



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

**Wednesday, May 13, 2026
10:00 AM**

**Goodwill Southern CA - Auditorium
342 N. San Fernando Road, Los Angeles, CA 90031**

AGENDA

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

ACTION ITEMS

4. Consideration of the Minutes of September 10, 2025 Teri Hollingsworth
5. Receive and File the Meeting Notes of March 18, 2026 Teri Hollingsworth

ADVISORIES/DISCUSSIONS/PRESENTATIONS/REPORT-BACKS/UPDATES

6. Lead Sector Strategy Update and Round Table Findings Nancy Twum-Akwaboah
7. Performing Arts & Spectator Sports Sector Strategy Update Imran Mumtaz
8. Economic Development Small Business Programs Presentation Fred Jackson
9. Employer Satisfaction Evaluation Update Anthony Kim
10. Next Meeting: August 19, 2026
11. Adjourn
12. Business Services, Marketing and Resource Development Committee: Chair Teri Hollingsworth, Kenya Croom, David Ford, LaShondra Mercurius, Casey O'Neill, Steven Simon

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4.

DATE: May 13, 2026
TO: Workforce Development Board (WDB)
FROM:
SUBJECT: Consideration of the Minutes of September 10, 2025

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 4 - DRAFT WDB_BSMRD Meeting Notes- 09.10.2025

CITY OF LOS ANGELES
WORKFORCE DEVELOPMENT BOARD
BUSINESS SERVICES, MARKETING AND RESOURCE DEVELOPMENT
COMMITTEE MEETING
Wednesday, September 10, 2025
10:00 A.M. – 12:00 P.M.
GOODWILL SO. CA - AUDITORIUM
342 NORTH SAN FERNANDO ROAD, LOS ANGELES, CA 90031

MEETING NOTES

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

1. Call to Order/Roll Call – Teri Hollingsworth called the meeting to order at 10:16 a.m., unofficially, as no quorum was present.
2. Declarations of Conflict of Interest – None
3. Public comments on Non-Agenda Items – None
4. Consideration of the Minutes of April 2, 2025 – Tabled as no quorum was present

ADVISORIES DISCUSSIONS/PRESENTATIONS/REPORT BACKS/UPDATES

5. Overview of Business Services Committee

Hannah Lee, WDB Executive Director gave a PowerPoint presentation regarding the purpose and goal of the committee: to drive innovation and impact by fostering employer partnerships aligning workforce and economic initiatives and enhancing the visibility of workforce services.

Consistent with the Five-Year Strategic Plan the goal is to connect 50,000 Angelenos into high-quality, living-wage jobs, registered apprenticeships, and paid work experiences and training by 2030.

Hannah also discussed establishing Sector Coalitions to integrate economic and workforce development and strengthen collaboration among employers, workforce providers, training institutions, and the City to meet high-growth sector needs. The coalitions will also support registered apprenticeship programs to address skills gaps through paid, hands-on training. Additionally, Hannah said that the Los

Angeles Workforce Infrastructure Network (LAWIN) Initiative, will prepare the City's Workforce Development System to meet workforce demand created by federal infrastructure investments.

6. Discussion of Sector Coalition Prioritization criteria and recommendations for launch

Nancy Twum- Akwaboah, WDB Deputy Director presented on sector coalition prioritization criteria and recommendations. She outlined the following criteria for selecting priority sector coalitions: industry growth rate, potential job creation, industry competitiveness, current employment size, and alignment with Federal, State, and regional partners. Nancy said that a scoring rubric and a formula were utilized to help determine the five sector targets that are being considered: Biosciences, Construction, Healthcare and Social Assistance, Performing Arts, Spectator Sports and Related Industries, and Transportation.

Final Sector Scores – growth x weight = final score

Two recommended sectors for prioritization were identified: 1) Healthcare & Social Assistance, and
2) Performing Arts, Spectator, Sports and Related Industries

7. Verbal Update on the Economic and Workforce Development Department's Employer Services Work

Gerardo Ruvalcaba , EWDD Assistant General Manager, presented **Items 7 and 8** jointly, noting that under the leadership of Carolyn Hull, the department's goal is to align economic development with workforce development and better connect employers with job seekers. He highlighted that Los Angeles has the second-largest city economy in the country, after New York City, while Los Angeles County has the largest GDP among U.S. counties. The City's Department of Finance reports more than 150,000 registered businesses in the city.

The department is focused on supporting major employers and emerging businesses through workforce and business services. Workforce services include recruitment assistance and job placement support, while business services include technical assistance, access to capital through loan packaging, entrepreneurial training, and legal services. Staff from WorkSource Centers coordinate with BusinessSource Centers to provide services and conduct outreach to over 95,000 businesses annually, with more than 300 employers enrolling in programs. It was noted that while the department connects businesses and service providers to

expand networks, there is currently no consolidated marketing plan, presenting an opportunity for improvement.

Discussion also focused on improving employer engagement and satisfaction. The department is proposing the development of employer satisfaction surveys, in addition to job seeker feedback, to better evaluate services provided under the Workforce Innovation and Opportunity Act (WIOA). Efforts are also underway to strengthen collaboration with Los Angeles County Workforce Development Boards and the Los Angeles Community College District, as well as to develop a marketing campaign to promote WorkSource Centers, business services, and resources available through the California Employment Development Department. A procurement process is in progress to support the development of employer satisfaction assessments and improve regional employer engagement.

LaShondra Mercurius asked about evaluation of job and resource fairs and suggested the possibility of holding joint events with Los Angeles County. Mr. Ruvalcaba responded that the department is working on implementing a Customer Relationship Management (CRM) system to improve communication and coordination with employers. He noted recent collaborations, including job fairs conducted with Phillips 66 and partnerships with the County and the South Bay Workforce Investment Board.

Board members also discussed the need for stronger business development efforts and whether a dedicated department or consultant should focus on strategic business engagement. Ms. Hull noted that the department currently supports several business incubators and works directly with businesses through place-based economic development initiatives, including JEDI Zones. These efforts involve coordinating with BusinessSource Centers and WorkSource Centers to address local business needs. She also noted collaboration with PACE Finance Corporation to offer low-interest loans to businesses located within the JEDI Zones.

8. Verbal Update on adding Employer Satisfaction component to Consultants Services to Workforce System
9. Presentation on the Apprenticeship Hub

The Goodwill So CA Team consisting of Jorge Marquez, Chief impact Officer, Gaby Goetz, Senior Director, Kassandra Aguilera, Associate Director, and Alex Hussain, Consultant, New Way Solutions co-presented on the Apprenticeship Hub.

They shared the City of LA Objectives to:

- Establish a blueprint for a regional Registered apprenticeship Hub that fosters collaboration among key stakeholders

- Create a centralized apprenticeship web platform to connect job seekers with opportunities and resources, and
- Develop at least one registered apprenticeship in a high growth sector

There are twelve Partners and Collaborators but not all have been funded.

Additionally, an outline of the Scope of Work, and the deliverables for the two-year project period were identified.

10. Discussion of WDB Communications, Marketing and Brand Strategy Procurement

Danielle Martinez, WDB staff presented a Powerpoint presentation on Communications, Marketing and Brand Strategy Procurement. She shared the importance of a brand strategy and gave a strategy overview and identified key deliverables. She also shared next steps, and a timeline.

Committee members were asked what tools they would like to see included in the Committee WDBs communications and brand strategy: they shared the following:

Teri – social media, podcast

Casey- taglines that stick in folks minds, “hire local”, QR Codes that link to something; video content (clickable address, that leads to a map)

Tammy – who is our audience. They talk about impact in a big way.

LaShondra – TikTok, the real-life experience.

Casey - suggested the creation of an App for workforce

11. Adjourn: Teri Hollingsworth adjourned the meeting at 12:00 p.m.



5.

DATE: May 13, 2026
TO: Workforce Development Board (WDB)
FROM:
SUBJECT: Receive and File the Meeting Notes of March 18, 2026

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 5 - MEETING NOTES_WDB_BSMRD_COMM_MTG_03.18.2026

CITY OF LOS ANGELES
WORKFORCE DEVELOPMENT BOARD
BUSINESS SERVICES, RESOURCE AND MARKETING DEVELOPMENT
COMMITTEE MEETING
GOODWILL SOUTHERN CA – AUDITORIUM
342 NORTH SAN FERNANDO ROAD, LOS ANGELES, CA 90031
MARCH 18, 2026
10:00 A.M – 12:00 P.M.

MEETING NOTES

MEMBERS PRESENT: Teri Hollingsworth, David Ford

1. Call to Order – Unofficial call to order at 10:17 a.m.

WDB Deputy Director Nancy Twum-Akwaboah called the roll and confirmed the presence of two members noting that no quorum was established, the session proceeded as an informal, non-action meeting.

2. Declarations of Conflict of Interest - None
3. Public Comments on Non-Agenda Items – None

ACTION ITEMS:

4. Consideration of the Minutes of September 25, 2025 – Tabled due to the lack of a quorum.

ADVISORIES/DISCUSSIONS/PRESENTATIONS/REPORT-BACKS/UPDATES:

5. Lead Sector Strategy Progress Presentation

Laura Huffman delivered a Lead Sector Strategy presentation. The presentation outlined development of a Sector Partnership Playbook to align employers, training providers, and workforce centers across eight target sectors. Discussion focused on workforce development goals, career pathways, affordability, AI and automation impacts, workforce barriers, and sector-specific resource needs. The Playbook will provide tools for sector partnerships, labor market analysis, employer engagement, and performance tracking.

6. Employer Services and Rapid Response Midyear Presentation

Anthony Kim, EWDD Rapid Response Unit, delivered an Employer Services and Rapid Response midyear presentation. The Economic and Workforce Development Department's Employer Services Unit (ESU) continues to strengthen the City of Los

Angeles workforce system by expanding employer partnerships, increasing job opportunities, and providing strategic workforce services. During PY 2025-26 Q1 and Q2, the WorkSource Center system exceeded mid-year goals in employer customers served, business services delivered, and referrals to BusinessSource Centers, with healthcare, education, hospitality, and construction among the top industries utilizing services. The Rapid Response program also played a critical role in assisting businesses and workers impacted by layoffs and closures by providing orientations, job readiness support, and reemployment resources at no cost. More than 70 WARN notices were received during the program year, with significant impacts in the healthcare sector and the Phillips 66 refinery closure, prompting extensive collaboration, outreach, and workforce support activities. Additionally, layoff aversion efforts in partnership with LAEDC continued to support at-risk businesses and help prevent employee job loss and reductions in work hours.

7. Employer Satisfaction Evaluation Update

Elizabeth Macias, EWDD Planning and Research Unit, presented an update on the Employer Satisfaction Evaluation initiative, which aims to systematically measure and improve employer satisfaction with the City's Workforce System. The Board approved the addition of Employer Satisfaction as a new category in the annual WorkSource Center performance evaluation, and KPMG was selected to conduct the evaluation under a 12-month contract from March 2026 to March 2027. The evaluation will include employer satisfaction surveys, interviews, roundtables, and analysis of employer engagement across the City's workforce system, with at least 30 employers evaluated per WorkSource Center. KPMG will also identify untapped employers and provide recommendations to increase employer participation in key industry sectors. EWDD will finalize the contract and timeline, and KPMG is expected to present its implementation plan and gather survey input at the May 13, 2026 Business Services Committee Meeting.

8. Next Meeting: May 13, 2026

9. Adjourn – Meeting concluded at 11:47 a.m.



6.

DATE: May 13, 2026
TO: Workforce Development Board (WDB)
FROM:
SUBJECT: Lead Sector Strategy Update and Round Table Findings

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 6 - PRESENTATION_Summary of CivSol Findings _for 5_13 PO BSMRD_2sl

Lead Sector Strategy Update and Roundtable Findings

May 13, 2026

Business Services, Marketing & Resource Committee



1

Sector Partnership Playbook

Purpose

- To serve as a shared operating model across all 8 priority sectors.

Opportunity

- Ground the playbook in the realities of how the workforce system operates today across employers, training providers, community-based organizations, and public workforce infrastructure.



2

What is the Playbook Intended to do?

Align employer demand, training supply, and public investment

Reduce fragmentation across programs and partners

Establish shared expectations and accountability

Accelerate progress toward the City's goal of 50,000 quality jobs



3

ROUNDTABLE DISCUSSIONS & INSIGHTS



4

Stakeholders in the Room

WSC & YSC Operators	Employers & Business Leaders	Training/Educators & Workforce Partners
Business Service representatives	Key employers across priority sectors	LAUSD, LACCD and LARC
YouthSource Center representatives	Chamber representatives	Labor partners
	Economic development organizations	Community-based organizations and workforce partners



5

Roundtable Discussion Topics

WSC & YSC Operators	Employers & Business Leaders	Educators & Workforce Partners
<ul style="list-style-type: none"> • How sector strategies connect to WSCs & YSCs • What operators need to connect job seekers to sector pathways effectively • Opportunities to improve coordination and outcomes 	<ul style="list-style-type: none"> • Understanding what employers need from the workforce system • What would make employer engagement worth your time • Practical considerations for partnership design 	<ul style="list-style-type: none"> • Understanding what employers need from the workforce system • Scaling pathways that connect training to careers • Building a more connected training ecosystem



6

Concerns Raised

Key Insights

- Employers are not directing priorities
 - Unclear employer messaging on workforce system's value
 - No clear, actionable sector direction in operator and training (ETPL) ecosystem
-
- Work-based learning (WBL) is not systematized across sectors
 - The system is not measuring participant-related targets, not intended outcomes
-
- Stakeholders support the sector partnership approach, but raise capacity and expertise concerns
 - Sustaining sector partnerships over time



7

IMPLICATIONS FOR THE PLAYBOOK



8

Addressing the Roundtable Insights

CONCERNS

- ❑ Employers are not directing priorities
- ❑ Unclear messaging re: the value for employers participating in the workforce system
- ❑ No clear, actionable sector direction in operator and training (ETPL) ecosystem



SOLUTIONS

- ❑ Help establish a workforce system that strengthens how sector leads build ongoing, trusted-based employer relationship
- ❑ Strengthen connections between training completion and job placement



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Addressing the Roundtable Insights - cont.

CONCERNS

- ❑ Work-based learning (WBL) is not systematized across sectors
- ❑ The system is measuring participant-related targets, not intended outcomes



SOLUTIONS

- ❑ Build WBL into the system as a standard, scalable practice
- ❑ Acknowledge performance measurement challenge and give sector leads/operators guidance for navigation



10

Addressing the Roundtable Insights - cont.

CONCERNS

- ❑ Stakeholders support the sector partnership approach, but raise capacity and expertise concerns
- ❑ There is not yet a clearly defined model for how this function will be resourced and supported across multiple sectors over time.

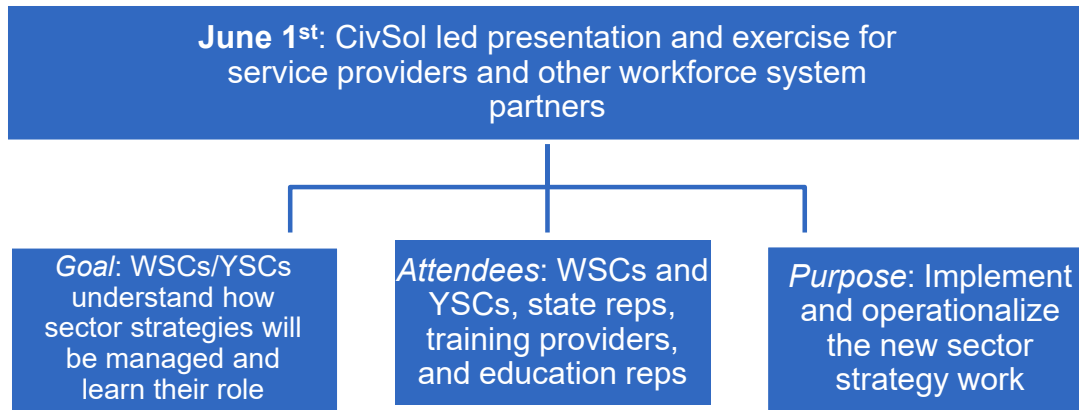


SOLUTIONS

- ❑ Emphasize prioritization, sequencing, staffing and supporting the model
- ❑ Clearly define the sector leadership function; provide guidance on different delivery models
- ❑ Emphasize sustaining sector partnerships requires dedicated, ongoing ownership, regardless of structure

NEXT PHASE

What comes Next?



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QUESTIONS?



14



7.

DATE: May 13, 2026
TO: Workforce Development Board (WDB)
FROM:
SUBJECT: Performing Arts & Spectator Sports Sector Strategy Update

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 7 PRESENTATION_LAEDC - Performing Arts & Spectator Sports - Key Findings - 051326_2sl

LAEDC LOS ANGELES COUNTY
ECONOMIC DEVELOPMENT CORPORATION
Collaboratively Advancing Growth and Prosperity for All

Performing Arts & Spectator Sports Sector Strategy

Key Findings Across Employer Research, Labor Market Intelligence, and WorkSource Center Analysis

May 13, 2026



1

LAEDC LOS ANGELES COUNTY
ECONOMIC DEVELOPMENT CORPORATION
Collaboratively Advancing Growth and Prosperity for All

Programmatic Updates

2

Scope of Work



- LAEDC was engaged by EWDD to develop a sector strategy for Performing Arts & Spectator Sports.
- The work thus far has focused on research, employer outreach, and initial system design recommendations.
 - 25+ employer interviews and group discussions across performing arts and spectator sports employers and adjacent industry partners.
 - 11 WorkSource Center consultations assessing current sector engagement and system gaps.
- Scope of work now transitioning into industry <> City convenings focused on continued solutions development and design with supporting LAEDC reporting.

3

How Workstreams Are Progressing



Workstream	Jan	Feb	Mar	Apr	May	June	July	Aug
20 employer interviews (CEO / ED / HR Leader)			★					
Qualitative sector brief on employer interviews				★				
Quantitative Labor Market Intelligence Report				★				
WorkSource Center engagement interviews and report				★				
20 employer guidance sessions (CEO / ED / HR Leader)					★			
Two sector convenings (employers, unions, CBOs, EWDD)					★		★	
Draft strategy report (hiring, equity, credentials, recs)					→	★		★
Feasibility Memo					→	★		
Curriculum report and employer user journey map						★		
Fully completed CRM (all employers, notes, access)				★				★

★ Estimated Completion Date → Pushed Out Completion Date ← Sped Up Completion Date

4

Industry Research

5

Labor Market Intelligence Findings



- **46,774 jobs** in the City of LA (2024)
 - **56.1% of all County industry employment**, outpacing County growth over decade (36.1% vs. 22.1%)
- Long-term gains led by *Independent Artists, Agents & Managers, Promoters with Facilities, and Sports Teams & Clubs*.
 - Top ten occupations account for **~48% of industry employment**.
 - *Promoters without Facilities* and *Musical Groups* declined over the same period; potentially reflecting importance of physical space to economic viability.
- **Real wages declined 15.9%** despite employment growth; job counts recovered stronger than payroll compensation over same time period.
- **40% of City jobs are self-employed**; employer-based workforce skews younger, more male, and less racially/ethnically representative than the County (e.g., Hispanic workers at 24% vs. 40% countywide)
- Projected growth through 2030 concentrated in creative roles (e.g., *Fine Artists, Writers, Craft Artists*) and event-support roles (e.g., *Ushers, Security Guards*); pointing to a bifurcated labor market
- No single education-to-employment pipeline.
 - Sector spans stepping stone, middle-skill, and elevated occupations.
 - Traditional workforce programming does not fully capture how careers develop

6

How The Sector's Workforce Is Structured



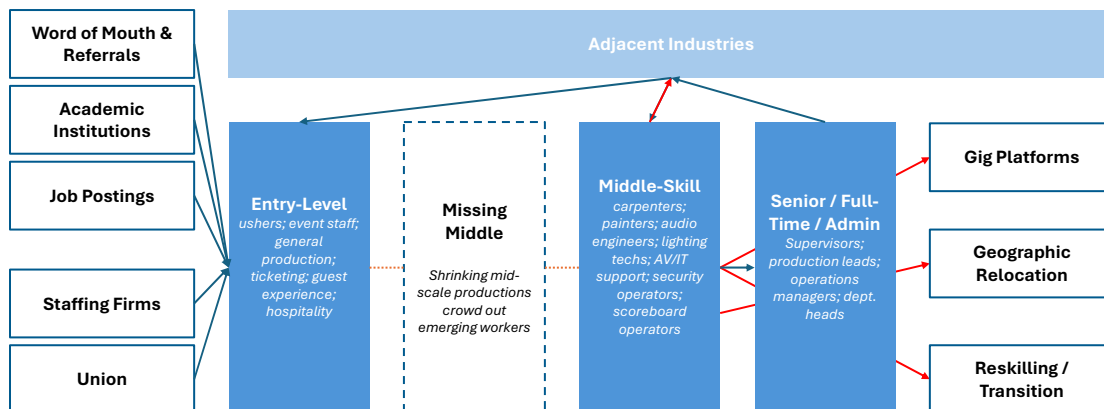
A defining feature across both sub-sectors is the presence of a **small permanent core** supported by a much larger, fluid layer of **part-time, seasonal and project-based workers**.

	Entry Level	Middle Skill	Administrative & Specialized
Roles	Ushers, guest experience, box office, parking attendants, general event staff	Carpenters, scenic painters, audio engineers, lighting techs, security operators, AV/IT support, scoreboard operators	Development, fundraising, marketing, finance, HR, analytics, studio production, legal
Key Dynamics	No formal credential required. Soft skills are the primary hiring criteria. Largely seasonal.	Requires technical competency + years of on-the-job experience. Shared regional talent pool with employers tapping same group.	Often full-time salaried. Compensation lags significantly behind corporate equivalents. Low attrition limits mobility.
Scale Example	1,400+ part-time event-day staff at a major arena; 9,000+ active workers through one firm during peak season	500 overhire workers at peak per season at a mid-size regional theater	20 – 80 permanent staff at most performing arts orgs; 100 – 300 full-time at sports venues
Opportunity	High	High	Low

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How Workers Enter, Move, and Exit The Sector



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Key Findings From Employer Interviews



Hiring is dominated by informal networks

- 60%+ of overhire recruitment comes through personal networks.
- No centralized entry point exists; workers without connections face a structural access barrier regardless of skill.

Attitude beats credentials and past experience

- Degree requirements removed across most roles shifting expectations.
- Employers screen for reliability, sector passion, and interpersonal readiness, with no shared standard for what 'job-ready' means.

The missing middle is real and limits upward mobility

- No functional tier exists where workers build skills between entry level and senior roles.
- Mid-scale productions, which have historically been the training ground for this level, are shrinking, creating a development bottleneck.

Employer financial strain is a structural threat limiting hiring

- Performing arts orgs report declining philanthropic giving (compounded by LA wildfires), post-pandemic programming cuts, and rising costs
- Factors are driving a 'negative feedback loop' pushing talent out of industry, region, or both.

The hidden careers problem limits the size of the candidate pool

- Workers in adjacent industries have directly applicable skills but don't know these careers exist or that they qualify.
- A core barrier for this group of talent is awareness of opportunities, not skill.

City workforce resources are largely unknown even when relevant

- Most employers had never engaged EWDD programs or resources.
- Non-engagement reflects visibility barriers, not irrelevance.
- Where partnerships existed, they were relationship-driven and stable, but collapsed at staff turnover.

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Critical Skill Shortages



Performing Arts

- Costume / Tailoring / Wig Making**
 - Skilled suit makers earn \$40+/hr.
 - Fewer people pursuing these specialties and able to train.

Critical
- Scenic Painting**
 - Sharpest shortage of any department at most companies.
 - Competitive pay required; candidate pool shrinking.

Critical
- Audio Engineering**
 - Workers leave LA or transition out as they upskill.
 - Role doesn't pay a living wage as seasonal work.

High
- Stage Rigging**
 - Safety certifications required and serve as barrier to entry.
 - No accessible pathway at scale and limited transferability.

High
- Set Construction**
 - Rising material costs pushing organizations toward simpler productions and reduce demand.
 - Transferrable talent not exposed to opportunities.

High

Spectator Sports

- Event-Day Supervisors & Logistics**
 - Requires repeated major-event exposure and longer tenure.
 - Formal training isn't sufficient; limiting external hire value.

Critical
- Entry-Level Retention**
 - Gig platforms (e.g., DoorDash) offer comparable pay and greater flexibility.
 - No-show rates are rising and assessment of talent is becoming more difficult.

Critical
- Broadcast & AV Technical Roles**
 - Finite regional pool that experiences competing demand.
 - Overlapping seasons and major events risk talent shortage.

High
- Cybersecurity / Data Analytics / Technology**
 - Direct competition with more attractive tech sector.
 - Sports orgs use culture as value proposition, but see mixed results depending on audience.

High

Across the sector, employers compete for the same finite regional talent pool with pressure compounding during overlapping seasons.

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Employer Perspectives

11

What Employers Need From The WDS



Centralized Sector Coordination Hub

- LA's performing arts and spectator sports ecosystems are fragmented vs. other cities.
- Opportunity exists for a single institutional "holder" of employer workforce coordination.

Payroll Subsidies (e.g., OJT, Work Experience Programs)

- Employers are willing to develop talent and support on-the-job learning but cannot fund positions effectively.
- OJT and other similar programs can be valuable here, but lack of awareness and ease of implementation limit adoption.

Transferrable Skill Mapping & Outreach

- No developed mechanism for WorkSource Centers to inform and guide adjacent industries about transferrable opportunities.
- Employers lack capacity to support education and outreach beyond immediate candidate pool.

Structured Apprenticeship & Earn-And-Learn Pathways

- Employers interested in supporting more early-career and next-gen talent in accessing industry opportunities.
- Potential to replicate existing apprenticeship and internship models that already work (e.g., Broad, Getty).

Pre-Employment Soft Skill Coaching & Standards

- WorkSource Centers are well-positioned to deliver workplace readiness preparation employers value but can't provide.
- No shared sector standard for 'job-ready' currently exists at scale, and so employers struggle to access a sustainable pipeline of talent that meets core job requirement.

Physical Space Support (e.g., Transportation, Hiring Sites)

- Consistent and reliable transportation to venues and job sites is single biggest barrier for event staff across employers.
- Also, space for large-scale hiring activities (especially for rapid, ramped hiring efforts) is difficult to access.

12

WorkSource Center Analysis

13

Where WorkSource Centers Are Coming Up Short



Sector not a WDS priority and it shows in operation

- Performing arts and spectator sports are absent from center priority industries.
- No structural incentives or direct sector knowledge exist to drive effective employer engagement.

Relevant subsidy tools are underutilized and underleveraged.

- OJT, Work Experience Programs, and other existing and potential subsidized placement programs are largely unknown in the sector.
- Approval timelines and logistics further deter use; lack of relationship with employers also limits likelihood of adoption.

Process is losing to other hiring platforms

- WDS process is perceived as too slow or burdensome and absence of relationship only furthers that.
- Business services interactions are largely reactive rather than proactive, which limits impact of system.

Employer relationships are personal, not institutional

- Every lapsed employer partnership traced directly to staff turnover.
- When the contact leaves, the relationship resets to zero with no institutional continuity.

No shared candidate readiness standard across centers

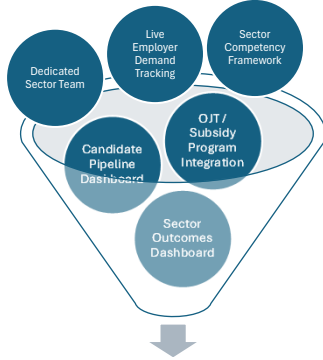
- Soft skills assessment exists but is inconsistently applied and / or communicated to employers at scale.
- Employers that do work with WorkSource Centers receive inconsistent candidate quality depending on which center refers or how needs have been communicated..

Intake is not sector-calibrated or considerate of nuance.

- Standard BNA does not capture nuanced sector data (e.g., event cadence, contractor structure, etc.), which limits adoption.
- Employers lack time and capacity to go back and forth on data needs and require it more upfront to use supports.

14

Sector-Specific Referral System Recommendations



Successful Referral System

The recommended system is organized around the six strategies of the Talent Pipeline Management (TPM) framework — a demand-driven, employer-led model developed by the U.S. Chamber of Commerce Foundation. LAEDC brings trained TPM capacity to this engagement.

Dedicated Sector Team

- 2–3 BSRs at EWDD level own all employer relationships across the network.
- Relationships survive staff transitions because they are institutional.

Live Employer Demand Tracking

- BSR-maintained demand feed captures role types, volume, and seasonal surge
- Updated at every employer touchpoint, visible to anchor centers in real time.

Sector Competency Framework

- Roles defined by dynamic employer-validated competencies, not stale job titles.
- Standard and framework is applied consistently across centers and employers.

Candidate Pipeline Dashboard

- Visibility into talent supply by readiness level and skill profile.
- Surfaces adjacent-industry workers with transferable skills for targeted outreach.

OJT / Subsidy Program Integration

- Available EWDD programs surfaced at point of employer engagement.
- Linked specifically to candidate profiles; not separately after intake.

Sector Outcomes Dashboard

- Tracks referrals, placements, placement rate by employer type and program, and employer re-engagement rate for EWDD reporting and system adaptation.

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Questions



8.

DATE: May 13, 2026
TO: Workforce Development Board (WDB)
FROM:
SUBJECT: Economic Development Small Business Programs Presentation

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 8_EDD Master PPT_5.5_2sl

Economic Development Division



1

Our Mission

The Economic Development Division offers services to business owners and developers either directly or through our network of service provider agencies. The Department strives to improve the economic climate of Los Angeles through the provision of financing, technical assistance, training, and business programs. These services help local businesses grow and provide living wage jobs for LA workers while also offering high-quality goods and services to underserved communities.



2

Key Small Business Needs in Los Angeles

Small businesses needs centers around lowering operational barriers such as streamlining permitting, expanding financing access, and supporting technology adoption while also reinforcing the stability of neighborhood business ecosystems, including commercial affordability, workforce retention, and consistent foot traffic.

	<p>Workforce & Labor</p> <ul style="list-style-type: none"> • Workforce Stability • Upskilling + Training • Affordable Housing Linkages 		<p>Regulatory & Administrative</p> <ul style="list-style-type: none"> • Streamlined Permitting • Compliance Navigation • Language & Cultural Accessibility 	
<p>Financial</p> <ul style="list-style-type: none"> • Access to Flexible Capital • Commercial Affordability • Procurement & Contracting Access 		<p>Digital & Operational</p> <ul style="list-style-type: none"> • Technology Adoption • Customer Base Expansion • Business Continuity Planning 		<p>Place-Based & Community Needs</p> <ul style="list-style-type: none"> • Foot Traffic Recovery • Protection from Displacement • Community Anchoring

3







BusinessSource Centers

Free business services for business owners and resident entrepreneurs.

BusinessSource Centers (BSC) provide startup ventures and current small business owners with various cost-effective tools to make their business a success. Through these tools, small businesses can grow and remain competitive within the City of Los Angeles.

CDBG

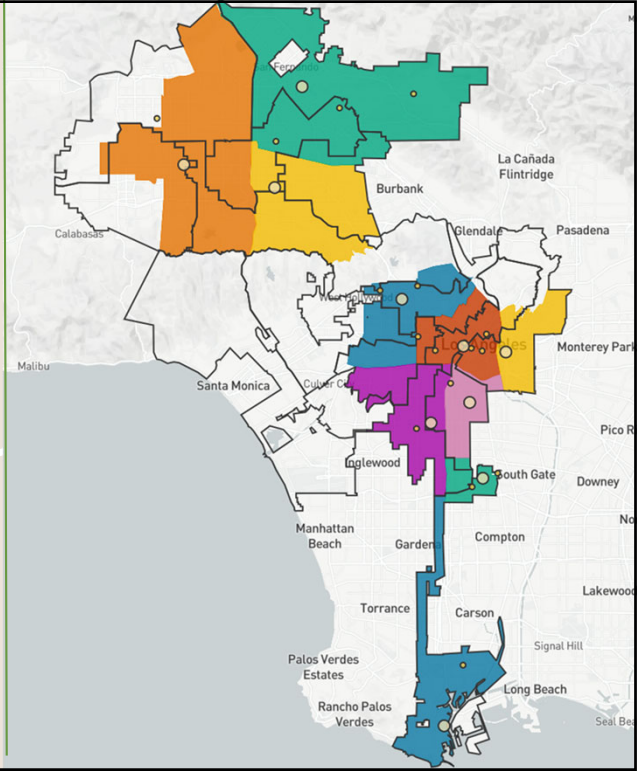


 <p>One-on-One Consulting dedicated coaches and consultants to assist with specific business needs</p>	 <p>Entrepreneur Training Program (ETP) strategic and comprehensive business training for start-ups</p>	 <p>Access to Capital financial sources for expanding operations and overall business health</p>
 <p>Business Education, Training and Workshops educational courses for developing, managing and growing a business</p>	 <p>Employee Hiring/Work Force Development assisting employers with job retention and training, as well as job creation</p>	 <p>Economic Incentive and Development Programs programs to support local businesses and revitalize distressed urban communities</p>

4

BSC Service Areas

-  BSC Main Offices
-  BSC Satellite or Alternate Locations
-  LA City Council Districts
-  Southeast LA BSC Service Area (CRCD)
-  Watts BSC Service Area (VSEDC)
-  East LA BSC Service Area (NEW)
-  North Valley BSC Service Area (ICON)
-  Harbor BSC Service Area (MCS)
-  Pico-Union/Westlake BSC Service Area (PACE)
-  South Valley BSC Service Area (ICON)
-  South LA BSC Service Area (VSEDC)
-  Hollywood BSC Service Area (PACE)
-  West Valley BSC Service Area (MCS)



5



BusinessSource Center (BSC) Numbers

Program Year 51
(7/1/2025 - 6/30/2026)*

SERVICE RESULTS ACTIVITY	GOAL	ACTUAL	% COMPLETE	DESCRIPTION
Businesses Outreached	2750	4682	170%	Businesses reached through in-person + virtual outreach activities.
New Clients Enrolled	916	1409	154%	Businesses enrolled in the BSC program.
Events/Trainings	458	619	135%	Events and Trainings for businesses.
Loans Packaged	320	726	227%	Businesses for which a loan package was prepared by a BSC.
Procurement: RAMPLA Registrations and/or certifications assistance	184	283	154%	Assistance to bring awareness and facilitate participation in procurement opportunities.
Referrals: Workforce Development (WSC)	92	98	107%	Referrals to WSCs for businesses to learn about services.
ECONOMIC RESULTS ACTIVITY	GOAL	ACTUAL	% COMPLETE	DESCRIPTION
Jobs Created / Retained	460	424	92%	Services and technical assistance to aid in the creation and/or retention of jobs.
New Businesses Launched	182	272	149%	Assistance provided to entrepreneurs to launch a business.
Capital Infusion	\$16,041,666	\$25,846,609	161%	Loans, grants, lines of credit and other access to capital secured by the business with BSC assistance.

*Data through April 30, 2026



6

JEDI ZONES

Jobs & Economic Development Incentive Zones

JEDI Zones offer various no cost economic incentives and programs to qualified businesses located within JEDI Zones to create economic development and growth in historically underserved areas.

Creating economic equity by promoting and expanding local businesses.

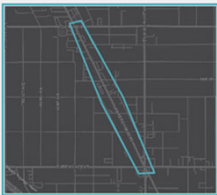
The City of Los Angeles Jobs and Economic Development Incentive Zones (JEDI) Program provides economic development incentives for underserved areas that experience persistent unemployment and underemployment, low and moderate household income earnings, and neighborhood instability.

		
Access to Capital	Compliance Assistance	Permit Fee Reduction
		
Employer Connection	Microloan fee & Interest Reduction	Priority Support

General Fund, ARPA, CDBG

7

Approved JEDI Zones



CD2 Lankershim Blvd Corridor



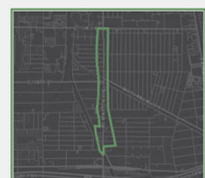
CD3 Canoga Park on Sherman Way



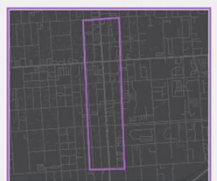
CD9 Goodyear Tract



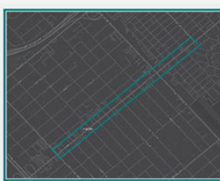
CD13 Hollywood Blvd



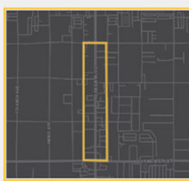
CD15 Watts Site on Wilmington Ave



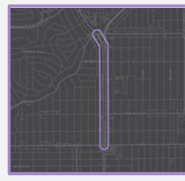
CD15 Wilmington Site on Avalon Blvd



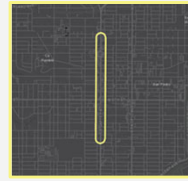
CD7 Van Nuys Blvd



CD 4 Reseda Blvd



CD8 Crenshaw Blvd



CD15 San Pedro Site on Pacific Ave

As of January 2023

8



JEDI Zones Program

JEDI Zones	Cumulative YTD
# of Businesses Enrolled in JEDI Zone	247
# of Businesses in Compliance Assistance Program	16
# of Businesses referred to Access to Capital	138
Access to Capital Dollar Volume	\$1,371,360
# of Permit Fee Reductions Referrals	75
Permit Fee Reduction Dollar Volume	\$36,357
# of Employer Connect Referrals	61
# of Façade Improvements Projects In Progress	52



9



Pic: 3rd generation owners of Harold and Belle's, open since 1969

Legacy Business Program

Preventing historic businesses in Los Angeles neighborhoods from closing their doors.

Legacy businesses help to define Los Angeles's identity – as well as the differentiated identity of local communities within the City. When a business that has operated for decades suddenly closes, it can generate a sense of cultural displacement and loss within its community. The Legacy Business Program identifies and designates businesses for the purpose of providing recognition, assistance, and guidance to ensure that their doors remain open for future generations to come.



ARPA, General Fund

10



Los Angeles Legacy Business Program

733

Registered Legacy Businesses

Number of Employees

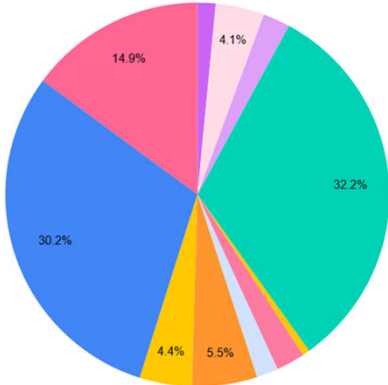
1-5	60.7%
6-19	30.1%
20-50	8.2%
51-100	0.6%
Over 100	0.3%

Breakdown of Demographics

Minority-Owned	80%
Woman-Owned	48%
Family-Owned	57%
Generational-Owned	24%
Low Income Community	70%

38.6

Average Years In Operations



Breakdown by Industry

- 21-23 Construction
- 31-33 Manufacturing
- 42 Wholesale Trade
- 44-45 Retail Trade
- 48-49 Transportation & Warehousing
- 51-53 Information & Finance & Insurance & Real Estate
- 54-56 Management, Professional, Scientific & Technical Services
- 61-64 Educational & Healthcare & Social Assistance
- 71 Arts, Entertainment & Recreation
- 72 Accommodation & Food Services
- 81 Other Services

\$3,000,000

Grant Funds Funded

2,471

Resource Toolkit Downloads

282

Business Spotlights Posted

11

Healthy Markets LA

Bringing healthy food options to underserved communities.

Healthy Markets is run by the Los Angeles Food Policy Council is at the forefront of improving the healthy food offerings in Los Angeles' communities of color by transforming corner markets and liquor stores into a convenient and healthy food retail option for residents.



CDBG

Pic: 2nd Generation Owner of Lupita's Market and HNMNP participant



12



Healthy Neighborhood Market Network Program



Currently Enrolled Markets (PY 25-26)	13
Total Enrolled Stores since inception of program (2015-2025)	96
Number of participating stores that received Market Transformations*	12
Percentage of participating stores with increased inventory of healthy foods	100%
Number of participating stores registered as new EBT Vendors	27

*Market Transformation involves partners and stores must be able to commit time and their own funds to make physical improvements to space.



13

Good Food Zones

Promoting Food-Centered Community with Economic Development incentives.

The Good Food Zone program serves the dual purpose of expanding access to healthy food in “food desert” neighborhoods with limited access, and offer economic opportunity and jobs for low income residents. Businesses in designated areas can enroll into cohorts to reach the “gold standard” through technical assistance and grants.



Pic: Hank's Mini Mart in South LA brought fresh produce and healthy food to their food desert community

ARPA

14



Good Food Zones



Pilots Launched	2
South LA Businesses Enrolled	15
NE Valley Businesses Enrolled	15
Grant Funds Disbursed	\$730,000



15

Pic: 2025 ProcureLA Summit



ProcureLA

Helping small businesses secure contracts.

ProcureLA is a program that offers free services and resources to equip small businesses with the knowledge and tools needed to successfully secure contracts. It provides procurement education and connects vendor networks with major private and public industry stakeholders in the City of Los Angeles.



ARPA

16



ProcureLA

Activity	PY 50 & PY 51 (10/1/24- 3/31/26)	Description
Trainings	18	Topics include navigating government procurement process, certification application and benefits, crafting proposals, and developing competitive budgets to secure contracting opportunities.
Procurement Portal Registrations	58	Businesses registered to procurement portals such as RAMPLA
Small Business Certifications	28	Certifications that small businesses receive to help them with procurement contracts
Contract Value	\$45M	Combined total monetary worth of contracts



17

Small Business Legal Assistance Program

Providing FREE legal aid to businesses in the City.

Bet Tzedek provides free legal services such as eviction protection support for lease renegotiations, debt negotiation, and other legal services to qualified small businesses. As well as host the Small Business Legal Academy, providing specific legal topic workshops and consultations with attorneys during the events.

CDBG



18



Small Business Legal Aid Program

Activity	PY 51 25-26 (7/1/25 - 6/30/2026)	Description
Webinar	30	Small business information on legal issues such as commercial leasing, safety, finance, intellectual property, and employment law
Small Business Legal Academies	2	Provide specific legal topic workshops and consultation with attorneys at the event
Creation/ Retention of Jobs	0	Facilitate the creation/retention of jobs
No Cost Legal Representation	297	Services include contract drafting, commercial lease issues, review of contracts, negotiations with landlords, employee safety, wages, paid leave and benefits, setting up business structures and organizations



19

BUSINESS LISTINGS

Create or optimize your business listing to ensure your business is found.

E-COMMERCE HEALTH AUDIT

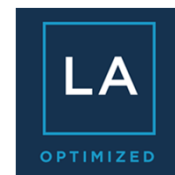
Assess the health of your current website and e-commerce capabilities to determine how to best improve your site's performance.

WEBSITE

Create or optimize your website so that it caters to your business's specific needs.

CREATIVE ASSETS

Work with Los Angeles creatives who can help provide the branding and creative collateral needed to elevate your business.



LA Optimized 2.0

Helping local businesses overcome the digital divide.

The LA Optimized program addresses the inequities created by this digital divide and help microenterprises and small businesses operating in the City access assistance needed to adapt and compete in the digital marketplace. LA Optimized provides technical and creative digital resources to hard-hit small businesses in support of their economic recovery efforts.

ARPA, CDBG

20



LA Optimized 2.0

Activity	PY 50-51 ('24-'26)	Description
Completed Business Assessments	347	Evaluation of the business' existing technology and digital services to develop tailored services for business stabilization and growth.
Website Creation / Optimization in progress and/or completed	227	Development of new website and/or improved website to increase businesses success.
Emarketing / social media optimization in progress and/or completed	211	Branding, social media and online presence, inventory of photos, graphics, and online ad/promotional strategy.



21

Sidewalk Vending Carts Program

Helping vendors operate legally in the City.

Sidewalk Vending Technical Assistance Program provides one-on-one guidance and resources needed to navigate the permit process and set up or continue a successful sidewalk vending operation. EWDD is also working with LADEO to provide free carts to eligible vendors.

ARPA, CDBG



22



Sidewalk Vending Technical Assistance and Cart Program

Activity	PY 50 & PY 51 (11/1/2024- 03/23/2026)	Description
Outreach	1884	Disseminating information to sidewalk vendors such as written materials, social media, etc.
Trainings	578	Businesses who complete the Compact Mobile Food Operator training
Permits: Business Tax Registration Certificate (BTRC), Food Handlers, and Seller's Permit	445	Permits necessary to operate a sidewalk vending business.
Number of Applications Submitted to LA County, DEO Sidewalk Vending Cart Program	440	Total number of individuals who have requested assistance in applying for the Sidewalk Vending Cart Program
Recommended applicants	99	Total number of individuals who have been assessed for cart readiness and recommended to receive a sidewalk vending cart
Carts	104	Total number of available carts in inventory

23

Business Lending Programs

EWDD offers various financing programs to assist all businesses, from small business to large corporations, to major property owners and developers. These financing tools are designed to benefit low income communities, create jobs, and provide essential goods and services to underrepresented neighborhoods within the City of Los Angeles.

CDBG, EDA



Pic: Sushi Beluga

Microloan Program

The EWDD Microloan Program is designed to provide financing up to \$50,000 for viable Microenterprises that private lenders are not able to accommodate.



Pic: Brouwerij West

Small Business Loan Program

The Small Business Loan Program provides loans ranging from \$50,000 to \$500,000 to small businesses for business operation costs and to create new jobs.



Pic: One Santa Fe

Major Projects Loan Program

The Major Projects Loan Program offers long term, fixed rate financing for large-scale commercial development projects in low and moderate income communities. Loan amounts can range from \$500,000 to \$30,000,000.

24

Recovery Grant Programs

Helping Los Angeles City Businesses Recover from the Pandemic



Small Business
Emergency Microloan
Program
\$11,474,100 (CARES)



COVID-19 Child Care
Provider Grant Program
\$13,269,834 (CARES,
CDBG-CV)



LA Regional COVID Fund
Program
\$37,690,000 (CARES)



COVID-19 Sidewalk
Vending Recovery Fund
\$1,305,000 (CARES)



CD13 Small Business Grant
Program
\$575,000 (CD13 funds)



Comeback Checks
Program
\$25,000,000 (ARPA)



Small Business Rental
Assistance Program
\$6,656,767.30 (ARPA)



Microenterprise Recovery
Grant Program
\$8,000,000 (CDBG-CV)



Equity Fund Program
\$1,000,000 (CDBG-CV)

More than \$100,000,000 in grants to over 10,000 businesses!

25

Asset Management

Helping businesses build or expand in LA.

The Real Estate team focuses on developing City-owned properties to bring greater economic development opportunities to neighborhoods across the City. Projects include development of mixed-use building with affordable housing units, retail spaces, and restoration of historic buildings.



Pic: Marlon Square received grants and loans from Lending Unit and development is being handled by Real Estate team.

26



LOS ANGELES
DEVELOPMENT DEPARTMENT

THANK YOU!



9.

DATE: May 13, 2026

TO: Workforce Development Board (WDB)

FROM:

SUBJECT: Employer Satisfaction Evaluation Update

REQUESTED ACTION:

BACKGROUND:

ADDITIONAL BACKGROUND:

ATTACHMENTS:

Description

- Item 9_ Employer Satisfaction Evaluation Update_5-13-26 WDB BSMRD_2sl

EMPLOYER SATISFACTION EVALUATION UPDATE



City of Los Angeles Workforce Development Board
Business Services, Marketing, and Resource Development Committee

May 13, 2026

Presented by the Economic and Workforce Development Department



1

Background

- The WDB seeks to systematically collect, analyze, and report on employer satisfaction to continuously improve the City's Workforce System.
- As such, the WDB plans to incorporate Employer Satisfaction as a new evaluation category in the Annual Performance Evaluation of the WorkSource Centers.
- At WDB Executive Committee Meeting held on Feb 12, 2026, consultant, **KPMG**, was selected to evaluate the WorkSource Center employer satisfaction.
- EWDD has begun the contracting process with KPMG for a 12-month term: March 2026 to March 2027.



2

Evaluation Services

The scope of work comprises two tasks:

Task 1: Measuring level of employer satisfaction per WorkSource Center.

Task 2: Conducting a regional analysis of employer engagement and participation with the City's workforce system.



3

Evaluation Services

Task 1: Measuring level of employer satisfaction per WS Center.

This task will measure and analyze the satisfaction of employers utilizing business services from the fourteen (14) City's WSCs. The consultant will evaluate a minimum of thirty (30) employers per center.

- ✓ Development of employer satisfaction survey tools and evaluation methodology (employer satisfaction survey, multi-sector roundtables, interviews, baseline data analysis)
- ✓ The implementation of bi-annual employer satisfaction surveys.
- ✓ An analysis of the drivers of both satisfaction and dissatisfaction and recommendations for improvement in the final evaluation report.



4

Evaluation Services



Task 2: Conducting a regional analysis of employer engagement and participation with the City’s workforce system

- ✓The development of employer outreach tools to pinpoint untapped employers.
- ✓The identification of key employers in the eight (8) industry sectors as identified in the City’s Five-Year Workforce Development Strategic Plan and supporting future outreach activities and progress tracking.
- ✓The development of an analytical report outlining findings and recommendations for increasing employer participation.

5

Tentative Deliverable Timeline



	TARGET DATE
❖ Develop employer satisfaction tools and scoring methodology	5/29/26
❖ Coordinate evaluation schedule and conduct satisfaction evaluation	9/25/26
❖ Analysis of findings	10/30/26
❖ Prepare draft report with findings and recommendations	11/13/26
❖ Present report to EWDD, WD Board and Mayor’s Office of Economic Opportunity.	TBD

6

Next Steps

- EWDD will complete the contracting process with KPMG and finalize the deliverables timeline.
- KPMG will provide an overview of their evaluation implementation plan and receive employer satisfaction survey development input at the May 13, 2026, WDB Business Services Committee Meeting.

