

**MINUTES-SPECIAL JOINT MEETING OF  
THE STRATEGIC WORKFORCE DEVELOPMENT TASK FORCE  
AND TARGETED LOCAL HIRE WORKING GROUP**

**February 5, 2016 - 2:00 p.m.**

**CAO Conference Room A**

**12<sup>th</sup> Floor, City Hall East**

**200 N. Main Street, Los Angeles, CA 90012**

**Please Note: This is a summary of the proceedings. The minutes are not verbatim statements by the speakers.**

- 1. Public Comment-** No public comment.
- 2. Introduction-**
  - a. Miguel Santana called the meeting to order. He welcomed everyone to the first Strategic Workforce Development Task force (“WDT Task Force”) meeting. He stated that we are here as a result of many discussions on restoring services back to the City of Los Angeles and using this as an opportunity to strengthen that capacity, but also to reach out to communities that have not been part of the traditional City Family in the way that we would like to. The larger group will be meeting on a quarterly basis and there will be a smaller group doing the work.
  - b. Members of the Task Force introduced themselves and made preliminary comments.
- 3. Overview of the Strategic Workforce Development Task Force and Targeted Local Hire Working Group and Strategic Workforce and Service Restoration Presentation**
  - a. Matt Szabo provided a brief presentation regarding Service and Workforce Restoration. He stated that on Monday, February 1, 2016 a presentation was given to the Mayor’s Cabinet outlining where we are and what we are doing with these two groups plus the expectations to the General Managers. He wanted to remind the group as part of the MOU agreed upon that there will be two groups formed and this meeting is a joint meeting of both groups. One group is looking at the “What” which is the service restoration expansion; and, the second group which has been meeting for the past several months has been dealing with the “Who”, who are we going to hire and target. He stated that we have a mutual interest not only in service restoration but to fill these positions with targeted populations such as local residences, veterans, foster care youth, former gang members, those formerly under gang injunctions, or formerly incarcerated and formerly homeless. After the tentative agreement was made, the local hire working group established subcommittees to get to work right away. We didn’t want to wait until all the legal work was done and the MOU was officially adopted by City Council. The Mayor brought on Jackie Goldberg to advise this process since she has direct experience with target hire efforts as a Council Person. Matt Szabo asked Jackie to briefly describe the group’s efforts so far.
  - b. Jackie Goldberg stated that she has reached out to individuals in organizations including, David Rattray at the Chamber, Robert Sainz with EWDD, Larry Frank at Trade Tech and Faye Washington at YWCA. Laura Chardiet with LAUSD Adult Occupational Education and Heather Repenning with Public Works. She also stated that she is in the process of meeting with various community colleges within the LACCD and groups such as Community Build, Youth Build, Garment Worker Center, Black Worker Center, Urban League, Brotherhood Crusade, and Jewish

Vocational Services. Jackie stated that she has met with a couple of Council Offices to get their suggestions as to which kinds of groups we should reach out to and include. The working group will use this information to determine and figure out who we want to target. Lastly, she stated that the budget is the elephant in the room that we are waiting on because we don't know what money is to be had and how many positions are going to be hired and in what ways. We are doing all this in preparation so when we know how many positions we can hire we will have information to get started right away.

- c. Matt Szabo stated that we are not reinventing the wheel with this process. Raul Lemus of the subcommittee found a chart of the process that demonstrates the existing hiring process for assistants and trainees. Matt stated that there is a process in place how we have hired vocational workers in lieu positions. The subcommittee has tentatively decided that this was a good process to use to target future employees for new positions which will be created. He also stated that we already have 15 positions at Bureau of Street Services that will be filled shortly with a certificate program from LA Trade Tech in the next couple of weeks. Wendy Macy stated that we should have people on board soon. Matt stated that we don't want to wait in terms of positions we need to fill and proposed positions the Targeted hire we can do that right now. But there is work that needs to determine what additional positions need to be created at the trainee level. We have the in lieu process already but we would want to take advantage of the new positions which were contemplated in the MOU. We will need to do some work on that when we look at the remainder of the current year vacancies that are left to be filled in various departments and then look at the compliment of new positions and funded vacancies in next years budget. He anticipated that this would be the bulk of the work that is done by this group until they start looking at service expansion and restoration in Fiscal Year 17/18.

Looking at 16/17 from a budgetary perspective this will be Year Zero of workforce restoration given the constructs of the Mayor's budget proposal. There will be additional positions in public works for the sidewalk program and expansion of tree trimming crews. There will be other areas that we need to hire net new employees.

We are still in a deficit and are facing liabilities and there is a shared commitment to spend money on homelessness in the upcoming fiscal year. Our goal as we have been saying to members of City Council when the Mayor has been meeting with them is to get their budget priorities submitted to the council that does all those things and also eliminates the structural deficit this year. If we can do that we will be in a much stronger position in the following and subsequent years to build the workforce in a sustainable way.

As we are contemplating restoration of services or expansion we have asked the GMs to have a top to bottom review of their operations over the next 12 months to develop a strategic plan that is service based. This plan will dictate what is their optimal staffing and in many cases what are their system needs for that department. Personnel and ITA will be working together closely with the departments in developing these plans. These plans will be built into a long-range financial plan. The first edition will be submitted to Council by March of this year. That long-range financial plan will be updated when the succession plans and systems plans are completed and built into that long-range plan.

Beginning in 17/18 as revenue allows the Mayor will propose budgets that will fund that long-range plan and there will not be any surprises. Those plans will be brought to this group for review as the succession plans have been completed. His thought that this would be the venue where we could review each department's completed succession plans. They can come make presentations regarding their personnel plans for each department as we move forward.

Wendy Macy stated that for some months now the Personnel Department has had available on its website a number of tools for each of the departments to be able to create their own succession plans. We have provided each department's HR staff training in succession planning where they have been taught to analyze data, how to direct conversations with executive staff and division managers and finally to create a succession plan. This has been optional which Personnel have been tracking. The Mayor reiterated at the cabinet meeting on Monday how important it was for each department to complete a succession plan. There have been 5 departments that have completed their succession plans (Personnel, ITA, Emergency Management, Street Lighting and Contract Administration). There are large departments that haven't gotten off the ground. It will be critical because we are asking departments to identify services and functions that they will be doing on a long term basis and identify those gaps so that we can target our recruitments and exams in the appropriate places. Personnel department is trying to be strategic with the exams by looking at the City as a whole to identify where the gaps are. Vince Cordero will be the person dedicated full-time to the strategic workforce effort and Greg Dion will be taking over the Workforce Planning role. If a department does not appear on the chart it is because they have not attended one of our trainings yet.

Matt Szabo stated that the goal is to submit a budget that eliminates the structural budget a year early without cuts and with minimal growth.

Cheryl Parisi stated that the program will provide the homeless population with jobs and jobs in the program.

Miguel Santana stated that there is a comprehensive report with the CLA which contains a strategy to encourage non-profit and private agencies to hire homeless. Workforce Development has a program that has been very successful with individuals who are former gang members. There is a job trajectory employment and support services to prepare the network and the jobs. Take homeless individuals and subsidized their employment so that they are getting the support. LA Rise has funding for 500 individuals to go through the program. There are currently 100 going through it. There will be a pool of individuals with LA Rise and they are ready for apprenticeships and for the millennial homeless population in order to ensure that they won't end up back homeless after they complete the program

Cheryl Parisi asked if an estimate or ballpark figure could be provided for 16/17 of vacancies that will be filled. Matt Szabo stated that we don't know until the budget proposal has been submitted. This will allow us to identify the positions that can be filled with individuals from this program.

Miguel stated that we are still not hiring to attrition. The number of positions that are becoming vacant are still greater than the number of people we are hiring. Managed hiring isn't the issue.

Even with a status quo sized workforce there are still a lot of opportunities to hire with the vacancies that we have. Miguel stated that it takes about a year to hire an individual.

Gloria Sosa stated that Personnel have decreased the backlog from 130 to less than 60 and most of those exams have been recently requested. Departments also have to do their own hiring and selection, which is a piece that needs to be factored into that.

Cheryl Parisi asked about the workers who were brought into work that was traditionally full time work but they were exempt. They were limited to 900 hours. Have we been able to identify this workforce? Will these 900 hour positions be regularized?

#### **4. Responsibilities and Assignments**

Miguel Santana asked if there were any other questions. He stated that there are two groups the large task force which will be meeting on a quarterly basis and the working group which will connect employment opportunities with underrepresented groups, former homeless, former gang members and particularly with Angelinos who live in the City boundaries for this future workforce.

Jackie Goldberg stated the local hire group would begin to include new individuals. We will work on the next set of tasks and she is not into holding meetings for the sake of holding meetings. She stated that we will invite and prepare individuals for jobs. The group needs to determine what kind of positions are we filling? Who is ready? Make a master list and try to invite departments to the big committee or a subcommittee.

Cheryl Parisi stated that there is a lot of interest to do a big briefing to determine the needs of the departments and to get a better sense of the big picture. Jackie stated that we can invite them to these meetings once we have an agenda and when the working group has a better sense of what is going on and timelines

Robert Sainz stated that there are 17 centers and out of these about 19,000 individuals that are receiving services. Most of these individuals are city residents. There are 16 centers that focus on youth between the ages of 16-24. They work with Foster youth and hundreds of folks are ready to be placed.

David Hersch stated that Council member Koretz introduced a motion but it will depend on whether the task force has things to report quarterly or monthly. This may end up being quarterly rather than monthly.

#### **5. Adjournment**

Miguel Santana adjourned the meeting.