

Implementation of Los Angeles County High Road Employment Pilot Programs

The public sector has played a unique role in the labor market and has proven to be an important avenue for workers to become gainfully employed.^{1 2} The County of Los Angeles (County) is the largest public sector employer in the region and is a significant player in providing stable, good-paying, and long-term employment. The County has been a leader in creating equitable policies to improve outcomes for the most economically distressed. To continue in its efforts to increase opportunity and create pathways for economic mobility for vulnerable populations, it is imperative to build inclusive, comprehensive and high road employment policies and programs within the County's hiring process.

¹ Cohen, P. (2015, May 24). Public-Sector Jobs Vanish, Hitting Blacks Hard. *New York Times*. Retrieved from <https://www.nytimes.com/2015/05/25/business/public-sector-jobs-vanish-and-blacks-take-blow.html>.

² Hartman, M. (2016, March 2). Government Jobs Deficit Hurts Minorities and Women. *Market Place*. Retrieved from <https://www.marketplace.org/2016/03/02/world/public-sector-jobs-deficit-hurts-minorities-and-women>.

MOTION

SOLIS _____

RIDLEY-THOMAS _____

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BARGER _____

KUEHL _____

On June 6th, 2018, the Board of Supervisors approved a motion directing the County's Chief Executive Officer (CEO) and Department of Human Resources (DHR) to develop a high road employment program (The Program) with a special focus on County client populations. The Worker Education Resource Center's (WERC) report³ ("Workforce Development Strategies 2018") provided a thorough analysis pointing to the need and opportunity for creating high road employment pilot programs within the County. For example, 13% of County employees are projected to retire within five years and in some specific job classification groups, this number rises above 20%. Some entry-level classifications face a rate up to 29%. Furthermore, WERC's research identified certain classifications lacking diversity and equity, thus requiring a more strategic and comprehensive approach to increasing access to such jobs for people from economically disadvantaged communities, communities of color, and women. The report's findings include "a lack of representation by people from Tier 2 zip codes⁴ identified in the County's Local and Targeted Worker Hiring Policy."⁵

WERC's research and communication with some County departments has created an immediate opportunity and momentum to establish pilot programs that serve as the basis for a long-term County-wide high road employment program and policy. While the June 6, 2018 motion directs the CEO and DHR to design and develop the Program across all County departments, to be reported back within 120 days,

³ "Workforce Development Strategies 2018" presented to the Economic Development Policy Committee on May 4, 2018.

⁴ Tier 2, according to County of Los Angeles Local and Targeted Worker Hire Policy, are any zip codes within the County where the average percentage of households living below 200 percent of the Federal Poverty Level (FPL) is greater than the County average for such households.

⁵ Worker Education Resource Center. June 2018. "Workforce Development Strategies 2018." Page 7.

implementing already designed pilot programs will test and solidify best practices as it relates to County high road employment practices. Further, the County is unique and vast, with geographic pockets and populations that are economically and socially unique, requiring more direct attention when it comes to opening up economic opportunity. It is widely known that where an individual resides has impacts that person's lifelong outcomes such as educational attainment, health and economic trajectory.

WE THEREFORE MOVE that the Board of Supervisors

- 1) Direct the CEO to collaborate with diverse stakeholders, including the Worker Education Resource Center (WERC) within 30 days, in order to inform the development of and present recommendations on the Program and high road employment and policies;
- 2) Direct the CEO, in the implementation of the pilot programs and The Program, to include ~~a geographic criterion~~ 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 of Los Angeles' median annual income, and to the extent possible, federal poverty levels;
- 3) Direct the CEO, in conjunction with DHR, and in consultation with WERC and the diverse stakeholders, to implement the pilot programs as proposed in WERC's report.

- 4) As part of the implementation process on the pilot program ~~associated with Building Trades Apprenticeships and Other Crafts Classifications~~, direct the CEO to enter into a Memorandum of Understanding (MOU) with Women in Non Traditional Employment Roles (WINTER) to help facilitate WERC's high-road training partnership for women seeking opportunities related to ~~building trades and apprenticeship~~craft and trades positions.
- 5) Direct the CEO and DHR to develop a methodology for evaluating the pilot programs, in consultation with the diverse stakeholders and WERC, and provide a written report back quarterly from the date of implementation of pilot programs.

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(HS)

AGN. NO.

MOTION BY SUPERVISOR HILDA L. SOLIS

June 12, 2018

Title of Motion - Categories Page

CATEGORIES: (Please check those that apply)

- 1. Child Welfare
- 2. Community and Youth Empowerment
- 3. County Services
- 4. Economic Justice
- 5. Economic and Workforce Development
- 6. Education
- 7. Environment
- 8. Fiscal
- 9. Governance
- 10. Health
- 11. Homelessness
- 12. Immigration
- 13. Public Safety
- 14. Social Justice and Human Rights
- 15. Technology and Data