



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

FESIA A. DAVENPORT
Chief Executive Officer

March 8, 2021

To: Supervisor Hilda L. Solis, Chair
Supervisor Holly 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 MITCHELL
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

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Fifth District

LOS ANGELES COUNTY ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT AND COORDINATED SERVICE FOR OLDER ADULTS AND ADULTS WITH DISABILITIES (ITEMS NO. 10 AND 75-G, AGENDA OF AUGUST 4, 2020, AND ITEM NO. 68-E, AGENDA OF SEPTEMBER 1, 2020)

On August 4, 2020, the Board of Supervisors (Board) directed the Chief Executive Office (CEO), in consultation with the departments of Workforce Development, Aging and Community Services Department (WDACS), Mental Health, Public Health, Health Services, Public Social Services (DPSS), Human Resources, County Counsel, and other agencies that serve older adults and adults with disabilities, to move forward with the required steps to establish a new standalone Aging Department (AD) dedicated solely to serving these populations.

Additionally, on August 4, 2020, the Board also directed the CEO, in consultation with the Acting Director of WDACS, Director of Personnel, and County Counsel, to move forward with the required steps to establish a new County of Los Angeles (County) Economic and Workforce Development Department (EWDD) to include workforce development services and the economic development policy and program development activities that are currently housed in WDACS and the CEO. The Board provided the CEO further direction on establishment of the EWDD on September 1, 2020, by directing the formation of a workgroup consisting of representatives from WDACS, the department of Consumer and Business Affairs (DCBA), the Los Angeles County Development Authority (LACDA), DPSS, and any other agencies as needed, including the Workforce Development Board, to put forward a proposed organizational structure for the new EWDD.

The two motions relating to the EWDD, and the motion relating to the AD directed the CEO to report back with: 1) funding and staffing plans; 2) an office location plan; 3) estimated costs; 4) fiscal impact of the transition and implementation; and 5) sources of funding.

The three motions require WDACS to be reorganized. Therefore, the CEO merged its efforts to develop an implementation plan to establish the AD and the EWDD, allowing the analyses to be conducted concurrently and collaboratively. The attached report is a result of those combined efforts and responds to all three motions.

COST OF ESTABLISHING TWO NEW COUNTY DEPARTMENTS

Beginning in late summer 2020, the CEO worked closely with WDACS to analyze and determine the costs and administrative needs associated with creating two separate departments. The CEO also worked with other impacted departments including, most prominently, DCBA and LACDA, to analyze the administrative details necessary to integrate units from separate agencies into a single department. Each unit has unique complexities associated with transferring and integrating into a new department, such as the need to potentially convert LACDA positions into County classification items, or the need to reclassify departmental classifications to ensure consistency across a single department. The CEO, including its Classification and Compensation Administration Division, WDACS, County Counsel, Auditor-Controller, and other departments worked together to lay out and prepare the procedure and timeline for creating two new departments.

Once administrative details and implementation procedures were determined, CEO completed detailed fiscal analyses to estimate the operational cost of creating the separate AD and EWDD. The analyses resulted in a new, ongoing annual cost of approximately \$14 million to establish the EWDD and the AD. The attached report provides the revenue detail and supporting data related to the cost-out of ongoing funding required to establish the two new departments.

A PHASED APPROACH TOWARDS ESTABLISHING AN AGING DEPARTMENT AND AN ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

The programmatic and fiscal analyses have all been done with the backdrop of the COVID-19 pandemic and the resulting economic downturn that has caused a heightened level of budgetary uncertainty. Due to the complexities and costs inherent in creating two new departments, as well as separating units and functions from varying agencies to integrate into another department, a phased approach to implementing the two standalone departments provides significant benefits in terms of program and staff stability, in addition to immediate fiscal viability. Additionally, a phased approach will allow the County to more quickly implement the Board's vision for more robust, coordinated workforce, economic development, and older adult services and programming.

Phase One: Shared Administrative Model

The first phase would create distinct programmatic branches within the existing WDACS organizational structure - one branch for economic and workforce development, and one for

aging - and support those branches with shared, backbone administrative, fiscal, data and IT, and contract management services from existing WDACS staff.

As part of phase one, the economic development functions from the CEO's Economic Development Division, DCBA's Office of Small Business, and LACDA's Economic and Community Development Unit will integrate with existing workforce development functions at WDACS to create an Economic and Workforce Development Branch. WDACS's existing aging and community services functions will serve as the basis for an Aging and Adult Services Branch.

Each branch will be led by a director with functional oversight of all associated programs and policy development in their respective branches. A Supervisory Administrator (SA) will temporarily serve as administrative lead to ensure effective distribution of administrative resources, as well as work toward the timely separation of the branches into standalone departments in the second phase.

This model is proposed to be implemented in the Fiscal Year (FY) 2021-22 Supplemental budget with an estimated cost of \$1.5 million per year. Should the fiscal impact to the County resulting from the COVID-19 pandemic require further budgetary curtailments, we will notify the Board of the impact to this proposal and any recommendations to defer the implementation of phase one to a later budget phase or FY, if necessary.

Phase Two: Establish the Separate Departments

The second phase would formally separate the shared administrative organization into the AD and EWDD, each with its own administrative resources, and the branch director positions would be transitioned out to become department head positions over the respective departments. Moving the establishment of two standalone departments to a later phase allows for more certainty in the budget as the County recovers from the pandemic and more time to identify possible funding streams, particularly since the CEO's analyses has determined that it may cost up to \$12.5 million to create the two new departments beyond the phase one cost. The SA and directors will work to identify and achieve efficiencies to reduce this cost and establish the two departments in the most cost-effective way.

Phase Three: Continued Optimization

In the third phase, the two department heads will work with the CEO and the Board to further enhance and optimize services in both the AD and EWDD, including consideration of additional functions and responsibilities. The two departments should pursue all available funding streams to cover associated costs.

FURTHER DIRECTIVES

The attached report provides detail on the analysis and recommendations to establish the AD and EWDD. The report also responds to the additional directives from the August and September 2020 motions, including recommendations for relocating the various commissions currently in WDACS, ergonomic office space for the new departments, efforts to redesign the workforce development system of America's Job Centers of California, improving coordination of services with the City of Los Angeles Area Agency on Aging, creation of a Leadership Council of agencies that provide services to older adult populations, and establishing or improving public-private partnerships to further the goals of both the EWDD and AD.

IMMEDIATE NEXT STEPS

Upon direction from the Board, an immediate next step will be for the CEO to work with the Board to appoint the SA no later than July 1, 2021. This will allow the SA to begin the preparation required as part of "Phase 0" for the launch of Phase I.


Furthermore, the CEO will continue to assess the fiscal health of the County and advise the Board on the most fiscally viable path towards the establishment of the AD and the EWDD.

Should you have any questions concerning this matter, please contact me or Allison E. Clark, Senior Manager, at (213) 974-8355 or allison.clark@ceo.lacounty.gov, or Mason Matthews, Senior Manager, at (213) 974-2395 or mmatthews@ceo.lacounty.gov.

FAD:JMN:MM:AEC
DSK:acn

Attachments

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



Report on the Establishment of the Aging Department and the Economic and Workforce Development Department

CHIEF EXECUTIVE OFFICE

March 2021

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EXECUTIVE SUMMARY

In recent years, the County has explored ways to optimize economic and workforce development services across County agencies and has considered a more focused and visible approach to providing services to the aging population and people with disabilities. To this end, the Board of Supervisors (Board) adopted multiple motions in 2019 and 2020, described below, outlining a goal of creating two new departments: one that centralizes key services for older adults, and a second that consolidates the County's economic and workforce development services.

As directed by the motions and recommended in various consultant reports, the creation of an Economic and Workforce Development Department (EWDD) should consolidate economic development services from the Department of Consumer and Business Affairs (DCBA), the Los Angeles County Development Authority (LACDA), the Chief Executive Office's Economic Development Division (CEO-EDD), and workforce development services provided by the Department of Workforce Development, Aging and Community Services (WDACS). The creation of an Aging Department (AD)¹ would consolidate existing aging, adult, and community services provided by WDACS into a single department, and evaluate other enhancements and programs, including but not limited to programs and services provided by the Department of Public Social Services (DPSS) and the City of Los Angeles Department of Aging (LADOA).

The CEO worked with all relevant stakeholders, departments, and agencies to complete programmatic and fiscal analyses for the creation of the two departments. All analysis was done against the backdrop of COVID-19 and the financial hardships the pandemic has created for the County. Due to the complexities and costs inherent in creating two new departments, a three-phased approach to implementation is the most programmatically stable and fiscally viable.

The first phase would establish a shared administrative organization with two branches within the existing WDACS organizational structure. The first branch will integrate economic development services from CEO-EDD, DCBA, and LACDA, with workforce development services currently in WDACS. The second branch will integrate aging, adult, and community services functions currently within WDACS. Given that the community centers serve families and not only older adults, we recommend these centers continue not only to serve the aging branch, but also to build partnerships with the workforce and economic branch and other County Departments to serve as hubs for engagement and service delivery in their communities in the first phase.

A director² will provide programmatic leadership over each branch, while the organization as a whole will be managed temporarily by a Supervising Administrator (SA) with

¹ "Economic and Workforce Development Department" and "Aging Department" are used as department titles in this report. The Board will determine final department names at a later date.

² This is a functional title and may differ from the underlying classification/payroll title.

responsibility for resourcing each branch's centrally-provided administrative services and ultimately finalizing the creation of the two new departments in the second phase.

The starting point for the shared administrative organization established during the first phase is the current configuration of administrative, workforce development, aging and community services units within WDACS, as well as the economic development units within CEO-EDD, DCBA and LACDA. Further analysis and preparations should occur during this phase related to the optimization of programming, as well as functions and programs that could be added to the new departments. The appropriate placement of the four commissions currently within WDACS, particularly the Human Relations Commission (HRC) and the LA City/County Native American Indian Commission (LANAIC), will also be further evaluated during this phase.

During the second phase, the organization will be bifurcated under the direction of the SA, with the two branches serving as the foundations for a new economic and workforce development department and a new aging department.

During the third phase, which would occur after establishment of the two departments, the Board may focus on building the capacity and scope of each new entity, as necessary and feasible.

A phased approach accomplishes the goals of the Board to optimize economic and workforce development and aging adult services in the short term while addressing the significant funding and administrative hurdles involved with creating two new departments and without causing a disruption in services to stakeholders and clients. The first phase will cost an estimated \$1.5 million per year in net county cost and the CEO proposes that implementation take place in the Supplemental Budget Phase for Fiscal Year (FY) 2021-22. The second phase is estimated to cost an additional \$12.5 million, primarily to create the needed administrative structures to establish the two new departments, and could be implemented as soon as FY 2022-23, depending in part on available funding. The third phase will have additional costs to support any increases in capacity and scope and may take place over a number of years.

BACKGROUND

On May 8, 2018, the Board approved a [motion](#)³ directing the CEO to analyze the progress on achieving workforce development alignment across the County. On February 5, 2019, the Board approved a [motion](#)⁴ directing the CEO to engage a consultant to study the current structure of the County departments and offices that administer economic and workforce development services and programs, coordinate the efforts in response to the May 8, 2018 motion on workforce alignment, and provide comprehensive analysis and recommendations for the most effective structure to optimize services, including the possible creation of a new department dedicated to workforce and economic

³ <http://file.lacounty.gov/SDSInter/bos/supdocs/122817.pdf>

⁴ <http://file.lacounty.gov/SDSInter/bos/supdocs/132813.pdf>

development. The Board also approved a second [motion](#)⁵ on February 5, 2019, directing the CEO to work towards aligning all services and resources available to older adults and to report on the feasibility of creating a stand-alone County department dedicated to serving the rapidly growing older population in the region.

The CEO retained HR&A Advisors, Inc. (HR&A) to analyze the existing structure of economic and workforce development programming and services in the County and provide recommendations around a more optimized organizational structure. HR&A collaborated with UC Berkeley's Institute for Research on Labor and Employment (IRLE), which was hired in response to the May 8, 2018 motion. HR&A interviewed over 30 key County staff and external stakeholders, conducted a survey of economic and workforce development partners outside of County government, reviewed nationwide best practices for county-level economic development organizations, performed a comprehensive inventory of current economic development services, funding and staffing, and coordinated with IRLE on its assessment of workforce development alignment.

In July 2020, the CEO and HR&A submitted a report ([Optimization Report](#)⁶) that explored ways to optimize economic and workforce development service delivery and recommended several alternative paths, including an option for a stand-alone economic and workforce development department. The Optimization Report recommended integrating the economic development functions of several separate departments and agencies with existing workforce development functions to create a new Economic and Workforce Development Department (EWDD). Specifically, the report recommended combining the workforce development services in WDACS with the CEO-EDD, the Office of Small Business from DCBA, and the Economic Development Unit of LACDA. The CEO submitted IRLE's [Workforce Alignment Report](#)⁷ concurrently with the Optimization Report. The Workforce Alignment Report made recommendations for cross-agency alignment, investment in high road training partnerships, and measuring real performance, among other recommendations.

In response to the second February 5, 2019 motion regarding aging, the CEO retained Kathleen Wilber Consulting to assist with analysis of the feasibility of creating a stand-alone County Aging Department, and the CEO submitted the final report ([AD Report](#)⁸) to the Board in July 2020. The AD Report concludes that a stand-alone department dedicated to serving older adults is appropriate based on input provided by the community and a variety of stakeholders and given that the County's population is growing older and more diverse, which presents both opportunities and obstacles. The County will require a strong, coherent policymaking and service-delivery structure to respond efficiently and effectively to the needs of an aging society now and for the decades to come. The AD Report concludes that a stand-alone department would also increase the visibility of, and focus on, these critical services.

⁵ <http://file.lacounty.gov/SDSInter/bos/supdocs/132847.pdf>

⁶ http://file.lacounty.gov/SDSInter/bos/bc/1075115_WorkforceDevelopmentOptimizationReport_Full_.pdf

⁷ http://file.lacounty.gov/SDSInter/bos/bc/1075112_WorkforceAlignmentReport_Full_.pdf

⁸

http://file.lacounty.gov/SDSInter/bos/bc/1076118_07.27.20ApproachtoServingOlderAdultsBM.revised.pdf

The Optimization Report and AD Report both recommend separating WDACS' core services, with workforce development services on one side and aging and community services on the other, to serve as the foundation for two new departments. The Optimization Report recommends integrating additional economic development functions into the workforce development services side, as described above. The AD Report also recommends integrating programs and services from DPSS (In Home Supportive Services) and LADOA (all services) into the new AD and, once established, evaluating the addition of further programs and services, such as the Public Guardian within the Department of Mental Health.

Following the submission of the two reports, on August 4, 2020, the Board directed the CEO, in consultation with WDACS, the Department of Mental Health, the Department of Public Health, the Department of Health Services, DPSS, the Department of Human Resources, County Counsel, and other agencies that serve older adults and adults with disabilities to move forward with the required steps to establish a new AD dedicated solely to serving these populations.

Additionally, on August 4, 2020, the Board directed the CEO, in consultation with the Acting Director of WDACS, Director of Personnel, and County Counsel, to move forward with the required steps to establish a new EWDD, to include workforce development services and the economic development policy and program development activities that are currently housed in WDACS and the CEO. The Board provided the CEO further direction on establishment of the EWDD on September 1, 2020, by directing formation of a workgroup consisting of representatives from WDACS, DCBA, LACDA, DPSS, and any other agencies as needed, including the Workforce Development Board (WDB), to propose an organizational structure for the new EWDD.

The two motions relating to the EWDD and the motion relating to the AD directed the submission of a written report to include funding and staffing plans, an office location plan, estimated costs, fiscal impact of the transition and implementation, and sources of funding. These motions also direct CEO, in consultation with the Executive Office of the Board of Supervisors, WDACS, County Counsel, the Auditor-Controller and other relevant departments to determine the appropriate placement for HRC and the LANAIC and report back with recommendations. The three above-mentioned motions require WDACS, as it currently exists, to be reorganized. Therefore, efforts to develop an implementation plan to establish the AD were merged with efforts to develop a plan to establish the EWDD so that analyses could be done concurrently and collaboratively. This report is a result of those combined efforts and responds to the three motions. The recommendations in the Optimization Report and AD Report informed the additional analysis undertaken to develop implementation plans for the EWDD and AD.

COVID and Economic Downturn

The COVID-19 pandemic struck as the initial consultant reports were nearing completion. All discussions, analyses, and calculations regarding the implementation plans for the EWDD and AD were completed against the backdrop of the COVID-19 pandemic and the

severe economic downturn, which has strained resources and created a heightened level of budgetary uncertainty. The CEO has worked to balance fiscal responsibilities in the face of budgetary shortfalls with the goals stated in the EWDD and AD motions to establish two new departments and enhance County services.

In addition, during the pandemic, WDACS, DCBA, and LACDA have played an expanded role in delivering services to older adults and other vulnerable populations, job seekers, and businesses, and these roles are expected to continue during the pandemic recovery phase. This includes expanded meal services for older adults, the need for increased employment services to train and place displaced workers in careers, and ongoing business assistance and disbursements of loans and grants. A phased approach avoids sudden changes that could impact critical services and initiatives for older adults, workers, businesses, and others.⁹

FISCAL AND PROGRAM ANALYSIS

Beginning in late summer 2020, the CEO worked closely with WDACS to analyze and determine the costs and administrative needs associated with dividing the department. Following the recommendations from the Optimization Report and motions on the EWDD, the CEO also worked with other impacted departments, including most prominently DCBA and LACDA, on analyzing the administrative details necessary for integrating units from separate agencies into a single department. Each unit has unique complexities associated with transferring and integrating into a new department. For instance, LACDA is an organization that is closely tied to, but legally separate from, the County and integrating any functions from LACDA into a County department would require converting LACDA positions into County jobs, which have a different structure for employee benefits, among other differences. Additionally, when merging units from multiple departments, positions may need to be reclassified to ensure consistency across a single department, and to account for any changes in responsibilities.

Additionally, the CEO formed a working group with WDACS, DCBA, LACDA, DPSS, and the WDB as directed by the September 1, 2020, motion to discuss development of the EWDD. The CEO held one meeting with the whole group and various one-on-one discussions with working group members, which informed the CEO's recommendations on potential structures.

Economic and Workforce Development Department

Using the administrative details and guidance from the Optimization Report and the working group, the CEO created an organizational chart for a new EWDD that merges CEO-EDD, DCBA's Office of Small Business (OSB), and LACDA's Economic Development Unit with WDACS' Workforce Services Branch. The EWDD organizational structure comprises the existing WDACS workforce services structure and would add a

⁹ The CEO, working with all relevant agencies, will continue to review and assess impacts to services and any complications to ongoing programs that may arise, and provide further recommendations as necessary.

new economic development branch. The new department would be led by an executive team and have an administrative services team as well, for an estimated total of 177 full-time employees. Table 1 is the proposed organizational chart for the EWDD.

Specifically, the units from LACDA and DCBA would be combined to create an enhanced team devoted to small business services, loans, and improvements. Existing economic development functions at the CEO-EDD would move to the new department as a policy and advocacy unit, and this unit would join the enhanced small business services team to compose the Economic & Business Development division of the EWDD. The existing WDACS administrative services staff and resources funded by Workforce Innovation and Opportunity Act (WIOA) revenue would transfer with the Workforce Services branch of WDACS to the new EWDD, and additional administrative staff would need to be hired to fully support the EWDD.

WDACS provided a needs-based assessment for administrative support to cover each of the separate departments once the current structure is separated. The organizational charts for the EWDD and the AD reflect this needs-based assessment. Further review and analysis will be required by the CEO Classification and Compensation Administrative Division as well as CEO Budget before final determinations are made about the administrative support structure.

Table 1

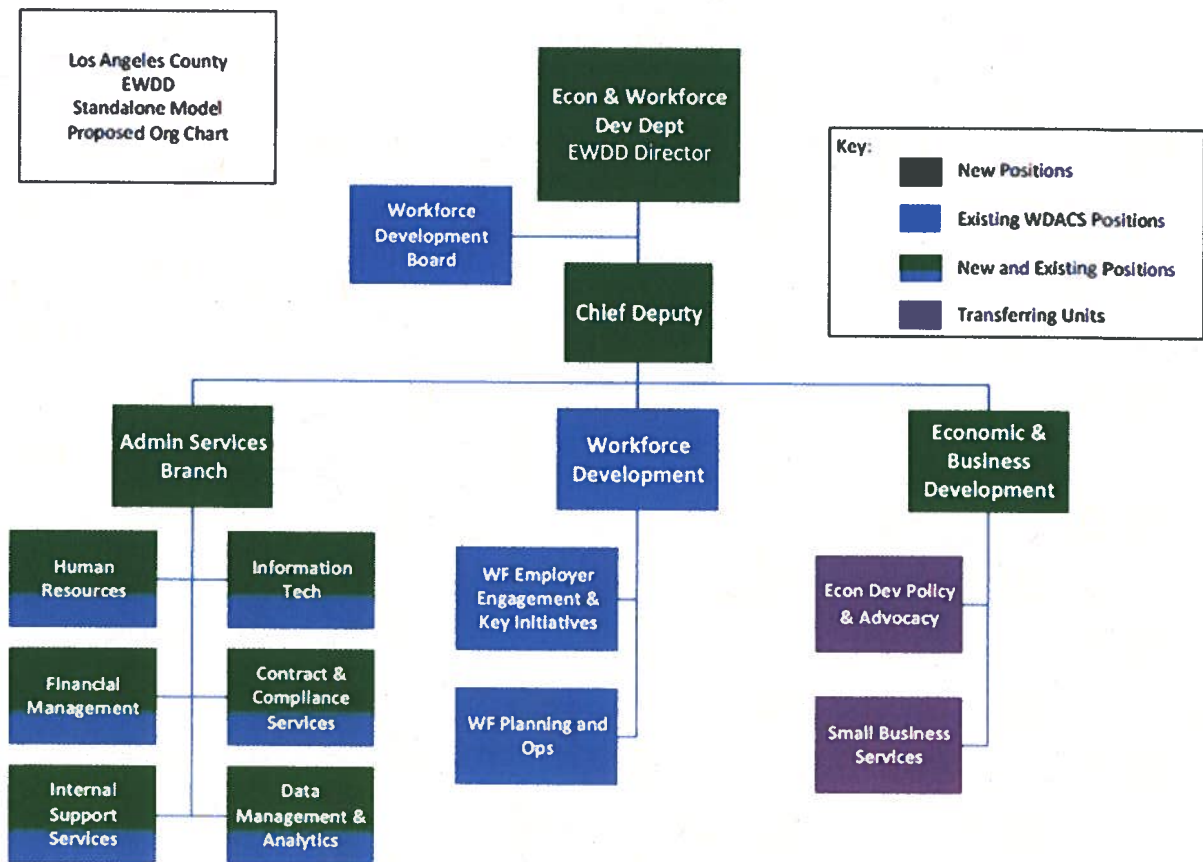


Table 1 outlines proposed organizational units based on the current structures and staffing of the impacted divisions within WDACS, LACDA, DCBA and CEO. However, should the Board proceed with a phased approach as recommended in this report, additional analysis during Phase I will be critical to determine if changes to these organizational units are needed to optimize service delivery.

Aging Department

The Aging and Adult Services Branch and Community Services Branch of WDACS would serve as the basis for the AD. A separate organizational chart was developed for the proposed AD, which would have 477 full time employees and its own executive and administrative teams. Table 2 shows the proposed organizational chart for the AD.

Table 2

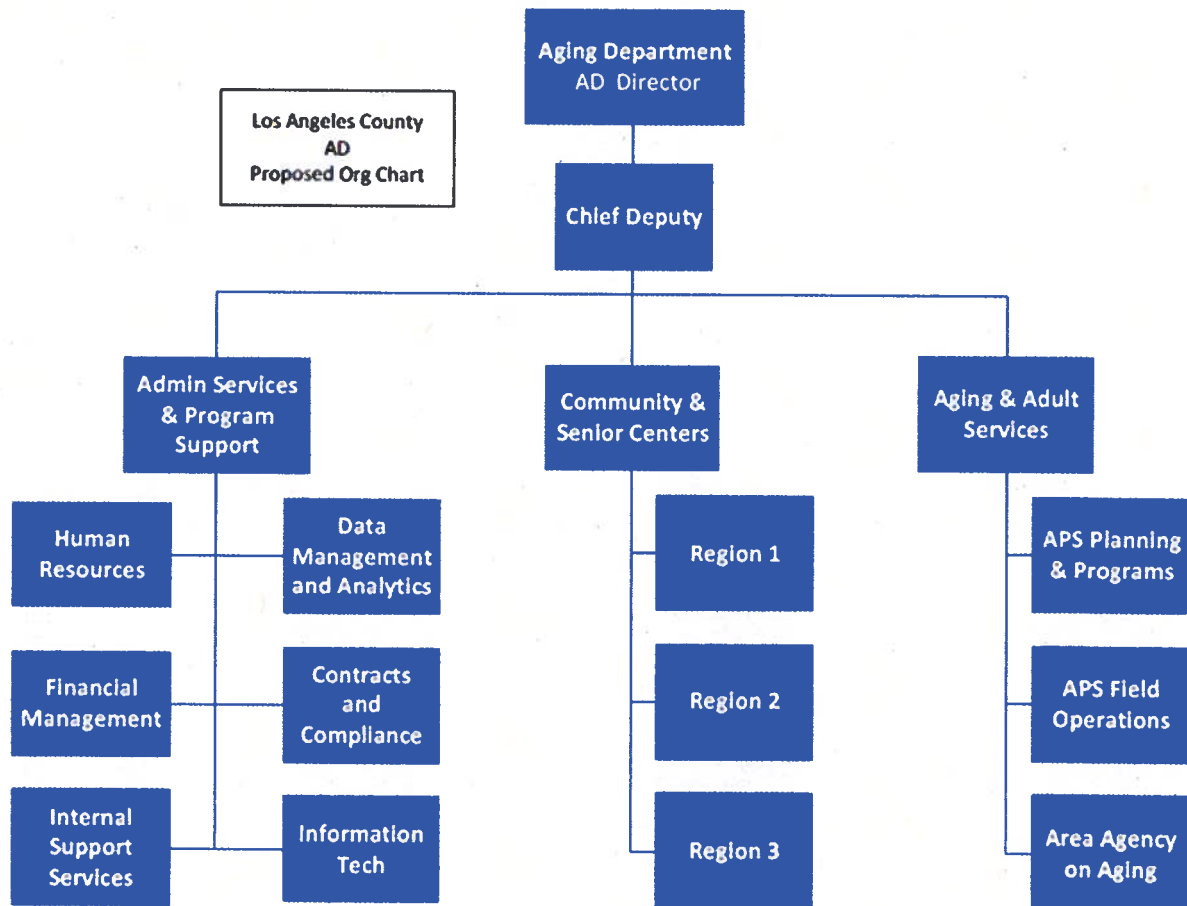


Table 2 outlines proposed organizational units based on the current structures and staffing within WDACS. Again, should the Board proceed with a phased approach, additional analysis during Phase I will be critical to determine if changes to these

organizational units are needed to maximize coordinated service delivery across aging and community programs.

Because WDACS contracts with many organizations for services and has a robust IT infrastructure for tracking and reporting data to comply with state and federal regulations, the department has significant administrative needs. To assemble administrative support for the EWDD and AD, the existing Administrative Services Branch of WDACS would be divided, with part of the branch transitioning to the AD, and a smaller portion to the EWDD. Currently, WDACS employs a cost allocation plan that leverages funding from multiple programs to cover administrative costs, including most significantly WIOA, the Older Americans Act (OAA), and Adult Protective Services (APS). Because of this cost allocation and the centralization of administrative services, staff is funded by multiple revenue sources and can efficiently split their time to provide services to multiple programs. There is more funding available for administrative costs from OAA and APS than from WIOA, which allows the combined administrative structure to leverage the available revenues in a more efficient fashion. Reorganizing WDACS into separate departments would preclude this leveraging of limited administrative funding. Therefore, although some administrative staff funded by WIOA revenue would transition to the EWDD, additional administrative services and staff will likely be required, and new ongoing funding will need to be identified.

The CEO completed fiscal analyses to estimate the operational cost of creating the separate AD and EWDD. Because each department would require a separate administrative unit, new positions would need to be established and filled to provide appropriate administrative services to both departments. The cost to operationalize both the EWDD and AD is calculated to be approximately \$13.9 million in new ongoing costs plus an estimated one-time expenditure of a minimum of \$173,000 for space reconfiguration. The costs are shown below in Table 3.

Table 3

| Creation of EWDD & AD | | | |
|-----------------------|--|-------------|------------------|
| EWDD | Unfunded positions (3 new program FTEs, 64 new/unfunded admin FTEs): | | |
| | New programmatic FTEs | 3.0 | \$ 0.571 |
| | New or unfunded transferring administrative FTEs | 64.0 | \$ 11.030 |
| | Conversion of LACDA positions | | \$ 0.280 |
| | Unfunded S&S | | \$ 2.000 |
| | Subtotal | 67.0 | \$ 13.881 |
| AD | | | |
| | | | |
| | Subtotal | 0.0 | \$ - |
| EWDD & AD | Reconfiguration of Office Space (<i>one-time</i>) | | \$ 0.173 |
| | Total | 67.0 | \$ 14.054 |

* Amounts shown in millions of dollars.

** New programmatic FTEs cost is S&EB cost minus the salary savings.

ENSURING SEAMLESS SERVICE DELIVERY AND FISCAL VIABILITY: A PHASED APPROACH

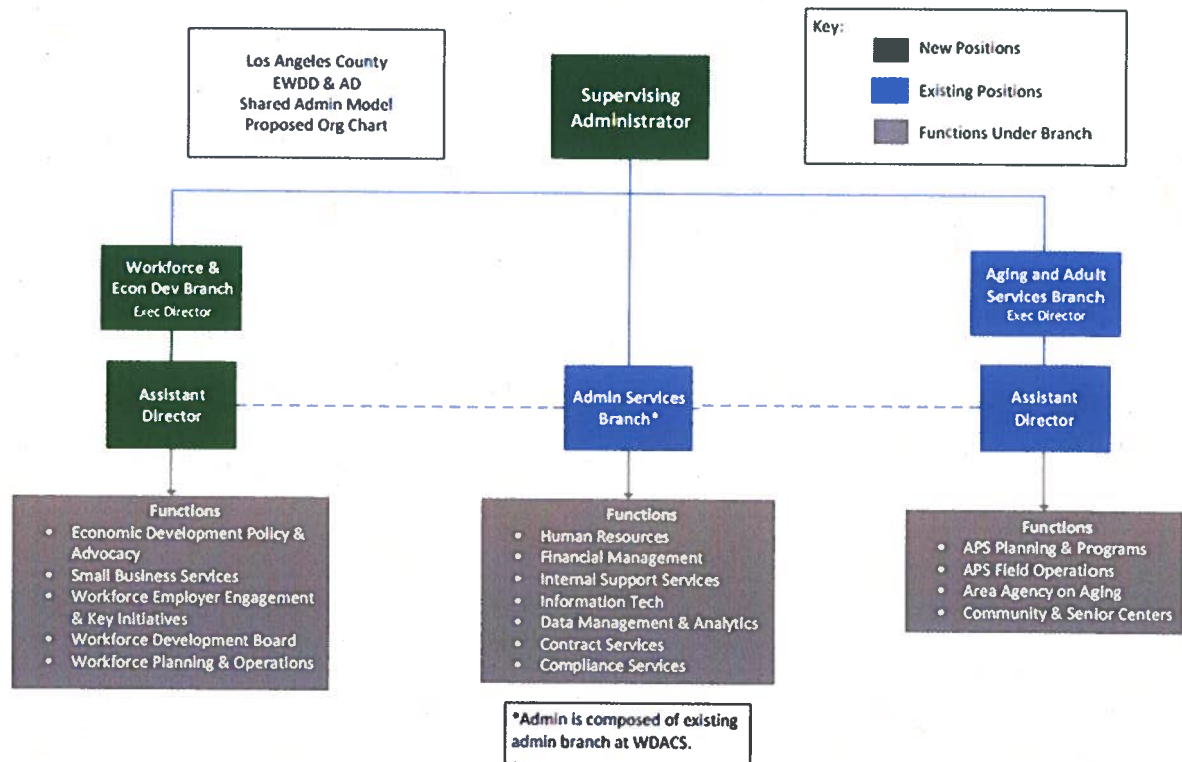
Against the backdrop of COVID-19, the economic downturn, and the budgetary complications described above, and due to the complexities and cost inherent in bifurcating a department as well as separating units and functions from varying agencies to integrate into two new departments, a phased approach to creating the EWDD and AD provides a fiscally and programmatically viable option while ensuring near-term impact and progress towards achieving the Board's desired organizational structures for economic, workforce, and aging services and programs. A phased approach will reduce the County's upfront costs and ensure that vital and expanded services to older adults, workers, businesses, and other customers continue without disruption during the current pandemic and post-pandemic recovery period.

Phase One: Shared Administrative Model

The first phase will integrate economic development functions from CEO-EDD, DCBA's Office of Small Business, and LACDA's Economic Development Unit with existing workforce development functions at WDACS to create an Economic and Workforce Development Branch, while more formally separating the aging and community services functions into an Aging and Community Services Branch. This will create a shared administrative organization with two branches that function separately but share administrative support under a Supervising Administrator (SA). Each branch will have a director¹⁰ who will have functional oversight of all associated programs and policy development in their respective branches, while the SA will temporarily serve as administrative lead and ensure appropriate distribution of administrative resources. The duties of the SA are described in detail below. The separate branches will be structured in such a way that applicable programs and operational units are consolidated within each branch, as a precursor to the subsequent separation into two departments. However, further analysis will be necessary around the methodology of dividing the administrative resources and rebuilding into two new administrative divisions to support the two departments, including further evaluation of the needs-based assessment for administrative staffing prepared by WDACS and review by CEO's Classification and Compensation Administration Division. Table 4 shows the proposed organizational chart for the shared administrative structure.

¹⁰ This is a functional title and may differ from the underlying classification/payroll title.

Table 4



Because this model uses existing administrative resources for both branches, this structure can be implemented relatively quickly and for an estimated cost of about \$1.5 million, plus the \$173,000 for space reconfiguration. Table 5 below provides an overview of the costs for the shared admin model. A budget summary detailing the costs of the transition from the current status to the shared admin model is attached (Attachment I).

Table 5

| PHASE I - Shared Admin Model | | | |
|------------------------------|--|------------|-----------------|
| Shared Admin Organization | Unfunded positions: | | |
| | New programmatic FTEs | 5.0 | \$ 1.165 |
| | New administrative FTEs | 0.0 | \$ - |
| | Conversion of LACDA positions | | \$ 0.280 |
| | Reconfiguration of Office Space (one-time) | | \$ 0.173 |
| | Total | 5.0 | \$ 1.618 |

* Amounts shown in millions of dollars.

As stated earlier, the SA will effectively serve as the administrative lead for the shared administrative organization and will ensure appropriate distribution of resources. However, the primary purpose and responsibility of the SA will be to evaluate and advance the separation of the shared structure into the EWDD and AD in close coordination with department leadership, the CEO, Auditor-Controller, County Counsel, and Department of Human Resources. The SA will also support the directors with change

management efforts to implement the transition, including communication and engagement with staff and stakeholders, and ensure administrative resources are appropriately allocated to maintain consistent delivery of services throughout the transition. The directors will have programmatic oversight and policymaking authority for their respective branches and will work with the SA to ensure appropriate resource allocations and continued delivery of services. The directors will also work with the SA to develop an overall vision and mission for their respective branches that aligns with the goals of the Board and can be used to develop strategic plans once the new departments are established in Phase II.

Throughout the first phase, although the two branches under the SA will be structurally part of the same internal organization, they will interact with the public as two separate entities and will build brand recognition and awareness of the two entities that will become the new departments, while phasing out the WDACS brand. During this phase, the SA and the directors will work with the CEO and the Board to finalize the names for each department.

In addition, further analysis and preparations should occur related to functions and programs that could be added to the new departments – including those currently provided by LADOA, DPSS, DMH and others – to enable them to serve their target clients more effectively. Adding functions and services may also expand the cost allocation base for the new departments, thereby making them more financially viable without a significant infusion of County funds. Moreover, initiating analysis and preparations during this phase will enable changes to be implemented during Phase II, when the departments are separated, as described below. The expansion of services during the pandemic has strained WDACS' programmatic and administrative units. With the addition of new staff and functions from CEO, LACDA and DCBA, there may be additional increased administrative burden during the pandemic. The SA will work with CEO during Phase I to further assess whether additional temporary resources are needed during the transition phase to support this increased workload.

Consistent with the Board's prior direction, the SA, in coordination with CEO, will pursue further discussion and evaluation with the City of Los Angeles regarding a potential merger of AD and LADOA, as well as further evaluation and steps related to possibly adding other programs and functions to the AD and EWDD.

Phase Two: Establish the Separate Departments

After the shared administrative structure is established and funding is identified, the SA and the CEO will implement the second phase to formally separate the shared structure into two departments, each with its own administrative resources. In addition, any functions and programs identified during Phase I to include within the AD or EWDD would be added within their structures during Phase II, subject to available funding.

The attached Division and Function Lists (Attachments II & III) provide more details about the potential divisions and units within each of the two new departments.

Moving the creation of two departments to a later phase allows for more certainty in the budget as the County recovers from the pandemic and more time to identify possible new funding streams. Moreover, it allows for a smoother transition, minimizing impact on service delivery and building towards the official separation through a series of steps. This will include further analysis and final determination of the method of dividing the administrative resources and determining any new positions required to ensure appropriate support to each department, under the direction of the SA working with the Classification and Compensation Administration Division, CEO-Budget, and any other relevant County entities. Once the new departments are established, the SA position would no longer be necessary. Table 6 shows the costs of establishing the separate EWDD and AD departments in Phase II under the phased approach.

Table 6

| PHASE II - Creation of Separate EWDD & AD | | | |
|---|--|------|------------|
| EWDD | Unfunded positions (3 new program FTEs, 64 new/unfunded admin FTEs): | | |
| | New programmatic FTEs | -2.0 | \$ (0.594) |
| | New or unfunded transferring administrative FTEs | 64.0 | \$ 11.030 |
| | Conversion of LACDA positions | | \$ - |
| | Unfunded S&S | | \$ 2.000 |
| | Subtotal | 62.0 | \$ 12.436 |
| AD | | | |
| | | | |
| | Subtotal | 0.0 | \$ - |
| EWDD & AD | Reconfiguration of Office Space | | \$ - |
| | Total | 62.0 | \$ 12.436 |

* Amounts shown in millions of dollars.

Phase Three: Continued Optimization

After establishment of the new departments, as a third phase, the two department heads will work with the CEO and the Board to further enhance services and explore the addition of new functions and responsibilities to grow and optimize both the AD and EWDD and further advance the vision of enhanced deployment of County services for both aging and economic and workforce development service delivery.

Office Space

Independent of the ongoing analyses and recommendations around establishing a new AD and EWDD, WDACS has been planning to move its office headquarters in mid-2021 to a building located at 510 Vermont Ave, Los Angeles, in the Vermont Corridor. This is a new building and WDACS was planning to occupy two floors of the building. One option available for the new organization is the space reserved for WDACS which can be reconfigured to house the shared administrative organization with separate space for the two branches. The same space can also be used to initially house each of the separate departments once they are formally established.

The CEO continues to explore additional opportunities for ergonomic office space and will be reporting back on any viable alternatives for the Board's consideration.

Administrative Processes and Ordinance Revisions Necessary for Implementation

Based on discussions with County Counsel, Auditor-Controller, the CEO Classification and Compensation Administration Division, and others to lay out and prepare the formal procedure for establishing a shared administrative organization and later creating two new departments from that structure, the following steps are critical to implement phase one described above:

- Ordinance amendments are needed to revise Title 2 of the County Code to reflect the conversion of WDACS into a new department that encompasses economic development functions, and to revise Title 6 of the County Code to make the personnel changes required for staffing the new organization, including the addition of new positions and any reclassifications needed for positions from transferring departments.
- Revenue from different entities must be allocated to the new organization through the County's budget process.
- Office space must be identified and potentially reconfigured to compensate for additional staff being added and to satisfy the needs associated with housing two departments in the same space.
- The Board must appoint a Supervising Administrator as head of the new organization. Executives and additional staff for the new economic and workforce development and aging branches must be transferred or hired.

Adoption of the County Code ordinances and approval of the budget amendments will formally establish the shared administrative structure comprising economic development, workforce development, aging adult services, and community services. The CEO recommends that the budget for the new organization be established in the Supplemental Budget Phase for Fiscal Year (FY) 2021-22, which will allow for a better understanding of the County's budget situation in the face of uncertain economic conditions and possible curtailments. The CEO believes the steps listed above can be included in the FY 2021-22 Supplemental Budget Phase and completed in October 2021.

Commissions

WDACS currently has four commissions that reside in the department. The first two are the Los Angeles County Commission for Older Adults (LACCOA), and the Los Angeles County Workforce Development Board (WDB). The LACCOA serves to preserve and enhance the general well-being of the senior population living in Los Angeles County. The WDB carries out functions mandated by WIOA and provides policy and oversight to the second largest Local Workforce Development Area in California, which serves

approximately 4 million residents, 57 of the 88 cities, and approximately 150 unincorporated communities within Los Angeles County.

LACCOA and WDB are connected to the delivery of aging and workforce development services, respectively, and should continue to advise the leadership of the respective new departments. Accordingly, the CEO recommends LACCOA staff remain with Aging and Community Services during Phase I, and transition to the AD during Phase II and beyond. Similarly, the CEO recommends the WDB staff remain with the Economic and Workforce Development branch during Phase I, and transition to the EWDD during Phase II and beyond.

The third commission is the Human Relations Commission (HRC), which is dedicated to promoting positive race and human relations and works to develop programs that proactively address racism, homophobia, religious prejudice, and other divisive attitudes that can lead to inter-cultural tension, hate crimes, and related violence. The HRC also contains the Dispute Resolution Program, which provides mediation services that help people resolve their differences without the added cost of time and money required for full, formal court proceedings. The fourth commission is the Los Angeles City-County Native American Indian Commission (LANAIC), which supports a wide range of services to reduce poverty and promote the well-being of over 171,000 people of American Indian ancestry and Alaska Native Ancestry. Both HRC and the LANAIC have major programs that deliver services that require ongoing administrative support, including the DRP, the LA vs Hate initiative, and the Community Services American Indian Block Grant program. The CEO will continue to assess appropriate placement and phasing for the HRC and LANAIC.

Additionally, DCBA houses the Small Business Commission (SBC), which is an advisory commission that represents the interests and concerns of the small business community and provides advice and support to DCBA and the Board to help businesses grow and do business with LA County. The purpose of the SBC aligns with the goals of the Office of Small Business, and CEO recommends the SBC to remain paired with the OSB.

ADDITIONAL MOTION DIRECTIVES

Public-Private Partnerships

The August 4, 2020 motion on establishing the EWDD directed the CEO to report back to the Board in writing on establishing a new, or partnering with an existing, non-profit entity to facilitate public-private partnerships that enable the implementation of equitable economic initiatives for the County. In line with the phased approach, for Phase I, the CEO recommends that the department select, through a competitive process, non-profit agencies that can deliver economic and workforce development services to the community on an as-needed basis. In Phase II and in coordination with the CEO, the new EWDD should report back to the Board on whether a single non-profit could provide enhanced services to the community. A single non-profit may require an infusion of

funding from the County, which would be challenging at this time. However, in future budget cycles and contingent on the County's economic recovery as well as any federal relief received, such a partnership could be effective, particularly if leveraged with other non-County funding sources.

Los Angeles County America's Job Centers of California

The September 1, 2020, motion directed a review of the Workforce Development Alignment and Economic Development Optimization studies submitted July 2020, which responded to earlier motions on May 8, 2018, and February 4, 2019, as described above, and an analysis of the current structure and efficacy of the County's America's Job Centers of California (AJCCs) to provide recommendations for a more responsive structure considering the market pressures due to COVID-19 and the need to grow high road training partnerships and career pathways.

Throughout the project life of both the Optimization Report and Workforce Alignment Report, the CEO-EDD regularly provided updates to the WDB, which oversees WIOA programming and is responsible for developing the principles that guide solicitation of contractors to provide AJCC services. CEO shared the completed reports with the WDB.

In October 2020, the WDB formed the "Workforce System Modernization Workgroup" to evaluate services, outcomes, strengths, and weaknesses of the current AJCC workforce system and develop a framework for a new service delivery model. The workgroup is currently in the process of establishing guiding principles that will lead to development of a solicitation to secure the next round of workforce development services through the AJCCs. The principles will focus on high road training partnerships and career pathways, prioritize workers and employers disproportionately impacted by the pandemic and economic disruption, and foster utilization of metrics beyond WIOA indicators to measure efficacy.

As directed by the September 1, 2020, motion, CEO-EDD is in the process of engaging a consultant to assist with the efforts to analyze the current AJCC system in partnership with the WDB and provide recommendations for modernizing the system. The consultant's services would complement the work being undertaken by the WDB by providing an outside perspective and an evaluation of the efficacy of the current system. CEO-EDD is in discussions with a consultant to start work imminently. The CEO will submit a supplemental report by the end of May 2021 to provide an update on these efforts.

Alignment of Aging Services with the City of Los Angeles

WDACS and LADOA have developed a joint plan to align Area Agency on Aging (AAA) services within Los Angeles County. The AAA is dedicated to the health, independence, and well-being of older adults in Los Angeles County. A range of services (as mandated by the OAA) are provided that include meal services for older adults, family caregiver support services, legal assistance, supportive services and many others. These services

enable older adults to age gracefully in their homes and prevent premature institutionalization.

Currently, both LADOA and WDACS have separate AAA Area Plans, which are 4-year strategic plans that guide the delivery of AAA services in the respective jurisdictions, based on comprehensive assessments of the needs of older adults. The current Los Angeles County Area Plan runs from 2020-2024. The County and the City of Los Angeles launched a joint initiative in 2016 called Purposeful Aging Los Angeles (PALA), to build an age-friendly region. PALA includes livability domains, which are the key areas identified for enhancement to make the region more age friendly. The domains include Civic Participation/Employment, Communication and Information, Community Support and Health Services, Emergency Preparedness and Resilience, Housing, Outdoor Spaces and Buildings, Social Participation and Respect/Social Inclusion, and Transportation. LADOA and WDACS want to build on this joint initiative and develop a joint AAA Area Plan.

The City's LADOA and County WDACS submitted a joint letter in December 2020 to the California Aging Department (CDA) outlining their joint plan and requesting approval where necessary. CDA indicated their intent to review the letter and their desire to work with the County and City on this important effort. WDACS and the City will be working with the State in the coming months to begin implementing the areas outlined below. The Plan includes the following components that require State approval and/or guidance:

1. **Single AAA Area Plan for Los Angeles County:** WDACS and LADOA already held joint public hearings to develop their current 4-year (2020-2021) AAA Area Plans and they aligned the current plans around the PALA livability domains. As a logical next step, they are requesting CDA approval to submit one unified Area Plan for the next four (4) year cycle (2024-2028). WDACS and LADOA are using this cycle to align goals and objectives in preparation for submission of a comprehensive, joint four-year plan in 2024.
2. **Joint Procurement and Contracting:** Currently, the City and County contract with some of the same agencies to deliver AAA services, including the Elderly Nutrition Program, Legal Assistance, evidence-based health promotion services, and Long-Term Care Ombudsman. WDACS and LADOA are exploring whether there are opportunities to increase efficiencies in contracting and monitoring. These possibilities would require further review from CDA, as well as within the County and City.
3. **Data Sharing:** WDACS and LADOA are exploring alignment around data management and analytics, including possible adoption of shared performance metrics, sharing of client data, and utilization of a common data management system. They are seeking approval and guidance from CDA.

In addition, WDACS and LADOA are working closely on the following:

1. **Joint Advisory Commission Summit:** In 2021, WDACS and LADOA plan to launch an annual summit that will bring together the Los Angeles County Commission for Older Adults (LACCOA) and the City of Los Angeles Advisory Council. The purpose of the Annual Summit is to identify shared priorities for the two advisory bodies.
2. **Regional Funder's Table:** WDACS and LADOA are planning to convene a regional Funder's Table that will focus on older adults and adults with disabilities. The goal is to bring together leading philanthropic entities in the Los Angeles region and beyond to highlight critical areas of need. The Center for Strategic Public Partnerships will support this effort.
3. **Joint Stakeholder Engagement:** Preparing the Los Angeles region to meet the varied needs of a growing older adult population will require coordinating the efforts of key public and private stakeholders. WDACS and LADOA plan to re-engage the Aging Network, consisting of community-based organizations across the region that the County and City partner with to deliver aging services, and cities to identify shared priorities, challenges, and opportunities for enhanced collaboration.
4. **Shared Operations:** As WDACS and LADOA further align planning and services, they will explore various strategies to connect operations and staffing needs. Specific areas of exploration include colocation of offices and coordination around staffing assignments to achieve shared priorities, goals, and performance outcomes.
5. **Joint Digital Divide Initiative:** WDACS and LADOA are planning to launch a regional digital divide initiative in collaboration with private partners that will provide supports for affordable internet, devices, and tools to navigate safely online, and to address the telehealth needs of older adults.
6. **Older Adults Experiencing Homelessness:** WDACS and LADOA continue to work in collaboration with County and City entities on the development and implementation of targeted programming to address the aging of the homeless population in our region.

WDACS will continue to pursue the above until the successor agency is implemented, at which time that agency will continue the efforts.

CONCLUSION AND NEXT STEPS

The CEO recommends the phased approach as the best way to progress towards achieving the goals of optimized economic and workforce development services in the County and a greater focus and alignment of services for the aging population while allowing for minimal disruption to provision of these services and maximum flexibility in adapting to the fiscal hardships brought on by the COVID-19 pandemic.

As the CEO prepares to implement the phased approach upon Board direction, the CEO will continue to assess the fiscal health of the County and advise the Board on the most fiscally viable and programmatically sound path towards the establishment of the EWDD and the AD.







| Shared Administration Model - Phase I | | | | | | | | | |
|---------------------------------------|--------------|-------------------|--------------|---------------------|-------------------|--------------|-------------------------------------|-------------------|--------------|
| Existing WDACS Budget | | | | New Admin Positions | | | Revised WDACS "Shared Admin" Budget | | |
| | Admin Budget | Assistance Budget | Total Budget | Admin Budget | Assistance Budget | Total Budget | Admin Budget | Assistance Budget | Total Budget |
| 1 <u>Appropriation Summary</u> | | | | | | | | | |
| 2 Salaries & Employee Benefits | \$ 70,895 | \$ - | \$ 70,895 | \$ 6,690 | \$ - | \$ 6,690 | \$ 77,585 | \$ - | \$ 77,585 |
| 3 Services & Supplies | \$ 26,026 | \$ 115,906 | \$ 141,932 | \$ - | \$ - | \$ - | \$ 26,026 | \$ 115,906 | \$ 141,932 |
| 4 Other Charges | \$ 0,592 | \$ - | \$ 0,592 | \$ - | \$ - | \$ - | \$ 0,592 | \$ - | \$ 0,592 |
| 5 Capital Assets-Equipment | \$ 0,050 | \$ - | \$ 0,050 | \$ - | \$ - | \$ - | \$ 0,050 | \$ - | \$ 0,050 |
| 6 Total Financial Appropriation | \$ 97,563 | \$ 115,906 | \$ 213,469 | \$ 6,690 | \$ - | \$ 6,690 | \$ 104,253 | \$ 115,906 | \$ 220,159 |
| 7 Intra Fund Transfers | \$ (48,368) | \$ - | \$ (48,368) | \$ - | \$ - | \$ - | \$ (48,368) | \$ - | \$ (48,368) |
| 8 Net Appropriation | \$ 49,195 | \$ 96,937 | \$ 146,132 | \$ 6,690 | \$ - | \$ 6,690 | \$ 55,885 | \$ 96,937 | \$ 152,822 |
| 9 | | | | | | | | | |
| 10 <u>Revenue/NCC Summary</u> | | | | | | | | | |
| 11 Revenue | \$ 21,120 | \$ 71,813 | \$ 92,933 | \$ 0,880 | \$ - | \$ 0,880 | \$ 22,000 | \$ 71,813 | \$ 93,813 |
| 12 NCC | \$ 28,075 | \$ 25,124 | \$ 53,199 | \$ 4,363 | \$ - | \$ 4,363 | \$ 32,438 | \$ 25,124 | \$ 57,562 |
| 13 Other | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 14 Total Revenue/NCC | \$ 49,195 | \$ 96,937 | \$ 146,132 | \$ 5,243 | \$ - | \$ 5,243 | \$ 54,438 | \$ 96,937 | \$ 151,375 |
| 15 | | | | | | | | | |
| 16 <u>New Funding Needed</u> | \$ - | \$ - | \$ - | \$ 1,447 | \$ - | \$ 1,447 | \$ 1,447 | \$ - | \$ 1,447 |
| 17 | | | | | | | | | |
| 18 Budgeted Positions | 579.0 | 0.0 | 579.0 | 32.0 | 0.0 | 32.0 | 611.0 | 0.0 | 611.0 |

Footnotes:



1. Reconfiguration of office space would be needed for either the shared admin model or split departments.
2. The Shared Admin model assumes all appropriations and revenue from the EWDD and AD models other than the additional administrative positions in the EWDD and the additional S&S for those positions. This chart only shows the unfunded appropriations, which are the new programmatic positions for the EWDD branch, and the Supervising Administrator and support staff.
3. The Admin Budget Revenue in the New Admin Positions section is existing revenue at LACDA that covers some of the costs of the staff that would transfer, but more analysis is needed to identify more detailed sources of revenue, as LACDA braids many funding sources.

ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

Attachment II





LEGEND – Colored boxes represent new units or existing functions in County departments/agencies, shadowed boxes indicate units that will comprise existing positions and new positions. New:  New/WDACS:  WDACS:  CEO:  DCBA:  LACDA: 

For Phases: (1) Phase I is the first step that involves combining the elements of Economic and Workforce Development Department (EWDD) and Aging Department (AD) into a single entity with two respective branches that share a central admin unit. (2) Phase II is the initial split of the departments into EWDD and AD. (3) Phase III is the building of additional capacity and functions after standing up two separate departments.

| DIVISION/UNIT | FUNCTION | EXISTING COUNTY DEPT/AGENCY | PHASE |
|---|--|---|----------------|
| EXECUTIVE TEAM | | | |
| Director | This position has full responsibility for planning, organizing, facilitating, and directing all operations of the Economic and Workforce Development Department; including all programs, initiatives, and services necessary for the administration of workforce investment and economic development in accordance with federal, State, and County legislation and provisions. | New  | Phase I & II |
| Chief Deputy | Manages the day-to-day operations of the department. | | |
| ADMINISTRATION | | | |
| Admin Unit | Administration programs provide executive management and general administrative support and include budget planning and control, accounting, contract administration and monitoring, information technology, staff development, property and facilities management, procurement, human resources, timekeeping, and payroll services to the Department. | New/WDACS  | Phase II & III |
| Human Resources | Performs all personnel activities for the department including recruitment, examinations, hiring, staff development, and performance management. | | |
| Budget & Fiscal | Performs budget planning, accounting, payroll services and facilities management for the department | | |
| Information Technology | Maintains and adapts the department's information technology infrastructure. | | |
| Contracts | Performs contract administration and monitoring for the department. | | |
| ECONOMIC DEVELOPMENT DIVISION | | | |
| This division is committed to the promotion of economic development to stimulate business and job growth in the region and help lift economically disadvantaged County residents. The ED team looks to attract and retain businesses, expand and capitalize on international trade, and support the growth of strategic industry sectors. | | | |



ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

Attachment II

| DIVISION/UNIT | | FUNCTION | EXISTING COUNTY DEPT/AGENCY | PHASE |
|---|--|----------|--|--------------|
| Policy and Advocacy | This unit is responsible for developing policy positions and, working with the CEO's Legislative Affairs team, coordinates and leads L.A. County's advocacy on issues involving housing, community and economic development, land use, and international competitiveness. Also serves the long-term economic growth and development of the County through the implementation of specific Board directives, strategies and initiatives. | | Chief Executive Office  | Phase I & II |
| Public Private Partnership | Develops strategic partnerships with private sector and non-profit partners, conducts ongoing analysis of the County's assets to assist in post-pandemic recovery efforts and the development of affordable housing opportunities. | | New  | Phase III |
| WORKFORCE SERVICES | | | | |
| This division provides services that lead to successful transition into the workforce, training, and education. The program goal is to increase the self-sufficiency of persons residing in the County. | | | | |
| Employer Engagement and Key Initiatives | The Employer Engagement team offers employers services and assistance to attract, grow and retain a diverse workforce, to ensure the long-term prosperity of both workers and employers in Los Angeles. The team works closely with the WF Planning and Operations unit to connect well-suited workers with employment opportunities in growing industries. This unit also leads efforts in high road training partnerships and other specialized training initiatives, connecting and preparing workers for family-sustaining jobs with good career pathways. | | WDACS  | Phase I & II |
| Workforce Planning & Operations | This unit facilitates subsidized employment programs to provide training and development opportunities for new workers to prepare them to meet the needs of hiring businesses. Operations also administers LA County's America's Job Centers of California which provide job training and access to job search assistance at community-based neighborhood access points. | | | |
| Workforce Development Board | The Los Angeles County Workforce Development Board operates on behalf of the Los Angeles County Board of Supervisors to carry out functions mandated by the Workforce Innovation and Opportunity Act and provide 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. | | | |
| Workforce Strategy and Alignment | This unit leads the development of overall strategic direction and alignment of workforce development initiatives across the County and would work closely with the Workforce Development Board. This includes development and implementation of a specific | | New  | Phase III |

ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT

Attachment II

| DIVISION/UNIT | FUNCTION | EXISTING COUNTY DEPT/AGENCY | PHASE |
|--|--|---|--------------|
| | workforce alignment plan with measurable outcomes, as well as strategic direction to address the needs of the workforce post-COVID. | | |
| SMALL BUSINESS SERVICES | | | |
| This division seeks to strengthen small businesses and stimulate business creation by providing resources and support to revitalize, stabilize, sustain, and grow existing businesses, while also improving physical conditions of commercial properties and streetscapes. <i>The division combines the existing DCBA Small Business Services with LACDA's Renovate and Commercial Loans programs.</i> | | | |
| Business Improvement | This unit has two programs: one to create and retain jobs by providing access to capital for small and medium sized business in Los Angeles County. The other program provides façade improvements to commercial buildings in eligible business districts in unincorporated Los Angeles County. | LACDA  | Phase I & II |
| Small Business Services | Serves as the primary resource for small and community business enterprises to do business with the County. The SBS provides small and community business enterprises with technical assistance and information on contracting opportunities and small business programs with the County, regional cities, and the State and federal governments. Also provides a forum for small business outreach, education, and advocacy regarding governmental contracting. | DCBA  | Phase I & II |

AGING DEPARTMENT

Attachment III

For Phases: (1) Phase I is the first step that involves combining the elements of Economic and Workforce and Development Department (EWDD) and Aging Department (AD) into a single entity with two respective branches that share a central admin unit. (2) Phase II is the initial split of the departments into EWDD and AD.

| DIVISION/UNIT | | FUNCTION | EXISTING POSITIONS | PHASE |
|------------------------|--|----------|---|--------------|
| EXECUTIVE TEAM | | | | |
| Director | This position has full responsibility for planning, organizing, facilitating, and directing all operations of the Aging Department; including all programs, initiatives, and services necessary for the administration of Aging and Older Adult Services in accordance with federal, State, and County legislation and provisions. | | X | Phase I & II |
| Chief Deputy | Manages the day-to-day operations of the department. | | | |
| ADMINISTRATION | | | | |
| | | | X Most of the initial positions needed for the AD currently exist in WDACS and are assumed to be retained in the AD for this initial analysis. In addition, some existing positions are planned to be transferred from WDACS to EWDD. Meetings are ongoing with WDACS and CEO budget to determine final position count and required new positions for both the AD and EWDD, due to the split in Admin between two new depts. | Phase II |
| Human Resources | Performs all personnel activities for the department including recruitment, examinations, hiring, staff development, and performance management. | | | |
| Budget & Fiscal | Performs budget planning, accounting, payroll services and facilities management for the department. | | | |
| Information Technology | Maintains and adapts the department's information technology infrastructure. | | | |
| Contracts | Performs contract administration and monitoring for the department. | | | |

AGING DEPARTMENT

Attachment III

| DIVISION/UNIT | | FUNCTION | EXISTING POSITIONS | PHASE |
|---|--|----------|--------------------|--------------|
| AGING AND ADULT SERVICES | | | | |
| Area Agency on Aging Division | The Area Agency on Aging (AAA) is responsible for providing services and supports to all older adults 60 years and over. The AAA has oversight responsibility for 36 Older American Act programs, such as senior meals, legal assistance, and supportive services, that promote independent lifestyles for older adults. The AAA is responsible for 6 specialized programs for older adults as well and is responsible for the Purposeful Aging Los Angeles Initiative for the Los Angeles Region and the Los Angeles Commission for Older Adults, which is an advisory body that makes recommendations on the needs and services to older adults. | | X | Phase I & II |
| Adult Protective Services Program & Planning Division | The Adult Protective Services Program & Planning Division is responsible for the development of all policies and procedures used by APS Line Operations staff, as well as oversight of APS MOUs, contracts and other agreements, and legislative analysis. In addition, the division oversees specialized programs such as LA Found, New Freedom Transportation, Critical Delivery Services, Home Safe, Homeless Initiative: Strategy D5, training and outreach. | | X | Phase I & II |
| Adult Protective Services Field Operations Division | APS Line Operations management is responsible for the operation of the state mandated Adult Protective Services Program which is charged with providing crisis intervention services to vulnerable adults (18-64) and the elderly (65+) who have been reported as being subjected to abuse, neglect and exploitation. APS is a 24-hour, 365 day a week program consisting of 23 APS offices/units as well as specialized functions such as the APS Call Center, Governmental Inquiries and Response Unit and others. | | X | Phase I & II |
| COMMUNITY & SENIOR CENTERS | | | | |
| Community & Senior Centers | The Community and Senior Centers (14) provide services to County residents of all ages through partnerships with local community-based organizations, businesses, and other government entities. The Centers help to reduce the isolation faced by our elderly population; improve the health and well-being of our local communities; provide programming for youth and simplify access to information and services such as: income tax preparation; telephone reassurance, support groups, utility payment assistance and emergency food assistance. | | X | Phase I & II |