

ECONOMIC DEVELOPMENT STRATEGIC FRAMEWORK:



IMPLEMENTATION AND ACTION PLAN



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Goals and Objectives

Employment

Increase the number of 'living' wage job opportunities available in Los Angeles with particular emphasis on the Federal Empowerment Zones, Federal Renewal Communities and State Enterprise Zones.

Quality Jobs/Quality Companies

Create quality jobs that provide 'living' wage income and benefits while increasing per capita income above the local MSA averages.

Growth Industries

Target business expansion and recruitment activities toward growth industries within each cluster that can compete globally into the future and provide quality jobs in the City's *Federal Empowerment Zone, Federal Renewal Communities, Redevelopment Project Areas* and *State Enterprise Zones*.

Partnerships

Collaborate with local private and public organizations and companies that will assist us in achieving our goals and objectives. Identify and cooperate with organizations that have similar goals and objectives.

Education & Training

Target our local educational institutions for special assistance to help develop new curriculum to meet the need of our growth industries, generate more mentoring opportunities, and promote the benefits of our local institutions both private and public. Create targeted job training programs to prepare our workforce to participate in the global economy utilizing the Workforce Development division's WorkSource Centers and programs, and the Economic Development division's Los Angeles Business Assistance Program.

Leverage Distribution

Take full advantage of the world-class distribution facilities of Los Angeles, specifically the Los Angeles Harbor and the Los Angeles World Airports, to encourage investment in industries that can leverage these assets.



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Why Does CDD Need A Economic Development Strategic Framework?

Los Angeles is the second largest city in America and an important contributor to the regional, national and world economy. The region has exceptional rates of productivity and a highly educated workforce, but faces aggressive competition from other regional, national and global innovation centers and has no guarantee of future success. Los Angeles cannot continue to be a world-class city without having a strong, resilient economy.

To sustain competitiveness, Los Angeles will need to compete through innovation and differentiate itself from other advanced regions and global cities. This will require each of its economic development departments to focus its programs and resources more effectively than they have in the past, as well as creating and leveraging other important success elements, such as job training, entrepreneurship, and community partners.

Having a cohesive economic development strategic framework will assist the Community Development Department and our private and non-profit partners with prioritizing investments in a more proactive manner. The strategy will serve as a framework for understanding choices and making sound investment decisions. The strategy will also assist in allocating the limited economic development resources of the department among alternative projects, as well as in improving coordination among the various divisions and departments responsible for implementing economic development in Los Angeles.

More importantly, the strategy will allow the department to focus both its products and services in the *City's Redevelopment Project Areas, Federal Empowerment Zone, Federal Renewal Communities, and State Enterprise Zones* in a more effective fashion.

This economic development strategic framework is expected to be a 'dynamic-document' that is available to everyone in the department, and to the public, to read and understand the CDD's products and services. This document communicates the department's direction as aligned with the Mayor's vision for economic success and provides both action plans and standards for measurement of success. Additionally, this document will be refined with time and in response to changes in the economic, political and social environments. Ultimately, it is a continuous and iterative process that can generate sustained economic vitality and enable full economic participation in our most distressed communities.

- This economic development framework will be a cornerstone for the City's overall economic development strategy. The department will be responsible for implementing specific strategies as outlined in the action plan.



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In the course of preparing this economic development strategic framework, staff reviewed a number of plans and reports. The major documents reviewed include:

1. Los Angeles Workforce Investment Board Annual Plan
2. Los Angeles Economy Project
3. Industrial Development Policy Initiative
4. Economic Development Activities in Los Angeles
5. Strategic Plan for the CRA/LA South Los Angeles Region
6. 2006-2007 Economic Forecast & Industry Outlook for Southern California

Consideration has been given to these plans in order to prevent duplication and also to explore opportunities for coordination and collaborative initiatives benefiting Los Angeles. Developed with considerable public input and participation, these plans and reports serve as important documents by laying the groundwork for the City's future prosperity. Utilizing these as a base and coupling this with additional cluster analysis specific to the City of Los Angeles, the department was able to complete this comprehensive economic development analysis that will guide the investment of its products and resources.

Los Angeles' economy is diverse and spread across a wide geographic region that provides a high degree of protections from economic shocks. However, the City's diversity may also mask the fact that economic performance varies greatly from area to area. To address the disproportionate economic performance and allow for broader participation of our *Federal Empowerment Zone* and *Renewal Communities*, eight geographic planning areas were formed. The eight planning areas that were evaluated in this economic development strategic framework are:

- Central City
- Downtown Core
- Eastside
- Harbor
- LAX
- San Fernando Valley
- South Los Angeles
- Westside

These planning areas also enable the more effective delivery of CDD's products and services targeted to ensure full economic participation in every area of the City, such as the *Federal Empowerment Zone*, *Federal Renewal Communities*, *Redevelopment Project Areas* and *State Enterprise Zones*.



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Establishment of the eight planning areas enables the department to focus its products and services to improve the livability and quality of life throughout the City's most depressed communities through economic growth that helps ensure the City's long-term fiscal health. Furthermore, it will enhance the competitive position of individuals throughout the City on a more equitable basis.

As a world-class city, Los Angeles is confronted with a new dimension of competition due to the globalization of the economy. The nature of competition in the global economy has brought about a massive restructuring of regional economies. As this restructuring occurs it becomes increasingly important for cities to identify their regional specializations or niches in the expanding global marketplace. In other words, Los Angeles must focus on the few things that we are very good at, and in which we can successfully compete on a global scale.

This phase of global economic transformation has been characterized by a transformation to a knowledge economy. As the more routine manufacturing and mature industry functions relocate to low-cost locations or fall victim to automation and new technologies, it is clear that the future quality of life in advanced economies depends upon upgrading and moving the economy towards a concentration in high value added activities. Since these activities can occur in any industry, the key is to focus on the high-order, innovation-based, high-productivity activities in each industry. To accomplish this, CDD's economic development strategic framework examines eight key industry clusters that drive the City's economy. As discussed previously, industry clustering is a way for a region to enhance competitive advantages. To that end, eight industry clusters have been identified for CDD to focus its economic efforts.

The eight clusters, which are among the most significant in terms of employment, provided valuable insights into the Los Angeles' economy as a whole. This strategy recognizes that there are other important clusters, and the strategic directions and action areas have been developed to support all industry clusters and local businesses in the city, including those not explicitly reviewed in the background research.



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The eight industry clusters evaluated in the economic development strategic framework are:

- Biomedical and Biotechnology (including pharmaceuticals manufacturing, biological and chemical research laboratories, medical device manufacturing)
- Entertainment (including Internet publishing and broadcasting, museums, limited service eating, and performing arts companies)
- Health Care
- International Trade and Logistics
- Professional and Business Services (advertising, personnel supply, legal, accountancy and professional services)
- Manufacturing Value Chain
- Retail Services
- Tourism (amusement and recreation services, accommodation and hospitality, restaurants and bars)

Through directing the products and services of the department on industry clusters there is a higher probability of exploiting the City's competitive advantages and increasing the economic vitality of the region and our most challenged census tracts such as the Federal Empowerment Zone and Federal Renewal Communities.

Departmental Strategy Implementation

The effectiveness of this economic development strategic framework will require each division of CDD and its partners develop specific strategic initiatives to achieve success. Each strategic initiative includes specific actions that the department and its private and public partners should pursue such as policy changes, new initiatives, and new operational practices. Implementing the economic development strategic framework will require mobilizing the talents, resources, and passions of the department and all of its economic and community partners.



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There are several main steps of this economic development strategic framework:

- **Establish Goals and Objectives** – the strategic action plans must be communicated throughout the Community Development Department so every staff member can assist and align their work to meet the goals and objectives of this strategy to achieve economic excellence. Additionally, the strategies must be communicated to all levels of City government to ensure seamless delivery of products and service.
- **Develop Action Plans** – identify specific action steps that can be accomplished within a clearly defined timeframe to achieve the goals and objectives established in the strategy. More importantly, each action step should be measurable against desired results expected in the specified timeframe.
- **Establish Implementation Partnerships** – staff should take this strategic framework out into the business community and engage key private and public economic development partners in championing the vision and aligning resources to move forward on the strategic initiatives.
- **Track Performance and Progress** – staff should develop specific metrics and measure performance on each action utilizing three specific measures related to implementation of the strategic framework: performance on desired economic outcomes, performance on community success factors, and milestones and results of implementing the economic development strategies. These should be incorporated into the Baldrige Scorecard currently being used by the WDD, and soon to include EDD as well. These should be reported through the Mayor’s Office to City Council on an annual basis.

Over the next four years as the economic development strategic framework is implemented, we should also be cognizant of the fact that our environment will change. Even as we focus on implementing initial priorities, we will need to be opportunistic as new possibilities and challenges arise over time. The process should entail a continuous learning environment leveraging both public and private sector resources and realizing that we operate in an increasingly connected world, and we must continue updating our ideas and practices.



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The goals of our Economic development strategic framework reflect our areas of focus:

- Employment
- Quality Jobs / Quality Companies
- Growth Industries
- Partnerships
- Education and Training
- World Class Distribution

This strategy has six major goals:

A. **Employment**

Increase the number of ‘living’ wage job opportunities available in Los Angeles with particular emphasis on the Federal Empowerment Zones, Federal Renewal Communities and State Enterprise Zones.

B. **Quality Jobs / Quality Companies**

Create quality jobs that provide ‘living’ wage income and benefits while increasing per capita income above the local MSA averages.

C. **Growth Industries**

Target business expansion and recruitment activities toward growth industries within each cluster that can compete globally into the future and provide quality jobs in the City’s *Federal Empowerment Zone, Federal Renewal Communities, Redevelopment Project Areas* and *State Enterprise Zones*.

D. **Partnerships**

Collaborate with local private and public organizations and companies that will assist us in achieving our goals and objectives. Identify and cooperate with organizations that have similar goals and objectives.

E. **Education and Training**

Target our local educational institutions for special assistance to help develop new curriculum to meet the need of our growth industries, generate more mentoring opportunities, and promote the benefits of our local institutions both private and public. Create targeted job training programs to prepare our workforce to participate in the global economy utilizing the Workforce Development division’s WorkSource Centers and programs, and the Economic Development division’s Los Angeles Business Assistance Program.

F. **Leverage World-Class Distribution Facilities**

Take full advantage of the world-class distribution facilities of Los Angeles, specifically the Los Angeles Harbor and the Los Angeles World Airports, to encourage investment in industries that can leverage these assets.



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The economic development strategic framework identifies a specific set of action plans that the department should pursue with its economic development partners to achieve the vision and desired economic outcomes in our *Federal Empowerment Zones*, *Federal Renewal Communities*, *Redevelopment Project Areas* and *State Enterprise Zones*. Action in these areas will make Los Angeles more competitive and attractive as a place to start and grow businesses. These actions will assist companies and individuals to focus on their core competencies and develop expertise that fosters flexibility, efficiency and innovation, and rising productivity thereby increasing their competitiveness. Implementation will also improve economic opportunity and quality of life more equitably for all residents of the City, including our most challenged census tracts.

The action areas seek to build on our strengths, address barriers to growth, and mobilize existing resources. The following tables articulate the objectives of each of the strategies and action areas. The tables also suggests specific actions that could be undertaken to achieve these objectives, as well as identifying those actions which are seen to be of higher priority, in that they could be implemented in the short to medium (1-3 year) term. These actions, short and longer term, require further discussion and refinement, including costing and assignment of implementation responsibilities, and further details on what will be reported.

Strategic objectives have been established to enhance the City's strengths, address opportunities for change, build upon the City's economic vision, and aid in the implementation of our strategic goals. Overall, there are 21 program objectives for the Strategy's six major goals.

These action plans will be incorporated into the departmental Community Development Block Grant (CDBG) Consolidated Plan, WIA Annual Plan, and the department's overall work plan.



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Goal A. Employment

Increase the number of ‘living’ wage job opportunities available in Los Angeles with particular emphasis on the Federal Empowerment Zones, Federal Renewal Communities and State Enterprise Zones. Strive to reduce the unemployment levels in those areas to be in parity with citywide employment levels.³⁹

GOAL	PROGRAM OBJECTIVE	STRATEGIES	PROGRAM DELIVERABLES	TIME FRAMES	PARTNERS	
A. Employment	1. Develop a pro-active business expansion and retention program	a) Develop a targeted industry analysis focused on EZ, RC and State EZ	<ul style="list-style-type: none"> Written report recommending 6-8 industry targets. 	Fall 2007	EDD/WDD/ Partners - Ad Hoc Committee and WIB	
		b) Develop a mailing list of growth companies	<ul style="list-style-type: none"> List of 200+ target companies 	Fall 2007	EDD/WDD/ Partners - Chambers Community Organizations	
		c) Develop revised brochure of department products and services and web page	<ul style="list-style-type: none"> New department brochures and web page to convey all services and products 	Immediate	CDD	
		d) Design a public relations campaign for CDD products	<ul style="list-style-type: none"> Public relations strategy, press kit, articles, newsletters 	Winter 2007, Annual review	CDD	
		e) Create a standard response package	<ul style="list-style-type: none"> Staff designed product – Layoff Aversion Program 	Immediate	EDD/HSFD/WDD	
		f) Host prospects on tours of City with emphasis on EZ, RC and State EZ	<ul style="list-style-type: none"> Host at least 30 prospects per year with emphasis on EZ, RC and State EZ 	Annually	EDD/WDD/Partners – CRA/LAEDC/MO and Realtors	
		g) Create Ad Hoc real estate advisory team	<ul style="list-style-type: none"> Input on marketing strategies for EZ, RC and State EZ 	Monthly	EDD/Realtors focused on specific zones	
		h) Incorporate CRA targets into strategy	<ul style="list-style-type: none"> Retail/Commercial targets that focus on EZ, RC and State EZ 	Monthly	EDD/CRA/Partners - Realtors	
		i) Provide excellent customer service and information on all CDD products through web site and written material	<ul style="list-style-type: none"> General business info Site location assistance Incentive development Financing – 108/IDA/NMTC 	Ongoing	CDD	
		j) Promote the CDD at industry trade shows	<ul style="list-style-type: none"> Participate in at least 6 shows per year 	Ongoing/ evaluation	EDD	EDD/WDD

³⁹ Unemployment levels are identified in the Appendix Section of this document.



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Goal A. Employment (continued)

GOAL	PROGRAM OBJECTIVE	STRATEGIES	PROGRAM DELIVERABLES	TIME FRAMES	PARTNERS
A. Employment	2. Develop a proactive business expansion and retention program	a) Develop an annual survey of local businesses	<ul style="list-style-type: none"> Formal survey and analysis report on EZ and State EZ 	Annually	EDD/Partners – CRA/Realtors
		b) Partner on special projects to assist local business	<ul style="list-style-type: none"> Forums, seminars LABAP's/ LAPC 	Quarterly	CDD/Partners-CRA/MO/ DWP
	3. Partner with the Chambers, Colleges and private organizations	c) Refer start-up clients to Chamber resources for assistance	<ul style="list-style-type: none"> Goal of 30 referrals per year 	Annual/ Ongoing	EDD/WDD
	4. Provide economic data analysis to local and relocating firms to aid in their decision-making process	d) Support public/private grant fund raising efforts	<ul style="list-style-type: none"> Supportive letters from CDD 	Ongoing	CDD
		e) Introduce and refer clients to local service providers	<ul style="list-style-type: none"> Refer 50 prospects annually 	Immediate/ Ongoing	EDD/HSFD/WDD
		f) Provide information on starting a business	<ul style="list-style-type: none"> Small business handbook 	Immediate/ regular updates	EDD/Partners – CRA/DWP/MO

Objective 1:

Develop a business recruitment, retention and expansion program.

Objective 2:

Partner with Chambers of Commerce, public and private colleges, and private and non-profit sectors in creating strengthening business resource and assistance centers and creating incubators for small business start-ups.

Objective 3:

Provide economic data and analysis to local and relocating firms to aid in their decision making process.



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Goal B. Quality Jobs/Quality Companies

Create quality jobs that provide ‘living’ wage income and benefits while increasing per capita income above the local MSA averages.

GOAL	PROGRAM OBJECTIVE	STRATEGIES	PROGRAM DELIVERABLES	TIME FRAMES	PARTNERS
B. Quality Jobs/ Quality Companies	1. Prioritize limited resources to quality companies creating quality jobs	a) Focus business retention and recruitment strategy around high wage jobs	<ul style="list-style-type: none"> Assist in the securing of new companies creating 1,000 quality jobs per year Targeted industry analysis in EZ, RC and State EZ 	Immediate/ Ongoing	EDD/WDD/ Partners – CRA/MO
		b) Focus business initiatives to growth firms with high wage jobs	<ul style="list-style-type: none"> Assist in the expansion/retention of local growth companies creating 500 quality jobs per year in EZ, RC and State EZ 	Immediate/ Ongoing	EDD/Partners – CRA/MO
	2. Create incentives for quality jobs	a) Develop a list/menu of products and services that can be used as incentives	<ul style="list-style-type: none"> Written report/ brochure of 10-15 CDD incentives 	Spring 2008/ Annual Review	CDD/Partners – DWP/MO
		b) Selectively offer incentives to recruitment companies	<ul style="list-style-type: none"> Provide a list of services to 30 targeted companies 	Ongoing	CDD/Partners – CRA/MO
		c) Promote incentives to local growth companies	<ul style="list-style-type: none"> Local expansion / retention tool 	Ongoing	CDD/CRA/MO

Objective 1:

Prioritize the department’s limited resources to quality companies creating quality jobs that pay ‘living’ wages in Federal Empowerment Zone, Federal Renewal Communities and State Enterprise Zones.

Objective 2:

Create incentives for quality jobs paying ‘living’ wages.



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Goal C. Growth Industries

Target business expansion and recruitment activities toward growth industries within each cluster that can compete globally into the future.

GOAL	PROGRAM OBJECTIVE	STRATEGIES	PROGRAM DELIVERABLES	TIME FRAMES	PARTNERS
C. Growth Industries	1. Target growth industries within identified clusters	a) Develop a targeted industry analysis	•Written report / analysis	Spring 2008 Annual Review	EDD/Partners – LABAP/ Chambers
		b) Partner with local colleges and their research technology initiatives	•Input / advice / communications with school department chairs and ombudsman	Immediate/ Ongoing	CDD/Partners – CSLA, CSUN, UCLA, USC
		c) Research Internet resources on growth companies	•Analysis / reports	Immediate / Ongoing	EDD/Partners – LABAP/ Chambers
		d) Partner with growth oriented organizations for resource / input	•Memberships in Manufacturing Alliance / West Coast Tech Ventures	Immediate / Ongoing	CDD/Partners – CRA/MO
	2. Develop local business initiatives that will help a business grow with utilization of technology	a) Assist in developing an e-Commerce strategy for businesses	•Introduce CDD Internet site for all local business transactions	Spring 2008, Annual Review	CSD/EDD/ Partners – ITA
b) Research best practices of other cities in use of e-Commerce		•Written report and analysis of best practices	Spring 2008	CDD	
c) Develop an e-Commerce vision for CDD		•e-Commerce strategy for CDD products & services	Spring 2008	CSD/EDD	
	3. Learn / apply knowledge of hot growth industries	a) Coordinate findings with local colleges	•Common vision and goals statement for EZ, RC and State EZ	Spring 2008	CDD/Partners – CSLA, CSUN, UCLA, USC workforce chairs & economic development deans



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Goal C. Growth Industries (continued)

GOAL	PROGRAM OBJECTIVE	STRATEGIES	PROGRAM DELIVERABLES	TIME FRAMES	PARTNERS
C. Growth Industries	4. Assist in creating and expanding new firms in targeted growth industries	a) Develop public private partnerships to enhance level of incubation of growth companies	•Identify / facilitate and communicate with 30 entrepreneurs per year targeted in EZ, RC and State EZ	Immediate / Ongoing	CDD/Partners – colleges/LABAP/ Industry Associations
	5. Improve access to capital for entrepreneurs	a) Establish and enhance networks linking angel investors, banks and other financing sources	•Conduct financing seminars with financing partners on a quarterly basis	Immediate / Ongoing	CDD/Financing Partners – Angels/VC/Banks
	6. Increase rate of business expansion and new growth industry start-ups	a) Enhance knowledge and skill levels of SME entrepreneurs with LABAP/Work Source Centers	•Provide entrepreneurial training, technical assistance and improved access to information	Immediate / Ongoing	EDD/WDD/ Partners – LABAP/WSC

Objective 1:

Target growth industries within identified industry clusters.

Objective 2:

Develop local business initiatives that will help a business grow with utilization of technology.

Objective 3:

Learn and apply knowledge of hot growth industries.

Objective 4:

Assist in creating and expanding new firms in targeted growth industries.

Objective 5:

Improve access to capital for entrepreneurs.

Objective 6:

Increase rate of business expansion and new growth industry start-ups.



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Goal D. Partnerships

Collaborate with local private and public organizations and companies that will assist us in achieving our goals and objectives.

GOAL	PROGRAM OBJECTIVE	STRATEGIES	PROGRAM DELIVERABLES	TIME FRAMES	PARTNERS
D. Partner-ships	1. Partner with local private sector organizations	a) Coordinate activities with local chambers of commerce	<ul style="list-style-type: none"> Open communications and support mutual projects 	Immediate/Ongoing	CDD/Partners – chambers
		b) Coordinate with local development organizations	<ul style="list-style-type: none"> Engage as advisory members and participate as speaker 	Immediate/Ongoing	CDD/Partners
	2. Partner with educational institutions and workforce organizations	<p>a) Collaborate with state and federally funded training programs</p> <p>b) Collaborate with local colleges and universities</p> <p>c) Collaborate with local WIB and industry groups</p>	<ul style="list-style-type: none"> Input and coordination with LABAP and Work Source Training Centers Input and coordinate services to local businesses Input and coordinate services to Los Angeles businesses 	<p>Immediate/Ongoing</p> <p>Immediate/Ongoing</p> <p>Immediate/Ongoing</p>	<p>EDD/HSFD/WDD</p> <p>EDD/HSFD/WDD/ Partners - LABAP</p> <p>EDD/HSFD/WDD/ Partners - WIB</p>
	3. Develop ongoing advisory committees to assist CDD's economic development strategic framework	<p>a) Create a real estate advisory committee</p> <p>b) Create a service providers advisory committee</p> <p>c) Create key industry advisory committee</p>	<ul style="list-style-type: none"> An ad hoc real estate advisory group with 10 members for EZ Ad hoc local service providers group An ad hoc key industry advisory group with 10 members 	<p>Immediate/Quarterly meetings</p> <p>Immediate/Quarterly meetings</p> <p>Immediate/Quarterly meetings</p>	<p>EDD/Partners – Realtors/Brokers</p> <p>CDD/Partners – Local Service Providers</p> <p>EDD/WDD/ Partners – Industries in EZ, RC and State EZ</p>
	4. Coordinate business recruitment activities with County and State authorities in EZ, RC and State EZ	<p>a) Coordinate business marketing plans with County EDC</p> <p>b) Coordinate business marketing plans with CalBis</p>	<ul style="list-style-type: none"> Lead sharing process Creative incentive packages Lead sharing process Creative incentive packages 	<p>Immediate/Ongoing</p> <p>Immediate/Ongoing</p>	<p>EDD/WDD/ Partners – County EDC,</p> <p>EDD/WDD/ Partners – State Cal Bis</p>



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Goal D. Partnerships (continued)

Objective 1:

Partner with local private sector organizations.

Objective 2:

Partner with educational institutions and workforce organizations.

Objective 3:

Develop ongoing advisory committees to assist CDD's economic development strategic framework in Federal Empowerment Zone, Federal Renewal Communities, and State Enterprise Zones.

Objective 4:

Coordinate business recruitment activities in Federal Empowerment Zone, Federal Renewal Communities, and State Enterprise Zones with County and State authorities.



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Goal E. Education and Training

Target our local educational institutions for special assistance to help develop new curriculum to meet the need of our growth industries, generate more mentoring opportunities, and promote the benefits of our local institutions both private and public. Create targeted job training programs to prepare our workforce to participate in the global economy.

GOAL	PROGRAM OBJECTIVE	STRATEGIES	PROGRAM DELIVERABLES	TIME FRAMES	PARTNERS
E. Education and Training	1. Survey needs of local businesses regarding workforce issues	<ul style="list-style-type: none"> a) Develop an annual business needs survey b) Coordinate with LABAP and WIB on workforce issues 	<ul style="list-style-type: none"> • Annual survey of local businesses • LABAP and WIB surveys 	<ul style="list-style-type: none"> Spring 2008 Annual Review Annual 	<ul style="list-style-type: none"> EDD/WDD/ Partners – LABAP/WIB EDD/WDD/ Partners – LABAP/WIB
	2. Participate in local and regional workforce readiness committees	<ul style="list-style-type: none"> a) Research workforce readiness committees b) Participate with local chambers education committees c) Participate with regional WIB 	<ul style="list-style-type: none"> • Create a database of active programs and committees • Committee membership and input • Committee membership and input 	<ul style="list-style-type: none"> Spring 2008 Immediate/Ongoing Immediate/Ongoing 	<ul style="list-style-type: none"> WDD/Partners – WIB EDD/WDD WDD
	3. Recruit, where necessary, private sector training institutions to assist local businesses in their workforce needs	<ul style="list-style-type: none"> a) Analyze workforce needs and compare to local training opportunities b) Research private training institutions in relationship to local needs c) Develop marketing campaign to recruit local training companies/institutions 	<ul style="list-style-type: none"> • Analysis and report • Develop database • Create direct marketing campaign 	<ul style="list-style-type: none"> Winter 2008 Winter 2008 Winter 2008 	<ul style="list-style-type: none"> EDD/WDD/ Partners – LABAP, WIB EDD/WDD/ Partners – LABAP, WIB EDD/WDD/ Partners – LABAP, WIB

Objective 1:

Survey needs of local businesses regarding workforce issues.

Objective 2:

Participate in local and regional workforce readiness committees.

Objective 3:

Recruit, where necessary, private sector training institutions to assist local businesses in their workforce needs.



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Goal F. Leverage World-Class Distribution Systems

Take full advantage of the world-class distribution facilities of Los Angeles specifically the Los Angeles Harbor and the Los Angeles World Airports to encourage business expansion and start-ups in Federal Empowerment Zone, Federal Renewal Communities and State Enterprise Zones.

GOAL	PROGRAM OBJECTIVE	STRATEGIES	PROGRAM DELIVERABLES	TIME FRAMES	PARTNERS
F. Leverage World-Class Distribution Systems	1. Survey local business distribution and logistic needs	a) Develop strategies to leverage distribution systems and encourage development	• Analysis and report	Winter 2008	EDD/Partners – Port of LA/LAX
		b) Seek advice from business with global operations in EZ, RC and State EZ	• Analysis and report on findings	Winter 2008	EDD/Partners – LABAP/Local Business
	2. Explore opportunities to co-market businesses in EZ, RC and State EZ internationally	a) Research international business support mechanisms b) Work with MO and Sister City program to support local business needs	• Written report/ Develop database and brochure • Coordinate meetings between at least 25 businesses	Winter 2008 Annual/ Ongoing	EDD/Partners – LABAP EDD/Partners – MO/Sister City Programs
	3. Establish program to assist and encourage foreign companies to locate in EZ, RC and State EZ	a) Implement Immigrant Investor Program through private sector company	• Complete transmittal and obtain Council and MO approval	Winter 2008, Ongoing Monitoring	EDD/Partners – Private Company

Objective 1:

Survey local business distribution and logistic needs to identify opportunities for business expansion and start-ups.

Objective 2:

Explore opportunities to co-market business within Federal Empowerment Zone, Federal Renewal Communities and State Enterprise Zones internationally.

Objective 3:

Establish program to assist and encourage foreign companies to locate in Federal Empowerment Zone, Federal Renewal Communities and State Enterprise Zones.