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County of Los Angeles CHIEF EXECUTIVE OFFICE

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SACHI A. HAMAI
Chief Executive Officer

November 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

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STATUS REPORT: COUNTYWIDE CAREER PATHWAYS PROGRAM (ITEM NO. 2, AGENDA OF JUNE 6, 2018)

On June 6, 2018, the Board of Supervisors (Board) adopted a Motion (Motion) by Supervisors Kuehl and Solis, instructing the Chief Executive Officer (CEO), working with the Department of Human Resources (DHR) and other County departments, to determine the most feasible ways to establish County and department goals to recruit, hire, and train individuals from targeted populations, with a special focus on County clients receiving safety net services. Further, the Motion directed the CEO and DHR to expand upon the June 2018 Worker Education and Resource Center (WERC) report on high road training partnerships for entry-level County job classifications by working with County departments to develop a plan for a countywide career pathways program that places participants in permanent County employment. This plan is to include identification of key partners, necessary resources, and coordination across County departments.

The Motion directed the CEO to provide a summary analysis of the above items, as well as recommended next steps, within 120 days. On October 18, 2018, the CEO requested additional time to respond to the Motion. This report back provides a status update on efforts to implement a countywide career pathways program and highlights the next steps in this process.

PROGRESS TO DATE

During the period when WERC was preparing its June 2018 report, the CEO and WERC conducted a series of meetings with stakeholders to lay the groundwork for the high road training pilot projects recommended in the report. When the Motion was adopted by the Board, the CEO and WERC were immediately able to address some requirements of the Motion, such as coordinating with departments that serve County clients, and identifying specific numbers of entry-level positions in County departments.

WERC has since named the countywide career pathways program as Preparing Los Angeles for County Employment (PLACE). Since the Motion passed, the CEO and WERC have continued to coordinate with several County departments, including DHR, Workforce Development, Aging and Community Services (WDACS), Department of Public Social Services (DPSS), Probation, and the Department of Health Services (DHS), in order to establish the basic process and framework for the PLACE program. Working with these partners, the CEO and WERC have addressed streamlining the hiring process, recruiting from County client populations, and identifying potential funding sources to support PLACE participants.

With the PLACE program, the County is creating a model of workforce development services that is "high road" in that it is customized for the specific occupational competencies required by the employer partners, which in this case are County departments. PLACE includes pre-employment education customized for the employing department, intensive case management, and classroom support aligned to the principles of a trauma-informed approach.

The CEO and WERC are working with DHS, Department of Parks and Recreation (DPR), Beaches and Harbors (DBH), Department of Public Works (DPW), and the Internal Services Department (ISD) as partner departments that will hire PLACE participants. These departments are critical to the success of PLACE, and will play an important role in identifying entry-level candidates for hire, helping WERC to customize its pre-employment curriculum, identifying on-the-job mentors for PLACE participants, and ultimately employing successful PLACE participants. The CEO, DHR, and WERC established a Working Group to coordinate efforts, as suggested in the Motion. This group meets weekly, with a rotating set of participants from County departments based on the program's needs any given week.

WERC's Recommended Pilot Projects

In its June 2018 report, WERC recommended initial pilot projects for PLACE, in the following job classifications:

- Clerical and Typist-Clerical - Various Departments
- Public Works Laborer - DPW
- Grounds Maintenance Worker I - DPR, DBH
- Building Trades Apprenticeships and Crafts Classifications - ISD, DPW, DHS
- Custodian - Various Departments
- Fire Fighter Trainee - Fire Department

The CEO and WERC have been in discussion with the partner departments for each of the PLACE pilot programs, and have identified approximately 60 items that could employ people who successfully complete the first phase of PLACE pre-employment training and preparation. These pilot programs are described below:

1. Clerical and Typist-Clerical - 15 items

LAC+USC Medical Center has a specific need for Intermediate Clerk candidates who are prepared to work in hospital in-patient wards. One of DHS' challenges in clerical and typist-clerical hiring is finding people banded on promulgated exam lists who are also suited to work in hospitals and clinics. Plainly stated, most candidates for a clerical job do not picture themselves working in a hospital, for a nursing unit, when they first apply. WERC has targeted its recruitment to ensure that participants are interested in working at LAC+USC on night and "graveyard" shifts, and that they understand what supporting the nursing units entails. In this way, PLACE can provide added value to the recruitment and hiring process for DHS.

On October 15, 2018, WERC launched the first PLACE cohort, a four-week pre-employment training to prepare participants for 15 positions at LAC+USC. WERC recruited for this cohort from three sources: 1) DPSS GAIN and GROW offices, 2) local Community Based Organizations (CBOs), and 3) DHR's TempLA program. Because participating in PLACE would require TempLA participants to leave their current County placement and lose their salary, the final list of participants ultimately did not include TempLA workers.

DHR opened an Intermediate Clerk application filing on November 8, 2018, with the special requirement of a certificate from WERC indicating successful completion of this training program. Eighteen successful participants applied on November 8, 2018, and all 18 took DHR's standard written examination for Intermediate Clerk on November 15, 2018. Sixteen participants passed the exam, and DHS scheduled interviews beginning the week of December 3, 2018.

2. Public Works Laborer, Grounds Maintenance Worker I - 20 items

DPW has identified five Public Works Laborer items, and DPR and DBH have identified a total of 15 Grounds Maintenance Worker items, all of which have been set aside to potentially hire successful PLACE participants in early 2019. WERC's second cohort will enroll in a three-week pre-employment and preparation program for both job classifications. DPW, DBH, and DPR generally do "hard skills" training on the job, and all three departments have asked PLACE to focus instead on training for skills such as professionalism, time management, customer service, effective teamwork, and promotability.

PLACE continues to recruit for this cohort from GAIN and GROW offices, and in order to expand recruitment into additional populations with barriers to employment,

WERC is partnering with Community Based Organizations (CBOs) including the Los Angeles Regional Reentry Partnership (LARRP), the Center for Living and Learning, Chrysalis, Homeless Outreach Program Integrated Care System (HOPICS), and Youth Opportunity Movement, Watts. PLACE is also developing a partnership with Conservation Corps organizations that serve the South Los Angeles area, where the DPR Grounds Maintenance Worker I items are likely to be located. Nearly 40 members of the California, Long Beach, and Los Angeles Conservation Corps have applied to PLACE, and all three Conservation Corps organizations are working to identify funding to support members during the training (Conservation Corps members may otherwise be unable to participate due to the loss of income from leaving their current assignment, as was the case with TempLA participants who considered the Intermediate Clerk training). This partnership with the Conservation Corps has been actively supported by DPR.

In addition, PLACE Working Group meetings have devoted considerable time and effort to understanding how to best recruit from the reentry population, and whether these participants might benefit from SB 678-funded stipends. CEO, WERC, Probation, Office of Diversion and Reentry, WDACS, and the hiring departments are currently discussing the details of how this effort might work. As a result, the Probation Department may recruit potential candidates for this cohort from their INVEST program, which is a program designed to match adult felony probationers with living wage employment. The key consideration will be the job nexus matching of the re-entry candidates with the job needs of the participating departments.

3. Building Trades Apprenticeships and Crafts Classifications - 10 items

The CEO and WERC have been in discussions with ISD and DPW in an effort to identify 10 crafts classification items that could be used to employ apprentices on their way to become journey level workers. As these items are identified, PLACE will work with the local non-profit Women in Non-Traditional Employment Roles (WINTER) to identify successful graduates of their ten-week pre-apprenticeship curriculum who may successfully compete for placement in the items we have identified. The June 12, 2018 Motion by Supervisors Solis and Kuehl, which is related to this Motion, directed the CEO to enter into a memorandum of understanding with WINTER for this purpose. Other County departments that may also participate in future apprenticeship trainings include DHS, DPR, and DBH.

4. Custodian - 15 items

The LAC+USC Medical Center and Martin Luther King, Jr. Outpatient Center (MLK) have an ongoing need to hire Custodians, and WERC is in conversations with DHS, including LAC+USC and MLK management to establish a program to prepare County clients and other individuals with barriers to employment for these jobs. DHS and WERC are also in discussions with the East Los Angeles Skills Center, a part of the Los Angeles Unified School District Division of Adult and Career Education, to

determine whether this project could involve career technical education in custodial skills, customized for the hospital setting. The majority of the initial custodial items are expected to be located at the LAC+USC Medical Center.

5. Fire Fighter Trainee - 45 participants, Summer 2017 to Winter 2019

The Fire Fighter Trainee program differs from the other four on this list, in that it does not directly place participants in County employment. Instead, the goal is to prepare participants for entry-level positions as Emergency Medical Technicians (EMT) working for local ambulance companies.

WERC's EMT program, called "LA EMT," is a 20 week-long program that prepares individuals to take required academic coursework and the exam for national certification as EMTs. WERC recruits participants from gender and ethnic groups that are underrepresented in the Los Angeles County Fire Department. Since Fiscal Year 2017-18, WERC has carried out two LA EMT cohorts, and is training a third, entirely female, cohort. Of the 51 participants in the first two cohorts:

- 28 successfully completed the program
- 26 passed the National Registry of Emergency Medical Technicians exam and were certified as EMTs
- 23 are working for ambulance companies
- 6 have applied to the Los Angeles City Fire Department's Fire Academy

It is a goal that numerous future graduates of LA EMT will also apply for the Los Angeles County Fire Department's Fire Academy when the opportunity opens.

RECRUITMENT FOR THE PLACE PROGRAM

County Clients

As noted above, the initial recruitment model for PLACE relies in large part on finding participants enrolled in DPSS' GAIN and GROW programs. For example, WERC contacted approximately 100 GAIN and GROW participants in recruiting for the Intermediate Clerk program in November. Seventy of these contacts came from presentations WERC made to GAIN and GROW participants in DPSS regional offices. While the majority of the remaining 30 resulted from contacts with individual CBOs, numerous individuals from those CBO recruitment efforts were also CalWORKS/GAIN participants. All 18 participants in the final Intermediate Clerk cohort were enrolled in at least one County program, including CalFRESH (17), CalWORKS/GAIN (12), and GROW/General Relief (2).

In addition to targeting recruitment to populations receiving County services, the intake procedure for individuals who are interested in the PLACE program asks applicants to self-report whether they are enrolled in any of the following safety net programs or other social services:

- CalWORKS/GAIN
- CalFresh
- General Relief (GROW)
- Supplemental Security Income (SSI)
- Disability Pay (SSDI)
- Section 8 / Income-Based Housing
- Child Support
- Veterans Benefits
- Medi-Cal
- Women, Infants, and Children (WIC) food support

This process allows PLACE to track all of the safety net programs in which its participants have been enrolled. The CEO will report this data to the Board in future reports on the Motion.

Economically Disadvantaged Areas

The June 12, 2018 Motion by Supervisors Solis and Kuehl, related to this Motion, directed the CEO to structure the current PLACE program to include "a geographic criterion centered on economically disadvantaged areas that takes into consideration a combination of the following factors: census tracts, zip codes, unemployment and underemployment rates, and median household incomes relative to the County of Los Angeles' median annual income, and to the extent possible, federal poverty levels."

WERC used the list of 94 Qualifying ZIP Codes under the County's Local and Targeted Worker Hire Policy for County contracts as an initial framework for addressing the June 12, 2018 Motion. Under that policy, a Qualifying ZIP Code is one where either: 1) the average percentage of households living below 200 percent of the Federal Poverty Level (FPL) for that individual's primary residency's ZIP Code is greater than the County average for such households; or 2) the ZIP Code is one of 11 additional ZIP Codes determined by the Board on September 6, 2011, to be a ZIP Code where at least 30 percent of the population is living in poverty, and with an unemployment rate of at least 150 percent of the national average. Thirteen of the 18 participants from the initial Intermediate Clerk cohort reside within one of these qualifying ZIP Codes.

NEXT STEPS

In order to fully respond to the Motion, including designing a more comprehensive plan to bring targeted workers into County careers, the CEO will require additional time. This will allow the CEO, DHR, other involved departments, and WERC to: 1) assess best practices

from the initial PLACE cohorts, 2) identify obstacles to achieving the goals set out in the Motion, and 3) make adjustments to specific recruitment, application, and exam practices. The additional time will result in a more comprehensive report that addresses the following:

- An ongoing process to create a pipeline of vacant entry-level items large enough to accommodate PLACE cohorts of 15-20 participants at a time.
- A process to create a pipeline of PLACE participants from County safety net programs and geographic criteria centered on economically disadvantaged areas.
- The resources, support, and best practices needed to ensure the success of PLACE participants during training and on the job, including case management, mentorship, and possible funding for stipends, whether from existing County sources or other sources.

With respect to future updates on the PLACE program, the CEO intends to deliver semi-annual reports to the Board that address both the directives from this Motion, as well as those from the related June 12, 2018 Motion. The next update will be provided to the Board in January 2019.

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

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SACHI A. HAMAI
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January 31, 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

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

FIRST BIENNIAL REPORT: COUNTYWIDE CAREER PATHWAYS AND HIGH ROAD EMPLOYMENT PROGRAMS (ITEM NO. 2, AGENDA OF JUNE 6, 2018, AND ITEM NO. 4, AGENDA OF JUNE 12, 2018)

In June 2018, the Board of Supervisors (Board) adopted two related motions by Supervisors Kuehl and Solis that seek to create pathways for targeted populations with high barriers to employment to secure permanent County employment. The first motion, on June 6, 2018, instructed the Chief Executive Officer (CEO), working with the Department of Human Resources (DHR) and other County departments, to determine the most feasible ways to establish County and departments' goals to recruit, hire, and train individuals from targeted populations, with a special focus on County clients receiving safety net services. The motion further directed the development of a plan for a Countywide career pathways program that places participants in permanent County employment.

The second motion, adopted on June 12, 2018, directed implementation of the high road employment pilot programs recommended by the Worker Education and Resource Center (WERC) in a report submitted on June 1, 2018. The June 12 motion specified use of geographic criteria to consider populations from economically disadvantaged areas and directed partnership with Women in Non Traditional Employment Roles (WINTER) to facilitate opportunities for women in craft and trades positions. The motion also requested regular reports to update the Board on implementation of the programs.

Each motion from June 2018 directs development and implementation of programs to provide permanent County jobs to populations with high barriers to employment while expanding the diversity of the County workforce. The CEO, in collaboration with DHR, has partnered with WERC to implement one set of programs in response to both motions. These programs are collectively called Preparing Los Angeles for County Employment (PLACE). On July 29, 2018, and November 29, 2018, the CEO submitted status reports in relation to

various directives from the two June 2018 motions. The November 29, 2018 report then stipulated that future reports would be provided biannually, in January and July, to address the priorities from both the June 6 motion, and the related June 12 motion. This report is the first such biannual report.

BACKGROUND

On June 1, 2018, the CEO and WERC submitted a report on the Strategic Plan for Countywide Workforce Development, which provided recommendations for pilot programs to deliver opportunities for permanent County employment to targeted workers facing the greatest barriers to employment. The report was the result of a labor market analysis of future needs and priorities across all County departments, as well as an equity audit relative to the employment of various worker populations. In response to the report, the Board immediately directed implementation of the five recommended pilot programs, which seek to create pathways into the following classifications: 1) Clerical and Typist-Clerical; 2) Public Works Laborer and Grounds Maintenance Worker; 3) Building Trades Apprenticeships and Crafts Classifications; 4) Custodial; and 5) Fire Fighter Trainee.

The CEO, DHR, and WERC have partnered with many County departments to quickly develop and begin launching the pilot programs. These partnerships include working with the departments of Workforce Development, Aging and Community Services (WDACS); Public Social Services (DPSS); Probation; and the Office of Diversion and Reentry to focus on recruiting from County client populations and identify potential funding sources to support participants in the PLACE program. The CEO, DHR, and WERC have also collaborated with the Departments of Health Services (DHS), Parks and Recreation (DPR), Beaches and Harbors (DBH), Public Works (DPW), and Internal Services (ISD), to serve as hiring departments for the initial PLACE participants. It is the aim of the program to expand this list of hiring departments in future cohorts.

The status report submitted by the CEO on November 29, 2018, updated the Board on efforts to implement the PLACE program and highlighted the next steps in the process. Although this current report shortly follows the November 2018 report, there have been several significant developments.

PROGRESS ON PLACE PROGRAM

Development and implementation of the PLACE pilot programs has been underway since June 2018. The CEO, DHR, and WERC have worked closely with the partner departments to launch the first phase of the PLACE program during Fiscal Year 2018-19. The first phase aims to employ 50 or more individuals with high barriers to employment into permanent County jobs by the end of June 2019. Five pilot programs are currently in various stages of implementation as described below:

1. Clerical and Typist-Clerical - 15 items

The first cohort of this program is in partnership with DHS and seeks to address challenges placing clerical personnel in hospitals, and particularly on night and graveyard shifts. WERC targeted recruitment to ensure participants would be interested in working night and graveyard shifts at the LAC+USC Medical Center (LAC+USC), which has a large demand for these positions.

On October 15, 2018, WERC launched the first, PLACE cohort, a four-week pre-employment training to prepare participants for 15 positions at LAC+USC. The training was customized pre-employment preparation that included customer service skills focusing on patient interactions and LAC+USC's specific service-recovery model for patients and the public. The preparation also introduced participants to DHS and LAC+USC with site visits, panel discussions and guest speakers, as well as technical instruction on the use of DHS' computer software, ORCHID.

WERC recruited for this cohort from three sources: 1) DPSS GAIN and GROW offices; 2) local Community Based Organizations (CBOs); and 3) DHR's TempLA program. Because participating in PLACE would require TempLA participants to leave their current County placement and lose their salary, the final list of participants ultimately did not include TempLA workers. As discussed in a later section of this report, the CEO and WERC are exploring possible avenues for stipends to enable more populations to participate in the PLACE program.

DHR opened an Intermediate Clerk application filing immediately upon the conclusion of the four-week training that required a certificate of successful completion. Within twelve days, DHR processed applications, ran the examination, and promulgated an eligible list that included sixteen of the eighteen participants who completed the training. DHS interviewed all sixteen individuals in early December and hiring managers found the participants were excellent candidates for employment. Although DHS originally committed only 15 positions for the PLACE program, job offers were made to all 16 participants interviewed. As of the date of this report, all 16 have passed background checks and have been scheduled for health clearance, and at least seven have started working in their new jobs.

2. Grounds Maintenance Worker I, Public Works Laborer - 25 items

DPR and DBH identified a combined 15 Grounds Maintenance Worker items, all of which have been set aside to potentially hire successful PLACE participants once the training and examination process are complete. In total, 25 participants seeking to become County Grounds Maintenance Workers commenced the four-week training on January 14, 2019. Because DBH and DPR generally do "hard skills" training on

the job, the WERC-led training focused on “soft skills”, such as professionalism, time management, customer service, effective teamwork, and promotability. DHR opened the application period on January 25, 2019, and all 25 participants successfully applied. DHR will run the exam on February 1, 2019, and produce an eligible list by February 5, 2019, with interviews in the departments planned later that week.

WERC continued to recruit for this cohort from GAIN and GROW offices, and also developed a partnership with Conservation Corps organizations that serve the South Los Angeles area, where the DPR and DBH Grounds Maintenance Worker items will be located. Conservation Corps, which supplied 14 of the 25 participants in the Grounds Maintenance Worker training, provides at-risk young adults with training and job opportunities that emphasize conservation and service projects that benefit the community. Additionally, WERC and the CEO partnered with the departments of Probation and WDACS, as well as the Office of Diversion and Reentry to recruit justice-involved individuals for this opportunity. Nine of the 25 participants are currently or formerly justice-involved, including two from Conservation Corps, and one from the Probation's INVEST program.

Conservation Corps was able to secure funding to provide stipends for each of the participants from its program. The stipends were for an amount equivalent to receiving minimum wage for a full-time job for the four-weeks of training. Many of the other participants received a smaller amount of payment, such as GAIN members receiving regular CalWorks payments. In addition, WERC provided a stipend to each participant to cover the costs, such as potential loss of income due to participating in the training. The four-week training commenced on January 14, 2019, with 25 participants enrolled.

The Public Works Laborer training and exam is under development and is targeted to commence in early Spring 2019. DPW has identified 10 Laborer items that can be set aside to hire successful PLACE participants.

3. Building Trades Apprenticeships and Crafts Classifications - 10 items

The CEO and WERC have been in discussions with ISD and DPW, in an effort to identify up to 10 crafts classification items that could be used to employ apprentices on their way to becoming journey level workers. As these items are identified, WERC will work with the local non-profit WINTER to identify successful graduates of their ten-week pre-apprenticeship curriculum who may compete for placement in the items we have identified. The June 12, 2018 motion directed the CEO to enter into an MOU with WINTER for this purpose.

The apprenticeship program will be in partnership with the Craft Unions and, subject to a negotiated agreement, a labor-management apprenticeship committee will be formed to

participate in the development and implementation of the program. The agreement with the Craft Unions pertaining to apprenticeships has been negotiated, but has not yet been ratified. Once the agreement is ratified, the apprenticeship committee can be officially formed, and the program can commence.

4. Custodian - 15 items

LAC+USC, and the Martin Luther King, Jr. Outpatient Center (MLK), have an ongoing need to hire custodians, and WERC is partnering with DHS, including LAC+USC, and MLK management, to establish a program to prepare County clients and other individuals with barriers to employment for these jobs. DHS and WERC have collaborated with East Los Angeles Skills Center, part of the Los Angeles Unified School District (LAUSD), Division of Adult and Career Education, to develop career technical education in custodial skills, customized for the hospital setting. The majority of the initial custodial items are expected to be located at LAC+USC. While the recent LAUSD teachers' strike delayed the rollout of this program, recruitment is now underway, and training is set to begin at the end of February 2019. WERC is looking to recruit additional populations with barriers to employment through partnerships with CBOs including the Los Angeles Regional Reentry Partnership, the Center for Living and Learning, Chrysalis, Homeless Outreach Program Integrated Care System (HOPICS), and Youth Opportunity Movement, Watts.

5. Fire Fighter Careers, Emergency Medical Technicians

The Fire Fighter Careers program differs from the other four on this list, in that it doesn't directly place participants in County employment. Instead, the goal is to prepare participants for entry-level positions as Emergency Medical Technicians (EMT), working for local ambulance companies and fire departments.

WERC's EMT program, called "LA EMT," is a twenty-week program that prepares individuals to take required academic coursework and the exam for national certification as EMTs. WERC recruits participants from gender and ethnic groups that are underrepresented in the Los Angeles County Fire Department. Since Fiscal Year 2017-18, WERC has carried out three LA EMT cohorts. Of the 51 participants in the first two cohorts:

- 28 successfully completed the program;
- 26 passed the National Registry of Emergency Medical Technicians exam and were certified as EMTs;
- 23 are working for ambulance companies; and
- 14 have applied to local fire departments, including at least six for the Los Angeles City Fire Department's Fire Academy.

The third cohort was entirely female, with 26 women enrolled, and 14 successfully completing the program at the end of 2018. The first set of graduates from the program took the National Registry exam on January 23, 2019, while the remaining graduates will take the exam on February 5, 2019.

RECRUITMENT FOR THE PLACE PROGRAM

County Clients

As described in the November 2018 report, much of the initial recruitment for the PLACE program focused on individuals receiving County safety net services, particularly participants in DPSS' GAIN and GROW programs. WERC recruited from those populations directly and worked with CBOs to further recruit County client participants. All 16 of the final participants in the clerical program were enrolled in at least one County program, including CalFRESH (17), CalWORKS/GAIN (12), and GROW/General Relief (2). While many of the participants in the Grounds Maintenance Worker program came from Conservation Corps, as described above, three are enrolled in GAIN, three in GROW, and one is in the Probation Department's INVEST program.

In addition to targeting recruitment to populations receiving County services, the intake procedure for individuals who are interested in the PLACE program asks applicants to self-report whether they are enrolled in any of the following safety net programs, or other social services:

- CalWORKS/GAIN
- CalFresh
- General Relief (GROW)
- Supplemental Security Income (SSI)
- Disability Pay (SSDI)
- Section 8 / Income-Based Housing
- Child Support
- Veterans Benefits
- Medi-Cal
- Women, Infants, and Children (WIC) food support
- Transition Age Youth (TAY) (formerly known as foster youth)

This process allows PLACE to track all of the safety net programs in which its participants have been enrolled. The CEO will provide this data to the Board in future reports.

Economically Disadvantaged Areas

The June 12, 2018 motion directed the CEO to structure the current PLACE program to include "geographic criteria centered on economically disadvantaged areas that takes into

consideration a combination of the following factors: census tracts, zip codes, unemployment and underemployment rates, and median household incomes relative to the County's median annual income, and to the extent possible, federal poverty levels."

WERC used the list of qualifying ZIP Codes under the County's Local and Targeted Worker Hire Policy, as an initial framework for criteria, on economically disadvantaged areas. Under that policy, a qualifying ZIP Code is one where either: 1) the average percentage of households living below 200 percent of the Federal Poverty Level for that individual's primary residency's ZIP Code is greater than the County average for such households; or 2) the ZIP Code is one of 11 additional ZIP Codes determined by the Board on September 6, 2011, to be a ZIP Code where at least 30 percent of the population is living in poverty, and with an unemployment rate of at least 150 percent of the national average. Thirteen of the 18 participants from the initial Intermediate Clerk cohort, and 20 of the 25 participants in the Grounds Maintenance Worker cohort reside within a qualifying ZIP Code.

In future cohorts and programs, the CEO and WERC may expand the criteria for economically disadvantaged areas to include more areas that may not be captured by the above parameters.

STIPENDS

One of the challenges the PLACE program has faced in recruiting participants has been the potential loss of income some individuals might face by participating in the training. The trainings are typically all day for four or more days a week, usually for four weeks. As demonstrated with the TempLA recruits, some individuals may have temporary employment, or other work they would have to leave to participate in the training, thus foregoing up to four-weeks of wages. Other potential participants may be receiving funds from a particular program that are not transferrable to the training offered by the PLACE program. By design, the majority, if not all, of targeted participants for this program are low income and may face immediate hardships if they endure even a short-lived loss of income. To overcome this challenge, WERC has partnered with various CBOs and sought different avenues of funding to supply stipends to the participants of the PLACE program.

A further complexity is that because the funding comes from different programs and sources, the amount of stipend secured can vary from one participant to the next. For example, participants in the Ground Maintenance Worker cohort who were part of Conservation Corps received a stipend equivalent to minimum wage at a full-time job for the four-weeks, whereas a recipient of general relief through the GROW program would receive a much smaller amount for the same four weeks. Ideally, each participant in each PLACE cohort would receive an equal total stipend to be a part of the program. The CEO and WERC are pursuing means to potentially fund equal stipends for every participant as the program moves forward.

NEXT STEPS

The CEO, DHR, and WERC are currently in the middle of the first phase of the PLACE pilot programs, which aim to place at least 50 people with high barriers to employment into permanent County jobs with opportunities for lifelong careers. The first phase will be completed by the end of June 2019, and the next report which is due in July, will summarize its successes and lessons learned. Among other metrics, the report should have early data on participants leaving probationary status and securing permanent County positions. As the PLACE program matures, more metrics will become available to measure success including retention and advancement rates.

Future phases of the PLACE program will expand the number of departments participating in the program and seek to create consistent and enduring pipelines for people with high barriers to employment to obtain permanent County jobs with career pathways.

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

SAH:JJ:DSB
DSK:yy

c: Executive Office, Board of Supervisors
 County Counsel
 Beaches and Harbors
 Fire
 Health Agency
 Health Services
 Human Resources
 Internal Services
 Parks and Recreation
 Probation
 Public Social Services
 Public Works
 Worker Education & Resource Center
 Workforce Development, Aging and Community Services



SACHI A. HAMAI
Chief Executive Officer

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August 12, 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

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

SECOND BIENNIAL REPORT: COUNTYWIDE CAREER PATHWAYS AND HIGH ROAD EMPLOYMENT PROGRAMS (ITEM NO. 2, AGENDA OF JUNE 6, 2018, AND ITEM NO. 4, AGENDA OF JUNE 12, 2018)

In June 2018, the Board of Supervisors (Board) adopted two related motions by Supervisors Kuehl and Solis that seek to create pathways for targeted populations with high barriers to employment to secure permanent County jobs. The first motion, on June 6, 2018, instructed the Chief Executive Officer (CEO), working with the Department of Human Resources (DHR) and other County departments, to determine the most feasible ways to establish County and departments' goals to recruit, hire, and train individuals from targeted populations, with a special focus on County clients receiving safety net services. The motion further directed the development of a plan for a countywide career pathways program that places participants in permanent County employment.

The second motion, adopted on June 12, 2018, directed implementation of the high road employment pilot programs recommended by the Worker Education and Resource Center (WERC) in a report submitted on June 1, 2018. The June 12 motion specified use of geographic criteria to consider populations from economically disadvantaged areas and directed partnership with Women In Non Traditional Employment Roles (WINTER) to facilitate opportunities for women in craft and trades positions. The motion also requested regular reports to update the Board on implementation of the programs.

Each motion from June 2018 directs development and implementation of programs to provide permanent County jobs to populations with high barriers to employment while expanding the diversity of the County workforce. The CEO, in collaboration with DHR, has partnered with WERC to implement one set of programs in response to both motions.

These programs are collectively called Preparing Los Angeles for County Employment (PLACE). Reporting on these two related motions has been combined into biannual reports addressing the priorities from both. The first such report was submitted to your Board on January 31, 2019. This is the second biannual report and provides an update on the implementation of the first year of the PLACE pilot programs.

SUMMARY

The first year of implementation of the PLACE pilot programs has concluded. PLACE is a series of pipeline programs providing permanent County career jobs to individuals with high barriers to employment. These barriers include, but are not limited to, residents from economically disadvantaged areas, individuals receiving County services such as General Relief and CalWORKS, transition-aged youth, justice-involved individuals, and people experiencing homelessness or who are housing insecure. The PLACE programs are pipelines for these disadvantaged individuals into entry level County jobs with low minimum requirements. WERC partnered with numerous community-based organizations (CBOs), as well as the departments of Human Resources, Workforce Development, Aging, and Community Services (WDACS), Public Social Services, Probation, and the Office of Diversion and Reentry to recruit from targeted populations with high barriers to employment to find participants for PLACE.

The following chart summarizes the Place Programs outcomes for year one:

Cohort	Enrolled*	Passed Exam	Conditional Job Offer	Did Not Pass Health Clearance	Did Not Pass LiveScan Nexus Clearance	Awaiting Clearance	Declined or Resigned**	On the Job or Has Start Date
Intermediate Clerk - DHS (Fall 2018)	20	16	16	0	0	0	1	15
Grounds Maintenance Worker I - DPR, DBH (Winter 2019)	25	18	17	2	0	1	1	13
Custodian - DHS LAC+USC (Spring 2019)	27	25	19	0	0	10	1	8
Laborer - DPW (Spring 2019)	22	10	10	0	0	3	3	4
Total	94	69	62	2	0	14	6	40

* Note that two individuals who were not hired in the Grounds Maintenance Worker cohort participated in later cohorts and are double-counted in this chart, leading to a universe of 94 out of 92 actual participants.)

** For the DPW Laborer cohort, this number includes one person who passed away while awaiting the results of his LiveScan Nexus assessment.

Attached to this memorandum is an extensive report providing information on the placements made throughout the first year, some of the challenges faced, and successes achieved.

NEXT STEPS

The second year of the PLACE pilot programs is just beginning, and the programs will be expanded to include additional departments and additional classifications. The CEO and WERC will continue to report biannually to the Board on progress and will work to develop a plan to permanently implement the programs and create consistent and enduring pipelines for people with high barriers to employment to obtain permanent County jobs with career pathways.

If you have any questions concerning this report, please contact Julia Orozco at (213) 974-1151, or jorozco@ceo.lacounty.gov.

SAH:FAD:JO
DSK:yy

Attachment

c: Executive Office, Board of Supervisors
 County Counsel
 Beaches and Harbors
 Fire
 Health Agency
 Health Services
 Human Resources
 Internal Services
 Parks and Recreation
 Probation
 Public Social Services
 Public Works
 Worker Education & Resource Center
 Workforce Development, Aging and Community Services

ATTACHMENT

PLACE Pilot Program FY 2018-19 Report Summary



PLACE Pilot Program FY 2018-2019

REPORT SUMMARY

This report provides an update on the progress made to implement the high road employment pilot programs, known as Preparing Los Angeles for County Employment (PLACE), as directed by the Board of Supervisors (Board) in June 2018. PLACE is a set of programs in which targeted individuals with high barriers to employment are recruited for specific County jobs at identified locations, prepared for those jobs and the associated civil service exam and, if successful, placed on an eligible list for hire into the County.

During the first year of the program, the Chief Executive Office (CEO) and Department of Human Resources (DHR) partnered with the Worker Education and Resource Center (WERC) to recruit, train, and place four cohorts of participants into County jobs as:

- 1) Typist-Clerical Workers in the Department of Health Services (DHS);
- 2) Grounds Maintenance Workers in the Departments of Parks and Recreation (DPR), and Beaches and Harbors (DBH);
- 3) Custodial Workers at DHS; and
- 4) Public Works Laborers at the Department of Public Works (DPW).

Considerable progress was also made toward the future launch of a fifth cohort for Building and Craft Trade Apprentices across several departments including DPW and the Internal Services Department (ISD).

One additional program that falls under the umbrella of PLACE is the fire fighter careers, Emergency Medical Technician (EMT) training. This program differs from the others in that it does not lead directly to a County job. Rather, participants in this training are prepared to become nationally-certified EMTs and secure jobs with local ambulance companies and fire departments, including the LA County Fire Department's Fire Fighter Trainee position, for which an EMT license is a pre-requisite.

WERC initially estimated that it had the capacity to prepare up to 275 individuals with high barriers to employment for County jobs, and conversations between WERC, CEO, and other partnering departments resulted in a revised goal to employ 50 or more individuals in permanent County jobs during the first year of the PLACE program. Partnering departments DHS, DPR, DBH, and DPW later identified a total universe of 62 budgeted items to set aside for the first year of the program.

As of July 30, 2019, we anticipate that up to 59 of these 62 items will be filled by participants who completed the PLACE program:

- Sixty-two (62) PLACE participants have received contingent job offers;



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- Forty-three (43) have received their start date or begun working on the job;
- Fourteen (14) who received contingent job offers are still awaiting the results of their LiveScan and/or health clearance;
- Eight (8) will not be moving forward as County employees, including two who did not pass their health exam, five who declined positions or resigned early in their employment, and one who passed away unexpectedly while awaiting the results of his LiveScan clearance; and
- Five (5) participants may still receive offers from DHS, which has not yet exhausted the list, and DPR, which may have up to three additional items.

The first hires were made in December 2018, and ten have passed their probation date and attained permanent employee status in the County.

Additionally, through the EMT program, 42 of 71 participants passed the National Registry of Emergency Medical Technicians. Thirty-eight have secured employment with local ambulance companies, and four have secured employment in other areas of the medical field, such as hospital transport. Thirteen LA EMT alumni have applied for jobs with various local fire departments, including 12 who applied for the Los Angeles County Fire Fighter Trainee position in June 2019. Four decided to return to college as a result of their experience in the LA EMT program.

I. BACKGROUND

On June 1, 2018, the CEO and WERC submitted a report on the Strategic Plan for Countywide Workforce Development, which provided recommendations for pilot programs to deliver opportunities for permanent County employment to targeted workers facing the greatest barriers to employment. The report was the result of a labor market analysis of future needs and priorities across all County departments, as well as an equity audit relative to the employment of various worker populations. In response to the report, the Board immediately directed implementation of the five recommended pilot programs, which seek to create pathways into the following classifications: 1) Clerical and Typist-Clerical; 2) Public Works Laborer and Grounds Maintenance Worker; 3) Building Trades Apprenticeships and Crafts Classifications; 4) Custodial; and 5) Fire Fighter Trainee.

The CEO, DHR, and WERC partnered with many County departments to quickly develop and launch the pilot programs. These partnerships include working with the departments of Workforce Development, Aging and Community Services (WDACS); Public Social Services (DPSS); Probation; and the Office of Diversion and Reentry to focus on recruiting from County client populations and identify potential funding sources to support participants in the PLACE program. The CEO, DHR, and WERC also collaborated with the Departments of Health Services (DHS), Parks and Recreation (DPR), Beaches and Harbors (DBH), Public Works (DPW), and Internal Services (ISD), to serve as hiring departments for the initial PLACE



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participants. It is the aim of the program to expand this list of hiring departments in future cohorts.

Status reports were submitted by the CEO on November 20, 2018 and January 31, 2019 to update the Board on efforts to implement the PLACE program and highlight next steps in the process. Reporting is now done on a biannual basis. This is the second biannual report and the first since completion of the first year of the program implementation.

II. PROGRESS ON PLACE PROGRAM

Development and implementation of the PLACE pilot programs began in June 2018. The CEO, DHR, and WERC worked closely with the partner departments to launch the first phase of PLACE during Fiscal Year 2018-19. After the June 6 and June 12, 2018 motions directing WERC to implement the PLACE program, WERC originally estimated that it had the capacity to prepare up to 275 individuals with high barriers to employment for County jobs. WERC discussed this projection at meetings with Board deputies, CEO, and other County departments, and the conversations resulted in a revised goal to employ 50 or more individuals in permanent County jobs during the first year of the PLACE program, by June 2019. WERC then had a series of meetings with DHS, DPR, DBH, and DPW to operationalize the PLACE pilots, and these departments identified a total universe of 62 budgeted items to set aside for the first year of the PLACE program. Five pilot programs were then moved forward for implementation as described below.

1. Clerical and Typist-Clerical - 15 items

The first cohort of this program was in partnership with DHS and sought to address challenges placing clerical personnel in hospitals, and particularly on night and graveyard shifts. WERC targeted recruitment to ensure participants would be interested in working night and graveyard shifts at the LAC+USC Medical Center (LAC+USC), which has a large demand for these positions.

On October 15, 2018, WERC launched the first PLACE cohort, a four-week pre-employment training to prepare participants for 15 positions at LAC+USC. The training was customized pre-employment preparation done in partnership with DHS staff that included customer service skills focusing on patient interactions and LAC+USC's specific service-recovery model for patients and the public. The preparation also introduced participants to DHS and LAC+USC with site visits, panel discussions and guest speakers, as well as technical instruction on the use of DHS' computer software, ORCHID.

WERC recruited for this cohort from three sources: 1) DPSS GAIN and GROW offices; 2) local Community Based Organizations (CBOs); and 3) DHR's TempLA program. Because participating in PLACE would require TempLA participants to leave their current County placement and lose their salary, the final list of participants ultimately did not include TempLA workers. As discussed elsewhere in this report, the availability of modest



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stipends for participants are a key element that allows more participants to commit to pre-employment programming of this duration and supports their success in the program.

DHR representatives assisted participants in filing applications for Intermediate Clerk immediately upon the conclusion of the four-week training. Applications required a WERC certificate of successful completion. Within twelve days, DHR processed applications, ran the examination, and promulgated an eligible list that included sixteen of the eighteen participants who completed the training. To prepare to meet with departmental hiring managers, participants spent considerable time on interview skills, and doing mock interviews. WERC staff focused on working with participants to hold their lived experience and work history in higher esteem, and to translate these assets into a strong presentation during job interviews.

DHS interviewed all 16 individuals in early December 2018, and hiring managers found the participants were excellent candidates for employment. Although DHS originally committed only 15 positions for the PLACE program, job offers were made to all 16 participants interviewed. As of the date of this report, all 16 passed their background check and health clearance and were placed on the job at LAC+USC. Ten have already passed their probation date, and one resigned.

2. Grounds Maintenance Worker I – 15 items

DPR and DBH identified a combined 15 Grounds Maintenance Worker items, all of which were set aside to hire successful PLACE participants. In total, 25 participants seeking to become County Grounds Maintenance Workers enrolled in and completed the four-week training from January 14 through February 6, 2019. Because DBH and DPR generally do "hard skills" training on the job, the WERC-led training focused on "soft skills," such as professionalism, resume building, time management, customer service, effective teamwork, and promotability, as well as reading comprehension, mechanical aptitudes, and test-taking strategies. After the civil service exam, WERC provided interview skills preparation and training similar to that provided in the clerical cohort.

DHR conducted an in-service on the application process and opened the application period on January 25, 2019. All 25 participants successfully applied. DHR administered the exam on February 1, 2019 and produced an eligible list on February 6, 2019. Twenty-one of the twenty-five participants passed the exam and were placed on an eligible list. On February 7, 2019, DBH and DPR were able to interview 20 of 21 participants on the eligible list. Conditional job offers were extended to 15 participants; two did not pass their health clearance, one declined the offer, and DPR later extended an offer to one additional participant. Currently 13 participants are on the job and one is awaiting background check clearance. Four participants are still on the eligible list if additional Grounds Maintenance Worker items become available. DPR may extend up to three more offers before the eligible list expires.



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WERC continued to recruit for this cohort from GAIN and GROW offices, and also developed a partnership with Conservation Corps organizations that serve the South Los Angeles area, where the DPR and DBH Grounds Maintenance Worker items are located. The California, Los Angeles, and Long Beach Conservation Corps, which supplied 14 of the 25 participants in the Grounds Maintenance Worker training, provide at-risk young adults with training and job opportunities that emphasize conservation and service projects that benefit the community. Additionally, WERC and the CEO partnered with the departments of Probation and WDACS, as well as the Office of Diversion and Reentry to recruit justice-involved individuals for this opportunity. Nine of the twenty-five participants are currently or formerly justice-involved, including two from Conservation Corps, and one from the Probation's INVEST program.

Conservation Corps was able to secure funding to provide stipends for each of the participants from its program. The stipends were for an amount equivalent to receiving minimum wage for a full-time job for the four weeks of training. WERC was able to direct some of its budget to stipends for the remaining participants to cover costs, such as loss of income due to participating in the training.

3. Custodian – 15 items

DHS identified 21 Custodian items at LAC+USC Medical Center. WERC enrolled 27 participants in the program, which was a collaboration with LAUSD's East Los Angeles Skills Center (ELASC). The training was held three days a week for a month, from March 18 to April 18, 2019, for a total of 140 hours. WERC provided instruction in professionalism, time management, customer service, teamwork, and test taking skills for the civil service exam, and ELASC custodial instructors taught applied custodial skills based on their existing building and grounds curriculum. Instructors will also visit participants on the job in order to confirm skills acquisition and progress, so that participants earn an LAUSD Building & Grounds Certification. After the civil service exam, participants partook in the interview preparation that was provided in previous cohorts.

DHS opened the application period on April 12, 2019, and all 27 participants successfully applied. DHS ran the exam on April 19 and promulgated an eligible list on April 22, 2019. Twenty-five of the twenty-seven participants passed the exam and were placed on the list. Between April 24 - 25, 2019, DHS interviewed all 25 participants on the list. DHS is still making conditional offers to those participants in the lower bands. As of July 30, 2019, 19 have received job offers. Of this group, four are on the job, four more have a start date in August 2019, and ten are in the background check and health clearance process. One has declined the offer in favor of a custodial job with LAUSD nearer to his home. DHS may still make two additional job offers from this eligible list, to match the 21 items originally identified for this cohort.

Seventeen participants were recruited from the Watts Labor Community Action Committee (WCLAC), and others came to WERC from GAIN, East LA Skills Center, the



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Northeast LA and Boyle Heights WorkSource Centers, flyers at community-based organizations, and word-of-mouth.

WERC was able to provide stipend funding for this cohort through a grant from The California Endowment.

4. Public Works Laborer – 10 items

DPW identified and set aside ten Laborer items to hire successful PLACE participants. Twenty-two participants began the training, which ran from March 18, 2019 to April 29, 2019. Like DBH and DPR, DPW emphasized that hard skills training takes place on the job, and asked WERC to focus on the professionalism, time management, customer service, effective teamwork, and promotability skills that make up the core PLACE curriculum. WERC also focused intensively on the safety orientation, reading comprehension, mathematics, and mechanical aptitudes skills that were necessary for the DPW Laborer civil service exam, and prepared participants to take the scored interview that makes up part of the exam.

DPW administered the civil service written exam on March 20, 2019, and the scored interview on March 29, 2019. Of the seventeen who successfully completed the program, ten passed the exam and were placed on an eligible list. All ten were given conditional offers of employment by DPW's Roads and Floods Divisions. Four are currently on the job, and three are still awaiting the results of their background check and health scan. One participant received a job offer from another County department and declined the Laborer position due to a later start date. One resigned after a short time on the job. Tragically, one participant passed away unexpectedly during his clearance process.

For this cohort, WERC worked closely with case managers from Women In Non Traditional Employment Roles (WINTER) to recruit successful alumni from that program who were interested in the DPW Laborer position. (In total, WERC recruited 11 women for this cohort, including seven recruited from WINTER, and six of the ten who passed the exam and were offered jobs are women.) Additional participants were recruited from the LA Conservation Corps, Probation's INVEST program, Rancho Dominguez AJCC, and several learned of the program through word-of-mouth and flyers posted at local community-based organizations.

WERC was able to provide stipend funding for this cohort through a grant from The California Endowment, as with the Custodial cohort.

5. Building Trades Apprenticeships – Up to 10 items

The CEO and WERC have been working in close partnership with the Los Angeles/Orange County Building and Construction Trades Council (Trades Council), and a number of departments with trade positions, including ISD and DPW, to develop a Trades Apprenticeship cohort for PLACE. The apprenticeship program is subject to a



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negotiated agreement with the Trades Council, which was ratified in June 2019 and approved by the Board on July 30, 2019. The CEO and partner departments are in discussions to identify five to ten crafts apprentice items. In addition to ISD and DPW, CEO has recently discussed the program with the Departments of Parks and Recreation and Beaches and Harbors to potentially identify additional items for the program.

While the negotiated agreement was pending, the CEO worked with DHR, County Counsel, and the Trades Council to coordinate the completion of necessary steps to prepare for the eventual launch of the program. This has included changing the County probationary period for apprenticeship from 6 to 12 months, drafting an employment agreement for the apprentice position, developing a civil service exam, and updating the job bulletins for apprentice classifications.

As directed in the June 12, 2018 motion, the CEO entered an MOU with WINTER to facilitate recruitment and preparation of candidates for the PLACE apprenticeship program. WERC will partner with WINTER to identify successful graduates of their ten-week pre-apprenticeship curriculum and recruit women who may compete for placement in the PLACE apprenticeship program.

6. Fire Fighter Careers, Emergency Medical Technicians

WERC's EMT program, called "LA EMT," is a twenty-week program that prepares individuals to take required academic coursework and the exam for national certification as EMTs. WERC recruits participants from gender and ethnic groups that are underrepresented in the Los Angeles County Fire Department. Since FY 2017-18, WERC has carried out three LA EMT cohorts, including an entirely female cohort from Fall 2018 – Winter 2019. Of the 71 participants in the first three cohorts:

- Forty-eight (48), or 68 percent, successfully completed the program;
- Forty-two (42), or 59 percent, passed the National Registry of Emergency Medical Technicians exam and were certified as EMTs;
- Thirty-eight (38), or 54 percent, are working for ambulance companies;
- Four (4), or 6 percent, have secured employment in other areas of the medical field; and
- Thirteen (13), or 18 percent, have applied to local fire departments, including at least six for the Los Angeles City Fire Department's Fire Academy, and 12 who applied for the Los Angeles County Fire Fighter Trainee position in June 2019. (The County Fire Fighter Trainee exam is scheduled for August 2019).



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Four participants who are currently working for an ambulance company reported that going through LA EMT gave them the confidence to return to school, and they are now taking college courses.

III. RECRUITMENT FOR THE PLACE PROGRAM

County Clients

Following Board direction from the June 12, 2018 approval of the PLACE pilots, much of the initial recruitment for the PLACE program focused on individuals receiving County safety net services, particularly participants in DPSS' GAIN and GROW programs. WERC recruited from those populations directly and worked with CBOs to further recruit County client participants.

Of the 92 individuals who have enrolled in PLACE's Intermediate Clerk, Grounds Maintenance Worker, Custodian, and Public Works Laborer pilot cohorts, 63 (68%) have been enrolled in CalWORKS, CalFRESH, or General Relief:

- Eighteen (18), or 20 percent, have been enrolled in CalWORKS;
- Thirty-three (33), or 36 percent, have been enrolled in CalFRESH; and
- Twelve (12), or 13 percent, have been enrolled in General Relief.

Of 62 participants who received a contingent job offer, 42 (69%) have been enrolled in CalWORKS, CalFRESH, or General Relief:

- Twelve (12), or 19 percent, have been enrolled in CalWORKS;
- Twenty-three (23), or 37 percent, have been enrolled in CalFRESH; and
- Seven (7), or 11 percent, have been enrolled in General Relief.

Economically Disadvantaged Areas

The June 12, 2018 motion directed the CEO to structure the current PLACE program to include "geographic criteria centered on economically disadvantaged areas that takes into consideration a combination of the following factors: census tracts, ZIP codes, unemployment and underemployment rates, and median household incomes relative to the County's median annual income, and to the extent possible, federal poverty levels."

WERC used the list of qualifying ZIP Codes under the County's Local and Targeted Worker Hire Policy as an initial framework for criteria on economically disadvantaged areas. Under that policy, a qualifying ZIP Code is one where either: 1) the average percentage of



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households living below 200 percent of the Federal Poverty Level for that individual's primary residency's ZIP Code is greater than the County average for such households; or 2) the ZIP Code is one of 11 additional ZIP Codes determined by the Board on September 6, 2011, to be a ZIP Code where at least 30 percent of the population is living in poverty, and with an unemployment rate of at least 150 percent of the national average.

Of the 92 individuals who have enrolled in PLACE's four pilot cohorts, 73 (79%) live in a qualifying ZIP Code, and another three do not have a stable ZIP Code due to homelessness or housing insecurity. Forty-nine participants (79%) of the 62 who received a conditional job offer live in a qualifying ZIP code or do not have a ZIP code.

Individuals Experiencing Homelessness

Of the 92 individuals who have enrolled in PLACE's four pilot cohorts, 22 (24%) self-identified as "housing insecure" when they applied for the program. Twelve participants (13%) were homeless or had contingent housing during their cohort. These individuals lived in shelters, cars, churches, or moved between multiple acquaintances addresses. Fourteen participants (23%) of the 62 who received a conditional job offer self-identified as "housing-insecure," and eight participants (13%) who received a conditional job offer were homeless or had contingent housing.

Justice-Involved Individuals

Of the 92 individuals who have enrolled in PLACE's four pilot cohorts, 37 (40%) have a conviction, including 24 (26%) with felonies, and 13 (14%) whose highest-level conviction is a misdemeanor. Twelve participants (13%) were on probation or parole during their PLACE cohort.

Twenty-six participants (42%) of the 62 who received a conditional job offer have a conviction, including 17 (27%) with a felony conviction and nine (15%) whose highest-level conviction is a misdemeanor. Seven (11%) were on probation or parole when they were offered a job.

Numerous candidates with contingent job offers are still awaiting the results of their LiveScan job nexus assessment or are awaiting department hiring decisions after being asked to provide additional information about specific convictions, mitigating circumstances, and evidence of rehabilitation. As of July 30, 2019, no candidate's employment offer has been denied due to their conviction history.

Women

Gender equity among County employees in the trades is a major focus of the June 12, 2018 motion, which asked CEO to contract with Women In Non Traditional Employment Roles (WINTER) to recruit candidates for apprentice Crafts Unions positions in the County, as discussed above. WERC also collaborated with WINTER and other community-based organizations to recruit women for the DPW Laborer pilot, as women are underrepresented



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in these positions and DPW asked WERC to focus in part on gender equity in recruitment. As noted above, WERC recruited 11 women for this cohort, and six of the ten who passed the exam and were offered jobs by DPW are women.

WERC will be collaborating again with WINTER to recruit women for the Trades Apprentice program that will roll out in the second year of PLACE.

IV. STIPENDS

One of the challenges the PLACE program has faced in recruiting participants has been the potential loss of income some individuals might face by participating in the training. The trainings are typically a full day's commitment for four or more days a week, usually for four weeks. As demonstrated with the TempLA recruits, some individuals may have temporary employment, or other work they would have to leave to participate in the training, thus foregoing up to four weeks of wages. Other potential participants may be receiving funds from a particular program that are not transferrable to the training offered by the PLACE program. By design, the majority, if not all, of targeted participants for this program are low-income and may face immediate hardships if they endure even a short-lived loss of income. To overcome this challenge, in the first year of the program, WERC partnered with various CBOs and sought different avenues of funding to supply stipends to PLACE participants. Moving forward, the CEO and WERC have identified funds to provide equal stipends to every participant to allow more individuals to be able to participate in the program.

V. OUTCOMES

As noted, partnering departments DHS, DPR, DBH, and DPW identified a total of 62 items for the four PLACE pilot cohorts, and WERC recruited 92 individuals to take part in these pilots and prepare for the civil service exam, interview, and the job itself. To date, we anticipate that up to 59 of these 62 items will be filled by participants who completed the PLACE program.

Because the first hires began in December 2018, and probation is at least six months, just ten participants have passed their probation date as County employees. In our next biannual report, we will be able to report the employment status of nearly all first-year participants after their probation date. The following table provides the hiring outcomes for each cohort.



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PLACE PROGRAM OUTCOMES AS OF JULY 30, 2019

Cohort	Enrolled*	Passed Exam	Conditional Job Offer	Did Not Pass Health Clearance	Did Not Pass LiveScan Nexus Clearance	Awaiting Clearance	Declined or Resigned**	On the Job or Has Start Date
Intermediate Clerk - DHS (Fall 2018)	20	16	16	0	0	0	1	15
Grounds Maintenance Worker I - DPR, DBH (Winter 2019)	25	18	17	2	0	1	1	13
Custodian - DHS LAC+USC (Spring 2019)	27	25	19	0	0	10	1	8
Laborer - DPW (Spring 2019)	22	10	10	0	0	3	3	4
Total	94	69	62	2	0	14	6	40

* Note that two individuals who were not hired in the Grounds Maintenance Worker cohort participated in later cohorts and are double-counted in this chart, leading to a universe of 94 out of 92 actual participants.)

** For the DPW Laborer cohort, this number includes one person who passed away while awaiting the results of his LiveScan Nexus assessment.

Although most of the PLACE participants who have started work at the County have not been on the job for a significant amount of time, WERC and CEO have generally received very positive feedback from the hiring departments about the program graduates - that they are enthusiastic and hard-working. The participants have likewise provided positive feedback about their experiences on the job. Future reports will include more information about both employer and employee satisfaction and success.

WERC has closely tracked the likelihood of attaining a County job for individuals who take part in the PLACE program, as well as the duration of hiring timelines. Both of these are important considerations for individuals who have barriers to employment, because they have often left lower-wage employment, foregone other job offers, or rearranged their child care arrangements to take part in the PLACE program. The possibility of not achieving employment, and weeks or months spent without a paycheck after hire are both difficult obstacles for workers with barriers to employment to sustain themselves and their families through.

The four PLACE pilot cohorts were a success in terms of improving the likelihood that applicants with high barriers are successful in gaining County employment.

- Sixty-nine (69) of 92 participants (75%) passed a County civil service exam.
- Sixty-two (62) participants received a contingent job offer; this translates to 90 percent of the 69 participants who passed the civil service exam and interviewed receiving a contingent job offer, and 67 percent of the total universe of PLACE participants.
- Forty (40) of 69 participants (65%) who passed the County civil service exam are on the job or have been given their start date, and another 14 (23%) are awaiting the results of the LiveScan and/or health clearance.



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- As noted previously, eight participants who passed the civil service exam and received a job offer will not move forward in County employment, and DHS and DPR are likely to extend up to five more offers to candidates on the existing eligible lists.

All of the jobs obtained are permanent full-time positions in the County.

Thanks to close collaboration and coordination with DHR and the hiring departments, the examination process was tailored to and streamlined for the PLACE program, which allowed for rapid hiring. Of the four examinations administered for the cohorts, the longest time from PLACE program conclusion to list promulgation was 21 days, and the other three lists were established in just 12 or fewer days after the participants completed the program.

For those who were offered a job and passed their background check and health clearance, the average timeline to hire was 59 calendar days from their job interview to their start date (this excludes one outlier of 174 days, stemming from health accommodations that were not representative of the broader group's experience.) All PLACE candidates went through standard County background checks and health clearances to become permanent County employees. Because one of the target populations for PLACE is justice-involved individuals, some of the PLACE cohorts necessarily had a high percentage of candidates with criminal histories. This can skew the average time to hire because a high number of job nexus evaluations must be completed.

VI. NEXT STEPS

The first year of the PLACE pilot programs has been successfully implemented and included the administration of the four cohorts described in this report placing individuals with high barriers to employment into County jobs, as well as a fifth set of cohorts preparing such individuals for a career as an Emergency Medical Technician at a local ambulance company or fire department. The final cohort planned for the first year was Trades Apprentices and while this program has not yet been fully implemented, significant progress was made in preparation of its launch. It is expected to start during the fall of 2019.

In the second year of the PLACE pilot programs, CEO, DHR, and WERC will recruit additional cohorts for the established programs described in this report and will expand to include additional departments and more program participants. The programs will also be expanded to potentially include cohorts for additional classifications. Further, CEO, DHR, and WERC will build on the work already done to establish an Apprentice cohort, working with WINTER to recruit women into craft and trades positions in the County. The overall aim of the second year of the PLACE programs will be expanding the program to increase the number of people with high barriers to employment placed into permanent County jobs with opportunities for lifelong, family-sustaining careers.



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Chief Executive Officer

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March 6, 2020

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

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

THIRD BIANNUAL REPORT: COUNTYWIDE CAREER PATHWAYS AND HIGH ROAD EMPLOYMENT PROGRAMS (ITEM NO. 2, AGENDA OF JUNE 6, 2018, AND ITEM NO. 4, AGENDA OF JUNE 12, 2018)

In June 2018, the Board of Supervisors (Board) adopted two related motions by Supervisors Kuehl and Solis that seek to create pathways for targeted populations with high barriers to employment to secure permanent County of Los Angeles (County) jobs. The first motion, on June 6, 2018, instructed the Chief Executive Officer (CEO), working with the Department of Human Resources (DHR) and other County departments, to determine the most feasible ways to establish County and departments' goals to recruit, hire, and train individuals from targeted populations, with a special focus on County clients receiving safety net services. The second motion, adopted on June 12, 2018, directed implementation of high road employment pilot programs providing career opportunities in the County, with a focus on populations from economically disadvantaged areas and facilitation of opportunities for women in craft and trades positions. The motions requested regular reports to update the Board on implementation of the programs.

The CEO, in collaboration with DHR, has partnered with the Worker Education and Resource Center (WERC) to implement a set of pilot programs in response to both motions. These programs are collectively called Preparing Los Angeles for County Employment (PLACE). Reporting on these two related motions has been combined into biannual reports addressing the priorities from both. The first such report was submitted to the Board on January 31, 2019, and the second on August 12, 2019. This is the third biannual report, and provides an update on the results from the first year of the PLACE pilot programs and the status of the second year.

SUMMARY

PLACE is a series of pipeline programs providing permanent County career jobs to individuals with high barriers to employment. These barriers include, but are not limited to: 1) residents from economically disadvantaged areas, 2) individuals receiving County services, such as General Relief and CalWORKS, 3) transition-aged youth, 4) justice-involved individuals, and 5) people experiencing homelessness, or who are housing insecure.

In the first year of the PLACE pilot programs, the following has been achieved:

- Fifty individuals with one or more employment barriers secured County jobs as clerks or custodians at the Department of Health Services (DHS); grounds maintenance workers at the Departments of Beaches and Harbors and Parks and Recreation; or laborers at the Department of Public Works.
- Twenty-six have passed their probationary period to become permanent County employees to date.

The aim for the second year of PLACE is to secure County employment for 100 individuals. All the programs established in the first year are being repeated, with some expansions to provide additional opportunities. CEO, WERC, and DHR are also partnering with additional employer departments and targeting new classifications to further expand PLACE, including development of a clerical cohort targeted for the departments of Registrar-Recorder/County Clerk, Assessor, and Treasurer and Tax Collector that focuses on public service counter duties, as well as a program at the LA County Library to create pathways for local community residents with barriers to employment to begin careers in their community libraries. Two cohorts have already been administered and aim to fill 15 Intermediate Clerk positions at DHS and eight Grounds Maintenance Worker positions at the Department of Parks and Recreation. WERC partnered closely with DHR to complete each cohort expeditiously, with each taking only a month to produce a list of participants eligible for hire.

CEO and WERC hosted a summit entitled "Taking the High Road to Public Sector Jobs" to share the success and best practices of the PLACE program as a model for public service high road employment. The summit took place on Thursday, February 27, 2020 at the Cathedral Plaza in Los Angeles. State and local governmental representatives attended to learn about the PLACE program and how the model can be used in other jurisdictions to increase access to stable employment, reduce homelessness, recidivism, and dependence on public assistance, while also enhancing the quality of public service delivery by integrating people with lived experience into public facing positions.

Each Supervisor
March 6, 2020
Page 3

Attached to this memorandum is a report providing additional details on the achievements of the first year and next steps (Attachment).

NEXT STEPS

The second year of the PLACE pilot programs is on course to double the number of placements of individuals with high barriers to employment into stable County careers from 50 to 100 placements. The next biannual report, due July 2020, will detail the final outcomes while also providing updates on the program plans for FY 2020-21. The two-year PLACE pilot has demonstrated great success. The CEO and WERC are formalizing plans to ensure continuity of the program for the next three years, with a long-term goal of institutionalizing the program within the County while spreading the model to other jurisdictions.

If you have any questions concerning this report, please contact Allison Clark at (213) 974-8355, or allison.clark@ceo.lacounty.gov.

SAH:FAD:AEC
JO:DSK:yy

Attachment

c: Executive Office, Board of Supervisors
 County Counsel
 Assessor
 Beaches and Harbors
 Fire
 Health Services
 Human Resources
 Internal Services
 LA County Library
 Parks and Recreation
 Probation
 Public Social Services
 Public Works
 Registrar-Recorder/County Clerk
 Treasurer and Tax Collector
 Workforce Development, Aging and Community Services
 Worker Education & Resource Center



PLACE Pilot Program FY 2019-2020

REPORT SUMMARY

This Third Biannual Report provides an update on the high road employment pilot programs known as Preparing Los Angeles for County Employment (PLACE). PLACE is a set of programs in which targeted individuals with high barriers to employment are recruited for specific permanent County jobs at identified locations, prepared for those jobs and the associated civil service exam and, if successful, placed on an eligible list for hire into the County. The program is administered by the Worker Education and Resource Center (WERC) in partnership with the Chief Executive Office (CEO) and Department of Human Resources (DHR).

The Second Biannual Report described the cohorts and outcomes in the first year of PLACE at the time of that report's writing, August 12, 2019. This Third Biannual Report includes updated outcomes from the first year, showing a more complete picture of the results as more participants have completed background and onboarding processes or passed County probation.

PLACE is repeating all of the cohorts from the first year while expanding the size of some, and also adding new cohorts to include additional employer departments and target jobs. Two cohorts have already been administered to fill 15 Intermediate Clerk positions at the Department of Health Services (DHS), and eight Grounds Maintenance Worker positions at the Department of Parks and Recreation (DPR). The status of each as of the writing of this report is below. Three additional cohorts are planned for launch in February 2020, and CEO and WERC are in ongoing discussions in preparation of launching additional cohorts in the spring.

On February 27, 2020, the CEO and WERC hosted a summit focused on sharing PLACE as a model for public service high road employment. State and local governmental representatives attended to learn about the PLACE program and how the model can be used in other jurisdictions to increase access to stable employment, reduce homelessness, recidivism, and dependence on public assistance while also enhancing the quality of public service delivery by integrating people with lived experience into public facing positions.

I. FIRST YEAR UPDATE

In the first year of PLACE implementation, WERC had a total of 94 enrollments.¹ The Second Biannual Report describes Fiscal Year (FY) 2018-19 PLACE cohorts and

¹ Note that two individuals who were not hired in the FY 2018-19 Grounds Maintenance Worker cohort participated in later cohorts and are double-counted in this figure, which represents 94 enrollments, but 92 actual individuals.



PLACE Pilot Program FY 2019-2020

outcomes in detail as of August 12, 2019. Updated FY 2018-19 PLACE outcomes include:

- Out of 94 PLACE enrollments, 72 passed the County civil service exam, which is a 77 percent² pass rate.
- A total of 64 PLACE participants received job offers, representing 68 percent of enrollments.
- Currently, 49 PLACE participants from FY 2018-19 cohorts are on the job, representing 52 percent of initial enrollments.
- As of February 14, 2020, 26 out of the 49 PLACE participants on the job have already passed their County probation. This represents 53 percent of on-the-job participants.
- There were 15 PLACE participants who received job offers but are currently not on the job for the following reasons:
 - Five did not pass their LiveScan job nexus assessment;
 - Two did not pass their health clearance;
 - Four declined the specific job offer;
 - One resigned early on;
 - Two did not pass their County probation period; and
 - One participant passed away during the hiring process.

Although the overall rate of successful placement and retention in County jobs has been high through the program, the lack of retention of the 15 PLACE participants who received job offers reflects two distinct challenges. The first is a need to continue to refine the PLACE recruitment and selection process with respect to individuals who declined the specific job offer or did not pass their County probation period. The location of participants' homes compared to the County job site had a particular impact on this outcome. The second challenge stems from the PLACE program's specific effort to recruit individuals who have been incarcerated. WERC practices Fair Chance in enrollment: case managers are transparent that some convictions may not pass the nexus assessment, and they help PLACE applicants who are concerned about specific convictions to make an informed decision about whether to move forward with the program, but WERC does not exclude individuals from participating in the program based on any specific conviction. Twenty-six participants who received

² The Second Biannual Report noted 69 who passed the exam. This was an error based on an undercount of the number who passed the civil service exam in the Grounds Maintenance Worker cohort.



PLACE Pilot Program FY 2019-2020

a conditional job offer have some conviction history, including 17 with felony convictions. The five who did not make it through the nexus assessment were given their best possible chance to gain County employment at the time they applied to the program.

II. CURRENT YEAR UPDATE AND PLAN

WERC's focus in FY 2019-20 has been on growing PLACE program capacity beyond the 62 items identified in FY 2018-19 for the core PLACE job classifications: Intermediate Clerk, Grounds Maintenance Worker I, Custodian, and Public Works Laborer, and on developing and implementing the Building Trades Apprenticeships program, which began development last year. In FY 2019-20 planning, WERC anticipated that it could place at least 100 individuals with barriers to employment in County jobs. Meeting this goal will require WERC to increase the number of items that current partnering departments commit to, and to expand the number of departments participating in the PLACE program. As of this writing, WERC has completed two FY 2019-20 PLACE cohorts, will launch three additional cohorts in February 2020, and is actively pursuing opportunities for additional FY 2019-20 cohorts. The current planned FY 2019-20 cohorts together represent 97 County positions, and WERC intends to increase that number in the final two quarters of the Fiscal Year.

Completed Cohorts

The two PLACE cohorts that WERC has completed to date in FY 2019-20 are Intermediate Clerical for DHS, and Grounds Maintenance Worker for Parks and Recreation.

Intermediate Clerk - DHS: 15 Items

DHS identified 15 items to be filled by successful PLACE participants. WERC selected 30 people to join the November 2019 Intermediate Clerk cohort. Of the 25 who completed the cohort:

- Seventeen (17) were enrolled in CalFresh.
- Eleven (11) were enrolled in CalWORKS.
- Five (5) were homeless or at-risk of homelessness.
- Four (4) were formerly homeless.
- Three (3) were receiving General Relief.



PLACE Pilot Program FY 2019-2020

- Four (2) were former foster youth, including two (2) transition age youth.
- Seven (7) have been incarcerated or at least convicted of a crime, including four (4) with felony convictions, and one (1) still on probation.

All 25 participants who successfully completed the PLACE Intermediate Clerk training took and passed the civil service exam for Intermediate Clerk. As of this date, 18 of the 25 have active employment offers at Harbor-UCLA Medical Center, LAC+USC Medical Center, or Rancho Los Amigos National Rehabilitation Center. One additional participant received an offer that was later revoked because they did not pass the department's personnel file review; the participant was previously employed by another County department through a temporary employment program, and the conditions of their termination were not favorable. The personnel review is a new step in the department's hiring process, and PLACE recruitment materials and protocols have been revised in order to reflect this change for the future.

The time from the beginning of the cohort to being placed on a certified civil service list was just over a month: 1) the cohort began on November 12, 2019, 2) participants applied for the job on December 6, 2019, 3) DHR administered the exam on December 11, 2019, and 4) those who passed were placed on a list on December 18, 2019. The first round of departmental interviews took place on December 19 and 20, 2019, and interviews for some participants are still being scheduled. As of this date, all participants with Intermediate Clerk job offers are awaiting the results of their LiveScan and/or their health clearance.

Grounds Maintenance Worker I - Department of Parks and Recreation: 8 Items

Parks identified eight items to be filled by successful PLACE participants. WERC selected 17 people to join the November 2019 Grounds Maintenance Worker cohort. As with the FY 2018-19 Grounds Maintenance Worker cohort, the Department of Parks and Recreation asked WERC to focus substantially on recruiting members of local Conservation Corps chapters. Of the 14 who completed the cohort:

- Nine (9) were recruited from the California, Los Angeles, and Long Beach Conservation Corps.
- Three (3) were enrolled in CalFresh.
- Three (3) were formerly homeless.
- One (1) was receiving general relief.



PLACE Pilot Program FY 2019-2020

- Eight (8) were transition age youth.
- Four (4) have been incarcerated or convicted of a crime, all four with felony convictions, and three (3) still on probation or parole.

Twelve of the fourteen who successfully completed the PLACE Grounds Maintenance training passed the civil service exam. Parks and Recreation has provided job offers to eight participants, including six at in the Department's South Agency, and two in Regional Facilities Agency.

The time from the beginning of the cohort to being placed on a certified civil service list was exactly one month: 1) the cohort began on November 18, 2019, 2) participants applied for the job on December 6, 2019, 3) DHR administered the exam on December 12, 2019, and 4) those who passed were placed on a list on December 18, 2019. Departmental interviews took place on December 19 and 29, 2019, and January 8, 2020. As of January 30, 2020, all participants with Grounds Maintenance Worker job offers are awaiting the results of their LiveScan and health clearance. The civil service list will be active for a full year, and WERC is in conversations with Parks and Recreation and Beaches and Harbors in hopes that these departments will consider the remaining six participants for jobs as positions become available.

Planned Cohorts

In February 2020, WERC launched three more PLACE cohorts, representing a combined 32 permanent vacant items:

- Intermediate Clerk with DHS, 15 items located at LAC+USC Medical Center.
- Custodian with DHS, 12 items located at LAC+USC Medical Center.
- Grounds Maintenance Worker with Beaches and Harbors, seven permanent items. This program will begin with up to 20 participants placed in seasonal temporary items, and seven of those participants will be placed in permanent items.

In addition to these cohorts, WERC and CEO have secured, or are working to secure commitments for additional cohorts, amounting to at least 25 permanent items, including:

- Public Works Laborers with the Department of Public Works (DPW), five items. The department has committed to at least these positions and is in discussions with WERC about the timing of this cohort in FY 2019-20.



PLACE Pilot Program FY 2019-2020

- Intermediate Clerks with multiple departments including Assessor, Registrar-Recorder/County Clerk, and Treasurer-Tax Collector, approximately 20 items at various job sites. These three departments have agreed to hire from a FY 2019-20 cohort, and WERC will soon schedule the cohort after additional conversations.
- WERC is in on-going conversations with LA County Library about a Library Aide and/or Library Page cohort, which could be an apprenticeship style program leading to full-time permanent employment in the Library Assistant classification. This position requires two years of college coursework, or two years of clerical or technical experience in a library. LA County Library has expressed interest in collaborating with WERC on a PLACE cohort, but many details need to be worked out, and this may ultimately not take place in FY 2019-20.

Apprenticeship

There has been considerable progress made towards the launch of a craft apprentice cohort. The cohort is part of a "Women in Trades" initiative in partnership with the Los Angeles/Orange Counties Building and Crafts Trades Council (Trades Council) and Women In Non Traditional Employment Roles (WINTER) to recruit and place more women into County trades jobs, which historically have severely underrepresented women. Fifteen positions have been identified across the departments of Internal Services, Public Works, Parks and Recreation and Beaches and Harbors. The positions identified are apprentices in the crafts of electrician, plumber, carpenter, locksmith, and painter. This cohort will be a pilot program that hires the first apprentices of a newly established County Apprentice Program, which is in partnership with the Trades Council, and utilizes existing union apprentice programs to train apprentices to become journey-level crafts persons through a mix of on-the-job experience and in-classroom training. Final details of the mechanics of the program are still being worked out and launch of this cohort is anticipated in early spring.

III. SUMMIT

Although still early in implementation, PLACE has shown great success in utilizing the model of high road employment partnerships in public service. The high road employment model identifies family-sustaining jobs with good career prospects and recruits, matches, and trains individuals for those jobs. This model has shown to be one of the most effective methods of securing long-term employment for populations with barriers to employment. In a direct effort to spread the success of the PLACE program as a model for public service high road employment, CEO and WERC hosted a summit entitled "Taking the High Road to Public Sector Jobs."



PLACE Pilot Program FY 2019-2020

The summit took place on February 27, 2020, at the Center at Cathedral Plaza in Los Angeles. Representatives from the State of California, as well as local County and municipal agencies attended to learn about the PLACE program and how the model can be used in other jurisdictions to increase access to stable employment, reduce homelessness, recidivism, and dependence on public assistance while also enhancing the quality of public service delivery by integrating people with lived experience into public facing positions. The summit featured speeches from Supervisor Hilda Solis; Sachi Hamai, Chief Executive Officer of Los Angeles County; and Julie Su, Secretary of the California Labor and Workforce Development Agency.

IV. LOOKING TO THE FUTURE

The goal for the second year of the PLACE pilot programs is to at least double the number of placements of individuals with high barriers to employment into stable County careers from 50 in the first year to over 100 in the second, while also expanding the programs to new departments and additional job opportunities. The next biannual report, due in July 2020, will detail the outcomes of these efforts and lay out the plans for the future. The two-year PLACE pilot has shown great early success. The CEO and WERC are formalizing plans to ensure continuity of the program for at least the next three years, with a long-term goal of institutionalizing the program in the County while spreading the model to other jurisdictions.



SACHI A. HAMAI
Chief Executive Officer

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August 12, 2020

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

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

FOURTH BIENNIAL REPORT: COUNTYWIDE CAREER PATHWAYS AND HIGH ROAD EMPLOYMENT PROGRAMS (ITEM NO. 2, AGENDA OF JUNE 6, 2018, AND ITEM NO. 4, AGENDA OF JUNE 12, 2018)

In June 2018, the Board of Supervisors (Board) adopted two related motions by Supervisors Kuehl and Solis that seek to create pathways for targeted populations with high barriers to employment to secure permanent County of Los Angeles (County) jobs. The first motion, on June 6, 2018, instructed the Chief Executive Officer, working with the Department of Human Resources (DHR) and other County departments, to determine the most feasible ways to establish County and department goals to recruit, hire, and train individuals from targeted populations, with a special focus on County clients receiving safety net services. The second motion, adopted on June 12, 2018, directed implementation of high road employment pilot programs providing career opportunities in the County, with a focus on populations from economically disadvantaged areas and facilitation of opportunities for women in craft and trades positions. The motions requested regular reports to update the Board on implementation of the programs.

The Chief Executive Office (CEO), in collaboration with DHR, has partnered with the Worker Education and Resource Center (WEREC) to implement a set of Pilot Programs in response to both motions. These Programs are collectively called Preparing Los Angeles for County Employment (PLACE). Reporting on these two related motions has been combined into biannual reports addressing the priorities from both. The first such report was submitted to the Board on January 31, 2019. This is the fourth biannual report and provides an update on the results from the first and second years of the PLACE Pilot Programs, as well as on the impact and disruption upon PLACE by the COVID-19 pandemic.

PLACE is a set of Programs in which targeted individuals with high barriers to employment are recruited for identified permanent County jobs, prepared for those jobs and the associated civil service exam and, if successful, placed on an eligible list for hire into the County. The barriers faced by PLACE participants include but are not limited to: 1) residents from economically disadvantaged areas; 2) individuals receiving County services, such as General Relief and CalWORKS; 3) transition-aged youth; 4) justice-involved individuals; and 5) people experiencing homelessness, or who are housing insecure. The Program is administered by WERC in partnership with the CEO and DHR. PLACE began its first cohort in the fall of 2018, and since inception has secured County jobs for more than seventy individuals. The first year of PLACE ended in the summer of 2019, and the early cohorts of the second year began in the late fall of 2019. More cohorts were in progress or in development in early 2020 until the COVID-19 pandemic took hold. PLACE is currently on hold due to the hard-hiring freeze that was necessarily put in place in the County in response to the COVID-19 pandemic and economic downturn.

On March 31, 2020, the Board adopted a motion to impose a countywide hard-hiring freeze to reduce expenditures in the face of budgetary uncertainties due to the severe economic downturn caused by COVID-19 and the essential measures taken to combat the pandemic. Because PLACE focuses solely on getting people hired directly into the County, the Program was put on hold once the hiring freeze took effect. Resources that had been dedicated to PLACE were instead shifted to focus on responding to the pandemic and economic crisis. The contract with WERC was amended in April 2020 to allow WERC to provide training and support services to workers utilized in response to the pandemic, which has included developing and deploying an online training for newly assigned contact tracers. Further, necessary budget curtailments due to the downturn have led to a possible fifty percent reduction in future County funding for PLACE. This reduction has not affected the current contract with WERC but may reduce the scope of future endeavors.

The first year of PLACE was considered a success as 66 participants received County job offers out of 94 people enrolled in the Program. Some of those 66 were not ultimately hired because they declined the offers, did not pass health or background checks, among other reasons. As of the writing of this report, 47 are still on the job, a year or more later. When the hiring freeze took effect, PLACE was in the middle of the second year of its implementation in which the Program was being expanded and refined. WERC and the CEO were pursuing new partnerships, new job classifications, and expansions of existing partnerships to double the capacity of PLACE from about 60 job positions identified in the first year to 120 positions in the second. WERC did complete the recruitment, training, and hiring process for two cohorts, which led to 27 participants securing County jobs and many others who, at the time of this writing, are in various stages of the hiring process. WERC had begun three other cohorts that were interrupted due to the pandemic, and four additional cohorts that were in the planning phase had to be cancelled. In addition, due to the budget crisis, the apprentice positions designated for the Women in Trades Program were not funded in FY 2019-20. Much of the groundwork to enable County apprenticeships to go forward has been completed and there is every intention to resume this cohort at an appropriate time in the future when funding becomes available.

Although resources have been reallocated to address critical needs in response to the pandemic, WERC and CEO are looking to the future and working to develop plans for modifying PLACE to respond to the current situation. These include adapting to not only the hiring freeze, but to more limited available resources because of budgetary reductions, and a general shift in priorities to battle the pandemic and the severe economic downturn it has caused. Further modifications could include focusing on essential permanent hires or using PLACE to recruit and train contact tracers or other workers directly responding to the pandemic. Notably, there are approximately 60 PLACE participants from cohorts that were interrupted by COVID-19 who are work-ready and may be suitable for County efforts in response to the pandemic. WERC and the CEO will further explore partnerships with the agencies undertaking these efforts.

All options are being considered, and the CEO, WERC, and all partner departments remain committed to providing pathways for individuals with barriers to employment into good quality, high-road jobs, and resuming PLACE in the future.

If you have any questions, please contact Allison E. Clark at (213) 974-8355, or allison.clark@ceo.lacounty.gov.

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c: Executive Office, Board of Supervisors
 County Counsel
 Assessor
 Beaches and Harbors
 Fire
 Health Services
 Human Resources
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FESIA A. DAVENPORT
Chief Executive Officer

February 22, 2021

To: Supervisor Hilda L. Solis, Chair
Supervisor Holly Mitchell
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

Board of Supervisors
HILDA L. SOLIS
First District

HOLLY MITCHELL
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

FIFTH BIENNIAL REPORT: COUNTYWIDE CAREER PATHWAYS AND HIGH ROAD EMPLOYMENT PROGRAMS (ITEM NO. 2, AGENDA OF JUNE 6, 2018 AND ITEM NO. 4, AGENDA OF JUNE 12, 2018)

In June 2018, the Board of Supervisors (Board) adopted two related motions by Supervisors Kuehl and Solis seeking to create pathways for targeted populations with high barriers to employment to secure permanent County of Los Angeles' (County) jobs. The first motion, on June 6, 2018, instructed the Chief Executive Officer, working with the Department of Human Resources (DHR) and other departments, to establish County and department goals to recruit, hire, and train individuals from targeted populations, with a special focus on County clients receiving safety net services. The second motion, adopted on June 12, 2018, directed implementation of high road employment pilot programs providing career opportunities in the County, with a focus on populations from economically disadvantaged areas. The motions requested regular updates to the Board.

The Chief Executive Office (CEO), in collaboration with DHR, partnered with the Worker Education and Resource Center (WERC) to implement a set of programs in response to both motions. These programs are collectively called Preparing Los Angeles for County Employment (PLACE). Reporting on these two related motions has been combined into biannual reports addressing the priorities from both. This fifth biannual report provides an update on the results of PLACE since implementation in June 2018, describes the limitations to ongoing efforts due to the COVID-19 pandemic and the County hiring freeze, and provides an overview of current planning for new PLACE cohorts.

Status of the PLACE Program

On March 31, 2020, the Board adopted a motion to impose a Countywide hard hiring freeze to reduce expenditures in the face of budgetary hardships resulting from the severe economic downturn caused by COVID-19 and the essential measures taken to combat the pandemic. Because PLACE focuses solely on getting people hired directly into the County, the program was put on hold once the hiring freeze took effect. As described in the Fourth Biannual

Report, dated August 12, 2020, WERC's contract was amended to allow WERC to shift focus to efforts that help the County in its response to the COVID-19 pandemic, while still pursuing viable PLACE opportunities. To assist with pandemic response, WERC partnered with the Departments of Public Health (DPH), Health Services (DHS), and Public Social Services (DPSS), to implement employment skills training, enhanced learning-upskilling training, and supervisory training for the following projects: 1) disaster service worker training for Project Room Key; 2) contract tracing training support; 3) COVID-19 Community Health Worker Outreach Initiative; 4) a trauma-informed care training series/enhanced learnings project; 5) DPH supervisor trainings; 6) County COVID-19 Community Equity Fund; 7) Persons Experiencing Homelessness Project; and 8) a personal protective equipment warehouse worker and call center worker project.

Despite the limitations from the hiring freeze, some PLACE opportunities have been able to move forward, and WERC is continually in discussion with County departments to establish potential new avenues for County hiring that can be phased-in as allowed by the status of the hiring freeze. Approximately three PLACE cohorts were underway when the hiring freeze began, impacting more than 70 participants who were in competition for more than 50 jobs, as Intermediate Clerks, Custodians, and Ground Maintenance Workers. Since that time, WERC has been able to partner with DHS and Parks and Recreation to plan PLACE cohorts around exemptions to the hiring freeze for critical operational needs leading to the following new hires during the pandemic:

- Two participants from the February 2020 DHS Custodian cohort were hired into permanent positions by DHS in October 2020, and another five have conditional job offers pending the results of LiveScan nexus assessments (another participant also applied to be an Intermediate Clerk, and was hired by the Fire Department);
- Four participants from the February 2020 DHS Intermediate Clerk cohort were hired into permanent positions by DHS, a fifth participant was hired into a temporary position by DPH, and another six are awaiting the results of LiveScan nexus assessments;
- DHS has identified a need to hire four permanent and two temporary Custodians; WERC has re-engaged several participants from its February 2020 Beaches and Harbors Ground Maintenance Worker cohort and began preparation for the civil service exam with them on January 25, 2021; and
- In addition to these hiring opportunities for PLACE participants, four graduates of WERC's 2017 to 2018 Los Angeles Emergency Medical Technician cohorts became Los Angeles County Fire Fighters, and another six graduates are currently Fire Fighter Trainees.

Several additional PLACE-program opportunities are also in development. WERC and DPSS are developing a project that will prepare Transition Age Youth in the General Relief Opportunities for Work (GROW) population for clerical jobs in DPSS Call Centers. WERC has also been involved with discussions around the "Implementing Reentry Employment Support for AB 109 Fire Camp Participants" motion dated September 29, 2020 and is helping to identify opportunities to connect Fire Camp participants to the PLACE program.

WERC also continues to take part in the committee that coordinates programs and projects related to Measures W, H, A, and M (the WHAM Committee) led by the Chief Sustainability Officer and is working with the WHAM Committee to identify viable pathways into County careers.

To adapt to the hiring freeze, CEO and WERC have also begun to adjust the PLACE model for programs outside the County workforce, including the following:

- Collaborating with the Alternatives to Incarceration (ATI) team to explore a Peer/System Navigator Program that would work with individuals who are impacted by the justice system and/or experiencing housing insecurity, by creating an employment training program, addressing the need to fill vacant permanent jobs with community-based organizations, and providing supportive case management services to increase employment retention;
- Development of a PLACE-like program for State civil service jobs called Pathways to State Service (PASS), in partnership with the Irvine Foundation, the California Labor and Workforce Development Agency, and other State departments; and;
- Partnership with the BYD electric bus manufacturing facility in Lancaster, Antelope Valley YouthBuild, Jobs to Move America, and the International Association of Sheet Metal, Air, Rail, and Transportation Workers (SMART) Local 105, to develop a pre-apprenticeship program leading to 50 new hires, to be funded by a High Road Training Partnership/California Climate Investments Program grant through the California Workforce Development Board.

Despite the setbacks to County hiring posed by the COVID-19 pandemic and economic recession, the CEO and WERC continue to advance the Board's goal to place system-impacted individuals and those from economically disadvantaged communities in quality, family-sustaining careers.

Should you have any questions concerning this matter, please contact me or Allison E. Clark, Senior Manager, at (213) 974-8355 or allison.clark@ceo.lacounty.gov.

FAD:JMN:AEC

JO:DSK:yy

c: Executive Office, Board of Supervisors
 Beaches and Harbors
 Fire
 Health Services Human Resources
 Parks and Recreation
 Public Social Services
 Workforce Development, Aging and Community Services
 Worker Education & Resource Center



County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
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FESIA A. DAVENPORT
Chief Executive Officer

April 14, 2021

To: Supervisor Hilda L. Solis, Chair
Supervisor Holly Mitchell
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

Board of Supervisors
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Second District

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Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

INTENT TO EXECUTE A SOLE SOURCE CONTRACT WITH THE WORKER EDUCATION AND RESOURCE CENTER TO PROVIDE THE HIGH ROAD TRAINING PARTNERSHIP AND CAREER PATHWAYS PROGRAM (ITEM NO. 2, AGENDA OF JUNE 6, 2018, AND ITEM NO. 4, AGENDA OF JUNE 12, 2018)

This memo provides further notification and an update to the Board that the Chief Executive Office (CEO) intends to complete negotiations and execute a sole source agreement with the Worker Education and Resource Center (WERC) to provide the County's High Road Training Partnership and the County's Career Pathways program known as Preparing Los Angeles for County Employment (PLACE). The CEO provided advanced notification to the Board in December 2019 of its intent to enter negotiations with WERC for a sole source agreement to continue the PLACE program. The COVID-19 pandemic caused a delay and reprioritization of those negotiations. The CEO now plans to move forward with efforts to execute a sole source agreement with WERC, pursuant to the original notification and with additional modifications to adjust to the altered circumstances due to COVID-19 pandemic.

BACKGROUND

On December 31, 2019, the CEO provided the attached advanced notification to the Board of the intent to enter negotiations for a sole source agreement with WERC to continue PLACE for at least another three years, with the intent to institutionalize the program. At the time, the original delegated authority agreement was going to terminate in June 2020. The onset of the COVID-19 pandemic delayed negotiations on the sole source and the County's hiring freeze, in response to the economic downturn, limited available County jobs for the PLACE program. Three PLACE cohorts that had begun were interrupted by the pandemic, and four cohorts in development were cancelled. Because of the cancellation of cohorts, as well as a number of grants and other funding sources that had been added to the

budget for the contractual services provided by WERC, the CEO twice amended the existing Agreement to extend the term and continue WERC's services through June 2021, at no additional cost. To adjust to the circumstances caused by the pandemic, the amendments included deliverables enabling WERC to assist with the County's COVID-19 response while continuing to pursue viable PLACE opportunities.

In the last year, WERC has partnered with the Departments of Public Health, Health Services, and Public Social Services to implement employment skills training, enhanced learning-upskilling training, and supervisory training for disaster services workers, contact tracers, community health workers, personal protective equipment warehouse workers, call center workers, and others to help respond to the COVID-19 crisis. Further, despite the hiring freeze, some County PLACE opportunities moved forward in order to fulfill critical operational needs that are exempt from the freeze, including custodians in hospitals.

FUTURE OPPORTUNITIES

There are several programs and opportunities in development where WERC's services could be utilized past the current term of the existing contract, which terminates on June 29, 2021. The CEO and WERC are pursuing additional PLACE opportunities in County jobs as they become available, including potential cohorts with the Departments of Health Services, Parks and Recreation, Public Works, and the Assessor. WERC also continues to take part in the committee that coordinates programs and projects related to Measures W, H, A, and M (the WHAM Committee) led by the Chief Sustainability Officer and is helping to identify viable pathways into County careers.

Additionally, the CEO will be participating in the WATER (Water Awareness, Training, Education and Recreation) Program workgroup that will be seeking to develop job training programs connected to the ocean and other sources and uses of water, and which will include pathways into County jobs. WERC is well-positioned to assist in these efforts. Finally, the CEO is developing a plan and looking to partner with the Women and Girl's Initiative (WGI) to recommence the Women in Trades County Apprenticeship Program that sought to utilize the PLACE Program to recruit women into traditional crafts apprenticeship jobs in County departments. This program was put on hold last year because of the hiring freeze and loss of funding due to the pandemic and subsequent economic downturn.

To further adapt to the hiring freeze, the CEO and WERC have begun to adjust the PLACE model for programs outside the County workforce. This includes collaborating with the Alternatives to Incarceration (ATI) team to explore a Peer/System Navigator Program that would work with individuals impacted by the justice system and/or experiencing housing insecurity, creating an employment training program that would fill vacant permanent jobs at community-based organizations, and providing supportive case management services to increase employment retention. The CEO will negotiate with WERC to include deliverables in the sole source contract to provide additional opportunities at community-based organizations, or other non-profits that provide family-sustaining careers.

Each Supervisor
April 14, 2021
Page 3

These opportunities would include programs that align with and complement efforts under Measure J initiatives.

Lastly, although vaccines are being distributed and case rates are dropping, the COVID-19 crisis continues. Therefore, WERC's related COVID-19 deliverables will remain so that rapid deployment of training for County workers and others will continue as required.

CONCLUSION

The sole source agreement is the best option for continuing the partnership between the County and WERC so that integral workforce development services can continue, and further advance the Board's goal to place system-impacted individuals and those from economically disadvantaged communities in quality, family-sustaining careers. Although the focus will remain on County careers, the exigent circumstances created by the COVID-19 pandemic justify modifications to the contract deliverables to allow for PLACE programming that targets County partners such as community-based organizations that can in turn provide similarly sustaining careers.

If contract negotiations are successful, the CEO will return to the Board with a Board letter seeking authorization to execute the sole source agreement with WERC.

Should you have any questions concerning this matter, please contact me or Allison E. Clark, Senior Manager, at 213-974-8355 or allison.clark@ceo.lacounty.gov.

FAD:JMN:AEC
JO:DSK:acn

Attachment

c: Executive Office, Board of Supervisors
 County Counsel
 Health Services



SACHI A. HAMAI
Chief Executive Officer

County of Los Angeles CHIEF EXECUTIVE OFFICE

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SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

December 31, 2019

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

From: Sachi A. Hamai
Chief Executive Officer

ADVANCE NOTIFICATION OF INTENT TO ENTER INTO NEGOTIATIONS FOR A SOLE SOURCE CONTRACT WITH WORKER EDUCATION AND RESOURCE CENTER TO PROVIDE THE HIGH ROAD TRAINING PARTNERSHIP AND CAREER PATHWAYS PROGRAM

This memo provides advance notification to the Board in accordance with Board Policy No. 5.100 that the County of Los Angeles Chief Executive Office (CEO) intends to enter into negotiations for a Sole Source agreement with the Worker Education and Resource Center (WERC) to provide the County's High Road Training Partnership and the County's Career Pathways program known as Preparing Los Angeles for County Employment (PLACE). The approximate annual cost of the agreement is estimated to be \$2,000,000. CEO anticipates negotiating for a contract term of three years.

BACKGROUND

On August 01, 2017, the Board authorized the CEO to execute a delegated authority agreement with WERC to provide workforce development services for the County of Los Angeles. CEO executed a delegated authority agreement and extended the agreement for years two and three of the project. The current agreement expires on June 30, 2020.

WERC was founded in 2001 to operate as a labor-management intermediary to plan and provide workforce development educational programs for employees of the County of Los Angeles Department of Health Services represented by the Service Employees

International Union. WERC is a non-profit 501(c)(3) organization. CEO identified WERC as the appropriate party for the original agreement due to WERC's proven record of assisting the County in addressing workforce shortages in critical occupations such as nursing, medical record coding, medical assistants, MRI technicians, and other essential health care positions.

The PLACE program creates a high road employment program within the County's hiring process to accomplish a number of goals including: 1) increasing access to permanent County jobs for vulnerable populations with barriers to employment; 2) increasing self-sufficiency among County clients by obtaining family-supporting careers; and 3) addressing employment inequities in particular career areas. The program is currently in a pilot phase and there is strong desire and intent to make it permanent and/or institutionalize the model it has developed.

JUSTIFICATION

WERC is uniquely qualified to continue providing these specific workforce development services to the County. The program WERC currently administers for the County has been developed over many years in close partnership between the County and WERC. The program is tailored specifically to the County's needs, as well as its rules and regulations. While there are other organizations that administer workforce development programs, there are few that successfully utilize the high road training partnership model. WERC is the only known entity in the area that does so specifically for public service careers. WERC is the only organization that is currently capable of delivering the specialized program that has been developed for public service careers with the County of Los Angeles as the employer.

The task is ongoing - WERC has been implementing and administering the pilot for two years but the County wants to institutionalize the program, and it would be prohibitively cost and time restrictive to find another vendor, if one existed.

CONCLUSION

The CEO believes that a Sole Source agreement is the best option to continue the partnership between the County and WERC to provide integral workforce development services. Pursuant to Board policy, the CEO will proceed with Sole Source negotiations in four weeks, unless otherwise instructed by the Board.

If contract negotiations are successful, the CEO will return to the Board with a Board letter seeking authorization to execute the sole source contract with WERC.

Each Supervisor
December 31, 2019
Page 3

If you have any questions, please contact Daniel Kelleher at 213-974-6879 or dkelleher@ceo.lacounty.gov.

SAH:FAD:AEC
JO:DSK:acn

c: Executive Office, Board of Supervisors
 County Counsel
 Health Services



County of Los Angeles CHIEF EXECUTIVE OFFICE

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FESIA A. DAVENPORT
Chief Executive Officer

August 4, 2021

To: Supervisor Hilda L. Solis, Chair
Supervisor Holly J. Mitchell
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Fesia A. Davenport
Chief Executive Officer

Board of Supervisors
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First District

HOLLY J. MITCHELL
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

SIXTH BIENNIAL REPORT: COUNTYWIDE CAREER PATHWAYS AND HIGH ROAD EMPLOYMENT PROGRAMS (ITEM NO. 2, AGENDA OF JUNE 6, 2018, AND ITEM NO. 4, AGENDA OF JUNE 12, 2018)

In June 2018, the Board of Supervisors (Board) adopted two related motions by Supervisors Kuehl and Solis seeking to create pathways for targeted populations with high barriers to employment to secure permanent County of Los Angeles (County) jobs. The first motion, on June 6, 2018, instructed the Chief Executive Officer, working with the Department of Human Resources (DHR) and other departments, to establish County and department goals to recruit, hire, and train individuals from targeted populations, with a special focus on County clients receiving safety net services. The second motion, adopted on June 12, 2018, directed implementation of high road employment pilot programs providing career opportunities in the County, with a focus on populations from economically disadvantaged areas.

The Chief Executive Office, in collaboration with DHR, partnered with Worker Education and Resource Center (WERC) to implement a set of programs in response to both motions. These programs are collectively called Preparing Los Angeles for County Employment (PLACE). Reporting on these two related motions has been combined into biannual reports addressing the priorities from both. The attached sixth biannual report provides an update on the results of PLACE, describes WERC's PLACE-related activities and outcomes during the COVID-19 hiring freeze, and provides an overview of current planning for new PLACE cohorts and ongoing expansion of the program. In addition, the PLACE program has inspired additional programming for which WERC has secured funding and partnerships that is aligned with Board priorities of providing high road training opportunities communities facing barriers to employment.

"To Enrich Lives Through Effective And Caring Service"

Each Supervisor
August 4, 2021
Page 2

Should you have any questions concerning this program, please contact me or Julia Orozco, Acting Senior Manager, at (213) 974-1151 or jorozco@ceo.lacounty.gov.

FAD:JMN:JO
DSK:yy

Attachment

c: Executive Office, Board of Supervisors
 County Counsel
 Beaches and Harbors
 Fire
 Health Services
 Human Resources
 Parks and Recreation
 Public Social Services
 Workforce Development, Aging and Community Services
 Worker Education and Resource Center

SIXTH BIENNIAL REPORT: COUNTYWIDE CAREER PATHWAYS AND HIGH ROAD EMPLOYMENT PROGRAMS

Preparing Los Angeles for County Employment: Program Outcomes to Date

On March 31, 2020, the Board of Supervisors (Board) adopted a motion to impose a Countywide hard hiring freeze to reduce expenditures in the face of budgetary hardships resulting from the severe economic downturn caused by COVID-19, and the essential measures taken to combat the pandemic. Because Preparing Los Angeles for County Employment (PLACE) focused solely on getting people hired directly into the County of Los Angeles (County), the program was put on hold; three cohorts representing over 60 participants were impacted, leading to lower than projected hires in 2020. The Fourth and Fifth Biannual Reports described amendments to the County's contract with Worker Education and Resource Center (WERC), which allowed WERC to shift efforts to help the County respond to the pandemic, while still pursuing viable PLACE opportunities. During the pandemic, WERC has been able to assist Department of Health Services (DHS) with hiring needs that were exempt from the hiring freeze.

Since the implementation of its first cohort in October 2018, one hundred fourteen (114) PLACE participants have been hired by the County, and another thirty-one (31) have recently been given conditional job offers and are in the hiring process, awaiting the results of LiveScan nexus assessments and health scans.

Classification	2018 Hires	2019 Hires	2020 Hires	2021 Hires	Conditional Job Offers
Custodian	0	18	5	1	1
Grounds Maintenance Worker I	0	23	1	0	0
Intermediate Clerk	16	19	13	11	30
Public Works Laborer	0	7	0	0	0
Hired	16	67	19	12	31
Total Hired –				114	
				Conditional Job Offers	

Status of the PLACE Program

In June 2021, the County and WERC entered into a new sole source contract for one year, with the option to extend for up to two additional one (1) year periods. This new contract incorporates a modified Statement of Work that includes:

- An ongoing focus on direct County employment through the PLACE program;

SIXTH BIENNIAL REPORT: COUNTYWIDE CAREER PATHWAYS AND HIGH ROAD EMPLOYMENT PROGRAMS

- The option to train workers for non-County high-road jobs that provide stable employment and career advancement opportunities;
- A new deliverable that asks WERC to explore models to foster career advancement for PLACE participants and alumni; and
- COVID-19 response training.

WERC continues to prepare workers with barriers for jobs that are approved for hire even during the hiring freeze:

- On July 19, 2021, WERC will begin its third DHS PLACE cohort during the COVID-19 pandemic, preparing workers for up to twenty (20) Custodian positions. WERC's ability to recruit workers for Custodian and Intermediate Clerk positions at LAC+USC Medical Center and other DHS sites has been helpful to operations, as many workers are reticent to work in a hospital setting during the pandemic.
- The Department of Public Works (DPW) has confirmed its interest in collaborating on a new PLACE DPW Laborer cohort. DPW and WERC are in discussions about the size and timing of the cohort, and the possibility of adding one additional entry level classification to this cohort.

Before the hiring freeze, WERC was in discussions with several additional departments including Departments of Assessor, Registrar-Recorder/County Clerk, Treasurer and Tax Collector, and LA County Library to identify opportunities to expand the PLACE program into additional departments and classifications. During the next several weeks, the Chief Executive Office (CEO) and WERC intend to resume these conversations and begin new conversations with additional departments, in order to discuss hiring needs and opportunities that will come about as hiring in the County resumes and expands.

CEO and WERC had also laid considerable groundwork for a Women in Trades County Apprenticeship cohort that sought to use PLACE to recruit women for apprentice positions in the County in partnership with the craft unions in the LA/OC Building and Construction Trades Council. Discussions have been begun to reignite this program during Fiscal Year 2021-22.

WERC also continues to collaborate with departments to identify opportunities related to other County initiatives, as noted in previous Biennial Reports:

- Participating in Measures W, H, A, and M (WHAM) Committee that is developing workforce initiatives including identifying pathways into County careers.

SIXTH BIENNIAL REPORT: COUNTYWIDE CAREER PATHWAYS AND HIGH ROAD EMPLOYMENT PROGRAMS

- Exploring a Peer/System Navigator program with the Alternatives to Incarceration (ATI) team, to provide a pathway for justice-impacted individuals to careers with local community-based organizations, and to improve retention through ongoing supportive case management services.
- Engaging in ongoing conversations with the Department of Public Social Services about the opportunity to expand PLACE programming and related employment retention services for Transition Age Youth and County clients in the GROW program.

WERC's Programming beyond PLACE

The Fifth Biannual Report noted that outside of WERC's contract with the County, PLACE has inspired the development of similar high-road programs in both the public and private sectors.

- WERC has begun implementation of Pathways to State Service (PASS), in collaboration with the Irvine Foundation, the California Labor and Workforce Development Agency, CalTrans, CalHR, and other state agencies. Over twenty (20) workers have completed this training, and CalTrans has recently begun the hiring process.
- WERC has also begun program planning and curriculum development for its High Road Training Partnership with BYD electric bus manufacturer, Sheet Metal, Air, Rail, and Transportation Workers (SMART) Local 105, Advancing Communities Together/AV YouthBuild, and Jobs to Move America. A pilot cohort is targeted for September 2021.
- WERC is partnering with the Los Angeles Black Worker Center (LA BWC) and the City of Los Angeles, Department of Public Works, to explore development of a targeted hire program. LA BWC is the lead intermediary, and WERC is providing insight from its experience and will provide supportive case management services during implementation.

Career Advancement for PLACE Alumni

As PLACE becomes a more established program and many of its alumni have now been on the job for more than a year, WERC is seeking to design ongoing County career advancement support. WERC has just received a Workforce Accelerator Grant from the California Workforce Development Board to fund the development of its career advancement programming. The grant will fund the following two related projects.

SIXTH BIENNIAL REPORT: COUNTYWIDE CAREER PATHWAYS AND HIGH ROAD EMPLOYMENT PROGRAMS

1. Develop alumni-led Communities of Practice, where PLACE alumni in entry-level County jobs will collaboratively evolve their understanding of career planning and how to seek promotional opportunities within the County, including County exam preparation, networking, learning from veteran County workers, and long-term work on meeting minimum educational and work experience requirements for specific classifications.
2. Develop a structured, cohort-based alumni program that prepares workers to succeed and band well on specific civil service exams.

WERC recently surveyed dozens of alumni who have been on the job for a year or longer, and the need for career advancement support was one of the most common survey responses, particularly for Custodians, who noted a need for long-term support in bridging to other available pathways. The Custodian series is limited, with the majority working either in the Custodian or Custodian Supervisor classification, and very few opportunities for workers to move into supervisor positions. WERC will begin with a focus on how to best support the long-term needs of alumni Custodians, who may benefit from a “career lattice” approach that pursues advancement in the Custodial series, as well as lateral moves into other series. Minimum requirements for promotional classifications remain a structural barrier to advancement for many County Custodians, and WERC hopes to identify constructive solutions to this issue for their PLACE Custodian alumni.

WERC’s interest in helping entry-level County workers achieve career advancement is relevant to the goals of the recent Career Transition Program for County Employees motion, and WERC has been in conversation with the Board’s First Supervisorial District and the Internal Services Department in support of that effort.

While the COVID-19 pandemic and related hiring freeze paused momentum in expanding PLACE, the CEO and WERC, in collaboration with partner County departments, have continued to provide job opportunities to system-impacted workers and those from economically disadvantaged communities whenever possible. The future of the program is optimistic and PLACE will continue to lead to meaningful employment in the County, as well as in local community-based organizations, and WERC will establish a foundation for career advancement for PLACE alumni and continue to expand upon the County’s high road training partnership.



BOARD OF SUPERVISORS

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EXECUTIVE LEADERSHIP

Otto Solórzano
Acting Director

Dr. Laura Trejo
Aging & Community Services

Kelly LoBianco
Economic & Workforce Development

April 11, 2022

TO: Supervisor Holly J. Mitchell, Chair
Supervisor Hilda L. Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

FROM: Otto Solórzano, Acting Director
Kelly LoBianco, Executive Director
Economic and Workforce Development

SUBJECT: **SEVENTH BIENNIAL REPORT: COUNTYWIDE CAREER PATHWAYS AND HIGH ROAD EMPLOYMENT PROGRAMS (ITEM NO. 2, AGENDA OF JUNE 6, 2018, AND ITEM NO. 4, AGENDA OF JUNE 12, 2018)**

GET IN TOUCH

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info@wdacs.lacounty.gov

Aging & Adult Information & Assistance Line:

(800) 510-2020

Report Elder Abuse:

(877) 477-3646

Report Hate:

211 America's Job Centers:

(888) 226-6300

Community & Senior Centers:

(323) 260-2003

Office of Small Business:

(800) 432-4900

In June 2018, the Board of Supervisors (Board) adopted two (2) related motions by Supervisors Kuehl and Solis seeking to create pathways for targeted populations with high barriers to employment to secure permanent County of Los Angeles (County) jobs. The first motion, on June 6, 2018, instructed the Chief Executive Office (CEO), working with the Department of Human Resources (DHR) and other departments, to establish County and department goals to recruit, hire, and train individuals from targeted populations, with a special focus on County clients receiving safety net services. The second motion, adopted on June 12, 2018, directed implementation of high road employment pilot programs providing career opportunities in the County, with a focus on populations from economically disadvantaged areas.

The CEO's Economic Development Division (EDD), in collaboration with DHR, partnered with the Worker Education and Resource Center (WERC) to implement a program in response to both motions. This program is called Preparing Los Angeles for County Employment (PLACE). Reporting on these two (2)



related motions has been combined into biannual reports addressing the priorities from both. This seventh biannual report provides an update on the results of PLACE during the pandemic, including the period when the County was under a hiring freeze, and provides an overview of current planning for new PLACE cohorts as well as the revitalization and expansion of the program moving forward.

In October 2021, the CEO's EDD was transferred into the Department of Workforce Development, Aging and Community Services (WDACS) as part of the implementation plan to establish a new economic and workforce development department in the County, newly designated as the Department of Economic Opportunity (DEO). The move was part of Phase One (1) of that implementation plan, which involved consolidating economic and workforce development programs and activities in WDACS before re-aligning WDACS into two (2) new departments, including the DEO. The PLACE program was managed by the EDD and was transferred to WDACS as part of the transition. PLACE will be managed by WDACS until the creation of the standalone department of economic and workforce development, targeted for summer 2022, at which point the new department will provide management.

PLACE OUTCOMES

On March 31, 2020, the Board adopted a motion to impose a Countywide hard hiring freeze to reduce expenditures in the face of budgetary hardships resulting from the severe economic downturn caused by COVID-19 and the essential measures taken to combat the pandemic. Because PLACE focused solely on getting people hired directly into the County, the program was put on hold. Three (3) cohorts representing over 60 participants were impacted, leading to lower than projected hires in 2020. The Fourth and Fifth Biannual Reports describe amendments to the County's contract with WERC, which allowed WERC to shift efforts to help the County respond to the pandemic, while still pursuing viable PLACE opportunities, including assisting DHS with hiring needs that were exempt from the hiring freeze.

Since the implementation of its first cohort in October 2018, 137 PLACE participants have been hired by the County, and another five (5) have recently been given conditional job offers. These five (5) participants are in the hiring process, awaiting the results of LiveScan nexus assessments and health scans. A majority of the participants have secured jobs with the Department of Health Services, which has a large workforce with challenging hiring needs in some areas, and the Department continues to be a close partner of PLACE. Additional partner employer departments that have PLACE graduate employees include the Departments of Beaches and Harbors, Parks and Recreation, and Public Works. PLACE participants have secured jobs in the Custodian, Grounds Maintenance Worker, Intermediate Clerk, and Public Works Laborer classifications, as detailed in the chart below.

Classification	2018 Hires	2019 Hires	2020 Hires	2021 Hires	Conditional Job Offers
Custodian	0	18	5	5	5
Grounds Maintenance Worker I	0	23	1	0	0
Intermediate Clerk	16	19	13	30	0
Public Works Laborer	0	7	0	0	0
Total: 137 Hired (5 conditional job offers)	16	67	19	35	5

All participants who have been hired by the County through the PLACE program have had a variety of barriers to employment defined by AB 1111, the Breaking Barriers to Employment Initiative. Note that these figures are not cumulative, as many participants have multiple intersecting barriers to employment. However, 100 percent of participants qualify as having at least one barrier to employment:

- CalWORKS: Thirty-eight (38), or 28 percent were participating in CalWORKS.
- General Relief: Fourteen (14), or 10 percent were receiving General Relief.
- CalFresh: Sixty-six (66), or 48 percent were receiving CalFresh.
- Transition Age Youth (TAY) and former foster youth: Fourteen (14), or 10 percent were former foster youth, or current TAY under Department of Public Social Services' care.
- Homelessness: Thirty-six (36), or 26 percent were: 1) experiencing homelessness (19); 2) were housing insecure (8); or 3) had previously experienced homelessness (9).
- Justice System-Impacted: Twenty-three (23), or 17 percent have been convicted of at least one (1) felony. This hiring rate reflects a lower outcome for justice-impacted participants, who comprise 25 percent of the participants who have completed the PLACE program. The January 25, 2022 motion, "Economic Opportunity for Justice-Involved Individuals; Implementing Fair Chance Hiring Countywide," anticipates utilizing PLACE to increase the number of justice-impacted individuals that are hired by the County and asks WERC to provide input to several motion deliverables, which may improve the outcomes of justice-impacted participants in the future.

In addition, another fifteen (15), or 11 percent of participants who have been hired were members of the Los Angeles, Long Beach, or California Conservation Corps when they joined PLACE. Conservation Corps participation is not an AB 1111-defined barrier to employment, but Corps

members are another PLACE recruitment priority for the County, and most have at least one (1) AB 1111 barrier.

CURRENT PROGRAMS

In June 2021, the County of Los Angeles and WERC executed a new sole source contract for one (1) year, with the option to extend for up to two (2) additional one-year periods. This new contract incorporates a modified Statement of Work that includes:

- An ongoing focus on direct County employment through the PLACE program;
- The option to train workers for non-County high-road jobs that provide stable employment and career advancement opportunities;
- A new deliverable for WERC to explore models that foster career advancement for PLACE participants and alumni; and
- COVID-19 response training.

In October 2021, the County lifted its hard hiring freeze, allowing more opportunities for partner departments to hire individuals through the PLACE program. WERC and PLACE program management engaged in broad outreach across County departments to secure partnerships and job opportunities for PLACE cohorts.

Since the lifting of the freeze, cohorts have gone forward, or are being developed in partnership with the Department of Health Services and the Department of Public Works in the classifications of Custodian, Intermediate Typist Clerk, and Unit Support Assistant. Two (2) new departments have recently joined the ranks as PLACE program partner employers as a joint cohort for Intermediate Typist Clerks, which is being administered in partnership with the Office of the Public Defender and the Child Support Services Department.

Additionally, WERC has launched a training program for Case Managers and Residential Aides, partnering with three (3) County-contracted non-profit organizations that operate in support of the CEO's Alternatives to Incarceration (ATI) work. This project is partially funded by the PLACE contract, as well as funding from the Public Health Institute - Together Toward Health. Program participants all have high barriers to employment including experience of homelessness, incarceration, and other barriers.

Future reports will detail the outcomes of these cohorts.

FUTURE GOALS

WERC, WDACS, and the future DEO will continue to explore the expansion of the PLACE program in upcoming years to additional employer partners, including new County departments, as well as community-based organizations and other County partners. The Office of the Public Defender and the Department of Child Support Services will soon join the ranks of employers of PLACE program participants. WERC and WDACS have had conversations with additional departments to develop cohorts and add to the PLACE employer bench, including Animal Care & Control, LA County Library, Registrar-Recorder/County Clerk, Beaches and Harbors, and others.

In addition to growing the bench of employer partners, WDACS and WERC seek to re-establish the pre-pandemic goal of 100 annual County job placements under the PLACE program, building to a capacity of 150 to 200 per year.

The expansion of the PLACE program can better serve disadvantaged populations with barriers to employment, including those most impacted by the pandemic. PLACE can also further assist County departments and other employer partners in overcoming challenging hiring needs; diversifying their workforce; and meeting County goals, such as equitable hiring and increased hiring in line with the Fair Chance Act.

WERC is also seeking to design ongoing County career advancement support. This is based partly on survey feedback from PLACE alumni who have made it clear that workers who have barriers to employment often have additional barriers to advancement. To this end, WERC applied for and received a California Workforce Development Board (CWDB) Workforce Accelerator Fund grant, and is currently designing alumni-led Communities of Practice where WERC alumni will support one another in short- and long-term career planning as well as applications for available promotions. WERC is also in discussions with the Department of Health Services' Human Resources Operations and other operational staff about developing a "career lattice" approach that would help qualify County Custodians for promotions into Intermediate Clerk positions, providing more extensive promotional opportunities for these workers as one potential remedy for structural barriers to advancement that County Custodians experience.

WERC has also submitted a proposal to the SEIU Local 721/Department of Human Resources Joint Labor Management Committee (JLMC) for funding to coordinate development of an annual plan for the JLMC 1.5 Million Dollar Training Fund. While this proposal would address the larger goals of the Training Fund, it would also directly impact PLACE alumni and other entry-level County workers with barriers to advancement. If funded, it could generate additional programming similar to WERC's existing career advancement efforts described herein. Updates on this prospective funding will be included in a future biannual report.

Lastly, as the economic and workforce development branch of WDACS transitions into the new Department of Economic Opportunity (DEO), the PLACE program and model will align with and enhance workforce development goals and strategies. This includes a focus on high road training partnership programs in high-growth sectors where PLACE can be leveraged for County jobs as well as non-County career pathways. PLACE can also be linked with other programs, such as Careers for a Cause to elevate lived experience and build a compassionate workforce. WDACS and the successor DEO will be engaging in an evaluation of PLACE to: 1) assess broader opportunities for the program; 2) effectively scale to other departments and additional career pathways; and 3) plan for sustainability of the program and model over time. More information will be provided in future reports as the goals and vision of the new department are defined and the evaluation progresses.

CONCLUSION

While the COVID-19 pandemic and related hiring freeze paused momentum in expanding PLACE, the CEO, WDACS, and WERC, in collaboration with partner County departments, have continued to provide job opportunities to system-impacted workers and those from economically disadvantaged communities whenever possible. PLACE will continue to lead to meaningful employment in the County, as well as in local community-based organizations, and WERC will establish a foundation for career advancement for PLACE alumni and continue to expand upon the County's high road training partnerships.

Should you have any questions concerning this program, please contact me or Kelly LoBianco, Executive Director, at (213) 880-4114 or klobianco@wdacs.lacounty.gov.

OS:KL:AEC:RM:ag

c: Executive Office, Board of Supervisors
 County Counsel
 Chief Executive Office
 Beaches and Harbors
 Child Support Services
 Health Services
 Human Resources
 Public Defender
 Public Works