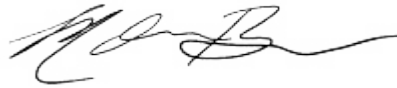


CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: October 8, 2026

To: The Honorable Members of the City Council

From: MALAIKA BILLUPS, General Manager
Personnel Department



Subject: **COUNCIL FILE 26-0743 FRAMEWORK FOR EXECUTIVE DIRECTIVE 20
“STRENGTHENING SECOND CHANCE EMPLOYMENT THROUGH CITY
CONTRACTING”**

RECOMMENDATION

That the City Council note and file this report.

BACKGROUND

The Personnel Department remains dedicated to fulfilling the hiring needs of City departments while fostering systems that broaden access to civil service careers for underserved communities in alignment with second-chance hiring principles. The Department of Public Works' Bureau of Contract Administration (BCA) is the Designated Administrative Agency of the First Source Hiring Ordinance (FSHO). The Community Investment Department (CID) manages the WorkSource Centers and other non-profit organizations through which FSHO referrals are processed. The CAO's Office of Procurement and Grants provides technical assistance and training to all city departments through the procurement's lifecycle and works with the Information Technology Agency on any enhancements that may need to be developed on the City's Regional Alliance Marketplace for Procurement (RAMP).

Mayor Bass' Executive Directive No. 20 incorporates various ordinances and programs that provide pathways for second chance employment through City jobs and City contractors' employment opportunities created from City-funded contracts. The following provides an update on these departments' efforts.

DISCUSSION

A. Alignment of Existing Resources for First Source Hiring and Fair Chance Compliance

The Personnel Department's Targeted Local Hire (TLH) and Bridge to Jobs (BTJ) programs operate as crucial hiring mechanisms for the City of Los Angeles, enabling departments to

recruit candidates from historically underrepresented and underserved communities in alignment with First Source Hiring and Fair Chance principles.

The Personnel Department partners with the Community Investment Department (CID) to collaborate with WorkSource Centers and leverage an existing network of supportive services. This partnership supports program participants with becoming job-ready prior to being hired, while continuing to offer supportive services post-hiring to assist participants through the successful completion of the program.

Building on these external support systems, the Personnel Department also works directly with internal City departments to offer civil service employment to program participants. Through these programs, City departments can address staffing needs by hiring program participants into civil service classifications through "Trainee" classifications that offer on-the-job training. Following the successful fulfillment of this training period, candidates advance to an "Assistant" classification, where they serve a six-month civil service probationary phase. Once this probationary period is completed, employees transition into full permanent civil service status pursuant to City Charter Section 1014. To optimize available operational resources, City departments are strongly encouraged to leverage these program pathways for filling vacancies whenever feasible.

The FSHO requires City contractors to send certain job opportunities, created from City-funded contracts, to CID for referral for a period of at least seven business days before releasing the opportunity announcement to the public. The following provides an outline of how the FSHO is implemented on an eligible city contract:

- a) The Department determines eligibility and includes the appropriate FSHO language on the solicitation document.
- b) The awarded contractor completes the FSHO Compliance Affidavit on RAMP.
- c) BCA verifies the affidavit.
- d) Contractors report any anticipated employment opportunities through the FSHO-1 form to the Awarding Department prior to contract execution. No form is necessary if there are no anticipated employment opportunities. The prime contractor is required to collect and transmit its subcontractors' FSHO-1 form to the Awarding Department.
- e) The Department executes the contract with the prime.
- f) The prime contractor continues to collect FSHO-1 forms from its subcontractors prior to the subcontractor's contract execution.
- g) When a job opportunity arises, the contractor or subcontractor submits the New Job Opportunity form (FSHO-3A) to CID a minimum of seven business days prior to posting the job opportunity to the public.
- h) CID will disseminate the job opportunity among its network and provide referrals to the contractor within the seven business days period.
- i) The contractor reports to BCA on the outcomes of the referral process.

Under Executive Directive 20, the new changes include the revision of the RAMP FSHO affidavit to indicate that the prime contractor will comply with the FSHO requirements, LAPOP to prevent execution of contracts when the FSHO affidavit has not yet been verified, and Departments to submit quarterly reports to BCA.

Since July 2026, CID reported a total of fifteen referral requests, averaging five requests per month, received through the FSHO. Compared to 39 total referrals in 2025-26 (averaging 3.5 per month) and 34 (averaging 2.8 per month) in 2024-25, the City could potentially double the number of referrals made this fiscal year. The following are potential changes that could be made to further streamline the referral and reporting process:

- a) Require the submission of the FSHO-1 form, include an acknowledgement on the form when no vacancies are anticipated at this time, and require the contractor to provide a list of classifications, number of positions, whether these positions are currently filled, and anticipated employment date.
- b) Require contractors and subcontractors to submit the FSHO-1 annually, and have DCCs confirm that there's been no change to the employee list.
- c) Add departmental responsibility to review the FSHO-1 and report to BCA any changes to the list.
- d) Update existing forms, and reinforce FSHO requirements and recent changes during DCC meetings. An example includes informing contractors City staff of the updated FSHO job notification email cid-wdd-fsho-jobs@lacity.org.

B. Recommendations for Departmental Second Chance Employment Coordinators

Each City department maintains a dedicated Human Resources or Personnel Services Section that guides and assists with recruitment, onboarding and hiring. Because these staff members oversee every phase of the process—from determining the initial filling strategy (such as using the Targeted Local Hire or Bridge to Jobs programs) through the background review stage—existing personnel within these sections may be best positioned to fulfill the role of "Second Chance Employment Coordinators."

Each City department assigns at least one Department Contract Coordinator (DCC). A DCC should be a senior level staff member who manages the department's procurement, provides training, and ensures the department's compliance with procurement requirements. The role of the DCC includes ensuring the department's adherence to contract compliance requirements such as the FSHO and could also serve as the Departmental Second Chance Employment Coordinators. Within the context of a city contract, a Departmental Second Chance Employment Coordinator should be tasked with ensuring that the department's contract managers and project managers are made aware of the department's responsibility under the FSHO. The City's contract managers and project managers who have ongoing communication with their contractors would be the most aware of when job vacancies arise or whether new employees have been hired. This proximity needs to be leveraged to ensure that city staff are informing

their contractors of their responsibility under the FSHO at the time of vacancy, and any violations reported to BCA.

C. Evaluation of whether additional classifications or civil service positions are needed to support long-term compliance and workforce coordination.

Additional classifications are not anticipated. Additional civil service positions may be required to support long term compliance and workforce coordination. At this time, in light of the current volume of referrals, additional positions are not requested nor required at this time.

D. Identification of Barriers in the Civil Service Hiring Process for Justice-Impacted Individuals

The Personnel Department or hiring department conducts background reviews on an individual, case-by-case basis, strictly in accordance with the specific legal, regulatory, and civil service requirements governing each position.

The Personnel Department Selection Division is committed to promoting civil service jobs by increasing our social media presence (over 200K followers); attending job fairs; working with various Council Districts to inform constituents about various careers and how to navigate through the selection process; and attend career day at various local high schools and colleges. These efforts allow the Personnel Department to reach various populations and promote jobs in order to increase diversity and enjoy a workforce that reflects the City's population.

The Personnel Department has implemented remote testing to enhance accessibility, increase convenience, and modernize the testing process for all candidates. By administering remote-proctored multiple-choice tests and virtual interviews, the Selection Division offers candidates the flexibility to participate in the selection process from the comfort of their home for optimal performance. Candidates can choose to schedule their multiple-choice test to a date and time that accommodates their personal and work lives. This digital-first approach eliminates traditional travel and scheduling barriers, and improves the overall candidate experience. The Selection Division has and continues to work with candidates seeking testing accommodations by entering into an interactive discussion regarding the accommodations being requested. These testing administration options and the flexibility offered allows candidates to easily participate in the City's civil service selection process and increase their ability to become City employees.

E. Recommendations to Streamline Pathways from Transitional Employment into Permanent City Positions

The TLH and BTJ programs utilize practical on-the-job training as the civil service examinations designed to eliminate historical systemic barriers for underrepresented and underserved communities. By connecting targeted outreach, Fair Chance compliance, and transitional workforce pipelines into stable, long-term civil service careers with the City of Los Angeles, the

infrastructure of both programs directly operationalizes the core objectives of Executive Directive 20.

The TLH and BTJ Programs currently create alternative pathways into the following civil service careers:

Targeted Local Hire Program	Bridge to Jobs Program
Administrative Clerk (1358)	Accounting Clerk (1223)
Animal Care Technician (4310)	Cement Finisher Worker (3351)
Animal License Canvasser (4330)	Communications Electrician (3686)
Custodian (3156)	Communications Information Representative I (1461-1)
Delivery Driver I (1121-1)	Community Services Representative (9053)
Garage Attendant (3531)	Customer Service Specialist (1229-1)
Gardener Caretaker (3141)	Electrical Craft Helper (3799)
Maintenance Laborer (3112)	Field Engineering Aide (7228)
Street Services Worker I (4150-1)	Full Civil Service Inspector through civil service exam
Tree Surgeon Assistant (3151)	Full Civil Service Investigator through civil service exam
Warehouse and Toolroom Worker I (1832-1)	Maintenance and Construction Helper (3115)
Mechanical Helper (3771)	Security Officer (3181)
	Traffic Painter and Sign Poster (3421-1)

To further strengthen these pathways, the Personnel Department is actively reviewing additional job classifications for incorporation into the TLH and BTJ frameworks. Broadening the eligible classifications will open career opportunities across more City departments and operational sectors while expanding options for the candidate pool.

However, expanding the TLH program presents a key challenge: few City positions can be fully mastered within the program's six-month on-the-job training framework. Consequently, while the department continually partners with City departments to identify potential TLH roles, available classifications remain limited. Conversely, the BTJ program offers greater expansion potential because it targets semi-skilled classifications requiring up to five years of training. The Personnel Department is actively engaging with City departments to add new classifications to the BTJ program.