



**Kenai City Council - Work Session –
Employee Recruitment and Retention**

May 03, 2023 – 4:30 PM

**Kenai City Council Chambers
210 Fidalgo Avenue, Kenai, Alaska**

****Telephonic/Virtual Information Below****

www.kenai.city

Agenda

- A. CALL TO ORDER**
- B. INTRODUCTION** – Terry Eubank, City Manager
- C. PRESENTATIONS**
 - 1. Alaska Department of Labor and Workforce Development Presentation
 - [2.](#) City of Kenai Working Group Employee Recruitment and Retention Difficulties and Recommendations Presentation
- D. COUNCIL DISCUSSION**
- E. PUBLIC COMMENTS**
- F. ADJOURNMENT**

Join Zoom Meeting

<https://us02web.zoom.us/j/86090121719>

Meeting ID: 860 9012 1719 **Passcode:** 016058

OR

Dial In: (253) 215-8782 or (301) 715-8592

Meeting ID: 860 9012 1719 **Passcode:** 016058



MEMORANDUM

TO: Mayor Gabriel and Council Members
FROM: Terry Eubank, City Manager
DATE: April 18, 2023
SUBJECT: **Discussion/Action – Work Session on Employee Recruitment and Retention Challenges and Recommendations**

In September, 2022, Administration formed an internal working group to undertake a comprehensive review of the City's personnel practices and processes in light of the changing workforce composition, current economic conditions and trends, and the City's competitiveness to recruit and retain qualified employees to provide City services.

The working group is comprised of the following City employees:

1. City Manager Terry Eubank
2. Assistant to City Manager Christine Cunningham
3. Human Resources Director Stephanie Randall
4. Police Chief Dave Ross
5. Fire Chief Tony Prior
6. Library Director Katja Wolfe
7. Controller Lana Metcalf

Former City Manager Paul Ostrander and former Assistant to City Manager Randi Broyles also contributed to the proposed recommendations.

After the initial kickoff meeting, the working group met regularly to identify and address workforce challenges specifically related to recruitment and retention to develop a list of recommendations within the fiscal capacity of the City and could be addressed without additional input from the scheduled FY24 Classification and Compensation Study, which would not be available until 2024.

Below is a list of recommendations discussed by the working group:

1. Allow recruitment incentives for difficult-to-fill positions
2. Allow flexible staffing as a tool for recruitment and retention
3. Allow for setting initial compensation within the salary range based on years of service
4. Allow for setting initial leave accrual above the minimum based on years of service for returning employees
5. Allow flexible scheduling for exempt employees without requiring leave usage
6. Expand leave of absence with pay for a death in the immediate family

7. Allow new employees to take leave without pay upon recommendation of the department
8. Establish an Employee Referral Program to encourage current employees to refer qualified candidates for open positions
9. Establish a Hybrid or Remote Work Program allowing eligible employees to select up to two weeks of temporary remote work per year
10. Update Educational Program for employees
11. Postpone the scheduled FY24 increase to the employee share of health insurance premiums
12. Add a half-day holiday on either Christmas Eve or New Year's Eve
13. Increase the City's contribution to employee supplemental retirement.
14. Other non-monetary changes to streamline the application process and allow for greater flexibility

In addition to the above recommendations, the working group identified items that need to be addressed or will be clarified with information gathered by the FY24 Classification and Compensation Study, and the group will continue to provide input on the Request for Proposals (RFP) to ensure these items are addressed in the Study.

The City is not alone in experiencing workforce challenges, and if the requested work session is scheduled for May 3, 2023 at 4:30 p.m., Administration and the working group will provide a presentation including background information specific to the workforce impacts experienced by the City of Kenai, demographic information and workforce trends from the Alaska Department of Labor and Workforce Development, and a presentation on the above recommendations.

Thank you for your consideration.

