



REPORT  
FROM

THE PERSONNEL  
DEPARTMENT

TO: Personnel, Audits, and Hiring Committee	DATE September 19, 2023
REFERENCE: Mayor's 2017-18 Adopted Budget Recommendation	COUNCIL FILE 22-0159
SUBJECT: <b>UPDATE - PERSONNEL DEPARTMENT'S REPORT BACK REGARDING IMPLEMENTATION, BENCHMARKS AND HIRING GOALS FOR THE TARGETED LOCAL HIRING AND STRATEGIC WORKFORCE DEVELOPMENT TASK FORCE</b>	

**RECOMMENDATION:** That the City Council receive and file this report.

**BACKGROUND:**

As part of the Fiscal Year 2021-22 Adopted Budget, the Mayor and Council established a goal of hiring 750 employees through the Targeted Local Hire ("TLH") and Bridge to Jobs ("BRIDGE") programs (C.F. 21-0600-S35). During the October 6, 2021, PAH Committee meeting, the Personnel Department offered to expand this report by including a comparison of the employees hired through other civil service processes to the number hired through the BRIDGE program's alternative pathway to civil service in the semi-skilled classifications used by the BRIDGE program in order to track the progress towards the goal of hiring 750 employees through the TLH and BRIDGE programs. During its meeting of April 18, 2023, PAH instructed the Personnel Department to continue reporting back regarding the hiring and utilization of the TLH and BRIDGE programs on a monthly basis.

During its meeting of August 15, 2023, PAH instructed the Personnel Department to include in its monthly reports, the total number of open TLH positions by classification which is included on page 1 and the cumulative number of TLH Hires for fiscal year to date on page 3 (Attachment A). During the September 5, 2023 meeting, PAH instructed the Personnel Department to include in its monthly reports a chart showing TLH vacancies by department on page 5 (Attachment C) and a chart showing BRIDGE vacancies by department on page 8 (Attachment F). These numbers will be updated with each monthly report.

**DISCUSSION:**

The updated appointment information from August 1<sup>st</sup> through August 31<sup>st</sup> 2023 indicates that **100% of citywide hires into the classifications used by TLH were hired through TLH.**

**TLH Hires compared to other Civil Services Hires in August 2023 of FY 23-24  
(August 1, 2023 - August 31, 2023)**

CLASSES USED BY TLH	TLH Hires	Civil Service Hires	Total Hires	% Hired by TLH	# of open TLH vacancies *
1 ADMINISTRATIVE CLERK	19	0	19	100%	302
2 ANIMAL LICENSE CANVASSER	0	0	0	0%	2
3 ANIMAL CARE TECHNICIAN	0	0	0	0%	39
4 CUSTODIAN	3	0	3	100%	252
5 DELIVERY DRIVER	0	0	0	0%	2
6 GARAGE ATTENDANT	0	0	0	0%	15
7 GARDENER CARETAKER	8	0	8	100%	94
8 MAINTENANCE LABORER	0	0	0	0%	123
9 STREET SERVICES WORKER	0	0	0	0%	12
10 TREE SURGEON ASSISTANT	0	0	0	0%	18
11 WAREHOUSE & TOOLROOM WORKER	0	0	0	0%	7
<b>TOTAL</b>	<b>30</b>	<b>0</b>	<b>30</b>	<b>100%</b>	<b>866</b>

\* Please note that the CAO is in the process of updating the Workday application to ensure the system accurately represents approved 2023-24 Adopted Budget position authorities as approved by the Mayor and Council. Therefore, the vacancy rates as listed in the attachment should be considered an estimate as they have not yet been reconciled to authorized positions.

The updated appointment information from August 1st through August 31st 2023 indicates that **100% of citywide hires into the classifications used by BRIDGE were hired through BRIDGE.**

**BRIDGE Hires compared to other Civil Services Hires in August of FY 23-24**

**(August 1, 2023 – August 31, 2023)**

CLASSES USED BY BRIDGE		BRIDGE Hires	Civil Service Hires	Total Hires	% Hired by BRIDGE	# of open BRIDGE vacancies *
1	ACCOUNTING CLERK	3	0	3	100%	73
2	COMMUNICATIONS INFORMATION REPRESENTATIVE	5	0	5	100%	33
3	COMMUNITY SERVICES REPRESENTATIVE	0	0	0	0%	9
4	CUSTOMER SERVICE SPECIALIST	0	0	0	0%	9
5	ELECTRICAL CRAFT HELPER	0	0	0	0%	34
6	FIELD ENGINEERING AIDE	0	0	0	0%	14
7	INSPECTOR TRAINEE (ASSISTANT INSPECTOR)	3	0	3	100%	25
<b>TOTAL</b>		<b>11</b>	<b>0</b>	<b>11</b>	<b>100%</b>	<b>197</b>

**Attachment A** – TLH Hires vs. Other Civil Service Hires by department

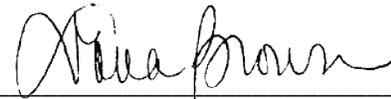
**Attachment B** – TLH Hires vs. Other Civil Service Hires by department and classification.

**Attachment C** – Vacancies for TLH classifications by department

**Attachment D** – BRIDGE Hires vs. Other Civil Service Hires by department

**Attachment E** – BRIDGE Hires vs. Other Civil Service Hires by department and classification.

**Attachment F** – Vacancies for BRIDGE classifications by department



Dana H. Brown  
General Manager

**Attachment A**

**Civil Services Hires compared to TLH Hires in August 2023 of FY 23-24  
in the classifications used by TLH**

DEPARTMENT		TLH Hires	Other Civil Service Hires	TOTAL	Hired thru TLH	FY 23-24 TLH hires to date
1	AGING	0	0	0	0%	0
2	AIRPORTS	0	0	0	0%	1
3	ANIMAL SERVICES	0	0	0	0%	2
4	BUILDING & SAFETY	0	0	0	0%	0
5	CANNABIS	0	0	0	0%	0
6	CAO	0	0	0	0%	0
7	CIVIL AND HUMAN RIGHTS EQUITY	0	0	0	0%	0
8	CLA (COUNCIL)	0	0	0	0%	0
9	CITY CLERK	0	0	0	0%	0
10	COMMUNITY INVESTMENT FOR FAMILIES	0	0	0	0%	1
11	CONTROLLER	0	0	0	0%	0
12	CONVENTION CENTER	0	0	0	0%	0
13	CULTURAL AFFAIRS	0	0	0	0%	1
14	DISABILITY	0	0	0	0%	0
15	DOT	2	0	2	100%	2
16	ECONOMIC & WORKFORCE DEV.	1	0	1	100%	1
17	EL PUEBLO	0	0	0	0%	0
18	EMERGENCY MANAGEMENT	0	0	0	0%	0
19	EMPLOYEE RELATIONS BOARD	0	0	0	0%	0
20	ETHICS COMMISSION	0	0	0	0%	0
21	FINANCE	0	0	0	0%	0
22	FIRE CIVILIAN	0	0	0	0%	1
23	GSD	1	0	1	100%	2
24	HARBOR	2	0	2	100%	2
25	HOUSING	7	0	7	100%	9
26	ITA	0	0	0	0%	0
27	LACERS	0	0	0	0%	0
28	LIBRARY	0	0	0	0%	0
29	NEIGHBORHOOD EMPOWERMENT	0	0	0	0%	0
30	PENSIONS	0	0	0	0%	0
31	PERSONNEL	5	0	5	100%	7
32	PLANNING	0	0	0	0%	0
33	POLICE CIVILIAN	1	0	1	100%	6
34	PW BOARD	2	0	2	100%	2
35	PW CONTRACT ADMIN	0	0	0	0%	0
36	PW ENGINEERING	1	0	1	100%	2
37	PW SANITATION	5	0	5	100%	6
38	PW STREET LIGHTING	0	0	0	0%	0
39	PW STREET SERVICES	0	0	0	0%	1
40	RAP	3	0	3	100%	20
41	YOUTH DEVELOPMENT	0	0	0	0%	0
42	ZOO	0	0	0	0%	1
<b>TOTAL</b>		<b>30</b>	<b>0</b>	<b>30</b>	<b>100%</b>	<b>67</b>



Attachment C  
 Vacancies by Department in August 2023 of FY 23-24  
 in the classifications used by TLH

	DEPARTMENT	ADMIN CLERK	ANIMAL CARE TECH	ANIMAL LICENSE CANVASSER	CUSTODIAN	DELIVERY DRIVER	GARAGE ATTENDANT	GARDENER CARETAKER	MAINTENANCE LABORER	STREET SERVICES WORKER	TREE SURGEON ASST	WAREHOUSE & TOOLROOM WORKER	TOTAL
1	AGING												0
2	AIRPORTS	49			203		3	25	20	4			304
3	ANIMAL SERVICES	6	39	2									47
4	BUILDING & SAFETY	12											12
5	CANNABIS												0
6	CAO												0
7	CIVIL AND HUMAN RIGHTS EQUITY												0
8	CLA (COUNCIL)	4											4
9	CITY CLERK												0
10	COMMUNITY INVESTMENT FOR FAMILIES												0
11	CONTROLLER												0
12	CONVENTION CENTER												0
13	CULTURAL AFFAIRS	5											5
14	DISABILITY												0
15	DONE	1											1
16	DOT	11							5			1	17
17	EWDD												0
18	EL PUEBLO	1											1
19	EMERGENCY MANAGEMENT												0
20	ERB												0
21	ETHICS COMMISSION												0
22	FINANCE	2											2
23	FIRE CIVILIAN	10							1			1	12
24	GSD	9			40	1	2					3	55
25	HARBOR	3			2			3	10				18
26	HOUSING	12											12
27	ITA												0
28	LACERS	2											2
29	LIBRARY	66						2	2			1	71
30	PENSIONS	1											1
31	PERSONNEL	16											16
32	PLANNING	3											3
33	POLICE CIVILIAN	40			1		10	1					52
34	PW BOARD												0
35	PW CONTRACT ADMIN	2											2
36	PW ENGINEERING	3											3
37	PW SANITATION	26			3	1		1	74				105
38	PW STREET LIGHTING	1											1
39	PW STREET SERVICES	1						3	8	8	17	1	38
40	RAP	13						55	2		1		71
41	YOUTH DEVELOPMENT												0
42	ZOO	3			3			4	1				11
	<b>TOTAL</b>	<b>302</b>	<b>39</b>	<b>2</b>	<b>252</b>	<b>2</b>	<b>15</b>	<b>94</b>	<b>123</b>	<b>12</b>	<b>18</b>	<b>7</b>	<b>866</b>

Attachment D

Civil Service Hires compared to BRIDGE Hires in August 2023 of FY 23-24  
in the classifications used by BRIDGE

DEPARTMENT		BRIDGE Hires	Other Civil Service Hires	TOTAL	Hired thru BRIDGE	FY 23-24 TLH hires to date
1	AGING	0	0	0	0%	
2	AIRPORTS	0	0	0	0%	
3	ANIMAL SERVICES	0	0	0	0%	
4	BUILDING & SAFETY	0	0	0	0%	
5	CANNABIS	0	0	0	0%	
6	CAO	0	0	0	0%	
7	CLA (COUNCIL)	0	0	0	0%	
8	CITY CLERK	0	0	0	0%	
9	CONTROLLER	0	0	0	0%	
10	CONVENTION CENTER	0	0	0	0%	
11	CULTURAL AFFAIRS	0	0	0	0%	
12	DISABILITY	0	0	0	0%	
13	DOT	2	0	2	100%	3
14	ECONOMIC & WORKFORCE DEV.	0	0	0	0%	
15	EL PUEBLO	0	0	0	0%	
16	EMERGENCY MANAGEMENT	0	0	0	0%	
17	EMPLOYEE RELATIONS BOARD	0	0	0	0%	
18	ETHICS COMMISSION	0	0	0	0%	
19	FINANCE	0	0	0	0%	
20	FIRE CIVILIAN	0	0	0	0%	
21	GSD	0	0	0	0%	
22	HARBOR	0	0	0	0%	
23	HOUSING	3	0	3	100%	3
24	ITA	0	0	0	0%	
25	LACERS	1	0	1	100%	2
26	LIBRARY	0	0	0	0%	
27	NEIGHBORHOOD EMPOWERMENT	0	0	0	0%	
28	PENSIONS	0	0	0	0%	
29	PERSONNEL	0	0	0	0%	
30	PLANNING	0	0	0	0%	1
31	POLICE CIVILIAN	1	0	1	100%	4
32	PW BOARD	0	0	0	0%	
33	PW CONTRACT ADMIN	0	0	0	0%	16
34	PW ENGINEERING	0	0	0	0%	
35	PW SANITATION	4	0	4	100%	4
36	PW STREET LIGHTING	0	0	0	0%	
37	PW STREET SERVICES	0	0	0	0%	
38	RAP	0	0	0	0%	
39	YOUTH DEVELOPMENT	0	0	0	0%	1
40	ZOO	0	0	0	0%	
<b>TOTAL</b>		<b>11</b>	<b>0</b>	<b>11</b>	<b>100%</b>	<b>34</b>

Attachment E  
 BRIDGE Hires compared to Other Civil Service Hires in August 2023 of FY 23-24  
 in the classifications used by BRIDGE

DEPARTMENT		ACCOUNTING CLERK		COMMUNICATION INFORMATION REPRESENTATIVE		COMMUNITY SERVICES REPRESENTATIVE		CUSTOMER SERVICE SPECIALIST		ELECTRICAL CRAFT HELPER		FIELD ENGINEERING AIDE		INSPECTOR TRAINEE (ASSISTANT INSPECTOR)	
		# BRIDGE Hires	# Other Civil Service Hires	# BRIDGE HIRES	# Other Civil Service Hires	# BRIDGE HIRES	# Other Civil Service Hires	# BRIDGE HIRES	# Other Civil Service Hires	# BRIDGE HIRES	# Other Civil Service Hires	# BRIDGE HIRES	# Other Civil Service Hires	# BRIDGE HIRES	# Other Civil Service Hires
1	AGING														
2	AIRPORTS														
3	ANIMAL SERVICES														
4	BUILDING & SAFETY														
5	CANNABIS														
6	CAO														
7	CLA (COUNCIL)														
8	CITY CLERK														
9	CONTROLLER														
10	CONVENTION CENTER														
11	CULTURAL AFFAIRS														
12	DISABILITY														
13	DONE														
14	DOT	1		1											
15	EWDD														
16	EL PUEBLO														
17	EMERGENCY MANAGEMENT														
18	ERB														
19	ETHICS COMMISSION														
20	FINANCE														
21	FIRE CIVILIAN														
22	GSD														
23	HARBOR														
24	HOUSING													3	
25	ITA														
26	LACERS	1													
27	LIBRARY														
28	PENSIONS														
29	PERSONNEL														
30	PLANNING														
31	POLICE CIVILIAN	1													
32	PW BOARD														
33	PW CONTRACT ADMIN														
34	PW ENGINEERING														
35	PW SANITATION			4											
36	PW STREET LIGHTING														
37	PW STREET SERVICES														
38	RAP														
39	YOUTH DEVELOPMENT														
40	ZOO														
<b>TOTAL</b>		<b>3</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>

Attachment F

Vacancies by Department in August 2023 of FY 23-24  
in the classifications used by BRIDGE

DEPARTMENT		ACCOUNTING CLERK	COMMUNICATION INFORMATION REPRESENTATIVE	COMMUNITY SERVICES REPRESENTATIVE	CUSTOMER SERVICE SPECIALIST	ELECTRICAL CRAFT HELPER	FIELD ENGINEERING AIDE	INSPECTOR TRAINEE (ASSISTANT INSPECTOR)	TOTAL
1	AGING								0
2	AIRPORTS	22	8			4		12	46
3	ANIMAL SERVICES	1							1
4	BUILDING & SAFETY	6						6	12
5	CANNABIS								0
6	CAO								0
7	CIVIL AND HUMAN RIGHTS EQUITY								0
8	CLA (COUNCIL)								0
9	CITY CLERK	3							3
10	COMMUNITY INVESTMENT FOR FAMILIES								0
11	CONTROLLER								0
12	CONVENTION CENTER								0
13	CULTURAL AFFAIRS								0
14	DISABILITY								0
15	DONE								0
16	DOT	1	6			5			12
17	EWDD	1							1
18	EL PUEBLO								0
19	EMERGENCY MANAGEMENT								0
20	ERB								0
21	ETHICS COMMISSION								0
22	FINANCE	2			9				11
23	FIRE CIVILIAN	3							3
24	GSD								0
25	HARBOR	3	7				3		13
26	HOUSING	2						6	8
27	ITA		3						3
28	LACERS	4							4
29	LIBRARY	1		8					9
30	PENSIONS								0
31	PERSONNEL	1							1
32	PLANNING	1							1
33	POLICE CIVILIAN	6							6
34	PW BOARD	1							1
35	PW CONTRACT ADMIN	1	1					1	3
36	PW ENGINEERING	1					6		7
37	PW SANITATION	4	6			3			13
38	PW STREET LIGHTING					22			22
39	PW STREET SERVICES	2					5		7
40	RAP	7	2						9
41	YOUTH DEVELOPMENT			1					1
42	ZOO								0
<b>TOTAL</b>		<b>73</b>	<b>33</b>	<b>9</b>	<b>9</b>	<b>34</b>	<b>14</b>	<b>25</b>	<b>197</b>

# Definitions

## **Candidate Pool:**

Approved applications from individuals that have applied to the TLH or BRIDGE Program. Program applications are valid for the agreed upon period of time, as approved by the TLH Working Group, from the date of approval for placement in the Candidate Pool or until the applicant is hired by a City department, whichever occurs first. Upon expiration of a Program Application, applicants may re-apply to the Program. Upon hire with a City department, the candidate's Program Application will be archived and no longer active in the Application Pool.

## **Random Selection:**

Applicants approved to be part of the 'Candidate Pool' are not tested or ranked; therefore, they are placed in a 'Candidate Pool' not an eligible list. The random selection process is designed to give everyone in the Candidate Pool an equal opportunity to be selected for referral to a City department for hiring consideration every time there is a vacancy that will be filled through the TLH or BRIDGE Program that matches the interests that the candidate stated on their application.

## **Referral Process:**

After an application is approved for placement in the TLH and/or BRIDGE Program candidate pool, the candidate waits to be randomly selected for referral to City departments for hiring consideration. City Departments request a candidate list from the Applicant pool when they wish to fill a vacancy. Each list is comprised of 80% tier 1 applicants and 20% tier 2 applicants. The time it takes to receive a referral depends solely on the hiring needs of the departments. If there are vacancies, it may be sooner. If there are no vacancies, it may take months or up to a year or longer. There is not a specific number of jobs that are available at any given time; it all depends on the on-going vacancies available at City Departments.

## **Referral to Departments:**

A City department may request to fill its vacancies with Program candidates by submitting a Referral Request form to the Personnel Department. For each Referral Request, the Program will generate a Referral List, comprised of candidates selected from the Application Pool based on the needs of the operating department, who are interested in full-time employment with the hiring department, the preferences that the candidates stated on their online application, and their identified Tier.

## **Selection by Job Preference and Identified Tier:**

For each Referral Request, the Application Pool will first be filtered to match the needs indicated by the requesting department. This initial filter will match the job classification, shift and work environment preferences, and other fields as indicated on the Program Application, with the indicated needs of the hiring department. Of those candidates, the Program will then randomly select a sufficient number of candidates based on the number of vacancies indicated by the department to generate the Referral List.