CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER’S EXTENSION REQUEST DATED MAY 22, 2017
CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER’S EXTENSION REQUEST DATED SEPTEMBER 18, 2017
CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER’S REPORT DATED FEBRUARY 7, 2018
CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER’S REPORT DATED MAY 24, 2018
CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER’S REPORT DATED SEPTEMBER 4, 2018
CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER’S REPORT DATED SEPTEMBER 11, 2018
CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER’S REPORT DATED DECEMBER 28, 2018
CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER’S REPORT DATED FEBRUARY 4, 2019
CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER’S REPORT DATED MAY 9, 2019
CLICK HERE FOR THE CHIEF EXECUTIVE OFFICER’S REPORT DATED JULY 24, 2019
NEXT REPORT BY THE CHIEF EXECUTIVE OFFICER EXTENDED TO MARCH 31, 2020
REQUEST FOR AN EXTENSION: CAREERS AND ECONOMIC DEVELOPMENT IN THE COUNTY CONSTRUCTION INDUSTRY (ITEM NO. 2, AGENDA OF MARCH 21, 2017)

On March 21, 2017, the Board of Supervisors (Board) adopted a Motion (Motion) by Supervisors Hilda L. Solis and Sheila Kuehl, instructing the Chief Executive Officer (CEO), in coordination with County Counsel, and the Directors of Public Works (DPW), Consumer and Business Affairs (DCBA), Workforce Development, Aging, and Community Services (WDACS), and the Executive Director of the Community Development Commission (CDC) to report back to the Board in 60 days with a proposal for the Board to establish a Countywide Construction Careers and Economic Development Initiative (Initiative). The CEO is requesting an additional 90 days to respond to the Motion in a complete and comprehensive manner.

As part of the Motion, the Board asked for a report back that would explore an amended Local and Targeted Worker Hire Policy to require a minimum of 20 percent Apprentice hours for each construction trade utilized, expand the County’s definition of a Targeted Worker to more closely align with the federal Workforce Innovation and Opportunity Act of 2014 (WIOA), and register Local and Targeted Workers in the regional workforce development system in an effort to link workforce development data with the County’s safety net services. Further, the Board asked that the CEO explore enhancing DCBA’s Local Small Business (LSBE), Disabled Veteran-Owned Business (DVBE) and Social Enterprise (SE) Utilization Programs to implement procedures to certify construction contractors and subcontractors as SEs, and to propose when it may be appropriate to require County capital, economic and housing development projects on County property to include a Utilization Plan. These Utilization Plans would detail how each project would achieve 25 percent utilization of certified LSBEs, and 3 percent utilization of DVBEs.
In addition, an amendment by Supervisor Kathryn Barger requested the incorporation of an aggressive strategy to recruit veterans and transition aged foster youth into the Initiative’s Apprentice program, while an amendment by Supervisor Kuehl directed a further review of linkages between participants in the County’s social services and workforce development programs. This amendment by Supervisor Kuehl also asked for recommendations on providing monthly updates to the Board and directed the CEO to coordinate with and solicit input from the Los Angeles County Metropolitan Transit Authority (Metro), which has developed and implemented a similar, successful program.

PROGRESS TO DATE

The CEO recognizes that the Initiative provides an opportunity to align the County’s economic development objectives with a program that prioritizes high-quality jobs, creates career paths for workers with barriers to employment, and promotes small and local business development. Additionally, with the recent passage of ballot measures to fund transit, affordable housing, and school facilities development, there is an expectation of heightened demand for qualified construction workers. In order to best position the Initiative for success, the CEO has convened a workgroup of subject-matter expert departments to produce a quality response to the Motion.

Local and Targeted Worker Hire Policy

The CEO is working with County Counsel, DPW and WDACS to explore amending and expanding the current Local and Targeted Worker Hire Policy as adopted by the Board at its meeting on September 6, 2016. The CEO and County Counsel are evaluating the addition of certain Targeted Worker categories as defined by WIOA, and reviewing which WIOA categories may be legally tracked for each type of construction contract subject to the Policy. Further, WDACS is in the process of enhancing their regional workforce system to identify and train both Apprentices and Local and Targeted Workers who can be deployed on construction projects. The CEO has not yet analyzed the potential budgetary cost of the proposed requirements for Apprentice hours, or the potential expansion of the County’s Living Wage Ordinance.

Pre-qualified Jobs Developers

The CEO is working with DPW to secure a contractor to establish a pre-qualified list of jobs developers for use by contractors in implementing a Local and Targeted Worker Hire Policy on applicable construction contracts.

Enhancement to County’s Utilization Efforts

The CEO is working with DCBA to explore ways to certify construction contractors and subcontractors as SEs. DCBA, in coordination with involved departments, will provide outreach and education to vendors on construction contracts, including prime
Each Supervisor  
May 22, 2017  
Page 3

contractors and subcontractors, to identify businesses eligible for certification. Additionally, DCBA recently launched its “on-the-spot certification,” which allows DCBA staff to certify businesses at community events. DCBA will work with affected departments to determine the feasibility of using this service to certify qualifying vendors, contractors and/or subcontractors at bid conferences or other construction-related events.

The CEO and DCBA are reviewing the feasibility of requiring Departments, Commissions, and Agencies delivering construction projects on County property to include an LSBE, DVBE and SE Utilization Plan to achieve the County goals of 25 percent LSBE and 3 percent DVBE utilization. DCBA will develop an assessment tool for capital and construction projects, and economic and housing development projects, to determine whether it is practical to include utilization goals on these projects. For those projects where it is deemed feasible, DCBA will work with departments to develop a framework for the creation, implementation and tracking of utilization plans.

Economic Development Policy Committee Updates

In connection with both the Motion and the amendment by Supervisor Kuehl, the CEO is evaluating the potential need for monthly, quarterly, and annual reports to be presented to the Economic Development Policy Committee and/or the Board. With respect to the reports specifically described in the Motion, WDACS has begun working with the Los Angeles and Orange Counties Building and Construction Trades Council on matters related to local and targeted worker hire, apprenticeships and pre-apprenticeship models, and expanded partnerships.

Information and Recommendations from WDACS Reports

WDACS is currently working with outside stakeholders in light of the proposed Initiative to inform the recommendations in their recently-commissioned construction industry report and their Regional Workforce Development Plans. These reports are in draft form and will be presented to the Economic Development Policy Committee prior to completion.

Veteran and Youth Recruitment

The CEO is working with WDACS to develop a robust outreach and education plan to inform local and targeted populations about the Initiative. WDACS has itself consulted with relevant departments to begin developing a proactive strategy to engage community organizations to recruit veterans, including transitioning military personnel, and transition aged foster youth. The CEO has also met with Metro, which has shared collateral material for outreach and recruitment of both the veteran and transition age youth populations.
County Service Linkage

The CEO is exploring the most effective way to link users of County social services to workforce development programs. Additionally, through the County’s Enterprise Linkage Project, the CEO is examining the use of existing software to enable improved data collection across County programs. For example, the CEO is in phase one of linking those who received job services through the WIOA program with those who received CalWORKS benefits through DPSS. Subsequent phases will seek to link additional social service data, which are currently being tracked through the Enterprise Linkage Project.

Collaboration with Metro

The CEO and County Counsel have engaged in frequent collaboration with Metro to learn from the successes and challenges Metro encountered in implementing their Construction Careers Policy. Metro has provided insight into best practices for administering such a policy, information on effective organizational structures, and thought leadership on conducting an outreach campaign in collaboration with jobs developers.

NEXT STEPS

In order to fully respond to the Motion, additional time is needed to conduct stakeholder engagement, programmatic research, and cost analysis. The CEO will continue to work with affected departments and anticipates providing a final report back to the Board within 90 days. Should you have any questions, please contact Doug Baron at (213) 974-8355, or dbaron@ceo.lacounty.gov.
September 18, 2017

To: Supervisor Mark Ridley-Thomas, Chairman
   Supervisor Hilda L. Solis
   Supervisor Sheila Kuehl
   Supervisor Janice Hahn
   Supervisor Kathryn Barger

From: Sachi A. Hamai
   Chief Executive Officer

REQUEST FOR AN EXTENSION: CAREERS AND ECONOMIC DEVELOPMENT IN THE
COUNTY CONSTRUCTION INDUSTRY (ITEM NO. 2, AGENDA OF MARCH 21, 2017)

On March 21, 2017, the Board of Supervisors (Board) adopted a Motion (Motion) by Supervisors Solis and Kuehl, instructing the Chief Executive Officer (CEO), in coordination with County Counsel and the Directors of Public Works (DPW), Consumer and Business Affairs (DCBA), Workforce Development, Aging and Community Services (WDACS), and the Executive Director of the Community Development Commission (CDC) to report back to the Board in 60 days with a proposal for the Board to establish a Countywide Construction Careers and Economic Development Initiative (Construction Careers).

As part of the Motion, the Board asked for an amended Local and Targeted Worker Hire Policy to: 1) require 20 percent Apprentice hours on each construction trade utilized, 2) streamline the County’s definition of a targeted worker to more closely align with the targeted categories tracked under the federal Workforce Innovation Opportunity Act of 2014 (WIOA), and 3) explore registering Local and Targeted workers in the regional workforce development system in an effort to link utilizers of the County’s workforce development services with those who may also be using County safety net services.

Further, the Board asked that the CEO explore enhancing DCBA’s Local Small Business (LSBE), Disabled Veteran-Owned Business (DVBE), and Social Enterprise (SE) Utilization Programs to implement procedures to certify construction contractors and subcontractors as SEs, and to propose when it may be appropriate to require those delivering County capital and economic development projects on County property to include a Utilization Plan. These Utilization Plans would detail how the project would achieve 25 percent utilization of certified LSBES, and 3 percent utilization of DVBEs.
Finally, an amendment by Supervisor Barger requested the incorporation of a strategy to recruit veterans and transitional aged foster youth into the Construction Careers apprentice program, and an amendment by Supervisors Kuehl and Solis directed a further discussion of linkages between participants in the County’s social services and workforce development programs. This amendment also asked for the CEO to coordinate with, and solicit input from, the Los Angeles County Metropolitan Transportation Authority (Metro), which has developed and implemented a similar program.

PROGRESS TO DATE

In response to several Board motions seeking to align regional economic development objectives with workforce development services to prioritize high quality jobs, the CEO has been working with County Departments to foster career pathways in high-growth sectors of our local economy, including the construction industry. With the passage of several recent ballot measures to promote both transit and affordable housing development, there is a heightened emphasis on generating quality construction careers.

Amended Local and Targeted Worker Hire Policy

The CEO is working with County Counsel to more closely align the County’s current definition of a Targeted Worker with the categories of targeted workers tracked by WIOA, to the extent feasible under the law. Further, the CEO is reviewing the possibility of requiring that at least half of all apprentice hours on a construction project be allocated to Local and Targeted Worker categories. As background, current law requires at least 20 percent apprentice hours on California construction projects and a minimum ratio of one apprentice hour for every five journeyman hours.

In response to the Motion’s directive that Local and Targeted Workers be registered in the regional workforce development system, the CEO will collaborate with WDACS to ensure that all workers meeting the definition of Local or Targeted under the Construction Careers program are able register in the state’s CalJobs system to the degree practical. The CEO is also exploring the possibility for data linkage between clients served by WDACS and those accessing services through DPSS to enable improved coordination between County social service delivery and workforce development. The CEO is in the first phase of linking those who receive services through WDACS’ job centers and those who receive benefits through DPSS. The CEO will work with WDACS and DPSS to perform further testing and determine the most effective way to link recipients of County services with those employed through the Construction Careers program.

Pre-qualified Jobs Developers

The CEO is working with DPW to ensure that the process for developing a County Project Labor Agreement (PLA) also establishes a pre-certified list of jobs developers for use by contractors adhering to the Local and Targeted Worker Hire Policy on each applicable
construction contract. The CEO consulted with Metro for the procedures they use in working with their list of pre-certified jobs developers.

**Enhancement to County’s Utilization Efforts**

In response to an April 4, 2017 Board motion (April Motion) to address ongoing economic development opportunities in County contracts, the CEO is working with DCBA to explore ways to enhance the LSBE, DVBE, and SE Utilization Programs. Additional time is needed to further analyze the County construction contracting process to make appropriate recommendations as to how and when Utilization Plans should be included on County capital and construction projects, and economic and housing development projects on County property. The response to the April Motion will put forth recommendations for procurement process changes to expand the utilization of small and targeted businesses. Construction contracts will be addressed in this report back.

The Construction Careers program will incorporate the recommendations associated with construction contracts, as they are presented in the response to the April Motion. Construction Careers will not develop LSBE, DVBE and SE utilization objectives that extend beyond DCBA’s policies for construction contracts.

**Veteran and Youth Recruitment**

WDACS is developing a robust outreach and education plan to inform local and targeted worker candidates about the County’s Construction Careers program. The CEO has also met with Metro, which has shared collateral material for outreach and recruitment of both the veteran and transition-aged youth populations.

**NEXT STEPS**

In order to fully respond to the Board’s motion, additional time is needed to conduct stakeholder engagement, research, and analysis. Further, the CEO has observed in its discussions with Metro that an effective policy regarding construction careers needs to take into consideration the use of PLAs on various construction contracts. Metro’s program specifically links its efforts on construction careers and PLAs into a single uniform program.

On March 21, 2017, the date that this Motion was adopted, the Board also approved two separate Motions related to the use of PLAs on County construction contracts. The CEO provided an update on its progress in responding to the two PLA Motions in a written report dated August 22, 2017. Similar to what has been agreed upon with respect to the PLA Motions, the CEO will deliver updates on this Motion to the Board on a set schedule. For Construction Careers, updates shall be provided every 90 days, with the next report due on December 18, 2017.
Should you have any questions, please contact Doug Baron at (213) 974-8355 or via email at dbaron@ceo.lacounty.gov.

SAH:JJ:DSB
CMT:acn

c: Executive Office, Board of Supervisors
   County Counsel
   Community Development Commission
   Consumer and Business Affairs
   Public Works
   Workforce Development, Aging and Community Services
February 7, 2018

To: Supervisor Sheila Kuehl, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

CAREERS AND ECONOMIC DEVELOPMENT IN THE COUNTY CONSTRUCTION INDUSTRY (ITEM NO. 2, AGENDA OF MARCH 21, 2017) – QUARTERLY REPORT

On March 21, 2017, the Board adopted a Motion by Supervisors Solis and Kuehl, instructing the Chief Executive Officer (CEO), in coordination with County Counsel and the Directors of Public Works, Consumer and Business Affairs, Workforce Development, Aging and Community Services (WDACS), and the Executive Director of the Community Development Commission to report back to the Board in 60 days with a proposal for the Board to establish a Countywide Construction Careers and Economic Development Initiative (Construction Careers).

As part of the Motion, the Board asked for an amended Local and Targeted Worker Hire Policy to: 1) require 20 percent apprentice hours on each construction trade utilized; 2) streamline the County’s definition of a targeted worker to more closely align with the targeted categories tracked under the federal Workforce Innovation Opportunity Act of 2014; and 3) explore registering local and targeted workers in the regional workforce development system in an effort to link utilizers of the County’s workforce development services with those who may also be using County safety net services.

Further, the Board asked that the CEO explore enhancing Consumer and Business Affairs’ Local Small Business, Disabled Veteran-Owned Business, and Social Enterprise Utilization Programs to implement procedures to certify construction contractors and subcontractors as Social Enterprises, and to propose when it may be appropriate, to require those delivering County capital and economic development projects on County property, to include a Utilization Plan. These Utilization Plans would detail how the project would achieve 25 percent utilization of certified Local Small Businesses, and 3 percent utilization of Disabled Veteran-Owned Businesses.
Finally, an amendment by Supervisor Barger requested the incorporation of a strategy to recruit veterans and transitional aged foster youth into the Construction Careers apprentice program, and an amendment by Supervisors Kuehl and Solis directed a further discussion of linkages between participants in the County's social services and workforce development programs. This amendment also asked for the CEO to coordinate with, and solicit input from, the Los Angeles County Metropolitan Transportation Authority (Metro), which has developed and implemented a similar program.

PROGRESS TO DATE

The CEO continues to work with County departments to foster career pathways in high-growth sectors of our local economy, including the construction industry. With several major County projects being developed, such as the Consolidated Correctional Treatment Facility, Mira Loma Detention Center, Harbor-UCLA Medical Center Master Plan project, LAC+USC Restorative Village, Grand Avenue Development, Music Center Plaza Refurbishment, King-Drew Reuse project, and Vermont Corridor development, there is a heightened emphasis on developing and generating quality construction careers for County residents.

Amended Local and Targeted Worker Hire Policy

The CEO has worked with County Counsel to align the County's definition of a Targeted Worker with the categories of targeted workers tracked by the Workforce Innovation Opportunity Act, to the extent feasible under the law. The Targeted Worker definition was expanded from nine categories to cover a total of 14 categories, including eligible migrant and seasonal farmworkers, English language learners, older individuals (55+), disabled individuals, and individuals with a low level of literacy. Further, the CEO is reviewing the possibility of establishing a goal for contractors to have at least half of all apprentice hours on a construction project be allocated to Local and Targeted Worker categories. As background, current law requires at least 20 percent apprentice hours on California construction projects, and a minimum ratio of one apprentice hour for every five journeyman hours.

In response to the Motion's directive to explore having Local and Targeted Workers registered in the regional workforce development system, the CEO is working with WDACS and the Department of Public and Social Services (DPSS) to link recipients of County services to those seeking employment through the Construction Careers program. WDACS has successfully linked a pilot group of individuals receiving services through WDACS' job centers to those who receive benefits through DPSS. WDACS will then link these recipients to Employment Development Department State wage data to determine if recipients' wages are increasing over time, and if an increase in wages correlates to a decreased reliance on County services. To improve the coordination between County social service delivery and workforce development, DPSS and WDACS
have aligned and integrated services at America's Job Center of California with services offered through DPSS Job Club to facilitate cross-system referrals. In January, WDACS held a Countywide Workforce Development Alignment Strategic Planning meeting with representatives from the Board, DPSS, and CEO to further these efforts and ensure that the County's workforce development programs and desired outcomes are aligned to best serve those seeking career pathways through the Construction Careers program.

Should you have any questions, please contact Brad Bolger at (213) 974-1360, or via email at bbolger@ceo.lacounty.gov.

SAH: DPH: BMB
AMA: gw

c: Executive Office, Board of Supervisors
   County Counsel
   Community Development Commission
   Consumer and Business Affairs
   Public Works
   Workforce Development, Aging and Community Services
May 24, 2018

To: Supervisor Sheila Kuehl, Chair  
Supervisor Hilda L. Solis  
Supervisor Mark Ridley-Thomas  
Supervisor Janice Hahn  
Supervisor Kathryn Barger

From: Sachi A. Hama
Chief Executive Officer

CAREERS AND ECONOMIC DEVELOPMENT IN THE COUNTY CONSTRUCTION INDUSTRY (ITEM NO. 2, AGENDA OF MARCH 21, 2017) – QUARTERLY REPORT

On March 21, 2017, the Board adopted a Motion by Supervisors Solis and Kuehl, instructing the Chief Executive Officer (CEO), in coordination with County Counsel and the Directors of Public Works, Consumer and Business Affairs, Workforce Development, Aging and Community Services (WDACS), and the Executive Director of the Community Development Commission to report back to the Board in 60 days with a proposal for the Board to establish a Countywide Construction Careers and Economic Development Initiative (Construction Careers).

As part of the Motion, the Board asked for an amended Local and Targeted Worker Hire Policy to: 1) require 20 percent apprentice hours on each construction trade utilized; 2) streamline the County’s definition of a targeted worker to more closely align with the targeted categories tracked under the federal Workforce Innovation Opportunity Act of 2014; and 3) explore registering local and targeted workers in the regional workforce development system in an effort to link utilizers of the County’s workforce development services with those who may also be using County safety net services.

Further, the Board asked that the CEO explore enhancing Consumer and Business Affairs’ Local Small Business, Disabled Veteran-Owned Business, and Social Enterprise Utilization Programs to implement procedures to certify construction contractors and subcontractors as Social Enterprises, and to propose when it may be appropriate, to require those delivering County capital and economic development projects on County property, to include a Utilization Plan. The Utilization Plan would detail how the project would achieve 25 percent utilization of certified Local Small Businesses, and 3 percent utilization of Disabled Veteran-Owned Businesses.
Finally, an amendment by Supervisor Barger requested the incorporation of a strategy to recruit veterans and transitional aged foster youth into the Construction Careers apprentice program, and an amendment by Supervisors Kuehl and Solis directed a further discussion of linkages between participants in the County’s social services and workforce development programs. This amendment also asked for the CEO to coordinate with, and solicit input from, the Los Angeles County Metropolitan Transportation Authority (Metro), which has developed and implemented a similar program.

**PROGRESS TO DATE**

Since the last quarterly report dated February 7, 2018, the CEO continued to work with County departments to foster career pathways in high-growth sectors of our local economy, including the construction industry. With several major County projects being developed, there is a heightened emphasis on developing and generating quality construction careers initiatives for County residents.

**Amended Local and Targeted Worker Hire Policy**

The CEO has worked with County Counsel to incorporate apprentice hiring requirement language into the Countywide Local and Targeted Worker Hiring Policy (Policy). State Labor code requires a minimum ratio of one apprentice hour for every five journeyman hours. The state code will be referenced in the Policy and contractors will strive to obtain at least half of all apprentice hours on the project to be performed by Local and Targeted workers. Furthermore, language will be added to the Policy stating hours worked by an apprentice who is also a Targeted Worker or a Local Resident may be applied to the 30 percent Local Resident or the 10 percent Targeted Worker hire goal. In the Policy, the full list of Targeted Workers has been expanded to include all categories of individuals, as permitted under applicable law, involving Targeted Workers facing barriers to employment served and tracked by the Workforce Innovation and Opportunity Act of 2014.

For any contract which is subject to the Policy, the employer must pay all workers at a level consistent with the County’s Living Wage, including, but not limited to, security, clerical, or administrative workers.

On March 22, 2018, the draft Policy was distributed and presented at the Economic Development Policy Committee meeting. Comments were received on the draft Policy from Community Development Commission, Department of Public Works, and WDACS. Comments were addressed by addition of language in the Policy regarding exclusion of affordable housing projects financed with federal funds due to funding restrictions; requiring contractors to have a “Job Coordinator” on projects with total project cost greater than $2.5 million (this model is the standard in the region and has proven very effective within Metro, City of Los Angeles, Los Angeles Community College District, Los Angeles
within Metro, City of Los Angeles, Los Angeles Community College District, Los Angeles World Airports, and City of Los Angeles Department of Water and Power); and inclusion of data tracking. The final Policy will be presented to the Audit Committee upon finalization in Fall of 2018.

Evaluation of registering Local and Targeted workers in the regional workforce development system is ongoing. We are working with the State Employment Development Department to evaluate whether changes in a service recipient's wage data could be relied on as an indication of a decrease in reliance on social services.

**Enhancement to County's Utilization Efforts**

Linking registered Local and Targeted Workers' records to the County's Enterprise Linkage Project to enable improved coordination between County human service delivery and workforce development efforts will be addressed as a part of the Board Motion issued May 8, 2018, Evaluation of Los Angeles County's Workforce Alignment Efforts.

**Next Steps**

Analysis continues on the development and implementation of procedures for certifying construction contractors and subcontractors as Social Enterprises consistent with the Department of Consumer and Business Affairs' certification program. Further analysis is required to determine how and when departments and agencies delivering County capital and construction projects on County property will include Small Business, Disabled Veteran-Owned Business, and Social Enterprise Utilization Plan for each project to achieve 25 percent utilization of certified Local Small Business Enterprises, and 3 percent utilization of Disabled Veteran Business Enterprises on each project.

Should you have any questions, please contact Brad Bolger at (213) 974-1360, or via email at bbolger@ceo.lacounty.gov.

SAH:JJ:DPH  
BMB:AMA:KV:zu

c: Executive Office, Board of Supervisors  
County Counsel  
Community Development Commission  
Consumer and Business Affairs  
Public Works  
Workforce Development, Aging and Community Services
September 4, 2018

To: Supervisor Sheila Kuehl, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

CAREERS AND ECONOMIC DEVELOPMENT IN THE COUNTY CONSTRUCTION INDUSTRY (ITEM NO. 2, AGENDA OF MARCH 21, 2017) – QUARTERLY REPORT

On March 21, 2017, the Board adopted a motion by Supervisors Solis and Kuehl, instructing the Chief Executive Officer (CEO), in coordination with County Counsel and the Directors of Public Works, Consumer and Business Affairs, Workforce Development, Aging and Community Services (WDACS), and the Executive Director of the Community Development Commission to report back to the Board in 60 days with a proposal for the Board to establish a Countywide Construction Careers and Economic Development Initiative (Construction Careers).

During this quarter, the following items were addressed:

The revised Local and Targeted Worker Hire Policy and the implementation guidelines were submitted to County Counsel for review and approval.

Departments, agencies, and commissions will require contractors and sub-contractors to provide a plan during the solicitation process describing how they will strive to obtain 25 percent utilization of certified Local Small Business Enterprises, and three percent utilization of Disabled Veteran Business Enterprises on County capital and construction projects on County property with an estimated total project cost greater than $2.5 million.

A presentation was made by the Los Angeles County Metropolitan Transportation Authority (Metro) on development and implementation of their Workforce Initiative Now - LA program, which is similar to the County’s Local and Targeted Worker Hire policy. The presentation focused on the fundamentals of the program, lessons learned, and best practices.

“To Enrich Lives Through Effective And Caring Service”
Next Steps

Upon County Counsel approval, the Local and Targeted Worker Hire Policy will be presented to the Audit Committee.

Analysis continues on the development and implementation of procedures for certifying construction contractors and subcontractors as Social Enterprises consistent with the Department of Consumer and Business Affairs' certification program.

The motion requested incorporation of a strategy to recruit veterans and transitional aged foster youth into the Construction Careers apprentice program, evaluation of registering Local and Targeted workers in the regional workforce development system, and linking registered Local and Targeted Workers’ records to the County’s Enterprise Linkage Project to enable improved coordination between County human service delivery and workforce development efforts. These items will be addressed as a part of the Board motion issued May 8, 2018, Evaluation of Los Angeles County’s Workforce Alignment Efforts.

Should you have any questions, please contact Brad Bolger at (213) 974-1360 or via email at bbolger@ceo.lacounty.gov.

SAH:JJ:DPH
BMB:AMA:KAV:zu

c: Executive Office, Board of Supervisors
   County Counsel
   Community Development Commission
   Consumer and Business Affairs
   Public Works
   Workforce Development, Aging and Community Services
September 11, 2018

To: Supervisor Sheila Kuehl, Chair
    Supervisor Hilda L. Solis
    Supervisor Mark Ridley-Thomas
    Supervisor Janice Hahn
    Supervisor Kathryn Barger

From: Sachi A. Hamai
      Chief Executive Officer

PROJECT LABOR AGREEMENT FOR COUNTY CONSTRUCTION PROJECTS
MOTION BY SUPERVISORS SOLIS AND HAHN
(ITEM NO. 3, AGENDA OF MARCH 21, 2017)

AND

LOCAL HIRE AND BUSINESS ASSISTANCE REQUIREMENTS
FOR MAJOR CAPITAL PROJECTS
MOTION BY SUPERVISORS RIDLEY-THOMAS AND HAHN
(ITEM NO. 6, AGENDA OF MARCH 21, 2017)

On March 21, 2017, the Board approved the subject two motions (Project Labor Agreement for County Construction Projects by Supervisors Solis and Hahn, and Local Hire and Business Assistance Requirements for Major Capital Projects by Supervisors Ridley-Thomas and Hahn). Both motions contained multiple recommendations related to Project Labor Agreements (PLAs). The following is an update on our progress since our last report dated June 29, 2018 (Attached).

On July 10, 2018, the Board approved a motion by Supervisor Hahn to include Rancho Los Amigos South Campus (RLASC) projects in the current PLA negotiations with the Building Trades. The RLASC projects will include the Sheriff’s Department Crime Lab Consolidation, Probation Department Headquarters, Internal Services Department Headquarters, Sports Center, and Infrastructure projects.
Local Hire and Business Assistance Requirements for Major Capital Projects

The Chief Executive Office (CEO), along with County Counsel and the Department of Public Works (Public Works), is continuing discussions with representatives of the Building Trades regarding possible terms for a PLA for major capital projects, including the Consolidated Correctional Treatment Facility, Harbor-UCLA Medical Center, Martin Luther King Jr. (MLK) Medical Center Re-use Project, Mira Loma Detention Center, and the RLASC Projects. Consistent with the Board's direction, in addition to addressing the terms and conditions that are necessary for the successful construction of the Projects, much of our emphasis in this endeavor is facilitating Board priorities, such as ensuring the hiring of local and targeted workers and encouraging participation in the Projects by local small businesses, disabled veteran-owned businesses, and social enterprises (collectively, Small Businesses). Consistent with the County's terminology used for the MLK Outpatient Center project, the proposed PLA is being referred to as a Community Workforce Agreement (CWA).

The CEO, County Counsel, Public Works, including Parsons Constructors, Inc., continued negotiations with the Building Trades. We are continuing to work with the Building Trades to settle a small number of remaining issues, so that we can present a draft agreement for your consideration within the next 60 days.

Community Work Force Agreement for County Construction Projects

No further developments have taken place for the CWA for County construction projects. We are focusing on finalizing the CWA for the now five major capital projects including RLASC, and will use the terms of that CWA as a basis to negotiate the Countywide CWA for County construction projects.

We will continue to provide the Board with regular updates on our progress for both efforts every 60 days. If you have any questions or need additional information, please contact David Howard, Assistant Chief Executive Officer, at (213) 893-2477, or Massood Eftekhari of Public Works at (626) 458-4016.

SAH:JJ:DPH
ME:AMA:kb

Attachment

c: Executive Office, Board of Supervisors
   County Counsel
   Community Development Commission
   Consumer and Business Affairs
   Health Services
   Internal Services
   Public Works
   Probation
   Sheriff
   Workforce Development, Aging and Community Services
June 29, 2018

To: Supervisor Sheila Kuehl, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

PROJECT LABOR AGREEMENT FOR COUNTY CONSTRUCTION PROJECTS
MOTION BY SUPERVISORS SOLIS AND HAHN
(ITEM NO. 3, AGENDA OF MARCH 21, 2017)
AND
LOCAL HIRE AND BUSINESS ASSISTANCE REQUIREMENTS
FOR MAJOR CAPITAL PROJECTS
MOTION BY SUPERVISORS RIDLEY-THOMAS AND HAHN
(ITEM NO. 6, AGENDA OF MARCH 21, 2017)

On March 21, 2017, the Board approved the subject two motions (Project Labor Agreement for County Construction Projects by Supervisors Solis and Hahn, and Local Hire and Business Assistance Requirements for Major Capital Projects by Supervisors Ridley-Thomas and Hahn). Both motions contained multiple recommendations related to Project Labor Agreements (PLAs). The following is an update on our progress since our last report dated April 17, 2017 (Attached).

Local Hire and Business Assistance Requirements for Major Capital Projects

The Chief Executive Office (CEO), along with County Counsel and the Department of Public Works (Public Works), is continuing discussions with representatives of the Building Trades regarding possible terms for a PLA for major capital projects, including the Consolidated Correctional Treatment Facility, Harbor-UCLA Medical Center, Martin Luther King, Jr. (MLK) Medical Center Re-use Project, and Mira Loma Detention Center (Projects). Consistent with the Board’s direction, in addition to addressing the terms and conditions that are necessary for the successful construction of the Projects, much of our emphasis in this endeavor is facilitating Board priorities, such as ensuring the hiring of local and targeted workers and encouraging participation in the Projects by local small businesses, disabled veteran-owned businesses, and social enterprises (collectively, Small Businesses).

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Consistent with the County's terminology used for the MLK Outpatient Center Project, the proposed PLA is being referred to as a Community Workforce Agreement (CWA).

The CEO, County Counsel, Public Works, including Parsons Constructors, Inc., continued negotiations with the Building Trades. The fifth negotiations meeting was held on May 2, 2018. On May 8, 2018, the Department of Public Works briefed the Public Works Deputies regarding the progress made in negotiations with the Building Trades. Progress has been made on the Local and Targeted Worker Hire Program, where the Building Trades are no longer requesting inclusion of “Tier 3” requirements. In addition, the Building Trades have accepted inclusion of portions of the small business enterprise, disadvantaged veteran business enterprise, and social enterprise requirements. We are continuing to work with the Building Trades to settle a small number of remaining issues, so that we can present a draft agreement for your consideration within the next 90 days.

Community Workforce Agreement for County Construction Projects

No further developments have taken place for the CWA for County construction projects. We are focusing on finalizing the CWA for the four major capital projects, and will use the terms of that CWA as a basis to negotiate the Countywide CWA for County construction projects.

We will continue to provide the Board with regular updates on our progress for both efforts every 60 days. If you have any questions or need additional information, please contact David Howard, Assistant Chief Executive Officer, at (213) 893-2477, or Massood Eftekhari of Public Works at (626) 458-4016.

SAH:JJ:DPH
ME:AMA:kb

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Community Development Commission
Consumer and Business Affairs
Public Works
Workforce Development, Aging and Community Services
December 28, 2018

To: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Kathryn Barger

From: Sachi A. Hamai ~
Chief Executive Officer

PROJECT LABOR AGREEMENT FOR COUNTY CONSTRUCTION PROJECTS
MOTION BY SUPERVISORS SOLIS AND HAHN
(ITEM NO. 3, AGENDA OF MARCH 21, 2017)
AND
LOCAL HIRE AND BUSINESS ASSISTANCE REQUIREMENTS
FOR MAJOR CAPITAL PROJECTS
MOTION BY SUPERVISORS RIDLEY-THOMAS AND HAHN
(ITEM NO. 6, AGENDA OF MARCH 21, 2017)

On March 21, 2017, the Board approved the subject two motions (Project Labor Agreement for County Construction Projects by Supervisors Solis and Hahn, and Local Hire and Business Assistance Requirements for Major Capital Projects by Supervisors Ridley-Thomas and Hahn). Both motions contained multiple recommendations related to Project Labor Agreements (PLAs). On July 10, 2018, the Board approved a motion by Supervisor Hahn to include Rancho Los Amigos South Campus (RLASC) projects in the current PLA negotiations with the Building Trades. The following is an update on our progress since our last report dated September 11, 2018 (Attached).

Local Hire and Business Assistance Requirements for Major Capital Projects

The Chief Executive Office (CEO), along with County Counsel and Public Works, is continuing discussions with representatives of the Building Trades regarding possible terms for a PLA for major capital projects, including the Consolidated Correctional Treatment Facility, Harbor-UCLA Medical Center, Martin Luther King Jr. (MLK) Medical Center Re-use, Mira Loma Detention Center, and the RLASC Projects. Consistent with the Board’s direction, in addition to addressing the terms and conditions that are necessary for the successful construction of the Projects, much of our emphasis in this...
endeavor is facilitating Board priorities, such as ensuring the hiring of local and targeted workers and encouraging participation in the Projects by local small businesses, disabled veteran-owned businesses, and social enterprises (collectively, Small Businesses). Consistent with the County's terminology used for the MLK Outpatient Center project, the proposed PLA is being referred to as a Community Workforce Agreement (CWA).

The CEO, County Counsel, Public Works, including Parsons Constructors, Inc., continued negotiations with the Building Trades. We have made significant progress in our negotiations with the Building Trades. We are continuing to work with the Building Trades to settle one remaining issue, so that we can present a draft agreement for your consideration within the next 60 days.

Community Work Force Agreement for County Construction Projects

No further developments have taken place for the CWA for County construction projects. We are focusing on finalizing the CWA for the five major capital projects, and will use the terms of that CWA as a basis to negotiate the Countywide CWA for County construction projects.

We will continue to provide the Board with regular updates on our progress for both efforts every 60 days. If you have any questions or need additional information, please contact David Howard, Assistant Chief Executive Officer, at (213) 893-2477, or Massood Eftekhari of Public Works at (626) 458-4016.

SAH:JJ:DPH
ME:AMA:kb

Attachment

c: Executive Office, Board of Supervisors
   County Counsel
   Community Development Commission
   Consumer and Business Affairs
   Health Services
   Internal Services
   Public Works
   Probation
   Sheriff
   Workforce Development, Aging and Community Services
February 4, 2019

To: Supervisor Janice Hahn, Chair
   Supervisor Hilda L. Solis
   Supervisor Mark Ridley-Thomas
   Supervisor Sheila Kuehl
   Supervisor Kathryn Barger

From: Sachi A. Hamai
   Chief Executive Officer

CAREERS AND ECONOMIC DEVELOPMENT IN THE COUNTY CONSTRUCTION INDUSTRY (ITEM NO. 2, AGENDA OF MARCH 21, 2017) – QUARTERLY REPORT

On March 21, 2017, the Board adopted a motion by Supervisors Solis and Kuehl, instructing the Chief Executive Officer (CEO), in coordination with County Counsel and the Directors of Public Works, Consumer and Business Affairs, Workforce Development, Aging and Community Services (WDACS), and the Executive Director of the Community Development Commission to report back to the Board in 60 days with a proposal for the Board to establish a Countywide Construction Careers and Economic Development Initiative (Construction Careers).

Update and Next Steps

The revised Local and Targeted Worker Hire Policy and the implementation guidelines were presented to the Audit Committee on December 19, 2018. At the meeting, Audit Committee requested some additional information and that the policy and guidelines be presented to the Economic Development Policy Committee, which was done on January 24, 2019. The Audit Committee requested the policy and implementation guidelines be brought back to them at the February 20, 2019 meeting.

The CEO and WDACS sent a memo to the Board dated July 10, 2018, which reported on the progress to date and next steps on the workforce development alignment plan. The plan addresses tracking participants across common performance measures, data sharing, alignment of services at America’s Job Centers of California (AJCCs), use of labor market information, assessment of workforce development trainings, population specific strategies and creation of a specialized unit to support implementation of alignment efforts. The CEO and WDACS will return to the Board by the second quarter of this year to report on the findings of the Institute for Research on Labor and

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Employment at the University of California, Berkeley on the County’s progress toward alignment, and make recommendations for actionable next steps for excellence in the delivery of the County’s workforce development services.

If you have any questions, please contact Brad Bolger at (213) 974-1360 or via email at bbolger@ceo.lacounty.gov.

c: Executive Office, Board of Supervisors
   County Counsel
   Community Development Commission
   Consumer and Business Affairs
   Public Works
   Workforce Development, Aging and Community Services
May 9, 2019

To: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

CAREERS AND ECONOMIC DEVELOPMENT IN THE COUNTY CONSTRUCTION INDUSTRY (ITEM NO. 2, AGENDA OF MARCH 21, 2017) – QUARTERLY REPORT

On March 21, 2017, the Board adopted a motion by Supervisors Solis and Kuehl, instructing the Chief Executive Officer (CEO), in coordination with County Counsel and the Directors of Public Works, Consumer and Business Affairs, Workforce Development, Aging and Community Services (WDACS), and the Executive Director of the Community Development Commission to report back to the Board in 60 days with a proposal for the Board to establish a Countywide Construction Careers and Economic Development Initiative (Construction Careers).

Update and Next Steps

On February 20 and April 17, 2019, the updated Local and Targeted Worker Hire Policy and the implementation guidelines were presented to the Audit Committee. The updated Policy incorporates changes requested by the Committee. On April 17, 2019, the Audit Committee approved the Policy. A Board letter recommending approval of the updated Policy will be submitted to the Board in June 2019.

The CEO and WDACS sent a memo to the Board dated July 10, 2018, which reported on the progress and next steps on implementing the Countywide Workforce Development Alignment Plan (Plan) drafted by WDACS in July 2017. The Plan addresses tracking participants across common performance measures, data sharing, alignment of services at America’s Job Centers of California (AJCCs), use of labor market information, assessment of workforce development trainings, population specific strategies and creation of a specialized unit to support implementation of alignment efforts. In December 2018, upon Board direction, the CEO secured a contract with the Institute for Research on Labor and Employment (IRLE) at the University of California, Berkeley to further...
evaluate the County’s progress toward alignment and make recommendations for excellence in the delivery of the County’s workforce development services. IRLE has completed the initial round of interviews with key stakeholders at all departments and affiliated agencies administering the County’s workforce development programs. Additional interviews are being scheduled to acquire further information. Once all interviews are complete, IRLE will begin analyzing and synthesizing the data to develop a comprehensive report that will be submitted by November 2019.

If you have any questions, please contact Brad Bolger at (213) 974-1360 or via email at bbolger@ceo.lacounty.gov.

c: Executive Office, Board of Supervisors
   County Counsel
   Community Development Commission
   Consumer and Business Affairs
   Public Works
   Workforce Development, Aging and Community Services
July 24, 2019

To: Supervisor Janice Hahn, Chair
    Supervisor Hilda L. Solis
    Supervisor Mark Ridley-Thomas
    Supervisor Sheila Kuehl
    Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

CAREERS AND ECONOMIC DEVELOPMENT IN THE COUNTY CONSTRUCTION INDUSTRY (ITEM NO. 2, AGENDA OF MARCH 21, 2017) – QUARTERLY REPORT

On March 21, 2017, the Board adopted a motion by Supervisors Solis and Kuehl, instructing the Chief Executive Officer (CEO), in coordination with County Counsel and the Directors of Public Works, Consumer and Business Affairs, Workforce Development, Aging and Community Services (WDACS), and the Los Angeles County Community Development Authority (LACDA) (formerly known as the Community Development Commission); to report back to the Board in 60 days with a proposal for the Board to establish a Countywide Construction Careers and Economic Development Initiative (Construction Careers).

Update and Next Steps

On June 11, 2019, the Board adopted the updated Local and Targeted Worker Hire Policy and the implementation guidelines. The updated Policy reflects:

*Updated Qualifying Zip Code List* - The implementation guidelines contain an updated list of qualifying zip codes to reflect the current economic data of our communities.

*Expanded Targeted Worker Eligibility Requirements* - The targeted worker eligibility requirement list was expanded from 9 categories to 14 categories to be consistent with the Workforce Innovation and Opportunity Act.

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Jobs Coordinator Requirement - Mandatory use of a jobs coordinator by the contractor for projects with a total project budget greater than $2.5 million, with the exception of affordable housing projects, to facilitate implementation of the targeted hiring requirement of this Policy.

Apprentice Hours - For all projects, with the exception of affordable housing projects, contractors will strive to obtain half of all apprentice hours on the project be performed by local and targeted workers.

Affordable Housing Projects - Affordable housing projects financed with Federal funds subject to 24 CFR Part 135 will follow local hiring and training guidelines promulgated through Section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u, S 3).

Employment Opportunities - Contractors working with the LACDA on public housing modernization construction projects that exceed $2.5 million and are funded with non-Federal funding will partner with WDACS and other local agencies, such as America's Job Centers of California, Social Enterprises, community-based organizations, etc. to outreach, recruit, and train public housing residents for employment opportunities.

Monthly Mandatory Compliance Withholding - To enforce compliance with the Policy on projects with a project budget greater than $2.5 million, an amount will be withheld from the monthly progress payment to the contractor in proportion to the deficit percentage of the mandated local and targeted hiring goal percentage and the actual percentage obtained. The maximum that may be withheld during the duration of the project is one percent of the total construction contract amount, but not to exceed $500,000.

On July 10, 2019, the CEO informed all department heads of the adoption of the updated Policy and the requirements for all capital or construction projects approved post June 11, 2019, must adhere to the updated Policy. By August 2019, the Policy will be incorporated into the Board of Supervisors Policy Manual under Chapter 5 – Contracting and Purchasing Section 5.270.

Policy language will be included in all Board-awarded County construction and development project documents. All requests for Solicitation/Proposal/Invitations for bid will require all contractors submitting bids or proposals to agree to the terms of the Policy. Furthermore, all construction project general contractors must include a provision in their contracts obligating the contractor and its subcontractors to comply with the terms of the Policy through execution of an agreement.
The CEO and WDACS sent a memo to the Board dated July 10, 2018, which reported on the progress and next steps on implementing the Countywide Workforce Development Alignment Plan (Plan) drafted by WDACS in July 2017. The Plan addresses tracking participants across common performance measures, data sharing, alignment of services at America's Job Centers of California (AJCCs), use of labor market information, assessment of workforce development trainings, population specific strategies, and creation of a specialized unit to support implementation of alignment efforts. In December 2018, upon Board direction, the CEO secured a contract with the Institute for Research on Labor and Employment (IRLE) at the University of California, Berkeley to further evaluate the County’s progress toward alignment and make recommendations for excellence in the delivery of the County’s workforce development services.

On February 5, 2019, the Board approved a motion to study and evaluate the County departments and agencies administering both workforce and economic development services and provide recommendations for the most effective structure. HR&A Advisors, Inc. was brought on to perform this work and collaborate with IRLE on a comprehensive report that will be submitted in November 2019.

If you have any questions, please contact Brad Bolger at (213) 974-1360 or via email at bbolger@ceo.lacounty.gov.

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BMB:AMA:KAV:kb

c: Executive Office, Board of Supervisors
   County Counsel
   Consumer and Business Affairs
   Los Angeles County Development Authority
   Public Works
   Workforce Development, Aging and Community Services