



BREAKING DOWN BARRIERS WITH INFORMATION

# BIZFED INSTITUTE

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*CONNECTING DIVERSE STAKEHOLDERS  
WITH THOUGHT LEADERS SINCE 2010*

## ANNUAL REPORT 2023-2024



BUILDING PARTNERSHIPS FOR PROGRESS

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***Dear BizFed Institute Stakeholder,***

What a year of timely impact across all policy areas, around previously insurmountable challenges, and with all hands on deck. What BizFed Institute achieved in 2023 was only possible through the collaborative efforts of diverse stakeholders: public and private sector leaders across housing, homelessness, energy, broadband, goods movement, water, climate, and other vitally important policy spheres.

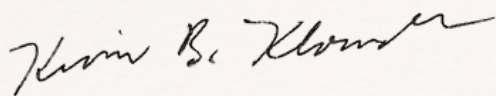
**Together, facing rapidly changing rules and needs, we found new ways to break down barriers with knowledge.**

As you prepare to peruse our Annual Report (or flip straight to the page that answers a specific question), I encourage you to explore our full-length forum recaps and “Flash Poll” findings for a deeper, data-driven examination of solution-focused takeaways.

The problem-solving model that drives what we do at BizFed Institute is built upon a commitment to bringing varied perspectives and unlikely partners together, facilitating the formation of new alliances.

**We thank the partners and program sponsors who leaned in with us in 2023.**

Sincerely,



**Kevin Klowden**  
2023 BizFed Institute Chair





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# OUR MISSION

BizFed Institute equips decision makers with comprehensive expertise and resources that help spark change to build and sustain strong communities and a healthy economy. The Institute was founded to complement BizFed's boots-on-the-ground work and has grown in scope and impact for over a decade.

Unlikely partners from both public and private stakeholders take a fearless approach to problem-solving by acknowledging that silos don't work. Age-old obstacles must be addressed by the very sides that hold them dear. And smart thinking alone isn't enough.

Systematically benchmarking, organizing, and empowering the strongest advocates is essential for adopting better public policy. In a proven way of removing bureaucracy, we get buy-in from employers large and small to be the difference in effectiveness. As a collective, we emphasize economic growth, educational excellence, and environmental responsibility.

Thank you for leaning in with us to break down barriers with knowledge.



**Kevin Harbour**  
BizFed Institute President

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This roster is current as of February 2024



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## WE THRIVE WITH **YOUR** SUPPORT

**BizFed Institute convenes forums to share information  
that becomes the genesis of thought leadership.**

Thank you to our sponsors, forum supporters, and in-kind contributors for their generosity and commitment to furthering BizFed Institute's mission. Your support, engagement, and belief in our ability to break down barriers with information have made a measurable impact. BizFed Institute equips decision makers with comprehensive expertise and resources that help spark change to build and sustain strong communities and a healthy economy.

**SUPPORT OUR MISSION**

## *BIZFED INSTITUTE CURRENT & PAST CHAIRS*



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Presented by BizFed Institute & Milken Institute

June 9, 2023



**WATCH:** [youtu.be/f1Y8DyYshME](https://youtu.be/f1Y8DyYshME)

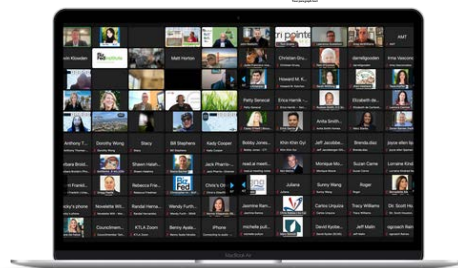


BizFed Institute's 5th annual **Housing Forum**, produced in partnership with Milken Institute and with the generous support of the sponsors listed below, brought together diverse roundtables of public and private sector leaders along every segment of the development pipeline. They helped pinpoint new policy solutions, cement new partnerships, and plant buds of newfound optimism. We hope these talks spark action; the consequences of inaction cannot be overstated.

I want to thank BizFed Institute Chair **Kevin Klowden** for highlighting the intersectional homelessness crisis on our streets, as well as the global scope of this humanitarian emergency. We can't stop at simply building homes; we have a moral obligation to help bring unhoused Angelenos inside. We encourage you to share the insights, data, and names on the following pages among your own networks. The first step toward getting more roofs over heads is getting more industry intel into the heads of policymakers and potential partners.



**Kevin Harbour**  
BizFed Institute President



— “ —

Homelessness is an issue that has shown up in cities throughout the world since COVID and it is an issue that is not only inhumane, but profoundly affects the quality of life for everyone.

— ” —

—KEVIN KLOWDEN, MILKEN INSTITUTE & BIZFED INSTITUTE

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### FIRESIDE CHAT: Los Angeles Mayor Karen Bass & BizFed Institute President Kevin Harbour Introduced by Tracy Hernandez - BizFed



Los Angeles Mayor **Karen Bass** joined us remotely for a fireside chat, despite testing positive for COVID-19. Come rain, shine, or sickness, the mayor has been a fixture on the frontlines of the fight to house more Angelenos. She declared a state of emergency over homelessness on her first day in office, expanding her mayoral powers to combat the humanitarian crisis and sending a signal that 40,000 people on the streets is unacceptable to new city leadership. Cutting bureaucratic tape is a tenet of Bass's get-things-done model. She spearheaded efforts to establish a new memorandum of understanding with the White House that affords more flexibility after realizing the city's own guidelines — created in response to federal mandates — were making it harder to finalize housing placements.

- She signed Executive Directive 1 to fast-track critical projects, including 100% affordable housing developments. At least 300 citywide projects are now progressing faster than they would have under normal circumstances.
- Executive Directive 2 established the "Inside Safe" program to clear encampments, where unhoused Angelenos overwhelmingly experience homelessness. At least 18 of the city's most problematic encampments have been cleared so far, prompting more than 1,300 people to move off the streets and into shelter.
- Executive Directive 3 focuses on public land. LAUSD, Metro, county, and city leaders are cooperating to identify available land for interim and supportive housing projects.

So what's new and what's next? Bass unveiled plans to launch a six-month capital campaign to engage more business owners in the city's homelessness efforts. She described her upcoming efforts as a "PR campaign appealing to property owners" and underscored the city's commitment to working productively with private sector partners. As part of the American Recovery Plan, the U.S. Department of Housing and Urban Development (HUD) allocated gave 3,365 emergency housing vouchers to the Housing Authority of the City of Los Angeles (HACLA) that have to be used by September 30, 2023. They city has thousands of vouchers they can't find property for, according to Bass. Business leaders can help. Lean in!

**"We have to have a system of permanent interim housing where people can stay for up to a year. To me, it's unacceptable to say, 'You have to stay on the street in a tent while we're building,'" she said.**

There are difference-making opportunities on the horizon for hotel and motel owners. Bass is looking into master leasing or purchasing hotels and motels, buoyed by passage of the city budget, which includes \$250 million for Inside Safe. Bass is also working to scale supportive services with additional capital. Community-based organizations "doing God's work" in LA are currently stretched beyond capacity, she told the group. Business leaders can also help on this front, especially through the framework established by **BizFed's Homelessness Action Committee**.

**"The supportive services that people assume exist do not. We know what to do. But how do you get to scale?" Bass asked.**



— “ —

**We have to change systems to change how we get people inside.**

— ” —

—JENNA HORNSTOCK, CITY OF LOS ANGELES

**Jenna Hornstock**, Deputy Mayor of Housing for Los Angeles and a former BizFed leader, is among a growing team of intersectional leaders on the frontlines of Mayor Karen Bass's fight to eradicate homelessness and expand housing. The city is launching a search for its newly created Deputy Mayor of Homelessness post, Hornstock told forum attendees.

She works closely with another BizFed alum, Deputy Mayor for Business & Economic Development **Rachel Freeman**. The two oversee an array of overlapping issues: land use, financing, housing elements, community planning, tenant protections, code enforcement, and more. In addition to creating more housing, Hornstock and Bass are laser-focused on preventing homelessness. The city is moving to put \$25 million in an emergency rental assistant program, which will help both tenants and landlords while stopping evictions that can land vulnerable Angelenos on the streets.



— “ —

**We want to uplift, not uproot... and give a hand up, not handouts.**

— ” —

—MARTIN MUOTO, SOLA IMPACT

**Martin Muoto**, founder and CEO of SoLa Impact, is on a mission to preserve, refresh, and create high-quality affordable housing in low-income communities. SoLa Impact currently owns and manages 1,500+ apartments in the South Los Angeles area, with another 1,500 affordable units in their pipeline of Opportunity Zone projects. People look at Muoto like he "has two heads" when he reveals they're able to build affordable housing at \$250,000 per door, he told the group.

How is their work possible? They invest exclusively in undervalued communities of color. They lean into scalable innovation. They focus on uplifting and meeting people where they are, instead of uprooting them from communities with built-in support networks. They recognize it's not just about housing; it's about the people in the housing units they serve.



## Housing Flash Poll Takeaways

PRODUCED IN PARTNERSHIP WITH EMPLOYERS GROUP



71 professionals (60% who work in the housing industry) shared their perspectives on the current state of California's housing crisis, as well as strategies for advancing much-needed development of all forms of housing to improve affordability. Findings confirm our hypotheses that optimism about housing solutions is in decline, top challenges including affordable supply, local government efforts are not translating to effective action, and existing infrastructure limitations are creating an additional layer of challenge.

### Three-quarters of poll respondents don't feel more optimistic about California's housing situation than they did a year ago.

- 28.9% Less optimistic today than a year ago
- 23.7% Same level of optimism compared to a year ago
- 22.0% Not optimistic at all
- 22.0% More optimistic today than a year ago
- 3.4% Haven't thought about the housing crisis

More than one-third of poll respondents said local government leaders have **"not been effective at all"** in making progress toward meeting affordable housing goals, while one-third said cities have been "minimally effective." Only 6% felt local housing efforts have been "very effective."

#### Optimism about solutions is not increasing

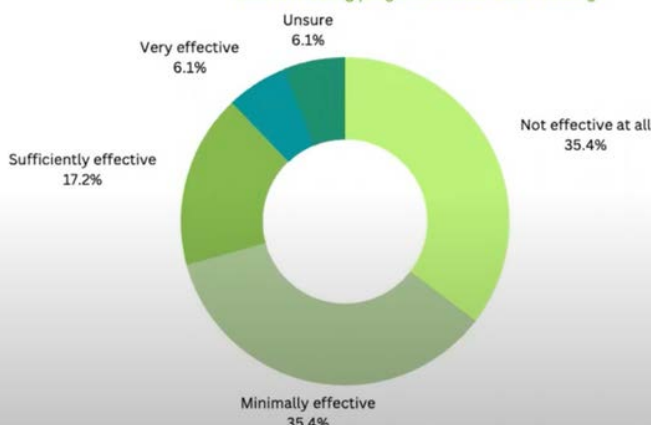
Overall, when I consider the current state and future prospects for solving the housing crisis throughout the state...

Response	%
I am less optimistic today than I was a year ago	29%
I feel the same now as I did a year ago	24%
I am not optimistic at all	22%
I am more optimistic and see more measurable progress today than I did a year ago	22%
I have not thought about it	3%



#### Aggressiveness does not necessarily translate to effectiveness when it comes to affordable housing

How effective do you believe local leadership has been in making progress on affordable housing?



**Poll respondents pointed to limited supply, city permitting delays, NIMBYism, and insufficient funding for affordable housing initiatives as California's top housing challenges today.**

The vast majority of poll respondents recognize that an increase in housing will create more strain on limited infrastructure, particularly related to California's power grid and water supply.

	Extremely Difficult	Somewhat Difficult	Not Difficult	Unsure
Power Grid & Overall Energy Infrastructure	53.7%	26.8%	12.2%	7.3%
Water Supply	52.4%	31.0%	11.9%	4.8%
Broadband Availability	9.5%	26.2%	54.9%	9.2%
Transit & Roads	28.6%	54.8%	11.9%	4.8%

**Variety, affordability, and expediency continue to define housing progress among Flash Poll respondents, mirroring attitudes mined ahead of our last Housing Forum in October 2022.**

**PANEL 1: Affordable & Workforce Housing Solutions**

*Moderated by Matt Horton - Milken Institute*

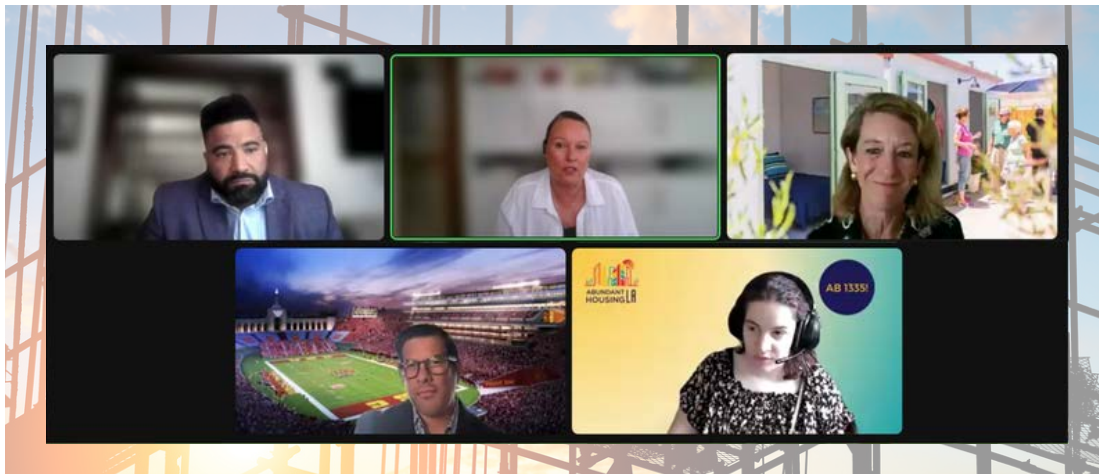
**Panelists:**

Deborah La Franchi - SDS Capital Group

Elizabeth Funk - Dignity Moves

Jarryd Gonzales - Western Manufactured Housing Communities Association

Leonora Camner - Abundant Housing LA



**KEY TAKEAWAYS**

- It takes all cylinders to make a difference: government, nonprofit, and private sector leaders (who, panelists noted, can help housing providers access a tremendous amount of capital). The mindset that a single approach or focus on a single type of housing can resolve California's housing crisis creates impediments to cross-sector innovation that can dramatically accelerate production.
- Zoning laws that allow for higher density, mixed-income developments in regions with ready access to employment opportunities and public transportation will help address housing strain. However, updating the bureaucratic framework to facilitate such zoning reforms could take years in the city of Los Angeles, according to nonprofit housing providers who previously raised the issue with the city's planning department.
- Funding homebuilding isn't the top concern for nonprofits creating "cabin communities" with philanthropic support; finding ongoing support for supportive services is the bigger challenge. They're also having to "scour" for affordable, available land in California.
- There are 5,000+ mobile home parks in California and 500,000+ mobile home spaces, offering some of the most affordable housing options. Increasing resident ownership could provide pathways to improved livability for families struggling to make ends meet in California. But layers of permitting obstacles are impeding efforts to expand mobile home parks. A park owner in Castaic recently proposed adding 28 homes to a 21-unit mobile home park; he was told needed 140 acres (5 acres per unit!) to do so.
- Privately financed supportive housing funds can quickly create high-quality, cost-effective units. SDS Capital Group intentionally built its model to minimize the number of times they had to engage with government: "The more times you touch government, the slower the project goes. The slower it goes, the more expensive it gets."
- Modular housing, 3D printing, and other innovative technology could further accelerate housing production. Braintrusts at California's numerous higher education institutions should be incentivized to join the conversation.

**PANEL 2: Market-Rate Housing Solutions**  
*Moderated by Ryan Altoon - AndersonPacific, LLC*

**Panelists:**

Nathan Keith - Tejon Ranch  
Greg McWilliams - FivePoint  
Tom Grable - Tri Pointe Homes  
John Reekstin - The Olson Company



**KEY TAKEAWAYS**

- Housing providers believe California's "housing crisis" is a "housing policy crisis" exacerbated by siloed policymaking that fails to spur collaboration between the state legislature, regulatory bodies, and local governments.
- More than 320 housing-related bills were introduced this session, many without the involvement or awareness of local governments leaders they impact. At least one-third of the proposals have been deemed "housing killers" by advocacy groups.
- Bad housing policy isn't alone in contributing to development challenges; labor and environmental laws, although often well-intentioned, have also made it significantly harder to build in California. Actionable solutions include incentivizing cities, which control land use decisions, to partner with local development communities and find land for housing. Housing developers are also calling for a cap on connection fees and reallocation of property taxes to reward local governments.
- Governor Gavin Newsom has repeatedly stated he will hold local government accountable to plan for 2.5 million new homes by 2030, including at least 1 million affordable units. That's 300,000 units per year. California has only topped 300,000 permits twice in 69 years — in 1986 and 1963. Statewide, there were only 200,000 housing permits during 22 out of those 69 years — and they were all prior to 2006.
- Reintroducing redevelopment can help shift property tax increments back to cities. Current housing mandates are being established with no accompanying allocation of resources, leading to both passive and active pushback from cities, sometimes in the form of "creative" housing elements.
- Policymakers serious about closing the housing gap with private-public partnerships need to be aware that approximately 80% of homes built in California are the work of "big builders," thanks to private sector consolidation. Many are based out of state.
- A "shot clock" that limits the duration of lawsuits filed under the oft-abused California Environmental Quality Act (CEQA) is included in the \$180 billion infrastructure proposal overwhelming supported by business leaders. It does not explicitly apply to housing, but the plan's other permitting and record-keeping reforms are expected to expedite home construction, along with vital infrastructure upgrades.
- Industry experts are also forecasting an "avalanche of insurance pullbacks" following recent announcements that State Farm and Allstate will no longer offer new home insurance policies in California. The FAIR Plan, a state-mandated insurance pool, offers minimal coverage at high rates. Enrollments in the last-resort option have surged 70% since 2019.



— “ —

**BizFed has its hands full and looks forward to addressing these policies in a wraparound way.**

— ” —

—CHRIS WILSON, BIZFED



BizFed Senior Policy Manager **Chris Wilson**, who oversees the advocacy alliance's Housing/Land Use Committee, closed the forum by revisiting the scope of the state's housing crisis from a policy standpoint — and then drilling down on actionable policy and partnership solutions. We thank Chris for noting the visible resonance among attendees after panelist Greg McWilliams emphatically called out the ongoing weaponization of California Environmental Quality Act (CEQA) lawsuits to halt or cancel housing projects. Our forums, which draw attendees from far and wide across all sectors, are often a microcosm of statewide attitudes around hot-button issues. California business leaders certainly see the value in CEQA modernization that streamlines housing development. Will California lawmakers take action this legislative session?

*We thank our sponsors for making this forum possible!*

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We aim to convene **solution-focused** forums that deliver **of-the-moment intelligence**. It doesn't get timelier than our **Water Resiliency Forum**. As panel speakers were discussing this season's extreme weather – and how the deluge should trigger ramped-up efforts to address water supply, distribution, and infrastructure issues – Governor Gavin Newsom announced plans to lift certain drought measures ahead of more storms.

But is the historic mega-drought actually over in California? Our keynote speaker **Adel Hagekhalil**, General Manager and CEO of the Metropolitan Water District, answered with a resounding “no.” He coined a new phrase for what we're now experiencing: “**climate whiplash**.” Read on for key takeaways from Adel, other featured speakers and panelists, and our Water Flash Poll. Experts, lawmakers, maps, and data charts are all saying the same thing in different ways – more rain doesn't mean less urgency to fix how we capture, store, use, and talk about water in California.

**Kevin Harbour**  
BizFed Institute President



## NEW FORUM FEATURE

WE STREAMED THIS **LIVE** ON FACEBOOK

**WATCH THE REPLAY: [rb.gy/x1sz](https://rb.gy/x1sz)**





— “  
A big part of our success  
over the years has been  
working with the business  
community.  
” —

—HEATHER REPENNING, METROPOLITAN WATER DISTRICT

**Heather Repenning**, Executive Officer for Sustainability Policy at the Los Angeles County Metropolitan Authority (Metro) and Vice Chair of Climate Action on the Metropolitan Water District (MWD) Board of Directors, kicked off our forum by emphasizing the importance of aligning various agencies, jurisdictions, and private sector partners around shared goals. Together, we have a better shot of securing adequate funding and delivering strategic water investments. She also called on the region to embrace **beneficial uses of wastewater** and **reduce usage for nonfunctional turf**.

“It’s not easy, but it’s possible,” Heather told attendees. “A big part of our success over the years has been working with the business community.”

Storage challenges and extreme weather driven by climate change are rapidly placing new demands on existing – and aging – infrastructure, she said. Over the next decade, MWD will spend \$3.2 billion on **updating water infrastructure**. Private sector partners, big and small, can expect these dollars to create more opportunities for the broad business community. Water district leaders signed the “Equity in Infrastructure” pledge in 2022 as part of their ongoing efforts to create more **inclusive procurement** opportunities. We thank Heather for spotlighting paths toward climate resiliency that are paved by more Californians, for more Californians.





— “

A lot of us are willing to go buy water at the airport for \$4 – but we're not willing to drink water from the tap.

” —

—ADEL HAGEKHALIL, METROPOLITAN WATER DISTRICT



**Adel Hagekhalil**, General Manager and CEO of the Metropolitan Water District (MWD), is a man on a mission – and he’s mobilizing all of us to help coordinate, innovate, and educate with him.

“This is the job of my life,” he told forum attendees in his keynote remarks. “I was put in this place because we need some new thinking to put things into place.”

Adel asked, by a show of hands, how many people in attendance felt water is critical to society and public health. Every hand in the room shot up. He asked a follow-up question: “How many of you are willing to pay extra for water?” At least a dozen hands went down immediately. More followed as people chuckled and glanced around the room. We shouldn’t have to pay exorbitant fees for water. Governor Edmund Brown signed AB 685 in 2012, making California the first state in the nation to legislatively recognize the **human right to safe, clean, accessible, and affordable water**. More than a decade later, the state has yet to make good on that promise – and low-income Californians, especially in rural communities, are bearing the brunt of soaring water costs.

But misguided public perception about the cleanliness of tap water in most communities remains an issue. **Adán Ortega**, Chair of the MWD Board of Directors, discussed the reluctance of some Californians to drink tap water during last year’s Water & Climate Resiliency Forum. This year, Adel noted how “a lot of us are willing to go buy water at the airport for \$4 – but we’re not willing to drink water from the tap.” That’s washing money down the drain, at least in MWD’s distribution region covering portions of Los Angeles, Orange, San Diego, Riverside, San Bernardino, and Ventura counties, Adel said. Before MWD-treated water pours from a tap, it passes through one of five water treatment plants, which disinfect more than 2 billion gallons of water daily with a five-step process. All MWD facilities use ozone as a primary disinfectant, which kills protozoa and viruses such as SARS-CoV-2.

Adel also addressed misconceptions about the current state of California’s historic drought. He said FOX11 reporter **Hal Eisner** asked him a question on many Californians’ minds the day before BizFed Institute’s Water Resiliency Forum: “Is the drought over?” No, Adel responded; we’re experiencing “**climate whiplash**.” He urged Californians to embrace **conservation as a way of life**, rather than an emergency measure. He also pointed to **progressive design-build** models as a more efficient alternative to traditional design-bid-build methods of project delivery. Finally, he told business leaders to lean in with him and create more **green jobs**.

“I’d love to work with everyone on creating the workforce of the future,” Adel said.

### Water Flash Poll Takeaways

PRODUCED IN PARTNERSHIP WITH EMPLOYERS GROUP



A total of **67 professionals** from **19 industries** shared their perspectives on California's water crisis and strategies to increase drought resiliency. Poll participants shared a plethora of potential solutions to stretch the state's available water supply to better serve all communities through periods of imbalanced precipitation. Poll findings confirm and underscore our hypothesis that most Californians believe a combination of solutions, rather than aggressive conservation alone, is necessary to comprehensively address the long-term impacts of worsening climate whiplash.

We conduct a **"Flash Poll"** ahead of each of our forums to gather data quick-takes from our diverse network of business and civic leaders on specific issues. This time, our timely topic impacting all Californians generated more than three times as many responses as our last poll. Respondents made it clear that California's well of existing water strategies is running dry, even as record rainfall prompts the lifting of voluntary water conservation targets issued in 2021.

**Most respondents do not feel water use restrictions alone are an effective long-term solution.**

<b>51%</b>	<b>36%</b> HAVE MINIMAL IMPACT ON THE PROBLEM	<b>30%</b> HELP ALLEVIATE THE PROBLEM ONLY IN THE SHORT TERM	<b>25%</b> GET PEOPLE TO PAY ATTENTION
ONLY BE HELPFUL IF COMBINED WITH OTHER INITIATIVES	<b>21%</b> Enable our water supply to be sustainable for the future	<b>9%</b> Have no impact on the problem	<b>7%</b> Help significantly to alleviate the problem

**Poll respondents have little confidence in past management of water supply issues, with more than two-thirds saying California should have had "more effective plans in place by now." Only 2% of respondents believe our water crisis is "mainly a supply problem."**



**When asked to highlight overlooked solutions, respondents proposed the following:**

- Desalination.
- Expediting new technology with the help of private sector partners (including big tech leaders) and academia.
- Increased conservation among entities with old water rights.
- Embracing solutions that are working in other countries.
- Increased investment in storage and flow control measures.
- Significant decreases in water usage labeled "environmental."
- Using nuclear and gas plants to power desalinization, reducing future water and energy costs.
- Developing underground rainwater capture and storage technology for homes and businesses.

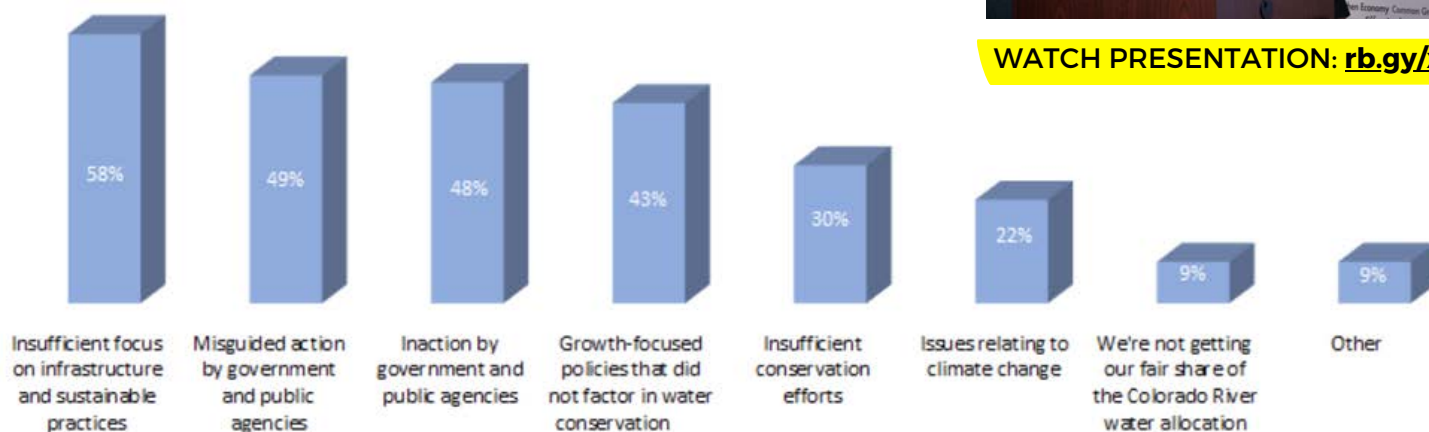


**Top controllable factors identified by poll respondents as root causes of water challenges include:**

- Insufficient investments in infrastructure – 58%
- Misguided action by government and public agencies – 49%
- Inaction by government and public agencies – 48%
- Growth-focused policies – 43%
- Insufficient conservation efforts – 30%
- Issues relating to climate change – 22%



**WATCH PRESENTATION: [rb.gy/x1sz](https://rb.gy/x1sz)**



**Poll respondents were asked to rank a list of obstacles as "major," "minor," and "insignificant" in preventing the resolution of water resiliency issues. Findings spotlight the need for **improved stormwater capture**, cooperation between various levels of government and water agencies, and more infrastructure funding.**

Response	Major Obstacle	Minor Obstacle	Insignificant Obstacle
No comprehensive stormwater capture system in place	85%	14%	2%
Inability of states, municipalities and local water agencies to reach agreement	73%	25%	2%
Inconsistent supply and increasing demand	69%	26%	5%
Money and other resources needed to fix aging infrastructure (including the water supply system)	61%	27%	12%
Possibility of significant decrease in allocation of Colorado River water	55%	35%	10%
Moving water over great distances to meet demand	52%	38%	10%
The high demand on water supplies by agriculture and farming	38%	40%	22%
Environmental concerns relating to getting water to cities and farms	38%	44%	18%
Excessive groundwater pumping especially in the Central and San Joaquin Valleys	37%	47%	17%



### PANEL 1: Smart Water Management

*Moderated by Randall Martinez, Cordoba Corporation*

#### Panelists:

Sabrina Tsui, Los Angeles Department of Water and Power  
Carolina Hernandez, Los Angeles County Department of Public Works  
Scott Houston, West Basin Municipal Water District  
Heather Cooley, Pacific Institute



- Los Angeles County has seen nearly 26 inches of rainfall this stormwater season. That's 93 billion gallons of water – enough to fill 1,100 Rose Bowls or sustain 2.3 million people for one year! But it's still not enough for the region to ease up on conservation and investments in storage.
- Long-term water goals for the region must include stretching our available supply; ensuring infrastructure has longevity by investing in strategic repairs and sediment removal; and heeding new climate research so we're better positioned to plan ahead.
- Southern California water districts must do more than diversify water supplies. The region also needs increased operational flexibility so those supplies can easily be moved to communities that need them, especially during emergencies such as major earthquakes.
- Wildfires have contributed to sediment build-up behind reservoirs, displacing water that could have filled that space. The Los Angeles County Department of Public Works is investing heavily to clean it up. Removing 15 million cubic yards of debris and mud from five reservoirs and hauling it across the foothills will cost the county \$550 million over the next decade.
- An estimated 1 million Californians don't have access to safe, clean drinking water. An even larger number can't afford basic water service. We can't just think about averages when we examine water challenges; we have to look at extremes.
- A Pacific Institute study found that urban water use could be reduced by 30% to 48% if we made better use of existing technologies and recommended practices. These include fixing leaks, replacing inefficient appliances, and switching from lawns to plants better suited to dry climates.

### PANEL 2: Future of Water Innovation

Moderated by Liz Crosson, Metropolitan Water District

#### Panelists:

Cristina Ahmadpour, Isle

Lee Odell, ATEC Water Filters

Mark Grey, Building Industry Association of Southern California

Robert Sausedo, Community Build & Groundswell



- We'll see results if we incentivize conservation at the household and building levels with multi-benefit solutions including expanded landscape rebates, turf rebates, and stormwater capture programs.
- Investing in programs to better monitor, treat, and remove PFAS is critical to our supply. PFAS refers to "per- and polyfluoroalkyl substances," a large and complex group of synthetic chemicals that have been used in everyday consumer products around the world for decades.
- New water programs shouldn't be overly ambitious and seek to achieve too many goals. A program like LA County's Safe Clean Water Program focuses primarily on improving water quality and protecting public health. That should be it, cautioned county water leaders. Developing ways to reliably measure the performance of water programs is vitally important to ensuring success.
- The California Green Building Standards Code "CalGreen" triggered improvements in residential fixtures. The first-in-nation state-mandated green building code was adopted to address five areas of building construction: water efficiency and conservation, planning and design, energy efficiency, material conservation, and environmental quality.
- A typical data center uses 3 to 5 million gallons of water daily – the same amount of water used by a city of 30,000 to 50,000 people. Water districts can partner with big tech to help communicate the value of water to a broader audience. Companies will maximize reuse technologies most effectively by collaborating with water providers and districts.
- Are rocks our "new friend" in LA? Swapping out plants for rocks in landscaping may help reduce outdoor water use.

We'd like to conclude by thanking **Sarah Wiltfong**, BizFed Director of Advocacy & Policy and leader of BizFed's Water Committee, for delivering closing remarks that succinctly captured salient points from this forum. One of her favorite quotes from keynote speaker Adel Hagekhalil was also transcribed on many of our notepads: "**Crisis is the mother of innovation.**" California is, indeed, in the throes of a historic water crisis. We're grateful for the leadership of public and private sector innovators who are working hard to advance new technologies, programs, and policies to create a more resilient tomorrow.



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# BizFed Institute

## SUSTAINABLE COMMERCE & SUPPLY CHAIN FORUM

### Key Takeaways

Presented by BizFed Institute - February 10, 2023



BizFed has proven through its 15 years of advocacy success that broad-based coalitions with coordinated goals can move mountains. Here at BizFed Institute, we believe we can harness the same power of public-private partnerships to move good ideas forward, from proposal to passage to practice. For our first forum of 2023, we zeroed in on good ideas to revitalize the health of our regional supply chain – the system of systems BizFed Chair Elect Fran Inman refers to as the **"endocrine system" of the economy**.

It couldn't have been a more timely convening of leaders committed to boosting the function of individual chain links, as well as the overall efficiency of the multi-system operation. Our second annual **Sustainable Commerce & Supply Chain Forum** marked an important milestone in the state's urgent, ongoing, and too often overlooked work to address goods movement issues, especially those that rest at the nexus of energy and transportation.

I'm so grateful for the efforts of BizFed Institute staffers, Board members, partners, and programming leaders who brought together the diverse experts whose insights you can pore over in the next few pages of content. Together, they opened our eyes to concrete actions we can take, changes we can propose, and investments we can make to attract ships back to West Coast ports. The time to act is now.

**Kevin Harbour**  
BizFed Institute President

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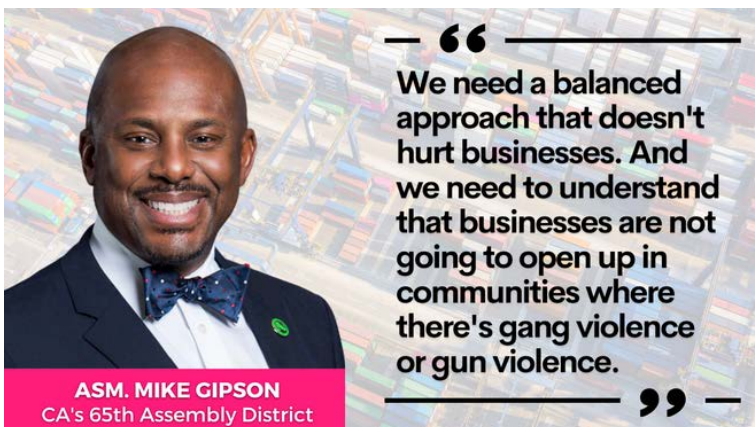
**Assemblymember Josh Lowenthal**, whose district is home to the Port of Long Beach and bustling goods movement operations, promised to "fight like hell to protect the economy" in his keynote remarks. What keeps the legislator up at night? Questions about alternative energy infrastructure, long-term trade strategies, and the consequences of automation. He's urging colleagues in Sacramento to develop a 50-year plan to address regional supply chain concerns, instead of continuing to rely on short-term "band-aid approaches."



— “ —  
We've been taking a band-aid approach and we haven't taken a step back and looked at the entirety of the type of goods movement system we're looking to have. The state doesn't have a long-term plan.  
— ” —

**ASM. JOSH LOWENTHAL**  
CA's 69th Assembly District

We thank the assemblymember for pushing fellow legislators to answer tough questions about not only our current deficiencies, but also what the entirety of a healthy supply chain should look like – today and tomorrow.



— “ —  
We need a balanced approach that doesn't hurt businesses. And we need to understand that businesses are not going to open up in communities where there's gang violence or gun violence.  
— ” —

**ASM. MIKE GIPSON**  
CA's 65th Assembly District

**Assemblymember Mike Gipson**, whose district is home to the Port of Los Angeles, doubled down on connecting the dots between community wellness and economic vitality during his keynote remarks. He spelled out why he believes it's difficult – if not impossible – to cultivate business growth and supply chain resilience if we don't first address gaps in our education system and public safety issues including deadly gun violence, smash-and-grab thefts, and school-to-prison pipelines.

The added benefit of a people-centric, wellness-first approach to strengthening all local communities? We'll also boost domestic manufacturing and grow tomorrow's workforce.



### Supply Chain Flash Poll Takeaways

PRODUCED IN PARTNERSHIP WITH EMPLOYERS GROUP & MILKEN INSTITUTE



Twenty professionals representing a multitude of industries shared their perspectives on the consequences of supply chain obstacles felt by business owners, their employees, and customers. Poll participants recognize there's even more hardship on the horizon; current challenges facing businesses and consumers will only be exacerbated by California's newly adopted and soon-to-be-implemented emissions standards. Findings confirm and underscore our hypothesis that all Americans stand to gain from balanced policymaking and robust investments in supply chain resilience.

Hats off to BizFed Institute Program Committee Co-Chair **Matt Klink** for delivering a succinct summary of need-to-know findings from the **Supply Chain Flash Poll** we conducted ahead of our forum. Insights from this attitude mining survey reflect the data sets we shared with you about trade volume at East Coast versus West Coast seaports, and echo the recommended next steps outlined by our keynote speakers.



**Confidence and imports are down on the West Coast – but our Flash Poll results revealed a number of creative solutions that could improve the consistency, cost effectiveness, and capacity of local port operations.**

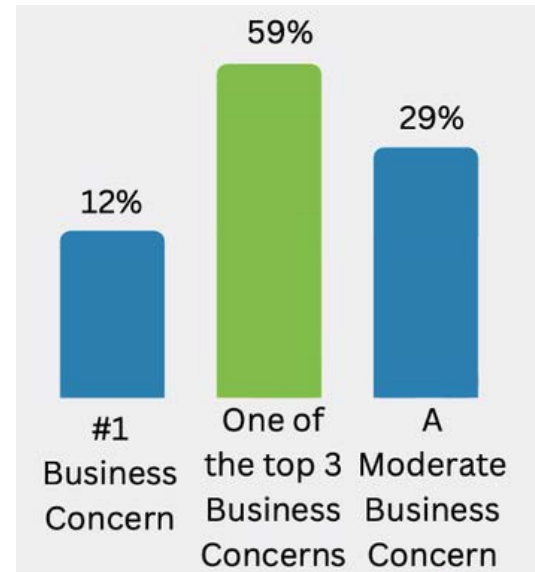
When asked to outline potential solutions, business leaders who participated in our poll proposed the following fixes:

- Building an inland port about 30 miles east of San Pedro.
- Rolling out an updated version of the Generalized System of Preferences (GSP), the largest U.S. trade preference program promoting economic development by eliminating duties on thousands of products when imported from one of 119 designated countries and territories.
- Expanding on-dock rail that connects to inland destinations as far as Arizona.
- Introducing more attractive incentives and subsidies for reducing emissions.
- Sensibly resolving port contract negotiations between the 22,000 workers in the International Longshore & Warehouse Union (ILWU) and 70 employers on the west coast represented by the Pacific Maritime Association.

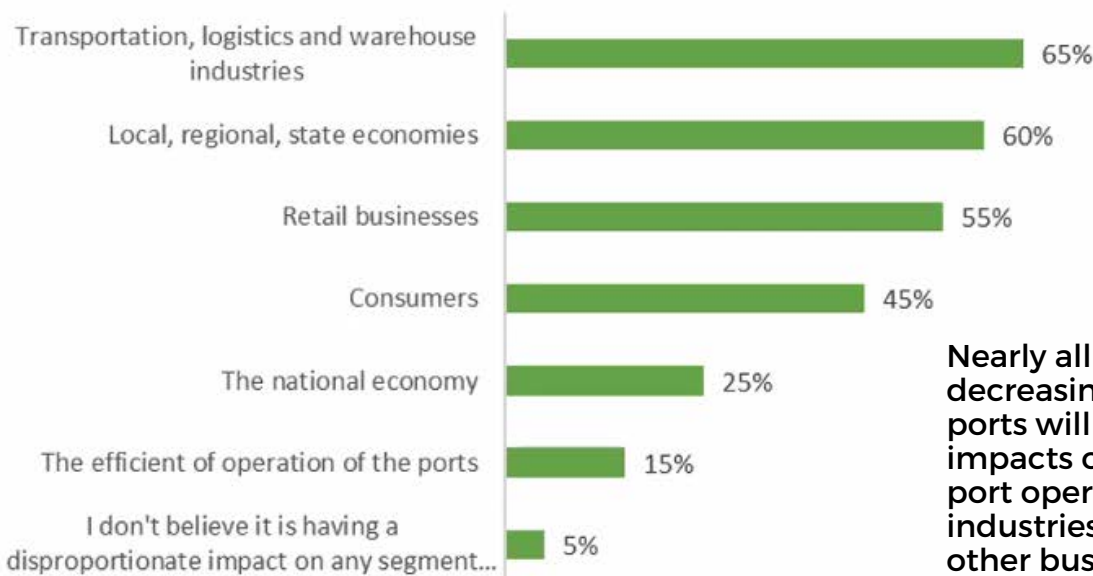
**No respondents selected the response, "There are no solutions."**



It's imperative that we move quickly on these fixes. 100% of respondents pointed to supply chain disruptions as a moderate or pressing business concern. 71% of respondents ranked supply chain disruptions among their top three business concerns.



80% of poll respondents reported having to adjust business models or consumer expectations to accommodate goods movement delays, supply shortages, or other supply chain issues. Nearly one-third of respondents said they had to pass costs on to customers, while 15% reported losing customers because of supply chain issues.



Nearly all poll takers believe decreasing trade at West Coast ports will have far-reaching impacts on various stakeholders: port operators and related industries, the economy at large, other businesses, and consumers.

### PANEL 1: Competitiveness of West Coast Ports

Moderated by Thomas Jelenić, Pacific Merchant Shipping Association

#### Panelists:

Walter Kemmsies, The Kemmsies Group  
Matt Schrap, Harbor Trucking Association  
Kevin Klowden, Milken Institute  
Noel Hacegaba, Port of Long Beach



### PANEL 1: SPEAKER INSIGHTS

- Rather than adopting a combative mindset and "fighting" to move supply chain solutions forward, stakeholders would be wise to troubleshoot with a collaborative spirit and unify around three goals: improving consistency, capacity, and cost effectiveness at local ports.
- Inland ports are an oft-pitched solution but complex new infrastructure is no quick fix. It could take decades to permit and build an inland port in Southern California. Similar talks in the Bay Area are also proceeding slowly.
- Domestic ports that have experienced the fastest growth in recent years are all "operational ports" where the port authority builds wharves, owns equipment, and hires labor. On the West Coast, "landlord ports" rent wharves to terminal operators, resulting in significantly less control over port operations. Opportunities for growth are still plentiful.
- Surprised by the rapid growth of East Coast ports? They out-invested us 11-to-1. Regional leaders must work with federal partners to ensure ongoing investments. Other ports around the world are catching up by borrowing California-bred ideas (plugging ships into ports, electrified cranes, and other automated processes) while we remain disorganized and some state leaders fixate on reducing emissions.
- The biggest goods movement challenge isn't at the Port of Los Angeles or Long Beach; it's in Sacramento. Explaining to legislators why their constituents care about trade-related issues (hint: it impacts nearly all jobs!) is the first step to passing effective new policy.
- The trucking industry has been targeted as the low-hanging fruit of shortsighted regulatory action for the last 20 years in California, leading to major capacity loss. This isn't a sustainable way forward. Don't forget – if you got it, a truck brought it.

### PANEL 2: Infrastructure for Alternative Fuels

Moderated by Fran Inman, Majestic Realty

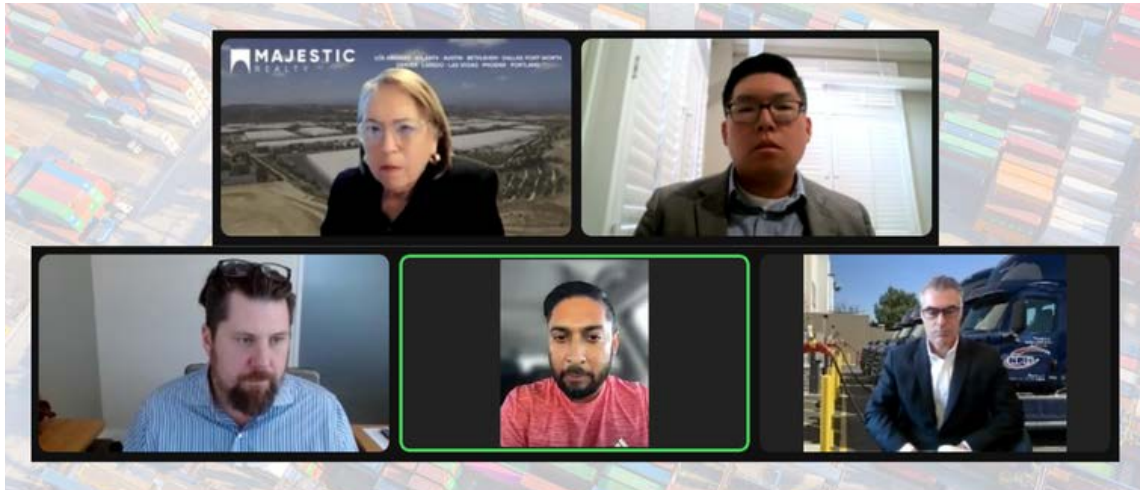
#### Panelists:

Chris Shimoda, California Trucking Association

Mik Skvarla, The Gualco Group

Aravind Kailas, Volvo Group

Richard Jung, NFI Industries



### PANEL 2: SPEAKER INSIGHTS

- It's impossible to roll out alternative fuel solutions without the right infrastructure. We can't rely on electric vehicles if we don't have enough chargers or sufficient grid capacity to power the chargers.
- The ideal use case for chargers involves drivers who can return daily to a "home base," allowing them to use slower chargers overnight. But policymakers unfamiliar with industry workflows may not understand the productivity loss caused by the 2.5 hours it currently takes to charge semis. Imagine having to wait for 2.5 hours every time you fueled up at a gas station!
- Ten months from now, the nation's first zero-emission truck mandate is set to go into effect for the San Pedro Bay ports complex. An estimated 2,000 trucks will need to be replaced but the infrastructure needed to charge those new trucks is unlikely to be in place by 2024.
- If the Port of Long Beach started installing chargers immediately on all land available to them, they could power about 22 megawatts in a decade. We need 200 megawatts in 2 years to meet new standards.
- Pitting fuel cell options against battery technology will slow our alternative fuel journey. We have the innovative drive to advance both.
- California remains about five years behind other nations in embracing hydrogen technology. Diversified funding options can accelerate this uptake.
- Labor shortages are a major constraint. California doesn't have enough electrical engineers to make the envisioned transition. However, the state does have oil and gas workers who are equipped to shift into hydrogen industry jobs with little additional training.



#### Closing Remarks *Chris Wilson, BizFed*



**Chris Wilson**, Senior Policy Manager overseeing BizFed's **Goods Movement, Mobility, and Transportation Committee**, stepped up to deliver snappy closing remarks that condensed nearly three hours of roundtable discussion into 7 minutes of memorable bullet points. Don't have time to watch the entire recorded forum? We encourage you to watch Chris's closing remarks on BizFed's YouTube page.

WATCH CHRIS WILSON'S TAKEAWAYS

**[youtu.be/PAzMMDr5MGU](https://youtu.be/PAzMMDr5MGU)**

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# LIFE SCIENCE FORUM 2023

## Key Takeaways

Presented by BizFed Institute & BizFed Member Biocom California  
 Hosted at Luxe Sunset Boulevard Hotel

July 13, 2023



I want to thank the sponsors, speakers, staffers, and attendees who leaned in with us to continue **#growingLABio** at our second annual **Greater LA Life Science Forum**, presented in partnership with BizFed member **Biocom California**. We convened diverse business leaders, elected officials, researchers, and investors to examine the massive job growth potential of the life science sector – and how Southern California can position itself to tap into emerging opportunities. Our three panel discussions examined local success stories, major obstacles to overcome, ways to cultivate inclusive growth, and factors that make life science one of Southern California's fastest growing industries. Before we launch into our summary of key takeaways from this forum, I'd like to lay out several data points from Biocom California's **2023 Economic Impact Report** that underscore the vital importance of our work to supercharge this emerging economic engine.

- The life science industry supports 1.19 million jobs, \$129.6 billion in labor and sole proprietor income, and \$413.7 billion in business output.
- Life science organizations in California expanded employment by 6% in 2022, outpacing other industries statewide by nearly 2 percentage points.
- The Los Angeles region (Los Angeles, San Bernardino, and Ventura counties) employed 97,117 life science workers in 2022, a 4% increase from 2021.
- The largest life science employment gains in the Los Angeles region were driven by workforce expansions at college, university, and professional schools (which added 2,050 jobs in 2022), as well as research and development growth at biotechnology organizations (which added 695 jobs in 2022).

Together, I'm confident we can rally our resources and people to address policy hurdles, cultivate local talent pools, and attract investments needed to force-multiply this growth.

**Kevin Harbour**  
 BizFed Institute President

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### OPENING REMARKS

**Joe Panetta**, President & CEO of Biocom California, opened this year's Life Science Forum with hard data emphasizing the value of the life science industry – and a reminder not to overlook the intersectionality of biotechnology growth and the region's overall business climate. We can't support the workforce for this new economic engine if small businesses and vital service providers aren't also thriving.

— “

We've seen significant life science growth in the Greater L.A. region since opening our local offices and we're moving full steam ahead.

— ”

—JOE PANETTA, BIOCOM CALIFORNIA



**Kevin Harbour**, yours truly, President of BizFed Institute, took the podium following Joe Panetta's pre-taped remarks to drill down on the importance of implementable, immediately actionable solutions for policy hurdles impeding the growth of life science jobs.

We encourage industry leaders to tap into BizFed's advocacy resources to more effectively push for pro-jobs solutions at the city, county, state, and federal levels. **Denise Kniter**, BizFed Policy Manager overseeing the massive advocacy alliance's Health Care & Life Sciences Committee, can be reached at [denise.kniter@bizfed.org](mailto:denise.kniter@bizfed.org).

— “

You're change agents. You're going to look back on today and remember this as a moment when you spearheaded an opportunity to grow.

— ”

—KEVIN HARBOUR, BIZFED INSTITUTE



### Life Science Flash Poll Results

PRODUCED IN PARTNERSHIP WITH BIZFED MEMBER EMPLOYERS GROUP



43 professionals representing varied industries (including professional services, real estate, energy and utilities, health, and education) shared their perspectives on the current state of the region's life science industry. Findings confirm and underscore our hypothesis that all Angelenos stand to gain from increased public awareness of life science activities, contributions, and potential for growth.



**Excessive government regulation was ranked the top barrier to growth, outranking infrastructure deficiencies, high costs of living, and high costs of doing business.**

**Public awareness of life science contributions is growing. Respondents linked the industry to improvements in health care and quality of life, scientific advancements, new drugs, job creation, economic vitality, educational opportunities, solutions for food insecurity, and renewable energy.**



### KEYNOTE REMARKS



**Babak Haghiri**, Los Angeles Head of Site Engineering for Takeda Pharmaceutical, doubled down on why strong local talent is a key driver of life science growth and how his company is stepping up to address core areas of unmet need. Takeda is among the top 14 largest pharmaceutical companies in the United States with more than 18,000 employees nationwide. They innovate with "purpose-led sustainability," an approach to corporate social responsibility built upon shared purpose, vision, and values and realized through the collective efforts of all employees. Haghiri also spoke at length about the importance of environmental sustainability to the future of Takeda – and the industry at large. A healthier planet means healthier people. Takeda structures its projects and activities around three pillars that can act as a model for other life science companies: climate action, natural resource conservation, and sustainability by design.



Los Angeles County Supervisor **Lindsey Horvath**, who represents the 3rd Supervisorial District, is stepping up as a partner to researchers seeking to bring scientific breakthroughs to commercial markets. The Los Angeles region is a massive market for life science. It receives more funding from the National Institute of Health (NIH) and National Science Foundation (NSF) than any county in California. Greater Los Angeles is home to more 3,900 life science establishments and a workforce of roughly 97,000. Total employment in 2022 – including direct, indirect, and induced – was more than 202,000. So what can be ramped up at the county level to supercharge these figures? Infrastructure development. Tax subsidies and direct investments. Educational programs. Policy flexibility around zoning and building codes.

### PANEL 1: Growing Biopharma with L.A. Coalitions

**Dave Whelan** – BioscienceLA

**Hilary Bendon** – Larta Institute

**Stephanie Hsieh** – Noblespace

**Stephen Cheung** – Los Angeles County Economic Development Corporation

**MODERATOR: Miguel Motta** – Biocom California



#### PANEL DISCUSSION HIGHLIGHTS

- It's a myth that life science only creates jobs for people with doctorate degrees. Myth busting is an essential facet of the industry's public awareness campaign as life science leaders seek to clue in local policymakers to the Los Angeles region's potential to be a global hub for biotech innovation.
- The general public also needs a better understanding of what defines "life science" today and the myriad jobs it directly and indirectly supports. Life science spans a wide spectrum of opportunities across health care, pharmaceutical development and manufacturing, medical devices and equipment, scientific tools, food and agriculture biotech, and more.
- The Los Angeles region is unique in its ability to provide space, talent, and academic foundation to grow all of these sub-sectors. What's missing? Coordination between public-private partners and coalitions of advocacy leaders that keep pace with industry needs.
- Advocacy efforts supporting life science growth currently spring up in Los Angeles as needs arise. Getting ahead of these needs is crucial to ensuring people outside the industry have regional – and not merely local – perspective on life science industry needs and contributions.
- Los Angeles County alone lost approximately 780,000 jobs during the first two months of the coronavirus pandemic. It took 2.5 years to grow those jobs back – and they're still not paying as much as they used to! The key to shoring up our region's economic resilience is cultivating sustainable, innovation-driven jobs that remain essential even through prolonged periods of crisis.
- We can benefit from more robust apprenticeship and internship programs aimed at developing, attracting, and retaining talent in the Los Angeles region. We need to create industry opportunities from the top, while simultaneously growing talent pools from the bottom up.



### PANEL 2: Life Science Success Stores

**Andrew Powers** – City of Thousand Oaks

**David Klug** – City of Pasadena

**Marissa Goldberg** – Doheny Eye Institute

**Rob Murphy** – Capsida Biotherapeutics

**MODERATOR: Councilmember Tyron Hampton** – City of Pasadena



#### PANEL DISCUSSION HIGHLIGHTS

- The three legs of the stool that stand up life science success stories in cities across Southern California are talent, space, and money. City leaders who have helped attract, retain, and grow life science companies also share a willingness to modernize building codes and zoning considerations.
- "Shoutout to Hilary Norton and Stephanie Hsieh for telling us to wake up and clean up our codes!" said David Klug, Economic Development Director for the city of Pasadena. The two BizFed Executive Committee members have played leading roles in rallying the broad business community to advocate for policy solutions that spur job growth within – and adjacent to – the life science industry.
- We're now seeing vacant office space being converted to desperately needed wet lab space in cities such as Thousand Oaks. Municipal leaders in Thousand Oaks say they're experiencing a period of "reuse and renaissance." The city has entitled parcels ready for new construction and welcomes life science companies to lean in.
- Pasadena leaders are also taking a closer look at some of the city's building codes and zoning processes with the goal of ushering in more reforms that make it easier for life science companies to establish themselves, create jobs, and attract talent.
- When life science companies relocate and consider a new city's pros and cons, they place a premium on local talent base, educational opportunities, cost of living, livability, and amenities near the workplace.
- The most important infrastructure consideration for life science employers? Housing, housing, housing. That's where more Southern California cities are currently falling short and losing out on life science jobs to regions with lower costs of living. Power grid reliability is also essential.

### PANEL 3: How Do We Build More?

**Dustin McDonald** – Governor's Office of Business and Economic Development

**Kelly LoBianco** – L.A. County Department of Economic Opportunity

**Matt Horton** – Milken Institute

**Melanie Cohn** – Biocom California

**MODERATOR: Patricia Cooper** – California Biotechnology Foundation



#### PANEL DISCUSSION HIGHLIGHTS

- This final, call-to-action panel pinpointed concrete steps that public and private sector leaders can take to spur life science development. Speakers recommend:
  - Identifying a life science point person within every government entity so efforts to advance permits or identify lab space are attached to a human.
  - Partnering with GO-Biz to save money on hiring and training.
  - Maximizing existing pots of money such as Community Economic Resilience Fund (CERF) grants.
  - Expanding life science opportunities into universities, community colleges, high schools, and even middle schools.
  - Recognizing that it takes longterm commitment to realize the potential of a growing sector.
- "The industry is 40 years old in San Diego. We need to do more of the work that we're seeing in Pasadena and Thousand Oaks, whether it's tweaking building codes, updating the definition of 'life science,' or working hand in hand with companies to induce growth," said **Dustin McDonald** from GO-Biz.
- Amenities must grow to keep pace with rapid industry development. Life science workers cannot be shunned to industrial parks. They want the same robust amenities as creative office workers near the workplace.
- The BizFed-packed infrastructure package signed into law this month by Governor Gavin Newsom is a sign of job-spurring reform "finally happening" at the state level. Modernizing the California Environmental Quality Act (CEQA) is the next fight. Government needs to get out of its own way so development happens faster.
- Securing tax subsidies to support life science development can dramatically boost fledgling companies struggling to find their footing, especially amid increasing regulatory complexity and ballooning research and development costs. BizFed can help build bridges between companies and policy experts.
- Activities that qualify for tax credits include designing and formulating new drugs and therapeutics, designing and developing new or improved medical devices, developing or improving drug delivery mechanisms, identifying molecular targets and indications, testing therapeutic agents and applications, designing or conducting clinical trials, and more.

### FIRESIDE CHAT: Start, Grow, Stay - 'The L.A. Advantage'

**Alborz Mahdavi** – Eli Lilly & Company  
**Julie Gilmore** – Gateway Labs by Eli Lilly & Company  
**Peter Moglia** – Alexandria Real Estate Equities  
**MODERATOR: Frank Mottek** – 790 KABC Radio



#### DISCUSSION HIGHLIGHTS

- Fun fact! Legendary local broadcaster Frank Mottek first set out to pursue a life science career. He even served as president of his high school's "Future Doctors Club" before he started doing the school's morning announcements. The rest is history. We're grateful he lends his platform today to amplifying the voice of life science innovators.
- Finding or creating adequate lab space is an ongoing challenge facing early-stage biotech companies in the Los Angeles region. We already identified this as a key hurdle during last year's Life Science Forum. Let's pledge to spark progress in this area before our third annual Life Science Forum in 2024.
- Despite the tightening of pocketbooks driven by economic slowdown, most life science employees laid off this year in the Los Angeles region were immediately able to find new jobs within the industry.
- Los Angeles offers unique advantages to life science companies looking to start, grow, and stay in this talent-saturated region. Los Angeles County's 88 diverse cities and country-sized economy can turbocharge its life science ecosystem by addressing two areas of deficiency: life space and internship programs.
- The artificial intelligence boom can be harnessed to advance life science innovation, rather than replace human talent. AI technology can help workers more accurately predict disease progression and patient outcomes. It can also help identify patients at risk of developing certain diseases or experiencing complications during treatment. Industry leaders and policymakers would be wise to get ahead of the race to implement necessary AI guardrails.



### CLOSING REMARKS



**Caroline Torosis**, Senior Deputy of Workforce Development & Economic Opportunity for Los Angeles County Supervisor Holly Mitchell, stepped up to close the forum with valuable intel about new efforts to maximize life science tax subsidies. Caroline Torosis wears numerous hats and is active in various government entities. She's an attorney, social justice advocate, and Santa Monica City Councilmember whose 2022 campaign was endorsed by **BizFed PAC**, the only business political action committee focused on local election in all 88 cities across Los Angeles County. We thank the councilmember and county workforce development leader for highlighting the need for more inclusive, diverse, and far-reaching talent pipelines within the life science industry. Los Angeles County is home to more than 100,000 "high-road" life science jobs with an average starting salary of \$90,000! Let's make sure more school districts and colleges are acutely aware of these opportunities.

**Assemblymember Rick Chavez Zbur**, who represents California's 51st Assembly District (Santa Monica, West Los Angeles, Beverly Hills, West Hollywood), took the podium following Caroline Torosis to formally close this year's Life Science Forum. Zbur sits on the standing assembly committees on environmental safety and toxic materials, natural resources, public safety, revenue and taxation, and rules, putting him in a powerful position to amplify the voice of job creators and infrastructure developers linked to the life science industry. Thanks to aggressive state- and federal-level advocacy, California is becoming increasingly competitive for life science investments. Funding for California from the National Science Foundation (NSF) and the National Institute of Health (NIH) grew 3.9% in 2022 to a total of \$6.1 billion. Out of 103 awards issued, 31 were granted to California-based applicants. State legislators – especially in Los Angeles and San Diego – must be kept in the loop as new challenges arise. They're partners in our mission to continue **#growingLABio**.

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PRESENTED VIRTUALLY BY BIZFED INSTITUTE

September 14, 2023



**WATCH FORUM:**  
[youtu.be/tzxDj3XzW5w](https://youtu.be/tzxDj3XzW5w)

I want to thank the sponsors, speakers, staffers, and attendees who leaned in with us at BizFed Institute's inaugural **Artificial Intelligence & Business Technology Forum**. We convened innovators, investors, employers, policymakers, and other diverse stakeholders to unpack how artificial intelligence and automation are replacing and revamping jobs across nearly every segment of the public and private sectors — and how business leaders can change with the times to thoughtfully harness AI with a “hybrid intelligence” model. Critically important, we explored the regulatory and ethical guardrails that must be implemented to keep pace with emerging technology.

Curious about the rapidly expanding role of artificial intelligence in media, education, and other business workflows? Apprehensive about machine replacement of human jobs? Read on for key takeaways from our AI Flash Poll, keynote speaker Neil Sahota, two panels of featured speakers, and more. Together, I'm confident we can rally our resources and people to address policy hurdles, establish ethical standards, retrain workers, reframe narratives, and realize the full potential of machine-driven automation plus human-powered innovation.

**Kevin Harbour**  
BizFed Institute President

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### OPENING REMARKS



**Tracy Hernandez**, Founding CEO of BizFed, opened our forum by asking attendees to take a close look at existing rules of the road, plus rules that should be implemented on yet-to-be-paved roads. As more AI tools emerge daily, we need regulations and guidelines to keep up. BizFed's advocacy powerhouse and Responsible Governance Committee can play a leading role in ushering in necessary new rules.

— “ —

We're here today to get educated versus getting broadsided. Whatever comes up today at the Institute can be handed off to BizFed for action.

— ” —

—TRACY HERNANDEZ, BIZFED

**Kevin Klowden**, Chair of BizFed Institute's Board of Directors, kicked off our forum by calling generative AI “the talk of the town.” But we need to do more than simply talk if we want to get ahead of AI's far-reaching impacts to global trade, the ability of companies to assess and mitigate risk, and how businesses of all sizes engage with consumers.

— “ —

This is not a one-off. This is something we'll continue to engage on as it continues to impact small and midsize business, and all of you.

— ” —

—KEVIN KLOWDEN, MILKEN INSTITUTE



**Kevin Harbour**, President of BizFed Institute, teed up survey findings and panel discussions by asking pressing questions on attendees' minds. How is AI being used today? What does the future of AI look like? Does it need regulation? He pointed to steps business leaders need to take to harness AI: retraining, organizational repositioning, integration costs, and more.

— “ —

When you leave this forum, you'll have the information to be able to discern how AI can be used for your business.

— ” —

—KEVIN HARBOUR, BIZFED INSTITUTE





## Artificial Intelligence Flash Poll Results

PRODUCED IN PARTNERSHIP WITH BIZFED MEMBER EMPLOYERS GROUP



**54 professionals** representing varied industries (including professional services, technology, real estate, and public agencies) shared their perspectives on the current state of artificial intelligence as a business tool and future implications for our workforce, economy, and society.

Respondents ranked 10 areas where AI can be used to make our lives safer, more efficient, and more enjoyable. Fraud detection came in first, with nearly two-thirds of respondents seeing potential uses for AI. Notably, less than half of respondents felt AI can be used constructively in education and healthcare.

Fraud detection	61%
Efficiency improvements for businesses	59%
Cost savings for businesses	57%
Automation	57%
Research	53%
Personal enjoyment	51%
Education	43%
Healthcare	39%
Public Safety	35%
Self-driving vehicles	22%
Other	10%

## AI IS ALREADY BEING USED REGULARLY IN THE WORKPLACE

How often do you currently use AI consciously in connection with your work?

**47%**  
Occasionally

**34%**  
Never

**15%**  
Often

**4%**  
Would like to but I am not sure how

More than one-third of survey respondents said they never used AI in the workplace, while 47% said they "occasionally" use it. Only 15% of respondents reported using in the workplace "often." Increased awareness and accessibility to training could quickly shift these figures.

### KEYNOTE REMARKS

Neil Sahota – IBM, United Nations



Keynote speaker **Neil Sahota**, master inventor for IBM and artificial intelligence advisor for the United Nations, drilled down on the importance of hybrid intelligence and differentiating between tasks better handled by machines versus humans. People outperform machines when tasks call for creativity, intuition, flexibility, empathy, instinct, and common sense, while bots typically process data and algorithms faster, cheaper, and more consistently than people.

**“This is not human versus machine. It’s human and machine,” Sahota said.**

AI is fueling the creation of new jobs and hastening skill turnover as it replaces humans in various segments of the workforce. From 2020 to 2025, 85 million jobs worldwide will be supplanted by automated machines. Within the next three years, IBM estimates 120 million global workers will need retraining, including 11.5 million workers in the U.S. By 2030, AI and robotics will contribute \$15 trillion to the global GDP.

**“It’s not all bad. We all know as things change, more jobs get created,” Sahota reminded the group.**

But some humans are lagging as others race to catch up with generative AI, which (contrary to popular belief) is not new. Automated content generation tools have been around for at least nine years, said Sahota. Recent surveys show only 5% of people use AI on a daily basis today. Less than half of people have tried using AI. Of the nearly 25% of employees who reported using ChatGPT for work, approximately 29% said they did so without their employers’ knowledge.

**“A lot of people don’t want their bosses to know they’ve simplified their jobs,” Sahota said.**

Perhaps shifting the narrative around AI – and encouraging more industry leaders to frame it as a helpful tool rather than a mechanism to cheat or game the system – is an important first step. Sahota outlined a 17-pronged “AI for Good” initiative that focuses on sustainable development goals including eradication of poverty and hunger, quality education, accessible healthcare, gender equality, clean water and sanitation, affordable and clean energy, responsible consumption and production, climate, economic growth, robust industry and innovation, and more.

## PANEL 1: xxxxx

*Moderated by Alan DeRossett, Angel Shark*

### **Panelists:**

*Dave Lesh, CalMatters*

*Sidnie Davis, Google*

*Darrell Gooden, Aegir Systems*



## KEY TAKEAWAYS

- Leaders across education, policy, and industry must work in lockstep to get ahead of AI-driven job loss with worker retraining programs. Our workforce has weathered disruptions in the past; approximately 60% of us are doing jobs today that did not exist in 1940.
- Breaking down jobs into individual tasks can help identify which roles will be fully eliminated and which can coexist with automation. The average half-life of a skill is currently estimated to be 6 years; it will decrease soon to 2.5 years. That means people will need to learn skills twice as fast as they're learning them today.
- Technology dismantled business models for news media, but can now be harnessed to rebuild newsrooms. Nonprofit outlet CalMatters is building an automated "Accountability Desk" to scrape public records, sift through data, and identify anomalies in state government that are indicators of news stories. Human reporters will vet bot-generated tip sheets and produce fact-checked stories.
- Studies show students with access to AI assistance learn material faster in introductory courses than students denied access to AI, even after the assistant was later taken away. Technology can provide a much-needed scaffold and support system for students, especially as schools struggle to hire and retain teachers.
- There are also vital equity-related applications for AI in education. Bots programmed to generate encouraging feedback can help underrepresented students persist in fields such as technology. Customized AI assistants can also support students with disabilities.
- Hybrid intelligence is the widely touted model for effective use of AI. We must build hybrid frameworks so today's students have the education and technological literacy they need to create tomorrow's revolutionary tools.

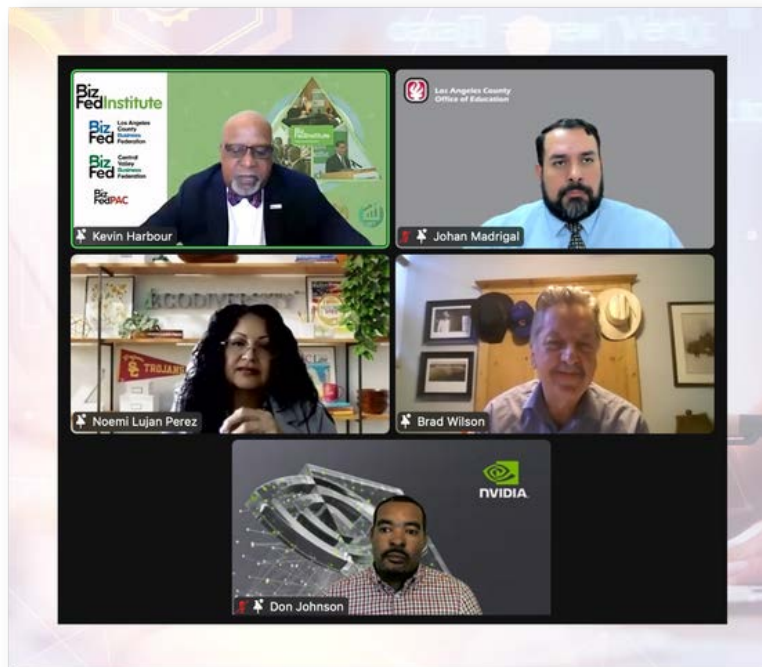


## PANEL 2: xxxxx

Moderated by Kevin Harbour, BizFed Institute

### Panelists:

Noemi Lujan Perez, NABJ & NAHJ  
Johan Madrigal, Los Angeles County Office of Education  
Brad Wilson, Film producer  
Don Johnson, NVIDIA



## KEY TAKEAWAYS

- AI is a powerful tool that can make our work easier and better, but humans must be involved to wield it effectively and ethically. AI will not replace human labor; professionals with AI knowledge will replace workers slower to embrace this evolution of vital skills.
- Beneficial uses extend far beyond technology, information, and education. Film producers have identified myriad time-saving applications in creative spaces. AI can quickly handle pre-production scheduling and location scouting, as well as visual enhancements that actors previously spent hours in makeup chairs to achieve.
- However, creators must be credited and compensated properly and safeguards must be developed to protect against misinformation spread by “deepfakes.” These highly realistic, AI-generated avatars can dupe content consumers without clear disclaimers.
- AI can streamline work and increase efficiency in spaces where employers can’t afford to add more staff. This supplementation – not replacement – can complete administrative tasks through automated fundraising alerts, reminders, message replies, and text-to-voice functions.
- Teachers must be “tech-ready” and comfortable with AI tools before they’re rolled out to students to supplement and streamlining classroom learning.
- Input shapes output. Training AI with verified information, inputting thoughtful prompts, and only directing bots to scrape content from reliable sources will help ensure the integrity of AI-generated output.

## CLOSING REMARKS



**Chris Wilson**, BizFed Senior Policy Manager and staffer overseeing BizFed's Responsible Governance Committee, closed our forum by quoting Jeff Bezos: "It is a golden age of AI." But Wilson reminded attendees today's machine renaissance requires the full participation of humans to best serve society. Human innovators must step up to create, train, test, teach, and regulate AI. Machines don't work without humans.

— “ —

**If we don't know AI, it's our responsibility to learn it. Otherwise, we'll turn into dinosaurs yesterday.**

— ” —

**-CHRIS WILSON, BIZFED**

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Interested in sponsoring BizFed Institute's upcoming  
**Workforce Development Forum & Career Fair?**

Contact BizFed Institute President Kevin Harbour:  
**(310) 703-2899 • [kevin.harbour@bizfedinstitute.org](mailto:kevin.harbour@bizfedinstitute.org)**

Presented by BizFed Institute at UCLA  
James West Alumni Center

November 8, 2023



I'm so grateful to the sponsors, speakers, staffers, and attendees who stepped up to make BizFed Institute's inaugural **Workforce Development Forum** and **Career Fair** a constructive use of our collective resources. During our forum, we broke down shifting workforce needs, unpacked changing employee expectations, and identified new talent pipelines. Most importantly, we sent our attendees home with actionable steps to keep their companies and sectors globally competitive.

Hosting our first BizFed Institute Career Fair at UCLA was a special full-circle accomplishment for me. I landed my very first job working with Xerox when I was a senior at UCLA, thanks to a recruiter I met at a campus career fair. I couldn't think of a better way to pay it forward than returning to host our own fair with recruiters from more than 25 companies and organizations.

Thank you to all who supported our efforts – including our friends and colleagues at BizFed who have the tools and access to usher in necessary policy improvements. We're proud to connect Angelenos who are ready to work with employers who are ready to hire.

**Kevin Harbour**  
BizFed Institute President

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### OPENING REMARKS



**Kevin Harbour**, President of BizFed Institute, took the podium to welcome diverse attendees and define goals for the institute's newest forum offering. It's always easier said than done! Kevin detailed how this two-panel forum aims to empower attendees with exclusive insights into hiring and talent retention strategies, as well as applicable data related to emerging technology, workflows, and talent pools

We encourage industry leaders to tap into BizFed's advocacy resources to more effectively push for pro-jobs solutions at the city, county, state, and federal levels.

**Sarah Wiltfong**, BizFed Director of Advocacy & Policy, can be reached at [sarah.wiltfong@bizfed.org](mailto:sarah.wiltfong@bizfed.org).

CONNECT ON INSTAGRAM:



— “ —

We're connecting job seekers *and* companies with workforce development opportunities.

— ” —

-KEVIN HARBOUR, BIZFED INSTITUTE

**Tracy Hernandez**, Founding CEO of BizFed and CEO of the New California Coalition, opened our Workforce Development Forum by emphasizing three core pillars that prop up BizFed Institute's mission to break down barriers with information: Intelligent. Inclusive. Impactful. We strive to deliver timely insights to diverse audiences that emerge from the intersection of these core values.

To that end, we secured the keynote speaker best equipped to filter dense workforce data into digestible takeaways for our forum attendees. Tracy said it best in her opening remarks: "Chris Thornberg is a character. Even when it feel slike we're not coming from the same planet, he's a straight shooter."



— “ —

Intelligent. Inclusive. Impactful.

— ” —

-TRACY HERNANDEZ, BIZFED

CONNECT ON INSTAGRAM:

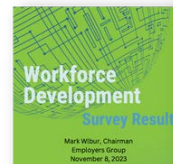


### WORKFORCE DEVELOPMENT FLASH POLL RESULTS

PRODUCED IN PARTNERSHIP WITH BIZFED MEMBER EMPLOYERS GROUP



30 professionals representing varied industries (including professional services, real estate, public agencies, and manufacturing) shared their perspectives on the current state of the region's workforce development challenges. Findings confirm and underscore our hypothesis that all Angelenos stand to gain from increased public awareness of labor trends, workforce needs, and upskilling opportunities.



**38%** FINDING QUALIFIED CANDIDATES

**15%** OBTAINING SUPPORT FOR APPRENTICESHIP PROGRAMS

**23%** COMPLYING WITH EMPLOYMENT LAWS

**8%** PROVIDING CONTINUOUS TRAINING AND SKILL DEVELOPMENT

**15%** IDENTIFYING EMPLOYEES WHO ARE MOTIVATED TO ELEVATE THEIR SKILLS

**0%** BUILDING A DIVERSE WORKFORCE

Finding qualified candidates to fill open positions is the biggest workforce challenge for Los Angeles-area employers, ranking above compliance with restrictive employment laws. Notably, employers who responded to this survey don't have as much trouble providing skills training or apprenticeship programs. That points to gaps in talent pools, rather than supportive resources.

Employers recognize the long-term benefits of upskilling programs. More than half of survey respondents pointed to skills training as the top item on their wishlist of workforce development tools. Understanding industry trends and gaps in educational offerings can help employers better identify specific skills to develop.

### Skills training would be the most beneficial program to have in place now

If you could select one of the above that is currently not in place at your organization, and have it in place today, which would it be:

**55%**  
Skills Training

**18%**  
Apprenticeship Program

**9%**  
Diversity, Equity & Inclusion Program

**9%**  
Employee Mobility

**9%**  
Union Support

**0%**  
Leadership Development Training

**24%** Lower unintended turnover

**21%** Realizing maximum return on investment with employees, processes and equipment

**15%** Being fully staffed with qualified employees for each job

**15%** Having a diverse workforce

**15%** Employee satisfaction ratings through surveying

**9%** Seeing consistent upward movement of employees through the organization

**3%** Other

Survey respondents were asked how they measure the effectiveness of workforce development initiatives and told to check all that apply.

Talent retention, the most popular choice, was selected by only one-fourth of respondents, perhaps reflecting broader attitude shifts around average length of employment at full-time jobs. Turnover may no longer be an indicator of inadequate investment of workforce development initiatives.

A data point worth exploring? Only 15% of survey respondents pointed to employee satisfaction as a good measure of effective workforce development. How can we better track and analyze worker feedback?

**WANT MORE POLL INSIGHTS?**



**SCAN ME**





### KEYNOTE REMARKS

CHRIS THORNBURG, PH.D., BEACON ECONOMICS

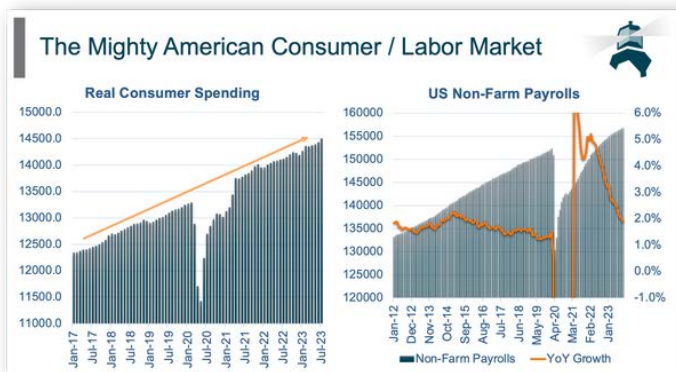
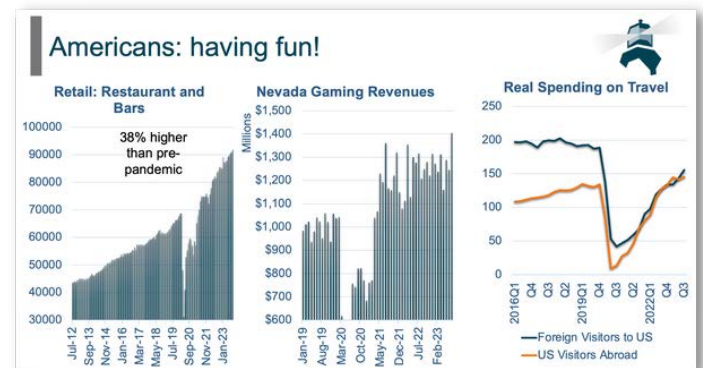
**Chris Thornberg, Ph.D.**, Founding Partner at Beacon Economics, led a spirited and data-driven examination of factors driving our social narratives, political machines, workforce trends, and economic realities – and why these spheres don't overlap completely. His remarks about the value of upskilling, rather than up-paying, is backed up by data illustrating California's biggest workforce problem: labor shortages, not lack of demand.



### Miserabilism: the philosophy of pessimism.

A phenomenon Thornberg calls “miserabilism” and the “curious case of the missing recession” are overlooked drivers of workforce issues impacting all sectors. There are jobs! Most openings today are in healthcare and social assistance, followed by accommodation and food services, then professional and business services.

We're also measuring the economy all wrong, according to Thornberg and other economists. Retail revenue is 35% higher than pre-pandemic levels, Nevada gaming revenues have surged to record highs, and 2023 is on pace to be the biggest year of live music ever. But “miserabilism,” or a stubborn adherence to pessimism, is still shaping more headlines than this economic data. Poorly crafted narratives are skewing interpretations of economic data and driving bad policy choices.



The reality? Many Americans aren't benefitting from the robust economy because income inequality remains a pressing issue. So which data sets should we be looking at? Thornberg spotlighted how net migration data sorted by levels of educational attainment indicate skill shifts. He also pointed to our “population pyramid” increasingly resembling a population column. Today's labor shortages are driven by the “Great Retirement.”

Our takeaway? We must empower students to fill these labor gaps. That doesn't necessarily mean college for everyone; California needs more workers with technical skills.

**“Not all degrees are created equal. The most important thing you can learn in this world is how to solve problems,”** said Thornberg.

WANT THE FULL SLIDE DECK?





### PANEL 1: Status of Workforce Development

**Jon Preciado** – Southern California District Council of Laborers

**John Bednarski** – Metropolitan Water District of Southern California

**Frank Hurtarte** – Kaiser Permanente

**Frank Girardot** – BYD | Ride

**MODERATOR: Jermaine Hampton** – LAEDC



#### PANEL DISCUSSION HIGHLIGHTS

- Giving priority to job candidates who face barriers to traditional employment can benefit the community as a whole. Companies that have invested thoughtfully in doing so have documented communitywide impacts and systemic change.
- Reasonable commutes can work wonders for talent retention. Hiring people from within the communities a company or organization serves can also strengthen community ties and contribute to a sense of meaningful employment.
- Hiring people early in their career arcs and investing in their growth can lead to longer periods of employee retention. Companies can – and should – invest in upskilling, reskilling, and other continuing education initiatives at all stages of employees' careers.
- We don't have to live in the future. Creating awareness around opportunities that are available today can help qualified candidates access openings and resources they otherwise wouldn't know about. Employers should strive to message community members on platforms they frequent.
- Angelenos may not be aware of fast-growing and emerging sectors in our backyards, including the aerospace industry. Jobs in the water industry that don't require degrees or certification and can provide reliable pathways to the middle class may also be under the radar.
- Geofencing, or location-based targeting often used in marketing strategy, can be used to reach prospective candidates in specific areas. Putting up a virtual fence around target communities can ensure only candidates with community ties and reasonable commutes are recruited.
- Stipulations in project labor agreements can help spur employer involvement in pre-apprenticeship programs that get people with no experience off the streets and into career pipelines.

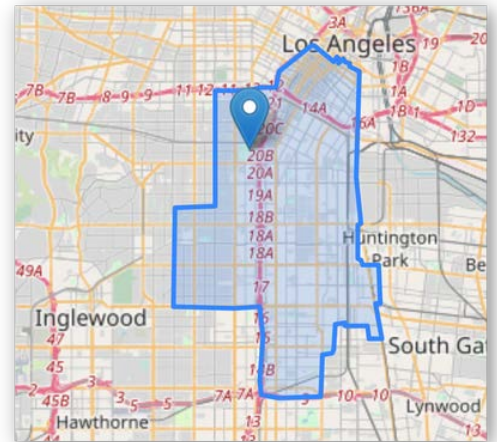
### FEATURED SPEAKER

ASSEMBLYMEMBER REGGIE JONES-SAWYER  
California's 57th Assembly District



“  
When I drive through Los Angeles and see street vendors, I see entrepreneurs. It's because of this entrepreneurial spirit that Los Angeles and California are able to thrive.  
”

-ASSEMBLYMEMBER REGGIE JONES-SAWYER  
57th Assembly District



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We couldn't agree more with Assemblymember Reggie Jones-Sawyer, featured forum speaker and California State Assembly representative for eastern portions of the Gateway Cities region and communities in the southern San Gabriel Valley. He urged business leaders to step up and empower legislators with industry intel and data about specific drivers of business growth. A combination of smart policy, civic engagement, and public-private cooperation will keep our region thriving, he said.

**“Small business is the lifeblood of our communities. We need to help them first,”** Jones-Sawyer reminded attendees.

Business leaders can contribute to ongoing legislative efforts to help street vendors and other small business owners transition into brick-and-mortar stores or digital storefronts, where they have greater ability to flourish. Employers and educators can also support people who would rather swing a hammer than a pen, especially as statewide workforce data increasingly shows gaps in trade skills.

**“Many of us in the legislature do not have any experience or real-world insights into what makes a business grow. We need to work together,”** the assemblymember said.



### PANEL 2: The New Workforce

**Chris Cagle** – South Bay Workforce Investment Board

**Dave Whelan** – BioscienceLA

**Mallory Baquero** – Think TOgether

**Dr. Eric Bullard** – UCLA Extension

**MODERATOR: Quentin Strode** – Vermont Slauson Economic Development Corporation



#### PANEL DISCUSSION HIGHLIGHTS

- Experiential learning can better engage K-12 students who learn best by doing, setting them up for career success. Similar principles can also be applied in professional settings. Employers and managers would be wise to note that employees have different learning styles and preferences.
- Getting corporate leaders to invest more heavily in supporting talent pipelines across fast-growing sectors such as biotech and medtech can have long-range benefits for the regional workforce and economy.
- Southern California has a long history of being one of the country's largest manufacturing hubs. We shouldn't overlook the manufacturing sector's link to biotech and medtech, or the many jobs these industries can support across drug development and manufacturing, medical device manufacturing, alternative fuel development, industrial biotech, and more.
- Universities across California are investing heavily in programs that support green economy jobs, plus "blue economy" jobs related to oceanography, marine biology, and other ocean-driven economic activities. We should harness the sustainability sector to supercharge new talent pipelines, especially as automation wipes out some existing jobs.
- Let's rethink and reframe job qualifications if the majority of people seeking employment do not meet those qualifications. Employers and business leaders can help grow local talent supply chains by working with universities and community colleges to create alternative pathways to good-paying jobs.
- Business leaders should ramp up outreach to high school counselors to let them know about leading industries, workforce gaps, and opportunities to collaborate. High school students can more strategically choose courses that provide college credit or lead to certificate programs if they have clear career goals in mind.
- Job opportunities in the hospitality and entertainment sectors are expected to surge ahead of the 2028 Olympics. Let's grow our talent pools accordingly.



### CLOSING REMARKS

CHRIS WILSON, BIZFED



**Chris Wilson**, Senior Policy Manager for BizFed, closed out our forum with flair. He highlighted memorable quotes and insights from all panelists and presenters that appear to have a common thread: untapped potential for collaborative progress. Business, civic, nonprofit, community, and education leaders can work together to distill overlooked economic data and carve out new solutions for workforce challenges.

The stakes are high. We're talking about millions of livelihoods and tectonic shifts in available opportunities. Together, we can upskill, retrain, reinvigorate, and retain more people in our changing workforce. Business makes California work; and business leaders across all sectors are eager to partner with people who make our workforce solutions work.

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## CAREER FAIR

Presented by BizFed Institute at UCLA  
*James West Alumni Center*

We thank the companies and organizations below for participating in our Career Fair at UCLA, immediately following our Workforce Development Forum. Recruiters interviewed job seekers on the spot for a variety of opportunities and were able to identify several viable candidates in the talent pool we convened.

It's rewarding to know we saved these employers time and money – precious resources they would have spent searching for talent on their own or through third-party vendors – by putting them in the same room as qualified candidates who are ready to work. It's immensely rewarding to know we helped put students, mid-career professionals, and other job seekers on track to securing their next opportunities.

The job I landed at a campus career fair when I was a UCLA senior changed the trajectory of my career and life. I'm grateful to be able to give back today in this way.



**Kevin Harbour**  
BizFed Institute President

- **Beacon Economics**
- **California Jobs First**
- **BioFutures (internships)**
- **Kaiser Permanente**
- **Local 12 Operating Engineers**
- **Los Angeles Department of Water & Power**
- **Los Angeles Economic Development Corporation**
- **Metropolitan Water Department of Southern California**
- **Port of Long Beach**
- **Rebuild SoCal Partnership**
- **South Bay Workforce Investment Board**
- **Southern California District Council of Laborers**
- **Southwest Regional Council of Carpenters**
- **Think Together**
- **UCLA Alumni**
- **UCLA Extension**
- **Vermont-Slauson Economic Development Corporation**

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# NEXT UP: LOOKING AHEAD TO 2024 FORUMS

CONNECTING **DECISION MAKERS** WITH **THOUGHT LEADERS**  
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To attend any of these forums, step up as a speaker, or join our diverse cadre of private and public sector sponsors, contact Kevin Harbour at [kevin.harbour@bizfedinstitute.org](mailto:kevin.harbour@bizfedinstitute.org) or Blaine Bacher at [blaine.bacher@bizfedinstitute.org](mailto:blaine.bacher@bizfedinstitute.org).



# ***CALIFORNIA JOBS FIRST***

The **California Jobs First Program**, formerly known as the California Economic Resilience Fund, is organized and run by a community-selected steering committee. It brings together 400 community partners for multi-year planning and implementation of a framework to guide growth, training, and equity as California moves toward a carbon-neutral economy.

The **California Community Foundation** is the fiscal agent, but the decisions, planning, and implementation of the program ideas will be made with the direct support of community stakeholders. California Jobs First is not just about creating jobs; it's about creating opportunities for everyone, regardless of background or circumstances.

Within the structure of **California Jobs First Los Angeles Collaboration**, there are seats at the table for academia, civic coalitions, economic development organizations, business leaders, family service providers, youth service providers, veterans, seniors, immigrants, labor groups, environmental advocates, and more.

BizFed Institute is proud to serve on the steering committee for California Jobs First. BizFed Institute Kevin Harbour is Chair of the steering committee. BizFed Institute has also been selected as the Affinity Hub Lead for employers and businesses.

**SUPPORT OUR MISSION**



**LA/OCRBC**

LOS ANGELES/ORANGE COUNTY REGIONAL BROADBAND CONSORTIA

The **Los Angeles/Orange County Regional Broadband Consortia** (LA/OCRBC) is led by BizFed Institute (BFI) as its governing body. LA/OCRBC is comprised of six sub-regional consortiums representing communities in both Los Angeles and Orange counties.

BFI is a primary partner to the Southern California Association of Governments (SCAG) in responding to the pandemic by engaging key stakeholders to address the Digital Divide, including local government officials, major employers, community leaders, and Internet Service Providers (ISPs).

Building upon the collaborative stakeholder work BFI has done with SCAG over the last year, LA/OCRBC expects robust engagement of public and private leadership to institutionalize digital inclusion and achieve digital equity.

**SUPPORT OUR MISSION**



# A NOTE OF GRATITUDE



I'm inspired every day by our Institute leaders, partners, and friends. The work we do requires a degree of selflessness and love of community only found in really special people. I find myself humbled beyond words by an act of generosity from someone whose dedication to impactful philanthropy is unmatched.

**David Fleming, our creator and Founding Chair, named the 501(c)(3) BizFed Institute a major gift recipient through his living trust fund in October 2021.**

His support will do more than sustain the Institute for years to come. This gift advances our mission to break down barriers with information, gives us high-level access to more people and tools, and elevates all facets of our work.

I want to say "thank you" the best way I know how — by vowing to channel this support into empowering and enlightening more Southern Californians.

**Kevin Harbour**

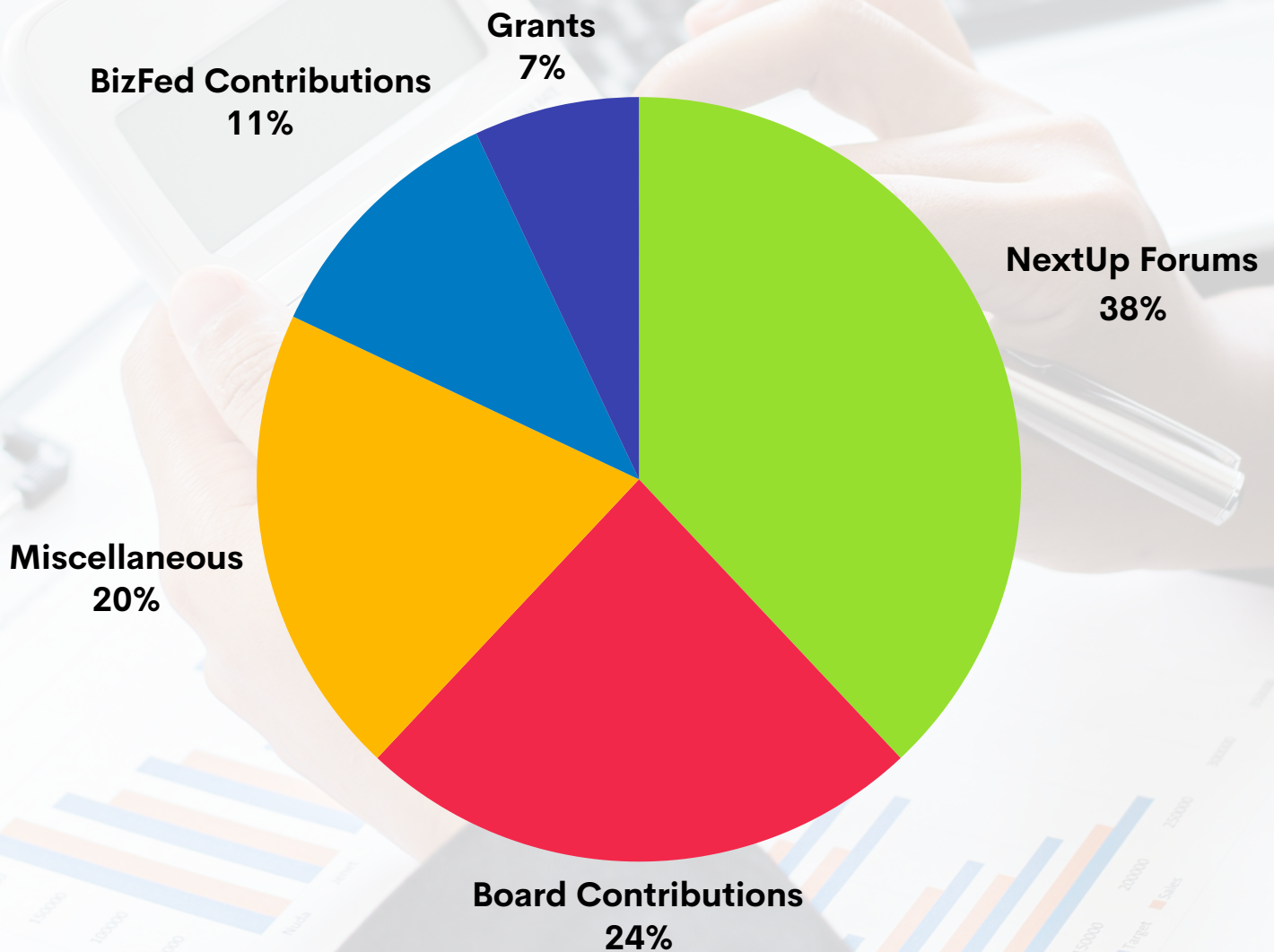
BizFed Institute President

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# 2023 FINANCIAL REPORT

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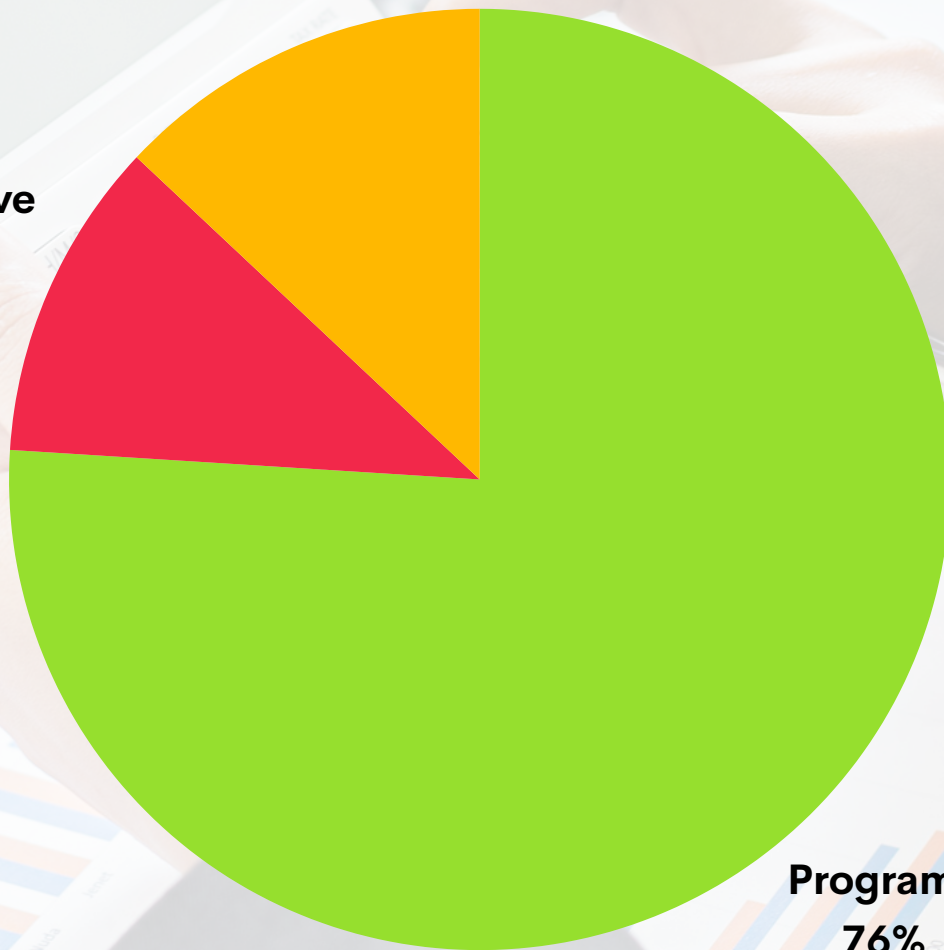
13%

Administrative

11%

Programs

76%



# WE THRIVE WITH YOUR SUPPORT

BizFed Institute convenes forums to share information that becomes the genesis of thought leadership.

Thank you to our sponsors, forum supporters, and in-kind contributors for their generosity and commitment to furthering BizFed Institute's mission. Your support, engagement, and belief in our ability to break down barriers with information have made a measurable impact. BizFed Institute equips decision makers with comprehensive expertise and resources that help spark change to build and sustain strong communities and a healthy economy.



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# BizFedInstitute

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*CONNECTING DIVERSE STAKEHOLDERS  
WITH THOUGHT LEADERS SINCE 2010*

IMPACTFUL  
INCLUSIVE  
INTELLIGENT

