



REPORT
FROM

THE PERSONNEL
DEPARTMENT

TO: The Honorable Mayor Eric Garcetti The Honorable Members of the City Council	DATE December 1, 2016
REFERENCE: Strategic Workforce Development Taskforce / Personnel Department / Letter of Agreement / Hiring Civilian Employees	COUNCIL FILE 16-0109
SUBJECT: DEVELOPMENT OF THE TARGETED LOCAL HIRE PROGRAM	

RECOMMENDATION

That the Personnel and Animal Welfare Committee receive and file this report related to the development of the City's Targeted Local Hire Program.

BASIS OF REPORT

The City of Los Angeles entered into a Letter of Agreement (LOA) with the Coalition of Los Angeles City Unions ("Coalition"), signed December 8, 2015, which includes a commitment to a goal of hiring 5,000 civilian employees by the end of fiscal year 2017-2018. In an effort to support this goal, the City and the Coalition have made a mutual commitment to research and develop innovative workforce development strategies to meet the current and future service needs of City residents and stakeholders, strengthen delivery of City services, and provide career opportunities to local residents.

The LOA further indicates that a Targeted Local Hire Working Group ("Working Group") would be responsible for developing a plan to provide job opportunities to the residents of the City of Los Angeles, specifically in under-served communities. The Working Group was subsequently convened, comprised of an equal number of Coalition and City management representatives, led under the guidance of Ms. Jackie Goldberg, and with professional staff support from the Personnel Department.

The framework for the Targeted Local Hire Program (the "Program") has accordingly been developed, with significant collaborative efforts involving Ms. Jackie Goldberg, the Coalition, the Office of the Mayor, the City Council (specifically, the Council Offices of Paul Krekorian, Marqueece Harris-Dawson, and Herb J. Wesson, Jr.), the Office of the City Administrative Officer (CAO), the Office of the Chief Legislative Analyst (CLA), the Economic Workforce Development Department (EWDD), the Personnel Department, the Information Technology Agency (ITA), and numerous partner agencies and community based organizations.

Upon conclusion of over 50 meetings and discussions, the development phase of the Program has been completed. This report contains the summary review of the development phase of the Program and provides the completed Targeted Local Hire Program Document for implementation. The Program now pivots towards the implementation phase, with soft launch of the Program to pilot January 2017.

DISCUSSION

I. PROGRAM DEVELOPMENT PHASE: *Summary of Completion*

The Targeted Local Hire Working Group (“Working Group”) was established in accordance with the Letter of Agreement between the City and the Coalition of Unions (signed December 2015). The Working Group was led under the guidance of Ms. Jackie Goldberg, former Los Angeles School Board member, City Councilmember, and California Assembly member. With support from the Personnel Department, the Working Group was tasked with establishing an operational framework for a Targeted Local Hire Program.

The Working Group members are as follows:

	Working Group Member	Alternate Member(s)	Office/Entity
1	Cheryl Parisi	Alice Goff	AFSCME
2	Teresa Sanchez		AFSCME
3	Carmen Hayes-Walker		AFSCME
4	David Sanders		SEIU
5	Molly Rhodes		SEIU
6	Rudy Guevara		SEIU
7	Chris Hannan		LA/Orange Counties Building & Constructions Trades Council ALF-CIO
8	Gavin Koon	Hanns Russo	International Union of Operating Engineers
9	Lisa Salazar	Alma Guerrero	Mayor’s Office
10	Anna Hovasapian	Matthew Hale	Council District 2 (Krekorian)
11	Bernard Dory	Steve Garcia	Council District 8 (Harris-Dawson)
12	Edward Johnson		Council District 10 (Wesson)
13	Miguel Santana	Melissa Fleming Maritta Aspen	CAO
14	Sharon Tso	Roy Morales Karen Kalfayan	CLA
15	Jan Perry	Robert Sainz	EWDD
16	Wendy Macy	Raul Lemus	Personnel

Since the Working Group was formally convened in early 2016, the following meetings have been held:

MEETING DESCRIPTION	NO. OF MEETINGS
Regular Meetings of the Working Group	12
Subcommittee Meetings	15
<i>Funded Vacant Positions and 900-Hours</i>	5
<i>Governance</i>	4
<i>Referral to Departments</i>	4
<i>Training</i>	1
<i>Outreach</i>	1
Outreach Meetings with CBOs and Agencies	40+ (and continuing)

Ms. Goldberg, members of the Working Group, and Program staff have met with or otherwise connected with over 40 community-based organizations (CBOs) and other local agencies and continues to meet additional CBOs and agencies recommended by labor partners, Council Offices, and other City departments.

II. IMPLEMENTATION PHASE: *Targeted Local Hire Program Document*

The completed Targeted Local Hire Program Document (“Program Document”) organizes all Program components previously approved by the Working Group in a single document, and is included as Attachment I to this report. The Program Document will serve as a working guideline for all stakeholders going forward, including Personnel Department staff who will work on the day-to-day administration and operation of the Program.

The Program Document is organized into the following sections: *Background, Program Overview, Application Process, Referral Process, and Conditions of Civil Service Employment*. Notable program highlights from these sections are summarized below:

Program Overview

This Program targets vulnerable populations who traditionally face significant barriers to employment, specifically those who are:

- a. Homeless and formerly homeless
- b. Formerly incarcerated individuals including those on parole/probation
- c. Former gang members including those affected by the City’s Rodriguez Settlement
- d. Disconnected youth, foster youth, transition age youth
- e. Veterans
- f. Residents from zip codes as designated by the Public Works, Bureau of Contract Administration within their Project Labor Agreements (see *Section IV* and Attachment A of the included Program Document)
- g. Individuals identifying as transgender
- h. Individuals with disabilities
- i. Older workers protected under the Age Discrimination in Employment Act of 1967 (ADEA)

Individuals hired through this Program will receive paid, on-the-job training for six months as either a Vocational Worker or Office Trainee as civil service exempt employees. Upon successful completion of the on-the-job training period, the individual will be placed on a civil service eligible list for the applicable Assistant classification, receive a civil service appointment, and complete a six month probationary period. Upon successful completion of probation, the individual will be transitioned to the target civil service classification. Additional detailed information is available in the attached Program Document in *Section II*, beginning on page four.

Application Process

Prospective candidates may submit a Program application with a valid job-readiness referral from a partner community based organization or WorkSource Center. All applications must be filed at one of six designated Application Sites. Application Sites were strategically selected based on the location’s previous experience and ability to assist under-served populations and its location within the City. The approved Application Sites are:

1. Northeast Los Angeles WorkSource Center – Goodwill
2. Downtown/Pico Union WorkSource Center – PACE
3. Valley WorkSource Center – El Proyecto del Barrio
4. Harbor/San Pedro WorkSource Center – Harbor Pacific Gateway
5. South Los Angeles WorkSource Center – UAW
6. West Los Angeles WorkSource Center – Jewish Vocational Services

Additional detailed information is available in the attached Program Document in *Section III*, beginning on page nine.

Referral Process

Candidates in the targeted demographic groups will be placed in Tier 1 of the Application Pool, and all other candidates will be placed in Tier 2. City departments with vacancies seeking to hire from the Program will request a Candidate Referral List. Once the request is received, applicants from the Program's Application Pool will be randomly selected from Tier 1 and Tier 2, with 80% from Tier 1 and 20% from Tier 2. The department will then conduct a selection process and notify the Program should a candidate be hired. Additional detailed information is available in the attached Program Document in *Section IV*, beginning on page 11.

Partnerships with Community Organizations

Program staff has met with or are scheduled to meet with over 80 community based organizations that provide a wide range of services and support to individuals from the City's under-served populations. Leveraging existing City resources and those offered by the WorkSource Centers, community based organizations, the Los Angeles Unified School District's Division of Adult & Career Education (DACE), and other partners, the Program will seek to create a coordinated network of support that includes, but is not limited to: job readiness preparation and assessment, supportive services (housing, child care, transportation assistance, etc.), case management and personal support, on-going career development resources, and training for existing City employees and supervisors.

Long-Term Tracking and Analysis of Program Performance Data

Program staff will track and analyze Program performance. Staff will measure not only the rate at which employees are hired by City departments, but their successful transitions within the Program, and the rate and duration Program candidates are retained. As such, staff anticipates that true actionable data will not be available until at least one year upon initial launch. As such, on-going, periodic reporting will be provided to the Workforce Development Task Force ("Task Force") on a semi-annual basis as indicated in the Letter of Agreement. This reporting schedule would be most effective for providing updates that will contain enough significant information to be representative of the Program's long-term status.

As the Program embarks upon its operational phase, staff will diligently work towards effective implementation by initiating the test phase of the Program in January 2017, rolling out the subsequent Phase I launch in March 2017, and coordinating the full launch by July 2017.

III. ACKNOWLEDGEMENTS & CONCLUSION

The Program is greatly appreciative of the efforts of the Information Technology Agency (ITA) for its proactive role in partnering with the Personnel Department to define and seek the appropriate solution to support Program operations.

Moreover, the Working Group has completed a monumental task by way of mutual discussion and consent, with expert guidance from Ms. Goldberg and with the history of experience provided by the City's labor partners. Staff is indebted to the Working Group for its substantial time commitment to this endeavor and for its meaningful policy direction towards constructing the Program's comprehensive framework.



WENDY G. MACY
General Manager