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Otto Solórzano
Acting Director

"Connecting communities and improving the lives of all generations"

June 6, 2019

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

FROM: Otto Solórzano, Acting Director

SUBJECT: **FAIR CHANCE HIRING CAMPAIGN IMPLEMENTATION (ITEM NO. 2, AGENDA OF APRIL 30, 2019)**

On April 30, 2019, the Board of Supervisors (Board) adopted a motion (Motion) by Supervisors Hilda L. Solis and Mark Ridley-Thomas directing the Acting Director of Workforce Development, Aging and Community Service (WDACS), in collaboration with the Directors of Consumer and Business Affairs (DCBA), Department of Human Resources (DHR), Office of Diversion and Re-entry (ODR), Public Social Services (DPSS), the Chief Probation Officer (Probation), the Chief Executive Officer (CEO) and other relevant Departments (together the "Workgroup"), to develop, execute and report back to the Board within 30 days with a business engagement plan to increase hiring of justice-involved individuals by private sector businesses.

As part of the plan, the Workgroup was directed to: (1) Identify credible partnerships with business, associations and community-based organizations (CBO); (2) Implement a Countywide Fair Chance Hiring Pledge, including a recognition event for businesses deemed to be "Fair Chance Champions"; (3) Design a Countywide culturally-competent and linguistically-appropriate education, media, and outreach campaign for businesses and workers; (4) Integrate a gender and racially-sensitive lens, given the disparate impact on employment and wages of the justice-involved population who are racial minorities or women; and (5) Engage consultant(s) with experience in marketing and outreach to businesses to execute the business engagement plan Countywide.

In addition, the Board directed WDACS, in collaboration with the CEO, to: (a) provide a detailed budget and funding proposal for Fair Chance business communications; and (b) evaluate and recommend the appropriate staffing needed for a sustainable business engagement strategy for Fair Chance, and other priority populations.

SUMMARY

The Workgroup proposes to execute a Countywide public outreach and marketing campaign to educate local private-sector businesses about the Fair Chance Act and to promote the hiring of justice-involved individuals (Fair Chance Hiring Campaign, or Campaign). The Campaign will target high-growth industries such as Film and Digital Media, Healthcare, Hospitality & Tourism, as well as industries with significant hiring needs such as Construction and Warehousing/Logistics, seeking to engage businesses of varied sizes within those industries.

After a review of best practices, WDACS recommends a minimum nine (9) month Campaign to effectively reach the business community. Over the course of the Campaign, various communication tactics will be utilized to reach business decision makers and influencers such as CEOs, owner/operators, human resource managers, and legal counsels. The Campaign will encompass the launch of a Fair Chance website, business roundtables and other events, social media, digital advertisements, and earned media, all of which will leverage centralized messages and utilize both emotional and rational triggers to influence and change the behavior of private sector businesses to promote the hiring of justice-involved individuals. For additional details, please see the Fair Chance Hiring Implementation Plan as Attachment I to this report.

FINANCING REQUIREMENTS

The proposed Fair Chance Hiring Campaign is estimated to cost \$500,000. We intend to leverage the funds previously allocated in the Board's January 16, 2018 Motion, Adopting Enhanced Fair Chance Policies for Los Angeles County which totaled \$170,000. In addition, WDACS, CEO and the Probation Department have proposed leveraging SB678 funding¹ to cover the incremental costs. The Workgroup intends to simultaneously pursue other philanthropic and state grants that can be used to scale up the Campaign or extend it beyond the anticipated nine (9) month period.

¹ Senate Bill 678 (2009) provides financial support to counties to reduce the number of felony offenders sent to State prison for probation violation.

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CONCLUSION

Thank you for the opportunity to propose a comprehensive Fair Chance Hiring Campaign. This report back is a collaborative effort amongst various partners.

Should you have any questions, please contact me directly, or your staff may contact Caroline Torosis, Economic and Business Development Division, at (213) 738-4239 or ctorosis@wdacs.lacounty.gov.

OS:JRP:CMT
AHA:kc

Attachment

c: Executive Office, Board of Supervisors
 Chief Executive Office
 Department of Consumer and Business Affairs
 Department of Human Resources
 Internal Services Department
 Office of Diversion and Reentry
 Probation
 Department of Public Social Services

FAIR CHANCE HIRING CAMPAIGN: IMPLEMENTATION PLAN OVERVIEW

The County Department Workgroup proposes to execute a Countywide public outreach and marketing campaign to educate local private sector businesses about the Fair Chance Act and to promote the hiring of justice-involved individuals (Fair Chance Hiring Campaign, or Campaign). The Campaign will have four principal goals:

- Destigmatize individuals with justice backgrounds;
- Raise awareness about the Fair Chance Act;
- Educate businesses about the value-add from hiring justice-involved individuals including available financial incentives; and most importantly
- Motivate businesses to hire justice-involved individuals.

The Campaign seeks to diversify the industries that are actively recruiting talent from the justice-involved population. Therefore, the Campaign will target high-growth industries such as Film and Digital Media, Healthcare, Hospitality & Tourism, as well as industries with significant hiring needs such as Construction and Warehousing/Logistics. We will outreach to businesses across Los Angeles County (LA County), with a particular focus on geographic areas with high numbers of small and medium businesses, or where there is significant concentration of justice-involved individuals. Our targeting of specific industries and geographies is also informed by a racial and gender equity lens, as well as our commitment to ensuring we develop a culturally competent campaign.

Over the course of nine (9) months, the Campaign will employ various communication tactics to reach business decision makers and influencers such as CEOs, owner/operators, human resource managers, legal counsels, etc. The Campaign will encompass the launch of a Fair Chance website, business roundtables and other events, social media, digital advertisements, and earned media.

The Campaign will have several calls to action aimed at increasing engagement with the target businesses and ultimately leading to changes in behavior. The first is to encourage businesses to visit the Fair Chance Website (fairchance.lacounty.gov), or to attend a business roundtable/event to obtain more information about the Fair Chance Act and the benefits of hiring justice-involved individuals.

OUR PATH



Once businesses learn more about the Fair Chance Act, we will encourage them to take the “Fair Change Hiring Pledge,” as a demonstration of their commitment to comply with the Fair Chance Act and to provide justice-involved individuals with a fair chance to participate and to thrive in the American economy by promoting fair chance hiring practices.

Finally, through a Fair Chance Champion Award Ceremony we will recognize those LA County businesses who have demonstrated a strong commitment to promoting fair chance hiring practices and for supporting the career advancement of justice-involved individuals.

We anticipate that the Campaign will provide very useful lessons on how to promote hiring of other populations with significant barriers to employment including homeless, foster, and differently-abled, and therefore potentially serve as a model within LA County.

EDUCATION AND OUTREACH STRATEGY

Target Businesses

The Campaign will seek to engage with businesses across LA County, with a particular focus on areas where there are significant concentrations of business establishments or justice-involved individuals. We will also target both large businesses who hire in large numbers, as well as the small and medium enterprises who employ the largest number of individuals in the County.

We will work with the Public Affairs Consultant to complete stakeholder research and an online quantitative survey of the target business audience. Key questions that we will seek to answer include:

- Current attitudes about hiring justice-involved individuals;
- Job candidate attributes that employers feel are most important;
- Specific messages that resonate with employers; and
- Specific ways of communicating that are most likely to be successful

Messaging

The Campaign's messaging, as well as its creative expression, will address both the lack of awareness about Fair Chance, as well as counter firmly entrenched perceptions, current realities and misperceptions about those with a criminal history. The Campaign will appeal to both the rational and emotional triggers of business influencers/decision makers. We will use success stories of justice-involved individuals and their employers to connect on an emotional level with the audience, while using customized language about the tight labor market, financial benefits and incentives to appeal to businesses' rational self-interest. The messages will be crafted based on the results of the survey research and focus groups with target businesses, and will form the foundation for all program elements, communications and collateral materials.

Throughout the Campaign, as businesses take the Fair Chance Hiring Pledge and begin participating as fair chance employers, the Workgroup and Public Affairs Consultant will coordinate with various partners to identify potential champions, individuals or businesses whose stories the Campaign can highlight to help to change public perception around hiring individuals with criminal records.

Ensuring Cultural Competency, and Applying a Racial and Gender Equity Lens

With our Public Affairs Consultant, we will seek to redefine the concept of “reentry” to one that will resonate with the business community. We will create different messaging tracts as needed for specific topics and audiences, with emphasis on ensuring cultural competency and that a racial and gender-equity lens is applied to all communications. The Campaign will incorporate multilingual components, and leverage Spanish-language and other ethnic media outlets and ensure messages are culturally appropriate. The Campaign seeks to re-humanize the justice-involved, and not to further stigmatize communities of color that have been disproportionately impacted by the justice system. As part of the Campaign, the Workgroup and Public Affairs Consultant will leverage connections through ethnic chambers and affinity chambers, such as the Latin Business Association, the Greater Los Angeles African-American Chamber of Commerce and others.

CALL TO ACTION

Fair Chance Hiring Pledge

The main Campaign call to action will be the Fair Chance Hiring Pledge. By taking the pledge, businesses will commit to complying with the Fair Chance Act, and to providing justice-involved individuals with a fair chance to participate and to thrive in the American economy by promoting fair chance hiring practices. Businesses that take the pledge will receive several direct services from LA County, including a dedicated business service representative who can assist the business in identifying prescreened ready-to-work candidates and in accessing financial and tax incentives for which they may be eligible. Businesses will be made aware of the Pledge through a Press Conference announcing the pledge, advertising, as well as a letter from the County Board of Supervisors to all businesses who have engaged with various County services. We recommend a five-signature letter from the Board of Supervisors that could be used to reach out to businesses to request that they take the Fair Chance Hiring Pledge.

WHAT ARE THE BENEFITS TO TAKING THE PLEDGE?



Fair Chance Champion Award Ceremony

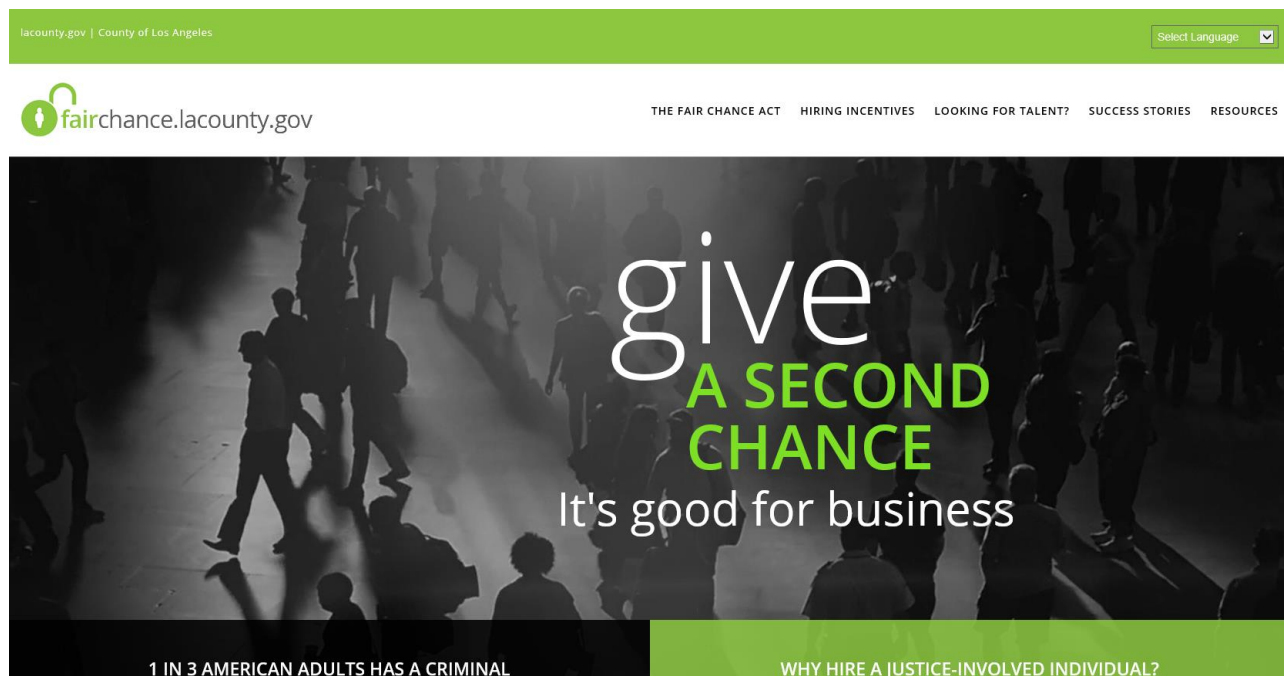
The second call to action is the Fair Chance Champion Award Ceremony that will recognize those Los Angeles County businesses who have demonstrated a strong commitment to promoting fair chance hiring practices, hiring justice-involved individuals and to supporting their career advancement. This tent pole event will take place in November and provide a key build-up moment to the Campaign. It is anticipated that the event will be conducted in partnership with a large local business group, therefore extending the audience reach to non-traditional employers who would not otherwise engage with the Fair Chance message and also create a media opportunity that can be leveraged beyond the initial six (6) months of the campaign.

CAMPAIGN ENGAGEMENT CHANNELS

We recommend an integrated digital and in-person outreach strategy, utilizing various platforms, to effectively reach local area businesses and employers in LA County.

Website

The Campaign will actively market the fairchance.lacounty.gov website, which will serve as a central repository of all Campaign information. The website already contains key information about the Fair Chance Act, research on the strong contributions that justice-involved individuals bring to businesses, hiring incentives, and ways to connect with the County's workforce development system to identify prescreened ready-to-work candidates.



Digital Media

Digital media will allow for hyper-targeting of key businesses by industry, location, relative size of establishment, whether a County contractor and other features that may influence their willingness to hire from the justice-involved population.

Advertisements will target the audience of small business owners and human resource professionals across Los Angeles County. Relevant Campaign-oriented content will be placed on sites such as HR Digest, Forbes, Workforce, Business.com and other premium publishers catering to the target audience. Facebook and LinkedIn sponsored content and ads will be utilized to precisely target business decision-makers and influencers.



Business Roundtables

Research suggests that business decision makers will be most influenced by their peers— other similarly situated businesses. Therefore, business to business engagement is critical to the success of the Campaign. We propose working with various local business groups such as the LA Area Chamber of Commerce, the Los Angeles Economic Development Corporation (LAEDC), Latin Business Association, Greater Los Angeles African American Chamber of Commerce (GLAAACC), and other regional and ethnic local chambers of commerce, to host outreach events with speakers and presentations to discuss the Fair Chance Hiring initiative and share Fair Chance success stories. This will allow us to extend the reach of the program with the target business decision-makers audience. In addition, we propose to partner with selected Human Resource trade associations/organizations to reach critical gatekeepers.

Paid Advertisements

The Campaign also anticipates placing full page print ads in the LA Business Journal and other selected publications to drive broader awareness and complement the overall digital media tactics.



Brochures, Fact Sheets and Printed Collateral

The Campaign plans to produce business brochures and fact-sheets that can be distributed at County locations such as America's Job Centers of California (AJCC) or through DCBA's Office of Small Business various outreach efforts. We will also distribute printed collateral at business forums and roundtables.



America's **JobCenter** of California™
For help finding qualified employees and receiving ongoing support.

REDEFINE YOUR WORKFORCE
For learning about the benefits and incentives of employing reentry job seekers.

More information at
fairchance.lacounty.gov

GET TO KNOW THE Fair Chance Act

The Fair Chance Act is a new California law meant to ensure that job seekers with a criminal record are fairly considered for employment.

As of January 1, 2018, California employers with more than five employees can no longer inquire about conviction history until a conditional offer of employment is made.

"We should all have the humility to realize that no one should be judged forever by what happened on their worst day. Who among us has not received and valued a second chance?"
— Koch Industries

NEW

The Fair Chance process

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graph TD
    A[Job application/interview] --> B[Conditional job offer issued]
    B --> C[Conviction background check]
    C --> D[Consider nature and circumstances of conviction]
    D --> E{Preliminary decision}
    E -- Rescind --> F[Provide written notice of intent to rescind offer (including records used to make decision)]
    E -- Proceed --> G[Allow at least five days for applicant to respond]
    F --> H[Consider any additional information]
    G --> H
    H --> I{Make offer}
    H --> J{Rescind offer}
    
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give
A SECOND
CHANCE

It's good for business

Finding good employees is a key factor in running a successful business. Justice-involved individuals are resilient, hard workers who are grateful for the opportunity to earn a living.

When you give a reentry job seeker a second chance, you help to rebuild their lives – and give them the opportunity to repay you with hard work and loyalty.

1 in 3
American adults has a criminal record.¹

They are our mothers, brothers, friends and neighbors.

Consider the facts



Research shows that reentry individuals



STAY LONGER

Recent research has found that employees with records are retained at higher rates than those without criminal histories.

— American Civil Liberties Union



WORK HARDER

Two thirds of HR professionals think the quality of work is as high or higher than employees with no criminal record.

— Society for Human Resource Management



GET PROMOTED FASTER

Ex-felons are promoted more quickly and to higher positions than those without criminal records.

— UMass/Hanover Study

¹Matthew Friedman, Brennan Center for Justice, November 17, 2015.
²Manpower Group, 2016 Talent Shortage Research, June 25, 2016.
³Associated Press, July 30, 2009.

Benefits for reentry employers



Reentry-friendly employers in LA County



real people REAL SUCCESS STORIES

"Mar"

FOUNDER/CEO,
DOUGH GIRL PIZZERIA

After serving eight years in prison, Mar returned to the San Fernando Valley where she started her own restaurant. Having faced hiring obstacles herself upon reentry, she made it her mission to hire the formerly incarcerated. Now, along with serving award-winning pizza, she serves her community "slices" of hope for the future.



Gerry

DIRECTOR OF SMART JUSTICE,
LA CHAMBER OF COMMERCE

After serving time in both the juvenile and adult correction systems, Gerry secured an entry-level position in the global logistics industry. This provided him the opportunity to grow his career, ultimately obtaining a director-level role with DHL while earning his BS degree in International Business. Recently, he transitioned into a philanthropic role that allows him to serve the formerly incarcerated by harnessing the voice of business.



"We've found that justice-involved individuals are some of our best employees."

— Ken Wootman, AMS Fulfillment

Earned Media

The Public Affairs Consultant will develop a media outreach plan that outlines key programmatic milestones and opportunities for pitching reporters. As part of this strategy, the Public Affairs Consultant will work with Workgroup members to: (a) identify key spokespeople including community, civic leaders and business leaders who are invested in this initiative, and justice-involved individuals who have successful careers; (b) identify "success stories" –individuals who have successfully secured employment, including through various County programs such as the AJCCs, DPSS job developers or INVEST (Innovative Employment Solutions), which is a partnership between ODR, Probation and WDACS to connect individuals on probation to employment services and careers. These success stories will provide captivating and poignant narratives that the Campaign will highlight in our earned media outreach efforts to humanize the call to action for employers. We will ensure that success stories represent a diverse cross section of LA County, including from a racial and gender equity perspective.

The Public Affairs Consultant will identify reporters and outlets who might be interested in covering the program and related stories. This list will include key local and regional news media, including TV stations, Radio (e.g., KPCC, KNX), Print (e.g., Los Angeles Times, Southern California News Group, Antelope Valley Press, The Sentinel, Compton Herald, Inglewood Today, Lynwood Today, and Culver City News). Particular attention will be paid to incorporating Spanish-language and other ethnic media outlets and to ensuring messages are culturally appropriate, and do not further stigmatize communities of color that have been disproportionately impacted by the justice system.

CREDIBLE PARTNERSHIPS TO MAXIMIZE CAMPAIGN IMPACT

County Partners

County Departments represent one of the most important resources for transmitting the Campaign messages and in promoting the Fair Chance Hiring Pledge. The Workgroup currently incorporates several critical departments including WDACS, DCBA, Probation, and ODR. In addition, the Workgroup has held discussions with Internal Services Department (ISD) about the critical role they can play in outreach to County contractors. Finally, the Workgroup has identified a list of other County Departments including Regional Planning, Auditor-Controller, Treasurer and Tax Collector (TTC), etc., who have significant interactions with the business community and can therefore play a prominent role in outreach. The Workgroup plans to offer Fair Chance Act Training as well as Campaign-related training to all relevant departments.

Business Intermediaries and Chambers

The Workgroup has already identified specific individuals and organizations whose credibility with employers can enhance the impact of our communications and messaging. Los Angeles Area Chamber of Commerce and the Los Angeles Economic Development Corporation have both endorsed the Fair Chance Hiring Pledge and have verbally committed to co-sponsoring and marketing it to their members. We are seeking similar commitments from regional and ethnic chambers.

Community Based Organizations

The Workgroup intends to partner with several prominent reentry organizations including the Los Angeles Regional Reentry Partnership (LARRP), Community Alliance Partnership (CAP), Center for Employment Opportunity (CEO), and the Anti-Recidivism Coalition (ARC). The goal will be to identify success stories amongst their members, which can be prominently showcased as part of the Campaign.

PROJECT TIMELINE

The Workgroup has developed the following tentative project plan and timeline based on discussions with the proposed Public Affairs Consultant.

	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar
BOS Letter to Businesses											
Hire Public Affairs Firm											
Press Conference/ Campaign Launch			TBD	TBD							
County Staff Training											
Survey											
Creative Design Development											
Digital Media/ Ads											
Print Ads											
Business Roundtables											
Brochures/ Physical Collateral											
Award Ceremony											
Measurement & Evaluation											

CONSULTANTS AND STAFFING NEEDS

To effectively execute the Fair Chance Hiring Campaign, we anticipate requiring several key resources. First, a Public Affairs Consultant is needed to provide strategic direction and oversight, as well as day-to-day management of the campaign. The Public Affairs Consultant will serve as the central point of contact for all Campaign needs, including strategic intelligence to identify influencers, designing of effective marketing and communications that alters key perceptions and seeks to change behavior, strategic media relations, public events management, social media, and advocacy advertising.

In addition, the Workgroup anticipates hiring third-party training partners to assist with Fair Chance training of County and partner staff. This will ensure that all County Departments are able to communicate effectively and similarly to businesses or County contractors with respect to the Fair Chance Act and the Campaign.

Finally, WDACS recommends one full time equivalent (FTE) management level position to oversee the campaign, train all County staff on the implementation of the Fair Chance Act, and manage all data tracking related to pledged businesses. Beyond the life of the campaign, this individual would be the daily point-of-contact for all business engagement and specialized campaigns for the County's priority populations with barriers to

employment. WDACS will work with CEO to determine the appropriate item and identify funding for the position.

BUDGET

The Fair Chance Hiring Campaign requires a budget of \$500,000 to most effectively execute the plan detailed herein, including: communication with businesses; deployment of paid and earned media; spearheading a Fair Chance Hiring Pledge and training front-line staff; hiring consultants as needed; and producing large scale business education and engagement events. Additionally, to sustain a business engagement strategy for Fair Chance and other similarly situated priority populations, WDACS requires resources for one full time management level position.

CONCLUSION

The Workgroup appreciates the opportunity to put forth a comprehensive public outreach and marketing campaign to educate local private sector businesses about the Fair Chance Act and to promote the hiring of justice-involved individuals. The Workgroup anticipates that this campaign will serve as a model for future efforts to elevate County priority populations and reach the business community to break the cycle of multi-generational poverty.