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FESIA A. DAVENPORT
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

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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.¹

The CEO's report² 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,

¹The names of departments are under consideration.

²http://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

Each Supervisor
September 30, 2021
Page 3

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.

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

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](#)¹ 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 Department² and an Aging Department³, 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](#)⁴ and an [Aging Department](#)⁵, 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

¹http://file.lacounty.gov/SDSInter/bos/bc/1103715_ReportontheEstablishmentoftheAgingDepartmentandtheEconomicandWorkforceDevelopmentDepartment_03-08-21.pdf

² & ³The named titles for each department will be subject to change.

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

⁵ <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 11th 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 11th 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](#)⁶ 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.

⁶http://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"> GO-Biz grant: 20-21 is 3rd year of 5-year grant
\$275K	Federal	Procurement Technical Assistance Program <ul style="list-style-type: none"> Dept of Defense recurring grant – must reapply each year
\$111K	Federal	CDBG-Small Business Incorporated Areas <ul style="list-style-type: none"> Housing and Urban Development recurring grant – must reapply each year

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.



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.



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.



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.



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).



Economic & Workforce Development Fact Sheet

Chief Executive Office – Economic Development Division

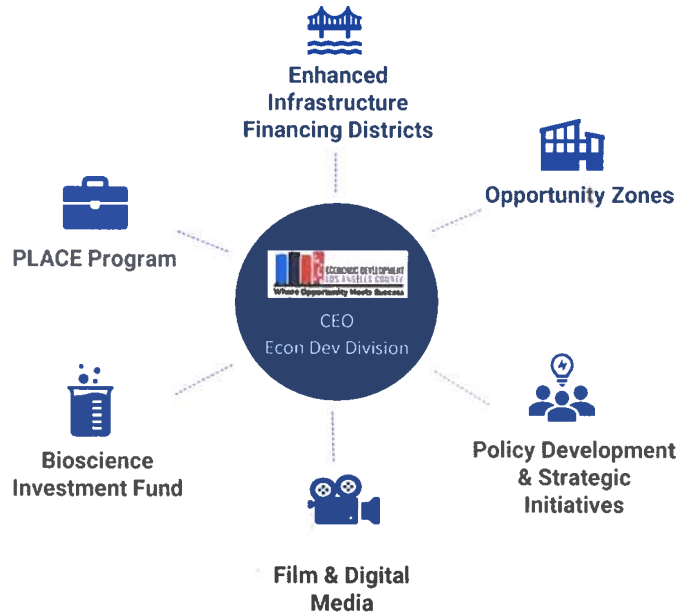
BACKGROUND

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



\$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

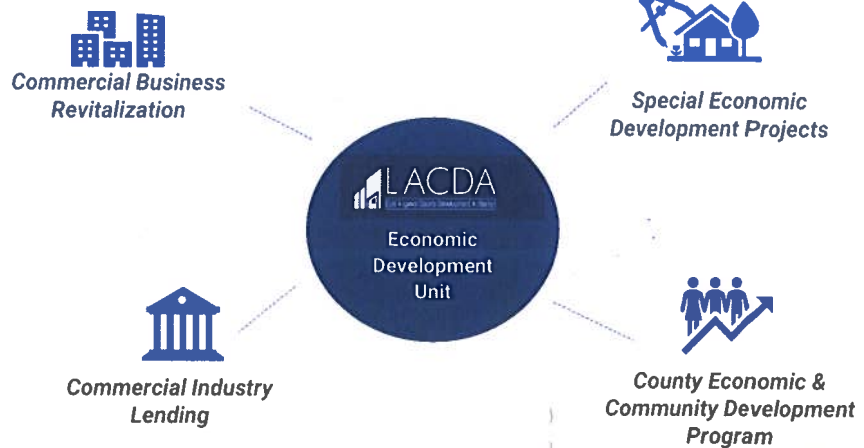
Los Angeles County Development Authority - Economic Development Unit
Community & Economic Development Division

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:

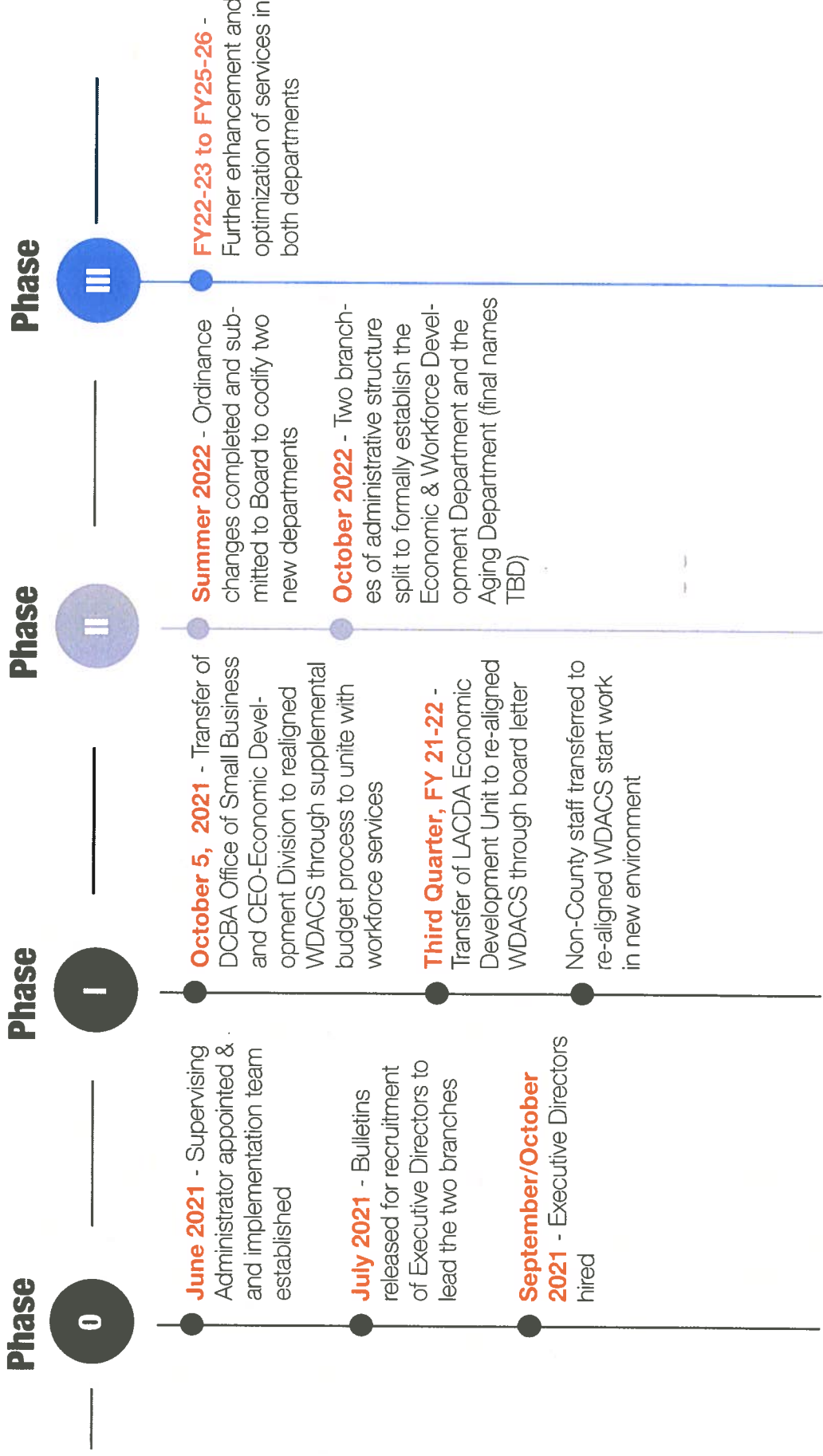
- Completed five projects in Countywide unincorporated and City of Los Angeles partner areas.
- Continued the partnership co-funding with the City of Los Angeles CBR projects in the Pacoima and Reseda areas.





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.





County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
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<http://ceo.lacounty.gov>

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

January 7, 2022

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

From: Fesia A. Davenport 
Chief Executive Officer

PLACEMENT OF COMMISSIONS RELATED TO ESTABLISHMENT OF A NEW AGING DEPARTMENT AND ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT (ITEMS NO. 11 AND 22, AGENDA OF APRIL 20, 2021)

As a part of the phased implementation plan to establish the new Aging Department and Economic and Workforce Development Department, as described in the March 8, 2021 [report](#),¹ from the Chief Executive Office (CEO) and approved by the Board of Supervisors (Board) on April 20, 2021, the Implementation Team leading the effort to establish the two new departments assessed the appropriate placement of several commissions housed in the current Department of Workforce Development, Aging and Community Services (WDACS) related to the mission and goals of the new departments. The assessed commissions include the Human Relations Commission (HRC) and the Dispute Resolution Program (DRP) it administers, among other programs; the Los Angeles City/County Native American Indian Commission (LANAIC); and the Commission on Disabilities (COD).

Based on the work of the Implementation Team's analysis, we recommend:

1. The HRC will transfer from WDACS to the Executive Office of the Board of Supervisors (EO).
2. The DRP will transfer from the HRC and WDACS to the Department of Consumer and Business Affairs (DCBA).
3. LANAIC will transfer from WDACS to the EO.

¹http://file.lacounty.gov/SDSInter/bos/bc/1103715_ReportontheEstablishmentoftheAgingDepartmentandtheEconomicandWorkforceDevelopmentDepartment_03-08-21.pdf

Each Supervisor
January 7, 2022
Page 2

4. The COD will transfer from the EO to WDACS to be part of the future Aging Department.

The Implementation Team's analysis is attached. As a next step, we will work with the impacted departments to effectuate the transfers effective January 16, 2022. All associated budget transactions will occur during the regularly scheduled mid-year budget adjustment in February 2022.

Should you have any questions concerning this matter, please contact me or Epifanio Peinado, Supervising Administrator, at (213) 448-0446 or epeinado@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
 Workforce Development, Aging and Community Services
 Los Angeles County Development Authority

A Phased Approach to Establish the Departments of Economic & Workforce Development and Aging: Transfer of Related Commissions

A Report from the
Supervising Administrator and Implementation Team

January 2022



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Executive Summary

On March 8, 2021, the Chief Executive Office (CEO) submitted a [report](#)¹ to the Board of Supervisors (Board) that outlined a three-phase implementation plan to establish an Economic and Workforce Development Department² and an Aging Department³ which will lead to the bifurcation of the Department of Workforce Development, Aging and Community Services (WDACS) into these two entities, beginning with the creation of two precursor branches: Economic & Workforce Development, and Aging & Community Services. The implementation plan includes assessment of appropriate placement of several boards and commissions either housed in WDACS or related to the mission and purpose of the two new departments, including the Human Relations Commission (HRC), the Los Angeles City/County Native American Indian Commission (LANAIC), and the Commission on Disabilities (COD). On April 20, 2021, the Board approved two [motions](#)⁴ that directed implementation of the phased plan and recommendations for placement of affected commissions.

The organizational structure of WDACS prior to any changes from the phased implementation plan contains a Human Relations Branch comprising the HRC and associated staff, which includes the Dispute Resolution Program (DRP), among other programs, as well as LANAIC and associated staff and programs. These commissions and their programs do not have a strong nexus to Economic Development, Workforce Development, Aging Adult Services, or Community Services. As a result, the Implementation Team assessed potential placement of these entities outside WDACS and outside either of the two soon-to-be new departments.

In contrast, the COD resides in the Executive Office of the Board of Supervisors (the EO) and is supported by the Commission Services Division therein. The to-be established Aging and Community Services department will focus on serving older adult residents in the County and will also have a focus on serving adults with disabilities. The COD has a very strong nexus to the mission and goals of one of the new Branches of WDACS and the future department. The Implementation Team, therefore, examined bringing the COD into the Aging and Community Services Branch of WDACS in preparation of aligning it closely with the new Aging and Community Services upon creation.

Based on in-depth review and analysis, HRC and LANAIC should be transitioned to the EO, while the Dispute Resolution Program should transfer to the Department of Consumer and Business Affairs. In addition, the COD should be incorporated into WDACS before becoming a part of the new Aging and Community Services department. All transfers of these commissions, programs, and associated staffing will take place on January 16, 2022, and budgetary adjustments will be made in early February 2022.

¹http://file.lacounty.gov/SDSInter/bos/bc/1103715_ReportontheEstablishmentoftheAgingDepartmentandtheEconomicandWorkforceDevelopmentDepartment_03-08-21.pdf

² & ³The named titles for each department will be subject to change.

⁴ http://file.lacounty.gov/SDSInter/bos/sop/1106128_042021.pdf

Analysis and Resolutions

The Implementation Team compiled information about the commissions and programs through research and analysis as well as discussions with staff, then analyzed the fit with WDACS or the new departments to-be as well as other potential agencies in the County, while also considering the capacity of any potential receiving organization to provide the necessary support to continue the scope of services and functions each commission and program performs. Attached are fact sheets that provide overviews of the authorities, duties, and programs connected with each commission. Many discussions were held with stakeholders seeking information and input on the transition, including with the commissions themselves, the staff for the commissions, representatives from each Board Office, and executives as well as administrative, budget, and human resources staff at WDACS and the soon-to-be new departments.

Commissions in WDACS

Although the scope of the HRC and LANAIC have linkages across economic and workforce development as well as aging and community services, they do not have obvious, singular connections to any of these services. They do have broad connections with many services and functions provided across the County by many departments. Therefore, a central department is a good fit for both commissions. The EO of the Board has extensive experience supporting commissions and will provide organizational alignment for HRC and LANAIC.

Other County agencies were assessed as well, including the CEO, which houses several special offices related to Board initiatives, including the Anti-Racism, Diversity and Inclusion Initiative. For the HRC specifically, the Department of Public Health was also assessed as this department houses the Office of Violence Prevention (OVP). Although the CEO is a central agency with some programming and initiatives related to the work of the commissions, the main purpose of the CEO is to administer the County's budget. Moreover, although new offices and initiatives do start in the CEO, they are often ultimately placed outside the department after an incubation period. This was highlighted in the recent CEO Organization Assessment and Report, published on December 3, 2021, which described the department's reorganization and efforts to better support the Board.

The OVP has clear intersections with the HRC's mission to combat harm caused by prejudice and bias, but both the OVP and HRC have broader scopes and it was determined that the HRC would be better suited in a central County agency.

Human Relations Commission

The HRC has been housed in WDACS (formerly the Department of Community and Senior Services) since 2009, but does not clearly align with Economic & Workforce Development or Aging & Community Services. The HRC has a broad long-term mission to eradicate prejudice, intolerance, and discrimination based on race, religion, sex, sexual orientation, national origin, age, socio-economic status, marital status, physical or mental

handicaps. The HRC was formerly an independent agency supported by the EO. In discussions with the HRC, there was a desire to revert the commission to this independent status. In lieu of independent status, the HRC advocated for a prominent position in a central agency in the County. The Implementation Team took HRC's requests into strong consideration when examining the potential placements for the commission and staff and concluded that a position in a central agency would serve the HRC well and be the best fit for the HRC's overall mission. Therefore, the HRC will be transferring to the EO where the commission will find appropriate support and visibility to carry out its mission.

Los Angeles City/County Native American Indian Commission

LANAIC promotes the development of programs and resources to serve urban American Indians and advises on matters involving the needs of American Indians and Alaska Natives, among other duties. LANAIC has one full time County employee who staffs the commission, and this position was recently reclassified from an Executive Assistant to an Executive Director. In summer 2020, LANAIC expressed interest in remaining with WDACS and aligning with Economic & Workforce Services. The Implementation Team analyzed the feasibility of incorporating LANAIC into the Economic & Workforce Development Branch while also exploring options for placement outside of WDACS and the new departments. After further assessment and discussion, LANAIC expressed interest in going to the EO. The scope and duties of LANAIC are broad and expand across the County to many different departments. As a result, placement in the EO will elevate the role of LANAIC in serving the County and advising departments and other governmental bodies on matters involving the needs of American Indian and Alaska Native populations.

Although both LANAIC and HRC will be transferred to the EO, LANAIC will be separate and distinct from the HRC in that environment, with no reporting relationship.

Dispute Resolution Program

The DRP is managed by HRC staff and is a State program administered by the County that uses funds collected from court fees to contract with agencies to provide dispute resolution and mediation services. The DRP will be transferred to the Department of Consumer and Business Affairs (DCBA). DCBA currently performs some of the services under the DRP, and this transfer will place both the funding source and programmatic activities in the same location to increase operational effectiveness. Transferring the DRP to DCBA will also leverage the department's well-developed infrastructure to help support the administrative needs of the program and accelerate its capacity, including using DCBA's hotline as a central point of contact for constituents looking to resolve disputes without resorting to the courts. DCBA has extensive experience with both community and day-of-court mediations, which make up the largest percentage of disputes in the DRP. The third category of dispute under the DRP are restorative justice mediations, and DCBA has substantial connections with law enforcement that they will utilize for restorative justice mediations while also continued partnering with HRC on restorative justice programming.

Commissions in the Executive Office of the Board - Commission on Disabilities

The COD has historically been housed in the EO and has a broad scope with connections to many County departments and services. However, the new Aging Department, which will bear a new name when it is established, will have a focus on adults with disabilities and will seek to align services to this population across the County. The COD has a direct nexus to this mission and will be an integral part of shaping the new department and optimizing services to adults with disabilities. Therefore, the COD will move into WDACS to join the Aging and Community Services Branch and become a permanent part of the Aging Department, once created.

Conclusion

The HRC, including 19 positions, all related programs except for the DRP, and all programmatic staff and funding will transfer to the EO.

The DRP and one associated position and funding, but no staff will transfer to DCBA.

LANAIC, the newly reclassified Executive Director, and associated funding will also transfer to the EO, with an additional position transferred from the HRC to LANAIC to add a support staff under the Executive Director.

The COD will transfer from the EO to WDACS and become embedded with the Area Agency on Aging division in the Aging and Community Services Branch that will become the new Aging and Community Services department in the future.

All transfers are scheduled to occur on January 16, 2022, with transferred employees beginning their first day in the new environment on January 18, 2022, which is the first working day after the beginning of the second pay period in January.

Human Relations Fact Sheet

Transferring from WDACS, Human Relations Branch to the Executive Office of the Board of Supervisors

BACKGROUND

The Los Angeles County Commission on Human Relations is dedicated to promoting positive human relations in our richly diverse, multicultural county. The Commission works to develop programs that proactively address racism, homophobia, religious prejudice, linguistic bias, anti-immigrant sentiment, and other divisive attitudes that can lead to intercultural tension, hate crimes, and related violence. Partnering with law enforcement, schools, cities, community-based organizations, youth, academics, policy makers, businesses, and other leaders, the Commission brings key players together to resolve immediate intercultural conflicts and to work toward the longer-term aim of eradicating bias and prejudice.

Created in 1944 after the "Zoot Suit Riots" by BOS. Became official County agency in 1958. Served as independent agency with support from EO, DHR, and ISD on admin, until 2009 when it was moved to then Community and Senior Services, which became WDACS.

WORKFORCE DEVELOPMENT AGING & COMMUNITY SERVICES – HUMAN RELATIONS BRANCH



LA vs Hate Initiative



Policing & Human Relations Initiative



Training



John Anson Ford Human Relations Awards



Network Against Hate Crime



Annual Report on Hate Crime in LA County

MEMBERS

15



3 appointments from each BOS office

County Staff

19

FTEs in WDACS to administer programs, research, write reports, staff commission, etc.

**Up to two
4-year terms**

VISIT US

Hrc.lacounty.gov

Authority & Duties

**“Administrative Commission”
under Title II of County Code**

Meets once per Month

The commission, in its efforts to eradicate the prejudice, intolerance and discrimination, shall:



Engage in research and education for the purpose of lessening and eliminating prejudice and its effects, and of fostering attitudes among the various groups within its jurisdiction which lead to civic peace and intergroup understanding.



Cooperate with and assist in coordinating on a county-wide basis the work of those agencies and groups which are engaged in fostering mutual understanding and respect among all population groups in the county of Los Angeles and which are attempting to discourage discriminatory practices against any such group or any of its members.



Cooperate with any county department in identifying and ameliorating human relations problems with which they may be concerned.



Recommend measures, including legislation, to the Board of Supervisors which will serve to improve human relations within the county.



Los Angeles City/County Native American Indian Commission Fact Sheet

Transferring from WDACS, Human Relations Branch to Executive Office of the Board of Supervisors

BACKGROUND

The Los Angeles City/County Native American Indian Commission was created through a joint effort of members of the Los Angeles Native American community, Los Angeles City, and Los Angeles County governments. The Native American Commission was officially established by the County of Los Angeles on June 25, 1976. The Los Angeles County Board of Supervisors then established the Commission via Ordinance No. 11409, adopted September 7, 1976, and effective October 8, 1976.

VISIT US

lanaic.lacounty.gov

WORKFORCE DEVELOPMENT AGING & COMMUNITY SERVICES – HUMAN RELATIONS BRANCH

Los Angeles City/County
Native American Indian
Commission

Self-Governance
Board

MEMBERS



5 appointed members by each:
Board of Supervisors
Mayor of Los Angeles
Elected in community-wide elections*

2 FTEs

Staffs the commission and Self Governance Board

Up to two
4-year terms

* The five community members, along with one City and one County appointee, comprise the Self Governance Board that administers the Community Service American Indian Block Grant.

Authority & Duties

Title III of County Code

Commission governs frequency & timing of meetings

In order to meet its primary purpose of increasing the acquisition and local application of federal funds, the commission shall have the following

To promote the development of programs and funding resources to serve urban American Indians and American Indian organizations; to advocate legislation and policy favorable to urban American Indians; and to serve as a sounding board for the American Indian community on issues and problems of furthering participation of urban American Indians in the mainstream of social and economic activities.

To work with existing federal, state and local agencies in researching, preparing and disseminating information in the field of American Indian affairs, so as to avoid duplication of effort, particularly with the county's human relations commission, in terms of the mandate of its ordinance.

To provide a coordinating function with respect to the activities of the many community groups and organizations working for the special concerns of American Indian people.

To serve as a catalyst and coordinating agency between federal, state, county, city and private agencies and with American Indian communities; and to foster pride in and an awareness of American Indian culture among all Americans.

To study and/or investigate, by means of meetings, conferences, public hearings or forums, conditions which adversely affect the welfare and socioeconomic status of American Indians; and to develop recommendations to the board of supervisors, mayor and city council on steps to be taken to correct these conditions.

To advise the residents of the city and county of Los Angeles, the board of supervisors, the mayor and city council, and the departments and agencies of these respective governments or other organizations and institutions, on matters involving the needs of American Indians; and to render to the board of supervisors, mayor and city council, and American Indian community, at least once each calendar year a report of its activities.



Dispute Resolution Program Fact Sheet

Transferring from WDACS, Human Relations Branch to DCBA

BACKGROUND

In 1986, the California Dispute Resolution Programs Act (DRPA) was signed into law. This law allows counties to fund alternative dispute resolution services from a portion of the filing fees collected for first papers in civil court actions. Currently, nine agencies are contracted with DRPA funds to train and supervise mediators in Los Angeles County. These mediators' help people resolve their differences without the added cost of time and money required for full, formal court proceedings.

The DRP was added to the Human Relations Branch in 2009.

VISIT US

hrc.lacounty.gov

WORKFORCE DEVELOPMENT AGING & COMMUNITY SERVICES – HUMAN RELATIONS BRANCH

Commission on
Human Relations

Dispute Resolution
Program

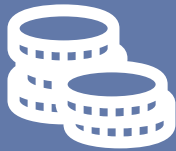


Contracted agencies that train and supervise mediators in LA County. One contracted agency is DCBA's mediation services.

2 FTEs

Authority & Duties

The DRP provides mediation services at little or no cost to individuals and businesses residing, working, or operating in Los Angeles County. The services are available for three types of disputes: Community Disputes, Day-of Hearing Court Disputes, and Restorative Justice Disputes.



Oversees DRPA funds and the contracts with the mediation agencies serving the County.



Community Disputes for which there is time for conversation and collaboration, including merchant-customer, landlord-tenant, family, neighbor to neighbor, and debt disputes.



Day-of-Hearing Court Disputes filed as civil actions in Los Angeles County that must be resolved on the day of hearing, including small claims, unlawful detainer, and civil harassment cases. These cases are identified at the courthouse on the day of the scheduled hearing.



Restorative Justice Disputes that involve infractions or misdemeanors in which, using Restorative Justice principles and practices, persons accepting responsibility for harm-causing behavior and those harmed by the behavior are brought together for facilitated dialogue to share their experiences and plan the actions that will be used to repair the harm. These cases are referred by law enforcement or prosecuting agencies.



Commission on Disabilities Fact Sheet

Transferring from the Executive Office of the Board of Supervisors to WDACS, Area Agency on Aging Division

BACKGROUND

The Commission's purpose is to advise on a range of issues affecting the lives of people with disabilities and of actions that can be taken to achieve a barrier-free County where people with disabilities have equal access to programs and services. The Commission and committees focus on issues of health, employment, education, transportation, access, and recreation, and also monitor the quality of municipal services, evaluate policy, and recommend improvements to existing laws.

Created by Board Order in 1989.

VISIT US

<http://laccod.lacounty.gov/>

MEMBERS¹



All appointed by the BOS

2-year terms

up to 2 consecutive terms

STAFFING NEEDS

Staffed by the Executive Office
of the Board of Supervisors
Commission Services Division

¹ Members should be individuals with disabilities, or sensitive to the needs of people with disabilities, and represent the following categories: A. Blind; B. Deaf or hearing impaired; C. Mute or speech impaired; D. Developmentally disabled; E. Wheelchair users; F. Ambulatory with difficulty; G. Energy limited; H. Emotionally disturbed; I. Psychology profession; J. Legal profession; K. Medical profession; L. State Department of Rehabilitation; M. Deaf before language acquisition (age three); N. Partially sighted; O. Parent of a child with a disability; P. Learning disabled; Q. Little People; R. Youth (16 to 24 years of age).

Authority & Duties

Title III of County Code

Meet once per month

The commission shall:

With the assistance of county departments and others, advise the board on the unique needs of people with disabilities, including, but not limited to, the areas of health, employment, education, public attitudes, barriers, and recreation.

Conduct studies and make recommendations to the board for improvement of policies, systems and procedures in any areas the commission feels are necessary, in the best interest of people with disabilities.

Cooperate with organizations seeking to improve services to people with disabilities, promote activities for people with disabilities, and advise the board on the efforts and activities being made for people with disabilities by other government agencies and private organizations.

Evaluate the adequacy of existing laws and proposed legislation related to people with disabilities from the county's point of view, and suggest necessary legislation which the county may wish to sponsor.

Study and report on matters referred for such review by the Board of Supervisors.

Distribute scholarships to recipients deemed appropriate by a majority of the Commission, when funds are available in the determination of a majority of the Commission. Recipients may include, but are not limited to, high school, college, or trade school students with a disability who seek to further their education. Any receipt or distribution of funds pursuant to section shall be done in coordination with and pursuant to any procedures established by the Executive Office of the Board of Supervisors.

The Commission shall have authority to raise funds in order to subsidize and enable any scholarships distributed pursuant to section 3.28.100 (F). Fundraising activities may include benefits, solicitations for donations, campaigns, or any other type of charitable event which has been approved by the Chief Executive Office.





County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
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<http://ceo.lacounty.gov>

FESIA A. DAVENPORT
Chief Executive Officer

February 28, 2022

To: Supervisor Holly J. Mitchell, Chair
Supervisor Hilda L. Solis
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, AND ITEM NO. 10, AGENDA OF AUGUST 4, 2020)

This memorandum and the attached report provide an update on the efforts to establish two new County departments, one for aging, adult and disability services and another for economic and workforce development services.

On March 8, 2021, the Chief Executive Office (CEO) submitted a [report¹](#) that outlined a three-phase implementation plan to establish the two departments as well as the optimization and enhancement of the services provided by each. On April 20, 2021, the Board adopted two related motions that directed the CEO, in consultation with the Workforce Development, Aging and Community Services Department (WDACS), Department of Consumer and Business Affairs (DCBA), Los Angeles County Development Authority (LACDA), and any other relevant departments, to implement the phased plan to establish a new Department of Economic and Workforce Development and a separate Department of Aging.

A Supervising Administrator (SA) was appointed to head an Implementation Team responsible for carrying out the phased plan. On September 30, 2021, the SA and the Implementation Team, along with the CEO, submitted a [report²](#) that detailed the Implementation Plan for Phase One (Implementation Plan), which involved transferring economic development services, positions and funding, from the Department of Consumer and Business Affairs (DCBA) Office of Small Business and the Small Business Commission; the Chief Executive Office (CEO) Economic Development Division; and the Los Angeles County Development Authority (LACDA) Economic Development Unit into WDACS for the

¹http://file.lacounty.gov/SDSInter/bos/bc/1103715_ReportontheEstablishmentoftheAgingDepartmentandtheEconomicandWorkforceDevelopmentDepartment_03-08-21.pdf

²http://file.lacounty.gov/SDSInter/bos/bc/1113670_EstablishingtheLosAngelesCountyAGandtheEWDD_09-30-21.pdf

establishment of an Economic and Workforce Development structure. The Implementation Plan also included reorganizing the existing WDACS divisions related to aging adult services and community services into an Aging and Community Services structure. The two structures are the pre-cursors to the future standalone departments, and for the purpose of this memo and report will be called emergent departments.

The attached report is a follow-up to the September 30, 2021 report and responds to directives from the April 20, 2021 motions requesting information about the structure of the two emergent departments, Economic and Workforce Development and Aging and Community Services, as well as directives from related motions recommending the appropriate placement of several commissions in WDACS, or associated with the core functions of the planned new departments. This report outlines the extensive work undertaken to commence Phase One of the Implementation Plan to establish an Economic and Workforce Development Department and an Aging Department.

Finally, the attached report further responds to the second set of directives from a motion adopted on August 4, 2020, to report back on a semi-annual basis on regional collaboration for services to older adults across the City of Los Angeles and the County. Future and more detailed reporting will be provided by the Aging Department once it is established, with the next report submitted in August 2022.

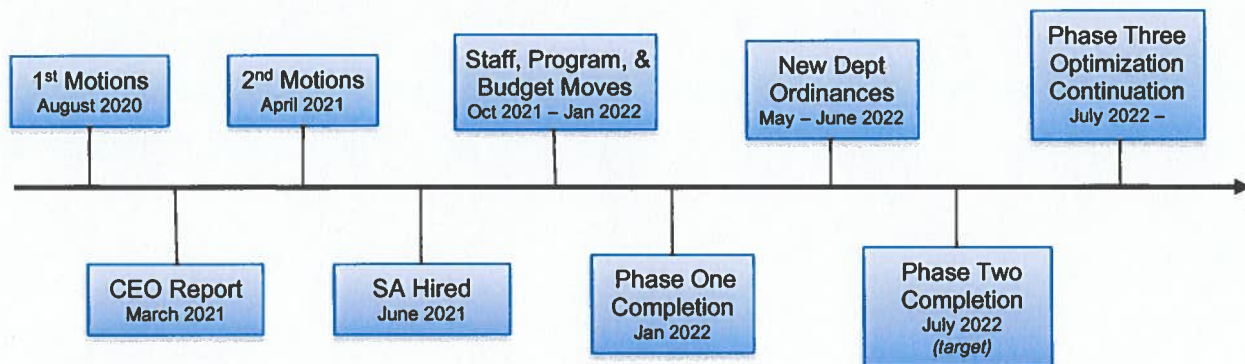
EXECUTIVE SUMMARY

On June 16, 2021, the CEO appointed the SA and established an Implementation Team to carry out the Implementation Plan to develop the emergent departments. The Implementation Team immediately began work and engaged with all relevant departmental partners, including CEO Budget, CEO Classifications and Compensation, WDACS, DCBA, LACDA, 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. Extensive work was undertaken to commence Phase One of the establishment of an Economic and Workforce Development Department and an Aging Department, including the organization and convening of at least 15 different workgroups dedicated to the myriad complex elements of the *Road to Re-Alignment*.

Phase One of the Implementation Plan has been completed, which entailed moving programs, positions, funding and staff into WDACS, and reorganizing the department to create two distinct programmatic structures that serve as the pre-cursors to the emergent departments. The creation of new departments is relatively rare in the County and entails substantial administrative and fiscal planning and resources, as well as change management and clean, consistent communication with internal and external stakeholders. These efforts are reflected in the major milestones detailed in the attached report, and include:

- ✓ Budgetary Establishment of Economic and Workforce Development.
- ✓ Internal Reorganization of WDACS.
- ✓ Transfer of Programs and Staff from County Departments.
- ✓ Kickoff Events for Economic and Workforce Development and Aging and Community Services.
- ✓ Recruitment and Hiring of Executive Directors.
- ✓ Reclassification and Appointment of Los Angeles City/County Native American Indian Commission Lead.
- ✓ Development and Execution of a Transfer Agreement for Outside Employees.
- ✓ Transfer of Programs and Staff from Outside the County to Complete Phase One Initiation.

The newly appointed Executive Directors are working with the SA and Implementation Team to prepare for the formal establishment of the two emergent departments that will commence Phase Two of the Implementation Plan. Major next steps include the determination of names for each of the departments, as well as the introduction and adoption of ordinances that will formally and legally establish the two departments, targeted for July 2022. Below is an overall timeline showing the leadup to the efforts to establish the two departments and the three Phases of the Implementation Plan.



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Attached is the report providing further details on the progress and next steps to establish the Economic and Workforce Development, and Aging Departments. As this is the SA's final report, I want to recognize and acknowledge the leadership and accomplishments achieved by Epifanio Peinado. Further reports on progress towards establishing the new departments will be submitted by the Executive Directors, then Department Heads, for both Economic and Workforce Development and Aging.

Should you have any questions concerning this matter, please contact me or Danny Kelleher, at (213) 974-6879 or dkelleher@ceo.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
 Los Angeles County Development Authority
 Public Social Services
 Workforce Development, Aging and Community Services

A Phased Approach to Establish the Departments of Economic & Workforce Development and Aging: Launch of Phase One and Plan for Phase Two

Second and Final Report from the
Supervising Administrator and Implementation Team

February 2022



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BACKGROUND – *The Road to Re-Alignment*

On March 8, 2021, the Chief Executive Office (CEO) submitted a [report](#)¹ 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 or were recently carried out by the Department of Workforce Development, Aging and Community Services (WDACS), as well as several specialized economic development-focused services in other departments.

The March 8, 2021 report outlined a three-phase implementation plan to establish an Economic and Workforce Development Department² and an Aging Department³, 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 entities within the existing WDACS organizational structure that include an economic and workforce development to-be department⁴ and an aging and community services to-be department, with administrative support provided from the existing WDACS administrative services. Phase Two (July 2022 – October 2022) will formally establish each of these as standalone departments, bifurcating WDACS into two entities, and will involve codifying the new departments through ordinance changes to the County Code. The report also recommended the appointment of a Supervising Administrator (SA) to oversee Phase One of implementation and prepare for the establishment of both new departments in Phase Two. The final stage, Phase Three (FY 2021-22 – FY 2025-26), will focus on the continued optimization and enhancement of services of each new department to build on the improvements occurring during the first two phases of realignment.

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](#)⁵ and an [Aging Department](#)⁶, with appointment of an SA by July 1, 2021, to begin immediate work and to report back with an implementation plan. Epifanio Peinado was appointed by the CEO to serve as SA beginning June 16, 2021, and established an Implementation Team to execute the plan to establish the Economic and Workforce Development Department and Aging Department, beginning with the Phase One goal of creating an economic and workforce

¹http://file.lacounty.gov/SDSInter/bos/bc/1103715_ReportontheEstablishmentoftheAgingDepartmentandtheEconomicandWorkforceDevelopmentDepartment_03-08-21.pdf

² & ³ The named titles for each department will be subject to change.

⁴ In previous reports, the Economic and Workforce Development and Aging and Community Services structures were referred to as “branches.” For clarity, they will be referred to in this report as “to-be departments,” or “emergent departments” as each of them is further divided into branches and divisions.

⁵ <http://file.lacounty.gov/SDSInter/bos/supdocs/157509.pdf>

⁶ <http://file.lacounty.gov/SDSInter/bos/supdocs/157498.pdf>

development emergent department and an aging and community services emergent department within the existing WDACS.

On September 30, 2021, the SA and his Implementation Team submitted a [report](#)⁷ that detailed the implementation plan for Phase One, which involved transferring economic development services, positions, and funding, from the Department of Consumer and Business Affairs (DCBA) Office of Small Business and the Small Business Commission; the Chief Executive Office (CEO) Economic Development Division; and the Los Angeles County Development Authority (LACDA) Economic Development Unit, into WDACS for the establishment of an Economic and Workforce Development emergent department. The implementation plan also included reorganizing the existing WDACS divisions related to aging adult services and community services into an Aging and Community Services emergent department.

This report responds to directives from the April 20, 2021 motions requesting information about the structure of the two new departments to-be, for Economic and Workforce Development and for Aging and Community Services, as well as directives from related motions recommending the appropriate placement of several commissions in WDACS, or associated with the core functions of the planned new departments. This report also outlines the extensive work undertaken to commence Phase One of the implementation plan to establish an Economic and Workforce Development Department and an Aging Department, including the organization and convening of at least fifteen different workgroups dedicated to the myriad complex elements of the *Road to Re-Alignment*. Further, this report will highlight the major milestones completed to date, including the budgetary transfer of positions and programs into WDACS to establish an Economic and Workforce Development emergent department, the transition of staff from DCBA, CEO, and LACDA to WDACS to commence work in the new emergent department, the reorganization of WDACS to establish an Aging and Community Services emergent department, and the recruitment and hiring of two Executive Directors to lead the two new to-be departments. Finally, this report also presents the required next steps to achieve Phase Two of the *Road to Re-Alignment*, which will formally establish the two new standalone departments.

PHASE ONE OF THE ROAD TO RE-ALIGNMENT

Overview

Phase One of the plan to establish an Economic and Workforce Development Department and an Aging Department formally commenced on October 18, 2021. As detailed in the September 30, 2021 report, there were three major elements leading to Phase One and the realignment of WDACS. The first element involved 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 emergent departments, Economic and

⁷ http://file.lacounty.gov/SDSInter/bos/bc/1113670_EstablishingtheLosAngelesCountyAGandtheEWDD_09-30-21.pdf

Workforce Development and Aging and Community Services, including integration of services for adults with disabilities.

The development of Economic and Workforce Development within the realigned WDACS involved the transfer of positions, staff, programs, and funding from: 1) DCBA's Office of Small Business; 2) CEO's Economic Development Division (EDD); and 3) LACDA's Economic Development Unit (EDU). The Office of Small Business (OSB) and Small Business Commission retained their names and transferred wholly intact into WDACS, including all services, funding, and positions, with OSB staff commencing work as WDACS employees on October 18, 2021. The EDD funding and services were transferred, and six positions were added to WDACS to create a new Economic Development Policy and Strategy Division (EDPS). The CEO positions that formerly staffed the EDD were deleted from CEO to fund the six new positions in the EDPS as well as adding a Program Manager to lead the team in the Economic and Workforce Development emergent department. Eight individuals from the EDD team were loaned to WDACS to continue the work of the newly minted EDPS and provide support to Economic and Workforce Development during Phase One. Permanent staffing will be established, either through permanent transfer of the CEO loaned staff to WDACS and/or the hiring of additional individuals. The transfer of LACDA's EDU was more complicated as it involved bringing employees and services from outside the County into County civil service, which required execution of a transfer agreement setting the terms and conditions of employment. The transfer agreement was completed and the EDU team, including positions, staff, and programs, was transferred into WDACS to complete Phase One on January 16, 2022.

Additionally, the Aging and Community Service to-be department was established in WDACS by realigning Adult Protective Services as its own division and combining Area Agency on Aging with Community and Senior Centers to elevate these services and create a second division.

The second major element of Phase One was the recruitment and hiring of leadership over each of the emergent departments. After nationwide searches led by the Department of Human Resources, an Executive Director for Economic and Workforce Development was selected by the Board and started in the new role on November 1, 2021, and an Executive Director for Aging and Community Services was selected by the Board and began work on December 1, 2021.

The third and final element to establish the Phase One structure involved the transfer of appropriate programs deployed under the American Rescue Plan Act (ARPA), many of which fall under the umbrella of economic and workforce development services. A plan was developed to transfer ARPA funding and program development for oversight to the newly established Economic and Workforce Development emergent department (EWD) based on the fit of the program to the purpose and mandate of the new organization; the capacity of the EWD to develop, deploy, and administer the program; and the assurance of continuity of services for any program already under deployment or administration.

Process and Milestones

During the pre-implementation phase, which was designated “Phase Zero,” the Implementation Team worked with an array of partners to navigate the complicated processes of transferring programs, positions, and funding from multiple agencies into a County department to create a newly aligned organization while simultaneously ensuring continuity of all service delivery. The efforts included extensive meetings involving numerous SMEs and stakeholders, along with the dedication of an assortment of specialized working groups to realize multiple milestones related to the *Road to Re-Alignment*.

Meetings

Between June 16, 2021, when the SA began work, and January 18, 2022, when Phase One of the implementation plan was fully realized, the Implementation Team held well over 400 meetings, ranging from large to one-on-one, to keep all key staff and groups apprised and facilitate the completion of necessary tasks to establish the Phase One structure.

To maintain clear communication and ensure the highest levels of transparency, the first set of meetings were undertaken to keep all internal County stakeholders apprised of all processes, progress, and next steps. To this end, the Implementation Team regularly met with key staff and groups to provide all updates and answer questions throughout Phase Zero. These meetings included recurring meetings with each of the Board offices, a standing briefing item on the Economic Development Policy Committee bi-monthly meetings, meetings with each of the involved commissions and Boards, regular briefings at WDACS All-Staff meetings, updates with individual and groups of executives of each of the agencies with transferring units, and sessions to communicate and answer questions with each of the transferring units.

The second set of meetings focused on completing all tasks and addressing all issues associated with the Road to Re-Alignment. Transferring established positions, programs, funding, and staff is a complex endeavor involving many complicated and necessary tasks requiring analysis by and coordination with multiple County entities. The Implementation team therefore established numerous working groups with relevant SMEs to accomplish these tasks and address issues. The working groups include SMEs from the departments of Auditor-Controller, County Counsel, Human Resources, Internal Services, the Los Angeles County Employee Retirement Association (LACERA), and from several CEO specialized divisions including Classification-Compensation (Class-Comp), Budget, Chief Information Office (CIO), Employee Relations, Benefits Policy, and the ARPA team to complete the multiple tasks required to implement Phase One. The Implementation Team worked closely with each working group as well as with the executive and administrative leadership from the four key agencies involved in the implementation plan re-alignment, CEO, DCBA, LACDA and WDACS, to complete preparations and launch Phase One and the new shared structure.

Working Groups

Much work was undertaken to prepare for the administrative and physical transfer of the economic development services from the three agencies, CEO, DCBA, and LACDA, which includes a total of nearly 30 positions. At least fifteen different working groups were established to focus on a particular goal or provide guidance on the overall project, as well as specific aspects of the transfer. These working groups fell into several different categories.

The first category involved operational decisions to determine the specifics of the transfers and organization of a realigned WDACS. Included in this category was an executive working group with executives from each of the most impacted agencies: CEO, WDACS, DCBA, and LACDA. This group met as needed with the Implementation Team, often with only representatives from specific agencies rather than as a whole group, to share overarching information and make high-level recommendations and decisions. A related working group that had rotating members focused on the transferring programs. This group included SMEs from the transferring unit departments who analyzed the processes, resource needs, legal or other requirements, and any other details, to develop transition plans for each program and ensure continuity of services. Finally, there were several working groups focused on the establishment of the organizational structures of a realigned WDACS and the new Economic and Workforce Development and Aging and Community Services departments to-be.

A second category of working groups focused on the technical aspects of transferring the programs, positions, staff, and funding from CEO's EDD, DCBA's OSB, and LACDA's EDU. These included critical working groups focused on budgetary transfers, classifications, and human resources procedures. The Implementation Team worked closely with administrative staff from the respective agencies to compile, analyze, and verify all associated budget and position information including details on revenue streams, funding agreements, work hours, job duties, associated contracts, and additional administrative details. A budgetary working group also prepared the necessary requests to transfer funding to WDACS for the programs and positions being moved. The Class-Comp division in CEO completed analyses of the organizational and classification structures, as well as positions, of the transferring units and WDACS, to determine the appropriate fit for initial transfer of each of the units. Lastly, a separate working group focused on the necessary human resources protocols and mechanisms required to transfer and onboard transferring personnel, including but not limited to notice protocol, personnel action requests, background checks, item control, and identification badge procurement. Each transferring unit is different and necessitated a tailored approach.

Additionally, a Tech Systems working group was established with SMEs from the CEO's Chief Information Office and ISD to conduct an inventory assessment of the information technology infrastructure of the transferring units and WDACS, including email accounts, websites, social media accounts, databases, applications, and equipment. This working group also developed a seamless transition plan that allowed for continued productivity and function. The workgroup partnered closely with information technology and administrative staff from each of the agencies to transfer all necessary elements and provide the appropriate tools for the transferring teams.

The third category of working groups was tasked with preparing for and implementing the transfer of LACDA's Economic Development Unit into WDACS to complete the Phase One structure. These groups worked to accomplish a smooth transition for LACDA employees into the County through the drafting of an executed agreement pursuant to County Code. More details are provided below.

A critical fourth workgroup in its own category has been, and continues to be, the Communications Team. This team focused on providing consistent and pervasive messaging to the impacted agencies and staff throughout Phase Zero leading up to the transfers that kicked off Phase One. More information is provided in the Phase One and Phase Two Communications sections of this report. A subgroup of this team plans events to commemorate and celebrate major milestones, starting with the Kickoff Event held on October 18, 2021, to celebrate the establishment of the Economic and Workforce Development emergent department in WDACS and welcome the newly transferred and assigned team members. A similar event was held on December 15, 2021 to commemorate and celebrate the establishment of the Aging and Community Services emergent department in the realigned WDACS and welcome the new Executive Director.

Lastly, a series of connected workgroups fall under a fifth category devoted to American Rescue Plan Act (ARPA) programs related to economic and workforce development. The efforts and results of these working groups are detailed in the corresponding ARPA section of this report.

The attached chart (Attachment I) provides additional details on the different working groups. Many of the established working groups will continue their work and related analyses throughout Phase One in preparation for Phase Two.

Milestones

Many milestones have been achieved to implement Phase One of the *Road to Re-Alignment*. Listed below are the most notable milestones achieved to date:

1. Budgetary Establishment
 - On October 5, 2021, the Board approved budget adjustments that transferred funding from DCBA and CEO to WDACS and added 16 positions to WDACS to prepare for the delivery of economic development services.
2. Internal Reorganization of WDACS
 - The newly added economic development services were merged with the existing workforce development services in WDACS to create a new Economic and Workforce Development to-be department. A new Aging and Community Services to-be department was also formed by reorganizing services in WDACS to combine the County's Area Agency on Aging with Community and Senior Centers under a single assistant director and, in an effort to better manage the span of control, placed a dedicated assistant director over all Adult Protective Services. This reorganization was completed on October 16, 2021.

3. Transfer of Programs and Staff
 - Beginning Monday, October 18, 2021, the Office of Small Business, formerly part of DCBA, and its Small Business Commission, as well as the services from the former Economic Development Division of the CEO, and associated staff with each unit formally commenced work in the WDACS environment.
4. Kickoff Event for Economic and Workforce Development
 - To commemorate and celebrate the creation of the Economic and Workforce Development to-be department, the Implementation Team organized a kickoff event on October 18, 2021, that also welcomed the new transferred staff into WDACS.
5. Recruitment and Hiring of Executive Directors
 - The Implementation Team worked closely with DHR to release bulletins in July 2021 for a nationwide recruitment of Executive Directors to lead each of the new emergent departments that will become departments. The Executive Director over Economic and Workforce Development was selected by the Board and began work on November 1, 2021, and the Executive Director over Aging and Community Services selected by the Board started on December 1, 2021.
6. Kickoff Event for Aging and Community Services
 - To commemorate and celebrate the creation of the Aging and Community Services to-be department, the Implementation Team organized a kickoff event on December 15, 2021, that highlighted the recent appointment of an Executive Director.
7. Reclassification and Appointment of Los Angeles City/County Native American Indian Commission Lead
 - In summer, 2021, the lead position supporting LANAIC in WDACS was reclassified from an executive assistant to an executive director position. In fall of 2021, a recruitment was held to fill the newly reclassified position. The incumbent Executive Assistant was appointed as new Executive Director of LANAIC in December 2021.
8. Development and Execution of a Transfer Agreement for Outside Employees
 - On January 14, 2022, executive leadership of WDACS, LACDA, DHR, and CEO executed an agreement pursuant to County Charter Section 56 ¾ that set the terms and conditions of employment for the LACDA staff that transferred into the County on January 16, 2022.
9. Transfer and Conversion of Outside Programs and Staff
 - The programs and staff of the former LACDA Economic Development Unit were transferred into the County and WDACS effective January 16, 2022, and commenced work on January 18, 2022, the first work day thereafter.

Phase One Transfers and Organizational Structure

The goal and purpose of Phase One was the formation of two distinct entities in WDACS to serve as precursors to the standalone departments that will be established in Phase Two, and which utilize the existing administrative services in WDACS to support both to-be departments. This was accomplished by transferring economic development services from CEO, DCBA, and LACDA into WDACS to create an Economic and Workforce Development to-be department and reorganizing the divisions of Adult Protective Services, Area Agency on Aging, and Community and Senior Centers into an Aging and Community Services to-be department.

As part of the reorganization process, the Implementation Team worked, and continues to work, closely with the newly appointed Executive Directors and leadership within WDACS to realign and level set the existing organizational structure. This included returning several loaned or borrowed positions to, or from units that will be, or have been transferred or realigned. It has also included Implementation Team advocacy to ensure that each branch under the two new emergent departments has an Assistant Director position officially assigned as the branch lead, and that Program Manager positions lead each of the divisions in the branches. The names of all divisions and branches in both the Economic & Workforce Development emergent department and the Aging & Community Services emergent department of the Phase One organization are subject to change as realignment and optimization continue.

Economic and Workforce Development

Three units outside of WDACS that perform economic development functions were transferred into WDACS: the Office of Small Business and the Small Business Commission, formerly of DCBA, the Economic Development Division, formerly of CEO, and the Economic Development Unit of LACDA. The units are organizationally aligned in an Economic and Business Development structure and added alongside the pre-existing Workforce Services in WDACS to create a new Economic & Workforce Development to-be department in WDACS. Workforce Services is led by an assistant director that will continue in that capacity, and an assistant director will also lead the Economic & Business Development branch. An interim assistant director was appointed on October 18, 2021. The combined Workforce Services and Economic & Business Development make up Economic & Workforce Development, which is led by the Executive Director.

The Office of Small Business

The Office of Small Business, which includes the Small Business Commission, was, in many ways, the most straightforward to transfer of the three units. OSB is a relatively self-contained unit with associated funding. The classification and compensation analysis determined that the entirety of the unit and all its existing positions were compatible with the organizational structure of WDACS and could be transferred as-is. Therefore, all of the 10 budgeted positions that make up OSB were transferred to WDACS budgetarily on October 5, 2021, as part of the recommended supplemental changes to the FY 2021-22 adopted budget. One of the ten positions was vacant and transferred as such, and the

employees who filled the other nine were transferred into WDACS and began their first day as WDACS employees on Monday, October 18, 2021, after being formally administratively transferred into WDACS on Saturday, October 16, 2021, which was the first day of the second pay period of the month, and the first full pay period after the budgetary transfer of the positions on October 5, 2021. All nine employees were onboarded on October 18 with email addresses, badges, parking passes, laptops, and phones to continue the work of OSB in the new environment. DCBA will continue to assist and support OSB as needed throughout Phase One, including social media support for OSB's initiatives and events.

The programs and services that transferred with OSB include the Small Business Commission, Small Business Concierge, the Entrepreneur Center, the Procurement Technical Assistance Center, and the LA County Preference Program Certification. More details can be found in the OSB fact sheet, Attachment II.

The Economic Development Policy and Strategy Division

The transfer of CEO's Economic Development Division was more complicated. It was determined that the level of the CEO positions in the EDD were not in alignment with items in the new emergent department. Therefore, funding was transferred from the EDD to WDACS and six new positions that appropriately align were added budgetarily. Additionally, the transferred funding will cover the costs of some additional items, including a Program Manager lead over the unit, which is currently called the Economic Development Policy & Strategy Division (EDPS) in the new environment.

The CEO EDD budget was a separate budget unit managed by the EDD and not part of the operational budget of CEO. It will be taken over by Economic & Workforce Development and the future department. A Board Letter approved by the Board on December 21, 2021, gave appropriate authority to WDACS to manage the unit, which provides funding for economic development services including the manufacturing revolving loan program and catalytic development projects that are in LACDA and will transfer to WDACS as well as economic development consultant services. This budget unit will be managed by the future Economic and Workforce Development Department. Eight employees from the former EDD were transferred to WDACS on loan from the CEO to ensure continuation of services and support for additional work as needed in the new emergent department. These eight employees were provided WDACS-issued laptops, phones, emails, and badges to enable full operation in the WDACS environment. WDACS will run recruitments to fill the allocated positions from the EDD transfer and any of the loaned employees from CEO could transition permanently into WDACS through this process. Loaned CEO staff that do not permanently matriculate will remain in the emergent department as long as operationally necessary.

The programs and services that transferred with EDD include the PLACE program, Enhanced Infrastructure Financing Districts, Opportunity Zones, the Bioscience Investment Fund, and Film & Digital Media. More details can be found in the EDD fact sheet, Attachment III.

Unlike DCBA or the CEO, LACDA is not a County department, but a separate public agency affiliated with the County. Therefore, employees of LACDA are not part of the County's civil service system and transferring them into the County required additional processes. CEO's Class-Comp performed an analysis on the organizational structure and job functions of LACDA's EDU to determine comparable County classifications that fit into the overall WDACS organization. These identified classifications are the positions that transferred EDU staff now hold as County employees. Upon its transfer into WDACS, the former EDU is now referred to as the Economic Development Services Division (EDS) initially, though this is subject to change.

Ordinarily, any individual who enters the County's civil service for the first time must take and pass an examination for the designated classified position. However, in this instance, functions performed outside of the County are being moved into the County, and the transferred employees are continuing with the same work they were doing before, many of whom have been doing this work for one or two decades. There is a provision in the County Charter, Section 56 $\frac{3}{4}$, that allows for employees to be blanketed into County civil service to enable the County to perform services or functions that were performed at an outside public agency. This Charter section provides for the establishment of an agreement that sets the terms and conditions of employment in the classified service of the County and can include transferring without examination, as well as parameters for seniority, sick leave, vacation, and all other rights or benefits granted to County employees. Charter Section 56 $\frac{3}{4}$ was used in 2005 when the Office of Small Business, which was then part of the Community Development Commission, a predecessor to LACDA, was moved into the County's Internal Services Department. The move in 2005 was accomplished by way of a transfer agreement in accordance with Charter Section 56 $\frac{3}{4}$, and the Implementation Team used the same method to transfer the EDU into WDACS.

The agreement to transfer LACDA's EDU into WDACS includes complex elements such as reciprocation of retirement benefits, conversion of healthcare benefits, utilization of probationary periods, and more. The Implementation Team put together a high-level workgroup focused on finalizing all related details to allow for the smoothest possible transition of the EDU into WDACS. On December 21, 2021, the Board approved use of the transfer agreement to effectuate the transfer of LACDA's EDU to WDACS and this transition took effect on Tuesday, January 18, 2022, which was the first working day after the beginning of the second pay period in January (Monday, January 17th, was Martin Luther King Jr. Day).

The EDU transferred employees are now full-fledged County employees and have been assigned WDACS email addresses, badges, and access to all necessary equipment to continue their work in Economic & Workforce Development in WDACS. The transferred EDU, now EDS, will continue to work closely with other LACDA divisions and units that support many of the programs and services that EDS will perform, including the construction unit at LACDA.

The programs and services that transferred with EDU include Commercial Business Revitalization, Commercial Industry Lending, Special Economic Development Projects, and the County Economic & Community Development Program. More details can be found in the EDU fact sheet, Attachment IV.

Supplemental Changes to the Fiscal Year 2021-22 Adopted Budget

Funding and positions were transferred and added from DCBA and CEO to WDACS on October 5, 2021, when the Board adopted the recommended supplemental changes to the FY 2021-22 Adopted County Budget. As reflected in the recommended supplemental changes Board letter, \$1,633,000 in ongoing funding was transferred from DCBA to WDACS to support OSB in the new environment, and all 10 budgeted positions associated with OSB were added to WDACS and deleted from DCBA. The OSB fact sheet details the positions transferred.

Further, \$2,361,000 of ongoing funding was transferred from CEO to WDACS after the deletion of eight CEO-EDD positions. As described above, the eight deleted CEO positions are not aligned with the organizational structure of WDACS, but six appropriately aligned positions were added in the adopted supplemental changes and are covered by the transferred funding. The EDD fact sheet details the positions transferred.

Finally, \$1,618,000 in one-time funding was allocated to WDACS in the adopted supplemental changes to support Phase One, including covering temporary implementation team staffing as well as staffing of newly added positions.

Aging and Community Services

Although no units outside of WDACS were transferred into the Aging and Adult Services or Community Services branches, organizational changes were made to establish a realigned Aging and Community Services to-be department. As previously reported, the Implementation Team worked closely with leadership of WDACS, the Aging & Adult Services branch, and Community Services division, to analyze the existing structure and develop a realignment proposal. These changes were also socialized with the new Executive Director upon her arrival and gained her support for the interim structure. Working closely with human resources specialists and CEO's Class-Comp, a new organizational structure was established that solidified Adult Protective Services (APS) as a standalone branch headed by an assistant director, and the Community and Senior Centers division was integrated with the Area Agency on Aging (AAA) division to form a new branch led by a separate assistant director. This served to reduce the span of control and creates an elevated focus on APS while aligning AAA with community and senior centers as a hub for services and interaction with clientele. APS, AAA, and Community Services make up the new Aging and Community Services emergent department, which is led by an Executive Director, and which will serve as the precursor to an Aging and Community Services Department.

Regional Collaboration on Aging Services

As reported in the September 30, 2021 report from the Implementation Team, and March 8, 2021 report from the CEO, WDACS has been coordinating closely with the City of Los Angeles to build on existing cooperative service models and develop a multi-dimensional plan to achieve key regional alignment and coordination across the two Area Agencies on Aging in the City and County including shared operations, establishment of a regional funder's table, data sharing, and other elements. WDACS continues to coordinate with the City of Los Angeles during the transition to the new departments. As described below, the former head of the City's Department of Aging is now the Executive Director of Aging and Community Services in WDACS and will lead the future Aging Department once established. Future reporting on regional collaboration for aging services will come from the Aging Department, with the first report submitted by August 4, 2022, and as needed thereafter.

Phase One Organizational Charts

Figures one, two, and three, below, depict the established Phase One organizational realignment of WDACS. As further review is performed under new leadership during Phase One and into Phase Two, this organizational structure may change.

Figure 1

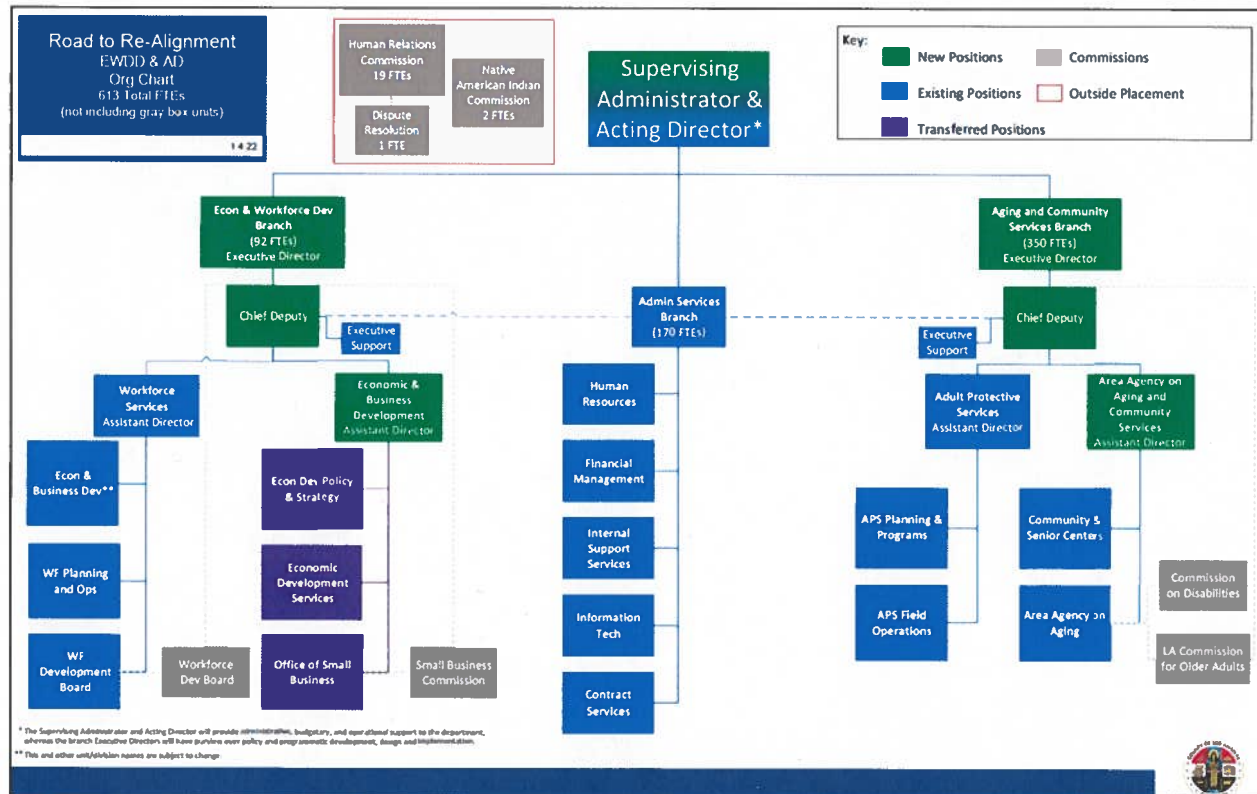


Figure 2

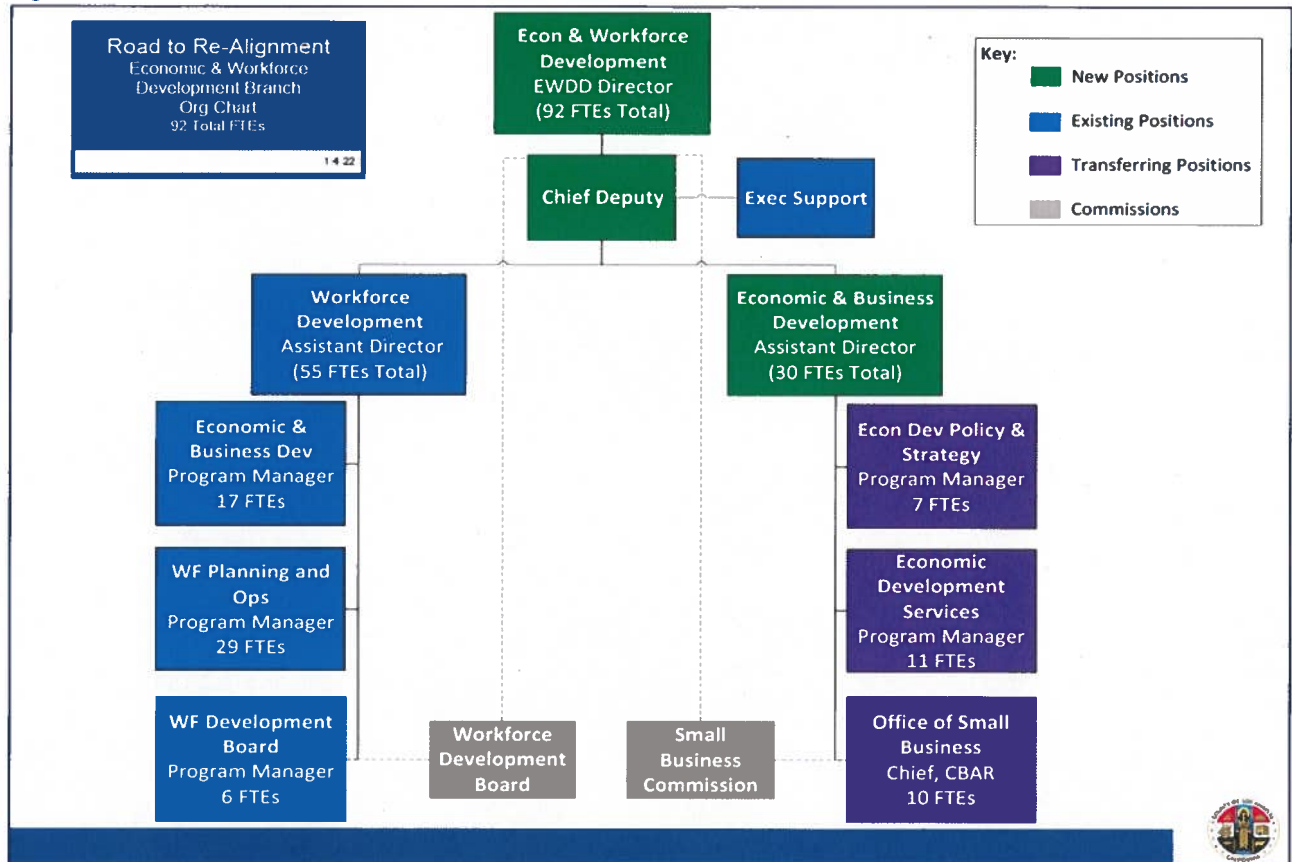
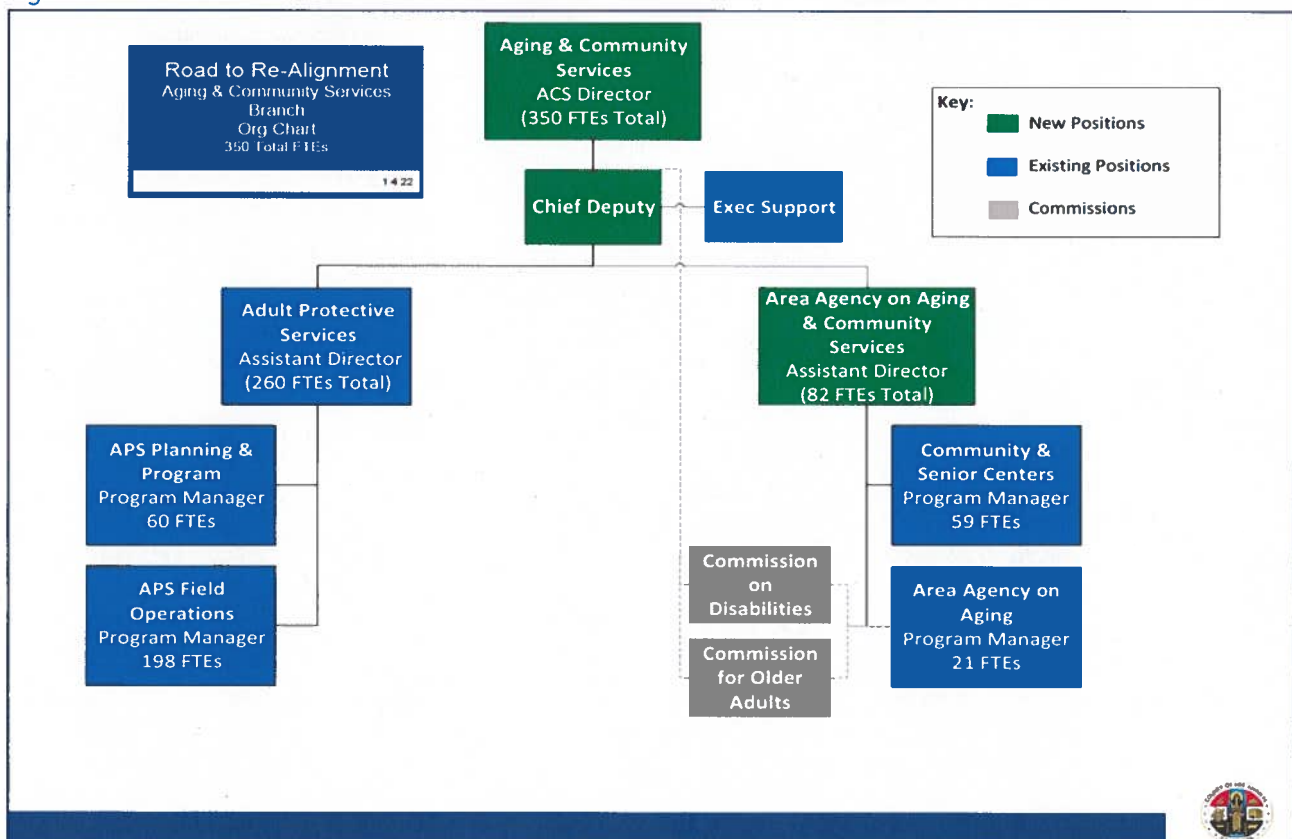


Figure 3



American Rescue Plan Act Programs

In March 2021, Congress passed the American Rescue Plan Act (ARPA), which provided federal funding to local governments to undertake a sustained response to the impacts of COVID-19 by supporting individuals, families, communities, small businesses, and community-based providers, among others, towards recovery and counter many of the severe economic conditions created or exacerbated by the pandemic. On July 27, 2021, the Board approved a spending plan for the \$975 million in ARPA funds allocated to the County. The plan included numerous programs that fall into the category of economic development and several of the programs will be developed and/or administered by units transferred into WDACS.

In August 2021, the Implementation Team established working groups to focus on the potential transition of ARPA funds and programs to the EWD of WDACS, make determinations on what should transfer, and developed a plan to ensure the best possible outcomes. The Implementation Team and CEO considered three factors when determining which programs should transfer into the EWD: 1) Fit – whether the program is a good fit for the overall mission and goals of the EWD; 2) Capacity – whether the EWD and WDACS will have the capacity to develop and/or administer the program; and 3) Continuity – whether there are mechanisms or resources already in place in the originating agency for the programs to effectively proceed without transferring.

Based on this analysis, the Implementation Team and CEO identified the following ARPA-funded programs for transfer to the EWD: 1) Legal Aid for Small Business Owners; 2) the Economic Mobility Initiative; 3) Street Vending Collaborative for Health, Safety, and Economic Mobility; and 4) the Shop Local Campaign from DCBA; and Small Business Rent Relief and Keep LA Dining from LACDA. The Small Business Rent Relief program and the Keep LA Dining grant program will be developed and launched by LACDA, with WDACS administering the ARPA funds to LACDA, via funding agreements. Note that other economic development programs such as the LA COVID-19 Relief Fund and Childcare Provider Grants will not move to the EWD to ensure greater programmatic continuity and service delivery at their originating agencies. Each of these ARPA programs have been the subject of briefings with the two new Executive Directors.

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 leading each of the two emergent departments during Phase One: 1) Economic and Workforce Development; and 2) Aging and Community Services. The Executive Director positions will be converted into Department Head positions in Phase Two, when the standalone departments are created. A national recruitment seeking highly qualified candidates commenced on July 21, 2021 for both positions.

Because establishment of the Aging & Community Services to-be department involved realigning existing WDACS divisions, many leadership positions were already filled at the beginning of Phase One. Therefore, recruiting and hiring of the Executive Director to lead

the new Economic & Workforce Services emergent department was slightly prioritized in the schedule. The Board selected Kelly LoBianco to serve as the Executive Director over the Economic & Workforce Development emergent department, beginning in her new role on November 1, 2021. She brings over 15 years of public sector experience at the federal, state, and local levels and was most recently the Strategic Advisor and Chief Program Officer at The HOPE Program in Brooklyn, New York.

For the recruitment of the Executive Director over the Aging & Community Services emergent department, Dr. Laura Trejo was selected as the Executive Director and began her new role on December 1, 2021. Dr. Trejo has over 36 years of experience serving myriad needs of older residents of Los Angeles County and, prior to her selection, was the General Manager for the City of Los Angeles' Department of Aging.

In summer 2021, the Executive Assistant position for the Los Angeles City/County Native American Indian Commission was reclassified to an Executive Director. This reclassification triggered a recruitment to fill the position. On December 29, 2021, Alexandra Ferguson (Valdes), who held the role of Executive Assistant before the reclassification, began her new role as Executive Director of the commission.

Additionally, the SA is working with the Executive Directors and leadership of WDACS to recruit high-level candidates to fill the remaining executive positions, including assistant directors and chief deputies in each of the two emergent departments.

Phase One Communications

The *Road to Re-Alignment* involves considerable change management and the Implementation Team assembled a specialized Communications Team that includes communications specialists from CEO, WDACS, DCBA, and LACDA, to communicate timely and relevant information to stakeholders. Much of the focus leading to Phase One involved communicating with the impacted departments, particularly the transferring units and WDACS staff. The Communications Team established a brand for the Implementation Team to aid in consistent and clear messaging in all arenas, and much of the communication involved the provision of updates at staff meetings and in the form of emails, bulletins, flyers, and fact sheets. In our discovery and assessment process, the Implementation Team benefitted from meeting with the Board's Communications Deputies to gain insights and support for the plans forward.

Naming and Branding for the Future Departments

Currently, the two new emergent departments of WDACS have functional names that describe the general services they perform. As new leadership has begun guiding the direction of the Economic & Workforce Development and Aging & Community Services departments to-be, an intensive process is now underway, led by the two Executive Directors and WDACS staff, to evaluate the organizations and envision the mission, visions, and goals, including determining names for the various divisions and units within, and ultimately the names of the new standalone departments. This robust process will incorporate input from key stakeholders, including staff performing the services, representation from the populations served, and each Board office to develop brand

identities that clearly communicate the services and programs that each department will develop and deliver.

COMMISSIONS AND BOARDS

The establishment of Phase One involved the realignment of related commissions and Boards. Two such organizations, the Los Angeles County Workforce Development Board and the Los Angeles County Commission for Older Adults, were housed in WDACS prior to the commencement of Phase One and will continue in WDACS and the new departments going forward. There are also two organizations housed outside of WDACS that will be, or have already been, transitioned into the WDACS environment in alignment with either Economic & Workforce Development or Aging & Community Services. These two organizations are the Small Business Commission and the Commission on Disabilities. Finally, there are two commissions that, prior to Phase One, resided in WDACS and have transitioned to outside departments. Attachments V – XI provide an overview of each of the commissions and Boards.

Los Angeles County Workforce Development Board

The Los Angeles County Workforce Development Board (WDB), which operates on behalf of the County Board of Supervisors to carry out functions mandated by the Workforce Innovation and Opportunity Act (WIOA), is staffed by and reports into a division of WDACS within Workforce Services. The WDB will remain with Workforce Services, however, it will have an elevated reporting relationship. The WDB advocated for a reporting relationship directly with the Executive Director of the EWD. The Implementation Team agrees that the WDB reporting relationship should be elevated within the EWD and recommends dotted-line reporting with the office of the Chief Deputy of EWD. The new Executive Director has made it a priority to participate in WDB meetings and she will continue her assessment and examine this reporting relationship further.

Los Angeles County Commission for Older Adults

The Los Angeles County Commission for Older Adults (LACCOA) is housed in the AAA division of WDACS. LACCOA advocates, advises, and makes recommendations regarding the needs and welfare of Los Angeles County older adults, and the commission will remain with AAA and have a reporting relationship with the executive office of the Aging & Community Services to-be department. A recent ordinance slightly altered the focus of LACCOA to have a broader scope on all planning and service areas in alignment with the efforts undertaken by AAA for regional collaboration. The ordinance also streamlined LACCOA into a more nimble and focused organization by reducing the number of commissioners from 50 to 25, while also adding requirements to ensure the commission is representative of the County's diverse population and includes family caregivers of older individuals, as well as representatives from the business community. The LACCOA will remain within Aging & Community Services, and it will have an elevated reporting relationship. The Implementation Team supports LACCOA having a dotted-line reporting relationship with the office of the Chief Deputy. The new Executive Director has

made it a priority to participate in LACCOA meetings and is known to members of the commission. The Executive Director will continue her assessment and examine this reporting relationship further.

Small Business Commission

The Small Business Commission (SBC) was formerly housed in DCBA when OSB was in that department and provides ongoing advice and support to help businesses grow and do business with Los Angeles County. The SBC transitioned to WDACS with the transfer of OSB and will continue with Economic & Workforce Development.

Commission on Disabilities

The Commission on Disabilities (COD) has been supported by the Executive Office of the Board and advises on a range of issues affecting the lives of people with disabilities and of actions that can be taken to achieve a barrier-free County where people with disabilities have equal access to programs and services. The Aging & Community Services future department will have a focus and goal to integrate services for adults with disabilities and the COD will play a significant role in guiding this integration. The Implementation Team met with leaders of the COD as well as WDACS' AAA on several occasions to discuss the possibility of a transfer. As a result of these discussions and associated analysis, the COD transferred into the Aging & Community Services to-be department on January 18, 2022, to align with the goal of integrating services for adults with disabilities with aging adult and community services. The new Executive Director has made it a priority to participate in COD meetings and is known to members of the commission. The Executive Director will continue her assessment and examine this reporting relationship further.

Los Angeles City/County Native American Indian Commission

The Los Angeles City/County Native American Indian Commission (LANAIC) promotes the development of programs and resources to serve urban American Indians and advises on matters involving the needs of American Indians and Alaska Natives, among other duties. LANAIC had one full-time County employee to staff the commission and, as described earlier, this position was recently reclassified from an Executive Assistant to an Executive Director. In summer of 2020, LANAIC expressed interest in remaining with WDACS and aligning with Economic & Workforce Services. The Implementation Team analyzed the feasibility of incorporating LANAIC into the EWD while also exploring options for placement outside of WDACS and the new to-be departments. After further assessment and discussion, LANAIC expressed interest in moving to the Executive Office of the Board. The scope and duties of LANAIC are broad and expand across the County and many different departments. The Implementation Team determined that LANAIC will be transferred to the Executive Office of the Board in order to elevate the role of LANAIC in serving the County, advising all departments and other governmental bodies on matters involving the needs of American Indian and Alaska Native populations. Further, the Implementation Team identified a resource gap and re-aligned one additional staff to

assist the Executive Director and LANAIC with its expanding scope of engagement and responsibilities. LANAIC transferred to the Executive Office of the Board on January 18, 2022.

Human Relations Commission

Similar to LANAIC, the Human Relations Commission (HRC) was housed in WDACS, but did not clearly align with either Economic & Workforce Development or Aging & Community Services. The HRC has a broad long-term mission to eradicate prejudice, intolerance and discrimination based on race, religion, sex, sexual orientation, national origin, age, socio-economic status, marital status, physical or mental handicaps. The commission has 15 members but also includes a County staff of 19 positions that perform research and outreach and administer programs to further the goals of the HRC. The HRC was formerly an independent agency supported by the Executive Office of the Board, and HRC indicated wanting to revert to this independent status. In lieu of independent status, the HRC advocated for a prominent position in a central agency in the County. The Implementation Team took HRC's requests into strong consideration and determined that a position in a central agency would serve the HRC well. Therefore, the HRC was transferred to the Executive Office of the Board on January 18, 2022, where the commission will find appropriate support and visibility to carry out its evolving and important mission.

Dispute Resolution Program

The Dispute Resolution Program (DRP) was formerly within the HRC and has one full time equivalent employee position that manages contracts utilizing funds under the Dispute Resolution Programs Act (DRPA) to provide mediation services at little or no cost to individuals and businesses residing, working, or operating in Los Angeles County. DCBA has a mediation services division that serves as one of the contractors under the DRPA doing mediations for day of court hearing mediation and community disputes, particularly landlord-tenant, and is looking to expand mediation services into additional categories. The DRP along with DRPA funds were transferred to DCBA to facilitate the establishment of a larger hub for DRPA mediation in the County. DCBA will leverage its existing infrastructure, including its hotline as a central point of contact, to support the administrative needs of the DRP and grow the capacity of the overall system. This transfer entailed the transition of DRPA funding and one position from HRC into DCBA.

While both LANAIC and HRC transferred to the Executive Office of the Board, LANAIC is separate and distinct from the HRC in that environment, with no reporting relationship.

On January 7, 2022, a [report](#)⁸ was submitted by the CEO to the Board providing further information about the placement of the COD, HRC, LANAIC and DRP.

⁸http://file.lacounty.gov/SDSInter/bos/bc/1117899_PlacementofCommissionsRelatedtoEstablishmentofDeptsofAgingandEWDD_003_.pdf

PHASE TWO OF THE ROAD TO RE-ALIGNMENT

Overview

As the Implementation Team shifts to preparation and launch of Phase Two, the work will focus on formally establishing the new Economic and Workforce Development Department and the Aging and Community Services Department. An important element will involve having the recently onboarded Executive Directors further define the mission, vision, and goals of the two realigned to-be departments. In addition, there will be a focus on collaboration between the Executive Directors, WDACS leadership, CEO SMEs, and the Implementation Team in the realignment of administrative service resources between the two new departments to ensure appropriate support for each standalone entity. Lastly, the development of a robust external-facing communications plan is in progress and being led by the new Executive Directors and will be paramount for informing and engaging the public as well as current and future clients regarding the changes and enhancements underway.

FORMAL DEPARTMENT ESTABLISHMENT

To formally establish the Economic & Workforce Development Department and the Aging and Community Services Department, the entities must be codified in the Los Angeles County Code (Code). This will entail a series of ordinances adopted by the Board to establish the two successor entities in Title II of the Code, while retiring and deleting the predecessor, WDACS. These ordinances will reflect the new names of the departments, and more importantly the scope of duties, responsibilities, and authority assigned to each. Another set of ordinances will fall under Title VI and will make any needed adjustments to the classifications, positions, and salaries in each of the departments. A final set of ordinances will modify any code sections related to the various commissions and Boards realigned as part of these efforts, making changes to Titles II and III.

The Implementation Team will work with the CEO to bring these ordinances before the Board in Spring 2022 as a package under a single Board Letter and will be introduced at a first meeting, voted on and adopted at a subsequent meeting, and then become effective 30 days after adoption. Once the ordinances are effective, each of the two new departments will be established as legal entities. The Implementation Team is targeting these actions to take place by July 2022, and to achieve this timeline the ordinances will be introduced to the Board in April, or early May 2022.

The second aspect of formal departmental establishment is budgetary. Each new department will have its own administrative budget unit as well as its own assistance budget unit, similar to the existing budgetary formats currently at WDACS. It is anticipated that the creation of the new budget units and the related budgetary changes to establish the administrative and assistance budgets in the new budget units will be made in the FY 2022-23 Final Changes budget phase.

Defining Economic & Workforce Development and Aging & Community Services

A significant set of tasks that will be undertaken during Phase One and leading to Phase Two will be developing the identity and strategic direction of each of the two emergent departments as they become formal departments. The new leadership over the two emergent departments have, and will be the leading voice in managing these objectives as they work with their respective teams on these next steps. The two emergent departments currently have functional names describing their services: economic and workforce development on one side; and aging and community services on the other. As described above, there will be a concerted effort to develop new names that will articulate the mission and vision that are developed for these future departments, while also seeking to provide clarity to the public on the services and resources offered. The Implementation Team and other support staff will assist with promoting and working closely with the new Executive Directors and stakeholders to define the future departments including the names and branding as well as the mission, vision, and goals of each.

Furthermore, there will be additional assessment in each emergent department guided by the new Executive Directors to further examine the organizational structure and deploy potential realignments, including potential reclassifications, realigning of services and programs, or other potential adjustments. These realignment efforts will continue throughout Phase One and into Phase Two in the new departments.

Administrative Services

The pre-existing Administrative Services of WDACS will support the two new emergent departments throughout Phase One. Efforts are underway to increase the capacity of these services as needed to ensure all new programs added to WDACS in Phase One are appropriately supported. The Implementation Team also formed a working group with the administrative services leadership in WDACS and the guidance from the Executive Directors, as well as the CEO's Budget and Class-Comp teams, to analyze the existing administrative resources in WDACS, assess the needs of the new departments once they are established, and determine the most practical and effective way to distribute the existing resources between the two departments while adding new resources to cover potential gaps that will arise. It is crucial that this effort ensures not only that the administrative needs of both departments are met, but that the costs of meeting those needs are covered.

Phase Two Communications

Nearly all the communications efforts leading to the transfers and realignment to implement Phase One were internal, focusing on providing comprehensive updates and feedback to the impacted departments and their staff, Board offices, County leadership, and County stakeholders. Leading to Phase Two, there will be a much greater focus on external communications to clients, partners, other stakeholders outside the County as well as the general public regarding the establishment of the two new County departments and the enhanced and elevated focus on the associated services they provide. The use

of social media and hyper-local communications will play a key role in the broad-based dissemination of information to the public, clients, consumers, and our business partners.

The Implementation Team is working to secure resources during and throughout Phase One to support a robust communications effort. Efforts are also underway to ensure each new department has a dedicated communications team that will be able to provide the appropriate level and methods of communication to meet these goals ongoing.

OPTIMIZATION

The *Road to Re-Alignment* is the realization of the Board's vision to elevate, enhance, and better optimize services in critical areas that have growing urgency in the County. Robust and comprehensive economic and workforce development services can help to address the economic impacts caused by the pandemic and lead the way to an equitable recovery and increased resiliency for the County and its residents. Additionally, the Board has long supported elevation of services for older adults and disabled adults to provide enhanced regional collaboration and meet the needs of these growing and evolving populations. Optimization of these various services is multi-faceted, and these efforts will continue to take place throughout Phases One, Two, and Three of the *Road to Re-Alignment*.

The first step in optimization during Phase One involved combining and realigning programs and positions while putting in place dedicated leadership focused on reimagining and strengthening the services provided. Throughout Phase One and into Phase Two, the new leadership has, and will work closely with the Implementation Team and other partners to further realign and optimize the structure and interrelationships of the programs and functions under each of the two Phase One structures and Phase Two departments.

As the mission, vision, and goals of the two future departments are solidified, the Executive Directors of each entity will assess the capacity and capabilities of each burgeoning department to meet the needs of the County's businesses and residents and develop plans to expand functions, services, and staffing as needed. A major component of any expansion of services will be the pursuit and leveraging of all available funding streams to ensure fiscal sustainability as optimization continues.

SUMMARY AND NEXT STEPS

Phase One of the *Road to Re-Alignment* has successfully launched. Economic development programs, positions, staff, and funding from DCBA and CEO were transferred into WDACS on October 16, 2021, and LACDA's EDU was transferred on January 18, 2022, and an Economic & Workforce Development department to-be was formed. An Executive Director, Kelly LoBianco, commenced work on Monday, November 1, 2021, and is leading Economic and Workforce Development efforts towards the establishment of a new department.

Additionally, Adult Protective Services, the Area Agency on Aging, and Community and Senior Center Services were realigned into a new Aging & Community Services

department to-be within WDACS and the Commission on Disabilities was added, expanding the scope of the charge. A new Executive Director, Dr. Laura Trejo, began work on December 1, 2021.

Further, optimal placement of several WDACS commissions and their services were assessed, resulting in the re-alignment of HRC and LANAIC to the Executive Office of the Board of Supervisors, and the addition of the Commission on Disabilities to Aging and Community Services. Each of these efforts serve to better position each agency to deliver their programs more effectively and prominently.

The accomplishments to date have been the result of accelerated, multi-faceted, and coordinated efforts led by the Implementation Team in collaboration with a wide array of staff and subject matter experts in WDACS, DCBA, CEO, LACDA, LACERA, ISD, County Counsel, DHR, and Auditor-Controller. These efforts also received strong support and consultation from the Board throughout. As efforts shift to implementing Phase Two, the Implementation Team will continue to work closely with all parties to realize the establishment of two new County departments.

This report will be the last directly from the CEO, Supervising Administrator, and Implementation Team. Moving forward, the new Executive Directors will be reporting to the Board on progress and updates through regular meetings and with written reports each quarter until the new departments are fully established.

Road to Re-Alignment Working Groups

ATTACHMENT I

Workgroup	Members	Purpose	Sub-Groups	Cadence
Executive	IT; Execs from CEO, WDACS, DCBA, LACDA	High-level decision making and buy-in; information sharing	CEO; WDACS; DCBA; LACDA	Ad hoc with needed representation from specified agencies.
Communications	IT; WDACS; CEO; DCBA; LACDA; DHR	Development and deployment of communications to keep stakeholders apprised	None	Weekly
Legal	IT; CEO; CoCo; DHR	Legal review and guidance on procedural mechanisms and processes; preparation of documents as needed	None	Bi-weekly
Class/Comp	IT; C/C; DHR	Review, analysis, and guidance for classification and compensation issues	None	Bi-weekly
Program Transfers	IT; WDACS; DCBA; CEO; LACDA	Discussion and analysis of detailed processes, resources, requirements, admin needs, etc. of transferring programs to establish transition plans and ensure continuity	DCBA programs; CEO programs; LACDA programs	Ad hoc with needed representation from specified agencies.
Info Tech Systems	IT; CIO; ISD; WDACS; DCBA; LACDA; CEO; DHR	Discussion and analysis of information technology systems, programs, and hardware to develop and establish and transition plans and ensure continuity	DCBA & CEO; LACDA	Bi-weekly or Weekly, depending on need
Budget Actions	IT; CEO Budget; WDACS; DCBA; LACDA; CEO	Discussion and analysis of funding streams and budgetary needs to prepare budget requests and ensure appropriate funding for continuity of service	DCBA; CEO; LACDA	Ad hoc
Org Structure	IT; WDACS Execs; C/C; DHR; DCBA; LACDA	Development of organizational structure and charts for the re-aligned WDACS and new branches	WDACS internal; Transferring units	Ad hoc
HR Processes	IT; DHR; WDACS; DCBA; CEO	Development and execution of prioritized human resources processes to ensure transfer of staff by October 16, 2021	DCBA Transition; CEO Transition	Ad hoc
Commissions	IT; CEO Budget; WDACS; EO; C/C	Analysis of placement of commissions out of or into WDACS	LANAIC; HRC; DRP; COD	Ad hoc

Road to Re-Alignment Working Groups

Workgroup	Members	Purpose	Sub-Groups	Cadence
LACDA Conversion	IT; CEO; CoCo; DHR; LACERA; LACDA	Analysis and determination of processes to transfer LACDA employees into the County and provide reciprocity of benefits with the aim to streamline transition; drafting of official transfer agreement	Benefits; Transfer Agreement	Bi-Weekly at least and ad hoc
Event Planning	IT; WDACS; DCBA; DHR; LACDA	Coordination of events associated with the R2R, including the Kickoff of the Econ & Workforce Dev branch, and Kickoff of the Aging & Community Services branch	Kickoffs; County Benefits Orientation	Weekly prior to events
ARP	IT; WDACS; DCBA; LACDA; CEO	Discussion and analysis of all potential impacted ARP programs to determine and implement transition plans and ensure continuity and/or appropriate resources	DCBA programs; LACDA programs	Weekly and ad hoc
County Systems	IT; A-C; WDACS; CEO Budget; DHR	Establishment of appropriate budget, financial, personnel, security and report distribution structures, including appropriate charts of account, position control, org structure submission; etc.	None	Monthly and ad hoc
New Departments Admin Assessment	IT; WDACS; CEO Budget; C/C; DHR	Thorough analysis of existing administrative resources and determination of admin needs of new departments		Bi-weekly

Key:

IT = Implementation Team;

CoCo = County Counsel

WDACS = Workforce Development, Aging and Community Services

Execs = Executives from identified agency

DCBA = Department of Consumer and Business Affairs

CEO = Chief Executive Office

C/C = CEO Class Comp representatives

CEO Bgt = CEO Budget representatives

CIO = CEO's Chief Information Office

ISD = Internal Services Department

A-C = Auditor-Controller representatives

DHR = Department of Human Resources

LACDA = Los Angeles County Development Authority

EO = Executive Office of the Board

LANAIC = Los Angeles City/County Native American Indian Commission

HRC = Human Relations Commission

DRP = Dispute Resolution Program

COD = Commission on Disabilities

LACERA = Los Angeles County Employee Retirement Association

ARP = American Rescue Plan

R2R = Road to Re-Alignment

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
• GO-Biz grant: 20-21 is 3 rd year of 5-year grant		
\$275K	Federal	Procurement Technical Assistance Program
• Dept of Defense recurring grant – must reapply each year		
\$111K	Federal	CDBG-Small Business Incorporated Areas
• Housing and Urban Development recurring grant – must reapply each year		

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.



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.



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.



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.



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).



Economic & Workforce Development Fact Sheet

Chief Executive Office – Economic Development Division

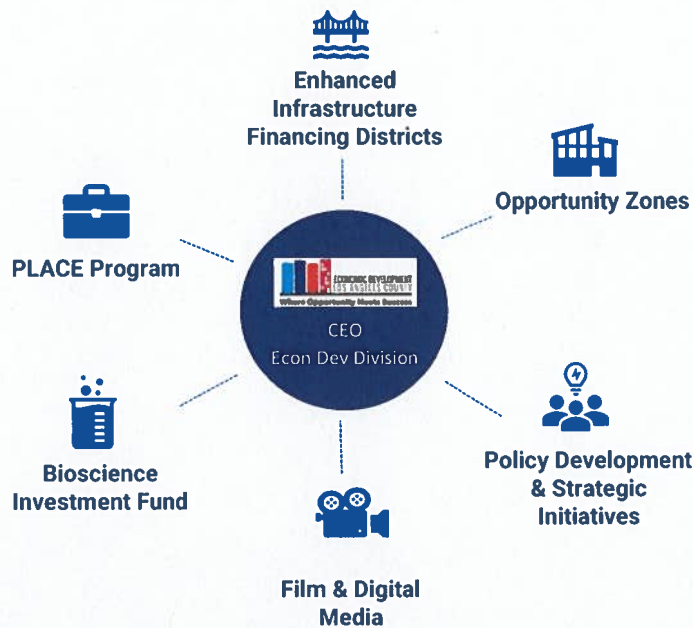
BACKGROUND

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



\$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

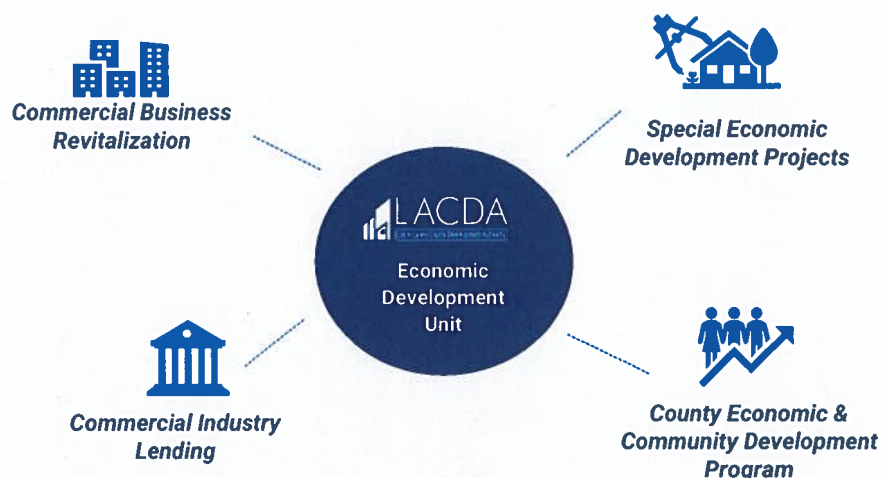
Los Angeles County Development Authority - Economic Development Unit
Community & Economic Development Division

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)



**Special Economic
Development Projects**

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



**County Economic &
Community Development
Program**

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.



**Commercial Industry
Lending**

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



**Commercial Business
Revitalization**

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.



WDACS REALIGNMENT

LA County Workforce Development Board Fact Sheet

Remaining in WDACS - Workforce Services Branch

BACKGROUND

The Los Angeles County Workforce Development Board (WDB) is one of 45 Local Workforce Development Boards in the State of California, certified by the Governor of the State of California.

The WDB operates on behalf of the Los Angeles County Board of Supervisors (BOS) to carry out functions mandated by the Workforce Innovation and Opportunity Act (WIOA) of 2014 Section 107 (d) and state law California Workforce Innovation and Opportunity Act (AB 1270) section 25.

The Los Angeles County Workforce Development Board provides policy and oversight to the 2nd largest Local Workforce Development Area (LWDA) in California, which services approximately 4 million residents, 57 of the 88 cities and approximately 150 unincorporated communities within Los Angeles County.

The current iteration of the WDB was established in 2015 in response to the Workforce Innovation and Opportunity Act of 2014, to carry out the functions and duties therein.

VISIT US

<https://wdacs.lacounty.gov/commissions/workforce-development-board/>

WORKFORCE DEVELOPMENT AGING & COMMUNITY SERVICES – WORKFORCE SERVICES BRANCH



Workforce
Development Board

MEMBERS

19-25



All appointed by the Board of Supervisors

Each BOS Office appoints 2 WDB members who serve up to two 3-year terms.

Remaining members serve up to two 2-year or 1-year terms & are appointed by the BOS subject to WIOA and State Law¹

6 FTEs

Staff the Workforce Development Board

¹Composition of WDB is subject to California Unemployment Insurance Code Section 14202.

Authority & Duties

Title III of County Code

Meet at least 4 times a year

The purpose of the WDB shall be to carry out the required functions established in Section 107(d) of the WIOA for the designated local area, as defined in Section 3.76.030, and any other applicable federal or State law. Consistent with these requirements, the WDB shall:

Develop and submit a local plan to the Governor that supports the strategy described in the State's plan for workforce development

Carry out workforce research and regional labor market analyses to assist in the development and implementation of the local plan

Convene local workforce development system stakeholders to assist in the development of the local plan and identify non-federal expertise and resources to leverage support for workforce development activities

Lead efforts to engage with a diverse range of employers, economic development entities, and service providers in the region to: promote business representation on the WDB; develop linkages with employers in the region to support utilization of the local workforce development system and support investment activities; ensure that workforce investment activities meet the needs of employers and support economic growth in the region by enhancing communication, coordination, and collaboration; and develop and implement proven or promising strategies that meet the employment and skill needs of workers and employers, and that expand employment and career advancement opportunities for workforce development system participants in in-demand industry sectors or occupations

Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers

Coordinate activities with education and training providers in the local area

Develop a budget, subject to approval of the Board, for the activities in the local area that is consistent with the local plan and the duties referred to herein

Lead efforts to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, and workers and jobseekers (including individuals with barriers to employment) in the local workforce development system, including providing physical and programmatic accessibility to the one-stop delivery system, in accordance with the applicable provisions of WIOA Section 188 and the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), and also identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs

Lead efforts to implement career pathways development within the local area with representatives of secondary and postsecondary education, by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment

With the Board of Supervisors (herein referred to as "the Board"), conduct program oversight for authorized local youth workforce investment activities, local employment and training activities, and one-stop delivery system activities

Negotiate and reach agreement on local performance accountability measures with the Board and the Governor

With the agreement of the Board, select, and also have the ability to terminate for cause, operators and providers of one-stop, youth, training, and career services, and also work with the State to ensure there are sufficient numbers and types of providers of career and training services (including eligible providers with expertise in assisting individuals with disabilities and adults in need of adult education and literacy activities) serving the local area and providing the services involved in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities

Annually assess the physical and programmatic accessibility of all one-stop centers in the local area, in accordance with the applicable provisions of WIOA Section 188 and the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.)



WDACS REALIGNMENT**Los Angeles County Commission for Older Adults Fact Sheet**

Remaining in WDACS – Aging & Adult Services Branch, Area Agency Division

BACKGROUND

Created in 2010 with a mission to advocate, advise and make recommendations regarding the needs and welfare of Los Angeles County seniors age 60 and older, to the Los Angeles County Board of Supervisors and departments of County government and other entities that provide services to seniors regarding their needs, health, well-being, and rights.

FORMERLY**MEMBERS****50**

*5 appointments from each BOS office
rest selected by the commission*

POST-AMENDMENT**MEMBERS****25**

5 appointments from each BOS office

Composition of commission is subject to section 3.78.050 of County Code

2 – to 3-year terms

up to 2 consecutive terms, max

Staffing

Staffed by Area Agency on
Aging unit of WDACS' Aging &
Adult Services branch.

VISIT US

wdacs.lacounty.gov/commissions/laccoa

Authority & Duties

Title III of County Code

Meet once per month

The commission shall advise and make recommendations to the board relative to:



Developing and administering the area plan



Conducting public hearings



Representing the interest of older persons



Reviewing and commenting on all community policies, programs and actions which affect older persons with the intent of assuring maximum coordination and responsiveness to older persons.

WDACS REALIGNMENT

Small Business Commission Fact Sheet

Transferred from DCBA to WDACS with the Office of Small Business

BACKGROUND

The Small Business Commission was created by Board Order in 1999. The Commission provides ongoing advice and support to the Los Angeles County Board of Supervisors to help businesses grow and do business with Los Angeles County.

VISIT US

<https://dcba.lacounty.gov/small-business-commission/>

FORMERLY**MEMBERS****20**

4 appointments from each BOS office, 5 alternates, 1 appointed by each Office, who only vote when replacing an absent member. Rest selected by the commission.

POST-AMENDMENT**MEMBERS****25**

5 appointments from each BOS office

Each voting and alternate member shall be representative of the business community in Los Angeles County and have demonstrated their interest and experience in small business affairs by virtue of their education, occupation, or activities prior to appointment. Each member shall reside in Los Angeles County.

3-year terms**STAFFING NEEDS**

Staffed by members of the Office of Small Business formerly at DCBA, now at WDACS

Authority & Duties

Title III of County Code

Meet at least 4 times a year

The Commission shall have the following duties:



To ascertain the needs of the small business community.



To provide an annual report to the Director relating to issues that affect the small business community in the County.



To assess the need for changes in procedures, programs or legislation in order to further the interests of small businesses in the County.



To assess methods for effective outreach to small businesses in the County and to increase the transparency of County contracting processes.



To monitor and evaluate progress in implementing all motions adopted by the Board pertaining to the small business community.



To advise, make findings and recommendations, as appropriate, and report to the Director regarding the topics identified in previous subsections, who shall, in turn report the findings and recommendations of the Commission to the Board as appropriate.



Commission on Disabilities Fact Sheet

Transferring from the Executive Office of the Board of Supervisors to WDACS, Area Agency on Aging Division

BACKGROUND

The Commission's purposes is to advise on a range of issues affecting the lives of people with disabilities and of actions that can be taken to achieve a barrier-free County where people with disabilities have equal access to programs and services. The Commission and committees focus on issues of health, employment, education, transportation, access, and recreation, and also monitor the quality of municipal services, evaluate policy, and recommend improvements to existing laws.

Created by Board Order in 1989.

VISIT US

<http://laccod.lacounty.gov/>

MEMBERS¹



All appointed by the BOS

2-year terms
up to 2 consecutive terms

STAFFING NEEDS

**Staffed by the Executive Office
of the Board of Supervisors
Commission Services Division**

¹ Members should be individuals with disabilities, or sensitive to the needs of people with disabilities, and represent the following categories: A. Blind; B. Deaf or hearing impaired; C. Mute or speech impaired; D. Developmentally disabled; E. Wheelchair users; F. Ambulatory with difficulty; G. Energy limited; H. Emotionally disturbed; I. Psychology profession; J. Legal profession; K. Medical profession; L. State Department of Rehabilitation; M. Deaf before language acquisition (age three); N. Partially sighted; O. Parent of a child with a disability; P. Learning disabled; Q. Little People; R. Youth (16 to 24 years of age).

Authority & Duties

Title III of County Code

Meet once per month

The commission shall:

With the assistance of county departments and others, advise the board on the unique needs of people with disabilities, including, but not limited to, the areas of health, employment, education, public attitudes, barriers, and recreation.

Conduct studies and make recommendations to the board for improvement of policies, systems and procedures in any areas the commission feels are necessary, in the best interest of people with disabilities.

Cooperate with organizations seeking to improve services to people with disabilities, promote activities for people with disabilities, and advise the board on the efforts and activities being made for people with disabilities by other government agencies and private organizations.

Evaluate the adequacy of existing laws and proposed legislation related to people with disabilities from the county's point of view, and suggest necessary legislation which the county may wish to sponsor.

Study and report on matters referred for such review by the Board of Supervisors.

Distribute scholarships to recipients deemed appropriate by a majority of the Commission, when funds are available in the determination of a majority of the Commission. Recipients may include, but are not limited to, high school, college, or trade school students with a disability who seek to further their education. Any receipt or distribution of funds pursuant to section shall be done in coordination with and pursuant to any procedures established by the Executive Office of the Board of Supervisors.

The Commission shall have authority to raise funds in order to subsidize and enable any scholarships distributed pursuant to section 3.28.100 (F). Fundraising activities may include benefits, solicitations for donations, campaigns, or any other type of charitable event which has been approved by the Chief Executive Office.



Los Angeles City/County Native American Indian Commission Fact Sheet

Transferring from WDACS, Human Relations Branch to Executive Office of the Board of Supervisors

BACKGROUND

The Los Angeles City/County Native American Indian Commission was created through a joint effort of members of the Los Angeles Native American community, Los Angeles City, and Los Angeles County governments. The Native American Commission was officially established by the County of Los Angeles on June 25, 1976. The Los Angeles County Board of Supervisors then established the Commission via Ordinance No. 11409, adopted September 7, 1976, and effective October 8, 1976.

VISIT US

lanaic.lacounty.gov

WORKFORCE DEVELOPMENT AGING & COMMUNITY SERVICES – HUMAN RELATIONS

Los Angeles City/County
Native American Indian
Commission

Self-Governance
Board

MEMBERS



5 appointed members by each:
Board of Supervisors
Mayor of Los Angeles
Elected in community-wide elections*

2 FTEs

Staffs the commission and Self Governance Board

Up to two 4-year terms

* The five community members, along with one City and one County appointee, comprise the Self Governance Board that administers the Community Service American Indian Block Grant.

Authority & Duties

Title III of County Code

Commission governs frequency & timing of meetings

In order to meet its primary purpose of increasing the acquisition and local application of federal funds, the commission shall have the following duties:

To promote the development of programs and funding resources to serve urban American Indians and American Indian organizations; to advocate legislation and policy favorable to urban American Indians; and to serve as a sounding board for the American Indian community on issues and problems of furthering participation of urban American Indians in the mainstream of social and economic activities.

To work with existing federal, state and local agencies in researching, preparing and disseminating information in the field of American Indian affairs, so as to avoid duplication of effort, particularly with the county's human relations commission, in terms of the mandate of its ordinance.

To provide a coordinating function with respect to the activities of the many community groups and organizations working for the special concerns of American Indian people.

To serve as a catalyst and coordinating agency between federal, state, county, city and private agencies and with American Indian communities; and to foster pride in and an awareness of American Indian culture among all Americans.

To study and/or investigate, by means of meetings, conferences, public hearings or forums, conditions which adversely affect the welfare and socioeconomic status of American Indians; and to develop recommendations to the board of supervisors, mayor and city council on steps to be taken to correct these conditions.

To advise the residents of the city and county of Los Angeles, the board of supervisors, the mayor and city council, and the departments and agencies of these respective governments or other organizations and institutions, on matters involving the needs of American Indians; and to render to the board of supervisors, mayor and city council, and American Indian community, at least once each calendar year a report of its activities.



WDACS REALIGNMENT

Human Relations Fact Sheet

Transferring from WDACS, Human Relations Branch to the Executive Office of the Board of Supervisors

BACKGROUND

The Los Angeles County Commission on Human Relations is dedicated to promoting positive human relations in our richly diverse, multicultural county. The Commission works to develop programs that proactively address racism, homophobia, religious prejudice, linguistic bias, anti-immigrant sentiment, and other divisive attitudes that can lead to intercultural tension, hate crimes, and related violence. Partnering with law enforcement, schools, cities, community-based organizations, youth, academics, policy makers, businesses, and other leaders, the Commission brings key players together to resolve immediate intercultural conflicts and to work toward the longer-term aim of eradicating bias and prejudice.

Created in 1944 after the "Zoot Suit Riots" by BOS. Became official County agency in 1958. Served as independent agency with support from EO, DHR, and ISD on admin, until 2009 when it was moved to then Community and Senior Services, which became WDACS.

WORKFORCE DEVELOPMENT AGING & COMMUNITY
SERVICES – HUMAN RELATIONS BRANCH



**LA vs Hate
Initiative**



**Policing & Human
Relations Initiative**



Training



**John Anson Ford
Human Relations Awards**



**Network Against
Hate Crime**



**Annual Report on
Hate Crime in LA
County**

MEMBERS

15



3 appointments from each BOS office

County Staff

19

FTEs in WDACS to administer programs, research, write reports, staff commission, etc.

**Up to two
4-year terms**

VISIT US

Hrc.lacounty.gov

Authority & Duties

**"Administrative Commission"
under Title II of County Code**

Meets once per Month

The commission, in its efforts to eradicate the prejudice, intolerance and discrimination, shall:



Engage in research and education for the purpose of lessening and eliminating prejudice and its effects, and of fostering attitudes among the various groups within its jurisdiction which lead to civic peace and intergroup understanding.



Cooperate with and assist in coordinating on a county-wide basis the work of those agencies and groups which are engaged in fostering mutual understanding and respect among all population groups in the county of Los Angeles and which are attempting to discourage discriminatory practices against any such group or any of its members.



Cooperate with any county department in identifying and ameliorating human relations problems with which they may be concerned.



Recommend measures, including legislation, to the Board of Supervisors which will serve to improve human relations within the county.



WDACS REALIGNMENT

Dispute Resolution Program Fact Sheet

Transferring from WDACS, Human Relations Branch to DCBA

BACKGROUND

In 1986, the California Dispute Resolution Programs Act (DRPA) was signed into law. This law allows counties to fund alternative dispute resolution services from a portion of the filing fees collected for first papers in civil court actions. Currently, nine agencies are contracted with DRPA funds to train and supervise mediators in Los Angeles County. These mediators' help people resolve their differences without the added cost of time and money required for full, formal court proceedings.

The DRP was added to the Human Relations Branch in 2009.

VISIT US

hrc.lacounty.gov

WORKFORCE DEVELOPMENT AGING & COMMUNITY SERVICES – HUMAN RELATIONS BRANCH

Commission on
Human Relations

Dispute Resolution
Program



Contracted agencies that train and supervise mediators in LA County. One contracted agency is DCBA's mediation services.

2 FTEs

Authority & Duties

The DRP provides mediation services at little or no cost to individuals and businesses residing, working, or operating in Los Angeles County. The services are available for three types of disputes: Community Disputes, Day-of Hearing Court Disputes, and Restorative Justice Disputes.



Oversees DRPA funds and the contracts with the mediation agencies serving the County.



Community Disputes for which there is time for conversation and collaboration, including merchant-customer, landlord-tenant, family, neighbor to neighbor, and debt disputes.



Day-of-Hearing Court Disputes filed as civil actions in Los Angeles County that must be resolved on the day of hearing, including small claims, unlawful detainer, and civil harassment cases. These cases are identified at the courthouse on the day of the scheduled hearing.



Restorative Justice Disputes that involve infractions or misdemeanors in which, using Restorative Justice principles and practices, persons accepting responsibility for harm-causing behavior and those harmed by the behavior are brought together for facilitated dialogue to share their experiences and plan the actions that will be used to repair the harm. These cases are referred by law enforcement or prosecuting agencies.





BOARD OF SUPERVISORS June 1, 2022

Hilda L. Solis

Holly J. Mitchell

Sheila Kuehl

Janice Hahn

Kathryn Barger

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

EXECUTIVE LEADERSHIP

Otto Solórzano
Acting Director

FROM: *Dr. Laura Trejo*
Dr. Laura Trejo, Executive Director, Aging and
Community Services

Dr. Laura Trejo
Aging & Community Services

Kelly LoBianco
Kelly LoBianco, Executive Director, Economic and
Workforce Development

Kelly LoBianco
Economic & Workforce
Development

SUBJECT: **QUARTERLY UPDATE ON THE ESTABLISHMENT
OF THE AGING AND DISABILITIES DEPARTMENT
AND THE DEPARTMENT OF ECONOMIC
OPPORTUNITY (ITEM NOS. 11 AND 22, AGENDA
OF APRIL 20, 2021)**

GET IN TOUCH

510 S. Vermont Avenue
Los Angeles, CA 90020
wdacs.lacounty.gov
info@wdacs.lacounty.gov

**Aging & Adult Information &
Assistance Line:**

(800) 510-2020

Report Elder Abuse:

(877) 477-3646

Report Hate: 211

America's Job Centers:

(888) 226-6300

Community & Senior Centers:

(323) 260-2003

Office of Small Business:

(800) 432-4900

This memorandum provides a brief update on the efforts to reorganize the Department of Workforce Development, Aging and Community Services (WDACS) into two (2) new departments: the Aging and Disabilities Department, and the Department of Economic Opportunity. WDACS will cease to exist, and the two new departments will be established effective July 1, 2022. This report covers critical developments since the final report submitted by the Supervising Administrator on February 28, 2022. These key updates include:

- Selection of the new department names
- Kickoff of branding projects
- Codifying of the new departments
- Creation of departmental budgets
- Assignment of existing staff and hiring of new personnel



Background

On April 20, 2021, the Board adopted two (2) related motions that directed the implementation of the phased plan detailed in a March 8, 2021, report from the Chief Executive Office (CEO) to establish a new Department of Economic and Workforce Development and a separate Department of Aging. The motions directed regular report backs on progress.

In June 2021, the CEO hired a Supervising Administrator and established an Implementation Team to oversee the completion of the first phase of the implementation plan, which entailed realigning WDACS and transferring units into and out of the department, with the immediate goal of creating separate internal branches that would be the precursors to the new departments. The Supervising Administrator and the CEO submitted their final progress report on February 28, 2022, which detailed the completion of the first phase. The Supervising Administrator completed service in February 2022, but the Implementation Team has continued to work closely with WDACS, CEO, and other appropriate departments to complete the second phase of the implementation plan, which is the formal creation of each new standalone department.

This report is being submitted by WDACS and the two (2) Executive Directors over the precursor departments, in close coordination with the Implementation Team. Once the new departments are established, the Executive Directors will transition into Directors over their respective department, and any subsequent reports will be submitted by the respective departments. While this report provides a brief overview of progress in standing up the two (2) new departments, the next quarterly report targeted for August 2022 will more thoroughly detail the creation of each new department after they are formally established in July 2022.

Department Names and Branding

On April 19, 2022, WDACS published a memorandum formally announcing the selection of official names for the two (2) new departments: the Aging and Disabilities Department (AD) and the Department of Economic Opportunity (DEO). The names were selected after solicitation of extensive feedback from the Board and within WDACS, as well as from external stakeholders including clients, contractors, and community partners. The final names were needed well before official launch date of the departments to prepare various County systems and complete a myriad of processes needed to formally establish the new entities.

Presently, there are efforts underway to design and launch unique websites for each department, as well as develop the new departmental brands, including creating logos, style guides, templates, and other elements to convey the vision, mission, and values of each department.

County Code

One of the formal processes necessary to establish the departments in the County is to add the entities into the Los Angeles County Code, which sets forth the laws governing the County, and

includes a listing in Title II of the departments and other administrative bodies of the County and their duties. The Implementation Team worked with CEO and County Counsel to draft ordinance changes that would remove WDACS from County Code and add the AD and DEO. The ordinances were introduced to the Board on May 3, 2022, and were adopted on May 17, 2022, to become effective thirty days later in June.

As the departments are established and develop, the relevant County Code sections will be re-examined to determine any further updates that may be necessary.

Budget

WDACS has worked very closely with the CEO to divide the existing WDACS budget and establish departmental budgets for the AD and the DEO to stand up as separate entities on July 1, 2022, the beginning of the County's Fiscal Year 22-23. The initial separate departmental budgets will be presented to the Board for adoption as part of the Final Changes budget process.

In preparation for the creation of these separate departmental budgets, WDACS worked with CEO to begin including key funding priorities critical to the success of the new departments in the FY 22-23 Recommended Budget. Each new department will submit separate budget requests in the Supplemental Changes budget process, including for known needed positions that have been or will be identified as independent operations commence. Fully funding the needs of these two (2) departments will occur over multiple fiscal years and budget phases and each department will continue to assess evolving needs over time and work to identify and secure all available funding for the programs and services offered by each.

Staffing

WDACS and the implementation team have also been working closely with managers and teams across the organization to determine placements for all departmental staff in the new departments. Programmatic staff have a natural progression into one (1) department or the other, with existing personnel working on programs or direct services in either economic development or workforce development transitioning to the DEO, and personnel working in adult protective services, community and senior centers, or on the Area Agency on Aging transitioning to the AD. However, all central and administrative staff, many of whom split their time between each branch, must also be divided into either the DEO or the AD. WDACS and the Implementation Team have gone through an extensive and methodical process to assign staff based on skills and experience, need in the department, and to the extent possible, staff preference. Efforts are underway to cross-train staff and teams and transfer knowledge to prepare each department to independently operate. Additionally, each new department will continue, at least initially, to support the other as individual capacities are developed.

Because of the nature of splitting one (1) department into two (2), additional positions necessarily had to be added to one (1) new department or the other to ensure that each has all functions covered. The Final Changes budget for each new department includes many of these necessary new positions. WDACS has been working to hire as many personnel as possible ahead of the launch

of each department. Importantly, this includes recruiting and hiring executive and management levels for each of the departments, including Chief Deputies and Assistant Directors. Most of the leadership positions are on track to be filled by July 1, 2022. As the departments are established and commence independent operation, each will continue to assess staffing needs and work with the CEO through the budgetary process to optimize the organizational structures.

County Systems

As described above, departmental names were determined months before the official launch of the departments to prepare Countywide systems for the establishment of the two (2) new entities. In late Spring 2021, after the adoption of the April 20th motions to establish the DEO and AD, a workgroup was formed that includes the Auditor-Controller, Chief Executive Office, Department of Human Resources, and Internal Services Department, as well as WDACS. This workgroup has met and continues to meet at regular intervals to ensure all Countywide systems are updated and prepared for departmental launch, including payroll systems, security systems, and accounting systems. The workgroup is on target to have all systems prepared and necessary processes complete for the departmental launches on July 1, 2022.

Office Space

When the new departments launch in July, they will share a headquarters at 510 S. Vermont. WDACS and the Implementation Team are evaluating and assigning space between the two (2) future departments based on a hybrid model of reporting in-person and teleworking, and using hoteling and sharing of desks and offices between members of a team or division in a particular department. Moving forward, each department will continue to assess space needs and seek out additional office space as warranted.

Kickoff Events

WDACS will be working with Board Offices to hold kickoff events for each new department in mid-summer, after the AD and DEO are officially established. The events will celebrate the monumental accomplishment of creating two (2) new departments that elevate and enhance critical services to the community, while also publicizing the mission, vision, and goals of each department and highlighting the services they will provide.

Conclusion

WDACS has continued to provide all its critical services while working extensively with the Implementation Team to reorganize into the AD and DEO, and WDACS will continue to do so until the new departments are established and take over service delivery in their respective program areas. The creation of the new departments has stayed on target, resulting in the AD and the DEO being established and commencing operations on July 1, 2022.

The Honorable Board of Supervisors
June 1, 2022
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The next report, due in August 2022, will provide further details of the establishment of the AD and the DEO, after they are officially launched.

Should you have any questions concerning this matter, please contact either of us or Danny Kelleher, Implementation Team Lead at (213) 974-6879 or dkelleher@ceo.lacounty.gov.

LT:KL:OS:DK:ag

c: Chief Executive Office
Executive Office, Board of Supervisors
County Counsel
Auditor-Controller
Consumer and Business Affairs
Human Resources
Los Angeles County Development Authority