



Koff & Associates  
A Gallagher Company

# Public Agency Survey of COVID-19 Impacts

November 2021

# Methodology



Survey sent to past/current clients via email and posted on LinkedIn



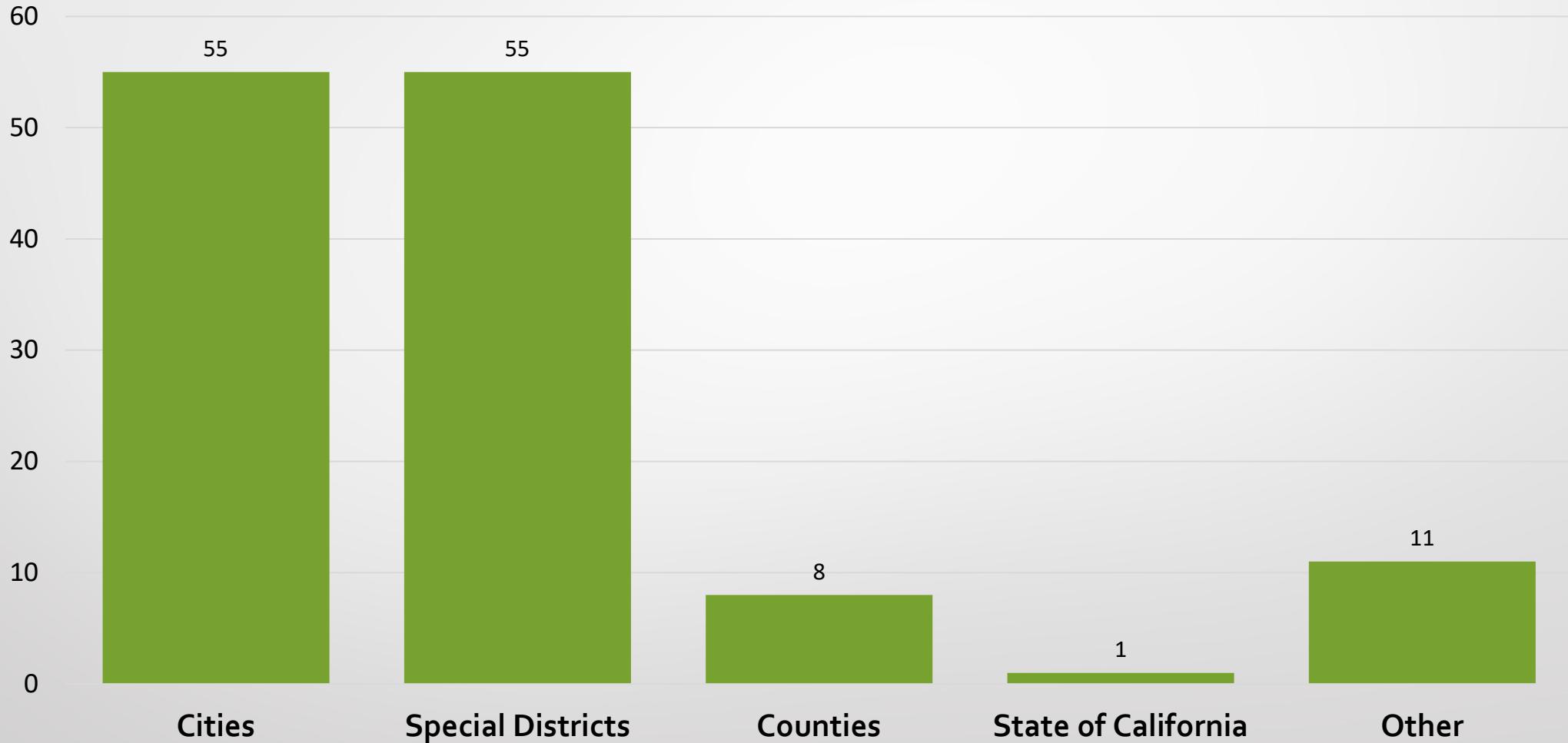
Agencies given 3 weeks to complete 13 question survey



Results collected on September 3 and compiled by Koff & Associates

# Types of Agencies Responding to Survey

*Total of 130 Responses*



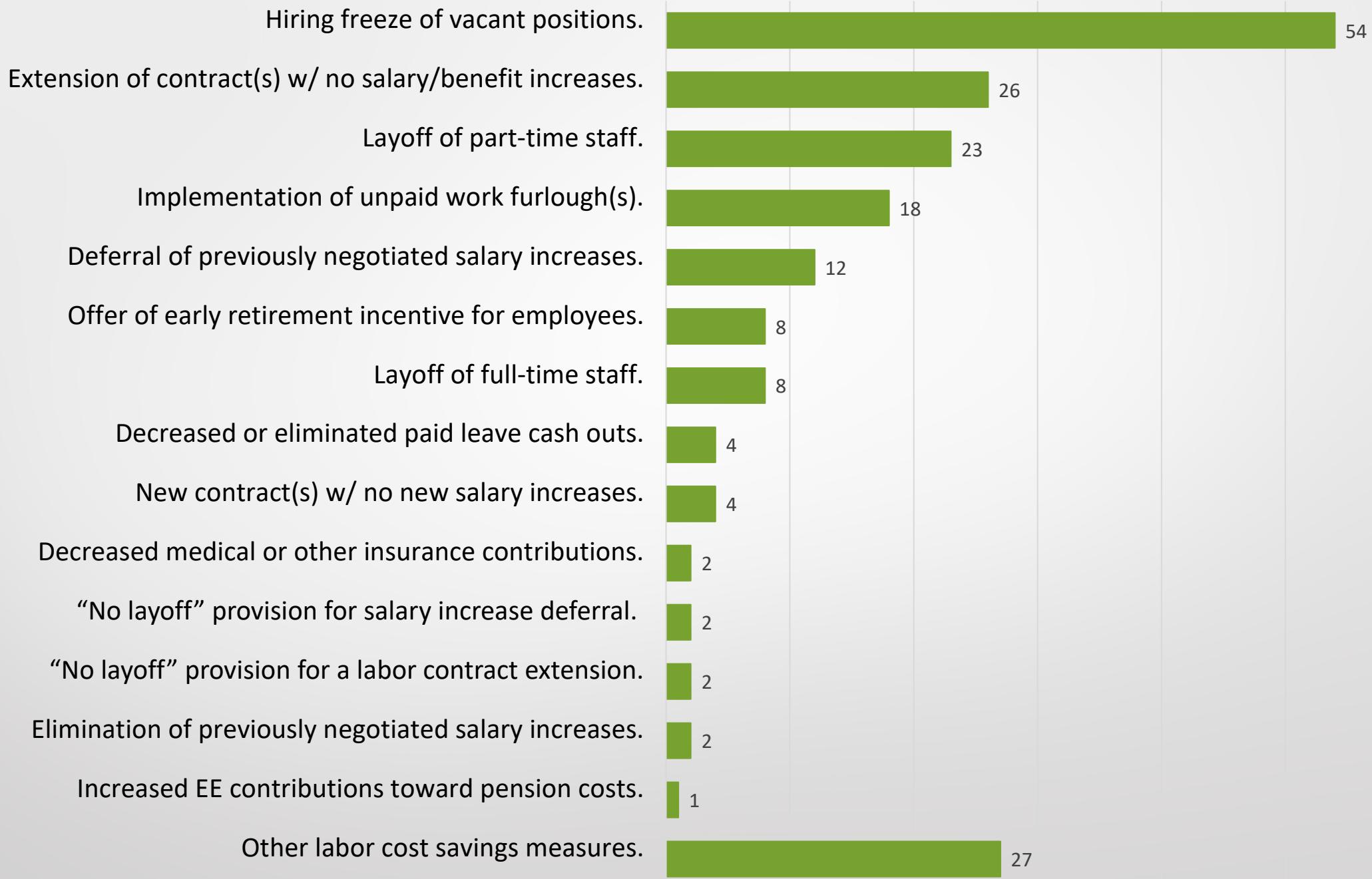


# Types of Agencies Responding - Other

- Housing Authorities (4)
- Courts (2)
- Federal (1)
- Joint Powers Authority (1)
- School District (1)
- Did not specify (2)

# Cost-Saving Measures

March 2020-June 2021



# Cost Saving Measures - Other

- Ability to work from home
- Extension of labor contract in exchange for 2.0% increase
- No COLA for 2020-21
- Reduction of discretionary spending
- Salary freeze (no merit increases)
- Soft hiring freeze and budget cuts to operations
- Suspended 401k match for union represented positions
- Temporary reduction of minimum staffing requirements (Fire)

# Remote Work

127 agencies (97.7%)  
**allowed** employees  
to work remotely  
during Covid



3 agencies (2.3%)  
**did not allow**  
employees to work  
remotely



# Employees Allowed to Work Remotely During COVID



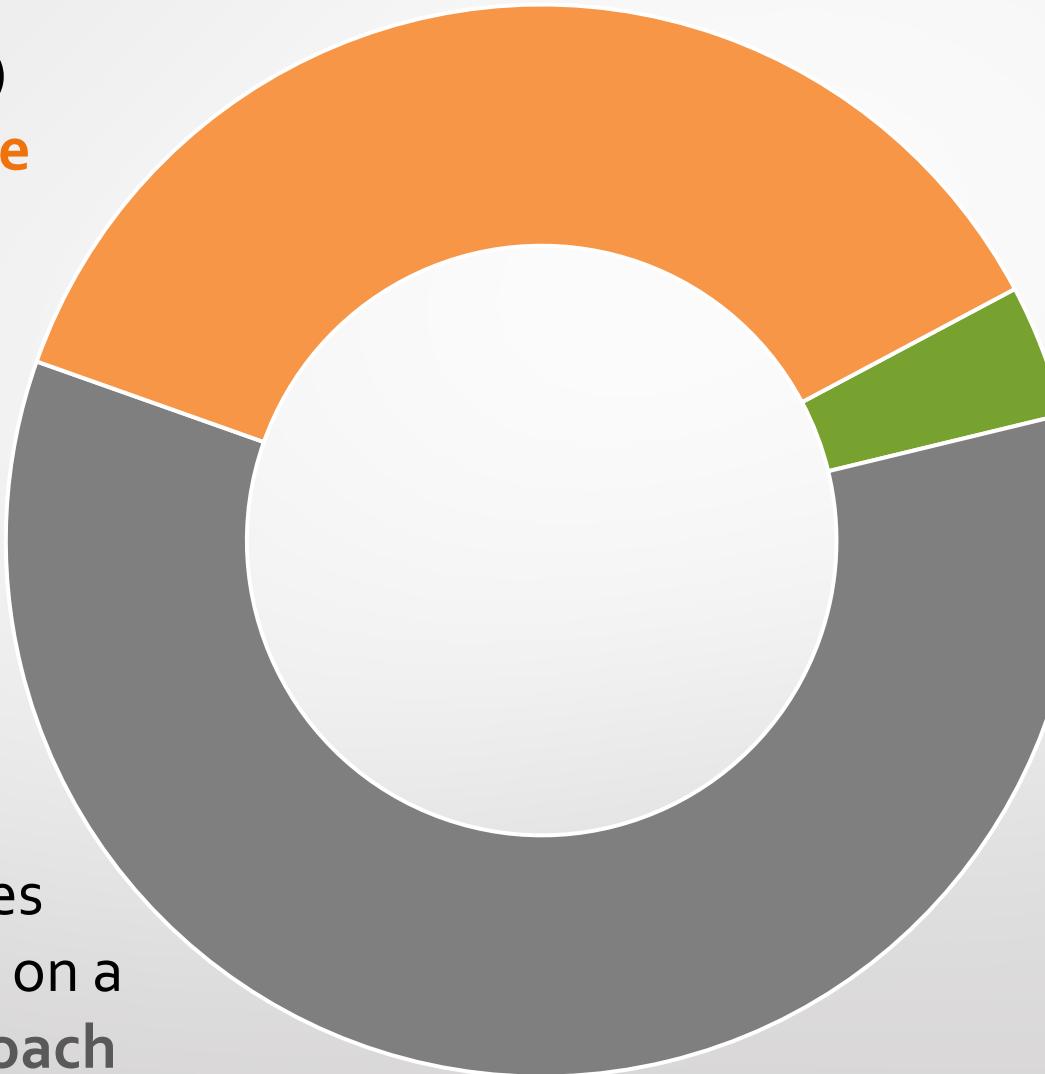
- All positions (23)
- Office Workers (22)
- Administrative (18)
- Positions that could work remotely (18)
- Managers (13)
- All except Maintenance/Field Staff (10)
- Professional (7)
- Engineering (6)
- Finance (6)
- Non-Essential (6)
- Non-Safety (5)
- Clerical (4)
- Exempt (4)
- Customer Service (3)
- Human Resources (3)
- IT (2)
- Non-Management (1)
- Parks and Recreation (1)
- Planning(1)

# Future Remote Work

46 agencies (37%)  
plan to **discontinue**  
their work from  
home practice

5 agencies (4%) plan  
on **continuing** to allow  
remote work

74 agencies  
(59%) intend on a  
hybrid approach



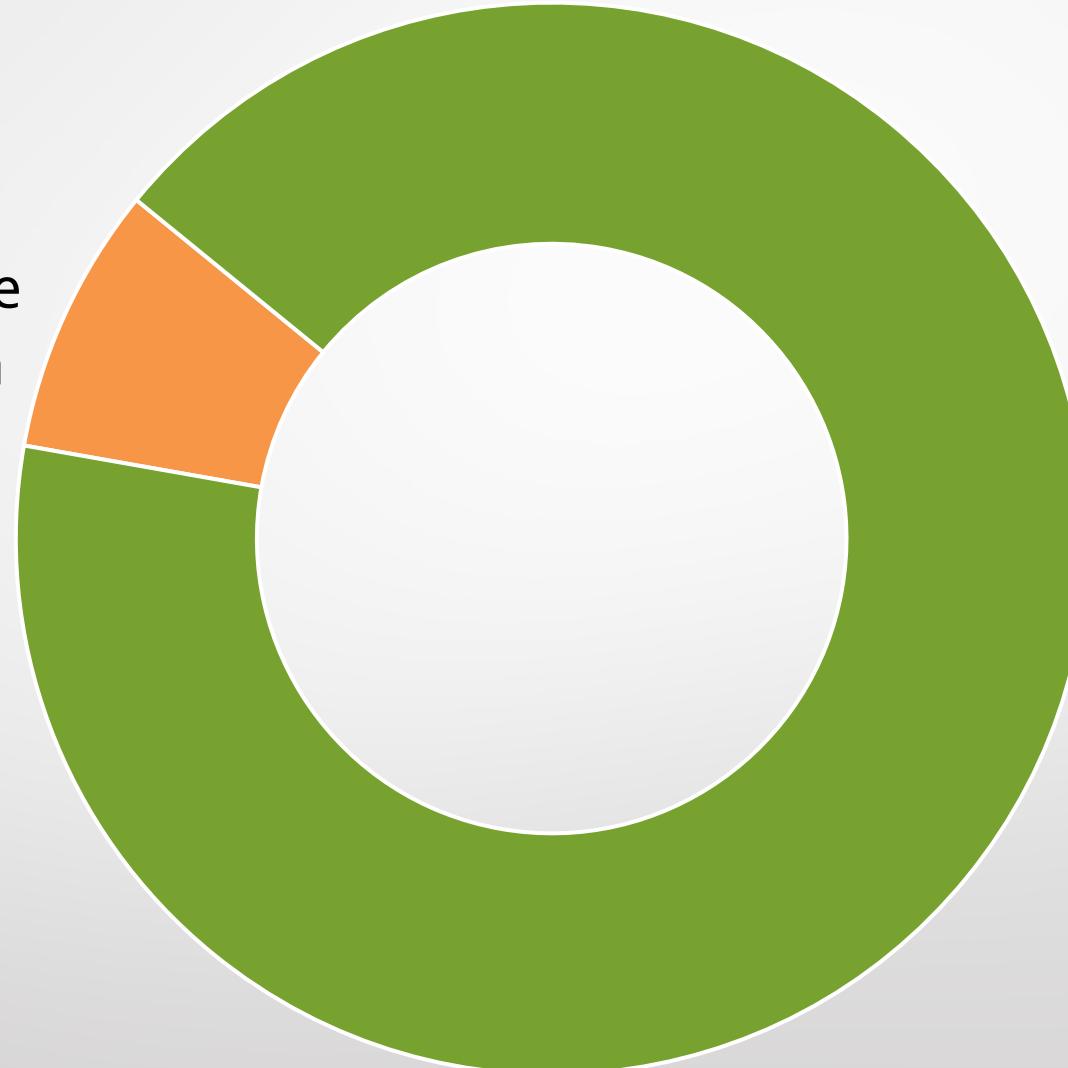
# Employees Allowed to Work Remotely Going Forward



- Administrative (13)
- Positions that can work remotely (12)
- All positions (11)
- Office Workers (11)
- Management (8)
- All except Maintenance/Field Staff (7)
- Professional (4)
- Exempt (3)
- Non-Safety (3)
- Clerical (2)
- Engineers (2)
- Finance (2)
- Investigators (2)
- IT (2)
- Non-Essential (2)
- Customer Service (1)
- Full Time Only (1)
- Human Resources (1)
- Planning (1)

# Hybrid Work

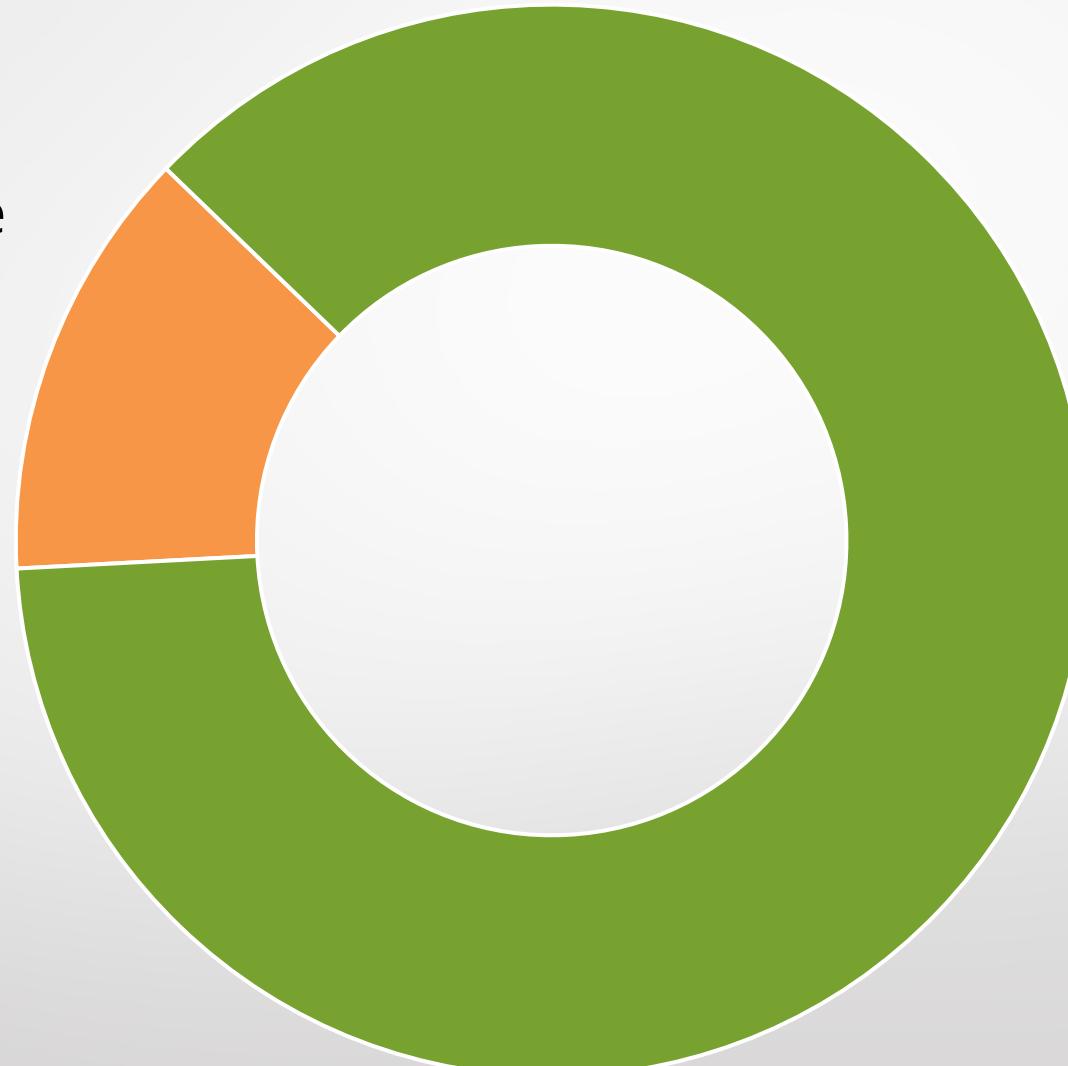
6 agencies (8%) are **losing** employees due to a hybrid approach



68 agencies (92%)  
**are not losing**  
employees

# Discontinuing Work-from-Home

6 agencies (13%) are **losing** employees from discontinuing work-from-home



40 agencies (87%)  
**are not losing**  
employees

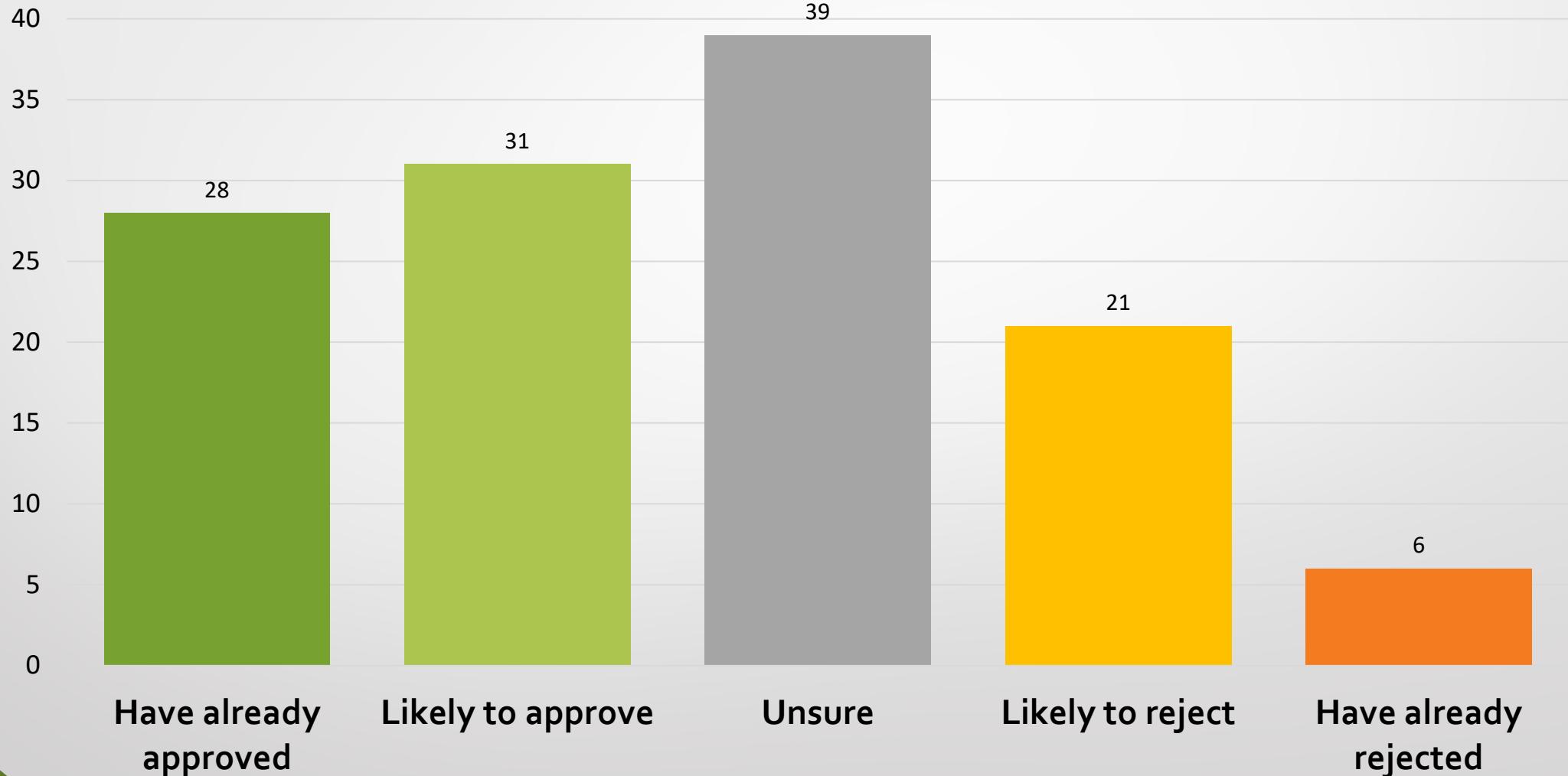


# Types of Employees Being Lost



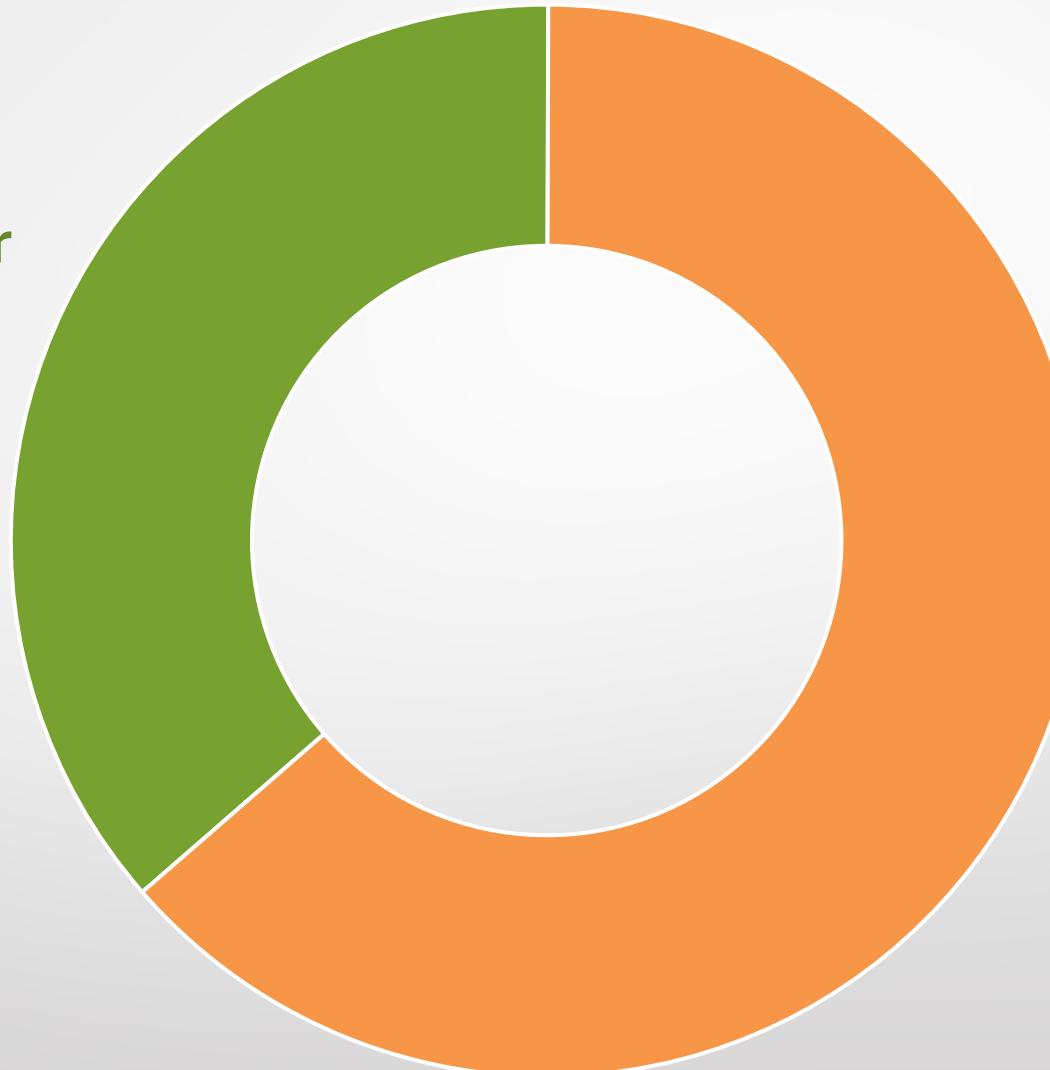
- Clerical staff
- Employees at or near retirement age
- Employees finding jobs closer to home
- Employees finding jobs with better work/life balance
- Employees who moved out of state
- Employees who prefer to work from home
- Engineers
- IT employees
- Leadership positions
- Non-exempt employees
- Professional level positions

# How agencies might address a labor proposal to continue work-from-home



# New/One-Time Benefits

47 agencies (36%)  
have provided **new or  
one-time benefits**  
due to COVID-19



82 agencies (64%)  
have **not provided**  
new or one-time  
benefits

# New/One-Time Benefits Granted



- Emergency Paid Administrative Leave (5)
- Extended COVID (EPSL) paid leave benefits (5)
- Home office equipment reimbursement (5)
- Lifted caps on paid time off accruals (5)
- One-time Bonus including Hazard Pay (4)
- Paid time off for COVID positive employees (4)
- Stipends for internet, phone, and computers (4)
- Paid time off for vaccinations (3)
- Additional sick leave (2)
- Vaccine incentive program (2)
- Emergency Leave - borrow against future accruals (1)
- Increased disability insurance coverage (1)
- Online therapy benefit (1)
- Wellness / home gym equipment reimbursement (1)

# Cost of Living Adjustment (COLA)

84 agencies (65%)  
agreed to provide a  
**COLA** effective  
between July 2021-  
June 2022



# COLA Increases Granted 7/2021 – 6/2022

