



1000 Englewood Pkwy – Community Room
Englewood, CO 80110

AGENDA

City Council Study Session
Monday, Jan. 4, 2016 ♦6:00 p.m.

City Council Dinner Available at 5:30 p.m.

- I. **Mountain States Employers Council 6:00-6:30 p.m.**
- II. **Phase I: City Council Goal-Setting Session 6:30-7:30 p.m.**



TO: Mayor Joe Jefferson
FROM: Vincent M. Vega, Human Resources Manager
DATE: December 23, 2015
SUBJECT: 2016 City of Englewood Compensation Plan Review

In 2015 City Council approved a professional Services Agreement for Mountain States Employers Council, Inc. (MSEC) to do a salary survey market analysis to assist the City in updating our Compensation Plan. A comprehensive look at our compensation plan has not been done for almost 13 years.

MSEC has completed their analysis and made recommendations to staff based on industry best practices. MSEC will be reviewing the methodology of the process at the January 4, 2016 Study Session and answer questions. Staff will be bringing forward the updated compensation plan for approval and a resolution to set wages for Non-Union Employees for 2016 on January 19, 2016.



City of Englewood

Compensation Project Methodology Report

December 2015

COMPENSATION
CONSULTING
SERVICES



PREPARED BY:

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Introduction

The City of Englewood (COE) asked Mountain States Employers Council, Inc.'s (MSEC) consultants to conduct a salary survey market analysis, develop updated salary ranges for their employees based on the data collected, and compare current rates of pay with the identified labor market. This report presents the methodology we follow when designing and reviewing compensation systems. Highlights of this process are included below.

❑ Develop Strategic Approach

Working with the City Manager and Human Resources Project Team, we examined the mission, culture and values of the organization and how the total compensation system should align with the City's short- and long-term objectives.

❑ Compare Positions to Salary Surveys

To identify the most relevant match between COE's position and the survey job description, we considered factors such as the degree of knowledge/skills, job family progression, span of control, reporting relationships, scope of decision-making authority, types of decisions made, impact on the organization of such decisions, and autonomy. While exact comparisons may not always occur, we took care to assure that a significant degree of comparability existed before using the survey data. We strive for a 70 percent or higher match between the incumbent's job responsibilities and the duties listed in the surveys. We met with department directors to solicit input regarding the quality of the survey job match as well as their approval.

❑ Identify Appropriate Salary Surveys and Data Lines

MSEC's consultants use well-established salary surveys as the sources for market data. The specific surveys and the data lines used in this analysis are as follows:

- MSEC 2015 Colorado Compensation Survey - Denver/Boulder data line
384 jobs; 475 participants; 40,662 reported actual employee pay rates
- MSEC 2015 Public Employers Compensation Survey – Denver/Boulder data line
411 jobs; 130 participants; 37,777 reported actual employee pay rates
- MSEC 2015 Information Technology Compensation Survey – Denver/Boulder data line
83 jobs; 347 participants; 5,633 reported employee pay rates

After we obtained a final job match, we collected the salary information. We also considered the number of incumbent pay rates reported in the sample. We made an effort to use data with 30 rates or more whenever possible in order to have a more statistically accurate average.



❑ Adjust Salary Survey Data

Since the effective dates of the salary survey data varied by survey, MSEC aged the information and brought it forward to a common date of January 1, 2016. We used an adjustment factor that represents the annual percent of salary movement for state and local government workers.

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. The current ECI rate is 1.9 percent for government workers. We prorated this factor based on the period from each survey's collection date to January 1, 2016.

❑ Develop Salary Grades and Range Structures

Our initial step in developing a salary range structure included establishment of salary grade groupings. Jobs were reviewed from an internal perspective and clustered together according to similar skill, effort, and responsibility, as well as the survey market data.

We then developed a salary range for each grade, which includes a minimum, midpoint, and maximum pay scale for the jobs assigned to that grade. Calculation of the midpoints for each salary range was based on the aggregate of the survey weighted averages in each grade. The proposed structure includes sixteen grades.

❑ Review Cost to Implement

The proposed structure compares employee pay rates to the salary ranges. The cost to bring employees whose current pay is below the minimum of the proposed salary ranges will cost approximately \$52,000. In addition, a number of pay rates are above the range maximums.

Summary

Compensation is a fluid and dynamic part of human resources. We recommend that every organization establish a clearly defined total compensation strategy and philosophy which will guide the design and direction of the plan.

While salary data is a tool for helping set pay practices, operational excellence is usually driven by many variables. Balancing a variety of factors, including performance and organizational goals, along with market analysis are part of the salary decision process.

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.



To: Englewood City Council

From Joe Jefferson

Re: Suggested Council Goals

Date: 12-29-15

Council,

I look forward to facilitating us through the first of a series of goal setting/planning sessions. Our first issue will be to try to gain some consensus on the process and desired outcomes. I have some ideas but please keep in mind we are trying something new here so I ask for your patience as we figure this out together. Please understand that despite our efforts, this list will not be comprehensive and we need to remain flexible in our decisions as our circumstances change. However, I think there is clear value in expending some effort here on the front end of our term to aid in current and future decision-making.

I understand that in this process I will have 2 distinct roles as both our facilitator (as our Mayor), as well as an advocate for my own ideas (as the rep for District 1). I will try to be sensitive to this and believe that we are capable of managing this on our own without hiring an outside expert but I could understand the desire to bring in a professional for our next session.

Please consider my suggestion for process for goal setting for discussion on Monday night:

- 1) I facilitate the 1st session and we discuss and agree on process moving forward. Then we laundry list and explain our ideas. We do not attempt to eliminate ideas or begin to prioritize but just understand them. We ask questions and discuss potential benefits and potential challenges to any ideas. We will list any info we would like staff to research for our next session. We called this session "Ideation" on the future study session schedule.
- 2) Next we come back with either a 3rd party or myself facilitating and discuss feasibility and logistics of ideas we had questions about to begin to fully understand. Then we narrow our list based upon similarities and group consensus methods and ask any remaining questions. We called this session "Feasibility" on the future study session schedule.
- 3) Finally we meet again with either a 3rd party or myself facilitating and attempt to clearly define and prioritize our final list and attempt to gain consensus on matching our goals with strategies for achieving them (funding, etc.). We called this session "The Decision" on the future study session schedule.

This process could require a different structure ultimately but I think of it as a 3 step process. I am looking forward to working with you all on this and am genuinely excited for our Council and our City's future!

My goals are as follows in general order of priority/preference:

- 1) Develop Council cooperation and effectiveness by gaining consensus on a process for goal setting and planning

- 2) Create a “plan” that the Council can agree upon that will help us define and prioritize goals for next 2 years (term of current Council) and strategies for achieving these goals
- 3) Partner with School District on marketing plan for Englewood directed to both residents and businesses (likely different)
- 4) Focus on Economic Development with the following strategies:
 - a. Create a “Buy Englewood” public education program to help differentiate our businesses and educate consumers on the benefits of shopping and doing business locally in their own community. This may include a small window decal for businesses to display to identify themselves as a participant/supporter and as a showing of our community unity. However the real value in this idea is in a public education program using our current communication methods (website, Citizen, Chamber) and expand if there is support. This should be low cost and target both internal and external perception and encourage interaction and solidarity.
 - b. Gain consensus on Economic Development Incentive Policy and potential targeted uses to redefine it to be more narrowly targeted
 - c. Improve streetscape and lighting on South Broadway
 - d. Partner with local businesses on special events to help make sustainable (ie – 4th of July private sponsor, coordinating vendors for events)
 - e. Partner with Chamber for an Englewood job fair perhaps in place of our annual Economic Summit to better match local employers and residents
 - f. Add staff or redirect a staff member to provide outreach efforts to businesses both as a retention and attraction strategy
 - i. I think we could also benefit from a “business advocate” to help identify and aid businesses in their understanding our market and processes as well as have a resource through our process across Department/regulatory lines (not to circumvent our regulations but to help our answer be “yes” more often and if the answer is “no” then to work with business to provide an alternative solution
 - g. Create measurable goals for Economic Development activities (i.e. tax collections, job creation, etc.)
 - h. Consider public process for defining distinct neighborhoods in Englewood and marketing as such to segment market (i.e. - Denver’s success with LoHi, LoDo, Cap Hill etc.)
 - i. Consider gateway signage improvements
- 5) Define and prioritize our midterm capital needs and develop a strategy for funding them that assumes no tax increase to evaluate current outlook on long term financial sustainability
- 6) Explore and gain consensus on the future of the City Center site
 - a. Work with adjacent land owners to improve in short term
- 7) Focus on creating a “Spirit of Service” environment in all City operations that demands core values of efficiency, transparency, quality control and customer service
- 8) After we adopt our Financial Reserve Policy, begin to develop a Revenue Manual for City operations
- 9) Evaluate tentative and future study session topics to gain consensus to amend list

“Ricks Goals for Goals Setting Session”

- 1.) Have Hampden to Belleview Designated as a “Redevelopment Area” that would include using ideas from Urban Renewal & utilizing TIFF.**
- 2.) Have an Entertainment/Restaurant like CB & Potts, Rock Bottom Restaurant & Brewery, & even a Buffalo Wild Wings that can bring sports fans to our City Center/Down Town Englewood Area.**
- 3.) Convert Miller Field Building to a use that the Citizens can actually utilize like a Library. I would like our Library in its current Location relocated.**
- 4.) Relocate The Civic Center to a Location that better meets City & Community needs. With the Over \$2Million a year spent on this facility we need to relook at its cost now and what we will need to spend on ion in the future to keep up to date like the HVAC system**
- 5.) Have Englewood Police/Safety Services building replaced.**
- 6.) Have the LATR fund be used to find more property we can redevelop and create future streams of income for the City.**
- 7.) Have all City Council and Study Sessions Streamed for community engagement and information.**
- 8.) Expand Pirates Cove – We have come to a place where we need to expand or lose revenue due to not having anything new there. It will need to have additional Access/Entry Fees to meet demand and features.**
- 9.) Complete the Bike Path between Union & Oxford on the East Side of the River. There is only a West side trail and since we are redeveloping the Golf Course/Oxford Golf Club area we would be better served with a East side trail.**
- 10.) Actually do something with these Goals not just list them!**

Having any of these done would be awesome to me! I look forward to what the rest of the Council has to offer!

**Rick Gillit
Mayor Pro Tem
Councilman for District #4**

Amy Martinez – 2016 Goals

- Strengthen our partnership with the board of education – part of attracting long term citizens to our community is providing a great education for their children
- Get to know council members – strengthen our group dynamic
- Increase homeownership – not sure what this looks like, but I would like to investigate options for increasing the homeownership rates in our city. We currently have over 50% renters and that is a lot!
- Revisit recreational marijuana – this came up (on both sides of the issue) when I was talking to voters. At a minimum let's figure out how to handle current establishments, rules and regulations.
- Increase citizen involvement – would like to figure out a way to get more citizens involved in the things that are going on in the city.

Englewood City Council Goal Setting 2016
By Linda Olson

Goal 1: Define the terms and interrelationships of the many organizational and planning terms that have been used by council and city manager in past year. We are at risk of having too many documents of “planning” and visioning with no clear integration of them to create real outcomes. We have a comprehensive plan that is being finished; we have a marketing platform with our new design and brand initiative; a new strategic plan was just introduced which also seems to have a thread of operational or procedural planning using at least 12 sub-committees; we are starting priority based budgeting; we have a well articulated business and employment strategic plan; and we have a new vision, mission and values statement created by manager and directors. Many on council were not involved in any of these and some probably have a suspicious view of them. Without a clear idea of what each of these are by definition and an understanding of how they interrelate and can be useful, we risk overwhelming and underperforming with any clear direction. The first goal our council should adopt is to define our terms and determine a clear map of how goals will serve these plans overall. One site that could be useful is the Balanced Scorecard Institute <http://balancedscorecard.org/Resources/About-the-Balanced-Scorecard> There are some useful tools or ways to think about planning on this site. If anything, it may provide us ways we know we don't want to think about things.

We should all be able to answer questions such as: Which plans are subordinate to each other? Does the Vision Mission Values drive the city planning? Does the comp plan only involve the built environment or does it include other elements? Who is responsible for the comp plan? How will council work with directors and manager in creating strategic plans that are both operational and procedural? Or are only directors going to determine those in the current strategic planning process Manager Keck has shared, utilizing the 12 sub-committees he established? How do specific goals such as “create better gateways/signage into our city” as put forward last year, relate to overall planning? Will these very minute goals be folded into priority based budgeting objectives? Ultimately—we need to define terms and interrelatedness so as not to spin our wheels in creating just another set of goals that are scatter shot.

Goal 2: Once we have determined the above, with clear interrelatedness, we should have a goal setting retreat fore the major areas of planning. For instance, if we are serious about our vision of ‘ensuring a high quality of life’ as stated in our vision statement, what does that mean? What goals and objectives would help us meet that? Or another example is from the economic development plan. If one of our stated objectives is “actively engage in outreach activities to retain and assist existing businesses”, what would our goals be to reach this? Do we know what current businesses need to assist them? Assessment will help guide our goals. Create clear goals as a council that actually help us accomplish what we have determined to be of importance after finalizing #1 above.

That may mean that we have joint goals, such as providing a clearer path for citizen engagement and communication with council or they could be very individualized by council such as my desire to see a stronger City of Service program in Englewood. But they should clearly link to higher level purpose and objectives. There should be some long range and short-range S.M.A.R.T.-type goals as part of this.

Goal 3: Because of my concerns in #1 and 2 above, I am resisting submitting any particular goals other than a commitment to see that all of the goals we adopt be clearly mapped to our vision and mission and other planning documents whether comp plan, strategic plan, economic plan, etc.

If we don't go this route for planning and goal setting, then my major goal of the year is to see that Cities of Service become even more robust with at least 2 service days/year and a 10% increase of individual Englewood citizens connecting to service in the city through our Cities of Service webpage operated by Metro Volunteers.

Framework Questions for Creating a Mission, Vision, and Process

Please take some time to think about the following questions and provide your individual responses. Collaboration is great but in this instance I want to receive everyone's raw feedback without comparing notes. I would like to utilize these responses as a means of creating an organizational framework for a mission, vision and process for our organization. This information may also be utilized for a strategic plan for both short and long term initiatives.

1. Who are we as an organization? We are a city with some great professional staff, great directors, but with a lack of clarity of where we are going. We are a recovering city that has been in the mode of scaling back and tightening belts since the early 2000's as budgets became very tight. In this tightening time, we have not fully shifted to a redefinition of who we are and how we "do business" or serve the citizens. We have cut budgets without any impact on citizens and as a result, citizens believe in the myth of certainty...things will always continue as is. With this I would say we are a B to B- city, not striving to a larger vision, but rather eeking by. We are not bold and we are afraid to take risks. We are not an innovative organization overall, but I do believe we have pockets of great innovation within some units. I would say we are a silo-ed city. I mean that I think there are departments that might be constantly learning, but as an entire city, I don't think we are a learning organization.
2. Who do we want to be as an organization? I would love to see us become a learning organization in the best sense of what Peter Senge and other organizational experts discuss. I believe there should be a bit more cross-training and sharing of information so that all can benefit from innovation in one area that could benefit or impact another. I would love to see incentives for innovating. Unfortunately, with innovation comes risk and I am not sure the public or council is up for risks. It is one of the inherent obstacles in public organizations. I think we want to be a "happening" place, and I think everyone wants that. But we are an organization with an outdated comp plan and a council that has been unable to dream together, because we have been consumed with just holding things together, and sometimes, just plain silliness. I believe we have come out of the worst of the financial crisis, and it is time to think big. I want us to be known as thoughtful but also innovative; a tension that will be difficult to hold carefully. To be innovative and methodical in remaking Englewood into a vibrant community, in my mind, calls for a welcoming of all and a new tone or approach to work together across ingrained historical views and new, change oriented thinking.
3. Where are we going directionally as an organization? We are not going in any particular direction overall. The Comp Plan worked for it's earlier years and probably guided some of the past councils and other boards/commissions. But it is outdated and lacks clarity in directing us. While I believe it was intended to be a living

document, little was put in place to measure our progress along the way and therefore we did not keep a direction. Every time I suggested we find some ways to measure and celebrate our accomplishments, some council got very nervous, as if measurement was not possible. We have stagnated and not found ways to define ourselves. We have lots of conflict within some constituencies, so it may be difficult to get to some common vision and identity, but we haven't tried very hard. I think it is a new day to find our direction and create a living plan. Perhaps that is our direction now....vision building and planning.

4. Why are we going there? If my last statements are true, I think we are in our best position to be vision building and setting a direction. Why we are "going there" is that we have finally come to a consensus that we need a direction. So the why may be we are at our end of complacency getting us anywhere. We need leadership such as you Eric to help put structures in place to help us do this well together. Randy has no experience in doing these kinds of things. I have done it for a number of organizations, but I don't have the social capital in this group to lead it either. I'd be glad to help on the side as I do well as someone who is "20 Feet from Stardom"!

Strengths of Englewood:

1. Some very good city staff/professionals, especially some of our directors
2. Loyalty of long-term residents
3. Water, water, water
4. Location....easy access from many directions; centrally located
5. Some key strong neighborhoods
6. 2 amazing hospitals and a strong medical community coming into city every day
7. Great park system
8. Public works that really takes pride in their infrastructure work, and is thoughtful about use of funds, updates, etc
9. A strong forward-looking library/resource dept.
10. Lightrail and a City Center that continues to present more opportunities than not, if seriously considered (we have never discussed this area seriously as a council)
11. Many more business owners and industries who LOVE doing business here than those who do not; problem is we don't hear from the former group as much
12. Engaged boards and commissions (citizens)
13. Excellent safety service officers (fire/police)—they may not have the best buildings but they top any police and fire in the metro area in my mind
14. Unpretentiousness
15. Construction of main housing units and retail areas on the rise
16. Financial Reserves
17. McClellan Reservoir/Land
18. HR Dept knows how to train and has created an innovative leadership/training program known by other cities as top-notch. Need to lean into this and utilize more.

Weaknesses of Englewood:

1. Financial sustainability and vision for financial growth; inability to look at various approaches as an organization, due to council's inability to think innovatively together.
2. Lack of a cohesive council/comp plan for the city's growth—we have the want, but little expertise in how to create this as a team, rather than a politically polarized group
3. Egos—we need more council members who care more about the city than boasting about themselves or soap-boxing
4. Less digitally engaged citizenry than other cities; they have internet but don't use it the same way as some areas in Denver or Littleton
5. Lack of cohesive identity
6. A negative business climate in “downtown Englewood”
7. Schools are mediocre, so hard to get families to move in and stay
8. Retail districts lack cohesiveness and sense of “place”;
9. Politically polarized council at times with poor commitment to a robust decision making process. Blown by the wind at times when outspoken citizens come forward.
10. Old and small housing stock
11. Some staff have not grown in their skills for the job (usually in technology)

Opportunities for Englewood:

1. New manager, new openness to thinking
2. Upcoming retirements may allow for more restructuring to maximize services and innovation
3. Council is finally on board with Comp plan process; we had 2-3 who were against this for a few years and we now have a greater will to see this through.
4. A strong sense from all sectors and areas that we need a facelift, a re-visioning, and a marketing plan as a city.
5. Financial stabilization and growth
6. New housing developments that have generated energy
7. Sectors are willing to work together if we only can set up some ways to do so (example is our discussion with Mary White at Swedish—surely we could help all of our retail businesses look more closely at who is coming into the city and how to capture that market for their growth)
8. Lots more regional partnership and planning going on which we can capitalize on

Threats for Englewood:

1. Political volatility every 2 years can threaten decision making that takes a longer process
2. Financial sustainability/resources for innovation

3. Influx of people experiencing homelessness, with no structure to address this
4. Fire discussion could slow us in other areas if not solved soon; could destabilize and demotivate if not successful in a final decision
5. Loyalty of long-term residents sometimes holds us back from change and innovation; they want it to be like the 50's or 60's and remind us all of the time, which many times limits our innovation
6. Fear and misunderstanding of how public/private partnerships work could overcome us
7. Pockets of very difficult citizens who come forward on issues and make it difficult for us to make quality decisions as we hear from almost no one else and become skewed; some of these folks are fueled by others on council or those who have been on council
8. Could have a huge retirement or departure of well-experienced directors. This could destabilize

Goal Setting Ideas

Rita Russell - 2016

1. Public Safety
 - Needs to be a priority for Englewood
 - Necessities include – Police, Fire, Water and Roads and Bridges
 - We need to define what our priorities are in order to maximize the use of our resources to secure these departments.
 - This is necessary to provide a safe environment for our citizens and a stable financial future for our city.
2. Focus on our Industrial Areas and Business Districts
 - These areas are what generate the most income for our city.
 - These areas provide jobs and bring people into our city to work and spend money.
 - We need to stop building PUD's and start encouraging Industrial, Commercial and Retail Development
 - We want Englewood the place to be for thriving businesses. The place to be for existing businesses and new businesses! We need to develop business friendly policies that will encourage growth in these two sectors!
3. Promote Responsible Growth
 - Responsible Growth is about the overall development of our community – not just one sector!
 - Our current infrastructure will not support any more growth at this time – we need to address building up our infrastructure before pursuing anymore multifamily dwellings or we will be putting the safety of our citizens at risk as well as our economic future.
4. Cut Wasteful Spending
 - We need to tighten our belts
 - We need to make certain we are getting the best deal for our money
 - We need to prioritize our necessities and stop spending money on things that are not an absolute necessity.
 - We need to be very frugal with the taxpayer's money.
5. Policy Based Governance
 - We need to return to "Policy" based governance rather than operating on PUD's
 - We need to make certain that the "Policies" will attract the right type of development that will be beneficial to our community and the economic welfare of our community!