

**MOTION BY SUPERVISORS HILDA L. SOLIS AND
JANICE HAHN**

**AGN. NO. _____
February 14, 2017**

REVISED PILOT TEMPORARY SERVICES REGISTRY PROGRAM

The County of Los Angeles (County) is consistently ranked one of the best places to work in the country, and the County is charting a course to continually improve its processes, enhance its workforce, and achieve the goals of a new Strategic Plan.

The County must continue to ensure that there are employees from the entry level to highly experienced generalists and specialists to cultivate the next generation of County employees with the necessary training, experience, and creativity to take the helm as current workers move on to other opportunities or retire.

Contracting for services that County employees can provide is not an acceptable long-term solution. These jobs must be made available to County Local Residents from lower income communities or those Target Workers facing barriers to employment.

The Board of Supervisors (Board) recently enacted a Local and Target Worker Hire Policy that would help such low-income Local Residents and Target Workers overcome these barriers through training or simply receiving a preference on a County funded project or contract. As the County endeavors to provide equal employment opportunity and promote its own diverse, inclusive workforce, the realities of employment for many of these Target Workers are truly concerning.

On December 16, 2014, Supervisor Solis entered a motion, amended by Supervisor Antonovich, in which the Board of Supervisors requested that the Director of Personnel, in consultation with the Director of Community and Senior Services (now known as Workforce Development, Aging, and Community Services), Director of Public Social

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Services and the Chief Executive Officer, analyze the feasibility of creating a Temporary Services Registry to be used by all County departments, for secretarial/clerical and accounting services, utilizing Local Resident community college students and Target Workers including GAIN and GROW participants and those other Target Worker categories served and tracked by Workforce Innovation and Opportunity Act (WIOA) and Workforce Development Board programs. The Target Workers served by WIOA include: Veterans and their families, Native Americans, custodial and non-custodial parents, current or former foster youth or otherwise disconnected youth, mature workers, homeless or recently homeless, the disabled community, those facing protracted unemployment or dislocated workers, low-income, those with a history of involvement with the criminal justice system, those without a high school diploma or GED, limited English proficient workers, and current recipients of government cash, food assistance, or other public assistance benefits.

In response to the Board motion, the feasibility study submitted by the Department of Human Resources dated February 13, 2015 recommended that the Board approve and fund a pilot project for implementation of a Temporary Services Registry by the Director of Personnel. The feasibility study further recommended that the pilot project include:

- Development of a Countywide Temporary Services Registry program (Registry) focused on clerical services;
- Identification of County department(s) to participate in the pilot;
- Development of policies, processes and/or procedures for use of the Registry;
- A Report from the Director of Personnel to the Board with findings and additional recommendations based on the pilot project for a full implementation of a Registry.

Piloting an internal clerical Registry will enable the County to develop a structure and implement a program that can be scaled in the future. The intent behind the creation of the Registry is to reinvest in constituents who are working to improve themselves and simultaneously build the pool of potential future permanent County employees. The temporary and as-needed work provides valuable experience and can provide a pathway to full-time employment in the County or elsewhere.

However, every pilot project should have robust and measurable outcome data that helps to define the performance of the program. The Director of Personnel should incorporate this outcome data into the project, provide regular status updates, and provide a program evaluation near the end of the pilot term.

The Registry can serve as a springboard for Local Residents and Target Worker populations to attain gainful employment at the County or with other local employers.

This initiative will enable constituents to attain needed job skills, begin rewarding careers, and tell the story of how the County can lead by example in the field of Social Enterprise job services innovation and at the same time demonstrate efficiency in how we serve our communities.

WE, THEREFORE, MOVE THAT THE BOARD:

1. Approve and direct the Director of Personnel to implement a twenty-four month Temporary Services Registry pilot project for the Departments of Public Social Services, Children and Family Services, Mental Health, and Child Support Services by no later than April 1, 2017.
 - a. The pilot project shall include the development of a Countywide Temporary Services Registry for clerical services, identification of County departments to participate in the pilot, and development of policies, processes and/or procedures for use of the Registry;
 - b. In coordination with Workforce Development, Aging, and Community Services (WDACS), all applicants to the program should first be registered in the regional workforce development system, in order to maximize access to job readiness and training programs as well as provide for longitudinal evaluation of sustained employment;
 - c. The project shall include the following participation goals, which are not mutually exclusive:
 - i. At least 30% of the participants in the program must be Local Residents that are students or recent graduates of local community colleges or adult schools programs and live in the Tier 2 Zip Codes defined in the County's Local and Target Worker Hire policy;
 - ii. At least 51% of the participants in the program must be Target Workers facing barriers to employment served and tracked by Workforce Innovation and Opportunity Act (WIOA) and regional Workforce Development Board programs;
 - iii. At least 20% of the participants in the program must be GAIN and GROW participants
2. Direct the Director of Personnel, working with the Chief Executive Office (CEO) and WDACS, to evaluate the project by providing quarterly updates on the status of the pilot and achievement of the goals and a comprehensive report upon the completion of the initial twenty-four month pilot.
 - a. Quarterly updates should commence on June 30, 2017, and be delivered to Board of Supervisors and the Economic Development Policy Committee throughout the duration of the pilot.
 - b. The first quarterly report should also include a statement of any additional metrics that will be collected and used to evaluate the

performance of the program, as well as a statement regarding any additional labor organization, Social Enterprise, private sector, philanthropic, or workforce development partners that will be helpful in achieving success for the program.

- c. At the conclusion of the two year pilot, Director of Personnel, CEO, and WDACS should evaluate the rate of retention of the program participants as well as their level of career advancement either as an employee of the County or other employer as tracked through the resources of the regional workforce development system.
 - d. Evaluation should also include:
 - i. The projected and actual cost of the program
 - ii. Effectiveness of the pilot as to the impact that the program may have to maximize the use of the full set of County-offered job readiness and other wrap-around social service or housing assistance and reduce participants' usage of County safety net services over time.
3. Direct the Chief Executive Office to work with the Director of Personnel and the pilot departments to establish a twenty-four month pilot Temporary Services Registry in the Department of Human Resources.

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