



Engaging for Success:

Implementation of the
LA County Strategic Plan for Economic Development
2016–2020

Report of the Research Team
USC Price School of Public Policy
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EXECUTIVE SUMMARY

For the purposes of creating an implementation strategy for the Los Angeles County Strategic Plan for Economic Development 2016–2020, the research team from USC conducted research and surveyed existing strategic plans from fourteen outside regions to better understand best practices for implementation. As the actual actions taken in pursuit of the Strategic Plan’s seven aspirational goals will be completed by the hundreds—if not thousands—of stakeholders across LA County, rather than by LAEDC directly, the team focused its recommendation on methods for LAEDC to best organize and engage this diverse body of stakeholders, as well as on metrics that could be used to measure progress and success.

Recommendation for Implementation

The research team proposes that the bulk of the implementation work can be overseen, organized, and completed by re-tooling the existing LAEDC Strategic Advisory Committees. These committees already consist of many of the key stakeholders necessary for implementing the Strategic Plan, and giving these committees the responsibility to implement actions related to the seven aspirational goals will create the organizational buy-in necessary to ensure these actions come to fruition. To make sure all seven aspirational goals are covered by at least one committee, the research team proposes the creation of two new Strategic Advisory Committees: Liveability and Innovation.

To keep these committees organized and effective, LAEDC should create a Steering Committee, comprised of high-level executive from champion organizations, many of which will also be represented on the Strategic Advisory Committees. This Steering Committee will coordinate efforts across the subject areas of the Strategic Plan and across the region. LAEDC will need to serve mainly as a facilitator, assisting with meeting and event planning and execution for all committees, as well as serving as the primary source of communication between committees, to prevent duplicative efforts.

The research team has also compiled a list of additional tools LAEDC can leverage to engage new stakeholders in the process and keep existing stakeholders highly-engaged.

Metrics

The initial list of metrics provided by LAEDC were reviewed and refined by the research team based on existing academic benchmarks and best practices in other regions’ strategic plans. The team added forty metrics to the initial list and removed eight; the final list consists of over ninety individual metrics between the seven aspirational goals.

The team identified key indicators for each goal. The key indicators are complex metrics that represent a “big picture” view of progress for that goal. Since no single indicator alone can signal success for a goal, the key indicators serve as a “barometer” to give LAEDC a general sense of progress over the five years of the Strategic Plan. Specifics on metrics are detailed in the report below and a full list is available in Appendix A.

INTRODUCTION

The Los Angeles County Strategic Plan for Economic Development (“Strategic Plan”) provides a strong framework for promoting healthy, sustainable economic growth in Los Angeles County, not only for the next five years, but as an ongoing effort into the future. The research team from the University of Southern California (“research team”) examined the Strategic Plan to provide a proposal for implementation pathways LAEDC might pursue to maximize its impact. This report represents a summary of the research team’s findings and work, as well as a comprehensive overview of the proposed implementation strategy. The appendices to this report provide more detail related to many of the implementation strategy’s components, including recommendations for metrics.

USC RESEARCH TEAM PROJECT GOALS & SCOPE

The research team consisted of five graduate students from the USC Price School of Public Policy. Each member of the team is a candidate for the degree of master of public administration (MPA) and is completing the degree in May 2016. Their academic backgrounds vary from psychology and urban planning to economics and finance. One of the five is a Southern California native, while one is from the east coast and the remaining three are from overseas.

At the outset of the project, the research team met with representatives from LAEDC to set out the scope and goals of the project. It was agreed that the research team would work toward developing components of an implementation strategy for the Strategic Plan, as well as provide a necessary review of proposed metrics.

The work of the research team centered on two **primary research questions**:

- What are the appropriate ways to measure success for the progress, outcomes, and impacts of the goals and strategies outlined in the Strategic Plan?
 - For those strategies which there are no direct metrics available, what other indicators may serve as adequate proxies to measure progress, outcomes, and/or impacts?
- Who are the various stakeholders in implementing the Strategic Plan? For those stakeholders, what engagement strategies and tools can facilitate their effective involvement?

Initially, LAEDC asked the research team to begin outreach to constituent organizations to begin the process of implementation. However, due to the difficulty in contacting the organizations as well as the poor response from the few who were contacted by the research team, the outreach process was put on hold indefinitely so the team could focus efforts elsewhere. Additionally, the research team agreed it was critical for LAEDC to first identify its first round of “champion” organizations for each of the seven goals before completing further substantial outreach.

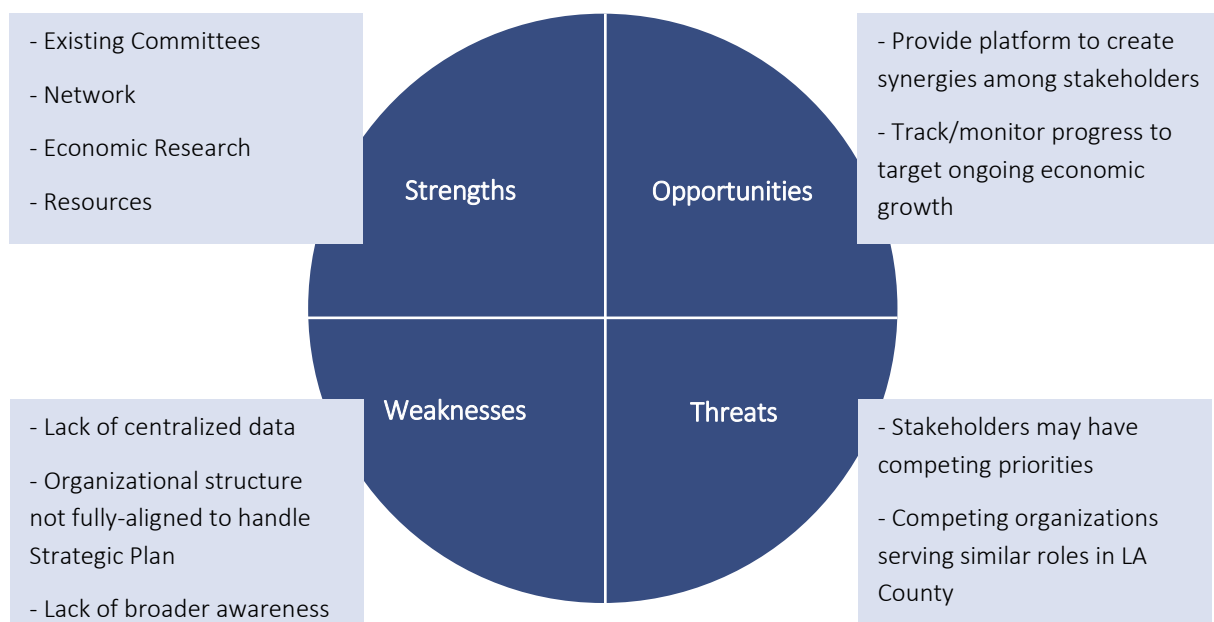
RESEARCH & WORK PROCESS

STEP 1: ASSESS AND UNDERSTAND THE PLAN & LAEDC

Before creating a strategy for implementing the dozens of objectives of the Strategic Plan, the research team first began by reviewing the Strategic Plan itself to understand the goals, objectives, and strategies therein. The research team was impressed by the vision espoused through the Strategic Plan's seven top-level goals and the thoroughness involved in the various objectives and strategies that support each goal.

As the result of a collaborative, consensus-based planning process, the Strategic Plan represents the summation of goals for the hundreds of stakeholders who participated in its creation. The research team, therefore, did not attempt to vet any of the goals, objectives, or strategies contained in the plan in their own right, as they represent a democratic process for enhancing the Los Angeles area economy. However, the team conducted a gap analysis, examining the strategic plans of fourteen other cities or regions in North America to determine any other areas that might need to be addressed by the Strategic Plan. The team found that, though other regions necessarily represented their goals in a different way, there were no immediate areas of economic concern that were not represented—at least in part—by the Strategic Plan.

Additionally, the research team sought to understand LAEDC as an organization to assess its existing strengths and capacity for carrying out the implementation strategy. To this end, the research team conducted a SWOT analysis to identify and categorize the strengths, weaknesses, opportunities, and threats related to the organization. The team also examined the various resources LAEDC provides to its member organizations.



SWOT Analysis of LAEDC

STEP 2: COMPARE THE STRATEGIC PLAN TO ITS PEERS

To create the strategy, the team returned to survey the strategic plans of the fourteen other cities/regions in North America: Cook County, Dallas, Greater Boston, Miami, Missouri, New York City, Provo, San Diego, San Francisco, San Jose, Seattle, South Florida, Toronto, and Vancouver. These regions are vastly different from Los Angeles (and, indeed, one another), and they represent a diversity of planning alternatives and methods, allowing the research team to incorporate different ideas into its implementation strategy.

Of these fourteen additional plans, four had implementation strategies built into their strategic plans. From these four, the research team analyzed and categorized the components of their implementation strategies, distilling them into five broad categories:

- **Data** - tools related to data tracking and reporting; metrics evaluation
- **Resources** - financial, connective, or physical assets offered for free or reduced cost to participants in the plan
- **Flexibility** - broad category representing capacity for individual stakeholders to implement parts of the strategic plan in differing ways, based on their organizational needs/goals
- **Communication** - tools for communicating to and with stakeholders, including materials given to stakeholders for them to use with their constituents
- **Coalition** - general category for coalition-building practices, events, and resources

STEP 3: DEFINE SUCCESS AND DETERMINE HOW TO MEASURE IT

In order to devise an implementation strategy to bring about “successful” implementation of the Strategic Plan, the research team had to first define what success means in this context. The seven aspirational goals of the Strategic Plan are just that—aspirational. It is a built-in assumption that these goals are not ever fully attainable: they are meant to provide a direction in which efforts can be steered, for the purpose of creating individual successes throughout the region.

Thus, the research team began with the assumption that overall success is a function of the individual steps taken by the innumerable stakeholders throughout the county in pursuit of the aspirational goals outlined in the Strategic Plan. When taken together, the impacts of these individual actions would be greater than the sum of their parts.

Additionally, the research team felt that an unspoken, underlying eighth goal of the Strategic Plan is the promotion of the strategic planning process itself. In essence, the overall success of the Strategic Plan rests on individual stakeholders either (1) aligning their own strategic plans with the overarching one or (2) seeing the value of strategic planning as an organization, creating a new strategic plan, and subsequently aligning those goals with that of the overarching one.

With success defined most broadly, the research team then went about assessing metrics for measuring this success. The LAEDC team provided an initial list of proposed metrics for the research team to consider. The research team examined these metrics, removing some, revising some, and adding others to create a basic framework for tracking outcomes.

The process for vetting the proposed metrics began with expert interviews. The research team met with experts in fields from education to demography to policy in an effort to understand the validity of the proposed metrics, as well as to gather feedback on alternative data sources. Academic journals and research were also consulted to deepen the research team’s knowledge of sound tools for measuring success in economic development programs. Additionally, metrics from the strategic plans of other cities, regions, and states were reviewed and compared to the list of proposed metrics from LAEDC. (See Appendix C for list of references.)

The metrics in the recommendation section describe the team’s proposed list of initial metrics.

It should be noted that the research team believes the metrics list to be a “living document”: as the five years in the plan unfold, new data sources will undoubtedly become available that heretofore were not. Adding new metrics along the way—as they become available—will further strengthen the metrics framework and set initial groundwork for the subsequent Strategic Plan for 2021–2025.

A full list of metrics is available in Appendix A.

STEP 4: CREATE A STRATEGY FOR IMPLEMENTATION

Concurrently with the review process for the metrics, the research team began assembling ideas for a comprehensive plan for implementation. Since the success of the Strategic Plan as a whole relied on thousands of individual actions by an extremely disparate group of stakeholders, the research team felt that a mere *outreach* strategy was insufficient to meet the challenge. Instead, the research team designed the implementation strategy around the idea of continued *engagement*: building enduring relationships between stakeholders and LAEDC and amongst the stakeholders themselves.

The proposal (detailed in the following pages) leverages the existing resources of LAEDC to create a simple yet effective structure for engagement. While the implementation strategy is ostensibly for the purposes of supporting the Strategic Plan, it is the research team’s hope that the connections forged and strengthened by the process will help LAEDC in its other organizational objectives well into the future.

RECOMMENDATION

Creating lasting change for the Los Angeles County economy has no start and no end: it's an ongoing and iterative process, with past successes building a platform for future activity. Implementation of the Strategic Plan will require both independent and coordinated action from hundreds of stakeholder organizations, and LAEDC will need to plan for constant engagement to ensure success.

The research team's proposal for implementation leverages the existing resources and strengths of LAEDC and proposes a few additional tools that will strengthen the stakeholder network and lead to a more robust implementation of the Strategic Plan.

CREATE A STEERING COMMITTEE FOR IMPLEMENTATION

LAEDC has already determined a need to identify "champion" organizations for each of the seven aspirational goals of the Strategic Plan. The Steering Committee will consist of executive-level representatives from champion organizations, local political leaders, academics, and other community leaders. The Committee will be chaired by the president or CEO of LAEDC.

Meeting biannually, the Steering Committee's primary goal is to guide the implementation of the Strategic Plan at the highest level. The champion organizations will represent the goals of the Strategic Plan for which their organization is responsible, updating the whole group on the successes and challenges happening at the ground-level. The results from these meetings will help inform the annual progress reports published by LAEDC (see below under *LAEDC's Role*).

In addition to this purpose, the Steering Committee also serves three other key functions:

- **Volunteer Stewardship:** Five years is a long time. Keeping champion organizations fully-engaged for the whole process will be aided by having buy-in at the highest levels of the organization. Bringing this group together gives the organizational leadership a sense of purpose and contribution—as well as a voice—in the overall process.
- **Course Correction:** Since each champion organization represents one or more of the goals of the Strategic Plan, they will have a better sense of what smaller participant organizations are doing and the challenges they are facing. If LAEDC identifies challenges that need to be overcome, the representatives on the Steering Committee can work with participant organizations in their network to adjust strategy accordingly.
- **Connections:** Additional sources of funding, venues for events, permits, volunteers—these are just a few of the items participant organizations will need to fully implement the Strategic Plan. The Steering Committee, made up of well-connected leaders of well-connected organizations, can help identify new or previously-unknown resource streams to support implementation as needed.

LEVERAGE/RE-TOOL EXISTING LAEDC COMMITTEES

LA County is fortunate in that LAEDC already has a well-developed set of Strategic Advisory Committees, comprised of deep, well-sourced lists of organizations and individuals. The organizations on these committees are prime candidates for “champion” level organizations, as they are already bought-in on the idea of collective action for economic development.

To fully implement the Strategic Plan, LAEDC should leverage these existing committees and create and fill two additional committees. LAEDC will continue to facilitate the committees, but allow them a degree of autonomy in devising specific tactics to implement the various objectives and strategies that fall under their specific expertise.

EXISTING COMMITTEES

- Business Friendly
- Public Policy
- Green Economy
- Workforce Development
- Infrastructure
- Employment Land
- World Trade Center

NEW COMMITTEES

- **Innovation** - Much of the Strategic Plan focuses on gearing up the LA economy for the rapid technological changes that impact the region and the nation. A committee specifically dedicated to addressing the challenges related to innovation would benefit the implementation process, as well as future planning processes as it can more readily identify roadblocks and issues related to new business creation in the technology sphere.
 - Suggested membership types: start-up companies, academics from engineering and computer science, incubators/accelerators, venture capital
 - Note: This committee’s role could potentially be taken over by inLA, if LAEDC feels the organization’s purpose overlaps sufficiently with that of the Strategic Plan.
- **Liveability** - As millennials continue to enter the workforce, they continue to change the demands placed on employers and the cities/regions that host them. Liveability is key for this demographic: they increasingly want to live in urban centers where amenities are available in walking or biking distance. Regardless of age, however, all workers want to live in pleasant neighborhoods and districts, and when they do, they’re happier and more productive. At the same time, it is also important that as the region continues to grow, that housing affordability and socioeconomic equity remain top priorities.
 - Suggested membership types: community organizations, transit/planning agencies, neighborhood councils, healthcare/public health organizations, parks & recreation, small business development groups, homeless advocacy organizations

Since LAEDC committees are open only to LAEDC members, the research team suggests that a new membership category be created to allow for smaller, grassroots organizations to participate in the committees without having to commit financial resources above their capacity. \$5,000 for a small, community-based nonprofit could be a significant budget impact, but creating a lower membership level (perhaps around \$1,000) would allow these groups to join one of the standing committees to work on implementation. Additionally, creating the new tier of membership may incentivize organizations to “step up” their level in subsequent years as they realize the additional resources and benefits from doing so.

LAEDC’S ROLE

The actual steps taken to implement the Strategic Plan by necessity will be taken by the innumerable stakeholders throughout the county, not by LAEDC directly. However, LAEDC plays a crucial, central role to ensuring the objectives and strategies in the Strategic Plan are acted upon, and that the actions continue to take place over the course of the next five years.

Given the engagement structure detailed above, the research team believes LAEDC has three primary roles to play in implementation:

FACILITATOR

From the perspective of stakeholder engagement, perhaps the role most critical to success is that of facilitator: LAEDC occupies the space between and around the vast network of organizations participating in implementation. As the primary experts on the Strategic Plan, the staff of LAEDC serve as the “connective tissue” between the different semi-autonomous organs taking action to implement various objectives and strategies.

Actions LAEDC can take as a facilitator:

- Assist champion organizations or Strategic Advisory Committees with hosting goal-, object-, or strategy-oriented meetings with participant organizations and community stakeholders
- Provide introductions between organizations and stakeholders from disparate geographical regions or business sectors
- Connect stakeholders to existing resources, such as foreign investment through WTC
- Communicate information throughout stakeholder groups via existing channels (email, social media, etc.)

EXPERT

LAEDC is already a respected source of economic and policy information. Throughout the process of implementation, LAEDC will continue to serve as a resource for member organizations who require economic research, assistance with public policy, or other business assistance.

Actions LAEDC can take as an expert:

- Continue to provide existing research and policy resources to member organizations and consider opening up access to smaller, non-member organizations directly participating in implementation
- Assist organizations with developing their own strategic plans and aligning those goals with those of the overarching Strategic Plan

RECORDER

Data is critical to success, especially as “big data” continues to become ever more pervasive in sectors both public and private. To minimize duplication of efforts and streamline communications across the network of stakeholders, LAEDC should serve as the “data repository of record” as much as possible.

Actions LAEDC can take as a recorder:

- Collect and track data related to metrics
- Compile a database of outreach materials related to implementation, such as email newsletter templates or marketing materials
- Create and distribute annual progress reports

EXTERNAL ENGAGEMENT TOOLS

In addition to these three primary roles, there are other, more tangible actions LAEDC can take to further implementation.

UPDATE THE STRATEGIC PLAN WEBSITE

Currently, the LAEDC homepage (laedc.org) does not directly mention the Strategic Plan “above the fold”; it is currently available at the bottom of the “About LA County” drop-down navigation menu, or as a part of the image slideshow (which requires the viewer to wait for it to cycle through). The importance of the Strategic Plan should be reflected on LAEDC’s home page: creating a button similar to “Manufacture in LA” or “Trade & Export in LA” would elevate the Strategic Plan, underscoring its centrality to planning efforts in the county.

The Strategic Plan section of the website should also be updated. The Metrics page should be updated to reflect the revised list of metrics, while encouraging viewers to contact LAEDC if they have additional useful data sources.

Additionally, LAEDC could consider launching a separate “microsite” for the Strategic Plan. Separating the Strategic Plan would elevate its importance, giving it a stand-alone presence equal to some of the other projects initiated by LAEDC (such as inLA). It also would allow the Strategic Plan to feel as though it doesn’t “belong” to LAEDC, but is the collaborative work of hundreds of stakeholders. Groups could submit their logos to be on a “coalition partners” page--the more organizations list their logos there,

the more excitement it will generate. A good example of a stand-alone site is LA 2050, which has a very interactive website, including an entire section on metrics. Of course, a stand-alone site requires time and financial resources, so the research team does not feel that it is necessarily a requirement; updating the existing pages on the LAEDC site would be cheap and easy to accomplish, and would provide some of the same functionality. However, if LAEDC believes it can invest in a separate site, the research team believes it would be wise to do so.

HOST MOTIVATIONAL EVENTS

Related to its role as a facilitator, LAEDC should plan to host one or two big events for stakeholder organizations each year. These can be existing events (such as Innovation Week or the Eddy Awards), mixed with a few new events specific to the Strategic Plan. For instance, the research team recommends a “kick-off” event late this summer to bring together as many stakeholders as possible and announce implementation strategies to them. Representatives from champion organizations can be recognized for their continuing contribution to the effort, and representatives from participant organizations can network to secure connections necessary for implementation strategies.

The research team also proposes the creation of challenge grants. Similar to what LA 2050 does (<http://www.la2050.org/challenge/>), LAEDC could create smaller challenge grants (amounts to be determined by fund availability) to reward organizations that meet certain implementation goals. As an example, one such challenge could be an award for an organization that increases enrollment or participation in STEM education among primary school students in a creative and impactful way. In this way, the challenges can be qualitative (judged primarily by “creativity”, for example), quantitative (those judged by crossing certain threshold metrics), or a mix of both.

CREATE A TOOL KIT FOR STAKEHOLDER ORGANIZATIONS

Related to its role as an expert, LAEDC should compile a “tool kit” for organizations working on implementation of the Strategic Plan. Many of the resources could be those that already exist at LAEDC, but are “re-packaged” in a way that suggests they are related components of successful implementation.

Some suggestions:

- Videos of excellent workshops/webinars for technical skills, professional development, support groups, data analysis and management, grant-writing, etc.
- Best practices and expert guidance on strategic planning for organizations
- Template ordinances and public policies for cities
- Social media/communication content that can be readily re-shared

MARKET THE STRATEGIC PLAN

LAEDC should undertake some marketing efforts related specifically to the Strategic Plan. The marketing efforts are bifurcated: those intended for public consumption and those intended for those leaders at organizations that are/should be participating in the implementation process.

Public facing: ads on billboards, buses, and trains promoting LA County's economic strengths, centered around the seven aspirational goals. This is mainly for public awareness and brand-building purposes.

"Insider" facing: ads in related event programs, trade association magazines and communications, and mentions in municipal reports to raise awareness among organizations of the Strategic Plan. This is mainly to engage new stakeholder organizations in the implementation process and strengthen the network.

CONDUCT AN INITIAL OUTREACH SURVEY

The research team has created a simple survey for LAEDC to send to all member organizations, as well as any non-member organizations that participated in any of the 26 public input sessions. The purpose of the survey is to gauge initial awareness of and engagement with the Strategic Plan. The survey will also help gather information on the connections between organizations, allowing LAEDC to conduct a simple network analysis later this summer to identify potential "champion" organizations. Analysis of the survey will help LAEDC understand its stakeholders better and thus better prioritize the resources it needs to provide to them from this proposal.

The research team recommends sending out the survey as soon as possible, and leaving the survey open for a minimum of three (3) weeks, with at least one reminder email to be sent one (1) week before responses are due. Though the number of potential organizations that may fill out the survey is high, the population is mostly well-defined (a finite list of member organizations and those who participated in the public input sessions). This fact makes it easy to be confident that the results of the survey will be insightful.

The research team recommends a target response rate of 35% before attempting data analysis.

A copy of the draft survey is available in Appendix E, and the online Qualtrics version will be handed to LAEDC at the completion of the project.

PROPOSED IMPLEMENTATION TIMELINE

The research team has proposed a timeline for implementation that stretches through the lifecycle of the Strategic Plan. A graphical representation is available in Appendix D.

JANUARY - MAY 2016: “SILENT” PHASE

LAEDC can use this time to identify champion organizations and update its website in anticipation of a more public launch. This could include an initial social media or email marketing campaign to those who participated in the planning process, as well as all LAEDC members. This initial outreach campaign would simply announce the Strategic Plan and encourage organizations to reach out to LAEDC if they're interested in taking a leadership role in implementation.

Additionally, the survey should be distributed by the end of May to maximize effectiveness.

SUMMER 2016: LAUNCH

LAEDC should plan to host a kick-off event for the Strategic Plan in summer 2016. The event will be open to any stakeholder organizations that are interested and should be celebratory in nature. This will help galvanize support for the plan among the diverse group of stakeholders and provide LAEDC with an opportunity to begin talking about the structure of implementation as well as the resources available to stakeholder organizations.

By this time, the initial survey will be closed and results can be analyzed to determine average interest and engagement levels among respondents. Additionally, a network analysis of the final question in the survey can help identify “node” organizations: these organizations are referenced by the most number of respondents and therefore are well-connected in the community. These organizations are prime targets to include on the Strategic Advisory Committees (if they're not already).

FALL 2016, 2017, 2018, 2019: PROGRESS REPORTING

After the kickoff, the basic timeline progresses in a pattern: each fall and each spring, LAEDC can take similar actions to keep motivation high for implementation.

Each fall, LAEDC should plan to publish a progress report, and should consider hosting a smaller scale event to distribute it. The events also provide an opportunity to launch one or more challenge grants during the course of the Strategic Plan.

SPRING 2017, 2018, 2019: CHALLENGE GRANT WINNERS

Each spring, LAEDC can convene an event to announce the winners from the challenge grants (if they existed for that year).

It may be worthwhile to combine these recurring events in both the spring and fall with existing events related to the economy, such as Innovation Week or the Eddy Awards.

SPRING 2020: PLANNING FOR THE NEXT PLAN

At this point, LAEDC should begin analyzing data from the metrics collected over the last five years to begin the planning process for the next Strategic Plan. Lessons learned from implementation can be used to perfect the implementation strategy going forward. Implementation should be a part of the planning conversation from day one of the next plan, even going so far as to publish the implementation strategy in the back of next Strategic Plan itself.

MEASURING SUCCESS

Based on its process of reviewing and vetting the initial list of metrics proposed by LAEDC, the research team refined the metrics for each goal. Each goal had one or more groupings of metrics or key indicators that, taken together, paint a broad picture of success. These indicators are aggregates, comprised of multiple variables that affect their outcomes, meaning overall change cannot easily be skewed by sharp change in just one component. By identifying key indicators for each goal, the research team believes LAEDC can more succinctly and accurately track progress for each goal and provide a “snapshot” of overall progress.

The full list of metrics is provided in Appendix A. Below, each goal’s key indicators are presented with a brief discussion of the process and challenge of measuring success in that goal.

GOAL 1: INVEST IN OUR PEOPLE, FROM PRENATAL THROUGH POST-CAREER, TO PROVIDE GREATER OPPORTUNITY

Question: How are we allocating resources effectively to support development for current and future workers?

Key Indicators:

- Graduation rates by family income bracket
- Percentage of children enrolled in early childhood education programs
- Educational attainment of LA County residents

Investing in the people of LA County is at the core of the Strategic Plan and its success: without an educated, skilled, healthy, and happy workforce, investments in trade, infrastructure, and transportation—among others—quickly become meaningless. In order to understand the investments made in people and their ability to generate meaningful results, key indicators such as the graduation rates of students in the county can be segmented by income bracket or race to indicate systemic gaps that require intervention.

While none of the initial metrics originally proposed by LAEDC were ruled out completely, several of them require further refining or study to truly understand their validity as indicators of success. For example, total number of school days missed ostensibly seeks to measure the health of children, but could be impacted by a variety of factors, including psychological and interpersonal situations in the home, or the

need for the child to work to assist with the family income. Tracking this data certainly doesn't do any harm, but considering it a valid metric for educational success may provide difficult.

A few metrics were added to think about human wellbeing more generally, in order to understand the health and happiness of the individuals who make up the LA County workforce. For instance, the percentage of students who feel safe at their schools all or most of the time can indicate the stability and security of the educational system, ultimately resulting in a workforce that spent more time focusing on academics in school, rather than anxieties and fears.

GOAL 2: STRENGTHEN OUR LEADING EXPORT-ORIENTED INDUSTRY CLUSTERS

Question: What environment can Los Angeles build to expand leading industry clusters and create well-paying jobs?

Key Indicators:

- Employment growth (jobs & income)

The mission of building an environment favorable for the development of industry clusters is to create well-paying jobs, as well as ensure residents have access to these jobs. One direct way to verify an industry cluster's development in reaching this mission is employment growth, which is the key indicator of this goal. Employment growth shows each cluster's capacity to retain and generate high-value businesses and their jobs, and also measures each cluster's potential in attracting enough qualified workers to gain a regional competitive edge. In order to achieve the mission thoroughly, both job growth and income growth should get attention. Job growth shows the ability to create jobs, while income growth demonstrates the value of new jobs and how easily residents can access them.

Other valuable indicators can be divided into two categories: external indicators and internal indicators. Government actions provide guides and protections externally to these clusters' development. In addition to key legislation and professional conferences, a new indicator, technical protection, was added to evaluate the environment's equity. Also, changes within each industry cluster are core forces to improve its development, and indicators to measure these changes reveal their trends. Internal indicators include job growth, income growth, Location Quotient, business site migration, scale of expansion, and marketing strategies.

GOAL 3: ACCELERATE INNOVATION AND ENTREPRENEURSHIP

Question: How are we investing resources to cultivate a more entrepreneurial, innovative culture?

Key Indicators:

- Venture capital investment
- Entrepreneurship growth

The main motivating question behind the metrics of goal 3 concerns the allocation of resources to cultivate a more innovative and entrepreneurial culture. The creation of such a culture needs both investing activities and branding activities to drive positive results. The research team categorized the indicators by the subject they measure into three parts: resources, branding, and business results. The rise of technological innovation has led to rapid growth in venture capital, since it provides entrepreneurs the investment they need for commercializing their invention. Therefore, the research team has identified venture capital investment as the key indicator for this goal.

Five indicators were added for more a comprehensive measurement of this goal. Instead of only measuring developed real estate area for applied research, the research team added another indicator to include areas available for future development. For business results, the measurement of business support, such as incubators or accelerators, and new firms' establishments were also added. In addition, for branding activities, the research team suggests that further research on what actions constitute a branding strategy should be conducted to better measure branding activities and results.

GOAL 4: BE MORE BUSINESS FRIENDLY

Question: How can we create a business-friendly culture?

Key Indicators:

- Local government assistance – programs and funding on business
- Process and efficiency – license and permit processing time
- Zoning – commercial, industrial and business-friendly zoning

Similar to goal 3, the organizing question underlying goal 4 is about creating culture. As the main drivers of such a friendly culture creation, local governments are responsible for providing improved services, increasing benefits, and streamlining processes for business owners. Thus the research team has identified funded business assistance programs and permit processing time as the key indicators for this goal.

Five indicators were added for improving the effectiveness of measurement in this goal. Apart from the number of cities with business early warning systems, the number of businesses benefitting from this system could be added for a more comprehensive measurement. The 2015 Business Climate Survey¹

¹ LA County Strategic Plan for Economic Development 2016–2020.

identified training for employees as a key component for helping the growth of business. Therefore, for business assistance programs, the research team added employee training programs as a more detailed measurement of this indicator. For the zoning part, the market value of zoning lands was included to further refine this measurement. Research in the City of Los Angeles shows that about a quarter of the land zoned for industrial use is occupied for non-industrial purposes², including commercial and residential use. Thus, the research team suggests that adding the measurement of industrial zoning *not available* would better measure land use and job creation in the zoning area. However, it should be noted that this is difficult to measure as it requires field survey.

GOAL 5: REMOVE BARRIERS TO CRITICAL INFRASTRUCTURE DEVELOPMENT, FINANCING, AND DELIVERY

Question: How can Los Angeles build infrastructure to ensure a sustainable business environment?

Key Indicators:

- Government infrastructure investment

Building physical infrastructure requires aggregating people, goods, information, and energy in an affordable, feasible, and sustainable way. To some extent, the amount of funding allocated to each project demonstrates an area of focus for a specific government unit or agency. Therefore, government infrastructure investment is the key indicator to measure this goal. The County's growing annual infrastructure expenditure³ shows its attention in building and maintaining infrastructure generally.

Some more detailed indicators were added to describe the government's input. For example, annual expenditure in life-line infrastructure measures the success rate of infrastructure construction, and innovative financing model indicates the development of intersectoral partnerships. Indicators to measure governmental actions also include vacancy rate by subregion and permit reform count. Another important aspect is traffic condition, which indicates the ease of movement of people and goods. Instead of measuring new transit rail miles, the number of STIP projects programmed per year is a better indicator that measures a broader range of transportation. Traffic congestion and vehicle miles traveled are other two indicators that assess movement efficiency.

² City of Los Angeles, Department of City Planning and Community Redevelopment Agency. (2007). Los Angeles' Industrial Land: Sustaining a Dynamic City Economy.

³ County of Los Angeles. (2015) Comprehensive Annual Financial Report.

GOAL 6: INCREASE GLOBAL CONNECTEDNESS

Question: How do we make Los Angeles into a global brand?

Key Indicators:

- Foreign-owned establishments
- Total exports

The research team divided “global connectedness” into three aspects. From the “in” perspective, the focus is on LA County’s ability to attract foreign investment. The “Out” perspective measures LA county’s ability to introduce local businesses to other domestic markets and international markets. Additionally, LA’s “marketing” capability is critical as a tool to make LA a global brand and complement the prior two indicators.

Total exports and foreign-owned establishments are the key indicators the research team identified. The recommendation is to segment them further into different industries or sectors, as foreign direct investment does not necessarily lead to increases in jobs and wages across all sectors. For example, in industries like printing and publishing, petroleum, electrical machinery, transportation equipment and instruments, foreign direct investment was found to increase employment, but in other industries like apparel, paper, leather, stone/clay/glass industries foreign direct investment was found to decrease local job opportunities.⁴ The New York Strategic Plan also finds sectors in technology-enabled manufacturing, food and beverage production, and the entrepreneurial maker movement have high-growth with export potential.⁵

Some important indicators were added to the metric list based on literature review and expert interview results: the number of local consultants, EB-5 Immigrants percentage of total population, the amount of STEP (State Trade and Export Promotion) Grants, and the number of agreements awarded. On the other hand, some metrics were removed due to ambiguity and transferred to more specific indicators. For instance, “international passenger growth at LAX” is segmented into number of domestic and international tourists, international students percentage of university students, visas requests, and so on, which makes the indicators not only more measurable, but able to tell a better picture of what’s actually happening.

⁴ Axaroglou, K., & Pournarakis, M. (2007). Do all foreign direct investment inflows benefit the local economy?. *The World Economy*, 30(3), 424-445.

⁵ New York City Regional Economic Development Council. (2015). *State of the Region: New York City*.

GOAL 7: BUILD MORE LIVEABLE COMMUNITIES

Question: How are we improving quality of life for the current and future population?

Key Indicators:

- Gini index

When it comes to building more livable communities, one issue that inevitably arises is equity. Investing in communities—especially historically disadvantaged urban communities—can mean increasing land values that prompt land speculation, adding price pressures on struggling families. Therefore, key indicators to measure success should track equitability and sustainability of growth—such as Gini index; housing affordability—particularly near transit; as well as mix of new housing construction. Better indicators might measure more dynamic regional interactions, rather than static data at the community level—especially given the different socioeconomic levels in different parts of the region. Scorecards that combine and aggregate measures might be valuable.

Some indicators that were eliminated were more nuanced measures—like Walk and Bike scores, as well as air and water quality—that range widely across the County. A better measure instead is to aggregate and show the percentage of land area that is considered walkable or bikeable. For example, Metro ridership does not include ridership in smaller transit agencies, such as Foothill Transit Authority and Montebello Bus Lines. Moreover, decreasing transit trips might be due to a variety of factors—altered service that makes it less convenient to use transit, improved local access to goods and services that eliminate trips, or an increase in work-from home arrangements. In measuring livable communities, it is important to keep in mind disparities County-wide, and potentially seek to target areas that may be lagging behind.

CONCLUSION & SUGGESTIONS FOR THE FUTURE

The Los Angeles County Strategic Plan for Economic Development 2016–2020 offers a comprehensive and ambitious plan for the future of the county. Through the Strategic Plan, LAEDC, the County, and the numerous participants in the public input sessions rightly identified the future of the region’s economic health, and the complicity of stakeholders at all levels in its success. The seven aspirational goals cover a wide breadth of sectors, interests, industries, and organizations while the objectives and strategies within each goal provide a depth necessary to bring about meaningful change.

The success of the Strategic Plan lies in successful implementation, which will require coordinated efforts from a wide range of stakeholders, from local and county government to community and faith-based organizations, small businesses, large industries, universities, nonprofits, and everything in between. In its position in the center of all these, LAEDC has an opportunity to create a lasting engagement with groups throughout the county to ensure the Strategic Plan has impact. Leveraging and repurposing its existing strengths while creating some additional resources will allow LAEDC to create a network of participants that will not only assist in *this* Strategic Plan, but lay the groundwork for plans yet to come.

In the process of this project, the research team had a few lingering ideas that—while not directly pertaining to the current Strategic Plan—might prove helpful if considered for the Strategic Plan coming in 2020.

CONSIDER BRANDING THE PROCESS

As anyone in marketing and advertising can tell you, branding is everything. From consumer goods to entire industries to massive events, branding allows individuals to immediately recognize and identify with something. The research team suggests that LAEDC consider branding the Strategic Planning process moving forward to create a sense of awareness in the county about the process and its centrality to moving the region forward.

Think of the Olympics: it’s a massive network of interlocking organizations spread across the world, yet the sight of the Olympic Rings immediately conjures certain feelings and ideas related to the games themselves, as well the ideals they represent. Creating a name (similar to inLA or other LAEDC-related initiatives) and logo/identity could prove helpful to raising awareness and participation, both with the public as well as with politicians, businesses, and community leaders.

LAEDC could work with a brand consultancy over the course of the next few years to source ideas and gather feedback during the implementation of the current Strategic Plan, unveiling the new brand at the beginning of the planning process for the 2021–2025 plan.

BEGIN CONVERSATIONS ABOUT CENTRALIZED DATA

Data is only going to become more important in the coming decade. More and more data is being gathered on individuals and their daily lives, which, in aggregate, can tell organizations much about their constituents. While many governments, including that of LA County and the federal government, have open-source data portals, not all data is being adequately fed into those portals.

If conversations are not taking place at the county and state level about data coordination, LAEDC should help instigate those conversations, mobilizing its membership to contact key legislators, policy-makers, and constituents. More centralized, secure and open data will make the process of progress tracking through metrics much easier and much more robust for future Strategic Plans.

LIST OF APPENDICES

- A. Full list of metrics
- B. List of expert interviews
- C. Additional references
- D. Outreach timeline
- E. Outreach survey
- F. Implementation action list
- G. Research team biographies

APPENDIX A: FULL LIST OF METRICS

| GOAL / GUIDING QUESTION | INDICATOR | UNIT OF MEASURE | DATA SOURCE | COST OF ACCESS | BASELINE | BASELINE YEAR |
|--|---|--|--------------------------------------|-----------------|----------|---------------|
| 1 Invest in our people to provide greater opportunity <i>How are we allocating public resources for education - students / adults?</i> | Child development and education programs | Percentage of children under age 5 enrolled in early child development and education programs | LA2050 | -- | 21% | 2013 |
| 1 | Child development and education programs | Number of the Early Childhood Education (ECE) programs offered | -- | -- | -- | -- |
| 1 | Youth unemployment rate | Percentage unemployment rate for youth ages 16-19 | CA Employment Development Department | Public/free | 20% | 2016 |
| 1 | Access to high-speed Wi-Fi | Number of public institutions with free wi-fi (e.g., public schools, libraries) | -- | -- | -- | -- |
| 1 | STEM enrollment and participation trend | Total enrollment and participation trend (number of students and percentage) | School districts | Need to collect | -- | -- |
| 1 | Afterschool programs | Trend of funding available, students enrolled | -- | Need to collect | -- | -- |
| 1 | Graduation rates | Percentage graduated | CA Department of Education | Public/free | 80.80% | 2014 |
| 1 | HS dropout rate & disparity | Percentage dropout and disparity among key population segments | CA Department of Education | Public/free | 3.30% | 2014 |
| 1 | High School student proficiency in English/ Language Arts and Math [HS exit exams] | percentage | CA Department of Education | Public/free | 84% | 2014 |
| 1 | High school student proficiency in Science/ Technology/ Engineering [HS exit exams] | percentage | CA Department of Education | Public/free | 84% | 2014 |
| 1 | Success of English Learners | English Learners who complete high school with English proficiency | CA Department of Education | Public/free | 65.30% | 2014 |
| 1 | Retention rates (and demographic specs) from local higher education institutions | percentage | -- | -- | -- | -- |
| 1 | Advanced Placement (AP) enrollment in schools within severely economically distressed census tracts | Trend in number of students enrolled in AP classes (number of students and percentage) | School districts in target tracts | Need to collect | -- | 2014 |
| 1 | Education attainment levels | Percentage with High School, Some College, Bachelors, etc. | ACS/Social Explorer | Public/free | -- | 2014 |
| 1 | Percentage of children who feel safe at school most or all of the time | percentage | CA Department of Education | Public/free | 81% | -- |
| 2 Strengthen our leading export-oriented industry clusters <i>How can the County support leading industry clusters that create well-paying jobs?</i> | Key legislations, regulations and policies | Number of key bills, regulations, executive orders, judicial decisions affecting key LA County industry clusters | LAEDC | -- | 20 | 2016 |
| 2 | Employment growth (jobs) | Percentage of new jobs in total jobs per industry cluster | BLS | Public/free | -- | 2015 |
| 2 | Employment growth (income) | Average income change in dollars in each industry cluster per year | BLS | Public/free | -- | 2015 |











| | GOAL / GUIDING QUESTION | INDICATOR | UNIT OF MEASURE | DATA SOURCE | COST OF ACCESS | BASELINE | BASELINE YEAR |
|---|---|--|--|--|---|-----------------|---------------|
| 2 | Accelerate innovation and entrepreneurship <i>How are we investing resources to cultivate a more entrepreneurial, industrial culture?</i> | Industry cluster Location Quotient | LQ per industry cluster | BLS | Public/free | -- | 2015 |
| 2 | | Networking | Number of major industry-specific conferences held in LA County | -- | <i>Need to collect</i> | -- | -- |
| 2 | | Net business migration | Percentage change in number of establishments per industry cluster | -- | -- | -- | -- |
| 2 | | Scale of expansion | Number of establishments within each industry cluster | Census Statistics of U.S. Businesses | -- | -- | 2012 |
| 2 | | Strategy for alignment (qualitative) | COGs have strategic plans identifying complementary strengths? Yes/No | -- | <i>Need to collect</i> | -- | -- |
| 2 | | Marketing and brand strategy | Does industry have trade organization? Yes/No | -- | <i>Need to collect</i> | -- | -- |
| 3 | | Venture Capital Investment | Annual venture capital investment into LA County firms | PWC | Public/free | \$797.7 billion | 2014 |
| 3 | | R&D Investment | Federal funding dollars for university research invested into the region | National Science Foundation | Public/free | | |
| 3 | | R&D Investment | University expenditures on R&D | -- | <i>Need to collect</i> | -- | -- |
| 3 | | Real Estate Development for Industry research | Square feet of publicly-owned real estate identified for applied research in key industries (available and in pipeline) | -- | <i>Need to collect</i> | -- | -- |
| 3 | Be more business-friendly <i>How to we enhance existing structures to facilitate a more competitive business environment?</i> | Innovation Event | Number of LA Innovation Week events and attendance | LAEDC | -- | -- | -- |
| 3 | | Targeted brand strategy for LA County as the place for innovation and entrepreneurship | Yes/No | -- | <i>Need to collect</i> | -- | -- |
| 3 | | Entrepreneurship support/growth | Total number of incubators & accelerators | SoCal Tech | <i>Need to organize available information</i> | -- | -- |
| 3 | | Entrepreneurship support/growth | Number of new firms established in LA County per industry cluster | Census County Business Patterns | Public/free | -- | -- |
| 3 | | Entrepreneurship support/growth | Number of new firms/start-ups established in business incubators or accelerators | Private incubator/accelerator | <i>Need to collect</i> | -- | -- |
| 3 | | Entrepreneurship support/growth | Total number employees and/or gross revenues by firm age | Census Business Dynamics Statistics | Public/free | -- | 2013 |
| 4 | | Economic Development Planning | Number of Cities with an Economic Development element in their General Plan | Cities | <i>Need to collect</i> | -- | -- |
| 4 | | Economic Development Planning | Number of cities with business early warning/problem identification systems | Cities | <i>Need to collect</i> | -- | -- |
| 4 | | Economic Development Planning | Countywide coordination to reduce regional competition (Yes/No) | Cities | <i>Need to collect</i> | -- | -- |
| 4 | | Business Programs | Number of businesses directly assisted per year by City or County | Cities | <i>Need to collect</i> | -- | -- |
| 4 | | Business Programs | Number of cities with annually funded economic development/business assistance programs | Cities | <i>Need to collect</i> | -- | -- |
| 4 | | Cost of doing business | Number of cities with a Kosmont-Rose Cost of Doing Business Rating of (and improved scores over previous year): [\$, \$\$, \$\$\$, \$\$\$\$] | Rose Institute of State and Local Government | Public/free | -- | -- |
| 4 | | Business License Processing | Total new Business Licenses (excluding retail and food service) processed per year | Cities | <i>Need to collect</i> | -- | -- |

| | GOAL / GUIDING QUESTION | INDICATOR | UNIT OF MEASURE | DATA SOURCE | COST OF ACCESS | BASELINE | BASELINE YEAR |
|---|--|--|--|--|------------------------|---|------------------|
| 4 | | Business License Processing | Number of public agencies reporting streamlined permit processing | Cities | <i>Need to collect</i> | -- | -- |
| 4 | | Business License Processing | Number of public agencies with online business license processing | Cities | <i>Need to collect</i> | -- | -- |
| 4 | | Business License Processing | Average length of time to approve permits (new and renewal) | Cities | <i>Need to collect</i> | -- | -- |
| 4 | | Business License Processing | Total number of renewal Licenses (excluding retail and food service) processed per year; average length of time to approve permits; available online | Business Cities | <i>Need to collect</i> | -- | -- |
| 4 | | Building Permit Processing | Average number of days taken to approve building permits | Cities | <i>Need to collect</i> | -- | -- |
| 4 | | Land use | Acreage and Percentage of land zoned for Commercial and Industrial uses | SCAG | -- | -- | -- |
| 4 | | Land use | Market value of land zoned for commercial and for industrial use—developed and vacant | Real estate market reports (e.g., CBRE, Colliers) | Public/free | Ind: \$0.71/sq ft; Ret: \$2.37/sq ft; Off: \$2.91/sq ft | Q1 2016 |
| 5 | Remove barriers to critical infrastructure development, financing and delivery <i>How do we build a physical environment that supports a sustainable business environment?</i> | Infrastructure Investment | Annual infrastructure expenditure in dollars | Cities | <i>Need to collect</i> | -- | -- |
| 5 | | Land use | Vacancy rates by subregion (industrial and commercial) | Real estate market reports (e.g., CBRE, Colliers) | Public/free | Ind: 1.2%; Ret: 5.3%; Off: 15.1% | Q1 2016 |
| 5 | | Permit reform | Number of permits for infrastructure (re)construction projects for public&private entity | Cities | <i>Need to collect</i> | -- | -- |
| 5 | | Innovative financing models | Number of public-private partnership projects formed per year | Cities | <i>Need to collect</i> | -- | -- |
| 5 | | CEQA reform (qualitative) | CEQA Environmental impact review | -- | -- | -- | -- |
| 5 | | Transportation investment | Number of STIP projects programmed per year | STIP http://www.catc.ca.gov/programs/STIP/orange_books/2015_Orange_Book.pdf | Public/free | -- | 2015 |
| 5 | | Traffic congestion | Cost of congestion (\$) | Annual Urban Mobility Scorecard | Public/free | \$13.3 billion | 2015 |
| 5 | | Vehicle miles travel VMT | | DOT California Public Road Data | Public/free | 78773395 | 2015 |
| 6 | Increase global connectedness <i>How do we make LA a global brand?</i> | Foreign Owned Establishments (FOE) as indicator of foreign direct investment (FDI) | Number of foreign-owned establishments (FOE) | LAEDC | -- | | |
| 6 | | Foreign Owned Establishments (FOE) | Number of jobs in foreign-owned establishments (FOE) | LAEDC | -- | 271,200 | 2011 |
| 6 | | Public-Private Partnerships | Number of P3 funding/executing Foreign Direct Investment programs | Cities | <i>Need to collect</i> | -- | -- |
| 6 | | EB5 Investment | Number of jobs created, total invested | USCIS | -- | -- | -- |
| 6 | | FDI Assistance | Number and types of services offered for Foreign Direct Investors | WTC-LA and other similar brokers | <i>Need to collect</i> | -- | -- |
| 6 | | FDI Assistance | Number of incentive-related policies (e.g., tax concession) | Cities | <i>Need to collect</i> | -- | -- |
| 6 | | FDI Assistance | Public funding for programs that teach businesses how to export & number of such programs | Cities | <i>Need to collect</i> | -- | -- |
| 6 | | Exports | in dollars(million) | U.S. Census Bureau, USA Trade Online | Public/free | 128,240 | 2014 |

| | GOAL / GUIDING QUESTION | INDICATOR | UNIT OF MEASURE | DATA SOURCE | COST OF ACCESS | BASELINE | BASELINE YEAR |
|---|---|--|---|--|--|-------------------------------|------------------|
| 6 | How are we improving quality of life for the current and future population? | Exports | Number of export-ready businesses | U.S. Census via International Trade Administration | Public/free | 34,841 | 2012 |
| 6 | | STEP (State Trade and Export Promotion) Grants & number of agreements awarded in LA County | in dollars & Number | -- | -- | -- | -- |
| 6 | | International trade relations | Number of conferences/events for international investors, buyers and exporters | -- | Need to collect | -- | -- |
| 6 | | International trade relations | Number of Key Trade Missions executed per year by industry and value of joint ventures if any | -- | Need to collect | -- | -- |
| 6 | | International trade | Net dollars exchanged in two-way trade with strategic countries | LAEDC | -- | -- | -- |
| 6 | | International students | Total number international students | USCIS via Brookings Institute | -- | 68,271 | 2008-12 |
| 6 | | International tourism | LAX overseas port of entry arrivals | Discover Los Angeles | -- | 1,902,719 | 2015 |
| 6 | | Patent | Patent creators living in L.A. County | U.S. Patent & Trademark Office | Public/free | 1537 | 2014 |
| 6 | | Visas requests | Number | USCIS | Need to organize available information | -- | -- |
| 7 | | Build more livable communities | Income inequality | Gini index | ACS (Social Explorer) | Public/free | 0.5 |
| 7 | How are we improving quality of life for the current and future population? | Homelessness | Number of individuals assisted as County spends more resources on homelessness | County | Need to collect | -- | -- |
| 7 | | Homelessness | Number of homeless persons in LA County | Greater Los Angeles Homeless Count | Public/free | 44,000 | 2015 |
| 7 | | Recidivism rate | % 3-year recidivism | California Department of Corrections and Rehabilitation | Public/free | 42.80% | 2011 |
| 7 | | Employment | Individuals in Transitional Subsidized Employment Program | LA County Department of Public Social Services | Public/free | 4000 | 2015 |
| 7 | | Childhood poverty | Number of children in poverty in LA County | ACS (Social Explorer) | Public/free | 26% | 2014 |
| 7 | | Public/Nonprofit co | Number of government contracts awarded to nonprofits | Cities | Need to collect | -- | -- |
| 7 | | Housing affordability | % housing burdened (paying >30% income on housing) | Joint Center for Housing Studies at Harvard University | Public/free | 58.50% | 2015 |
| 7 | | Health coverage | Percent LA County residents without health insurance | Census | Public/free | 15.60% | 2015 |
| 7 | | Commute time to w | Average travel time to work | ACS (Social Explorer) | Public/free | 30 mins | 2014 |
| 7 | | Number of CalFresh/SNAP farmers markets | number | Los Angeles County Department of Social Services | Public/free | 80 | 2016 |
| 7 | | Access to healthy fo | Census tracts in LA County considered "Food Deserts" by federal standards | USDA | Public/free | -- | -- |
| 7 | | Residential constru | Total number of building permits issued per year | Construction Industry Research Board via SCAG | Public/free | ifamily: 19,856 ov. 14-Nov 15 | |
| 7 | | Transit Station Grac | Grade (A/B/C/D/F) | Next 10 | Public/free | C | 2015 |
| 7 | | Complete streets | Total cities with formalized complete streets policies | Cities (via COGs) | Need to collect | -- | -- |
| 7 | | Access to parks/opt | ParkIndex rating based on a scale of 1-100, which assesses census tracts or block groups based on the extent to which it is close to parks. | ParkIndex (GreenInfo Network) via UCLA Environmental Report Card | Public/free | 34 | -- |

| GOAL / GUIDING QUESTION | | INDICATOR | UNIT OF MEASURE | DATA SOURCE | COST OF ACCESS | BASELINE | BASELINE YEAR |
|----------------------------|--|--|-----------------|---|---|----------|------------------|
| 7 | | Renewable energy (In-State Renewable Projects On-Line Capacity in Megawatts) | | California Energy Commission | Public/free | 814 MW | 2015 |
| 7 | | LA County crime rate Part I Violent Crime | | California Office of the Attorney General | <i>Need to organize available information</i> | -- | -- |
| 7 | | TOD affordability Average rent cost of TOD | | -- | -- | -- | 2016 |
| 7 | | Total transit ridership average # persons/weekday | | -- | <i>Need to organize available information</i> | -- | -- |

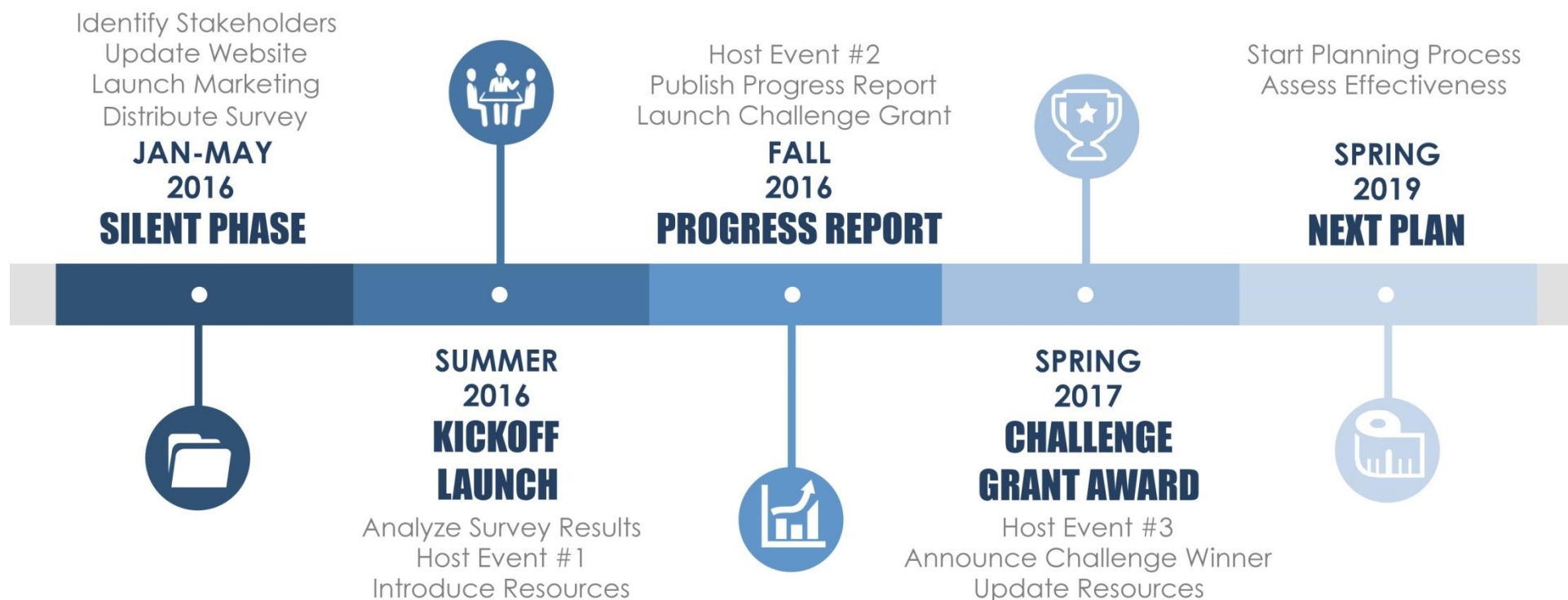
APPENDIX B: LIST OF EXPERT INTERVIEWS

| | | | |
|---|--|--|--|
|  | James Elliot Moore, II Vice-Dean for Academic Programs USC Viterbi School of Engineering jmoore@usc.edu |  | Tatiana Melguizo Associate Professor USC Rossier School of Education melguizo@usc.edu |
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APPENDIX D: OUTREACH TIMELINE



APPENDIX E: OUTREACH SURVEY

Q1. What is your organization's name?

Q2. Who is the primary contact person at your organization for the Strategic Plan?

Q3. Main contact email address:

Q4. Please specify your organization's level of interest regarding the following goals:

| | Extremely interested | Very interested | Moderately interested | Slightly interested | Not interested |
|--|-------------------------|-----------------------|--------------------------|------------------------|-----------------------|
| Invest in our people to create equal opportunity | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Strengthen our leading export-oriented industry clusters | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Accelerate innovation and entrepreneurship | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Be more business-friendly | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Remove barriers to critical infrastructure development, financing and delivery | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Increase global connectedness | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Build more livable communities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q5. Please select your organization's highest level of awareness of the Strategic Plan.

- ☐ My organization is not aware of the Strategic Plan.
- ☐ My organization has read the Strategic Plan.
- ☐ My organization has read the Strategic Plan and discussed it internally.
- ☐ My organization has talked externally with other organizations about the Strategic Plan.
- ☐ My organization has talked BOTH externally and internally about the Strategic Plan.
- ☐ My organization is integrating the Strategic Plan into our own work plan.

Q6. Does your organization have its own strategic plan?

- ☐ Yes
- ☐ Not sure
- ☐ No (skip next question)

Q7. In what level can your organization's own strategic plan be integrated with the County's Strategic Plan?

- ☐ A lot
- ☐ A moderate amount
- ☐ A little
- ☐ Not at all

Q8. Please select actions/tools that will be effective for your organization in implementing the Strategic Plan.

- ☐ General guiding committees organized by LAEDC
- ☐ An independent website for the Strategic Plan
- ☐ Grant competitions related to the goals of the Strategic Plan
- ☐ Trackable, unified, open database for evaluating progress
- ☐ Annual progress reports
- ☐ Semi-annual public information sessions
- ☐ Workshops/panels for necessary implementation skills
- ☐ Other (please specify)

Q9. Please list your organization's key external partners (up to 10).

What are some of the organizations/groups your organization works/partners with on a frequent basis to achieve your organizational goals?

https://usc.qualtrics.com/jfe/form/SV_2lZZnQ2w6gNxY8d

APPENDIX F: IMPLEMENTATION ACTION LIST

The following presents a tabular summary of suggestion actions LAEDC can take for the purpose of implementing the Strategic Plan. All actions are internal to LAEDC: those actions expected to be taken by individual stakeholders are not summarized here.

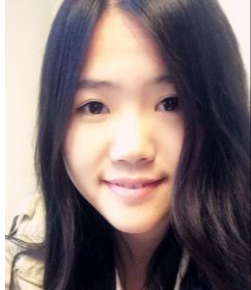
| ✓ | Action | Timeline (If Applicable) |
|---|---|--------------------------|
| | Distribute initial Outreach Survey | Spring 2016 |
| | Create Steering Committee for Implementation <ul style="list-style-type: none"> Identify initial group of members (preferably high-level reps from champion organizations, politicians, county-level staff etc.) Identify LAEDC staff member responsible for managing group | Spring – Summer 2016 |
| | Create Liveability and Innovation Committees <ul style="list-style-type: none"> Align on same levels as existing Strategic Advisory Committees | Spring – Summer 2016 |
| | Analyze survey results <ul style="list-style-type: none"> Look for “node” organizations from Q9 Understand what engagement stakeholders already have to drive Kickoff Event program | Summer 2016 |
| | Hold initial Kickoff Event | Summer 2016 |
| | Compile database of updated metrics | Summer 2016 |
| | Update Strategic Plan website with new metrics <ul style="list-style-type: none"> Consider independent website or microsite | Summer 2016 |
| | Create “Tool Kit” for organizations <ul style="list-style-type: none"> Webinars/videos on useful skills, such as grant-writing, lobbying, etc. Best practices on strategic planning Template ordinances Social media/communication content Other useful, existing resources at LAEDC | Summer – Fall 2016 |
| | Decide on feasibility of challenge grants | Summer – Fall 2016 |
| | Begin marketing for Strategic Plan <ul style="list-style-type: none"> External: ads in publications, buses, etc. Internal: event programs, business association or planning journals, etc. | Summer – Fall 2016 |
| | Begin conversations with relevant stakeholders related to long-term planning for next Strategic Plan <ul style="list-style-type: none"> Unified, open data platform across LA County Branding the planning process (potential to work with brand consultancy, or another USC Price Capstone Team!) | Spring 2017 |

APPENDIX G: RESEARCH TEAM BIOGRAPHIES



Wendy Chung

Wendy is a native Southern Californian passionate about issues in urban growth. She is a USC Price student graduating from the Dual Master of Planning and Public Administration program, with a focus on local economic development. Prior to returning to school, Wendy worked three years in the City Manager's Office at the City of Temple City, where she helped launch an award-winning communications program, and coordinate special projects and youth initiatives. She currently consults part-time in local government public affairs. Her undergraduate degrees from UCLA are in Communication Studies and Anthropology.



Qi Hao

Qi Hao will graduate with a master's degree in public administration in May of 2016 from the Sol Price School of Public Policy at University of Southern California. She also holds a bachelor degree in management, from Renmin University of China. During her graduate study, she has interned with a Los Angeles-based nonprofit aimed at accelerating clean-tech industry cooperation between US and China. She was also involved in several policy and economic studies related to energy consumption and income prediction, in which she has developed the ability to build predictive models to help analyze complex datasets.



Cliff Massey

Cliff Massey is a graduating MPA candidate at the USC Price School of Public Policy. He received an A.B. in psychology and linguistics from Columbia University in 2010 and subsequently worked for Columbia Engineering, focusing on alumni relations, volunteer engagement, and development projects. Cliff is passionate about policy related to science, technology, energy, and the environment. He currently works as an intern in public policy for SoCalGas, assisting with legislative and regulatory analysis, as well as strategic communications.



Ming Xie

Ming Xie earned a bachelor degree in journalism at Fudan University in Shanghai, China. She has interned in several media outlets, publishing news reports in newspapers, magazines and online. Ming also has experience in consulting, working with Roland Berger in Shanghai. She will complete a master's degree in public administration at USC with a graduate certificate in public policy in May 2016.



Yixuan Wang

Yixuan finished her undergraduate education in Canton, China. During her studies, she conducted small-scale business training in Fuzhou, a coastal city located in southeast China. Yixuan currently studies public administration at the University of Southern California. She recently completed an internship at CAUSE, where she specialized in civic engagement, including designing the San Gabriel Fire Department Paramedic Subscription Program, and conducting in-language services research in L.A. County. She is fluent in Mandarin, English, and Cantonese.

