CITY OF LOS ANGELES
WORKFORCE DEVELOPMENT BOARD (WDB)
EXECUTIVE COMMITTEE MEETING

Friday, October 10, 2025
10:00 AM - 12:00 PM

Goodwill Southern California - Auditorium

342 N. San Fernando Road, Los Angeles, CA 90031

AGENDA

1. Call to Order/Roll Call
2. Declarations of Conflict of Interest
3. Public Comment on Non-Agenda Items

ACTION ITEMS:

4. Consideration of the Minutes of August 7, 2025 — LaShondra Mercurius

ADVISORIES/DISCUSSIONS/PRESENTATIONS/REPORT-BACKS/UPDATES

5. Presentation on WDB Strategic Plan Dashboard — Jonathan Luong/Doug Porter
6. Verbal Update on the Proposed Consolidation of the Economic and Workforce Development Department — Deputy Mayor Brenda Shockley
7. Next Meeting
8. Adjourn

Executive Committee:

LaShondra Mercurius, Nancy Hoffman Vanyek, Garrett Gin, Teri Hollingsworth, Gabriel Pimentel

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4.

DATE: October 10, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Consideration of the Minutes of August 7, 2025**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 4 - DRAFT Minutes WDB Exec_Comm_Mtg_08.07.2025

CITY OF LOS ANGELES
WORKFORCE DEVELOPMENT BOARD
EXECUTIVE COMMITTEE MEETING
GOODWILL SOUTHERN CALIFORNIA – AUDITORIUM
342 NORTH SAN FERNANDO ROAD, LOS ANGELES, CA 90031
AUGUST 7, 2025
10:00 A.M. – 12:00 P.M.

DRAFT MINUTES

MEMBERS PRESENT: LaShondra Mercurius, Nancy Hoffman Vanyek, Garret Gin, Teri Hollingsworth

1. Call to Order – Chair LaShondra Mercurius called the meeting to order at 10:17 a.m.

2. Declarations of Conflict of Interest – None

3. Public Comments on Non-Agenda Items

   Nancy Hoffman Vanyek, Chair of the San Fernando Valley Chamber of Commerce expressed dissatisfaction at the loss of expertise with the proposed consolidation of EWDD. She believes the Board needs to advocate for the Department.

   Lisa Salazar, General Manager of the Youth Development Department brought flyers for the Peer Navigator Program for anyone that is interested. They are looking to recruit 40 community college students to work as peer navigators, and receive a $1,000 stipend.

4. Welcoming WDB new staff member Nancy Twum-Akwaboah

   Hannah Lee, WDB Executive Director introduced the newest WDB staff member, Deputy Director Nancy Twum-Akwaboah. Nancy gave brief introductory remarks and said that she looks forward to working with the Board. She comes from the Housing Department and has worked on policy for 15 years. Nancy also has a background in non-profit work.

5. Consideration of the Minutes of April 10, 2025

   Moved to Approve Garrett Gin/Seconded by Nancy Hoffman Vanyek
   Vote: Motion carries unanimously.

6. Approval of Recommendations from the Economic and Workforce Development Department regarding a Request For Quotes solicitation for a Lead Industry Sector Coalition Strategist to provide Workforce Development Consultant Services to support the implementation Industry Sector Strategies as part of the City's Five-Year Workforce Development Plan (2025 - 2026)

   Mark Franco, EWDD staff presented the EWDD recommendations. Discussing the lead sector strategy sector results. The purpose was to contract a lead to serve as the lead contractor for the Workforce System. The Department request is to Approve the results of the lead industry sector strategist, in Table 3, to support the implementation of the 5-year plan, and to Authorize the General Manager to execute a contract with the consultant for 12 months (September 1, 2025 to August 30, 2026). Mark gave an overview of the procurement process.

   Nancy Hoffman Vanyek supports the Department's recommendations. After she visited their facilities in Austin, she would like us to replicate what Austin is doing.

   Teri Hollingsworth commented that the facility puts together a very creative, comprehensive way of marketing and promoting to reach the public and get the message out.

   Garrett Gin commented that LAEDC's application was not accepted because it was not submitted on time. He asked about the timing and process of the second procurement.

   Gerardo Ruvalcaba responded that two separate solicitations were done. The first time was for a bench list of sector strategist. The first time LAEDC's proposal was submitted much later after the submission period was closed. The second procurement, the Department did not invite LAEDC to participate due to an oversight.

   Moved to Approve Nancy Hoffman Vanyek/Seconded by Teri Hollingsworth
   Motion carries unanimously.

7. Approval of Recommendations from the Economic and Workforce Development Department regarding a Task Order solicitation for Workforce Development Consulting Services for implementation of Industry Sector Strategies

   Mark Franco presented the Department's request regarding a Task Order solicitation to support the implementation of the 5-Year Workforce Development Plan. The purpose was to contract with multiple consultants to implement specific sector strategies. The Department request is to approve the results of the Industry

Sector Strategies (ISS) Task Order Solicitation (TOS) and authorize the General Manager to execute contracts with the consultants as identified in Table 2. A technical correction to the term period was noted, September 1, 2025, to August 30, 2026. On April 10, 2025, the Board approved a Qualified List of Industry Sector Strategist Consultants (ISSC) to assist with the development of the City's Five-Year Plan's goal to place 50,000 Angelenos into high-quality, living-wage jobs. Mark provided background regarding the RFQ process, scoring, and identified the organizations recommended for funding as Civic Solutions and the LA County Economic Development Corporation.

Moved to Approve Nancy Hoffman Vanyek/Seconded by Garrett Gin.
Vote: Motion carries unanimously.

8. Approval of Recommendations from the Economic and Workforce Development Department regarding a Request for Qualifications to establish a Qualified List for Workforce Development Consulting Services to implement the Los Angeles Workforce Infrastructure Network Plan

Mark Franco presented the Departments' request to establish a qualified list of Los Angeles Workforce Infrastructure Network Plan qualified consultants to support the Workforce Development System to meet the projected employment demand following federal investments. Secondly, to establish a Qualified List of LAWIN Plan Consultants for a 3-year period effective August 7, 2025. Mark provided background information regarding the RFQ evaluation and rating process.

Nancy Hoffman Vanyek asked if during the three years of the list no one else will be allowed to bid.

Mark responded yes, only the list of qualified bidders will be used.

Gerardo Ruvalcaba stated that the purpose of this process is to save time.

Garrett Gin asked how many of these qualified organizations are L.A. City based.

Gerardo Ruvalcaba stated that they will report back.

Lisa Salazar, General Manager of the Youth Development Department commented that establishing a vendor list is very smart, it saves time and is very efficient.

Garrett Gin commented that there are a series of Board actions, and it feels very transactional. However, he does not have a clear understanding of how this fits in to the sector strategy, because there are so many acronyms and sources of funding. It would help the Board if they understood how all these key dollars and

decisions fit together and are related. They could be better advocates if they could answer the sector question of how this fits into the goal of 50,000 jobs in 5 years.

Hannah Lee, WDB Executive Director recommended that going forward, when there are Board actions that are tied to the specific Strategic Plan, that the Department include a statement about how a specific contractor will be facilitating work in the bigger plan. This is why they hired a lead sector consultant to help them coordinate all the different efforts and consultants that are doing work that requires collaboration.

Teri Hollingsworth said that they want to support local businesses overall, however; for those not qualified, once their location is established, could they find a way to help the local organizations to improve their chances.

Gerardo Ruvalcaba said that all applicants are given an opportunity to review the rater comments and their scores. The Annual Plan has an approved procurement policy that calls for the Department to select contractors based on the lowest and most responsive bid. Local vendors are not given points for being local. If the Board has an interest in prioritizing local vendors, he recommends that the procurement policy be addressed by the Board.

Nancy Hoffman Vanyek said that very few agencies have headquarters in Los Angeles. Do we mean an L.A. presence, or headquarters in L.A. This will hamstring us, as lowest doesn't always get you the best quality.

Tammy Ortuno said that in their work with national organizations, they are learning that while they want best practices, and to support our city organizations, sometimes best practices are happening outside of the United States. Yes, L.A. should be considered, but because they want to change the way we do things, we should be looking at organizations outside of L.A. to help us get to where we want to be.

Garrett Gin said that good ideas do not have any borders. The proximity is important. His organization is based in Charlotte, but they have 5,000 employees in L.A. In terms of outreach and our ability to communicate to the people in Los Angeles we are trying to serve ensuring that we are communicating is important.

Tammy Ortuno said that with regard to the Olympics, we should see how we can support our small businesses in the procurement process. There may be a need to consider a supportive strategy.

Carolyn Hull, General Manager, EWDD said that as a Department they are working with LA28 on the small business component, on how you uplift and ensure that they have the capacity. Continued integration of workforce and economic development is critical.

Nancy Hoffman Vanyek said that she is on two LA28 taskforces, and on the Mayor's Small Business Cabinet. Chambers are doing certifications to get their businesses game ready; they use the Business Source Centers. LA28 sent out an RFP already, but they did not know what certifications they needed. This opens up the Business Source Centers to get them ready. She is a great conduit if they need it.

Tammy Ortuno requested that a presentation be made to the WDB Executive Committee on the Olympics business strategy.

Hannah Lee said that the procurement policy will be discussed at the Policy & Oversight Committee. She is working with the Department and her plan is to let the Board know when procurements are out so they can share them with their networks.

Nancy Hoffman Vanyek suggested that they work with the Business Source Centers.

Moved to Approve Nancy Hoffman Vanyek/Seconded by Garrett Gin
Vote: Motion carries unanimously.

9. Approval of Recommendations from the Economic and Workforce Development Department to Accept a $75,000 Workforce Innovation and Opportunity Act Additional Assistance Grant from the State of California Employment Development Department, in partnership with the South Bay Workforce Investment Board, to underwrite planning and coordination activities to assist workers affected by the Phillips 66 Refinery Closure

   Donny Brooks, Chief Grants Administrator, EWDD presented the request from the Department to authorize the acceptance of a $75,000 WIOA Additional Assistance Grant from the State of California Employment Development Department to underwrite the EWDD planning and coordination activities to assist workers affected by the Phillips 66 Refinery closure. The Department applied jointly with the South Bay Workforce Investment Board for this grant to address the planned closure of two separate Phillips 66 Refinery locations: one within the City of Los Angeles, and one in Carson.

MOVED TO Approve Garrett Gin, Seconded by Teri Hollingsworth.
Vote: Motion carries unanimously.

10. Approval of Recommendations from the Economic and Workforce Development Department regarding a Task Order solicitation for Consultant Services to conduct a Workforce System Customer Satisfaction Evaluation

    Mark Franco presented the request form the department regarding a Task Order solicitation for consultant services to conduct a Workforce System Customer satisfaction evaluation. The Department recommendations are for the Board to Approve the results of the EWDD's Task Order Solicitation to implement a Workforce System Customer Satisfaction Evaluation, and to authorize the EWDD to negotiate and execute a contract with Deloitte Consulting, LLP. Technical correction time period of contract should be one year (August 7, 2025 – August 7, 2026).

    Hannah Lee said that at the last Quarterly meeting, one of the challenges the Department expressed was that there was no customer satisfaction evaluator. This is an opportunity to have the evaluation piece done on time.

    Garrett Gin asked if this is to replacement tool or brand new.

    Gerardo Ruvalcaba replied that for years they used Cal State Northridge for their customer satisfaction; however, they did not apply, so this is a new contractor.

    Teri Hollingsworth said that this it looks as if this does not take into account businesses; she feels that employers should be included in the evaluation.

    Gerardo Ruvalcaba said that prior evaluations did not take into account businesses. WIOA does consider employers, and this is their opportunity to change this. They will work with Deloitte to include them.

    Donny Brooks said that he likes this suggestion but noted that including this will increase the cost of this contract to have the greater scope.

    MOVED to Approve Teri Hollingsworth/SECONDED by Nancy Hoffman Vanyek
    Vote: Unanimous approval.

11. Approval of Recommendations from the Economic and Workforce Development Department to Allocate up to $300,000 in Workforce Development Board 501(c)(3) Grant funds and City General Funds for a Know Your Rights Ambassador Pilot program

Gerardo Ruvalcaba reported on the Know Your Rights Ambassador Pilot Program, an exciting new program that they are looking to pilot in partnership with the Miguel Contreras Foundation, and the Para Los Ninos YouthSource Center. It will provide a 12-month long workforce program for youth to provide job skills training and paid civic leadership opportunities to low-income high school students within the communities of families with mixed status that have been impacted by ICE raids. The Department is asking for authority to contract with Para Los Ninos and the Miguel Contreras Foundation.

Tammy Ortuno added that due to the ICE raids in our communities they want to make sure that they are providing support to our families, and making sure that people are safe, stable and engaged. It is important for the youth to know their rights, and that they have rights whether they are undocumented. This program is an effort for youth to be ambassadors in their communities. She encourages the Board to approve this.

Teri Hollingsworth asked about the program outcomes, and if this is looking at the individuals going through the ambassador training, or looking at the outcomes that they achieve once they are working.

Tammy Ortuno responded, yes both. Learning and understanding their rights and going out into the community. They will start an internship placement in January. They will go to a youth council and letting them know these are your rights.

Gerardo Ruvalcaba said that there is a lot of interest. This is an opportunity for this Board to lead and create an innovative model.

Lisa Salazar said that they had a press conference on a new financial literacy tool, and one of the LA College promise youth stated in her remarks that her father was taken into detention, and she has had to take on more responsibilities and help her mother navigate this process. She is excited that they created this cohort to help them.

Teri Hollingsworth asked if there is a companion adult program. Not yet.

Garrett Gin thanked Gerardo for putting it into the framework about what we do around youth and workforce words about youth is impactful.

Alex Guerrero, LA Opportunity Collaborative commented that this seems like a great skillset that they want their young people to have. This being a very vulnerable population, what is the process for recruiting the 20 youth?

Tammy Ortuno, the Miguel Contreras Foundation will do the recruitment because we are a government entity and there is a lot of mistrust of government.

MOVED to Approve Nancy Hoffman Vanyek/SECONDED by Garrett Gin
Vote: Motion carries unanimously.

12. Approval of Recommendations from the Economic and Workforce Development Department regarding the Reprogramming of up to $90,000 of Gang Injunction Curfew Settlement / Los Angeles Reconnections Career Academy 2.0 program funds between Service Providers

    Donny Brooks, EWDD presented the request from the Department regarding the reprogramming of $90,000 in LARCA 2.0 Program funds between service providers to better people's lives by providing jobs, training and education. They also request authorization to execute contract amendments with service providers.

    MOVED to Approve Garrett Gin/SECONDED by Teri Hollingsworth
    Vote: Motion carries unanimously

13. Approval of Recommendations from the Economic and Workforce Development Department regarding Technical Corrections and Modifications to the Year 26/Program Year 2025-2026 Workforce Development Board Annual Plan

    Donny Brooks presented the Department's request for approval of technical corrections to the Annual Plan 2026. It was recently approved by the Board in May, and the City Council shortly thereafter.

    MOVED to Approve Garrett Gin/SECONDED by Teri Hollingsworth
    VOTE: Motion carries unanimously

14. Approval of Recommendations from the Economic and Workforce Development Department to Reprogram funds for select Youth Service Corps Round 2 programs

    Bryson Gauff, Sr. Project Coordinator presented the Department's request for approval to reprogram and reappropriate funds, and to execute new contracts, and amend existing contracts to provide additional youth paid training and work experience. This will maximize opportunities and minimize dollars returned. This effort to reprogram dollars is being done in partnership with the Mayor's Office of Economic Opportunity. This will tie into the Horizons32 Program.

    MOVED to Approve Garrett Gin, Seconded by Teri Hollingsworth
    Vote: Motion carries unanimously

ADVISORIES/DISCUSSIONS/PRESENTATIONS/REPORT-BACKS/UPDATES

15. A Report Back from the Economic and Workforce Development Department on Wildfire Disaster Recovery Grants and Activities

    Donny Brooks presented a report back on the Department's Wildfire Disaster Recovery Grants and activities. Immediate action was taken by the Department upon knowledge of the wildfires to mobilize resources. EWDD staffed the UCLA Research Center and set up impacted Family Recovery Centers with multiple agencies to augment the main disaster center to allow people to access other resources. Private dollars were raised, and several grants with requirements to enroll were received to service people that were impacted. The Farmer John grant assists anyone that was laid off as a result of the fires. The National Dislocated Worker Grant is really picking up. Family Source Centers are being connected to their WorkSource Centers. The systems are still making cross referrals, working together, collaborating. The L.A. County Fire Grant has not yet been touched. They are in the process of accepting the funds from the County. They are leveraging the temporary jobs, to help people that were laid off.

    Tatiana Eulian Lopes provided updated enrollment numbers.

    Hannah Lee asked if they are scheduled to give an update to City Council on the grant. She recommended that they do this.

16. Next Meeting: November 13, 2025

17. Adjourn – Chair asked for a Motion to adjourn. Nancy Hoffman Vanyek MOVED, SECONDED by Teri Hollingsworth - Meeting adjourned at 11:46 a.m.

5.

DATE: October 10, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Presentation on WDB Strategic Plan Dashboard**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

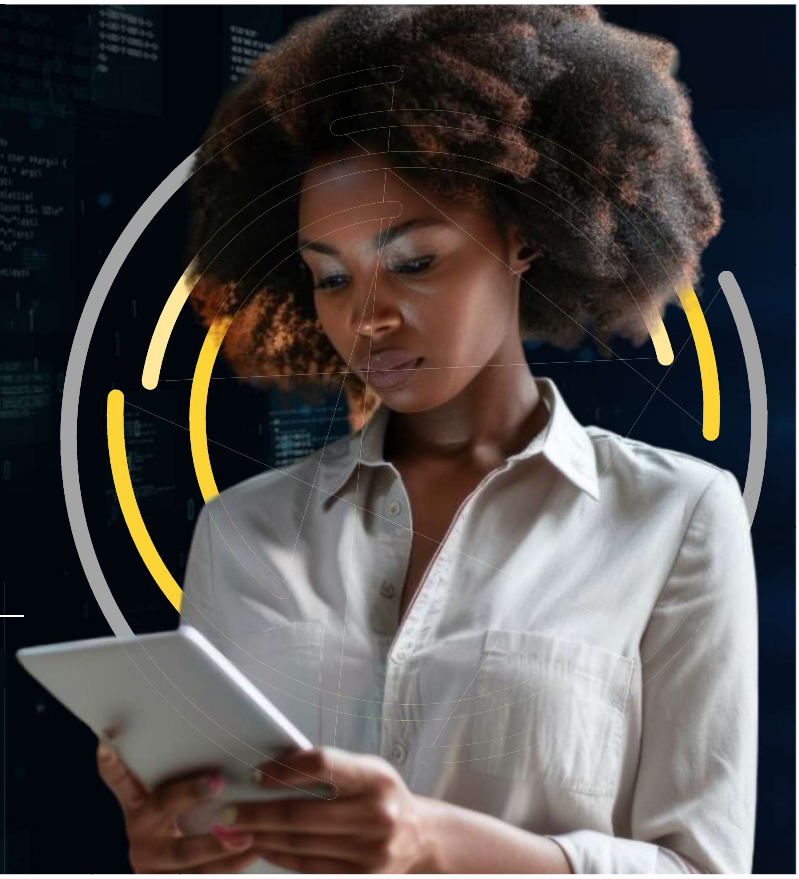
Description

- Item 5 - Launchpad Presentation 2sl.

launchpad

Workforce Development Dashboard

Drives Better Decisions



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Why Launchpad?

The City of Los Angeles and the Mayor's Office have outlined a five-year strategic plan to transform the city's workforce and create pathways to prosperity for over 50,000 Angelenos. This plan focuses on expanding employment and training opportunities across eight key industry sectors, each critical to the city's economic future.

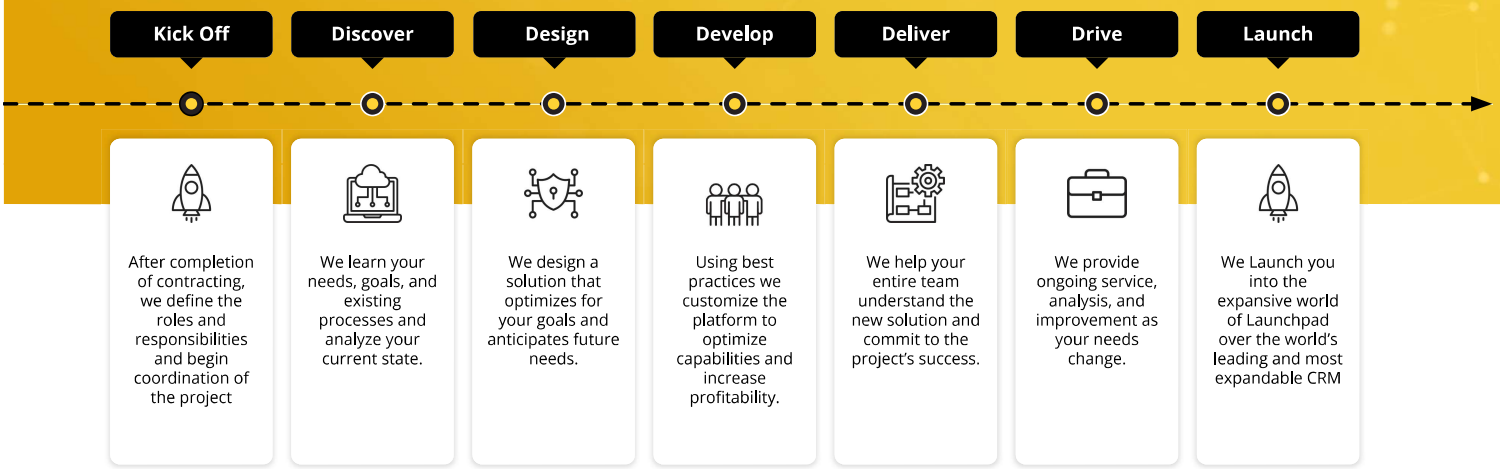
Research shows that a stable income of $55,000 or more is necessary to sustain a quality standard of living in Los Angeles. To achieve this vision, the City is partnering with Launchpad, a trusted workforce data partner since 2012, to implement the Launchpad Workforce Data System.

Leveraging Launchpad's powerful Executive Workforce Dashboard, the City will be able to track and measure progress toward its five-year strategic goals, monitoring workforce placements, trends, and opportunities across each targeted sector quarter by quarter and year over year.

This data-driven approach empowers the Mayor's Office, City leadership, and executive partners to make informed, timely decisions that drive workforce growth and equity. With Launchpad's analytics and dashboards, Los Angeles cannot only plan and track outcomes but also proactively shape the city's workforce of the future, ensuring that more Angelenos gain access to stable, well-paying careers

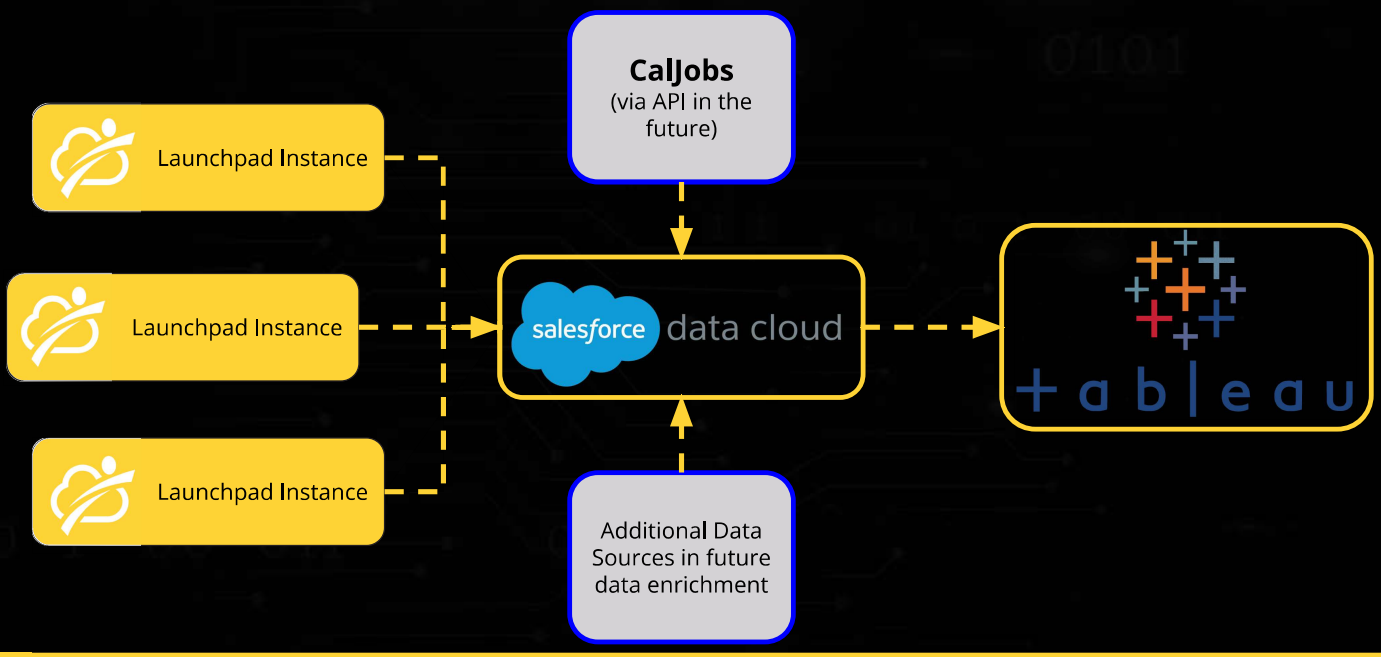
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Project Approach

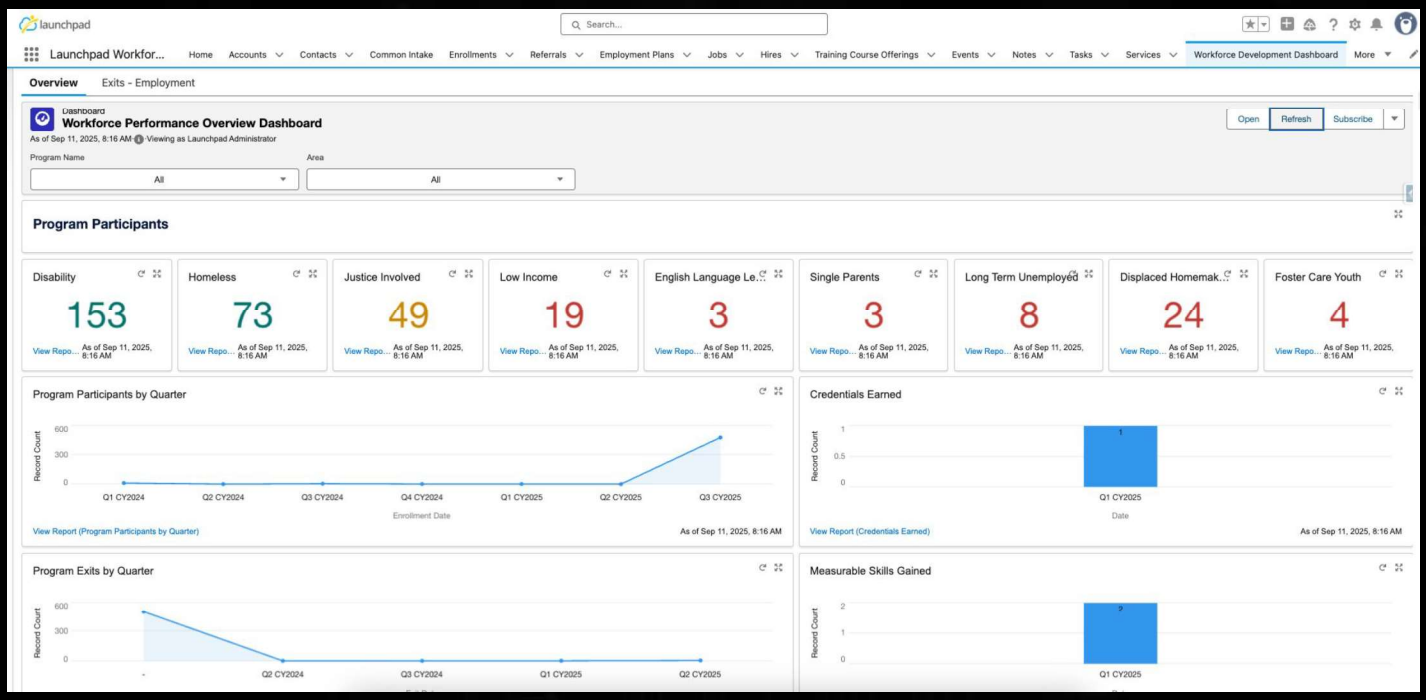


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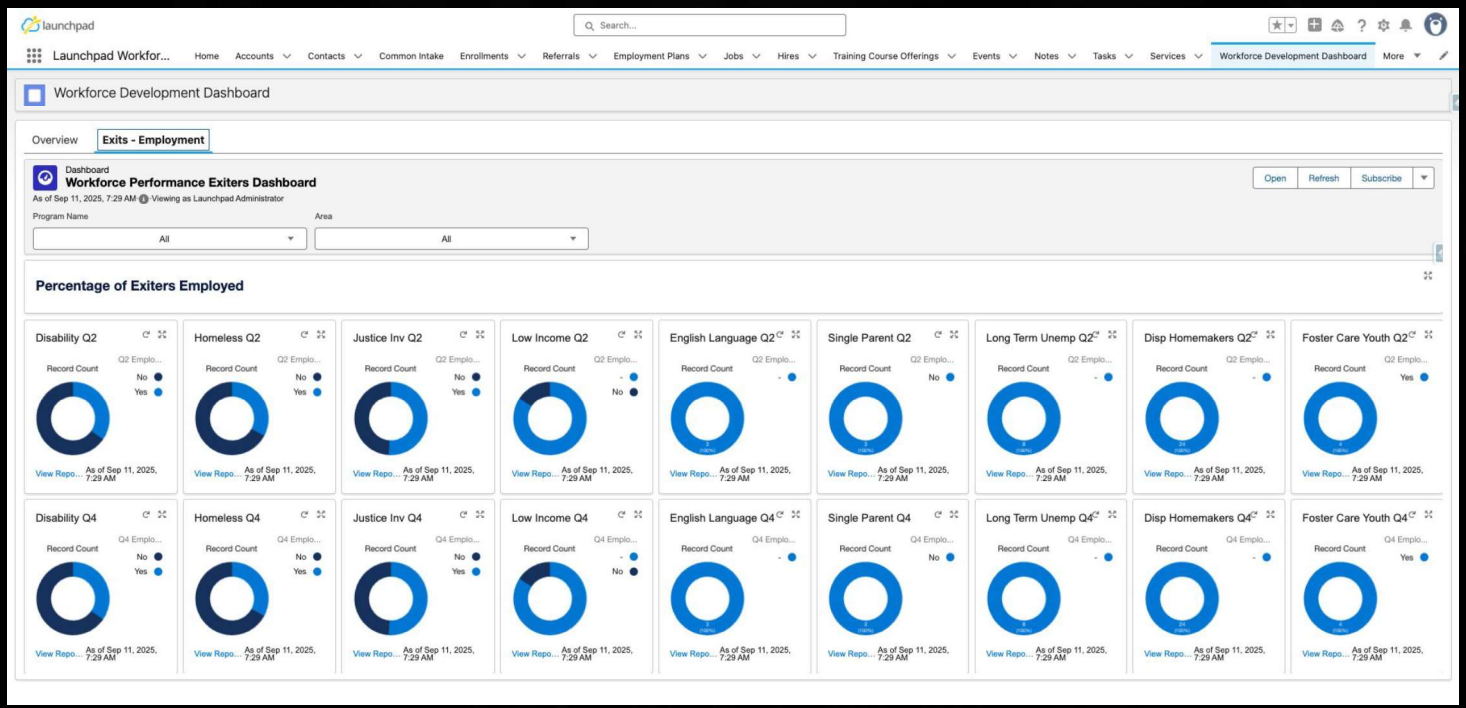
Overall Vision for **LA Workforce Dashboard**



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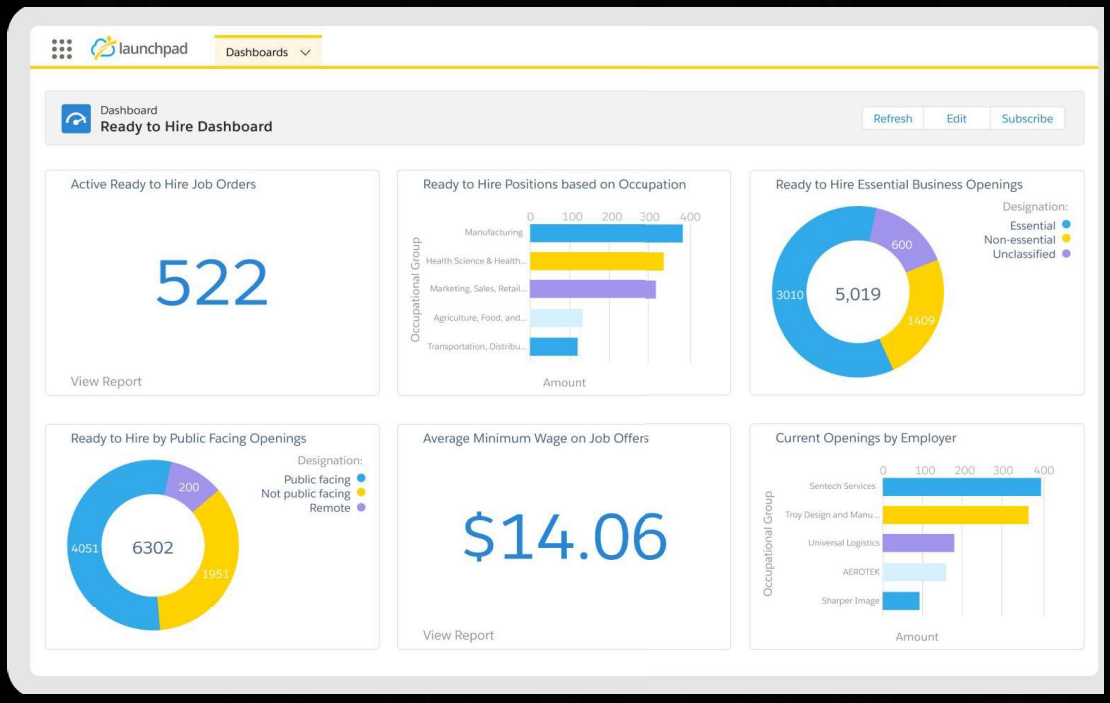


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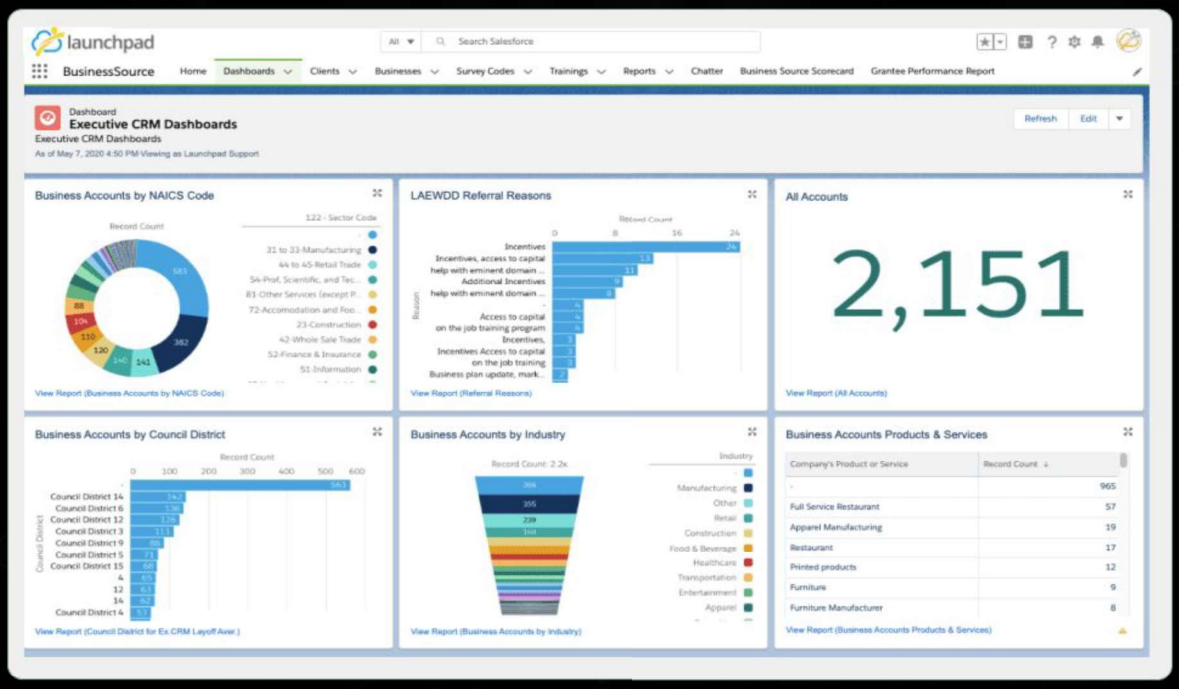
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Project Milestones Overview

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Mllestone	Task / Deliverable
Discovery & Design	Meeting time to discover finite level details required for making a design document
Data Cloud Establishment	Establish Data Cloud unified object model (assumes 16 tables)
Data Cloud Connection to Launchpad org #1	Connect Launchpad org to Data Cloud by standard connector and create mappings for each of the tables into the unified object model.
Data Cloud Connection to Launchpad org #2	Connect Launchpad org to Data Cloud by standard connector and create mappings for each of the tables into the unified object model.
Data Cloud Connection to Launchpad org #3	Connect Launchpad org to Data Cloud by standard connector and create mappings for each of the tables into the unified object model.
Workforce Dashboard Recipes	Creation of recipes/data sources to pull data from Data Cloud unified object model to be used by reports
Workforce Dashboard Reports	Creation of reports in Tableau or CRM Analytics from recipes to be used by dashboards
Workforce Dashboards	Creation of up to 4 dashboards in Tableau or CRM Analytics from reports
Develop - Security and User configuration	Create up to 1 custom permission set (Standard User) for internal Launchpad users and create internal users with role and sharing model
Tableau user creation	Creation of creator and viewers and assignment to either Salesforce users or net-new users
Delivery - UAT	Estimated based on up to 24 hours of remediation. Any net-new requirements will be considered out of scope and require a change order.
Delivery - Training	Up to 6 hours of training and support

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Proposal Estimate

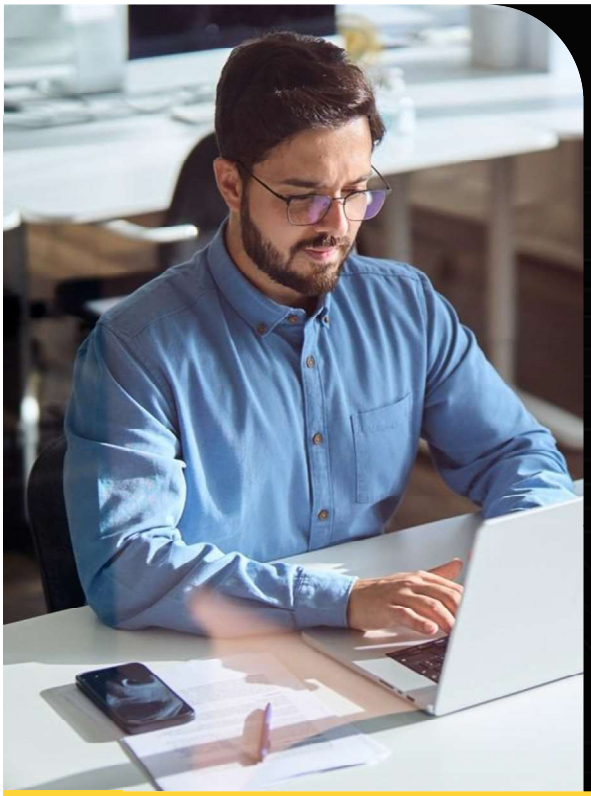
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Phase	Time Requirement
Workforce Dashboard Configuration	8-10 weeks

Notes and Assumptions:

- *This is a time and material project billed on actual hours at a rate of $190/hr.*
- *All requirements will be discussed and approved by client during Discovery*
- *Subsequent phases or radianHub Managed Services will be discussed initially during Discovery and then finalized during UAT*

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Additional Licensing Overview

Licensing Product
Launchpad Platform Foundations User

Notes and Assumptions:

- ***This license includes CRM Analytics and Data Cloud***
- ***Additional Data Cloud storage may be required, to be defined during discovery***

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Thank You!

Launchpad Team

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6.

DATE: October 10, 2025

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: **Verbal Update on the Proposed Consolidation of the Economic and Workforce Development Department**

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 6 - Summary_CIFD Consolidation Report_Memo
- Item 6 - Attachment WDB Summary CIFD Proposed Consolidation Report 08.12.25

Workforce **Development** Board
City of **Los Angeles**

6

TO: LaShondra Mercurius, WDB Chair/President

FROM: Hannah Lee, WDB Executive Director

DATE: October 10, 2025

SUBJECT: **Cover Letter: Summary of CIFD Proposed Consolidation Report**

The Community Investment for Families Department's (CIFD) "Report Back on the 2025-26 Adopted Budget Motion Related to the Functional Consolidation of the Departments of Aging, Community Investment for Families, Economic and Workforce Development, and Youth Development (CF: 25-0600-S43)" was released to the Los Angeles City Council on July 25, 2025. A summary of this report was drafted and submitted to the full Workforce Development Board (WDB) via email on August 12, 2025.

A copy of the summary is attached for reference.

MEMORANDUM

TO: Workforce Development Board (WDB)

FROM: LaShondra Mercurius, WDB Chair/President

DATE: August 12, 2025

SUBJECT: **Summary of CIFD Proposed Consolidation Report**

This memo serves as a high-level summary and highlights key items relevant to the Board from the July 25, 2025 transmittal to Los Angeles City Council titled: "Report Back on the 2025-26 Adopted Budget Motion Related to the Functional Consolidation of the Departments of Aging, Community Investment for Families, Economic and Workforce Development, and Youth Development (CF: 25-0600-S43)."

Purpose of Consolidation

The Community Investment for Families Department (CIFD) report outlines the purpose of the consolidation as eliminating duplication, streamlining operations, and providing more integrated, community-centered services. The goal is to create a system that supports Angelenos through the full continuum of need, from crisis response and stabilization to long-term economic mobility. The objective is also to achieve coordinated investments in workforce development, financial empowerment, and integrated services for seniors, families, workers, and youth.

Vision and Design of Proposed New Department

CIFD reports that the City's newly integrated department would be named the *Community Investment Department (CID).*

Key Design Elements

To support a more connected and effective service delivery system, the new department will adopt an integrated model that balances coordination with specialization. Collaboration across systems and advancing key design elements under the consolidation consists of a universal intake system, shared data and outcomes, and streamlined contracting.

Exploration of New Models: Opportunity Centers

The new department will also explore new models, such as Opportunity Centers. These neighborhood centers are intended to deliver comprehensive, wraparound support in a single,

accessible setting, simplifying how residents engage with services by reducing the need to navigate multiple agencies or locations.

Functional Framework: Divisions and Offices
The new department will also consist of core functions with divisions and offices. Four distinct department sections are proposed, which include a bifurcation of YouthSource Centers from Worksource Centers. The department sections include:

- Executive Office
- Youth, Family, Aging, and Community Services
    - YouthSource Centers and Hire LA are in the Office of Youth Development
- Economic & Workforce Development
    - WorkSource Centers are in the Workforce Development Division
- Administration and Financial Management

See Attachment D in the CIFD report for the Proposed Organizational Chart.

Implementation Approach and Integration Timeline
CIFD determines that the new department will build on the City's existing strengths, leveraging proven programs, experienced staff, and trusted community partnerships.

The Implementation Plan has a six-phase approach:

- Phase 1 - Analysis and Foundation (Ongoing)
- Phase 2 - Budget Analysis and Fiscal Management Integration (Ongoing)
- Phase 3 - Staffing and Funding Alignment (Ongoing)
- Phase 4 - Systems and Infrastructure Integration (Ongoing)
- Phase 5 - Contract Review and Procurement Alignment (Ongoing)
- Phase 6 - Programmatic Launch and Performance Monitoring (Year 2)

Phase 1: Analysis and Foundation
CIFD reviewed departmental resources, operations, and programs, which included working sessions and interviews with current department leadership and nonprofit service providers.

See Attachment G in the CIFD report for the Stakeholder Engagement List.

Phase 3: Staffing and Funding Alignment
Attachment A of the CIFD report outlines a proposed position plan for the consolidation of departments. The consolidated department model is designed to:

- Address long-standing challenges in providing sufficient administrative resources to support service delivery while also offering opportunities to attract and retain personnel.
- Provide greater flexibility to mitigate the impacts of potential grant reductions, while providing opportunities to achieve efficiency gains and improved service outcomes for city residents and businesses.

CIFD conducted an analysis of positions across all departments to verify alignment between proposed duties and positions. The report identifies:

- 152 EWDD positions to transfer to the new department;
  (See pages 38 – 39 of the CIFD report for the EWDD-specific positions)
- 13 vacant, redundant positions[1] that could be absorbed by existing roles and recommends eliminating them; AND
- 8 eight filled executive-level positions that are duplicative due to overlapping responsibilities, and also recommends eliminating them.

The executive-level positions considered redundant in the Economic & Workforce Development Department (EWDD) that impact workforce development initiatives include: the General Manager and Assistant General Manager, Workforce Development Division.

As part of CIFD's analysis, the department proposes to address critical leadership and oversight needs in the new department by adding new positions. One of the positions is an Assistant General Manager for Economic and Workforce Development.

CIFD's recommendations result in an **estimated minimum of $3 million** in savings.

Operational Efficiencies and Risk Mitigation
The proposed four-department consolidation is designed to generate both short-term and long-term efficiencies across operations, administration, and service delivery.

Potential Risks
As part of stakeholder discussions, various risks and concerns were raised, particularly around potential service disruptions during the transition. Although valid and anticipated, with careful planning, transparent communication, and a phased integration strategy, CIFD reports that the City can mitigate these disruptions and ensure uninterrupted support to residents.

CIFD outlines the following risks associated with the delivery of workforce development services and the subsequent mitigation strategies:

Risks	Mitigation Strategies
Service Continuity	Transition Team and Service Continuity Protocols
Reduction or loss of federal funding	Unified Grant Strategy and Infrastructure and Increased Competitiveness
Contracting and Funding Compliance	Standardized Contract Frameworks, Cross-Functional Grant Teams, Compliance Mapping
Community and Stakeholder Trust and Dilution of Focus on Special Populations	Stakeholder Advisory Councils, Service Provider

[1] The CIFD report does not state if any of the 13 vacant positions reside within EWDD, but the proposed organizational chart makes reference to deleting various positions in the new department structure.

	Commitment, Dedicated Divisions and Program Mandates, Community Engagement Campaign
Loss of Institutional Knowledge and Leadership	Knowledge Transfer Protocols and Internal Talent Pipelines

See the chart on pages 27-29 of the CIFD report for the full list of risks and mitigation strategies. Also, see supporting memoranda from the Departments of Aging, EWDD, and Youth Development Department in Attachments I, J, and K of the report.

Expected Outcomes: Programmatic and Administrative
The report outlines programmatic indicators that will measure how services improve the lives of residents. Key outcome areas and potential indicators include: improved employment outcomes, higher educational and credential attainment, and reduced youth disconnection.

NEXT STEPS
CIFD's report recommends that the City Council:

- Approve the creation of the new department;
- Request the City Attorney to prepare and present the necessary City ordinances amending the applicable sections of the Los Angeles Municipal Code and Los Angeles Administrative Code to dissolve EWDD and effectuate the transfer to CIFD by **December 1, 2025**;
- Instruct CIFD to establish a transition team to facilitate the proposed consolidation; AND
- Instruct CIFD to submit a 2026-27 budget proposal for the new department.