



AGENDA
Town of Nederland
Board of Trustees
Goal-Setting Retreat
Monday
May 9, 2016
7:00 p.m. - 10:00 p.m.
Nederland Community Center

1. Welcome and Affirm Retreat Objectives
2. Assessment of current Board policy goals (Housing, Economic Sustainability, Infrastructure)
3. Salary support of Town employees to encourage retention
4. New Town revenue sources.
5. Adjourn

Attachments:

- 1) Resolution 2016-09
- 2) 2016 BOT Goals Retreat Report
- 3) 2017 NPD salary proposal memo
- 4) 2017 NPD salary spreadsheet

TOWN OF NEDERLAND
Boulder County, Colorado
RESOLUTION 2016 - 19

A RESOLUTION ADOPTING 2016-2018 BOARD GOALS

WHEREAS, the Nederland Board of Trustees (“Board”) and members of Town senior staff met to collaborate on goals for the next two years at a work session on May 9, 2016; and

WHEREAS, the Board finds that the resulting report on this work session accurately reflects the several goals arrived upon; and

WHEREAS, the Board finds that the goals below properly align with Town guiding documents, including the adopted Vision 2020 statements, Comprehensive Plan, and Master Infrastructure Plan; and

WHEREAS, the Board now desires to adopt these goals and more fully develop them via further discussion and other engagement of the Board, staff and the public.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF NEDERLAND, COLORADO:

Section 1. The Board of Trustees hereby adopts and establishes the following as Priority Goals for the Town of Nederland for the 2016-2018 years:

Infrastructure. Maintain and improve current infrastructure to meet community needs now and into the future, prioritizing needs related to storm water management and well-functioning streets and pathways. Designs for infrastructure improvements should incorporate EPA-recognized green infrastructure techniques and other methods that serve to provide functionality while also supporting a healthy environment.

Housing. Support policies and projects that advance attainable, diverse housing for Nederland residents, particularly those with moderate to low incomes and those within the local workforce.

Economic Sustainability. Support policies and projects, in collaboration with the Nederland Downtown Development Authority, that encourage an economy that is locally oriented, self-sufficient and characterized by diverse and essential products, services and jobs that both support the local

community and are mindful of potential impacts to the environment. Recommendations put forth from the Comprehensive Plan, Mayor's Task Force on Economic Development's 2016 Report, and the NDDA 2016 Master Plan should be drawn upon to guide this work.

Section 2. This Resolution shall take effect immediately upon adoption.

RESOLVED, APPROVED and ADOPTED this 7th day of June, 2016.

TOWN OF NEDERLAND

By: 

Mayor Kristopher Larsen

ATTEST:



Laura Jane Baur, Town Clerk





Town of Nederland

SUMMARY REPORT

TOWN BOARD AND STAFF RETREAT
at
Happy Trails Café

May 9, 2016

Suiter & Associates

INTRODUCTION

On May 9, 2016 the Nederland Board of Trustees and senior staff met at the Happy Trails Café to discuss relevant issues and set goals for the coming 2 years. In attendance were Mayor Kris Larsen, Mayor Pro Tem Charles Wood, Trustees Kevin Mueller, Stephanie Miller, Julie Gustafson, Dallas Masters and Topher Donahue; Police Chief Paul Carrill, Public Works Manager Chris Pelletier, Town Clerk LauraJane Baur, Community Center Coordinator Dawn Baumhover, and Town Administrator Alisha Reis. Gary Suiter facilitated.

The objectives for the retreat were agreed as follows:

- Get to know each other better
- Affirm the Town's vision statement
- Discuss/establish Board roles and protocol
- Identify and discuss major issues
- Establish goals and priorities for the next two years
- Humor and Candor 😊

Gary welcomed the group, and provided a bit of background on himself. He asked each participant to answer the following questions:

- What brought you to the town of Nederland?
- Where did you grow up?
- What skill sets do you bring to the table?

The introductions revealed some common elements among Board and staff members and identified an impressive set of skill sets, as follows:

- Aerospace engineer with experience at Los Alamos National Lab
- Systems and data analysis (2 participants have this experience)
- Information technology
- Bringing out the best in people
- Staff development
- Three participants had experience in communications, planning, building relationships, and partnerships
- Synthesizing large volumes of information
- Transportation planning
- Communications and public relations
- Environmental experience
- Planetary science – worked at Jet Propulsion Laboratory
- Outdoors and recreation experience

- Emergency response
- Nonprofits and partnering
- Law enforcement/criminal justice/criminal investigations/cybercrime
- Engineering and construction
- Accounting
- Management
- Mechanical aptitude
- Excavation
- HVAC and refrigeration
- Mechanical engineering
- Building LEED certified buildings

Gary noted the diversity of background and depth of experience with the Board and staff members, and encouraged the group to utilize that experience in moving the Town forward.

Gary briefly described his approach to **strategic planning**:

Purpose

- Clarifies your most important and compelling beliefs
- Provides overarching guidance for future leaders
- Prevents ending up where you do not want to be

Issues

- Surfaces conflict
- Shows differing perspectives
- Clarifies the problem(s)
- Can be emotional
- Takes the most time

Outcomes

- Visualize what success looks like
- Be clear on where you are going
- Be sure it is consistent with purpose
- Set your goals

Resources

- What do we have?
- What else do we need?
- How much will it cost?
- Quality, speed, and cost – pick two

Timing

- Provides context
- Brings goals closer to reality
- Allows for small successes early on
- Be realistic
- Be flexible

VISION REVIEW

The group spent some time discussing Nederland Vision 2020, developed by the citizenry in 2011.

The Chief of Police noted the importance of adding public safety to the vision statement. Discussion followed. The group generally agreed that the vision statement is a community-based document and that it should be left as is. One person noted that a commitment to the environment is also a safety issue. Quality of life was noted as being an important aspect of the vision statement. The Board thought it best to honor the work of the citizenry done in 2011 and not take on revising the vision statement at this time.

ROLES, PROTOCOL AND AGREEMENTS

The Board had substantive discussions on procedures and protocols for work sessions, regular meetings, staff contact, public involvement, etc.

Gary briefly reviewed the roles of Board and staff, including the difference between policymaking, and implementation (administration). He described it as the difference between the “what” (policy) and the “how” (implementation).

The point was made that staff also needs to respect the knowledge of the Board members. There was a discussion on trust and how to build and maintain trust through communication, sticking to your roles, and “how the message is delivered”. It was also noted that follow-through builds trust.

The Board and staff clarified expectations. Following are some of their preliminary agreements:

- Discuss and clarify roles of staff and consultants
- Establish timelines on a project to clarify expectations
- Stick to the “rule of four”. That is, affirming staff direction with a nod of four trustees
- Staff will ask for clarification if unsure of Board direction

- Staff to create and maintain a running list of Board requests
- Discuss, agree, and stick to formal and informal communication rules in advance of the meeting
- Staff to provide “equal time and equal information” to the Board of Trustees, to the extent possible

GOALS AND THEMES

Three major themes were identified. Discussion occurred on how the Trustees’ goals align with, or are supported by, the various plans that have been adopted by the Town. For example, Vision 2020, the Master Infrastructure Plan, and the Comprehensive Plan. The Board will work to collaborate with advisory boards and community groups working on these items, in line with the expressed policies of these plans.

1. **Infrastructure** – Schedule a study session on the whole plan in July. Include streets, storm water, and funding for the 2014 Master Infrastructure Plan. Discussed the “how” in developing infrastructure improvements. Consider future generations in design and development. How do we implement the plan without culverts and ditches? Consider other, more natural methods of storm water control. Identify the needs to be addressed by each project. Budget accordingly.
2. **Housing** – Schedule a study session, aiming for August. Discuss:
 - Available land for housing – what are the goals? The Town of Nederland needs to formally commit to developing the existing Town Shop site on 5th Street for affordable housing, per the original intention of the Mud Lake IGA
 - Staff to draft the definition of affordable housing to be adopted by the Board
 - Land use code changes to be considered in support of housing
 - Density code to be considered soon
 - Set expectations with the Planning Commission – look at the codes and suggest changes to the Board
 - Meet with landowners and developers to encourage housing development, particularly for those with moderate incomes
 - Be proactive with the public in discussing these needs
 - Develop a baseline. What’s the current building footprint? What’s our build-out scenario for the community?
 - Consider VRBO impact – shared economy -- on affordable housing availability
3. **Economic Sustainability**
 - a. Schedule a study session for June
 - b. Calendar should aim for August ballot referral at the Board and November vote

- c. Priority is to pass the Downtown Development Authority debt authorization in 2016
- d. Clarify the purpose of the DDA; improve the “messaging” of the master plan update currently being completed
- e. Consider the Economic Development Task Force report recommendations
- f. Reinstitute the Chamber of Commerce
- g. Support local job growth
- h. Consider the environment
- i. Remote “location neutral” jobs
- j. Consider land use code changes – what are the barriers?

Other Discussion Items:

- How meetings are run. How to deal with public misconduct? Board will discuss further at a Study Session.
- The Police Chief noted the need to update the criminal code, including camping, traffic, and parking. A suggestion was made to increase public outreach in consideration of these codes. How do we address complaints of marijuana odor?
- It was also suggested that recruitment and retention of staff be established as another goal. This would include updating the compensation and classification plan. It was also noted the importance of volunteers in conducting the work of staff that they do not have the time or resources to get to.

SUMMARY OF ACTION ITEMS

- *Schedule a study session on meeting protocol for May 25. Discuss and agree to formal and informal communication guidelines.*
- *Economic Sustainability – Schedule study session in June*
- *Infrastructure – Schedule study session on the whole plan in July*
- *Housing – Schedule a study session in August*
- *Staff to maintain a running list of Board requests*

Gary thanked the group for their ideas, participation, and commitment to move the Town forward in a positive manner.



Nederland Police Department

20 Lakeview Drive, P.O. Box 396 Nederland CO 80466
Office: 303-258-3250 • Dispatch: 303-441-4444 • Fax: 303-258-7519

MEMORANDUM

Date: April 26, 2017

To: Board of Trustee's
Town of Nederland

From: Paul Carrill
Marshal

Ref: Police Officer Salary Increase

Details:

“Honor, Integrity, Respect and Service”

These are the core and fundamental attributes required of your Nederland Police Officers.

Currently, the NPD is experiencing a disturbing trend of losing licensed, trained and experienced Police Officers due to the low salaries and a huge Colorado Front Range demand for POST licensed, trained and experienced Police Officer. There is currently over 80 law enforcement vacancies along the Front Range. The Town of Nederland currently starts it's Police Officers at \$38,500 - \$40,000. This is approximately \$20,000 less than other Boulder County Law Enforcement Agencies.

The NPD has already lost one Police Officer and is slated to loss two additional Police Officers in the next 30 days. This will result in critical understaffing and a severe cut in public safety and police services.

The cost of annual salaries do not include the cost to hire, equip and training of a Police Officer or the 2-3 years it takes for a new Officer to become proficient and gain community trust. These costs can easily be in the thousands of dollars, dollars lost when an Officer leaves the NPD.

In 2014, as the new Interim Police Chief, I offered to conduct an Agency Assessment and Inventory. On March 3, 2015 I provided the Board of Trustees with a 17 point assessment report of the areas that the NPD needed improvement. Item Number 1 was:

*“**Recruitment / Retention:** The Officers of the Nederland Police Department are the lowest paid, POST certified Peace Officers in Boulder County. This impacts our ability to recruit and retain certified Officers. This is especially challenging when you consider it takes an average of 3-5 years of full-time service before an Officer is considered fully trained (academically and job experience). In other words, that's 3-5 years of salary, benefits, equipment, training, supervision that is lost if an Officer cannot be retained.”*

Starting Police Officer salaries in 2015 were as follows:

Boulder Police Dept. \$54,000

Lafayette PD \$53,000

Erie PD \$53,000

Longmont PD \$51,000

Louisville PD \$49,000

Boulder Co. Sheriff \$48,000

Nederland PD \$34,500

On February 9, 2016, during the “Candidate 101” event, I shared again with the newly elected Board members the following challenges faced by the NPD:

- Recruitment and retention of POST Certified Police Officers
- Competitive pay and benefits
- Local residency of Nederland Police Officers
- Community understanding of modern policing

This is not a new problem for the Town of Nederland. Since 1974, the NPD has lost over 79 Officers and no one has retired from the NPD. In just the last three years, six of the departing NPD Officers left for more pay.

Therefore, failure to invest in dedicated staff results in loss of money, experience, organizational memory, leadership, mentorship, trust and the overall reduction in personnel costs due a long-term, stable workforce. It also makes it incredibly difficult to meet community goals and objectives since there is no staffing continuity.

In the last three years, the Town of Nederland has seen over a 100% increase in ‘Quality of Life’ incidents. Each of these incidents normally requires an NPD Officer to handle. This data, both objective and antidotal, shows the increase of activity in Nederland and it doesn’t appear that people and/or bad behavior are going to stop coming to the mountains.

It was recently asked, “Why do a couple of NPD Officers stay for as long as they have stayed?” The answer is complex and not forecastable. They stay for countless “personal” reasons, such as: diversity in policing environment, sense of community, job satisfaction, live locally, family, freedom, beautiful environment, mountains, love of the Town, lifestyle sacrifices to work at NPD, not big city policing, etc.. But, it becomes easier to leave when their income cannot meet the cost of their future, such as: cost of living, commute cost, marriage, kids, vacations, home purchase, cars, college, retirement, medical, elderly parents, hobbies, daily living expenses or also known as “life” and therefore it becomes much easier, due to the current low pay, to leave for better paying policing opportunities to further their career and life.

The NPD is proposing the following options for implementing the new parity pay structure.

Goal: Beginning June 1, 2017 increase all NPD Staff pay by \$5,000 per person for FTE's and \$2,500 for PTE's and continue annual increases over the next 3 years to meet the \$20,000 salary parity. * Excluding an increase for the current Marshal, thereby freeing up funds offset initial implementation.*

Option 1: Do nothing.

- **Pros:**
No cost to Town
- **Cons:**
Continued loss of licensed, trained and experienced Police Officers
Difficulty in recruitment and retention
Cuts in Police services and community trust

Option 2: Fund parity salary increases by committing all Traffic Safety Revenue to Police Department salaries.

- **Pros:**
Cost of program funded by traffic offenders
Sustainable revenue source
- **Cons:**
NPD must have sufficient staff to conduct routine traffic safety enforcement.
Routine and regular traffic safety enforcement

Option 3: Eliminate one FTE Police Officer position and reprogram the salary to fund parity increases. (approx.. \$39,395)

- **Pros:**
Expense is within current NPD budget
- **Cons:**
Loss of current FTE position
Reduction in Police services
Personnel and work schedule challenges

Option 4: Conduct Public Election to approve tax increase to fund parity salary increases

- **Pros:**
Public support
Parity increases funded by sustainable taxes
Parity increases funded by all those that spend money in Nederland

- Cons:
 - Time and expense to create and get on ballot
 - Time delay to implement salary increases (if passed)
 - Continued loss of NPD staff
 - Anti-tax sentiment
 - Increase of taxed on goods and services in Nederland
 - Cost of election (Monetary and Political)

Option 5: Increase Police Officer salaries by Option 2 or 3. Do not fund current Marshal parity increase and move salary savings to offset cost of Option 2 or 3. Note: Marshal salary would increase upon hiring of new Marshal in order to meet salary parity.

- Pros:
 - Reduction on initial cost to implement salary increases for Option 2 or 3.
- Cons:
 - May limit interest by future Marshal applicants if parity isn't guaranteed.
 - Staff and Supervisor salaries may surpass Executive (Marshal) salary.

Attachment: NPD Salary Spreadsheet.

NOTES:

QUESTIONS:

**Nederland Police Department
Salary Parity Proposal**

3 Year Life Cycle Cost: Year One (2017), Year Two (2018) and Year Three (2019)							
		2017	2017 + \$5000 Law Enforcement Parity Increase Plan	2018 5% Performance Raise and 1% COLA	2018 + \$5000 Law Enforcement Parity Increase Plan	2019 5% Performance Raise and 1% COLA	2019 + \$5000 Law Enforcement Parity Increase Plan
Marshal (Note: Current Marshal would not receive parity increase)	FTE	78652	78652 No Parity Increase	4719	83371 No Parity Increase	5002	88373 No Parity Increase
New Hire Marshal (Note: Parity Salary Increase)		78652	83652	5019	93671	5620	104291
Sergeant	FTE	57265	62265	3733	70998	4259	80257
Police / Court Clerk	FTE	36400	41400	2484	48884	2933	56817
Police Officer - Detective	FTE	47469	52469	3148	60617	3637	69254
Police Officer	FTE	45145	50145	3008	58153	3489	66642
Police Officer	FTE	40019	45000	2700	52700	3162	60862
Police Officer	FTE	39395	45000	2700	52700	3162	60862
Program Assumptions:							
Year One Parity Increase Cost: \$30,000 (6 FTE, Excluding Marshal)							
\$25,000 (Cut 1 FTE position to fund 5 FTE positions, excluding Marshal)							
Year Two Parity Increase Cost: SAA							
General Revenue expense due to 5% Performance/1% COLA increase based on Parity Increase: \$22492 Year One, \$25644 Year Two							
Reprogramable salary savings by not funding current Marshal's parity increase: \$15,937 (3yr total)							
Note: Recommend creation of formal salary scale for all staff for long-term planning							
Note: Salary parity and life cycle cost re-evaluation at 3 year anniversary							