; and provide more public bathrooms].

- Various ideas in one submission [e.g., allow home sharing for less than 30 days in low-income neighborhoods, 365 days per year—use millions generated to improve the neighborhood schools, build walking communities, build safe bike paths that connect to the river, give local businesses grants; improve the hillside roads with new underground infrastructure; build a looping walking path from Lincoln Park to Huntington Drive—like the Rose Bowl Loop; build a golf course for students in Debs Park; build 6-court basketball center in El Sereno park so that kids do not travel to Orange County for tournaments; create a fund that keeps our neighborhood clean (like the sidewalks, trash and landscape].
- Change the small commercial spaces' zoning to live/work—there are many empty commercial spaces that can be utilized for living.
- Change zoning laws to allow restaurants in residential neighborhoods.
- Assign public service/public counter employees to work from home; invest in virtual meeting software to accommodate flexibility to the public (e.g., getting help/service they need on their own schedule).
- Update the County's space planning guidelines to implement strategies that will reduce single-use plastic and other food service-related waste.

These ideas will be shared with the identified or identifiable County Departments for further review, evaluation, and consideration for implementation. Departments have already submitted responses to some of these ideas, as discussed below.

DEPARTMENT RESPONSES TO PROSPER LA IDEAS (FOLLOW UP)

As of May 31, 2021, we received departmental responses on 13 ideas received between November 2020 and March 2021.

Of the 13 ideas, County departments indicated that they have either implemented the ideas, or programs were already in place for 54% (7) of the ideas, and another 15% (2) were reviewed and referred to another County Department for further consideration or action. Of the remaining, 31% (3) were incomplete submissions or did not provide adequate detail for the department to take further action (e.g., Spanish version of a social media account).

Of those determined to be feasible and/or already implemented after detailed analysis and cost studies, County Departments provided the following status updates:

Cost Savings	
Recommendation	***Solution***
Schools and local Workforce Development Departments should be working together to conduct outreach and enroll youth in internship programs with a stipend.	The Department of Workforce Development, Aging and Community Services (WDACS) reported that the Youth@Work Program is already in place. WDACS will contact the constituent and provide information and clarification on services offered, including eligibility requirements.

All Ombudsman functions should be moved out of the Probation Department and the Department of Children and Family Services (DCFS) like the group home Ombudsman located within the Department of Auditor-Controller. There are too many different Ombudsman functions for different kids in the County and most of them are not independent. The DCFS and Probation Ombudsman are located within the Departments subject to the complaints.	The idea was referred to DCFS and Probation Department. Per DCFS, the DCFS Ombudsperson and Youth Development Services (YDS) Ombudsperson functions were established in 2001 and 2002, respectively. The Office of Board and Commission Relations/Public Inquiry Section within the DCFS Executive Office houses the dual functions related to the DCFS and YDS Ombudsperson. The assignment of both functions within a centralized section lends to the efficiency and cost effectiveness of the duties and responsibilities of the functions by ensuring inquiries, requests and issues are assessed from the context of current or past inquiries, case history, and with the knowledge base of departmental policies, protocols, best practices and resources and services. We will follow-up with the Department on the placement of the Ombudsman within the County.
Business Assistance	
Recommendation	***Solution***
Businesses need technical assistance and support from government agencies such as the Department of Public Health, to know the best infection mitigation strategies for them to employ to help improve public health in the County. MIT engineers have launched a novel patent-pending product – "the halō" – to make indoor areas safer.	The Department of Public Health already provides guidance and information on air filtration on their website at http://publichealth.lacounty.gov/media/Coronavirus/docs/business/GuidanceVentilation.pdf.
Keep businesses open. The community cannot afford any more lockdowns or businesses closing.	The County reopened on June 15, 2021, in accordance with State guidelines.
Gathering information necessary to startup a business is time consuming and overwhelming for some. Develop a one-stop-shop website designed for the least technically savvy individuals and people who would never otherwise try to start a business.	The Department of Consumer and Business Affairs' (DCBA) Small Business Concierge Program currently provides entrepreneurs with the steps to open a business, as well as available County and community business development resources. The Concierge provides technical assistance and information on how to navigate the business permitting process, as well as the pros and cons of different business structures. However, licensing and permitting authority is not solely under the County's purview. Many incorporated cities and other public agencies have jurisdiction over their business licensing and permits. The County, for example, can provide information regarding how to incorporate your business but cannot process the articles of incorporation. This authority falls under the California Secretary of State. A recent Board of Supervisors Motion (adopted on June 22, 2021) on "Streamlining and Expediting the County's Permitting and Development Processes to Support Small Businesses and the Development of New Housing" aims to enhance the Department of Regional Planning's existing

	EPIC-LA system to reduce regulatory hurdles often experienced by new and existing small businesses, especially those that face cultural, financial, and technical barriers. Click on the following link for the Board Motion http://file.lacounty.gov/SDSInter/bos/supdocs/159435.pdf. We shared the Department's response with the idea contact.
County's Contracting Process	
Recommendation	***Solution***
Various ideas in one submission: 1. Constituents need "medicare4ALL" along with more healthcare and rehabilitation centers. Consider field health nurses (along with security) to see to unhoused residents in high populations of the unhoused, like Downtown Los Angeles and Venice Beach. 2. Better public transit, consider more seats/double decker buses. Add security to bus lines if necessary as we reimagine safety. 3. More youth intervention to go along with public safety. Part of reimagining safety is stopping criminal activity before it happens. 4. As we work with affordable housing, lets reimagine affordability for true small business owners by offering affordable rental options within city-owned affordable housing projects. 5. The County needs a better social service process. When it comes to social services, housing, health, and food should all be one. If a resident in need goes to the Department of Public Social Services, they should offer health, housing, and food options quickly to residents in need. 6. Better Sanitation - County residents are bringing non-service animals into places like grocery stores (e.g., Ralphs in Venice) and other food places. Protect residents countywide. Also provide more public bathrooms.	The idea was referred to various County Departments (Health Services, Probation, Public Defender, Sheriff, Los Angeles County Development Authority (LACDA), Public Social Services and Public Health). Responses indicate the ideas have been implemented or not applicable to their operations (e.g., better public transit). For example, the following responses were received: *Youth Intervention* -Public Defender)-On November 24, 2020, the Los Angeles County Board of Supervisors unanimously voted to dismantle the largest youth justice system in the nation in favor of a care-first model that would emphasize emotional support, counseling, and treatment. -Sheriff-Vital Intervention and Directional Alternatives (VIDA) is a structured 16-week program for non-violent, at-risk youth between the ages of 11 and 17½. Through collaboration between the Los Angeles County Sheriff's Department, community-based organizations, volunteers, schools and families, the program teaches youth the value of effective decision-making and taking responsibility for their futures. -Public Health-The Department offers a number of youth intervention strategies including in the areas of substance use disorder prevention, a COVID school ambassador program, and a youth advisory council. *Affordable Housing* The LACDA's Housing Investment and Finance Division is responsible for awarding County funds to private developers for the development of new affordable housing projects.
Have a Spanish version of the Instagram and/or post the images separately in Spanish.	The resident was not specific as to which County Instagram account needs to be translated. We have contacted the resident for clarification.

Other	
Recommendation	***Solution***
Use silicone keyboards for shared employee workstations.	Silicone keyboards are allowable County purchases. The Internal Services Department contacted the County employee and provided guidance/information and advised them to discuss this idea with the appropriate managers at the Probation Department. Equipment purchases are subject to departmental procurement policies and procedures.
Assessor information provided to the general public should be consistent and transparent. Weekly calls and/or answering the public's questions would provide savings on individual phone calls that need to be answered by the Department. Other County Assessors hold a weekly Zoom call with main stakeholders from their Department and the State Board of Equalization so information about changes and guidance is provided to the public through public outreach. The resident has not received communication, phone calls are not returned, and emails are unanswered.	Referred to the Office of the Assessor. We will follow up with the Department for a response.
Get public places ready for reopening. The business is creating a device for automated sink drain disinfection to prevent bacteria and viruses to come up from the water in the p-trap. Application should be in the kitchens and bathrooms.	Per the Internal Services Department's recommendation, the contact has been informed to register on doingbusiness.lacounty.gov. This would allow the business to receive solicitation opportunities as County Departments determine their needs.
Be inclusive. Physician Assistants are licensed medical practitioners in the State of California and work as frontline healthcare providers but are excluded from the COVID-19 Vaccine list.	Per the Department of Public Health, due to changes in State guidance, Physician Assistants are now eligible to provide vaccinations without supervision.

We will continue to provide the Board with departmental updates to ensure the ideas received through the Prosper LA website are adequately vetted and considered for further action and possible implementation.

NATIONAL ASSOCIATION OF COUNTIES AWARD



In May 2021, the National Association of Counties (NACo) awarded Los Angeles County a 2021 Achievement Award for Prosper LA in the category of County Administration and Management. The Commission is proud of the collaboration with the Executive Office of the Board, the Economy and Efficiency Commission, and the Small Business Commission to engage the community and County workers and provide

resources to staff to manage Departments and services more efficiently and effectively. Click here to view the 2021 NACo Achievement Award.

PROSPER LA PROMOTION

The working group continues to promote the Prosper LA website and encourage residents, County employees, business owners and the general public to submit ideas through the website. The QPC also promotes the Prosper LA website at its biennial Department visits—we have 19 visits scheduled this year—and requests that Department Heads notify their workforce of the website. We also continue to share ideas received with Board Liaisons and departmental staff, publicize Prosper LA with Productivity Managers, Board Liaisons, and Commissioners who promote the website to external organizations and colleagues.

We are grateful for the ongoing support and contribution by members of the Quality and Productivity Commission, Small Business Commission, Citizen's Economy and Efficiency Commission, Department of Consumer and Business Affairs, and the Internal Services Department. We appreciate their valuable insight, expertise, and contributions to the County's recovery efforts.

Due to the volume of ideas received quarterly, we conferred with the Fifth District, author of the motion, on the ongoing frequency of the reports. After the June 30, 2021 report is issued, we will resume with a biannual report frequency. The next report will be as of December 31, 2021. Ideas received will be forwarded on a continuous basis to identifiable Departments for further review, evaluation, and consideration.

Additional information on these ideas is available upon request. Please send your inquiries to idea@prosperla.lacounty.gov. If you have any questions, please call me at (213) 974-1401, or your staff may contact Jackie Guevarra at (213) 974-1361 or jguevarra@bos.lacounty.gov.

CZ:JTG

c: Fesia Davenport, Chief Executive Officer
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February 22, 2022

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

FROM: Celia Zavala
Executive Officer

SUBJECT: LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY BOARD MOTION (APRIL 28, 2020, AGENDA ITEM 20) – PROSPER LA BIANNUAL REPORT (AS OF DECEMBER 31, 2021)

On June 29, 2020, the Prosper LA working group first reported on its efforts on the County's Roadmap to Economic Recovery Board motion (April 28, 2020) as part of the County's reconstitution efforts. Since then, we have issued quarterly reports to the Board of Supervisors (Board) highlighting ideas submitted by County employees, businesses, and the public.

As part of the motion, the Board directed the Executive Officer of the Board to work with the Quality and Productivity Commission (QPC), in consultation with the Small Business Commission (SBC) and the Citizens' Economy & Efficiency Commission (EEC), to report back to the Board quarterly on 1) creating a working group to encourage innovative ideas from County employees, businesses, and labor partners that could streamline the County's contracting process and encourage strategies to engage and assist businesses; and 2) developing a website and email contact to accept and promote innovative and thoughtful ideas from department staff, businesses, and the public to streamline contracting, assist businesses, and identify potential cost-savings actions that could be taken by each department. We issued quarterly reports to the Board highlighting new ideas received and implementation updates from County departments; and, effective June 30, 2021, we are issuing biannual reports.

These directives were part of a comprehensive countywide effort, inclusive of partnerships with the community, businesses, and nonprofits, to identify actionable ideas to spur economic recovery and cost savings to the County.

The following are the new ideas received and follow-up from applicable department updates on our efforts since the last status report:

- New Ideas – these ideas were received from residents, employees, businesses, etc., during the reporting period for Board and County Departments' consideration. They are ideas to assist businesses, streamline contracting processes, and identify potential cost-savings. This effort is part of the County's Roadmap to Economic Recovery from the impacts of the COVID-19 pandemic.

- Follow Up – these ideas were previously received and forwarded to identifiable County Departments for further review and evaluation on the feasibility, cost effectiveness, and the potential for implementation. Departmental responses confirm whether an idea is already in place, will be implemented, or is not feasible.

PROSPER LA (NEW IDEAS)

As previously reported, the Prosper LA working group developed a public-facing website (https://prosperla.lacounty.gov/) that invites the public, County employees, and other interested stakeholders to submit ideas to streamline contracting, assist businesses, and identify potential cost-savings actions. The website was launched on June 30, 2020, and continues to receive reportable ideas from County employees and the public.

In May 2021, the National Association of Counties (NACo) awarded Los Angeles County a 2021 Achievement Award for Prosper LA in the category of County Administration and Management. Click here to view the 2021 NACo Achievement Award.

From June 1, 2021, to November 30, 2021, we received **30** new ideas from both the County workforce and the general public, categorized as follows: business assistance (4), cost savings (8), contracting process (5), and other (13).

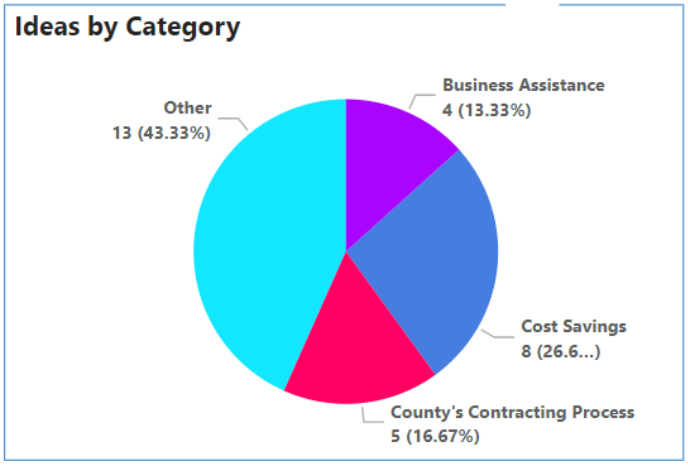


Table 1: Ideas by Category for the reporting period June 1 through November 30, 2021. The majority of the ideas (43%) were categorized as Other (e.g., litter/trash problems, project management, lack of community, etc.)

The idea creators identified themselves as residents (7), businesses (3), County employees (16), other (2), and two did not specify the type of contact. In addition to tracking data by category and type of contact, we are also monitoring responses by location. The ideas originated from locations identified in zip codes, including Los Angeles, Alhambra, Chatsworth, Inglewood, Long Beach, and Sierra Madre.

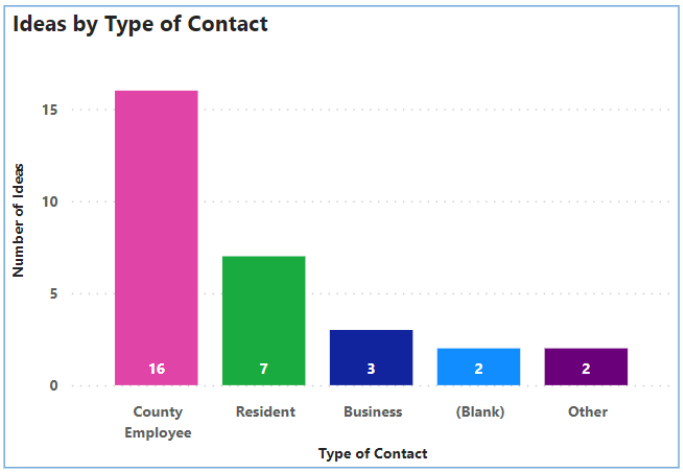


Table 2: Ideas by Type of Contact for reporting period June 1 through November 30, 2021. County employees represented approximately (53%) of the responders.

Nineteen of the 30 ideas included either adequate descriptions of the problems/issues and proposed a solution or provided adequate information to be referred to a County Department for further review and evaluation, and are summarized in Attachment I of this report sample, including the following:

Business Assistance (4)

- Provide housing for women that are released from prison and find themselves without family support and lack of housing.

Cost Savings (8)

- Update County policies on sustainability, recycling, and waste management, build a network of recycling advocates and increase access to comprehensive recycling programs.
- Use Unmanned Aircraft System (UAS) or drones to effectively and more efficiently conduct inspections of dams, channels, and difficult to reach infrastructure.

Contracting Process (5)

- Revamp the Internal Services Department (ISD) portal/contracting website from the end user's perspective.

Other (13)

- Use vacant homes along the proposed 710 freeway expansion through Alhambra, South Pasadena, and Pasadena that are state-owned housing (nearly 200) to shelter people experiencing homelessness.
- Create a better Supplemental Rate program to support Adult Residential Facilities (ARF) that have gone out of business due to financial hardships, and lowered focus on the mentally ill population.

These ideas will be shared with the identified or identifiable County Departments for further review, evaluation, and consideration for implementation. Departments have already submitted responses to some of these ideas, as reported on Attachment II.

DEPARTMENT RESPONSES TO PROSPER LA IDEAS (FOLLOW UP)

As of November 30, 2021, we received departmental responses on 28 of the 39 ideas received between April 1 and August 3, 2021.

Of the 28 ideas, County Departments indicated that they have either implemented the ideas, or programs were already in place for 68% (19) of the ideas; and another 21% (6) were in the process of being reviewed for further action. Of the remaining, 11% (3) were determined as not feasible or cost effective, or too complex to be actionable by the department (e.g., create a federal agency on sustainability, transform non-County owned properties into multimedia art centers, add a recording fee calculator, etc.); and 11 entries were either blank submissions, incomplete ideas, public testimonials, or blanket statements regarding COVID-19 and e-commerce training.

The 28 ideas are summarized on Attachment II of this report, including the following sample:

Business Assistance	
Recommendation	***Proposed***
The Prosper LA website is not widely marketed. County Departments should share/acknowledge it with all their outgoing correspondence. The more widely it is known, the more ideas there will be.	The Public Information Officer (PIO) of the Executive Office of the Board regularly sends out a Public Service Announcement on Prosper LA to County PIOs. The Quality and Productivity Commission also requests Department Heads to broadcast the Prosper LA website to their employees. In addition, Commissioners share the website with community organizations and contacts. The Commission will work with the Department of Consumer and Business Affairs, Small Business Commission, Economy and Efficiency Commission, and Internal Services Department to further publicize the website.
Cost Savings	
Recommendation	***Response***
Inspections on projects such as dams, channels, and other infrastructure are sometimes difficult to reach to inspect and photograph. Use Unmanned Aircraft System (UAS) or drones to conduct the inspections effectively and more efficiently.	The Department of Public Works (DPW) evaluated the use of UAS in 2016 and completed a UAS pilot study which demonstrated the potential use of UAS to improve efficiencies in structural inspections, aerial photography and videography, topographic surveys, and geologic investigations. As a result, DPW established UAS operational guidelines and implemented UAS services. Currently, UAS services are available to Public Works through an On-Call Consultant Contract managed by the Survey/Mapping & Property Management Division.
All hospitals should have a recycling program with a special team focused only on recycling efforts (or outsource it). Place more recycling bins and plastic	The Department of Health Services (DHS) is fully committed to meeting infection control standards and plan to assess for additional resources required to add recycling teams to all DHS facilities.

containers on every floor of the hospitals. All empty cardboard glove boxes should be recycled.	
County's Contracting Process	
Recommendation	***Response***
Revamp the Internal Services Department (ISD) portal/contracting website from the end user's perspective (e.g., easy to read information, tailored to small business and women, immediate certification, onsite workshops, etc.). The ISD website is confusing and not user friendly. The website should link end users to resources for women and people of color. It should also have a chat (i.e., live assistance) feature.	The County's *Doing Business* site (doingbusiness.lacounty.gov) was revamped in June 2019 and incorporates most, if not all, of the proposed suggestions. ISD also hosts quarterly small business events to further provide technical assistance to the public.
Other	
Recommendation	***Response***
It is difficult to recycle single-use plastics that are normally not accepted by recycling programs, such as plastic utensils, face masks and other kinds of Personal Protective Equipment that have become more prevalent in light of COVID-19, and small plastic packaging from online shopping.	To address the single-use plastics, the Department of Public Works presented a draft Single-Use Plastic Ordinance to the Board of Supervisors in November 2021 that will establish requirements for County operations to eliminate the use of single use plastics and to purchase sustainable alternatives, establish guidelines for County convenings to be zero waste, and establish data collection protocols. The motion to adopt policies for reducing single-use plastics at County facilities and managing organic waste was approved by the Board on November 16, 2021 (Agenda #3).
Information Technology contracts are monitored using Microsoft Excel. The Kanban Board Method (project management) can assist in project timeline transparency with all involved parties of the contract process. Use Trello or Notion services to enact the Kanban method.	The idea was received from a DHS employee. Per DHS, the Contracts and Grants Division is currently reviewing the proposal and evaluating the pros and cons of the proposed and similar products.

We will continue to provide the Board with departmental updates to ensure the ideas received through the Prosper LA website are adequately vetted and considered for further action and possible implementation.

PROSPER LA PROMOTION

The working group continues to promote the Prosper LA website and encourage residents, County employees, business owners, and the general public to submit ideas through the website. The QPC also promoted the Prosper LA website at its biennial Department Visits—we completed 17 visits in 2020—and requests that Department Heads notify their workforce of the website. We also continue to share ideas received with Board liaisons and departmental staff, and publicize Prosper LA with Productivity

Managers, Board Liaisons, and Commissioners who promote the website to external organizations and colleagues.

We are grateful for the ongoing support and contribution by members of the Quality and Productivity Commission, Small Business Commission, Citizen's Economy and Efficiency Commission, Department of Consumer and Business Affairs, and the Internal Services Department. We appreciate their valuable insight, expertise, and contributions to the County's recovery efforts.

The next report will be as of June 30, 2022. Ideas received will be forwarded on a continuous basis to identifiable departments for further review, evaluation, and consideration.

Additional information on these ideas is available upon request. Please send your inquiries to idea@prosperla.lacounty.gov. If you have any questions, please call me at (213) 974-1401, or your staff may contact Jackie Guevarra at (213) 974-1361 or jguevarra@bos.lacounty.gov.

CZ:JTG

c: Fesia Davenport, Chief Executive Officer
Rafael Carbajal, Director, Department of Consumer and Business Affairs
Selwyn Hollins, Director, Internal Services Department
Nichelle Henderson, Chair, Quality and Productivity Commission
Ed Munoz, Chair, Citizens' Economy & Efficiency Commission
Mark J. Robertson, Chair, Small Business Commission
Department Heads
Board Liaisons

LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY BOARD MOTION (APRIL 28, 2020, AGENDA ITEM 20) – PROSPER LA QUARTERLY REPORT (DECEMBER 31, 2021)

Prosper LA Ideas by Idea Category (Attachment I)

This summary represents approximately 63% (19) of the 30 new ideas submitted that have been referred to a County department for further review, evaluation, and consideration.
The remaining 37% (11) were unrelated to the topic areas (e.g., testimonial on mental health, plea to reject the COVID-19 vaccine mandate, etc.), directed to non-County agencies (e.g., Metro), or were incomplete or lacked adequate information of the problem/issue and proposed solution. For more information, please contact us at idea@prosperla.lacounty.gov.

Category: Business Assistance	
Problem/Issue	*Proposed Solution*
Homelessness is overwhelming problem in the County.	Create an environment of self-efficiencies to decrease homelessness. Idea submitter proposes to be a resource link to provide housing for women that are released from prison and find themselves without family support and lack of housing.
Category: Cost Savings	
Problem/Issue	*Proposed Solution*
The County needs more policing and training of officers, not less.	Train and retrain officers to treat criminals with respect, eliminate racial profiling and sanctuary cities.
The Sheriff Department has been without an approved Budget for two Fiscal Years because of lack of communication, past practices, improper hiring, and lack of innovation. Consequently, employees are overworked, overwhelmed, and retiring early.	Reorganize positions under the proper division, replace key vacant positions, streamline procedures for consistency and accuracy, be open to feedback from all key positions prior to implementing new procedures, and look into the disparaged treatment of employees.
More employees should be allowed to telework/telecommute.	Allow employees to telework/telecommute to save money when lights and electrical appliances are turned off at the work site.
There is limited space at the Department of Public Works Headquarters in Alhambra.	Allow department employees to telework/telecommute to save space, money, and the environment.
The Department of Children and Family Services sends out transmittals as proof of submission, sometimes in triplicate or quadruplicate with full sheets of carbon in between. It serves no purpose when documents are resubmitted.	End the use of transmittals as proof of submission and save paper, carbons, envelopes, postage, and labor costs.
Inspections on projects such as dams, channels, and other infrastructure are sometimes difficult to reach to inspect and photograph.	Use Unmanned Aircraft System (UAS) or drones to conduct the inspections effectively and more efficiently.
There is general apathy towards recycling, sustainability, and waste management in the County. There are several hundred thousand	Update County policies on sustainability, recycling, and waste management, build a network of recycling advocates and increase access to comprehensive recycling programs.

trash cans without an accompanying recycling bin.	
Category: Contracting Process	
Problem/Issue	*Proposed Solution*
Department of Children and Family Services' (DCFS) employees work from and the Department pays lease/rent on over 20 buildings and locations.	Allow DCFS staff to work from home (e.g., increase use of telework or mobile worker) to reduce the use of office space.
Senior County employees cannot retire due to inadequate income and retirement age.	Offer a "golden handshake" and retirement incentives to help those who want to retire.
Lack of job training skills and affordable housing leads to homelessness; lack of grants and loans to businesses.	Provide job training (e.g., carpentry, business, real estate), lower taxes to businesses that hire youth, and give back-to-work program incentives.
The internal Services Department (ISD) website is confusing and not user friendly. The website should link end users to resources for women and people of color. It should also have a chat (i.e., live assistance) feature.	Revamp the ISD portal/contracting website from the end user's perspective (e.g., easy to read information, tailored to small business and women, immediate certification, onsite workshops, etc.)
Low bid contracts prevent the selection of contractors that optimize taxpayer value.	Eliminate use of low bid contracts.
Category: Other	
Problem/Issue	*Proposed Solution*
There is too much litter on sidewalks, city streets and highways.	Clean streets and highways through downtown Los Angeles, Los Angeles International Airport (LAX), University of Southern California, Hollywood, etc. to attract tourism, commerce, and pedestrian traffic.
There is so much trash, broken sidewalks, holes in the streets and many homeless people living in the streets.	Designate a homeless encampment area, provide sanitation, and get bids from the private sector to improve streets and sidewalks.
There are vacant homes along the proposed 710 freeway expansion through Alhambra, South Pasadena, and Pasadena. Taxpayers have paid for the maintenance of these homes for nearly 30 years.	Use these state-owned housing (nearly 200) to shelter people experiencing homelessness.
Information Technology contracts are monitored using Microsoft Excel. The Kanban Board Method (project management) can assist in project timeline transparency with all involved parties of the contract process.	Use Trello or Notion services to enact the Kanban method.
There is a problem with obesity, hopelessness, and a lack of community.	Revamp programs at parks, pools, and libraries for youth, adults, and elders. Families care more about health, healthy air, and community more than ever.
Many Adult Residential Facilities (ARF) have gone out of business due to financial hardships. The County previously supported	Create a better SRP. Use technology to process the program to quickly produce outcome. The care of the

ARFs with the Supplemental Rates Program (SRP). The County contracted staff into ARFs to support the Licensed Facility and facilitate care for the mentally ill population. With the termination of this County-funded program came financial hardship and a lowered focus on the mentally ill population.	mentally ill population, with supplemental County funds, will decrease the homeless population.

LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY BOARD MOTION (APRIL 28, 2020, AGENDA ITEM 20) – PROSPER LA QUARTERLY REPORT (DECEMBER 31, 2021)

Department Response to Prosper LA Ideas by Idea Category (Attachment II)

DEPARTMENT RESPONSES TO PROSPER LA IDEAS (FOLLOW UP)

The ideas reported below were previously received and forwarded to identifiable County departments for further review and evaluation on the feasibility, cost effectiveness and the potential for implementation. As of November 30, 2021, we received departmental responses on 28 ideas received between April 1 and August 3, 2021.

Of the 28 ideas, County departments indicated that they have either implemented the ideas or programs were already in place for 68% (19) of the ideas and another 21% (6) were in the process of being reviewed for further action. Of the remaining, 11% (3) were determined as not feasible or cost effective, or too complex to be actionable by the department (e.g., create a federal agency on sustainability, transform non-County owned properties into multimedia art centers, add a recording fee calculator, etc.). For additional information or questions, please contact us at idea@prosperla.lacounty.gov.

Of those determined to be feasible and/or already implemented after detailed analysis and cost studies, County departments provided the following status updates:

Category: Business Assistance	
Problem/Issue	*Response*
Give micro loans to individuals who want to give back to the neighborhoods. Proposer wants to offer services to domestic violence victims, obtain a contractor license, and open a community action ambassador of justice clinic.	The County currently has a loan program for established businesses. Loans for start-ups are difficult to obtain regardless of whether the business is for profit or nonprofit. Currently, it is not feasible for the County to launch a start-up loan program. However, the Department of Workforce Development, Aging (WDACS), and Community Services' Office of Small Business (OSB) provides businesses with technical assistance and the ability to connect entrepreneurs to business development organizations and assistance navigating complex permit processes, including a contractor's license. The OSB also provides assistance to nonprofits to help them launch and provide grant writing workshops and counseling in order to fill the current gap that exists in the County.
The Prosper LA website is not widely marketed. County departments should share/acknowledge it with all their outgoing correspondence. The more widely it is known, the more ideas there will be.	The Public Information Officer (PIO) of the Executive Office of the Board regularly sends out a Public Service Announcement on Prosper LA to County PIOs. The Quality and Productivity Commission also requests Department Heads to broadcast the Prosper LA website to their employees. In addition, Commissioners share the website with community organizations and contacts. The Commission will work with the Department of Consumer and Business Affairs, Small Business Commission,

	Economy and Efficiency Commission, and Internal Services Department to further publicize the website.
Category: Cost Savings	
Problem/Issue	*Proposed*
The Department of Public Works (DWP) has limited space at the Alhambra Headquarters. Employees should be allowed to telework/telecommute.	The Department of Human Resources (DHR) leads the County's efforts to promote telework and assist departments in supporting both implementation and expansion of telework. County departments have the authority to design a hybrid workforce and telework program based on the workforce. This idea has been referred to the Department of Public Works for consideration.
Inspections on projects such as dams, channels, and other infrastructure are sometimes difficult to reach to inspect and photograph. Use Unmanned Aircraft System (UAS) or drones to conduct the inspections effectively and more efficiently.	DPW evaluated the use of UAS in 2016 and completed a UAS pilot study, which demonstrated the potential use of UAS to improve efficiencies in structural inspections, aerial photography and videography, topographic surveys, and geologic investigations. As a result, DPW established UAS operational guidelines and implemented UAS services. Currently, UAS services are available to DPW through an On-Call Consultant Contract managed by the Survey/Mapping & Property Management Division.
The Department of Children and Family Services (DCFS) sends out transmittals as proof of submission, sometimes in triplicate or quadruplicate with full sheets of carbon in between. It serves no purpose when documents are resubmitted. The Department should end the use of transmittals as proof of submission and save paper, carbons, envelopes, postage, and labor costs.	The elimination of transmittals is cost effective, but it is not feasible as transmittals are used for tracking and auditing purposes. Transmittals are very important for DHR due to the time limits set to complete corrective actions and can be used in employee grievances, arbitrations, etc. Transmittals also help with prioritization by providing the quick overview of what the request is about and by when (due date). However, DHR has identified areas for improvement and will implement a partial elimination of some transmittals.
The County needs more policing and training of officers, not less. Train and retrain officers to treat criminals with respect, eliminate racial profiling and sanctuary cities.	The Sheriff Department has numerous trainings, including Peace Officer Standards and Training (POST), Standards for Training for Corrections (STC), State, federal and department mandated training, which address these concerns.
More employees should be allowed to telework/telecommute. When employees telework, the County will save money when lights and electrical appliances are turned off at the work site.	DHR leads the County's efforts to promote telework and assist departments in supporting both the implementation and expansion of telework. Each department has the authority to design a hybrid workforce and telework program based on the workforce compatibility, business, and service needs. DHR is also supportive of enhancing desk sharing and hoteling options to support space and cost savings and telework infrastructure. The Chief Executive Office (CEO) Real Estate Division and the Chief Information Office (CIO) are leading these activities.
Add an Estimated Recorder Fee calculator on the web site Lavote.net. It will save time in answering calls, examining and processing documents with insufficient fees and provide a better	A calculator for recording fees is not feasible based on the complexity of the California codes that govern these fees. It takes a highly trained Examiner to look at the actual document to determine if some of the secondary fees apply in addition to the base fee. There is also risk of

experience for customers who will not have to resubmit documents for shortage of funds.	liability to the County if the customer used a "calculator" and came up with the wrong fees. The California Recorders Association has explored the idea of tiered fixed recording fees across the State but has not been successful due to the complexity of the laws.
All hospitals should have a recycling program with a special team focused only on recycling efforts (or they outsource it). Place more recycling bins and plastic containers on every floor of the hospitals. All empty cardboard glove boxes should be recycled.	DHS is fully committed to meeting infection control standards and plans to assess additional resources required to add recycling teams to all DHS facilities.
Category: Contracting Process	
Problem/Issue	*Response*
Eliminate use of low bid contracts. Low bid contracts prevent the selection of contractors that optimize taxpayer value.	The County already incorporates best value and other non-low-price procedures for solicitations. Depending on what the department is buying, it can choose the selection/evaluation process, subject to relevant laws.
Revamp the Internal Services Department (ISD) portal/contracting website from the end user's perspective (e.g., easy to read information, tailored to small business and women, immediate certification, onsite workshops, etc.). The ISD website is confusing and not user friendly. The website should link end users to resources for women and people of color. It should also have a chat (i.e., live assistance) feature.	The County's Doing Business site (doingbusiness.lacounty.gov) was revamped in June 2019 and incorporates most, if not all, of the proposed suggestions. ISD also hosts quarterly small business events to further provide technical assistance to the public.
Provide job training (e.g., carpentry, business, real estate), lower taxes to businesses that hire youth, and give back-to-work program incentives. Lack of job training skills and affordable housing leads to homelessness. There is also lack of grants and loans to businesses.	WDACS recommends accessing America's Job Centers of California and various Social Enterprises (for training) and leveraging existing programs such as support services for childcare, transportation, clothing, tools, etc. from the Workforce Innovation and Opportunity Act and incentive payments through specialized programming for individuals experiencing homelessness (e.g., LA:RISE). The Department implemented the PPE Unite Program and Safer@Work campaigns to bring employees safely back to work. Lowering taxes would involve legislative and/or policy change.
Allow DCFS staff to work from home (e.g., increase use of telework or mobile worker) to reduce the use of office space. The Department pays lease/rent for over 20 buildings and locations.	To address the space/lease issue as a result of telework, the department completed closure of the following facilities between May-August 2021 to decrease the number of properties utilized: - Wilshire Square: 3333 Wilshire Blvd., Los Angeles - Metroplex: 3530 Wilshire Blvd., Los Angeles - Hawthorne: 11539 Hawthorne Blvd., Hawthorne
Senior County employees cannot retire due to inadequate income and retirement age. Offer a "golden handshake" and	The CEO contemplated "early retirement" incentives in early 2020 when mandatory layoffs appeared to be necessary in some County Departments. Based on other agencies and jurisdictions' experience with such projects, it

retirement incentives to help those who want to retire.	was determined that such incentives were not cost effective and often created "experience and leadership gaps" in key positions
Category: Other	
Problem/Issue	*Response*
There is a problem with obesity, hopelessness, and a lack of community. Revamp programs at parks, pools, and libraries for youth, adults, and elders. Families care more about health, healthy air, and community more than ever.	Programs that address these issues already offered at no and low cost to public. The Department of Parks and Recreation phased in programs during Fiscal Year 2021 and 2022. The Library also can revamp programming to meet health, healthy air, and community. However, LA County Library programs are currently geared towards the needs of each communities' overall needs. For example, libraries that have a large number of nearby schools may have programming geared towards homework help or tutoring. Due to the pandemic, programming in libraries was suspended and continued virtually. The Library is currently phasing in programs at select libraries. Forty libraries in pre-pandemic times had programs for preschoolers, school aged children and teens. The return of these programs will be phased as staffing capacities increase. In-person programming for youth restarted in October 2021 in select libraries, with other locations phased in the following months.
It is difficult to recycle single-use plastics that are normally not accepted by recycling programs, such as plastic utensils, face masks and other kinds of Personal Protective Equipment that have become more prevalent in light of COVID-19, and small plastic packaging from online shopping.	To address the single-use plastics, DWP presented a draft Single-Use Plastic Ordinance to the Board of Supervisors in November 2021 that will establish requirements for County operations to eliminate the use of single use plastics and to purchase sustainable alternatives, establish guidelines for County convenings to be zero waste, and establish data collection protocols. The motion to adopt policies for reducing single-use plastics at County facilities and managing organic waste was approved by the Board on November 16, 2021 (Agenda #3).
Information Technology contracts are monitored using Microsoft Excel. The Kanban Board Method (project management) can assist in project timeline transparency with all involved parties of the contract process. Use Trello or Notion services to enact the Kanban method.	The idea was received from an DHS employee. Per DHS, the Contracts and Grants Division is currently reviewing the proposal and evaluating the pros and cons of the proposed and similar products.
There are vacant homes along the proposed 710 freeway expansion through Alhambra, South Pasadena, and Pasadena. Taxpayers have paid for the maintenance of these homes for nearly 30 years. Use these state-owned housing (nearly 200) to shelter people experiencing homelessness.	The homes referenced are related to the State Route 710 Property Sales (https://dot.ca.gov/caltrans-near-me/district-7/district-7-popular-links/d7-sr-710-sale-properties). On December 8, 2020, the Board of Supervisors adopted a motion to support proposals that would enable the County and its partners to acquire properties owned by Caltrans

	for the SR-710 North Project and to preserve them as long-term affordable housing. As indicated in the report back, "the County and City agreed to continue to collaborate on public outreach and information gathering to understand the community's needs in order to develop a community-wide strategy for the vacant properties along the SR-710 corridor." Since the El Sereno community, where a large number of the vacant homes are located, is within the jurisdiction of the City of LA, the County and City have since agreed that the City would take the lead on this effort. The County is committed to working with the City of LA and other cities to acquire and develop affordable housing to meet the needs of people experiencing homeless or people on the verge of homelessness.
There is so much trash, broken sidewalks, holes in the streets and many homeless people living in the streets. The County should designate a homeless encampment area and provide sanitation and get bids from the private sector to improve streets and sidewalks.	The County of Los Angeles is committed to providing and identifying safe areas and places where people experiencing homelessness can sleep, such as interim housing, Project Roomkey and Homekey, Safe Parking Program, and the Winter Shelter Program. Although the number of housing and shelter options available in the County have increased over the last several years, there continues to be a lack of housing in the system for the thousands of people experiencing homelessness living on the streets. Additionally, the County must comply with the Martin vs. City of Boise case, which states that local governments cannot enforce anti-camping ordinances or prosecute people for involuntarily sitting, lying, and sleeping in public if they do not have enough homeless shelter beds available for their homeless population. The County is working with its many partners to continue to offer existing services, expand successful programs, and implement new programs to assist people experiencing homelessness move off the streets into safe shelter or housing. Additional information on the County's efforts to address the homeless crisis can be found at www.homeless.lacounty.gov.
There is too much litter on sidewalks, city streets and highways. The County should clean streets and highways through downtown Los Angeles, Los Angeles International Airport (LAX), University of Southern California, Hollywood, etc. to attract tourism, commerce, and pedestrian traffic.	DPW is responsible for unincorporated areas of the County. Streets are swept throughout unincorporated Los Angeles County on a weekly basis, public trash cans are provided and maintained in certain parts of the County, and known illegal dumping sites are regularly inspected and debris removed.

The County creates a lot of waste through the use of single-use plastics, disposable plates/containers, etc. when serving food for employee meals, at cafeterias, and when employees commute to work. The County is not taking effective steps to eliminate this waste, which has serious environmental consequences. The County should update its space planning guidelines to implement strategies that will reduce single-use plastic and other food service-related waste.	The County space guidelines were updated in February 2021 and require onsite kitchen/pantry space. Additionally, the Board of Supervisors adopted a Board motion on May 4, 2021, that establishes requirements for County departments to eliminate the use of single-use plastics and to purchase sustainable alternatives. DPW presented a draft Single-Use Plastic Ordinance to the Board of Supervisors in November 2021 that will establish requirements for County operations to eliminate the use of single use plastics and to purchase sustainable alternatives, establish guidelines for County convenings to be zero waste, and establish data collection protocols. The motion to adopt policies for reducing single-use plastics at County facilities and managing organic waste was approved by the Board on November 16, 2021 (Agenda #3).
Assign public service/public counter employees to work from home; invest in virtual meeting software to accommodate flexibility to the public (e.g., getting help/service they need on their own schedule).	DHR leads the County's efforts to promote telework and assist departments in supporting both implementation and expansion of telework. Each County department has the authority to design a hybrid workforce and telework program based on the workforce compatibility, business, and service needs. DHR is also supportive of enhancing desk sharing and hoteling options to support space and cost savings and telework infrastructure. CEO Real Estate Division and CIO are leading this effort.
The biggest problems facing the County is Sustainability and Linear Economics. Resources are limited. From beginning to end, nothing should be wasted or thrown away, zero waste--renewability instead of sustainability. Proposed ideas is to create an Economic Transition Agency and Agenda, a federal agency responsible for compliance.	This proposal is to create a federal agency that would develop and implement a 10-year transition strategy to require a circular economy. Per the Chief Sustainability Office, this idea is not within the purview of County government, therefore, no action is recommended.
Various ideas in one submission (e.g., allow home-sharing for less than 30-days in low-income neighborhoods 365 days per year—use millions generated to improve the neighborhood schools, build walking communities, build safe bike paths that connect to the river, give local businesses grants; improve the hillside roads with new underground infrastructure; build a looping walking path from Lincoln Park to Huntington Drive—like the Rose Bowl Loop; build a golf course for students in Debs Park; build 6-Court Basketball center in El Sereno park so that kids do not travel to Orange County for tournaments; create a fund that keeps our neighborhood clean (like the sidewalks, trash and landscape)	Per the Los Angeles County Development Authority, short-term rentals, also known as home sharing, are regulated by individual cities, with the County responsible for unincorporated areas. In October 2018, the Chief Executive Officer issued a report on short-term rentals (http://file.lacounty.gov/SDSInter/bos/supdocs/121412.pdf). In March 2019, the Board of Supervisors directed the Chief Executive Officer (CEO) to begin work on a set of ordinances that would comprehensively regulate short-term rentals in the County's unincorporated areas. The CEO's progress reports on the ordinance development can be found here: http://file.lacounty.gov/SDSInter/bos/supdocs/134034.pdf.

Change zoning laws to allow restaurants in residential neighborhoods.	The Department of Regional Planning (DRP) reported that commercial zoning already exists near residential areas along many corridors, and there is much rezoning being proposed for Mixed Use as part of the Housing Element Update (HEU). DRP will conduct further examinations as part of the Metro Area Plan (MAP), with potential relevant updates to the HEU and MAP, which will be completed in 2023.
Change the small commercial spaces to LIVE/Work, to create more housing inventory. There are so many empty commercial spaces that can be utilized for living. In the proposer's neighborhood, there are commercial buildings that have been sitting empty for over 15 years.	Per DRP, live/work units are already allowed in commercial zones pursuant to 22.140.320. However, the department will further examine this code section and improve as part of the MAP. The department also plans to provide more factsheets and information on this code section to the public.

EXECUTIVE OFFICE
BOARD OF SUPERVISORS
CELIA ZAVALA
EXECUTIVE OFFICER

COUNTY OF LOS ANGELES
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MEMBERS OF THE BOARD

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KATHRYN BARGER

March 15, 2023

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

FROM: Celia Zavala
Executive Officer

SUBJECT: LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY BOARD MOTION (APRIL 28, 2020, AGENDA ITEM 20) – PROSPER LA FINAL REPORT (AS OF DECEMBER 31, 2022)

On June 29, 2020, the Prosper LA working group first reported on its efforts on the County's Roadmap to Economic Recovery Board Motion (April 28, 2020) as part of the County's reconstitution efforts. Since then, we have issued periodic reports to the Board of Supervisors (Board) highlighting ideas submitted by County employees, businesses, and the public.

As part of the motion, the Board directed the Executive Officer of the Board to work with the Quality and Productivity Commission (QPC), in consultation with the Small Business Commission (SBC), and the Citizens' Economy & Efficiency Commission (EEC), to report back to the Board quarterly on: 1) Creating a working group to encourage innovative ideas from County employees, businesses, and labor partners that could streamline the County's contracting process and encourage strategies to engage and assist businesses; and 2) developing a website and email contact to accept and promote innovative and thoughtful ideas from Department staff, businesses, and the public to streamline contracting, assist businesses, and identify potential cost-savings actions that could be taken by each department.

These directives were part of a comprehensive countywide effort, inclusive of partnerships with the community, businesses, and nonprofits, to identify actionable ideas to spur economic recovery and cost savings to the County.

The following are the updates and final report on our efforts since we issued the previous report that covers new ideas received from residents, employees, businesses, etc., during this reporting period for Board and County Departments' consideration. They are ideas to assist businesses, streamline contracting processes, and identify potential cost savings. This effort is part of the County's roadmap to economic recovery from the impacts of the COVID-19 pandemic.

PROSPER LA (NEW IDEAS)

As previously reported, the Prosper LA working group developed a public-facing website (https://prosperla.lacounty.gov/) that invites the public, County employees, and other interested stakeholders to submit ideas to streamline contracting, assist businesses, and identify potential cost-savings actions. We created the idea intake form to address these specific topics and categories. The website was launched on June 30, 2020, and continues to receive reportable ideas from County employees and the public.

During the period covered in this report, from December 1, 2021, to December 31, 2022, we received **31** new ideas from both the County workforce and the general public, categorized as follows: Business Assistance (2); Cost Savings (9), Contracting Process (5) and Other (15).

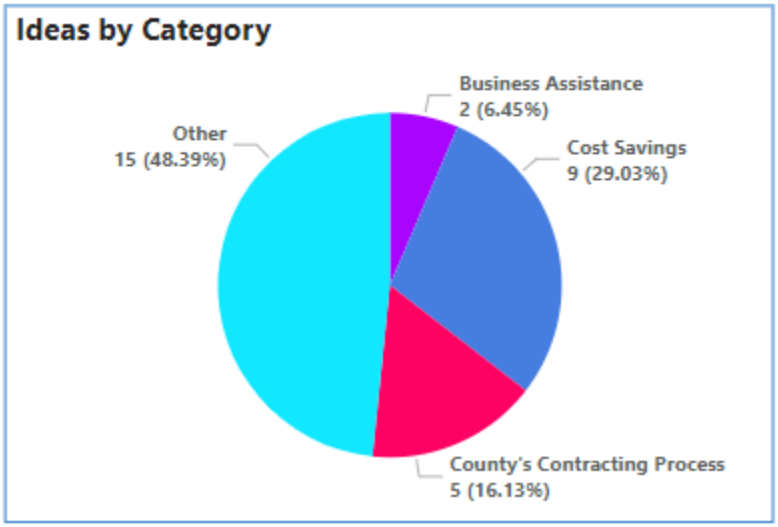


Table 1: Ideas by Category for the reporting period December 1, 2021, through December 31, 2022. The majority of the ideas (48%) were categorized as Other (e.g., unclaimed property, homelessness, mask mandate, recycling, etc.)

The idea creators identified themselves as residents (15), businesses (8), County employees (6), nonprofit (1), and other (1). In addition to tracking data by category and type of contact, we are also monitoring responses by location. The 31 ideas originated from locations identified by zip code, including Los Angeles, Beverly Hills, Glendale, Porter Ranch, and Altadena among the top five locations.

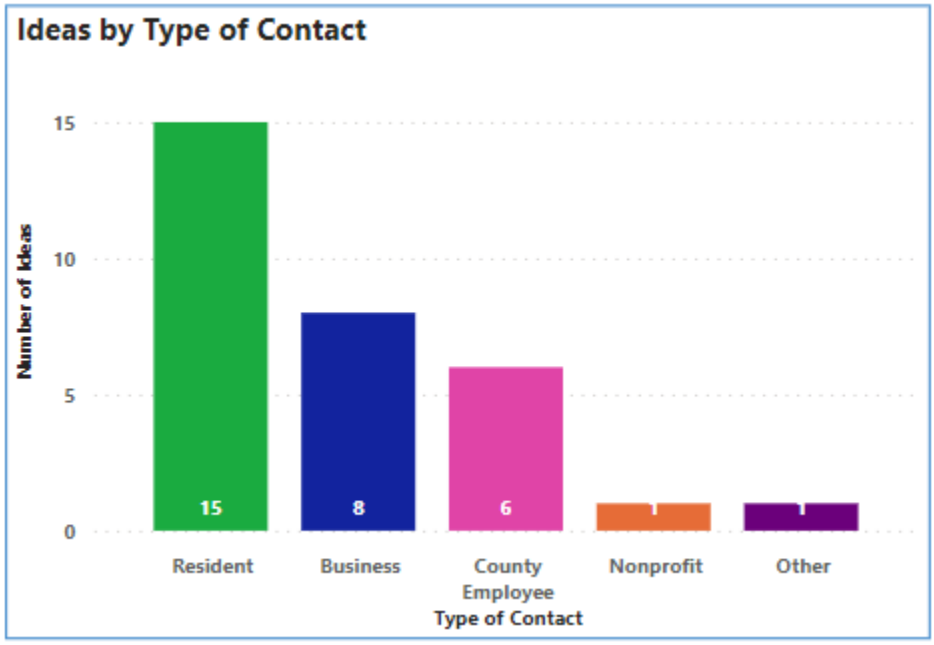


Table 2: Ideas by Type of Contact for reporting period December 1, 2021, through December 31, 2022. County Residents represented approximately 48% (15) of the responders.

Twelve of the 31 ideas included either adequate descriptions of the problems/issues and proposed a solution or provided adequate information to be referred to a County department for further review and evaluation. The 12 ideas are summarized in Table 3 below, along with updates on implementation from relevant departments.

These ideas have been shared with the identified or identifiable County departments for further review, evaluation, and consideration for implementation. The status and departmental responses are also summarized in Table 3 below.

Although some of these ideas fall outside the parameters specific in the Board Motion (i.e., streamline contracting, assist businesses, and identify potential cost-savings actions that could be taken by each department), we included them in this report to ensure transparency and accountability.

Table 3: Prosper LA Ideas - Department Responses

Cost Savings	
Recommendation	***Proposed Solution***
Countywide Mental Health Prevention and Early Intervention (PEI) programs and services are fragmented, costing taxpayers and residents millions annually. In addition, the clinical practice approach to early intervention is the single most significant contributor to mental health stigma, particularly among Native Black American.	Reduction of inefficient PEI processes, procedures, policies, and redundant programs with no ability to scale is essential to lowering costs and transforming the delivery of Health and Human Services.

Table 3: Prosper LA Ideas - Department Responses (continued)

Recommendation	***Proposed Solution***
Students. The counterproductive competition amongst county contract providers who rely on Mental Health Services Act (MHSA) program funding for personal survival is a deterrent to PEI transformation.	Status: For the past three years, the Los Angeles County Department of Mental Health (DMH) has worked to expand its Prevention footprint. The MHSA 3-Year Program and Expenditure Plan (Plan) for FY 2021-22 through 2023-24 reflects continued efforts in the expansion of prevention services through community platforms that are outside of traditional clinic settings. The Plan outlines prevention programs that have been funded including the Los Angeles County Office of Education, Community School Initiative, Los Angeles Unified School District Trauma and Resilience Informed Early Enrichment Program and the Transforming LA: Incubation Academy. During the COVID-19 crisis, DMH partnered with the California Mental Health Services Authority to support its efforts to expand the reach of mental health community access platforms and campaign efforts using various innovative methods and strategies.
A fixed interest rate bond is not fixed at all because the bond payments are front end loaded with interest, which doubles the cost of a bond.	Use a recommended vendor platform for the rapid elimination of interest debt related to bonds. Estamos Safe Harbor Contigo has copyrighted The Guide to Regulating Interest, which is patent pending. On submission for a bond, the payments are calculated and committed for the term of the bond, however the payment ratios can be adjusted to address the high cost of interest. Status: The Los Angeles County Treasurer and Tax Collector (TTC) already evaluates the amortization structure of bonds for cost effectiveness. However, TTC has additional considerations including the useful life of financed assets, the County's available cash flow to make lease payments and the relative cost to extend the term of capital financing to spread the cost burden on the population as it uses financed facilities.
Many unhoused members of the community that cannot afford housing at the current market price. It costs the County more money than necessary to house these individuals. These individuals and families can only spend $600 to $1,000 dollars on rent due to increasing cost of living, transportation, and food.	The County should subsidize housing for individuals and families through a streamlined access (i.e., as it relates to the paperwork and demonstration of need of funds through a notarized letter from landlord) to rental assistance. Status: The idea was referred to the Los Angeles County Development Authority for further review and consideration.

Table 3: Prosper LA Ideas - Department Responses (continued)

County's Contracting Process	
Recommendation	***Proposed Solution***
The Mental Health Service Act contracts are missing the need of targeted, specialized, appropriate mental health treatment for the community. Currently, the Department of Mental Health issues contracts/grants identifying a particular issue to be addressed and releasing the contract to the industry. However, the current mental health service model is failing this consumer. Where would an African American single mother take her thirteen-year-old son exhibiting symptoms of academic failure to thrive, Oppositional Defiant Disorder, father abandonment issues?	A percentage of the contracts and grants should be open to allow the industry professionals to submit proposals focusing on innovative, specialized care meeting the diagnostic needs of our mental health population. Status: The idea was referred to the Department of Mental Health for further review and consideration.
Homeless individuals are under economic strife and a lot of austerity. Housing is much more important than services and needs to be prioritized more than services. There should be more funding allocated to housing than services.	Provide Housing First Solution; build more public housing (i.e., a $14,000 structure tent dome) that can house hundreds at a time (short term solution). Build the cheapest homes possible by getting the Tiny House prices down to less than $20,000, work with volunteers to build their own tiny home, eminent domain on housing, etc. Status: The idea was referred to the Los Angeles County Development Authority for further review and consideration.
Other	
Recommendation	***Proposed Solution***
Los Angeles County has the highest homeless population, with the homeless count growing to over 100,000 over time. The County has vacant land from Reclaim LA homes.	The County should partner with US Government to free up vacant federal property as homeless shelters and allow landlords to enter in a Closed Session to lease property to the County to house the homeless as Public Housing and Interim Housing, if needed. Status: The County has employed multiple strategies to increase interim and permanent housing capacity. These efforts include, but are not limited to: (1) Continuing to partner with the U.S., State, and local governments to identify vacant or underutilized properties to be used for homeless housing. For example, the County purchased Sylmar Armory and converted it to interim housing to serve homeless women. (2) Engaging the private sector to secure project-based and scattered permanent housing sites to achieve a balanced homeless system to allow timely

Table 3: Prosper LA Ideas - Department Responses (continued)

Recommendation	***Proposed Solution***
	exits from interim housing to permanent housing. For example, LA County is investing in LeaseUp, a countywide initiative, that partners with property managers, owners, and developers to fill their vacancies while helping people at risk of homelessness find and maintain housing. The County also funds and operates the Flexible Housing Subsidy Pool to secure a range of housing options for homeless populations and creates an effective pipeline to move homeless residents quickly through interim housing and into long-term housing. (3) Maximizing the American Rescue Plan Emergency Housing Vouchers, a federal program, which includes tenant-based rental assistance under the Housing Choice Voucher Program. Proactive multi-jurisdictional are underway, including incentives for property owners, to quickly secure housing units for the homeless population.
Recycling millions of plastic pill bottles would be environmentally sound. However, there is no guidance on what to do with empty pill bottles.	The County should recycle millions of plastic pill bottles by setting up receptacles near pharmacies. Status: The idea was referred to the Departments of Public Health and Health Services for further review and consideration.
There is an increasing number of unhoused folks living on the streets throughout the County. There is also an increase in waste stream refuse.	The County should 1) create legislation that prohibits dwelling in un-safe spaces; 2) transport unhoused folks via charters/buses to the new “community campus”; 3) start approving or modifying water use/codes/legislation to allow for onsite wastewater treatment/recycling within a community; and 4) provide jobs for people living on site. Status: The idea was referred to the Chief Executive Office and the Chief Sustainability Office for further review and consideration.
In many countries, the number of crimes, crisis and natural disasters have increased dramatically. The need for fast response becomes essential. However, call response to emergency services after the Covid-19 pandemic decreased. Many employees also quit due the pressure they face. Calling for an emergency has been an issue for the past few years and will only get harder with the next crisis. The need for software with low cost and improved response time efficiency has become a must.	Use First software system for emergency services to improve slow call response time. This software will be linked to every mobile phone-in by creating an application for it. Every emergency services facility will be connected to the programmed application. All the services in the application will contain a face recognition tool and GPS tracker with the specific function that will be designed for every service. Status: The idea was referred to the Los Angeles County Sheriff's Department for further review and consideration.

Table 3: Prosper LA Ideas - Department Responses (continued)

Recommendation	***Proposed Solution***
Per the CDC, approximately 4.5 million people in the United States suffer a dog bite for which they require medical attention every year. These are not feral strays encountered in the street but are "familiar" dogs. To keep their beloved pets, more than one million people are required by law to take an animal education class related to the law they have violated. In many of these cases (unlike traffic school, domestic abuse, or other offences), such classes are non-existent, leading owners to surrender their pets to their local municipality. With Los Angeles County leading the nation in both animal adoptions and dog bites, it should lead the nation in introducing a comprehensive education platform for dog owners and violators of dog bite laws.	The County should develop and offer a classroom-based, Dog Bite Prevention Course that would place pet owners in a traditional learning environment. Classes would be open to all residents of the County and students could be charged fees to support such a program or administration fees as implemented for other County based mandated classes. Status: The idea was referred to the Department of Animal Care and Control for further review and consideration.
Seniors and low-income individuals should be allowed automatic deposits to pay for property taxes month to month.	Allow seniors and low-income property owners to pay property taxes month to month. Status: The idea was referred to the Treasurer and Tax Collector for further review and consideration.

PROSPER LA PROMOTION

The working group continues to promote the Prosper LA website and encourage residents, County employees, business owners, and the general public to submit ideas through the website. The QPC also promoted the Prosper LA website at its biennial Department Visits—we completed 10 visits in 2022—and requested that Department Heads notify their workforce of the website. We also continue to share ideas received with Board liaisons and departmental staff, and we publicize Prosper LA with Productivity Managers, Board Liaisons, and Commissioners who promote the website to external organizations and colleagues.

We are grateful for the partnership with and contribution by members of the QPC, SBC, EEC, Department of Consumer and Business Affairs, and the Internal Services Department. We appreciate their valuable insight, expertise, and contributions to the County's overall recovery efforts. This will be the final report in response to the motion; however, we will continue to monitor the Prosper LA website and forward viable ideas to County departments to ensure the ideas received through the Prosper LA website are adequately vetted and considered for further action and possible implementation.

Additional information on these ideas is available upon request. Please send your inquiries to idea@prosperla.lacounty.gov. If you have any questions, please let me know, or your staff may contact Jackie Guevarra at (213) 974-1361 or jguevarra@bos.lacounty.gov.

CZ:JTG

c: Fesia Davenport, Chief Executive Officer
Rafael Carbajal, Director, Department of Consumer and Business Affairs
Selwyn Hollins, Director, Internal Services Department
Nichelle Henderson, Chair, Quality and Productivity Commission
Robert Cole, Chair, Citizens' Economy & Efficiency Commission
Mark J. Robertson, Chair, Small Business Commission
Department Heads
Board Liaisons

BOARD OF SUPERVISORS | Hilda L. Solis, First District | Holly J. Mitchell, Second District | Lindsey P. Horvath, Third District | Janice Hahn, Fourth District | Kathryn Barger, Fifth District

Chief Executive Office.

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CHIEF EXECUTIVE OFFICER
Fesia A. Davenport

April 25, 2023

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

From: Fesia A. Davenport FAD
FAD (Apr 24, 2023 15:24 PDT)
Chief Executive Officer

LOS ANGELES COUNTY ROADMAP TO ECONOMIC RECOVERY (ITEM NO. 4, AGENDA OF APRIL 28, 2020)

On April 28, 2020, the County of Los Angeles (County) Board of Supervisors (Board) adopted a motion (Motion) by Supervisors Kathryn Barger and Hilda L. Solis directing the Director of the County Emergency Operations Center (CEOC) to work with pertinent County departments to take a number of economic recovery and resiliency actions, in consultation with the Departments of Public Health and Health Services, to ensure the ongoing health and wellbeing of County communities. Specifically, the Motion instructed the Director of CEOC to conduct an initial evaluation on the impact of the Economic Resiliency Task Force's (Task Force) implemented recommendations, and all other programs and policies implemented because of the Motion.

On July 21, 2020, the Board also adopted a Motion by Supervisors Kathryn Barger and Hilda L. Solis to accept the Task Force Comprehensive Report that encompassed hundreds of actionable recommendations for the County to leverage public-private partnerships to improve the economy, create jobs, and return to full employment as experienced before the COVID-19 pandemic.

Economic Resiliency Task Force Comprehensive Report

The Task Force Comprehensive Report is a compilation of sector-specific plans and actionable recommendations based on the best practices for a phased recovery of the County's economy from the COVID-19 pandemic. The sector-specific plans and recommendations were developed by the 13 sector work groups of the Task Force. These sectors included Arts and Culture; Business-Corporate and Manufacturing;

Business-Small; Commodities and Goods Movement; Education; Faith Based Organization; Film, Entertainment, Leisure and Digital Media; Healthcare and Biosciences; Infrastructure Development and Construction; Labor; Philanthropy and Non-Profit; Restaurants and Hospitality; and Sports and Large Venue Entertainment.

Department Evaluations

County departments were required to evaluate the Task Force recommendations to determine those that were implementable in support of their mission and strategic initiatives or require an ongoing assessment for feasibility. The required assessment was completed and implemented during the period of July 2020 through December 2021.

CEOC staff worked with all pertinent County departments to provide guidance and facilitate communication with the Task Force leads throughout the process. After collecting all evaluations, CEOC staff synthesized the information to provide a global snapshot of the implementation of the Task Force recommendations by relevant County departments. As a result, hundreds of recommendations have been implemented which resulted in County program enhancements.

Conclusion

All relevant County departments completed their assessment and implemented the Task Force recommendations. The process and implementation of the recommendations supported County department missions and enhanced programs and policies that aided in economic recovery.

This is the final report and concludes the reporting on the progress of the economic recovery and resiliency actions included in the Comprehensive Report addressing the Los Angeles County Roadmap to Economic Recovery.

Should you have any questions concerning this matter, please contact me or Kevin McGowan at (323) 980-2261 or kmcgowan@ceooem.lacounty.gov.

c: Executive Office, Board of Supervisors
County Counsel
Health Services
Public Health