ECONOMIC DEVELOPMENT POLICY COMMITTEE
Thursday, September 2, 2021
9:00 a.m. – 10:00 a.m.

Virtual/Microsoft Teams Meeting

Call-in number: 1-323-776-6996 Access Code: 831 836 193#

AGENDA

1. Introductions

2. Legislative update (CEO) — 5 minutes

3. Economic and Workforce Development Department update (CEO) — 15 minutes

4. Pathways for Economic Resiliency Report (WDACS and other departments) — 40 minutes

5. Public Comment

NOTE:
Please send comments to EconomicDevelopment@ceo.lacounty.gov by Wednesday September 1st at noon. They will be shared with the Committee prior to the meeting.

Road to Re-Alignment

Economic & Workforce Development / Aging & Community Empowerment

Epifanio Peinado
Supervising Administrator

This presentation is dynamic and updated frequently.
Version 3.0 Est. 8/23/21
Version 2.0 Est. 7/19/21
Version 1.0 Est. 6/31/21

Phased Implementation Plan

Phase 0
Pre-Implementation

- June – October 2021
- Preparation for launch of Phase I
- Transfer of Economic Development Units:
  - DCBA
  - CEO
  - LACDA
- Combine Aging Adult Services and Community Services

Phase 1
Re-Alignment

- October 2021 – October 2022
- Preparation to Stand-Up the following:
  - Economic & Workforce Development
  - Aging
  - Shared Administrative Structure

Phase 2
Establish Departments

- By October 2022
- Formally establish departments in County Code :
- Economic & Workforce Development
- Aging
- <u>Note</u>: Names of Departments will be subject of review in 2021-2022

Phase 3
Optimization

- FY 22-23 – FY 25-26
- Further enhancements and optimization of services in both departments

Keys to Initiating Phase 1

- Welcome New Programs and Staff
- Transition & Maintaining Delivery of Services
  - Focus on People, Positions, Programs, & Funding
- Move Forward with Executive Recruitments
- Assess Re-Alignment of Boards and Commissions
- Updates on Developments & Information

PROGRESS REPORT

Progress Report

- Meetings with Transferring Services:
  - DCBA's OSB staff met with on 8/30/21
- Department/Employee Comms Toolkits developed and being deployed
- Candidates under review for Executive Director positions
- 60-day report routing for publication
- Meetings with Commissions/Boards

NEXT STEPS

Next Steps

- Meeting with LACDA's Economic Development Unit - 9/7/21
- Meeting with CEO's Economic Development Division - being scheduled
- Most budget adjustments for Phase I will go through Supplemental Budget
- Some additional budget adjustments for Phase I will be through separate Board Letter in October or November
- Begin development and socialization of October report

Thank You

Email me: epeinado@wdacs.lacounty.gov

Report Back
Pathways for Economic Resiliency

September 2, 2021

Economic Development Policy Committee

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Partners

Los Angeles County Arts & Culture

County of Los Angeles California

CEO

Office of the CIO County of Los Angeles

Los Angeles County Consumer & Business Affairs

Health Services Los Angeles County

Los Angeles County Department of Human Resources

ISD Internal Services Department County of Los Angeles "Trusted Partner and Provider of Choice"

LACDA Los Angeles County Development Authority

County of Los Angeles Public Health

dpss

Public Works Los Angeles County

Los Angeles County Department of Regional Planning

County of Los Angeles Treasurer & Tax Collector T&TC

Los Angeles County Women & Girls Initiative

7 Priorities to Advance Economic Resiliency

- I. Investment in people: prioritize high-need, high-impact core programs that help workers through job training and placement
- II. Quality and affordable early care and education
- III. Improve hiring and contracting
- IV. Opening of the economy and public health safety
- V. Business assistance
- VI. Catalyze economic development
- VII. Close the digital divide

Priority I

Investment in people: prioritize high-need, high-impact core programs that help workers through job training and placement

Lead Department: WDACS/ Launch of new Economic & Workforce Development Department

Partner County Departments: Arts and Culture, DCBA, DPSS, LACDA

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Investment in People - Strategies

Strategy 1: Rapid training and re-employment, including technological solutions to connect people to employment opportunities.

Implementation Plan

- Populations: people who lost jobs due to the pandemic; workers who do not wish to return to jobs that put them at risk of contracting COVID-19; individuals with barriers to employment.
- Subsidized employment, 100% reimbursement of on-the-job training (OJT), and transitional job services to incentivize hiring.
- Worker Equity Fund: Transportation, work attire, digital access, housing support, & child care.
- CalAssist Project: technology solutions to improve worker, employer, training matching and placement.

$20 million through the American Rescue Plan Act (ARPA) Funding.

Investment in People - Strategies

Strategy 2: Expansion of high road training programs that focus on employment opportunities and are responsive to the post-pandemic landscape.

Implementation Plan:

- Leverage the existing workforce system and launch of the new Economic & Workforce Development Department (EWDD).
- Expand pilot programs to implement pre-apprenticeships and apprenticeships in **advanced manufacturing, health care, early care and education, and the creative economy.**

$9M from ARPA

Investment in People - Strategies

Strategy 3: Youth work experience and enhanced opportunities to ensure we encourage the next generation's workforce

Implementation Plan

- **Recommendation:** Enhance Youth@Work and Countywide Youth Bridges Program (CYBP) by Double participation hours from 120 to 240.
    - **Goal:** Serve 2,500 youth per year targeting placement of 25% of Youth@Work participants in high road industries.
- Support Arts and Culture to continue administration of the Los Angeles County Arts Internship Program (API) to over 200 students.

$5M from ARPA

Investment in People - Strategies

Strategy 4: Establish a **Worker Equity Fund.**

Implementation Plan

- Provide financial, technical, housing, childcare, stipends, and social service assistance to participants.
- The goal of the WEF is to ensure participant success when enrolled in training programs.

$1M from ARPA, additional resources to be identified

Investment in People - Strategies

Strategy 5: Connect County's existing and new small business support services, including grant and loan programs, with workforce development services and a trained workforce.

Implementation Plan

- All grants and loans provided require job creation and retention.
- Develop an annual communications and outreach plan along with marketing products to improve connectivity of the workforce system to businesses and integrate into the new EWDD.

$1M from ARPA

Other Funding Opportunities

- Leveraging existing WIOA funding, resources and community partners
- Support partner departments on workforce and COVID-19 safety initiatives
- Reentry and alternatives to incarceration streams:
  - Measure H, SB 678, Measure J, AB 109
- Potential near future:
  - Federal “Infrastructure” and American Families Plan funding
  - State grants

Priority II

Quality and affordable early care and education

Lead Department: DPH's Office for Advancement of Early Care and Education (OAECE)

Partners: DCBA, LACDA, WDACS, Community-based Organizations, educational institutions, ECE advocates and stakeholders, local jurisdictions, State of California.

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Early Care and Education

- **Planning led by Office for the Advancement of Early Care and Education (OAECE)**

- **Implementation plan based on LA County Unified Early Care and Education Strategic Plan**

- **Policy Roundtable for Child Care and Policy Development Ad Hoc developed implementation plan**
  - Reviewed strategic plan priorities during COVID-19
  - Streamlined recommendations to address economic resilience during COVID-19 recovery

- **Focus Areas**
  - Expand access to early care and education services
  - Improve the compensation and qualifications of the workforce so there is a sufficient supply

Early Care and Education

County of Los Angeles Public Health

Recommendation

- Provide child care **vouchers** to the least resourced workers and low-income families

Status

- Provided $17 million in child care vouchers to over 6,000 children through CARES Act
- California FY 21-22 Budget includes new child care spaces

Program	Number of Slots	Date of Expansion
Alternative Payment Program	62,620	October 1, 2021
General Child Care (centers)	46,080	April 1, 2022
CA Migrant Alternative Payment	1,300	October 1, 2021
Emergency Bridge Fund	500	October 1, 2021
Total	**110,500**	

Early Care and Education

County of Los Angeles Public Health

Recommendation

- Provide child care **stabilization grants** and technical assistance support to family child care providers and centers

Status

- Distributed over $9,000,000 in CARES Act for operations grants to early care and education centers and family child care providers.
- LA County recently approved additional funding for operations grants through the American Rescue Plan Act

Early Care and Education

County of Los Angeles Public Health

Recommendation

- Expand **early care and education facilities** by supporting early care and education providers in navigating licensing, zoning, permitting, and other regulatory processes that pose barriers.

Status

- Action needed to create a **staff position** to provide navigation support and technical assistance to early care and education providers expanding their facilities.

- In the planning phase to establish an **on-line toolkit** with informational resources for providers, including user-friendly summaries of **state and local code requirements and permitting processes.**

Early Care and Education

County of Los Angeles Public Health

Recommendation

- Improve the **compensation and qualifications** of the workforce so there is a sufficient supply of qualified early educators
  - Continue to advocate for increased compensation through restructuring of the State subsidy reimbursement system.

Status

- Board of Supervisors adopted a pursuit of Position on **AB 246** to support restructuring of State reimbursement system

Early Care and Education

Recommendation: Reduce barriers to professional development opportunities by:

- Financial incentives to 1,000 early educators annually to improve their qualifications.
  - **Status:** Distributed 1,219 financial stipends to early educators.
- Developing and implementing career and college advisement program to support early educators along the career pathway.
  - **Status:** $240,000 allocated from State. **Additional $750,000 needed.**
- Expanding ECE apprenticeships for emerging early educators which includes cohort learning, college course work, and paid on-the-job training with a mentor.
  - **Status:** $9M allocated through ARPA for high road training partnerships (WDACS), with ECE as one of the pandemic recovery sectors for program development.

Priority III

Improve hiring and contracting

Lead Department: DCBA, Launch of New Economic & Workforce Development Department

Partners: Business associations and stakeholders, ISD, DPH, DHR, WDACS.

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Hiring and Contracting

LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

Strategy 1: Improved access to County hiring process for youth through the Countywide Youth Bridges Program (CYBP).

- **Challenge:** Securing work assignments; implementing remote work schedules; and providing program oversight due to COVID-19.

- **Proposed Enhancements:**
  - Increase hours from 120 to 240 hours or 3 months of training within a County department.
  - Collaborate with high schools, adult schools, community colleges, CBOs to identify participants.
  - Board mandate all departments provide opportunities to a minimum of 4 youth a year.

- **Funding:**
  - County NCC funding is the primary source of funding
  - The Workforce Innovation and Opportunity Act (WIOA)
  - One-time dollars (Care First Community Investment Fund)

Hiring and Contracting

LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

Strategy 2: Engage employers to hire justice-involved individuals through the Fair Chance Campaign.

- **Challenges:**
  - Unfunded since March of 2020
  - Competitive job market post-pandemic: justice-involved individuals are often the last to be considered for opportunities

- **Proposed Enhancements:**
  - Create a 360-marketing campaign: renewed digital outreach and sector-specific industry roundtable events.
  - Fair Chance Employer Award Ceremony to recognize industry leaders
  - 100 employer pledges in 2021-2022.

- **Funding:** $2M in ARPA funding.

Hiring and Contracting

LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

Strategy 3: Promote equity, diversity and inclusion in County worker protection services.

PROPOSED ENHANCEMENTS	
Identify Need	Ensure resources are available for workers and access to the County's services to remedy issues.
Centralized Approach	Office of Labor Equity (OLE) will offer a framework for worker protection through enforcement, policy making, and stakeholder engagement.
Education and Outreach	Manage community outreach and worker protection resources and implement worker protection themes, tools, and campaigns.
Program Expansion & Policy Considerations	Expand worker protection services through enactment of additional ordinances in necessary worker protection areas and industries.
Enforcement	Enforce against industries with low compliance levels and high wage theft through building trust between the community and County.
Partnerships	Consulates , CBOs, Federal and State Wage and Hour Agencies, WDACS, Business Associations, Worker Unions.

Hiring and Contracting

LOS ANGELES COUNTY
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- **Funding:**
  - Office of Labor Equity not funded at this time through ARPA.
  - Continue to utilize CPS funding to support the expansion of worker protection and will continue to identify additional funding sources.

Hiring and Contracting

LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

Strategy 3: Promote equity, diversity and inclusion in County contract language.

- **Challenges:**
  - Proposition 209
  - Measuring Outcomes: CBE certified vendors are not tracked by the Electronic Countywide Accounting and Purchasing System (eCAPS)
  - CBE directory on a spreadsheet

- **Proposed Enhancements:**
  - Identify CBEs in eCAPS
  - Include CBEs in the Certified Vendor Search Tool
  - Revise Model RFPs

- **Funding:** No funding required to revise model RFPs.

Priority IV

Opening of the Economy & Public Health Safety

Lead Department: DCBA

Partners: Business associations and stakeholders, community-based organizations, ISD, DPH, WDACS.

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Opening of the Economy & Public Health Safety

LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

Strategy 1: Workplace and customer and safety

- PPE Unite
- DPH mobile vaccinations @ Employer's sites
- Funded at $500K (ARPA) and current funding aimed at vaccinating LA County residents

Strategy 2: Expansion of COVID-19 education and awareness

- Ongoing multi-faceted educational approach through DPH and other County entities through print, news, social media, grassroots efforts

Strategy 3: Development of website to connect reputable PPE sellers with businesses

- Recommend use of State's system in lieu of creating local system
- No funding required

Priority V

Business Assistance

Lead Department: DCBA, Launch of new Economic & Workforce Development Department

Partners: Business associations and stakeholders, community-based organizations, DPSS, DRP, ISD, LACDA, PW, TTC, WDACS.

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Business Assistance

LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

Strategy 1: Expand promotion of County services to certified businesses and beyond.

- **Recommendations:**
  - Develop marketing collateral highlighting opportunities and resources
  - Distribute through existing internal and external partners

- **Funding:** Not identified for development of marketing collateral. Funding may be available through marketing/communications component of new EWDD, expansion of WDACS and DCBA services.

Business Assistance

LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

Strategy 2: Coordination of efforts for development of one-stop shop, reopening businesses, facilitate permitting and promoting County contracting opportunities.

- **Recommendations:**
  - Expand the Entrepreneur Center
  - Establish a centralized business portal
  - Market the Business Solutions Portal
  - Ongoing inventory of events to promote County business programs
  - Centralize services to business owners on DPW & DRP's website, and adopted by new Economic & Workforce Development Department (EWDD)
- Funding has not yet been identified for increased awareness campaign and the expansion of small business workshops.

Priority VI

Catalyze Economic Development

Lead Departments: CEO, DCBA, Launch of new Economic & Workforce Development Department

Partners: Arts and Culture, Business associations and stakeholders, County Counsel, DPH, DPSS, DRP, Fire, PW, WDACS

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Catalyze Economic Development

LAEDC recommended the creation of a public-private partnership to develop underutilized county-owned properties.

- **Challenges:**
  - Few county-owned sites that are currently underutilized.
    - MacLaren Hall, Rancho Los Amigos, former probation camps, Honor Ranch, and the former High Desert Hospital are either undergoing planning for future use or are located in difficult to develop locations.
    - **California Surplus Land Act:** Requires a lengthy process for selling surplus county land and requires any surplus land be offered to affordable housing developers first.
- **Opportunity:** Explore the locations of various industrial zoned parcels in County unincorporated areas in Area Plans (DRP).

Catalyze Economic Development

LAEDC recommended the creation of a pilot program to identify and leverage county-owned properties near ports for expanding warehousing opportunities.

- **Challenges:**
  - No vacant county-owned sites in near the Ports.
  - Resistance by local communities towards the development of new warehouses.
  - Do not produce significant numbers of high skill jobs; excessive truck traffic that deteriorates local streets; creates environmental concerns in local neighborhoods.
- **Opportunities:**
  - Coordinate with industry partners to onshore **manufacturing** to generate high wage jobs.
  - Make infrastructure improvements using County resources and programs such as EIFDs or Opportunity Zones that would encourage new **manufacturing** uses.
  - **Countywide Cultural Policy:**
    - Needs assessment by Arts and Culture
    - Arts and Culture, CEO and County departments to assess County assets to use for creative space for arts, cultural and creative uses.

Catalyze Economic Development

LAEDC recommended leveraging county-owned property near restaurant dining areas to expand outdoor dining.

- **Challenge:** Could exacerbate the delicate balance between the parking needs of restaurants, their customers and employees, and residents.
- **Recommendation:** Changes to parking requirements should reflect the unique situations in different communities, and not be made on a countywide basis.
- **Opportunity: Per** Board motion, June 8, 2021, departments to establish permanent guidelines to expand options for outdoor dining.

Catalyze Economic Development

LOS ANGELES COUNTY
CONSUMER & BUSINESS AFFAIRS

New EWDD instrumental in designing the vision and mission

- Launch of EWDD underway.
- Develop Los Angeles County's Business Attraction, Expansion, and Retention Program (LAC BAER) within EWDD.
- Coordinated with EWDD and cross departmental work with relevant departments.

Priority VII

Closing the Digital Divide

Lead Departments: OCIO

Partners: All County departments (including ISD, PW, Library, DPSS, DRP, WDACS , LACOE) and external partners including cities, academia, private corporations, non-profits & community-based organizations, entrepreneurs and venture capital entities.

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Closing the Digital Divide: Digital Equity Regional Team

Los Angeles County Board of Supervisors Chief Executive Office

Los Angeles County Digital Divide Action Team

- **Purpose:** Collate all Digital Divide efforts to have a consolidated countywide update for the Board
- **Outcomes**: Comprehensive Countywide Digital Divide efforts progress report

Los Angeles Digital Divide Regional Strategy Team

- **Purpose**: Develop long term Digital Divide Regional Strategy with policy and program interventions
- **Outcomes**: Regional Strategy detailing policy and program interventions and implementation plans

Los Angeles Regional Broadband Advisory Team

- **Purpose**: Identify broadband gaps in the region and assist in identifying appropriate solutions.
- **Outcomes**: Datasets & Solution Reports, as requested

Los Angeles Regional Device Advisory Team

- **Purpose**: Identify device gaps in the region and assist in identifying appropriate solutions.
- **Outcomes**: Datasets & Solution Reports, as requested

Los Angeles Regional Digital Literacy Advisory Team

- **Purpose**: Identify digital literacy gaps in the region and assist in identifying appropriate solutions.
- **Outcomes**: Datasets & Solution Reports, as requested

Closing the Digital Divide: Strategic Goals & Objectives

Increase Accessibility

- Identify gaps in the availability of broadband access, capacity, and services
- Accelerate broadband access solutions deployed in the underserved areas
- Reduce Internet Subscription Costs
- Increase Public-Private Partnerships related to broadband access services
- Increase awareness about broadband access in the community

Provide Digital Devices

- Scale sustainable device supply chain process
- Enable reduced cost device options
- Enable after-purchase technology support options

Empower with Digital Literacy

- Identify digital literacy gaps
- Enable new channels to deliver digital literacy programs
- Introduce new training programs to cover diverse needs

Closing the Digital Divide: Goals and Metrics

Goals	Metrics
Increase Accessibility	• % of users without internet availability • % of users with internet availability less than Broadband Speed • % of users who cannot afford internet subscription
Provide Digital Devices	• % of users without digital devices • % of users without non-handheld digital devices
Empower with Digital Literacy	• % of users unable to use the internet for basic purposes (e.g., email, web-browser, messaging services, security awareness) • % of users unable to use the internet to consume digital services (e.g., financial services, telehealth, social media, ecommerce) • % of users unable to use the internet for producing digital services (e.g., telework, job searches, online classes or job training)

Closing the Digital Divide: Strategy Execution

Strategic (Top-Down) Approach
(Long Term Sustainable Solutions)

Identify prioritized neighborhoods

Identify gaps in these neighborhoods

Map solutions (existing/new)

Launch Initiatives

Oversight/Program Management

Define end game – sustainable operating model

High value systemic initiatives

Entrepreneurship Opportunities – new Solutions

Perpetual/Self funding sources (Co-sponsor Fed/State/Philanthropic Private Grants/Funds/Investments)

Community Based (Bottom-Top) Approach
(Quick Wins/Immediate Impact)

Closing the Digital Divide: Prioritized Neighborhoods

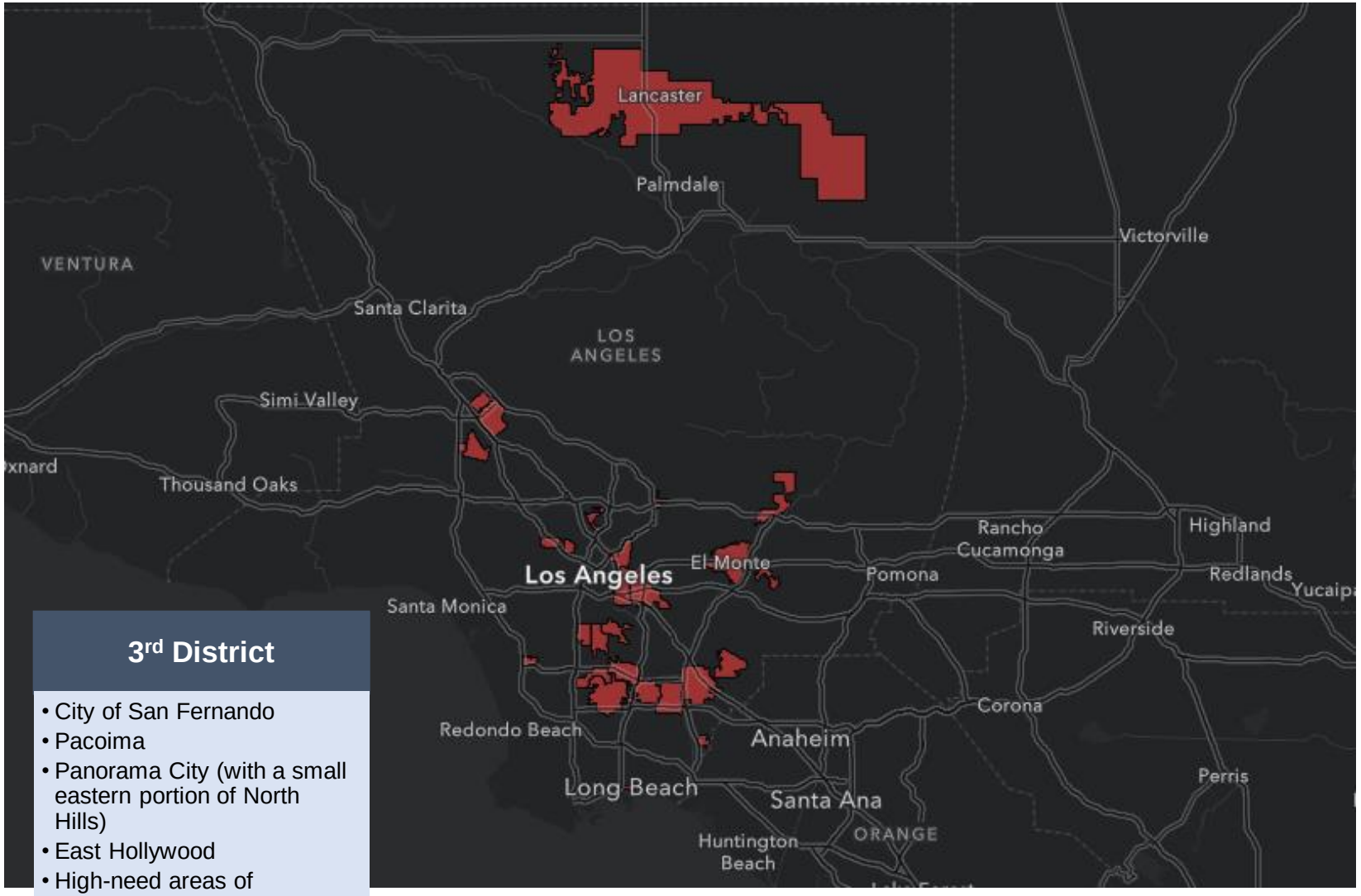
1st District

- East Los Angeles
- Boyle Heights/Lincoln Park
- Huntington Park
- El Monte/South El Monte
- Bassett/West Puente Hills/ Unincorporated La Puente

2nd District

- Compton
- Lynwood
- Willowbrook
- Florence-Firestone

Lennox



3rd District

- City of San Fernando
- Pacoima
- Panorama City (with a small eastern portion of North Hills)
- East Hollywood
- High-need areas of Hollywood

5th District

- Lancaster
- Lake Los Angeles
- High-need areas of Glendale
- High-need areas of Pasadena

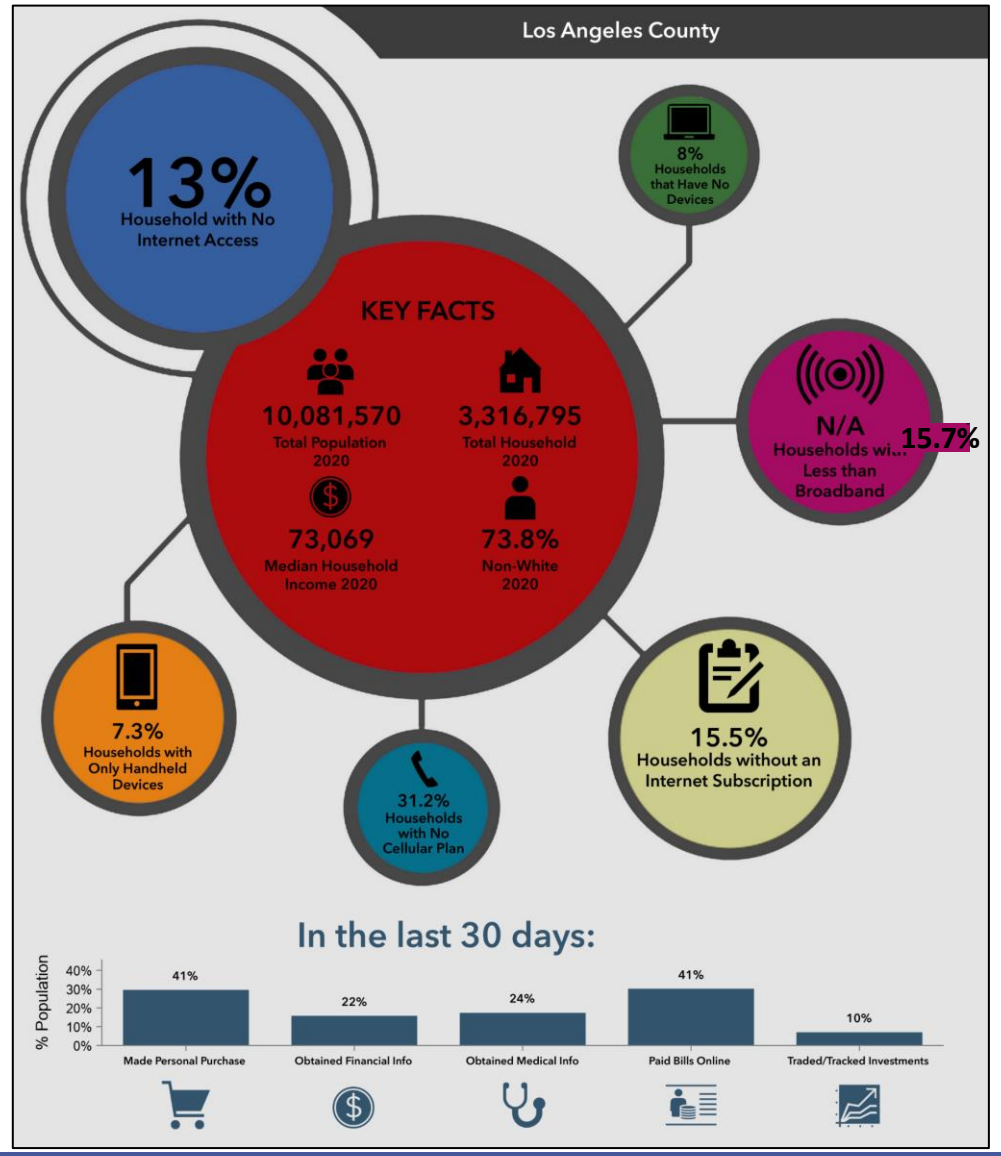
Duarte

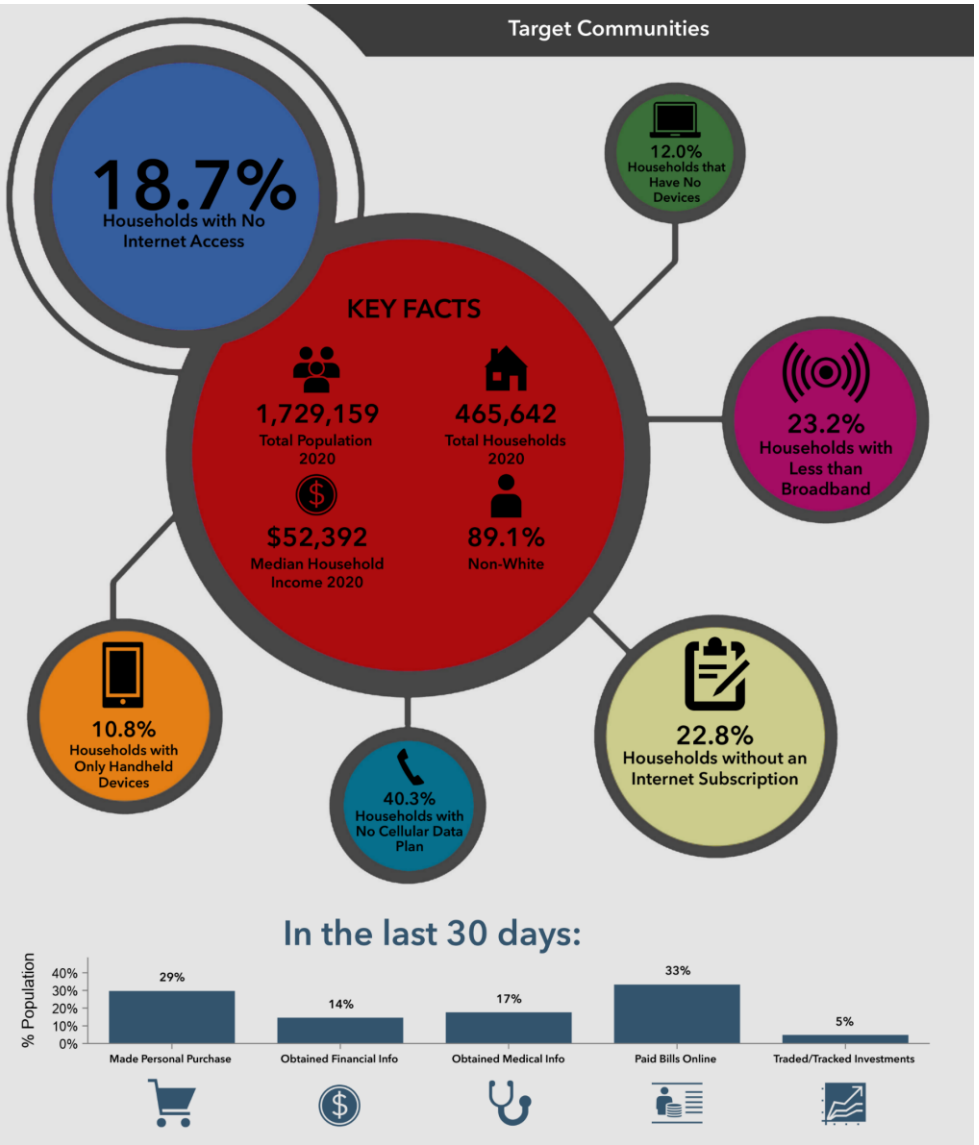
4th District

- Hawaiian Gardens
- Paramount
- Downtown Long Beach
- Bellflower
- South Whittier
- Norwalk

Grow. Succeed. Thrive.

Closing the Digital Divide: Neighborhoods vs County Comparison

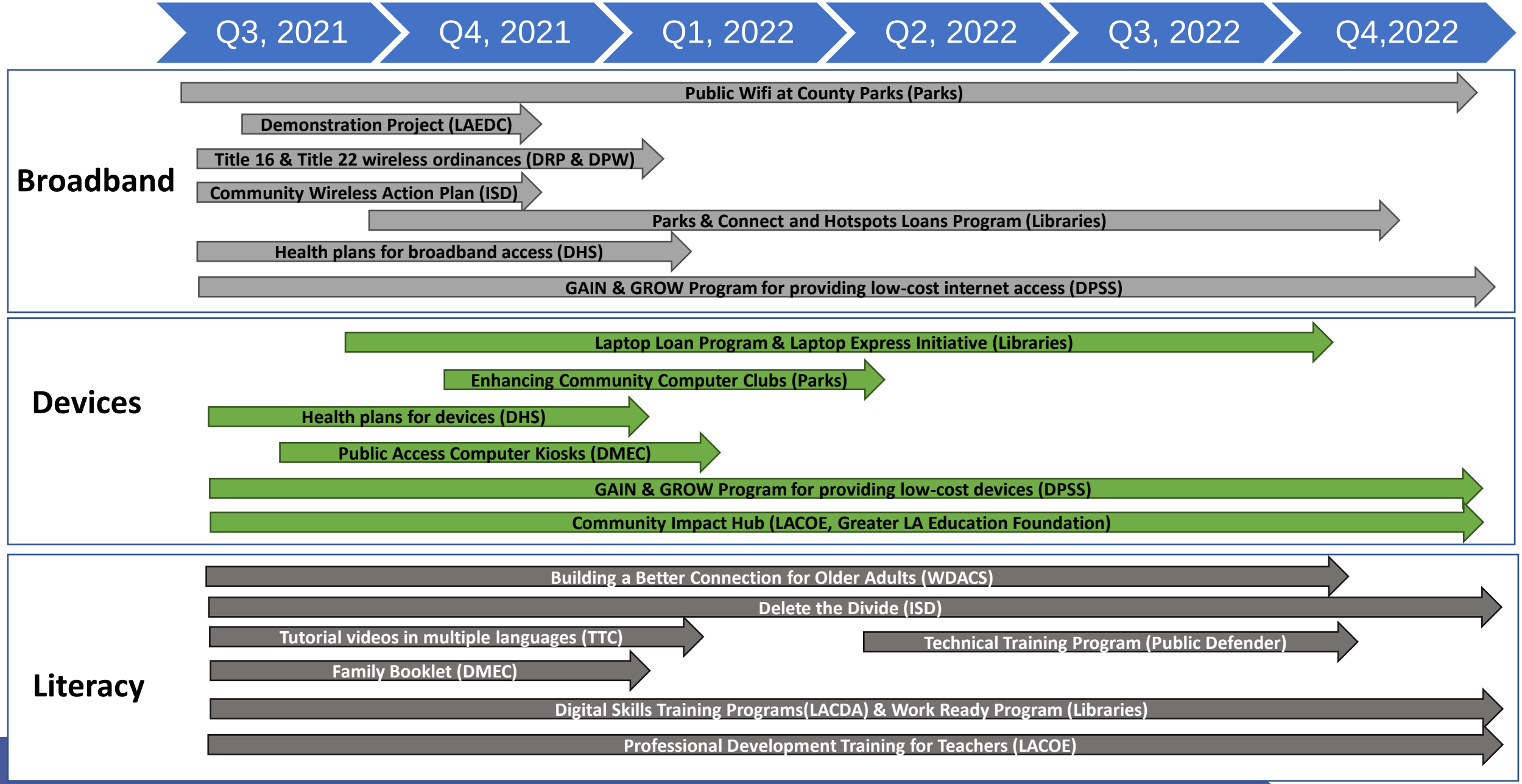




Closing the Digital Divide: Approved Projects from ARP Funds

Program	Allocation
Library Laptop and Hotspot Lending and WorkReady Programs	$3.4M
Delete the Divide Initiative	$2.9M
LA Community Impact Hubs	$2.0M
Public Wi-Fi at LA County Parks	$1.5M
LA County Library "Park and Connect" Program	$1.5M
Building a Better Connection for Older Adults	$0.7M
TOTAL	$12.0M

Closing the Digital Divide: County Initiatives Roadmap

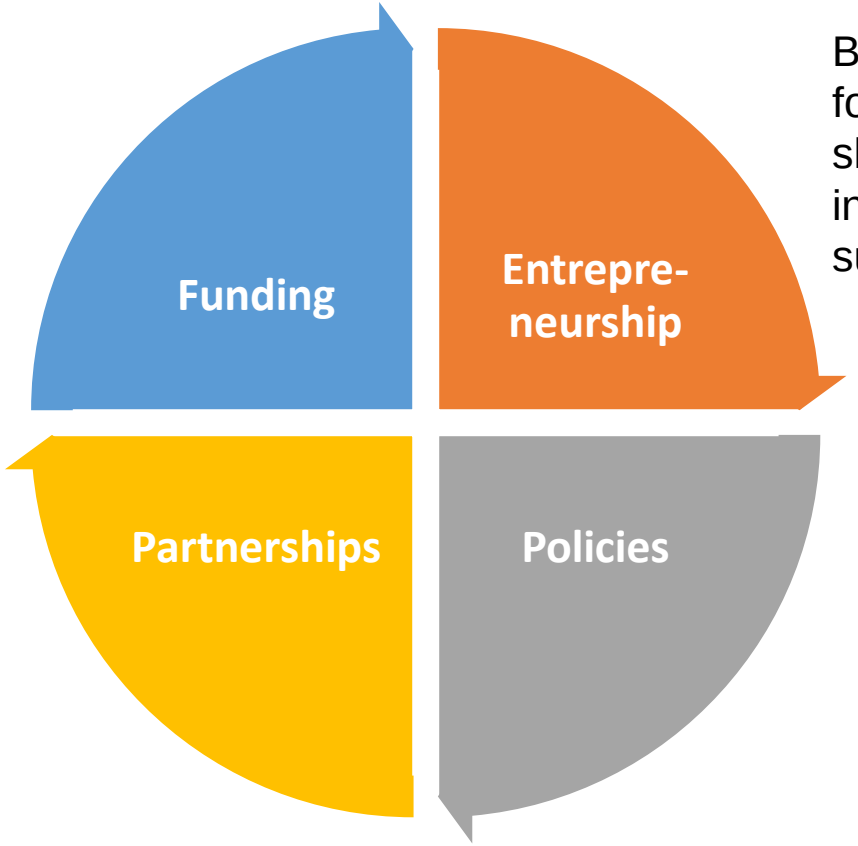


Closing the Digital Divide: Public Funding Sources

Funding Source	Potential Funding Available
American Rescue Plan	• 1st Tranche Projects - $12M approved for various County initiatives by the Board of Supervisors • 2nd Tranche from early 2022 • Potential funding through next phase - American Jobs Act of 2021
CA Broadband Infrastructure (AB/SB 156)	• $3.25B state-owned open-access middle mile broadband infrastructure • $2B for last mile expenditures ($1B for rural and $1B for urban areas) • $750M for loan loss funds
FCC - Emergency Connectivity Fund	The Emergency Connectivity Fund is a $7.17B program funded by the American Rescue Plan Act of 2021 to help schools and libraries support remote learning. The LACOE (various school districts) as well as Libraries have applied for these funds.
FCC - Emergency Broadband Benefit	Provide a discount on broadband services and devices for underserved communities. Various outreach mechanisms are used to inform needy communities about the benefit.
CASF Broadband Consortia	Funding for Broadband projects by California Public Utilities Commission/CASF Consortia Fund. The funds award is expected by end of Aug, 2021.
NTIA - Broadband Infrastructure Grant Program	Rural broadband deployment grant program for partnerships between (a) a State or one or more political subdivisions, and (b) a provider of fixed broadband service. A provider of fixed broadband service may participate in more than one covered partnership.
FCC - Rural Digital Opportunity Fund	Program Targets Areas With At Least 4 Million Rural Homes, Small Businesses That Lack Modern Broadband Service
FCC - Telehealth Initiatives	Providing telecommunications services, information services, and devices necessary to enable the provision of telehealth services.
Tribal Broadband Connectivity Grants Program	Broadband infrastructure deployments and discounts on Tribal lands
Education Stabilization Fund	Composed of three primary emergency relief funds: 1. Governor's Emergency Education Relief (GEER) Fund; 2. Elementary and Secondary School Emergency Relief (ESSER) Fund for local education agencies (LEA); and 3. Higher Education Emergency Relief (HEER) Fund.
Department of Agriculture	$125M - Re-Connect Pilot & Distance Learning and Telemedicine (DLT) and Broadband Program
Homeowner Assistance Fund	Provide mortgage assistance, as well as payment assistance for internet service, including broadband internet access service
Connecting Minority Communities (CMC) Pilot Program	Grant program for Historically Black Colleges & Universities (HBCUs), Tribal Colleges & Universities (TCUs), and Minority- Serving Institutions (MSIs) or consortium applicants.
CARES Act	Already allocated to various initiatives

Closing the Digital Divide: Long-term Approach

Ongoing funding options
- Public Funding Sources
- Philanthropic Funds
- Private Investments



Building Entrepreneurship Ecosystem for LA Region – increasing mindset, skills, streamline processes, investments, workforce, leveraging success stories from:
- Los Angeles Cleantech Incubator
- BioscienceLA
- Metro – Extraordinary Innovation
- Pledge LA

Develop and engage partners in long term ongoing and systemic efforts:
- Private Partners
- Academia
- Cities
- Non-Profits
- Community Based Organizations

Currently tracking 20+ bills
- Fed, State and Assembly Bills
- Directives
- Legislatives and Regulations

QUESTIONS & DISCUSSION

Thank you!