



TOWN BOARD WORK SESSION

September 14, 2020 - 5:30 PM

Town Board Chambers, 301 Walnut Street, Windsor, CO 80550 Zoom Meeting,
Click on the link <https://windsorgov.zoom.us/j/93994380938> OR join by telephone at
(888) 788-0099 or (877) 853-5247 - Webinar ID:939 9438 0938

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. Clearview Library Update--Ann Kling, Director
2. Compensation Study Update -- Candy Johnson, Principal
3. 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 Thursday prior to the meeting to make arrangements.



MEMORANDUM

Date: September 14, 2020
To: Mayor and Town Board
Via: Shane Hale, Town Manager
From:
Re:
Item #: 1.



MEMORANDUM

Date: September 14, 2020
To: Mayor and Town Board
Via: Shane Hale, Town Manager
From:
Re:
Item #: 2.

ATTACHMENTS:

- ▢ 2020 Town of Windsor Overview
- ▢ 2020 methodology report
- ▢ 2020 Step Plan
- ▢ 2020 Salary Ranges

TOWN OF WINDSOR

Compensation Project Overview September 2020

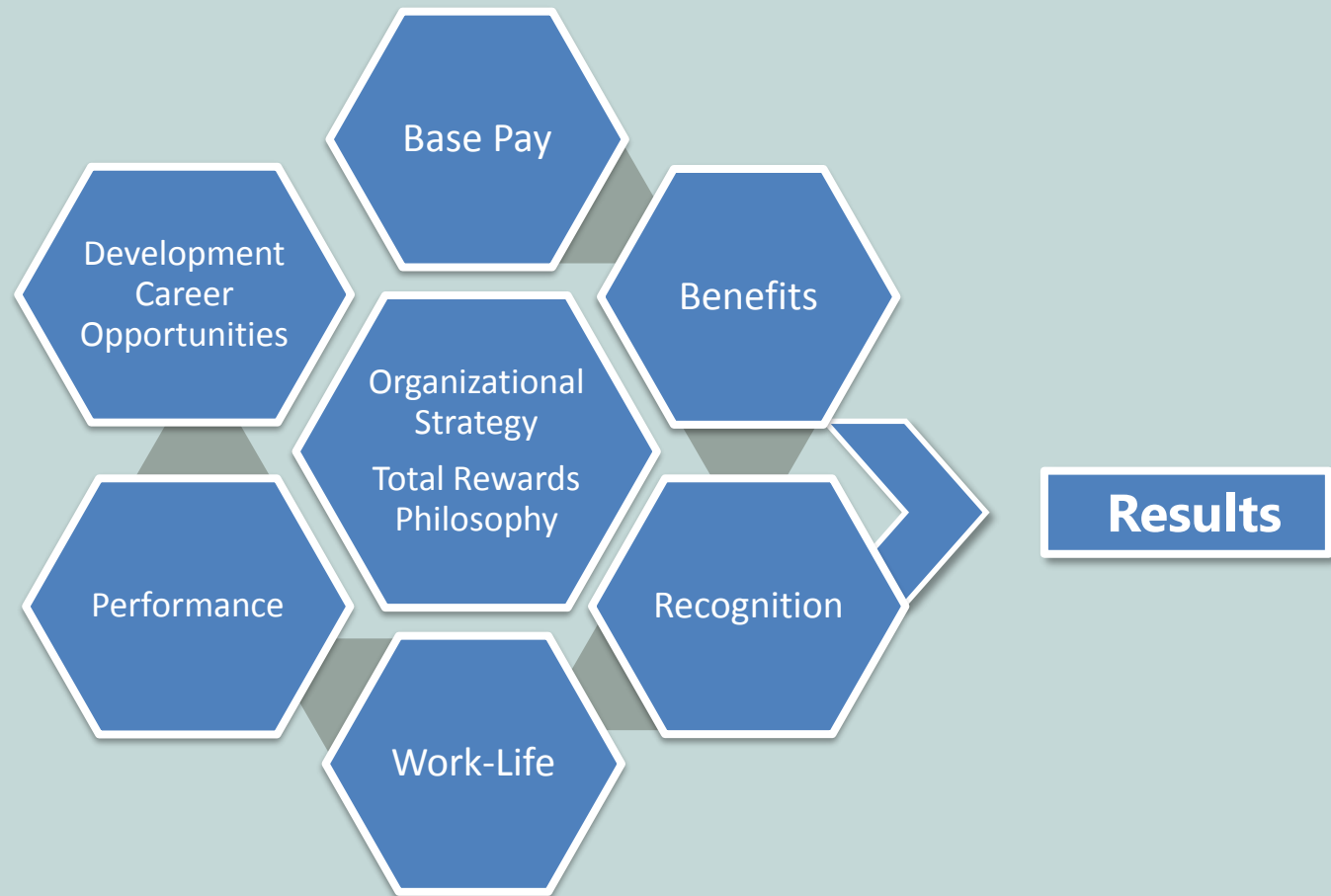
OBJECTIVES

- Update Full-time and Police Step plans
- Develop Part-time plan
 - Assess pay competitiveness with labor market
 - Ensure consistent approach to pay decisions
 - Align reward system with philosophy and values
 - Design updated structure to be flexible and financially sustainable
 - Consider pay equity relative to Colorado law

PROJECT METHODOLOGY

- Discuss strategic objectives/philosophy
- Review updated job descriptions
- Match jobs to survey description
- Obtain management approval
- Collect salary survey data
- Update salary structure/conduct cost analysis
- Implement plan
- Communicate program update

TOTAL COMPENSATION MODEL



PHILOSOPHY/STRATEGY

- Examine organizational mission & culture
- Consider business climate / labor markets
- Identify skill sets/behaviors to reward
- Leverage total compensation elements

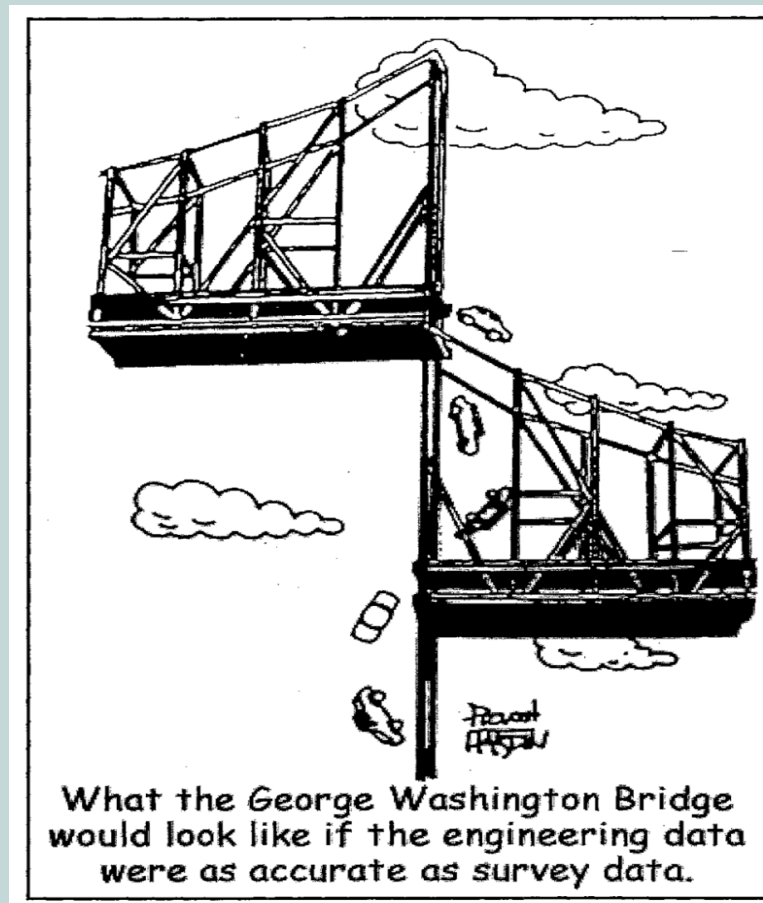
JOB MATCHING PROCESS

- Compare internal job data/descriptions to survey documentation
- Require at least 70% to 80% match of duties and qualifications
- Select match by responsibilities - not title
- Meet with department heads to gain input and approval on match

EXTERNAL EQUITY

- Determines relative value of jobs by what a defined labor market pays
- Considers how well organization pays in relation to other employers
- Used by almost all organizations

SALARY SURVEY CONSIDERATIONS



CREDIBLE SURVEY DATA INCLUDES...

- Methodology
 - Definition of terms
 - Verification/validation procedures
 - Timeliness
 - Presentation of data/statistics
- Job Descriptions
- Participants
- Employer reported pay rates
- Sample size

SURVEYS USED

- Employers Council 2019 Colorado Benchmark Compensation Survey (Denver/Boulder and Northern Colorado data lines)
- Employers Council 2019 Public Employer Compensation Survey (Denver/Boulder and Northern Colorado data lines)
- Employers Council 2019 Information Technology Compensation Survey (Denver/Boulder and Northern Colorado data lines)
- Economic Research Institute 2020

* Survey data aged to 1/1/21 by 2.5% (ECI)

INTERNAL EQUITY

- Determines the relative value of jobs within an organization
- Considers compensable factors
 - Knowledge
 - Decision-making
 - Accountability
- Balances external equity

STRUCTURE DESIGN

- Determine market-based job values (survey data)
- Assess jobs through internal lens (location, industry, size, culture, critical skills, job family progression, reporting relationships, other)
- Consider current structures
- Resolve anomalies

SALARY GRADE

A grouping or clustering of jobs with similar duties and qualifications

All jobs in the grade have the same range minimum, midpoint, and maximum

SALARY RANGE

Used to establish the limits of value or payment for jobs

Minimum Lowest pay rate in a salary grade

Midpoint Market average

Maximum Highest pay rate in a salary grade

PROPOSED 2021 POLICE STRUCTURE

- Officers have 6 steps; Sgts have 5 steps
- Commanders now included with 3 steps
- Cost includes market adjustment to current step

PROPOSED 2021 FULL-TIME STRUCTURE

- Seven non-exempt salary grades
- Ten exempt salary grades
- Range spread varies from 35% to 50%
- 2021 ranges increased no more than 2.5% from 2020 ranges

PROPOSED 2021 PART-TIME STRUCTURE

- Moved from steps to open ranges
- Six non-exempt salary grades
- Range spread varies from 30% to 35%

EVALUATE STRUCTURE

Review individual pay rates relative to position in range

- Identify pay rates below range minimums
- Calculate compa-ratio (pay rate/midpoint)
- Determine cost to implement

PAY EQUITY

Colorado's Equal Pay for Equal Work Act -
effective 1/1/21

Pay rates reviewed based on:

- Time in role
- Skills/experience
- Performance
- Compa-ratio

Equity adjustments applied

SUMMARY

- Developed new Part-time plan
- Updated Police and Full-time plans
- Reviewed pay equity

SUCCESSFUL PLANS

- Credible, consistent and data-driven
- Defensible methodology
- Sustainable over time
- Communicated and understood by employees
- Aligned with stated compensation philosophy

QUESTIONS?

Candy Johnson
Compensation Studio LLC
candy@compensation.studio

Town of Windsor Compensation Project Methodology Report August 2020

Introduction

The Town of Windsor (Town) asked Candy Johnson, Principal of Compensation Studio LLC, to conduct a salary survey market analysis, update salary ranges for the full-time plan, create ranges for part-time positions, and compare current rates of pay with the identified labor market. This report presents the methodology followed when designing and updating compensation programs.

Strategic Review

Working with the Town's leadership team, we reviewed the plan objectives and discussed changes that had occurred within the organization. This included reviewing new and changed positions subsequent to the 2019 plan implementation.

The Town has also developed a proposed total compensation philosophy statement to guide decisions regarding plan design and administration.

The Town of Windsor provides employees with a total compensation package of pay and benefits which is, within our ability to pay, comparable to other municipalities and private employers in our community. We reward employees who demonstrate capable, caring and professional behavior, understand community concerns, and create results that support the Town's mission.

We value positive relationships with our citizens. We rely on employees to offer creditable programs and services to reinforce and support exceptional customer service to our community.

As a steward of public funds, we administer our total compensation program with sound fiscal responsibility. Our program includes:

- Compensation. Competitive market-driven base pay that rewards employees based on knowledge, skill, performance, behavior, and contributions.*
- Benefits. Health, wellness, insurance plans and retirement programs to ensure well-being and security of employees and dependents.*
- Work-Life Balance. Practices that support work-life effectiveness.*
- Performance and Recognition. Alignment of organizational and individual efforts toward achievement of the Town's goals. Acknowledgment of employee efforts, behavior, and performance.*
- Training and Development. Opportunities for employee training and professional development in order to develop skills and competence in support of the Town's success.*

Job Matching and Market Pricing

For both the full and part-time plans, we met with department heads to identify the most relevant match between the Town's positions and the survey job description. We considered duties performed and qualifications required of the job. We do not match by job title. We also reviewed factors such as the degree of knowledge/skill, job family progression, span of control, reporting relationships, scope of decision-making authority, and overall impact on the organization. We strive to match a position to the

survey job if a 70 to 80 percent match exists between the incumbent's job responsibilities and the duties listed in the survey. A number of full-time jobs have either changed or been created since the last market analysis. As a result of the job matching process, a number of positions in the full-time plan were reclassified and placed in higher salary grades.

Each department head, and supervisors as appropriate, provided input and approval on all job matches.

Salary Surveys and Data Lines

The specific surveys and data lines used in this analysis were:

- 2019 Employers Council Benchmark Compensation Survey (Denver/Boulder and Northern Colorado data lines)
- 2019 Employers Council Public Employers Compensation Survey (Denver/Boulder and Northern Colorado data lines)
- 2019 Employers Council Information Technology Compensation Survey (Denver/Boulder and Northern Colorado data lines)
- 2020 Economic Research Institute (Denver and Windsor, Colorado data lines)

After obtaining the final job match, we collected salary information. We also noted the number of incumbent pay rates reported in the sample. Data with 30 rates or more is considered to be a statistically accurate average; however, it is not always possible to find a large sample for certain positions. The survey data lines of Denver/Boulder and Northern Colorado employers were chosen to reflect the labor markets the Town competes within. The information comprises pay rates from employers in both the public and private sectors and of organizations including the Windsor area of northern Colorado.

Adjust Survey Data

Since the effective dates of the salary survey data varied by survey, we aged the data and brought it forward to a common date of January 1, 2021. We used an adjustment factor that represents the annual percent of salary movement for public sector employers. Aging data also enables the employers to keep pace with market movement.

The U.S. Department of Labor, Bureau of Labor Statistics, compiles and publishes the Employment Cost Index (ECI) every quarter. The ECI reflects the percentage change in employer costs for employee compensation. At the time of this study, the ECI rate was 2.5%. We prorated this factor based on the period from each survey's information collection date to January 1, 2021.

Develop Salary Grades and Ranges

In the full-time plan, we updated the salary range for each grade, which includes a minimum, midpoint, and maximum pay scale. Calculation of the midpoints for each range is typically based on the aggregate of the survey weighted averages. To address

budget concerns, we limited the range increase in the full-time plan to no more than 2.5%. The minimum and maximum pay are calculated based on the range spread. Typical range spreads vary depending upon the level of position.

Historically, the part-time positions have been paid in a step plan. To be more financially sustainable over time, we developed a structure of six grades and ranges.

As market data focuses on payment for the job, the salary range provides flexibility to pay the incumbent according to criteria based on the organization's philosophy and strategy. This can include specific goal accomplishment, performance, length of service or any other criteria that is deemed important.

Review Cost to Implement

The proposed full-time structure compares employee pay rates to the salary ranges. A number of pay rates were below the proposed range minimums. The cost to bring pay rates to the salary range minimums is approximately \$30,431 for the non-exempt plan and \$31,250 for the exempt plan. A large portion of these amounts is due to job reclassifications and are highlighted in the table below.

In the part-time plan, we first calculated the cost to bring pay rates to the range minimums, which is \$43.46 per hour; \$29,922 annualized. Since each employee had been placed in a step, we identified range placement by adjusting pay rates at .075% per year in position above the range minimum. This additional equity cost is \$.85 per hour; \$627 annualized.

Full-time Cost to Range Minimum by Department

Department	Non-exempt	Exempt
Communication	\$ 810	\$8,891
Customer Service	\$1,835	
Economic Development		
Engineering		
Finance		\$14,690
Human Resources	\$ 6	\$ 275
IT	\$1,620	
Planning		\$7,394
Parks Rec and Culture	\$25,350	
Police	\$ 810	
Public Works		
Town Clerk		

Colorado's Equal Pay for Equal Work Act, effective January 1, 2021, was enacted to help close the gender pay gap by ensuring that employees with similar job duties are paid the same wage rate regardless of sex, or sex plus another protected status. Although there is little guidance available at this time, there are a number of practices that will support pay decisions.

Establishing a compensation philosophy that communicates the organization's objectives and direction along with conducting a market analysis are considered best practices as long as they are aligned and consistently applied.

Employers should identify and document the basis for giving pay adjustments. Merit, tenure in organization and/or position, and education or experience required to perform the job are some of the factors that justify different pay rates. These factors should be neutral and consistently applied.

Employees should be paid no lower than the minimum of the salary range. When hiring, however, employers may have to pay higher than the minimum in order to attract the best candidate. In this instance, pay of other employees in the same job should be reviewed to identify any compression and then adjust accordingly.

Employees should not be paid higher than the range maximum. If a pay rate approaches and exceeds the maximum, an employee can be given a lump-sum increase separately that is not added to the base pay rate.

We reviewed each employee's position in range and considered the following factors:

- Date in position
- Compa-ratio (current pay relative to range midpoint, expressed as a percentage)
- Job experience
- Supervision and other job responsibilities of note
- Performance

We assessed all pay rates by reviewing date in position and compa-ratio presuming successful performance in the job. For every year in role, we compared current pay to a pay rate of 1.5 percent above the range minimum to identify any pay anomalies. If pay rates fell low in the range, an equity adjustment was applied. In the non-exempt structure, 12 rates were adjusted, five of which were female incumbents. In the exempt structure, 17 rates were adjusted, five of which were female incumbents. The approximate cost of applying the equity adjustments is \$13,161 for the non-exempt structure and \$52,382 for the exempt structure.

Equity costs are noted below by department and structure.

Full-time Equity Costs by Department

Department	Non-exempt	Exempt
Administrative Services		\$6,430
Communication		
Customer Service		\$1,934
Economic Development		\$11,328
Engineering		\$2,058
Finance		\$6,998
Human Resources		\$2,413
IT	\$1,653	
Planning		

Parks Rec and Culture	\$4,669	\$8,716
Police		
Public Works	\$5,757	\$12,505
Town Clerk	\$1,082	

If we were to apply this same equity analysis for the Town Attorney and Town Manager positions, the incumbents would be eligible for a 2.1% (\$3,443) and 2.8% (\$4,299) increase respectively.

For any employees who did not receive a pay adjustment, a one percent merit increase was calculated. For the non-exempt plan, this cost is approximately \$23,727. For the exempt plan, the approximate cost of a one percent merit increase is \$44,016.

In the part-time plan, this cost is \$5.72; \$2,989 annualized.

Since pay rates in range were reviewed in the part-time plan, there were no additional pay equity adjustments.

Summary

Compensation is a fluid and dynamic aspect of human resources. It requires employers to balance the aspects of organizational culture, other elements offered in the total compensation program, legal compliance, and budget constraints while being flexible to adapt to changing and uncertain conditions. All the while, recruiting and retaining qualified talent will continue to be a challenge for many employers.

The review of salary data is one tool used to analyze how jobs are paid in the defined market. Current pay practices, including performance and organizational goals, should focus on and align employee pay within the salary range and relative to the organization's philosophy.

We appreciate the opportunity to work with you. Please let us know if you have any questions or concerns about this project.

Town of Windsor Police Step Plan Update Methodology Report August 2020

Introduction

The Town of Windsor (Town) asked Candy Johnson, Principal of Compensation Studio LLC, to conduct a salary survey market analysis and develop an updated step plan for Police Officers and Sergeants to be effective January 1, 2021. The Town instituted the step plan in January 2018; this is the first market update. This report presents the methodology followed.

Strategic Review

Working with the Town Manager, Police Chief, and Director of Human Resources, we reviewed the effectiveness of the current plan design. While the move to a step plan has been well-received by Officers and Sergeants, the Town has experienced increased competition with other agencies and is concerned about pay compression between Sergeants and Commanders.

Job Matching and Market Pricing

The process of job matching requires identifying the most relevant match between the Town's positions and the survey job description based on duties performed and qualifications required of the job. We do not match by job title. We also reviewed factors such as the degree of knowledge/skill, job family progression, span of control, reporting relationships, scope of decision-making authority, and overall impact on the organization. We strive to match a position to the survey job if a 70 to 80 percent match exists between the incumbent's job responsibilities and the duties listed in the survey. The Chief of Police approved all job matches.

Salary Survey and Data Lines

The specific survey and data lines used in this analysis were:

- Employers Council 2019 Public Employers Compensation Survey (Denver/Boulder and Northern Colorado data lines)

Based on the job match, we collected salary information. We also noted the number of incumbent pay rates reported in the sample. Data with 30 rates or more is considered to be a statistically accurate average. The survey data lines of Denver/Boulder and Northern Colorado employers were chosen to reflect the labor markets the Town competes within.

Survey Data Adjustment

The survey data was collected in early 2019 so it was brought forward, or aged, to the proposed effective date of January 1, 2021. We used an adjustment factor that represents the annual percent of salary movement for public sector employers. Aging data also enables the employers to keep pace with market movement.

The U.S. Department of Labor, Bureau of Labor Statistics, compiles and publishes the Employment Cost Index (ECI) every quarter. The ECI reflects the percentage change in employer compensation costs. At the time of this study, the ECI rate was 2.5%.

Step Plan Design

A step plan consists of specified pay levels within a pay range. Employees advance from step to step based on time in position, performance, acquisition of new job skills, or other criteria. Salary increases are typically associated with the step progression. The number of steps can vary. In the Town's plan, Officers and Sergeants must have a satisfactory performance rating in order to move up a step and can progress no more than 1 step per year. Pay is frozen once an employee reaches the top step and only increases based on future market adjustments.

After reviewing various design options that considered survey market averages and financial sustainability, we established an updated range to guide in the development of the steps. We reduced the number of steps for Police Officers from 7 to 6 steps. For Sergeants, we reduced the number of steps from 7 to 5. Each step increase is 5%.

The proposed Officer plan is approximately 8.3% higher than the current plan while the survey market average is slightly above Step 6.

Step 1 of the proposed Sergeant range begins at 3% above Step 6 of the Police Officer range. The proposed Sergeant range is 13.9% higher than the current plan and the survey market average is slightly above Step 4.

To ease pay compression between Sergeants and Commanders, it was decided to move the Commander position to the step plan. This range begins at 5% above the top step of the Sergeant plan and includes 3 steps with 5% increases. Commanders were placed in steps according to experience.

Cost to Implement

The Town has not updated the step plan since 2018 and would like to provide the market adjustment in current step. The estimated cost to provide this adjustment in current step as well as the cost to move to the next step in the plan is noted below.

Level	Cost to Current Step	Cost to Next Step
Police Officers	\$180,197	\$103,006
Police Sergeants	\$ 68,847	\$ 17,763
Police Commanders	\$ 39,603	\$ 22,357

The approximate total of moving to current step is \$288,647 and the total cost to move to next step is \$143,126.

Summary

Employers consider pay differently based on their organizational strategy, total compensation program elements, culture, difficulty in attracting and retaining qualified talent, legal compliance, and budget constraints. A market analysis is a tool to aid in the salary decision process and should align with these factors.

We appreciate the opportunity to support your efforts in maintaining a competitive salary structure. Please let us know if you have any questions or concerns about this project.

Proposed Full-time Plan

Salary Grade	Town of Windsor Job Title	Range Minimum
	Full-time NON-EXEMPT	
10		\$28,100
	Custodian	\$13.51
	Facilities Specialist	
15		\$30,800
		\$14.81
20		\$35,800
	Administrative Assistant - CS	\$17.21
	Administrative Assistant - PW	
	Administrative Specialist - PRC	
	Equipment Operator I	
	Guest Service Coordinator	
	Parks Technician I	
	Utility Technician I	
	Wastewater Operator D/Trainee	
25		\$40,400
	Accounting Coordinator	\$19.42
	Administrative Specialist (Customer Service)	
	Administrative Specialist (Utility)	
	Equipment Operator II	
	Facility Maintenance Technician	
	Forestry Maintenance Technician	
	Horticulture Technician	
	Human Resources Technician	
	Manager on Duty	
	Municipal Court Clerk	
	Parks Technician II	
	Payroll Technician	
	Pool & Facility Maintenance Technician	
	Records Specialist/Technician	
	Recreation Specialist	
	Sales Tax Technician	
	Utility Technician II	

	Visual Media Coordinator Wastewater Operator C	
30		\$45,800
	Administrative Analyst Aquatics Coordinator Communications Coordinator Community Service Officer Coordinator, Special Events & Sponsorships Deputy Town Clerk Equipment Operator III Fleet Mechanic IT Analyst Museum Education Coordinator Open Space and Trails Technician Parks Technician III Permit Technician Planning Technician Police Officer Recruit Property and Evidence Technician Rec Coordinator - Athletics Recreation Coordinator Utility Technician III Wastewater Operator B	\$22.02
NON-EXEMPT		
35		\$51,800
	Construction Inspector Human Resources Generalist Wastewater Operator A	\$24.90
40		\$55,900
	Streets Lead	\$26.88
EXEMPT		
100		\$46,500
	Museum Curator Planner I	\$22.36

110		\$52,700
	Business Analyst	\$25.34
	Executive Analyst	
	GIS Analyst	
	System Administrator	
120		\$58,000
	Business Development Specialist	\$27.88
	Business Supervisor	
	Civil Engineer I	
	Culture Supervisor	
	Customer Service Supervisor - PRC	
	Fleet Manager	
	Planner II	
	Recreation Supervisor, Athletics	
	Recreation Supervisor, Aquatics	
	Recreation Supervisor	
	Town Forester	
130		\$65,300
	Budget Analyst	\$31.39
	Civil Engineer II	
	Facilities Manager	
	GIS Supervisor	
	IT Supervisor	
	Risk Manager	
	Stormwater Coordinator	
140		\$70,200
	Civil Engineer III	\$33.75
	Senior Planner	
	Utilities Supervisor	
150		\$73,200
	Accounting Manager	\$35.19
	Chief Planner	
	Civil Engineer IV	
	Customer Service Manager	
	Human Resources Manager	
	Open Space and Trails Manager	
	Streets Manager	
	Town Clerk	

Utilities Manager Water Resources Administrator		
EXEMPT		
160		\$84,000
	Assistant Town Attorney Communications Manager Deputy Director Finance IT Manager Operations and Facilities Manager Parks Operations Manager Recreation Manager Wastewater Plant Manager/Superintendent	\$40.38
170		\$96,800
	Deputy Director of Parks, Recreation, Culture Deputy Director of Public Works Deputy Director of Engineering Human Resources Director Planning Director	\$46.54
180		\$110,400
	Administrative Services Director Chief of Police Community Development Director Director of Economic Development Director of Finance Public Services Director	\$53.08
190		\$150,800
	Town Attorney Town Manager	\$72.50

Range Midpoint	Range Maximum
\$33,000 \$15.87	\$37,900 \$18.22
\$37,000 \$17.79	\$43,200 \$20.77
\$43,000 \$20.67	\$50,200 \$24.13
\$48,500 \$23.32	\$56,600 \$27.21

\$55,000 \$26.44	\$64,200 \$30.87
\$63,500 \$30.53	\$75,200 \$36.15
\$68,500 \$32.93	\$81,100 \$38.99
\$57,000 \$27.40	\$67,500 \$32.45

\$64,500	\$76,300
\$31.01	\$36.68
\$71,000	\$84,000
\$34.13	\$40.38
\$80,000	\$94,700
\$38.46	\$45.53
\$86,000	\$101,800
\$41.35	\$48.94
\$91,500	\$109,800
\$43.99	\$52.79

\$105,000	\$126,000
\$50.48	\$60.58
\$121,000	\$145,200
\$58.17	\$69.81
\$138,000	\$165,600
\$66.35	\$79.62
\$188,500	\$226,200
\$90.63	\$108.75

Proposed Part-time Plan

Salary Grade	Town of Windsor Job Title	Range Minimum	Range Midpoint
	Part-time		
10		\$26,100	\$30,000
	Dishwasher Fitness Attendant Swim Aide	\$12.55	\$14.42
20		\$27,600	\$31,700
	Child Care Worker Coach Culture Aide Custodian Driver Fleet Laborer Lifeguard Program Aide	\$13.27	\$15.24
30		\$29,600	\$34,000
	Child Care Supervisor Intern Swim Lesson Instructor	\$14.23	\$16.35
40		\$32,600	\$37,500
	Administrative Assistant Administrative Specialist Lead Guard Private Lesson Swim Instructor	\$15.67	\$18.03
50		\$34,900	\$41,000
	Guest Services Coordinator Non-Certified General Ed Instructor	\$16.78	\$19.71
60		\$40,400	\$47,500
	Certified Fitness Instructor Facility Maintenance Technician School Crossing Guard	\$19.42	\$22.84

Range Maximum
\$33,900 \$16.30
\$35,800 \$17.21
\$38,400 \$18.46
\$42,400 \$20.38
\$47,100 \$22.64
\$54,600 \$26.25

Proposed Police Step Plan

PROPOSED Officer Step Plan				
	\$65,000	\$68,250	\$71,663	\$75,246
	\$31.25	\$32.81	\$34.45	\$36.18
Steps	1	2	3	4
% spread between steps:		5.0%	5.0%	5.0%

PROPOSED Sergeant Step Plan				
3.0%	\$85,450	\$89,723	\$94,209	\$98,919
> Step 6	\$41.08	\$43.14	\$45.29	\$47.56
Steps	1	2	3	4
% spread between steps:		5.0%	5.0%	5.0%

PROPOSED Commander Step Plan			
5.0%	\$109,058	\$114,511	\$120,236
> Step 5	\$52.43	\$55.05	\$57.81
Steps	1	2	3
% spread between steps:		5.0%	5.0%

\$79,008	\$82,958
\$37.98	\$39.88
5	6
5.0%	5.0%

\$103,865
\$49.94
5
5.0%



MEMORANDUM

Date: September 14, 2020
To: Mayor and Town Board
Via: Shane Hale, Town Manager
From:
Re:
Item #: 3.

ATTACHMENTS:

- ▢ Future Meetings Agenda



FUTURE TOWN BOARD MEETINGS

September 14, 2020 5:30 p.m.	Town Board Work Session Clearview Library Strategic Plan Presentation Compensation Study Update—Candy Johnson
September 14, 2020 7:00 p.m.	Town Board Regular Meeting
September 21, 2020 5:30 p.m.	Town Board Work Session Tanko Lighting—Street light audit review 7 th Street Pedestrian Bridge Retail Redirect – Katy Press
September 28, 2020 5:30 p.m.	Town Board Work Session CIP Tour
September 28, 2020 7:00 p.m.	Town Board Regular Meeting
October 5, 2020 5:30 p.m.	Town Board Work Session CIP Follow up
October 12, 2020 5:30 p.m.	Town Board Work Session with Planning Commission Land Use Code Update – Zone Districts, Subdivisions, & Procedures – Paul Hornbeck
October 12, 2020 7:00 p.m.	Town Board Regular Meeting
October 19, 2020 6:00 p.m.	Town Board Work Session with Planning Commission Urban3 presentation regarding Sustainable Infrastructure and Land Use Development Patterns – David Eisenbraun and Scott Ballstadt
October 26, 2020 5:30 p.m.	Town Board Work Session Water and Sewer Rate Review
October 26, 2020 7:00 p.m.	Town Board Regular Meeting
November 2, 2020 5:30 p.m.	Town Board Work Session Operational Budget
November 9, 2020 5:30 p.m.	Town Board Work Session with Planning Commission 7 th Street Multimodal & Walnut Bikeway Projects Kickoff & Initial Input – Paul Hornbeck

November 9, 2020 7:00 p.m.	Town Board Regular Meeting
November 16, 2020 5:30 p.m.	Town Board Work Session Impact Fees (Road Impact, Parks, Drainage, Water, etc.)
November 23, 2020 5:30 p.m.	Town Board Work Session Trailer Parking
November 23, 2020 7:00 p.m.	Town Board Regular Meeting
December 7, 2020 5:30 p.m.	Town Board Work Session
December 14, 2020 5:30 p.m.	Town Board Work Session
December 14, 2020 7:00 p.m.	Town Board Regular Meeting
December 21, 2020 5:30 p.m.	Town Board Work Session
December 28, 2020 5:30 p.m.	Town Board Work Session
December 28, 2020 7:00 p.m.	Town Board Regular Meeting

Future Work Session Topics

- Comprehensive Plan Review—End August early September
- Proportional services and amenities for planned population (February 2021)
- Economic development/retail needs at 60,000 population
- Joint Meeting with Town of Windsor, Town of Severance, Fire District and School District – Tentative for Fall of 2020
- Code Amendments for Reimbursements
- Eastman Park Drive Project Kickoff (October 2020)
- 2006 SH 392 Environmental Overview Study (EOS) Bypass Alignment
- Sustainable Infrastructure and Land Use Development Patterns
- Telecom Code (December or January)