



CITYWIDE SUCCESSION PLANNING

SPECIAL AUDIT

JULY 1, 2017 THROUGH DECEMBER 31, 2017

**CITY OF CHESAPEAKE, VIRGINIA
AUDIT SERVICES DEPARTMENT**

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May 10, 2018

The Honorable Rick W. West and
Members of the City Council
City of Chesapeake
City Hall – 6th Floor
Chesapeake, Virginia 23328

Dear Mayor West and Members of the City Council:

We have completed our review of Departmental and Citywide Succession Planning for July 1, 2017 to December 31, 2017. Our review was conducted for the purpose of evaluating the status of City departments and the City as a whole related to succession planning prior to the City's prospective development of a formal succession plan.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusion based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

According to the federal Veterans Health Administration Strategic Succession Plan 2013 (Overview page 1): "Succession planning focuses on building the organization's bench strength and succession pipeline to ensure continuity in key positions and encourage individual advancement. Its goal is to match the organization's existing talent to its future needs and to ensure that the lessons of organizational experience will be preserved to achieve continuous improvement in work results."

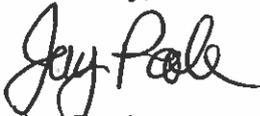
To conduct this audit, we identified staff potentially eligible for retirement under Virginia Retirement System (VRS) guidelines on both a departmental and citywide basis, practices and procedures related to those prospective retirees, and operations documents and reports, both internal and external. We reviewed succession planning audits conducted for other federal, state, and local government entities. We also interviewed every department head who had City employees, collected data from the City's MUNIS and Kronos payroll systems, and collected and reviewed job descriptions for comparison to actual work tasks indicated therein. We also obtained and analyzed data from Human Resources concerning the eligibility of City employees for reduced and unreduced retirement benefits as of July 1, 2017, and extended that information to December 31, 2017.

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Based on our review, we determined the City departments and City management were well aware of potential staff losses and the need to develop staff for future City operations. However, we identified several areas of concern which, if not addressed could result in disruption of service and loss of continuity. They included succession preparation, City-based leadership training, staffing in key positions, and training reimbursement.

This report, in draft, was provided to City Management officials for review and response. Their comments have been considered in the preparation of this report. These comments have been included in the Managerial Summary, the Audit Report, and Appendix A. Also, departmental summaries are included in Appendix B, and positions eligible for unreduced retirement are included in Appendix C. All the departments and management staff were very helpful throughout the course of this audit. We appreciated their courtesy and cooperation on this assignment.

Sincerely,



Jay Poole
City Auditor
City of Chesapeake, Virginia

C: James Baker, City Manager
Dr. Wanda Barnard Bailey, Deputy City Manager
Robert Geis, Deputy City Manager

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Managerial Summary

City of Chesapeake
Audit Services
May 10, 2018

Departmental and Citywide Succession Planning
July 1, 2017 to December 31, 2017

A. Objectives, Scope, and Methodology

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Major Observations and Conclusions

Based on our review, we determined the City departments and City management were well aware of potential staff losses and the need to develop staff for future City operations. However, we identified several areas of concern which, if not addressed could result in disruption of service and loss of continuity. They included succession preparation, City-based leadership training, staffing in key positions, and training reimbursement.

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B. Performance Information

As previously noted, succession planning focused on building a pipeline to ensure continuity in key positions, encouraging individual advancement, and maintaining institutional knowledge. Departments understood the work they were required to perform and how to accomplish that work utilizing existing staff capabilities or temporary service contracts. Departments and agencies adapted to personnel changes and continued to provide the required services without interruption.

As was also noted however, the City had not yet developed a formalized citywide succession plan. Therefore, items that one might reasonably expect to see included in a succession plan, such as workload indicators for key staff positions, had not yet been fully developed, quantified, or compared to actual work. Likewise, there had not been a citywide “gap analysis” to determine where staff resources could be better deployed, although many departments cited examples of resource reallocations that were performed to meet pressing needs.

1. VRS Eligibility Status

Each department had the ability to produce reports from MUNIS advising them of their staff's tenure. Human Resources conducted an annual review of employee VRS status but did not generally collect VRS time acquired from previous City employment or non-Chesapeake sources. MUNIS was not structured to include this data. Collection and verification of VRS data was labor intensive as the VRS system did not communicate with MUNIS.

2. Chesapeake Leadership University (CLU)

In 2006, the City developed a now discontinued curriculum for introducing various leadership and management skills and techniques for employees who met the below competitive application requirements. Several departments we interviewed spoke highly of the program and suggested that the City explore creating a similar program.

3. Leadership and Management Training

As previously mentioned departments consistently indicated that they saw the need for leadership and management training post Supervisory Training. Public Works; Public Utilities; and Parks, Recreation, and Tourism (Parks) had begun coordinating with Human Resources and Purchasing to acquire Citywide leadership and management training. This training was to be made available to staff throughout the City

4. Positions with over 20 years and less than 5 years City Service

Exhibit B represents the staffing of the City as of December 31, 2017 and highlights staff with more than 20 years service as well as staff with less than five. Twenty years was the point at which City staff could retire and maintain health benefits. As the exhibit indicates, there were 531 employees with more than 20 years service, with 135 of those having more than 30 years. There were also 1,767 employees with less than 5 years service. City staff received 48.4% of the City's operating budget in direct pay compensation.

C. Operational Finding

We interviewed 32 City departments to obtain their perspectives on succession planning issues throughout the City. The following finding summarizes the issues that were identified. Individual departmental responses can be found in Appendix B.

Finding – City Departments raised a number of potential issues related to the City's prospective succession planning process. These issues included succession preparation, City-based leadership training, staffing in key positions, and training reimbursement.

Recommendation – The City should incorporate the succession preparation, City-based leadership training, staffing in key positions, and training reimbursement issues identified into the succession planning process as it is being developed.

Response – We concur with the Auditor’s findings and recommendations. The need for succession planning is significant in most, if not all, City departments. Succession planning has long been a topic of serious concern in department head meetings and within individual departments. However, we agree that greater coordination of succession planning is needed on an organization-wide basis. We also agree this planning should include City-based leadership training, attention to any unique problems or concerns regarding succession in specific job classifications and training reimbursement programs.

CITYWIDE SUCCESSION PLANNING

SPECIAL AUDIT

JULY 1, 2017 TO DECEMBER 31, 2017

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A. Objectives, Scope, and Methodology

We have completed our review of Departmental and Citywide Succession Planning for July 1, 2017 – December 31, 2017. Our review was conducted for the purpose of evaluating the status of City departments and the City as a whole related to succession planning prior to the City's prospective development of a formal succession plan.

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To conduct this audit, we identified staff potentially eligible for retirement under Virginia Retirement System (VRS) guidelines on both a departmental and citywide basis, practices and procedures related to those prospective retirees, and operations documents and reports, both internal and external. We reviewed succession planning audits conducted for other federal, state, and local government entities. We also interviewed every department head who had City employees, collected data from the City's MUNIS and Kronos payroll systems, and collected and reviewed job descriptions for comparison to actual work tasks indicated therein. We also obtained and analyzed data from Human Resources concerning the eligibility of City employees for reduced and unreduced retirement benefits as of July 1, 2017, and extended that information to December 31, 2017.

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Based on our review, we determined the City departments and City management were well aware of potential staff losses and the need to develop staff for future City operations. However, we identified several areas of concern which, if not addressed could result in disruption of service and loss of continuity. They included succession preparation, City-based leadership training, staffing in key positions, and training reimbursement.

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Methodology

To conduct this audit, we reviewed City MUNIS and Kronos payroll records, conducted interviews with every department head who had City employees, and reviewed succession planning audits from other federal, state, and local government entities. We reviewed and evaluated City and Department practices and procedures for prospective retirees, and operations documents and reports, both internal and external. We also reviewed information from the VRS website for definitions and eligibility requirements for the various retirement plans in which City employees were participants.

In addition, we analyzed department head interview comments for trends to develop and expand recommendations. We also obtained and analyzed data from Human Resources concerning the VRS eligibility of City employees for reduced and unreduced retirement benefits as of July 1, 2017, and extended that information to December 31, 2017.

B. Performance Information

As previously noted, succession planning focused on building a pipeline to ensure continuity in key positions, encouraging individual advancement, and maintaining institutional knowledge. Departments understood the work they were required to perform and how to accomplish that work utilizing existing staff capabilities or temporary service contracts. Departments and agencies adapted to personnel changes and continued to provide the required services without interruption.

As was also noted however, the City had not yet developed a formalized citywide succession plan. Therefore, items that one might reasonably expect to see included in a succession plan, such as workload indicators for key staff positions, had not yet been fully developed, quantified, or compared to actual work. Likewise, there had not been a citywide “gap analysis” to determine where staff resources could be better deployed, although many departments cited examples of resource reallocations that were performed to meet pressing needs.

Additionally, several department heads identified certain positions as outliers to the standard City practice of comparing salary to surrounding municipalities. These positions, such as programmers, system engineers, nurses, and motor equipment operators, had private sector employment as a major competitor. Individual departments often experienced difficulties in filling these frequently vacated positions. It was noted that the City Manager had implemented a policy to allow salary adjustments.

Also, many of the departments recognized the need to avoid project or service interruption by internally cross-training staff outside of their regular job description. They also required assigned alternates (such as for payroll or accounts payable) to perform those primary tasks on a frequent basis to ensure that they were both practiced and current. This cross-training enabled the staff to have a better understanding of job relationships and department function.

Several department heads indicated there were positions with a limited career path that hampered potential for advancement. Those positions were significant to internal controls and/or support of project completion and oversight. There were also other positions where advancement was governed by increased vocational/educational requirements. For example, the Police Major position required a bachelor’s degree or equivalent and experience in law enforcement, public administration, or related fields.

1. VRS Eligibility Status

Each department had the ability to produce reports from MUNIS advising them of their staff's tenure. Human Resources conducted an annual review of employee VRS status but did not generally collect VRS time acquired from previous City employment or non-Chesapeake sources. MUNIS was not structured to include this data. Collection and verification of VRS data was labor intensive as the VRS system did not communicate with MUNIS.

VRS Plan 1 version, normal retirement age was 65.

- Unreduced retirement benefits eligibility:
 - General employees: age 65 with at least five years of creditable service, or; age 50 with at least 30 years of creditable service.
 - Public Safety (Hazardous):
 - age 60 with at least five years of creditable service, or;
 - age 50 with at least 25 years of creditable service.
- Reduced retirement benefits eligibility:
 - General employees: age 55 with at least five years of creditable service, or; age 50 with at least 10 years of creditable service.
 - Public Safety (Hazardous):
 - age 50 with at least five years of creditable service.

VRS Plan 2 version, normal retirement age was the employees normal Social Security retirement age.

- Unreduced retirement benefits eligibility:
 - General employees: normal Social Security age with at least five years creditable service or when your age and creditable service equal 90.
 - Public Safety (Hazardous):
 - age 60 with at least five years of service, or;
 - age 50 with at least 25 years of service.
- Reduced retirement benefits eligibility:
 - General employees: age 60 with at least five years of creditable service.
 - Public Safety (Hazardous): age 50 with at least five years of service.

VRS Hybrid version, normal retirement age was the employee's normal Social Security retirement age. Hazardous Duty (Public Safety) employees used VRS Plan 2.

- Unreduced retirement of Defined Benefit Component:
 - General employees: normal Social Security age with at least five years creditable service or when your age and creditable service equal 90.

- Reduced retirement of Defined Benefit Component
General employee: can retire at age 60 with at least five years of creditable service.

Creditable service was credit for service earned as a VRS defined benefit member. Members earned creditable service for each month they were reported in a covered position. Creditable service also could include credit for prior service a member may have purchased or additional service credit granted by an employer.

Additionally, the employee may purchase prior service as credit. Eligible types of prior services included:

- Active duty military service
- Full-time salaried federal or public service other than previous VRS service
- Non-covered service with a VRS-participating employer
- Approved leave for the birth or adoption of a child or approved educational leave
- VRS refunded service
- Workers' compensation leave
- No-cost military leave
- Non-ported service
- Sick leave conversion at retirement if you are eligible

The City had not recorded VRS earned time from prior employment. Although previous employment history was requested from the candidate, that information had not been placed in MUNIS, nor was it reconciled for accuracy by Human Resources and Finance, because it was labor intensive verifying whether the new-hire was employed during a jurisdiction's participation with VRS, or if the candidate had remained in VRS.

2. Chesapeake Leadership University (CLU)

In 2006, the City developed a now discontinued curriculum for introducing various leadership and management skills and techniques for employees who met the below competitive application requirements. Several departments we interviewed spoke highly of the program and suggested that the City explore creating a similar program.

Exhibit A Checklist from CLU application

Application Checklist
<input type="checkbox"/> I have been employed with the City of Chesapeake more than one year. <input type="checkbox"/> I am a <u>graduate</u> of the Supervisory Certificate Program. <input type="checkbox"/> I meet one of the following Supervisory requirements: I currently supervise employees. I have supervisory responsibilities listed as a requirement in my Class Description.

- I have a minimum of 3 years previous supervisory experience.
- I have attached my letter of interest, answering the question, “Why do you want to participate in Chesapeake Leadership University?”
 - I have attached my letter of recommendation from my supervisor and/or department head.
 - I have completed the entire application, answering all questions **COMPLETELY**.
 - I have indicated my commitment by signing the application.
 - I understand that I must complete **all** program requirements (Class Sessions, Book Clubs, Professional and Volunteer Projects) within 24 months of the official orientation start date for the 2009 cohort.
 - My supervisor has indicated his/her support by signing my application.

Some of the cohort style courses during the two year period were:

- The essence of leadership
- Budgeting matters
- Human resources of leaders in a diverse environment
- SMART Goals
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Time known
- Project management
- Media relations and social media
- Preparing document for the City Manager and Council
- Breaking down silos: departmental barriers
- Interviews and panel discussions with department heads
- Financial matters: statements and reports
- Legal issues within municipal government.

In addition to the classes, students were required to complete community service hours, and design and complete a professional project for their department.

Cohorts were awarded \$1,000 for successful completion. Chesapeake Leadership University ended with the last cohort graduating in 2010.

3. Leadership and Management Training

As previously mentioned departments consistently indicated that they saw the need for leadership and management training post Supervisory Training. Public Works; Public Utilities; and Parks, Recreation, and Tourism (Parks) had begun coordinating with Human Resources and Purchasing to acquire Citywide leadership and management training. This training was to be made available to staff throughout the City

There were other leadership training opportunities available, but they were department specific, such as those offered by Virginia Recreation and Parks Society, of which Parks had taken advantage.

4. Positions with over 20 years and less than 5 years City Service

Exhibit B represents the staffing of the City as of December 31, 2017 and highlights staff with more than 20 years service as well as staff with less than five. Twenty years was the point at which City staff could retire and maintain health benefits. As Exhibit B indicates, there were 531 employees with more than 20 years service, with 135 of those having more than 30 years. There were also 1,767 employees with less than 5 years service. City staff received 48.4% of the City's operating budget in direct pay compensation.

Exhibit B
of Positions w/> 20 or <5 Years City Service
As of December 31, 2017

Department		FY18 FTE #s	Total Staff (not FTE)	>=30 yrs	>=25 yrs	>=20 yrs	<= 5 yrs
110000	City Manager	10.63	11	1	0	0	6
111010	Budget	6.26	7	0	0	0	4
111020	Finance	25.25	25	0	0	1	19
	Risk Management	4.00	4	0	0	0	3
111030	Human Resources	21.63	23	0	0	0	14
111040	Information Technology	55.00	47	3	1	2	20
111050	Planning	24.63	23	3	2	1	13
111060	Board of Elections	8.54	9	0	1	0	4
112011	Purchasing	11.63	10	0	1	0	8
112012	Garage/Fleet	40.75	38	0	1	2	14
112015	Customer Contact Center	9.63	9	0	0	1	2
112020	Parks Rec and Tourism	244.75	289	8	8	13	186
112030	Public Utilities	246.26	217	15	9	7	124
112040	Public Works	472.33	418	25	17	29	185
112050	Agriculture	6.00	2	0	1	0	0
112060	Health	9.03	8	0	1	0	4
113010	Economic Development	11.00	10	1	1	0	5
113020	Fire	449.06	441	21	12	42	128
113030	Police	577.09	553	24	23	54	195
113050	Public Communications	12.00	9	0	2	0	3
113071	Human Svcs - Interagency Con	4.00	4	0	0	0	4

Department		FY18 FTE #s	Total Staff (not FTE)	>=30 yrs	>=25 yrs	>=20 yrs	<= 5 yrs
113072	Human Svcs - Juvenile Svcs	96.38	131	3	7	13	73
113073	Human Svcs - Social Services	255.65	248	5	4	16	143
113100	Human Svcs - Community Programs	11.00	12	2	1	0	4
113074	CIBH	290.90	264	3	7	13	176
113080	Development and Permits	75.00	73	6	5	2	40
113090	Libraries	126.25	149	5	6	6	87
120000	City Attorney	20.00	19	0	1	0	10
130000	City Clerk	7.00	7	0	0	0	6
140000	Real Estate Assessor	29.00	28	1	1	1	14
170000	Audit Services	6.00	6	0	1	0	1
210000	Sheriff	428.20	441	4	16	48	189
220000	Treasurer	49.90	43	1	3	2	23
231000	Clerk of the Court	32.00	27	1	0	0	16
240000	Commonwealth's Attorney	46.00	48	1	1	4	24
250000	Commissioner of Revenue	42.33	44	2	4	2	20
		3765.08	3697	135	137	259	1767
				3.65%	3.71%	7.01%	47.80%

C. Operational Finding

We interviewed 32 City departments to obtain their perspectives on succession planning issues throughout the City. The following finding summarizes the issues that were identified. Individual departmental responses can be found in Appendix B.

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As Exhibit C indicates, the City had 135 staff members with more than 30 years City service and 142 other staff members who were eligible to retire as of December 31, 2017. These staff members had a total of 7,230 collective years experience.

**Exhibit C
Cumulative Service for Staff w/ 30-plus Years City Service
and Staff Eligible for Unreduced Retirement**

Dept #	Department	# of Staff w/30+ Svc	Cum Yrs Service	# of Staff w Unred. Ret.	Cum Yrs Service
110000	City Manager	1	31.14	1	16.54
111010	Budget			1	18.33
111030	Human Resources			1	16.63
111040	Information Technology	3	98.96	1	12.24
111050	Planning	3	97.34		
112012	Garage/Fleet			1	16.29
112015	Customer Contact Center			1	15.39
112020	Parks Rec and Tourism	8	270.94	5	126.81
112030	Public Utilities	15	516.81	5	109.62
112040	Public Works	25	851.89	18	356.21
112060	Health			1	29.21
113010	Economic Development	1	34.13		

Dept #	Department	# of Staff w/30+ Svc	Cum Yrs Service	# of Staff w Unred. Ret.	Cum Yrs Service
113020	Fire	21	722.70	18	414.52
113030	Police	24	802.56	21	338.41
113072	Juvenile Svcs	3	95.65	4	66.75
113073	Human Svcs - Social Services	5	192.90	8	141.33
113100	Human Svcs - Community Programs	2	61.28		
113074	Ches. Int. Behavioral Healthcare	3	90.62	10	175.85
113080	Development and Permits	6	194.55	6	74.40
113090	Libraries	5	185.79	5	73.94
120000	City Attorney			1	22.39
140000	City Real Estate Assessor	1	31.58		
170000	City Audit Services			1	11.67
210000	Sheriff	4	130.58	23	465.87
220000	Treasurer	1	35.92	4	55.17
231000	Clerk of Court	1	44.38	3	13.79
240000	Commonwealth's Attorney	1	32.58	1	23.92
250000	Commissioner of Revenue	2	64.81	2	48.35
	Totals	135	4,587.12	142	2,643.63
	Total 30 Year and Unreduced			277	7,230.75

Exhibit D below shows City employees age 65 or older eligible for unreduced VRS retirement benefits. There were 83 employees eligible for unreduced VRS retirement benefits out of 105 full time employees in that group, including 20 age 70 or older. Many of the employees in the over 65 group occupied key leadership positions in the City including Fleet Services Coordinator; Commissioner of the Revenue; Assistant Director Social Services; Director Public Library System; Right-of-Way Agent; and City Treasurer. A full listing of these positions is provided in Appendix C. In addition to these employees, there were a number of other key leadership positions occupied by employees who had previously retired from other locality retirement systems including the Waste Management Administrator; Human Services Director; Parks, Recreation, and Tourism Director; and the City Manager himself.

Exhibit D

Positions with employees age 65 or older and eligible for unreduced VRS retirement benefits

Age Bands	Unreduced Eligible	Total VRS Service as of 12/31/2017	Department	Public Safety	Job Class Description
65+	unreduced	11.75	AUDIT SERVICES		DEPUTY CITY AUDITOR
65+	unreduced	16.33	CENTRAL FLEET		FLEET SERVICE COORDINATOR
65+	unreduced	17.08	CIBH		ADMINISTRATIVE ASSISTANT 1
65+	unreduced	25.08	CIBH		CLINICIAN 2
65+	unreduced	21.00	CIBH		CLINICIAN 2
65+	unreduced	12.67	CIBH		CLINICIAN 2
65+	unreduced	20.33	CIBH		OFFICE SPECIALIST 1
65+	unreduced	13.83	CIBH		OFFICE SPECIALIST 1
65+	unreduced	29.50	CIBH		PSYCHIATRIC NURSE I
65+	unreduced	31.50	CITY ATTORNEY		ASSISTANT CITY ATTORNEY 3
65+	unreduced	11.00	CITY ATTORNEY		EXECUTIVE ASSISTANT
65+	unreduced	16.67	CITY MANAGER		ADMINISTRATIVE ASSISTANT 2
65+	unreduced	44.42	CLERK OF COURT		CHIEF DPTY CLERK CIRCUIT CRT 2
65+	unreduced	19.17	COMM REVENUE		BUSINESS TAX SPECIALIST 3
65+	unreduced	29.33	COMM REVENUE		COMMISSIONER OF THE REVENUE
65+	unreduced	15.50	CUST CONTACT CTR		CALL CENTER CUST ADVOCATE
65+	unreduced	17.75	DEV & PERMIT		CODE COMPLIANCE INSPECTOR I
65+	unreduced	13.75	DEV & PERMIT		CODE COMPLIANCE INSPECTOR II
65+	unreduced	29.25	DEV & PERMIT		CODE COMPLIANCE INSPECTOR III
65+	unreduced	13.00	DEV & PERMIT		DATA CONTROL TECHNICIAN 1
65+	unreduced	18.25	DEV & PERMIT		PLANS EXAMINER II
65+	unreduced	17.58	FIRE		ACCOUNT TECHNICIAN 2
65+	unreduced	25.00	FIRE	YES	FIREFIGHTER/PARAMEDIC
65+	unreduced	5.33	FIRE		PLANNER II
65+	unreduced	16.75	HUMAN RESOURCES		HUMAN RESOURCES COORDINATOR 2
65+	unreduced	48.00	HUMAN SERVICES		ASST DIRECTOR SOCIAL SERVICES
65+	unreduced	22.25	HUMAN SERVICES		BENEFITS PROGRAM AIDE 1
65+	unreduced	15.17	HUMAN SERVICES		EMPLOYMENT SERVICES WORKER 1
65+	unreduced	17.17	HUMAN SERVICES		EMPLOYMENT SERVICES WORKER 2
65+	unreduced	41.00	HUMAN SERVICES		FAMILY SVCS SUPERVISOR II
65+	unreduced	24.42	HUMAN SERVICES		JUVENILE SVCS SPECIALIST I
65+	unreduced	10.00	HUMAN SERVICES		OFFICE ASSISTANT 1
65+	unreduced	11.50	HUMAN SERVICES		OFFICE ASSISTANT 2
65+	unreduced	30.75	HUMAN SERVICES		OFFICE COORDINATOR
65+	unreduced	19.92	HUMAN SERVICES		SYSTEMS ANALYST 1

Age Bands	Unreduced Eligible	Total VRS Service as of 12/31/2017	Department	Public Safety	Job Class Description
65+	unreduced	12.33	IT		BUSINESS ANALYST
65+	unreduced	17.58	LIBRARIES		DIRECTOR PUBLIC LIBRARY SYSTEM
65+	unreduced	10.25	LIBRARIES		LIBRARIAN 2
65+	unreduced	39.42	LIBRARIES		LIBRARY INFORMATION SPECIALIST
65+	unreduced	12.92	LIBRARIES		LIBRARY SPECIALIST 1
65+	unreduced	16.50	PARKS		ACCOUNT TECHNICIAN 3
65+	unreduced	30.17	PARKS		ATHLETIC MAINTENANCE COORD
65+	unreduced	16.50	PARKS		GROUNDSKEEPER
65+	unreduced	20.33	PARKS		HOUSEKEEPER 1
65+	unreduced	8.42	PARKS		HOUSEKEEPER 1
65+	unreduced	32.25	PARKS		HOUSEKEEPING SUPERVISOR II
65+	unreduced	23.08	PARKS		RECREATION SPECIALIST 2
65+	unreduced	20.00	POLICE		CPTED SECURITY PLANNER
65+	unreduced	44.58	POLICE		OFFICE SPECIALIST 1
65+	unreduced	7.17	POLICE		PROP EVIDENCE TECH
65+	unreduced	13.42	POLICE		VCIN OFFICE SYSTEM SPECIALIST
65+	unreduced	37.17	PUB UTIL		ADMINISTRATIVE ASSISTANT 3
65+	unreduced	16.92	PUB UTIL		CROSS CONNECTION INSPECTOR II
65+	unreduced	24.00	PUB UTIL		CUSTOMER SERVICE CLERK 3
65+	unreduced	13.42	PUB UTIL		WATER TREAT OPER I (CLASS III)
65+	unreduced	12.67	PUB WORKS		ACCOUNT TECHNICIAN 2
65+	unreduced	27.58	PUB WORKS		ACCOUNT TECHNICIAN 2
65+	unreduced	20.92	PUB WORKS		ACCOUNT TECHNICIAN 3
65+	unreduced	22.50	PUB WORKS		BRIDGE OPERATOR
65+	unreduced	11.00	PUB WORKS		BRIDGE OPERATOR
65+	unreduced	30.75	PUB WORKS		CREW SUPERVISOR 1
65+	unreduced	26.58	PUB WORKS		ENGINEER 1
65+	unreduced	24.17	PUB WORKS		ENGINEERING TECHNICIAN 3
65+	unreduced	18.17	PUB WORKS		LABORER
65+	unreduced	15.08	PUB WORKS		MOTOR EQUIPMENT OPERATOR 2
65+	unreduced	5.25	PUB WORKS		MOTOR EQUIPMENT OPERATOR 2
65+	unreduced	35.17	PUB WORKS		OPERATIONS MGR PUBLIC WORKS
65+	unreduced	17.58	PUB WORKS		PAYROLL/HR TECHNICIAN 1
65+	unreduced	30.33	PUB WORKS		PAYROLL/HR TECHNICIAN 1
65+	unreduced	18.50	PUB WORKS		PROJECT MANAGER
65+	unreduced	29.50	PUB WORKS		RIGHT-OF-WAY AGENT
65+	unreduced	20.25	PUB WORKS		STOREKEEPER SUPERVISOR

Age Bands	Unreduced Eligible	Total VRS Service as of 12/31/2017	Department	Public Safety	Job Class Description
65+	unreduced	9.92	PUB WORKS		WASTE MANAGEMENT OPERATOR 1
65+	unreduced	20.50	PUB WORKS		WASTE MANAGEMENT OPERATOR 2
65+	unreduced	39.33	PUB WORKS		WASTE MANAGEMENT OPERATOR 2
65+	unreduced	19.75	SHERIFF	YES	DEPUTY SHERIFF
65+	unreduced	10.17	SHERIFF		SECURITY OFFICER 1
65+	unreduced	20.75	SHERIFF	YES	SENIOR DEPUTY SHERIFF
65+	unreduced	20.42	SHERIFF	YES	SENIOR DEPUTY SHERIFF
65+	unreduced	9.92	TREASURER		ACCOUNTANT 2
65+	unreduced	28.08	TREASURER		CITY TREASURER
65+	unreduced	9.67	TREASURER		CUSTOMER SERVICE CLERK 2
65+	unreduced	13.42	TREASURER		CUSTOMER SERVICE CLERK 3
		1716.36	TOTAL CUMMULATIVE VRS SERVICE YEARS		

Given the collective experience of the staff, the City could experience substantial losses of experience if it did not adequately prepare for succession and a sizable number of eligible employees suddenly retired. For example, we included the following items in our 2016 Public Utilities audit:

“The Meter Shop had no written procedures for managing and tracking meters. Instead it relied upon the *institutional memory* of long-term staff to track the status of new and existing meters...

If these practices continue, *the risk exists that valuable information would be lost with staff turnover*. Public Utilities would be required to redevelop processes for documenting the history of each meter, and testing the process against the idiosyncrasies within the Meter Shop.”

A second excerpt from that same audit also referenced institutional knowledge:

“We noted that Public Utilities was not using GIS to accurately and consistently record locations for water distribution piping and components. Instead, the Water Distribution Division used developers’ drawings and *institutional knowledge* when sending teams to control and repair ruptures.

These situations occurred because Public Utilities relied on spreadsheets and *institutional knowledge* rather than incorporating the information into GIS. If this practice continues, the data and information will not be centralized, *and the City risks losing some of it.*”

During this audit, the City’s Human Resources Department had also identified this area and the timeliness of City department recruiting efforts as a potential concern citywide, and noted the need for departments to initiate the knowledge transfer process earlier on.

In addition to this area, our discussions with departments identified the following items

- Access to City-focused leadership training – Exhibit B notes that we have 1767 employees in the City with five years or less City service. While some of these employees were experienced staff on their second or third careers, many were new employees looking to establish themselves within the City. Virtually every department we spoke with indicated a desire for City-focused leadership training, and several departments, including Public Works and Public Utilities had funded a Request-for-Proposals to bring such training to the City. The City had previously created Chesapeake Leadership University, a two-year program designed to help develop leadership skills among staff, but the program had been discontinued in 2011.
- Salary competitiveness at staff levels – Several departments expressed concerns about their ability to compete for quality staff. The concern covered a wide range of departments and vacant positions from Maintenance Equipment Operators to Engineers and clinical staff, and was evidenced by sizable numbers of vacancies in several departments. Exhibit E below shows the number of vacant positions in the City as of December 31, 2017. The largest percentage of vacancies were in Agriculture (66.67%), Tourism (28.57%), and Public Communication (25.0%). While these were relative small areas, there were other areas with more than 10% vacancies including CIBH (16.29%), Parks (15.39%), Information Technologies (14.55%), Public Works (12.46%), and Public Utilities (12.03%).

Exhibit E
Citywide Vacancies as of 12-31-17
(for Departments with Vacancies)

Dept #	Department	FY18 Budget FTE #s	# of Filled FTE's	Vacancies	% by Dept
112050	Agriculture	6.00	2.00	4.00	66.67%
112070	Tourism	7.00	5.00	2.00	28.57%
113050	Public Communications	12.00	9.00	3.00	25.00%
220000	Treasurer	49.90	40.55	9.35	18.74%
112011	Purchasing	11.63	9.63	2.00	17.20%
113074	Ches. Int. Behav. Hlthcare.	290.90	243.52	47.38	16.29%
112020	Parks Rec and Tourism	237.75	201.16	36.59	15.39%
111060	Board of Elections	8.54	7.28	1.26	14.75%
111040	Information Technology	55.00	47.00	8.00	14.55%

Dept #	Department	FY18 Budget FTE #s	# of Filled FTE's	Vacancies	% by Dept
112060	Health	9.03	7.75	1.28	14.17%
112040	Public Works	472.33	413.49	58.84	12.46%
112030	Public Utilities	246.26	216.63	29.63	12.03%
113073	Human Svcs - Social Svcs	255.65	231.15	24.50	9.58%
113020	Fire	449.06	407.49	41.57	9.26%
113010	Economic Development	11.00	10.00	1.00	9.09%
113090	Libraries	126.25	115.92	10.33	8.18%
111050	Planning	24.63	22.63	2.00	8.12%
111030	Human Resources	21.63	19.88	1.75	8.09%
113030	Police	577.09	531.04	46.05	7.98%
113072	Human Svcs - Juven. Svcs	96.38	89.04	7.34	7.62%
250000	Commissioner of Revenue	42.33	39.24	3.09	7.30%
130000	City Clerk	7.00	6.50	0.50	7.14%
112015	Customer Contact Center	9.63	9.00	0.63	6.54%
140000	City Real Estate Assessor	29.00	27.54	1.46	5.03%
120000	City Attorney	20.00	19.00	1.00	5.00%
111020	Finance	25.25	24.25	1.00	3.96%
112012	Garage/Fleet	40.75	39.25	1.50	3.68%
113080	Development and Permits	75.00	72.65	2.35	3.13%
	Totals	3,216.99	2,867.59	349.40	10.86%

- Key Finance and Accounting Positions - Several departments expressed concerns about their ability to fill existing key high level finance and accounting positions should they become vacant. This was particularly true for most departments with Fiscal Administrator positions, but it also related to some key positions within the Finance Department (ie. Controller), as well as some Administrative Assistants who had responsibility for financial matters
- Training Reimbursement Program –Several departments commented on the City’s lack of a training reimbursement program (with a payback requirement for staff leaving early) for acquiring certifications and/or licenses to help bring in new staff. This suggestion was made for positions ranging from automotive mechanics to clinical staff. The City had a tuition and skills development reimbursement policy, AR2.24. That program was not intended to replace department-specific training or courses provided by Human Resources, and it was not intended to replace costs covered by departmental budgets such as license renewals.

This situation existed because the City had just reached the point of beginning to develop a succession plan and had not yet identified areas that needed to be addressed within the plan. However, if the situation is not addressed, issues related to the concerns noted above could limit the overall effectiveness of the plan when it is developed.

Recommendation – The City should incorporate the succession preparation, City-based leadership training, staffing in key positions, and training reimbursement issues identified into the succession planning process as it is being developed.

In developing its succession plan the City should consider the following:

- Succession preparation – Human Resources has indicated that continued education, as well as the City’s revised Recruitment and Selection policy and guide, should assist departments in being more proactive and timely in their recruitment efforts.
- Access to City-focused leadership training – the City should make the supervisory/leadership training it contracts for in 2019 available on as wide a scale as possible so that it incorporates as many potential staff members as possible.
- Salary competitiveness at staff levels – the City should continue to review salary competitiveness in areas where it has recruitment challenges.
- Key Finance and Accounting positions – The City may wish to monitor these positions on a citywide basis so that it can take appropriate or enhanced steps as necessary to fill them when they become vacant.
- Training Reimbursement Program – The City should evaluate whether or not a training incentive program will assist with filling certain positions.

Response – We concur with the Auditor’s findings and recommendations. The need for succession planning is significant in most, if not all, City departments. Succession planning has long been a topic of serious concern in department head meetings and within individual departments. However, we agree that greater coordination of succession planning is needed on an organization-wide basis. We also agree this planning should include City-based leadership training, attention to any unique problems or concerns regarding succession in specific job classifications and training reimbursement programs.

APPENDIX A

RESPONSE FROM CITY MANAGER'S OFFICE

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MEMORANDUM

TO: Jay Poole, City Auditor

VIA: James E. Baker, City Manager 

FROM: Wanda Barnard-Bailey, PhD, Deputy City Manager 

DATE: April 11, 2018

SUBJECT: Succession Planning Audit Report

We concur with the Auditor's findings and recommendations. The need for succession planning is significant in most, if not all, City departments. Succession planning has long been a topic of serious concern in department head meetings and within individual departments. However, we agree that greater coordination of succession planning is needed on an organization-wide basis. We also agree this planning should include City-based leadership training, attention to and unique problems or concerns regarding succession in specific job classifications and training reimbursement programs.

Should you have any questions, please let me know.

WBB/ccm

C. Operational Finding

We interviewed 32 City departments to obtain their perspectives on succession planning issues throughout the City. The following finding summarizes the issues that were identified. Individual departmental responses can be found in Appendix B.

Finding – City Departments raised a number of potential issues related to the City’s prospective succession planning process. These issues included succession preparation, City-based leadership training, staffing in key positions, and training reimbursement.

Recommendation – The City should incorporate the succession preparation, City-based leadership training, staffing in key positions, and training reimbursement issues identified into the succession planning process as it is being developed.

Response – We concur with the Auditor’s findings and recommendations. The need for succession planning is significant in most, if not all, City departments. Succession planning has long been a topic of serious concern in department head meetings and within individual departments. However, we agree that greater coordination of succession planning is needed on an organization-wide basis. We also agree this planning should include City-based leadership training, attention to and unique problems or concerns regarding succession in specific job classifications and training reimbursement programs.

APPENDIX B

DEPARTMENTAL SUMMARIES

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APPENDIX B
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**SUCCESSION PLANNING SUMMARY
 AGRICULTURE
 TOTAL STAFF COMPLEMENT
 FY18 FTE – 6.00
 11/16/17 FTE FILLED – 2.00
 TOTAL STAFF – 2**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): 0

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 1

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0880	ADMINISTRATIVE ASSISTANT 1	09/01/1989	AGRI	83100 AGRICULTURE	GENR	119

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 0

4. Employees w/ start dates between 01/01/2013 and 12/31/2018 (less than 5 years) 0

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 0

B. Key Employee Notes:

- Only two City payroll employees
- Administrative Assistant I closing in on 30 years with City

C. Overview:

- Department funded by both State and City
- Most positions are on State payroll
- Administrative Assistant I does budgets for both City and State

D. Strengths

- Department is stable
- Three senior staff members are extension agents who have experience

E. Concerns

- Would be a challenge to replace Administrative Assistant I

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**SUCCESSION PLANNING SUMMARY
 AUDIT SERVICES
 TOTAL STAFF COMPLEMENT
 FY18 FTE – 6.00
 11/16/17 FTE FILLED – 6.00
 TOTAL STAFF – 6**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): 0

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 1

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
9004	CITY AUDITOR	11/18/1991	AUDIT	12240 AUDIT SERVICES	APPT	

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 0

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 0

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 1

1536	DEPUTY CITY AUDITOR	05/01/2006	AUDIT	12240 AUDIT SERVICES	GENR	130
------	---------------------	------------	-------	----------------------	------	-----

B. Key Employee Notes, Overview, Strengths, Concerns :

Since we did the audit, we won't include strengths or concerns. However we would note that, in addition to the Deputy City Auditor, two other staff members, including the City Auditor, will be eligible for unreduced retirement within the next three years.

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**SUCCESSION PLANNING SUMMARY
 BUDGET OFFICE
 TOTAL STAFF COMPLEMENT
 FY18 FTE – 6.26
 11/16/17 FTE FILLED – 6.25
 TOTAL STAFF – 7**

A. City Service as of December 31, 2017:

- 1. Employees w/start dates prior to 01/01/1988 (30+ years): 0
- 2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 0
- 3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 0
- 4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 4
- 5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 1

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
1465	BUDGET ANALYST II	08/30/1999	BUDGT	12440 BUDGET	GENR	130

B. Key Employee Notes:

- At least two employees (Director and Budget Analyst II) have more than 20 years in VRS

C. Overview:

- Small department not anticipating significant turnover with one possible exception

D. Strengths:

- Experienced staff

E. Concerns:

- Salary competitiveness at staff level - citywide
- Consideration and compensation for experience at staff level - citywide

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**SUCCESSION PLANNING SUMMARY
 CHERSAPEAKE INTEGRATED BEHAVIORAL HEALTHCARE (CIBH)
 TOTAL STAFF COMPLEMENT
 FY18 FTE – 290.90
 11/16/17 FTE FILLED – 242.52
 TOTAL STAFF – 263**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): 3

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0151	OFFICE SPECIALIST 1	09/28/1987	CIBH	52100 CIBH ADMINISTRATION	GENR	109
1410	ACCOUNTANT 1	10/05/1987	CIBH	52100 CIBH ADMINISTRATION	GENR	123
1055	PAYROLL/HR TECHNICIAN 2	11/16/1987	CIBH	52100 CIBH ADMINISTRATION	GENR	117

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 8

8100	PSYCHIATRIC NURSE I	07/01/1988	CIBH	522** CIBH MENTAL HLTH SVC	GENR	123
8300	PROGRAM SUPERVISOR	02/01/1989	CIBH	522** CIBH MENTAL HLTH SVC	GENR	128
1410	ACCOUNTANT 1	12/11/1989	CIBH	52100 CIBH ADMINISTRATION	GENR	123
8055	LICENSED CLINICIAN I	12/18/1989	CIBH	522** CIBH MENTAL HLTH SVC	GENR	127
8040	CLINICIAN 2	07/01/1990	CIBH	522** CIBH MENTAL HLTH SVC	GENR	123
8040	CLINICIAN 2	10/29/1990	CIBH	52300 CIBH INTELL DISABILITY S	GENR	123
8330	MENTAL HLTH/SUB ABUSE PRGM ADM	08/03/1992	CIBH	522** CIBH MENTAL HLTH SVC	GENR	132
8040	CLINICIAN 2	10/01/1992	CIBH	522** CIBH MENTAL HLTH SVC	GENR	123

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 13

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
8040	CLINICIAN 2	01/01/1993	CIBH	522** CIBH MENTAL HLTH SVC	GENR	123
8300	PROGRAM SUPERVISOR	06/01/1994	CIBH	522** CIBH MENTAL HLTH SVC	GENR	128
8040	CLINICIAN 2	07/18/1994	CIBH	522** CIBH MENTAL HLTH SVC	GENR	123
8030	CLINICIAN 1	09/01/1994	CIBH	52300 CIBH INTELL DISABILITY S	GENR	121
8060	LICENSED CLINICIAN II	04/17/1995	CIBH	522** CIBH MENTAL HLTH SVC	GENR	129

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
8055	LICENSED CLINICIAN I	01/02/1996	CIBH	522** CIBH MENTAL HLTH SVC	GENR	127
8410	PREVENTIONS SPECIALIST	01/02/1996	CIBH	52400 CIBH SUBSTANCE ABUSE	GENR	121
0151	OFFICE SPECIALIST 1	08/16/1996	CIBH	522** CIBH MENTAL HLTH SVC	GENR	109
8040	CLINICIAN 2	02/03/1997	CIBH	522** CIBH MENTAL HLTH SVC	GENR	123
8040	CLINICIAN 2	03/03/1997	CIBH	522** CIBH MENTAL HLTH SVC	GENR	123
8055	LICENSED CLINICIAN I	08/18/1997	CIBH	522** CIBH MENTAL HLTH SVC	GENR	127
0151	OFFICE SPECIALIST 1	10/01/1997	CIBH	522** CIBH MENTAL HLTH SVC	GENR	109
8060	LICENSED CLINICIAN II	10/16/1997	CIBH	522** CIBH MENTAL HLTH SVC	GENR	129

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 163

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 11

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
1055	PAYROLL / HR TECHNICIAN 2	11/16/1987	CIBH	52100 CIBH ADMINISTRATION	GENR	117
8100	PSYCHIATRIC NURSE I	07/01/1988	CIBH	522** CIBH MENTAL HLTH SVC	GENR	123
8300	PROGRAM SUPERVISOR	02/01/1989	CIBH	522** CIBH MENTAL HLTH SVC	GENR	128
8040	CLINICIAN 2	07/01/1990	CIBH	522** CIBH MENTAL HLTH SVC	GENR	123
8040	CLINICIAN 2	01/01/1993	CIBH	522** CIBH MENTAL HLTH SVC	GENR	123
8040	CLINICIAN 2	02/03/1997	CIBH	522** CIBH MENTAL HLTH SVC	GENR	123
0151	OFFICE SPECIALIST 1	10/01/1997	CIBH	522** CIBH MENTAL HLTH SVC	GENR	109
0880	ADMINISTRATIVE ASSISTANT 1	01/08/2001	CIBH	52100 CIBH ADMINISTRATION	GENR	119
8040	CLINICIAN 2	05/16/2005	CIBH	522** CIBH MENTAL HLTH SVC	GENR	123
0151	OFFICE SPECIALIST 1	05/22/2006	CIBH	522** CIBH MENTAL HLTH SVC	GENR	109
8990	EXEC DIR CIBH	12/10/2007	CIBH	52100 CIBH ADMINISTRATION	GENR	141

B. Key Employee Notes:

- Executive Director had 28 years VRS experience prior to joining CIBH in 2007
- Has potential issue filling Medical Director position

C. Departmental Overview:

- Department realignment started with previous Executive Director
- Entire leadership team is new save Executive and Administrative Services Directors
- Divisions have grown – additional supervisory staff

D. Strengths:

- Have a second-in-command for all supervisory positions
- Has competitive advantage because they aren't structurally combined with Social Services
- Received a salary increase for clinical and nursing staff

E. Concerns

- Would like to potentially partner with other localities to attract staff
- City should consider providing clinical training reimbursement to get needed staff (with payback requirement for staff leaving early)
- Some positions don't have career path
- Supervisory training needs to include leadership – citywide

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**SUCCESSION PLANNING SUMMARY
CITY ATTORNEY
TOTAL STAFF COMPLEMENT
FY18 FTE – 20.00
11/16/17 FTE FILLED – 19.00
TOTAL STAFF – 19**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): 0

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 1

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
9003	CITY ATTORNEY	11/28/1988	CTYAT	12210 CITY ATTORNEY	APPT	

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 0

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 8

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 2

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0750	ASSISTANT CITY ATTORNEY 3	11/01/2004	CTYAT	12210 CITY ATTORNEY	GENR	137
0190	EXECUTIVE ASSISTANT	03/03/2008	CTYAT	12210 CITY ATTORNEY	GENR	122

B. Key Employee Notes:

- City Attorney will reach 30 years of service in 2018
- One Assistant City Attorney has more than 30 years VRS service, including several in another city
- One Deputy City Attorney has 20-plus years VRS service

C. Overview:

- Department has been rotating Assistant City Attorney IV's through Acting Deputy position
- Department hopes to select a permanent Deputy City Attorney by spring 2018

D. Strengths

- Mixture of very experienced and new staff
- Rotation of departmental assignments among attorneys

E. Concerns

- Access to training for law clerks
- Access to City-focused leadership training

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**SUCCESSION PLANNING SUMMARY
CITY CLERK
TOTAL STAFF COMPLEMENT
FY18 FTE – 7.00
11/16/17 FTE FILLED – 6.50
TOTAL STAFF – 7**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years):	0
2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years)	0
3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years)	0
4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years)	5
5. Employee positions eligible for retirement as of 12/31/2017	0

B. Key Employee Notes:

- Department has experienced substantial turnover in past two years

C. Overview:

- Working on getting all staff certified as Certified Municipal Clerks

D. Strengths:

- Every job has two people who can do it
- All staff members can handle all City Council Meetings
- Staff participates in regional training

E. Concerns:

- Consideration of City-based leadership training for staff

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**SUCCESSION PLANNING SUMMARY
CITY MANAGER
TOTAL STAFF COMPLEMENT
FY18 FTE – 10.00
11/16/17 FTE FILLED – 9.63
TOTAL STAFF – 10**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): 1

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0191	EXECUTIVE OFFICE ADMINISTRATOR	11/10/1986	CTYMN	12110 CITY MANAGER	GENR	128

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 0

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 0

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 5

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 2

0191	EXECUTIVE OFFICE ADMINISTRATOR	11/10/1986	CTYMN	12110 CITY MANAGER	GENR	128
0885	ADMINISTRATIVE ASSISTANT 2	06/11/2001	CTYMN	12110 CITY MANAGER	GENR	120

B. Key Employee Notes; Overview: Strengths: Concerns:

- Responsible for overall City oversight
- Executive Office Administrator (30-plus years) has substantial historical knowledge base

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**SUCCESSION PLANNING SUMMARY
CLERK OF THE COURT
TOTAL STAFF COMPLEMENT
FY18 FTE – 32.00
11/16/17 FTE FILLED – 28.5
TOTAL STAFF – 29**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): **2**

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
1840	CHIEF DPTY CLERK CIRCUIT CRT 2	08/13/1973	CCLRK	21600 CIRCUIT COURT CLERK	GENR	132

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) **0**

0880	ADMINISTRATIVE ASSISTANT 1	12/07/1990	CCLRK	21600 CIRCUIT COURT CLERK	GENR	119
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3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) **0**

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) **16**

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 **3**

Job Class	Job Class Description	Hire Date	Dept	Location Desc	Group / BU	Pay Grade
1840	CHIEF DPTY CLERK CIRCUIT CRT 2	08/13/1973	CCLRK	21600 CIRCUIT COURT CLERK	GENR	132
0880	ADMINISTRATIVE ASSISTANT 1	12/07/1990	CCLRK	21600 CIRCUIT COURT CLERK	GENR	119
1820	DEPUTY CLERK CIRCUIT COURT 4	03/15/2004	CCLRK	21600 CIRCUIT COURT CLERK	GENR	119

B. Key Employee Notes:

- Clerk of the Court has VRS experience dating to 1990
- Chief Deputy Clerk has VRS experience dating to 1973

C. Overview:

- New Court Clerk stated in November
- Hiring new staff
- Cross training critical positions

D. Strengths

- Experienced staff in several areas, particularly Chief Deputy

E. Concerns

- Salary competitiveness at Clerk II level
- Consideration and compensation for experience at staff level - citywide

**SUCCESSION PLANNING SUMMARY
 COMMISSIONER OF THE REVENUE
 TOTAL STAFF COMPLEMENT
 FY18 FTE – 42.33
 11/16/17 FTE FILLED – 40.24
 TOTAL STAFF – 45**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): 2

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
1530	AUDITOR	07/01/1983	COMRV	12310 COMMISSIONER OF REVENUE	RGPT	127
0470	CHIEF DEPUTY COMM OF THE REV	09/09/1987	COMRV	12310 COMMISSIONER OF REVENUE	GENR	132

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 4

0490	COMMISSIONER OF THE REVENUE	10/10/1988	COMRV	12310 COMMISSIONER OF REVENUE	GENR	140
3030	CUSTOMER SERVICE SUPERVISOR	07/01/1990	COMRV	12310 COMMISSIONER OF REVENUE	GENR	118
3030	CUSTOMER SERVICE SUPERVISOR	01/07/1991	COMRV	12310 COMMISSIONER OF REVENUE	GENR	118
0410	BUSINESS TAX SPECIALIST 1	09/21/1992	COMRV	12310 COMMISSIONER OF REVENUE	GENR	117

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 3

1530	AUDITOR	12/18/1995	COMRV	12310 COMMISSIONER OF REVENUE	GENR	127
1083	CUSTOMER SERVICE CLERK 3	09/16/1996	COMRV	12310 COMMISSIONER OF REVENUE	GENR	114
3030	CUSTOMER SERVICE SUPERVISOR	11/01/1996	COMRV	12310 COMMISSIONER OF REVENUE	GENR	118

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 19

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 4

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0490	COMMISSIONER OF THE REVENUE	10/10/1988	COMRV	12310 COMMISSIONER OF REVENUE	GENR	140
0470	CHIEF DEPUTY COMM OF THE REV	09/09/1987	COMRV	12310 COMMISSIONER OF REVENUE	GENR	132
1530	AUDITOR	12/18/1995	COMRV	12310 COMMISSIONER OF REVENUE	GENR	127
0430	BUSINESS TAX SPECIALIST 3	11/16/1998	COMRV	12310 COMMISSIONER OF REVENUE	GENR	123

B. Key Employee Notes:

- Commissioner was appointed in April 2017 and elected to a full term in November 2017
- Chief Deputy was appointed in July 2017

C. Departmental Overview:

- Office generally has good climate
- Department does good job of identifying staff in entry level job and advancing them through the department - Both Commissioner and Chief Deputy started at lower levels
- One position was fully upgraded in FY 2018 budget, one position was partially upgraded, and one position was turned down

D. Strengths:

- Staff is extensively cross trained, including the tax auditors
- From January through June everyone lends a hand
- They use professional/state associations for training

E. Concerns:

- Lost a Business Tax Supervisor because of salary issues after just a few weeks on the job
- City needs more of a pot sweetener on salary or leave
- One Auditor is retiring at the end of the year (22 years service)
- Audit environment is becoming more contentious - requires more staff time
- City should consider continuous professional education for supervisory training

**SUCCESSION PLANNING SUMMARY
COMMONWEALTH'S ATTORNEY
TOTAL STAFF COMPLEMENT
FY18 FTE – 46.00
11/16/17 FTE FILLED – 47.50
TOTAL STAFF – 48**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): 1

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0181	LEGAL SECRETARY 3	06/03/1985	CMATT	22100 COMMONWLTH'S ATTORNEY	GENR	117

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 1

0670	ASST COMMONWEALTH ATTORNEY 3	01/13/1992	CMATT	22100 COMMONWLTH'S ATTORNEY	GENR	137
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3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 4

0696	COMMONWEALTH'S ATTORNEY	02/01/1994	CMATT	22100 COMMONWLTH'S ATTORNEY	GENR	146
0695	CHIEF DPTY COMMONWEALTH ATTNY	09/16/1994	CMATT	22100 COMMONWLTH'S ATTORNEY	GENR	140
0180	LEGAL SECRETARY 2	10/17/1994	CMATT	22100 COMMONWLTH'S ATTORNEY	GENR	115
0670	ASST COMMONWEALTH ATTORNEY 3	06/17/1996	CMATT	22100 COMMONWLTH'S ATTORNEY	GENR	137

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 22

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 2

0181	LEGAL SECRETARY 3	06/03/1985	CMATT	22100 COMMONWLTH'S ATTORNEY	GENR	117
0696	COMMONWEALTH'S ATTORNEY	02/01/1994	CMATT	22100 COMMONWLTH'S ATTORNEY	GENR	146

B. Key Employee Notes:

- Commonwealth Attorney has previous VRS from neighboring locality.

C. Overview:

- Small department not anticipating significant turnover

D. Strengths

- Talented, versatile staff

E. Concerns

- Salary competitiveness for Attorney II position.
- Access to Citywide leadership training

**SUCCESSION PLANNING SUMMARY
 CUSTOMER CONTACT CENTER
 TOTAL STAFF COMPLEMENT
 FY18 FTE – 9.63
 11/16/17 FTE FILLED – 9.00
 TOTAL STAFF – 9**

A. City Service as of December 31, 2017:

- 1. Employees w/start dates prior to 01/01/1988 (30+ years): 0**
- 2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 0**
- 3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 1**

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
2710	CALL CENTER CUST ADVOCATE	08/01/1997	CUSTC	34107 CUSTOMER CONTACT CENTER	GENR	112

- 4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 1**

- 5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 1**

2710	CALL CENTER CUST ADVOCATE	08/12/2002	CUSTC	34107 CUSTOMER CONTACT CENTER	GENR	112
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B. Key Employee Notes:

- Has one staff member considering retirement

C. Overview:

- In process of relocating
- Getting new call answering system in new building - No phones – headsets and laptops
- Move should happen in mid-March 2018
- In process of hiring part-time position

D. Strengths

- Cross-training staff - Everyone has a special assignment
- Sets regular schedule so backup person performs the primary task at least one week a month
- Reaches out to other local call centers when need arises (Senior Complex fire)
- Two staff members are working on new Waste Management CSR request form

E. Concerns

- Would like to have supervisory position restored

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**SUCCESSION PLANNING SUMMARY
DEVELOPMENT AND PERMITS
TOTAL STAFF COMPLEMENT
FY18 FTE – 75.00
11/16/17 FTE FILLED – 74.65
TOTAL STAFF – 75**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years):

7

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
1015	ACCOUNT TECHNICIAN 1	12/16/1982	DVPRM	34106 DEV & PERM NEIGHB SVC	GENR	113
2440	ENGINEERING TECHNICAL SUPERVIS	08/08/1984	DVPRM	34105 DEV & PERM ENGINEER/CONS	GENR	127
2335	CONSTRUCTION INSPECTOR 3	08/01/1985	DVPRM	34105 DEV & PERM ENGINEER/CONS	GENR	121
2441	ENGINEERING TECHNICAL SUPERVIS	01/16/1986	DVPRM	34105 DEV & PERM ENGINEER/CONS	GENR	129
2200	DIRECTOR DEVELOPMENT-PERMITS	05/07/1986	DVPRM	34105 DEV & PERM ENGINEER/CONS	GENR	141
0131	OFFICE ASSISTANT 1	07/14/1986	DVPRM	34105 DEV & PERM ENGINEER/CONS	GENR	105
2160	ZONING ADMINISTRATOR	06/01/1987	DVPRM	34106 DEV & PERM NEIGHB SVC	GENR	135

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years)

5

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
2335	CONSTRUCTION INSPECTOR 3	03/01/1988	DVPRM	34105 DEV & PERM ENGINEER/CONS	GENR	121
2178	CODE COMPLIANCE INSPECTOR III	11/16/1988	DVPRM	34106 DEV & PERM NEIGHB SVC	GENR	122
2198	PLANS REVIEW AND CODES ADMIN	12/05/1988	DVPRM	34106 DEV & PERM NEIGHB SVC	GENR	137
2171	PLANS EXAMINER II	08/02/1989	DVPRM	34106 DEV & PERM NEIGHB SVC	GENR	125
2170	PLANS EXAMINER I	10/02/1989	DVPRM	34106 DEV & PERM NEIGHB SVC	GENR	123
2335	CONSTRUCTION INSPECTOR 3	03/01/1988	DVPRM	34105 DEV & PERM ENGINEER/CONS	GENR	121
2178	CODE COMPLIANCE INSPECTOR III	11/16/1988	DVPRM	34106 DEV & PERM NEIGHB SVC	GENR	122
2198	PLANS REVIEW AND CODES ADMIN	12/05/1988	DVPRM	34106 DEV & PERM NEIGHB SVC	GENR	137
2171	PLANS EXAMINER II	08/02/1989	DVPRM	34106 DEV & PERM NEIGHB SVC	GENR	125
2170	PLANS EXAMINER I	10/02/1989	DVPRM	34106 DEV & PERM NEIGHB SVC	GENR	123

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 2

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
2335	CONSTRUCTION INSPECTOR 3	07/12/1993	DVPRM	34105 DEV & PERM ENGINEER/CONS	GENR	121
2560	ENGINEER 3	08/18/1997	DVPRM	34105 DEV & PERM ENGINEER/CONS	GENR	131

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 36

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 13

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
1015	ACCOUNT TECHNICIAN 1	12/16/1982	DVPRM	34106 DEV & PERM NEIGHB SVC	GENR	113
2440	ENGINEERING TECHNICAL SUPERVIS	08/08/1984	DVPRM	34105 DEV & PERM ENGINEER/CONS	GENR	127
2335	CONSTRUCTION INSPECTOR 3	08/01/1985	DVPRM	34105 DEV & PERM ENGINEER/CONS	GENR	121
2441	ENGINEERING TECHNICAL SUPERVIS	01/16/1986	DVPRM	34105 DEV & PERM ENGINEER/CONS	GENR	129
2200	DIRECTOR DEVELOPMENT-PERMITS	05/07/1986	DVPRM	34105 DEV & PERM ENGINEER/CONS	GENR	141
0131	OFFICE ASSISTANT 1	07/14/1986	DVPRM	34105 DEV & PERM ENGINEER/CONS	GENR	105
2160	ZONING ADMINISTRATOR	06/01/1987	DVPRM	34106 DEV & PERM NEIGHB SVC	GENR	135
2178	CODE COMPLIANCE INSPECTOR III	11/16/1988	DVPRM	34106 DEV & PERM NEIGHB SVC	GENR	122
2171	PLANS EXAMINER II	11/08/1999	DVPRM	34106 DEV & PERM NEIGHB SVC	GENR	125
2177	CODE COMPLIANCE INSPECTOR II	05/03/2004	DVPRM	34106 DEV & PERM NEIGHB SVC	GENR	120
0151	OFFICE SPECIALIST 1	08/23/2004	DVPRM	34105 DEV & PERM ENGINEER/CONS	GENR	109
1210	DATA CONTROL TECHNICIAN 1	03/28/2005	DVPRM	34106 DEV & PERM NEIGHB SVC	GENR	106
2176	CODE COMPLIANCE INSPECTOR I	04/17/2017	DVPRM	34106 DEV & PERM NEIGHB SVC	GENR	117

B. Key Employee Notes:

- Several employees, including Director, have more than 30 years experience.
- Several recent retirements including two key engineering positions.

C. Overview:

- Development Engineering and Development Construction both led by Engineers
- Everyone on staff has a backup
- Department cross-trains vertically not horizontally
- Human Resources has been recently advising them of retirements

D. Strengths:

- Experienced, knowledgeable staff.

E. Concerns

- Having problems in getting "Quality Experience" - Need Engineers with specific experience
- Need to hire more above minimum
- Maintaining internal equity can create hiring challenges
- Would have great difficulty replacing Accela staff person
- Some Inspectors are new to City but actually quite old - Looking at a contract to help out
- Would need temp person (attorney?) to replace Zoning Administrator
- Retention of next line may be an issue
- Ability to fill several engineering positions
- Availability of city training, particularly leadership training

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**SUCCESSION PLANNING SUMMARY
ECONOMIC DEVELOPMENT
TOTAL STAFF COMPLEMENT
FY18 FTE – 11.00
11/16/17 FTE FILLED – 10.00
TOTAL STAFF – 10**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): 1

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0805	DEVELOPMENT SERVICES COORD	11/16/1983	ECNDV	81050 ECONOMIC DEVELOPMENT	GENR	132

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 1

0825	ASST DIRECTOR ECON DEVELOPMENT	06/16/1991	ECNDV	81050 ECONOMIC DEVELOPMENT	GENR	135
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3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 0

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 5

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 1

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0805	DEVELOPMENT SERVICES COORD	11/16/1983	ECNDV	81050 ECONOMIC DEVELOPMENT	GENR	132

B. Key Employee Notes:

- Development Services Coordinator (Engineer) has 30-plus years experience
- Director and Deputy both in 25 to 30 year range

C. Overview:

- Has created career progression path - Now has Business Development Representative (BDR) and Senior BDR positions
- Staff within department capable of taking over for Director and Assistant Director

D. Strengths

- Experience of leadership with citywide development issues
- Trying to ensure staff grows professionally and give the new staff exposure to interesting projects to help staff retention.

E. Concerns

- Worried about filling Development Services Coordinator's position
- She's an Engineer first, but is also project manager for real estate holdings

- She can also sell and has a strong understanding of legal issues
- She reads legal contracts from engineering perspective and understands engineering impacts.
- Would possibly need more than one person to replace her
- Having issue with City screening of employment candidates
- City could do more on leadership training
- Would like to see staff rotate through departments

**SUCCESSION PLANNING SUMMARY
ELECTIONS BOARD
TOTAL STAFF COMPLEMENT
FY18 FTE – 8.54
11/16/17 FTE FILLED – 7.28 plus SEASONAL – 88.93
TOTAL STAFF – 9 plus 624 SEASONAL**

A. City Service as of December 31, 2017:

1. **Employees w/start dates prior to 01/01/1988 (30+ years):** **0**

2. **Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years)** **1**

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0510	ASSISTANT REGISTRAR I	05/05/1992	REGIS	13100 REGISTRAR	RGPT	111

3. **Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years)** **0**

4. **Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years)** **3**

5. **Employee positions eligible for unreduced retirement benefits as of 12/31/2017** **0**

B. Key Employee Notes:

- Only one part time employee has more than 20 years in department

C. Overview:

- Small department not anticipating significant turnover

D. Strengths

- Large part time base (700-plus) to help with elections

E. Concerns

- Training availability

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**SUCCESSION PLANNING SUMMARY
FINANCE OFFICE/RISK MANAGEMENT
TOTAL STAFF COMPLEMENT
FY18 FTE – 25.25 / 4.00
11/16/17 FTE FILLED – 24.25 / 4.00
TOTAL STAFF – 25 / 4**

A. City Service as of December 31, 2017:

- 1. Employees w/start dates prior to 01/01/1988 (30+ years): 0**
- 2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 0**
- 3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 1**

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
1452	DEBT MANAGER	03/10/1993	FINAN	12420 FINANCE	GENR	131

- 4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 19**
- 5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 0**

B. Key Employee Notes:

- Debt Manager closing in on 25 years City service
- Controller position also vulnerable

C. Overview:

- Has plan for Debt Manager position - Trying to fill Debt Accountant IV position to help
- Trying to create rotation within department on City funds
- Has increased frequency of internal rotation

D. Strengths

- Created second tier positions - it helped tremendously
- Creates natural succession plan – provides place for staff to move up when they are ready

E. Concerns

- Struggling to keep single incumbent positions filled:
 - Financial Systems Analyst
 - Kronos Business Application Specialist
- Compression adjustments don't always reward competence

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SUCCESSION PLANNING SUMMARY
FIRE
TOTAL STAFF COMPLEMENT
FY18 FTE – 449.06
11/16/17 FTE FILLED – 417.49
TOTAL STAFF – 451

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years):

22

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
7450	FIRE CHIEF	05/16/1974	FIRE	32100 FIRE SUPPRESSION/ADMIN	GENR	142
7350	FIRE/EMS BATTALION CHIEF	09/01/1978	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS10
7378	MASTER DEPUTY FIRE MARSHALL	12/05/1978	FIRE	32400 FIRE PREVENTION	FFNM	PS05
7350	FIRE/EMS BATTALION CHIEF	03/19/1979	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS10
7378	MASTER DEPUTY FIRE MARSHALL	09/01/1979	FIRE	32400 FIRE PREVENTION	FFNM	PS5A
7390	FIRE/EMS DIVISION CHIEF	08/17/1980	FIRE	32100 FIRE SUPPRESSION/ADMIN	FAMG	PS12
7330	FIRE/EMS LIEUTENANT	08/03/1981	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS06
7390	FIRE/EMS DIVISION CHIEF	08/02/1982	FIRE	32100 FIRE SUPPRESSION/ADMIN	FAMG	PS12
7324	EMERGENCY MEDICAL SERVICES OFF	02/02/1984	FIRE	32100 FIRE SUPPRESSION/ADMIN	FANM	PS7B
7322	SENIOR FIREFIGHTER/EMT	10/15/1984	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS04
7350	FIRE/EMS BATTALION CHIEF	10/15/1984	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS10
7378	MASTER DEPUTY FIRE MARSHALL	10/15/1984	FIRE	32400 FIRE PREVENTION	FFNM	PS5A
7330	FIRE/EMS LIEUTENANT	10/01/1985	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS6A
1020	ACCOUNT TECHNICIAN 2	01/06/1986	FIRE	32100 FIRE SUPPRESSION/ADMIN	GENR	114
7330	FIRE/EMS LIEUTENANT	01/16/1986	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS06
7311	FIREFIGHTER/EMT SPECIALIST	08/01/1986	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS3A
7325	MASTER FIREFIGHTER/EMT	08/01/1986	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS5A
7350	FIRE/EMS BATTALION CHIEF	03/16/1987	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS10
7311	FIREFIGHTER/EMT SPECIALIST	08/03/1987	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS03

7311	FIREFIGHTER/EMT SPECIALIST	08/03/1987	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS03
7378	MASTER DEPUTY FIRE MARSHALL	08/03/1987	FIRE	32400 FIRE PREVENTION	FFNM	PS05
7440	DEPUTY FIRE/EMS CHIEF	11/02/1987	FIRE	32100 FIRE SUPPRESSION/ADMIN	FAMG	PS14

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 12

7340	FIRE/EMS CAPTAIN	07/18/1988	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS08
7330	FIRE/EMS LIEUTENANT	07/18/1988	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS06
7350	FIRE/EMS BATTALION CHIEF	07/18/1988	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS10
7322	SENIOR FIREFIGHTER/EMT	05/01/1989	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS04
1025	ACCOUNT SUPERVISOR	09/18/1989	FIRE	32100 FIRE SUPPRESSION/ADMIN	GENR	117
7330	FIRE/EMS LIEUTENANT	02/01/1990	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS06
7325	MASTER FIREFIGHTER/EMT	07/16/1990	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS5A
7325	MASTER FIREFIGHTER/EMT	08/01/1990	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS5A
7350	FIRE/EMS BATTALION CHIEF	01/16/1991	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS10
7340	FIRE/EMS CAPTAIN	01/17/1991	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS08
7300	FIREFIGHTER/EMT	01/17/1991	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS02
7330	FIRE/EMS LIEUTENANT	09/16/1991	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS6B

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 42

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
7317	FIREFIGHTER/PARAMEDIC	02/01/1993	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS04
7317	FIREFIGHTER/PARAMEDIC	03/01/1993	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS04
7346	EMS OFFICER (CIVILIAN)	06/01/1993	FIRE	32100 FIRE SUPPRESSION/ADMIN	GENR	129
7327	MASTER FIREFIGHTER/PARAMEDIC	08/16/1993	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS05
7340	FIRE/EMS CAPTAIN	08/16/1993	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS08
7330	FIRE/EMS LIEUTENANT	12/16/1993	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS6A
7340	FIRE/EMS CAPTAIN	12/16/1993	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS08

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
7322	SENIOR FIREFIGHTER/EMT	03/16/1994	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS4B
7327	MASTER FIREFIGHTER/PARAMEDIC	07/18/1994	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS05
7340	FIRE/EMS CAPTAIN	08/16/1994	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS08
7300	FIREFIGHTER/EMT	10/03/1994	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS2A
7322	SENIOR FIREFIGHTER/EMT	10/17/1994	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS04
7340	FIRE/EMS CAPTAIN	01/03/1995	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS08
7325	MASTER FIREFIGHTER/EMT	04/03/1995	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS5B
7322	SENIOR FIREFIGHTER/EMT	04/03/1995	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS4B
7380	FIRE MARSHAL	04/03/1995	FIRE	32400 FIRE PREVENTION	FAMG	PS12
7330	FIRE/EMS LIEUTENANT	04/17/1995	FIRE	32100 FIRE SUPPRESSION/ADMIN	FANM	PS06
7340	FIRE/EMS CAPTAIN	04/17/1995	FIRE	32100 FIRE SUPPRESSION/ADMIN	FAMG	PS08
7322	SENIOR FIREFIGHTER/EMT	04/17/1995	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS04
7340	FIRE/EMS CAPTAIN	04/17/1995	FIRE	32100 FIRE SUPPRESSION/ADMIN	FAMG	PS08
7350	FIRE/EMS BATTALION CHIEF	04/17/1995	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS10
7350	FIRE/EMS BATTALION CHIEF	04/17/1995	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS10
7311	FIREFIGHTER/EMT SPECIALIST	05/01/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS3A
7322	SENIOR FIREFIGHTER/EMT	05/16/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS04
7330	FIRE/EMS LIEUTENANT	05/16/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS06
7330	FIRE/EMS LIEUTENANT	10/01/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FANM	PS06
7330	FIRE/EMS LIEUTENANT	11/01/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS06
7330	FIRE/EMS LIEUTENANT	11/01/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS6B
7330	FIRE/EMS LIEUTENANT	11/01/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS06
7350	FIRE/EMS BATTALION CHIEF	11/01/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FAMG	PS10
7340	FIRE/EMS CAPTAIN	11/01/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS08

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
7322	SENIOR FIREFIGHTER/EMT	11/01/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	S4A
7300	FIREFIGHTER/EMT	11/01/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS2B
7322	SENIOR FIREFIGHTER/EMT	11/01/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS04
7322	SENIOR FIREFIGHTER/EMT	11/01/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS04
7322	SENIOR FIREFIGHTER/EMT	11/01/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS4B
7330	FIRE/EMS LIEUTENANT	11/01/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS6A
7350	FIRE/EMS BATTALION CHIEF	11/01/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS10
7378	MASTER DEPUTY FIRE MARSHALL	11/01/1996	FIRE	32412 FIRE HEAT	FFNM	PS5A
7322	SENIOR FIREFIGHTER/EMT	11/18/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS04
7300	FIREFIGHTER/EMT	04/20/1997	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS02
7340	FIRE/EMS CAPTAIN	06/02/1997	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS08

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 127

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 39

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
7450	FIRE CHIEF	05/16/1974	FIRE	32100 FIRE SUPPRESSION/ADMIN	GENR	142
7350	FIRE/EMS BATTALION CHIEF	09/01/1978	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS10
7378	MASTER DEPUTY FIRE MARSHALL	12/05/1978	FIRE	32400 FIRE PREVENTION	FFNM	PS05
7350	FIRE/EMS BATTALION CHIEF	03/19/1979	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS10
7378	MASTER DEPUTY FIRE MARSHALL	09/01/1979	FIRE	32400 FIRE PREVENTION	FFNM	PS5A
7390	FIRE/EMS DIVISION CHIEF	08/17/1980	FIRE	32100 FIRE SUPPRESSION/ADMIN	FAMG	PS12
7330	FIRE/EMS LIEUTENANT	08/03/1981	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS06
1055	PAYROLL/HR TECHNICIAN 2	07/26/1982	FIRE	32100 FIRE SUPPRESSION/ADMIN	GENR	117
7390	FIRE/EMS DIVISION CHIEF	08/02/1982	FIRE	32100 FIRE SUPPRESSION/ADMIN	FAMG	PS12

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
7324	EMERGENCY MEDICAL SERVICES OFF	02/02/1984	FIRE	32100 FIRE SUPPRESSION/ADMIN	FANM	PS7B
7378	MASTER DEPUTY FIRE MARSHALL	10/15/1984	FIRE	32400 FIRE PREVENTION	FFNM	PS5A
7350	FIRE/EMS BATTALION CHIEF	10/15/1984	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS10
7322	SENIOR FIREFIGHTER/EMT	10/15/1984	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS04
7330	FIRE/EMS LIEUTENANT	10/01/1985	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS6A
1020	ACCOUNT TECHNICIAN 2	01/06/1986	FIRE	32100 FIRE SUPPRESSION/ADMIN	GENR	114
7330	FIRE/EMS LIEUTENANT	01/16/1986	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS06
7325	MASTER FIREFIGHTER/EMT	08/01/1986	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS5A
7311	FIREFIGHTER/EMT SPECIALIST	08/01/1986	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS3A
7350	FIRE/EMS BATTALION CHIEF	03/16/1987	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS10
7378	MASTER DEPUTY FIRE MARSHALL	08/03/1987	FIRE	32400 FIRE PREVENTION	FFNM	PS05
7311	FIREFIGHTER/EMT SPECIALIST	08/03/1987	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS03
7440	DEPUTY FIRE/EMS CHIEF	11/02/1987	FIRE	32100 FIRE SUPPRESSION/ADMIN	FAMG	PS14
7350	FIRE/EMS BATTALION CHIEF	07/18/1988	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS10
7340	FIRE/EMS CAPTAIN	07/18/1988	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS08
7330	FIRE/EMS LIEUTENANT	07/18/1988	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS06
7330	FIRE/EMS LIEUTENANT	02/01/1990	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS06
7340	FIRE/EMS CAPTAIN	01/17/1991	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFMG	PS08
7317	FIREFIGHTER/PARAMEDIC	02/01/1993	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS04
7317	FIREFIGHTER/PARAMEDIC	03/01/1993	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS04
7346	EMS OFFICER (CIVILIAN)	06/01/1993	FIRE	32100 FIRE SUPPRESSION/ADMIN	GENR	129
7327	MASTER FIREFIGHTER/PARAMEDIC	07/18/1994	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS05
7330	FIRE/EMS LIEUTENANT	04/17/1995	FIRE	32100 FIRE SUPPRESSION/ADMIN	FANM	PS06
7330	FIRE/EMS LIEUTENANT	05/16/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS06

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
7350	FIRE/EMS BATTALION CHIEF	11/01/1996	FIRE	32100 FIRE SUPPRESSION/ADMIN	FAMG	PS10
7300	FIREFIGHTER/EMT	03/02/1998	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS02
7300	FIREFIGHTER/EMT	03/02/1998	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS02
7322	SENIOR FIREFIGHTER/EMT	10/18/1999	FIRE	32100 FIRE SUPPRESSION/ADMIN	FFNM	PS04
1020	ACCOUNT TECHNICIAN 2	06/26/2000	FIRE	32500 FIRE EMERGENCY MGMT	RGPT	114
7390	FIRE/EMS DIVISION CHIEF	05/01/2012	FIRE	32100 FIRE SUPPRESSION/ADMIN	FAMG	PS12
2240	PLANNER II	10/01/2012	FIRE	32500 FIRE EMERGENCY MGMT	GENR	126

B. Key Employee Notes:

- Many employees have 30-plus years City service - Fire Chief has 43

C. Overview:

- High level staff rotates through leadership positions
- Department aggressive in providing training opportunities for staff
- Battalion Chief staff position is gateway to Division Chief positions - Works with other departments such as Fleet, Purchasing, Information Technology
- Minimum Requirement for Division Chief is Bachelor's Degree - Degree provides broader perspective as to what leadership should be doing
- Restructured Support Services including adding Fiscal Administrator

D. Strengths:

- Lieutenants, Captains and Battalion Chief Officers are "Blue Card" certified including train the trainer, fireground simulation, and strategy training - All 80 Officers requiring training were certified by December 2017
- Three Chief Officers are enrolled in the National Fire Academy's Executive Fire Officer Program (EFOP), a four-year program that adds value because of an applied research program for each year

E. Concerns:

- Ability to fill some staff positions, particularly Fiscal Administrator

**SUCCESSION PLANNING SUMMARY
FLEET
TOTAL STAFF COMPLEMENT
FY18 FTE – 40.75
11/16/17 FTE FILLED – 39.25
TOTAL STAFF – 40**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): 0

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 1

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
4745	AUTOMOTIVE TECHNICIAN III	09/12/1988	FLEET	12520 AUTOMOTIVE SERVICES	GENW	120

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 2

4745	AUTOMOTIVE TECHNICIAN III	10/04/1993	FLEET	12520 AUTOMOTIVE SERVICES	GENW	120
4755	AUTOMOTIVE TECHNICIAN IV	09/01/1995	FLEET	12520 AUTOMOTIVE SERVICES	GENW	122

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 15

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 1

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
4820	FLEET SERVICE COORDINATOR	09/17/2001	FLEET	12520 AUTOMOTIVE SERVICES	GENR	128

B. Key Employee Notes:

- Two lead positions (Fleet Manager, Fleet Services Coordinator) getting close to retirement
- Have had some recent retirements in experienced office staff

C. Overview:

- Would like to get internships established – potential partnership with Tidewater Community College
- Grooming staff for Fleet and Mechanic Operations Superintendent positions
- Has career progression from Mechanic I to Mechanic III

D. Strengths:

- Experienced, national award-winning staff
- Recently hired Fleet Business Specialist is a Certified Public Accountant candidate and also has fleet software experience

E. Concerns:

- Auto Technicians are difficult to fill due to salary issues - have lost several to Virginia Beach and commercial vendors
- City could use citywide leadership training program
- Has some concerns with City screening of potential new employees
- They used to get Human Resources training on site - would like to see again
- City used to have employee exchange – possibly should try it again

**SUCCESSION PLANNING SUMMARY
HEALTH DEPARTMENT
TOTAL STAFF COMPLEMENT
FY18 FTE – 9.03
11/16/17 FTE FILLED – 6.75
TOTAL STAFF – 7**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): 0

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 1

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
9997	UNCLASSIFIED FT	10/17/1988	HEALT	51400 HEALTH DEPT OSHA SVC	UCFT	

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 0

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 3

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 1

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
9997	UNCLASSIFIED FT	10/17/1988	HEALT	51400 HEALTH DEPT OSHA SVC	UCFT	

B. Key Employee Notes:

- Most staff are State employees on State payroll
- Administrative Support Specialist (City position) closing in on 30 years service

C. Overview:

- Administrative Support Specialist expected to stay
- Sends staff to City supervisory training
- Some nurses seek bonuses on the outside
- Nurses make decision on whether to stay between 5 and 10 years service
- Prior VRS Service can attract staff as well

D. Strengths

- Was able to send 50% of staff to State leadership training
- It had a significant focus on staff interaction

E. Concerns

- Nurse practitioners are tough to fill - Availability is small
- Has same issue with Registered Nurses - They try to stress other benefits
- Would also like to see City-based leadership training

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**SUCCESSION PLANNING SUMMARY
HUMAN RESOURCES (HR)
TOTAL STAFF COMPLEMENT
FY18 FTE – 21.63
11/16/17 FTE FILLED – 19.88
TOTAL STAFF – 21**

A. City Service as of December 31, 2017:

- 1. Employees w/start dates prior to 01/01/1988 (30+ years): 0
- 2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 0
- 3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 0
- 4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 12
- 5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 1

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0310	HUMAN RESOURCES COORDINATOR 2	05/14/2001	HR	12220 HUMAN RESOURCES	GENR	119

B. Key Employee Notes: Overview: Strengths: Concerns:

- Note – since HR had relatively minor internal succession concerns, we instead focused on discussing concerns raised by outside departments

C. Comments on concerns raised by other City departments:

- Has responses for Request-for-Proposal on supervisory/leadership training - Hope to start program in Fiscal Year 2019
- If departments want changes to job classification descriptions, they make recommended updates to the duties and send to HR for review
- Continued education, as well as the revised Recruitment and Selection policy and guide, will assist departments in being more proactive and timely in their recruitment efforts
- Departments need to begin to transfer knowledge earlier on
- City looking at the feasibility of apprenticeship programs (e.g. dispatcher, automotive technician)
- There are seven career development programs throughout City (SO, Fire, PD, Fleet Mechanics, D&P Inspectors, Water Treatment Plant Operators, Evidence Technicians)
- Policy in the review/approval process to front load some leave for new staff
- Completed a nursing compensation study and made the appropriate salary adjustments
- Refers prospective retirees to the nonprofit organization Opportunities Inc. for resume writing, interview skills, etc.
- ICMA sessions are well attended for both Plan 1/2 and hybrid employees
- Sick leave payout was comparable to other cities when reviewed

- Getting VRS total service information on staff – there is not a report readily available – the reporting is a “manual” process in Excel which includes marrying the data sent from VRS and that the City has in MUNIS via vertical lookup. VRS uses a system generated “VNAV” number as a unique identifier and MUNIS uses a system generated employee number. Once the data from VRS and MUNIS is matched, the data has to be analyzed as what constitutes retirement eligibility for the VRS plan (1, 2 and Hybrid) differs.

**SUCCESSION PLANNING SUMMARY
HUMAN SERVICES
TOTAL STAFF COMPLEMENT**

PROGRAM	FY18 FTE	11/16/17 FTE	TOTAL STAFF
Interagency Consortium	4.00	4.00	4
Juvenile Services	96.38	92.04	134
Social Services	255.65	237.15	254
Community Service	11.00	12.00	12
HUMAN SERVICES	367.03	345.19	404

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): 11

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
6580	ASST DIRECTOR SOCIAL SERVICES	01/12/1970	HMNSV	53110 HS-SS JOINT STAFF/OPS	GENR	137
6381	FAMILY SVCS SUPERVISOR II	10/04/1976	HMNSV	53111 HS-SS SERVICE STAFF/OPS	GENR	130
6381	FAMILY SVCS SUPERVISOR II	02/07/1977	HMNSV	53111 HS-SS SERVICE STAFF/OPS	GENR	130
7570	JUVENILE SVCS SPECIALIST I	04/03/1984	HMNSV	33200 HS JUVENILE SERVICES	SESB	S117
6400	CHIEF ADMIN MGMT AND SUPPORT	07/01/1986	HMNSV	53110 HS-SS JOINT STAFF/OPS	GENR	127
6341	FAMILY SERVICES SPECIALIST 2	09/16/1986	HMNSV	53111 HS-SS SERVICE STAFF/OPS	GENR	122
7555	JUVENILE INTAKE/CONTROL SUPV	01/01/1987	HMNSV	33200 HS JUVENILE SERVICES	GENR	122
7570	JUVENILE SVCS SPECIALIST I	02/04/1987	HMNSV	33200 HS JUVENILE SERVICES	GENR	117
0165	OFFICE COORDINATOR	04/20/1987	HMNSV	12124 COMMUNITY PROGRAMS	GENR	115
0212	COMMUNITY PROGRAMS SPEC I	06/01/1987	HMNSV	12124 COMMUNITY PROGRAMS	GENR	123

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 12

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0214	COMMUNITY PROGRAMS SPEC II	08/29/1988	HMNSV	12124 COMMUNITY PROGRAMS	GENR	126
6125	BENEFITS PROGRAM WORKER 2	08/01/1989	HMNSV	53120 HS-SS BENEFITS STAFF/OPS	GENR	120

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
6361	FAMILY SVCS SUPERVISOR I	10/16/1989	HMNSV	53111 HS-SS SERVICE STAFF/OPS	GENR	126
7570	JUVENILE SVCS SPECIALIST I	12/21/1989	HMNSV	33200 HS JUVENILE SERVICES	SESB	S117
7585	OPERATIONS COORDINATOR	04/01/1990	HMNSV	33200 HS JUVENILE SERVICES	GENR	122
7570	JUVENILE SVCS SPECIALIST I	04/01/1990	HMNSV	33200 HS JUVENILE SERVICES	GENR	117
7570	JUVENILE SVCS SPECIALIST I	04/01/1990	HMNSV	33200 HS JUVENILE SERVICES	GENR	117
0165	OFFICE COORDINATOR	05/01/1990	HMNSV	53110 HS-SS JOINT STAFF/OPS	GENR	115
0131	OFFICE ASSISTANT 1	07/30/1990	HMNSV	53110 HS-SS JOINT STAFF/OPS	GENR	105
6361	FAMILY SVCS SUPERVISOR I	02/19/1991	HMNSV	33200 HS JUVENILE SERVICES	GENR	126
7570	JUVENILE SVCS SPECIALIST I	10/10/1991	HMNSV	33200 HS JUVENILE SERVICES	SESB	S117
7570	JUVENILE SVCS SPECIALIST I	04/11/1992	HMNSV	33200 HS JUVENILE SERVICES	SESB	S117

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 29

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
6140	BENEFITS PROGRAM SUPRVSR 1	04/07/1993	HMNSV	53120 HS-SS BENEFITS STAFF/OPS	GENR	125
6111	BENEFITS PROGRAM AIDE 2	04/16/1993	HMNSV	53120 HS-SS BENEFITS STAFF/OPS	GENR	113
7570	JUVENILE SVCS SPECIALIST I	06/08/1993	HMNSV	33200 HS JUVENILE SERVICES	SESB	S117
6680	CHIEF OF SPECIAL PROGRAMS	10/25/1993	HMNSV	53111 HS-SS SERVICE STAFF/OPS	GENR	130
6120	BENEFITS PROGRAM WORKER 1	11/16/1994	HMNSV	53120 HS-SS BENEFITS STAFF/OPS	GENR	116
7590	JUVENILE SVCS TEAM LEADER	12/01/1994	HMNSV	33200 HS JUVENILE SERVICES	GENR	125
7480	COOK	01/03/1995	HMNSV	33200 HS JUVENILE SERVICES	GENW	107

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
6341	FAMILY SERVICES SPECIALIST 2	03/01/1995	HMNSV	53111 HS-SS SERVICE STAFF/OPS	GENR	122
6111	BENEFITS PROGRAM AIDE 2	04/17/1995	HMNSV	53120 HS-SS BENEFITS STAFF/OPS	GENR	113
1020	ACCOUNT TECHNICIAN 2	06/01/1995	HMNSV	53110 HS-SS JOINT STAFF/OPS	GENR	114
6110	BENEFITS PROGRAM AIDE 1	07/17/1995	HMNSV	53120 HS-SS BENEFITS STAFF/OPS	GENR	110
7570	JUVENILE SVCS SPECIALIST I	09/01/1995	HMNSV	33200 HS JUVENILE SERVICES	GENR	117
7570	JUVENILE SVCS SPECIALIST I	09/01/1995	HMNSV	33200 HS JUVENILE SERVICES	GENR	117
7570	JUVENILE SVCS SPECIALIST I	09/01/1995	HMNSV	33200 HS JUVENILE SERVICES	GENR	117
6110	BENEFITS PROGRAM AIDE 1	10/16/1995	HMNSV	53120 HS-SS BENEFITS STAFF/OPS	GENR	110
6331	FAMILY SERVICES SPECIALIST 1	12/01/1995	HMNSV	53111 HS-SS SERVICE STAFF/OPS	GENR	119
1023	ACCOUNT TECHNICIAN 3	02/16/1996	HMNSV	33200 HS JUVENILE SERVICES	GENR	116
7570	JUVENILE SVCS SPECIALIST I	02/16/1996	HMNSV	33200 HS JUVENILE SERVICES	SESB	S117
7585	OPERATIONS COORDINATOR	04/16/1996	HMNSV	33200 HS JUVENILE SERVICES	GENR	122
7570	JUVENILE SVCS SPECIALIST I	05/01/1996	HMNSV	33200 HS JUVENILE SERVICES	GENR	117
7585	OPERATIONS COORDINATOR	05/01/1996	HMNSV	33200 HS JUVENILE SERVICES	SPPJ	122
1440	FISCAL ADMINISTRATOR	06/03/1996	HMNSV	53110 HS-SS JOINT STAFF/OPS	GENR	130
6140	BENEFITS PROGRAM SUPRVSR 1	10/16/1996	HMNSV	53120 HS-SS BENEFITS STAFF/OPS	GENR	125
7570	JUVENILE SVCS SPECIALIST I	10/17/1996	HMNSV	33200 HS JUVENILE SERVICES	SESB	S117
7570	JUVENILE SVCS SPECIALIST I	02/28/1997	HMNSV	33200 HS JUVENILE SERVICES	SESB	S117
1023	ACCOUNT TECHNICIAN 3	03/03/1997	HMNSV	53110 HS-SS JOINT STAFF/OPS	GENR	116
6620	EMPLOYMENT SERVICES WORKER 1	09/16/1997	HMNSV	53111 HS-SS SERVICE STAFF/OPS	GENR	119

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
6125	BENEFITS PROGRAM WORKER 2	10/01/1997	HMNSV	53120 HS-SS BENEFITS STAFF/OPS	GENR	120
6211	FAMILY SERVICES ASSISTANT	12/16/1997	HMNSV	53111 HS-SS SERVICE STAFF/OPS	GENR	107

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 208

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 21

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
6580	ASST DIRECTOR SOCIAL SERVICES	01/12/1970	HMNSV	53110 HS-SS JOINT STAFF/OPS	GENR	137
6381	FAMILY SVCS SUPERVISOR II	10/04/1976	HMNSV	53111 HS-SS SERVICE STAFF/OPS	GENR	130
6381	FAMILY SVCS SUPERVISOR II	02/07/1977	HMNSV	53111 HS-SS SERVICE STAFF/OPS	GENR	130
6341	FAMILY SERVICES SPECIALIST 2	11/21/1983	HMNSV	53111 HS-SS SERVICE STAFF/OPS	GENR	122
6400	CHIEF ADMIN MGMT AND SUPPORT	07/01/1986	HMNSV	53110 HS-SS JOINT STAFF/OPS	GENR	127
6341	FAMILY SERVICES SPECIALIST 2	09/16/1986	HMNSV	53111 HS-SS SERVICE STAFF/OPS	GENR	122
7555	JUVENILE INTAKE/CONTROL SUPV	01/01/1987	HMNSV	33200 HS JUVENILE SERVICES	GENR	122
7570	JUVENILE SVCS SPECIALIST I	02/04/1987	HMNSV	33200 HS JUVENILE SERVICES	GENR	117
0165	OFFICE COORDINATOR	04/20/1987	HMNSV	12124 COMMUNITY PROGRAMS	GENR	115
6361	FAMILY SVCS SUPERVISOR I	10/16/1989	HMNSV	53111 HS-SS SERVICE STAFF/OPS	GENR	126
7570	JUVENILE SVCS SPECIALIST I	04/01/1990	HMNSV	33200 HS JUVENILE SERVICES	GENR	117
6120	BENEFITS PROGRAM WORKER 1	11/16/1994	HMNSV	53120 HS-SS BENEFITS STAFF/OPS	GENR	116
7570	JUVENILE SVCS SPECIALIST I	09/01/1995	HMNSV	33200 HS JUVENILE SERVICES	GENR	117
6110	BENEFITS PROGRAM AIDE 1	10/16/1995	HMNSV	53120 HS-SS BENEFITS STAFF/OPS	GENR	110

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
1360	SYSTEMS ANALYST 1	03/02/1998	HMNSV	53110 HS-SS JOINT STAFF/OPS	GENR	129
7570	JUVENILE SVCS SPECIALIST I	03/05/2001	HMNSV	33200 HS JUVENILE SERVICES	GENR	117
7570	JUVENILE SVCS SPECIALIST I	04/30/2001	HMNSV	33200 HS JUVENILE SERVICES	GENR	117
6620	EMPLOYMENT SERVICES WORKER 1	09/01/2004	HMNSV	53300 HS-SS INTENSIVE CASE MGT	GENR	119
6630	EMPLOYMENT SERVICES WORKER 2	09/01/2004	HMNSV	53320 HS-SS FATHERHOOD INIT	GENR	121
0141	OFFICE ASSISTANT 2	08/21/2006	HMNSV	53111 HS-SS SERVICE STAFF/OPS	GENR	107
0131	OFFICE ASSISTANT 1	01/28/2008	HMNSV	53110 HS-SS JOINT STAFF/OPS	GENR	105

B. Key Employee Notes:

- Director is new but retired from another locality
- Assistant Director has 47 years-plus City experience
- Several other key employees have at least 30-plus years with City

C. Overview:

- Large department with many experienced employees
- Have had some staff who left come back
- Focus on employee training and leadership training internally
- Working to resolve issues identified in internal climate survey

D. Strengths

- Utilized internal staff survey and internal training
- Formed three task forces within department to address survey issues

E. Concerns

- Availability of City leadership training
- Salary competitiveness with other regional cities

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**SUCCESSION PLANNING SUMMARY
 INFORMATION TECHNOLOGY (IT)
 TOTAL STAFF COMPLEMENT
 FY18 FTE – 55.00
 11/16/17 FTE FILLED – 47.00
 TOTAL STAFF – 47**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): 3

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
1278	SOFTWARE ENGINEER II	09/14/1981	IT	12511 IT SYSTEM DEV	GENR	133
1362	GIS ANALYST	07/01/1986	IT	12516 IT GIS	GENR	127
1257	CLIENT TECHNOLOGIES ANALYST 2	11/03/1986	IT	12514 IT MICRO SUPPORT	GENR	126

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 1

0165	OFFICE COORDINATOR	04/01/1988	IT	12510 IT ADMINISTRATION	GENR	115
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3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 2

1355	SYSTEMS SECURITY ANALYST	11/22/1993	IT	12221 IT DATA SECURITY ADMIN	GENR	133
1245	NETWORK ENGINEER 1	09/16/1996	IT	12513 IT TECH SUPPOT	GENR	129

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 17

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 4

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
1278	SOFTWARE ENGINEER II	09/14/1981	IT	12511 IT SYSTEM DEV	GENR	133
1362	GIS ANALYST	07/01/1986	IT	12516 IT GIS	GENR	127
1257	CLIENT TECHNOLOGIES ANALYST 2	11/03/1986	IT	12514 IT MICRO SUPPORT	GENR	126
1406	BUSINESS ANALYST	10/03/2005	IT	12510 IT ADMINISTRATION	GENR	133

B. Key Employee Notes:

- Software Engineer II (Mainframe) has been with City since 1981
- Two other positions have 30-plus years with City

C. Overview:

- Wants to put plan together to get off mainframe - Looking for consultant
- Wants to stabilize hardware platform
- Moving workload to hosted mainframe environment
- Plans to hire externally for Geographic Information System skills
- Requested security position in Fiscal Year 2019 budget
- Has vacancies on network side – may contract out
- Sometimes need new blood for tech skills
- For higher levels of training - better to outsource

D. Strengths

- Chief Information Officer created mentor programs in prior job
- Also created leadership programs in prior work
- Adjusted hiring qualifications so training could be in lieu of experience
- Has had discussion with supervisors about staff plans

E. Concerns

- Salary competitiveness at staff level – citywide
- Network Engineer just resigned – salary issue
- Public sector creates succession challenges for IT
- Sometimes difficult to motivate staff to work towards promotions they might not get
- Some staff may benefit from being placed in acting roles
- Tech Individuals key to success is allowing them to grow in place
- If no position is available, the only way they advance is to job hop
- Their hiring market is not local or government - competing with private sector
- Because of decentralization, unsure of full IT complement in City

**SUCCESSION PLANNING SUMMARY
LIBRARIES AND RESEARCH SERVICES
TOTAL STAFF COMPLEMENT
FY18 FTE – 126.25
11/16/17 FTE FILLED – 118.92
TOTAL STAFF – 152**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): 5

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
5050	LIBRARY SPECIALIST 1	11/08/1976	LIBRA	73100 LIBRARIES ADMIN	GENR	113
5060	LIBRARY INFORMATION SPECIALIST	04/26/1977	LIBRA	73100 LIBRARIES ADMIN	GENR	114
5060	LIBRARY INFORMATION SPECIALIST	03/01/1978	LIBRA	73100 LIBRARIES ADMIN	GENR	114
5060	LIBRARY INFORMATION SPECIALIST	08/15/1985	LIBRA	73100 LIBRARIES ADMIN	GENR	114
5060	LIBRARY INFORMATION SPECIALIST	04/01/1986	LIBRA	21800 LIBRARIES LAW	GENR	114

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 6

1360	SYSTEMS ANALYST 1	07/01/1990	LIBRA	73100 LIBRARIES ADMIN	GENR	129
5050	LIBRARY SPECIALIST 1	10/15/1990	LIBRA	73100 LIBRARIES ADMIN	GENR	113
5030	LIBRARY ASSISTANT 1	01/16/1991	LIBRA	73100 LIBRARIES ADMIN	GENR	105
5090	LIBRARY MANAGER II	03/02/1992	LIBRA	73100 LIBRARIES ADMIN	GENR	130
5055	LIBRARY SPECIALIST 2	09/01/1992	LIBRA	73100 LIBRARIES ADMIN	GENR	116
5075	LIBRARIAN 2	11/01/1992	LIBRA	73100 LIBRARIES ADMIN	GENR	125

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 6

5060	LIBRARY INFORMATION SPECIALIST	01/04/1993	LIBRA	73100 LIBRARIES ADMIN	GENR	114
5075	LIBRARIAN 2	08/01/1994	LIBRA	73100 LIBRARIES ADMIN	GENR	125
5075	LIBRARIAN 2	05/16/1996	LIBRA	73100 LIBRARIES ADMIN	GENR	125
5060	LIBRARY INFORMATION SPECIALIST	06/02/1997	LIBRA	73100 LIBRARIES ADMIN	GENR	114
5030	LIBRARY ASSISTANT 1	09/01/1997	LIBRA	73100 LIBRARIES ADMIN	GENR	105
1216	LIBRARY DATA COORDINATOR	12/01/1997	LIBRA	73100 LIBRARIES ADMIN	GENR	119

4. Employees w/ start dates between 01/01/2012 and 11/16/2017 (less than 5 years) 90

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 10

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
5050	LIBRARY SPECIALIST 1	11/08/1976	LIBRA	73100 LIBRARIES ADMIN	GENR	113
5060	LIBRARY INFORMATION SPECIALIST	04/26/1977	LIBRA	73100 LIBRARIES ADMIN	GENR	114
5060	LIBRARY INFORMATION SPECIALIST	03/01/1978	LIBRA	73100 LIBRARIES ADMIN	GENR	114
5060	LIBRARY INFORMATION SPECIALIST	08/15/1985	LIBRA	73100 LIBRARIES ADMIN	GENR	114
5060	LIBRARY INFORMATION SPECIALIST	04/01/1986	LIBRA	21800 LIBRARIES LAW	GENR	114
5050	LIBRARY SPECIALIST 1	10/15/1990	LIBRA	73100 LIBRARIES ADMIN	GENR	113
5050	LIBRARY SPECIALIST 1	03/14/2005	LIBRA	73100 LIBRARIES ADMIN	GENR	113
5030	LIBRARY ASSISTANT 1	11/14/2011	LIBRA	73100 LIBRARIES ADMIN	RGPT	105
5150	DIRECTOR PUBLIC LIBRARY SYSTEM	01/22/2013	LIBRA	73100 LIBRARIES ADMIN	GENR	139
5075	LIBRARIAN 2	11/03/2014	LIBRA	73100 LIBRARIES ADMIN	GENR	125

B. Key Employee Notes:

- Has several potential retirees with over 30 years City experience, but believes most will stay.

C. Overview:

- Director does strategic planning
- Assistant Director handles operations, but is stretched because of the lack of a Central Library Manager

D. Strengths:

- Trying to get Library Managers and Librarians involved in succession planning
- Provides 3.5 hours supervisory classes internally for Library staff
- Staff generally likes work and wants to stick around

E. Concerns:

- No automatic position progression - Causes them to lose staff (noted in 2017 audit)
- Pay scale continues to be a challenge
- Needs seven more full time staff

**SUCCESSION PLANNING SUMMARY
PARKS, RECREATION, and TOURISM
TOTAL STAFF COMPLEMENT
FY18 FTE – 237.75
11/16/17 FILLED – 199.16
TOTAL STAFF – 287**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): 8

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
4020	HOUSEKEEPER 1	06/25/1975	PARKS	72240 PR&T HOUSEKEEPING	GENW	104
4280	GROUNDSKEEPER	01/17/1977	PARKS	72201 PR&T MUNI GROUNDS MAINT	GENW	106
0833	SALES MANAGER	12/16/1983	PARKS	81101 TOURISM	GENR	123
5375	RECREATION COORDINATOR	05/16/1985	PARKS	72301 PR&T ATHL REC	GENR	125
1440	FISCAL ADMINISTRATOR	08/26/1987	PARKS	72101 PR&T ADMIN	GENR	130
5310	RECREATION LEADER	09/30/1987	PARKS	72302 PR&T COM CENTERS	RGPT	108
5320	RECREATION SPECIALIST 1	11/16/1987	PARKS	72302 PR&T COM CENTERS	GENR	117
4959	ATHLETIC MAINTENANCE COORD	12/01/1987	PARKS	72204 PR&T MAINT/ATHL	GENR	120

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 8

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
4180	MOTOR EQUIPMENT OPERATOR 2	08/09/1989	PARKS	72205 PR&T MAINT/PARKS	GENW	111
4035	HOUSEKEEPING SUPERVISOR II	09/13/1989	PARKS	72240 PR&T HOUSEKEEPING	GENR	124
5330	RECREATION SPECIALIST 2	09/18/1989	PARKS	72302 PR&T COM CENTERS	GENR	120
4020	HOUSEKEEPER 1	02/01/1990	PARKS	72240 PR&T HOUSEKEEPING	GENW	104
4020	HOUSEKEEPER 1	03/14/1990	PARKS	72240 PR&T HOUSEKEEPING	GENW	104
4020	HOUSEKEEPER 1	06/20/1990	PARKS	72240 PR&T HOUSEKEEPING	RGPT	104
4245	GENERAL SUPERVISOR	07/17/1991	PARKS	72201 PR&T MUNI GROUNDS MAINT	GENR	121
5375	RECREATION COORDINATOR	02/01/1992	PARKS	72302 PR&T COM CENTERS	GENR	125

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 12

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
4020	HOUSEKEEPER 1	08/09/1993	PARKS	72240 PR&T HOUSEKEEPING	GENW	104
4180	MOTOR EQUIPMENT OPERATOR 2	09/15/1993	PARKS	72205 PR&T MAINT/PARKS	GENW	111
5310	RECREATION LEADER	12/01/1993	PARKS	72301 PR&T ATHL REC	RGPT	108
1257	CLIENT TECHNOLOGIES ANALYST 2	09/16/1994	PARKS	72101 PR&T ADMIN	GENR	126
5310	RECREATION LEADER	11/29/1994	PARKS	72301 PR&T ATHL REC	SESB	S108
5330	RECREATION SPECIALIST 2	12/16/1994	PARKS	72302 PR&T COM CENTERS	GENR	120
4020	HOUSEKEEPER 1	09/01/1995	PARKS	72240 PR&T HOUSEKEEPING	GENW	104
5330	RECREATION SPECIALIST 2	05/16/1996	PARKS	72302 PR&T COM CENTERS	GENR	120
1420	ACCOUNTANT 2	09/03/1996	PARKS	72101 PR&T ADMIN	GENR	125
4020	HOUSEKEEPER 1	01/02/1997	PARKS	72240 PR&T HOUSEKEEPING	GENW	104
0832	CONVENTION AND TOURISM MGR	09/16/1997	PARKS	81101 TOURISM	GENR	130
4020	HOUSEKEEPER 1	10/01/1997	PARKS	72240 PR&T HOUSEKEEPING	GENW	104

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 169

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 13

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
4020	HOUSEKEEPER 1	06/25/1975	PARKS	72240 PR&T HOUSEKEEPING	GENW	104
4280	GRUNDSKEEPER	01/17/1977	PARKS	72201 PR&T MUNI GROUNDS MAINT	GENW	106
0833	SALES MANAGER	12/16/1983	PARKS	81101 TOURISM	GENR	123
5375	RECREATION COORDINATOR	05/16/1985	PARKS	72301 PR&T ATHL REC	GENR	125
5320	RECREATION SPECIALIST 1	11/16/1987	PARKS	72302 PR&T COM CENTERS	GENR	117
4959	ATHLETIC MAINTENANCE COORD	12/01/1987	PARKS	72204 PR&T MAINT/ATHL	GENR	120
4035	HOUSEKEEPING SUPERVISOR II	09/13/1989	PARKS	72240 PR&T HOUSEKEEPING	GENR	124
5330	RECREATION SPECIALIST 2	12/16/1994	PARKS	72302 PR&T COM CENTERS	GENR	120
4020	HOUSEKEEPER 1	10/01/1997	PARKS	72240 PR&T HOUSEKEEPING	GENW	104
4280	GRUNDSKEEPER	07/30/2001	PARKS	72201 PR&T MUNI GROUNDS MAINT	GENW	106

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
1023	ACCOUNT TECHNICIAN 3	08/13/2001	PARKS	72101 PR&T ADMIN	GENR	116
5260	PARKS & MUNICIPAL SERVICES SUP	12/08/2003	PARKS	72101 PR&T ADMIN	GENR	132
4020	HOUSEKEEPER 1	08/24/2009	PARKS	72240 PR&T HOUSEKEEPING	GENW	104

B. Key Employee Notes:

- Director had 30-plus years of Newport News retirement system service before joining Chesapeake in 2012
- Parks and Grounds Superintendent also has significant prior VRS experience
- Fiscal Administrator has 30-plus years City service

C. Overview:

- Hired new Assistant Director
- Budget has tripled since financial crisis (including Conference Center)
- New staff coming aboard

D. Strengths:

- Rotate staff to keep people fresh
- Staff is sent to special schools for parks and recreation training
- State organization is very good
- Parks and Recreation Society has a Leadership Training Institute
- Has staff ready to fill most departmental leadership positions
- Has \$150,000 in HR Budget for training with Public Works and Public Utilities

E. Concerns:

- Fiscal Administrator position a concern - huge experience gap
- Not enough merit increase funds
- Housekeepers tend to be older – harder to fill

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SUCCESSION PLANNING SUMMARY
PLANNING
TOTAL STAFF COMPLEMENT
FY18 FTE – 24.63
11/16/17 FILLED – 22.63
TOTAL STAFF – 23

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): 3

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
2220	ADDRESS COORDINATOR	06/07/1982	PLAN	81000 PLANNING	GENR	119
2240	PLANNER II	04/16/1986	PLAN	81000 PLANNING	GENR	126
2270	ASST DIRECTOR PLANNING	12/07/1987	PLAN	81000 PLANNING	GENR	135

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 2

2290	DIRECTOR PLANNING	08/12/1991	PLAN	81000 PLANNING	GENR	141
2245	PLANNING ADMINISTRATOR	11/09/1992	PLAN	81000 PLANNING	GENR	131

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 1

2245	PLANNING ADMINISTRATOR	05/16/1997	PLAN	81000 PLANNING	GENR	131
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4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 11

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 3

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
2220	ADDRESS COORDINATOR	06/07/1982	PLAN	81000 PLANNING	GENR	119
2240	PLANNER II	04/16/1986	PLAN	81000 PLANNING	GENR	126
2270	ASST DIRECTOR PLANNING	12/07/1987	PLAN	81000 PLANNING	GENR	135

B. Key Employee Notes:

- Director, Assistant Director, and most Planning Administrators all either very close or over the 30 year threshold in total VRS experience

C. Overview:

- Experienced staff has substantial institutional knowledge
- Planning Administrators have been instructed to mentor staff and develop competencies that will allow upward mobility and that will create “depth on the bench” in case of staff turnover.
- All divisions are actively working to update Strategic Operating Plan’s.
- Very pleased with new staff

D. Strengths:

- Key staff has been training other staff.
- Has career path – Planner, Planner II, Principal Planner, Planning Administrator
- Has strong Geographic Information System group

E. Concerns:

- Potential significant leadership turnover In late 2018 and 2019
- Customer Service issues in Planning can be more challenging due to the diverse and often political range of subject matter
- Department support for several Boards and Commissions activities can create challenges as well
- Most positions are not readily interchangeable as they individually reflect subject matter expertise.

SUCCESSION PLANNING SUMMARY
POLICE
TOTAL STAFF COMPLEMENT
FY18 FTE – 577.09
11/16/17 FILLED FTE – 539.04
TOTAL STAFF – 561

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years):

25

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0151	OFFICE SPECIALIST 1	06/01/1973	POLIC	31120 POLICE OPERATIONS	GENR	109
0141	OFFICE ASSISTANT 2	01/28/1976	POLIC	31140 POLICE SUPPORT	GENR	107
7140	POLICE CAPTAIN	12/01/1977	POLIC	31120 POLICE OPERATIONS	PMGT	PS10
7125	SENIOR POLICE OFFICER	02/01/1979	POLIC	31120 POLICE OPERATIONS	PNMG	PS04
7010	SCHOOL CROSSING GUARD	06/05/1980	POLIC	31120 POLICE OPERATIONS	SESB	S109
7130	POLICE LIEUTENANT	07/01/1980	POLIC	31120 POLICE OPERATIONS	PMGT	PS08
7125	SENIOR POLICE OFFICER	02/01/1981	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS04
0141	OFFICE ASSISTANT 2	03/11/1981	POLIC	31120 POLICE OPERATIONS	GENR	107
7120	POLICE SERGEANT	08/16/1981	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS6A
7140	POLICE CAPTAIN	11/16/1981	POLIC	31120 POLICE OPERATIONS	PMGT	PS10
7250	CHIEF OF POLICE	02/22/1982	POLIC	31110 POLICE ADMINISTRATIVE	GENR	142
7145	MASTER POLICE OFFICER	10/16/1982	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS5B
7010	SCHOOL CROSSING GUARD	05/01/1984	POLIC	31120 POLICE OPERATIONS	SESB	S109
7121	FIRST SERGEANT	09/17/1984	POLIC	31120 POLICE OPERATIONS	PNMG	PS07
7010	SCHOOL CROSSING GUARD	11/19/1984	POLIC	31120 POLICE OPERATIONS	SESB	S109
7145	MASTER POLICE OFFICER	08/01/1985	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS05
7140	POLICE CAPTAIN	08/17/1985	POLIC	31120 POLICE OPERATIONS	PMGT	PS10
7240	DEPUTY CHIEF OF POLICE	09/22/1986	POLIC	31110 POLICE ADMINISTRATIVE	PMGT	PS14
7130	POLICE LIEUTENANT	09/22/1986	POLIC	31130 POLICE INVESTIGATIONS	PMGT	PS08

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
7285	DISPATCH SUPERVISOR	11/05/1986	POLIC	31402 POLICE EOC	GENR	123
7280	DISPATCHER II	03/16/1987	POLIC	31402 POLICE EOC	GENR	118
7230	POLICE MAJOR	06/01/1987	POLIC	31110 POLICE ADMINISTRATIVE	PMGT	PS12
7121	FIRST SERGEANT	06/01/1987	POLIC	31120 POLICE OPERATIONS	PNMG	PS07
7140	POLICE CAPTAIN	09/16/1987	POLIC	31120 POLICE OPERATIONS	PMGT	PS10

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 26

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
7021	SHELTER ATTENDANT 2	04/11/1988	POLIC	35101 POLICE ANIMAL CONTROL	GENW	107
7010	SCHOOL CROSSING GUARD	11/16/1988	POLIC	31120 POLICE OPERATIONS	SESB	S109
7130	POLICE LIEUTENANT	01/16/1989	POLIC	31120 POLICE OPERATIONS	PMGT	PS08
7125	SENIOR POLICE OFFICER	05/26/1989	POLIC	31120 POLICE OPERATIONS	PNMG	PS04
730	POLICE MAJOR	09/11/1989	POLIC	31110 POLICE ADMINISTRATIVE	PMGT	PS12
7230	POLICE MAJOR	09/11/1989	POLIC	31110 POLICE ADMINISTRATIVE	PMGT	PS12
7145	MASTER POLICE OFFICER	09/11/1989	POLIC	31120 POLICE OPERATIONS	PNMG	PS5A
7125	SENIOR POLICE OFFICER	09/11/1989	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS04
7140	POLICE CAPTAIN	09/11/1989	POLIC	31130 POLICE INVESTIGATIONS	PMGT	PS10
7130	POLICE LIEUTENANT	09/11/1989	POLIC	31140 POLICE SUPPORT	PMGT	PS08
7125	SENIOR POLICE OFFICER	09/11/1989	POLIC	31140 POLICE SUPPORT	PNMG	PS04
7120	POLICE SERGEANT	09/11/1989	POLIC	31140 POLICE SUPPORT	PNMG	PS06
1445	BUSINESS MANAGER-PUBLIC SAFETY	10/16/1989	POLIC	31110 POLICE ADMINISTRATIVE	GENR	130
0131	OFFICE ASSISTANT 1	07/01/1990	POLIC	31700 POLICE PUB SAFETY TRAIN	GENR	105
1019	INCIDENT BASED REPORTING COORD	11/01/1990	POLIC	31140 POLICE SUPPORT	GENR	118
0165	OFFICE COORDINATOR	03/05/1991	POLIC	31110 POLICE ADMINISTRATIVE	GENR	115
7285	DISPATCH SUPERVISOR	08/16/1991	POLIC	31402 POLICE EOC	GENR	123

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
7125	SENIOR POLICE OFFICER	09/30/1991	POLIC	31120 POLICE OPERATIONS	PNMG	PS4B
7145	MASTER POLICE OFFICER	09/30/1991	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS5B
7145	MASTER POLICE OFFICER	09/30/1991	POLIC	31140 POLICE SUPPORT	PNMG	PS5A
7125	SENIOR POLICE OFFICER	09/30/1991	POLIC	31140 POLICE SUPPORT	PNMG	PS4A
7125	SENIOR POLICE OFFICER	03/17/1992	POLIC	31140 POLICE SUPPORT	PNMG	PS4B
7125	SENIOR POLICE OFFICER	09/01/1992	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS04
7120	POLICE SERGEANT	09/25/1992	POLIC	31120 POLICE OPERATIONS	PNMG	PS06
7125	SENIOR POLICE OFFICER	09/25/1992	POLIC	31140 POLICE SUPPORT	PNMG	PS4A
7145	MASTER POLICE OFFICER	09/25/1992	POLC	31700 POLICE PUB SAFETY TRAIN	PNMG	PS05

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 55

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
7010	SCHOOL CROSSING GUARD	01/04/1993	POLIC	31120 POLICE OPERATIONS	SESB	S109
0890	ADMINISTRATIVE ASSISTANT 3	06/01/1993	POLIC	31110 POLICE ADMINISTRATIVE	GENR	127
7120	POLICE SERGEANT	06/01/1993	POLIC	31120 POLICE OPERATIONS	PNMG	PS06
7125	SENIOR POLICE OFFICER	08/18/1993	POLIC	31120 POLICE OPERATIONS	PNMG	PS04
7030	ANIMAL CONTROL OFFICER 1	08/18/1993	POLIC	35101 POLICE ANIMAL CONTROL	GENR	115
7140	POLICE CAPTAIN	11/01/1993	POLIC	31120 POLICE OPERATIONS	PMGT	PS10
7120	POLICE SERGEANT	11/01/1993	POLIC	31120 POLICE OPERATIONS	PNMG	PS06
7130	POLICE LIEUTENANT	11/01/1993	POLIC	31120 POLICE OPERATIONS	PMGT	PS08
7145	MASTER POLICE OFFICER	11/01/1993	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS5B
7125	SENIOR POLICE OFFICER	11/01/1993	POLIC	31700 POLICE PUB SAFETY TRAIN	PNMG	PS4B
7120	POLICE SERGEANT	07/18/1994	POLIC	31120 POLICE OPERATIONS	PNMG	PS6A

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
7122	POLICE OFFICER SPECIALIST	09/12/1994	POLIC	31120 POLICE OPERATIONS	PNMG	PS03
7125	SENIOR POLICE OFFICER	09/12/1994	POLIC	31120 POLICE OPERATIONS	PNMG	PS04
7120	POLICE SERGEANT	09/12/1994	POLIC	31120 POLICE OPERATIONS	PNMG	PS6B
7120	POLICE SERGEANT	09/12/1994	POLIC	31120 POLICE OPERATIONS	PNMG	PS6A
7145	MASTER POLICE OFFICER	09/12/1994	POLIC	31120 POLICE OPERATIONS	PNMG	PS5B
7120	POLICE SERGEANT	09/12/1994	POLIC	31120 POLICE OPERATIONS	PNMG	PS6A
7145	MASTER POLICE OFFICER	09/12/1994	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS5B
7145	MASTER POLICE OFFICER	09/12/1994	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS5B
7125	SENIOR POLICE OFFICER	09/12/1994	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS4B
7125	SENIOR POLICE OFFICER	09/12/1994	POLIC	31140 POLICE SUPPORT	PNMG	PS04
7130	POLICE LIEUTENANT	09/12/1994	POLIC	31140 POLICE SUPPORT	PMGT	PS08
7120	POLICE SERGEANT	09/16/1994	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS6B
0141	OFFICE ASSISTANT 2	09/16/1994	POLIC	31140 POLICE SUPPORT	GENR	107
7140	POLICE CAPTAIN	04/03/1995	POLIC	31120 POLICE OPERATIONS	PMGT	PS10
7130	POLICE LIEUTENANT	04/03/1995	POLIC	31120 POLICE OPERATIONS	PMGT	PS08
7120	POLICE SERGEANT	04/03/1995	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS6B
7120	POLICE SERGEANT	04/03/1995	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS06
7140	POLICE CAPTAIN	04/03/1995	POLIC	31130 POLICE INVESTIGATIONS	PMGT	PS10
7125	SENIOR POLICE OFFICER	04/03/1995	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS04
7125	SENIOR POLICE OFFICER	04/03/1995	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS04
7125	SENIOR POLICE OFFICER	07/03/1995	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS04
7100	POLICE OFFICER	08/01/1995	POLIC	31120 POLICE OPERATIONS	PNMG	PS02
7125	SENIOR POLICE OFFICER	11/01/1995	POLIC	31120 POLICE OPERATIONS	PNMG	PS4A
7125	SENIOR POLICE OFFICER	11/01/1995	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS4B

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
7130	POLICE LIEUTENANT	05/01/1996	POLIC	31130 POLICE INVESTIGATIONS	PMGT	PS08
7285	DISPATCH SUPERVISOR	08/16/1996	POLIC	31402 POLICE EOC	GENR	123
7130	POLICE LIEUTENANT	09/16/1996	POLIC	31120 POLICE OPERATIONS	PMGT	PS08
7100	POLICE OFFICER	09/16/1996	POLIC	31120 POLICE OPERATIONS	PNMG	PS2A
7120	POLICE SERGEANT	09/16/1996	POLIC	31120 POLICE OPERATIONS	PNMG	PS06
7145	MASTER POLICE OFFICER	09/16/1996	POLIC	31120 POLICE OPERATIONS	PNMG	PS5B
7125	SENIOR POLICE OFFICER	09/16/1996	POLIC	31120 POLICE OPERATIONS	PNMG	PS04
7125	SENIOR POLICE OFFICER	09/16/1996	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS04
7125	SENIOR POLICE OFFICER	10/16/1996	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS04
7100	POLICE OFFICER	04/20/1997	POLIC	31120 POLICE OPERATIONS	PNMG	PS02
7120	POLICE SERGEANT	10/16/1997	POLIC	31120 POLICE OPERATIONS	PNMG	PS6A
7145	MASTER POLICE OFFICER	10/16/1997	POLIC	31120 POLICE OPERATIONS	PNMG	PS5B
7120	POLICE SERGEANT	10/16/1997	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS6B
7122	POLICE OFFICER SPECIALIST	10/16/1997	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS03
7120	POLICE SERGEANT	10/16/1997	POLIC	31140 POLICE SUPPORT	PNMG	PS6A
7125	SENIOR POLICE OFFICER	10/16/1997	POLIC	31140 POLICE SUPPORT	PNMG	PS04
7130	POLICE LIEUTENANT	11/03/1997	POLIC	31120 POLICE OPERATIONS	PMGT	PS08
1023	ACCOUNT TECHNICIAN 3	11/17/1997	POLIC	31110 POLICE ADMINISTRATIVE	GENR	116
0880	ADMINISTRATIVE ASSISTANT 1	11/17/1997	POLIC	31110 POLICE ADMINISTRATIVE	GENR	119
1360	SYSTEMS ANALYST 1	12/16/1997	POLIC	31110 POLICE ADMINISTRATIVE	GENR	129

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 189

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 38

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0151	OFFICE SPECIALIST 1	06/01/1973	POLIC	31120 POLICE OPERATIONS	GENR	109
0141	OFFICE ASSISTANT 2	01/28/1976	POLIC	31140 POLICE SUPPORT	GENR	107
7140	POLICE CAPTAIN	12/01/1977	POLIC	31120 POLICE OPERATIONS	PMGT	PS10
7130	POLICE LIEUTENANT	07/01/1980	POLIC	31120 POLICE OPERATIONS	PMGT	PS08
0141	OFFICE ASSISTANT 2	03/11/1981	POLIC	31120 POLICE OPERATIONS	GENR	107
7120	POLICE SERGEANT	08/16/1981	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS6A
7140	POLICE CAPTAIN	11/16/1981	POLIC	31120 POLICE OPERATIONS	PMGT	PS10
7250	CHIEF OF POLICE	02/22/1982	POLIC	31110 POLICE ADMINISTRATIVE	GENR	142
7145	MASTER POLICE OFFICER	10/16/1982	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS5B
7121	FIRST SERGEANT	09/17/1984	POLIC	31120 POLICE OPERATIONS	PNMG	PS07
7140	POLICE CAPTAIN	08/17/1985	POLIC	31120 POLICE OPERATIONS	PMGT	PS10
7130	POLICE LIEUTENANT	09/22/1986	POLIC	31130 POLICE INVESTIGATIONS	PMGT	PS08
7240	DEPUTY CHIEF OF POLICE	09/22/1986	POLIC	31110 POLICE ADMINISTRATIVE	PMGT	PS14
7285	DISPATCH SUPERVISOR	11/05/1986	POLIC	31402 POLICE EOC	GENR	123
7280	DISPATCHER II	03/16/1987	POLIC	31402 POLICE EOC	GENR	118
7230	POLICE MAJOR	06/01/1987	POLIC	31110 POLICE ADMINISTRATIVE	PMGT	PS12
7121	FIRST SERGEANT	06/01/1987	POLIC	31120 POLICE OPERATIONS	PNMG	PS07
7140	POLICE CAPTAIN	09/16/1987	POLIC	31120 POLICE OPERATIONS	PMGT	PS10
7130	POLICE LIEUTENANT	01/16/1989	POLIC	31120 POLICE OPERATIONS	PMGT	PS08
7145	MASTER POLICE OFFICER	09/11/1989	POLIC	31120 POLICE OPERATIONS	PNMG	PS5A
7125	SENIOR POLICE OFFICER	09/11/1989	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS04
7230	POLICE MAJOR	09/11/1989	POLIC	31110 POLICE ADMINISTRATIVE	PMGT	PS12
7130	POLICE LIEUTENANT	09/11/1989	POLIC	31140 POLICE SUPPORT	PMGT	PS08
7140	POLICE CAPTAIN	09/11/1989	POLIC	31130 POLICE INVESTIGATIONS	PMGT	PS10

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
7125	SENIOR POLICE OFFICER	09/30/1991	POLIC	31140 POLICE SUPPORT	PNMG	PS4A
7140	POLICE CAPTAIN	11/01/1993	POLIC	31120 POLICE OPERATIONS	PMGT	PS10
7120	POLICE SERGEANT	09/12/1994	POLIC	31120 POLICE OPERATIONS	PNMG	PS6A
7145	MASTER POLICE OFFICER	09/12/1994	POLIC	31120 POLICE OPERATIONS	PNMG	PS5B
7145	MASTER POLICE OFFICER	09/12/1994	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS5B
7120	POLICE SERGEANT	04/03/1995	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS6B
7125	SENIOR POLICE OFFICER	09/16/1996	POLIC	31130 POLICE INVESTIGATIONS	PNMG	PS04
7120	POLICE SERGEANT	10/16/1997	POLIC	31120 POLICE OPERATIONS	PNMG	PS6A
0880	ADMINISTRATIVE ASSISTANT 1	11/17/1997	POLIC	31110 POLICE ADMINISTRATIVE	GENR	119
7151	CPTED SECURITY PLANNER	01/16/1998	POLIC	31120 POLICE OPERATIONS	GENR	119
0141	OFFICE ASSISTANT 2	06/05/2006	POLIC	31140 POLICE SUPPORT	GENR	107
7120	POLICE SERGEANT	02/01/2007	POLIC	31120 POLICE OPERATIONS	PNMG	PS6B
7153	PROP EVIDENCE TECH	11/29/2010	POLIC	31140 POLICE SUPPORT	GENR	115
7100	POLICE OFFICER	01/13/2014	POLIC	31120 POLICE OPERATIONS	PNMG	PS2B

B. Key Employee Notes:

- Many key staff members have 30-plus years (including Chief), but some plan to work until age 70.
- One Captain and two Lieutenants retired just before 2017 year-end
- Two Captains and one Lieutenant retiring in first half of 2018

C. Overview:

- Department considers who has skill set and temperament for high level and special positions
- Some Captains can't be promoted - Policy says you need college degree to be a Major
- Pool of potential supervisors is lower because some staff don't want to move up

D. Strengths

- Department has three Bureaus - lends itself to rotation
- Department rotates Major's assignments as well
- Department sends top 15 people on sergeant promotion list to supervisory training
- Some civilian staff have developed manuals for their work

E. Concerns

- Civilian position retirees are a significant challenge
- Fiscal Administrator and Grants Planner would be tough to replace

**SUCCESSION PLANNING SUMMARY
PUBLIC COMMUNICATIONS
TOTAL STAFF COMPLEMENT
FY18 FTE – 12.00
11/16/17 FTE FILLED – 9.00
TOTAL STAFF - 9**

A. City Service as of December 31, 2017:

- 1. Employees w/start dates prior to 01/01/1988 (30+ years): 0**
- 2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 2**

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0850	VIDEOGRAPHER I	01/01/1989	PBCOM	12250 PUBLIC COMMUNICATIONS	GENR	119
0855	VIDEO PRODUCER/DIRECTOR	08/05/1991	PBCOM	12250 PUBLIC COMMUNICATIONS	GENR	122

- 3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 0**
- 4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 3**
- 5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 0**

B. Key Employee Notes:

- At least two employees (Video Producer/Director and Videographer) closing in on 30 years with City.

C. Overview:

- Small department with one vacancy (February 2018)
- Senior Public Communications Coordinator newly hired (2nd in command)
- Still has Public Communications Coordinator position
- No one's given any indication they're leaving
- Evolving goals once new staff is hired

D. Strengths

- Experienced, award winning staff

E. Concerns

- Senior Public Communications Coordinator position challenging to hire
- Citywide Leadership training would be good

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**SUCCESSION PLANNING SUMMARY
PUBLIC UTILITIES
TOTAL STAFF COMPLEMENT
FY18 FTE – 246.26
11/16/17 FILLED FTE – 213.63
TOTAL STAFF – 214**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): 15

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
3400	WATER DISTRIBUTION SUPT	09/07/1977	PBUTL	60022 PUB UTIL WATER	GENR	128
3415	WATER SERVICE SUPERINTENDENT	07/28/1978	PBUTL	60022 PUB UTIL WATER	GENR	128
3480	WATER RESOURCE MGMT ADMIN	03/08/1979	PBUTL	60011 PUB UTIL WATER TREAT	GENR	135
4170	MOTOR EQUIPMENT OPERATOR 1	09/25/1980	PBUTL	60020 PUB UTIL SEWER	GENW	108
4245	GENERAL SUPERVISOR	04/03/1981	PBUTL	60020 PUB UTIL SEWER	GENR	121
4245	GENERAL SUPERVISOR	08/24/1981	PBUTL	60020 PUB UTIL SEWER	GENR	121
4230	CREW SUPERVISOR 2	01/17/1983	PBUTL	60022 PUB UTIL WATER	GENR	118
3160	WATER TREAT OPER IV (CLASS I)	05/28/1985	PBUTL	60011 PUB UTIL WATER TREAT	GENR	121
3053	WATER METER TECHNICIAN 2	05/29/1985	PBUTL	60022 PUB UTIL WATER	GENR	107
2440	ENGINEERING TECHNICAL SUPERVIS	08/01/1985	PBUTL	60052 PUB UTIL TECHNICAL	GENR	127
3056	WATER METER TECHNICIAN 3	03/24/1986	PBUTL	60022 PUB UTIL WATER	GENR	111
3140	WATER TREAT OPER II (CLASS II)	05/01/1986	PBUTL	60011 PUB UTIL WATER TREAT	GENR	118
4210	CREW LEADER	08/11/1986	PBUTL	60020 PUB UTIL SEWER	GENR	114
0165	OFFICE COORDINATOR	08/12/1987	PBUTL	60032 PUB UTIL ADMIN	GENR	115
3090	METER SHOP SUPERVISOR	11/16/1987	PBUTL	60022 PUB UTIL WATER	GENR	120

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 10

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
4400	ELECTRICIAN 3	01/04/1988	PBUTL	60020 PUB UTIL SEWER	GENR	120
0165	OFFICE COORDINATOR	01/19/1988	PBUTL	60011 PUB UTIL WATER TREAT	GENR	115

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0155	OFFICE SPECIALIST 2	08/15/1988	PBUTL	60020 PUB UTIL SEWER	GENR	113
4210	CREW LEADER	09/14/1988	PBUTL	60020 PUB UTIL SEWER	GENR	114
4660	STOREKEEPER 1	08/09/1989	PBUTL	60022 PUB UTIL WATER	GENR	107
1420	ACCOUNTANT 2	08/16/1989	PBUTL	60032 PUB UTIL ADMIN	GENR	125
4180	MOTOR EQUIPMENT OPERATOR 2	12/04/1989	PBUTL	60022 PUB UTIL WATER	GENW	111
2560	ENGINEER 3	04/16/1990	PBUTL	60052 PUB UTIL TECHNICAL	GENR	131
2550	ENGINEER 2	07/16/1990	PBUTL	60052 PUB UTIL TECHNICAL	GENR	129
0890	ADMINISTRATIVE ASSISTANT 3	09/24/1992	PBUTL	60032 PUB UTIL ADMIN	GENR	127

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 7

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
1083	CUSTOMER SERVICE CLERK 3	02/01/1994	PBUTL	60033 PUB UTIL BILL/CUST SVC	GENR	114
3010	CUSTOMER SERVICE MECHANIC	08/16/1994	PBUTL	60033 PUB UTIL BILL/CUST SVC	GENR	108
4170	MOTOR EQUIPMENT OPERATOR 1	10/03/1994	PBUTL	60020 PUB UTIL SEWER	GENW	108
3160	WATER TREAT OPER IV (CLASS I)	06/16/1995	PBUTL	60005 PUB UTIL LGWT PLANT	GENR	121
2435	ENGINEERING TECHNICIAN 3	05/16/1996	PBUTL	60020 PUB UTIL SEWER	GENR	123
3500	PUMP STATION MECHANIC 1	06/03/1996	PBUTL	60020 PUB UTIL SEWER	GENR	111
4245	GENERAL SUPERVISOR	07/25/1996	PBUTL	60020 PUB UTIL SEWER	GENR	121

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 116

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 19

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
3400	WATER DISTRIBUTION SUPT	09/07/1977	PBUTL	60022 PUB UTIL WATER	GENR	128
3415	WATER SERVICE SUPERINTENDENT	07/28/1978	PBUTL	60022 PUB UTIL WATER	GENR	128
3480	WATER RESOURCE MGMT ADMIN	03/08/1979	PBUTL	60011 PUB UTIL WATER TREAT	GENR	135

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
4170	MOTOR EQUIPMENT OPERATOR 1	09/25/1980	PBUTL	60020 PUB UTIL SEWER	GENW	108
4245	GENERAL SUPERVISOR	04/03/1981	PBUTL	60020 PUB UTIL SEWER	GENR	121
4245	GENERAL SUPERVISOR	08/24/1981	PBUTL	60020 PUB UTIL SEWER	GENR	121
4230	CREW SUPERVISOR 2	01/17/1983	PBUTL	60022 PUB UTIL WATER	GENR	118
3053	WATER METER TECHNICIAN 2	05/29/1985	PBUTL	60022 PUB UTIL WATER	GENR	107
2440	ENGINEERING TECHNICAL SUPERVIS	08/01/1985	PBUTL	60052 PUB UTIL TECHNICAL	GENR	127
3056	WATER METER TECHNICIAN 3	03/24/1986	PBUTL	60022 PUB UTIL WATER	GENR	111
3140	WATER TREAT OPER II (CLASS II)	05/01/1986	PBUTL	60011 PUB UTIL WATER TREAT	GENR	118
4210	CREW LEADER	08/11/1986	PBUTL	60020 PUB UTIL SEWER	GENR	114
0165	OFFICE COORDINATOR	08/12/1987	PBUTL	60032 PUB UTIL ADMIN	GENR	115
3090	METER SHOP SUPERVISOR	11/16/1987	PBUTL	60022 PUB UTIL WATER	GENR	120
1420	ACCOUNTANT 2	08/16/1989	PBUTL	60032 PUB UTIL ADMIN	GENR	125
0890	ADMINISTRATIVE ASSISTANT 3	09/24/1992	PBUTL	60032 PUB UTIL ADMIN	GENR	127
1083	CUSTOMER SERVICE CLERK 3	02/01/1994	PBUTL	60033 PUB UTIL BILL/CUST SVC	GENR	114
3291	CROSS CONNECTION INSPECTOR II	02/26/2001	PBUTL	60052 PUB UTIL TECHNICAL	GENR	120
3130	WATER TREAT OPER I (CLASS III)	08/23/2004	PBUTL	60011 PUB UTIL WATER TREAT	GENR	116

B. Key Employee Notes:

- Several key employees with 30-plus years City service
- One employee is interested in Treatment Plant Administrator position when incumbent retires.
- One long serving Superintendent is preparing staff to take over when she retires

C. Overview:

- Can't train everyone but some employees would be good directors
- Planning to eliminate two Superintendent positions
- Meter shop will be moving to Customer Service Administrator
- Maintenance & Operations operates using apprentice/master style
- Water Production has more standard progression

D. Strengths:

- Accounting staff has taken reins of pro rata
- Partnering with Public Works on leadership training for squad leaders
- Trying to identify leadership opportunities for younger staff

E. Concerns:

- Filling the Water/ Wastewater Administrator's position would likely be challenging
- Might be difficult to fill Engineer IV position
- Have been able to fill other Engineering positions, but might have issue filling Engineering Technician position
- Accounting staff is happy, but Accountant II just retired

**SUCCESSION PLANNING SUMMARY
PUBLIC WORKS
TOTAL STAFF COMPLEMENT
FY18 FTE – 472.33
11/16/17 FTE FILLED – 418.49
TOTAL STAFF – 423**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years):

27

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
4965	WASTE MGMT OPERATIONS SUPT	06/20/1973	PBWRK	42300 PUB WORKS SOLID WASTE	GENR	127
4090	WASTE MANAGEMENT OPERATOR 2	08/08/1977	PBWRK	42300 PUB WORKS SOLID WASTE	GENW	112
2332	ELECTRONIC/COMMUNICATIONS SUPV	08/03/1979	PBWRK	41400 PUB WORKS TRAFFIC ENGIN	GENR	123
4245	GENERAL SUPERVISOR	12/05/1979	PBWRK	42300 PUB WORKS SOLID WASTE	GENR	121
4245	GENERAL SUPERVISOR	12/19/1979	PBWRK	61000 PUB WORKS STORMWATER	GENR	121
2670	OPERATIONS SUPERINTENDENT (PW)	03/18/1980	PBWRK	41200 PUB WORKS STREET MAINTEN	GENR	130
4245	GENERAL SUPERVISOR	06/16/1982	PBWRK	41200 PUB WORKS STREET MAINTEN	GENR	121
4200	MOTOR EQUIPMENT OPERATOR 4	07/19/1982	PBWRK	41310 PUB WORKS DRAINAGE	GENR	116
2680	OPERATIONS MGR PUBLIC WORKS	12/13/1982	PBWRK	41800 PUB WORKS OPERATIONS	GENR	137
4220	CREW SUPERVISOR 1	10/14/1983	PBWRK	41400 PUB WORKS TRAFFIC ENGIN	GENR	117
4450	FACILITY MAINT COORDINATOR	11/07/1983	PBWRK	43101 PUB WORKS MAINTENANCE	GENR	124
2587	CUSTOMER SERVICE MANAGER	04/18/1984	PBWRK	41101 PUB WORKS RESOURCE MGMT	GENR	128
4080	WASTE MANAGEMENT OPERATOR 1	07/09/1984	PBWRK	42300 PUB WORKS SOLID WASTE	GENW	111
4220	CREW SUPERVISOR 1	08/07/1984	PBWRK	41200 PUB WORKS STREET MAINTEN	GENR	117
2370	CONSTRUCTION INSPECTOR SUPV	09/07/1984	PBWRK	41110 PUB WORKS ENGINEERING	GENR	125
2435	ENGINEERING TECHNICIAN 3	09/10/1984	PBWRK	41110 PUB WORKS ENGINEERING	GENR	123
4430	FACILITY MAINTENANCE TECH 1	02/20/1985	PBWRK	43101 PUB WORKS MAINTENANCE	GENR	112
4440	FACILITY MAINTENANCE TECH 2	05/08/1985	PBWRK	43101 PUB WORKS MAINTENANCE	GENR	115
4245	GENERAL SUPERVISOR	03/28/1986	PBWRK	42300 PUB WORKS SOLID WASTE	GENR	121

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
2585	PROJECT MANAGER	05/27/1986	PBWRK	41700 PUB WORKS CONTRAC SVC	GENR	133
4230	CREW SUPERVISOR 2	08/13/1986	PBWRK	42300 PUB WORKS SOLID WASTE	GENR	118
4220	CREW SUPERVISOR 1	09/05/1986	PBWRK	41400 PUB WORKS TRAFFIC ENGIN	GENR	117
4220	CREW SUPERVISOR 1	12/12/1986	PBWRK	41400 PUB WORKS TRAFFIC ENGIN	GENR	117
4245	GENERAL SUPERVISOR	03/10/1987	PBWRK	61000 PUB WORKS STORMWATER	GENR	121
4220	CREW SUPERVISOR 1	07/27/1987	PBWRK	61000 PUB WORKS STORMWATER	GENR	117
2370	CONSTRUCTION INSPECTOR SUPV	09/16/1987	PBWRK	41110 PUB WORKS ENGINEERING	GENR	125
1050	PAYROLL/HR TECHNICIAN 1	10/01/1987	PBWRK	42300 PUB WORKS SOLID WASTE	GENR	115

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years)

18

Job Class	Job Class Desc	Hire Date	Dept	Location Desc	Group / BU	Pay Grade
2435	ENGINEERING TECHNICIAN 3	02/22/1988	PBWRK	41700 PUB WORKS CONTRAC SVC	GENR	123
4210	CREW LEADER	07/27/1988	PBWRK	61000 PUB WORKS STORMWATER	GENR	114
2370	CONSTRUCTION INSPECTOR SUPV	08/01/1988	PBWRK	41700 PUB WORKS CONTRAC SVC	GENR	125
4525	BRIDGE MAINTENANCE MECHANIC 2	09/14/1988	PBWRK	41210 PUB WORKS BRIDGES	GENW	112
4430	FACILITY MAINTENANCE TECH 1	10/17/1988	PBWRK	43101 PUB WORKS MAINTENANCE	GENR	112
4230	CREW SUPERVISOR 2	01/04/1989	PBWRK	42300 PUB WORKS SOLID WASTE	GENR	118
4220	CREW SUPERVISOR 1	12/19/1989	PBWRK	41210 PUB WORKS BRIDGES	GENR	117
2585	PROJECT MANAGER	01/17/1990	PBWRK	61002 PUB WORKS SW ENGINEERING	GENR	133
1020	ACCOUNT TECHNICIAN 2	07/16/1990	PBWRK	41101 PUB WORKS RESOURCE MGMT	GENR	114
2540	ENGINEER 1	07/01/1991	PBWRK	43101 PUB WORKS MAINTENANCE	GENR	127
4450	FACILITY MAINT COORDINATOR	10/07/1991	PBWRK	43101 PUB WORKS MAINTENANCE	GENR	124
2390	DRAFTING TECHNICIAN 1	10/09/1991	PBWRK	41110 PUB WORKS ENGINEERING	GENR	113

Job Class	Job Class Desc	Hire Date	Dept	Location Desc	Group / BU	Pay Grade
4090	WASTE MANAGEMENT OPERATOR 2	10/17/1991	PBWRK	42300 PUB WORKS SOLID WASTE	GENW	112
4180	MOTOR EQUIPMENT OPERATOR 2	11/14/1991	PBWRK	41310 PUB WORKS DRAINAGE	GENW	111
4220	CREW SUPERVISOR 1	12/04/1991	PBWRK	41310 PUB WORKS DRAINAGE	GENR	117
4645	TRAFFIC SIGNAL TECHNICIAN 2	11/02/1992	PBWRK	41400 PUB WORKS TRAFFIC ENGINE	GENR	117
1023	ACCOUNT TECHNICIAN 3	11/02/1992	PBWRK	41610 PUB WORKS 168 CTS ADMIN	GENR	116
0880	ADMINISTRATIVE ASSISTANT 1	12/29/1992	PBWRK	41110 PUB WORKS ENGINEERING	GENR	119

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years)

30

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0880	ADMINISTRATIVE ASSISTANT 1	01/05/1993	PBWRK	41100 PUB WORKS ADMIN	GENR	119
4210	CREW LEADER	03/15/1993	PBWRK	41200 PUB WORKS STREET MAINTEN	GENR	114
4190	MOTOR EQUIPMENT OPERATOR 3	03/16/1993	PBWRK	61000 PUB WORKS STORMWATER	GENW	113
4470	FACILITY MAINTENANCE SUPT	04/01/1993	PBWRK	43101 PUB WORKS MAINTENANCE	GENR	129
4510	BRIDGE OPERATOR	06/10/1993	PBWRK	41210 PUB WORKS BRIDGES	GENR	105
2440	ENGINEERING TECHNICAL SUPERVIS	09/01/1993	PBWRK	41110 PUB WORKS ENGINEERING	GENR	127
4090	WASTE MANAGEMENT OPERATOR 2	09/27/1993	PBWRK	42300 PUB WORKS SOLID WASTE	GENW	112
4645	TRAFFIC SIGNAL TECHNICIAN 2	11/16/1993	PBWRK	41400 PUB WORKS TRAFFIC ENGINE	GENR	117
4245	GENERAL SUPERVISOR	11/17/1993	PBWRK	61000 PUB WORKS STORMWATER	GENR	121
0890	ADMINISTRATIVE ASSISTANT 3	02/16/1994	PBWRK	41800 PUB WORKS OPERATIONS	GENR	127
4230	CREW SUPERVISOR 2	04/18/1994	PBWRK	42300 PUB WORKS SOLID WASTE	GENR	118
4070	WASTE MANAGEMENT WORKER 1	06/01/1994	PBWRK	42300 PUB WORKS SOLID WASTE	GENW	107
2550	ENGINEER 2	07/01/1994	PBWRK	41400 PUB WORKS TRAFFIC ENGINE	GENR	129

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
4210	CREW LEADER	09/16/1994	PBWRK	41310 PUB WORKS DRAINAGE	GENR	114
4510	BRIDGE OPERATOR	01/25/1995	PBWRK	41210 PUB WORKS BRIDGES	GENR	105
4220	CREW SUPERVISOR 1	07/17/1995	PBWRK	41200 PUB WORKS STREET MAINTEN	GENR	117
4255	MOTORIZED EQUIPMENT SPECIALIST	10/02/1995	PBWRK	41800 PUB WORKS OPERATIONS	GENR	116
2540	ENGINEER 1	11/01/1995	PBWRK	41400 PUB WORKS TRAFFIC ENGIN	GENR	127
1420	ACCOUNTANT 2	11/16/1995	PBWRK	41610 PUB WORKS 168 CTS ADMIN	GENR	125
4210	CREW LEADER	01/16/1996	PBWRK	41200 PUB WORKS STREET MAINTEN	GENR	114
4645	TRAFFIC SIGNAL TECHNICIAN 2	05/01/1996	PBWRK	41400 PUB WORKS TRAFFIC ENGIN	GENR	117
4190	MOTOR EQUIPMENT OPERATOR 3	05/02/1996	PBWRK	61000 PUB WORKS STORMWATER	GENW	113
2405	ENGINEERING CADD TECHNICIAN 2	11/01/1996	PBWRK	41110 PUB WORKS ENGINEERING	GENR	119
4510	BRIDGE OPERATOR	12/03/1996	PBWRK	41210 PUB WORKS BRIDGES	GENR	105
4180	MOTOR EQUIPMENT OPERATOR 2	01/16/1997	PBWRK	41200 PUB WORKS STREET MAINTEN	GENW	111
1023	ACCOUNT TECHNICIAN 3	02/16/1997	PBWRK	43101 PUB WORKS MAINTENANCE	GENR	116
4510	BRIDGE OPERATOR	05/16/1997	PBWRK	41210 PUB WORKS BRIDGES	GENR	105
4090	WASTE MANAGEMENT OPERATOR 2	07/16/1997	PBWRK	42300 PUB WORKS SOLID WASTE	GENW	112
4100	WASTE MANAGEMENT INSPECTOR	09/16/1997	PBWRK	42300 PUB WORKS SOLID WASTE	GENR	115
4680	STOREKEEPER SUPERVISOR	10/16/1997	PBWRK	41800 PUB WORKS OPERATIONS	GENR	117

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 153

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 45

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
4965	WASTE MGMT OPERATIONS SUPT	06/20/1973	PBWRK	42300 PUB WORKS SOLID WASTE	GENR	127
4090	WASTE MANAGEMENT OPERATOR 2	08/08/1977	PBWRK	42300 PUB WORKS SOLID WASTE	GENW	112
2332	ELECTRONIC/COMMUNICATIONS SUPV	08/03/1979	PBWRK	41400 PUB WORKS TRAFFIC ENGIN	GENR	123
4245	GENERAL SUPERVISOR	12/05/1979	PBWRK	42300 PUB WORKS SOLID WASTE	GENR	121

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
4245	GENERAL SUPERVISOR	12/19/1979	PBWRK	61000 PUB WORKS STORMWATER	GENR	121
2670	OPERATIONS SUPERINTENDENT (PW)	03/18/1980	PBWRK	41200 PUB WORKS STREET MAINTEN	GENR	130
4245	GENERAL SUPERVISOR	06/16/1982	PBWRK	41200 PUB WORKS STREET MAINTEN	GENR	121
4200	MOTOR EQUIPMENT OPERATOR 4	07/19/1982	PBWRK	41310 PUB WORKS DRAINAGE	GENR	116
2680	OPERATIONS MGR PUBLIC WORKS	12/13/1982	PBWRK	41800 PUB WORKS OPERATIONS	GENR	137
4220	CREW SUPERVISOR 1	10/14/1983	PBWRK	41400 PUB WORKS TRAFFIC ENGIN	GENR	117
4450	FACILITY MAINT COORDINATOR	11/07/1983	PBWRK	43101 PUB WORKS MAINTENANCE	GENR	124
2587	CUSTOMER SERVICE MANAGER	04/18/1984	PBWRK	41101 PUB WORKS RESOURCE MGMT	GENR	128
4080	WASTE MANAGEMENT OPERATOR 1	07/09/1984	PBWRK	42300 PUB WORKS SOLID WASTE	GENW	111
4220	CREW SUPERVISOR 1	08/07/1984	PBWRK	41200 PUB WORKS STREET MAINTEN	GENR	117
2370	CONSTRUCTION INSPECTOR SUPV	09/07/1984	PBWRK	41110 PUB WORKS ENGINEERING	GENR	125
2435	ENGINEERING TECHNICIAN 3	09/10/1984	PBWRK	41110 PUB WORKS ENGINEERING	GENR	123
4430	FACILITY MAINTENANCE TECH 1	02/20/1985	PBWRK	43101 PUB WORKS MAINTENANCE	GENR	112
4440	FACILITY MAINTENANCE TECH 2	05/08/1985	PBWRK	43101 PUB WORKS MAINTENANCE	GENR	115
4245	GENERAL SUPERVISOR	03/28/1986	PBWRK	42300 PUB WORKS SOLID WASTE	GENR	121
2585	PROJECT MANAGER	05/27/1986	PBWRK	41700 PUB WORKS CONTRAC SVC	GENR	133
4230	CREW SUPERVISOR 2	08/13/1986	PBWRK	42300 PUB WORKS SOLID WASTE	GENR	118
4220	CREW SUPERVISOR 1	09/05/1986	PBWRK	41400 PUB WORKS TRAFFIC ENGIN	GENR	117
4220	CREW SUPERVISOR 1	12/12/1986	PBWRK	41400 PUB WORKS TRAFFIC ENGIN	GENR	117
2370	CONSTRUCTION INSPECTOR SUPV	09/16/1987	PBWRK	41110 PUB WORKS ENGINEERING	GENR	125
1050	PAYROLL/HR TECHNICIAN 1	10/01/1987	PBWRK	42300 PUB WORKS SOLID WASTE	GENR	115
2435	ENGINEERING TECHNICIAN 3	02/22/1988	PBWRK	41700 PUB WORKS CONTRAC SVC	GENR	123
2370	CONSTRUCTION INSPECTOR SUPV	08/01/1988	PBWRK	41700 PUB WORKS CONTRAC SVC	GENR	125

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
1020	ACCOUNT TECHNICIAN 2	07/16/1990	PBWRK	41101 PUB WORKS RESOURCE MGMT	GENR	114
2540	ENGINEER 1	07/01/1991	PBWRK	43101 PUB WORKS MAINTENANCE	GENR	127
4230	CREW SUPERVISOR 2	04/18/1994	PBWRK	42300 PUB WORKS SOLID WASTE	GENR	118
4510	BRIDGE OPERATOR	01/25/1995	PBWRK	41210 PUB WORKS BRIDGES	GENR	105
1023	ACCOUNT TECHNICIAN 3	02/16/1997	PBWRK	43101 PUB WORKS MAINTENANCE	GENR	116
4090	WASTE MANAGEMENT OPERATOR 2	07/16/1997	PBWRK	42300 PUB WORKS SOLID WASTE	GENW	112
4680	STOREKEEPER SUPERVISOR	10/16/1997	PBWRK	41800 PUB WORKS OPERATIONS	GENR	117
4130	LABORER	12/08/1999	PBWRK	61000 PUB WORKS STORMWATER	GENW	105
2585	PROJECT MANAGER	12/20/1999	PBWRK	43101 PUB WORKS MAINTENANCE	GENR	133
4190	MOTOR EQUIPMENT OPERATOR 3	12/20/1999	PBWRK	41310 PUB WORKS DRAINAGE	GENW	113
1050	PAYROLL/HR TECHNICIAN 1	07/01/2000	PBWRK	41200 PUB WORKS STREET MAINTEN	GENR	115
4180	MOTOR EQUIPMENT OPERATOR 2	01/13/2003	PBWRK	41400 PUB WORKS TRAFFIC ENGIN	GENW	111
2320	RIGHT-OF-WAY AGENT	03/31/2003	PBWRK	41110 PUB WORKS ENGINEERING	GENR	129
1020	ACCOUNT TECHNICIAN 2	06/01/2005	PBWRK	41210 PUB WORKS BRIDGES	GENR	114
2435	ENGINEERING TECHNICIAN 3	10/02/2006	PBWRK	61001 PUB WORKS SW ENVIRON	GENR	123
4510	BRIDGE OPERATOR	01/08/2007	PBWRK	41210 PUB WORKS BRIDGES	GENR	105
4080	WASTE MANAGEMENT OPERATOR 1	02/25/2008	PBWRK	42300 PUB WORKS SOLID WASTE	GENW	111
4180	MOTOR EQUIPMENT OPERATOR 2	10/15/2012	PBWRK	41310 PUB WORKS DRAINAGE	GENW	111

B. Key Employee Notes:

- Has 27 employees with over 30 years City service

A. Overview:

- Department staffed up in response to Road Bond 86 referendum
- Has staff in-house who can step in for potential retirees
- May try to use outside contract training for additional supervisor leadership training
- Has monthly meeting with Human Resources
- Looking to reclassify positions on retirements to re-organize as needed

B. Strengths

- Has senior leadership in Solid Waste
- Created Waste Management Operator III's for progression
- Training new staff to get their Commercial Drivers Licenses
- Had reclassification - Labor Operators became Maintenance Equipment Operator (MEO) I's – got more money
- Would like to create MEO Operator-in-Training positions or combination positions such as Laborer/MEO1
- Would like to create Apprenticeship Program with Tidewater Community College
- Would like additional flexibility to over hire and hire above minimum with justification

C. Concerns

- Need to carve out training funds
- Challenges with hiring experienced people (Not being able to hire at market rate)
- Competitors are the private sector and not just other cities
- Ability to retain personnel especially less experienced staff

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**SUCCESSION PLANNING SUMMARY
PURCHASING
TOTAL STAFF COMPLEMENT
FY18 FTE – 11.63
11/16/17 FTE FILLED – 9.63
TOTAL STAFF – 10**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): **0**

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) **1**

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
1175	PROCUREMENT SPECIALIST 2	11/01/1988	PURCH	12430 PURCHASING	GENR	124

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) **0**

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) **8**

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 **0**

B. Key Employee Notes:

- One key employee close to retirement. Two others including Director have significant external VRS experience

C. Overview:

- Trying to develop staff
- Pushing for training and (national) certifications for staff
- Also evaluating job descriptions
- Some staff have supervisory interest

D. Strengths:

- New staff
- Seeking national certification for office itself

E. Concerns:

- Small department having challenges filling vacant positions
- New job applicants don't have a lot of purchasing experience
- Considering paying for certifications – City can be reimbursed if staff leaves early
- Need funding for training opportunities
- Staff would benefit from City-sponsored leadership training

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**SUCCESSION PLANNING SUMMARY
REAL ESTATE ASSESSOR
TOTAL STAFF COMPLEMENT
FY18 FTE – 29.00
11/16/17 FTE FILLED – 27.54
TOTAL STAFF – 28**

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): 1

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
1108	GIS SPECIALIST	06/02/1986	RASSR	12320 REAL ESTATE ASSESSOR	GENR	123

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) 1

1139	DEPUTY REAL ESTATE ASSESSOR	06/01/1988	RASSR	12320 REAL ESTATE ASSESSOR	GENR	134
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3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 1

1135	REAL ESTATE APPRAISER V	12/01/1997	RASSR	12320 REAL ESTATE ASSESSOR	GENR	130
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4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 14

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 1

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
1108	GIS SPECIALIST	06/02/1986	RASSR	12320 REAL ESTATE ASSESSOR	GENR	123

B. Key Employee Notes:

- Assessor has almost 30 years combined previous City and other VRS experience
- Deputy Assessor has almost 30 years with City

C. Overview:

- Wants to create second Deputy position - Has qualified staff internally
- Changed IT position to Systems Analyst

D. Strengths

- Staff is capable , experienced, and promotable

E. Concerns

- Consider giving staff temporary titles to learn different positions
- Consider more budgetary funds for training

- Consider recognizing previous VRS tenure in granting vacation time - Would make positions more attractive
- Consider rotating staff from other departments through leadership positions

SUCCESSION PLANNING SUMMARY
SHERIFF
TOTAL STAFF COMPLEMENT
FY18 FTE – 428.20
11/16/17 FTE FILLED – 426.58
TOTAL STAFF – 436

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years):

4

Job Class	Job Class Desc	Hire Date	Dept	Location Desc	Group / BU	Pay Grade
7985	UNDERSHERIFF	11/01/1982	SHERF	33103 SHERIFF ADMIN	SMGT	PS14
7730	MASTER DEPUTY SHERIFF	08/01/1984	SHERF	33104 SHERIFF JAIL	SNMG	PS5A
7800	DEPUTY MAJOR	02/03/1986	SHERF	33105 SHERIFF COURT SERVICES	SMGT	PS12
7790	DEPUTY CAPTAIN	12/01/1987	SHERF	33104 SHERIFF JAIL	SMGT	PS10

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years)

16

Job Class	Job Class Desc	Hire Date	Dept	Location Desc	Group / BU	Pay Grade
7790	DEPUTY CAPTAIN	01/04/1988	SHERF	33104 SHERIFF JAIL	SMGT	PS10
7980	CHIEF DEPUTY SHERIFF	06/16/1988	SHERF	33103 SHERIFF ADMIN	SMGT	PS13
7760	DEPUTY SERGEANT	06/16/1988	SHERF	33105 SHERIFF COURT SERVICES	SNMG	PS06
7790	DEPUTY CAPTAIN	08/16/1988	SHERF	33104 SHERIFF JAIL	SMGT	PS10
7800	DEPUTY MAJOR	11/01/1988	SHERF	33104 SHERIFF JAIL	SMGT	PS12
7790	DEPUTY CAPTAIN	11/01/1988	SHERF	33104 SHERIFF JAIL	SMGT	PS10
7730	MASTER DEPUTY SHERIFF	03/16/1989	SHERF	33105 SHERIFF COURT SERVICES	SNMG	PS05
1140	OFFICE MANAGER	10/02/1989	SHERF	33103 SHERIFF ADMIN	GENR	118
0165	OFFICE COORDINATOR	06/01/1990	SHERF	33103 SHERIFF ADMIN	GENR	115
7760	DEPUTY SERGEANT	08/01/1990	SHERF	33104 SHERIFF JAIL	SNMG	PS06
0890	ADMINISTRATIVE ASSISTANT 3	11/01/1991	SHERF	33103 SHERIFF ADMIN	GENR	127
7990	SHERIFF	07/01/1992	SHERF	33103 SHERIFF ADMIN	GENR	142
7770	DEPUTY LIEUTENANT	07/01/1992	SHERF	33103 SHERIFF ADMIN	SMGT	PS08

Job Class	Job Class Desc	Hire Date	Dept	Location Desc	Group / BU	Pay Grade
7770	DEPUTY LIEUTENANT	07/01/1992	SHERF	33104 SHERIFF JAIL	SMGT	PS08
7770	DEPUTY LIEUTENANT	07/01/1992	SHERF	33104 SHERIFF JAIL	SMGT	PS08
7730	MASTER DEPUTY SHERIFF	07/01/1992	SHERF	33105 SHERIFF COURT SERVICES	SNMG	PS05

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) 48

Job Class	Job Class Desc	Hire Date	Dept	Location Desc	Group / BU	Pay Grade
7720	SENIOR DEPUTY SHERIFF	02/16/1993	SHERF	33104 SHERIFF JAIL	SNMG	PS04
7770	DEPUTY LIEUTENANT	07/01/1993	SHERF	33103 SHERIFF ADMIN	SMGT	PS08
7720	SENIOR DEPUTY SHERIFF	07/01/1993	SHERF	33104 SHERIFF JAIL	SNMG	PS4B
7770	DEPUTY LIEUTENANT	07/01/1993	SHERF	33104 SHERIFF JAIL	SMGT	PS08
7720	SENIOR DEPUTY SHERIFF	07/01/1993	SHERF	33105 SHERIFF COURT SERVICES	SNMG	PS04
7730	MASTER DEPUTY SHERIFF	08/16/1993	SHERF	33104 SHERIFF JAIL	SNMG	PS05
7720	SENIOR DEPUTY SHERIFF	03/01/1994	SHERF	33104 SHERIFF JAIL	SNMG	PS04
7720	SENIOR DEPUTY SHERIFF	08/16/1994	SHERF	33104 SHERIFF JAIL	SNMG	PS04
4440	FACILITY MAINTENANCE TECH 2	10/03/1994	SHERF	33104 SHERIFF JAIL	GENR	115
7720	SENIOR DEPUTY SHERIFF	10/03/1994	SHERF	33104 SHERIFF JAIL	SNMG	PS04
7720	SENIOR DEPUTY SHERIFF	10/03/1994	SHERF	33104 SHERIFF JAIL	SNMG	PS04
7705	DEPUTY SHERIFF	11/20/1995	SHERF	33104 SHERIFF JAIL	SNMG	PS02
7988	SHERIFF CLERK II	01/16/1996	SHERF	33104 SHERIFF JAIL	GENR	111
7720	SENIOR DEPUTY SHERIFF	02/16/1996	SHERF	33104 SHERIFF JAIL	SNMG	PS04
7720	SENIOR DEPUTY SHERIFF	07/01/1996	SHERF	33104 SHERIFF JAIL	SNMG	PS04
7870	VICTIM WITNESS PROGRAM SUPV	08/16/1996	SHERF	33101 SHERIFF VICT WITN	GRNT	125
7790	DEPUTY CAPTAIN	04/20/1997	SHERF	33103 SHERIFF ADMIN	SMGT	PS10

Job Class	Job Class Desc	Hire Date	Dept	Location Desc	Group / BU	Pay Grade
7770	DEPUTY LIEUTENANT	04/20/1997	SHERF	33104 SHERIFF JAIL	SMGT	PS08
7730	MASTER DEPUTY SHERIFF	04/20/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS5B
7705	DEPUTY SHERIFF	04/20/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS02
7720	SENIOR DEPUTY SHERIFF	04/20/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS04
7720	SENIOR DEPUTY SHERIFF	04/20/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS04
7720	SENIOR DEPUTY SHERIFF	04/20/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS4B
7760	DEPUTY SERGEANT	04/20/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS06
7760	DEPUTY SERGEANT	04/20/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS06
7720	SENIOR DEPUTY SHERIFF	04/20/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS04
7760	DEPUTY SERGEANT	04/20/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS06
7730	MASTER DEPUTY SHERIFF	04/20/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS05
7760	DEPUTY SERGEANT	04/20/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS06
7720	SENIOR DEPUTY SHERIFF	04/20/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS4A
7720	SENIOR DEPUTY SHERIFF	04/20/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS04
7720	SENIOR DEPUTY SHERIFF	04/20/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS04
7720	SENIOR DEPUTY SHERIFF	04/20/1997	SHERF	33105 SHERIFF COURT SERVICES	SNMG	PS04
7730	MASTER DEPUTY SHERIFF	04/20/1997	SHERF	33105 SHERIFF COURT SERVICES	SNMG	PS05
7730	MASTER DEPUTY SHERIFF	04/20/1997	SHERF	33105 SHERIFF COURT SERVICES	SNMG	PS05
7730	MASTER DEPUTY SHERIFF	08/16/1997	SHERF	33103 SHERIFF ADMIN	SNMG	PS05
7720	SENIOR DEPUTY SHERIFF	08/16/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS04
7720	SENIOR DEPUTY SHERIFF	08/16/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS04
7720	SENIOR DEPUTY SHERIFF	08/16/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS04

Job Class	Job Class Desc	Hire Date	Dept	Location Desc	Group / BU	Pay Grade
7705	DEPUTY SHERIFF	08/16/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS02
7730	MASTER DEPUTY SHERIFF	08/16/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS5B
7770	DEPUTY LIEUTENANT	08/16/1997	SHERF	33104 SHERIFF JAIL	SMGT	PS08
7720	SENIOR DEPUTY SHERIFF	08/16/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS04
7730	MASTER DEPUTY SHERIFF	08/16/1997	SHERF	33105 SHERIFF COURT SERVICES	SNMG	PS05
7770	DEPUTY LIEUTENANT	08/16/1997	SHERF	33105 SHERIFF COURT SERVICES	SMGT	PS08
7790	DEPUTY CAPTAIN	10/01/1997	SHERF	33104 SHERIFF JAIL	SMGT	PS10
9997	UNCLASSIFIED FT	10/16/1997	SHERF	33101 SHERIFF VICT WITN	GRNT	
7760	DEPUTY SERGEANT	11/03/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS6B

4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) 175

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 26

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
7985	UNDERSHERIFF	11/01/1982	SHERF	33103 SHERIFF ADMIN	SMGT	PS14
7730	MASTER DEPUTY SHERIFF	08/01/1984	SHERF	33104 SHERIFF JAIL	SNMG	PS5A
7800	DEPUTY MAJOR	02/03/1986	SHERF	33105 SHERIFF COURT SERVICES	SMGT	PS12
7760	DEPUTY SERGEANT	06/16/1988	SHERF	33105 SHERIFF COURT SERVICES	SNMG	PS06
7790	DEPUTY CAPTAIN	11/01/1988	SHERF	33104 SHERIFF JAIL	SMGT	PS10
7730	MASTER DEPUTY SHERIFF	03/16/1989	SHERF	33105 SHERIFF COURT SERVICES	SNMG	PS05
7760	DEPUTY SERGEANT	08/01/1990	SHERF	33104 SHERIFF JAIL	SNMG	PS06
7770	DEPUTY LIEUTENANT	07/01/1992	SHERF	33104 SHERIFF JAIL	SMGT	PS08
7770	DEPUTY LIEUTENANT	07/01/1992	SHERF	33103 SHERIFF ADMIN	SMGT	PS08
7770	DEPUTY LIEUTENANT	07/01/1992	SHERF	33104 SHERIFF JAIL	SMGT	PS08
7990	SHERIFF	07/01/1992	SHERF	33103 SHERIFF ADMIN	GENR	142
7705	DEPUTY SHERIFF	11/20/1995	SHERF	33104 SHERIFF JAIL	SNMG	PS02
7720	SENIOR DEPUTY SHERIFF	04/20/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS04
7720	SENIOR DEPUTY SHERIFF	08/16/1997	SHERF	33104 SHERIFF JAIL	SNMG	PS04

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
7770	DEPUTY LIEUTENANT	08/16/1997	SHERF	33105 SHERIFF COURT SERVICES	SMGT	PS08
7765	DEPUTY FIRST SERGEANT	05/01/1998	SHERF	33105 SHERIFF COURT SERVICES	SNMG	PS07
7705	DEPUTY SHERIFF	05/01/1998	SHERF	33104 SHERIFF JAIL	SNMG	PS2A
7720	SENIOR DEPUTY SHERIFF	07/01/1998	SHERF	33105 SHERIFF COURT SERVICES	SNMG	PS04
7705	DEPUTY SHERIFF	04/02/2001	SHERF	33104 SHERIFF JAIL	SNMG	PS02
7705	DEPUTY SHERIFF	07/23/2001	SHERF	33104 SHERIFF JAIL	SNMG	PS2A
7705	DEPUTY SHERIFF	12/01/2003	SHERF	33104 SHERIFF JAIL	SNMG	PS02
7070	SECURITY OFFICER 1	12/16/2007	SHERF	33105 SHERIFF COURT SERVICES	GENR	108
7705	DEPUTY SHERIFF	07/07/2008	SHERF	33104 SHERIFF JAIL	SNMG	PS02
7705	DEPUTY SHERIFF	01/04/2010	SHERF	33105 SHERIFF COURT SERVICES	SNMG	PS2A
7705	DEPUTY SHERIFF	09/04/2012	SHERF	33103 SHERIFF ADMIN	SNMG	PS02
7705	DEPUTY SHERIFF	01/12/2015	SHERF	33104 SHERIFF JAIL	SNMG	PS02

B. Key Employee Notes:

- Seventeen public safety employees (including Sheriff) have more than 25 years City experience

C. Overview:

- Rotates staff on regular basis
- Allows staff to better understand each other
- Gives the big picture

D. Strengths

- Able to do overhires - Has been very helpful
- Does internal mentoring
- HR has brought in internal training

E. Concerns

- Benefits used to be more competitive citywide
- Could develop employees better with genuine leadership training
- City could benefit from reaching out to staff closing in on retirement
- Should consider incentive program for retaining newer staff
- Consider revising sick leave payout

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SUCCESSION PLANNING SUMMARY
TREASURER
TOTAL STAFF COMPLEMENT
FY18 FTE – 49.90
11/16/17 FTE FILLED – 37.55
TOTAL STAFF – 40

A. City Service as of December 31, 2017:

1. Employees w/start dates prior to 01/01/1988 (30+ years): **1**

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0570	CHIEF DEPUTY CITY TREASURER	02/01/1982	TREAS	12410 TREASURER	GENR	132

2. Employees w/start dates between 01/01/1988 and 12/31/1992 (25-30 years) **3**

3030	CUSTOMER SERVICE SUPERVISOR	01/04/1988	TREAS	12410 TREASURER	GENR	118
1080	CUSTOMER SERVICE CLERK 2	10/17/1988	TREAS	12410 TREASURER	RGPT	112
0590	CITY TREASURER	01/01/1990	TREAS	12410 TREASURER	GENR	140

3. Employees w/start dates between 01/01/1993 and 12/31/1997 (20-25 years) **2**

1015	ACCOUNT TECHNICIAN 1	09/01/1995	TREAS	12410 TREASURER	GENR	113
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4. Employees w/ start dates between 01/01/2013 and 12/31/2017 (less than 5 years) **19**

5. Employee positions eligible for unreduced retirement benefits as of 12/31/2017 **5**

Job Class	Job Class Description	Hire Date	Dept	Location Description	Group / BU	Pay Grade
0570	CHIEF DEPUTY CITY TREASURER	02/01/1982	TREAS	12410 TREASURER	GENR	132
0590	CITY TREASURER	01/01/1990	TREAS	12410 TREASURER	GENR	140
1083	CUSTOMER SERVICE CLERK 3	08/16/2004	TREAS	12410 TREASURER	GENR	114
1080	CUSTOMER SERVICE CLERK 2	06/09/2008	TREAS	12410 TREASURER	GENR	112
1420	ACCOUNTANT 2	10/07/2013	TREAS	12410 TREASURER	GENR	125

B. Key Employee Notes:

- Treasurer first elected in 1989
- Chief Deputy has more than 35 years with City

C. Overview:

- Has staff cross-trained staff in different areas
- Lead staff (Chief Deputy and Deputy) are cross-trained in multiple areas
- Supervisors deal with taxpayer issues 75% of time

D. Strengths

- Has staff that can move into lead positions
- Has internal training manual for staff
- Utilizes City's supervisory training

E. Concerns

- Treasurer is fixer of cash transaction processing errors from other departments

APPENDIX C

UNREDUCED VRS RETIREMENT ELIGIBLE LISTING BY POSITION

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APPENDIX C
UNREDUCED VRS ELIGIBLE LISTING
(sorted by age and department)

Age Bands	Unreduced Eligible	Total VRS Service as of 12/31/2017	Department	Public Safety	Job Class Description
65+	unreduced	11.75	AUDIT SERVICES		DEPUTY CITY AUDITOR
65+	unreduced	16.33	CENTRAL FLEET		FLEET SERVICE COORDINATOR
65+	unreduced	17.08	CIBH		ADMINISTRATIVE ASSISTANT 1
65+	unreduced	25.08	CIBH		CLINICIAN 2
65+	unreduced	21.00	CIBH		CLINICIAN 2
65+	unreduced	12.67	CIBH		CLINICIAN 2
65+	unreduced	20.33	CIBH		OFFICE SPECIALIST 1
65+	unreduced	13.83	CIBH		OFFICE SPECIALIST 1
65+	unreduced	29.50	CIBH		PSYCHIATRIC NURSE I
65+	unreduced	31.50	CITY ATTORNEY		ASSISTANT CITY ATTORNEY 3
65+	unreduced	11.00	CITY ATTORNEY		EXECUTIVE ASSISTANT
65+	unreduced	16.67	CITY MANAGER		ADMINISTRATIVE ASSISTANT 2
65+	unreduced	44.42	CLERK OF COURT		CHIEF DPTY CLERK CIRCUIT CRT 2
65+	unreduced	19.17	COMM REVENUE		BUSINESS TAX SPECIALIST 3
65+	unreduced	29.33	COMM REVENUE		COMMISSIONER OF THE REVENUE
65+	unreduced	15.50	CUST CONTACT CTR		CALL CENTER CUST ADVOCATE
65+	unreduced	17.75	DEV & PERMIT		CODE COMPLIANCE INSPECTOR I
65+	unreduced	13.75	DEV & PERMIT		CODE COMPLIANCE INSPECTOR II
65+	unreduced	29.25	DEV & PERMIT		CODE COMPLIANCE INSPECTOR III
65+	unreduced	13.00	DEV & PERMIT		DATA CONTROL TECHNICIAN 1
65+	unreduced	18.25	DEV & PERMIT		PLANS EXAMINER II
65+	unreduced	17.58	FIRE		ACCOUNT TECHNICIAN 2
65+	unreduced	25.00	FIRE	YES	FIREFIGHTER/PARAMEDIC
65+	unreduced	5.33	FIRE		PLANNER II
65+	unreduced	16.75	HUMAN RESOURCES		HUMAN RESOURCES COORDINATOR
65+	unreduced	48.00	HUMAN SERVICES		ASST DIRECTOR SOCIAL SERVICES
65+	unreduced	22.25	HUMAN SERVICES		BENEFITS PROGRAM AIDE 1
65+	unreduced	15.17	HUMAN SERVICES		EMPLOYMENT SERVICES WORKER 1
65+	unreduced	17.17	HUMAN SERVICES		EMPLOYMENT SERVICES WORKER 2
65+	unreduced	41.00	HUMAN SERVICES		FAMILY SVCS SUPERVISOR II
65+	unreduced	24.42	HUMAN SERVICES		JUVENILE SVCS SPECIALIST I
65+	unreduced	10.00	HUMAN SERVICES		OFFICE ASSISTANT 1
65+	unreduced	11.50	HUMAN SERVICES		OFFICE ASSISTANT 2
65+	unreduced	30.75	HUMAN SERVICES		OFFICE COORDINATOR
65+	unreduced	19.92	HUMAN SERVICES		SYSTEMS ANALYST 1
65+	unreduced	12.33	IT		BUSINESS ANALYST
65+	unreduced	17.58	LIBRARIES		DIRECTOR PUBLIC LIBRARY SYSTEM
65+	unreduced	10.25	LIBRARIES		LIBRARIAN 2
65+	unreduced	39.42	LIBRARIES		LIBRARY INFORMATION SPECIALIST
65+	unreduced	12.92	LIBRARIES		LIBRARY SPECIALIST 1
65+	unreduced	16.50	PARKS		ACCOUNT TECHNICIAN 3
65+	unreduced	30.17	PARKS		ATHLETIC MAINTENANCE COORD
65+	unreduced	16.50	PARKS		GROUNDKEEPER
65+	unreduced	20.33	PARKS		HOUSEKEEPER 1

APPENDIX C
UNREDUCED VRS ELIGIBLE LISTING
(sorted by age and department)

Age Bands	Unreduced Eligible	Total VRS Service as of 12/31/2017	Department	Public Safety	Job Class Description
65+	unreduced	8.42	PARKS		HOUSEKEEPER 1
65+	unreduced	32.25	PARKS		HOUSEKEEPING SUPERVISOR II
65+	unreduced	23.08	PARKS		RECREATION SPECIALIST 2
65+	unreduced	20.00	POLICE		CPTED SECURITY PLANNER
65+	unreduced	44.58	POLICE		OFFICE SPECIALIST 1
65+	unreduced	7.17	POLICE		PROP EVIDENCE TECH
65+	unreduced	13.42	POLICE		VCIN OFFICE SYSTEM SPECIALIST
65+	unreduced	37.17	PUB UTIL		ADMINISTRATIVE ASSISTANT 3
65+	unreduced	16.92	PUB UTIL		CROSS CONNECTION INSPECTOR II
65+	unreduced	24.00	PUB UTIL		CUSTOMER SERVICE CLERK 3
65+	unreduced	13.42	PUB UTIL		WATER TREAT OPER I (CLASS III)
65+	unreduced	12.67	PUB WORKS		ACCOUNT TECHNICIAN 2
65+	unreduced	27.58	PUB WORKS		ACCOUNT TECHNICIAN 2
65+	unreduced	20.92	PUB WORKS		ACCOUNT TECHNICIAN 3
65+	unreduced	22.50	PUB WORKS		BRIDGE OPERATOR
65+	unreduced	11.00	PUB WORKS		BRIDGE OPERATOR
65+	unreduced	30.75	PUB WORKS		CREW SUPERVISOR 1
65+	unreduced	26.58	PUB WORKS		ENGINEER 1
65+	unreduced	24.17	PUB WORKS		ENGINEERING TECHNICIAN 3
65+	unreduced	18.17	PUB WORKS		LABORER
65+	unreduced	15.08	PUB WORKS		MOTOR EQUIPMENT OPERATOR 2
65+	unreduced	5.25	PUB WORKS		MOTOR EQUIPMENT OPERATOR 2
65+	unreduced	35.17	PUB WORKS		OPERATIONS MGR PUBLIC WORKS
65+	unreduced	17.58	PUB WORKS		PAYROLL/HR TECHNICIAN 1
65+	unreduced	30.33	PUB WORKS		PAYROLL/HR TECHNICIAN 1
65+	unreduced	18.50	PUB WORKS		PROJECT MANAGER
65+	unreduced	29.50	PUB WORKS		RIGHT-OF-WAY AGENT
65+	unreduced	20.25	PUB WORKS		STOREKEEPER SUPERVISOR
65+	unreduced	9.92	PUB WORKS		WASTE MANAGEMENT OPERATOR 1
65+	unreduced	20.50	PUB WORKS		WASTE MANAGEMENT OPERATOR 2
65+	unreduced	39.33	PUB WORKS		WASTE MANAGEMENT OPERATOR 2
65+	unreduced	19.75	SHERIFF	YES	DEPUTY SHERIFF
65+	unreduced	10.17	SHERIFF		SECURITY OFFICER 1
65+	unreduced	20.75	SHERIFF	YES	SENIOR DEPUTY SHERIFF
65+	unreduced	20.42	SHERIFF	YES	SENIOR DEPUTY SHERIFF
65+	unreduced	9.92	TREASURER		ACCOUNTANT 2
65+	unreduced	28.08	TREASURER		CITY TREASURER
65+	unreduced	9.67	TREASURER		CUSTOMER SERVICE CLERK 2
65+	unreduced	13.42	TREASURER		CUSTOMER SERVICE CLERK 3
60-65	unreduced	18.42	BUDGET		BUDGET ANALYST II
60-65	unreduced	39.50	CIBH		EXEC DIR CIBH
60-65	unreduced	29.50	CIBH		PAYROLL/HR TECHNICIAN 2
60-65	unreduced	31.83	CIBH		PROGRAM SUPERVISOR
60-65	unreduced	31.25	CITY MANAGER		EXECUTIVE OFFICE ADMINISTRATOR

APPENDIX C
UNREDUCED VRS ELIGIBLE LISTING
(sorted by age and department)

Age Bands	Unreduced Eligible	Total VRS Service as of 12/31/2017	Department	Public Safety	Job Class Description
60-65	unreduced	36.25	CLERK OF COURT		DEPUTY CLERK CIRCUIT COURT 1
60-65	unreduced	30.25	FIRE	YES	DEPUTY FIRE/EMS CHIEF
60-65	unreduced	24.67	FIRE		EMS OFFICER (CIVILIAN)
60-65	unreduced	43.75	FIRE	YES	FIRE CHIEF
60-65	unreduced	38.92	FIRE	YES	FIRE/EMS BATTALION CHIEF
60-65	unreduced	38.83	FIRE	YES	FIRE/EMS BATTALION CHIEF
60-65	unreduced	32.33	FIRE	YES	FIRE/EMS LIEUTENANT
60-65	unreduced	19.25	FIRE	YES	FIREFIGHTER/EMT
60-65	unreduced	19.92	FIRE	YES	FIREFIGHTER/EMT
60-65	unreduced	38.83	FIRE	YES	MASTER DEPUTY FIRE MARSHALL
60-65	unreduced	33.33	FIRE	YES	MASTER DEPUTY FIRE MARSHALL
60-65	unreduced	30.50	FIRE	YES	MASTER DEPUTY FIRE MARSHALL
60-65	unreduced	28.33	HUMAN SERVICES		BENEFITS PROGRAM WORKER 1
60-65	unreduced	32.58	HUMAN SERVICES		FAMILY SVCS SUPERVISOR I
60-65	unreduced	41.33	HUMAN SERVICES		FAMILY SVCS SUPERVISOR II
60-65	unreduced	31.08	HUMAN SERVICES		JUVENILE INTAKE/CONTROL SUPV
60-65	unreduced	31.00	HUMAN SERVICES		JUVENILE SVCS SPECIALIST I
60-65	unreduced	27.83	HUMAN SERVICES		JUVENILE SVCS SPECIALIST I
60-65	unreduced	36.33	IT		SOFTWARE ENGINEER II
60-65	unreduced	39.92	LIBRARIES		LIBRARY INFORMATION SPECIALIST
60-65	unreduced	32.50	LIBRARIES		LIBRARY INFORMATION SPECIALIST
60-65	unreduced	42.83	PARKS		GROUNDSKEEPER
60-65	unreduced	42.50	PARKS		HOUSEKEEPER 1
60-65	unreduced	37.42	PARKS		PARKS & MUNICIPAL SERVICES SUP
60-65	unreduced	30.67	POLICE	YES	FIRST SERGEANT
60-65	unreduced	39.42	POLICE		OFFICE ASSISTANT 2
60-65	unreduced	36.50	POLICE	YES	POLICE SERGEANT
60-65	unreduced	39.00	PUB UTIL		GENERAL SUPERVISOR
60-65	unreduced	40.08	PUB UTIL		WATER DISTRIBUTION SUPT
60-65	unreduced	38.67	PUB UTIL		WATER RESOURCE MGMT ADMIN
60-65	unreduced	33.75	PUB WORKS		CREW SUPERVISOR 1
60-65	unreduced	30.67	PUB WORKS		CREW SUPERVISOR 2
60-65	unreduced	38.00	PUB WORKS		ELECTRONIC/COMMUNICATIONS SU
60-65	unreduced	33.33	PUB WORKS		ENGINEERING TECHNICIAN 3
60-65	unreduced	30.58	PUB WORKS		ENGINEERING TECHNICIAN 3
60-65	unreduced	33.75	PUB WORKS		FACILITY MAINT COORDINATOR
60-65	unreduced	34.50	PUB WORKS		FACILITY MAINTENANCE TECH 1
60-65	unreduced	31.17	PUB WORKS		GENERAL SUPERVISOR
60-65	unreduced	33.00	PUB WORKS		WASTE MANAGEMENT OPERATOR 1
60-65	unreduced	41.42	PUB WORKS		WASTE MGMT OPERATIONS SUPT
60-65	unreduced	19.75	SHERIFF	YES	DEPUTY FIRST SERGEANT
60-65	unreduced	29.50	SHERIFF	YES	DEPUTY SERGEANT
60-65	unreduced	22.17	SHERIFF	YES	DEPUTY SHERIFF
60-65	unreduced	9.67	SHERIFF	YES	DEPUTY SHERIFF

APPENDIX C
UNREDUCED VRS ELIGIBLE LISTING
(sorted by age and department)

Age Bands	Unreduced Eligible	Total VRS Service as of 12/31/2017	Department	Public Safety	Job Class Description
60-65	unreduced	16.83	SHERIFF	YES	DEPUTY SHERIFF
60-65	unreduced	16.50	SHERIFF	YES	DEPUTY SHERIFF
60-65	unreduced	14.17	SHERIFF	YES	DEPUTY SHERIFF
60-65	unreduced	10.00	SHERIFF	YES	DEPUTY SHERIFF
60-65	unreduced	19.58	SHERIFF	YES	SENIOR DEPUTY SHERIFF
60-65	unreduced	41.00	TREASURER		CHIEF DEPUTY CITY TREASURER
55-60	unreduced	33.25	COMMWLTH ATTORNEY		COMMONWEALTH'S ATTORNEY
55-60	unreduced	32.67	COMMWLTH ATTORNEY		LEGAL SECRETARY 3
55-60	unreduced	35.17	DEV & PERMIT		ACCOUNT TECHNICIAN 1
55-60	unreduced	32.50	DEV & PERMIT		CONSTRUCTION INSPECTOR 3
55-60	unreduced	31.75	DEV & PERMIT		DIRECTOR DEVELOPMENT-PERMITS
55-60	unreduced	31.58	DEV & PERMIT		OFFICE ASSISTANT 1
55-60	unreduced	30.67	DEV & PERMIT		ZONING ADMINISTRATOR
55-60	unreduced	34.25	ECON DEV		DEVELOPMENT SERVICES COORD
55-60	unreduced	34.00	FIRE		EMERGENCY MEDICAL SERVICES OF
55-60	unreduced	27.08	FIRE	YES	FIRE/EMS BATTALION CHIEF
55-60	unreduced	29.58	FIRE	YES	FIRE/EMS CAPTAIN
55-60	unreduced	37.50	FIRE	YES	FIRE/EMS DIVISION CHIEF
55-60	unreduced	35.67	FIRE	YES	FIRE/EMS DIVISION CHIEF
55-60	unreduced	36.50	FIRE	YES	FIRE/EMS LIEUTENANT
55-60	unreduced	25.00	FIRE	YES	FIREFIGHTER/PARAMEDIC
55-60	unreduced	38.42	FIRE	YES	MASTER DEPUTY FIRE MARSHALL
55-60	unreduced	32.58	HEALTH		UNCLASSIFIED FT
55-60	unreduced	31.42	HUMAN SERVICES		FAMILY SERVICES SPECIALIST 2
55-60	unreduced	32.50	HUMAN SERVICES		JUVENILE SVCS SPECIALIST I
55-60	unreduced	31.25	IT		CLIENT TECHNOLOGIES ANALYST 2
55-60	unreduced	31.58	IT		GIS ANALYST
55-60	unreduced	31.83	LIBRARIES		LIBRARY INFORMATION SPECIALIST
55-60	unreduced	32.33	LIBRARIES		LIBRARY MANAGER II
55-60	unreduced	41.25	LIBRARIES		LIBRARY SPECIALIST 1
55-60	unreduced	31.83	LIBRARIES		LIBRARY SPECIALIST 1
55-60	unreduced	30.25	PARKS		RECREATION SPECIALIST 1
55-60	unreduced	35.17	PLANNING		ADDRESS COORDINATOR
55-60	unreduced	31.83	PLANNING		PLANNER II
55-60	unreduced	29.00	POLICE		ADMINISTRATIVE ASSISTANT 1
55-60	unreduced	35.92	POLICE	YES	CHIEF OF POLICE
55-60	unreduced	31.25	POLICE		DISPATCH SUPERVISOR
55-60	unreduced	30.83	POLICE		DISPATCHER II
55-60	unreduced	33.33	POLICE	YES	FIRST SERGEANT
55-60	unreduced	37.00	POLICE	YES	MASTER POLICE OFFICER
55-60	unreduced	35.33	POLICE	YES	MASTER POLICE OFFICER
55-60	unreduced	28.42	POLICE	YES	MASTER POLICE OFFICER
55-60	unreduced	36.42	POLICE		OFFICE ASSISTANT 2
55-60	unreduced	40.17	POLICE	YES	POLICE CAPTAIN

APPENDIX C
UNREDUCED VRS ELIGIBLE LISTING
(sorted by age and department)

Age Bands	Unreduced Eligible	Total VRS Service as of 12/31/2017	Department	Public Safety	Job Class Description
55-60	unreduced	32.42	POLICE	YES	POLICE CAPTAIN
55-60	unreduced	37.58	POLICE	YES	POLICE LIEUTENANT
55-60	unreduced	31.33	POLICE	YES	POLICE LIEUTENANT
55-60	unreduced	30.17	POLICE	YES	POLICE SERGEANT
55-60	unreduced	28.75	POLICE	YES	POLICE SERGEANT
55-60	unreduced	30.83	PUB UTIL		CREW LEADER
55-60	unreduced	34.25	PUB UTIL		CREW SUPERVISOR 2
55-60	unreduced	32.50	PUB UTIL		ENGINEERING TECHNICAL SUPERVISOR
55-60	unreduced	36.00	PUB UTIL		GENERAL SUPERVISOR
55-60	unreduced	36.25	PUB UTIL		MOTOR EQUIPMENT OPERATOR 1
55-60	unreduced	30.50	PUB UTIL		OFFICE COORDINATOR
55-60	unreduced	35.25	PUB UTIL		WATER SERVICE SUPERINTENDENT
55-60	unreduced	34.17	PUB WORKS		CREW SUPERVISOR 2
55-60	unreduced	32.17	PUB WORKS		FACILITY MAINTENANCE TECH 2
55-60	unreduced	37.50	PUB WORKS		GENERAL SUPERVISOR
55-60	unreduced	30.92	PUB WORKS		GENERAL SUPERVISOR
55-60	unreduced	34.50	PUB WORKS		MOTOR EQUIPMENT OPERATOR 3
55-60	unreduced	35.08	PUB WORKS		MOTOR EQUIPMENT OPERATOR 4
55-60	unreduced	37.33	PUB WORKS		OPERATIONS SUPERINTENDENT (PV)
55-60	unreduced	31.67	PUB WORKS		PROJECT MANAGER
55-60	unreduced	25.58	SHERIFF	YES	DEPUTY LIEUTENANT
55-60	unreduced	38.00	SHERIFF	YES	MASTER DEPUTY SHERIFF
55-60	unreduced	35.25	SHERIFF	YES	UNDERSHERIFF
50-55	unreduced	33.50	DEV & PERMIT		ENGINEERING TECHNICAL SUPERVISOR
50-55	unreduced	21.25	FIRE	YES	FIRE/EMS BATTALION CHIEF
50-55	unreduced	33.33	FIRE	YES	FIRE/EMS BATTALION CHIEF
50-55	unreduced	30.92	FIRE	YES	FIRE/EMS BATTALION CHIEF
50-55	unreduced	29.58	FIRE	YES	FIRE/EMS BATTALION CHIEF
50-55	unreduced	27.08	FIRE	YES	FIRE/EMS CAPTAIN
50-55	unreduced	26.42	FIRE	YES	FIRE/EMS DIVISION CHIEF
50-55	unreduced	22.75	FIRE	YES	FIRE/EMS LIEUTENANT
50-55	unreduced	21.67	FIRE	YES	FIRE/EMS LIEUTENANT
50-55	unreduced	32.08	FIRE	YES	FIRE/EMS LIEUTENANT
50-55	unreduced	30.17	FIRE	YES	FIRE/EMS LIEUTENANT
50-55	unreduced	28.00	FIRE	YES	FIRE/EMS LIEUTENANT
50-55	unreduced	31.50	FIRE	YES	FIREFIGHTER/EMT SPECIALIST
50-55	unreduced	31.50	FIRE	YES	MASTER FIREFIGHTER/EMT
50-55	unreduced	25.17	FIRE	YES	MASTER FIREFIGHTER/PARAMEDIC
50-55	unreduced	33.33	FIRE	YES	SENIOR FIREFIGHTER/EMT
50-55	unreduced	18.25	FIRE	YES	SENIOR FIREFIGHTER/EMT
50-55	unreduced	31.58	HUMAN SERVICES		CHIEF ADMIN MGMT AND SUPPORT
50-55	unreduced	32.75	PARKS		RECREATION COORDINATOR
50-55	unreduced	34.17	PARKS		SALES MANAGER
50-55	unreduced	31.33	POLICE	YES	DEPUTY CHIEF OF POLICE

APPENDIX C
UNREDUCED VRS ELIGIBLE LISTING
(sorted by age and department)

Age Bands	Unreduced Eligible	Total VRS Service as of 12/31/2017	Department	Public Safety	Job Class Description
50-55	unreduced	23.42	POLICE	YES	MASTER POLICE OFFICER
50-55	unreduced	23.42	POLICE	YES	MASTER POLICE OFFICER
50-55	unreduced	24.33	POLICE	YES	POLICE CAPTAIN
50-55	unreduced	30.42	POLICE	YES	POLICE CAPTAIN
50-55	unreduced	28.42	POLICE	YES	POLICE CAPTAIN
50-55	unreduced	29.08	POLICE	YES	POLICE LIEUTENANT
50-55	unreduced	30.67	POLICE	YES	POLICE MAJOR
50-55	unreduced	28.42	POLICE	YES	POLICE MAJOR
50-55	unreduced	27.25	POLICE	YES	POLICE OFFICER
50-55	unreduced	25.50	POLICE	YES	SENIOR POLICE OFFICER
50-55	unreduced	25.83	POLICE	YES	SENIOR POLICE OFFICER
50-55	unreduced	31.92	PUB UTIL		WATER METER TECHNICIAN 2
50-55	unreduced	31.33	PUB UTIL		WATER METER TECHNICIAN 3
50-55	unreduced	31.08	PUB UTIL		WATER TREAT OPER II (CLASS II)
50-55	unreduced	32.25	PUB WORKS		CONSTRUCTION INSPECTOR SUPV
50-55	unreduced	31.42	PUB WORKS		CONSTRUCTION INSPECTOR SUPV
50-55	unreduced	33.00	PUB WORKS		CREW SUPERVISOR 1
50-55	unreduced	33.25	PUB WORKS		CUSTOMER SERVICE MANAGER
50-55	unreduced	35.17	PUB WORKS		GENERAL SUPERVISOR
50-55	unreduced	31.67	REAL ESTATE		GIS SPECIALIST
50-55	unreduced	28.75	SHERIFF	YES	DEPUTY CAPTAIN
50-55	unreduced	30.75	SHERIFF	YES	DEPUTY LIEUTENANT
50-55	unreduced	29.92	SHERIFF	YES	DEPUTY LIEUTENANT
50-55	unreduced	25.58	SHERIFF	YES	DEPUTY LIEUTENANT
50-55	unreduced	32.00	SHERIFF	YES	DEPUTY MAJOR
50-55	unreduced	27.42	SHERIFF	YES	DEPUTY SERGEANT
50-55	unreduced	27.42	SHERIFF	YES	DEPUTY SHERIFF
50-55	unreduced	17.42	SHERIFF	YES	DEPUTY SHERIFF
50-55	unreduced	33.50	SHERIFF	YES	MASTER DEPUTY SHERIFF
50-55	unreduced	26.17	SHERIFF	YES	SHERIFF