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County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

SACHI A. HAMAI
Chief Executive Officer

May 22, 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

Board of Supervisors
HILDA L. SOLIS
First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

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.

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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

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.

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- c: Executive Office, Board of Supervisors
- County Counsel
- Community Development Commission
- Consumer and Business Affairs
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- Workforce Development, Aging and Community Services



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KATHRYN BARGER
Fifth District

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 Apprenticeship 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 users 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.

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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.

Each Supervisor
September 18, 2017
Page 4

Should you have any questions, please contact Doug Baron at (213) 974-8355 or via email at dbaron@ceo.lacounty.gov.

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SACHI A. HAMAI
Chief Executive Officer

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

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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

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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.

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May 24, 2018

To: Supervisor Sheila Kuehl, Chair
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From: Sachi A. Hamai 
for Chief Executive Officer

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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

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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.

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September 4, 2018

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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.

Each Supervisor
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Page 2

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.

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