



Department of Employee Relations

**Cavalier Johnson**  
Mayor

**Harper Donahue, IV**  
Director

**Molly King**  
Employee Benefits Director

**Nicole M. Fleck**  
Labor Negotiator

**To: CC President Perez and the Honorable F & P Committee Members**

**Date: February 20, 2024**

**Subject: Auxiliary Resource Program**

Dear President Perez and F & P Committee Members,

This memo aims to provide background information on the Department of Employee Relations' [Auxiliary Resource Program](#) in response to a request from Council President Perez following the City Service Commission meeting on February 6, 2024.

The DER's Auxiliary Resource Program (ARP) was created in 1993 to provide operating departments with the flexibility to capitalize on the availability of well-qualified individuals at a time that did not coincide with a regular job opening; those employees were then slotted into the following available vacancy in that title within the department. In 2005, the program was expanded to allow operating departments to appoint employees on a temporary basis to address seasonal increases in departmental workloads, to assist with special projects of limited duration, or to fill in during the extended leave of another employee from a critical position. All appointments within the ARP are made under the statutory authority of the City Service Commission.

If an individual is hired into DER's ARP through the Civil Service process in anticipation of a job opening, that employee is subsequently transferred or promoted into a regular vacancy when one occurs. If an additional position is needed to assist with an increased workload, a special project, or during the extended leave of an employee from a critical position, a civil service appointment of a temporary nature is used. There are currently thirty unfunded ARP positions in the DER budget. The participating departments reimburse DER for the salaries of the participating employees.

For context, the Positions Ordinance and the annual budget document lists departments' positions. Each employee holds a distinct and solitary title. Accordingly, without the flexibility offered by the DER's Auxiliary Resource Program, departments would be unable to do the following:

- Hire an employee prior to the retirement or resignation of a key employee, fostering a knowledge transfer prior to their departure.
- Assign the job functions of a key employee during that employee's extended leave.

- Hire outside candidates into temporary appointments to assist with seasonal workload fluctuations or pressing needs.
- Place existing employees in temporary appointments to compensate them for taking on higher-level responsibilities or for taking on work that will significantly impact their workload.

Departmental managers must apply for each use of DER's ARP. The Budget staff and the DER Staffing Division review the request to determine whether the use is fiscally appropriate, whether a fund transfer is needed, and whether the appointment is appropriate under the Rules of the City Service Commission. In the case of temporary appointments, the latter analysis is used to determine whether appointments are at the appropriate classification level and whether proposed employees meet the minimum requirements for the position.

The Auxiliary Resource Program has been instrumental in addressing unique staffing needs due to the COVID-19 epidemic, working on the Democratic and Republican National Conventions, and receiving and using ARPA funds. Additionally, this program has been used to address acute staffing needs during the past few years, enabling service to our residents, partnering departments, and external stakeholders to continue with limited disruption. A critical financial benefit is that the program mitigates the need to hire employees through temporary agencies, for which the City typically pays a 30% premium.

The attached spreadsheet provides detailed information regarding the program's usage going back to 2019. While I acknowledge there was an additional request to provide 'A list of all persons, in the history of the program, who were granted retroactive pay of one year or more,' record retention requirements along with antiquated systems and technology, make this request challenging to respond to, especially in a timely fashion.

Please do not hesitate to contact me with any questions or concerns about DER's Auxiliary Resource Program.

Sincerely,



Harper Donahue, IV  
Employee Relations Director

CC: CSC Members;  
Nick DeSiato, Chief of Staff – Mayor Johnson  
Kristin Urban, DER Staffing Services Manager  
Patrick McClain, Assistant City Attorney  
Nik Kovac, City Budget Director