

HUMAN RESOURCES

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 business risks.

Chapter Overview

This budget chapter reflects key elements of the Human Resources Department's Strategic Business Plan, which was developed as part of the City's commitment to performance management.

As part of this strategic planning process, the Department identified, with input from community stakeholders and employees, significant issues to be confronted over the next two- to five-years. Strategic objectives have also been developed as part of this effort to help guide the Department in addressing these issues. The Department of Human Resources has also developed its program structure and performance measures, which serve as the basis for the City's performance-based program budget and add clarity to the City's budget by aligning department program information (purpose statement and listing of services), budget allocations, and performance information, all at the program level.

Please note that while the Department of Human Resources has completed its Strategic Business Plan, a number of the key performance measures may be new to the Department and will take time to fully develop and collect the performance information. Therefore, some performance measures are presented at this time without the corresponding performance information. As the Department is able to work toward full implementation, existing measures may be changed and/or new ones may be added.

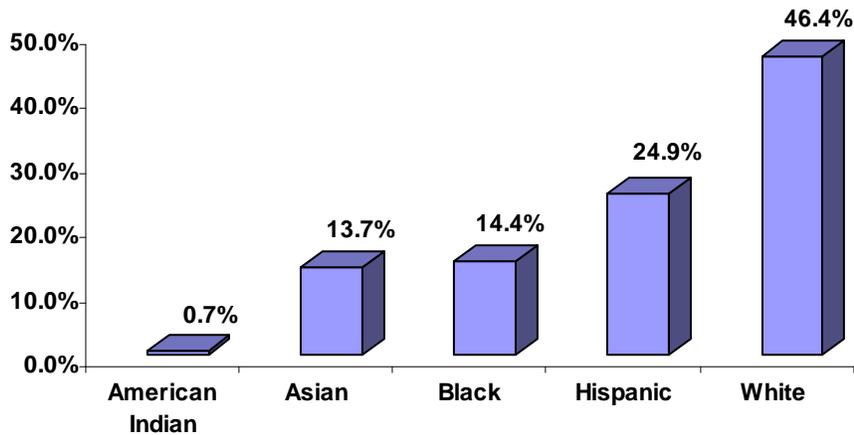
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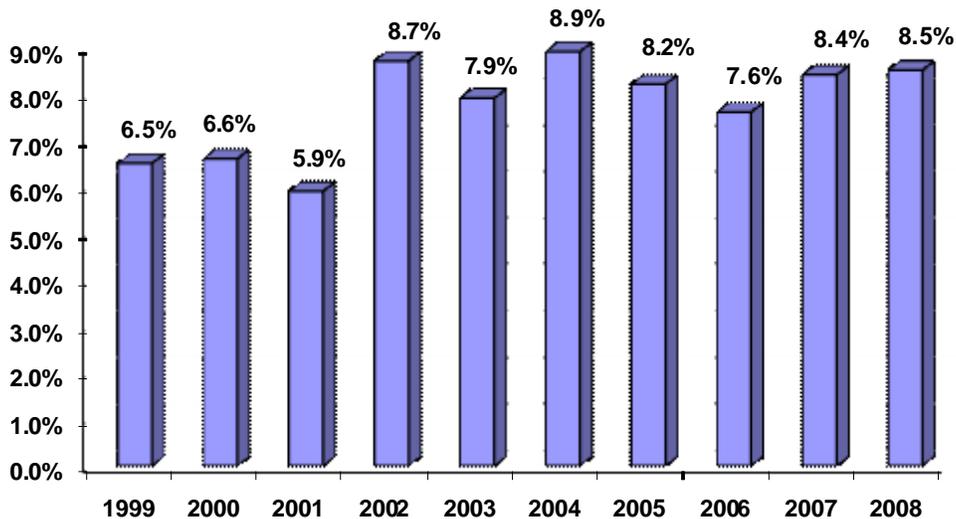
Service Delivery Environment

Human Resources is an internal service department and our customers are other City departments. Our job is to provide the support they need to assist them in accomplishing their service objectives, and to ensure that salaries, benefits and working conditions are competitive in order to attract and retain a well qualified workforce to deliver effective city services. Supporting the needs of a diverse workforce that reflects the diversity of Long Beach is also a primary goal for the Department. The chart below shows the City's workforce by ethnicity during the 2008 calendar year.

**City of Long Beach
2008 Workforce by Ethnicity**



Percentage of Employee Turnover by year

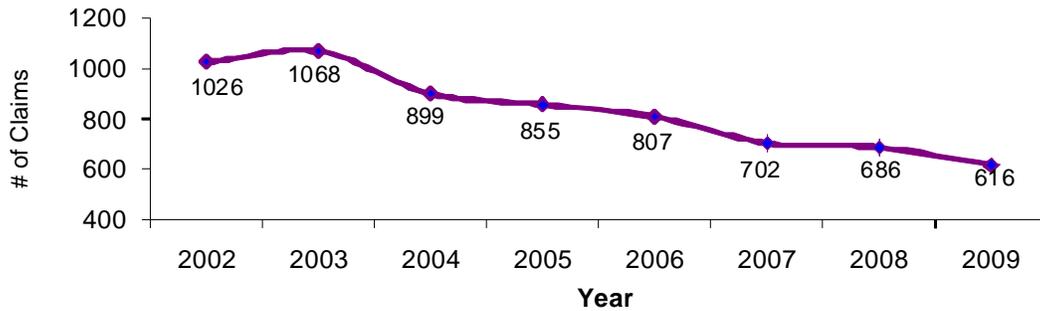


The chart above shows the percent of permanent employee turnover by calendar year for the City as a whole, which includes resignations, dismissals, deaths and retirements.

Service Delivery Environment

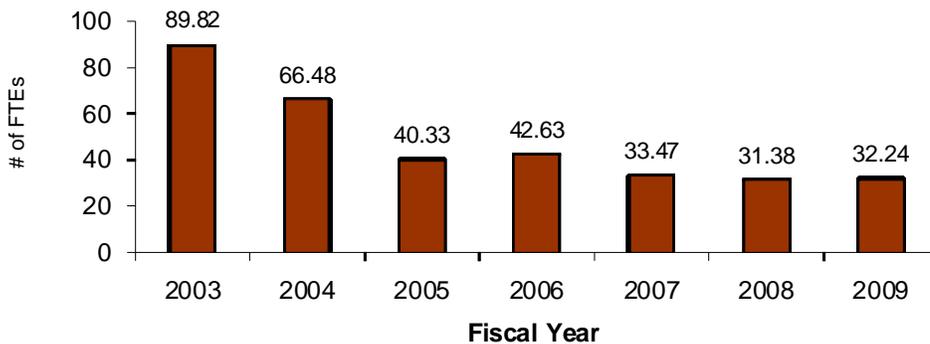
Human Resources, along with City Attorney's Office and all departments, has worked to reduce Workers' Compensation costs and lost work hours through the implementation of a comprehensive Workers' Compensation business improvement process. With a continued focus on improving employee safety, reducing the current cost of claims and improving the claims handling process, we strive to continue this trend through FY 09.

Number of Workers' Compensation Injuries per Fiscal Year



Estimated for 2009

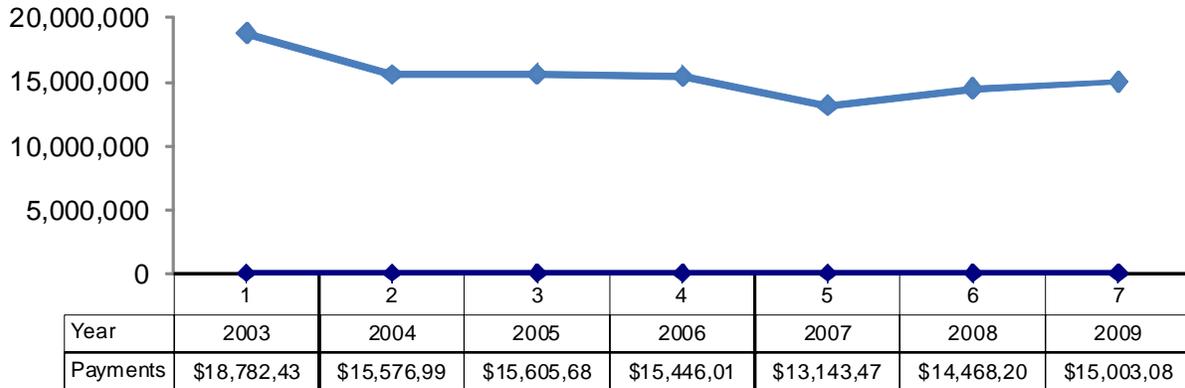
Number of Full Time Equivalent Employees (FTE) Represented by Lost Time Injuries



Estimated for 2009

Service Delivery Environment

**Workers' Compensation Claims Payments
by Fiscal Year**



As seen in the chart above, the implementation of the Workers' Compensation business improvement processes implemented during the last five years have had a significant impact on the cost of Workers' Compensation within the City. There has been a \$4.6 million (or 23.7 percent) reduction in Workers' Compensation claims payments since 2003 despite increasing costs for medical care over the same period of time. However, according to a recent report published by the Workers' Compensation Insurance Rating Bureau of California, medical costs in the state have risen 16.0 percent over the last three years, which will impact future worker's compensation expenses.

Significant Issues

- The increasingly competitive labor market coupled with the traditional recruitment strategies makes it difficult to attract the employees needed to provide City services.
- The complex and lengthy hiring process, including the rules and organizational structure, inhibit our ability to staff critical City functions and services.
- The traditional organizational culture does not provide for the needs and expectations of the current workforce, (including, competitive salaries and benefits, flexible work schedules, and opportunities for employee growth), leading to high turnover rates, high costs for replacement, and reduced levels of services.
- Increasing retirements and the associated loss of knowledge, coupled with the lack of commitment and dedicated resources for employee development have compromised the skill set and effectiveness of the current and future workforce.

Strategic Objectives

1. To attract the employees needed to provide City services, the Department will engage new and innovative recruitment strategies, so that:
 - The City will maintain a citywide vacancy rate of 10 percent or less (Administration)
 - By FY 11, the applicant pool will better reflect community and the minority and female workforce representation will increase from 64.6 percent to 67 percent, which is closer to parity with the Labor Market Availability (Administration)

Focus Area: Leadership, Management and Support

City Manager Key Outcome: Enhanced Recruitment and Retention of a Qualified Workforce

2. The Department will seek to shorten the complex and lengthy hiring process, including the rules and organizational structure that inhibit our ability to staff critical City functions and services, so that:
 - By FY 12, the average amount of time to fill classified positions citywide will be 60 working days* or less (Personnel Services)
 - By FY 12, the average amount of time to fill unclassified positions citywide will be 60 working days** or less (Personnel Services)

Focus Area: Leadership, Management, and Support

City Manager's Key Outcome: Enhanced Recruitment and Retention of a Qualified Workforce

* Mean working days for internal recruitment (when testing is required) is 37.3 in FY 06 ICMA Benchmarking Study for jurisdictions over 100,000 population.

** Mean working days to fill an external position (when testing is required) is 34.4 in FY 06 ICMA Benchmarking Study for jurisdictions over 100,000 population.

3. The Department will pursue higher retention rates by providing competitive benefits package, career development, and employee-friendly workplaces, so that:
 - Through FY 11, the City will maintain a citywide retention rate of 93 percent* or higher (Administration)
 - By FY 11, 90 percent of employees report the health benefits they receive are high quality/value (Employee Benefits)
 - BY FY 11, the City will maintain a number of grievances and appeals that come to Human Resources per 100 employees at 2 grievances** or below (Labor Relations)

Focus Area: Leadership, Management, and Support

City Manager's Key Outcome: Enhance Recruitment and Retention of Qualified City Employees

* Mean turnover rate for jurisdictions of 100,000 or more population is 7.2 in FY 06 ICMA Benchmarking Study.

** Mean number of grievances per 100 employees of organizations 100,000 or more population is 1.9 in FY 06 ICMA Benchmarking Study.

Strategic Objectives

4. To promote employee productivity and performance, the Department will promote skill set development of the current and future workforce, so that:
- By FY 11, 90 percent of scheduled hours will actually be delivered (worked) per full-time equivalent citywide (Labor Relations)*
 - By FY 11, 75 percent** of employees received a scheduled performance evaluation on time citywide (Personnel Services)
 - By FY 11, the rate of lost work hours from Workers' Compensation will be reduced to 9 hours per full-time equivalent citywide (Workers' Compensation and Administration)***

Focus Area: Leadership, Management, and Support

City Manager's Key Outcome: Enhance Recruitment and Retention of Qualified City Employees

* Combined leave hours used per 1,000 scheduled work hours for all jurisdictions was 80 hours used for FY 06 ICMA Benchmarking Study.

** Mean rate of scheduled performance reviews received on time is 75 percent in FY 06 ICMA Benchmarking Study for jurisdictions over 100,000 population.

*** Mean number of sick leave hours used per 1,000 hours worked is 31.1 in FY 06 ICMA Benchmarking Study for jurisdictions over 100,000 population.

5. To promote more sustainable management of the City's resources, the Department will seek more long-term strategic planning and risk management, so that:
- Only 1 percent or less of the City Budget will be paid for insurance policies, liability claims, and workers' compensation claims (measure of reduced government financial liability) (Insurance and Loss Control)
 - Through FY 11, departments will maintain 85 percent safety compliance rate citywide for facilities, inspections and training (Occupational Safety)
 - Through FY 11, departments will maintain illness/injury rate of 8 or less citywide (Occupational Safety)
 - By FY 11, the City will achieve an average reporting lag time for Workers' Compensation claims of 2 days or less citywide (Workers' Compensation and Administration)

Focus Area: Leadership, Management, and Support

City Manager's Key Outcome: Strengthen the City's Fiscal Sustainability

Summary by Fund and FY 09 Key Accomplishments

FY 10 Budget by Fund

Fund	Expenditures	Revenues	Net Fund Support
Employee Benefits	2,706,656	-	2,706,656
Insurance	5,150,951	1,884,101	3,266,850
Total	7,857,606	1,884,101	5,973,505

FY 09 Key Accomplishments

- Successfully initiated the Classification and Compensation Study called for in the 2007-2012 labor agreement with the International Association of Machinists by seating a joint labor/management Committee; Classification descriptions have not been updated since the 1970s and 1980s.
- The number of full-time equivalents (FTEs) lost to work related injuries has steadily been declining from 89.82 in 2003 to 31.38 in 2008.
- Successfully implemented citywide employee educational sessions for deferred compensation and CalPERS retirement planning.
- Successfully investigated and/or mediated all internal harassment/discrimination complaints to achieve 83 percent completion rate of all complaints filed.
- 119 Supervisors and Managers completed the Leadership Academy in FY 2008/2009. In total, over 820 employees have participated in citywide employee training workshops for FY 09.
- Interest Based Problem Solving Training has improved working relationships with the employee associations during these difficult financial times.
- Initiated review of Civil Service Rules and Regulations continue in order to develop improved recruitment, selection process and increased retention of city employees.
- Implement a 40 hour employee furlough to generate \$4 million in General Fund savings to offset revenue losses.
- City costs for Workers' Compensation have decreased by 24 percent over the last five years, while medical costs nationally have increased by 16 percent during the same period.

Administration Program

Focus Area: Leadership, Management and Support

Line of Business: Administration

Program Purpose Statement: To provide central administrative support, coordination, and direction for the entire Department.

Key Services Provided: Human Resources, Training, Risk Management, Employee Safety, Workers' Compensation, Budget and Accounting, Procurement, Billing and Collections, Contract Management, Records Management, Public Information and Communications and Executive Leadership.

FY 10 Funding Sources: Employee Benefits Fund 69%, Insurance Fund 31%

Administration	Actual FY 08	Adjusted FY 09	Year End* FY 09	Percent of Budget	Adopted** FY 10
Expenditures	610,611	648,946	612,227	94%	677,899
Revenues	2,440	-	830	-	-
FTEs	3.00	3.00	3.00	100%	3.50

*Unaudited

**Amounts exclude all-years carryover.

Key Performance Measures	Actual FY 08	Target FY 09	Year End FY 09	Percent of Budget	Adopted FY 10
June Expenditure ETC as % of Year End Actual	105%	100%	106%	106%	100%
June Revenue ETC as % of Year End Actual	106%	100%	98%	98%	100%
Department Vacancy Rate	15%	13%	14%	108%	13%
Overtime as % of Total Salaries	-	-	-	-	-
# of Workers' Comp. Claims involving lost time	-	-	(a)	(a)	(a)
# of Lost Work Hours (expressed in full time equivalents) from Workers' Comp. During Fiscal Year	0.43	-	(a)	(a)	(a)

(a) Tracking systems are being developed to capture this data going forward and/or data not available

Results Narrative:

Effectively managing the Department's fiscal and human resources is a key focus for this Program in line with the City Manger's Key Outcomes for FY 10. The Department had no lost time injuries in FY 09 and met its budget appropriations and mid-year reduction targets.

Personnel Services Program

Focus Area: Leadership, Management and Support

Line of Business: Personnel Operations

Program Purpose Statement: To provide policy development, consultation, training, transaction processing, and other human resource management services to City departments so they can effectively fill vacancies in a timely manner, and retain a diverse and qualified workforce while limiting the City's liability exposure through compliance with government regulations.

Key Services Provided: Policy Manuals and Interpretations, Labor Relations, Human Resources Management System (HRMS) Information/Data Entry & Maintenance, Access/Security Services and Reports, Classification/Compensation Studies, Position Audits, Disciplinary Evaluations/Consultations, Labor Law Consultations, Salary Resolution and Organization/Personnel Ordinance Amendments, Personnel Files, Employment Verification and Background Checks, HRMS Training

FY 10 Funding Source: Employee Benefits Fund 100%

Personnel Services	Actual FY 08	Adjusted FY 09	Year End* FY 09	Percent of Budget	Adopted** FY 10
Expenditures	955,596	1,053,093	925,431	88%	841,654
Revenues	10	-	3,734	-	-
FTEs	4.37	6.25	6.25	100%	5.00

*Unaudited

**Amounts exclude all-years carryover.

Key Performance Measures	Actual FY 08	Target FY 09	Year End FY 09	Percent of Budget	Adopted FY 10
Total annual turnover rate of the permanent workforce (classified & unclassified) for all types of departures	8.5%	8.0%	6.6%	83%	7.0%
Annual turnover rate of the permanent workforce (classified & unclassified) for retention related departures (all voluntary resignations excluding retirements)	4.5%	4.0%	4.2%	105%	4.0%
Percentage of employee performance evaluations completed on schedule	(a)	75%	(a)	(a)	75%
Average working days to fill a vacant position	(a)	60	(a)	(a)	60
Percentage of employees who successfully pass probation	(a)	98%	(a)	(a)	98%

(a) Tracking systems are being developed to capture this data going forward and/or data not available

Results Narrative:

A primary focus of this Program is to enhance recruitment and retention of a qualified work force in line with the City Manager's Key Outcomes for FY 10. Annual employee turnover has increased 2.6 percent since 2001. Streamlining the hiring process and improving communication with employees to enhance recruitment and retention efforts continue to be a challenge. The required FY 09 mid-year reductions to not centralize fingerprinting of new employees at the same location as pre-employment physicals will continue to stress the time it takes to fill vacant positions.

Labor Relations Program

Focus Area: Leadership, Management and Support

Line of Business: Personnel Operations

Program Purpose Statement: to facilitate an open dialogue between labor and management based upon respect to insure maximum results for the community with the City's Human Resources.

Key Services Provided: Facilitate Interest Based Problem Solving Processes, Facilitation of Labor/Management Consultations, Labor Relations, Conduct Contract Negotiations, Labor Contract Implementation and Administration

FY 10 Funding Source: Employee Benefits Fund 100%

Labor Relations	Actual FY 08	Adjusted FY 09	Year End* FY 09	Percent of Budget	Adopted** FY 10
Expenditures	296,390	387,399	378,742	98%	418,203
Revenues	389	-	271	-	-
FTEs	2.20	3.20	3.20	100%	3.45

*Unaudited

**Amounts exclude all-years carryover.

Key Performance Measures	Actual FY 08	Target FY 09	Year End FY 09	Percent of Budget	Adopted FY 10
Number of labor/management meetings in City departments (monthly)	(a)	21	(a)	(a)	21
Percentage of grievances that come to HR and are resolved at the HR level	(a)	100%	100%	100%	100%
Number of grievances filed	32	10	4	40%	10
Percentage of disciplinary actions upheld	100%	100%	100%	100%	100%

(a) Tracking systems are being developed to capture this data going forward and/or data not available

Results Narrative:

A primary focus of this Program is to enhance citywide recruitment and retention efforts by facilitating an open dialogue between labor and management based upon mutual respect to insure maximum results for the community with the City's human resources. One of the primary goals in the coming years will be to improve labor management relations with the nine (9) Employee Organizations. For FY 09, these efforts included interest-based problem solving training, implementing a comprehensive classification and compensation study for IAM, gain sharing and meaningful labor management meetings in departments. Personnel Operations continues to work with departments and Employee Organizations to ensure that needed labor management meetings occur in each department and therefore minimize the number of grievances. These efforts promote the City Manager's Key Outcome to enhance recruitment and retention of qualified City employees.

Employee Benefits and Retirement Program

Focus Area: Leadership, Management and Support

Line of Business: Employee Services

Program Purpose Statement: To provide quality health, dental, life insurance and other employee benefit services to active and retired employees so that the City can attract and retain a healthy, diverse and productive work force.

Key Services Provided: Health, Dental, and Life Benefits, Long-term/Short-term Disability Benefits; Hospital Indemnity Benefits, Deferred Compensation Benefits; Flexible Spending Benefits Programs; Flexible Spending Benefits Programs, Annual Managers Physical Examinations, Manager's Supplemental Life Insurance Benefits, Retiree Health Insurance Benefits, Premium Collections and Reconciliation Summaries, Employee Blood Drive Scheduling and Promotions, Contribution Summaries and Contribution Disbursements, Health Insurance Advisory Committee Support

FY 10 Funding Source: Employee Benefits Fund 100%

Employee Benefits & Retirement	Actual FY 08	Adjusted FY 09	Year End* FY 09	Percent of Budget	Adopted** FY 10
Expenditures	565,696	636,556	656,830	103%	575,227
Revenues	(87)	-	(1,005)	-	-
FTEs	5.50	6.00	6.00	100%	5.00

*Unaudited

**Amounts exclude all-years carryover.

Key Performance Measures	Actual FY 08	Target FY 09	Year End FY 09	Percent of Budget	Adopted FY 10
% of employees and retirees who reported they feel knowledgeable about their health benefits	90%	92%	90%	98%	92%
# of original communication pieces provided to active employees/retirees	107,337	117,337	125,000	107%	117,337
Average cost of monthly medical claims paid for self funded insurance program	\$2,325,000	\$2,450,000	\$2,325,000	95%	\$2,450,000
% of total prescription claims completed through mail order	12%	13%	13.3%	102%	15%

Results Narrative:

Providing a desirable and cost effective employee benefits program assists with two Key City Manager's Outcomes: enhancing recruitment and retention of a qualified workforce and strengthening the City's fiscal health. The Program continues to seek opportunities to decrease costs and provide a quality and competitive healthcare program for City employees and retirees in order to promote a healthy and stable workforce, with a goal of saving \$811,000 annually citywide in this area to address the City's structural budget deficit. To facilitate this outcome, appropriate plan and service changes and the movement to the open access plan network will continue to be assessed. Increased communication and educational sessions will be necessary to enhance the health, retirement and deferred compensation programs.

Equal Employment Program

Focus Area: Leadership, Management and Support

Line of Business: Employee Services

Program Purpose Statement: To provide a diverse workplace free of discrimination and harassment; and to provide consultations, mediation and investigative services to employees and the public so that the City can attract and retain diverse and productive work force; and comply with the Americans with Disabilities Act (ADA).

Key Services Provided: ADA Reasonable Accommodations Assessments, Plans, Consultations, and Essential Function Job Analyses, EEO City Workforce Plan and Interpretations, EEO Complaint/Regulatory Agency Responses, Mediation for ADA/EEO Issues Within the Agency, Americans with Disabilities Act (ADA) and State Accessibility Laws, ADA Transition Plan and Monitoring Reports, Citizen and Employee Inquiry and Request Responses, Compliance Reviews and Inspections, Citizen Advisory Commission on Disabilities (CACOD) Training Course and Classes

FY 10 Funding Sources: Employee Benefits Fund 51%, Insurance Fund 49%

Equal Employment	Actual FY 08	Adjusted FY 09	Year End* FY 09	Percent of Budget	Adopted** FY 10
Expenditures	279,456	341,535	317,268	93%	323,183
Revenues	-	-	-	-	-
FTEs	3.05	3.05	3.05	100%	2.80

*Unaudited

**Amounts exclude all-years carryover.

Key Performance Measures	Actual FY 08	Target FY 09	Year End FY 09	Percent of Budget	Adopted FY 10
Number of ADA complaints/inquiries responses	165	165	130	79%	130
Number of EEO complaints received	54	55	55	100%	55
Number of EEO complaints resolved internally	45	48	48	100%	45

Results Narrative:

One of the City Manager's Key Outcomes is to increase the retention of qualified employees. Therefore, this Program focuses on providing a diverse work environment, which is free of harassment and/or discrimination. By providing harassment and discrimination training to employees and prompt and objective investigations of City complaints, there has been a 13 percent decrease in EEO complaints and a 27 percent decrease in ADA requests/inquires from calendar year 2007 to calendar year 2008.

Employee Development and Workforce Planning Program

Focus Area: Leadership, Management and Support

Line of Business: Leadership and Organizational Development

Program Purpose Statement: To provide employee development, training, communications, recruitment, retention activities and organizational development services to current and future employees, so they can enhance their skills and prepare for leadership roles in the organization.

Key Services Provided: Leadership & Career Development Programs, Mentoring Programs (Training Sessions, Projects, Individual Mentoring Sessions, Job Shadowing Days, Meetings, Promotional Opportunities), Succession Planning Programs, Management Conferences, New Employee Orientations (Training Sessions), Supervisor Leadership Training & Development Programs, Management Leadership Training & Development Programs, Management Assistant Program, Reassignment for Training Opportunities (Transfer Opportunities), Embracing Diversity Training Classes, Executive Recruitment Campaigns, Employee Communications & Morale, Employee Newsletters, Employee Surveys, Intranet Pages (Employee Express Announcements, Human Resource Website Pages), Organization Development & Improvement Programs

FY 10 Funding Source: Employee Benefits Fund 100%

Employee Development and Workforce Planning	Actual FY 08	Adjusted FY 09	Year End* FY 09	Percent of Budget	Adopted** FY 10
Expenditures	372,533	297,422	201,750	68%	245,275
Revenues	21	-	655	-	-
FTEs	1.00	2.00	2.00	100%	1.50

*Unaudited

**Amounts exclude all-years carryover.

Key Performance Measures	Actual FY 08	Target FY 09	Year End FY 09	Percent of Budget	Adopted FY 10
Percentage of Participants that report training helped them do their current job better/more effectively	(a)	85%	87%	102%	85%
Percentage of new employees who completed the New Employee Orientation (NEO) within 2 months of hire	(a)	75%	78%	104%	100%
Number of program participants in HR training	819	1,220	845	69%	1,220

(a) Tracking systems are being developed to capture this data going forward and/or data not available

Results Narrative:

This Program provides training and development aimed at enhancing recruitment and retention of qualified employees, one of the City Manager's FY 10 Key Outcomes. Proper training ensures that City employees can do their jobs better thereby enhancing their ability to provide the residents of Long Beach more efficient and effective services. Quickly introducing new employees to the organization and educating them about the City's philosophy, organizational structure, policies and procedures ensures the City's commitment to providing quality service continues. The Leadership Academy for supervisors and managers enhances supervisory and management skills by providing training to enable the development of more productive and motivated employees. Additional training programs are also provided to enhance employees' work skills in general.

Insurance and Loss Control Program

Focus Area: Leadership, Management and Support

Line of Business: Risk Management

Program Purpose Statement: To provide review/approval, inspection, consultation, inquiry response, and insurance procurement services to City departments, programs, and services, reduced government financial liability, and timely turnaround on insurance requests.

Key Services Provided: Insurance Policy Procurement (General and Specialized Lines of Insurance and Policies for City and City-affiliated not-for-profit entities), Department Insurance Fund Allocations, Contractual Certificates of Insurance Approvals, Insurance Consultations (with Departments and vendors, contractors, tenants, and grantees), Special Events Consultations and Insurance Issuances, Loss Control Inspections (of City owned property), Property Appraisals (of City owned property), Current and Future Financial Liability Estimates, Self-insurance Certificates

FY 10 Funding Source: Insurance Fund 100%

Insurance and Loss Control	Actual FY 08	Adjusted FY 09	Year End* FY 09	Percent of Budget	Adopted** FY 10
Expenditures	2,391,339	3,100,208	2,453,755	79%	2,942,667
Revenues	1,774,116	1,884,101	1,922,836	102%	1,884,101
FTEs	2.25	1.75	1.75	100%	1.75

*Unaudited

**Amounts exclude all-years carryover.

Key Performance Measures	Actual FY 08	Target FY 09	Year End FY 09	Percent of Budget	Adopted FY 10
Total insurance value of all City property	\$ 14,468,207	\$ 1,500,000,000	\$ 15,003,085	1%	\$ 1,500,000,000
% of increase/decrease cost of insurance premiums over previous fiscal year	10%	5%	5%	100%	5%
# of documents reviewed for risk transfer and insurance sufficiency to include leases, permits, contracts, purchase orders , etc.	3,913	3,800	4,428	117%	3,800
% of City budget paid for insurance policies, liability claims, workers' compensation claims	0.97%	1.00%	1.00%	100%	1.00%

Results Narrative:

This Program focuses on procuring cost effective insurance and preventing loss that could result from City operations, infrastructure conditions and disasters, to assist in strengthening the fiscal sustainability of the City, one of the City Manager's Key Outcomes. Over the last two years, the City has recovered approximately \$1.2 million from property insurers for various property damage claims, absolving related funds from having to carry the burden of finding funding for these repairs. To ensure proper property valuation, Risk Management completed 54 property appraisals and 9 property inspections during FY 09.

Occupational Safety Program

Focus Area: Leadership, Management and Support

Line of Business: Risk Management

Program Purpose Statement: To training, inspection, monitoring, reporting, policy development, and consultation services to City departments so they can mitigate workplace hazards, reduce employee injuries, reduce vehicle accidents, and comply with OSHA and other safety regulations.

Key Services Provided: City Department Facilities Safety Inspections, Safety Training, Safety Reporting, Random Drug and Alcohol Tests, Post-Injury OSHA Notifications and Citation Responses, Industrial Hygiene Assessments, Emergency Preparedness Services, Safety Consultations, OSHA Reporting Reviews, Safety Newsletters, Policy Manuals Development, Executive Safety Committee Support, Emergency Operations Center Support, Safety Promotions and Employee Recognitions

FY 10 Funding Source: Insurance Fund 100%

Occupational Safety	Actual FY 08	Adjusted FY 09	Year End* FY 09	Percent of Budget	Adopted** FY 10
Expenditures	584,918	691,806	547,510	79%	829,135
Revenues	-	-	1,150	-	-
FTEs	3.25	3.25	3.25	100%	4.00

*Unaudited

**Amounts exclude all-years carryover.

Key Performance Measures	Actual FY 08	Target FY 09	Year End FY 09	Percent of Budget	Adopted FY 10
Injury and Illness Incident Rate per 100 Employees	9.20	9.20	9.20	100%	9.20
Number of Annual Facility Inspections Completed	50	133	98	74%	133
Number of Incidents-Injuries and Illness (annual)	722	722	650	90%	722
Number of Vehicle Accidents	375	375	330	88%	375

Results Narrative:

This Program focuses on providing a safe work environment for City employees. The Program also addresses two FY 10 Key Outcomes: enhanced retention of a qualified work force and strengthening the City's fiscal sustainability. The Occupational Safety and Health Administration (OSHA) established a mathematic calculation or incident rate to enable entities to assess safety performance as well as enable an organization to compare to other entities. The OSHA recordable incident rate is calculated by multiplying the number of recordable cases by 200,000 and dividing that number by the number of total labor hours worked. A Cal/OSHA recordable case is any work related death, injury and illness which results in a loss of consciousness, restriction of work duties, transfer of duties, lost workdays, or required medical treatment beyond first aid. The 200,000 used in the formula above represents 100 employees who work 40 hours per week, and who work 50 weeks per year. Again this is a standard base rate to enable a company to compare incident rates across any industry or group. In FY 10, the City Safety Office will focus more effort on injury prevention through job site visits, more in-house safety training, completion of ergonomic evaluations, and by conducting facility inspections of all City facilities and ensuring that findings are corrected in a timely manner. Furthermore, the City Safety Office will be providing more training online to minimize impacts to services as well as a cost control measure.

Workers' Compensation Program

Focus Area: Leadership, Management and Support

Line of Business: Risk Management

Program Purpose Statement: To provide injured employee placement, public safety disability retirement determination, budget allocation, and performance reporting services to employees so they can get back to work quickly and to City departments so they can have their employee's status determined promptly and reduce the overall cost of claims.

Key Services Provided: Return to Work Placements, Safety Disability Determinations, System Reports (management, department, claims administration), Employee Surveys, Insurance Fund Monitoring and Reports, Inter-Departmental Reviews and Consultations

FY 10 Funding Source: Insurance Fund 100%

Workers' Compensation	Actual FY 08	Adjusted FY 09	Year End* FY 09	Percent of Budget	Adopted** FY 10
Expenditures	915,966	976,994	884,792	91%	1,004,365
Revenues	-	-	-	-	-
FTEs	3.00	3.00	3.00	100%	2.50

*Unaudited

**Amounts exclude all-years carryover.

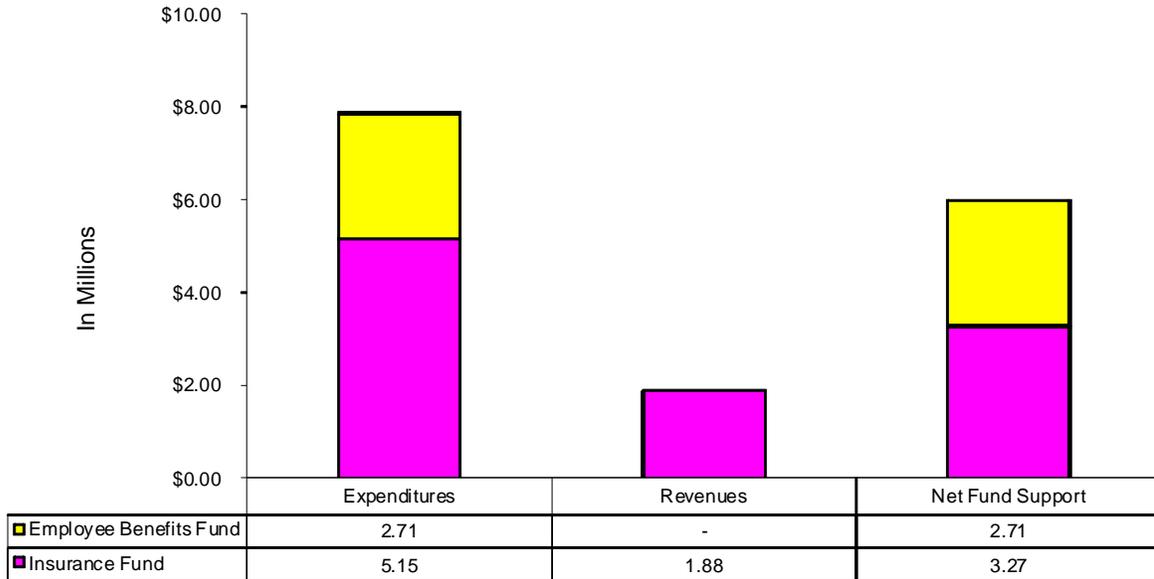
Key Performance Measures	Actual FY 08	Target FY 09	Year End FY 09	Percent of Budget	Adopted FY 10
Citywide average lagtime for reporting injuries from departments date of knowledge to date received by the workers' compensation claims office	1.45 days	1 day	1 day	100%	1 day
Citywide Full-Time Equivalents lost to work related injuries	32	34	32	93%	32
Number of employees accommodated through the Permanent Disability Accommodation Program	8	10	105	1050%	10
Total cost of workers' compensation claims	\$14,400,000	\$15,000,000	\$15,100,000	101%	\$15,000,000

Results Narrative:

The Program supports both the City Manager's Key Outcomes in recruiting and retaining qualified City employees and strengthening the City's fiscal sustainability by limiting/reducing the number of liability litigations. At the end of FY 08, the number of full-time equivalent employees lost due to work-related injuries for the fiscal year was 31.38. Of the 31.38 equivalent lost positions, 9 were full-time police officers and 7 were full-time firefighters. The City is currently seeing a similar trend for FY 09 in that approximately 32 full-time equivalent employees will be lost due to injury for the fiscal year period. The City has made tremendous progress through the City's Transitional Duty Program in continuing to lower the number of full-time equivalent employees out due to injury during the fiscal year. At the end of FY 03, the City lost the equivalent of 80 full-time employees in the fiscal year due to work-related injuries. This Program attempts to control the number of employee lost work hours due to injury and increase overall productivity by bringing employees back to work as soon as their injury allows into a transitional duty position.

Summary by Character of Expense

Adopted* FY 10 Budget by Fund



	Actual FY 08	Adopted* FY 09	Adjusted FY 09	Year End** FY 09	Adopted* FY 10
Expenditures:					
Salaries, Wages and Benefits	2,706,658	3,473,307	3,431,432	3,122,293	3,327,350
Materials, Supplies and Services	3,468,088	3,789,390	3,804,023	3,023,160	3,696,316
Internal Support	797,539	888,502	888,502	822,852	823,940
Capital Purchases	-	-	-	-	-
Debt Service	-	-	-	-	-
Transfers to Other Funds	220	10,000	10,000	10,000	10,000
Prior Year Encumbrance	-	-	-	-	-
Total Expenditures	6,972,505	8,161,199	8,133,958	6,978,306	7,857,606
Revenues:					
Property Taxes	-	-	-	-	-
Other Taxes	-	-	-	-	-
Licenses and Permits	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-
Use of Money & Property	(144)	5,000	5,000	-	5,000
Revenue from Other Agencies	-	-	-	-	-
Charges for Services	-	-	-	-	-
Other Revenues	248,752	190,000	190,000	529,698	190,000
Interfund Services - Charges	1,528,282	1,689,101	1,689,101	1,398,772	1,689,101
Intrafund Services - GP Charges	-	-	-	-	-
Harbor P/R Revenue Transfers	-	-	-	-	-
Other Financing Sources	-	-	-	-	-
Operating Transfers	-	-	-	-	-
Total Revenues	1,776,889	1,884,101	1,884,101	1,928,470	1,884,101
Personnel (Full-time Equivalents)	27.62	31.50	31.50	31.50	29.50

* Amounts exclude all-years carryover. See budget ordinance in the front section of this document.

** Unaudited

Personal Services

Classification	FY 08 Adopt FTE	FY 09 Adopt FTE	FY 10 Adopt FTE	FY 09 Adopted Budget	FY 10 Adopted* Budget
Director of Human Resources	1.00	1.00	1.00	170,040	170,109
Administrative Aide II-Confidential	1.00	-	1.00	-	53,664
Administrative Analyst III-Confidential	2.00	3.00	3.00	214,195	214,816
Assistant Administrative Analyst II-Confidential	-	1.00	1.00	62,688	63,942
Affirmative Action/ADA Officer	1.00	-	-	-	-
City Safety Officer	1.00	1.00	1.00	97,321	97,361
Clerk Typist II-NC	0.50	-	-	-	-
Clerk Typist III-Confidential	1.00	3.00	3.00	124,883	124,868
Clerk Typist III-NC	0.12	-	-	-	-
Employee Benefits/Service Officer	1.00	0.50	0.50	26,256	49,020
Executive Assistant	1.00	1.00	1.00	61,435	61,460
Human Resources Officer	1.00	1.00	1.00	78,000	95,039
Manager-Administration	-	2.00	2.00	235,789	235,886
Manager-Personnel Operations	1.00	1.00	1.00	130,620	130,673
Manager-Risk Management	1.00	1.00	1.00	118,191	118,239
Personnel Analyst I-Confidential	1.00	1.00	-	59,675	-
Personnel Analyst II-Confidential	2.00	2.00	1.00	149,643	76,318
Personnel Analyst III-Confidential	4.00	3.00	5.00	242,417	399,604
Personnel Assistant I - Confidential	-	1.00	-	42,116	-
Personnel Assistant II-Confidential	5.00	5.00	3.00	246,297	156,941
Safety Specialist I-Confidential	-	1.00	1.00	52,695	56,254
Safety Specialist II	1.00	-	-	-	-
Safety Specialist II-Confidential	-	1.00	1.00	61,280	74,378
Secretary-Confidential	2.00	2.00	2.00	93,893	96,794
Subtotal Salaries	----- 27.62	----- 31.50	----- 29.50	----- 2,267,432	----- 2,275,366
Overtime	---	---	---	9,550	9,550
Fringe Benefits	---	---	---	1,115,036	1,091,040
Administrative Overhead	---	---	---	81,289	81,026
Attrition/Salary Savings	---	---	---	---	-
Furlough Savings	---	---	---	---	(129,633)
Total	----- 27.62	----- 31.50	----- 29.50	----- 3,473,307	----- 3,327,350

* Reflects changes in compensation due to prior fiscal year adjustments, new hires or promotions not known prior to the adoption of the FY 09 Budget.

Key Contacts

Debbie Mills, Acting Director

Ken Walker, Manager, Personnel Operations

Dora Hogan, Manager, Employment Benefits and Equal Employment

David Gonzalez, Manager, Leadership and Organizational Development

Michael Alio, Risk Manager

Steve Choi, City Safety Officer

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