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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

April 25, 2022

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

From: Fesia A. Davenport 
Chief Executive Officer

REPORT BACK ON ECONOMIC OPPORTUNITY FOR JUSTICE-INVOLVED INDIVIDUALS: IMPLEMENTING FAIR CHANCE HIRING COUNTYWIDE (ITEM NO. 20, AGENDA OF JANUARY 25, 2022)

On January 25, 2022, the Board of Supervisors (Board) approved a motion by Supervisors Mitchell and Solis entitled "Economic Opportunity for Justice-Involved Individuals: Implementing Fair Chance Hiring Countywide." Among other directives, the motion instructed the Chief Executive Office through its Office of Legislative Affairs and Intergovernmental Relations (CEO-LAIR) and County Counsel, in consultation with the Director of the Office of Diversion and Reentry (ODR), Los Angeles Regional Re-Entry Partnership (LARRP) Employment Committee, Worker Education & Resource Center, Inc. (WERC), and the Director of Workforce Development, Aging and Community Services (WDACS), and other relevant stakeholders, to report back in writing in 90 days with an evaluation of options for strengthening the enforcement of the State of California's Fair Chance Act, as well as options for increased local enforcement and any local code changes that would be needed.

The attachment contains the following:

- Background on Assembly Bill (AB) 1008, known as the Fair Chance Act;
- Working Group Findings;
- Recommended options for enhancing Fair Chance Act enforcement (State/local); and
- Potential Legislative Policy Recommendations to be considered.

Each Supervisor
April 25, 2022
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Should you have any questions concerning this matter, please contact me or Samara Ashley, Assistant Chief Executive Officer, at (213) 974-1464 or sashley@ceo.lacounty.gov.

FAD:JMN:SA
PC:TK:dr

Attachment

c: Executive Office, Board of Supervisors
County Counsel
Office of Diversion and Reentry
Workforce Development, Aging and Community Services

Background on AB 1008, “Fair Chance Act”

AB 1008 (McCarty), the Fair Chance Act (Act), was signed into law in 2017, limiting the use and consideration of a candidate’s criminal record in the hiring process for employers with five (5) or more employees. The Fair Chance Act is part of the State’s antidiscrimination statute called the Fair Employment and Housing Act (FEHA), which is enforced by the Department of Fair Employment and Housing (DFEH). Key provisions in the Act include:

- Prohibiting employers from including on a job application any questions about conviction history before a conditional job offer has been made;
- Prohibiting employers from asking about or considering an applicant’s criminal history, including conducting a criminal background check, before a conditional job offer has been made;
- Prohibiting employers from considering information regarding applicants’ arrests not followed by conviction, participation in pretrial or posttrial diversion programs that have been completed and the underlying pending charges or conviction dismissed, sealed, or eradicated, or convictions that have been sealed, dismissed, expunged, or statutorily eradicated;
- Requiring that employers who intend to rescind a conditional offer based on criminal history to make an individualized assessment based on whether the applicant’s conviction history has a direct and adverse relationship to job duties;
- Requiring employers to provide a written preliminary decision notice to applicants rejected due to their criminal history;
- Providing applicants with the opportunity to respond to the decision and provide mitigating evidence; and
- Applicants who believe an employer has violated the Act can file a complaint with the DFEH for investigation, or alternatively, can request a right-to-sue notice from the DFEH and file their own lawsuit in civil court. Available remedies include an award of lost past and future earnings, hiring/reinstatement, promotion, out-of-pocket expenses, damages for emotional distress, punitive damages, and attorney’s fees and costs.

The Act amended AB 218 (Dickinson, 2013), which prohibited State and local agencies from asking candidates to disclose conviction histories until it was determined that the candidate met minimum qualifications of the position; and provided, instead, that it was an unlawful practice under the FEHA for employers with five or more employees.

Working Group Findings

Pursuant to the Board’s directive, CEO-LAIR convened a working group that included representatives from County Counsel, ODR, WDACS, and community-based organizations, including WERC, LAARP, Root and Rebound, and the Center for Living and Learning, for an initial discussion on State and local barriers to Fair Chance Hiring enforcement, and legislative options to strengthen enforcement and providing fair hiring opportunities to justice-involved applicants. To further refine options for evaluation, CEO-LAIR solicited additional feedback from participants through an online questionnaire that asked respondents to identify the main challenges and barriers to enforcing the Act,

potential solutions for County consideration to strengthen enforcement, and Fair Chance enforcement best practices in other States and/or local jurisdictions.

Included below is a summary of policy barriers and enhancements recommended by the survey respondents.

Increased Education on Fair Chance Act

Survey respondents identified a continued need for education and training on the Act for jobseekers, private and public employers in Los Angeles County (County), and community-based organizations that assist justice-involved individuals as they reenter their communities. Jobseekers with histories of justice involvement are oftentimes unaware of the rights afforded to Fair Chance candidates under the Act, including the process for filing a complaint through DFEH should an employer be in potential violation of the law. Cross-departmental and intra-governmental outreach for County clients and residents was also recommended, given that clients may have multiple touch points across County agencies.

Survey respondents also observed that employers may not be aware of the law, understand the need to be in compliance, or lack the staffing and operational capacity to implement and standardize Fair Chance hiring procedures. Additionally, they reported that it appears that there is a lack of accountability for employers on their efforts to increase hiring through the Act, as well as the need for education to destigmatize the practice of hiring applicants with convictions.

Stronger Local Enforcement for Non-Compliant Employers/Incentives for Complainants

Multiple survey respondents reported that the existing enforcement provisions under the Act may not be effective in deterring employers from violating hiring procedures in the County and, therefore, local level enforcement should be considered. Survey respondents referenced best practices for local compliance recognized by the National Employment Law Project (NELP) and enacted in other jurisdictions, and the County's Department of Consumer and Business Affairs (DCBA) Local Wage Theft Ordinance as examples of effective penalty structures for non-complaint employers and monetary remedies that may incentivize candidates to file a complaint should there be a potential violation.

Under the District of Columbia's 2014 Fair Chance Hiring law, complaints are investigated by the district's Office of Human Rights (OHR) and the Commission on Human Rights ("Commission"). If the Commission determines that a violation has occurred, penalties and fines are levied on non-compliant employers, starting at \$1,000 per violation for employers with 11 to 30 employees with incremental increases based on the size of the employer. Half of the penalty amount is distributed to the complainant who experienced the violation. As of May 2019, nearly \$500,000 has been awarded to complainants through settlements since the law's enactment.

Standardizing the Process for Conviction Inquires

Survey respondents also identified challenges present in the hiring process for Fair Chance candidates, specifically once an employer makes a conditional offer of employment and is legally permitted to inquire about and consider an applicant's conviction history in their final hiring determinations.

Criminal Background Checks: Survey respondents noted that State law does not specify a standard "look back" period within which convictions may be considered in the nexus assessment, which may result in the inconsistent application of the law across private and public employers and the consideration of older convictions. Further, survey respondents reported concerns with voluntary or self-disclosure of conviction history, acknowledging the high risk of inconsistencies between self-disclosed conviction histories and background checks that may adversely impact the candidate's assessment, a phenomenon commonly referred to as the "candor trap" or the "truth test."

Individual Nexus Assessment: Should an employer seek to rescind a conditional job offer due to a candidate's conviction record, the Act requires employers to conduct an individualized assessment of whether the applicant's history has a "direct and adverse relationship" with job duties that justify denying the applicant the position; however, the Act does not require employers to record the nexus assessment in writing. As discussed further below, survey respondents noted that without a written assessment, applicants face difficulties in addressing claims regarding the adverse impact of their conviction on future job performance.

Improving the Candidate's Appeals Process

Survey respondents identified significant challenges that Fair Chance candidates experience at the final hiring stage should the employer make the preliminary decision to rescind a conditional job offer, despite the candidate's right to appeal a decision under the Act.

Written Assessments: Under the Act, employers may, but are not required to, provide the candidate with a copy of their individual nexus assessment. Multiple survey respondents acknowledged the importance of requiring employers to provide written assessments to offer evidence of a direct and adverse relationship between the conviction and job duties and providing opportunities for the candidate to provide evidence of mitigating circumstances. Of note, the City of Los Angeles requires employers that propose adverse action to provide the applicant with a written assessment, based on factors established under the City's Fair Chance Hiring Ordinance (FCHO).

Timelines for Appeal: Further, while State law requires candidates to respond to a notice of preliminary decision to revoke a conditional job offer within five (5) days, the law does not specify a particular timeframe for employers to respond to the candidate which, survey respondents note, allows employers to "wait out" candidates who may be at an economic disadvantage during the hiring process.

Additional Considerations for County Hiring Policies

Survey respondents also recommend changes to County policy related to hiring candidates with conviction histories, including, but not limited to, the County's Department of Human Resources (DHR) Policies, Procedures, and Guidelines 514, considerations to further assist jobseekers to access and maintain employment with the County, and additional requirements for County contractors. Feedback regarding local policy recommendations have been shared with DHR, in consideration of Directive No. 2 of the Board's motion on this matter.

Options for Enhancing State Fair Chance Hiring Act Enforcement (Legislative)

The County may consider exploring the development of policies that would allow the Board to support legislative changes that would:

Standardize the Criminal Background Check Process

- Explicitly limit the period within which prior arrest or conviction records can be considered under the Act to seven (7) years from the date of conviction with exceptions for jobs requiring the supervision of minors or dependent adults.
- Limit voluntary disclosure or prohibit employers from requesting self-disclosure of criminal records.

Improve the Candidate Appeals Process

- Require employers to document individual nexus assessments and provide candidates with the assessment within a reasonable period of time after notifying candidates of a preliminary decision to rescind a conditional job offer.
- Require employers to provide applicants with a written explanation for rescinding a conditional job offer based on the applicant's conviction history (e.g., written nexus assessment).
- Establish reasonable timelines within which employers must respond to a candidate's appeal of the decision, and within which employers must make final hiring determinations.

Creating a Local Fair Chance Ordinance

- Establishing that prior to rescinding a conditional offer due to an applicant's criminal conviction history, an employer must perform an individualized nexus assessment of whether the applicant's conviction history has a direct and adverse relationship with the specific duties of the job that justify denying the applicant the position and must provide the applicant with a **written** copy of the assessment.
- Establishing a penalty structure for Fair Chance violations, with no less than half of fines awarded to complainants that experienced the violation.

Further legal analysis regarding options for increased local enforcement and any required local code changes to strengthen Fair Chance policies is included in County Counsel's pending confidential report regarding Directive No. 8 of the Board's motion on this matter.

Next Steps

This Office proposes to take the following ongoing steps through CEO-LAIR:

Monitor State Legislative and Budget Efforts Related to Fair Chance Enforcement in the Current 2021-2022 Legislative Session

CEO-LAIR will continue to closely monitor and review, in consultation with impacted County departments, proposals to strengthen enforcement of AB 1008, the Fair Chance Act, including legislative and budget efforts that seek to increase local and State capacity for enforcement.

Develop Proposed Policies to Support Fair Chance Enforcement in the 2023-2024 State Legislative Agenda

While the County's State Legislative Agenda contains Board-approved policy to support proposals that reduce barriers to employment and provide opportunities for unemployed and underemployed individuals, as well as support for proposals to reduce employment barriers to justice-involved individuals, potential policy options as recommended above may provide additional relief; however, such legislation may increase administrative responsibilities on employers, including the County, and impose civil penalties on businesses operating in the County.

Therefore, in advance of the 2023-2024 State Legislative Session, CEO-LAIR will engage with Board Offices, County departments (e.g., DHR, County Counsel) and working group participants in the development of policies to support Fair Chance Act enforcement for Board consideration during the bi-annual update to the County's State Legislative Agenda. CEO-LAIR expects to begin this process in June 2022 and will explore policies that align with the above policy options and relevant directives contained in this motion.



COUNTY OF LOS ANGELES
DEPARTMENT OF HUMAN RESOURCES

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LISA M. GARRETT
DIRECTOR OF PERSONNEL

June 8, 2022

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

From: Lisa M. Garrett
Director of Personnel

ECONOMIC OPPORTUNITY FOR JUSTICE-INVOLVED INDIVIDUALS: IMPLEMENTING FAIR CHANCE HIRING COUNTYWIDE (ITEM NO. 20 OF THE JANUARY 25, 2022 BOARD AGENDA)

In January 2022, following a motion by Supervisors Holly J. Mitchell and Hilda L. Solis, the Los Angeles County Board of Supervisors directed several County of Los Angeles agencies to review and provide recommendations on nine directives focused on the County's efforts to provide economic opportunities for justice-involved individuals and advance its Fair Chance hiring efforts Countywide.

The enclosed report and attachments include an update of accomplishments, action items, goals, and recommendations related to the directives assigned to the Department of Human Resources and the Internal Services Department. The other reporting agencies mentioned in the motion will submit their respective reports directly to the Board.

Should you have questions, please contact me at (213) 974-2406 or your staff may contact Jeffrey A.W. Tend, Assistant Director, at (213) 974-2631.

LMG:PAM:JAWT
CW:bc

Attachment

c: Executive Office, Board of Supervisors
Chief Executive Office

HRIT\Fair Chance Report\Memo - DHR To BOS Re Response to Fair Chance 2022 Motion.docx

To Enrich Lives Through Effective and Caring Service



ECONOMIC OPPORTUNITY FOR JUSTICE INVOLVED INDIVIDUALS: IMPLEMENTING FAIR CHANCE COUNTYWIDE

**Response to Item No. 20
Agenda of January 25, 2022**

Los Angeles County
DEPARTMENT OF

Human Resources



EXECUTIVE SUMMARY

In January 2022, following a motion by Supervisors Holly J. Mitchell and Hilda L. Solis, the Los Angeles County Board of Supervisors (Board) directed the Department of Human Resources (DHR) and several other County of Los Angeles (County) agencies to review and provide recommendations on nine directives focused on the County's efforts to provide economic opportunities for justice-involved individuals and advance its Fair Chance hiring efforts Countywide.

DHR is committed to ensuring the County continues to model and advance Fair Chance hiring practices. This report highlights accomplishments that demonstrate such commitment and delineates goals and recommendations that aim to reduce undue barriers to employment for this important and underserved population. For example, the report includes recommendations for interagency collaboration to accomplish the following:

- Modify Policies, Procedures, and Guidelines (PPG) No. 514, "Designation of Sensitive Positions and Conviction History Assessments" to further facilitate County departments' ability to apply Fair Chance principles in the individualized assessment process.
- Increase the hiring of justice-involved individuals by:
 - Identifying job readiness certifications that can be considered as a mitigating factor in the individualized assessment process.
 - Issuing a Board Directive or creating a MAPP Goal for departments to accept job readiness certifications with approved agencies as proof of mitigation in favor of hiring individuals from impacted populations.
 - Reconsidering borderline cases where County departments can provide work and resources to minimize risk.
 - Leveraging existing programs (e.g., TempLA, Countywide Youth Bridges Program, PLACE, INVEST, and SECTOR) and considering the successful completion of these programs by justice-impacted individuals as a mitigating factor in the assessment of risk.
- Develop a plan for ensuring compliance, specifically through education initiatives, reporting mechanisms, and other strategies to help ensure that County contractors are not rescinding job offers when there is no direct nexus between a conviction and the job for which an individual has applied.

In summary, this report and attachment includes an update of accomplishments, action items, goals, and recommendations related to the directives assigned to DHR (Directives No. 1 to 3 and 9) and the Internal Services Department (ISD) (Directive No. 4). The other reporting agencies will submit their respective reports directly to the Board.

RESPONSE TO MOTION

1. *Instruct the Director of Personnel, in collaboration with the Chief Executive Officer (CEO), to consult with Worker Education and Resource Center (WERC), the Economic and Workforce Development Agency, and other relevant stakeholders, to report back . . . with a plan to track and collect data related to employment with County departments and County contractors on a public Fair Chance Hiring Dashboard. The report back shall include, but is not be limited to:*

a. *Outcomes of the County’s Fair Chance Hiring initiatives, to ensure compliance with Fair Chance Act policies and laws;*

ACCOMPLISHMENTS: Currently, the Department of Human Resources (DHR) is tracking Fair Chance hiring data throughout the County on a quarterly basis, which includes the total number of contingent job offers made, the number of candidates who received an offer and have conviction histories, and the number of individuals who have convictions that are incompatible with the position for which they applied. The last report out on this information to your Board was provided in December 2021.

Notably, DHR, in collaboration with ISD, developed the Individualized Assessment and Fair Chance Tracking System (IAFCTS) to automate the collection of Fair Chance hiring data and develop a systematic workflow that aligns with the Fair Chance Act and County policy (i.e., PPG No. 514, “Designation of Sensitive Positions and Conviction History Assessments”). The IAFCTS is also designed to aid DHR in assessing and auditing departmental compliance with the requirements outlined in the Fair Chance Act and PPG 514 and their related workflows.

b. *Matrix by department of current Fair Chance Hiring practices in all departments, including the decision-making process, timelines for consideration of appeals, and training of relevant staff;*

ACTION ITEM: The County currently has Countywide policy PPG 514, which provides a matrix that guides the conviction history evaluation process. DHR has begun a Countywide assessment of current practices and processes, including adherence to the required timelines and appeals processes, and training of staff. The results of this assessment will be finalized in time for the next report back to your Board and will be presented in a matrix format.

c. *Overview of and plans to increase the number of individuals from target populations that receive offers of County employment, including utilization of the Preparing Los Angeles County Employment (PLACE) program or other relevant workforce development programs;*

ACCOMPLISHMENTS: DHR, in collaboration with the Center for Learning and Living (CLL), has provided two free Live Scan background awareness events for justice-involved individuals and helped connect them with expungement advisors. These events (staffed by DHR Live Scan subject matter experts and assisted by CLL employees), were held at CLL's Van Nuys location. The first of the events was held on Saturday, August 7, 2021. The second event was held on Saturday, November 6, 2021. In total, 34 individuals were successfully scanned at the events. CLL coordinated with other community-based organizations (CBOs) and the Los Angeles County Public Defender's Office to obtain expungements (or have charges reduced) where possible. Additional clinics with expanded CBOs ("*A New Way of Life*" and "*Homeboy Industries*") are slated for 2022.

DHR met with PLACE and other workforce development programs on April 13, 2022, to create an action plan to increase the number of individuals from target populations that receive offers of County employment.

ACTION ITEM: DHR is currently in discussions with two CBOs (i.e., Homeboy Enterprises and A New Way of Life) to finalize dates for free Live Scan clinics in 2022. The first of these clinics will occur by June 30, 2022, and we anticipate several more dates to be finalized by June 30, 2022.

According to WERC, the PLACE program could recruit and place 30 to 40 system-impacted individuals this year, and more in subsequent years with expansion of the program. With new County department partners, increased funding, and programmatic stability of a multi-year PLACE contract, PLACE could place over 200 participants per year. To accomplish this goal, WERC provided the following recommendations:

- DHR will identify new employer departments for PLACE to improve the ability to do targeted hiring of system-impacted individuals.
 - WERC, in collaboration with Workforce Development, Aging and Community Services (WDACS), will train and place up to 150 workers with AB1111 barriers to employment in County jobs. In PLACE cohorts, up to 25% of participants are system-impacted, and so expansion of the PLACE program to 150 per year would provide a foundation to target substantial recruitment from this population.
- d. *Plan to collect Dashboard data points including; number of individuals impacted by the criminal justice system and other target populations applying to and being hired by County and County-contracted employers; percentage of applicants and hired positions they comprise by department; and number of individuals with criminal histories disqualified from County employment and aggregate reasons why;*

ACCOMPLISHMENTS: DHR, in collaboration with ISD, developed report functionality in the IAFCTS which displays Countywide and departmental Fair Chance hiring data; including the number of individuals impacted by the criminal justice system who have applied for County employment and were made contingent job offers, the number of those individuals who were hired by the County and County-contracted employers who receive a Live Scan by a County department, the Countywide and departmental hire rates, as well as the numbers of individuals who have convictions that are incompatible with the position for which they applied. A summary of this information is posted on DHR's public facing Fair Chance website (<https://hr.lacounty.gov/fairchanceemployer/>).

ACTION ITEM: DHR will work with ISD to expand the functionality of the IAFCTS dashboard to capture additional data, including aggregate reasons for disqualification.

2. *Instruct the Director of Personnel, in consultation with WERC and County Counsel, to report back . . . with a recommended County Fair Chance Hiring Policy intended to ensure that County departments are aligned with the letter and the spirit of the law. Recommendations should consider the following questions, among any others determined by the Director of Personnel:*
 - a. *Modifications to the County's Policies, Procedures, and Guidelines 514, including opportunities to reduce the number of Sensitive Positions and provide needed clarification on conviction history "nexus assessments," in order to, among other objectives, ensure the performance [of] individualized nexus assessments and direct feedback to candidates across all departments;*

ACCOMPLISHMENTS: In 2017, a subcommittee comprised of DHR and County Counsel researched best practices in 32 government agencies nationwide. The committee also reviewed the 10 best practices recommendations as identified by the National Employment Law Project (NELP), which developed best practice recommendations based on a study of 150 cities and counties nationwide that have adopted a Fair Chance policy to determine alignment with current County practices.

Currently, the County utilizes 10 of the 10 best practices recommended by the NELP.

In 2018, DHR, in consultation with County Counsel, comprehensively revised PPG 514 to include the provisions outlined in the Fair Chance Act, such as specific directions to departments on workflows, nexus evaluations, timelines, and template notices for departments to use when communicating with candidates. Additionally, DHR has met with departments to discuss the reduction of their positions deemed sensitive.

DHR has obtained feedback from WERC and the Office of Diversion and Reentry (ODR) on potential revisions to PPG 514, including changes to the template notices to align them with a more trauma-informed style of communication.

ACTION ITEMS: DHR will continue discussions with County Counsel regarding the potential changes and work with relevant stakeholders to revise the policy and the template notices.

- b. *Convictions that may be removed from consideration during nexus assessments, including specific nonviolent penal code violations, “wobblers” under Proposition 47, penal code violations related to possession of marijuana and other substances, and certain convictions related to an individual’s experience of intimate partner violence;*

ACCOMPLISHMENTS: DHR met with County Counsel on April 18, 2022, to discuss the feasibility of modifying PPG 514 to remove certain convictions (e.g., Prop 47) from the nexus evaluation. Additionally, DHR obtained feedback from WERC and ODR regarding potential updates to PPG 514 and the template letters.

ACTION ITEMS: DHR will continue discussions with County Counsel to further evaluate the recommendations and potential revisions to PPG 514.

- c. *Convictions that should be removed from consideration during nexus assessments after a certain number of years, as occurs in private sector background checks under the California Investigative Consumer Reporting Agencies Act;*

ACCOMPLISHMENTS: DHR conducted research into modifying the nexus evaluation process in PPG 514 to put a greater emphasis on mitigating factors, such as the number of years since the conviction(s), and additional feedback was obtained from WERC and ODR regarding this issue.

ACTION ITEMS: DHR will continue discussions with County Counsel to determine the necessary revisions to PPG 514 regarding removing older convictions from the nexus assessment.

- d. *Guidelines for trauma-informed communication with candidates whose job offers have been rescinded after nexus assessment, including respectful timelines for responding to evidence of rehabilitation and mitigating factors provided by candidates;*

ACCOMPLISHMENTS: With the passage of AB 1008, DHR included useful information about the Fair Chance Act into the County’s job bulletins and job application. Additionally, DHR significantly revised PPG 514 to eliminate the requirement for candidates to disclose their convictions before receiving a conditional offer of employment (e.g., Candidate Conviction History Questionnaire or “CCHQ”). Notably, the revisions to PPG 514 also included the implementation of process and timelines completely aligned with those outlined in the Fair Chance Act. The new and improved

PPG also included template letters for departmental staff to use when communicating with candidates when the department intends to rescind a job offer due to a job nexus assessment and for requesting additional information from the candidate to evaluate any mitigating factors (e.g., letters of recommendation and/or evidence of rehabilitation). DHR also developed a webpage to provide the public with important information about the County's Fair Chance hiring process and a summary of hiring data focused on those with conviction histories (<https://hr.lacounty.gov/fairchanceemployer/>).

As mentioned in 2.a., DHR obtained feedback from WERC and ODR on potential revisions to PPG 514, including updating the aforementioned template notices to a more trauma-informed style of communication.

ACTION ITEMS: DHR will continue discussions with County Counsel to determine the necessary revisions to PPG 514 in regard to the nexus assessment process and the accompanying template notices.

- e. *Changes that individual departments should make to recruitment and hiring documents and processes, including forms, interviews, job fair protocols, and appeals to ensure compliance with the Fair Chance Act. These recommendations should follow a survey and review of any public-facing documents and internal guidance used in recruitment and hiring by each County department;*

ACCOMPLISHMENTS: DHR has implemented Fair Chance-friendly language describing the background check process in job bulletins and job applications, and notes that the County is a Fair Chance employer. Additionally, DHR included language in PPG 514 to eliminate the process of asking candidates to disclose their convictions histories (i.e., Candidate Conviction History Questionnaire, or "CCHQ") prior to receiving a conditional job offer of employment as required by law.

ACTION ITEMS: DHR Talent Solutions Division, Countywide Talent Assessment Division, Executive Recruitment Division, and the Impact and Compliance Division developed a plan to advise departments to ensure they are incorporating Fair Chance language in their public-facing recruitment and job fair documents, including electronic materials shared on social media. By June 30, 2022, DHR will survey the departments to determine their current practices for including Fair Chance language in their recruitment and job fair documents. By July 31, 2022, DHR will use the survey data to consult with departments and develop a best practice guide for departments to follow to ensure that they include Fair Chance language in all their job fair materials and recruitment documents.

- 3. *Instruct the Director of Personnel to report back . . . with a plan to provide ongoing, context sensitive training to all County departments and County contractors on the performance of nexus assessments to ensure the appropriate implementation of best practices and compliance with Fair Chance laws and policies. This training should:*
-

- a. *Include learning from individuals with lived experience of incarceration and successful re-entry;*

ACCOMPLISHMENTS: DHR obtained feedback from WERC regarding ongoing, context sensitive training opportunities.

ACTION ITEMS: DHR will develop an ongoing series of Countywide seminars, roundtables, and/or training opportunities to expand the County's knowledge and understanding of the Fair Chance Act and increase acceptance of justice-involved individuals in the workplace. DHR will collaborate with relevant stakeholders (e.g., WERC, WDACS, ODR) to develop these training opportunities.

- b. *Foster an understanding among County personnel who carry out nexus assessments of the workings of plea bargains in the court system;*

ACTION ITEMS: See 3.a. above.

- c. *Provide an evidence-based understanding of recidivism accounting for age, rehabilitation, and other factors. This plan should also include lessons learned from the WERC PLACE program, including feedback from PLACE alumni and partnering departments that have hired justice system-impacted workers;*

ACTION ITEMS: See 3.a. above.

4. *Instruct the CEO, in collaboration with the Auditor-Controller, Director of the Internal Services Division, and the Director of Personnel, and in consultation with relevant stakeholders, to report back . . . with a plan for ensuring Fair Chance Act provisions are included in all County contracts and ensuring compliance with those provisions through education initiatives, audits, reporting mechanisms, enforcement mechanisms, and other strategies. This should include a mechanism for tracking data on the performance of nexus assessments to help ensure that County contractors are not inappropriately rescinding job offers when there is no direct nexus between a criminal conviction and the job for which an individual has applied.*

The response from the workgroup tasked with ensuring Fair Chance compliance in County contracts is attached.

5. *Instruct the Executive Director of the Economic and Workforce Development Agency to report back in writing in 45 days with a plan to conduct an education campaign to raise awareness among local business stakeholders of their obligations to comply with the Fair Chance Act and any resources that can be shared to aid and support their efforts to comply; and report back in writing in 180 days with the results of this campaign, including any data*
-

on how this campaign may improve the ability and willingness of businesses to recruit and hire individuals impacted by the criminal justice system and other Fair Chance populations.

The Economic and Workforce Development Agency (EWDA) will submit its response to this item in a separate report.

- 6. Further instruct the Executive Director of the Economic and Workforce Development Agency to report back in writing in 45 days with a plan to work with educational and training institutions which provide post-conviction certification and apprenticeship programs in developing a County-wide recognized and verifiable work history for individuals re-entering society.*

EWDA will submit its response to this item in a separate report.

- 7. Instruct the CEO through its Office of Legislative and Intergovernmental Relations and County Counsel, in consultation with the Director of the Office of Diversion and Reentry (ODR), Los Angeles Regional Re-Entry Partnership (LARRP) Employment Committee, the Worker Education and Resource Center (WERC), and the Director of Workforce Development, Aging, and Community Services, and other relevant stakeholders, to report back in writing in 90 days with an evaluation of options for strengthening the enforcement of the State of California's Fair Chance Act, as well as options for increased local enforcement and any local code changes that would be needed.*

CEO submitted its response to this item in a separate report on April 25, 2022.

- 8. Instruct County Counsel, in consultation with relevant stakeholders, to report back in writing in 90 days with analysis on the creation of classifications that are focused on individuals impacted by the justice system and whether the County can require a percentage of County and County-contracted jobs to be filled by individuals impacted by the criminal justice system.*

County Counsel will submit its response to this item in a separate report.

- 9. Instruct the Director of Personnel, in collaboration with the Director of ODR, Chief Probation Officer, Public Defender, Alternate Public Defender, Executive Director of the Economic and Workforce Development Agency, Chief Executive Officer, Executive Director of WERC, and other relevant stakeholders, to report back . . . with a set of goals for the number of individuals impacted by the criminal justice system to hire by 2025.*

The County is a Fair Chance employer which limits consideration of conviction history information unless and until a contingent offer of employment is received. This ensures that candidates with convictions can successfully lead with their experience and abilities. Anytime an individual is found to have a conviction, an individualized assessment occurs

to determine if the conviction history has a direct or adverse nexus to the specific duties of the job the individual seeks. In the past three years, of the 3,493 individuals who indicated a conviction history following a contingent job offer, 3,135 or 90% were hired by the County; of those 3,493 individuals with a conviction history, 358 or 10% were denied employment.

County Fair Chance Hiring Statistics	2021	2020	2019
Number of contingent job offers made	6,325	8,654	16,114
Number and percentage of candidates with convictions who received a contingent job offer	862 (14%)	1,115 (13%)	1,516 (9%)
Number and percentage of candidates with conviction histories deemed incompatible with County service	62 (7%)	140 (13%)	156 (10%)

While County departments do a good job at upholding the principles of the Fair Chance Initiative, the workgroup tasked with setting goals to increase the hiring of individuals impacted by the criminal justice system believes more can be done. If just 15 of the 358 individuals with rescinded job offers were given the benefit of any doubt, that would represent 4.2% more of the denied applicants being given an opportunity. The goal for 2023 is to request reconsideration of borderline cases where the department can provide work and resources to minimize risk. Departments will be encouraged to give just one or two additional justice-impacted individuals from the general applicant pool an opportunity for employment despite their criminal history.

The workgroup also recognized that the County and its hiring departments can do more to work with and hire recently justice-impacted individuals. One way is to accept training and job readiness certificates from non-profits and CBOs as proof of mitigation against any risk. Doing this is consistent with PPG 514, which states that convictions “may be disregarded, if, after conducting an individualized assessment, it is determined that there were mitigating circumstances or that the conviction is not related to the position and poses no threat or risk to the County or to the public.”

The Fair Chance workgroup recommends a Board directive and/or suggested MAPP goal for departments that require acceptance of job readiness certificates with approved agencies as proof of mitigation in favor of hiring individuals from impacted populations. Additionally, providing access to internships and pre-apprenticeships would also help to alleviate departmental concerns and provide participants with greater ease in the reintegration process.

By leveraging current programs in existence (e.g., TempLA Program, Career Development Intern, Veteran Intern Program, Countywide Youth Bridges Program,

PLACE, INVEST, and SECTOR) and when justice-impacted individuals successfully complete these programs, they should be considered minimal risk. Job readiness certificates, in partnership with County CBOs, highlight an applicant's commitment to training prior to applying for employment.

SUB-COMMITTEE RECOMMENDATIONS

1. In 2023, the goal is to have departments reconsider their denials of one or two justice-impacted individuals and determine if they can hire and internally minimize risk despite the candidate's criminal history. With 37 departments, this will represent a significant increase in the number of justice-impacted individuals hired. A Countywide goal of reducing denials of employment by approximately 5% will show a commitment to the Fair Chance principles. In subsequent years, this reconsideration process will continue with similar goals to provide individuals who would otherwise be denied an opportunity for gainful employment.
2. In 2024, the goal is to identify and certify job readiness partners and CBOs providing recently incarcerated individuals (1–3 years) with training and encourage departments to accept these as mitigation in favor of hiring. DHR will develop or incorporate guidelines into PPG 514 to provide guidance on how to value request and value certificates if an employee requires evaluation.
3. By 2025, require departments to evaluate their positions and identify those where risk can be mitigated and no longer require designation as a sensitive position. By having the departments identify positions where risk can be mitigated by supervision, types and nature of assignments, and access to sensitive information, these positions will no longer require a criminal history review. Additionally, Countywide training in recruitment and targeted hiring practices for all departments will help in effectuating this Countywide change.

As we continue to work toward workplace diversity, equity and inclusion beyond race and gender, and in consideration of the above-mentioned recommendations, the number of justice-impacted individuals being denied employment will progressively begin to decrease from now through 2025.

Should you have questions, please contact me at (213) 974-2406 or your staff may contact Jeffrey A.W. Tend, Assistant Director, at (213) 974-2631.

LMG:PAM:JAWT
AV:cw

Attachment

S:\DHRSec_HRIT\Fair Chance Report\Report - DHR to BOS Re Fair Chance 2022 Motion rev 06-08-22.docx

department of economic opportunity

COUNTY OF LOS ANGELES

BOARD OF SUPERVISORS

Hilda L. Solis
Holly J. Mitchell
Sheila Kuehl
Janice Hahn
Kathryn Barger

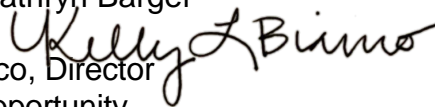
EXECUTIVE LEADERSHIP

Kelly LoBianco
Director

August 15, 2022

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

FROM: Kelly LoBianco, Director
Economic Opportunity



SUBJECT: **ECONOMIC OPPORTUNITY FOR JUSTICE-INVOLVED INDIVIDUALS: IMPLEMENTING FAIR CHANCE HIRING COUNTYWIDE - DEPARTMENT OF ECONOMIC OPPORTUNITY RESPONSE TO DIRECTIVES 5 AND 6**

GET IN TOUCH

510 S. Vermont Avenue
Los Angeles, CA 90020
opportunity.lacounty.gov
deo@opportunity.lacounty.gov
844-777-2059

America's Job Centers:
(888) 226-6300

Office of Small Business:
(800) 432-4900

On January 25, 2022, the Los Angeles County (County) Board of Supervisors (Board) adopted the "Economic Opportunity for Justice-Involved Individuals: Implementing Fair Chance Hiring Countywide" motion (Motion) by Chair Holly J. Mitchell and Supervisor Hilda L. Solis on the Fair Chance Hiring (FCH) Act. The Motion directed the Executive Director of the Economic and Workforce Development branch at the Department of Workforce Development, Aging, and Community Services (WDACS), now the Department of Economic Opportunity (DEO), to engage in a variety of cross-departmental directives to ensure the Fair Chance Hiring Act is implemented with fidelity and that justice-involved individuals access jobs and career pathways with the County and other employers that leverage their talent and do not unduly discriminate.

As part of this motion, DEO has contributed to the Internal Services Department (ISD) report back on directive 4 submitted on May 18, 2022, the Chief Executive Office's (CEO) report back on directive 7 submitted on April 25, 2022, and the Department of Human Resources (DHR) report back that covers most other directives submitted on June 8, 2022. DEO is charged with



reporting on directives 5 and 6, which includes a plan to conduct a campaign to raise awareness among local business stakeholders of their obligations to comply with the FCH Act and to work with educational and training institutions to provide post-conviction certification and apprenticeship programs in developing a County-wide recognized and verifiable work history for individuals re-entering society.

This report back provides a summary of actions to date to engage key stakeholders in developing a proposed Fair Chance Hiring Implementation Plan. Key points include:

- Engaged key County departments and community stakeholders to obtain input and recommendations related to the Board motion directives and insights into developing a reentry specific certificate, which raised the need to develop industry-specific career pathway toolkits and connect with justice-involved individuals to provide supportive services.
- Released two (2) County business surveys, which indicated that fair chance hiring awareness is low and stigma against employing reentry individuals is still high. These findings highlighted the need for a comprehensive educational campaign coupled with providing business technical assistance and hiring incentives.
- The report outlines a proposed three-phased Fair Chance Hiring Implementation Plan, which includes securing a business intermediary, subject matter expert and public relations firm to solidify the business and justice-involved campaign and engagement strategies; targeted events and workshops for businesses and justice-involved individuals to provide information, technical assistance and support; and implementation of a system to track fair chance hires and a strategy for recognizing businesses, highlighting justice-involved success stories, and communicating impact.

BACKGROUND

The Board has approved several motions since 2017 to implement fair chance hiring in the County and to increase awareness among the business community. On April 30, 2019, the Board approved the “Fair Chance Hiring Campaign Implementation” motion. It directed WDACS, in consultation with DHR, the Department of Health Services’ Office of Diversion and Reentry (ODR), and the Probation Department to educate businesses about the benefits of hiring reentry individuals. The 2019 campaign utilized a business-to-business (B2B) approach to combat employer concerns with hiring reentry individuals. Key campaign strategies included launch of the County’s Fair Chance website (fairchance.lacounty.gov), in-person business roundtables, and paid ads (on social media, Google, and print publications) to educate employers on fair chance hiring practices. Businesses were also asked to take the Los Angeles County Fair Chance Pledge (Pledge). By taking the Pledge, employers were assigned a business services representative at the County’s America’s Job Centers of California for one-on-one fair chance training and assistance with recruiting reentry individuals. The 2019 campaign garnered over 200 businesses that officially pledged.

Although funding for the 2019 campaign ended in February 2020, our department has continued to engage employers via the County's Fair Chance website, social media, and "Fair Facts" newsletter which reaches over 50,000 businesses throughout the County.

STATUS ON ACTIONS TAKEN

In response to the January 2022 Motion, DEO consulted with various County departments, community partners, and subject matter experts to develop recommendations on an implementation plan that fully responds to directives 5 and 6 and meets the spirit of the motion. These include DHR; ODR; the County's Anti-racism, Diversity, and Inclusion (ARDI) Initiative; Worker Education Resource Center (WERC); and highly regarded reentry-focused service providers and community advocates Chrysalis; Root and Rebound; and the Los Angeles Regional Reentry Partnership (LARRP). It was important for DEO to obtain the insight and guidance of organizations that are deeply invested in the daily work to create greater opportunities for the justice-involved population. DEO also conducted two (2) surveys to obtain insights to lay the groundwork for project development. This section details these actions as well as their findings and relevant recommendations for the implementation plan.

Workgroup Findings and Recommendations

DEO's engagement with the aforementioned departments, educational and training partners, and other subject-matter experts on directives 5 and 6 produced several key findings noted below. Feedback was primarily related to directive 6 with most partners cautioning against developing a post-conviction certification program for verifiable work history. While the partners acknowledge businesses' need for reference-checking and work history vetting to assess skill and candidacy for a position, they also point out that such a certification program may unintentionally introduce biases that run counter to what fair chance hiring inherently attempts to accomplish.

As it relates to apprenticeship programs, DEO is committed to ensuring all current and upcoming workforce training programs will continue to focus on recruiting from target populations such as justice-involved individuals, including through our High Road Training Partnerships, Rapid Reemployment efforts, and ongoing reentry work-readiness support via the County's America's Job Centers of California (AJCC).

To address the intent of the motion and directive 6 explicitly, partners aligned on the following additional or alternative recommendations:

- 1) *Develop industry and occupation-specific information toolkits, that map skill development needs for pathways into those careers. These should be developed in partnership with local industry and business leaders to meet their workforce*

needs and to increase job-matching opportunities targeting the justice-involved talent pool. Investing in skill development and job-matching that highlights the skills the justice-involved workforce demonstrates and are needed by industries is a more effective strategy that is aligned with the core values of fair chance hiring. Such investments support a broader skills-based agenda tied to equity. ***Provide workshops about the FCH Act to reentry individuals through the campaign as well as information and access to skill development opportunities and supportive services.*** To increase reentry hires, expand outreach beyond the business community to highly impacted individuals so they know their rights and the resources available to prepare them for employment.

- 2) ***Showcase the County of Los Angeles as the lead employer in implementing Fair Chance hiring practices and increase the number of reentry individuals hired.*** The DEO will work closely with DHR to ensure the County workforce efforts on reentry are included in the campaign messaging.
- 3) ***Impact measures will be focused on decreasing reentry individuals' barriers to employment and increasing unsubsidized employment in public and high-growth sectors.*** The campaign will be funded with American Rescue Plan Act (ARPA) funds, which will require worker-focused data tracking and reporting in addition to business- focused outcomes.
- 4) ***Impact measures will be focused on decreasing reentry individuals' barriers to employment and increasing unsubsidized employment in public and high-growth sectors.*** The campaign will be funded with American Rescue Plan Act (ARPA) funds, which will require worker-focused data tracking and reporting in addition to business- focused outcomes.

Survey Findings and Recommendations

In February and March of 2022, DEO conducted two (2) business-focused surveys. One survey was broadly for business owners and employers in Los Angeles County and sought to obtain insights into their current understanding of the FCH Act, their recruitment practices, and their recommendations on how to support compliance. The other survey focused on businesses and organizations that took the Pledge from the 2019 Campaign.

Although the number of survey participants is not statistically significant, nearly 500 businesses responded to the survey emailed to 50K businesses in our database. The responses represent businesses across 17 industries, mostly in education, healthcare, nonprofit, professional services, and varying personal service businesses. Seventy-seven percent are businesses with 1-20 employees; 16 percent have 21-100 employees; 5 percent have more than 100 employees; and 2 percent prefer not to answer. Eighty-eight percent of respondents reported being an owner, senior director, or manager. The survey responses highlighted the top reasons for hiring, not hiring, and willingness to hire among specific industries, and provided suggestions for employer incentives to hire formerly incarcerated applicants.

Survey respondents highlighted the importance of providing reentry individuals mentorship, skills training/certification, and supportive services (e.g., transportation and housing) to help encourage employers to hire screened and motivated applicants. Those who expressed apprehensions about hiring justice-involved applicants indicated that references, recommendations, or any form of evidence of rehabilitation could help allay their apprehensions in hiring justice-involved applicants. For the County Business Survey questions and a summary of findings, see Attachments A and B.

The second survey was emailed to those businesses and organizations who took the Pledge from the 2019 Campaign. Out of the 202 businesses who took the pledge, 17 responded. This survey aimed to obtain insights into the steps they have taken to implement fair chance hiring practices and to ascertain their interest to participate in the next phase of the campaign.

Survey results reveal that since taking the Pledge in 2019 or 2020, the majority have become more informed about Fair Chance hiring best practices. Fifty-three percent have hired at least one (1) justice-involved individual; and 30 percent have added a fair chance hiring policy in their job announcements. Few have used a fair chance hiring platform, joined a fair chance coalition or organization outside of the LA County Fair Campaign, or have taken the extra step of advocating for fair chance hiring. For the Fair Chance Partners Survey and a summary of findings, see Attachments C and D.

The survey results highlighted the following challenges and opportunities, which have led to identifying tools needed in the development of the Fair Chance Hiring campaign.

The Challenges

- **Lack of awareness of the Fair Chance Act:** Many employers are still not aware of the Fair Chance Act and the few who know about it, do not know its benefits and how to implement it in their hiring practices.
- **Persistent and pervasive high unemployment of justice-involved individuals:** This reality is due to a lack of awareness of the Fair Chance Act, the stigma associated with the reentry population, and the lack of all-around support services for justice-involved individuals.
- **Lack of actual hiring from pledges during the 2019 FCH campaign:** While businesses were quick to pledge support, many did not take the next step of hiring from the re-entry population, especially without additional guidance and support on how to implement hiring practices and administering connections to the reentry talent.
 - **Skills and background verification is demanded by employers:** Businesses still have a lot of apprehensions with regard to hiring Fair Chance talent. These apprehensions stem from worries over lack of skill, negative perceptions of employees

and customers, and concerns over possible dishonesty and unreliability at work. However, they point out that skills and background verification that will vouch for a justice-involved applicant will help quell these apprehensions. This is where directive 6 in the Board motion would assist with providing potential Justice-Involved applicants with a certification verifying their work history. However, as previously mentioned, this may counter the nature of fair chance hiring. Reentry individuals can still obtain general work readiness certificates as well as receive industry and career-specific training at the America's Job Centers of California without providing upfront information about their justice involvement.

The Opportunities

- **High interest of the business community regarding FCH:** Even though there is low awareness of the Fair Chance Act, there is significant interest and motivation to integrate this into employers' talent strategy once raised. The need to relaunch an awareness campaign as mentioned in directive 5 of the Board motion.
- **Worker shortage:** The ongoing worker shortage is an added motivation to widen employers' applicant pool and to recruit fair chance talent.

Tools Needed

In order to overcome the challenges and leverage current opportunities, the following tools will be needed to enhance the Fair Chance Hiring campaign in an effort to increase the engagement and participation of businesses and justice-involved individuals.

- **Subject Matter Experts:** Leverage the deeply rooted knowledge of Fair Chance hiring from a subject matter expert and understanding of industry needs from a business intermediary to advise and guide the campaign messaging and engagement strategy to reinforce the importance of the Fair Chance Act as an economic growth opportunity for our region, as well as a positive social impact need for our community.
- **Promotion and Endorsement:** Boost awareness and interest through advertising, public relations efforts, and advocacy of thought leaders/influencers.
- **Partnerships:** Collaborate with the business community, service providers, and community-based organizers to spread the word and bolster target population participation.
- **Job-Skills Matching:** Use the strength and expertise of our AJCCs and Business Services Representatives to help provide employers with hiring incentives and justice-involved with supportive services and training.

FAIR CHANCE HIRING IMPLEMENTATION PLAN

After considering all partner insights and survey responses, DEO proposes to relaunch an expanded Fair Chance Hiring campaign, as instructed in directive 5, in three (3) phases:

Phase One: Contract a business intermediary, a Subject Matter Expert on Fair Chance hiring, and a Public Relations Firm to assess LA County employers to develop a baseline of hiring needs and capitalize on hiring opportunities. This will also inform potential training and apprenticeship program development for target populations. Simultaneously, complete an assessment and canvassing of justice-involved community groups and service providers focusing on high-need areas. This research and development phase will help solidify the business and justice-involved engagement strategy complete with updated messaging, digital and print assets, paid and earned media, along with additional business and reentry specific fair chance information packets.

Phase Two: Host a kick-off press event to help promote business and reentry individual events. At the business events, potential employers will receive training and guidance on business fair chance policies as well as information on hiring incentives. Employers who are then ready to commit to hiring will be connected to a potential candidate through our America's Job Centers of California.

Separately, there will be a series of curated workshops for justice-involved individuals where they will receive information about their rights under the Fair Chance Hiring Act, supportive services, and work readiness and skills training. Additionally, reentry individuals will receive industry-specific career pathway toolkits. Justice-involved individuals interested in obtaining training and/or employment will be referred to one of our AJCCs. While working with the AJCC, a reentry participant will be able to obtain industry-specific training opportunities, including through our American Rescue Plan Act (ARPA) funded initiatives, such as High Road Training Partnership programs and Rapid Reemployment efforts, as well as obtain work-ready certificates such as customer service and computer skills. These efforts will advance the intent of directive 6 to equip reentry individuals with the general work experience verification and training to best position them for successful employment opportunities.

Phase Three: Implement a monitoring system to track hires and organize a culminating recognition event for businesses that hire reentry candidates and highlight justice-involved success stories.

Moreover, as one of the biggest employers in the region, the County itself will also be engaged as an active participant in this campaign. This is to ensure awareness of fair chance best practices and laws as part of the department-level hiring process, train hiring managers, and work in coordination with DHR to highlight County hiring efforts and programs such as TempLA, County to Work Youth Bridges, and PLACE to reentry individuals.

The campaign will also focus on promoting the County's relevant hiring incentives, including on- the-job training, subsidized training programs, and relevant tax credits (specifically the Worker Opportunity and Homeless Hiring tax credit) to potential private sector employers. Use of the Homeless Hiring Tax Credit is extremely important considering there is a significant intersection between justice involvement and homelessness. It is estimated that

among the five (5) million formerly incarcerated people living in the United States, formerly incarcerated people are almost ten (10) times more likely to be homeless.¹ The Homeless Hiring Tax Credit allows qualifying businesses to get a tax credit of up to \$30,000 for hiring up to three (3) eligible individuals experiencing or having recently experienced homelessness (\$2,500 to \$10,000 per qualified individual). The Work Opportunity Tax Credit can provide significant tax savings of up to \$9,600 for hiring individuals with significant barriers to employment including individuals within a year of being convicted of a felony or released from prison for a felony.

Overall, the objectives for the new Fair Chance Hiring Campaign are to:

- 1) Increase awareness of the Fair Chance Hiring Act among businesses and justice-involved individuals.
- 2) Empower 1,000 reentry individuals with the information about their rights under the Fair Chance Hiring Act and equip them with the tools needed to be work-ready.
- 3) Provide 500 businesses with the information and guidance to implement Fair Chance hiring practices and access hiring incentives, resulting in a minimum of 100 businesses that hire at least one (1) justice-involved applicant. Additionally, the County's workforce system will commit to placing another 100 justice-involved individuals into employment for a total of 200 reentry individuals placed by June 30, 2023.

FUNDING

The County has approved \$2 million in ARPA funding to relaunch the Fair Chance Hiring Campaign. DEO intends to partner with a business intermediary, subject matter expert, and PR firm to deliver the following:

- 1) assist with engaging justice-involved individuals looking to re-enter the workforce and develop industry-focused career pathway toolkits;
- 2) serve as a business intermediary to engage employers from high-growth industries and obtain hiring commitments; and
- 3) coordinate a comprehensive marketing strategy and manage the FCH campaign to reach and connect businesses with reentry individuals.

We will work with the CEO to ensure equity, compliance, and effective program design, including the development and tracking of metrics and outcomes.

¹ Couloute, Lucius. August 2018. *Nowhere to Go: Homelessness Among Formerly Incarcerated People*. Prison Policy Initiative. <https://www.prisonpolicy.org/reports/housing.html>.

CONCLUSION

We will continue to work with, coordinate, and rely on the expertise of the FCH Workgroup that is leading the various parts of the Motion. Thank you for the opportunity to develop, propose, and implement an enhanced Fair Chance Hiring Campaign. The DEO will report on the Fair Chance Hiring Campaign's efforts in 180 days.

KL:KA:SH:ag

Enclosures

c: Executive Office, Board of Supervisors
County Counsel
Chief Executive Office
Alternate Public Defender
Auditor-Controller
Human Resources
Internal Services
Probation
Public Defender
Office of Diversion and Reentry

Appendix A

Survey for Business Owners and Employers

Hello! We are currently conducting a study for business owners and employers. We would appreciate it if we could take 10 minutes of your time to answer this short survey. Please note that there is no right and wrong answer. Please answer as candidly as you can. Rest assured that responses are confidential. Answers will be used only for further analysis and improvement of programming and policy development. Thank you for your time!

* Required

1. Are you familiar with the term "fair chance hiring" or "ban the box"? *

Yes

No

2. How did you find out about them? Please check all that apply. *

Internet

Government announcements

My friends

My co-workers

In the news

My family

Not Applicable

Other

3. Does your company or organization hire formerly incarcerated individuals? *

Yes

No

4. How many? *

- 1
- 2-5
- 6-10
- 11-20
- 21-40
- More than 40
- I don't know
- None

5. Which of the following does your company do? Please check all that apply: *

- Consider the difference between an arrest and conviction
- Ask an applicant about their criminal history on the initial job application
- Indicate in a job posting that those formerly incarcerated need not apply
- If applicant has a record, we provide an opportunity to explain a conviction
- If applicant has a record, we consider the time that has passed since the conviction
- If applicant has a record, we consider the gravity and nature of the offense
- Consult with a Consumer Reporting Agency (CRA) or third party for background checks
- Consider criminal background history only in direct relationship to job duties
- Conduct background inquiries before giving conditional offer of employment
- Openly state we are an equal opportunity employer
- Conduct a background check after a conditional job offer has been made
- None of the above

6. How willing are you to hire formerly incarcerated individuals? *

- Very willing
- Moderately willing
- Undecided
- Moderately unwilling
- Very unwilling

7. Which of the following would be your reason to hire formerly incarcerated applicants? Please use the up and down arrows to rank the reasons below with 1 being your most important reason and 8 being your least important / not an applicable reason at all. *

Give a second chance to individuals

Hire the best candidate for the job

Help make the community better place

Improve brand image and company

Improve work environment and morale

Access government incentives and tax credits

Contributes to our company's Diversity, Equity and Inclusion (DEI) effort

None of the above

8. Is there any other reason why you would hire a formerly incarcerated applicant?

Enter your answer

9. Which of the following would hinder you from hiring a formerly incarcerated applicant? Please use the up and down arrows to rank the reasons below with 1 being your most important reason and 9 being your least important / not an applicable reason at all. *

Worried about how my current employees would react about having co-workers who were formerly incarcerated

Local, state, or federal regulations make it difficult to understand how to hire formerly incarcerated applicants

Worried about how my customers would react knowing that one or some of my employees were formerly incarcerated

Worried they will be unreliable

Worried they will not have the necessary skills

Worried they will not have reliable transportation to and from work

Worried they will not stay for long in my company

Worried they will cause trouble or damage my company

None of the above

10. Is there any other reason why you would NOT hire a formerly incarcerated applicant?

Enter your answer

11. Please list any additional suggestions for what would incentivize you to hire formerly incarcerated applicants

Enter your answer

12. Your position in the company or organization *

- Owner
- Senior Director / Senior Manager
- HR / Hiring
- Other

13. Size of your company or organization *

- Small (1-20 employees)
- Medium (21-100 employees)
- Large (101+ employees)
- Prefer not to answer

14. Industry Sector *

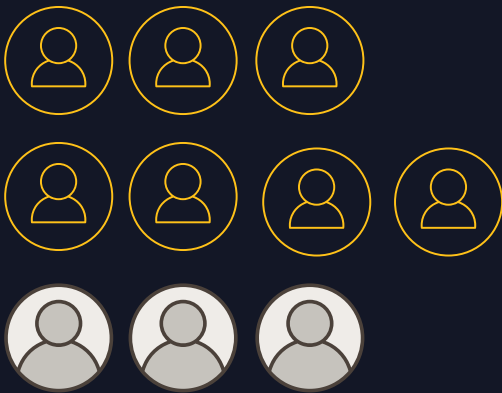
Select your answer 



THE EBD FAIR CHANCE STATUS REPORT

We asked 476 business owners and HR managers about their views on fair chance hiring. Their answers reveal low awareness and low practice of fair chance policies. However, high interest and willingness to give a fair chance given concrete steps to address their apprehensions signal much potential for Fair Chance hiring to flourish.

AWARENESS OF FAIR CHANCE ACT



7 OUT OF 10 EMPLOYERS ARE UNAWARE OF "FAIR CHANCE HIRING" OR "BAN THE BOX"

Majority of the survey respondents were unaware of the terms "fair chance hiring" and "Ban the Box" and what these mean.

Breaking it down by industry, only nonprofits breached the 50% awareness mark. Sectors such as construction, retail, finance and restaurants did not reach 20% awareness.



CURRENT PRACTICES TOWARDS FAIR CHANCE HIRING



4 OUT OF 10 EMPLOYERS HIRE JUSTICE-INVOLVED APPLICANTS

Employers who report hiring justice-involved applicants in their respective companies or organizations have 1-5 justice-involved employees.

CURRENT PRACTICES REVEAL A SHALLOW UNDERSTANDING OF THE FAIR CHANCE ACT AND FAIR CHANCE HIRING



68% do not consider the gravity and nature of the offense if the applicant has a record



72% do not consider criminal background in direct relationship to job duties



66% do not provide an opportunity to explain a conviction, if an applicant has a record

BUT HALF OF THE RESPONDENTS ARE EITHER VERY WILLING OR MODERATELY WILLING TO HIRE JUSTICE-INVOLVED APPLICANTS.

ONE-THIRD IS UNDECIDED.

With majority of respondents open to hiring justice-involved individuals or at least undecided about hiring justice-involved applicants, this reveals a great potential for fair chance hiring.

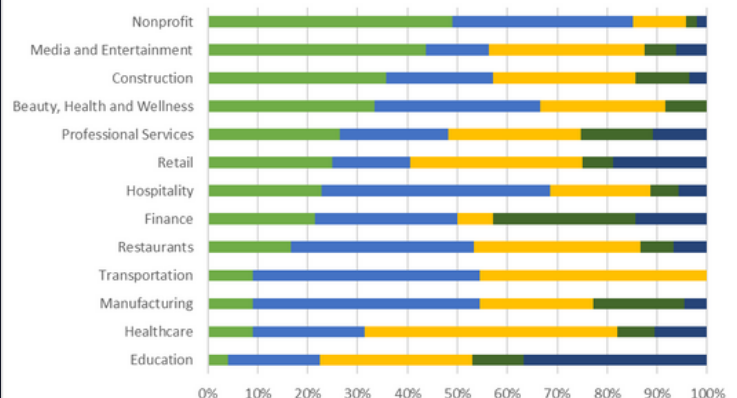
Breaking it down by industry, Nonprofits, Media & Entertainment and Construction are the sectors most open to fair chance hiring.

Willingness to Hire Justice-Involved Applicants



■ Very willing ■ Moderately willing ■ Undecided
■ Moderately unwilling ■ Very unwilling

Willingness to Hire Justice-Involved



MOTIVATIONS FOR HIRING

- 1 Give a second chance
- 2 Hire the best candidate for the job
- 3 Help make community a better place
- 4 Improve brand and company image
- 5 Improve work environment & morale
- 6 Access govt incentives & tax credits

Top motivations to hire a justice-involved individual notably stem from the desire to be of help, and not necessarily from monetary savings. This is reflected in the ranking of motivations where "give a second chance" was ranked first or second by 83% of respondents. Meanwhile, "access government incentives and tax credits" was ranked second to the last or least important by 72% of employers.

BARRIERS TO HIRING

- 1 Worried about how my current employees will react
- 2 Regulations make it difficult to understand how to hire
- 3 Worried about how my customers would react
- 4 Worried that they will be unreliable
- 5 Worried they will not have the necessary skills

Top 5 barriers to fair chance hiring are apprehensions of employers that can be directly addressed by local government and organizations

When asked about what can be done to address their apprehensions, their replies are as follows:



INFORMATION

"It would help to be able to find them! (justice-involved applicants)"



REFERENCES

"There should be a good reference from someone known by our company and who would vouch for them"



SUPPORTIVE LAWS

"I may be legally unable to hire a formerly incarcerated applicant -- as much as I would like to -- due to restrictions"



TRAINING SUBSIDY

"I am a small company and do not have the resources for computer skills training, networking, social skills, etc."



ORGANIZATIONAL TRAINING

"Have a trainer that could train my staff to receive formerly incarcerated individuals appropriately without judging them or "watching" them"



SUPPORT SERVICES

"Further support for justice-involved like childcare, housing, food, transportation, clothing/equipment, tech literacy, and sometimes basic math/English literacy"

Appendix C

Survey for Fair Chance Partners

Dear Fair Chance Partner,

Prior to the COVID-19 pandemic, your business took the Fair Chance pledge and committed to Fair Chance Hiring. As we continue this ambitious but necessary work, we would like to hear from you and learn more about your business workforce needs.

We ask that you take a few minutes of your time to answer the two survey questions below. Please note that there is no right and wrong answer. Please answer as candidly as you can. Rest assured that responses are confidential. Answers will be used only for further analysis and planning. We thank you and appreciate your time!

* Required

1. Since taking the Fair Chance pledge, which of the following have you done? Please check all that apply. *

- Hired at least one justice-involved individual
- Added a Fair Chance hiring policy in your job announcements
- Adopted a Diversity, Equity, and Inclusion policy in your organization's strategy
- Been more informed about Fair Chance best practices
- Used Fair Chance Hiring platforms (i.e. Honest Jobs) to source and recruit applicants
- Joined a Fair Chance coalition or organization
- Advocated for Fair Chance Hiring in the media, online or through face to face interactions
-

2. We are currently gearing up to launch the second phase of our Fair Chance Hiring campaign. Are you interested to participate in the Campaign relaunch? *

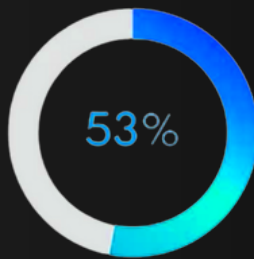
- Yes
- No

APPENDIX D

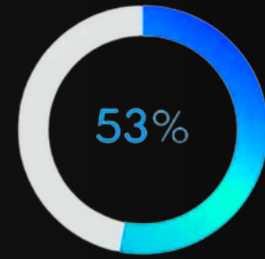
The Fair Chance Partners Outreach Report



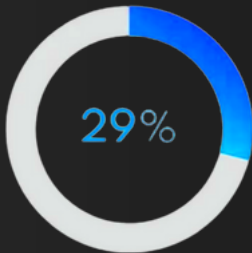
We asked our Fair Chance Partners what they have done since taking the Fair Chance Hiring Pledge. Results indicate lackluster action but high interest to learn more and participate in the subsequent campaign



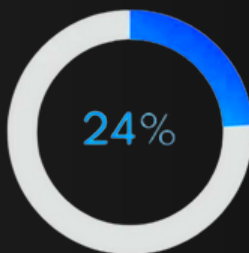
hired at least one justice-involved individual



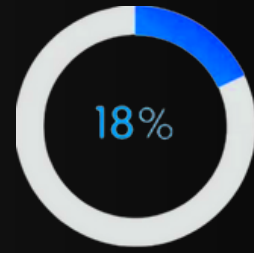
have been more informed about Fair Chance best practices



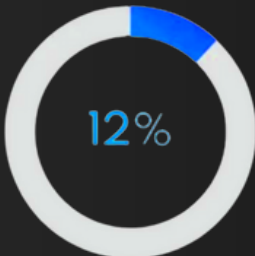
have joined a Fair Chance coalition or organization



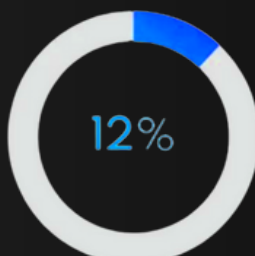
advocated for Fair Chance Hiring



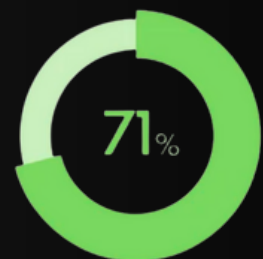
use Fair Chance Hiring platforms to recruit applicants



added a Fair Chance policy in their job announcements



adopted a DEI strategy in their organization



ARE INTERESTED TO PARTICIPATE IN THE NEXT CAMPAIGN

department of economic opportunity

COUNTY OF LOS ANGELES

BOARD OF BOARD OF SUPERVISORS

Hilda L. Solis
Holly J. Mitchell
Lindsey P. Horvath
Janice Hahn
Kathryn Barger

EXECUTIVE LEADERSHIP

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Development*

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GET IN TOUCH

510 S. Vermont Avenue
Los Angeles, CA 90020
opportunity.lacounty.gov
deo@opportunity.lacounty.gov
844-777-2059

America's Job Centers:
(888) 226-6300
Office of Small Business:
(800) 432-4900



March 21, 2023

TO: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Holy J. Mitchell
Supervisor Lindsey P. Horvath
Supervisor Kathryn Barger

FROM: 
Kelly LoBianco, Director

SUBJECT: **ECONOMIC OPPORTUNITY FOR JUSTICE INVOLVED
INDIVIDUALS: IMPLEMENTING FAIR CHANCE HIRING
COUNTYWIDE (ITEM NO. 20 OF THE JANUARY 25,
2022 BOARD AGENDA)**

On January 25, 2022, the Los Angeles County (County) Board of Supervisors (Board) adopted a motion by Supervisors Mitchell and Solis, entitled "Economic Opportunity for Justice-Involved Individuals: Implementing Fair Chance Hiring Countywide." The motion directed the Department of Economic Opportunity (DEO), to report back in writing in 45 days on the development of a plan to conduct a campaign to raise awareness among local business stakeholders of their obligations to comply with the Fair Chance Hiring (FCH) Act, and to work with educational and training institutions to provide post-conviction certification, and apprenticeship programs in developing a County-wide recognized, and verifiable work history for individuals re-entering society. The motion further directed DEO to provide a report back in writing in 180 days on the progress of the campaign and to engage in a variety of cross-departmental directives to ensure that the FCH Act is implemented with fidelity and that system-impacted individuals (SII) access jobs and career pathways with the County and other employers that leverage their talent and do not unduly discriminate.

As part of this effort, DEO has contributed to the following departmental reports:

- Internal Services Department's (ISD) report back on Directive 4 that was submitted on May 18, 2022;
- Chief Executive Office's (CEO) report back on Directive 7 that was submitted on April 25, 2022; and

- Department of Human Resources' (DHR) report back that covers most other directives, submitted on June 8, 2022.

STATUS UPDATE

On August 15, 2022, DEO submitted a progress report on Directives 5 and 6, which included the convening of a Workgroup, comprised of other County departments and re-entry focused service providers, to develop a Fair Chance Hiring Plan and identifying funding sources to support implementation efforts. This memo serves as the 180-day report back on the progress of the Fair Chance Hiring Campaign.

Attachment A provides a program overview report that includes:

- DEO's progress in partnering with a business intermediary, fair chance subject matter experts, and a marketing firm to conduct phase one (1) of the program which included research to inform the development of the marketing and outreach efforts for the campaign.
- Launching the campaign at an in-person event co-hosted with Supervisor Holly J. Mitchell, which targeted businesses, system-impacted individuals, community-based organizations, and partnering County departments.
- Next Steps:
 - Promoting fair chance hiring via marketing efforts and community events to achieve the goal of 200 businesses committing to hire at least one system-impacted individual.
 - Planning the culminating event to recognize business champions of Fair Chance Hiring and highlight success stories of system-impacted individuals.

CONCLUSION

A final program report back will be submitted 60 days after the Fair Chance Hiring Campaign is concluded on June 30, 2023. In parallel with launching and implementing the Fair Chance Hiring Campaign, DEO will be working in collaboration with other County departments on the motion adopted by the Board on January 28, 2023, to establish a [County Fair Chance Ordinance](#). Should you have any questions, you may contact me directly at (213) 880-4114, klobianco@opportunity.lacounty.gov, or your staff may contact Kristina Meza, Assistant Director, at (213) 308-9619, kmeza@opportunity.lacounty.gov.

KL:KM:cp

c: Executive Office, Board of Supervisors
County Counsel
Chief Executive Office
Alternate Public Defender
Auditor-Controller
Human Resources
Internal Services
Probation
Public Defender
Health Services

ATTACHMENT A

Fair Chance Hiring Program

180-DAY REPORT BACK
DEPARTMENT OF ECONOMIC OPPORTUNITY

**department
of economic
opportunity**
COUNTY OF LOS ANGELES

FAIR CHANCE HIRING PROGRAM OVERVIEW

Introduction

On January 25, 2022, the Los Angeles County (County) Board of Supervisors (Board) adopted a motion by Supervisors Mitchell and Solis, entitled [“Economic Opportunity for Justice-Involved Individuals: Implementing Fair Chance Hiring Countywide.”](#) Part of the motion directed the Department of Economic Opportunity (DEO) to relaunch the Fair Chance Hiring (FCH) program which was originally launched in 2019 to inform businesses of the California Fair Chance Act. The DEO reported back plans to design and implement a Fair Chance Hiring Program to inform businesses and system-impacted individuals (SII) about state and local fair chance hiring laws with the goal to obtain employer commitments to hire individuals with reentry experience. This report is an overview of the initial development and launch of the Fair Chance Hiring program.

ARPA Process

In parallel to the adoption of the January 25, 2022 motion, the Board also approved a \$2 million allocation in American Rescue Plan Act (ARPA) funds to assist in the relaunch of the FCH Program. As part of ARPA requirements, DEO worked with CEO Anti-Racism, Diversity, and Inclusion (ARDI) Initiative to ensure equity, compliance, and tracking of metrics and outcomes when developing the program design, which was approved on August 18, 2022. The following goals were included in the program design:

- 1) Increase awareness of the Fair Chance Act among businesses and SII,
- 2) Empower 1,000 reentry individuals with the information about their rights under the California FCH Act and equip them with the tools needed to be work-ready, and
- 3) Provide 500 businesses with the information and guidance to implement fair chance hiring practices and access hiring incentives, resulting in a minimum of 200 businesses that commit to hiring at least one (1) SII by June 30, 2023.

The project design also outlined the retention of community partners to assist with the development and implementation of the program. As of October 18, 2022, contracts were executed with the following community partners:

- Business Intermediary – LeadersUp is responsible for engaging businesses in target industries and obtaining commitments to hire system-impacted individuals.
 - LeadersUp is a non-profit organization committed to disrupting the youth unemployment crisis through employer-led initiatives.

- Subject Matter Expert - Root & Rebound is responsible for providing their expertise as a legal agency on FCH and local ordinances as well as engaging SII and referring them to the County's American's Job Centers of California (AJCC), overseen by DEO, to obtain workforce development training and supportive services such as paid training/certifications to assist with employment readiness, transportation, and legal assistance.
 - Root & Rebound is a Reentry Advocacy Center that works to reduce barriers and maximize opportunities for returning citizens by providing client-centered services, including direct legal services, legal education & training, and creation & centralization of reentry resources, and high-impact policy advocacy & litigation.
- PR and Marketing Firm - Taskforce will create an updated branding, marketing, and outreach strategy and implement paid and earned media efforts.
 - TaskForce is an independent creative agency that builds capacity in the community. They work primarily at the intersection of Arts/Culture + Social Change.

Phase One – Research & Development

Upon contracting the community partners, they initiated research with the use of surveys and focus groups to determine key target industries with the highest opportunities for SII to obtain entry employment and ultimately move forward through a clearly outlined career pathway. Additionally, responses provided insights to inform the program brand, messaging, and overall marketing strategy.

The business research highlighted 5 key industries to target our engagement efforts and develop career pathway toolkits for SII (see Appendix I for target industry research). The industries are:

- Healthcare & Social Services
- Construction, Green Industries, and Advance Manufacturing
- Transportation & Warehousing
- Professional and Technical Services
- Sports, Arts, Entertainment, and Recreation

A total of 111 businesses were surveyed and 12 one-on-one interviews were conducted. Of the business respondents, approximately 50% already employ SII. Over 60% of businesses surveyed were not aware of the federal tax incentives, insurance bonds, preferred employer opportunities to help secure county contracts, and reimbursement for on-the-job training. Highlighting the need for outreach and education to increase awareness (see Appendix II for business research findings). Simultaneously, a system-impacted survey was conducted which resulted in 139 responses from SII. Additionally, four (4) in-person focus groups were conducted in partnership with Homeboy Industries, the Anti-Recidivism Coalition, and Paving the Way Foundation, along with a virtual option reaching 45 individuals. Overall, system-impacted respondents consistently indicated having minimal

information about resources available to them, not knowing their rights under FCH, and wanting to be seen as trustworthy, reliable, and dependable (see Appendix III for system-impacted survey results).

A response to the question, what do you wish employers knew about you and/or other system-impacted people?

“I would like people to know that I am more than the crime that I was incarcerated for and that I can be beneficial to my community.”

During Phase 1, DEO and the contracted community partners met with the DHR to identify ways to highlight the County of Los Angeles as a fair chance employer throughout the program efforts and leverage lessons learned from hiring managers to motivate businesses to hire SII. DHR was also able to assist with identifying a county employee with lived experience and their hiring manager to participate as champions of Fair Chance by telling their success story of hiring a system-impacted individual. All of the information gathered from the focus groups, surveys, and meetings with partners directly informed the overall program brand, messaging, and marketing & outreach strategy (see Appendix IV for the final strategy).

The goal of the final strategy is to showcase LA County as the lead fair chance employer while reaching businesses and SII. The messaging is primarily directed toward hiring managers and Diversity Equity & Inclusion leaders who are or can be committed to FCH. The media efforts will be centered around storytelling by featuring stories of successfully employed SII dispelling common misconceptions of the population. The program will utilize the county’s network to organically share collateral material, particularly during the information sessions for each target industry and separately with SII. Earned media will be targeted through Op-eds and press releases following the launch and culminating events. Paid advertising will consist of digital placements on LinkedIn and Glassdoor along with out-of-home (OOH) wheat pastings in high-traffic business corridors. Finally, Taskforce developed a simple yet effective program tagline that anchors in the current importance of an equitable society, community, and workforce. The tagline is, “Equity Starts with a Fair Chance.”

Phase Two - Program Launch and Implementation

On January 27, 2023, DEO launched the Fair Chance Hiring Program at an in-person event co-hosted by Supervisor Holly J. Mitchell at the Los Angeles County Earvin “Magic” Johnson Recreation Center in South LA. The event was focused on advocating for the program and hearing directly from businesses and SII. In preparation for the event, DEO and the contracted community partners created a Fair Chance Hiring Business Toolkit which serves as a guide for employers to understand more about equitable hiring practices and how to implement them in their workplace (see Appendix V for the Business Toolkit). A one-pager for SII was created to provide information about their rights as an applicant and how to protect themselves from biased hiring practices (see Appendix VI for the SII one-pager). All attendees of the launch event received a copy of each toolkit and one pager along with the newly branded tote bag, notebook, and pin.



The launch event featured a panel discussion that consisted of business leaders and SIs who shared more about their experiences, the importance of Fair Chance hiring, and our ability to contribute to building an equitable workforce. Below are the revered speakers and panelists.

- Supervisor Holly J. Mitchell, Keynote Speaker
- Kelly LoBianco, Director, Dept. of Economic Opportunity, Speaker
- Commissioner Jeffrey Wallace, CEO of LeadersUp, Moderator
- Lisa Garrett, Director of Human Resources, LA County, Panelist
- Carmen Garcia, Root & Rebound, Executive Director, Panelist
- Joss Tillard-Gates, Director of Community Affairs, Clark Construction, Panelist
- Sam Polk, CEO of Everytable, Panelist



The launch event also served as an art installation unveiling which was created by a local documentary photographer and filmmaker, Brandon Tauszik. The installation focused on uplifting the stories of seven (7) system-impacted individuals who shared some of their learnings from past experiences, the milestones they have reached, and the hopes and goals they still have for their futures. Along with the testimonies of four (4)

organized to have a representative from a business, a community organization, a system-impacted individual, and a county employee. The goal of the roundtables was to foster relationships across sectors and in the community by sharing experiences and information related to fair chance hiring. Event attendance consisted of 27 businesses/hiring managers, 38 system-impacted individuals, 32 County representatives (including the Department of Human Resources, the Department of Youth Development, Justice, Care & Opportunities Department, and the Public Defender and Alternative Public Defender). Of those in attendance, 18 community-based organizations were represented bringing in the voice of advocates and service providers with experience serving individuals with system involvement.

DEO and the program team worked collaboratively with Supervisor Holly J. Mitchell’s team to promote the event through various media outlets. This resulted in 10 press attendees that covered the event via digital news articles, live TV coverage, evening television news segments, and radio news. From the day of the launch event and throughout that weekend, the program launch was highlighted almost 20 separate times across broadcast news segments as well as print and digital media.

TYPE	MEDIA OUTLET	DATE	TITLE/LINK
Digital	Black Voice News	2/2/2023	LA County Launches Fair Chance Hiring Program
Digital	Business Wire	1/27/2023	LA County Launches Fair Chance Hiring Program to Give System-Impacted Individuals an Equal Chance at Employment
Digital	FOX 11 KTTV	1/29/2023	Fair Chance Program in LA County
Digital	LA Post	1/27/2023	LA County Launches Fair Chance Hiring Program to Give System-Impacted Individuals an Equal Chance at Employment
Digital	LA Sentinel	2/2/2023	Fair Chance Hiring Program Gives Another Chance
Digital	SCV News	1/30/2023	L.A. County Launches Fair Chance Hiring Program
Digital	Yahoo!	1/27/2023	LA County Launches Fair Chance Hiring Program to Give System-Impacted Individuals an Equal Chance at Employment
Digital	Spectrum News 1	2/21/2023	New program gives formerly incarcerated a fair chance to find work
Digital & Print	Los Angeles Times	3/2/2023, 3/4/2023	It’s hard to find a job if you’ve been in jail. A new program is trying to fix that

The program's media coverage has earned over 53 million digital impressions and has registered over 3.2 million broadcast viewership. The launch event served as a catalyst for the Fair Chance efforts to engage businesses seeking to boost their workforce by guiding them to skilled and qualified SII applicants. It also served as a call to action for SII seeking employment to work with DEO to obtain workforce development training and supportive

services and to be connected with a fair chance employer.

Ongoing Implementation

Since the launch event, the DEO has been working diligently to develop specially curated events to engage SII and businesses by providing in-depth information about Fair Chance hiring laws, hiring incentives for employers, supportive services and legal assistance for SII, and leveraging success stories such as highlighting LA County as a fair chance employer to encourage the hiring of SII.

SII events will be in partnership with Root & Rebound along with the County's AJCCs in the Antelope Valley and South LA along with community partners such as Amity Foundation. One of the sessions will be provided in Spanish as it is a need in the reentry community. Additionally, the first SII event will be virtual to allow for accessibility to those unable to attend in-person events. After attending the events, if an SII is interested in working with an AJCC to obtain employment services they will be asked to complete the [interest form](#).

Business events will be in partnership with LeadersUp and those they have identified as business champions. The events will have an industry focus to ensure that specific information is provided to businesses and hiring managers based on their workforce needs. The industries will be those previously identified during the research phase of the program. The target audience for the industry-focused events will be hiring managers, DEI administrators, and executive leadership to ensure meaningful conversations to encourage culture change and implementation of fair chance hiring practices.

The DEOs program team is also working with Taskforce to activate the strategic marketing plan to engage businesses and SII through earned and paid media. The digital ads will be geotargeted in-feed ads, event ads, and carousel ads targeting hiring managers and business leaders in key industries. The ads will be directing businesses to the [interest form](#). All businesses completing the interest form will be engaged by LeadersUp. Once a commitment to hire is obtained the business will be referred to an AJCC to be connected to a qualified SII applicant and to access hiring incentives such as subsidized wages.

The newly launched DEO website, opportunity.lacounty.gov, will serve as our destination for all digital media and information about the program on the [Fair Chance webpage](#). There will be 32 social media content pieces created to distribute throughout various platforms. The content will include pieces from the art installation and information for events. Ultimately the goal of the events and marketing efforts will be to refer businesses to AJCCs to obtain hiring incentives such as subsidized wages and connect them to a qualified SII (see Appendix VIII for FCH Events). Our goal is to obtain 200 business commitments to hire SII by the culmination of the program on June 30, 2023.

Measuring impact

By matching businesses' hiring needs with Fair Chance talent, the Fair Chance hiring program aims to increase

awareness around Fair Chance hiring, reduce/eliminate stigma, secure buy-in from the business community, level the playing field for historically marginalized job seekers and help them access opportunities to gainful employment. Hence impact of the program will be measured through the following:

- **Interest Forms:** Buy-in is secured when a business submits an interest form to signify commitment to hire. Similarly, buy-in is secured when a system impacted job seeker submits an interest form to be included in the Fair Chance talent pool and avail of County services. Submission of interest forms will be tracked and coordinated for appropriate follow-through on resources and services.
- **Post-Event surveys** will be administered after each business event and SII information session. Results from this survey will measure changes in awareness of the Fair Chance Hiring Act and county incentives and services, as well as changes in interest to hire Fair Chance job seekers.
- A **Fair Chance dashboard** will track and display the program's progress measured through number of businesses and SII's outreached to, number of businesses and SII's convened through the information sessions, number of businesses that have signified commitments to hire at least one SII job seeker, and number of businesses and SII's enrolled to the County workforce system. SII data will be presented by location, age, race / ethnicity and other demographic profiles. Business data will be presented by location, size and industry. In terms of program reach, the dashboard will also present count of paid and earned media, total broadcast viewership, total digital impressions and total program impressions.

The Fair Chance dashboard is in development as business and SII data is being entered as a result of the community events and outreach efforts. Below are initial data points from the first 30 days of since the launch of the program.

- **402** partner organizations outreached
- **1,754** businesses outreached
- **1,436** system-impacted individuals outreached
- **1** technical assistance workshop with 74 system-impacted individuals convened
- **69** system-impacted individuals referred for workforce services
- **1** business event with **24** employer attendees
- **15** employers committed to hiring and referred to AJCC for matching to a system-impacted individual

Conclusion

A final program report back will be submitted 60 days once the Fair Chance Hiring Program is concluded on June 30, 2023. In parallel with launching and implementing the Fair Chance Hiring Program, the DEO will be working on deliverables assigned in the board motion passed by the Board of Supervisors on January 28, 2023, by Supervisors Mitchell and Solis to assist in the establishment of a [County Fair Chance Ordinance](#).

APPENDIX I - Target Industry Research

LA County Fair Chance Initiative High-Growth Target Industries

Resource: High-Growth LA County Industries & Occupations for Justice-Involved Individuals ([Source](#))

Note: Below is a composite of select high-growth industries and occupations that have been identified by Employment Development Department (2-year and 10-year growth projections) and current job listings in the Los Angeles region that are (1) entry-level positions, (2) require less than an associate’s degree and (3) provide greatest opportunity for justice-involved talent.

NAICS Codes	Major Industries	Sub-Industries
62, 624, 6213, 621, 623, 6231, 6211	Healthcare & Social Services*	Social Assistance, Health Care Offices, Ambulatory Health Care Services, Nursing and Residential Care Facilities, Nursing Care Facilities, Community Health Workers, Healthcare support workers, information & records clerks, Case Managers
42, 44, 45, 454, 4523, 4244	Wholesale & Retail Trade	Non-store Retailers, Retail/Wholesale/Nondurable Goods/Grocery and Related Product Merchant Wholesalers, Retail Sales Specialists
48, 49, 493, 488, 484	Transportation and Warehousing	Transportation & Support Activities/Logistics/Warehousing/Utilities, Cargo & Freight Agents, Transportation, Storage, & Distribution Managers,
23, 2361, 2381, 236, 2383 , 238, 2371, 2381	Construction	Residential & Commercial Building/Building Finishing Contractors/Construction Trades/Foundation structural and Building Exterior Contractors/Building Services, Carpenters, Roofers, Brickmasons, Stonemasons, Crane Operators, Structural Iron & Steel Workers, Plumbers, Pipefitters, & Steamfitters, Frontline Supervisors
54, 56, 5415, 518, 561, 5611, 5619	Temp Services, Professional and Technical Services	Computer Systems, Data Processing and Related Services, Administrative and Support Services, Developer – Temp Service Agencies Included here
72, 7225, 722, 7211, 5615	Travel, Accommodation and Food Services	Traffic Technicians, Restaurants/Accommodation & Food Service/Drinking Places, Massage Therapist, Travel Agent, Chefs & Head Cooks, Restaurant Managers
71, 7115, 7112, 512, 7111	Sports, Arts, Entertainment, and Recreation	Arts, Entertainment, and Recreation, Sound Engineering and Lighting Technicians, Independent Artists, Writers, and Performers, Motion Picture and Sound Recording, Makeup Artist

22, 221114, 2213,	Green Industries	Sewer Pipe Cleaners, Hazardous Materials
2211, 5622	Utilities & Equipment	Removal, Solar Electric Power Generation, Medical
	Repairs	Device Technician, Tree Trimmers & Pruners, Field
	Maintenance	Service Technicians

High Growth Industries with Some Obvious Industry Omissions

Note: Health Care and Social Services industries, similar to education, banking and finance, law enforcement, real estate and other industries that legally prevent individual with a felony conviction from securing positions that come in contact with vulnerable people or money, and/or restrict access to professional licensure or credential as a direct result of a felony conviction may not be included in our analysis of high growth industries that are accessible to justice-involved talent.

Education and professional or technical services industries are not included because these industries typically require a postsecondary credential and licensure, which may not align with our targeted demographic; however, we minimum expect that the vast majority of justice-involved talent will have less than an associate degree with without a postsecondary credential.

Benchmarking Employment Projections

U.S. Projected Job Growth Rate – 5%

Employment is projected to grow by 8.4 million jobs to 169.4 million jobs over the 2018–28 decade, according to the U.S. Bureau of Labor Statistics (BLS). This expansion reflects an annual growth rate of 0.5 percent (or approximately 5% job growth rate over the next ten years ([Source](#))). Updated BLS job projection data suggests that the U.S. economy is projected to add 8.3 million jobs from 2021 to 2031. Total employment is projected to increase from 158.1 million to 166.5 million, yet still is projected to grow 0.5 percent annually ([Source](#)).

California Projected Job Growth Rate – 16%

Employment is projected to grow by 2.84 million jobs from 17,785,900 to 20,629,600 jobs over the 2020-30 decade, according to the State of California Employment Development Department (EDD). This expansion reflects an annual growth rate of 1.6 percent, or approximately 16% job growth rate over a ten-year period ([Source](#)).

LA Projected Job Growth Rate – 8%

Employment is projected to grow by 427,500 jobs from 4,842,300 to 5,269,800 million jobs over the 2018-28 decade, according to the State of California Employment Development Department. This expansion reflects an annual growth rate of .8 percent, or approximately 8% job growth rate over the next ten years ([Source](#)).

Growth Benchmark: To identify high growth sectors, our analysis will focus on Los Angeles MSA industries that are expected to grow by at least 10% over a ten-year period.

Three Qualifying Criteria for Target Industry Identification

Education Benchmark: Using data from the National Former Prisoner Survey, the Prison Policy Initiative – Getting Back On Course report – reveals that formerly incarcerated people are often relegated to the lowest rungs of the educational ladder; more than half hold only a high school diploma or GED, and a quarter hold no credential at all; therefore it is safe to expect 75% or more formally incarcerated individuals will have earned a high school diploma or less ([Source](#)). To focus our targeted recruitment strategies, LeadersUp will target on those industries that (a.) are in high demand for middle-skills occupations, (a.) provide on the job training and/or (b.) only require a high school diploma or equivalent or a postsecondary credential below an associate degree.

Legal Restrictions: Many industries prohibit, by law, employment of ex-felons. These industries may be more difficult to navigate the nuances of employment. Therefore, LeadersUp will also select high-growth industries that have little to no employment restrictions either by federal or state government.

Self-Sustaining Wage Potential: The Center for Women’s Welfare, University of Washington, Self-Sufficiency Standard defines the income working families need to meet a minimum yet adequate level, taking into account family composition, ages of children, and geographic differences in costs. The Standard is an affordability and living wage economic security measure that provides an alternative to the official poverty measure ([Source](#)). Our analysis will focus on industries that have the potential of starting with an **\$18.00 per hour job with benefits**, or the Self-Sufficiency Wage for LA County ([Source](#))

DETAILED LIST OF THE MOST IN DEMAND JOBS IN LOS ANGELES, CA by Job Posting Titles ([Source](#))

Note: Using Zippia database of several million active job postings, we have identified a few titles with the most postings in Los Angeles.

Approximately 60,000 job openings in 2nd Quarter of 2022 were posted and may align to LA County Fair Chance Initiative. Below is a list of select job posting titles and average salary of positions that would align with high-demand industries for justice-involved individuals.

Rank	Job Title	Open Jobs	Average Salary
7	Administrative Assistant	1,960	\$41,576
15	Shift Supervisor	1,357	\$44,642
17	Assistant Manager	1,261	\$50,144
31	Manager	984	\$96,123
33	Specialist	983	\$61,300
32	Case Manager	983	\$51,553
36	Delivery Driver	941	\$40,765
37	Sales Representative	931	\$51,584
42	Maintenance Technician	867	\$43,365
43	Store Manager	852	\$49,414
46	Executive Assistant	824	\$55,798
58	Construction Manager	710	\$98,797
65	Developer	665	\$106,311
69	Sales Specialist	644	\$61,640
74	Field Service Technician	609	\$72,522
76	Restaurant Manager	579	\$49,861
84	Sales Manager	534	\$76,085
94	Supervisor	473	\$44,229
96	Massage Therapist	466	\$49,700

2-Year (21-23) California Employment Department High Growth Occupations (10% or more) providing a Self-Sustaining Wage (\$22/per hour) by Education Level ([Source](#))

Occupational Title^[3]	Numeric Change 2021-2023^[6]	Change 2021-2023	Total Job Openings^[9]	Median Hourly Wages^[10]	Median Annual Wages^[10]	Entry Level Education^{[11][12]}
First-Line Supervisors of Gambling Services Workers	1,000	34.5%	1,720	\$27.18	\$56,539	High school diploma or equivalent
Fitness Trainers and Aerobics Instructors	10,500	27.3%	23,910	\$25.85	\$53,752	High school diploma or equivalent
Chefs and Head Cooks	4,200	25.9%	8,880	\$29.02	\$60,361	High school diploma or equivalent
Lodging Managers	1,200	25.5%	2,350	\$31.10	\$64,695	High school diploma or equivalent
Food Service Managers	10,400	21.4%	22,310	\$28.51	\$59,305	High school diploma or equivalent
Sound Engineering Technicians	700	20.6%	1,450	\$30.35	\$63,146	Postsecondary non-degree award
Makeup Artists, Theatrical and Performance	300	20.0%	650	\$59.59	\$123,954	Postsecondary non-degree award
First-Line Supervisors of Personal Service and Entertainment and Recreation Workers, Exc Gambling Services*	3,600	15.9%	8,790	\$23.02	\$47,868	High school diploma or equivalent
Solar Photovoltaic Installers	700	14.3%	1,900	\$23.75	\$49,407	High school diploma or equivalent
Medical Appliance Technicians	200	14.3%	580	\$25.30	\$52,622	High school diploma or equivalent
Audio and Video Equipment Technicians	1,500	14.2%	3,750	\$29.68	\$61,728	Postsecondary non-degree award
Riggers	300	13.0%	790	\$28.59	\$59,464	High school diploma or equivalent

Musicians and Singers	1,200	12.4%	3,560	\$38.93	\$0	No formal educational credential
Travel Agents	600	12.0%	1,830	\$25.95	\$53,977	High school diploma or equivalent
First-Line Supervisors of Housekeeping and Janitorial Workers	2,200	11.9%	6,590	\$24.47	\$50,893	High school diploma or equivalent
Media and Communication Workers, All Other	900	11.8%	2,390	\$28.02	\$58,279	High school diploma or equivalent
Sailors and Marine Oilers	200	11.8%	620	\$22.24	\$46,256	No formal educational credential
Captains, Mates, and Pilots of Water Vessels	200	11.8%	560	\$40.13	\$83,476	Postsecondary non-degree award
Crossing Guards	600	11.3%	2,790	\$20.42	\$42,461	No formal educational credential
Self-Enrichment Education Teachers	3,900	10.9%	12,450	\$20.80	\$43,270	High school diploma or equivalent
Lighting Technicians and Media and Communication Equipment Workers, All Other*	1,000	10.6%	2,970	\$34.86	\$72,512	High school diploma or equivalent
Artists and Related Workers, All Other	100	10.0%	310	\$26.39	\$54,902	No formal educational credential
Floor Sanders and Finishers	100	10.0%	290	\$20.78	\$43,221	No formal education credential

10-Year California Employment Department High Growth Occupations (10% or more) providing a Self-Sustaining Wage (\$22/per hour) by Education Level ([Source](#))

California Employment Department					
Education Needed: No Formal Educational Credential					
Occupation	Employment Estimate 2018	Employment Estimate 2028	Percent Change	Median Hourly Wage	Median Annual Wage
Tile & Marble Setters	1,680	2,030	20.80%	\$31.95	\$66,455
Taxi Drivers & Chauffeurs	3,810	4,300	12.90%	\$28.80	\$59,899
Combined Food Preparation & Serving Workers, Including Fast Food	2,230	2,580	15.70%	\$27.79	\$57,807
Motor Vehicle Operators, All Other	3,760	4,260	13.30%	\$26.79	\$55,724
Roustabouts, Oil & Gas	2,340	2,950	26.10%	\$26.31	\$54,724
Hosts & Hostesses, Restaurant, Lounge, & Coffee Shop	11,160	12,570	12.60%	\$25.96	\$53,986
Helpers--Carpenters	6,620	7,360	11.20%	\$24.68	\$51,343
Roofers	120	140	16.70%	\$24.65	\$51,270
Dining Room & Cafeteria Attendants & Bartender Helpers	1,100	1,400	27.30%	\$23.61	\$49,102
Helpers--Brickmasons, Blockmasons, Stonemasons, & Tile & Marble Setters	200	220	10.00%	\$22.40	\$46,590
Food Preparation & Serving Related Workers, All Other	27,590	30,450	10.40%	\$20.55	\$42,751

10-Year California Employment Department High Growth Occupations (10% or more) providing a Self-Sustaining Wage (\$22/per hour) by Education Level ([Source](#))

Education Needed: High School Diploma or Equivalent					
Occupation	Employment Estimate 2018	Employment Estimate 2028	Percent Change	Median Hourly Wage	Median Annual Wage
Septic Tank Servicers & Sewer Pipe Cleaners	210	260	23.80%	\$25.87	\$53,811
Hazardous Materials Removal Workers	1,420	1,700	19.70%	\$23.00	\$47,841
Crane & Tower Operators	1,090	1,290	18.30%	\$38.30	\$79,663
Social & Human Service Assistants	15,860	18,770	18.30%	\$19.58	\$40,726
Medical Secretaries	20,110	23,760	18.20%	\$20.64	\$42,933
Self-Enrichment Education Teachers	9,710	11,400	17.40%	\$19.38	\$40,308
Chefs & Head Cooks	6,160	7,180	16.60%	\$22.66	\$47,140
Food Service Managers	15,820	18,390	16.20%	\$26.76	\$55,660
Security & Fire Alarm Systems Installers	1,790	2,080	16.20%	\$26.49	\$55,081
Stonemasons	680	790	16.20%	\$24.98	\$51,950
Glaziers	1,540	1,790	16.20%	\$23.74	\$49,399
Animal Trainers	1,240	1,440	16.10%	\$23.05	\$47,940
Funeral Attendants	700	810	15.70%	\$20.80	\$43,261
Cargo & Freight Agents	7,840	9,040	15.30%	\$22.22	\$46,211
Community Health Workers	1,630	1,870	14.70%	\$21.28	\$44,247
Fitness Trainers & Aerobics Instructors	10,870	12,450	14.50%	\$25.00	\$51,999
Pharmacy Technicians	10,360	11,860	14.50%	\$21.93	\$45,616
Traffic Technicians	280	320	14.30%	\$24.95	\$51,893

Medical Appliance Technicians	510	580	13.70%	\$26.25	\$54,620
Structural Iron & Steel Workers	1,870	2,120	13.40%	\$27.84	\$57,911
Carpenters	21,030	23,750	12.90%	\$28.74	\$59,779
Plumbers, Pipefitters, & Steamfitters	10,280	11,570	12.50%	\$22.79	\$47,406
Transportation, Storage, & Distribution Managers	6,270	7,040	12.30%	\$44.51	\$92,583
Dental Laboratory Technicians	1,570	1,760	12.10%	\$20.94	\$43,551
Property, Real Estate, & Community Association Managers	19,090	21,260	11.40%	\$26.28	\$54,650
Medical Equipment Preparers	1,670	1,860	11.40%	\$23.72	\$49,349
Media & Communication Workers, All Other	8,650	9,620	11.20%	\$28.10	\$58,458
Tree Trimmers & Pruners	2,640	2,930	11.00%	\$24.73	\$51,441
Elevator Installers & Repairers	460	510	10.90%	\$39.10	\$81,339
First-Line Supervisors of Construction Trades & Extraction Workers	12,110	13,410	10.70%	\$38.77	\$80,655
Real Estate Brokers	3,760	4,160	10.60%	\$27.75	\$57,725
Animal Control Workers	380	420	10.50%	\$29.97	\$62,349
Sales & Related Workers, All Other	7,170	7,920	10.50%	\$21.02	\$43,725
Healthcare Support Workers, All Other	2,890	3,190	10.40%	\$22.19	\$46,160
Information & Record Clerks, All Other	4,860	5,360	10.30%	\$23.72	\$49,349
First-Line Supervisors of Landscaping, Lawn Service, & Groundskeeping Workers	3,560	3,920	10.10%	\$26.72	\$55,573
Hearing Aid Specialists	100	110	10.00%	\$22.86	\$47,540
Billing & Posting Clerks	13,660	15,030	10.00%	\$21.38	\$44,456

A note on California's projected job growth and industry concentration:

Total nonfarm employment is projected to grow by nearly 535,700 jobs by 2024. Seventy-five percent of all projected nonfarm job growth is concentrated in three industry sectors ([Source](#)).

- Educational services (private), health care, and social assistance is projected to add the most jobs (208,800). This sector is also expected to be the fastest growing at 29.0 percent.
- Leisure and hospitality is projected to add 110,300 jobs, led by a growth of 88,900 jobs in restaurants and other eating places.
- Professional and business services anticipate job gains of 81,200. More than half the growth is expected to occur in the professional, scientific, and technical services sector (41,700).

A note on education attainment rates of formally incarcerated individuals:

We find that **a quarter of formerly incarcerated people do not have a basic high school diploma or GED**. And at least an additional third (33%) obtain GEDs as their highest level of education in lieu of traditional diplomas. Together, these two groups make up 58% of all formerly incarcerated people whose traditional high school educations were cut short.

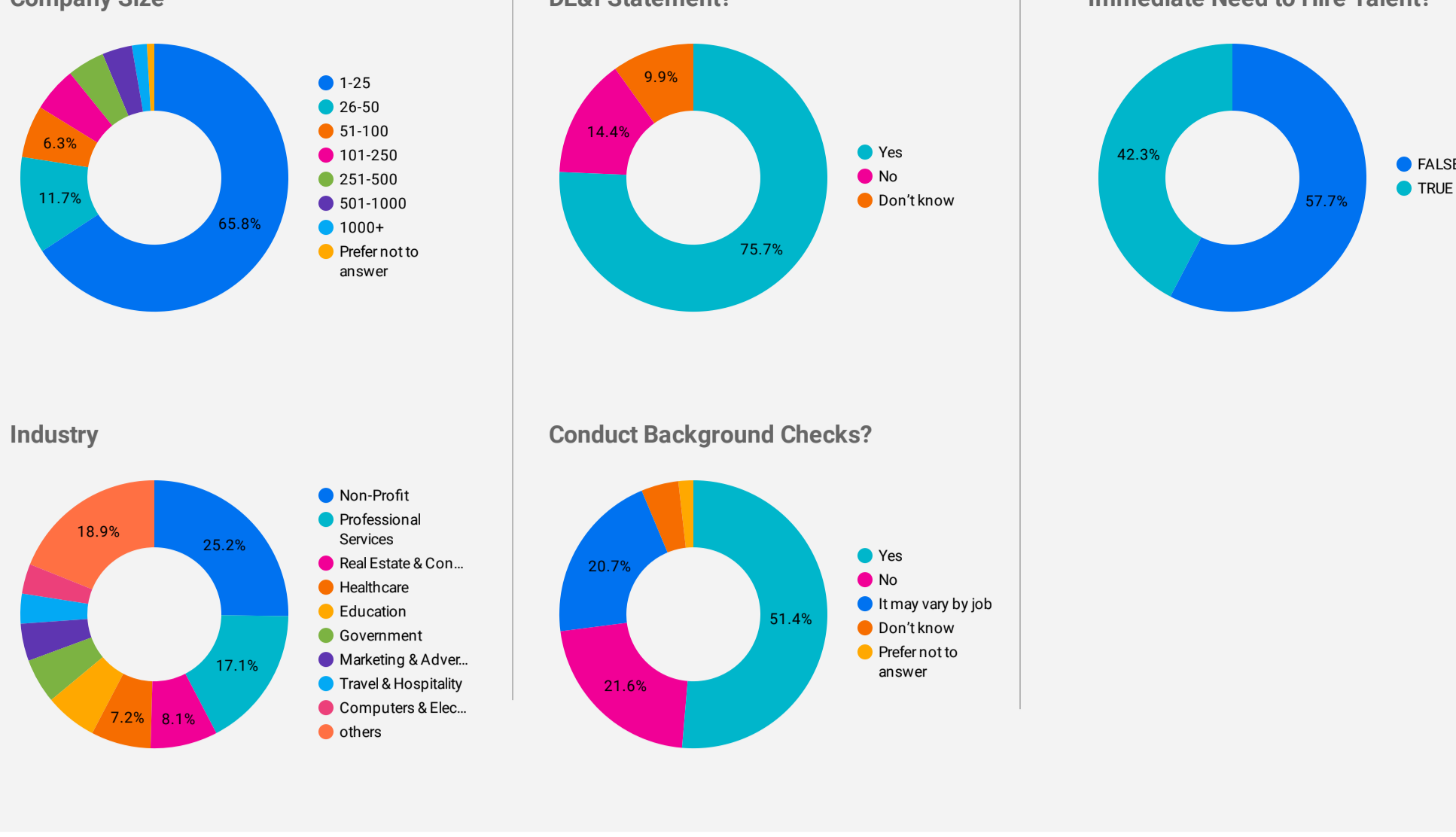
For those who enter prison without a high school diploma, GED programs are frequently offered to help bridge the educational gap. Accordingly, we find that compared to the general public, formerly incarcerated people are much more likely to attain the high school credential through GED programs.

Only 7-10% of the general public with a high school credential achieved that credential via a GED. In contrast, we find that over 60% of formerly incarcerated people whose highest level of education is a high school credential have a GED certificate rather than a traditional high school diploma.

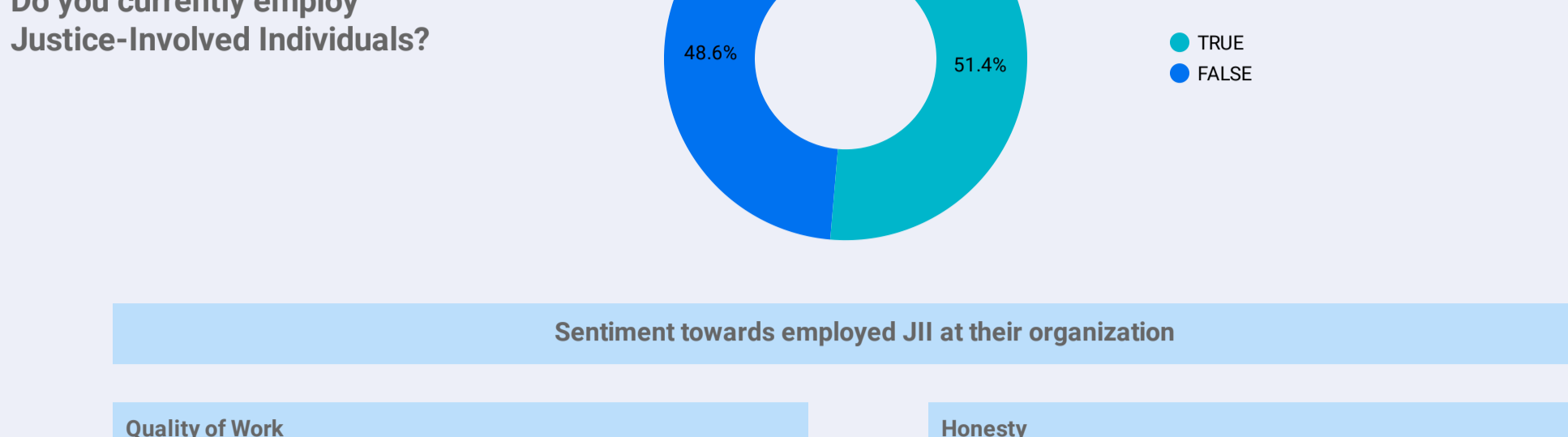
But although a GED can be an important corrective for those who have been pushed out of traditional high schools, **there are clear income differences in the general public between those who get GEDs and those who get traditional diplomas**. On average, people with high school diplomas earn 33% more than those with GEDs:

Prior research has identified some important benefits of in-prison GED programs, including higher post-prison earnings and reduced recidivism. But our analysis shows that **GEDs earned in prison may not lead to the same opportunities as GEDs earned outside of prison** ([Source](#)).

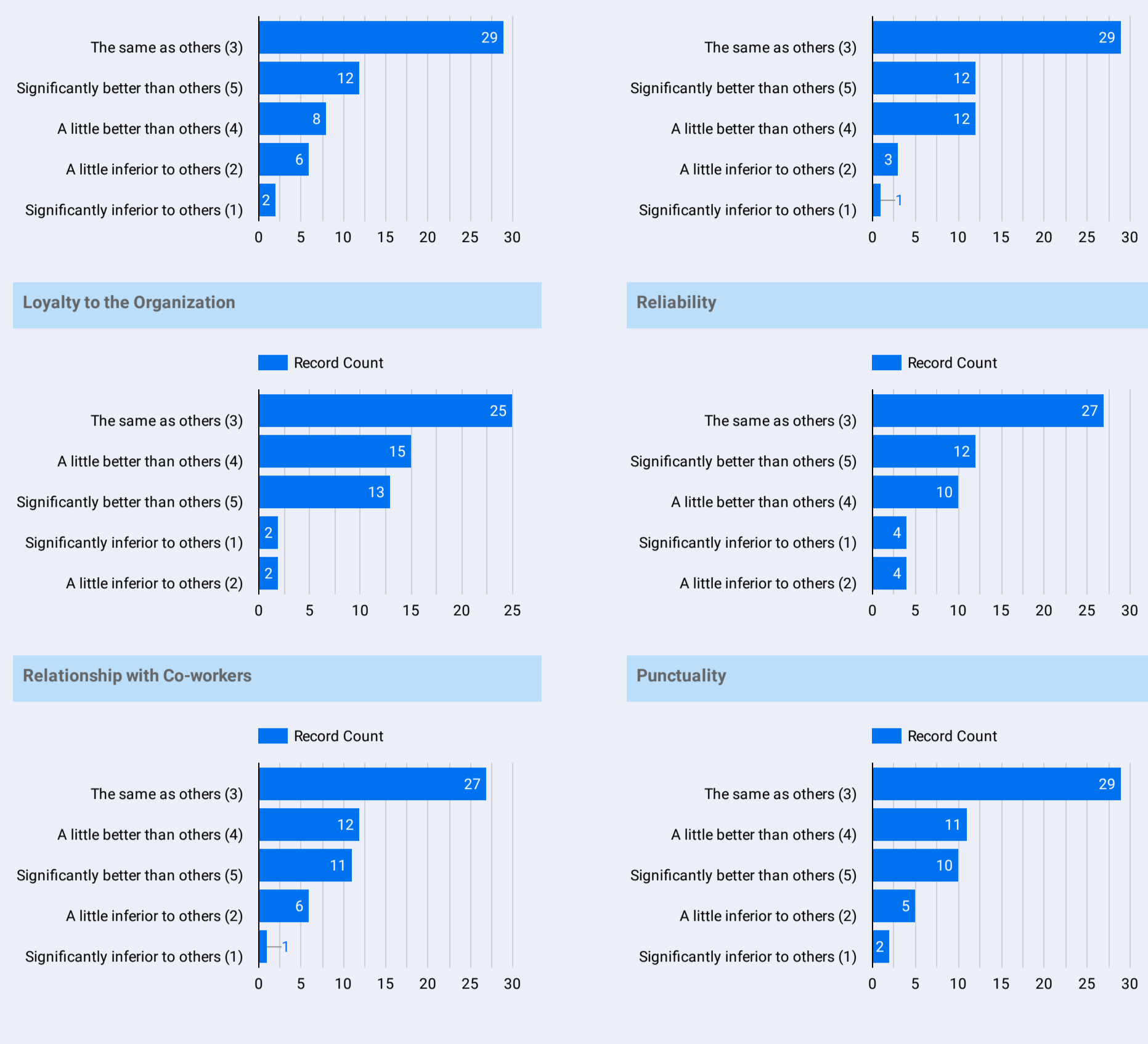
Organization Overview



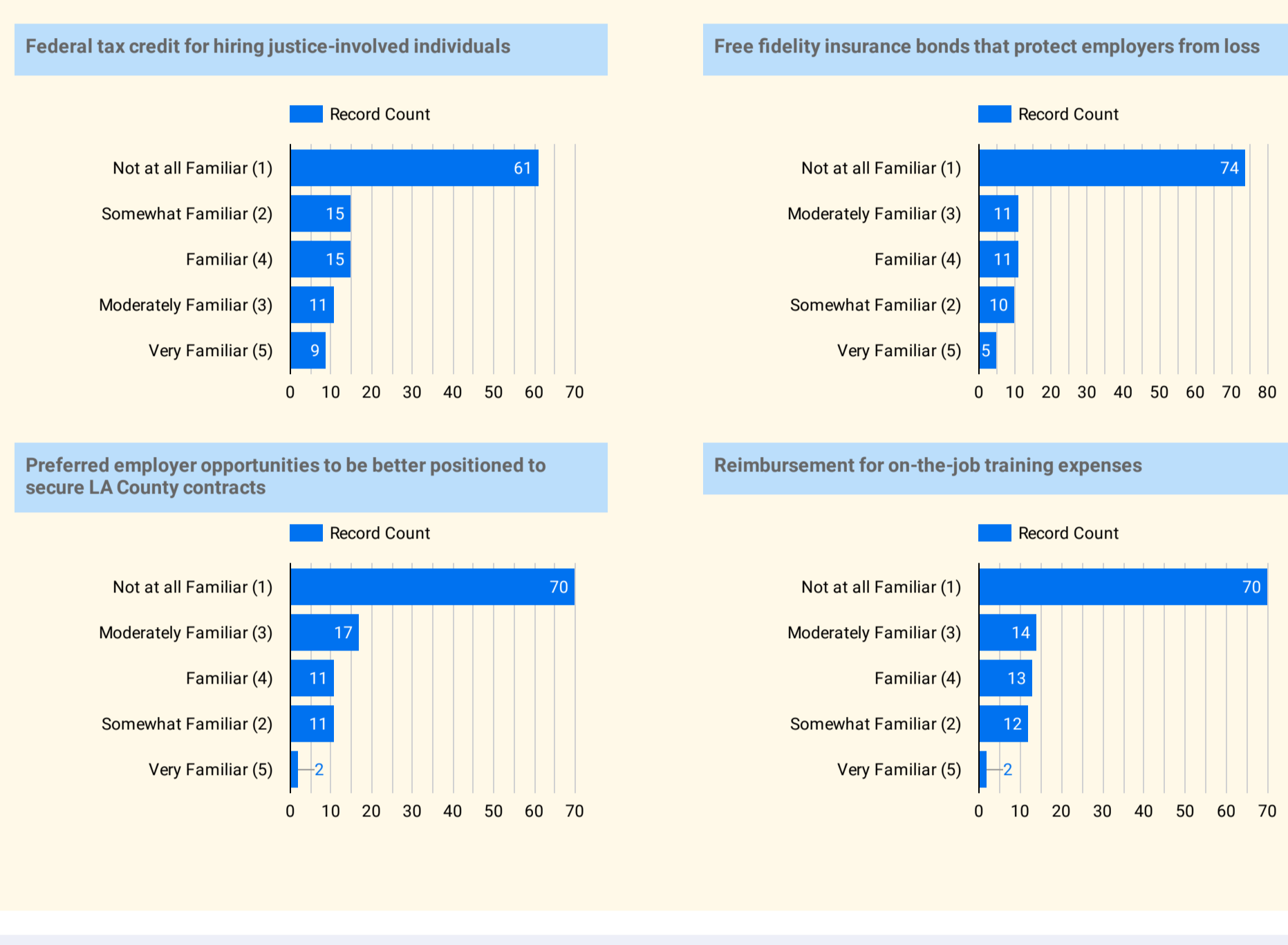
Regarding Justice-Involved Individuals



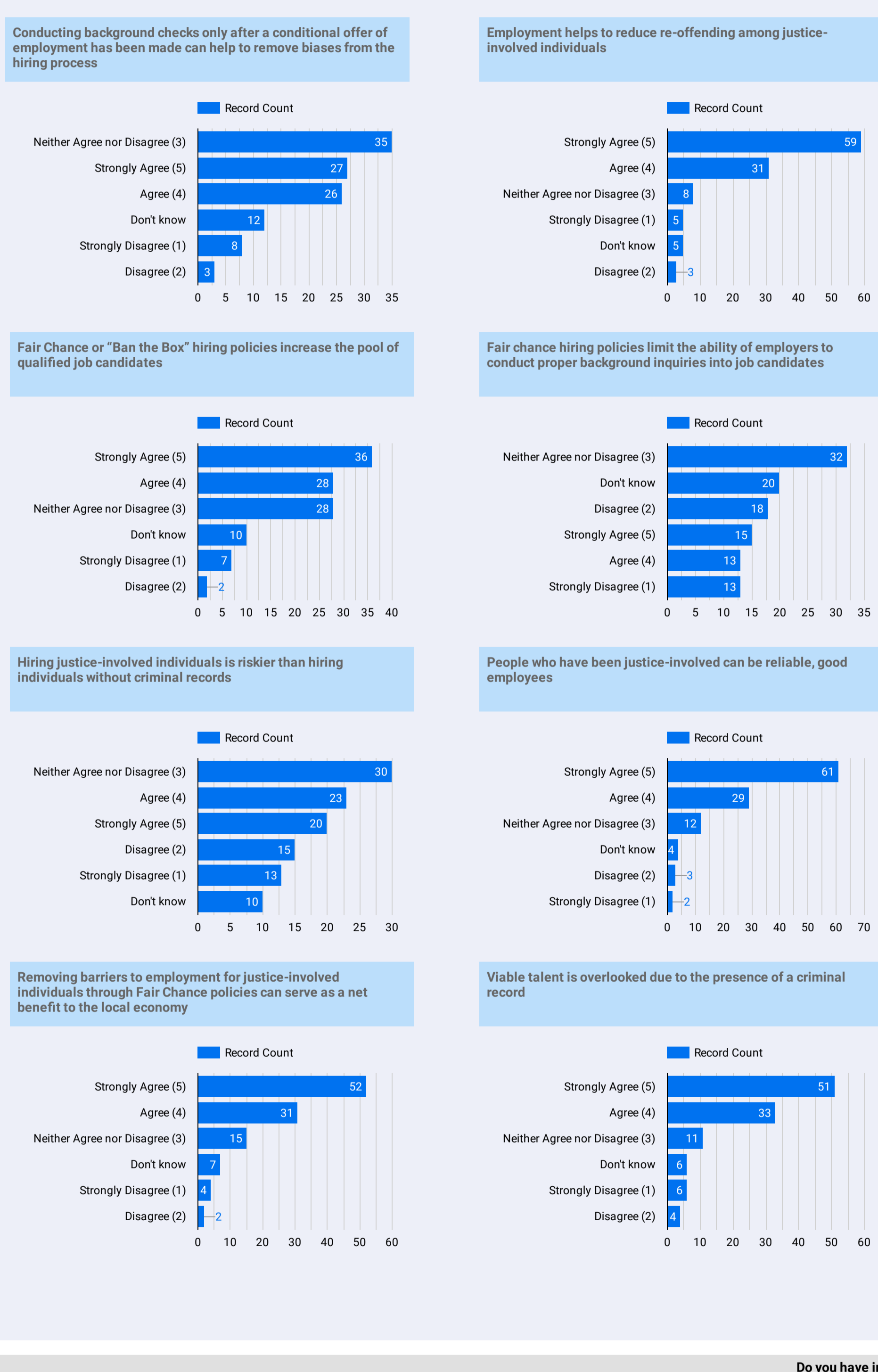
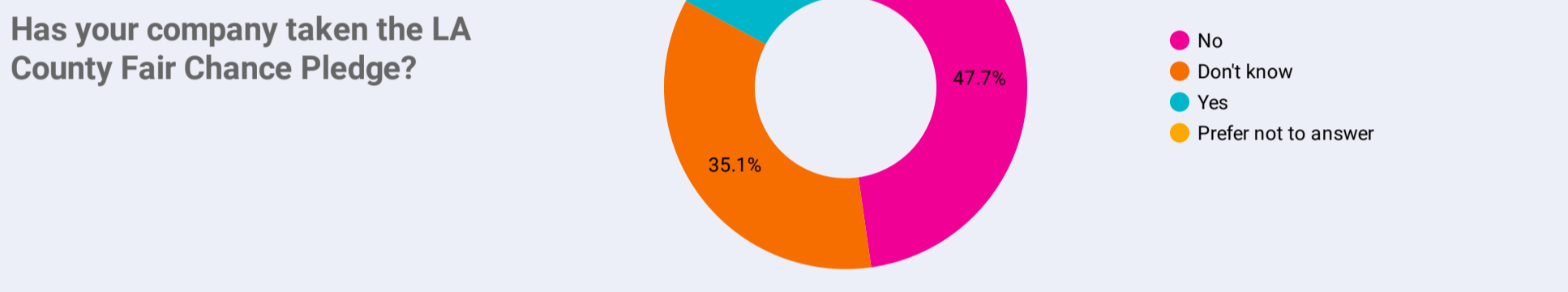
Sentiment towards employed JII at their organization



Familiarity with Fair Chance Employer Benefits

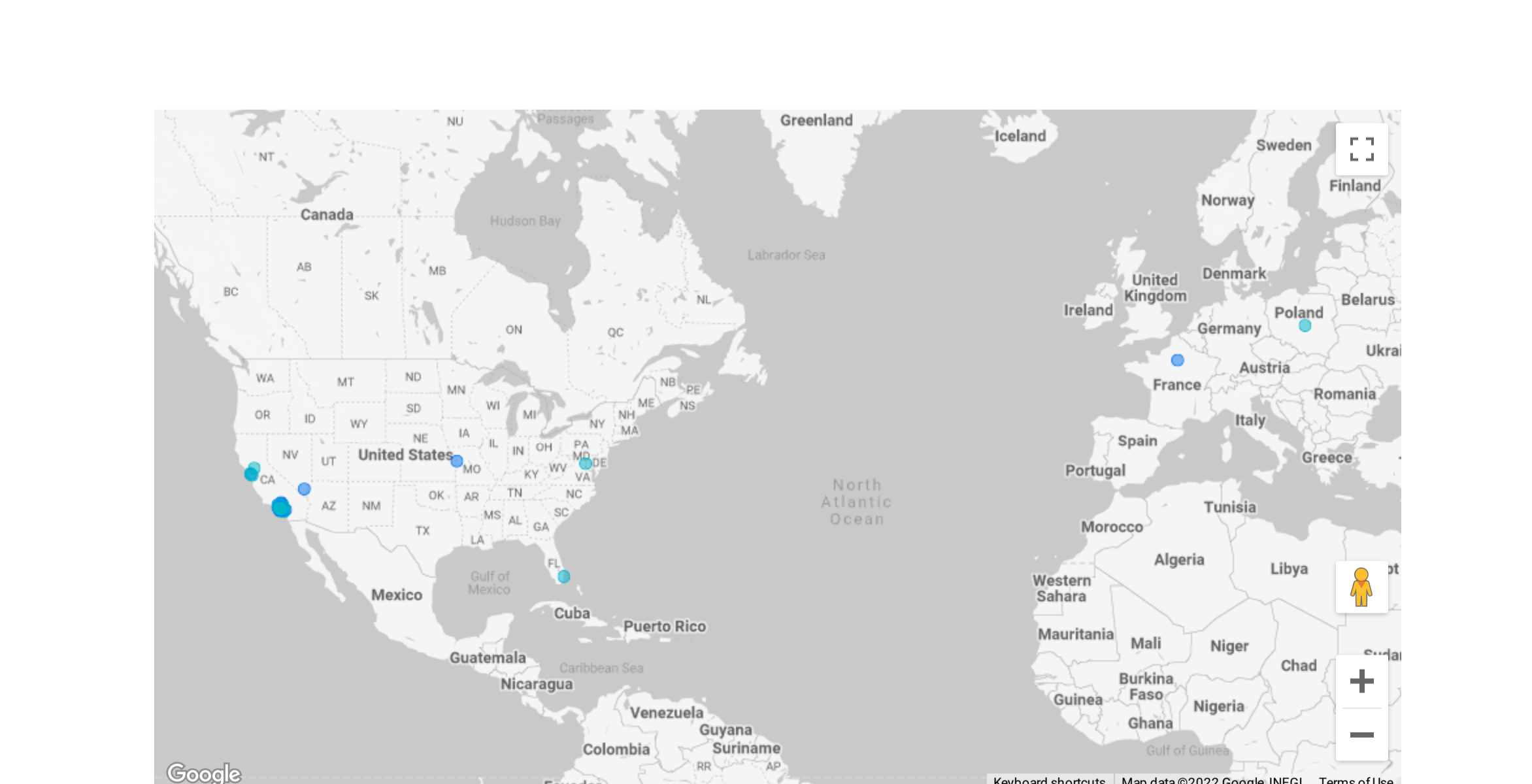


Sentiment on Fair Chance Policy and/or Statements



Company (1)	Industry	Challenges	Hiring Entry Level Talent	Do you have influence over your organizations overall hiring policies, systems, and procedures?
1. von Brunn Media	Media & Entertainment	Finding and recruiting qualified workers, Finding and recruiting workers with diverse backgrounds, Employee performance, Employee productivity	FALSE	TRUE
2. Wit	Media & Entertainment	Racism	TRUE	TRUE
3. Williams Adley & Company	Financial Services	Finding and recruiting qualified workers, Employee retention/turnover	FALSE	TRUE
4. Western States Converters & Transmissions, Inc.	Automotive	Finding and recruiting qualified workers, Employee performance, Employee fit with company culture	FALSE	FALSE
5. WLCAC	Non-Profit	Finding and recruiting qualified workers	FALSE	FALSE
6. ULTRA STVRSHIP Inc	Professional Services	More investors SBA REDLINED us from all grants and loans	TRUE	TRUE
7. Tx3 Consulting	Education	Employee retention/turnover	TRUE	TRUE
8. Turf Star, Inc.	Real Estate & Construction	Finding and recruiting qualified workers	FALSE	TRUE
9. Trinity Wireless	Computers & Electronics	Finding and recruiting qualified workers	FALSE	TRUE

Company (1)	Industry	First name (1)	Last name (1)	Phone number (1)	Email (1)
1. null	Government	null	null	null	null
2. null	Education	null	null	null	null
3. null	Non-Profit	null	null	null	null
4. A/C Control	Real Estate & Construction	Babak	Firoozi	+15625520701	babak@ac-control.com
5. AADAP, Inc	Healthcare	Dean	Nakanishi	+13232936284	dnakanishi@aadapinc.org
6. AMS Heli Design LLC	Aerospace	LANA	WITTLER	+19034192034	lana@amshel.com
7. AWOKE	Non-Profit	Pierre	Arreola	+18184217299	admin@awokefoundation.org
8. Air Ex Air Conditioning	Professional Services	Celia	Graciano	+19095966856	accounting@air-ex.com
9. Alliance for Community Empowerment	Non-Profit	Jose	Gonzalez	+17473041984	jgonzalez@ace4change.org
... Amiro Inc. dba South Bay Driving School	Education	Andrea	Stavast	+13107911111	southbaydriving@gmail.com
... Angel Care Hospice of Arcadia	Healthcare	Shea	White	+18186305759	angelcarehospiceoffice@gmail.com



LOS ANGELES COUNTY FAIR CHANCE

HIRING INITIATIVE

ANALYSIS OF RESULTS FROM SURVEY AND FOCUS GROUPS

CONDUCTED WITH JUSTICE-INVOLVED INDIVIDUALS

Conducted by Root & Rebound

APPENDIX III - System - Impacted Research Findings

1

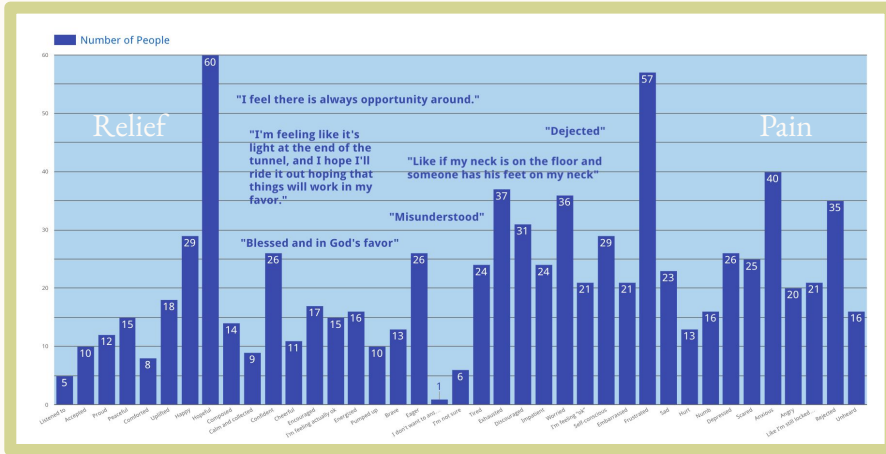
“

IF WE CAN, WE'D REALLY LIKE TO DO THE IMPORTANT STUFF FIRST AND CHECK IN WITH YOU AND HOW YOU'RE FEELING?

”

- Root & Rebound Survey

We began with a check-in, something many Justice-Involved Individuals are familiar with through contact with programming. A word or brief statement about how one feels right at this moment helps ground self and make self aware. In so doing, it also makes self vulnerable. When Justice-Involved People share their experiences, it is an act of immense faith. Whether or not this survey will be painful is not in question. Because it *will* be painful. And they know that. **The question is, will the pain mean something this time?**



If we can, we'd really like to do the important stuff first and check in with you and how you're feeling?

For our check-in we asked our respondents how they felt right now, in the moment, and offered them 40 possible responses.

The selections we offered can all be described as being on an emotional spectrum ranging from "Pain" to "Relief" with an equal number of graded selections for each end plus 2 neutral selections.

Respondents were encouraged to check all that applied.

85% of respondents answered with multiple selections.

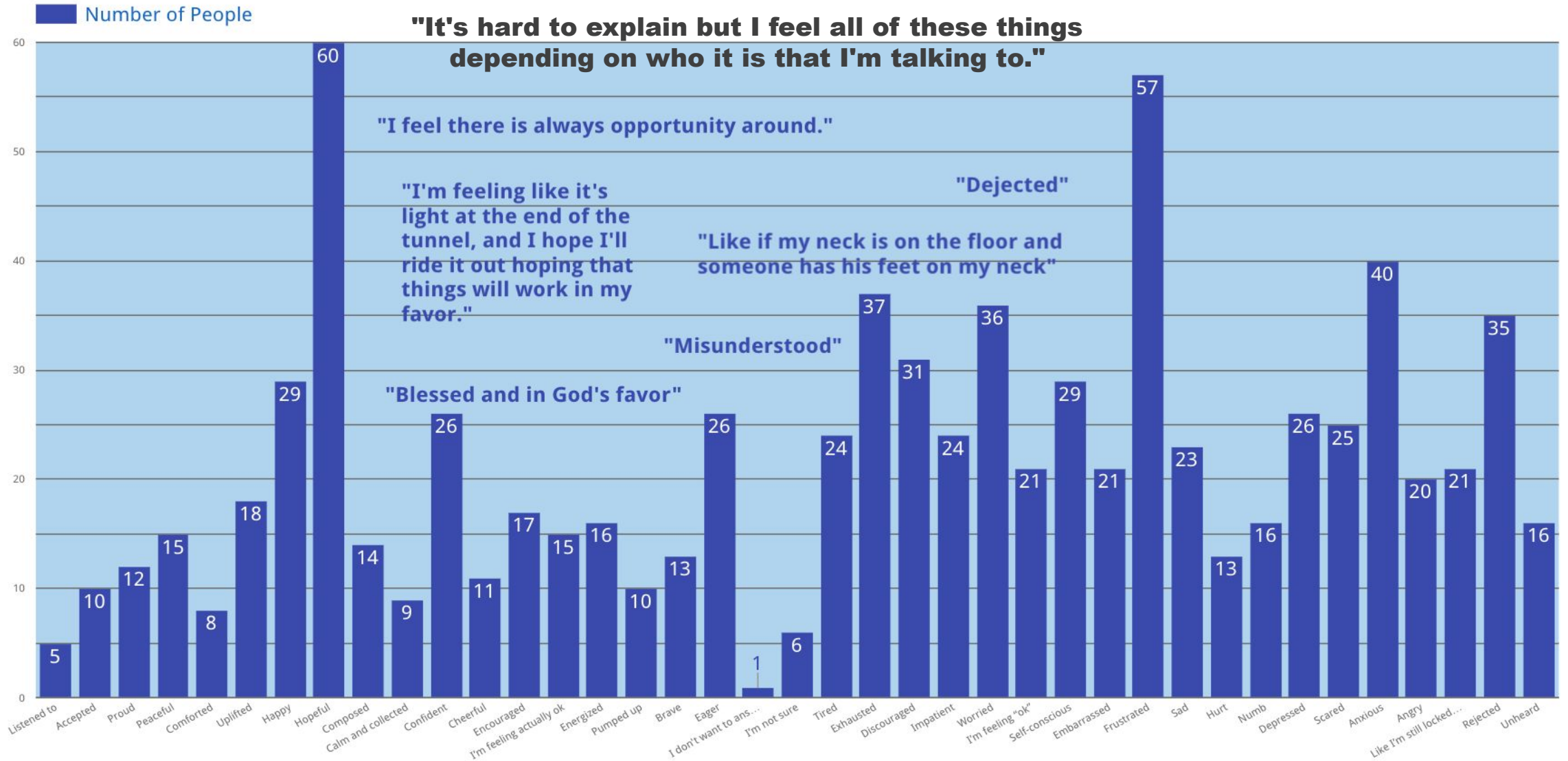
56% of respondents answered with selections from both sides of the spectrum.

26% made selections only from the 'pain' end of the spectrum.

18% made selections only from the 'relief' end of the spectrum.

Overall, the 'painful' selections were chosen over the 'relief' selections at a rate of 1.5 to 1. On the next page, you'll see a larger version of the graph above.

As you read on, you'll get to know the specific, usually enhanced, and often unique stresses that Justice-Involved Individuals face.



WHAT BARRIERS ARE YOU FACING WHILE LOOKING FOR A JOB?

Housing Issues or Instability (examples: Rent issues, Landlord issues, Being accepted into housing, Finding appropriate housing, Unhoused, Homeless)	47.48%	66
Employer isn't open to hiring someone who is justice involved	41.73%	58
Obstacles with Parole / Probation / Supervision Conditions	27.34%	38
Issue with Occupational license requirements	23.74%	33
Issues using technology	23.02%	32
Difficulty finding jobs to apply to	23.02%	32
Trouble finding balance with my family reentry and responsibilities	22.30%	31
Issues with educational requirements	22.30%	31
Not enough emotional support	20.14%	28
Difficulty building a résumé	20.14%	28
Issues with transportation to interviews	20.14%	28
I just don't know where to start	19.42%	27
Issues with access to technology (example: internet access, computer access)	19.42%	27
Difficulty finding/affording the correct clothes for the interview	18.71%	26
Difficulty making it to the interview stage	17.99%	25
Issues with transportation to job location	17.99%	25
Difficulty preparing for an interview	17.27%	24
Discrimination by employers about my age	17.27%	24
Other mandatory requirements (like: self help programming, housing curfews)	14.39%	20
A disability, as identified by a third party (i.e. doctor, state agency, etc.)	14.39%	20
Reasons of personal safety	13.67%	19
Discrimination by employers about my race / ethnicity / skin tone	12.23%	17
Difficulty finding daycare / babysitting for my child(ren)	11.51%	16
Would you like to add more to this list and/or be more specific about your selections in the list above?	10.79%	15
Issues related to the Covid-19 Pandemic	10.07%	14
Difficulty filling out applications	10.07%	14
Severe physical or mental illness that either I or the state don't identify as a disability	8.63%	12
Difficulty finding elder care for my elder dependent	3.60%	5
Discrimination by employers about my gender identity or my gender expression	3.60%	5
Discrimination by employers about my sexual orientation	1.44%	2

WHAT DO YOU WISH EMPLOYERS KNEW ABOUT YOU AND OTHER JUSTICE-INVOLVED PEOPLE?

Our respondents each answered this question in a singular way, but each one could be fit into one of these 7 broad categories.

23%	32	We are some of the hardest working people you'll ever meet.
19%	26	Real change is possible. I am an entirely different person now. I just need a chance to prove it to you.
18%	25	Our past does not define us.
14%	19	We are skilled, educated, and intelligent.
12%	16	We need understanding, patience, kindness, equity, and inclusion. Just like anyone else.
10%	14	We just need a real chance at a good opportunity.
5%	7	Here but for the grace of God stands you.

"That we are human and made mistakes that we have paid the price for by doing our time and are looking for a chance."

In their own words:

"That I am very smart despite my prior poor decisions. That I am willing to prove myself and that my past does not define the person I am today."

"That to give me a chance is to build their company and obtain a refined person, one who has learned from his past. A dedicated, hard working, renewed in focus and honesty, on time, dependable, and above all a particular desire to work for a future for my family. That I can be looked to when things needs to get done."

"That everyone has made some poor choices and decisions at some point in their lives that they regret and are ashamed of when you look back in hindsight. That doesn't make us bad people. It just means we made bad decisions in the moment that led to negative consequences. People mature over time and become remorseful for their actions and as a result they make better choices and decisions, and they pay more attention to risk and consequences. As human beings we all have redeeming qualities within ourselves and can change if we want to. My arrest was in 1987. The only contact I've had with the law since then is working with them. Will I forever be pre-judged because of my past when I was 16 years of age?"

2

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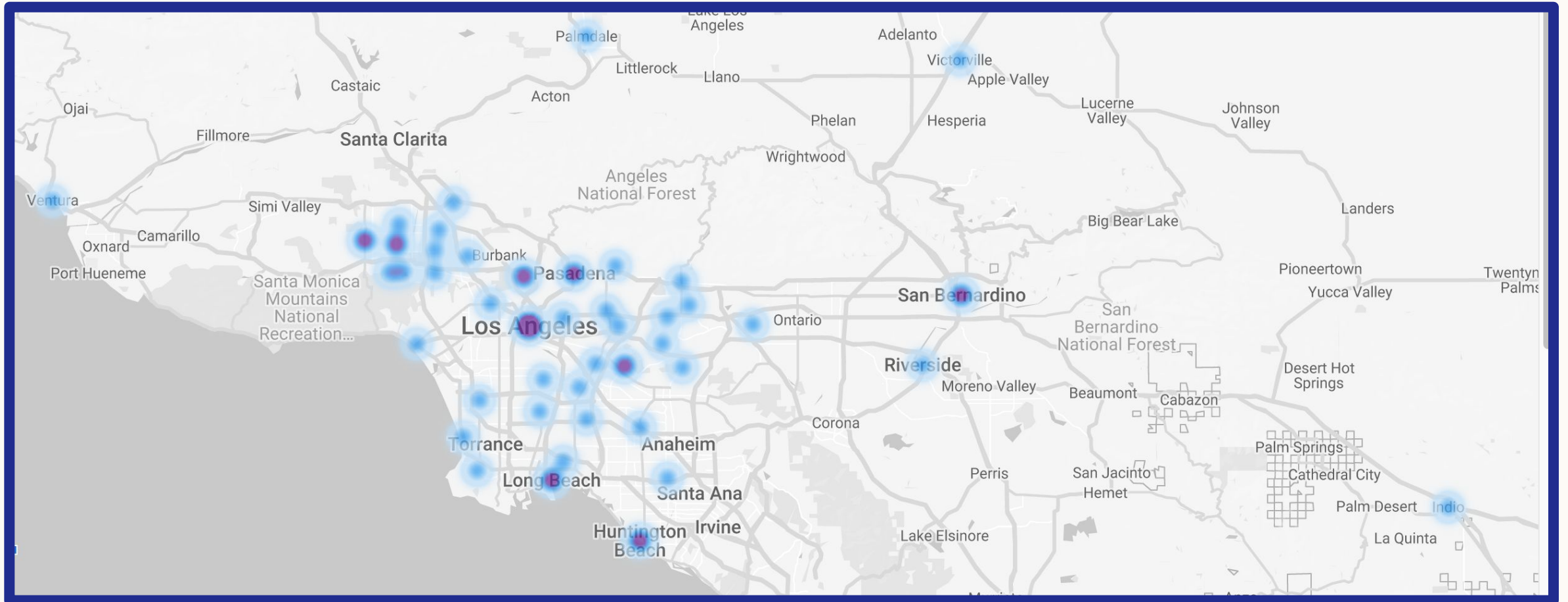
NEXT, WE'RE GOING TO ASK FOR SOME MORE PERSONAL INFORMATION. IT'S GOING TO BE ABOUT "DEMOGRAPHICS." YOUR AGE, YOUR ETHNICITY, THINGS LIKE THAT. WE'RE ASKING THESE THINGS SO WE CAN HELP HOLD THE SYSTEM ACCOUNTABLE. EQUITY IS OUR ONLY REASON FOR ASKING. AND WE'RE SORRY THAT WE HAVE TO.

- Root & Rebound Survey

”

We mean this when we say it. That's why our clients trust us. Not only with information. But with their selves, which have been harmed because of and in context of these specific questions.

RESPONDENT LOCATION



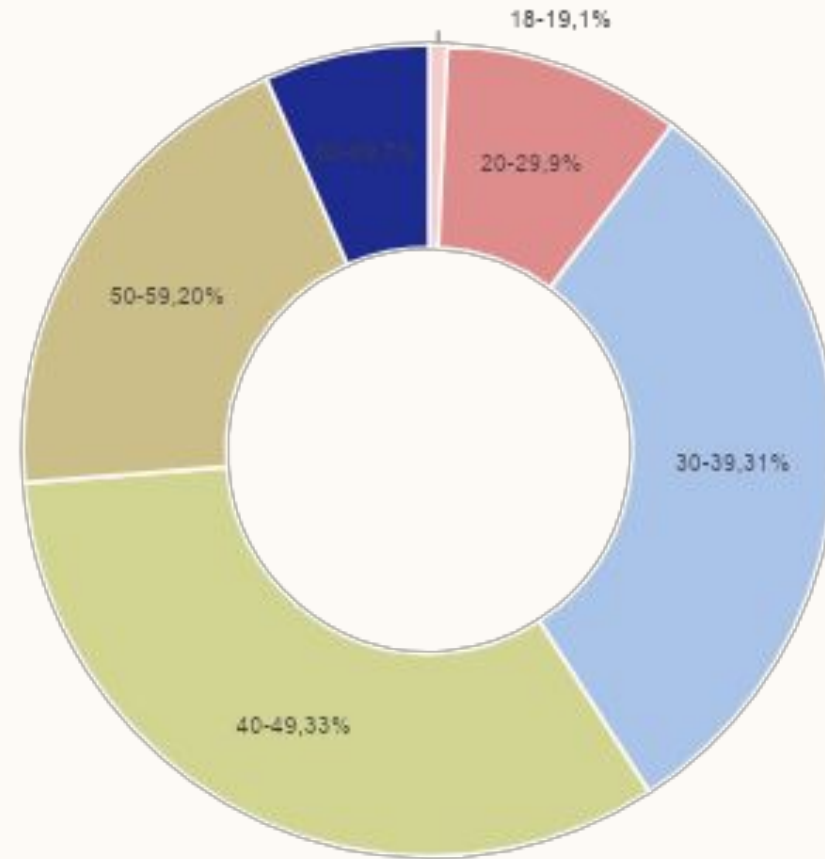
RESPONDENT LOCATION

Los Angeles	45	Buena Park	1	Panorama city	1
El Monte	7	Bullhead City	1	Parlier	1
Long Beach	4	Charlotte	1	Pico Rivera	1
Whittier	4	Compton	1	Pittsburgh	1
Lancaster	3	Corona	1	Redondo Beach	1
Canoga Park	2	Covina	1	Riverside	1
Duarte	2	Downey	1	Rolling Hills Estates	1
Glendale	2	Encinitas	1	Rosemead	1
Hawthorne	2	Encino	1	Rowland Heights	1
Huntington beach	2	Framingham	1	Santa Ana	1
Indio	2	Fresno	1	Santa Monica	1
Northridge	2	Garden Grove	1	Sherman Oaks	1
Norwalk	2	Hollywood CA	1	Sierra Madre	1
Pasadena	2	La Jolla	1	Signal Hill	1
Pomona	2	La Puente	1	South El Monte	1
Reseda	2	Monrovia	1	South Gate	1
San Bernardino	2	Montclair	1	Stanford	1
Tarzana	2	North Hollywood	1	University Hills	1
Van Nuys	2	Ontario	1	Ventura	1
Alameda	1	Orange	1	Victorville	1
Azusa	1	Pacoima	1	West Covina	1
Bellflower	1	Palmdale	1	Wilmington	1

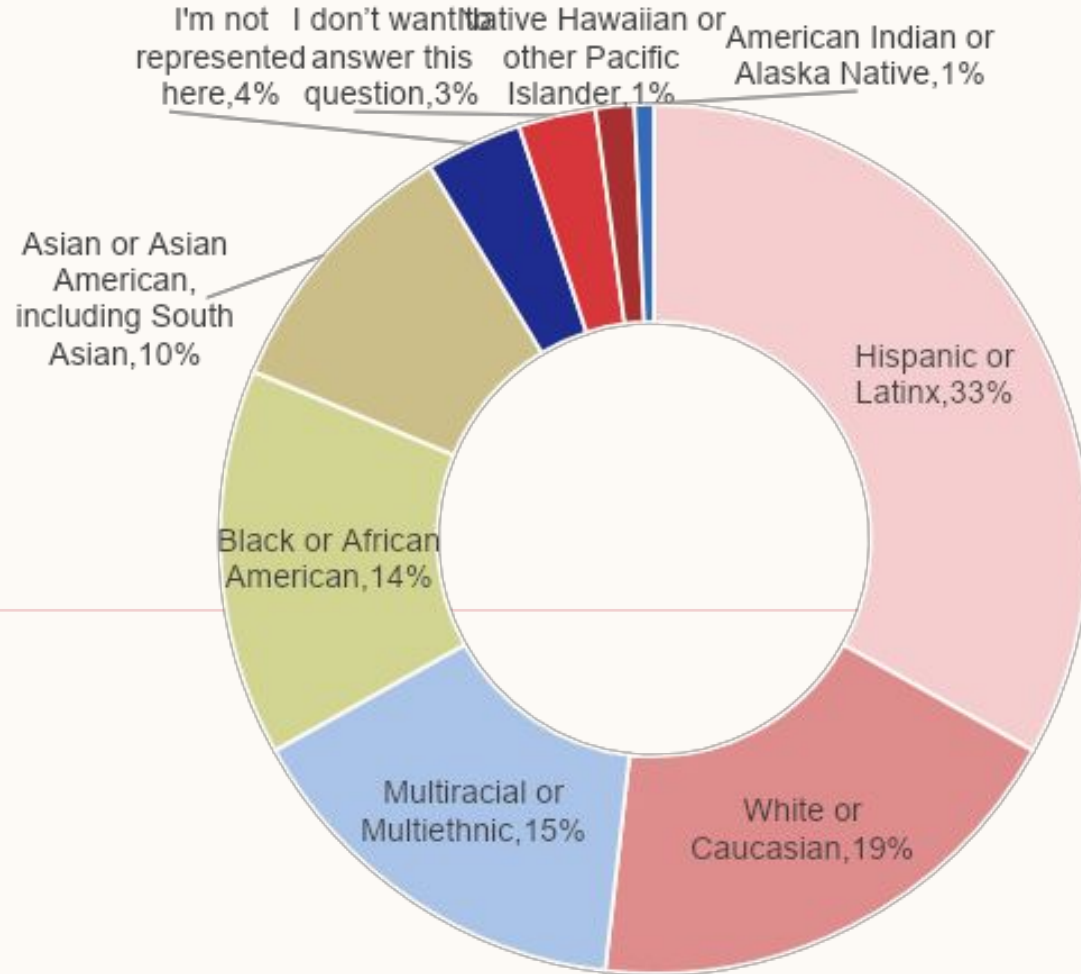
Respondent Age

Range		
18-19	1	1%
20-29	13	9%
30-39	42	31%
40-49	45	33%
50-59	27	20%
60-69	9	7%

Mean	Median	Mode
42	42	42

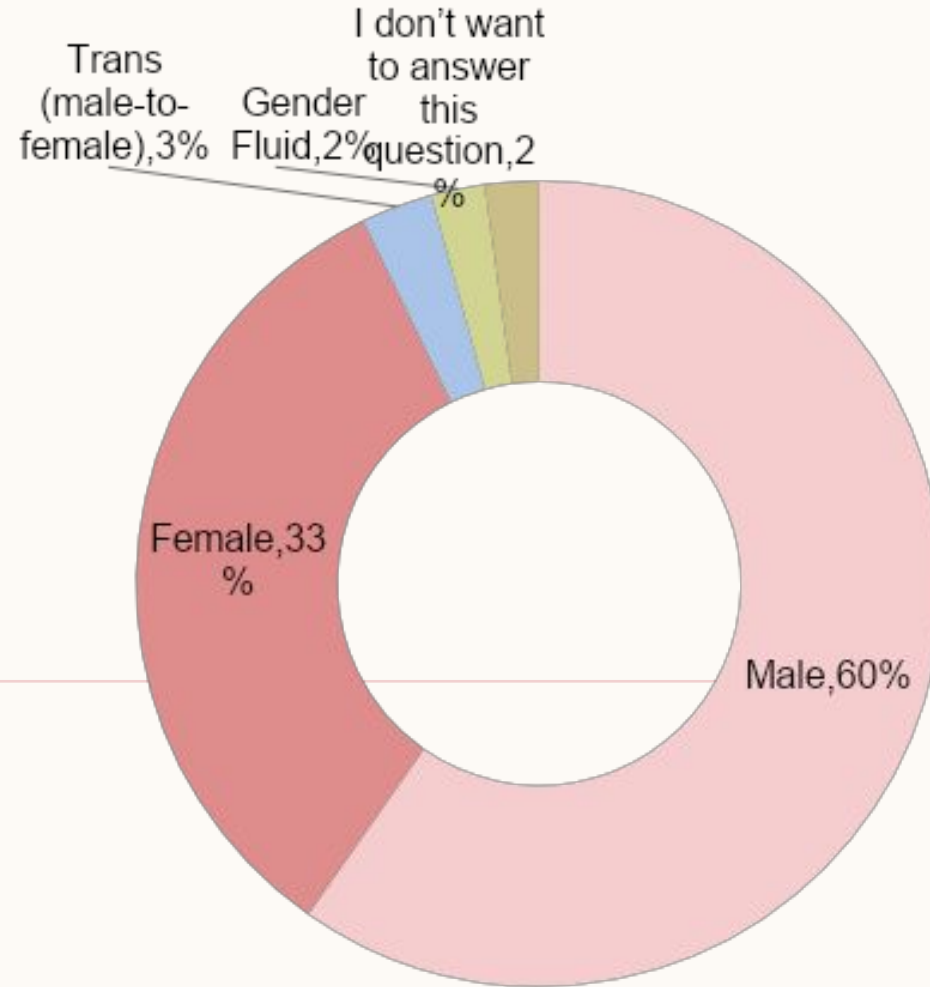


Respondent Race or Ethnicity



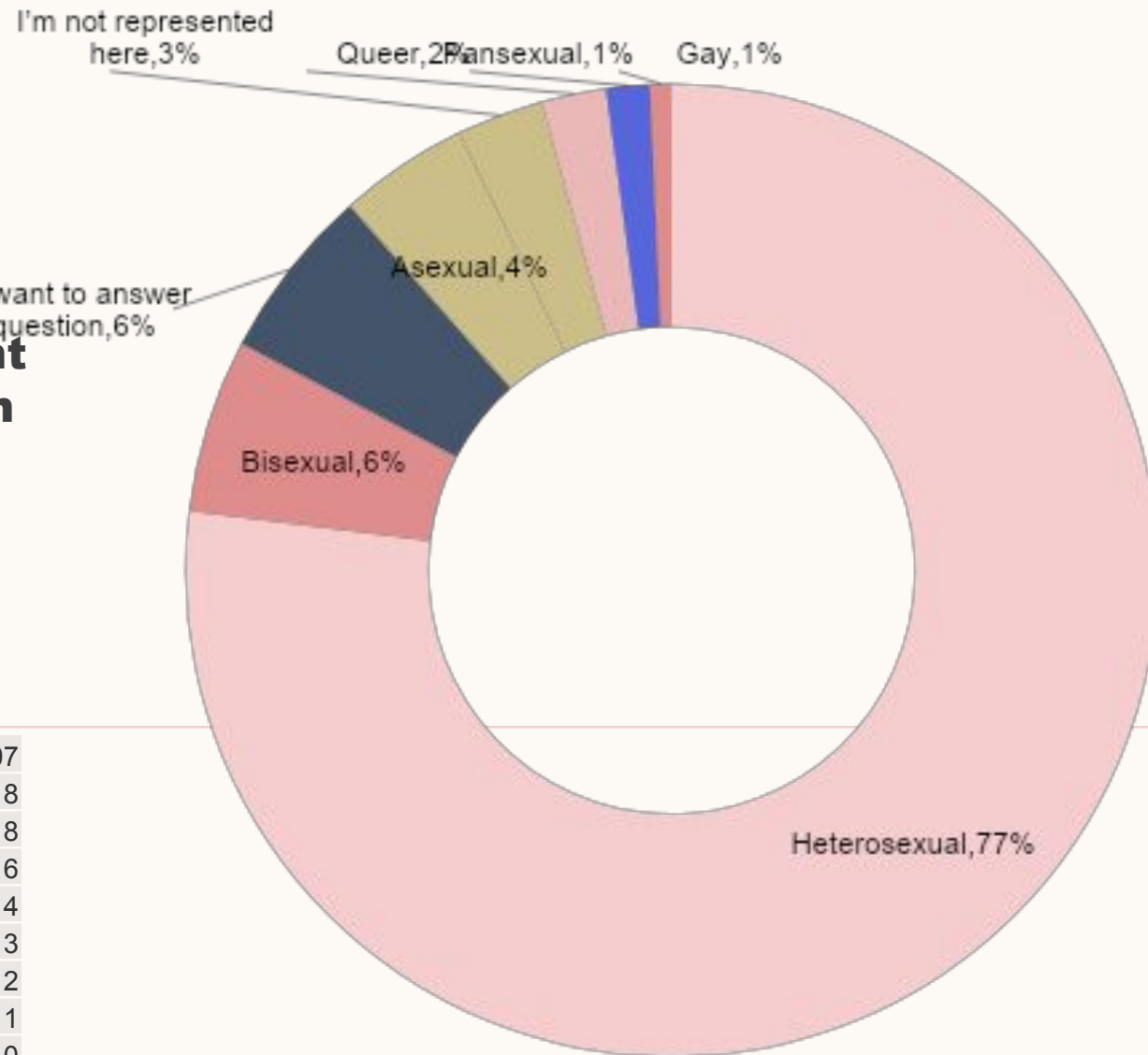
Hispanic or Latinx	33%	46
White or Caucasian	19%	26
Multiracial or Multiethnic	15%	21
Black or African American	14%	20
Asian or Asian American, including South Asian	10%	14
I'm not represented here	4%	5
I don't want to answer this question	3%	4
Native Hawaiian or other Pacific Islander	1%	2
American Indian or Alaska Native	1%	1

Respondent Gender Identity



Male	59.71%	83
Female	33.09%	46
Trans (male-to-female)	2.88%	4
Gender Fluid	2.16%	3
I don't want to answer this question	2.16%	3
Intersex	0.00%	0
Trans (female-to-male)	0.00%	0
Non-Binary	0.00%	0
I'm not represented here	0.00%	0

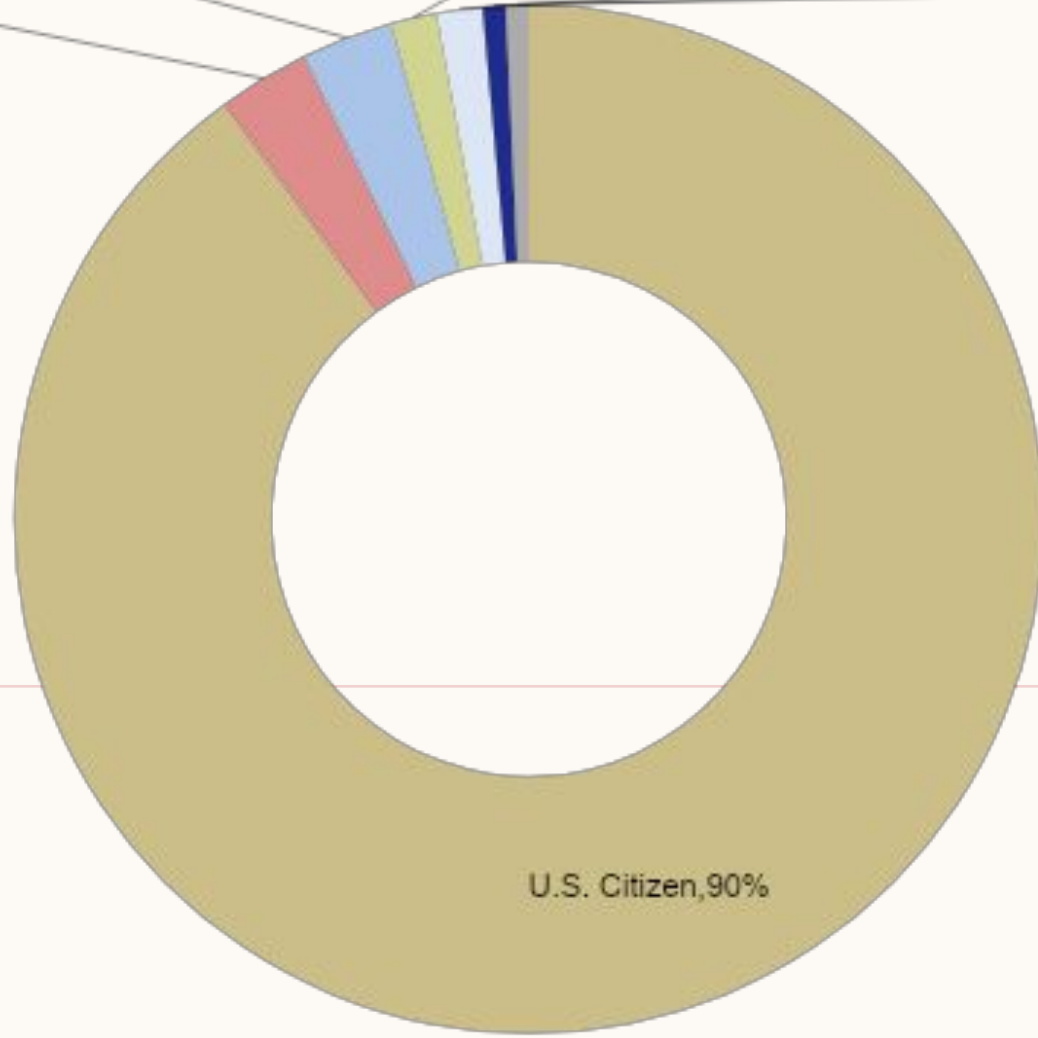
Respondent Sexual Orientation



Heterosexual	76.98%	107
Bisexual	5.76%	8
I don't want to answer this question	5.76%	8
Asexual	4.32%	6
I'm not represented here	2.88%	4
Queer	2.16%	3
Pansexual	1.44%	2
Gay	0.72%	1
Lesbian	0.00%	0
Questioning	0.00%	0

Respondent U.S. Citizenship or Immigration Status

Permanent Resident, 3% Order of Supervision, 3% I'm not sure, 1% I don't want to answer this question, 1% Work Visa, 1% I'm not represented here, 1%



U.S. Citizen	89.93%	125
Permanent Resident	2.88%	4
Order of Supervision	2.88%	4
I'm not sure	1.44%	2
I don't want to answer this question	1.44%	2
Work Visa	0.72%	1
I'm not represented here	0.72%	1
Conditional Resident	0.00%	0

3

“

WHILE WE WERE INCARCERATED, WE WERE ALSO HOLDING DOWN JOBS. AND I WENT TO COLLEGE WHILE INCARCERATED. WE'RE ALL HARD WORKERS. WE'RE ALL WELL RECOVERED AND WE'RE EAGER AND WILLING TO LEARN.

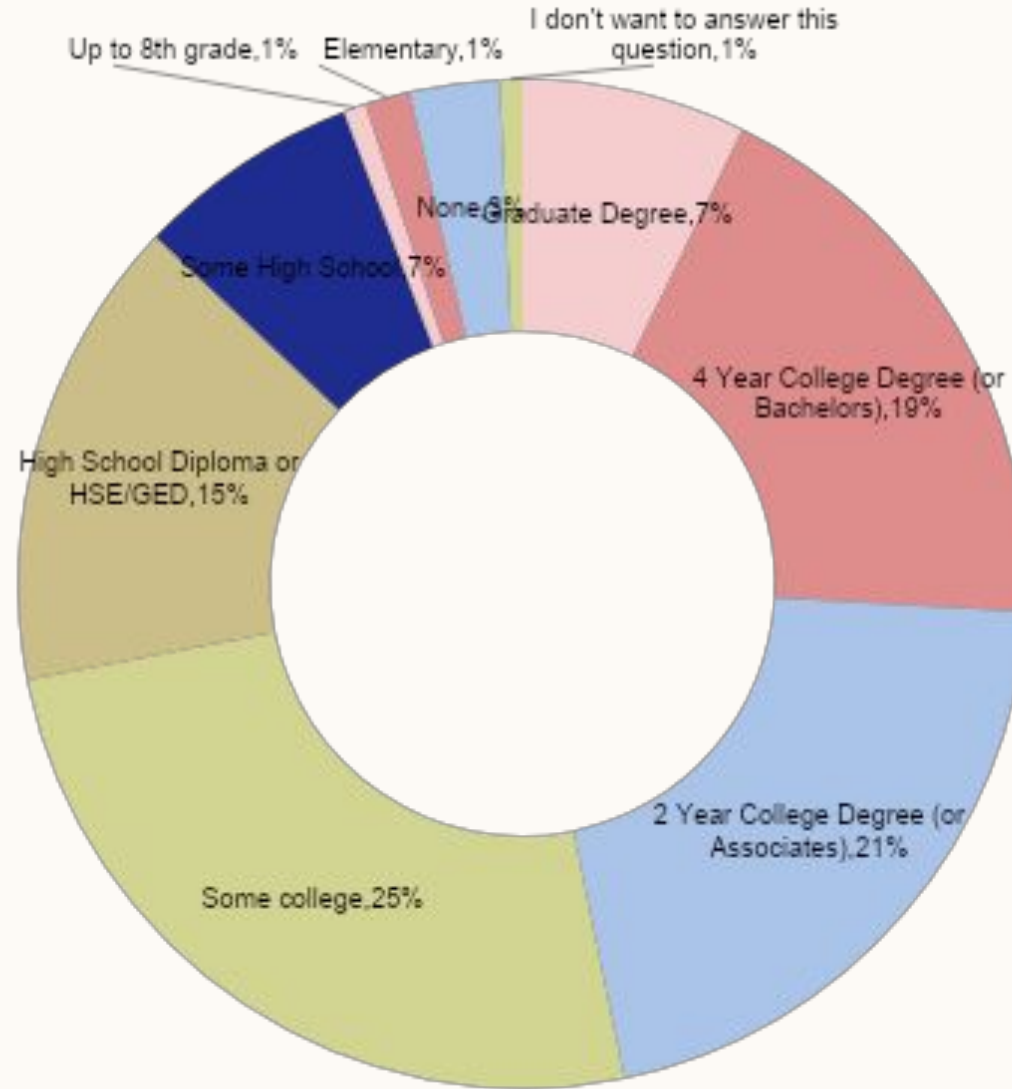
- Focus Group Participant

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Formal education completed

87% of our respondent population completed High School or HSE

47% of our respondent population obtained higher education degrees



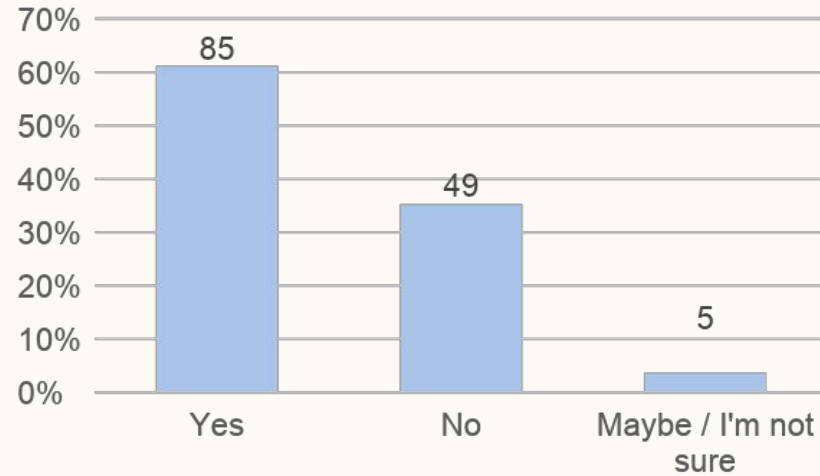
Graduate Degree	7%	10
4 Year College Degree (or Bachelors)	19%	26
2 Year College Degree (or Associates)	21%	29
Some college	25%	35
High School Diploma or HSE/GED	15%	21
Some High School	7%	10
Up to 8th grade	1%	1
Elementary	1%	2
None	3%	4
I don't want to answer this question	1%	1

Vocational Training

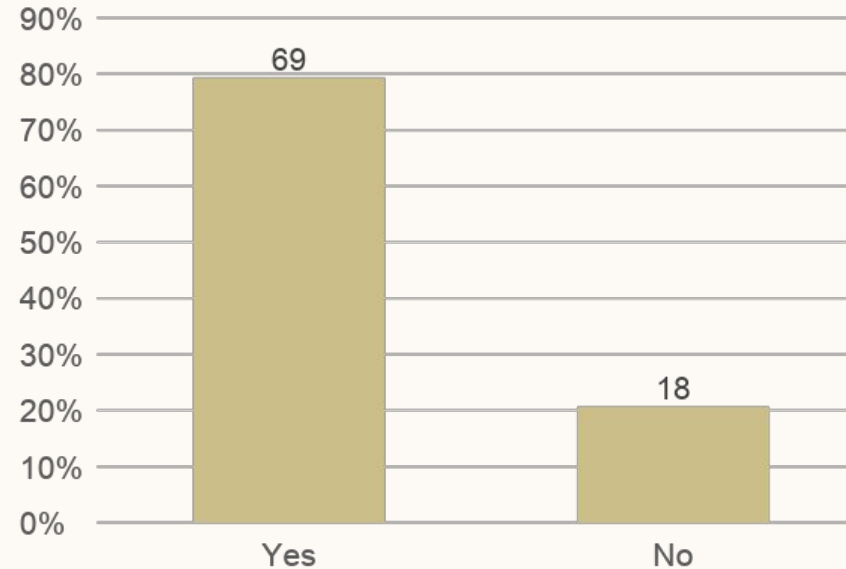
61% of our respondent population has had at least some vocational training.

79% of those respondents completed the training and obtained the license or certification

Do you have any vocational training / trade school / certification program?



Did you get the license / certificate?



What kind of vocational training or certification is/was it?



What kind of vocational training or certification is/was it?

Business or Professional Services	Construction & Skilled Trades	Data & Technology	Education	Health Care	Manufacture and Warehousing	Media & Entertainment	Non-Profit
Baker	Auto body repair and paint	Chemistry	Certified Braille Transcriber	Addiction Studies	Forklift Operator	Graphic Arts	AA Ministry
Business Readiness	Auto mechanic	Computer Operator Certification	School Administration	Adult Residential facility (ARF) Cert	Industrial Laundry Operation	Master makeup artist	Peer Support
Cosmetology	Carpentry	Data Science	Teaching	Certified Nursing Aide	Meat processing		Recovery coach
Data Entry	CTE Electronics	MERN Developer		Certified Trauma Professional	Textile Machine Operator		Youth and Gang
Embalmer	Electric motor repair	MS Office Specialist		Cognitive Behavioral Therapy Cert			Violence Intervention
Esthetician License	Electrician	Software Engineer		Counseling Certificate			Worker
Office administration	Electronics technician	Switches and Routers		Dental Assistant			
Paralegal	Fiber optic network cabling	Windows 8		Drug and alcohol counselor			
Project Management	General Construction	Word processing		EMT			
Tattoo artist	HVA/C&R			Geriatrics Caretaker			
	Solar Panel Installer			Home Health Aide			
	Welding			Human Services Generalist			
				Licensed Vocational Nurse	Public Services & Safety		
				Medical Assistant	Community health care worker	Technician	
				Medical billing	Guard card BSIS	Haz Mat Certification	
				Pharmacy Technician		Janitorial Maintenance	
				Registered Nurse		Maintenance Certificate	

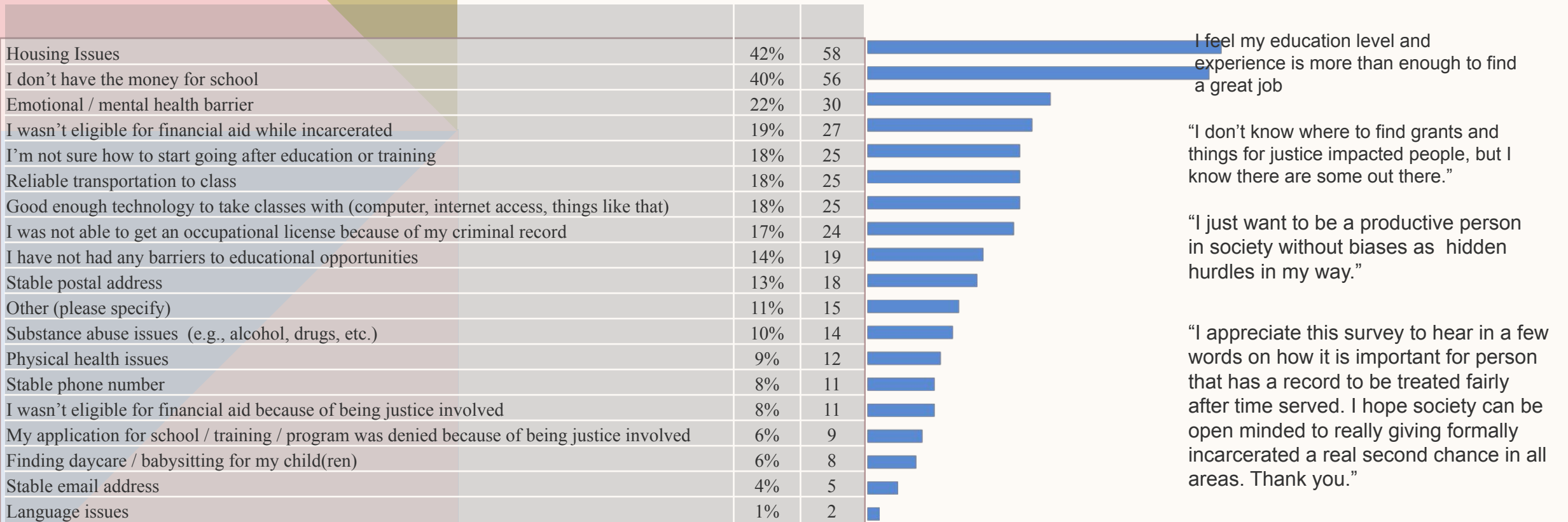
Have any of the following been barriers for you in terms of educational opportunities or training? Click all that apply.

“I did not have a place to stay”

“Not knowing how to get involved in further education or vocational training.”

“The lack of support while obtaining my GED was setting me back.”

“After being incarcerated for so long, I don't have no experience in the computer or tech part.”



4

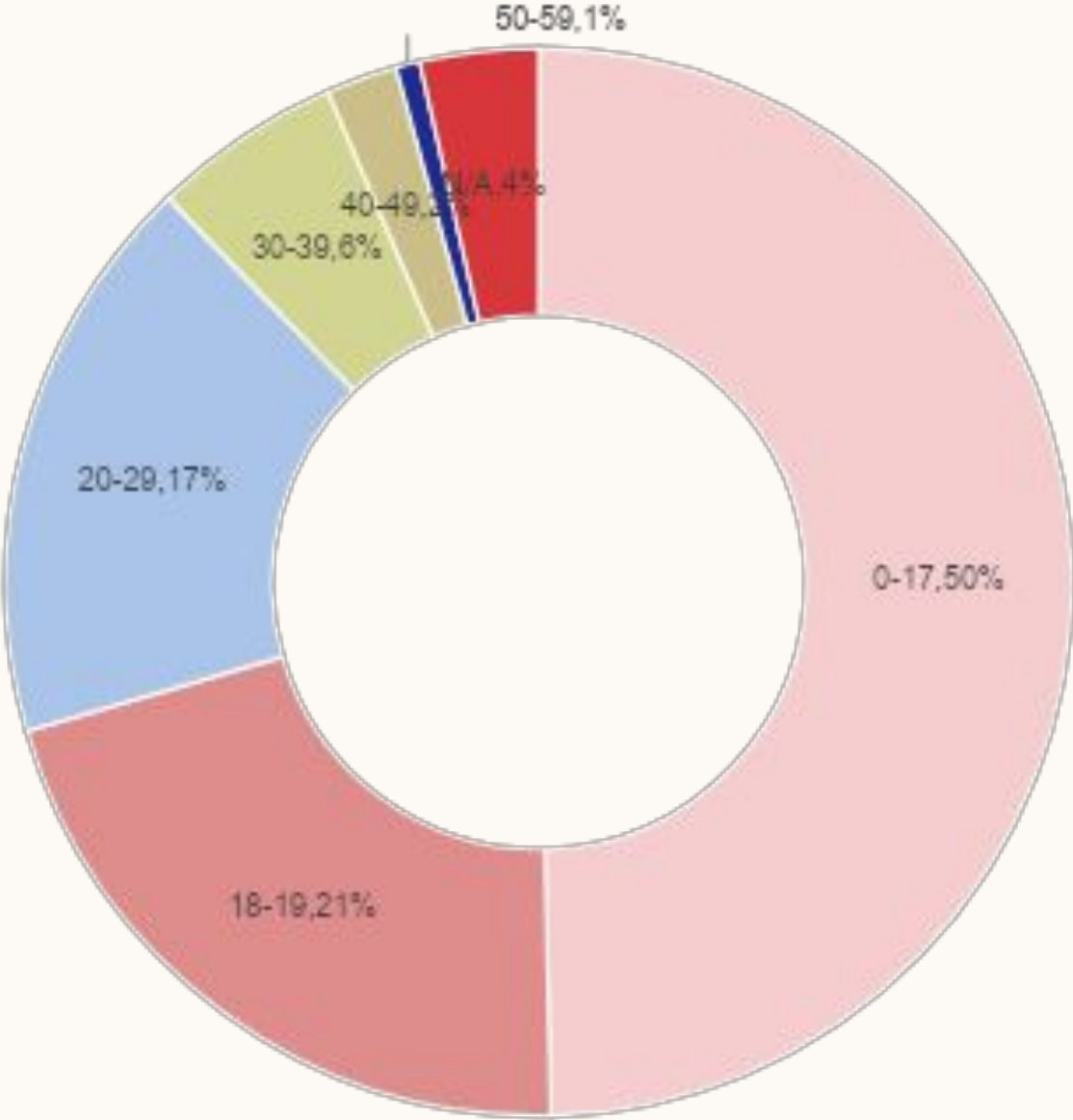
“

I WENT IN AT 16 YEARS OLD AND DID OVER 17 YEARS. NOTHING INSIDE PREPARES YOU FOR WORK AS AN ADULT IN SOCIETY.

-Survey Respondent

”

Justice Involvement | Age at First Arrest



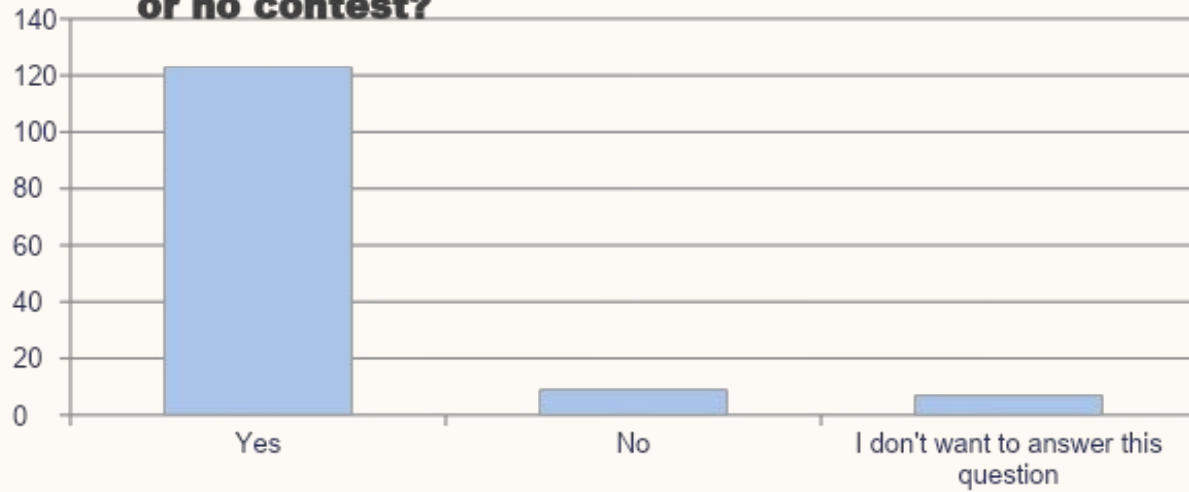
Age Range	Count	Percentage
0-17	69	50%
18-19	29	21%
20-29	24	17%
30-39	8	6%
40-49	3	2%
50-59	1	1%
N/A	5	4%

Justice Involvement | Most Recent Arrest

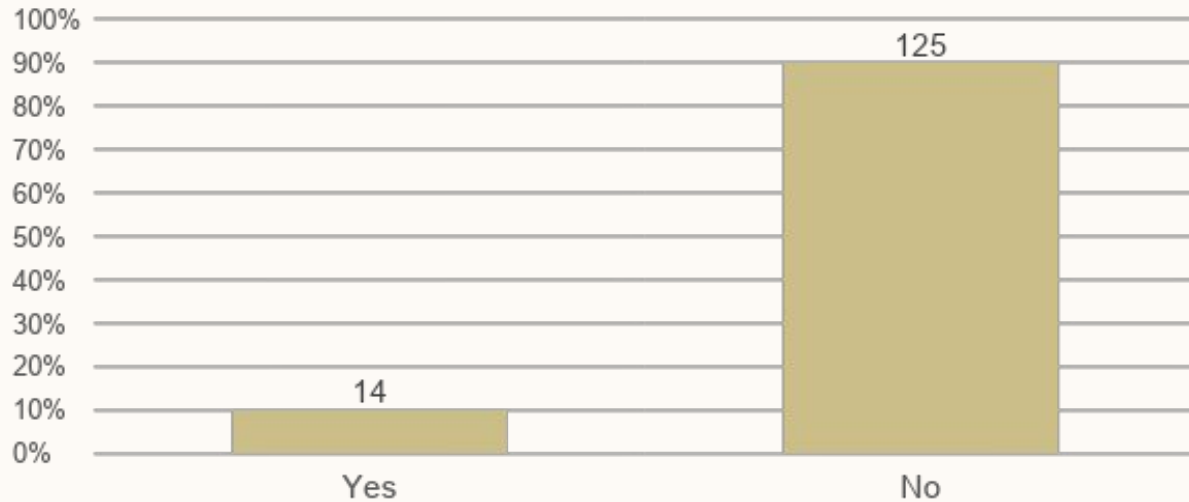
What year was your last arrest? Your best estimate is just fine.



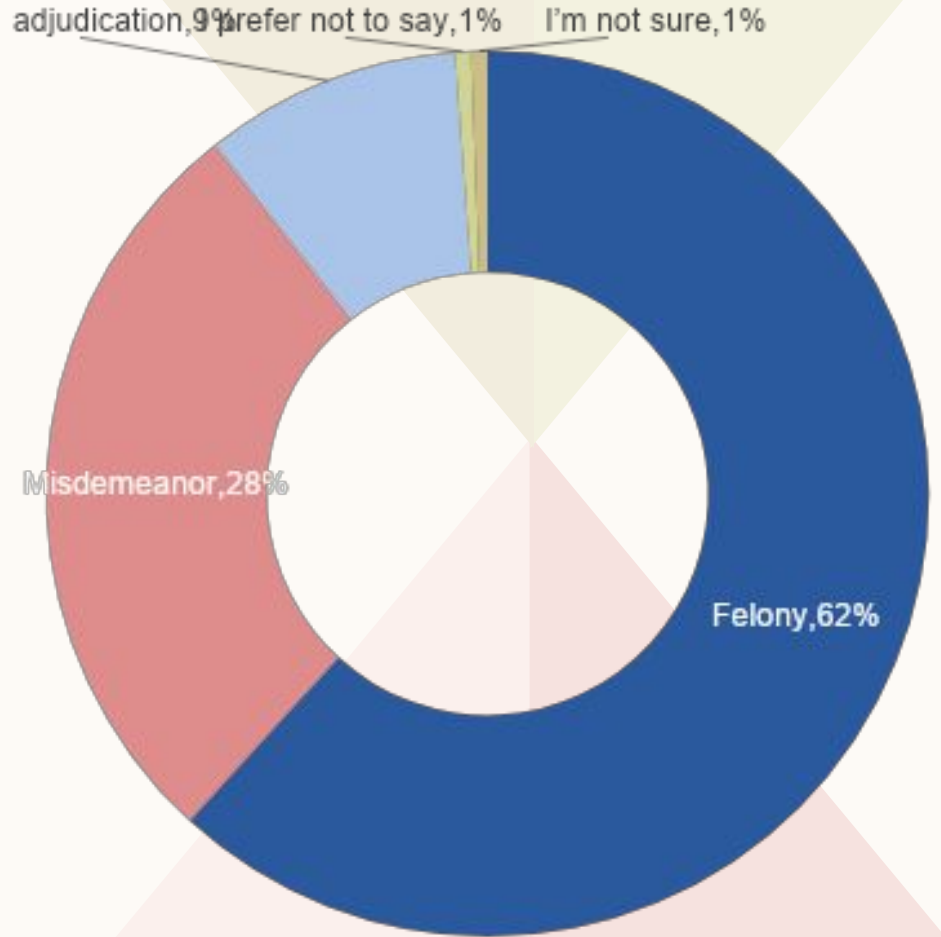
Have you ever been convicted or pleaded guilty or no contest?



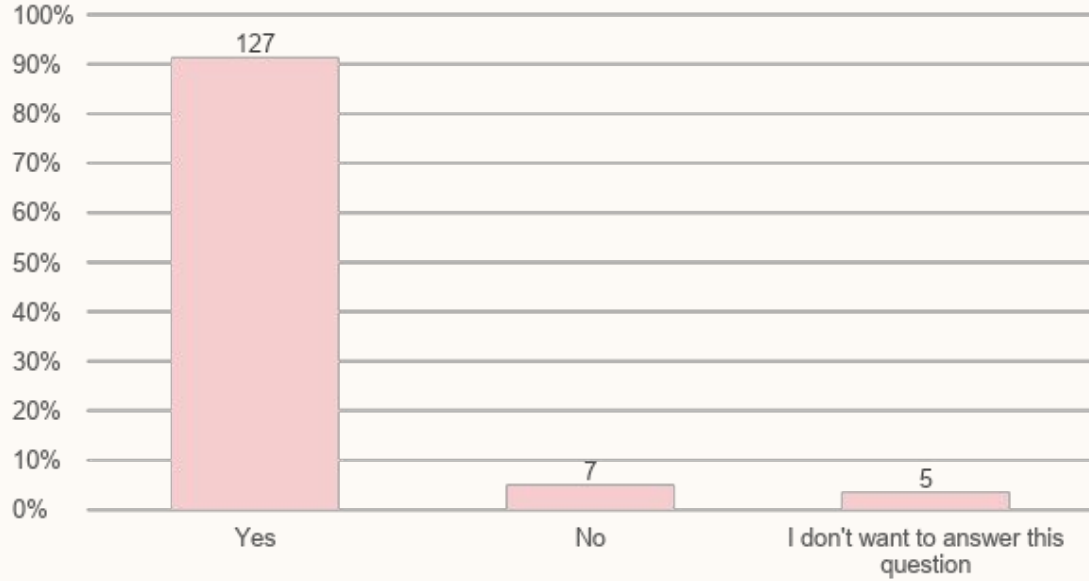
Are you required to register under PC 290?



What was the conviction or plea for?



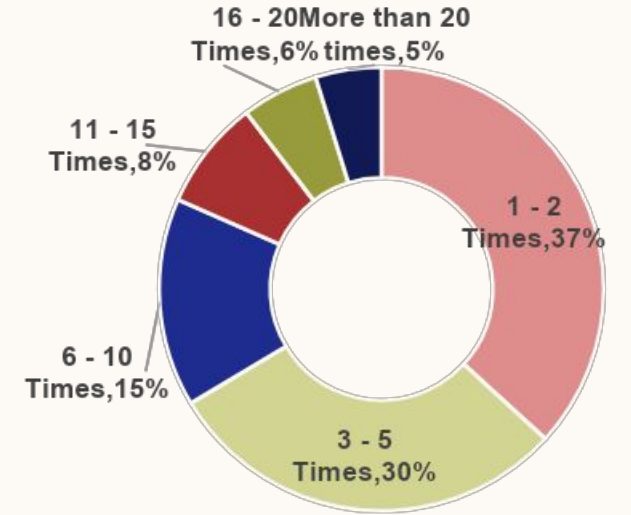
Have you ever been incarcerated?



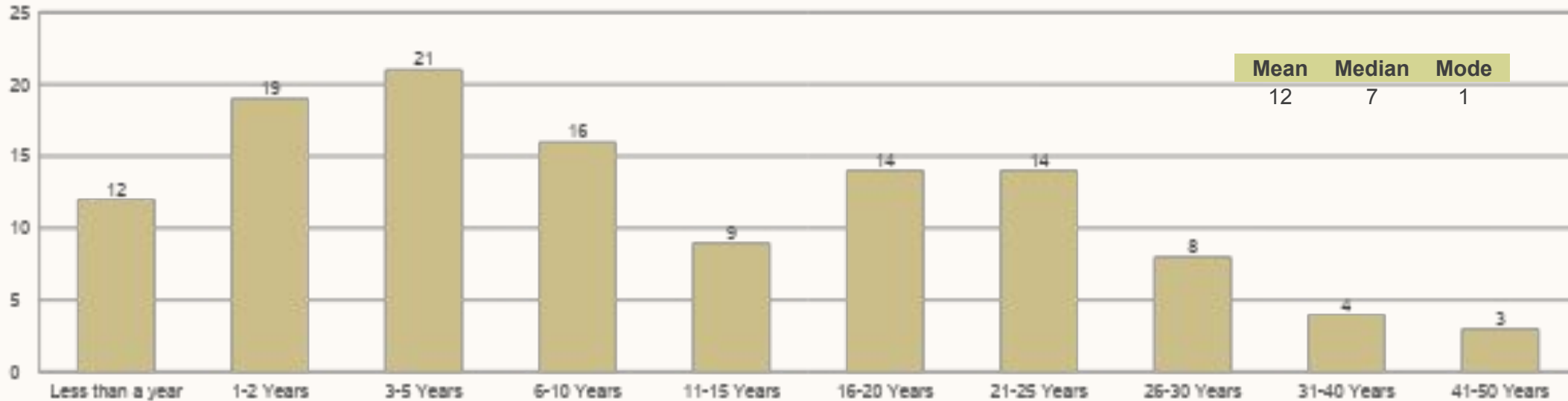
Over your whole life, how many times have you been incarcerated?

Range	Count
1 - 2 Times	46
3 - 5 Times	37
6 - 10 Times	19
11 - 15 Times	10
16 - 20 Times	7
More than 20 Times	6

Mean	Median	Mode
7	4	2



Over your whole life, how long have you been incarcerated?



5

“

I HAVE MOVED SEVEN TIMES SINCE PAROLING, HOUSING HAS ALWAYS BEEN UNSTABLE

”

-Survey Respondent

Very basically, the way I feel about my current living situation is...

It is permanent or at least stable (some people call it “housing secure”)	52.52%	73
It is temporary or unstable (some people call it “housing insecure”)	28.06%	39
I am unhoused (some people call it “experiencing homelessness”)	7.19%	10
I’m not sure	5.76%	8
You’re asking me the wrong question, here’s what’s going on:	6.47%	9

“I am fine right now, but things will get tricky when I transfer to a different school and continue my education. Most of my money goes to rent and gas to get to work.”

“I am facing eviction”

“I am stable, but do not consider it permanent because of my own desires for better.”

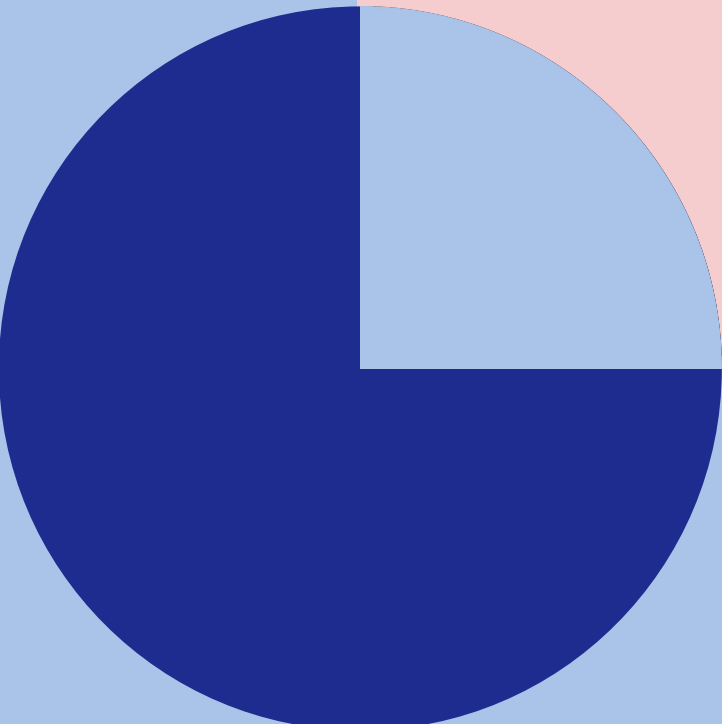
“At this moment in time, it is housing secure because I don’t have to worry about it it’s section 8. Once I start working, I have no idea what that looks like because it’s really expensive in Los Angeles and I have no idea how long they continue to help me, so I don’t know.”

“There’s also the possibility I may make too much for assistance one day and that’s a goal for me. But I also fear that economic and employment instability would put me back in need. I get fearful of success sometimes because the safety net goes away. “

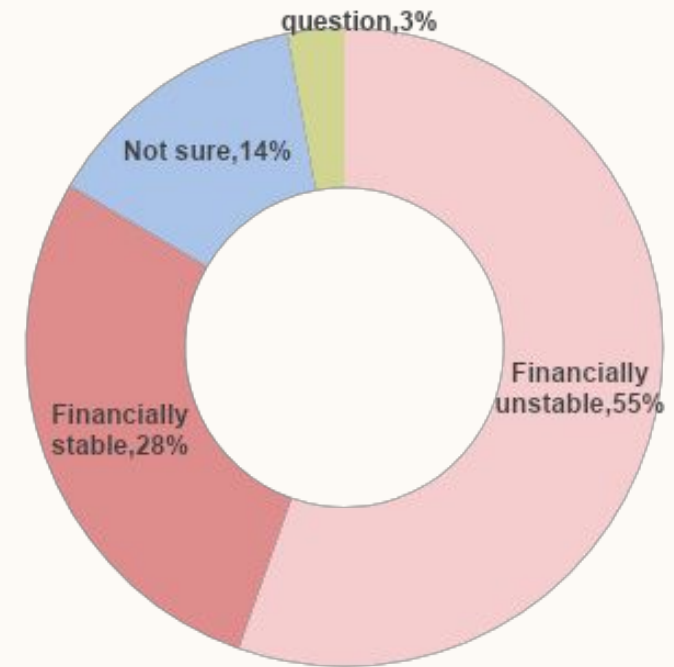
“I have moved 7 times since paroling, housing has always been unstable”

“I’m on disability without pay. Since I live paycheck to paycheck - I may lose my apartment which I’ve had for 3 years any time.”

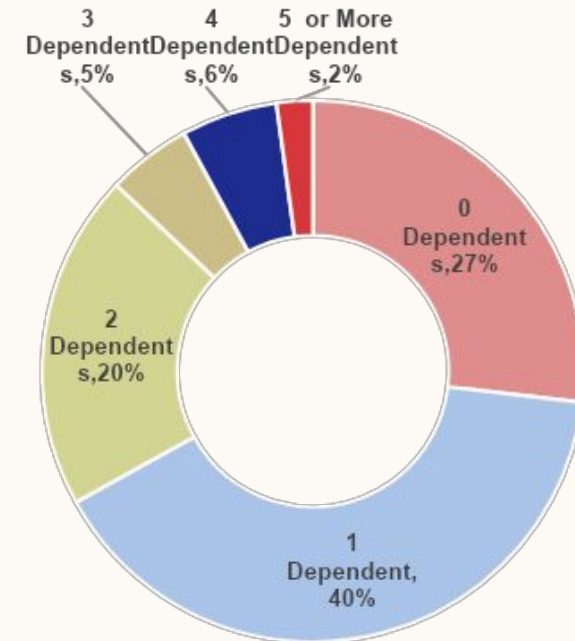
“I would like to have my own place, but it is very difficult with a 290 offense. Fortunately, I have a place to stay.”



The people we're sharing this with want to know if folks are “financially stable” or “financially unstable”. Which one would you choose to describe your money situation?

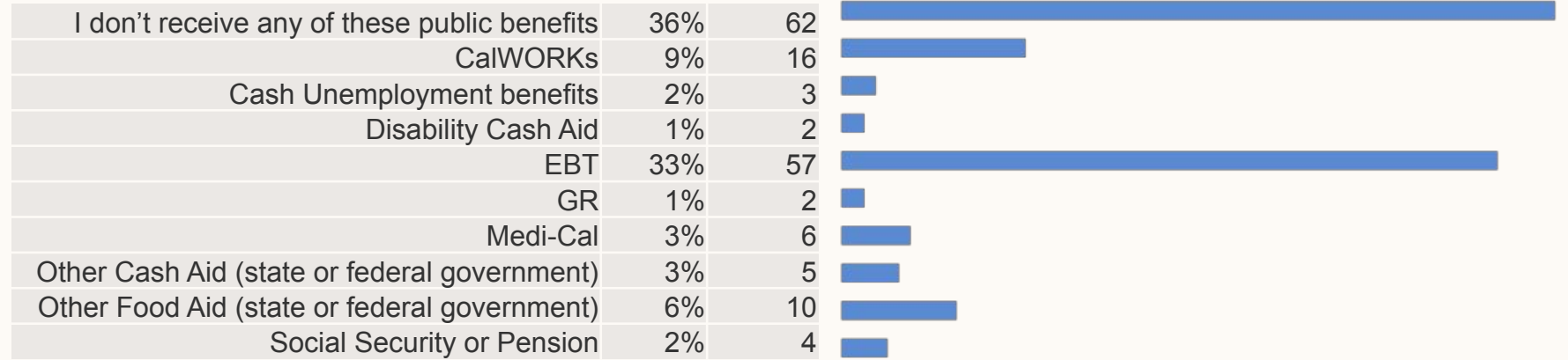


Not counting yourself or any child support you might be paying, how many other people do you support?

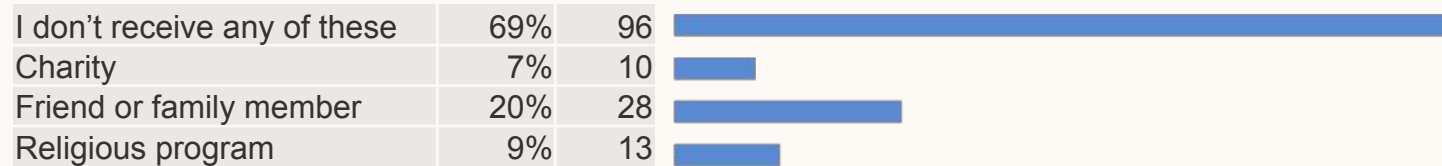


0 Dependents	26.89%	37
1 Dependent	40.20%	56
2 Dependents	20.14%	28
3 Dependents	5.04%	7
4 Dependents	5.76%	8
5 or More Dependents	2.16%	3

Do you receive any of the following public benefits right now?



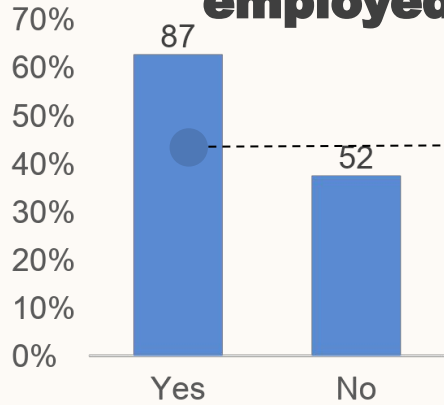
Do you receive cash or food aid from any of the following non-public means?



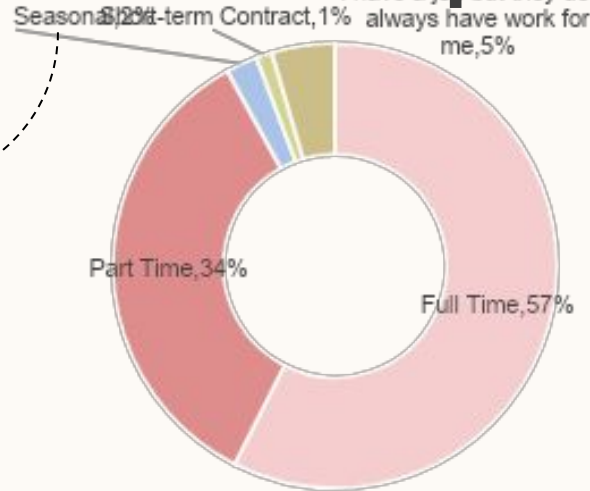
**I JUST WANT TO BE A PRODUCTIVE PERSON IN
SOCIETY WITHOUT BIASED, HIDDEN HURDLES
IN MY WAY**

- Survey Respondent

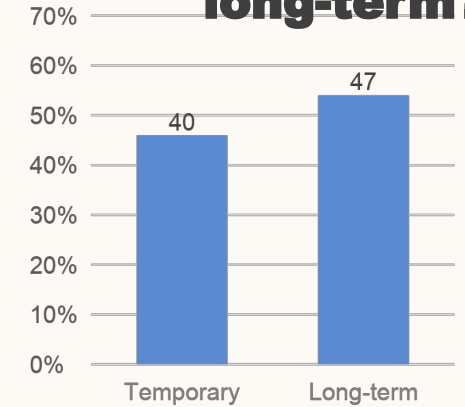
Are you currently employed?



Is it full-time or part-time?



Is it temporary or long-term?



What is your role or title?

Business or Professional Services

- Apartment Manager
- Baseball Ops Manager
- Clerical
- Dog Trainer
- Manager
- Office Administrator
- Office Intern
- Operations
- Sales
- Self-employed
- Small Business Owner (tattoo studio)
- Traffic Director
- Trainer

Construction & Skilled Trades

- Apprentice
- Electrician
- Independent Contractor
- Laborer

Customer Service

- Operator (call center)

Data & Technology

- Software engineer

Education

- Academic Counselor
- Dean of Students
- Graduate Student
- Research Assistant
- Student Assistant
- Teaching Associate

Food & Beverage

- Busser / Dishwasher
- Server

Health Care

- Behavioral Health Consultant
- Caregiver
- In home support services and FWS student assistant
- Medical Biller
- SUD counselor

Hospitality

- Curbside Guest Services
- Club Attendant
- Housecleaner

Manufacture and Warehousing

- Warehouse Associate
- Manufacturing Mill helper

Non-Profit

- Canvasser
- Case Manager
- Case Worker
- Client Advocate
- Director of Advocacy
- Director, Community Outreach
- Employment Specialist
- Fleet manager at NPO
- Grant Writer
- Life Coach
- Peer Navigator
- Program Manager
- Returned Citizen Advocate
- Youth and Gang Violence Intervention
- Youth Services Supervisor

Public Services & Safety

- Public Service
- Security Officer
- Trash pick up
- Special Prog Asst II Rec & Parks

Retail

- Retail Stocking & Inventory
- Retail Sales Associate

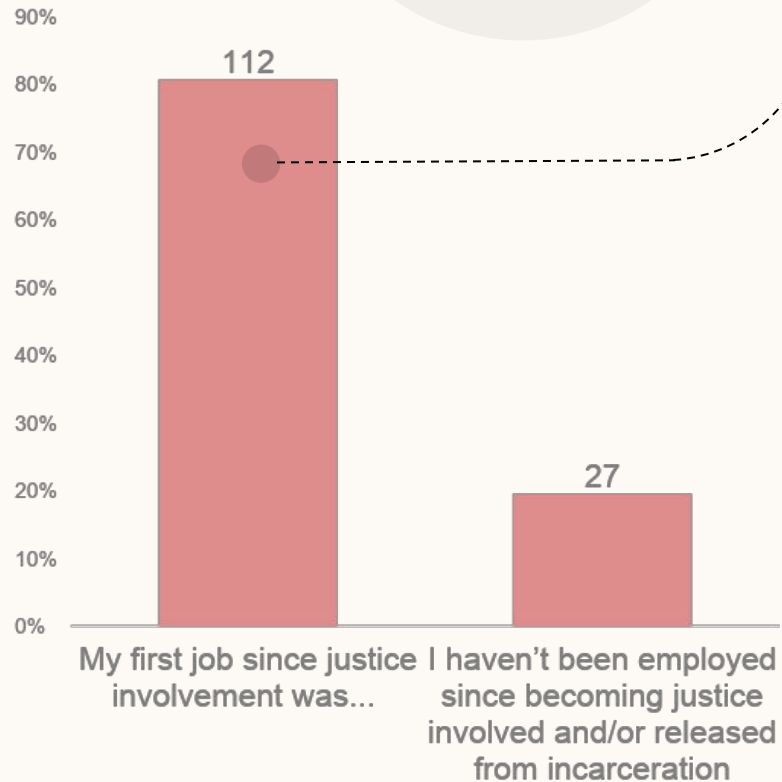
Technician

- Technician
- Tire technician

Transportation & Logistics

- Uber Driver

What was your first job after becoming Justice-Involved?



My First Job Was...

Business or Professional Services

Administrative assistant
Baseball Ops Manager
Office Clerk
Office Manager
Salesperson
Trainer

Construction & Skilled Trades

Auto Body Repair
Carpenter
Construction
Electrician
Independent Contractor
Laborer
Roofing
Welding

Customer Service

Operator (call center)
Telemarketing

Education

Academic Support Representative
School Teacher

Food & Beverage

Busser / Dishwasher
Catering Server
Cook
Fast Food Worker
Line Cook
Server

Health Care

In-home support services and FWS student assistant
SUD counselor

Hospitality

Housecleaner
Porter
Resort Parking

Manufacture and Warehousing

Manufacturer
Warehouse Worker

Media & Entertainment

Director
Editor

Non-Profit

AHJN
Canvasser at ANWOL
Canvasser
Case Manager
Intern at Project Rebound
Office Intern (ARC)
Peer Specialist
Program Administrator for an NPO
Project Rebound CSULA
Reentry case manager
Returned Citizen Advocate
Workforce Coordinator

Public Services & Safety

Center for Employment Opportunities
Community health worker
Housing Authority
Tenant Commissioner
Security guard

Retail

Retail Associate
Retail Sales Associate

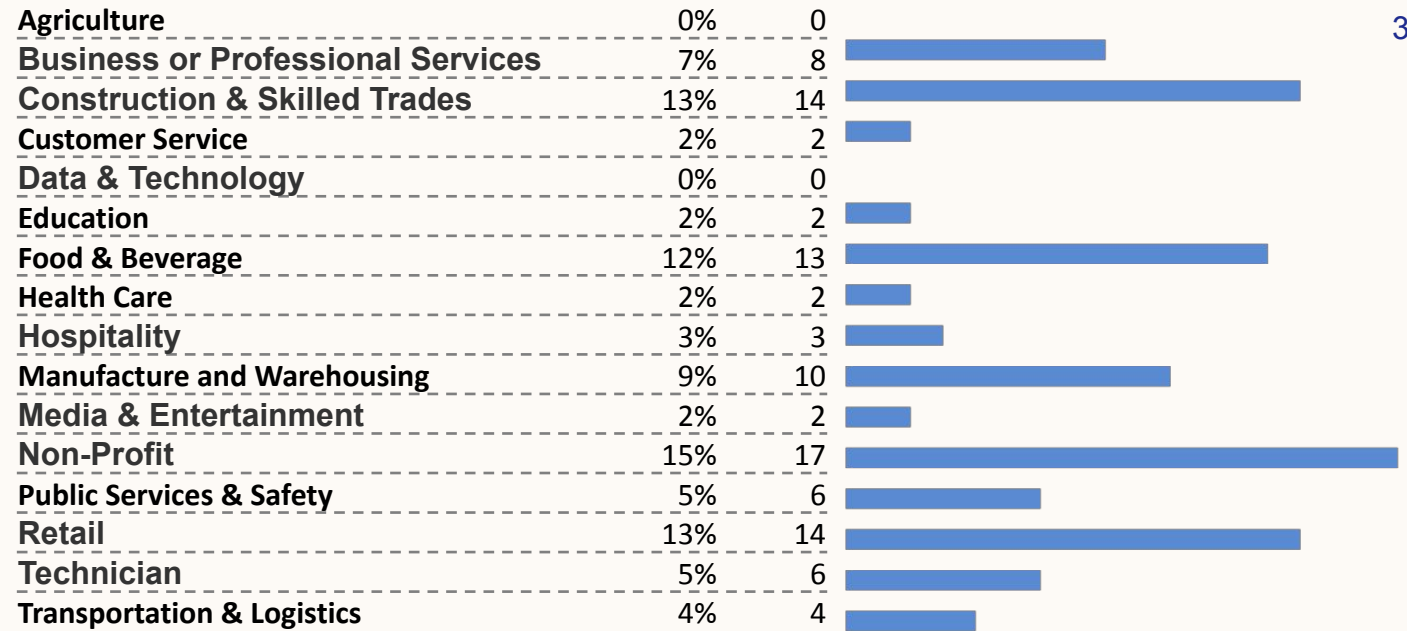
Technician

Car washer
Janitor
Maintenance
Pest Control
Property Maintenance
Sanitation

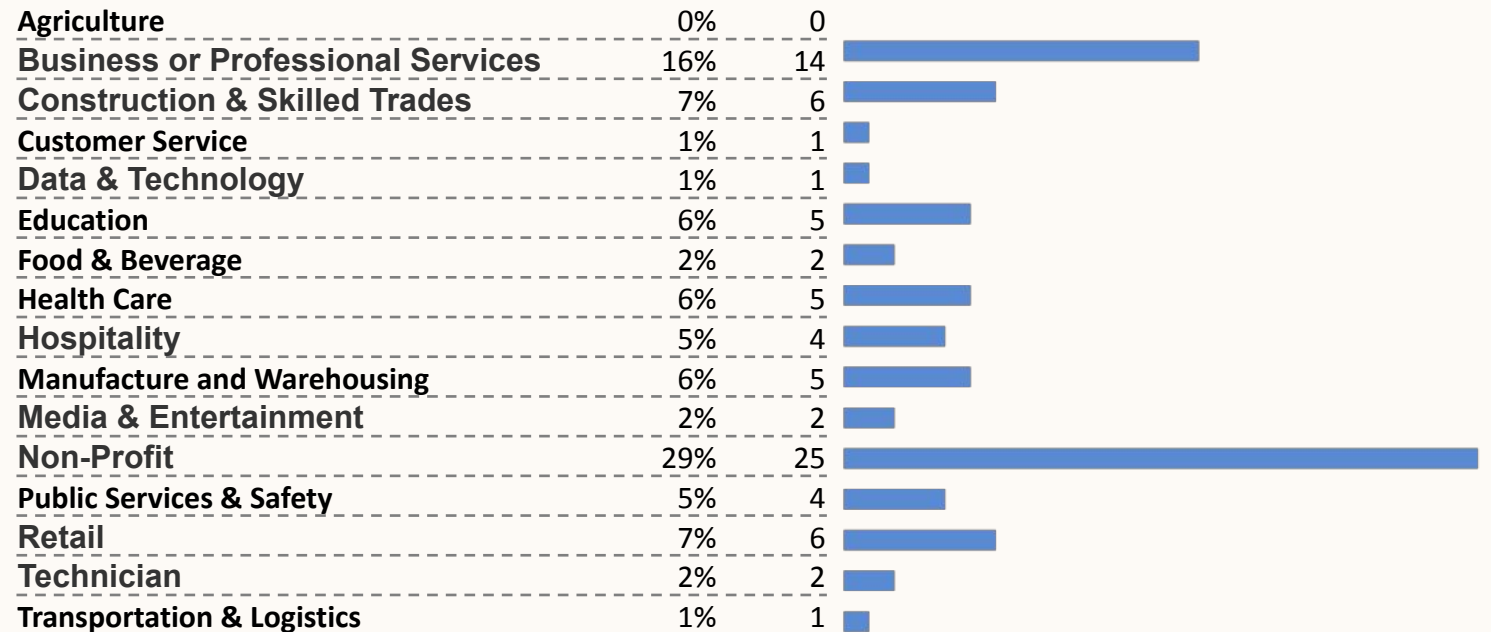
Transportation & Logistics

Bus driver
Driver
Uber Driver

Respondents' first jobs after becoming Justice-Involved?



Respondents' Current Employment



Current Employment Details | First Job After Justice-Involvement

How many jobs did you apply to or ask your friends/family about before you got that first job?

0	15	There was no significant difference in the types of jobs obtained within each range of application attempts. Within each range, Non-Profit, Retail, Food Service, Construction/Trades/Labor were all represented in roughly the same proportions as shown on the previous page.
1-10	67	
11-20	16	
21-30	5	
31-40	2	
41-50	2	
51-60	1	
More than 60	4	

How long did it take to find that first job?

0-3 months	47%	52	There was no apparent factor or set of factors found that a respondent could experience that would make them more or less likely to be hired within any given time frame. Education, demographics, time incarcerated, earliest arrest, industry/sector, were represented in roughly the same proportions as the respondent population as a whole.
3-6 months	25%	27	
6-12 months	15%	16	
1-2 years	6%	7	
More than 2 years	7%	8	

What was the biggest challenge in obtaining this first job?

Transportation (to interview or to job)	53%	59
Building a resume	23%	26
Employer isn't open to hiring someone with a record	23%	26
Supervision Conditions	22%	25
Finding places to apply to	22%	25
Other mandatory requirements (e.g., self help programming, housing curfews)	16%	18
Using technology	16%	18
Educational requirement	15%	17
Difficulty preparing for an interview	13%	14
Other (please specify)	13%	14
Access to technology (example: internet access, computer access)	10%	11
Difficulty making it to the interview stage	9%	10
Covid-19 Pandemic	9%	10
Occupational license requirement	8%	9
Finding daycare / babysitting for my child(ren)	4%	5
I do not want to answer this question	4%	4

By far the greatest challenge to gaining initial employment is transportation – both to the interviews and to the job itself if hired. We heard suggestions for remedying this with a bicycle program, a transit card program, higher GR, and employers who are willing to provide a transportation method.

It was also highly reported that help was needed with resume building, specifically how to explain long gaps in employment and discuss one's skills and education without revealing one's Justice-Involvement.

Employers' biases against Justice-Involved Individuals is the third largest challenge and goes hand-in-hand with the fifth most challenging item which is trying to find places to apply to. It was reported that current lists of employers who "hire felons" are inaccurate.

Supervision conditions and other mandatory requirements also make finding employment very difficult. Justice-Involved Individuals cannot be flexible with their schedule and especially their commuting radius. It was reported that the travel radius of 50 miles is especially difficult for construction, labor, and skilled trade workers whose job sites are often not within their own community.

What was/is the most helpful thing for gaining employment while being Justice-Involved?

Resume writing support	48%	66
Job search support	44%	61
Interview skills training / support	43%	59
Education support / training support (looking for, applying for)	38%	53
Housing support	36%	50
Transportation support	36%	49
My work experience that I already had	35%	48
Emotional support	34%	47
General financial support	33%	46
Legal support	28%	39
The education / training / certifications I already had	28%	39
Food security support	26%	36
My professional connections that I already have	25%	35
My personal connections that I already have	25%	34
Access to childcare	14%	20
Other (please specify)	4%	6

35



7

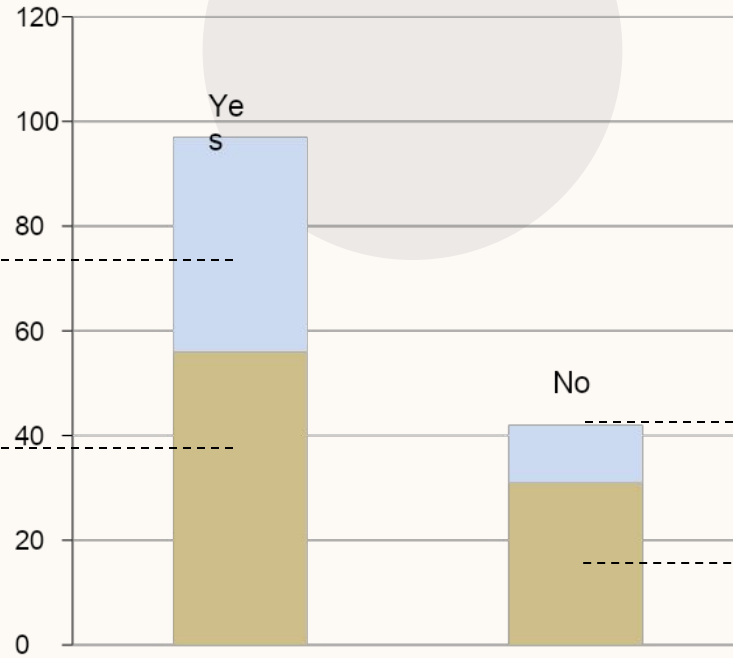
**I FEEL MY EDUCATION LEVEL AND
EXPERIENCE IS MORE THAN ENOUGH TO FIND
A GREAT JOB**

- Survey Respondent

Are you actively looking for a job right now?

88% of respondents who are currently unemployed and actively looking for a job identify their Justice-Involvement as a key factor in their unemployment. Within the remaining 12%, the largest key factor identified was transportation.

Not actively searching but still interested in employment opportunities. 1 respondent is unable to look for work due to immigration issues.



58% of respondents who are actively looking for a new job are currently employed. 61% of *those* respondents are at jobs that are **not** their first jobs since becoming Justice-Involved.

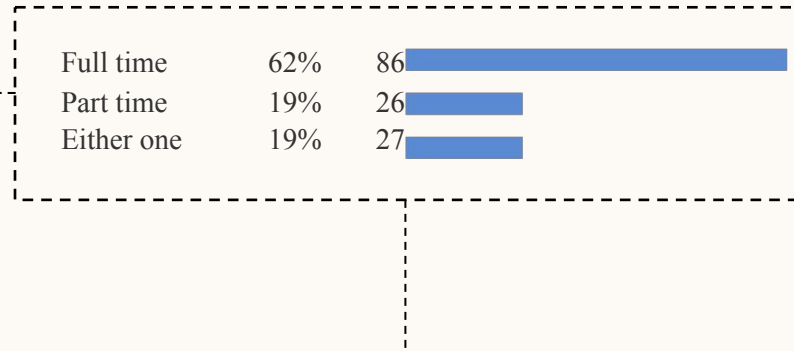
74% of respondents who are **not** actively looking for a new job are currently employed. 71% of *those* respondents are at jobs that are **not** their first jobs since becoming Justice-Involved.

First Employment After Justice-Involvement	Current Employment
Restaurant Worker	Sales Associate
Budtender	Office Administrator
Clerical	Apartment Manager
Retail	Special Prog Asst II Rec & Parks Part Time
Retail	Canvasser
Fast Food Worker	Medical Biller
Retail	Clerical
Warehouse	Technician
Construction	Retail
Case Manager for Impact Justice	Youth Services Supervisor
Warehouse	Community Health Worker
Intern at HBI	Life Coach
Pest Control	Service Coordinator I - Case Worker
Community health worker	Peer specialist
Carpenter	Case Manager
Fast Food Worker	Software engineer
Canvasser at ANWOL	Client Advocate
Fast Food Worker	Graduate student research assistant
Electrician	Electrician
Retail	Construction
Restaurant Worker	Laborer
Project Rebound CSULA	Warehouse
Canvassing for the elections	Life Coach
Housing Authority Tenant Commissioner	Security Officer
Carl's Jr / Honeywell security	Self-employed
Restaurant Worker	Tire technician
Janitor	Dog trainer
Driver	Life Coach
Collections	Director of Community Outreach

Summary

First Employment After Justice-Involvement	Current Employment
Center for Employment Opportunities	Mill helper
Resort Parking	Fair Chance Employment Specialist
Intern At a Re- entry Home	Student assistant
Walmart distribution center	Room attendant housekeeper
Workforce Coordinator	Academic Counselor
Warehouse worker	Behavioral Health Consultant
UPS	Speak to incarcerated youth about education
At a feed store, slinging hay	A Teaching Associate
Driver	Program Manager
Academic Support Representative	Reentry Manager
construction/labor	Small Business Owner of tattoo studio
Clerk	Clerk
Property maintenance	Peer Navigator
Security guard	Dean of Students
Homeboy Industries	Public Service
Office manager	Sales/ Operations
Program Administrator for a non-profit	Case Manager
Case manager	Manager
Warehouse	Apprentice
Server in a restaurant	Grant writer
Sales Associate	Fleet manager at nonprofit organization
Apprentice welder	Director of Advocacy

What Kind of Job Are You Looking For?





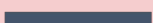
What do you look for in a job?

Pay	87%	120
Location	69%	95
Opportunity for career advancement	58%	80
Schedule	54%	74
Offers Training	47%	65
Culture	45%	62
Starts Immediately	34%	47
Support Services Available	27%	37
Industry / Sector	26%	36
Allows me to build my resume up and close the gap in my employment	25%	35
Workload	21%	29
Doesn't require school / training / licenses	18%	25
Title	11%	15
Size of Organization	9%	12
Benefits	7%	9

Would you say that you are currently having trouble / have had trouble in the past getting hired at the positions you really want to work in because of your justice involvement?

Yes	82%	113	
No	18%	25	

Has your justice involvement impacted your ability to move up within a company or an organization?

Yes	50%	55	
No	20%	22	
I'm not sure	31%	34	

“The lack of work history caused by being Justice-Involved is a key factor in this.”

“I get as far as the background check.”

“Many job interviews go great and they talk about moving me along the process. When they find out my background, that changes.”

“Since I’ve been involved with the law many employers don’t even consider me for a lead or managerial position.”

“It looks like a never-ending cycle if I can’t move up in a company because of a past mistake.”

“I left a 3-year job for a better paying position. One week into my position, they let me go due to my background. Even though I mentioned it prior to getting hired. Now I’m still in need of a job.”

“It is due to the lack of educational opportunities that I have because of my Justice-Involvement. It is like the mistakes of my past prevent access to future opportunities no matter how much I may have changed.”

“On my first shot at working in the trades I enrolled in this apprenticeship type program that embraced second chances to justice involved individuals like myself. Long story short ,out of 15 apprentices the only 3 that were not hired had a criminal record.”

“The internal self-esteem and self-judgment are as much a barrier to trying as any external conditions”

“PTSD”

When you are looking for job opportunities, where do you get that information from? (select all that apply)

Online Searches	83.33%	115
Personal Friends	37.68%	52
Public Program, Non-Profit Org, or Other Program	34.78%	48
Social Media	32.61%	45
Family Members	31.88%	44
I go to workshops or events	30.43%	42
I receive it in email	23.19%	32
Walk-ins or Help Wanted Sign	17.39%	24
I receive flyers or brochures about job opportunities	15.94%	22
Through School	13.04%	18
Former Co-workers	13.04%	18
Newspaper or Publication	12.32%	17
Previous Employer Relationships	9.42%	13
Supervision Officer	7.97%	11
I get phone calls about it	5.80%	8
Through a Religious Program	5.80%	8
Other (please specify)	5.07%	7

What forms of media do you use just in your regular daily life?

Facebook	52.17%	72
Television	50.72%	70
Instagram	45.65%	63
YouTube	44.93%	62
TikTok	31.16%	43
LinkedIn	30.43%	42
Twitter	17.39%	24
I read the newspaper	15.22%	21
WhatsApp	12.32%	17
Snapchat	10.14%	14
Reddit	10.14%	14
Other (please specify)	8.70%	12
Pinterest	7.97%	11
Quora	3.62%	5
QQ	1.45%	2
Sina Weibo	0.72%	1

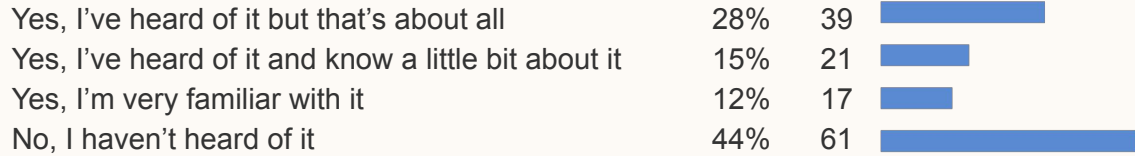
We want to make sure that the justice-involved communities are reached about employment opportunities. What do you think are the best ways employers can do that? How can they get those opportunities in front of you?

Social Media Blasts	17%	29
Direct Mail (email)	16%	28
Campaign Through Existing Offices (DCFS, DPSS, CDCR), Education Outlets, and NPOs (HBI, PWF, R&R, et al)	16%	27
I'm not sure	11%	19
Advertisements	10%	17
Job Fairs and Workshops for Justice-Involved Individuals	7%	12
Train Employers to be Anti-Discrimination	7%	12
Create More Organizations That Help Justice-Involved Individuals	6%	11
Direct Phone Contact (Text or Call)	6%	10
Print Media (newspapers, flyers, bulletin boards)	2%	4
Eliminate Background Checks From the Hiring Process	1%	2
Direct Financial Support	1%	1

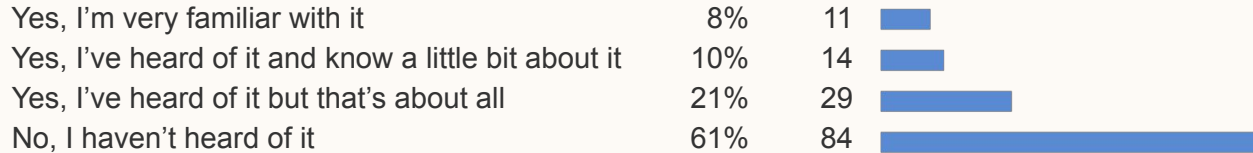
SIMPLY DON'T ASK...

- Focus Group Participant

Have you ever heard of the California Fair Chance Act?



Have you ever heard of the LA City Fair Chance Initiative for Hiring Ordinance?

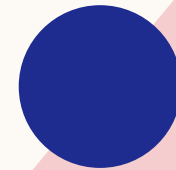


In the last 5 years, have any potential employers asked you about your justice involvement and/or done a background check on you BEFORE making you a conditional job offer (e.g., on the initial application, during the initial interview, etc.)?

Yes	56%	77
No	33%	45
I'm not sure	12%	16

When they found out about your justice involvement, did they stop the hiring process and/or take back a job offer because of it?

Yes	62%	58
No	38%	35



Have you ever attempted to challenge a potential employer's decision to stop the hiring process or take back a job offer?

Yes	12%	17
No	78%	108
I'm not sure	9%	13

Why did you not challenge the employer's decision?

I've just never been in that situation	38%	41
I didn't know I could do that	26%	28
I didn't want to because I knew it would take a long time and I needed a job immediately	15%	16
I didn't want to for another reason (fill in)	8%	9
I knew/thought I could do that but didn't know who to talk to	7%	8
I knew/thought I could, but I couldn't afford the lawyer or legal fees	4%	4
I didn't feel comfortable asking for help	2%	2

What did you submit to the employer to challenge their decision?

Certificates of completion or letters regarding continuing involvement in programs like self-help, substance abuse aversion, anger management, other wellness programs like personal counseling	47%	14
Proof of engagement in positive groups or movements, volunteer work, participation in community activities	40%	12
Letters from clergy, administrators, past employers, counselors, anyone in a position to witness your growth and attainment	33%	10
Personal letter about anything like the circumstances of your life in the past or about the crime that they should know or who you are now and how you got here?	30%	9
Challenge regarding the accuracy of the conviction history or background report	20%	6
Certificate of Rehabilitation (COR)	17%	5

What was the result?

Did not obtain job or settlement	43%	13
Obtained job I applied for	23%	7
Obtained different job at same company	13%	4
Other (please specify)	13%	4
Still pending	7%	2

Do you have any ideas for how fair chance hiring laws could be strengthened to support people in reentry obtaining jobs and entering financially stable careers?

Automatic Expungements or Records Sealing

"I think that after a certain length of time we just have to have our rights back."

"Any felony convictions over 10 years should not be a reason to deny employment"

Eliminate Background Checks Altogether

"I don't think ex-offenders should be discriminated against at work, and the judiciary should hide this information."

"Criminal records should be sealed upon release."

Increase Awareness of the Fair Chance Laws

"By educating system impacted people of their rights."

"Educating the community about their rights."

"Have public forums that invite this demographic and have employers who support this initiative come and attest to this ordinance and its support."

"Help people know about them while inside prison."

"Using social media platforms to reach those who need their help"

Incentivize/Penalize Employers According to Their Adherence to Fair Chance Laws / Ordinance

"Add civil penalties for Employers who violate it."

"Enforcement of employers following them. They say they do but always find a reason not to hire the felon."

"That company's are audited and held to a higher standard."

Provide Access to Related Resources

"By having emotional support team especially for those who are system impacted but affected with domestic violence issues."

"Create a directory of employment who support the formerly incarcerated community."

"Explain what the process would look like as in time and what personal costs would be."

"Give legal advice regarding job discrimination."

"Give us lawyers."

"More accessible information to those that need it and a more efficient process."

"More support and quicker processing for complaints."

"Offer stipends for securing employment that would be for a minimum of 6 months to offer additional stability."

"Some type of board that reviews denials that make sure companies are being fair."

"Work shops and work fairs all over the place and a bit more often."

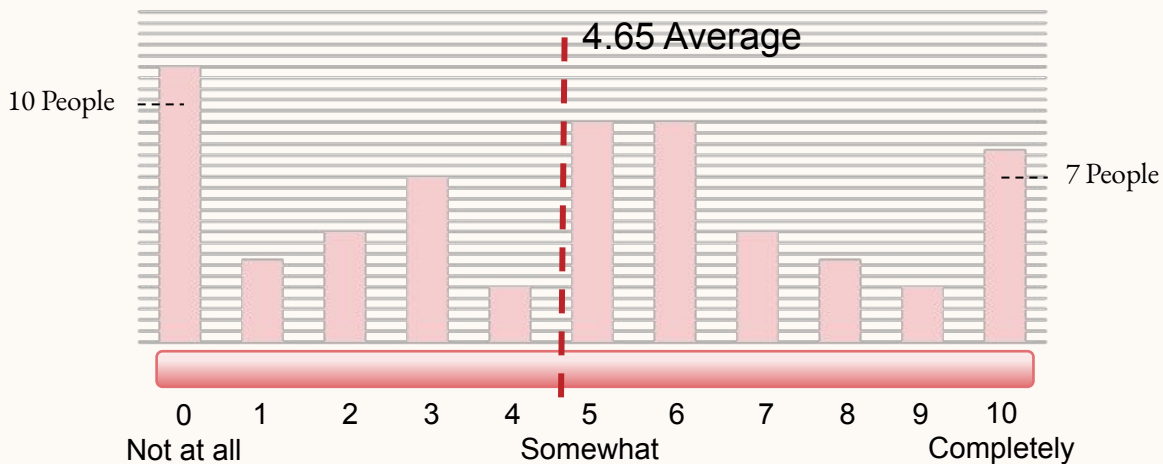
Have you ever accessed programs or services while looking for employment opportunities (e.g., America’s Job Center of California (AJCC), ARC, CEO Works, Chrysalis, Homeboy Industries, any others at all...)?

Yes	52%	72
No	48%	66

What were the three most useful services or support received?

Case management	51%	37
Resume support	36%	26
Self-help Groups	29%	21
Actual job training	28%	20
Finding job fairs and workshops	28%	20
Information on training resources for job seekers	28%	20
Career readiness curriculum	26%	19
Therapy	25%	18
Employment specific coaching / mentorship	25%	18
Education support / access to continuing education	21%	15
Interview coaching	19%	14
Transportation / logistical support	19%	14
Temporary job	19%	14
Direct monetary support (e.g., stipend, cash)	19%	14
Discovery of / access to special programs	17%	12
Information on the California Community College, State University, and UC systems	15%	11
Access to CalJOBS Database	15%	11
Information on adult education opportunities	14%	10
Access to Cal Grant Programs	14%	10
General Emotional Support	13%	9
Apprenticeship training	11%	8
Information on Apprenticeship Programs	11%	8
EDD Debit Card for SDI, UI, or PFL (paid family leave)	8%	6
California Training Benefits	6%	4
SDI (disability insurance) or UI (unemployment) claim filing	4%	3
Youth Program	4%	3
Older Workers Program	4%	3
Veterans Program	1%	1

On a scale of 0 to 10, were the services you received trauma informed? Did they make space for the specific traumas you have been through?



Do you have any ideas for programs or services that would be useful?

Practical Assistance

- "Transportation services"
- "Affordable reentry housing"

Mental Health Services or Support Groups

- "Counseling services"
- "More Black-centered healing circles"
- "More trauma and barrier informed support"
- "Opportunities for individuals to explore healing through art, music, creativity"
- "Therapy"

Regular Job Fairs / Workshops

- "Holding employment fairs with companies that support justice involved folks"
- "Job fairs. Create access to employment opportunities that would result in access to a livable wage."
- "Resume building workshops, County jobs specifically for those with felonies that pay a livable wage and good benefits."

Training / Resources for Currently Incarcerated Individuals

- "In house (jail) classes to encourage training of systems like HMIS. Or community health care workers etc... Or at least the basics."
- "Make these services available for those in pre-release"

Online Job Postings Dedicated to Employers Hiring Justice-Involved Individuals

- "A site that posts positions for jobs that will hire people with records."
- "Access to jobs for the post incarcerated."
- "Be specific when providing available jobs (i.e., temporary vs perm; location, skill sets required)"
- "Build accessible databases of employers that open to hiring formerly incarcerated people."
- "Employment agencies that cater to formerly incarcerated people in the following ways... tend to the emotions, anxiety, and limiting beliefs we feel throughout the job search process like a social worker... and cultivate a listing of available jobs that explicitly want to hire someone with a record (sort of like affirmative action for formerly incarcerated), have employers commit to a certain number of hires for people with records."
- "I think if there was a website like there is Indeed and those type of things that you could look up And find companies that are Justice impact friendly and know that you could go to the website and look up jobs there and that you would be accepted into those companies it would be really useful. Also, these same websites could have testimonials from other people that might say like don't work at this particular location because they aren't really that friendly you know, or this is a really great 1 to work for."
- "I want to learn how to apply for grants. Research grants and nonprofit organization start ups."

Vocational Training

- "Vocational school"
- "Vocational training"

More Reentry Programs

- "Any reentry programs would be so helpful."
- "Programs modeled on ARC and PREP."
- "Employment programs for more established professionals who are felons"
- "Programs like Homeboy Industries"
- "More programs like Chrysalis or ARC Apprentice program because they have direct access to employers looking for labor."
- "Reentry programs connected to business that are wanting and willing to hire those coming home to that program and having their training in these reentry facilities for that purpose."
- "Total support and case management throughout the whole time until you reach your desired goals including housing and employment or whatever it is you need to be successful and maintain your goals."
- "Transitional homes within house employment opportunities built in. I work for The Last Mile, an in-prison tech education program, I would love to secure jobs for coders and have a place for people to parole to and start working immediately."

Practical Skills Trainings (technology use, resume building, etc.)

- "Apprenticeship programs, mentoring, life coaching entrepreneurship and technology training"
- "How to use basic technologies (smart phones, set up emails)"
- "Personal Finance"
- "Personal development"

APPENDIX IV - FCH LA Strategy

Fair Chance Hiring LA

TaskForce Strategy Proposal

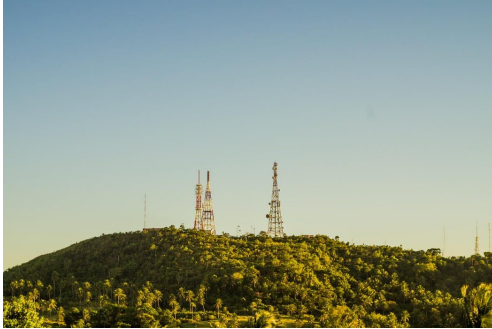


Our Goal

We will develop a strategy that showcases LA County as the lead Fair Chance Employer, while resonating with the business community and justice-involved individuals.



Program Goals



Increase awareness of the Fair Chance Act, the duties and responsibilities of employers, as well as best practices.



Garner support and buy-in from the business community.



Motivate employers to hire justice-involved individuals.

Program end goal:

Get at least 100 businesses to hire at least 1 justice-involved individuals

Target Audience



Los Angeles Business Community

The Fair Chance Hiring campaign will speak directly to Los Angeles Employers of medium and large businesses. Educating both business owners and HR/recruiting staff on program incentives.

We are targeting businesses that are 1) ready to hire or 2) interested in learning more about fair chance hiring.



Justice-Involved Individuals seeking employment

The campaign will aim to inform Justice-Involved individuals of the opportunities and protections granted to them based on the The Fair Chance Act, along with guidance on getting hired with a participating employer.

The campaign is speaking to hiring managers or DEI leaders who are or can be committed JII champions

Industries



Healthcare & Social Services



**Construction, Green Industries,
Advanced Manufacturing**



**Transportation, Warehousing
(Trade & Logistics)**



Professional & Technical Services



Sports, Arts, Entertainment, Recreation

Learnings

There is an **overwhelming lack of familiarity with Fair Chance employer benefits.**

Employers report agreeable of positive net benefits of hiring JII; such as reducing the risk of re-offending, removal of biases via “Ban the Box” policies, and contributing to the local economy.

Educate those who haven’t hired JII on dispelling the perceived risks (myth busting) particularly distinguishing between financial and inherent bias.

Reentry workers have the same performance or better as other workers. Their **loyalty, reliability, punctuality, honesty and overall quality** of work in many cases is better than others.

Employers must consider how they support racial equity. This support is a larger paradigm shift that helps workers gain more power with their employers.

There is a ripple effect in society from Fair Chance Hiring. Removing barriers to employment for JII through Fair Chance policies can serve as a net benefit to the local and national economy.

Companies also need education on the financial benefits of inclusive hiring practices. Most aren’t familiar with:

Federal Tax Credits, Insurance bonds, Reimbursement for on-the-job training, Preferred employer opportunities to be better positioned to secure LA County contracts

Employers most common obstacles in hiring:

Finding and recruiting qualified workers, Employee retention/turnover, Finding and recruiting workers with diverse background, Employee soft skills

Wraparound services are key to stable employment, given JII are facing housing, financial and MH obstacles.

DEO AJCC is providing services.

Perceived Risks to Hire JII

Hiring JII can be seen as a threat to the organizational reputation

Employing someone recently released (e.g., wanting to see job history first)

Perceived safety in the workplace

STRATEGIC FRAMEWORK

Communication Objectives

Educate LA County employers on the societal and financial benefits of Fair Chance hiring.

Educate JII on their rights in order to inspire hope and empower them as ambassadors of the movement.

Dispel the misconceived risks for the organization hiring JII through champion statements, data and overall sentiment that these individuals will exceed expectations for themselves and their families.

Hiring managers are in the right time and economy to **drive change and trailblaze equitable Fair Chance hiring practices**, while demonstrating the return on investment for local businesses and direct impact on the LA County community.

Strategy

Break Out of the Box

The Fair Chance Hiring campaign will engage LA County business owners and hiring managers with **thought-provoking facts and emotion-evoking storytelling to showcase the outcomes of hiring equitably**. A hiring campaign with a bold and disruptive nature, it will challenge and demystify preconceived ideas about the reentry population while showcasing justice involved individuals impact both in the workforce and society as a whole.

Our campaign creative including digital media and printed collateral will use eye-catching colors, fonts and strong portrait visuals to break through and create brand memorability while bridging the gap between Fair Chance and DEI.

Focus on Storytelling

Our earned media efforts will center on storytelling and will include feature stories, op-eds and broadcast interviews that highlight showcase the success of JII while dispelling common misconceptions about hiring justice involved individuals.

Press stories will leverage insights and endorsements from key spokespeople in LA County to demonstrate credibility and a unified front of support, while the voices of justice-involved individuals in the workplace will showcase the positive socio-economic benefits of Fair Chance hiring.

Through our renowned social justice partners, our monthly JII and business events will be an in-person experience to further educate hiring managers through discussion and and real life examples of the ROI of hiring JII.

Media Plan

With a solid Marketing and Communications strategy in hand, we will use a four prong approach to build awareness of the program



Organic Content and Partnerships

Target: Network partners; County Departments, Employment agencies, JCAAs, Recruiters

We will distribute campaign collateral and merch to key partners, digital badges to showcase support, and organic social content on DEO channels.



Earned Media

Target: Business Owners, Targeted Industry Leaders and Managers

Op-eds or educational articles on Fair Chance hiring practices and why including JII makes a business' workforce truly equitable

Cross-cultural distributions via Ethnic Media Services



Advertising

Target: Industry Leaders/Managers

Digital ads - Create a media mix of the most effective digital placements on LinkedIn and Glassdoor

OOH - Strategically placed wheatpastes to reach decision makers of our top industries (at constructions sites, near hospitals, warehouse or port areas)



Events

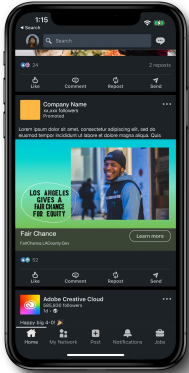
Target: Business Leaders, Press, JII

We will have a kickoff event focused on earned media and general awareness.

Following, there will be monthly smaller events with business sectors and JII to support the placement and commitment to overall campaign goals. Events will include a portrait art series featuring our JII ambassadors.

Organic Content Distribution

We will leverage organic content in both digital and IRL to reach a larger volume of employers and hiring managers. Through owned channels, strategic partnerships, and by equipping our partners with the materials they need to build program awareness, we will expand our impact.



Digital Assets

We will **produce social media graphics** that partners, businesses and County Departments can use to showcase their support and commitment to Fair Chance Hiring.

Deliverables: 32 graphics (both general and industry specific)



Campaign Materials

Ensuring that County HR, Job Centers of America sites, and our core partners all have **Fair Chance Hiring materials and toolkits** available to JII and potential employers at all intersection points.

Deliverables: Business and JII Toolkits, flyers and other merch (budget dependant)



Badging

We will **encourage County Depts and participating businesses to badge themselves** as Fair Chance employers to help reduce the stigma.

Deliverables: IRL window decals and posters, digital badge for websites

Earned Media

Press Tactics

Overview: In order to reach **potential Fair Chance employers** in the County, secure feature stories and op-eds in mainstream, business, trade and HR publications that detail the benefits of Fair Chance hiring.

Stories will utilize data and first-hand experiences as supporting evidence, leveraging success stories from prominent Fair Chance employees and their employers (Sony, J.P. Morgan & Chase) to demonstrate the proven advantages of Fair Chance Hiring and to lend credibility.

Sample Headlines:

LA Business Leaders Take a Pledge for Fair Chance Hiring

Fair Chance Hiring Can Be the Solution to Healthcare's Labor Shortage

70 Million Americans with Criminal Records Are Blocked From Getting a Job: Here's How LA is Committed to Making Employment More Equitable

Op-Ed: Fair Chance Hiring is Good for Your Biz: Here's How Hiring Fair Chance Talent Can Increase Productivity, Retention and Performance

Los Angeles Times

LOS ANGELES BUSINESS JOURNAL



Forbes

Los Angeles Daily News

Earned Media

Press Tactics

Overview: For lifestyle and cultural stories that reach both **business leaders and justice-involved individuals**, leverage the powerful first-hand accounts of fair chance hiring from JII to secure stories in local LA and cultural press, spanning online publications, radio and TV.

For cultural outlets, offer Brandon Tauszik's portraits and artistic statement as impactful visual complements that will help drive the personal nature of these stories.

For more general stories, secure news stories that detail which local companies are hiring justice-involved individuals, sharing specifics on when and how interested candidates should apply.

Potential Headlines:

These LA Businesses are Giving All Angelenos a Fair Chance at a Job: Here's How to Apply

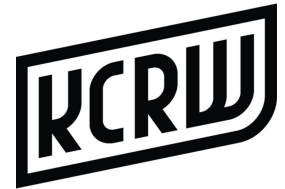
Brandon Tauszik Captures the Experiences of Angelenos Reentering the Workforce

X Company Gave me a Fair Chance at a Job: Now I'm a Manager and Paying it Forward

Los Angeles Times

LA WEEKLY

It's Nice That



Paid Advertising

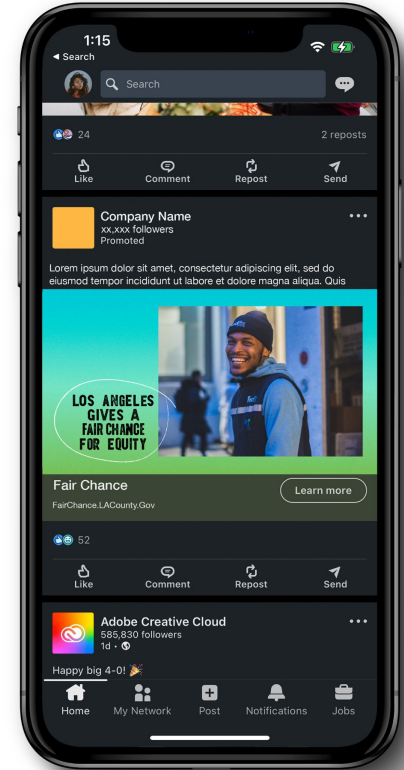
We will spend our ad budget effectively where hiring managers and business leaders are currently frequenting. There will be a heavy up on spend during the first two months of the campaign, to build awareness and momentum for the program and the monthly events.

Geotargetted digital ads will be placed on LinkedIn A variety of ad formats including in-feed ads, event ads, carousel ads and document ads are being explored. Ads will target hiring managers and business leaders in our key industries and locations with bold designs and thought-provoking headlines. Ads will lead directly to a form to get more information on how to become a fair Chance employer and warm handoff to Leaders Up.

Sponsored Posts To supercharge our storytelling efforts, we will secure sponsored press stories and op-eds in strategic publications that business owners are reading, such as Forbes, Entrepreneur and the LA Times.

Thoughtfully picked locations on or adjacent to construction sites, hospitals/healthcare facilities, logistics and/or LA ports with high foot traffic and low ad turnover will be chosen for our wheatpaste. Creative will include QR codes that lead to the Fair Chance landing page.

	February	March	April	May	June	Total
LinkedIn	\$5k	\$4k	\$4k	\$4k	\$3k	\$20k
Sponsored Posts	Budget to be allocated per story, estimating 1-2 key placements					\$7k
Wheatpastes	\$2.5k	\$2.5k				\$5k
						\$32,000



Employer Champion Digital Promotion

In order to start building an equitable job market for JII, we will include resources and instructions in the Business Toolkit which will encourage our Fair Chance Employer Champions (ie. J.P. Morgan & Chase, LA County Parks, etc.) and newly interested Fair Chance employers on how to showcase themselves as a Fair Chance Employer during the digital hiring processes.

Instructions on how to place and boost a job posting ad on job search engines like Indeed, LinkedIn, Monster and Glassdoor as a Fair Chance employer and best practices to build an equitable organization as they search for their next hires.

We recommend our program partners work with Fair Chance Employer Champions to be featured as Fair Chance Employers with their digital badge on Indeed and LinkedIn, who have recently created Fair Chance job search filters.

We will work with champions to get their story into press, blogs, and on hiring platforms. We will help them tell their stories.

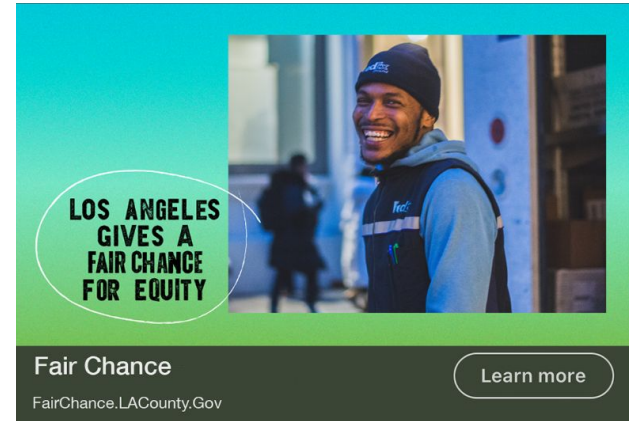


Owned Channel Strategy

The newly launched Department of Economic Opportunity website will be our destination for all digital media. Starting with a Media Toolkit and an overview of the program, with the direction of the County Communications team, we will be adding all necessary toolkits, event calendars and additional resources to this page.

To support in building awareness of the campaign and our monthly events, we propose **DEO send out bi-monthly reminders via their newsletter.** Content will feature resource links, event updates, press updates and any other monthly news.

We will create 32 social media content pieces to be distributed on owned channels. Content will vary from pieces that highlight pictures of JII with a quote from them or their employer or copy-driven bold data points that align with the overall strategy pillars.



Launch Event Strategy

Host a campaign launch event with a press conference, panel discussion, art installation unveiling and a community luncheon, providing a platform for press opportunities, networking and community dialogue to begin and carry throughout the campaign. This event will serve as a catalyst for businesses and reentry leaders to share both the opportunities and challenges that the Fair Chance Hiring campaign will tackle in the coming months.

Event Features:

- **Speakers:** Leverage support and public endorsements from the Board of Supervisors, additional County depts. and prominent prominent businesses who have adopted Fair Chance Hiring practices to demonstrate credibility and a unified front.
- **Luncheon:** Facilitate roundtable discussions between attendees at a sit-down luncheon. With the goal of fostering relationships and sharing experiences, the tables will be a mix of representatives from the County, business leaders, successful justice-involved individuals, and supporting partner organizations.
- **Art Installation:** Debut photographer Brandon Tauszik's campaign portraits, inviting attendees to take both the images and personal statements.
- **Press Engagement:** Invite press to attend the event, sharing the details of the program in advance for them to prep their stories. Facilitate roundtable discussions between press and key spokespeople for the campaign, as well as organic conversations between Fair Chance employers and employees. Invite press to explore the portraits and coordinate interviews between artist Brandon Tauszik as needed.



SAVE THE DATE FOR THE
FAIR CHANCE
HIRING PROGRAM LAUNCH EVENT

FRI 1.27.23 | 11AM-1PM
EARVIN "MAGIC" JOHNSON RECREATION CENTER
905 E. EL SEGUNDO BLVD.

Please join the Los Angeles
Department of Economic Opportunity
for a community luncheon and art
exhibition unveiling

department
of economic
opportunity
COUNTY OF LOS ANGELES
fairchance

Partner Event Strategy and Marketing Materials

In support of Leaders Up and Root & Rebound we will partner on monthly events for hiring managers and JII. We will provide organic content (merch, digital assets, badges) so that everyone who comes into contact with the campaign becomes an ambassadors.

Events for Business and Hiring Managers

Purpose: Convene business owners and employers to inform them about fair chance hiring and secure commitments to hire justice-involved individuals.

Goal: Identify businesses from high growth industries and with hiring needs, refer them to the Business Services Representatives (BSRs) for services / technical assistance and connect them to a talent pool of justice-involved individuals.

Target Audience:

- Owners / CEOs of businesses from the 5 high growth industries
- Human Resource Managers from the 5 high growth industries and are directly involved in recruitment and implementing hiring policies in their organizations
- Businesses who have hiring / workforce needs and are not already / connected to our BSRs / workforce system

Outreach: LeadersUp must outreach through various ways including but not limited to sending invites, emails, calls, flyers, working with their network, in order to reach as many businesses as possible and ensure high attendance in events.

Marketing/Comms Deliverables: Provide Hiring Managers with the Business Toolkit, Flyers, Digital resources, QR code to Fair Chance Landing page, directions to the “Become a Fair Chance employer” form, a branded business window decal, notebook (other merch items), and event materials as determined

Partner Event Strategy and Marketing Materials

In support of Leaders Up and Root & Rebound we will partner on monthly events for hiring managers and JII. We will provide organic content (merch, digital assets, badges) so that everyone who comes into contact with the campaign becomes an ambassadors.

Informational Events for JII

Purpose: Inform JIIs about the FCH Act, workforce, and supportive services available to them.

Goal: Identify as many JII's looking for employment, professional training, and/or career advancement opportunities and refer them to the AJCCs for services and connect them to employers committed to hiring JIIs.

Target Audience:

- JII's not already connected to workforce services or a reentry organization
- JII's connected to workforce services or a reentry organization looking for additional workforce training and career change/advancement

Outreach: Root & Rebound outreach must be done through various ways including but not limited to sending invites, emails, calls, flyers, working with their network, in order to reach as many justice-involved individuals as possible and ensure high attendance in events

Marketing/Comms Deliverables: Provide JIIs with a Fair Chance Hiring Toolkit and One pager, QR code to Fair Chance Landing page for more info, useful branded merch item (ie. notebook, folder), and event materials as determined.

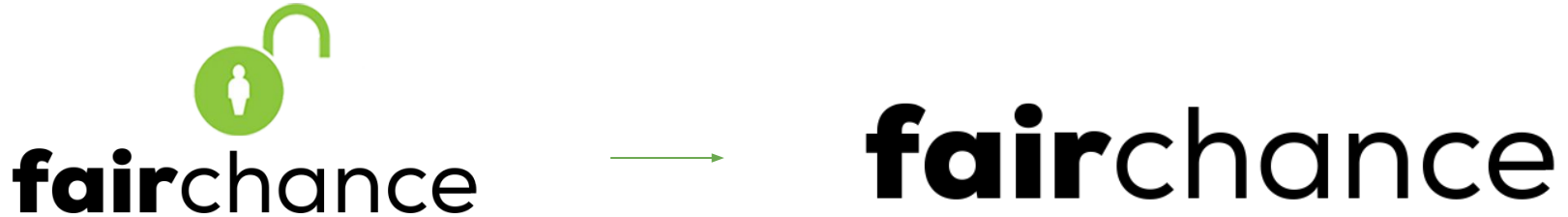
Budget

We are allocating our limited marketing budget strategically in order to generate interest and leads for the team at Leader's Up to convert into committed employer champions.

	February	March	April	May	June	Total
Advertising: LinkedIn	\$5k	\$4k	\$4k	\$4k	\$3k	\$20k
Advertising: OOH	\$2.5k	\$2.5k				\$5k
Earned Media: Sponsored Posts	Budget to be allocated per story, estimating 1-2 key placements					\$7k
Organic Content/ Printing/Merch	\$5k	\$5k	\$5k	\$5k	\$5k	\$25k
Launch Event Art Series	\$10k					\$10k
Event Support	\$2k	\$2k	\$2k	\$2k	\$2k	\$8k
APPROX TOTAL						\$75,000

**CAMPAIGN
CREATIVE**

Logo Evolution



Design Iteration

The style of the logo icon felt prescriptive in how it could be associated with different design directions. Our design directions explore adapting the logo lockup to text only. If this evolution doesn't meet branding expectations, we can integrate it within certain elements or all elements as needed.

Iconography

When thinking about how the campaign comes to life, and our focus on storytelling look toward the future of justice involved individuals, the lock can feel on the nose and could conflate with a past of incarceration.

Tagline

To create a memorable campaign, we have developed a simple yet effective campaign tagline that anchors in the current importance of an equitable society, community and workforce. Fair Chance will become synonymous with equity and equitable hiring in LA County.

Equity starts with a Fair Chance.

Equity starts with Fair Chance Hiring.

An equitable workforce starts with fair chance hiring.

Business Focus:

Fair Chance Hiring: Good for People, Good for Business, Good for LA.

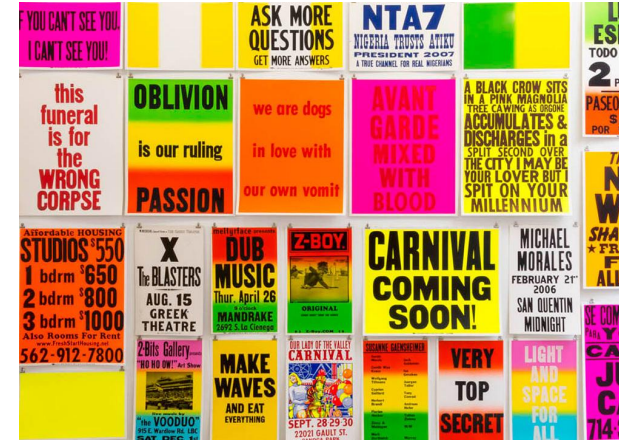
Approved Design Direction: Bright & Inviting

Only in LA

We'll highlight the vibrancy of Los Angeles County by taking inspiration from classic Colby prints and using colors that evoke hope and opportunity.

Woodblock

With bold font treatments inspired by retro woodblock posters we'll move away from a corporate approach and infuse a human element into the creative.





**NEED A
HARD WORKER?
CHOOSE ONE
THAT HAS
OVERCOME
ADVERSITY**

fairchance
FAIRCHANCE.LACOUNTY.GOV

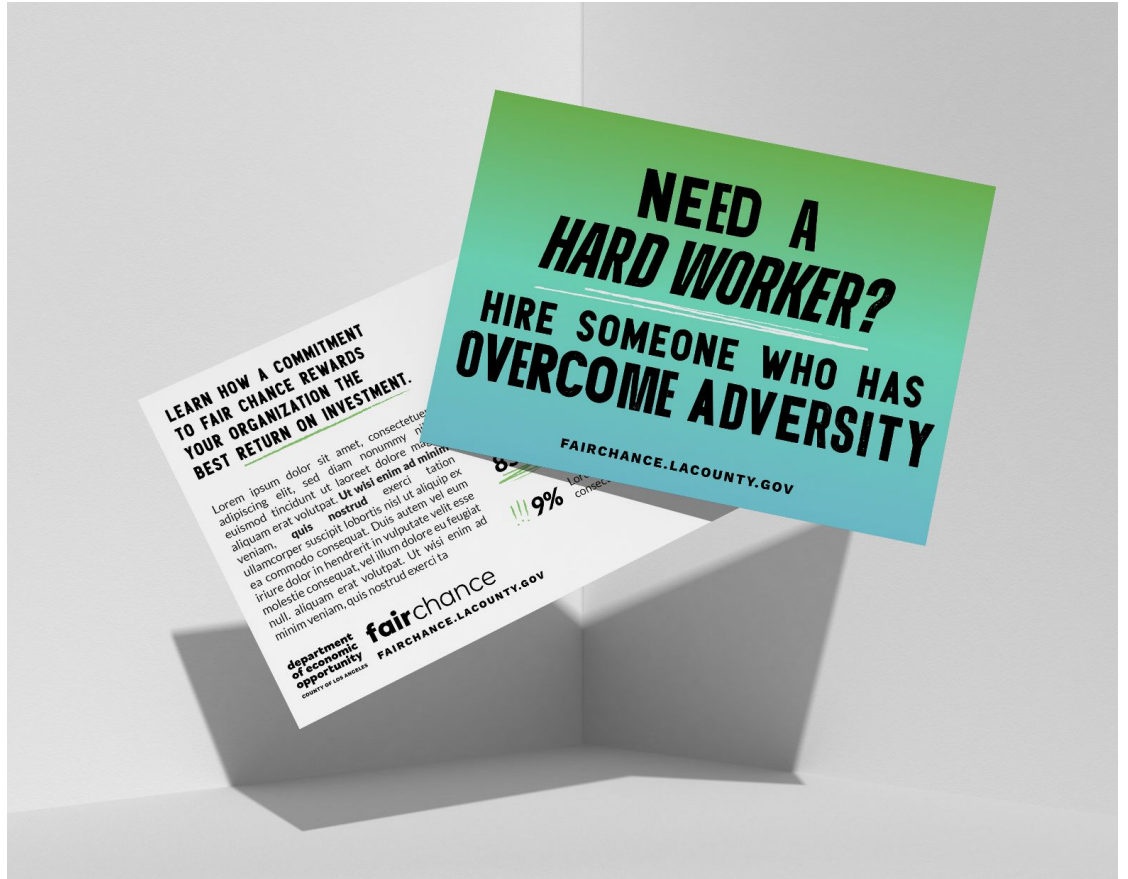
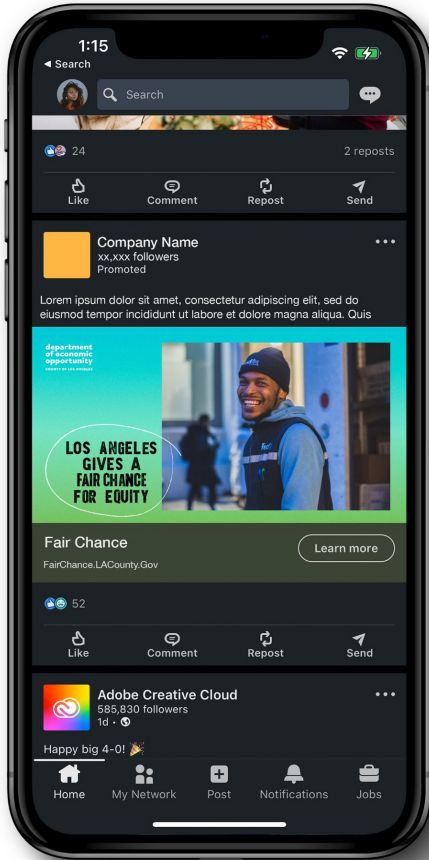


department
of economic
opportunity
COUNTY OF LOS ANGELES

**AN
EQUITABLE
SOCIETY
STARTS WITH A
FAIR
CHANCE**

fairchance
FAIRCHANCE.LACOUNTY.GOV





Thank You

Dana Coffman
505.913.1900

Pascale Cardozo
310.756.3501



APPENDIX V - FCH Business Toolkit

FAIR CHANCE HIRING

**An Employer's Guide to
Hiring System-Impacted Individuals**

fairchance

**department
of economic
opportunity**
COUNTY OF LOS ANGELES

Powered by Root & Rebound, LeadersUp and TaskForce

WHY EQUITY STARTS WITH A FAIR CHANCE

Every year, more than 650,000 individuals go through the criminal legal system and return to their homes and to the workforce, looking to start anew. This includes approximately 60,000 of our neighbors right here in LA County. If they are not given opportunities for employment, a source of livelihood, and a place to live, two-thirds of them will likely recidivate within three years of release.

With California predicted to rise from the world's fifth to fourth largest economy this year, and with numerous high growth industries ranging from healthcare to construction, transportation and manufacturing to name just a few in LA County alone, the significant unemployment rate of individuals in reentry is simply unacceptable.

It's time to change this.

The County of Los Angeles is proud to lead the charge for Fair Chance hiring. Last year, the Board of Supervisors set forth a motion for a countywide effort in building awareness and creating opportunities for Fair Chance hiring. This year, the Department of Economic Opportunity (DEO), together with its partners LeadersUp, Root & Rebound, and TaskForce, are bringing together Fair Chance employers and system-impacted job seekers through curated information sessions for businesses and individuals in reentry. Through this information series, we hope to match your business' hiring needs with a talent pool comprised of system-impacted applicants who are committed to making a difference in your business.

The contents of this toolkit will demonstrate that Fair Chance hiring makes good business sense: it widens your talent pool, fortifies your recruitment strategy, grows your DEI, brings in reliable, productive, and loyal employees, reduces recidivism and creates safer and stronger communities.

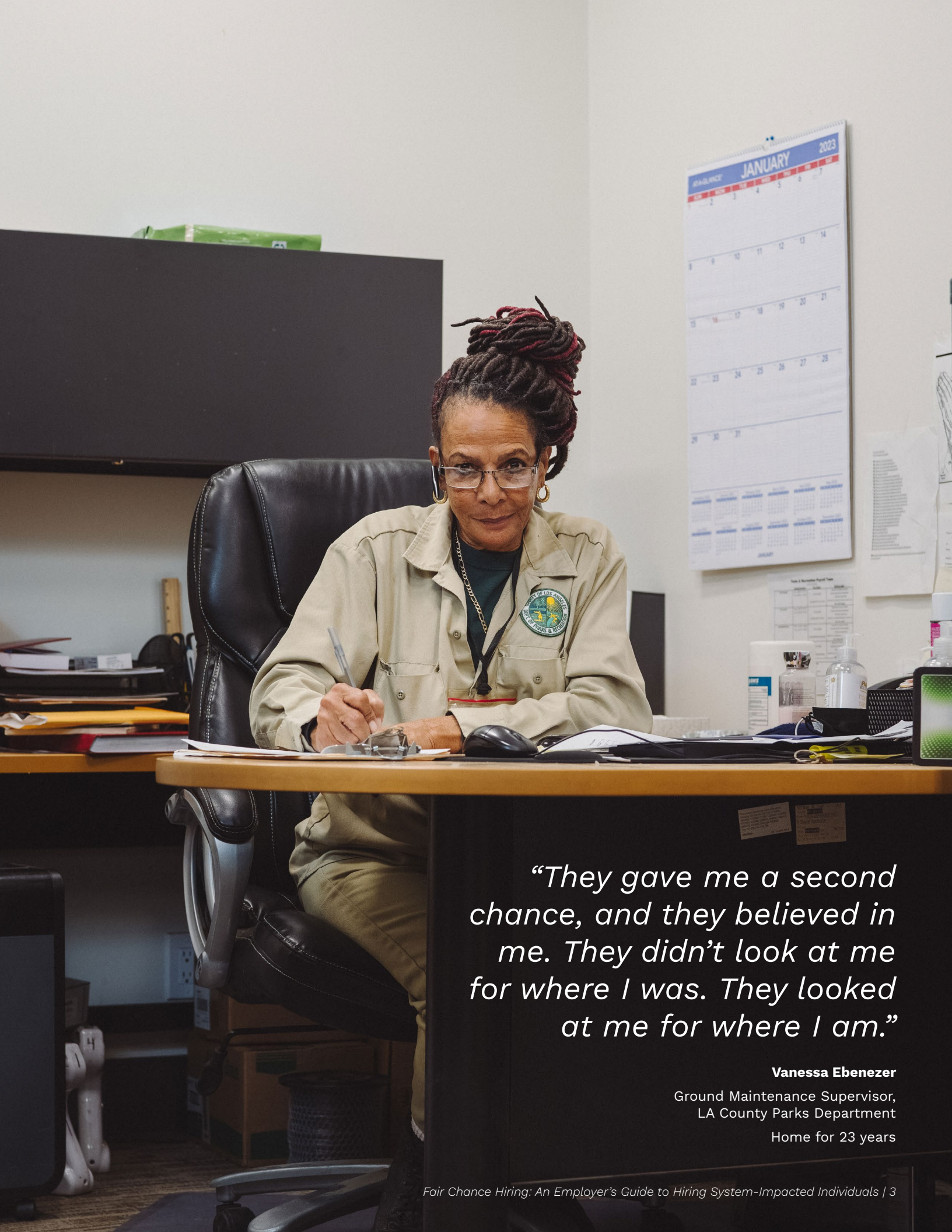
LA County gives you even more reasons to be a Fair Chance employer - businesses hiring from the reentry workforce have access to a range of financial incentives and assistance programs. While we are motivated by the growing number of Fair Chance partners behind us, we know that we cannot do this important work without you. We are committed to supporting you in this endeavor. Your Fair Chance hiring journey starts now.



Kelly LoBianco

*Executive Director
Economic and Workforce Development,
Los Angeles County Department of
Economic Opportunity*

Portraits in this guide were taken by Brandon Tauszik, with stories compiled by Alisha Jucevik.



“They gave me a second chance, and they believed in me. They didn’t look at me for where I was. They looked at me for where I am.”

Vanessa Ebenezer

Ground Maintenance Supervisor,
LA County Parks Department

Home for 23 years

THE BENEFITS OF FAIR CHANCE HIRING

Our Fair Chance hiring Program helps connect your business to local system-impacted individuals who are qualified and ready to work. Fair Chance hiring offers many **benefits for your business, community, and prospective employees**, and your business will have access to a suite of services and incentives.

IMPACT ON YOUR BUSINESS' BOTTOM LINE

- **Opens your business up to a host of incentives like:**

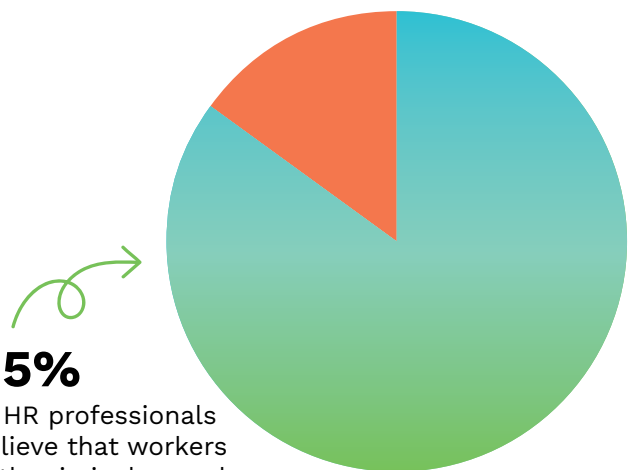
- **Work Opportunity Tax Credit:** Qualify for **tax credits ranging from \$1,200 - \$9,600 per employee** when you hire our Fair Chance Program job seekers.
- **Homeless Hiring Tax Credit:** Qualify for **tax credits ranging from \$2,500 - \$10,000 per employee** when you hire our housing-insecure job seekers.
- **Bonding Program:** Protect your business with our **no-cost fidelity bonding insurance** which covers your business assets from losses incurred. The bonds are good for up to six months from the hiring date and cover up to \$10,000 at no cost to employers.
- **On-the-Job Training:** **Offset the cost for new employee training** and get reimbursed up to 90% when you hire our Fair Chance program job seekers.

- **Opens up your workforce to a host of available talent for hire:**

- A recent report by the Society for Human Resource Management demonstrated that **85% of HR professionals believe that workers with criminal records actually perform “as good or better than”** those without.

- In a survey conducted by LeadersUp, an overwhelming majority of businesses report positive perceptions of system-impacted employees, many saying these **employees’ quality of work, honesty, loyalty to the organization, and reliability are “significantly better”** than average.
- Recent survey data across the county have revealed that employers believe that **system-impacted employees are just as or even more reliable, honest, and punctual**, compared to non-system impacted employees.

Reallocates tax dollars to benefit more members of society. The \$291/day it costs the community to incarcerate an individual can be reallocated to benefit more members of society.



85%

of HR professionals believe that workers with criminal records actually perform “as good or better than” those without.

IMPACT ON YOUR BUSINESS' DEI COMMITMENT

- **Demonstrates a commitment to anti-racism and diversity, equity and inclusion** by looking at a pool of candidates that will more than likely be from diverse racial and economic backgrounds, gender identities, and sexual orientations.
- **Opens your business up to a massive pool of talent for potential new hires.** Working with trusted third-parties like nonprofit workforce development organizations can help ensure that a candidate is coming with the skills to benefit the role.
- **Ensures federal compliance** with Ban the Box laws, including California's Fair Chance Act.

THE SOCIAL IMPACT OF FAIR CHANCE HIRING

- **Assists with the hiring of 1 in 3 Americans** who may be denied employment due to their background.
- **Become a partner in the County's largest training partnership effort** to build the future workforce.
- **Earn County recognition as a Fair Chance Employer Champion** while advancing diversity, equity, and inclusion within your workforce.

UNDERSTANDING OF FAIR CHANCE HIRING



7 out of 10 employers are unaware of Fair Chance hiring laws, but 5 out of 10 are very interested or moderately interested to learn more about it



6 out of 10 employers are not at all familiar with the County's incentives and assistance for Fair Chance employers

WHAT HIRING MANAGERS SAY



Out of those who have hired system-impacted individuals, **8 out of 10** employers report that system-impacted individuals' performance at work is significantly better, a little better or the same as their co-workers' performance in terms of quality of work, honesty, loyalty, reliability, relationship with co-workers and punctuality



7 out of 10 employers strongly agree or agree that viable talent is overlooked without Fair Chance hiring



7 out of 10 employers strongly agree or agree that removing barriers to employment for system-impacted individuals through Fair Chance hiring can serve as a benefit to the local economy



“System-impacted people are goal-oriented, and if you can teach somebody how to do it, they can become one of your best employees.”

Jack Morris

Program Manager at the RISE Reentry Program,
St. John’s Community Health

Home for 5 1/2 years

MYTHS ABOUT HIRING SYSTEM-IMPACTED INDIVIDUALS

“Hiring system-impacted individuals is a risk to my business financially”

→ Research demonstrates that system-impacted individuals are **reliable** and **consistent**. Studies show DEI has the potential to **increase sales revenue**, increase customer base and ultimately **increase profits**. Committing to DEI makes good business sense.

“System-impacted individuals are not good workers and in the long-run, it will not be profitable for my business”

→ Research shows that system-impacted individuals tend to **stay longer**, while being just as, if not **more productive than their peers**.

“If I hire someone with a record, it will become a threat to my business’ reputation”

→ Fair Chance hiring demonstrates that your business is **committed to diversity, equity and inclusion**, which in today’s global marketplace is a competitive edge. In addition, studies show that more and more customers and employees are looking for companies that reflect their own personal values.

“Hiring a person re-entering the workforce will cost time and money because they will need extensive training”

→ Data from business leaders and HR professionals proves the opposite. A recent SHRM survey showed that 74% of business leaders who have adopted Fair Chance hiring practices said that the cost-per-hire of workers with records was about the same as or less than that of workers without records. Moreover, our **Fair Chance program includes benefits to offset up to 90% of wages**.

“It’s hard to find qualified candidates with criminal records”

→ People with records can bring a wide array of talents, skills, and perspectives to the workplace. In fact, **many have held jobs while incarcerated, gaining both technical and soft skills**. We can connect you with reentry and workforce development organizations that can help employers find and continue to train qualified candidates with records. LeadersUp is well-positioned to connect businesses with talent and prepare your organizations to support growing career pathways. Learn more at leadersup.org.

“Individuals with criminal convictions are not eligible for government jobs or government contracts”

→ As the largest employer in Southern California, LA County makes it a point to take the lead in Fair Chance hiring. What’s more: **companies that commit to Fair Chance hiring practices are better positioned to win lucrative LA County contracts** if they hire system-impacted individuals through the County’s Target Hire Program. Contact LeadersUp to learn more about committing to Fair Chance hiring.

“Whatever we put on her plate, she’ll learn and then **go above and beyond and do extra research to learn more**. Now she’s probably the most experienced paralegal in our office.”



Elizabeth Yang
Founder, Yang Law Offices
and Fair Chance employer

CHECKLIST TO BECOMING A FAIR CHANCE EMPLOYER

- Attend Fair Chance convenings** to learn more about diverse hiring tactics used by small to medium-sized businesses.
- Increase inclusiveness in your hiring pool** by determining how system-impacted individuals can fill roles within your industry.
- Seek opportunities to **build employer coalitions** that sustain a Fair Chance hiring momentum.
- Promote upcoming events and **recruit colleagues within your network** to attend.
- Explore your hiring landscape and **rethink who the “ideal” candidate is** by using a Fair Chance hiring framework.
- Partner with workforce development and reentry services organizations** to increase your capacity to hire system-impacted jobseekers.

BEST PRACTICES FOR SUCCESSFUL FAIR CHANCE EMPLOYERS

- When advertising and marketing roles for system-impacted individuals, employers can leverage workforce development programs, reentry services nonprofits, and other support infrastructures for system-impacted individuals.
- To shift to more inclusive hiring practices, employers can use different forms of communication to help system-impacted individuals feel comfortable in sharing their stories (when/if applicable), if there is concern that a conviction record may be adverse to the duties of the job. After making a conditional offer, employers can invite the applicant to provide more context to their record and information about the person and worker they are today, in writing or through a confidential conversation.
- Leading employers retain system-impacted individuals by modeling inclusive workplace culture using thoughtful language within job postings and internal communications. Refer to the language guide on page 10.
- Inclusive interviewing tactics include asking competency and skills-based questions about roles and responsibilities. [Learn more here.](#)
- We recommend employers review the ways to avoid adverse hiring practices, available through the Academy to Innovate HR. [Learn more here.](#)



“We begin by hiring people who represent our community, whether it’s race, socioeconomic status, incarceration history – our peers. That’s how we prioritize. We support our mission and vision.”

Elena Fernandez

Chief Programs Officer,
St. John’s Community Health
Jack Morris’ Supervisor

“In an effort to assist our transition from prison to our communities as responsible citizens and **to create a more positive human image of ourselves**, we are asking everyone to stop using these negative terms and to simply **refer to us as PEOPLE**. PEOPLE currently or formerly incarcerated, PEOPLE on parole, PEOPLE recently released from prison, PEOPLE in prison, PEOPLE with criminal convictions, but PEOPLE.”

Eddie Ellis

Center for NuLeadership on Urban Solutions,
“Open Letter to Our Friends on the Question of Language”⁷

DEFINING TERMS USED IN THE TOOLKIT

Criminal Legal System describes the policing, prosecution, courts, and corrections system, without asserting that the system delivers justice. Founded in racism, the criminal legal system continues to disproportionately impact people of color and people experiencing poverty.⁸

Incarcerated Person refers to anyone currently incarcerated in any carceral setting (e.g., prison, local jails, juvenile camp, etc.), without making any assumptions about guilt or innocence.⁹

Formerly Incarcerated Person refers to anyone who had been incarcerated and is now released.¹⁰

System-Impacted is an umbrella term that includes those who had been incarcerated, those with arrest or conviction histories, but have never been incarcerated, and those who have been directly impacted by a loved one being incarcerated.¹¹

WHY LANGUAGE MATTERS

Language and word choice are powerful tools that can alter attitudes and thought patterns about both individuals and groups of people. Language is at the heart of successful Fair Chance hiring.

For Fair Chance hiring to be successfully implemented, we must use language that is as intentional and inclusive as possible. Historically, people impacted by the criminal legal system have been talked about in ways that deny their humanity and, instead, define them by a past act or their involvement in a system that is often unjust. To support inclusion and recognize the human dignity of members of the system impacted community:

- **Use “people-first” language**, such as “person who is currently incarcerated,” “person convicted of a crime,” or “person who was formerly incarcerated,” that focuses on a person’s humanity and centers their dignity.
- **Avoid words that evoke fear and perpetuate stereotypes and biases**, such as “criminal,” “convict,” “inmate,” “felon,” or “parolee.” This language also defines the person by their interaction with the criminal legal system, making it harder for a person to move beyond past actions and flourish in a new stage of life.

Using person-centered language in your company or organization requires conscientious practice. Through inclusive language, organizations can learn to speak more accurately and listen to each other better, **working to build a more effective team and culture.**

⁷ Eddie Ellis, *Open Letter to Our Friends on the Question of Language*, Center for NuLeadership on Urban Solutions, 2016, <https://static1.squarespace.com/static/58eb0522e6f2e1dfce591dee/t/596e13f48419c2e5a0e95d30/1500386295291/CNUS-language-letter-2016.pdf>

⁸ Erica Bryant, *Why We Say “Criminal Legal System” Not “Criminal Justice System”*, Vera Institute of Justice, Dec. 21, 2021, <https://www.vera.org/news/why-we-say-criminal-legal-system-not-criminal-justice-system>

⁹ Michael Cerda-Jara, Steven Czifra, Abel Galindo, Joshua Mason, Christina Ricks, Azadeh Zohrabi, *Language Guide for Communicating About Those Involved In The Carceral System*, Berkeley, CA: Underground Scholars Initiative, UC Berkeley, 2019

¹⁰ *Id.*

¹¹ *Id.*

THE CALIFORNIA FAIR CHANCE ACT & LA CITY FAIR CHANCE INITIATIVE FOR HIRING ORDINANCE*

BAN THE BOX

What’s the box? The box on the job application that asks whether you have a conviction.

Under the California Fair Chance Act¹ and LA City Fair Chance Initiative for Hiring Ordinance,² most employers can’t ask ANY questions about a criminal record before making a conditional job offer - including on an application or at an interview.³ In most cases, it is also illegal for employers to have blanket bans that exclude all applicants with criminal records or applicants with certain convictions.

THE FAIR CHANCE PROCESS

INDIVIDUAL EVALUATION	Employers must consider each applicant as an individual ⁴ and evaluate 1) the nature and seriousness of the conviction(s), 2) how much time has passed since the conviction(s), and 3) the job duties to determine if the specific conviction(s) are directly, negatively related to the job. ⁵
INITIAL WRITTEN NOTIFICATION	If an employer makes the preliminary decision to take back the job offer, the company must identify for the applicant the specific conviction(s) that led to the decision and provide a copy of the background check.
APPLICANT RESPONSE	Applicants must be given at least five business days to respond to the initial decision and be told that their response may include evidence of background check errors, ⁶ proof of rehabilitation, and information that places the conviction(s) in a less negative light.
RE-EVALUATION	Employers must consider any new information submitted and re-evaluate whether the conviction(s) still justifies not hiring the applicant.
FINAL WRITTEN NOTIFICATION	The company must inform the applicant in writing of any final decision to revoke the offer and of the applicant’s right to file a complaint with the government about the decision.

OFF-LIMITS INFORMATION

Most employers can’t ask about or use the following information to make employment decisions:

- Arrests that did not result in convictions (unless the case is currently open)
- Diversion (pretrial and post trial)
- Marijuana-related convictions older than 2 years
- Arrests or convictions that have been sealed, dismissed, “expunged,” erased by statute, pardoned or issued a Certificate of Rehabilitation (COR)
- Juvenile proceedings and records

*Special thanks to Legal Aid at Work (LegalAidAtWork.org) for allowing us to adapt some of their materials for the Legal Appendix.

¹ California Government Code § 12952.

² Los Angeles Municipal Code § 189; Los Angeles Administrative Code § 10.48

³ There are some exceptions for jobs that involve working with vulnerable populations, such as children or elderly, and certain positions, such as within law enforcement agencies.

⁴ The LA City Fair Chance Initiative for Hiring Ordinance requires that the individualized assessment is done in writing.

⁵ When making a hiring or employment decision that relies upon conviction history, a Fair Chance employer should consider the following factors: age at the time of conviction, or release from prison; evidence that the individual performed the same type of work, post-conviction, with the same or a different employer, with no known incidents of criminal conduct; length and consistency of employment history before and after the offense or conduct; evidence of rehabilitation and efforts to change, e.g., education/training; mitigating facts or circumstances surrounding the offense or conduct; employment or character references; and any other information regarding fitness for the particular position.

⁶ Employers must give applicants at least 10 days to provide proof of any errors on the background check.

LA COUNTY AS THE LEAD FAIR CHANCE EMPLOYER

As the largest employer in Southern California, with over 100,000 employees in more than 36 Departments, LA County attracts thousands of dedicated public servants interested in diverse fields spanning law enforcement, property assessment, public health protection, water conservation, cultural activities and many more.

The County of Los Angeles firmly believes that its employees are its greatest asset. A career in the County means joining a workforce as diverse as the people that it serves. Creating equal opportunity is deeply valued in the County. This is why the County is proud to lead the way in Fair Chance hiring.

As a Fair Chance employer, an applicant's conviction history will not be considered unless and until that applicant receives a contingent offer of employment. The County will then conduct an individualized assessment to determine if an applicant's conviction history is directly and adversely related to the job, taking into consideration potential mitigating factors, including, but not limited to, evidence and extent of rehabilitation, recency of the offense(s), work history and references, and age at the time of the offense(s).

The County's most recent hiring data reflects the County's commitment to Fair Chance hiring. In 2021, 862 individuals with conviction records received a contingent job offer. This comprises 14% of all those who received contingent job offers that year. After an individualized assessment was conducted, the County extended offers to 93% of the people with records who received conditional offers.

Hailed as one of the Top 10 Government Services Employers by Forbes Magazine, LA County's Department of Human Resources will continue to collaborate with stakeholders to persistently **create pathways to employment for system-impacted individuals**. With integrity and respect as its core values, the County stands true to its commitment of creating boundless opportunities for all. To learn more about obtaining employment with LA County visit, hr.lacounty.gov/fairchanceemployer.

Get additional resources and watch for the schedule of our upcoming business events at opportunity.lacounty.gov or by scanning this QR code.



FAIR CHANCE HIRING INFORMATION FOR JOB SEEKERS

KNOW YOUR RIGHTS* THE CALIFORNIA FAIR CHANCE ACT

Ban The Box

What's the box? The box on the job application that asks whether you have a conviction.

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¹There are some exceptions for jobs that involve working with vulnerable populations, such as children or elderly, and certain positions, such as within law enforcement agencies.

The Fair Chance Process:

INDIVIDUAL EVALUATION	The company must look at you as an individual and evaluate 1) the nature and seriousness of the conviction(s), 2) how much time has passed since the conviction(s), and 3) the job duties to determine if your specific conviction(s) are directly, negatively related to the job.
INITIAL WRITTEN NOTIFICATION	If it decides to take back your job offer, the company must identify the specific conviction(s) that led to the decision and give you a copy of the background check.
YOU RESPOND	You must be given at least five business days to respond to their decision. Your response may include evidence of background check errors, ² proof of rehabilitation and positive aspects of your current life, and information that places your conviction(s) in a less negative light.
RE-EVALUATION	The company must consider the new information you submit and re-evaluate whether your conviction(s) still justify not hiring you.
FINAL WRITTEN NOTIFICATION	The company must inform you in writing of the final decision and of your right to file a complaint with the government about their decision. ³

² You have 10 days to provide proof of any errors on the background check.

³ If you think an employer has violated fair chance hiring laws, reach out to a legal services organization for support with filing a complaint.

Off-Limits Information

Most employers can't ask about or use the following information to make employment decisions:

- Arrests that did not result in convictions (unless the case is currently open)
- Diversion (pretrial and post trial)
- Marijuana-related convictions older than 2 years
- Arrests or convictions that have been sealed, dismissed, "expunged," erased by statute, pardoned or issued a certificate of rehabilitation (COR)
- Juvenile proceedings and records

*Special thanks to Legal Aid at Work (legallaidatwork.org) for allowing us to adapt some of their materials.

PRESENT YOUR BEST SELF

- Make all voicemail greetings and social media profiles work appropriate and create a professional email address.
- Pursue and/or complete your education, vocational training, or volunteer opportunities for additional experience.
- Participate in professional development and job readiness programs.
- Develop your resume and create a list of personal and professional references.
- Prepare materials to present to the employer about your record which may include evidence of training, education, volunteer work, work experience, awards, or a statement about the positive life you live today.
- Get a copy of your record and reach out to a legal services organization for record-cleaning support.

JOIN US AT ONE OF OUR UPCOMING EVENTS!

Interested in healthcare, construction/green industries/manufacturing, transportation, technical services, sports/arts/entertainment? Learn more about the career pathways available to you. Get the chance to connect with potential employers, learn more about fair chance hiring laws and legal support, and receive free livescan services at one of our upcoming events:

FRIDAY 2.17.23 | 10-11:30AM

Virtual Meeting

Register to attend at
<https://fcfebr17.eventbrite.com>

WEDNESDAY 4.19.23 | 10AM-12PM

Meeting at Amity Foundation in South LA

Register to attend at
<https://fcapr19.eventbrite.com>

The LA County America's Job Centers of California is your one-stop shop for FREE services and resources such as job search and resume writing preparation, workforce development training, stipends, transportation assistance and many other supportive services.

Learn more and watch for the schedule of our other events to be announced soon:
opportunity.lacounty.gov



fairchance
equity starts with a fair chance

department
of economic
opportunity
COUNTY OF LOS ANGELES

ROOT & REBOUND
REENTRY ADVOCATES

MEET GLORIA CABRERA,
a system-impacted individual who found employment through LA County's reentry internship program and has been building her future as a professional legal assistant.



Gloria Cabrera
Legal Assistant, Yang Law Offices
Home for 6 years

As a legal assistant at Yang Law Offices, clients often forget that Gloria Cabrera is not an attorney yet and will ask her if she can fight their case for them. Perhaps it's because Gloria draws from her past experiences, bringing understanding and compassion to her work. Her interest in law began at the age of 13 when her older brother was arrested at the age of 15. She remembers studying his case, poring over documents and going to court hearings and his trial. Gloria started as an intern at Yang Law Offices, with no formal experience and developed into a legal assistant role, with plans to attend law school in the coming years. Gloria says she is driven by the discipline and stability she's attained throughout her career. She's also just achieved a major milestone in her life: she bought her first home.

After experiencing homelessness at the age of 15 and going in and out of the system in her early 20s, a public defender helped Gloria start on a new path. He restored her hope and gave her renewed drive to break the cycle. Speaking to others navigating reentry, she calls on this essential hope. "Once you lose that, there's no drive," she says. "But if you see a bigger picture, if you see yourself somewhere in your life, just go for it."

APPENDIX VII - Art Installation

fairchance

equity starts with a fair chance

ABOUT THE ARTWORK

Portraits taken by Brandon Tauszik, with stories compiled by Alisha Jucevik.

Brandon Tauszik is a documentary photographer and filmmaker whose work examines elements of America's social periphery. His previous project "Facing Life" profiled eight people as they transitioned from incarceration back to society after serving life sentences in California prisons. He pursues personal projects as well as commissions and is the recipient of a 2018 grant from the Pulitzer Center for Crisis Reporting.

Over the years, he's dedicated much of his work to documenting people transitioning from incarceration back into society, and he's come to learn how the crux of successful reentry is employment. In creating this project for Fair Chance, Brandon said, "I wanted to position formerly incarcerated employees, and the employers that hired them, within their active professional roles. In photographing both groups in the same fashion, I intended their identities to blur, so that perceptions of one's past become eclipsed by the present."

ABOUT THE FAIR CHANCE HIRING PROGRAM

Nearly 1 in 3 Americans have a criminal legal record. Despite research revealing that system-impacted individuals' performance at work is equal to or better than that of their co-workers, they continue to register an astounding national unemployment rate of over 27%. In spite of the recent re-orientation towards diversity, equity, and inclusion in many of our organizations, system-impacted individuals continue to suffer from stigma and prejudice. How can we build inclusive, safe spaces where everyone has a level playing field to become productive members of our workforce?

In California, the Fair Chance Act (FCA), Assembly Bill 1008, was enacted in 2018 to level the playing field for applicants who may be qualified but are often denied due to their background. Under the California FCA, most employers cannot ask any questions about a criminal record before giving a conditional job offer - including on the written application and during the initial interview process. In most cases, it is also illegal for employers to have blanket bans that exclude all applicants with criminal records or applicants with certain convictions.

This year, the LA County Department of Economic Opportunity is proud to launch the Fair Chance Hiring program, an initiative that brings together Fair Chance employers and system-impacted job seekers through curated information sessions and job-matching. The program will demonstrate that Fair Chance hiring is not only mutually beneficial to businesses and system-impacted job seekers, it is also an important commitment to true diversity, equity, and inclusion in the workplace.

Because equity starts with a Fair Chance.

**"IT WAS JUST A
SEED OF HOPE.**

**SOMEBODY
BELIEVED IN ME,**

**AND IT CREATED
A DOMINO EFFECT
BECAUSE SOMEONE
BELIEVED IN ME."**

- GLORIA CABRERA



GLORIA CABRERA

Legal Assistant, Yang Law Offices

Home for 6 years

As a legal assistant at Yang Law Offices, clients often forget that Gloria Cabrera is not an attorney yet and will ask her if she can fight their case for them. Perhaps it's because Gloria draws from her past experiences, bringing understanding and compassion to her work. Her interest in law began at the age of 13 when her older brother was arrested at the age of 15. She remembers studying his case, pouring over documents and going to court hearings and his trial. Gloria started as an intern at Yang Law Offices, with no formal experience and developed into a legal assistant role, with plans to attend law school in the coming years. Gloria says she is driven by the discipline and stability she's attained throughout her career. She's also just achieved a major milestone in her life: she bought her first home.

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ELIZABETH YANG

Founder, Yang Law Offices

Gloria Cabrera's Supervisor

Working in an industry where people often work overtime, Elizabeth Yang started her law firm with the hopes of creating a healthy and balanced work environment for her team. Her goal is for her team to bring understanding and respect to each case, and her employee Gloria Cabrera does this with grace. Elizabeth hired Gloria as an intern almost four years ago, just two years after opening her firm. "She came in here with zero law firm experience, had never worked for a law firm, and no legal background. And now, people who have worked in the legal industry longer than she has go to her with questions," Yang says.

Above all, Elizabeth speaks of Gloria's dedication and love for the job. She jumps at the chance to tackle a challenge, learn new skills, and help her fellow employees. Elizabeth appreciates Gloria's ability to see the clients where they are, without judgment but with kindness and an eagerness to help. "It's good to hire someone who's gone through that challenge in their life because they survived it," Elizabeth says. "And if they've learned from it, then they're a stronger person."

**"WHATEVER WE PUT
ON HER PLATE
SHE'LL LEARN
AND THEN
GO ABOVE
AND BEYOND
AND DO EXTRA RESEARCH
TO LEARN MORE.**

**NOW SHE'S PROBABLY THE MOST
EXPERIENCED PARALEGAL
IN THE OFFICE."**

- ELIZABETH YANG



**"SYSTEM-IMPACTED
PEOPLE ARE
GOAL
ORIENTED
& IF YOU CAN TEACH
SOMEBODY HOW TO DO IT,
THEY BECOME
ONE OF YOUR
BEST EMPLOYEES"**

- JACK MORRIS

JACK MORRIS

Program Manager at the RISE Reentry Program, St. John's Community Health

Home for 5½ years

Jack Morris dreams of someday owning a ranch in Montana. Until then, he plans to continue his meaningful work serving the formerly incarcerated community. As a system-impacted individual, Jack is an essential connector between St. John's Community Health and others who have had experiences like his. He can understand and speak to the barriers his clients may face as they navigate reentry. "They're goal orientated," Jack says, speaking about those who have been in the system. "When you bring a person into an employment environment, their job is not to step on anybody to move forward. Their job is to try and move forward with assistance while also providing assistance, and that benefits the whole organization."



ELENA FERNANDEZ

**Chief Programs Officer,
St. John's Community Health**

Jack Morris' Supervisor

**"WE BEGIN BY HIRING
PEOPLE WHO REPRESENT
OUR COMMUNITY,
WHETHER IT'S RACE,
SOCIOECONOMIC STATUS,
INCARCERATION HISTORY -
OUR PEERS. THAT'S HOW
WE PRIORITIZE. WE
SUPPORT OUR MISSION
AND VISION."**

After working in the criminal justice and legal field abroad for almost 10 years, Elena Fernandez was fueled by a passion to uplift and support her hometown and decided to move back to her own community. Elena believes in Fair Chance hiring because she had an uncle who was impacted by the system who never got the opportunity to succeed in employment. Now as an employer, Elena says it is her responsibility, as well as other organizations' and companies', to provide these opportunities and help stop the cycles of recidivism. "We support the Fair Chance Act because it promotes social justice," she says. "It combats poverty, racism. It allows an opportunity for members to reintegrate into the community and be able to provide their own experience as a tool to become healthy individuals in the community."

When Elena speaks of Jack Morris' work at St. John's Community Health, she lights up. As his manager, she speaks to his connection and understanding of the clients he works with and his dedication to the organization. "We trust them," she says. "Most of our staff in the reentry program have been here well over two years, and they've been committed to the mission."



CARLOS SANCHEZ

Owner, C&A Simplified Remodeling

Home for 2½ years

Carlos Sanchez dreams of expanding his construction company to employ and support others like him who have been impacted by the system. Carlos is building a company that he hopes will feel like a family. He will get to know his employees and their loved ones, offer counseling when needed and make sure his team's health and success are a priority.

Carlos thinks back to when he was a teenager, working with his stepfather and learning how to use tools. While he was incarcerated, he worked on these skills, learning about carpentry, electrical and maintenance work. With help from his mother, he was also able to study business and get his degree while inside, and after getting out, he used these skills to apply for jobs. Two years later, he began developing his own business and is now expanding. Carlos encourages employers to hire more system-impacted individuals because he knows they aren't just there to complete a 9-5 work day. "There's always something bigger than that. And we know that," he says. His advice for those looking for work: "Never give up and be tenacious in whatever you're pursuing."

**"I KNOW THAT
I CAN DO IT,
BUT HAVING SOMEONE
BELIEVE IN YOU,
INVEST IN YOU,
OR GIVE YOU THAT
OPPORTUNITY IS
WHAT'S DIFFICULT."**

- CARLOS SANCHEZ



VANESSA EBENEZER

**Ground Maintenance Supervisor,
LA County Parks Department**

Home for 23 years

Vanessa Ebenezer's leadership skills, paired with her proficiency in machinery and field work, have helped her thrive in her career. She loves a challenge, and now in her role as a supervisor, she stays motivated to continue learning and developing her managerial skills. Before she retires, Vanessa has her sights set on becoming a regional grounds maintenance supervisor or superintendent.

During her time in prison, Vanessa worked on fire crews, building trails and learning how to use a chainsaw. She also spent much of her time working on groundskeeping crews and learning how to use landscaping machinery. When she got out of prison in 1999, she was told by many employers that she was overqualified for roles because of her extensive experience. That all changed when a friend encouraged her to apply for a position with the parks service, where she has now been employed for almost 20 years. "I think [employers] should know that just because a person has been incarcerated, that doesn't mean they can't change," she says. "A lot of companies out there don't hire felons, and me personally, I feel bad for them because they won't give us a chance. I think they should give people chances instead of looking at them for what they did."

Sheldon and Vanessa's other supervisors over the years have supported her and didn't discriminate against her because she was formerly incarcerated. "They were there for me. They didn't look at me for where I was. They looked at me for where I am."

**"THEY GAVE ME A
SECOND CHANCE,
AND THEY BELIEVED IN ME.**

**THEY DIDN'T LOOK
AT ME FOR WHERE I WAS.
THEY LOOKED AT ME
FOR WHERE I AM."**

- VANESSA EBENEZER



65304

LOS ANGELES COUNTY



CANYON

PARKS & RECREATION

SHELDON SOLIN

**Recreations Supervisor,
LA County Parks Department**

Vanessa Ebenezer's Supervisor

"YOU WILL FIND THAT MOST TIMES, THE ONES THAT ARE SERIOUS, THAT THEY HAVE THIS DETERMINATION, THEY'RE WILLING TO GO ABOVE AND BEYOND. ESPECIALLY THE ONES WHO ARE GIVEN A SECOND CHANCE AND SERIOUS ABOUT MAKING SOMETHING NEW FOR THEIR LIVES."

With years of experience working with system-impacted individuals in both the LA County Parks Department and a juvenile detention facility, Sheldon Solin highlights the drive and experience these employees bring to a workplace. "More often than not, people that have been previously incarcerated and given a second chance, they have this drive to succeed... and are willing to do things that will allow them to grow," he says. "They don't take things for granted, and it makes the supervision process a lot easier when you have staff like that." Sheldon builds an environment of safe communication with his employees. He finds their strengths and, most importantly, helps them develop their skills and grow.

Sheldon remembers interviewing Vanessa Ebenezer for her position. From her ground maintenance work and trail-building skills, to her firefighting experience and leadership abilities, she brought additional resources that went above and beyond the basic job qualifications. She has an additional drive that allows her to go above and beyond in her role and teach her staff skills to use on the job. "Her staff love her," he says. "That's one of the things we saw in her, that she had that way of working with people."



CARMEN GARCIA

**Executive Director,
Root and Rebound**

Home for 10 years

Carmen Garcia leads with her heart, pouring her energy and experience into helping others. As the daughter of immigrants with her own history of incarceration, Carmen has a deep understanding of the challenges that face the system-impacted communities she serves. “A lot of us come out just ready and hungry for opportunities because we truly want something different,” she says.

As the Executive Director of Root and Rebound, Carmen works to make sure the staff feels cared for, uplifted and supported. She has created more opportunities for formerly incarcerated job seekers, creating fellowship positions that teach skills from the ground up. She fights for policy change, and not just long-term change that will take effect years from now, but change that can happen now, and change at the highest levels that can impact the largest number of people. “We need to stop labeling people,” says Carmen, encouraging other employers to hire system-impacted individuals. “Don't let that criminal record be the reason you deny someone an opportunity. Because you're missing out on very, very hard workers, but also people who are very loyal... Give people a fair chance.”

**“DON'T LET THAT CRIMINAL
RECORD BE THE REASON YOU
DENY SOMEONE AN OPPORTUNITY.
BECAUSE YOU'RE
MISSING OUT ON
VERY, VERY
HARD WORKERS.**

**PEOPLE WHO ARE VERY LOYAL
TO THE MISSION, THE WORK,
TO THEIR COLLEAGUES.”**

- CARMEN GARCIA



SITHY BIN

**Case Manager,
Friends Outside LA**

Home for 2½ years

**"EMPLOYERS SHOULD
HIRE SYSTEM-IMPACTED
FOLKS BECAUSE OF
THAT FIRE, THAT
PASSION, THAT SECOND
CHANCE, AND THEIR
ABILITY TO APPLY WHAT
THEY LEARNED AND ARE
EQUIPPED WITH."**

Sithy Bin's compassion and drive to help others started while he was incarcerated and have grown exponentially since. Sithy doesn't just work in his 9-5 role as a case manager at Friends Outside LA. Among his many commitments, he mentors groups on the weekends, is a ministry coordinator at Testimony Ministries, and is the proud co-founder of The Made New Foundation. The list goes on for Sithy, and he shows no sign of slowing down. He is fueled by the growth of others and wants to promote peace and non-violence in his communities. "One way to get rid of violence, gangs, guns, and drugs, and all that, is to employ the people in the community," he says. "To have a better community, the people in the community, the marginalized people, definitely need to have access to employment."

While in prison, Sithy first learned about Friends Outside and the opportunities they create for formerly incarcerated individuals. He had experience leading groups on the inside, and this allowed him to jump in quickly and thrive in this role when he started at the organization. "That's one thing I love about this job—we have so many success stories," Sithy says. "So many, and it just feels good to see them."



SONIA BELL

**Program Manager,
Friends Outside LA**

Sithy Bin's Supervisor

**"I'VE LEARNED SO
MUCH FROM
SYSTEM-IMPACTED
INDIVIDUALS, THEIR
LIFE EXPERIENCES.
THEY JUST HONESTLY
BRING A DIFFERENT
TYPE OF WISDOM, A
DIFFERENT TYPE OF
PERSPECTIVE THAT
ONLY THEY
CAN BRING."**

As a program manager at Friends Outside LA, Sonia Bell experiences a level of enthusiasm and empathy from her team that she hasn't experienced in other work environments. She has built her current team with people who had the lived experiences of the people they were serving, and it has changed the whole attitude of her work environment. "They bring the intuition, the knowledge and the skills that the job requires." She adds that her teammates who were formerly incarcerated bring energy to their roles which strengthens the positive work environment. Coming from other jobs in social work, Sonia remembers working with colleagues who, in their 30s, were already dreaming of retirement.

Sonia speaks highly of her employee Sithy Bin and the passion he has for this work. He connects with his clients quickly and meets them where they are, without judgment. "Every training opportunity there is, he signs up for it. He's in three trainings at once, and he's hungry for knowledge," she says. "And he also applies it to his job, and it makes him a better case manager." Sonia notes his thoughtful work has translated into growth for the organization: "You can tell by how the clients feel. They come back, and they refer clients."



PAM THOMPSON

**Senior Life Coach,
Anti-Recidivism Coalition**

Home for 4 years

**"PEOPLE THAT ARE
FORMERLY INCARCERATED
DISCIPLINE THEMSELVES
TO SHOW UP ON TIME,
TO PROVE THAT THEY
CAN DO THE WORK. THEY
CAN BE THE MOST
TRUSTWORTHY PEOPLE."**

Pam Thompson says she feels like a proud mom when she thinks of the growth and successes of the more than 80 people she has mentored throughout the past two years as a life coach at the Anti-Recidivism Coalition (ARC). When Pam was incarcerated, she remembers thinking, "If I ever come home, I want to work with the youth." Through her senior role at ARC, she has strengthened her skills as a leader and plans on opening a youth center in Compton where she grew up. Gun violence and crime are still affecting her hometown community, and she wants to create a resource to help kids and their families. "If I could change one life, then I know that I'm doing something positive, something right," Pam says. "So that's why I wanted to work with the youth, to try and change the dynamics of the way that they think and know that they can have a safe place somewhere."



SAM LEWIS

**Executive Director,
Anti-Recidivism Coalition**

Pam Thompson's Supervisor

Home for 11 years

Sam Lewis wakes up driven to end mass incarceration, help at-risk youth, and change the course for young men and women who might be led astray like he once was. Though many executive directors burn out after three years, Sam is about to start his fifth year as Executive Director at the Anti-Recidivism Coalition (ARC) and is filled with more energy and passion than on day one. "I love it because when I see someone come home, a young person succeeds, buys their first house, if I'm invited to a wedding, I see this from a kid that I helped, and I just played a small role in it," he says. "I get to watch this kid become the person that they were meant to be."

Sam encourages other employers to hire system-impacted individuals, although he jokes that he doesn't want them to take all of his dedicated team members. About 80% of the staff at ARC are formerly incarcerated, including himself. "ARC is known as the organization that has the best training, most professional, efficient, and effective staff around," Sam says. "When you tell a person that has gone through the system 'I believe in you, and I'm going to give you a chance,' you create a level of loyalty and a willingness to work hard to show you that your investment was worthy of that person."

**"I BELIEVE
EMPLOYERS ALSO
WANT TO HELP THOSE
HOPES AND DREAMS
OF INDIVIDUALS, THE
UNDERDOGS, BECOME
A REALITY."**

APPENDIX VIII - FCH Events

FAIR CHANCE EVENTS

System-Impacted Events	Business Events
<p>Friday, February 17th Time: 10am-11:30am Location: Virtual</p> <p>Thursday, March 23rd Time: 10am – 2pm Location: Palmdale Oasis Park Recreation Center <u>Register Here</u></p> <p>Thursday, April 6th Time: 6pm – 7:30pm (Night Session) Location: Virtual <u>Register Here</u></p> <p>Wednesday, April 19th Time: 10am – 12pm Location: Amity Foundation <u>Register Here</u></p> <p>Friday, April 21st (Spanish) Time: 11am – 1pm Location: DEO HQ Terrace <u>Register Here</u></p> <p>Thursday, May 11th Time: 10am – 1pm Location: Southwest College <u>Register Here</u></p> <p>Friday, June 2nd Time: 10am – 12pm Location: Pomona <u>Register Here</u></p> <p>Fair Chance Hiring Job Seeker Interest Form <u>bit.ly/FCHSII</u></p>	<p>Friday, February 24th Industry: Professional and Technical Services Time: 11am-12:30pm Location: Virtual</p> <p>Friday, March 24th Time: 11am-12:30pm Industry: Healthcare and Social Services Location: St. Anne, 155 N Occidental Blvd, Los Angeles, CA 90026 <u>Register Here</u></p> <p>Friday, April 21st Time: 11am-12:30pm Industry: Construction, Green Economy and Advance Manufacturing Location: 515 South Figueroa Street CA 90071 <u>Register Here</u></p> <p><i>Pending Locations and Registration Page</i></p> <p>Friday, May 19th Time: 11am-12:30pm Industry: Sports, Arts, Entertainment and Recreation Location: TBD</p> <p>Friday, June 16th Time: 11am-12:30pm Industry: Transportation and Warehousing Location: TBD</p> <p>Fair Chance Hiring Employer Interest Forms <u>bit.ly/FCHBIZ</u></p>