



Conor M. Baldwin
Chief Financial Officer

Allison Chamber
Deputy CFO

MEMORANDUM

TO: Eileen M. Donoghue, City Manager *EMD*

FROM: Conor Baldwin, Chief Financial Officer *CB*

CC: Mary Callery, HR Director

DATE: February 1, 2021

SUBJECT: MOTION RESPONSE: 1/26/21 – C. Chau - Req. City Mgr. Report To Council Regarding A 1, 3 And 5 Year Plan To Make The City Workforce Reflect The Diverse Demographics Of The City Population; Year 1 Plan Is To Be Incorporated Into The FY 2022-23 Budget Plan.

The City has engaged BlumShapiro, a third-party vendor to conduct a comprehensive, multi-phased audit to analyze the current practices, procedures, and protocols of the city's HR department. The work is proposed to take place over the course of an estimated 3-4 months. The audit's first phase will entail a comprehensive review of the City's hiring practices, including outreach and recruitment efforts, with the intention of developing recommendations to modernize current processes to attract qualified and diverse applicants. The audit's second phase will assess current diversity, equity and inclusion activities and identify opportunities for improved policies and practices. The firm will then develop and deliver a training for all City employees based on its findings that will seek to promote understanding. The process will culminate with the preparation of a report detailing BlumShapiro's methodology, data collected, analysis of findings and recommendations. This report will be provided to the City Council once it is produced.

Once the report is complete and a plan has been formulated, the goals and objectives for the City can be incorporated as an appendix into the annual budget document. The budget is one of the most important communication tools at the disposal of a municipality and, as such, is an appropriate medium for recording and tracking relevant information on the city's workforce characteristics. In the FY2021 budget, a new appendix was added to the budget, called the "workforce overview". This section is an appropriate location for the aforementioned plan once it is formulated.

As the budget process begins for FY2023, the results of the HR Audit will inform the development of the workforce overview in the budget document and a plan, according to the motion, could be incorporated at that time. Please let me know if there are any questions.