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DIRECTOR OF PERSONNEL

## **COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES**

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March 28, 2019

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

From: Lisa M. Garrett  
Director of Personnel

Otto Solorzano, Acting Director  
Workforce Development, Aging and Community Services

### **EIGHTH QUARTERLY BOARD REPORT – PILOT TEMPORARY SERVICES REGISTRY PROGRAM**

This memo provides the Board with the eighth and final quarterly report of the pilot Temporary Services Registry Program (TempLA). On February 14, 2017, the Board adopted a motion by Supervisors Hilda L. Solis and Janice Hahn instructing the Directors of Personnel and Workforce Development, Aging and Community Services (WDACS) to implement a 24-month Temporary Services Registry pilot project for clerical services with several participating departments. Since the last quarterly report, the Sheriff's Department has joined as a TempLA pilot department, for a total of 20 participating departments.

Since the inception of the pilot program in April 2017, there have been a total of 293 placement requests from County departments seeking TempLA employees, exceeding the 100 positions made available through the structure of the program. Departmental feedback shows that TempLA's format of keeping participants on assignment for up to one year is more valuable for County operations in comparison to contracted agencies' requirement to remove temporary workers from assignment after 90 days.

As of March 29, 2019, 141 employees have been hired into the TempLA program. Of those hired, 24% of the program participants have obtained permanent employment. Of the 141 program participants, a total of 34 TempLA employees have been hired into

permanent positions, of which 28 have attained employment within the County and six have been hired into other organizations. It is clear that TempLA has enabled participants of the program to achieve needed job skills and livable wages. In fact, over the 24-month program pilot, the County has gained a total estimated cash savings of \$53,419 in public assistance spending on TempLA employees who previously relied on County aid. The fair wages provided to TempLA employees, averaging \$2,400 per month, supports the Board intent to reinvest in constituents who are working to improve themselves and simultaneously build the pool of potential future workforce of permanent County employees.

As expressed by the Board at the launch of this program, contracting with external agencies for services that County employees can provide is not a long-term solution. Temporary work, when appropriate, should be used as an opportunity to support and engage with local communities' most vulnerable populations, such as individuals receiving public assistance, military veterans and their families, current or former foster youth, mature workers, low-income, and justice involved individuals. The TempLA pilot specifically engages those populations. In our program, we have a total of 141 program participants, and 23% were students or recent graduates of adult school programs or local community college. Six percent are current or former foster youth; 100% are tracked by the Los Angeles County America's Job Center of California (AJCC) system; 70% were previously Greater Avenues for Independence (GAIN) recipients; and 12% were General Relief Opportunities for Work (GROW) participants.

The clear success of the pilot program and the positive impact it has shown to have on the target population, reduction in County aid, and County operations, we recommend that the TempLA program transition from pilot to a full-fledge permanent program in the Department of Human Resources (DHR). We plan to submit a budget request to the Chief Executive Office (CEO) to review and seek recommendations during the Fiscal Year 2019-2020 Final Changes budget phase.

Upon your Board's approval of a permanent program, this will allow recommendations to be made within the context of the overall budget and numerous competing funding priorities and requests. Highlighted in the attached report is a full overview of the success of the TempLA pilot program.

Should you have any questions regarding this report, please contact Lisa M. Garrett, Director of Personnel, at (213) 974-2406, or Otto Solorzano, Acting Director of WDACS, at (213) 738-4247.

LMG:OS:EP  
MM:MB

Attachment



TEMP LA

County of Los Angeles Temporary Services Registry Program



## **Eighth Quarterly Board Report**

**March 29, 2019**

**Response to Board Agenda No. 2 - On February 14, 2017**



# TempLA

## Eighth Quarterly Board Report

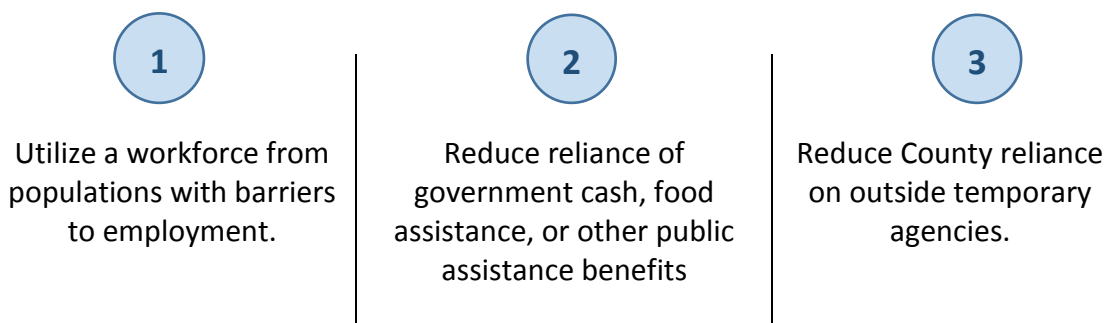
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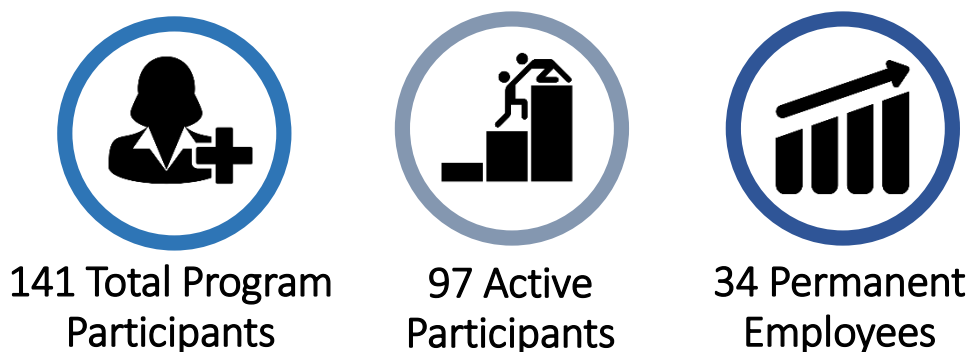
# INTRODUCTION

On February 14, 2017, Supervisors Hilda L. Solis and Janice Hahn motioned for the implementation of the Temporary Services Registry program (TempLA) to begin April 1, 2017. The vision of the pilot program was to ensure that local County residents who faced barriers to employment would be able to obtain on-the-job training, work experience, and resources to help them find gainful employment at the County or with other local employers.

Since inception, the mission of TempLA has been threefold:



On April 12, 2017, TempLA held the first New Employee Orientation with seven attendees. By September 2017, there were nearly 50 TempLA employees participating in the program. Due to the success of the pilot program, the Chief Executive Office (CEO) agreed to add an additional 50 ordinance positions. As of March 29, 2019, 141 TempLA employees have been hired into the program. A total of 34 obtained permanent employment through the program (reflecting a success rate of 24% over a 2-year period); 28 within the County and six in other organizations. Currently, there are 97 TempLA employees participating in the program.



The Board specified that the pilot program should focus on five areas where local County residents face barriers to employment:

Justice Involved	Formerly homeless	Foster Youth	Veterans	Tier 2 zip codes
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Below are breakdowns in participant location, ethnicity, gender, and age.

District	Percentage	
Participant's in District 1	28	20%
Participant's in District 2	55	39%
Participant's in District 3	13	9%
Participant's in District 4	17	12%
Participant's in District 5	27	19%
Resided outside of LA County	1	1%
<b>Total</b>	<b>141</b>	

Gender	Percentage	
Female	132	94%
Male	9	6%
<b>Total</b>	<b>141</b>	

Ethnicity	Percentage	
1 White	27	19%
2 (Two or more)	2	1%
3 Black	65	46%
5 Hispanic	44	31%
7 Asian	3	2%
<b>Total</b>	<b>141</b>	

Age Breakdown	Percentage	
Not in Protected Class	91	65%
Protected Class (Ages 40 and above)	50	35%
<b>Total</b>	<b>141</b>	

TempLA has also significantly helped individuals that live in the Tier 2 zip codes, those who are custodial parents and previously unemployed individuals.

Identifying Barriers to Employment	
Custodial Parents	123
Disabled	2
English as a Second Language	11
Foster Youth(s) and/or disconnected	9
Justice Involved (Criminal Justice)	10
Non-Custodial Parents	2
Participant's in a Tier 2 zip code	101
Participant's in GAIN	98
Participant's in GROW	17
Participant's without HS Diploma/GED	0
Previously Homeless	38
Previously Unemployed	115
Students attending adult school/community college/4-year university	33
Veteran(s) and/or family members	18
WDACS (WIOA)	8

# BENEFITS OF TEMPLA

## Benefits for TempLA Participants

- **Reduces reliance on County assistance**

Some TempLA employees have previously reported receiving a combination of CalWORKs, CalFRESH, or General Relief. Once in the program, TempLA employees can earn enough to allow their dependency on County assistance to conclude.

- **Provides financial stability**

Promises of a fair wage, career training, and work consistency provides valuable experience and a pathway to full-time employment in the County or elsewhere.

- **Allows participants to receive medical benefits upon eligibility**

Most TempLA participants are eligible after three consecutive months of employment (minimum 20 hours per month) to apply for County Options medical benefits for themselves and their families. Nearly 87% of TempLA participants are custodial parents. In addition, participants contribute towards their retirement by participating in the Pension Savings Plan.

- **Promotional opportunities to apply for internal County jobs**

As a DHR-designated Career Pathways Program, TempLA participants are able to apply to certain promotional jobs within the County; giving them enhanced opportunity to find permanent employment within the County.

- **On the job training as well as classroom and online training**

Through physical and online trainings, TempLA gives participants every opportunity during work to make themselves into a highly skilled, versatile asset.

Before entering the TempLA program, I was not excited about my professional future. Laid off from my job of nine years, I did not know what to expect. It was very hard to find employment. As a single mother of three, I decided to enroll in the gain welfare to work program. My social worker said that I should apply to TempLA. I did so with minimal expectations. However, after I attended orientation, I was very optimistic. TempLA has changed my life. The program has exceeded my expectations!!!

After six months in the program, I became a permanent county employee with the Department of Human Resources (DHR)! I definitely see a bright future and thriving career with the County of Los Angeles.”

- R. Alex, Former TempLA Participant

## Benefits for Departments

- **May keep TempLA employee on assignment longer**  
Through private agency contracts, contracted temporary workers can work on assignment for three months. Whereas TempLA employees may remain on an assignment for up to one year.
- **Allows the department to assess workplace skills and behavior**  
Being able to employ TempLA employees allows departments to evaluate the skill level and cultural fit of the temporary employee. This also allows the department to grow and develop a professional relationship with participants.
- **Reinvest in constituents who are working to improve themselves**  
TempLA helps participants stabilize their financial lives while giving them work that builds their resume and training that builds their skills sets which provides an opportunity for TempLA employees to receive stable income.
- **Build the pool of potential future permanent County employees**  
TempLA recruits participants with barriers to employment. The program live scans and trains these focused populations to become future County leaders.

## Benefits for the County

In the original Board motion launching the program in 2017, TempLA was directed to service a targeted population including:

- Veterans and their families
- Justice-involved
- Individuals living in Tier 2 Zip Codes  
(defined in the County's Local and Target Worker Hire policy)
- Recipients of public assistance
- Current or former foster youth
- Homeless or recently homeless
- Custodial and non-custodial parents
- The disabled community
- Protected class

# REDUCTION IN PUBLIC ASSISTANCE

The Greater Avenues for Independence (GAIN) program provides employment-related services to CalWORKs participants to help them find employment and stay employed. The General Relief Opportunities for Work (GROW) program provides employment to those individuals who receive General Relief (GR). As previously mentioned, of the 141 TempLA employees, 98 were GAIN participants and 17 participated in the GROW program; either receiving CalWORKs, CalFresh, and/or GR cash assistance from the County of Los Angeles.

As of March 29, 2019, 88 TempLA employees have worked a complete year at their assignments, currently earning an average monthly salary of \$2,400 a month, reducing reliance on these County assistance programs. County cash assistance may be received several ways:

1. Individuals who have needy dependent children may be eligible for CalWORKs.
2. Low-income families who need money to purchase food may be eligible for CalFresh (formally food stamps).
3. Adults who are ineligible for Federal or State programs (such as CalWORKs), may be eligible for GR.

A total estimated cost savings in cash assistance payments is \$882,902, which results in a net County cost (NCC) savings of \$53,419. Below is a chart that reflects the estimated cost for the TempLA employees who have received County assistance in the past:

**Temp LA Jobs**  
**Estimated Cost Savings in Cash Assistance Payments**

CalWORKs Assistance Temp LA Jobs		
	Monthly Cost	Annual Cost
MAP for family of 3	\$714.00	
Number of Temp LA Jobs	98	
Estimated assistance savings	\$ 69,972	\$ 839,664
<b>Estimated Annual Savings</b>		<b>\$ 839,664</b>

General Relief (GR) Assistance Temp LA Jobs		
	Monthly Cost	Annual Cost
GR Budgeted Case Cost Number	\$ 211.95	
of Temp LA Jobs Estimated	17	
assistance savings	\$ 3,603	\$ 32,427
<b>Estimated Annual Savings</b>		<b>\$ 32,427</b>

**Assumptions:**

- (1) The length of employment is 1 year; (GR - 9 months)
- (2) Aid is terminated at the start of employment
- (3) The cost of employment is not considered
- (4) Only savings from assistance cash payments are considered
- (5) Net County cost (NCC) savings is \$53,419

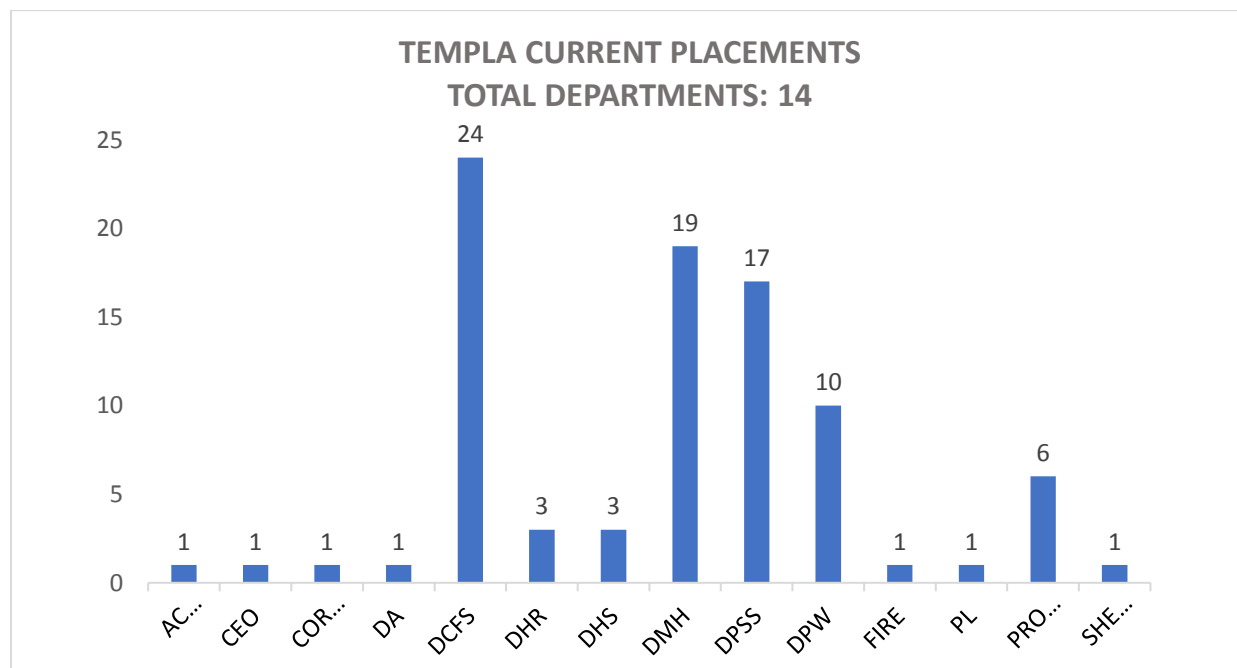
**Note: The administrative costs of the Department of Human Resources (DHR) are not factored into the savings.**

# PLACEMENTS AND PERMANENT HIRING

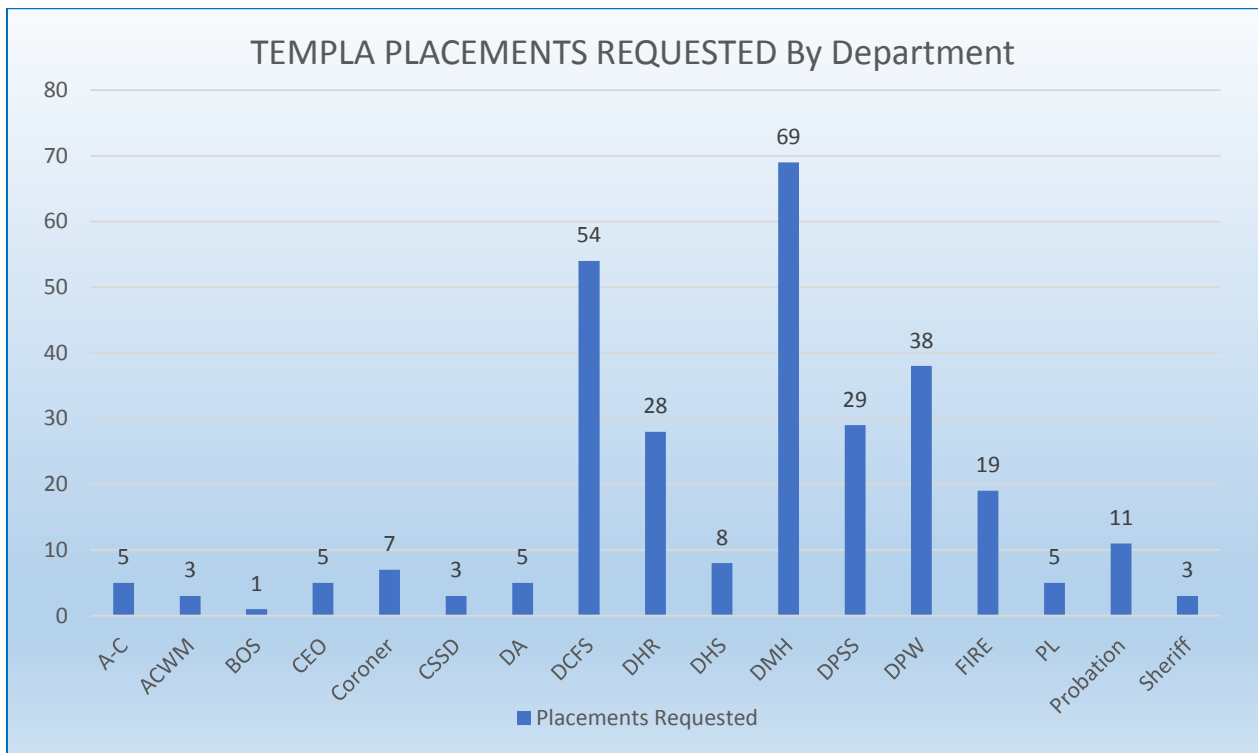
With the implementation of TempLA as a pilot program, initially the Board approved eight pilot County departments. As of March 29, 2019 there are 20 approved County departments:

1. Agricultural Commissioner-Weights and Measures (ACWM)
2. Auditor - Controller (AC)
3. Board of Supervisors (BOS)
4. Chief Executive Office (CEO)
5. Child Support Services Department (CSSD)
6. Department of Children and Family Services (DCFS)
7. Department of Health Services (DHS)
8. Department of Human Resources (DHR)
9. Department of Mental Health (DMH)
10. Department of Public Social Services (DPSS)
11. Department of Public Works (DPW)
12. District Attorney (DA)
13. Executive Office of the Board
14. Internal Services Department (ISD)
15. Los Angeles County Fire Department (LACoFD)
16. Los Angeles County Sheriff's Department (LASD)
17. Medical Examiner-Coroner (MEC)
18. Probation (PB)
19. Public Defender (PD)
20. Public Library (PL)

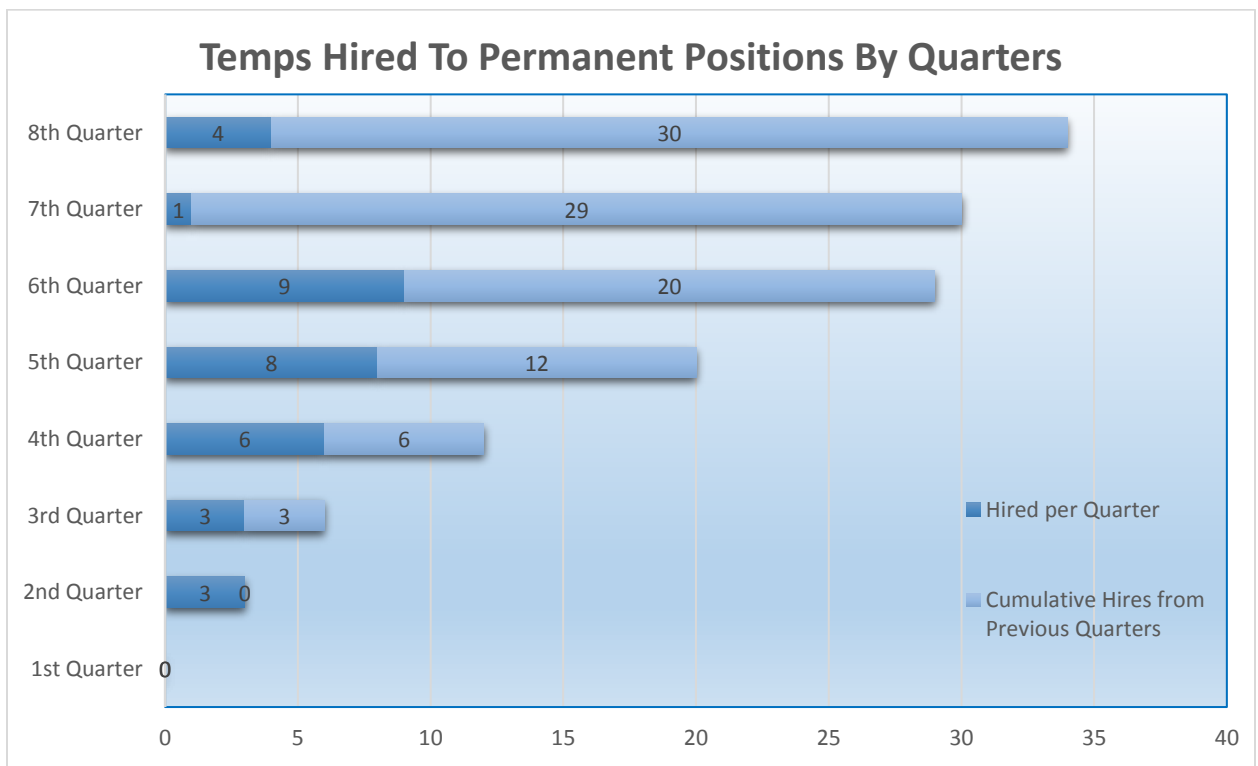
Of the 20 departments, 89 TempLA employees are working. The graph below depicts the number of employees currently working at various County departments.



Comparing the number of participants to the total number of placement requests, TempLA has received a total number of 293 requisitions; more than double the number of current program participants.



The chart below reflects the quarterly increase of TempLA employees hired to permanent positions.



On August 14, 2017, DPSS hired the first permanent TempLA employee. Below is a list of all the departments including outside employers that hired TempLA employees for permanent assignments, as well as the positions.

Department and Item	Number Placed in Department
Child Support Services Department	<b>1</b>
<b>Intermediate Clerk</b>	1
Department of Children and Family Services	<b>5</b>
<b>Human Services Aid</b>	1
<b>Intermediate Clerk</b>	4
Department of Health Services	<b>2</b>
<b>Intermediate Clerk</b>	1
<b>Patient Resources Worker</b>	1
Department of Human Resources	<b>1</b>
<b>Intermediate Clerk</b>	1
Department of Mental Health	<b>2</b>
<b>Intermediate Clerk</b>	2
Department of Public Health	<b>2</b>
<b>Intermediate Clerk</b>	1
<b>Intermediate Typist Clerk</b>	1
Department of Public Social Services	<b>9</b>
<b>Intermediate Clerk</b>	9
Department of Public Works	<b>2</b>
<b>Intermediate Clerk</b>	2
Probation Department	<b>1</b>
<b>Intermediate Typist Clerk</b>	1
Sheriff's Department	<b>1</b>
<b>Custody Records Clerk, I</b>	1
Superior Court	<b>2</b>
<b>Intermediate Clerk</b>	2
Outside Employers	<b>6</b>
<b>Various positions</b>	6
<b>Grand Total</b>	<b>34</b>

"TempLA provides staff that is reliable and committed to success. This is reflected in the achievement of two TempLA employees becoming permanent with our department. This program is a perfect tool for future hiring by la county departments. It ensures that responsible TempLA employees gain the needed experienced to become permanent, professional, and reliable future employees."

- M. Guzman

Supervisor at the Department of Public Social Services  
(Lancaster, 5th District)

## BUILDING AWARENESS

TempLA received recognition from the Board of Supervisors. On June 12, 2018, the Board acknowledged nine former TempLA employees who were hired as permanent employees with the County of Los Angeles.



In building the TempLA program, from infrastructure to departmental awareness, the Resources DHR has mentored 141 TempLA employees towards the path of success. DHR assists with the background checks, placements, oversees training, timecards, exam notifications, as well as provide career guidance.

TempLA also works with the on-site supervisors at the participating departments to help add support and coaching. On-site supervisors serve as critical mentors to TempLA employees through daily working relationships. With TempLA and departments working together, TempLA employees can obtain valuable on-the-job training experience.



TempLA employees are encouraged to participate with online trainings offered through the Service Employee International Union (SEIU) Local 721 and the Los Angeles County Library, such as Lynda.com. Of the 28 TempLA employees who obtained permanent employment within the County, 64% has utilized the trainings offered on Lynda.com. Workforce, Development Aging, and Community Services (WDACS) provides work readiness support, training, and supportive services to eligible workforce development program participants applying to the TempLA program through the Los Angeles County America's Job Centers of California. Also, quarterly Lunch and Learns have been a strong component of the TempLA program. From *Resume-Building* to *Navigating the County Hiring Process*, TempLA has brought together quality material and tools.

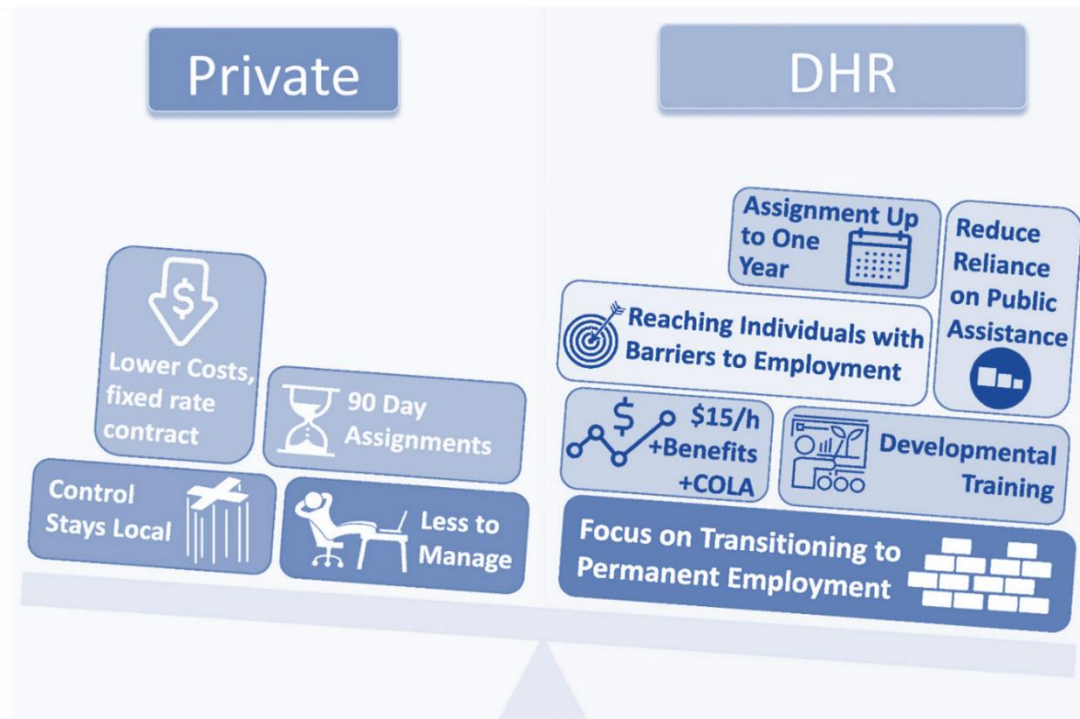
# PRIVATE TEMP AGENCY COMPARISON

The intention of TempLA has been to mature into a permanent program that can ultimately replace contracted temporary agencies. In Fiscal Year 2017-2018 Los Angeles County hired 285 contracted temporary positions. A majority of these positions (over 150) fall within a clerk-level classification, with the highest being 54, the equivalent of a Senior Typist Clerk.

Item	Number of Contract Temps	Total Hours Utilized	Average Weeks of Employment
Senior Typist Clerk	54	48,333	22
Clerk	27	19,741	18
Administrative Support	24	29,928	31
Accounting Clerical	22	8,142	9
Intermediate Typist Clerk	21	8,544	10
Account Clerk	16	16,734	26
Legal Secretary	16	19,382	30
Librarian	16	9,509	15
Secretary	10	8,313	21
Administrative Analyst	9	10,027	28
Data Entry Clerk	9	2,343	7
Warehouse Worker	8	2,022	6
Administrative Assistant	6	2,518	10
Library Assistant	5	1,769	9
Cashier	4	459	3
Fiscal Clerk	4	6,601	41
HR Assistant	4	3,312	21
Procurement Assistant I	4	1,327	8
Accountant II	3	2,049	17
Administrative Assistant II	3	2,387	20
Staff Assistant	3	3,135	26
Clerical	2	2,936	37
Intermediate Clerk	2	1,065	13
IT Tech Support Analyst I	2	1,568	20
Secretary III	2	144	2
Senior Secretary III	2	1,017	13
Clerical Support	1	1,197	30
Executive Assistant	1	910	23
Intake Assistant	1	782	20
Secretary III	1	141	4
Senior Secretary II	1	47	1
Supervisor's Deputy	1	1,556	39
Typist Clerk/Bilingual	1	519	13
<b>Grand Total</b>	<b>285</b>	<b>218,457</b>	<b>18</b>

As seen in the above chart, contracted workers are on assignment for an average of 19 weeks per year. An advantage to TempLA is that those contract temporary workers can only work 90 days while TempLA participants can work for up to one year on assignment. Comparing TempLA to contracted agencies, the main incentive to keep the contracted temporary agency contracts is cost. For basic clerical work, private agencies bid to the County on a very competitive pay level per item, mainly due to County Fair Wage policies and benefits.

The TempLA program offers a variety of benefits to the TempLA employees in preparation of obtaining permanent employment. While contracted agencies focus more on serving their client contract, TempLA focuses on the participant being able to learn, grow, and change their life for the better.



"The TempLA program is a worthwhile and valuable resource for finding, training, and preparing candidates for reentry into the workforce. I have a TempLA employee that is hard working, eager to learn, and has an incredible work ethic. Without TempLA, it would be harder to find the 'diamonds in the rough'. I thank DHR and Los Angeles County for providing this incredible opportunity".

- L. Ayers

Supervisor at the Department of Public Works (1st district)

# CONCLUSION

The TempLA program has a strong potential to make significant impact on hiring within Los Angeles County. TempLA will enable constituents to attain needed job skills, begin rewarding careers, and tell the story of how the County can lead by example in the field of Social Enterprise job services innovation and at the same time demonstrate efficiency in how we serve our communities.

The program can further solidify relationships with all County departments to provide temporary employment to those who need basic services like affordable healthcare and/or housing. DHR has revealed groundbreaking measures with TempLA.

If the program were made permanent, TempLA will enable DHR to hire constituents to attain needed job skills and livable wages. DHR will submit a budget request to the CEO for review and will requests recommendations during the Fiscal Year 2019-2020 final changes budget phase. This will allow recommendations to be made within the context of the overall budget and numerous competing funding priorities and requests.

“TempLA is a dynamic, fresh program, poised to provide invaluable human services. Having been semi-retired for over nine years, TempLA has provided me the opportunity to seamlessly transition back into the workplace. TempLA is a conduit that provides a pathway to permanent employment -- affording work experience and income with humanity.”

- M. Shaw, TempLA participant  
2nd District Resident