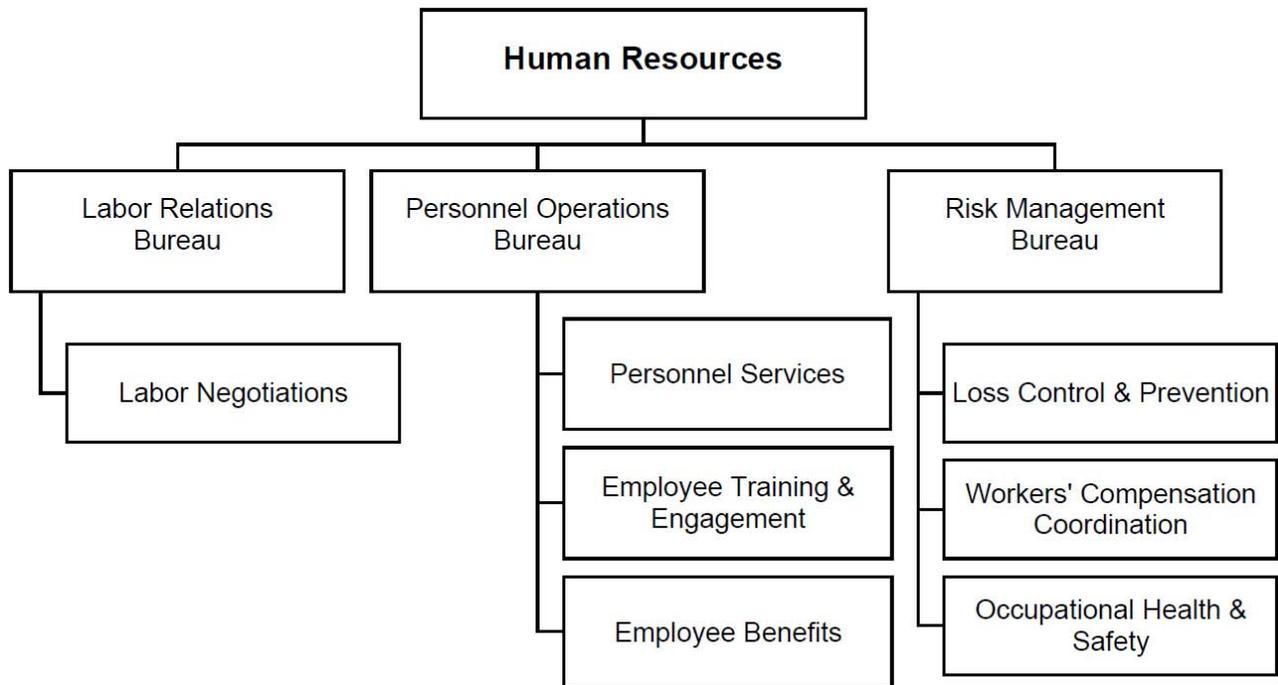


Human Resources



Fred Verdugo, Acting Director

Dana Anderson, Acting Deputy Director, Personnel Operations

Vacant, Manager, Labor Relations

Joleen Richardson, Manager, Risk Management

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 21 Focus:

In FY 21, 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.

As part of the FY 21 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." The Human Resources/Personnel component was delayed in 2020 due to the COVID-19 pandemic. However, with the new personnel measures in place, the Department plans on deploying significant staff resources for the deployment in 2021. Human Resource staff has been dedicated to the project since July 2017. The implementation of the new financial and human resource systems will allow the City to be more efficient in the use of our resources and will modernize many of our processes, in accordance with Mayor Garcia's vision for the City.

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.

In addition, the Department will continue to provide other departments with safety training and consultations, facility inspections, accident monitoring and reporting, policy development, mitigation of workplace hazards, reduction of injuries and vehicle accidents, and ensure compliance with Cal-OSHA and other safety regulations. The Department, in its support of all differently-abled employees, strives to continue to be in compliance with state and federal disability laws, ensuring employees are informed regarding their benefits and their responsibilities.

Department Performance Measures

Key Measure	FY 19 Actual	FY 20 Target	FY 20 Estimate	FY 21 Projection
Total annual turnover rate of the permanent workforce (classified & unclassified) for all types of departures	6.4%	7.0%	13.11%	7.0%

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 2020. The rate is heavily influenced by retirements, with a high number of retirements occurring in December.

Key Measure	FY 19 Actual	FY 20 Target	FY 20 Estimate	FY 21 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 21 and through FY 22 in order to achieve a 100 percent resolution rate.

Key Measure	FY 19 Actual	FY 20 Target	FY 20 Estimate	FY 21 Projection
Injury and Illness Incident Rate per 100 Employees (Cal-OSHA)	4.6	9.0	4.2	7.0

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 20 Accomplishments

Labor Relations

- Successfully completed the contract negotiations for all 12 existing labor associations. The agreements include a phased-in approach for structural wage increases that are in line with the needs of each bargaining unit to remain competitive with other public sector agencies in their respective fields as well as key benefit enhancements to assist employee's in balancing work and personal lives.
- As part of the contract negotiations processes, Labor Relations also negotiated cost-savings measures that will assist with mitigating the financial impact of the COVID-19 pandemic, including Furloughs in FY21, Accrual Reductions, and CALPERS Cost-Sharing agreements with some classic safety groups.
- Successfully assisted with the meet and confer process for the implementation of the City's COVID-19 pandemic response, including but not limited to the following: temperature checks, reassignments, work safety measures, emergency contract services and reduction in force.
- Successfully resolved approximately two (2) unfair labor practice charges filed against the City through the Public Employment Relations Board (PERB).
- Successfully facilitated multiple labor relations workshops for City management regarding the obligation to meet and confer and legal compliance.
- Successfully led and/or assisted departments with the completion of over 50 meet and confer processes with pertinent associations.
- Successfully responded to over 146 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

- The Department of Human Resources partnered with The Long Beach LGBTQ Center to provide Best Practices for an LGBTQ+ Inclusive Workforce training. This workshop helped to raise awareness on the value of collaborating with people of different cultures, genders, beliefs, experiences and ideas.
- To accommodate more employees, New Employee Orientation transitioned from a quarterly orientation, to a monthly session being held inside council chambers. Due to the pandemic, NEO quickly adjusted to the new norms and went virtual to allow for a quick, efficient and cost-effective response to the pandemic, all in efforts to keep new employees connected. Approximately over 225 employees have attended New Employee Orientation.
- 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. The deadline to train all employees was December 31, 2020. 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 4,200 employees.
- 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.

FY 20 Accomplishments

- Implemented two all-day training academies for the Administrative Officers and Payroll/Personnel Assistants to educate staff regarding best practices, procedures, and legal requirements, etc. and continue to reinforce that training through bi-monthly brown lunches and teleconferences on various topics.

Occupational Health & Safety

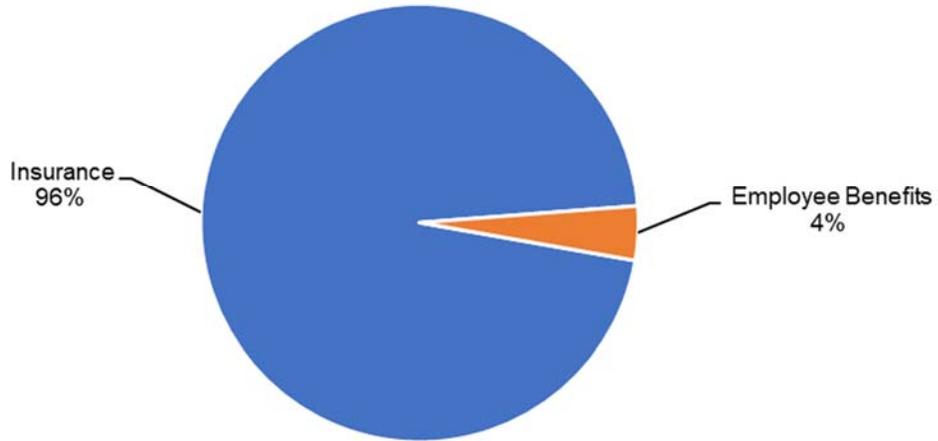
- Provided COVID-19 contact tracing and risk assessments for 706 City Employees and counting as the pandemic continues.
- 7,043 total encounters (inclusive of post-offer physical examinations, new injury assessments and follow-up appointments).
- 583 encounters for pre-employment physicals 10/1/19 – 9/30/2020 (this includes lab appointments with medical assistants).
- Administered 703 Tuberculosis (TB) skin tests.
- Administered over 498 free flu vaccines to the City's First Responders and Healthcare personnel.
- 202 DOT Driver Physicals conducted 10/1/2019 – 9/30/2020.
- 105 Hazmat Physicals (this includes lab appointments with medical assistants.) 10/1/2019 - 09/30/2020.
- Conducted 38 COVID-19 related safety protocol walkthroughs throughout the City.
- Conducted a Job Hazard Analysis of the fire boat painting for the City's Fire Department.
- Conducted 26 playground inspections throughout the City ensuring that residents and their children have a safe play environment.

Benefits Administration

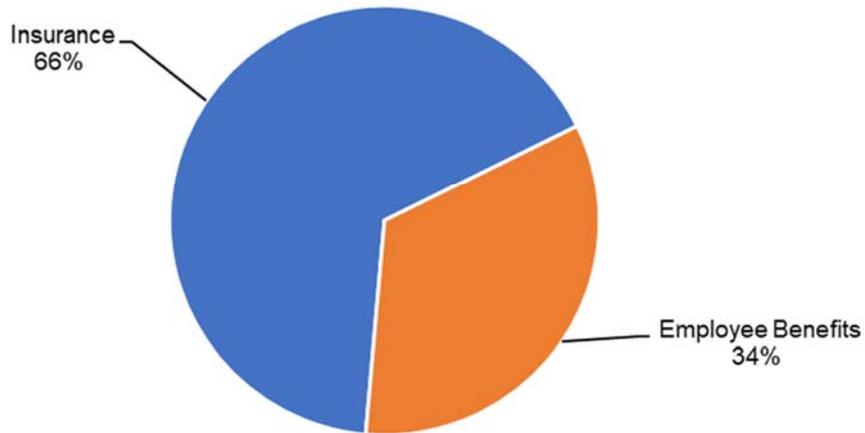
- COVID-19 Related Leaves – in response to the COVID-19 pandemic and subsequent shutdown in March, the City implemented 80 hours of paid sick leave for employees who experienced a COVID-19 work related exposure prior to the federal FFCRA leave law, which was later passed in April 2020.
- Health Advocate was implemented in August 2020 and provides employees and retirees with personalized concierge services to assist with navigating the complexities of healthcare. Staffed by health and medical experts, Health Advocate helps motivate individuals to take an active role in their health. Services provided include member education, assistance with understanding medical bills, second opinions, medical records transfers, appeals and more.

FY 21 Budget

FY 21 Revenues by Fund Group



FY 21 Expenditures by Fund Group



Fund Impact

Fund Group	Revenues	Expenditures	Fund Impact
Insurance	2,736,171	10,093,958	(7,357,787)
Employee Benefits	114,000	5,132,243	(5,018,243)
Total	2,850,171	15,226,201	(12,376,030)

Summary of Changes*

EMPLOYEE BENEFITS FUND GROUP	IMPACT	POSITIONS
Reduce budget for specialized labor relations consulting, impacting the department's ability to respond to meet and confer issues, PERB charges and appeals.	(11,507)	-

INSURANCE FUND GROUP	IMPACT	POSITIONS
Eliminate a Clerk Typist III in the Safety Division to reflect reorganization of the Division.	(87,002)	(1.00)
Reduce budget for on-line safety training, now offered as a free service to the City through an insurance consortium.	(58,250)	-
Upgrade a Non-Career Clerk Typist III to a full-time Clerk Typist III in the Occupational Health & Safety Division to support COVID-19 screening for City employees and support the emergency Live Scan services, offset by a reduction in budget for service contracts.	-	0.50

*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 19	Adjusted* FY 20	Adopted** FY 21
Revenues	100,437	-	-
Expenditures	1,303,547	1,907,091	1,622,614
FTEs	3.20	3.20	3.20

Note: With the conversion to the new financial system, the amounts and character categories have been updated to match the revised Chart of Accounts in the system. The City is still going through a stabilization period with the new system and future reports may have further adjustments.

*Adjusted Budget as of August 31, 2020

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

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

Labor Relations	Actuals FY 19	Adjusted* FY 20	Adopted** FY 21
Revenues	-	-	-
Expenditures	1,013,692	990,361	1,001,253
FTEs	6.00	6.00	6.00

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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. 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

6. Oversight/Coordination of Retirement Counseling

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

7. 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

Personnel Operations	Actuals FY 19	Adjusted* FY 20	Adopted** FY 21
Revenues	152,738	114,000	114,000
Expenditures	3,522,211	3,154,301	3,189,946
FTEs	18.50	19.50	19.50

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Risk Management 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
- 2. 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
- 3. 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)
- 4. Safety Training, Procedures and Inspections**
 - Track safety performance of City Departments
 - Create, review & revise safety policies/procedures
 - Assess, develop and provide training
 - Performs annual inspections of all City facilities
- 5. Occupational Health**
 - Medical care for injured employees
 - Random drug testing
 - Vaccinations
 - Pre-Placement physicals
 - OSHA compliance exams
 - Counseling for employees
- 6. 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

Risk Management	Actuals FY 19	Adjusted* FY 20	Adopted** FY 21
Revenues	1,517,025	1,146,334	2,736,171
Expenditures	7,825,686	6,609,097	9,412,387
FTEs	17.30	17.30	16.80

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Financial Summary by Category

	Actual FY 19	Adopted* FY 20	Adjusted** FY 20	Adopted* FY 21
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	75,477	-	-	-
Charges for Services	-	-	-	-
Other Revenues	469,757	304,000	304,000	304,000
Intrafund Services	-	-	-	-
Intrafund Transfers	-	-	-	-
Interfund Services	1,200,443	951,334	951,334	2,541,171
Interfund Transfers	100,000	-	-	-
Other Financing Sources	-	-	-	-
Total Revenues	1,845,677	1,260,334	1,260,334	2,850,171
Expenditures:				
Salaries and Wages	4,095,456	4,234,151	4,234,151	4,293,690
Employee Benefits	2,066,686	2,652,494	2,652,494	2,701,125
Overtime	40,760	9,850	9,850	9,850
Materials, Supplies and Services	1,438,434	1,179,330	1,538,885	1,234,675
Interfund Support	1,187,682	1,010,156	1,010,156	946,958
Intrafund Support	-	-	-	-
Capital Purchases	-	-	-	-
Insurance Premiums and Losses	4,428,544	3,191,482	3,191,482	6,039,903
Other Non-Operational Expenditures	-	-	-	-
Operating Transfers	407,574	23,833	23,833	-
Intrafund Transfers Out	-	-	-	-
Purchase of Gas & Water	-	-	-	-
Depreciation and Non Cash Expenditures	-	-	-	-
Total Expenditures	13,665,136	12,301,295	12,660,850	15,226,201
Personnel (Full-time Equivalents)	45.00	46.00	46.00	45.50

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Personnel Summary

Classification	FY 19 Adopt FTE	FY 20 Adopt FTE	FY 21 Adopt FTE	FY 20 Adopted Budget	FY 21 Adopted Budget
Director of Human Resources	1.00	1.00	1.00	222,945	225,460
Administrative Aide II-Confidential	1.00	2.00	2.00	125,667	125,667
Administrative Analyst III-Confidential	4.00	4.00	4.00	360,449	368,331
Administrative Analyst IV-Confidential	1.00	-	-	-	-
Assistant Administrative Analyst II-Conf	3.00	3.00	3.00	230,234	224,596
City Safety Officer	1.00	1.00	1.00	127,397	127,397
Clerk Typist III	1.00	1.00	2.00	51,546	97,781
Clerk Typist III-Confidential	3.00	2.00	1.00	93,444	41,898
Clerk Typist III-NC	0.50	0.50	-	20,871	-
Department Safety Officer	1.00	1.00	1.00	108,401	108,401
Deputy Director of Human Resources	1.00	1.00	1.00	183,663	183,663
Executive Assistant	1.00	1.00	1.00	72,702	72,702
Human Resources Officer	5.00	6.00	6.00	730,744	730,791
Manager-Labor Relations	1.00	1.00	1.00	160,083	160,083
Manager-Risk Management	1.00	1.00	1.00	160,083	160,083
Nurse II	2.00	2.00	2.00	174,171	200,297
Occupational Health Services Officer	1.00	1.00	1.00	186,595	186,595
Personnel Analyst III-Confidential	6.00	6.00	6.00	531,409	561,356
Personnel Analyst IV-Confidential	3.00	3.00	3.00	290,258	312,348
Personnel Assistant II-Confidential	1.00	1.00	1.00	62,834	53,530
Public Health Physician	1.00	1.00	1.00	180,480	180,480
Safety Specialist I-Confidential	1.00	1.00	1.00	72,026	74,865
Safety Specialist II-Confidential	1.00	1.00	-	87,085	-
Safety Specialist III Confidential	1.00	1.00	2.00	101,530	203,061
Secretary-Confidential	2.00	2.00	2.00	110,892	110,892
Special Projects Officer	-	1.00	1.00	109,996	112,046
X-Ray Technician	0.50	0.50	0.50	30,624	30,624
Subtotal Salaries	45.00	46.00	45.50	4,586,127	4,652,944
Overtime	-	-	-	9,850	9,850
Fringe Benefits	-	-	-	2,554,426	2,600,794
Administrative Overhead	-	-	-	98,067	100,331
Attrition/Salary Savings	-	-	-	(78,353)	(78,353)
Expenditure Transfer	-	-	-	(273,623)	(280,901)
Total	45.00	46.00	45.50	6,896,494	7,004,665

