CITY OF LOS ANGELES
WORKFORCE DEVELOPMENT BOARD
BUSINESS SERVICES, MARKETING AND RESOURCE DEVELOPMENT COMMITTEE MEETING

Wednesday, September 10, 2025
10:00 AM

Goodwill So CA - Auditorium

342 N. San Fernando Rd. LA 90031

AGENDA

1. Call to Order/Roll Call
2. Declaration of Conflict of Interest
3. Public Comment on Non-Agenda Items
4. Consideration of the Minutes of April 2, 2025

ADVISORIES/DISCUSSIONS/PRESENTATIONS/REPORT-BACKS/UPDATES

5.	Overview of Business Services Committee	Hannah Lee
6.	Discussion of Sector Coalition prioritization criteria and recommendations for launch	Hannah Lee
7.	Verbal update on the Economic & Workforce Development Department's Employer Services Work	Gerardo Ruvalcaba
8.	Verbal update on adding Employer Satisfaction component to Consultant Services for Workforce System Customer Satisfaction Evaluation	Gerardo Ruvalcaba
9.	Presentation on the Apprenticeship Hub	Jorge Marquez
10.	Discussion of WDB Communications, Marketing and Brand Strategy Procurement	Danielle Martinez

11. Adjourn
12. Business Services, Marketing and Resource Development Committee: LaShondra Mercurius, David Ford, Jaleesa Hazzard, Teri Hollingsworth, Linda Nguyen, Casey O'Neill, Steven Simon

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The public will have an opportunity to address the Board on any agenda item at the time the item is considered. Members of the public who wish to speak on any item are requested to complete a speaker card for each item they wish to address, and present the completed card(s) to the designated personnel of the Board. Speaker cards are available at the sign-in table at the back of the meeting room. Documents/reports on agenda items are available on the Board's website and may be distributed at the meeting. For updated meeting schedules please visit www.wiblacity.org. For more information call 213-744-7164.

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Phone: 213-744-7164 www.wiblacity.org

4.

DATE: September 10, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Consideration of the Minutes of April 2, 2025**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 4- Meeting Notes WDB_Business Services_MRD_Comm_4.02.2025

CITY OF LOS ANGELES
WORKFORCE DEVELOPMENT BOARD
BUSINESS SERVICES, MARKETING AND RESOURCE DEVELOPMENT
COMMITTEE MEETING
WEDNESDAY, APRIL 2, 2025
10:00 A.M. – 12:00 P.M.
Ramona Hall Community Center
4580 N. Figueroa St. Los Angeles, CA 90065

MEETING NOTES

MEMBERS PRESENT: LaShondra Mercurius, Teri Hollingsworth, Casey O'Neill

Deputy City Attorney, Barak Vaughn

1. Call to Order – Chair LaShondra Mercurius unofficially called the meeting to order as there was no quorum.

2. Declaration of Conflict of Interest – None

Public Comments on Non-Agenda Items:

Jean Chan, Chinatown Service Center, Workforce Program Manager said that they are a health and human service agency that works with mostly Chinese speaking clients. She commented that business opportunities including adult services, are geared toward English and Spanish speaking folks, and that there are not many opportunities for Chinese speaking folks.

Richard Sevilla, El Proyecto del Barrio commented that the youth he works with are finding it difficult to get employed. Previously young adults were able to canvass employment, but it has dried up. Before there were employment opportunities with the Department of Recreation and Parks, the Department of Motor Vehicles, and the Courts. Now there are a lot of caveats for youth to get a job; they need more training dollars. More than a job, they need a career path; work experience is not enough.

Committee member Casey O'Neill, Biochem California shared information regarding an upcoming free Life Sciences Fair for job seekers, at the Verdugo Job Center on April 23rd 11a.m. – 2 p.m. There is a job fair at USC, Exposition Park, City of Stem that will allow children to explore career pathways this Saturday.

Chair Mercurius, thanked everyone for their comments.

3. Overview of Business Services Committee

Hannah Lee, Workforce Development Board (WDB) Executive Director gave a presentation on the WDB Business Services Marketing and Resources Development Committee. Her presentation outlined the responsibilities of the committee members. The Goal of this committee is to drive innovation and impact by fostering employer partnerships, aligning workforce and economic development initiatives, and enhancing the visibility of workforce services. Committee members are to serve as liaisons, and provide feedback on WDB branding, and promote WSCs and YSCs, and to evaluate performance, ensure compliance, and continuous improvement.

The public's role is to provide insights on emerging skill gaps, and to participate in sector coalitions. Eight sector coalitions are planned for in the near future.

WDBs can carry out their role by acting as: convener, workforce analyst, broker, community voice, capacity builder, and in the center, is the WDB.

5-Year Strategic Plan – the goal is to connect 50,000 Angelenos to high quality, living-wage jobs, registered apprenticeships, and paid work experience opportunities, and training by 2030.

Establish Eight Sector Coalitions:

- Biosciences
- Blue & Green Economy
- City of Los Angeles & Public Sector Agencies
- Construction
- Entertainment, Motion Picture and Sound Recording
- Healthcare & Social Assistance
- Performing Arts, Spectator Sports, and Related Industries
- Transportation

Second goal is establishing non-traditional registered apprenticeships.

Third goal is Implementing the LAWIN (LA Workforce Infrastructure Network) Strategic Plan

4. LAEDC Presentation on Key Industries

Shannon Sedgwick, Senior Director, Institute for Applied Economics, presented a PowerPoint presentation of the People, Industry and Jobs 2022 – 2028 Report. She explained how the eight sector industries were strategically selected. The labor market in Los Angeles is shifting due to changes such as technological shifts, economical shifts, unemployment. done to serve as a foundational piece. A hefty study. It gives information down to the very granular geographic level.

Eight target industries:1. construction industries, 2. Transportation 3. Motion picture and Sound Recording 4. Health care services, 5. Social Assistance, 6. Performing Arts and

Spectator Sports, 7. Biochemical manufacturing, and 8. Green and Blue economy (cut across multiple industries).

The eight sectors were selected based on four key factors: industry rate of growth, potential job creation, industry competitiveness areas where there is a competitive advantage (concentration of employment) and living wages – a higher share of occupations that have living wages.

Teri Hollingsworth thanked Shannon for including the healthcare industry.

Gerardo Ruvalcaba, EWDD AGM mentioned the Federal Funding.

Robert Zavaleta commented that the numbers seem low, and asked if trades were excluded, as they were not represented in construction.

Shannon responded that different industries have different structures. When you average out the data, it was an aggregate across multiple industries.

Heesu Kim, EWDD asked about healthcare. Shannon said that it is more data driven vs. societal impact. It is taken into consideration in their work when developing policy recommendations.

Carolyn Hull, General Manager, EWDD asked if AI was considered when talking about Paralegals. Has the impact of AI been included or its impact.

Chair Mercurius opened it up for discussion. There is a lot going on. LA Metro and the Los Angeles World Airports (LAWA) have really capitalized on the measures that are bringing in the infrastructure. LA handles 40% of the nations' goods and services. She feels that transportation and construction can have an immediate impact.

Hannah Lee said that the timing may have to be looked at considering that the City has a 1 billion deficit.

Teri Hollingsworth said that if you get employers in the room, they will share their story. The employer's perspective is different than what the data shows. All signs indicate that healthcare should be a priority on the list. Getting the alignment between the employer, the training providers; they do not have the resources to respond to the employer. You need to bridge the gap. Most hospitals do not want to be in the business of training, but rather patient care. Hospitals are upskilling their employees. There are more pieces of the puzzle that need to be pieced together. You need to bring the others together.

LaShondra Mercurius agreed that there is a gap. What are the opportunities for this network to be able to address that. Example, they went to NAWB. Great information

regarding sectors. The hiring managers are teaching the courses and the students that attend have an opportunity for employment. How do they build the bridge to get over the gap.

Robert Zavala commented that they need to change the way they develop training around the programs. They train around programs, and they train and pray. They look at barriers. There is a huge disconnect around K-12 institutions. They have experts in trades who are not working right now. How do they get them employed.

Tammy Ortuno, Office of the Mayor commented that through the 5-Year Plan this conversation was imagined. It is hard to decide which industry sector they want to build out and use as a framework to build up the rest of the industry sectors.

Gerardo Ruvalcaba said that they have a procurement on the streets. They will create a bench of consultants that will be able to establish these sector coalitions.

Casey O'Neill said that health science and life sciences get lumped together. There is always going to be a need and be essential. They are at this place where they have an aging population that is larger than the population that is coming up, The Silver Tsunami. The Sector Strategies brought together young folks with interesting degrees, with no lab training. They get training and it evolves with industry standards.

LaShondra said that it sounds like the gap is the job readiness when she thinks of the job market. There is something immediate on the other side of training. How do they market it.

5. Discussion on Sectors Coalitions to launch in the next 1-2 years

The committee discussion centered around focusing on the following sector coalitions: construction, biosciences, transportation, healthcare, and social assistance, and performing arts spectator sports and related industries.

6. Apprenticeship Priorities

Tammy Ortuno, Director of Workforce Development, Mayor's Office said that this meeting was two years in the making, to better serve their community members. It is exciting to see everyone.

Apprenticeship Priorities – presentation. Registered apprenticeships. Trades they are doing things very well.

The Challenge is getting all the disconnected youth to get registered apprenticeships as a core pathway to living-wage careers. How they are getting started. The Irvine and Hilton Foundation donated $600,000 to help them explore their vision. Through the next year

the RFP will put together all the registered apprenticeships and gather all the data on a platform. A database, where WSC, and YSC go on the platform and find all the registered apprenticeships across LA County. Create a blueprint for a hub to guide countywide apprenticeship coordination. An employer can ask how they can establish an apprenticeship or join one that already exists. It will take research, where they are doing it right, Switzerland, and Germany. Ask what does LA have to do to get to where they are? What does it look like to adopt the international strategies. Build an eco-system, a platform in the next two years. The Board's role is to shape the policy.

7. Verbal update on businesses impacted by the wildfires and services available for support

Carolyn Hull, General Manager EWDD expressed her excitement about this committee, and said that having both sides of the Department integrated into this process will bring about economic mobility. Rosa Penaloza, EWDD is instrumental in working with the small businesses throughout the City of LA. Wildfires – EWDD is an emergency response department. She thanked the WorkSource, YouthSource, and Business Source Centers for always being there with them. The 2025 wildfire and windstorm event was the most destructive event in LA history. Fifty-seven billion dollars in loss. Immediately after the fire, the EWDD Rapid Response Team started having meetings, and brought together philanthropy, and businesses to talk about when there is a disaster with the County. They stood up a $21 million dollar fund (relief for businesses and workers). They looked at the impact to workers and businesses, and worked with many of the folks in this room to get services to the people that were impacted. This process will take several years. They are working with the Employment Development Department (EDD), and US Department of Labor (DOL) National Dislocated Worker Grant, and a WIOA Additional Dislocated Worker Assistance Grant for emergency support services for dislocated workers. They will come back on a regular basis to talk about the results.

8. Next meeting: Wed. June 4, 2025.

9. Adjourn 12:07 p.m.

5.

DATE: September 10, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Overview of Business Services Committee**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 5 - BSRD Committee Overview.2sl



Business Services, Resource Development & Marketing Committee Overview

September 10, 2025

Business Services, Marketing & Resource Development Committee

Goal	To drive innovation and impact by fostering employer partnerships, aligning workforce and economic development initiatives, and enhancing the visibility of workforce services.
Board Member Roles	• Serve as liaisons • Promote WSCs and YSCs • Evaluate performance, ensure compliance, and continuous improvement
Public's Role	• Provide insights on emerging skills gaps • Participate in Sector Coalitions

Five Year Objective:

Connect 50,000 Angelenos into high-quality, living-wage jobs, registered apprenticeships, paid work experiences and training by 2030

1. **Develop sector-specific strategies in 8 industries**
2. **Establish non-traditional registered apprenticeships**
3. Align plans and priorities via a Regional Collaborative
4. Keep the system accountable, drive data-informed decision making and policy proposals

Bus. Services Committee Priorities

- **Establishing Sector Coalitions**
  - Biosciences
  - Blue & Green Economy
  - City of Los Angeles & Public Sector Agencies
  - Construction
  - Entertainment, Motion Picture, and Sound Recording
  - Healthcare & Social Assistance
  - Performing Arts, Spectator Sports, and Related Industries
  - Transportation
- **Establishing Registered Apprenticeships**
- **Implementing LAWIN Strategic Plan**



6.

DATE: September 10, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Discussion of Sector Coalition prioritization criteria and recommendations for launch**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 6 - Discussion of Sector Coalition Prioritization Criteria and Recommendations for Launch.2sl

Workforce Development Board

Sector Coalition Prioritization Criteria and Recommendations

Business Services, Marketing & Resource Development Committee
Wednesday, September 10, 2025

Recommended Criteria for Selecting Priority Sector Coalitions

Recommended Criteria

- ***Industry Growth Rate*** – Industries demonstrating high rates of growth are preferred to those growing slowly.
- ***Potential Job Creation*** – The number of jobs projected to be added.
- ***Industry Competitiveness*** – Industries that are competitive against other regions are preferred.
- ***Current Employment Size*** – The current number of jobs in the City and County.
- ***Alignment with Federal, State, and Regional Partners*** – Synergy with upcoming initiatives and priorities (i.e., Federal investments, California Jobs First, upcoming sporting events, etc.).

WDB Workforce Development Board City of Los Angeles

Proposed Criteria by Weight

1) Industry Growth Rate (30%)
2) Potential Job Creation (25%)
3) Industry Competitiveness (20%)
4) Current Employment Size (15%)
5) Alignment with Federal, State, and Regional Priorities (10%)

WDB Workforce Development Board City of Los Angeles

Sector Targets

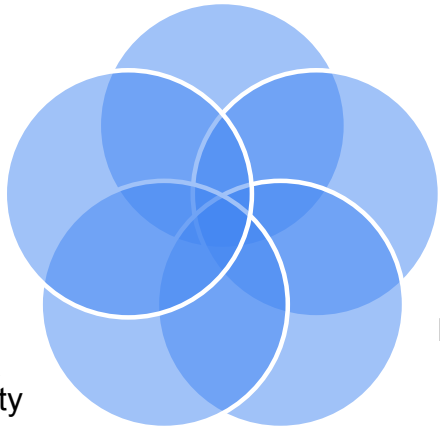
Consideration of Five Target Industries

1) Biosciences
2) Construction
3) Healthcare & Social Assistance
4) Performing Arts, Spectator Sports, and Related Industries
5) Transportation

Biosciences

Future growth anticipated due to demand for healthcare products, medical technology, and research investments

6 of 13 *CA Jobs First* regions identify life sciences as a strategic sector, including LA County

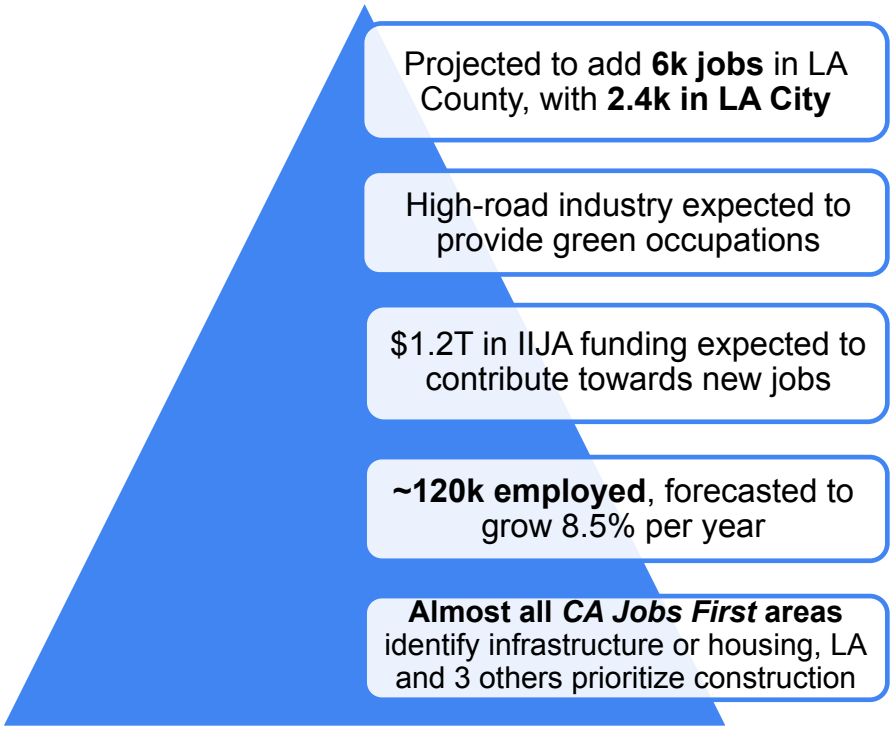


Employment in biomedical manufacturing will surpass **18K jobs** in LA County and **2.9K in LA City**

In 2022, **17.3K jobs** in LA County and **2.6K in LA City**

Industry is building capacity offering employment prospects for individuals with diverse skill sets

Construction



Healthcare & Social Assistance

Expected to add **129K** jobs in LA County and **51K in the City of LA**

Employment opportunities across wide spectrum of occupations and skill sets. Provides accessible career pathways through stackable certificates.

Projected to be a continued driver of economic activity as the population continues to grow and age, and as medical advancements extend life expectancy.

In 2023, California's healthcare sector provided employment for **2M workers**.

All *CA Jobs First* regions identify health care as an important strategy in their regional plans.

Performing Arts, Spectator Sports, etc.

Anticipated 15% increase in total employment in the County and the City.

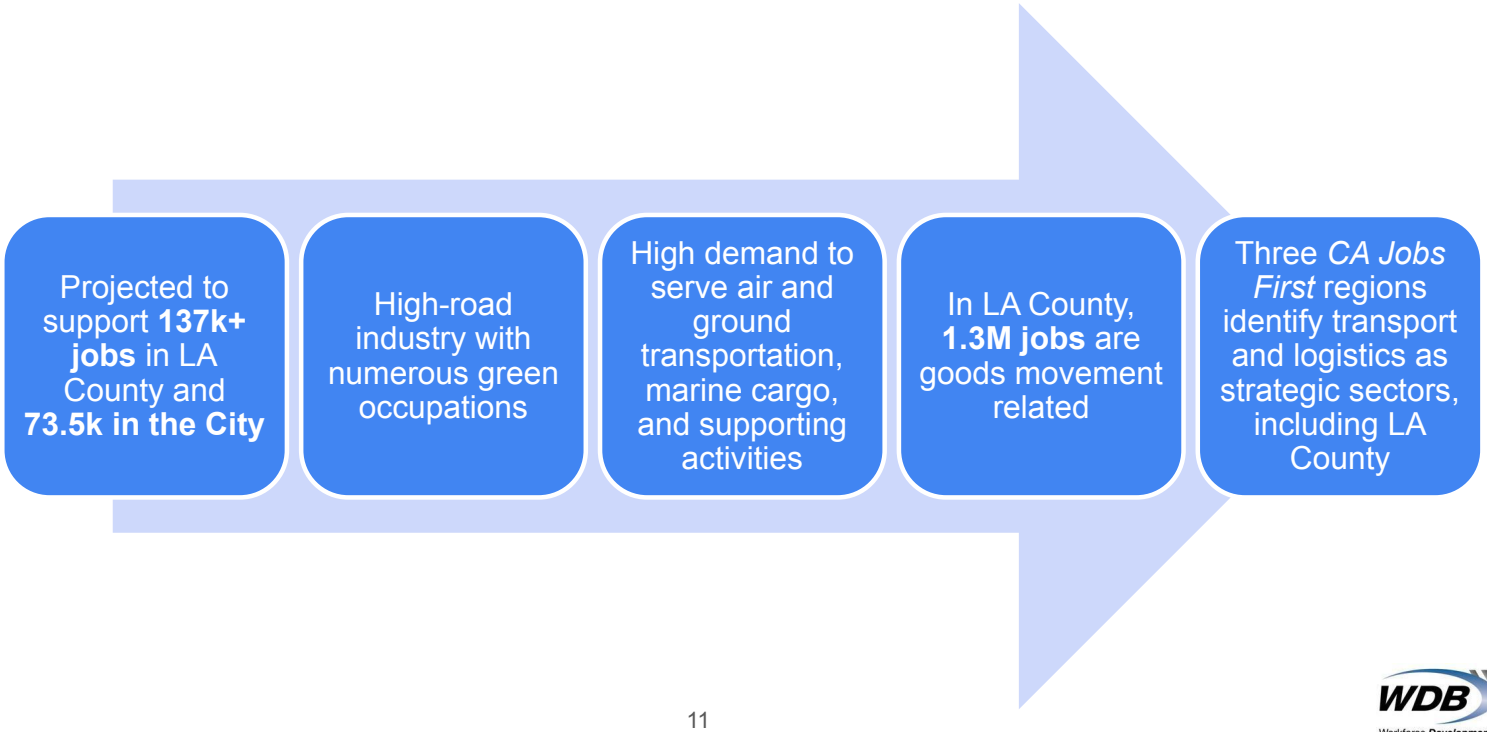
Expected increase in jobs due to the Olympics and Paralympic, Super Bowl, and other events.

LA County has a high concentration of jobs and is one of the largest markets for college and pro sports.

45.6K jobs in LA County and **24.2K in LA City.**

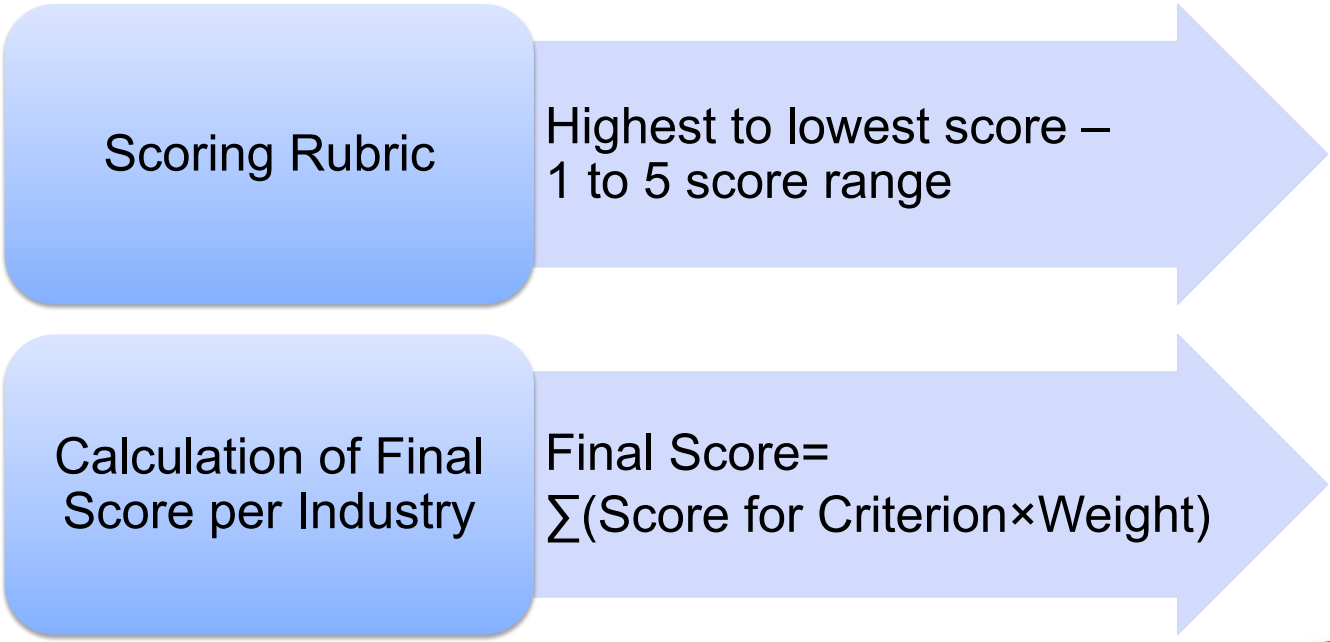
LA is one of four regions in *CA Jobs First* that identifies film, TV, and the arts as strategic sectors.

Transportation



Sector Prioritization Scores

Calculation of Industry Scores



Criterion Scoring Details

Criterion	Score Range	Rationale
Industry Growth Rate	1 – 5	Based on the industry's projected growth rate (10%+ scores highest)
Potential Job Creation	1 – 5	Based on # of jobs added in LA County (50K+ scores highest)
Industry Competitiveness	1 – 5	Based on industry demand in the region (High demand scores highest)
Current Employment Size	1 – 5	Based on employment size in LA County (200K+ scores highest)
Alignment with Federal, State, and Regional Priorities	1 – 5	Based on alignment across governmental levels (Alignment across 2-3 areas scores highest)

Final Sector Scores

Industry	Industry Growth Rate	Potential Job Creation	Industry Competitiveness	Current Employment Size	Alignment w/Fed, State, and Regional Priorities	Final Score
Healthcare & Social Assistance	1.5	1.25	1	0.75	0.5	**5**
Performing Arts, Spectator Sports, & Related Industries	1.5	0.25	1	0.3	0.5	**3.55**
Transportation	1.2	1.25	1	0.75	0.5	**4.7**
Construction	0.9	0.25	0.8	0.6	0.5	**3.05**
Biosciences	0.9	0.5	0.6	0.3	0.4	**2.7**

Recommendations for Sector Prioritization (Phase I)

Recommended Sector Prioritization

Healthcare & Social Assistance

- CA has 6 of the 15 top healthcare occupations available to individuals with a high school degree or less.
- Important for industry to remain up to date with technological advancements (IT, data analysis, remote care) which will require the workforce to enhance its skills and expertise over time.

Performing Arts, Spectator Sports, and Related Industries

- An increase in public service and technical jobs is expected with the upcoming 2028 Olympic and Paralympic games, as well as various other upcoming major events in the City.
- Anticipated increase in workforce opportunities due to LA28.

WDB Workforce Development Board City of Los Angeles

Questions?

WDB Workforce Development Board City of Los Angeles

7.

DATE: September 10, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Verbal update on the Economic & Workforce Development Department's Employer Services Work**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

No Attachments Available

8.

DATE: September 10, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Verbal update on adding Employer Satisfaction component to Consultant Services for Workforce System Customer Satisfaction Evaluation**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

No Attachments Available

9.

DATE: September 10, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Presentation on the Apprenticeship Hub**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 9 - GSC_-_City_of_LA_SOW_Overview.2sl

City of LA Apprenticeship Hub

Transforming Lives
Through the Power of Work

AGENDA

- Goodwill Southern California Team
- City of LA Objectives
- Partners & Collaborators
- Scope of Work
- Deliverables
- Q&A

Goodwill Southern California Team



Jorge Marquez
Chief Impact Officer



Gaby Goetz
Senior Director



Kassandra Aguilera
Associate Director



Alex Hussain
Consultant
New Way Solutions

City of LA Objective

- Establish a blueprint for a regional Registered Apprenticeship Hub that fosters collaboration among key stakeholders
- Create a centralized apprenticeship web platform to connect job seekers with opportunities and resources
- Develop at least one registered apprenticeship in a high-growth sector

Partners & Collaborators

Jobs for the Future (JFF)*	Miguel Contreras Foundation*	UNITE-LA*	Los Angeles Regional Consortium (LARC)*
CareerWise USA*	Los Angeles County Economic Development Corp. (LAEDC)	LA Area Chamber of Commerce (LAACC)	LAUNCH Apprenticeship Network
Creating Coding Careers*	Institute for Local Government	New Way Solutions*	LA Community College District (LACCD)

Scope of Work

- Research and Benchmarking
- Apprenticeship Web Platform Development
- Stakeholder Engagement and Relationship Building
- Registered Apprenticeship Hub Strategic Planning & Framework
- Implementation Roadmap
- Registered Apprenticeship Development
- Reporting & Documentation

Deliverables for the Two-Year Project Period

Hub Design, Research, Stakeholder Engagement, & Roadmap

- Gather input and best practices
- Project Kick Off w/ grant partners & stakeholders
- Stakeholder engagement & mapping
- Landscape scan & gap analysis
- Research international and domestic best practices
- Blueprint for the registered apprenticeship hub
- Employer facing materials

Apprenticeship Web Platform Development

- Research current registered apprenticeships to assess best practices to inform platform development
- Develop a project plan with milestones and deliverables
- Design Wireframes for the apprenticeship web platform
- Launching the web platform that lists all known and available RAPs in the City of LA

New Apprenticeship Program

- Reach out to prospective employers, unions & education providers
- Conduct Labor Market Analysis
- Hold stakeholder feedback sessions
- Map out wraparound support services
- Launch first cohort of new apprenticeship program
- Secure commitments from employers
- Develop an execute a recruitment plan to attract apprentices
- Develop a best-practices toolkit and final report on establishing an apprenticeship program

Questions?

10.

DATE: September 10, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Discussion of WDB Communications, Marketing and Brand Strategy Procurement**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 10 - Discussion of WDB Communications, Marketing, and Branding Strategy Procurement_2sl

Workforce Development Board

Communications, Marketing and Brand Strategy Procurement

September 10, 2025

Business Services, Marketing, R/D Committee

Why a Brand Strategy?

Purpose of a Marketing, Comms and Brand Strategy for the WDB:

- Elevate visibility and public engagement
- Attract job seekers and employers, increase participation in WDB meetings
- Modernize the WDB's digital presence
- Foster deeper connections with youth, older workers, workforce partners, employers, stakeholders, and community members passionate about workforce issues
- Consider the WDB's relationship with EWDD, which delivers direct services, and maintains its own distinct branding strategy and identity.

Strategy Overview & Key Deliverables

The brand strategy will:

1. Evaluate Current Branding/Comms Tools, and Public Engagement Channels
2. Create a Refreshed Branding Kit and Visual Identity Suite
3. Redesign and Optimize the Website to Promote Engagement
4. Relaunch and Strategically Manage Social Media
5. Launch a Digital Newsletter to Foster Regular Engagement
6. Design & Execute a Marketing Campaign for WSC/YSC Services

Next Steps & Timeline

- Procurement of a Consultant in Q2 (Oct-Dec)
- Contract and Implementation in Q3 (Jan-Mar)

Discussion Questions

- What elements or tools would you like to see included in the WDB's communications and brand strategy?
- What does success look like for the WDB's communications and brand strategy—what outcomes matter most?