

**REPORT OF THE
CHIEF LEGISLATIVE ANALYST**

DATE: August 19, 2016

TO: Honorable Members of the Ad Hoc Committee on Comprehensive Job Creation Plan

FROM: Sharon M. Tso *KEK*
Chief Legislative Analyst

Council File No.: 15-0850
Assignment No. : 16-08-0636

SUBJECT: Citywide Comprehensive Job Creation Plan

SUMMARY

Pursuant to Council action, as initiated by Motion (Wesson – Krekorian, C.F. 15-0850), our Office submits the attached City comprehensive job creation plan titled “Jobs and Business Advancement in Los Angeles Action Plan” (Jobs Plan or Plan). The Jobs Plan was prepared with the assistance of the Office of the Mayor, City Administrative Officer, Economic and Workforce Development Department, Office of the City Clerk, the Personnel Department and in consultation with several other departments. The Jobs Plan responds to Council’s instructions (Attachment A) to prepare a comprehensive report detailing the work of the Ad Hoc on Comprehensive Job Creation Plan Committee (Jobs Committee) with specific recommendations that include:

- a. Utilizing Community Revitalization and Investment Authority (CRIA) for economic development.
- b. Creating Job and Economic Development Incentive (JEDI) Zones and an incentive package that would be available to businesses.
- c. Improving the Local Business Preference Program and developing an outreach strategy.
- d. Creating a centralized business unit.
- e. Creating a rapid response team to assist businesses through the City’s bureaucracy.
- f. Creating a small business commission.
- g. Improving procurement reform.
- h. Utilizing the City’s new asset management system for economic development.
- i. Supporting the City’s efforts for development services reform and permitting efficiencies.
- j. Furthering the City’s efforts on hiring 5,000 new employees, training, and apprenticeships.
- k. Expanding the role and increasing the number of Business Improvement Districts.
- l. Marketing City services and incentives to businesses inside and outside of the City of Los Angeles.
- m. Adopting a Citywide Economic Development Strategy.

The Plan (Attachment B) is separated into two sections. The first section includes the items listed above that correspond to strengthening the City’s internal capacity to assist businesses, while the second section addresses the items that help forge external partnerships and address growth at a regional level. Overall, the Plan presents a compilation of strategies (Strategies) addressing key

areas on which the City can focus, that will serve as the foundation for its Citywide Economic Development Strategy.

Each of the goals listed above are associated with either (1) new initiatives proposed by the Jobs Committee and the Economic Development Committee or (2) current City initiatives or programs. The Plan addresses each goal with an individual Strategy. Each Strategy includes:

- A description of each strategic goal;
- The status of each goal or action taken since the item was heard in Committee or after adoption by Council;
- A description of accomplishments to date;
- Short-term objectives and next steps;
- Long-term objectives and next steps;
- Resources that have been allocated or will be necessary to carry out these goals;
- Lead and collaborating departments; and
- Any proposed recommendations that will further support the Jobs and Business Advancement in Los Angeles Action Plan.

ADDITIONAL CONSIDERATIONS

Several Strategies in this Jobs Plan offer new recommendations proposed by City departments. Our Office has reviewed and incorporated most into the Recommendations section of this report, except for the following which require additional analysis and Council consideration.

Strategy 1D (Procurement Reform) suggests the formation of a new Department of Procurement. Our Office recommends that this be further studied and that a unit or division also be considered prior to the conceptual approval of a new City department, as this proposal has not yet been presented to any Council Committee for consideration. If the Jobs Committee wishes to consider this recommendation, we recommend that Council instruct the City Administrative Officer, Chief Legislative Analyst and General Services Department to report on the proposed organizational structure, the need for a new department or unit, impacts to existing departments, and resources needed to implement the formation of a new department.

Strategy 2A (Business Improvement Districts) suggests that multiple departments provide monthly reports to the City Clerk's Office relative to services performed within Business Improvement Districts. Our Office recommends that the City Clerk's Office be instructed to lead this effort in order to more efficiently coordinate and analyze the requested information. We recommend that Council instruct the Office of the City Clerk, with the assistance from the Office of Community Beautification and Bureaus of Contract Administration, Engineering, Sanitation, Street Lighting and Street Services to provide quarterly reports to Council relative to services performed within Business Improvement Districts.

RECOMMENDATIONS

That the City Council:

1. APPROVE the attached Jobs and Business Advancement in Los Angeles Action Plan (Jobs Plan).
2. INSTRUCT lead departments for each Strategy named in the Jobs Plan to report to Council on the progress of each Strategy within 90 days.
3. ADOPT the title “Business Advancement Team” as the official name for the “Business Assistance Unit,” proposed in the Chief Legislative Analyst’s report dated June 27, 2016. (See Strategy 1A)
4. INSTRUCT the City Administrative Officer, with the assistance of the City Attorney, the General Services Department, the Bureau of Contract Administration, and Chief Legislative Analyst, to report on the feasibility and impact of increasing the threshold on competitive bid procurement from \$25,000 to \$100,000 in the Los Angeles Administrative Code section 10.15 (a)(1) and necessary steps to effectuate this action. (See Strategy 1D)
5. INSTRUCT the General Services Department, the Bureau of Contract Administration, the City Administrative Officer, Chief Legislative Analyst, and City Attorney to coordinate these efforts with the Local Business Preference Program (LBPP), including the development of metrics in the contracting process that would inform analysis and decisions regarding the LBPP. (See Strategy 1D)
6. INSTRUCT the Information Technology Agency to digitize all certifications to the level feasible (Local Business Program Preference, Small Local Business, Minority Business Enterprise, Women Business Enterprise, Disadvantaged Business Enterprise, etc.) and ensure that those digitized applications are available through the Business Assistance Virtual Network by December 2016. (See Strategy 1E)
7. INSTRUCT the Economic and Workforce Development Department to conduct outreach regarding the Local Business Preference Program through business advocacy groups, BusinessSource Centers, WorkSource Centers, Business Improvement Districts and through other means by June 2017. (See Strategy 1E)
8. INSTRUCT the Bureau of Contract Administration, with the assistance of relevant City departments, to report by December 2016 on the long-term needs relative to conducting effective outreach. (See Strategy 1E)
9. INSTRUCT the Bureau of Contract Administration, with the assistance of the Chief Legislative Analyst and appropriate City departments, to work with Los Angeles County to create a single business certification system by March 2017. (See Strategy 1E)

10. INSTRUCT all applicable City departments to collect the following data relative to the Local Business Preference Program by December 2016:
 - Total number of contracts and amount awarded;
 - Total number of contracts and amount awarded to Local Business Enterprises;
 - Overall percentage of contracts awarded to Local Business Enterprises;
 - Local Business Enterprises awarded due to Local Business Preference Program; and
 - Total cost to the City to award to Local Business Enterprises over non- Local Business Enterprises. (See Strategy 1E)
11. INSTRUCT the Bureau of Contract Administration to send a letter by December 2016 to all appropriate City departments with information on data that they must collect for Local Business Preference Program monitoring and reporting and provide an annual report to Council by April 1st. (See Strategy 1E)
12. INSTRUCT the Department of City Planning to expand expediting services and metrics to better assess performance. (See Strategy 1F)
13. INSTRUCT the Economic and Workforce Development Department, in consultation with the Office of the Chief Legislative Analyst, Mayor's Office, Department of Convention and Tourism Development, Los Angeles World Airports, Department of Water and Power, Film LA, Department of Transportation, and any other departments as appropriate, to report on the feasibility of launching a coordinated marketing campaign to promote the City and City's incentives to businesses in and outside the City; develop targeted marketing programs for key industries; and, develop marketing materials in other key languages. (See Strategy 1I)
14. REQUEST the Mayor's Office and INSTRUCT Economic and Workforce Development Department to continue to work with the City Clerk in the coordination of economic development efforts to increase awareness of the Business Improvement District as an economic development tool. (See Strategy 2A)
15. INSTRUCT the Chief Legislative Analyst to make technical adjustments to the Jobs Plan, including changes to the narrative to reflect the adopted changes to the Strategies.

FISCAL IMPACT

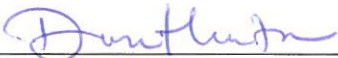
There is no fiscal impact at this time. Implementation of the Citywide Comprehensive Job Creation Plan may require additional resources. Each Strategy includes a "Resources" section that describes the current and future need for funding.

BACKGROUND

Since the formation of an Ad Hoc Committee on Comprehensive Jobs Creation Plan (Jobs Committee) in July 2015, the Jobs Committee has adopted several initiatives that establish a roadmap for a Jobs Plan. The Jobs Committee created an opportunity for public input and coordination of efforts that are currently being pursued by the City. The Jobs Plan presents a set of initiatives with respective action plans to better assist businesses and promote job creation in the City.

Throughout its tenure, the Jobs Committee has: (1) initiated the study of several innovative proposals such as creating Jobs and Economic Development Incentive (JEDI) Zones and launched the development of a Citywide Economic Development Strategy that would serve as an overarching vision for all departments to implement on a go forward basis; (2) approved measures that seek to enhance existing programs such as the Local Business Preference Program and Business Improvement Districts; and (3) supported City initiatives such as development reform and permitting efficiencies. Most importantly, the Committee has worked to promote a unified vision that establishes specific goals to guide the City's numerous economic development and job creation programs in order to maximize their efficiency and success.

Several departments have presented to the Jobs Committee and the Economic Development Committee on the items listed in the Summary section of this report. Departments have responded to Council actions, initiated by various Motions, and have worked to make progress on these goals. Multiple departments and offices, including the Office of the Mayor and the Office of the City Administrative Officer, contributed to Strategies in the Jobs Plan presented here. The Strategies offer information on goals tied to the respective Council action or directive, with a summary of what has been accomplished, as well as a detailed breakdown of next steps and targeted dates. Strategies offer recommendations in the short-term to make immediate program improvements and establish structured programs to support job development over the long-term. The Job's Plan should be refined and further developed as departments implement these Strategies and seek further improvements to better serve the business community and promote quality jobs for the City's residents.


Dora Huerta
Analyst

Attachments:

- A. Council adopted report from Ad Hoc on Comprehensive Job Creation Plan (C.F. 15-0850)
- B. Comprehensive Citywide Job Creation Plan

File No. 15-0850

AD HOC ON COMPREHENSIVE JOB CREATION PLAN COMMITTEE REPORT relative to recommendations on a Citywide comprehensive job creation plan.

Recommendation for Council action, as initiated by Motion (Wesson - Krekorian):

INSTRUCT the Chief Legislative Analyst (CLA) to prepare a comprehensive report detailing the work of the Ad Hoc on Comprehensive Job Creation Plan Committee and with specific recommendations on an action plan that includes but is not limited to:

- a. Utilizing Community Revitalization and Investment Authority for economic development.
- b. Creating Job and Economic Development Incentive Zones and the incentive package that would be available to businesses.
- c. Improving the Local Business Preference Program and developing an outreach strategy.
- d. Creating a centralized business unit.
- e. Creating a rapid response team to assist businesses through the City's bureaucracy.
- f. Creating a small business commission.
- g. Procurement reform.
- h. Utilizing the City's new asset management system for economic development.
- i. City's efforts for development services reform and permitting efficiencies.
- j. City's efforts on hiring 5,000 new employees, training, and apprenticeships.
- k. Expanding the role and increasing the number of Business Improvement Districts.
- l. Marketing City services and incentives to businesses inside and outside of Los Angeles.
- m. Adopting a Citywide Economic Development Strategy.

Fiscal Impact Statement: Neither the City Administrative Officer nor the CLA has completed a financial analysis of this report.

Community Impact Statement: None submitted.

(Economic Development Committee waived consideration of the above matter)

Summary:

On June 28, 2016, the Ad Hoc on Comprehensive Job Creation Plan Committee considered Motion (Wesson - Krekorian) relative to recommendations on a comprehensive job creation plan.

During the discussion of this item, the Committee's Chair indicated that the Committee has been considering input from stakeholders and has been addressing various issues involving the challenges that businesses face and the opportunities that the City has to be more competitive with other cities. He then proposed that the CLA be instructed to report back with a comprehensive written report detailing the work of the Committee and with specific recommendations on an action plan.

After additional discussion and providing an opportunity for public comment, the Committee recommended that Council approve the recommendation detailed above. This matter is now submitted to Council for its consideration.

Respectfully Submitted,

AD HOC ON COMPREHENSIVE JOB CREATION PLAN COMMITTEE



<u>MEMBER</u>	<u>VOTE</u>
KREKORIAN:	YES
WESSON:	YES
ENGLANDER:	ABSENT
BLUMENFIELD:	YES
PRICE:	YES

MLE
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-NOT OFFICIAL UNTIL COUNCIL ACTS-

JOBS AND BUSINESS ADVANCEMENT IN LOS ANGELES ACTION PLAN



CITY OF LOS ANGELES

2016

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1. OVERVIEW

In the aftermath of the recent recession, the City continues to strengthen its capacity to support its local business community and residents. While the City's unemployment rate has improved, the City remains committed to ensuring the long-term viability of local jobs while helping local businesses maintain their vitality. Several recent improvements to the quality of life of its workers, including an increase to the minimum wage, wage enforcement and sick pay protections, ensure that the local workforce is healthy and robust. Improvements to enhance business potential including development reform, the Local Business Preference Program and Business Improvement Districts are necessary to support the City's businesses as they contribute to the overall economic well-being and vibrancy of the City. This proposed Citywide Comprehensive Job Creation Plan (Plan), as requested by Council Motion (C.F. 15-0850), presents a set of strategies that will help accomplish City goals relative to promoting job creation and business growth.

The Ad Hoc Committee on Comprehensive Job Creation Plan (Jobs Committee), formed in July 2015, has worked to create a unified vision and coordinated strategy in the City to better serve local businesses, and provide further revitalization and access to jobs in communities most in need. The Jobs Committee and Economic Development Committee have provided direction in a number of areas that will serve as pillars for this Plan and the forthcoming Economic Development Strategy (ED Strategy, C.F. 13-1090-S1). The ED Strategy will provide a clear set of long-term goals and objectives, and serve as a blueprint for the City's future economic development initiatives and allocation of resources.

This Plan establishes a foundation for a new approach to assist businesses and revitalize communities. The first section of this Plan addresses ways to strengthen the City's internal capacity. With the 2012 dissolution of the Community Redevelopment Agency (Agency), many of the Agency's economic development and job creation initiatives have been absorbed by the City in a short period of time. The City is now assessing its capacity and looking to improve its ability to help businesses succeed. Maximizing internal capacity is also necessary to promote strong and efficient partnerships with external organizations and government entities. The second section of this Plan describes proposals that can help forge partnerships and address growth at a regional level. Implementing initiatives such as a Community Revitalization and Investment Authority (CRIA), a State-authorized financing tool that is most effective when partnering with other taxing entities, help leverage strategic investments in areas with most need while factoring in regional considerations. Overall, the Plan presents a compilation of strategies addressing key areas on which the City can focus and that will serve as the foundation for its Citywide Economic Development Strategy.

The Plan's goals were developed from either (1) new strategies proposed by the Jobs Committee, and/or the Economic Development Committee or (2) current City initiatives (Exhibit A4). The Plan addresses each goal with an individual strategy. Each strategy includes a description and status of the goal, next steps in moving toward implementation, resources that have been allocated or will be necessary to carry out these goals, the lead and collaborating departments, and new proposed recommendations that will further support the City's Comprehensive Job Creation Plan.

In the 2016-17 Budget, the City made a significant contribution to the expansion of the Economic and Workforce Development's (EWDD) capacity to carry out economic development activity. As described in the Plan's Goal 1A "Centralized Business Unit and Rapid Response Service," a proposed new Business Assistance Unit is made possible with a FY 2016-17 allocation from the General Fund. This unit will be responsible for helping businesses navigate the City's bureaucracy to receive the assistance they need to locate in, expand or remain in the City. It will help businesses overcome critical obstacles and will work actively to coordinate with various departments to ensure a coordinated and rapid response. In addition, the Business Assistance Unit will further many of this Plan's goals such as the implementation of Jobs and Economic Development Incentive (JEDI) Zones, bringing additional financial tools and resources to areas in need of revitalization.

Additional investment will be necessary to fully implement some of the goals outlined in this Plan and will require a future commitment of resources from the City's budget. Each strategy identifies a lead department that can ensure the implementation of these strategies. This Plan reinforces the City's commitment to the long-term implementation of a Comprehensive Job Creation Plan shaped by departments throughout the City and a commitment to developing a successful economic development strategy with community stakeholders.

STRATEGIC GOALS	
1	BUILDING INTERNAL CAPACITY
1A	Centralized Business Unit and Rapid Response Service
1B	Small Business Commission
1C	Asset Management
1D	Procurement Reform
1E	Local Business Preference Program
1F	Development Services Reform and Permitting Efficiencies
1G	Hiring 5,000 New Employees, Training, and Apprenticeships
1H	Adopting a Citywide Economic Development Strategy
1I	Marketing City Services and Incentives
2	STRENGTHENING EXTERNAL PARTNERSHIPS AND REGIONAL COORDINATION
2A	Business Improvement Districts
2B	Community Revitalization and Investment Authority (CRIA)
2C	Jobs and Economic Development Incentive (JEDI) Zones

2. BUILDING INTERNAL CAPACITY

A business or resident in need of assistance, often seeks a first point of contact that can lead them through the City's massive bureaucracy. Prior to the 2012 dissolution of redevelopment agencies, there was a structure in place where locally-based redevelopment offices served blighted communities and offered specific incentives and resources to communities most in need. Since the dissolution, the City has absorbed a number of economic development roles and has been working to strengthen its internal capacity to serve local businesses and promote job creation. The City's formation of the Economic and Workforce Development Department (EWDD) in 2013 was a positive step in establishing a new entity that could continue to carry out economic development and job creation initiatives. EWDD oversees the City's nine BusinessSource Centers, which are often the introductory point of assistance for businesses. Several other City departments such as Building and Safety (B&S), Department of City Planning (DCP), and the Office the Mayor, continue to play a critical role in offering businesses the support needed to locate in, expand or stay in the City. During the tenure of the Jobs Committee, a new effort began to centralize and coordinate the City's support and assist businesses moving through the entire multifaceted process via a new Business Assistance Unit (BAU). The BAU, to be overseen by EWDD, will help businesses navigate the City's system and facilitate collaboration among multiple departments to expeditiously and efficiently resolve problems. While other departments continue to play an important role, the BAU will help trouble-shoot and resolve complex issues by coordinating across multiple City departments and offices.

This Plan summarizes recently proposed and approved goals to help make the City stronger in its efforts to serve businesses and promote job creation. Goals to strengthen internal capacity can be categorized as they relate to the City's organizational structure, programs and initiatives, as noted in the chart below and strategies described in this section.

ORGANIZATIONAL STRUCTURE	
1A	Centralized Business Unit and Rapid Response Service
1B	Small Business Commission
1C	Asset Management
PROGRAMS	
1D	Procurement Reform
1E	Local Business Preference Program
INITIATIVES	
1F	Development Services Reform and Permitting Efficiencies
1G	Hiring 5,000 New Employees, Training, and Apprenticeships
1H	Adopting a Citywide Economic Development Strategy
1I	Marketing City Services and Incentives

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Goal 1A – Create a Centralized Business Unit, Including Rapid Response Service for Businesses

Description: The November 18, 2015 Motion (Krekorian-Martinez-Price, C.F. 15-1365) proposes creation of a single City business unit and an expansion of the City's rapid response team.

On June 28, 2016 the CLA reported to Ad Hoc Committee on Comprehensive Job Creation Plan and recommended that the Economic and Workforce Development Department (EWDD) report on funding, staff and scope of work required to create a business assistance unit that includes a rapid response feature for businesses. The CLA report further recommended that Council instruct the Office of Finance, Planning Department, Building and Safety and the Department of Water and Power to assist EWDD with identifying and solving problems encountered by businesses in the City of Los Angeles.

Recommended Council Instruction(s):

The Ad Hoc Committee approved the CLA recommendations on June 28, 2016. The Council File (CF 15-1365) was referred to the Economic Development Committee (EDC) for consideration.

1. Instruct EWDD to report on the funding, staffing, and scope of work required to create an effective business assistance unit that includes a rapid response feature for businesses.
2. Instruct the Office of Finance, Planning Department, Building and Safety, and Department of Water and Power, and other appropriate Departments, to assign a designee to assist EWDD with the identification of, and solutions to, problems encountered by small businesses.

Status: Consideration and approval by both the Council and EDC are pending. The City's Fiscal Year 2016-17 budget included position authority and funding for seven positions to accomplish new tasks assigned to EWDD. Five of these positions will staff a Business Assistance Unit, which will include the existing EWDD-managed BusinessSource Centers as well as new services, including rapid response, business incentives, analysis and marketing, outreach and administration of Jobs and Economic Development Incentive Zones, and support for a new Small Business Commission. (See attached staffing plan and organization chart provided in the June 29, 2016 meeting of the Ad Hoc Committee on a Comprehensive Job Creation Plan.)

Short-term Objective(s) and Next Steps:

1. EWDD - Business Assistance Unit:
 - a. EWDD's hiring plan anticipates hiring new staff for the Business Assistance Unit by October 2016. The Business Assistance Unit staff and their roles and responsibilities are described in the attached staffing plan and organization chart provided in the June 29, 2016 meeting of the Ad Hoc Committee on a Comprehensive Job Creation Plan.
 - i. The new unit will be managed by an Assistant Chief Grants Administrator – this position will be responsible for overseeing all of the functions of the unit, playing the lead role in designing and implementing the new Jobs and Economic Development Incentive Zone Program, and serve as lead staff in EWDD's support of the new Small Business Commission.
 - ii. Specifically as it relates to this Motion and the resulting CLA recommendations, a Rapid Response Officer will work with liaisons designated by the Office of Finance, Department of City Planning, Department of Building and Safety, and Department of Water and Power to establish a referral protocol and begin accepting referrals from BusinessSource Centers to help City businesses struggling with meeting City requirements.

2. City Department Partners:
 - a. EWDD recommends that the Council instruct the Office of Finance, Department of City Planning, Department of Building and Safety and Department of Water and Power to notify the General Manager, EWDD with names of designated liaisons to assist the EWDD Rapid Response Officer with identifying and solving problems encountered by businesses in the City of Los Angeles by September 30, 2016.

Long-term Objectives(s) and Next Steps:

1. Start-up operations of Business Assistance Unit
 - a. Complete hiring (October 2016).
 - b. Liaisons from Office of Finance, Department of City Planning, Department of Building and Safety and Department of Water and Power are appointed (October 2016).
 - c. EWDD Rapid Response Officer establishes final protocols with City Department Liaisons (January 2017).
 - d. Rapid Response Service is presented to Los Angeles BusinessSource Centers, City Council Offices and Mayor's Business Team (January 2017).
 - e. Rapid Response Officer begins implementing protocols and accepting referrals (February 2017).
2. Request for Proposals (RFP) for a consultant to develop Citywide Economic Development Strategy
 - a. Release RFP for a Consultant to develop a Citywide Economic Development Strategy (October 2016).
 - b. Return to Council with recommended Consultant (January 2017).
 - c. Execute Consultant Contract (February 2017).
 - d. Complete Citywide Economic Development Strategy (June 2017).

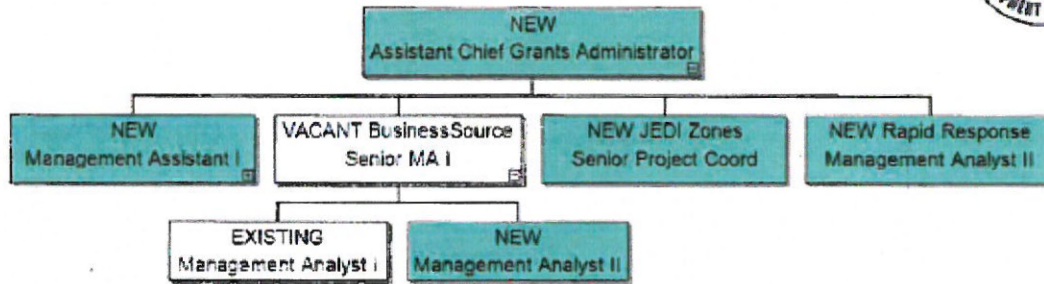
Resources:

1. Funding and position authorities for the Business Assistance Unit are provided in EWDD's Fiscal year 2016-17 budget. Funding to continue these positions will be in future budget requests.
2. Funding required for the Citywide Economic Development Strategy will be requested when EWDD returns for authority to release the RFP for consultant services to develop this strategy.

Lead Agency: Economic and Workforce Development Department

Collaborating Departments/Agencies: Office of Finance, Department of City Planning, Department of Building and Safety and Department of Water and Power

Economic and Workforce Development Department
Expanded Business Assistance Unit



NEW Assistant Chief Grants Administrator*

- Manage and oversee expanded Business Assistance Unit (C.F. 15-1365)
- Implement business incentives recommended by pending Economic Development Strategy, including, but not limited to, JEDI Zones (C.F. 13-1090-S1; C.F. 13-0934-S2)
- Conduct outreach and marketing efforts for City business incentives
- Lead Staff Small Business Commission (C.F. 15-1364)

NEW Management Assistant I*

- Perform administrative functions for Small Business Commission (C.F. 15-1364)

VACANT Senior Management Analyst I

- Existing position to serve as BusinessSource Center System director
- Oversee BusinessSource Center procurement, contracting, monitoring and budget administration
- Manage two Management Analysts

NEW Management Analyst II*

- Report to Senior Management Analyst I to provide additional support for BusinessSource Center System to ensure contracts are effectively administered
- This position cannot be supported by CDBG due to limitations on Administrative/Planning expenditures

EXISTING Management Analyst I

- Report to Senior Management Analyst I to assist with contract administration, monitoring and budgetary oversight for BusinessSource Center providers

NEW Senior Project Coordinator*

- Support new JEDI Zone program once established (C.F. 13-0934-S2)
- Coordinate with stakeholders in new zones, determine appropriate package of business incentives for each zone, market incentives to businesses in each zone

NEW Management Analyst II*

- Implement "Rapid Response" service for businesses experiencing difficulty with City requirements (C.F. 15-1365)
- Coordinate with City Departments to resolve delays or other difficulties with City permits, licensing, inspections, etc. (C.F. 15-1365)

*Position authority and funding for position approved in Fiscal Year 2016-17 Adopted Budget (C.F. 16-0600)

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Goal 1B – Create a New Small Business Commission

Description: The November 18, 2015 Motion (Krekorian – Martinez – Wesson – O’Farrell, C.F. 15-1364) instructed the CLA to report on options to create a Small Business Commission.

On March 25, 2016 the CLA reported to the Ad Hoc Committee on Comprehensive Job Creation Plan with information about small business advisory boards in other cities, options for the definition of small business and options for forming a Small Business Commission in the City of Los Angeles. EWDD’s report, dated June 20, 2016, and presentation to the Ad Hoc Committee on June 21, 2016 provided recommendations to the City on the formation of a Small Business Commission.

Adopted Council Instruction(s):

The Ad Hoc Committee approved EWDD’s recommendations with amendments on June 21, 2016. City Council adopted the Ad Hoc Committee report on July 1, 2016:

1. APPROVE the establishment of the Los Angeles Small Business Commission (LASBC), including the definition of small business, as described in the Economic and Workforce Development Department (EWDD) report dated June 20, 2016, attached to the Council file, composed of:
 - a. Three members appointed by the Mayor.
 - b. One member appointed by the Council President.
 - c. One member appointed by the Chair of the Economic Development Committee.
 - d. One member appointed by the Chair of the Budget and Finance Committee.
 - e. One member appointed by the Chair of the Innovation, Grants, Technology, Commerce and Trade Committee.
2. INSTRUCT the General Manager, EWDD, or designee, to provide staffing support to the LASBC, including the release of agendas and other meeting support, analysis and presentation of data, and other efforts as needed.

Status: The Fiscal Year 2016-17 City Budget included positions and funding for the Business Assistance Unit, which includes new staff to support the new Small Business Commission.

Short-term Objective(s) and Next Steps:

1. EWDD to fill new positions for the Business Assistance Unit (October 2016)
2. Mayor and Council to appoint and confirm new members for the Small Business Commission (January 2017)
3. Approve workplan for the first year of the Small Business Commission (January 2017)
4. Small Business Commission report to Council with Year 1 priorities (February 2017)

Long-term Objectives(s) and Next Steps:

Small Business Commission report to Council with results of first year workplan and recommendations for Year 2 workplan (December 2017)

Resources:

1. The Fiscal Year 2016-17 City Budget included positions and funding for the Business Assistance Unit, which included new staff to support the new Small Business Commission. Funding to continue positions will be included in future year budget requests.

Lead Agency: EWDD.

Collaborating Departments/Agencies: Office of the Mayor, Office of the Council President, Chair of the Economic Development Committee, Chair of the Budget and Finance Committee, Chair of the Innovation, Grants, Technology, Commerce and Trade Committee.

Goal 1C - Establish the Asset Management Framework for the disposition of City-owned properties for economic development

Description: In April 2016, City Council approved the Asset Management Framework (Framework), a new process for the disposition of properties for economic development purposes (C.F. 12-1549-S3). This process is separate and distinct from the surplus property process. The Framework is as follows:

1. Motion is introduced regarding the potential re-use of City properties that is then transmitted to the City Administrative Officer's (CAO) Asset Management and Strategic Planning Unit (AMSP).
2. The AMSP along with other City departments evaluate the property for its potential use for economic development purposes or other uses (i.e., municipal use, non-profit, etc.) and make recommendations on the best use for the property.
3. The recommendations are forwarded to the Municipal Facilities Committee (MFC) which evaluates options provided by staff and determines the best use. MFC recommendations are forwarded to Council for its consideration.

In addition to adopting the Framework, the Council approved several other recommendations including the creation of the Economic Development Trust Fund (EDTF), development of guidelines for utilizing the funds in the EDTF, and others that are summarized below.

Subsequent to the adoption of the Framework, the City Administrative Officer (CAO) recommended a new process to evaluate City-owned properties for use as affordable housing opportunity sites. The Municipal Facilities Committee (MFC) considered the proposal and recommended that affordable housing be included as another potential use to be evaluated within the previously approved Framework. In July 2016, Council approved the MFC's recommendations and affordable housing was added to the Framework as a potential use of City-owned property. Council also approved the Property Review and Evaluation Process (PREP) that City staff would use to evaluate the future use of City-owned properties for affordable housing (C.F. 16-0600-S145). The PREP includes:

1. **Identification and Initial Review (7-10 days)** - determination of the availability and owner or user of site, current use, adjacent use, access, approximate value, suitability of site, potential number of housing units, financial encumbrances to sale or lease proceeds, location relative to transit, services and other amenities, and any environmental concerns;
2. **Due Diligence (30 – 45 days)** – determination of zoning and probable zoning designation, clearances or waivers that may be needed, building envelope, determination of ownership and value through title report and property appraisals, land survey and property appraisal information can be requested;
3. **Disposition Plan (30 days)** – determination of best use, additional site visits to be prepared by CAO;
4. **Disposition Plan Review and Approval (45 days)** – review by oversight committees and recommendations on appropriate disposition plan; and
5. **Disposition Action (70-120 days)** – issuance of request for proposals, request for bids, RFQ, or other solicitation document and negotiations of subsequent agreements.

Adopted Council Instructions:

1. Approve the Asset Management Framework.
2. Authorize the Municipal Facilities Committee to designate qualified City properties for economic development or other use, and to assign to appropriate City departments for implementation, subject to Council approval, all in conformance with the procedures outlined in this report; and

3. Instruct Heads of all Departments, with the exception of Harbor, Airports, and Water and Power, to submit all requests for utilization, acquisition, relocation, transfer or disposition of City property to the Municipal Facilities Committee through the CAO's Asset Management Strategic Planning (AMSP) unit, for consideration as outlined in this report;
4. Request the City Attorney's Office to prepare and present an ordinance to establish a new interest-bearing Economic Development Trust Fund (EDTF), to be administered by the Economic Workforce Development Department (EWDD), to receive eligible proceeds from the sale or lease of City property for economic development purposes, in accordance with expenditure guidelines to be prepared by EWDD; and
5. Authorize EWDD to serve as Fund Administrator of the new EDTF and to administer the disbursement of such funds for economic development projects and programs, in accordance with the EDTF ordinance to be drafted and considered under separate cover.
6. Instruct the Office of the CAO and EWDD to report to Council and Mayor with proposed staffing recommendations to assist with implementation of the City's economic development goals concerning City property;
7. Direct the CAO Asset Management Strategic Planning unit and EWDD to report annually to the Mayor and Council detailing property evaluations requested, under review, and completed, and an update on the status of all properties being reused or redeveloped for non-municipal purposes.
8. Request the City Attorney's Office to prepare an ordinance amending Section 5.500, Chapter 100, Division 5 of the Los Angeles Administrative Code to allow Real Property Trust Funds to be used for economic development projects or programs, including public infrastructure, development subsidies, or technical assistance;
9. Request the City Attorney's Office to present any amendments necessary to the Los Angeles Administrative Code in order to effectuate the recommendations contained within this report;
10. Authorize the Controller to establish an account in the new EDTF authorized to collect fifty percent (50%) of the proceeds from the sale or lease of economic development properties, pursuant to the guidelines to be provided by EWDD and Controller instructions to be provided by EWDD;
11. Authorize the Controller to establish an account in each of the Council Districts' Real Property Trust Fund to collect the remaining fifty percent (50%) of the proceeds from the sale or lease of economic development properties, pursuant to the guidelines provided by EWDD and Controller instructions;
12. Authorize the Controller to direct fifty percent of proceeds from the sale or lease of City-owned property that has been designated for economic development use to the EDTF to be administered by EWDD and the remaining fifty percent of the proceeds to the Real Property Trust Fund for the Council District in which the property is located;
13. Direct that rents collected by the General Services Department from the tenants of CRA/LA Future Development Properties be transferred to the EDTF; and
14. Instruct EWDD to formulate and report to the Municipal Facilities Committee with specific guidelines for the expenditure of EDTF Funds for consideration by the Municipal Facilities Committee and consider adding the following criteria:
 - a. Project areas of the former CRA/LA;
 - b. Areas with unemployment levels that exceed the City of Los Angeles average;
 - c. Areas where the average income is lower than the City of Los Angeles average;
 - d. Designated Federal, State or local economic development zones;
 - e. Citywide or neighborhood economic development planning activities;
 - f. Staff to carry out the economic development goals of the City of Los Angeles; and/ or
 - g. Projects generating a significant number of net new jobs in the City of Los Angeles.

Recommended Council Instructions:

On February 19, 2016, Council adopted Motion (Martinez-Krekorian-Cedillo) (C.F. 15-1521) relative to instructing GSD, EWDD, CAO, and the CLA to report on: 1) a Citywide asset management plan and improved operational recommendations regarding City assets; 2) the responsibilities of their respective asset management units; and, 3) how to better leverage City properties for economic development and job creation. The CAO, EWDD, and GSD reported to the Ad Hoc on Jobs Creation Plan and the Economic Development Committees in April 2016. The Committees instructed the CAO, in collaboration with other pertinent City departments such as EWDD and the Housing and Community Investment Department, to present semi-annual reports to Council via the Municipal Facilities Committee on the City's economic development efforts related to City property. This action is pending Committee and Council action.

Status of Approved Council Instructions:

- **Instruction Nos. 1, 2, and 3** – The City Council approved the Asset Management Framework in April 2016, which requires that all City departments, with the exception of the proprietary departments, to submit all requests for disposition of City property to MFC and authorized the MFC to designate qualified City properties for economic development.
 - **Instruction Nos. 4, 8, 9** - The City Attorney's Office has submitted a draft ordinance to establish the EDTF and the amendments to the Real Property Trust Fund (C.F. 16-0931).
 - **Instruction No. 5** – The draft ordinance authorizes EWDD to serve as the EDTF Administrator.
 - **Instruction No. 6** – Nine positions were funded in the FY 2016-17 Budget to support Citywide economic development, business lending services, and support for asset management in EWDD. EWDD reported in April 2016 that the Asset Management/Property Disposition Unit within the Department would be responsible for asset management in the City. The Unit would include a Property Manager III, Property Manager II, and Principal Project Coordinator.
 - **Instruction No. 7** – The CAO and EWDD will be reporting to Council and the Mayor in 2017 when the Framework has been in place for one year with a status of the properties being reused or redeveloped for various purposes.
 - **Instruction Nos. 10, 11, 12, and 13** – Funds cannot be transferred until the ordinance authorizing the creation of the Economic Development Trust Fund has been approved.
 - **Instruction No. 14** – EWDD reports that their Department is currently developing the guidelines for the EDTF and anticipate reporting to MFC at their regularly scheduled meeting in September 2016.
-

Short-term Objective(s) and Next Steps:

1. CAO to meet with the Controller's Office to determine the accounting mechanisms that need to be established in order to deposit funds in the EDTF and the Real Property Trust Fund once funds are received.
 - a. GSD to meet with the CAO and Controller to discuss the deposit of rents received from CRA/LA Future Development properties to the EDTF.
2. City Attorney to prepare and present to Council the EDTF Ordinance and any amendments to the Real Property Trust Fund Ordinance by August 30, 2016.
3. EWDD to coordinate a meeting with the CAO to discuss the development of the guidelines for utilizing the funds deposited into the EDTF and on resources needed to oversee economic development in the City in order to accomplish this by September 15, 2016.
 - a. EWDD anticipates reporting to MFC with the proposed guidelines at the regularly scheduled meeting in September 2016.

Long-term Objectives(s) and Next Steps:

1. CAO and EWDD to assess the resources needed to oversee economic development in the City once the Framework has been in place for six months. EWDD to report on the resources needed by December 31, 2016.
 2. EWDD and the CAO will prepare the annual report that details property evaluations requested, under review, and completed, and an update on the status of all properties being reused or redeveloped for non-municipal purposes by April 30, 2017.
-

Lead Agency: EWDD and CAO.

Collaborating Departments/Agencies: Chief Legislative Analyst, General Services Department, Housing and Community Investment Department.

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Goal 1D - Develop and implement a comprehensive plan to streamline and improve the City's procurement and contracting practices

Description: As noted in the originating Motion (Krekorian-Martinez, C.F. 15-1507), the City's current methods to execute contracts can be a long, burdensome, and confusing process with most steps managed by individual departments. Thus, the City Council instructed the General Services Department, in consultation with the Mayor's Office, City Administrative Officer, Public Works' Bureau of Contract Administration, Information Technology Agency, and any other relevant departments, to develop a comprehensive plan to streamline and improve the City's procurement and contracting practices. On April 19, 2016, the Council directed several actions, outlined below.

Adopted Council Instruction(s):

1. INSTRUCT the Personnel and General Services Departments (GSD), Public Works Bureau of Contract Administration (BCA), and City Administrative Officer (CAO), with the assistance of the City Attorney to create a training curriculum for City department contract coordinators, which may include the creation of a Citywide Procurement Manual and the method and frequency by which the training would be conducted, and to report in four months on the status of this effort.
 2. INSTRUCT the Information Technology Agency, as the project manager, GSD, BCA, and CAO, with the assistance of the Controller, City Attorney, and the Mayor's Operations Innovation Team (O-Team) to define and map out the scope and function of what should be included in a contract management system, and to report in four months on the status of this effort.
 3. INSTRUCT the BCA with the assistance of the O-Team to research data collection methodologies and provide a recommendation on standardization of the City's procurement data, and to report in four months on the status of this effort.
 4. REQUEST the Controller and the Office of Finance to identify and assess any recurring trends or systemic problems that may impact timely contract payments and to report in four months on the status of this effort.
 5. INSTRUCT the BCA and the Bureau of Engineering, CAO, and Personnel Department with the assistance of the Controller and the City Attorney to report in four months on the efforts made to comply with the Letter of Agreement on Outsourcing of Unit Work.
 6. REQUEST the GSD, BCA, CAO, and City Attorney to develop policy options to significantly streamline the procurement process for smaller contracts and to report with a proposed plan that is consistent with competitive bidding requirements.
-

Status:

1. **Procurement Manual and Training Program:** City department contract coordinators (DCCs) can receive almost immediate benefit from an updated Procurement Manual and reference materials, along with training that includes information on the different types of contracts awarded by the City, competitive procurement and selection process, business registration, and the administration and review of contracts for compliance with the City's contracting requirements, policies, and procedures, with a goal of offering a voluntary certification opportunity for those employees interested in contracting as a profession specialty.

According to GSD, the current City Procurement Manual was written about 20 years ago. GSD and BCA are reviewing this manual in consultation with the City Attorney for necessary updates. This process will inform the content and curriculum of the training program. GSD, BCA, the City Attorney as applicable, and DCCs as identified by GSD and BCA, will develop the training program curriculum and then partner with the Personnel Department

to complete development and make the training program available to DCCs and other interested and pertinent staff.

2. **Contract Management System:** The City's outward facing Business Assistance Virtual Network (BAVN) provides a consolidated listing of contracting opportunities, allows users to register in the network and then automatically notifies those users of contracting opportunities of interest, and provides other helpful links and features. It does not, however, tie together all of the systems that are touched by City contracts, and several elements of the contract lifecycle still require manual processing.

Several parallel efforts have been taking place to identify a technology solution for contract management. GSD, the Controller, and ITA have been implementing updates to the City's Financial Management System (FMS 2.0), which includes a purchasing module and discussions about configuration of a vendor self-service module, which would allow commodities vendors to submit bids electronically. Additional due diligence is required to determine the full scope of this implementation, which will impact the total cost of the FMS 2.0 update and whether additional funds may be needed.

For the centralized contract management system, smaller stakeholder meetings have been held, but there is not a clear consensus on the business process improvements needed to develop the scope and function of a centralized contract management system. ITA will now take the lead in coordinating stakeholder input and, in partnership with the O-Team, develop a roadmap for an integrated purchasing system that addresses the needs and perspective of prospective bidders, including small businesses interested in doing business with the City. Specifically, this effort will seek to improve prospective bidders' experience and ease with finding, understanding, and accessing information about City procurement opportunities. This roadmap may be reviewed by the Information Technology Oversight Committee (ITOC), which is comprised of the City Administrative Officer (Chair), Chief Legislative Analyst, and Office of the Mayor prior to submission to the City Council.

Finally, the O-Team is taking the lead on developing a centralized shared contract database that will allow City departments to search for contracts currently in effect. This database is expected to be available to City department staff by December 2016.

3. **Data Collection Methodologies:** The collection and reporting of procurement data across all City departments is integral to the improvement of the City's procurement practices. Data standardization will help to facilitate comparison of contracting terms and conditions and procurement pricing analysis. Given the value of data analytics tools, the O-Team has contracted directly with the analytics firm Spikes Cavell to use the company's Observatory platform. Through this contract, Spikes Cavell will uncover cost-saving opportunities by identifying commonly used City vendors, categorizing the City's purchasing using data available through the City's open data portal, providing infrastructure for procurement category management, and providing information where vendor diversity (within categories) and spending compares with other municipalities and organizations with open procurement data.
4. **Timely Contract Payments:** The initial Council action included an instruction on how to expedite payments to businesses that have been awarded contracts and performed their obligations. The input of the Controller and Office of Finance to assess any recurring trends or systemic problems is critical. This effort is ongoing.
5. **Outsource Unit Work:** As part of a Settlement Agreement with the Coalition of Los Angeles City Unions, the Mayor and Council approved a Letter of Agreement (LOA) on Outsourcing of Unit Work (C.F. 15-1423). While this LOA has some elements in common with the procurement reform effort, it also differs in certain respects. Thus, this effort is being tracked to ensure that any changes made based on the LOA do not conflict with Council's efforts to reform procurement.

6. **Streamline Contract Process:** The Ad Hoc Committee on Comprehensive Job Creation Plan recommended that GSD, BCA, CAO, and City Attorney develop policy options to significantly streamline the procurement process for smaller contracts and to report with a proposed plan that is consistent with competitive bidding requirements. In consultation with the City Attorney, the recommended policy option is an increase in the threshold for contracts required to be competitively procured. As authorized in City Charter Section 371(e)(1), the Los Angeles Administrative Code (LAAC) establishes a threshold of \$25,000 for City contracts required to be competitively bid. Specifically, LAAC Section 10.15(a) states that the provisions requiring competitive bidding do not apply to “contracts involving consideration reasonably valued at less than Twenty-Five Thousand Dollars (\$25,000).” This threshold has been unchanged for decades, while costs associated with the City’s competitive procurement process for all contracts have increased for both the City and vendors. That original \$25,000 is now roughly equivalent to \$100,000 in current dollars, and an increase to \$100,000 is recommended. It is worth noting that this section also provides that “the Purchasing Agent of the City shall not be required to formally advertise for bids for contracts for the purchase of materials, supplies or equipment, or for rental, repair or maintenance thereof, when the contract involves an expenditure of One Hundred Thousand Dollars (\$100,000.00) or less.” As proposed, this recommendation would make the two thresholds the same.

This recommendation can be accomplished by requesting the City Attorney to draft an ordinance to increase the amount of the exemption contained in Los Angeles Administrative Code section 10.15(a)(1) from \$25,000 to \$100,000 to allow the City to more efficiently administer its contracting process.

This change would not impact the threshold for Charter Section 1022 determinations. Contracts with a service component of \$25,000 or higher will continue to be subject to review and a determination whether work can be performed more economically or feasibly by independent contractors than by City employees.

Short-term Objective(s) and Next Steps:

1. Procurement Manual and Training Program Status

- A. GSD and BCA will meet with the City Attorney to complete review of the City Procurement Manual in two to four months.
- B. GSD, BCA, the City Attorney as applicable, and department contract coordinators (DCCs) as identified by GSD and BCA, will develop a procurement and contract management training program curriculum in the subsequent two months.
- C. Once substantively complete, GSD and BCA will partner with the Personnel Department to refine the training program and make it available to DCCs and other interested and pertinent staff in two to four months.

2. Contract Management System

- A. ITA will coordinate stakeholder input and, in partnership with the O-Team, develop a roadmap for an integrated purchasing system that addresses the needs of prospective bidders, including small businesses interested in doing business with the City, for potential consideration by the ITOC in eight to 12 weeks.
- B. The O-Team is developing a centralized shared contract database expected to be available to City department staff in four months.

3. Data Collection Methodologies:

- A. The O-Team will utilize the services of Spikes Cavell to uncover cost-saving opportunities by identifying commonly used vendors across the City's spending, categorizing the City's purchasing using data available through the City's open data portal, providing infrastructure for procurement category management, and providing information where vendor diversity (within categories) and spending compares with other municipalities and organizations with open procurement data in three to four months.

4. **Timely Contract Payments**

As this effort is ongoing, no recommendation at this time.

5. **Outsource Unit Work**

As this effort is ongoing, no recommendations at this time.

6. **Streamline Contract Process**

Upon request by the City Council, the City Attorney would prepare and present an ordinance to increase the amount of the exemption contained in Los Angeles Administrative Code section 10.15(a)(1) from \$25,000 to \$100,000 to allow the City to more efficiently administer its contracting process within four months.

Long-term Objectives(s) and Next Steps:

1. **Procurement Manual and Training Program Status**

This effort should be complete during the 2016-17 fiscal year.

2. **Contract Management System:**

Once consensus is achieved, ITA may submit a budget request for contract management system development and implementation.

3. **Data Collection Methodologies**

This effort should be complete during the 2016-17 fiscal year.

4. **Streamline Contract Process**

This effort should be complete during the 2016-17 fiscal year.

Resources: Funding has not been allocated in the 2016-17 budget specifically to achieve this goal. Additional funding will be required to meet this goal in future years and will be requested in the 2017-18 Budget, consistent with the direction of the Council and Mayor. Funding requests will likely encompass salaries for additional positions and system development and implementation costs.

Lead Agency: The lead agency varies by topic and instruction.

Collaborating Departments/Agencies: Chief Legislative Analyst, City Administrative Officer, Office of the Mayor, Department of General Services, Public Works Bureau of Contract Administration, City Controller, and City Attorney are all involved in some aspect of streamlining and improving the City's procurement and contracting practices.

Additional Recommendations for further consideration by appropriate Council Committees and Council:

According to the CAO, this effort has raised issues that require further analysis. Departments manage the City's complex procurement process independently, with minimal coordination, guidance, and training. Further, procurement spending, strategic sourcing, and leverage opportunities are not integrated into the City's daily operations or budgetary planning and projections. Establishing a Department of Procurement led by a Chief Procurement Officer has been suggested as a way to provide leadership to strategically manage and analyze the City's \$8.2 billion annual procurement expenditures and provide needed vision, training, and support. If the Council wishes to proceed with this concept, the CAO, CLA, and GSD should be asked to report.

1. INSTRUCT the City Administrative Officer, with the assistance of the City Attorney, the General Services Department, the Bureau of Contract Administration, and Chief Legislative Analyst, to report on the feasibility and impact of increasing the threshold on competitive bid procurement from \$25,000 to \$100,000 in the Los Angeles Administrative Code section 10.15 (a)(1) and necessary steps to effectuate this action.
2. INSTRUCT the General Services Department, the Bureau of Contract Administration, the City Administrative Officer, Chief Legislative Analyst, and City Attorney to coordinate these efforts with the Local Business Preference Program, including the development of metrics in the contracting process that would inform analysis and decisions regarding the LBPP.

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Goal 1E – Enhance and Improve the Local Business Preference Policy Program to increase Local Business participation on contracts with the City

Description: The Local Business Preference Program assists local businesses in the City's procurement process for goods, equipment, and services, including construction, for contracts in excess of \$150,000. Motion (Krekorian-Buscaino, C.F. 14-1277), considered by the Ad Hoc Committee on Comprehensive Job Creation Plan and the Economic Development Committee, requested that staff: (1) review the rate of participation in the Local Business Preference Program, (2) evaluate its effectiveness at keeping City procurement dollars local, (3) identify any impacts the program may have on the cost of procurement, and (4) make recommendations to more effectively target local businesses and ensure cost-effectiveness of the LBPP. The Office of the Chief Legislative Analyst (CLA), in collaboration with relevant City departments, submitted two reports regarding this item that sets forth a plan to retain and attract businesses and improve the Local Business Preference Program. Findings revealed that approximately \$24.2 million in overall contract amount is awarded to Local Business Enterprises.

Adopted Council Instructions:

On July 1, 2016, the Council adopted the Ad Hoc Committee on Comprehensive Job Creation Plan report as amended:

1. Instruct the Bureau of Contract Administration (BCA) and the Information Technology Agency (ITA) in conjunction with other appropriate departments to present an action plan in six months to more effectively implement the Local Business Preference Program (LBPP), that includes:
 - Independent verification of applicant data to ensure businesses are local;
 - Reporting of City department contract award data on the Business Assistance Virtual Network (BAVN);
 - Enhanced promotion and outreach for the LBPP;
 - Monitoring and tracking of the level of participation by City departments; and,
 - Enhanced training by BCA for City departments;
2. Instruct the BCA to review potential additional staffing resources to carry out the LBPP;
3. Instruct the Office of Finance, Information Technology Agency, and BCA to coordinate and promote the Business Assistance Virtual Network (BAVN) to businesses registered with the Office of Finance;
4. Instruct the City Administrative Officer (CAO) and Office of the Chief Legislative Analyst (CLA) to solicit input from relevant City Departments to develop a comprehensive Citywide action plan to include, but not be limited to, the following:
 - Review best practices;
 - Identify and evaluate small and local business programs;
 - Recommend short and long-term changes to small and local business programs;
 - Study the feasibility of potential consolidation of the Small, Local Business Program and the LBPP;
 - Identify opportunities for consolidation of programs that will provide greater benefits;
 - Study potential uniform definition of a small business and the feasibility of establishing specific goals;
 - Present options for streamlining certification methods;
 - Provide recommendations to enhance training with City department Contract Coordinators;
 - Develop processes to provide consistent communication;
 - Include benchmarks and performance metrics; and,
 - Create a comprehensive outreach plan to notify businesses of available contracting opportunities;
5. Instruct the CAO and CLA to provide recommendations for a preliminary staffing plan and budget to implement a new Citywide coordinated Local Business Action Plan, including the Proprietary Departments to the extent possible;
6. Request the CLA and City Attorney to report on:
 - Steps and findings necessary to re-define "local business" as "City" exclusively, including necessary Charter changes.

- Other options to redefine “lowest responsible bidder,” including a provision whereby the City can take into consideration the sales tax, or any other tax, the City would receive back as a result of selecting a business in Los Angeles.
-

Status: The Bureau of Contract Administration, Office of the Chief Legislative Analyst, and City Attorney initiated preparation of the action plan. Further, Proprietary City Departments have agreed to a uniform definition for a small business enterprise that will be used for the business certification process (July 2016)

Short-term Objective(s) and Next Steps:

1. The CLA and City Attorney to report on options to redefine “lowest responsible bidder,” including a provision whereby the City can provide an additional preference based on the bidder’s impact on local taxes by October 2016.

Long-term Objectives(s) and Next Steps:

1. The Bureau of Contract Administration and the Information Technology Agency, in conjunction with other appropriate departments, will present an action plan by February 2017 that will more effectively implement the Local Business Preference Program and will include, but not be limited to, the following:
 - Independent verification of applicant data to ensure businesses are local by November 2016.
 - Monitoring and tracking the level of participation by City departments by January 2017.
 2. The CLA and CAO will report on a comprehensive Citywide action plan with input from appropriate City departments by June 2017 to include, but not be limited to, the following:
 - Review best practices (staffing, programming, etc.) by November 2016.
 - Identify and evaluate small and local business programs by December 2016.
 - Study the feasibility of the potential consolidation of the Small, Local Business Program and Local Business Preference Program by February 2017.
 - Develop processes to provide consistent communication by March 2017.
 - Study potential uniform definition by April 2017.
 - Include benchmarks and performance metrics to the level feasible by May 2017.
-

Resources: No new funding resources were allocated for the FY 2016-2017. However, staff will study feasibility of additional staffing in the last quarter of FY 2016-2017.

Lead Agencies: Office of the Chief Legislative Analyst (CLA) and the Bureau of Contract Administration (BCA)

Collaborating Departments/Agencies: City Attorney, Office of Finance, Information Technology Agency and City Administrative Officer.

Additional Recommendations:

1. Instruct the Information Technology Agency to digitize all certifications to the level feasible (Local Business Program Preference, Small Local Business, Minority Business Enterprise, Women Business Enterprise, Disadvantaged Business Enterprise, etc.) and ensure that those digitized applications are available through Business Assistance Virtual Network by December 2016.

2. Instruct the EWDD to conduct outreach regarding the Local Business Preference Program through business advocacy groups, BusinessSource Center, WorkSource Center, Business Improvement Districts and through other means by February 2017.
3. Instruct BCA, with the assistance of relevant City departments, to report on the long-term needs relative to conducting effective outreach by December 2016.
4. Instruct BCA, with the assistance of the CLA and relevant City departments, to work with Los Angeles County to create a single certification system for all certifications by March 2017.
5. Instruct all applicable City departments to collect the following data relative to the Local Business Preference Program by December 2016:
 - Total number of contracts and amount awarded;
 - Total number of contracts and amount awarded to Local Business Enterprises (LBEs);
 - Overall percentage of contracts awarded to LBEs;
 - LBEs awarded due to LBPP;
 - Total cost to the City to award to LBEs over non-LBEs.
6. Instruct BCA to send a letter to all relevant City departments with information on what data that they must collect for LBPP by December 2016 (three months) and provide a report annually by April 1st to Council.

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Goal 1Fa - Develop and implement BuildLA, an online development services system

Description: BuildLA is a collection of interconnected development service systems that will provide seamless online services related to land development (e.g., entitlements), construction (e.g., permits, inspections), and code enforcement (e.g., report and track violations). BuildLA will also include a repository of information related to development, construction, and code enforcement (e.g., “how to” guides and interactive wizards). The BuildLA portal (web site) will serve as a single access point to BuildLA services, payments, and related information, resulting in a consolidation of development services information regardless of the City department.

Adopted Council Instructions:

The Council approved the following on April 1, 2015 (CF 15-0316):

- Approve the allocation of \$10,200,000 from the Construction Services Trust Fund No. 438/50 for the Department of Building and Safety to fund Year One of the BuildLA Project.
 - Instruct the CAO to earmark up to an additional \$11,560,000 from the Construction Services Trust Fund No. 438/50 for Project Years Two and Three of the BuildLA Project.
 - Request the City Attorney, with assistance of the CAO, to draft an ordinance to increase the Construction Service Surcharge from two percent to three percent, sunseting seven years from the effective date of the ordinance.
 - Instruct LADBS, with the assistance of the other development services departments, to negotiate a final phasing and compensation plan with Accela Inc. not to exceed \$21,760,000 and three years.
 - Direct LADBS to include, as part of the contract negotiations, requirements for the vendor to reach City benchmarks as well as to test the roll-out of the new system prior to implementation.
 - Instruct the CAO to provide quarterly status reports to the Planning and Land Use Management Committee.
-

Status: LADBS, with the assistance of the other development services departments, is negotiating a final phasing and compensation plan with the highest ranked proposer, Accela Inc., for a total project cost not to exceed \$21,760,000 including Accela services and software. Additionally, currently pending Committee and Council approval is a CAO report related to increasing the Construction Service Surcharge from two percent to three percent to fund the implementation of BuildLA.

Short-term Objective(s) and Next Steps:

1. Finalize the Scope of Work, deliverables, costs, and standard contract terms/conditions for BuildLA. The Mayor’s Office and LADBS, with the assistance of the other development services departments, will meet with Accela Inc. as needed in order to finalize these items.
 2. Circulate the proposed contract with Accela Inc. to the City Attorney, Mayor’s Office, and City Administrative Officer. Contract execution is targeted for the end of September 2016.
 3. Launch Project Phase 1 and complete within 14 to 16 months. Accela, City staff, and other contractors will work to complete Phase 1, including portal launch, customer registration, interactive wizards, and development services provided by City Planning (e.g., apply for an entitlement, and view case status).
-

Long-term Objectives(s) and Next Steps:

1. Launch Project Phase 2. After completion of Phase 1, Accela, City staff, and other contractors will work to complete Phase 2 within approximately 18 months, including development services reforms provided by LADBS, LADOT, BOE, BOS, BSS and LAFD.

Resources: \$10.2 million from the Construction Services Trust Fund was approved by City Council in April 2015. In addition, the CAO was instructed to earmark an additional \$11.6 million from the Construction Services Trust Fund for project years 2 and 3. Funding includes services from Accela Inc. and other contractors, various software licenses, and other related costs.

Lead Agency: Office of the Mayor (as Executive Sponsor)

Collaborating Departments/Agencies: Department of Building and Safety, Department of City Planning, Fire Department, Department of Transportation, Bureau of Engineering, Bureau of Sanitation, Bureau of Street Services, Information Technology Agency, City Administrative Officer

Additional Recommendations (if any): None.

Goal 1Fb - Enhance customer service and streamline development review in Building & Safety

Description: Working at the direction of the Mayor and Council, the Department of Building & Safety (DBS) is leading the effort to enhance customer service, streamline development review, and expand partnerships with all development service departments.

Adopted Council Instruction(s):

The Council approved the following on January 9, 2013 (CF 13-0046):

- Department of City Planning and the Department of Building & Safety with the assistance of the CAO be instructed to report back within 30 days with recommendations and a framework for establishing a streamlined system to better improve service delivery.
 - Department of Transportation and the Department of Public Works, and other City Departments as necessary, work with the CAO to provide recommendations of additional organizational efficiency that can be achieved in combination with the services provided by the Department of City Planning and the Department of Building & Safety.
-

Status: In the past three years, DBS has implemented 29 enhancements to improve customer service, provided training for the development industry on how to use DBS services more efficiently, implemented COMPSTAT-style management for accountability and transparency, helped projects build faster through permitting and review enhancements, increased sustainability efforts, and used new technology to enhance customer service. These enhancements include key programs such as Expanded Counter Plan Check, Expanded Development Services Case Management, Inspection Case Management, and reduced complaint response time. DBS also initiated and began to implement partnership plans to improve development service with the Fire Department and Department of Water and Power.

Since April 2016, DBS has signed three new partnership plans with the Department of City Planning, the Department of Transportation, and the Housing and Community Investment Department. A partnership agreement with the Department of Public Works is pending. DBS has also established a program of 31 new enhancements to be implemented in 2016 and beyond. Several of those enhancements are already underway, which include reducing plan review time for affordable housing projects, establishing a Plan Check Case Manager, establishing regular Major Development Services Meetings, expanding over-the-counter approvals, and lowering thresholds for case management services.

Short-term Objective(s) and Next Steps:

1. Execute partnership plan with the Department of Public Works. DBS will work with Public Works to sign the agreement by the end of August 2016.
2. Implement and monitor new partnership plans with City Planning, LADOT, and HCID. DBS will work with each department to roll out identified components on a quarterly basis through FY 2016-17, and monitor progress and take corrective action as needed.

Long-term Objectives(s) and Next Steps:

1. Heighten Nuisance Abatement to improve quality of life.
 - 1a. Reduce new complaint response time from 50 percent within 20 days to 60 percent within 10 days by the end of 2016 Calendar Year.

- 1b. Establish a Code Enforcement Adaptive Response Unit to respond quickly to non-routine requests; provide assistance to LAPD/LAFD on nuisance and/or vacant properties by the end of 2016 Calendar Year.
2. Implement Sustainability Plan and retrofit programs.
 - 2a. Streamline approvals for energy storage projects.
 - 2b. Establish a Sustainability Research Unit.
 - 2c. Set up Virtual Green Building Services Center.
3. Enhance technology to improve customer services.
 - 3a. Completely implement BuildLA (see Goal 1Fa) and integrate plan review, permitting, entitlement, and code enforcement by September 2019.
 - 3b. Establish a Universal Cashiering System that will collect development related fees in order to expedite transaction times and allow for uniform financial reporting from all the development services agencies.
 - 3c. Create an application to enable mobile payment for permits, special events, etc.
4. Reduce plan review time for affordable housing.
 - 4a. Prioritize and expedite the review and plan check process and guarantee a 14 day turn-around time for DBS Plan Check for affordable housing.
 - 4b. Maintain an active role in the Affordable Housing Development Task Force.
5. Expand the Assistance Inspector Program. Recruit six to seven Assistant Inspectors to expand staffing and recruit more female and underrepresented groups as inspectors who can get on-the-job training from DBS.

Resources: Funding would be required for an additional six to seven Assistant Inspectors. These requests are typically addressed during the annual budget process. In addition, assistance and resources for partner departments may be needed to implement partnership enhancements through staffing and legislative updates.

Lead Agency: Department of Building & Safety

Collaborating Departments/Agencies: Department of City Planning, Department of Transportation, Fire Department, Housing and Community Investment Department, Department of Public Works, Department of Water and Power, Office of the Mayor, City Administrative Officer

Additional Recommendations (if any): None.

Goal 1Fc – Enhance customer service and streamline development review in City Planning

Description: Working at the direction of the Mayor and Council, the Department of City Planning (DCP) is working to enhance customer service, streamline development review, and expand partnerships with all development service departments.

Adopted Council Instructions:

The Council approved the following on January 9, 2013 (CF 13-0046):

- Department of City Planning and the Department of Building and Safety (DBS) with the assistance of the CAO be instructed to report back within 30 days with recommendations and a framework for establishing a streamlined system to better improve service delivery.
 - Department of Transportation and the Department of Public Works, and other City Departments as necessary, work with the CAO to provide recommendations of additional organizational efficiency that can be achieved in combination with the services provided by the Department of City Planning and the Department of Building and Safety.
-

Status: During FY 2015-16, the DCP hired 38 new Planning Assistants and 17 additional staff to support its work, and filled key managerial and decision-making positions. The DCP has now fully implemented the geographic restructuring of case processing, wherein all entitlement processes are completed within a geographic team (Central, Valley, and West/South). This restructuring allows staff assigned to these regions to become more familiar with activity, community context, and issues in their respective areas.

The DCP has also implemented a check-in counter at the Development Service Centers (DSCs) to manage and respond more quickly to customer service requests. It has expanded functions at the Metro DSC to provide a “deep counter” with specialized services for housing, subdivisions, telecommunications, and condition compliance. In June, the Department signed a Partnership Plan with LADBS to guide streamlining of operations across these departments.

Short-term Objective(s) and Next Steps:

1. Continue implementation of “one project one planner” approach. The DCP will train staff as needed in order to process the full menu of entitlement types.
2. Implementation of DCP/DBS development reform Partnership Plan.
 - 2a. Adopt a Customer Service Code of Conduct in Fall 2016.
 - 2b. Work with additional City Planners from DCP for each geographic team area to enable entitlements to be reviewed in a more efficient manner, and shorten the development process.
 - 2c. Enhance DCP and DBS interdepartmental communications by establishing protocols for sharing information about proposed ordinances, including the intent and enforceability of zoning requirements.

Long-term Objectives(s) and Next Steps:

1. Continue development of new zoning code under re:codeLA.
 - 1a. Submit new R1 residential zones to the City Planning Commission by December 2016.

- 1b. Release draft zoning code procedures section.
- 1c. Release of draft Downtown Code in Spring 2017.
- 2. Complete development reform co-location by June 2017.
 - 2a. Provide a City Planning counter with five City Planning staff at the West Los Angeles Development Services Center District Office.
- 3. Implement a Parallel Development Process (PDP) for entitlements and expanded Pre-Application Review Programs (PARP) in partnership with DBS.
 - 3a. Submit a mid-year budget request for special-funded positions.
 - 3b. Establish a protocol with DBS to eliminate overlapping review processes, and integrate entitlement and building permit review between the departments (ongoing).
 - 3c. Work with DBS to launch pilot programs by March 2017.

Resources: Funding for planning staff and re:codeLA is provided in FY 2016-17 Budget. Funding for future years for these and other programs will be addressed during the annual Budget process.

Lead Agency: Department of City Planning

Collaborating Departments/Agencies: Department of Building and Safety, Office of the Mayor, City Administrative Officer.

Additional Recommendations (if any): Expand expediting services; expand metrics to better assess performance.

Goal 1G – Create alternate job pathways to City civil service positions, particularly for under-served individuals in the City of Los Angeles who face significant barriers to employment.

Description: The Targeted Local Hire Program is part of the Mayor and Council’s initiative to create a more equitable workforce and restore City services. A Letter of Agreement (LOA) with the Coalition of Los Angeles City Unions was approved to create the Strategic Workforce Development Taskforce and the Targeted Local Hire Working Group (“Working Group”). The Working Group is tasked with establishing the Targeted Local Hire Program (“Program”), the objective of which is to create alternate pathways to entry level City civil service positions for individuals who have generally faced significant barriers to employment. The Program will target individuals from under-served populations, which include formerly incarcerated, formerly homeless, at-risk youth, veterans, older workers, LGBTQ individuals, and individuals residing in City zip codes with high unemployment rates or poverty levels. Through this program, candidates will be provided an opportunity to be considered for employment by City departments. Once hired, candidates will have an opportunity to obtain civil service status after successfully completing a training and probation period. Program candidates will also be connected to ongoing, comprehensive training and supportive services via a coordinated network of WorkSource Centers, community-based organizations (CBOs), and local educational institutions.

The Personnel Department provides professional staff support to the Working Group.

Adopted Council Instruction(s): Per the LOA, the Working Group was directed to report semi-annually to the Council and appropriate Council Committees. In addition, Council adopted instructions under Council File 16-0109, as follows:

Direct the Strategic Workforce Development Taskforce (Taskforce), along with the Personnel Department where appropriate, upon commencement of its work to report to the Personnel and Animal Welfare Committee on a monthly basis in regard to all aspects of the work and implementation of the LOA and progress towards meeting the goals of the Agreement to include:

- a. Information and analysis of how the Taskforce’s work is contributing to improved efficiency in recruitment, retention and career advancement of the City’s civilian Civil Service workforce.
- b. How the Taskforce’s work is leading to innovation toward achievement of the goal of targeted local hiring.
- c. The budgetary and fiscal impacts to the City as well as the economic development impacts of the strategies developed as a result of the work of the Taskforce.

Status: The Program has identified six key WorkSource Centers that will act as screening and referral hubs for potential applicants. These hubs will screen each employee’s job readiness as well as determine what other services they may require (assistance with housing, transportation, child care, etc.). The six WorkSource Centers include UAW-LETC (South Los Angeles), Goodwill (Northeast Los Angeles), JVS (West Los Angeles), Pacific Gateway (Harbor Gateway), El Proyecto del Barrio., Inc. (San Fernando Valley), and PACE (Downtown/Pico Union).

Program staff will coordinate a larger meeting of these WorkSource Centers and EWDD, LAUSD, and LACCD, taking a collaborative approach to identify standardized job readiness levels and coordinate a relevant curriculum for pre-employment skills and ongoing development (for sustained employment success and future promotional purposes).

Program staff has forwarded the final Program processes to the Working Group for its approval. Once approval is obtained, staff will complete the setup of Program logistics and begin the actual intake of applications.

Short-term Objective(s) and Next Steps:

1. Finalize Program procedures.
 - 1a. Draft staff reports outlining the logistics of the Program were submitted for review on August 2, 2016 by the Working Group. These processes include the classifications to be utilized in the Program, the timeline within each classification, and the mechanics of the referral process to departments. Final drafts will be submitted for future review and approval.
2. Receive and review vacancy information from City departments.
 - 2a. All City departments were requested to submit a succession plan, along with how many vacant positions they can fill with this Program. Responses are due September 30, 2016.

Long-term Objectives(s) and Next Steps:

3. Develop Program informational materials by December 31, 2016.
 - 3a. Materials include job bulletins, flyers, briefing documents for departments and WorkSource Centers, and website content.
4. Finalize Program website by December 31, 2016.
 - 4a. An interim website has been set up at <http://bit.do/lalocalhire>. Program staff are working with ITA to create an official, enhanced site that will be a subdomain of the City's main site.
 - 4b. Next steps: Finalize the mechanics of the application intake and referral process utilizing the site. This can be done once the Working Group approves the overall process and referral procedure.
5. Develop curriculum and/or a directory for pre-employment skills workshops and ongoing promotional development training opportunities by June 30, 2017.
 - 5a. Schedule meetings with representatives from LAUSD, LACCD, main WorkSource Centers, and EWDD to discuss standardization of employment readiness assessments and leverage existing services and training between all entities.
6. Establish a supportive structure to ensure long-term retention and success of employees hired through the Program by June 30, 2017.
 - 6a. Continue outreach work with CBOs, WorkSource Centers, and other programs that provide supportive services to various populations.
 - 6b. Develop resources and training for City employees who will directly supervise or work with individuals from this program.
7. Develop metrics for the Program by June 30, 2017 that will track the Program's success.

Resources: No additional funding sources other than Personnel Department staff assigned to coordinate this project are currently needed. The Program will work to leverage existing resources from EWDD, LAUSD, and LACCD. These agencies/entities generally receive federal and/or state grant funds related to job training and related supportive services.

Lead Agency: Personnel Department

Collaborating Departments/Agencies: Office of the Mayor, Council Offices, Office of the City Administrative Officer, Coalition of City Unions, Economic Workforce Development Department, ITA, LAUSD, and LACCD.

Goal 1H – Develop a Citywide Economic Development Strategy

Description: On May 27, 2016 the City Council approved recommendations from the Ad Hoc Committee on Comprehensive Job Creation Plan (Ad Hoc Committee) and the Economic Development Committee to authorize the General Manager, Economic and Workforce Development Department (EWDD) or designee to prepare a Request for Proposals (RFP) for the selection of a consultant to prepare a Citywide Economic Development Strategy, subject to the review and approval of the City Attorney, and report to the Mayor and Council (C.F. 13-1090-S1).

Adopted Council Instructions:

Jobs Committee Recommendations:

1. Authorize the General Manager, Economic and Workforce Development Department (EWDD), or designee, to prepare a Request for Proposals (RFP) for the selection of a consultant to prepare a Citywide Economic Development Strategy, subject to the review and approval of the City Attorney, and report back to Mayor and Council; and
2. Instruct the General Manager, EWDD, or designee, with the assistance of other departments as appropriate, to develop the Scope of Work for the RFP relative to the Citywide Economic Development Strategy.

Economic Development Committee Recommendations:

1. Authorize the General Manager, EWDD, or designee, to prepare a Request for Proposals (RFP) for the selection of a consultant to prepare a Citywide Economic Development Strategy, subject to the review and approval of the City Attorney; and INSTRUCT the EWDD to report in regard to the progress of said RFP.
2. INSTRUCT the General Manager, EWDD, or designee, with the assistance of other City Departments as appropriate, to:
 - a. Develop the scope of work for the RFP in connection with the Citywide Economic Development Strategy.
 - b. Consider the specific needs of individual communities as part of developing the Citywide Economic Development Strategy.
 - c. Include in the RFP scope of work analysis of:
 - i. Taxing policies
 - ii. Job creation and training
 - iii. The City's infrastructure to include housing, educational institutions, healthcare systems, and public space
 - iv. Analysis of impacts to businesses of all sizes to include micro-businesses
 - d. Report to the Economic Development Committee prior to submission of the RFP to Council.

Status: EWDD has engaged a consultant under an existing contract to assist with development of the scope of work for the RFP and outreach and research efforts are underway. The Department plans to report with the RFP for Council and Mayor approval in October 2016.

Short-term Objective(s) and Next Steps:

1. Complete outreach and research to inform the Scope of Work for the RFP (September 2016)
 - a. Research economic development plans in other cities (August 2016):

- i. At minimum research:
 - 1. New York, NY
 - 2. San Francisco, CA
 - 3. San Diego, CA
 - 4. Seattle, WA
 - 5. Phoenix, AZ
 - 6. El Segundo, CA
 - 7. Burbank, CA
 - 8. Boston, MA
 - 9. Philadelphia, PA
 - 10. Dallas, TX
 - 11. Houston, TX
- ii. Seek advice from foundations and other subject matter experts on other cities with Economic Development Strategies the City can learn from
- b. Hold focus group meetings with key stakeholder groups, including, but not limited to (September 2016):
 - i. Business Advocacy Groups
 - ii. Business Services Groups
 - iii. Finance organizations
 - iv. Subject matter experts
 - v. Community Groups
- c. Outline Scope of Work (September 2016)
- d. Review Scope of Work with other City Departments (September 2016), including, but not limited to:
 - i. CLA
 - ii. CAO
 - iii. Office of Finance
 - iv. Department of Building and Safety
 - v. Department of City Planning
- e. Report to Council with a draft RFP and request for authority to release (October 2016)

Long-term Objectives(s) and Next Steps:

- 1. Release an RFP for a Consultant to develop a Citywide Economic Development Strategy (October 2016)
- 2. Return to Council with recommended Consultant (January 2017)
- 3. Execute the Consultant Contract (February 2017)
- 4. Complete the Citywide Economic Development Strategy (June 2017)

Resources:

Funding for the Citywide Economic Development Strategy was available in the FY 2015-16 Unappropriated Balance and was reappropriated to FY 2016-17.

Lead Agency: Economic and Workforce Development Department.

Collaborating Departments/Agencies: Chief Legislative Analyst, City Administrative Officer, Department of City Planning, the Los Angeles Department of Building and Safety.

Goal 1I – Improve the City’s marketing of its services and incentives to businesses inside and outside of Los Angeles.

Description: The City strives to increase its job creation and business growth efforts through initiatives that attract and retain businesses. The Ad Hoc Committee on Comprehensive Job Creation Plan (Jobs Committee) requested that the Jobs Report include the City’s current efforts relative to how its services and incentives are marketed to businesses inside and outside of the City of Los Angeles. A list of City services, incentives and programs are listed on Exhibit A3. Various departments, including the Economic and Workforce Development Department (EWDD) and the Mayor’s Business Team play a significant role in marketing the City’s resources to the business community. The City could benefit from a better coordinated approach among the various departments and by launching a marketing campaign “branding” the City as a destination not just for tourists to enjoy, but a place where businesses can thrive.

Adopted Council Instructions: On July 1, 2016, Council approved the Jobs Committee report (C.F. 15-0850) instructing the CLA to prepare a comprehensive report detailing the work of the Jobs Committee with recommendations on an action plan that includes, among other things, marketing City service and incentives to businesses inside and outside of Los Angeles.

Status: EWDD and the Mayor’s Business Team provided a summary of their marketing efforts, as outlined below:

EWDD

1. BusinessSource Centers share information relative to City services and incentives applicable to businesses and assist their clients to access those services as needed (BusinessSource Center clients are businesses located in the City of Los Angeles, or those with plans to establish a Los Angeles location).
2. EWDD regularly posts content related to EWDD services and other items that may be of interest to LA businesses on social media.
3. EWDD has developed marketing brochures in English and Spanish for the Small Business Loan program.
4. EWDD attends small business outreach events to market EWDD programs (Small Business Loan Program, BusinessSource Centers).

Office of the Mayor

1. Mayor trade missions – the Mayor facilitates international business delegations with targeted focus on solidifying business opportunities (investments in the City or contracts with local businesses) and establishing new networks.
2. Promotes opportunities and business assistance through partners in specific industries and real estate groups.
3. Convenes Chief Executive Officers (CEOs) and decision-makers of particular industries in order to (1) listen to their respective issues; (2) promote Los Angeles; and (3) facilitate and assist with the development of business opportunities in the City.
4. Assists anyone creating a new business in the City through a Startup platform (web portal), in partnership with the Small Business Administration.
5. Works with a network including the Port of Los Angeles, Los Angeles World Airports, Los Angeles Tourism and Convention Board (LATCB), federal commerce branches and oversees government partners to coordinate trade missions or refer businesses that are looking to move into the City.
6. Holds small business workshops at the City’s BusinessSource Centers.
7. Works with Council Offices to outreach to targeted industries or neighborhoods.
9. Regularly calls and meets with CEOs of small and large companies to help recruit business into the City.
10. Attends industry trade shows and conferences to promote the City and meet business representatives.

Short-term Objective(s) and Next Steps:

1. Prepare a comprehensive list of marketing and advertising strategies currently carried out by other departments.
 - 1a. EWDD to coordinate a meeting with relevant departments by September 2016.

- 1b. EWDD to prepare comprehensive list of marketing strategies by October 2016.
2. Review current marketing efforts to assess effectiveness and areas for improvement.
 - 2a. EWDD to prepare a report and recommendations relative to the feasibility of launching a marketing campaign by November 2016.
 - 2b. EWDD to incorporate report recommendations into the Citywide Economic Development Strategy by January 2017.

Long-term Objectives(s) and Next Steps:

1. EWDD to launch a coordinated marketing campaign to promote the City's incentives to businesses inside and outside the City by June 2017.

Resources: Should new resources be needed to carry out the recommendation below, EWDD will include an estimate of costs in its feasibility report.

Lead Agency: EWDD

Collaborating Departments/Agencies: Mayor's Office, Department of Convention and Tourism Development, the Los Angeles World Airports, Department of Water and Power, Department of Transportation, and other departments as appropriate.

Recommendation: Instruct EWDD, in consultation with the Office of the Chief Legislative Analyst (CLA), Mayor's Office, Department of Convention and Tourism Development, the Los Angeles World Airports, Department of Water and Power, LATCB, City Film Office and Film LA, Department of Transportation, and any other departments as appropriate, to report on the feasibility of launching a coordinated marketing campaign to promote the City and the City's incentives to businesses in and outside the City; developing targeted marketing programs for key industries; and developing marketing materials in other key languages.

3. STRENGTHENING EXTERNAL PARTNERSHIPS AND REGIONAL COORDINATION

Strategically leveraging the City's resources requires coordination not only within City departments, but with outside entities that share an interest in coordinating community and regional efforts. The City's Business Improvement Districts (BID) promote cooperation among businesses and the City in order to provide additional services in specific geographic areas. The City is seeking ways to enhance BID capacity, promote public/private partnerships, and increase BIDs' role in the City's larger economic development efforts.

In addition, the State recently approved legislation authorizing local jurisdictions to join other taxing entities in furthering affordable housing, infrastructure improvements and economic development activity. The efficiency of these tools such as Community Revitalization and Investment Authorities (CRIAs) is maximized when larger partnerships are formed and the City collaborates with other taxing entities to form a shared vision. Finally, proposed Jobs and Economic Development Incentive (JEDI) Zones would similarly facilitate strategic investments in specific areas in need of revitalization to promote future growth. Unlike CRIAs that can only be formed in areas that meet State-prescribed criteria, JEDI Zones are a new, innovative concept for which the City can shape a program and methodology for implementation that best serves its unique communities.

Goals to strengthen external partnerships and regional coordination are noted in the chart below and related strategies are described in this section.

STRENGTHENING EXTERNAL PARTNERSHIPS AND REGIONAL COORDINATION	
2A	Business Improvement Districts
2B	Community Revitalization and Investment Authority (CRIA)
2C	Jobs and Economic Development Incentive (JEDI) Zones

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Goal 2A – Encourage the establishment of new Business Improvement Districts and the growth and success of current Business Improvement Districts

Description: In light of the elimination of the Community Redevelopment Agency, the City of Los Angeles has limited tools and resources to promote economic development. As a result, the City is looking for opportunities to foster the development and growth of Business Improvement Districts (BIDs). BIDs have proven to be an effective tool to promote business growth and attraction, community revitalization, beautification and job creation. To accomplish this goal, the Ad Hoc Committee on Comprehensive Job Creation Plan instructed the City Clerk, with the assistance of the Economic and Workforce Development Department, to identify the best practices of BIDs and any policies hindering the growth and success of BIDs (C.F. 14-0903).

Adopted Council Instruction(s):

1. AUTHORIZE the City Clerk to release a Request for Proposals (RFP) and execute a contract in the amount not to exceed \$100,000 with the selected vendor for a period of two years with two one-year extensions to assist with the creation and implementation and coordination of a Public Information Campaign to be funded from the Business Improvement District Trust Fund.
2. AUTHORIZE the City Clerk to release an RFP and execute a contract in an amount not to exceed \$150,000 with the selected vendor for a period of two years with two one-year extensions to assist with the creation and implementation of a capacity building and leadership training series relative to business improvement districts and create public/private partnerships with other nonprofit organizations which work to improve economic development in the City to be funded from the Business Improvement District Trust Fund.
3. DIRECT the City Clerk to seek and apply for grants as applicable, for which the City may be eligible, to provide additional assistance to business improvement districts.
4. DIRECT the City Clerk to work with the Office of the City Administrative Officer (CAO) and the Department of Economic and Workforce Development Department (EWDD) to identify solutions to provide ongoing assistance to the Volunteer-Based Business Improvement Districts (VBBIDs) to ensure their effectiveness with economic development type activities.
5. DIRECT the City Clerk to work with the CAO to identify any available funds to provide the necessary administrative support to the VBBIDs; and, AUTHORIZE the City Clerk to release an RFP for a non-profit organization to provide administrative support for the VBBIDs and execute a contract subject to available funds in the Business Improvement District Trust Fund.
6. DIRECT the City Clerk to report on the steps necessary to implement an electronic platform for the submission and routing of business improvement applications and compliance documents.
7. REQUEST the City Clerk, Mayor's Office of Economic Development, Office of Finance, EWDD, and Board of Public Works to meet and report with recommendations on streamlining inclusivity efforts, including but not limited to, a plan to include business improvement districts as a permanent part of the various economic development strategies and an information and communication strategy between the pertinent departments.
8. REQUEST the City Attorney to evaluate and review state law relative to general benefits and prepare and/or support legislation which would clarify the calculation, measurement and applicability of general benefit as it relates to Proposition 218.
9. REQUEST the Los Angeles Police Department and the Board of Public Works to assist the City Clerk, and report regarding the feasibility of establishing a baseline service agreement for new and renewing Business Improvement Districts in order to meet state law requirements.
10. AUTHORIZE the Controller to authorize expenditures from the Business Improvement District Trust Fund No. 859, to effectuate the intent of this report: up to \$100,000 for the public information campaign; up to \$150,000 for the Business Improvement District leadership training; and \$100,000 for a nonprofit organization to provide administrative support for the VBBIDs.

11. AUTHORIZE the City Clerk to make technical corrections as necessary to effectuate the intent of this report.

Status: Since the City Clerk's report in January 2016, the City has increased the number of BIDs from 39 to 42 and is currently working on establishing an additional BID in Venice.

Public Information Campaign: The City Clerk's Neighborhood and Business Improvement District (N&BID) Division has drafted and finalized the RFP for the development, implementation and coordination of a public information campaign to raise the visibility and participation in BIDs.

Leadership Program: N&BID has drafted and finalized the RFP for a capacity building and leadership training program that is modeled after a training program in New York City which provides training to individuals who, in turn, are charged with exploring, testing and building effective commercial revitalization strategies. This program would train BID board members and staff on how to run an effective and successful BID.

Assistance for Volunteer-Based Business Improvement Districts: the City Clerk is currently preparing a RFP to provide administrative support to smaller and volunteer-based BIDs.

Electronic Platform: The City Clerk's Systems Division is developing an administrative module to be used by BID staff for document submission.

Baseline Services Agreement: The Board of Public Works, in collaboration with the Office of the City Clerk, is currently working with its five Bureaus and the Office of Community Beautification to gather and collect current services provided to each of the 42 BIDs within the City boundaries.

Short-term Objective(s) and Next Steps:

1. Public Information Campaign:

1a. The Public Information Campaign RFP is expected to be released by the City Clerk through BAVN by August 30, 2016.

2. Leadership Program:

2a. The Capacity Building and Leadership Training RFP is expected to be released by the City Clerk through BAVN by November 2016.

3. Grants:

3a. The City Clerk tracks grant opportunities weekly using eCivis, a cloud-based grants management software for state and local governments.

4. Assistance for Volunteer-Based Business Improvement Districts:

4a. Pre-RFP requirements are underway (Charter Section 1022 notification).

4b. The RFP is expected to be released through BAVN by January 2017.

5. Electronic Platform:

5a. The platform is expected to be tested by the end of August 2016.

5b. A completed platform will be available to BIDs by the end of September 2016.

6. Baseline Services Agreement:

6a. A complete list of current services provided to BIDs is anticipated by end of August 2016.

6b. Once a complete service list is developed, the Board of Public Works intends to review the feasibility of establishing a baseline service agreement for these Business Improvement Districts. Therefore, a report on the feasibility of establishing a baseline service agreement for new and renewing BIDs is anticipated by end of September to early October 2016.

Long-term Objectives(s) and Next Steps:

1. Prepare contracts with vendors/service providers for the Public Information Campaign, Capacity Building and Leadership Training Program and provide administrative support and assistance to volunteer-based Business Improvement Districts. Ensure that service providers begin program implementation by March 2017.
2. Utilize the Public Information Campaign to educate the business community, as well as the general public, about the role and benefits of BIDs, and the BID formation process, to increase the visibility of Business Improvement Districts and to partner with Business Improvement Districts to attract businesses to their respective areas.
3. Utilize the Capacity Building and Leadership Training Program to establish BID board and staff cohesion and efficiency; develop innovative strategies to build and strengthen commerce; identify and utilize City and non-City resources through the creation of partnerships; standardize BID best practices; and, share information among Business Improvement Districts.
4. Ensure that the Capacity Building and Leadership Training Program can be delivered both in person and online.
5. Increase the rate of legislative compliance and the amount of activities and services that are provided to smaller volunteer-based BIDs by offering administrative assistance.
6. Ensure BID staff is able to use the electronic platform and transition all applications, compliance documents and Annual Planning Report submissions to the online platform.
7. Demonstrate a consistent, quantifiable and continued baseline level service from the City to BIDs and strengthen public-private partnerships.

Resources: Funding available in the BID Trust Fund

Lead Agency: City Clerk.

Collaborating Departments/Agencies: Economic and Workforce Development Department, City Administrative Officer, Board of Public Works, Los Angeles Police Department.

Additional Recommendations:

1. Instruct the Office of Community Beautification and the Bureaus of Contract Administration, Engineering, Sanitation, Street Lighting and Street Services to provide the City Clerk's Neighborhood and Business Improvement District Division with monthly information on services performed within business improvement districts.
2. Request the Mayor's Office and Economic and Workforce Development to continue to work with the City Clerk in the coordination of economic development efforts to increase awareness of the BID as an economic development tool.

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Goal 2B- Establish a policy for the creation of Community Revitalization and Investment Areas for City of Los Angeles

Description: The October 7, 2015 Motion (Buscaino – Cedillo, CF 15-1195) directed the CLA with the assistance of the CAO and EWDD to report with an analysis of Assembly Bill 2 and determine which of the thirty-one former CRA/LA project areas, as well as communities located outside those areas, would be eligible for the "Community Revitalization and Investment Authority" (CRIA) designation.

On January 13, 2016 EWDD reported to the Ad Hoc Committee on Comprehensive Job Creation Plan with data and maps describing former CRA/LA redevelopment project areas according to the statistical criteria contained in AB 2. On March 25, 2016 the CLA reported with additional data and an analysis of the administrative and governance requirements of AB 2, a Bill Summary (Exhibit A1) and maps (Exhibit A2). The CLA report recommended that EWDD begin discussing CRIA establishment efforts with other City departments and prepare an Establishment Policy for CRIAs. The CLA report also included an instruction for the CLA to report on AB 2492 and its impact on current CRIA law. The 2016-17 City Budget included positions and funding for two new staff at EWDD to undertake the work of developing and implementing a CRIA establishment policy.

Recommended Council Instructions:

The Ad Hoc Committee on Comprehensive Job Creation Plan approved the following recommendations on March 30, 2016.

1. Instruct EWDD to meet with the appropriate departments and discuss CRIA efforts in the City.
2. Instruct EWDD to report on the Pre-establishment matters, including financial, technical and legal matters, identified in this report.
3. Instruct EWDD to prepare a City Establishment Policy and consider the City preliminary framework outlined in this report.
4. Instruct the CLA to report on Assembly Bill 2492 (Alejo) and its impacts on current CRIA law.

Status: Economic Development Committee and Council consideration is pending.

Short-term Objective(s) and Next Steps:

Subject to Council approval of the CRIA report:

1. EWDD to coordinate with City departments to develop a CRIA Establishment Policy :
 - a. EWDD to meet with departments to consider financial, technical and legal matters and propose a CRIA Establishment Policy to Council. Financial, technical and legal matters include, but are not limited to:
 - i. City role in CRIA governance and oversight.
 - ii. Cost to implement a City CRIA program.
 - iii. Issues to consider when negotiating County CRIA participation:
 1. Percentage of tax increment allocated by County and City; and
 2. Terms of Joint Powers Agreements governing CRIAs,
 - iv. Thresholds for CRIA formation, including, but not limited to:
 1. Definition of "deteriorated" for the purpose of defining CRIAs,
 2. Tax increment projections needed for sufficient tax increment to support an effective CRIA; and
 3. Other City-defined criteria beyond minimum criteria defined in State legislation.

2. The CLA to report on Assembly Bill 2492 (Alejo) and its impacts on current CRIA law by October 2016.
3. EWDD to work with the CAO to provide analysis of qualified CRIAs and current obligations within these zones related to the dissolution of CRA/LA.
4. EWDD will hire staff approved in the Fiscal Year 2016-17 City budget by January 2017.
 - a. These staff will lead the CRIA Development Team and preparation of the CRIA Establishment Policy by April 2017.
5. EWDD to request CLA, CAO, Office of Finance, Department of Building and Safety, Department of City Planning and the City Attorney to notify the General Manager, EWDD with their appointees to the CRIA Development Team.
6. During the hiring period, existing EWDD staff will coordinate with the CRIA Development Team to:
 - a. Define CRIA establishment, financial, technical and legal matters (December 2016); and
 - b. Prepare maps of areas within the City that could qualify for a CRIA zone based on the proposed criteria within AB2 and AB2493 and organize meetings with all Council Offices, in compliance with the Ralph M. Brown Act, to determine priority areas for CRIA establishment, including list of priority projects in each area (December 2016)

Long-term Objectives(s) and Next Steps:

1. Finalize Citywide Economic Development Strategy including economic impact analysis, and potential tax increment to be generated and bonding capacity (June 2017).
2. Return to Council with CRIA Establishment Policy (July 2017).
3. Finalize CRIA zone maps for implementation according to Council priorities (July 2017).

Resources:

1. Funding and position authorities for staff responsible for CRIA Establishment Policy development and implementation were approved in EWDD's Fiscal year 2016-17 budget. Funding to continue these positions will be in future budget requests.
2. Funding needed to establish CRIAs will be estimated when EWDD returns with CRIA establishment policy recommendations.

Lead Agency: EWDD.

Collaborating Departments/Agencies: Chief Legislative Analyst, City Administrative Officer, Department of City Planning, Building and Safety, and City Attorney.

Goal 2C - Establish a policy for the creation of Jobs and Economic Development Incentive (JEDI) Zones for City of Los Angeles

Description: The July 1, 2015 Motion (Krekorian – Martinez, C.F. 13-0934-S2) proposed creation of Jobs and Economic Development Incentive (JEDI) Zones to attract new businesses and industry to Los Angeles and encourage economic development and growth for existing businesses and industry.

On March 29, 2016 the CLA reported to the Ad Hoc Committee on Comprehensive Job Creation Plan with recommendations to instruct EWDD to lead JEDI Zone feasibility and implementation efforts in the City, to report on a JEDI Zone Establishment policy, and to request the City Attorney to work with EWDD on legal matters related to JEDI Zones.

Recommended Council Instructions:

1. Instruct EWDD to: (a) lead JEDI Zone feasibility and implementation efforts in the City; and (b) report on a JEDI Zone Establishment Policy considering the framework outlined in the March 29, 2016 CLA report, including a Citywide Business Incentive Plan and staffing plan.
2. Request the City Attorney to work with EWDD in the establishment and all legal matters related to JEDI Zones.

Status: The Ad Hoc Committee on Comprehensive Job Creation Plan approved recommendations regarding JEDI program on March 30, 2016. Recommendations are pending Economic Development Committee and Council consideration. City staff has met to preliminarily discuss potential criteria and incentives.

Short-term Objective(s) and Next Steps:

1. Report to Council on proposed the criteria for establishing JEDI Zones, which may include:
 - a. Any City-established CRIA criteria; or
 - b. Area with 80% of Census tracts, or blocks that meet five of the following nine criteria:
 - i. Annual median household income less than 80% of the Citywide annual median income
 - ii. Nonseasonal unemployment that is at least three percent higher than the Citywide median
 - iii. Crime rates 5% higher than the Statewide median crime rate
 - iv. Deteriorated or inadequate infrastructure
 - v. Deteriorated commercial or residential structures
 - vi. Area is more than 50% commercial, retail or industrial uses
 - vii. Commercial, retail or industrial vacancy is 10% greater than the City average
 - viii. Contains at least one City priority project, defined at the time the JEDI Zone is created
 - ix. Area can be demonstrated to support the following targeted industry sectors:
 1. Manufacturing
 2. Construction
 3. Professional and Business Services
 4. Green Technology
 5. Healthcare
 6. Hospitality/Entertainment
 7. Logistics/Trade

2. EWDD will include an analysis of business incentives that could be made available to support JEDI Zones in the Scope of Work for a Citywide Economic Development Strategy. The scope will include analysis of incentives offered by:
 - a. Other California cities, including, but not limited to:
 - i. San Francisco;
 - ii. Oakland;
 - iii. San Diego;
 - iv. Fresno; and
 - v. Santa Ana.
 - b. Comparable cities outside of California, including, but not limited to:
 - i. New York, NY;
 - ii. Dallas, TX;
 - iii. Houston, TX;
 - iv. Austin, TX;
 - v. Chicago, IL;
 - vi. Philadelphia, PA;
 - vii. Phoenix, AZ;
 - viii. Seattle, WA; and
 - ix. Boston, MA.
3. The Fiscal Year 2016-17 City Budget included positions and funding for the Business Assistance Unit, which included new staff to design and implement the JEDI Zone program.
 - a. EWDD plans to fill these positions by January 2017.

Long-term Objectives(s) and Next Steps:

1. Work with Council Offices to define potential JEDI Zones according to the final criteria (March 2017).
2. Finalize Citywide Economic Development Strategy including economic impact analysis, including potential incentives to be offered in JEDI Zones (June 2017).
3. EWDD to develop policies and procedures to track and to create tracking mechanism to provide annual reports of effectiveness of adopted JEDI zones and incentives (June 2017).
4. Return to Council with recommended incentive packages for each JEDI Zone (July 2017).

Resources:

1. Funding and position authorities for the Business Assistance Unit, including positions responsible for designing and implementing the JEDI Zone program were provided in EWDD's Fiscal year 2016-17 budget. Funding to continue these positions will be in future budget requests.
2. Funding required for Citywide Economic Development Strategy will be requested when EWDD returns for authority to release the RFP.

Lead Agency: EWDD.

Collaborating Departments/Agencies: Chief Legislative Analyst, City Administrative Officer, Department of City Planning, Building and Safety, City Attorney, Board of Public Works, Office of Finance, Office of the Mayor.

APPENDIX

Exhibit A1
CRIA Bill Summary

AB 2 : COMMUNITY REVITALIZATION AUTHORITY

BILL SUMMARY

TOPIC	DESCRIPTION
Governance	Community Revitalization and Investment Authority ("CRIA" or "Authority").
Formation - Option 1 (Individually)	Legislative body of a City , County or City and County may adopt a <u>Resolution</u> creating an Authority.
Governing Board Membership	Governing Board shall be a five-member board, appointed by the legislative body. Three members of the legislative body and two public members who live or work within the area.
Formation - Option 2 (Collectively)	City, County, City and County, and/or special district, or any combination thereof, may create an Authority by entering into a <u>joint powers agreement</u> .
Governing Board Membership	Governing Board shall include of a majority of members from the legislative bodies that created the Authority and a minimum of two public members who live or work within the area.
Authority Participation Limitations	<p>(A) A school entity may not participate.</p> <p>(B) A successor agency may not participate.</p> <p>(C) An authority formed by a city or county that created a redevelopment agency that was dissolved shall not become effective until the successor entity or designated local authority has adopted findings of fact stating:</p> <ol style="list-style-type: none"> (1) Agency has received a finding of completion; and (2) No former redevelopment agency assets which are subject of litigation against the state, have been or will be used to benefit any efforts of an authority, unless the litigation has been resolved.
Boundaries - Community Revitalization and Investment Area ("CRIA Area")	<p>Not less than 80% of the land calculated shall be characterized by:</p> <p>(A) annual median household income less than 80% of statewide annual median income; <u>and</u></p> <p>(B) three of the following four conditions:</p> <ol style="list-style-type: none"> (1) nonseasonal unemployment that is at least 3% higher than the statewide median; (2) crime rates that are 5% higher than the statewide median; (3) deteriorated or inadequate infrastructure (e.g. streets, sidewalks, water supply, sewer treatment and processing and parks); and (4) deteriorated commercial or residential structures.
Alternative Boundary	<p>Within a former military base that is deteriorated or has inadequate infrastructures and structures. Governing Board shall include a member of the military base closure commission as a public member.</p>
Use of Funds	<p>(A) Rehabilitate, repair, upgrade, or construct infrastructure;</p> <p>(B) Low- and moderate-income housing;</p> <p>(C) Address hazardous substances;</p> <p>(D) Seismic retrofits;</p> <p>(E) Acquire and transfer real property;</p> <p>(F) Issue bonds;</p> <p>(G) Borrow money, receive grants, or accept financial or other assistance from state or federal government, or public or private entity;</p> <p>(H) Adopt a community revitalization and investment plan;</p> <p>(I) Make loans or grants for owners or tenants to improve, rehabilitate, or retrofit buildings or structures;</p> <p>(J) Construct foundations, platforms, and structural forms for air rights sites; and</p> <p>(K) Provide assistance to businesses with new or existing facilities for industrial or manufacturing uses.</p>
Source of Funds	<p>Tax increment generated within the area in the percentage committed from consenting taxing agencies. Consenting agencies may advance funds to the Authority. Taxing agencies cannot include any school entity. Authority may issue bonds serviced by tax increment, subject to protest. Authority may borrow money, receive grants, or accept financial assistance.</p>

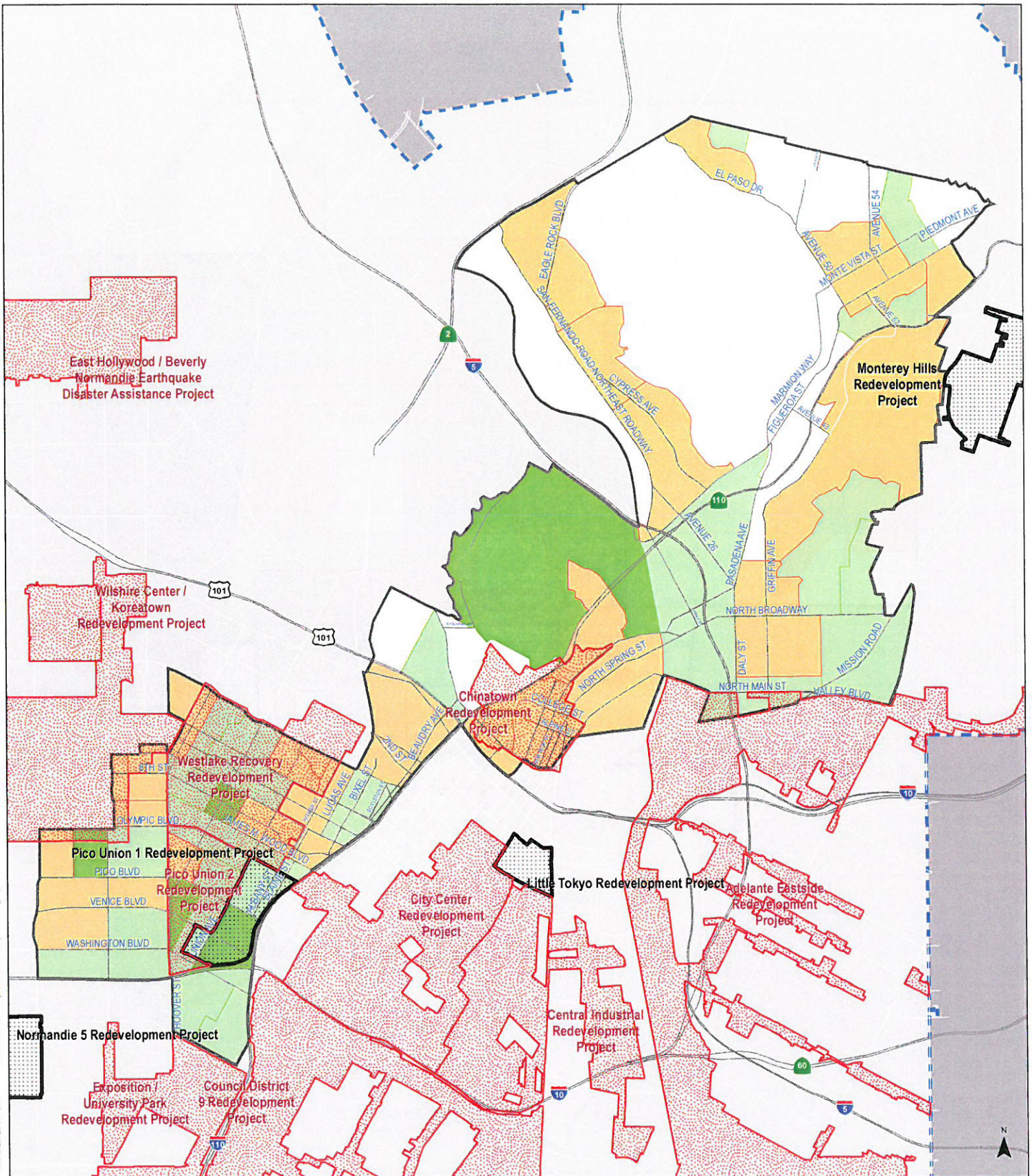
TOPIC	DESCRIPTION
Community Revitalization and Investment Plan (Plan) Requirements	<p>(A) Principal goals and objectives.</p> <p>(B) Description of deteriorated or inadequate infrastructure within an area. Programs for construction of adequate infrastructure or repair of existing infrastructure.</p> <p>(C) Housing program relative to housing expenditures and unit production.</p> <p>(D) Program to remedy or remove a release of hazardous substances, if applicable.</p> <p>(E) Program to facilitate economic revitalization.</p> <p>(F) Fiscal analysis with projected receipt of revenue and expenses over a five-years, including any plan to issue bonds backed by tax increment.</p> <p>(G) Determination that area complies with required conditions.</p>
Plan Participation	Prior to or after adopting a Plan, a participating entity may adopt a Resolution allocating its share of tax increment. A Resolution may be repealed by giving the county auditor-controller 60 days prior notice; however, the auditor-controller shall continue to allocate that entity's share of tax increment that has been pledged to the repayment of debt until the debt has been fully repaid.
Time Limits	<p>(A) Maximum 30 years for establishing loans, advances and indebtedness.</p> <p>(B) Maximum 45 years for the repayment of all of the Authority's debts and obligations, and fulfilling housing obligations. Authority shall dissolve in no more than 45 years.</p>
Plan Adoption Process	<p>Authority shall consider the Plan at three public hearings, as follows:</p> <p>1st - Hear all written and oral comments.</p> <p>2nd - Consider additional written and oral comments. Take action to modify or reject the Plan.</p> <p>3rd - Conduct protest proceedings to consider whether property owners and residents within the area wish to present oral or written protest against the adoption. Authority may adopt the plan if less than 25% protest. An election shall take place if between 25%-50% of the combined number file a protest. Authority shall terminate the proceedings if there is a majority (50%+1) of combined property owners and residents protest.</p> <p>Majority protest : protests have been filed representing over 50% of the combined number of property owners and residents in the area.</p>
Periodic Plan Review	Authority shall adopt an annual report. Authority shall review the plan annually and amend as necessary. Every 10 years, a public hearing shall be held to conduct a public protest to consider oral or written protest against the Authority. If there is majority protest, the Authority shall not take any further action to implement the plan. If between 25%-50% of the property owners and residents file protest, an election shall be called. If a majority of the property owners and residents vote against the plan, then the Authority shall not take further action to implement the plan.
Redevelopment Area Enforceable Obligations	If a CRIA Area includes land formerly or currently designated as part of a redevelopment area, tax increment payable to an Authority is subject and subordinate to any preexisting enforceable obligation(s).
Affordable Housing Set-aside	25% of the tax increment shall be designated for affordable housing.
Affordable Housing - Replacement and Relocation	Replacement and relocation requirements apply.
Eminent Domain	Authority may exercise eminent domain for property acquisition within 12 years from adoption of the Plan.
Effective	January 1, 2016.

12/1/2015

Exhibit A2
CRIA Maps by Council District

AB 2 CRITERIA Council District Analysis

JR/3/25/2016 DCP Data Source: Department of City Planning Systems & GIS © 2016, BOE, CIA, LAPD ("01/01/2015 - 12/02/2015; Los Angeles Open Data), Rand McNally (TBM) © 2010



- Meets income
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- Meets income +2 conditions (Unemployment and Crime)
- Council District

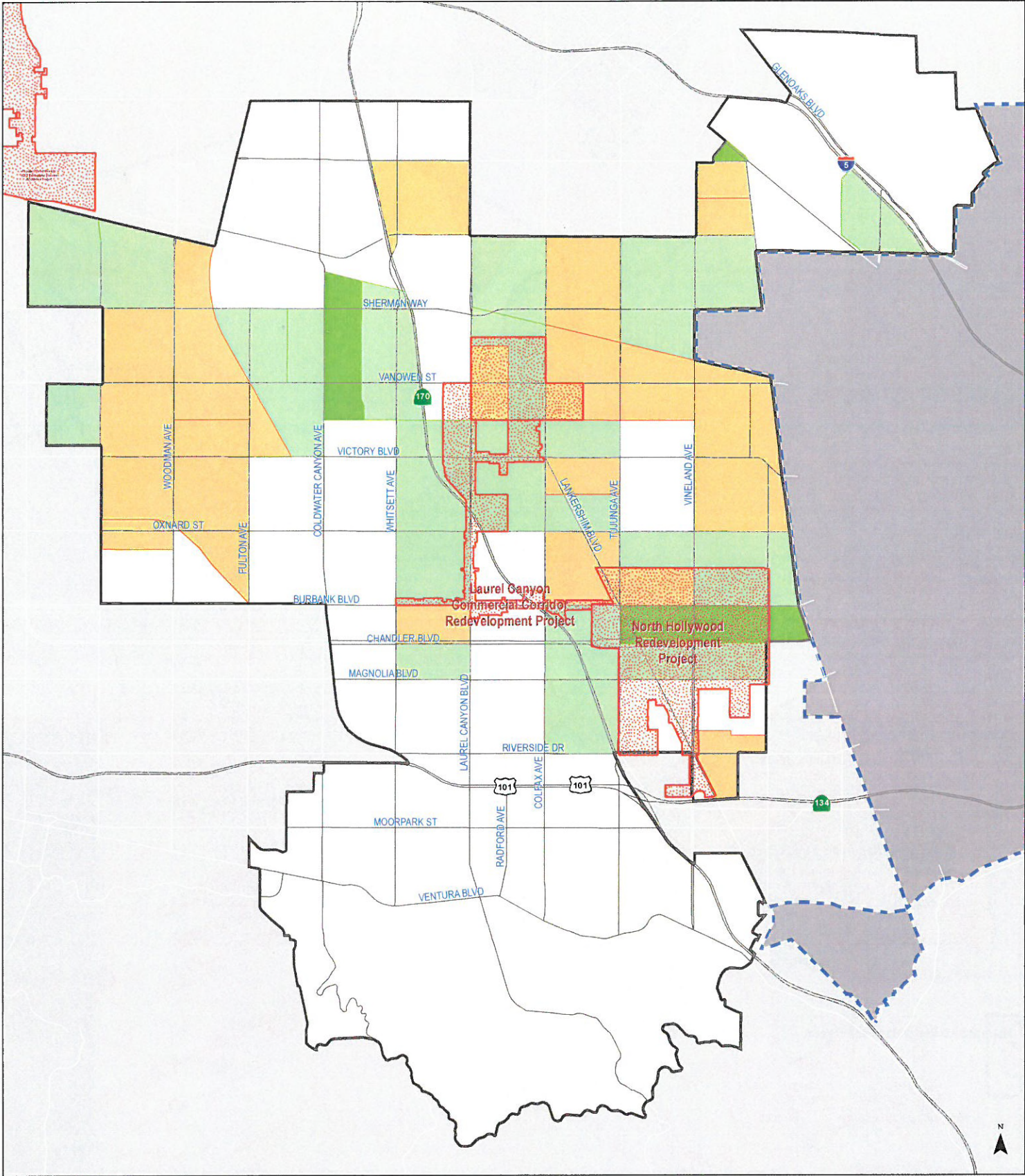
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- CRA: Expired RDA
- LA City Boundary
- Outside City

Council District

1

AB 2 CRITERIA
Council District Analysis

JR/3/25/2016 DCP Data Source: Department of City Planning Systems & GIS © 2015, BOE, CLA, LAPD (10101205 - 12/02/2015; Los Angeles Open Data), Rand McNally (TBM) © 2010



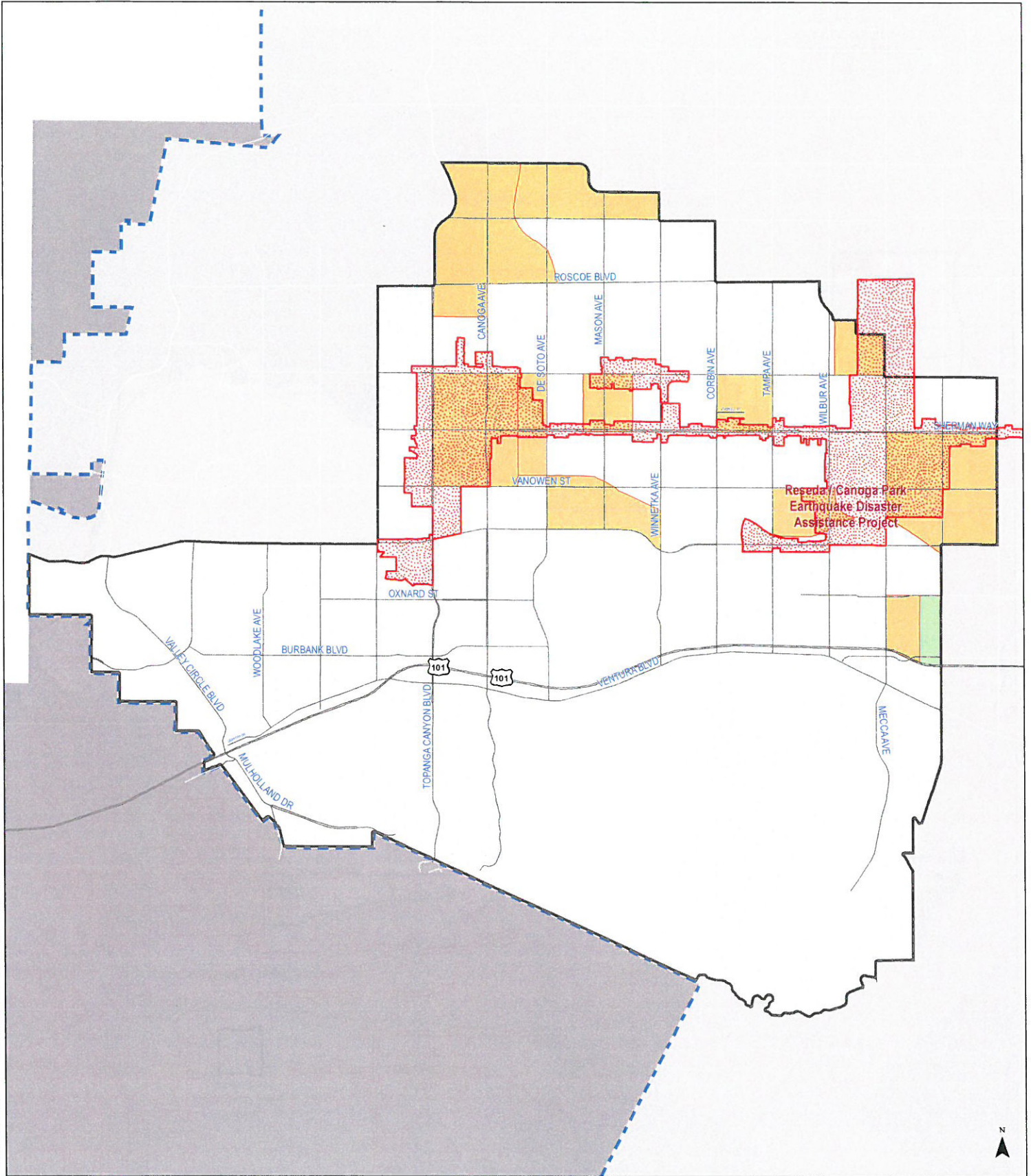
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- Council District

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- LA City Boundary
- Outside City

Council District

AB 2 CRITERIA Council District Analysis

JR/ 3/25/2016 DCP Data Source: Department of City Planning Systems & GIS © 2016. BOE, CLA, LAPD ("01/01/2005 - 12/02/2015: Los Angeles Open Data), Rand McNally (TBM) © 2010



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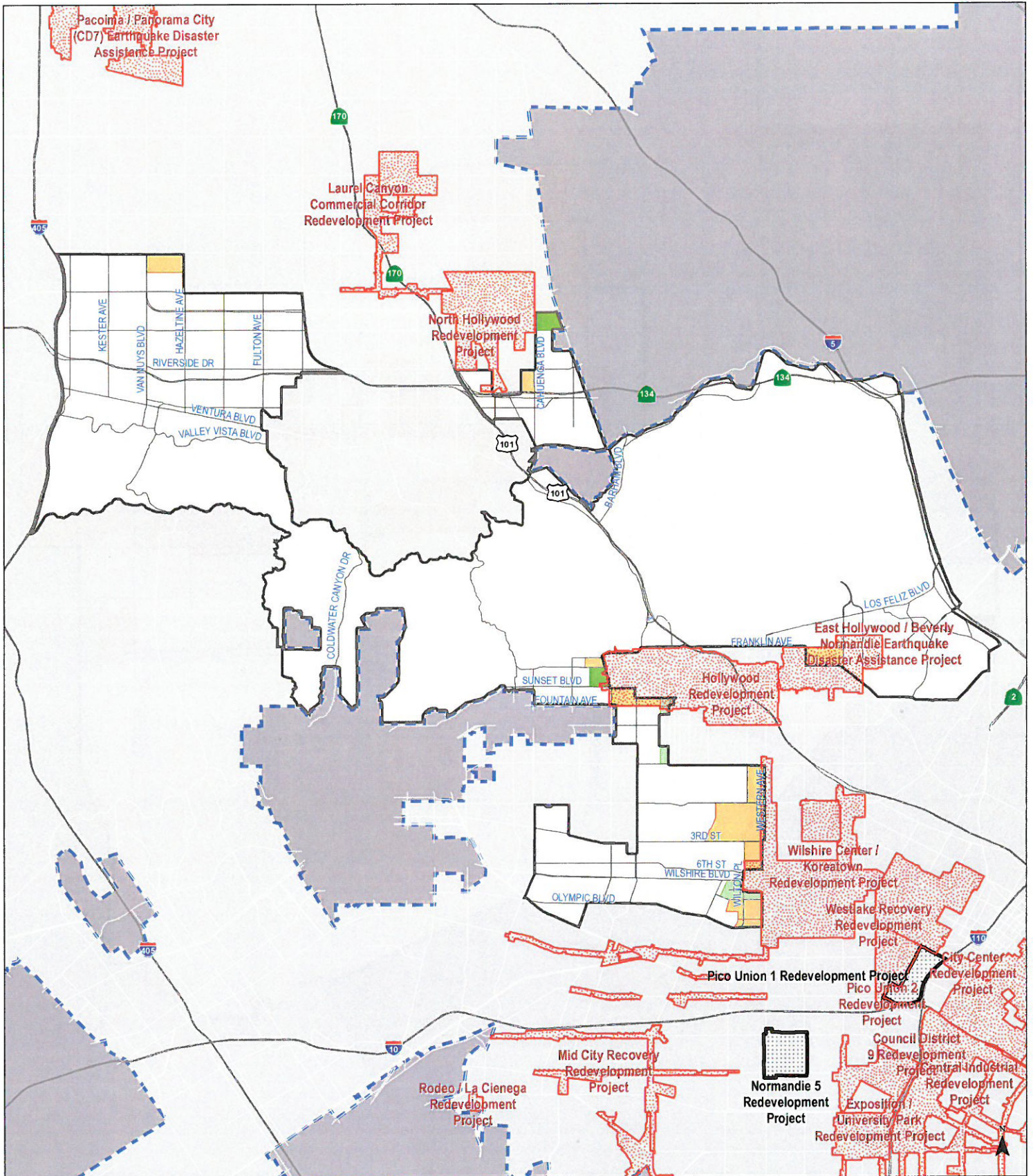
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- LA City Boundary
- Outside City

Council District

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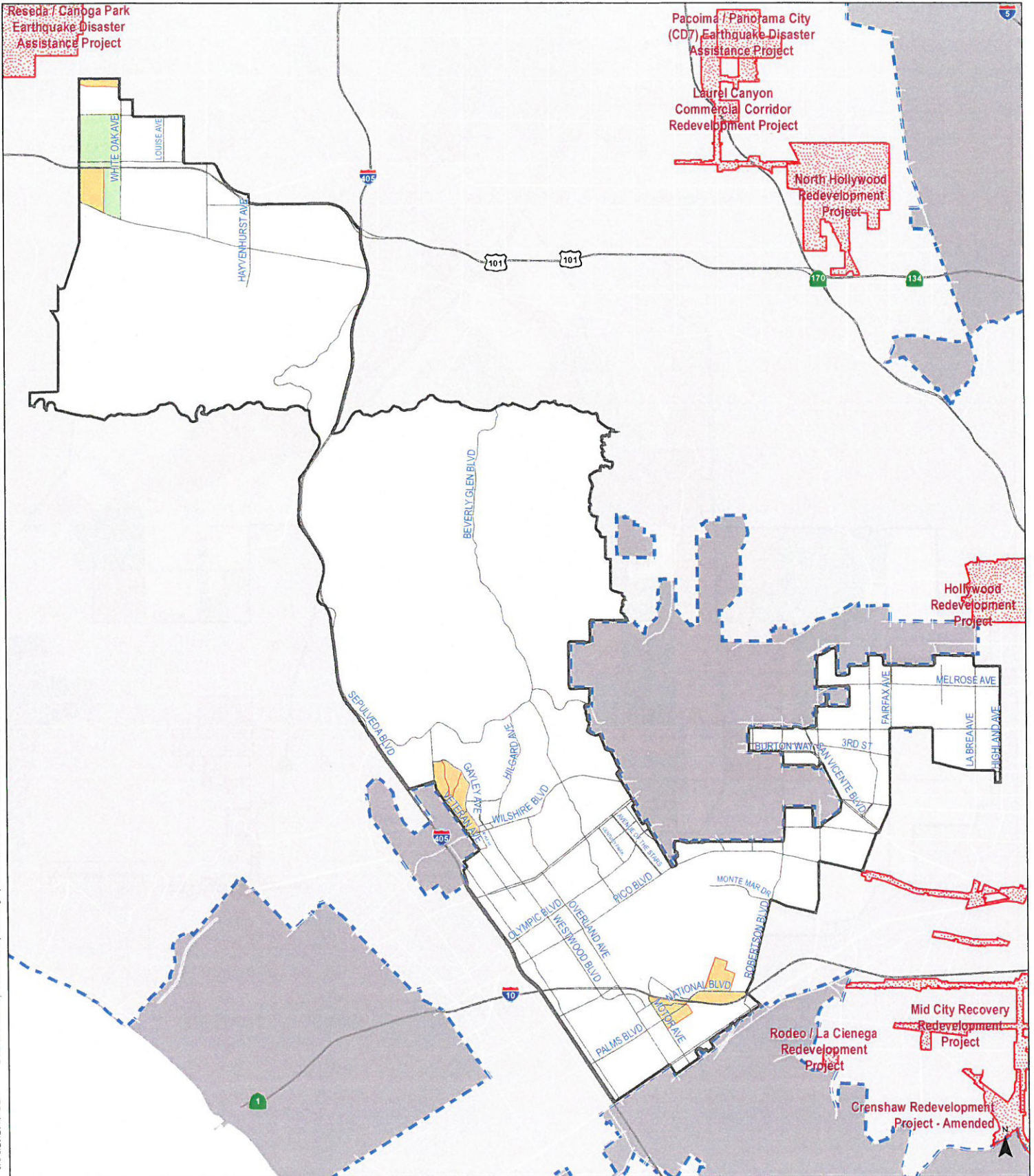
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Council District

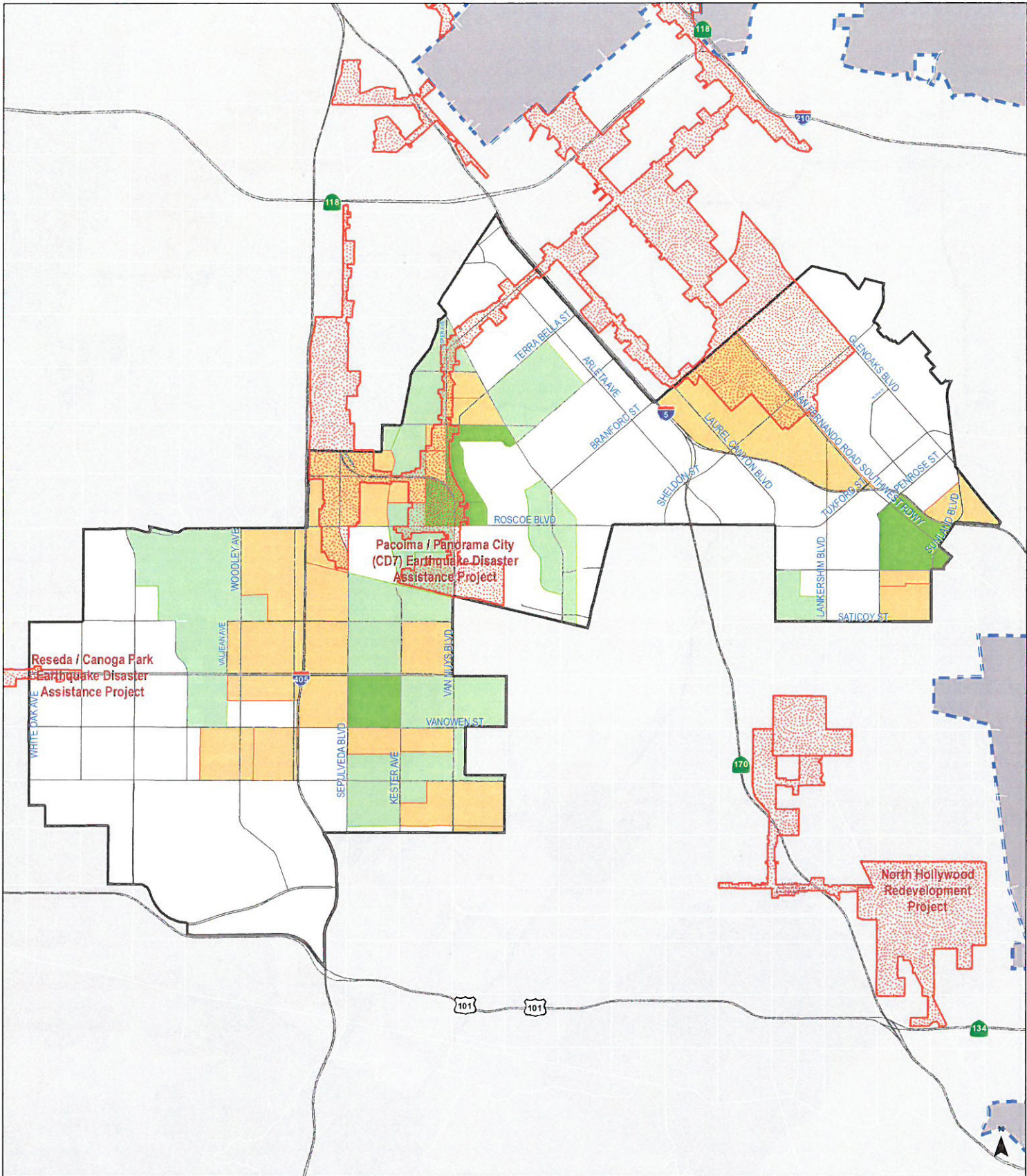
AB 2 CRITERIA Council District Analysis



Council District

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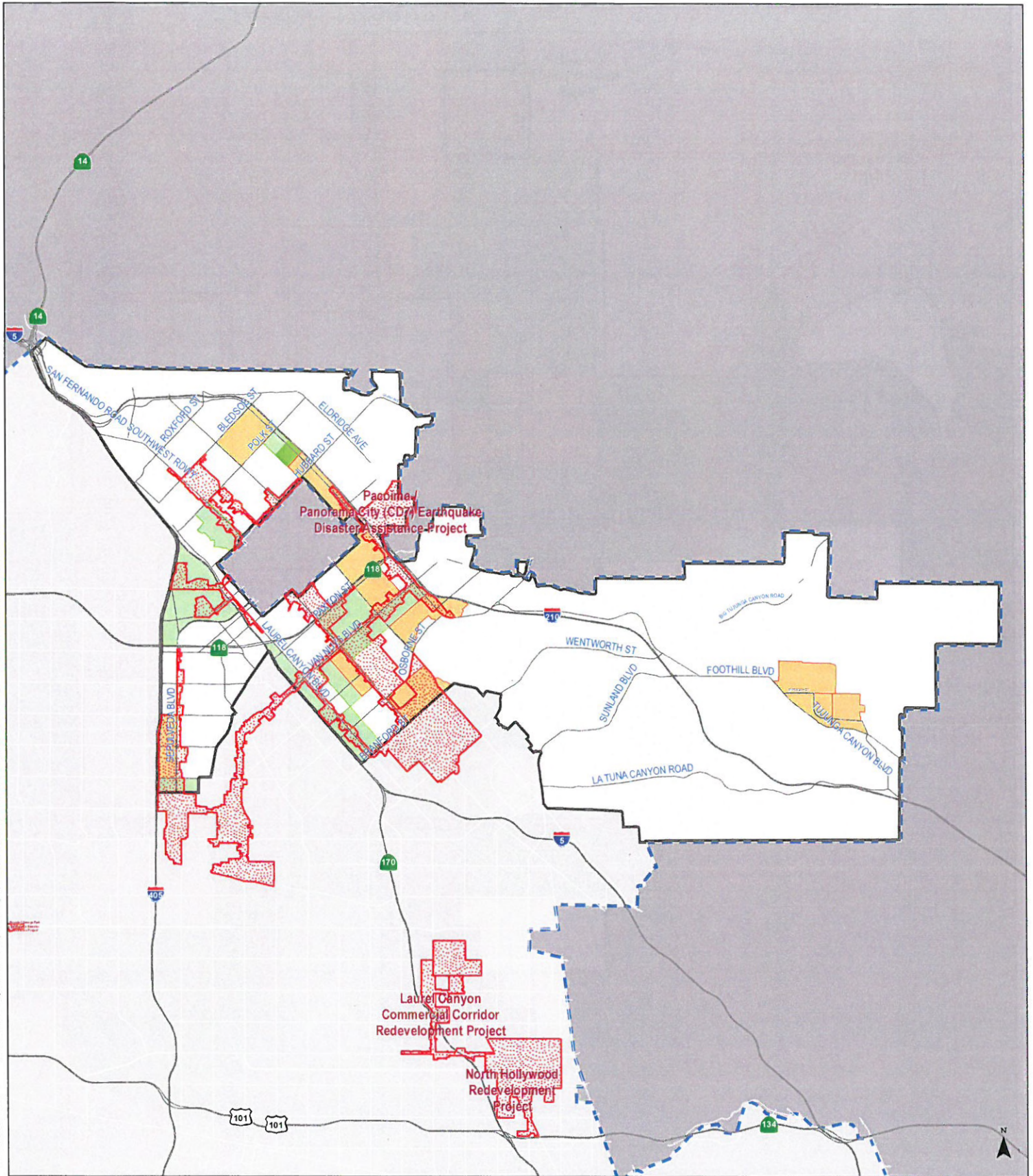
AB 2 CRITERIA Council District Analysis



Council District

AB 2 CRITERIA Council District Analysis

JR/3/25/2016 DCP Data Sources: Department of City Planning Systems & GIS © 2016, BOE, CLA, LAPD, ("01/01/2005 - 12/02/2015: Los Angeles Open Data), Rand McNally (TBM) © 2010

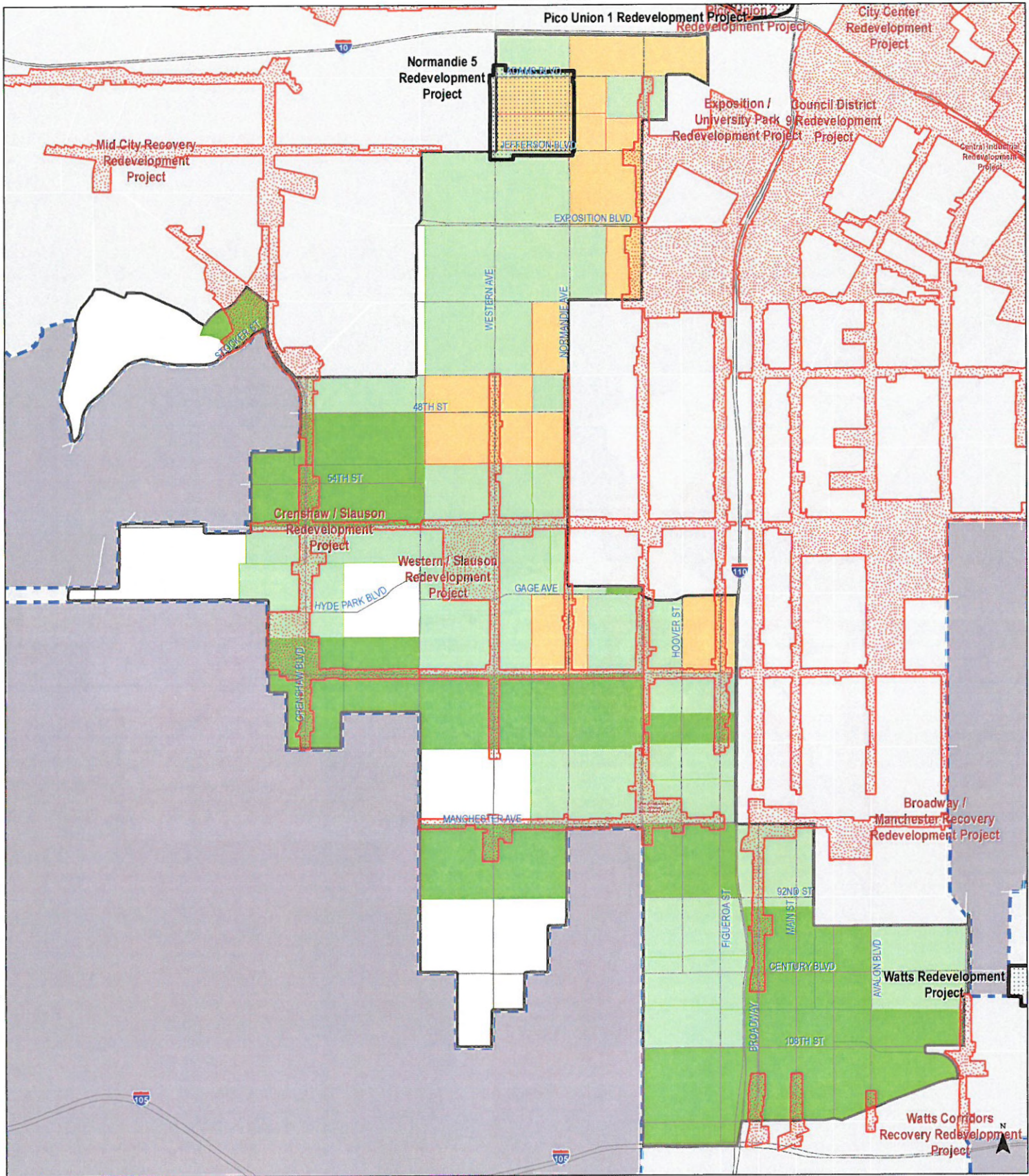


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- Outside City

Council District

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AB 2 CRITERIA Council District Analysis

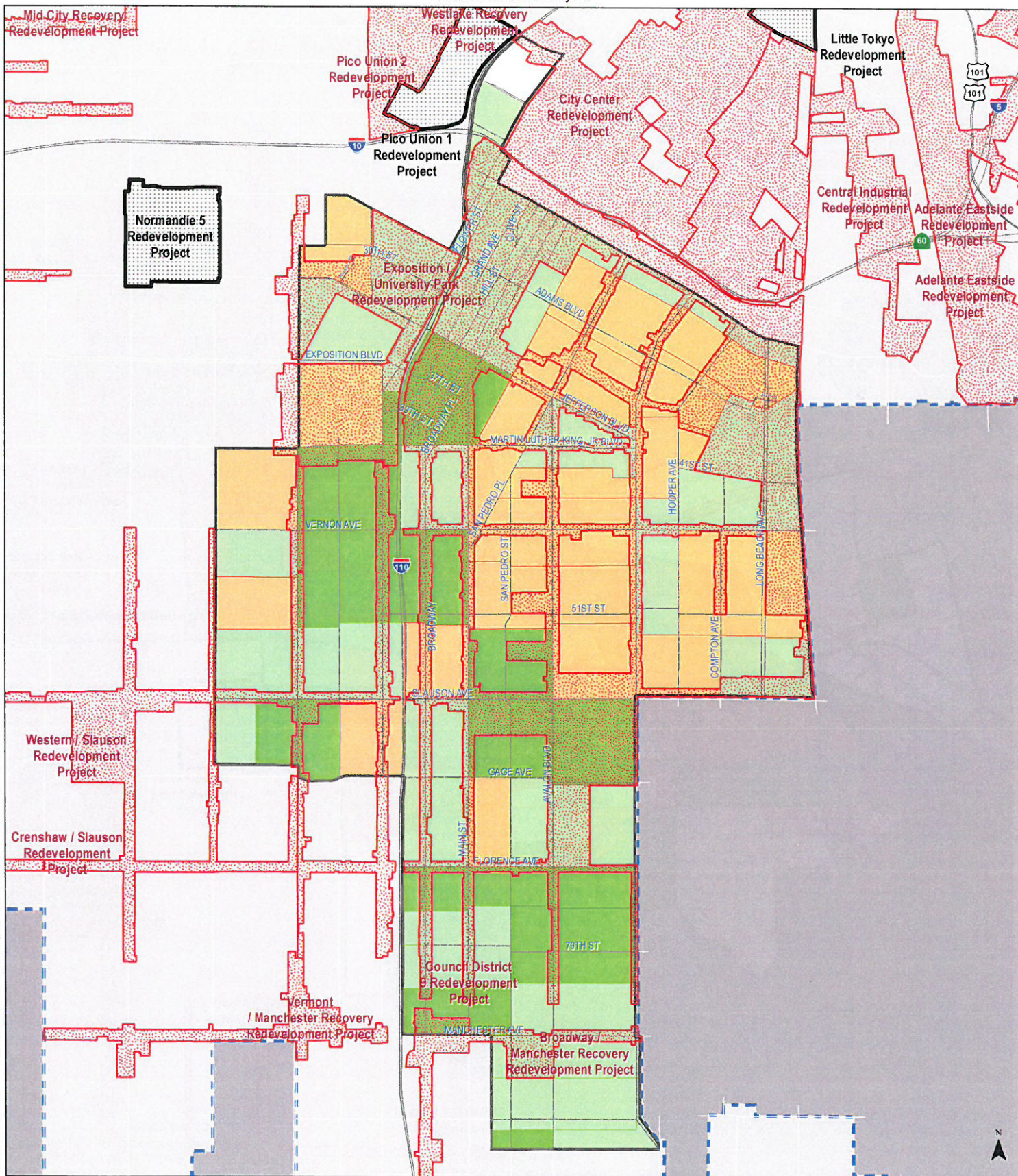


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- LA City Boundary
- Outside City

Council District

AB 2 CRITERIA Council District Analysis



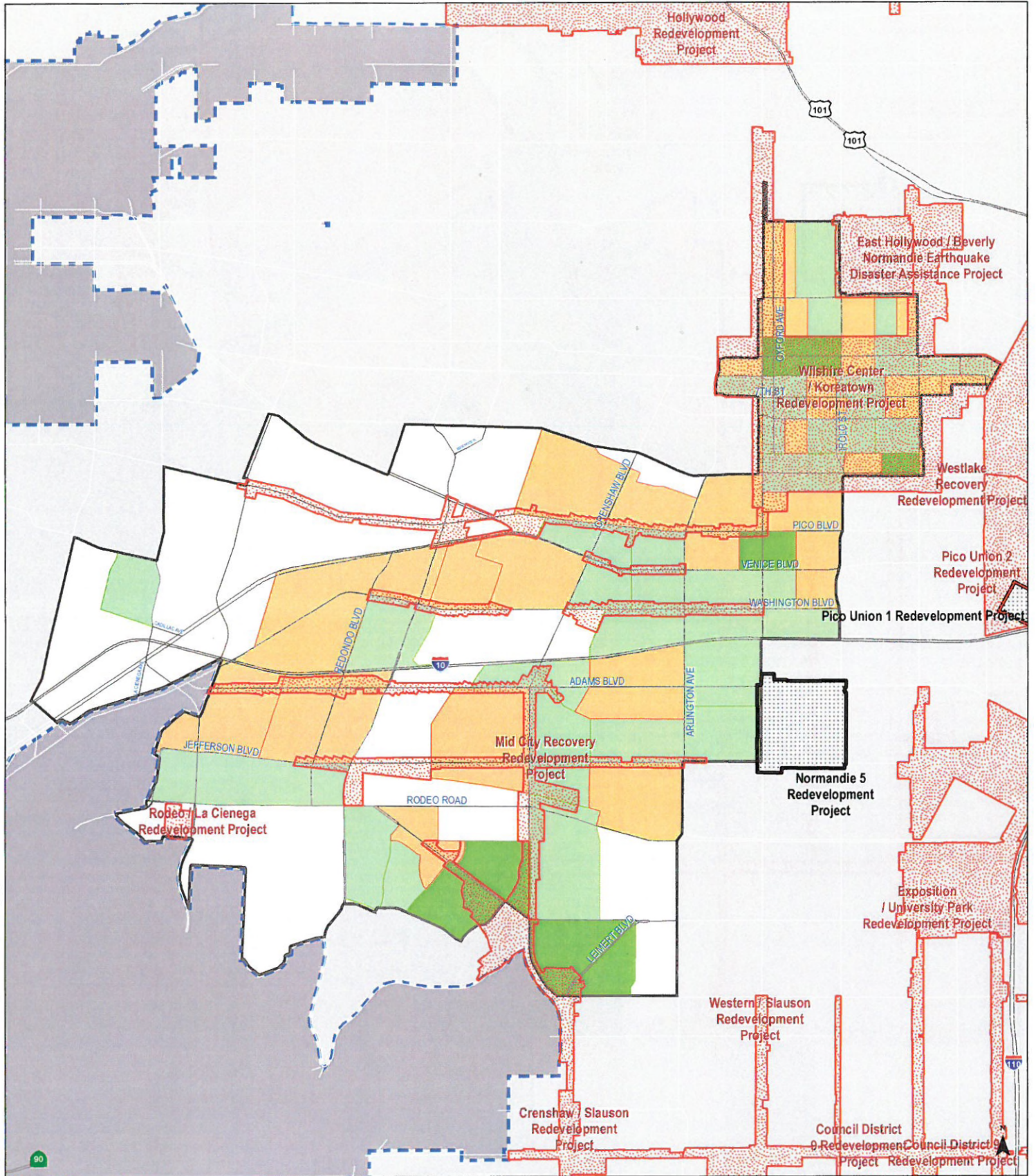
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- Outside City

Council District

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Data Source: Department of City Planning Systems & GIS © 2016, BOE, CLIA, LAPD (*01/01/2005 - 12/02/2015; Los Angeles Open Data), Rand McNally (TBM) © 2010



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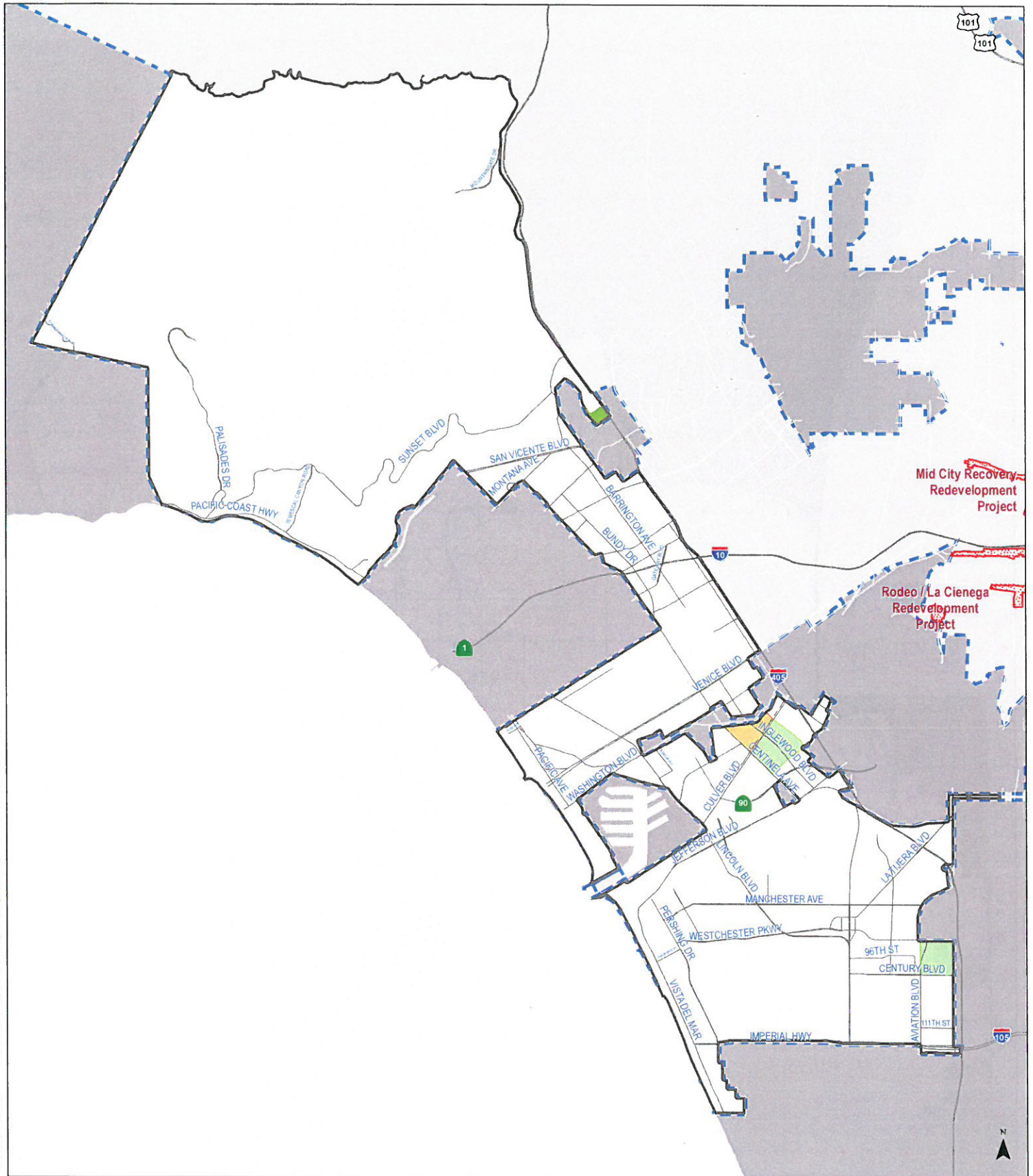
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- Outside City

Council District

10

AB 2 CRITERIA Council District Analysis

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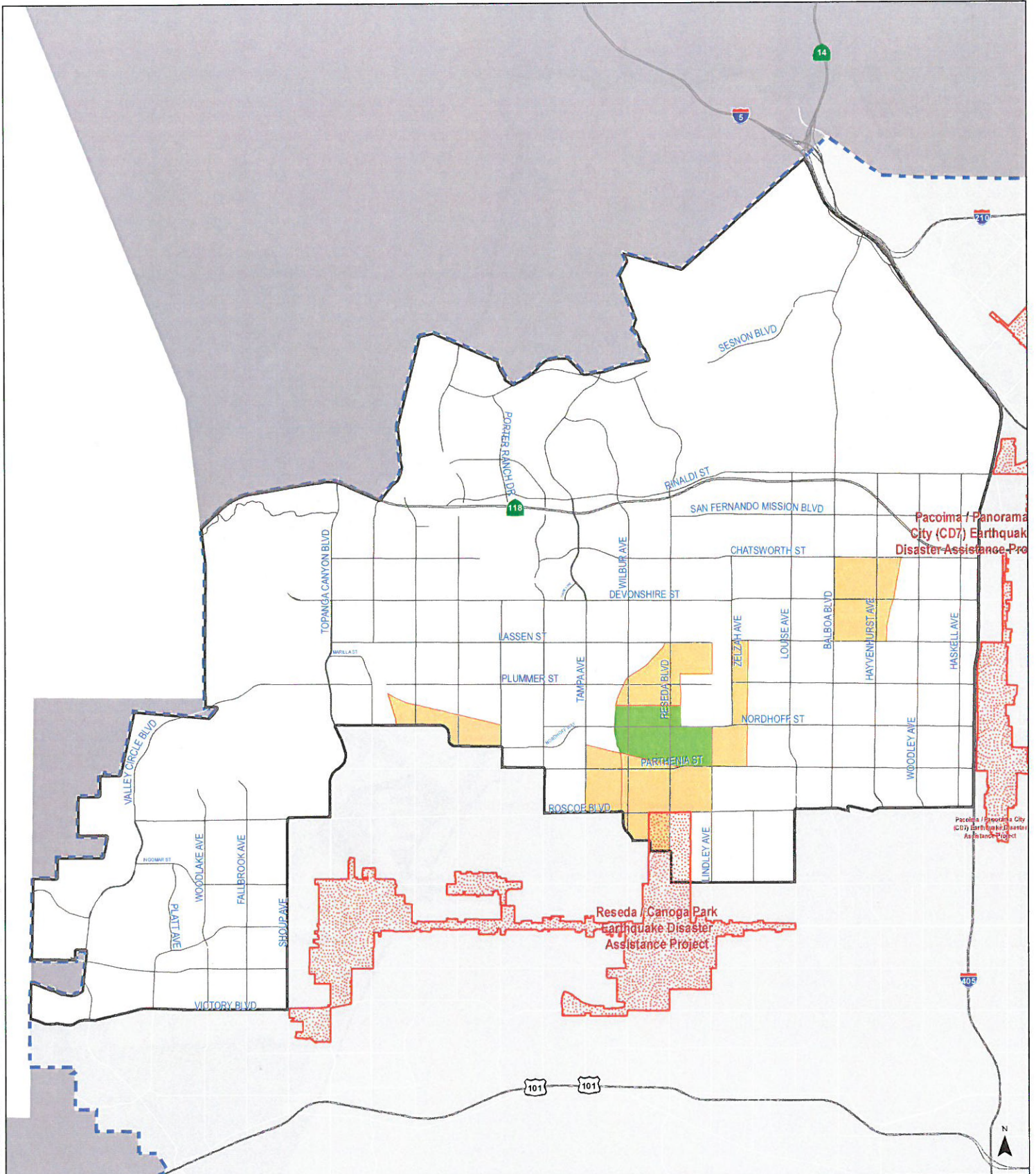
- CRA (Dissolution per ABx 1 26 Feb 1, 2012)
- LA City Boundary
- Outside City

Council District

11

AB 2 CRITERIA Council District Analysis

JR/3/25/2016 DCP Data Source: Department of City Planning Systems & GIS © 2016, BOE, CJA, LAPD (* 01/01/2005 - 12/02/2015; Los Angeles Open Data), Rand McNally (TBM) © 2010



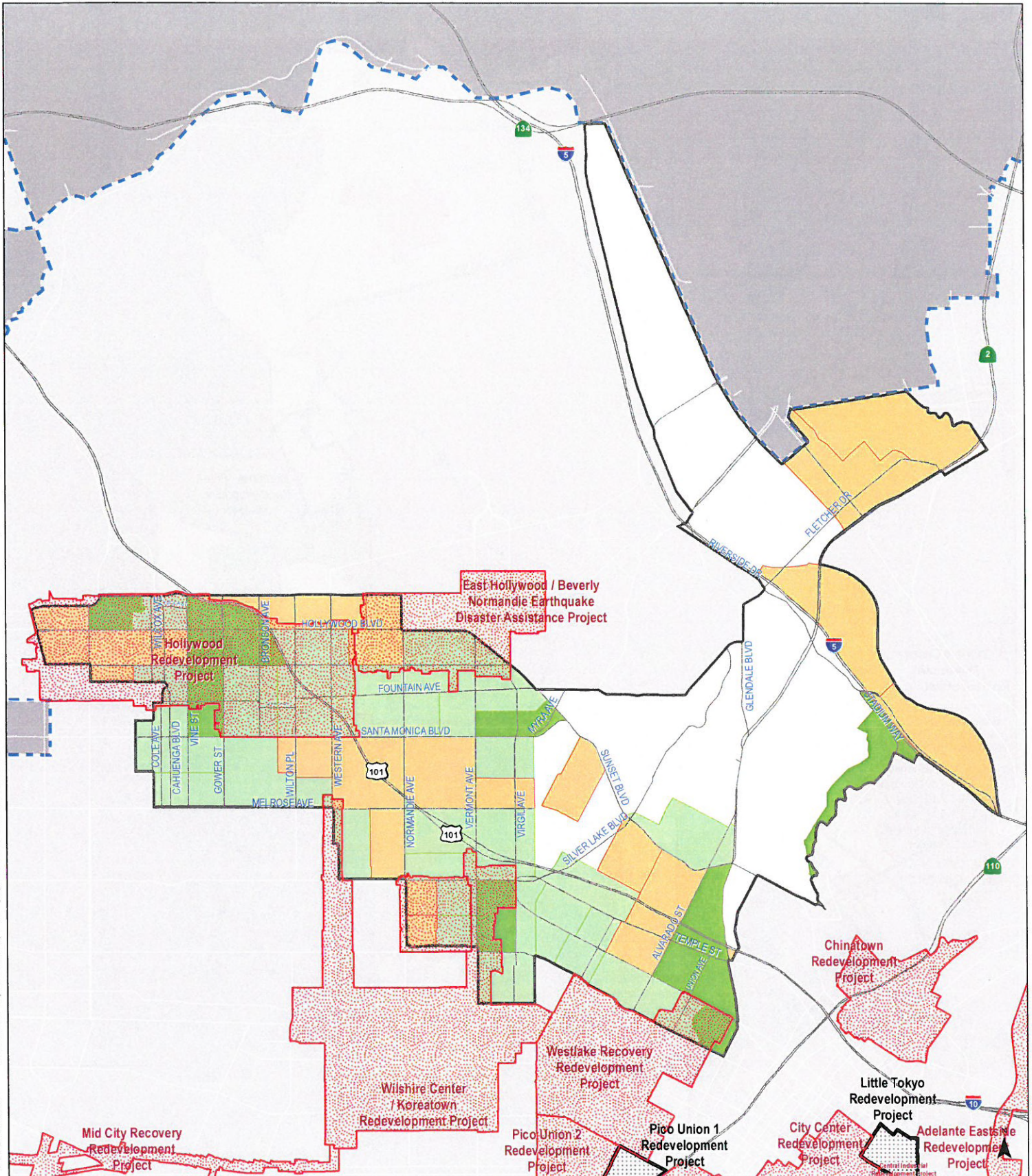
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- Council District
- CRA (Dissolution per ABx 1 26 Feb 1, 2012)
- LA City Boundary
- Outside City

Council District

12

AB 2 CRITERIA Council District Analysis

JR1/3/25/2016 DCP Data Source: Department of City Planning Systems & GIS © 2016, BOE, CLA, LAPD ("01/01/2005 - 12/02/2015, Los Angeles Open Data), Rand McNally (TBM) © 2010



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- Council District
- CRA (Dissolution per ABx 1 26 Feb 1, 2012)
- CRA: Expired RDA
- LA City Boundary
- Outside City

Council District

13

AB 2 CRITERIA Council District Analysis

JR/3/25/2016 DCP Data Source: Department of City Planning Systems & GIS © 2016, BOE, CUA, LAPD ("01/01/2005 - 12/02/2015; Los Angeles Open Data), Rand McNally (TBM) © 2010



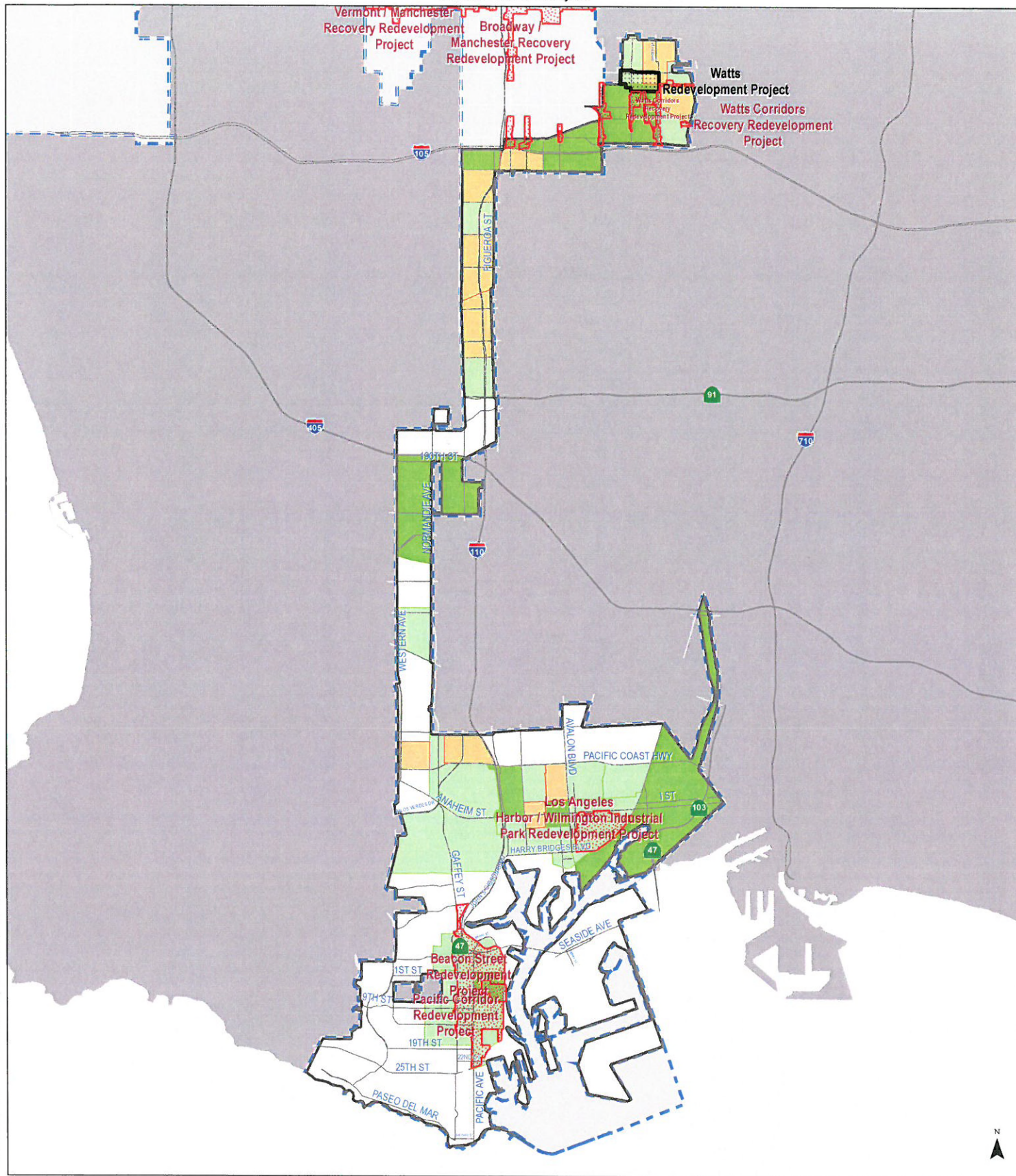
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- LA City Boundary
- Outside City

Council District

14

AB 2 CRITERIA Council District Analysis



Council District

15

Exhibit A3

City Business Incentives, Services, and Programs

Exhibit A3

City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
Building and Safety								
1	Construction/ Inspection Case Management Program	For major projects. Will establish an interaction between the project team and the inspection team throughout the construction process to create a strong communication network at all levels; to expeditiously resolve any construction issues; to eliminate any miscommunication or code interpretation conflicts.	Real Estate	Development Services	Building & Safety	Citywide	construction, building code, certificate of occupancy,	http://www.ladbs.org/services
2	Plan Check Case Management (PCCM)	PCCM is LADBS' way of providing consultation, problem solving, and facilitation for major and complex development projects in plan check. The case manager will be the adviser for the developer during plan check, assists in navigating efficiently through the City's permitting process, thus creating a partnership with the design team. As needed, the case manager will provide contacts to other departments and agencies related to plan check.	Real Estate	Development Services	Building & Safety	Citywide	plan check, construction, building code	http://www.ladbs.org/services

Exhibit A3

City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
3	Small Business Assistance Program	The Small Business Liaison in the Case Management Office can provide a project feasibility study (\$162 or free with referral from a BusinessSource Center or the Great Streets program) and helps applicants navigate the permitting process and access additional LADBS resources.	Real Estate	Development Services	Building & Safety	Citywide	small business, permitting	http://www.ladbs.org/our-organization/ http://www.ladbs.org/services/
4	Parallel Design Permitting Process	For major projects, allows the design process and the permitting process run in parallel. By allowing submittal of an incomplete set of plans during the conceptual design phase, a plan check engineer will be assigned and code consultation services will be provided throughout the entire design phase. As design drawings are being completed, DBS will be completing plan check to fast track the project. \$5million+ projects.	Real Estate	Development Services	Building & Safety	Citywide	plan check, entitlements, streamlining	http://ladbs.org/LADBSWeb/
5	Preliminary Plan Review Service	Within the case management office, allows for applicants to meet with City staff to answer questions on code requirements or obtain information regarding their project.	Real Estate	Development Services	Building & Safety	Citywide	small business, permitting	http://www.ladbs.org/services/
6	Restaurant & Hospitality Express Program	Allows for qualified businesses in this industry to receive expedited permitting and approvals, reducing the time and money it usually takes to open a business.	Real Estate	Development Services	Building & Safety	Citywide	restaurant, hospitality	http://ladbs.org/services/

Exhibit A3

City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
7	BuildLA (upcoming)	Citywide development services system that provides 24/7 online access from home or office. Includes a single internet portal for all city agencies, project tracking across agencies, auto project status notifications, and universal payment.	Real Estate	Development Services	Building & Safety	Citywide	development services, online services, technology	www.buildla.lacity.org
8	Adaptive Reuse Project	The purpose of the Adaptive Reuse Ordinance is to revitalize certain areas in the City of Los Angeles by facilitating the conversion of older, economically distressed buildings to apartments, live and work units or hotel facilities. Developments will be exempt from certain regulations.	Real Estate	Development Services	Building & Safety	Portions of City	construction, building code, redevelopment	http://ladbs.org/LADBSWeb/
9	Development Services Case Management Program	The Development Services Case Management office, comprised of Case Managers from Department of Building and Safety, Department of City Planning, Bureau of Engineering, Department of Transportation, LAFD, and LADWP, provides comprehensive assistance to complex projects as they navigate the City's development review process. For projects with a construction valuation of \$5 million+.	Real Estate	Development Services	Building & Safety/ Planning	Citywide	case management, permitting, entitlements	http://www.ladbs.org/services/
10	Internet Document Imaging System (IDIS)	Provides 12 million LADBS Records (permits, certificates of occupancy, etc.) online for free and accessible 24/7, saving time/money associated with traveling to the city office.	Real Estate	Development Services	Building & Safety	Citywide	development services, online services, technology	http://www.ladbs.org/services/

Exhibit A3

City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
11	Pre-Application Review Program (PARP) (pilot 2017)	Parallel entitlement application preparation and entitlement application review processes to further enhance the development process. Pre-review will enhance the quality of entitlement applications and avoid zoning late hits during the plan check phase.	Real Estate	Development Services	Building & Safety/ Planning	Citywide	construction, building code, case management, permitting	
12	Concierge Services	The Concierge Program helps guide customers through the development permitting process; this includes providing a road map to the process, answering questions, and making sure that customers are prepared for their planning appointments with the correct forms, plans, etc.	Real Estate	Development Services	Building & Safety	Citywide	construction, building code, case management, permitting	http://www.ladbs.org/our-organization/
13	Expanded Counter Plan Check (ECPC)	Permits for modest projects — like multi-floor tenant improvements, medium-sized home additions and others that require a plan check — can be issued over the counter through an ECPC process. The plans are reviewed the same day as plan submittal, usually taking 2-3 hours.	Real Estate	Development Services	Building & Safety	Citywide	Construction, building code, permitting	http://ladbs.org/services/
Bureau of Sanitation								
14	Sewerage Facilities Charge Installment Payment Program	Provides an installment payment program as an alternative to lump sum payment for sewer customers that require new/additional sewer capacity for their properties.	Utilities	Payment Program	Bureau of Sanitation	Citywide	installment, septic, sewer, infrastructure	Los Angeles Municipal Code Section 64.16.1
15	Waste Assessment Program (upcoming)	Free business waste assessment with the goal of increasing recycling and reducing waste generated by businesses.	General	Technical Assistance	Bureau of Sanitation	Citywide	waste, recycling, technical assistance	http://www.forester.net/

Exhibit A3

City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
16	Recycling Market Development Zones (upcoming)	Provides direct loans to increase diversion of non-hazardous solid waste from California landfills/increase production or manufacturing of recycled products.	General	Loan	Bureau of Sanitation	Citywide	waste management, loan, recycling, waste reduction, post-consumer materials	https://www.lacitysan.org/
17	Sewer Connection Loan Program	Low interest rate loan to rehabilitate sewer laterals or property abandon on-site wastewater treatment systems and connect to the City sewer.	General	Loan	Bureau of Sanitation	Citywide	infrastructure, lateral, OWTS, septic, sewer	http://clkrep.lacity.org/
18	Green Business Certification Program	Assist businesses to implement sustainable practices to reduce carbon footprint by implementing cost saving measures.	General	Technical Assistance	Bureau of Sanitation	Citywide	clean energy, sustainability, green business, green lodging, green arts	http://www.environmentla.com/
CA Employment Department								
19	Work Opportunity Tax Credit (WOTC)	Work Opportunity Tax Credit is a Federal tax credit available for private sectors and employers to hire qualified individuals including veterans who have faced extreme barriers seeking employment. The Employment Development Department is the WOTC certifying agency for California employers.	General	Tax Credit	CA Employment Development Department	State of CA	Work Opportunity Tax Credit, California	http://www.edd.ca.gov/
CA Alternative Energy and Advanced Transportation Financing								

Exhibit A3

City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
20	Property Assessed Clean Energy (PACE) (Senate Bill 77)	Property Assessed Clean Energy Bond Reserve Program (PACE) provides credit enhancements to local jurisdictions financing the installation of distributed generation renewable energy sources, or energy or water efficiency improvements, that are permanently affixed to residential and commercial property.	General	Credit Enhancement	California Alternative Energy and Advanced Transportation Financing Authority	State of CA	clean energy, renewable energy, energy efficiency, water efficiency, credit enhancement	http://www.treasurer.ca.gov/caeatfa/
CA Center for Sustainable Energy								
21	Clean Vehicle Rebate Project	Rebates of up to \$2,500 per light-duty vehicle are available for individuals and business owners who purchase or lease new eligible zero-emission or plug-in hybrid electric vehicles.	General	Rebate	California Center for Sustainable Energy	State of CA	electric vehicles, hybrid electric vehicles, cars, energy efficiency, sustainability	http://energycenter.org/clean-vehicle-rebate-project
CA Film Commission								
22	Film and TV Production Tax Credit	Qualified taxpayers are allowed a credit against income and/or sales and use taxes, based on qualified expenditures. Credits applied to income tax liability are not refundable. Only tax credits issued to an "independent film" may be transferred or sold to an unrelated party. Other qualified taxpayers may carryover tax credits for 5 years and transfer tax credits to an affiliate.	Film and Entertainment	Tax Credit	California Film Commission	State of CA	film, motion picture, television, production, movies, TV shows, tax credit	http://film.ca.gov/Incentives.htm
City Planning								
23	Expedited Project Processing	Cases are processed at an accelerated rate for an additional fee paid by the applicants participating in the program.	Real Estate	Technical Assistance	City Planning	Citywide	expediting, processing	http://planning.lacity.org/

Exhibit A3

City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
24	Parking Alternatives, Reductions, or Exceptions	Per LAMC 12.21 A4, alternatives for meeting parking requirements include provision of bicycle parking. Reductions or exceptions may apply for historic buildings and certain projects including those within designated geographic areas, adjacent to publicly owned parking lots, with off-site parking or transportation alternatives.	Real Estate	Parking	City Planning	Citywide	development, parking reduction	http://www.amlegal.com/
25	Mills Act Historical Property Contract Program	The Mills Act Historical Property Contract Program allows qualifying property owners to receive a potential property tax reduction and use the savings to help rehabilitate, restore and maintain their buildings.	Real Estate	Tax Credit	City Planning	Historic Buildings	historic building, redevelopment	http://www.preservation.lacity.org/incentives/
Economic & Workforce Development Department								
26	Section 108 Secured Loan Program	Offers larger capital loans for real estate development, business expansion or new business development. It is a federally-funded loan program, typically focused on projects that need more than \$2 million or more in public subsidy. Below market interest rates and variable terms.	Real Estate, predevelopment costs, renovation, equipment purchases, construction, working capital and inventory (Dependent on loan type).	Loan	EWDD	Citywide	business loans, financing, business development	http://ewdd.lacity.org http://clkrep.lacity.org/

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City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
27	Industrial Development Bonds	The Industrial Development Authority serves as a conduit issuer for the City of Los Angeles' tax-exempt bond program. Tax-exempt industrial development bonds provide a low cost financing option to manufacturing concerns to acquire and develop real properties and equipment. The bond sizes range between \$2 to \$10 million.	Real Estate	Bonds	EWDD	Citywide	business loans, financing, business development	http://ewdd.lacity.org
28	PortTechLA	PortTech Los Angeles is a technology commercialization center that assists tech entrepreneurs in developing and commercializing their maritime industry products and services.	Startup Business	Technical Assistance	EWDD & Port of Los Angeles	Citywide	Port of Los Angeles, tech, development, business incubators	http://www.porttechla.org/
29	BusinessSource Centers	Provide startup ventures and current small business owners various cost effective tools to make their business a success. Through these tools, small businesses can grow and remain competitive within the City of Los Angeles.	Small Business	Business Support Services	EWDD	Citywide	consulting, online services and support, small business loans	http://wibllacity.org/
30	Rapid Response Program	Provides assistance to downsizing businesses with regards to displaced workers and staffing assistance. Services include career counseling, job search assistance, unemployment insurance, and education & training opportunities.	General	Business Support Services	EWDD	Citywide	support services, workforce transition, displaced workers	http://ewddlacity.com/
31	Los Angeles Clean Tech Incubator	Provides assistance to promising, early-stage clean technology companies bring their products and services to market. Services include business assessment, coaching and mentoring, training, access to capital, etc.	Small Business	Technical Assistance	EWDD	Citywide	clean technology, business development, business incubator	http://www.laincubator.org

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City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
32	EB-5 Immigrant Investor Program	Allows investment in TEA's (150% of federal unemployment), which reduces the minimum investment from 1M to 500K, in exchange for US Visa. Project must create at least 10 full time U.S jobs. The project must be a new commerical enterprise.	Real Estate	Reduced Investment	EWDD	Targeted Employment Areas	TEA's, Visa, 500K minimum investment, 10 full time U.S. jobs.	
33	JobsLA	Free online service for job listings in the Los Angeles area. Both job seekers and employers have all the tools necessary to find a job and recruit candidates.	General	Online Employment Service	EWDD	Citywide	job, job seekers, employers, jobsLA,	
34	WorkSource Centers	17 WorkSource Centers located throughout Los Angeles. The free business services offered include: Free job listings, referral information, phone banks, computer access and workshops, free advertising of open positions, customized training for staff, interview rooms, and information for businesses affected by plant closures or layoffs, on-the-job and pre-employment training to provide workers with the skills necessary for employment.	General	Employment and Business Services	EWDD	Citywide	job, training, referral, interview, worksource, workshops.	
LA Better Buildings Challenge								

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City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
35	Energy Efficiency Assistance	The Los Angeles Better Buildings Challenge (LABBC) is an innovative utility-funded initiative to support property owners and managers in executing cost-effective building performance upgrades to achieve 20 percent energy and water savings by 2020. The LABBC serves as an unbiased guide to help you take advantage of all available resources and incentives, and maximize the ROI of your energy and water efficiency upgrades.	Real Estate	Technical Assistance	LA Better Buildings Challenge	Citywide	Real Estate Development, Energy Efficiency	http://la-bbc.com/
LADWP								
36	Commercial Direct Install	For businesses with lower power consumption and in good standing, the DWP will assess for energy and water efficiency. If opportunities available, DWP will install upgrade equipment for free.	Energy	Equipment Upgrade	LADWP	Citywide	efficiency, energy, water, upgrades	https://www.ladwp.com/
37	Food Service Program	Food service businesses can get rebates for replacing cooking equipment with new, more efficient pieces. The equipment must be new (not used or rebuilt).	Electricity	Rebate	LADWP	Citywide	efficiency, energy, equipment	https://www.ladwp.com/
38	AC Optimization Program	Eligible businesses with HVAC systems can get free servicing and maintenance from HVAC technicians. If applicable, the technicians can also provide information about rebates for HVAC replacements.	Electricity	Technical Assistance	LADWP	Citywide	air conditioning, electricity, optimization	https://www.ladwp.com/

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City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
39	Savings by Design	Incentives to offset cost of energy efficient and innovative design for commercial buildings. Assistance in the design phases for overall design and energy design	Energy	Technical Assistance	LADWP	Statewide	energy, efficiency, design, building	https://www.ladwp.com/
40	Custom Express Program	Rebate program for equipment that efficiently controls energy use of networked computers and other office equipment.	Electricity	Rebate	LADWP	Citywide	efficiency, electricity, office, network	https://www.ladwp.com/
41	Capital Projects Business Retention Program	Financial assistance and continuity services for small businesses who are inconvenienced by nearby LADWP infrastructure replacement projects.	Economic Development	Financial Assistance	LADWP	Citywide	small business, economic development, construction	https://www.ladwp.com/
42	Retro-Commissioning (RCx) Program	Incentives for retrofitting commercial buildings to be more energy-efficient and to improve work flow. The program is available to commercial LADWP customers in good standing that qualifies for one of the 13 measures covered in the program. Buildings are recommended to be at least 50,000 square feet.	Electricity	Incentives	LADWP	Citywide	energy, efficiency, retro-commissioning, incentives	https://www.ladwp.com/
43	Business Promotion Bill Credit (starts October 2016)	Program for businesses that are new to Los Angeles which offers discounts on electricity and water costs for the first three years in the city.	General	Bill Credits	LADWP	Citywide	electricity, water, bill credit	
44	Free Commercial Showerhead and Aerator Program	Free showerhead and aerators for LADWP customers to improve water efficiency.	Water	Equipment Upgrade	LADWP	Citywide	water, efficiency	https://www.ladwp.com/
45	Water Conservation Technical Assistance Program	This program provides financial incentives to install equipment which would reduce your business's water consumption. The incentive amounts are based on the water savings achieved by the project.	Water	Equipment Upgrade, Incentives	LADWP	Citywide	water, efficiency	https://www.ladwp.com/

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City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
46	Turf Removal	The program gives rebates to remove live turf or grass from properties which will replace it with a landscape that does not include grass or any grass-like plants.	General	Energy Efficiency	LADWP	Regional	water, efficiency	http://socalwatersmart.com/
47	Demand Response Program	Incentive program that encourages voluntary energy management to reduce energy use and reduce stress on the electric grid. These events are only available to businesses during the curtailment season (June 15 - October 15).	Electricity	Incentives	LADWP	Citywide	electricity	https://www.ladwp.com/
48	Case Management Program	Provides technical assistance and project management to commercial and industrial customers who require electric and water service planning.	General	Technical Assistance	LADWP	Citywide	Case management, entitlement	http://www.ladwp.com/
49	Preliminary Plan Review Service	Modeled on the services which DBS provides, applicants can meet with LADWP staff to review design and spec guidelines, <u>service commitments, and equipment</u>	General	Technical Assistance	LADWP	Citywide	Case management	
50	Commercial Energy Conservation Rebates	Cash rebates are available to customers who install qualifying energy efficient equipment. Incentives are available for retrofits or new construction. Some programs may be based upon verified energy savings.	General	Rebate	LADWP	Citywide	energy efficiency, equipment, rebates	
51	Energy Efficiency Technical Assistance Program	Program offers financial assistance with energy auditing and related services, providing you with the ability to pinpoint the most cost effective energy management solutions. By incentivizing energy auditing and project management services, the LADWP aims to help you strategically plan, follow through, and realize energy savings in the most cost effective manner.	General	Technical Assistance	LADWP	Citywide	Energy efficiency, equipment, rebates	https://www.ladwp.com/

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City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
52	Electric Vehicle Charger Rebate Program	To encourage customers to save gas and reduce the City of Los Angeles' carbon footprint by driving electric, the LADWP offers both Residential and Commercial EV Charger Rebate Programs that seek to expand the EV charging infrastructure for the home and workplace, as well as for people on the go.	General	Energy Efficiency	LADWP	Citywide	Energy efficiency, equipment, rebates	https://www.ladwp.com/
53	Commercial Lighting Efficiency Offer	Cash rebates for state-of-the-art, energy-efficient lighting technologies. Each measure must achieve at least 20% energy savings. Only qualifying equipment purchased, installed and operational on or after July 1, 2009 will be considered for rebates. The application must be submitted before installation to get LADWP preapproval and pre-inspection. The business must hire its own contractor.	General	Rebate	LADWP	Citywide	rebate, lighting, energy savings, energy efficiency	https://www.ladwp.com/
54	Fiber Optic Enterprise services	Fiber Optic Enterprise (FOE) offers various fiber optic transport services to the Los Angeles area businesses including Metro-Ethernet, digital video transport, and dark fiber leasing to both private businesses and the public sector throughout the Los Angeles City area. (Please note that LADWP does not provide residential fiber service).	General	Internet Connectivity	LADWP	Citywide		https://www.ladwp.com/

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City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
55	Feed-in Tariff Program	LADWP's 100 MW FiT Set Pricing Program seeks to encourage renewable energy development within the Los Angeles Basin and help meet the 33% Renewable Portfolio Standard mandate by 2020. The FiT Program will allow the LADWP to partner with program participants to purchase, under a standard power purchase contract, energy generated from a participant's renewable energy generating system. These systems will be located within the LADWP's service territory and interconnected to the LADWP electrical distribution system. All the energy generated by these systems will be purchased at a fixed price, subject to time-of-delivery multipliers, for a term of up to 20 years.	General	Tariff Program	LADWP	Citywide		https://www.ladwp.com/
56	Commercial Solar Incentive Program	Provides a one-time incentive payment to new and existing LADWP customers that purchase and install eligible solar power photovoltaic systems. Includes an LA Manufacturing Credit which increases the rebate level for systems manufactured in the City of Los Angeles.	General	Reimbursement	LADWP	Citywide	solar power, utility, green energy, photovoltaic (PV), rebate	https://www.ladwp.com/

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City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
57	Commercial Water Conservation Rebate Program	Rebates available to commercial, industrial and institutional customers and may be used in retrofits or new construction. Cash rebates are available on a variety of water-saving technologies including high-efficiency toilets, weather based irrigation controllers as well as many industry specific water conservation devices.	General	Rebate	LADWP	Citywide	Water efficiency, rebate, conservation, equipment	https://www.ladwp.com/
58	Utility Infrastructure Loan Program	Available to new and existing commercial/industrial LADWP customers. Loans will only be extended to qualifying prospective projects. Funds can be used for the following: Purchase and installation of equipment required by the LADWP to provide electric energy or water service to the customer, purchase and installation of energy efficiency equipment that exceeds Title 24 requirements and/or water conservation equipment, purchase and installation of power factor correction/power reliability equipment, and purchase and installation of solar photovoltaic systems except for the Feed-in Tariff Program.	General	Loan	LADWP	Citywide	Capital, loan, utility, infrastructure, water conservation, equipment, solar	https://www.ladwp.com/
LAWA								
59	LAWA Bond Assistance Program	Program is designed to assist small local contractors in obtaining Bid, Performance, and Payment Bond Guarantees.	AiPort Related Business	Bonds	LAWA	Citywide	LAWA, Airport, Bond, Small Contractor	http://www.losangelesworks.org/
Los Angeles Development Fund								

Exhibit A3

City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
60	New Markets Tax Credit	Attracts investment capital to low-income communities by permitting individual and corporate investors to receive a tax credit against their Federal income tax return in exchange for making equity investments in specialized financial institutions called Community Development Entities. The credit totals 39 percent of the original investment amount and is claimed over a period of seven years (five percent for each of the first three years, and six percent for each of the remaining four years).	Real Estate	Tax Credit	Los Angeles Development Fund	Citywide	Tax Credit Funds, Real Estate, Development	http://www.ladfnwmarkets.org/home
Mayor's Office of Veteran Affairs								
61	Veteran Hiring Initiative	Mayor Garcetti's Office of Veteran Affairs is connecting local employers with veterans. These companies offer jobs in which returning service members can leverage their skills into fulfilling careers.	General	Hiring Assistance	Mayor's Office of Veteran Affairs	Citywide		http://www.lamayor.org/
Office of Finance								
62	Taxpayer Advocate Program	Program available to taxpayers that have complex business tax matters that have not been resolved in the usual method.	General	Technical Assistance	Office of Finance	Citywide	tax, business assistance	http://finance.lacity.org/
63	Internet Tax Classification	Reduced tax rate for internet based businesses to \$1.01 for every \$1,000 in gross receipts.	Internet based business	Tax	Office of Finance	Citywide	internet, multimedia, tax	http://clkrep.lacity.org/
64	Small Business Tax Exemption	Businesses with gross receipts under \$100,000 are exempt from the City's Gross Receipts Tax. Reduced tax rates available to motion picture production businesses.	Small Business	Tax exemption	Office of Finance	Citywide	Small business, tax exemption	http://finance.lacity.org/

Exhibit A3

City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
65	Use Tax Rebate Program	Businesses that participate in the City's Use Tax Rebate program can qualify for a rebate of 20% on the additional State collected use tax (67.5%) remitted by the business	General	Rebate	Office of Finance	Citywide	use tax, rebate	http://finance.lacity.org/
66	New Business Tax Exemption	The Business Tax Holiday will exempt any New Business (with revenues below \$500,000) from paying the Gross Receipts Tax for the first two tax years of operation.	General	Tax exemption	Office of Finance	Citywide	new business, tax holiday, tax exemption	http://finance.lacity.org/
67	Creative Artist Exemption	Tax exemption for "Creative Artists" with gross receipts up to \$300,000.	Creative Business	Tax Exemption	Office of Finance	Citywide	creative artists, tax holiday, tax exemption	
68	Voluntary Disclosure Program	Businesses which voluntarily come forward to the Office of Finance may waive delinquency penalties.	General	Tax	Office of Finance	Citywide	tax, business assistance, penalties	http://finance.lacity.org/
Port of Los Angeles								
69	Foreign Trade Zones	Federally-designated FTZs come in 2 forms: general-purpose zones (ports; industrial parks) and subzones (approved for specific company use). Benefits include duty exemptions, tax deferrals, tax exemptions, and streamlined customs procedures.	Port Related Business	Export, Trade, or Import	Port of Los Angeles	Designated Trade Zones, Port of LA	trade, trade zone, export, import, port of los angeles	http://enforcement.trade.gov/ftzpage/
70	Technology Advancement Program	Grant funding program that aims to accelerate the verification or commercial availability of new, clean technologies to move towards an emission free port.	Port Related Business	Port Technologies	Port of Los Angeles	Citywide	port of los angeles, tech, development	http://www.cleanairactionplan.org/technology-advancement-program/
71	Trade Connect Program	Introduces small/medium businesses to exporting, partnering with the LA World Airports, U.S Department of Commerce, US EXIM Bank, and additional agencies.	Port Related Business	Export, Trade, or Import	Port of Los Angeles	Citywide	business assistance, port of los angeles	http://www.latradeconnnect.org/
Southern California Gas Company								

Exhibit A3

City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
72	Energy-Efficiency Calculated Incentive Programs	A variety of energy-efficiency programs, incentives, services and rebates on qualifying energy-efficient products and improvements designed to help businesses save money and energy are available from SoCal Gas. Incentives awarded as: \$1 per therm saved annually, or 50% of project cost.	General	Incentives, Rebates	Southern California Gas Company	Regional	energy efficiency, energy savings, gas, incentives	https://www.socalgas.com/
73	Zero Percent On-Bill Financing	Zero percent, unsecured loans for business customers who purchase qualified natural gas equipment (\$100,000 per meter for businesses).	General	Loan	Southern California Gas Company	Regional	financial assistance, energy efficiency, gas, loan	https://www.socalgas.com/
74	Biogas Conditioning / Upgrading Services Tariff	Program is a fully elective, optional, nondiscriminatory tariff service for customers that allows SoCalGas to plan, design, procure, construct, own, operate, and maintain biogas conditioning and upgrading equipment on customer premises. The biogas will be conditioned/upgraded to the gas quality specifications as requested by the customer and agreed to by SoCalGas.	General	Energy Efficiency	Southern California Gas Company	Regional	financial assistance, energy efficiency, biogas, tariff	http://www.socalgas.com/
75	Compression Services Tariff	Program is an optional utility service offered to non-residential customers that allows SoCalGas to plan, design, procure, construct, own, operate and maintain compression equipment on customer premises.	General	Energy Efficiency	Southern California Gas Company	Regional	financial assistance, energy efficiency, natural gas, tariff	http://www.socalgas.com/

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City Business Incentives, Services, and Programs

#	Program	Descriptions	Category	Type of Incentive	Lead Agency	Eligibility	Key Words	Resources
76	Self-Generation Incentive Program	Financial incentives for installing clean, on-site distributed generation such as: conventional combined heat and power technologies, including natural gas micro turbines and internal combustion engines for peak-load reduction; emerging technologies such as biogas and fuel cells; renewable and waste energy capture, such as wind turbines or converting waste heat to power.	General	Incentives	Southern California Gas Company	Regional	clean energy generation, renewable energy, incentives, biogas, fuel cells, turbines,	https://www.socalgas.com/
77	Solar Water Heating Incentives	Rebates and tax incentives for businesses to install solar water heating equipment by using an approved contractor from the California Solar Initiative Thermal Program.	General	Energy Efficiency	Southern California Gas Company	Statewide	water, energy efficiency, solar, heating, capacity	https://www.socalgas.com/
State of CA Franchise Tax Board								
78	Research and Development Tax Credit	The research and development tax credit allows companies to receive a 15% tax credit for qualified in-house research expenses and a 24% credit for basic research payments to outside organizations.	General	Tax Credit	State of CA Franchise Tax Board	State of CA	research & development, tax credit	https://www.ftb.ca.gov/businesses

Exhibit A4
Relevant Council Files

RELEVANT COUNCIL FILES

Exhibit A4

STRATEGIC GOALS		COUNCIL FILE	ORIGIN
	Developing a Job Creation Plan	15-0850	Motion (Wesson - Krekorian)
1	BUILDING INTERNAL CAPACITY		
1A	Centralized Business Unit and Rapid Response Service	15-1365	Motion (Krekorian - Price - Martinez)
1B	Small Business Commission	15-1364	Motion (Krekorian - Martinez - Wesson - O'Farrell)
1C	Asset Management	12-1549-S3	CLA Report dated 4/4/16
		15-1521	Motion (Martinez - Krekorian - Cedillo)
1D	Procurement reform	15-1507	Motion (Krekorian - Martrinez)
1E	Local Business Preference Program	14-1277	Motion (Krekorian - Buscaino)
1F	Development services reform and permitting efficiencies	13-0046	Motion (Englander - Krekorian)
	1Fa - Develop and implement BuildLA, an online development services system	15-0316	Report from Planning and Land Use Management Committee
	1Fb - Enhance customer service and streamline development review in Building & Safety	13-0046	Motion (Englander - Krekorian)
	1Fc - Enhance customer service and streamline development review in the City Planning	13-0046	Motion (Englander - Krekorian)
1G	Hiring 5,000 new employees, training, and apprenticeships	16-0109	Motion (Koretz - Krekorian)
			Mayor's Executive Directive 15
1H	Adopting a citywide economic development strategy	13-1090-S1	Motion (Huizar - Cedillo)
1I	Marketing City services and incentives	15-0850	Motion (Wesson - Krekorian)
2	STRENGTHENING EXTERNAL PARTNERSHIPS AND REGIONAL COORDINATION		
2A	Business Improvement Districts	14-0903	Motion (Fuentes - Blumenfield)
2B	Community Revitalization and Investment Authority (CRIA)	15-1195	Motion (Buscaino - Cedillo)
2C	Jobs and Economic Development Incentive (JEDI) Zones	13-0934-S2	Motion (Krekorian - Martinez)

