

MEMO



To: Mayor and Board of Trustees
From: Ted Cherry, Town Manager
Cc: Deb Hess, Town Clerk
Date: 6.14.2022
Re: Recruitment and Retention Discussion (Executive Session)

Summary: As the Board is aware the current employment market is extremely difficult to manage. The Town is currently down 4 employees (1 Water Operator, 1 Streets, 1 Finance, 1 PD). It is also expected that we may be losing another police officer in the near future. We do have plans to have one police officer attend that academy starting in July, but we will still be down an officer until their graduation from the academy in December. There are currently 35 FTE (includes officer at training) with 38 total FTE positions.

The department supervisors and the Manager sat down to discuss how we can possibly retain employees while recruiting others. The salary survey should help the Town to look at the disparity that we feel might be there from a salary perspective, but that survey will not be completed until August/September. For the Board's information it was found that a sheriff's deputy in Routt County starts at \$72,000 per year and a police officer in Blackhawk starts at approximately \$68,000. Granby is currently starting new recruits with no experience at \$46,000. There are a number of issues that is leading to the worker issues in the valley including wages, housing, benefits, and health issues

With that being said the Manager would like to speak to the Board about a few ways that the Town can possibly move forward in this environment.

- The first would be to offer a sign-on bonus to new employees of \$5,000. This would be split between two payments to the new employees. One at 60 days and one at 180 days.
- Second would be to give a retention bonus of \$5,000 to current employees with the intent of getting them to not leave the organization. The first payment would be immediately and the second would be made in December as a "holiday bonus".
 - For current employees the cost of this bonus in FY2022 would be \$175,000. The Town has likely saved this amount over the course of the year due to positions that remained unfilled.
- In FY2023, start offering a "years of service" bonus during the holiday period to the employees. Offer employees between \$25 and \$50 per year of service. For example, at \$25 per year an employee working for 3 years would receive \$75, an employee with 7 years would receive \$175, and an employee with 15 years would receive \$375. This would be a year over year bonus.
- Define a new schedule for employees for certifications after the salary survey is complete. Currently incentives are given to water department employees for certifications, but no other departments have any incentives

Current employees could be asked to sign a form stating they would be responsible for repaying the bonus in the event they leave before the 1st of the year. This could be hard to collect.

Financial: Listed above

Recommendation: Manager would recommend moving forward with the items listed above.