



Agenda

City Council Worksession

Monday, April 08, 2024 at 4:00 PM

City Hall Cowles Council Chambers In-Person & Via Zoom Webinar

Homer City Hall

491 E. Pioneer Avenue
Homer, Alaska 99603
www.cityofhomer-ak.gov

Zoom Webinar ID: 965 8631 4135 Password: 792566

<https://cityofhomer.zoom.us>
Dial: 346-248-7799 or 669-900-6833;
(Toll Free) 888-788-0099 or 877-853-5247

CALL TO ORDER, 4:00 P.M.

AGENDA APPROVAL (Only those matters on the noticed agenda may be considered, pursuant to City Council's Operating Manual, pg. 6)

DISCUSSION TOPIC(S)

- [a.](#) Memorandum CC-24-074 from HR Director re: Longevity Pay
Memorandum from Employee Committee
- [b.](#) City Manager Hiring Process and Interim Transition Plan
Memorandum CC-24-085 from HR Director as backup.

COMMENTS OF THE AUDIENCE (3 minutes)

ADJOURNMENT NO LATER THAN 4:50 P.M.

A Joint Worksession with Port & Harbor Advisory Commission is scheduled for Monday, April 15, 2024 at 5:00 p.m. Next Regular Meeting is Monday, April 22, 2024, at 6:00 p.m. Committee of the Whole at 5:00 p.m. A Special Meeting on Thursday, April 25, 2024 at 6:00 p.m. All meetings scheduled to be held in the City Hall Cowles Council Chambers located at 491 E. Pioneer Avenue, Homer, Alaska and via Zoom webinar.



MEMORANDUM

Longevity Pay

Item Type: Action Memorandum
Prepared For: Mayor Castner and City Council
Date: March 31, 2024
From: Andrea Browning, HR Director
Through: Melissa Jacobsen, Acting City Manager

Overview

At the June 12, 2023 work session discussing the results of the Salary and Benefits Survey, the City Council was interested in the topic of Longevity Pay. Council directed HR Director Browning to bring forward some options for Council consideration. This memo is a response from Administration to that request.

Background

Many municipalities have longevity pay, which is a standard tool for recruitment and retention. The City of Kenai and the City of Soldotna offer longevity pay to employees who have been at the final step on the wage scale for a period of at least two (2) years. Longevity pay is two percent (2%) of their annual base pay rate. Kenai and Soldotna pay the longevity bonus, as a lump sum, annually to employees.

The City of Homer does not offer longevity pay. If an employee maxes out at a step "O" they cannot receive any future bumps in pay unless the Council approves a COLA.

Retention

Employees are one of the City's most valuable assets. Employees who have been with the City for many years possess institutional knowledge that cannot be easily replaced. It is integral that we retain longer tenure employees while new talent is developed. Reaching the end of the pay scale signifies years of commitment, but also the inability to receive future merit increases. Adding longevity pay to the Personnel Regulations provides a much deserved financial bump and assists with retention of our extensively trained employees.

I respectfully request Council consideration to update Personnel Regulations to include one of the following options:

Option #1 3% every two years

All employees who have been a step “O” for a period of at least two (2) years, and employed in full-time or part-time status by the City of Homer for the past consecutive five (5) years, shall be eligible for a longevity bonus. Employee will continue to receive annual evaluations on the employee's anniversary date. Every two years, the employee shall receive longevity pay in an amount equal to three percent (3%) of their annual base pay. This will be paid as a lump sum following their evaluation.

FY25 Fiscal impact: \$65,916.00

FY26 Fiscal impact: \$6,395.00

Option #2 2% annually

All employees who have been a step “O” for a period of at least two (2) years, and employed in full-time or part-time status by the City of Homer for the past consecutive five (5) years, shall be eligible for a longevity bonus. Employee will continue to receive annual evaluations on the employee's anniversary date. Annually, the employee shall receive longevity pay in an amount equal to two percent (2%) of their annual base pay. This will be paid as a lump sum following their evaluation.

FY25 Fiscal impact: \$43,939.00

FY26 Fiscal impact: \$48,202.00

PERS (Public Employees’ Retirement System)

Both options of the above draft Personnel Regulations language have been reviewed by PERS, and they confirmed in writing that neither of these longevity pay structures would have PERS implications.

Employees affected

The City currently has 21 employees who are maxed out at step “O” on the wage scale. These employees have been at the final step on the wage scale for at least two years in FY25, and would be eligible for longevity pay (as outlined in Option 1 or 2). Two additional employees would be eligible in FY26.

Employee Committee

The Employee Committee met on March 28th, and will make their recommendation reference longevity pay in a separate memo.

Recommendation:

If the Council is interested in pursuing one of the options outlined in this memo, Administration will bring forward a resolution with a Personnel Regulations amendment for Council consideration at the next Council meeting. Implementation would not be effective until FY25.



MEMORANDUM

Proposed City Manager Job Description and Draft Timeline for Hiring

Item Type: Action Memorandum
Prepared For: Mayor Castner and City Council
Date: March 31, 2024
From: Andrea Browning, HR Director
Through: Melissa Jacobsen, Acting City Manager

Job Description

At the March 26th Committee of the Whole Meeting I was directed to revise the previously used City Manager job description. The proposed job description mirrors the duties and powers for a City Manager as described in Alaska Statute 29.20.500. I appreciate any feedback Council members have on the proposed draft, which is included with this memo.

Job Posting

The City Manager advertising will go live on April 15, 2024 and run 6-weeks. The position will close on May 27, 2024. At this time, I will compile binders for each council member so you can review all applicants. Unless directed otherwise, I will break the applicants into three tiers as in prior postings plus one additional tier for internal (current COH employee) applicants:

1. Applicants who meet both educational and government experience requirement
2. Internal Applicants (if any current COH employees apply)
3. Applicants who meet the educational requirement, but do not have direct municipal government employment or service
4. Applicants who appear to not meet the minimum qualifications for the position

Applicant Scoring

Prior to applicant review, I would appreciate direction advising if Council would like to use a scoring rubric. This can be a useful tool to help you narrow down the field of applicants, and rank them accordingly. However, I would suggest using the rubric as a starting point or guide, but not exclusively in order to determine which applicants you would like to move forward to Zoom interviews. I routinely advise our hiring managers that *people are more than their resumes*, and it's more important to find the "right fit" than someone who has a rockstar resume. The previously used scoring rubric is included with this memo for your

review. Please let me know if you would like to see any changes. If Council wishes to utilize this tool, I will include scoring rubrics in your binders.

Interview Questions

Prior to Zoom interviews, I would appreciate Council direction regarding interview questions. It might be helpful to assign one or two members of the Council to work on selecting questions for both Zoom and in-person interviews. I am happy to provide draft questions and assist in this process. Remember, working on interview questions as a body means the questions are public, and applicants have them ahead of time. This means applicants often have canned answers or are reading their prepared answers during Zoom interviews. These can produce a less authentic interview experience. It would be my recommendation that Council keep interview questions private prior to interviews, as I think you can learn more from a candidate by hearing their impromptu replies. This, of course, is a Council decision. It would be helpful if Council could discuss this topic at the April 8th or future work session and provide guidance as to how you would like to proceed.

Draft Timeline

Below is a draft schedule for Council consideration. I did not insert dates for Zoom interviews and beyond. If Council would like to select dates for Zoom interviews now, we can pencil those in and adjust if necessary.

Proposed Draft Timeline for CM Hiring 2024

04/15/2024 – 05/27/2024	Advertisement/ Position Open
05/31/2024	Binders available for Council pickup
June (TBD by Council)	Applicant review @ work session
Next day	Background Authorizations sent to finalists
July	In Person Interviews
-----	Selection made
-----	Negotiations

Estimated start date will depend on applicant’s notice requirements

----- New Manager Sworn in on next Council Meeting date

**CITY OF HOMER
JOB DESCRIPTION AND SPECIFICATIONS**

CITY MANAGER

Department:	Administration	
Reports To:	City Council	Backed Up By: Acting City Manager
Supervises:	Assigned Staff	
Pay Range:	Contract	Classification: Full-Time Contract Exempt Position

GENERAL FUNCTIONS

The City Manager reports to and works very closely with the City Council, and is responsible for the effective and efficient administration of all city services through the supervision of department heads and administrative staff. Performs duties under the directives of City laws and ordinances within policy guidelines from the City Council. The City Manager assists the City Council by providing prompt and accurate information on policy and legislative decisions. Maintains contact with the citizens of Homer to determine problems and provide information as requested. Administers the City of Homer Personnel Regulations as adopted by the City Council.

JOB FUNCTIONS/MAJOR ACTIVITIES

1. Appoints, suspends, or removes municipal employees and administrative officials.
2. Supervises the enforcement of municipal law and carries out the directives of the City Council.
3. Prepares and submits an annual budget and capital improvement program for consideration by the City Council, and executes the budget and capital improvement program as it is adopted.
4. Makes monthly financial reports and other reports on municipal finances and operations as required by City Council.
4. Exercises custody over all real and personal property of the municipality, except property of the school district.
5. Serve as personnel officer, unless the governing body authorizes the manager to appoint a personnel officer.
6. Emergency management responsibilities include but are not limited to coordinating the response of City resources in significant emergency operations.

7. Aids the general planning of City Council meetings, content of the agenda and assists the Council in obtaining requested information.
8. Appoints directors of departments and directs the internal administration and operation of all City Departments through department directors.
9. Conduit for Council interactions with City attorney and provides guidance in legal matters.
10. Responsible for hiring and terminating all City employees subject to the provisions of the City of Homer Personnel Regulations.
11. Coordinates with outside consultants, federal, state and borough personnel and agencies as required.
12. Remains current in regard to federal, state and local laws, regulations and ordinances and pending legislation governing municipal operations.
14. Answer questions and investigates complaints from the public.
13. Performs other duties required by law or by the City Council, and as prescribed by Homer Municipal Code and AS 29.20.500.

KNOWLEDGE, SKILLS AND ABILITIES

B.A. degree in business or public administration or related field required, relevant Master's degree desired. Minimum of five years of management and supervisory experience required, municipal management experience desired. Knowledge of the needs and special requirements of a coastal community ie; fishing and tourism issues desired. Possess proven leadership ability. Knowledge of the Alaska State Legislative process. Familiarity with Water and Wastewater Utility, Port and Harbor operations, and a combination paid staff/volunteer Fire Department.

Ability to: read, analyze and interpret common scientific and technical journals, financial reports and legal documents; respond to inquiries or complaints from the public, regulatory agencies or members of the business community; write speeches and articles for publication that conform to prescribed style and format; effectively present information to top management personnel, public groups, boards and commissions and the City Council.

DECISION MAKING RESPONSIBILITIES

Frequent exercise of independent judgment and initiative is required. Has overall responsibility for all city-owned property and facilities. Budgetary responsibility for a \$22 million operating budget.

SUPERVISORY AUTHORITY

Has direct responsibility (hire, terminate and direct) of the Department Directors and Administrative Staff.

EXTERNAL VISIBILITY/CONTACT

Frequent contact with public in community relations. Requires well developed written and oral communication skills and courtesy in maintaining effective relationships with the public, City Council and other municipal, state, and federal officials.

WORKING CONDITIONS

Office environment. Attendance is required at City Council and other meetings held at night or out of town.

I CERTIFY THAT I HAVE READ THIS JOB DESCRIPTION AND SPECIFICATON; IT HAS BEEN EXPLAINED TO ME. I UNDERSTAND AND ACCEPT THE EXPECTATIONS OF MY DUTIES AND RESPONSIBILITIES AS A CONDITION OF MY EMPLOYMENT AS STATED HEREIN.

HR Director Signature

Date

City Manager Signature

Date

Applicant Name: _____

Rater: _____

Total Score: _____ (out of 100 possible points)

		Points Given
Background (35)		
Education (B.A in related field minimum), supervisory experience (5 years minimum, municipal experience desired), work history		<i>0 to 30 possible</i>
Budget preparation and finance experience (10)		
		<i>0 to 10 possible</i>
Community-specific experience (20)		
Coastal community, Water/Wastewater utility, port and harbor operations, paid staff/volunteer Fire Dept., etc.		<i>0 to 20 possible</i>
Experience with the legislative process (AK preferred), regulatory agencies, and capital improvement projects (10)		
		<i>0 to 10 possible</i>
Communication (10)		
Interaction with the public, effective presentation of information		<i>0 to 10 possible</i>
Management Experience (10)		
Leadership, special projects, negotiating experience leadership, management style		<i>0 to 10 possible</i>
Application/resume thoroughness & attention to detail, writing (5)		
		<i>0 to 10 possible</i>
TOTAL SCORE		
		<i>100 possible points</i>

Notes: