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A G E N D A

**Delta City Council
Work Session**

**May 6, 2014
5:00 p.m.**

- A. Citizen Outreach Presentation**
- B. Wage Study**
- C. Ballot Campaign**
- D. Financial Report**
- E. Admin Report**

MEMO

To: City Council
From: Justin Clifton, City Manager
Date: May 6, 2014
Subject: Citizen Engagement Presentation



Office of the City Manager

Recommendation:

Staff recommends that Council listen to the presentation by Susan Barkman concerning citizen engagement and asks any questions you may have.

Background:

Council was previously introduced to Susan Barkman, a graduate student at CU pursuing a Master's Degree in Public Administration. Susan agreed to complete her capstone project on citizen engagement in Delta. Her project is finished and I recently attended her project defense in Denver. Susan will be here to share her findings and make recommendations about citizen engagement going forward.

Cost: NA

Alignment With Strategic Planning:

Citizen engagement is somewhat implied in the work that we do. In addition, citizen engagement was discussed during the creation of the 2014 City Council Action Plan. Although there are no specific goals outlined in the Action Plan, it was the intent to readdress citizen engagement after Susan completed her project. Surveys conducted in 2013 indicate citizens want to be kept informed but don't feel the City does this well enough. It was also revealed in the survey that just over one half of citizens feel that City Council is responsive to their needs.

Actions To Be Taken if Approved:

Staff and Council have many priorities outlined for this year. While it is possible to take some steps toward improving citizen engagement, creating a robust program should be considered during the 2015 action planning process.

MEMO

To: City Council
From: Justin Clifton, City Manager
Date: May 6, 2014
Subject: Wage Study



Office of the City Manager

Recommendation:

Staff is looking for feedback on the structure of a proposed in-house wage study. It is anticipated that information from the wage study could be used to make decisions regarding personnel. For this reason, staff is seeking active input and buy-in from Council on the proposed outline.

Background:

As part of the 2014 budget discussion, staff presented Council with the idea of completing a wage study. It is recognized that it is difficult to make decisions regarding wages, merit increases, step increases or cost of living increases without knowing if our pay structure is in line with the market. That said, the Council was not inclined to hire a consultant to perform a wage study and preferred to see what staff could do in-house.

At least two wage studies have been completed in the last 8 years. In 2011 an in-house study was completed by the previous City Manager and HR Director. The results of the study were never used but there is consensus among staff that the study included some biases and possible "cherry picking" to support wage increases for certain positions. The study is not transparent in terms of the methodology used, and includes comparisons from communities that are not comparable in my opinion.

There was another wage study completed in 2007 by in-house staff. While I cannot find a copy of the study, there were significant adjustments to certain salaries as a result of the study.

Given the questionable reliability of previous studies, it is important to staff that an in-house study be transparent and well thought out. Enclosed is an outline that establishes the basic parameters of the proposed study. The Leadership Team, HR department and I have considered how to make the study fair, accurate and reliable.

Cost:

There will be no additional costs to the City to perform an in-house study. The study will however take significant staff time.

Alignment With Strategic Planning:

Completing this wage study honors the 4th value of the City, “Fiscal Responsibility: Efficient and effective stewards of public funds and resources.” It will also aid the Council in making decisions regarding personnel costs during the budget process.

Actions To Be Taken if Approved:

Staff will incorporate any changes recommended by Council and work toward completing the study by July 15, 2014 in advance of the budget process this year.

CITY OF DELTA
2014 SALARY SURVEY OVERVIEW

What?

Staff is proposing completing a comprehensive wage study adequate to validate or invalidate the City's current pay structure. This study could be replicated every 3-5 years to keep track of market trends impacting compensation. Salary information would be obtained for comparable positions in comparable communities to establish a low and high range for every position in the City. The proposed study would examine wages only—not fringe benefits. Similarly, there will be some positions that are difficult to analyze due to lack of true comparisons. In these cases, data will be collected and considered on a case by case basis.

Why?

- To remain competitive, consistent and transparent regarding compensation of employees.
- To validate or invalidate our current pay structure
- Collect data for future budgeting purposes
- Examine way to simplify our current salary schedule

Criteria for defined labor market:

Staff will attempt to gather data from a cross section of cities so that we would have at least 4 for comparables for each position. Communities selected for comparison are those that best meet the following criteria:

- Similarly sized population
- Similarly sized organization (in terms of budget and staff)
- Similar cost of living
- Communities with similar position responsibilities

Positions:

- Salary information to be collected on all positions (full time and part time) within the City of Delta
- Staff will attempt to identify positions identical to those of the City of Delta
- Where positions have additional responsibilities—data will be collected for the highest level primary position
- Where split duties are involved –data will be collected and examined for both positions
- Positions without good comparables will be reviewed on a case by case basis
- Positions with unique outliers (identical titles but unique responsibilities etc.) will be reviewed on a case by case basis.

Structure of Survey Results:

All comparisons that meet criteria outlined above will be included to generate an average low and an average high end for the salary range. Each City position will be compared to the average low and average high of the salary scale and positions will be categorized based on the comparison. The example below outlines what this may look like:

Position:	Avg. Low	Avg. High	Delta Comparison
Operator	\$35,000	\$43,000	Within market
Technician	\$41,500	\$53,000	86% of low avg.
Manager	\$63,250	\$74,500	115% of high avg.

From this kind of data, current salaries could be frozen or adjusted up or down. In addition to addressing current rate of pay, the salary scale itself would be adjusted as necessary. Lastly, when step increases, merit raises or cost of living increases are considered, this data would help make targeted adjustments to bring all positions within an acceptable market range. This data would provide additional information but all salary decisions would continue to be made in light of other relevant information including available funding, credentials, tenure and performance.

General Labor Market for Collection of Survey Data

Delta proposes looking at the following communities as the starting point for wage comparisons:

- Montrose
- Fruita
- Rifle
- Craig
- Gunnison
- Cortez
- Ft. Morgan
- Sterling
- Erie

Additional Data Sources

ML&P – Glenwood Springs, LaMar, DMEA

Bill Heddles Recreation Center – Durango and possibly City of Glenwood Springs*

*it is recognized that wages would be expected to be higher in these communities due to cost of living. However, these communities can still serve as a benchmark from position to position.

Devil's Thumb Golf Course – Staff will seek out municipal courses in comparable communities wherever possible such as Cortez, Alamosa, Fort Morgan and Montrose. If additional comparisons are needed, staff will seek out other communities that offer an appropriate comparison to Devil's Thumb..

PD – Delta County Sheriff's Department

Gathering Labor Market Data

Survey to be conducted by the Salary Survey Committee, comprised of:

- Tod DeZeeuw, Finance Director
- Wilma Erven, Culture and Recreation Director
- Rob Sanders, Director of Golf
- Drema Scanlon, HR Generalist

Data collection methodology:

- CML Survey for any communities defined General Labor Market list
- Call for bulk data (ie, a salary schedule from the defined General Labor Market list)
- Call for individual positions, questions and any additional data

Updated 4/30/14

MEMO

To: City Council
From: Justin Clifton, City Manager
Date: May 6, 2014
Subject: Ballot Questions



Office of the City Manager

Recommendation:

Staff recommends that Council consider and provide feedback regarding the basic structure of ballot questions anticipated this fall. Additionally, staff is looking for feedback on whether or not to dedicate financial resources to the campaign for these ballot questions.

Background:

Council has already established that the City ought to go forward with two ballot questions this November. The TABOR question is fairly basic in structure. However, the rec center question remains open. As Council is aware, .75% of the one cent sales tax is due to expire in 2020. Council has given staff direction that the City should attempt to make the tax permanent while also broadening its use. Broadening its use may also contemplate combining the Parks, Recreation and Golf Course Funds. However, there are still details to discuss regarding how to go about accomplishing this. Pertinent questions include:

- Should we attempt to combine all funds and broaden the use of the tax to the single consolidated fund without any restrictions?
- Do we need to consider restrictions of the tax (such as requiring a certain amount to remain dedicated to the rec center) to increase the odds of voter approval?
- Should there be any other commitments made as part of the ballot question or the campaign (reducing utility transfers to the golf course, maintaining levels of service etc.)?
- How does our strategy for the tax question impact our other strategies regarding possible changes in operation (hours of operation, consolidation, membership fees etc.)?

Lastly, staff is in the process of putting together a campaign plan. There are many things that can be done for free but dedicated financial resources would make other campaign tactics (newspaper ads, yard signs etc.) possible.

Cost:

Cost depends on Council's decision regarding campaign tactics.

Alignment With Strategic Planning:

Council made both ballot questions a priority in the 2014 Action Plan

Actions To Be Taken if Approved:

Staff will incorporate direction from Council and proceed accordingly.

Item D:

Financial Report



Item E:

Admin Report

