Connecting the City of Brotherly Love to the City of Angels

As the founding member of oneworld and the world’s largest airline, American can proudly serve more than 1,000 destinations with 14,250 daily flights to more than 150 countries from hubs like PHL and LAX.

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Employs more than
14,600 EMPLOYEES
LAX 6,200 | PHL 8,400

Handles more than
200 MILLION LBS. OF CARGO
LAX 111 million lbs. | PHL 92 million lbs.
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A central premise for launching the Leadership Exchange over a decade ago was that Greater Philadelphia would benefit from more intensive relationship-building among cross-sector leaders who share a passion for our region’s potential. The Economy League designed the Exchange to maximize learning and interactions among a diverse group of difference-makers who otherwise might not come into contact in their hectic day-to-day work, and over the past eleven years, we have seen how new collaborations and relationships seeded at the Exchange have led to exciting change in Greater Philadelphia.

In choosing a Leadership Exchange destination, we always look for regions with similarities to our own—whether in size, form, or economic mix. And while Hollywood and Southern California’s balmy climate may set Los Angeles apart, we promise that the more you get into the real L.A. story, the more you will see just how much Philadelphia can learn from the nation’s second largest metro.

During our time in Los Angeles, we will learn about cross-cultural coalitions that are driving positive change at the neighborhood, city, and state levels; innovative K-12 improvement efforts that are giving hope to severely distressed schools; the nation’s most ambitious rail and transit development program over the last two decades; an emerging technology cluster, born of the region’s entertainment, healthcare, and clean energy strengths; national-model gang intervention and re-entry programs; and the transformation of L.A.’s downtown into a cultural, residential, and business destination.

These are just a few of the themes that we’ll be exploring during this year’s Leadership Exchange. Over the next two-and-a-half days, we’ll be joined by Southern California’s top business, government, nonprofit, and philanthropic leaders who will share their experiences working on Greater L.A.’s biggest challenges and opportunities.

We’re grateful that each of you is joining us for the 2016 Leadership Exchange in the City of Angels. For GPLEX alums, welcome back—and for first-time participants, welcome to the family!
| SUNDAY 9/25 | 4:00–6:00 PM | **REGISTRATION AND WELCOME RECEPTION**  
Presented by Visit Philadelphia and Drexel University Center for Cultural Partnerships | Sheraton Grand–The Deck (3rd Floor) |
<table>
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<tbody>
<tr>
<td>6:00 PM</td>
<td><strong>DINNER ON OWN</strong></td>
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</tr>
</tbody>
</table>

| MONDAY 9/26 | 7:30–8:30 AM | **BREAKFAST AND NETWORKING**  
California Room ABC (Ballroom Level)  | California Room DEF (Ballroom Level) |
<table>
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<tbody>
<tr>
<td>8:30–8:45 AM</td>
<td><strong>BREAK</strong></td>
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</tbody>
</table>
| 8:45–9:00 AM | **WELCOME REMARKS**  
California Room DEF (Ballroom Level)  | California Room DEF (Ballroom Level) |
| 9:00–10:00 AM | **KEYNOTE ADDRESS**  
Presented by Deloitte  
Marcus Shingles, CEO, XPRIZE Foundation  | California Room DEF (Ballroom Level) |
| 10:00–10:15 AM | **BREAK** | | |
| 10:15–11:45 AM | **HOW LOS ANGELES WORKS**  
Presented by University of Pennsylvania  
Bill Allen, President & CEO, Los Angeles County Economic Development Corporation  
Charlie Woo, CEO, Megatoys  
Zev Yaroslavsky, Director of the Los Angeles Initiative, UCLA Luskin School of Public Affairs  
Patricia Coulter, Consultant, Patricia A. Coulter Consulting (moderator)  | California Room DEF (Ballroom Level) |
| 11:45–NOON | **BREAK** | | |
| 12:00–1:15 PM | **LUNCHEON**  
Presented by Dunleavy & Associates  
Hon. Antonio Villaraigosa, 41st Mayor, City of Los Angeles  | California Room ABC (Ballroom Level) |
| 1:30–5:00 PM | **REGIONAL EXPLORATIONS**  
Supporting At-Risk Populations  
Community Building and Neighborhood Development  
Greening L.A. | |
| 5:00–6:00 PM | **RETURN TO HOTEL/WALK TO RECEPTION** | | |
| 6:00–7:30 PM | **LOS ANGELES–PHILADELPHIA LEADERSHIP RECEPTION**  
The Museum of Contemporary Art, Rooftop Terrace (250 South Grand Avenue) | |
TUESDAY 9/27

7:30–8:30 AM BREAKFAST AND SHARING FROM REGIONAL EXPLORATIONS
Presented by Select Greater Philadelphia
California Room ABC (Ballroom Level)

8:30–8:45 AM BREAK

8:45–10:15 AM GROWING LOS ANGELES’ TALENT EDGE
Presented by Campus Philly and The Graduate! Network
Linda Lopez, Chief of the Office of Immigrant Affairs, Office of Los Angeles Mayor Eric Garcetti
Alma Salazar, Vice President of Education and Workforce Development, Los Angeles Area Chamber of Commerce
Joan Sullivan, CEO, Partnership for Los Angeles Schools
David Crippens, Chair, Los Angeles Universal Preschool (moderator)
California DEF (Ballroom Level)

10:15–10:30 AM BREAK

10:30 AM–4:00 PM REGIONAL EXPLORATIONS
Moving Goods and People
Presented by Urban Engineers
Innovations in Government & Technology
Presented by University City Science Center
L.A.’s Creative and Health Care Economies
California Room DEF (Ballroom Level)

4:30–5:30 PM LA2024: DISCUSSING LOS ANGELES’ OLYMPIC BID
Manav Kumar, Deputy Counsel to the Mayor, Office of Los Angeles Mayor Eric Garcetti
California Room DEF (Ballroom Level)

5:30–6:00 PM BREAK

6:00–6:15 PM DEPART FOR DINNERS AROUND TOWN
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30–8:15 AM</td>
<td>BREAKFAST AND SHARING FROM REGIONAL EXPLORATIONS</td>
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<tr>
<td></td>
<td>California Room ABC</td>
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<td></td>
<td>(Ballroom Level)</td>
</tr>
<tr>
<td>8:15–8:30 AM</td>
<td>BREAK</td>
</tr>
<tr>
<td>8:30–10:00 AM</td>
<td>BIG APPROACHES FOR BIG REGIONAL CHALLENGES</td>
</tr>
<tr>
<td></td>
<td>Presented by American Airlines</td>
</tr>
<tr>
<td></td>
<td>Hon. Hilda Solis, Supervisor, Los Angeles County</td>
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<tr>
<td></td>
<td>First District</td>
</tr>
<tr>
<td></td>
<td>Peter Lynn, Executive Director, Los Angeles Homeless Services Authority</td>
</tr>
<tr>
<td></td>
<td>Joshua Schank, Chief Innovation Officer, Los Angeles</td>
</tr>
<tr>
<td></td>
<td>County Metropolitan Transportation Authority</td>
</tr>
<tr>
<td></td>
<td>Bill Davis, President, Southern California Public Radio</td>
</tr>
<tr>
<td></td>
<td>(moderator)</td>
</tr>
<tr>
<td>10:00–10:15 AM</td>
<td>BREAK</td>
</tr>
<tr>
<td>10:15–11:15 AM</td>
<td>CLOSING REMARKS</td>
</tr>
<tr>
<td></td>
<td>Presented by The Children’s Hospital of Philadelphia</td>
</tr>
<tr>
<td></td>
<td>Antonia Hernández, President &amp; CEO, California Community Foundation</td>
</tr>
<tr>
<td>11:15–11:30 AM</td>
<td>WRAP UP</td>
</tr>
<tr>
<td>11:30 AM</td>
<td>ADJOURN</td>
</tr>
</tbody>
</table>

**California Room ABC (Ballroom Level)**
Looking beyond the glitz and glamour of Hollywood, Los Angeles is home to sizeable poor and vulnerable populations. We’ll travel to East L.A. to learn about innovative efforts to support a variety of at-risk populations, including a tour of Boyle Heights, the former gang capital of L.A., and Homeboy Industries, an internationally recognized program serving gang-involved and formerly incarcerated individuals. We’ll also hear from leaders of a public health collaborative focused on youth and learn about recent statewide criminal justice reforms.

In a region defined by its diversity, cross-cultural coalitions in Greater L.A. are driving positive change at the neighborhood, city, and state levels. We’ll visit Little Tokyo—one of the three remaining Japantowns in the U.S.—to learn how this community is maintaining its cultural heritage amidst redevelopment and gentrification pressures. We’ll also visit South L.A. and hear from community and government leaders on how the 1992 riots helped spark coalition-building across ethnic and racial communities for neighborhood development and political change.

From the four-year drought that continues to impact Angelenos on a daily basis to exciting plans to restore the Los Angeles River to its natural state, water is a top-of-mind issue in the Southland. We’ll learn about the ambitious L.A. River revitalization effort and visit the Los Angeles Cleantech Incubator, an innovative collaboration among the City of Los Angeles, the region’s business community, and local universities, where entrepreneurs are developing next-generation green technologies that are positioning L.A. as a cleantech leader.
The Ports of Los Angeles and Long Beach—which together form the largest port complex in the Western hemisphere—and Los Angeles International Airport—currently the seventh busiest airport in the world—are significant anchors in a thriving logistics and goods movement sector in Southern California. We’ll tour the Port of Los Angeles and learn about its and LAX’s efforts to grow Los Angeles’s competitive edge as a global business and trade hub through infrastructure investments and state-of-the-art technologies.

A growing technology sector focused on the region’s entertainment and healthcare strengths has emerged on L.A.’s west side in an area dubbed “Silicon Beach.” We’ll visit Santa Monica, where one in four workers is employed in the tech industry and where innovations in local government have drawn national attention. We’ll take a walking tour of this iconic beachside community—home of the world famous Santa Monica Pier—and hear from top public and private sector leaders on the emergence of Silicon Beach.

Just as Philadelphia has worked to shore up its historic life sciences sector strengths, Los Angeles has maintained its competitive advantage in the entertainment industry. However, amidst increasing global pressures on the industry, technology that has dispersed post-production processes, and fierce competition for talent, Los Angeles risks losing its dominance as the entertainment capital of the world. We’ll head to Hollywood to hear from experts on how L.A. is shoring up its legacy creative economy strengths and visit Cedars-Sinai Medical Center for a look at innovations in healthcare.
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AS OF 9/1/2016

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URBAN ENGINEERS
WELCOME LUNCH SPONSOR

Dunleavy

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Widener University

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American Airlines is the official airline of the 2016 Greater Philadelphia Leadership Exchange
September 25, 2016

Dear Friends:

On behalf of the City of Los Angeles, it is my pleasure to welcome the 2016 Greater Philadelphia Leadership Exchange to the City of Angels.

Los Angeles is proud to host this gathering of professionals and key decision makers for this exchange of ideas and innovation.

The pulse of Los Angeles and the heart of its culture beats in 224 languages spoken here so all who visit may truly feel at home. Framed with our iconic palm trees, our vibrant city features world-class hotels, renowned restaurants, historic landmarks, legendary museums, countless attractions, and unending recreational opportunities stretching from our golden beaches to our picturesque mountaintops.

As the entertainment capital of the world, the center of the nation’s manufacturing industry, and the gateway to the Pacific Rim, Los Angeles is the perfect setting to welcome the 2016 Greater Philadelphia Leadership Exchange to connect individually and build collectively. I hope that all of the attendees enjoy all that Los Angeles has to offer and have a highly successful event.

Thank you for choosing Los Angeles!

Sincerely,

ERIC GARCETTI
Mayor
ABOUT GREATER LOS ANGELES
## BY THE NUMBERS

<table>
<thead>
<tr>
<th>Size (land and water area)*</th>
<th>LOS ANGELES</th>
<th>PHILADELPHIA</th>
<th>LOS ANGELES MSA</th>
<th>PHILADELPHIA MSA</th>
</tr>
</thead>
<tbody>
<tr>
<td>503 sq. miles</td>
<td>143 sq. miles</td>
<td>5,699 sq. miles</td>
<td>4,870 sq. miles</td>
<td></td>
</tr>
</tbody>
</table>

### DEMOGRAPHICS**

<table>
<thead>
<tr>
<th></th>
<th>LOS ANGELES</th>
<th>PHILADELPHIA</th>
<th>LOS ANGELES MSA</th>
<th>PHILADELPHIA MSA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>3,928,827</td>
<td>1,560,297</td>
<td>13,052,921</td>
<td>6,051,170</td>
</tr>
<tr>
<td>White (non-Hispanic)</td>
<td>29.0%</td>
<td>35.7%</td>
<td>30.9%</td>
<td>63.1%</td>
</tr>
<tr>
<td>Black/African American (non-Hispanic)</td>
<td>8.6%</td>
<td>41.2%</td>
<td>6.5%</td>
<td>20.3%</td>
</tr>
<tr>
<td>Asian (non-Hispanic)</td>
<td>11.5%</td>
<td>7.0%</td>
<td>15.0%</td>
<td>5.5%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>48.6%</td>
<td>13.6%</td>
<td>45.0%</td>
<td>8.8%</td>
</tr>
<tr>
<td>Median Age (years)</td>
<td>35.0</td>
<td>33.8</td>
<td>35.5</td>
<td>38.3</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$50,544</td>
<td>$39,043</td>
<td>$57,271</td>
<td>$62,171</td>
</tr>
<tr>
<td>Population Below Poverty Line</td>
<td>22.4%</td>
<td>26.0%</td>
<td>17.6%</td>
<td>13.4%</td>
</tr>
<tr>
<td>Unemployment (among civilian labor force)</td>
<td>6.0%</td>
<td>7.7%</td>
<td>5.3%</td>
<td>5.2%</td>
</tr>
</tbody>
</table>

### EDUCATION, ages 25 and above**

<table>
<thead>
<tr>
<th></th>
<th>LOS ANGELES</th>
<th>PHILADELPHIA</th>
<th>LOS ANGELES MSA</th>
<th>PHILADELPHIA MSA</th>
</tr>
</thead>
<tbody>
<tr>
<td>No High School Diploma</td>
<td>23.9%</td>
<td>17.4%</td>
<td>21.1%</td>
<td>10.4%</td>
</tr>
<tr>
<td>HS Diploma/Certificate/Equivalent</td>
<td>19.7%</td>
<td>34.7%</td>
<td>20.0%</td>
<td>30.3%</td>
</tr>
<tr>
<td>Some College/University Certificate or Diploma below Bachelor level</td>
<td>24.1%</td>
<td>21.9%</td>
<td>27.1%</td>
<td>23.9%</td>
</tr>
<tr>
<td>Bachelor's Degree/University Certificate, Diploma, or Degree</td>
<td>21.2%</td>
<td>15.2%</td>
<td>20.8%</td>
<td>21.0%</td>
</tr>
<tr>
<td>Graduate Degree</td>
<td>11.0%</td>
<td>10.8%</td>
<td>11.0%</td>
<td>14.3%</td>
</tr>
</tbody>
</table>

### EMPLOYMENT BY INDUSTRY Civilian Employed Population, ages 16 and above**

<table>
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<tr>
<th></th>
<th>LOS ANGELES</th>
<th>PHILADELPHIA</th>
<th>LOS ANGELES MSA</th>
<th>PHILADELPHIA MSA</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Industries</td>
<td>1,917,414</td>
<td>652,146</td>
<td>5,985,369</td>
<td>2,903,048</td>
</tr>
<tr>
<td>Agriculture, Forestry, Fishing, Hunting, Mining</td>
<td>10,130</td>
<td>1,701</td>
<td>26,667</td>
<td>19,155</td>
</tr>
<tr>
<td>Construction</td>
<td>120,726</td>
<td>30,787</td>
<td>337,871</td>
<td>161,421</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>167,879</td>
<td>42,637</td>
<td>662,310</td>
<td>254,779</td>
</tr>
<tr>
<td>All Goods-Producing Industries</td>
<td>298,735</td>
<td>75,125</td>
<td>1,026,848</td>
<td>435,355</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>54,941</td>
<td>14,305</td>
<td>211,332</td>
<td>84,762</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>198,121</td>
<td>70,470</td>
<td>654,886</td>
<td>320,922</td>
</tr>
<tr>
<td>Industry</td>
<td>LOS ANGELES</td>
<td>PHILADELPHIA</td>
<td>LOS ANGELES MSA</td>
<td>PHILADELPHIA MSA</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>-------------</td>
<td>--------------</td>
<td>-----------------</td>
<td>------------------</td>
</tr>
<tr>
<td>Transportation, Warehousing, and Utilities</td>
<td>75,748</td>
<td>32,103</td>
<td>289,751</td>
<td>138,895</td>
</tr>
<tr>
<td>Information</td>
<td>109,684</td>
<td>11,362</td>
<td>232,935</td>
<td>61,344</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>122,694</td>
<td>41,448</td>
<td>410,909</td>
<td>234,134</td>
</tr>
<tr>
<td>Professional and Business Services</td>
<td>263,209</td>
<td>75,582</td>
<td>765,653</td>
<td>359,853</td>
</tr>
<tr>
<td>Education and Health Services</td>
<td>368,833</td>
<td>194,908</td>
<td>1,217,079</td>
<td>770,452</td>
</tr>
<tr>
<td>Leisure and Hospitality Services</td>
<td>250,163</td>
<td>64,660</td>
<td>626,244</td>
<td>238,462</td>
</tr>
<tr>
<td>Other Services (except Public Admin)</td>
<td>134,285</td>
<td>31,082</td>
<td>365,030</td>
<td>132,700</td>
</tr>
<tr>
<td>All Service-Providing Industries</td>
<td>1,577,678</td>
<td>535,920</td>
<td>4,773,819</td>
<td>2,341,524</td>
</tr>
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</table>

**HOUSING**

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<tr>
<th>Ownership Type</th>
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<th>LOS ANGELES MSA</th>
<th>PHILADELPHIA MSA</th>
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<tr>
<td>Owner-occupied</td>
<td>36.7%</td>
<td>52.0%</td>
<td>48.3%</td>
<td>67.0%</td>
</tr>
<tr>
<td>Vacant</td>
<td>6.3%</td>
<td>13.8%</td>
<td>5.9%</td>
<td>8.9%</td>
</tr>
</tbody>
</table>

**QUALITY OF LIFE***

<table>
<thead>
<tr>
<th>Measure</th>
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<th>PHILADELPHIA MSA</th>
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<tbody>
<tr>
<td>Yearly Delay per Auto Commuter (hour)</td>
<td>-</td>
<td>-</td>
<td>80</td>
<td>48</td>
</tr>
</tbody>
</table>

**INNOVATION**

<table>
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<th>Measure</th>
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<th>LOS ANGELES MSA</th>
<th>PHILADELPHIA MSA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patents per 100,000 people****</td>
<td>-</td>
<td>-</td>
<td>50.4</td>
<td>43.9</td>
</tr>
<tr>
<td>Venture Capital Funding per capita (dollars)******</td>
<td>-</td>
<td>-</td>
<td>$226.6</td>
<td>$81.2</td>
</tr>
</tbody>
</table>

**ECONOMIC CONTRIBUTION******

<table>
<thead>
<tr>
<th>Measure</th>
<th>LOS ANGELES</th>
<th>PHILADELPHIA</th>
<th>LOS ANGELES MSA</th>
<th>PHILADELPHIA MSA</th>
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</thead>
<tbody>
<tr>
<td>GDP (billions)</td>
<td>-</td>
<td>-</td>
<td>$866.7</td>
<td>$391.1</td>
</tr>
<tr>
<td>Per capita real GDP</td>
<td>-</td>
<td>-</td>
<td>$66,398</td>
<td>$64,632</td>
</tr>
<tr>
<td>GDP (as percentage of total U.S. GDP)</td>
<td>-</td>
<td>-</td>
<td>5.0%</td>
<td>2.2%</td>
</tr>
</tbody>
</table>

* Social Explorer, 2010 Census data
** U.S. Census Bureau (cities of Philadelphia and Los Angeles and Philadelphia MSA, 2014 data; Los Angeles MSA, 2012 data)
*** Texas A&M Transportation Institute, 2015 Urban Mobility Scorecard
**** U.S. Patent and Trademark Office, 2014 data
***** National Venture Capital Association, 2013 data
****** Bureau of Economic Analysis, U.S. Department of Commerce, 2014 data
⑥ Goods-producing industries defined as NAICS 11–33 & Service-providing industries defined as NAICS 41–81
A BRIEF HISTORY

SETTLEMENT AND FOUNDING

The first people to inhabit the Los Angeles coastal basin were the Tongva and Chumash Native American tribes dating back to 6000 BC. Thousands of years later, European explorers traveling north from Central and South America in 1542 claimed the southern California region for the Spanish Empire. Los Angeles traces its official founding to 1781, when Spanish Governor Felipe de Neve established El Pueblo de la Reina de Los Angeles as a new agricultural community along the Los Angeles River after recruiting and relocating 11 families from the Sonora region of Mexico. Over the next several decades, Los Angeles developed into a small but thriving ranch town.

Following the Mexican War of Independence in 1821, Spain handed the territory over to Mexico, which established Los Angeles as the regional capital of Alta California. In 1848, the territory changed hands again, as Mexico ceded California to the United States as part of the Treaty of Guadalupe Hidalgo. The following year, the start of the northern California gold rush created a large demand for cattle and other agricultural products, spurring trade and growth in the Los Angeles area. Los Angeles was incorporated as an American city in 1850 with a population of 1,610.

THE START OF L.A.’S BOOM

Los Angeles experienced a sharp population spike at the end of the 19th century, growing from 11,000 residents in 1880 to 102,000 in 1900. Much of this growth was fueled by the arrival of the Santa Fe Railway in 1885, connecting L.A. to the rest of the nation. In 1886, the price of a trip from Kansas City to Los Angeles fell to just $1, attracting large numbers of tourists and settlers. Promoters fueled a real estate boom with books, pamphlets, and articles touting life in southern California—emphasizing the healthy, Mediterranean-like climate and fertile farmland epitomized by the region’s citrus industry. The discovery of oil fields in 1892 near the location of the present-day Dodger Stadium fueled additional growth, with Los Angeles producing one-quarter of the world’s supply of petroleum by the 1920s.

This population boom put pressure on the region’s water supply. Compounded by a severe drought in the 1890s, the Los Angeles Water Department, led by William Mulholland, identified the Owens Valley on the eastern side of the Sierra Nevada Mountains as a key water source. Mulholland and his allies used underhanded tactics to buy up surrounding farmland and water rights to build an aqueduct. Completed in 1913, the aqueduct was 233 miles long—the world’s longest at the time. While addressing Los Angeles’s biggest impediment to growth, the aqueduct launched the “water wars” that persist to this day in southern California, as the draining of the Owens Valley withered area farms, prompting angry local residents to blow up parts of the culvert.

MOVIES, AIRCRAFT, AND REAL ESTATE

Two emerging technologies—the motion picture and aircraft—helped Los Angeles maintain its sharp growth trajectory into the 20th century. The movie industry initially was concentrated in Fort Lee, New Jersey, which had 17 studios before World War I. In 1909, film pioneers including William Selig and D.W. Griffith began to flee north Jersey en masse, drawn by southern California’s favorable climate for year-round shooting and to escape the aggressive business practices of Thomas Edison. The inventor had filed the first patent for a motion picture camera in 1891 and shortly thereafter established a cartel with strict regulations on movie licensing, distribution, and length. Independent filmmakers who opposed these regulations faced hundreds of lawsuits and even gangs of thugs hired by Edison to seize unlicensed films and evict audiences from independent theaters. By 1920, 80% of the world’s films were shot in California.

In 1910, Los Angeles hosted the first major aviation show in the U.S., attracting 225,000 spectators. The climate was ideal for flying, and abundant land attracted manufacturers who went on to form major aircraft, aerospace and defense companies, including Douglas, Hughes, Lockheed, and Northrop. Demand for planes and related ammunition skyrocketed during WWII, and employment at airplane factories in the region soared from 1,000 workers in 1933 to 280,000 in 1943.

Sustained industry and population growth fed a real estate development boom in the 1920s, with large tracts of suburban land opening up in the hillsides surrounding the city. The famed Hollywood sign completed in 1923 originally was an outdoor advertisement for “Hollywoodland,” an upscale residential subdivision. Post-WWII, many GIs were drawn to the sunshine of Los Angeles, fueling another phase of population and
housing growth in the 1950s. During this period, annexation of towns drawn by the City of Los Angeles’s aqueduct supply expanded the city’s land area from its original 28 square mile downtown footprint to more than 450 square miles.

FROM STREETCARS TO SPRAWL

In the early 1900s, Los Angeles supported its rapid growth through a dense streetcar system that, at its height, had over 100 million riders and more than 1,150 miles of track across four counties. However, as the automobile became cheaper and more convenient, streetcars were phased out, taking their last passengers in 1963. The first major freeway in the country, the Arroyo Seco Parkway between downtown Los Angeles and Pasadena, was built in 1940. Today, Los Angeles has 27 freeways, including some of the busiest in the world.

This extensive freeway network shaped the Los Angeles region’s sprawling, polycentric development pattern and contributed to a smog crisis. Los Angeles’s location in a basin bordered by hills and the Pacific Ocean creates a natural air pollution trap that, at its peak, routinely led to school closures in urban areas. Strict state environmental protection regulations starting in the 1970s have forced dramatic pollution reductions over the years, yielding significant air quality improvements and public health benefits.

Following decades of frustration with mounting traffic jams and commute times, Los Angeles voters in 2008 approved a half-cent sales tax increase to fund $40 billion in regional transportation infrastructure investments for what has become the nation’s most ambitious rail and transit development program. In May 2016, Metro—L.A.’s regional transportation agency—opened the much anticipated Expo Line extension connecting downtown Los Angeles with Santa Monica, restoring rail access to the coast for the first time in 60 years.

Another counter to decades of sprawl has been the dramatic revitalization of downtown L.A. over the last fifteen years. Recent downtown development has been marked by a residential boom—22,000 housing units are expected to start construction this year—and the addition of major cultural attractions including the Broad Museum and Walt Disney Concert Hall.

A HUB FOR IMMIGRATION AND DIVERSITY

Since its founding, Los Angeles has been a major hub for immigration, benefiting from its proximity to Latin America and Asia. The earliest Mexican settlers became U.S. citizens after Mexico ceded California to the U.S in 1848. The first Chinese immigrants arrived in Los Angeles in the 1850s and played a significant role in building the railroads that connected L.A. to the rest of the nation. Today’s foreign-born population in Los Angeles County is largely comprised of Mexican immigrants (41%), though since the 1980s, the fastest-growing immigrant populations have come from El Salvador, the Philippines, Guatemala, and Korea.

The region’s diversity has also contributed to tensions and several prominent ethnic clashes throughout Los Angeles’s history, including the Chinese Massacre of 1871, in which a white mob killed 20 Chinese residents; the Zoot Suit riots of 1943, in which young Chicanos were attacked; and the 1992 Los Angeles riots. The 1992 civil unrest followed the acquittal of four white police officers in the beating of Rodney King, with the ensuing six-day riots resulting in the death of 55 people and over $1 billion in property damage in which many businesses in Korean and Hispanic neighborhoods were targeted.

L.A. continues to be a major immigrant gateway, with over 4.4 million immigrants currently living in the region. In early 2016, the White House’s Task Force on New Americans decided to kick off its multi-city tour in the City of Angels. The city’s Step Forward LA program—which helps people determine their eligibility for citizenship and prepares them for the citizenship test—has already helped 45,000 people.
Since its incorporation in 1850, the city of Los Angeles has been growing steadily, reaching a record-high population of nearly 4 million in 2015. Los Angeles County is the first in the U.S. to hit 10 million residents, and the five-county combined metropolitan region (including Los Angeles, Orange, Ventura, San Bernardino, and Riverside Counties) is home to 18.5 million people. In the last few years, this growth has slowed, with the population rising at a rate of 4.7% since 2010—half the rate of the state during the same period. Encouragingly, the young adult population aged 20–34 is increasing rapidly, from 17% of the city’s population in 2010 to 25% in 2015—a trend that has been coined L.A.’s “third wave of growth.”

While the Los Angeles metro area does not have a majority ethnic group, Hispanics make up the largest share of the population at 45%. Roughly 31% of the population is white, 15% is Asian, and 7% is African American. Forty percent of residents are foreign born—nearly 90% of whom hail from Latin America or Asia. Amidst this diversity, residential segregation persists in the region. One in ten L.A. County neighborhoods are over 75% Hispanic. Los Angeles has the highest Hispanic-white segregation in the nation, and this trend is projected to increase. Fifty-five percent of the population speaks a language other than English at home, and more than 185 languages are spoken throughout the region. However, one in six residents over the age of five speaks English “less than well,” which can create challenges in seeking economic opportunities.

The Los Angeles Unified School District (LAUSD) is the second largest in the nation, enrolling more than 640,000 students from kindergarten through 12th grade. There are currently 274 charter schools under LAUSD’s jurisdiction, serving one quarter of all students. While LAUSD has seen promising increases in its four-year graduation rate—up to 75% in 2016—significant disparities persist. More than 90% of adults in Brentwood–Pacific Palisades have at least a high school degree, while less than 50% in Southeast Los Angeles do.

Despite disparities in K-12 education, Greater Los Angeles maintains a strong talent base, with 32% of the regional population earning a Bachelor’s degree or higher. Powered by 150 institutions of higher education—including UCLA, USC, the California Institute of Technology, and Pepperdine—Greater Los Angeles also produces more engineering graduates than any other U.S. metro.

Los Angeles County has significant wealth concentrations, home to the highest number of millionaires of any U.S. county. And with 20 ultra-high net worth individuals living in L.A., the city ranks 14th in the world in terms of number of resident billionaires. As in Philadelphia, median income varies widely across the region, with Bel-Air residents earning an average of $208,000 annually and South-Central residents earning roughly $30,000. On average, the foreign-born population has a lower median household income than native-born residents, and for those who are not U.S. citizens, the median household income is even lower. In addition, nearly 1 in 5 residents—or 880,000 people—in the city of Los Angeles live in poverty. In Greater L.A., nearly 2.3 million live below the poverty line.

California is well-known for its sky-high housing prices, and Los Angeles—though once a hub for middle-class home ownership—is no longer an exception to this rule. With fewer than half of residents owning homes, Greater Los Angeles has the lowest home ownership rate of any U.S. metro. For renters, the story is just as bleak—nearly 60% are "burdened" and one third are "severely burdened" by rental costs. Today, homes and rental properties are 50% costlier in L.A. than in the rest of the U.S. In addition, L.A. has a 328,000-unit shortage of affordable housing for extremely low-income residents—that earning less than 30% of the median annual income.

For a region with a strong history of real estate development, Greater L.A.’s persistent housing crisis is striking. A dramatic slow-down of new housing construction between 1980 and 2010 has contributed to diminishing vacancies and rising costs in L.A.’s housing market. Exacerbating this problem has been a series of policy and funding gaps. Los Angeles no longer has an inclusionary zoning policy (after being ruled unconstitutional in
and significant funds were lost following the elimination of the state’s redevelopment agencies in 2011. In 2015, the city’s affordable housing trust fund maintained $19 million, compared to a high of $108 million in 2008. Strict environmental regulations also slow the building development process as proposals go through extensive local reviews to meet California Environmental Quality Act (CEQA) requirements.

Beyond housing supply shortages, the L.A. region also suffers from a spatial mismatch—with residents living far distances from their jobs and facing the longest commutes in the country. The City’s newly adopted Mobility 2035 plan emphasizes equitable access to transportation through multi-modal transportation options and increased public transit reliability.

Related to—and in part resulting from—this severe housing shortage is an acute homelessness crisis in L.A. Los Angeles city and county have the largest chronically homeless populations in the U.S. In the county, 44,000 people experience homelessness on any given night, and since 2013, the city’s chronically homeless population has grown by 55%, prompting Mayor Eric Garcetti to declare a state of emergency in September 2015. City and county officials are now working together to identify funding strategies to implement a comprehensive homelessness strategy.
KEY ASSETS, STRENGTHS & CHALLENGES

With a GMP of over $860 billion, the Los Angeles metro area—encompassing Los Angeles and Orange Counties—is the second largest metropolitan economy in the U.S., after New York City. If the L.A. metro were a country, it would rank 17th largest in the world, surpassing Indonesia, Netherlands, Turkey, and Switzerland. While Los Angeles maintains strength in legacy industries such as entertainment, manufacturing, and trade, a growing technology and innovation hub is emerging in the region, driven in part by the its healthcare and creative economy assets.

With its proximity to Asian and Latin American markets and extensive logistics infrastructure, Southern California also benefits from significant levels of foreign direct investment and export-driven growth in its traded sectors. In 2015, the Los Angeles Customs District—the largest in the nation—managed nearly $400 billion in total trade, and in L.A. County, 8.4% of all jobs were supported by foreign-owned establishments.

In spite of the size and strengths of this market, Greater L.A. is home to relatively few major corporate headquarters and only two Fortune 100 firms, the Walt Disney Company and Ingram Micro. Over the last few decades, acquisitions and departures of such companies as ARCO and Occidental Petroleum have reduced the overall concentration of Fortune 500 firms in L.A. Encouragingly, new companies have grown and entered the market, with L.A.-based Aecom and Molina Healthcare jumping more than 100 spots on Fortune’s most recent list.

SECTORS

In addition to international trade, L.A.’s leading sectors include entertainment and design, aerospace, technology, and healthcare.

With $177 billion in annual output and nearly 745,000 total jobs supported, the creative economy is a significant economic driver in Greater Los Angeles—representing 13% of annual private sector wage and salary payroll. Nearly one in five workers in the L.A. region are employed in creative economy industries, including entertainment, fashion, publishing, and design.

The cornerstone of this sector continues to be the entertainment industry, which directly employs 137,000 workers earning a total of $15 billion annually. While L.A. is still home to major studios like Disney, NBCUniversal, and Warner Brothers, intense competition globally and aggressive use of tax cuts domestically have drawn film and television production to places like Louisiana, Georgia, Canada, and the UK. Recognizing the gradual departure of production from the state, California implemented an expanded film and television tax credit program in 2015. Post-production and visual effects facilities are also dispersing, with blockbuster GCI-intensive films outsourcing these functions to UK- and New Zealand-based firms. And with China’s growing audience and production capacity, investors are increasingly seeking ways to gain an industry foothold, as evidenced by the $3.5 billion acquisition of Legendary Entertainment by the Wanda Group in early 2016.

Despite a decline in research funding after the end of the Cold War, aerospace employment and output in L.A. have grown in recent years. Southern California boasts a rich ecosystem of aerospace and defense assets, including NASA, Space and Naval Warfare Systems Command, Los Angeles Air Force Base, and the Jet Propulsion Laboratory, as well as startups, universities and venture capital firms that are working at the forefront of high-tech research and innovation. In 2014, the aerospace industry employed nearly 70,000 workers in the Los Angeles metro area. In addition, Los Angeles has pivoted to become a center for space exploration, with private firms like SpaceX, ViaSat, and Virgin Galactic competing to commercialize space tourism and satellite broadband internet.

The high-tech industry contributes over $100 billion in regional GDP and employs nearly 370,000 employees, more than any
other metro area in the nation. A growing technology hub has emerged on L.A.’s west side from Santa Monica south to Venice and Playa del Rey in an area that has been dubbed “Silicon Beach.” In addition to the more than 500 startups that have found a home there, tech and entertainment heavyweights like Google, Facebook, and Walt Disney Company are opening offices and accelerator labs to capitalize on the area’s momentum. In a sign of the times, Howard Hughes’s large aircraft hangers in Playa Vista have been converted into a tech campus for Google, and neighboring office space hosts industry giants such as YouTube and IMAX.

Los Angeles has also developed a high-tech niche in advanced transportation and clean technology. The region has long been a center of automotive design and is currently home to 15 design studios for companies like Audi, Volvo, and others. More recently, L.A. has become a hub for cutting-edge advanced transportation companies, including Hyperloop, Faraday Future, BYD, and Proterra. The region is also a leader in renewable energy and cleantech innovation, in part driven by a state mandate for utilities to acquire 50% of their electricity from renewable energy sources by 2030. An innovative collaboration among the City of Los Angeles, the Department of Water and Power, the region’s business community, and local universities has given birth to a clean energy hub in L.A.’s Arts District where entrepreneurs are developing next-generation green technologies.

Health care and life sciences is a strong and growing industry cluster in Southern California. In 2015, nearly 825,000 workers in the L.A. metro area were employed in the health care industry, with health care jobs growing at a pace of 3.3% across Southern California. Established health care institutions like Cedars-Sinai, UCLA Health, and Kaiser Permanente anchor a major life sciences research and innovation community and complement a growing biomedical ecosystem. As in Philadelphia, L.A.-area universities are putting additional investments into technology commercialization, with the University of Southern California set to build a pioneering biotech park next to its health sciences campus.

Despite declines in manufacturing jobs nationally and regionally, the L.A. metro still employs more than a half million manufacturing workers across a variety of industries, most notably fashion and apparel, aerospace, high-tech, food processing, and durable goods. Los Angeles is one of the few regions in the U.S. that still manufactures apparel at a large scale, but challenges persist. American Apparel, headquartered in downtown L.A., emerged from bankruptcy earlier this year, but is still undergoing restructuring and is considering outsourcing some of its manufacturing. California’s recently passed $15 minimum wage law may also spur smaller garment manufacturers to leave the state.

**INFRASTRUCTURE**

Los Angeles World Airport (LAX) served 75 million passengers in 2015, a new record high for an airport that has seen growing ridership since 2010. LAX also handles high-value products, processing over 2.1 million tons of air cargo, valued at over $101 billion. With relatively little investment in LAX following the 1984 Olympics, the deterioration of the airport became an impediment to trade and tourism. LAX is now midway through a 15-year, $14 billion modernization capital program that included the opening of the new Tom Bradley International Terminal.

Together, the Ports of Los Angeles and Long Beach handle over 40% of the inbound container volume in the U.S. for a total economic impact of $310 billion. Both ports are undergoing major investments to increase their capacity, and both are committed to environmental stewardship, especially as it relates to carbon emissions and pollution reduction. PortTechLA—a one-of-a-kind maritime incubator—was established in 2009 to attract clean-tech companies to the Los Angeles Harbor. Despite increasing competition from other ports in the U.S., the expansion of the Panama Canal, and a recent labor strike, the San Pedro ports retain their title as the busiest outside of Asia and continue to improve the speed and reliability of their infrastructure and technology.
LOCAL GOVERNMENT

The city of Los Angeles has a mayor-council form of government, with 15 council members each representing more than a quarter-million residents. The city council is one of the strongest in the U.S., possessing legislative authority as well as veto power over budgets, appointments, and city commission decisions. In contrast, the mayor has historically been weak, especially when compared with mayors in large, older U.S. cities.

This power gap between the mayor and city council has narrowed in recent years, particularly following the passage of a new city charter in 1999. Under the new charter, the mayor can remove commissioners and department heads without city council approval, represent the city in relations with other local governments, and lead emergency operations. L.A.’s current mayor, Eric Garcetti, was elected in 2013 following six years as president of the city council.

COUNTY, REGIONAL & STATE DYNAMICS

Los Angeles County occupies 4,000 square miles, is home to 10 million residents, and contains 88 incorporated cities, including well-known municipalities such as Long Beach, Glendale, and Santa Monica. The county government, led by an elected five-member Board of Supervisors, is the largest in the nation and is responsible for myriad health and social services. The county-run Department of Health Services is the second-largest municipal health system in the United States, providing a social safety net for 670,000 Angelenos annually.

The Los Angeles metropolitan statistical area also includes Orange County, which is home to more than 3 million residents and 34 incorporated cities and is similarly governed by a five-member Board of Supervisors. Together with Riverside and San Bernardino Counties to the east (also known as the Inland Empire), Ventura County to the north, and Imperial County to the south, these six counties comprise the Southern California Association of Governments, which functions as the region’s metropolitan planning organization.

At the state level, political power has historically been concentrated among leaders from the northern part of California, but for the first time in recent history, the current speaker of the California Assembly and the president pro-tem of the California Senate both hail from the Los Angeles metro area.

Although the relationships among Los Angeles-area cities and counties, regional bodies, and the state government are complex, there are examples of successful collaboration, particularly around environmental issues. On the issue of air pollution, the state has been at the forefront of emissions regulations for decades, mandating smog checks for vehicles and requirements for cleaner fuels. Meanwhile, local entities such as the Ports of Los Angeles and Long Beach and South...
Coast Air Quality Management have implemented the use of cleaner trucks and facilitated local compliance with the federal Clean Air Act. A recent USC study found significant improvement in children’s lung function in Los Angeles over the past twenty years, driven by marked enhancements in local air quality. Around water conservation, the state placed requirements on water agencies to reduce per capita usage for the first time in 2015, and the city of Los Angeles has long been focused on water capture and conservation strategies that have resulted in less water usage in 2014 than in 1970, despite an influx of one million new residents during that period.

**LABOR & BUSINESS**

With the fragmentation of power throughout the city of Los Angeles and the region, interest groups have had success building coalitions and playing a role in political processes. Los Angeles has a long history as an anti-union, open shop region, but in the 1990s, local labor unions became a major force in city politics. Led by labor leaders Miguel Contreras and Maria Elena Durazo, the Los Angeles County Federation of Labor—an umbrella organization for 345 local unions—made concerted efforts during this period to reach out to Latino immigrants who made up a growing portion of the population and workforce. In the nearly ten years under Contreras’s leadership, the federation’s ranks grew from 125,000 to 800,000; actively endorsed political candidates; and won battles around wage increases and worker benefits. Labor unions were key in driving the passage of a $15 minimum wage in Los Angeles city and county, helping pave the way for a statewide $15 minimum wage signed into law in early 2016.

While labor unions have had some of the most sustained efforts in recent years, the business community has also had some success in driving local initiatives—most visibly the 1984 Olympics, which are widely regarded as one of the few fiscally successful Olympics in recent history. The 1984 games were the first Olympics not publicly sponsored, and under the leadership of local businessman Peter Ueberroth, L.A.’s business community developed (what were at the time) innovative financing methods, such as television rights deals and corporate sponsorships. As a result, the games produced a significant profit, with $93 million reinvested in the region through the LA84 Foundation. The business community is once again rallying around the Olympics, capitalizing on the 2024 bid as another avenue to strengthen relationships among business leaders across the city and region.
California is not the only state that exercises forms of direct democracy, but it has become one of the most prominent examples of the trade-offs involved: greater decision-making for citizens on the one hand and far-reaching, unintended fiscal and policy implications on the other.

**HISTORY**

The three forms of direct democracy used in the state—referendum, recall, and ballot initiative—were first implemented in 1911 under Governor Hiram Johnson, a member of the Progressive Party who sought to reduce the influence of special interests in legislative efforts. The referendum gave citizens an opportunity to rescind laws enacted by the legislature; the recall gave citizens a tool to oust elected officials; and the initiative provided citizens an opportunity to introduce legislation, place it on a ballot, and pass it into law with a majority vote.

While the referendum and recall have been used in California throughout the past century, it is the ballot initiative that has had an outsized effect on state and local policies and budgets. During the past four decades, the initiative system has evolved into what many call California’s fourth branch of government and is often criticized for restricting officials’ ability to manage budgets effectively. Some groups have labeled it the “initiative industrial complex.” Rather than a citizen-led process, initiatives have become increasingly professionalized, utilizing consultants, legal services, and signature-gathering companies in order to secure passage. Experts have estimated that total spending for the initiatives on the November 2016 ballot could exceed $450 million. In addition to spending growth, the number of initiatives has also risen. This November, Californians will see 17 statewide initiatives on their ballot, the most since 2000. The sheer number of initiatives can be overwhelming for voters. Research has shown that longer ballots simply receive more “no” votes across all initiatives because of voter frustration.

**HOW IT WORKS**

The ballot initiative process is fairly simple in concept. A proponent writes a proposed law or constitutional amendment and submits it to the Secretary of State, with a $2,000 fee, for fiscal impact analysis. For statutes, the proponent must gather signatures equaling 5% of the number of voters from the last gubernatorial election; for constitutional amendments, the threshold is 8%. Once these signatures are validated by the Secretary of State, the initiative is placed on the next general election ballot.

For statewide ballot initiatives, a simple majority is needed for approval, while local initiatives can require up to a two-thirds majority.

In practice, the ballot initiative process is complex, professionalized, and expensive. Some groups have labeled it the “initiative industrial complex.” Rather than a citizen-led process, initiatives have become increasingly professionalized, utilizing consultants, legal services, and signature-gathering companies in order to secure passage. Experts have estimated that total spending for the initiatives on the November 2016 ballot could exceed $450 million. In addition to spending growth, the number of initiatives has also risen. This November, Californians will see 17 statewide initiatives on their ballot, the most since 2000. The sheer number of initiatives can be overwhelming for voters. Research has shown that longer ballots simply receive more “no” votes across all initiatives because of voter frustration.

**PROP 13: THE THIRD RAIL OF CALIFORNIA POLITICS**

Proposition 13, a landmark 1978 ballot initiative, reduced property taxes dramatically and circumscribed lawmakers’ ability to raise new revenues at the state or local level. Prior to 1978, property tax rates in California averaged 3% of market value, and there were no limits on annual rate increases. Funds raised via property taxes were primarily used to support local education, but amidst growing geographical inequalities, the state began to allow surplus tax revenues in some school districts to help support others. In response to rising tax rates and assessments as market values increased, and within the broader context of a national tax revolt, California voters approved Proposition 13 in June 1978. The fiscal impacts were far-reaching. The new law rolled back the assessed value of properties to 1976 levels; capped property tax rates at 1% of market value at the time of sale; restricted the annual increase in assessed value to 2% (even if market values were increasing at a much faster pace); required a two-thirds vote by the legislature to impose any new state tax; and required a two-thirds vote by local residents to impose any local special taxes. In spite of budget shortfalls for schools and other services in the decades since, nearly 60% of voters still support the measure, making it virtually untouchable among California politicians.
OTHER PROMINENT INITIATIVES

While Prop 13 is one of California’s most well-known ballot initiatives, a number of other measures—both successful and failed—have had significant effects on California citizens and politics in recent years. In 1994, Proposition 187 denied public benefits to undocumented immigrants and required school districts to verify students’ and parents’ immigration status. Although the measure passed with 59% of the vote, it was later struck down in the courts as unconstitutional. Prop 187 is largely acknowledged as a turning point in state politics. Between 1994 and 2000, 1 million Latino residents registered to vote, turning California solidly Democratic in statewide elections.

Proposition 30, passed in 2012, was the first general tax increase passed since the 1990s. Prop 30 raised the sales tax and increased the income tax on top earners to generate approximately $6 billion annually to stave off education cuts. The initiative is on the ballot again for extension this year. 2014’s Proposition 47 reduced drug and some theft crimes from felonies to misdemeanors, cutting down the prison population and allowing former inmates to clear their record and have a better chance at successful re-entry. Opponents of the initiative have raised concerns that, with no explicit incentive (i.e. avoiding significant prison time) to do so, fewer individuals brought up on drug charges are actually enrolling in treatment programs.

At the local level, many measures appear on the ballot as a consequence of Prop 13 provisions. Move LA, a coalition of business, labor and environmental partners, has worked with L.A. Metro and the city to put transportation funding proposals on recent ballots. Measure R passed in 2008, with a 30-year half-cent sales tax increase in Los Angeles County providing critical funding for Metro’s numerous rail extension projects. However, an effort to extend the tax in 2012, known as Measure J, was approved by only 66.1% of voters, falling just shy of the two-thirds needed for passage.

COMING THIS FALL...

The 17 statewide initiatives appearing on ballots this fall run the gamut of policy and budgetary issues. Some prominent policy measures include parole and juvenile justice reform, marijuana legalization, and requiring new background checks for ammunition sales. Among revenue proposals, most notable is a 12-year extension of the personal income tax increase on high-earners enacted under Prop 30 in 2012. Other measures include an increased tobacco tax and an authorization for $9 billion in general bonds to modernize K-12 and community college facilities.
COLLABORATION AND COALITION BUILDING IN GREATER LOS ANGELES

For a region known for its storytelling, many of the broadly shared narratives about Los Angeles over time have focused on the individual. From Midwestern farmers seeking more fertile farmland in the Golden State to aspiring actors coming to Hollywood with dreams of making it big, individuals have struck out for Southern California to reinvent themselves and to make their fortunes. Greater Los Angeles’s sprawling development pattern and freeways jammed with single-occupancy vehicles contribute to this narrative of a city and region that, for all of its dynamism, can foster a sense of isolation. It’s no wonder that when one of the most iconic L.A. characters ever put forth by Hollywood, Jack Nicholson’s hard-boiled detective Jake Gittes, is asked the innocent question “Are you alone?” in the movie Chinatown, he coldly replies “Isn’t everyone?”

These depictions of L.A. as the land of the individual, however, increasingly are coming up against a very different modern-day reality. During this fall’s Leadership Exchange in Los Angeles, we will learn about several examples of collaboration and coalition building aimed at addressing key regional issues. Drawing upon its diversity and culture of creativity, L.A. has developed promising approaches to broad-based collaboration across politics, community development, and philanthropy that can yield lessons and models for more compact and historically networked regions, including Greater Philadelphia.

POLITICAL REALITIES & A LABOR RENAISSANCE

As Los Angeles has grown into one of the most diverse regions in the country, coalition politics has become the necessary path to electoral success, particularly in citywide races. For decades, diverse, multiethnic coalitions have elected L.A.’s mayors, from Tom Bradley’s south-side African-American and west-side Jewish community support that delivered five terms between 1973 and 1993 to the rainbow coalition that in 2005 made Antonio Villaraigosa Los Angeles’s first Latino mayor since 1872. With no majority ethnic group in the region (45% Hispanic, 31% white, 15% Asian, and 7% African American) and more than one-third of L.A. zip codes without an ethnic majority, candidates must build multiracial coalitions in order to win.

L.A.’s political and leadership culture experienced a major turning point during the 1990s in the wake of two tumultuous events—the civil unrest of 1992 and the fight over Proposition 187 in 1994. The Rodney King riots revealed the interracial tensions that existed across several ethnic communities in Los Angeles and the risks associated with economic and social isolation. The unrest gave rise to a new generation of leaders and organizations committed to multiethnic engagement and cooperation for social and economic justice, including fighting for long-overdue police department reforms.

Shortly after the 1992 riots, a statewide ballot initiative called Prop 187 that aimed to deny public services, including education and health care, to undocumented immigrants galvanized immigrant rights communities throughout California and especially in Los Angeles. Voters passed the controversial measure in 1994. It was later struck down by the courts, but not before sparking a revitalized immigrant rights movement and a new wave of Latino activists who recognized the need to band together with a broad range of ethnic communities and progressive causes to protect immigrant rights from efforts like Prop 187.

Also during this period, a reinvigorated local labor movement in L.A. played a leadership role in rallying diverse coalitions around political change and progressive policy reforms. Throughout much of the 20th century, Los Angeles had a well-earned reputation as an anti-union town with a weaker labor movement than most comparable U.S. cities. This historic weakness became an advantage amidst the rapid population and immigration growth of the late 20th century. Without union leadership deeply entrenched in business or
urban politics, the Los Angeles County Federation of Labor (the Fed) had room to experiment with new approaches and alliances and chose to focus its efforts more broadly on worker rights and economic justice, with an emphasis on organizing immigrant workers.

The Fed saw L.A.’s expanding immigrant base as an opportunity to revitalize the labor movement in a region where one in three residents is foreign-born and nearly one in 10 is undocumented. This included employing immigrants to knock on doors for get-out-the-vote efforts even when they themselves were not eligible to vote. In fact, the L.A. Fed’s embrace of immigrant organizing heavily influenced the national AFL-CIO’s 1999 break from its historically anti-immigrant stance to adopt a platform supporting immigrant rights and immigration reform.

While immigrant organizing became a primary focus of labor in Los Angeles, they also aggressively sought to build coalitions across religious, community, and environmental groups for successful, high-profile campaigns to secure rights for low-wage workers in the hospitality, health care, transportation, and construction industries. Labor-led coalitions put Los Angeles in the vanguard of policy reforms that have since been replicated across the country, such as living wage laws for employees of companies with public sector contracts; community benefits agreements establishing local hiring requirements for major construction projects such as the Staples Center and the expansion of Los Angeles International Airport; and last year’s passage of a $15 minimum wage.

Much of the underlying analysis, policy development, and even organizing framework for these campaigns emerged from the Los Angeles Alliance for a New Economy (LAANE), a labor-led progressive think tank formed in 1993 to help weave together workplace and community strategies.

Building upon these organizing and policy successes, L.A. has been one of the few places in the U.S. to experience recent unionization gains, as nationwide private sector unionization dropped from 9 percent in 2000 to 7.6 percent in 2008, compared to a rise from 8.9 to 10.6 percent in Greater L.A. During this renaissance, labor has successfully recruited new candidates for political office to further build its influence.

COLLABORATIVE COMMUNITY DEVELOPMENT

Another realm where Los Angeles has shown a propensity toward collaboration and coalition building across traditional boundaries is the community development field. Whereas the model for community development organizations across much of the U.S. is strictly neighborhood-based, many such organizations in L.A. are instead ethnicity-based, starting with a focus on an immigrant group within a particular location and then expanding their geographic footprint and engagement with other ethnic communities. In a field where resource and capacity limitations often curtail progress, this collaborative community development model has fostered capacity-building and joint advocacy in Los Angeles.

A prime example of this collaborative community development approach is the Little Tokyo Services Center, which has expanded beyond its roots in serving L.A.’s Japanese-American community to support a range of Asian immigrant communities. Little Tokyo Services Center (LTSC) was established in 1979 as a neighborhood-based social services agency in one of three remaining Japantowns in the U.S., focusing on low-income, mono-lingual Japanese-American immigrants, particularly seniors and youth. LTSC quickly took on a real estate development and preservation role, as urban renewal and redevelopment placed pressure on Little Tokyo, shrinking its footprint from 30 blocks to eight and threatening to displace residents. LTSC developed capacity and expertise in affordable housing, building 900 units since the 1990s.

After expanding its social services offerings to the broader Japanese American community in L.A., LTSC started to be approached by organizations in other low-income neighborhoods for assistance with housing development. They sought to partner with LTSC on development projects for their experience in affordable housing and to become more competitive for funding. LTSC now provides technical assistance and has partnered with other community-based organizations for real estate projects in South L.A.,
Koreatown, Chinatown, Filipinotown, Van Nuys, and the San Gabriel Valley. These projects have covered a broad range of housing types, including multifamily, senior, transitional shelters for domestic abuse survivors, and supportive housing for the formerly homeless.

These real estate-based collaborations have helped LTSC strengthen its relationships across several Asian-Pacific Islander (API) immigrant communities, laying the groundwork for other programmatic and advocacy efforts. LTSC is now part of a successful API small business program coordinated across ethnic Chinese, Korean, Filipino, Thai, and Japanese American communities. And LTSC called upon its expanding network of community partners to fight a proposed new rail station that threatened to displace Little Tokyo residents and place further pressure on its cultural heritage. Their collective efforts led to a revised, below-grade proposal that would minimize negative impacts.

Another high-capacity community development organization employing an engagement and partnership model similar to LTSC’s is the East L.A. Community Corporation in Boyle Heights, a historically Latino community. Known for its capabilities around community organizing and affordable housing development, East L.A. Community Corp. is now reaching out to other Latino communities throughout L.A. for partnership and technical assistance opportunities.

This collaborative approach has also taken hold across the region’s many immigrant integration and legal rights organizations, such as Asian Americans Advancing Justice, which initially focused on Chinese legal services and has grown to serve a variety of Asian immigrant communities. Other highly networked immigrant rights organizations include the Coalition for Humane Immigrant Rights of Los Angeles, the Central American Resource Center, the South Asian Network, and the National Day Laborer Organizing Network. These groups have adopted a progressive orientation to advocate for policies that would benefit all Angelenos and not just immigrant communities, including a stronger and more inclusive economy, cleaner environment, stronger educational system, and more just criminal justice system.

SYNCING UP FOR FUNDING

With so much wealth in Greater Los Angeles, philanthropy has a significant opportunity to align and leverage private funds for social impact. Toward this end, regional foundations have taken on a leadership role in trying to improve outcomes for one of the most challenging and contentious issues facing all urban areas—K–12 education.

Los Angeles’s philanthropic community has rallied around the Partnership for Los Angeles Schools—a “third way” approach to turning around low-performing schools that aims to find a middle ground between the traditional public and charter school systems. The Partnership was formed in 2008 to transform a portfolio of 18 historically underserved public schools in Watts, South L.A., and Boyle Heights. While the Partnership’s 14,000 students is still far fewer than the more than 100,000 currently enrolled in charter schools within the Los Angeles Unified School District—the most in the nation—the Partnership is attempting a scalable transformation model within LAUSD.

The Partnership has enjoyed impressive results since its launch in 2008, with its schools having more than doubled
their four-year graduation rate from 36% to 77% in 2015 and one high school achieving a 100 percent graduation rate. The Partnership has achieved this by operating the schools as part of the district with unionized staff, but with greater autonomy and flexibility and an emphasis on investing in principals, teachers, and parents.

Beyond its impressive results in student achievement, the Partnership has managed to affect district-wide policy changes, including the issuance of report cards for schools, an online credit recovery policy, differential pay for principals, and automatic testing of all elementary school students for gifted programs. The Partnership’s promising efforts have been made possible by sustained and near-universal philanthropic support that contributes an additional $500 per child above average district spending.

Another collaborative philanthropic model worth attention is LA n Sync, a partnership that brings together the nonprofit, business, academic, and civic sectors to pursue and win major funding opportunities for Greater Los Angeles. This coordinated approach to pursuing highly competitive government and foundation funding opportunities has resulted in 13 grants totaling $156 million and four federal designations resulting in over $114 million for the region. A key tool for LA n Sync has been its Strategic Response Fund, which provides a repository of pooled, matching grant funds that can be committed to meet match requirements from federal and state funders and foundations.

**A BIGGER TENT & A CAN-DO ATTITUDE**

These examples are not meant to suggest that regional collaboration and coalition building in Los Angeles is either easy or at the level experienced in highly collaborative metros such as Portland or Minneapolis-St. Paul. Los Angeles’s business community, in particular, is seen as a weak link in these efforts due, in part, to L.A.’s dearth of major global headquarters, with only two Fortune 100 companies in Los Angeles and Orange counties. The business community, however, has been active in advancing solutions for the region’s two biggest current pain points—its homelessness and mobility crises.

United Way of Greater Los Angeles and the Los Angeles Area Chamber of Commerce are among the civic leaders that have elevated homelessness as a front-burner issue, as L.A. County now has the largest chronically homeless population in the country. Progress has been difficult, with 44,000 homeless individuals in the county as of the most recent count. However, targeted efforts to reduce the homeless veteran population have yielded results, with the number of homeless vets dropping 30 percent last year from 4,400 to 3,100. The homelessness crisis has led to rare levels of city-county collaboration and the release of a joint action plan earlier this year. But funding of this shared action plan is a major question of political and community will, as needed housing efforts alone are estimated to cost at least $2 billion over the next decade and the city and county are slated to spend $60 million and $150 million respectively in the next two years on homelessness programs.

Decades of frustration over traffic congestion and long commute times contributed to the passage of landmark funding for transportation and transit investments in 2008. At that time, L.A. voters approved a half-cent sales tax increase to provide $40 billion for transportation projects over the next 30 years. The successful funding campaign was supported by MoveLA, which brought together a broad constituency of business, labor, environmental, and civic groups to advocate for the importance of transit options for Greater L.A.’s future. With former Santa Monica Mayor Denny Zane leading this coalition and a $4 million campaign to support the funding measure, it passed with 67.9 percent of the vote. A subsequent effort to remove the 30-year sunset provision for the sales tax increase barely missed the two-thirds threshold for passage in 2012, garnering 66.1 percent of the vote. Another attempt at a permanent extension of the sales tax for transportation and transit investments will be on the ballot this November.

This willingness to take on such a bold and dramatic approach to address Greater L.A.’s transportation challenges speaks to what may be the region’s secret sauce when it comes to regional collaboration—L.A.’s culture of creativity and its can-do attitude. While Angelenos will be the first to point out that the entertainment industry does not define them, the nature of film, TV, and music production centers upon the creativity of different people coming together in pick-up teams to create something. This can-do attitude has permeated other innovative industries that have shaped modern L.A., including aerospace and fashion. With polling of Angelenos consistently showing high levels of pride and optimism about the region’s future, Greater L.A.’s greatest asset in continuing its streak of regional collaboration just might be the optimistic outlook of its residents.
GLOSSARY OF L.A. TERMS

**ANGELENOs**: inhabitants of the city of Los Angeles.

**THE CALIFORNIA ENDOWMENT**: Los Angeles’s largest foundation, founded in 1996 to increase access to quality healthcare across the state.

**CEDARS–SINAI**: located in Beverly Hills, the largest nonprofit hospital in the western U.S. and nicknamed “the ER to the stars” for its frequent treatment of celebrities.

**CEQA (PRONOUNCED SEE-KWA)**: enacted in 1970, the California Environmental Quality Act requires state and local government agencies to consider the environmental impact of any new ordinance or project. Frequent CEQA litigation from both developers and environmentalists over proposed projects have led to perennial calls for reform of the statute.

**CICLAVIA**: popular quarterly event where streets throughout a neighborhood are closed to car traffic and opened to Angelenos as a temporary public park for biking and other activities.

**THE COLISEUM**: 93,000-seat sports stadium located in the University Park neighborhood of L.A. that is the first to have hosted the Summer Olympic Games twice (1932 and 1984). Home to the University of Southern California (USC) Trojans football team and the NFL’s Los Angeles Rams until their new stadium is completed in Inglewood.

**DISNEY HALL**: spectacular downtown concert hall designed by Frank Gehry that opened in 2003 and is home to the Los Angeles Philharmonic Orchestra.

**DOWNTOWN L.A. (ALSO DTLA)**: Los Angeles’s rapidly revitalizing central business district, home to 60,000 people and 300,000 jobs. Many trace DTLA’s turnaround to 1999, with the opening of the Staples Center arena and passage of an adaptive reuse ordinance that facilitated the conversion of existing buildings into new housing units.

**DWP**: The Los Angeles Department of Water and Power is the largest municipal utility in the United States, delivering up to 7,200 megawatts and 200 billion gallons of water annually to four million people.

**EAST L.A.**: unincorporated area east of Los Angeles’s Boyle Heights neighborhood with a 97% Latino population; home to the Latino Walk of Fame on Whittier Boulevard.

**FASHION DISTRICT**: a 90-block section of downtown Los Angeles that serves as the apparel industry’s West Coast hub with a mix of design, manufacturing, and distribution firms.

**FREEWAYS**: the interconnected lattice of highways serving southern California where Angelenos spent on average 81 hours idling in traffic last year. Though construction began in the 1950s, plans for L.A.’s freeway system have never been fully realized and more than 30 percent of initial routes remain unbuilt. Mention of a specific freeway is always preceded by “the”—as in “the 101,” “the 5,” “the 10,” and “the 405.”

**THE GETTY**: art museum in Los Angeles’s Brentwood neighborhood known for its breathtaking architecture and views of the city.

**THE HAPPIEST PLACE ON EARTH**: tagline for Disneyland, established in 1955 in Anaheim. The Walt Disney Company is the only Fortune 100 company currently headquartered in L.A. County.

**HOLLYWOOD & VINE**: tourist destination at the intersection of Hollywood Boulevard and Vine Street, home of the Hollywood Walk of Fame.

**INLAND EMPIRE**: the region defined by Riverside and San Bernardino counties 60 miles inland from the Pacific Ocean. Originally serving as a major center for agriculture, the Inland Empire has experienced rapid growth over the past several decades due to its relatively affordable housing and its rise as a logistics and warehousing hub.

**IN-N-OUT BURGER**: beloved regional fast food chain founded in 1948 that counted Julia Child among its die-hard fans.

**KOREATOWN**: Central Los Angeles neighborhood that became a center of Korean population and culture during the 1960s. Today, the community is highly diverse, with two-thirds of the residents foreign-born, one-half Latino, and one-third Asian.

**LACMA (LOS ANGELES COUNTY MUSEUM OF ART)**: the largest art museum in the western United States, with more than 120,000 pieces of art from around the world.

**L.A. COUNTY FEDERATION OF LABOR**: the second-largest labor union in the country, comprised of 345 affiliates and more than 800,000 members in Los Angeles County. The union helped drive the recent passage of local and state minimum wage legislation and plays a leadership role in coalition politics in Greater L.A.
L.A. RIVER: the 51-mile river flowing through L.A. County that was paved over after a significant flood in the 1930s. The river’s recent federal designation as a navigable waterway paves the way for ambitious plans to restore it to its natural state.

LAX: Los Angeles International Airport, the seventh-busiest airport by passenger traffic in the world and the world’s biggest origin and destination airport.

MEASURE R: a half-cent sales tax for Los Angeles County to fund new transportation projects that was passed by voters in 2008. The measure is expected to generate $40 billion in new revenues over 30 years for transit and highway projects.

MEDICAL: California’s pioneering Medicaid welfare program serving low-income individuals in which almost one-third of the state’s population is enrolled. Los Angeles County’s Department of Health Services is the second largest municipal health system in the nation, annually caring for 670,000 patients.

METRO: The Los Angeles County Metropolitan Transportation Authority both serves as the region’s transportation planning agency and operates the county-wide system of buses and rail used by 1.3 million people every weekday.

MIRACLE MILE: a 1.5-mile stretch of Wilshire Boulevard that pioneered a car-oriented linear downtown form in the mid-20th century and today is known for its concentration of museums, including LACMA, the Petersen Automotive Museum, and the La Brea Tar Pits.

THE OC: Orange County, the third most populous county in California and sixth most populous county in the U.S.; home to Disneyland and some of California’s most famous beaches, including Huntington, Newport, and Laguna.

PASADENA: the second-oldest city in Los Angeles County; home to the California Institute of Technology (CalTech), Jet Propulsion Laboratory, and Tournament of Roses Parade.

PROPOSITION 13: a landmark statewide 1978 ballot initiative that dramatically limited annual property tax increases, circumscribing public officials’ ability to raise new revenue at the state or local level.

SCAG: the Southern California Association of Governments is the metropolitan planning organization for Greater Los Angeles covering Imperial, Los Angeles, Orange, Riverside, San Bernardino, and Ventura counties, fostering collaboration across the area’s 191 cities around transportation, economic growth, and livable communities.

SCAQMD: formed in 1976, the South Coast Air Quality Management District is the air pollution control agency for Orange County and portions of Los Angeles, Riverside and San Bernardino counties. SCAQMD has overseen dramatic reductions in smog, with a recent study finding children in L.A. having notably better lung function today than 20 years ago.

SILICON BEACH: the growing technology cluster located along the coast including Santa Monica, Venice, and Playa del Ray that is home to more than 500 tech startup companies.

SOUTH L.A.: the 16 square-mile area of Los Angeles south of the 10 freeway that commonly was referred to as South-Central L.A. prior to the 1992 riots. The majority of South L.A.’s population in the 1990s was African-American; now, two-thirds of residents are Latino.

THE SOUTHLAND: local moniker for the Greater L.A. region.

TINSELTOWN: nickname for Hollywood referring to the entertainment industry’s glittery celebrity culture. Common nicknames for Los Angeles include the City of Angels, La-La Land, and The Big Orange.

THE VALLEY: the San Fernando Valley, an urbanized valley north of the Santa Monica Mountains that is home to 1.8 million residents across cities including Glendale, Burbank, and portions of Los Angeles. Valley residents living in L.A. have, like, totally tried to secede from the city on multiple occasions—most recently in 2002.

VENICE: beachfront community known for its canals, beaches, and promenade featuring bodybuilders, skaters, and a broad array of eccentrics.

VIN SCULLY: beloved baseball play-by-play voice of the Los Angeles Dodgers who is retiring after this summer following 67 seasons of broadcasting stretching back to the team’s days in Brooklyn.

WATER WARS: ongoing political battles over access and control of water in arid portions of the West. L.A.’s original water wars took place in the early 20th century between farmers in Inyo County and land developers over diversion of the Owens River and development of the Los Angeles Aqueduct. L.A. Water Department Superintendent William Mulholland famously said of the region’s need for increased supply: “If you don’t get the water, you won’t need it.”

THE WESTSIDE: western section of Los Angeles comprised of a variety of wealthy communities, including Beverly Hills, West Hollywood, Culver City, and Santa Monica.
MARCUS SHINGLES
CEO, XPRIZE FOUNDATION

Marcus Shingles is CEO of the XPRIZE Foundation, a global nonprofit leader in designing and implementing innovative models that utilize gamification, crowd-sourcing, incentive competitions, and exponential technologies to solve the world’s biggest social challenges.

Prior to XPRIZE, Mr. Shingles served as a partner and leader of Deloitte Consulting’s Innovation Group, where he worked with corporate executive teams to better understand and plan for the opportunities and threats associated with disruptive innovation. During his tenure at Deloitte, he championed a strategic global partnership with Singularity University and helped establish and lead the Innovation Partnership Program with the university and XPRIZE.

Prior to his most recent roles at XPRIZE and Deloitte, Mr. Shingles was a successful entrepreneur, founding a management consulting business that worked with Fortune 500 leadership teams on innovation, technology, and analytics initiatives. He also served as leader of the Consumer Products CRM consulting practice at Ernst & Young, and began his career at the Kellogg Company.

Recently, Mr. Shingles piloted a program in partnership with the Los Angeles and Boston public school systems to bring “exponential entrepreneurial” training and contemporary thinking to high school students in underserved communities. Mr. Shingles presents regularly on global technology trends, disruptive innovation, and business and social impact strategies.
BILL ALLEN
PRESIDENT & CEO, LOS ANGELES COUNTY ECONOMIC DEVELOPMENT CORPORATION

Bill Allen is president and CEO of the Los Angeles County Economic Development Corporation and its subsidiary, the World Trade Center Los Angeles. Active in regional economic development for more than twenty years, Mr. Allen was the first CEO of the Economic Alliance of the San Fernando Valley, where he led programs to expand international trade, improve local education and work force development, and develop viable solutions to regional transportation challenges. He was named California’s Civic Entrepreneur of the Year by the California Center for Regional Leadership in 2000.

Mr. Allen was previously a television network and studio executive with nearly twenty years’ experience in entertainment production and management. He is the owner of Meadowlane Enterprises, Inc., licensor of a library of classic television series, and Meadowlane Music, Inc., publisher of a popular music catalog. From 1991 through 1995, Mr. Allen was president of MTM Television, the independent production company founded by Grant Tinker and Mary Tyler Moore. Mr. Allen originally joined MTM in 1986 as a senior vice president and oversaw the production of such television classics as Remington Steele, St. Elsewhere, and Newhart.

Mr. Allen is vice chair of the Economic Alliance of the San Fernando Valley and a board member of the Weingart Foundation, International Economic Development Council, California Stewardship Network, Regional Economic Association Leaders of California Coalition, Los Angeles Area Chamber of Commerce, Los Angeles Coalition for the Economy and Jobs, FilmL.A., UNITE-LA, and USC’s Rossier School of Education. He has also been active in the recruitment of new leaders for key Los Angeles institutions, including the Los Angeles Police Department, the Los Angeles Community College District, and the Los Angeles Unified School District.

CHARLIE WOO
CEO, MEGATOYS

Charlie Woo is the co-founder and CEO of Megatoys, an international toy manufacturer headquartered in Los Angeles, with a satellite office in Hong Kong and manufacturing facilities in Shenzhen, China and Commerce, CA. Founded in 1989 by Mr. Woo and his brother Peter, Megatoys has grown into a major manufacturer of toys, children’s seasonal gift baskets, and Halloween costumes, with 700 employees in their Los Angeles facility alone. Credited as the “founding father” of L.A.’s Toy District—a once-blighted industrial area that has become a thriving international business hub over the last two decades—Mr. Woo has helped hundreds of immigrant entrepreneurs start and grow their businesses in downtown L.A. He is also a real estate investor and developer in L.A.’s Toy, Fashion, and Arts Districts.

As former chair of the Los Angeles Area Chamber of Commerce, Mr. Woo has been the only Asian American to head the organization in its 128-year history. He currently chairs the Workforce Development Board for the City of Los Angeles, a commission that oversees the nation’s second largest workforce development system. He was first appointed to the commission by Mayor Tom Bradley in 1992 and has since been reappointed by Mayors Riordan, Hahn, Villaraigosa, and Garcetti as its chair. Under his leadership, the City’s workforce development system has been recognized nationally for its efforts to bring business, labor, community interests, and economic development groups together to create innovative job training programs targeting growth industries.

His business accomplishments and community impact have appeared in Fortune, The Economist, Far East Economic Review, The New York Times, Los Angeles Times, CNN, and CNBC. In 2015, he received the Los Angeles Area Chamber of Commerce’s “Distinguished Business Leader” Award, the organization’s highest honor.
ZEV YAROSLAVSKY
DIRECTOR OF THE LOS ANGELES INITIATIVE, UCLA LUSKIN SCHOOL OF PUBLIC AFFAIRS

Zev Yaroslavsky is the director of the Los Angeles Initiative at the UCLA Luskin School of Public Affairs. During a career in public life spanning nearly four decades, Mr. Yaroslavsky has been at the forefront of L.A. County’s biggest issues, including transportation, health care, cultural arts, the environment, homelessness, and law enforcement.

Mr. Yaroslavsky was first elected to public office in 1975, winning the Los Angeles City Council’s coveted 5th District seat at the unprecedented age of 26. As chair of the Council’s Finance Committee, he earned a reputation for being unafraid to tackle controversial issues—including the LAPD’s use of excessive force—and authored two landmark ballot initiatives, which halved the size of new commercial development near residential neighborhoods and banned oil drilling along the city’s coastline.

In 1994, Mr. Yaroslavsky was elected to the five-member Los Angeles County Board of Supervisors, representing the western part of the county and a constituency of two million people. During his tenure, he authored several key initiatives, including the 1996 park bond, which helped preserve rural open space and develop urban parks throughout the county, and the 2002 trauma tax, which saved two public hospitals from closure and kept the county’s emergency services intact. He was the driving force behind major transit projects, including the Orange Line busway across the San Fernando Valley, the recently completed Expo Line from downtown L.A. to Santa Monica, and the subway extension from Western Avenue to West L.A. He has also been a leader in cultural arts, championing efforts to rebuild and modernize the world famous Hollywood Bowl amphitheater and supporting the development of Frank Gehry’s iconic Walt Disney Concert Hall. He led efforts to provide permanent supportive housing for thousands of individuals experiencing homelessness and helped reform the Los Angeles County Sheriff’s Department with the creation of the Citizen’s Commission on Jail Violence in 2011. Mr. Yaroslavsky served five terms as the Board’s Third District representative, retiring in 2014.

PATRICIA COULTER
CONSULTANT, PATRICIA A. COULTER CONSULTING

Patricia A. Coulter is a leadership strategist and business consultant to Fortune 500 corporations, nonprofit organizations, and startup firms on issues related to growth and innovation, diversity and inclusion, and corporate social responsibility.

Previously, Ms. Coulter served as president and CEO of The Urban League of Philadelphia, becoming the first woman to lead this National Urban League affiliate in its 85-year history. She guided the League’s strategic initiatives on defending civil rights and empowering urban communities and was a top performer in the National Urban League Movement network, managing the largest affiliate budget, a senior level board of directors, and a host of business, legislative and community relationships. Prior to joining the League, Ms. Coulter held executive-level positions in the professional services and executive search fields, launching Lee Hecht Harrison’s Philadelphia office and leading Salveson Stetson Group’s diversity practice. Ms. Coulter was the first African American teacher at Henderson Elementary School in DeKalb County, GA and later led Lincoln University’s cooperative education program.

Ms. Coulter is a founding member of the Philadelphia African American Leadership Forum, The Forum for a Better Pennsylvania, and the Philadelphia Community of Leaders. She is the recipient of the Southeastern PA American Red Cross Clara Barton Outstanding Humanitarian Award, Delta Sigma Theta’s Sadie T.M. Alexander Award, the National Diversity Council’s Leadership Award, and CBS News Radio Women’s Achievement Award.
HON. ANTONIO VILLARAIGOSA
41st MAYOR, CITY OF LOS ANGELES

Antonio R. Villaraigosa was sworn in as the 41st Mayor of the City of Los Angeles on July 1, 2005. He was the first person of Latin American descent to serve as mayor since 1872, and his election was widely recognized as an affirmation of the growing political power of Latinos, not only in Los Angeles and California, but in the United States as a whole.

Mayor Villaraigosa was born Antonio Ramon Villar, Jr. and grew up in the City Terrace neighborhood of East Los Angeles. Amidst a tumultuous childhood, he gained a keen sense of justice and social responsibility and a deep respect for education and hard work. Growing up, he delivered newspapers and worked at various jobs to help support his family. At 15, he left his position at a Safeway grocery store to join a picket line supporting the United Farm Workers, who were leading a boycott against the growers of table grapes in California. He later participated in the organized walkouts of Mexican-American high school students, who were protesting discrimination in the school system. After graduating from UCLA and The People’s College of Law, he became a field representative and organizer for the United Teachers of Los Angeles, gaining a reputation in labor circles as a gifted advocate and eventually becoming President of the L.A. chapter of the American Federation of Government Employees.

In 1994, Antonio Villaraigosa entered the race for an open Assembly seat representing Northeast Los Angeles. He won an upset victory in the Democratic primary, was easily elected in the general election, and by 1998, had become the first Assembly Speaker from Los Angeles in 25 years. During his tenure, the Assembly passed legislation modernizing public schools, taking assault weapons off the streets, creating urban green spaces, and providing healthcare to more than a half million children through the “Healthy Families” program. In 2003, he was elected to the Los Angeles City Council representing the 14th District, where he leveraged his working relationship with the labor movement to help resolve the MTA transit strike, created the largest passive park on the Eastside, and fought to secure funding for L.A.’s arts and culture assets.

As mayor of Los Angeles, he focused on the city’s most intractable challenges, including education and transportation. Despite opposition from many of his former allies, Mayor Villaraigosa pursued direct mayoral control over L.A.’s failing schools and sought limitations on teacher tenure rights. Although he failed to gain complete control over the Los Angeles Unified School District (LAUSD), he created a partnership organization to oversee a subset of underperforming schools. The number of schools in LAUSD meeting the state’s academic performance goals doubled during his time in office.

The expansion of the city’s subway and light rail systems, and the turn away from suburban sprawl to a model of increased population density around public transit hubs, remains an enduring hallmark of his mayoral tenure. In 2008, L.A. County voters passed Measure R—a ballot initiative the mayor had supported vigorously—which raised the sales tax by one-half cent to fund a number of public transportation projects. The Villaraigosa administration also undertook significant modernizations of the city’s airport and harbor and removed 2,000 diesel trucks from the road, reducing emissions by eighty percent. In a city once notorious for its poor air quality, Los Angeles met the Kyoto Protocol goal for reducing greenhouse gases four years ahead of schedule. By the end of Mayor Villaraigosa’s term, the city received twenty percent of its energy from renewable sources.

As President of the U.S. Conference of Mayors, Mayor Villaraigosa became a national spokesman for education reform and expanded investment in America’s transportation infrastructure. In 2012, he served as chair of the Democratic National Convention, which re-nominated Barack Obama and set the stage for the President’s re-election in November.
Dr. Linda Lopez was appointed by Los Angeles Mayor Eric Garcetti as the chief of the Office of Immigrant Affairs in 2013. Her office coordinates city services with key departments, provides direct services to support immigrant integration, and tracks and advocates for sound immigration policies at the federal, state, and local levels.

Under Dr. Lopez’s leadership, the office has led a citizenship campaign to advance the mayor’s agenda to increase the number of naturalized citizens in Los Angeles, created an infrastructure to provide services to DACA-eligible populations, developed a program to help immigrants to access Health4All Kids, and directed a community engagement strategy for immigrants to access driver’s licenses.

Prior to her appointment by Mayor Garcetti, Dr. Lopez served as associate dean for diversity and strategic initiatives at USC Dornsife College and as a program officer at the National Science Foundation. She is published in several peer-reviewed journals on public policy issues impacting racial and ethnic communities and has researched minority voting participation. She regularly contributes to media outlets including Univision, NBC, La Opinion, Los Angeles Times, and Telemundo. Born and raised in Los Angeles, she is the daughter of Ecuadorian immigrants.

Dr. Alma Salazar is vice president of education and workforce development at the Los Angeles Area Chamber of Commerce, where she oversees programs and directs the Chamber’s higher education and workforce policies. In 2012, Dr. Salazar was appointed by Governor Jerry Brown to serve on the California Workforce Investment Board.

Since 2000, Dr. Salazar has worked to build business/education partnerships to improve academic achievement and life-long learning for California’s students. She has convened diverse groups of stakeholders to promote systems-change and strengthen the region’s workforce development system by expanding and enhancing relationships that build pathways to high-demand, high-growth industries and sustainable careers. Serving as an intermediary, Dr. Salazar looks to create and support effective collaboration among education, business, civic and workforce development leaders to influence policies that strengthen regional education and workforce development systems.

In 2012, Dr. Salazar was awarded the prestigious American Memorial Fellowship by the German Marshall Fund of the United States.
JOAN SULLIVAN
CEO, PARTNERSHIP FOR LOS ANGELES SCHOOLS

Joan Sullivan is CEO of Partnership for Los Angeles Schools, a nonprofit focused on turning around L.A.’s lowest performing public schools and piloting innovations that can be scaled across the Los Angeles Unified School District. Launched in 2008, the Partnership serves 14,000 students across 18 campuses in Watts, Boyle Heights and South L.A.

Ms. Sullivan previously served as L.A.’s Deputy Mayor of Education, where she worked closely with the superintendent and school board to support the nation’s second largest school district. She arrived in Los Angeles after spending more than a decade in the South Bronx as the founding principal of a high-poverty, high-performing public secondary school and as a high school social studies teacher. Before entering the classroom, Ms. Sullivan worked on Bill Bradley’s 2000 presidential campaign, documenting her experiences in a memoir entitled An American Voter, published in 2002. She began her career working for the Civilian Complaint Review Board, a New York City agency charged with investigating police misconduct.

DAVID CRIPPENS
CHAIR, LOS ANGELES UNIVERSAL PRESCHOOL

David Crippens is the chair of Los Angeles Universal Preschool (LAUP), a nonprofit dedicated to supporting the development of the whole child, growing a qualified and diverse workforce, and strengthening family engagement. LAUP creates and sustains strategic partnerships and advocates for policies that promote preschool access and program excellence. Since 2005, LAUP has prepared more than 115,000 children for kindergarten and beyond by funding, rating, and raising the level of quality preschool programs throughout Los Angeles County. Mr. Crippens was appointed to the LAUP Board of Directors by Supervisor Mark Ridley-Thomas in 2011.

Mr. Crippens is also a consultant with more than 30 years’ experience in nonprofit management, fundraising, and media development, with expertise in providing interim leadership for nonprofit agencies facing transitional challenges. He formerly served as senior vice president of foundations and education for KCET-TV, where he raised more than $70 million for programs and educational services. He currently serves on the UNITE-LA Board of Directors, as well as the Los Angeles Workforce Investment Board Youth Council, and is a past member of the School Construction Bond Citizens Oversight Committee.
HON. HILDA SOLIS
SUPERVISOR, LOS ANGELES COUNTY FIRST DISTRICT

Hilda L. Solis was sworn in as Supervisor for the First District of Los Angeles County on December 1, 2014. Prior to becoming Supervisor, she served as U.S. Secretary of Labor. She was confirmed on February 24, 2009, becoming the first Latina to serve in the United States Cabinet.

From 2001 to 2009, Supervisor Solis represented the 32nd Congressional District in California, where she prioritized expanding access to affordable health care, protecting the environment, and improving the lives of working families. A recognized leader on clean energy jobs, she authored the Green Jobs Act which provided funding for “green” collar job training for veterans, displaced workers, at-risk youth, and individuals in families living below 200 percent of the federal poverty line. She was also appointed to the Commission on Security and Cooperation in Europe (the Helsinki Commission) in 2007 and subsequently was elected vice chair of its General Committee on Democracy, Human Rights and Humanitarian Questions—the only U.S. elected official to serve on this body. Prior to her congressional tenure, she was a member of the California State Senate and State Assembly. Early in her career, Supervisor Solis worked in the White House Office of Hispanic Affairs and the Office of Management and Budget Civil Rights Division during the Carter and Reagan Administrations.

A nationally recognized leader on the environment, Supervisor Solis became the first woman to receive the John F. Kennedy Profile in Courage Award in 2000 for her work on environmental justice issues. Her California environmental justice legislation, enacted in 1999, was the first of its kind in the nation to become law.

PETER LYNN
EXECUTIVE DIRECTOR, LOS ANGELES HOMELESS SERVICES AUTHORITY

Peter Lynn is the executive director of the Los Angeles Homeless Services Authority (LAHSA). Previously, Mr. Lynn was the Director of Section 8 for the Housing Authority of the City of Los Angeles (HACLA), the second largest Section 8 program in the country, assisting more than 50,000 of the poorest Angeleno families. During his tenure, HACLA’s rental assistance programs for the homeless doubled to more than 14,000 units and he worked to reduce barriers to access and extend voucher assistance to some of the city’s most challenging and service-intensive populations, including chronically homeless individuals with serious mental illness. Prior to joining HACLA in 2007, he ran the Section 8 program for the New York City Department of Housing Preservation and Development.

Mr. Lynn is a member of Mayor Garcetti’s Homeless Cabinet, the Home For Good Leadership Team, the Los Angeles County Mental Health Services Act Housing Advisory Board, the Housing Opportunities for Persons With AIDS Advisory Committee, and the National Alliance to End Homelessness Leadership Council. An advocate of interagency cooperation, he is working to build better collaboration among jurisdictions, departments, agencies, and organizations assisting the homeless throughout the Los Angeles Continuum of Care.

Mr. Lynn has been recognized with an Outstanding Leadership Award by the County Department of Mental Health for his work to house homeless individuals with mental illness and with the United Way/Home For Good Trailblazer of the Year Award.
JOSHUA SCHANK
CHIEF INNOVATION OFFICER, LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY

Dr. Joshua Schank became the first-ever chief innovation officer for the Los Angeles County Metropolitan Transportation Authority (Metro) on October 5, 2015. He leads the Office of Extraordinary Innovation, which supports Metro’s departments in piloting and implementing new and experimental programs and policy; serves as a primary liaison for new ideas from entrepreneurs, private sector entities, academia, or individuals; and informs Metro’s high-level vision through exposure to innovative people, organizations and industries.

Previously, Dr. Schank served as president and CEO of the Eno Center for Transportation in Washington, D.C., where he directed the organization’s working groups on public-private partnerships (P3s), freight, aviation, and transportation finance. Prior to his tenure at the Eno Center, Dr. Schank worked as a transportation planner for the New York Metropolitan Transportation Authority, a Congressional Transportation Fellow and legislative assistant in the U.S. Senate, and a senior associate for two international transportation consulting firms specializing in public transit and federal transportation policy. He also served as director of transportation research for the Bipartisan Policy Center, where he directed a panel of former elected officials, policy experts, business executives, and civic leaders overseeing a national study of federal transportation policy that resulted in recommendations for performance-based programs.

BILL DAVIS
PRESIDENT, SOUTHERN CALIFORNIA PUBLIC RADIO

Bill Davis is the founding president of Southern California Public Radio (SCPR), a California-controlled subsidiary of the American Public Media Group. He joined SCPR in January 2001, and prior to his appointment was senior vice president for programming at National Public Radio (NPR) in Washington, D.C. where he directed NPR’s news, cultural programming, new media, and satellite divisions.

For ten years, he served as general manager of WUNC-FM in Chapel Hill, directing all aspects of this NPR-affiliated station licensed to the University of North Carolina and making it one of the nation’s most-listened-to NPR stations. Prior to joining WUNC, he managed WBFO-FM in Buffalo, NY, and KALX-FM in Berkeley, CA. While in journalism school, he produced and edited reports for the statewide news operation at California Public Radio.
ANTONIA HERNÁNDEZ
PRESIDENT & CEO, CALIFORNIA COMMUNITY FOUNDATION

Antonia Hernández joined the California Community Foundation as president and CEO in 2004. Established in 1915, the California Community Foundation is one of the largest and most active philanthropic organizations in Southern California, with assets surpassing $1.4 billion. In partnership with its nearly 1,600 individual, family, and corporate donors, the foundation supports nonprofit organizations and public institutions with funds for health and human services, affordable housing, early childhood education, community arts and culture, and other areas of need.

Previously, Ms. Hernández served as president and general counsel of the Mexican American Legal Defense and Educational Fund (MALDEF), a national nonprofit litigation and advocacy organization dedicated to protecting the civil rights of the nation’s Latinos through the legal system, community education, and research and policy initiatives.

An expert in philanthropy, civil rights and immigration issues, Ms. Hernández began her legal career as a staff attorney with the Los Angeles Center for Law and Justice and worked as counsel to the United States Senate Committee on the Judiciary before joining MALDEF in 1981 as regional counsel in Washington, D.C.

Ms. Hernández is a board member of the national American Automobile Association, the Automobile Club of Southern California, Council on Foundations, Center on Budget and Policy Priorities, Grameen America, and Blue Shield of California Foundation. She currently serves on the Commission on Presidential Debates, the Los Angeles 2020 Commission, the JFK Library Foundation Profile in Courage Award Committee, and the UCLA Board of Advisors, among others. She is a frequent public speaker and has been awarded a number of honorary degrees and awards. She is a member of the State Bar of California, District of Columbia Bar, American Bar Association and the Mexican American Bar Association of Los Angeles and is a fellow of the American Law Institute.
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ABOUT THE ECONOMY LEAGUE

The Economy League is a civic catalyst that brings together cross-sector leaders and organizations to address the most challenging issues facing Greater Philadelphia. Built on our foundation of independent, high-quality analysis and practical insight, we spark new ideas, develop strategies, and galvanize action to make Greater Philadelphia globally competitive.

Learn more at economyleague.org

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GET INVOLVED

There are many ways to get involved with the Economy League’s efforts to drive growth and opportunity in Greater Philadelphia.

LEARN

Learn more about the World Class agenda by visiting economyleague.org, reading our Regional Direction blog, or subscribing to our monthly Citizens’ Business newsletter. Signature events such as the annual World Class Summit, the Greater Philadelphia Leadership Exchange, and World Class Forums provide unique opportunities to deepen understanding about our region’s challenges and potential.

JOIN

Become an individual member of Friends of the Economy League—a network of individuals who care passionately about the future of our region, are inspired to action through insightful programs and content, and want to connect with a diverse and dynamic community of thoughtful leaders.

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Partner with the Economy League on an analysis or strategy project to drive regional impact. Past partnership projects have resulted in new highway connections, increased retention of recent college graduates, new strategies for economic growth, better understanding of the value of early childhood education—and more.

INVEST

Invest in the Economy League by making a financial contribution or sponsoring an event. The Economy League’s work is made possible by the financial support and board leadership of the region’s top corporations, institutions, and organizations. Our high-quality events attract cross-sector regional leaders and provide exceptional branding opportunities for your business or organization.

WANT TO LEARN MORE?

CONTACT US AT 215-875-1000 OR INFO@ECONOMYLEAGUE.ORG

The Economy League of Greater Philadelphia, an affiliate of the Pennsylvania Economy League, Inc., is a 501(c)(3) charitable organization. Contributions to the Economy League are tax deductible to the full extent provided by law.
Acknowledgments

About the Greater Philadelphia Leadership Exchange

The Greater Philadelphia Leadership Exchange is the Economy League’s signature initiative to develop leaders into visionaries dedicated to making Greater Philadelphia a world class region. Through in-region programming and out-of-region learning visits, the Exchange exposes cross-sector leaders from across the Philadelphia area to best practices from other metros while strengthening relationships among top business, civic, and government executives.

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Julie Coker Graham, President & CEO, Philadelphia Convention & Visitors Bureau

Peter Gonzales, President & CEO, Welcoming Center for New Pennsylvanians

Hugh Lavery, SVP of Government and External Affairs, Thomas Jefferson University and Jefferson Health

2016 Economy League Leadership

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Peter M. Grollman, SVP, Public Affairs, CHOP; Vice Chair, Board of Directors

Briefing Book

Writers: Anne Marie Bonner, Kaiwen Gou, Ami Irvin, Cathy Lin, Bill Rivers, Alvaro Sanchez, Josh Sevin, John Taylor

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September average high: 81°
September average low: 57°

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The University of Pennsylvania’s community of researchers, inventors, technologists, and entrepreneurs are translating their world-class discoveries into businesses that serve society.

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As a member of the Greater Philadelphia Leadership Exchange, you are part of a select group of leaders and visionaries dedicated to making Greater Philadelphia a world-class region.

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You, too, can make an impact on our economy. Use your influence to bring the next major gathering of your business or volunteer organization to Philadelphia and help showcase our world-class destination.

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