



ERIC GARCETTI
MAYOR

October 23, 2014

Honorable Members of the City Council
c/o City Clerk
Room 395, City Hall

Re: Appointment of Permanent General Manager, Personnel Department: Wendy Grace Macy

Dear Honorable Members:

Pursuant to City Charter Section 508 (b), I hereby appoint Ms. Wendy Grace Macy as the permanent General Manager, Personnel Department, effective as of the date of your confirmation of this appointment.

Attached please find a copy of Ms. Macy's resume, which provides greater detail about her experience. I look forward to your favorable consideration of my appointment.

Sincerely,

ERIC GARCETTI
Mayor

EG:mm

Attachment

cc: The Honorable Paul Koretz, Personnel and Animal Welfare Committee
Miguel Santana, CAO Sharon Tso, CLA
David Luther, Personnel Department Phyllis Lynes, Personnel Department
Maritta Aspen, Office of the CAO Errol Griffin, Office of the CAO
Heather Holt, Ethics Commission Shannon Prior, Ethics Commission
Holly Wolcott, City Clerk General Managers' Association

WENDY GRACE MACY

SUMMARY OF QUALIFICATIONS

Proven results-oriented executive and attorney seeking challenging public sector opportunity.

- Human Resources
- Education and Employment Law and Litigation
- Labor Relations and Negotiations
- Strategic Planning, Reorganization and Restructuring
- Benefits Structure and Administration
- Change Management
- Litigation Management
- Risk Management
- Leadership Development
- Project Management and Budget Development

EDUCATION

Juris Doctorate, cum laude, HARVARD LAW SCHOOL, Cambridge, MA 1992

Bachelor of Arts, magna cum laude, HARVARD COLLEGE, Cambridge, MA 1989

PROFESSIONAL EXPERIENCE

COUNTY OF SONOMA, Santa Rosa, CA

Director of Human Resources

2011-present

- **Direct Human Resources functions for the County.** Directly reporting to the Board of Supervisors, provide human resources services for 4000 employees including recruitment and selection, classification and compensation, equal employment opportunity, labor relations, disciplinary appeals, training, benefits, safety, and risk management. Manage a budget of \$63 million and 55 total staff. Represent the County before various public bodies, groups, organizations to discuss, interpret and explain laws, rules and regulations governing human resources. Provide Board of Supervisors and County Administrator information and counsel on labor and employment issues, succession planning and workforce management, staff development, and other County-wide issues. Support Civil Service Commission, Commission on the Status of Women, Human Rights Commissions and various community programs.
- **Develop, direct and implement comprehensive labor strategy.** Meeting the Board's long term goal of saving \$115 million over ten years, addressing pension reform and pension plan costs, fiscal sustainability, employee benefits costs, compensation and market competitiveness, budget reductions and layoffs and layoff mitigation. Successfully completed negotiation of contracts with eleven bargaining units and implemented related changes for three employee organizations. Interpret contract language, process and resolve grievances and unfair labor practice charges, provide department support, facilitate labor management committees, conduct data research, and total compensation surveys.

- **Run risk management programs.** Responsible for administration of County's self insured and purchased insurance programs, workers' compensation, tort liability claims and litigation, disability management, loss control, and insurance programs. Direct outside counsel in concert with County Counsel in litigation matters. Administer and manage budget for the employee health, dental, vision, and life insurance benefit programs for County employees and employees of affiliate agencies of the County.

LOS ANGELES UNIFIED SCHOOL DISTRICT, Los Angeles, CA

Chief Operating Officer

2010-2011

- **Oversaw the Business Operations of the second largest school district.** Led business functions including information technology, food services, transportation, procurement, purchasing, material management, environmental health and safety, risk management, and employee benefits. Directed 6,000 employees in COO workforce and responsible for a budget of nearly \$2 billion.
- **Implemented consolidations and reorganizations of major functions and operational efficiencies resulting in cost savings.** Coordinated audit response, follow up and implemented business process reengineering. Projects included operational redesign of various business processes (textbook, procurement card, food purchases, payroll optimization, strategic sourcing), budget shortfall downsizing and restructuring, streamlining of operations, cost savings and expenditure reductions (transportation, commodities), increase of internal controls, development of one-stop employee service center and crisis response hotline. Implemented cafeteria management system, finger imaging pilot, new business model for procurement of commodities with California Department of Education and USDA approval. Used strategic contracting taking advantage of economies of scale.
- **Developed and implemented strategic operational reviews aligning division goals with goals of District.** Developed one year and three year plans, emphasizing maximization of revenue generation, pursuit of external funding sources, leveraging technology, reducing expenditures, reorganizing workforce, and improving service.
- **Achieved smooth opening of school year and service improvements.** Activities included Environmental health and safety clearance of 30 new sites for full occupancy, serving 650,000 meals per day, providing goods to schools and offices via warehouse with 72 loading docks, over 1,800 daily routes of safe and effective transportation, new online field trip application process, addition of 260 new CNG buses (resulting in largest green school bus fleet in nation and purchased at less than 10% cost by leveraging grants), phase I installation of web based global positioning system vehicle tracking (improving customer service, emergency response and vehicle utilization performance).

Personnel Director

2006-2010

- **Oversaw the activities of the LAUSD Personnel Commission.** Responsible for human resources operations for 40,000 classified employees. Led and directed the classification and compensation functions, recruitment, selection, assignment and training of classified employees, and examination and disciplinary appeals. Directed a staff of 160 human resources professionals with an annual budget of over \$14 million. Administered and provided legal interpretation of the merit system provisions of the Education Code, Personnel Commission Rules and other employment laws. Reported directly to a three member Personnel Commission and served as official representative of the Personnel Commission at Board of Education meetings and Superintendent's Leadership

Council. Responsible for recommending adoption and revisions of Civil Service Rules, governance, Brown Act, conflicts issues for Commission.

- **Provided strategic advice and development of District organizational structure and changes and implemented major District human resources initiatives.** Participated in executive strategic planning process for the District creating organizational structure for key new divisions. Created, established, transformed, consolidated and combined key District organization units. Provided leadership development and performance management advice for development of specific job accountabilities and departmental performance goals. Conducted nationwide searches for high-profile senior management positions, screened and presented candidates to Superintendent.
- **Implemented and supported organizational change.** Implemented early retirement incentive program for classified employees, a major reduction in force including the elimination of over 2,500 positions with incumbents with bumping rights pursuant to the Education Code, discussions with bargaining units on alternatives to reduction in force including furloughs, step freezes, and salary cuts, training and retraining of workforce in downsizing environment, and outplacement services. Facilitated labor management discussions regarding budget and reduction in force.
- **Improved Personnel Commission functions to better serve customer needs.** Established a customer service unit and primary functions of Talent Acquisition and Selection, Organizational Design and Development, and Workforce Management. Integrated recruitment and selection functions, and placement and retraining functions. Restructured and decentralized Commission operations and led Personnel Commission functions through major transition to integrated enterprise resource planning system, implementation of website and document management system to communicate across functions. Reduced selection/examination time by 50% for most position and further reduced time to place and fill positions. Reduced vacancy rates in hard to fill positions for District through increased community presence in recruitment.
- **Collaborated effectively with internal and external stakeholders.** Communicated strategic initiatives, customer service, alignment with customer goals, and value added services. Met regularly and collaborated with representatives of classified bargaining units. Facilitated input from District and union representatives on proposed legislation, opportunities for professional development for classified staff. Managed relationships with outside entities including lobbyists, contractors and auditors, and public entities.

Associate General Counsel

2001 – 2006

- **Oversaw the management and administrative operation and budgetary function of the insurance department.** Supervised 20 staff including supervisory staff, 12 workers' compensation law firms and 8 tort liability firms. Managed annual budget of nearly \$200 million, managed legal claims and litigation (600+ tort claims, 7,000 workers' compensation claims) annually. Made Board presentations providing recommendations on organizational development of risk management and workers' compensation reforms.
- **Transformed Insurance Branch into Risk Management Division.** Created organizational design for Risk Management Division, designed recommended positioning in District operations, provided roles and responsibilities for key employees, and recruited and selected key risk management staff. Reengineered processes of human resources, risk management and insurance functions. Created Board and senior management visibility, strategic vision, and opportunity for growth.
- **Implemented integration of benefits administration into Risk Management Division and implemented special projects.** (\$800M+ program, 215,000 covered lives). Provided recommendations for labor negotiations on employment compensation and benefits. Prepared Board presentations and two-day Board retreat on benefits issues. Developed employee wellness program. Implemented new benefits website and absence tracking tools. Developed selection

criteria for integrated disability management third party administrator, District-wide substitute management system, actuarial valuations (workers' compensation and health and welfare), benefits

- **Directed and organized Human Resources projects.** Created and implemented District-wide Family Medical Leave Act compliance program. Created absence management program. Reengineered leaves process and employment transactions. Collaborated with Personnel Commission on HR and the law compliance programs. Involved in collective bargaining, and lobbying and drafting of proposed legislation.
- **Directed, reviewed and participated in the analysis of laws, rules, regulations, opinions and decisions involving District operations.** Provided legal advice to client organizations in federal and state law matters involving legislative and regulatory policies, collective bargaining and labor relations, classified and certificated employment practices including discipline, dismissals and layoffs, liability claims and public contract disputes, developed plan to reduce legal costs and judgments, provided training and staff development, assisted in the development of legal policy and procedures.

Other:

Private law firms, Associate

1992-2001

PROFESSIONAL MEMBERSHIPS, BAR ADMISSIONS AND CERTIFICATIONS

- Admitted to Supreme Court of California, Supreme Court of Pennsylvania, U.S. Court of Appeals for the Ninth Circuit, U.S. Court of Appeals for the Third Circuit, U.S. District Court, Central District of California, U.S. District Court, Southern District of California, U.S. District Court, Eastern District of Pennsylvania
- International Public Management Association for Human Resources (certified IPMA-CP)
- Society for Human Resource Management
- California Public Employers Labor Relations Association
- Risk and Insurance Management Society, External Affairs Committee (national 2007-2009), Standards and Practices Committee(2010-present), Los Angeles Chapter Board Member (2005-2011), Sacramento Valley Chapter President (2012), Board Member (2011- present)
- County Personnel Administrators Association of California
- International Society of Certified Employee Benefits Specialists, Orange County Chapter President (2010)
- Senior Professional in Human Resources (SPHR), Human Resources Certification Institute
- Certified Employee Benefits Specialist, International Foundation of Employee Benefit Plans and the Wharton School of the University of Pennsylvania (CEBS)
- Associate in Risk Management (ARM), Associate in Risk Management-ERM (ARM-E)
- CSAC Institute For Excellence in County Government California Credentialed County Senior Executive
- CSAC Institute For Excellence in County Government Institute Fellow
- Schools of Hope Program Volunteer (2013-present)
- County of Sonoma 2014 Combined Fund Drive Vice-Chair