



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

SACHI A. HAMAI
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

May 20, 2016

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

From: Sachi A. Hamai
Chief Executive Officer

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

Background

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

Analysis of the LAEDC Plan

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

"To Enrich Lives Through Effective And Caring Service"

Please Conserve Paper – This Document and Copies are Two-Sided
Intra-County Correspondence Sent Electronically Only

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

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

Implementation Strategy for Economic Development

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

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

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

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

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

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

Existing County Programs Aligned with the LAEDC Plan

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

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

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

Future County Programs Aligned with the LAEDC Plan

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

Conclusion

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

Each Supervisor
May 20, 2016
Page 5

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

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

SAH:JJ:DPH
DSB:mda

Attachments

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

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

Overview

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

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

Economic Development Structure

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

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

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

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

Priority One – Workforce and Small Business Programs

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

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

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

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

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

Coordinated Workforce Development Programs

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

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

Customized Workforce Development Programs

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

Local Hire and Social Enterprise Programs

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

Utilization Targets for County Contracts

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

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

Streamlined Zoning and Permitting Process

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

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

Priority Two – Asset Utilization Strategies

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

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

Leverage Private Sector Input on County Projects

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

Leverage County Assets to Support Industry Clusters (initially bioscience)

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

Leverage County Assets to Support Affordable Housing and Other County Priorities

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

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

Priority Three – Enhanced Project Development Tools

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

Evaluate New Tax Increment Financing Structures

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

Amend Capital Investment Incentive Program Legislation

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

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

Target Community Reinvestment Act Funding for Future Projects

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

Incorporate New Market Tax Credits on Private and Nonprofit Development

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

Priority Four – CDC Loan Funds and Grant Programs

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

Manufacturing Revolving Loan Fund

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

Catalytic Development Loan Fund

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

Bioscience Revolving Loan Fund

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

Competitive Grant Program for Industry Clusters

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

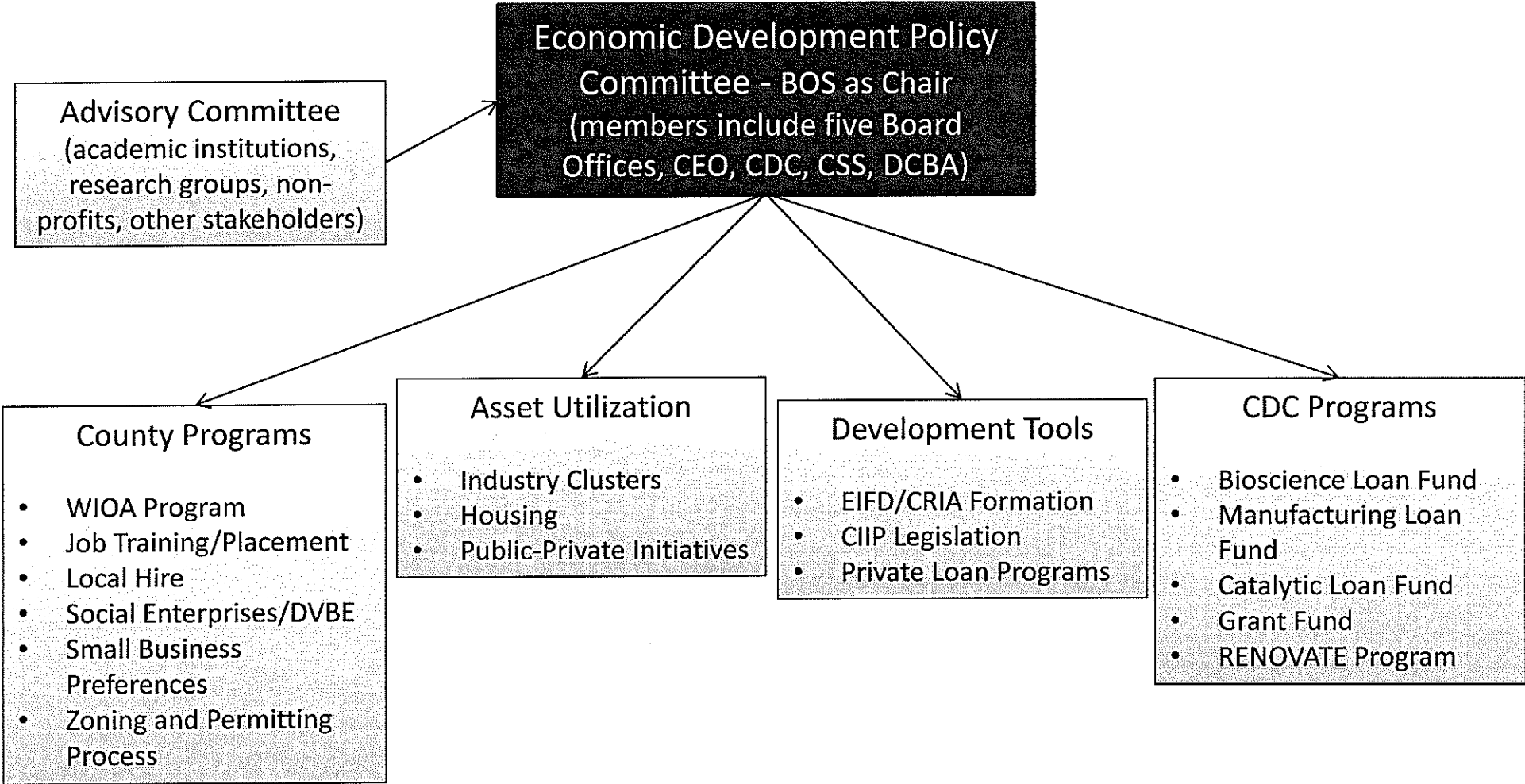
RENOVATE Commercial Business Revitalization Program

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

Conclusion

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

COUNTY ECONOMIC DEVELOPMENT PROGRAM



Economic Development Inventory - Current Programs

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

Economic Development Inventory - Current Programs

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

Economic Development Inventory - Current Programs

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

Economic Development Inventory - Current Programs

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

Economic Development Inventory - Current Programs

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

Economic Development Inventory - Current Programs

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

Economic Development Inventory - Current Programs

				Strategic Goals Alignment						
Lead Department / Agency	Program Description	Funding	Outcome Measurement	1. Invest in People to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global Interconnectedness	7. Build more livable communities
Internal Services	Matadors Loan Program - ISD partnered with Matadors Community Credit Union as part of Energy Upgrade California, to provide low-interest financing on certain upgrades to homeowners of single-family detached properties, and created a loan loss reserve fund. For a limited time, Los Angeles County also bought down the interest rate to 2 percent.	Grant funding for program administration	Number of loans, dollar amount of energy upgrades, and job creation					✓		✓
Internal Services	The LA County Residential Property Assessed Clean Energy (PACE) Program - A financing program sponsored by Los Angeles County for homeowners who want to install energy efficiency, renewable energy and water-saving improvements to their properties. ISD staff are reviewing every Assessment Contract for eligibility, suitability and overall cost factors, as well as responding to issues requiring clarification with residents and cities. The Treasurer and Tax Collector oversees bond compliance matters.	Not applicable. Program is 100% funded from PACE administrative fees collected by the County.	Number of assessment contracts, dollar amount of construction spending, number of participants, job creation, and reductions to greenhouse gas emissions				✓	✓		✓
Library	Small Business Saturdays - Workshop series to support people trying to start small businesses. Partnerships with the Departments of Business and Consumer Affairs, Auditor-Controller, and the Treasurer Tax Collector.	Grant (for the pilot)/operating budget	No measurements identified at this time				✓			
Mental Health	CalWORKs Individualized Placement and Support - CalWORKs program that uses the Evidence Based Individual Placement and Support (IPS) model to provide employment services to clients served through the DMH CalWORKs program.	Funded by CalWORKs	Fidelity to Individual Placement and Support (IPS) model is used to measure outcomes	✓						
Mental Health	Department of Rehabilitation (DOR) - DMH Cooperative Agreement to provide vocational and employment services for mutual clients. A variety of services and supports are provided to clients that assess their current level of job readiness, teach job readiness and job search skills, and assist them to maintain employment once placed on the job.	Mental Health Services Act (MHSA). Funding also includes 2011 Realignment. All funds are used to match federal funds from DOR.	Client and system level outcomes, outcomes specific to the developers of the practices, process outcomes, quality of life, community tenure, etc	✓						
Mental Health	REDF/LA:RISE - Creates an employer-driven pathway integrating public, private, non-profit, and educational systems to support individuals on their way to full-time employment through paid on-the-job training and skill development for hard-to-serve populations.	Mental Health Services Act (MHSA). Funding also includes federal revenue, County Realignment and State general funds.	Client and system level outcomes, outcomes specific to the developers of the practices, process outcomes, quality of life, community tenure, etc	✓						

Economic Development Inventory - Current Programs

				Strategic Goals Alignment						
Lead Department / Agency	Program Description	Funding	Outcome Measurement	1. Invest in people to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global Interconnectedness	7. Build more livable communities
Mental Health	Employment Services Funded in the 2014 MHSA Three Year Plan - The adult Individual Placement and Support (IPS) Pilot Project combines the Evidence-Based Practice of IPS employment services with cognitive remediation to consumers in two Wellness Center sites. The adult Employment Pilot Project will use a traditional employment services approach at two directly-operated clinics. An RFS will be released to identify a contractor(s) to provide these services. The Transition Age Youth (TAY) Employment Pilot Project also utilizes the IPS model to assist youth with obtaining and maintaining employment.	Mental Health Services Act (MHSA). Funding also includes federal revenue.	Client and system level outcomes, outcomes specific to the developers of the practices, process outcomes, quality of life, community tenure, etc	✓						
Mental Health	MHSA Innovation II - A network of businesses within a community that will provide job opportunities to individuals who are mentally ill and homeless/formally homeless. Job opportunities will be sought out in the competitive employment market and through the development of social enterprises within the community. Supportive services are provided to help individuals apply for, and obtain and retain employment will be provided to each participant, and will include peer service providers and support groups.	Mental Health Services Act (MHSA) Innovations funds.	Client and system level outcomes, outcomes specific to the developers of the practices, process outcomes, quality of life, community tenure, etc	✓						
Military and Veterans Affairs	US Vets Jobs Referral Service - Provides referrals to US Vets for job training and job placement services.	Net County Cost	Number of inquiries and referrals	✓						
Military and Veterans Affairs	Veterans Resource Fairs - Assists with quarterly resource fairs with active participation by more than 100 private sector employers, including Kaiser, Northrop, Disney and many others.	Net County Cost	Number of participants and job placements	✓						
Military and Veterans Affairs	LA Trade Tech Partnership - Pilot program to provide specific job skills to veterans. First program was in culinary services.	No cost to County	Number of participants and job placements	✓						
Military and Veterans Affairs	Vocational Rehab Training - Provides free training to veterans who have suffered injury and are no longer employable in a prior trade. Partnership with the Veterans Administration.	Federal Program	Number of participants and job placements	✓						
Parks and Recreation	Los Angeles Conservation Corp. and San Gabriel Valley Conservation Corp. - Provides job development opportunities at our local parks for at-risk youth to work on landscaping, urban forestry, maintenance and conservation/recycling projects.	Net County Cost, Prop A, Board Discretionary Funds, Grants	Number of youth employed and number of projects completed	✓						
Parks and Recreation	Jr. Life Guard Program - A youth job-training program and pipeline for County Life Guard positions.	Net County Cost, Board Discretionary Funds	Number of youth enrolled in program and number of youth	✓						
Parks and Recreation	Summer Youth Program - Provides at-risk youth with summer jobs at local parks, and develops a pipeline for job development for Park and Recreation positions.	Grants, Board Discretionary Funds	Number of youth employed	✓						
Parks and Recreation	Revenue Leases - Manage approximately 20 leases for County golf courses, as well as other revenue leases for County-owned properties.	Not applicable	Annual lease revenue					✓		

Economic Development Inventory - Current Programs

				Strategic Goals Alignment						
Lead Department / Agency	Program Description	Funding	Outcome Measurement	1. Invest in People to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global Interconnectedness	7. Build more livable communities
Probation	Health Right 360 - Employment Services Program - Provides job readiness workshops, training and job placement services to former inmates. Fourteen (14) different workshops include financial literacy, job search techniques, problem-solving and other job-readiness subjects.	AB 109 Funding (\$12.0 million annually)	Job readiness; job placement/retention	✓						
Probation	INVEST Program to facilitate Offender Workforce Development Specialist training and services. Joint program involving Probation, Community and Senior Services and Sheriff's Department. Program strategies will include transitional employment, direct job placements, and outreach to local job centers.	SB678 & AB109 Funds (\$5.0 million annually)	Number of job placements	✓						
Probation	SB678 Initiatives - Programs include Alternative Treatment Caseloads and Adult Day Reporting Centers that provide educational and GED services, job readiness assessments, and employment/vocational assessments.	SB678 Funding	Reduction in recidivism	✓						
Probation	Juvenile Justice Crime Prevention Act (JJCPA) - Services targeted to juveniles in the Probation Department, including individualized assessment and employment eligibility, job readiness, vocational training, and job placement and retention services.	JJCPA Funding	Job readiness; job placement/retention	✓						
Probation	Breaking Barriers - Program that provides rapid rehousing and case management services to achieve permanent housing stability and to link offender to resources and support. Services include cognitive behavioral interventions, employment services, and transportation assistance.	SB678 Funding & Foundation funding (Hilton Foundation)	Program effectiveness, impacts on recidivism, offender outcomes, and potential cost savings to the County of Los Angeles	✓						
Public Health	Academic Partnerships with Local Schools - Provides internships for Master of Public Health and Nursing students.	In kind partnerships	All public health programs are responsible for tracking performance measures, comparing these to performance targets, and identifying areas for performance improvement	✓						
Public Health	Tuition Reimbursement Program - Provides a tuition reimbursement program to qualified employees who are currently enrolled, or interested in enrolling in a Bachelor's, Master's or Doctorate degree program that will increase their scientific, technical, professional, and/or management skills.	Departmental Budget	All public health programs are responsible for tracking performance measures, comparing these to performance targets, and identifying areas for performance improvement	✓						

Economic Development Inventory - Current Programs

				Strategic Goals Alignment						
Lead Department / Agency	Program Description	Funding	Outcome Measurement	1. Invest in People to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global Interconnectedness	7. Build more livable communities
Public Social Services	Los Angeles County Youth Jobs (LACYJ) Program – Provides funding to the Los Angeles County Workforce Investment Board (WIB)/Community & Senior Services (CSS), to administer the LACYJ program. LACYJ provides subsidized employment services to CalWORKs youth ages 14-19 (19 year olds are Cal-Learn youth only), and Foster Youth ages 14-21. Since June 2012, DPSS has held a Memorandum of Understanding between DPSS and CSS for subsidized youth employment.	\$6.5 million for CalWORKs Youth and \$1 million for Foster Youth. Single allocation for CalWORKs Youth and Fraud Incentives for Foster Youth.	Outcome measures are based on meeting the placement goal/target for CalWORKs and Foster Youth. FY 15-16 placement goals are 2,298 for CalWORKs and 419 for Foster Youth	✓						
Public Social Services	Workforce Innovation and Opportunity Co-location Pilot (WIOA) – A Pilot collaboration with Los Angeles County WIB/CSS at the CSS-operated East Los Angeles America’s Job Center of California (AJCC) to establish a working relationship among DPSS offices and AJCC offices. The pilot consists of DPSS referrals for CalWORKs participants enrolled in the Transitional Subsidized Employment Program and GROW Transitional–Age Youth (TAY) ages 18-24 to the ELA AJCC for employment and training services. DPSS and CSS will be entering a non-financial MOU for the pilot which, is targeted for six months.	There is no budget in place for the pilot.	Number of unsubsidized employment placements, average wage and job retention for DPSS participants	✓						
Public Social Services	GROW Transition-Age Youth Employment Program (GTEP) – A six-month subsidized employment program that is available to Transition Aged Youth (TAY) ages 18-24. The goal of the program is to provide TAY participants with work experience to build their resumes and prepare them for permanent employment. TAY participants work 20-hours a week and earn \$10.00 per hour.	\$1.2 million each fiscal year paid by Net County Cost. Funding source is Fraud incentives for GROW TAY.	Number of TAY participants that become employed in each fiscal year	✓						
Public Social Services	GROW Summer Youth Program (GYEP) – A three-month subsidized summer employment program available to 100 job ready TAY participants. The goal of this program is to provide job ready TAY participants with the work experience needed to transition them to permanent employment. TAY participants work 20-hours a week and earn \$10.00 per hour.	\$500,000 each fiscal year and is paid by Net County Cost. Funding source is Fraud incentives for GROW YEP.	Number of TAY participants that become employed in each fiscal year	✓						
Public Social Services	Career Opportunities Resources and Employment (CORE) – A four-week Job Club for GROW participants with major barriers to employment – chronically homeless, previous substance abuse, 50 or older, and returning participants. The class uses an individualized approach in resolving these barriers. This class is funded through the GROW Program Support contract.	\$2.5 Million each fiscal year. CalFresh Employment and Training Program.	Number of CORE participants who become employed at the end of each class	✓						
Public Social Services	Pathways to Success (PTS) – A four-week Job Club for TAY participants, with workshops designed to empower youth to achieve self-sufficiency through life skills development, work-readiness, financial planning, job retention, and problem solving skills. This class is funded through the GROW Program Support contract.	\$2.5 Million each fiscal year. CalFresh Employment and Training Program.	Number of PTS participants who become employed at the end of each class	✓						

Economic Development Inventory - Current Programs

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

Economic Development Inventory - Current Programs

				Strategic Goals Alignment						
Lead Department / Agency	Program Description	Funding	Outcome Measurement	1. Invest in People to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global Interconnectedness	7. Build more livable communities
Public Works	Recycling Market Development Zone (RMDZ) Program - Combines recycling with economic development to fuel new businesses, expand existing ones, create jobs, and divert waste from landfills. The program was developed by the California Department of Resources Recycling and Recovery (CalRecycle) as part of an ongoing effort to increase the diversion of waste going to landfills. It is a partnership between CalRecycle and local jurisdictions.	\$60,000 - Departmental Budget	Number of loans / amount of loan funding made available by CalRecycle through the LA County RMDZ Program.				✓			✓
Public Works	Electronic Plan Check - Online submittal system that drastically reduces paper consumption and printing costs.	Building permit & inspection fees.	Percentage of overall plan submittals received electronically				✓			
Public Works	Local worker hire - Program to increase local participation in the construction of capital projects as a strategic effort to retain and create jobs in its most economically challenged communities. As may be required by the County, each project contains its own local worker and Small Business Enterprise participation goals or requirement.	County General fund; project specific funds	Percentage of construction hours worked	✓						
Public Works	Roadmap to a Sustainable Waste Management Future - Local Green Business and Market Development.	No budget allocation for FY 16-17	Local investment in recyclable material processing and remanufacturing, and associated job creation				✓			✓
Public Works	One Stop Offices - Operate one-stop offices at East Los Angeles, Antelope Valley, and Calabasas district offices. Currently in the planning/design phase to reconstruct the San Gabriel Valley district office into a one-stop location. Developing a one-stop office includes housing the four primary departments (DPW, DRP, Fire and Public Health) in a single location. It is a long-term goal for all 11 Public Works Building & Safety district offices.	Departmental Budget & County General Fund	Number of offices featuring One-Stop				✓	✓		
Public Works	Subdivision development	Plan Check fees paid by New Development	30 percent fee reduction on Public Works fees for certain infill parcel maps and a 30 percent fee reduction on Public Works fees for certain infill tract maps				✓	✓		
Public Works	Expedited Plan Processing and Fee Reduction for Photovoltaic Permits	Building permit and inspection fees	Number of approved photovoltaic installations countywide, average plan review time				✓			✓
Public Works	Expedited Permitting for Electric Vehicle Charging Stations	Building permit and inspection fees	Number of approved electric vehicle charging stations countywide, average plan review time				✓			✓

Economic Development Inventory - Current Programs

Lead Department / Agency	Program Description	Funding	Outcome Measurement	Strategic Goals Alignment							
				1. Invest in People to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global interconnectedness	7. Build more livable communities	
Public Works	Community Active Transportation Program (Bicycles and Pedestrians, Public Transit)	Road Fund, Proposition C Local Return Fund, Measure R Local Return Fund, Proposition A Local Return Fund	Percentage of residents with bikeway nearby, with public transit nearby, and with paved pedestrian walkway nearby								✓
Public Works	Multimodal Transportation Plans	Road Fund, Proposition C Local Return Fund, Measure R Local Return Fund, Proposition A Local Return Fund	Percentage of residents with bikeway nearby, with public transit nearby, and with paved pedestrian walkway nearby								✓
Public Works	Expedited Plan Review and Permitting for Gray Water Systems - Expedited permitting for Gray water (the relatively clean waste water from baths, sinks, washing machines, and other kitchen appliances).	Building permit and inspection fees	Number of permits issued for code compliant gray water systems and the Percentage of recommended practices considered and				✓				
Public Works	Energov / EPIC-LA - Enterprise wide development, plan review and permit tracking system	No funding identified at this time.	Implementation date: January 2018, Percentage of plans reviewed and approved through Energov				✓				
Public Works	Solar Energy Action Committee - Facilitates the expansion of residential and commercial solar photovoltaic power in the region.	Funding to be determined once complete scope is defined.	Development of the utility scale solar PV manual to allow for quicker and lower cost development of utility scale solar plants					✓			✓
Regional Planning	Willowbrook TOD Specific Plan	\$546,000 (grant)	No measurements identified at this time					✓			
Regional Planning	West Carson TOD Specific Plan	\$492,000 (grant)	No measurements identified at this time					✓			
Regional Planning	West Athens-Westmont TOD Specific Plan	\$471,000 (grant)	No measurements identified at this time					✓			
Regional Planning	Homeless Initiative priorities to promote regional SB 2 compliance, conduct a Linkage Fee Nexus Study, develop a second Dwelling Units Pilot Program, and implement Incentive Zoning/Value Capture Strategies.	\$525,000, Homeless prevention initiative & staff time	To be determined	✓							✓
Regional Planning	Density Bonus Ordinance Update and Green Zones Program from BOS Motion on Equity dated December 8, 2015	Staff time only	To be determined					✓			✓

Economic Development Inventory - Current Programs

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

Economic Development Inventory - Current Programs

				Strategic Goals Alignment						
Lead Department / Agency	Program Description	Funding	Outcome Measurement	1. Invest in People to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global Interconnectedness	7. Build more livable communities
Arts Commission	Professional Development / Technical Assistance - The program provides in-depth leadership training for the art professional at all levels, including executive directors. Participants engage in workshops covering organizational advancement and capacity building topics such as human resources, marketing, grant writing, board development and fundraising at the Center for Nonprofit Management and The Nonprofit Partnership. They also attend convenings at the Arts Commissions tailored specifically to their needs, and are able to apply for scholarships to attend conferences and external training opportunities of their choosing.	\$119,000 - FY 16-17 Recommended Budget, \$98,000 in Net County Cost \$21,000 in External Revenue	Number of arts professionals who develop job skills, receive professional career development training, and strengthen their professional networks; Number of artists, small businesses and arts organizations that are placed on a prequalified roster of Arts Commission approved artists and vendors	✓			✓			
Arts Commission	Civic Art - The Civic Art Program provides leadership in the development of high quality civic spaces by integrating the work of artists into the planning, design and construction of Los Angeles County infrastructure and facilities.	\$805,000 in Net County Cost	Number of County residents, employees and visitors, for which the Civic Art Program enhances the quality of their built environment; Number of meaningful opportunities for community engagement in the design and construction of County facilities	✓						✓
Arts Commission	Arts Internships - The program provides approximately 132 paid, 10-week summer internships for undergraduate college students at approximately 108 performing and literary arts nonprofits and municipal arts agencies. In addition, interns participate in an arts summit. This program develops future arts leaders to serve in staff positions, as board members, and volunteers in organizations that provide cultural services to County residents. The program works in partnership with the Getty Foundation, which supports internships in visual arts organizations.	\$704,000 - FY 16-17 Recommended Budget \$660,000 in Net County Cost \$44,000 in External Revenue	Number of college students that participate and develop job skills, receive professional career development training, and increase their awareness and appreciation of the local arts field	✓						
Community Development Commission	Bioscience Efforts - The Commission issued a Request for Proposals (RFP) to contract with an organization who can provide economic development consulting services that include drafting an "Implementation Plan" and "Execution Strategy" to create a regional Bioscience cluster throughout the Los Angeles region.	General Fund and Redevelopment Dissolution Residual Funds	Evaluation of the effectiveness of the investment			✓	✓			
Community Development Commission	Bioscience Loan Fund - The Board of Supervisors approved a Bioscience Loan Fund to support the greater bioscience efforts. The fund will leverage private and public investments in job creation in the bioscience industry.	General Fund and Redevelopment Dissolution Residual Funds	No measurements identified at this time				✓	✓		

Economic Development Inventory - Current Programs

				Strategic Goals Alignment						
Lead Department / Agency	Program Description	Funding	Outcome Measurement	1. Invest in People to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global Interconnectedness	7. Build more livable communities
Community Development Commission	Business Technology Center (BTC) - The BTC is a 40,000 square foot secure facility with a state-of-the-art infrastructure, offering key business support services to emerging technology organizations, that include access to capital, business professional mentorship from a large volunteer group of seasoned executives.	Federal Economic Development Administration funding	Number of Jobs created/retained			✓	✓			
Community Development Commission	Cluster and Bioscience Efforts - The Commission issued a RFP for consultants to develop a strategy and workplan for supporting selected industry sectors with strong growth and high quality, family supporting employment potential.	General Fund and Redevelopment Dissolution Residual Funds	Evaluation of the effectiveness of the investment		✓	✓	✓	✓		
Community Development Commission	Land Disposition - The Commission currently holds a significant number of properties that are made available for housing and economic development purposes through an RFP and Disposition and Development Agreement process.	Community Development Block Grant (CDBG)	Project completion					✓		✓
Community Development Commission	Catalytic Loan Fund - The Board of Supervisors has directed the Commission to begin a study and potential implementation of Catalytic Development Fund to leverage private and public investments in job creation. The Commission has established a working group, and is developing a request for proposals for financial advisors to design and manage the fund.	General Fund and Redevelopment Dissolution Residual Funds	No measurements identified at this time				✓	✓		
Community Development Commission	CDC County Special Projects - Adaptive Reuse (Vermont Corridor) - Large-scale County real estate development project where project management activities have been delegated to the Commission by the Board of Supervisors.	Net County Cost, Board Discretionary Funds	Project completion					✓		
Community Development Commission	Community Business Revitalization/RENOVATE - Façade improvement program, renamed RENOVATE, will provide grants and technical services to business and property owners to improve storefront facades along designated commercial corridors. The Commission operates the program in two Supervisorial Districts. Beginning next fiscal year, the Commission will implement this program countywide to revitalize older commercial corridors in order to bring goods, services, and jobs to disadvantaged communities.	CDBG Funds/General Fund and Redevelopment Dissolution Residual Funds	Number of Storefronts revitalized				✓			✓
Community Development Commission	CDBG Urban County Program - Implementation of CDBG activities in each of the five Supervisorial Districts for their constituents. The Commission provides monitoring and technical assistance to partner agencies to ensure that activities are compliant with all federal, State, and local requirements.	CDBG Funds	Evaluation of the effectiveness of the investment				✓	✓		✓
Community Development Commission	Housing NOFA (Special Needs Populations) - The Los Angeles County Board of Supervisors has allocated approximately \$100 million for the development of affordable housing since October 2012. These funds are offered through the annual Notice of Funding Availability (NOFA). Fifty percent of these funds must be used to house Special Needs populations, which include homeless families and individuals.	General Fund and Redevelopment funds and leveraged with other sources	Number of Special Needs Housing units constructed	✓				✓		✓

Economic Development Inventory - Current Programs

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

Economic Development Inventory - Current Programs

				Strategic Goals Alignment						
Lead Department / Agency	Program Description	Funding	Outcome Measurement	1. Invest in People to provide greater opportunity	2. Strengthen our leading export-oriented industry clusters	3. Accelerate innovation and entrepreneurship	4. Be more business-friendly	5. Remove barriers to critical infrastructure development, financing and delivery	6. Increase Global Interconnectedness	7. Build more livable communities
County Office of Education	LACOE GAIN/GROW Job Preparation - The training programs include Pharmacy Tech (LA City College), CNC Machinist (LA Valley College), Child Development (East LA College), Shipping & Receiving (Cerritos College), Technology & Logistics (East LA College), Bookkeeping (Mt. SAC), Culinary Arts (Cerritos College, Mission College), and GED.	WIOA Funds from the Department of Community and Senior Services.	Number of participants entering employment, participants achieving GED, completing advanced training, entering post-secondary, acquiring certification in specific CTE pathways	✓						
County Office of Education	LACOE WIOA Youth Jobs Program - Assists youth on CalWORKs, Foster Youth, and disconnected youth, ages 16-24, by providing 25 hours of life skills workshops, and 100 hours of paid work experience.	WIOA Funds from the Department of Community and Senior Services.	Number of participants entering employment, participants achieving GED, completing advanced training, entering post-secondary, acquiring certification in specific CTE pathways	✓						