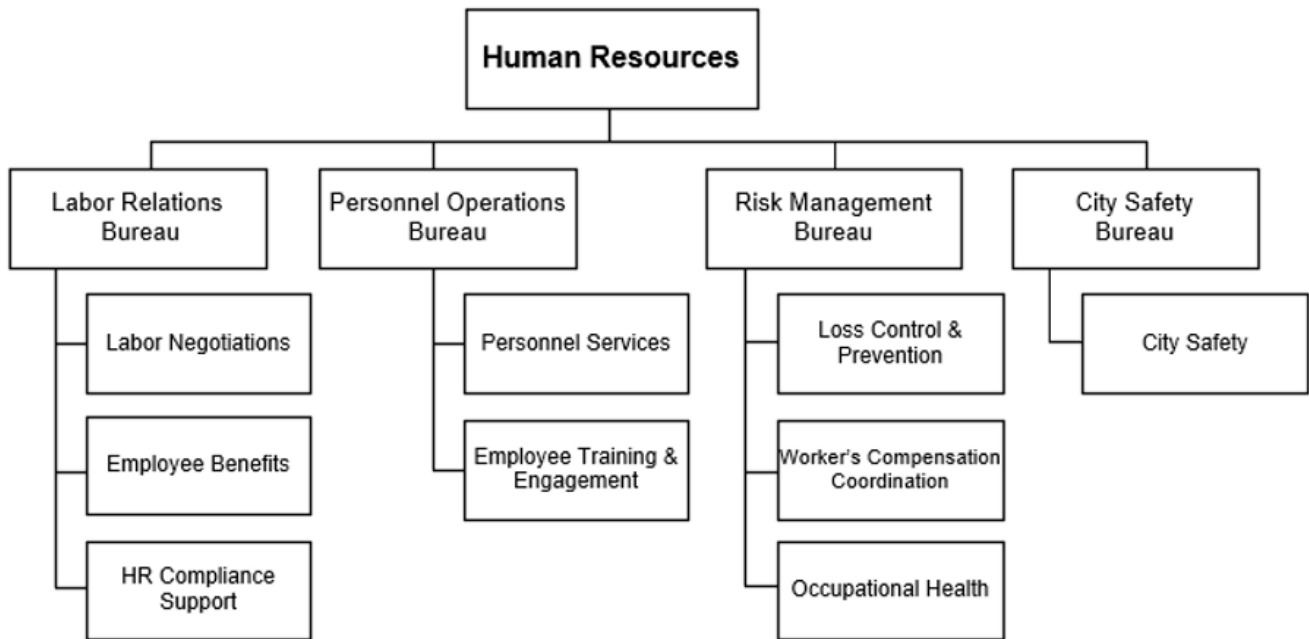


Human Resources



Joe Ambrosini, Director

Fred Verdugo, Deputy Director, Personnel Operations

Daniel Menezes , Chief of Labor Relations

Joleen Richardson, Manager, Risk Management

Derek Law, Manager, City Safety

Department Overview

Mission:

To provide leadership and operational support to City departments to enhance their ability to recruit and retain a qualified, diverse workforce and to effectively manage labor relations and business risks.

Core Services:

- Provide the leadership and operational support needed to attract, retain and develop a qualified and diverse workforce so that all City departments can effectively and efficiently provide their core services to the community, meet their operational goals and provide exceptional service.
- Protect the City's assets and promote sustainable management of the City's resources through effective risk management and long-term planning.
- Preserve the City's investment in its workforce through higher retention rates by providing fair compensation, benefits, career development and training, and a respectful employee-friendly workplace.
- Evaluate and improve processes, including rules and organization structure that inhibit our ability to staff critical functions and services.
- Fostering positive alliances between labor and management, working together to improve internal collaboration, employee involvement, morale, and customer service in the City.

FY 23 Focus:

In FY 23, the Human Resources Department (Department) will continue to support City departments, so they can fill vacancies in a timely manner and retain a diverse and qualified workforce while limiting the City's liability by ensuring compliance with government regulations. The Department will also continue to seek and implement efficiencies that will improve the way we deliver services to employees and customer departments.

As part of the FY 23 Budget, the Department will continue its partnership with the Technology & Innovation Department in the implementation of the City's new Enterprise Resource Planning System, "LB COAST", while also seeking alternatives that can help the City transition into a more efficient personnel/payroll solution to meet the City's operational growing needs and demands.

The Department will also continue to offer citywide training and development opportunities, recruitment and retention activities, and organizational development services so employees can strengthen their skills in preparation for leadership roles. Also, the Department is working to enhance a training program to increase the use of technology, implement industry best practices and link training to core competencies. The Department is also developing an employee engagement plan aimed at reducing employee turnover and increasing job satisfaction. The Department will also prioritize and streamline the recruitment, hiring, and on-boarding of unclassified positions as it rolls out its Talent Acquisition Division.

In FY 22, Human Resources embarked on an operational study that will allow the Department to review its current services, operations, and capacity with the goal of implementing any recommendations or findings that can help the Department become more operationally efficient.

Department Performance Measures

Key Measure	FY 21 Actual	FY 22 Target	FY 22 Estimate	FY 23 Projection
Total annual turnover rate of the permanent workforce (classified & unclassified) for all types of departures	7.7%	7.0%	14.0%	10.0%

The data reflects resignations, dismissals, deaths, layoffs and retirements, among other types of departures. The turnover rate is reported by calendar year rather than fiscal year. At this time, it is difficult to gauge the turnover rate for calendar year 2022. The rate is heavily influenced by retirements, with a high number of retirements occurring in December.

Key Measure	FY 21 Actual	FY 22 Target	FY 22 Estimate	FY 23 Projection
Percentage of grievances that come to HR and are resolved at the HR level	78.6%	100%	50%	100%

The Department makes every effort to resolve each grievance it receives. By resolving grievances internally, the City demonstrates its commitment to upholding the terms of the MOUs with employee organizations. In addition, the City saves time and other resources by handling grievances internally rather than through arbitration. Human Resources will continue to handle grievances expeditiously and with great diligence for the remainder of FY 22 and through FY 23 in order to achieve a 100 percent resolution rate.

Key Measure	FY 21 Actual	FY 22 Target	FY 22 Estimate	FY 23 Projection
Injury and Illness Incident Rate per 100 Employees (Cal-OSHA)	4.7	9.0	5.0	10.0

The Occupational Safety and Health Administration (OSHA) established this measure so that agencies may assess their safety performance compared to other entities. Injuries and illnesses resulting in death, loss of consciousness, restriction of work duties, and transfer of duties, lost workdays or medical treatment beyond first aid are reported. The rate is an estimate based on the calendar year rather than fiscal year and has been declining for the last 5 years.

FY 22 Accomplishments

Labor Relations

- Amended CDPH Health Order for Health care workers - Vaccine Booster - Completed Meet and confer process.
- SB 114 Supplemental COVID-19 Paid Sick Leave - completed meet and confer meetings .
- Recruitment Incentive Bonus program in the final stages before implementation.
- Successfully facilitated multiple Labor Town Halls to provide key information regarding COVID-19 efforts and resources for employees to all impacted labor groups.
- Successfully responded to over 80 information requests from associations in the meet and confer process, external parties through the PRA process, and partner agencies through direct labor inquiries.

Employee Development

- Sexual Harassment Prevention training is an EEO training: California law requires employers with five or more employees to provide at least two hours of sexual harassment and abusive conduct training to all supervisory employees and at least one hour of such training to all nonsupervisory employees, once every two years. To meet this requirement, multiple in-person sessions have been held, and due to the pandemic, a virtual training has been provided. The Department has trained over 4,000 employees. The Department is continuing the training efforts during FY 23 and reviewing additional training opportunities post pandemic.
- Successfully transitioned the New Employee Orientations (NEOs) quickly and efficiently to an online platform as an efficient and cost-effective response to the pandemic and the need to keep our new employees connected.
- Launched the electronic EEO intake forms for City employees.

Occupational Health & Safety

- Provided COVID-19 contact tracing and risk assessments for 1,948 City Employees and counting as the pandemic continues.
- 2,456 total encounters (inclusive of post-offer physical examinations, new injury assessments and follow-up appointments).
- Administered 657 Tuberculosis (TB) skin tests.
- Administered over 472 free flu vaccines to the City's First Responders and Healthcare personnel.
- Reorganized the Risk Management Bureau and created a separate City Safety Bureau to better meet the challenges and needs of the City in a post COVID world.

FY 22 Accomplishments

Benefits Administration

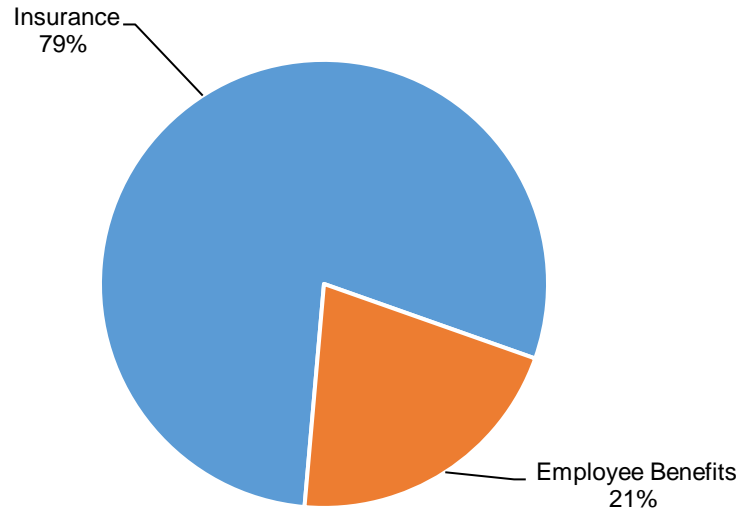
- Processed over 70 retirements between October of 2021 and May of 2022.
- Standardized communications to City staff on COVID-19 leaves.
- Disability Insurance Coverage: As of January 1, 2021, the City provides employer-paid Short-Term and Long-Term Disability Insurance coverage to over 3,000 eligible employees who were not previously covered by the benefit. The new enrollees also have the option of purchasing additional coverage on a voluntary basis.
- Gympass: The program introduces City employees to a new way to look at fitness. Based on a membership platform, employees pay one monthly fee based on the selected tier and Gympass provides unlimited access to a gym network with fitness classes, studios, online classes, wellness apps. Gympass was deployed as a pilot program on January 1, 2021 and due to its popularity, was implemented as a permanent program in Fiscal Year 2022.
- In Fiscal Year 2021, open enrollment moved to a virtual platform where both vendors and employees could engage with each other and review the benefits packages and was enhanced in Fiscal Year 2022.
- Carrum Health services implemented to streamline and contain costs for certain surgeries under the self-insured health plan.
- The Return to Work (RTW) program processed over 200 accommodation requests. The Program ensures active employees return to work in an efficient manner that is beneficial to the employee and the City.

FY 23 Budget

FY 23 Revenues by Fund Group



FY 23 Expenditures by Fund Group



Fund Impact

Fund Group	Revenues	Expenditures	Fund Impact
Insurance	4,165,575	22,297,987	(18,132,412)
Employee Benefits	114,000	5,922,514	(5,808,514)
Total	4,279,575	28,246,147	(23,966,573)

Summary of Changes*

EMPLOYEE BENEFITS FUND GROUP	IMPACT	POSITIONS
Add an Administrative Analyst III - Confidential in the Administration Division to provide centralize financial operations and transactions support for the department. This position will be funded half by the Insurance Fund Group and the Employee Benefits Fund Group.	71,591	0.50
Add an Administrative Analyst III in the Labor Relations Bureau to provide assistance with the CalPERS compensation and State's labor mandates.	135,179	1.00
Add a Personnel Analyst III in the Personnel Operations Bureau to assist with the Citywide Class & Compensation studies and analysis.	135,179	1.00
Increase budget for a Learning Management System that will support citywide staff development and training. This comprehensive system includes an online course catalog, online course platform, custom training, scheduling, and facilitation for system training teammates across all Departments in the City.	104,317	-
Direct the City Manager to develop, finalize, and implement plans for a new Talent Acquisition Division in the Human Resources Department with potentially five to seven Human Resources employees. Costs in FY 23 can be funded out of the City's Employee Benefits Fund, which will recoup its cost in future years with increased department charges citywide. Staff should evaluate and finalize the best approach and return to City Council in a Budget Adjustment Letter with request for increased appropriation. (Adopted Budget Changes)	-	-

INSURANCE FUND GROUP	IMPACT	POSITIONS
Add an Administrative Analyst III - Confidential in the Administration Division to provide centralize financial operations and transactions support for the department. This position will be funded half by the Insurance Fund Group and the Employee Benefits Fund Group.	71,591	0.50
Upgrade a Safety Specialist III to a Safety Officer in the Safety Bureau to primarily support the Health and Human Services Department in meeting its safety compliance requirements, providing oversight of safety programming and risk management. The additional cost of \$13,690 will be offset by charges to the Health Fund.	-	-
Create the City Safety Bureau and upgrade the City Safety Officer to Manager of City Safety to reflect the increased duties of the position. This new Bureau will address the City's increasing safety needs, responding and coordinating the City and staff safety in cases of natural and national disasters. The upgrade cost of \$27,853 is offset by a reduction in materials and supplies.	-	-

Summary of Changes*

INSURANCE FUND GROUP (CONTINUED).	IMPACT	POSITIONS
Reallocate a Safety Specialist I, a Safety Officer, and related material and supplies budget from the Public Works Department to Human Resources Department to provide centralized safety services to City departments. The total cost of \$319,731 will be offset by charges to user departments	-	2.00
Transfer the Workers' Compensation Claims Division to Human Resources Department under the Risk Management Bureau from the City Attorney's Office. A total of 18 positions will be transferred. The merge will allow for opportunities to improve operations, streamline processes, and increase overall services to our City employees. This action has no bottom-line change to the Insurance Fund. (Adopted Budget Changes)	2,975,570	18.00

*For ease of review, reallocations of resources within departments, offsets, adjustments, and minor changes have not been included. As figures reflect the net impact to a fund, an increase in expense is shown as a positive number (cost/hit to fund) and a decrease in expense is shown as a negative number (savings/benefit to fund). Accordingly, a decrease in revenue is shown as a positive number (cost/hit to fund), and an increase in revenue is shown as a negative number (savings/benefit to fund).

Executive Office Bureau (Director)

Key Services:

1. Department Budget Administration

- Budget Development
- Budget Monitoring
- Payment Processing Approval

2. Leadership & Analysis

- Project Management
- Policy and procedure development
- Executive management requests
- Department administration

3. Office Management & Communications

- Council letters
- Interdepartmental communications
- Clerical supervision
- Subpoena coordination

4. Personnel Services

- Payroll
- Personnel Transactions

Executive Office	Actuals FY 21	Adjusted* FY 22	Adopted** FY 23
Revenues	-	-	-
Expenditures	1,706,040	1,735,428	2,044,513
Budgeted FTEs	3.20	3.20	6.00

*Adjusted Budget as of April 30, 2022.

**Amounts exclude all-years carryover. See budget ordinance in back of this document.

Note: The City is currently maintaining two different financial systems and until a new budget development software is established, the financial information displayed in the future may have further adjustments.

Labor Relations Bureau

Key Services:

1. Citywide Labor Relations

- Develop strategies for labor negotiations
- Research & analyze data
- Labor contract (MOU) implementation and administration; provide training to departments on labor obligations
- Keep current on continuously evolving labor trends
- Process and oversight of grievances
- Conduct Meet & Confer meetings with labor associations/unions
- Research evaluate impacts of, & implement new laws, policies, rules and regulations governing employee and labor relations
- Provide data, reports and documents for associations/unions, management and City Council
- Ensure departments comply with labor laws, policies, rules and regulations
- Conduct Contract Negotiations/Discussions
- Facilitate relationships between labor and management through Labor/Management Committees
- Public Records Act Coordination.
- Provide representation on labor actions in various judicial forums

2. Oversee/Coordinate Health, Dental & Life Insurance Benefits

- Administer health & dental plans
- Coordinate benefits-related training for departmental PPA's
- Oversee annual charity drive process
- Oversee Open Enrollment process
- Respond to employee/retiree inquiries & complaints
- Oversee Flexible Spending Program
- Oversee Disability and Unemployment claims processing
- Oversee Citywide Wellness Program and committee

3. Oversight/Coordination of Retirement Counseling

- Monitor/update retirement information
- Coordinate retirement counseling workshops & training

4. Integrated Disability Management/Return to Work Coordination

- Liaison to departments and managers
- Serve as Subject Matter Expert to departments
- Case Management to ensure compliance with state and federal Disability law

Labor Relations	Actuals FY 21	Adjusted* FY 22	Adopted** FY 23
Revenues	-	114,000	114,000
Expenditures	977,008	2,582,422	3,043,558
Budgeted FTEs	6.00	13.00	16.00

*Adjusted Budget as of April 30, 2022.

**Amounts exclude all-years carryover. See budget ordinance in back of this document.

Personnel Operations Bureau

Key Services:

1. Citywide Employee Relations

- Train Department staff on personnel related matters
- Provide direction, support, and consultation to City departments on personnel & discipline issues
- Ensure implementation of City Manager directives and City Council's resolutions on all HR issues
- Conduct classification and/or compensation studies
- Provide representation on personnel actions in various judicial forums
- Research, evaluate the impacts, and implement new laws, policies, rules and regulations governing employee relations
- Coordinate employee reductions in force
- Provide liaison to Civil Service Commission for City Manager departments
- Ensure departments comply with current and new labor laws, policies, rules and regulations
- Develop and amend classification specifications

2. Citywide Personnel Administration

- Administer, maintain, update and validate HRMS system
- Process, review, and track all personnel transactions
- Maintain personnel files
- Support and train departments with detailed personnel processes and procedures
- Coordinate, research and evaluate new systems or system updates

3. Oversee the Administration of the City's Equal Employment Opportunity Plan (EEO)

- Oversee City's internal complaint resolution process
- Investigate/monitor the investigation of EEO complaints
- Process City's response to complaints filed with outside regulatory agencies for EEO
- Oversee the implementations or revisions of policies and procedures for EEO
- Administer Sexual Harassment Training (Certified Trainer)
- Respond to internal and external inquiries
- Generate status reports for City Manager, Mayor and City Council
- Monitor Citywide & Departmental EEO stats
- Prepare EEO Plan every 3 years

4. Organizational and Professional Development

- Assess training and development needs
- Establish training and development criteria
- Schedule trainings/workshops/programs
- Oversee training attendance and participation
- Implement and manage employee recognition programs

5. Talent Acquisition

Prioritize and streamline the recruitment, hiring, and on-boarding of unclassified positions.

Personnel Operations	Actuals FY 21	Adjusted* FY 22	Adopted** FY 23
Revenues	(119,822)	-	-
Expenditures	2,743,021	2,130,815	1,921,836
Budgeted FTEs	19.50	14.50	11.70

*Adjusted Budget as of April 30, 2022.

**Amounts exclude all-years carryover. See budget ordinance in back of this document.

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Risk Management Bureau

Key Services:

1. Risk Management/Insurance/Risk Transfer

- Review insurance certificates and endorsement for compliance
- Review contracts and lease language
- Provide third-party requests for evidence of City's self-insurance coverage
- Preparation of departmental allocations
- Purchase insurance policies for the City
- Conduct Risk Assessments for City projects

2. Workers' Compensation Coordination/Injury Reporting & Monitoring

- Liaison to Employees, Managers and Claims Office for Workers Compensation

- Serve as Subject Matter Expert to Departments.
- Worker's Compensation Training for departments
- Oversee the path of the claimant to completion (i.e. return to work, retirement)
- Oversee the City's Worker's Compensation program.

3. Occupational Health

- Medical care for injured employees
- Random drug testing
- Vaccinations
- Pre-Placement physicals
- OSHA compliance exams
- Counseling for employees

Risk Management	Actuals FY 21	Adjusted* FY 22	Adopted** FY 23
Revenues	2,816,071	3,829,654	3,832,154
Expenditures	13,957,051	10,287,319	19,670,315
Budgeted FTEs	16.80	16.30	29.30

*Adjusted Budget as of April 30, 2022.

**Amounts exclude all-years carryover. See budget ordinance in back of this document.

Note: The City is currently maintaining two different financial systems and until a new budget development software is established, the financial information displayed in the future may have further adjustments.

City Safety Bureau

Key Services:

1. Loss Control and Safety Assessments

- Conduct IAQ & IH investigations
- Coordinate DOT random drug/alcohol program
- Recordkeeping
- Assist with incident investigations and corrective actions

- Assess, develop and provide training
- Performs annual inspections of all City facilities

2. Safety Training, Procedures and Inspections

- Track safety performance of City Departments
- Create, review & revise safety policies/procedures

3. Emergency Preparedness Services

- Oversees the City Automated External Defibrillator Programs
- Emergency food and water
- Coordinates Citywide Floor Warden Program and training
- Assist City facilities with evacuation drills

City Safety	Actuals FY 21	Adjusted* FY 22	Adopted** FY 23
Revenues	-	-	333,421
Expenditures	-	-	1,565,926
Budgeted FTEs	0.00	0.00	7.00

*Adjusted Budget as of April 30, 2022.

**Amounts exclude all-years carryover. See budget ordinance in back of this document.

Note: The City is currently maintaining two different financial systems and until a new budget development software is established, the financial information displayed in the future may have further adjustments.

Financial Summary by Category

	Actual	Adopted*	Adjusted**	Adopted*
	FY 21	FY 22	FY 22	FY 23
Revenues:				
Property Taxes	-	-	-	-
Sales and Use Taxes	-	-	-	-
Other Taxes	-	-	-	-
Utility Users Tax	-	-	-	-
Franchise Fees	-	-	-	-
Licenses, Permits and Fees	-	-	-	-
Fines and Forfeitures	-	-	-	-
Use of Money & Property	-	5,000	5,000	5,000
Revenue from Other Agencies	-	-	-	-
Charges for Services	28,061	-	-	-
Other Revenues	128,140	304,000	304,000	306,500
Intrafund Services	-	-	-	-
Intrafund Transfers	-	-	-	-
Interfund Services	2,540,047	3,634,654	3,634,654	3,634,654
Interfund Transfers	-	-	-	333,421
Other Financing Sources	-	-	-	-
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Total Revenues	2,696,248	3,943,654	3,943,654	4,279,575
Expenditures:				
Salaries and Wages	3,943,305	4,659,635	4,659,635	6,986,083
Employee Benefits	2,262,599	2,904,151	2,904,151	4,327,571
Overtime	17,978	9,850	9,850	9,850
Materials, Supplies and Services	1,102,803	1,166,513	1,259,818	1,286,831
Interfund Support	941,569	1,049,219	1,049,219	3,811,218
Intrafund Support	-	-	-	-
Capital Purchases	-	-	-	-
Insurance Premiums and Losses	11,114,867	6,853,311	6,853,311	11,824,595
Other Non-Operational Expenditures	-	-	-	-
Operating Transfers	-	-	-	-
Intrafund Transfers Out	-	-	-	-
Purchase of Gas & Water	-	-	-	-
Depreciation and Non Cash Expenditures	-	-	-	-
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Total Expenditures	19,383,121	16,642,679	16,735,984	28,246,147
Budgeted FTEs	45.50	47.00	47.00	70.00

* Amounts exclude all-years carryover. See budget ordinance in back of this document.

**Adjusted Budget as of April 30, 2022.

Note: The City is currently maintaining two different financial systems and until a new budget development software is established, the financial information displayed in the future may have further adjustments.

Personnel Summary

Classification	FY 21 Adopt FTE	FY 22 Adopt FTE	FY 23 Adopt FTE	FY 22 Adopted Budget	FY 23 Adopted Budget
Director of Human Resources	1.00	1.00	1.00	227,715	232,269
Administrative Aide II-Confidential	2.00	2.00	2.00	133,683	136,744
Administrative Analyst III-Confidential	4.00	4.00	6.00	397,681	604,951
Assistant Administrative Analyst II-Conf	3.00	1.00	1.00	79,641	81,464
City Safety Officer	1.00	1.00	-	128,671	-
Clerk Typist III	2.00	2.00	2.00	109,668	112,443
Clerk Typist III-Confidential	1.00	1.00	-	54,834	-
Department Safety Officer	1.00	1.00	3.00	112,768	352,282
Deputy Director of Human Resources	1.00	1.00	1.00	185,499	194,886
Executive Assistant	1.00	1.00	1.00	75,633	77,146
Human Resources Officer	6.00	6.00	6.00	758,806	791,152
Legal Office Specialist	-	-	1.00	-	61,446
Manager-City Safety	-	-	1.00	-	150,000
Manager-Labor Relations	1.00	1.00	1.00	174,900	180,182
Manager-Risk Management	1.00	1.00	1.00	161,684	164,917
Manager-Workers' Compensation	-	-	1.00	-	132,601
Nurse II	2.00	2.00	2.00	213,072	218,463
Occupational Health Services Officer	1.00	1.00	1.00	188,461	192,230
Personnel Analyst II - Confidential	-	1.00	1.00	78,327	80,698
Personnel Analyst III-Confidential	6.00	9.00	10.00	912,149	1,029,417
Personnel Analyst IV-Confidential	3.00	3.00	3.00	334,844	344,977
Personnel Assistant II-Confidential	1.00	-	1.00	-	68,372
Public Health Physician	1.00	1.00	1.00	186,400	191,116
Safety Specialist I-Confidential	1.00	1.00	2.00	79,641	148,123
Safety Specialist III Confidential	2.00	2.00	1.00	216,013	110,480
Secretary-Confidential	2.00	2.00	2.00	117,965	120,667
Senior Workers' Comp Claims Examiner	-	-	2.00	-	231,849
Special Projects Officer	1.00	1.00	1.00	116,562	122,301
Workers' Comp Administrative Assistant	-	-	1.00	-	91,064
Workers' Comp Claims Assistant	-	-	4.00	-	343,231
Workers' Comp Claims Examiner	-	-	4.00	-	414,081
Workers' Comp Office Assistant II	-	-	5.00	-	291,181
X-Ray Technician	0.50	1.00	1.00	65,154	66,802
Subtotal Salaries	45.50	47.00	70.00	5,109,768	7,337,535
Overtime	-	-	-	9,850	9,850
Fringe Benefits	-	-	-	2,787,930	4,138,373
Administrative Overhead	-	-	-	116,221	189,198
Attrition/Salary Savings	-	-	-	(117,963)	(167,010)
Expenditure Transfer	-	-	-	(332,171)	(184,441)
Total	45.50	47.00	70.00	7,573,636	11,323,504

