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Fifth District

May 31, 2017

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

From: Sachi A. Hamai
Chief Executive Officer

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

Background

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

The CEO formed the Committee in June 2016 and worked with that body to establish a framework for reporting on the new economic development program. The Economic Development Scorecard (Scorecard) that was delivered to the Board on February 27, 2017, represented the initial installment of this reporting structure. The quarterly report that is attached to this current memorandum seeks to build upon the information first presented in February 2017 and establish a more permanent format for the Scorecard.

Economic Development Scorecard

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

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

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

Next Steps

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

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

SAH:JJ:DSB
CMT:acn

Attachment

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

LOS ANGELES COUNTY

ECONOMIC DEVELOPMENT SCORECARD

MAY 2017



CHIEF EXECUTIVE OFFICE
COUNTY OF LOS ANGELES

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INTRODUCTION

The Economic Development Scorecard is designed to measure the progress of Los Angeles County's economic development programs across a variety of disciplines, including workforce development, business assistance, loan programs, and financial assistance. A primary goal of the Scorecard is to facilitate effective partnerships between the County and the private sector. Additionally, the Scorecard provides a snapshot of the local economy, and demonstrates how County programs can be informed by the specific economic and demographic characteristics of the region.

In October 2015, the Los Angeles County Board of Supervisors, on a motion by Supervisors Mark Ridley-Thomas and Hilda L. Solis, approved the creation of an Economic Development Trust Fund to encourage business growth and create job opportunities in the County. This motion signaled the beginning of the County's strategic investment in economic development, and initiated a new effort to secure the vitality of the local economy and support emerging industries. One such measure for tracking the results of these endeavors is the Scorecard.

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

The fundamental objective of this Scorecard is to guide the strategic focus of the County's economic development programs by leveraging the work being done across departments, industry lines, capital programs and other cross-cutting County economic development efforts. With successful implementation of these programs, the County can seek to partner with growth industries that offer quality jobs that enable workers to support their families. The hope is that in turn, this will help build a more dynamic workforce, particularly in the County's targeted industries, incentivizing the growth of small businesses, expanding the tax base, and providing assistance to those individuals facing the greatest barriers to economic success.

WORKFORCE DEVELOPMENT

The Chief Executive Office (CEO) has refined the workforce data presented in the February 2017 scorecard, and continues to meet with the departments offering workforce development programs in order to streamline data collection. As evidenced in the February scorecard, many departmental programs are grant-funded and have reporting metrics that vary widely across the County. The Department of Workforce Development, Aging and Community Services (WDACS) and Department of Public Social Services (DPSS) administer the largest workforce development programs in the County, with WDACS managing the Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker Program, the Rapid Response Program and various targeted programs for youths and seniors. Separately, DPSS oversees several distinct programs through its General Relief Opportunities for Work (GROW) and Greater Avenues for Independence (GAIN) programs. In this scorecard, the CEO has gathered significant new information regarding departments' involvement with workforce development.

Inventory of Programs

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

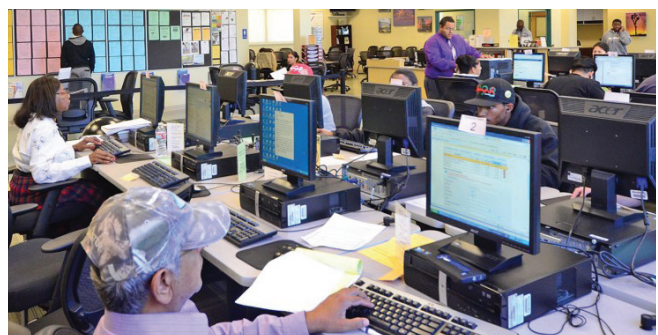
Future Scorecards will build upon the current data collection efforts across all departments and programs, and provide a consistent reporting tool that focuses on job training, job placement, job retention and salary for all program participants. A total of 28 workforce development programs are detailed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

Throughout the quarter, in alignment with the Board directive to streamline data collection across workforce development programs, the

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

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

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



LOS ANGELES COUNTY WORKFORCE DEVELOPMENT AND JOB TRAINING PROGRAMS CALENDAR YEAR 2016

ADMINISTERING DEPARTMENT	PROGRAM NAME	SERVICE PROVIDED	TARGET POPULATION	SUCCESS INDICATORS	PARTICIPANTS (2016)	SUCCESSFUL COMPLETIONS (2016)
Arts Commission	Los Angeles County Arts Internship Program	Internships	Youth	Internship Completion	132	130
Community Development Commission (CDC)	Family Self Sufficiency Program (FSS)	Supportive Services	Government Assistance Recipients	Employment	103	Not Yet Available
Department of Children and Family Services (DCFS)	Bridge to Work Program	Employment Placements	Foster Youth	Employment/ Return to School	101	70
Department of Children and Family Services (DCFS)	Youth Worker (YW)	Internships	Youth/Foster Youth	Internship Completion	20	Not Yet Available
Department of Health Services (DHS)	College of Nursing and Allied Health Pre-Licensure Registered Nurse	Training	Future Nurses	Employment	89	39
Department of Health Services (DHS)	Office of Nursing Affairs Tutoring & Mentoring Program	Training	Future Nurses	Employment	606	61
Department of Human Resources (DHR)	Career Development Intern (CDI)	Internships	Youth/Foster Youth	Employment	66	41
Department of Human Resources (DHR)	Veterans Internship Program (VIP)	Internships	Veterans	Employment	246	79
Department of Military and Veterans Affairs (MVA)	LA Trade Tech Partnership	Supportive Services	Veterans	Completed Training	0	0
Department of Military and Veterans Affairs (MVA)	US Veterans Initiative (US Vets) Job Referral for Career Development Initiative	Supportive Services	Veterans	Employment	514	419
Department of Military and Veterans Affairs (MVA)	Veterans Work Study Program	Training	Veterans	Employment	2	2
Department of Military and Veterans Affairs (MVA)	Vocational Rehab Training	Training	Veterans	Completed Training	130	130
Department of Public Social Services (DPSS)	General Relief Opportunities for Work (GROW)	Employment Preparations Services	Adults 18 or older	Employment	26,359 (monthly average)	1,211 (monthly average)
Department of Public Social Services (DPSS)	Refugee Employment Program (REP)	Job Readiness Training/ Employment Placements	Refugees 18 or older	Employment	2,231	831
Department of Public Social Services (DPSS)	Greater Avenues for Independence (GAIN) Job Club	Job Readiness Training	Adults 18 or older	Training Completion or Employment	5,452	3,925

LOS ANGELES COUNTY WORKFORCE DEVELOPMENT AND JOB TRAINING PROGRAMS CALENDAR YEAR 2016

ADMINISTERING DEPARTMENT	PROGRAM NAME	SERVICE PROVIDED	TARGET POPULATION	SUCCESS INDICATORS	PARTICIPANTS (2016)	SUCCESSFUL COMPLETIONS (2016)
Department of Public Social Services (DPSS)	Colleges and Vocational Training	Education/ Training	Adults 18 or older	Completed program and received certificate or degree	3,613	707
Department of Public Social Services (DPSS)	Greater Avenues for Independence (GAIN) Short-Term Vocational Training (Project with Los Angeles County Office of Education)	Training	Adults 18 or older	Program Completion/ Unsubsidized Employment	359	254
Department of Public Social Services (DPSS)	Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE)	Job Readiness Training	Adults 18 or older	Program Completion/ Unsubsidized Employment	3,465	875
Department of Public Social Services (DPSS)	Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE) for DCFS Independent Living Program Youth	Job Readiness Training	Foster Youth	Employment	100	88
Probation Department	Juvenile Justice Crime Prevention Act (JJCPA) - Educational Pathways	Supportive Services	Involvement with Criminal Justice System/Youth	Supportive Service Completion	215	40
Probation Department	Juvenile Justice Crime Prevention Act (JJCPA) - Employment Services	Employment Placements	Involvement with Criminal Justice System/Youth	Employment	516	18
Probation Department	Probation AB 109 – Employment Services Program	Supportive Services	Involvement with Criminal Justice System	Supportive Service Completion	380	219
Probation Department	Probation Adult Felony Re-entry Employment Services - Career Pathways	Supportive Services	Involvement with Criminal Justice System	Supportive Service Completion	15	15
Probation Department	SB678 Probation Re-entry Adult Population - Employment Services	Employment Placements	Involvement with Criminal Justice System	Employment	48	Not Yet Available
Workforce Development, Aging and Community Services (WDACS)	Workforce Innovation and Opportunity Act (WIOA)– Basic Career Services	Employment Placements	Adults 18 or older	Employment Services	130,683	61,561
	<ul style="list-style-type: none"> • Self Service • Staff Assisted 				83,326 47,357	
Workforce Development, Aging and Community Services (WDACS)	WIOA Adult and Dislocated Worker Program– Individualized Career Services	Training/ Employment Placements	Adults 18 or older	Training/Employment Services	10,623*	5,013*
	<ul style="list-style-type: none"> • Adult Program • Dislocated Worker 				7,491 3,199	3,446 1,605
Workforce Development, Aging and Community Services (WDACS)	Youth @ Work	Training/ Employment Placements/ Supportive Services	Youth	Employment or School Enrollment or Job Training Program Completion	16,611	10,244
	<ul style="list-style-type: none"> • WIOA Youth • LACYJ Program 				6,474 10,137	2,758 7,486
Workforce Development, Aging and Community Services (WDACS)	Title V - Senior Community Services Employment Program (SCSEP)	Training/ Employment Placements/ Supportive Services	Low Income Individuals age 55 and over	Employment or Job Training Program Completion	166	166

*This number represents an unduplicated total of participants in the WIOA Adult and Dislocated Worker Program. Some individuals participated in both the Adult Program and the Dislocated Worker Program, thus the numbers for each subcategory do not sum to the unduplicated total or participants and successful completions for the Program.

LA COUNTY'S SEVEN TARGETED CLUSTERS

HEALTH CARE SERVICES

TRADE & LOGISTICS

LEISURE AND HOSPITALITY

MANUFACTURING

BIOSCIENCE

CONSTRUCTION

ENTERTAINMENT AND INFOTECH

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

Economic development priorities are organized around several workforce development objectives. Among these are encouraging job training for industries that are most competitive and that will generate well-paying jobs that propel economic growth and wealth creation for all residents. The Board has promoted the use of industry and sector partnerships to address the workforce needs of multiple employers within an industry. This scorecard is designed to highlight the targeted high-growth industry clusters across the County, and to evaluate whether workforce development programs are aligning skilled and unskilled workers with these targeted sectors.

Currently, WDACS is the only department tracking placement across the targeted industry clusters of: health care services; trade and logistics; leisure and hospitality; manufacturing; bioscience; construction; and entertainment and infotech. Shown on the following two pages is data collected from WDACS for Fiscal Year 2015-16. Also provided as a reference is a historical look at employment averages for certain of these targeted industries over the prior 12 years.

Bioscience is a targeted industry currently tracked in the subset of the Manufacturing targeted industry cluster. **In fiscal year 2015-16, there were 51 job placements** in the Bioscience industry through WDACS workforce development programs. **In fiscal year 2016-17, there have been 31 job placements** in the Bioscience industry.

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

High Growth Sectors

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

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

Non-High Growth Sectors

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

Note that participants may be placed in multiples employments which may fall under multiple sectors.
*Bioscience is a subsector of Manufacturing and is not a stand alone sector in the unduplicated total.

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

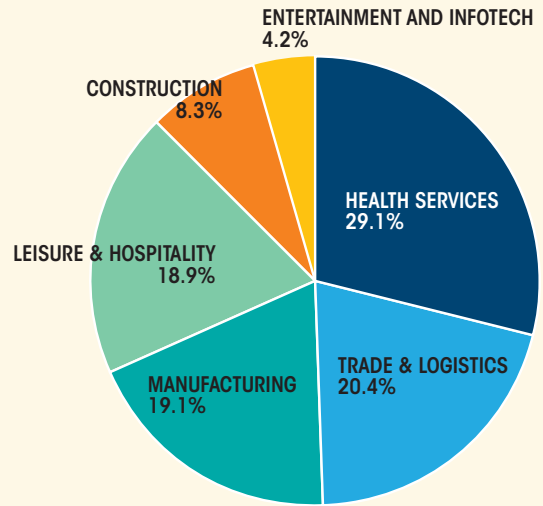
TARGETED SECTOR EMPLOYMENT

JOB PLACEMENTS BY SECTOR, FY15 - 16



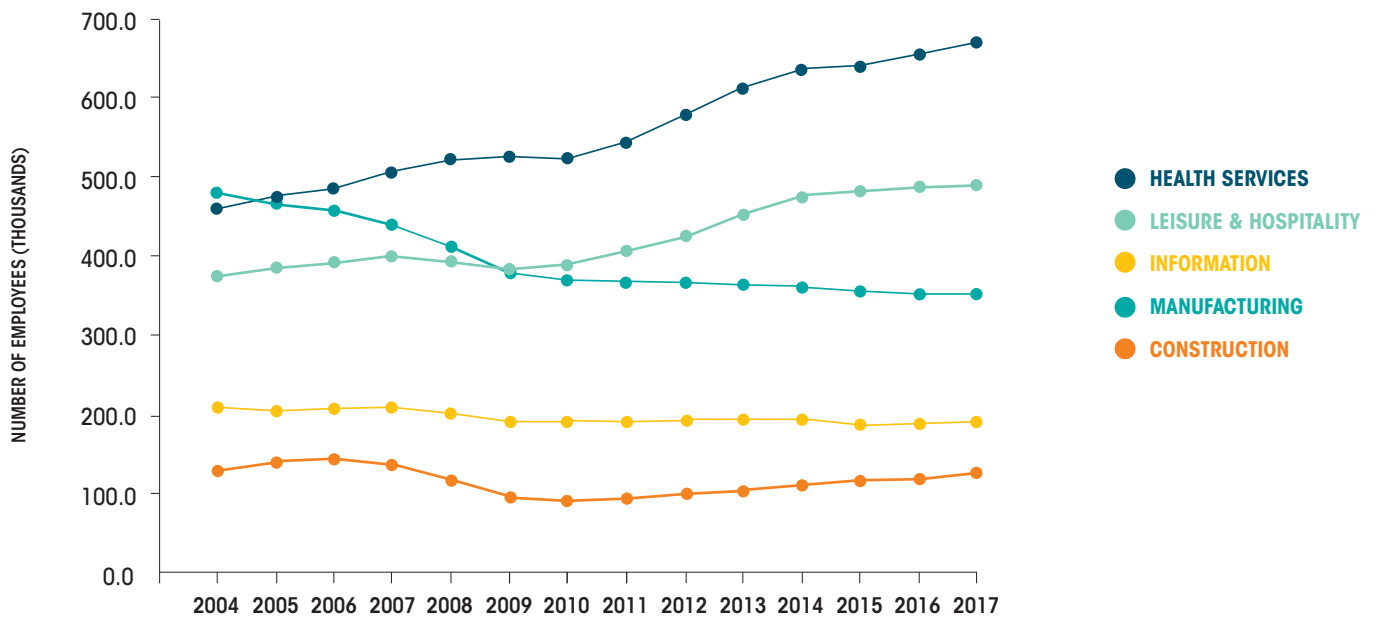
Source: Department of Workforce Development, Aging and Community Service (WDACS)

JOB PLACEMENTS WITHIN TARGETED SECTOR, FY15 - 16



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

ANNUAL AVERAGE EMPLOYMENT IN TARGETED SECTOR (LOS ANGELES COUNTY)



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

Local and Targeted Worker Hire

On September 6, 2016, the Board adopted a Countywide Local and Targeted Worker Hire Policy. In adopting this policy, the Board set forth the definition of a targeted worker as a resident of the County who has indices of career-limiting circumstances, specifically one or more of the following:

1. has a documented annual income at or below 100 percent of the Federal Poverty Level;
2. no high school diploma or GED;
3. a history of involvement with the criminal justice system;
4. protracted unemployment;
5. is a current recipient of government cash or food assistance benefits;
6. is homeless or has been homeless within the last year;
7. is a custodial single parent;
8. is a former foster youth; or
9. is a veteran, or is the eligible spouse of a veteran of the United States armed forces.

Ensuring that local workers have employment opportunities on projects situated within their communities has long been a core element of economic development programs at the municipal level.

To this end, the Board's Local and Targeted Worker Hire Policy imposes a 30% Local Hire goal and a 10% Targeted Worker hire goal on most major construction projects approved by the Board. On March 21, 2017, the Board adopted a motion to establish a Countywide Construction Careers and Economic Development Initiative, to promote career pathways in the construction industry and to explore improvements to the existing Local and Targeted Worker Hire Policy. The CEO is evaluating the feasibility of an amendment to the current targeted worker categories to align these categories more closely with those tracked by WIOA.

WHAT IS A "LOCAL WORKER?"

A Local Resident is defined as an individual living within the Tier 1 or Tier 2 ZIP Codes of the County.

Before employing worker(s) from Tier 2 ZIP Codes, the available pool of local residents whose primary place of residence is within Tier 1 ZIP Codes must first be exhausted.

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

TIER 2 means any ZIP Codes within the County where the average percentage of households living below 200 percent of the FPL is greater than the County average for such households.

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

Workforce Development Programs Calendar Year 2016

Participants Served by Priority Populations

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

Low-Income – An individual that meets one of the four criteria below:

1. Receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months has received, assistance through the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance For Needy Families (TANF), program supplemental security income program, or state or local income-based public assistance.
2. In a family with total family income that does not exceed the higher of the following:
 - a. The poverty line.
 - b. 70 percent of the Lower Living Standard Income Level.
3. A homeless individual.
4. An individual with a disability whose own income does not exceed the income requirement, but is a member of a family whose total income does.

Basic Skills Deficient – An individual that is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society (WIOA Section 3[5]). Criteria used to determine whether an individual is basic skills deficient includes the following:

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

Parent youth- Youth who are pregnant or parenting. (In-school youth 14-21, Out-of-school youth 16-24)

Performance Of Workforce Development Programs By Target Population

The CEO asked those departments working to train and place targeted workers to describe their program, the types of services provided, and the indicators used to measure programmatic success. As the County works toward streamlining the reporting requirements across County workforce development programs, the performance of programs across target populations is of particular importance. This will indicate the efficacy of programs for the most difficult to employ individuals. The County's objective of bringing services to targeted populations is aided by the fact that the WIOA program, and its affiliated America's Job Centers of California (AJCC), are already focusing directly on these individuals. WDACS indicates that a majority of those who come into contact with the AJCC system in Los Angeles County are targeted workers.

For calendar year 2016, across WDACS' workforce development programs, WDACS served 762 participants that were CalWORKS recipients, 807 participants receiving General Relief, and 2,167

participants receiving CalFRESH, food assistance. In future scorecards, the CEO will seek to track the population receiving County social services over time to gauge their reliance on these services as they progress through the workforce development system and are able to retain permanent employment.

In addition to WDACS' ongoing role in working with target populations, the County has included local hire goals on a project-by-project basis for the past five years.

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

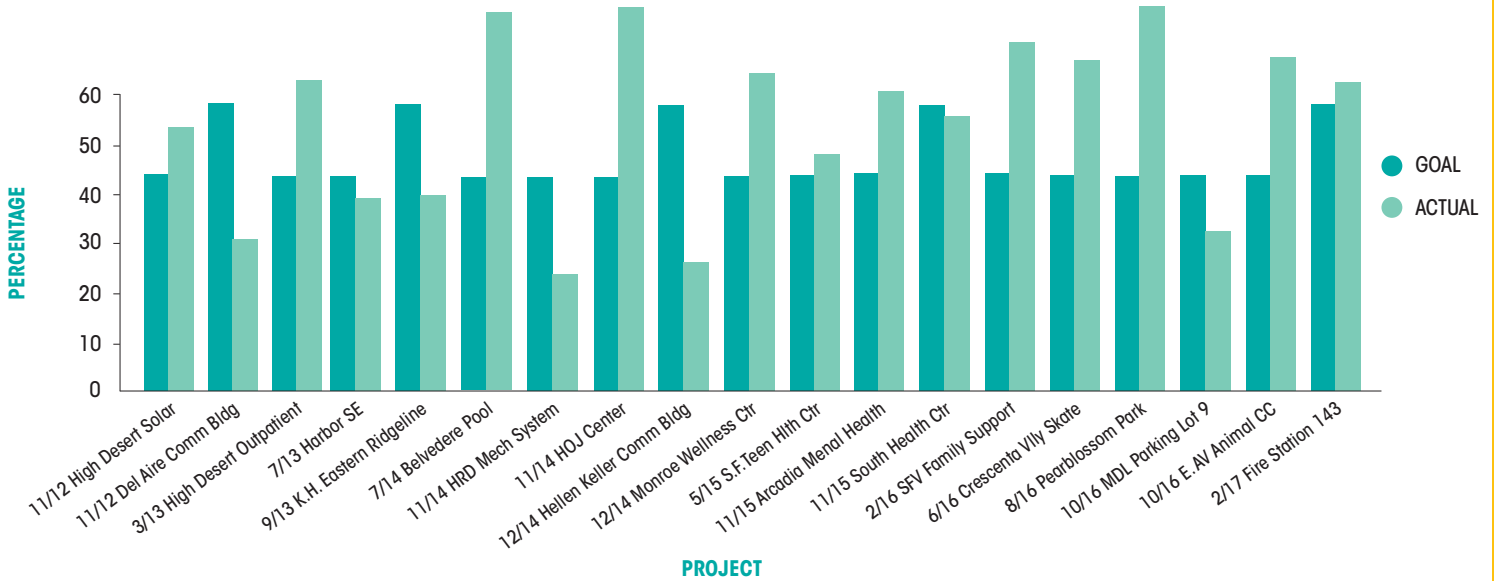


Martin Luther King, Jr. Medical Center Campus

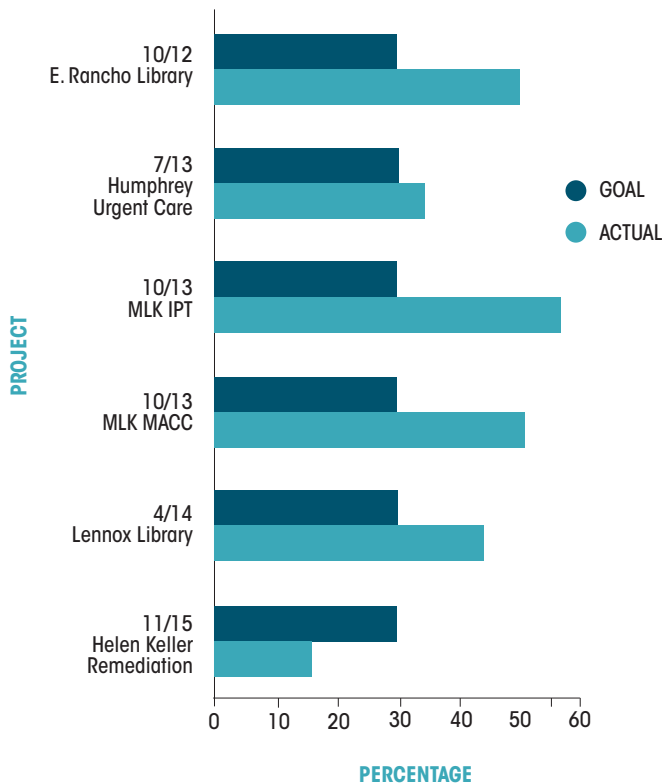
LOCAL WORKER HIRING PROGRAM SUMMARY

AS OF 4/20/17

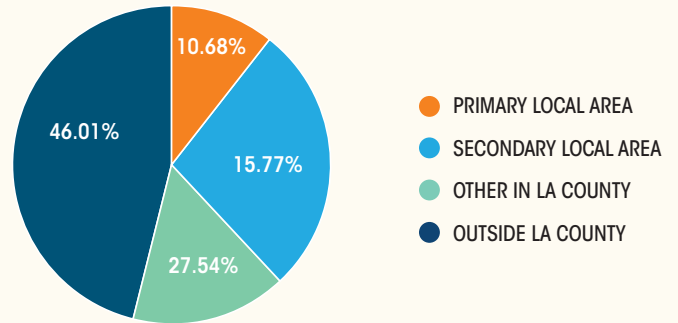
ASPIRATIONAL HIRING GOAL Completed LWHP Projects (19)



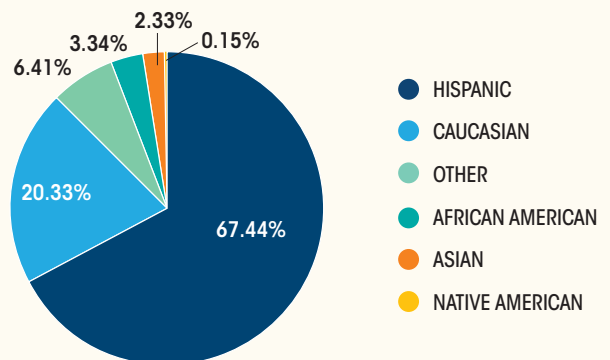
MANDATORY HIRING GOAL Completed LWHP Projects (6)



WORKER RESIDENCY Completed LWHP Projects (22)



WORKER ETHNICITY Completed LWHP Projects (22)



BUSINESS ASSISTANCE

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

On July 21, 2015 the Board of Supervisors established a Small Business Initiative (SBI) charged with supporting small business throughout the county through streamlined service delivery. The County is committed to providing an environment where businesses both small and large can grow and thrive, from the health care services industry to entertainment and infotech and beyond. One means for accomplishing this objective specifically in relation to small businesses is by leveraging the County's sizeable procurement process. In July 2016, the Board implemented a four-year plan to increase contracting and procurement opportunities for Local Small Business Enterprises (LSBEs), Disabled Veteran Business Enterprises (DVBES), and Social Enterprises (SEs). The Department of Consumer and Business Affairs (DCBA) serves as the County's Small Business Advocate, and is the department responsible for the administration of the preference programs as well as the SBI.

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

SMALL BUSINESS CERTIFICATION PROGRAM

FISCAL YEAR 2016-17 Q3:

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

3 days for LSBE and DVBE

8 days for SE

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

SMALL BUSINESS ACTIVITY

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

Source: Department of Consumer and Business Affairs (DCBA)

Small Business Development

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

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

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

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

Small Business Concierge

The Small Business Concierge Program was established in January 2015 by motion of the Board as a single point of contact to assist local business owners and potential business owners in starting and growing their businesses in the County. Unlike the Utilization

DEFINING LOCAL SMALL BUSINESS ENTERPRISE (LSBE)

Los Angeles County uses the same criteria to define local small business as the State of California's Department of General Services (DGS). To qualify, a business must:

- Be independently owned and operated
- Not be dominant in its field of operation
- Have its main office in Los Angeles County for at least the last 12 months
- Have owners (officers in the case of a corporation) who live in California and be either
 - A business with fewer than 100 employees and an average annual gross receipts of \$14 million or less over the last 3 years
 - A manufacturer with 100 or fewer employees

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

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

DEFINING DISABLED VETERAN BUSINESS ENTERPRISE (DVBE)

To be identified as a Los Angeles County Disabled Veteran Businesses Enterprise, a business must:

- **Be certified by one of the following departments:**
 - The U.S. Department of Veterans Affairs (VA), which certifies businesses as Service Disabled Veteran Owned Small Business (SDVOSB).
 - The State of California Department of General Services (DGS), which certifies a business as a DVBE.
- **Register as a vendor with Los Angeles County**
 - During the registration process, the business will be asked to provide information on its VA or DGS certification.

DEFINING SOCIAL ENTERPRISE (SE)

To be identified as a Los Angeles County Social Enterprise, a business must:

- **Be certified or registered by any of the following organizations:**
 - B Lab Corporation, which certifies businesses as a B Corporation.
 - California Secretary of State, where businesses can register their business entity as a Benefit or Social Purpose Corporation.
 - City of Santa Monica, which offer a Green Business Certification.
 - City of Los Angeles, which offers a Green Business Certification.
- **Register as a vendor with Los Angeles County**
 - During the registration process, the business will be asked to provide their mission statement, a description of their programs, services, and responses to questions that provide further detail on the business's social impact.

WDACS LAYOFF AVERSION ACTIVITY 2016-2017

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

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

Layoff Aversion

The Department of Workforce Development Aging and Community Services (WDACS) oversees a layoff aversion program to provide technical assistance to businesses of any size that are in financial danger. The layoff aversion program begins with confidential consulting for businesses to develop an individualized Action Plan to access local capital, remain in the County and prevent layoffs of employees and ultimately business closure. This service is provided at no cost to the business. Whether a business needs assistance from government, utilities, or specialty experts, layoff aversion connects businesses to partners that help overcome these challenges. The information regarding the Layoff Aversion Program for fiscal year 2016-17 is displayed above.

Average Permitting Time

The CEO recognizes the importance of a streamlined zoning and permitting process for new business development. In focus groups conducted with small businesses, a common complaint has been the confusion regarding the variety of permitting, zoning, and licensing requirements that are often necessary in order to start a new business. To address these concerns in the County unincorporated areas, the CEO has started to monitor the effectiveness of the County's ongoing efforts regarding regional one-stop centers, the implementation of the County's online EPIC-LA permitting system, and is exploring the possibility of a potential public-facing business portal. In this quarter, the Department of Public Works (DPW) and the Department of Regional Planning (DRP) presented their efforts to streamlining businesses permitting of

the Economic Development Policy Committee and discussed further integration of the EPIC-LA system across County departments. The CEO is working with DPW and DRP to explore expanding their regional one-stop program for businesses. Statistical information that will be addressed in future Scorecards will include the average time required to process building permits and land use permits. The first data presented with respect to these zoning and permitting processes is expected to be delivered in Fiscal Year 2017-18.

WDACS LAYOFF AVERSION SERVICES

- **At Risk Businesses:** Businesses that are "in danger of laying off employees."
- **Action Plan Development Services include:** Access to Industry Councils, Assistance with Expedited Permitting, Exploring Tax Incentives, Workforce Training & Development Referrals, Exploring Access to Capital, Project Management, Site Selection and Relocation, Referrals to Public Services, Connections to Public/Private Partners and Resources, Cost Containment Analysis
- **Businesses Notified:** Businesses are monitored for signs of decay using financial stress scores, and active engagement with the business. Businesses who are found to be in danger of laying off employees are contacted and given information on Layoff Aversion Services.

BUSINESS LOANS AND FINANCIAL ASSISTANCE

Prior to the dissolution of redevelopment in February 2012, the Community Development Commission (CDC) acted as the County's redevelopment agency in the unincorporated areas. Even after dissolution, the CDC continued to support neighborhood revitalization and blight removal in low and moderate income unincorporated areas through façade improvement programs, commercial storefront renovations, and business loans. These programs provide financial and technical assistance to support business tenants and property owners, and seek to help beautify business districts by making them more inviting for shoppers and residents as neighborhoods are revitalized. Further, CDC engages in significant coordination with DCBA to provide small business assistance to the businesses receiving the façade loans in order to most effectively deploy the County's wrap-around services in an effort to holistically support businesses.

This second scorecard includes new information on CDC's active business renovation projects in this fiscal year, as well as an update on CDC's commercial lending activity this fiscal year

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

Blight Removal

By eliminating the blight in a neighborhood, the County and CDC can work with public and private partners to increase the property values in the surrounding area and catalyze investment in the community. The CDC has facilitated blight removal through its business façade improvement program. This program has funded as many as 29 store front improvements in a single year and remains a focal point of neighborhood business revitalization.

2016-17 CDC ACTIVE BUSINESS RENOVATION, 2016-17

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

Recently, investments in façade improvements have continued through a new Community Business Revitalization Program called RENOVATE. Communities in 11 unincorporated areas have been targeted for this Program. Grant awards range from \$35,000 to \$100,000 or more depending on project scope and area need. The recipient of these funds is required to ensure that improvements are maintained in good condition for 10 years. Eligible improvements include: design assistance; façade restoration; windows, doors, lighting, and signage; removal of non-confirming elements; and accessibility improvements. The objective of RENOVATE is to stimulate investment in the community, revitalize commercial corridors, and support the growth of small businesses.

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

Business Assistance Loans

The CDC has historically provided loans for small and medium-sized commercial and industrial companies to grow these businesses and create jobs. Funds from loan programs have been used for real property acquisition, working capital, land acquisition, construction, and equipment and machinery purchases. The CDC's loan programs have included: Micro, Business, Expansion, and Float loans. Many of these loan programs remain ongoing, as they were capitalized prior to the dissolution of redevelopment, often with federal funds.

The primary funding sources for the CDC's business loan programs have been provided through the Community Development Block Grant (CDBG) Program and Economic Development Administration (EDA). Both are federal funding sources with an emphasis on job creation, neighborhood and business development, and assisting those in economically distressed neighborhoods. A summary of the CDC's most recent loan activity, including one loan from the Manufacturing

Revolving Loan Fund (described below) is provided on the following page.

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

1. Manufacturing Revolving Loan Program

The Manufacturing Revolving Loan Fund was designed to assist manufacturers by providing access to capital for the development, expansion and retention of manufacturing jobs. Local small and medium-sized manufacturers located in the unincorporated areas of the County are currently eligible. Loan funds are intended for land acquisition, construction or renovation of real estate, inventory, working capital, machinery and equipment, leasehold improvements, and debt refinancing. Loans must be secured with collateral, range from \$100,000 to \$500,000 and be provided at below market rates, with terms of five to seven years for working capital, ten years for equipment, and 20 years for real estate. To date, one loan has been approved through the new program.

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

2016-17 CDC COMMERCIAL LENDING ACTIVITY

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

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

Source: Los Angeles County Community Development Commission

2. Bioscience Revolving Loan Program

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

3. Catalytic Development Fund Program

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

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

Property Assessed Clean Energy (PACE)

In addition to the loan programs administered by the CDC, the County also manages a residential Property Assessed Clean Energy (PACE) Program, which makes loans to individual property owners through direct assessments on the property tax bill. Established pursuant to California Assembly Bill 811 (2008), the

County's PACE Program provides financing for energy efficiency upgrades and renewable energy installations on private residential property. In 2016 alone, the PACE Program funded over \$379 million in home energy improvements which created in excess of 4,000 jobs throughout the County. A summary of 2016 PACE assessments and job creation is provided in the table below.

PROPERTY ACCESSED CLEAN ENERGY (PACE) FINANCING PROGRAM

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

Source: County of Los Angeles

CENTER FOR FINANCIAL EMPOWERMENT (CFE) PROGRAM RESULTS

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

Source: Department of Consumer and Business Affairs (DCBA)

Center for Financial Empowerment

Although local governments have traditionally focused on workforce development and job creation, the County is taking economic development further by helping residents transform their income into savings and durable assets – and then protect these savings and assets from predatory financial practices. Families not only need income, they also need knowledge of and access to affordable financial products and services; incentives to encourage savings and investment; and consumer protections in the financial marketplace. Recognizing this need, the Board established a Center for Financial Empowerment (CFE) to address these issues countywide and to help promote individual economic development. The DCBA launched the CFE in September 2016 through a public-private partnership without the need for direct County funding.

The CFE was established initially as a two year pilot-program with two target populations: youth and young adults aged 16-24, as well as

those that are eligible for the State and Federal Earned Income Tax Credit (EITC). The CFE coordinates a Volunteer Income Tax Assistance (VITA) Program, as part of its service to the EITC-eligible population. Since its inception, the CFE trained 24 IRS-certified tax preparers. In the 2016 tax season, the CFE facilitated six different tax preparation workshops at three locations throughout the County.

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

CAPITAL DEVELOPMENT

The Economic Development Policy Committee has defined economic development projects as those where there is private sector participation that results in tangible economic development benefits beyond just the construction of County facilities. Private sector participation will be defined as any material use of a County-owned, or County-funded, facility by a non-profit or private entity following completion and delivery of the project. Such use of the facility must result in direct economic development benefits for the community, including job creation for non-County employees, commercial development, retail investment, blight removal, affordable housing, or any other activity that improves the economic well-being of local residents.

The following projects and their impact on the community will be monitored for inclusion in future versions of the Scorecard. The Scorecard will seek to capture statistics such as the percentage Local and Targeted Workers hired on the project, small business, disabled veteran business and social enterprise utilization, number of jobs created, increase in the tax base and percentage affordable housing incorporated into the project, among other community benefits. While the majority of the County's economic development projects are managed by a private developer, oversight is nonetheless provided by either the County CEO or the CDC.

The CEO's office is responsible for managing the following projects:

Grand Avenue Project

The Grand Avenue Project Phase I consists of a mixed used development with residential and hotel towers, parking, public plaza, retail/commercial spaces, streetscape, and site landscaping on County-owned property (Parcel Q) developed by Related Company's Phase I Developer. Phase I is comprised of two high-rise towers, one including a hotel, and one including residential apartments and condominiums units.

The proposed hotel tower (Tower 1) will consist of an approximately 305 key, 4-star Equinox hotel with meeting space and ancillary hotel amenities and the proposed residential tower (Tower 2) will combine approximately 215 market rate apartments with approximately 86 (20 percent of the gross number of apartments and condominiums) rental affordable housing units and approximately 128 market rate condominiums.

San Pedro Courthouse

The vision of the San Pedro Courthouse Project is to provide public amenities and development to complement the City of Los Angeles' new San Pedro Waterfront Redevelopment project at the existing Ports O'Call Village. The City's redevelopment project is seen as a key step in transforming San Pedro's once industrial waterfront into a regional destination that includes dining, music, and tourist attractions.

Harbor UCLA-LA BioMed

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



Grand Avenue Project

bioscience incubator. It will provide technical support and business services to assist researchers with advancing promising new biomedical discoveries to the next stage of commercialization. The objective is to retain and grow promising new technologies and the jobs they create for the benefit of County residents. The Board recently certified a Harbor-UCLA Medical Center Campus Master Plan Project Environmental Impact Report (EIR). This EIR includes 15 acres for the development of a 250,000 square foot bioscience tech park. Further, the Board moved for the CEO to enter into an Exclusive Negotiation Agreement (ENA) with LA BioMed to include a vision, structure, and process for developing this bioscience tech park. Included in the tech park will be the bioscience research facility and bioscience incubator designed to catalyze a bioscience ecosystem in Los Angeles County.

Honor Ranch

The Honor Ranch project consists of a feasibility study that includes project analysis for geotechnical, environment, design, entitlement, site surveys, and inspections of the County-owned Honor Ranch properties. The feasibility study will include an evaluation of infrastructure upgrades and development opportunities that will provide a revenue share to the County and incorporate community benefits policies. On April 18, 2017, the Board directed the CDC to report back on the status of the project and transfer the remaining project budget to the CEO for the development of the property.

The CDC has oversight responsibility for the following projects:

Vermont Corridor

Vermont Corridor is the redevelopment of seven County-owned parcels spanning three city blocks of the Koreatown area within the City of Los Angeles. The project area involves three separate sites, each with a unique development scenario. Site 1 consists of the removal of two existing County buildings, one surface parking lot, one parking structure and the construction of a new 471,000 square foot Los Angeles County Department of Mental Health (DMH) Headquarters. This new headquarters will consist of an 8-story podium parking structure on which a 13-story office tower building will reside. Site 2 is an adaptive reuse of the existing 154,793 square foot 12-story



Vermont Corridor

DMH building into a maximum of 172 market rate units. In addition, the existing Los Angeles County WDACS building will be removed to construct a five-level parking structure with a five-story multifamily building above which will provide 74 market rate units to be constructed as a second/future phase of the project. Site 3 consists of the removal of the existing Los Angeles County Department of Parks and Recreation (DPR) building for the construction of a new 80,837 square foot 6-story senior affordable housing complex. Also included in this development is the construction of a new community center. The ground lease of County-owned property on Site 3 will result in 72 units of new affordable senior housing.

Vermont Corridor has successfully reached multiple milestones in the pre-development process, which consist of the delivery of the 100% Schematic Design package to the County, the finalization of the project description and the scheduling of the CEQA scoping meeting, which will be the first large community meeting since the Board of Supervisors approved the project.

Expo/Crenshaw Site

Located at the intersection of the Expo Line and the future Crenshaw/LAX Transit Line, this site has superior regional connectivity to employment and activity centers including Santa Monica, Culver City, USC, Downtown Los Angeles and Los Angeles Airport. The guidelines for this site identify the opportunity for a culturally distinct gateway destination and pedestrian-scaled community serving residents and



Expo/Crenshaw Site

visitors with high quality and local-serving retail uses and a range of housing types that are affordable to existing residents. It also identifies opportunities to foster job growth with attractive office or incubator space.

LA Plaza De Cultura Village Project

The LA Plaza Cultura Village Project consists of a lease agreement between the County and the LA Plaza de Cultura y Artes Foundation (Foundation) to permit the development and use of a mixed-use, transit-oriented, infill development totaling up to 425,000 square feet (sq. ft.), including up to 355 residential units (for lease), with 20 percent of those reserved as residential units affordable to moderate-income households. Additional components include up to 50,000 sq. ft. of visitor-serving retail, including, but not limited to, a restaurant, a cafe, other food services, and a “commissary” or shared commercial kitchen space for culinary demonstrations and use by small businesses. These visitor-serving uses are intended to complement the Olvera Street retail and restaurant businesses.

The LA Plaza Project includes a historic paseo to link Union Station through the shops and restaurants on



LA Plaza De Cultura Village Project

Olvera Street; through the El Pueblo de Los Angeles Historic District and LA Plaza, and extending to the Fort Moore Pioneer Memorial on North Hill Street; a rooftop restaurant and garden; bicycle amenities; and up to 786 parking spaces, including up to 150 replacement parking for the spaces removed by the Project and that would be made available to County employees.



Martin Luther King, Jr. Medical Center Campus

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

The MLK – MOB project will be the construction of an approximately 52,000 square foot medical office building with approximately 252 parking stalls located at the southwest corner of East 120th and S. Wilmington Avenue in the Willowbrook area of Los Angeles County.

As part of the Martin Luther King, Jr. Medical Center Campus the MOB is to provide quality office space to private and non-profit tenants for administrative, medical outpatient services and health related services in coordination with the new MLK Hospital and MLK Outpatient Center.

Fairview Heights TOD Plan

The Downtown and Fairview Heights Transit-Oriented Development (TOD) Plan sets urban design concepts, zoning regulations, development standards, design guidelines and streetscape plans for the areas within one-half mile of the Downtown Inglewood (Florence/La Brea) and Fairview Heights (Florence/West) stations on the Metro Crenshaw/LAX Line. The CDC is working collaboratively with the Los Angeles County Metropolitan Transit Authority (Metro) to issue a Request for Proposals (RFP) for the potential development of the County properties contained within the Fairview Heights TOD plan.

REGIONAL ECONOMIC DATA

ANNUAL UNEMPLOYMENT RATE (%)

LOCALITY	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
United States	4.9	5.3	6.2	7.4	8.1	8.9	9.6	9.3	5.8	4.6
California	5.4	6.2	7.5	8.9	10.4	11.7	12.2	11.2	7.3	5.4
Los Angeles County	5.1	6.7	8.2	9.7	10.9	12.2	12.5	11.6	7.6	5.1

Source: Economic Forecast and Industry Outlook 2017-18, February 2017

The economic and demographic profile of Los Angeles County can be highly relevant in evaluating a countywide program for economic development. This Scorecard will highlight characteristics of the County economy that can help shape efforts related to: workforce development and job training; business assistance; financial assistance; business loans; and capital development. Much of the information presented in this May 2017 version of the Scorecard is derived from the 2016 People, Industry and Jobs report prepared by the Los Angeles County Economic Development Corporation (LAEDC), and commissioned jointly by the County and the City of Los Angeles. While the data from the report relates solely to Los Angeles County as a whole, future Scorecards will endeavor to collect similar information for the unincorporated areas specifically. The 2017 People, Industry and Jobs report is currently nearing completion and will be incorporated into the next quarterly scorecard of August 2017.

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

statistics, which reveal that the number of individuals living below the poverty line in Los Angeles County remains high at greater than 16.5%. To the extent that the County strives to influence local economic performance, there is a need to address the inequities that continue to exist in the Los Angeles economy.

One of the principal features of the County's economic development program is to focus resources on individual industries and occupations that are forecasted to experience future growth and expansion. The remaining tables in this Scorecard provide specific information regarding Los Angeles County industries and occupations, and their projected growth rates for the five-year period of 2015 to 2020. Additionally, the final table in the Scorecard details the composition of business sectors within the unincorporated areas of the County. As stated earlier, it is the intent of this Scorecard to secure additional economic data that will be specific to unincorporated Los Angeles County. Given the County's role as the first layer of government in the unincorporated areas, the economic development programs referenced in this Scorecard can be expected to achieve their greatest impact within these regions.

JOBS GROWTH BY INDUSTRY IN LOS ANGELES COUNTY

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

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

**INDUSTRIAL PROFILE 2014
(% OF TOTAL EMPLOYMENT)**

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

LA COUNTY		ANNUAL AVERAGE % GROWTH	CHANGE IN EMPLOYMENT (000s)
TOTAL NONFARM PAYROLL EMPLOYMENT	100.0%	1.5%	346.1
Good Producing Industries	11.8%	1.0%	26.3
Natural Resources and Mining	0.2%	0.7	0.2
Construction	2.9%	3.1	20.9
Manufacturing – Durable Goods	4.9%	0.3	3.3
Manufacturing – Nondurable Goods	3.9%	0.2	2.0
Service Providing Industries	75.3%	1.8%	312.3
Wholesale Trade	5.3%	1.0	11.3
Retail Trade	9.9%	0.4	9.4
Transportation, Warehousing, Utilities	3.8%	0.5	4.2
Information	4.8%	0.8	8.4
Financial Activities	5.0%	1.7	18.5
Professional and Business Services	14.5%	3.0	98.6
Educational and Health Services	17.3%	2.5	99.8
Leisure and Hospitality	11.2%	2.0	49.1
Other Services	3.5%	1.6	12.9
Government	12.9%	0.3%	7.5

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

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

OCCUPATIONAL PROFILE IN LOS ANGELES COUNTY

OCCUPATION GROUP	2015	GROWTH PROJECTIONS 2015-2020		
	% OF EMPLOYMENT	NEW JOBS	REPLACEMENT	TOTAL*
Management occupations	5.7%	15,420	18,490	33,910
Business and financial operations	5.6%	15,720	18,210	33,930
Computer and mathematical science	2.4%	10,050	8,540	18,580
Architecture and engineering	1.7%	4,700	7,320	12,020
Life, physical and social science	0.9%	2,180	3,250	5,430
Community and social services	1.6%	7,840	7,320	15,160
Legal occupations	1.0%	2,970	2,290	5,260
Education, training and library	5.7%	8,980	11,420	20,400
Arts, design, entertainment, sports, media	3.6%	5,440	10,280	15,720
Healthcare practitioners and technical	5.0%	24,660	18,470	43,130
Healthcare support	2.4%	15,720	10,560	26,270
Protective services	2.7%	6,690	7,800	14,490
Food preparation and serving	9.2%	40,750	73,930	114,680
Building grounds cleaning and maintenance	2.7%	17,550	11,630	29,180
Personal care and service	2.7%	20,380	19,150	39,530
Sales and related	10.4%	17,990	63,010	81,000
Office and administrative support	17.1%	52,360	63,410	115,770
Farming, fishing and forestry	0.1%	220	560	780
Construction and extraction	2.5%	14,440	8,190	22,620
Installation, maintenance and repair	3.0%	8,400	15,130	23,540
Production	6.5%	11,470	24,190	35,660
Transportation/material moving	7.2%	17,190	29,260	46,450
	100.0%	321,100	432,400	750,500

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

COMPOSITION OF BUSINESSES IN UNINCORPORATED LOS ANGELES COUNTY 2015

CLASSIFICATION CATEGORY	NUMBER OF COMPANIES	PERCENTAGE BY BUSINESS	
Services	5,866	39.2%	} 67%
Retail	3,140	21.0%	
Food Service	1,023	6.8%	
Health Care	949	6.3%	} 33%
Manufacturing	900	6.0%	
Car Wash/Auto/Vehicle	675	4.5%	
Wholesale	650	4.3%	
Transportation	255	1.7%	
Contractors	233	1.6%	
Housing & Lodging	201	1.3%	
Agriculture	136	0.9%	
Garment, Apparel & Textile Mfg	75	0.5%	
Landscaping & Gardening	13	0.1%	
Other	837	5.6%	
Total	14,953	100.0%	

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