



Strategic Local Government Workforce Management in the Wake of the Pandemic

August 19, 2021



Speakers

(Moderator) Joshua Franzel, PhD

Managing Director, MissionSquare Research Institute

Christiana McFarland, PhD

Research Director, National League of Cities

Gerald Young

Senior Research Analyst, MissionSquare Research Institute

Emmanuel V. Remy

Columbus City Councilmember





Setting the Stage: The State and Local Government Workforce

- A time of unprecedented employment level fluctuations
- Increases in retirements for those eligible
- Expanded competition for skilled employees, across sectors
- Potential permanent shifts in how and where work is done
- Reevaluation of workforce structures to meet service needs

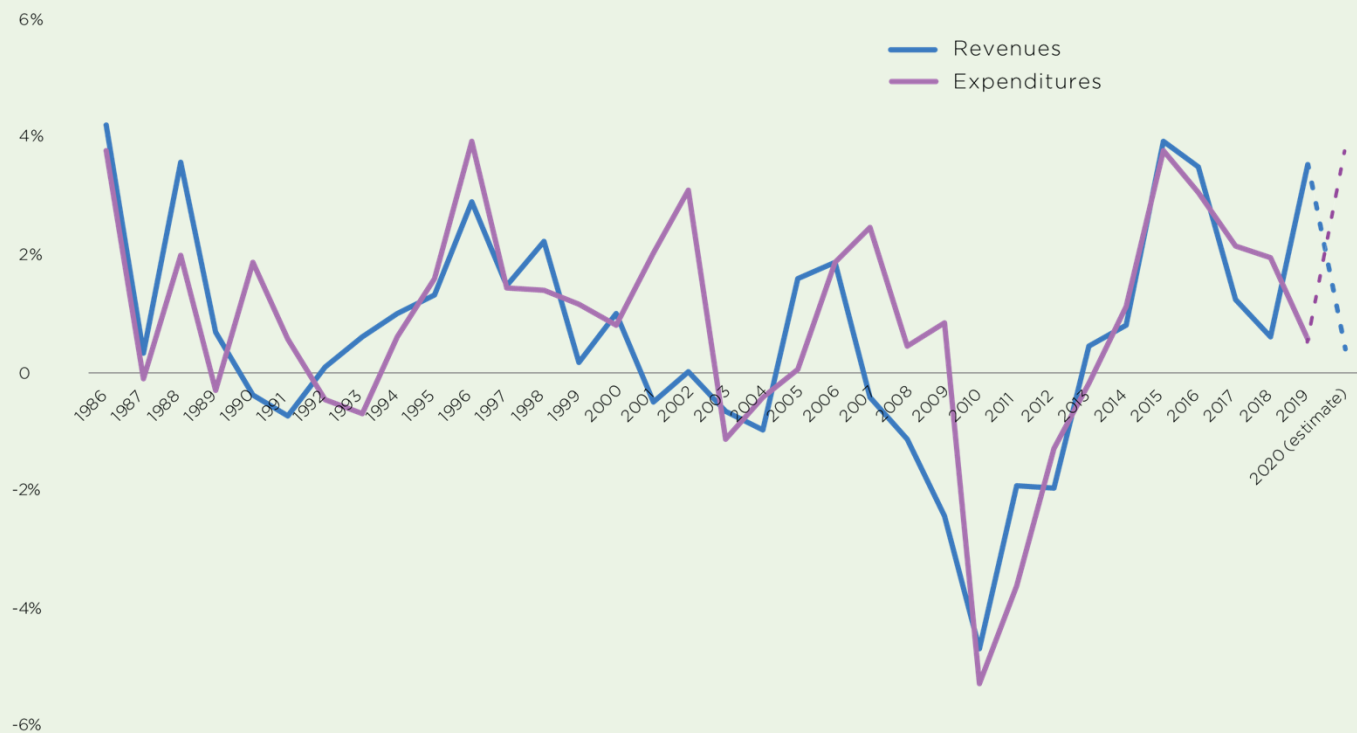
City Fiscal and Workforce Conditions, Challenges and Opportunities

Christiana K. McFarland, PhD
Research Director

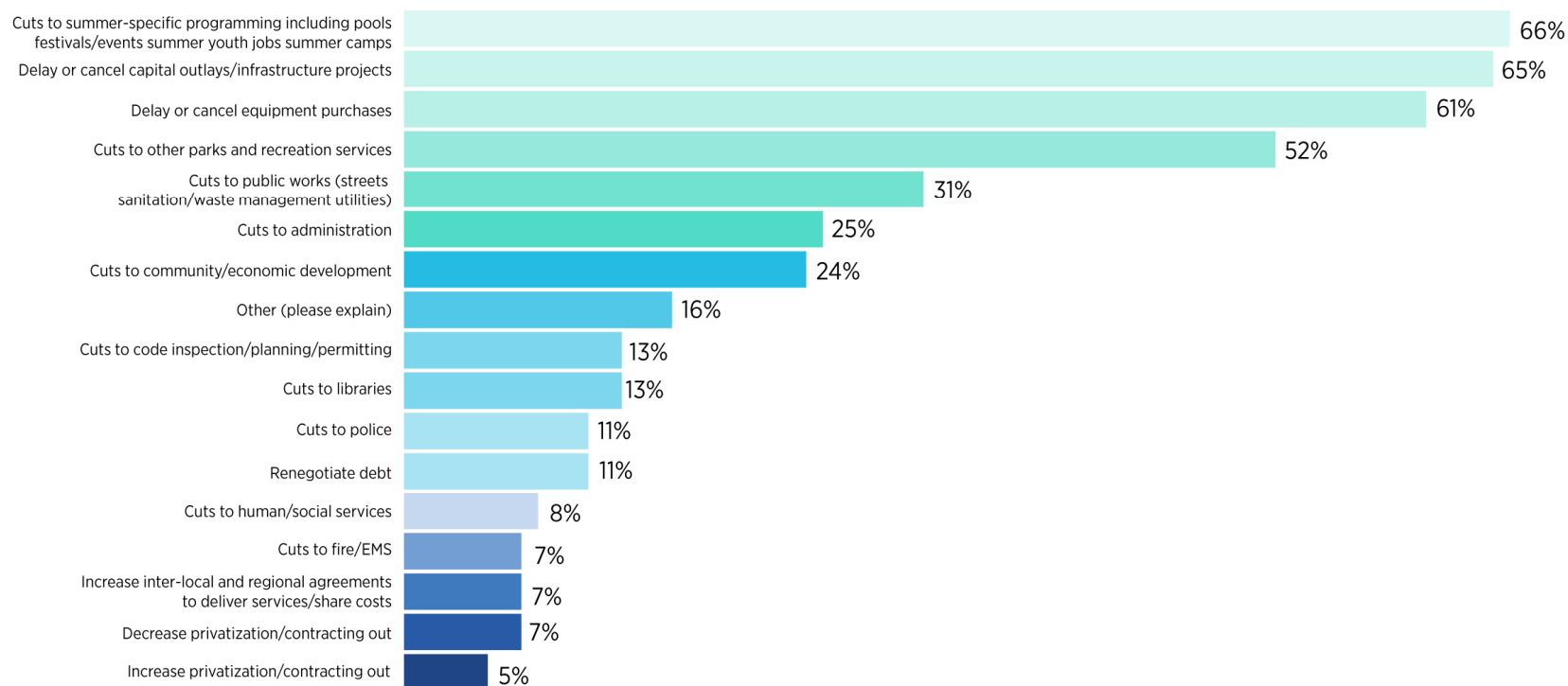


NLC NATIONAL
LEAGUE
OF CITIES
CITIES STRONG TOGETHER

Year-Over-Year Change in General Fund Revenues and Expenditures



What are the most significant spending and service level adjustments your city is making?



Source: Results from the National League of Cities Local Impact survey conducted June 8-June 16, 2020 of 1,117 cities, towns and villages from all 50 states, the District of Columbia and Puerto Rico.

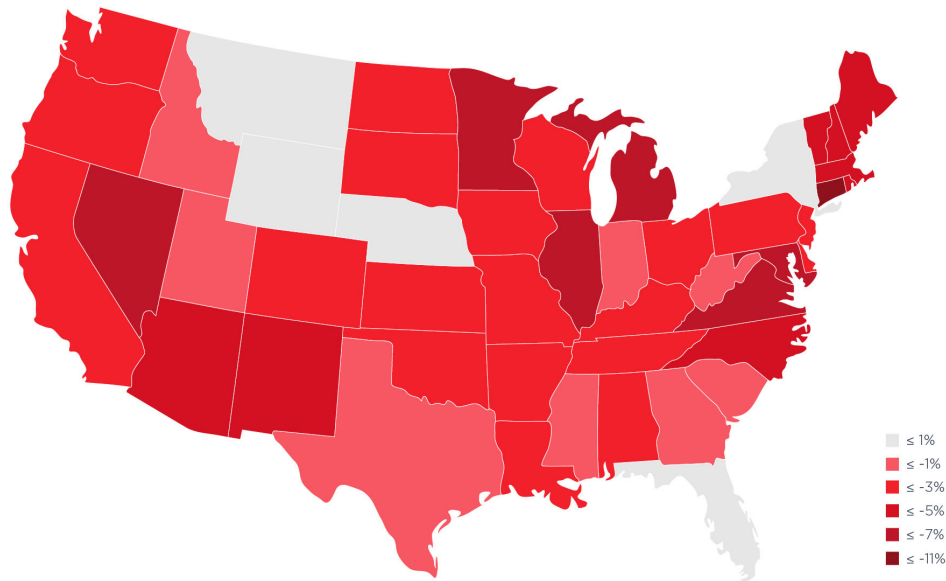
What are the primary ways your city has or plans to respond to fiscal and economic pressures in terms of personnel actions?

Hiring freeze	41%
Eliminate/reduce staff budget for travel/PD	41%
N/A	33%
Pay reductions/freezes	22%
Furloughs	18%
Layoffs	14%
Other (please explain)	10%
Early Retirements	8%
Don't Know	7%
Revise union contracts to reduce pay/benefits	5%
Rework or renegotiate employee/retiree health care plans	5%
Rework or renegotiate employee/retiree pension plans	3%

National League of Cities Local Impact Survey, June 8-16 2020 based on responses from 1,117 city, towns and villages.

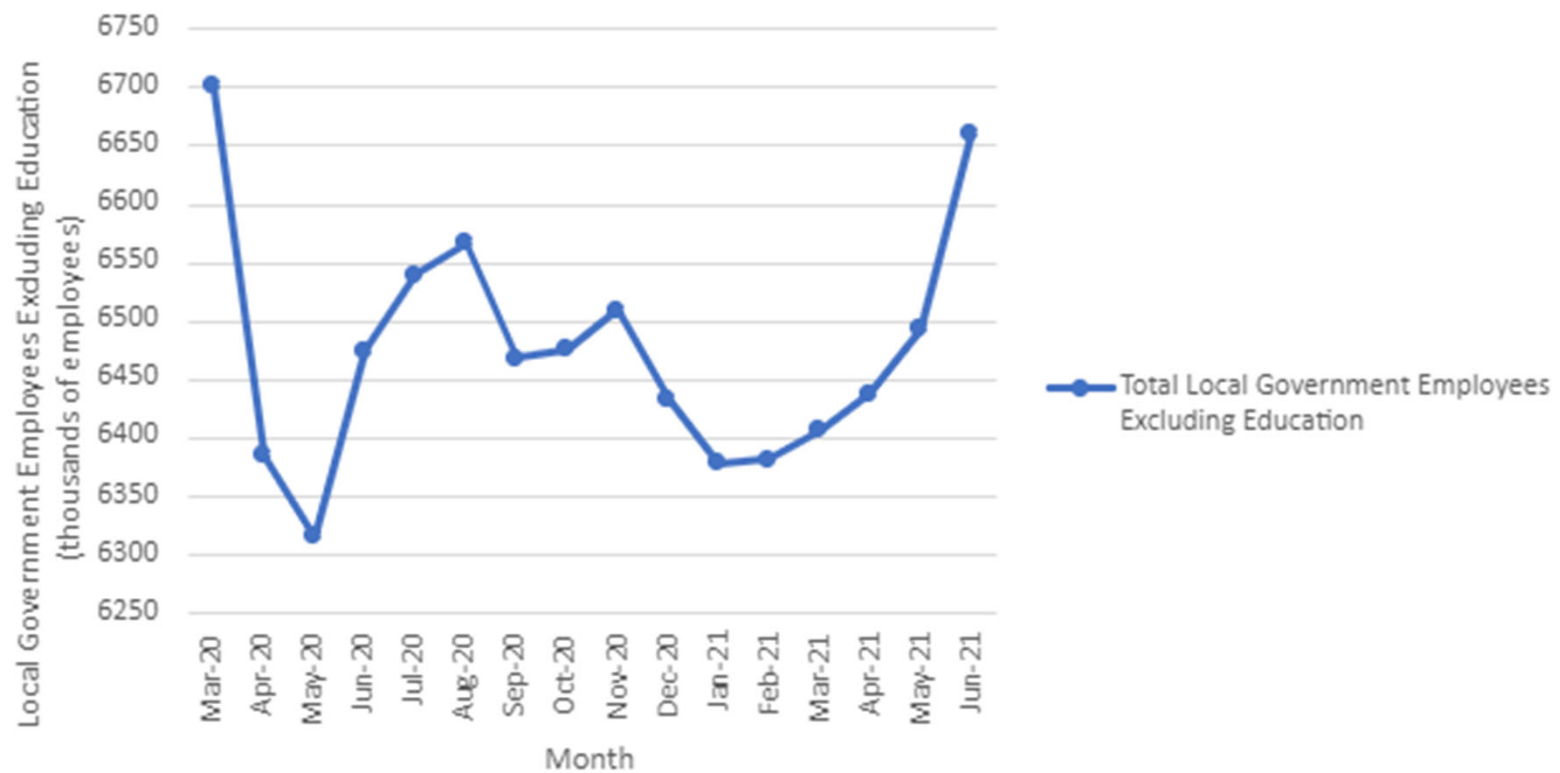
On average,
local
governments
lost 3.5% of jobs
to the
pandemic, with
losses of
5% or greater in
15 states

CHANGE IN LOCAL GOVERNMENT EMPLOYMENT EXCLUDING EDUCATION
March 2020 – December 2020 by state



Source: NLC analysis of Bureau of Labor Statistics employment data

Total Local Government Employment Excluding Education in the United States (Mar 2020 - Jun 2021)





During an unprecedented time, NLC delivered
unprecedented results for our members.

┌ \$65 billion of DIRECT aid to EVERY city, town
or village across the country. ┐

NLC **DELIVERS**

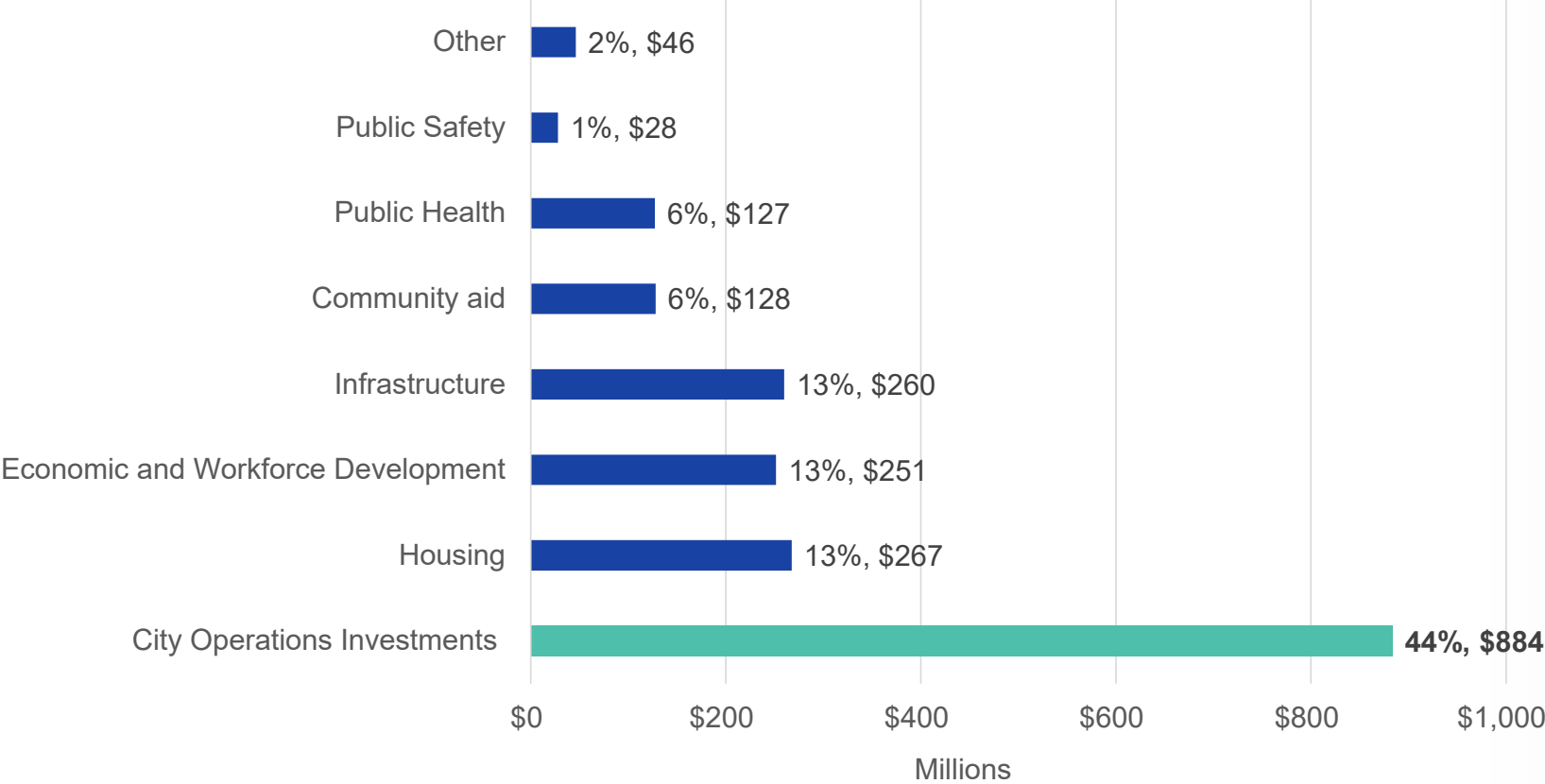
Eligible Expenditures

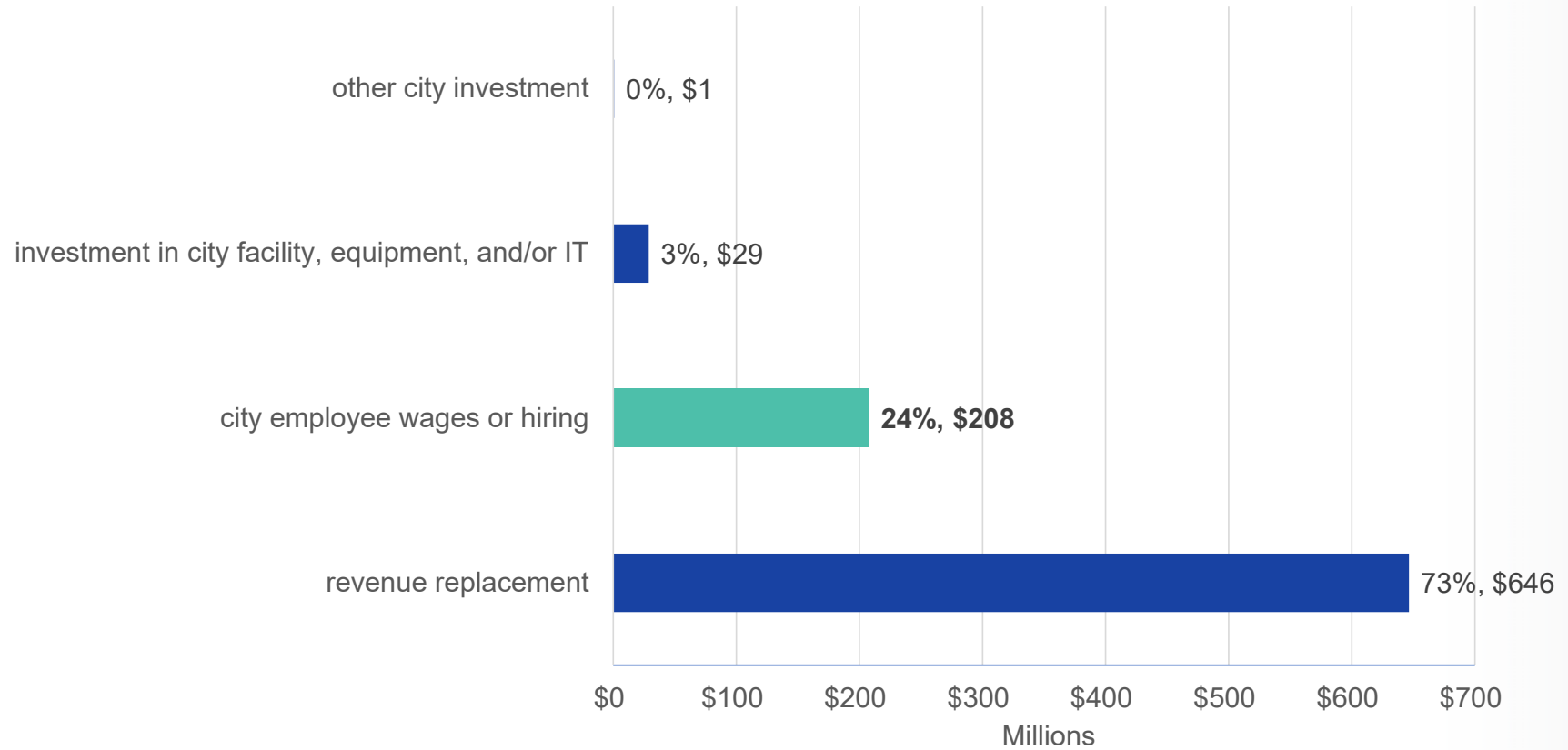
- COVID-19 Public Health Response
- COVID-19 Economic Response
- Premium Pay for essential work
- Necessary investment in water, sewer, and broadband infrastructure
- Lost Revenue

Ineligible Expenditures

- Federal Matching Requirements
- Premium pay for not frontline work (telework)
- Unfunded pensions
- Infrastructure not included in the eligible expenditures
- Rainy day funds, financial reserves, and outstanding debt

ARPA/SLRF Spend Tracking by Group





Slide 13

CM4 @martin add "city operations" subcategories with city workforce - rehiring, pay-related subgroups highlighted
Christy McFarland, 8/13/2021

MB1 done!
Martin Brown, 8/13/2021

Actions to Support City Workforce

Pittsburgh PA: \$22,000,000 restore previously cut city employee positions

Easton PA: \$850,000 restore previously cut city employee positions

Albuquerque NM: \$3,000,000 one-time premium pay for essential employees

Jackson MI: \$137,000 3% increase in wages for nonunion city employees

Conway SC: \$500,000 bonuses for city staff (\$1,500 per employee)



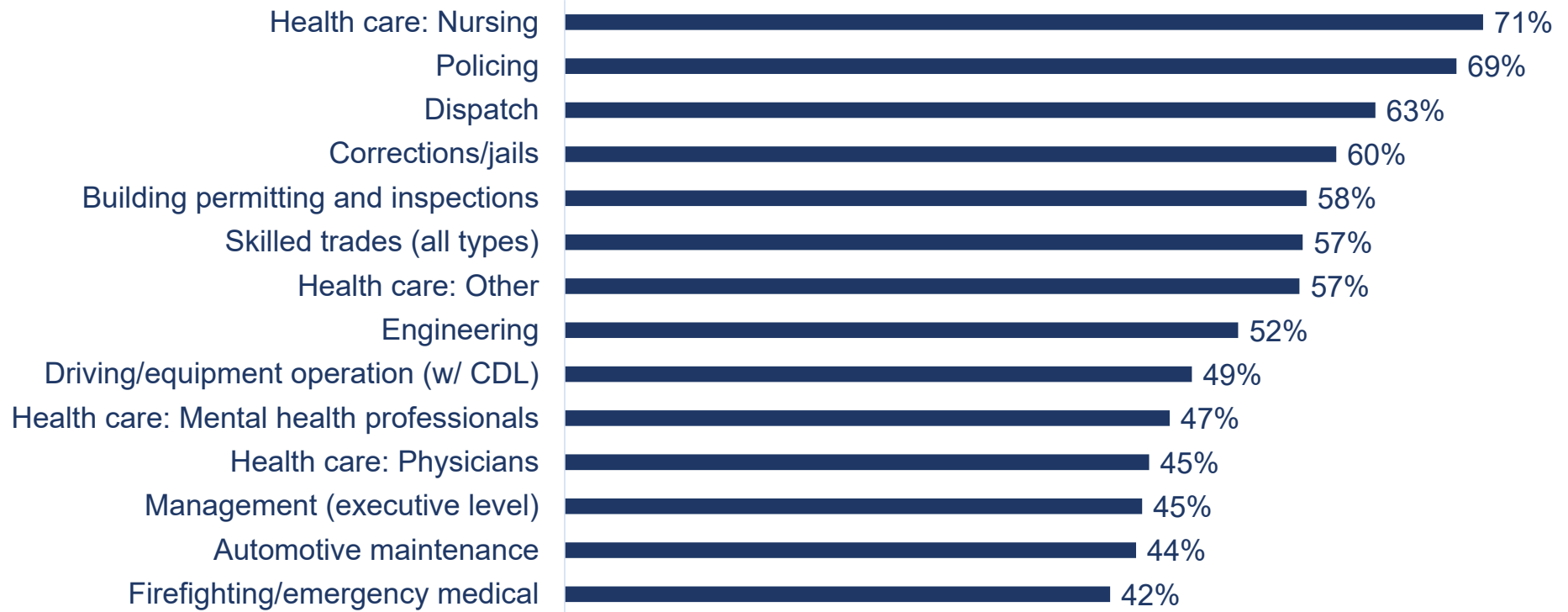
SLGE is now



slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf



Hard to Fill Positions (Detail, Local Governments only)





Innovative Approaches to Staffing Needs

- Telework
 - Application of technology
 - Focus on deliverables vs. in-person observation
- Flexible schedules
 - Alternate weekly schedules (e.g., 4 days, 10 hours each day)
 - Individualized schedules (e.g., staggered commutes)
 - Recognition of personal commitments
(e.g., child care drop-off times, online schooling)
- Job sharing



Top 3 realistic actions
employers could take
to make the workplace better

21%

Issue raises
and/or
bonuses

20%

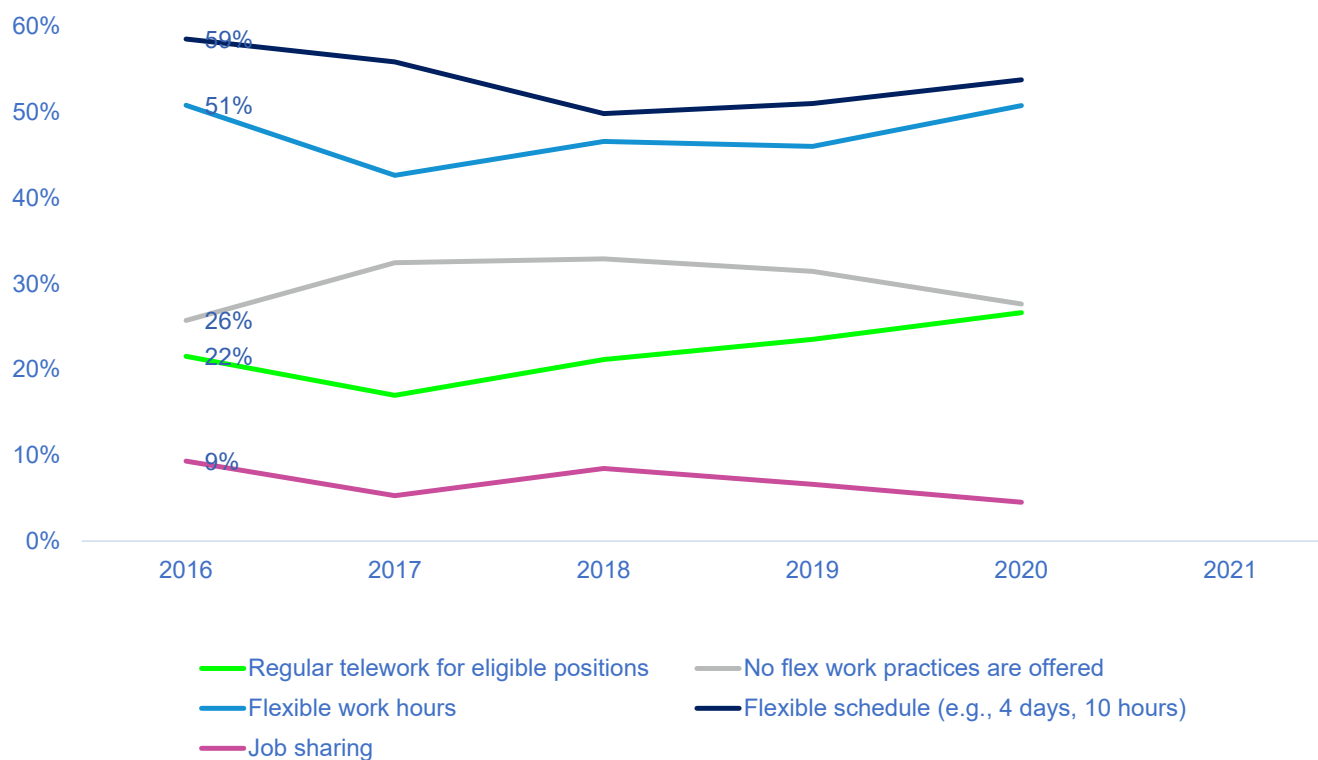
Allow work
from home,
remote work
and flexible hours

17%

Promote safety
by following
CDC guidelines
and providing
and/or
enforcing PPE



Baseline Data: 2016-2020

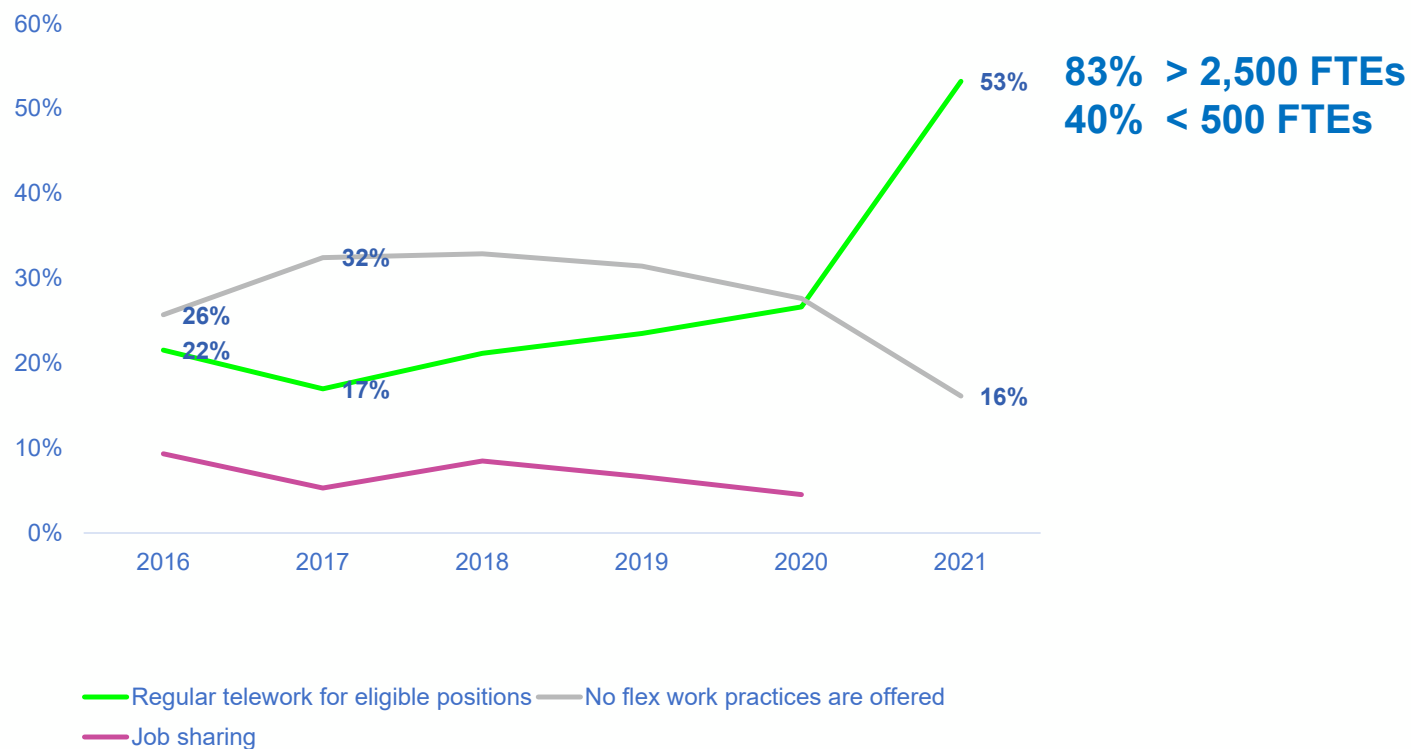


Source: 2021 Workforce Survey, MissionSquare Research Institute

<https://slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf>



Regular Telework vs. No Flexible Work Practices



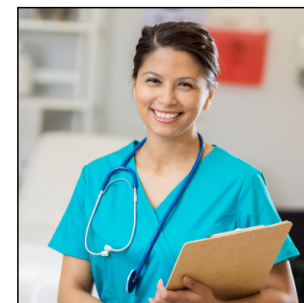
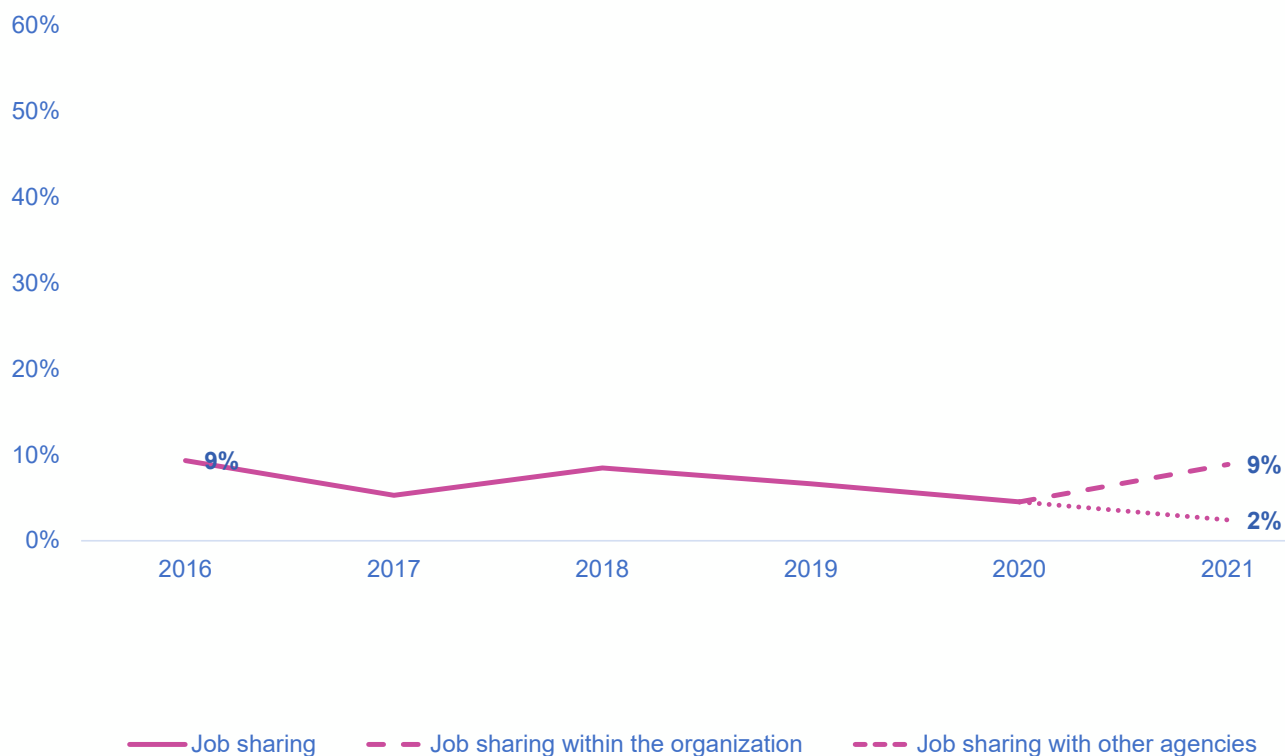
Source: 2021 Workforce Survey, MissionSquare Research Institute

<https://slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf>



<https://slge.org/resources/shared-staffing-in-public-health-collected-resources>

Job Sharing



**Shared Staffing in Public Health:
Collected Resources**

June 23, 2020

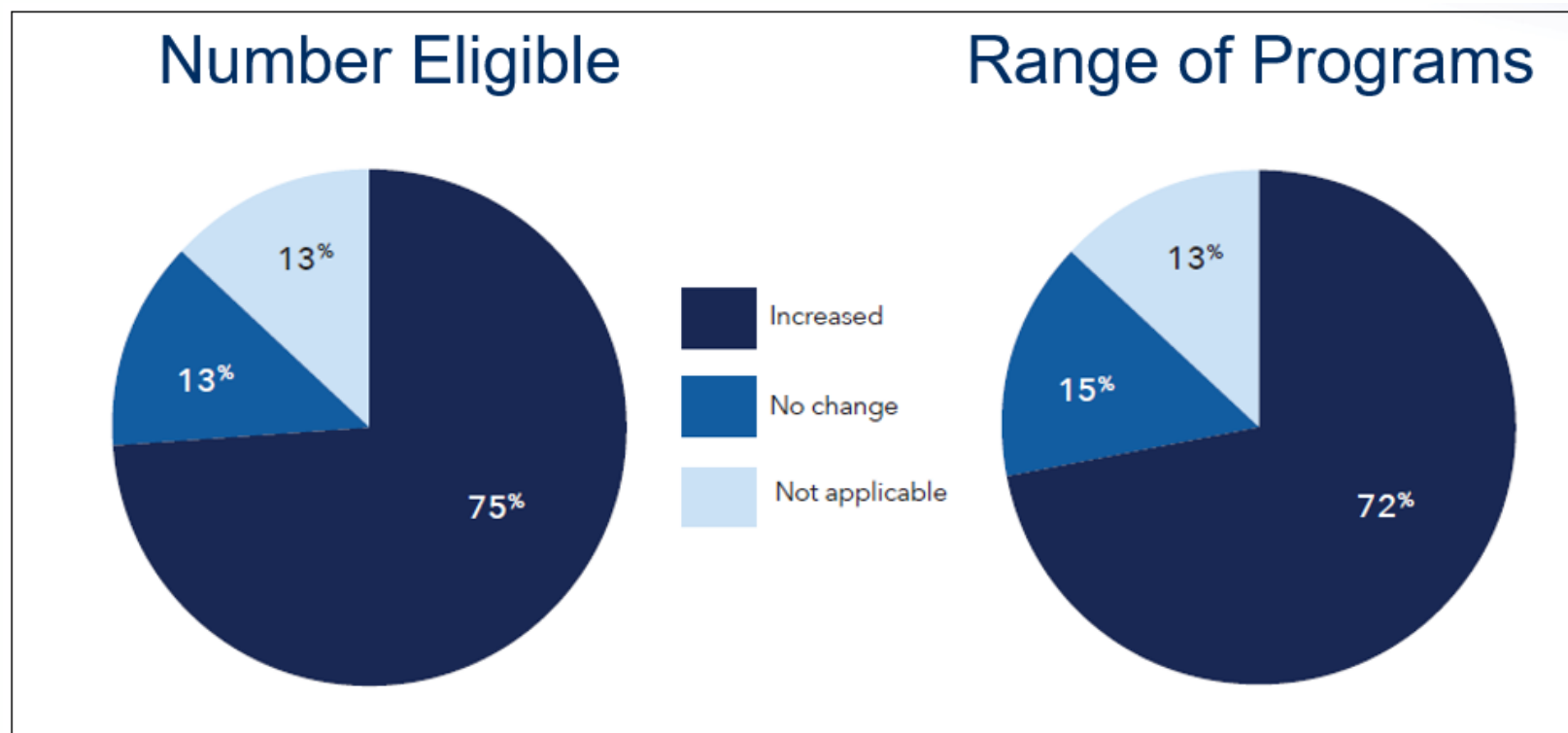
SLGE has completed two collections of case studies on shared staffing in public health, along with a related checklist for pursuing such arrangements, and a report on local government-military public health collaborations. This link brings together all those resources in a single location.

Source: 2021 Workforce Survey, MissionSquare Research Institute

<https://slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf>



Change in Flexible Employment Practices



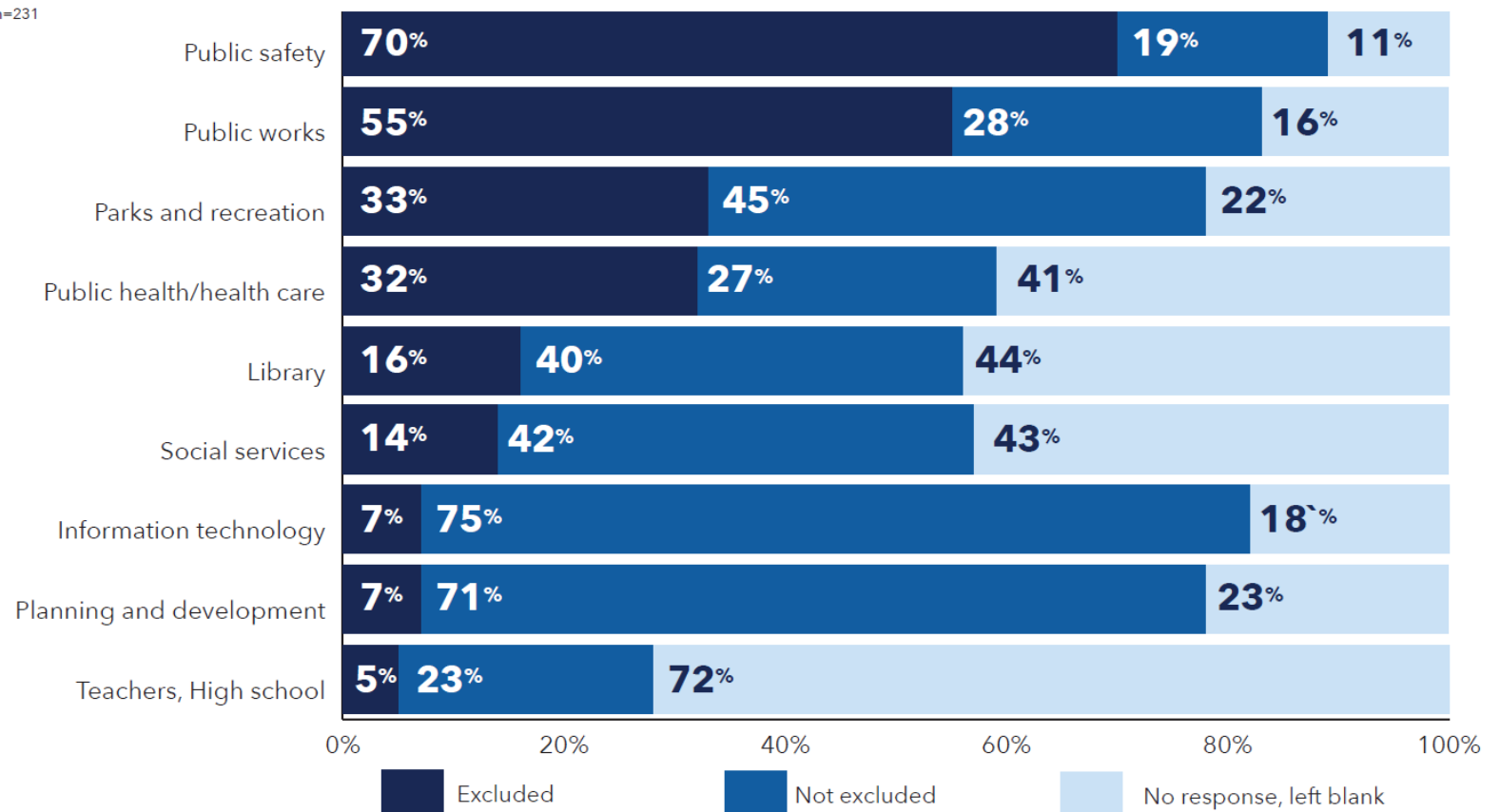
Source: 2021 Workforce Survey, MissionSquare Research Institute
<https://slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf>



Exclusions

Figure 11: What, if any, job classifications or departments are excluded from flexible workplace policies?

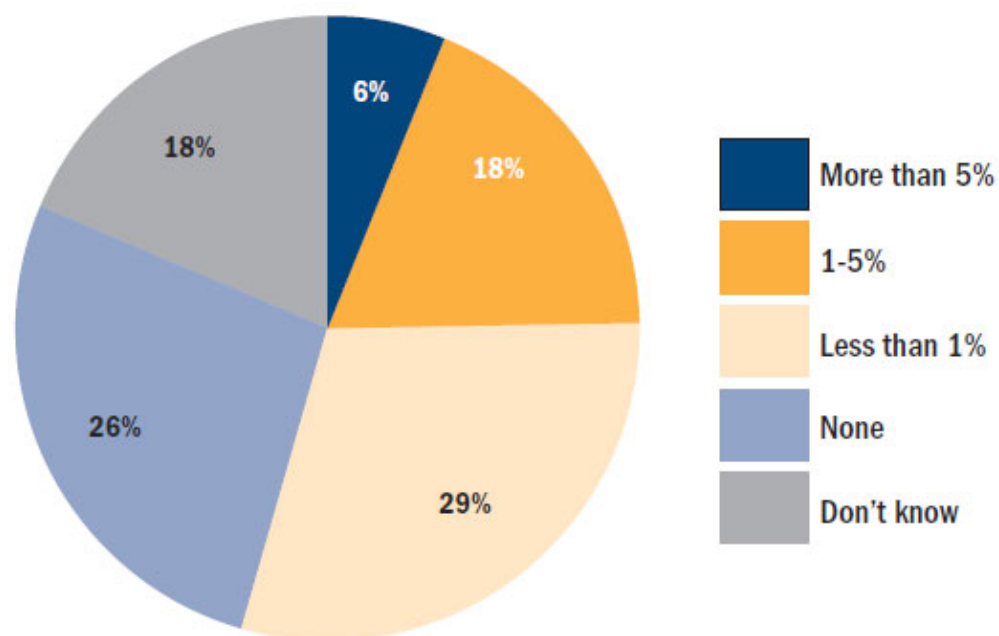
n=231



- Source: 2021 Workforce Survey, MissionSquare Research Institute
- <https://slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf>



Additional Flexibility: Gig Hiring vs. Overall Workload



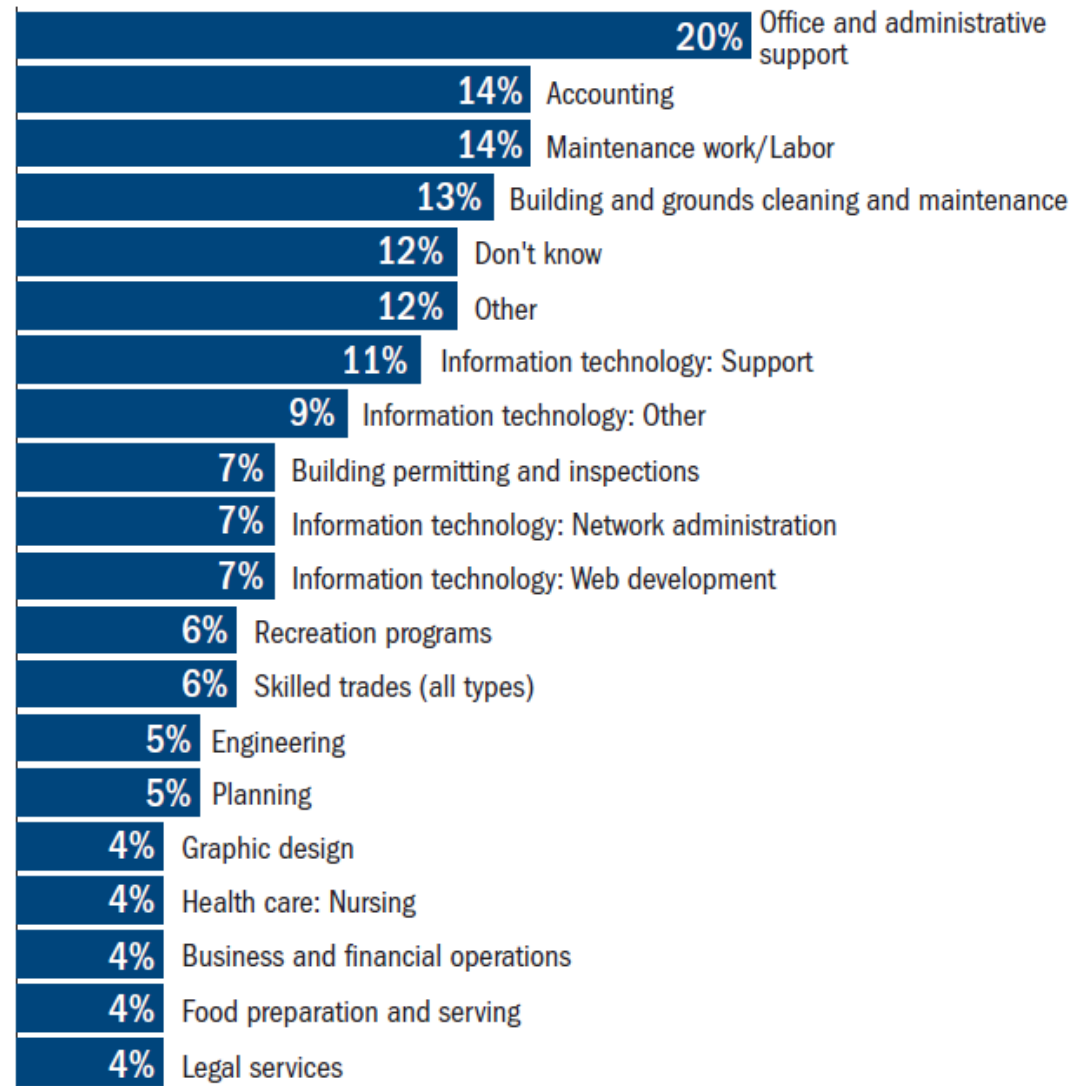
Source: 2020 Workforce Survey,

<https://slge.org/assets/uploads/2020/04/workforcesurvey2020.pdf>



Gig Hiring

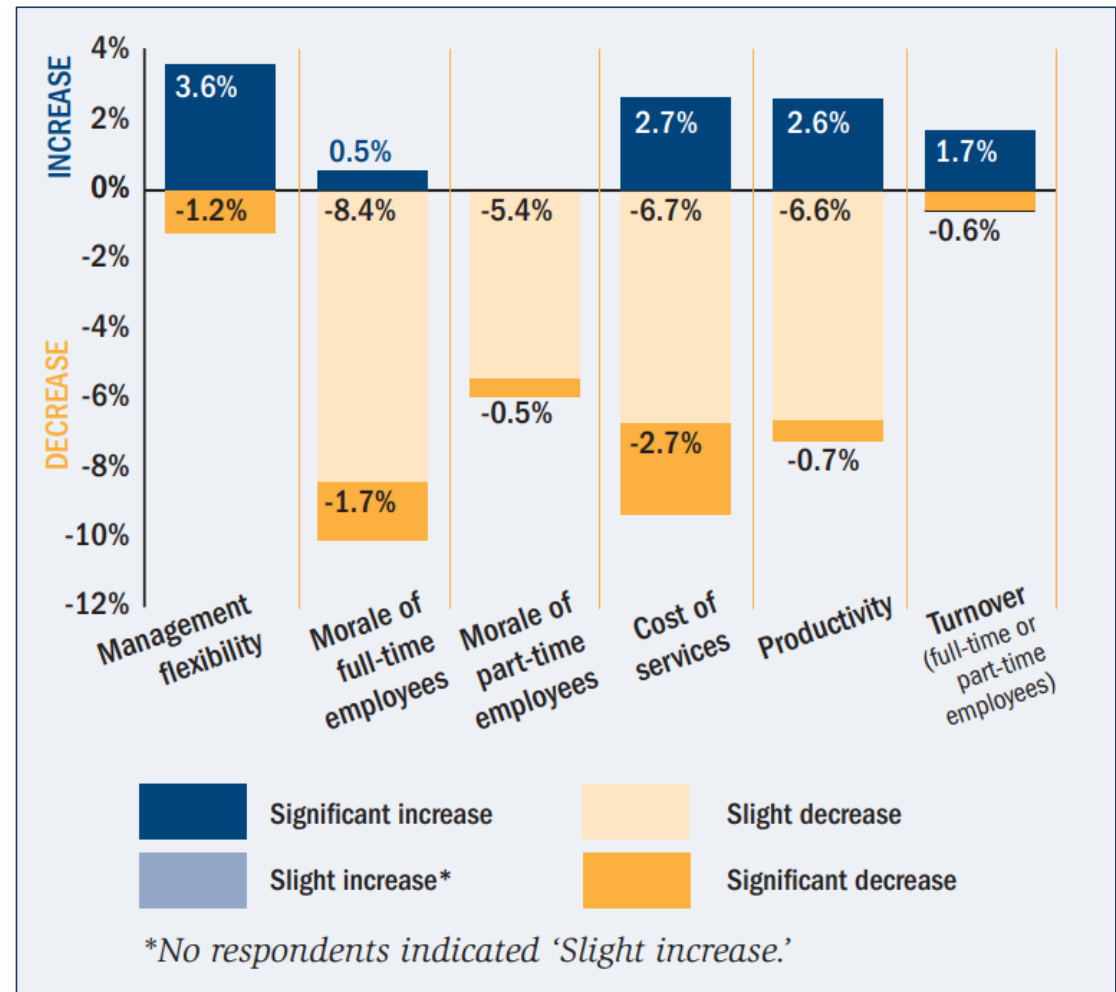
Position types subject to at least partial gig hiring



Source: 2020 Workforce Survey,
<https://slge.org/assets/uploads/2020/04/workforcesurvey2020.pdf>



Organizational Impacts of Gig Hiring

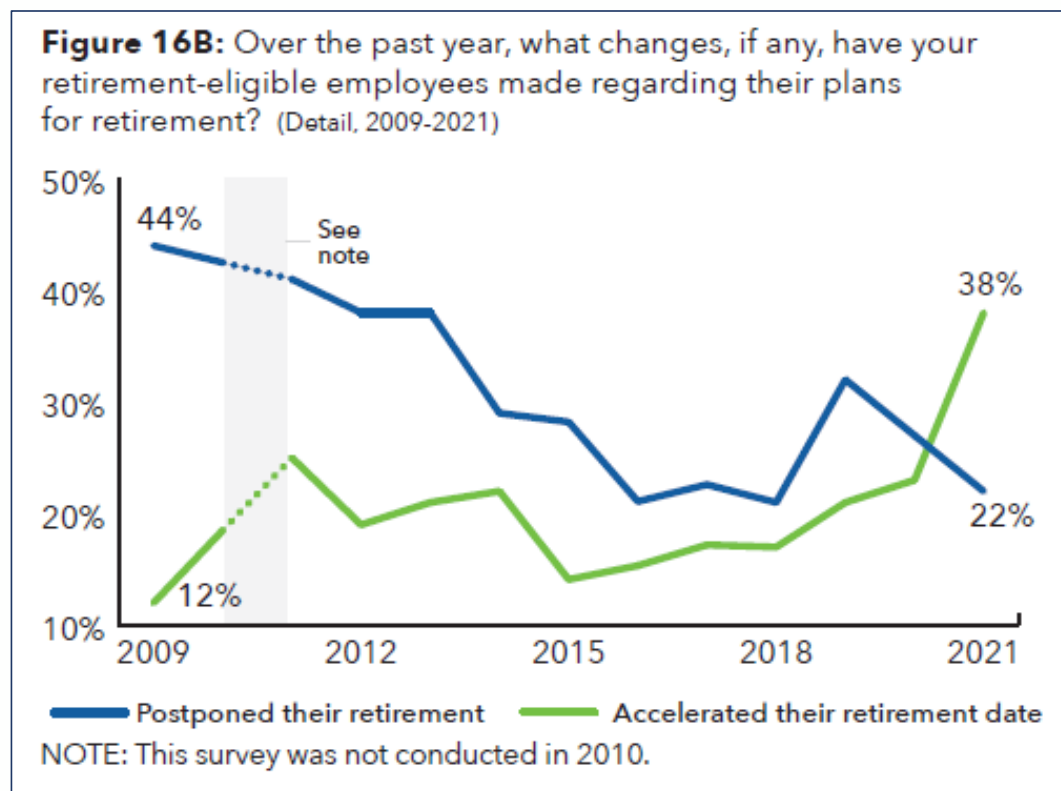


Source: 2019 Workforce Survey,

<https://slge.org/assets/uploads/2019/07/slge-workforce2019.pdf>



Retirement: Postponed or Accelerated?

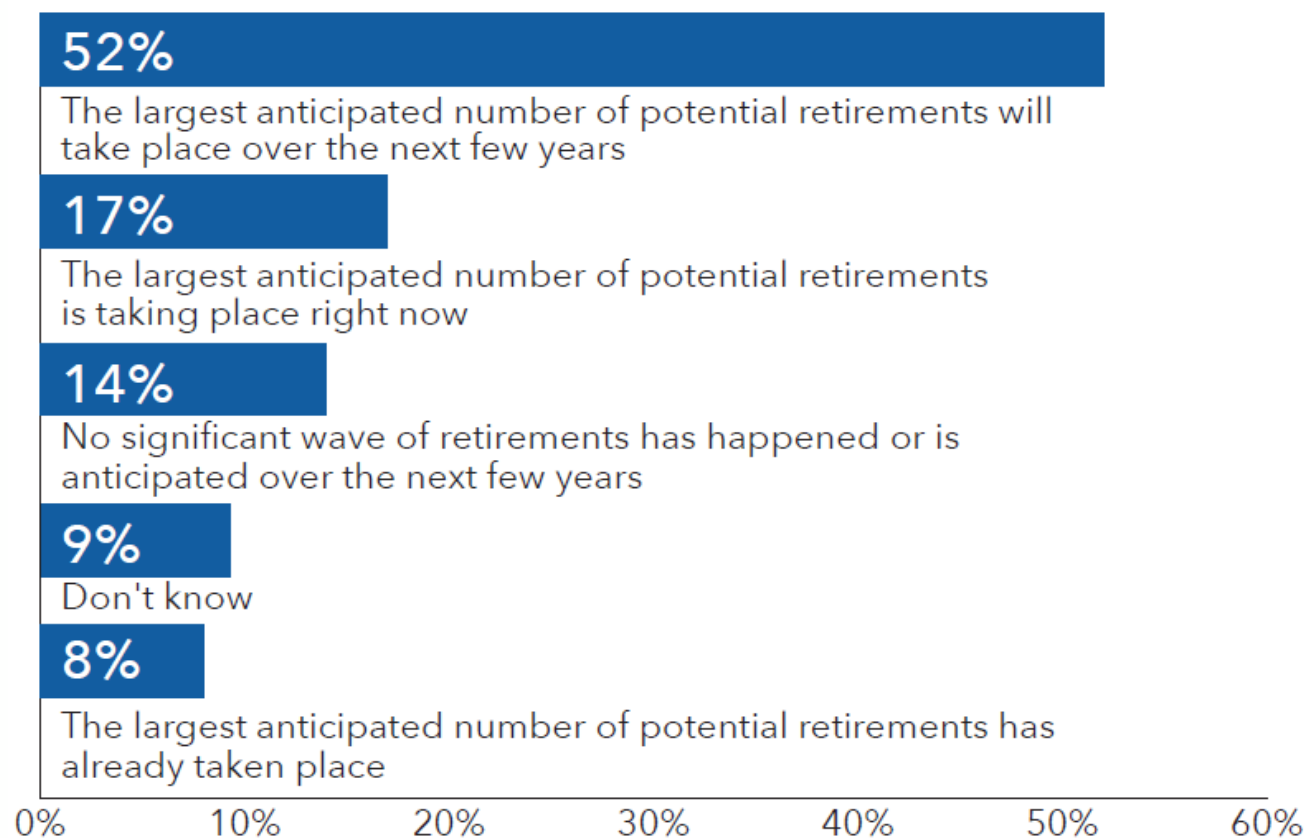


Source: 2021 Workforce Survey, MissionSquare Research Institute

<https://slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf>



Retirement: The Coming Wave



Source: 2021 Workforce Survey, MissionSquare Research Institute

<https://slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf>



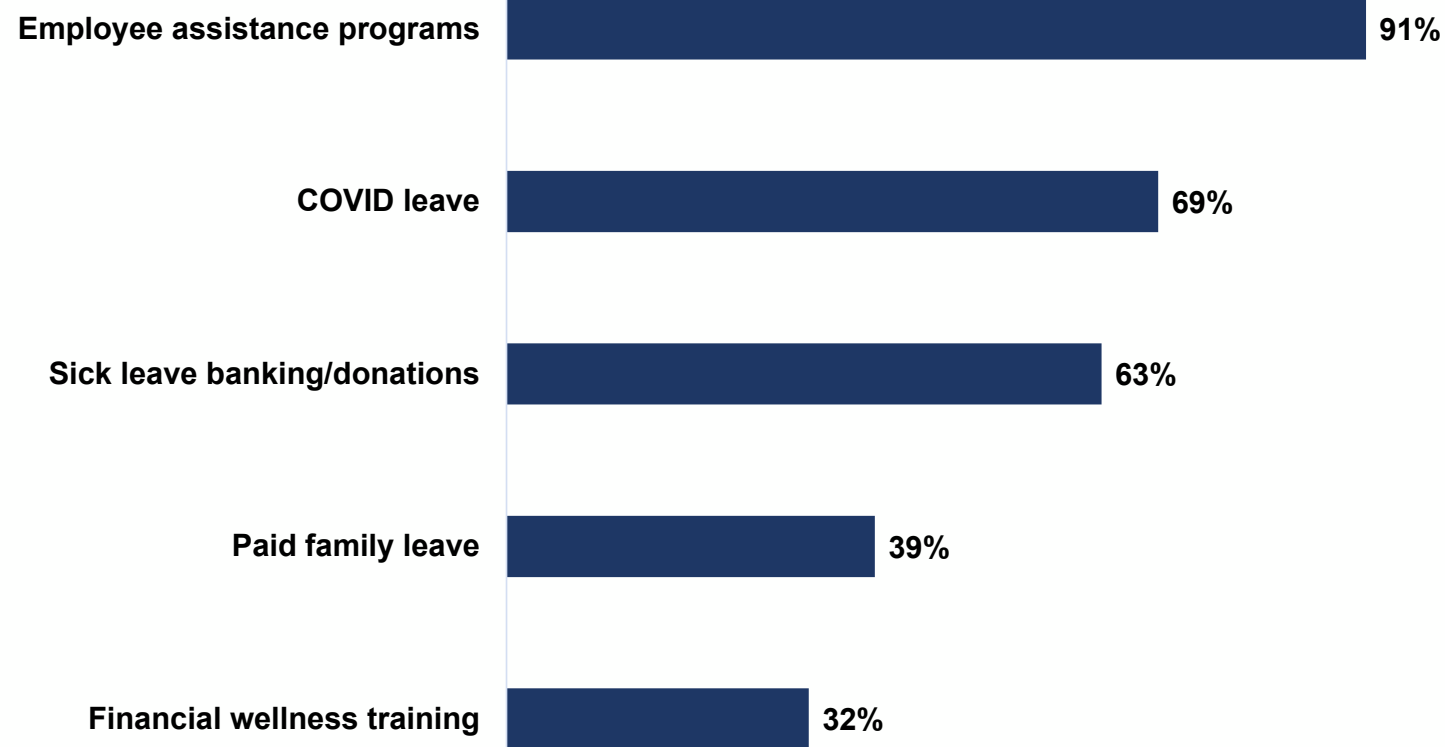
Virtual Staffing

Opportunities to broaden the reach of recruitment efforts beyond the geographic area

- Cloud-based services
- College partnerships
- Hackathons
- Virtual internships



Wellness Benefits





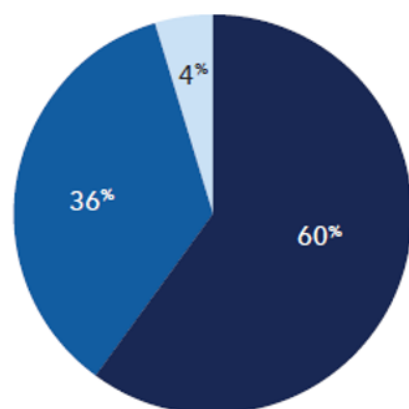
Compensation and Benefits

ROLE OF PENSIONS?

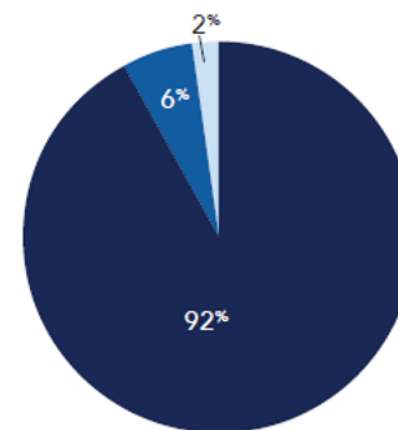
From 7.5 years in 2010, local government **tenure** has decreased to 6.6 years

Do you feel the compensation you offer is competitive with the labor market?

Wages:



Benefits:



Yes
No
Don't Know



Compensation and Benefits

ROLE OF PENSIONS?

From 7.5 years in 2010, local government **tenure has decreased to 6.6 years**

Life stage benefits

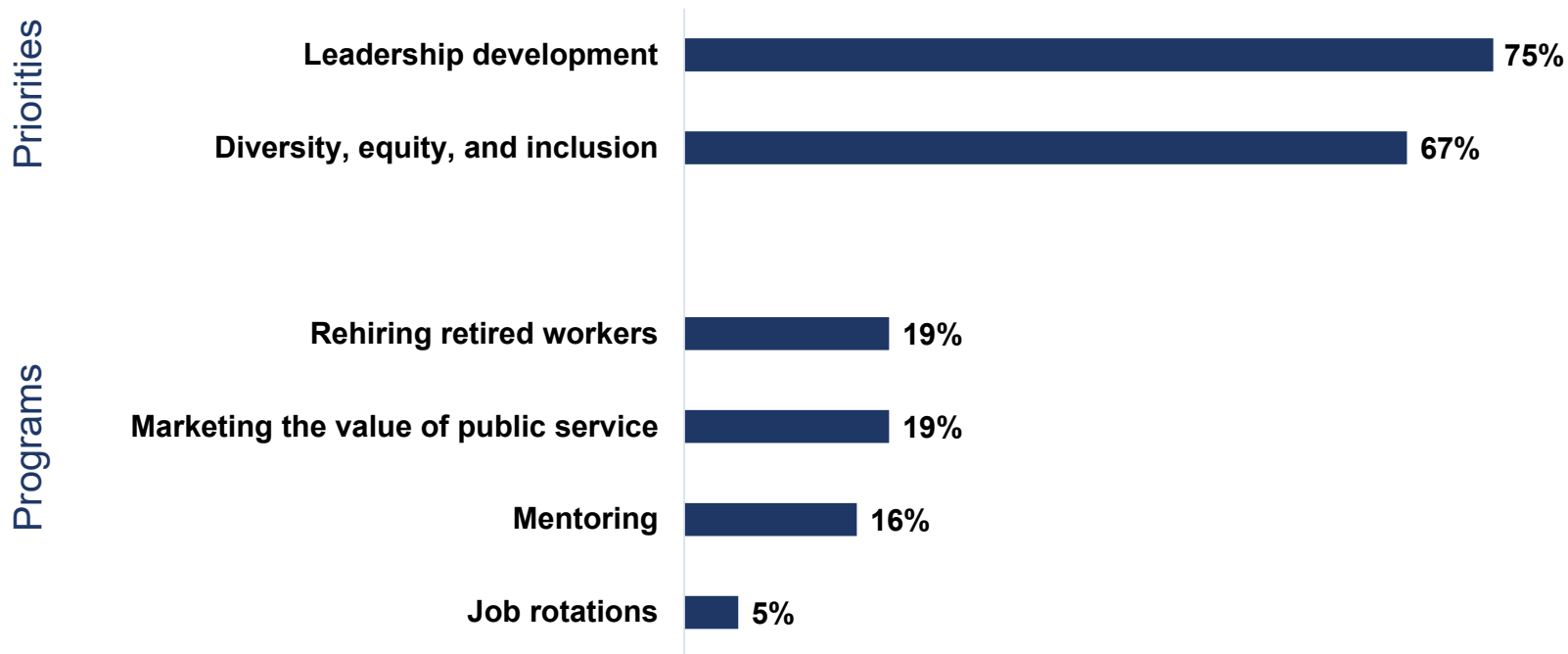
- Student loan repayment
- Home purchase assistance
- Child care assistance (or backup child care)

Voluntary benefits

- Long term care/elder care insurance
- Legal assistance
- Fertility benefits
- Veterinary insurance



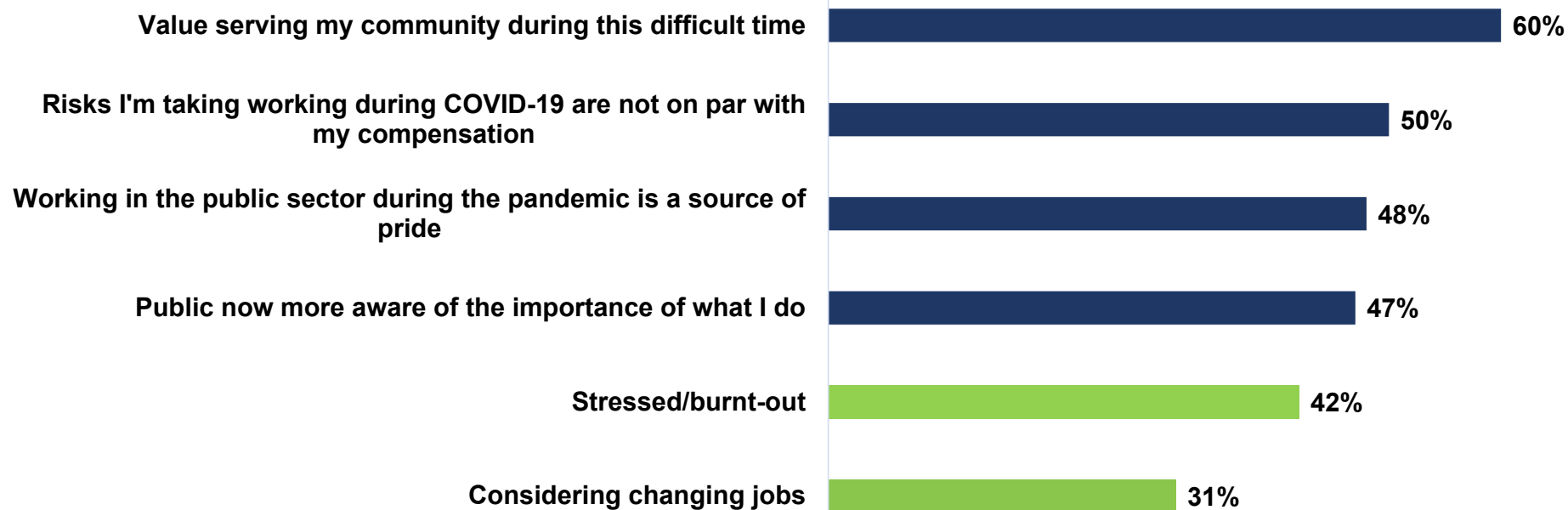
Succession Planning and Retention



Source: 2021 Workforce Survey, MissionSquare Research Institute
<https://slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf>



Impacts on the Workforce



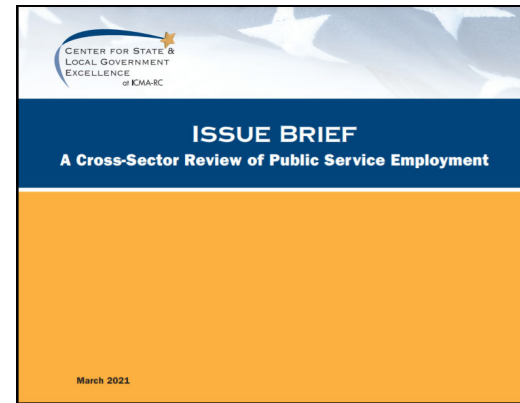
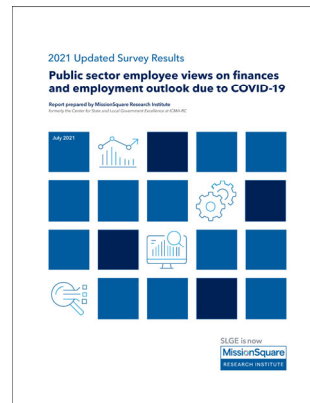


Impacts on the Workplace

- Shift toward goals and deliverables
- Changing relationship with the public, changing expectations
 - In-person service
 - Responsiveness
 - Interactivity
- Increased workforce engagement and dialogue



Additional Resources



- [State and Local Government Workforce 2021](#)
- [2021 Updated Survey Results: Public sector employee views on finances and employment outlook due to COVID-19](#)
- [A Cross-Sector Review of Public Service Employment](#)

Emmanuel V. Remy, Columbus City Councilmember

- Chair of the **Administration, Economic Development, and Environment** Committees
- Appointed - January 2018
- Elected - 4-YR. term January 2020
- 7 At-large Councilmembers
- Columbus population 2020 census 905,748 (+15% from 2010 to 2020)
- EVRemy@Columbus.gov
 - Legislative Aide: Jeffrey Carter, JDCarter@Columbus.gov
 - Legislative Assistant: Lucy Frank, LJFrank@Columbus.gov



Columbus Workforce & ARP Funds: How can the City Ensure Fairness?

- **Hazard Pay** for Frontline Workers - \$1,000.00/worker up to \$7.1 million maximum obligation
- **Workforce Surveys** helping to guide City leadership on how to return to the office, suggest different models (in person vs. hybrid vs. remote work), and gather data on workplace
- **Union Contracts** - In Columbus, Ohio the administration & police negotiated a 3-year 9% increase in pay with an additional market rate increase of 5% to be competitive with other jurisdictions, after the City Auditor released a revised income tax forecast +\$63 million in July 2021. Meanwhile fire agreed in December 2020 to a 0% pay increase year 1, 6% overall due to a bleak 2021 forecast at the time.
- City trash and recycling truck **driver shortage** resulting in delays in trash, recycling, and yard waste pickups. Sign-on bonuses might not be enough.

All of these points and more are on the minds of City of Columbus leadership while we consider how to spend ARP funds, what are the most pressing concerns, and how to move our workforce forward post-COVID.

City of Columbus Workforce vs. City Population Ethnicity Demographics

City of Columbus Workforce and City Population Ethnicity Demographics.¹

Ethnicity	City Workforce	City Population	Difference
White	71.10%	55.10%	16.00%
Black or African American	21.19%	28.60%	-7.41%
Two or More Races	1.78%	4.10%	-2.32%
Hispanic or Latino	1.36%	6.20%	-4.84%
Asian	1.02%	5.80%	-4.78%
American Indian or Alaska Native	0.19%	0.20%	-0.01%
Native Hawaiian or Other Pacific Islander	0.03%	0.00%	0.03%
Left Blank	3.20%	N/A	N/A

- In almost every category, the City of Columbus workforce underrepresents the city population ethnicity demographics
- The City of Columbus workforce overrepresents those who identify as white by 16%
- Programs like the Civil Service Grants Pilot and Gateways for Growth aim to close these gaps



Questions?

mcfarland@nlc.org

jfranzel@slge.org

gyoung@slge.org

