

# CITY OF LOS ANGELES

CALIFORNIA

CAROLYN M. HULL  
GENERAL MANAGER



KAREN BASS  
MAYOR

**ECONOMIC AND WORKFORCE  
DEVELOPMENT DEPARTMENT**

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June 24, 2024

Council File: 24-0285  
Council District Nos.: All  
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Honorable Traci Park, Chair  
Trade, Travel and Tourism Committee  
Attention: Conrad Rodriguez, Legislative Assistant  
200 North Spring Street, Room 401  
Los Angeles, CA 90012

## **REPORT BACK: DEVELOPMENT OF A FIVE-YEAR COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY AND JOBS PLAN SCOPE OF WORK**

### **SUMMARY**

On April 2, 2024, the Economic and Workforce Development Department (EWDD) presented a transmittal report to the Trade, Travel, and Tourism (TTT) Committee seeking authorization to release a Request for Proposals (RFP) to engage a qualified firm to update the City's Five-Year Comprehensive Economic Development Strategy (CEDS) and Jobs Plan. The TTT Committee instructed EWDD to report back with a more detailed Scope of Work for the RFP.

Through this report back, EWDD is providing the information requested by the TTT Committee and also seeking authority to reappropriate the funds allocated in fiscal year 2023-2024 for the CEDS and Jobs Plan update, which will be completed in fiscal year 2024-2025.

### **RECOMMENDATIONS**

The General Manager of EWDD respectfully requests that the City Council, subject to the approval of the Mayor as required:

- 1) RECEIVE the draft CEDS and Jobs Plan Update RFP Scope of Work provided as Attachment A to this report.
- 2) APPROVE EWDD recommendations on transmittal dated February 12, 2024.

3) AUTHORIZE the General Manager of EWDD, or designee, to reappropriate funds allocated in the approved 2023-2024 budget for the CEDS and Jobs Plan update, to be appropriated and expended in fiscal year 2024-2025.

4) AUTHORIZE the Controller to transfer funds within the Economic and Workforce Development Fund 100/22 and appropriate as follows:

Account	Account Name	Amount
From:		
Fund 100/22Y122	003040, Contractual Services	550,000.00
To:		
Fund 100/22A122	003040, Contractual Services	550,000.00

5) AUTHORIZE the General Manager of EWDD, or designee, to make technical corrections to transactions included in this report, subject to the approval of the City Administrative Office (CAO), to carry out Mayor and City Council intentions, as necessary, and authorize the Controller to implement those instructions.

## FISCAL IMPACT

The recommendations in this report have no impact to the General Fund.

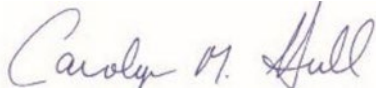
## DISCUSSION

To be eligible for funding from the Economic Development Administration of the U.S. Department of Commerce (EDA), the City of Los Angeles must maintain a Comprehensive Economic Development Strategy that defines economic development goals for a five (5) year period. The City's current CEDS was adopted by City Council in 2019 and it is due for the required 5-year update. Furthermore, to complement the CEDS, the Mayor and City Council tasked EWDD with updating the Jobs and Business Advancement in Los Angeles Action Plan that was approved by City Council in 2016 to promote job creation in the City.

On April 2, 2024 EWDD presented a transmittal report to the TTT Committee seeking approval to release an RFP to procure and engage a qualified consultant to assist the City in updating the CEDS and Jobs Plan. The TTT Committee instructed EWDD to provide a more detailed Scope of Work for the RFP. The draft Scope of Work is included as Attachment A to this report back.

Through this report, EWDD is also seeking authority to reappropriate the funds allocated in fiscal year 2023-2024 for the CEDS and Jobs Plan Update. Due to unforeseen delays in the RFP process, the current year allocation has not been expended. Consequently, EWDD is requesting carrying over the funds to fiscal year 2024-2025 to allow for funds to be used to enter into a contract for services upon completion of the RFP process.

Sincerely,

A handwritten signature in blue ink that reads "Carolyn M. Hull". The signature is written in a cursive, flowing style.

CAROLYN M. HULL  
General Manager

**City of Los Angeles**  
**Economic Development Strategies Request for Proposals (RFP)**  
**Scope of Work**

The City of Los Angeles Economic and Workforce Development Department (EWDD) seeks a qualified and experienced Consultant(s) to update the following economic development planning tools that promote economic prosperity and resiliency in the City:

1. Comprehensive Economic Development Strategy (CEDS) as required by the United States Department of Commerce Economic Development Administration (EDA); and
2. Jobs and Business Advancement in Los Angeles Action Plan (Jobs Plan), a local set of short- and long-term strategies to promote job creation in the City

Respondents to this RFP will represent a firm, company, or individual possessing experience in conducting strategic planning, performing public outreach, and organizing focus groups, and that have the professional expertise to undertake and successfully complete tasks specified below:

**A. Initial Situational Assessment**

1. Review existing plans and reports to align CEDS and Jobs Plan updates with other Actions, including but not limited to:
  - a. CEDS Report adopted by City Council in 2019 - Reevaluating strategies in the CEDS considering recent implementation progress
  - b. Jobs Plan adopted by City Council in 2016 - Reevaluating strategies in the Jobs Plan considering recent implementation progress
  - c. 5-year Consolidated Plan prepared for the US Department of Housing & Urban Development (HUD) Community Planning and Development (CPD) Programs
  - d. Workforce Development Board Annual Plan
  - e. Workforce Development Division People, Industry, and Jobs Report
  - f. The Otis College Report on the Creative Economy
  - g. Department of City Planning Housing and Community Development goals identified in the Housing Element Update
  - h. Mayor's Office business and jobs policies
  - i. Los Angeles Economic Development Corporation (LAEDC) Economic Forecast Report
  - j. L.A.'s Green New Deal
  - k. Other pertinent demographic, economic, and industry reports
2. Summarize key trends, goals, objectives, and actions from existing plans and reports
3. Research other city reports and best practices
4. Interview key stakeholders to determine which actions have been implemented and how actions can be aligned to the CEDS and Jobs Plan update
5. Complete a summary report of the Initial Situational Assessment within ninety calendar days of the executed contract.

**B. Research Critical Industry Trends**

1. Emerging, declining, and legacy clusters or industry sectors – and their past, present, and projected impacts on the region’s competitive advantages and ability to build capacity for economic development;
2. Complete a summary report of critical industry trends within forty-five calendar days of the executed contract.

### C. **CEDS Update**

The Consultant will conform to the technical requirements specified by the EDA to update the City’s CEDS. At a minimum, the Consultant will complete the following tasks:

1. Work with EWDD staff to finalize a plan/timeline for drafting the CEDS update.
2. Work with EWDD staff to identify stakeholders including the public sector, private interests, non-profits, educational institutions, and community organizations. These may include organizations, businesses, or individuals that represent important issues such as City officials and departments, the Small Business Commission, leaders of industries, Business Improvement Districts, and Chambers of Commerce.
3. Conduct stakeholder and public outreach using a community-based process to not only inform people but to solicit their input and engage them in crafting solutions. This includes creating and maintaining a web page with a calendar of events, hosting a minimum of five (5) public meetings in different neighborhoods in the City, and documenting and tracking public comments.
4. Establish and maintain a CEDS Strategy Committee which broadly represents the main economic interests of the region. The CEDS Strategy Committee will be the principal facilitator of the CEDS process and is responsible for updating the CEDS.
5. Conduct monthly CEDS Strategy Committee meetings, virtually and in-person, including a “kick-off” meeting and necessary subsequent meetings for strategic plan development.
6. Draft CEDS update and solicit and address comments from the CEDS Strategy Committee, identified stakeholders, and the public. The CEDS will, at a minimum, include the following sections:
  - a. Summary Background - Provide a background summary of the City and present a clear understanding of the local economic situation supported by current and relevant data. The information should be presented clearly and concisely and easily understood by the general public. The Summary Background should include the following:
    - i. Demographic and socioeconomic data, including the human capital assets of the area and labor force characteristics such as the educational attainment of the working-age population;
    - ii. Environmental, geographic, climatic, and cultural profiles.
    - iii. Infrastructure assets of the area that relate to economic development including water, sewer, telecommunications/broadband, energy distribution systems, transportation modes, etc.;
    - iv. Emerging or declining clusters or industry sectors – and their past, present, and projected impacts on the region’s competitive advantages and ability to build capacity for economic development;

- v. Relationship of the City's economy to that of other cities, the County, and the State (including global perspective), with particular regard to local advantages and disadvantages;
- vi. Factors that directly affect economic performance in the area such as workforce issues; innovation assets; industry supply chains; state and local laws; financial resources; transportation systems; energy costs; business, personal, and property taxes; bonding capacity; land-use patterns; and
- vii. Other factors that relate to economic performance in an area such as housing; health services; educational, cultural, and recreational resources; and public safety.
  - b. **SWOT Analysis** - An in-depth analysis of regional strengths, weaknesses, opportunities, and threats by using the relevant data and background information to help identify critical internal and external factors. The SWOT should assess a wide variety of regional attributes and dynamics. Specific areas to facilitate an analysis are identified below:
    - i. State of the regional economy Identify the strong existing and growth sectors. Which areas are most distressed? What is driving job creation or loss and the state of the economy in the City of Los Angeles in general? List the region's assets.
    - ii. Regional clusters Identify clusters including the industries and occupations within the clusters. Research why certain industries are growing while others are declining.
    - iii. External trends and forces. Assess the region's positioning for success in national and global economies. Determine potential sources of exports, tourism, and foreign direct investment to enhance regional wealth. Analyze industry sectors and clusters with growth potential through international trade and investment. Identify target foreign markets for these industries. Evaluate existing local public, private, and nonprofit partnerships aimed at promoting exports and expanding the export base. Identify strategic needs or gaps for implementing an export promotion and investment attraction program effectively.
    - iv. Broadband Facilitate discussions among communities, institutions, and businesses to reach a consensus on the broadband and telecommunications needs of the City. Explore strategies to utilize high-speed broadband infrastructure to bolster economic growth, business retention, expansion, and enhance equity, health, education, public safety, energy, and civic engagement. Evaluate how recent legislation, such as the Bipartisan Infrastructure Law (BIL), intersects with local and community needs regarding broadband infrastructure access, expansion, affordability, and digital equity in vulnerable communities. Identify opportunities for collaboration between local, state, and community levels to promote greater broadband infrastructure access and affordability, aligning with state-level plans.
    - v. Institutions of Higher Education Assess the resources available within institutions of higher education in the City to support regional resilience and economic development and explore how they can contribute to economic development decision-making, workforce development, entrepreneurial and innovation efforts, and research and business assistance. Evaluate existing relationships between these institutions and other economic development partners in the region and identify opportunities to strengthen them to further support regional economic development objectives.

- vi. Environmental Sustainability/Climate Identify existing and develop economic strategies that prioritize meeting the City's sustainability, environmental justice, and climate resilience goals. Identify and analyze unique environmental and climate risks facing the various communities in the City with emphasis on frontline communities, under-resourced groups, communities of color, people with disabilities, people of diverse genders, children, and the elderly. Review the adaptability of existing infrastructure and workforce to climate-related industrial changes. Integrate renewable energy, water management, transportation, building electrification, green construction, waste management, natural resource conservation, land use, housing, economic development, transportation, and infrastructure planning to support regional prosperity while addressing climate challenges and sustainability goals. Establish efforts, practices, or policies to mitigate negative environmental impacts of development, especially concerning traditionally disadvantaged and disproportionately affected populations. Include a recommendation for a green jobs definition and methodology for the City to adopt in all workforce planning efforts.
- vii. Tourism and Special Events Identify existing and develop economic strategies to bring in small businesses with City tourism and major hosted events such as the upcoming Olympics, World Cup, and Superbowl. Identify training programs to help local businesses prepare for and capitalize on the increased customer base.
- viii. Infrastructure: Develop strategies and an implementation plan integrating small businesses and the workforce into the planning, development, and execution of infrastructure projects. The plans should include utilizing City Departments such as the Department of Transportation, Public Works, Port of LA, Los Angeles World Airports, and the LA Department of Water and Power.
  - c. Strategic Direction/Action Plan - Include a strategic direction and an action plan that is consistent with other relevant state/regional/local plans.
  - i. The vision statement, goals, and objectives should respond to the analysis of the City's development potential and problems identified in the SWOT analysis. The goals should reflect the City's workforce, sustainability goals, and the desires of most regional stakeholders. They should also be realistic and limited to a manageable number. Some goals should address things that can be realized within a short period, while others require a longer period for implementation.
  - ii. An action plan shall be created based on the strategic goals and objectives. It shall explicitly describe how the region will work together to achieve its goals and measurable objectives, including activity ownership, timetables, and committed resources.
  - iii. The Action Plan must outline the steps required to take from inception to successful completion, list who is responsible or best equipped to implement and support, provide a reasonable estimate of costs associated with implementing the activity, and create an implementation schedule with a realistic time frame for execution, relevant benchmarks, performance measures, and impact.
  - d. Evaluation Framework - Performance measures used to evaluate the organization's implementation of the CEDS and its impact on the regional economy.
  - i. The effect that achieving each goal will have on the development potential or problem.
  - ii. Actions related to the goals and objectives that are already underway or planned.

- iii. The relationship of this goal and objective to the accomplishments of the other goals and objectives.
  - iv. An outline of the steps required to take each selected high-priority activity from inception to successful completion;
  - v. A roster of the key individuals and institutions that will be responsible for implementing and supporting these steps;
  - vi. A reasonable estimate of the costs associated with implementing the activity;
  - vii. A list of the integrated funding sources (public, private, and nonprofit) to support the costs; and
  - viii. A realistic time frame for execution (i.e., implementation schedule), with relevant benchmarks and performance measures that speak to overall impact.
- e. Economic Resilience - Build the capacity for economic resilience to anticipate, withstand, and bounce back from any type of shock, disruption, or stress.
    - i. Analyzing effects of COVID-19 and post-pandemic recovery
    - ii. Measuring the economic resilience of the City, including the actions taken to foster resilience.
    - iii. Planning for and Implementing Resilience through an identification of the region's key vulnerabilities and resilience-building goals, measurable objectives, and/or projects in the action plan.
    - iv. Identify how the City can incorporate best "resiliency" practices from other jurisdictions. The City should be prepared to withstand, and bounce back from any type of shock, disruption, or stress, including economic downturns or other significant events in the national or international economy.
    - v. Establishing Information Networks that demonstrate how the region serves as both a source of information to deal with an economic challenge and as a convener of regional stakeholders to gather data and encourage collaboration post-disruption.
    - vi. Pre-Disaster Recovery Planning including "steady-state" initiatives that seek to bolster the City's long-term ability to withstand/avoid a shock and "responsive" initiatives that establish and identify emergency funds to utilize in response to the City's recovery needs post-disruption.
    - vii. Climate resilience includes assessing risks and vulnerabilities, prioritizing identified actions, and investigating options for implementation.
  - f. Workforce Development - Leverage previously completed reports to highlight employer-driven, place-based workforce development efforts as an essential underpinning of the broader economic development strategy
    - i. Align with existing EWDD workforce strategies, including, but not limited to, People, Industry, and Jobs, the Workforce 5-year Strategic Plan, and Los Angeles Post-COVID Economic Recovery, as well as other regional reports prepared by agencies such as the Los Angeles County Economic Development Corporation (LAEDC) and Bloomberg.
    - ii. Leverage previously completed reports to develop specific measurable short-term and long-term goals, objectives, and/or action items focused on workforce development both from the perspective of companies and of workers, and in particular, from underserved communities. Determine how best to measure the impact of any workforce development efforts.



- iii. Leverage existing strategies that will position the City to help its workforce contemplate a broad set of career options by learning different or repurposing skills for new and emerging opportunities.
  - g. Equity - Incorporating equity and inclusive economic development strategies will achieve a more robust and durable economic growth by including valuable and untapped assets that may have previously been excluded from previous economic opportunities. The CEDS document should do the following:
    - i. Clearly identify an equity advantage found during the strategic planning and engagement process;
    - ii. Identify a concise list of institutions to convene in an effort to inform recommendations on initiatives and strategies that support equitable economic growth.
- 7. Provide a final version of the CEDS update that incorporates feedback/comments received on the Draft CEDS from City staff, Council Members, the Mayor, and members of the public during constituent meetings.
- 8. Create a CEDS Annual Performance Report Template that documents the progress achieved on economic development activities and changing economic conditions. The annual report template should be a short document that is readily accessible to the public and decision-makers to keep track of the CEDS and its implementation. The annual report should:
  - a. Adjust the CEDS as needed;
  - b. Report on the previous year's economic development activities and any significant changes in the region's economic conditions;
  - c. Evaluate effectiveness in meeting goals; and
  - d. Schedule achievable goals for the coming year.

#### **D. Jobs Plan Update**

The Consultant will update the Jobs Plan to create new and innovative strategies that will help accomplish the City's goals relative to promoting local job creation and business growth and that will supplement the CEDS. At a minimum, the Consultant will complete the following tasks:

- 1. Review the previous Jobs Plan including the contents, methodologies, and results. Identify any gaps, inconsistencies, or areas for improvement in the previous report.
- 2. Identify five target industries in the City of Los Angeles and conduct industry impact analyses focused on those target industries. The analyses will run target industry growth forecast scenarios, data critical to informing the industry consortia's decisions, and demand and prioritization for future workforce training programs. The impact analyses will be based on a quantitative estimate of output, as well as the capacities and resources available to support job creation in high-wage sectors.
- 3. Using the information discovered from industry groups, a regional talent pipeline strategy will be developed in coordination with local partners such as universities, business incubators, and workforce development professionals. The strategy will identify

gaps in the regional talent pipeline and outline education and training programs to meet the talent demand needs of the industry.

4. Gather input from stakeholders on various issues involving the challenges that businesses face and the opportunities that the City has to be more competitive with other cities.

5. Make recommendations and strategies to provide clear guidance to local businesses, local, state, and nationally elected officials, and workforce and economic development professionals on what can be done to create jobs or maintain current jobs in the City of Los Angeles, including but not limited to:

a. Building internal capacity

b. Strengthening external partnerships and regional coordination

6. The selected contractor will provide a final version of the Jobs Plan that incorporates feedback/comments received on the Draft Jobs Plan from City staff, Council Members, and the Mayor.