

July 16, 2024

Honorable Mayor and City Council  
City of Long Beach  
California

**RECOMMENDATION:**

Recommendation to conduct the second hearing of the Charter Amendment Committee, to receive and file comments from the community and receive and file supporting documentation into the record regarding the proposed amendment of City Charter Article XI (Civil Service Department) to combine the Civil Service and Human Resources Departments into one unified hiring department to manage all employee recruitment, hiring, and classified employee certifications; and establish an independent Civil Service Employee Rights and Appeals Commission to resolve complaints regarding Civil Service rules, to adjudicate classified employee disciplinary appeal; and to implement classified hiring preferences for Long Beach residents, students from local colleges and universities, current employees, and certain internships/apprenticeships; and refer to the City Council to consider adoption of all required resolutions to place the Charter amendment on the November 5, 2024, General Election Ballot. (Citywide)

**DISCUSSION**

On May 7, 2024, the Long Beach City Council voted to convene the Charter Amendment Committee of the City Council to consider placing a City Charter amendment before voters in relation to City Charter Article XI (Civil Service Department), to combine the Civil Service and Human Resources Departments into one unified hiring department to manage all employee recruitment, hiring, and classified employee certifications; establish an independent Civil Service Employee Rights and Appeals Commission to resolve complaints regarding Civil Service rules and adjudicate classified employee disciplinary appeal; and to implement classified hiring preferences for Long Beach residents, students from local colleges and universities, current employees, and certain internships/apprenticeships. The proposed redline changes to the City Charter are attached as Attachment 1.

The Charter Amendment Committee held its first public hearing jointly with the City Council on June 11, 2024, received and filed supporting documentation into the public record, took public comment and moved to convene a second public hearing on the matter.

Under State law, a majority of Long Beach voters must approve any City Charter Amendment. The next available date to place this Charter amendment on the ballot will be the November 5, 2024, General Election Ballot.

To place this Charter amendment on the November 5, 2024, General Election Ballot, State law requires there be three public hearings/meetings. At each of these hearings/meetings, there will

be opportunities for discussion, receiving community input, and making changes to the Charter amendment language.

The full Charter Amendment Committee hearing/meeting dates are as follows:

- June 11, 2024 - First public hearing: Receive staff presentation, hear public comment, direct staff to gather any further information or implemented change.
- July 16, 2024 – Second public hearing: Receive any updated information, hear public comment, direct staff to gather any information or make amendment changes.
- August 6, 2024 – Final meeting: Receive any updated information, hear public comment, make any final amendment changes, and if the City Council so chooses, adopt the required resolutions to place the Charter amendment on the November 5, 2024, General Election Ballot.

### **The Need for the Proposed Charter Amendment**

The City of Long Beach (City) is grappling with a major organizational crisis with an inefficient and outdated recruitment and hiring process that dramatically impacts our existing workforce and the community we serve. The City currently has an estimated 22 percent citywide staff vacancy rate, with some departments experiencing vacancy rates as high as over 35.5 percent. Staffing challenges place an unwarranted strain on our City's operations and capacity to meet the needs of our community. Despite several years of increased funding and attempts to seek improvements and efficiency, the overall timeline it takes to recruit and hire vacant classified positions in the City has not significantly improved. Recent data from 2021 and 2022 reflect an average of over seven months to fill a vacancy, which is 42 percent longer than the nationwide average. It takes an average of seven months for hiring lists to be made available, with many examples of positions taking between one and two years to hire and at times even longer.

The City Charter currently sets forth a bifurcated hiring system between two departments, Civil Service and Human Resources. Civil Service manages the hiring of classified positions, while Human Resources is responsible for the oversight and recruitment of unclassified positions. Classified positions make up approximately 60 percent of City positions and are screened by Civil Service staff for minimum qualifications with some recruitments requiring an assessment for specific skills. Applicants must meet the minimum qualifications and pass an assessment, when applicable, to be placed on an eligible list to be contacted by departments seeking to fill classified vacancies. Unclassified positions make up the remaining 40 percent of the workforce and are at-will in nature. Candidates for unclassified positions are screened by Human Resources staff for minimum qualifications to be placed on a qualified candidate list, which is then sent to departments to consider for interviews. Unclassified positions are generally management, intern, seasonal, and temporary/non-career positions.

The City's Civil Service Commission shares similar powers and duties concerning disciplinary appeals as other jurisdictions, except that, in Long Beach, the Commission is burdened with administrative tasks that are typically handled by human resources staff in other jurisdictions. Some of these administrative tasks currently include, but are not limited to, the creation of

classification specifications, development of job bulletins, maintenance of eligible lists, examination and certification of the classified service, non-career hour extensions, and probationary period extensions. Review and approval of each of these items requires a Brown Act-noticed regular Commission business meeting, which creates inefficiency in hiring timelines by delaying approval for tasks that, in other jurisdictions across the state, are routinely handled by human resources departments. This structure also frequently results in duplicative efforts between the Civil Service and Human Resources Departments, which leads to inefficient use of staff time and extends already lengthy recruitment timelines to fill critical vacancies. Current duplicative efforts include approval processes, review of personnel transactions, development of job bulletins, separate processes for the same classification specifications, and duplicate salary studies.

The Human Resources and Civil Service Departments currently conduct separate job marketing and outreach efforts leading to ambiguity regarding the City's recruitment procedures for prospective candidates. Each department implements its own policies and procedures for hiring, often resulting in redundant administrative tasks and prolonged hiring timelines due to a lack of centralized coordination and efforts. The fragmented hiring system fosters inconsistency in the interpretation of hiring, causing confusion among both City departments and applicants.

The cities of Long Beach and San Diego are the only two large cities in California that have both a Human Resources Department and a Civil Service Department that function and operate independently from one another. The classified hiring process in the City of San Diego takes an average of nine months, and the unclassified hiring process takes an average of eight months, according to a recent study from the City of San Diego Office of the City Auditor. Other large cities in California operate successfully under the proposed charter amendment model including Fresno, Los Angeles, Oakland, Sacramento, San Jose, San Francisco, and Santa Ana.

### **Attempts to Improve Time-to-Hire Over the Years**

Over the past two decades, recurring consideration has been given to the concept of consolidating the Civil Service Department and Human Resources Department into one unified department, to modernize and streamline the City's recruitment and hiring processes for greater operational efficiency, reduce superfluous bureaucracy, and improve the City's timeline for hiring for vacant positions. The concept of better aligning the Human Resources and Civil Service departments was extensively reviewed in 2007 by municipal advisory consultant Management Partners, now known as Baker-Tilly, as part of an independent assessment of the City's recruitment, hiring, and retention practices. The Management Partners' report uncovered several shortcomings in the existing system, including the lack of a clear mission, vision, values, or standardized practices related to recruitment, selection, and hiring. The Management Partners' report noted that discrepancies between the technologies used by the two departments resulted in confusion among employees and applicants regarding the responsibilities of each entity. Ultimately, the Management Partners' report recommended an amendment to the City Charter to establish a single, centralized personnel department that would encompass the functions of both the existing Civil Service and Human Resources departments. Despite being identified in the Management Partners' report, the identified hiring challenges persist, and the impact has grown considerably over the years in this competitive job market. Measure GG was presented to voters in 2010 as a cost-cutting measure saving \$400,000 and was ultimately

defeated by a vote of 53.3 percent to 46.7 percent, with primary concerns being that it would dismantle the merit system and lose protections for employees.

Over the past ten years, the City's General Fund budgeted position count (FTEs) has grown approximately 15 percent and citywide staffing levels have grown approximately 19 percent. In comparison, the City has dedicated notable budgetary efforts to support the Civil Service Department whose staffing has increased by 50 percent over the past ten years. In recent years, the City's annual management retreat has been dominated by concerns from departments about slow hiring timelines and the difficulties of the classified recruitment processes. The process timeline to fill vacant classified positions remains agonizingly slow, taking a staggering six months to two years for departments to receive eligible candidate lists. City staff have reported feeling demoralized and overworked trying to meet community needs due to limited staffing.

City Management has always recognized that hiring challenges are due to a multitude of factors, and departments have critical roles in the hiring process, including Human Resources, Financial Management, City Manager, the hiring departments, as well as Civil Service. To address the issues under the jurisdiction of the City Manager, in 2022, the Human Resources Department underwent an organizational study by Baker-Tilly to look at ways to improve the unclassified hiring process. Since completing the study, the department has taken a proactive approach in implementing a more effective and efficient unclassified hiring system, and has nearly completed all the recommendations in the study. The requisition approval process required before a position can be recruited for previously took, on average, one to three months for full approval, requiring review and approval from Financial Management, Human Resources, Civil Service, and City Manager, but has been optimized to take no more than 6 to 13 business days for budgeted positions and no more than 6 to 16 business days for unbudgeted positions. Additionally, the Human Resources Department has established a one-stop onboarding experience for candidates at the Occupational Health Services Clinic and adopted new changes to post-offer drug screening and medical examination processes to align with best practices and continue streamlining the onboarding process, resulting in up to 66 percent of City positions no longer requiring pre-employment physicals or drug testing.

Effective October 1, 2022, a newly established Talent Acquisition (TA) Division was introduced within the HR Department to streamline recruitment for unclassified services. This initiative targets quicker hiring, better customer service, and enhanced talent retention. Since its inception, the TA Division has phased in centralized hiring processes, yielding significant improvements in recruitment, retention, and diversity. Additionally, efforts have led to a substantial reduction in citywide recruitment time for unclassified positions. The average duration has decreased from seven months to 70 business days, surpassing the initial 90 business day goal and saving 20 business days per cycle. This achievement exceeds the average municipal agency timeline, ensuring efficient onboarding and enhanced operational effectiveness, while maintaining a successful, transparent merit-based recruitment structure.

### **Current Classified Recruitment Timelines**

Lengthy hiring timelines for classified positions impact department operations and the ability to attract and retain talent. Inefficient hiring timelines that are slower than industry standards, candidates being required to complete assessments on a specific date and time, and the

majority of recruitments opening only every 6 months to 2 years create a barrier for qualified candidates to work for the City. Recent data from 2021 and 2022 shows that the current classified hiring structure has resulted in excessive lengths of time for departments to receive a list of candidates eligible to hire from. For example, 377 business days was required before a list for the Clerk Typist I-IV classification was received and 269 business days before a list for the Planner I-V classification was received. The Harbor Department reported an average of 362 calendar days to fill classified positions within the Port from 2019 to 2023 and the Plumber Supervisor eligible list took over 836 business days to receive. With such lengthy time to prepare an eligibility list for a classified position, it is common for many of the candidates on a list to be gainfully employed elsewhere by the time a department is provided an eligibility list to begin hiring efforts. Earlier this year in response to a direct request from the Civil Service Commission to hear directly from departments about their hiring challenges, City departments shared specific examples of their challenges with the current system. Those stories can be found in Attachments 2 and 3.

### **Process to Bring the Proposal Before City Council**

The process to bring this item before City Council was lengthy, and not without significant deliberation and thought. The Management Partners report of 2007 was a professional assessment of our system compared to other jurisdictions, and the number one recommendation was a consolidation of the two departments. Approximately a decade later in 2019, the City engaged in a FUSE fellow review of hiring, the result of which was a \$200,000 investment in a professional consulting services for Civil Service to study and implement system improvements. That funding sat unused by Civil Service for over 4 years, until Fiscal Year 2024. Civil Service has now engaged Baker-Tilly to provide recommendations, yet the study results are still pending. Concerns related to hiring were the number one concern discussed at the past two management conferences, with 86 percent of managers indicating in the last management survey that the City did not have efficient hiring practices in place, and a call to executive management to address the largest internal issue in our City organization.

Shortly after the management conference in 2023, the City Manager and Assistant City Manager met with the former and current Chair of the Civil Service Commission on June 9, 2023, and discussed significant concerns with the current system. There was no follow-up or actions taken from this meeting to address concerns raised. The City Manager and the Executive Director meet monthly to discuss issues, yet systematic change to address the overall problem did not occur. On November 9, 2023, the City Manager informed the Civil Service Director of the intent to study a potential charter amendment with an offer to work together to reform the system.

On January 9, 2024, the Mayor announced in the State of the City the concept of a Charter Amendment to speed up hiring and increase preferences and for the City Manager to create a proposal for review and discussion. On January 18, 2024, the City Manager released the proposed concept and started the meet-and-confer process with the City employee organizations, as outlined below. The Mayor and City Manager met with Civil Service employees in January 2024 to explain the proposal and answer questions.

The Mayor and City Manager personally visited the three affected Commissions (Utilities, Harbor and Civil Service) in February 2024. Both the Utilities and Harbor Commissions expressed

strong support for the proposal. The Mayor and City Manager visited the Civil Service Commission on February 14, 2024, for nearly 3 hours, and then again on February 22, 2024, for nearly 4-and-a-half hours with over 100 people in attendance and 12 different departments sharing their experience with the hiring process. The City Manager extended the meet-and-confer schedule to provide additional time for Civil Service input per their request. The Civil Service Commission has held 7 meetings from January through April, and in each has expressed their strong opposition to the proposal.

A great deal of thought and input has been considered to get to this point, to propose a well-thought out Charter Amendment. This proposed Charter Amendment is significantly different from what voters considered in 2010, with much stronger employee protections and guarantee of merit-based hiring, addition of innovative hiring preferences to support our community and create local talent pipelines, as well as a commitment to preserve all Civil Service staffing. In addition, this process has had far more collaboration with the City's employee organizations to explain and take input and modifications to the proposal through the meet and confer process.

### **Proposed Structure Under Charter Amendment**

Under this proposal, the Civil Service Rules and Regulations in effect will remain in place unless and until amendments thereto are adopted by the City Council. Merit-based hiring standards will remain, with employees being hired based on qualifications, skills, and abilities. Classified recruitments will continue to follow our existing, transparent structure, where applicable assessments are utilized. The City will continue to use a system of classified and unclassified service, and those definitions will remain unchanged. Responsibility for the examination and certification of the classified service, creation of classification, maintenance of eligibility lists and other hiring functions will be handled by the Human Resources Department in accordance with the Civil Service Rules and Regulations put in place by the City Council.

The Civil Service System shall be implemented by the Human Resources Department, which shall:

- Recommend to the City Council adoption and amendment of Civil Service Rules and Regulations, excluding Rules and Regulations related to the classified employee disciplinary appeal process.
- Provide for the examination and certification for employment in the classified service.
- Create classifications of employees in the classified service, subject to the power of the City Council to establish positions of employment.
- Maintain eligible lists for classified positions as needed.

The proposed amendment will rename the Civil Service Commission to the Civil Service Employee Rights and Appeals Commission (Commission) and transfer administrative responsibilities to the Human Resources Department. The Commission would remain independent as it is today and continue to carry out the City Charter mandate to hear and review disciplinary appeals filed by classified City employees. The Commission will continue to receive and resolve complaints relative to the hiring process of the classified service and rule on appeals

of industrial retirement determinations. The Commission's decisions on Employee Appeals would remain independent from management, providing classified employees with a fully independent appeals body.

The proposed powers and duties of the independent Civil Service Employee Rights and Appeals Commission shall be to:

- Recommend to the City Council the adoption and amendment of Civil Service Rules and Regulations related to the classified employee disciplinary appeal process.
- Adjudicate the disciplinary appeals of classified employees, subpoena and require the attendance of witnesses and the production of any documents pertinent to any appeal, and to administer oaths to such witnesses. Classified employees represented by the Firefighters Association shall have their appeals heard by a hearing officer as required by State law; classified employees represented by the Police Officers Association or Lifeguard Association shall have the option to have their appeals heard by either a hearing officer or by the Commission. In all instances, if a hearing officer is utilized, the hearing officer's decision shall be final relative to an employee's obligation to exhaust administrative remedies.
- Conduct independent investigations concerning the enforcement of the rules adopted regarding employee disciplinary appeals.
- Enforce and remedy violation of Civil Service Rules and Regulations through the classified employee disciplinary hearing process.
- Receive and resolve complaints relative to the hiring process of the classified service and rule on appeals by classified employees of industrial retirement determinations.
- Make final decisions in any matter properly brought before it.
- Receive an annual report on hiring in the City.

The City will continue to maintain safeguards in place to ensure the merit system and Civil Service Rules and Regulations are upheld including:

- The City Council maintaining the authority to request an independent investigation into any recruitment process that raises concerns about potential discrimination or other violations of employee rights.
- The City Council maintaining the powers and duties to adopt and amend Civil Service Rules and Regulations and directing the City Manager to conduct independent investigations concerning the enforcement of the City Charter.
- Maintenance of employee rights and protections pertaining to the workplace including laws prohibiting discrimination or retaliation based on a protected class, the City's Equal Employment Opportunity process, City Nepotism Policy (AR32-1), and employee union representation.

- Regular engagement between the City and third party, independent outside consulting firms to conduct routine compliance audits of the recruitment and selection process to ensure merit-based rules and principles are being followed.
- The City meeting and conferring with labor partners before presenting recommendations to the Council regarding any amendment to the Civil Service Rules and Regulations.
- Several rules will remain under the jurisdiction of the Commission and/or require the Commission to approve certain actions, with appeal rights being given to the City Council for final determination.

### **Localized Preference Points**

One of the innovative approaches to improving hiring and creating opportunity in the Charter amendment is the addition of localized preferences. The proposed amendment introduces localized preferences within the classified recruitment process to create a more localized and community-centered approach, enhancing efforts to attract residents to City jobs. The City is committed to cultivating a pipeline of local talent that prioritizes opportunities for our residents through innovative, merit-based pathways to fulfilling careers in their local government. Under this proposal, candidates who pass the assessment shall be granted, in addition to all other credits, a credit of five additional points if the candidate meets one of the following criteria for localized preferences, up to a maximum of ten additional points if the candidate meets two or more of the following criteria for localized preferences:

- Residency: At the time of the application, the candidate resides within the jurisdictional boundaries of the City of Long Beach;
- Higher Education: Where the job description requires or considers a degree, if the candidate graduated or otherwise received a degree from an institution of higher education including those institutions within the California Community Colleges, the California State University, and the University of California systems or independent or private colleges and universities, with on-site campuses located within a ten-mile radius of the jurisdictional boundaries of the City of Long Beach and within the County of Los Angeles;
- Internal candidate: at the time of application, the candidate is employed in a Non-Career capacity with the City of Long Beach and has completed at least 1,500 hours of service with the City within the two years preceding the date of the job announcement; and/or,
- Internship or Apprenticeship: the candidate participated in an internship or apprenticeship program(s) relevant to the position for which the candidate is seeking employment and has completed at least 1,000 hours of internship or apprenticeship within the two years preceding the date of the job announcement.

At most, the preferences can provide ten additional points to a candidate. Currently under the City Charter, veterans receive ten preference points and disabled veterans receive fifteen points. If the applicant is a qualified veteran or disabled veteran, these new points from localized



preferences will count in addition to the existing veteran or disabled veteran preference points already established. This proposal ensures that veteran's preference points are not taken away but rather strengthened by the possibility of adding new preference categories for which a veteran can qualify for in addition to their veteran preferences. Local Preferences shall be available to qualifying candidates in all Civil Service examinations except promotional examinations unless otherwise prohibited by federal, state, or local law and/or funding sources, including but not limited to funds and revenues derived from tidelands. For more information on how preferences will be applied, please see Attachment 4.

### **Meet-and-Confer Process**

Since proposing the Charter amendment in January 2024, the City has met with labor unions to address concerns regarding the proposal. The proposed charter amendment reflects the positive outcome of the meet and confer process with our labor partners, and the City successfully completed meet and confer with all 11 employee organizations. During the meet-and-confer negotiation process, the City agreed to several items via a Letter of Agreement (LOA) to conclude the meet and confer negotiation process and address issues and concerns raised by our labor partners. There is a mutual agreement that under this proposal, the Civil Service system is intended to provide the City with the best workforce based on merit principles and that each candidate for employment is selected based on their qualifications and shall comply the City's administrative regulation (AR 32-1) regarding the employment of family and relatives. Additionally, the Civil Service Employee Rights and Appeals Commission will be assisted by a designated, budgeted staff member within the independently elected City Attorney's Office who shall be assigned administrative duties to support the Commission. The Commission shall continue to have jurisdiction to hear and determine employee appeals or challenges to alleged violations of rules and regulations regarding the hiring practice, including allegations of discriminatory practices, and take appropriate action. Should the City Council direct the City Manager to conduct independent investigations concerning the enforcement of the proposed charter, it will retain an outside investigator who shall be retained by the City Attorney's Office. Once the investigation has been completed, the information will be reported back to the City Council for final determination.

If the Charter Amendment is approved by the voters, the City and employee organizations shall meet and confer regarding the reasonably foreseeable impacts of the Charter Amendment after November 2024 and there will be no changes to the current civil service system until after the meet and confer process regarding impacts is completed. Represented non-management employees in the Civil Service Department may opt not to work in the Human Resources Department at the time of implementation and shall be allowed to transfer to another City Department without loss of pay, seniority, or benefits. For more information on the specifics that were agreed upon during the meet and confer, please refer to Attachment 6.

### **Benefits of Consolidation**

The consolidation of the Human Resources and Civil Service Departments will bring the following benefits to the City, residents, and applicants:

- Reduction in the time to recruit and hire staff, setting a goal of hiring most positions within 90 business days on average.
- More equitable, inclusive, streamlined hiring practices to remove hiring barriers and attract qualified, highly skilled, diverse talent.
- The creation of a unified mission, vision, values, and standardized processes for guiding all personnel practices.
- Localized preferences within the classified recruitment process.
- Integrated practices covering the entire spectrum of employee-related issues, including hiring, compensation, orientation, and ongoing development.
- Consolidation of technology systems would reduce duplication and enhance efficiency.
- Delegation of administrative matters to City staff, streamlining the process.
- Expediting the timeline for hearing classified employee disciplinary appeals, as the Commission would have additional capacity to hear cases.
- The elimination of redundant processes between two departments.
- No loss of employment for current City Employees. In addition, as agreed with the unions, existing non-management staff in the Civil Service Department may transition to the Human Resources Department or another City Department with no loss of pay, seniority, or benefits.

In preparation for the November 2024 election, the City embarked on a voter survey initiative to assess support for a potential City Charter Amendment that may be placed on the ballot. The City contracted with FM3 Research, a reputable policy-oriented opinion research firm headquartered in California, to conduct a survey targeting likely voters in Long Beach. The results revealed a robust majority in favor of amending the City Charter to modernize and streamline the City's hiring procedures and consolidating all hiring responsibilities under a single City department. Initial findings indicated strong support, with 71 percent of respondents expressing their intention to vote in favor of approving the Charter amendment. This proposed measure garnered widespread endorsement from a diverse spectrum of Long Beach voters, particularly highlighting preferences for expediting the hiring of crucial roles and prioritizing preferences for local hires and existing City employees. Additionally, the proposed measure received majority support in all nine Council Districts. For more information on the polling results, please see Attachment 7.

The proposed Charter amendment represents a vital step forward in modernizing and strengthening the City's Civil Service System structure after decades of attempts and investment to improve hiring timelines. By streamlining outdated processes and adopting a structure in line with leading agencies across California, this amendment guarantees a fair and inclusive hiring process while upholding the integrity of an independent commission focused on appeals and employee rights. This proposal champions City Council priorities as an unwavering commitment to nurturing a vibrant local talent pipeline, offering innovative, merit-based pathways for residents to fulfilling careers in their local government. Through enhanced equity, inclusivity, and efficiency, the proposed Charter amendment will not only benefit candidates, residents,

departments, and City staff but will also elevate the City's capacity to attract and retain a highly skilled, diverse workforce poised to meet the challenges of tomorrow.

This matter was reviewed by Deputy City Attorney Erin Weesner-McKinley and by Revenue Management Officer Geraldine Alejo on June 26, 2024.

### TIMING CONSIDERATIONS

The City Council must adopt a resolution to send any Charter amendment to the voters by August 6, 2024.

### FISCAL IMPACT

This recommendation requests the Charter Amendment Committee of the City Council to conduct the second hearing of the Charter Amendment Committee, to receive and file comments from the community and receive and file supporting documentation into the record regarding the proposed amendment of City Charter Article XI (Civil Service Department) before the voters to combine the Civil Service and Human Resources Departments into one unified hiring department to manage all employee recruitment, hiring, and classified employee certifications; and establish an independent Civil Service Employee Rights and Appeals Commission to resolve complaints regarding Civil Service rules, to adjudicate classified employee disciplinary appeal; and to implement classified hiring preferences for Long Beach residents, students from local colleges and universities, current employees, and certain internships/apprenticeships and refer to the City Council to consider adoption of all required resolutions to place the Charter amendment on the November 5, 2024, General Election Ballot. The recommendation has no staffing impact beyond the normal budgeted scope of duties and is consistent with City Council Priorities.

Should the voters pass the Charter amendment, the City will rename the Civil Service Commission, and it shall be known as the Civil Service Employee Rights and Appeals Commission. Actual Implementation of the consolidation and related fiscal impacts are currently under evaluation. However, it is anticipated that additional resources will be required to modernize the City's hiring structure.

There is a significant local job impact associated with this recommendation. The proposed Charter amendment seeks to modernize the City's hiring structure by streamlining bureaucracy and outdated processes. This modernization aims to rectify decades of inefficiency within the City's hiring processes, particularly the current citywide vacancy rate at approximately 22 percent, thereby enhancing staffing levels across departments and bolstering the City's capacity to deliver services to residents. Expediting hiring timelines will reduce barriers to entry to qualified candidates including those who require a prompter hiring process. The inclusion of local hiring preferences, for candidates who pass the required examination, will promote opportunities for qualified residents, local students, non-career City staff, and qualifying internship and apprenticeship program candidates, cultivating a robust pipeline of local talent. Applicants who qualify for veteran preferences will have the opportunity to additionally qualify for local preferences, ensuring veterans preferences are strengthened through this proposal.

The Proposed FY 25 Budget includes a one-time appropriation of \$1.4 million for Citywide election costs, including this ballot measure. To ensure a seamless organizational transition to the new structure, the Proposed FY 25 budget also includes a one-time allocation of \$250,000 to utilize an outside municipal consultant to help with all aspects of the potential charter amendment including the transition of staff, implementation of change management, ensuring the consolidated Human Resources Department is effectively structured, and other related activities. Even if the proposed amendment is not approved by the voters, staff believes that a reasonable level of investment would be required to maintain and improve the current hiring system. The Civil Service Department has recently requested an additional ten full-time employees, for a total of \$1,424,495 (an approximate 37 percent increase to the FY24 adopted budget) through the FY25 budget process to make improvements to the current system. If the amendment is approved, staff believes the financial investment would be smaller as the benefits and efficiencies of consolidating the hiring functions to one department, streamlining administrative processes, the reduction of bureaucratic steps, and creation of new hiring preferences would dramatically improve the hiring system.

SUGGESTED ACTION:

Approve recommendation.

Respectfully submitted,



Thomas B. Modica  
City Manager

ATTACHMENTS: 1 – PROPOSED CHANGES TO CITY CHARTER – REDLINE  
2 – [CITY MANAGER RESPONSE TO REQUEST FOR INFORMATION/DEPARTMENT FEEDBACK](#)  
3 – [DEPARTMENT CONCERNS REGARDING HIRING PROCESS](#)  
4 – [RESPONSE TO CIVIL SERVICE LETTER OF CONCERN](#)  
5 – [IMPLEMENTATION OF PROPOSED CHARTER AMENDMENT PREFERENCES](#)  
6 – [UPDATE ON CHARTER AMENDMENT MEET AND CONFER](#)  
7 – [CIVIL SERVICE PROPOSED CHARTER AMENDMENT – POLLING RESULTS](#)  
8 – [RESPONSE TO CITY COUNCIL QUESTIONS REGARDING CIVIL SERVICE PROPOSED CHARTER AMENDMENT](#)