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# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
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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

July 10, 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

## **IMPLEMENTATION OF LOS ANGELES COUNTY HIGH ROAD EMPLOYMENT PILOT PROGRAMS (ITEM NO. 4, AGENDA OF JUNE 12, 2018)**

On June 12, 2018, the Board of Supervisors (Board) adopted a motion (Motion) by Supervisors Solis and Kuehl directing the Chief Executive Officer (CEO) to collaborate with diverse stakeholders, including the Worker Education and Resource Center (WERC) within 30 days, to inform the development of and recommendations for the implementation of the High Road Employment Program (Program). Additionally, the motion directed WERC to implement its proposed pilot programs for targeted workers with barriers to County employment, and asked for the CEO, in its implementation of the pilot programs and the Program, to include geographic criteria for hiring centered on economically disadvantaged areas.

### **BACKGROUND**

On June 6, 2018, the Board approved a Countywide Career Pathways Motion directing the CEO and the Department of Human Resources (DHR) to develop a High Road Employment Program (Program) with a special focus on County client populations. Further, on June 12, 2018, WERC, in partnership with the CEO, presented its Workforce Development Strategies report to the Board, proposing five pilot programs for bringing targeted workers with barriers to entry into County jobs. WERC proposed to implement the pilot programs through a "High Road Training Partnership" model, which seeks to first identify open jobs and then recruit individuals best suited to those jobs. WERC proposed pilot programs, whereby participants will learn in the classroom and on the job, will be paired with a workplace mentor, and will be taught to navigate the County hiring process. It is the CEO's intent to use the lessons learned from these pilot

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programs, as well as diverse stakeholder engagement, as the basis for long-term Countywide high road employment programs and policy.

## **PROGRESS TO DATE**

On June 28, 2018, the CEO convened the relevant County departments to discuss a roadmap for ongoing collaboration and best practices for implementing a County High Road Employment Program. The CEO will continue to work with departments on the implementation of the Program, as well as the WERC pilot programs. The CEO is compiling a list of relevant stakeholders to inform Program development and pilot program implementation. As vacant positions for the pilot programs are identified, the CEO and WERC will engage workforce partners, community based organizations, municipal agencies and non-profit leaders to ensure that outreach to potential workers is conducted in a culturally competent and geographically intentioned manner.

## **NEXT STEPS**

The CEO will provide semi-annual reports to the Board on the implementation of the High Road Employment Program and pilot programs. Further, as part of the June 6, 2018 Countywide Career Pathways Motion, the CEO will provide a report to the Board, on or before October 5, 2018, with strategies for recruiting and hiring targeted workers and County service recipients into County employment, as well as a plan for implementing the Program.

## **CONCLUSION**

If you have any questions regarding this matter, please contact Doug Baron at (213) 974-8355 or [dbaron@ceo.lacounty.gov](mailto:dbaron@ceo.lacounty.gov).

SAH:JJ:DSB  
CMT:acn

c: Executive Office, Board of Supervisors  
County Counsel  
Fire  
Health Agency  
Health Services  
Human Resources  
Internal Services  
Parks and Recreation  
Probation  
Public Works



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November 20, 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

### **REQUEST FOR AN EXTENSION: IMPLEMENTATION OF LOS ANGELES COUNTY HIGH ROAD EMPLOYMENT PILOT PROGRAMS (ITEM NO. 4, AGENDA OF JUNE 12, 2018)**

On June 12, 2018, the Board of Supervisors (Board) adopted a motion (Motion) by Supervisors Solis and Kuehl directing the Chief Executive Officer (CEO) to collaborate with diverse stakeholders, including the Worker Education and Resource Center (WERC) to develop and implement the High Road Employment Program. An addition to the Motion was introduced by Supervisor Barger directing the CEO to report back to the Board with a cost analysis for bringing the Probation Department's Typist-Clerk positions in-house. This memorandum addresses the addition put forth by Supervisor Barger, which was also approved by the Board on June 12, 2018.

#### **Background**

The CEO submitted a report on June 1, 2018, entitled *Workforce Development Strategies 2018 (Workforce Development Report)*, which provided recommendations for strategies and programs to address occupational shortages, improve equity and cultural competency, and deliver opportunities for targeted workers facing barriers to employment to obtain permanent County jobs. The *Workforce Development Report* was produced by WERC and identifies career pathways through County job classifications that offer low required work experience, are in high demand, and have the potential to address ongoing equity concerns. Based on these criteria, WERC identified typist-clerk positions as a targeted County classification. Further, WERC recommended that the County examine the Probation Department's Proposition A contracts for typist-clerical services as a potential opportunity for insourcing targeted jobs.

The ability to insource Proposition A contracts was addressed previously in an April 30, 2018 report entitled Proposition A and Living Wage Report (Proposition A Report) delivered by the CEO. The Proposition A Report reviewed, among other things, the costs, policies, and mechanics of potentially having services provided by certain Proposition A contracts at specified departments brought in-house and performed by County employees. In terms of cost comparisons, the Proposition A Report found that standard Proposition A avoidable cost analyses do not reflect the full cost of insourcing a contracted service. As described in the report, the method used by the County to complete a Proposition A avoidable cost analysis compares labor costs of County employees to those of the contractor, but there are additional overhead, support, equipment, and space costs that are not fully captured. Therefore, the Proposition A Report recommended separate cost comparisons designed to capture the full costs of insourcing contract work to County employees, including necessary start-up costs, to provide a more comprehensive perspective on the resources required for insourcing. The Proposition A Report found that including the start-up and other additional costs in the analyses is very likely to result in a higher cost estimate for insourcing compared to existing Proposition A avoidable cost analyses.

#### **Proposition A Analysis for Probation Department Typist-Clerk Contract Services**

The Probation Department currently holds several contracts to provide clerical services for its field area offices. The existing Proposition A avoidable cost analyses for these contracts estimate the combined avoidable costs as \$14.5 million, based on the salaries and benefits for 237 Intermediate Typist-Clerk positions, if the contract needs were fulfilled by permanent County employees. In comparison, the total Proposition A contract costs to meet these needs is about \$9 million, creating an estimated savings of nearly \$5.5 million annually. However, as described above, the avoidable cost analysis may not capture all costs associated with completely insourcing the contract.

To provide a more comprehensive assessment, as requested in the addition introduced by Supervisor Barger, the CEO will need to work with the Probation Department to perform a separate cost comparison that captures those costs not reflected in the standard avoidable cost analysis. Therefore, the CEO is requesting an additional 120 days to report back to the Board with a comprehensive cost analysis for bringing the Probation Department's Typist-Clerk positions in-house.

If you have any questions concerning this matter, please contact Doug Baron at (213) 974-8355 or [dbaron@ceo.lacounty.gov](mailto:dbaron@ceo.lacounty.gov).

SAH:JJ:DSB  
JO:DSK:yy

c: Executive Office, Board of Supervisors  
County Counsel  
Probation