



To: Mayor and City Council
From: Cindy Mosser, Finance Manager
Subject: Supplemental Staffing Plan for Key Service Positions
Date: September 13, 2016

Recommendation

Adopt a resolution authorizing the City Manager to approve the addition of interim staffing for several key service positions in the Water Treatment Plant, City Clerk and Finance Divisions that will become vacant within the next year. Amend the FY 2016-17 Budget with a budget transfer from Unassigned Fund Balance in the amounts of \$50,000 from the Water Enterprise Fund and \$44,000 from the General Fund, respectively.

Background

The City is anticipating turnover in several key positions due to possible retirements during this fiscal year including Water Treatment Plant Operators, Deputy City Clerk, and a Senior Account Technician-Payroll. In many cases when a position becomes vacant, management is able to make adjustments in staff duties until the position is filled or fill the position with temporary hires. However, due to previous staffing reductions, the organization remains very lean and in some areas there is only a single individual responsible for a function. Furthermore, the unique duties of these positions and with limited staffing, it is not practical to conduct cross-training sufficient to fulfill all the necessary duties. Also, given the highly technical and/or confidential nature of the duties of these positions, it is not appropriate to fill them with a temporary hire.

When these types of key service positions become vacant and it is critical that any disruption of service be minimized, it is not uncommon for agencies, public or private, to implement an interim supplemental staffing plan. This allows for the recruiting and hiring of the new staff person prior to the vacancy and allow for a reasonable period of time for training to occur, thus resulting in a smooth transition. While this plan does result in some additional staffing costs, it is offset by the potential reduction in service from the vacancy and reduces the time required for the new employee to become fully familiar with their duties and the City's unique regulations, policies and procedures.

It is anticipated that such supplemental staffing actions will be infrequent. Furthermore, staff intends to look at ways to minimize the need for such actions by developing a more formal Succession Planning Program.

Discussion

Water Treatment Plant

The recent resignations of a Water Treatment Plant Operator and an Operator-in-Training make staffing shortages very apparent. The City has used an Operator-in-Training program for many years to fill vacancies when they occur. The Operator-in-Training program requires a minimum of six months to two years for an employee to become eligible to operate the water treatment plant without restrictions. The potential of two more retirements from the Operator class in the coming year increases the immediate need to prepare for staffing of the Water Treatment Plant.

Staff is recommending an addition of one Operator-in-Training position. Prior recruitments for Water Treatment Operators produced limited qualified applicants and few applications; therefore, an additional Operator-in-Training position will provide an increase in applications leading to future skilled operators. This additional position would be best utilized when a known vacancy is scheduled to occur which would allow for a portion of the state required training period to occur prior to the foreseen vacancy. The estimated salary and benefit cost for the remainder of the fiscal year is approximately \$50,000 from the Water Enterprise Fund.

General Government

The City Clerk is the local official who administers democratic processes such as elections, access to city records, and all legislative actions ensuring transparency to the public. In order to assist the City Clerk with the responsibilities of this division, the Deputy City Clerk is responsible for ensuring the security and accessibility of official City records; serves as the information and records manager of legislative proceedings; acts as the compliance office for federal, state, and local statutes including the Political Reform Act and Brown Act; and serves as a support office to the City Clerk, City Council, City Manager and staff, City boards and commissions, and to the residents of Martinez. Due to the potential retirement of this key position, staff is seeking the approval to hire for this position at least three to four months prior the actual retirement of the Deputy City Clerk. This action will provide for a smoother transition and avoid inefficiencies. The estimated salary and benefit cost for four months is approximately \$35,000.

Administrative Services

The Finance Division provides support services to all departments for general accounting, accounts payable, accounts receivable, and payroll. The City is thinly staffed with one Senior Account Technician processing payroll for the whole City. Due to the impending retirement of the Senior Account Technician, staff is requesting approval to fill this critical position for a month prior to her actual retirement. This additional month will provide a smoother transition and allows for the processing of two pay cycles. The estimated salary and benefit cost is approximately \$9,000 for the month.

Fiscal Impact

The attached funding resolution authorizes the City Manager to amend the FY 2016-17 Budget with transfers from Unassigned Fund Balance in the amount of \$50,000 from the Water Enterprise Fund and \$44,000 from the General Fund to cover the supplemental staffing costs.

Attachment

- Resolution (Funding for supplemental staffing)

APPROVED BY: 
Brad Kilger, City Manager

RESOLUTION NO. -16

AUTHORIZING THE CITY MANAGER TO AMEND THE FY 2016-17 BUDGET WITH A BUDGET TRANSFERS FROM UNASSIGNED FUND BALANCE IN THE AMOUNTS OF \$50,000 FROM WATER ENTERPRISE FUND AND \$44,000 FROM GENERAL FUND

WHEREAS, the City is anticipating turnovers in key service positions at the Water Treatment Plant, City Clerk's Office and Finance Division; and

WHEREAS, the City desires to minimize disruption of service with supplemental staffing for several key positions allowing for a smooth transition in the workforce; and

WHEREAS, the City estimates the cost of the supplemental staffing to be approximately \$50,000 from the Water Enterprise Fund and \$44,000 from the General Fund; and

WHEREAS, a budget adjustments in the amount of \$50,000 and \$44,000 are needed to cover the City's potential expenses related the supplemental staffing efforts from the Water Enterprise Fund and General Fund, respectively.

NOW, THEREFORE, BE IT RESOLVED the City Council of the City of Martinez hereby authorizes the City Manager to expend up to \$94,000 of City funds with \$50,000 from the Water Enterprise Fund and \$44,000 from the General Fund for expenses related to the upcoming vacancies and supplemental staffing.

BE IT FURTHER RESOLVED the City Council adopts the revision to the Fiscal Year 2016-17 Budget as provided for herein.

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I HEREBY CERTIFY the foregoing is a true and correct copy of a resolution duly adopted by the City Council of the City of Martinez at a Regular Meeting of said Council held on the 21st day of September, 2016, by the following vote:

AYES:

NOES:

ABSENT:

RICHARD G. HERNANDEZ, CITY CLERK
CITY OF MARTINEZ