



To: City of Los Angeles Budget and Finance Committee

From: Bob Schoonover and Victor Gordo, Co-Chairs of the LA City Unions Coalition of Unions

Date: 4/30/2019

RE: Context and Questions for the Fiscal 2019-20 Budget Hearings

We thank the members of the Budget and Finance Committee for making the Coalition part of the annual budget discussion. This year we are in the unusual position of finalizing our labor agreements with member ratification votes all across the city through May 9. To maximize Council members time, we offer this document in advance of the hearings. We hope to rejoin you presenting at the horseshoe in subsequent years.

Coalition Tentative Agreements reached with the city will continue our joint work on service and workforce restoration planning. This document flags topics for discussion with the Departments/Bureaus. It refers to CAO documents in the Supporting Information Book attached as exhibits for Council member convenience.

### **BIG PICTURE: PUBLIC SECTOR ECONOMY DOMINATES LA REGION**

While outside LA people assume Hollywood is our biggest industry cluster, data show otherwise. The 2018 Los Angeles Almanac ranks employers by size. Top employers are all public sector agencies, with our City of Los Angeles ranked the fourth largest employer in the County.<sup>1</sup> This fact means city jobs matter both to an individual worker and to the whole regional economy. Budget decisions to create or eliminate positions have a multiplier effect on the region's household wealth. Old school "New Deals" understood this reality and created public sector jobs to lessen income inequality.

Employer	Employees
County of Los Angeles	107,400
Los Angeles Unified School District	104,300
University of California, Los Angeles	65,600
City of Los Angeles (including DWP)	61,900

**EXTRA VALUE OF CIVIL SERVICE FIRST RESPONDERS**

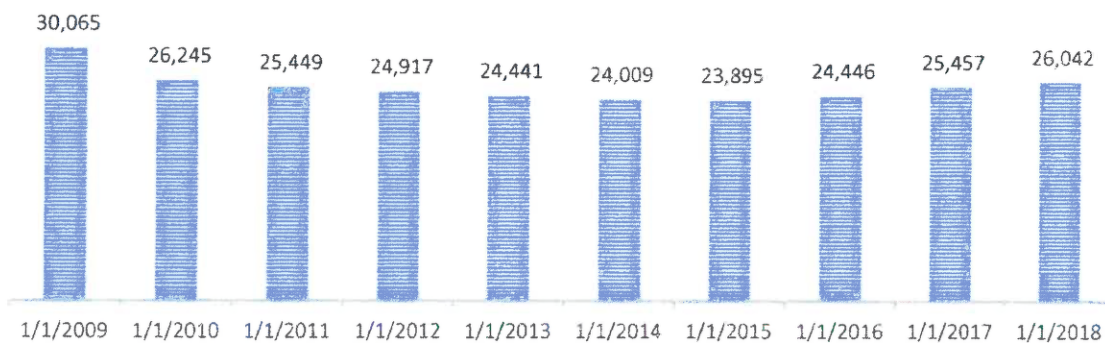
Full time Civil Service workers are the City’s front line in many disaster and emergency situations. You will note that the City’s Emergency Management department has only 23 budgeted positions. That’s because the department coordinates with the rest of the workforce for earthquakes, fire, flooding, wind storms, etc. A key reason to have a fully staffed workforce is to ensure residents have front line protection from a workforce directly accountable for service delivery. *We encourage Council members to ask each department whether they are staffed adequately for disaster response in all city positions.*

**JOBS AND SERVICE RESTORATION GROWTH**

The City Civilian Workforce certainly has experienced a new period of hiring since the City and Coalition in 2015 entered into a Jobs and Service Restoration Letter of Agreement (LOA), which we expect to be reaffirmed by our members when they finish voting on their contract. The LOA included the goal of restoring 5,000 positions lost during the recession. We have much work still to do towards this goal.

Last year we discussed different ways of counting growth, which it turned out was not simple. Work will be continued under the renewed Jobs and Workforce Restoration LOA. For now, the Coalition looks to LACERS’s 2018 Annual report that shows active members in full and half time benefited positions. Reviewing the difference between Fiscal 2015-16 and 2017-18, the *City grew in Active Enrollees by 1,596 people. We encourage Council members to ask LACERS how many Active Enrollees there are today to allow a more current count.*

**LACERS ACTIVE MEMBERS**

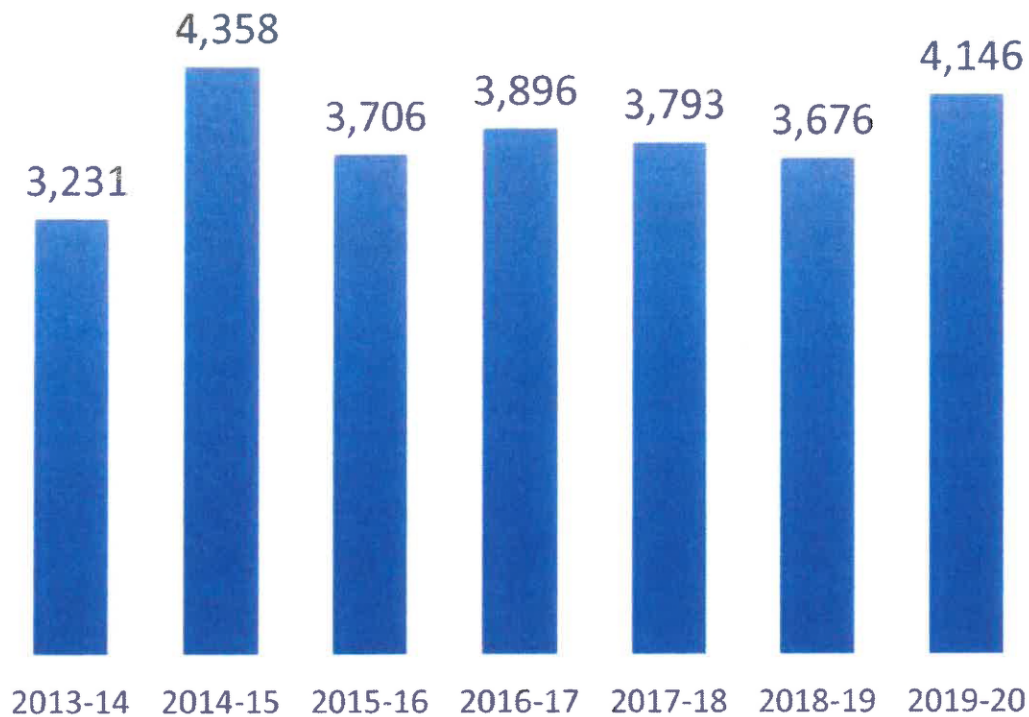


**VACANCIES, SALARY SAVINGS TRACKING**

This year’s *proposed budget adds 373 Regular Position Authorities and 268 Resolution authorities*, according to page 154 of the Supporting Information book. The following page 155 lists *4,146 projected vacancies*, an 11% increase over last year’s budget, evenly divided between General Fund (2,075) and Special Funded (2,071) positions. This is the first time vacancy projections have exceeded 4,000 since

2014-15. *We encourage Council members to ask about the elevated vacancy rates, and for a list of what positions presented in the budget are to be held vacant.*

### Vacancies in Annual Budgets



Page 171 of the Supplement "Salary Savings Rates by Department" gives a snapshot history by department of the percentages that are not to be spent in budgeted positions. *We encourage Council members to ask why some departments have a higher salary savings than during the recession, and what all of these percentages represent in dollars effectively frozen in the budget.*

Pursuant to last year's budget instructions, the city has been working towards being able to list what positions are actually held vacant for salary savings. As of a recent report to the Personnel and Animal Welfare Committee, about half of city departments, the smallest ones, are able to produce lists of vacant positions. *We encourage Council to ask a report by department and job title of positions that are authorized but held vacant, with an explanation of why.* Without this information, Council is approving budgeted positions without knowing whether they can be filled.



## **TARGETED LOCAL HIRE & APPRENTICESHIPS**

Council has recently heard reports on the Targeted Local Hire program engineered by the City and Coalition to open entry level city jobs to Angelenos without the burden of the traditional Civil Service test. The Supplemental Information budget book page 156 shows departments using the program. Council may engage departments requesting entry level positions but not using TLH to understand use barriers. ***However, the greatest barrier to realizing the full potential of TLH is the small volume of positions open for hire.*** Additionally, Local 501 and the Building Trades have well established Apprenticeship programs. The last Coalition agreement encouraged programming Apprentice positions but we've not seen use of the title.

***We encourage Councilmembers to ask each department/Bureau about their TLH and Apprenticeship use.*** We attach charts made by Personnel for the most recent Targeted Local Hire Working Group Committee for Council's use. There are over 5,000 Angelenos who have been referred by Workforce Center partners still waiting for the life altering chance at a city job.

## **FAIR USE OF PART TIME TITLES**

The City and Coalition have made progress since the 2015 Letter of Agreement on Part Time workers, work which we expect to continue in a renewal agreement. Part time refers to different kinds of workers, those who receive benefits, called Half Time, and those who do not, hired as Intermittent, As Needed workers. The Budget states which titles can be hired "As Needed" in each department's position summary. However, there is no indicator of how many can be hired. Note also that "As Needed" workers may be assigned full time hours, in which case they should be receiving benefits. The Mayor's Executive Directive 15 prohibits using part timers for full time work as a way to avoid paying benefits. Some departments, such as Recreation and Parks, have a historically had a high volume of As Needed workers. We encourage ***Council members to ask the departments what progress has been made since the 2016 Executive Directive.***

## **INSOURCING CONTRACT WORK OUTSOURCED IN THE RECESSION**

Coalition unions have been actively monitoring contracts that come to us through the Contract Clearinghouse, as well as observing contracts moving without proper notice. The renewal of an Outsourcing Letter of Agreement will allow the city and coalition unions to get at some systematic problems with noticing.

We have also seen departments start the work of rebuilding capacity in certain areas. For example, General Services is home for city custodians. This is a service that is not monitored by the Bureau of Contract Administration, as it focuses exclusively on construction contracts. It's a job ripe for continued TLH development, as the title has always been an entry level position. Tree trimming, landscaping, and Island Median clean-up are also prime areas for insourcing. Security Officers also experienced replacement with contract staff, and can end up training minimum wage contract workers who do not have the correct equipment or training, including in de-escalation.



## **RESTORING CIVILIAN SUPPORT OF SWORN POLICE**

The Coalition has brought forward a lingering problem of sworn officers being used in place of civilians. In a recent PAWS committee meeting, LAPD presented success in moving approximately 500 Sworn Officers back out into the field. However, we have not seen growth on the Civilian side. 911 operators (PSRs) calls increase with more patrols. Security is mentioned above in outsourcing. Property room staffing and detention officer hiring should be ongoing. Coalition Unions have discussed forming a working group with LAPD to address difficulty in finding and retaining staff. ***We encourage Council members to ask LAPD how it can be successful in restoring the Civilian workforce.***

## **INFRASTRUCTURE AND OLYMPICS**

Departments and Bureaus need to be staffing up for the work needed to have streets and facilities for the 2028 Olympics. The last time LA hosted the Olympics, the Bureau of Street Services used the opportunity to repave a large portion of the city street grid, giving visitors smooth rides, and residents top service levels that lasted. Additionally, Recreation and Parks should be seeing facilities improvements that will need staffing support. ***We encourage Council members to ask how departments and Bureaus will staff up to provide these services and necessary positions.***

---

<sup>1</sup> <http://www.laalmanac.com/employment/em21e.php>

# EXHIBIT 1

## Los Angeles Almanac 2018: Largest Employers in Los Angeles County

Employer	Employees
County of Los Angeles	107,400 <sup>1</sup>
Los Angeles Unified School District	104,300 <sup>2</sup>
University of California, Los Angeles	65,600 <sup>2</sup>
City of Los Angeles (including DWP)	61,900 <sup>2</sup>
Federal Government (non-Defense Dept.)**	43,600 <sup>1</sup>
Kaiser Permanente	37,400 <sup>3</sup>
State of California (non-education)	29,800 <sup>3</sup>
University of Southern California	21,000 <sup>3</sup>
Northrop Grumman Corp.	16,600 <sup>3</sup>
Providence Health & Services	15,900 <sup>3</sup>
Target Corp.	15,000 <sup>3</sup>
Cedars-Sinai Medical Center	14,900 <sup>3</sup>
Ralphs / Food 4 Less (Kroger Co.)	14,900 <sup>3</sup>
Los Angeles Community College District	13,200 <sup>5</sup>
Walt Disney Co.	13,000 <sup>3</sup>
Allied Universal	12,800 <sup>3</sup>
Long Beach Unified School District	12,700 <sup>2</sup>
Los Angeles County Metropolitan Transportation Authority	12,000 <sup>2</sup>
NBCUniversal	12,000 <sup>3</sup>
AT&T Inc.	11,500 <sup>3</sup>
Home Depot	11,200 <sup>3</sup>
Albertsons / Vons / Pavilions	10,200 <sup>3</sup>
United Parcel Service (UPS)	9,500 <sup>3</sup>
California State University, Long Beach	8,800 <sup>2</sup>
California State University, Northridge	8,800 <sup>2</sup>
California Institute of Technology	8,700 <sup>3</sup>
Wells Fargo & Co.	8,500 <sup>3</sup>
ABM Industries Inc.	8,000 <sup>3</sup>
AHMC Healthcare Inc.	7,000 <sup>4</sup>
Fedex Corp.	7,000 <sup>3</sup>
Bank of America Corp.	6,500 <sup>3</sup>
City of Long Beach	6,300 <sup>2</sup>
Dignity Health	6,200 <sup>3</sup>
Space Exploration Technologies Corp. (SpaceX)	6,000 <sup>3</sup>
City of Hope	5,900 <sup>3</sup>
Universal Services of America	5,900 <sup>4</sup>
Raytheon Co.	5,800 <sup>3</sup>

Employer	Employees
Children's Hospital Los Angeles	5,700 <sup>3</sup>
Amgen Inc.	5,600 <sup>4</sup>
California State University, Los Angeles	5,600 <sup>2</sup>
Los Angeles County Superior Court	5,600 <sup>2</sup>
Costco Wholesale	5,400 <sup>3</sup>
SoCalGas	5,400 <sup>3</sup>
Mt. San Antonio Community College District	5,200 <sup>2</sup>
Boeing Co.	5,000 <sup>3</sup>
JPMorgan Chase & Co.	5,000 <sup>3</sup>
Paramount Pictures Corp.	5,000 <sup>3</sup>
Torrance Memorial Medical Center	5,000 <sup>3</sup>
Warner Bros. Entertainment Inc.	4,900 <sup>3</sup>
99 Cents Only Stores	4,400 <sup>3</sup>
Edison International	4,300 <sup>3</sup>
Whole Foods Market	4,200 <sup>3</sup>
Adventist Health	4,000 <sup>3</sup>
Glendale Unified School District	4,000 <sup>5</sup>
Torrance Unified School District	4,000 <sup>2</sup>
Aerospace Corp.	3,900 <sup>3</sup>
Charter Communications Inc. (Spectrum)	3,700 <sup>3</sup>
Huntington Hospital	3,700 <sup>3</sup>
Lockheed Martin Corp.	3,700 <sup>3</sup>
Long Beach Medical Center & Miller Children's & Women's Hospital Long Beach	3,700 <sup>3</sup>
Los Angeles County Office of Education	3,700 <sup>2</sup>
Time Warner Cable	3,700 <sup>4</sup>
Compton Unified School District	3,600 <sup>2</sup>
WalMart Inc.	3,600 <sup>3</sup>
ABC Unified School District	3,500 <sup>5</sup>
Centene Corp.	3,500 <sup>3</sup>
Hacienda La Puente Unified School District	3,500 <sup>2</sup>
Pasadena Area Community College District	3,500 <sup>2</sup>
Federal Government (Defense Department)	3,400 <sup>1</sup>
Pomona Valley Hospital Medical Center	3,400 <sup>3</sup>
Downey Unified School District	3,300 <sup>2</sup>
El Camino Community College District	3,300 <sup>2</sup>
City National Bank	3,200 <sup>3</sup>
Six Flags Magic Mountain Valencia	3,200 <sup>3</sup>



Employer	Employees
City of Santa Monica	3,000 <sup>2</sup>
Sony Pictures Entertainment	3,000 <sup>3</sup>
Verizon	3,000 <sup>4</sup>

EXHIBIT 2

2019-20 PROPOSED BUDGET  
CHANGE IN REGULAR AND RESOLUTION AUTHORITIES

	Regular			Resolution		
	Position Authorities			Position Authorities		
	2018-19 Adopted Budget	2019-20 Proposed Budget	Net Change	2018-19 Adopted Budget	2019-20 Proposed Budget	Net Change
Aging	44	44	-	2	4	2
Animal Services	357	358	1	3	7	4
Building and Safety	905	911	6	144	139	(5)
Cannabis Regulation	5	5	-	23	32	9
City Administrative Officer	117	119	2	5	4	(1)
City Attorney	878	906	28	85	77	(8)
City Clerk	116	118	2	1	1	-
City Planning	388	389	1	86	92	6
Controller	166	165	(1)	6	11	5
Convention and Tourism Development	13	13	-	-	-	-
Council	108	108	-	-	-	-
Cultural Affairs	65	75	10	10	10	-
Disability	22	24	2	2	4	2
Economic and Workforce Development	101	101	-	63	64	1
El Pueblo de Los Angeles	10	10	-	-	-	-
Emergency Management	23	23	-	7	7	-
Employee Relations Board	3	3	-	-	-	-
Ethics Commission	27	27	-	-	1	1
Finance	348	350	2	19	18	(1)
Fire	3,760	3,788	28	102	130	28
General Services	1,352	1,422	70	7	20	13
Housing and Community Investment	581	589	8	156	167	11
Information Technology Agency	423	418	(5)	28	28	-
Mayor	94	94	-	-	-	-
Neighborhood Empowerment	27	27	-	5	6	1
Personnel	498	500	2	45	73	28
Police	13,937	14,006	69	155	168	13
Public Accountability	7	7	-	-	-	-
Board of Public Works	97	99	2	12	13	1
Bureau of Contract Administration	250	253	3	152	166	14
Bureau of Engineering	680	679	(1)	197	222	25
Bureau of Sanitation	3,066	3,085	19	226	276	50
Bureau of Street Lighting	210	210	-	130	127	(3)
Bureau of Street Services	905	942	37	373	434	61
Transportation	1,372	1,397	25	332	360	28
Zoo	238	258	20	16	7	(9)
<b>Subtotal</b>	<b>31,193</b>	<b>31,523</b>	<b>330</b>	<b>2,392</b>	<b>2,668</b>	<b>276</b>
Library	1,095	1,101	6	-	-	-
Recreation and Parks	1,472	1,509	37	8	-	(8)
<b>Subtotal</b>	<b>2,567</b>	<b>2,610</b>	<b>43</b>	<b>8</b>	<b>-</b>	<b>(8)</b>
<b>Total</b>	<b>33,760</b>	<b>34,133</b>	<b>373</b>	<b>2,400</b>	<b>2,668</b>	<b>268</b>

# EXHIBIT 3

## 2019-20 PROPOSED BUDGET PROJECTED VACANCIES AND POSITION AUTHORITY IN 2018-19

Department	Projected Vacancies on June 30, 2019*			Projected Position Authorities on June 30, 2019*		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
Aging	-	10	10	-	47	47
Animal Services	49	-	49	359	4	363
Building and Safety	25	137	162	124	957	1,081
Cannabis Regulations	-	23	23	-	37	37
City Administrative Officer	9	-	9	111	15	126
City Attorney	35	10	45	692	132	1,024
City Clerk	9	3	12	100	17	117
City Planning	15	89	104	122	355	477
Controller	33	2	35	158	19	177
Convention Center	-	7	7	-	15	15
Council	-	-	-	108	-	108
Cultural Affairs	-	14	14	-	76	76
Disability	3	-	3	24	-	24
Economic and Workforce Development	2	41	43	20	144	164
El Pueblo	-	2	2	-	10	10
Emergency Management	6	-	6	30	-	30
Employee Relations Board	-	-	-	3	-	3
Ethics Commission	1	-	1	27	-	27
Finance	67	-	67	371	-	372
Fire						
Civilian	58	2	60	433	3	436
Sworn	89	1	90	3,419	53	3,472
General Services	97	43	140	941	422	1,363
Housing and Community Investment	5	140	145	33	714	747
Information Technology Agency	51	8	59	357	88	455
Mayor	-	-	-	34	-	34
Neighborhood Empowerment	5	-	5	33	-	33
Personnel	60	5	65	478	94	572
Police						
Civilian	432	-	432	3,431	-	3,431
Sworn	636	-	636	10,288	401	10,689
Public Accountability	3	-	3	7	-	7
Public Works						
Board Office	12	6	18	67	49	116
Contract Administration	7	54	61	54	349	403
Engineering	40	71	114	331	618	949
Sanitation	78	480	558	205	3,095	3,300
Street Lighting	-	57	57	-	345	345
Street Services	89	286	375	426	1,053	1,479
Transportation	156	195	351	1,052	656	1,708
Zoo	-	26	26	-	260	260
<b>Subtotal</b>	<b>2,075</b>	<b>1,712</b>	<b>3,787</b>	<b>24,108</b>	<b>10,029</b>	<b>34,137</b>
Library	-	80	80	-	1,096	1,096
Recreation and Parks	-	279	279	-	1,734	1,734
<b>Subtotal</b>	<b>-</b>	<b>359</b>	<b>359</b>	<b>-</b>	<b>2,830</b>	<b>2,830</b>
<b>TOTAL</b>	<b>2,075</b>	<b>2,071</b>	<b>4,146</b>	<b>24,108</b>	<b>12,859</b>	<b>36,967</b>

\* Projected vacancies and projected position authorities include resolution authority and substitute positions



# EXHIBIT A

## 2019-20 PROPOSED BUDGET SALARY SAVINGS RATES BY DEPARTMENT

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Proposed 2019-20
Aging	3.0%	3.0%	3.0%	4.0%	4.0%	4.0%	4.0%
Animal Services	1.0%	1.0%	2.0%	3.0%	4.0%	4.0%	4.0%
Building and Safety							
Building Permit Enterprise Fund	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
All Other Funds	4.5%	4.5%	5.0%	6.0%	7.0%	7.0%	7.0%
Cannabis Regulation					1.0%	1.0%	1.0%
City Administrative Officer	3.0%	3.0%	4.0%	5.0%	5.0%	5.0%	5.0%
City Attorney	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
City Clerk	2.0%	2.0%	2.0%	3.0%	3.0%	3.0%	3.0%
City Planning and Development							
General Fund	1.0%	1.0%	5.0%	5.0%	6.0%	7.0%	7.0%
All Other Funds	1.0%	1.0%	1.0%	1.0%	1.0%	7.0%	7.0%
Controller	3.0%	3.0%	3.0%	4.0%	3.6%	3.6%	3.6%
Convention Center	10.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Council	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Cultural Affairs	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Department on Disability	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	1.0%
El Pueblo de Los Angeles	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Economic Development	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Emergency Management	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Employee Relations Board	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Ethics Commission	3.0%	3.0%	3.0%	3.0%	1.0%	1.0%	1.0%
Finance	3.0%	3.5%	5.0%	5.0%	7.0%	6.0%	6.0%
Fire							
General Salaries	3.0%	5.0%	5.0%	5.0%	6.0%	6.0%	6.0%
Sworn Salaries	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
General Services	1.0%	1.0%	1.0%	2.0%	2.0%	2.0%	2.0%
Housing and Community Investment	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Information Technology Agency	2.0%	2.0%	2.0%	1.5%	2.5%	2.5%	2.5%
Mayor	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Neighborhood Empowerment	4.0%	4.0%	4.0%	5.0%	5.0%	5.0%	5.0%
Personnel	1.4%	2.7%	4.0%	5.0%	5.0%	5.0%	5.0%
Police							
General Salaries	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Sworn Salaries	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Public Accountability					5.0%	0.0%	0.0%
Board of Public Works	1.0%	1.0%	1.0%	2.0%	2.0%	2.0%	2.0%
Bureau of Contract Administration	2.6%	2.6%	2.6%	4.0%	5.0%	5.0%	5.0%
Bureau of Engineering							
General Fund	3.0%	3.0%	3.0%	4.0%	5.0%	5.0%	5.0%
Sewer Construction and Maintenance Fund	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
All Other Funds	3.0%	3.0%	3.0%	4.0%	4.0%	4.0%	4.0%
Bureau of Sanitation							
General Fund	5.6%	3.0%	3.0%	3.0%	4.0%	4.0%	4.0%
Stormwater Pollution Abatement Fund	12.9%	12.9%	12.9%	12.9%	12.9%	12.9%	12.9%
Sewer Construction and Maintenance Fund	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%	7.5%
All Other Funds	5.6%	5.6%	5.6%	3.0%	3.0%	3.0%	3.0%
Bureau of Street Lighting	5.6%	5.6%	5.6%	5.6%	5.6%	5.6%	5.6%
Bureau of Street Services							
General Fund	4.3%	7.9%	7.9%	6.0%	8.0%	8.0%	8.0%
All Other Funds	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%	4.3%
Transportation							
Parking Enforcement Services	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All Other Programs	4.5%	4.5%	4.5%	5.0%	5.0%	5.0%	5.0%
Zoo	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Library	2.0%	4.0%	4.0%	4.0%	4.0%	4.0%	5.0%
Recreation and Parks	4.5%	4.5%	4.5%	5.0%	6.5%	5.5%	6.5%

**2019-20 PROPOSED BUDGET  
TARGETED LOCAL HIRE PROGRAM**

Total Employees Hired through the Targeted Local Hire Program, by Department.\*  
Includes all employees hired, including those who subsequently resigned, promoted, or were terminated.

Department	2016-17**	2017-18	2018-19***
Airports	33	46	10
Animal Services	0	4	8
Building and Safety	0	19	10
Cannabis Regulation	0	2	0
City Administrative Officer	0	2	1
City Clerk	0	0	1
City Employees' Retirement System	4	3	2
City Planning	1	5	6
Controller	0	3	1
Council	2	1	0
Economic and Workforce Development	0	3	1
Finance	3	2	1
Fire	0	4	3
Fire and Police Pensions	1	6	0
General Services	0	4	12
Harbor	0	6	5
Housing and Community Investment	2	19	3
Library	0	32	7
Personnel	3	21	4
Police	0	32	21
Public Works - Bureau of Contract Administration	0	3	0
Public Works - Bureau of Engineering	0	1	0
Public Works - Bureau of Sanitation	0	9	13
Public Works - Bureau of Street Lighting	0	3	1
Public Works - Bureau of Street Services	0	13	23
Recreation and Parks	1	28	33
Transportation	0	21	1
Zoo	0	3	7
<b>Total</b>	<b>50</b>	<b>295</b>	<b>174</b>

\* Departments not listed did not hire any employees through the Targeted Local Hire Program.

\*\* Includes hires from the Program's inception (February 2017) through June 30, 2017.

\*\*\* Includes hires from July 1, 2018 through March 31, 2019.

# TLH Offers & Hires by Department

Through Mar. 31, 2019

TOTAL: 528 Hires & Pending Offers

Office Trainee: 344 (65%)

Vocational Worker: 184 (35%)

