



**COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY
LOS ANGELES COUNTY, CALIFORNIA
2020—2025**

COMMISSIONED BY:

Los Angeles County Development Authority



FOR THE BENEFIT OF:

Los Angeles County Board of Supervisors and County Departments,
Community and Economic Development Stakeholders, Institutional Partners,
Residents of Los Angeles County, and the Economic Development Administration

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WHAT IS A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY?

A Comprehensive Economic Development Strategy (CEDS) serves as a platform to promote local and regional economic development planning. It does this by establishing goals and identifying ways in which local strengths can be leveraged and barriers can be overcome to improve inclusive economic prosperity and overall quality of life for residents.

The CEDS is a collaborative process that involves the input of key stakeholders, organizations, local governments, educational institutions, and private industry to create an understanding of the region's current conditions and future goals. The intensive planning process culminates in strategies with outlined roles and responsibilities among stakeholders to propel the region into strategy implementation that will enable Los Angeles County to achieve actionable results over the five-year lifespan of the CEDS.

Following approval from the Economic Development Administration (EDA) of the United States Department of Commerce, the CEDS also provides access to state and federal funding opportunities that are invaluable to localities with limited access to capital. The EDA requires that regions update their CEDS at a minimum of every five years to continue to qualify for EDA funding and assistance.

This CEDS delves into the economic conditions of the diverse landscape of Los Angeles County that includes over 10 million people, 88 cities, and 5 Supervisorial Districts. The strategy was guided by an analysis of demographic and economic data, a SWOT analysis, and additional industry analysis to fully understand the existing conditions in Los Angeles County. Through this CEDS process, Los Angeles County and its public and private partners will be able to deliver more coordinated and effective community-based economic development policies, services, programs, and new initiatives that are in sync with, and help advance, the County's larger goal of advancing opportunity and prosperity for all.

Comprehensive Economic Development Strategy elements:

- *Summary Background* – An extensive data analysis that demonstrates the economic development conditions of the region.
- *Dynamic SWOT* – An analysis of regional strengths, weaknesses and opportunities and threats – derived from the community engagement process.
- *Core Principles* – A set of guiding principles derived from the community engagement process and intended to act as reference points throughout implementation.
- *Strategic Plan* – A narrative outline of the rationale behind the goals and objectives for the CEDS.
- *Implementation: Action Plan* – Indicators to measure the progress of the implementation plan. Meant to be updated on an ongoing basis over the course of the CEDS lifespan.

Introduction

Los Angeles County

More than one-quarter of California's entire population resides in the 4,088 square miles that comprise Los Angeles County. There are 10.1 million people living in 88 cities and vast unincorporated areas, including 14 cities with populations exceeding 100,000 residents. With more than one-quarter of a million employers, including more manufacturers and more minority and women-owned businesses than any other county in the nation, the county has an exceptionally strong economic base on which to build a competitive future.

Yet, with all that Los Angeles County has going for it, its social challenges are daunting. Nearly 15 percent of the population lives at or below the poverty level. Most visibly, more than 55,000 homeless people, including approximately 5,000 children, live on the streets of Los Angeles County. The California Housing Partnership estimates that it would take an additional 568,000 affordable housing units to meet the rental needs of those with lower incomes.

County residents also lag well behind the U.S. average for educational attainment. The highest level of educational achievement for 20% of residents is a high school diploma or GED alternative. Pulling children out from under poverty, meeting the educational demands of the workplace of today and tomorrow, and helping families cope with crushing health, housing and social service needs top the list of issues that require vigorous attention.

The good news is that Los Angeles County has an excess of promise and capacity. Given the sheer size of the county, it is likely that somewhere in the county someone or some entity is responsive and expert at delivering results, from meeting simple needs to addressing the most perplexing problems. Most counties do not have this level of indigenous talent and resources and must create or import them over time.

Of course, the inverse is also true: due to the size of the county, the odds are against anyone person or entity knowing everything that is occurring in the county. It can be exceptionally frustrating for many to

find exactly what they need when they need it. Or worse, taking no action because they are unaware that there are resources within their own county that, if accessed, could make a significant positive difference in people's lives. This is true for residents and businesses alike.

Los Angeles County can leverage its enviable institutional and organizational assets to address most every challenge coming its way. In doing so, it can outperform other regional economies competing at the very top echelons across the United States. This capacity resides in established networks of talent, resources, and organizations. These networks exist throughout the county and need to be brought into alignment. This is the biggest challenge of all—the capacity is fragmented and spread out and, as a result, it appears that the whole is less than the sum of its parts. Resources that work well in some areas of the county, and perhaps even within the same district, may be invisible or inaccessible to others who might benefit from them.

A realignment is needed. This involves creating a framework that fosters a better understanding of what's currently available and increasing transparency, coordination, and collaboration amongst public and private sector efforts around a common vision. It also requires a realignment of interests. A refined economic development dynamic must be forged that is adept at meeting the unique needs of the dozens of communities that comprise each of the five supervisory districts.

Los Angeles County has an exceptionally strong economic base on which to build a competitive future.

The Comprehensive Economic Development Strategy

Capacity is fragmented and spread out and, as a result, the whole is less than the sum of its parts.

The goal of the CEDS is to aid communities across the county in leveraging their local and regional expertise to advance inclusive wealth creation. With ever-shrinking resources, ever-increasing needs, and the expectation of tangible results from investors, partners, supervisors, and residents, the County government must target its resources and invest in truly transformative projects that will catalyze further economic prosperity.

The CEDS looks at what County government can do to directly influence, contribute to, support, or initiate action to improve economic conditions throughout the county. It was based on knowledge of how the County, with its nearly 112,000 employees and \$32.5 billion annual budget, was already addressing key challenges.

Specifically, the focus was on the nine representative members of the Economic Development Policy Committee whose efforts contribute most directly to advancing community-based development: five members of the Board of Supervisors, the CEO, Los Angeles County Development Authority (LACDA), Department of Consumer and Business Affairs, and the Workforce Development, Aging and Community Services. *(For convenience, for this report only, the nine are sometimes referred to as the “EDPC Partners.”)*

The success of the CEDS hinges on the implementation of specific action recommendations. The planning of the CEDS initiated the process of building support among partner agencies and will continue throughout the duration of the five-year time period of the CEDS.

The CEDS builds on other regional economic development plans recently completed across the county. This includes the initiatives proposed and implemented through Los Angeles Economic Development Corporation’s (LAEDC) Propel LA plan,

which was developed with seven goals, 30 objectives, and over 100 strategies. Representatives from LAEDC, including its CEO, participated in CEDS stakeholder engagement sessions. Staff from the County’s Chief Executive Officer (CEO) also attended multiple engagement sessions, demonstrating the understanding that this is a county-wide effort that calls on all partners, large and small to contribute expertise, resources, and commitment to creating a high quality of life for all Los Angeles County residents and businesses.

Similarly, the CEDS draws on the massive efforts behind the Los Angeles County Workforce Development Board Workforce Innovation and Opportunity Act (WIOA) Local Plan PY 2017-2020 and the Los Angeles Basin Regional Planning Unit WIOA Regional Plan PY 2017-2020.

The LACDA recently completed the 2018-2023 Consolidated Plan that includes a needs assessment and five-year strategy surrounding the use of federal grant and loan funds including Community Development Block Grants, HOME Investment Partnerships, and Emergency Solutions Grants. Based on the eligible uses of those funding sources, housing and expanding economic opportunity was a primary subject of the Consolidated Plan. The organization identified ten priority areas to determine how the federal funds would be used over the coming years. These ten priorities include:

1. Housing
2. Homelessness
3. Special Needs/Non-homeless
4. Anti-crime
5. Economic Development
6. Infrastructure
7. Public Facilities
8. Public Services
9. Senior Programs
10. Youth Programs

This CEDS aims to avoid recreating any strategic plans and programs that already exist in the county, but instead, focuses on enhancing capacity and demonstrating how the county’s EDPC might more effectively deliver its programs and services for small businesses, entrepreneurs, targeted industries,

workforce training/human development, and resiliency planning.

The needs of an aerospace manufacturer in Lancaster or the resources required to operate a logistics firm in Long Beach or a small business in East Los Angeles will vastly differ. One goal of the CEDS is to foster an environment where all businesses thrive and succeed and have access to the programs and services that are most relevant to their needs.

Each strategy in the CEDS will not apply to every city or supervisory district. However, each strategy is crafted to have the most impactful results on economies and industries that show the greatest economic potential, thereby having positive results for the region as a whole and allowing other businesses to thrive.

This CEDS is the culmination of extensive data collection and targeted community engagement across the county's five supervisorial regions. The data is provided in the Appendix of the report.

With a growing Gross Domestic Product, Los Angeles County's 10.2 million residents and more than 244,000 businesses comprise the largest county economy in the United States. The County's massive scale allows unique partnerships and innovation within the economic and community development system; however, it also sets the scene for a confusing array of options that are enough to stump the most intrepid business owner or economic development partner. While traveling through the five supervisorial districts of Los Angeles County, the consultant team learned of innovative partnerships and initiatives in economic development. The team heard how community members—oftentimes within the same supervisorial district—did not know about the offerings of partner agencies. Great risk to business success in a region the size of Los Angeles County is the inability to access the right advice, tools, or resources when needed efficiently.

This plan pertains to the entire jurisdiction of Los Angeles County, including unincorporated and incorporated areas. For unincorporated regions, the County government ultimately acts as their closest level of government, meaning the EDPC Partners facilitate economic development throughout these regions as needed. For incorporated areas or multi-

jurisdictional regions that have active economic development entities, the CEDS is a secondary layer of planning that helps demonstrate regional priorities and collaboration across jurisdictions. The CEDS is pertinent to all jurisdictions, as each must pass through County business permitting processes in various respects and therefore has a vested interest in the County improving permitting, planning, communication, and engagement so that businesses have lower barriers to entry across the county.

Previous County-wide Plans Reviewed

These plans offer insight into ongoing regional initiatives and were reviewed in order to align the CEDS with efforts already underway. Some plans offer more relevancy than others and thus serve as a guide post for our analysis.

- 2016-2020 Strategic Plan for Economic Development, Propel LA
- Our County
- LA County ED Scorecard
- 2018-2019 Program Summary and Performance Measure – County of Los Angeles
- LA Compact
- LACDA Consolidated Plan
- LADCP Mobility Plan 2035
- Los Angeles County Community Disaster Resilience project
- Los Angeles County Affordable Housing Action Plan
- Los Angeles County Homeless Initiatives – Approved Strategies to Combat Homelessness (2016)
- World Trade Center, Foreign Direct Investment in Southern California, 2019
- An Equity Profile of the Los Angeles Region, 2017
- Los Angeles County Development Board Workforce Innovation and Opportunity Act (WIOA) Local Plan PY 2017-2020
- Los Angeles Basin Regional Planning Unit Workforce Innovation and Opportunity Act Regional Plan PY 2017-2020

**Note: Many other regional and local plans were reviewed for consistency context*

Engaging the Community

DYNAMIC SWOT

Camoin 310 partnered with stakeholder engagement experts, Maverick & Boutique, to design and execute the engagement process required for the development of the CEDS. For more information, see Appendix F.

For ten days spanning May and June, the Camoin team conducted interviews, focus groups, and workshops, which were held in each of the five supervisorial districts. Workshop participants included representatives of:

- Chambers of commerce
- Economic Development Organizations (EDOs)
- Community action groups
- County, state and federal government
- Entrepreneurs and entrepreneurial programs
- Health care organizations
- Higher education
- K-12 and early education
- Non-profit agencies
- Small business development centers
- Leaders of various business communities

For the workshops, a computer-assisted collaboration process called Zing™ was used, which allows diverse groups to create and share knowledge via structured conversation in small groups. Participants contribute their ideas using wireless keyboards, so everyone's ideas were captured verbatim and each voice heard.

Topics included: how to collectively define economic development; global, national and local trends affecting the economic well-being of people in LA County; how the community defines successful economic development; the economic and social challenges and opportunities facing communities in the county; a strategic analysis of economic development activities in LA County (Dynamic SWOT); and suggestions for collaboration between the County and other economic development partners. The engagement sessions revealed the "pulse" of the community, bringing to light areas that are at the forefront of concern to stakeholders and residents.

The Strategic Plan addresses major themes, concerns, and desires discussed during the engagement sessions. Outputs from stakeholder engagement activities served to inform and align thinking and action around the plan. Although each element in the SWOT may not be something that the EDPC has jurisdiction over, it is recommended that the LACDA periodically review ideas presented in the Keep, Abandon, Invent, and Reinvent tables (SWOT) and consider appropriate steps it or its partners might take to be responsive. Remedial or new actions ought to be noted in future progress reports throughout the CEDS five-year lifespan.

Moreover, the engagement sessions informed the development of a set of eight (8) Core Principles that served as the foundation for strategy development and execution of the strategy. While we anticipate that the strategies within the CEDS may adapt to changing economic trends as the annual updates and performance metrics are recorded, the core principles will remain as a solid foundation of the intent and purpose for the CEDS.



Community-Based Input

KEEP



- Continue funding opportunities to promote economic development such as micro loans, commercial corridor improvements, Community Development Block Grant funding, and economic incentives
- Los Angeles culture on traditions, respect, commitment, good intentions, and helping those in need
- Healthy aerospace industry with positive job growth and workforce skills training including the Aircraft Fabrication and Assembly training program
- Further community social services development including community center programs, social awareness events, community revitalization agencies
- Focus on workforce and community needs, including opportunities for veterans and active military
- Education and workforce development opportunities that model high road employment. This includes multiple American Career College campuses throughout the state, science and tech partnerships supporting school STEM programs, college and career readiness initiatives, and workforce development.
- Focus around a sustainable county by promoting smog control, supporting green spaces and outdoor recreation opportunities, beaches, Griffith Park and other parks throughout the county, the Los Angeles River, and the Los Angeles Zoo.
- Positive outlook for community improvements such as green initiatives
- Continue film zone and film industry growth
- Promote library growth

ABANDON



- Inefficient economic policies and bureaucracy including those that lead to Los Angeles being used as a pass through for others without economic benefit to the community.
- Commercial building owners that fail to improve their properties
- Perception within the community that change is negative
- Perception that Los Angeles is a dangerous place
- Divisiveness among segments of the community
- Barriers to good education
- High crime in city centers
- Slow response rates and red tape throughout economic and community development processes.
- Excessive regulations and taxes that are not business – or family-friendly
- Inefficiencies and wastefulness
- Predatory loans and lending restrictions
- High development costs
- Non-permitted and informal businesses
- Homelessness
- Overlapping light rail projects
- Specific activities were identified to abandon as part of the dynamic SWOT process. These include some types of unregulated street vending, marijuana dispensaries, fireworks, graffiti, and liquor licenses.

Note that bullets are not listed in any particular order within each category.

Community-Based Input

INVENT



- Greater accountability of County government to the community for public policies and programs funded
- Individual encouragement that empowers people to improve their lives
- Streamline bureaucracy with human-centric approaches to delivery of services
- Create stronger leadership to prioritize and direct resources appropriately
- Add green spaces that will improve quality of life and dedicate more land for public parks/pocket parks
- Create incubators for arts and entertainment and supplement with additional theaters and entertainment space throughout the county
- In addition to updating housing regulations, add regulations to address building and maintenance of small and modular homes
- Opportunities to allow new and upcoming industries to prosper in the county
- Department to attract big business, retain and expand existing enterprises
- Facilities for community leaders to meet and County services to be coordinated
- Better space for trash along commercial corridors
- Create a pipeline for local community members to increase awareness and training for entry level and trade jobs with large local employers

REINVENT



- Focus economic development efforts for both small business development and growth and attracting more big employers to the region
- Law enforcement to increase presence, effectiveness, and equitability
- Create a parking strategy that would align with business needs and focus on business corridors, promote friendly traffic patterns, and encourage alternative modes of mobility
- Public transportation options within Districts and to the center of the city
- Efforts to increase environmental resiliency such as lowering the barrier to obtain and maintain electric vehicles, improving recycling centers, promoting parks and open space, and improving water storage and distribution
- Break down silos between local and state governments through improved communication
- Service delivery to businesses from chamber of commerce and other organizations
- Improve zoning codes and promote redevelopment of underutilized or vacant structures
- Positive messaging in elementary and high schools and workforce efforts around career-technical education, career readiness programs, and financial life skills.
- Increase educational opportunities through efforts such as universal pre-school
- Access to cannabis products and liquor licenses to reduce saturation
- Beautification of the county with a focus on trees and updated holiday decorations
- Social safety net to reinvent the approach to homelessness, affordable health care, transition from incarceration to the community.
- Quality of life opportunities for the aging population
- Local airport to include meaningful destinations
- Street vending process to allow for brick and mortar formal businesses

CORE PRINCIPLES

A set of core principles has been developed to guide thinking and action with regard to the CEDS. These principles were derived in large part from the interviews, focus groups, and stakeholder engagement meetings that took place during the planning process. As such, they represent the collective voice of those who have participated in creating the plan. Each goal area and proposed action in the CEDS can be traced back to these core principles. While the EDPC is best positioned to lead and promote the Core Principles within the governmental context of the CEDS, the County's stakeholders and partners involved in various goal areas should also support and embrace the principles to help ensure successful execution of the CEDS over the next five years.

Collaboration & Partnerships

Robust collaboration and strong partnerships are vital to the county's collective success. We work together across functions, disciplines, and geographic and social boundaries to achieve the highest outcomes for each community and the region as a whole.

Communication

Communication is the lifeblood of any well-functioning system. We commit to transparency, efficiency, and effectiveness in all communication for the greatest understanding and cooperation.

Respect, Cooperation & Trust

We treat each other with respect, seeking to understand diverse perspectives and find a commonality to fuel cooperative action. We choose trust as our basic stance, assuming good intent and commitment to positive outcomes.

Innovation

Innovative thinking and action are critical to creating a vibrant future for the citizens of LA County. We leverage our current assets while identifying and developing innovative solutions to meet our present and future needs.

Diversity

Diversity is an asset that can and should be leveraged. We engage with the greatest possible range of people, ideas, and solutions to find the best ways to meet our challenges and opportunities systemically and sustainably.

Equity & Inclusion

All people in our region—regardless of cultural background, political, economic, and other status—have a role to play in creating economic and social opportunities. We choose to think and act in ways that are equitable and inclusive of the broadest range of our citizens and their needs.

Strategic Use of Resources

We allocate resources and prioritize action strategically to achieve the greatest possible impact with the assets available to us.

Resiliency

Conserving the natural environment and actively preparing for hazard mitigation is critical to preserving quality of life for all residents and supports businesses' ability to weather challenging times, both in terms of economic downturns and natural disasters. Policies for economic growth should not come at the cost of the physical environment or public health.

STRATEGIC PLAN

The strategies included in this CEDS provide context for actions that Los Angeles County government can take to improve some community and economic development challenges facing residents. They are not meant to be all inclusive of economic development issues the County is facing, but rather they build on existing strategies and efforts underway already. The themes within each of the goal areas were derived from the feedback of stakeholder engagement sessions conducted during on-site meetings, one-on-one conversations with county stakeholders, and an understanding of best practices in the economic development field.

The five goal areas are:

- 1. Improving Government Responsiveness**
- 2. Starting, Growing and Supporting Small Business and Entrepreneurship**
- 3. Targeting Industries and High Growth Clusters**
- 4. Developing Talent**
- 5. Advancing Sustainability and Economic Resiliency**

It is anticipated that these objectives and actions presented on the following pages will be adapted in the annual updates each year of the CEDS five-year timeframe. In the following pages, the Strategic Plan is presented in the following template:

- 1. Goal Area
 - Goal Statement
 - Objective 1.1
 - Action a.
 - Action b.
 - Action c.

Each section also includes background context on the goal area, related partners, how the objectives were derived, and why these items are imperative to the future of economic development in Los Angeles County.

As noted earlier, the Office of the Chief Executive is currently evaluating economic development functions throughout County government. This could have implications for implementation of the CEDS strategies during its five-year lifespan. As of this time, it is expected that the LACDA will coordinate with its EDPC Partners and be a point for monitoring progress with implementation of the CEDS goals, objectives and action. Support from the Board of Supervisors, additional County departments and partners like LAEDC, will exponentially increase the potential for success.

GOAL AREA 1: IMPROVING GOVERNMENT RESPONSIVENESS

GOAL STATEMENT: Los Angeles County government agencies and representatives will work seamlessly to deliver economic development programs and services and be recognized as a trusted and supportive partner with its economic and community-based stakeholders to effectuate transformative changes in all Districts resulting in sustained, family-supporting economic opportunities for residents.

Objective 1.1 : Adapt County economic development functions to meet current and future economic challenges and better support the distinct needs of stakeholder groups and impacted communities.

- a. Adopt the core set of principles listed on page 11 of this plan. Each EDPC member (the EDPC Partners) should distribute the principles to staff internally to guide their approach to services provided in the community and with stakeholders.
- b. Improve internal communications among County agencies and with stakeholders and support external communications processes through partners.
- c. Adjust messaging and role among partners as necessary based on CEO's organizational study currently underway.
- d. Create or utilize existing advisory board to monitor department responsiveness to businesses, developers and economic development partners. Formalize metrics to gauge success.
- e. Support the following Propel LA's goals in its Be More Business Friendly and in its Build More Livable Communities section with the caveat that the EDPC should determine the best fit of each task objective with specific EDPC Partners and other appropriate County departments:
 - i. Make economic development and business friendliness explicit priorities
 - ii. Embrace local coordination but a regional focus, approach and collaboration in economic development activities
 - iii. Cut red tape and keep costs of doing business competitive with other regions
 - iv. Enhance social, environment and community wellness

Objective 1.2 : Clearly present and promote economic development program offerings facilitated through the EDPC Partners and be prepared to redirect inquiries to the appropriate entity.

- a. Evaluate the County's current email lists of economic development groups and determine if some stakeholders could be better represented through community groups, non-profits, religious organizations or business groups.
- b. Direct staff to attend community events outside the usual rotation to expand market awareness of EDPC Partner services and programs.
- c. Leverage the Economic Development Policy Committee as an implementation partner for the CEDS.

- d. Issue public release of the completed CEDS and enable communities throughout the County to leverage the document to meet local needs.
- e. Implement a system to ensure economic development programs are consistently updated and relayed to the EDPC Partners, stakeholders, and impacted communities.

Objective 1.3 : Actively participate with key economic development stakeholders throughout the County in marketing the advantages of the region to investors and interested entities who can help advance economic priorities.

Support Propel LA's objectives to:

- a. Market and globally promote regional strength in key clusters, and proactively attract new "anchor entrants from other states and nations."
- b. Promote convergence opportunities within, between and across key clusters.
- c. Work with the Department of Workforce Development, Aging & Community Services (WDACS)
- d. Market the collective services offered across Los Angeles County.

Current Framework

Los Angeles County government has different organizations responsible for community and economic development. The individual efforts are extensive and yet they are not delivered in a tightly coordinated manner for the equitable benefit of all citizens. The CEO is ultimately accountable for economic development and is currently evaluating optimal ways to deliver on programs and services. At present¹, however, there is no single County-based point person or entity whose sole job and centralized function is to provide leadership and management of day-to-day and coordination of economic development activities.

Each of the County's 37 departments and nearly 112,000 employees have some role to play in advancing a climate that is conducive for economic development success. Some of these departments have specific community and/or economic development programs with direct responsibilities. There are essentially nine representative offices/departments that have clearly delineated community and economic development functions for County government. Each is a member of the County Economic Development Policy Committee:

- Board of Supervisors (5)
- Chief Executive Officer
- Los Angeles County Development Authority
- Department of Consumer and Business Affairs
- Workforce Development, Aging and Community Services

For convenience purposes only, throughout this CEDS we refer to the above County departments/offices as the 'EDPC Partners'.

Each is briefly described below, along with the Los Angeles Economic Development Corporation, a key lead economic development organization.

¹ As of early 2020

Board of Supervisors

bos.lacounty.gov

The Board of Supervisors is committed to the promotion of economic development to stimulate job growth in the region and help lift economically disadvantaged County residents. With successful implementation of economic development programs, the Board seeks to incentivize the growth of small businesses, build a more dynamic workforce, and provide targeted assistance to those individuals facing the greatest barriers to economic success.

Each of the County's five Supervisors has a senior level deputy and several staff responsible for coordinating economic development priorities in their districts. All Supervisors are committed to advancing economic opportunities for residents through policies and programs that help ensure business growth and result in family sustaining jobs. These priorities are implemented in different ways for each district in accordance with the most pressing issues faced by businesses and residents of the district.

District 1 staff has a strong focus on community based economic development, micro-finance programs, pushing out predatory lenders, alternative lending, community land trusts, and community-based centers that help local businesses navigate County services and programs, among other job creating goals.

*"I would ask you to ask your neighbors how they are doing. I find in LA County we have many families that are **a paycheck away from being homeless**. People are not always going to divulge where they are economically."*

Remarks of Hilda Solis, Board of Supervisors District 1, 2019 California School Employees Association

District 2 staff is passionately focused on financial empowerment, small business development, jobs that provide sustained family-supporting opportunities, health care services, and advancing the biosciences and the creative economy, among other job-creating goals.

*"It is critical that we ensure **real and sustained opportunities** exist for traditionally defined disadvantaged communities; ensuring access to jobs and the resources to ensure small business success is essential to addressing the disparities all too common in low-income communities."*

Remarks of Mark Ridley-Thomas, Board of Supervisors District 2, California State Association of Counties Regional Meeting on Economic Development, 2017

District 3 staff recently advanced sustainability and clean energy goals, education, Film, and Digital Media and professional services, revitalizing commercial corridors, diversity and equity initiatives including establishing the Center for Financial Empowerment, among other key job creating goals.

*"The County can increase access by eligible low-wage workers to State and Federal EITC programs and can educate our constituents on how to enter the mainstream financial system by using their tax refunds to **improve financial stability**. By developing a coordinated financial empowerment center, we can create a pathway for more County residents to save for unexpected emergencies, to build and improve their credit record, and build assets, which are critical to advancing economic security."*

Motion by Sheila Kuehl, Board of Supervisors District 3, March 16, 2016

District 4 staff stresses the importance of the county's major economic drivers: Port of LA, Port of Long Beach, and the Los Angeles International Airport, improvements to libraries, parks, recreation and public meeting places, among other key job creating goals.

*"LA County will be a model for the nation. Not because we do not have any challenges, but because we are able to be **honest about the challenges** we face, earn trust of residents and face big challenges head on with even bigger solutions."*

Remarks of Janice Hahn, Board of Supervisors District 4, State of the County Address

District 5 supports focused on research and development, aerospace, workforce recruitment, high-technology applications, land development, among other job creating and top economic development priorities.

*Encouraging **innovation, investment and a business-friendly environment** are key to ensuring economic prosperity, job creation and quality of life for all county residents.*

Kathryn Barger, Board of Supervisors District 5, KathrynBarger.lacounty.org

Chief Executive Officer

<https://ceo.lacounty.gov/economic-development/>
<http://economicdevelopment.lacounty.gov/policy-committee/>

The Board of Supervisors established the Economic Development Policy Committee (EDPC), which is administered by the County's Chief Executive Officer, to implement economic development strategies, coordinate workforce development programs, and develop a quarterly scorecard of measurable outcomes detailing the County's progress on economic development initiatives. The Committee was formed in 2016 and meets on the second and fourth Thursday of each month.

The EDPC members include representatives from each of the five Board of Supervisor's offices, the CEO, the Department of Workforce Development, Aging and Community Services, Department of Consumer and Business Affairs, and the Development Authority. (Herein described as the EDPC Partners.)

The Committee functions both as a policy workgroup and as a forum for briefing items that will later be presented to the Board. Economic development programs are organized around the following categories:

- Workforce Development
- Business Assistance
- Financial Assistance through Loan and Grant Programs
- Capital Development, including Asset Utilization Strategies

In addition, the Committee considers other Board policies such as local worker hire, small business utilization, targeted business loans, and enhanced community participation. A valuable tool employed by the EDPC is the Economic Development Scorecard which tracks progress in meeting key departmental program and policy goals.

The CEO's office has staff who are dedicated to assisting the above initiatives and maintains an economic development website that serves as portal to provide information and resources about business assistance, GIS data searches, workforce, financial empowerment, and capital programs. The site also provides information regarding

seven targeted industry sectors: Manufacturing, Trade/Logistics, Leisure/Hospitality, Film & Digital Media, Bioscience, Construction, and Health Care Services.

Los Angeles County Development Authority

<https://www.lacda.org/>

The LACDA supports local economies in Los Angeles County by promoting business growth and encouraging job creation and retention through programs such as neighborhood revitalization, business incubation, financial incentives, and commercial lending.

The Los Angeles County Development Authority (LACDA) was formed as a result of the consolidation of the Housing Authority, the Community Development Department and the Redevelopment Agency. The LACDA is comprised of 590 staff members and is led by an Executive Team that works to advance the agency's missions and goals.

Functioning alongside County Departments, the LACDA is an independent agency that focuses on affordable housing, and community and economic development to benefit the residents and business owners in Los Angeles County's unincorporated areas and in participating cities.

The LACDA's core pillars include affordable housing, and community and economic development. The agency's wide-ranging programs benefit residents and business owners in the unincorporated Los Angeles County areas and in various incorporated cities that participate in different programs (these cities are called "participating cities"). The LACDA is a key player in Los Angeles County's Homeless Initiative, introduced in February 2015, to combat the homeless crisis that continues to plague the region. In 2017, the initiative expanded to include 51 strategies aimed to attack the root causes of homelessness. The agency is involved in 27 of the 51 strategies, either as the lead or as a collaborating agency.

The LACDA has active business façade improvement programs that provide grants and technical services to assist with the improvement of streetscapes along designated commercial corridors in unincorporated communities. The programs improve the appearance of buildings and entire commercial centers, which creates a sense of place, and makes businesses more inviting places to walk and shop. The façade programs provide grants that cover all costs associated with environmental, design, and construction services.

The Los Angeles County Development Authority (LACDA) receives a majority of its funding from the United States Department of Housing and Urban Development and uses these funds to provide the County with subsidized housing, housing development and preservation, community development, and economic development. LACDA is the administrator of EDA revolving loan funds as well as lead abatement settlement funds.

Department of Consumer and Business Affairs

<http://dcba.lacounty.gov/>

The Department of Consumer and Business Affairs (DCBA) serves consumers, businesses, and communities through education, advocacy, and complaint resolution. The Department's resources and areas of assistance have greatly expanded over the past 40 years. In addition to assisting with general consumer complaints, the Department also helps residents with issues involving real estate fraud, identity theft, elder financial abuse, small claims court, mediation, foreclosure prevention, and minimum wage enforcement. In addition, DCBA's economic development services include, financial empowerment; a Small Business Concierge who provides technical assistance and guidance to entrepreneurs on how to successfully launch their business and connect to business resources; the region's only Procurements Technical Assistance Center which provides one-on-one counseling, business

networking events and informative workshops to businesses interested in government contracting; and administers the County's Local Small Business and Social Enterprise Utilization programs. The County's small business program certifies Local Small Business Enterprises (LSBEs), Disabled Veteran Business Enterprises (DVBES) and Social Enterprises and offers technical assistance, expedited contracting and bid price preferences on the procurement of County goods and services. The goal of the program is to reinvest County tax dollars to help sustain and support local small businesses based on an action plan to achieve a procurement utilization goal of twenty-five percent (25%) for LSBEs and three percent (3%) for DVBES.

As the County's designated Small Business Advocate, DCBA is focused on fostering entrepreneurship, increasing the dollar amount of awarded contracts to our priority businesses by breaking down barriers to contracting, increasing technical assistance and access to business resources and streamlining the business certification process. As such, DCBA launched the County's first OneLA Regional Collaborative, in partnership with the Los Angeles Area Chamber of Commerce and funded by Citi Community Development. This regional initiative aims to build a network of strategic partners, including LA Metro, City of Los Angeles, the Small Business Administration, Los Angeles World Airports, Small Business Development Centers, Metropolitan Water District, and numerous others to 1) leverage ongoing efforts to connect small, diverse businesses to technical assistance, business resources and public and private contracting opportunities, and 2) utilize technology to build a centralized, business-friendly, digital network that streamlines certifications, access to opportunities, and businesses connections to technical assistance.

Office of Immigrant Affairs

<https://oia.lacounty.gov/>

The mission of the Office of Immigrant Affairs is to advance the well-being of all immigrants in the County of Los Angeles by providing and connecting you with support services to help you in all aspects of your life, including:

- ONE-STOP Shop for all County services.
- Consumer protection for you, your family, and your community.
- Support to help you, your family, and your community succeed.
- Celebrating your contributions in making Los Angeles a better place for all.

The Office of Immigrant Affairs provides resources to help the immigrant population grow and strengthen businesses within the county as well as provide services to the residents. The Office provides resources to achieve citizenship, legal assistance, driver licenses, childcare, and more. Additionally, the Office of Immigrant Affairs works to bring policy recommendations to applicable County Departments to make changes at the local, state, and federal levels.

Workforce Development, Aging and Community Services

<https://wdacs.lacounty.gov/>

The mission of Workforce Development, Aging and Community Services (WDACS) is to connect communities and improve the lives of all generations in Los Angeles County. It achieves its mission through effective, partnership-driven services and initiatives that:

- Connect individuals to careers and employers to a skilled workforce;
- Ensure the well-being of older and dependent adults in the community; and
- Resolve conflict and improve human relations in our diverse County.

The Department is responsible for aging and older adult services, community and senior centers, human relations, and workforce development. Amid the COVID-19 Pandemic, WDACS has stressed the importance of continued communications throughout hard to reach communities and is a willing partner to share its knowledge.

WDACS bolsters economic development through its oversight of Los Angeles County's America's Job Centers of California (AJCCs) as well as targeted programs that assist both job seekers and employers.

WDACS' economic development activities include:

- Assisting job seekers with holistic career services ranging from resume building and soft skills to job training and job placement with a focus on growing industries that pay living wages and provide health and retirement benefits.
- Assisting businesses with hiring needs via job seeker referrals, job fairs and targeted partnerships that leverage WDACS' established connections with relevant governmental and community resources.
- Assisting businesses that are struggling financially by offering pre-qualified government aid when applicable and, when layoffs and closures cannot be avoided, expedited unemployment assistance to affected employees as well as business owners.

In the first half of the fiscal year 2019-20 (July – December 2019) WDACS successfully achieved the following outcomes:

- Secured jobs for more than 2,500 County residents with an average wage above \$16/hour and a focus on serving disadvantaged populations including disconnected youth, the justice involved and the housing insecure.
- Provided successful job training to over 1,400 County residents.
- Enrolled over 6,000 County residents in work-based learning programs.
- Provided more than 11,000 services to more than 3,400 County businesses, helping County businesses with everything from hiring to permitting and licensing to securing loans.
- Saved more than 500 jobs via the County's Layoff Aversion program.

In addition to workforce and economic development, WDACS is also responsible for aging and older adult services, community and senior centers and human relations.

Los Angeles County Economic Development Corporation

<https://laedc.org>

*"The Los Angeles region **possesses an abundance** of human, economic, physical, and research and development assets that provide distinct advantages over other regions. Bursting with globally influential industries and firms, a large and talented workforce, world-leading innovation capacities, and powerful connections to the fastest growing economies on the planet, the Los Angeles region has **all the attributes for economic success** in this globally connected, innovation-intensive 21st century."*

Los Angeles Economic Development Corporation, Propel LA Strategy 2016-2020

Los Angeles County Economic Development Corporation (LAEDC) is not a department of County government but assumes major economic development roles and responsibilities on behalf of the entire county. It was founded in 1981 with strong support from the Board of Supervisors as a private, nonprofit, public-benefit organization to harness the power of private sectors. LAEDC has received financial support from the County since its origination.

LAEDC works with business, education and government partners to collectively advance opportunity and prosperity for all the residents of the greater Los Angeles region. LAEDC does this by fostering growth of well-paying jobs in key industries that include: Advanced Transportation and Cleantech; Aerospace and Defense; Biosciences; Creative Design; Education and Knowledge Creation; Entertainment and Digital Media; Food Manufacturing, Hospitality and Tourism; Trade and Logistics.

The LAEDC's mission is to provide collaborative economic development leadership to promote a globally competitive, prosperous and growing LA County economy to improve the health and wellbeing of residents and communities and enable those residents to meet their basic human need for a job. Tactically, this is achieved through objective economic research and analysis, strategic assistance to government and business, and targeted public policy. The LAEDC markets the advantages of the region, conducts business development globally, provides extensive economic research and analysis, among other core economic development functions. Its efforts are guided and supported by the expertise and counsel of business, government and education members and partners.

Propel LA

<http://www.propel.la>

The Los Angeles County Board of Supervisors provided support for the current five-year economic development strategic plan, "2016-2020: LA County Strategic Plan for Economic Development," as did numerous other funders and supporters including the J.P. Morgan Chase Foundation. The LAEDC developed the plan over many months that engaged over 500 partners in 26 focus groups. The result was an ongoing initiative called Propel LA that seeks to "connect and communicate the many voices of LA County's 10 million residents, toward one purpose of advancing opportunity and prosperity for all." The 2016-2020: LA County Strategic Plan for Economic Development is centered around 7 goal areas:

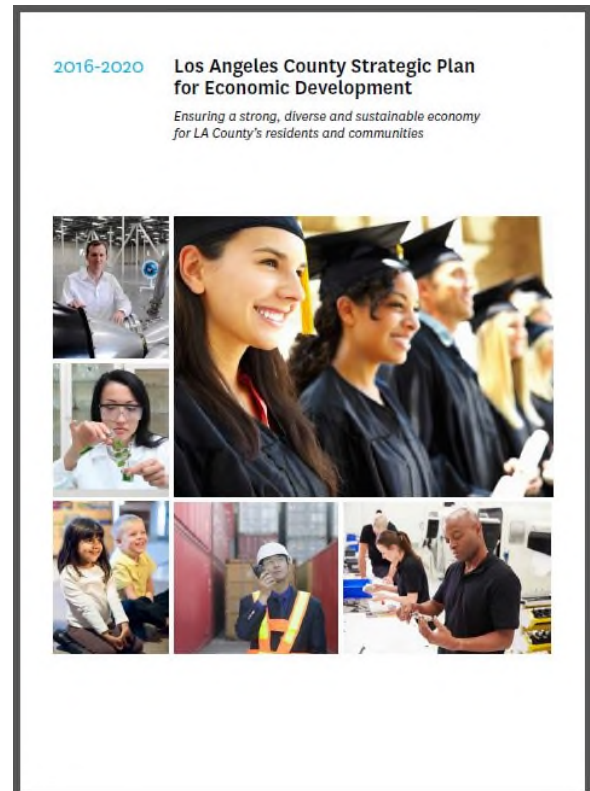
1. Invest in our people to provide greater opportunity
2. Strengthen our leading export-oriented industry clusters
3. Accelerate innovation and entrepreneurship
4. Be more business-friendly
5. Remove barriers to critical infrastructure development, financing and delivery
6. Increase global connectedness
7. Build more livable communities

Propel LA's strategic plan does not serve as a county government plan, and as such the CEDS was initiated to guide the Los Angeles County government through actions to improve community and economic development challenges. Additionally, the Economic Development Administration requires that regions have a CEDS to be eligible for certain funding sources, demonstrating thoughtful planning around regional issues. The CEDS originated with the understanding that Propel LA provides a credible, thorough review of sectoral strengths and overarching economic challenges facing Los Angeles County. The CEDS builds on Propel LA to address key requirements of the Economic Development Administration's CEDS process and deliberately does not duplicate or unnecessarily recreate fundamental research.

Throughout the completion of this CEDS, careful attention was made to align and reinforce actions with Propel LA findings and strategies. In this way, the two documents are to be seen as complementing one another. Throughout the CEDS' Strategic Plan, goal areas and specific objectives within Propel LA are frequently referenced. These initiatives are massive undertakings that require the support and buy-in of multiple public and private institutions and the CEDS is an opportunity to strengthen ongoing efforts by leveraging available federal funding sources where relevant.

Propel LA launched in June 2017. The overarching purpose of the Plan is to generate economic equity and prosperity for all. This purpose is spearheaded by the Plan's seven major goals:

1. **Invest in our People** - From prenatal through post-career, to provide greater opportunity.
2. **Strengthen Export-Oriented Industries** - Focused industry cluster development can unleash incredible growth potential, particularly when used as an approach that cuts across the traditional tools of economic and workforce development.
3. **Accelerate Innovation and Entrepreneurship** - Innovation, especially when combined with entrepreneurship, kick-starts a cycle of increased productivity – fueling even greater economic growth. This ultimately improves standards of living for residents and communities.
4. **Be More Business Friendly** – Businesses need help to grow. Los Angeles County has the opportunity to develop policies that lay a welcome mat to businesses looking to locate or expand in our region.
5. **Remove Barriers to Critical Infrastructure Development** – Ensure the county has the infrastructure needed to move people, goods, information, energy, water and waste in an affordable, reliable, environmentally sustainable and secure way are many opportunities to build on the county's legacy for future growth of the region.
6. **Increase Global Connectedness** - With international industry leadership in entertainment, hospitality, and cleantech, and with cultural assets and diversity, the county is poised to be the nation's leading center for international trade and foreign investment.
7. **Build More Livable Communities** - Raise standards of living for all our Los Angeles County residents by ensuring a strong, diverse, and sustainable economy.



In total Propel LA includes 7 goals, 30 objectives, and 105 strategies. The Propel LA Team is a dedicated team within LAEDC that consists of four main staff who are actively engaged in the implementation of the 2016-2020 Countywide Strategic Plan for Economic Development. The Team works internally and with external partners to execute the strategies. Recent achievements include launching HireED Career Pathways Video Series and working with the County of Los Angeles, and other entities to strategically utilize Opportunity Zones. As the term of this five-year strategic plan comes to a head in 2020, an updated CEDS will be needed to guide the county to economic equity and prosperity for all.

Towards A More Holistic Approach

Economic development is a process that influences the growth and restructuring of local economies. It is done by understanding the dynamics of change and taking early, proactive, steps to help businesses grow, and communities thrive. The goal is to assure economic opportunities and prosperity and contribute to a better quality of life.

Nationally, the profession has matured quickly from its transaction-oriented real estate and finance beginnings. At the beginning of this millennium, the approach nationwide was much more on understanding and responding to the investor's perspective, that is, focusing on the needs of businesses and on initiating large-scale public works projects to spur new investment. Instead of just deals and incentives as areas for expertise, economic developers today must also be data-driven, provide advice and advocacy, and know what it takes for a community to generate investment and for businesses to sustain growth and productivity while competing in global markets.

These changes require individuals and organizations that are trusted leaders in their communities, able to strategize and integrate resources and assume roles for effective collaboration. Economic development organizations across the nation have focused more attention on whole systems: the entrepreneurial ecosystem; diversifying the economic base; community-based development; workforce development; diversity, equity, and inclusion; place-making; resiliency and disaster planning; as means for protecting and growing their economies.

Los Angeles County government captures many of the best practices of economic development. Its efforts, however, could be enhanced through a cohesive strategy to better coordinate amongst each department and with local efforts and stakeholders.

As of the writing of this CEDS, the Los Angeles County's Chief Executive Officer's office is evaluating how economic development is organized throughout the county. A consultant hired by the County is preparing recommendations to optimize effective structures to deliver economic development services and achieve the County's vision for more equitable growth.

This is a very positive development that should help advance many of the goals and objectives of the CEDS, most notably, to address the fragmentation of efforts at the governmental level and produce clear lines of authority for economic development functions. It is hoped that such changes (embracing the CEDS and reorganizing the County's economic development functions) will provide clear and transparent management control and accountability, bring together disparate efforts under a common vision, and produce more responsive, human-centric approaches for meeting needs at the neighborhood level. This common vision is supported by numerous other support agencies including the Department of Regional Planning, that are ready and willing to support the CEDS and advance the goals outlined in this plan.

One of the biggest challenges for Los Angeles County government is to become an ever-more responsive partner with outside organizations and residents. The County government cannot afford to be perceived as out-of-touch with its community and economic development stakeholders and key partners. For a county that has a population larger than all but ten states, it takes Herculean efforts to develop and administer programs and services that are not seen as overly bureaucratic, rigid and inflexible, but rather, to ensure that County employees continually embrace common core principles and operate as trusted partners with external stakeholders. While difficult to accomplish, the County needs to keep listening, learning and reaching out if it is to help lead a community economic development agenda that is supportive and forward-thinking and produces optimal and sustainable results.

Communications within the County

The economic development system in Los Angeles County is comprised of partners that collaborate to support the nearly one-quarter million businesses in the county. While the EDPC Partners and its stakeholders offer hundreds of programs for businesses large and small, the sheer size of the county makes finding the right one or two resources in a sea of offerings overwhelming and challenging for businesses. Essential to the mission of all the economic development partners is to clearly communicate which agency manages specific resources and programming.

Mapping the big picture, in addition to the more granular programmatic details, communication pathways, and shared services will help LA County stakeholders clearly direct businesses to find the best-fit resource. An evaluation of this process is currently underway through an initiative of the CEO. The results of the consultant's findings will inform and clarify the EDPC Partners' future roles and responsibilities.

The outcome of the study will also help enhance how the County's departments interact and make information available to the private sector. Public-private partnerships are an increasingly common development model and strengthening the processes surrounding formalizing these partnerships to induce development can help address some of the county's most intractable concerns, like affordable housing. As the public, private, and non-profit sectors come together to tackle the affordable housing shortage, early and frequent communication among County departments to coordinate efforts and draw on relevant expertise will help lead to a development process that does not just consider one element, but considers housing, equity, employment, transportation and other aspects for a full quality of life. To implement improvements in communicating and marketing development opportunities in the county², the results of the CEO's evaluation proposed that a specific task force be set up to identify and categorize county-owned lands that have development potential. LACDA is poised to contribute to these efforts once underway.

Local Chambers of Commerce, Small Business Development Centers and Economic Development Organizations are on the frontlines of economic development in a county the size of Los Angeles County. It is more likely for an individual or business to approach a regional representative prior to going directly to any of the EDPC Partners or other County agencies. Therefore, it is critical for the localized economic development partners to have up to date knowledge on what partners and programs are available within certain industries, what are the County's priority areas, and who to contact with additional questions in unique situations.

While promoting clear online resources to help individuals and businesses navigate the 'how-to's' of the many programs that exist throughout the county, it is still vital that the EDPC Partners staff are out on the ground and in the field among residents of the cities and unincorporated areas that the organization serves. The in-person connection not only allows residents to ask more questions about certain programs, but also enables staff to hear direct feedback about the viability of their program offerings. With the ability to develop new products to better support cluster development and target industries, it is critical that the EDPC Partners receive this feedback in a quick and efficient manner in order to adapt to changing market needs. With a staff that is already spread thin across service lines, a careful review of time and funding resources will be necessary to implement this in practice.

While it is important to communicate challenges and issues throughout the region, it is also important to share the success stories. Every day, there are entrepreneurs that start businesses or community-based developments that break ground to accommodate the changing needs of families across the region. Featuring success stories as case studies can help quantify the EDPC Partners' wins and also help to tell the story of what is possible with the programs and initiatives offered across the county.

² As of August 2020

Communications with Outside Interests

While Los Angeles County is perhaps one of the most recognized geographies in the United States, thoughtful and consistent external marketing efforts remain critically important to support existing businesses and attract other firms that will complement the industry mix. Communicating the region's competitive factors with key employment figures, available supply chain networks, export opportunities and growth potential are all a part of the Los Angeles County story that needs to be shared about Los Angeles County. Even with the seemingly endless market opportunities in Los Angeles County, there remains an imperative action to showcase LA County's competitive business factors and demonstrate how a business will directly benefit from those features.

Los Angeles County Economic Development Corporation (LAEDC) is the external marketing entity for Los Angeles County. Armed with credible economic research, extended networks and resources to build LA's name around the world, LAEDC is a significant partner in the County's economic development efforts. The World Trade Center of Los Angeles (WTCLA), an affiliate of the LAEDC, focuses specifically on attracting foreign owned enterprises (FOEs) to the region. According to the LAEDC, the WTCLA has recently led or assisted in the attraction of more than \$1 billion of foreign investment into Los Angeles County.

While the LAEDC speaks up on a regional scale for the county, regional economic development organizations like the Santa Clarita Valley Economic Development Corporation (SCVEDC), the City of Los Angeles and the City of Long Beach, among others, are positioned to tell their unique stories with a focus on the characteristics that both align them with Los Angeles County, but that also showcase their specialties among other locations in the county. For example, SCVEDC notes their key industries and details the regional attributes that support those industries. Digital Media and Film is an industry growing out of the traditional locations and into areas of the County that offer more space at lower prices, building a strong network of related business in film and television production.

SANTA CLARITA VALLEY
ECONOMIC DEVELOPMENT CORPORATION



Telling the Santa Clarita Valley's Story: Innovation Loves Company.

The Santa Clarita Valley Economic Development Corporation (SCVEDC) actively promotes its industry, geographical and physical assets through visuals, storytelling and data. With a clear understanding of their strategic industry targets and marketing of available property and land (a coveted commodity just outside the densely development Los Angeles City core), the SCVEDC carves out its own niche in Los Angeles County.

GOAL AREA 2: STARTING, GROWING, AND SUPPORTING SMALL BUSINESS AND ENTREPRENEURSHIP

GOAL STATEMENT: Los Angeles County will foster a robust support system for small businesses and entrepreneurs who will be able to find the resources most relevant to their endeavors and utilize County services to grow their business, expand jobs and forge next generation solutions to today's challenges.

Objective 2.1 : Develop and refine pathways for communication between EDPC Partners and beyond that will lead to increased alignment of regional plans.

- a. Work with internal and external stakeholders to regularly communicate and coordinate programs, services, events; share best practices and success stories.
- b. Market programs and services of partners and stakeholders in the ecosystem to existing and potential small business and entrepreneurs to support access to services.
- c. Align and support existing plans and efforts throughout the County including the Propel LA Plan.
- d. Recognize and use the mapping database of small business resources available at the County level. Refer to this database often to align resources with appropriate businesses.
- e. Support efforts to achieve Goal 2, Strengthen Our Leading Export-Oriented Industry Clusters, from Propel LA.

Objective 2.2 : Continue to refine and grow successful programs facilitated through EDPC Partners and build and support a robust distribution network for product offerings.

- a. Continue to deliver programs by the County for which the County has developed a strong niche, including the DCBA's Small Business Concierge and procurement technical assistance services, EPIC-LA, LA Connect, finance programs that fill unmet needs, provide access to non-traditional financing, and enhance private financing, and workforce support for small businesses.
- b. Leverage and strengthen existing partnership for services not delivered primarily by County and are better suited and being delivered by partners. Utilize partnerships to meet emerging needs of small businesses and entrepreneurs including cybersecurity, technology, resiliency, workforce, regulations, and trade.
- c. Work with partners to help small businesses address the impact of homelessness on business operations and participate in workforce programs for the homeless.
- d. Turn to non-profit, private and other public sector and municipal partners to address gaps in service areas. For example, the Grow America Fund in Long Beach and Inclusive Action for the City in East Los Angeles.
- e. Support efforts to achieve Goal 3, Accelerate Innovation and Entrepreneurship, from Propel LA.

Objective 2.3 : Expand entrepreneurship culture and strengthen the entrepreneurial ecosystem by refining lending, financing and program offerings.

- a. Work to help provide greater access to entrepreneurship throughout the County to diverse populations by increasing awareness and promoting services in localities and neighborhoods within each of the districts. This includes forums such as LA Connect and DCBA's East Los Angeles Entrepreneur Center, launching in January 2020, which will operate as a one-stop-shop for all business needs including permit panel, access to capital, workforce development, and one-on-one technical assistance.
- b. Examine reprogramming of the Business Technology Center to provide a greater impact on supporting growth-oriented startups and small technology-related businesses.
- c. Add microloans for entrepreneurs, startups, and micro-business to County loan portfolio.
- d. Apply additional criteria to lending/financing programs that include diversity and resiliency.
- e. Connect growing small businesses and entrepreneurs to real estate or space within the County.
- f. Develop a challenge or competition grant program to support entrepreneurship and celebrate success.
- g. Support efforts to achieve Goal 1, Invest in Our People, to Provide Greater Opportunity, from Propel LA.

Objective 2.4 : Ensure that County services, guidelines and procedures are predictable, dependable and make deliberate outreach to disadvantaged populations.

- a. Continue efforts to increase procurement outcomes for targeted populations including high barrier populations in order to ensure diverse expansion of the entrepreneurial ecosystem.
- b. Work and coordinate with partners for additional outreach and training for veterans.
- c. Expand the integration of EPIC LA by all departments involved in development.
- d. Continue EPIC LA and LA County Connect and integrate into metrics reporting.
- e. Use LA County Connect as a model to reach municipalities throughout the county.
- f. Support efforts to achieve Goal 4, Be More Business Friendly, from Propel LA.

Objective 2.5 : Measurement of business development services will be an integral component of enhancing the EDPC Partners economic development endeavors.

- a. Continue using the Annual Economic Development Scorecard as the primary metric and benchmarking system for reporting County small business and entrepreneur services.
- b. Integrate additional measures focused on outcomes and customer satisfaction including measures for EPIC-LA.
- c. Develop independent score metrics for LACDA with measurements for new programs like microloan program, and new considerations like environmental and business resiliency.

Why is small business critical to the CEDS?

Though related and both important, small business and entrepreneurship are also distinct. Small business is based on size, typically amount of employment. The federal government's definition of small business as expressed and administered through the Small Business Administration can range in an employment size of up to a maximum of 250 employees to a maximum up to 1,500 employees depending on the industry sector of the business. In practice, economic development organizations and practitioners typically consider small business to be much smaller, often 50 employees or less.

Entrepreneurship, while typically seen as small or even one person, can be thought of as based more on culture and size. In the Harvard Business Review, John Hagel III provides a very insightful definition of an entrepreneur, "Someone who sees an opportunity to create value and is willing to take a risk to capitalize on that opportunity; some elements of this are opportunity spotting, risk taking, and value creation."³ Entrepreneurship is typically associated with start-ups, innovation, and commercialization.

Small Business and Entrepreneurship Comparison Rankings

To help understand Los Angeles County's performance on small business and entrepreneurship, Camoin 310 examined the competitive small business and entrepreneurship environment of Los Angeles County against six other counties with major metropolitan cities. These benchmark counties included Fulton County, GA (Atlanta); Cook County, IL (Chicago); Harris County, TX (Houston); Miami-Dade County, FL (Miami); Maricopa County, AZ (Phoenix); and San Diego County, CA (San Diego). For each geography, we examined demographic, economic, and innovation trends surrounding entrepreneurship and small businesses.

The charts below summarize and rank Los Angeles County's performance on the economic indicators with respect to the six benchmark geographies. A rank of 1-2 indicates the community is among the top performers on that indicator, 3-5 is average, and 6-7 means the community is lagging compared to the other geographic regions on the indicator. The overall ranking is shown at the bottom of the chart. More detailed data, a description of indicators, and source and dates of data can be found in the appendices.

³ John Hagel III, Harvard Business Review, September 28, 2016

Summary of Rankings









Indicator	Los Angeles, CA (Los Angeles Co.)	Atlanta, GA (Fulton Co.)	Chicago, IL (Cook Co.)	Houston, TX (Harris Co.)	Miami, FL (Miami-Dade Co.)	Phoenix, AZ (Maricopa Co.)	San Diego, CA (San Diego Co.)
Self Employment as a Percent of All Employment, 2018	2	7	6	4	1	5	3
Self Employment by Gender, 2018	3	1	5	2	7	6	4
Self Employment by Race, 2018	2	6	7	1	4	5	3
Percent of Businesses with 2-9 Employees, 2018	2	5	7	2	1	6	4
Growth in Number of Self Employed Businesses, 2015-2018	6	3	5	7	4	2	1
Growth in Number of Businesses with 2-9 Employees, 2015-2018	2	5	6	4	1	7	3
Growth in Number of Employees in Self Employed Businesses, 2015-2018	6	3	5	7	4	2	1
Growth in Number of Employees in Businesses with 2-9 Employees, 2015-2018	2	5	7	4	1	6	3
Change in Patents Issued, 2016-2018	6	2	1	3	4	5	7
Percent Female Owned Businesses, 2016	3	1	6	5	2	7	4
Percent Minority Owned Businesses, 2016	2	4	6	3	1	7	5
Percent Veteran Owned Businesses, 2016	7	1	6	3	3	4	2
Percent Minority Owned as a Percent of Minority Population, 2010/2012	5	2	6	1	7	4	3
Percent Veteran Owned as a Percent of Veteran Population, 2016	4	1	5	2	3	6	7
Innovation Index, Stats America	4	1	6	3	7	5	2
Human Capital & Knowledge Creation, Stats America	5	1	4	6	7	3	2
Startup Activity, 2017	2	6	7	5	1	4	3
Main Street, 2016	1	6	4	5	2	7	3
High Growth, 2017	6	1	5	4	7	3	2
Average Ranking	4	3	5	4	4	5	3
Overall Ranking	4	1	7	5	3	6	2

Overall, Los Angeles County ranks *4 out of 7* of the benchmark counties, placing it in the middle. The tables below break out the indicators where Los Angeles County ranks high, medium, and low relative to the other counties. While results are a bit mixed, some key findings are:






- LA County performs well at very small business indicators, including self-employment and business with 2-9 employees. LA County performs well in both the number of these businesses and their growth over time, indicating that they are a major contributor to the economic growth of the County.
- LA County performs about average in terms of women, minority, and veteran-owned businesses.
- LA County ranks about average on innovation-driven indicators.⁴

⁴ "Main Street, 2016" references small business activity via density, survival rate, and rate of small business ownership. The ranking of the study area's overall score, in relation to other study areas, is what is ranked. Index information is provided by the Kauffman Foundation, 2016.

High Ranking Indicators for Los Angeles

Main Street, 2016	 1
Self Employment as a Percent of All Employment, 2018	 2
Self Employment by Race, 2018	 2
Percent of Businesses with 2-9 Employees, 2018	 2
Growth in Number of Businesses with 2-9 Employees, 2015-2018	 2
Growth in Number of Employees in Businesses with 2-9 Employees, 2015-2018	 2
Percent Minority Owned Businesses, 2016	 2
Startup Activity, 2017	 2

Low Ranking Indicators for Los Angeles

Growth in Number of Self Employed Businesses, 2015-2018	 6
Growth in Number of Employees in Self Employed Businesses, 2015-2018	 6
Change in Patents Issued, 2016-2018	 6
High Growth, 2017	 6
Percent Veteran Owned Businesses, 2016	 7

Challenges and Opportunities in Small Business Development

Challenges

The major challenges to successful delivery of services and achieving outcomes for small business and entrepreneurship include:

- Large geography with diverse needs making it difficult to maintain personal connections and build trust across the network of providers
- Diverse population and needs as well as diverse types of business and sectors
- Providing easy access throughout the county based on transportation, housing, and demographic dynamics
- Coordinating and communicating services of the County in a consistent and unified manner

Opportunities

The existing assets and network of services provide a base in which to meet challenges and create economic growth and prosperity through small business and entrepreneurship. The major opportunities exist within the following key themes:

- Utilization of existing resources and assets to better meet the needs of small business and entrepreneurship – with such an extensive amount of existing assets, programs, and services, success in LA County is not fully reliant on creating new programs and new entities to deliver them. Rather, coordination and optimizing existing assets within the network can lead to success
- Providing better access to unlock the entrepreneurial aspirations of all of LA County residents, workers, and businesses.

- Tracking, measurement, and evaluation –The County Economic Development Scorecard provides a framework and mechanism for tracking and reporting real results for supporting small business and entrepreneurship in LA County. Results have been tracked and reported since May 2016. This tool and process provides an opportunity to enhance and connect to the CEDS for continuous improvement and communication.

Los Angeles County Small Business and Entrepreneurial Resources

Through a variety of County departments and initiatives including the Department of Consumer and Business Affairs (DCBA), the Community Development Authority (LACDA), and LA County America Jobs Centers, who are supported by the County Board of Supervisors, LA County provides numerous programs and services to support small business and entrepreneurship. This spans across multiple program and service types including technical assistance; service navigation and referral services, contracting and procurement; permitting, financing; workforce and talent; and incubation. It is important to consider the current landscape, identify gaps in service, and align ongoing efforts to determine how the CEDS can contribute to those endeavors. The following table outlines Los Angeles County's major partners and resources along with their main objectives and website.

Los Angeles County Partners and Resources		
Partner	Main Objectives	Webpage
1. Department of Consumer and Business Affairs (DCBA)	To promote a fair and vibrant marketplace, we serve consumers, businesses, and communities through education, advocacy, and complaint resolution.	http://dcba.lacounty.gov/
a. Small Business Commissioners (SBC)	Provide ongoing advice and support to the Los Angeles County Board of Supervisors and the DCBA's Director to help businesses grow and do business with Los Angeles County. Appointed by the Board of Supervisors.	http://dcba.lacounty.gov/small-business-commission/
b. Small Business Concierge	Assists prospective business owners to successfully launch their businesses by connecting them to technical assistance, guidance and business resources.	http://dcba.lacounty.gov/concierge/
c. Community Business Enterprise	Encourages business owners who are minorities, women, disabled veterans, or disadvantaged to capitalize on opportunities in government and private-sector procurement programs. Many County departments, public agencies, private-sector prime and subcontractors use the CBE listing to meet subcontracting goals. DCBA can certify a business as: <ul style="list-style-type: none"> - Minority Business Enterprise (MBE) - Women Business Enterprise (WBE) - Disadvantaged Business Enterprise (DBE) - Disabled Veteran Business Enterprise (DVBE) 	http://dcba.lacounty.gov/community-business-enterprise/
d. Disabled Veteran Business Enterprise (DVBE)	Provides disabled veteran owned businesses a competitive advantage by way of a 15% bid preference when competing for County contracting opportunities. DCBA can certify eligible businesses as DVBE.	http://dcba.lacounty.gov/disabled-veteran-business-enterprise/
e. Local Small Business Enterprise (LSBE)	Designed to boost contracting opportunities for small businesses headquartered in the County. Certified LSBEs receive a 15% price preference when competing for County contracting opportunities. Can receive payment within 15 days of receipt of an undisputed invoice. DCBA can certify eligible businesses as LSBE.	http://dcba.lacounty.gov/local-small-business-enterprise/
f. Small Business Social Enterprise	Designed to increase contracting opportunities, via a 15% bid preference, for those non-profit and for-profit businesses that have a mission to enhance the County through economic, social, and environmental sustainability. DCBA can certify eligible businesses as a social enterprise.	http://dcba.lacounty.gov/social-enterprise/
g. LA County Procurement Technical Assistance Center (PTAC)	DCBA operates the regions only PTAC which provides technical assistance and tools to businesses to increase contract readiness when competing for government contracts at the local, state, and federal level.	www.lacda.org/economicdevelopment/business-incubation
h. Business Networking Events and Workshops	DCBA hosts numerous networking events throughout the five supervisorial districts to connect businesses directly with local, state and federal government buyers and community businesses partner resources and informative workshops on how to effectively do business with the government. Certify as an LSBE, DVBE, SE, or CBE and get priority registration for our events.	https://dcba.lacounty.gov/small-business-calendar/
2. Los Angeles County Development Authority (LACDA)	Housing, Community and economic development	www.lacda.org/
a. SMART Funding Program	Provide businesses with competitive loan programs and capital	www.lacda.org/economicdevelopment/smart-funding
b. Commercial Business Facades- Renovate Program	Business façade improvement	https://www.lacda.org/economicdevelopment/renovate
c. Business Technology Center (BTC)	Business incubation	https://dcba.lacounty.gov/ptac/
3. Los Angeles County America's Job Centers of California	Youth services, Disabled individual employment services, Rapid response & layoff aversion services, Re-entry, Veterans employment services, Career training, Workforce programs	https://workforce.lacounty.gov/job-seekers/
4. Workforce Development Aging & Community Services (WDACS)	Workforce development	https://wdacs.lacounty.gov/
5. Small Business Development Centers (SBDs)	Small business development	https://smallbizla.org/about/
6. SCORE Los Angeles	Workforce development, Business development	https://losangeles.score.org/
7. Santa Clarita Business Incubator	Business incubation	http://econdev.santa-clarita.com/santa-clarita-business-incubator/
8. Los Angeles Department of Water and Power (LADWP) La Kretz Innovation Campus (LACI)	Cleantech innovation, Smart, sustainable cities	https://lincubator.org/
9. Lloyd Greif Center for Entrepreneurial Studies, USC Marshall School of Business, USC	Business incubation, Business acceleration, Workforce training	www.marshall.usc.edu/departments/lloyd-greif-center-entrepreneurial-studies/incubators-accelerators/usc-marshall-greif-incubator

Applying the Core Principles to Small Business and Entrepreneurship

Small business and entrepreneurship should be front and center within the County's Comprehensive Economic Development Strategy. Small businesses can help the County achieve economic outcomes and impact each of the core principles established for this plan. The following is a restatement of the core principles applied to small business and entrepreneurship.

- **Collaboration & Partnerships** – There are numerous small business and entrepreneurship assets in the county including people, entities, programs, services, and initiatives. They include public and private, local, regional, state and federally supported partnerships among them all. They serve multiple sectors, geographies, and types of businesses. Together they serve a diverse ecosystem that is critical to the County's economic well-being. Still, more can be done and with a focused strategy opportunity for far greater impacts.
- **Communication** - Communication is the lifeblood of any well-functioning system and this is particularly true of entrepreneurial ecosystems. Continued, consistent, communications with purpose enhance transparency, efficiency and effectiveness for all parts of the ecosystem. Furthermore, telling the stories of effort and success provide examples and generates understanding and passion for participation and support.
- **Respect, Cooperation & Trust** – Trust is the currency of entrepreneurial systems. It is required for persons to take risks, join in and invest with others, and spread knowledge and support. This helps the individual efforts as well as the system as a whole.
- **Innovation** – Innovation drives economic growth, allowing for new investment, new markets, and competitive businesses, industries, regions, and local areas. It allows new investment to flow into and around a region. Entrepreneurs are the individual components of every innovation system.
- **Diversity** - Diversity is an asset that can and should be leveraged. It drives innovation by allowing the greatest possible range of people, ideas and solutions to find the best ways to meet challenges and opportunities systemically and sustainably. Minority populations are already contributing significantly to small business and entrepreneurship in LA County, making it stand out relative to other regions across the globe. More can be done as numerous opportunities remain. In doing so, it will lead to a greater economic impact and increased resiliency.
- **Equity and inclusion** – By building on the diversity of the County and current successes at providing access to small business and entrepreneurship, a more equitable economic system of opportunity can exist for LA County residents. Innovation, entrepreneurship, starting and growing a business do not need to be the luxury of the few and can provide opportunity for all to achieve economic well-being. Whether results lead to a person starting a business or finding a meaningful career, creating an environment with access to all will allow persons to combine passion and drive with learning and support to create their own economic destinies.
- **Strategic Use of Resources** – By their nature, small business and entrepreneurship exist within a distributed system that helps transfer knowledge and resources beyond any ability of one or a few entities to do so efficiently. The small business and entrepreneurial ecosystem can serve as a model and framework to further achieve this across LA County in all service areas.

GOAL AREA 3: TARGETING INDUSTRIES AND HIGH GROWTH CLUSTERS

GOAL STATEMENT: Los Angeles County will advance the competitive factors of regional target industries and clusters by supporting and enabling job growth that produces sustained economic vitality for all residents.

Objective 3.1 : Target EDPC Partner investment and redevelopment projects to facilitate the advancement of the regional clusters.

- a. Inventory and evaluate the EDPC Partner's property, buildings and other physical assets in a format that is shareable with economic development partners.
- b. Identify opportunities for land assembly among assets.
- c. Proactively monitor the Opportunity Zone program.
 - i. Cross reference county owned properties or land with Opportunity Zone Census Tracts to identify properties that could be marketed to investors.
 - ii. Monitor California's alignment and conformity with allowable projects under the federal guidelines.
 - iii. Consider joining California's Marketplace for Investing in Communities to monitor the pipeline of projects and post opportunities within the County as relevant.⁵
 - iv. Develop prospectus for Los Angeles County to market the 274 zones within the county.
 - v. Enlist the Department of Regional Planning to interpret and serve as a resource for other organizations to understand zoning, local plans and ordinances, and plans for the area in question.
- d. Maintain inventory and provide regular communication with the EDPC, County agencies and the LAEDC about what is available.
- e. Support efforts to provide incubation space for start-ups and early stage companies aligned with key industry sectors such as the bioscience incubators at the Lundquist Institute and California State University Los Angeles, and the small business incubator and accelerator at California State University Dominguez Hills; the County should maintain an inventory of incubation and accelerator resources located throughout the County and make that information available on the CEO's economic development website.
- f. Complete feasibility study and strategic repositioning for the Business Technology Center.
- g. Evaluate redevelopment options with the input of private and public sector stakeholders including the Department of Regional Planning.
- h. Identify sectors with the greatest need for space that fits the characteristics of the building and geography and/or determine upgrades required to render the property a competitive economic asset.
- i. Continue to work with Department of Regional Planning to fund County-led predevelopment and property acquisition opportunities utilizing resources such as the Catalytic Development Fund (CDF).

⁵ California's Marketplace for Investing in Communities, <https://oppsites.com/about/california>

- I. Support Propel LA objectives for ‘Strengthening Our Leading Export-Oriented Industry Clusters’ and related objectives. Align regional economic networking and physical assets to build capacity in key clusters to:
 - i. Develop new physical spaces and renovate existing ones to support research, incubation, shared use, development and production in key traded clusters;
 - ii. Identify industry trends, and perform asset and gap analyses to guide capacity building, and fill gaps along the value chain, from research to design to build to export, in leading and emerging industry clusters and sectors.

Objective 3.2 : DCBA, together with the LACDA must maintain ongoing evaluation of lending programs and the EDPC Partners need to align policies and programs to address the barriers and challenges facing the target industries and adapt to needs of businesses.

- a. Engage with public/private partners like LAEDC on a quarterly basis about recent happenings in industry councils and other industry activity.
- b. Leverage LACDA funding portfolio (CDBG, SMART funding, microloan, construction management services etc.) to meet identified need/funding gaps where appropriate and adjust messaging to applicants.
- c. Make adjustments as necessary to lending programs to ensure that programs are flexible enough for employers of all sizes across target industries.
- d. In partnership with DCBA and LACDA, launch a microloan pilot program in the First Supervisorial District.
 - a. Measure the effectiveness of the program with predetermined metrics.
 - b. Evaluate the pilot period and determine adjustments needed to ensure maximum impact to businesses most in need of funding.
- e. Continue to strengthen partnership with WDACS and their workforce partners to implement their workforce plans aimed at meeting the needs of in-demand occupations within high growth industries.
 - a. Support WDACS’ pre-apprenticeship training opportunities.
- f. Support related Propel LA goals and objectives with which the EDPC needs to support in order to:
 - i. Provide technical assistance support to businesses, from start-ups to established firms, in key clusters.
 - 1. Provide on-the-ground technical assistance and transactional “matchmaking” with financiers; talent developers; procurement specialists; law, investor relations and accounting firms; partnering and acquisition advisors; and other specialty advising services, and introduce industry-specific online “connectors” of public, private and nonprofit resources.
 - 2. Launch regional industry-specific purchasing groups to provide negotiated discounts based on the group’s collective buying power, as well as other contracting and quality assurance services.
 - ii. Promote a legislative, regulatory and policy environment that supports key clusters
 - 1. Advocate for tax, legal, permit and regulatory regimes beneficial to key traded clusters, and oppose local, state, and federal legislation that would harm key traded clusters.⁶

⁶ CEDS Note: The CEDS is not to suggest advocacy that conflicts with Board of Supervisors’ current priorities, rather for the EDPC to be cognizant of how such public actions might affect key traded clusters and seek work-out solutions.

2. Modernize land use regulations, along with entitlement and permitting processes, that disproportionately disadvantages key regional traded clusters.
3. Provide targeted incentives, i.e. for example including government procurement preferences, that support key traded industry clusters.

Objective 3.3 : Continue to Track and Assess Regional Cluster Performance and Relevance.

- a. Include targeted cluster performance indicators in annual Scorecard and regularly updates.
- b. Track and report where targeted clusters have presence throughout county and identify and address gaps for geographic relevance and diversity. Also consider what local targets are important but may not be addressed in regional targets.

Los Angeles County Target Industry Overview

Industry clusters are groups of industries that are linked to common products, labor pools, technologies, supply chains, and/or training needs. Identifying clusters is crucial in long-term economic development planning, as benefits to one industry will generally impact other industries within the same cluster. It is important to consider both local and tradeable industries in the analysis of industries that are suited to generate activity in a region. Tradeable industries are those that are export services or goods from the region. These sectors typically provide the greatest opportunity across the workforce spectrum, are more likely to succeed as a business and bring prosperity to the region.

With LA County's vast geographical differences and localized industry sectors, supporting clusters is highly localized. The diversity of the geographies has led to a diverse range of clusters that each had individual opportunities and challenges. For example, the Antelope Valley is home to the aerospace industry, making them vulnerable to economic downturns. The County's role is to enable and empower local economic development partners to leverage their expertise of businesses and physical assets, while also partnering with external-facing entities to communicate the competitive factors of the region.

Among the County's partner regional organizations, there has been extensive research and data analysis to identify LA County's target industries. The table to the right indicates where there are overlaps in regional target industries. The County and the LAEDC's target industries designate many overlapping sectors, allowing an ability to closely collaborate on growing those industries. Even where there is no direct overlap, many critical linkages exist, as high-quality Health Care Services are critical to a robust Bioscience environment.

Figure 1: Los Angeles County Industry Matrix

	Workforce Investment Board	Propel LA	CEO
Bioscience	*	*	*
Entertainment & Digital Media	*	*	*
Leisure, Hospitality, Tourism	*	*	*
Trade & Logistics	*	*	*
Advanced Transportation & Cleantech	*	*	
Construction	*		*
Health Care Services	*		*
Manufacturing	*		*
Creative Industries		*	
Creation		*	
Food Manufacturing		*	
Marketing, Design, Publishing		*	
Professional Services (Information, Financial Services)	*		
Aerospace & Defense		*	

**Note, some sectors were combined for clarity*

The County CEO's and the Workforce Investment Board (WIB) designated Construction as a target industry, which is not found among LAEDC's primary clusters. While the LAEDC is focused on attracting investment and global firms, it makes sense that the publicly identified industry targets would include Construction as many massive development projects and infrastructure needs are underway across the county. Industry and data trends from the Background Summary confirm that these previously identified industries remain viable within Los Angeles County and promote economic opportunity throughout the region.

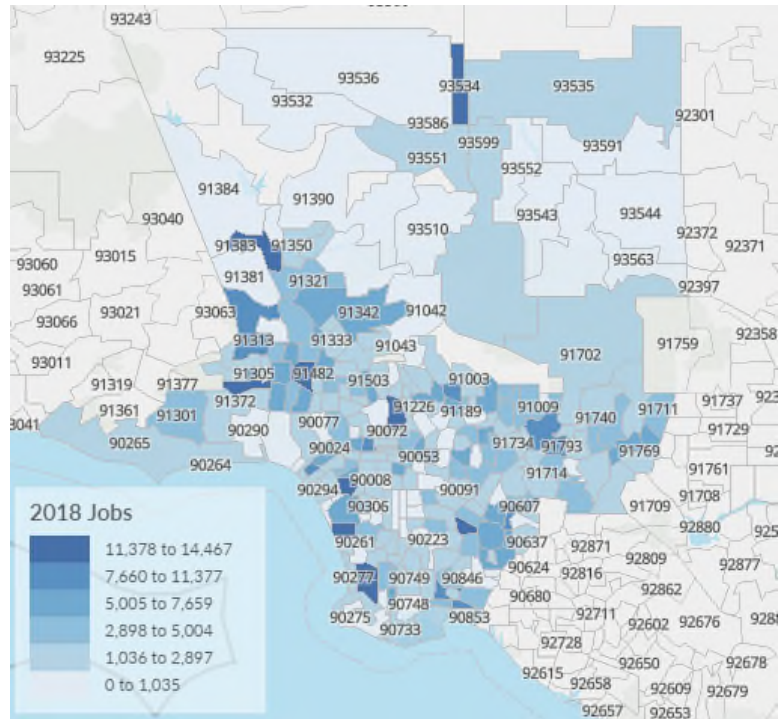
The Summary Background contains detailed analysis of Los Angeles County's economy and industry mix. Below, is a summary of overarching industry clusters in the county – deemed “selected sectors” in this report. The categories outlined below are broad groups that are not meant to mirror the target industries already determined by county agencies, but generally capture industry trends. A description of which NAICS codes make up each industry category can be found in Appendix D. The industry clusters outlined below grew from about a third of total jobs in the county to nearly 40% of all jobs. Health Care and Bioscience jobs make up about 16% of all jobs in Los Angeles County, while the next biggest cluster is Tourism and Recreation, followed by Professional, Scientific, and Technical Services, and finally Transportation and Warehousing.

	2008		2018		2023	
	Jobs	% of State or County Jobs	Jobs	% of State or County Jobs	Jobs	% of State or County Jobs
California						
Health Care and Bioscience	2,013,690	11%	2,971,268	15%	3,661,352	17%
Tourism and Recreation	1,685,478	10%	2,098,939	11%	2,359,657	11%
Transportation and Warehousing	492,892	3%	667,502	3%	792,562	4%
Professional, Scientific, and Technical Services	1,320,423	7%	1,518,772	8%	1,696,898	8%
Total Sector Jobs	5,512,483	31%	7,256,481	37%	8,510,469	40%
Total State Jobs	17,707,657		19,646,487		21,521,931	
LA County						
Health Care and Bioscience	530,144	11%	838,467	16%	1,039,865	19%
Tourism and Recreation	448,534	9%	581,211	11%	658,858	12%
Transportation and Warehousing	162,501	3%	208,810	4%	245,346	5%
Professional, Scientific, and Technical Services	335,263	7%	356,618	7%	378,169	7%
Total Sector Jobs	1,476,442	31%	1,985,106	39%	2,322,238	43%
Total County Jobs	4,786,854		5,116,440		5,436,904	

Source: EMSI

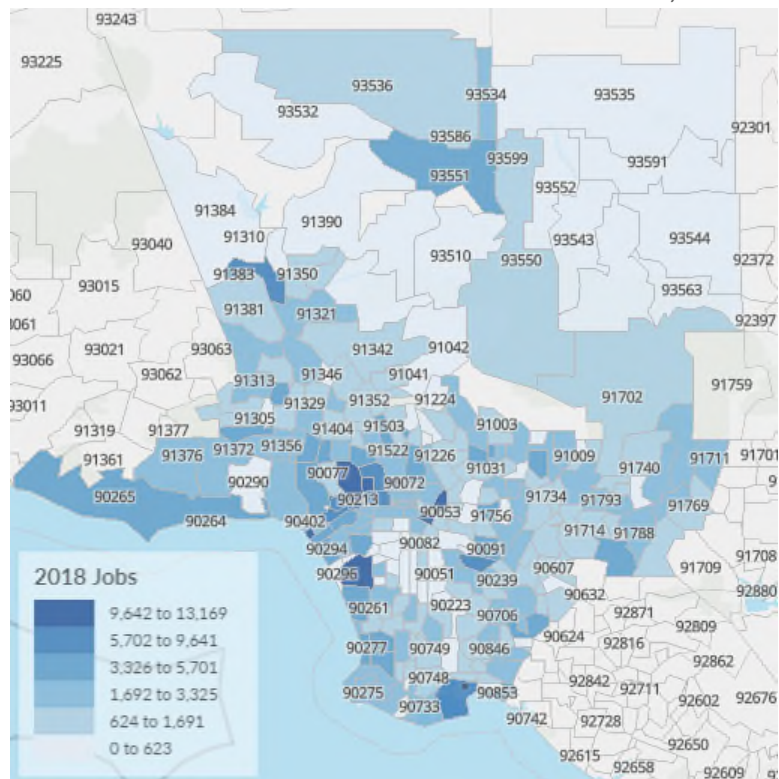
The following maps display the concentration in sector jobs across Los Angeles County by ZIP Code. ZIP Codes in dark blue are areas with high concentrations of sector jobs while ZIP Codes in light blue have a lower concentration.

Concentration of Health Care and Bioscience Jobs, 2018



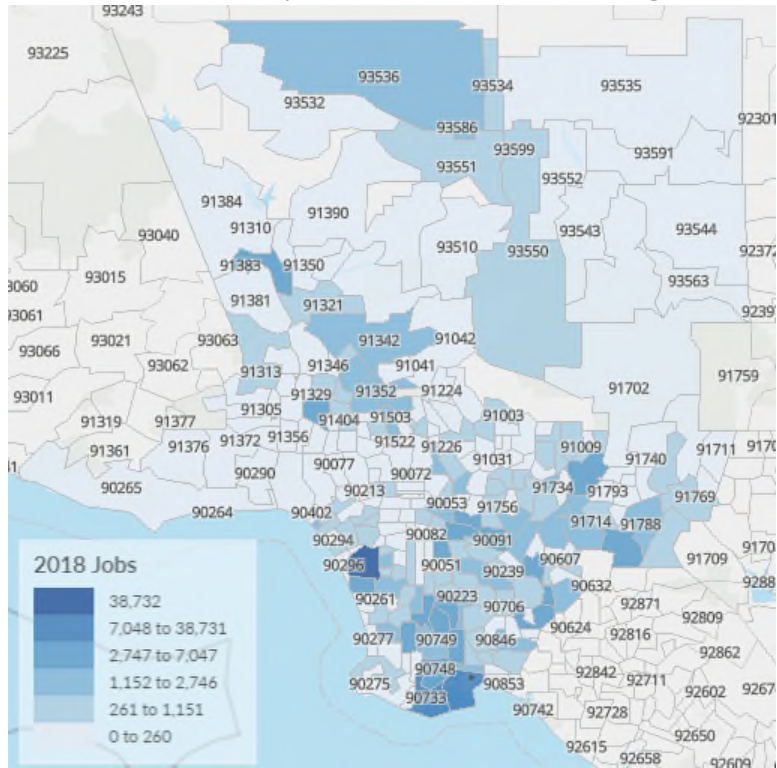
Source: EMSI

Concentration of Tourism and Recreation Jobs, 2018



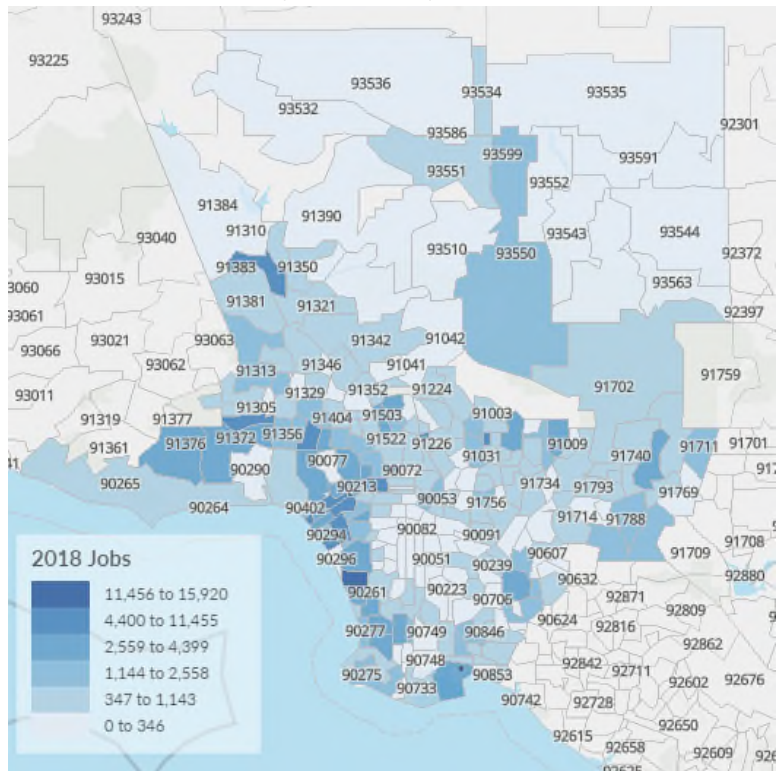
Source: EMSI

Concentration of Transportation and Warehousing Jobs, 2018



Source: EMSI

Concentration of Professional, Scientific, and Technical Services Jobs, 2018



Source: EMSI

Another component of identifying regional target industries and clusters is assessing the workforce availability across those industries. The County units such as WDACS, LACDA and the DCBA are well-suited to be partners in growing the target industries by contributing valuable on-the-ground information to verify occupational data within each of these industries. The latest Economic Development Scorecard from the county notes that within Workforce Development Programs at the county, there were 1,804 employers in the “high-growth” target sectors engaged in workforce placement. About 5,800 individuals were placed at these companies, which covered about a third of all workforce placements during 2017-2018. An education and workforce pipeline are imperative to support and remain competitive in the identified target industries.

Deliberate strategies to cultivate jobs within target industries in economically disadvantaged areas builds on the County’s initiatives to deconcentrate poverty, elevate disadvantaged communities and cultivate an economic system that equitably promotes opportunity regardless of class, background or geographic location. As job recovery began after the Great Recession, more jobs were added in low and high skill positions, severely cutting down middle-wage positions. Further exacerbating income inequality in the last three decades was the 12% increase in earnings for high skill

Growing the County’s Bioscience Cluster

A recent report from Biocom announced Los Angeles as the state’s next competitive region in Bioscience, following well established hubs like San Diego or the Bay Area. The County acquired \$1.1 billion in National Institute of Health funding and employs about 92,000 bioscience/life science workers in the county. A LAEDC representative notes that this cluster “creates living-wage jobs up and down the skills ladder.” Investments and policy changes like the Bioscience Overlay Zones will help continue to expand this cluster.

In District 2, the Lundquist Institute located on the County Harbor-UCLA Medical Campus has plans to develop the Bioscience Tech Park on 15-20 acres owned by the County complimenting the Institute’s new 78,000 SF research facility that includes a 20,000 SF bioscience incubator. This will be developed in phases in concert with the \$1.9 billion for new outpatient facilities and county hospital to open in 2026.



jobs, while wages for low-skill positions fell by 1%.⁷ Propel LA also seeks to address income inequality with its goals to: strengthen local export-oriented industry clusters, accelerate innovation and entrepreneurship, be more business-friendly, and increase global connectedness.⁸

To support the pipeline of information about the success and challenges for firms in the target industries, the LAEDC leads industry councils to foster the connection between private businesses and determines mutual priorities in workforce, supply chains and collective approaches to solutions of barriers or challenges within sectors. These councils include the SoCal Aerospace Council, the e4 Mobility Alliance, Bioscience Council and Digital Media & Entertainment (DME) Council.

Manufacturing is a long-standing industry in California, and the LA County region in particular. As of the latest employment figures in 2019, the Los Angeles-Long Beach-Anaheim Metropolitan Statistical Area (MSA) employed over 504,018 individuals in manufacturing industries.⁹ This is nearly three times more than the next MSA, San Jose-Sunnyvale-Santa Clara, where 173,232 manufacturing jobs exist. The evolving manufacturing industry has significant implications for workforce opportunities in the LA region within the duration of the CEDS. Automation, off-shoring, workforce replacement demand and the development of devices that we could not have dreamed up just a few years ago all factor into the future of the manufacturing industry in Los Angeles. Therefore, it is critical to continue to work closely with industry alliances, private businesses, workforce development partners, and California's Manufacturing Extension Partnership (MEP), California Manufacturing Technology Consulting (CMTc).¹⁰

⁷ An Equity Profile of Los Angeles Region, Policy Link, USC Program for Environmental & Regional Equity, 2017.

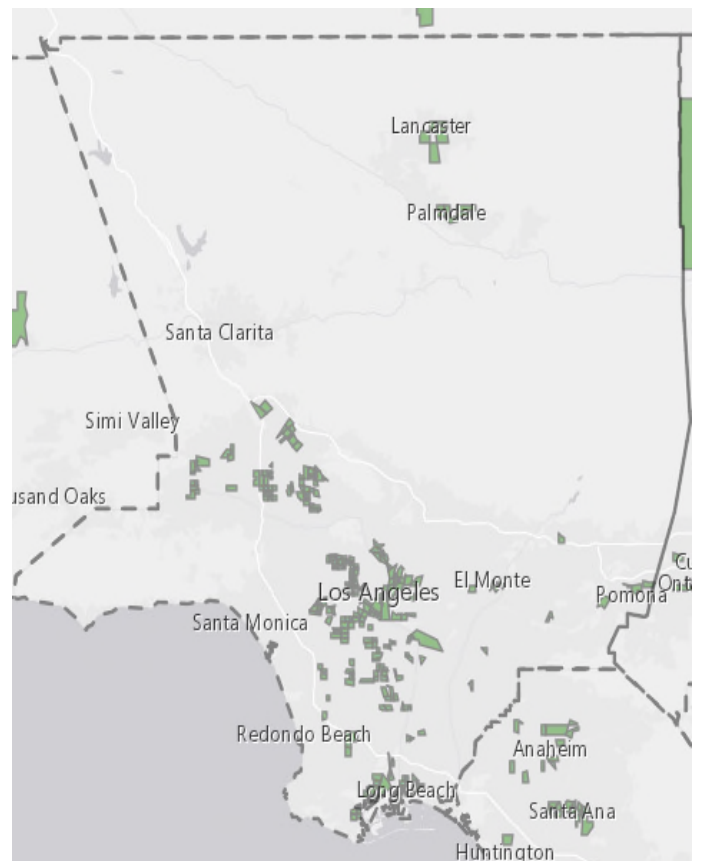
⁸ Propel LA, 2016-2020 Countywide Strategic Plan for Economic Development, Los Angeles Economic Development Corporation

⁹ Defined as NAICS 31-33

¹⁰ 2019.3 QCEW Employees, Non-QCEW Employees, and Self-Employed

Opportunity Zones are the latest investment tool that was derived from the U.S. Investing in Opportunities Act that was a part of the federal tax bill in 2017. There are 274 census tracts designated as Opportunity Zones in Los Angeles County. The map to the right shows the distribution of the zones, which are concentrated around the City of Los Angeles, but are also spread into the northern portion of the county in Lancaster and Palmdale, to the west of Burbank, and in the southern portion around Long Beach. Federally, there are no requirements as to what sorts of projects can occur in Opportunity Zones, which offers up flexibility on the part of the investor, developers, and municipalities to develop projects that feed market demand. Furthermore, states and municipalities can also steer investment to expand economic prosperity in communities and neighborhoods that have suffered from years of disinvestment. Implementation of this tool has been mixed across the country and there remains both uncertainty across California about the application of this tool and efforts to significantly limit its use. Therefore, LACDA can continue to monitor the advancement of this policy and work with developers to determine if utilizing Opportunity Zones are appropriate on a case by case basis.

Figure 2 Map of Opportunity Zones in Los Angeles County



GOAL AREA 4. DEVELOPING TALENT

GOAL STATEMENT: Los Angeles County will work seamlessly with workforce development partners to align housing, community development, and economic development initiatives with workforce development plans, for a holistic approach to mitigating economic, social, and institutionalized challenges.

Objective 4.1 : Adopt and align existing workforce efforts with the CEDS.

- a. Formally acknowledge the CEDS's role in supporting Los Angeles Basin Regional Planning Unit WIOA Regional Plan for PY2017-20 and the Propel LA for the plans workforce strategies.
 - Support the Los Angeles County Workforce Development Board's WIOA Local Plan and the related fourteen work tasks and eight strategic goals.
 - Support LA Propel's goal and related objectives to Invest in Our People, from Prenatal through Post-Career, to Provide Greater Opportunity.
- b. Apply the adopted CEDS Principles to workforce development policies and implementation:

<ul style="list-style-type: none"> • Collaboration & Partnerships • Communication • Respect, Cooperation & Trust • Innovation 	<ul style="list-style-type: none"> • Diversity • Equity and inclusion • Strategic Use of Resources
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- c. Continue to track, measure and report County workforce programs and services through the Economic Development Scorecard.
- d. Continue to work closely with Workforce Development Aging and Services (WDACS) to employ underserved or vulnerable populations in LACDA's project portfolio, including development projects or businesses receiving loans.

Objective 4.2 : Support WDACS programs to grow regional target industries and clusters by addressing workforce gaps that inhibit industry growth and innovation.

- a. Engage through WDACS or other EDPC Partners with sector-based partnerships between community and four-year colleges, as well as regional workforce system partners, such as Workforce Development Boards and labor union apprenticeships and labor management training programs, to train and place talent in key clusters.
- b. Develop talent that matches changing industry needs. For example, attract top scientists, who can generate a strong base of scientific knowledge in key disciplines and accelerate technology transfer out of research and academic settings to companies within key sectors.
- c. Monitor the County's Local Worker Hire Policy and continue use of Project Labor Agreements (PLAs) to promote workforce development and hiring of local and disadvantaged workers while complying with federal and state regulations.

- d. Develop programs for workers and disadvantaged communities that will be affected by the phasing out of oil and gas as Los Angeles transitions from an extraction economy to a green economy.

Objective 4.3 : Support small businesses in acquiring and retaining workers to support business growth.

- a. Work with partners to provide technical assistance to small businesses in meeting employment growth needs including identifying skills and talent available.
- b. Assist small businesses in hiring difficult to place job seekers by providing technical and financial assistance.

Workforce Overview in Los Angeles County

Workforce and education are the cornerstone of a competitive regional economy that provides opportunity for all. A meaningful job is a path to personal independence and wellness, thus driving community wellbeing. However, a rapidly changing society and economy has altered the rules for what it takes to prepare for, acquire and keep a job let alone a career. This is well stated by First 5 LA, A Lead Partner of Propel LA¹¹,

“the regional economy—like the global economy—is changing dramatically and at an accelerated pace. Much like the Industrial Revolution, which brought workers off the farms and into manufacturing, the technology revolution of recent decades caused a transition from low-tech, routine production to an information-age economy, where even manufacturing is much less labor-intensive and more technology-driven, and economic rewards are earned by the highly skilled and well educated. This economic transition presents us with an entirely new set and scale of challenges. Unlike the move from an agricultural economy to a manufacturing-based one 150 years ago, when a worker needed little training to move seamlessly from the field to a factory floor, moving from a production-based economy to an information age one today requires much higher levels of skills and education.”

The EDPC and its partners must continually adapt to meet these ever-changing demands. This creates both numerous challenges, as well as opportunities, which can only begin to be met through strong partnerships and collaboration.

Building on Regional Efforts

LA County is home to numerous workforce partners delivering a wide range of targeted programs and services to persons seeking employment and career skills, as well as businesses seeking talented workers. This includes partners in workforce, education, human services, economic, and community development. In developing strategies for this CEDS, the goal is to support the abundant network that currently exists and contribute to the strategies that have been vetted and approved by local, regional and federal agencies. For workforce, this includes three primary plans in the County for workforce and economic development:

- Propel LA
- Los Angeles County Workforce Development Board Workforce Innovation and Opportunity Act Local Plan PY 2017-2020
- Los Angeles Basin Regional Planning Unit Workforce Innovation and Opportunity Act Regional Plan for PY 2017-20

¹¹ <https://www.first5la.org/>

In May 2017, the California Workforce Development Board (CAWDB) notified the Los Angeles County Workforce Development Board that its WIOA Local Plan for Program Years (PY) 2017-20 was approved as submitted. The CAWDB also approved the Los Angeles Basin Regional Planning Unit WIOA Regional Plan for PY2017-20 as it was submitted in June 2017.¹²

In 2020, WDACS administered the LA County Employer Assistant Grant Fund. This fund provided financial assistance to 59 businesses across LA County impacted by COVID-19. The \$500,000 in financial assistance averted 317 layoffs and retained an estimated \$1.5 million in revenue within the county.

Challenges and Opportunities

The Propel LA plan provides a detailed case for the challenges and opportunities facing workforce development as it relates to broader economic development themes. Some of these challenges include ¹³:

- To drive the economy forward, the region's workforce will require significantly different and higher levels of education and training than ever before.
- California's education pipeline is not keeping pace with the higher skills and education required by employers. By 2025, it is estimated that almost one-third (30%) of all job openings in the State of California will require some form of postsecondary education short of a four-year degree. Yet, more than 22% of the county's residents have not even earned a high school diploma (or equivalent), and another 47% of the county's residents have only a high school education (A Portrait of LA County 2017-2018). There needs to be a significant increase in the number of individuals with industry-valued, middle-skill degrees, certificates and credentials.
- To combat the inequality brought on, in part, by the pace of technological innovation, the L.A. region needs to aggressively start human development and education programs earlier in childhood when 90 percent of a young child's brain first develops.
- LA County needs to sustain our commitment to education from pre-K through high school, ensuring that all of LA County's students graduate college and career-ready. And the region needs to make post-secondary academic advancement and skills attainment less costly and more seamless, and treat education, job training and upskilling our adult learners as life-long commitments.
- Regional success also requires collaboration and a commitment towards bridge-building efforts, such as the L.A. Compact, JPMorgan Chase's New Skills at Work initiative and, the 2016-2020 LA County Strategic Plan for Economic Development.
- Without targeted and directed intervention an increasing percentage of LA County residents will be limited to minimum wage jobs that only widen the gap between the poor and the upper income, one poverty-inducing job to the next, as the economy continues to be disaggregated between the highly skilled jobs that will become increasingly more skilled, and thus more highly rewarded, and the lower-skilled jobs that will be increasingly automated or, at best, pay only a minimum wage. This intervention will require true systems change across all of our education and talent development systems.

¹² <https://workforce.lacounty.gov/wdb/lpm2017-2020/>

¹³ Adapted from: Propel LA, 2016-2020 Countywide Strategic Plan for Economic Development, Los Angeles Economic Development Corporation

GOAL AREA 5. ADVANCING SUSTAINABILITY AND ECONOMIC RESILIENCY

GOAL STATEMENT: Operate programs and development initiatives that will advance Los Angeles County's ability to support businesses that can be economically resilient and environmentally sustainable.

There has been much planning underway in Los Angeles County surrounding resiliency and sustainability. To set the context of what has recently transpired in the region, *OurCounty*, the ambitious county-wide sustainability plan recently adopted by the Board of Supervisors is summarized below.

OurCounty

<https://ourcountyla.org/>

"In a region as large and urbanized as Los Angeles County, many of the most pressing sustainability issues are best solved using a regional approach through collaboration across city and county boundaries."
OurCounty, 2019

OurCounty is a regional sustainability plan for Los Angeles County that was adopted in August 2019. The Plan includes 12 goals, 37 strategies and 159 actions to lead County entities and partners to achieve sustainable outcomes and reduce damage to the natural environment. This will be the leading document in the County's sustainability efforts. LACDA will be one of many partners involved in the implementation of the plan and can leverage federal funding available through the CEDS to aid in strengthening resiliency efforts.

The 12 goals areas in *OurCounty* are as follows:

1. Resilient and healthy community environments where residents thrive in place
2. Building an infrastructure that support human health and resilience
3. Equitable and sustainable land use and development without displacement
4. A prosperous LA County that provides opportunities for all residents and businesses and supports the transition to a green economy
5. Thriving ecosystems, habitats, and biodiversity
6. Accessible parks, beaches, recreational waters, public lands, and public spaces that create opportunities for respite, recreation, ecological discovery, and cultural activities
7. A fossil fuel-free LA County
8. A convenient, safe, clean, and affordable transportation system that enhances mobility while reducing car dependency
9. Sustainable production and consumption of resources

Defining Resiliency

As a relatively new addition to CEDS requirements, defining what resiliency means in the context of economic development is imperative to integrating aspects of resiliency into the Strategic Plan. The CEDS refers to both environmental and business resiliency. These elements are *not* mutually exclusive, and both rely on related initiatives to create cohesive solutions.

Environmental – Considers threats from climate change, adapting land use patterns, natural disasters and hazard mitigation. Environmental concerns apply to occasional events like natural disasters, but also take into account longer term environmental changes that will continue to affect day to day life and business operations.

Business – Considers the diversity of industry mix, threats from competition, increasing input costs, shortage of workers, and planning for disaster resiliency.

10. A sustainable and just food system that enhances access to affordable, local, and healthy food
11. Inclusive, transparent, and accountable governance that facilitates participation in sustainability efforts, especially by disempowered communities
12. A commitment to realize OurCounty sustainability goals through creative, equitable, and coordinated funding and partnerships

The following objectives are a part of the CEDS' Strategic Plan and aim to support, contribute to and enhance OurCounty's efforts.

Objective 5.1 : Each of the EDPC partners must incorporate OurCounty action items into their department agenda and budgets with appropriate management control and accountability measures.

For example, for the LACDA, this would include the following:

- a. Support OurCounty's actions to maximize the installation of solar and energy storage systems on County property in a cost effective manner.
- b. In partnership with DCBA, implement substantive resident and small business protection measures to avoid displacement impacts from community investment including rent control, just cause eviction, and "right-to-return" ordinances.
- c. Leverage EDA funding sources to implement actions designated under OurCounty.

Objective 5.2 : Support County-wide efforts to develop a system that breeds business resiliency.

- a. Inventory existing efforts and focus on educating the public and business as to what resources are available to them.
- b. Leverage County resources to promote environmental justice and to support small businesses in going "clean and green" and planning/adapting for climate change.
- c. Work with County on developing a Cyber Disruption Response Plan. (*Goal 3.5 of 2016-2021 County Strategic Plan*).
- d. Support *Our County* efforts to identify and prioritize underserved markets where planning, loan products, and other County resources could be utilized for transformative change.
- e. Market and communicate LAEDC's *Guide to Planning for Business Operations After Earthquakes* to the business community
- f. Increase the ability of businesses to reduce climate pollutants by coordinating efforts with utility companies like Southern California Edison, who offers Direct Install.
 - Energy efficiency is just one method to mitigate climate change, and there are multiple methods we need to employ across the economy.



OurCounty actions targeting businesses:

Action 25: Build capacity of retailers, including small stores, to sustain neighborhoods in the event of an emergency and ensure continued operations during and after a disaster.

Action 40: Reduce barriers and increase accessibility to alternative water sources (rainwater, greywater, stormwater, and recycled water), including incentives for residential and commercial/small business greywater systems and streamlining.

- g. Collaborate with unincorporated areas to identify and prioritize employment lands that are serviced by high quality transit and can be supported by County partnerships and resiliency efforts.
- h. Adapt loan products and planning programs to allow for lower-cost construction of housing such manufactured units and modular units. Work with County planning and permitting for consistency and agreement on loan terms.
- i. The CEDS also supports the Propel LA recommendations towards a more resilient region including:
 - i. Improve overall safety and disaster emergency response and resiliency, including small business emergency risk management and post-hazard resiliency
 - ii. Pilot social impact bonding programs that bring more economic development activities to low-income communities
 - iii. Create a mechanism for regional agencies across jurisdictions to coordinate overlapping infrastructure needs and respond regionally to natural or other disasters

Objective 5.3 : Include environmental and business resiliency goals into large scale planning and development efforts of the EDPC Partners' portfolio.

For example, for LACDA this would include the following:

- I. Make resiliency a priority target in the next update to the Consolidated Plan.
- II. Educate loan and grant recipients on resiliency resources through other County agencies, partners, local economic development stakeholders.
- III. Market resiliency and the green economy as one of the targets for the microloan program.
- IV. Support investment and programming that spur job creation and business opportunities in the green economy.
- V. Prioritize applications in the microloan program for businesses that will accelerate the transition to a green economy (e.g. by expanding the use of renewable energy or improving access to healthy air, water, land, or food).

Objective 5.4 Address the emerging issues and threats associated with COVID-19.

- I. Support small business Recovery Loan Program.
- II. Provide assistance to transit-oriented businesses.
- III. Utilize CDBG for Commercial Rental Assistance program.
- IV. Provide business relief grants.
- V. Create a regional relief fund to assist small businesses.

Resiliency Overview in Los Angeles County

Developing strategies that consider the realities of economic and environmental disasters is imperative for Los Angeles County to protect business networks, communities and the majestic landscape of the county's 4,751 square miles. Advancing sustainability and economic resiliency uses actions to improve both the environmental aspects of the region such as climate change, land use, etc. as well as business aspects such as dealing with threats from competition, increasing input costs and the shortage of skilled workers. Los Angeles County has faced its fair share of troubling environmental and economic events in the last decade and there has been much work done by the County to mitigate the effects on businesses and residents when challenges arise. Integrating resiliency into business planning and community development efforts is an ongoing process that will continue throughout the five-year timeline of this CEDS.

Resiliency planning helps to build healthier communities that can recover at a faster pace from intense weather events or natural disasters. Increasingly devastating weather events are a reality of everyday life for many Los Angeles residents and the strategies within the CEDS aim to contribute to the existing efforts of partners in the resiliency sectors. This includes partner agencies within the county like the Los Angeles County Community Disaster Resilience project, the Department of Public Works, Los Angeles Water Boards and the County's Department of Regional Planning. Additionally, during CEDS engagement sessions, representatives from Small Business Development Centers (SBDC) throughout the county detailed their work on the frontlines preparing businesses for catastrophic weather events. The network of SBDC's offers Disaster Recovery Assistance that offers a free assessment of how a disaster has impacted a business and the programs and available funding sources that may be available to aid them in rebuilding their physical location, inventory, equipment or other losses.

The Los Angeles County Board of Supervisors approved Our County, a regional sustainability plan for Los Angeles County in August 2019. While the plan addresses how the County and its partners will tackle environmental issues like pollution, water quality and aging infrastructure, the plan acknowledges that vulnerable populations in economically depressed areas of the county are disproportionately affected by negative environmental elements. To promote generating economic opportunities, communities must first have access to clean streets, water and air. The EDPC Partners can provide valuable support to county-wide resiliency efforts, especially in the sectors of commercial and housing development, as the LACDA's portfolio includes grants and loans within these fields. To determine appropriate funding streams to advance Our County's implementation, Action 152 designates the LACDA as a partner with the CEO to obtain a Transformative Climate Communities implementation grant which work to fund development and infrastructure projects to achieve environmental, health, and economic benefits.



Policy in Practice

The LA Cyber Lab's mission is to provide the greater Los Angeles business community and local government organizations with greater cybersecurity awareness and access to trained and capable workforce. LA Cyber Lab works to provide automated threat intelligence sharing, workforce innovation incubator, and a cyber ecosystem to connect the community.

Aside from weather-related events, other resiliency measures are needed to combat attacks on business networks like data breaches and failure of technology infrastructure to protect sensitive information or proprietary business intelligence. Regional support for these issues is critical to aid the hundreds of thousands of businesses throughout the county that have already put endless hours of personal and professional time just to get their business operational. LAEDC also offers Business Resilience Resources that can be leveraged in conjunction with other resources to help businesses proactively plan for the scenarios that could decimate a business if the proper protocols are not in place.

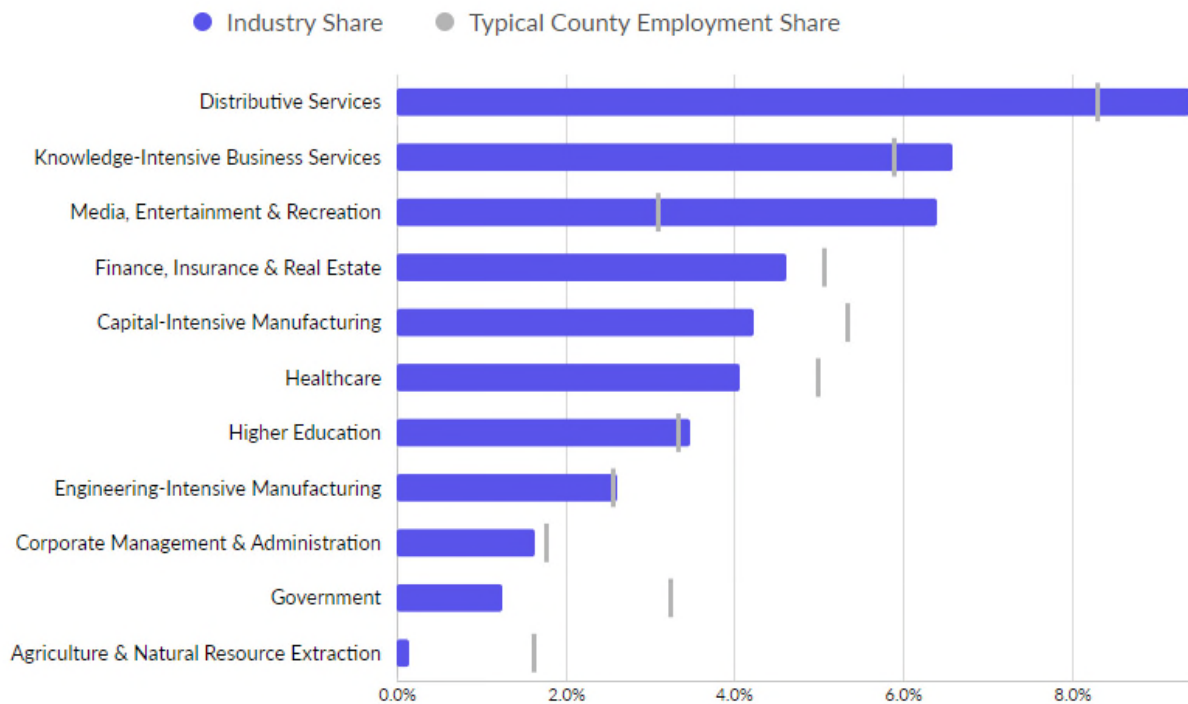


Business Interruption Fund (BIF) The County's regional transit agency, Metro, offers financial assistance to small businesses located in areas impacted by transit rail construction. This sort of consideration enables much needed transit development while supporting neighborhood dynamics and small businesses with the hope that transit will allow businesses to flourish once construction is complete.

Industry Diversity

Industry diversity can help to insulate a region from economic downturns. LA County's industry diversity is high. Out of the 3,142 counties in the U.S., LA County ranks 567, meaning it has a more diverse industry mix than 82% of the counties across the nation. In the figure below, the purple bar indicates Los Angeles County's employment in a certain industry and the gray bar indicates the typical County employment share across the nation, demonstrating LA County's industry diversity relative to the rest of the country.

Figure 3: Industry Diversity in Los Angeles County



Through efforts in the Target Industries and Cluster goal area, it is important that resources are distributed across sectors and that within each subsector there are mitigation plans for economic downturns, technological disruptions and demographic shifts.¹⁴ LACDA can continue to monitor industry diversity throughout the five-year life span of the CEDS – ensuring that industry diversity remains high and identifying where additional resources may provide necessary relief for an industry that is struggling due to business cycles or natural disasters.

Even with the most thoughtful resiliency plans in place, successful dissemination of the resources available to businesses and residents is critical to success. In Los Angeles County's vast geography, businesses are often at a loss to find the correct resource, even while there are likely several appropriate options for their needs. To further the message of resiliency efforts across the county, the EDPC Partners can mandate components of resilience in their projects and work with businesses who apply for loans to direct them to disaster relief planning materials as part of the application process. With a finite amount of resources that is expected to produce more results across multiple sectors, strategically directing resources already in place to help support resiliency efforts is the most effective method to have the greatest impact on business and communities throughout the county.

Additional OurCounty Strategies to Implemented by LACDA and other EDPC Partners

Limit siting of new sensitive uses, such as playgrounds, daycare centers, schools, residences, or medical facilities, to at least 500 feet from freeways.

Identify and implement best practices to preserve and increase the amount of affordable housing proximate to job centers, transit, parks, and open space amenities.

Adopt an inclusionary housing ordinance that promotes mixed income housing.

Develop equitable design guidelines that promote high quality living environments for all.

Implement tenant protection measures (e.g., Right to Counsel, rent escrow) to avoid displacement impacts from housing repairs and improvements, including those that are made to meet sustainable design guidelines, correct code violations, or address habitability issues.

Lead or support a regional green chemistry / clean manufacturing incubator that facilitates linkages between developing businesses and workforce development efforts for target populations.

Maximize the installation of solar and energy storage systems on County property whenever cost-effective.

Support the use of public and private land for urban and peri-urban agriculture, such as community gardens, by measures such as identifying available public parcels, streamlining permitting and leasing processes, and incentivizing the conversion of vacant property to agricultural use.

Obtain a Transformative Climate Communities implementation grant.

¹⁴ Distributive Services in the chart refers to services that move commodities, information and people. Some of these services are final consumption in their own right (e.g. vacation travel) but most are ancillary to final consumption (e.g. retailing) or production (e.g. materials transport). This definition is derived Emsi, August 2019.

COVID-19 RESPONSE: AN ADDITION TO LOS ANGELES COUNTY RESILIENCY

Los Angeles County is no stranger to emergency preparedness. Its unique geographic location has equipped residents and businesses to rebound from disasters such as wildfires and earthquakes. However, at the beginning of 2020, Los Angeles County, like the rest of the world faced a new and formidable challenge: the arrival of coronavirus or COVID-19. The Economic Resiliency Task Force, chaired by the Chair of the Los Angeles County of Board of Supervisors, was formed to develop actionable recommendations for Los Angeles County to leverage public-private partnerships to improve the economy, create jobs, and return to full employment. Members of the task force include County Board of Supervisors and leaders who represent a diverse range of employment sectors.

In addition to the public/private partnership focus of the Economic Resiliency Task Force, Los Angeles County departments have quickly mobilized to develop and implement a wide range of actions to stabilize the economy. In April 2020, the Los Angeles County Department of Workforce Development, Aging, and Community Services (WDACS) launched the Los Angeles County Employer Assistance Grant Fund to provide micro-grants up to \$10,000 to local small businesses to help support them through the COVID-19 pandemic with an eye toward employee and revenue retention for the businesses. WDACS awarded \$500,000 to local businesses in this first-of-its-kind program in the State of California. Grant funding was awarded to 59 entities ranging from local small businesses, non-profits, and social enterprises impacted by the coronavirus pandemic. Thirty-nine of the businesses who received awards were minority-, women-, and/or Veteran-owned, representing industries represented, including Hospitality, Travel, Entertainment, Professional Services, Education, Tech, Legal, Environment, Healthcare and Non-profit. Through this funding, the County was able to avert over 300 layoffs at local businesses and retain over \$1.5 million in revenue for these businesses.

WDACS is currently seeking additional funding to scale this program. Over 9,000 County businesses are on WDACS' waiting list, should more funding become available. Grants have been made available to businesses between two (2) and 50 employees, earning up to \$2 million in annual revenue prior to COVID-19, and can demonstrate a loss in revenue as a result of the COVID-19 pandemic. Through a small grant investment, WDACS seeks to make an impact in communities historically underserved without access to mainstream banking relationships. Existing infrastructure is in place to efficiently deploy nimble funding to in-need businesses.

WDACS received \$810,000 from the California Employment Development Department (EDD) in Workforce Innovation Opportunity Act (WIOA) Dislocated Worker Funds for worker resiliency. These grant funds were designated to swiftly provide supportive services to workers experiencing layoffs or a reduction in hours due to COVID-19, in particular English Language Learners (ELLs). WDACS is deploying \$400,000 in supportive services through the LA County America's Job Centers of California (AJCCs) in amounts up to \$800 per person. The remaining \$410,000 will be deployed through a referral network of trusted Community-Based Organizations (CBOs) that work with the most underserved communities in Los Angeles County, including ELLs and Native Americans. Each CBO will receive a set number of referral slots, conduct an intake assessment, and provide WDACS with a complete referral for each participant. WDACS is making funds available to those earning 50% or less of Area Median Income prior to COVID-19 (\$36,550 for a single person household) and that have lost at least 50% of their income due to the pandemic. Upon receiving the referrals, WDACS will verify eligibility and disburse the funds directly to the participant.

Based on what is known, much of the most vulnerable population in Los Angeles County is unbanked or underbanked, making checks an inefficient way to distribute needed funds. Dislocated workers have many

competing priorities, such as buying food; paying rent; and keeping utilities on, that require a flexible approach to supportive services. For this reason, WDACS is pursuing more innovative methods of deploying supportive services. The City of Los Angeles's Angeleno Card and other funds targeting underserved populations are deployed through prepaid debit cards. WDACS will also disburse supportive services to the CBO referrals via a physical or digital prepaid card. With this limited funding, the Worker Resiliency Fund will serve approximately 1,000 vulnerable Los Angeles County residents, but with additional flexible funding this model could be replicated to reach a much greater number of low-income, underserved Los Angeles County residents.

Small Business Recovery Loan Program

Los Angeles County Development Authority (LACDA) launched the Small Business Recovery Loan Program using \$3 million of Economic Development Administration (EDA) funds providing easy access, timely, and efficient financial relief to small businesses in April 2020. Upon launching the program, over 3,000 businesses registered on the online application portal for the limited available funding. The large number of registrants is indicative of the substantial and immediate need throughout Los Angeles County. This program provides loan proceeds up to \$20,000 for working capital to retain employees and prevent a chain reaction of reduced spending, inability to pay bills, job losses, or even closure. Any for-profit business located within unincorporated Los Angeles County or participating CDBG cities is eligible for this program. The participating cities include the following:

Participating Cities

Agoura	Commerce	Irwindale	Maywood	Signal Hill
Arcadia	Covina	La Cañada Flintridge	Monrovia	South El Monte
Avalon	Cudahy	La Habra Heights	Rancho Palos Verdes	South Pasadena
Azusa	Culver City	La Mirada	Rolling Hills Estates	Temple City
Bell	Diamond Bar	La Puente	San Dimas	Torrance
Bell	Duarte	La Verne	San Fernando	Walnut
Beverly Hills	El Segundo	Lawndale	San Gabriel	West Hollywood
Calabasas	Hawaiian Gardens	Lomita	San Marino	Westlake Village
Cerritos	Hermosa Beach	Malibu	Santa Fe Springs	
Claremont	Hidden Hills	Manhattan Beach	Sierra Madre	

Assistance to Transit-Oriented Businesses in Response to COVID-19

LACDA manages the Transited Oriented Communities (TOC) Small Business Program, which provides loan funding for tenant improvements to ground floor retail spaces in affordable housing projects near High Quality Transit Nodes. In response to the dire small business assistance need, on April 23, 2020 the amendment to the existing TOC was approved by the Metro Board of Directors. The funds are restricted to businesses within Los Angeles County that are within 1/4 mile of a High-Quality Transit Node. Moreover, the below-market interest loans are not to exceed \$20,000 to cover operating expenses per qualifying small businesses with up to 25 full-time employees.

First District COVID-19 Commercial Rental Assistance Program

LACDA manages the Los Angeles County's Community Development Block Grant (CDBG) program. Utilizing \$300,000 of its CDBG funds, the First Supervisorial District will provide business assistance in unincorporated areas of the First District. Inclusive Action for the City (IAC), a local community-based organization, will deploy the microenterprise grants which are complementary to existing low-interest loans to microenterprises. The grant award is up to \$5,000 for commercial rental assistance and working capital costs.

Fourth District COVID-19 Business Relief Grant

On May 12, 2020, the Board of Supervisors approved a micro-enterprise grant program that is funded by the Fourth Supervisorial District for businesses located within the Fourth District. The program is funded at \$500,000 and will provide grants in the amount of \$5,000 to each successful applicant. LACDA will administer the program. The application portal on the LACDA website opened May 13, 2020 and closes at noon, May 14, 2020.

LA Regional Recovery Fund

In a Motion approved on April 14, 2020, the Board of Supervisors directed the Department of Business and Consumer Affairs (DCBA) and LACDA to create a regional Relief fund to assist small businesses. Whereas the loan/grant programs currently deployed by LACDA are only available to the unincorporated area and 48 participating cities, the regional fund will support businesses located throughout the entire County, including incorporated cities. Los Angeles County has provided \$12 million towards the fund that will grow with other private and philanthropic contributions. To highlight contributions, the City of Los Angeles will contribute \$5 million to the fund. The County and City strive to make a joint announcement to publicize the fund by the end of May 2020.

Summary

While the above described programs are intended to provide temporary economic relief, Los Angeles County understands the need to equip businesses to operate in new post-COVID era. What measures must be taken to ensure that public transportation remains viable and accessible to all? How will commercial corridors thrive with reduced pedestrian traffic? What will be the demand for commercial office space as companies embrace working from home policies? These are just some of the questions that face Los Angeles County. To this end, the regional economic infrastructure must adapt to the ever-changing public health concerns.

ACTION PLAN: IMPLEMENTATION

The responsibility to implement the 2020-2025 CEDS rests collectively with the LACDA, the EDPC Partners and the many other County-wide agencies that contribute to economic development. At the time of publishing, HR&A was leading a study into the organizational structure and portfolio of each economic development partner at the direction of the CEO. Upon the results of the HR&A report, it will be critical to reassess the implementation approach to the CEDS, as roles and responsibilities may shift or be redirected. Regardless of the outcome of the HR&A study, it is imperative that the EDPC Partners act within the framework of the CEDS, in addition to the County's 2016 Strategic Plan, all while carrying out their respective organizational missions. At a minimum, the success of implementation over the course of the next five years is reliant on the EPDC Partners:

- Providing coordinated services that are responsive to clients' needs- businesses, workers, development community, and citizens,
- Sharing information, collecting District office input, and maintain progress through metrics so the County and its partners can collectively be more responsive, and
- Regularly prioritizing actions, initiatives, policies, projects among partners.

With many agencies collecting various economic and quality of life indicators, the EDPC Partners can draw on these existing metrics to support the success of the CEDS strategies. In support of regional efforts by the many actors involved in economic development in Los Angeles County, it is sensible to work towards common goals that support economic prosperity. In 2016, as the Board of Supervisors embarked on the economic development strategic planning process, they also established the means to measure progress of the plan but also the programs offered across County agencies. The measurement tool is referred to as the Economic Development Scorecard (the Scorecard), which is developed on an annual fiscal year schedule. The Scorecard process represents a best practice in economic development and will serve as the framework for measuring progress of the CEDS going forward. Based on the CEDS, new measures will be suggested based on the new or refined strategies and objectives. The OurCounty Sustainability Plan commits County agencies to tracking outcomes of LA County funded training programs, in addition to other workforce related measurements.¹⁵

The Scorecard is currently a mechanism 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 goal of the Scorecard is to bring together private and public sector actors in policy development and execution. The Scorecard measures placements by sector, including high growth sectors and non-high growth sectors, all important to monitor for purposes of the CEDS. Building on the data that is already collected for the Scorecard and other performance trackers across departments will help determine how the agencies working together are promoting positive changes.

¹⁵ Goal 4, Action 61, *OurCounty* Sustainability Plan

Roles and Responsibilities

The table below demonstrates which County departments are best suited to take on tasks in the plan. The Critical Path indicators column summarizes the various sections of the Strategic Plan contained within the CEDS and should be used as a quick reference of actions to be taken. Details about each Critical Path indicator are provided in the appropriate Strategic Plan section of the document and should be cross-referenced by those involved in its implementation. The Responsible Party column identifies the key County party or parties identified to execute on each of the Strategic Plan Goal Area sections and subsections. Over time, the Responsible Parties list is expected to change as County practices evolve related to key County departments and their functions and core responsibilities.

Strategic Plan Goal Area	Objectives	Critical Path (1)	Responsible Party
(1) Improving Government Responsiveness	1.1: Adapt County economic development functions to meet current economic challenges and better support the district needs of stakeholder groups and communities.	Adopt Core Principles of CEDS. Improve Inter-Agency communication at County level. Work with advisory boards and create metrics to gauge success. Support goals/missions of prior plans such as Propel LA.	EDPC Partners and CEO/ED
	1.2: Clearly present and promote economic development program offerings facilitated through the EDPC Partners and be prepared to redirect inquires to the appropriate entity.	Update lists of all economic development organizations. Determine if certain stakeholders could be best represented through new community, religious, non-profit and business groups. Share this data regularly.	CEO/ED in conjunction with WDACS, DCBA and LACDA through ED contacts list consolidation and regular updates
	1.3: Actively participate with key economic development stakeholders throughout the County in marketing the advantages of the region to investors and interested entities who can help advance economic priorities.	Market and globally promote regional strength in key business clusters. Attract new anchor entrants from other states and nations. Promote convergence opportunities within, between and across key clusters.	EDPC Partners, LAEDC
	2.1: Develop and refine pathways for communication between EDPC Partners that will lead to an increased alignment of regional plans.	Work with internal and external stakeholders to coordinate programs, services and events. Focus services on small business & the entrepreneur community. Align efforts with Propel LA	CEO/ED in conjunction with WDACS, DCBA, LACDA, and DRP

(2) Starting, Growing and Supporting Small Business and Entrepreneurship		Plan. Use mapping tools available at County level as a small business resource.	
	2.2: Continue to refine and grow successful programs facilitated through EDPC Partners and build and support a robust distribution network for product offerings.	Continue to deliver County led programs where it has a competitive advantage & "niche" participation. Leverage existing partnerships to meet emerging needs of business community relative to cybersecurity, resiliency, workforce, regulations and trade. Help to address the effects of homelessness on business operations. Identify ED gaps in services and work to provide them through leveraged partnerships.	CEO/ED in conjunction with WDACS, DCBA, LACDA and DRP
	2.3: Expand entrepreneurship culture and strengthen the entrepreneurial ecosystem by refining lending, financing and program offerings.	Build out the access to entrepreneurial services to a diverse population within the context of the ELA Entrepreneur Center. Examine reprogramming opportunities at the BTC. Add small business & microloans to the loan offerings available. Connect growing small businesses to space opportunities w/in the County.	LACDA, WDACS, LAEDC
	2.4: Ensure that County services, guidelines and procedures are predictable, dependable and make deliberate outreach to disadvantaged populations.	Continue increasing procurement outcomes to targeted groups. Emphasize the use of EPIC LA and LA County Connect in reporting.	DCBA, CEO/ED
	2.5: Measurement of business development services will be an integral component of enhancing the EDPC Partners economic development endeavors	Continue to use the Economic Development Scorecard as the primary benchmarking metric. Integrate additional measures focused on outcomes and specific customer satisfaction. Develop independent metrics for LACDA for new programs like microloans and Renovate.	CEO/ED, DCBA, LACDA
	3.1: Target EDPC Partner investment and redevelopment	Inventory and evaluate public agency-owned land for	CEO/ED, LACDA

(3) Targeting Industries and High Growth Clusters	projects to facilitate the advancement of the regional clusters	redevelopment. Identify opportunities for land assembly. Proactively monitor the Opportunity Zone Program. Complete the strategic repositioning process of BTC. Support efforts to increase incubation space for key industry sectors. Continue funding County-led CDF designated projects. Continue to strengthen export-oriented industry clusters.	
	3.2: Maintain ongoing evaluation of lending programs and align policies and programs to address barriers/challenges facing target industries and adapt to changing needs of business	Work with public/private partners to keep apprised of industry trends and business needs. Leverage current loan programs to adjust to market demand. Develop, launch and monitor the microloan program. Strengthen relationships with job training providers.	LACDA, DCBA, WDACS
	3.3: Continue to track and assess regional cluster performance and relevance	Regularly track and report on targeted cluster performance indicators. Identify presence of clusters within County and any geographic and/or service delivery gaps	CEO/ED
(4) Developing Talent	4.1: Adopt and align existing workforce efforts with the CEDS	Acknowledge the CEDS' role in supporting LA Basin Regional Planning Unit WIOA Regional Plan for PY2017-20 and Propel LA for its planned workforce strategies. Track, measure and report County workforce programs and services through the Economic Development Scorecard. Continue programs to help employ underserved or vulnerable populations.	WDACS
	4.2: Support WDACS program to grow regional target industries and clusters by addressing workforce gaps that inhibit industry growth and innovation	Engage sector-based workforce development programs through local colleges, Workforce Development Boards, labor union apprenticeship and related programs. Monitor the	WDACS

		County's Local Worker Hire Policy and continue the use of Project Labor Agreements to promote workforce development and hiring of local disadvantaged workers. Support programs that transition workers and disadvantaged communities affected by the phase out of the oil and gas/extraction economy.	
	4.3: Support small businesses in acquiring and retaining workers to support business growth	Provide technical assistance to small businesses in meeting employment growth including identification of skills and talents available. Assist small businesses with hiring hard-to-place job seekers by providing technical and financial assistance.	WDACS, DCBA
(5) Advancing Sustainability and Economic Resiliency	5.1: Each of the EDC partners must incorporate OurCounty action items into their department agenda and budgets with appropriate management control and accountability measures.	For example, maximize installation of solar and energy storage systems on County property. Implement residential and small business protection measures to avoid displacement impacts. Leverage EDA funding sources to implement actions identified under OurCounty.	EDPC Partners
	5.2: Support County-wide efforts to develop a system that breeds business resiliency	Provide available information resources to the public. Support small businesses going "clean and green" and planning to adapt to climate change. Work with County to develop a Cyber Disruption Response Plan. Identify and support underserved markets. Market LAEDC's <i>Guide to Planning for Business Operations after Earthquakes</i> to businesses. Identify employment lands in unincorporated areas that are served by high quality transit for possible development. Identify and promote low cost housing opportunities.	EDPC Partners, LACDA, DCBA,

	5.3: Include environmental and business resiliency goals into large scale planning and development efforts of the EDC Partners' portfolio	For example, make resiliency planning a priority and target in the next Consolidated Plan. Education loan/grant recipients on resiliency resources. Market resiliency and the green economy as one of the targets for the microloan program. Prioritize applications for the microloan program on businesses in the green economy.	EDPC Partners, DCBA, LACDA
	5.4: Address the emerging issues and threats associated with COVID-19.	Respond to challenges facing the business community by filling funding gaps, providing technical assistance, and generally supporting the economy during stay-at-home orders and the transition back to public life.	WDACS, Supervisorial districts, DCBA

ACKNOWLEDGEMENTS

The CEDS was a collaborative effort that came together successfully because of the valuable contributions of the Los Angeles County community members.

CEDS COMMITTEE

The CEDS Committee was formed to meet the requirements established by the EDA. The EDA states that the Committee should represent the main economic interests of the region, including private sector, public officials, community leaders, private individuals, workforce boards, institutions, and minority and labor groups.

The CEDS Committee was essential in reviewing draft CEDS materials, refining strategies and advising on regional priorities from diverse perspectives. We would like to thank each member of the CEDS Committee for their contributions to this effort:

- ◆ Brett Dickstein, SBDC
- ◆ Candice Davis, Los Angeles County
- ◆ Caroline Torosis, Economic and Business Services Workforce Development Aging and Community Services
- ◆ Connie Chung, Los Angeles County Department of Regional Planning, General Plan Development/Housing
- ◆ David Carlisle, Charles R. Drew University of Medicine and Science
- ◆ Ernesto Bobadilla, Los Angeles County Consumer and Business Affairs
- ◆ Holley Schroeder, Santa Clarita Valley Economic Development Corporation
- ◆ Jose Gardea, Urbanism Advisors - A Place For Urban Development
- ◆ Kerry Doi, Pacific Asian Consortium in Employment
- ◆ Kimberly Kelly-Rolfe, USC Marshall Lloyd Greif Center for Entrepreneurial Studies
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- ◆ Sharon Evans, Business Resource Group

Los Angeles County Development Authority

The LACDA staff was critical in leading, supporting and organizing elements of the CEDS. Thank you specifically to: Rita Reyes-Acosta, Carey Jenkins, and Davon Barbour.

APPENDIX A: SUMMARY BACKGROUND

Summary Background Findings

SOCIODEMOGRAPHICS

- Population growth across Los Angeles County is projected to be less than 1% annually in the next five years, which compares similarly to the projected annual growth rates in California and the United States.
- While net population growth is expected to be relatively flat in the next five years, there will be demographic shifts in Los Angeles County. The 35-44-year-old cohort is expected to gain the greatest number of households, nearly 677,228, while households 25 and under are expected to leave the County. The age cohorts of 55-64-year olds and 65-74 year olds are also expected to increase at a faster rate than other cohorts. This aligns with the massive growth in health care professions targeted towards senior care.
- While the County's aging population is already affecting employment trends, the County is still relatively young compared to the state of California and the United States. The County's 2018 median age was 35.7, while California's was 36.2 and the United States' was 38.3. All three geographies are expected to experience an increase in their median age over the course of the next five years.
- The County's per capita income, \$31,563, is on par with the City of Los Angeles and the United States, but falls behind the per capita income of California, which reaches \$34,254.
- The County's median household income, \$56,166, exceeds that of the City and the United States, but still falls behind California's median household income of \$69,051.
- The City of Los Angeles, Los Angeles County and California are more ethnically diverse than the United States. Over a third of the County's population is foreign born, however 17.5% of those foreign-born residents are naturalized citizens, while another 16.9% are not U.S. Citizens.
- Compared to the state and nation, Los Angeles County and the City of Los Angeles have a lower proportion of English speakers and a significantly higher proportion of Spanish speakers. Across California there is a significant proportion of Asian-Pacific island languages compared to the rest of the United States.
- The highest education level achieved by 20% of the County's population is a high school diploma or a GED alternative. 7% of the population holds an Associate's degree, while another 20% hold a Bachelor's degree. 782,758 individuals, or 11% of the population have obtained a graduate or professional degree like an M.D. or PhD.
- The unemployment rate ranges from 4%-5.3% across the 5 supervisorial regions. District 2 has the highest unemployment rate, 5.3%, while District 4 and District 5 have the lowest unemployment rates, 4.0%.
- Most Los Angeles County workers both live and work within the county. Based on 2015 employment figures, 3.0 million people, or 77.1% of Los Angeles County's working population, reside and are employed in the county.

EMPLOYMENT AND OCCUPATIONS

- As of 2018, there were over 5 million jobs in the County. This is an increase of 7% from 2008 to 2018. Based on current economic trends and industry projections, employment in Los Angeles County is anticipated to increase by over 320,000 jobs, or 6% through 2028. This employment growth rate is slower than the projected changes from California (10%) or the United States (9%).
- Over 2008-2018, the Health Care and Social Assistance, Accommodation and Food Services, and Transportation and Warehousing sectors experienced the largest increases in terms of number of jobs between 2008 and 2018. Together, these sectors added 457,000 jobs to the county. This accounts for 80% of the total jobs added to the economy during this time.
- The County demonstrates a high competitive advantage in Health Care and Social Assistance and Transportation and Warehousing. This means that the County added more jobs in these sectors than would be expected just based on industry and national growth trends.
- The industries of Other Services (except Public Administration), Manufacturing and Finance and Insurance took the largest hits in terms of job loss. Other Services and Manufacturing lost about 92,000 positions while Finance and Insurance shed about 17,860 jobs.
- Health Care and Social Assistance, Accommodation and Food Services, and Transportation and Warehousing are projected to continue to show strong growth over the next decade. Between these three industries, they are projected to add another 305,732 jobs to the economy. Manufacturing will continue to lose the highest number of jobs, followed by Wholesale Trade and Information.
- Additional data analysis was conducted on combined industry sectors that are primary economic drivers of the Los Angeles County regional economy. Jobs in these industry sectors make up about a third of Los Angeles County's total job market. These industry sectors included:

Health Care and Bioscience

- This sector is driven by the services required to care for an aging population. Services for the Elderly and Persons with Disabilities has a Location Quotient of 3.84 and has shown significant growth over the last ten years and will continue that upward trajectory over the next decade. This is notable, as Los Angeles County's population is still relatively young compared to the state and United States, indicating that this industry and services related to elderly care will continue to explode as the County's population ages. Workforce training, appropriate care centers and related services will need to be thoughtfully planned to accommodate this inevitable demographic shift.
- The top occupations in this sector are appealing for entry level workers. Work experience is not required for any of the top 10 occupations with many occupations including some form of on the job training. Entry level education requirements vary across occupations, ranging from a Bachelor's degree for Registered Nurses to a high school diploma for Personal Care Aides, Childcare Workers, and Medical Secretaries, amongst others.

Tourism, Entertainment and Recreation

- This sector is driven by the service industry like restaurants and bars, but also supported by agents and managers, promoters and theaters. Wages for these positions are relatively low. Some subsectors like Independent Artists, Writers and Performers, and Agents, and Managers for Artists, Athletes, Entertainers, and Other Public Figures have location quotients denoting the specialty of these services in this county.

- Of the top occupations within this sector, no formal education is required, and most occupations typically include short-term on-the-job training. Cooks, Restaurant and First-Line Supervisors of Food Preparation and Serving Workers require a few years of experience, but these occupations have higher median hourly earnings than those that do not require experience. Other positions of course, like agents, promoters or more specialized entertainment professionals require more specific education or work training.

Transportation and warehousing

- This sector is supported by the many large scale transportation and shipping nodes in Los Angeles County. From the Port of Los Angeles to LAX, these powerhouses transport individuals, goods, and freight across the United States and the globe. These employment hubs are not only responsible for direct employment but also spin-off economic growth into other sectors of the economy. Schedule Passenger Air Transportation is the largest subsector by employment in this sector, followed by Couriers and Express Delivery Services and Freight Transportation Arrangement. Scheduled Passenger Air Transportation demonstrates a high competitive advantage in the County, while General Freight Trucking and Limousine Services show a lower level of competitive advantage.
- The top occupations in this sector require varying levels of education and tend to be higher paying than the top occupations in other selected sectors. Median hourly earnings range from \$10.53 for Taxi Drivers and Chauffeurs to \$84.15 for Airline Pilots, Copilots, and Flight Engineers. Flight Attendants and First-line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors also have median hourly earnings in excess of \$20 per hour, \$24.93 and \$25.50, respectively.

Professional, Scientific, and Technical Services

- The subsectors of this sector support the technological and professional development within other industries throughout the economy. Wages throughout this sector tend to be higher relative to the other sectors. Offices of Lawyers, Custom Computer Programming Services, and Administrative Management and General Management Consulting services make up the top three subsectors by employment. Historical job growth was greatest in Administrative Management and General Management Consulting Services and Marketing Consulting Services. Administrative Management and General Management Consulting Services is expected to continue to grow, along with jobs in Custom Computer Programming Services. The subsectors with the greatest competitive advantage in the Los Angeles County economy include Payroll Services, Offices of Lawyers, and Human Resources Consulting Services, followed by Research and Development in Biotechnology.
- Occupations in this sector are also relatively well paying with median hourly earnings ranging from \$15.37 for Office Clerks, General to \$53.84 for lawyers. Entry level education requirements also vary across these occupations, and include a high school diploma or equivalent for Secretaries, an Associate's degree for Paralegals and Legal Assistants, a Bachelor's degree for Management Analysts, and a Doctoral or professional degree for lawyers.

APPENDIX A: SUMMARY BACKGROUND

SOCIOECONOMIC ANALYSIS

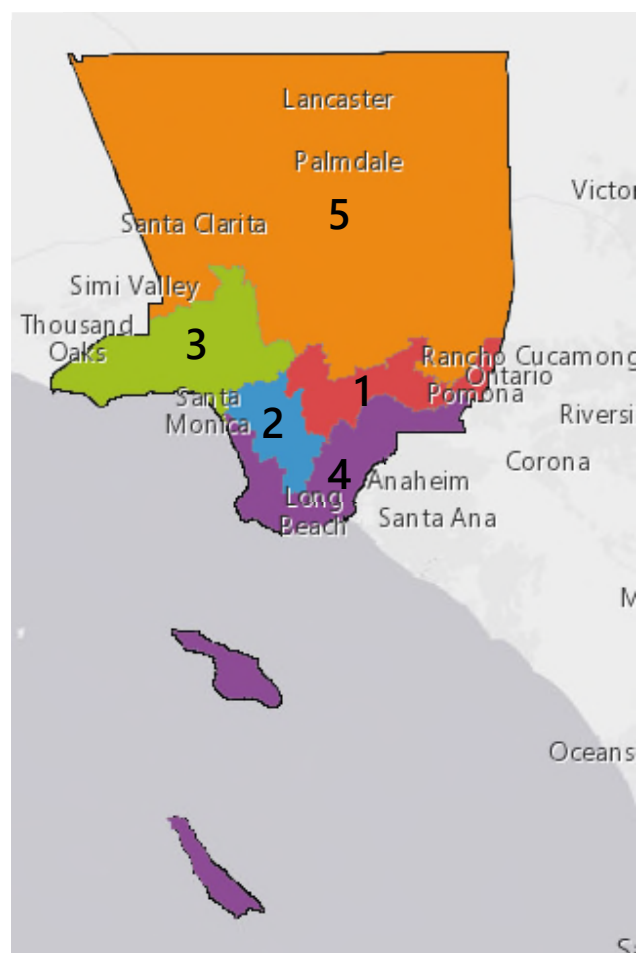
STUDY REGIONS

This data analysis was conducted to identify demographic, socioeconomic, and business and industry trends in the Los Angeles County economy in comparison to the supervisorial districts, state, and national economies. Data was collected for the following geographies: Los Angeles County, California, and United States. We also examined key economic indicators for each of the five supervisorial districts in Los Angeles County as can be viewed in the District Profile section.¹⁶

Figure 5: Map of California and Los Angeles County



Figure 4: Map of Los Angeles County Supervisorial Districts



¹⁶ Data sourced from EMSI is defined at the ZIP code level. As a result, double counting occurs for ZIP codes that fall into multiple districts. ZIP codes used to define the districts in EMSI are included as Attachment C.

POPULATION

As of 2018, there were approximately 10.3 million residents within Los Angeles County with 4.0 million of those residents residing in the City of Los Angeles. From 2010 to 2018, population growth in the city outpaced the county with an annual growth rate of 0.69% compared to 0.60%. This historic growth fell short of state and national level growth which both grew at an annual rate of 0.86%. Looking forward to 2023, annual growth rates are expected to slow down across all geographies.

Figure 6: Population, 2010 - 2023

	2010	2018	2023	Annual Growth Rate 2010 - 2018	Annual Growth Rate 2018 - 2023
City of Los Angeles	3,792,621	4,002,721	4,136,233	0.69%	0.66%
Los Angeles County	9,818,605	10,288,937	10,568,450	0.60%	0.54%
California	37,253,956	39,806,791	41,456,909	0.86%	0.82%
United States	308,745,538	330,088,686	343,954,683	0.86%	0.83%

Source: Esri

HOUSEHOLDS

There are approximately 3.4 million households across Los Angeles County as of 2018. The county is projected to gain an additional 82,000 households by 2023, a growth of 2.4%. This projected growth falls short of household growth at the city, state, and national level.¹⁷

Figure 7: Number of Households, 2018 - 2023

	2018	2023	Change 2018 - 2023	% Change 2018 - 2023
City of Los Angeles	1,380,250	1,417,517	37,267	2.7%
Los Angeles County	3,369,650	3,451,604	81,954	2.4%
California	13,313,192	13,725,901	412,709	3.1%
United States	124,145,105	128,862,619	4,717,514	3.8%

Source: Esri

Los Angeles County has the largest household size with 3.00, compared to the city, state, and nation. Average household size is projected to increase minimally into 2023 across all geographies.

Figure 8: Average Household Size, 2018 - 2023

	2018	2023	Change 2018 - 2023	% Change 2018 - 2023
City of Los Angeles	2.83	2.84	0.01	0.4%
Los Angeles County	3.00	3.01	0.01	0.3%
California	2.92	2.93	0.01	0.3%
United States	2.59	2.60	0.01	0.4%

Source: Esri

¹⁷ City, state and national household rates of change are based on 2019-2024 Esri projections

Figure 9 and Figure 10 below analyze the change in household by income and age of householder in Los Angeles County. Esri projects a net increase of approximately 3.3 million households throughout the county during the five-year period from 2018 to 2023. The county is projected to see a decline in all household income cohorts earning less than \$75,000. Looking at households by age, householders under the age of 25 are expected to see a net decline.

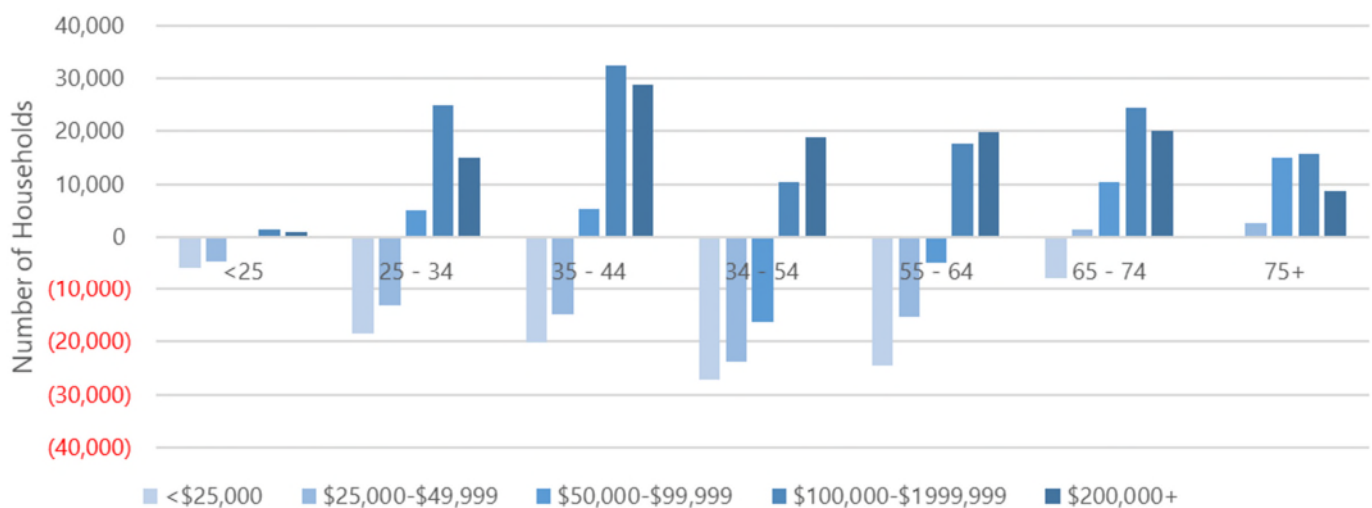
The largest household increases will come from households earning \$200,000+ and aged 35 to 44. Additionally, households with householders aged 75+ are projected to increase across all income cohorts except for those earning less than \$15,000.

Figure 9: Change in Los Angeles County Households by Income and Age of Householder, 2018 - 2023

	<25	25 - 34	35 - 44	34 - 54	55 - 64	65 - 74	75+	Total
<\$15,000	(2,630)	(9,246)	(8,473)	(15,816)	(15,701)	(4,462)	(1,058)	(57,386)
\$15,000-\$24,999	(3,208)	(9,215)	(11,591)	(11,378)	(8,756)	(3,415)	1,249	(46,314)
\$25,000-\$34,999	(2,811)	(7,324)	(7,600)	(11,788)	(7,417)	320	205	(36,415)
\$35,000-\$49,999	(1,883)	(5,852)	(7,321)	(12,131)	(7,973)	1,199	2,515	(31,446)
\$50,000-\$74,999	(744)	(568)	(728)	(12,870)	(5,313)	5,328	6,656	(8,239)
\$75,000-\$99,999	616	5,674	5,919	(3,443)	349	5,104	8,260	22,479
\$100,000-\$149,999	872	15,663	19,371	5,350	9,659	14,683	10,040	75,638
\$150,000-\$199,999	526	9,211	13,148	5,006	8,017	9,785	5,585	51,278
\$200,000+	886	14,984	28,898	18,846	19,928	19,991	8,826	112,359
Total	(8,376)	565,228	677,228	635,771	621,955	481,168	369,148	3,342,122

Source: Esri

Figure 10: Change in Los Angeles County Households by Income and Age of Householder, 2018 - 2023



Source: Esri

AGE

Both the County and City of Los Angeles have relatively younger populations compared to the State of California and United States. As of 2018, the median age in Los Angeles County was 35.7 and 35.1 in the City of Los Angeles.

Figure 11: Median Age, 2018 - 2023

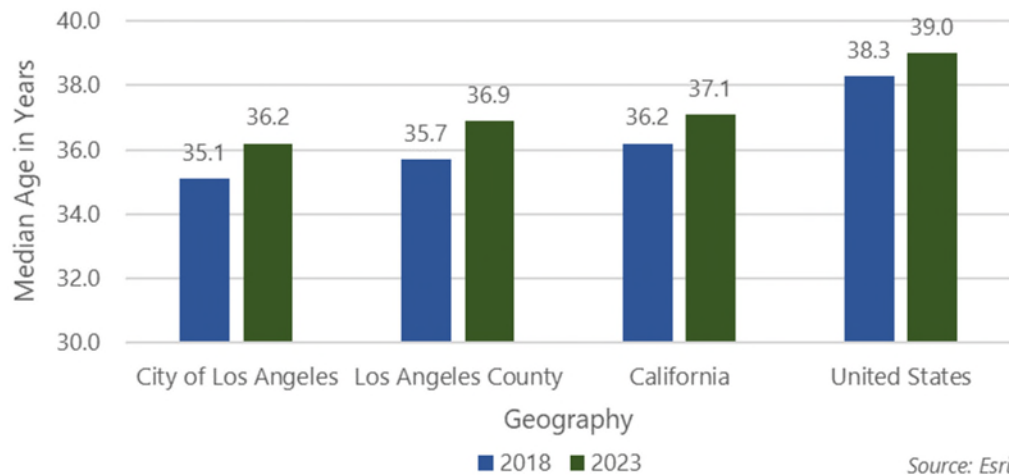
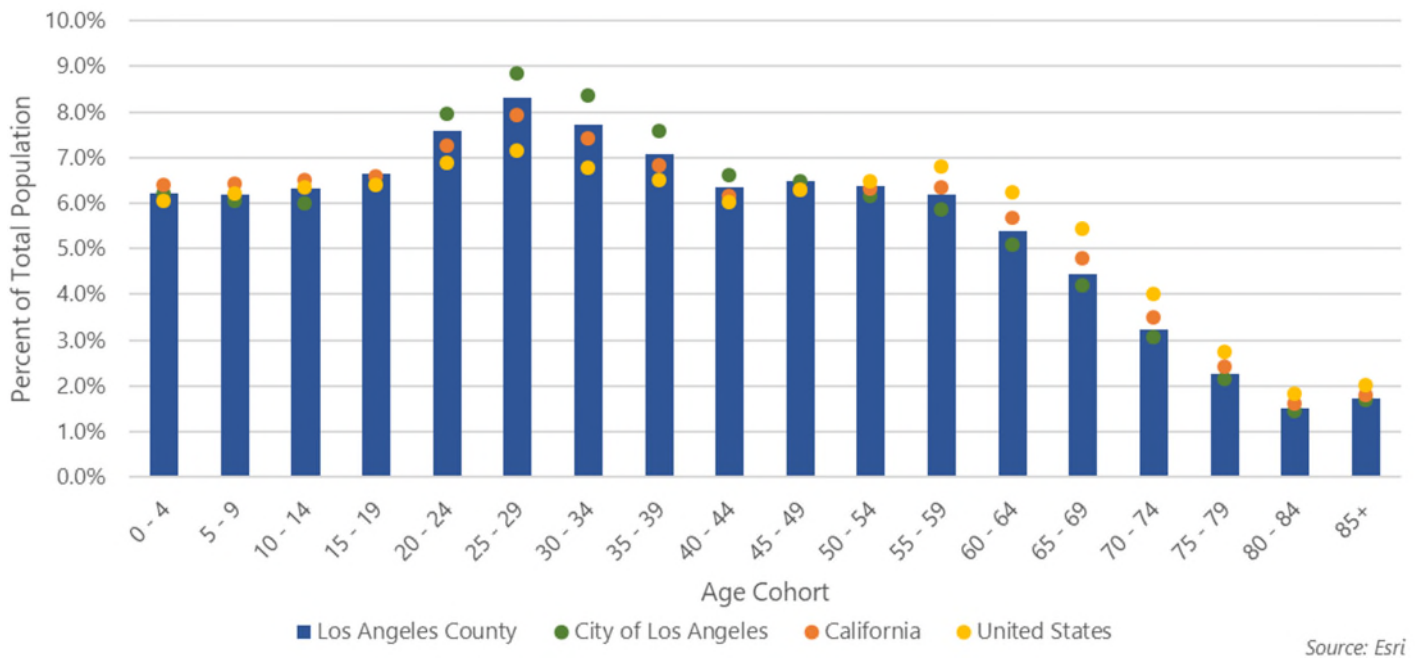


Figure 12, below, displays the population distribution of the County of Los Angeles against the comparison geographies by 5-year age cohorts. The County's largest age cohorts are between the ages of 20 and 39 years old. The city is even more prominent in those age cohorts. Compared to the state and nation, the County has a smaller proportion of its population in the older age cohorts above 55 years old.

Figure 12: Population Distribution by 5-Year Age Cohort, 2018



INCOME

As of 2018, the per capita income in Los Angeles County was approximately \$32,000. The County ranks the lowest in terms of per capita income at \$200 less than the city, \$400 less than the nation, and \$2,700 less than the state. Looking forward to 2023, incomes are projected to rise across all geographies with the county and city seeing the largest gains of 17.5% and 18.5%, respectively.

Figure 13: Per Capita Income, 2018 - 2023

	2018	2023	Change 2018 - 2023	% Change 2018 - 2023
City of Los Angeles	\$ 31,784	\$ 37,663	\$ 5,879	18.5%
Los Angeles County	\$ 31,563	\$ 37,073	\$ 5,510	17.5%
California	\$ 34,254	\$ 40,184	\$ 5,930	17.3%
United States	\$ 31,950	\$ 36,530	\$ 4,580	14.3%

Source: Esri

Los Angeles County's median household income was approximately \$63,000 in 2018. The county is projected to experience the largest median household income gain, increasing 19.4% to \$75,000 into 2023.

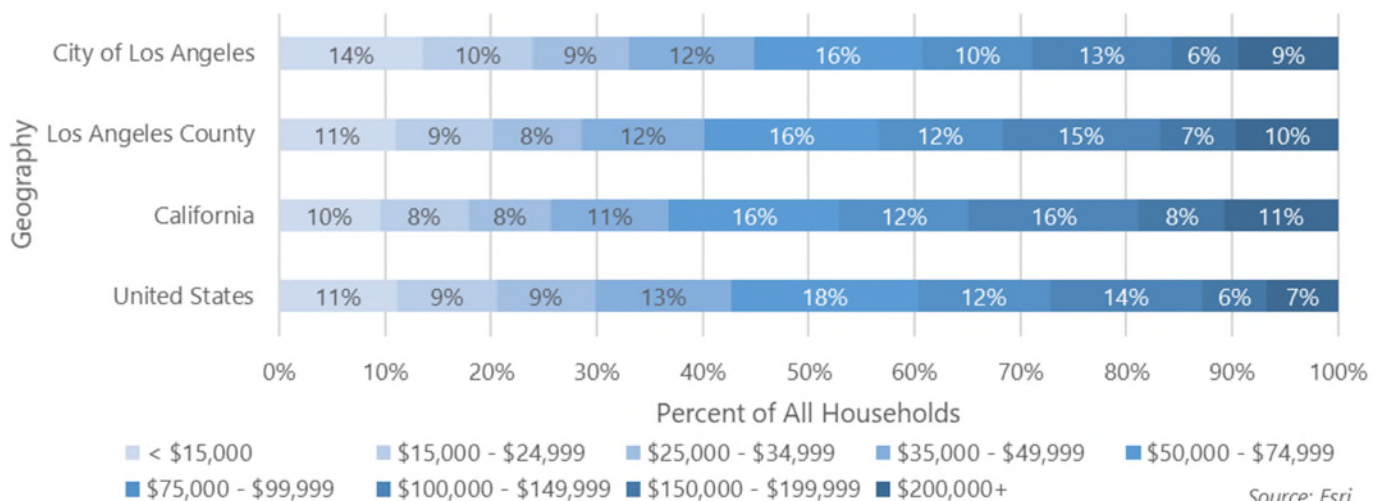
Figure 14: Median Household Income, 2018-2023

	2018	2023	Change 2018 - 2023	% Change 2018 - 2023
City of Los Angeles	\$ 56,166	\$ 66,630	\$ 10,464	18.6%
Los Angeles County	\$ 62,751	\$ 74,905	\$ 12,154	19.4%
California	\$ 69,051	\$ 81,023	\$ 11,972	17.3%
United States	\$ 58,100	\$ 65,727	\$ 7,627	13.1%

Source: Esri

Figure 15 displays the distribution of income by percent of all households. Across all geographies, the largest income cohort earns \$50,000 to \$75,499. Compared to the city, the county has a higher proportion of its households in the higher income cohorts, as indicated by its higher median income.

Figure 15: Distribution of Income, 2018



RACE, ETHNICITY, AND LANGUAGE

The distribution of the 2018 population for each geography is displayed below by race and ethnicity. The county and city of Los Angeles have similar distributions of races and ethnicities. In general, the county and city are less white and show greater diversity among the black, Hispanic, and other race categories compared to the state and nation.

The table below also displays a diversity index for the geographies. The diversity index is a measure of the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 to 100, with 0 being no diversity and 100 being complete diversity. The City of Los Angeles and Los Angeles County have the highest diversity indexes at 87.2 and 86.7.

Figure 16: Population by Race/Ethnicity, 2018

	City of Los Angeles	Los Angeles County	California	United States
White Alone	48.3%	48.8%	55.0%	69.9%
Black Alone	9.1%	8.3%	5.9%	12.9%
American Indian Alone	0.7%	0.7%	0.9%	1.0%
Asian Alone	12.3%	14.7%	14.6%	5.7%
Pacific Islander Alone	0.2%	0.3%	0.4%	0.2%
Some Other Race Alone	24.4%	22.4%	17.8%	6.9%
Two or More Races	5.0%	4.8%	5.4%	3.4%
Hispanic Origin	49.8%	49.0%	39.6%	18.3%
Diversity Index	87.2	86.7	82.9	64.3

Source: Esri

To provide further insight to the Los Angeles County population we examined the native- and foreign-born populations and compared them to the City of Los Angeles, California, and the United States. The City of Los Angeles and Los Angeles County have the smallest proportion of native-born residents at 62.4% and 65.6%. Of the 34.4% foreign born residents in Los Angeles County, 17.5% are naturalized citizens and 16.9% are not U.S. citizens.

Figure 17: Native and Foreign Born Populations, 2017

	Native	Foreign Born	Foreign Born, Naturalized Citizen	Foreign Born, Not a U.S. Citizen
City of Los Angeles	62.4%	37.6%	17.2%	20.3%
Los Angeles County	65.6%	34.4%	17.5%	16.9%
California	73.0%	27.0%	13.5%	13.5%
United States	86.6%	13.4%	6.4%	7.0%

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

In Los Angeles County 43.4% of the population 5 years old and older speak only English in their households. Of the 56.6% of population that speaks languages other than English in their homes, 24.5% of them cannot speak English very well. The native born population has a higher percentage of English speakers compared to the foreign born population in which only 8.3% of the population speaks English within their homes. Foreign born residents that are not citizens are the least likely to speak English within their homes and the most likely to not speak English very well.

Figure 18: Language Spoken at Home of Population 5+ in Los Angeles County, 2017

	Native	Foreign Born	Foreign Born, Naturalized Citizen	Foreign Born, Not a U.S. Citizen	Total
English only	63.5%	8.3%	10.5%	6.1%	43.4%
Language other than English	36.5%	91.7%	89.5%	93.9%	56.6%
Speak English less than "very well"	4.3%	59.4%	50.4%	68.7%	24.5%

Source: U.S. Census Bureau, 2013-2017 American Community Survey 5-Year Estimates

Compared to the state and nation, Los Angeles County and the City of Los Angeles have a lower proportion of English speakers and a significantly higher proportion of Spanish speakers. Across California there is a significant proportion of Asian-Pacific island languages compared to the rest of the United States.

Figure 19: Language Spoken at Home of Population 5+, 2016

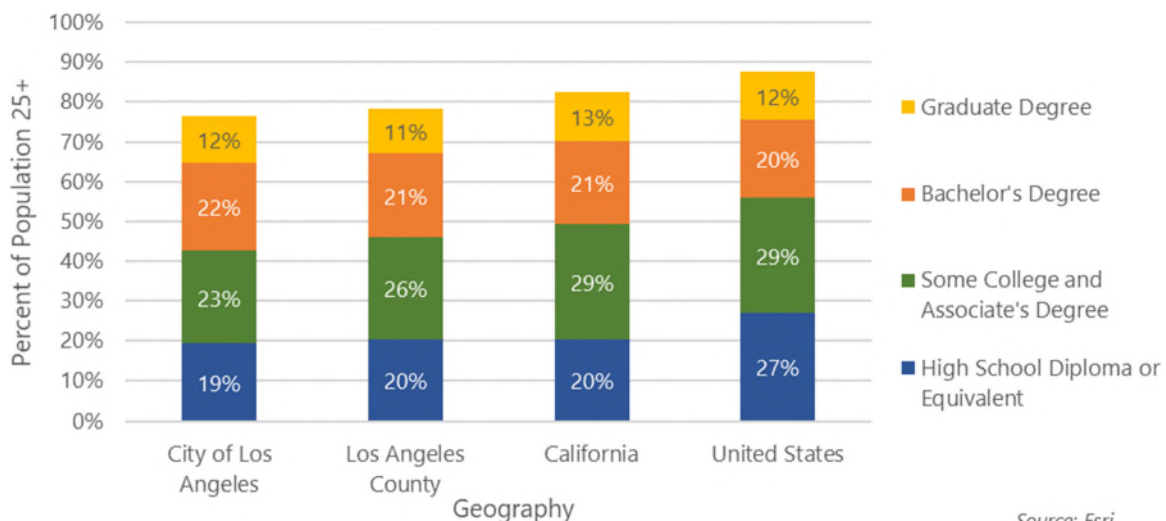
Language	City of Los Angeles	Los Angeles County	California	United States
English Only	40.2%	43.3%	56.0%	78.9%
Spanish	42.7%	39.4%	28.8%	13.1%
Other Indo-European	7.1%	5.4%	4.4%	3.6%
Asian-Pacific Island	8.6%	10.9%	9.8%	3.4%
Other	1.4%	1.1%	1.0%	1.0%
Total	100.0%	100.0%	100.0%	100.0%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

EDUCATIONAL ATTAINMENT

Los Angeles County is rich in educational resources. There are 135 colleges offering associates degrees or certificates and 140 universities offering bachelor's degrees of higher within the county. The figure below displays the educational attainment of each geography's residents ages 25 and older. Approximately 78% of Los Angeles County's population 25+ has achieved a high school education level or greater in 2018. This ranks slightly above the City of Los Angeles at 77% but falls below the state or national educational attainment levels. 21% of county residents hold a Bachelor's degree, while another 11% have obtained a graduate or professional degree.

Figure 20: Educational Attainment of Population 25+, 2018



Source: Esri

EMPLOYMENT

Los Angeles County jobs increased by 7.1% from 4.8 million in 2008 to 5.1 million in 2018. County level growth from the ten-year period from 2008 to 2018 was similar to growth in the City of Los Angeles but lagged state (10.9%) and national growth (7.3%).

Figure 21: Number of Jobs, 2008 - 2018

	2008	2018	Change 2008 - 2018	% Change 2008 - 2018
City of Los Angeles	1,262,787	1,353,057	90,270	7.1%
Los Angeles County	4,786,854	5,116,440	329,586	6.9%
California	17,707,657	19,646,487	1,938,830	10.9%
United States	151,709,102	162,744,861	11,035,759	7.3%

Source: EMSI

As of 2018, the labor force aged 16 and older in Los Angeles County was approximately 5.2 million. The unemployment was the lowest in Los Angeles County at 4.5% compared to 4.7% in the city and state and 4.8% in the nation.

Figure 22: Labor Force and Unemployment Rate, 2018

	Labor Force Aged 16+	Unemployment Rate
City of Los Angeles	2,097,676	4.7%
Los Angeles County	5,232,399	4.5%
California	19,595,308	4.7%
United States	165,926,168	4.8%

Source: Esri

Figure 23: Unemployment Rate by District, 2018

The map to the right displays the unemployment rate by district across Los Angeles County for 2018. District 4 and District 5 have the lowest unemployment at 4.0%. The highest unemployment rate is centralized in District 2 with a rate of 5.3%.



Source: Esri

COMMUTE PATTERNS

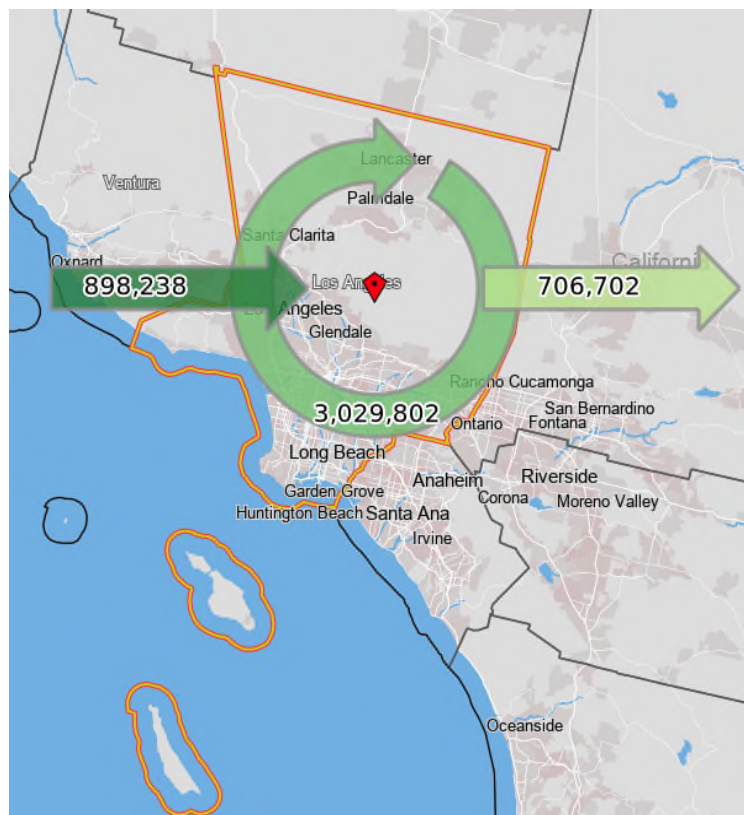
Los Angeles County

Figure 24, to the right, displays the aggregate number of in and out commuters within Los Angeles County in 2015. There are approximately 3.9 million workers within Los Angeles County. The majority of Los Angeles County workers both live and work within the county. Based on 2015 employment figures, 3.0 million people, or 77.1% of Los Angeles County's working population, reside and are employed in the county. An additional 898,000 people commute into the county for work. Of the 3.7 million residents in Los Angeles County about 707,000 work outside the county limits.

Figure 25, below, displays the locations where Los Angeles County residents work based on 2015 data. Nearly 298,000 Los Angeles County residents work within Orange County or 8.0% of the county's working residents. Other popular places to which Los Angeles County residents commute include San Bernardino County, San Diego County, and Ventura County.

Figure 26 shows the locations where individuals who work in Los Angeles County live. Nearly 285,000 Los Angeles County workers live within Orange County or 7.2%. Approximately 4.4% of workers within the county live in San Bernardino County.

Figure 24: Los Angeles County Inflow/Outflow, 2015



Source: U.S. Census Bureau, OnTheMap

Figure 26: Where Los Angeles County Workers Live, 2015

	Count	Percent
Los Angeles County	3,029,802	77.1%
Orange County	284,521	7.2%
San Bernardino County	174,656	4.4%
Ventura County	104,736	2.7%
Riverside County	100,380	2.6%
San Diego County	75,074	1.9%
Kern County	26,917	0.7%
Santa Clara County	12,352	0.3%
Alameda County	11,112	0.3%
Santa Barbara County	10,136	0.3%
All Other Locations	98,354	2.5%
Total	3,928,040	100.0%

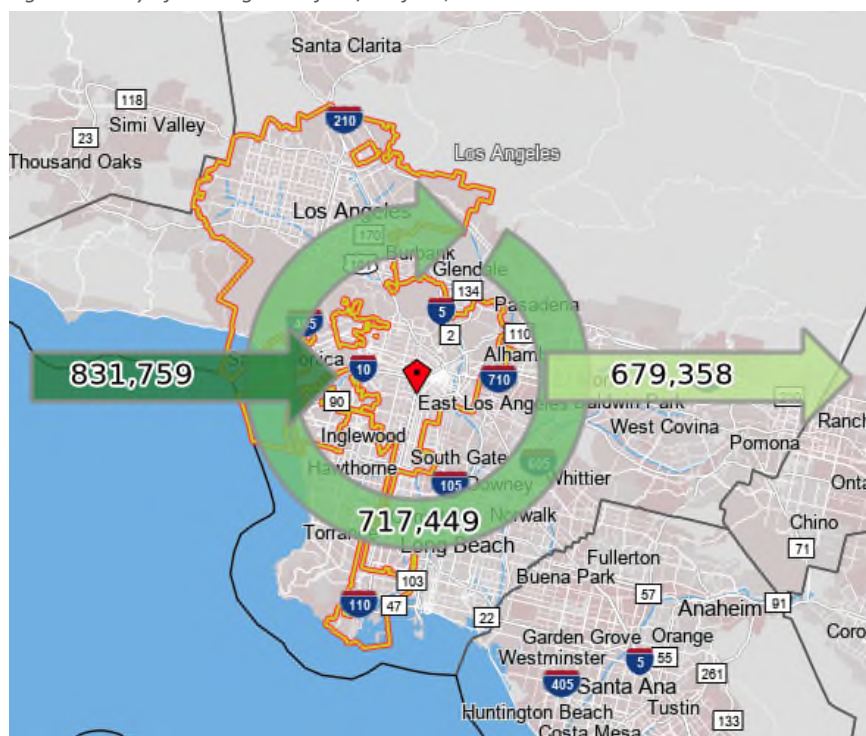
Source: U.S. Census OnTheMap

Figure 25: Where Los Angeles Residents Work, 2015

	Count	Percent
Los Angeles County	3,029,802	81.1%
Orange County	297,558	8.0%
San Bernardino County	97,921	2.6%
San Diego County	55,238	1.5%
Ventura County	53,285	1.4%
Riverside County	52,339	1.4%
San Francisco County	17,803	0.5%
Kern County	16,391	0.4%
Santa Clara County	13,719	0.4%
Alameda County	11,312	0.3%
All Other Locations	91,136	2.4%
Total	3,736,504	100.0%

Source: U.S. Census OnTheMap

Figure 27: City of Los Angeles Inflow/Outflow, 2015



Source: U.S. Census Bureau, OnTheMap

City of Los Angeles

We also examined the commuting patterns for the City of Los Angeles. As of 2015, approximately 1.5 million people were employed within the City of Los Angeles. 717,000 of those employees both lived and worked within the city and an additional 832,000 commuted into the city from various locations. Of the 1.4 million working residents in the City of Los Angeles, approximately 679,000 leave the city for work.

Figure 28 and Figure 29 display the locations where the City of Los Angeles residents work and locations where the city workers live by city, respectively. Most of the City of Los Angeles residents work within the city. Of the 769,000 residents who work outside of the city, major locations include the City of Burbank, City of Santa Monica, City of Glendale, and City

of Beverly Hills. All top ten locations of work for city residents are located within Los Angeles County.

Examining where city workers live shows that outside of the City of Los Angeles, workers are extremely disbursed across the County. This indicates that the City of Los Angeles has a diverse workforce traveling from a variety of locations. Of the top ten places of residence for the City of Los Angeles workers, only one, the City of Simi Valley, is located outside of Los Angeles County.

Figure 28: Where City of Los Angeles Residents Work, 2015

	Count	Percent
City Los Angeles	717,449	51.4%
City of Burbank	67,553	4.8%
City of Santa Monica	37,418	2.7%
City of Glendale	27,515	2.0%
City of Beverly Hills	27,408	2.0%
Culver City	25,478	1.8%
City of Pasadena	19,944	1.4%
City of Torrance	17,776	1.3%
City of Long Beach	17,308	1.2%
City of West Hollywood	13,701	1.0%
All Other Locations	425,257	30.4%
Total	1,396,807	100.0%

Source: U.S. Census OnTheMap

Figure 29: Where the City of Los Angeles Workers Live, 2015

	Count	Percent
City Los Angeles	717,449	46.3%
City of Glendale	29,295	1.9%
City of Long Beach	25,487	1.6%
City of Santa Clarita	23,034	1.5%
City of Burbank	18,619	1.2%
City of Santa Monica	17,085	1.1%
City of Inglewood	17,078	1.1%
City of Pasadena	14,656	0.9%
City of Simi Valley	14,275	0.9%
City of Torrance	12,684	0.8%
All Other Locations	659,546	42.6%
Total	1,549,208	100.0%

Source: U.S. Census OnTheMap

INDUSTRY PROFILE

The North American Industry Classification System (NAICS) is used to identify industries in this analysis. The standard is maintained by the US Census Bureau and is used by Federal statistical agencies in classifying business establishments. Under this standard, industries are organized into 2-digit through 6-digit levels¹⁸. 2-digit codes show the highest aggregated NAICS code level representing broad categories such as “retail,” whereas 6-digit industry codes present a finer level of detail like “fruit and vegetable markets.” For this analysis, the 2-digit and 6-digit levels are utilized. These levels provide the balance of comprehensiveness and specificity needed to best understand the County’s employment characteristics.

OVERVIEW

As of 2018, there were over 5 million jobs in the County. This is an increase of 7% from 2008 to 2018. We anticipate an increase of over 320,000 jobs, or 6% through 2028. Job growth has been and is projected to continue to be slightly lower than that of the state.

Figure 30: Employment Overview

	2008 Jobs	2018 Jobs	2028 Jobs (Proj.)	2008-2018 Change	2008-2018 % Change	2018-2028 Change	2018-2028% Change
United States	151,709,102	162,744,861	177,499,328	11,035,759	7%	14,754,467	9%
California	17,707,657	19,646,487	21,521,931	1,938,830	11%	1,875,444	10%
LA County	4,786,854	5,116,440	5,436,904	329,586	7%	320,464	6%

Source: EMSI

Historical employment change by sector in Los Angeles County is displayed in Figure 31. The Health Care and Social Assistance, Accommodation and Food Services, and Transportation and Warehousing sectors experienced the largest increases in terms of number of jobs between 2008 and 2018. Together, these sectors added 457,000 jobs to the county. This accounts for 80% of the total jobs added to the Los Angeles County economy.

Location Quotient (LQ) is another statistic used to analyze sectors and industries throughout this analysis. LQ quantifies how concentrated an industry is in a region as compared to the nation and can reveal what makes a particular region unique in comparison to the national average. Generally, a location quotient of 2 or higher is considered to be significantly concentrated. At the 2-digit NAICS level, the Information sector is highly concentrated in LA County, with an LQ of 2.38.

¹⁸ Note: The Unclassified industry (NAICS 90) is used by the Quarterly Census of Employment and Wages to categorize businesses who did not report a NAICS code. These are mostly newer businesses who have not yet determined their proper NAICS code. The BLS sends a special form to these businesses to help them determine their proper NAICS so that future reporting is improved.

Figure 31: LA County 2-Digit NAICS Industries, 2008-2018

NAICS	Description	2008 Jobs	2018 Jobs	2008 - 2018 Change	2008 - 2018 % Change	2018 LQ
62	Health Care and Social Assistance	446,313	748,548	302,235	68%	1.16
44	Accommodation and Food Services	341,951	450,444	108,493	32%	1.02
72	Transportation and Warehousing	162,501	208,810	46,309	28%	1.13
54	Educational Services	132,280	169,064	36,784	28%	1.29
31	Arts, Entertainment, and Recreation	106,583	130,767	24,184	23%	1.47
56	Professional, Scientific, and Technical Services	335,263	356,618	21,355	6%	1.07
42	Administrative and Support and Waste Management and Remediation Services	301,909	313,657	11,748	4%	0.98
90	Unclassified Industry	16,428	24,059	7,631	46%	3.49
81	Real Estate and Rental and Leasing	106,213	112,682	6,469	6%	1.31
51	Management of Companies and Enterprises	56,720	58,436	1,716	3%	0.80
23	Retail Trade	455,718	454,557	(1,161)	(0%)	0.88
55	Utilities	13,386	11,633	(1,753)	(13%)	0.66
11	Agriculture, Forestry, Fishing and Hunting	8,159	5,800	(2,359)	(29%)	0.10
21	Mining, Quarrying, and Oil and Gas Extraction	4,439	2,035	(2,404)	(54%)	0.10
48	Information	226,598	223,244	(3,354)	(1%)	2.38
52	Wholesale Trade	235,273	228,900	(6,373)	(3%)	1.21
71	Construction	218,223	211,002	(7,221)	(3%)	0.74
61	Government	625,792	616,139	(9,653)	(2%)	0.80
53	Finance and Insurance	174,168	156,309	(17,859)	(10%)	0.76
99	Manufacturing	445,982	353,581	(92,401)	(21%)	0.88
22	Other Services (except Public Administration)	372,954	280,156	(92,798)	(25%)	1.15
Total		4,786,854	5,116,440	329,586	7%	

Source: EMSI

Growth in these sectors is projected to continue through 2028. Health Care and Social Assistance is projected to increase in number of jobs by 27%, Accommodation and Food Services by 15% and Transportation and warehousing by 17% over this time period (Figure 32).

Figure 32: LA County 2-Digit NAICS Industries, 2018-2028

NAICS	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change
62	Health Care and Social Assistance	748,548	951,913	203,365	27%
72	Accommodation and Food Services	450,444	516,275	65,831	15%
48	Transportation and Warehousing	208,810	245,346	36,536	17%
61	Educational Services	169,064	194,775	25,711	15%
90	Government	616,139	639,159	23,020	4%
54	Professional, Scientific, and Technical Services	356,618	378,169	21,551	6%
23	Construction	211,002	227,374	16,372	8%
71	Arts, Entertainment, and Recreation	130,767	142,583	11,816	9%
53	Real Estate and Rental and Leasing	112,682	121,434	8,752	8%
99	Unclassified Industry	24,059	31,012	6,953	29%
81	Other Services (except Public Administration)	280,156	287,046	6,890	2%
44	Retail Trade	454,557	459,333	4,776	1%
56	Administrative and Support and Waste Management and Remediation Services	313,657	317,107	3,450	1%
21	Mining, Quarrying, and Oil and Gas Extraction	2,035	1,602	(433)	(21%)
22	Utilities	11,633	10,290	(1,343)	(12%)
11	Agriculture, Forestry, Fishing and Hunting	5,800	4,289	(1,511)	(26%)
55	Management of Companies and Enterprises	58,436	54,639	(3,797)	(6%)
52	Finance and Insurance	156,309	150,222	(6,087)	(4%)
51	Information	223,244	213,307	(9,937)	(4%)
42	Wholesale Trade	228,900	215,136	(13,764)	(6%)
31	Manufacturing	353,581	275,892	(77,689)	(22%)
Total		5,116,440	5,436,904	320,464	6%

Source: EMSI

SHIFT SHARE ANALYSIS

Shift Share Analysis distinguishes an industry's employment growth in a specific area that is attributable to local competitive advantages or disadvantages from growth which is attributable to overall national employment trends or national employment trends in that industry.

The shift share analysis helps to answer the question, *"Why is employment growing or declining in this local industry?"* To do this, shift share analysis splits regional job growth into three components: national change effect, industrial mix effect, and regional competitiveness effect. A shift share analysis is based on four factors:

- ◆ **Industrial Mix Effect** – The industrial mix effect represents the share of regional industry growth explained by the growth of the specific industry at the national level. To arrive at this number, the national growth rate of the total economy is subtracted from the national growth rate of the specific industry, and this growth percentage is applied to the regional jobs in that industry.
- ◆ **National Growth Effect** – The national growth effect explains how much of the regional industry's growth is explained by the overall growth of the national economy; if the nation's whole economy is growing, you would generally expect to see some positive change in each industry in your local region (the proverbial "rising tide that lifts all boats" analogy).
- ◆ **Expected Change** – This is the rate of growth of the particular industry at the national level. Algebraically, the expected change is the sum of the industrial mix and the national growth effects.
- ◆ **Regional Competitive Effect** – The regional competitive effect is the most interesting of the three indicators. It explains how much of the change in a selected industry is due to some unique competitive advantage that the region possesses, because the growth cannot be explained by national trends in that industry or the economy as a whole. This effect is calculated by taking the total regional growth of the given industry and subtracting the national growth for that same industry. Note that this effect can be positive even as regional employment in the industry declines. This would indicate that regional decline is less than the national decline.

The shift share analysis in Figure 33 shows that LA County is the most competitive in the industries of Health Care and Social Assistance, Transportation and Warehousing, and Education Services. LA County's overall competitive effect is negative however, which is compared to California's positive competitive effect.

These industries include a wide variety of more specific subindustries. Health Care and Social Assistance for example covers patient care centers such as doctor's offices, hospitals and nursing care facilities as well as individual and family services, community food services, and child care services. The Transportation and Warehousing industry refers to air, rail, and water transportation as well as urban transit systems, taxi and limousine services, pipeline transportation of oil, and sightseeing transportation. Educational services include private schools, colleges, and technical and trade schools as well as other places of learning such as those focused on sports instruction, exam preparation, and driving.

Figure 33: LA County Shift Share, 2018

NAICS	Description	Ind. Mix Effect	Nat'l Growth Effect	Expected Change	Competitive Effect
11	Agriculture, Forestry, Fishing and Hunting	(88)	79	(9)	(953)
21	Mining, Quarrying, and Oil and Gas Extraction	110	27	137	(393)
22	Utilities	(113)	136	23	(40)
23	Construction	2,601	2,389	4,990	637
31	Manufacturing	923	4,163	5,086	(9,412)
42	Wholesale Trade	(4,127)	2,687	(1,440)	(727)
44	Retail Trade	(6,233)	5,290	(943)	620
48	Transportation and Warehousing	4,886	2,318	7,204	2,285
51	Information	(1,211)	2,613	1,402	(2,793)
52	Finance and Insurance	(714)	1,819	1,105	(1,195)
53	Real Estate and Rental and Leasing	400	1,289	1,689	123
54	Professional, Scientific, and Technical Services	3,387	4,080	7,467	(1,628)
55	Management of Companies and Enterprises	633	658	1,291	590
56	Administrative and Support and Waste Management and Remediation Services	796	3,650	4,446	(4,595)
61	Educational Services	1,716	1,901	3,617	2,022
62	Health Care and Social Assistance	2,367	8,470	10,837	9,456
71	Arts, Entertainment, and Recreation	1,214	1,476	2,690	1,210
72	Accommodation and Food Services	163	5,181	5,344	(339)
81	Other Services (except Public Administration)	(85)	3,211	3,126	926
90	Government	(5,020)	7,137	2,117	343
99	Unclassified Industry	(306)	259	(47)	1,805
Total		1,296	58,831	60,127	(2,057)

Source: EMSI

Figure 34: California Shift Share, 2018

NAICS	Description	Ind. Mix Effect	Nat'l Growth Effect	Expected Change	Competitive Effect
11	Agriculture, Forestry, Fishing and Hunting	(5,989)	5,324	(665)	399
21	Mining, Quarrying, and Oil and Gas Extraction	952	232	1,184	(724)
22	Utilities	(571)	684	113	(1,265)
23	Construction	13,411	12,318	25,729	14,705
31	Manufacturing	3,468	15,634	19,102	(9,423)
42	Wholesale Trade	(13,291)	8,656	(4,635)	(13,452)
44	Retail Trade	(24,478)	20,776	(3,702)	1,751
48	Transportation and Warehousing	15,567	7,387	22,954	9,428
51	Information	(2,997)	6,467	3,470	4,964
52	Finance and Insurance	(2,844)	7,245	4,401	(5,482)
53	Real Estate and Rental and Leasing	1,348	4,348	5,696	940
54	Professional, Scientific, and Technical Services	14,286	17,209	31,495	7,593
55	Management of Companies and Enterprises	2,577	2,679	5,256	11,509
56	Administrative and Support and Waste Management and Remediation Services	3,183	14,588	17,771	4,831
61	Educational Services	4,958	5,492	10,450	5,498
62	Health Care and Social Assistance	7,834	28,036	35,870	19,749
71	Arts, Entertainment, and Recreation	3,788	4,603	8,391	(1,057)
72	Accommodation and Food Services	613	19,453	20,066	3,174
81	Other Services (except Public Administration)	(286)	10,746	10,460	1,170
90	Government	(22,782)	32,389	9,607	5,657
99	Unclassified Industry	(1,098)	930	(168)	1,182
Total		(2,350)	225,195	222,845	61,147

Source: EMSI

SECTOR ANALYSIS

Based on current job figures and growth trends, a more in-depth analysis of the 1) Healthcare and Bioscience, 2) Tourism and Recreation, 3) Transportation and Warehousing, and 4) Professional, Scientific, and Technical sectors was conducted at the 6-digit NAICS level. These sectors were selected based on their growth trends in LA County and were drawn from previous reports, including LA County EDC's economic forecast. This analysis is not meant to replicate those reports, but to capture broad trends in the county economy. Figure 35 shows historical, current, and projected employment in these sectors for the county and the state. These sectors represent 39% of total jobs in the county and 37% of total jobs in the state in 2018.

Figure 35: Selected Sectors

	2008		2018		2023	
	Jobs	% of State or County Jobs	Jobs	% of State or County Jobs	Jobs	% of State or County Jobs
California						
Health Care and Bioscience	2,013,690	11%	2,971,268	15%	3,661,352	17%
Tourism and Recreation	1,685,478	10%	2,098,939	11%	2,359,657	11%
Transportation and Warehousing	492,892	3%	667,502	3%	792,562	4%
Professional, Scientific, and Technical Services	1,320,423	7%	1,518,772	8%	1,696,898	8%
Total Sector Jobs	5,512,483	31%	7,256,481	37%	8,510,469	40%
Total State Jobs	17,707,657		19,646,487		21,521,931	
LA County						
Health Care and Bioscience	530,144	11%	838,467	16%	1,039,865	19%
Tourism and Recreation	448,534	9%	581,211	11%	658,858	12%
Transportation and Warehousing	162,501	3%	208,810	4%	245,346	5%
Professional, Scientific, and Technical Services	335,263	7%	356,618	7%	378,169	7%
Total Sector Jobs	1,476,442	31%	1,985,106	39%	2,322,238	43%
Total County Jobs	4,786,854		5,116,440		5,436,904	

Source: EMSI

HEALTH CARE AND BIOSCIENCE

Within the Health Care and Bioscience sector, the Services for the Elderly and Persons with Disabilities industry represents the highest number of jobs at the 6-digit NAICS level (228,376 jobs in 2018). With a location quotient of 3.84, this industry is also concentrated in the county.

Figure 36: LA County Healthcare and Bioscience Top 20 6-Digit NAICS Industries

NAICS	Description	2008 Jobs	2018 Jobs	2028 Jobs	Avg. Earnings Per Job	2018 Location Quotient	2018 Payrolled Business Locations
624120	Services for the Elderly and Persons with Disabilities	13,906	228,376	339,583	\$19,143	3.84	201,921
622110	General Medical and Surgical Hospitals	101,129	112,463	120,009	\$97,115	0.76	113
621111	Offices of Physicians (except Mental Health Specialists)	72,312	61,330	55,728	\$99,706	0.75	10,311
623110	Nursing Care Facilities (Skilled Nursing Facilities)	35,903	46,530	54,471	\$46,667	0.92	613
624410	Child Day Care Services	37,480	34,434	34,802	\$27,079	0.88	1,696
621210	Offices of Dentists	30,895	34,111	39,059	\$57,505	1.10	5,875
621610	Home Health Care Services	22,852	33,659	51,506	\$36,266	0.70	1,346
621491	HMO Medical Centers	3,168	31,284	52,448	\$120,506	4.78	485
903622	Hospitals (Local Government)	18,629	20,479	19,845	\$128,471	0.97	5
624190	Other Individual and Family Services	14,005	17,048	20,852	\$49,684	1.11	910
541715	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	15,157	15,146	17,061	\$147,842	1.16	302
902622	Hospitals (State Government)	11,588	12,194	11,457	\$110,474	1.03	86
623312	Assisted Living Facilities for the Elderly	7,855	10,772	13,655	\$39,143	0.77	609
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	6,802	10,401	14,849	\$50,566	0.79	958
621330	Offices of Mental Health Practitioners (except Physicians)	4,685	9,314	13,103	\$43,985	2.23	829
424210	Drugs and Druggists' Sundries Merchant Wholesalers	5,973	9,260	9,568	\$90,437	1.28	734
621498	All Other Outpatient Care Centers	4,149	8,795	13,442	\$65,753	1.52	287
623220	Residential Mental Health and Substance Abuse Facilities	5,498	8,661	10,208	\$57,653	1.18	289
624310	Vocational Rehabilitation Services	7,665	8,101	7,709	\$38,008	0.75	215
624110	Child and Youth Services	6,898	7,869	9,592	\$47,939	1.13	280

Source: EMSI

Figure 37 and Figure 38 show the historic and projected top 10 2-digit industries in terms of job increases. The Services for the Elderly and Persons with Disabilities and HMO Medical Centers top both lists. While the top industries included in both the historic (2008-2018) and projected (2018-2028) lists are largely similar, the rate of

job growth is projected to slow. Between 2008 and 2018 the top 10 industries added nearly 295,000 jobs. The number of jobs added by the top 10 industries between 2018 and 2028 is projected to only be approximately 187,000 jobs.

Figure 37: LA County Health Care and Bioscience Fastest Growing Industries, 2008-2018

NAICS	Description	2008 Jobs	2018 Jobs	2008 - 2018 Change	2008 - 2018 % Change
624120	Services for the Elderly and Persons with Disabilities	13,906	228,376	214,470	1542%
621491	HMO Medical Centers	3,168	31,284	28,116	888%
622110	General Medical and Surgical Hospitals	101,129	112,463	11,334	11%
621610	Home Health Care Services	22,852	33,659	10,807	47%
623110	Nursing Care Facilities (Skilled Nursing Facilities)	35,903	46,530	10,627	30%
621498	All Other Outpatient Care Centers	4,149	8,795	4,646	112%
621330	Offices of Mental Health Practitioners (except Physicians)	4,685	9,314	4,629	99%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	6,802	10,401	3,599	53%
424210	Drugs and Druggists' Sundries Merchant Wholesalers	5,973	9,260	3,287	55%
621210	Offices of Dentists	30,895	34,111	3,216	10%

Source: EMSI

Figure 38: LA County Top Health Care and Bioscience Projected Fastest Growing Industries, 2018-2028

NAICS	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change
624120	Services for the Elderly and Persons with Disabilities	228,376	339,583	111,207	49%
621491	HMO Medical Centers	31,284	52,448	21,164	68%
621610	Home Health Care Services	33,659	51,506	17,847	53%
623110	Nursing Care Facilities (Skilled Nursing Facilities)	46,530	54,471	7,941	17%
622110	General Medical and Surgical Hospitals	112,463	120,009	7,546	7%
621210	Offices of Dentists	34,111	39,059	4,948	15%
621498	All Other Outpatient Care Centers	8,795	13,442	4,647	53%
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	10,401	14,849	4,448	43%
624190	Other Individual and Family Services	17,048	20,852	3,804	22%
621330	Offices of Mental Health Practitioners (except Physicians)	9,314	13,103	3,789	41%

Source: EMSI

A shift share analysis reveals that the most competitive industries in this sector are Home Health Care Services and Nursing Care Facilities (Skilled Nursing Facilities).

Figure 39: LA County Healthcare and Bioscience Top Five Competitive Industries, 2018

NAICS	Description	Ind. Mix Effect	Nat'l Growth Effect	Expected Change	Competitive Effect
621610	Home Health Care Services	536	333	869	4,176
623110	Nursing Care Facilities (Skilled Nursing Facilities)	(896)	533	(363)	1,045
623210	Residential Intellectual and Developmental Disability Facilities	37	80	117	824
621330	Offices of Mental Health Practitioners (except Physicians)	484	95	579	600
624190	Other Individual and Family Services	(61)	192	131	404

Source: EMSI

TOURISM, ENTERTAINMENT AND RECREATION

The Tourism, Entertainment and Recreation sector (Accommodation and Food Services; Arts, Entertainment, and Recreation) is heavily concentrated in the county. As seen in Figure 40, which displays the top 20 6-digit industries in this sector by number of 2018 jobs, there are a number of industries with location quotients that are above 1.0. Unsurprisingly, the Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures is the most heavily concentrated of the top 20 industries, with a location quotient of 11.72. Full-Service Restaurants and Limited-Service Restaurants employed the most people in 2018, with 181,213 and 144,650 jobs, respectively. Both industries also have a location quotient in excess of 1.0.

Figure 40: LA County Tourism and Recreation Top 20 6-Digit NAICS Industries

NAICS	Description	2008 Jobs	2018 Jobs	2028 Jobs	Avg. Earnings Per Job	2018 Location Quotient	2018 Payrolled Business Locations
722511	Full-Service Restaurants	140,183	181,213	201,787	\$30,504	1.05	7,839
722513	Limited-Service Restaurants	104,983	144,650	169,062	\$23,391	1.04	7,885
721110	Hotels (except Casino Hotels) and Motels	39,984	46,916	51,411	\$45,422	0.92	1,161
711510	Independent Artists, Writers, and Performers	34,870	37,690	38,136	\$139,437	3.94	9,072
722515	Snack and Nonalcoholic Beverage Bars	20,484	32,699	43,359	\$24,287	1.45	2,823
713940	Fitness and Recreational Sports Centers	16,289	22,029	26,450	\$26,295	1.02	1,043
722310	Food Service Contractors	15,613	17,174	18,756	\$35,896	0.98	446
711410	Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures	8,004	14,421	15,537	\$125,374	11.72	953
722320	Caterers	7,679	10,075	11,950	\$27,689	1.46	429
722410	Drinking Places (Alcoholic Beverages)	7,263	8,517	8,880	\$26,756	0.67	678
713210	Casinos (except Casino Hotels)	8,436	6,548	6,126	\$45,304	2.58	7
713990	All Other Amusement and Recreation Industries	4,624	5,991	6,493	\$30,145	0.82	360
713910	Golf Courses and Country Clubs	5,949	5,329	5,280	\$38,109	0.45	86
712110	Museums	3,923	5,291	6,385	\$57,170	1.65	111
711320	Promoters of Performing Arts, Sports, and Similar Events without Facilities	1,444	5,251	7,158	\$97,581	3.40	203
711130	Musical Groups and Artists	4,285	5,083	5,292	\$189,880	3.08	508
711310	Promoters of Performing Arts, Sports, and Similar Events with Facilities	1,302	4,542	6,392	\$42,958	1.24	147
713110	Amusement and Theme Parks	3,849	4,298	4,127	\$66,045	0.72	12
722514	Cafeterias, Grill Buffets, and Buffets	3,022	3,337	2,845	\$24,979	0.90	148
711110	Theater Companies and Dinner Theaters	2,529	2,933	3,427	\$45,416	1.19	133

Source: EMSI

In addition to being the top two industries in the Tourism and Recreation sector in terms of number of jobs, the Full-Service Restaurants and Limited-Service Restaurants industries have experienced and are projected to continue

to experience strong job growth. Between 2008 and 2018 these industries grew by 29% and 38%, respectively. Growth between 2018 and 2028 is expected to be more muted at 17% and 11%.

Figure 41: LA County Tourism and Recreation Fastest Growing Industries, 2008-2018

NAICS	Description	2008 Jobs	2018 Jobs	2008 - 2018 Change	2008 - 2018 % Change
722511	Full-Service Restaurants	140,183	181,213	41,030	29%
722513	Limited-Service Restaurants	104,983	144,650	39,667	38%
722515	Snack and Nonalcoholic Beverage Bars	20,484	32,699	12,215	60%
721110	Hotels (except Casino Hotels) and Motels	39,984	46,916	6,932	17%
711410	Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures	8,004	14,421	6,417	80%
713940	Fitness and Recreational Sports Centers	16,289	22,029	5,740	35%
711320	Promoters of Performing Arts, Sports, and Similar Events without Facilities	1,444	5,251	3,807	264%
711310	Promoters of Performing Arts, Sports, and Similar Events with Facilities	1,302	4,542	3,240	249%
711510	Independent Artists, Writers, and Performers	34,870	37,690	2,820	8%
722320	Caterers	7,679	10,075	2,396	31%

Source: EMSI

Figure 42: LA County Tourism and Recreation Projected Fastest Growing Industries, 2018-2028

NAICS	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change
722513	Limited-Service Restaurants	144,650	169,062	24,412	17%
722511	Full-Service Restaurants	181,213	201,787	20,574	11%
722515	Snack and Nonalcoholic Beverage Bars	32,699	43,359	10,660	33%
721110	Hotels (except Casino Hotels) and Motels	46,916	51,411	4,495	10%
713940	Fitness and Recreational Sports Centers	22,029	26,450	4,421	20%
711320	Promoters of Performing Arts, Sports, and Similar Events without Facilities	5,251	7,158	1,907	36%
722320	Caterers	10,075	11,950	1,875	19%
711310	Promoters of Performing Arts, Sports, and Similar Events with Facilities	4,542	6,392	1,850	41%
722310	Food Service Contractors	17,174	18,756	1,582	9%
721120	Casino Hotels	1,970	3,122	1,152	58%

Source: EMSI

The top five competitive industries in the Tourism and Recreation sector are highlighted in Figure 43.

Figure 43: LA County Tourism and Recreation Top Five Competitive Industries, 2018

NAICS	Description	Ind. Mix Effect	Nat'l Growth Effect	Expected Change	Competitive Effect
721110	Hotels (except Casino Hotels) and Motels	(62)	529	467	950
722513	Limited-Service Restaurants	(17)	1,654	1,637	792
713940	Fitness and Recreational Sports Centers	459	242	701	504
711211	Sports Teams and Clubs	25	27	52	482
711410	Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures	262	158	420	451

Source: EMSI

TRANSPORTATION AND WAREHOUSING

Figure 44 shows the top 20 6-digit NAICS industries in the Transportation and Warehousing sector. Of these industries, Scheduled Passenger Air Transportation (NAICS 481111) ranked highest in terms of 2018 jobs with 29,010. This industry is projected to continue to grow, adding over 10,000 jobs by 2028. Average earnings per job in this industry are relatively high, at \$130,851.

Figure 44: LA County Transportation and Warehousing Top 20 6-Digit NAICS Industries

NAICS	Description	2008 Jobs	2018 Jobs	2028 Jobs	Avg. Earnings Per Job	2018 Location Quotient	2018 Payrolled Business Locations
481111	Scheduled Passenger Air Transportation	16,762	29,010	40,163	\$130,851	2.07	77
492110	Couriers and Express Delivery Services	18,483	23,782	27,402	\$56,167	1.17	265
488510	Freight Transportation Arrangement	16,955	20,045	21,892	\$71,125	2.54	1,338
493110	General Warehousing and Storage	13,741	16,320	17,994	\$58,860	0.52	364
484110	General Freight Trucking, Local	15,258	15,278	16,331	\$55,242	1.50	1,487
488320	Marine Cargo Handling	2,734	13,685	19,731	\$138,139	6.90	31
485320	Limousine Service	3,848	10,602	14,625	\$21,741	2.18	223
488119	Other Airport Operations	5,341	10,305	13,760	\$41,865	3.23	47
484121	General Freight Trucking, Long-Distance, Truckload	8,985	9,892	10,484	\$57,484	0.51	778
484122	General Freight Trucking, Long-Distance, Less Than Truckload	5,109	6,040	6,612	\$67,128	0.70	115
492210	Local Messengers and Local Delivery	3,700	4,574	4,731	\$41,986	1.56	307
484220	Specialized Freight (except Used Goods) Trucking, Local	5,263	4,345	3,565	\$68,131	0.58	282
488190	Other Support Activities for Air Transportation	1,967	4,259	5,241	\$70,707	1.13	124
488410	Motor Vehicle Towing	2,985	3,762	4,679	\$49,797	1.54	258
485991	Special Needs Transportation	4,659	3,096	2,268	\$40,179	1.29	116
493120	Refrigerated Warehousing and Storage	2,020	2,946	3,361	\$73,474	1.49	57
485410	School and Employee Bus Transportation	3,339	2,940	2,962	\$37,198	0.47	48
484210	Used Household and Office Goods Moving	2,444	2,481	2,289	\$48,105	0.77	274
482110	Rail transportation	2,705	2,276	2,116	\$95,782	0.32	1
483112	Deep Sea Passenger Transportation	339	2,042	2,473	\$117,317	6.65	7

Source: EMSI

Between 2008 and 2018 the top 10 fastest growing industries added over 51,000 jobs. Job growth is expected to slow over the next 10 years, as the projected 10 fastest growing industries between 2018 and 2028 are expected to add just under 35,000 jobs. Scheduled Passenger Air Transportation has been and is projected to continue to be the fastest growing industry in the sector, in terms of number of jobs.

Figure 45: LA County Transportation and Warehousing Fastest Growing Industries, 2008-2018

NAICS	Description	2008 Jobs	2018 Jobs	2008 - 2018 Change	2008 - 2018 % Change
481111	Scheduled Passenger Air Transportation	16,762	29,010	12,248	73%
488320	Marine Cargo Handling	2,734	13,685	10,951	401%
485320	Limousine Service	3,848	10,602	6,754	176%
492110	Couriers and Express Delivery Services	18,483	23,782	5,299	29%
488119	Other Airport Operations	5,341	10,305	4,964	93%
488510	Freight Transportation Arrangement	16,955	20,045	3,090	18%
493110	General Warehousing and Storage	13,741	16,320	2,579	19%
488190	Other Support Activities for Air Transportation	1,967	4,259	2,292	117%
483112	Deep Sea Passenger Transportation	339	2,042	1,703	502%
488210	Support Activities for Rail Transportation	456	1,857	1,401	307%

Source: EMSI

Figure 46: LA County Transportation and Warehousing Projected Fastest Growing Industries, 2018-2028

NAICS	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change
481111	Scheduled Passenger Air Transportation	29,010	40,163	11,153	38%
488320	Marine Cargo Handling	13,685	19,731	6,046	44%
485320	Limousine Service	10,602	14,625	4,023	38%
492110	Couriers and Express Delivery Services	23,782	27,402	3,620	15%
488119	Other Airport Operations	10,305	13,760	3,455	34%
488510	Freight Transportation Arrangement	20,045	21,892	1,847	9%
493110	General Warehousing and Storage	16,320	17,994	1,674	10%
484110	General Freight Trucking, Local	15,278	16,331	1,053	7%
488190	Other Support Activities for Air Transportation	4,259	5,241	982	23%
488410	Motor Vehicle Towing	3,762	4,679	917	24%

Source: EMSI

Scheduled Passenger Air Transportation is by far the most competitive industry in this sector, with a competitive effect of 5,209 (Figure 47).

Figure 47: LA County Transportation and Warehousing Top Five Competitive Industries, 2018

NAICS	Description	Ind. Mix Effect	Nat'l Growth Effect	Expected Change	Competitive Effect
481111	Scheduled Passenger Air Transportation	88	273	361	5,209
484121	General Freight Trucking, Long-Distance, Truckload	(7)	109	102	430
485320	Limousine Service	448	113	561	303
488999	All Other Support Activities for Transportation	4	10	14	134
484110	General Freight Trucking, Local	17	174	191	128

Source: EMSI

PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES

The following table displays the top 20 industries in the Professional, Scientific, and Technical Services sector. Jobs in this sector are relatively well paying, with nearly half of the top 20 industries having average earnings per job in excess of \$100,000. The top five industries in this sector accounted for nearly 146,000 jobs in 2018, the average earnings of which ranged from approximately \$107,000 to approximately \$131,000.

Figure 48: LA County Professional, Scientific, and Technical Services Top 20 6-Digit NAICS Industries

NAICS	Description	2008 Jobs	2018 Jobs	2028 Jobs	Avg. Earnings Per Job	2018 Location Quotient	2018 Payrolled Business Locations
541110	Offices of Lawyers	58,692	61,471	65,670	\$122,320	1.58	7,549
541511	Custom Computer Programming Services	21,047	24,976	29,965	\$131,369	0.80	2,160
541611	Administrative Management and General Management Consulting Services	10,533	20,788	27,842	\$111,577	0.87	2,765
541330	Engineering Services	27,497	20,668	19,713	\$119,729	0.65	1,601
541211	Offices of Certified Public Accountants	16,951	18,071	19,464	\$107,304	1.16	2,291
541690	Other Scientific and Technical Consulting Services	20,957	16,954	10,380	\$92,758	2.23	3,610
541810	Advertising Agencies	15,140	16,282	16,964	\$126,759	2.27	986
541214	Payroll Services	13,575	15,728	14,831	\$178,826	2.87	176
541715	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	15,157	15,146	17,061	\$147,842	1.16	302
541512	Computer Systems Design Services	11,488	14,527	17,392	\$114,202	0.44	1,728
541219	Other Accounting Services	13,374	13,542	12,431	\$55,611	1.15	1,528
541613	Marketing Consulting Services	5,713	12,010	16,937	\$79,962	1.14	1,681
541310	Architectural Services	10,488	9,961	10,497	\$98,900	1.50	1,110
541430	Graphic Design Services	9,882	9,615	9,797	\$58,891	2.27	1,078
541990	All Other Professional, Scientific, and Technical Services	5,197	8,281	10,441	\$49,780	0.98	612
541940	Veterinary Services	5,550	8,245	10,080	\$52,727	0.66	573
541614	Process, Physical Distribution, and Logistics Consulting Services	4,284	6,808	8,488	\$58,770	1.52	572
541213	Tax Preparation Services	5,780	6,459	7,040	\$51,070	1.45	1,221
541410	Interior Design Services	5,595	6,135	6,979	\$47,599	1.87	762
541820	Public Relations Agencies	4,183	4,197	4,166	\$94,828	1.83	556

Source: EMSI

Administrative Management and General Management Consulting Services, Marketing Consulting Services, and Custom Computer Programming Services have been and are projected to continue to be the three fastest growing industries in this sector. Similar to the other sectors, job growth is expected to slow in the coming years. The top 10 fastest growing industries in the sector added over 38,000 jobs between 2008 and 2018. The projected top 10 fastest growing industries are expected to add approximately 33,000 jobs between 2018 and 2028.

Figure 49: LA County Professional, Scientific, and Technical Fastest Growing Industries, 2008-2018

NAICS	Description	2008 Jobs	2018 Jobs	2008 - 2018 Change	2008 - 2018 % Change
541611	Administrative Management and General Management Consulting Services	10,533	20,788	10,255	97%
541613	Marketing Consulting Services	5,713	12,010	6,297	110%
541511	Custom Computer Programming Services	21,047	24,976	3,929	19%
541990	All Other Professional, Scientific, and Technical Services	5,197	8,281	3,084	59%
541512	Computer Systems Design Services	11,488	14,527	3,039	26%
541110	Offices of Lawyers	58,692	61,471	2,779	5%
541940	Veterinary Services	5,550	8,245	2,695	49%
541614	Process, Physical Distribution, and Logistics Consulting Services	4,284	6,808	2,524	59%
541214	Payroll Services	13,575	15,728	2,153	16%
541720	Research and Development in the Social Sciences and Humanities	1,049	2,433	1,384	132%

Source: EMSI

Figure 50: LA County Professional, Scientific, and Technical Projected Fastest Growing Industries, 2018-2028

NAICS	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change
541611	Administrative Management and General Management Consulting Services	20,788	27,842	7,054	34%
541511	Custom Computer Programming Services	24,976	29,965	4,989	20%
541613	Marketing Consulting Services	12,010	16,937	4,927	41%
541110	Offices of Lawyers	61,471	65,670	4,199	7%
541512	Computer Systems Design Services	14,527	17,392	2,865	20%
541990	All Other Professional, Scientific, and Technical Services	8,281	10,441	2,160	26%
541715	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	15,146	17,061	1,915	13%
541940	Veterinary Services	8,245	10,080	1,835	22%
541614	Process, Physical Distribution, and Logistics Consulting Services	6,808	8,488	1,680	25%
541211	Offices of Certified Public Accountants	18,071	19,464	1,393	8%

Source: EMSI

The most competitive industries in this sector include Payroll Services, Office of Lawyers, Human Resources Consulting Services, Research and Development in Biotechnology (except Nanobiotechnology), and Advertising Agencies.

Figure 51: LA County Professional, Scientific, and Technical Top Five Competitive Industries, 2018

NAICS	Description	Ind. Mix Effect	Nat'l Growth Effect	Expected Change	Competitive Effect
541214	Payroll Services	115	170	285	809
541110	Offices of Lawyers	(570)	704	134	788
541612	Human Resources Consulting Services	3	32	35	402
541714	Research and Development in Biotechnology (except Nanobiotechnology)	63	21	84	322
541810	Advertising Agencies	(161)	187	26	171

Source: EMSI

OCCUPATIONAL PROFILE

The Standard Occupational Classification (SOC) is used to identify occupations in this analysis. The SOC system is a federal statistical standard to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data. All workers are classified into one of 867 detailed occupations according to their occupational definition (SOC 5-digit codes). To facilitate classification, detail occupations are combined to form 459 broad occupations (4-digit codes), 98 minor groups (3-digit codes), and 23 major groups (2-digit codes).

Among the 2-digit SOC occupation data, several occupations emerge as significant within LA County. The largest occupations are:

- ◆ Office and Administrative Support Occupations (756,568 total jobs);
- ◆ Sales and Related Occupations (494,263 total jobs);
- ◆ Personal Care and Service Occupations (384,420 total jobs);
- ◆ Transportation and Material Moving Occupations (363,018 total jobs).

Figure 52 includes the occupations for the 2-digit SOC occupations in LA County, which grew by nearly 330,000 jobs between 2008 and 2018. Personal care and Service Occupations (SOC 39) added the most jobs (158,250) over the period. This was followed by Food Preparation and Serving Related Occupations (SOC 35), which added 90,477 jobs. Production Occupations (SOC 51), Office and Administrative Support Occupations (SOC 43), and Building and Grounds Cleaning and Maintenance Occupations (SOC 37) experienced the biggest job losses, of 57,997, 44,563, and 44,400, respectively.

Projected changes in 2-digit SOC occupations are displayed in Figure 53. Strong growth is expected to continue amongst Personal Care and Service Occupations, which are projected to add another 102,079 jobs to the county between 2018 and 2028. This accounts for nearly a third of total jobs growth, as 320,464 total jobs are projected to be added over this time period. This is followed by Food Preparation and Serving Related Occupations, which will add another 62,234 jobs, and Healthcare Practitioners and Technical Occupations (SOC 29), which will add 36,721 jobs.

Figure 52: LA County Occupations by 2-Digit SOC Codes, 2008-2018

SOC	Description	2008 Jobs	2018 Jobs	2008 - 2018 Change	2008 - 2018 % Change
11-0000	Management Occupations	254,172	287,610	33,438	13%
13-0000	Business and Financial Operations Occupations	246,954	280,835	33,881	14%
15-0000	Computer and Mathematical Occupations	99,116	118,170	19,054	19%
17-0000	Architecture and Engineering Occupations	80,844	71,880	(8,964)	(11%)
19-0000	Life, Physical, and Social Science Occupations	34,941	39,121	4,180	12%
21-0000	Community and Social Service Occupations	73,440	101,621	28,181	38%
23-0000	Legal Occupations	48,642	55,397	6,755	14%
25-0000	Education, Training, and Library Occupations	273,525	284,949	11,424	4%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	199,645	220,583	20,938	10%
29-0000	Healthcare Practitioners and Technical Occupations	193,987	239,992	46,005	24%
31-0000	Healthcare Support Occupations	96,376	111,497	15,121	16%
33-0000	Protective Service Occupations	114,285	121,388	7,103	6%
35-0000	Food Preparation and Serving Related Occupations	333,620	424,097	90,477	27%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	221,098	176,698	(44,400)	(20%)
39-0000	Personal Care and Service Occupations	226,170	384,420	158,250	70%
41-0000	Sales and Related Occupations	503,593	494,263	(9,330)	(2%)
43-0000	Office and Administrative Support Occupations	801,131	756,568	(44,563)	(6%)
45-0000	Farming, Fishing, and Forestry Occupations	8,294	6,672	(1,622)	(20%)
47-0000	Construction and Extraction Occupations	182,158	167,160	(14,998)	(8%)
49-0000	Installation, Maintenance, and Repair Occupations	145,727	148,441	2,714	2%
51-0000	Production Occupations	311,270	253,273	(57,997)	(19%)
53-0000	Transportation and Material Moving Occupations	328,147	363,018	34,871	11%
55-0000	Military-only occupations	9,721	8,788	(933)	(10%)
99-0000	Unclassified Occupation	0	0	0	0%
Total		4,786,854	5,116,440	329,586	7%

Source: EMSI

Figure 53: LA County Occupations by 2-Digit SOC Codes, 2018-2028

SOC	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change
11-0000	Management Occupations	287,610	303,011	15,401	5%
13-0000	Business and Financial Operations Occupations	280,835	288,277	7,442	3%
15-0000	Computer and Mathematical Occupations	118,170	126,098	7,928	7%
17-0000	Architecture and Engineering Occupations	71,880	70,486	(1,394)	(2%)
19-0000	Life, Physical, and Social Science Occupations	39,121	41,895	2,774	7%
21-0000	Community and Social Service Occupations	101,621	121,420	19,799	19%
23-0000	Legal Occupations	55,397	60,753	5,356	10%
25-0000	Education, Training, and Library Occupations	284,949	312,682	27,733	10%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	220,583	218,657	(1,926)	(1%)
29-0000	Healthcare Practitioners and Technical Occupations	239,992	276,713	36,721	15%
31-0000	Healthcare Support Occupations	111,497	142,424	30,927	28%
33-0000	Protective Service Occupations	121,388	130,214	8,826	7%
35-0000	Food Preparation and Serving Related Occupations	424,097	486,331	62,234	15%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	176,698	187,712	11,014	6%
39-0000	Personal Care and Service Occupations	384,420	486,499	102,079	27%
41-0000	Sales and Related Occupations	494,263	492,296	(1,967)	(0%)
43-0000	Office and Administrative Support Occupations	756,568	748,190	(8,378)	(1%)
45-0000	Farming, Fishing, and Forestry Occupations	6,672	5,792	(880)	(13%)
47-0000	Construction and Extraction Occupations	167,160	177,174	10,014	6%
49-0000	Installation, Maintenance, and Repair Occupations	148,441	154,207	5,766	4%
51-0000	Production Occupations	253,273	211,328	(41,945)	(17%)
53-0000	Transportation and Material Moving Occupations	363,018	386,541	23,523	6%
55-0000	Military-only occupations	8,788	8,204	(584)	(7%)
99-0000	Unclassified Occupation	0	0	0	0%
Total		5,116,440	5,436,904	320,464	6%

Source: EMSI

Projected annual replacement jobs for LA County by 2-digit SOC code are displayed in Figure 54. This represents an average annual estimate of openings resulting from workers retiring or otherwise permanently leaving an occupation. Office and Administrative Support Occupations are projected to have the highest annual replacement jobs between 2018 and 2028, with 83,106. This is followed by Food Preparation and Serving Related Occupations with 77,425 annual replacement jobs.

Figure 54: LA County Projected Annual Job Replacement

SOC	Description	2018 Jobs	2028 Jobs	Annual Replacement Jobs
43-0000	Office and Administrative Support Occupations	756,568	748,190	83,106
35-0000	Food Preparation and Serving Related Occupations	424,097	486,331	77,425
41-0000	Sales and Related Occupations	494,263	492,296	65,755
39-0000	Personal Care and Service Occupations	384,420	486,499	62,495
53-0000	Transportation and Material Moving Occupations	363,018	386,541	45,730
51-0000	Production Occupations	253,273	211,328	26,208
25-0000	Education, Training, and Library Occupations	284,949	312,682	25,788
13-0000	Business and Financial Operations Occupations	280,835	288,277	25,327
11-0000	Management Occupations	287,610	303,011	22,975
37-0000	Building and Grounds Cleaning and Maintenance Occupations	176,698	187,712	22,864
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	220,583	218,657	20,186
47-0000	Construction and Extraction Occupations	167,160	177,174	17,064
33-0000	Protective Service Occupations	121,388	130,214	14,487
49-0000	Installation, Maintenance, and Repair Occupations	148,441	154,207	14,258
31-0000	Healthcare Support Occupations	111,497	142,424	14,089
29-0000	Healthcare Practitioners and Technical Occupations	239,992	276,713	13,483
21-0000	Community and Social Service Occupations	101,621	121,420	11,972
15-0000	Computer and Mathematical Occupations	118,170	126,098	7,993
17-0000	Architecture and Engineering Occupations	71,880	70,486	5,018
19-0000	Life, Physical, and Social Science Occupations	39,121	41,895	3,449
23-0000	Legal Occupations	55,397	60,753	3,328
55-0000	Military-only occupations	8,788	8,204	924
45-0000	Farming, Fishing, and Forestry Occupations	6,672	5,792	901
99-0000	Unclassified Occupation	0	0	0
Total		5,116,440	5,436,904	584,825

Source: EMSI

HEALTHCARE AND BIOSCIENCE

Figure 55 displays the top 10 5-digit SOC occupations within the Healthcare and Bioscience sector in LA County. Given the projected growth in the county in the Personal Care and Service Operations (SOC 39) and the Healthcare Practitioners and Technical Occupations (SOC 29), it is not surprising that four of the top 10 occupations in this sector fall under these 2-digit SOC categories. Specifically, Personal Care Aides has 197,885 jobs as of 2018. This is expected to increase by 88,279 by 2028.

The top jobs in this sector are appealing for entry level workers. Work experience is not required for any of the top 10 occupations with many occupations including some form of on the job training. Entry level education requirements vary across occupations, ranging from a Bachelor's degree for Registered Nurses to a high school diploma for Personal Care Aides, Childcare Workers, and Medical Secretaries, amongst others.

Figure 55: LA County Healthcare and Bioscience Top 10 Occupations

SOC	Description	2008 Jobs	2018 Jobs	2028 Jobs	Projected Change 2018 - 2028	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
39-9021	Personal Care Aides	18,770	197,885	286,165	88,279	\$11.58	High school diploma or equivalent	None	Short-term on-the-job training
29-1141	Registered Nurses	52,537	74,070	87,546	13,476	\$45.89	Bachelor's degree	None	None
31-1014	Nursing Assistants	24,683	31,346	38,541	7,195	\$14.11	Postsecondary nondegree award	None	None
39-9011	Childcare Workers	26,348	22,338	21,241	(1,097)	\$9.51	High school diploma or equivalent	None	Short-term on-the-job training
31-9092	Medical Assistants	16,169	22,269	26,158	3,889	\$16.36	Postsecondary nondegree award	None	None
43-6013	Medical Secretaries	14,610	18,405	21,491	3,086	\$17.60	High school diploma or equivalent	None	Moderate-term on-the-job training
29-2061	Licensed Practical and Licensed Vocational Nurses	15,444	17,959	21,579	3,620	\$24.09	Postsecondary nondegree award	None	None
21-1093	Social and Human Service Assistants	8,964	17,624	21,971	4,347	\$21.63	High school diploma or equivalent	None	Short-term on-the-job training
43-4171	Receptionists and Information Clerks	11,613	13,510	15,502	1,992	\$14.11	High school diploma or equivalent	None	Short-term on-the-job training
43-9061	Office Clerks, General	9,871	12,449	14,087	1,638	\$15.37	High school diploma or equivalent	None	Short-term on-the-job training

Source: EMSI

TOURISM AND RECREATION

The top 10 occupations within the Tourism and Recreation sector are displayed in Figure 56. All of the top 10 occupations are projected to continue to grow through 2023, with Combined Food Preparation and Serving Workers, Including Fast Food adding the most jobs over this period (24,363). No formal education is required, and most occupations typically include short-term on-the-job training. Cooks, Restaurant and First-Line Supervisors of Food Preparation and Serving Workers require a few years of experience, but these occupations have higher median hourly earnings than those that do not require experience.

Figure 56: LA County Tourism and Recreation Top 10 Occupations

SOC	Description	2008 Jobs	2018 Jobs	2028 Jobs	Projected Change 2018-2028	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	57,687	90,671	115,034	24,363	\$11.38	No formal education	None	Short-term on-the-job training
35-3031	Waiters and Waitresses	61,641	74,328	83,795	9,467	\$11.86	No formal education	None	Short-term on-the-job training
35-2014	Cooks, Restaurant	25,272	39,857	46,439	6,583	\$13.03	No formal education	Less than 5 years	Moderate-term on-the-job
35-2011	Cooks, Fast Food	25,211	28,032	28,455	423	\$11.24	No formal education	None	Short-term on-the-job training
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	17,068	22,631	26,722	4,091	\$14.61	No formal education	Less than 5 years	None
35-9021	Dishwashers	18,839	21,480	23,128	1,648	\$11.14	No formal education	None	Short-term on-the-job training
35-9011	Dining Room and Cafeteria Attendants and Bartender	15,129	19,002	20,911	1,909	\$11.46	No formal education	None	Short-term on-the-job training
35-2021	Food Preparation Workers	15,870	18,397	20,896	2,499	\$11.87	No formal education	None	Short-term on-the-job training
41-2011	Cashiers	11,523	17,492	19,040	1,548	\$11.61	No formal education	None	Short-term on-the-job training
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	10,641	14,165	15,818	1,653	\$11.60	No formal education	None	Short-term on-the-job training

Source: EMSI

TRANSPORTATION AND WAREHOUSING

As shown in Figure 57, the top 10 occupations in the Transportation and Warehousing sector are expected to grow over the next 10 years. The top occupations in this sector require varying levels of education and tend to be higher paying than the top occupations in other selected sectors. Median hourly earnings range from \$10.53 for Taxi Drivers and Chauffeurs to \$84.15 for Airline Pilots, Copilots, and Flight Engineers. Flight Attendants and First-line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors also have median hourly earnings in excess of \$20 per hour, being \$24.93 and \$25.50, respectively.

Figure 57: LA County Transportation and Warehousing Top 10 Occupations

SOC	Description	2008 Jobs	2018 Jobs	2028 Jobs	Projected Change 2018-2028	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
53-3032	Heavy and Tractor-Trailer Truck Drivers	25,959	28,793	30,819	2,026	\$19.40	Postsecondary nondegree award	None	Short-term on-the-job training
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	16,680	28,632	33,835	5,203	\$12.61	No formal education	None	Short-term on-the-job training
53-3041	Taxi Drivers and Chauffeurs	5,382	12,931	17,640	4,709	\$10.53	No formal education	None	Short-term on-the-job training
53-2031	Flight Attendants	5,213	10,779	14,583	3,804	\$24.93	High school diploma or equivalent	Less than 5 years	Moderate-term on-the-job training
53-3033	Light Truck or Delivery Services Drivers	8,478	10,728	12,444	1,716	\$16.02	High school diploma or equivalent	None	Short-term on-the-job training
43-4181	Reservation and Transportation Ticket Agents and Travel Clerks	5,464	7,958	10,341	2,382	\$18.26	High school diploma or equivalent	None	Short-term on-the-job training
43-5011	Cargo and Freight Agents	5,449	7,085	8,097	1,011	\$18.51	High school diploma or equivalent	None	Short-term on-the-job training
53-2011	Airline Pilots, Copilots, and Flight Engineers	3,262	6,306	8,198	1,892	\$84.15	Bachelor's degree	Less than 5 years	Moderate-term on-the-job training
53-1048	First-line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	4,254	5,128	5,858	729	\$25.50	High school diploma or equivalent	Less than 5 years	None
53-7064	Packers and Packagers, Hand	3,619	4,267	4,619	353	\$11.23	No formal education	None	Short-term on-the-job training

Source: EMSI

PROFESSIONAL, SCIENTIFIC, AND TECHNICAL

The top occupations within the Professional, Scientific, and Technical sector include Lawyers, Accountants and Auditors, Graphic Designers, and Secretaries (Figure 58). Occupations in this sector are also relatively well paying with median hourly earnings ranging from \$15.37 for Office Clerks, General to \$53.84 for lawyers. Entry level education requirements also vary across these occupations and include a high school diploma or equivalent for Secretaries, an Associate's degree for Paralegals and Legal Assistants, a Bachelor's degree for Management Analysts, and a Doctoral or professional degree for lawyers.

Figure 58: LA County Professional, Scientific, and Technical Top 10 Occupations

SOC	Description	2008 Jobs	2018 Jobs	2028 Jobs	Projected Change 2018-2028	Median Hourly Earnings	Typical Entry Level Education	Work Experience Required	Typical On-The-Job Training
23-1011	Lawyers	27,199	30,074	32,586	2,512	\$53.84	Doctoral or professional degree	None	None
13-2011	Accountants and Auditors	20,533	23,170	23,818	649	\$34.19	Bachelor's degree	None	None
13-1111	Management Analysts	14,517	16,294	17,981	1,687	\$37.75	Bachelor's degree	Less than 5 years	None
43-3031	Bookkeeping, Accounting, and Auditing Clerks	10,940	10,609	10,507	(102)	\$21.15	Some college, no degree	None	Moderate-term on-the-job training
23-2011	Paralegals and Legal Assistants	7,310	9,544	11,426	1,882	\$23.57	Associate's degree	None	None
43-6012	Legal Secretaries	12,051	9,189	8,359	(831)	\$23.87	High school diploma or equivalent	None	Moderate-term on-the-job training
27-1024	Graphic Designers	8,411	8,590	8,962	373	\$21.24	Bachelor's degree	None	None
43-9061	Office Clerks, General	8,368	8,418	8,306	(111)	\$15.37	High school diploma or equivalent	None	Short-term on-the-job training
13-1161	Market Research Analysts and Marketing Specialists	3,844	8,060	9,167	1,107	\$30.12	Bachelor's degree	None	None
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	6,366	7,960	7,592	(368)	\$19.03	High school diploma or equivalent	None	Short-term on-the-job training

Source: EMSI

ENVIRONMENTAL RESILIENCY

MAJOR RISKS FACING LOS ANGELES COUNTY

Major environmental threats to Los Angeles County including natural disasters such as wildfires, earthquakes, hurricanes, flooding, mudslides, and droughts as well as anthropogenic caused impacts such as air pollution, degraded water quality, and land loss and soil erosion. The County is susceptible to extreme weather variations and should continue to take these environmental threats into consideration during planning and economic development activities. Additionally, the County should remain conscious that new threats may appear as the county continues to grow and will need to be mitigated as necessary.

EXISTING PLANS AND MEASURES

The County of Los Angeles faces a myriad of threats to its environmental resiliency due to the county's location and natural resources. The following is a list of the existing plans and measures in place for the main threat to Los Angeles County. It is important to note that agencies described in the paragraphs below are not the only ones working towards these efforts. Additionally, many of the agencies are working to improve multiple environmental resiliency threats. Continued coordination between Los Angeles County resources will help to mitigate threats and strengthen the community.

Air Pollution

Los Angeles air quality has come a long way since the 1940's smog epidemics, but it still remains the worst in the Country according to the 2018 State of the Air.¹⁹ In 2012, there were 57 unhealthy air quality days in LA County meaning levels exceeded federal standards. Air pollution results in negative health impacts which results in increase health expenditure for the community. Additionally, it is estimated that air pollution attributed to vehicles results in over 2,000 premature deaths each year in the greater Los Angeles region.²⁰ The major contributor to poor air quality in Los Angeles County is vehicles burning petroleum fuel.

In an effort to reduce air pollution, Los Angeles County Metropolitan Transportation Authority (Metro) funds public transit, carpool, and bicycle lanes. Metro's fleet is 100% powered by alternative-fuel, with the majority of the buses powered by clean-burning compressed natural gas (CNG). In 2017, the Clean Energy Fuels Corporation awarded the Los Angeles County Metro a contract to fuel its fleet of buses with CNG. This program will enable Metro to reduce its greenhouse gas emissions by over 520,000 metric tons over the five-year period of the contract.²¹ Also in 2017, Metro was awarded contracts to manufacture and deliver zero emission and electric buses.

Numerous agencies and municipalities have, and continue to, worked to reduce air pollutants and bettering the air quality. The County's Department of Public Health actively posts air quality forecasts and advisories and information on related health impacts. The South Coast Air Quality Management actively works to reduce smog within the urban areas of Los Angeles County. The South Coast Air Quality Management District is focused on addressing human health concerns associated with air quality while remaining conscientious of businesses.

¹⁹ <https://www.lung.org/local-content/california/our-initiatives/state-of-the-air/2018/state-of-the-air-2018.html>

²⁰ LADCP Mobility Plan 2035

²¹ <https://www.cleanenergyfuels.com/press-room/la-metro-awards-multi-year-contract-clean-energy-redeem-renewable-natural-gas-fuel-nations-largest-cng-bus-fleet/>

Other planning efforts within the County such as the Los Angeles Department of City Planning Mobility Plan 2035 and Metro Complete Streets 2014 identify the interconnectedness of land use, transportation and air quality and have public health best practices embedded throughout them. Other agencies such as Coalition for Clean Air and the Environmental Protection Agency continue to work with the County to combine efforts towards cleaner air.

Natural Disasters and Pandemics

Los Angeles County faces a range of potential disaster events ranging from health pandemics to natural hazards such as floods, earthquakes, etc. Mitigation and community resiliency development are critical to protecting the community from harms that these events cause. There are several efforts underway that are working to improve Los Angeles disaster resiliency.

The Los Angeles County Community Disaster Resilience project works closely with the Centers for Disease Control and Prevention and the National Institute of Mental Health, and Robert Wood Johnson Foundation to promote community resilience to combat public health emergencies such as pandemics and disasters. The County Community Disaster Resilience project works to assess and address community vulnerability, develop partnerships, facilitate community networks and connections, and provides community training and education. The project has developed a toolkit to prepare the community with resource such as psychological first aid, community mapping, community engagement strategies, training, and leadership development. The overall aim of the project is to create a self-sufficient community in the face of disasters. To view the toolkit, please visit:

<http://www.laresilience.org/documents/resilience-builder.pdf>

Los Angeles County Community Disaster Resilience Project



Threatened Water Resources

Los Angeles County water sources are threatened by pollution and aging infrastructure, which harm drinking water quality, degrade marine life, and cause detrimental health effects in humans and animals alike. Storm water pollution which results from rainwater collecting and transporting contaminants into waterways is one of the largest concerns to water quality in Los Angeles. In 2016, the County faced a \$4 million settlement to clean up billions of gallons of polluted stormwater discharge that had been dumping into the Los Angeles and San Gabriel rivers each year.²²

Reducing stormwater pollution requires residents, visitors, and businesses to be conscientious of waste disposal, impervious surfaces, and rain water management. Identifying the source of contamination can be difficult and complying with water quality regulations often requires expensive control measures, creating barriers to mitigate contaminants. In 2018, Measure W was passed, which will implement a tax based on impervious surface per property that would generate funding for stormwater pollution prevention projects.

The Department of Public Works runs a stormwater pollution prevention educational campaign. The program conducts outreach activities with advertisements, pilot programs, corporate partnerships, and technical assistance

²² <https://www.courthousenews.com/l-a-county-pays-4-million-for-water-pollution/>

to promote cohesive efforts. The Los Angeles and California Water Boards regulate discharges from municipal storm sewer systems through permits issued under the National Pollutant Discharge Elimination System Program.

Aging infrastructure also threatens the resiliency of the county with water main leaks occurring on average three times a day throughout the city.²³ It is vital to keep monitoring these occurrences and implement upgrades as necessary to reduce public health concerns and latency in the system.

According to Los Angeles Department of City Planning's Mobility Plan 2025, four of the top ten most polluted beaches in California are located in Los Angeles County. The County's Department of Regional Planning implements a Coastal Programs to protect coast lines and resources. Additionally, estuary programs that relate to Los Angeles County can be found in the 2016 Santa Monica Bay National Estuary Program Annual Report: https://www.epa.gov/sites/production/files/2018-01/documents/smbnep_annual_report_2016_finalweb.pdf

FUTURE CONSIDERATIONS

Los Angeles County remains on top of changing legislation and policies impacting environmental resiliency. The County will need to develop a plan to disseminate actions to the public so that they can be quickly implemented. Los Angeles County will continue striving for greater efficiencies and improvements to water and air quality while continuously, seeking funding for improvements and remediations for infrastructure. Investments in water, air, land, energy, and marine infrastructure will be allocated based on a deepened understanding of asset capacity and infrastructure needs for the county. Currently some assets are over capacity while some are underutilized, assessments can help to balance demand appropriately.

It is also important to note that the negative health impacts associated with environment impacts disproportionately affect low-income neighborhoods. Making solutions to environmental issues synonymous with economic prosperity. Strategies should take in to consideration all populations within the county and place special importance on those that are experiencing the greatest harm. Programs like the lead remediation initiative in *Our County* begin to tackle fundamental environmental concerns, along with many other coordinated efforts across County departments to collaboratively address wide-scale issues.

The CEDS Action Plan will consider priority actions for strengthening environmental resiliency throughout Los Angeles County.

²³ <https://www.infrastructurereportcard.org/this-week-in-infrastructure-state-solutions-innovations-for-infrastructure-improvement/>

HOUSING, TRANSPORTATION, AND OTHER REGIONAL ASSETS

HOUSING

As part of the Los Angeles Urban County 2018-2023 HUD-based Consolidated Plan a housing market analysis and needs assessment was conducted for the Los Angeles County. The analysis uses 2018 American Community Survey data to identify the housing stock characteristics. Key housing stock characteristics from that analysis include:

- ◆ Housing stock in the county is predominately single-family (71%), with a significant apartment presence at 20%.
- ◆ 6.2% of housing units are vacant.
- ◆ Common property violations in the county include abandoned or partially destroyed buildings.
- ◆ Housing prices have been climbing for the last 7 years (75% growth since 2010).
- ◆ Home improvements loans have also increased since 2010.
- ◆ Approximately 51.5% of renters are experiencing a cost burden or severe cost burden compared to 36.9% of homeowners.

In January 2018, the Los Angeles County Affordable Housing Action Plan was published which identified affordable housing and homelessness as critical issues. For a full list of recommendations, issues, and challenges please visit: http://planning.lacounty.gov/assets/upl/project/housing_la_ahap_action-plan-full.pdf

According to the United States Department of Housing and Urban Development and Los Angeles Homeless Service Authority, homelessness increased in the City of Los Angeles from 33,000 in 2010 to 55,000 in 2018, nearly a 75% increase.²⁴ Conversely, homelessness has decreased at the county level by 4% in 2018 due to several factors including approved Proposition HHH to fund supportive housing in the City, approved tax increase to address homelessness, and funding towards housing placement. The Los Angeles County Homeless initiative's 2016 Plan identified six key strategies to combat homelessness: (1) Prevent homelessness, (2) Subsidize housing, (3) Increase income, (4) Provide case management and services, (5) Create a coordinated system and (6) Increase affordable/homeless housing. <http://homeless.lacounty.gov/wp-content/uploads/2018/07/HI-Report-Approved2.pdf>

The County has continuously been working to eliminate homelessness through affordable housing projects and in 2018, Los Angeles County was awarded and approved funding for 1,790 affordable housing units to eliminate homelessness. In February of 2019 the Los Angeles County Board of Supervisors approved over \$63.4 million to fund 10 affordable housing projects that will bring an additional 684 units. https://www.lacdc.org/docs/default-source/press-releases/press-release---nafa-24a-revised.pdf?sfvrsn=619c9ebd_0%27

TRANSPORTATION

Los Angeles County has a robust transportation system that faces the demands of an ever-growing population and workforce. There are several transit agencies working within the county to reduce travel time, enhance user experience and safety, and increase access and mobility of communities within Los Angeles County. The primary public transportation agency is the Los Angeles County Metropolitan transportation Authority (Metro) which aims

²⁴ <https://www.latimes.com/local/lanow/la-me-homeless-how-we-got-here-20180201-story.html>

to “provide a world-class transportation system that enhances quality of life for all who live, work and play within LA County.” Other key transportation agencies include Los Angeles County Department of Public Works, City of Los Angeles Department of Transportation, in addition to several local transit agencies.

Air Transportation

Los Angeles International Airport (LAX) is located in the City of Los Angeles. In 2018, LAX had a total of 87.5 million passengers making it the third busiest airport in the United States after O’Hare International in Chicago and Hartsfield-Jackson in Atlanta according to the Federal Aviation Administration. LAX is consistently ranked as one of the worst airports for long waits through security and immigration. In addition, to robust passenger transportation, LAX also supported over 2.3 million tons of air freight and nearly 110,000 tons of air mail in 2018.²⁵

LAX is undergoing a massive renovation through a \$14 billion Capital Improvement Program which aims to modernize the airport by 2023. Several projects have been completed as part of the modernization that began in 2009, including terminal renovations and connections, replacement of the Central Utility Plant, runway improvements, and completion of taxiways and taxi line. Most notably the program supported the construction of the new Tom Bradley International Terminal which increased the airport’s capacity by adding 18 new gates to the airport. Other projects are underway or expected to begin including additional concourse and terminal renovations as well as the Landside Access Modernization Program.

The Landside Access Modernization Program (LAMP) is a \$5.5 billion effort to improve access to LAX by 2023. LAMP includes an automated people mover that will provide seamless connections from LAX to the Metro Rail and other public transportation options, additional parking, and a consolidated car rental facility. Once completed, LAMP will help to mediate traffic congestion associated with travel to and from LAX.

In addition to LAX, the county is served by a number of general aviation airports including Brackett Field, Compton/Woodley, San Gabriel Valley, General William J. Fox and Whiteman.

²⁵ Los Angeles World Airports

Interstate and Other Roadways

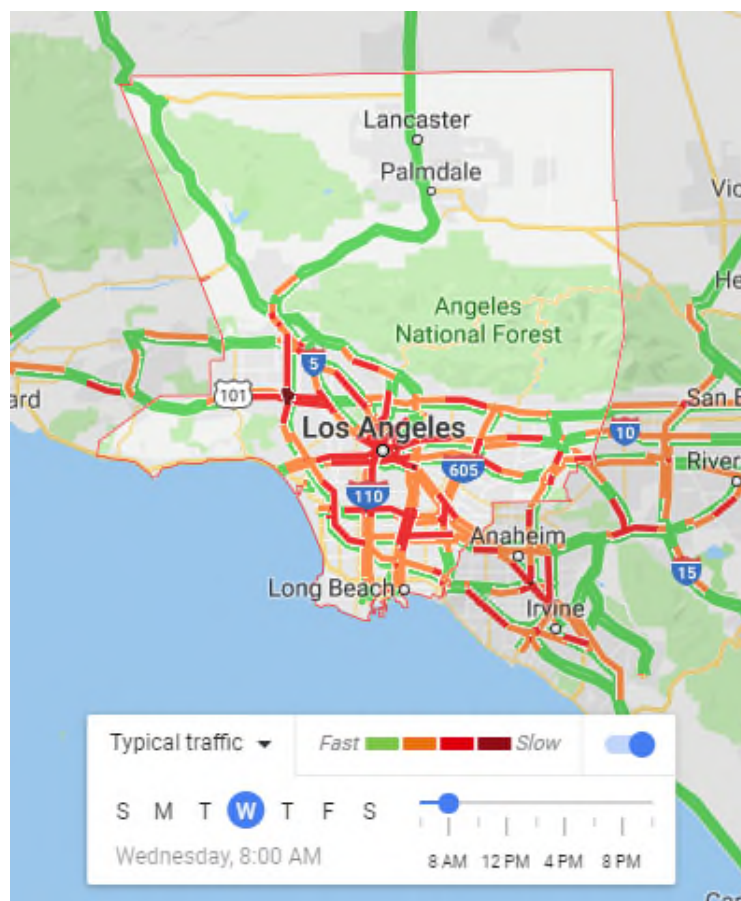
The vast majority of Los Angeles County residents use automobiles as their primary mode of transportation to work, with approximately 73.7% of workers 16 years and over driving alone to work and another 9.6% utilizing carpools. Mean commute time is estimated at just under 31 minutes.²⁶ Housing affordability has also placed increased pressure on private transportation as people are moving further away from high job concentration areas to areas with limited public transportation.

Metro's 2009 Long Range Transportation Plan estimates that population and employment growth could result in average traffic speeds dropping 16 miles per hour by 2040. There have been several initiatives to reduce congestion such as investments in the transportation system to provide alternative travel options including extending the metro rail system and creating 170 additional miles of carpool lanes.

Metro's most recent Congestion Management Program was adopted in 2010 with a goal to address the impact of local growth on the transportation system. The report illuminates the fact that Los Angeles County has a complex travel pattern in which freeways experience congestion in both directions during rush hour as commutes are unlike traditional commute patterns that focus traffic towards the central downtown. In 2017, Metro announced its decision to opt out of the Congestion Management Program and pursue future improvements in the Long Range Transportation Plan in a more cost-effective manner.

The Department of Public Work's Transportation Core Service Area oversees investment in the County's streets, highways and airports. As of 2013, approximately 84% of the major and secondary highways had good to excellent pavement conditions. Local street pavement condition was slightly less with 72% ranking as good or excellent condition.²⁷ Road closures announced by the County's Department of Public Works are often related to unsafe road conditions due to infrastructure and pavement issues, albeit rock slides and fires are also major contributors. Continuing to improve aging roadways and infrastructure will ensure public safety while reducing public works related congestion.

Google Traffic Map of Los Angeles County
During Weekday Morning Commute



²⁶ 2013 – 2017 American Community Survey 5-year estimates

²⁷ <https://dpw.lacounty.gov/landing/transportation.cfm>

Public Rail and Bus System

Los Angeles Metropolitan Transportation Authority, known as Metro, operates public transit bus, light rail, rail, and bus services within Los Angeles County. The Metro system is one of the largest in the nation with approximately 1.2 million daily boardings of which 360,000 are rail boardings across 102 miles of track and over 845,000 are bus boardings.²⁸

The Los Angeles Metro Rail includes two subway and four light rail lines that support 98 miles of service across 93 stations. In 2018, the annual Metro Rail ridership was estimated at 108 million.²⁹ Metro was recently awarded \$1.6 billion in federal funding to support the extension of the Metro Purple Line Extension which will serve downtown Beverly Hills and Century City. Three additional rail lines are under construction which has resulted in Metro renaming the lines from colors to letters. Ridership is projected to increase with the expansion of service by approximately 78,000 new daily trips on the Purple Line.³⁰

Metro is the primary bus operator in Los Angeles County with a total estimated ridership of approximately 276 million passengers traveling over 1.1 billion passenger miles in 2018. The Metro Rapid is a regional bus system with 400 miles of service through 35 cities and LA County. In 2017, the Metro Board adopted a comprehensive plan to create a 100% zero emission bus fleet by 2030.

In Los Angeles County, 6.3% of workers 16 years old and older use public transportation, whether it be rail or bus, to commute to work.³¹ This percentage is low due to a common conception that buses, and trains are consistently late.³² Additionally, lower gas prices have resulted in more people relying on personal motor vehicles. Public transit ridership increases when the economy is down, and less people can afford cars. In an effort to promote public transit ridership in the county, the Los Angeles Department of Transportation launched an app that allows riders to purchase and use fares as well as access real time information and trip planning tools in 2015.



²⁸ http://media.metro.net/projects_studies/lrtp/images/lrtp_orientation__context_frameworkapril_2018.pdf

²⁹ Metro

³⁰ <https://thesource.metro.net/2017/01/04/1-6-billion-in-federal-funding-secured-for-purple-line-extensions-second-phase/>

³¹ 2013 – 2017 American Community Survey 5-year estimates

³² <https://la.curbed.com/2016/5/12/11667292/los-angeles-metro-late>

The City of Los Angeles Transportation operates a smaller bus fleet within the City of Los Angeles called DASH. DASH has connections to Metro bus and rail lines and serves approximately 30 million boardings per year. Additionally, there are several county shuttles and local transportation services that serve the county.

There are a number of active planning efforts in place that aim to increase mobility, reduce public transit challenges, and improve the quality and experience of public transit ridership. Metro is currently updating their 2009 Long Range Transportation Plan which serves as the blueprint for Metro priority projects and investment. The Metro vision 2028 Plan aims to improve mobility within the County by 2028 by targeting mobility options, reducing wait times, improving travel speeds, and providing reliable convenient options to avoid congestion. Metro's Active Transportation Strategic Plan is a strategic planning process to increase walking, bicycling, and transit use in the County by improving first and last mile access and constructing active transportation facilities. Metro's NextGen Bus Study began in 2018 with the goal to improve serves to customers through an updated service plan schedule.

OTHER REGIONAL ASSETS

Port of Los Angeles and LA Waterfront

The Port of Los Angeles occupies 7,500 acres of land in San Pedro Bay. Located 20 miles from downtown Los Angeles the port features passenger and cargo terminals as well as warehouse facilities. Also referred to as America's Post, the port has been the nation's leading container port since 2000 and a model for sustainability, security, and social responsibility. The port supports jobs, commerce, and tourism throughout Southern California. In 2017, the Port handled 18% of the nation's container cargo and facilitated a total cargo load valued at \$284 billion. An estimated 1 million California jobs are related to operations at the Port of Los Angeles Port. Furthermore, one in nine jobs in the Southern California region are connected to the Port of Los Angeles and its neighboring Port of Long Beach.

Currently the Port is undergoing a 10-year, \$2.6 billion infrastructure investment to increase cargo efficiency and upgrades technologies. The renovations including deepening harbor channels, extending crane reach to increase the cargo load and reduce calls are anticipated.

The Port of Los Angeles also funds and maintains the LA Waterfront, a visitor destination that offers places to play, dine, shop and explore. Spanning over 400 acres, the LA Waterfront includes walking paths, open space and scenic views of the Port. The space hosts attractions and events drawing in residents and visitors alike. Events range from jazz concerts, to science exhibits, and Cirque de Soleil.

Museums and Art Galleries

Los Angeles County is rich in culture and history with museums and art galleries scattered throughout the county. Notable museums and art galleries within the county include the Los Angeles County Museum of Art, the Getty, the Hammer Museum, the Huntington Library, the Art Collections & Botanical Gardens, Petersen Automotive Museum, and the Natural History Museum. Acting both as tourist attractions and as a resource to residents, these assets work to preserve and educate visitors on a diverse spectrum of topics while enhancing quality of life in the county.

Colleges and Universities

Los Angeles County is home to a wealth of educational resources that offer a variety of degrees, training certificates, and workforce training skills. Colleges and universities include the University of California Los Angeles, the University of Southern California, California State University Los Angeles, Loyola Marymount University, and the New York Film Academy, just to name a few.

APPENDIX B: DISTRICT PROFILES

The following portion of the report provides a snapshot into the five districts that comprise Los Angeles County. The profile is intended to demonstrate demographic and industry trends in the context of regional economic trends in the county and across the country. These profiles can be used by the LACDA, in addition to the other EDC Partners, and district stakeholders to continue critical conversations about appropriate development for each district. Consistent and open communication among the EDC Partners throughout the implementation of the CEDS must occur for each District to realize the highest potential impact of the CEDS.

Each year after the finalization of the CEDS, an annual report will be prepared to monitor economic conditions and revisit the goal areas and objectives. This will be an opportunity for the LACDA to return to the EDC partners and the District Deputies to discuss ongoing needs, new developments, and improve communication channels throughout the year.

The District Offices can help the LACDA and the EDC partners in their pursuit of :

- Providing coordinated services that are responsive to clients' needs- businesses, workers, development community, and citizens,
- Sharing information, collecting District office input, and maintain progress through metrics so the County and partners can collectively be more responsive, and
- Regularly prioritizing actions, initiatives, policies, projects among partners.

SOCIOECONOMIC INDICATORS

Key socioeconomic indicators for District 1 are displayed in the figure to the right. As of 2018, District 1 had a population of approximately 2.1 million and 574,000 households. Historically the population grew at an annualized rate of 0.56% from 2010 to 2018 and is projected to continue growing at the same rate into 2023. Household growth slightly outpaced population growth over those time periods. Median age in District 1 is younger than the median age in Los Angeles County at 33.2 and 35.7, respectively. As of 2018, the median household income in District 1 was \$51,000, nearly \$12,000 lower than the median household income in Los Angeles County.

There are approximately 1.5 million jobs within District 1. Job growth increased by 4.7% from 2008 to 2018 and is projected to grow an additional 4.4% into 2028. As of 2018, the unemployment rate in District 1 was 5.1%. Current wages, salaries, and earnings per job are approximately \$56,000.

Compared to the other districts, District 1 has the lowest educational attainment with 6% of the population 25 years old and older having graduate degrees compared to upwards of 16% in other districts. District 1 is predominately Spanish speaking with 60% of the population over the age of 5 speaking Spanish at home. Nearly three quarters of District 1's population is of Hispanic Origin.

Figure 61: District 1 Key Socioeconomic Indicators

Indicator	District 1	Los Angeles County
Population, 2018	2,059,440	10,288,937
Annual Growth Rate, 2010 - 2018	0.56%	0.60%
Annual Growth Rate, 2018 - 2023	0.56%	0.54%
Number of Households, 2018	574,267	3,369,650
Annual Growth Rate, 2010 - 2018	0.58%	0.50%
Annual Growth Rate, 2018 - 2023	0.62%	0.30%
Median Age, 2018	33.2	35.7
Median Household Income, 2018	\$ 50,726	\$ 62,751
Unemployment Rate	5.1%	4.5%
Total Jobs, 2018	1,471,306	5,116,440
% Change in Employment 2008 - 2018	4.7%	6.9%
% Change in Employment 2018 - 2028	4.4%	6.2%
Current Wages, Salaries, & Proprietor Earnings	\$ 56,283	\$ 61,346
Educational Attainment, 2018		
High School Diploma or Equivalent	23%	20%
Some College and Associate's Degree	22%	26%
Bachelor's Degree	14%	21%
Graduate Degree	6%	11%
Language Spoken at Home of Population 5+, 2018		
English Only	25%	43%
Spanish	60%	39%
Other Indo-European	1%	5%
Asian-Pacific Island	14%	11%
Other	0%	1%
Population by Race/Ethnicity, 2018		
White Alone	45%	49%
Black Alone	0%	8%
American Indian Alone	1%	1%
Asian Alone	16%	15%
Pacific Islander Alone	0%	0%
Some Other Race Alone	34%	22%
Two or More Races	4%	5%
Hispanic Origin (among all races)	72%	49%
Diversity Index	86.4	86.7

Source: Esri, EMSI, U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

INDUSTRY AND OCCUPATIONS

The figure below displays the historic and projected growth across District 1's 2-digit industries. Between 2008 and 2018, District 1 experienced strong growth in the Health Care and Social Assistance industry, adding nearly 72,785 jobs for a growth rate of 57%. Growth for this industry is projected to continue into 2028, where the Health Care and Social Assistance industry can expect to gain over 49,000 jobs for a growth rate of 24%. From 2008 to 2018, there were several industries in District 1 that declined including Manufacturing, which shed 47,000 jobs for a decline of 26%.

Overall, District 1 has not experienced as strong job growth as the county as a whole. This trend is projected to continue into 2028.

Figure 62: District 1 2-Digit Industries, 2008 - 2028

NAICS	Description	2008 Jobs	2018 Jobs	2028 Jobs	2008 - 2018 Change	2008 - 2018 % Change	2018 - 2028 Change	2018 - 2028 % Change	Avg. Earnings Per Job	2018 LQ
11	Agriculture, Forestry, Fishing and Hunting	2,224	2,205	2,291	(19)	(0.9%)	86	3.9%	\$ 52,127	0.13
21	Mining, Quarrying, and Oil and Gas Extraction	933	307	190	(626)	(67.1%)	(117)	(38.1%)	\$133,723	0.05
22	Utilities	7,047	5,792	4,474	(1,255)	(17.8%)	(1,318)	(22.8%)	\$153,200	1.15
23	Construction	55,097	54,356	59,168	(741)	(1.3%)	4,812	8.9%	\$ 69,903	0.66
31	Manufacturing	184,998	137,871	98,934	(47,127)	(25.5%)	(38,937)	(28.2%)	\$ 74,224	1.19
42	Wholesale Trade	105,017	108,693	106,335	3,676	3.5%	(2,358)	(2.2%)	\$ 72,307	2.02
44	Retail Trade	122,786	125,855	130,233	3,069	2.5%	4,378	3.5%	\$ 43,281	0.85
48	Transportation and Warehousing	46,780	57,013	64,060	10,233	21.9%	7,047	12.4%	\$ 66,094	1.06
51	Information	19,085	15,663	13,882	(3,422)	(17.9%)	(1,781)	(11.4%)	\$124,045	0.58
52	Finance and Insurance	47,840	41,481	39,007	(6,359)	(13.3%)	(2,474)	(6.0%)	\$141,012	0.70
53	Real Estate and Rental and Leasing	20,056	22,141	23,937	2,085	10.4%	1,796	8.1%	\$ 76,461	0.89
54	Professional, Scientific, and Technical Services	72,301	77,291	82,309	4,990	6.9%	5,018	6.5%	\$109,278	0.80
55	Management of Companies and Enterprises	17,921	18,858	17,903	937	5.2%	(955)	(5.1%)	\$134,827	0.89
56	Administrative and Support and Waste Management and Remediation Services	83,073	86,488	87,736	3,415	4.1%	1,248	1.4%	\$ 47,677	0.94
61	Educational Services	44,898	55,873	63,786	10,975	24.4%	7,913	14.2%	\$ 58,887	1.48
62	Health Care and Social Assistance	128,643	201,428	250,588	72,785	56.6%	49,160	24.4%	\$ 57,109	1.08
71	Arts, Entertainment, and Recreation	26,071	31,885	35,693	5,814	22.3%	3,808	11.9%	\$ 96,183	1.25
72	Accommodation and Food Services	89,138	120,777	139,974	31,639	35.5%	19,197	15.9%	\$ 29,497	0.95
81	Other Services (except Public Administration)	80,050	66,542	68,266	(13,508)	(16.9%)	1,724	2.6%	\$ 39,614	0.96
90	Government	246,095	238,329	246,882	(7,766)	(3.2%)	8,553	3.6%	\$ 98,693	1.08
99	Unclassified Industry	4,714	2,459	461	(2,255)	(47.8%)	(1,998)	(81.3%)	\$ 97,436	1.69
District 1 Total		1,404,767	1,471,306	1,536,110	66,539	4.7%	64,804	4.4%	\$ 71,072	
Los Angeles County Total		4,786,854	5,116,440	5,436,904	329,586	6.9%	320,464	6.3%	\$ 74,096	

Source: EMSI

The fastest growth industries in District 1 are displayed in the figure below. Jobs in Individual and Family Services grew by the greatest number of jobs over the last decade, adding over 49,000 jobs. Current wages, salaries, and earnings for Individual and Family Services; Restaurants; and General Merchandise Stores, including Warehouse Clubs and Supercenters are considerably lower than the average for the district at \$56,000. Conversely, Outpatient Care Centers is a fast-growing industry with higher than average earnings of nearly \$76,000 per job.

Figure 63: District 1 Fastest Growing Industries, 2008 - 2018

NAICS	Industry	2018 Jobs	Change 2008 - 2018	Current Wages, Salaries, & Proprietor Earnings
6241	Individual and Family Services	60,769	49,094	\$ 19,891
7225	Restaurants and Other Eating Places	97,143	25,128	\$ 23,007
6214	Outpatient Care Centers	16,025	10,519	\$ 75,800
4523	General Merchandise Stores, including Warehouse Clubs and Supercenters	14,132	7,296	\$ 27,735
Total (All Jobs)		1,471,306	66,539	\$ 56,283

Source: EMSI

The projected fastest growing industries in selected sectors are displayed in Figure 64. At the 6-digit NAICS level, Services for the Elderly and Persons with Disabilities is projected to add the most jobs among industries in the four selected sectors between 2018 and 2028 (24,172).

Figure 64: District 1 Fastest Growing Projected Industries in Selected Sectors, 2018-2028

NAICS	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change
Health Care and Bioscience					
624120	Services for the Elderly and Persons with Disabilities	50,895	75,067	24,172	47%
621491	HMO Medical Centers	7,165	11,905	4,740	66%
621610	Home Health Care Services	6,946	10,857	3,911	56%
623110	Nursing Care Facilities (Skilled Nursing Facilities)	14,613	17,317	2,704	19%
District 1 Total Fastest Growing		79,619	115,146	35,527	45%
Los Angeles County Total Fastest Growing		344,239	503,063	158,824	46%
Tourism and Recreation					
722513	Limited-Service Restaurants	42,843	50,072	7,229	17%
722511	Full-Service Restaurants	44,489	49,538	5,049	11%
722515	Snack and Nonalcoholic Beverage Bars	8,523	11,300	2,777	33%
711310	Promoters of Performing Arts, Sports, and Similar Events with Facilities	3,065	4,312	1,247	41%
District 1 Total Fastest Growing		98,920	115,222	16,302	16%
Los Angeles County Total Fastest Growing		367,879	428,209	60,330	16%
Transportation and Warehousing					
481111	Scheduled Passenger Air Transportation	4,224	5,848	1,624	38%
492110	Couriers and Express Delivery Services	10,495	12,092	1,597	15%
485320	Limousine Service	1,751	2,415	664	38%
493110	General Warehousing and Storage	5,110	5,634	524	10%
District 1 Total Fastest Growing		21,580	25,988	4,409	20%
Los Angeles County Total Fastest Growing		82,791	105,504	22,713	27%
Professional, Scientific, and Technical					
541611	Administrative Management and General Management Consulting Services	5,313	7,115	1,802	34%
541110	Offices of Lawyers	19,141	20,452	1,311	7%
541614	Process, Physical Distribution, and Logistics Consulting Services	2,509	3,128	619	25%
541511	Custom Computer Programming Services	2,705	3,247	542	20%
District 1 Total Fastest Growing		29,669	33,942	4,274	14%
Los Angeles County Total Fastest Growing		116,128	135,499	19,371	17%
District 1 Total All Selected Sectors		513,591	597,019	83,428	16%
Los Angeles County Total All Selected Sectors		2,012,073	2,361,253	349,180	17%

Source: EMSI

The figure below displays the top four fastest growing occupations for District 1 between 2008 and 2018. Automation index for each industry is displayed as it captures an occupation's risk of being affected by automation using four measures: (1) percent of time spent on high-risk work, (2) percent of time of low-risk work, (3) number of high-risk jobs in compatible occupations, and (4) overall industry automation risk. A higher automation index is reflective of an occupation that is likely to be replaced by automation. Personal Care Aides is the fastest growing

occupation in District 1, expanding by 37,000 jobs between 2008 and 2018. Of the top growing occupations, Fast Food and Counter Workers are at the highest risk of being affected by automation with an automation index of 131.

Figure 65: District 1 Fastest Growing Occupations, 2008 - 2018

SOC	Occupation	2018 Jobs	Change 2008 - 2018	Automation Index
39-9020	Personal Care Aides	47,478	37,273	94
35-3020	Fast Food and Counter Workers	34,685	9,511	131
25-3090	Miscellaneous Teachers and Instructors	17,990	5,828	84
29-1140	Registered Nurses	24,719	5,498	85

Source: EMSI

CURRENT DEVELOPMENTS AND EMERGING CHALLENGES

This section describes several developments and emerging challenges in District 1. They are presented as illustrative examples for just a few projects and priorities that received recent media attention.

There are several developments in District 1 that align with the core priorities established by Supervisor Solis.

In terms of science and diversity advancements, the Cal Poly Pomona College of Science was awarded a \$1

million grant to support socio-economically disadvantaged scholars through a new program called the Scholars Program in Research, Education and Sciences (SPIRES). This program will provide 125 scholarships to enable scholars to learn career skills that will help them to exceed workplace expectations.³³ Furthermore, the college received a \$310,000 grant to promote, recruit, and retain underrepresented minority Science, Technology, Engineering, and Mathematics STEM faculty to the college - an effort that aims to promote education and diversity among minority groups.³⁴ Additionally, in late 2018 Axalta announced the opening of its Learning and Development Center, a training and learning facility dedicated to allowing customers and business partners to collaborate within the industrial wood coatings technology realm.³⁵

Figure 66: Cal Poly Pomona College of Sciences



Source: Cal Poly Pomona

³³ <https://inlandempire.us/cal-poly-pomona-awarded-1-million-nsf-grant-for-students/>

³⁴ <https://inlandempire.us/torres-announces-more-than-310000-nsf-grant-awarded-to-advance-minority-stem-faculty-at-cal-poly-pomona/>

³⁵ <https://www.prnewswire.com/news-releases/axalta-opens-new-wood-coatings-learning-and-development-center-in-pomona-california-300723137.html>

Developments in public parks include the \$44 million Albion Riverside Park opened in March of 2019. The six-acre park hosts athletic fields, fitness equipment, walking path, playgrounds, a picnic area, and a view of the river.³⁶ The project was awarded California's best landscape/urban development project in 2019.³⁷ Efforts to preserve acres of land and wildlife include deeming areas within the Puente-Chino Hills and foothills of the San Gabriel Mountains as "Significant Ecological Areas."³⁸

Figure 67: Albion Riverside Park



Source: LA Curbed

Supervisor Hilda Solis has fought for environmental justice issues within District 1. Recently, in August 2019 the East Los Angeles Sustainable Median Stormwater Capture Project was approved by the Board of Supervisors, which will work to improve stormwater quality in the Upper Los Angeles River Watershed through diverting storm water runoff. The project is anticipated to begin in Fall 2019 with completion that same winter. Supervisor Solis' efforts helped achieve \$31 million in funding for the project.³⁹

Aligning with District 1's emphasis on the arts, the Pomona Arts Colony is hosting an episode of the Fox Drama 9-1-1.⁴⁰ Roadways are temporarily closed down to accommodate for filming schedules. Another entertainment venture is the Fairplex campus, which is pushing for approval of six new music events. Concerns over noise, traffic, and waste removal have arisen as a result.⁴¹

In alignment with health and safety priorities, certain developments have been prohibited. For example, the Los Angeles County Board of Supervisors have opposed the expansion of Quemetco, a battery recycling plant located in District 1, due to health and safety concerns.⁴²

One of the key points in the District's overall economic development strategy has been the development and implementation of the East Los Angeles Entrepreneur Center. Opened on January 22, 2020, the East Los Angeles Entrepreneur Center is a service offered by the Los Angeles County Department of Consumer and Business Affairs (DCBA) that assists prospective business owners to successfully open and grow their small businesses in the unincorporated areas of the County. The Entrepreneur Center provides:

- Business Start-up Assistance and Resources
- Business Development Workshops
- Access to Capital
- Navigating Permits / Licenses
- One-on-one Business Counseling

³⁶ <https://urbanize.la/post/44-million-albion-riverside-park-completed-lincoln-heights>

³⁷ <https://www.enr.com/blogs/12-california-views/post/47258-judges-select-enr-californias-2019-best-projects-award-winners>

³⁸ <https://www.sgytribune.com/2019/05/30/thousands-of-acres-in-la-county-may-see-limited-development-heres-where/>

³⁹ <https://hildalsolis.org/board-of-supervisors-approve-31-million-for-the-sustainable-median-stormwater-capture-project-in-east-la/>

⁴⁰ <https://www.dailybulletin.com/2019/07/30/made-for-tv-tsunami-hits-downtown-pomona/>

⁴¹ <https://www.dailybulletin.com/2019/05/04/pomona-fairplex-look-to-ink-planning-deal-soon/>

⁴² <https://www.sgytribune.com/2019/02/19/on-quemetco-plant-expansion-a-unanimous-thumbs-down-vote-from-la-county-board-of-supervisors/>

- Succession planning

Additionally, DCBA has engaged several partners that provide the following services:

Small Business Development Centers (SBDC) provides one-on-one consulting sessions to startups and existing businesses at no cost. They offer online and in-class style workshops on business planning; creating financial projections; social media and marketing; licenses and permits; and more. Clients can also get help with loan packaging.

Inclusive Action for the City is a community development organization that specializes in advocacy and economic development in low-income, urban neighborhoods. They provide business related coaching and workshops, and microloans to small business owners with limited access to capital.

Bet Tzedek Legal Services' Small Business Development Project invests in entrepreneurs by providing free representation on legal issues such as Entity Formation, Commercial Real Estate, Intellectual Property Employment Law, Contracts, Licenses and Permits, and other business law issues.

Opportunity Fund is a nonprofit social enterprise CDFI micro-lender helping families through microlending and micro savings. They provide access to capital ranging from \$2,600 to \$250,000 and do not have a minimum credit score requirement, but only lend to applicants who can prove their ability to repay the loan. They provide loan and budget counseling to ensure the client stays viable.

The Workforce Development division at the L.A. County Department of Workforce Development, Aging and Community Services (WDACS) oversees the L.A. County America's Job Centers of California (AJCCs), which provide services to businesses and job seekers. Services include business advisory; layoff aversion and management; recruiting and hiring; and funding for training new or current employees.

Permit Panel will be offered on the second Wednesday of each month for applicants to ask questions on permits and zoning regulations. Staff from L.A. County's Regional Planning, Public Works Building and Safety, and Public Health's Environmental Health Division are present to provide technical assistance.

DISTRICT 2 SNAP SHOT

District 2 is the smallest and most densely populated district at 162 square miles. The District extends north to include the East Hollywood community of the City of Los Angeles and south to Carson. In total, District 2 includes 9 cities. Mark Ridley-Thomas has represented Angeles County's Board of Supervisors since 2008. District 2's priorities include addressing the homeless crisis, healthcare services, affordable housing, transportation infrastructure, economic development, children and families services, workforce development, community development, open space and public safety.

Figure 68: Map of District 2

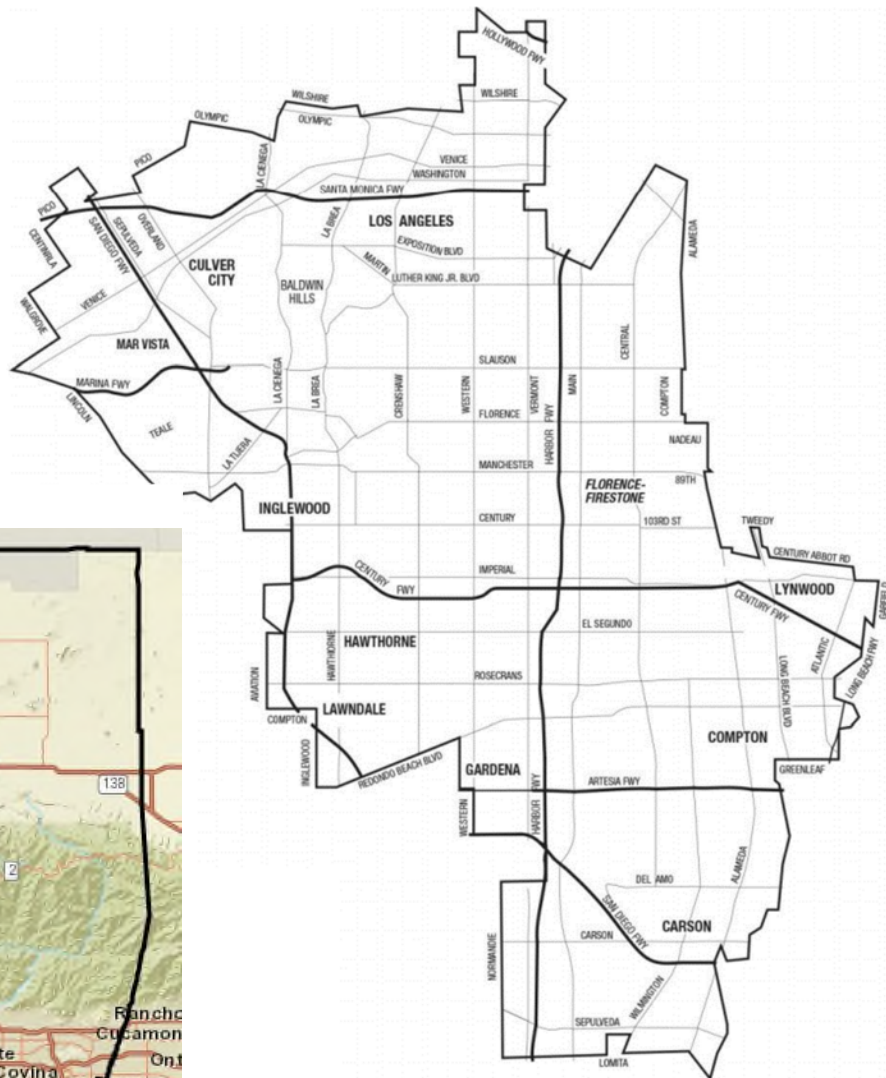


Figure 69: Map of District 2 within Los Angeles County



Source: Esri

Source: LA County Citizens Guide August 2017

SOCIOECONOMIC INDICATORS

The figure to the right displays the key socioeconomic indicators for District 2. As of 2018, there were approximately 2.1 million people across 642,000 households in District 2. From 2010 to 2018, the population grew at an annual rate of 0.58% while households grew at 0.48%. Looking forward to 2023, population growth rate is projected to decline slightly to an annualized rate of 0.55% while household growth will remain the same at 0.48% per year. The median age for District 2 is most similar to District 1 at 33.1 and 33.2, respectively, and younger than the median age for Los Angeles County at 35.7. As of 2018, the median household income in District 2 was \$48,000, making it the lowest out of five districts.

There are approximately 1.4 million jobs within District 2. Over the last ten years, from 2008 to 2018, employment increased by 9.0% in District 2. Job growth is projected to continue, expanding by 6.0% by 2028. Despite a relatively low median household income, current wages, salaries, and proprietor earnings per job are high at nearly \$61,000.

Approximately 16% of District 2's population has a bachelor's degree and an additional 8% have graduate degrees. The primary language spoken at home is Spanish at 51% of the population. English only speakers are the second most common at 39%. The diversity index of 91.8 indicates a highly diverse population.

Figure 70: District 2 Key Socioeconomic Indicators

Indicator	District 2	Los Angeles County
Population, 2018	2,073,354	10,288,937
Annual Growth Rate, 2010 - 2018	0.58%	0.60%
Annual Growth Rate, 2018 - 2023	0.55%	0.54%
Number of Households, 2018	641,855	3,369,650
Annual Growth Rate, 2010 - 2018	0.48%	0.50%
Annual Growth Rate, 2018 - 2023	0.48%	0.30%
Median Age, 2018	33.1	35.7
Median Household Income, 2018	\$ 47,693	\$ 62,751
Unemployment Rate	5.3%	4.5%
Total Jobs, 2018	1,360,420	5,116,440
% Change in Employment 2008 - 2018	9.0%	6.9%
% Change in Employment 2018 - 2028	6.0%	6.2%
Current Wages, Salaries, & Proprietor Earnings	\$ 61,059	\$ 61,346
Educational Attainment, 2018		
High School Diploma or Equivalent	22%	20%
Some College and Associate's Degree	25%	26%
Bachelor's Degree	16%	21%
Graduate Degree	8%	11%
Language Spoken at Home of Population 5+, 2018		
English Only	39%	43%
Spanish	51%	39%
Other Indo-European	2%	5%
Asian-Pacific Island	7%	11%
Other	1%	1%
Population by Race/Ethnicity, 2018		
White Alone	32%	49%
Black Alone	1%	8%
American Indian Alone	1%	1%
Asian Alone	10%	15%
Pacific Islander Alone	0%	0%
Some Other Race Alone	52%	22%
Two or More Races	5%	5%
Hispanic Origin (among all races)	56%	49%
Diversity Index	91.8	86.7

Source: Esri, EMSI, U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

INDUSTRY AND OCCUPATIONS

The figure below is an industry overview for District 2 by 2-digit NAICS. From 2008 to 2018, several industries expanded including Health Care and Social assistance which added nearly 80,000 jobs, expanding the industry as a whole by 82%. Health Care and Social Assistance is anticipated to lead job growth into 2028, adding an additional 52,000 jobs for a growth of 29%. Manufacturing suffered a major industry decline losing 40,000 jobs between 2008 and 2018 and is projected to continue declining. Overall, District 2 has shown strong historical job growth compared to the county but is projected to lag slightly in terms of percentage of jobs added between 2018 and 2028.

Figure 71: District 2 2-Digit Industries, 2008 - 2028

NAICS	Description	2008 Jobs	2018 Jobs	2028 Jobs	2008 - 2018 Change	2008 - 2018 % Change	2018 - 2028 Change	2018 - 2028 % Change	Avg. Earnings Per Job	2018 LQ
11	Agriculture, Forestry, Fishing and Hunting	2,006	2,064	2,200	58	3.0%	136	7.0%	\$ 52,477	0.13
21	Mining, Quarrying, and Oil and Gas Extraction	1,225	815	775	(410)	(33.0%)	(40)	(5.0%)	\$106,767	0.14
22	Utilities	3,834	2,976	2,262	(858)	(22.0%)	(714)	(24.0%)	\$156,501	0.64
23	Construction	52,044	51,182	55,110	(862)	(2.0%)	3,928	8.0%	\$ 64,786	0.67
31	Manufacturing	170,964	131,175	97,231	(39,789)	(23.0%)	(33,944)	(26.0%)	\$ 95,075	1.22
42	Wholesale Trade	78,586	79,407	76,273	821	1.0%	(3,134)	(4.0%)	\$ 73,427	1.59
44	Retail Trade	108,755	112,209	118,201	3,454	3.0%	5,992	5.0%	\$ 42,024	0.82
48	Transportation and Warehousing	68,867	97,089	117,813	28,222	41.0%	20,724	21.0%	\$ 81,280	1.95
51	Information	72,971	73,658	70,814	687	1.0%	(2,844)	(4.0%)	\$147,633	2.97
52	Finance and Insurance	27,467	24,447	22,767	(3,020)	(11.0%)	(1,680)	(7.0%)	\$144,616	0.45
53	Real Estate and Rental and Leasing	28,196	30,872	33,522	2,676	9.0%	2,650	9.0%	\$ 71,646	1.35
54	Professional, Scientific, and Technical Services	89,921	98,018	105,749	8,097	9.0%	7,731	8.0%	\$111,648	1.10
55	Management of Companies and Enterprises	19,067	20,008	18,939	941	5.0%	(1,069)	(5.0%)	\$137,081	1.02
56	Administrative and Support and Waste Management and Remediation Services	81,999	87,017	89,351	5,018	6.0%	2,334	3.0%	\$ 47,492	1.02
61	Educational Services	35,014	45,275	52,290	10,261	29.0%	7,015	15.0%	\$ 54,981	1.30
62	Health Care and Social Assistance	97,885	177,726	229,560	79,841	82.0%	51,834	29.0%	\$ 51,261	1.03
71	Arts, Entertainment, and Recreation	21,086	30,350	35,133	9,264	44.0%	4,783	16.0%	\$105,667	1.29
72	Accommodation and Food Services	88,644	117,077	134,411	28,433	32.0%	17,334	15.0%	\$ 30,344	1.00
81	Other Services (except Public Administration)	83,598	66,894	68,220	(16,704)	(20.0%)	1,326	2.0%	\$ 37,068	1.04
90	Government	111,325	109,788	113,519	(1,537)	(1.0%)	3,731	3.0%	\$112,093	0.54
99	Unclassified Industry	4,549	2,373	445	(2,176)	(48.0%)	(1,928)	(81.0%)	\$ 97,436	1.76
District 2 Total		1,248,004	1,360,420	1,444,583	112,416	9.0%	84,163	6.0%	\$ 75,493	
Los Angeles County Total		4,786,854	5,116,440	5,436,904	329,586	6.9%	320,464	6.3%	\$ 74,096	

Source: EMSI

The figures below display the fastest growing industries and occupations for District 2. Similar to District 1, the top growing industries are Individual and Family Services; Restaurants and Other Eating Places; and Outpatient Care Centers. District 2's growth in the Individual and Family Services industry accounted for over half of the job growth in the district, adding 57,000 of the 112,000 jobs. Current wages, salaries, and earnings for two of the four fastest growing industries fall well below average earnings for the district at \$61,000.

Figure 72: District 2 Fastest Growing Industries, 2008 - 2018

NAICS	Industry	2018 Jobs	Change 2008 - 2018	Current Wages, Salaries, & Proprietor Earnings
6241	Individual and Family Services	67,444	56,671	\$ 18,862
7225	Restaurants and Other Eating Places	89,149	23,076	\$ 23,074
6214	Outpatient Care Centers	15,892	10,987	\$ 79,779
4811	Scheduled Air Transportation	26,625	10,753	\$ 101,637
Total (All Jobs)		1,360,420	112,416	\$ 61,059

Source: EMSI

The figure below displays the fastest projected growing industries in the selected sectors from 2018 to 2028. Services for the Elderly and Persons with Disabilities, Limited-Service Restaurants, Scheduled Passenger Air Transportation, and Marketing Consulting Services are projected to add the most jobs to the Health Care and Bioscience, Tourism, Transportation and Warehousing, and Professional, Scientific, and Technical sectors, respectively.

Figure 73: District 2 Projected Fastest Growing Industries in Selected Sectors, 2018-2028

NAICS	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change
Health Care and Bioscience					
624120	Services for the Elderly and Persons with Disabilities	58,844	87,499	28,655	49%
621491	HMO Medical Centers	8,453	14,171	5,718	68%
621610	Home Health Care Services	8,421	12,888	4,467	53%
623110	Nursing Care Facilities (Skilled Nursing Facilities)	13,456	15,752	2,296	17%
District 2 Total Fastest Growing		89,173	130,309	41,136	46%
Los Angeles County Total Fastest Growing		344,239	503,063	158,824	46%
Tourism and Recreation					
722513	Limited-Service Restaurants	38,902	45,467	6,565	17%
722511	Full-Service Restaurants	42,000	46,769	4,769	11%
722515	Snack and Nonalcoholic Beverage Bars	7,595	10,074	2,479	33%
721110	Hotels (except Casino Hotels) and Motels	12,616	13,825	1,209	10%
District 2 Total Fastest Growing		101,114	116,135	15,022	15%
Los Angeles County Total Fastest Growing		409,620	472,389	62,769	15%
Transportation and Warehousing					
481111	Scheduled Passenger Air Transportation	26,259	36,354	10,095	38%
488119	Other Airport Operations	9,547	12,748	3,201	34%
485320	Limousine Service	4,183	5,772	1,589	38%
492110	Couriers and Express Delivery Services	9,129	10,517	1,388	15%
District 2 Total Fastest Growing		49,118	65,391	16,273	33%
Los Angeles County Total Fastest Growing		75,498	98,892	23,394	31%
Professional, Scientific, and Technical					
541613	Marketing Consulting Services	5,372	7,576	2,204	41%
541611	Administrative Management and General Management Consulting Services	5,407	7,240	1,833	34%
541511	Custom Computer Programming Services	9,047	10,854	1,807	20%
541110	Offices of Lawyers	12,871	13,749	878	7%
District 2 Total Fastest Growing		32,697	39,419	6,722	21%
Los Angeles County Total Fastest Growing		121,758	144,765	23,007	19%
District 2 Total All Selected Sectors		513,591	597,019	83,428	16%
Los Angeles County Total All Selected Sectors		2,012,073	2,361,253	349,180	17%

Source: EMSI

The top four fastest growing occupations for District 2 between 2008 and 2018 are shown in the figure below along with their respective automation index. Automation index captures an occupation's risk of being affected by automation using four measures: (1) percent of time spent on high-risk work, (2) percent of time of low-risk work, (3) number of high-risk jobs in compatible occupations, and (4) overall industry automation risk. A higher automation index is reflective of an occupation that is likely to be replaced by automation. The top growing occupation in District 2 is Personal Care Aides, which expanded by 42,000 between 2008 and 2018. Two of the top four growing occupations have automation indices above 100; Fast Food and Counter Workers (131) and Laborers and Material Movers, Hand (119). Of the top growing occupations, these are the most likely to be at risk of automation.

Figure 74: District 2 Fastest Growing Occupations, 2008 - 2018

SOC	Occupation	2018 Jobs	Change 2008 - 2018	Automation Index
39-9020	Personal Care Aides	53,002	41,752	94
35-3020	Fast Food and Counter Workers	30,005	8,925	131
53-7060	Laborers and Material Movers, Hand	48,669	5,253	119
53-2030	Flight Attendants	9,766	5,042	97

Source: EMSI

CURRENT DEVELOPMENTS AND EMERGING CHALLENGES

This section describes several developments and emerging challenges in District 2. They are presented as illustrative examples for just a few projects and priorities that received recent media attention.

Many of the recent developments coincide with one or more of the District's priorities of addressing homelessness, improving healthcare, the environment, economic development, children and families, and public safety.

One of the largest developments in District 2 is the \$2.6 billion LA Rams NFL stadium on a 300-acre property in Inglewood that was once the Hollywood Park racetrack. The stadium is set to open in the summer of 2020 and is estimated to employ 3,000 workers. A new neighborhood will accompany the stadium and include shops, restaurants, a hotel, parks, a lake, and 2,500 residential units. The stadium will host the Super Bowl LVI in February 2022, which will result in a significant economic impact on the local and regional economy.⁴³

Other significant developments include the recently completed Banc of California Stadium in Exposition Park for the Los Angeles Football Club, and the new Lucas Museum of Narrative Art currently under construction.

Major transit infrastructure improvements include the extension of Metro's Expo Line from downtown Los Angeles to Santa Monica and the new Crenshaw/LAX line connecting the Expo line to the Los Angeles World Airports and the Metro Green line to the south.

Recently, the Century Boulevard Extension from Grape Street to Alameda Street was awarded one of California's best highway/bridge projects for 2019.⁴⁴ The project extended Century Boulevard through the Jordan Downs Urban

Figure 75: New NFL Stadium in Inglewood, CA



Source: LA Times

⁴³ <https://la.curbed.com/2019/4/16/18410483/nfl-stadium-inglewood-los-angeles-rams-chargers-construction>

⁴⁴ <https://www.enr.com/blogs/12-california-views/post/47258-judges-select-enr-californias-2019-best-projects-award-winners>

Village area to provide a main thoroughfare within the area which, when complete, aims to be a mixed-use, economically diverse, transit-oriented development for an underserved population. Inglewood has recently adopted a rent control policy to prevent landlords from increasing rents more than 5% (in some cases 8%) each year. The historically black and Latino community has faced ever increasing rents, which have been attributed to the gentrification taking place throughout LA County.⁴⁵

Affordable housing and housing for the homeless are a major priority for the Second District. Since 2008, 6,300 interim housing units and about 4,000 supportive housing beds have been built for people experiencing homelessness. In the pipeline are 1,200 interim housing units and 4,900 supportive housing beds.

Examples of the many affordable housing developments in the District include the recently completed the Gateway at Willowbrook, an affordable housing community targeted towards seniors in Willowbrook. The development includes 105-units with 22 units reserved for formerly homeless individuals. The Fairview Heights Apartments, currently under construction, located at the Fairview Heights Transit Station on the Crenshaw/LAX Transit Line in Inglewood with 101 one-, two-, and three-bedroom apartments including 50 supportive housing units for formerly homeless persons.⁴⁶

Other public safety and community development initiatives include the \$70 million renovation of Willowbrook's Magic Johnson park which will provide an event center for community gatherings, kids play areas, and a possible museum of art, the Carol Kimmelman Athletic and Academic Campus, envisioned as one of the largest sports and education complexes for underserved youth and families in the South Bay, South LA, and surrounding communities, and the construction a pedestrian bridge over La Cienega Boulevard to create the final link in the 13-mile Park to Playa trail that would stretch from the Baldwin Hills to the Pacific Ocean when completed in 2020.⁴⁷

Access to quality health care has been a major focus of the 2nd District with the construction of a new, nonprofit community hospital in addition to a new County-operated outpatient center on the MLK Medical Campus in Willowbrook. Other projects underway on the MLK Campus include a privately financed medical office building, and a pioneering 500,000 SF behavior health center.

Biosciences is a major focus in District 2. The Lundquist Institute (formerly LA BioMed), an independent 67-year non-profit research organization, is located on the Harbor-UCLA Medical Center Campus. The Lundquist Institute works in partnership with the Medical Center to find cost effective solutions to health problems and promote wellness in the community.⁴⁸

Additionally, in 2018 the Lundquist Institute completed a new 78,000 SF research facility that includes a 20,000 SF bioscience incubator and has plans to develop the Bioscience Tech Park on 15-20 acres on the Medical Campus on land owned by the County. This will be developed in phases in concert with the County's \$1.9 billion investment in a new outpatient facility and a new county hospital slated to open in 2026.

⁴⁵ <https://la.curbed.com/2019/6/12/18661454/inglewood-rent-control-approved>

⁴⁶ <https://ktla.com/2019/02/06/the-gateway-a-new-low-income-housing-facility/>

⁴⁷ <https://la.curbed.com/2019/3/8/18256280/magic-johnson-park-willowbrook-renovations-begin>

⁴⁸ <https://labiomed.org/about-us>

DISTRICT 3 SNAP SHOT

District 3 encompasses 431 square miles and includes the 10 cities of Agoura Hills, Beverly Hills, Calabasas, Hidden Hills, Malibu, San Fernando, Santa Monica, West Hollywood, Westlake Village, and a portion of Los Angeles. A prominent employer within District 3 is Northrop Grumman, which is a global aerospace and defense technology company. The Los Angeles County Museum of Arts is located within District 3 and serves as an economic and cultural asset for the community.

Since 2014, Shelia Kuehl has served as the Supervisor for District 3. Key priorities for the Third District include quality of life, criminal justice reform, homelessness and housing, families and children, as well as environment and arts.

Figure 76: Map of District 3 within Los Angeles County



Source: Esri

Figure 77: Map of District 3



Source: Shelia Kuehl District 3

SOCIOECONOMIC INDICATORS

The figure on the right displays the key socioeconomic indicators for District 3. In 2018 the district had a population of approximately 2.1 million and 777,000 households. The population and number of households grew at an annualized rate of 0.63% and 0.52%, respectively, over the timeframe from 2010 to 2018. Both population and households are projected to continue growing into 2023, at an annualized rate of 0.60% and 0.53%. District 3 has a median age of 37.1, making it older on average than Los Angeles County, which has a median age of 35.7. As of 2018, the median household income in District 3 was \$71,000.

In 2018 there were nearly 1.6 million jobs throughout District 3. The number of district jobs grew by 9.0% from 2008 to 2018 and is projected to grow another 7.0% by 2028. An unemployment rate of 4.4% ranks District 3 in the middle of other districts in terms of proportion of population that is unemployed. Current wages, salaries, and earnings across all jobs in District 3 is approximately \$63,000 per job.

Of the five districts, District 3 has the highest proportion of residents aged 25 and older with graduate degrees at 16%. Furthermore, an additional 28% have a bachelor's degree as the highest degree obtained.

Under half (47%) of people over the age of 5 speak English only within their homes. A third of the population speaks Spanish, 11% speak other Indo-European languages, and 7% speak Asian-Pacific languages. District 3 is predominately white with 62% of the population identifying as white alone. There is minimal presence of Black, American Indian, Pacific Islander, or people of two or more races. This is reflective of a low diversity index of 79.5, the lowest among the five districts.

Figure 78: District 3 Key Socioeconomic Indicators

Indicator	District 3	Los Angeles County
Population, 2018	2,060,629	10,288,937
Annual Growth Rate, 2010 - 2018	0.63%	0.60%
Annual Growth Rate, 2018 - 2023	0.60%	0.54%
Number of Households, 2018	776,750	3,369,650
Annual Growth Rate, 2010 - 2018	0.52%	0.50%
Annual Growth Rate, 2018 - 2023	0.53%	0.30%
Median Age, 2018	37.1	35.7
Median Household Income, 2018	\$ 70,792	\$ 62,751
Unemployment Rate	4.4%	4.5%
Total Jobs, 2018	1,596,563	5,116,440
% Change in Employment 2008 - 2018	9.0%	6.9%
% Change in Employment 2018 - 2028	7.0%	6.2%
Current Wages, Salaries, & Proprietor Earnings	\$ 62,630	\$ 61,346
Educational Attainment, 2018		
High School Diploma or Equivalent	17%	20%
Some College and Associate's Degree	23%	26%
Bachelor's Degree	28%	21%
Graduate Degree	16%	11%
Language Spoken at Home of Population 5+, 2018		
English Only	47%	43%
Spanish	33%	39%
Other Indo-European	11%	5%
Asian-Pacific Island	7%	11%
Other	2%	1%
Population by Race/Ethnicity, 2018		
White Alone	62%	49%
Black Alone	0%	8%
American Indian Alone	0%	1%
Asian Alone	11%	15%
Pacific Islander Alone	0%	0%
Some Other Race Alone	22%	22%
Two or More Races	5%	5%
Hispanic Origin (among all races)	39%	49%
Diversity Index	79.5	86.7

Source: Esri, EMSI, U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

INDUSTRY AND OCCUPATIONS

Overall, District 3 outpaced Los Angeles County in terms of job growth between 2008 and 2018 at 9%, compared to 7%, county-wide. Looking forward to 2028, District will continue to add jobs at a faster rate than the county. Between

2008 and 2018, there were several industries in District 3 that experienced an overall decline in jobs. Major job losses occurred in Other Services (except Public Administration) (decline of 35,000 jobs) and Manufacturing (decline of 14,000 jobs). District 3 was the only district that did not experience a decline in Government jobs between 2008 and 2018. During that same time period, Health Care and Social Assistance grew by 71% adding nearly 105,000 jobs. Looking forward into 2028, Health Care and Social Assistance is projected to lead job growth with 68,000 jobs (27%).

Figure 79: District 3 2-Digit Industries, 2008 - 2028

NAICS	Description	2008 Jobs	2018 Jobs	2028 Jobs	2008 - 2018 Change	2008 - 2018 % Change	2018 - 2028 Change	2018 - 2028 % Change	Avg. Earnings Per Job	2018 LQ
11	Agriculture, Forestry, Fishing and Hunting	2,969	1,758	917	(1,211)	(41.0%)	(841)	(48.0%)	\$ 51,977	0.09
21	Mining, Quarrying, and Oil and Gas Extraction	549	108	41	(441)	(80.0%)	(67)	(62.0%)	\$148,473	0.02
22	Utilities	1,499	1,249	1,068	(250)	(17.0%)	(181)	(14.0%)	\$151,646	0.23
23	Construction	66,478	65,555	71,012	(923)	(1.0%)	5,457	8.0%	\$ 61,973	0.73
31	Manufacturing	68,786	54,721	42,793	(14,065)	(20.0%)	(11,928)	(22.0%)	\$ 85,852	0.43
42	Wholesale Trade	37,671	35,200	31,912	(2,471)	(7.0%)	(3,288)	(9.0%)	\$ 77,492	0.60
44	Retail Trade	139,056	137,369	139,310	(1,687)	(1.0%)	1,941	1.0%	\$ 43,157	0.86
48	Transportation and Warehousing	17,943	25,813	30,016	7,870	44.0%	4,203	16.0%	\$ 58,666	0.44
51	Information	126,719	127,347	124,132	628	0.0%	(3,215)	(3.0%)	\$149,574	4.37
52	Finance and Insurance	67,123	60,515	57,997	(6,608)	(10.0%)	(2,518)	(4.0%)	\$155,231	0.94
53	Real Estate and Rental and Leasing	46,718	49,814	54,605	3,096	7.0%	4,791	10.0%	\$ 76,273	1.85
54	Professional, Scientific, and Technical Services	140,701	153,475	163,286	12,774	9.0%	9,811	6.0%	\$111,563	1.47
55	Management of Companies and Enterprises	16,146	16,817	15,826	671	4.0%	(991)	(6.0%)	\$141,503	0.73
56	Administrative and Support and Waste Management and Remediation Services	96,788	98,734	98,727	1,946	2.0%	(7)	0.0%	\$ 51,240	0.99
61	Educational Services	40,156	52,307	60,498	12,151	30.0%	8,191	16.0%	\$ 50,862	1.28
62	Health Care and Social Assistance	146,862	251,711	319,667	104,849	71.0%	67,956	27.0%	\$ 53,017	1.24
71	Arts, Entertainment, and Recreation	55,181	69,831	75,411	14,650	27.0%	5,580	8.0%	\$109,617	2.53
72	Accommodation and Food Services	121,836	161,361	185,195	39,525	32.0%	23,834	15.0%	\$ 30,770	1.17
81	Other Services (except Public Administration)	144,526	109,732	113,394	(34,794)	(24.0%)	3,662	3.0%	\$ 34,344	1.45
90	Government	117,614	120,415	124,985	2,801	2.0%	4,570	4.0%	\$103,791	0.50
99	Unclassified Industry	5,238	2,732	512	(2,506)	(48.0%)	(2,220)	(81.0%)	\$ 97,436	1.73
District 3 Total		1,460,561	1,596,563	1,711,302	136,002	9.0%	114,739	7.0%	\$ 75,905	
Los Angeles County Total		4,786,854	5,116,440	5,436,904	329,586	6.9%	320,464	6.3%	\$ 74,096	

Source: EMSI

The fastest growing industries in District 3 are displayed in the figure below. The Individual and Family Services industry drove employment growth in the district between 2008 and 2018. During that time frame, Individual and Family Services added 78,000 of the 128,000 new jobs in District 3. Current wages, salaries, and earnings in this industry fall well below the average across all jobs at \$18,000 and \$63,000 respectively. Of the top growing occupations, Outpatient Care Centers had the highest current wages, salaries, and earnings at \$72,000.

Figure 80: District 3 Fastest Growing Industries, 2008 - 2018

NAICS	Industry	2018 Jobs	Change 2008 - 2018	Current Wages, Salaries, & Proprietor Earnings
6241	Individual and Family Services	88,721	78,019	\$ 17,580
7225	Restaurants and Other Eating Places	126,099	32,210	\$ 23,728
6214	Outpatient Care Centers	13,207	8,239	\$ 71,850
6111	Elementary and Secondary Schools	19,885	6,604	\$ 43,586
Total (All Jobs)		1,596,563	136,002	\$ 62,630

Source: EMSI

Figure 81 displays the projected fastest growing industries in the selected sectors. Like in the other districts, the Services for the Elderly and Persons with Disabilities is the largest and fastest growing industry at the 6-digit NAICS level. This industry will add nearly 40,000 jobs to District 3 from 2018 to 2028.

Figure 81: District 3 Projected Fastest Growing Industries in Selected Sectors, 2018-2028

NAICS	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change
Health Care and Bioscience					
624120	Services for the Elderly and Persons with Disabilities	81,908	121,796	39,888	49%
621610	Home Health Care Services	12,684	19,408	6,724	53%
621491	HMO Medical Centers	4,726	7,924	3,198	68%
622110	General Medical and Surgical Hospitals	35,810	38,213	2,403	7%
District 3 Total Fastest Growing		135,128	187,340	52,213	39%
Los Angeles County Total Fastest Growing		409,290	566,203	156,913	38%
Tourism and Recreation					
722511	Full-Service Restaurants	72,922	81,204	8,282	11%
722513	Limited-Service Restaurants	40,890	47,791	6,901	17%
722515	Snack and Nonalcoholic Beverage Bars	11,914	15,796	3,882	33%
721110	Hotels (except Casino Hotels) and Motels	20,755	22,743	1,988	10%
District 3 Total Fastest Growing		146,480	167,534	21,053	14%
Los Angeles County Total Fastest Growing		409,620	472,389	62,769	15%
Transportation and Warehousing					
485320	Limousine Service	4,706	6,489	1,783	38%
492110	Couriers and Express Delivery Services	3,807	4,386	579	15%
488190	Other Support Activities for Air Transportation	1,910	2,351	441	23%
485310	Taxi Service	1,301	1,695	394	30%
District 3 Total Fastest Growing		11,724	14,922	3,197	27%
Los Angeles County Total Fastest Growing		40,758	49,605	8,847	22%
Professional, Scientific, and Technical					
541613	Marketing Consulting Services	7,403	10,439	3,036	41%
541511	Custom Computer Programming Services	11,715	14,053	2,338	20%
541611	Administrative Management and General Management Consulting Services	6,355	8,512	2,157	34%
541110	Offices of Lawyers	30,506	32,588	2,082	7%
District 3 Total Fastest Growing		55,979	65,592	9,613	17%
Los Angeles County Total Fastest Growing		121,758	144,765	23,007	19%
District 3 Total All Selected Sectors		513,591	597,019	83,428	16%
Los Angeles County Total All Selected Sectors		2,012,073	2,361,253	349,180	17%

Source: EMSI

Fastest growing occupations in District 3 are displayed below with their automation index to measure the occupation's risk of being affected by automation. Automation index uses four measures: (1) percent of time spent on high-risk work, (2) percent of time of low-risk work, (3) number of high-risk jobs in compatible occupations, and (4) overall industry automation risk. A higher automation index is reflective of an occupation that is likely to be replaced by automation. Growth in the Personal Care Aides occupation far surpassed other occupations, adding 55,1000 jobs from 2008 to 2018. Of the top growing occupations, those in the health care field such as Registered Nurses and Personal Care Aides are at the least risk of automation.

Figure 82: District 3 Fastest Growing Occupations, 2008 - 2018

SOC	Occupation	2018 Jobs	Change 2008 - 2018	Automation Index
39-9020	Personal Care Aides	74,967	55,140	94
35-3020	Fast Food and Counter Workers	33,537	10,018	131
35-2010	Cooks	28,923	6,841	124
29-1140	Registered Nurses	25,128	5,552	85

Source: EMSI

CURRENT DEVELOPMENTS AND EMERGING CHALLENGES

This section describes several developments and emerging challenges in District 3. They are presented as illustrative examples for just a few projects and priorities that received recent media attention.

Northrop Grumman has proved to be a significant stakeholder in District 3's economy and has most recently secured a \$167 million contract for increased quantities of anti-radiation guided missile systems and a \$274 million contract for a NASA environmental test, thus providing a large boost to the local economy.^{49, 50}

Housing continues to be a priority for District 3; as such, there have been numerous initiatives aimed at targeting homelessness and appropriate housing developments. In July 2019, the Sylmar Armory was purchased by the Los Angeles Homeless Services Authorities to establish a year round housing program to help women facing homelessness find permanent housing.⁵¹ Other initiatives to end homelessness include the Bridge Home Shelter at Schrader, which will provide interim housing and support for 72 individuals previously living on the streets of Hollywood.⁵² The Bridge Home Shelter at Schrader was declared one of the best residential and hospitality projects in California in 2019.⁵³ Celebrities are joining in on the cause; Kayne West, a resident of District 3, has been working on a housing project of his own to provide affordable housing and end homelessness. His Social Housing Project consists of dome-like structures and is currently in the planning stages.

Figure 83: Northrop Grumman



Source: Northrop Grumman

⁴⁹ <https://labusinessjournal.com/news/2019/jul/30/northrop-grumman-northridge-secures-167-million-co/>

⁵⁰ <https://www.controlldesign.com/industrynews/2019/northrop-grumman-awarded-274-million-for-nasa-environmental-test/>

⁵¹ <https://supervisorkuehl.com/sold-sylmar-armory-purchased-to-be-bridge-housing-for-women/>

⁵² <https://www.lamayor.org/ABridgeHome>

⁵³ <https://www.enr.com/blogs/12-california-views/post/47258-judges-select-enr-californias-2019-best-projects-award-winners>

Citizens within District 3 have voiced concerns on density of developments and have called into question site locations for dense, high rise developments. As a result, the community has been actively involved in community planning meetings centered around proposed developments. For example, a development in Calabasas that would include 180 condos and retail space faced a great deal of public scrutiny for water runoff concerns, market feasibility, and impact to the environment.⁵⁴ In Brentwood, residents expressed concern over a proposed 2,400 residential unit development's impact on the area's police, fire, and medical services, traffic, hospitals, air pollution, and noise as well as quality of life.⁵⁵ This fierce opposition has led to developer's downsizing their development proposals such as in the case of Il Villaggio Toscano, which began as 500 residential units and has been reduced to 325 units with 44,000 SF of retail space.⁵⁶

District 3's Supervisor Shelia Kuehl has supported numerous efforts to advance resiliency efforts in Los Angeles County, one of which includes sponsoring a motion to create the county's Chief Sustainability Office, which led to the OurCounty Sustainability Plan. The Plan is a regional approach to sustainability that includes goals of limiting waste, promoting renewable energy, ensuring safe and locally sourced water, and promoting the development of affordable and efficiently located housing.⁵⁷

Figure 84: Birdseye View of Potential Development

⁵⁴ <https://www.theacorn.com/articles/calabasas-project-under-fire/>

⁵⁵ https://www.thepress.net/news/community-expresses-concerns-over-proposed-large-brentwood-development-project/article_8541ef1c-6d0c-11e9-a134-b73bc8d4e4e0.html

⁵⁶ <http://sfvbj.com/news/2019/jul/08/development-firm-buys-sherman-oaks-parcel-58-milli/>

⁵⁷ <https://supervisorkuehl.com/la-county-adopts-nations-most-ambitious-regional-sustainability-plan/>

DISTRICT 4 SNAP SHOT

District 4 spans 458 square miles and includes 27 cities. The Port of Los Angeles, the Port of Long Beach, Los Angeles International Airport, and Alameda Rail Corridor are located within District 4 and are major drivers of economic growth for the district and county.

Janice Hahn is the Supervisor for District 4 and has represented the district since 2016. Janice Hahn has led the following efforts for District 4: reduce the homelessness crisis, increase access to health services, protect the environment, spur the economy, keep LA County moving, and make sure District 4 gets a fair share of County services. Supervisor Hahn's capital projects include several splash pads and pools, library investments and renovations, the South Coast Botanical Gardens, hiking trails, administrative building rehabilitation, park improvements, gym and community room expansion.

Figure 85: Map of District 4 within Los Angeles County



Source: Esri

Figure 86: Map of District 4



Source: Janice Hahn District 4

SOCIOECONOMIC INDICATORS

District 4's key indicators are displayed in the figure to the right. As of 2018, there were approximately 2.0 million people throughout 682,000 households in District 4. Both population and household growth have been the slowest in this district compared to the other four districts. From 2010 to 2018 the population in District 4 grew at an annualized rate of 0.44%, while households grew by 0.30%. Looking forward into 2023, population growth is projected to slow slightly to a rate of 0.42% while household growth is projected to see an uptick to 0.3%. The median age in District 4 is 37.0 with the median household income just below \$74,000.

According to 2018 data, there are nearly 1.4 million people employed throughout District 4 with current earnings and salaries of about \$60,000. Employment grew 7.0% between 2008 and 2018 and is expected to grow an additional 7.0% by 2028. District 4 has the lowest unemployment rate of all the districts at 4.0%.

Approximately 22% of District 4's population over the age of 25 has a bachelor's degrees and 12% have graduate degrees.

The predominate languages spoken in District 4 are English and Spanish followed by Asian-Pacific Island languages. Half of the population identifies as white. A quarter of the population identifies as some other race.

Figure 87: District 4 Key Socioeconomic Indicators

Indicator	District 4	Los Angeles County
Population, 2018	2,044,693	10,288,937
Annual Growth Rate, 2010 - 2018	0.44%	0.60%
Annual Growth Rate, 2018 - 2023	0.42%	0.54%
Number of Households, 2018	681,859	3,369,650
Annual Growth Rate, 2010 - 2018	0.30%	0.50%
Annual Growth Rate, 2018 - 2023	0.33%	0.30%
Median Age, 2018	37	35.7
Median Household Income, 2018	\$ 73,742	\$ 62,751
Unemployment Rate	4.0%	4.5%
Total Jobs, 2018	1,371,164	5,116,440
% Change in Employment 2008 - 2018	7.0%	6.9%
% Change in Employment 2018 - 2028	7.0%	6.2%
Current Wages, Salaries, & Proprietor Earnings	\$ 59,660	\$ 61,346
Educational Attainment, 2018		
High School Diploma or Equivalent	20%	20%
Some College and Associate's Degree	29%	26%
Bachelor's Degree	22%	21%
Graduate Degree	12%	11%
Language Spoken at Home of Population 5+, 2018		
English Only	50%	43%
Spanish	33%	39%
Other Indo-European	3%	5%
Asian-Pacific Island	13%	11%
Other	1%	1%
Population by Race/Ethnicity, 2018		
White Alone	50%	49%
Black Alone	0%	8%
American Indian Alone	0%	1%
Asian Alone	18%	15%
Pacific Islander Alone	1%	0%
Some Other Race Alone	25%	22%
Two or More Races	5%	5%
Hispanic Origin (among all races)	45%	49%
Diversity Index	85.5	86.7

Source: Esri, EMSI, U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

INDUSTRY AND OCCUPATIONS

The figure below displays the historic and projected job growth for District 4 2-digit industries. Historically from 2008 to 2018, the percentage of jobs added to District 4 was marginally greater than the rate at which the county added jobs. District 4's historic job growth was led by large job growths in the Health Care and Social Assistance and Accommodation and Food Services industry, which gained 80,000 jobs (75%) and 30,000 jobs (32%), respectively. Between 2018 and 2028, another 90,000 jobs across all sectors are projected to be added within District

4 for a growth rate of 7%. Health Care and Social Assistance and Transportation and Warehouses are projected to add an additional 53,000 jobs (28%) and 25,000 jobs (22%), respectively.

Figure 88: District 4 2-Digit Industries, 2008 - 2028

NAICS	Description	2008 Jobs	2018 Jobs	2028 Jobs	2008 - 2018 Change	2008 - 2018 % Change	2018 - 2028 Change	2018 - 2028 % Change	Avg. Earnings Per Job	2018 LQ
11	Agriculture, Forestry, Fishing and Hunting	1,662	1,006	550	(656)	(39.0%)	(456)	(45.0%)	\$ 54,965	0.06
21	Mining, Quarrying, and Oil and Gas Extraction	1,879	701	491	(1,178)	(63.0%)	(210)	(30.0%)	\$129,254	0.12
22	Utilities	4,144	3,411	3,242	(733)	(18.0%)	(169)	(5.0%)	\$170,592	0.73
23	Construction	71,222	70,786	77,507	(436)	(1.0%)	6,721	9.0%	\$ 70,541	0.92
31	Manufacturing	160,579	130,371	105,376	(30,208)	(19.0%)	(24,995)	(19.0%)	\$106,150	1.20
42	Wholesale Trade	87,341	80,894	73,868	(6,447)	(7.0%)	(7,026)	(9.0%)	\$ 78,083	1.61
44	Retail Trade	119,239	120,775	122,199	1,536	1.0%	1,424	1.0%	\$ 42,893	0.88
48	Transportation and Warehousing	86,384	113,523	138,465	27,139	31.0%	24,942	22.0%	\$ 87,121	2.27
51	Information	19,834	20,786	20,790	952	5.0%	4	0.0%	\$140,991	0.83
52	Finance and Insurance	34,257	31,935	31,219	(2,322)	(7.0%)	(716)	(2.0%)	\$132,711	0.58
53	Real Estate and Rental and Leasing	26,030	27,892	29,721	1,862	7.0%	1,829	7.0%	\$ 73,690	1.21
54	Professional, Scientific, and Technical Services	75,212	83,832	91,933	8,620	11.0%	8,101	10.0%	\$108,997	0.93
55	Management of Companies and Enterprises	15,178	15,883	15,023	705	5.0%	(860)	(5.0%)	\$137,716	0.81
56	Administrative and Support and Waste Management and Remediation Services	77,187	81,390	81,898	4,203	5.0%	508	1.0%	\$ 49,028	0.95
61	Educational Services	24,606	30,476	34,641	5,870	24.0%	4,165	14.0%	\$ 54,727	0.87
62	Health Care and Social Assistance	106,301	186,306	239,268	80,005	75.0%	52,962	28.0%	\$ 59,250	1.07
71	Arts, Entertainment, and Recreation	19,965	21,637	23,292	1,672	8.0%	1,655	8.0%	\$ 54,695	0.91
72	Accommodation and Food Services	94,503	124,723	142,944	30,220	32.0%	18,221	15.0%	\$ 30,346	1.06
81	Other Services (except Public Administration)	93,853	67,962	68,301	(25,891)	(28.0%)	339	0.0%	\$ 34,934	1.05
90	Government	157,415	154,568	159,505	(2,847)	(2.0%)	4,937	3.0%	\$105,949	0.75
99	Unclassified Industry	4,423	2,307	432	(2,116)	(48.0%)	(1,875)	(81.0%)	\$ 97,436	1.70
District 4 Total		1,281,214	1,371,164	1,460,666	89,950	7.0%	89,502	7.0%	\$ 74,489	
Los Angeles County Total		4,786,854	5,116,440	5,436,904	329,586	6.9%	320,464	6.3%	\$ 74,096	

Source: EMSI

Figure 89 and Figure 90, below, display the fastest growing industries and occupations in District 4. Looking at the fastest growing industries, Individual and Family Services ranks as the top growing industry contributing 50,885 of the 89,950 new jobs that were created between 2008 and 2018. Scheduled Air Transportation is a top growing industry for District 4; the industry expanded by nearly 10,000 jobs between 2008 and 2018. Furthermore, this industry is met with exceptionally high current wages, salaries, and earnings of approximately \$102,000 per job. Outpatient Care Centers also has higher than average wages, salaries, and earnings at \$90,000. Growth in both of these industries will help to increase overall income levels throughout the district.

Figure 89: District 4 Fastest Growing Industries, 2008 - 2018

NAICS	Industry	2018 Jobs	Change 2008 - 2018	Current Wages, Salaries, & Proprietor Earnings
6241	Individual and Family Services	57,736	50,885	\$ 17,546
7225	Restaurants and Other Eating Places	98,535	25,340	\$ 23,230
6214	Outpatient Care Centers	22,909	17,976	\$ 89,749
4811	Scheduled Air Transportation	24,180	9,710	\$ 101,552
Total (All Jobs)		1,371,164	89,950	\$ 59,660

Source: EMSI

The following figure displays the fastest growing industries in the selected sectors. In District 4, Services for the Elderly and Persons with Disabilities, Limited-Service Restaurants, Scheduled Passenger Air Transportation, and Administrative Management and General Management Consulting Services are the fastest growing industries in each of the selected sectors.

Figure 90: District 4 Projected Fastest Growing Industries in Selected Sectors, 2018-2028

NAICS	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change
Health Care and Bioscience					
624120	Services for the Elderly and Persons with Disabilities	53,418	79,428	26,010	49%
621491	HMO Medical Centers	17,099	28,666	11,567	68%
621610	Home Health Care Services	6,336	9,697	3,361	53%
622110	General Medical and Surgical Hospitals	28,950	30,892	1,942	7%
District 4 Total Fastest Growing		105,802	148,683	42,880	41%
Los Angeles County Total Fastest Growing		409,290	566,203	156,913	38%
Tourism and Recreation					
722513	Limited-Service Restaurants	39,694	46,393	6,699	17%
722511	Full-Service Restaurants	48,716	54,246	5,530	11%
722515	Snack and Nonalcoholic Beverage Bars	8,843	11,725	2,882	33%
721110	Hotels (except Casino Hotels) and Motels	14,316	15,688	1,372	10%
District 4 Total Fastest Growing		111,569	128,052	16,483	15%
Los Angeles County Total Fastest Growing		409,620	472,389	62,769	15%
Transportation and Warehousing					
481111	Scheduled Passenger Air Transportation	23,806	32,958	9,152	38%
488320	Marine Cargo Handling	13,661	19,697	6,036	44%
488119	Other Airport Operations	8,978	11,988	3,010	34%
492110	Couriers and Express Delivery Services	8,444	9,730	1,286	15%
District 4 Total Fastest Growing		54,890	74,373	19,484	35%
Los Angeles County Total Fastest Growing		78,522	103,802	25,280	32%
Professional, Scientific, and Technical					
541611	Administrative Management and General Management Consulting Services	6,293	8,430	2,137	34%
541613	Marketing Consulting Services	4,415	6,226	1,811	41%
541512	Computer Systems Design Services	8,671	10,378	1,707	20%
541511	Custom Computer Programming Services	6,963	8,354	1,391	20%
District 4 Total Fastest Growing		26,342	33,389	7,046	27%
Los Angeles County Total Fastest Growing		74,999	96,782	21,783	29%
District 4 Total All Selected Sectors		513,591	597,019	83,428	16%
Los Angeles County Total All Selected Sectors		2,012,073	2,361,253	349,180	17%

Source: EMSI

The figure below displays the top four fastest growing occupations for District 4 between 2008 and 2018. Automation index for each industry is displayed as it captures an occupation's risk of being affected by automation using four measures: (1) percent of time spent on high-risk work, (2) percent of time of low-risk work, (3) number of high-risk jobs in compatible occupations, and (4) overall industry automation risk. A higher automation index is reflective of an occupation that is likely to be replaced by automation. Personal Care Aides is the fastest growing occupation in District 1, expanding by 37,000 jobs between 2008 and 2018. Of the top growing occupations, Fast Food and Counter Workers are at the highest risk of being affected by automation with an automation index of 131.

Figure 91: District 4 Fastest Growing Occupations, 2008 - 2018

SOC	Occupation	2018 Jobs	Change 2008 - 2018	Automation Index
39-9020	Personal Care Aides	49,068	36,338	94
35-3020	Fast Food and Counter Workers	31,376	9,094	131
53-7060	Laborers and Material Movers, Hand	53,953	6,643	119
29-1140	Registered Nurses	22,690	6,189	85

Source: EMSI

CURRENT DEVELOPMENTS AND EMERGING CHALLENGES

This section describes several developments and emerging challenges in District 4. They are presented as illustrative examples for a few projects and priorities that received recent media attention.

As previously mentioned, Supervisor Hahn has worked on a number of capital projects across District 4. In addition to those projects there have been several recent developments in health care, public health, housing, and transit.

Two of District 4's largest assets are the Los Angeles International Airport (LAX) and the Port of Los Angeles. The Port of Los Angeles recently received a permit to allow for driverless cargo handlers. Supervisor Janice Hahn has opposed this initiative, stating that it would result in significant job loss, thus impacting the larger economy.⁵⁸ LAX is undergoing a massive \$14 billion renovation to modernize the airport by 2023. Part of that large project includes, the United Airlines Terminal 7 & 8 Redevelopment Program, which was awarded one of California's Best Projects for airport and transit.⁵⁹ To support accessibility to LAX, construction is currently underway on the Crenshaw/LAX light rail line, which is scheduled to open in mid-2020.

Figure 92: LAX United Airlines Terminal 7 Redevelopment Program



Source: Hensel Phelps

The Long Beach Civic Center is undergoing a \$520 million renovation that includes a new city hall and headquarters for the Port of Long Beach.

The first phase of the project has been completed.⁶⁰ Additionally, the software company Laserfiche has slated development for a four-story 100,000 SF office building also in Long Beach.

⁵⁸ https://hahn.lacounty.gov/hahn_seeks_economic_analysis_of_port_automation_s_impact_on_local_economy

⁵⁹ <https://www.enr.com/blogs/12-california-views/post/47258-judges-select-enr-californias-2019-best-projects-award-winners>

⁶⁰ <https://urbanize.la/post/completion-nears-new-long-beach-city-hall-and-port-headquarters>

In terms of housing, Supervisor Janice Hahn has remained cognizant of the homelessness concern and has initiated a motion to explore master leasing agreements with motels in the County to provide interim housing for chronically homeless individuals.⁶¹ Student housing is also a concern; Cal State Long Beach is updating their campus to include Parkside Northing Housing Project, a new student housing complex. Anticipated to be complete by 2021, the project will add two buildings with 476 beds for students and resident assistants. Cal State also announced plans for a satellite campus that would add housing for up to 1,000 students in Downtown Long Beach.⁶² In Downtown Long Beach a residential development was just completed that added 442 new residences to the community.⁶³ Another development in Downtown Long Beach anticipates becoming the tallest building, at 35 stories. This development, named the Shoreline Gateway, would add 315 residential units and over 6,000 SF of retail space by end of 2021.⁶⁴

There have been several recent developments in the health care and public health realm in District 4. The construction of a new facility at the Miller Children's & Women's Hospital began in July 2019 and is projected to be completed by 2021. The hospital is currently one of California's larger hospital with over 84,000 patients. The new addition will add 80,000 SF of medical offices, exam and treatment rooms, as well as pharmacy space.⁶⁵

District 4's Supervisor Janice Hahn launched L.A. Found, a wearable tracking bracelet for loved ones with Alzheimer's, dementia, or autism to assist in times where these loved ones may wander. As of August 2019, the program has reunited 11 people with their loved ones or caregivers.⁶⁶ Other public health initiatives include the UCLA mobile stroke unit, launched in July 2019 in Long Beach to provide stroke patients faster treatment.

⁶¹ https://hahn.lacounty.gov/county_will_explore_master_leasing_motels_for_interim_housing_for_chronically_homeless_individuals

⁶² <https://urbanize.la/post/cal-state-long-beach-approves-new-dormitories>

⁶³ <https://urbanize.la/post/completion-nears-new-long-beach-city-hall-and-port-headquarters>

⁶⁴ <https://urbanize.la/post/construction-goes-vertical-long-beach-future-tallest-building>

⁶⁵ <https://urbanize.la/post/new-facility-breaks-ground-week-long-beach-miller-childrens-womens-hospital>

⁶⁶ https://hahn.lacounty.gov/hahn_celebrates_la_found_s_10th_and_11th_saves

DISTRICT 5 SNAP SHOT

District 5 is the largest district with 2,807 square miles. District 5 includes 22 cities and 70 unincorporated communities in the San Gabriel, San Fernando, Crescenta, Santa Clarita, and Antelope Valleys. The Angeles National Forest comprises a significant portion of District 5 and serves as a destination for recreational activities such as hiking and camping. There is a significant aerospace presence in District 5 with Aerospace Dynamics Intl Inc., Northrop Grumman, Lockheed Martin, and other aerospace companies. Other major employers and economic assets include California Institute of Arts, Edwards Air Force Base, Kaiser Permanente, Rio Tinto Minerals.

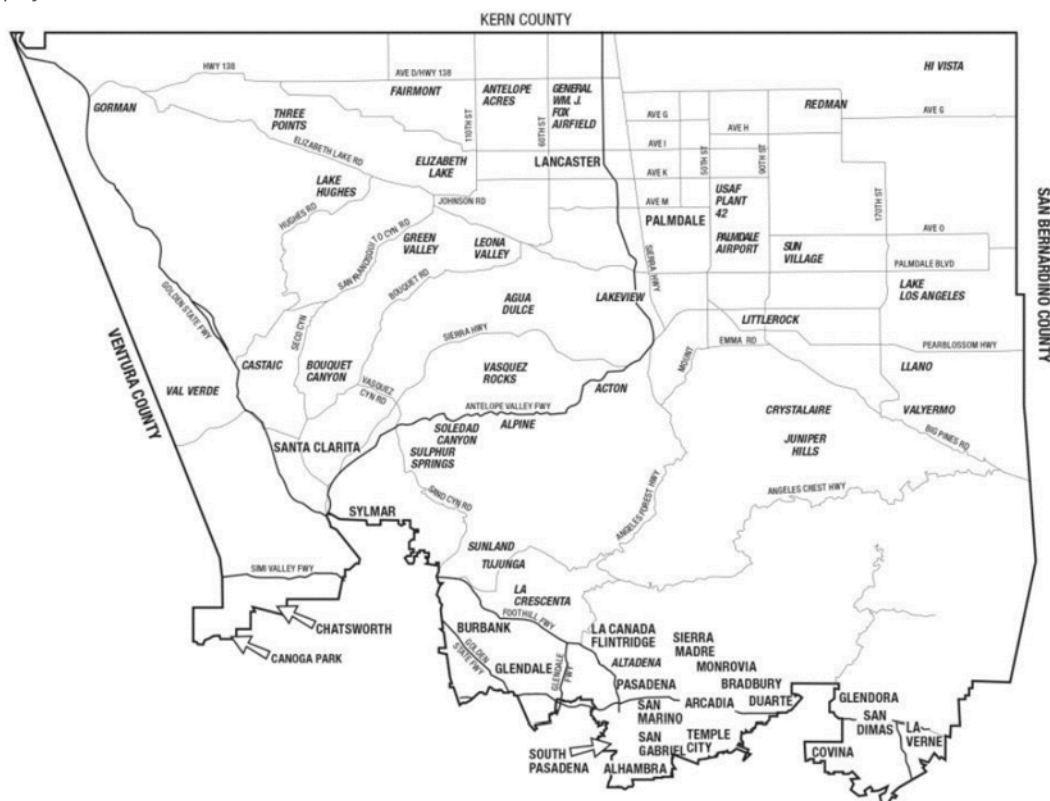
Since 2016, Kathryn Barger has represented District 5 as its Supervisor. Supervisor Barger is committed to the families and people of the district, neighborhood and community safety, environment and recreational assets, and fiscal responsibility.

Figure 93: Map of District 5 within Los Angeles County



Source: Esri

Figure 94: Map of District 5



Source: Kathryn Barger District 5

SOCIOECONOMIC INDICATORS

Figure 95 to the right displays the key socioeconomic indicators for District 5 including trends of population, household, age, income, employment, educational attainment, language, and race/ethnicity. As of 2018, the population in District 5 was approximately 2.1 million. Population has grown at an annual rate of 0.64% from 2010 to 2018 and is projected to continue growing at an annual rate of 0.57% into 2023. There are approximately 695,000 households throughout District 5. Number of households have grown at a lesser rate than the population, growing at an annual rate of 0.49% from 2010 to 2018. Looking forward to 2023, households are projected to increase by 0.46% each year. The median age in District 5 is 38.9, over 3 years old than the median age in the county. Median household income is relatively high compared to the county at \$78,000.

As of 2018, there were 1.3 million jobs throughout District 5. Employment increased 7.4% from 2008 to 2018 and is projected to increase 6.3% into 2028. Current wages, salaries, and earnings are approximately \$57,000 per job in District 5.

Educational attainment is measured for the population 25 years old and older. As of 2018, 14% of District 5's qualifying population had a graduate degree. An additional 24% had a bachelor's degree as their highest educational attainment. The majority of District 5 is English speaking only at 55%. There is a significant Spanish speaking population at 21%. The population of District 5 is predominately white (56%) with significant presence of Asian (19%) and other races (19%). One third of the District 5 population is of Hispanic origin. Additionally, the diversity index of 80.1 is among the lowest of the five districts in Los Angeles County.

Figure 95: District 5 Key Socioeconomic Indicators

Indicator	District 5	Los Angeles County
Population, 2018	2,051,856	10,288,937
Annual Growth Rate, 2010 - 2018	0.64%	0.60%
Annual Growth Rate, 2018 - 2023	0.57%	0.54%
Number of Households, 2018	695,473	3,369,650
Annual Growth Rate, 2010 - 2018	0.49%	0.50%
Annual Growth Rate, 2018 - 2023	0.46%	0.30%
Median Age, 2018	38.9	35.7
Median Household Income, 2018	\$ 77,784	\$ 62,751
Unemployment Rate	4.0%	4.5%
Total Jobs, 2018	1,317,878	5,116,440
% Change in Employment 2008 - 2018	7.4%	6.9%
% Change in Employment 2018 - 2028	6.3%	6.2%
Current Wages, Salaries, & Proprietor Earnings	\$ 56,835	\$ 61,346
Educational Attainment, 2018		
High School Diploma or Equivalent	20%	20%
Some College and Associate's Degree	29%	26%
Bachelor's Degree	24%	21%
Graduate Degree	14%	11%
Language Spoken at Home of Population 5+, 2018		
English Only	55%	43%
Spanish	21%	39%
Other Indo-European	9%	5%
Asian-Pacific Island	13%	11%
Other	1%	1%
Population by Race/Ethnicity, 2018		
White Alone	56%	49%
Black Alone	0%	8%
American Indian Alone	0%	1%
Asian Alone	19%	15%
Pacific Islander Alone	0%	0%
Some Other Race Alone	19%	22%
Two or More Races	5%	5%
Hispanic Origin (among all races)	33%	49%
Diversity Index	80.1	86.7

Source: Esri, EMSI, U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

INDUSTRY AND OCCUPATIONS

Job data for District 5 is displayed below for the years 2008, 2018, and 2028. Between 2008 and 2018, District 5 gained over 90,000 jobs in the Health Care and Social Assistance sector for a growth of 73% and declined in Other

Services, except Public Administration and Manufacturing, which declined by 28,000 (28%) and 19,000 (19%) respectively. Looking forward to 2028, large job increases are expected in Health Care and Social Services (adding 60,000 jobs, 28%) and Accommodation and Food Services (17,000 jobs, 16%). Educational Services displays historic and future growth with a high location quotient of 1.91, indicating it is concentrated within the district. Continuing to foster growth in this industry will help District 5 remain competitive both locally and regionally.

Figure 96: District 5 2-Digit Industries, 2008 – 2028

NAICS	Description	2008 Jobs	2018 Jobs	2028 Jobs	2008 - 2018 Change	2008 - 2018 % Change	2018 - 2028 Change	2018 - 2028 % Change	Avg. Earnings Per Job	2018 LQ
11	Agriculture, Forestry, Fishing and Hunting	3,697	2,119	1,027	(1,578)	(42.7%)	(1,092)	(51.5%)	\$ 50,825	0.14
21	Mining, Quarrying, and Oil and Gas Extraction	485	256	206	(229)	(47.2%)	(50)	(19.5%)	\$123,385	0.05
22	Utilities	2,121	2,547	2,757	426	20.1%	210	8.2%	\$158,772	0.57
23	Construction	76,198	74,377	80,395	(1,821)	(2.4%)	6,018	8.1%	\$ 65,101	1.00
31	Manufacturing	98,801	79,881	64,145	(18,920)	(19.1%)	(15,736)	(19.7%)	\$ 86,312	0.77
42	Wholesale Trade	47,870	44,956	41,373	(2,914)	(6.1%)	(3,583)	(8.0%)	\$ 77,351	0.93
44	Retail Trade	131,228	129,172	127,406	(2,056)	(1.6%)	(1,766)	(1.4%)	\$ 42,911	0.98
48	Transportation and Warehousing	21,456	28,569	32,163	7,113	33.2%	3,594	12.6%	\$ 60,767	0.59
51	Information	55,932	55,145	51,087	(787)	(1.4%)	(4,058)	(7.4%)	\$139,857	2.29
52	Finance and Insurance	39,489	36,042	34,037	(3,447)	(8.7%)	(2,005)	(5.6%)	\$125,272	0.68
53	Real Estate and Rental and Leasing	23,831	25,630	27,384	1,799	7.5%	1,754	6.8%	\$ 76,100	1.15
54	Professional, Scientific, and Technical Services	77,679	82,909	87,445	5,230	6.7%	4,536	5.5%	\$112,429	0.96
55	Management of Companies and Enterprises	14,001	14,617	13,808	616	4.4%	(809)	(5.5%)	\$138,641	0.77
56	Administrative and Support and Waste Management and Remediation Services	75,861	79,229	80,481	3,368	4.4%	1,252	1.6%	\$ 48,420	0.96
61	Educational Services	50,201	64,416	74,680	14,215	28.3%	10,264	15.9%	\$ 57,502	1.91
62	Health Care and Social Assistance	124,188	214,487	274,387	90,299	72.7%	59,900	27.9%	\$ 51,516	1.28
71	Arts, Entertainment, and Recreation	21,705	25,047	26,980	3,342	15.4%	1,933	7.7%	\$ 70,897	1.10
72	Accommodation and Food Services	79,856	107,577	124,294	27,721	34.7%	16,717	15.5%	\$ 28,845	0.95
81	Other Services (except Public Administration)	101,050	72,857	74,512	(28,193)	(27.9%)	1,655	2.3%	\$ 34,002	1.17
90	Government	177,816	175,926	182,324	(1,890)	(1.1%)	6,398	3.6%	\$108,579	0.89
99	Unclassified Industry	4,064	2,119	397	(1,945)	(47.9%)	(1,722)	(81.3%)	\$ 97,436	1.62
District 5 Total		1,227,529	1,317,878	1,401,286	90,349	7.4%	83,408	6.3%	\$ 71,188	
Los Angeles County Total		4,786,854	5,116,440	5,436,904	329,586	6.9%	320,464	6.3%	\$ 74,096	

Source: EMSI

District 5's fastest growing industries are displayed in the figure below. From 2008 to 2018, Individual and Family Services experienced the most significant growth, adding 64,000 jobs. Growth in this industry accounted for much of the district wide growth, adding 64,000 of the 90,349 total new jobs. Unlike the other four districts, a top growing industry in District 5 is Colleges, Universities, and Professional Schools. While current wages, salaries, and earnings in this industry fall slightly below the average of \$57,000 in the district it is important to note that these educational resources contribute greatly to the vitality and prosperity of the district and county.

Figure 97: District 5 Fastest Growing Industries, 2008 - 2018

NAICS	Industry	2018 Jobs	Change 2008 - 2018	Current Wages, Salaries, & Proprietor Earnings
6241	Individual and Family Services	72,553	64,127	\$ 17,414
7225	Restaurants and Other Eating Places	93,029	24,073	\$ 23,055
6214	Outpatient Care Centers	13,506	9,227	\$ 78,369
6113	Colleges, Universities, and Professional Schools	37,797	7,515	\$ 53,951
Total (All Jobs)		1,317,878	90,349	\$ 56,835

Source: EMSI

Figure 98 displays the projected fastest growing industries in the selected sectors in District 5. Services for the Elderly and Persons with Disabilities, Limited-Service Restaurants, Limousine Service, and Administrative Management and General Management Consulting Services are the fastest growing industries in each of the selected sectors.

Figure 98: District 5 Projected Fastest Growing Industries in Selected Sectors, 2018-2028

NAICS	Description	2018 Jobs	2028 Jobs	2018 - 2028 Change	2018 - 2028 % Change
Health Care and Bioscience					
624120	Services for the Elderly and Persons with Disabilities	67,444	100,284	32,840	49%
621610	Home Health Care Services	11,410	17,458	6,048	53%
621491	HMO Medical Centers	6,778	11,364	4,586	68%
623110	Nursing Care Facilities (Skilled Nursing Facilities)	15,161	17,750	2,589	17%
District 5 Total Fastest Growing		100,793	146,856	46,063	46%
Los Angeles County Total Fastest Growing		344,239	503,063	158,824	46%
Tourism and Recreation					
722513	Limited-Service Restaurants	40,269	47,066	6,797	17%
722511	Full-Service Restaurants	43,374	48,298	4,924	11%
722515	Snack and Nonalcoholic Beverage Bars	8,329	11,043	2,714	33%
713940	Fitness and Recreational Sports Centers	6,579	7,899	1,320	20%
District 5 Total Fastest Growing		98,552	114,307	15,755	16%
Los Angeles County Total Fastest Growing		385,108	448,296	63,188	16%
Transportation and Warehousing					
485320	Limousine Service	2,789	3,846	1,057	38%
492110	Couriers and Express Delivery Services	3,144	3,623	479	15%
483112	Deep Sea Passenger Transportation	1,874	2,269	395	21%
488190	Other Support Activities for Air Transportation	1,536	1,890	354	23%
District 5 Total Fastest Growing		9,343	11,628	2,285	24%
Los Angeles County Total Fastest Growing		40,772	49,396	8,624	21%
Professional, Scientific, and Technical					
541611	Administrative Management and General Management Consulting Services	4,437	5,941	1,504	34%
541511	Custom Computer Programming Services	5,699	6,836	1,137	20%
541715	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	5,868	6,610	742	13%
541613	Marketing Consulting Services	1,782	2,514	732	41%
District 5 Total Fastest Growing		17,786	21,902	4,115	23%
Los Angeles County Total Fastest Growing		75,256	95,830	20,574	27%
District 5 Total All Selected Sectors		513,591	597,019	83,428	16%
Los Angeles County Total All Selected Sectors		2,012,073	2,361,253	349,180	17%

Source: EMSI

The figure below displays the fastest growing occupations in District 5 from 2008 to 2018, including their automation indices. Automation index uses four measures: (1) percent of time spent on high-risk work, (2) percent of time of low-risk work, (3) number of high-risk jobs in compatible occupations, and (4) overall industry automation risk. A higher automation index is reflective of an occupation that is likely to be replaced by automation. Between the timeframe of 2008 to 2018, the top growing occupations included Personal Care Aides; Fast Food and Counter Workers, Registered Nurses, and Cooks. Personal Care Aides experienced the largest growth, adding an additional

47,000 jobs. Both health care related occupations, Personal Care Aides and Registered Nurses, show the lowest automation index. Conversely, occupations in the service industries including Fast Food and Counter Workers and Cooks have the highest automation index. Future growth in growth in these two industries may be stunted due to automation advancements.

Figure 99: District 5 Fastest Growing Occupations, 2008 - 2018

SOC	Occupation	2018 Jobs	Change 2008 - 2018	Automation Index
39-9020	Personal Care Aides	63,021	47,343	94
35-3020	Fast Food and Counter Workers	30,822	8,902	131
29-1140	Registered Nurses	21,049	5,031	85
35-2010	Cooks	21,428	4,526	124

Source: EMSI

CURRENT DEVELOPMENTS AND EMERGING CHALLENGES

This section describes several developments and emerging challenges in District 5. They are presented as illustrative examples for just a few projects and priorities that received recent media attention.

District 5 has a vast amount of natural, undeveloped land including the Angeles National Forest. The presence of large undeveloped parcels creates a unique dichotomy of preservation of land and wildlife and the ability for large scale developments. The recent developments outlined below include proposed and complete developments that focus on further building density in developed areas as well as those that built up rural areas to facilitate a larger population.

District 5's City of Duarte is working to update their Gold Line Duarte/City of Hope Station to include improved parking and up to 1,400 residential units, 100,000 square feet of office space, and 2,500 SF of commercial space.⁶⁷ In Glendale, the Next of Lex was completed. The mixed-use apartment complex added 494 studio to two bedroom units to the City in addition to retail space currently occupied by Citibank.⁶⁸ As one project closes to an end another project begins in the City of Glendale. In fall 2019, construction is expected to begin on an outdated office building to transform it into 53 condos with an additional 45 condos being built atop a parking garage on the property.⁶⁹ These developments have further built up the core of downtown Glendale. In the less urban Antelope Valley, a 19,333 home project named the Centennial at Tejon Ranch, was approved for development. The project calls for 12,300 acres of land of which 5,600 will be preserved as open space.⁷⁰ As part of the project, the developer is including affordable and supportive housing for the homeless which, once built, will help address a critical demand for housing across a range of income and needs in the Antelope Valley.

⁶⁷ <https://urbanize.la/post/duarte-plans-more-residential-around-its-gold-line-station>

⁶⁸ <https://urbanize.la/post/final-phase-494-unit-development-wraps-downtown-glendale>

⁶⁹ <https://urbanize.la/post/downtown-glendale-office-building-become-housing>

⁷⁰ <https://losangeles.cbslocal.com/2019/05/01/la-county-approves-controversial-20k-home-development-in-antelope-valley/>

In addition to residential developments, an Aloft hotel is proposed north of the Downtown Glendale core and will feature 85 hotel rooms with a hotel restaurant.⁷¹ In Lancaster, Midas Hospitality a hotel development, management, and investment firm is seeking to raise \$12 million in opportunity zone funding to develop a Residence Inn.⁷² If funded, Midas Hospitality would develop a 107 room hotel with a local Los Angeles based developer.

In late 2017, Crown Realty 7 Development began steps to use a significant portion of the vacated IKEA property to create a mixed-used complex adjacent to the Burbank Town Center shopping mall. As of 2018, the project anticipates including a 200-room hotel, over 1,100 residential units, and over 40,000 SF of retail space.⁷³ Additionally in Burbank, Warner Bros. has announced its expansion to construct seven to nine mid-rise office buildings to create a total of 800,000 SF of office space. Full occupancy of the Warner Bros. space is anticipated in 2023 aligning with their centennial anniversary.⁷⁴

District 5's Supervisor Kathryn Barger has worked to improve the Antelope Valley Line Metrolink service to be more frequent, reliable, and faster. The July 2019 motion commits \$12.75 million in funding to build a new layover facility at Lancaster station and initiate hourly service throughout the day.⁷⁵

Several recent health care and public health developments in District 5 focus on providing resources to the more rural region of Antelope Valley. Thanks to Supervisor Barger's efforts, construction will begin on the High Desert Mental Health Urgent Care Center project in Lancaster. The 9,000 SF facility will provide Antelope Valley residents with high quality low cost mental health services.⁷⁶ Supervisor Barger also received approval for a motion to identify solutions to improve social work personal needs in the Antelope Valley. As part of that motion, 20 new positions will be created to adequately distribute and provide resources for casework, a sustainable staffing plan will be created with measurable outcomes identifying recruitment, hiring, retention, internships, and financial incentives.⁷⁷

District 5's concerns of environmental health and safety were brought to attention during development planning. Recently, in April 2019 the County won the case against ABC Waste management Corp which was found guilty on dumping hundreds of truckloads of materials over a hillside and operating an illegal business on their properties.⁷⁸

Figure 100: Los Angeles County High Desert Regional Health Center



Source: Kathryn Barger 5th District

⁷¹ <https://urbanize.la/post/85-room-aloft-hotel-takes-shape-glendale>

⁷² <https://www.hospitalitynet.org/announcement/41003370/residence-inn-lancaster-ca.html>

⁷³ <https://www.latimes.com/socal/burbank-leader/news/tn-blr-me-ikea-site-20180110-story.html>

⁷⁴ <https://urbanize.la/post/warner-bros-plans-frank-gehry-designed-expansion-burbank>

⁷⁵ <https://kathrynbarger.lacounty.gov/metro-board-approves-bargers-motion-to-improve-antelope-valley-line-metrolink-service/>

⁷⁶ <https://kathrynbarger.lacounty.gov/barger-announces-approval-of-high-desert-mental-health-urgent-care-center-to-serve-antelope-valley-communities/>

⁷⁷ <https://kathrynbarger.lacounty.gov/barger-proposes-solutions-to-improve-social-work-personnel-needs-in-the-antelope-valley/>

⁷⁸ <https://kathrynbarger.lacounty.gov/county-announces-victory-in-browns-canyon-illegal-dumping-case/>

While many localities in District 5 are actively pursuing economic development projects that fit within the EDA's investment priorities, the City of Palmdale showcases an array of ongoing projects that will have important economic ramifications on the region. For example:

- In August 2019, the City of Palmdale invited the public to view the Palmdale Transit Area Specific Plan which will create the City's first pedestrian-oriented mixed-use downtown district surrounding the new multimodal transportation center featuring connections to California High-Speed Rail, Virgin Trains USA, and Metrolink. An Environment Impact Report for the area has already been certified and will be incorporated into subsequent projects in the Specific Plan through the year 2035.
- In August 2019, Coyne Development received the final approval for Palmdale's first mixed-use development featuring 308 units of apartments, 36 two and three-bedroom townhomes, and a 43,000 square foot retail center that features Antelope Valley's first Sprouts Farmers Market.
- In August 2019, the City of Palmdale began steps to bring commercial passenger air service back to the Antelope Valley by contracting with two consulting firms to assist the City in developing a regional airport near Plant 42.
- In October 2019, Virgin Trains USA announced that work on the first leg of a private high-speed rail system connecting Las Vegas with Palmdale would begin in late 2020. A total of \$270 million dollars of Measure M money has been committed to right-of-way work in the first decade.
- In January 2020, Peachtree Hotel Group began steps to build a 62,786 square foot hotel with 120 rooms, fitness center, and onsite amenities near the Antelope Valley Mall.
- In March 2020, Amazon announced it will open a 130,392 square foot Delivery Services Partners center in Palmdale before the end of 2020. This development will provide multiple entrepreneurial opportunities under Amazon's Delivery Service Partner program and create hundreds of new jobs for the City of Palmdale.
- In May 2020, Las Vegas developer Greg Arnold received final approval on a gated market-rate development featuring 320 apartment units, 60 triplex units, and 48 detached single-family homes with a pool, clubhouse, fitness center, basketball court, putting green and other amenities for residents. Construction on the apartments is set to begin in late 2020.

APPENDIX C: DATA SOURCES

PROPRIETARY DATA SOURCES

ECONOMIC MODELING SPECIALISTS INTERNATIONAL (EMSI)

To analyze the industrial makeup of a study area, industry data organized by the North American Industrial Classification System (NAICS) is assessed. Camoin 310 subscribes to Economic Modeling Specialists Intl. (EMSI), a proprietary data provider that aggregates economic data from approximately 90 sources. EMSI industry data, in our experience, is more complete than most or perhaps all local data sources (for more information on EMSI, please see www.economicmodeling.com). This is because local data sources typically miss significant employment counts by industry because data on sole proprietorships and contractual employment (i.e. 1099 contractor positions) is not included and because certain employment counts are suppressed from BLS/BEA figures for confidentiality reasons when too few establishments exist within a single NAICS code.

ESRI BUSINESS ANALYST ONLINE (BAO)

ESRI is the leading provider of location-driven market insights. It combines demographic, lifestyle, and spending data with map-based analytics to provide market intelligence for strategic decision-making. ESRI uses proprietary statistical models and data from the U.S. Census Bureau, the U.S. Postal Service, and various other sources to present current conditions and project future trends. Esri data are used by developers to maximize their portfolio, retailers to understand growth opportunities, and by economic developers to attract business that fit their community. For more information, visit www.esri.com

IBISWORLD

IBISWorld is one of the world's leading publishers of business intelligence, specializing in industry and procurement research. Through its detailed industry reports available at 5-digit NAICS level, IBISWorld provides insight into market conditions for targeted industries, helps to identify major suppliers or supply chain, and provides an understanding of competitor activity. More at www.ibisworld.com

PUBLIC DATA SOURCES

AMERICAN COMMUNITY SURVEY (ACS), U.S. CENSUS

The American Community Survey (ACS) is an ongoing statistical survey by the U.S. Census Bureau that gathers demographic and socioeconomic information on age, sex, race, family and relationships, income and benefits, health insurance, education, veteran status, disabilities, commute patterns, and other topics. The survey is mandatory to fill out, but the survey is only sent to a small sample of the population on a rotating basis. The survey is crucial to major planning decisions, like vital services and infrastructure investments, made by municipalities and cities. The questions on the ACS are different than those asked on the decennial census and provide ongoing demographic updates of the nation down to the block group level. For more information on the ACS, visit <http://www.census.gov/programs-surveys/acs/>

ONTHEMAP, U.S. CENSUS

OnTheMap is a tool developed through the U.S. Census Longitudinal Employer-Household Dynamics (LEHD) program that helps to visualize Local Employment Dynamics (LED) data about where workers are employed and where they live. There are also visual mapping capabilities for data on age, earnings, industry distributions, race, ethnicity, educational attainment, and sex. The OnTheMap tool can be found here, along with links to documentation: <http://onthemap.ces.census.gov/>.

APPENDIX D: SECTOR DEFINITIONS

NAICS	Description
Healthcare and Bioscience	
311221	Wet Corn Milling
311224	Soybean and Other Oilseed Processing
325193	Ethyl Alcohol Manufacturing
325199	All Other Basic Organic Chemical Manufacturing
325311	Nitrogenous Fertilizer Manufacturing
325312	Phosphatic Fertilizer Manufacturing
325314	Fertilizer (Mixing Only) Manufacturing
325320	Pesticide and Other Agricultural Chemical Manufacturing
325411	Medicinal and Botanical Manufacturing
325412	Pharmaceutical Preparation Manufacturing
325413	In-Vitro Diagnostic Substance Manufacturing
325414	Biological Product (except Diagnostic) Manufacturing
334510	Electromedical and Electrotherapeutic Apparatus Manufacturing
334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables
334516	Analytical Laboratory Instrument Manufacturing
334517	Irradiation Apparatus Manufacturing
339112	Surgical and Medical Instrument Manufacturing
339113	Surgical Appliance and Supplies Manufacturing
339114	Dental Equipment and Supplies Manufacturing
339115	Ophthalmic Goods Manufacturing
339116	Dental Laboratories
423450	Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers
424210	Drugs and Druggists' Sundries Merchant Wholesalers
541380	Testing Laboratories
541714	Research and Development in Biotechnology (except Nanobiotechnology)
541715	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)
621111	Offices of Physicians (except Mental Health Specialists)
621112	Offices of Physicians, Mental Health Specialists
621210	Offices of Dentists
621310	Offices of Chiropractors
621320	Offices of Optometrists
621330	Offices of Mental Health Practitioners (except Physicians)
621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists

621391	Offices of Podiatrists
621399	Offices of All Other Miscellaneous Health Practitioners
621410	Family Planning Centers
621420	Outpatient Mental Health and Substance Abuse Centers
621491	HMO Medical Centers
621492	Kidney Dialysis Centers
621493	Freestanding Ambulatory Surgical and Emergency Centers
621498	All Other Outpatient Care Centers
621511	Medical Laboratories
621512	Diagnostic Imaging Centers
621610	Home Health Care Services
621910	Ambulance Services
621991	Blood and Organ Banks
621999	All Other Miscellaneous Ambulatory Health Care Services
622110	General Medical and Surgical Hospitals
622210	Psychiatric and Substance Abuse Hospitals
622310	Specialty (except Psychiatric and Substance Abuse) Hospitals
623110	Nursing Care Facilities (Skilled Nursing Facilities)
623210	Residential Intellectual and Developmental Disability Facilities
623220	Residential Mental Health and Substance Abuse Facilities
623311	Continuing Care Retirement Communities
623312	Assisted Living Facilities for the Elderly
623990	Other Residential Care Facilities
624110	Child and Youth Services
624120	Services for the Elderly and Persons with Disabilities
624190	Other Individual and Family Services
624210	Community Food Services
624221	Temporary Shelters
624229	Other Community Housing Services
624230	Emergency and Other Relief Services
624310	Vocational Rehabilitation Services
624410	Child Day Care Services
902622	Hospitals (State Government)
903622	Hospitals (Local Government)
Tourism	
72	Accommodation and Food Services
71	Arts, Entertainment, and Recreation
Transportation and Warehousing	
48-49	Transportation and Warehousing
Professional, Scientific, and Technical	
54	Professional, Scientific, and Technical Services

Source: Camoin Associates

APPENDIX E: EMSI DISTRICT ZIP CODES

District 1 ZIP Codes				District 2 ZIP Codes				District 3 ZIP Codes				
90001	90050	90640	91733	90001	90044	90222	90305	90004	90095	91301	91345	91410
90004	90053	90660	91734	90002	90045	90223	90306	90005	90209	91302	91346	91411
90005	90054	90661	91744	90003	90047	90224	90307	90010	90210	91303	91352	91412
90006	90055	90662	91745	90004	90048	90230	90308	90020	90211	91304	91353	91413
90007	90057	90723	91746	90005	90051	90231	90309	90024	90212	91305	91356	91416
90011	90058	91010	91747	90006	90052	90232	90310	90025	90213	91306	91357	91423
90012	90060	91016	91748	90007	90056	90233	90311	90027	90263	91307	91361	91426
90013	90063	91030	91750	90008	90057	90245	90312	90028	90264	91308	91362	91436
90014	90065	91105	91754	90010	90058	90247	90405	90029	90265	91309	91364	91505
90015	90071	91204	91755	90011	90059	90248	90502	90035	90272	91311	91365	91506
90017	90081	91205	91766	90013	90061	90249	90506	90036	90290	91313	91367	91601
90021	90086	91206	91767	90014	90062	90250	90710	90038	90291	91316	91372	91602
90022	90087	91702	91768	90015	90064	90251	90723	90039	90292	91324	91376	91603
90023	90091	91706	91769	90016	90066	90255	90744	90046	90294	91325	91392	91604
90026	90099	91709	91770	90018	90070	90260	90745	90048	90401	91328	91393	91605
90027	90201	91710	91773	90019	90075	90261	90746	90049	90402	91330	91395	91606
90029	90202	91711	91776	90020	90076	90262	90747	90064	90403	91331	91396	91607
90030	90240	91714	91780	90021	90079	90280	90749	90066	90404	91333	91401	91608
90031	90255	91715	91788	90025	90080	92091	90805	90067	90405	91334	91402	91609
90032	90270	91716	91789	90029	90082	90292	90810	90068	90406	91335	91403	91610
90033	90280	91722	91790	90034	90089	90293		90069	90407	91337	91404	91614
90039	90601	91724	91791	90035	90094	90301		90072	90408	91340	91405	91615
90040	90605	91731	91792	90036	90211	90302		90073	90409	91341	91406	91616
90041	90606	91732	91793	90037	90220	90303		90077	90410	91342	91407	91617
90042				90043	90221	90304		90078	90411	91343	91408	61618
								90093	91040	91344	91409	

District 4 ZIP Codes					District 5 ZIP Codes					
90009	90296	90639	90744	90853	90032	91043	91206	91350	91522	91804
90045	90501	90650	90745	91709	90041	91046	91207	91351	91523	91896
90080	90502	90651	90789	91745	90042	91066	91208	91352	91601	91899
90083	90503	90652	90755	91746	90065	91077	91209	91354	91605	92397
90094	90504	90670	90801	91748	91001	91101	91210	91355	91702	93243
90201	90505	90671	90802	91749	91003	91102	91214	91380	91711	93510
90239	90507	90701	90803	91765	91006	91103	91221	91381	91722	93523
90240	90508	90702	90804	91766	91007	91104	91222	91382	91723	93532
90241	90509	90703	90805	91789	91008	91105	91224	91383	91724	93534
90242	90510	90704	90806	92821	91009	91106	91225	91384	91732	93535
90245	90601	90706	90807	92823	91010	91107	91226	91385	91740	93536
90247	90602	90707	90808		91011	91108	91304	91386	91750	93539
90248	90603	90710	90809		91012	91109	91307	91387	91759	93543
90254	90604	90711	90810		91016	91114	91310	91390	91768	93544
90262	90605	90712	90813		91017	91115	91311	91394	91770	93550
90266	90606	90713	90814		91020	91116	91321	91501	91773	93551
90267	90607	90714	90815		91021	91117	91322	91502	91775	93552
90274	90608	90715	90822		91023	91118	91324	91503	91776	93553
90275	90609	90716	90831		91024	91125	91325	91504	91778	93560
90277	90610	90717	90832		91025	91126	91326	91505	91780	93563
90278	90623	90723	90833		91030	91201	91327	91506	91789	93584
90280	90630	90731	90834		91031	91202	91330	91507	91790	93586
90292	90631	90732	90835		91040	91203	91342	91508	91801	93590
90293	90637	90733	90840		91041	91204	91343	91510	91802	93591
90295	90638	90734	90846		91042	91205	91344	91521	91803	

APPENDIX F: ENGAGEMENT

Camoin and its partners conducted stakeholder engagement workshops to glean a deeper understand of the County's challenges and opportunities to develop solutions to meet those needs. These engagement workshops were open to the public during the following dates and locations:

Tuesday May 21, 2019

DISTRICT 1

City of Commerce Senior Citizens Center
2555 Commerce Way
Commerce, CA 90040

2400 North Lincoln Avenue
Altadena, CA 91001

Tuesday June 18, 2019

DISTRICT 4

Studio 111
245 East Third Street
Long Beach, CA 90802

Wednesday May 22, 2019

DISTRICT 5

Antelope Valley Transit Authority
42210 6th Street West
Lancaster, CA 93534

Tuesday June 18, 2019

DISTRICT 1

City of Commerce Senior Citizens Center
2555 Commerce Way
Commerce, CA 90040

Thursday May 23, 2019

DISTRICT 5

Pasadena City Hall
100 North Garfield Avenue
Pasadena, CA 91011

Wednesday June 19, 2019

DISTRICT 5

Antelope Valley Transit Authority
42210 6th Street West
Lancaster, CA 93534

Thursday May 23, 2019

DISTRICT 2

USC Sol Price School of Public Policy
620 USA McCarthy Way
Los Angeles, CA 90089

Thursday June 20, 2019

DISTRICT 2

USC Marshall Lloyd Grief Center for Entrepreneurial Studies
620 USC McCarthy Way
Los Angeles, CA 90089

Monday June 17, 2019

DISTRICT 3

Film LA
6255 West Sunset Boulevard
Hollywood, CA 90028

January 8, 2020

ALL DISTRICTS

Cities and Highlights Training (CHAT)
Digital Meeting

Monday June 17, 2019

DISTRICT 5

APPENDIX G: SMALL BUSINESS AND ENTREPRENEURSHIP DATA AND RESEARCH

INTRODUCTION

As part of the Los Angeles County Comprehensive Economic Development Strategy (CEDS) process, Camoin 310 examined the competitive small business and entrepreneurship environment of Los Angeles County against six other counties with major metropolitan cities. These benchmark counties included Fulton County, GA (Atlanta); Cook County, IL (Chicago); Harris County, TX (Houston); Miami-Dade County, FL (Miami); Maricopa County, AZ (Phoenix); and San Diego County, CA (San Diego). For each geography, we examined demographic, economic, and innovation trends surrounding entrepreneurship and small businesses. A short description of indicator and source and dates of data can be found in the Glossary of Indicators at the end of this appendix.

The chart below ranks Los Angeles County's performance on the economic indicators with respect to the six benchmark counties. A rank of 1-2 indicates the community is among the top performers on that indicator, 3-5 is average, and 6-7 means the community is lagging compared to the other geographic regions on the indicator. The overall ranking is shown at the bottom of the chart.

Summary of Rankings

Indicator	Los Angeles, CA (Los Angeles Co.)	Atlanta, GA (Fulton Co.)	Chicago, IL (Cook Co.)	Houston, TX (Harris Co.)	Miami, FL (Miami-Dade Co.)	Phoenix, AZ (Maricopa Co.)	San Diego, CA (San Diego Co.)
Self Employment as a Percent of All Employment, 2018	2	7	6	4	1	5	3
Self Employment by Gender, 2018	3	1	5	2	7	6	4
Self Employment by Race, 2018	2	6	7	1	4	5	3
Percent of Businesses with 2-9 Employees, 2018	2	5	7	2	1	6	4
Growth in Number of Self Employed Businesses, 2015-2018	6	3	5	7	4	2	1
Growth in Number of Businesses with 2-9 Employees, 2015-2018	2	5	6	4	1	7	3
Growth in Number of Employees in Self Employed Businesses, 2015-2018	6	3	5	7	4	2	1
Growth in Number of Employees in Businesses with 2-9 Employees, 2015-2018	2	5	7	4	1	6	3
Change in Patents Issued, 2016-2018	6	2	1	3	4	5	7
Percent Female Owned Businesses, 2016	3	1	6	5	2	7	4
Percent Minority Owned Businesses, 2016	2	4	6	3	1	7	5
Percent Veteran Owned Businesses, 2016	7	1	6	3	3	4	2
Percent Minority Owned as a Percent of Minority Population, 2010/2012	5	2	6	1	7	4	3
Percent Veteran Owned as a Percent of Veteran Population, 2016	4	1	5	2	3	6	7
Innovation Index, Stats America	4	1	6	3	7	5	2
Human Capital & Knowledge Creation, Stats America	5	1	4	6	7	3	2
Startup Activity, 2017	2	6	7	5	1	4	3
Main Street, 2016	1	6	4	5	2	7	3
High Growth, 2017	6	1	5	4	7	3	2
Average Ranking	4	3	5	4	4	5	3
Overall Ranking	4	1	7	5	3	6	2

Overall, Los Angeles County ranks 4 out of 7 of the benchmark counties, placing it in the middle. The tables below break out the indicators where Los Angeles County ranks high, medium, and low relatively to the other counties.

High Ranking Indicators for Los Angeles

Main Street, 2016	1
Self Employment as a Percent of All Employment, 2018	2
Self Employment by Race, 2018	2
Percent of Businesses with 2-9 Employees, 2018	2
Growth in Number of Businesses with 2-9 Employees, 2015-2018	2
Growth in Number of Employees in Businesses with 2-9 Employees, 2015-2018	2
Percent Minority Owned Businesses, 2016	2
Startup Activity, 2017	2

Mid Ranking Indicators for Los Angeles

Self Employment by Gender, 2018	3
Percent Female Owned Businesses, 2016	3
Percent Veteran Owned as a Percent of Veteran Population, 2016	4
Innovation Index, Stats America	4
Percent Minority Owned as a Percent of Minority Population, 2010/2012	5
Human Capital & Knowledge Creation, Stats America	5

Low Ranking Indicators for Los Angeles

Growth in Number of Self Employed Businesses, 2015-2018	6
Growth in Number of Employees in Self Employed Businesses, 2015-2018	6
Change in Patents Issued, 2016-2018	6
High Growth, 2017	6
Percent Veteran Owned Businesses, 2016	7

DATA AND TABLES

Self Employment as a Percent of All Employment by Industry, 2018

	Los Angeles, CA (Los Angeles Co.)	Atlanta, GA (Fulton Co.)	Chicago, IL (Cook Co.)	Houston, TX (Harris Co.)	Miami, FL (Miami-Dade Co.)	Phoenix, AZ (Maricopa Co.)	San Diego, CA (San Diego Co.)	Average for All Locations	Difference btwn. Average and Los Angeles, CA
Agriculture, Forestry, Fishing and Hunting	15.3%	22.2%	54.6%	29.1%	6.9%	17.0%	10.7%	23.4%	-8.1%
Mining, Quarrying, and Oil and Gas Extraction	2.5%	5.0%	0.9%	0.4%	7.8%	1.1%	5.2%	3.4%	-0.9%
Utilities	1.7%	0.5%	1.4%	0.0%	8.9%	1.0%	1.0%	2.1%	-0.5%
Construction	30.6%	12.3%	22.7%	16.7%	34.3%	14.8%	18.5%	19.9%	10.7%
Manufacturing	3.2%	2.1%	1.3%	2.1%	5.4%	2.4%	3.0%	2.7%	0.5%
Wholesale Trade	3.6%	1.1%	1.5%	1.8%	3.6%	2.8%	4.3%	2.5%	1.1%
Retail Trade	7.0%	3.0%	2.5%	4.3%	4.4%	3.3%	5.6%	3.8%	3.1%
Transportation and Warehousing	12.5%	3.9%	10.7%	9.1%	14.5%	8.5%	15.8%	10.4%	2.1%
Information	11.1%	2.0%	4.7%	0.0%	10.4%	6.9%	8.8%	5.5%	5.6%
Finance and Insurance	6.5%	1.9%	2.2%	3.7%	4.7%	2.1%	6.2%	3.5%	3.1%
Real Estate and Rental and Leasing	23.4%	8.5%	11.5%	11.4%	25.9%	20.6%	21.0%	16.5%	6.9%
Professional, Scientific, and Technical Services	18.9%	6.5%	8.4%	8.9%	15.4%	13.6%	15.3%	11.3%	7.5%
Management of Companies and Enterprises	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Administrative and Support Services	14.8%	3.2%	4.8%	9.3%	19.2%	8.4%	14.2%	9.8%	5.0%
Educational Services	7.5%	6.5%	3.9%	6.2%	6.8%	6.1%	12.1%	6.9%	0.6%
Health Care and Social Assistance	5.7%	2.6%	4.4%	5.1%	6.2%	3.8%	6.0%	4.7%	1.0%
Arts, Entertainment, and Recreation	29.7%	12.2%	13.6%	16.3%	23.6%	15.9%	18.9%	16.7%	13.0%
Accommodation and Food Services	3.0%	0.6%	1.3%	2.1%	2.4%	1.4%	2.0%	1.6%	1.4%
Other Services (except Public Administration)	34.7%	23.2%	15.1%	30.1%	36.6%	26.7%	26.0%	26.3%	8.5%
Government	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Unclassified Industry	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Self Employment in All Industries	10.2%	4.1%	5.2%	6.8%	10.9%	6.5%	8.1%	6.9%	3.3%

Source: EMSI

Self Employment by Gender, 2018

	Males (#)	Males (%)	Females (#)	Females (%)	Percentage Point Difference
Los Angeles, CA (Los Angeles Co.)	300,517	58%	221,703	42%	15%
Atlanta, GA (Fulton Co.)	19,299	51%	18,393	49%	2%
Chicago, IL (Cook Co.)	85,078	58%	61,916	42%	16%
Houston, TX (Harris Co.)	98,703	57%	75,922	43%	13%
Miami, FL (Miami-Dade Co.)	85,481	60%	56,592	40%	20%
Phoenix, AZ (Maricopa Co.)	82,937	58%	60,235	42%	16%
San Diego, CA (San Diego Co.)	81,279	58%	59,377	42%	16%
Average (w/o Los Angeles)		57%		43%	14%

Source: EMSI

Self Employment by Race, 2018

	Hispanic or Latino (%)	White (%)	Black or African American (%)	American Indian or Alaska Native (%)	Asian (%)	Native Hawaiian or Other Pacific Islander (%)	Two or More Races (%)
Los Angeles, CA (Los Angeles Co.)	30%	51%	4%	0.19%	12%	0%	3%
Atlanta, GA (Fulton Co.)	12%	61%	20%	0.26%	4%	Insf. Data	2%
Chicago, IL (Cook Co.)	14%	69%	10%	0.26%	5%	0%	2%
Houston, TX (Harris Co.)	42%	46%	6%	0.00%	4%	0%	1%
Miami, FL (Miami-Dade Co.)	30%	57%	9%	0.19%	3%	0%	2%
Phoenix, AZ (Maricopa Co.)	28%	62%	4%	1.00%	4%	0%	2%
San Diego, CA (San Diego Co.)	30%	52%	4%	0.28%	11%	0%	3%
Average (w/o Los Angeles)	26%	58%	9%	0.33%	5%	0%	2%

Source: EMSI

Employment Stages & Business Type by Business and Employment 2018

	Los Angeles, CA (Los Angeles Co.)		Atlanta, GA (Fulton Co.)		Chicago, IL (Cook Co.)		Houston, TX (Harris Co.)		Miami, FL (Miami-Dade Co.)		Phoenix, AZ (Maricopa Co.)		San Diego, CA (San Diego Co.)	
	Businesses (#) (%)		Businesses (#) (%)		Businesses (#) (%)		Businesses (#) (%)		Businesses (#) (%)		Businesses (#) (%)		Businesses (#) (%)	
ALL	566,727	100	68,603	100	223,131	100	238,856	100	224,450	100	176,693	100	188,788	100
Self Employed	52,922	9	5,953	9	21,032	9	15,545	7	12,102	5	20,155	11	22,806	12
2-9 Employees	443,809	78	50,369	73	159,141	71	187,052	78	192,676	86	126,232	71	140,927	75
10-99 Employees	64,181	11	11,071	16	39,060	18	32,898	14	18,107	8	27,624	16	23,101	12
100-499 Employees	5,306	1	1,060	2	3,448	2	3,032	1	1,402	1	2,445	1	1,751	1
500+ Employees	509	0	150	0	450	0	329	0	163	0	237	0	203	0

	Employees (#) (%)		Employees (#) (%)		Employees (#) (%)		Employees (#) (%)		Employees (#) (%)		Employees (#) (%)		Employees (#) (%)	
ALL	4,893,845	100	876,259	100	2,823,774	100	2,546,617	100	1,545,473	100	1,883,356	100	1,719,032	100
Self Employed	52,922	1	5,953	1	21,032	1	15,545	1	12,102	1	20,155	1	22,806	1
2-9 Employees	1,622,421	33	206,102	24	643,902	23	733,107	29	694,198	45	488,873	26	519,059	30
10-99 Employees	1,512,560	31	263,815	30	925,454	33	766,369	30	399,778	26	671,999	36	546,191	32
100-499 Employees	911,711	19	186,097	21	597,267	21	509,560	20	250,981	16	412,063	22	299,221	17
500+ Employees	794,231	16	214,292	25	636,119	23	522,036	21	188,414	12	290,266	15	331,755	19

Source: YE

Job and Establishment Growth by Company Size, 2015 - 2018

	Los Angeles, CA (Los Angeles Co.)		Atlanta, GA (Fulton Co.)		Chicago, IL (Cook Co.)		Houston, TX (Harris Co.)		Miami, FL (Miami-Dade Co.)		Phoenix, AZ (Maricopa Co.)		San Diego, CA (San Diego Co.)	
	Businesses Change (#) (%)		Businesses Change (#) (%)		Businesses Change (#) (%)		Businesses Change (#) (%)		Businesses Change (#) (%)		Businesses Change (#) (%)		Businesses Change (#) (%)	
ALL	119,542	26.7%	3,832	5.9%	(2,704)	(1.2%)	33,544	16.3%	69,968	45.3%	(1,738)	(1.0%)	38,354	25.5%
Self Employed	944	1.8%	761	14.7%	1,023	5.1%	(455)	(2.8%)	772	6.8%	2,781	16.0%	3,522	18.3%
2-9 Employees	118,613	36.5%	3,315	7.0%	(2,787)	(1.7%)	33,216	21.6%	69,178	56.0%	(4,684)	(3.6%)	34,023	31.8%
10-99 Employees	46	0.1%	(251)	(2.2%)	(920)	(2.3%)	623	1.9%	41	0.2%	140	0.5%	829	3.7%
100-499 Employees	(45)	(0.8%)	5	0.5%	(2)	(0.1%)	171	6.0%	(25)	(1.8%)	26	1.1%	(19)	(1.1%)
500+ Employees	(16)	(3.0%)	2	1.4%	(18)	(3.8%)	(11)	(3.2%)	2	1.2%	(1)	(0.4%)	(1)	(0.5%)

	Employees Change (#) (%)		Employees Change (#) (%)		Employees Change (#) (%)		Employees Change (#) (%)		Employees Change (#) (%)		Employees Change (#) (%)		Employees Change (#) (%)	
ALL	449,729	10.1%	45,709	5.5%	6,936	0.2%	175,770	7.4%	253,880	19.7%	23,360	1.3%	158,863	10.2%
Self Employed	944	1.8%	761	14.7%	1,023	5.1%	(455)	(2.8%)	772	6.8%	2,781	16.0%	3,522	18.3%
2-9 Employees	450,396	38.4%	28,769	16.2%	32,653	5.3%	154,451	26.7%	250,377	56.4%	37,926	8.4%	125,246	31.8%
10-99 Employees	(579)	(0.0%)	(753)	(0.3%)	(25,071)	(2.6%)	4,324	0.6%	(5,353)	(1.3%)	11,026	1.7%	21,514	4.1%
100-499 Employees	(8,306)	(0.9%)	(1,769)	(0.9%)	(6,295)	(1.0%)	19,007	3.9%	(236)	(0.1%)	1,088	0.3%	(2,600)	(0.9%)
500+ Employees	7,274	0.9%	18,701	9.6%	4,626	0.7%	(1,557)	(0.3%)	8,320	4.6%	(29,461)	(9.2%)	11,181	3.5%

Source: YE

Background Conditions (Indices)

	Innovation Index, Stats America	Human Capital & Knowledge Creation, Stats America	Startup Activity, Kauffman	Main Street, Kauffman	High Growth, Kauffman
Los Angeles, CA (Los Angeles Co.)	118	198	3	7	31
Atlanta, GA (Fulton Co.)	31	8	12	33	5
Chicago, IL (Cook Co.)	155	118	31	14	27
Houston, TX (Harris Co.)	58	238	9	24	19
Miami, FL (Miami-Dade Co.)	193	357	1	10	36
Phoenix, AZ (Maricopa Co.)	126	103	8	38	15
San Diego, CA (San Diego Co.)	33	60	4	13	12

Source: Stats America, Kauffman

Proportion of Entrepreneurial Businesses Female, Minority, and Veteran Owned by Metro Area

	% Female-Owned	% Minority Owned	% Veteran-Owned
Los Angeles-Long Beach-Anaheim, CA Metro Area	22.5%	40.3%	4.2%
Atlanta-Sandy Springs-Roswell, GA Metro Area	24.7%	27.1%	8.1%
Chicago-Naperville-Elgin, IL-IN-WI	20.5%	20.5%	4.9%
Houston-The Woodlands-Sugar Land, TX	20.5%	31.6%	6.1%
Miami-Fort Lauderdale-West Palm Beach, FL Metro Area	23.8%	40.7%	4.9%
Phoenix-Mesa-Scottsdale, AZ	18.5%	15.0%	6.0%
San Diego-Carlsbad, CA	21.1%	24.4%	6.5%
Average w/o Los Angeles	21.5%	26.5%	6.1%

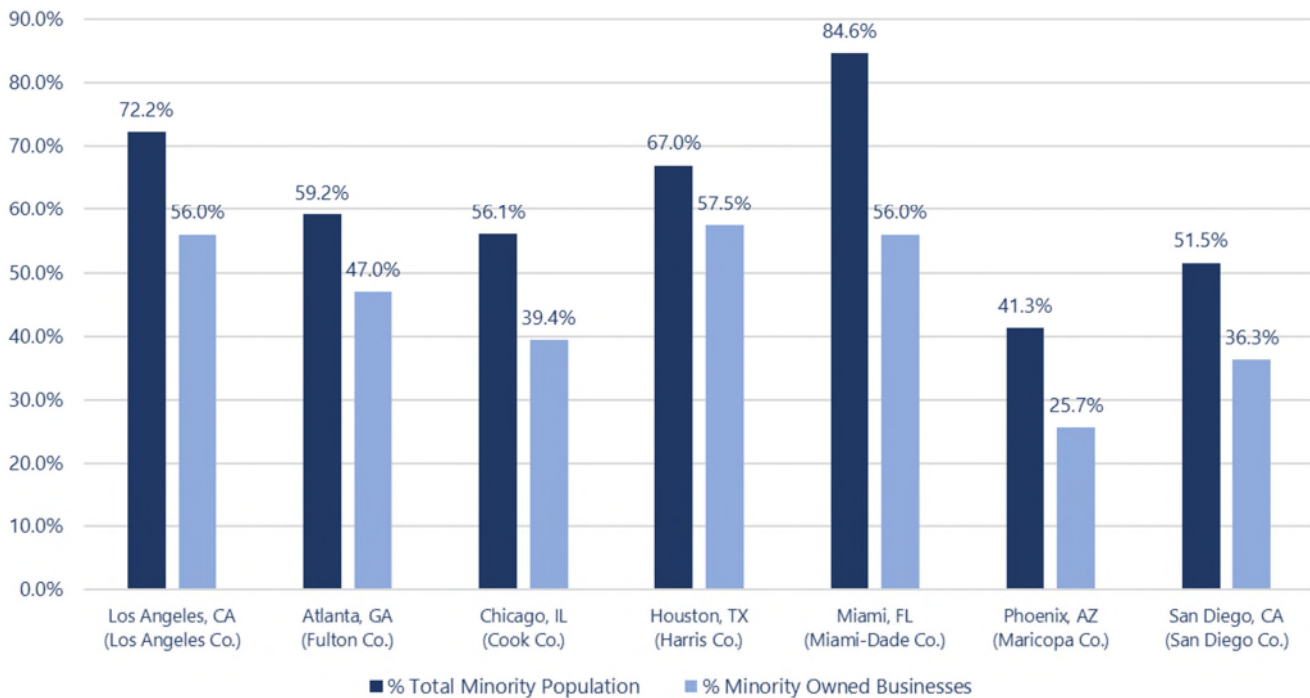
Source: U.S. Census Survey of Entrepreneurs, 2016

Proportion of Businesses Female and Minority Owned by County

	% Female-Owned	% Minority Owned
Los Angeles, CA (Los Angeles Co.)	39.0%	56.0%
Atlanta, GA (Fulton Co.)	42.6%	47.0%
Chicago, IL (Cook Co.)	39.5%	39.4%
Houston, TX (Harris Co.)	39.2%	57.5%
Miami, FL (Miami-Dade Co.)	39.0%	56.0%
Phoenix, AZ (Maricopa Co.)	35.5%	25.7%
San Diego, CA (San Diego Co.)	35.9%	36.3%
Average w/o Los Angeles	38.6%	43.6%

Source: U.S. Census Survey of Business Owners, 2012 and 2010 U.S. Census

Proportion of Businesses Minority Owned vs. Total Minority Population



Source: U.S. Census Survey of Business Owners, 2012 and 2010 U.S. Census

Proportion of Businesses Veteran Owned by Metro Area vs. Total Veteran Population

	% Total Veteran Population	% Veteran Owned Businesses
Los Angeles-Long Beach-Anaheim, CA Metro Area	3.9%	4.2%
Atlanta-Sandy Springs-Roswell, GA Metro Area	7.4%	8.1%
Chicago-Naperville-Elgin, IL-IN-WI	5.1%	4.9%
Houston-The Woodlands-Sugar Land, TX	5.6%	6.1%
Miami-Fort Lauderdale-West Palm Beach, FL Metro Area	4.5%	4.9%
Phoenix-Mesa-Scottsdale, AZ	8.4%	6.0%
San Diego-Carlsbad, CA	9.1%	6.5%
Average w/o Los Angeles	6.7%	6.1%

Source: U.S. Census Survey of Entrepreneurs, 2016

GLOSSARY OF INDICATORS

Self-Employment as a Percent of All Employment | The proportion of self-employment relative to all employment. The higher the proportion the higher the ranking. Data taken from EMSI from 2018.

Self-Employment by Gender | The percent of female self-employed workers. The closer to 50% (meaning 50% of all self-employed workers are female and 50% are male) the higher the ranking. Data taken from EMSI from 2018.

Self-Employment by Race | The percent of self-employment by race. The higher the percent of non-whites self-employed workers, the higher the ranking. Data taken from EMSI from 2018.

Percent of Businesses with 2-9 Employees | Percent of businesses with 2-9 employees relative to all business within the study area. The higher the percent, the higher the ranking. Data taken from YourEconomy.org 2015-2018.

Growth in Number of Self Employed Businesses, 2015-2018 | The growth of businesses with Self Employed employees within each study area. The higher the growth, the higher the ranking. Data taken from YourEconomy.org 2015-2018.

Growth in Number of Businesses with 2-9 Employees, 2015-2018 | The growth of businesses with 2-9 employees within each study area. The higher the growth, the higher the ranking. Data taken from YourEconomy.org 2015-2018.

Growth in Number of Employees in Self Employed Businesses, 2015-2018 | The growth in the number of employees for businesses with Self Employed employees. The higher the number of employees, the higher the ranking. Data taken from YourEconomy.org 2015-2018.

Growth in Number of Employees in Businesses with 2-9 Employees, 2015-2018 | The growth in the number of employees for businesses with 2-9 employees. The higher the number of employees, the higher the ranking. Data taken from YourEconomy.org 2015-2018.

Change in Patents Issued, 2016-2018 | For each study area, we looked at the percent change in patents issued from 2016-2018. The higher the percent change, the higher the ranking. Data taken from the United States Patent and Trademark Office, 2016-2018.

Percent Female Owned Businesses (2012) | The percent of female business owners. The closer to 50% (meaning 50% of all business owners are female and 50% are male) the higher the ranking. Data originated from US Census Survey of Business Owners, 2012.

Percent Minority Owned Businesses | The percent of minority business owners. The higher the percent, the higher the ranking. Data originated from US Census Survey of Business Owners, 2012.

Percent Veteran Owned Businesses | The percent of veteran business owners. The higher the percent, the higher the ranking. Data originated from US Census Survey of Entrepreneurs, 2016. This survey covers Metropolitan Statistical Areas (MSAs), not counties, so the appropriate MSAs were used.

Percent Minority Owned as a Percent of Minority Population | The difference between the percent of minority owned business and the percent of the total minority population of a study area. The smaller the gap (i.e. those study areas with the smallest difference) the higher the ranking. Data originated from US Census Survey of Business Owners, 2012 and 2010 US Census.

Percent Veteran Owned as a Percent of Veteran Population | The difference between the percent of veteran owned business and the percent of the total veteran population of a study area. The smaller the gap (i.e. those study areas with the smallest difference) the higher the ranking. Data originated from US Census Survey of Entrepreneurs, 2016 and US Census American Community Survey 2013-2017 Estimates.

Innovation Index, Stats America | The Innovation Index synthesizes metrics that analyze human capital and knowledge creation; business dynamics; business profiles; employment and productivity; and economic well-being to provide each study area with a score. The ranking of the study area's overall Innovation Index score, relative to the other study areas, is what is ranked here. Index provided by Stats America.

Human Capital & Knowledge Creation, Stats America | The Human Capital & Knowledge Creation index suggests to what extent a study area has a labor force and population to engage in innovative activities. The ranking of the study area's overall score, in relation to the other study areas, is what is ranked here. Index provided by Stats America.

Startup Activity | Ranks study areas based on new business creation, market opportunity, and startup density. The ranking of the study area's overall score, in relation to the other study areas, is what is ranked here. Index provided by the Kauffman Foundation, 2017.

Main Street | This index measures small business activity via density, survival rate, and rate of small business ownership within each study area. The ranking of the study area's overall score, in relation to the other study areas, is what is ranked here. Index provided by the Kauffman Foundation, 2016.

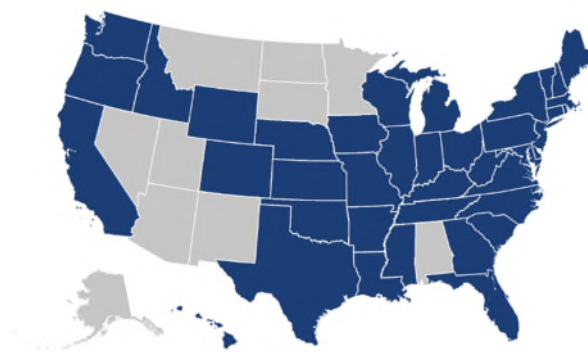
High Growth | This index ranks the average growth of a cohort of new startup in their first five years. The ranking of the study area's overall score, in relation to the other study areas, is what is ranked here. Index provided by the Kauffman Foundation, 2017.

APPENDIX H: PUBLIC COMMENT

The CEDS was made publicly available for the 30-day comment period on May 29, 2020. The document was posted to the LACDA's website with background on the document's purpose and how public contributions would be incorporated. Physical copies of the report could also be requested. The following pages document the comments there were received. Each comment was reviewed against the goals and purpose of the CEDS. Where appropriate, comments were incorporated into the plan to clarify, support, or edit language.

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