

LOS ANGELES CITY
WORKFORCE
INVESTMENT BOARD



LAYOFF AVERSION
PROGRAM
FY2013:

Economic Impact Analysis

JULY 2013



Los Angeles County Economic Development Corporation
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July 2013



This research was commissioned by the City of Los Angeles Workforce Investment Board and the City of Los Angeles Community Development Department.

The LAEDC Economic and Policy Analysis Group provides objective economic and policy research for public agencies and private firms. The group focuses on economic impact studies, regional industry analyses, economic forecasts and issue studies, particularly in workforce development, transportation, infrastructure and environmental policy.

Every reasonable effort has been made to ensure that the data contained herein reflect the most accurate and timely information possible and they are believed to be reliable.

The report is provided solely for informational purposes and is not to be construed as providing advice, recommendations, endorsements, representations or warranties of any kind whatsoever.

Executive Summary

A Layoff Aversion Program for the Los Angeles City Workforce Investment Board (WIB) has been implemented over the past year by the Los Angeles County Economic Development Corporation (LAEDC) and its partner, the Valley Economic Alliance (VEA), resulting in the retention of 3,124 jobs for at-risk businesses in the City WIB Service Delivery Area (SDA).

In this report, the LAEDC Economic and Policy Analysis Group performs an analysis of the success and overall benefit of the City of LA WIB Layoff Aversion Program in four steps, as described below.

Program Evaluation

The performance of the Layoff Aversion Program is measured against the standard used by the U.S. Department of Housing and Urban Development (HUD) to evaluate the public benefit of an economic development program. Against this standard, the program produced a retention rate *more than one hundred and seventy times* that of the HUD minimum level required.

Against all other measurable metrics, the Layoff Aversion Program met or exceeded their goals. ❖

Characteristics of the Jobs Saved

The locations of the businesses who received assistance within the LA City WIB SDA to successfully retain jobs are mapped, and a summary of jobs saved by City Council District is provided.

The industries associated with the jobs saved in the LA WIB Service Delivery Area are identified, and their occupational distribution is estimated. ❖

Economic Impact Analysis

A total of 3,124 jobs were retained in the Los Angeles City WIB SDA: 1,799 jobs were directly retained as a result of activities funded by the Layoff Aversion Program and an additional 1,325 were retained in the LA City WIB SDA due to additional activities of the LAEDC Business Assistance Program during the contract period.

The total estimated economic impact in Los Angeles County of this outcome is shown in Exhibit E-1. ❖

Exhibit E-1
Economic and Fiscal Impact of Jobs Saved in the LA City WIB

Total Employment		7,094
Direct jobs	3,124	
Indirect and induced jobs	3,970	
Total Labor Income (\$ millions)		\$ 421.5
Direct labor income	\$ 179.6	
Indirect and induced labor income	241.8	
Total Output (\$ millions)		\$ 1,583.9
Direct output	\$ 921.5	
Indirect and induced output	662.4	
Total Fiscal Impact (\$ millions)		\$ 150.8
State and local taxes	\$ 54.7	
Federal taxes	96.1	

Source: Estimates by LAEDC

Historical Results

This is the third year that the Layoff Aversion Program has been contracted with the LAEDC. A selection of metrics show how the program has evolved over the three years and compares the industry and occupational makeup of the jobs saved.

Overall, the program has saved 10,499 direct jobs in the LA City WIB SDA over the three years, with a total employment impact of 21,357 jobs. ❖

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1 Introduction

The City of Los Angeles Workforce Investment Board Service Delivery Area (City WIB SDA) stretches across vast areas of Los Angeles County encompassing a variety of socio-economically diverse communities, from the Port of Los Angeles in the south to Sylmar in the north, and from West Hills in the west to the I-710 in the east.

The Los Angeles County Economic Development Corporation (LAEDC) and its partner, the Valley Economic Alliance (VEA), have led a year-long Layoff Aversion Program for at-risk businesses in the City WIB SDA. Through a wide range of services, including in-person consultations and layoff aversion workshops, the LAEDC and its partner have helped to retain a meaningful number of businesses and jobs in the region, helping to stem the loss of employment opportunities for many local residents.

Simultaneously, the LAEDC Business Assistance Program (BAP) provided additional support to businesses in the LA City WIB SDA, resulting in additional jobs retained during the contract period within the SDA.

To assist in focusing these efforts, in 2013 the LAEDC Economic and Policy Analysis Group (EPAG) produced a report entitled *Industry and Labor Market Intelligence for the City of Los Angeles*, a follow-up to its 2010 report entitled *The Next Decade: Industries and Occupations for the Los Angeles Workforce*. This report examined the demographic and economic characteristics of the City of Los Angeles in three parts: 1) a demographic overview, outlining the social and economic characteristics of the residents of the City to provide context and insight into the strengths and challenges of the community; 2) a labor market analysis, describing the current economic situation and projected trends of the local area economy, industries and occupations; and 3) an occupational analysis, which combined the industry forecast with the



estimated occupational makeup of the city to produce occupational projections, and to identify the education and skills required for entry into these occupations.

In this supplemental report, we evaluate the overall effectiveness of the efforts of the Layoff Aversion Program and the BAP in the LA City WIB SDA. First, we compare the results of the Layoff Aversion Program to the standard employed by the U.S. Department of Housing and Urban Development (HUD) and outline how the program achieved its goals with various program metrics. Next, we identify the industries impacted through the Layoff Aversion Program, and quantify the total economic impact associated with the jobs saved, including their effect on economic output, employment, and labor income in Los Angeles County. Additionally, we provide insight into the types of occupations that were likely to have been effected and their average annual wages. Finally, we provide details of the program and its impact by City Council District. ❖

2 Measuring the Program’s Success

The efficacy of the Layoff Aversion Program carried out by the Business Assistance Program (BAP) of the LAEDC can be measured in a variety of ways including U.S. Department of Housing and Urban Development (HUD) Public Benefit Evaluation Guidelines and identifying which program performance metrics have been met along with their success rates.

HUD Public Benefit Evaluation Guidelines

The U.S. Department of Housing and Urban Development (HUD) has specific guidelines for evaluating and selecting economic development programs (24 C.F.R. §570.209), including mandatory standards for activities in the aggregate which are used in evaluating the public benefit of a particular economic development program. The minimum level of public benefit obtained from the expenditure of federal funds is defined by HUD as the creation or retention of at least one full-time equivalent permanent job for every \$35,000 of funds received.



Using the HUD standard for activities in the aggregate and applying it to the City of LA WIB Layoff Aversion Program to evaluate the program’s public benefit reveals that the program far exceeds the minimum level required, as shown in Exhibit 2-1.

The Layoff Aversion Program was funded at \$628,000. According to the HUD standard, the minimum level of public benefit for this contract amount would be the creation of 18 permanent full-time equivalent jobs. The efforts of the Layoff Aversion Program directly yielded 1,799 jobs or one job for every \$349 of the funded contract, a retention rate of nearly 100 times that of the HUD minimum level required.

When considering the total efforts of the LAEDC in the LA City WIB SDA, through both the Layoff Aversion Program and the Business Assistance Program, a total of 3,124 jobs were saved, one job for every \$201 of the funded contract, a retention rate *more than one hundred and seventy times* that of the HUD minimum level required. ❖

Exhibit 2-1
Layoff Aversion Program Performance
Using HUD Standards for Evaluating Public Benefit

Direct Impact	
LAP jobs saved (directly attributable to program)	1,799
Additional jobs saved due to ancillary activities	1,325
Total jobs saved in LA City WIB SDA	3,124
Layoff Aversion Program contract amount	\$ 628,000
Public Benefit Evaluation:	
HUD Criteria:	
Requires one job per funded amount of	\$ 35,000
Required total jobs saved for the LA WIB LAP to equal or exceed	18
City of LA WIB Layoff Aversion Program:	
Saved one job per funded amount of	\$ 349
Jobs saved in excess of HUD requirement	1,781
Saved jobs per \$35,000 funded	100
City of LA WIB SDA (LAP and Leveraged Jobs Saved):	
Saved one job per funded amount of	\$ 201
Jobs saved in excess of HUD requirement	3,106
Saved jobs per \$35,000 funded	174

Source: Estimates by LAEDC

Layoff Aversion Program Metrics

The Layoff Aversion Program, funded by the LA City WIB, was a yearlong collaborative effort between the LAEDC and its partner, the Valley Economic Alliance (VEA), to create and retain jobs within the City WIB SDA.

Reportable goals were set for the LAEDC and its partner as a way of tracking the progress of the Layoff Aversion Program. Exhibit 2-2 outlines the job-related program metrics and the goals set for each and compares these to what was achieved over the life of the contract.

Exhibit 2-2
City of Los Angeles WIB SDA Layoff Aversion Program Performance Metrics

	Goal	Layoff Aversion Program	Success Rate (%)
At risk businesses identified	6,600	12,797	193.9
Jobs retained	600	1,799	299.8
Number of companies to which the Layoff Aversion Program was marketed:			
LAEDC Business Assistance Program	660	6,216	941.8
VEA		4,636	
VEA		1,580	
In-person business needs assessment consultations:			
LAEDC Business Assistance Program	660	851	128.9
VEA		638	
VEA		213	
Referrals to Mayor's business team	192	203	105.7

Sources: LAEDC; VEA

The Layoff Aversion Program consisted of outreach efforts made to businesses deemed “at risk” within the LA WIB SDA. The goal for identified “at-risk” businesses and the goal for marketing the available Layoff Aversion Program services to these businesses were set at 6,600 and 660 respectively. Both goals were met and exceeded, recording a success rate of 193.9 percent and 941.8 percent, respectively.

Once an identified “at-risk” business expressed an interest in using the Layoff Aversion Program services, further outreach efforts were conducted, including one-on-one in-person needs assessments. The goal for in-person consultations was 660 during the contract period. This was exceeded by 191 consultations, a success rate of 128.9 percent.

Through these efforts, the overall number of jobs retained during the contract period was 1,799, almost three times the goal of 600.

Included in the Layoff Aversion Program requirements were monthly referrals to the Mayor’s business team, with 192 referrals set as the program goal. Through the outreach efforts of the LAEDC and its partner, 203 leads were identified and referred to the Mayor’s business team during the contract period.

Additional completed components of the Layoff Aversion Program are shown in Exhibit 2-3. ❖

Exhibit 2-3
City of Los Angeles WIB SDA Layoff Aversion Program Additional Layoff Aversion Program Measures

	Goal	LAP	Success Rate (%)
LA City WIB, CDD and Mayor's business team meetings	5	5	100.0
LA City WIB meeting participation	4	4	100.0
Workshop participation (VEA)	5	5	100.0
<i>South Valley: "Layoff Aversion" (10/12/2012)</i>			
<i>North Valley: "Innovation for Growth" (5/21/2013)</i>			
<i>South Los Angeles: "Free Small Business Information Workshop" (6/4/2013)</i>			
<i>East Los Angeles: "All About Business Loans Workshop" (6/13/2013)</i>			
<i>Central West Los Angeles: "Procurement in a Changing Economy" (6/26/2013)</i>			
FY13 Layoff Aversion Economic Impact Analysis		✓	100.0
Dun & Bradstreet Analysis		✓	100.0
Layoff Aversion Marketing Program :			
E-newsletters:	6	6	100.0
<i>"Rapid Response Services" (1/31/2013)</i>			
<i>"Training Funds to Stay Competitive" (2/28/2013)</i>			
<i>"Enterprise Zones" (3/30/2013)</i>			
<i>"Removing Obstacles to Help Your Business Thrive" (4/20/2013)</i>			
<i>"Resources for Increasing Your Workforce in a Recovering Economy" (5/31/2013)</i>			
<i>"LA Metro Business Transit Access Pass Program" (6/29/2013)</i>			
Secure at-risk business testimonials:	3	3	100.0
<i>Glassell Park Partners</i>			
<i>Bronzed Aussie</i>			
<i>Thermal Technologies</i>			
LA Works Biz Website - Updates	4	4	100.0
English language brochures translated into Spanish			
LAP brochures translated into Chinese		✓	
LAP one-sheets translated into Chinese		✓	
Print ad in Los Angeles Business Journal		✓	

Sources: LAEDC; VEA

3 Characteristics of the Jobs Saved

The jobs that were saved through the Layoff Aversion Program are located in businesses throughout the City of Los Angeles, across a variety of industries and in a range of occupations.

Geography

The City WIB SDA stretches across vast areas of Los Angeles County encompassing a variety of socio-economically diverse communities, from the Port of Los Angeles in the south to Sylmar in the north, and from West Hills in the west to the I-710 in the east.

The Layoff Aversion Program included coordination with the LA City WIB, businesses, and its economic development partner, the Valley Economic Alliance (VEA). These teams also utilized resources and services of local and regional agencies to assist in the provision of layoff aversion services for businesses in the City of LA WIB SDA. These layoff aversion services included: outreach phone calls; in-person consultations; action plans utilizing federal, state and local programs and resources; financial assessments and cost containment strategies; funding assistance; and layoff aversion workshops.

Through the provision of these services, the LAEDC and its partner have helped to retain a total of 3,124 jobs throughout the LA WIB SDA during the contract period.

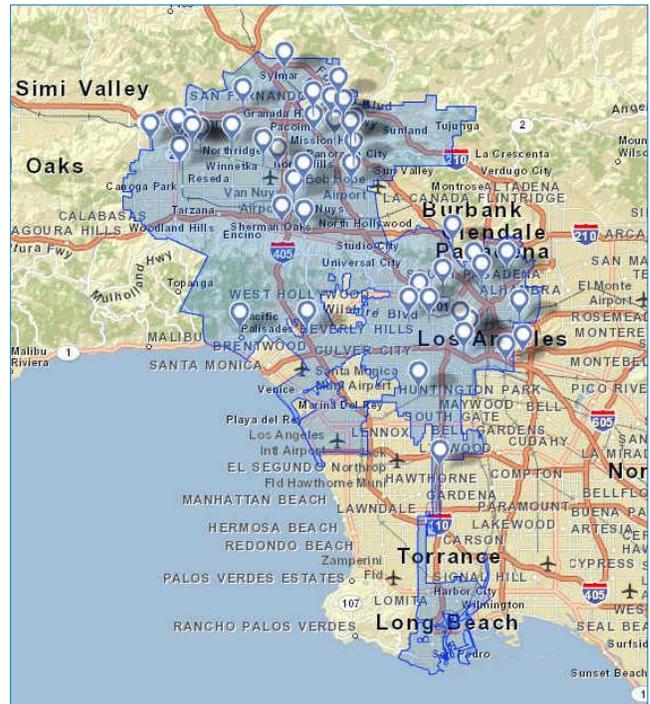
Exhibit 3-1 shows the geographic location of the 47 businesses within the City of LA WIB SDA which have utilized these layoff aversion services to retain jobs. ❖

Council Districts

The distribution of jobs saved was relatively widespread across the city, but the areas with the highest concentration of employment were natural targets for jobs retention. Exhibit 3-2 shows the distribution of direct jobs saved by City Council District.

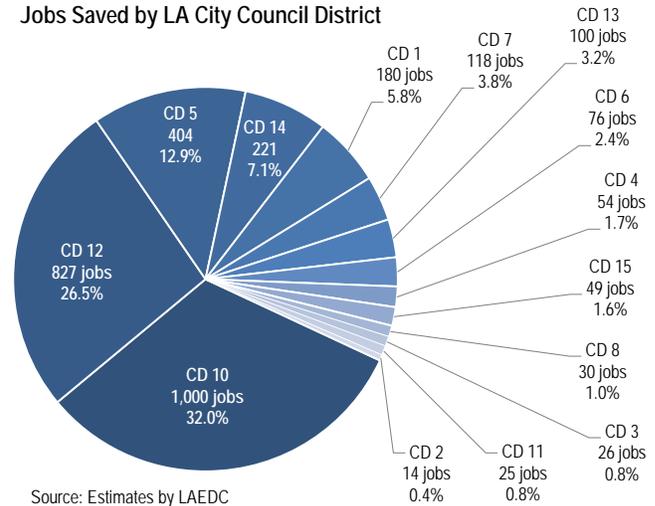
Additional detailed information by City Council District is outlined later in this report. ❖

Exhibit 3-1
Los Angeles County



Sources: ESRI, LAEDC

Exhibit 3-2
Jobs Saved by LA City Council District



Source: Estimates by LAEDC

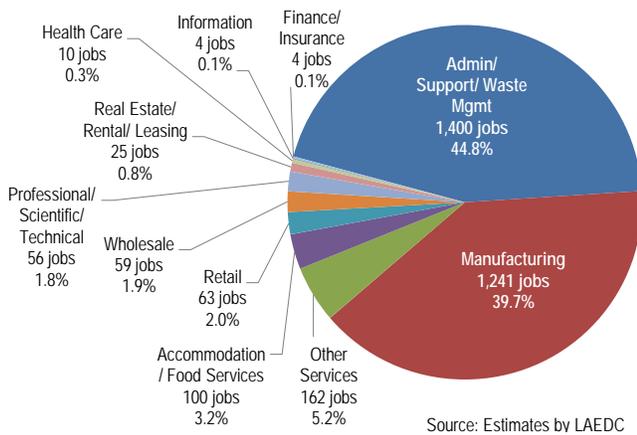
Industries

With an economic base as diverse as the one in the City of LA WIB SDA, the jobs saved through these retention efforts occurred across a wide variety of industries.

Exhibit 3-3 presents the distribution of direct jobs saved by industry in the WIB SDA during the contract period.

Exhibit 3-3

Total Jobs Saved in SDA by Industry Sector



Almost 45 percent of the jobs saved, or 1,400, were in the administrative and support services and waste management industry sector. Manufacturing industries accounted for 1,241 jobs, or almost 40 percent of all jobs saved. The remainder was distributed among several other industry sectors.

Industry sectors are aggregates of subsectors. Subsectors provide more detailed differentiation among industry types. The industry subsector classification of the direct jobs saved is presented in Exhibit 3-4. This exhibit differentiates between the jobs saved through the efforts of the Layoff Aversion Program (LAP) and those saved in the City WIB SDA through additional efforts of the LAEDC Business Assistance Program, which are referenced as leveraged jobs.

The industry subsector with the most jobs saved directly attributed to the Layoff Aversion Program, is the administrative and support services subsector with 1,000 jobs saved. This subsector includes a variety of industries, including office administrative services, facilities support services, employment services (including temporary help services), business support services, travel arrangement services, and security services. The most significant job retention occurred in the business support services industry of this subsector.

Other subsectors with significant job retention successes included food manufacturing, chemical products manufacturing and personal and laundry services.

The jobs saved through the additional efforts of the LAEDC Business Assistance Program—which are called leveraged jobs in this report—are somewhat more diverse. Administrative and support services accounted for 400 leveraged jobs, followed by 322 in chemical manufacturing, 92 in fabricated metal products manufacturing and 79 in food services. Other subsectors affected were transportation equipment manufacturing, clothing and accessories stores, and other manufacturing industries. ❖

Exhibit 3-4

Direct Jobs Saved by Industry

NAICS	Industry Subsector	LAP	Leveraged	Total SDA
311	Food manufacturing	200	6	206
322	Paper manufacturing	19	49	68
325	Chemical manufacturing	196	322	518
331	Primary metal manufacturing	100	30	130
332	Fabricated metal product manufacturing	26	92	118
333	Machinery manufacturing	0	5	5
334	Computer, electronic prod manufg.	0	31	31
335	Electrical eqpmt, appliance manufg.	24	0	24
336	Transportation eqpmt manufacturing	0	66	66
339	Miscellaneous manufacturing	0	75	75
423	Merchant wholesalers, durable goods	25	0	25
424	Merchant wholesalers, nondurables	4	30	34
445	Food and beverage stores	0	10	10
448	Clothing and accessories stores	0	53	53
519	Other information services	0	4	4
524	Insurance carriers and related activities	0	4	4
531	Real estate, rental and leasing	0	25	25
541	Professional, scientific, technical srvc	54	2	56
561	Administrative and support services	1,000	400	1,400
624	Social assistance	10	0	10
722	Food services and drinking places	21	79	100
812	Personal and laundry services	120	32	152
813	Religious, civic, professional orgs	0	10	10
Total of All Industries		1,799	1,325	3,124

Source: Estimates by LAEDC

Occupations

Occupations are commonly classified using the Standard Occupational Classification (SOC) system, developed by the Bureau of Labor Statistics. This system classifies all workers into one of 840 detailed occupations with similar job duties, skills, education and training. These

detailed occupations are not generally industry-specific but are common to many industries. For example, retail salespersons are employed in a full spectrum of industries.

Using the national estimates of the distribution of occupations within each industry and aggregating across industries, we estimate that the direct jobs saved through the LAP and BAP efforts might reasonably be expected to consist of occupations shown in Exhibit 3-5.

Exhibit 3-5
Aggregated Occupational Distribution of Jobs Saved

SOC	Occupational Description	Jobs Saved
11-1000	Top executives	54
11-2000	Advertising, marketing, promotions, public relations, sales managers	18
11-3000	Operations specialties managers	41
11-9000	Other management occupations	19
13-1000	Business operations specialists	60
13-2000	Financial specialists	24
15-1000	Computer specialists	58
15-2000	Mathematical science occupations	2
17-2000	Engineers	36
17-3000	Drafters, engineering, mapping techs	13
19-1000	Life scientists	16
19-2000	Physical scientists	20
19-3000	Social scientists and related	6
19-4000	Life, physical, social science techs	18
21-1000	Counselors, social workers, and other community / social svc specialists	5
23-1000	Lawyers, judges, and related workers	1
23-2000	Legal support workers	10
27-1000	Art and design occupations	9
27-3000	Media and communication occupations	9
27-4000	Media and communication equipment occupations	1
29-1000	Health diagnosing and treating practitioners	1
29-2000	Health technologists and technicians	2
29-9000	Other healthcare practitioners	1
31-9000	Other healthcare support occupations	12
33-1000	First-line supervisors/managers of protective service workers	8
33-9000	Other protective service workers	316
35-1000	Supervisors, food prep and serving	8
35-2000	Cooks and food preparation workers	24
35-3000	Food and beverage serving workers	55
35-9000	Other food preparation and serving	11
37-1000	Supervisors, building and grounds cleaning and maintenance workers	1
37-2000	Building cleaning, pest control workers	20
37-3000	Grounds maintenance workers	1
39-1000	Supervisors, personal care and service	1
39-2000	Animal care and service workers	1
39-3000	Entertainment attendants and related	1
39-5000	Personal appearance workers	21
39-6000	Transportation, tourism, lodging attendants	1
39-9000	Other personal care and service workers	2

Exhibit 3-3 (Continued)

SOC	Occupational Description	Jobs Saved
41-1000	Supervisors, sales workers	28
41-2000	Retail sales workers	96
41-3000	Sales representatives, services	32
41-4000	Sales representatives, wholesale and manufacturing	56
41-9000	Other sales and related workers	225
43-1000	Supervisors, office and admin support	49
43-2000	Communications equipment operators	31
43-3000	Financial clerks	187
43-4000	Information and record clerks	245
43-5000	Material recording, scheduling, dispatching, and distributing occupations	76
43-6000	Secretaries and administrative assistants	53
43-9000	Other office and administrative support	146
45-2000	Agricultural workers	3
47-1000	Supervisors, construction / extraction	1
47-2000	Construction trades and related	11
49-1000	Supervisors of installation, maint. and repair workers	10
49-2000	Electrical and electronic equipment mechanics, installers, repairers	20
49-3000	Vehicle and mobile equipment mechanics, installers, repairers	4
49-9000	Other installation, maintenance, and repair occupations	77
51-1000	Supervisors, production workers	50
51-2000	Assemblers and fabricators	89
51-3000	Food processing occupations	36
51-4000	Metal workers and plastic workers	137
51-5000	Printing occupations	10
51-6000	Textile, apparel, and furnishings occupations	65
51-8000	Plant and system operators	7
51-9000	Other production occupations	293
53-1000	Supervisors, transportation and material moving workers	7
53-3000	Motor vehicle operators	39
53-6000	Other transportation workers	1
53-7000	Material moving occupations	128
Total of All Occupations		3,124

Source: Estimates by LAEDC

The exhibit displays minor occupational groups, each of which contains several detailed occupations. A wide variety of occupations were impacted by the program.

The occupational group with the highest number of direct jobs saved is in the category of other protective service workers, which includes security guards, transportation security screeners and life guards. The second largest occupational group is other production occupations, which is a large group that includes helpers, inspectors, machine operators and other production workers. The third largest occupational group is information and record, which consists mainly of customer service representatives, but also include hotels clerks, file clerks and receptionists. ❖

4 Economic Impact Analysis

The overall impact of the jobs saved by the Layoff Aversion Program extends beyond the direct jobs themselves. The jobs saved represent a continuation of the ongoing activities of the businesses assisted, such as their continued purchases of goods and services from regional suppliers, and the continuation of wage and salary payments to the retained employees. Had these jobs been lost, these payments would have ceased, and households that had depended on incomes from these jobs would not have been able to make their own purchases or pay their rent. All of this spending would have been lost, resulting in job losses in addition to those jobs not retained.



Economic and Fiscal Impact

Exhibit 4-1 below shows the total economic impact of the jobs saved through the Layoff Aversion Program.

Exhibit 4-1
Economic Impact of Jobs Saved in the LA City WIB SDA

Total Employment		7,094
Direct jobs	3,124	
Indirect and induced jobs	3,970	
Total Labor Income (\$ millions)		\$ 421.5
Direct labor income	\$ 179.6	
Indirect and induced labor income	241.8	
Total Output (\$ millions)		\$ 1,583.9
Direct output	\$ 921.5	
Indirect and induced output	662.4	

Source: Estimates by LAEDC

The retained jobs will generate almost \$1.6 billion in economic activity in Los Angeles County and support 7,094 jobs with labor income of \$421.5 million.

This activity will generate tax revenues for all levels of fiscal authorities, as shown in Exhibit 4-2. Total federal, state and local tax revenues are estimated to reach \$151 million. ❖

Exhibit 4-2
Fiscal Impact of Jobs Saved in the LA City WIB SDA

State and Local Taxes (\$ millions)		\$ 54.7
Incomes taxes	\$ 16.0	
Property taxes	15.3	
Sales taxes	13.9	
Fees and fines	5.1	
Social insurance taxes	1.8	
Other state and local taxes	2.7	
Federal Taxes (\$ millions)		\$ 96.1
Incomes taxes	\$ 46.1	
Social insurance taxes	44.3	
Other federal taxes	5.7	
Total Fiscal Impact (\$ millions)		\$ 150.8

Source: Estimates by LAEDC

Industry Sector Impacts

The economic impact spills across industries in Los Angeles County through indirect and induced effects. Not all industries would have been directly impacted, but the employment impacts would be felt in many other sectors. The distribution of the total impact by industry sector is shown in Exhibit 4-3.

Exhibit 4-3
Economic Impact of Jobs Saved by Industry Sector

	Employment (jobs)	Labor Income (\$ mil)	Output (\$ mil)
Agriculture	2	\$ 0.1	\$ 0.3
Mining, and oil and gas extraction	8	1.4	2.9
Utilities	9	1.5	8.7
Construction	47	2.9	7.3
Manufacturing	1,428	122.0	893.4
Wholesale trade	259	19.8	42.0
Retail trade	466	17.4	35.7
Transportation and warehousing	201	12.9	28.5
Information	114	12.5	45.6
Finance and insurance	284	19.6	60.2
Real estate and rental and leasing	225	6.3	83.2
Professional and technical services	576	54.8	100.3
Management of companies	206	21.4	41.3
Administrative and waste services	1,797	62.3	104.1
Educational services	92	4.7	8.0
Health care and social assistance	417	25.5	45.2
Arts, entertainment, and recreation	95	3.1	7.6
Accommodation and food services	387	9.7	25.9
Other services	428	17.9	31.8
Government	56	5.7	11.9
Total All Industries	7,094	\$ 421.5	\$ 1,583.9

Sources: CA EDD; LAEDC

Most of the impacts occurred in the administrative services and waste remediation sector since it had the largest direct effects. However, other sectors have been impacted, including manufacturing, health care and social assistance, accommodation and food services, retail trade and professional, scientific and technical services.

The largest output impact was in manufacturing industries. This is because of the relatively higher level of productivity of employees in manufacturing industries as compared to other industry sectors—in particular, administrative and waste services, even though that industry sector had the largest employment impact.

The values in the exhibit should be interpreted as illustrative of industry effects rather than precise given model and data limitations. A description of these industry sectors is provided in the Appendix. ❖

Occupational Impacts

For each of the industries in which jobs were saved, we examine the occupational composition by their occupational code.

The distribution of direct employment and total employment (which includes direct, indirect and induced employment) is detailed in Exhibit 4-4 along with their average annual salary in Los Angeles County.

These estimates are based on the national distribution of detailed occupations within each industry. As above, the exhibit displays minor occupational groups, each of which contains several detailed occupations. Detailed occupations are differentiated according to the job skills, abilities and work activities required. They are generally not industry-specific but are common to several industries. For example, retail salespersons are employed in a wide variety of industries. As such, we aggregated the occupations across industries.

Total employment effects capture the direct jobs saved through the Layoff Aversion Program (3,124 jobs) and the indirect and induced employment effects within each occupational classification (an additional 3,970 jobs).

Exhibit 4-4
Aggregated Occupational Distribution of Jobs Saved in the City of LA WIB SDA

SOC	Occupational Description	Direct Jobs	Total Jobs	Average Annual Wage
11-1000	Top executives	54	129	\$ 79,145
11-2000	Advertising, marketing, promotions, public relations, sales managers	18	45	129,419
11-3000	Operations specialties managers	41	98	124,689
11-9000	Other management occupations	19	79	100,271
13-1000	Business operations specialists	60	182	73,068
13-2000	Financial specialists	24	149	79,861
15-1000	Computer specialists	58	172	85,470
15-2000	Mathematical science occupations	2	7	87,723
17-1000	Architects, surveyors, cartographers	0	4	89,772
17-2000	Engineers	36	77	102,698
17-3000	Drafters, engineering, mapping techs	13	30	62,164
19-1000	Life scientists	16	31	88,470
19-2000	Physical scientists	20	33	84,390
19-3000	Social scientists and related	6	25	78,726
19-4000	Life, physical, social science techs	18	33	49,230
21-1000	Counselors, social workers, and other community / social srvc specialists	5	45	51,331
21-2000	Religious workers	0	4	56,894
23-1000	Lawyers, judges, and related workers	1	28	172,590
23-2000	Legal support workers	10	27	60,269
25-1000	Postsecondary teachers	0	25	90,279
25-2000	Primary, secondary, spec ed teachers	0	23	65,784
25-3000	Other teachers and instructors	0	15	49,496
25-4000	Librarians, curators, and archivists	0	2	57,267
25-9000	Other education, training, library	0	15	34,722
27-1000	Art and design occupations	9	37	70,929
27-2000	Entertainers, performers, sports and related occupations	0	21	116,930

Source: Estimates by LAEDC

Exhibit 4-4 (Continued)

SOC	Occupational Description	Direct Jobs	Total Jobs	Average Annual Wage
27-3000	Media and communication occupations	9	41	77,341
27-4000	Media and communication equipment occupations	1	13	70,202
29-1000	Health diagnosing and treating practitioners	1	97	104,600
29-2000	Health technologists and technicians	2	62	51,324
29-9000	Other healthcare practitioners	1	3	67,693
31-1000	Nursing, psychiatric, home aides	0	49	\$ 26,962
31-2000	Occupational and physical therapist assistants and aides	0	4	42,816
31-9000	Other healthcare support occupations	12	50	34,367
33-1000	First-line supervisors/managers of protective service workers	8	10	79,644
33-2000	Fire fighting and prevention workers	0	1	84,578
33-3000	Law enforcement workers	0	3	83,653
33-9000	Other protective service workers	316	366	28,517
35-1000	Supervisors, food prep and serving	8	33	32,611
35-2000	Cooks and food preparation workers	24	102	21,298
35-3000	Food and beverage serving workers	55	229	21,369
35-9000	Other food preparation and serving	11	48	20,023
37-1000	Supervisors, building and grounds cleaning and maintenance workers	1	10	44,128
37-2000	Building cleaning, pest control workers	20	149	25,434
37-3000	Grounds maintenance workers	1	40	28,632
39-1000	Supervisors, personal care and service	1	6	45,311
39-2000	Animal care and service workers	1	7	25,897
39-3000	Entertainment attendants and related	1	17	24,230
39-4000	Funeral service workers	0	1	32,748
39-5000	Personal appearance workers	21	37	29,767
39-6000	Transportation, tourism, lodging attendants	1	10	25,608
39-9000	Other personal care and service w	2	87	27,377
41-1000	Supervisors, sales workers	28	72	49,289
41-2000	Retail sales workers	96	336	25,121
41-3000	Sales representatives, services	32	100	74,297
41-4000	Sales representatives, wholesale and manufacturing	56	119	\$68,492
41-9000	Other sales and related workers	225	280	\$47,249
43-1000	Supervisors, office and admin support	49	97	58,902
43-2000	Communications equipment operators	31	38	31,734
43-3000	Financial clerks	187	321	38,564
43-4000	Information and record clerks	245	455	35,889
43-5000	Material recording, scheduling, dispatching, and distributing occupations	76	194	33,896
43-6000	Secretaries and administrative assistants	53	202	44,336
43-9000	Other office and administrative support	146	309	31,970
45-1000	Supervisors, farming, fishing, forestry	0	0	52,984
45-2000	Agricultural workers	3	9	25,173

Source: Estimates by LAEDC

Exhibit 4-4 (Continued)

SOC	Occupational Description	Direct Jobs	Total Jobs	Average Annual Wage
45-3000	Fishing and hunting workers	0	0	n/d
45-4000	Forest, conservation, logging workers	0	0	n/d
47-1000	Supervisors, construction / extraction	1	7	75,272
47-2000	Construction trades and related	11	56	53,401
47-3000	Helpers, construction trades	0	2	35,494
47-4000	Other construction and related workers	0	5	64,826
47-5000	Extraction workers	0	1	60,525
49-1000	Supervisors of installation, maint. and repair workers	10	24	\$ 72,573
49-2000	Electrical and electronic equipment mechanics, installers, repairers	20	38	53,957
49-3000	Vehicle and mobile equipment mechanics, installers, repairers	4	52	48,776
49-9000	Other installation, maintenance, and repair occupations	77	165	45,089
51-1000	Supervisors, production workers	50	64	56,628
51-2000	Assemblers and fabricators	89	123	28,430
51-3000	Food processing occupations	36	50	25,644
51-4000	Metal workers and plastic workers	137	176	34,918
51-5000	Printing occupations	10	22	36,961
51-6000	Textile, apparel, and furnishings occupations	65	83	23,314
51-7000	Woodworkers	0	3	33,086
51-8000	Plant and system operators	7	11	74,006
51-9000	Other production occupations	293	364	30,797
53-1000	Supervisors, transportation and material moving workers	7	22	53,447
53-2000	Air transportation occupations	0	3	69,836
53-3000	Motor vehicle operators	39	175	36,574
53-4000	Rail transportation occupations	0	3	n/d
53-5000	Water transportation occupations	0	8	95,659
53-6000	Other transportation workers	1	12	24,425
53-7000	Material moving occupations	128	285	28,247

Source: Estimates by LAEDC

Additional education and training requirements along with median annual earnings in Los Angeles County for more detailed occupational classifications are provided in the *Industry and Labor Market Intelligence Report for the City of Los Angeles*, produced by the LAEDC Economic and Policy Analysis Group for the City WIB. ❖

5 Historical Results

The LAEDC's Business Assistance Program (BAP) team and its partner have been contracted to perform layoff aversion services through the Layoff Aversion Program (LAP) in the Los Angeles City WIB SDA for three successive years. All three LAPs have been funded by the LA City WIB to retain jobs within the SDA.

LAP Program Totals

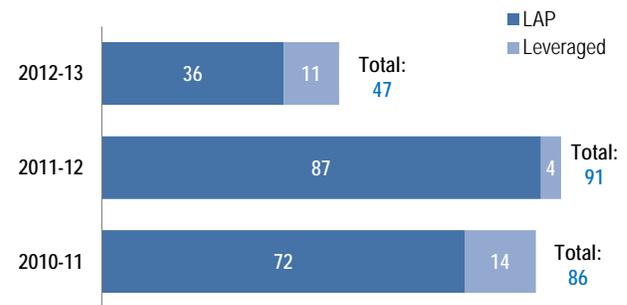
Exhibit 5-1 presents the total number of businesses who utilized the LAP services to successfully retain jobs over the three contract periods, and Exhibit 5-2 displays the total number of jobs retained at these businesses over the three contract periods.

Over the three contracted periods, the LAEDC and its partner(s) identified at-risk businesses and through their efforts helped a total of 224 businesses retain a total of 10,499 direct jobs throughout the LA WIB Service Delivery Area. Of these, 4,188 jobs were directly attributable to the program funding, while 6,311 direct jobs have been saved in the LA City SDA through ancillary efforts of the BAP team over the same period.

Note that while the number of businesses served under the LAP far exceeded the number of businesses assisted through ancillary activities of the BAP, the number of jobs saved under each effort varied significantly. Exhibit 5-3 provides graphical representation of this data by showing the average number of jobs retained per establishment for both the LAP and for leveraged efforts.

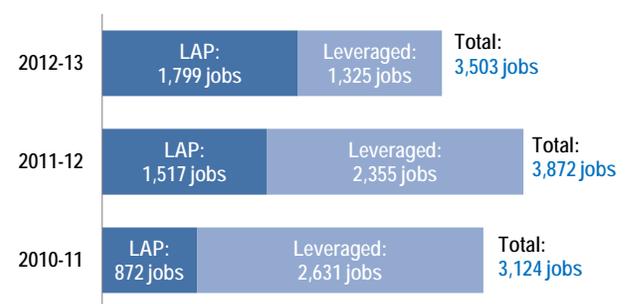
This is a consequence of the requirements of the LAP, where LAEDC and its partner(s) were asked to specifically focus on small businesses. Nevertheless, the efforts outside of these requirements allowed for significant job retention in companies that were outside the scope of the LAP, yet were in the City of LA SDA. ❖

Exhibit 5-1
Number of Businesses with Jobs Saved



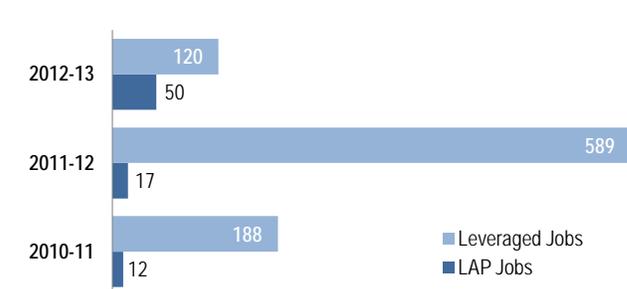
Over the three contract periods, **224 businesses** have been successfully assisted with job retention in the SDA.

Exhibit 5-2
Number of Direct Jobs Saved



Over the three contract periods, **10,499 direct jobs** have been successfully retained in the SDA.

Exhibit 5-3
Average Jobs Saved Per Business



Jobs Saved by Industry

With an economic base as diverse as the one in the City of LA WIB SDA, the cumulative number of jobs saved through the retention efforts occurred across a wide variety of industries.

Exhibit 5-4 shows the distribution of direct jobs saved by industry sector in the LA City WIB SDA for the three contract periods. These include both LAP and leveraged jobs saved.

Exhibit 5-4
Direct Jobs Saved by Industry Sector in LA City WIB SDA

NAICS	Industry Sector	FY2011	FY2012	FY2013
11	Agri, forestry, fishing			
21	Mining, oil and gas extraction			
22	Utilities			
23	Construction	19	1	
31-33	Manufacturing	529	1,248	1,241
42	Wholesale trade	64	152	59
44-45	Retail trade	39	121	63
48-49	Transportation / warehousing	4	2	
51	Information	218	52	4
52	Finance and insurance	4		4
53	Real estate / rental / leasing	330	9	25
54	Prof, scientific and tech svcs	63	166	56
55	Management of companies	2		
56	Admin/support/waste mgmt	22	1,565	1,400
61	Educational Services	1	58	
62	Health care and social asst	2,084	145	10
71	Arts, entertainment, recreation	4		
72	Accommodation / food svcs	58	230	100
81	Other services (not gov't)	8	123	162
Total of All Industries		3,503	3,872	3,124

Source: Estimates by LAEDC

While jobs in manufacturing industries, administrative and support and health care industries appear to be consistent sources of retention, detailed examination of the efforts show that single business retention successes can yield significant numbers of saved jobs.

Further industry detail is provided at the subsector level in Exhibit 5-5. This shows a finer distinction of the industries in which jobs have been retained over the three years. For example, the real estate and rental and leasing sector (NAICS 53) is comprised of real estate (NAICS 531) and rental and leasing services (NAICS 532). This industry subsector is populated by firms supplying the region's signature industry, the motion picture industry, a detail which is lost when looking at the sector level data. ❖

Exhibit 5-5
Total Jobs Saved by Industry Subsector in LA City WIB SDA

	FY2011	FY2012	FY2013
238 Specialty trade contractors	19	1	
311 Food manufacturing	83	105	206
312 Beverage and tobacco manufg		12	
313 Textile mills		4	
315 Apparel manufacturing	51	10	
322 Paper manufacturing	31		68
323 Printing and related activities		68	
325 Chemical manufacturing	57	3	518
326 Plastics and rubber prods manufg	8		
327 Nonmetallic mineral prod manufg	20		
331 Primary metal manufactg	40		130
332 Fabricated metal product manufg	95	71	118
333 Machinery manufacturing	45	721	5
334 Computer / electronic prod manufg	12	17	31
335 Electrical eqpmt / component mfg		143	24
336 Transportation eqpmt manufactg	33	20	66
337 Furniture and related prod manufg	13	30	
339 Miscellaneous manufacturing	41	44	75
423 Wholesalers, Durables		80	25
424 Wholesalers, Nondurables	64	72	34
441 Motor vehicle and parts dealers		20	
442 Furniture / home furnishings stores		2	
444 Building materials stores		14	
445 Food and beverage stores	12	27	10
448 Clothing and accessories stores		9	53
451 Sporting, book, music stores	14		
453 Miscellaneous store retailers	5	47	
454 Nonstore retailers	8	2	
484 Truck transportation		2	
492 Couriers and messengers	4		
511 Publishing industries	2		
512 Motion picture / sound recording	175	3	
515 Broadcasting	35		
517 Telecommunications		25	
518 Data processing and hosting		20	
519 Other information services	6	4	4
522 Credit intermediation	4		
524 Insurance carriers			4
531 Real estate	66	9	25
532 Rental and leasing services	264		
541 Prof, scientific, technical services	63	166	56
551 Management of companies	2		
561 Administrative and support svcs	20	1,560	1,400
562 Waste mgmt and remediation	2	5	
611 Educational services	1	58	
621 Ambulatory health care services		40	
622 Hospitals	1,964		
623 Nursing and resident care facilities	4	45	
624 Social assistance	76	100	10
713 Amusement, gambling, recreation	4		
722 Food services and drinking places	58	230	100
811 Repair and maintenance	5	10	
812 Personal and laundry services	3	59	152
813 Religious, civic, prof'l orgs		54	10
Total of All Industries	3,503	3,872	3,124

Source: Estimates by LAEDC



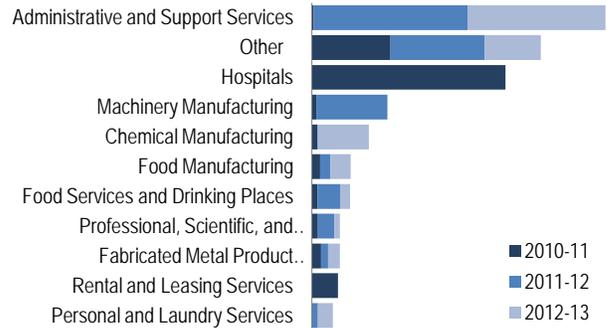
Aggregating the data from above, and using the same industry classifications, the overall industry distribution of the three years of the program is shown. Exhibit 5-6 presents the industry sectors which benefited most from the job retention services provided by the LAEDC and its partner. Cumulatively, the top three industry sectors by number of direct jobs retained (manufacturing, administrative and support and waste management services and health care and social assistance) accounted for 8,244 jobs saved, or 78.5 percent of all jobs saved over the three year period.

Exhibit 5-6
Industry Sectors with Most Jobs Saved by Year in LA City SDA



Further detail is provided in Exhibit 5-7. The ten industry subsectors with the most jobs saved cumulatively are shown. Administrative and support services, hospitals and machinery manufacturing had the most direct jobs saved, accounting for 5,715 jobs or 54 percent of all jobs retained. ❖

Exhibit 5-7
Industry Subsectors with Most Jobs Saved by Year in LA City SDA



Target Industries

The City of Los Angeles County WIB commissioned the LAEDC Economic and Policy Analysis Group (EPAG) to gather labor market and industry intelligence in the May 2013 report *Industry and Labor Market Intelligence for the City of Los Angeles* to support their strategic planning efforts.

Target industries were identified in order to determine opportunities for various services using a number of criteria, including the size of the industry, its job creation potential and its relative competitiveness.

Exhibit 5-8 shows the distribution of the jobs retained in the LA City WIB SDA compared to the target industries over the three consecutive contract periods.

Of the 10,499 total direct jobs saved, over 36 percent were saved in the identified target industries.

Exhibit 5-8
Jobs Saved Matched to Target Industries

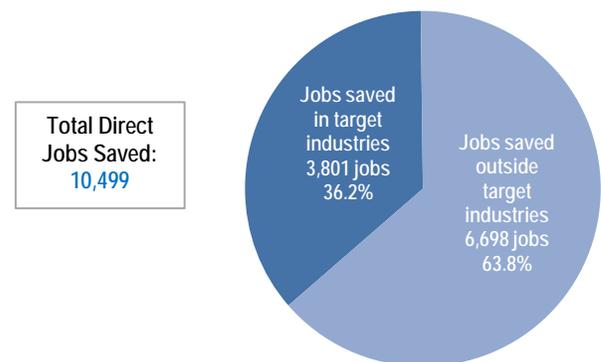


Exhibit 5-9 provides a complete listing of the target industries along with the cumulative number of direct jobs saved in the SDA for these industries over the three LAP contract periods. ❖

Exhibit 5-9
Identified Target Industries and Cumulative Jobs Saved in SDA

NAICS	Industry title	Direct jobs saved
236	Construction of buildings	
237	Heavy and civil engineering construction	
238	Specialty trade contractors	20
313	Manufacturing: Textile mills	4
315	Manufacturing: Apparel	61
316	Manufacturing: Leather and allied products	
3254	Manufacturing: Pharmaceutical and medicine	218
332	Manufacturing: Fabricated metal products	284
334	Manufacturing: Computer and electronic products	60
336	Manufacturing: Transportation equipment	119
3391	Manufacturing: Medical equipment and supplies	75
512	Motion pictures and sound recording industries	178
515	Broadcasting	35
519	Other information services	14
541	Professional and technical services	285
562	Administrative and support services	7
621	Ambulatory health care services	40
622	Hospitals	1,964
623	Nursing and residential care facilities	49
721	Accommodation	
722	Food services and drinking places	388
Total in Targeted Industries		3,801
Outside Targeted Industries		6,698

Source: Estimates by LAEDC

Economic Impacts

As shown above, the impacts of the jobs saved circulate throughout the Los Angeles County economy, their direct activity amplified through indirect and induced effects. Had these jobs been lost, wages would not have been paid, businesses would not have purchased supplies and equipment from other regional firms, and households that had depended on incomes from these jobs would not have been able to make their own purchases or pay their rent. All of this activity would have been lost.

Exhibit 5-10 shows the total economic impact of the jobs saved through the Layoff Aversion Program for the three consecutive contract periods.

Exhibit 5-10
Economic Impact of Jobs Saved in LA City WIB SDA 2011-2013

	FY 2011	FY 2012	FY 2013
Employment (jobs)			
Direct jobs	3,503	3,872	3,124
Indirect and induced jobs	3,845	3,043	3,970
Total Impact	7,348	6,915	7,094
Labor income (\$ millions)			
Direct labor income	\$ 269.2	\$ 187.1	\$ 179.6
Indirect and induced income	205.4	164.1	241.9
Total Impact	\$ 474.6	\$ 351.2	\$ 421.5
Output (\$ millions)			
Direct output	\$ 670.0	\$ 635.0	\$ 921.5
Indirect and induced output	615.4	464.7	662.4
Total Impact	\$1,285.4	\$1,099.7	\$1,583.9
Fiscal Impact (\$ millions)			
Local and state taxes	\$ 64.8	\$ 53.7	\$ 54.7
Federal taxes	94.8	79.2	96.1
Total Fiscal Impact	\$ 159.7	\$ 133.0	\$ 150.8

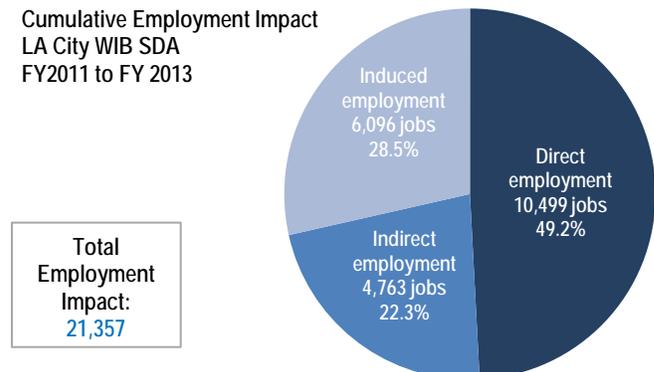
Source: Estimates by LAEDC

The jobs saved are estimated to have generated in excess of one billion dollars in economic activity in Los Angeles County for each contract period and supported thousands of jobs with labor income between \$350 and \$475 million for each year of the LAP.

This activity generated tax revenues for all levels of fiscal authorities, including federal, state and local tax revenues, which is estimated to have been between \$133 and \$160 million each year.

Exhibit 5-11 displays the cumulative employment impact for the jobs saved by type. Of the 21,537 cumulative total jobs over the three fiscal years, approximately 51 percent was indirect and induced. ❖

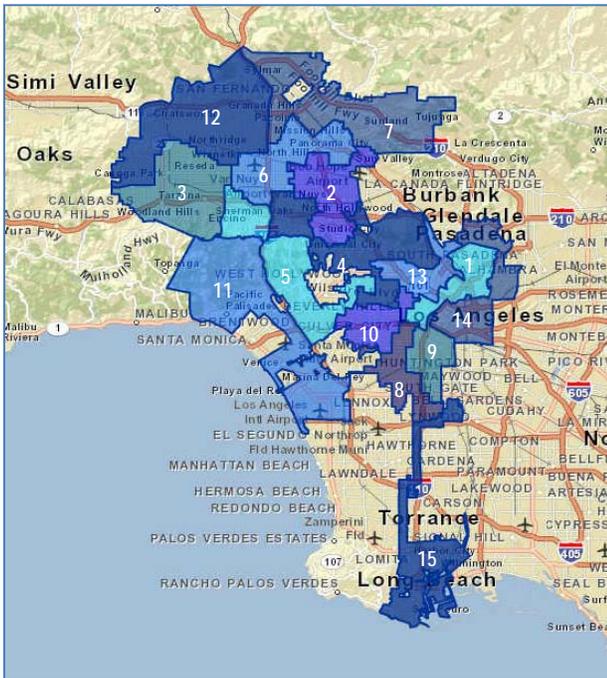
Exhibit 5-11
Cumulative Employment Impact
LA City WIB SDA
FY2011 to FY 2013



6 City Council Districts

The City of Los Angeles is governed by its Mayor and its City Council, a body of representatives from fifteen City Council Districts of approximately equal residential population. The City Council Districts are shown in Exhibit 6-1.

Exhibit 6-1
Los Angeles City Council Districts



Sources: ESRI, LAEDC

Each district has its own unique characteristics, including not only its location but also its geographic area, the socio-economic makeup of its residential population, business characteristics and vibrancy, and the composition of industry. Knowing how these council districts compare provides context to the opportunities available for job retention services in each district.

Exhibit 6-2 provides a snapshot of the size and population density of each council district. Note that while each district has approximately the same residential population, the geographic area of the districts varies widely.

Exhibit 6-2
Population and Density by LA City Council District 2012

	Area (sq miles)	Population	Density (Pop/sq mi)
Council District 1	15.8	250,465	15,852.2
Council District 2	25.0	260,065	10,394.3
Council District 3	36.7	261,577	7,137.2
Council District 4	41.0	249,385	6,078.1
Council District 5	37.5	257,137	6,849.7
Council District 6	27.2	261,291	9,609.8
Council District 7	54.1	261,832	4,837.1
Council District 8	16.0	247,082	15,404.1
Council District 9	13.0	250,862	19,252.6
Council District 10	14.5	261,526	18,061.2
Council District 11	63.8	254,902	3,994.7
Council District 12	58.7	261,586	4,453.3
Council District 13	13.6	250,653	18,416.8
Council District 14	24.2	250,382	10,354.9
Council District 15	32.1	254,637	7,935.1
Total All Districts	473.3	3,833,382	8,098.6

Sources: ESRI, Estimates by LAEDC

The most densely populated districts are the 9th, 10th and 13th districts, in the heart of the city. Together, these districts represent 20 percent of the population but only nine percent of the total land area in the City.

The largest district by land area is the 11th district, covering the west side and Los Angeles International Airport. The 7th and 12th districts are also quite large, reaching into the northern regions of the city.

Residential density does not always correlate with job density. Some areas may be more residential in nature, providing fewer opportunities for industry growth, while others may be centers of commercial and industrial activity. These would be areas that provide employment opportunities for residents living elsewhere in the region.

Exhibit 6-3 shows the total employment in each council district along with its share of the total employment in the City of Los Angeles.

The 14th district, encompassing the core of downtown, has the highest number of jobs overall, numbering 332,758 employees. Other districts with large numbers of jobs include the 5th district, with 188,286 jobs, the 11th district, with 139,500 jobs.

These three districts together account for 44 percent of all jobs in the City of Los Angeles. ❖

Exhibit 6-3

Total Employment by LA City Council District 2011

	Total Employment	Share of LA City
Council District 1	82,147	5.4%
Council District 2	57,072	3.8%
Council District 3	91,839	6.1%
Council District 4	102,989	6.8%
Council District 5	188,286	12.4%
Council District 6	67,073	4.4%
Council District 7	46,350	3.1%
Council District 8	18,890	1.2%
Council District 9	63,451	4.2%
Council District 10	61,052	4.0%
Council District 11	139,500	9.2%
Council District 12	91,107	6.0%
Council District 13	93,141	6.2%
Council District 14	332,758	22.0%
Council District 15	78,382	5.2%
Total All Districts	1,514,037	100.0%

Sources: US Census Bureau, LED; Estimates by LAEDC

Exhibit 6-4

Economic Impact of Jobs Saved by LA City Council District

	Direct Jobs Saved	Employment (jobs)	Labor Income (\$ mil)	Output (\$ mil)
Council District 1	180	402	\$22.8	90.0
Council District 2	14	73	6.5	39.1
Council District 3	26	53	3.1	9.5
Council District 4	54	103	7.1	16.7
Council District 5	404	526	17.4	35.6
Council District 6	76	163	10.5	34.1
Council District 7	118	209	11.0	31.2
Council District 8	30	57	3.7	8.8
Council District 9	0	0	0	0
Council District 10	1,000	1,502	64.3	132.8
Council District 11	25	34	1.0	6.4
Council District 12	827	3,264	235.1	1,047.9
Council District 13	100	167	7.9	22.5
Council District 14	221	432	23.9	81.6
Council District 15	49	113	7.0	28.0
Total All Districts	3,124	7,094	\$ 421.5	\$ 1,583.9

Sources: Estimates by LAEDC

Impact of Direct Jobs Saved

A total of 3,124 jobs were saved through services provided by the LAEDC BAP team in the LA City WIB SDA during the most recent contract period. This includes efforts directly funded by the LAP in addition to ancillary efforts funded through other sources.

As seen in Exhibit 4-1, these efforts resulted in an overall economic impact in the county that saved 7,094 jobs with estimated labor income of \$421.5 million.

The jobs saved in each council district contributed to this overall impact. Exhibit 6-4 shows the distribution of direct jobs saved by council district along with their economic impact in the County of Los Angeles.

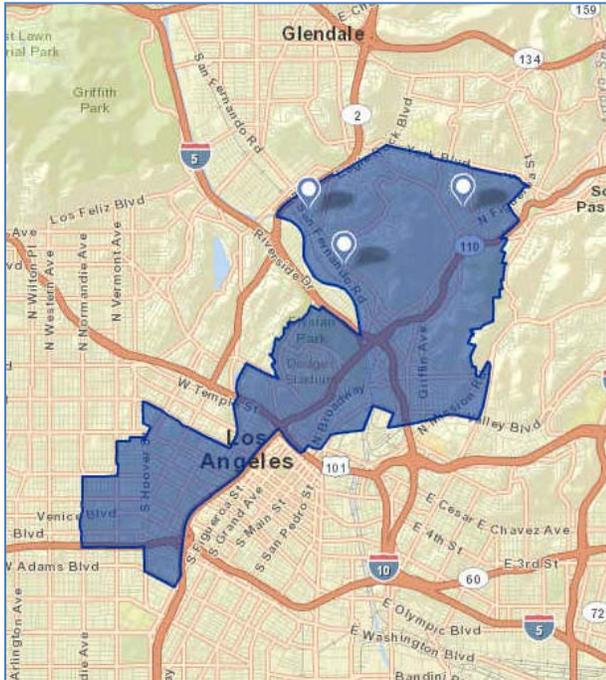
Districts 5, 10 and 12 benefited the most from the job retention efforts during the contract period. These three districts accounted for 2,231 direct jobs, over 71 percent of the total jobs saved in the LA City WIB SDA,

However, the nature of the industries and occupations of the jobs saved has a different overall economic impact. Thus council districts 12, 10 and 14 had the largest economic impact in the County in terms of labor income, while council districts 12, 10 and 1 had the largest economic impact in the County in terms of output.

A closer examination of each Los Angeles City Council District is presented in the pages that follow. Each district is examined in terms of its industry composition, the industries of the jobs that were saved, and the overall economic impact resulting from successful job retention efforts. ❖

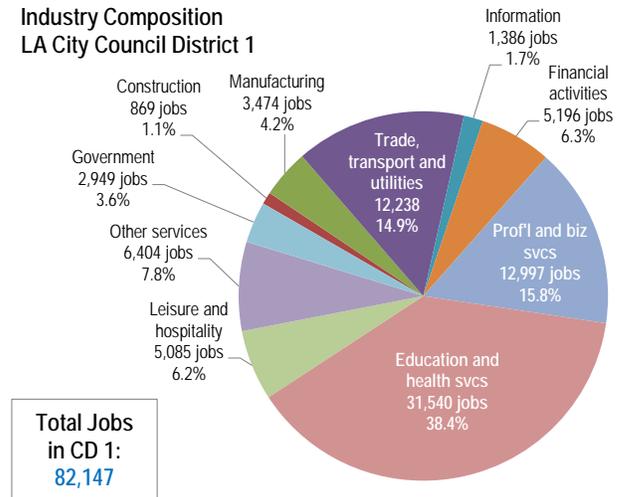
Council District 1

Exhibit 6-5
City Council District 1



Sources: ESRI, LAEDC

Exhibit 6-6
Industry Composition
LA City Council District 1



City Council District 1 is located in the eastern section of the city, south of Glendale and Eagle Rock, and has over 82,000 jobs. Almost 40 percent of the jobs in the district are in the education and health services sector, with 31,540 jobs. Other employing sectors are professional and business services, with 12,997 jobs (15.8 percent of all jobs in the district), and trade, transportation and utilities with 12,238 jobs (14.9 percent of all jobs).

Exhibit 6-7
Economic Impact of Jobs Saved in LA City Council District 1

Total Employment (jobs)		402
Direct jobs	180	
Indirect and induced jobs	222	
Total Labor Income (\$ millions)		\$ 22.8
Direct labor income	\$ 9.8	
Indirect and induced labor income	13.0	
Total Output (\$ millions)		\$ 90.0
Direct output	\$ 51.7	
Indirect and induced output	38.3	
Total State and Local Taxes (\$ millions)		\$ 2.9

Source: Estimates by LAEDC

Exhibit 6-8
Jobs Saved in LA City Council District 1 by Industry

NAICS	Industry	Jobs saved
31-33	Manufacturing	170
44-45	Retail Trade	10
Total All Private Industry		180

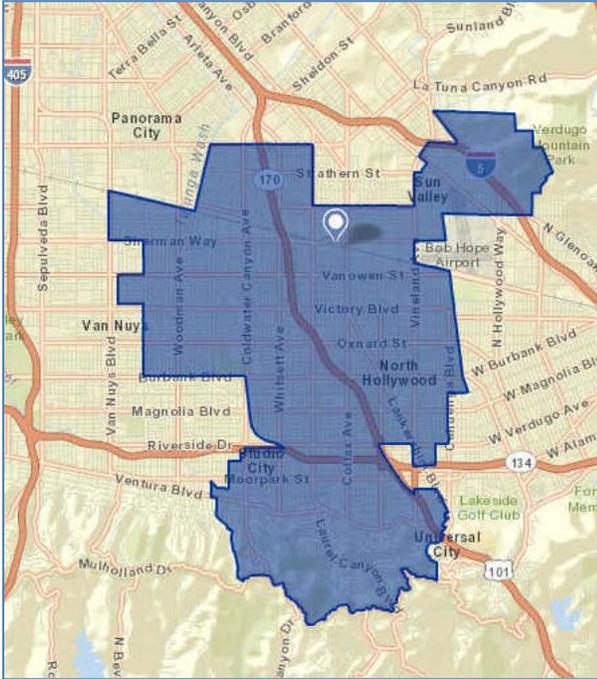
Source: Estimates by LAEDC

A total of 180 direct jobs were saved in LA City Council District 1, with 170 jobs in the manufacturing sector and 10 in retail trade. These jobs had an overall economic impact of saving 402 jobs in Los Angeles County with an estimated labor income of \$22.8 million.

This activity generated estimated tax revenues of \$2.9 million for state and local governments.

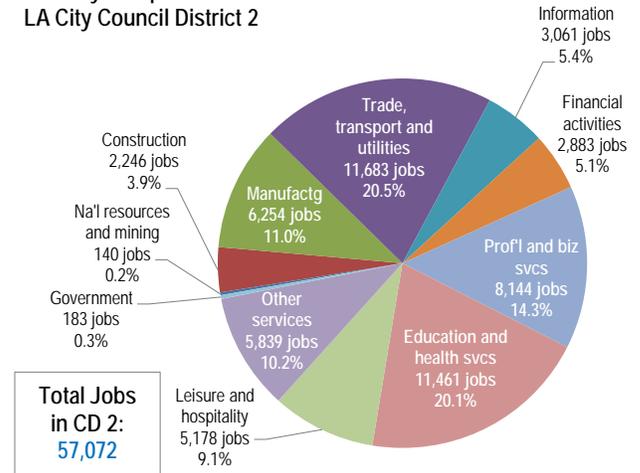
Council District 2

Exhibit 6-9
City Council District 2



Sources: ESRI, LAEDC

Exhibit 6-10
Industry Composition
LA City Council District 2



City Council District 2 is located in the central section of the city, directly west of Burbank, and has over 57,000 jobs. The district enjoys a diverse mix of industries, including education and health services with 11,461 jobs (20.1 percent of all jobs in the district), trade, transportation and utilities, with 11,683 jobs (20.5 percent), and professional and business services, with 8,144 jobs (14.3 percent of all jobs).

Exhibit 6-11
Economic Impact of Jobs Saved in LA City Council District 2

Total Employment (jobs)		73
Direct jobs	14	
Indirect and induced jobs	59	
Total Labor Income (\$ millions)		\$ 6.5
Direct labor income	\$ 2.9	
Indirect and induced labor income	3.6	
Total Output (\$ millions)		\$ 39.1
Direct output	\$ 27.9	
Indirect and induced output	11.1	
Total State and Local Taxes (\$millions)		\$ 0.7

Source: Estimates by LAEDC

Exhibit 6-12
Jobs Saved in LA City Council District 2 by Industry

NAICS	Industry	Jobs saved
31-33	Manufacturing	14
Total All Private Industry		14

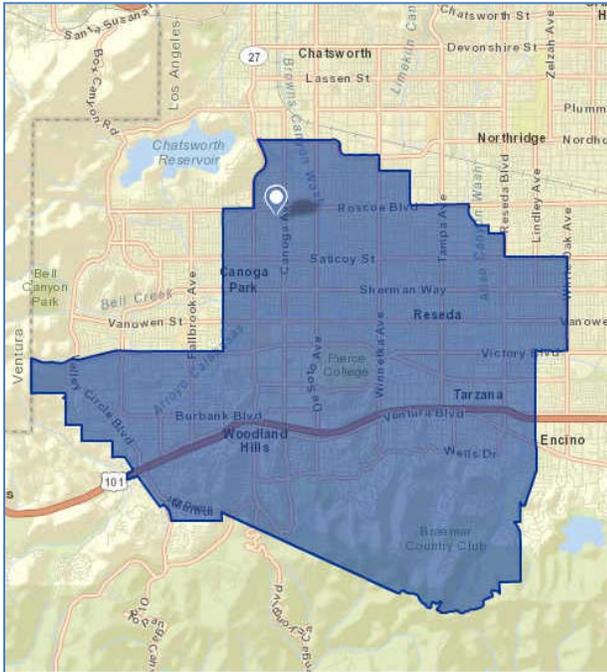
Source: Estimates by LAEDC

A total of 14 direct jobs were saved in LA City Council District 2, all of which were in the manufacturing sector. These jobs had an overall economic impact of saving 73 jobs in Los Angeles County with an estimated labor income of \$6.5 million.

This activity generated estimated tax revenues of approximately \$700,000 for state and local governments.

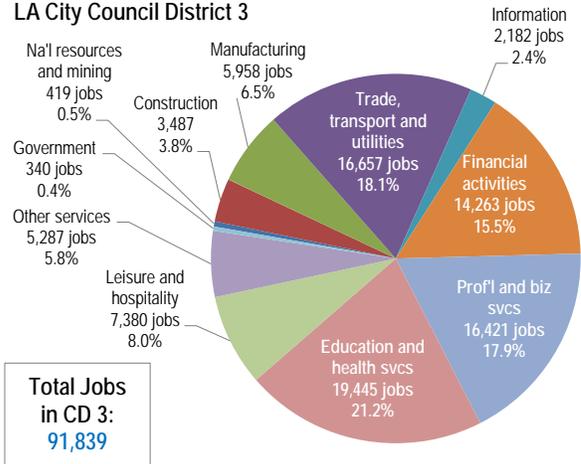
Council District 3

Exhibit 6-13
City Council District 3



Sources: ESRI, LAEDC

Exhibit 6-14
Industry Composition
LA City Council District 3



City Council District 3 is located in the western section of the city, directly east of Calabasas, and has almost 92,000 jobs. The largest industry sector in the district is education and health services with 19,445 jobs (21.2 percent of all jobs in the district). Other large sectors include trade, transportation and utilities with 16,657 jobs (18.1 percent) and professional and business services with 16,421 jobs (17.9 percent).

Exhibit 6-15
Economic Impact of Jobs Saved in LA City Council District 3

Total Employment (jobs)		53
Direct jobs	26	
Indirect and induced jobs	27	
Total Labor Income (\$ millions)		\$ 3.1
Direct labor income	\$ 1.6	
Indirect and induced labor income	1.5	
Total Output (\$ millions)		\$ 9.5
Direct output	\$ 5.2	
Indirect and induced output	4.3	
Total State and Local Taxes (\$millions)		\$ 0.3

Source: Estimates by LAEDC

Exhibit 6-16
Jobs Saved in LA City Council District 3 by Industry

NAICS	Industry	Jobs saved
31-33	Manufacturing	26
Total All Private Industry		26

Source: Estimates by LAEDC

A total of 26 direct jobs were saved in LA City Council District 3, all in the manufacturing sector. These jobs had an overall economic impact of saving 53 jobs in Los Angeles County with an estimated labor income of \$3.1 million.

This activity generated estimated tax revenues of approximately \$300,000 for state and local governments.

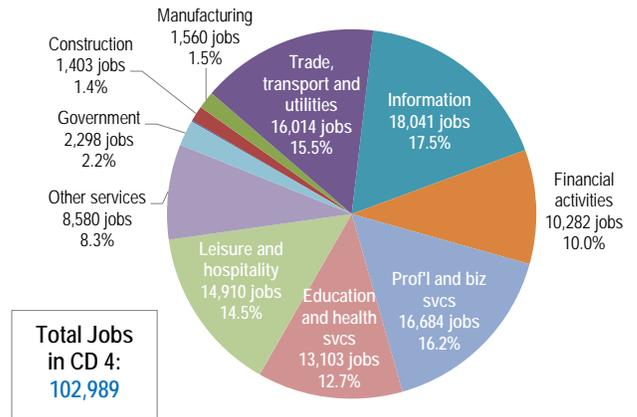
Council District 4

Exhibit 6-17
City Council District 4



Sources: ESRI, LAEDC

Exhibit 6-18
Industry Composition
LA City Council District 4



City Council District 4 stretches from west of Glendale to Sherman Oaks and the 405 freeway and has almost 103,000 jobs. The largest industry in District 4 is information (17.5 percent) with 18,041 jobs. Other important industries include professional services (16.2 percent) with 16,684 jobs and trade, transportation and utilities (15.5 percent) with 16,014 jobs.

Exhibit 6-19
Economic Impact of Jobs Saved in LA City Council District 4

Total Employment (jobs)		103
Direct jobs	54	
Indirect and induced jobs	49	
Total Labor Income (\$ millions)		\$ 7.1
Direct labor income	\$ 4.5	
Indirect and induced labor income	2.6	
Total Output (\$ millions)		\$ 16.7
Direct output	\$ 9.3	
Indirect and induced output	7.4	
Total State and Local Taxes (\$millions)		\$ 0.9

Source: Estimates by LAEDC

Exhibit 6-20
Jobs Saved in LA City Council District 4 by Industry

NAICS	Industry	Jobs saved
42	Wholesale Trade	4
54	Professional, Scientific, Technical Services	50
Total All Private Industry		54

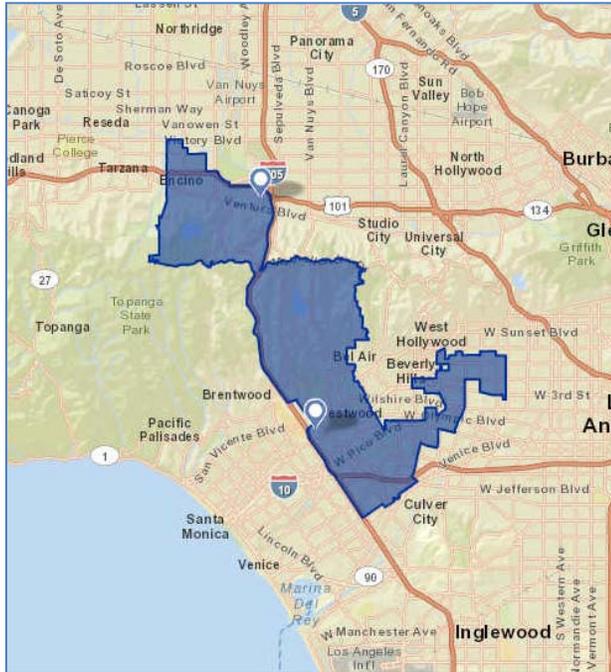
Source: Estimates by LAEDC

A total of 54 direct jobs were saved in City Council District 4. Of these, 50 jobs were in the professional, scientific and technical services sector and 4 were in wholesale trade. These jobs had an overall economic impact of saving 103 jobs in Los Angeles County with an estimated labor income of \$7.1 million.

This activity generated estimated tax revenues of approximately \$900,000 for state and local governments.

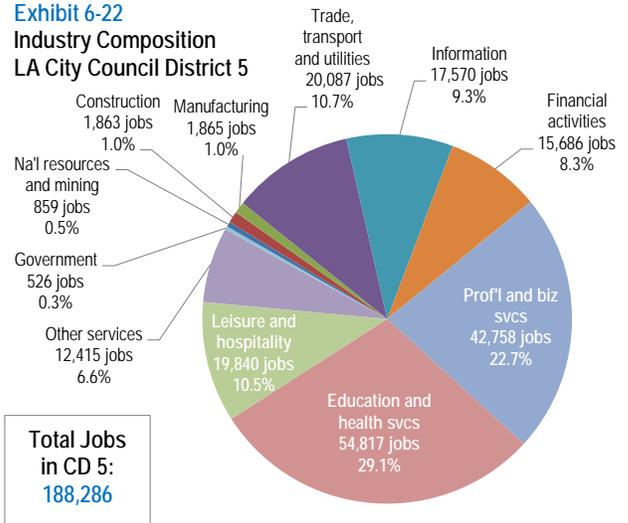
Council District 5

Exhibit 6-21
City Council District 5



Sources: ESRI, LAEDC

Exhibit 6-22
Industry Composition
LA City Council District 5



City Council District 5 is sandwiched between Districts 4 and 11 on the west side of Los Angeles, lying south of the 101 freeway and mostly east of the 405 freeway. There are over 188,000 jobs in the district. The largest industry sector in the district is education and health services with 54,817 jobs (29.1 percent of all jobs in the district). Other important industry sectors include professional and business services with 42,758 jobs (22.7 percent), trade, transportation and utilities with 20,087 jobs (10.7 percent) and the leisure and hospitality sector with 19,840 jobs (10.5 percent).

Exhibit 6-23
Economic Impact of Jobs Saved in LA City Council District 5

Total Employment (jobs)		526
Direct jobs	404	
Indirect and induced jobs	122	
Total Labor Income (\$ millions)		\$ 17.4
Direct labor income	\$ 11.0	
Indirect and induced labor income	6.4	
Total Output (\$ millions)		\$ 35.6
Direct output	\$ 17.6	
Indirect and induced output	18.0	
Total State and Local Taxes (\$millions)		\$ 1.8

Source: Estimates by LAEDC

Exhibit 6-24
Jobs Saved in LA City Council District 5 by Industry

NAICS	Industry	Jobs saved
51	Information	4
56	Admin/ Support/ Waste Mgmt / Svcs	400
Total All Private Industry		404

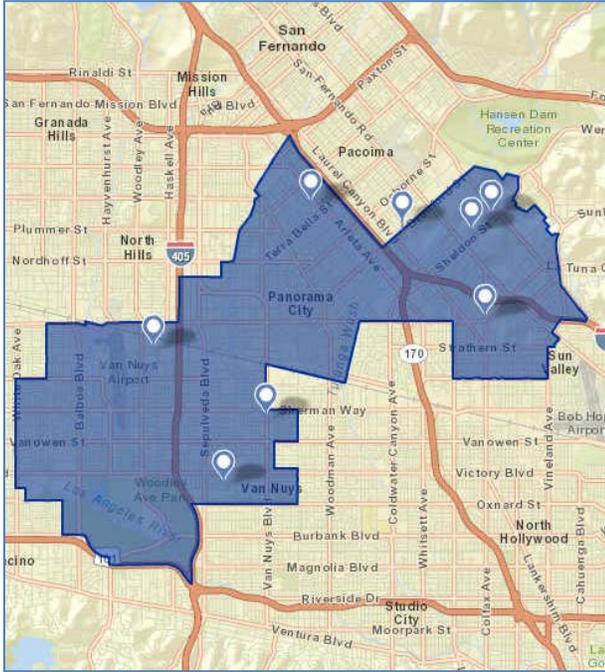
Source: Estimates by LAEDC

A total of 404 direct jobs were saved in LA City Council District 5. Of these, 400 jobs were in the administrative, support, waste management sector and 4 were in the information sector. These jobs had an overall economic impact of saving 526 jobs in Los Angeles County with an estimated labor income of \$17.4 million.

This activity generated estimated tax revenues of \$1.8 million for state and local governments.

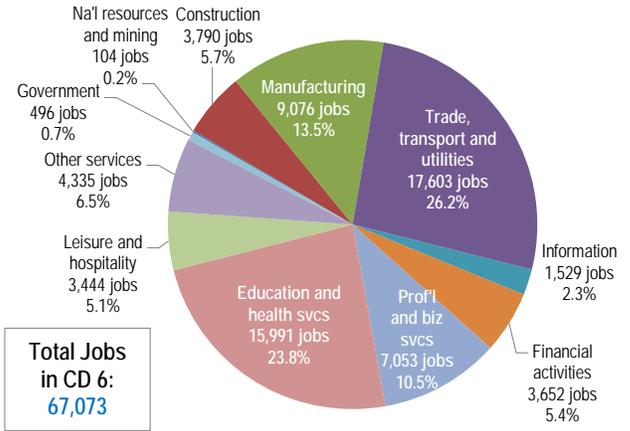
Council District 6

Exhibit 6-25
City Council District 6



Sources: ESRI, LAEDC

Exhibit 6-26
Industry Composition
LA City Council District 6



City Council District 6 lies northwest of District 2 in the San Fernando Valley. The District has over 67,000 jobs in a mix of industry sectors. The largest industry sector in terms of employment is trade, transportation and utilities with 17,603 jobs (26.2 percent of all jobs in the district), followed by education and health services with 15,991 jobs (23.8 percent) and manufacturing with 9,076 jobs (13.5 percent).

Exhibit 6-27
Economic Impact of Jobs Saved in LA City Council District 6

Total Employment		163
Direct jobs	76	
Indirect and induced jobs	87	
Total Labor Income		\$ 10.5
Direct labor income	\$ 5.5	
Indirect and induced labor income	5.0	
Total Output		\$ 34.1
Direct output	\$ 19.8	
Indirect and induced output	14.2	
Total State and Local Taxes (\$millions)		\$ 1.2

Source: Estimates by LAEDC

Exhibit 6-28
Jobs Saved in LA City Council District 6 by Industry

NAICS	Industry	Jobs saved
31-33	Manufacturing	70
52	Finance and Insurance	4
54	Professional, Scientific, Technical Services	2
Total All Private Industry		76

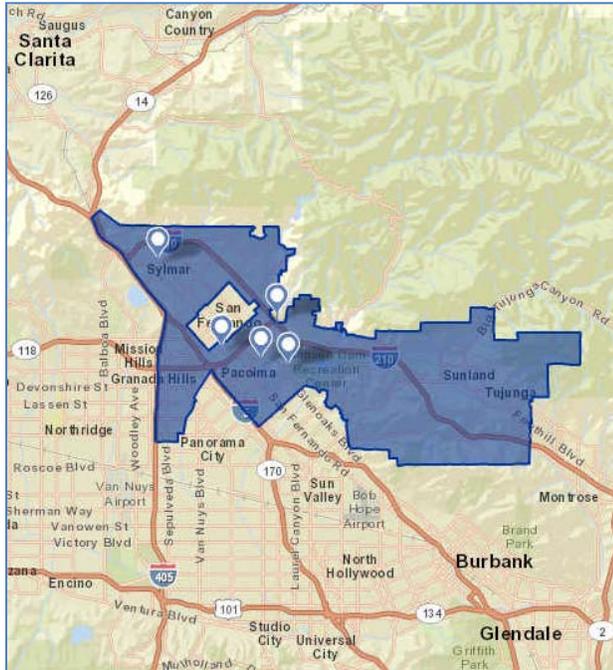
Source: Estimates by LAEDC

A total of 76 direct jobs were saved in LA City Council District 6. Of these, 70 jobs were in manufacturing, 4 jobs were in finance and insurance, and two in professional, scientific and technical services. These jobs had an overall economic impact of saving 163 jobs in Los Angeles County with an estimated labor income of \$10.5 million.

This activity generated estimated tax revenues of \$1.2 million for state and local governments.

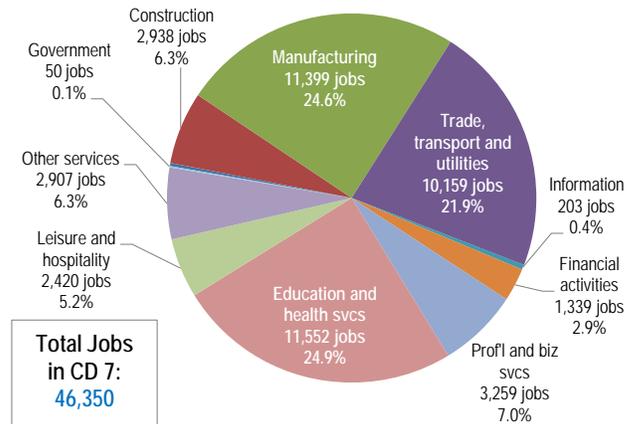
Council District 7

Exhibit 6-29
City Council District 7



Sources: ESRI, LAEDC

Exhibit 6-30
Industry Composition
LA City Council District 7



City Council District 7 lies in the most north-eastern section of the city and in the San Fernando Valley and has over 46,000 jobs. The manufacturing sector with 11,399 jobs (24.6 percent of all jobs in the district) and education and health services with 11,552 jobs (24.9 percent) together account for almost half of all jobs.

Exhibit 6-31
Economic Impact of Jobs Saved in LA City Council District 7

Total Employment		209
Direct jobs	118	
Indirect and induced jobs	91	
Total Labor Income		\$ 11.0
Direct labor income	\$ 5.9	
Indirect and induced labor income	5.1	
Total Output		\$ 31.2
Direct output	\$ 16.8	
Indirect and induced output	14.3	
Total State and Local Taxes (\$millions)		\$ 2.3

Source: Estimates by LAEDC

Exhibit 6-32
Jobs Saved in LA City Council District 7 by Industry

NAICS	Industry	Jobs saved
31-33	Manufacturing	30
42	Wholesale Trade	25
44-45	Retail Trade	53
62	Health Care and Social Assistance	10
Total All Private Industry		118

Source: Estimates by LAEDC

A total of 118 direct jobs were saved in LA City Council District 7. Of these, 30 jobs were in manufacturing industries, 25 were in wholesale trade, 53 were in retail trade and 10 were in health care and social assistance. These jobs had an overall economic impact of saving 209 jobs in Los Angeles County with an estimated labor income of \$11 million.

This activity generated estimated tax revenues of \$2.3 million for state and local governments.

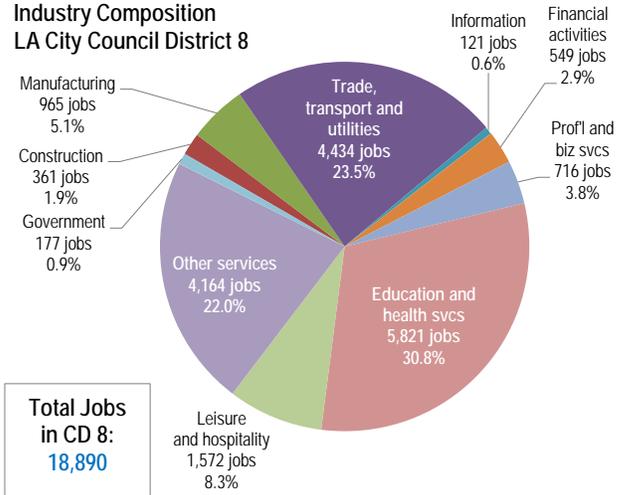
Council District 8

Exhibit 6-33
City Council District 8



Sources: ESRI, LAEDC

Exhibit 6-34
Industry Composition
LA City Council District 8



City Council District 8 lies in the south of the city, mainly between Inglewood and the 110 freeway. The district has almost 19,000 jobs, with more than 30 percent in education and health services (5,821 jobs) and 23.5 percent in trade, transportation and utilities (4,434 jobs). Other services (4,164 jobs) accounts for 22 percent of the jobs in the district.

Exhibit 6-35
Economic Impact of Jobs Saved in LA City Council District 8

Total Employment		57
Direct jobs	30	
Indirect and induced jobs	27	
Total Labor Income		\$ 3.7
Direct labor income	\$ 2.3	
Indirect and induced labor income	1.4	
Total Output		\$ 8.8
Direct output	\$ 4.9	
Indirect and induced output	3.9	
Total State and Local Taxes (\$millions)		\$ 1.1

Source: Estimates by LAEDC

Exhibit 6-36
Jobs Saved by Industry in LA City Council District 8

NAICS	Industry	Jobs saved
42	Wholesale Trade	30
Total All Private Industry		30

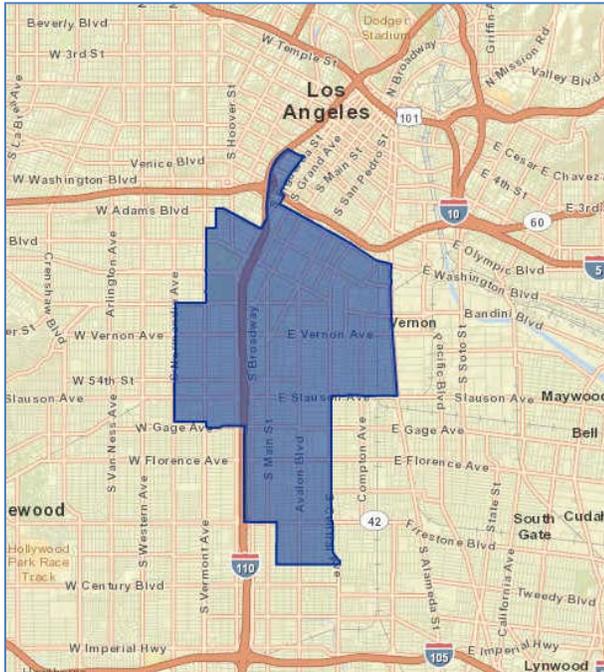
Source: Estimates by LAEDC

A total of 30 jobs were saved in City Council District 8, all of which were in the wholesale trade sector. These jobs had an overall economic impact of saving 57 jobs in Los Angeles County with an estimated labor income of \$3.7 million.

This activity generated estimated tax revenues of \$1.1 million for state and local governments.

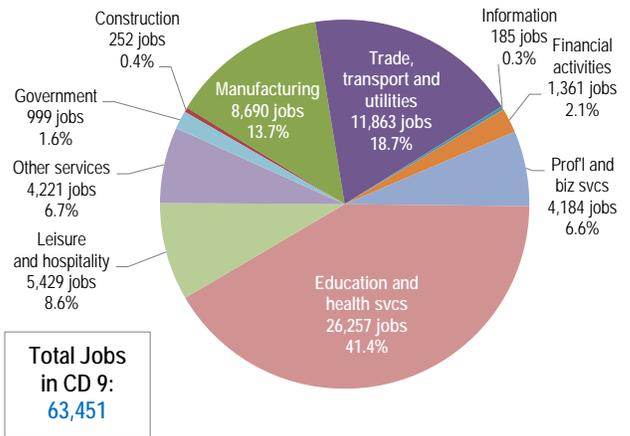
Council District 9

Exhibit 6-37
City Council District 9



Sources: ESRI, LAEDC

Exhibit 6-38
Industry Composition
LA City Council District 9

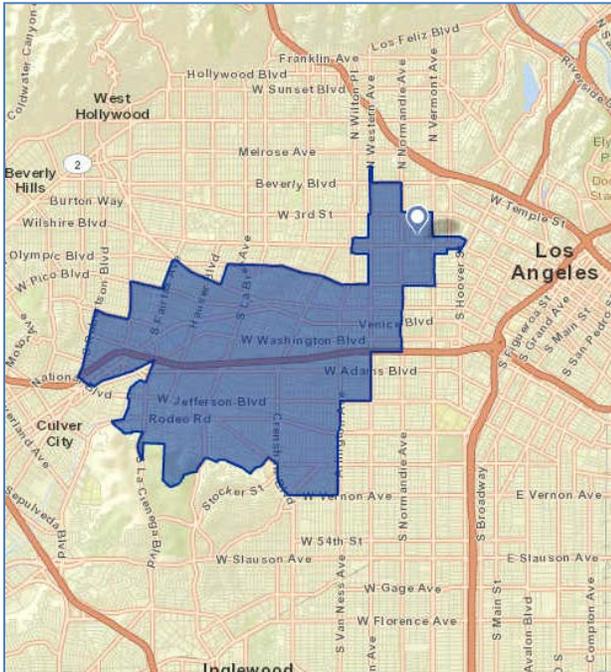


City Council District 9 lies along the 110 freeway in the south-eastern section of the city and has almost 63,500 jobs. The largest industry is education and health services with 26,257 jobs (or 41.4 percent of all jobs in the district), which includes the University of Southern California, the region’s largest private sector employer. Other large sectors include trade, transportation, and utilities with 11,863 jobs (18.7 percent), and manufacturing with 8,690 jobs (13.7 percent of all jobs in the district)

Post-redistricting, City Council District 9 extends from south of Downtown Los Angeles to the northern part of Watts. Its dense population faces numerous challenges, such as unemployment, poverty and low levels of educational attainment. Although no direct jobs were saved within the district during the contract period, LAP managers informed businesses throughout the district of the program and worked directly with several. Countywide indirect benefits flowing from direct jobs saved in other districts likely benefited District 9 as well, though these cannot be identified.

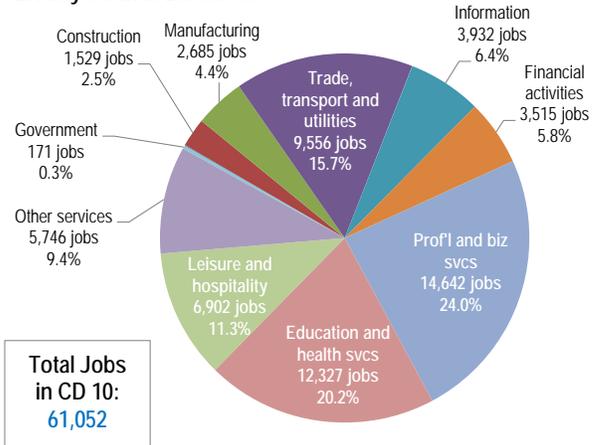
Council District 10

Exhibit 6-39
City Council District 10



Sources: ESRI, LAEDC

Exhibit 6-40
Industry Composition
LA City Council District 10



City Council District 10 lies along the 10 freeway in the mid-city area. The district has over 61,000 jobs in a wide mix of industries. The largest industry sector in terms of employment is professional and business services with 14,642 jobs (24 percent of all jobs in the district). This is followed by education and health services with 12,327 jobs (20.2 percent), and trade, transportation and utilities with 9,556 jobs (15.7 percent of the total).

Exhibit 6-41
Economic Impact of Jobs Saved in LA City Council District 10

Total Employment		1,502
Direct jobs	1,000	
Indirect and induced jobs	502	
Total Labor Income		\$ 64.3
Direct labor income	\$ 38.4	
Indirect and induced labor income	25.9	
Total Output		\$ 132.8
Direct output	\$ 62.8	
Indirect and induced output	70.0	
Total State and Local Taxes (\$millions)		\$ 6.4

Source: Estimates by LAEDC

Exhibit 6-42
Jobs Saved in LA City Council District 10 by Industry

NAICS	Industry	Jobs saved
56	Admin/ Support/ Waste Mgmt / Svcs	1,000
Total All Private Industry		1,000

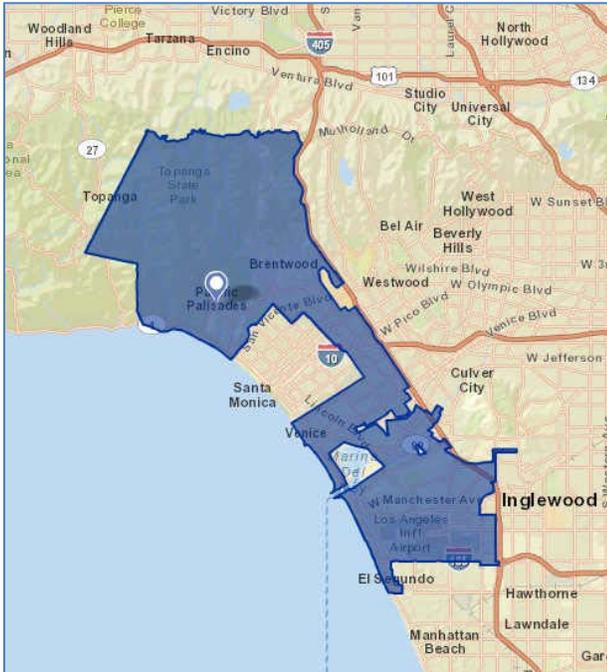
Source: Estimates by LAEDC

A total of 1,000 direct jobs were saved in LA City Council District 10, all of which were in administrative, support, waste management services. These jobs had an overall economic impact of saving 1,502 jobs in Los Angeles County with an estimated labor income of \$64.3 million.

This activity generated estimated tax revenues of \$6.4 million for state and local governments.

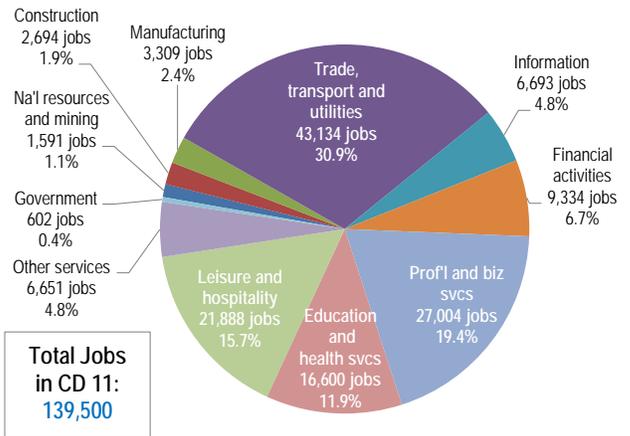
Council District 11

Exhibit 6-43
City Council District 11



Sources: ESRI, LAEDC

Exhibit 6-44
Industry Composition
LA City Council District 11



City Council District 11 stretches down the Pacific Coast from the Topanga Canyon area to El Segundo. The district has over 139,500 jobs. Because the district is home to the Los Angeles International Airport, the largest industry sector is trade, transportation, and utilities with 43,134 jobs (30.9 percent of all jobs in the district). Other large sectors include professional and business services with 27,004 jobs (19.4 percent) and leisure and hospitality with 21,888 jobs (15.7 percent).

Exhibit 6-45
Economic Impact of Jobs Saved in LA City Council District 11

Total Employment		34
Direct jobs	25	
Indirect and induced jobs	9	
Total Labor Income		\$ 1.0
Direct labor income	\$ 0.6	
Indirect and induced labor income	0.5	
Total Output		\$ 6.4
Direct output	\$ 5.1	
Indirect and induced output	1.4	
Total State and Local Taxes (\$millions)		\$ 0.6

Source: Estimates by LAEDC

Exhibit 6-46
Jobs Saved in LA City Council District 11 by Industry

NAICS	Industry	Jobs saved
53	Real Estate and Rental and Leasing	25
Total All Private Industry		25

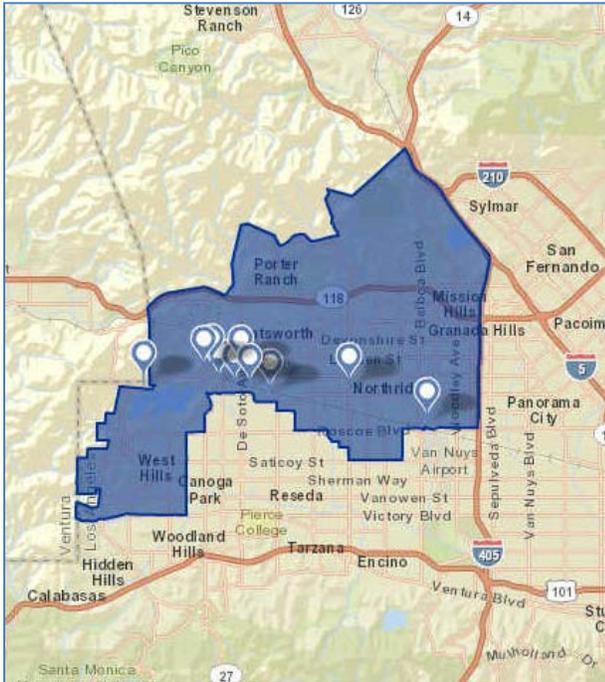
Source: Estimates by LAEDC

A total of 25 direct jobs were saved in LA City Council District 11, all of which were in the real estate and rental and leasing sector. These jobs had an overall economic impact of saving 34 jobs in Los Angeles County with an estimated labor income of \$1 million.

This activity generated estimated tax revenues of approximately \$600,000 for state and local governments.

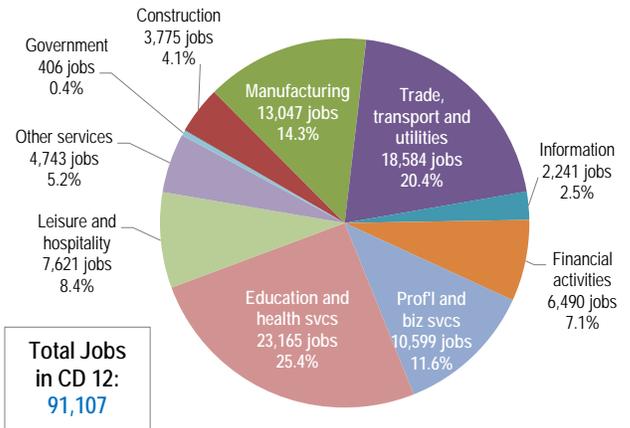
Council District 12

Exhibit 6-47
City Council District 12



Sources: ESRI, LAEDC

Exhibit 6-48
Industry Composition
LA City Council District 12



City Council District 12 lies in the northwest section of the city and in the San Fernando Valley and has over 91,000 jobs. The largest industry sector in terms of employment is education and health services with 23,165 jobs (25.4 percent of all jobs in the district). Other large sectors include trade, transportation and utilities with 18,584 jobs (20.4 percent) and manufacturing with 13,047 jobs (14.3 percent of the total).

Exhibit 6-49
Economic Impact of Jobs Saved in LA City Council District 12

Total Employment		3,264
Direct jobs	827	
Indirect and induced jobs	2,437	
Total Labor Income		\$ 235.1
Direct labor income	\$ 78.3	
Indirect and induced labor income	156.8	
Total Output		\$ 1,047.9
Direct output	\$ 624.9	
Indirect and induced output	422.9	
Total State and Local Taxes (\$millions)		\$ 31.4

Source: Estimates by LAEDC

Exhibit 6-50
Jobs Saved in LA City Council District 12 by Industry

NAICS	Industry	Jobs saved
31-33	Manufacturing	776
54	Professional, Scientific, Technical Services	4
72	Accommodation and Food Services	47
Total All Private Industry		827

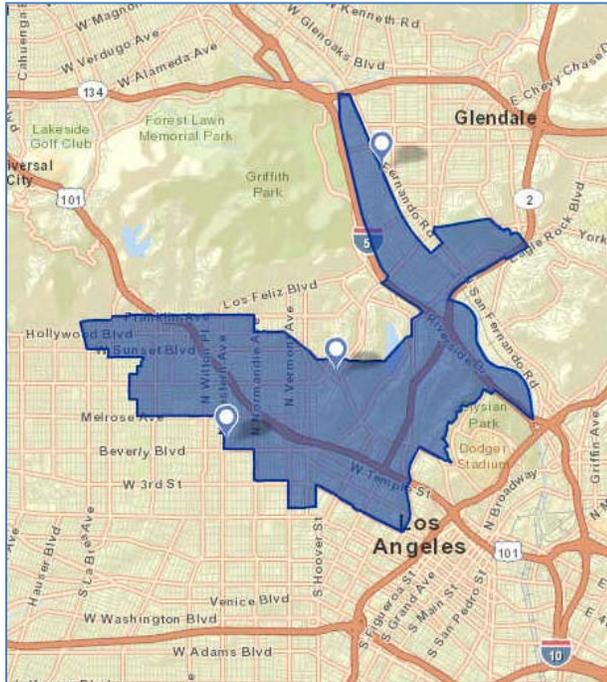
Source: Estimates by LAEDC

A total of 827 direct jobs were saved in LA City Council District 12. Of these, 776 were in the manufacturing sector, 4 were in professional, scientific and technical services and 47 were in accommodation and food services. These jobs had an overall economic impact of saving 3,264 jobs in Los Angeles County with an estimated labor income of \$235 million.

This activity generated estimated tax revenues of approximately \$31.4 million for state and local governments.

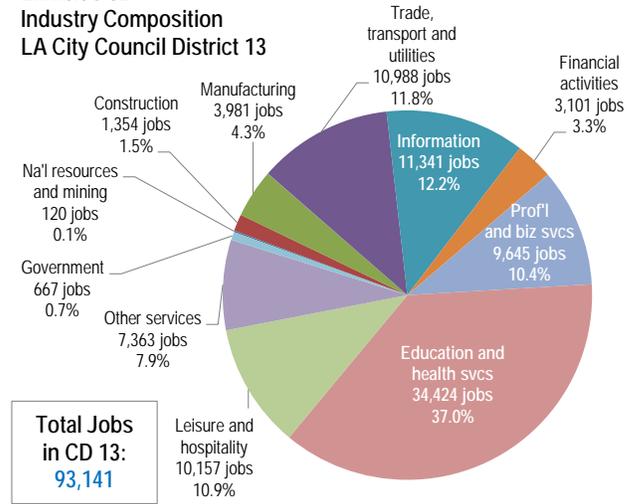
Council District 13

Exhibit 6-51
City Council District 13



Sources: ESRI, LAEDC

Exhibit 6-52
Industry Composition
LA City Council District 13



City Council District 13 lies along the 101 and 5 freeways northwest of downtown and has over 93,000 jobs. The largest industry sector in terms of employment is education and health services with 34,424 jobs (37 percent of all jobs in the district). Other employing sectors include information with 11,341 jobs (12.2 percent), trade, transportation and utilities industry with 10,988 jobs (11.8 percent), and leisure and hospitality with 10,157 jobs (10.9 percent of the total).

Exhibit 6-54
Jobs Saved in LA City Council District 13 by Industry

NAICS	Industry	Jobs saved
31-33	Manufacturing	40
72	Accommodation and Food Services	30
81	Other Services (except gov't)	30
Total All Private Industry		100

Source: Estimates by LAEDC

A total of 100 direct jobs were saved in LA City Council District 13. Of these, 40 were in manufacturing industries, 30 in accommodation and food services and 30 in other services. These jobs had an overall economic impact of saving 167 jobs in Los Angeles County with an estimated labor income of \$7.9 million.

This activity generated estimated tax revenues of \$1 million for state and local governments.

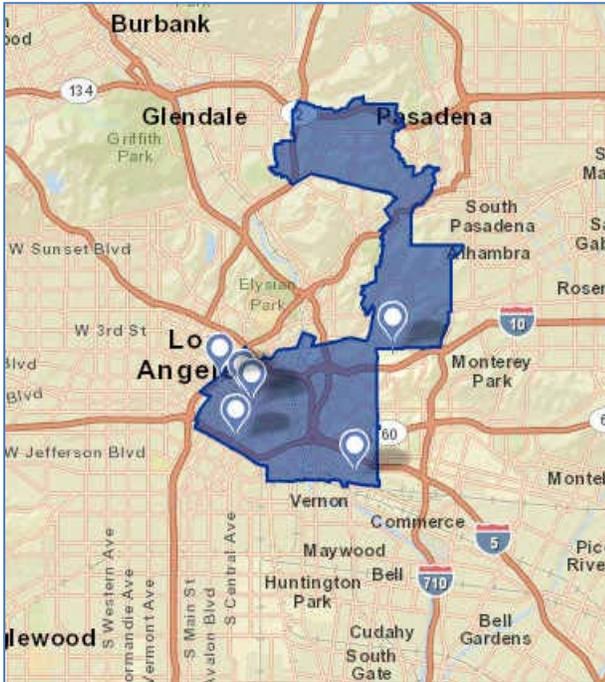
Exhibit 6-53
Economic Impact of Jobs Saved in LA City Council District 13

Total Employment		167
Direct jobs	100	
Indirect and induced jobs	67	
Total Labor Income		\$ 7.9
Direct labor income	\$ 4.2	
Indirect and induced labor income	3.7	
Total Output		\$ 22.5
Direct output	\$ 12.0	
Indirect and induced output	10.5	
Total State and Local Taxes (\$millions)		\$ 1.0

Source: Estimates by LAEDC

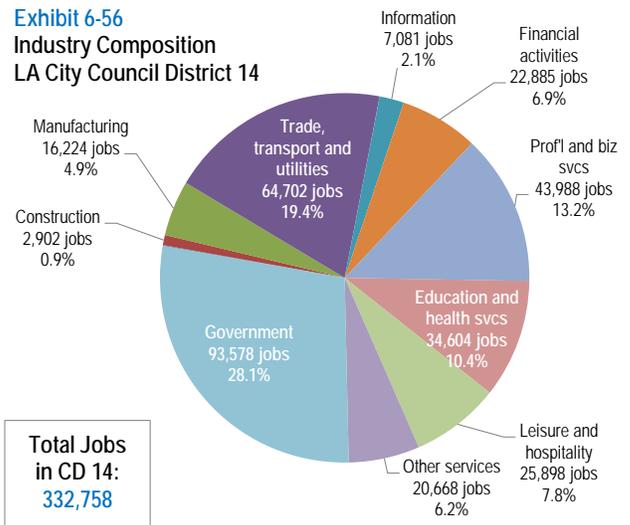
Council District 14

Exhibit 6-55
City Council District 14



Sources: ESRI, LAEDC

Exhibit 6-56
Industry Composition
LA City Council District 14



City Council District 14 lies in the eastern section of the city and has almost 333,000 jobs. Since it encompasses the downtown area, the largest employing sector is government with 93,578 jobs (28.1 percent of all jobs in the district). Other employing sectors include trade, transport and utilities with 64,702 jobs (19.4 percent) and professional and business services with 43,988 jobs (13.2 percent of the total).

Exhibit 6-57
Economic Impact of Jobs Saved in LA City Council District 14

Total Employment		432
Direct jobs	221	
Indirect and induced jobs	211	
Total Labor Income		\$ 23.9
Direct labor income	\$ 11.3	
Indirect and induced labor income	12.6	
Total Output		\$ 81.6
Direct output	\$ 46.0	
Indirect and induced output	35.5	
Total State and Local Taxes (\$millions)		\$ 3.0

Source: Estimates by LAEDC

Exhibit 6-58
Jobs Saved by Industry in LA City Council District 14

NAICS	Industry	Jobs saved
31-33	Manufacturing	66
72	Accommodation and Food Services	23
81	Other Services (except gov't)	132
Total All Private Industry		221

Source: Estimates by LAEDC

A total of 221 direct jobs were saved in LA City Council District 14. Of these, 66 were in manufacturing industries, 23 in accommodation and food services and 132 in other services. These jobs had an overall economic impact of saving 432 jobs in Los Angeles County with an estimated labor income of \$23.9 million.

This activity generated estimated tax revenues of approximately \$3 million for state and local governments.

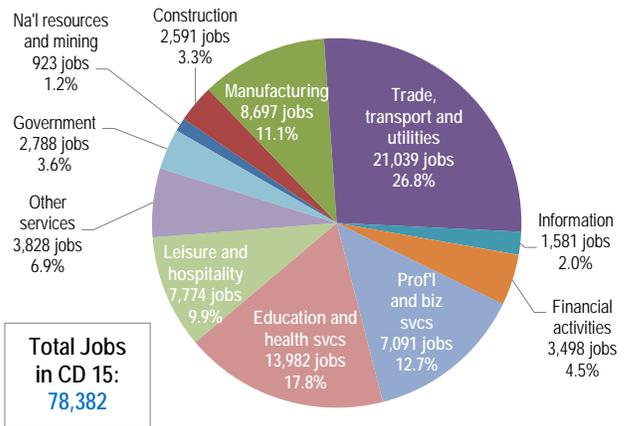
Council District 15

Exhibit 6-59
City Council District 15



Sources: ESRI, LAEDC

Exhibit 6-60
Industry Composition
LA City Council District 15



City Council District 15 is a long branch of the city that reaches south to the Los Angeles Harbor. The district has 78,382 jobs. The largest industry sector in terms of employment is trade, transportation and utilities with 21,039 jobs (or 26.8 percent of all jobs in the district). Other employing sectors include education and health services with 13,982 jobs (17.8 percent) and professional and business services with 7,091 jobs (12.7 percent).

Exhibit 6-61
Economic Impact of Jobs Saved in LA City Council District 15

Total Employment		113
Direct jobs	49	
Indirect and induced jobs	64	
Total Labor Income		\$ 7.0
Direct labor income	\$ 3.3	
Indirect and induced labor income	3.7	
Total Output		\$ 28.0
Direct output	\$ 17.4	
Indirect and induced output	10.6	
Total State and Local Taxes (\$millions)		\$ 0.9

Source: Estimates by LAEDC

Exhibit 6-62
Jobs Saved in LA City Council District 15 by Industry

NAICS	Industry	Jobs saved
31-33	Manufacturing	49
Total All Private Industry		49

Source: Estimates by LAEDC

A total of 49 direct jobs were saved in LA City Council District 15, all of which were in the manufacturing sector. These jobs had an overall economic impact of saving 113 jobs in Los Angeles County with an estimated labor income of \$7 million.

This activity generated estimated tax revenues of approximately \$900,000 for state and local governments.

Appendix

Methodology

The total estimated economic impact includes direct, indirect and induced effects. *Direct activity* includes the employees employed by “at risk” firms. *Indirect effects* are those which stem from the employment and business revenues motivated by the purchases made by the “at risk” firms and their contractors. For example, indirect jobs are sustained by the suppliers of the office supplies and insurance purchased. *Induced effects* are those generated by the spending of employees whose wages are sustained by both direct and indirect spending.

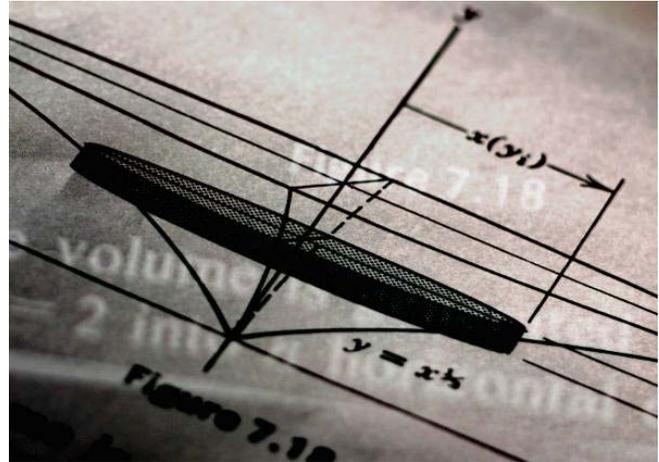
We estimated the direct, indirect and induced effects using models developed with data and software from MIG, Inc. MIG’s IMPLAN system is a robust, widely-used set of modeling tools that provide economic resolution from the national level down to the ZIP code level. Our estimates here were applied to the county as a whole.

In our analysis, we have assumed that the operations of the companies assisted are representative of the industries in which they have been classified, and that their operations will continue for the current year. Our analysis does not measure profitability and assumes that the inter-industry linkages and economic impacts are representative of their respective industries regardless of individual company performance or outlook.

Our estimates for labor income and output are reported in 2013 dollars to correspond with the majority of the outcomes over the contract period. Job estimates are measured on a job-count basis for both wage-and-salary workers and proprietors regardless of the number of hours worked, and are measured on an annual basis, i.e., the number of full and part time jobs in one year. ❖

Description of Industry Sectors

The industry sectors used in this report are established by the North American Industry Classification System (NAICS). NAICS divides the economy into twenty sectors, and groups industries within these sectors according to production criteria. Listed below is a short description of each sector as taken from the sourcebook, *North*



American Industry Classification System, published by the U.S. Office of Management and Budget (2007).

Agriculture, Forestry, Fishing and Hunting: Activities of this sector are growing crops, raising animals, harvesting timber, and harvesting fish and other animals from farms, ranches, or the animals’ natural habitats.

Mining: Activities of this sector are extracting naturally-occurring mineral solids, such as coal and ore; liquid minerals, such as crude petroleum; and gases, such as natural gas; and beneficiating (e.g., crushing, screening, washing and flotation) and other preparation at the mine site, or as part of mining activity.

Utilities: Activities of this sector are generating, transmitting, and/or distributing electricity, gas, steam, and water and removing sewage through a permanent infrastructure of lines, mains, and pipes.

Construction: Activities of this sector are erecting buildings and other structures (including additions); heavy construction other than buildings; and alterations, reconstruction, installation, and maintenance and repairs.

Manufacturing: Activities of this sector are the mechanical, physical, or chemical transformation of material, substances, or components into new products.

Wholesale Trade: Activities of this sector are selling or arranging for the purchase or sale of goods for resale; capital or durable non-consumer goods; and raw and intermediate materials and supplies used in production, and providing services incidental to the sale of the merchandise.

Retail Trade: Activities of this sector are retailing merchandise generally in small quantities to the general public and providing services incidental to the sale of the merchandise.

Transportation and Warehousing: Activities of this sector are providing transportation of passengers and cargo, warehousing and storing goods, scenic and sightseeing transportation, and supporting these activities.

Information: Activities of this sector are distributing information and cultural products, providing the means to transmit or distribute these products as data or communications, and processing data.

Finance and Insurance: Activities of this sector involve the creation, liquidation, or change of ownership of financial assets (financial transactions) and/or facilitating financial transactions.

Real Estate and Rental and Leasing: Activities of this sector are renting, leasing, or otherwise allowing the use of tangible or intangible assets (except copyrighted works), and providing related services.

Professional, Scientific, and Technical Services: Activities of this sector are performing professional, scientific, and technical services for the operations of other organizations.

Management of Companies and Enterprises: Activities of this sector are the holding of securities of companies and enterprises, for the purpose of owning controlling interest or influencing their management decision, or administering, overseeing, and managing other establishments of the same company or enterprise and normally undertaking the strategic or organizational planning and decision-making of the company or enterprise.

Administrative and Support and Waste Management and Remediation Services: Activities of this sector are performing routine support activities for the day-to-day operations of other organizations, such as: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services.

Educational Services: Activities of this sector are providing instruction and training in a wide variety of subjects. Educational services are usually delivered by teachers or instructors that explain, tell, demonstrate, supervise, and direct learning. Instruction is imparted in diverse settings, such as educational institutions, the

workplace, or the home through correspondence, television, or other means.

Health Care and Social Assistance: Activities of this sector are operating or providing health care and social assistance for individuals.

Arts, Entertainment and Recreation: Activities of this sector are operating facilities or providing services to meet varied cultural, entertainment, and recreational interests of their patrons, such as: (1) producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; (2) preserving and exhibiting objects and sites of historical, cultural, or educational interest; and (3) operating facilities or providing services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests.

Accommodation and Food Services: Activities of this sector are providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption.

Other Services (except Public Administration): Activities of this sector are providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities, such as equipment and machinery repairing, promoting or administering religious activities, grant-making, advocacy, and providing dry-cleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services. ❖

Study Authors

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Vice President, Economic and Policy Analysis Group

Dr. Cooper leads the Economic and Policy Analysis Group whose work involves research in regional issues such as economic impact studies, regional industry analysis and forecasts, workforce development analysis, and issue studies related to the *L.A. County Strategic Plan for Economic Development*. Her fields of expertise include development economics, environmental economics, regional analysis and urban sustainability.

Prior to joining the LAEDC, Dr. Cooper was a co-founder of a start-up company in Hong Kong concentrating on equity transactions software and computer accessories manufacturing, which expanded production into the special economic zone of Shenzhen, China and distributed products throughout the United States and Asia. With her business partner, she also established the first authorized Apple Computer retailer in China. She has been a lecturer at California State University, Long Beach and at the Pepperdine Graziadio School of Business and Management.

Dr. Cooper is a citizen of the United States and Canada. She earned a Bachelor of Arts in Economics from Carleton University in Ottawa, Canada, and a Ph.D. in Economics from the University of Southern California. With funding from the National Science Foundation, she earned a Graduate Certificate in Environmental Sciences, Policy and Engineering. Her current research includes industry cluster determination and performance in the regional economy, commuting and job allocation patterns, and workforce development issues.

Shannon M. Sedgwick

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In her current capacity as an Associate Economist at the LAEDC, Ms. Sedgwick develops subject-specific information and data interpretation for economic impact, demographic, transportation, industry and issue studies. She performs research, data collection and organization, analysis and report preparation. Her work focuses on demographics, industry clusters and workforce development in the form of occupational analysis. Ms. Sedgwick is also proficient at conducting geospatial analysis and has experience working with RIMS II multipliers.

Ms. Sedgwick joined the LAEDC team in June of 2008 as an Economic Research Assistant for the Kyser Center for Economic Research. In that role she assisted both Economic Research and the Consulting Practice of the LAEDC with data collection and research, managing multiple data sets covering the State of California, Southern California, its counties and their sub-regions. In addition to writing sections of LAEDC's Economic Forecasts, she was responsible for the "Business Scan" containing a collection of Los Angeles County economic indicators; the annual "L.A. Stats" report, containing the most frequently requested statistics for Los Angeles and its surrounding counties; and was a regular contributor to the weekly economic newsletter, "e-Edge."

Before joining the LAEDC, Ms. Sedgwick managed an industrial and steel supply company located in the Inland Empire. There she identified and targeted a diverse customer base, and analyzed product and customer patterns in the local industrial market to successfully increase revenues.

A Southern California native, Ms. Sedgwick received her Bachelor of Arts in Economics from the University of Southern California (USC) with a minor in Architecture. She has been a member of the national and the Los Angeles Chapter of the National Association for Business Economics (NABE) since 2008.

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Somjita Mitra joined the Economic and Policy Analysis Group as an Economist in June 2013. She is involved in planning, designing and conducting research and analysis for consulting clients and local businesses and governments, as well as for LAEDC's internal departments. Her focus is in regional analysis, economic impact studies and the industrial and occupational structure of local economies.

Before joining the LAEDC, Dr. Mitra was an Economist for a local economic research and litigation consulting company evaluating economic damages, estimating lost profits, identifying key economic issues and developing necessary analytical and empirical frameworks. Prior to this, Dr. Mitra was a Project Director for a consumer research firm in Los Angeles where she managed projects that identified and analyzed key market issues for small, local firms as well as multinational corporations.

Dr. Mitra received her Bachelor of Arts in Economics and Political Science from the University of California, Los Angeles and her Master of Arts in Politics, Economics and Business as well as her Ph.D. in Economics from Claremont Graduate University. Dr. Mitra enjoys volunteering in the local community and is actively involved in both women's welfare and animal rescue organizations. ❖

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