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LOS ANGELES, CA 90012

—
Wendy G. Macy
GENERAL MANAGER

April 24, 2020

Honorable Members of the Budget & Finance Committee
c/o Erika Pulst, Legislative Assistant
Office of the City Clerk
City Hall, Room 395
Los Angeles, CA 90012

FISCAL YEAR 2020-21 PROPOSED BUDGET - PERSONNEL DEPARTMENT

As the City enters an extraordinarily challenging post-COVID fiscal reality, the Personnel Department stands ready to serve a significant, and critical, role in helping the City pivot to its new reality. We are grateful that the Mayor's Fiscal Year 2020-21 Proposed Budget continues resources needed to maintain the Targeted Local Hire Program and to support our liaison departments as they navigate new workforce and operational needs. With severe reductions in the upcoming fiscal year, we believe our function will be more important than ever, as we assist departments with clearing employees to return to work, consult on department HR matters, support contact tracing and other medical services and determinations, and protect the health and welfare of City employees and the public. With these efforts in mind as our top priorities, we are respectfully submitting this letter to your Committee.

Health & Safety of City Employees and the Public

Disaster Service Worker (DSW) Deployment and Contact Tracing

When the COVID-19 pandemic prompted the Mayor to activate DSWs, the Personnel Department immediately reached out to the City family to identify DSWs to address mission-critical roles – among them, delivering meals to seniors and assisting homeless clients in shelters across the City. As the City moves toward efforts like contact tracing, we anticipate that our Department will continue to be called upon to respond to the City's needs. We will monitor associated expenses and report back to your Committee on the status.

Custody Care and Jails - \$217,000 for Furlough Exemption for Physicians and APPs

Through our Medical Services Division, we provide custody care at three City jails on a 24/7 basis. In recognition of this indispensable service, the Mayor's budget has provided an exemption for the Correctional Care Nurses who work in the jails. We request that this exemption be extended to Physicians and Advanced Practice Providers assigned to correctional care as well, since they issue treatment orders and prescribe medication, working alongside the correctional nurses.

Public Safety Hiring - \$317,300

We are seeking exemptions from furloughs for our Background Investigators (BI-Is) and their first-level supervisors (BI-IIIs). Ensuring that the City's sworn ranks remain fully staffed during the COVID-19 crisis will require maintaining our BI cadre at current levels, since background investigations for Police Officer and Firefighter candidates are not only intensive but also time-consuming. Unless these BI classifications are exempted from furloughs, we anticipate a reduction of over 5,400 investigation hours and a corresponding reduction in our ability to process background files for 120 candidates, which will slow down public safety hiring.

Industrial Hygiene and Ergonomics – Staffing - \$190,830; Ergonomic Expenses -\$135,000

Since the COVID-19 outbreak, our Occupational Safety and Health Division has been inundated with queries ranging in topic from cleaning and sanitizing protocols to reporting positive cases to OSHA. As employees return to the workplace, we anticipate a significant increase in the demand for industrial hygiene testing, ergonomic evaluations, and other safety measures. We are grateful for the Safety Engineering Associate the Budget provides to supplement our current industrial hygiene efforts. Nonetheless, we believe that additional resources (a Safety Engineer and a Sr. Personnel Analyst) are needed to manage the spikes in demand for safety inspections, advice, and guidance, aimed at making City buildings and facilities as safe as they can be for employees and visitors.

Supporting Priorities for City Departments

Examining – Staffing - \$222,570; Expense - \$600,000

The Proposed Budget for Anytime/Anywhere Testing eliminates two Personnel Analyst resolution authorities, one Administrative Clerk resolution authority, and \$600,000 in contractual funds. Although these three positions may be currently vacant, selection processes were underway to fill them prior to the hiring freeze. These positions and contractual funds support one of the most fundamental programs directly related to the City's examination process and the hiring of critical classes, which include civilian and sworn positions in Public Works, and sworn promotional exam for LAPD and LAFD. Specifically, these resources support Virtual Reality Testing equipment and production, recorded

interviews (self-recorded interviews), and, most importantly, Online Remote Proctored Testing. With the physical distancing required by the pandemic, these alternative test methods are vital to making the City resilient to future waves of COVID outbreaks. Anytime/Anywhere testing allows for continuity of operations amidst this crisis while protecting the health and safety of our employees and candidates; keeps the City competitive with private industry where such testing is standard; allows us to broaden our talent pool by reaching candidates in distant cities and states; promotes equity; and ultimately decreases the need for resources associated with administering tests at physical sites.

Recruitment – Staffing - \$279,736 (12 months funding); Expense - \$100,000

Despite the City's current hiring freeze, departments must continue to fill critical and essential positions as they become vacant due to transfers or retirements. To maintain current eligibility lists, both civilian hiring and recruitment must continue their work. We are asking to retain three Civil Recruitment positions—one Sr. Personnel Analyst I and two Personnel Analysts, all of them currently filled—and expense funding, which are marked for elimination.

The civilian recruitment team performs outreach to candidates for hard-to-fill, specialized, or executive positions, and, with regard to COVID-19, critical civilian positions essential to public health and safety, including positions in Sanitation, Building & Safety, Housing, and other key departments. This work includes the development of detailed recruitment plans, promotional materials, organic and paid advertisements, and social media campaigns. The team's steady presence on social media builds brand awareness for the City and meets algorithm requirements to maximize reach and engagement. Our civilian recruiters also attend job fairs and informational panels held by universities and organizations, maintains a presence on various media outlets and online job boards, communicates with industry-specific organizations and associations, and cultivates connections with viable candidates with experience in desired fields. Their concerted efforts are key to delivering for the City a highly qualified workforce that is diverse and inclusive.

Human Resources Payroll (HRP) Project – Staffing - \$290,100 (9 months funding)

Our Department is at the center of the City's mammoth effort to update its human resources and payroll systems by developing and launching the HRP. While the Proposed Budget renews two resolution authorities, we fundamentally believe that the success of this high-stakes program requires additional funding. Indeed, this effort continues to be a priority for the City, and the schedules for its completion have not changed.

In the new year, we foresee the need for a Personnel Director, Sr. Personnel Analyst I, and Management Analyst as added members of the project team. The Personnel Director and Sr. Personnel Analyst II will work with City departments to ensure processes are standardized, policies are developed and implemented, and the system meets the City's requirements. A

Management Analyst will work directly with our Benefits Division to engage our third-party administrators (TPAs) in adapting the interfaces between the City's new payroll system and the systems used to manage employee benefits and deferred compensation. Since the TPAs use the payroll system to process eligibility and trigger transactions, a new payroll system requires significant effort to achieve effective communication between systems.

Support for Department of Cannabis Regulation - \$173,000 (9 months funding)

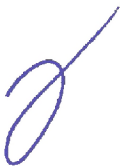
To provide more immediate, timely investigations and resolution of licensing-related allegations, the Department of Cannabis Regulation (DCR) requires two Special Investigators. DCR has agreed to fund these positions in our Department, as we have developed investigative expertise through our program funded by Building & Safety. With existing investigative staff, we are unable to keep up with the demand. These investigations are highly sensitive, and can include criminal and administrative allegations of ethical violations, improper conduct, and improper processing.

Human Resources Benefits (HRB) Budget

Funding for the HRB Budget includes amounts for civilian and sworn health benefits and for workers' compensation expenditures. We appreciate the recognition of our actuary's assessment that COVID may significantly increase our workers' compensation expenditures. We will closely monitor this Budget and report back to your Committee on the status.

As we continue with our mission to make the City of Los Angeles the best employer in the nation, we are cognizant of the fiscal challenges the new year brings. We are wholly committed to supporting the City's recovery efforts while promoting the safety of its employees and the public. We believe that the modest requests we've set forth in this letter will be instrumental for us to overcome the considerable hurdles we'll be facing in the foreseeable future.

I am available to discuss our letter and other items. You may reach me or Paula Dayes, Assistant General Manager, at (213) 473-3470.



Wendy G. Macy
General Manager

cc: Matt Szabo, Deputy Chief of Staff
Chief Legislative Analyst
City Administrative Officer