



TOWN BOARD WORK SESSION

June 18, 2018 // 6:00 p.m. // First floor conference room
301 Walnut Street, Windsor, CO 80550

GOAL of this Work Session is to have the Town Board receive information on topics of Town business from the Town Manager, Town Attorney and Town staff in order to exchange ideas and opinions regarding these topics.

Members of the Public in attendance are asked to be recognized by the Mayor before participating in any discussions of the Town Board

AGENDA

1. Wage Study and Employment Issues - S. Hale/ S. Gourley
2. Future Meetings Agenda

The Town of Windsor will make reasonable accommodations for access to town services, programs, and activities, and will make special communication arrangements for persons with disabilities. Please call 970-674-2400 by noon on the day prior to the meeting to make arrangements.



MEMORANDUM

Date: June 18, 2018
To: Mayor and Town Board
Shane Hale, Town Manager
From: Sherilyn Gourley, Director, HR & Risk Management
Re: 2018/2019 Preliminary Staffing Analysis
Item #: WKS – 1

The purpose of this memorandum is to:

- Recap recent and prior staffing requests, turnover, indicators and gaps;
- Recommend short and long-term approaches; and
- Request authority to fill positions.

It is staff's desire to hear from the Board regarding these matters, and to seek approval to proceed with actions recommended below.

Background / Discussion

During the 2017 budget process, and again in the spring of 2018, brief staffing analyses were conducted by the Town Manager, department heads, and an external advisor. While recommendations regarding urgent staffing needs were considered and some positions staffed, continued needs exist, and they have become critical. In addition, matters related to market pay became more evident in 2017 and in early 2018.

Town Manager Shane Hale has been meeting the last two weeks with Department Heads and Human Resources to gain insight into these staffing and pay matters. As was expected, additional and critical staffing and pay concerns are evident. It was determined that a discussion with the Town Board in work session would be helpful.

2017 – 2018 Staffing Requests

Windsor's rapid growth the last several years has been accompanied by continued requests for increases in staffing by department heads. In the last year, the following have been requested, which reflect a demand that has not been met:

Timeframe	# of FTE Discussed as Needed	Proposed/Considered
Summer 2017 Discussions	32 – presented by depts	10 - moved to potential budget proposal stage
2018 Budget Proposal	10	8 approved
2018 Spring Review		
TIER I Positions	9	6 approved for mid-2018
TIER II Positions	6.5	None approved for 2018

Staffing Trends and Concerns

Windsor's rapid growth the last several years has been accompanied by external market and internal pressures. These issues are impacting our ability to recruit and retain talent. Issues include, but are not limited to:

➤ Full-time Employee Turnover (Annual):

Turnover of full-time staff continues at a rate quite common for the Northern Colorado front-range: 2015 = 8.5% 2016 = 9% 2017 = 6% 2018 Trend = 8%

➤ Turnover Reasons & Impacts:

The reasons for turnover that are related by exiting employees are varied. However, the three common reasons provided include: 1) Pay/Benefits; 2) Opportunity; and 3) Workload and work/life balance.

While some turnover can arguably be appropriate and useful, the loss of talent in highly technical, professional and administrative roles is costly in both hard and soft costs to the town.

➤ Other Indicators/Concerns:

The town has also noted concerns with recruitment – specifically, the quantity of applicants and the quality of candidates. In addition, new hires and current employees have occasionally expressed concerns regarding pay and pay progression.

Windsor's rapid growth the last several years has been accompanied by external market and internal pressures. These issues are impacting our ability to recruit, engage, and retain talent.

Recommended Approach

Based on the present concerns and risk, staff recommends that we approach staffing with the following actions and efforts (see attachment):

1. TIER I Positions

Fill most of the remaining "Tier I" positions from the 2017 review, including: Coordinator/Stormwater; Risk Analyst/ADA Coordinator; and, reclassification of two incumbent Planner Technicians to Planner positions.

2. TIER II Positions

Examine the majority of these in the context of the summer budget process; likely bring forward for 2019. However, there exists a strong need to currently add one additional key role at PRC to adequately serve the community and organization. This position is the Manager, Operations and Facilities and would be included as those above in Tier I – for immediate hire.

3. Pay Study

Engage Employer's Council to begin a pay study by late summer, with results to the town by 4th quarter 2018. As the results will not be in place in time for budget submittal, we are requesting that we have a 'placeholder' in the 2019 budget for actions

recommended by an outside pay consultant. Prior to the final operations/wage budgeting discussions, we will present the Board with a 'placeholder' for such needs.

4. Anticipated 2019 Budget Requests

As we enter the 2019 budget process, it is likely that many additional staffing needs will be brought forward by departments. As with the above, we will approach these with a desire to both manage the budget responsibly, and staff our service functions appropriately.

Request

Staff respectfully requests the Board's authority to take the following actions to immediately take the following actions:

- Fill Tier I positions (with exception of Planning Technician) and one Tier II position
- Contract with Employer's Council for a 2018 pay study
- Include a 'placeholder' on the 2019 budget for pay study implementation

Thank you.

attachments

#	POSITION TITLE	ADD Position to FTE or RECLASS?	DEPT	CML or EC Avg	Estimated HIRING Base Pay	Est. Total Comp*	Estimated Annualized Budget Impact (less offset for amts already in budget)		
1	MANAGER, Water Resources	ADD NEW Position	ENG	\$97,162	\$100,000	\$130,030	\$130,030	IN Budget NOW	Total Comp
2	ASSISTANT DIRECTOR, Public Works	ADD NEW Position	PUBLIC WORKS	Data Not Avail	\$100,000	\$130,030	\$130,030	Pub Services Dir	-\$162,978
3	MANAGER, Streets Operations	RECLASSIFICATION & Incumbent Pay Increase (Rowe, Streets Superv.)	PUBLIC WORKS	\$68,000	\$66,998	\$82,125	\$82,125	Water Res (Dir of Engineering)	-\$144,566
4	OPERATOR, STREETS (Heavy Equipment)	ADD Position (Backfill B. Rowe's position)	PUBLIC WORKS	\$49,275	\$45,000	\$57,939	\$57,939	Streets Supervisor	\$72,296
5	SUPERVISOR, Wastewater Collections	RECLASSIFICATION (Vacant Utility Tech/Equip)	PUBLIC WORKS	\$86,000	\$75,000	\$102,543	\$102,543	Offsets to Amts	-\$235,248
6	Patrol Officers: Traffic Division	ADD Positions	POLICE	\$71,068	\$120,000	\$156,820	\$156,820		
	*Doesn't include equipment, vehicle, pc, phone, mileage, misc		Sub-Total, before offsets				\$659,487		
			Offsets -- Amount Already in 2018 Budget				-\$235,248		
			Estimated Budget Impact After Offsets (annualized)				\$424,239		
			ESTIMATE ONLY: If positions are filled by May 1, 2018, remaining year costs ⇒				\$279,998		

3/13/2018

Wesley LaVanchy
Municipal Advisory Services
WEL Consulting

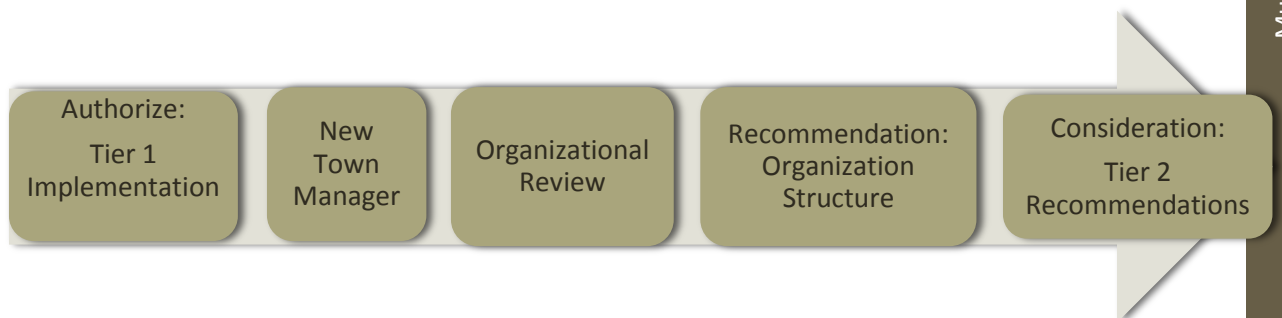
Follow Up Recommendations on the Organization

Mayor and Board of Trustees:

Pursuant to the discussion on March 5th concerning the Town's organization and your subsequent direction, I have compiled further details and recommendations.

I first want to highlight the recommendation for how to move forward in this period of transition:

I. Process Recommendation:



Please find below a tier 1 and tier 2 personnel recommendation for your consideration, including fiscal impacts. I encourage the Town Board to strongly consider the tier 1 implementation immediately so as to meet dire needs. Many of these jobs will take months to recruit, vet and on-board.

II. Personnel Recommendation

Summary: Tier 1 budget impact for partial year, 2018, is approximately \$220,000.

Summary: Tier 1 budget impact for subsequent full year is approximately \$365,000.

As always, I am available for follow up conversations and questions. I look forward to your response and direction on this matter in the near future.

Thank you.

Wesley LaVanchy
Municipal Advisory Services

Organization Considerations

Town of Windsor

3/5/2018

Wesley LaVanchy

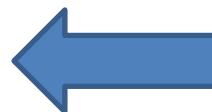
Risk Matrix Chart

Probability of Exposure	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5
		1	2	3	4	5
Severity of Exposure						

Risk Tolerance	
High	
Medium	
Low	

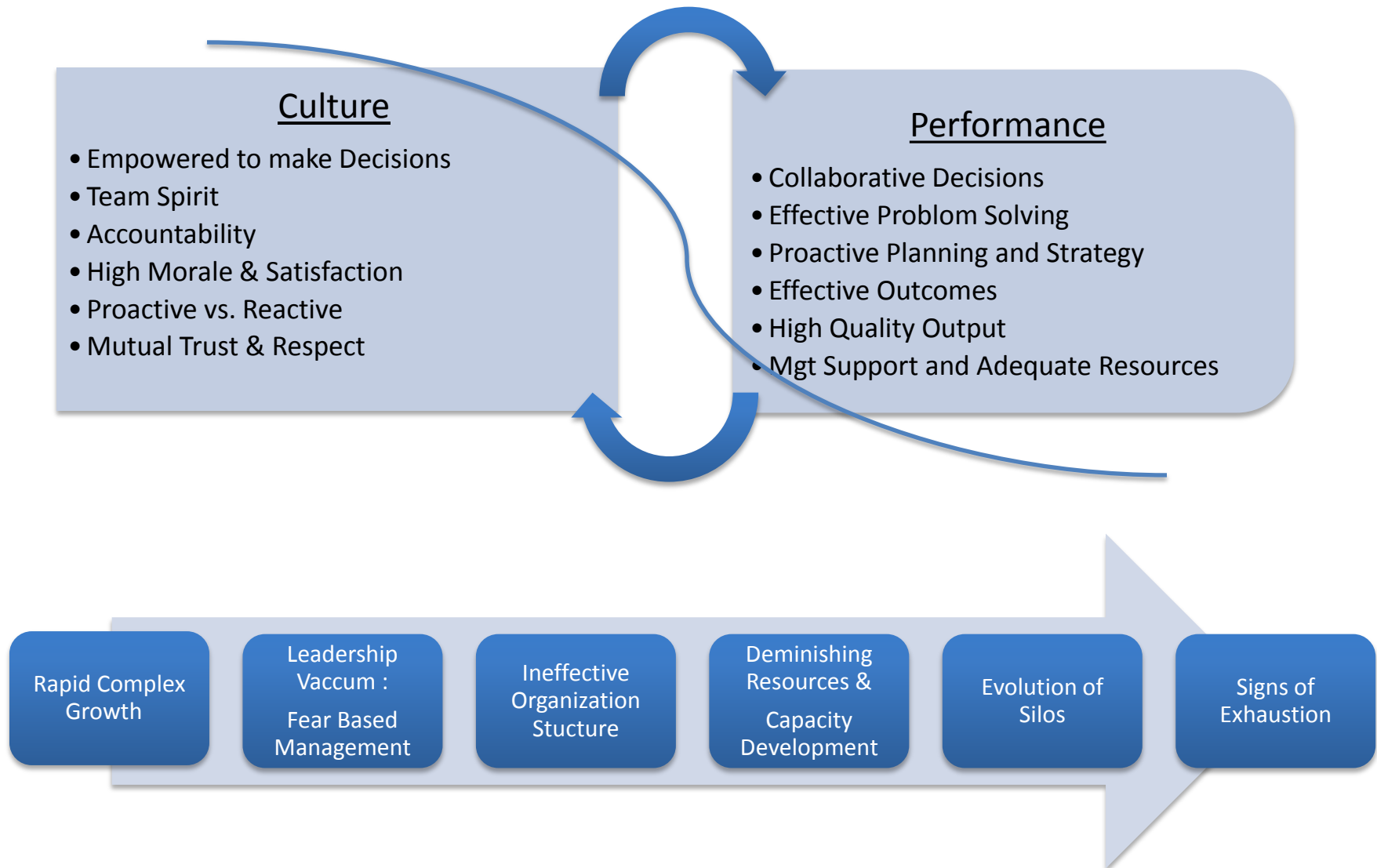


Risk Factors
Health & Safety
Legal & Financial
Policy & Strategy
KSA
Community Development



Areas of Evaluation
Personnel
Structure
Culture

Culture Risk - Organization Dynamics



Structural Risk – Organization Alignment

Town Manager's Direct Reports

- Nine Reports at Present (inadequate oversight)
- Manager Recommendation

Public Works's Reporting Structure

- Add Operation's Manager (Reclassify Supervisor Position)

Parks, Recreation, and Culture

- Divide Current Recreation Manager Duties into Two Positions

Community Development (Engineering, Planning, Inspections & Eco Dvlp)

Personnel Risk – Growing Gaps

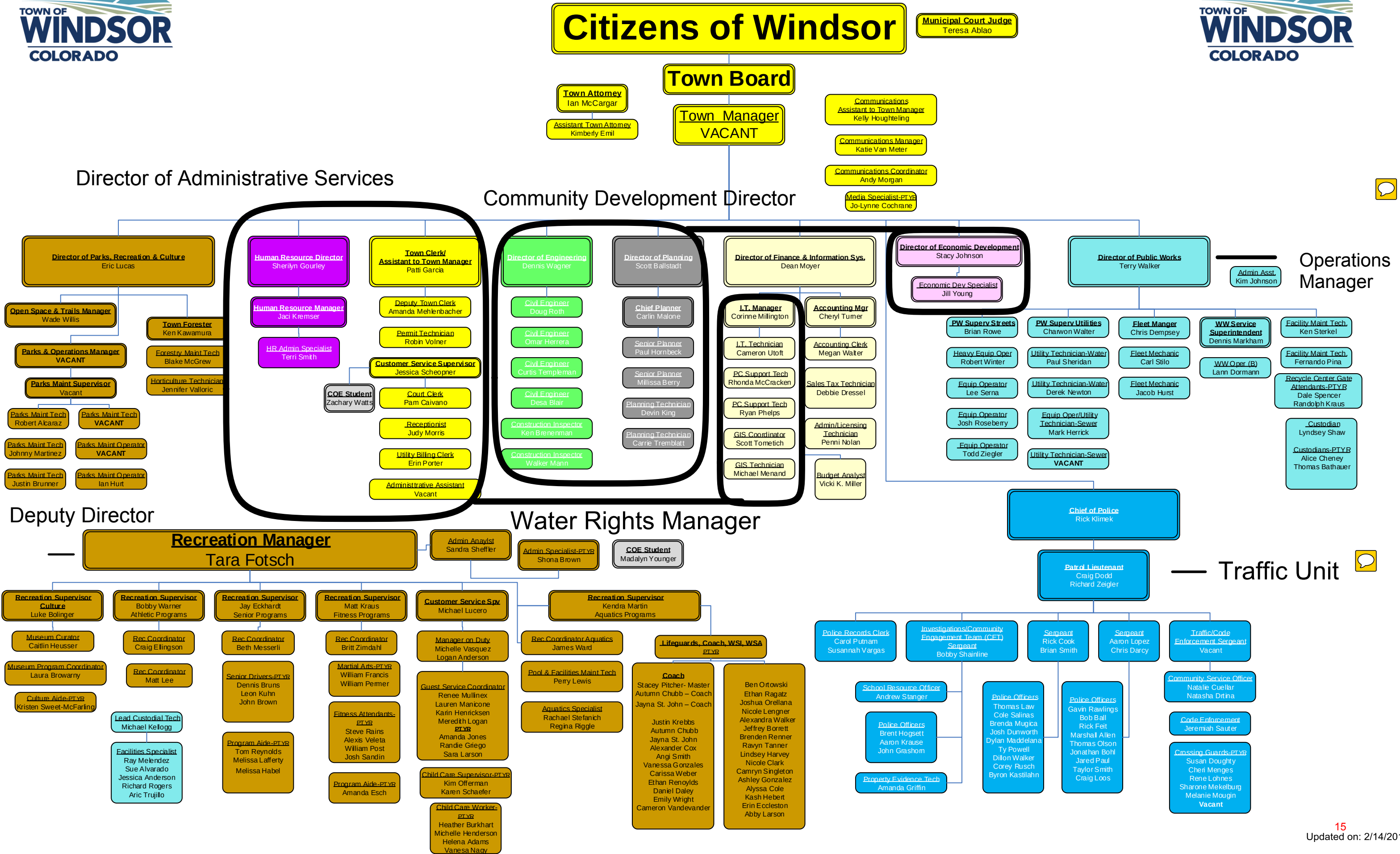
<u>Personnel</u>		
Public Works	Create: Operation Manager (reclassify supervisor)	critical
	Add: Utilities Technician	critical
	Add: Storm-water Technician	critical
	Backfill Current Open Positions	
Engineering	Add: Development Review Engineer	urgent
	Add: Water Rights Manager	critical
Planning	Reclassify: 2 Planning Technicians to Planner I	critical
	Hire: Planning Technician	critical
	Add: Contract Transportation & Right Away Assist.	urgent
Public Safety	Add: 2 Traffic officers	critical
	Add: 2 Patrol officers	urgent
Finance & I.T.	Add: Part Time Purchasing	urgent
	Increase I.T. Contract - Security	critical
General	Add: P.T. Risk Manager & Records	critical
	Backfill: Communication Manager and add PIO duties	critical
Parks	Divide: Recreation Manager Duties into Two Positions	urgent
<u>Succession Planning</u>	Public Works Engineering	critical
Compensation Planning	Mountain States Employer Council	urgent

Position Priorities - As of 3.9.18
**Benefits, Taxes, Other*

#	POSITION TITLE	ADD Position or RECLASS?	DEPT	CML/EC Avg	Base Pay	Total Comp*	Annualized Budget Impact (less offset for amts already in budget)
	TIER 1 Priorities -- Critical Position Needs ➡						
1	Manager, Water Resources	ADD Position	ENG	\$97,162	\$95,000	\$132,421	\$132,421
2	Manager, Operations	RECLASSIFICATION of Streets Superv.	PUBLIC WORKS	\$87,800	\$72,000	\$100,427	\$100,427
3	Supervisor, Wastewater Collections	RECLASSIFICATION (Util Tech/Equip)	PUBLIC WORKS	\$86,000	\$75,000	\$112,231	\$112,231
4	Coordinator, Stormwater (MS4)	ADD Position	PUBLIC WORKS	\$71,000	\$52,000	\$86,942	\$86,942
5	Planner I (TWO)	RECLASSIFICATION (of two Planning Techs)	PLANNING	\$53,500	\$48,000	\$133,492	\$133,492
6	Planning Technician	ADD Position	PLANNING	\$44,000	\$44,000	\$65,383	\$65,383
7	Patrol Officers: Traffic Division	ADD TWO Positions	POLICE	\$71,068	\$120,000	\$167,080	\$167,080
8	Risk Analyst, Safety and ADA	ADD Position	HR	\$66,200	\$62,000	\$82,139	\$82,139
9	Communications Manager	[In budget, needs to be priority to fill]	ADM/TM Office	\$81,141	\$68,000	\$92,336	\$0
			Sub-Total, before offsets				\$880,115
			Offsets -- Amount Already in 2018 Budget				-\$515,568
			Estimated Budget Impact After Offsets (annualized)				\$364,547
	TIER 2 Priorities -- Position Needs ➡						
1	Officers, Patrol	ADD TWO Positions	POLICE	\$71,068	\$120,000	\$167,080	\$167,080
2	Engineer, Dev. Review	ADD Position	ENG	\$99,500	\$82,000	\$116,234	\$116,234
3	Administrative Specialist, RECORDS	ADD Position	Cust Svc/ Town Clerk	\$46,545	\$45,000	\$64,647	\$64,647
4	Manager, Operations & Facilities	ADD Position	Parks, Rec & Culture	\$69,874	\$65,000	\$86,637	\$86,637
5	Administrative Coordinator, Purchasing and Contracting	ADD Position	FINANCE/ IT	\$66,092	\$50,000	\$70,145	\$70,145
6	Information/IT Security Analyst	ADD Position	FINANCE/ IT	\$88,810	\$75,000	\$98,262	\$98,262
	Cost to Add these positions above...						\$603,005



2018 Town of Windsor Organizational Chart





FUTURE TOWN BOARD MEETINGS

June 18, 2018 6:00 p.m.	Town Board Work Session Wage Study and Employment Issues
June 25, 2018 4:15 p.m. – 5 p.m. 5:30 p.m. 6:00 p.m.	Town Board Work Session CDOT Update Johnny Olson Town Board Grove Dedication - Outgoing Board Members Broadband Update
June 25, 2018 7:00 p.m.	Town Board Meeting
July 2, 2018 6:00 p.m.	Town Board Work Session Sam Light Presentation
July 9, 2018 5:30 p.m.	Board/Manager/Attorney Monthly Meeting
July 9, 2018 7:00 p.m.	Town Board Meeting Kern Board
July 16, 2018 6:00 p.m.	Town Board Work Session Northern Water Presentation-Brain Werner
July 23, 2018 6:00 p.m.	Town Board Work Session
July 23, 2018 7:00 p.m.	Town Board Meeting
August 6, 2018 6:00 p.m.	Town Board Work Session

Additional Events

June 19-22, 2018	CML Annual Conference – Vail
July 16, 2018	R.O. Plant Tours
August 7, 2018	National Night Out
October 2, 2018	Joint Dinner with Weld County - Pelican Lakes Grillhouse

Future Work Session Topics

- Code Update meeting with Planning Commission (next code section in series) - Planning
- Car Dealerships in CAC (Mr. Downing)
- Residential buildout at 60,000 population

- Economic development/retail needs at 60,000 population
- Water needs at 60,000 population
- Transportation—20 year projection
- Contractor licensing