

County of Los Angeles CHIEF EXECUTIVE OFFICE

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> Board of Supervisors HILDA L. SOLIS First District

MARK RIDLEY-THOMAS Second District

SHEILA KUEHL Third District

JANICE HAHN Fourth District

KATHRYN BARGER Fifth District

July 10, 2020

To:

Supervisor Kathryn Barger, Chair

Supervisor Hilda L. Solis

Supervisor Mark Ridley-Thomas

Supervisor Sheila Kuehl Supervisor Jantoe Hahn

From:

Sachi A. Hamai

Chief Executive Officer

FISCAL YEAR 2018-19 ECONOMIC DEVELOPMENT SCORECARD (ITEM NO. 14, AGENDA OF JANUARY 5, 2016)

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

The Economic Development Scorecard (Scorecard) is the yearly report developed by the Chief Executive Office (CEO) and the Committee to measure the progress of the County's economic development programs. The attached Fiscal Year 2018-19 Scorecard presents economic development data ending June 30, 2019. The Scorecard was recently posted to the CEO's economic development website and is available for download at http://economicdevelopment.lacounty.gov/scorecards/. This year the CEO engaged the Chief Information Officer's Analytics Center of Excellence to enhance how the Scorecard reflects the economic development data collected from County departments. The enhancements were developed after consultation with the Committee and include revised graphics, charts, and open source economic data at the local level.

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If you have any questions regarding the attached report, please contact Allison Clark at (213) 974-8355 or allison.clark@ceo.lacounty.gov.

SAH:FAD:AEC JO:DC:acn

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Economic Development Policy Committee









he Fiscal Year (FY) 2018-2019 Economic Development Scorecard provides a means for measuring 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. The Scorecard aims 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.

With the Scorecard, the Chief Executive Office (CEO) is working to standardize data collection and reporting on economic development efforts Countywide. In this Scorecard, information is presented on FY 2018-19. The Scorecard is issued on an annual basis, providing fiscal year data for workforce development, business assistance, community development, capital development and the regional economy.

The April 2020 Scorecard presents new infographics and statistics on newly added department projects such as current active local and targeted worker hire goals; updated data from the Los Angeles Community Development Authority's (LACDA) RENOVATE program (small business renovation projects); the addition of Workforce Development, Aging, and Community Services' (WDACS) INVEST program (focused on the re-entry population); new infographics on small business and financial assistance programs; and updates to capital development projects managed by the LACDA and the CEO.

The foremost objective of this Scorecard is to provide policy makers information on the County's economic development programs by leveraging the work being done across departments, industry lines, capital programs and other multi-disciplinary 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 inform our policy making process to build a more dynamic workforce, particularly in the County's targeted industries, incentivizing the growth of small businesses, expanding the tax base, and assisting those individuals facing the greatest barriers to economic success.

WORKFORCE DEVELOPMENT

The CEO has refined the workforce data presented in previous Scorecards and continues to meet with departments offering workforce development programs in order to streamline data collection. Departmental programs serve a variety of different populations and have reporting metrics that vary widely across the County. 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. The Department of Human Resource (DHR) oversees programs to reduce barriers to County employment for the defined targeted populations. With each scorecard, the CEO streamlines data collection and reporting for workforce development programs managed by other County departments.

Inventory of Programs

he following page displays an overview 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 FY 2018-19.

Since 2017, the County has moved forward with several new programs that focus on providing the County's justice involved population with job opportunities with a holistic set of wraparound services. Employment has been identified as a challenge that must be addressed for those with a criminal background. An average of 17,000 individuals are in the County jails at any time, with 10,000 individuals being released each month. However, between 60 to 75 percent of formerly incarcerated individuals are still unemployed a year after release. With a focus towards aligning workforce programs Countywide, the County departments have taken a number of steps to reduce the barriers to employment for the re-entry population. In February of 2018, WDACS, in partnership with Probation and the Office of Diversion and Re-entry (ODR) launched the Innovative Employment Solutions Program (INVEST). INVEST seeks to improve employment opportunities and outcomes for County Adult Probationers, by co-locating Deputy Probation Officers at the America's Job Centers of California (AJCCs) to support the integration of probation and workforce development services, while providing intensive case management to participants. In FY 2018-19, 514 active felony probationers have been enrolled into the program across 6 participating AJCCs, and 126 individuals have been placed into permanent unsubsidized employment.

To date,

37/

County-administered workforce development and job training programs have been identified.

Los Angeles County Workforce Development and Job Training Programs FY 2018-19

Target Population	Administering Department	l e	rogram e/ Service	Service Provided	Success Indicators	Participants	Successful Completions				
			f Opportunities for k (GROW)	Employment Preparations Services	Employment	37,453	1,287				
		Greater Avenues for Independen (GAIN) Job Clubs		Job Readiness Training	Training Completion or Employment	7,768	4,370				
	Department of Social Services (DPSS)	, and the second second	Vocational Training	Education / Training	Completed program and received certificate or degree	2,817	658				
		(GAIN) Shor	es for Independence t-Term Vocational oject with LACOE)	Training	Program Completion / Unsubsidized	643	254				
		(GAIN) Trans	es for Independence sitional Subsidized yment (TSE)	Job Readiness Training	Employment Training / Employment Services	2,371	1,149				
Adults 18 or older		Workforce	Basic Career Service - Self Service			26,010	Total Basic				
or order		Innovation and Opportunity	Basic Career Service - Staff Assisted	Basic Career	Employment	29,281	Career Services Data: Self				
	14/2 d. C	Act (WIOA) - Basic Career	Registration Only	Service*	Services	35,361	Service and Staff Assisted				
	Workforce Development	Services	Basic Career Service Total***			90,652	is not yet available.				
	Programs - WDACS	Workforce Innovation and	Adult			7,430	4,817				
		Opportunity	Dislocated Worker	Training/ Employment	Training/ Employment	2,503	1,558				
		Individualized			Services	509	124				
		Services	Career Services Total***			10,366	6,466				
Local Residents from Low- Income Communities and/ or Facing Barriers to Employment	Department of Human Resources (DHR)	Regist	rary Services ry Program empLA)	Training/ Employment Placement	Permanent Employment	136	49				
Refugees 18 or Older	Department of Public Social Services (DPSS)	Ŭ	Employment ram (REP)	Job Readiness Training/ Employment Placements	Employment	650	270				
Involvement with Criminal Justice		Act (JJCP/	ce Crime Prevention A) - Educational athways	Supportive Services	Supportive Service Completion	197	67				
System/ Youth			Justice Crime ention Act	Employment Placements	Employment	498	65				
Involvement	D. L.		Justice Crime ention Act	Supportive Services	Supportive Service Completion	552	313				
with Criminal Justice System	Probation Department	Probation AB 109 Employment Services Program		Supportive Services	Supportive Service Completion	1,493	130				
Adults Involvement		SB678 Probation Re-entry Adult Population - Employment Services		Employment Placements	Employment	514	105				
with Criminal Justice		Homeboy Industries		Employment Contract	Supportive Services	51	51				
System		Homeboy Industries		Employment		51	19				
Low Income Individuals Age 55 and Over	Workforce Development Programs - WDACS	Title V - Senior Community Services Employment Program (SCSEP)		Title V - Senior Community Services Employment Program		Title V - Senior Community Services Employment Program		Training/ Employment Placements/ Supportive Services	Employment or Job Training Program Completion	91	2

^{*} Basic Career Services data is not yet available for all America's Job Centers in LA County.
** Work-Based Learning defines successful completions as participants who enter subsidized employment.

Target Population	Administering Department	N	Program lame/ Service	Service Provided	Success Indicators	Participants	Successful Completions
	Department of Arts and Culture	Los Ar	ngeles County Arts	Internships	Internships	203	203
Youth	Workforce		Youth @ Work Total*	Training/	Employment or School	13,401	2,184
	Development Programs -	Youth @ Work	Work-Based Learning**	Employment Placements/	Enrollment or Job Training	10,276	8,310
	WDACS		WIOA Youth	Supportive Services	Program Completion	4,330	10,047
Youth Ages 16-24 and At-Risk/ Disconnected Youth	Department of Human Resources (DHR)		ntywide Employee Youth Bridges	Career Exposure	Permanent Employment	1,710	10 Permanent / 585 Completed 120 Hour Internship
Foster Youth	Department of Children and Family Services (DCFS)	Bridge	e to Work Program	Employment Placements	Employment/ Return to School	139	96
Youth/ Foster Youth Ages 16-24 or Former Foster Youth	Department of Human Resources (DHR)		Development Intern Program (CDI)	Training/ Employment Placement	Permanent Employment	60	27
Youth/ Foster Youth	Department of Human Resources (DHR)	You	ıth Worker (YW)	Internships	Internship Completion	17	15
Students	Department of Human Resources (DHR)	Studer	nt Worker Program	Career Exposure/ Employment Placement	Completion of program/ permanent employment	326	16
Family Assistance	Los Angeles Community Development Authority (LACDA)	Family Se	lf Sufficiency Program (FSS)	Supportive Services	Employment	482	44
Future	Department		Nursing and Allied Health Isure Registered Nurse			113	98
Nurses	of Health Services (DHS)		ursing Affairs Tutoring & ntoring Program	Training	Employment	764	359
	Department of Human Resources (DHR)	Veterans Ir	nternship Program (VIP)	Training/ Employment Placement	Permanent Employment	122	43
		LA Trade Tech Partnership		Supportive Services	Completed Training	10	10
Veterans	Department of Military	Veterans	Work Study Program	Training	Employment	2	2
	and Veterans Affairs (MVA)	Vocation	onal Rehab Training	Training	Completed Training	221	99
		US Vetera	ans Initiative (US Vets)	Job referral for Career Development Initiatives	Job Referral	462	388

^{*} Basic Career Services data is not yet available for all America's Job Centers in LA County.

** Work-Based Learning defines successful completions as participants who enter subsidized employment.

Performance of Workforce Development Programs by Target Population

he CEO asked those departments working to train and place targeted workers to describe their programs, 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, while guiding the County's strategy with regards to the sectors with the highest propensity to hire those with barriers. The County's objective in bringing services to targeted populations is aided by the fact that the WIOA program, and its affiliated AJCCs 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.

The specific information compiled by WDACS with respect to targeted populations indicates that a high percentage of WIOA participants are low income, basic skills deficient or recipients of government benefits. In FY 2018-19, the County workforce system served 1,055 individuals who were receiving CalWORKs benefits, and 564 of those individuals were placed into either subsidized or unsubsidized employment, of which 107 were parent youth, and of which 21 were homeless or at risk of homelessness.



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.
- 2 Enrolled in a Title II Adult Education/Literacy program.
- **3** English, reading, writing, or computing skills at an 8.9 or below grade level.
- 4 Determined to be Limited English Skills proficient through staff-documented observations.
- **5** Other objective criteria determined to be appropriate by the Local Area and documented in its required policy.

LOW-INCOME

An individual that meets one of the four criteria below:

- 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:
 - The poverty line.
 - 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.

Workforce Development Alignment

he CEO continues to work with departments to align workforce development services that are offered Countywide. It is the County's goal to track participants across the variety of workforce development services, streamline service delivery, and de-duplicate data reporting for services offered to individual clients across County programs to improve outcomes.

In this scorecard, data is presented on the populations served through the AJCCs, the number of individuals who completed and exited the various programs and the number of those individuals that were placed in employment. Additionally, data is presented on the number of individuals by priority population who were still employed in the second quarter and fourth quarter after exiting a program. Median quarterly earnings are also presented by targeted population as identified under the WIOA.

The tables show information on the different populations served by the County-administered AJCCs, and also the number of "matched" individuals receiving services through the Department of Public Social Services' GAIN program (CalWORKs). As the County moves toward alignment of workforce development programs, the

scorecard will reflect the demographic makeup of individuals who are receiving services through both WDACS and DPSS, as well as whether they are retaining employment, including earnings data. The CEO intends to track "matched" individuals over time to determine whether they are able to achieve a career pathway, while measuring the effectiveness of County services.

The median quarterly earnings for those placed into employment varied widely across targeted population. The "matched" data shows that the median quarterly earnings of the Foster Youth population is the lowest of the targeted populations at \$624 in the second quarter after exiting the program. Those who were receiving services through DPSS attained median earnings of \$3,630. By contrast, the highest quarterly earnings were attained by the veteran population, at \$9,699 in the second quarter after exit. Additionally, the data shows that among the priority populations in the CalJOBS system, the LA County Workforce Development Area serves the most low-income individuals relative to any other population, having served nearly 18,000 in FY 2018-19. The same holds true for the "matched" DPSS population, with the majority of recipients being lowincome.

Workforce Development Programs PRIORITY POPULATION PARTICIPANTS BY SERVICE CATEGORY FY 2018-19

		AJCC Individualize	d Career Servi	ces*	
Priority Population Category	Training Activities	Other Adult Worker Activities	Other Youth Activities	Supportive Services	Follow-Up Services
CalWORKs (matched)	266	486	331	79	455
Basic Skills Deficient	1,722	2,718	2,429	622	3,473
CalFRESH	569	1,407	588	334	1,400
Participants with Disabilities	126	243	132	61	295
Foster	54	22	184	12	86
General Relief	191	468	216	123	431
Homeless	102	362	133	119	298
Low Income	2,325	4,562	2,567	1,015	5,645
Re-Entry	217	838	167	336	498
Parent Youth	100	73	268	24	216
Substance Abuse	4	29	5	15	9
Veteran	172	585	10	90	608
Other Job Seekers	242	602	40	88	666
Unduplicated Total	2,878	5,859	2,893	1,190	7,120

^{*} Reflects data for LA County Workforce Development Area only.

Workforce Development Programs PRIORITY POPULATION BY PROGRAM FY 2018-19															
Dulavity Danulation		Adult		Disloc	ated W	orker/	You	uth@W	ork		INVES1	Γ	Undu	plicated	d Total
Priority Population Category*	Served	Exited	Placed	Served	Exited	Placed									
CalWORKs (matched)	590	313	357	64	21	34	429	207	202	40	19	4	1,055	515	564
Basic Skills Deficient	3,060	1,436	1,934	922	361	538	3,791	1,540	1,880	312	156	62	7,563	3,195	4,152
CalFRESH	1,874	837	1,156	266	90	167	3,884	382	364	238	119	46	6,120	1,343	1,671
Participants	354	152	183	64	20	44	359	82	68	38	17	7	789	262	294
with Disabilities Foster	15	10	7	0	0	0	1,097	113	102	2	1	1	1,097	114	103
General Relief	622	291	368	21	8	13	627	138	120	100	46	21	1,332	451	499
Homeless	412	169	196	36	14	22	712	77	98	85	51	20	1,220	295	323
Low Income	6,057	2,685	3,903	1,568	600	977	10,522	1,564	1,858	451	243	107	17,990	4,782	6,560
Re-Entry	641	265	372	74	31	54	1,165	81	89	483	257	116	2,300	612	610
Parent Youth	85	44	47	0	0	0	783	172	245	1	0	0	788	174	248
Substance Abuse	10	3	5	2	1	2	11	4	5	20	9	2	41	15	12
Veteran	785	426	518	202	80	133	33	3	11	12	7	2	1,018	512	657
Other Job Seekers	693	280	449	565	194	376	731	12	6	0	0	0	1,976	482	828
Unduplicated Total	7,430	3,282	4,817	2,503	923	1,558	13,401	1,799	2,184	509	278	124	23,146	5,934	8,357

^{*}Basic Career Services demographic data is not available because of limited demographic information.

^{**}Placements include placements in employment and youth entered post-secondary and advanced.

^{***} Reflects data for all America's Job Centers in Los Angeles County Workforce Development Area only..

PRIORITY POPULATION CATEGORY

Workforce Development Programs PLACEMENT RATE - PRIORITY POPULATION BY PROGRAM FY 2018-19

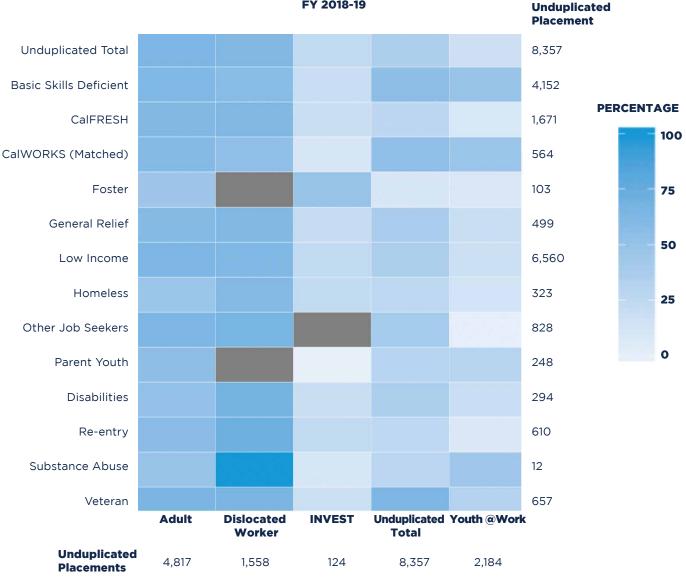


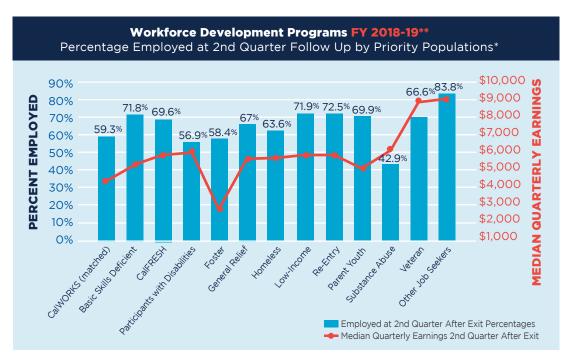
CHART HIGHLIGHTS

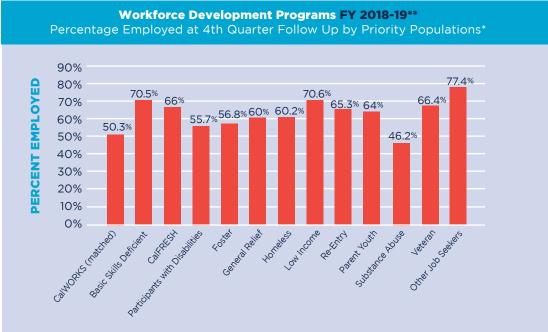
Among **programs**, the highest placement rates are for Dislocated Worker and Adult

The lowest placement rate was for the INVEST program.

Among **priority populations**, Veterans had the highest placement rates, followed by Basic Skills Deficient and CalWORKs.

The lowest placement rate was for the Foster priority population.





*Accountability Measures use state performance logic to include participant exits that fall in the cohort reporting period and only include WIOA Adult, Dislocated Worker and Youth programs.

** Reflects data for all America's Job Centers in Los Angeles County Workforce Development Area only.

In total.



participants were employed at the 4th quarter after exit, compared to 4,144 at the 2nd quarter.

Of workers across the priority populations employed at the 2nd quarter after exit, other job seekers and veterans earned the highest median earnings (\$8,752 and \$8,580 in quarterly earnings, respectively). All priority groups, besides those in the substance abuse population, had an exit rate of over 50 percent. Other job seekers, reentry, low income, and basic skills deficient participants experienced the most success, with employment rates over 70 percent. At the 4th quarter follow up, rates of those employed dropped slightly across the priority populations. The substance abuse population remained the only one not to see a success rate of over 50 percent.

Workforce Development Budgets

he 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 GAIN program that include the GAIN Job Club, Short-term Vocational Training, and Transitional Subsidized Employment. Additionally, the workforce development program GROW is funded with a combination of federal, State, and County contributions.

Beginning with the November 2017 Scorecard, the CEO attempted to quantify County spending on workforce development programs. A summary of those workforce development initiatives that have confirmed budget data is provided below. Of the programs listed, the County allocated \$53.0 million in programs costs to support workforce development programs. The amount financed by general operations (Net County Cost) is \$16.5 million.

WORKFORCE DEVELOPMENT BUDGETS FISCAL YEAR 2018-2019

ADMINISTERING DEPARTMENT AND PROGRAM	PROGRAM COST	REVENUE	INTRA-FUND TRANSFER (IFT)	NET COUNTY COST
Arts Commission Los Angeles County Arts Internship Program	\$1,489,000	60,000	0	1,429,000
Los Angeles County Development Authority Family Self Sufficiency Program (FSS)	\$972,925	861,492	111,433	o
Department of Children and Family Services Bridge to Work Program	\$748,707	749,707	0	o
Department of Children and Family Services Youth Worker	\$255,571	176,344	0	79,227
Department of Health Services College of Nursing and Allied Health Pre-Licensure Registered Nurse	\$9,520,000	1,470,000	0	8,050,000
Department of Health Services Office of Nursing Affairs Tutoring & Mentoring Program	\$436,000	0	0	436,000
Department of Human Resources Career Development Intern	\$267,000	41,000	146,000	80,000

FINANCING SOURCES

REVENUE: A source of income to an operation other than debt issue proceeds or the transfer from another fund. INTRAFUND TRANSFER (IFT): 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 revenuew, such as property taxes.

WORKFORCE DEVELOPMENT BUDGETS FISCAL YEAR 2018-2019 (cont.)

ADMINISTERING DEPARTMENT AND PROGRAM	PROGRAM COST	REVENUE	INTRA-FUND TRANSFER (IFT)	NET COUNTY COST
Department of Human Resources Veterans Internship Program	\$267,000	41,000	146,000	80,000
Department of Military and Veterans Affairs LA Trade Tech Partnership-Vets Culinary Program	\$38,846	-	-	38,846
Department of Military and Veterans Affairs US Veterans Initiative (US Vets) Job Referral for Career Development Initiative	\$12,000	-	-	12,000
Department of Military and Veterans Affairs Veterans Work Study Program	\$7,000	-	-	7,000
Department of Military and Veterans Affairs Vocational Rehab Training	\$16,000	-	-	16,000
Department of Public Social Services General Relief Opportunities for Work (GROW)	\$50,287,000	26,722,000	-	23,565,000
Department of Public Social Services General Relief Opportunities for Work (GROW) Youth Employment Program	\$500,000	500,000	-	o
Department of Public Social Services General Relief Opportunities for Work (GROW) Transition-Age Youth Employment Program (GTEP)	\$1,200,000	1,200,000	-	o
Department of Public Social Services Refugee Employment Program (REP)	\$2,170,000	2,170,000	-	0
Department of Public Social Services Greater Avenues for Independence (GAIN) Job Club	\$21,426,000	21,426,000	-	0
Department of Public Social Services Colleges and Vocational Training	\$2,800,000	2,800,000	-	0

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WORKFORCE DEVELOPMENT BUDGETS FISCAL YEAR 2018-2019 (cont.)

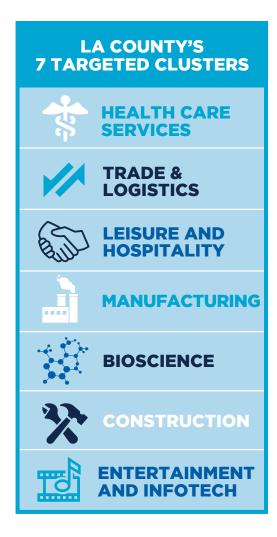
ADMINISTERING DEPARTMENT AND PROGRAM	PROGRAM COST	REVENUE	INTRA-FUND TRANSFER (IFT)	NET COUNTY COST
Department of Public Social Services Greater Avenues for Independence (GAIN) Short-Term Vocational Training (Project with Los Angeles County Office of Education)	\$6,383,000	6,383,000	-	0
Department of Public Social Services Greater Avenues for Independence (GAIN) Transitional Subsidized Employment (TSE)	\$45,929,000	45,929,000	-	0
Probation Department Juvenile Justice Crime Prevention Act (JJCPA) - Educational Pathways	\$291,150	291,150	-	o
Probation Department Juvenile Justice Crime Prevention Act (JJCPA) - Employment Services	\$866,121	866,121	-	0
Probation Department Probation AB 109 Employment Services Program	\$11,050,861	11,050,861	0	o
Probation Department Probation Adult Felony Reentry Employment Services-Career Pathways	NA	NA	NA	NA
Probation Department SB678 Probation Reentry Adult Population - Employment Services	\$3,312,808	3,312,808	-	o
Workforce Development, Aging and Community Services Workforce Innovation and Opportunity Act (WIOA) Programs	\$51,574,000	27,074,000	8,000,000	16,500,000
Workforce Development, Aging and Community Services Title V - Senior Community Services Employment Program (SCSEP)	\$1,512,000	1,512,000	-	0

FINANCING SOURCES
REVENUE: A source of income to an operation other than debt issue proceeds or the transfer from another fund.
INTRAFUND TRANSFER (IFT): 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 revenuew, such as property taxes.

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

he County seeks to encourage job training for industries that are most competitive and that will generate family sustaining career pathways. The Board of Supervisors has promoted the use of industry and sector partnerships to address the workforce needs of multiple employers within an industry. The Scorecard highlights the targeted high-growth industry clusters across the County and evaluates whether workforce development programs are aligning skilled and unskilled workers with these targeted sectors. Shown on the following page is data collected from WDACS for FY 2018-19 for placement by industry cluster.

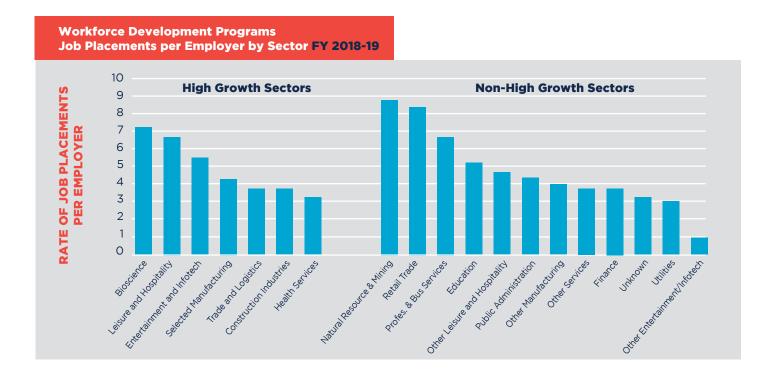
Overall, 16,191 placements were made in FY 2018-19 and the average hourly wage for those placed was \$16.34. The most placements occurred in the retail trade and business and professional services industries, employing 4,212 and 4,193 workers, respectively. Of the high growth sectors, 4,556 total placements were made, with workers earning an average hourly wage of \$18.28. In total, 1,013 employers placed workers in the high growth sectors, while 2,566 placed those in non-high growth sectors.



Workforce Development Programs Job Placement by Sector FY 2018-19 4,212 4,193 \$30 4,500 **High Growth Sectors* Non-High Growth Sectors** 4,000 \$25 JOB PLACEMENTS 3,500 \$20 3,000 2,890 2,500 \$15 2,000 \$10 1,500 1,102 1,324 1,074 1,127 1,000 749 \$5 500 133 64 18 10 \$0 Otterserices Exployments Avg. Hourly Wages

* High Growth Sectors are based on the Los Angeles County Economic Development Corporation Jobs Report 2016-2021 published June 2017.

** Excludes the Countywide Youth subsidized employment wages of \$13.25/hr.



Bioscience Initiative

n 2015, the County Board of Supervisors made economic development a priority to stimulate regional job growth and lift residents out of poverty. Seven industries were targeted based on their proven ability to create jobs and wealth. Bioscience is the first of the industry sectors selected by the County for focused support, creating the County's Bioscience Initiative. The Los Angeles region generates cutting edge bioscience R&D and a trained workforce capable of launching and supporting enterprises emerging from local research institutions and incubators. Over past economic cycles including the Great Recession, bioscience jobs have proven unaffected by economic downturn.

The industry creates jobs for young and semi-skilled persons, as well as for scientists and entrepreneurs. Some of the County's biosciences initiatives are highlighted below:

BIOSCIENCE LOS ANGELES COUNTY (BioLA)

BioLA was established in December 2018 as a California public benefit corporation, tax-exempt under Section 501(c)(3) and is being funded by life science stakeholders, civic leaders and LA-based bioscience companies. BioLA's mission is to serve as an innovation catalyst and entrepreneurial hub for government, research institutions, and private investors to accelerate startup activity and amplify economic opportunity throughout the region. Supporting BioLA will be the latest County initiative to boost the bioscience industry.

BIOSCIENCE INVESTMENT FUND

The County released a Request for Proposals in September 2018 to solicit organizations that are interested and qualified to capitalize, launch, and manage an investment fund supporting bioscience startup companies in the County as well as the local ecosystem to which they belong. The County intends to place a lead investment in a fund that will then make investments in local early stage bioscience firms and work to support the bioscience entrepreneurial ecosystem. In May 2019, the CEO completed the RFP process and selected a proposer to manage the Bioscience Investment Fund. On September 3, 2019, the Board of Supervisors authorized the County to enter into an Exclusive Negotiating Agreement with the selected proposer.



BIO-FLEX PROGRAM

In a partnership that includes South Bay Workforce Investment Board, California State University Dominquez Hills, Biocom, LAEDC, and representatives from local bioscience companies, the County launched in 2019 a first-of-its-kind Biosciences Pre-Apprenticeship and Apprenticeship training program (Bio-Flex). The aim of this initiative is to develop an employer driven apprenticeship framework that will meet the workforce development needs common to industry partners, while providing a framework to allow each employer to design or "flex" their own program. This will allow employers to tailor the curriculum to meet their individual training needs around a specific occupation or department.

BIOTECH INDUSTRIAL PARK

The County has designated 15 acres of the Harbor-UCLA Medical Center Campus for the development of a biotech park in partnership with the Lundquist Institute. The biotech park has up to 250,000 SF of new construction will be located on the western portion of the medical campus and is intended to provide affordable expansion space for early-stage bioscience companies and startups graduating from local bioscience incubators.

BIOSCIENCE INCUBATION

The County has provided funding for the construction of bioscience incubators located at California State University Los Angeles (LA BioSpace Incubator at the Rongxiang Xu Bioscience Innovation Center LA) and at the Lundquist Institute located in the South Bay area. Both incubators are under construction and will be completed by March 2019. The LA BioSpace Incubator is approximately 20,000 SF. The Lundquist Institute incubator will occupy approximately 18,000 SF of new 87,000 SF bioscience research pavilion.

Entertainment & Infotech

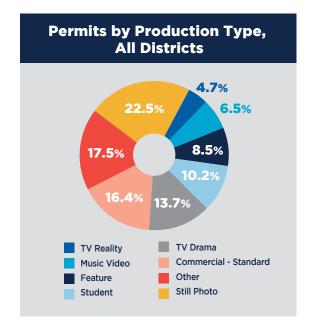
he County has been administering film and photography permitting for over 30 years. In 2014, the Board took actions in standardizing film and photography permit service fees to attract more film production in the County. In 2018, the Board passed a motion to support the growth of Film and Digital Media Industry in Los Angeles County that includes five primary areas:

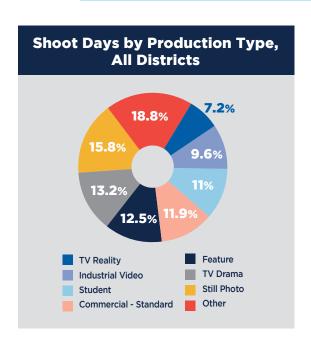
- 1 Development of a County Film and Digital Media Career Pathway Program.
- 2 Framework for supporting local emerging Film and Digital Media Businesses.
- 3 Creation of the first Los Angeles County Forum on Film and Digital Media.
- Identification of both Public and Private funding resources relation to the creation of the County Plan.
- 5 Support legislation which promotes the growth of the creative economy.



The County's CEO Film Office provides management and oversight of the County's film permitting system as coordinated through FilmLA. FilmLA designs and implements Film and Digital Media Industry economic development, workforce programs, and serves as a resource to communities and constituents related to film and photography activities. The CEO Film Office also provides a centralized contact and liaison to the Entertainment Industry.

DISTRICT	PERMITS	SHOOT DAYS
District 1	103	162
District 2	155	302
District 3	514	862
District 4	146	193
District 5	1,390	2,752
All Districts	2,192	4,285





Local and Targeted Worker Hire

n September 6, 2016, the Board adopted a Countywide Local and Targeted Worker Hire Policy. On March 21, 2017, the Board also 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.

In adopting these policies, 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;
- a history of involvement with the criminal justice system;
- 4 Is experiencing protracted unemployment;
- 5 is a current recipient of government cash or food assistance benefits;
- is homeless or has been homeless within the last year;
- is a custodial single parent;
- is a former foster youth;
- is a veteran, or is the eligible spouse of a veteran of the United States armed forces under Section 2(a) of the Jobs for Veterans Act (38 U.S.C.4215[a]);
- 10 is an eligible migrant and seasonal farmworker;
- 🕕 is currently an English language learner;
- 12 is an older individual (55+);
- 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

An individual's primary residency is within five (5) miles of the proposed project site and is within a Qualifying Zip Code.

If a qualifying Zip Code is partially located within the 5-mile radius, then the entire Zip Code is considered as a Tier I Zip Code, and workers living in that entire Zip Code area may qualify as Tier I hire.

TIER 2

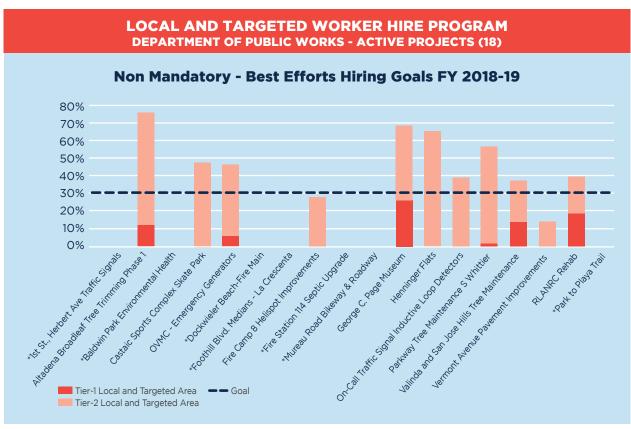
An individual's primary residency is within a Qualifying Zip code; and (2) that Qualifying Zip Code is beyond five (5) miles of the proposed project site.

CONTRACTOR REQUIREMENT

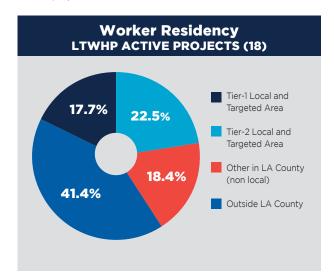
The Contractor and its subcontractors shall first meet the Local Worker Hire participation requirement by employing Qualified Local Residents from Tier 1. If the Contractor is unable to meet their entire Local Worker Hire need from this area, it must submit to the Project Manager or designated County representative a statement on company letterhead certifying that it has exhausted all available qualified Local Workers from this area during a 48-hour period before pursuing Qualified Local Residents from Tier 2.

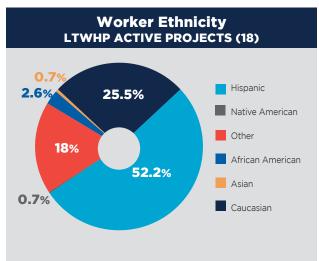
Ensuring that local workers have employment opportunities on projects situated within their communities has long been a core element of economic development programs at the municipal level. To this end, the Board's Local and Targeted Worker Hire Policy imposes a 30 percent Local Hire goal and a 10 percent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

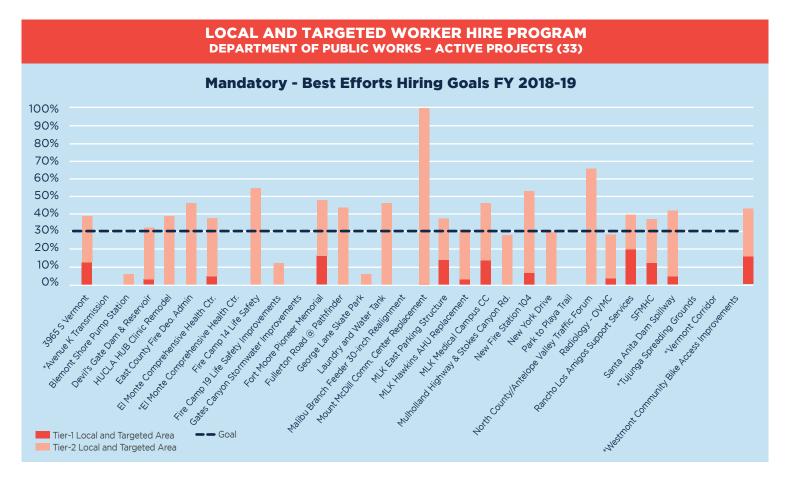
The departments have the responsibility for managing these local hire practices, and for tracking compliance with specific project objectives. As shown in the following charts, there are total of 51 active projects that are now incorporating the Local and Targeted Worker Hire Policy. To highlight the Department of Public Works, the projects that have incurred actual construction hours, local worker hire has been successful on 17 of 33 projects where the County imposed a mandatory hiring goal, and on 9 of the 18 projects where a best efforts goal was imposed. The charts below demonstrate the success of each project's goals.

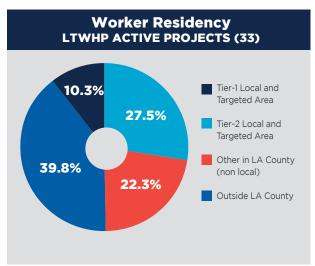


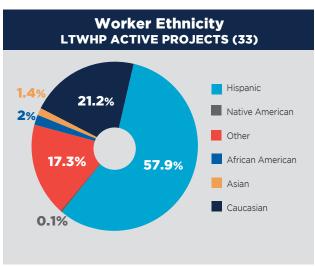


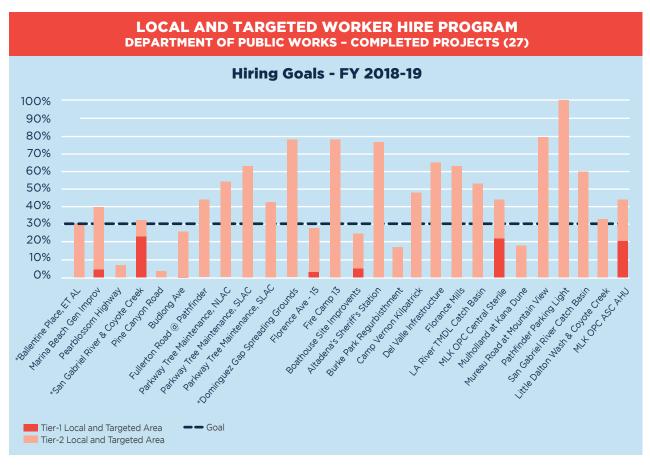


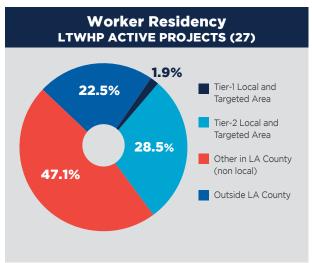


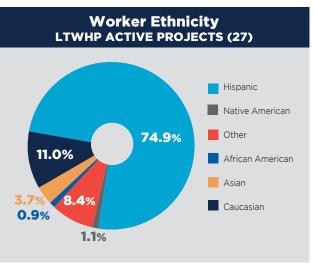


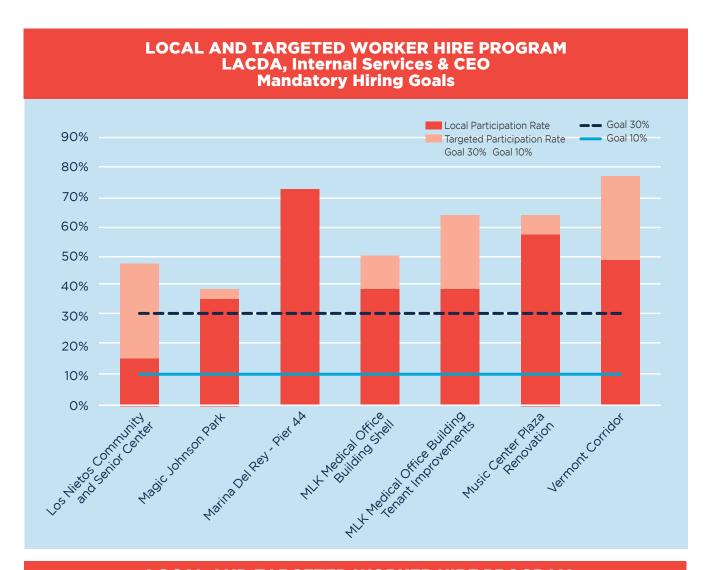


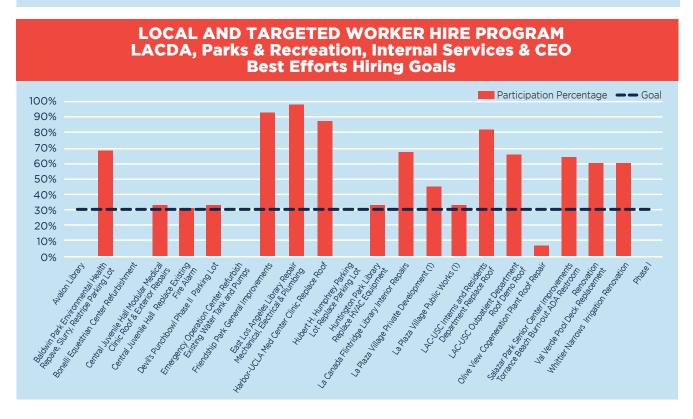














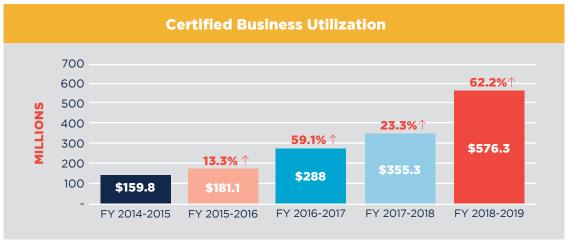
Office of Small Businesses

he 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. On July 12, 2016, the Board established a four-year Small Business Utilization Plan to increase contracting dollars awarded to the County's certified Local Small Business Enterprises (LSBE) and Disabled Veteran Business Enterprises (DVBE) by 25 percent and 3 percent, respectively. This four-year plan also directed the Department of Consumer and Business Affairs (DCBA), in consultation with relevant departments, to develop

a new certification for Social Enterprises (SE). 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 will be presented in an upcoming Scorecard. Information about businesses served by the Small Business Concierge is also presented.



*Small Business Utilization Goals adopted by the Board of Supervisors.

DEFINING SOCIAL ENTERPRISES (SE)

To certify as a Social Enterpise with Los Angeles County a business must:

- Have been in operation for at least one (1) year providing transitional jobs, including access to supportive services to a transitional workforce employing at least 51 percent of a transitional workforce; or
- Be certified as a B-Corp by B Lab Corporation; or
- Certified Green by a city government agency in the County; or
- Be incorporated with the State of California as a Benefit, or Social Purpose Corporation; or
- Be a business whose primary purpose is the common good as demonstrated through a published mission statement and whose principal business activity is directly related to accomplishing that stated social mission.
- Provide their mission statement, a description of their programs, services, and must provide metrics confirming social impact.

DEFINING LOCAL SMALL BUSINESS ENTERPRISE (LSBE)

Businesses that have a principal place of business (i.e. Headquarters) in the County and meet the State's definition of a small businesses can certify with Los Angeles County as an LSBE. A business must:

- Be independently owned and operated; and
- Not be dominant in its field of operation; and
- 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 \$15 million or less over the last 3 years; or
 - A manfacturer with 100 or fewer employees; and
- Have its main office (headquarters) in the County of Los Angels for at least the past 12 months.

DEFINING DISABLED VETERAN BUSINESS ENTERPRISE (DVBE)

To certify as a DVBE with the Los Angeles County a business must:

- Be certified by the U.S. Department of Veteran Affairs (VA) as a Service Disabled Veteran Owned Small Business (SDVOSB); or
- Be certified as a DVBE by the California Department of General Services (DGS)
- During the certification process the business will be asked to provide information regarding their VA or DGS certification.

METRIC FY 2018-19	QUANTITY
Number of Businesses Certified as LSBE	755
Number of Businesses Certified as Social Enterprises	66
Number of Businesses Certified as DVBEs	93
Number of County Contracting Dollars Awarded to All Certified Vendors	\$576,297,551
Number of Certified Businesses Who Won Contracts with the County	731

Small Business Development

o 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 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), the Los Angeles Metropolitan Transit Authority (Metro), and the Veteran's Administration (VA). DCBA has then used these lists for targeted outreach to increase the County's certified vendor pool.

Guided by DCBA, the County has made significant progress towards meeting the County's utilization goals. From FY 2016-17 to FY 2017-18 there was an increase

of over \$67 million in small business utilization, a 23 percent increase. In comparison, from FY 2017-18 to FY 2018-19 there has been an increase of over \$221 million, a 62 percent increase. DCBA will continue to lead efforts to ensure the County continues to increase utilization of our target businesses.

DCBA has also continued to expand the pool of certified businesses through targeted outreach but to also increase their contract readiness through procurement technical assistance and small business development. DCBA operates the regions only Procurement Technical Assistance Center (PTAC) which provides assistance and tools to businesses to increase contract readiness when competing for government contracts at the local, state, and federal level. During the 2018-19 fiscal year the LA County PTAC provided 632 counseling hours to businesses interested in government contracting and participated in 38 events to raise awareness of our services and government contracting opportunities.

TECHNICAL ASSISTANCE TO BUSINESSES FY 2018-19

		TYPE OF ASSISTANCE															
FISCAL YEAR	Business Name (DBA)	Business Plan	Business Structure	Certification	Contracting Opportunities	Employer Responsibility	Finance	Labor	Lease Agreement	Legal Entity	Licenses	Loans	Marketing Plan	Permits	Trademark/Copyright	Other	TOTAL
2015-16	27	23	23	31	15	17	17	10	11	23	40	17	20	42	24	5	345
2016-17	76	98	75	101	70	50	76	34	45	65	127	69	77	125	62	37	1,187
2017-18	362	287	263	306	163	167	212	92	94	232	431	187	194	361	234	80	3,665
2018-19	379	353	308	356	190	183	260	99	117	263	488	218	241	432	254	102	4,243

ASSISTANCE IN OPENING A BUSINESS FY 2018-19

		BUSINESS TYPE													
FISCAL YEAR	Agriculture	Car Wash	Contractor/ Construction	Food Service	Garment, Apparel & Textile Mfg.	Health Care	Housing & Lodging	Landscaping & Gardening	Mfg.	Retail	Services	Transportation	Unsure/ Undecided	Wholesale	TOTAL
2015-16	0	0	2	10	1	2	1	0	1	10	20	0	29	1	77
2016-17	4	2	9	30	2	8	4	0	2	19	80	3	60	4	227
2017-18	2	14	20	74	15	24	7	2	10	100	243	13	85	13	622
2018-19	2	20	18	83	12	33	13	2	10	102	287	14	79	16	691

Small Business Concierge

he 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 business 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.

In Fiscal Year 2018-2019, the County's Office of Small Business participated in

140

OUTREACH EVENTS,

reaching over

12₀600

BUSINESS CONCIERGE CASES									
Fiscal Year	Opened Inquiries	Business Assisted							
2015-16	77	50							
2016-17	215	199							
2017-18	460	439							
2018-19	590	732							

OFFICE OF SMALL BUSINESS ENTREPRENEUR EVENTS									
Fiscal Year	Workshops	Attendees							
2015-16	6	120							
2016-17	10	210							
2017-18	23	575							
2018-19	29	790							

The Small Business
Concierge Service assisted

ENTREPRENEURS.

WDACS Layoff Aversion

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. The information regarding the layoff aversion program for FY 2018-19 to date is displayed above.

WDACS LAYOFF AVERSION SERVICES

At Risk Businesses: Businesses that are "in danger of laying off employees."

Action Plan Development Services include:

An individual's primary residency is within five (5) miles of the proposed project site and is within a Qualifying Zip Code.

If a qualifying Zip Code is partially located within the 5-mile radius, then the entire Zip Code is considered as a Tier I Zip Code, and workers living in that entire Zip Code area may qualify as Tier I hire.

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.

WDACS LAYOFF AVERSION ACTIVITY FY 2018-19													
	JUL	AUG	SEPT	ОСТ	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Assessments	24	49	61	81	49	61	61	44	25	48	115	385	1,003
# of Action Plans / Customized Strategy Blueprints	4	16	23	57	38	63	47	35	20	44	82	391	820
# of Blueprint Services Provided	1	1	10	29	33	70	35	21	14	21	55	282	572
Stabilized Businesses No Longer Needing BTA Services (referred to AJCCs)	29	66	94	167	120	194	143	100	59	113	252	1,058	2,395
# of Jobs Saved	15	-	210	191	149	56	19	32	36	23	53	-	784

Permitting Assistance

he Economic Development Scorecard was created to measure the progress of the County's economic development programs across a variety of disciplines, including how to more effectively serve the County's business community. The Board has long-signaled the importance of encouraging business growth as part of multi-pronged economic development effort. In November 2014, the Board elevated the visibility of a one-stop office to serve small businesses, and in August 2015, the Board asked multiple departments to implement a web-based approach to permit streamlining. The web-based effort, EPIC-LA, has been fully implemented by Regional Planning and the Department of Public Works, and is a comprehensive approach to land entitlement, inspections, and code enforcement.

The Departments continues to streamline the planning and permitting process for businesses. This has included an evaluation of the regional one-stop offices throughout the County, as well as a workgroup to create quarterly reports from data being measured in EPIC-LA. It is the CEO's intent to track the length of different business processes through data captured in EPIC-LA, and work with departments to devise process improvements if warranted. Below are statistics of cases taken and completed in FY18-19, through on-line permitting, one-stop centers, to the reviews at the front desk at Regional Planning and Public Works.



CASES TAKEN IN FY 2018-19													
	JUL	AUG	SEPT	ОСТ	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Discretionary Site Plan Review	1	3	2	4	3	0	3	3	2	2	2	1	26
Ministerial Site Plan Review	144	139	118	205	155	151	134	148	151	151	153	160	1,836
Zoning Conformance Review	94	100	84	101	76	84	66	74	87	87	98	90	1,034
Conditional Use Permit	21	21	9	14	12	8	13	20	14	14	13	7	176
Housing Permit	1	1	2	3	1	1	1	1	1	1	1	2	15
Oak Tree Permit	2	5	1	0	2	4	5	3	5	5	2	3	36
Total	263	269	216	327	249	248	222	249	260	260	269	263	3,123

CASES COMPLETED IN FY 2018-19													
	JUL	AUG	SEPT	ОСТ	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTAL
Discretionary Site Plan Review	1	2	1	0	3	4	4	1	0	1	2	3	22
Ministerial Site Plan Review	131	149	99	163	114	110	139	158	153	211	155	161	1,743
Zoning Conformance Review	88	84	77	103	68	77	75	76	83	75	73	67	946
Conditional Use Permit	24	14	15	9	11	15	13	8	7	9	12	9	146
Housing Permit	1	1	0	0	1	2	0	2	0	0	1	1	9
Oak Tree Permit	5	0	1	1	3	2	3	2	2	3	2	5	29
Total	250	250	193	276	200	210	234	247	245	299	245	246	2,895



urther, the LACDA engages in significant coordination with the Department of Business and Consumer Affairs (DCBA) to provide small business assistance to the businesses receiving the façade loans to most effectively deploy the County's wrap-around services in an effort to holistically support businesses.

The LACDA also has the SMART Funding Loan Program that offers competitive loan programs to support a variety of established businesses. SMART Funding through the LACDA offers personalized business capital options, focusing on four areas of economic development: manufacturing, clean technology, health care services, and transportation-adjacent development. Potential loans can range from \$25,000 to \$2M, and are deployed to help businesses purchase necessary equipment, acquire commercial property, build capital, and create and retain jobs. All loans are tailored to specific business needs.

Blight Removal

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

Investments in façade improvements have continued through a new Community Business Revitalization (CBR) Program called RENOVATE. The RENOVATE program encompasses the benefits of the CBR Program with an expanded area of service that can incorporate all County unincorporated areas, as well as partnerships with neighboring municipalities.

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. Below you will find data for the LACDA's façade program, which includes completed and active projects in FY 2018-19 and FY 2019-20.



RENOVATE PRODUCTION FY 2018-19											
FY18/19 Project Name	FY18/19 Project address	Supervisorial District	# of Storefronts	Start date	Completion date	Project construction costs:					
#1 Brothers 99 Cents Store	4531 Whittier Blvd, Los Angeles, 90022	1st	1	12/13/2018	10/15/2019	\$196,053					
#2 Community Eye Center	8619 S. Vermont Ave, Los Angeles, 90044	2nd	1	9/4/2018	12/22/2018	\$112,208					
#3 Beverly Visa Plaza	7848 Pacific Blvd, Walnut Park, 90255	1st	9	6/6/2019	12/24/2019	\$224,027					
#4 Paul Robeson Wellness Ctr.	6569 Vermont Ave, Los Angeles, 90044	2nd	1	1/30/2019	11/15/2019	\$77,008					
#5 Tele Laurel Plaza	13313 thru 31321 E. Telegraph Rd, South Whittier, 90605	4th	5	10/17/2017	6/21/2019	\$255,803					
#6 Taqueria Los Santos	13307 E. Telegraph Rd, South Whittier, 90605	4th	1	10/17/2017	6/21/2019	\$174,742					
#7 American Liberty Bail Bonds	14411 Telegraph Rd, South Whittier, 90604	4th	3	12/12/2018	10/4/2019	\$227,135					
#8 Colima	11546 thru 11552 Colima Rd, South Whittier, 90604	4th	4	3/15/2019	11/30/2019	\$188,592					
#9 Vivid	14955 Lefingwell Rd, Whittier, 90604	4th	1	1/2/2019	3/15/2020	\$122,044					
#10 Lake Strip Mall	2279 thru 2287 N. Lake Ave, Altadena, 91001	5th	5	3/15/2019	11/15/2019	\$121,989					
#11 Boys Republic	2255 thru 2261 N. Lake Ave, Altadena, 91001	5th	3	3/15/2019	11/15/2019	\$105,472					
#12 Poncitlan	2291 N. Lincoln Ave, Altadena, 91001	5th	1	3/15/2019	11/30/2019	\$119,287					
TOTAL			35			\$1,924,360					

Business Assistance Loans

he LACDA has historically provided loans to small and medium sized commercial/ industrial companies to grow their businesses and create jobs. Funds from the loan program can be utilized for real property acquisition, working capital, land acquisition, construction, and equipment purchases. The LACDA's loan programs have included Micro, Business Expansion, and Float loans. The primary funding sources for the LACDA'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. The

Board of Supervisors has also contributed County General Funds towards a Manufacturing Revolving Loan Fund. In addition, Metro has collaborated with the LACDA to establish a business loan program targeted towards businesses located next to major transit stops.

In FY 2018-19, LACDA undertook a rebranding effort that included updating all marketing materials for its SMART Funding Loan Program. During this fiscal year the LACDA funded four loans for over \$2.4M. The LACDA currently has seven loans totaling \$7.7M being underwritten and reviewed.

Below is a table listing the FY 2018-19 loans that have been funded to assist local area businesses.

FY 2018-19 LACDA COMMERICAL LOANS FUNDED						
COMPANY TYPE	DISTRICT	LOAN AMOUNT	USE OF FUNDS	DATE FUNDED	FUNDING SOURCE	
Pet Store	5	\$300,000	Working Capital	11/19/2018	EDA	
Furniture Store	1	\$119,191	Working Capital/Equipment	4/26/2019	EDA	
Aerospace Manufacturer	5	\$1,500,000	Working Capital/Equipment	5/23/2019	Manufacturing	
Architecture Firm	1	\$500,000	Working Capital/Equipment	5/30/2019	EDA	
TOTAL FUNDING COMMITMENT		\$2,419,191				



Property Assessed Clean Energy (PACE)

In addition to the loan programs administered by the LACDA, 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 2018-19, through the PACE RENEW and LA HERE Program funded approximately \$65 million in home energy improvements which created 737 jobs throughout the County. A summary of FY 2018-19 PACE assessments and job creation is provided in the table below.

RENEW FINANCIAL - California FIRST						
PACE FY 18-19	APPLICATIONS SUBMITTED	APPLICATIONS APPROVED	COMPLETED ASSESSMENTS	\$ AMOUNT OF COMPLETED ASSESSMENTS	ESTIMATED # OF JOBS CREATED	
Jul-18	375	124	59	1,818,477	29	
Aug-18	389	125	73	2,655,469	41	
Sep-18	332	99	36	1,379,370	21	
Oct-18	355	108	55	1,981,392	30	
Nov-18	266	102	53	2,032,351	30	
Dec-18	12	22	44	1,754,402	28	
Jan-19	0	0	36	1,364,677	21	
Feb-19	0	0	9	340,703	5	
Mar-19	0	0	10	503,160	6	
Apr-19	0	0	9	467,352	7	
May-19	0	0	2	18,143	0	
Jun-19	0	0	-	-	-	
FY TOTAL	1,729	580	386	14,315,496	218	
Program Inception to 6/30/19	29,574	12,817	7,314	244,155,609	244,155,609	

^{*}Renew exited the L.A. County PACE Program in December 2018.

RENOVATE AMERICA - HERO PROGRAM						
PACE FY 18-19	APPLICATIONS SUBMITTED	APPLICATIONS APPROVED	COMPLETED ASSESSMENTS	\$ AMOUNT OF COMPLETED ASSESSMENTS	ESTIMATED # OF JOBS CREATED	
Jul-18	820	248	178	\$5,020,401	64	
Aug-18	704	224	208	\$5,669,051	64	
Sep-18	525	142	160	\$4,733,393	41	
Oct-18	623	212	170	\$4,958,530	48	
Nov-18	540	141	153	\$4,402,336	51	
Dec-18	472	163	147	\$4,816,117	49	
Jan-19	550	139	154	\$5,430,642	45	
Feb-19	504	132	108	\$3,513,903	40	
Mar-19	452	103	99	\$3,283,166	31	
Apr-19	352	104	102	\$3,256,326	25	
May-19	369	106	100	\$3,320,113	31	
Jun-19	370	93	77	\$2,315,824	30	
FY TOTAL	6,281	1,807	1,656	\$50,719,802	519	
Program Inception to 6/30/19	77,451	33,930	28,379	\$912,981,155	6,747	

PACE FUNDING						
PACE FY 18-19	APPLICATIONS SUBMITTED	APPLICATIONS APPROVED	COMPLETED ASSESSMENTS	\$ AMOUNT OF COMPLETED ASSESSMENTS	ESTIMATED # OF JOBS CREATED	
Apr-19	208	87	60	\$1,844,177	17	
May-19	202	74	79	\$2,406,631	22	
Jun-19	357	163	55	\$1,750,336	16	
FY TOTAL	767	324	194	\$6,001,144	54	
Program Inception to 6/30/19	767	324	194	\$6,001,144	54	

^{*}PACE Funding Group began issuing L.A. County PACE Assessments in April 2019.

Center for Financial Empowerment

s the County's Center for Financial Empowerment (CFE) completed its pilot phase late last year, the CFE demonstrated that a collaborative, cross-sector approach has a much greater impact on the financial capability of low-to-moderate-

income residents. This collaborative includes partners in the non-profit field, financial institutions, academia and the philanthropic community all working together to provide financial knowledge, tools, and resources to Los Angeles County residents to empower them on the path to economic well-being. The initial success of the CFE prompted the Board of Supervisors to make the CFE a permanent program on May 21, 2019, within the Department of Consumer and Business Affairs (DCBA).

The CFE is in a unique position to be a champion for both L.A. County residents and financial service providers alike. The CFE strives to provide resources and tools for asset building, capacity building, financial education, and policy change. One of the ways CFE assists residents is through financial education presentations on topics such as: money management, banking basics, understanding credit, car purchases, and identity theft prevention. The goal is to equip residents with financial knowledge and tools they can utilize to manage their

own personal finances and make informed financial decisions. Additionally, we provide train-the-trainer workshops for practitioners and host convenings to help increase the capacity of local service providers.

CFE delivered

trainings to



County, City, and non-profit employees

FINANCIAL EDUCATION PARTNERSHIPS RESULTS

CFE delivered 70 training sessions to 649 DPSS CALWORKs Job Club participants and 52 AmeriCorps Transition Age Youth (TAY).

ASSET BUILDING

In addition to financial education presentations for the public, the CFE promotes the BankOn L.A. County program. BankOn is part of a national program that certifies financial institutions that provide safe and affordable accounts for consumers. In partnership with non-profit partners, the CFE convened resource events in underbanked communities to connect clients with mainstream banking.

- 9 Financial Institutions included in the BankOn Program
- 42,222 bank accounts were opened

CAPACITY BUILDING

Some Los Angeles County residents face many obstacles to achieving financial stability. The region needs an entity to convene the financial capability sector to share best practices, problem solve, and reduce silos to better serve our constituents. The CFE brings value to the field by filing this need through convenings and train-the-trainer sessions to help practitioners increase their knowledge base and skillset. Not only do practitioners gain the knowledge and tools to manage their own finances, but it encourages them to initiate a conversation about finances with their clients.

Our partners include:

- Department of Public Social Services
- Department of Human Resources
- L.A. County Secretarial Council
- L.A. City Library

The CFE held the 2nd Annual Financial Capability Summit with 173 attendees. The summit is a one day conference that serve as an opportunity to engage stakeholders across sectors in conversations and learnings around improving the financial well-being of the County's low-to-moderate income residents.

POLICY CHANGE

One of the CFE's goals is to take collective action to improve the financial practices that advance wealth equity. As such, at the direction of the Board, the CFE has worked to combat predatory high cost loans in the County. The CFE helped to advocate for County-sponsored Assembly Bill 539 (Limon) which was ultimately signed by Governor Gavin Newsom. The new law will cap interest rates at 36 percent simple interest, for loans between \$2,500 and \$9,999 starting Jan. 1, 2020.





he 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 private developers, oversight is nonetheless provided by either the LACDA or the CEO.

The LACDA has oversight responsibility for the following development 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. On May 22, 2018, the Board certified the final environmental impact report for the project and took several other actions allowing the Vermont Corridor project to proceed.

The development on Site 1, only site in the project managed by the CEO, would involve removal of the existing Department of Parks and Recreation office building at 510 South Vermont, a vacant office building, surface parking lots and parking structure, and construction of a new 21-story building consisting of an 8-story parking structure with up to 965 spaces, a terrace level, and 12-story office tower, with approximately 7,500 square feet of ground floor retail space and public serving uses. An adjacent parking structure will also be built with access around the corner on Shatto Place with 768 parking stalls to accommodate additional staff and guests.

When complete, the new Vermont Corridor County Administration Building would accommodate the relocation of staff from the Department of Mental Health (DMH) and WDACS. As of the reporting period this phase of the project was 23 percent complete.

Development of Site 2 consists of a 66-year ground lease with Trammell Crow, which would involve the adaptive reuse of the existing 12-story DMH building into a maximum of 172 market rate residential rental units. Approximately 4,100 square feet of ground floor retail would be located along the main entrance on Vermont Avenue and 3,400 square feet of ground floor retail would be located along 6th Street. This portion will start construction once Site 1 has been completed sometime in the second half of 2021.



Vermont Corridor Site 1 - County Administration Building





Vermont Corridor Site 2 - Residential and Retail

Development on Site 3 will be for the construction of a new six story 100 percent senior affordable housing project (available to senior tenants earning between 30 percent and 60 percent of area median income) containing 72 units, an approximately 13,200 square foot community recreation center, and a three story underground parking structure, with 116 spaces. Site 3 of the Vermont Corridor Project broke ground on October 17, 2018 with demolition of the existing structure. As of June 30, 2019 the project was awaiting a Notice to Proceed (NTP) from the City of Los Angeles. The NTP was issued shortly thereafter and construction is underway.



Vermont Corridor Site 1 - County Administration Building

Vermont-Manchester

On April 26, 2018, the County gained possession of the property located at the northeast corner of Vermont and Manchester Avenue in south Los Angeles. The property is approximately 4.2 acres and is located along a busy transportation corridor. The entire site received environmental clearances under the Transit Priority Project CEQA exemption. The proposed project for the entire site includes a charter boarding school with the remaining area set aside for a mixed-use project that will include affordable housing. SEED LA was selected to develop, fund, construct and operate the charter boarding school. BRIDGE Housing Corporation was selected to develop the mixed-use project. In February 2019 the Board of Supervisors authorized the execution of a Development Agreement, a Ground Lease, an Operational Funding Agreement and other related agreements with the SEED Foundation for the development and operation of the charter boarding school. In August 2019, the Board of Supervisors approved



the execution of an Option to Lease Agreement and Public Transit Plaza funding for the mixed-use project. Both development teams continue to secure needed financing for their projects. The project continues to progress in the predevelopment process and the teams are currently working on a required street vacation. It is anticipated that the charter boarding school will begin construction in the summer of 2020 with the mixed used project beginning construction shortly thereafter.

3rd and Dangler

The County and LACDA own properties along the Gold Line Light Rail transit route in the unincorporated East Los Angeles area. The parcels are located at the northwest corner of East 3rd Street and South Dangler Avenue in East Los Angeles. The County and LACDA consider the parcels to be ideally situated for a mixeduse, transit-oriented development opportunity. A Request for Proposals for development of the property was released in October 2017. Proposals were received January 8, 2018. The proposals have been evaluated and a recommendation was presented to the Board of



Supervisors on July 31, 2018. An Exclusive Negotiating Agreement (ENA) was executed on September 20, 2018 with the selected development team. Unfortunately, after many efforts, the selected developer was unable to proceed with the development and the ENA was terminated on April 22, 2019. The LACDA proceeded with engaging the second runner up, National Core, to develop the project. The project proposed by National

Core entails 78 units of affordable housing at 30 to 80 percent of Area Median Income and incorporates many amenities including a ground floor community plaza, rooftop garden, social services and convenient access to the Metro Gold Line. An ENA with National Core was approved in September 2019. Construction is estimated to begin in February of 2021 and is estimated to take approximately 18 months.

Martin Luther King, Jr. Medical Office Building

The Martin Luther King Jr. Medical Office Building (MLK-MOB) project will be the construction of an approximately 52,000 square foot medical office building with 252 parking stalls located at the southwest corner of East 120th Street and S. Wilmington Avenue in the Willowbrook area of Los Angeles County. As part of the Martin Luther King, Jr. Medical Center Campus, the MLK-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. The Board authorized the LACDA to act as the County's agent for development of the MLK-MOB on September 26, 2017. The project started construction in October 2018 and is expected to be completed by March 2020. Once operational, the developer will look to initiate a second



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

phase of the development with another medical office building to help satisfy the high demand for medical services in the area.

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.

Over the past year, the LACDA has worked collaboratively with Metro to select a development team from a Request for Proposals (RFP) issued in for the potential development of the County Properties contained within the TOD plan. The County property is located at 923 East Redondo Beach Boulevard in the City of Inglewood, immediately adjacent to Metro's Crenshaw/LAX Line. LINCCore, consisting of LINC Housing (a nonprofit) and National Community Renaissance (a nonprofit), was selected as the developer under an Exclusive Negotiation Agreement (ENA). The

ENA was approved in November 2017, which includes an initial term of 18 months with options to extend the term up to an additional 12 months if needed.

The development team is comprised of seven (7) subcontractors and community partners. The development team has proposed a four-story, mixeduse development on the 1.44 acres at LEED Silver or higher with automotive and bicycle parking, multiple courtyards, and a community garden. The project will consist of 101 affordable residential units with 5,000 square feet of community room space and 5,000 square feet of commercial space.

LINC-Core has prepared and will submit their design and site plan review application to the City of Inglewood in June 2018 to allow for the redevelopment of the County's property.

On February 19, 2019 the Board of Supervisors authorized an allocation of \$9,460,000, comprised of Affordable Housing Trust Funds, Measure H Funds, and Mental Health Housing Program Funds as part of the LACDA's Notice of Funding Availability 24-A, to support the affordable housing component of the project.

In March of 2019, the LACDA on behalf of LA County, executed an Option to Lease Agreement with the LINC-CORE Limited Partnership (LP). This document allowed the LP the exclusive right to enter into a Ground Lease to

redevelop the site. The Ground Lease has been drafted and is nearing acceptance and completion, we are still negotiating remaining deal points.

In June of 2019, the County and the LACDA entered into a funding agreement to allow the LACDA to administer the 2nd District Proposition A Local Return funds in the amount of \$2M. These funds are allocated for transit related development improvements at the Fairview Heights Apartments site, and do not have a housing related affordability requirement.

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 use and a range of housing types that are affordable to existing residents. It also identifies opportunities to foster job growth with attractive office or incubator space.

The Expo Crenshaw project site is located at the southwest and southeast corners of Exposition and Crenshaw Boulevards, immediately south of the Expo Line; the proposed Crenshaw/LAX Line will run under Crenshaw Boulevard once completed. The potential development will take place on 1.66 acres of County-owned property and 1.77 acres of Metro-owned property, which are located in the City of Los Angeles. The Board of Supervisors approved the Short-Term Exclusive Negotiation Agreement (Short-Term ENA) between the County (acting through the LACDA), Metro and the Watt Companies in December 2017.

The Short-Term ENA is an interim measure to allow the developer time to conduct additional community outreach prior to executing a full-term ENA. The Short-Term ENA also allows all parties the ability to directly communicate about project scope and team composition while engaging the community about the proposed project prior to committing to a long-term ENA.

As proposed, the project includes the following:

- 492 residential units, 15 percent (75 units) will be affordable for households earning 50 percent of the area median income (\$32,150);
- 47,500 SF of community serving space envisioned to include a grocery store and restaurant space for locally-owned businesses;



Expo/Crenshaw Site

- Business incubator space;
- Ground floor community meeting space;
- Mobility hub to provide bicycle and car share connections;
- Three (3) acres of public open space; and,
- An opportunity to add a station entrance on the County site to facilitate safe connections between the two transit lines.

On January 6, 2017, the Metro and the County acting through the LACDA entered into a Memorandum of Understanding for the potential development of the County and the Metro-owned properties, all located within the City of Los Angeles. A Request for Proposals was released by Metro for the potential development of the Expo/Crenshaw Joint Development Site and on January 9, 2018, the Board of Supervisors approved of a short- term Exclusive Negotiating Agreement with WIP-A, LLC, a wholly-owned subsidiary of Watt Companies, Inc.

A labor/workforce community meeting was held on June 5, 2019. Design review by County and Metro is ongoing. Developer is preparing to submit entitlement application. Term sheet for ground lease terms has been drafted and is currently under review by Developer.

Willowbrook Joint Development Project

In February 2019 the LACDA executed a MOU with the Compton Unified School District (CUSD) to conduct a redevelopment feasibility analysis on the former Lincoln Elementary School site in the unincorporated Willowbrook area, adjacent to Martin Luther King, Jr. Medical Center campus. Upon completion of the feasibility analysis, the CUSD and LACDA will be issuing a Request for Proposals (RFP) for development of the

site which will include a nearby LACDA owned vacant site. It is estimated the RFP will be issued sometime in November 2019. Potential development of the site may include workforce and affordable housing, medical related uses and possible educational facilities in support of the Charles R. Drew University and CUSD.

West Los Angeles Courthouse

On May 31, 2019 LACDA issued a Request for Information (RFI) to the development community regarding the state-owned courthouse located at 1633 Purdue Avenue in the western area of the City of Los Angeles. The intent of the RFI is to identify potential uses of the three- acre site that may include a combination of market rate and affordable housing, commercial and retail opportunities. Once received, the RFI will inform all parties on the viability

of issuing a Request for Proposals (RFP) for actual development services. This will occur in conjunction with the County gaining site control through a long-term Lease with an Option To Buy Agreement. The RFP will be issued in November 2019 with the execution of the Lease Agreement to follow.

The CEO has oversight responsibility for the following development project:

Grand Avenue Project

The Grand Avenue Project Phase I, located on Grand & First in Downtown Los Angeles, consists of a mixed used development with residential and hotel towers, parking, public plaza, retail/commercial spaces, streetscape, and site landscaping on County-owned property (Parcel Q) developed by Related Company's Phase I Developer. This phase is comprised of two high—rise towers, one a hotel, and the other that includes residential apartments and condominiums units. The proposed hotel tower (Tower 1) will consist of an approximately 308 key rooms, 4-star Equinox hotel with meeting space and ancillary hotel amenities. The proposed residential tower (Tower 2) will combine approximately 323 market rate apartments with approximately 89 affordable housing units and approximately 113 market rate condominiums (20 percent of the gross number of apartment and condominium rentals.)

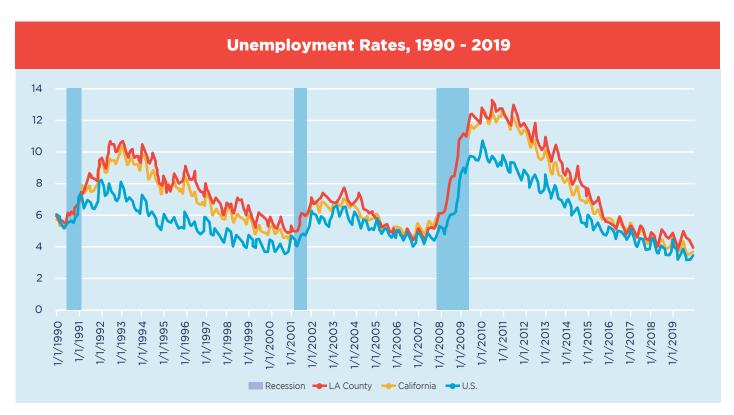


Grand Avenue Project



he data presented in this scorecard shows that County employment is projected to grow at an average annual rate of just over 1 percent through 2022, adding 242,700 new jobs to the County workforce. According to the Bureau of Labor Statistics, the

December 2019 unemployment rate in Los Angeles County was 4.0 percent, which is just over 9 points below the July 2010 peak of 13.2 percent, and the lowest unemployment rate for the county in decades.



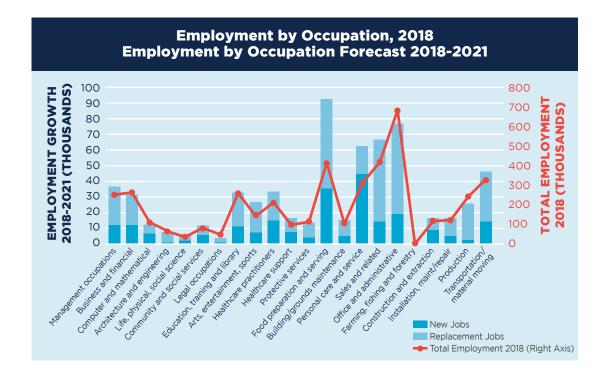


The employment data shown on this page provides evidence that Los Angeles County has recovered from the recession of 2008-09. Yet there remain many indicators that show signs of economic weakness. This is particularly true for federal poverty level statistics, which reveal that the percent of individuals living below the poverty line in Los Angeles County remains high at 14.1 percent in 2018. 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.

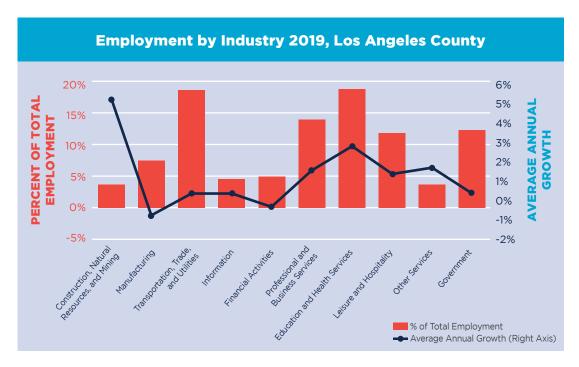
ne of the principal features of the County's economic development program is to focus resources on individual industries and occupations that are forecasted to experience future growth and expansion. The U.S. Bureau of Labor

Statistics reports that in 2018, the median income across all occupations in Los Angeles County was \$68,093. In contrast, according to the Los Angeles County Economic Development Corporation, the top five occupational groups that are projected to experience the most job openings through 2022 are:

- 1 Personal care and services occupations with a median annual wage of \$29,720;
- 2 Food preparation and serving occupations with a median annual wage of \$27,830;
- Office and administrative occupations with a median annual wage of \$42,730;
- Healthcare practitioners with a median annual wage of \$94,840; and
- 5 Sales and related occupations with a median annual wage of \$45,350.



The following tables in this Scorecard provide specific information regarding Los Angeles County industries and occupations, and their projected growth rates for the six-year period from 2015 through 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.





os Angeles County has been experiencing employment shifts from manufacturing and construction to service based industries, such as health services and professional business services. In 2019, education and health services employed 855,600 residents of the County, representing 18.8 percent of total employment. The next largest employer, transportation, trade and utilities accounts for 18.6 percent of County employment, with

retail trade comprising nearly half of those employed. Just two industries, manufacturing and financial activities, have experienced declines, representing a loss of 10,480 and 2,470 jobs in each respective industry in 2019.

Job growth across all sectors remains significant (49,800 jobs added in 2019), although the rate of growth has slowed since its peak in 2016. The LAEDC forecasts continued growth, although at a

slowing pace, with projected additional jobs of 48,500 and 41,900 in 2020 and 2021, respectively.

The composition of businesses in the County reflect overall employment trends, with education and health services comprising 48.5 percent of establishments. Transportation, trade and utilities and professional and business services account for 11.4 and 10.9 percent of all establishments, respectively.

