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**OFFICE OF THE
BOARD OF PUBLIC WORKS**

DR. FERNANDO CAMPOS
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October 31, 2022

Honorable Eric Garcetti, Mayor
City of Los Angeles
200 N. Spring St., Room 303
Los Angeles, CA 90012
Att: Heleen Ramirez, Legislative Coordinator

Honorable City Council
City Hall c/o: Office of the City Clerk
200 N. Spring St., Room 395
Los Angeles, CA 90012

Honorable Mayor and Members of the City Council:

SUBJECT: REQUEST AUTHORIZATION FOR THE BOARD OF PUBLIC WORKS TO ACCEPT \$250,000 FROM THE MAYOR'S FUND FOR LOS ANGELES TO SUPPORT THE WORKFORCE EQUITY DEMONSTRATION (WED) PROJECT

SUMMARY:

In February 2021, the Board of Public Works (BPW) adopted the Workforce Equity Demonstration (WED) concept focused on developing a training partnership model for recruitment, hiring, mentoring, and transition into civil service employment for workers from low-income and disadvantage communities. The Mayor's Fund For Los Angeles (MFLA) has agreed to fund \$250,000 to pay for WED salary (one dedicated position) and contractual service related expenses. This request is to accept the MFLA's funds and re-appropriate any unexpended MFLA funds from Fiscal Year (FY) 2022/2023 to FY 2023/2024 to continue program cost defrayal/offset.

RECOMMENDATIONS:

That the Los Angeles City Council, subject to the approval of the Mayor:

1. AUTHORIZE the Board of Public Works or its Executive Officer to accept funds in the amount of \$250,000 from the Mayor's Fund For Los Angeles, and execute any related funding documents as-needed, to support the Workforce Equity Demonstration project;
2. APPROPRIATE \$250,000 to the Board of Public Works Fund 100, Department 74 as follows, upon receipt and transfer of funds from revenue account:
 - a. \$183,000 (Account 001010; Salaries) to offset cost for one dedicated position; and
 - b. \$67,000 (Account 003040; Contractual Services) for recruitment, outreach, evaluation and data collection costs;
3. AUTHORIZE the Board of Public Works to re-appropriate any unused MFLA funds from Fiscal Year End 2022/2023 to Fiscal Year 2023/2024 to continue salaries and contractual services cost offset/defrayal; and
4. AUTHORIZE the Board of Public Works or its Executive Officer to prepare Controller instructions of any necessary technical corrections consistent with the Mayor and Council actions/intent on this matter, and authorize the Controller to implement said instructions.



BACKGROUND:

As the 2nd largest city department, the Department of Public Works' (DPW) footprint affords the City an equally unique platform from which to innovate, address local service disparities, challenge gender and racial norms, and build a sustainable workforce comprised of adults, young adults, and youth from various backgrounds. Most important, the DPW is a perfect testing ground to pilot various workforce and career development initiatives that not only provide on-the-job and curriculum based training but also life-changing support and barrier services with the intent to develop a pipeline of “trained” and “qualified” candidates that could fill vacant position within the DPW, such as Vocational Worker/ Maintenance Laborer, Refuse Collection Truck Operator, Assistant Environmental Compliance Inspector, Wastewater Collection Worker, etc. The DPW approximately 1,500 vacancies, many of which are in the Bureaus of Sanitation and Street Services, and the WED will provide an outlet to recruit and train qualified candidates that could perform the work required in some of these current vacancies. Other classifications are being explored to augment the WED career pathway. Separately, the CleanLA On-The-Job Training Program will also train up to 300 participants who could transition and fill positions in Public-Right-of-Way cleaning services upon meeting all program requirements and DPW vacancy availability.

In February 2021, the Board adopted the WED concept focused on developing next-generation high road training partnership model for recruitment, hiring, training, mentoring, and civil service employment for workers from low-income and disadvantage communities (see Transmittal 1). During the FY 2021/22 budget, Mayor Garcetti's budget committed to creating career pathways to full-time City employment. This commitment was advanced at DPW with the CleanLA (August 2021) and WED projects, among other training and career pathway initiatives. In June 2022, the BPW entered into a partnership with the Los Angeles Black Workers Center (LABWC) to formalize WED. As an equity, pilot program, WED envisions to recruit and train up to 200 participants. Furthermore, in FY 2022/2023, around December 2022, the BPW anticipates the placement from its first wave of potential “curriculum trained” candidates (about 25-30) into “on-the-job” training to fill up to 100 City jobs via the WED project.

To fully implement the WED pilot project, having a dedicated staff position was identified by BPW and the Los Angeles Black Worker Center as a key resource needed to not only oversee the implementation of day-to-day operations but also serve as a key internal stakeholder expert with the proper knowledge to navigate through the City's contracting/procurement processes and policies along with program/project management, budgeting, and compliance experience. Working with the Office of the City Administrative Officer, the BPW secured a substitute authority for one Senior Management Analyst position through June 2023, who will serve as a dedicated, centralized point of contact for the WED project management and other stakeholders, such as the LABWC, Labor Organizers, Personnel and Economic and Workforce Development Departments. This position will also monitor and track workforce development (about 12-24 month time schedule range) and contractor performance, along with compliance and metric reporting to City and MFLA. A request to continue this position will be proposed in FY 2023/2024 budget.

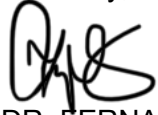
To help offset the position and other related WED cost, the MFLA has secured funds to support the City's efforts to diversify its recruitment, training and hiring of new employees to specific job classifications across the DPW, specifically WED (see Transmittal 2). MFLA is a nonprofit public benefit organization that is dedicated to improving life for Los Angeles residents through economic prosperity, community resiliency, civic improvements, and government efficiency. MFLA selects organizations that are committed to engaging public and private resources, demonstrates collaboration, seeks innovative solutions, and yields measurable and transformational impact.

FISCAL IMPACT STATEMENT

Acceptance of \$250,000 from the Mayor's Fund For Los Angeles (MFLA) to the Board of Public Works will have no impact to the General Fund. Acceptance of funds from the MFLA will pay for salary and contractual service cost related to support and implementation of the Department of Public Works' Workforce Equity Demonstration (WED) pilot project.

Should you have any questions with regard to this matter, please contact me directly at Fernando.Campos@lacity.org or (213) 978-0250.

Sincerely,



DR. FERNANDO CAMPOS
Executive Officer, Board of Public Works

Attachments:

- (1) Workforce Equity Demonstration Motion – Board of Public Works
- (2) Support Letter from Mayor's Fund For Los Angeles

cc: Aura Garcia, President, Board of Public Works
Yolanda Chavez, Asst. City Administrative Officer, City Administrative Officer
David Hirano, Ch. Administrative Analyst, City Administrative Officer

Workforce Equity Demonstration Motion
Board of Public Works
February 26, 2021

ADOPTED BY THE BOARD
PUBLIC WORKS OF THE CITY
of Los Angeles California

CD No.: All

FEB 26 2021

MOTION


Executive Officer
Board of Public Works

CAREER PATHWAYS: WORKFORCE EQUITY DEMONSTRATION PROJECT

The Los Angeles Department of Public Works holds a unique position in the City of Los Angeles. It is the 2nd largest City department with a budget of more than \$1.4 billion, comprising more than 5,500 employees. It is a dynamic economic engine - annually awarding more than 100 contracts, valued at \$350-500 million per year. The Department creates jobs *and*, in normal times, hires for an incredibly diverse field of occupations. The Department is also the primary protector and steward of our environment and natural resources; it is the watchdog for ensuring that those who do business with our City treat workers and each other justly, legally, and fairly; and it is, in the parlance of pandemic times, the *essential* department for ensuring Los Angeles' built and grown infrastructure is maintained, protected, and evolved in a way that ensures a quality of life that *all* Angelenos deserve, particularly as this pandemic has exposed and exacerbated the fractures in our society along race, class and gender lines.

As an aspirational matter, the Los Angeles Department of Public Works' footprint affords the City an equally unique platform from which to innovate, address local service disparities, challenge gender and racial norms, and build on the good work of others - inside and outside the City of Los Angeles family. Few areas provide more fertile ground for building on the leadership and groundbreaking work already happening in the City *and* innovating to take that work to another level than workforce development and targeted local hire. Moreover, as successful as the City has been in establishing groundbreaking programs in these areas, the importance of ensuring equity and opportunity for *all* Angelenos - particularly those from economically and environmentally vulnerable backgrounds - necessitates continuing to build on those programs as increased demands for services, racial equity, and quality jobs converge into one overwhelming urgent demand.

Public sector jobs and careers have been critical lifelines for disadvantaged communities in Los Angeles, especially for black and brown communities, women and other communities of color. That said, the anticipated retirement of large numbers of City employees, compounded by the pandemic-induced 2020 Separation Incentive Program (SIP), will result in large swaths of those jobs being vacated - and left unfilled - over the next several years. However, though the City is currently in a hiring freeze and unable to fill those positions due to the budgetary impacts of the COVID-19 global pandemic, the City and the Department of Public Works *will* recover economically - and begin hiring once again. Preparing for that moment with intention is imperative - and that intention should be to build upon existing targeted local hire and workforce development programs to provide maximum opportunity and equity in hiring, mentorship, and promotion for Angelenos from economically vulnerable communities.

Since July 2015, Mayor Eric Garcetti has released a series of Executive Directives (EDs) focused on workforce development (job creation/retention) and equity. On July 8, 2015, he

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signed ED No. 9 (**Support for Hire LA's Youth/Summer Youth Employment Program**), focused on recognizing "...the value of early work experience and the importance of fostering skill development, education, and economic success." These opportunities are a "critical entry point on the continuum to long-term employment success" for both teens and young adults. On August 25, 2015, ED No. 11 (**Gender Equity in City Operations**) called for good governance in our City that is both "inclusionary and non-discriminatory" for all genders. Per ED No. 11, gender equity requires "recognizing and providing equal rights, responsibilities, and opportunities to all people no matter their sex or gender" as a fundamental human right. On April 29, 2016, ED No. 15 (**Equitable Workforce and Service Restoration**) required equitable delivery of fundamental services for all Angelenos, while mandating the creation of alternative career pathways, such as the Targeted Local Hiring (TLH) program. The TLH provides a pathway to "...City workforce[s] through trainee and vocational worker programs..." and ensures "...everyone [has] a fair chance at success...to be employed" by the City. Most recently, on June 19, 2020, ED No. 27 (**Racial Equity in City Government**) invokes our public duty to "make Los Angeles reflect the hallowed but often elusive principles that underlie our Republic: that we are created equal and that each of us is entitled to life, liberty, and the pursuit of happiness" and "ensure that people of color, women, persons with disabilities, and veterans may equally participate and prosper in public life and society," including City employment. Prior to the COVID-19 pandemic, these EDs and the accompanying work by countless City employees (particularly the Personnel Department), our labor partners and other external stakeholders, resulted in groundbreaking Targeted Local Hire (TLH) and Bridge to Jobs programs. Last Spring, the Mayor and City Council joined together to realign public safety funding to bolster economic security by reallocating \$100-150 million to invest in Black communities and other communities of color for jobs, education, and healing.

Meanwhile, the Department of Public Works, which will be disproportionately impacted by the previously discussed loss of City jobs, will be a central catalyst for the City's recovery and home to a disproportionate amount of resulting opportunities. Therefore, the Department is uniquely positioned to build upon the success of the Mayor's Executive Directives and accompanying hiring programs - and to pilot and incubate new models of hiring, training, mentorship, and promotion for disadvantaged workers. A pilot demonstration that expands on hiring opportunities, training, mentorship, and promotional pathways for disadvantaged workers will help ensure equity and opportunity in the Department of Public Works of the future, while also providing a potential model for other departments - and maximizing the efficacy of the Department.

This pilot demonstration should build upon the success and lessons learned in the Citywide Targeted Local Hire and Bridge to Jobs programs, in order to test a potential next-generation high road training partnership model for recruitment, hiring, training, mentoring, and civil service employment for workers from local disadvantaged and/or low-income communities. This workforce development program will be co-designed by community, unions, and Department and Bureau leadership.

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Program elements for consideration should include, but not be limited to:

1. A targeted, equity-based recruitment process focused on local disadvantaged and/or low income communities, carried out by third-party certified outreach organizations;
2. Front-end vacancy guarantee for apprentice-type trainees, contingent on successful matriculation from the demonstration program and agreement from Dept. Bureaus;
3. Creation of a "City 101", 24-month training program, to serve as an alternative pathway to employment, encompassing both global training on topics such as civil service, City operations, City budgeting, City history, pathways for promotion, etc., as well as classification-specific training based on the trainee position an individual is hired into;
4. Pilot expansion of job classifications available for hire as trainees and apprentice-type training in the Department of Public Works pilot, to include but also supplement those available in the Citywide Targeted Local Hire and Bridge to Jobs program;
5. Potential additional job classifications, including new entry level or training level positions, to include in the demonstration project, above and beyond those approved for the Citywide Targeted Local Hire and Bridge to Jobs program;
6. Use of bridging classifications (i.e. management aide, accounting aide, etc.) that provide an opportunity to those with work experience, but who do not possess a degree (or meet the minimum educational requirements) to gain employment in a professional, scientific, or technical classification;
7. Full-time employment in the City, as a trainee, during the program;
8. Exemption from Civil Service exam requirement, contingent on matriculation from the trainee program and express desire of supervising Bureau to retain the trainee as a Civil Service employee;
9. Partnership with local academic institutions to provide Citywide "City 101" and classification-specific apprenticeship-type training;
10. External funding possibilities to pay for the training partnership/program;
11. Third-party partnership to design and implement mentorship programming;
12. Data collection on recruitment, hiring, retention, promotion, etc.;
13. Data collection on demographics, relative to race, socioeconomic status, ethnicity, gender, sexual orientation, etc.;
14. Data collection on disciplinary equity in classifications and promotions, including the classifications of clerical, para-professional, professional, scientific, and technical, such as Administration Clerks, Administrative Interns or Student Professional Workers, Accountants, Engineers, Architects, Inspectors, Trades and Crafts, etc.
15. At least two cohorts of 100 trainee apprentices, recruited and hired in consecutive years.

I THEREFORE MOVE that the Board of Public Works: Request the Board President to report to the Board with a recommended framework and action plan for a DPW Workforce Equity Demonstration Project, after seeking input from any entities the President deems appropriate, which may include, for example, senior representatives from the (1) Personnel Department; (2) Economic & Workforce Development Dept.; (3) Office of the Mayor; and (4) Office of the City Council President or their designee; as well as Bureaus within the DPW,

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other Board of Public Works offices, and vital community stakeholders such as the Los Angeles Black Worker Center, the Los Angeles County Federation of Labor, and the City Coalition of Unions.

I FURTHER MOVE that the Board of Public Works take this Workforce Racial Equity Demonstration Project under consideration as a portable plan. The City's current financial crisis - and attendant hiring freeze - may preclude immediate implementation. However, in light of the ultimate inevitability of the City eventually resuming hiring, it is imperative that the Department of Public Works, as a powerful engine of economic activity and a potential leader in workforce equity innovation, prepare for the opportunity to explore new models with the greatest urgency possible.

Respectfully Submitted,


GREG GOOD,
President, Board of Public Works

Seconded,


MIKE DAVIS,
President Pro Tempore, Board of Public Works



July 28, 2022

Aura Garcia
President
Department of Public Works
City of Los Angeles
200 N. Spring Street
Los Angeles, CA 90012

Dear President Garcia:

I am writing to confirm the support of the Mayor's Fund for Los Angeles for the Workforce Equity Demonstration pilot of the Department of Public Works (DPW). We are pleased to have secured funds that will allow us to support the City's efforts to diversify its recruitment, training and hiring of new employees to specific job classifications across the Department of Public Works.

We have secured the following funds restricted to support of the DPW Workforce Equity Demonstration pilot:

\$ 183,000	Manager (salary + benefits)
\$ 32,000	Recruitment and outreach
<u>\$ 45,000</u>	<u>Evaluation and data collection</u>
\$ 250,000	Total

We look forward to partnering with you, the Department of Public Works, and the City of Los Angeles on this important pilot.

Sincerely,

Deidre S. Lind
President/CEO