



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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FESIA A. DAVENPORT  
Chief Executive Officer

September 30, 2021

To: Supervisor Hilda L. Solis, Chair  
Supervisor Holly J. Mitchell  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Fesia A. Davenport  
Chief Executive Officer

Board of Supervisors  
HILDA L. SOLIS  
First District

HOLLY J. MITCHELL  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

## **ESTABLISHING THE LOS ANGELES COUNTY AGING DEPARTMENT AND THE ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT (ITEM NOS. 11 AND 22, AGENDA OF APRIL 20, 2021)**

This is a follow-up to the report of March 8, 2021, submitted by the Chief Executive Office (CEO) to the Board of Supervisors (Board) in response to multiple motions between 2019 and 2020, that directed the development of a plan to optimize economic and workforce development services, services for aging and disabled adults, and to ultimately establish two new County departments focused solely on Economic/Workforce Development (EWD) and Aging.<sup>1</sup>

The CEO's report<sup>2</sup> outlined a three-phase implementation plan to establish the two departments, as well as the optimization and enhancement of the services provided by each. As described, Phase One of the proposed implementation plan will add economic development services to the Workforce Development, Aging and Community Services Department (WDACS) and establishes distinct programmatic branches within the existing WDACS organizational structure – EWD and Aging. The report further indicated that an interim shared service of WDACS administrative staff will be temporarily maintained to provide service to both branches. Finally, the report recommended appointment of a Supervising Administrator (SA) to manage the implementation strategy.

On April 20, 2021, the Board adopted two related motions that directed the CEO, in consultation with WDACS, Department of Consumer and Business Affairs (DCBA), Los Angeles County Development Authority (LACDA), and any other relevant departments,

<sup>1</sup>The names of departments are under consideration.

<sup>2</sup>[http://file.lacounty.gov/SDSInter/bos/bc/1103715\\_ReportontheEstablishmentoftheAgingDepartmentandtheEconomicandWorkforceDevelopmentDepartment\\_03-08-21.pdf](http://file.lacounty.gov/SDSInter/bos/bc/1103715_ReportontheEstablishmentoftheAgingDepartmentandtheEconomicandWorkforceDevelopmentDepartment_03-08-21.pdf)

to implement the phased plan and begin working towards establishing a new department of EWD and a separate department of Aging, with a target start date of October 2021.

The motions further directed appointment of the SA by July 1, 2021, to begin immediate work and to report back with an implementation plan 60 days following appointment. The attached report is submitted by the SA and provides a framework for implementation and the *Road to Re-Alignment*.

### **IMPLEMENTATION OF PHASE ONE**

On June 16, 2021, the CEO appointed the SA and assigned two full-time, high-level staff, as well as several additional staff, to be part of the SA's Implementation Team and assist with the required tasks necessary for carrying out the implementation plan. The Implementation Team immediately began work on engaging all relevant departmental partners, such as the Departments of Human Resources (DHR), Internal Services (ISD), Auditor-Controller (A-C), and County Counsel to develop and assess all necessary milestones in Phase One of the Implementation Plan. The Implementation Team formed an Executive Group with leadership from WDACS, DCBA, and LACDA and is also working closely with the CEO's Classification and Compensation, Benefits, and Budget divisions, County Counsel, the A-C, and DHR to accomplish the transfer of positions, people, programs, and funding, while ensuring continued delivery of services.

Phase One focuses on establishing two branches within WDACS that will serve as precursors to the new departments. This will entail transferring programs from CEO's Economic Development Division, DCBA's Office of Small Business, and LACDA's Economic Development Unit into WDACS to form the EWD Branch. It also involves assessing how to best realign the existing Aging/Adult Services and Community Services into a new branch.

Another essential element of Phase One is the recruitment and hiring of executive leadership for each of the two branches. This recruitment is being led by DHR's Executive Recruitment team and is underway, with job bulletins posted on July 21, 2021, and a target of appointing Executive Directors for each branch by October 2021.

Working with a communications team from WDACS and DHR, the Implementation Team has developed communications plans for both staff and leadership of the transferring County entities, and an external audience of clients and business partners. These plans will help promote transparency and will keep stakeholders apprised of the process, gauge feedback and input, and assure clients of continued service delivery.

### **NEXT STEPS AND TIMELINE**

The immediate next steps will be to work closely with CEO's budget team to: 1) transfer funding and establish the overall budget for the Phase One realigned WDACS structure; 2) work with the Executive Group to seamlessly transfer identified units, positions, staff, and

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Each Supervisor  
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programs; and 3) provide the Board with candidates for its consideration to serve as the two Executive Directors to oversee the two branches. The SA will provide another report in November 2021 with final details of the Phase One shared administrative structure that will include the plans for the formal separation of WDACS into two standalone departments by October 2022.

The Implementation Team is on track to complete the following milestones in the phased implementation plan:

- Executive Director candidates presented to the Board for consideration by October 2021;
- DCBA and CEO economic development services transferred in the Supplemental Budget process on October 5, 2021;
- DCBA and CEO economic development programmatic staff commence work in the new WDACS environment on October 18, 2021;
- LACDA's economic development services to be transferred January 2022;
- Formal standalone departments of Economic & Workforce Development and Aging and Disabled Adult Services established by October 2022; and
- Full optimization of both new departments between Fiscal Years 2022-23 and 2025-26 or sooner.

Attached is a report providing further details on the work required to complete Phase One of the plan to establish the new departments.

Should you have any questions concerning this matter, please contact me or Epifanio Peinado, Supervising Administrator, at (562) 652-6633 or [epinado@wdacs.lacounty.gov](mailto:epinado@wdacs.lacounty.gov).

FAD:JMN:EP  
AEC:DSK:acn

#### Attachment

- c: Executive Office, Board of Supervisors  
County Counsel  
Auditor-Controller  
Consumer and Business Affairs  
Human Resources  
Public Social Services  
Workforce Development, Aging and Community Services  
Los Angeles County Development Authority

# Implementation Plan: A Phased Approach to Establish the Departments of Economic & Workforce Development and Aging

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Initial 60-Day Report from the  
Supervising Administrator and Implementation Team

September 2021



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## INTRODUCTION – *The Road to Re-Alignment*

On March 8, 2021, the Chief Executive Office (CEO) submitted a [report](#)<sup>1</sup> to the Board of Supervisors (Board) in response to motions between 2019 and 2020 that directed the development of a plan to optimize economic development and workforce development services, as well as services to older adults and disabled individuals. The report was also responsive to the Board's direction to ultimately establish two new County departments with a focus on these two sets of services, many of which are currently carried out by the Department of Workforce Development, Aging and Community Services (WDACS), as well as several specialized economic-focused services in other departments.

The March 8, 2021 report outlined a three-phase implementation plan to establish an Economic and Workforce Development Department<sup>2</sup> and an Aging Department<sup>3</sup>, as well as the optimization and enhancement of the services provided by each. Phase One of the plan (October 2021 - October 2022) involves creating distinct programmatic branches within the existing WDACS organizational structure; this will include an economic and workforce development branch, and an aging branch, with administrative support provided from shared, existing WDACS staff. The report also recommended appointment of a Supervising Administrator (SA) to oversee Phase One of implementation and prepare for the establishment of both new departments in Phase Two.

Following submission of the March report, the Board approved two motions on April 20, 2021, that directed implementation of the phased plan to establish an [Economic and Workforce Development Department](#)<sup>4</sup> and an [Aging Department](#)<sup>5</sup>, with appointment of an SA by July 1, 2021, to begin immediate work and to report back with an implementation plan within 60 days after appointment. This 60-day report will focus on the implementation of Phase One of the plan. Reports that follow will provide further detail on Phases Two and Three of the implementation plan.

## IMPLEMENTATION OF PHASE ONE

### Overview

Preparation for implementation of Phase One of the plan to establish the two new departments is well under way and has two major elements. The first element involves working with all necessary partners and subject matter experts (SMEs) to transfer identified positions, staff, programs, and funding to the existing WDACS structure while ensuring appropriate administrative support for the two separate branches: 1) economic and workforce development; and 2) aging and community services, to include integration of services for adults with disabilities. The transfers of positions, staff, programs and

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<sup>1</sup> [http://file.lacounty.gov/SDSInter/bos/bc/1103715\\_ReportontheEstablishmentoftheAgingDepartmentandtheEconomicandWorkforceDevelopmentDepartment\\_03-08-21.pdf](http://file.lacounty.gov/SDSInter/bos/bc/1103715_ReportontheEstablishmentoftheAgingDepartmentandtheEconomicandWorkforceDevelopmentDepartment_03-08-21.pdf)

<sup>2</sup> & <sup>3</sup>The named titles for each department will be subject to change.

<sup>4</sup> <http://file.lacounty.gov/SDSInter/bos/supdocs/157509.pdf>

<sup>5</sup> <http://file.lacounty.gov/SDSInter/bos/supdocs/157498.pdf>

funding will be made to the Economic and Workforce Development Branch, which will encompass WDACS' existing Workforce Services Division, as well as: 1) the Office of Small Business from the Department of Consumer and Business Affairs (DCBA); 2) the Economic Development Division (EDD) from the Chief Executive Office (CEO); and 3) the Economic Development Unit from the Los Angeles County Development Authority (LACDA). Additionally, the Aging Branch will be comprised of Aging Services and Community & Senior Centers and integration of services for adults with disabilities. The second element will be the recruitment and hiring of leadership over the two branches.

The SA, supported by an Implementation Team, has established working groups with the relevant SMEs from the departments of Auditor-Controller, County Counsel, Human Resources, CEO Classification-Compensation (Class-Comp), CEO Budget, and others to complete the many tasks required to implement Phase One. A key first task was the determination of procedural mechanisms to establish the shared administrative structure for the two branches, followed by the transfer of units and programs that will commence in October 2021, without the undue delay of making permanent legal changes through ordinances at this stage. Permanent changes will be made at a later stage, enabling the new leadership of the two branches to be involved.

The SA and his Implementation Team have been working very closely with the SMEs described above, as well as the executives and administrative leadership from the four key agencies: WDACS, DCBA, LACDA, and CEO, to complete preparations for the launch of Phase One and the shared new structure while ensuring continued delivery of all programs and services.

### Supervising Administrator and Implementation Team

On June 16, 2021, two weeks earlier than initially planned, Epifanio Peinado, a retired County executive, was appointed as the SA tasked with leading the phased implementation plan for the establishment of the two new departments. Mr. Peinado has over 35 years of progressively responsible experience with the County. Most recently, he served as Interim Operations Chief with the Registrar-Recorder/County Clerk and was integral to the successful deployment of the November 2020 Presidential Election.

The CEO provided the SA with two full-time, high-level staff as well as several additional staff part-time to assist with carrying out Phase One of the implementation plan.

### Executive Recruitment

As a key element of the implementation plan, the CEO and the SA worked with the Department of Human Resources (DHR) to develop executive-level job announcements for the Executive Director positions that will lead each of the two branches during Phase One: 1) Economic and Workforce Development; and 2) Aging. The executive job announcements were posted on July 21, 2021, and were widely published as part of an overall national recruitment strategy. DHR's Executive Recruitment team is leading this effort to attract top-tier candidates that are both internal and external to the County and

is currently engaged in stakeholder sessions, with a target date to present candidates to the Board for consideration by October 2021.

## Engagement and Change Management

The Implementation Team established an Executive Group that comprises executive leadership, as well as administrative and human resources leadership, from the four key agencies: WDACS, DCBA, LACDA and CEO. The Executive Group's main goal is to provide input and information needed to finalize all administrative details for the establishment of the Phase One transfer of positions and programs, while ensuring the continuity of programs and services. The Executive Group also serves as a conduit for insights and updates about the implementation to ensure that employees and partners of the key agencies are well-informed.

Regular meetings have been established with Board Deputies from each Supervisorial District office. These meetings ensure the sharing of information regarding the implementation plan and allow the Implementation Team to receive timely inputs from Board offices. Additionally, the Implementation Team has a standing agenda item at the Economic Development Policy Committee (EDPC) meetings, which occur every two weeks and include economic and workforce development Board Deputies as well as representatives from the CEO, DCBA, LACDA, and WDACS.

The Implementation Team has also established meetings with the relevant Commissions and Boards to provide updates on the implementation and collect information to aid in the required analysis for determining alignment within the context of the departments or within the broader County organization.

As Phase One is launched, the Implementation Team will establish Advisory Committees to provide overall guidance and a broader perspective on the creation of the new departments in Phase Two, including full optimization of services in Phase Three. There will be two Advisory Committees: 1) one focused on the development of economic and workforce development services; and 2) a separate group, though with overlapping members, focused on aging, community, and disability services.

## Messaging

This project involves considerable change management and in order to provide timely and relevant information to minimize disruption, the Implementation Team assembled a specialized Communications Team that includes communications specialists from WDACS, DCBA, LACDA, and DHR, and which is dedicated to establishing and executing two robust communications plans. The first plan is internal, focusing on the key agencies and their impacted units, to provide updates on the process to implement each of the phases and prepare for necessary next steps. Much of this communication includes reporting out at staff meetings and providing informational updates in the form of emails, bulletins, flyers, etc. The internal plan also includes soliciting feedback when appropriate from these internal agencies on aspects of the process.

The Communications Team also established an external communications plan to ensure outside stakeholders are kept apprised of the process to establish the new phased structures and provided opportunities for input. The external plan focuses on clearly communicating assurances of continued, and ultimately enhanced, programs and services in Phase One and beyond.

The communications plans are built around identified milestones in the implementation plan, such as: 1) the recruitment and appointment of the Executive Directors; 2) publishing of reports; and 3) transferring of positions and programs. The plans are targeted to the various stakeholder groups including the leadership of the key agencies, staff in WDACS and in the transferring units, and members of the public receiving services from the agencies.

The major communications focus throughout the ongoing efforts leading to the establishment of Phase One has been the transferring agencies and their impacted staff. Communication channels have been established and related informational tool kits are under development to provide information and resources to relevant parties, including executive summaries of implementation plan milestones, FAQs for transferring staff, and websites and other touchpoints that provide resources and information. The Implementation Team is also meeting directly with each of the key agencies and staff of the transferring units to provide information and answer questions. Further, the Implementation Team is working closely with human resource professionals in DHR and with CEO to ensure appropriate engagement and communication with any impacted staff.

## Budget

The Implementation Team is working closely with the key agencies to make final determinations on: 1) the positions; 2) contracted services; and 3) specific funding that will transfer to the WDACS umbrella for Phase One. The identified positions and funding, including existing Net County Cost, grants, and other State and federal funding will be budgeted in the shared administrative structure to cover the salaries and benefits of the transferring positions as well as all programs that are being transferred. All the revenues targeted for transfer are being reviewed and analyzed to ensure a smooth transition while remaining compliant with any associated requirements. Some of the targeted revenue streams are complex, particularly those that reside in LACDA, and require continued careful consideration. Included in this analysis are the American Rescue Plan (ARP) funds that may transfer to the realigned WDACS.

The transfer of DCBA's Office of Small Business and Small Business Commission, which are relatively self-contained, as well as CEO's Economic Development Division, are scheduled to take place at the time of the Fiscal Year 2021-22 Supplemental Budget process, which will be finalized in September and scheduled for the October 5, 2021 Board meeting for approval by the Board of Supervisors.

LACDA is not a County department but a separate agency and the LACDA Economic Development Unit transition has required additional analysis of that Unit's funding

complexities as well as consideration of transitioning non-County positions into the County's civil service system. Because of these additional complexities, the transfer of LACDA's positions and revenue will occur through a separate Board letter to take place after the transfers made at the time of the Supplemental Budget process.

## Implementation Plan

During the initial realignment occurring in Phase One, positions, staff, programs, and funding are being transferred to the WDACS umbrella; two formal branches are being established to serve as precursors to the two departments established in Phase Two; and new leadership will be brought onboard for the two branches. The SA will not initiate programmatic changes during Phase One. Phase One is focused on building the foundational structure that will enable successful establishment of two new departments and immediately pivot to the optimization of services under new leadership.

The Implementation Team is working with specialized teams to perform detailed analysis and make final determinations on the positions, programs, funding, and contracts transferring, as well as technology infrastructure needs. We are partnering with the CEO Chief Information Office (CEO-CIO), and Internal Services Department (ISD) in conducting a comprehensive analysis necessary to ensure consistent technology service delivery throughout and after the transition. Final determinations will be made once this analysis is complete and will include the specific organizational structure for Phase One. Although high-level organizational charts have been proposed, full detailed charts are being developed as discussions and analysis with SMEs wrap up. These detailed charts will be complete before transitions take place and will be published in the report back from the SA in November 2021. The following sections provide details on establishment of the two branches of the Phase One structure.

### Economic and Workforce Development Branch

To form the Economic and Workforce Development Branch, economic development services from CEO's Economic Development Division, DCBA's Office of Small Business and Small Business Commission, and LACDA's Economic Development Unit will integrate alongside WDACS' existing Workforce Services Branch. Ten staff and positions from DCBA will transfer in Phase One to commence work on October 18, 2021. Because CEO position levels are not in alignment with items in the new Branch, funding from the CEO's Economic Development Division will transfer to the new Branch and will create at least six new positions with interim staffing support provided by CEO's economic development analysts. However, as stated above, LACDA's Economic Development Unit will be transferred on a date after October 2021, through a separate Board letter due to continued analysis of that Unit's funding, and the transitioning of non-County positions into the County's civil service system.

From DCBA's Office of Small Business, the transfer includes the: 1) Small Business Commission; 2) East Los Angeles Entrepreneur Center; 3) Small Business Concierge Program; 4) Los Angeles County Procurement Technical Assistance Center; and

5) Business Certification Program. The CEO's Economic Development Division will include many of its programs around economic development strategy, advocacy, and service delivery. The LACDA Economic Development Unit in turn will bring its Renovate/Community Business Revitalization Program; Commercial Industry Lending; Special Economic Development Projects; and County Economic and Community Development Program.

Positions and staff can initially be transferred to the WDACS umbrella through personnel and budgetary actions to enable units to report into the new agency. Thereafter, the CEO's Class-Comp team will be completing comprehensive classification analyses of all transferring positions into WDACS, which will inform the permanent changes made to County Code through ordinances leading up to the establishment of the new departments in Phase Two.

Specialized teams are addressing several additional complexities related to the transfer of these units from disparate agencies. An Information Technology (IT) team that includes staff from the CEO-CIO and ISD is focused on ensuring transfer or establishment of appropriate IT infrastructure for continuity of services. A team that comprises many human resources experts is ensuring the smoothest transition possible for LACDA positions being brought into County services, including: 1) examining details around benefits transfers; 2) entry into the civil service system; and 3) classification analysis. Legal and budgetary subject matter experts are reviewing all transfers of revenue to ensure ongoing funding of the transferring positions and services. The Implementation Team is also working closely with WDACS, CEO Budget staff, and the administrative staff of the key agencies to determine any additional administrative resource needs for Phase One to ensure appropriate support for the newly transferred units and programs.

Additionally, the Implementation Team is partnering with each involved department and CEO budgetary experts to shepherd transition of any relevant ARP programs, many of which have a direct link to economic or workforce development activities and services. The ARP Fiscal Recovery Funds Spending Plan was approved by the Board on July 27, 2021, and includes programs at each of the key agencies. Seven programs that are, or will be, administered by the transferring units are being evaluated to transition to the new Phase One structure. Transition plans and timing may vary, and it is possible that some of the programs will be developed by the relevant units and teams in the existing agencies, and then transferred over once the Phase One structure is established. All the key agencies are collaborating directly with the Implementation Team and offering continued resources to ensure that programs transition smoothly and have the support needed to be the most effective.

The Implementation Team continues to assess the realignment and reporting structure of the involved commissions and boards. The Small Business Commission, which currently resides in DCBA, is connected to the Office of Small Business and will move with that unit to the Economic and Workforce Development Branch. Likewise, the Los Angeles County Workforce Development Board is connected to programs funded by the Workforce Innovation and Opportunity Act, which reside in WDACS' Workforce Services, and will remain with the Economic and Workforce Development Branch. The Implementation

Team has held discussions with both the Small Business Commission and the Workforce Development Board to receive feedback about their position in the new structure and assessment on final placement is pending.

### Aging and Community Services Branch

The Aging Branch will consist of Aging and Adult Services that includes: 1) Adult Protective Services; 2) the Area Agency on Aging; and 3) the Community and Senior Centers Services. This organizational structure is largely what currently exists in WDACS, with the realignment of both services reporting to an Executive Director focused on aging and community-related services. The plan is to formally transition to a distinct Aging Branch through the Supplemental Budget process, with work commencing in the new environment on Monday, October 18, 2021. After appointment of the Executive Director over the branch, further analysis will be conducted to determine any programmatic changes or enhancements in the later phases of the implementation plan.

The Implementation Team met with the Los Angeles County Commission for Older Adults, which resides in the Aging and Adult Services Branch of WDACS, to discuss the implementation plan and ascertain their perspective. The Commission for Older Adults will remain with the Aging Branch and the new Aging Department, once established. The Commission on Disabilities, which is currently supported by the Executive Office of the Board, is also under consideration for integration with the Aging Branch and eventual new department, and the Implementation Team also met with this commission to discuss alignment opportunities and placement.

### Regional Collaboration on Aging Services

As a result of the Board's motions to establish an Aging Department and explore further alignment of aging services with the City of Los Angeles (City), WDACS and the City Department of Aging (LADOA) have continued to build on the existing cooperative service model and have jointly developed a multi-dimensional plan that outlines key areas of administrative and programmatic alignment between the two Area Agencies on Aging (AAA). The plan includes the following six areas: 1) Single Area Plan for Aging Services; 2) Shared Operations beginning with Joint Procurement and Contracting; 3) Data Sharing; 4) Aligning Regional Services for Older Adults, including reducing the digital divide, assisting older adults experiencing homelessness, and addressing food insecurity among older adults; 5) Purposeful Aging Los Angeles (PALA), a combined effort to unite public and private leadership, resources, ideas, and strategies to build age-friendly communities; and 6) Engagement of Regional Stakeholders, including establishment of a regional funder's table, a joint City and County advisory commission summit, and convening of community-based organizations that make up the Aging Network to identify shared priorities, challenges, and opportunities for enhanced collaboration.

LADOA and WDACS submitted a joint letter in December 2020 to the California Department of Aging (CDA) outlining their joint plan and requesting approval where necessary. CDA provided a formal response to the letter on July 19, 2021, which provided

acknowledgement of and concurrence with the desire to provide a more regional approach to the delivery of comprehensive supportive services.

The new Aging and Community Services Branch, and beginning in Phase Two, the new Aging Department, will continue to pursue and strengthen these projects, programs, and initiatives in collaboration with LADOA.

### Consideration of Optimum Placements for Two Commissions

Currently, WDACS has a Human Relations Branch comprising the Human Relations Commission (HRC), the Dispute Resolution Program (DRP), and the Los Angeles Native American Indian Commission (LANAIC) and associated staff. The DRP is contained within the HRC. In contrast, LANAIC reports up through the HRC organizationally, but is otherwise entirely independent from the HRC and its staff. Unlike most of the commissions and boards described above, the HRC, DRP, and LANAIC do not have an obvious, singular connection to Economic Development, Workforce Development, Aging Adult Services, or Community Services, though there are linkages across all areas. The Implementation Team is therefore undertaking thoughtful analysis to consider proper alignment for these three entities, including feasibility of placement post October 2021. The team has met with each of the groups to discuss options and alignment opportunities, and analysis is pending to make recommendations on placement of these groups.

### Office Space

WDACS recently moved its headquarters to the 11<sup>th</sup> floor of the newly constructed building at 510 S. Vermont Avenue. Like many agencies, WDACS drastically reduced its overall office space footprint through deployment of a robust teleworking and hoteling plan established during the pandemic that will continue indefinitely. Because of this reduction in workspace needs, there is sufficient additional space on the 11<sup>th</sup> floor of the Vermont building to transfer units and establish the Phase One shared administrative structure. Therefore, both the economic and workforce development and the aging branches will be housed at 510 S. Vermont Avenue during Phase One. An overall assessment of all additional office spaces connected to the WDACS realignment and the transferring unit agencies will be performed early in Phase One to optimize the use of all available space.

### Additional Motions

On June 22, 2021, the Board approved three motions related either to economic development initiatives, or the general establishment of the Economic and Workforce Development Department and Aging Department that all include directives for the Supervising Administrator and Implementation Team.

The first is a motion that directed the CEO and the SA to explore the feasibility of creating a Tribal Relations Office and to provide recommendations for potential location, funding, and staffing for this office. As described above, the Implementation Team has engaged

LANAIC to explore optimal placement in the County organization. The motion also directed a classification and compensation review of LANAIC's Executive Assistant item in response to a request from the commission. CEO's Class-Comp team performed a comprehensive review of the position, determining that the responsibilities of the position have increased and recommending reclassifying the position to an Executive Director. A separate [report](#)<sup>6</sup> was submitted on July 29, 2021, with more details on the reclassification.

The two additional motions from June 22, 2021, both direct establishment of programs or services that could or will fall under the scope of the Phase One shared administrative structure and/or the eventual Economic and Workforce Development Department. The first directed development of a plan to create a Community Impact Entrepreneurship Academy focused on stabilizing and growing women-owned businesses and businesses of color. The second directed establishment of a Rent Relief Program to aid small and micro businesses severely impacted by the pandemic. The SA and Implementation Team will work closely with DCBA, LACDA, CEO, and WDACS to ensure that these directives are met and that any programs and services established are supported in Phase One and thereafter.

## SUMMARY

### Next Steps and November Report

Significant progress has been made in the initial 60 days leading to establishment of Phase One of the implementation plan for the new Departments of Economic and Workforce Development, and Aging. Immediate next steps include working closely with CEO's Budget team to: 1) transfer funding and establish the overall budget for the Phase One shared administrative structure; 2) work with the Executive Group to seamlessly transfer the identified positions, staff, programs, and funding; and 3) hire Executive Directors to oversee the two branches.

The Implementation Team, working with the Executive Directors, will also establish and convene two Advisory Committees, one focused on economic and workforce development services and the other on aging and disabled adult services, to provide guidance on alignment of services, both within the Phase One structure and in the new Phase Two departments, with a focus on aligning services across departments and ensuring optimization not only in the new departments, but across the County.

Throughout the current efforts leading to implementation of Phase One, the SA and Implementation Team have also been working closely with CEO Budget and WDACS administrative and fiscal staff to reassess the administrative support needs of the new departments in Phase Two. These efforts are ongoing and will be outlined in the November 2021 report.

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<sup>6</sup>[http://file.lacounty.gov/SDSInter/bos/bc/1082243\\_CreatingaCompPlanandRecstoAddressth](http://file.lacounty.gov/SDSInter/bos/bc/1082243_CreatingaCompPlanandRecstoAddressth)

After establishment of the Phase One structure, the Implementation Team, working closely with the Executive Directors that will then be in place, will transition to preparing for the formal establishment of the new Economic and Workforce Development Department and Aging Department, including drafting of ordinances to make the required permanent changes to County Code, including changes to Titles 2 and 3 to permanently establish the two departments, and Title 6 to permanently create any needed classification structures for the departments.

The Implementation Team will report back in November 2021 with final details on the Phase One shared administrative structure, as well as the plan to realign the structure into two new standalone departments in Phase Two by October 2022. The report will include direction and guidance from the branch Executive Directors on the mission, objectives, and goals of the new branches and departments, as well as recommendations on department names. The November report will also include final recommendations on placement of the commissions that currently exist within WDACS.

# Economic & Workforce Development Fact Sheet

Department of Consumer & Business Affairs - Office of Small Business  
Economic Development Division

## BACKGROUND

LA County is home to more than 244,000 businesses with more women-owned and minority-owned businesses than other county in the nation. The Office of Small Business (OSB) serves as the primary resource for small businesses to open or grow their business or do business with the government. The OSB provides small businesses with technical assistance through one - on - one counseling and business developmental workshops, connects them with needed resources such as legal aid, access to capital, permits, and licenses, and for those interested in governmental contracting, provides guidance around opportunities and certifications programs with the County, regional cities, and the State and federal governments. The OSB also established an Entrepreneurship Center that aims to assist new start-up businesses, and provides a forum for small business outreach, education, and advocacy on all small business matters. Lastly, OSB was designated by the BOS as the County's small business advocate and as such is the lead on small business utilization goals.

## FOLLOW US



**\$1,558,000**  
Gross Appropriation

\$893K	County	NCC
\$279K	State	Technical Assistance Expansion Program <ul style="list-style-type: none"> <li>GO-Biz grant: 20-21 is 3<sup>rd</sup> year of 5-year grant</li> </ul>
\$275K	Federal	Procurement Technical Assistance Program <ul style="list-style-type: none"> <li>Dept of Defense recurring grant – must reapply each year</li> </ul>
\$111K	Federal	CDBG-Small Business Incorporated Areas <ul style="list-style-type: none"> <li>Housing and Urban Development recurring grant – must reapply each year</li> </ul>

## POSITIONS

**10**



Plus, one ordinance unfunded

Chief, Consumer & Business Affairs Representative (1)  
(1669/S-9)

Consumer & Business Affairs Specialist (1),  
(1667/108-C)

Administrative Services Manager (1),  
(1002/101-L)

Consumer Representative Supervisor (1),  
(1668/101-L)

Consumer & Business Affairs Representative III (6),  
(1664/93-D)

Consumer & Business Affairs Representative III (1),  
(1664/93-D)  
(Ordinance – not budgeted)



### Small Business Concierge

Assists prospective business owners to successfully open small businesses in the unincorporated areas of the County. The Concierge:

- Acts as a single point of contact providing input during the complex process of opening a business in Los Angeles County; and
- Provides counseling services to prospective small business owners.



### Procurement Technical Assistance Center (PTAC)

Helps businesses compete for government contracts by connecting them to:

- Workshops to prepare for the government contracting process;
- Local, state and federal contracting opportunities relevant to their industry;
- Training on how to market goods and services to government buyers;
- Networking events to meet buyers; and
- Individualized counseling on writing proposals, conducting market research, and more.



### Entrepreneur Center

Assists prospective business owners to successfully open and grow their small businesses in the unincorporated areas of the County. The Entrepreneur Center provides:

- Business Start-up Assistance and Resources;
- Business Development Workshops;
- Access to Capital;
- Navigating Permits / Licenses;
- One-on-one Business Counseling; and
- Succession planning.



### LA County Preference Program Certification

Provides information to and certifies small businesses for LA County's preference programs for contracting with the County, including:

- Local Small Business Enterprise (LSBE);
- Social Enterprise (SE);
- Community Business Enterprise (CBE); and
- Disabled Veteran Business Enterprise (DVBE).



### Sidewalk Vending (Special Project)

Currently the County is in the process of introducing a new ordinance around sidewalk vending which comes with \$3.5m in ARP funding to:

- Launch new sidewalk vending permit;
- Educational / Technical Assistance; and
- Production of a pre-approved food cart.



# Economic & Workforce Development Fact Sheet

## Chief Executive Office – Economic Development Division

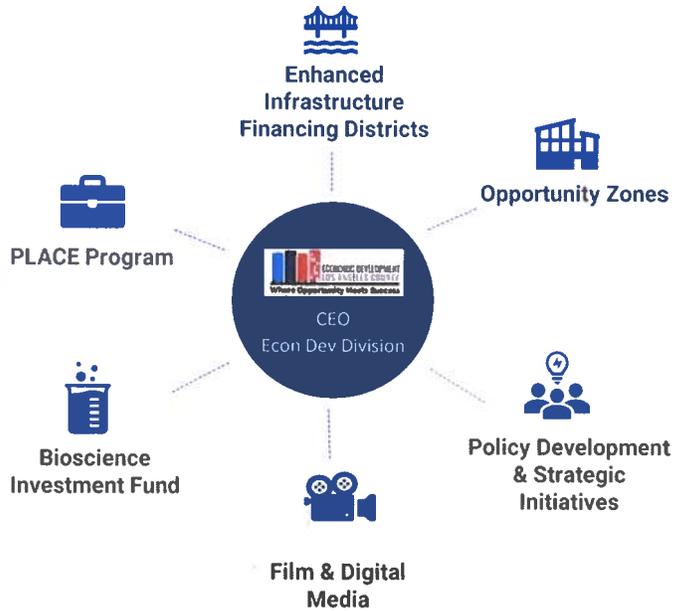
### BACKGROUND

The Chief Executive Office's Economic Development Division provides for the administration, support, and oversight of economic development efforts and related policy and strategy development. The division coordinates countywide economic development initiatives in response to Board priorities across multiple departments including projects related to local job creation, small business support, neighborhood revitalization, and workforce development.

### FOLLOW US

@laecondev

[economicdevelopment.lacounty.gov](http://economicdevelopment.lacounty.gov)



**\$14,659,000**  
Gross Appropriation

\$2.6M	County	Community Revitalization Program
\$500K		Competitive Economic Development Grant
\$300K	County	Economic Development Consulting
\$1.25M	County	Economic Development Agreements
\$2.76M	County	Operating Budget
\$7.25M	County One-Time	\$3M for Manufacturing Loan Program, \$3M for Catalytic Development Program, and \$1.25M for other various programs

### POSITIONS

6



Administrative Services Manager II, (4)  
(1003/104-L)

Administrative Services Manager I, (1)  
(1002/101-L)

Staff Assistant I (1)  
(0907/82-B)



## Bioscience Investment Fund

Bioscience is a targeted industry sector selected by the BOS for focused support. The CEO-EDD oversees a contract with MarsBio GP LLC to manage the County's first Bioscience Investment Fund, which provides low-cost loans targeting early-stage bioscience companies with a geographic focus in Los Angeles County.



## Enhanced Infrastructure Financing Districts

Enhanced Infrastructure Financing Districts (EIFDs) are limited tax increment financing districts that promote the purchase, improvement, development, and rehabilitation of public capital facilities for projects of "communitywide significance. The CEO-EDD serves as the liaison with partner cities to develop and implement EIFD projects. These projects can include, among others:

- Roads, transit facilities, parking facilities
- Sewer treatment/water reclamation
- Flood control
- Childcare facilities, libraries, and parks
- Affordable housing
- Port/Harbor infrastructure



## Opportunity Zones

Opportunity Zones is an economic development program established by Congress in the Tax Cuts and Jobs Act of 2017 that provides incentives for investing in distressed, low-income urban and rural communities. There are 17 designated Opportunity Zones in Unincorporated Los Angeles County.



## Film & Digital Media

The LA County Film Office is the liaison for Film and Digital Media (FDM) stakeholders that are conducting business with the County. Responsibilities include:

- Managing the County's permitting process for FDM activities via contracted services with FilmLA.
- Assisting with production planning and location tours for FDM purposes.
- Convening of film liaison meetings and networking events



## PLACE Program

Preparing Los Angeles for County Employment (PLACE) is a High Road Training Partnership program administered by the Worker Education and Resource Center (WERC) in partnership with the County and CEO-EDD. PLACE prepares workers with barriers to employment to obtain permanent County jobs with a career pathway while addressing employer related issues such as recruitment, retention, equity, and diversity. Communities served include those who have experienced poverty, incarceration, homelessness, and other potential barriers.



## Policy Development & Strategic Initiatives

CEO-EDD coordinates countywide economic development efforts across multiple departments and implements specific directives, strategies, and initiatives on behalf of the Board of Supervisors.



# Economic & Workforce Development Fact Sheet

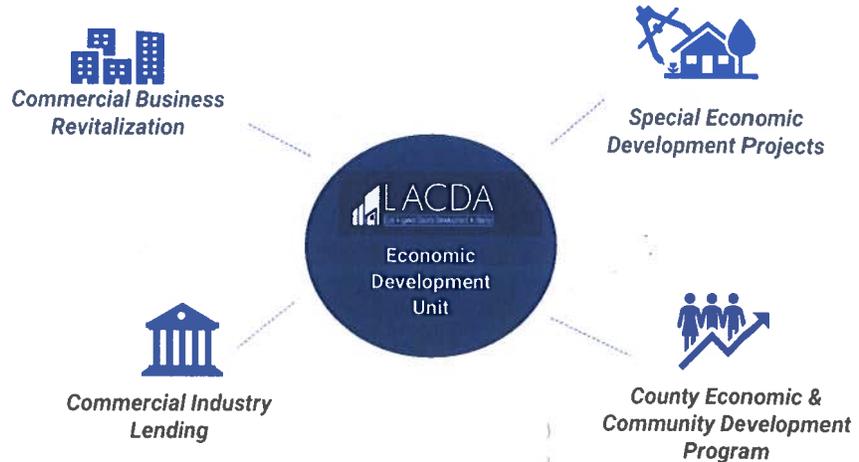
Los Angeles County Development Authority - Economic Development Unit  
Community & Economic Development Division

## BACKGROUND

The primary goal of the Community and Economic Development Division is to facilitate equitable development, community services, and economic empowerment throughout unincorporated areas of the County through public and private partnerships. The Economic Development Unit (EDU) seeks to encourage private investment in low-income unincorporated areas of the County, enact economic initiatives to facilitate equitable development, and support small businesses by providing capital to revitalize, stabilize, sustain, and grow existing businesses, while also improving physical conditions of commercial properties and streetscapes.

## VISIT US

<https://www.lacda.org/economic-development>



**\$14,355,476**  
Gross Appropriation

\$2.815M	County	NCC
\$6.7M	Federal	Economic Development Administration Grants
• Must apply each year		
\$1.7M	Federal	Community Development Block Grants
• Must apply each year		
\$1.71M	County	Redevelopment Sales & Deferrals
• Varies from year to year		
\$1.3M	MTA & Local Cities	Metro & Partner City Funding
• Based on partner agreements with the various agencies		
\$120K	Other	ENAs with Compton Unified and West LA Courthouse

## POSITIONS

**11**



Program Manager (1)  
(8194/S-11)

Human Services Administrator III (2)  
(8023/114-K)

Human Services Administrator II (3)  
(8022/104-L)

Human Services Administrator I (1)  
(8021/101-L)

Management Analyst (3)  
(1848/95-A)

Staff Assistant II (1)  
(0913/89-B)



These projects provide financial assistance to encourage private investment in unincorporated County areas and with Board of Supervisors' approval, incorporated cities for the purpose of job creation, orderly growth, and improvement of the quality of life of residents. This includes the Catalytic Development Fund (CDF), which is an economic development initiative designed to pursue alternative strategies for the use of funds including the use of staff resources and outside consultants specializing in land use planning, legal, environmental review, site maintenance, as well as architectural and engineering professionals to conduct feasibility and related studies to confirm the viability of potential development. In partnership with developers and other jurisdictions, the LACDA uses the CDF funds for predevelopment activity to transform vacant land or surplus properties into community assets. The LACDA and the developer focus on ensuring the community's needs are incorporated into the new construction of these special projects. Some of the projects utilizing CDF include:

- Vermont Corridor
- Vermont Manchester
- MLK Medical Office
- West LA Courthouse



The mission of the economic and community development program is to provide long-term economic growth and development of Los Angeles County through the implementation of Board directives and specific strategies and initiatives identified in the Economic Development Implementation Roadmap.



The Commercial Lending program creates and retains jobs by providing access to capital for small- and medium-sized businesses in Los Angeles County. These funds are used for business lending to create, retain and/or reestablish employment opportunities and economic development. The program consists of three loan funds:

- County Revolving Loan Program
- Manufacturing Revolving Loan Program
- Metropolitan Transportation Authority (MTA) Revolving Loan Program



CBR, also called Renovate, provides façade improvements to commercial buildings in eligible business districts in Los Angeles County for the purpose of promoting economic vitality of the areas. The program completes between 5 and 10 projects a year, on average, both in unincorporated areas of the County and in partner city jurisdictions. In FY 20-21 CBR:

- Completed five projects in Countywide unincorporated and City of Los Angeles partner areas.
- Continued the partnership co-funding with the City of Los Angeles CBR projects in the Pacoima and Reseda areas.





# Road to Re-Alignment Timeline

The Los Angeles County Board of Supervisors is seeking to create two new County departments. The first will combine disparate economic development functions in the County with workforce development functions to deliver optimized economic and workforce development services. The second will elevate the County's focus on older adults with a creation of a department dedicated to aging adult services and to bring attention to aging adults with disabilities. The CEO is implementing a phased implementation plan to establish the two new departments.

