



City of Compton

OFFICE OF THE CITY MANAGER

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April 20, 2023

Dear California State Auditor's Office,

The City of Compton would like to present an audit report which details our compliance with the April deadlines for the audit. As the City Manager of Compton, I am proud to share the successful outcome of our efforts.

I would like to acknowledge the hard work and dedication of the City Controller's office, the Human Resources department, and other stakeholders who have contributed to the successful completion of the audit report. I would also like to thank the leadership and guidance of the Mayor and the Compton City Council. Their efforts have been critical in achieving our goal of meeting the April deadlines for the audit report submission.

As part of our commitment to transparency and accountability, we will continue to update the California State Auditor's Office as we remain on track with the deadlines of the audit.

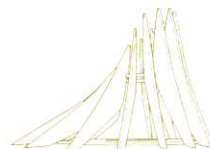
We remain committed to the highest standards of financial stewardship and transparency, and we look forward to working with the California State Auditor's Office to ensure that our practices and procedures meet these standards.

Thank you for your attention to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Tom Thomas".

THOMAS THOMAS
CITY MANAGER



COMPTON CITY HALL

205 South Willowbrook Avenue Compton, California 90220

Priority 1 Recommendations

To ensure that Compton has consistent, qualified management and fundamental plans in place to address the challenges it is currently facing, its city council should prioritize taking the following actions:

RECOMMENDATION

1. By April 2023, propose city charter amendments to be voted on in the next statewide general election—and amend all related guidelines, such as the personnel rules and regulations, to the extent permissible under the existing charter—to prioritize an open, competitive hiring process for all positions. The city council's proposed charter amendments should also explicitly require that Compton use an open, competitive hiring process whenever it makes permanent appointments for key leadership positions that include but are not limited to the following: city manager, city controller, human resources director, and budget officer. As part of this process, the city council should develop detailed job qualifications for the city manager position.

CITY'S ACTIONS

On March 28, 2023 the City Council adopted a resolution to submit to the voters of the City of Compton at the next statewide general election, a ballot measure relating to a Charter amendment to prioritize an open and competitive hiring process for all positions. Included as a part of our report is a measure that will be submitted to the voters at the statewide general election to be held on November 5, 2024.

On November 17, 2022, the Personnel Board took action to make all positions open and competitive. Subsequently, all recruitments since then have been held as open and competitive.

The City has contracted with a consulting group that will draft detailed job qualifications and specifications for the City Manager position to be approved by the Personnel Board and the City Council.

RECOMMENDATION

2. By April 2023, formalize the key responsibilities of the human resources department and its director by amending the municipal code or personnel rules and regulations or by proposing charter amendments, and ensure that the department begins making efforts to meet these responsibilities. The responsibilities should include at a minimum the following tasks in the area of recruiting and hiring:

- Perform a salary survey for all positions that compares the city's compensation to that of other cities or employers and update it at least once every three years to ensure that the city is positioned to provide competitive pay. Upon completion of the initial survey, the human resources director should work with the city manager to develop a process for using the survey results to increase compensation where feasible, such as by prioritizing increases for the positions that have the lowest salaries compared to the survey results.
- Develop a process for maintaining and proactively reviewing job specifications for all positions to ensure that they are reasonably up to date.
- Document and implement a plan for recruiting, including the websites on which the city will advertise its open positions, to ensure that it attracts qualified applicants for each recruitment.
- Take ownership of key aspects of the recruiting and hiring process, such as managing labor negotiations and setting and meeting clear goals for filling positions in a timely manner.
- Formally assess each recruitment effort to determine how the recruiting and hiring process could be improved.
- Develop and maintain a succession plan for key positions.
- Document specific procedures for accomplishing the above objectives, such as by updating the recruitment and examination manual, and disseminate the procedures to appropriate staff.

CITY'S ACTIONS

On April 18, 2023, the City Council adopted a resolution to execute an agreement with a consulting firm specializing in public sector professional services for classification, compensation and succession planning services. We have included this resolution as a part of our report. The classification study will include position analysis questionnaires from employees, position reviews, comprehensive FLSA analysis, and new/updated draft job descriptions for adoption by the Personnel Board and City Council. The compensation study will include establishment of benchmark agencies, market assessment on base pay, benefits analysis, pay plan development and pay policy review and recommendations. The succession planning will include identifying and assessing key positions within the City, developing competencies for key positions and identifying talent pools. The classification, compensation and succession planning study are currently in progress and estimated to take 4 – 6 months to complete.

The Human Resources department has developed a comprehensive recruitment and hiring plan to fill long-term vacancies within the City. In January 2023, the department identified that the City had approximately 160 total vacancies and pending approximately 70 recruitments. In the last 3 months, the City has filled 18 vacancies and closed 22 recruitments. Additionally, the Human Resources department has created a comprehensive recruiting plan for 50 positions that will be used to fill the remaining vacancies by June/July 2023.

The Human Resources department continues to assess and implement efficient and effective processes for recruitment and hiring activities. The Human Resources department is also in the process of creating comprehensive standard operating procedures for major activities within the department including: classification, compensation, recruitment and testing, benefits program, leave management, onboarding and hiring, training and development, labor relations management, and employee relations management.

RECOMMENDATION

3. In addition, the city council should require that the city manager submit a report to the council at least annually that describes the human resources department's status in meeting these objectives and minimizing ongoing staff vacancies.

CITY'S ACTIONS

The City Manager will submit a report annually to the City Council every December in regards to the human resources department's status in meeting these objectives and minimizing ongoing staff vacancies. The City Council will adopt this policy, and it will be woven into the City Manager's annual schedule of City Council actions required for annual review.

RECOMMENDATION

4. By July 2023, direct the City Manager to make efforts to fully staff the human resources department and the City Controller's office with qualified individuals to ensure that these departments can address Compton's broader, chronic issues related to staffing and finances. The level of staffing in the departments should be sufficient for the successful performance of key tasks, including those listed in our recommendations.

CITY'S RESPONSE

The City of Compton has made efforts to fill critical positions in the Human Resources department and City Controller's office.

The City has filled the vacancies of Human Resources Director, Human Resources Analyst, and Human Resources Specialist. The City continues to recruit for the Benefits Coordinator and Deputy Director of Human Resources positions and anticipates having both positions filled by May 2023.

The City Controller's office currently has three vacancies. The department is currently in the final interview and hiring process for an Accounting Supervisor and Financial Analyst; anticipated to be filled by the end of April 2023. The third vacancy of Accountant II is going through an approval process for the job description update, after which a recruitment will need to occur. The vacancy is anticipated to be filled by June/July 2023.

CONCLUSION

The City Manager and City Council are proud of the actions taken so far to address the recommendations in the State Audit. We will share another update report to the state in July, to report on the recommendations that were dated for July 2023 as well as updates on the April priorities. We are available to answer any questions and look forward to continuous advancement for the betterment of our City as a whole.