

MINUTES OF THE MEETING OF THE  
BOARD OF COUNTY COMMISSIONERS  
GILPIN COUNTY, COLORADO

AUGUST 10, 2021

A special meeting of the Board of County Commissioners of Gilpin County was held on August 10 2021, in an in-person meeting. Chair Linda Isenhart called the meeting to order at 1:30p.m. In attendance were Chair Isenhart, Commissioner Sandy Hollingsworth, Commissioner Web Sill, County Attorney Bradford Benning, and Clerk to the Board Sahari McCormick.

**Agenda Review.** Added Public Works wage increase discussion. Dropped Employee Picnic discussion.

**Public/Press Comment.** None.

**Dispatcher Salaries and Job Descriptions.** Sheriff Kevin Armstrong, Lyssa Gray, Tonia Kapke

- All Dispatchers are considered Communication Specialists. Separating Communication Specialist into I & II is an industry standard.
- Specialist II encompasses all of I but includes being a specialist for 24 months plus certification. With multiple certifications can act as a supervisor.
  - 3 current staff meet the level II and are being paid as I.
  - Having 2 different grades makes us more competitive to other surrounding communities.
  - Encourages others with experience to apply so they are not starting entry level.
    - Training will then be 10-14 weeks from the normal 20 depending on their experience, familiarity with our policies and our geography.
    - Currently they are paid \$21.67 for in-training, post training is \$22.75. Proposal is to make entry level/no experience at \$22.90 in training, post training \$24.05.
    - Historically around 24 months people leave (Not just in Gilpin). The hope is to get people with experience who will stay if they can grow. We have been a training ground for many years. Other centers split their tasks out while in Gilpin we do it all. Gilpin gives great training for other centers.
  - Chair Isenhart: can we do an incentive to get them to stay for a year or more beyond training and ask for 3-5 yr commitment? They need to see where growth is a possibility here in Gilpin.
  - Commissioner Sill: what are needs and wants? Want to go from 5 to 12 staff, concern over 900K a year if everyone is \$28 hr avg a year.
  - Commissioner Hollingsworth: Issue is how to retain staff. Retention is huge, hiring 2-3 months, training 5-6 months, so 9 months is needed before anyone can relieve another. Public safety is really important.
  - Sheriff Armstrong: 3 positions frozen last year. It's important for training, maternity leave, vacations, Workman's Comp, FMLA etc and reduces amount of overtime.

Commissioner Hollingsworth made a motion to accept the Communications Specialist job description with a salary increase with starting \$22.90 and raised to 24.05 after training. Commissioner Sill seconded the motion, which passed by a vote of 3 to 0.

Commissioner Hollingsworth moved to accept the request to approve Communication Specialist II starting at \$25.19 and \$27.71 Commissioner Sill seconded the motion, which passed by a vote of 3 to 0.

Desired staffing will be considered at the past 2019 budget level with 8 dispatchers, 1 supervisor and 1 manager.

**Dispatcher Vacation Pay** Sheriff Armstrong, Lyssa Gray, Tonia Kapke

- Vacation time is accruing amongst dispatchers and there is no one to relieve them to take time off.
- Hours over 208 hours vacation time used to not expire. The goal is to keep them under 208 hours but the console chair must be filled. Vacation helps with PTSD and not getting burned out.
  - Lyssa cancelled all her vacations to assist staff to get theirs.
  - This proposal is about payout of vacation time instead of them taking it.
  - Recommending the option of getting 100% of what they earned so that new staff can be brought on board and trained without existing staff leaving, or keep hours in their bank until they use them.
  - There is a 3-4 week potential window in December to give 1 person vacation time if everything goes well *and* people come back and get trained on schedule. It is not unusual to lose trainees at the 11-week window.
  - Gilpin dispatches to 7-8 agencies, MOU for Black Hawk would be needed for them to cover since the agencies are so different for them to cover.
- Commissioner Hollingsworth: precedent set in the past just for dispatch? How to make this as equitable as possible? Asking if they want to be paid out hours over 208 or extend the use window past 6 months in new year. Next year will have breathing room if people come on board and get trained as expected.
- Commissioner Sill: county pays out vacation 100% to 208 hours. How do we not make a special exception for other departments if we do it for dispatch? This is a dilemma how to balance 50% payout vs 100% and be fair to everyone.

- Tonia Kapke: they want their vacation time. Can we look at 6-month extension of vacation for dispatch so people can be trained and relieve the others to take vacation?
- Sheriff Armstrong: This is no fault of any employee. Trying to undo decisions made in 2020 and help the workers and get the proper staffing.

Motion is to pay out at 100% the 2 people that are over 208 hours right now in dispatch and roll over vacation to Dec 31, 2022 so that staff may be trained and can cover vacations.

Commissioner Hollingsworth moved to pay out the 2 employees at \$3246.38 and \$3863.04 for their overage in vacation time and extend their vacation time until December 31, 2022.

Commissioner Sill seconded the motion and the motion passed by a vote of 3 to 0.

**Discussion of Graves Compensation Study, \$6,500 for update and analysis.**

- Proposal for upgrading/updating the study done in 2020.
- Update up to 25 new positions, adjust pay structure, propose Sheriff Office 6-step plan, cost from Graves to provide template to calculate the financial impact total is \$3500. Adding in optional project of completing financial impact analysis is \$3150, total: \$6650. Deadline for deliverables 10/15/21.
- Make sure employees are paid correctly and compression, how to equitably distribute salaries.
- David Woodlock feels it is a good thing to move forward with.
- Commissioner Hollingsworth asked if we could do the financial impact analysis in-house.
- Lorna Plamondon: Doesn't feel it figures out a way to fix the compression.
- Commissioner Sill: agreed to study because we would save money but not in favor of making individual modifications which we would have to do. Can't cookie cutter this. Study gives us a range. Doesn't reflect what we want to pay each employee.
- Chair Isenhart: need to look at why employees are going elsewhere. Study gives us a starting point. Wants to bring it up to date. Can use document well into the future, doesn't want to keep spending money on it.
- Commissioner Hollingsworth: There are positions not in the current study that need to be added in. Process of discovery for county and employees and how to support employees.

Commissioner Hollingsworth moved to accept the Graves Proposal Outline for items 1-4 to update the Graves compensation study on the pay structure at a cost of \$3500, but not the \$3150 analysis.

Chair Isenhart seconded, Commissioner Sill opposed, motion passed by a vote of 2 to 1.

**Discussion of separating facilities department from Public Works Department.** Ryan Keenan, Facilities Manager

- Current organization chart shows there is a director to oversee Public Works, Facilities and Community Development. Need to be clear if facilities will be receiving a new director or not.
  - Implications with Graves Study but wants to be clear that the team knows who they report to.
- Chair Isenhart: Don't want management on top of management.
- Commissioner Sill: We want direct access, not layers of management.
- Commissioner Hollingsworth: when we approved the organizational charts weeks ago, we agreed the intention was to have 3 separate departments. It's the work you are doing, not the title of manager or director, and the corresponding pay.

Motion made by Commissioner Sill to codify the separation between Public Works and Facilities. Commissioner Hollingsworth seconded the motion, which passed by a vote of 3 to 0.

**Discussion and Decision on Public Works Director position.** David Woodlock, Director, Human Resources

- No further changes or additions have been made to job description from the current proposed draft changes. We need to look at what other counties have listed before adjusting our job description.
  - Time estimate: EOB tomorrow so they can post position asap.
- Commissioner Sill: wants to say desired instead of required for qualifications. County needs to be flexible with experience. Would rather have experience over education.
- Commissioner Hollingsworth added that the ideal applicant would have supervisory experience.
- Will wait on David's response for the final description.
- No motion made.

**Update on Analysis of County Software** – Business Analyst Jeff Heng

- Project of replacing Content Manager and analyzing existing software – Discovery includes 4 categories scope, technology, partner engagement, implementation
- Presented a project tracker to BOCC
- Has an understanding of program now, where we are at, what regulatory/compliance issues may be needed
- Commissioner Hollingsworth asked about a timeline. Jeff replied he doesn't have a scope of work yet so doesn't have a time frame. SOPs, training, implementation 6 months to stand up, 8 months for full understanding. She replied that this seems long and staff desire a better fit for Gilpin than Content Manager.
- Chair Isenhart: do we need to use Content Manager for another 6-8 months? Jeff replied yes, transition needs to happen as rip and replace could be just as damaging
- Commissioner Sill: What is success criteria? Wish list? Finance will be involved and key to decisions, long list of criteria. Jeff replied that he has been gathering this information from different departments.

- Options: low tech and high tech options. Surrounding counties have a variety of these.
- Presented a list of potential programs that could be used using project manager criteria

**Status Update**

- Commissioner Hollingsworth and County Attorney Brad Benning met with DOLA Dept of Local Affairs: County has grants with some filing that has been behind due to staff being out. Working on submitting the final reports for comprehensive plan and Human Services building so we can get reimbursed.
- Forest service dropped the fire bans and Sheriff Armstrong has dropped Stage 1 Fire Ban for Gilpin County as of today.

**Public Works wage increase discussion.**

- Some employees are considering leaving and salaries must be explored based on Graves Study.
  - Chair Isenhart updated a chart of suggested wage increases to reflect Graves recommendations.
- Commissioner Sill: happy with chart, feels Linda was fair with it. Upgrades significantly the pay for Road and Bridge but leaves in spots additional pay for superior work. This is an urgent fix.
- Chair Isenhart: time is of the essence for these adjustments. Can we expedite this with the idea it can be fine tuned later?

Commissioner Hollingsworth moved to accept the recommendations to the current pay scale for Road & Bridge, effective next pay period, based upon the Graves Study. Motion passed by a vote of 3 to 0.

**Adjourn. to Executive Session.** Commissioner Hollingsworth moved to adjourn into Executive Session in accordance with C.R.S. 24-6-402 4b, to receive legal advice on specific legal questions. Commissioner Sill seconded the motion, which passed by a vote of 3 to 0. There being no further business to come before the Board, they adjourned at 4:07pm.

Signed this 31<sup>st</sup> day of August 2021.