

**TOWN BOARD
WORK SESSION**

**July 2, 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. Sam Light Presentation 6:00 – 7:15
2. Staffing/Position Request Discussion 7:15 – 7:30
3. Future Meetings Agenda



MEMORANDUM

Date: July 2, 2018
To: Mayor and Town Board
From: Shane Hale, Town Manager
Re: Staffing Request – Additional Information
Item #: 2.a

Background / Discussion

A request was made to the Windsor Town Board at the June 18, 2018 work session to take immediate action on the following staffing requests:

1. ADD Position: Manager, Risk
2. ADD Position: Coordinator, Stormwater
3. ADD Position: Manager, Facilities & Operations
4. RECLASSIFY Positions: Planning Technicians to Planner I (two incumbents)

Additional information was requested by the Board, and is provided below and in attached memoranda from department leaders:

NEW Positions

The new positions needed immediately, in an effort to address risk include:

Risk Manager: These duties are expansive, and include ADA, Safety, Property/Casualty, Training, Emergency Response, Claim Management, and Insurance Audits/Renewals. In addition, this position is needed to play a lead role in coordinating security measures at the town, and contractor liability/insurance matters. As you'll note from the HR memo that is attached, there are 2 ½ pages of Risk Management and Safety duties that are already being performed by an overburdened HR staff. The Town is at a point where these duties need to be a primary focus of a singular incumbent.

Stormwater Coordinator: Currently, key duties related to stormwater are split among employees who are also engaged in other assignments. As with the Risk Manager position above, my assessment is that the responsibilities of the position have grown to a point that the organization must now ensure that there is a focal point through a singular incumbent. To wit, as the Town is now required to comply with our stormwater MS4 permit, there is an urgent need to have a dedicated coordinator. This person will be responsible to design policy and protocol, compile data, prepare MS4 reporting, maintain a public education program, conduct field and site reviews to assess water quality features, assist Engineering with SWPPS and soil/sediment control measures, attend stakeholder meetings, and ensure compliance with CDPS (NPDES) permitting and MRRCP inspections. Broadly, the duties performed will manage the flood plain and floodway, develop a flood management master plan, inventory our infrastructure, design standards, identify necessary improvements to the system and identify funding sources, public education and outreach, etc.

Rec Operations & Facilities Manager: Currently, the Rec Manager's span of control and responsibility includes supervision of 29 full-time employees, 100 seasonal, and 14 part-time engaged in operations, administration and programming in an organization undergoing rapid growth. Areas of responsibility are not limited to service and facility operations and program delivery – they extend to the cultural division, custodial, aquatics, contracting, policy, and expanded facility offerings.

In order to manage risk, the duties and oversight for this one manager must be reduced immediately. The recommendation is to add an Operations/Facility Manager position that would oversee 13 FT and 4 PTYR employees working in facilities and operations that include Aquatics, CRC facility, Windsor Lake, Chimney Park pool, Culture (including Arts & Heritage as well as Boardwalk Museums), Fitness, and Customer Service. Duties would increase with the 2019 construction of the park maintenance and museum facilities.

Please note the attached memo from PRC for a more detailed breakdown on the functions/span/responsibilities delineated between the two positions.

Planning Technicians to Planner I: Currently, the two incumbent Planning Technicians have taken on duties that are commensurate with those generally assigned to planners, as the department has a need to assign additional planning, vs. technician, duties. The needs are not only for customer service, code interpretation and coordination of development review, but to perform actual plan review and more complex presentation, research, code ordinance revisions, represent the town with partners, and engage in special planning/analysis projects.

Staff recommends reclassifying the technician position to Planner I, due to the nature of duties assigned.

Cost Analysis

The costs to take action on the above for the remainder of 2018, and an ‘annualized’ estimate for 2019 include:

	<u>Wages</u>	<u>Benefits</u>	
2018 Wages – General Fund:	\$47,318	\$11,996	
2018 Wages – Storm Drainage Fund:	\$35,000	\$11,147	Total
2018 Wages – CRC Exp Fund:	\$40,000	\$11,447	\$122,318 (2018 6 mo impact)

2019 Wages – General Fund:	\$180,000	\$43,631	
2019 Wages – Storm Drainage Fund:	\$70,000	\$15,473	Total
2019 Wages – CRC Exp Fund:	\$80,000	\$16,391	\$330,000 (2019 full yr impact)

Recommendation & Cost Analysis

Based upon current and urgent needs, staff recommends approval of this mid-year budget request. The Town Board should anticipate that additional positions will be brought forward during the 2019 budget process, as these few positions and reclassification are simply proposed to respond to urgent needs to minimize organizational risk.

Attachments:

- Memos – Departmental Analysis
- Organizational Charts

MEMORANDUM

TO: Shane Hale, Town Manager

FROM: Sherilyn Gourley, Director, Human Resources and Risk Management (out-going)

DATE: 6/27/18

SUBJECT: HR and Risk Management Functions and Status Report

The purpose of this memorandum is to recap the functions involved in risk management and also in human resources to support the hiring of a Risk Manager. In addition, the current status of the functions are briefly referenced, as it might be helpful to new leaders in these roles.

RISK MANAGEMENT & SAFETY		
Area	Item	Resource or Project Needs
Risk	Policy	A risk management formal policy has not been developed. Although a safety manual exists, that covers employee safety only – not property/casual; general liability, etc...
Risk	Training: Incident Reporting & Investigating	New forms have been rolled out in 2018, and additional follow-up training is needed for new and current supervisors
Risk	Property Insurance Coverage Updates & Analysis	All town properties need to be closely cataloged each year, and then the insurance coverage examined to determine if CIRSA has assigned adequate value and coverage (appeal, if not)
Risk	Audit: Loss Control Follow Up	The 2017 loss control audit was performed in early spring. There has been no follow up to that audit in terms of analysis and compliance with new 2018 LC standards. The town has a new representative w/CIRSA for audits, and it is likely that we will be held to a much higher standard than in prior years for the next audit. The safety committee is already 'behind' in program delivery and risk analysis. We need to be preparing departments and leaders for the new standards. There are many areas listed in the last audit for the town to focus on in order to get a high score. We raised the score from the low 60's in 2017 to mid-90's in 2018 for the 2017 audit!
Risk	Emergency Response Training	For both the community and the internal organization, there has been little to no preparation for an emergency situation. Credit to the police department for having the skill set to help guide departments in these matters, yet they need a risk management partner to design a program, responses, training and follow up for town employees. This will include ICS-FEMA training and then careful follow up within the town to ensure that staff understands the protocol and obligations in our workplace.
Risk	Security – Loss Control	Within in the loss control standards are several expectations regarding security of facilities, data, and other security matters. At present, there is no coordinated effort to address security concerns via policy, best practice/protocol, equipment/budget allocations to security, and employee training.
Risk	Security – Building & Facility Access	For several areas at town hall, there is serious concern regarding access. Custodial staff have access to HR offices with the "hard key" system that exists. Further, with mechanical entries, there is no trail of who entered the area. This type of technology is archaic, and has not been used in most municipal arenas in a long time. CIRSA indicates every year that this is highly problematic at Windsor.
Risk	Records – Data Security	CIRSA has noted that the town needs more effort on data security policy and practices. The new IT Mgr implemented one key policy for last year, and this was much-needed. Others are also needed, along with training of employees.

Risk	Claim Trends – P&C; Gen'l Liability	The town has experienced some unusual claims related to sewer back-ups, water valve matters, property damage by parks crews and others in the last 18 months. Some of these need very careful review, to determine how to anticipate and mitigate potential loss. The last sewer claim resulted in CIRSA paying a claim, because they determined that the town was "negligible" in its practices, based on a failure to follow through.
Risk	Incidents – P&C (incident only)	There are MANY incidents that occur and the property damage to the town's property is under the deductible amount. As such, these are simply received by HR...and there needs to be a process for assessing trends and cause of these. Currently, there is not a coordinated effort between HR and the Dept, except for cursory discussions about the incidents.
Risk	Incidents – Gen'l Liability	The PRC department incurs most of these incidents, as they generally involve aquatics, rec center, parks and other operations. When a patron is injured, or a child has a 'near miss' in aquatics, these incidents are documented on a report form. As with other incidences, these need to be catalogued, tracked and assessed, and are not, currently. Further, PRC needs a liaison or employee dedicated part-time to risk, as this is a major focus for them.
Risk	General Liability & Ethics – Town actions	Town employees, appointed and elected officials, and contractors on site must be trained in requirements related to their roles, so that exposure due to inappropriate actions, decision making and communications is limited.
Risk	Contractor oversight	CIRSA requires that independent contractors perform in a manner that does not render them eligible for employee benefits, and wherein the contractor indemnifies the town in a variety of areas. Currently, there is no central oversight with respect to contracting to ensure that the appropriate certificates of insurance, contract language or staff training are 'consistently' in place to mitigate risk related to contract oversight.
Risk	Policy Review	The town has several CIRSA general and optional coverages. A careful review of all of these is needed, so that the 2019 renewal can occur with the reassurance that the appropriate policies and amounts of coverage are in place.
Safety	Employee Training	The Safety Committee has outlined several training programs for 2018, and each dept will need to follow-up and support/encourage participation in training.
Safety	Audit – Site Audit, Summer 2018	The 2018 CIRSA site audit will occur this summer, and be led by the new representative. It will be a time to assess his approach and expectations. Currently, we have not followed up on all of the items brought forward from the last on-site audit. A Risk Manager would be able to carefully follow up with departments on these pending items.
Safety	JSA Program	CIRSA requires and recommends a robust JSA program. One was not in place until last year, when we began this approach. However, the Safety Committee finds it difficult to commit resources to it, and there is little reassurance that JSA training (as well as shorter "Safety Stop" training) is occurring in departments. Also, JSA's need to customized to departments, and the training and engagement efforts with employees documented.
Safety	Safety Manual	Jaci is in the process of revising the town's safety manual with her safety sub-committee. It will require a legal review, as well as a review by senior management before implementation.
Safety	Safety Fair 2018	Jaci is leading the effort again this year, and this is a resource-intensive fair. The members of the SC plan and host the fair – it is a fantastic time to educate and engage employees.
Safety	Safety – Worker Injury Training, Education & Follow Up	Additional follow up is needed to investigate and address worker injuries. Routinely, supervisors simply state that the accident was "not preventable"...when in fact, almost all incidents ARE preventable. This is an example of the need for enhanced supervisory training for not only worker injuries, but property/casualty incidents.
Safety	Return to Work (work-related injury and personal injury)	There are many issues associated with return to work after both a work-related injury, and when an employee comes to work with a personal injury. Both must be handled differently, yet the return to work process must be well-documented and process-oriented. Supervisors need additional training, and the HR staff needs better training and more experience in the documentation needs and communication methods, given HIPAA, FMLA overlap and other matters.

ADA	Policy/Protocol	Since the town did not have an adequate ADA policy/procedural guidance for the public, we accomplished that last year. However, we need a formal/lengthy policy and procedural directive, as it is required by grant funding. You will see the ADA info on the web site, and it currently needs updating (access to facilities, accommodation requests, etc...).
ADA	Training	Last year for the first time, supervisors were introduced to the topic of ADA. Sherilyn held roundtable discussions regarding how to respond to requests for accommodation from the public or employees. More formal training is needed, as this was a roundtable discussion in each department (and attendance was documented).
ADA	Communications & ADA Coordinators in Depts	ADA communications to our employees and the public need additional effort. Simply placing language on the web site with ADA Coordinators to contact is not sufficient (we need several – one in each dept).
ADA	Grievance Procedure	While the town indicates to whom/where ADA complaints should be directed, there is no formal grievance procedures with specific methods, time frames and other administrative procedures outlined. This is extremely important, and was part of a grant compliance checklist that I reviewed upon hire.

HUMAN RESOURCES

PAY & COMPENSATION

PAY	Pay Study	The 2018 pay study will need HR and department support, as Candy Siderius will be meeting with depts. to 'match' the town jobs to her employer's council data. Finalize scope, contract, make first payment, and schedule process (after Board approves).
Studies - Internal	Pay Study	Conduct internal pay analysis in-between pay study years to assess the town's standing in the market, and in consistency in pay internally. Propose adjustments for budget, as needed.
Pay plans	Pay Plan – 2018	Jaci to finalize draft of a pay plan with position titles no later than Nov (after positions are approved). Also, analyze merit pay and make recommendations annually.
Pay Setting/ Analysis	Recruitment/Hiring	Analyze market pay for positions and pay for new hire
Studies - External	Pay Studies	HR staff to participate in CML-CSS pay study if time available (we have participated in EC study)

STAFFING & POSITION CLASSIFICATION

FTE	FTE Reconciliation	FTE reconciled for 2018, and for proposed 2019 (by late Sep/Oct if approved). Depts should currently be reviewing FTE.
Org Chart	Org Chart Revised for 2019	Org Chart revisions for 2019 for budget packet to be completed
Analyze	Analyze proposals	Conduct HR analysis of staffing requests; make recommendations
Classify	Classify proposed positions	Classify new/proposed positions (pay & grade analysis, with internal/external comps; FLSA exemption status; job title/scope)
Budget	Coordinate w/Finance	Coordinate/analyze all proposed town positions with budget analyst in finance
Position Descriptions	Draft for all new positions	Need to draft position descriptions for all new town positions for 2019
Position Descriptions	Draft for all remaining positions	The old position descriptions were also the document for performance. We have separated those now, and depts. need to draft position descriptions for all jobs. HR has been sending samples to depts.. This is something that depts. and HR do not have adequate staff time to accomplish this.
FLSA Audit	Exemption/Classification Audit	The town has not conducted an FLSA audit in several years, and this bi-annual study needs to be conducted by internal staff...but, all position descriptions must be done first
Workforce Planning	Assess needs	HR guides staffing assessments (short-term, long-term, interim, temporary, intern). More importantly, HR can assist depts. in determining strategies to impact engagement/retention of workforce...also identify key/critical positions and approaches to engagement/learning. ALSO, HR works with any outside consultant conducting a study and provides information/guidance.
Needs Analysis	Assess administrative needs	The town should conduct an administrative/technical/service staffing needs analysis – there is a strong need to coordinate and assess these functions across the organization in a manner that is consistent.

BENEFITS		
Medical, Dental, Vision, Flex	Analyze medical quarterly and annually	Work w/consultant to assess costs, cost splits, trends, and the need to propose plan changes.
Work Comp	Audits/Renewals	Prepare payroll audit responses, classification/coding of positions, and renewal audit data and information for CIRSA
Work Comp	Manage employee injury	Oversee return to work, readiness to work safely, testing, other
Work Comp	Modified Duty	Assess, offer and document modified duty
Work Comp	Claim filing/Oversight	Oversee claims (administrative intensive, as well as complex/analytical)
Retirement	Oversee plans and process	Oversee complex plans with ICMA-RC and in-house atty; ensure internal processes meet fiduciary obligations (with Finance, and also why an intermediary such as Innovest could be helpful); oversee waiting periods; separations; etc..
Enrollment	Enroll new hires & employees	Enroll new hires at time of hire; enroll town employees in plans during annual open enrollment and enter all information and elections on the payroll system of record (done by HR).
Enrollment	Design informational materials	Our consultant does not design the materials for open enrollment, as this is not a service of CEBT's. Jaci has done our booklet annually and updates it.
Plan Design	Annually assess plan design	Propose changes as needed to medical, dental, vision, retirement and wellness
Leave Eligibility	Oversee leave policies	Oversee leave policies, including eligibility for Family Medical Leave; disability leave; military, and other specialized types of leave.
HSA Plan	Design plan w/CEBT	Plan is in design stage; several options have been considered, and HR recommends an option for 2019 (see Jaci). It will require significant employee education/engagement/training
TALENT ACQUISITION (Recruitment)		
Announce	Announce/Advertise/Source	Engage in sourcing to find applicants/candidates
Assess	Position Assessment	Assess position; ensure posting is reflective of actual duties
Qualifications	Select qualified candidates	Work/partner with depts
Interview	Interview process	Same as above; design questions and panel/other process, including testing
Selection	Select finalist(s)	
Offers	Make CONDITIONAL Offer & Confirm	Conditioned on successful background, testing, other
Backgrounds & Testing	Oversee backgrounds, MVR's annually, references & testing	HR oversees these programs, with the exception of the police dept (they oversee their backgrounds)
Drug Testing	Oversee town's D&A policy and programs	Complex program – DT policy needs some work in terms of process and how steps work... have employer's council re-write this one when they review handbook
On-boarding	Work w/depts. to onboard	Need to design an expansive on-boarding program (not just our simple orientation). On-boarding should be a 6-month process or more.
TALENT MANAGEMENT (Performance – ENGAGEMENT – LEARNING - Development Systems)		
Performance Planning	Support new process	Provide guidance to the PERFORMANCE TEAM and oversee implementation of the new plans, and, annual plans and processes
Coaching	Coach new supervisors	HR serves as an advisor, coaching supervisors in performance management efforts
Counseling/ Disciplinary	Liaison with depts.	HR advises departments and oversees the approach to disciplinary, to ensure consistency and defensibility. HR follows up on disciplinary actions with the dept
Performance Improvement	Liaison with depts.	HR supports departments in performance improvement efforts for individual employees or teams.
Supervisory Development	Design/deliver training	Design/deliver supervisory training – for example, EEO, Performance Mgmt, and policy roundtables (ie, work comp, ADA, other)

Employee Committees	Serve as leaders of EE Committees	HR serves as leader of the Safety Committee, Performance Team. Also serve as representatives on Windsor Academy, PRIDE and other project teams
Windsor Academy	Track records, announce programs	HR tracks program attendance, announces programs, evaluates/surveys programs, and the HR Director delivers training such as Crucial Conversations (with PRC Dir)
IDP's	Indiv Perf Plans	The town needs to implement a program for IDP's for high potential performers, to ensure cross-functional learning and so that they understand we are engaged in their learning
Succession Planning	HR assists/advises	HR provides depts. with processes for succession planning – we should have more time for this, vs. just casual conversations with depts..
Change Mgmt	HR serves as an agent of change	HR gets out in front of change – there should be more time for HR to do this
POLICY		
Handbook	HR makes changes as needed	Many changes are needed to handbook policies. I recommend that the town engage Employer's Council to revise policies, and that the town consider amending the policies and practices that have diluted "at will" (including the manner in which the
Policy Revisions	Revise/Assess Policy Efficacy	HR needs to annually revise/assess policy efficacy and intent (this has not been possible the last 18 months, due to workload). IMHO, the handbook or guidelines must be significantly edited and revised...many problems exist on several policies, include appeal rights/injury/testing/leave/holiday and many other policies.
Interpretation	HR advises EE's and Depts	HR is often called on to interpret and 'apply' policies – even those that are not employment related. Because HR has a keen eye on the impacts of policy, it is important to have their involvement, yet sufficient staff resources do not exist for this role to occur carefully.
RECORDS - ADMINISTRATION		
OPF's	HR maintains all OPF's	Official Personnel Records are maintained by HR
Retention/Releases	HR makes determinations	Generally, HR determines what should be released via discussion w/town attorney. HR support staff needs significant/additional training in this. In 2018, SG had a release stmt crafted w/legal that better protects the town when information is released that contains PPI (personal, private information of an employee)
COMPLAINTS – INVESTIGATIONS - REVIEWS		
General Concerns or Complaints	HR receives/responds to general concerns of employees	HR receives complaints/concerns of a general HR nature frequently. These can arise from recruitment, benefits, training or other program areas. For example, an external applicant may express concern regarding non-selection for hire; employees may express concern regarding medical claim payment, etc....
Conflict Mgmt	Individual or team conflict management	HR intervenes in complaints that are brought forward that are general in nature, and HR usually directs the employee back to the department, if the complaint is not related to employment policies or discrimination. If the conflict is occurring with a dept head, the town manager is advised of these and weighs in on a response.
Discrimination Complaints	HR reviews these	HR reviews and/or oversee an internal or external review of these complaints, as we take them very seriously. Legal council (in-house or Employer's Council) often provide guidance. HR reviews the complaint carefully, and makes a management recommendation.
Appeals	HR handles appeals of disciplinary actions	Only those where an adverse pay action occurs can be appealed (suspension or involuntary separation). I strongly recommend that the appeal process be carefully considered and reworded in the guidelines.

Stormwater Coordinator Duties:

- Compiles data and assists in preparing annual MS4 report
- Maintains a public education program to inform the public about illicit discharge reporting and pollution prevention for residents and businesses
- Conducts field and site reviews of existing and proposed stormwater facilities (pipes, detention basins, streams and water quality features)
- Assist with Engineering on reviewing (SWPPS) and inspects erosion and sediment control of development sites
- Informs shareholders and stakeholders of violations, penalties and/or methods of correcting violations
- Maintain records required for compliance with the Town's CDPS permit (NPDES)
- Attend various stakeholder meetings (Federal, State and Local)
- Conduct MRRCP inspections
- Train Town staff on stormwater ordinance, issues, guidelines and procedures
- Snow removal
- On-call response (may include WWTP on weekend/holiday)
- Other duties as assigned

Qualifications, Knowledge, Skills and Abilities:

- Knowledge of MS4 requirements
- Knowledge of SWPPP's, erosion control and sediment control measures
- Ability to prepare accurate and reliable reports containing findings, recommendations and conclusions on stormwater related issues
- Ability to operate a computer with program applications appropriate to assigned duties and responsibilities
- Ability to read and interpret technical plans and specifications
- Ability to communicate effectively and maintain working relationships with the public, other regulatory agencies and Town personnel both orally and in writing. Using both technical and nontechnical language
- Ability to quickly learn and put to use new skills and knowledge brought about by rapidly changing regulations, information and/or technology

Experience and Training:

- Graduation from an accredited college or university with a Bachelor's degree in engineering, environmental science or a related field; and:
- Considerable experience in stormwater management, regulations and permitting; or:
- Any equivalent combination of experience and training which provides the knowledge and abilities necessary to perform the work.

M E M O R A N D U M

Date: June 21, 2018
To: Shane Hale, Town Manager
Sherilyn Gourley, Director of Human Resources & Risk Management
From: Eric Lucas, Director of Parks, Recreation & Culture
Re: Request for Information Regarding Splitting of Recreation Manager Duties

As you know, the Town Board requested additional information regarding the staffing request made on June 18, 2018 at the Town Board Work Session. The request relates to the need to add a Recreation Operations and Facilities Manager position, restructure the current recreation manager duties, and alleviate the workload and span of control currently being performed by a single incumbent Recreation Manager. The current incumbent, Tara Fotsch, currently has responsibilities across broad areas of operations, programs and complex administrative functions at PRC.

As requested, I have provided a brief summary of the current duties as well as how some of these duties must be shifted to a new position, in order to effectively oversee the duties and manage risk. Additionally, I have attached a department organizational chart that outlines the current span of control / oversight as well as identify what the separated management roles would look like.

Brief Description of Current Role & Duties of Recreation Manager

The Recreation Manager currently oversees and has responsibility for 29 FT employees, 14 PTYR employees and over 100 seasonal positions. This leader oversees the operations, administration and budget for an 85,000 square foot recreation center with 6,588 members that sees nearly 400,000 visits per year. In 2017, we had over 1 million people impacted by all of the programs, activities and events that are operated under the direction of the Recreation Manager.

Furthermore, the growth of programs and responsibility has grown exponentially in terms of staffing, public served and additional responsibilities added over the past 3 years. I have listed below an example of the added duties and growth:

- Added oversight of the Culture Division to include museum, and special events to include a new farmers market, artisans market, bandshell.
- Added oversight of the facilities team providing custodial services to the CRC and Police Department, Arts & Heritage Building as well as pool technician responsibilities at the CRC and Chimney Park pool.
- Addition of 45,000 square ft of recreation space (Recreation Center)...373,480 people through the doors in 2017 and we are on pace to pass that number in 2018.
 - o Expansion significantly increased responsibility in staff oversight, risk management, customer interaction, and administrative duties as well as budgetary responsibility.
- Program and event growth that has been unprecedented for Windsor (2015-17):
 - o Senior Programming +78%
 - o Athletics +25%
 - o General Programs +24%
 - o Rentals +56%
 - o Fitness +155%

- o ChildCare +100%
 - o Aquatics + 27%
 - o Cultural Programs / Events +18%
- Management and maintenance of three (3), large community parks (Eastman, Diamond and Chimney).
 - Contracting, risk oversight and policy for diverse and complex functional areas governed by insurer, state and federal compliance standards.

Division oversight includes but is not limited to the following:

- Aquatics (including the CRC, Windsor Lake, and Chimney Park pool)
- Athletics (including maintenance of 3 large sports parks)
- Culture (including Arts & Heritage Building as well as Boardwalk Museums)
- General Programs (Seniors, Upward, Active Adult, Trips)
- Fitness (70+ programs)
- Special Events (41 events as well as 12 concerts, 5 movies and the Harvest Festival)
- Customer Service, which includes the recreation center and rentals of all parks and shelters.

Duties for all of the aforementioned responsibilities includes, but is not limited to: supervision of employees, planning, development, policy, contracting, risk management, administration, budget creation & oversight, performance evaluation, public interaction, projects, health & safety oversight, leader and mentorship.

As you can see from the information provided above and the attached organizational chart the current recreation manager has the largest span of control and greatest workload in the department and quite possibly the entire Town. She routinely works 60+ hour weeks and in my 3 years with the Town, the following additional duties have occurred with little additional compensation.

Recreation Manager – Revised Span of Control

The revised role of the Recreation Manager would encompass oversight and responsibility for 16 FT employees, 10 PTYR and over 100 seasonal positions. The current incumbent, Tara Fotsch, would then oversee the operations, administration and budget for broad, yet somewhat fewer divisions and functions.

Division oversight would include, but not be limited to the following: Aquatics (programming that occurs at the CRC, Windsor Lake, and Chimney Park pool), Athletics (including maintenance of 3 large sports parks), Culture programming that occurs at the Arts & Heritage Building as well as Boardwalk Museums), General Programs, Fitness, Special Events (41 events as well as 12 concerts, 5 movies and the Harvest Festival).

Duties for all of the aforementioned includes but is not limited to: supervision of employees, planning, development, risk management, administration, budget creation & oversight, performance evaluation, public interaction, projects, policy, contracting, health & safety oversight, leader and mentorship. Because many of the programs that occur in facilities that will be managed by the proposed recreation Operations & Facility Manager position, close communication and coordination will need to occur between these two roles.

Recreation Operations and Facilities Manager – Proposed NEW Position Span of Control

The proposed *Recreation Operations and Facility Manager* would oversee and have responsibility for 13 FT employees, 4 PTYR employees. The position would oversee the operations, administration and budget for an 85,000 square foot recreation center that sees nearly 400,000 visits annually.

Division oversight would include but not be limited to the following facilities / infrastructure: Aquatics (including the CRC, Windsor Lake, and Chimney Park pool), Culture (including Arts & Heritage Building as well as Boardwalk Museums), Fitness (equipment at CRC), and Customer Service (which includes the recreation center but rentals of all parks and facilities related to them). Additional facility duties will increase with the 2019 construction of the park maintenance and museum collections facilities.

Duties for all of the aforementioned include but not limited to: supervision of employees, planning, development, policy, contracting, risk management, administration, budget creation & oversight, performance evaluation, public interaction, projects, health & safety oversight, leader and mentorship.

Because many of the programs that occur in facilities that will be managed by the proposed Recreation Operations & Facility Manager position, close communication and coordination will need to occur between this position and the Recreation Manager. In addition, extensive collaboration and joint efforts will be required of the Parks Manager and the Recreation Operations & Facility Manager, as many facilities are located within the current park system.

If you have any questions or concerns regarding this memo, please let me know as will be happy to provide further clarification.

MEMORANDUM

Date: June 20, 2018
To: Shane Hale, Town Manager
Sherilyn Gourley, Director of Human Resources
From: Scott Ballstadt, AICP, Director of Planning
Re: 2018 Mid-Year Budget Request - Planning Technician Re-Classification

Overview

The purpose of this memo is to present justification for the following staffing change in the Planning Department as a mid-year budget request:

- Reclassify two (2) existing Planning Technician positions from grade 59 to Planner I grade 65 with a pay adjustment of \$5,500 per position (annualized)

Background

Planning Technician Duties:

Historically, the Planning Technician position (which should not be confused with the Building Permit Technician which coordinates building permit review and coordination with SAFEbuilt) duties have included:

- Development Review Committee (DRC) coordination: Intake of all land use applications (annexation, subdivision, site plan, rezoning, CUG, variance, etc.), review of applications for completeness, entering information into the Town's electronic tracking system, scheduling and distributing for DRC review, communications and scheduling with applicants and referral agencies, etc.
- Customer service including responding to public inquiries via phone, email or walk-in
- Sign permit review, approval and coordination
- Business license review
- Website updates
- WING Map updates of new projects
- Manage public hearing notices including posting of signs, website posting, newspaper publishing
- Scanning, recording and filing planning and legal documents including mylars
- Research and preparation of code violation correspondence and follow-up
- Administrative support including preparation of payment requests, coordination of conference reservations, ordering supplies, etc.

Planner Duties:

However, the current Planning Technicians have more advanced training in planning and related fields and have therefore taken on additional responsibilities and complex projects that had previously been reserved for Planner or Senior Planner positions:

- Review of development proposals and land use applications including concept plans, administrative and qualified commercial/industrial site plans

- Research and preparation of ordinances amending the Municipal Code including presentation to advisory boards and Town Board
- Referral review, comment and preparation of correspondence to referring jurisdiction/agency
- Census/Demographics: Research and completion of required Census Bureau forms and materials in preparation of pending 2020 U.S. Census, as well as preparing information and responding to requests from the State Demographers Office with regard to population estimates and other demographic information.
- Addressing: Creation and assignment of all new Windsor addresses, coordination with the USPS, utilities, counties and other applicable agencies
- Participation in regional meetings such as the NFRMPO model steering committee for the 2045 Regional Transportation Plan Update and NOCO Housing Now quarterly meetings
- Preparation of maps for various planning projects and annexation public hearings
- Preparation of monthly building permit reports
- Performance of site inspections

History/Trends/Workload

The Planning Department serves as staff to Planning Commission, Board of Adjustment and Historic Preservation Commission, as well as Town Board. Planning staff also attends neighborhood meetings pertaining to land use applications that those respective planners review. While volume of land use applications varies by the type of application, some application types have increased dramatically over the past few years. For example, staff reviewed 14 site plan applications in 2015 compared to 53 in 2017 for an increase of 278%. Likewise, the review of concept plans has increased from 39 in 2015 to 67 in 2017, or 72%.

Staff strives to maintain quality customer service levels with regard to returned phone calls, emails and walk-in traffic; however, in addition to the aforementioned workload challenges, other priorities such as long range planning and implementation of goals and policies of the Comprehensive Plan, the Roadway Improvement Plan and others suffer given the time spent addressing current planning needs. Review of land use applications and other special projects such as land use code updates and regional IGAs with other jurisdictions combine to push long range planning to the back burner.

Both Planning Technicians have degrees in planning or related fields and are willing to take on projects. Therefore, in order to give them the opportunity and distribute the workload, we have been assigning some of the more straight forward land use applications to the Planning Technicians and they have performed well.

Conclusion

I have reviewed the Employers Council position descriptions provided by Human Resources and find that the tasks and expanded role that Windsor's Planning Technicians are performing align more closely with a Planner position than a Planning Technician. The Planning Technician position in Windsor has historically been a hybrid position out of necessity, performing entry level planning tasks as well as many administrative support functions given the lack of administrative support staff within the department.

In 1999, the Town's population was less than 10,000 and the Planning Department consisted of a staff of four, including the director. In 2018, the Town's population will surpass 30,000 and the Planning Department consists of a staff of six, including the director. It is unlikely that the Town will retain talented staff with planning degrees without providing the opportunity to advance. Based upon recent trends and the continued increasing workloads on all of Planning staff, review

and reexamination of all positions in the Planning Department, including placement of jobs in respective ranges and incumbent pay, should be analyzed in 2019.

Recommendation & Cost Analysis

Based upon current needs, the following costs are associated with the recommendation for this mid-year budget request:

- Reclassify two (2) existing "Planning Technician" positions from grade 59 to Planner I grade 65

Current Pay/Incumbents	Average \$44,501
Recommended Pay	\$50,000
Benefits (approx. 37%)	\$18,500
Total Comp	\$68,500

Total Costs – Planning Department Staffing Changes = \$15,070

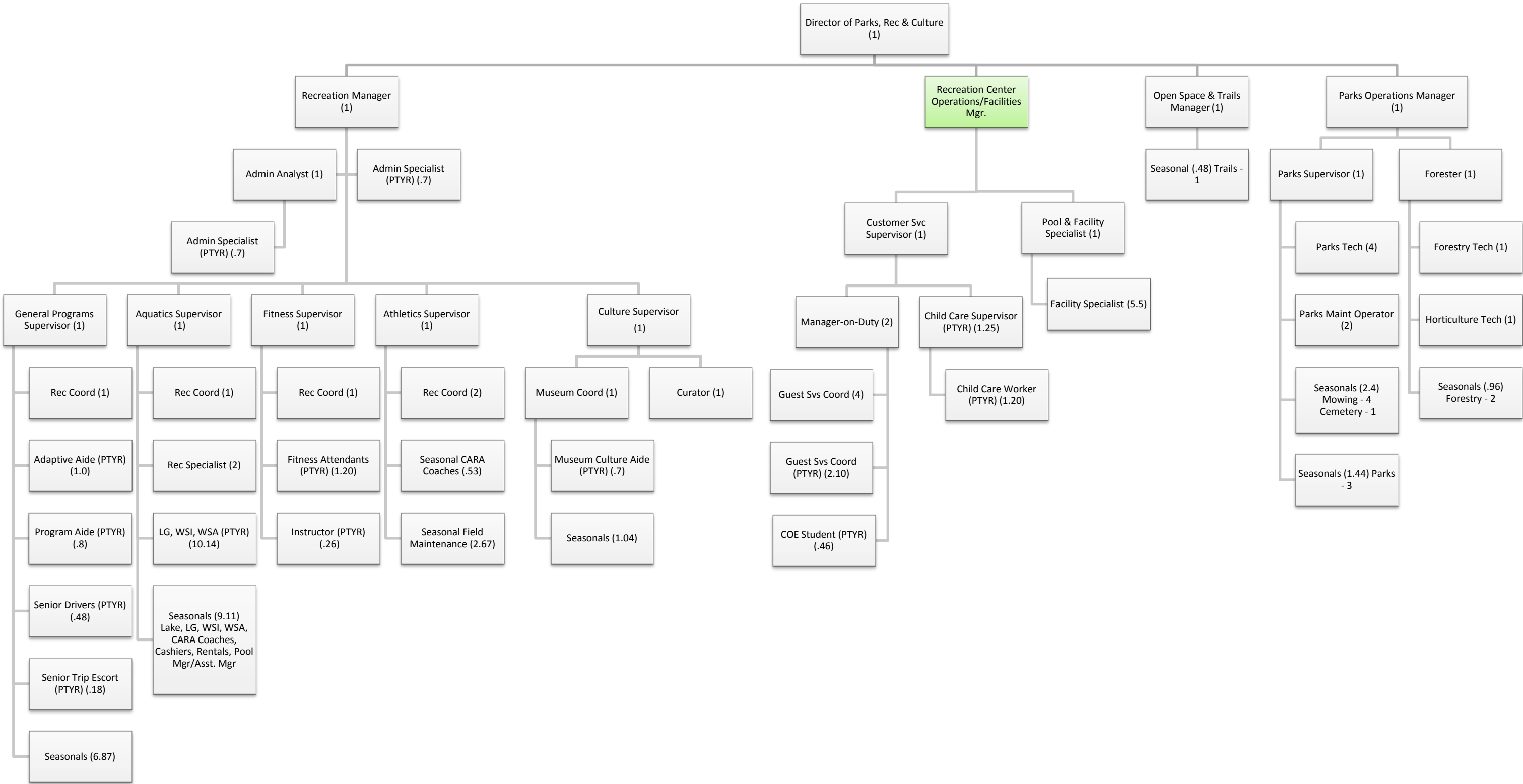


Proposed 2018 (June) Parks, Recreation & Culture

- = Current 2018 Staffing
- = Proposed 2019 FT Staff
- = Proposed 2019 PTYR or Seasonal Staff
- = Proposed 2018 Reclassifications

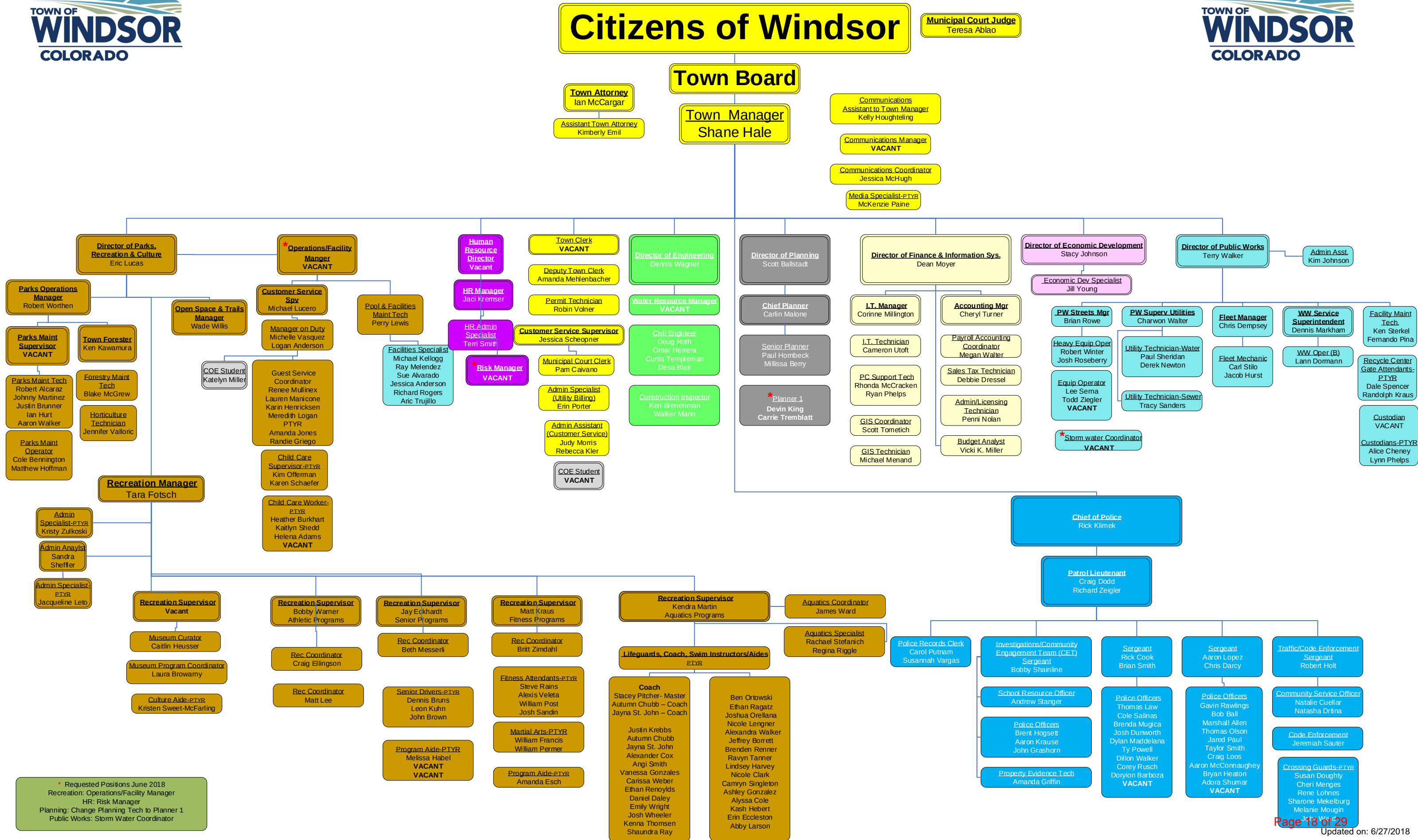
2018 FTE 83.94 (37 FT, 20.76 PTYR, Seasonal 26.18)

Revised Date 6/25/2018





2018 Town of Windsor Organizational Chart



* Requested Positions June 2018
Recreation: Operations/Facility Manager
HR: Risk Manager
Planning: Change Planning Tech to Planner 1
Public Works: Storm Water Coordinator

3/13/2018

Wesley LaVanchy
Municipal Advisory Services
WEL Consulting

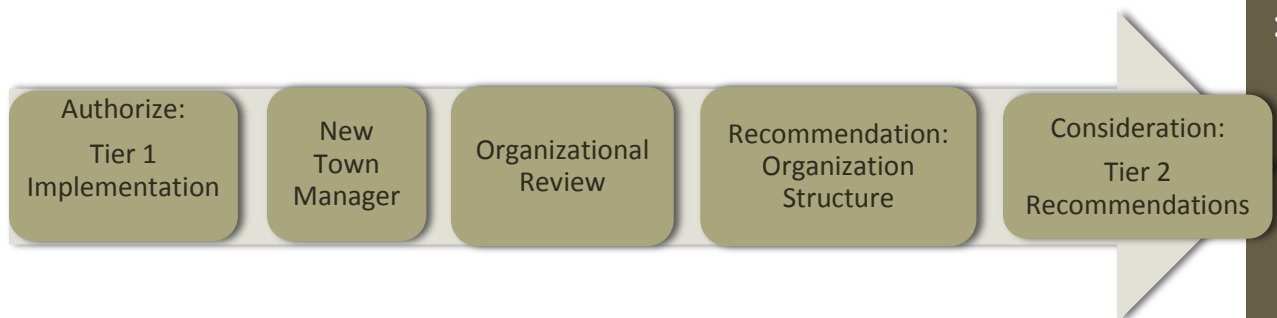
Follow Up Recommendations on the Organization

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

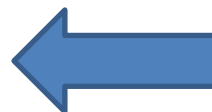
Risk Matrix Chart

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	

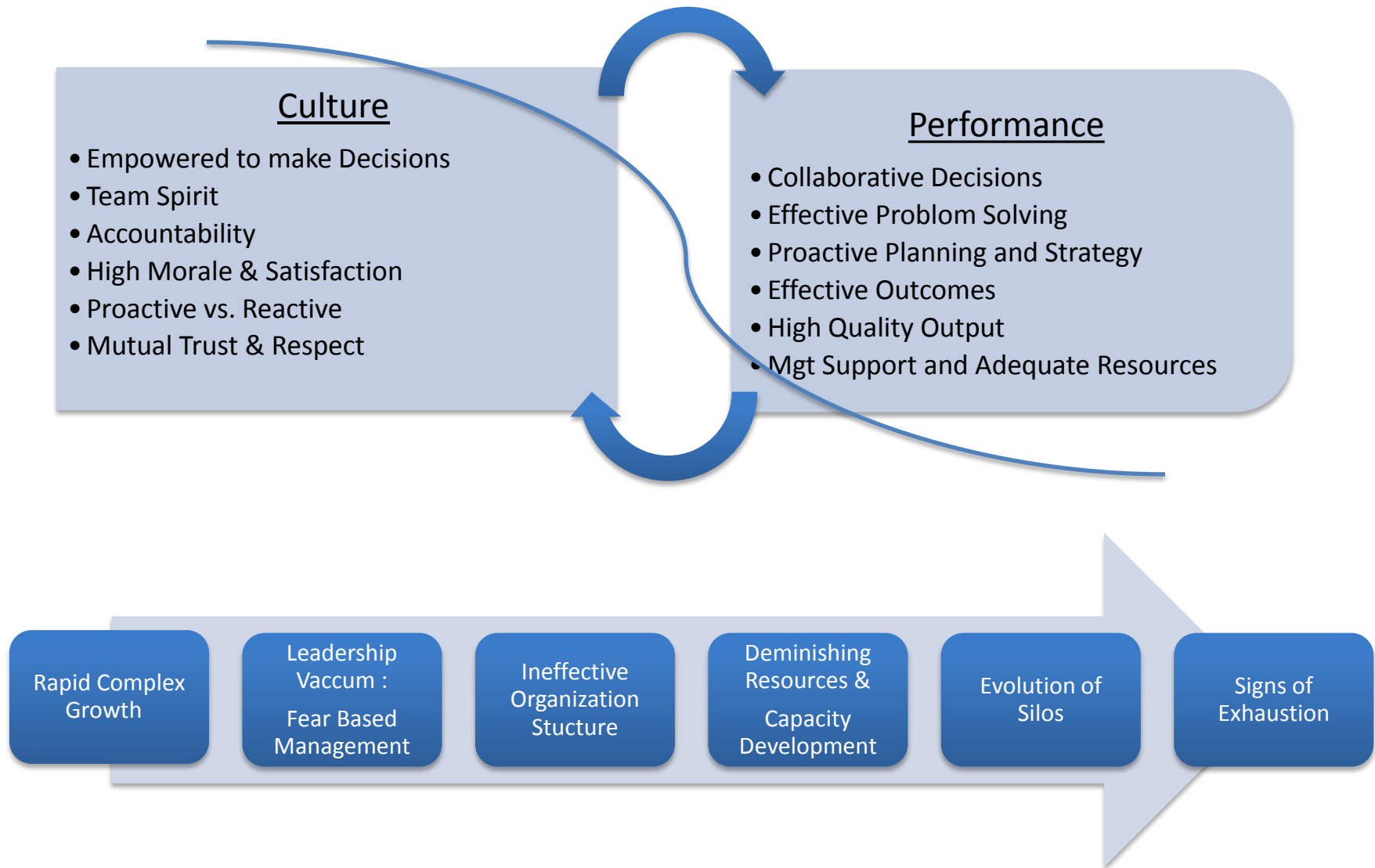


Risk Factors
Health & Safety
Legal & Financial
Policy & Strategy
KSA
Community Development



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



FUTURE TOWN BOARD MEETINGS

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 Alcohol in Parks
July 9, 2018 7:00 p.m.	Town Board Meeting Kern Board
July 16, 2018 Noon- 6:00 p.m.	Town Board Work Session R.O. Plant Tours
July 23, 2018 6:00 p.m.	Town Board Work Session Northern Water Presentation-Brian Werner
July 23, 2018 7:00 p.m.	Town Board Meeting
July 30, 2018 5:30 p.m.	Cancelled
August 6, 2018 6:00 p.m.	Town Board Work Session
August 13, 2018 5: 30 p.m.	Board/Manager/Attorney Monthly Meeting
August 13, 2018 7:00 p.m.	Town Board Meeting
August 20, 2018 6:00 p.m.	Town Board Work Session
August 27, 2018 6:00 p.m.	Town Board Work Session Strategic Plan Follow-up – Sheryl Trent
August 27, 2018 7:00 p.m.	Town Board Meeting
September 3, 2018	Town Hall Closed- Labor Day
September 13, 2018 5:30 p.m.	Board/Manager/Attorney Monthly Meeting
September 13, 2018 7:00 p.m.	Town Board Meeting

Additional Events

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
- 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