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Second District

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Fifth District

December 1, 2017

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

From: Sachi A. Hamai
Chief Executive Officer

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

Background

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

The CEO formed the Committee in June 2016 and worked with that body to establish a framework for reporting on the new economic development program. The Economic Development Scorecards (Scorecards) that were delivered to the Board in February 2017 and May 2017, represented the initial installments of this reporting structure. Given the comprehensive nature of the report, the CEO is now producing the Scorecard on a semi-annual basis, with the next version expected in May 2018.

Economic Development Scorecard

The attached Scorecard categorizes the economic development programming that the County provides, and standardizes reporting metrics to track progress across these programs. Since the delivery of the May 2017 Scorecard, the CEO has refined

Each Supervisor
December 1, 2017
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the Scorecard template into a more permanent form, and has worked with County departments to consistently track the performance of their economic development programs.

The November 2017 Scorecard attached to this memorandum continues to report on the strategic initiatives of workforce development, business assistance, business loans and financial assistance, capital development projects, and regional economic data. New information provided in this report includes budgetary estimates for workforce development programs, active project data for the Local and Targeted Worker Hire Program, and expanded metrics for small business, veterans and social enterprise contract utilization. The CEO also revised and improved upon the prior program completion data for workforce development, but did not attempt to update the information beyond the 2016 calendar year. Beginning with the May 2018 Scorecard, all statistical data will be reported on a fiscal year basis, and no calendar year results will be included.

Next Steps

The CEO will continue to refine and improve the semiannual Scorecards. Through such efforts, the CEO will strive to facilitate data-driven policy decisions pertaining to the County's wide range of economic development programs. The next Scorecard is expected to be delivered to the Board on, or before May 31, 2018.

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

SAH:JJ:DSB
CMT:acn

Attachment

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

LOS ANGELES COUNTY

ECONOMIC
DEVELOPMENT
SCORECARD

NOVEMBER 2017

Chief Executive Office
County of Los Angeles

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INTRODUCTION

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

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

With the Scorecard, the Chief Executive Office (CEO) is working to standardize data collection and reporting on economic development efforts Countywide. In this third Scorecard, the CEO has included new information regarding the amount of funding budgeted to the majority of the twenty-seven (27) workforce development programs being managed across the County. Additionally, this Scorecard also provides current local and targeted worker hire statistics on twenty-two (22) active capital projects, as well as updated data from the Community Development Commission's business renovation projects and the layoff aversion program managed by WDACS. Additionally, the CEO has continued to report on small business loans, financial assistance programs, and economic development construction projects managed by the County. The Scorecard concludes with new economic data that illustrates the strengthening of the local economy and the relative gains made across industry sectors.

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

WORKFORCE DEVELOPMENT

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

Inventory of Programs

The following two pages display a listing of several of the most important County workforce development programs and the services they offer. Using information collected through numerous meetings with individual departments, the inventory provides a summary of the target populations and service goals of the County's programs for calendar year 2016. The CEO did not attempt to provide more current information on workforce development as several departments were still refining the data presented in prior Scorecards. Specific changes relative to the May Scorecard include more accurate and up-to-date data for those workforce development programs managed by the Department of Human Resources, Department of Health Services, and Department of Military and Veterans Affairs. In addition, the DPSS Transitional Subsidized Employment Program for Youth has been removed as it was synonymous with the Bridge to Work Program managed by the Department of Children and Family Services (DCFS). This program is funded by both DPSS and DCFS.

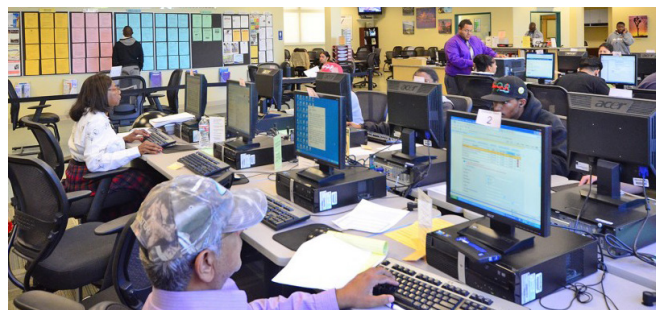
In future Scorecards, the CEO will continue to update the workforce development inventory and will begin providing all statistical information on a fiscal year basis. In addition, the CEO will expand upon the current reporting and include specific data on job placement, job

retention and median salary for all program participants. As was directed by a July 25, 2017 Board Motion entitled "Implementation of a Countywide Workforce Development Plan," County departments are now required to make use of WIOA performance measures that include each of the above job placement and salary metrics.

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

During the six months since the May Scorecard, the County has moved forward with several new programs that focus on providing targeted populations with job opportunities working directly for the County of Los Angeles. Foremost among these efforts is the TempLA program, which was established by the Department of Human Resources (DHR) in April 2017 at the direction of the Board of Supervisors. This temporary services registry is a two-year pilot program that has now listed 96 individuals on the registry and placed 46 participants into temporary employment with the County. Fifteen of the 46 temporary workers have been previously homeless, three are former foster youth, and six are veterans. Thirty-nine of the 46 are GAIN or GROW participants.

In addition to TempLA, the County also recently established the Countywide Youth Bridges Program to serve as the central resource for achieving countywide goals in facilitating talent acquisition for at-risk youth. The program is expected to begin with a subsidized 120-hour internship, followed by the opportunity to apply to a



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

ADMINISTERING DEPARTMENT	PROGRAM NAME	SERVICE PROVIDED	TARGET POPULATION	SUCCESS INDICATORS	PARTICIPANTS (2016)	SUCCESSFUL COMPLETIONS (2016)
Arts Commission	Los Angeles County Arts Internship Program	Internships	Youth	Internship Completion	132	130
Community Development Commission (CDC)	Family Self Sufficiency Program (FSS)	Supportive Services	Government Assistance Recipients	Employment	616	42
Department of Children and Family Services (DCFS)	Bridge to Work Program	Employment Placements	Foster Youth	Employment/ Return to School	80 (FY 16-17)	46 (FY 16-17)
Department of Children and Family Services (DCFS)	Youth Worker (YW)	Internships	Youth/Foster Youth	Internship Completion	20	Not Yet Available
Department of Health Services (DHS)	College of Nursing and Allied Health Pre-Licensure Registered Nurse	Training	Future Nurses	Employment	90	69
Department of Health Services (DHS)	Office of Nursing Affairs Tutoring & Mentoring Program	Training	Future Nurses	Employment	606	61
Department of Human Resources (DHR)	Career Development Intern (CDI)	Internships	Youth/Foster Youth	Employment	54	31
Department of Human Resources (DHR)	Veterans Internship Program (VIP)	Internships	Veterans	Employment	347	119
Department of Military and Veterans Affairs (MVA)	LA Trade Tech Partnership	Supportive Services	Veterans	Completed Training	0	0
Department of Military and Veterans Affairs (MVA)	US Veterans Initiative (US Vets) Job Referral for Career Development Initiative	Supportive Services	Veterans	Employment	514	419
Department of Military and Veterans Affairs (MVA)	Veterans Work Study Program	Training	Veterans	Employment	2	2
Department of Military and Veterans Affairs (MVA)	Vocational Rehab Training	Training	Veterans	Completed Training	130	130
Department of Public Social Services (DPSS)	General Relief Opportunities for Work (GROW)	Employment Preparations Services	Adults 18 or older	Employment	26,359 (monthly average)	1,211 (monthly average)
Department of Public Social Services (DPSS)	Refugee Employment Program (REP)	Job Readiness Training/ Employment Placements	Refugees 18 or older	Employment	2,231	831
Department of Public Social Services (DPSS)	Greater Avenues for Independence (GAIN) Job Club	Job Readiness Training	Adults 18 or older	Training Completion or Employment	5,452	3,925

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

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

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

12-month County job, and upon completion, opportunities for the participating youth to compete for entry-level County employment. Both this program, and TempLA, will be referenced in future Scorecards as part of the County's ongoing workforce development efforts.

Workforce Development Budgets

The majority of the County expenditures on workforce development originate from federal legislation related to the WIOA program and the Temporary Assistance to Needy Families (TANF) program. With respect to TANF funding, the County manages several initiatives related to the Greater Avenues for Independence (GAIN) program that include the GAIN Job Club, Short-term Vocational

Training, and Transitional Subsidized Employment. Additionally, the workforce development program General Relief Opportunities for Work (GROW) is funded with a combination of federal, State, and County contributions.

Beginning with this November 2017 Scorecard, the CEO has attempted to quantify County spending on workforce development programs. Because of the many different funding sources associated with these programs, the CEO is still in the process of validating the exact spending allocations for many departmental programs. A summary of those workforce development initiatives that have confirmed budget data is provided below.

WORKFORCE DEVELOPMENT BUDGETS

Administering Department and Program	Project Cost	Revenue	IFT	Net County Cost
Arts Commission Los Angeles County Arts Internship Program	\$817,000	\$44,000	0	\$627,000
Community Development Commission Family Self Sufficiency Program (FSS)	\$784,000	\$784,000	0	0
Department of Children and Family Services Bridge to Work Program	\$557,000	0	\$384,000	\$173,000
Department of Children and Family Services Youth Worker	\$1,155,000	0	\$797,000	\$358,000
Department of Health Services College of Nursing and Allied Health Pre-Licensure Registered Nurse	\$9,005,000	\$1,385,000	0	\$7,620,000
Department of Health Services Office of Nursing Affairs Tutoring & Mentoring Program	\$436,000	0	0	\$436,000
Department of Human Resources Career Development Intern	\$100,000	\$15,000	\$55,000	\$30,000
Department of Human Resources Veterans Internship Program	\$402,000	\$62,000	\$219,000	\$121,000
Department of Military and Veterans Affairs Workforce Development Programs	\$74,000	0	0	\$74,000
Department of Public Social Services General Relief Opportunities for Work (GROW)	\$45,487,000	\$24,370,000	0	\$21,117,000
Department of Public Social Services Refugee Employment Program (REP)	\$3,554,000	\$3,554,000	0	0
Department of Public Social Services Greater Avenues for Independence (GAIN) Job Club	\$19,423,000	\$19,423,000	0	0

WORKFORCE DEVELOPMENT BUDGETS

Administering Department and Program	Project Cost	Revenue	IFT	Net County Cost
Department of Public Social Services Colleges and Vocational Training	\$2,780,000	\$2,780,000	0	0
Department of Public Social Services Greater Avenues for Independence (GAIN) Short-Term Vocational Training (Project with Los Angeles County Office of Education)	\$4,802,000	\$4,802,000	0	0
Department of Public Social Services Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE)	\$43,729,000	\$43,729,000	0	0
Probation Department Juvenile Justice Crime Prevention Act (JJCPA) Educational Pathways	\$286,000	\$286,000	0	0
Probation Department Juvenile Justice Crime Prevention Act (JJCPA) Employment Services	\$1,304,000	\$1,304,000	0	0
Probation Department Probation AB 109 – Employment Services Program	\$201,000	\$201,000	0	0
Probation Department Probation Adult Felony Reentry Employment Services - Career Pathways	Not Yet Available			
Probation Department SB678 Probation Reentry Adult Population - Employment Services	\$18,000	\$18,000	0	0
Workforce Development, Aging and Community Services Workforce Innovation and Opportunity Act (WIOA) Programs	\$52,454,000	\$33,054,000	\$8,000,000	\$11,400,000
Workforce Development, Aging and Community Services Title V - Senior Community Services Employment Program (SCSEP)	\$1,855,000	\$1,696,000	0	\$159,000

FINANCING SOURCES

Revenue: A source of income to an operation other than debt issue proceeds or the transfer from another fund.

Intrafund Transfer: An accounting mechanism used to reflect expenditure transfers between operations with the same fund, thereby identifying the true location of actual cost.

Net County Cost: The amount of the operation financed by general purpose revenues, such as property taxes.

LA COUNTY'S SEVEN TARGETED CLUSTERS

HEALTH CARE SERVICES

TRADE & LOGISTICS

LEISURE AND HOSPITALITY

MANUFACTURING

BIOSCIENCE

CONSTRUCTION

ENTERTAINMENT AND INFOTECH

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

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

Currently, WDACS is the only department tracking placement across the targeted industry clusters of: health care services; trade and logistics; leisure and hospitality; manufacturing; bioscience; construction; and entertainment and infotech. Shown on the following two pages is data collected from WDACS for Fiscal Year 2016-17. Also provided as a reference is a historical look at employment averages for certain of these targeted industries over the prior 12 years.

Bioscience is a targeted industry currently tracked in the subset of the Manufacturing targeted industry cluster.

In fiscal year 2016-17 there were 48 job placements in the Bioscience industry through WDACS workforce development programs.

WIOA ADULT, DISPLACED WORKER AND YOUTH PROGRAMS UNSUBSIDIZED EMPLOYMENTS BY SECTOR FY 2016-17

High Growth Sectors

High Growth Sectors	Employments	% of All Employments	Employers Linked to Employments	Average Hourly Wage
Construction	253	3.04%	253	\$17.80
Entertainment and InfoTech	146	1.75%	133	\$17.68
Health Services	1,142	13.72%	997	\$13.44
Leisure and Hospitality	652	7.84%	486	\$12.11
Manufacturing	772	9.28%	559	\$15.59
Bioscience*	48	0.58%	49	\$16.77
Trade and Logistics	712	8.56%	605	\$15.78
Unduplicated Total	3,548	47.38%	2,998	\$14.53

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

Non-High Growth Sectors

Non-High Growth Sectors	Employments	% of All Employments	Employers Linked to Employments	Average Hourly Wage
Education	245	2.94%	208	\$17.97
Finance	223	2.20%	193	\$17.65
Natural Resource and Mining	24	0.30%	23	\$15.85
Other Services (Except Public Admin.)	307	2.90%	253	\$15.29
Professional and Business Services	2,270	25.00%	1,463	\$14.10
Public Administration & Government	197	1.80%	166	\$17.75
Real Estate and Rental/ Leasing	80	0.80%	82	\$18.08
Retail	1,288	15.50%	766	\$11.71
Unclassified Establishments	119	1.10%	90	\$14.74
Utilities	22	0.30%	21	\$21.61
Unknown	560	9.10%	461	\$13.81
Unduplicated Total	4,773	63.73%	3,373	\$14.07

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

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

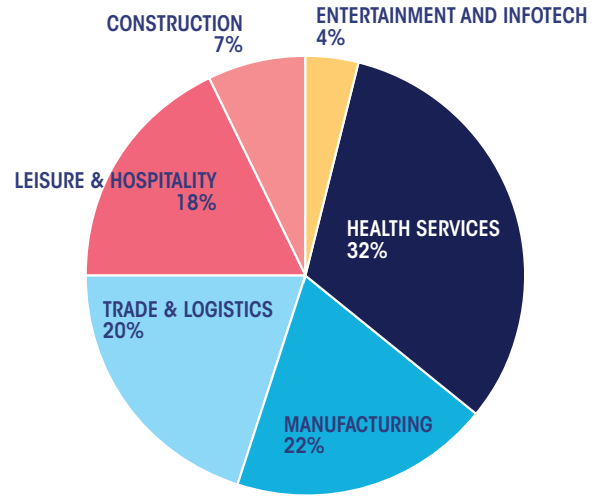
TARGETED SECTOR EMPLOYMENT

JOB PLACEMENTS BY SECTOR, FY16 - 17



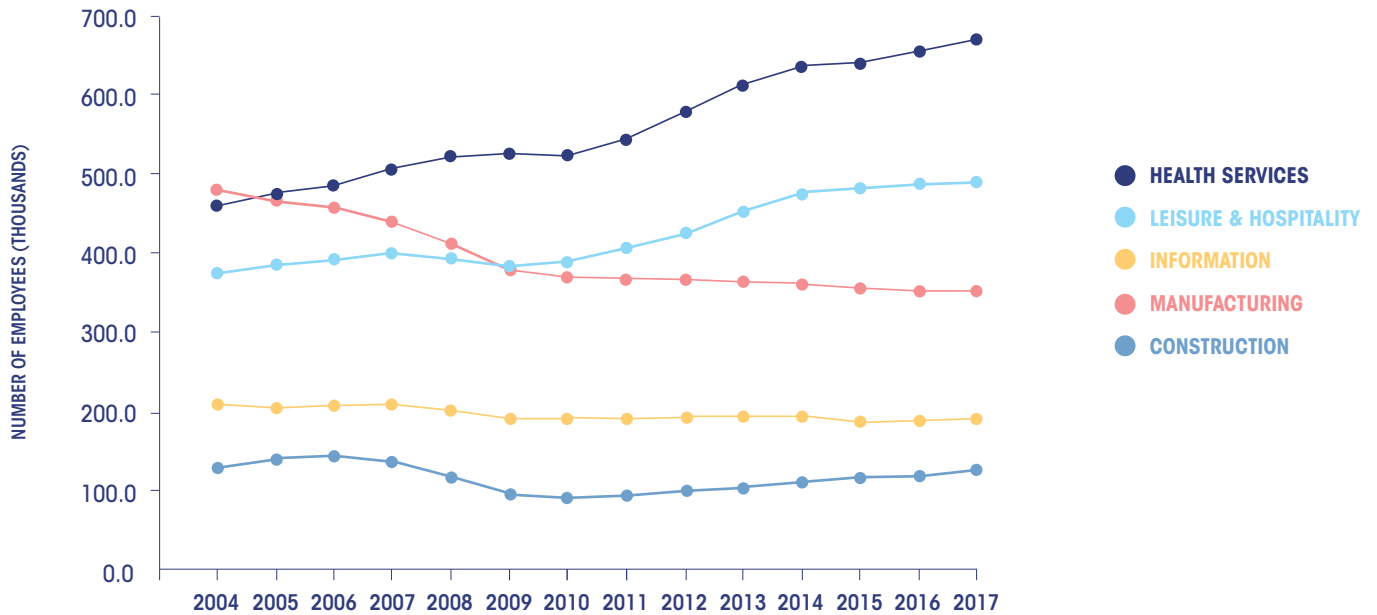
Source: Department of Workforce Development, Aging and Community Service (WDACS)

JOB PLACEMENTS WITHIN TARGETED SECTOR, FY16 - 17



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

ANNUAL AVERAGE EMPLOYMENT IN TARGETED SECTOR (LOS ANGELES COUNTY)



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

Local and Targeted Worker Hire

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

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

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

On March 21, 2017, the Board adopted a motion to establish a Countywide Construction Careers and Economic Development Initiative, to promote career pathways in the construction industry and to explore improvements to the existing Local and Targeted Worker Hire Policy. The CEO has evaluated the feasibility of amending the current targeted worker categories to align these categories more closely with those tracked by WIOA; and expects to recommend the following additional categories:

10. is an eligible migrant and seasonal farmworker;
11. is currently an English language learner;
12. is an older individual (55+);
13. is disabled; or
14. is an individual with a low level of literacy.

WHAT IS A "LOCAL WORKER?"

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

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

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

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

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

Workforce Development Programs FY 2016-17

Participants Served by Priority Populations

Priority Population Category	Basic Career Services	ADULT		DW		OUT OF SCHOOL YOUTH		WORK BASED LEARNING	Total Unduplicated Participants Served	
		Participants Served	Placed	Participants Served	Placed	Participants Served	Placed	Participants Served		
Basic Skills Deficient		1,628	897	679	319	3,846	2,253	235	6,281	
CalFRESH		2,070	924	350	156	1,110	602	5,246	8,734	
CalWORKS	THIS BREAKOUT IS NOT YET AVAILABLE	664	306	62	27	471	1210	5,169	6,337	
Disabled		361	141	86	29	177	79	3	621	
Foster Care		25	5	1	0	252	104	937	1,207	
General Relief		745	314	44	21	494	289	403	1,681	
Homeless		293	126	47	18	352	186	289	971	
Low Income		6,475	3,205	1,806	918	4,388	2,557	6,527	19,048	
Offender		482	222	95	38	141	51	526	1,241	
Parent Youth		38	20	1	1	766	401	343	1,123	
Substance Abuse		16	4	2	2	11	6	0	29	
Veteran		1,073	540	346	199	25	22	15	1,447	
Unduplicated Total			6,648	3,505	2,255	1,116	4,575	2,649	10,945	24,646

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

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

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

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

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

Performance Of Workforce Development Programs By Target Population

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

In contrast to the data provided in the May Scorecard, the targeted populations represented on the prior page are now consistent with the WIOA definition of an individual "with a barrier to employment." Again, this was done in an effort to create consistency across County programs and to better align workforce development data with the Countywide Local and Targeted Worker Hire Policy. The specific information compiled by WDACS with respect to targeted populations indicates that a high percentage of WIOA

participants are either low-income or recipients of government benefits. Within the category that includes those receiving government assistance, WDACS notes that 762 participants received CalWORKS benefits, 807 received General Relief benefits, and 2,167 were CalFRESH recipients. In future scorecards, the CEO will track the population receiving County social services over time to gauge their reliance on these services as they progress through the workforce development system and are able to retain permanent employment.

In addition to WDACS' ongoing role in working with target populations, the County has included local hire goals on a project-by-project basis for the past several years. The Department of Public Works has responsibility for managing these local hire practices, and for tracking compliance with specific project objectives. As shown on the following page, there are 22 active projects that are now incorporating the Local and Targeted Worker Hire Policy. For those projects that have incurred actual construction hours, local worker hire has been successful on all five projects where the County imposed a mandatory hiring goal, and on 9 of the 15 projects where a best efforts goal was imposed. Two of the 22 projects have not yet reported any construction hours. Going forward, compliance with both the local and targeted worker categories will be tracked countywide on applicable projects for inclusion into future Scorecards.

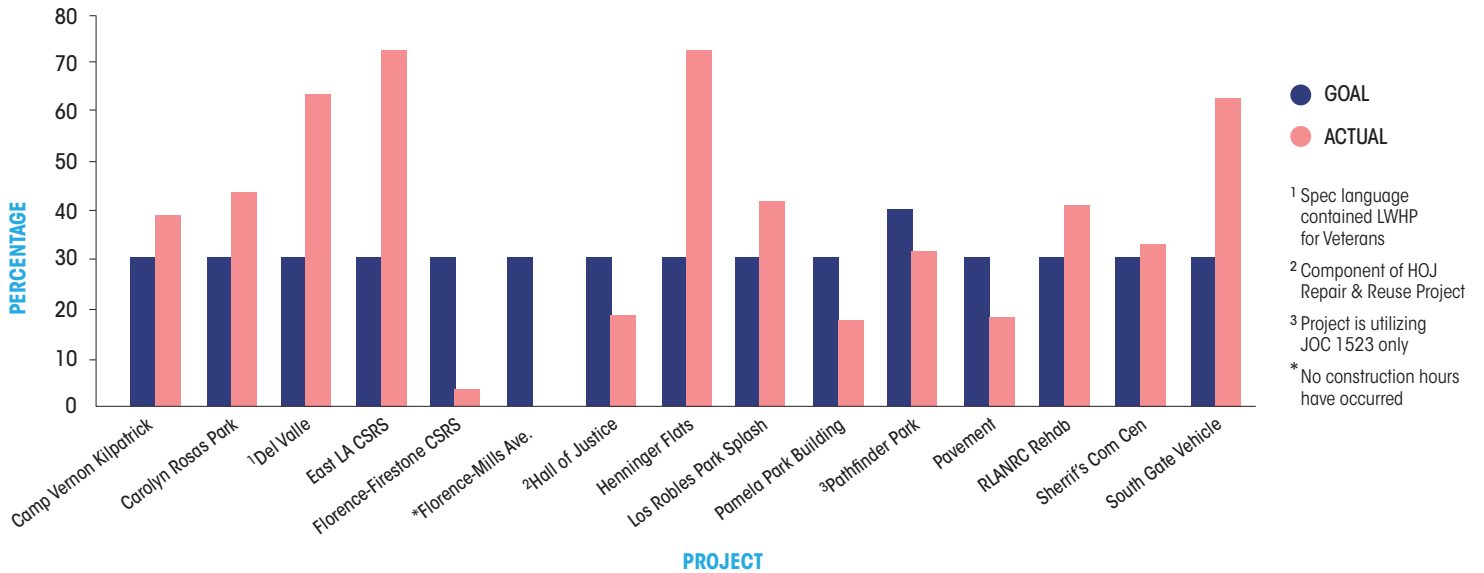


Martin Luther King, Jr. Medical Center Campus

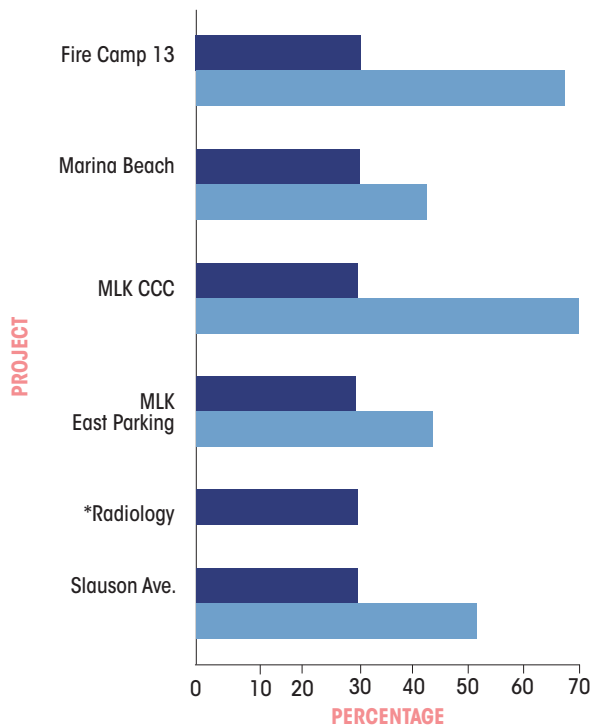
ACTIVE PROJECTS LOCAL AND TARGETED WORKER HIRE PROGRAM

DEPARTMENT OF PUBLIC WORKS LOS ANGELES COUNTY
AS OF 10/31/17

BEST EFFORTS HIRING GOAL SUMMARY All Active Projects (16)

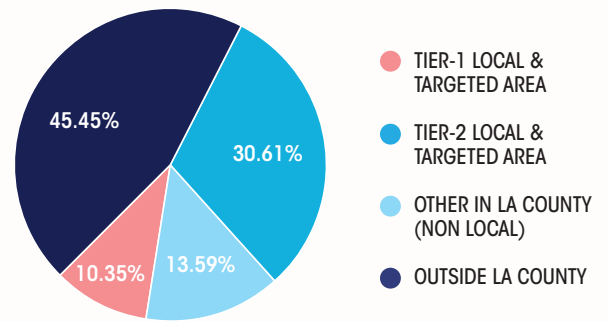


MANDATORY HIRING GOAL SUMMARY All Active Projects (6)

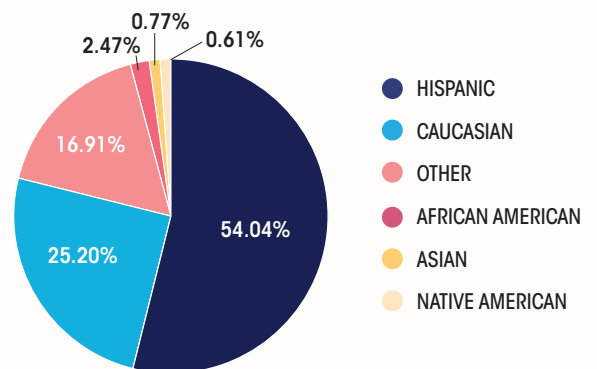


*No construction hours have occurred

WORKER RESIDENCY LWHP Projects (22)



WORKER ETHNICITY LWHP Projects (22)



COMPLETED PROJECTS LOCAL AND TARGETED WORKER HIRE PROGRAM

DEPARTMENT OF PUBLIC WORKS LOS ANGELES COUNTY

AS OF 9/30/17

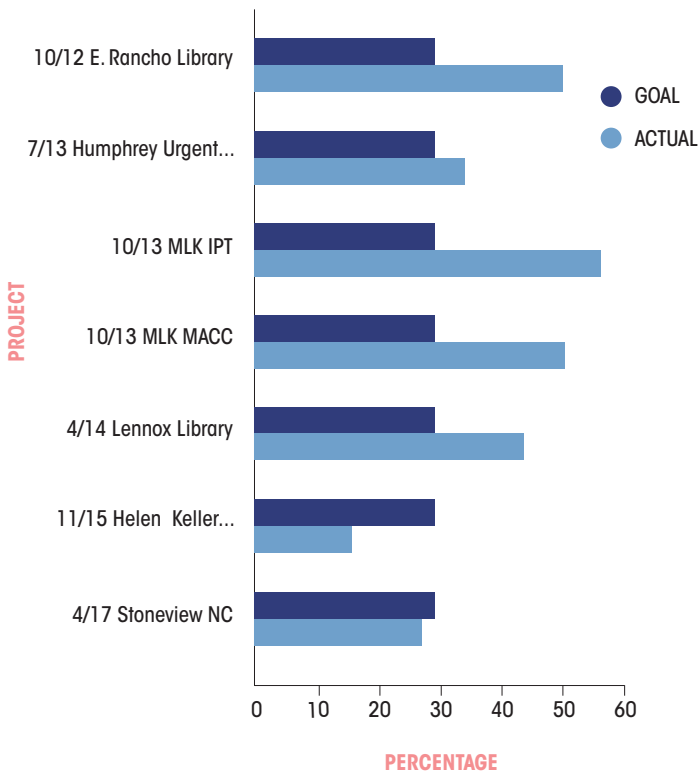
ASPIRATIONAL HIRING GOAL SUMMARY

Completed Projects (20)

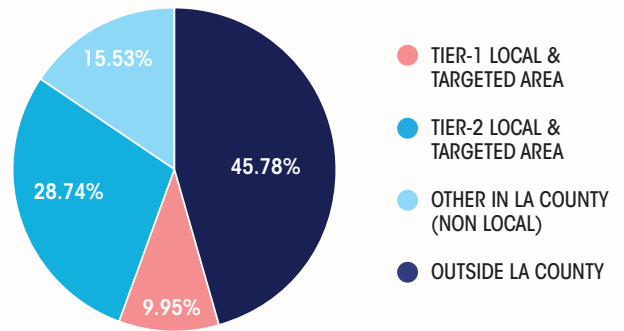


MANDATORY HIRING GOAL SUMMARY

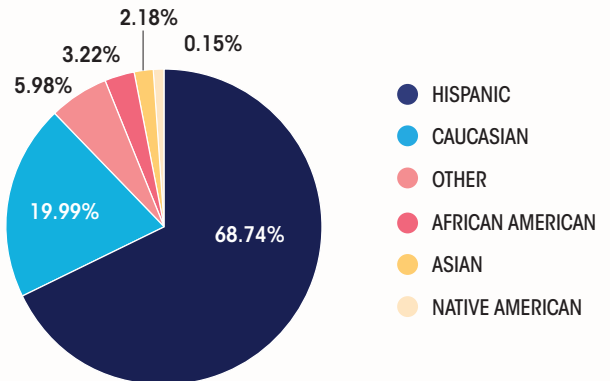
Completed Projects (7)



WORKER RESIDENCY LWHP Projects (27)



WORKER ETHNICITY LWHP Projects (27)



BUSINESS ASSISTANCE

The County's Economic Development Program is committed to deploying County resources in a targeted and thoughtful way to leverage investments to support both workforce and business development in County growth industries.

On July 21, 2015 the Board of Supervisors established a Small Business Initiative (SBI) charged with supporting small business throughout the County through streamlined service delivery. A year

SOCIAL ENTERPRISE UTILIZATION FISCAL YEAR 16-17

Total Awards to All Businesses	1,745,234
Awards to SEs	1,029
SE Award Amount	\$77,963,666

LOCAL SMALL BUSINESS ENTERPRISE UTILIZATION

	FISCAL YEAR 16-17	FISCAL YEAR 15-16
Total Awards to All Businesses	1,745,234	1,589,523
Awards to LSBEs	123,371	99,026
LSBE Award Amount	\$245,793,325	\$181,059,214

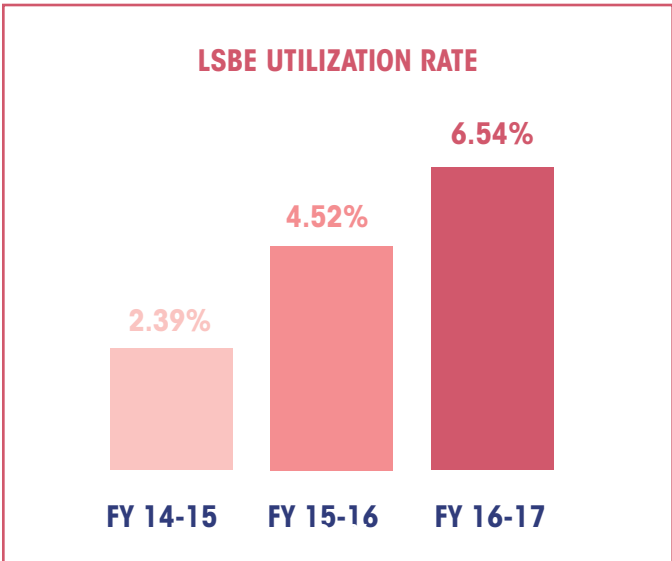
SE UTILIZATION RATE FY 16-17



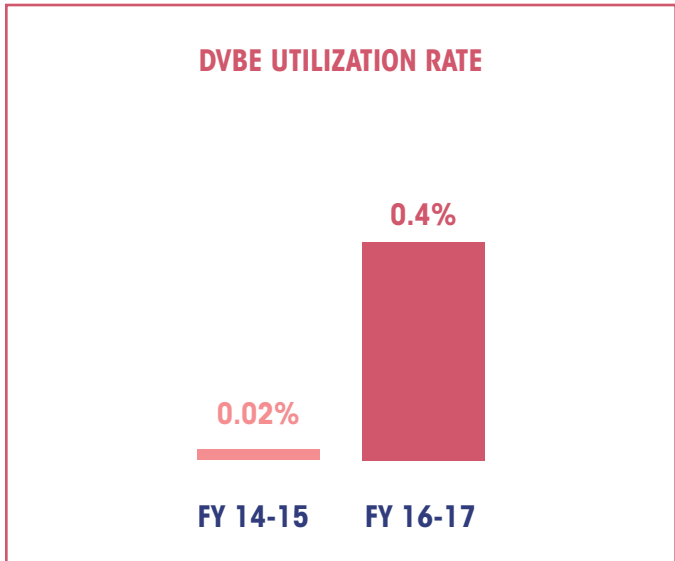
DISABLED VETERAN BUSINESS ENTERPRISE UTILIZATION FISCAL YEAR 16-17

Total Awards to All Businesses	1,745,234
Awards to DVBEs	1,601
DVBE Award Amount	\$16,061,807

LSBE UTILIZATION RATE



DVBE UTILIZATION RATE



SMALL BUSINESS ACTIVITY

FY 2016/2017	Q1	Q2	Q3	Q4	TOTAL
Number Certified LSBE's	164	142	209	353	868
Number of Certified Social Enterprises	0	9	20	28	57
Number of Certified DVBEs	0	32	26	60	118
Number of County contracting dollars awarded to small businesses	\$72,151,683	\$51,071,163	\$43,633,229	\$78,937,250	\$245,793,325
Number of small businesses who won contracts with County	606 combined in Q1, Q2, Q3 and Q4				606

Source: Department of Consumer and Business Affairs (DCBA)

later, on July 12, 2016, the Board established a four-year business utilization plan to increase contracting dollars awarded to the County's certified business to 25% of all contracts the County awards for goods and services. This plan calls for an increase in contracting and procurement opportunities for Local Small Business Enterprises (LSBEs), Disabled Veteran Business Enterprises (DVBEs), and Social Enterprises (SEs). The Department of Consumer and Business Affairs (DCBA) serves as the County's Small Business Advocate, and is the department responsible for the administration of the above referenced preference programs as well as the SBI.

Local business cultivation and expansion is central to regional economic development and the Scorecard endeavors to measure the County's progress in supporting the business community. New information regarding the efficacy of the County's business utilization plan, as well as layoff aversion services is presented in this third Scorecard. Information about businesses served by the Small Business Concierge is also presented.

SMALL BUSINESS CERTIFICATION PROGRAM

FISCAL YEAR 2016-17 Q4:

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

3 days for LSBE and DVBE

8 days for SE

In the fourth quarter of
FY 2016-17,
the Small Business
Concierge Service
assisted 215 entrepreneurs.

Small Business Development

The Board directed DCBA to prepare a four-year action plan ("Utilization Plan") to achieve the Board's goals of awarding twenty-five percent (25%) of contracts for goods and services to LSBEs and three percent (3%) of contracts to DVBEs by 2020. DCBA has also made strides toward developing a streamlined certification process for LSBEs and DVBEs, and has created a new certification process for Social Enterprises (SE).

In order to achieve the goals set forth in the Utilization Plan, DCBA continued to work with County departments to expand the pool of certified businesses so that they can take advantage of the incentives given to certified businesses and win contracts with the County. Accordingly, the Scorecard tracks the number of certified LSBEs, DVBEs and SEs each quarter and the number of new certifications.

This year, through interagency partnerships, DCBA has obtained certified vendor lists from jurisdictions including the California Department of General Services (DGS), Metro, and the Veteran's Administration (VA). DCBA has then used these lists for targeted outreach to increase the County's certified vendor pool.

In FY 2016-17,
the County's Small Business
Services team conducted
91 outreach events,
reaching over 11,000 attendees.

Guided by DCBA, the County has made progress towards the 25% small business utilization goal and 3% disabled veteran business utilization goal established by the Board. There has been an increase of over \$64 million dollars awarded to certified small businesses from Fiscal Year 2015-16 to Fiscal Year 2016-17. This represents an increase of 35% in dollars awarded to certified small businesses in Fiscal Year 2016-17.

LOS ANGELES COUNTY CONTRACTING CENTERS

The County has partnered with Citi Community Development to establish the Los Angeles County Contracting Centers as a **two-year pilot program targeting low to moderate income communities and providing businesses with direct technical assistance.** Businesses will receive information on the benefits to County business certifications, as well as how to locate contract opportunities with the County.

In order to make further progress toward the 25% and 3% utilization goals, DCBA is working with the small business advocates from each County department to establish a "Mini-Utilization Plan" for each department. These plans document the steps the department will take to increase the number of contracts being awarded to small and disabled veteran businesses.

Small Business Concierge

The Small Business Concierge Program (Concierge) was established in January 2015 by motion of the Board as a single point of contact to assist local business owners and potential business owners in starting and growing their businesses in the County. The Concierge provides counseling services to prospective small business owners, offers guidance and technical assistance in the small businesses development process, and helps potential businesses navigate through the licensing and permitting process. Further, the Concierge ensures that workforce development services and small business programs are integrated to maximize services and effectively respond to the needs of businesses across a variety of sectors.

The Concierge has assisted businesses ranging from plant nursery to commercial construction and wine cellar installation and design. DCBA is continuing to gather information regarding the number of new businesses that opened, revenue generated, and jobs created with the support of the Concierge. This data is expected to be available at the close of Fiscal Year 2017-18.

DEFINING SOCIAL ENTERPRISE (SE)

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

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

DEFINING LOCAL SMALL BUSINESS ENTERPRISE (LSBE)

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

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

DEFINING DISABLED VETERAN BUSINESS ENTERPRISE (DVBE)

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

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

WDACS LAYOFF AVERSION ACTIVITY, FY 2016-17, LOS ANGELES COUNTY

	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	TOTAL
# of At-Risk Businesses Notified	159	228	208	224	270	201	221	212	237	261	298	552	3,271
# of Action Plans	28	63	45	6	7	7	12	4	15	6	13	10	216
# of Jobs Saved	0	58	22	0	93	28	28	15	0	0	0	4	248

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

Layoff Aversion

The Department of Workforce Development Aging and Community Services (WDACS) oversees a layoff aversion program to provide technical assistance to businesses of any size that are in financial danger. The layoff aversion program begins with confidential consulting for businesses to develop an individualized Action Plan to access local capital, remain in the County and prevent layoffs of employees and ultimately business closure. This service is provided at no cost to the business.

This year, there have been several businesses successfully assisted. Through the County's layoff aversion program, American Shoe Manufacturing and Design, Inc., which was at risk of layoffs, identified several areas for cost-savings with the help of the layoff aversion program. The business ultimately availed themselves of applicable tax incentives, and saved approximately 30% in insurance costs through implementing measures to create a safer work environment. After several months of counseling, American Shoe Manufacturing and Design was able to retain all 18 of its employees.

Additionally, layoff aversion has been able to connect businesses to public partners that help overcome zoning and permitting challenges that can accompany business expansion. For example, the layoff aversion team worked with Einstein Noah Restaurant Group, Inc. in Pico Rivera to overcoming negative delays in the plan check process, so that they were able to more expeditiously expand their business and minimize losses associated with the sometimes lengthy waiting time for permits. The information regarding the layoff aversion program for fiscal year 2016-17 is displayed above.

Average Permitting Time

The CEO recognizes the importance of a streamlined zoning and permitting process for new business

development. In focus groups conducted with small businesses, a common complaint has been the confusion regarding the variety of permitting, zoning, and licensing requirements that are often necessary in order to start a new business. To address these concerns in the County unincorporated areas, the CEO has started to monitor the effectiveness of the County's ongoing efforts regarding regional one-stop centers, the implementation of the County's online EPIC-LA permitting system, and is exploring the possibility of a potential public-facing business portal. In this quarter, the Department of Public Works (DPW) and the Department of Regional Planning (DRP) presented their efforts to streamlining businesses permitting of the Economic Development Policy Committee and discussed further integration of the EPIC-LA system across County departments. The CEO is working with DPW and DRP to explore expanding their regional one-stop program for businesses. Statistical information in future Scorecards will include the average time required to process building permits and land use permits. The first data presented with respect to these zoning and permitting processes is expected to be delivered in Fiscal Year 2018-19.

WDACS LAYOFF AVERSION SERVICES

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

**BUSINESS LOANS
AND
FINANCIAL ASSISTANCE**

Since 1987, the Community Development Commission (CDC) has provided a variety of loan products to assist businesses in Los Angeles County in their retention, expansion, and customer attraction efforts. Since the dissolution of redevelopment in 2012, the CDC has continued to foster neighborhood reinvestment and blight removal in low and moderate income unincorporated areas through façade improvement programs, commercial storefront renovations, and business loans. These programs provide financial and technical assistance to support business tenants and property owners, and seek to help beautify business districts by making them more inviting for shoppers and residents as neighborhoods are revitalized.

Further, the CDC engages in significant coordination with DCBA to provide small business assistance to the businesses receiving the façade loans in order to most effectively deploy the County’s wrap-around services in an effort to holistically support businesses.

In August of this year, the CDC announced a streamlining of their small and medium business loan programs, which are now all known as SMART Funding. SMART Funding offers competitive loan programs created to support a variety of established businesses. SMART Funding through the CDC now offers personalized business capital options, focusing on four areas of economic development: manufacturing, clean technology,

2016-17 CDC ACTIVE BUSINESS RENOVATION

Location	District	Storefronts	Start Date	Completion Date	Estimated Cost
1200 Block Pelliser Rd	1	1	6/22/17	11/10/17	\$180,509
1600 Block Amar Rd	1	1	8/23/17	12/18/17	\$42,800
500 Block Workman Mill Rd	1	17	9/29/17	1/20/18	\$229,600
3500 Block E. 1st Street	1	1	3/19/18	6/21/18	TBD
4500 Whittier Blvd Blvd	1	1	4/2/18	7/5/18	TBD
9100 Block Vermont Ave	2	1	6/22/17	11/17/2017	\$204,908
9200 Block Vermont Ave (project 1)	2	1	9/17/17	12/7/17	\$134,100
9200 Block Vermont Ave (project 2)	2	1	1/31/18	4/15/18	\$160,000
9300 Block Vermont Ave	2	4	2/15/18	5/8/18	\$211,700
13300 Block Telegraph Rd (project 1)	4	1	10/17/17	3/13/18	\$98,800
13300 Block Telegraph Rd (project 2)	4	5	10/17/17	3/13/18	\$155,400
11500 Colima Rd	4	4	5/29/18	9/16/18	TBD
TOTAL STOREFRONTS		38	TOTAL EXPECTED FUNDING		\$1,417,817

Source: CDC (Los Angeles County Community Development Commission)

health care services, and transportation-adjacent development. Potential loans can range from \$25,000 to \$1.5 million, and are deployed to help businesses purchase necessary equipment, acquire commercial property, build capital, and create and retain jobs. All loans are being tailored to specific business needs.

Blight Removal

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

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

On the previous page is data for the CDC's façade program, which includes RENOVATE, for the current Program Year 2017-18.

Business Assistance Loans

The CDC has historically provided loans for small and medium size commercial and industrial companies to grow these businesses and create jobs. Funds from loan programs have been used for real property acquisition, working capital, land acquisition, construction, and equipment and machinery purchases. The CDC's loan programs have included Micro, Business Expansion, and Float loans. Many of

these loan programs remain ongoing, as they were capitalized prior to the dissolution of redevelopment, often with federal funds.

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

In addition, the Board's recent effort to prioritize economic development has resulted in the creation of three new loan programs: Bioscience Revolving Loan Program, Manufacturing Revolving Loan Program, and the Catalytic Development Fund Program. A summary of these programs is as follows:

1. Bioscience Revolving Loan Program

The Bioscience Revolving Loan Program was designed to provide incentives and financing for a strong and growing bioscience sector in the County. The program parameters remain under development. Pursuant to an April 18, 2017 Board motion, the CEO was instructed to consider repositioning this fund as a "fund of funds." The CEO has engaged a consultant to develop a Bioscience Fund Request for Proposal (RFP), with plans to issue the RFP early in 2018.

2. Manufacturing Revolving Loan Program

The Manufacturing Revolving Loan Fund Program is designed to assist manufacturers by providing access to capital for the development, expansion and retention of manufacturing jobs. Local small and medium-sized manufacturers located in the unincorporated areas of the County may be eligible. Loan funds may be used for land acquisition, construction or renovation of real estate, inventory, working capital, machinery and equipment, leasehold improvements, and

debt refinancing. Loans must be secured with collateral, will range from \$100,000 to \$500,000 and be provided at below market rates, with terms of five to seven years for working capital, ten years for equipment, and 20 years for real estate. To date, one loan was approved in Fiscal Year 2016-17 through the new program with other projects currently in the underwriting pipeline.

3. Catalytic Development Fund Program

The Board approved the creation of a Catalytic Development Fund designed to promote infill and brownfield development along transit corridors in the unincorporated County. The program parameters are currently under development with CDC staff having interviewed all five District Offices. Recommendations, with specific funding strategies, will be presented to the Board for consideration in the first quarter of 2018.

In Fiscal Year 2017-18, CDC kicked off its SMART Funding marketing campaign with a series of pamphlets, brochures and a presence on social media. Because of this campaign, the CDC

presently has a list of over 30 significant business leads and 6 active loan underwritings. The anticipation is the underwriting pipeline will turn into pending loan approvals in future quarters.

Below is a pipeline of current Fiscal Year 2017-18 loans that have recently been funded or are in the process of being funded on behalf of local area businesses.

Property Assessed Clean Energy (PACE)

In addition to the loan programs administered by the CDC, the County also manages a residential Property Assessed Clean Energy (PACE) Program, which makes loans to individual property owners through direct assessments on the property tax bill. Established pursuant to California Assembly Bill 811 (2008), the County's PACE Program provides financing for energy efficiency upgrades and renewable energy installations on private residential property. In Fiscal Year 2016-17, the PACE Program funded approximately \$350 million in home energy improvements which created 3,400 jobs throughout the County. A summary of 2016-17 PACE assessments and job creation is provided in the table on the following page.

2017-18 CDC COMMERCIAL LENDING ACTIVITY

Company Type	District	Loan Amount	Status	Use of Funds	Funding Date	Funding Source
Auto Parts Repair & Assembly	1	\$300,000	Funded	Working Capital/ Equipment	8/29/17	CDBG
Legal and Professional Services	1	\$480,000	Funded	Refinance Building	9/26/17	EDA
Gasoline and Retail Store	1	\$410,000	Pending Funds	Working Capital & Tenant Improvements	11/20/17	EDA
TOTAL FUNDING COMMITMENT		\$1,190,000				

EDA- Economic Development Administration CDBG- Community Development Block Grant

Source: Los Angeles County Community Development Commission

Center for Financial Empowerment

Launched in 2016, the County's Center for Financial Empowerment (CFE) helps residents achieve greater economic security and well-being by connecting them to resources that help build household financial capability and

wealth. The Board has found that families not only need income, they also need knowledge of and access to affordable financial products and services; incentives to encourage savings and investment; and consumer protections in the financial marketplace.

PROPERTY ACCESSED CLEAN ENERGY (PACE) FINANCING PROGRAM FISCAL YEAR 2016-17

FISCAL YEAR 2016/2017	APPLICATIONS SUBMITTED	APPLICATIONS APPROVED	COMPLETED ASSESSMENTS	\$ AMOUNT OF COMPLETED ASSESSMENTS	ESTIMATED # OF JOBS CREATED
July 2016	3,972	2,574	1,419	\$37,785,284	369
August 2016	3,789	2,428	1,565	\$42,889,075	404
September 2016	3,191	2,002	1,329	\$38,975,928	370
October 2016	2,896	1,813	1,142	\$32,575,982	320
November 2016	2,858	1,739	1,115	\$32,815,822	347
December 2016	2,435	1,530	1,050	\$31,501,843	294
January 2017	2,913	1,736	936	\$28,143,841	284
February 2017	2,687	1,569	866	\$26,607,245	259
March 2017	3,035	1,716	1,022	\$30,434,757	313
April 2017	2,443	1,402	838	\$23,577,998	236
May 2017	2,757	1,473	865	\$24,372,435	261
June 2017	2,855	1,538	850	\$24,379,852	305
FISCAL YEAR TOTAL	32,976	19,982	12,147	\$349,690,211	3,456
FROM PROGRAM INCEPTION	87,098	55,169	30,395	\$814,948,874	7,996

Source: County of Los Angeles

CENTER FOR FINANCIAL EMPOWERMENT (CFE) PROGRAM RESULTS

CASH FOR GRADS

August 2016-August 2017

888 Youth Trained



INCOME TAX ASSISTANCE PROGRAMS

FreetaxprepLA collaborative

The DCBA partnered with a cohort of cross-sector agencies to launch the FreetaxprepLA countywide awareness campaign.

Total returns filed:	11,721
Total refund dollars:	\$14,998,970
Total state and federal EITC dollars claimed:	\$6,546,794

County-run VITA program (DPSS and DCBA)

Total tax returns:	480
Total refund dollars:	\$1,363,976
Total state and federal EITC dollars claimed:	\$832,217

Total CalEITC amount refunded to LA County Residents for 2016:	\$44,954,177
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Understanding that households with financial goals, savings and other assets have greater stability and increased opportunity for upward mobility, the CFE was established initially as a two-year pilot-program to target those populations where access to assets could be readily increased. The Department of Consumer and Business Affairs administers the CFE. The CFE currently serves two target populations: youth and young adults aged 16-24, as well as those that are eligible for the State and Federal Earned Income Tax Credit (EITC). The CFE coordinates a Volunteer Income Tax Assistance (VITA) Program, as part of its service to the EITC-eligible population.

This year, DCBA worked with the Internal Revenue Service to bring VITA services to underserved areas in the County. Eighty-five percent (85%) of the taxpayers assisted by the CFE were using VITA for the first time. Additionally, the CFE partnered with a cohort of cross-sector agencies to launch the "freetaxprela" Countywide awareness campaign. Through the "freetaxprela" collaborative, over \$6.5 million of State and Federal EITC dollars were claimed back into the pocket of low-income County residents.

The CFE continues to market its services and expand its client base throughout the County. The CFE has published a comprehensive financial resource guide, over 1,500 copies of which have now been distributed to non-profit agencies throughout the County.

Source: Department of Consumer and Business Affairs (DCBA)

CAPITAL DEVELOPMENT

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

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

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

Grand Avenue Project

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

The proposed hotel tower (Tower 1) will consist of an approximately 305 key, 4-star Equinox hotel with meeting space and ancillary hotel amenities and the proposed residential tower (Tower 2) will combine approximately 220 market rate apartments with approximately 91 (20 percent of the gross number of apartments and condominiums) rental affordable housing units and approximately 141 market rate condominiums.

San Pedro Courthouse

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

Harbor UCLA-LA BioMed

The Harbor UCLA-LA BioMed project consists of new research facilities designed to accommodate a bioscience incubator. It will provide technical support



Grand Avenue Project

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

Honor Ranch

The Honor Ranch project consists of a feasibility study that includes project analysis for geotechnical, environment, design, entitlement, site surveys, and inspections of the County-owned Honor Ranch properties north of Santa Clarita. The feasibility study will include an evaluation of infrastructure upgrades and development opportunities that will provide a revenue share to the County and incorporate community benefits policies. The CEO is now working actively with two private entities, an architectural firm and an economic consultant, to evaluate development opportunities at the site.

The CDC has oversight responsibility for the following projects:

Vermont Corridor

Vermont Corridor is the redevelopment of seven County-owned parcels spanning three city blocks of the Koreatown area within the City of Los Angeles. The project area involves three separate sites, each with a unique development scenario. Site 1 consists of the removal of two existing County buildings, one surface parking lot, one parking structure and the construction of a new 471,000 square foot Los Angeles County Department of Mental Health Headquarters. This new headquarters will consist of an 8-story podium parking structure on which a 13-story Office tower building will reside. Site 2 is an adaptive reuse of the existing 154,793 square foot 12-story DMH building into a maximum of 172 market



Vermont Corridor

rate units. In addition, 74 market rate units are to be constructed above the existing Los Angeles County building as a second/future phase of the project. Site 3 consists of the removal of the existing Los Angeles County Department of Parks and Recreation (DRP) building for the construction of a new 80,837 square foot 6-story senior affordable housing complex. Also included in this development is the construction of a new community center. The ground lease of County-owned property on Site 3 will result in 72 units of new affordable senior housing.

Vermont Corridor has successfully reached multiple milestones in the pre-development process, which consist of the delivery of the 100% Design Development package to the County, the release of the draft Environmental Impact Report (EIR) for public review and submission of draft ground and facilities leases for staff comment. It is anticipated project financing activities will kick-off in early 2018 with a final Board approval date scheduled for Spring 2018.

Expo/Crenshaw Site

Located at the intersection of the Expo Line and the future Crenshaw/LAX Transit Line, this site has superior regional connectivity to employment and activity centers including Santa Monica, Culver City, USC, Downtown Los Angeles and Los Angeles Airport. The guidelines for this site identify the opportunity for a culturally distinct gateway destination and pedestrian-scaled community serving residents and visitors with high quality and local-serving retail uses and a range of housing types that are affordable to



Expo/Crenshaw Site

existing residents. It also identifies opportunities to foster job growth with attractive office or incubator space.

LA Plaza De Cultura Village Project

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

The LA Plaza Project includes a historic paseo to link Union Station through the shops and restaurants on Olvera Street; through the El Pueblo de Los Angeles Historic District and LA Plaza, and extending to the



LA Plaza De Cultura Village Project

Fort Moore Pioneer Memorial on North Hill Street; a rooftop restaurant and garden; bicycle amenities; and up to 786 parking spaces, including up to 150 replacement parking spaces for those removed by the project that would be made available to County employees.



Martin Luther King, Jr. Medical Center Campus

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

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

As part of the Martin Luther King, Jr. Medical Center Campus, the MOB is to provide quality office space to private and non-profit tenants for administrative, medical outpatient services and health related services in coordination with the new MLK Hospital and MLK Outpatient Center. On September 26, 2017 the Board approved an option to ground lease the site for the proposed future development.

Fairview Heights TOD Plan

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

REGIONAL ECONOMIC DATA

ANNUAL UNEMPLOYMENT RATE (%)

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

Source: LAEDC Economic Update for Los Angeles County, October 2017

As home to more than 10 million residents with a workforce of over 4.4 million, it is essential to evaluate the regional economic trends in directing the County's Economic Development program. The regional economic data in this Scorecard highlights the characteristics of the County economy that can help shape efforts related to: workforce development and job training; business assistance; financial assistance; business loans; and capital development.

Much of the information presented in this version of the Scorecard is derived from the October 2017 Economic Update for Los Angeles County as put forth by the Los Angeles County Economic Development Corporation's Institute for Applied Economics. The data presented shows that County employment is projected to grow at an average annual rate of 0.7% over the next five years, adding 133,000 jobs to the County workforce. According to the California Employment Development Department, the September 2017 unemployment rate in Los Angeles County was 5.4 percent, which is nearly 8 points below the July 2010 peak of 13.2 percent, but still higher than the pre-recession low of 4.3 percent.

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

in Los Angeles County remains high at 16.3%. To the extent that the County strives to influence local economic performance, there is a need to address the inequities that continue to exist in the Los Angeles economy.

One of the principal features of the County's economic development program is to focus resources on individual industries and occupations that are forecasted to experience future growth and expansion. The U.S. Department of Housing and Urban Development reports that in 2017, the median income in Los Angeles County is \$64,300. In contrast, according to the October 2017 Los Angeles County Economic Update, the top five occupations that are projected to experience the most growth between 2016 and 2017 are: 1) personal care and service with a median annual wage of \$25,319; 2) business and financial with a median annual wage of \$73,642; 3) education, training and library (tie) with a median annual wage of \$56,293; 4) healthcare practitioners with a median annual wage of \$80,150; and 5) protective services with a median annual wage of \$41,569.

The remaining tables in this Scorecard provide specific information regarding Los Angeles County industries and occupations, and their projected growth rates for the five-year period of 2016 to 2021. Given the County's role as the first layer of government in the unincorporated areas, the economic development programs referenced in this Scorecard can be expected to achieve their greatest impact within these regions.

JOBS GROWTH BY INDUSTRY IN LOS ANGELES COUNTY

JOBS (change over previous year)	2011	2012	2013	2014	2015	2016
Total Nonfarm	22,500	90,300	76,700	76,300	85,200	88,000
Natural Resources	0	200	200	-200	-400	-400
Construction	600	4,100	7,000	3,400	6,500	1,200
Manufacturing	-6,400	500	800	-4,100	-3,300	-6,000
Wholesale Trade	2,400	6,100	6,800	3,800	-4,500	-1,100
Retail Trade	6,500	7,900	4,700	7,400	7,500	9,000
Transport/Warehousing/Utils	1,200	2,700	3,000	5,900	7,000	3,400
Information	400	-500	4,900	1,600	4,700	6,400
Finance & Insurance	-900	1,700	-1,900	-3,800	-200	1,800
Real Estate/Rental & Leasing	-100	600	2,500	2,000	3,200	3,400
Prof/Scientific/Tech Services	10,000	13,200	9,100	-400	-700	6,100
Management of Companies	2,100	1,400	1,500	400	0	1,600
Administrative & Support	3,900	12,900	12,500	6,000	1,800	4,600
Educational Services	2,600	200	3,500	1,200	1,400	6,600
Health Care/Social Assistance	4,200	22,000	-900	17,400	20,100	24,100
Leisure & Hospitality	9,900	21,100	24,700	26,100	21,500	17,400
Other Services	300	4,700	4,000	4,800	1,200	2,000
Government	-14,100	-8,700	-5,600	5,000	10,200	8,100

Source: LAEDC Economic Update for Los Angeles County, October 2017

**INDUSTRIAL PROFILE 2015
(% OF TOTAL EMPLOYMENT)**

**INDUSTRY EMPLOYMENT GROWTH PROJECTIONS
2016-2021
(LOS ANGELES COUNTY)**

LA COUNTY		ANNUAL AVERAGE % GROWTH	CHANGE IN EMPLOYMENT (000s)
TOTAL NONFARM PAYROLL EMPLOYMENT	100.0%	1.0%	212.7
Good Producing Industries	11.7%	-0.2%	-3.5
Natural Resources and Mining	0.2%	0.6%	0.1
Construction	3.0%	1.5%	10.4
Manufacturing – Durable Goods	4.8%	-0.8%	-7.6
Manufacturing – Nondurable Goods	3.7%	-0.9%	-6.5
Service Providing Industries	75.2%	1.1%	194.2
Wholesale Trade	5.3%	0.9%	10.5
Retail Trade	9.9%	0.6%	13.7
Transportation, Warehousing, Utilities	3.9%	0.4%	3.9
Information	4.9%	0.1%	1.7
Financial Activities	5.1%	0.8%	8.3
Professional and Business Services	14.1%	1.4%	43.7
Educational and Health Services	17.3%	1.7%	66.3
Leisure and Hospitality	11.5%	1.5%	39.2
Other Services	3.1%	0.8%	6.9
Government	13.1%	0.8%	22.0

Source: LAEDC Economic Update for Los Angeles County, October 2017

Source: LAEDC Economic Update for Los Angeles County, October 2017

REGIONAL ECONOMIC DATA

OCCUPATION GROUP	2015	GROWTH PROJECTIONS 2016-2021		
	% OF EMPLOYMENT	NEW JOBS	REPLACEMENT	TOTAL*
Management occupations	5.4%	8,320	24,340	32,660
Business and financial operations	5.8%	8,530	22,590	31,110
Computer and mathematical science	2.5%	3,770	8,640	12,400
Architecture and engineering	1.5%	1,340	9,450	10,800
Life, physical and social science	0.8%	1,510	5,250	6,750
Community and social services	1.6%	6,060	9,050	15,110
Legal occupations	0.9%	1,680	3,620	5,300
Education, training and library	6.0%	6,680	13,150	19,830
Arts, design, entertainment, sports, media	3.8%	2,530	12,850	15,380
Healthcare practitioners and technical	5.1%	17,420	22,850	40,270
Healthcare support	2.3%	10,520	12,980	23,500
Protective services	2.7%	7,760	18,990	26,740
Food preparation and serving	9.4%	31,930	75,040	106,970
Building grounds cleaning and maintenance	2.4%	10,180	12,360	22,540
Personal care and service	3.2%	14,060	22,740	36,810
Sales and related	10.1%	12,230	62,410	74,640
Office and administrative support	17.0%	31,330	66,130	97,460
Farming, fishing and forestry	0.1%	230	690	920
Construction and extraction	2.5%	7,800	9,900	17,700
Installation, maintenance and repair	3.0%	4,030	17,940	21,970
Production	6.3%	-2,560	28,050	25,500
Transportation/material moving	7.4%	11,850	33,160	45,010
	100.0%	197,200	492,100	689,300

Source: LAEDC Economic Update for Los Angeles County, October 2017

COMPOSITION OF BUSINESSES IN UNINCORPORATED LOS ANGELES COUNTY

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

Source: Los Angeles County Assessor Data 2015