AGENDA

Members of the Public may address the Economic Development Policy Committee on any agenda item by submitting a written request prior to the meeting. Two (2) minutes are allowed per person in total for each item.

1. CALL TO ORDER

2. GENERAL PUBLIC COMMENT

3. INFORMATIONAL ITEM(S):

   A. Board Letter: New Departments of Economic Opportunity and Aging & Disabilities – 10 mins
      • Danny Kelleher, Chief Executive Office

   B. Board Letter: West LA Courthouse Lease Extension – 15 mins
      • Doug Cohen, Economic & Workforce Development

4. PRESENTATION/DISCUSSION ITEM(S):

   A. Highlights of the Economic Forecast 2022 – 15 mins
      • Stephen Cheung, Los Angeles County Economic Development Corporation

   B. Sector Performance and Jobs in Pandemic Recovery – 15 mins
      • Kelly LoBianco, Executive Director, Economic & Workforce Development
      • Ross Lehman, Economic & Workforce Development

   C. Delete the Divide Initiative – 20 mins
      • Mark Colton, Internal Services Department

5. PUBLIC COMMENT
6. **STANDING ITEMS**

   A. Progress on American Rescue Plan Act Program Implementation and Outcomes
   
   B. Economic Development Optimization: New Department Transition
   
   C. Poverty Alleviation Initiative

7. **ADJOURNMENT**

**Los Angeles County Economic Development Objectives:**
- Attract, develop and retain businesses that provide quality jobs in high growth industries
- Increase employment opportunities by improving workforce development skills and employer partnerships
- Invest in infrastructure needs to improve and maintain competitiveness of LA County Region
- Coordinate across multiple County agencies to ensure that services to workers, businesses and entrepreneurs are coordinated and streamlined to facilitate a “no wrong door approach” to serving our constituents
- Work to balance jobs with housing

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**IF YOU WOULD LIKE TO EMAIL A COMMENT ON AN ITEM ON THE ECONOMIC DEVELOPMENT POLICY COMMITTEE AGENDA, PLEASE USE THE FOLLOWING EMAIL AND INCLUDE THE AGENDA NUMBER YOU ARE COMMENTING ON:**

DKELEHER@CEO.LACOUNTY.GOV
# BOARD LETTER/MEMO CLUSTER FACT SHEET

| Board Letter | ☑ | Board Memo | ☐ | Other | ☐ |

| **CLUSTER AGENDA REVIEW DATE** | 4/21/2022 |
| **BOARD MEETING DATE** | 5/3/2022 |
| **SUPERVISORIAL DISTRICT AFFECTED** | ☑ All ☐ 1<sup>st</sup> ☐ 2<sup>nd</sup> ☐ 3<sup>rd</sup> ☐ 4<sup>th</sup> ☐ 5<sup>th</sup> |
| **DEPARTMENT(S)** | Workforce Development, Aging and Community Services (WDACS) |
| **SUBJECT** | CEO seeks adoption of a set of ordinances to amend County Code to establish the Aging and Disabilities Department and the Department of Economic Opportunity, and to cause the dissolution of the Department of Workforce Development, Aging and Community Services (WDACS) |
| **PROGRAM** | Adult Protective Services, Area Agency on Aging, Community and Senior Centers, Workforce Development, Economic Development, Small Business Services. |
| **AUTHORIZES DELEGATED AUTHORITY TO DEPT** | ☐ Yes ☑ No |
| **SOLE SOURCE CONTRACT** | ☐ Yes ☑ No |
| **DEADLINES/TIME CONSTRAINTS** | The two new departments are targeted for launch in July 2022 and ordinances must be introduced, then adopted, then have 30 days before becoming fully effective. |
| **COST & FUNDING** | Total cost: No cost to amend County Code. Costs for the new departments will be presented in appropriate budget documents. Funding source: |
| **PURPOSE OF REQUEST** | As directed by the Board, WDACS is being dissolved and two new departments are being created – the Department of Economic Opportunity (DEO), which will focus on economic development, workforce development, and small business services; and the Aging and Disabilities Department (ADD), which will focus on services for older adults, services for disabled adults, and community services. The requested actions establish the DEO and ADD in County Code as departments of the County, and also update a handful of ancillary County Code sections to reflect the dissolution of WDACS and addition of DEO and ADD. |
| **BACKGROUND** | Background and/or issues that preceded the recommendations in this request are as follows: Board Motions, consultant reports, and internal analysis led to an implementation plan to establish the two new departments by summer 2022. |
| **EQUITY INDEX OR LENS WAS UTILIZED** | ☐ Yes ☑ No |
| **SUPPORTS ONE OF THE NINE BOARD PRIORITIES** | ☑ Yes ☐ No |
| **DEPARTMENTAL CONTACTS** | Name, Title, Phone # & Email: Danny Kelleher, Principal Analyst, (213) 974-6879, dkelleher@ceo.lacounty.gov |
May 3, 2022

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

Dear Supervisors:


(ALL DISTRICTS AFFECTED) (3 VOTES)

SUBJECT

The Chief Executive Office (CEO) is seeking Board approval to amend the County of Los Angeles (County) Code to establish the Aging and Disabilities Department and the Department of Economic Opportunity, and to cause the dissolution of the Department of Workforce Development, Aging and Community Services (WDACS).

IT IS RECOMMENDED THAT THE BOARD:

1. Introduce, waive reading, and set for adoption the attached ordinance that amends County Code Title 2 – Administration, Chapter 2.114 – Workforce Development, Aging and Community Services, to:
   A. Revise the section to reflect the establishment of the Aging and Disabilities Department and dissolution of the Department of Workforce Development, Aging and Community Services; and
   B. Remove reference to former duties, commissions, boards, or any other elements that will continue under the Department of Economic Opportunity.

HOA.103486213.1

“To Enrich Lives Through Effective And Caring Service”
2. Introduce, waive reading, and set for adoption the attached ordinance to add Section 2.115 to County Code Title 2 – Administration, to add the Department of Economic Opportunity.

3. Introduce, waive reading, and set for adoption the attached ordinance that amends County Code Title 2 – Administration, Chapter 2.62 – Department of Consumer and Business Affairs, to reflect the transition of the Office of Small Business to the Department of Economic Opportunity.

4. Introduce, waive reading, and set for adoption the attached ordinance that amends the County Code Title 3 – Advisory Commissions and Committees, Chapter 3.12 – Small Business Commission, and Chapter 3.76 – Workforce Development Board, to revise any reference to the Department or Director of Workforce Development, Aging and Community Services or the Department or Director of Consumer and Business Affairs to refer to the Department or Director, respectively, of Economic Opportunity. Additionally, adoption of the ordinance will revise Chapter 3.42 – Los Angeles City-County Native American Indian Commission to reflect the reclassification of the executive assistant of the commission to the executive director.

5. Introduce, waive reading, and set for adoption the attached ordinance that amends County Code Title 6 – Salaries, Chapter 6.44 – Department of the Board of Supervisors, and Chapter 6.58 – Workforce Development, Aging and Community Services, to reflect the transition of the Los Angeles City-County Native American Indian Commission and the Human Relations Commission to the Executive Office of the Board of Supervisors and the transition of the Commission on Disabilities to WDACS and the successor Aging and Disabilities Department.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

On March 8, 2021, the CEO submitted a report that outlined a phased implementation plan to establish two new County departments, one for aging, adult and disability services and another for economic and workforce development services. On April 20, 2021, the County Board of Supervisors (Board) adopted two related motions that directed the CEO, in consultation with WDACS, the Department of Consumer and Business Affairs (DCBA), the Los Angeles County Development Authority (LACDA), and any other relevant departments, to implement the phased plan to establish an economic and workforce development department, which will be named the Department of Economic Opportunity (DEO), and an aging, adult and disability services department, which will be named the Aging and Disabilities Department (AD). These new department names were memorialized in a memorandum from WDACS to your Board dated April 19, 2022.
The first phase of the implementation plan was to add economic development services and staff from several agencies to the workforce services branch of WDACS and realign the department into an Economic and Workforce Development Branch and an Aging and Community Service Branch, to prepare for the eventual split of the department into the DEO and the AD. As directed by the Board, the Office of Small Business, formerly of DCBA, the Economic Development Division, formerly of the CEO, and the Economic Development Unit, formerly of the LACDA, were transferred into WDACS alongside the existing workforce services to create the Economic and Workforce Development Branch.

Further, several commissions were analyzed for optimal placement in the realignment. As a result, the Human Relations Commission (HRC) and the Los Angeles City-County Native American Indian Commission (LANAIC) were transferred from WDACS to the Executive Office of the Board (Executive Office); the Commission on Disabilities was transferred from the Executive Office to WDACS to be integrated with the AD; and the Small Business Commission was transferred from DCBA to WDACS to be integrated with the DEO. Additionally, two existing commissions or boards, the Los Angeles County Commission for Older Adults and the Workforce Development Board, remained with WDACS and will be integrated into the AD and the DEO, respectively.

The second phase of the implementation plan is to formally establish both the DEO and the AD, using the two branches in WDACS established in the first phase as the foundations.

This Board Letter and the associated ordinances codify the changes and transfers made in the first phase of the implementation plan and formally add the two new departments into the County Code. Both the DEO and the AD will commence services on July 1, 2022.

**IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The recommended actions support the County’s Strategic Plan Goal I, Strategy I.2 – Enhance Our Delivery of Comprehensive Interventions by increasing focus on services to vulnerable populations including job readiness and employment opportunities for youth served by the County, and planning for age-friendly communities for older adults.

Further, the recommended actions support Goal II, Strategy II.1 – Drive Economic and Workforce Development in the County as well as Strategy II.2 – Support the Wellness of our Communities, as the new DEO will drive economic and workforce development services in a unified way, while both the DEO and the AD administer a host of programs and services that support the wellness of our communities.
Finally, the recommended actions support the Goal III, Strategy III.3 – Pursue Operational Effectiveness, Fiscal Responsibility, and Accountability as the ordinances relate to the establishment of two departments that will optimize, align, and heighten focus on critical services, thereby enhancing operational effectiveness.

FISCAL IMPACT/FINANCING

The immediate recommended actions in this Board Letter do not have any fiscal impact. Establishment of the two new departments will have a fiscal impact to the County, which will be detailed and presented to the Board for approval as part of the County’s budget process.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The ordinances recommended for adoption in this Board Letter codify the actions to establish the new DEO and the ADD, which will commence services on July 1, 2022.

Changes will be made to Title 2 to revise Chapter 2.62 – DCBA to remove duties associated with the Office of Small Business that was formerly part of DCBA and has been transferred to WDACS to be part of the new DEO.

Additional changes will be made to Title 2 of the County Code to revise the current section, Chapter 2.114, that codifies WDACS to codify the AD. Existing references to items continued by the AD will remain while any references to items continued by the DEO will be deleted and added to a new section, Chapter 2.115, which will codify the DEO.

Changes will be made to Title 3 to revise Chapter 3.12 – Small Business Commission, and Chapter 3.76 – Workforce Development Board, to revise any reference to the Department or Director of Workforce Development, Aging and Community Services or the Department or Director of Consumer and Business Affairs, to refer to the Department or Director, respectively, of Economic Opportunity because the Small Business Commission and Workforce Development Board will be incorporated into the Department of Economic Opportunity upon creation.

Changes will be made to Title 3, Chapter 3.42 – Los Angeles City-County LANAIC, to reflect the reclassification of the executive assistant of the commission to the executive director. This reclassification occurred during the assessment of optimal placement of LANAIC in the realignment of WDACS and was approved by your Board on October 5, 2021.

Title 6 will be amended to remove reference to stipends for LANAIC and the HRC from
Chapter 6.58 – WDACS, and to add them to Chapter 6.44 – Department of the Board of Supervisors, to reflect the transition of LANAIC and HRC to the Executive Office, and to remove reference to stipends for the Commission on Disabilities from Chapter 6.44 and add it to Chapter 6.58 to reflect the transition of that commission from the Executive Office to WDACS and the successor agency, the Aging and Disabilities Department.

**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

Introduction and approval of the attached ordinances will codify the dissolution of WDACS and creation of two new departments that will incorporate all functions formerly performed by WDACS. Creation of the two new departments is a goal of the Board with the goal of aligning and enhancing economic and workforce development services in one department, and aging, disability, and community services in another.

Respectfully submitted,

FESIA A. DAVENPORT
Chief Executive Officer

FAD:JMN:JO
DSK:ma

Enclosure

c: Executive Office, Board of Supervisors
   County Counsel
   Consumer and Business Affairs
   Human Resources
   Workforce Development Aging and Community Services
ANALYSIS

This Ordinance amends Title 2 – Administration, Title 3 – Advisory Commissions and Committees, and Title 6 – Salaries of the Los Angeles County Code, by amending the name of Workforce Development, Aging and Community Services to the Aging and Disabilities Department; removing the Native American Indian Commission and the Commission on Human Relations as these commissions transferred out of the Department of Aging and into the Executive Office for the Board of Supervisors; and adding the Commission on Disabilities, previously under Title 3, Section 71, to bring it under the new Aging and Disabilities Department.

DAWYN R. HARRISON
Acting County Counsel

By

ALYSSA SKOLNICK
Principal Deputy County Counsel
Social Services Division

AS:eb

Requested: 02/14/2022
Revised: 04/12/2022
ORDINANCE NO. ________________

An Ordinance amending Title 2 – Administration, Title 3 – Advisory Commissions and Committees, and Title 6 – Salaries of the Los Angeles County Code, by amending the name of Aging and Community Services to the Aging and Disabilities Department; removing the Native American Indian Commission and the Commission on Human Relations as these commissions transferred out of the Workforce Development, Department of Aging and into the Executive Office for the Board of Supervisors; and adding the Commission on Disabilities, previously under Title 3, Section 71, to bring it under the new Aging and Disabilities Department.

The Board of Supervisors of the County of Los Angeles ordains as follows:

SECTION 1. Section 2.114.010 is hereby amended to read as follows:

2.114.010 Continuation of Department and Director.

There is continued a department of the County of Los Angeles which shall be known as Workforce Development, Aging and Community Services

the Aging and Disabilities Department (hereafter referred to in this chapter as "Department"). There is continued the office of the Director of the Department which shall be known as the Director of Workforce Development, Aging and Community Services

Aging and Disabilities (hereafter referred to as "Director").
SECTION 2.    Section 2.114.020 is hereby amended to read as follows:

2.114.020    References to Earlier Departments or Offices.

Whenever in any Board order or resolution, ordinance (other than this Chapter), contract, or document, any reference is made to the Director of Workforce Development, Aging and Community Services, or to the Director of Community Services, or to the Director of Community Development, or to the Director of Urban Affairs, or to the Director of Senior Citizens Affairs, or to the Director of the Department of Community and Senior Citizen Services, or to the Director of the Department of Community and Senior Services, or to the Department of Workforce Development, Aging and Community Services, or to the Department of Community Services, or to the Department of Community Development, or to the Department of Urban Affairs, or to the Department of Senior Citizens Affairs, or to the Department of Community and Senior Citizen Services, or to the Department of Community and Senior Services, such reference shall be deemed to mean the Director or the Department respectively, of Aging and Disabilities whenever the reference pertains to the provision of older adult and dependent adult services, social services, and community services, and shall be deemed to mean the Director or Department, respectively, of Economic Opportunity whenever the reference pertains to the provision of workforce, employment, and training services.
SECTION 3. Section 2.114.050 is hereby amended to read as follows:

2.114.050 Director—Duties Generally.

The Director shall perform those general duties as are prescribed by applicable federal, State and local laws and Board of Supervisors’ policies pertaining to the provision of older adult and dependent adult services, employment and training services, social services, and community services.

SECTION 4. Section 2.114.060 is hereby amended to read as follows:

2.114.060 Staff Services for Certain Commissions.

The Director shall provide staff services, including professional guidance, research and clerical assistance and necessary supplies and materials to the following commissions and committees:

A. The Workforce Development Board;
B. The Los Angeles City County Native American Indian Commission;
CA. The Los Angeles County Commission for Older Adults;
DB. The Commission on Human Relations Disabilities;
EC. Such other commissions or committees as may be designated by the Board.

SECTION 5. Section 3.12.020 is hereby amended to read as follows:

3.12.020 Purpose.

The Commission is an advisory body whose purpose is to represent the interests and concerns of the small business community of the County to the Director of the Department of Consumer and Business Affairs Department of Economic Opportunity,
hereinafter in this Chapter referred to as the "Director," and through the Director to the Board. The Commission's highest priorities are to advise the Director and the Board on small business contract utilization in the County and small business development in unincorporated areas of the County.

SECTION 6. Section 3.42.080 is hereby amended to read as follows:

3.42.080 Staff—Executive assistant Director.

The staff of the commission shall be those individuals designated in the current salary ordinances of the county of Los Angeles. Whenever a vacancy occurs in the position of executive assistant director of the commission, the commission, pursuant to civil service provisions, may fill said vacancy. Subject to the supervision of the commission, and pursuant to appropriate civil service provisions, the executive assistant director of the commission is responsible, as the administrative head of the commission staff, for implementing and executing the policy and program of the commission. Whenever in any Board order or resolution, ordinance (other than this Chapter), contract, or document, any reference is made to the executive assistant of the commission, such reference shall be deemed to mean the executive director of the commission.

SECTION 7. Section 3.76.060 is hereby amended to read as follows:

3.76.060 Vacancies.

...  

C. In the event of a vacancy occurring for a member appointed by the Board pursuant to Section 3.76.040(C), the Department of Workforce Development, Aging and...
Community ServicesEconomic Opportunity shall present a list of nominees for consideration by the Board who have been nominated in accordance with WIOA and any other applicable federal or State law. Nominees who are intended to serve as representatives of business in the local area, pursuant to the criteria of WIOA section 107(b)(2)(A), must be appointed from among individuals nominated by local business organizations and business trade associations. Nominees who are intended to serve as representatives of labor, pursuant to the criteria of WIOA section 107(b)(2)(B), must be appointed from among individuals nominated by local labor federations. For the other mandated categories as set forth in WIOA sections 107(b)(2)(C) & (D), nominees must be appointed from among individuals nominated by a senior executive from the agency or institution of employment or affiliation.

SECTION 8. Section 3.76.100 is hereby amended to read as follows:

3.76.100 Compensation.

. . . .

C. The Director of the Department of Workforce Development, Aging and Community ServicesEconomic Opportunity is authorized to pay for necessary incidental expenses of the WDB including those identified in A and B of this Section, to the extent such expenses are allowable and reimbursable under WIOA and all applicable County policies and regulations.
SECTION 9. Section 6.58.015 is hereby repealed and replaced to read as follows:

6.58.015 Commission on Disabilities.

Each member of the Commission on Disabilities (Item No. 9436) shall be entitled to receive as compensation the sum of $25.00 for each meeting of the commission attended by said person, not to exceed one meeting in any one calendar month.

SECTION 10. Section 6.58.020 is hereby amended to read as follows:

6.58.020 Commission on human relations.

Each member of the commission on human relations (Item No. 9401) shall be entitled to receive as compensation the sum of $25.00 for each meeting of the commission attended by said person, not to exceed three meetings in any one calendar month.

Reserved

[CH278ASCC]
ANALYSIS

This Ordinance amends Title 2 – Administration of the Los Angeles County Code, by adding Chapter 2.115 to create the new Department of Economic Opportunity.

DAWYN R. HARRISON
Acting County Counsel

By

ALYSSA SKOLNICK
Principal Deputy County Counsel
Social Services Division

AS:eb

Requested: 02/14/2022
Revised: 04/12/2022
ORDINANCE NO.____________

An ordinance amending Title 2 – Administration of the Los Angeles County Code, relating to Chapter 2.115 – Department of Economic Opportunity.

The Board of Supervisors of the County of Los Angeles ordains as follows:

SECTION 1. Chapter 2.115 is hereby added to read as follows:

2.115 Department of Economic Opportunity.

2.115.010 Department – Created.

2.115.020 Director – Appointment and Powers.

2.115.030 Director – Duties.

2.115.040 Cooperation and Coordination with Other Departments and Affiliated Entities.

2.115.050 Commissions and/or Committees.

2.115.010 Department - Created.

There is hereby created a department of the County of Los Angeles, which shall be known and designated as "Department of Economic Opportunity" hereinafter referred to in this chapter as "Department." The functions of the Department shall include, but not be limited to, economic development and workforce development throughout the County.

2.115.020 Director - Appointment and Powers.

The Department shall be under the direction and management of the Director, who shall be appointed by the Board of Supervisors ("Board"). The Director shall appoint all employees of the Department.
2.115.030  Director - Duties.

The Director shall perform those duties now or hereafter as are prescribed by this County Code, applicable federal or State laws or as directed by the Board.

2.115.040  Cooperation and Coordination with Other Departments and Affiliated Entities.

All other County departments and affiliated entities shall cooperate and coordinate with the Department and its Director to support and encourage economic and workforce development activities within Los Angeles County.

2.115.050  Commissions and/or Committees.

The Department shall provide professional guidance, research, assistance and necessary supplies and materials to the following commissions and committees:

A.  The Workforce Development Board;

B.  The Small Business Commission; and

C.  Such other commissions or committees as may be designated by the Board.

[CH2115ASCC]
ANALYSIS

This Ordinance amends Title 2 – Administration of the Los Angeles County Code, by amending Chapter 2.62 – Department of Consumer and Business Affairs; and amending Chapter 6.44 – Executive Office of the Board Salaries.

DAWYN R. HARRISON
Acting County Counsel

By

ALYSSA SKOLNICK
Principal Deputy County Counsel
Social Services Division

AS:eb

Requested: 08/04/2020
Revised: 04/11/2022
ORDINANCE NO.________________

An ordinance amending Title 2 – Administration of the Los Angeles County Code, by amending Chapter 2.62 – Department of Consumer and Business Affairs; and amending Chapter 6.44 – Executive Office of the Board Salaries.

The Board of Supervisors of the County of Los Angeles ordains as follows:

SECTION 1. Section 2.62.030 is hereby amended to read as follows:

2.62.030 Director—Additional Duties.

In addition to the duties generally prescribed by Section 2.62.025, the additional duties of the Director shall include:

... J. Initiate studies which will improve the standards of conduct for business and consumers; K. Provide small and community business enterprises with technical assistance and information on contracting opportunities and small business programs with the County, regional cities, and the State and federal governments; L. Provide a forum for small business outreach, education, and advocacy in regard to government contracting; M. Provide assistance to small businesses in navigating the County’s permitting and procedural requirements to start a new business; N. Compile data and statistics from County agencies to evaluate the effectiveness of County programs and Board policies relating to small businesses.
SECTION 4. Section 6.44.090 is hereby amended to read as follows:

6.44.090 Commission on disabilities.

Each member of the commission on disabilities (Item No. 9436) shall be entitled to receive as compensation the sum of $25.00 for each meeting of the commission attended by said person, not to exceed one meeting in any one calendar month.

Reserved

SECTION 5. Section 6.44.196 is hereby added to read as follows:

6.44.196 Native American Indian Commission.

Each member of the Native American Indian Commission (Item No. 9423) shall be entitled to receive as compensation the sum of $10.00 for each meeting of the commission attended by them, not to exceed three meetings in any calendar month.

SECTION 6. Section 6.44.197 is hereby added to read as follows:

6.44.197 Commission on Human Relations.

Each member of the Commission on Human Relations (Item No. 9401) shall be entitled to receive as compensation the sum of $25.00 for each meeting of the commission attended by said person, not to exceed three meetings in any one calendar month.

[CH262ASCC]
West LA Courthouse Project

EDPC Meeting

April 21, 2022
Purpose

• Project Background
• Schematics
• Board Letter Request
• Breakdown of Funds
Project Background

• Judicial Council of California (JCC) owns the courthouse and surrounding land, which closed in June 2013 and has ceased operations since.

• November 15, 2018 – LACDA staff was asked to work with 3rd Supervisorial District to analyze the site for possible development opportunities.

• November 15, 2019 – First RFP, but paused it

• February 1, 2020 – LA County signs lease agreement with the JCC for two years

• April 28, 2020 – City of LA joins the project

• May 15, 2020 – Jointly developed RFP with the County and City was issued

• September 1, 2020 – JCC leased is amended to terminate 2/01/2023

• March 9, 2021 – Developers selected: AvalonBay Communities and Abode Communities

• May 19, 2021 – ENA start
Board Letter Requests

• Authorize and delegate authority to the CEO to execute the second amendment to the JCC lease.
  • Additional one year of rent: $357,810
  • Extend the term to February 2, 2024

• Authorize WDACS to use $875,000 of Catalytic Development Funds to pay for rent and predevelopment costs,
  • Predevelopment costs include security, property maintenance, and third-party consulting costs.
Breakdown of Costs

- $875,000 transfer from CDF
  - $357,810 – JCC Rent
  - $242,190 – Property maintenance and security for 21 months
  - $100,000 – Third party consulting costs for 2023
  - $175,000 – Contingency (20%)
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<tr>
<th>Board Letter</th>
<th>Board Memo</th>
<th>Other</th>
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<tr>
<th>CLUSTER AGENDA REVIEW DATE</th>
<th>4/21/2022</th>
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<td>BOARD MEETING DATE</td>
<td>5/3/2022</td>
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<td>SUPERVISORY DISTRICT AFFECTED</td>
<td>All 1st 2nd 3rd 4th 5th</td>
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<td>DEPARTMENT(S)</td>
<td>WDACS and CEO Real Estate</td>
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<tr>
<td>SUBJECT</td>
<td>West LA Courthouse JCC Amendment #2</td>
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<td>PROGRAM</td>
<td>West LA Courthouse Project</td>
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<tr>
<td>AUTHORIZES DELEGATED AUTHORITY TO DEPT</td>
<td>Yes No</td>
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<tr>
<td>SOLE SOURCE CONTRACT</td>
<td>No Yes</td>
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<td>DEADLINES/ TIME CONSTRAINTS</td>
<td>Current lease ends on February 1, 2023.</td>
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<tr>
<td>COST &amp; FUNDING</td>
<td>Total cost: $875,000, Funding source: Catalytic Development Funds</td>
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<tr>
<td>TERMS (if applicable):</td>
<td>Explanation: This Board action to authorize the second amendment to the Lease provides the selected developer sufficient time to secure entitlements and to execute a ground lease for the development of affordable housing. The County intends to use CDF to pay for the rent and predevelopment costs of the Property during the extension period. WDACS will have site control over the Property and will use $517,200 to further maintain and secure the Property.</td>
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<tr>
<td>PURPOSE OF REQUEST</td>
<td>To extend the JCC lease to February 1, 2024, and transfer $875,000 to pay for rent and predevelopment costs.</td>
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| BACKGROUND (include internal/external issues that may exist including any related motions) | -The County entered into a lease with the JCC for a 24-month term from February 1, 2020 to January 31, 2022.  
-On September 1, 2020, amendment #1 of the lease was executed to extend the duration of the lease to February 1, 2023.  
-On May 19, 2021, the Exclusive Negotiation Agreement (ENA) was executed with AvalonBay Communities and Abode Communities.  
-Due to environmental review, historic preservation, and the entitlement process, a second amendment was requested to extend the lease until February 1, 2024. |
| EQUITY INDEX OR LENS WAS UTILIZED | Yes No |
| SUPPORTS ONE OF THE NINE BOARD PRIORITIES | Yes No |
| DEPARTMENTAL CONTACTS     | Name, Title, Phone # & Email:  
Doug Cohen, Acting Program Manager of Economic Development Services, dcohen@wdacs.lacounty.gov, (213) 677-9437 |
May 3, 2022

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

Dear Supervisors:

RECOMMENDATION TO AUTHORIZE THE SECOND AMENDMENT OF THE JUDICIAL COUNCIL OF CALIFORNIA LEASE AND APPROVE CATALYTIC DEVELOPMENT FUNDS FOR RENT AND PREDEVELOPMENT COSTS FOR THE WEST LOS ANGELES COURTHOUSE AND CITY CIVIC CENTER (THIRD DISTRICT) (3 VOTES)

SUBJECT

This letter requests the Board of Supervisors (Board) authorize the following recommended actions: (1) authorize and delegate authority to the Chief Executive Officer, or her designee, to negotiate and execute a second amendment (Amendment) to the existing lease agreement with an option to purchase (Lease) with the Judicial Council of California (JCC), for the West Los Angeles Courthouse property (Property) to extend the term to allow the time needed for the development of housing; and (2) authorize and delegate to the Acting Director of Workforce Development, Aging and Community Services (WDACS) Acting Director, or designee, the use of Catalytic Development Funds (CDF) in an amount up to $875,000 to pay for rent and predevelopment costs, including securing and maintaining the Property during the extension term. The County is leasing this unused property to secure it for the future development of affordable housing.

IT IS JOINTLY RECOMMENDED THAT YOUR BOARD:

1. Find that the proposed Lease is exempt from the California Environmental Quality Act (CEQA), for the reasons stated in this Board letter and in the record for the project.

2. Authorize and delegate authority to the Chief Executive Officer, or her designee, to negotiate and execute the Amendment with the JCC for a total rent during the extension term not to exceed $357,810, approved as to form by County Counsel, and take all further actions necessary and appropriate to effectuate and implement the Lease and execute any administrative adjustments to the Lease, including subsequent amendments and extensions, and execute any agreements approved as to form by County Counsel.
3. Authorize and delegate authority to WDACS Acting Director, or designee, to use of CDF in an amount up to $875,000 to pay for rent and predevelopment costs, including securing and maintaining the Property during the extension term.

4. Authorize and delegate authority to the WDACS Acting Director, or designee, to increase the Maximum Contract Sum that may exceed 10 percent based on subrecipient's performance provided that: (a) the total allocation does not exceed available funding, and (b) WDACS obtains County Counsel approval as to form of the amendment prior to any such amendments. WDACS shall provide written confirmation to the Chief Executive Office (CEO) within thirty (30) working days of completing these actions.

5. Authorize and delegate authority to the Chief Executive Officer, or her designee, to execute licenses, permits, and other associated real estate documents granting temporary use of the Property to any third parties during the Lease term, subject to WDACS’ approval, and approval as to form by County Counsel.

PURPOSE / JUSTIFICATION OF RECOMMENDED ACTIONS

On November 5, 2019, the Board approved a 24-month lease with option to purchase for the County's use of the Property located at 1633 Purdue Avenue, in the City of Los Angeles with the ultimate goal of repurposing the property for affordable housing; the Board also authorized the Los Angeles County Development Authority (LACDA) to issue a Request for Proposals (RFP) for the West Los Angeles Courthouse proposed project (Project); and allocated up to $800,000 in CDF for predevelopment activities associated with the procurement of a developer, property maintenance, landscaping, security, legal and consulting costs, and related work leading up to the execution of a long-term ground lease for the development of the Property. LACDA issued an RFP in 2019 and on March 19, 2021, the Board authorized LACDA to engage in an Exclusive Negotiating Agreement (ENA) with a developer selected from the RFP.

The County entered into a lease with the JCC for a 24-month term from February 1, 2020 to January 31, 2022. The total rent during the Lease term was $3,578,100, with an option to purchase the Property for a price of $35,780,000. If the County exercises the option to purchase, the total rent paid would be applied as a credit towards the purchase price.

On August 4, 2020, due to the COVID-19 pandemic and the uncertain economic and real estate forecasts for the upcoming years, the Board authorized, and the County entered into a first amendment to the Lease that extended the term by an additional 12 months period through January 31, 2023. Additionally, the JCC did not request additional rent during this first extension so the total amount of rent to be paid at the end of the 36-month Lease term is the same total amount that would have been due at the end of the original 24-month Lease term.
Due to unforeseen complexities relating to environmental review, historic preservation, and the entitlement process to be jointly undertaken by the City of Los Angeles and the County, a second amendment to the Lease was requested from the JCC that would extend the Lease term for an additional 12 months from January 31, 2023 to January 31, 2024 with a total rent cost of $357,800 during this 12-month extension period.

This Board action to authorize the second amendment to the Lease provides the selected developer sufficient time to secure entitlements and to execute a ground lease for the development of affordable housing. The County intends to use CDF to pay for the rent and predevelopment costs of the Property during the extension period. WDACS will have site control over the Property and will use $517,200 to further maintain and secure the Property.

**IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The recommended actions support Countywide Strategic Plan Goals 1 and 2., specifically: (i) Objective 1.1.5 – Develop or preserve affordable housing units in the County; and (ii) Objective II.2.4 – Conduct outreach to high-need, traditionally underserved populations within the County by supporting safe and comfortable built environments that encourage physical activity and access to healthy foods. The proposed Amendment secures the process to achieve these goals by allowing the additional time needed to complete the transaction with the developer for the construction of the affordable housing project.

**FISCAL IMPACT / FINANCING**

There is no impact to the County General Fund from these actions. The Third District’s CDF Fiscal Year (FY) 2021-22 funding allocation will provide the $875,000 that will be used for the additional rent associated with the proposed Lease extension and costs related to predevelopment, including securing and maintaining the Property.

**FACTS AND PROVISIONS / LEGAL REQUIREMENTS**

The County, by and through WDACS, was delegated responsibility for site control and development of the Property after the Economic Development unit from LACDA transferred to WDACS. This responsibility will transfer to the new Department of Economic Opportunity once it is established in July 2022. WDACS has estimated that the additional 12-month term may require additional funding to secure and maintain the Property and to pay for the rent, which WDACS has estimated at $875,000.

WDACS and CEO recommend the Board authorize the Amendment and approve CDF to secure and maintain the Property during the extension term.
It is the County's intent to return to the Board for approval of recommended actions and CEQA environmental findings to exercise the option to purchase the Property and to complete the acquisition and subsequent long-term ground lease of the Property to WDACS selected developer for the construction of the affordable housing project.

County Counsel has reviewed the enclosed proposed Amendment and has approved it as to form. The Lease is authorized by Government Code section 25351, which allows the County to enter into leases and agreements for the leasing of buildings, as necessary, to carry out the work of the County government.

**ENVIRONMENTAL DOCUMENTATION**

This project is exempt from the California Environmental Quality Act (CEQA), as specified in Class 1 of the Environmental Document Reporting Procedures and Guidelines adopted by the Board, and section 15301 of the State CEQA Guidelines (Existing Facilities). The proposed Lease, which involves the leasing of existing buildings with minor tenant improvements, is within a class of projects that have been determined not to have a significant effect on the environment and meets the criteria set forth in section 15301 of the State CEQA Guidelines (Guidelines) and Class 1 of the County's Environmental Document Reporting Procedures and Guidelines, Appendix G. In addition, based on the proposed Project record, it will comply with all applicable regulations, and there are no cumulative impacts, unusual circumstances, damage to scenic highways, listing on hazardous waste site lists compiled, pursuant to Government Code section 65962.5, or indications that it may cause a substantial adverse change in the significance of a historical resource that would make the exemption inapplicable. The appropriate environmental studies and documentation will be completed prior to returning to the Board for consideration and approval of any discretionary action that may impact the environment, such as any construction or exercising the purchase option and consummating the purchase of the West Los Angeles Courthouse property.

The proposed action to increase the amount of CDF on an existing contract is exempt from the provisions of the National Environmental Policy Act (NEPA) pursuant to 24 CFR, Part 58, Section 58.34(a)(3) because this is an administrative action and does not involve activities that will alter existing environmental conditions. This action is not subject to CEQA because it is excluded from the definition of a project by section 21065 of the Public Resources Code and section 15378(b) of the State CEQA Guidelines. Entering into services contracts for predevelopment activities before a project is fully defined is an administrative activity of government and will not result in direct or indirect physical changes to the environment.

Upon the Board's approval of the recommended actions, a Notice of Exemption will be filed with the Registrar-Recorder/County Clerk in accordance with section 21152 of the California Public Resources Code.
IMPACT ON CURRENT PROJECTS

The proposed actions will allow WDCAS and the successor department the time needed to continue to process agreements and project entitlements with the development team for the eventual purchase of the Property and execution of a fully negotiated ground lease and development agreement in FY 2023-24 for the development of affordable housing.

CONCLUSION

It is requested that the Executive Office of the Board of Supervisors, return one certified copy of the Minute Order, and the adopted stamped Board letter to the CEO, Real Estate Division at 320 West Temple Street, 7th Floor, Los Angeles, CA 90012, for further processing and to WDACS at 510 S. Vermont Avenue, Los Angeles, CA 90020.

Respectfully submitted,

Fesia A. Davenport
Chief Executive Officer

Otto Solorzano
Acting Director

FAD:JMN:JTC
JLC:MR:RH:ls

Enclosure

c: Executive Office, Board of Supervisors
   County Counsel
   Workforce Development, Aging and
   Community Services
SECOND AMENDMENT TO LEASE AGREEMENT WITH OPTION TO PURCHASE

This Second Amendment to Lease Agreement with Option to Purchase ("Second Amendment") is made as of ______________________, 2022, by and between the JUDICIAL COUNCIL OF CALIFORNIA ("Lessor" or "Judicial Council") and the COUNTY OF LOS ANGELES, a body corporate and politic ("Lessee" or "County"). Lessee and Lessor may be referred to herein individually as a "Party" and collectively as the "Parties."

RECITALS

A. Judicial Council and County entered into that certain Lease Agreement with Option to Purchase, dated February 1, 2020 ("Original Lease"), pursuant to which (i) County leased from Judicial Council the entirety of both the Property and the Building located at 1633 Purdue Avenue, Los Angeles, California, and (ii) Judicial Council granted to County the option to purchase the Property ("Purchase Option"), as more fully set forth in the Original Lease.

B. On September 1, 2020, the Parties entered into that certain First Amendment to Lease Agreement with Option to Purchase ("First Amendment"; collectively with the Original Lease, the "Lease"), pursuant to which the Term of the Lease was extended to be for a period not-to-exceed thirty-six (36) months with the Purchase Option terminating at 11:59 p.m. on January 31, 2023, in light of the impacts of the COVID-19 pandemic. Under the First Amendment, the Parties also adjusted the Rent schedule accordingly and revised County’s right of early termination. On October 2, 2020, the Parties caused that certain First Amended Memorandum of Option to Purchase to be recorded as Instrument No. 20201218393 in the Official Records of the County of Los Angeles to memorialize the existence of the Purchase Option, as subsequently amended ("Memorandum of Option").

C. In order to allow for the timeline associated with County’s processing of the environmental reviews and land use entitlements required for Lessee’s future use and
development of the Property, County has requested, and Judicial Council is willing to accommodate, an additional extension of the Term of the Lease; provided, however, that it is acknowledged and agreed that no further extensions of the Term of the Lease will be granted unless otherwise specifically agreed to in writing by the Parties.

D. The Parties accordingly desire to amend the Lease to extend the expirations of the Term and the Purchase Option, and to make other changes deemed necessary and helpful by the Parties, as hereinafter set forth in this Second Amendment.

NOW, THEREFORE, for good and valuable consideration the receipt and adequacy of which are hereby acknowledged, the Parties hereto agree as follows:

1. Incorporation of Recitals; Defined Terms. The foregoing provisions of the Recitals are true and correct and are incorporated into this Second Amendment by this reference. Any defined terms not defined herein will have the definition meaning given those terms in the Lease.

2. Second Amendment Revised Term.

2.1. Section 4 of the Lease, Term, is hereby deleted in its entirety and replaced with the following:

4. Term.

4.1. This Lease will be effective upon and its term will commence on the Effective Date of this Lease (February 1, 2020) (“Commencement Date”) and continue for a period not-to-exceed forty-eight (48) months from the Commencement Date ending on January 31, 2024 (“Term”), subject to any early termination as set forth herein.

4.2. The Parties acknowledge and agree that there will be no extensions of the Term of this Lease.

3. Revised Option to Purchase; Second Amended Memorandum of Option.

3.1. Section 6.3 of the Lease, Exercise of Purchase Option, is hereby deleted in its entirety and replaced with the following:

6.3. Exercise of Purchase Option. Lessee may, but is not obligated to, exercise the Purchase Option at any time during the Term of this Lease; provided, however, if Lessee elects to exercise the Purchase Option, Lessee must effectuate the Purchase Option in
accordance with this section by no later than 11:59 p.m. on the last day of the forty-eight (48th) month from the Commencement Date of
this Lease (“Purchase Option Deadline”). If Lessee is not in default under this Lease and all conditions to the exercise of the Purchase
Option are either satisfied or waived in writing by Lessor, Lessee may
exercise the Purchase Option by giving Lessor sixty (60) days’ prior
written notice in accordance with this Lease affirmatively stating
Lessee’s election to exercise the Purchase Option without condition
or qualification (“Notice Exercising Purchase Option”).

3.2. Concurrently with the execution of this Second Amendment, Judicial
Council and County shall execute the revised Memorandum of Option to Purchase attached as Attachment “1” to this Second Amendment and incorporated herein by this reference (“Second Amended Memorandum of Option”). Upon execution of the Second Amended Memorandum of Option, County shall promptly cause it to be recorded in the Official Records and shall pay the recording cost therefor, if any.

4. Revised Rent Schedule. Section 7 of the Lease, Rent, is hereby deleted in its entirety and replaced with the following:

7. Rent. Lessee will pay to Lessor rent (“Rent”) in advance pursuant to the below schedule. Rent for any partial period will be prorated based on the actual number of calendar days in that period. The Parties acknowledge and agree that, if Lessee exercises the Purchase Option provided herein this Lease, all amounts paid by Lessee as Rent during the Term shall be credited against the purchase price of the Property should closing occur in accordance with the Purchase Agreement; provided, however, if Lessee elects not to exercise the Purchase Option all amounts owing and paid by Lessee as Rent during the Term shall be non-refundable and retained by Lessor.

<table>
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<th>Rent Due Date (by or before)</th>
<th>Rent Period</th>
<th>Rent Amount</th>
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</thead>
<tbody>
<tr>
<td>Commencement Date (Feb. 1, 2020)</td>
<td>Months 1 – 4 (Feb. 2020 – May 2020)</td>
<td>$0 (Excluding $100 Consideration for Purchase Option)</td>
</tr>
<tr>
<td>End of Month 4 (May 31, 2020)</td>
<td>Month 5 (Jun. 2020)</td>
<td>$447,250</td>
</tr>
<tr>
<td>End of Month 5 (Jun. 30, 2020)</td>
<td>Month 6 (Jul. 2020)</td>
<td>$447,250</td>
</tr>
<tr>
<td>End of Month</td>
<td>Months</td>
<td>Amount</td>
</tr>
<tr>
<td>---------------</td>
<td>------------</td>
<td>------------</td>
</tr>
</tbody>
</table>

Each installment of Rent shall be made payable to: *The State of California, Judicial Council of California*; reference “Facility No. 19-AR1”; and be sent to:

Judicial Council of California  
Attn: Branch Accounting & Procurement  
455 Golden Gate Avenue, 6th Floor  
San Francisco, California 94102
5. **Authority.** County and Judicial Council each represent and warrant that the individual signing this Second Amendment on behalf of such Party is duly authorized to execute and deliver this Second Amendment on behalf of such Party, and that this Second Amendment will be binding upon said Party upon mutual execution and delivery thereof.

6. **Governing Laws.** This Second Amendment is exclusively governed by the laws of the State of California, without regard to its conflict of law principles. Any action brought by the Parties regarding this Second Amendment or the Lease, the enforcement of its terms, or any dispute relating thereto shall be filed in the Superior Court of California in the County in which the Premises are located.

7. **Conflict; No Further Modifications.** In the event of any conflict between the Lease and this Second Amendment, the terms of this Second Amendment shall prevail. Except as specifically set forth in this Second Amendment, all of the terms and provisions of the Lease shall remain unmodified and in full force and effect. There are no other modifications, express or implied.

8. **Counterparts and Electronic Signatures.** This Second Amendment may be executed in counterparts (including PDF copies), each of which shall be deemed an original as against the Party signing such counterpart and which together shall constitute one and the same instrument. The Parties agree that the signature pages of this Second Amendment may be executed, scanned, and transmitted electronically and electronic signatures shall be deemed original signatures for purposes of this Second Amendment, with such scanned and electronic signatures having the same legal effect as original signatures.

[SIGNATURES ON FOLLOWING PAGE(S)]
IN WITNESS WHEREOF, the Parties hereto have executed this Second Amendment on the date specified below their respective signature.

LESSOR:

APPROVED AS TO FORM:
Judicial Council of California,
Legal Services

By: ____________________________
Name: Charles R. Martel
Title: Supervising Attorney
Date: __________________________

By: ____________________________
Name: Martin Hoshino
Title: Administrative Director
Date: __________________________

JUDICIAL COUNCIL OF CALIFORNIA

LESSEE:

APPROVED AS TO FORM:
RODRIGO CASTRO-SILVA
County Counsel

By: ____________________________
Name: __________________________
Title: Deputy
Date: __________________________

By: ____________________________
Name: FESIA A. DAVENPORT
Title: Chief Executive Officer

COUNTY OF LOS ANGELES,
a body corporate and politic

By: ____________________________
Name: John Cook
Title: Assistant Chief Executive Officer
ATTACHMENT “1” TO SECOND AMENDMENT

FORM OF
SECOND AMENDED MEMORANDUM OF OPTION TO PURCHASE

Pursuant to section 3.2 of this Second Amendment, upon the Parties’ execution of this Second Amendment, the Parties shall concurrently execute and enter into the Second Amended Memorandum of Option in substantially the form enclosed herewith this Attachment, which County shall then promptly cause to be recorded in the Official Records.
SECOND AMENDED MEMORANDUM OF OPTION TO PURCHASE

This Second Amended Memorandum of Option to Purchase ("Second Amended Memorandum of Option") is made and entered into on ______________, 2022, by and between the JUDICIAL COUNCIL OF CALIFORNIA ("Lessor") and COUNTY OF LOS ANGELES, a body corporate and politic ("Lessee"), who agree as follows:

1. Lessor, pursuant to the general grant of authority under Government Code section 70391 and the specific grant of authority in Government Code section 70397, granted to Lessee the option to purchase ("Option to Purchase") the real property in the City of Los Angeles, County of Los Angeles, State of California described in Exhibit "1" attached hereto and made a part hereof ("Option Property").

2. The Option to Purchase that is the subject of this Second Amended Memorandum of Option was granted pursuant to and in accordance with that certain Lease Agreement with Option to Purchase, dated February 1, 2020, between Lessor and Lessee concerning the leasing of the Option Property ("Original Lease").

3. On June 11, 2020, the Parties caused that certain Memorandum of Purchase Option to be recorded as Instrument No. 20200637957 in the Official Records of the County of Los Angeles to memorialize the existence of the Option to Purchase ("Original Memorandum of Option").

4. Lessor and Lessee subsequently entered into that certain First Amendment to Lease Agreement with Option to Purchase, dated September 1, 2020 ("First Amendment..."
to Lease”), pursuant to which Lessor and Lessee agreed, among other things, to extend the term of the Option to Purchase.

5. On October 2, 2020, the Parties caused that certain First Amended Memorandum of Purchase Option to be recorded as Instrument No. 20201218393 in the Official Records of the County of Los Angeles to memorialize the existence of the Option to Purchase as revised by the First Amendment to Lease ("First Amended Memorandum of Option").

6. Lessor and Lessee subsequently entered into that certain Second Amendment to Lease Agreement with Option to Purchase, dated concurrently herewith this Second Amended Memorandum of Option ("Second Amendment to Lease"); collectively with the Original Lease and First Amendment to Lease, the “Lease”), pursuant to which Lessor and Lessee agreed, among other things, to further extend the term of the Option to Purchase.

7. This Second Amended Memorandum of Option is prepared for the purpose of recordation and shall not alter or affect in any way the rights and obligations of Lessor and Lessee under the Lease. In the event of any inconsistency or conflict between this Second Amended Memorandum of Option and the Lease, the terms of the Lease shall control.

8. Lessor and Lessee acknowledge and agree that this Second Amended Memorandum of Option shall hereby replace and supersede the First Amended Memorandum of Option which previously replaced, superseded, and removed the Original Memorandum of Option. Lessor and Lessee further acknowledge and agree that, as of the date set forth above, the First Amended Memorandum of Option is hereby withdrawn, removed, and no longer of further force or effect.

9. The term of the Option to Purchase is for a period of forty-eight (48) months beginning on February 1, 2020, and terminating at 11:59 p.m. on January 31, 2024, as more fully set forth in the Lease (“Option Term”).

10. In the event that the Lease expires or terminates prior to or without Lessee exercising the Option to Purchase, the Option to Purchase and Lessee’s rights to purchase the Option Property shall be immediately terminated and revoked. The undersigned parties agree that, upon any such expiration or termination of the Lease without Lessee having exercised the Option to Purchase, Lessor and Lessee shall promptly record a new memorandum withdrawing and removing this Second Amended Memorandum of Option which both parties shall have the absolute right, ability, and authorization to so do.

[SIGNATURES ON FOLLOWING PAGE]
IN WITNESS WHEREOF, the parties have executed this Second Amended Memorandum of Option as of the dates written below.

LESSOR:

APPROVED AS TO FORM: Judicial Council of California, Legal Services

By: Charles R. Martel
Name: Charles R. Martel
Title: Supervising Attorney
Date: ______________________

JUDICIAL COUNCIL OF CALIFORNIA

By: Martin Hoshino
Name: Martin Hoshino
Title: Administrative Director
Date: ______________________

LESSEE:

APPROVED AS TO FORM: RODRIGO CASTRO-SILVA
County Counsel

By: ______________________
Name: ______________________
Title: Deputy
Date: ______________________

COUNTY OF LOS ANGELES,
a body corporate and politic

By: ______________________
Name: FESIA A. DAVENPORT
Title: Chief Executive Officer
Date: ______________________

By: ______________________
Name: John Cook
Title: Assistant Chief Executive Officer
Date: ______________________
EXHIBIT “1” TO
SECOND AMENDED MEMORANDUM OF OPTION

LEGAL DESCRIPTION OF OPTION PROPERTY

Part A:

Lots 2 to 10, inclusive, and Lots 18 to 23, inclusive, all in Block 6, Gillis Subdivision, as shown on map recorded in Book 83, pages 27 and 28, of Miscellaneous Records, in the office of Registrar-Recorder/County Clerk of the County of Los Angeles, and also that portion of said Block 6 within that certain parcel of land described as Parcel 1 in deed to Kenneth V. Munro and Lea L. Munro, recorded on October 19, 1961, as Document No. 511, in Book D1391, page 914, of Official Records, in the office of said Registrar-Recorder/County Clerk.

Part B:

That portion of Purdue Avenue (formerly known as Sixth Street), 60 feet wide, now vacated, said 60-foot wide strip is shown on above mentioned map of Gillis Subdivision, lying within the following described boundaries:

Beginning at a point in the southwesterly sideline of said Purdue Avenue, said point being distant 140 feet southeasterly, measured along said southwesterly sideline from the most northeasterly corner of above mentioned Parcel 1, said point also being a point in the northeasterly line of Lot 3, above mentioned Block 6; thence southeasterly along said southwesterly sideline to the most easterly corner of Lot 10, said Block 6; thence northeasterly, along the northeasterly prolongation of the southeasterly line of said Lot 10 to the northeasterly line of the southwesterly half of said Purdue Avenue; thence northwesterly along said last mentioned northeasterly line to a straight line which is at right angle from said northeasterly line of Lot 3 and which passes through the point of beginning; thence southwesterly, along said straight line to the point of beginning.
JUDICIAL COUNCIL
NOTARY ACKNOWLEDGMENT

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

STATE OF CALIFORNIA

COUNTY OF __________________________

On ____________________ before me, __________________________, Notary Public, personally appeared ______________________, who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature __________________________

(Seal)
A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

STATE OF CALIFORNIA

COUNTY OF __________________________

On ______________________ before me, __________________________, Notary Public, personally appeared ______________________, who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature ______________________

(Seal)
LAEDC’s 2022 Forecast: 
Navigating Through Continued Disruption and Uncertainty

Stephen Cheung  
Chief Operating Officer & President of World Trade Center LA

Jessica Ku Kim  
Vice President of Economic & Workforce Development

LA County Economic Development Policy Committee  
April 21, 2022
Overview of the Report

• The COVID-19 Pandemic
• Transformative Shifts Observed in 2021
• Economic Forecast:
  • The United States
  • California
  • Los Angeles
• Assumptions in place for our forecast:
  • *Fed monetary policy is planned and executed in a manner that does not significantly disrupt the ongoing economic recovery*
  • *Future pandemic-related developments will not lead to behavioral responses by individuals, organizations, or governments that serve to substantially reduce economic activity.*
The U.S. labor market was significantly negatively impacted by the pandemic in 2020 but made an impressive recovery in 2021. The labor force participation rate will be a key metric to watch going forward.
Inflation is redistributive. Higher rates of inflation redistribute wealth in a disruptive way.

Sources: J. Orchard, 2022
Economic Growth in California & Los Angeles
Moderate but still fairly strong growth projected for this year...

Real GDP Growth Forecast

<table>
<thead>
<tr>
<th></th>
<th>California</th>
<th>Los Angeles County</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019 Real GDP Growth</td>
<td>3.6%</td>
<td>-6.3%</td>
</tr>
<tr>
<td>2020 Real GDP Growth</td>
<td>6.7%</td>
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<td>2022f Real GDP Growth</td>
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</tr>
<tr>
<td>2023f Real GDP Growth</td>
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</tr>
</tbody>
</table>

Sources: IHS, Forecast by LAEDC
The Labor Market Continues to Recover...

### Unemployment Rate

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<td>4.2</td>
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<tr>
<td>2023f</td>
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### Real Personal Income Growth

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<th>Year</th>
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<td>3.9%</td>
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<td>2021f</td>
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</tr>
<tr>
<td>2023f</td>
<td>-2.1%</td>
<td>-1.9%</td>
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Sources: BLS, BEA, Forecast by LAEDC
### Employment Recovery in Los Angeles

#### Figure 35: Change in Payroll Employment, Dec-19 to Dec-21

<table>
<thead>
<tr>
<th>Industry</th>
<th>Dec '19 to Dec '20</th>
<th>Dec '20 to Dec '21</th>
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<tr>
<td>Leisure and Hospitality</td>
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<td>115,600</td>
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<tr>
<td>Professional and Business Service</td>
<td>-65,000</td>
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<tr>
<td>Trade, Transportation, and Utilities</td>
<td>-59,700</td>
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<tr>
<td>Other Services</td>
<td>-44,300</td>
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<tr>
<td>Manufacturing</td>
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<td>Financial Activities</td>
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<tr>
<td>Construction, Natural Resources, and Mining</td>
<td>-6,300</td>
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California Employment Forecast:

2 Year Employment Forecast

- Professional and Business Services
- Leisure and Hospitality
- Trade, Transportation, and Utilities
- Education and Health Services
- Government
- Financial Activities
- Const, Natural Resources, Mining
- Manufacturing
- Other Services
- Information

Sources: CA EDD, LMID; Forecast by LAEDC

Rest of California
Other Southern California
Los Angeles County
Los Angeles Employment Growth by Industry

Figure 36: 2022 to 2023 Employment Growth by Industry

- Professional and Business Services: 57,000
- Leisure and Hospitality: 55,200
- Education and Health Services: 27,000
- Trade, Transportation, and Utilities: 21,300
- Information: 13,700
- Other Services: 8,800
- Financial Activities: 7,000
- Manufacturing: 4,700
- Construction, Natural Resources, and Mining: 3,200
- Government: 600
Transformative Shifts
And Upcoming Influences

“Los Angeles gives one the feeling of the future more strongly than any city I know of.”
– Henry Miller, American writer and artist
Fiscal and monetary policy have played a key role in determining where we currently find ourselves and where we expect to go over the next couple of years.

Contractionary monetary policy that is not well planned and executed can subsequently lead to recession.
Transformative Shift: Remote Work

Preferred Number of Days Working From Home

- Rarely or Never: 22.7%
- 1 Day a Week: 9.8%
- 2 Day a Week: 14.2%
- 3 Day a Week: 13.9%
- 4 Day a Week: 7.4%
- 5 Day a Week: 32.0%

How Remote Workers Used Commuting Time Saved While Working Remotely (%)

- Working more on my job: 40.7%
- Indoor leisure (TV, games, etc.): 19.7%
- Chores and home improvements: 16.2%
- Outdoor leisure: 13.5%
- Childcare: 9.9%

Sources: Barrero, J.M., et al, 2021
Transformative Shift: Freelance Workers

In 2020:
- Around 12% of the U.S. workforce began freelancing for the first time, right after the pandemic hit.
- Freelance work contributed $1.2 trillion to the U.S. economy, up 22% from 2019.

In 2021
- 59 million U.S. workers performed freelance work, the share of the labor force categorized as non-temporary freelancers increased from 33.8% to 35.0% over the past year
- 51% of post-graduate workers choosing freelancing in 2021, an increase of about 6% since 2020.
- 53% of the freelance workforce provided high-skilled services compared to 50% in 2020.
- remote work was cited as a top reason for entering the freelance workforce, being mentioned by around 54% of new entrants.
- Top reasons for entering freelance employment cited by new skilled remote entrants include schedule flexibility (78%) and work location flexibility (73%).

Professional services provided $1.2 trillion to the U.S. economy, up 22% from 2019.

Sources: Upwork

Freelance work is expected to keep growing over time.

Around 56% of non-freelance employees surveyed in the study answered that they are likely to freelance in the future.
Transformative Shift: 
**Increased Digitization**

- The trend towards digitization in the provision of a variety of services was accelerated through online platforms.
  - *In particular, the pandemic served as a catalyst for the significantly increased provision of telehealth services.*

- New demand for digital skills can potentially change the occupational composition across different industries

- The potential for lowered costs represents a likely benefit of increased digitization.
  - *Particularly in services that have been rising over time such as health care.*
Transformative Shift: 
*Accelerated Shift to E-Commerce*

- Potentially permanent consumer behavioral shifts have taken place since the pandemic.
- This shift in consumer behavior will result in a labor market transition.
- Small businesses may find creating or expanding an online presence to be necessary in the new e-commerce age.

### Quarterly U.S. E-Commerce Sales
*Not Adjusted*

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<td>$115,000</td>
<td>$120,000</td>
<td>$125,000</td>
<td>$130,000</td>
</tr>
</tbody>
</table>

Sources: U.S. Census Bureau
Upcoming Influences in California: Housing and Migration

Housing affordability and availability issues, combined with the negative economic effects of COVID-19, encouraged a record-setting number of California residents to seek alternative, more affordable places to live during the pandemic.

**Year-Over-Year Percent Change in Population**

- **California**
  - '00: 3.0%
  - '02: 2.0%
  - '04: 1.0%
  - '06: 0.0%
  - '08: 1.0%
  - '10: 2.0%
  - '12: 1.0%
  - '14: 0.0%
  - '16: -0.5%
  - '18: -0.6%
  - '20: -0.9%

- **SoCal**

- **L.A.**

**Net Interstate Migration Out of California**

*Ages 20-64 Years (Working Age)*

- Bachelor's Degree or more
  - 2010-14: 80,100
  - 2015-19: 75,500

- Less than a Bachelor's Degree
  - 2010-14: -311,900
  - 2015-19: -465,500

Sources: CA DOF; Public Policy Institute of CA
Upcoming Influences in California: Statewide Minimum Wage Increase

Potential Effects
Minimum wage increases typically have mixed outcomes

• Hourly wages paid to employees who currently earn less and who retain their positions will rise
• Potential to negatively affect employment recovery in industries that have been relatively hard-hit during the pandemic, including small businesses.
• Possible negative effects have the potential to impact parts of the state with higher concentrations of low-skilled employees
• Downstream impacts can potentially include:
  • price increases for the consumer
  • reduced profits for firms
  • substituting the lowest-skilled workers with employees that are more productive
  • job elimination and hours reductions as a cost savings measure
  • reduced/delayed future employment plans
  • may encourage more automation over the long-term.

In 2022, California will become the first U.S. state to mandate a $15 minimum wage for businesses with over 25 employees.

A number of cities within the state, particularly in the Los Angeles and San Francisco Bay regions, have already implemented $15 minimum wage requirements.
Upcoming Influences in California:  

**Business Exits**

- Between 2008 and 2019 around **18,000 businesses** have left CA for other states.
- More HQ relocations took place in the first **half of 2021** than in **all** of 2018 or 2020 (and only four fewer than 2019).
- Surveyed executives cited high cost of housing/real estate and high cost of doing business as primary reasons for not locating, not expanding, or for leaving California.
  - **Approximately 88% cited the state’s high cost of housing and real estate as principal barriers.**

The pandemic has served to accelerate the number of business headquarters leaving California for other states.

---

**Headquarters Moved Recently from California**

- Hewlett Packard
- Oracle
- Palantir Technologies
- Tesla
- SpaceX
- AECOM
- Jacobs Engineering Group
- CBRE Group
- Toyota Motor Corp.
- Occidental Petroleum Corp.
Upcoming Influences in California:
The 2022-2023 California Blueprint

The California Blueprint plans to spend billions addressing the COVID-19 pandemic, the climate crisis, economic inequality, homelessness, and crime.

**Pros**
- Allocates $2.7 billion to fight COVID-19
- Addresses the state’s wildfire challenge
  - $648 million to support firefighting
  - $1.2 billion to forest management and other prevention practices
- $2 billion towards addressing homelessness
- $2 billion in new grants and tax credits towards new housing construction
- Cuts red tape, waives fees, and provides grants and tax breaks to small businesses negatively impacted by the pandemic.

**Cons**
- Only for FY 2022-2023
Upcoming Influences in Los Angeles County:

**Housing**

**Median Home Value**

Home values in the Los Angeles region significantly increased throughout the pandemic, closing at 2.5 times higher than the value of the typical home in the United States in 2021.

Sources: Zillow
Upcoming Influences in Los Angeles County:

Upcoming Labor Contract Negotiations

Film & Television Labor Negotiations
- Teamsters Local 399
- SAG-AFTRA and Netflix
- Other upcoming negotiations
  - The Animation Guild (TAG)
  - SAG-AFTRA and Joint Policy Committee (JPC) Commercials Contract
  - SAG-AFTRA and Writers Guild West (2023)

Other Labor Negotiations
- ILWU and PMA Contract
- USW Contract (Petroleum Refineries)
Upcoming Influences in Los Angeles County: The Digital Divide

Open access middle mile fiber is needed to increase affordable “fiber to the home” throughout LA County, particularly to unserved and underserved areas.
Conclusions

The current economic outlook is positive.

However, future individual, organizational, and governmental responses to the pandemic are uncertain and will determine the extent of the recovery and the form that the recovery will take.
To download the report, visit:
https://laedc.org/economic-forecast-2022/reports/

Thank you!
Adapting to the Pandemic
Creating Economic Opportunity in LA County

April 2022
Agenda

- Economic Snapshot
- Projections
- Challenges
- Opportunities
- Questions
Economic Snapshot

The Recovery is Underway
On pace for #1 fastest recession recovery since the 1980s

Source: Glassdoor Economic Research April 2022
11th straight month of 400k+ job gains nationally

Source: Glassdoor Economic Research April 2022
U.S. Unemployment Rate 03/22

3.6%

which is only 0.1% higher than pre-pandemic levels

Source: Glassdoor Economic Research April 2022
Projections

The Growth Continues
Projections

Bureau of Labor Statistics

Key Takeaways:

- Long term covid impacts include:
  - Increase in remote work
  - Increase in e-commerce
  - Increased demand for medical scientific research

- Retail industry will experience the largest job loses

- Restaurant industry will experience decreased demand for in-person dining
Projections

Beacon Economics

Key Takeaways:

- LA County is expected to transition from recovery to expansion in the early months of 2023.

- LA County outpaced statewide job recovery rate Jan. 2021 - Jan. 2022 but region still in recovery mode and has more ground to cover compared to neighboring counties.
Challenges
Unequal Industry Recovery
Most Affected by COVID-19

Low-Income Workers
Small Businesses
People of Color
Women

"Due to structural distortions that existed long before the pandemic, low-income workers, small businesses, people of color, and women have continued to be disproportionately impacted by the virus in terms of cases, deaths, jobs lost and business insolvencies."

Source: LAEDC 2022 Economic Forecast
Frontline Issues

Digital Divide
Childcare
Digital Service Delivery
Public Sector Hiring

How We Are Addressing Frontline Issues:

- Leveraging funding to increase technology accessibility for workforce programs
- Advocating for childcare support for workers & early education career pathways
- Upgrading our digital service delivery strategy for businesses and workers
- Partnering with County departments to develop AJCC-trained sector pipelines
Opportunities
Creating Pathways to Success
Growth Industries Predicted to Lead the Economic Recovery

- Healthcare
- Public Administration
- Construction
- Warehousing & Transportation
- Advanced Manufacturing
- Personal Services

Source: LAEDC 2021 Economic Forecast
Responding to the Labor Market

Specialized training programs create economic opportunities for job seekers looking to break into high growth sectors and for businesses looking to hire local talent amidst a national labor shortage.

Specialized training programs we launched:

- Healthcare
  - LAC Dept. Health Services Partnership
- Construction
  - HireLAX
- Advanced Manufacturing
  - Proterra & Uniquely Abled Academy (UAA)
- Public Administration & Government Services
  - LAC Assessor’s Partnership
- Aerospace
  - Northrop Grumman Partnership
- Arts, Entertainment & Digital Media
  - Film & Digital Media Partnership
- Social Services
  - Careers for a Cause (C4C)
Identifying Opportunities

- Partner with County departments looking to develop specialized training programs to fill County positions
- Upgrade our digital service delivery through automated processing and by tapping into target audiences using direct SMS messaging
- Leverage funding to support equitable access to technology for current and future workforce programs
- Advocate for childcare supportive services for workers and support increased pathways into early education careers
Questions?
COUNTY OF LOS ANGELES
DELETE THE DIVIDE
Delete The Divide is an initiative led by the County of Los Angeles
✓ To empower youth, young adults and small businesses in underserved communities who are adversely impacted by the digital divide

We have partnerships with public, private, academic, and community-based organizations
✓ To ensure members have direct access to training and support services in modern technologies by unifying efforts

We CONNECT eligible small businesses, youth and young adults to TECHNOLOGY, RESOURCES, and OPPORTUNITIES
✓ Must be ages 12-24
✓ Live in LA County
✓ Reside within an underserved community with minimal or no internet access
✓ Own or operate a small business in the digital divide area of Los Angeles County
THE DIVIDE IS REAL

CONNECTION

INCOME

RACE
365,000 households without internet services

182,000 households without home computers

1,100,000 households earn less than $50,000 a year
Board of Supervisors approved Delete The Divide (DTD) Initiative (Empowerment Program to Address the Digital Divide in Underserved Communities).

Oct 2020

Delete The Divide entered into partnerships with private IT companies.

Jan 2021

The Internal Services Department (ISD) reported implementation plan to the Board of Supervisors.

Delete The Divide collaborated with partner, Esri, and developed a hub for Students, Educators and Small Businesses to learn the power of GIS mapping technology in their respective spaces.

Mar 2021

ISD established Delete The Divide Trust Fund.

The Delete The Divide logo was trademarked.

Apr 2021

ISD negotiated and completed agreements with several entities such as Grow with Google, Cisco Net Academy, Facebook, Esri, AWS Educate, Hewlett Packard Enterprises - Curated Pathways Inc., Local Initiatives Support Corporation (LISC) and Brotherhood Crusade.
Delete The Divide sponsored women entrepreneurs panel at KJLH 2021 Annual Women’s Health Expo.

May 2021

Delete The Divide was granted a total of 1,000 IT Career Certificate Scholarships: 500 from Google and 500 from Meta (Facebook).

JUL 2021

Delete The Divide began the development of its internship program and small business digital marketing assessment and consultive services offering.

Sep 2021

ISD Board of Supervisors approved the Recognizing “Digital Inclusion Week: Pathways to Digital Empowerment” in Los Angeles County motion, which authorized DTD to receive cash and non-cash donations.

OCT 2021

Board of Supervisors adopted CEO recommendations for first round of American Rescue Plan (ARP) funding in which Delete The Divide is to receive $2.9 million.

AUG 2021

Delete The Divide began engagement with numerous community-based organizations, non-profits, and academic organizations to promote DTD initiative, IT Certificates and cost-free membership.

June 2021

Delete The Divide officially launched its website and member-only portal.

Delete The Divide conducted a presentation to Jefferson High School (first school to become an organizational partner) and connected the school with 1,000 Esri licenses to bring GIS to all students.

August 2021

Delete The Divide began the development of its internship program and small business digital marketing assessment and consultive services offering.

Delete The Divide and LAC AJCC created and launched the first cohort for its DTD members.
Completed Request for Bid (RFB) for Small Business Assessments for Digital Marketing Services tool. Services targeted to launch during 1st Quarter 2022.

Board Motion “Investments to Accelerate Digital Equity” instructed ISD, through the Delete the Divide initiative, to coordinate the countywide promotional campaign on subsidy programs, specifically the Federal Emergency Broadband Benefit (EBB) Program.

CEO awarded DTD $3 million to promote subsidy programs, such as the EBB Program and the Affordable Connectivity Program (ACP), to get households connected to low-cost home internet service.

Delete The Divide is preparing to launch a promotional campaign for the ACP to increase awareness and enrollment to get households connected to low-cost home internet service.

NOV 2021

CEO awarded DTD $3 million to promote subsidy programs, such as the EBB Program and the Affordable Connectivity Program (ACP), to get households connected to low-cost home internet service.

JAN 2022

Delete The Divide launched a 3-week promotional campaign for the EBB Program.

Delete The Divide implemented the Credit Card feature on the DTD website enabling donations via credit card (as a result of the Board motion Recognizing “Digital Inclusion Week: Pathways to Digital Empowerment”).

DEC 2021

Delete The Divide launched a 3-week promotional campaign for the EBB Program.

FEB 2022

ISD submitted the first progress report on achieving the directives specified in the “Investments to Accelerate Digital Equity” motion. Data from the EBB promotional campaign was included in this report.

MAR 2022

ISD submitted the first progress report on achieving the directives specified in the “Investments to Accelerate Digital Equity” motion. Data from the EBB promotional campaign was included in this report.
TARGET POPULATIONS

Youth & Young Adults

Community

Small Businesses
Increase access to post-secondary educational opportunities.

Increase access to fulltime employment opportunities in well-paying technology related careers.

Training opportunities to generate revenue through entrepreneurship and exposure to business-related opportunities through technology.
Delete The Divide was granted a total of 1,000 IT Career Certificate Scholarships: 500 from Google and 500 from Meta

Grow with Google

✓ IT Support Professional
✓ Data Analytics Professional
✓ Project Management Professional
✓ User Experience (UX) Design Professional
✓ IT Automation with Python

Grow with Meta

✓ Social Media Marketing Professional
✓ Marketing Analytics Professional
No experience or degree required
FREE self-paced online training (10 hours/week)
Qualify for in-demand IT careers
Earn multiple certificates
Complete certificate within 3 – 6 months
INTERNERSHIP PROGRAM
LAUNCHING SOON

INTERNERSHIP
200 available intern positions for DTD members (youth and young adults)

PAID WORK EXPERIENCE
DTD interns can earn $18/$20 per hour for a maximum of 240 hours

OPPORTUNITIES
Professional certification (IT Certificates) and personal development opportunities will be available to DTD interns

COMMUNITY
DTD interns will have an opportunity to assist small businesses in underserved communities
Conduct Countywide campaigns on financial subsidy programs such as the Emergency Broadband Benefit (EBB) Program and the Affordable Connectivity Program (ACP).

Provide options for internet solutions that meet the digital needs of our most vulnerable residents: affordability, sustainability, and connectivity to high speed, quality service.
The CEO identified $3 million in one-time funding to promote EBB and ACP adoption. Delete The Divide launched phase one in December 2021, a 3-week promotional campaign of the EBB, which included:

- media buys
- press releases
- virtual training sessions
- print and digital marketing
- text messaging, telephone calls, email marketing
- call center
The FCC reported a **43% increase** in EBB enrollments during the month of December. Los Angeles now has the most enrolled households among counties within California.

### SUMMARY OF RESULTS

#### CALLS/LEADS GENERATED

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<th>Calls</th>
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### EBB MONTHLY ENROLLMENTS

![Graph showing monthly enrollments from May to December 2022.](Graph.png)
Enhance business resiliency through digital and e-commerce capabilities.

Improve business performance through business health assessment, digital service recommendations and digital marketing consultation.
A software solution tool will be available to small businesses which will enable them to assess their current digital marketing capabilities, obtain recommendations, and receive free expert digital marketing consultative services.

Small businesses will implement at least one health assessment recommendation to develop/enhance their internet presence, e-commerce, and digital marketing capabilities to improve sales, market share, profitability, etc.
THANK YOU

Send Inquiries to:
Info@DeleteTheDivide.org