



# ADAMS COUNTY

**COLORADO**  
BOARD OF COUNTY COMMISSIONERS

Eva J. Henry - District #1  
Charles "Chaz" Tedesco - District #2  
Erik Hansen - District #3  
Steve O'Dorisio - District #4  
Jan Pawlowski - District #5

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**STUDY SESSION AGENDA  
TUESDAY  
November 1, 2016**

*ALL TIMES LISTED ON THIS AGENDA ARE SUBJECT TO CHANGE.*

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|------------------|---------------------|--|
| <b>3:00 P.M.</b> | <b>ATTENDEE(S):</b> | <b>Terri Lutt / Amy Jones</b>  |
|                  | <b>ITEM:</b>        | <b>Fair Labor Standards Act Changes</b>  |
| <b>3:30 P.M.</b> | <b>ATTENDEE(S):</b> | <b>Norman Wright / Kristin Sullivan / Joelle Greenland<br/>/ Eric Guenther</b> |
|                  | <b>ITEM:</b>        | <b>Update on Major Projects in Community and<br/>Economic Development</b>      |
| <b>4:30 P.M.</b> | <b>ATTENDEE(S):</b> | <b>Todd Leopold</b>  |
|                  | <b>ITEM:</b>        | <b>Administrative Item Review / Commissioner<br/>Communications</b>            |

**(AND SUCH OTHER MATTERS OF PUBLIC BUSINESS WHICH MAY ARISE)**



## STUDY SESSION AGENDA ITEM

<b>DATE:</b> November 1, 2016
<b>SUBJECT:</b> FLSA Changes
<b>FROM:</b> Amy Jones, HR Manager, Chris Kline, Human Services Director, Terri Lutt, Iterim HR Director
<b>AGENCY/DEPARTMENT:</b> Human Resources
<b>ATTENDEES:</b> Amy Jones, Chris Kline, Terri Lutt, Michlle Michel, Assistant County Attorney
<b>PURPOSE OF ITEM:</b> Recent legal changes are requiring us to make changes to the exemption status of positions
<b>STAFF RECOMMENDATION:</b> See attached

### **BACKGROUND:**

In May 2016, the Department of Labor changed the salary threshold under the Fair Labor Standards Act from \$455 per week to \$913 per week. This change is effective on December 1, 2016.

This means that for any of our positions to be exempt from overtime, they must meet the minimum salary threshold in addition to the other exemption requirements. We currently have 40 job titles that are classified as exempt and the minimum of the pay range does not meet the salary threshold. We will present some options to ensure we are in compliance with the new standards under the FLSA.

### **AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:**

Human Resources Department  
Human Services Department  
County Attorney's Office

### **ATTACHED DOCUMENTS:**

PowerPoint Presentation  
List of Titles for FLSA Changes

**FISCAL IMPACT:**

Please check if there is no fiscal impact . If there is fiscal impact, please fully complete the section below.

**Fund:**

**Cost Center:**

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
<b>Total Revenues:</b>			<hr/>

	Object Account	Subledger	Amount
Current Budgeted Operating Expenditure:			
Add'l Operating Expenditure not included in Current Budget:			
Current Budgeted Capital Expenditure:			
Add'l Capital Expenditure not included in Current Budget:			
<b>Total Expenditures:</b>			<hr/>

New FTEs requested:             YES             NO

Future Amendment Needed:     YES             NO

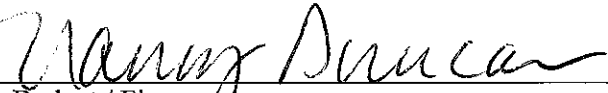
**Additional Note:**

We will not be able to provide the information above until we know what option the Board will approve.

**APPROVAL SIGNATURES:**

**APPROVAL OF FISCAL IMPACT:**

  
\_\_\_\_\_  
Todd Leopold, County Manager

  
\_\_\_\_\_  
Nancy Duncan  
Budget / Finance

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Raymond H. Gonzales, Deputy County Manager

  
\_\_\_\_\_  
Bryan Ostler, Interim Deputy County Manager



# FLSA Changes

## Human Resources Department

### October 2016





## FLSA Changes

- In May 2016, the Department of Labor changed the salary threshold under the Fair Labor Standards Act
  - Set the standard salary level
    - Was: \$455 per week, \$23,660 annually
    - Now: \$913 per week; \$47,476 annually
- Established a mechanism for automatically updating the levels every three years
- Effective date: December 1, 2016



## Current Status at Adams County

- Currently 40 job titles are classified as exempt and the minimum of the pay range does not meet the salary threshold.
- Within the 40 job titles, there are 168 employees.
- 81 of those employees are under the \$47,476 annual threshold







## Current Status at Adams County

Out of the 81 employees:

- 49 are Social Caseworker III's
- 9 are TANF Case Managers
- 20 are in Head Start
  - 6 Teachers
  - 1 Education Supervisor
  - 1 Nutrition Supervisor
  - 10 Family Service Specialists
  - 2 Health Specialists
- 1 Intern – Management Analyst
- 1 Foster Care Coordinator (Animal Shelter)
- 1 Facilities Supervisor (Front Range Airport)



## Our Analysis

We performed an exemption test for all 40 job titles using the Administrative, Executive and Professional FLSA Exemption Guidelines (excluding the salary requirement)

- We believe that 26 of the job titles do not strongly meet the exemption test and should be changed to non-exempt
- We believe that 11 of the job titles strongly meet the exemption test and should remain exempt
- We found that 3 job titles are no longer being used and can be closed.





## Our Recommendation

1. Change the exemption status to non-exempt for the 26 job titles that do not strongly meet the exemption test (titles are included on handout)
  - Memo for impacted employees and supervisors to go out immediately after approval
  - Effective date December 1, 2016
2. Change the pay grade for the 11 job titles that strongly meet the exemption test and since none of the employees' actual salaries are below the threshold, keep their salary the same.
  - 10 of the job titles have current incumbents that are being paid above the threshold so there is no need to increase the pay
  - The one exception is the Social Caseworker III (options following)
  - Memo for impacted employees and supervisors to go out immediately after approval
  - Effective date December 1, 2016



# Social Caseworker Issue

Change the pay grade for the remaining job title (Social Caseworker III), adjust the entire series one pay grade

- 49 Social Caseworkers are below the salary threshold. We need to get them to the threshold, which means we have to increase the pay grade and bring them to the minimum of the new range.
- Increasing their pay grade will have a impact on the entire series
  - Social Caseworker IV
  - Unit Supervisors (which are also tied to the supervisors in Adult Protection, Child Support and the WBC)
  - Program Managers (which are also tied to the Program Managers in Community Support, Head Start Administrator, and the WBC Administrator)





# Social Caseworker III – Option One

Increase the salary of those below the minimum to the minimum.

Total cost **\$105,874**

Pros:

- The least expensive option

Cons:

- This will create **significant compression** issues for all employees that have been hired within the past three years
- Could impact retention as employees that have been here 2-3 years may feel slighted
- This area already suffers from high turnover

\* Boulder County and Pueblo used a similar strategy





## Social Caseworker III – Option Two

Increase the salary by 6% for all Social Caseworker III positions

Total cost **\$312,937**

Pros:

- Eliminates compression problems for Social Caseworker III positions

Cons:

- This will create **significant compression** issues for all of the Social Caseworker IV positions







## Social Caseworker III – Option Three

Increase the salary 6% for all employees in the series

Total cost **\$720,250**

Pros:

- Consistent with market adjustments and employees would maintain the same position within the new range
- Eliminates compression problems for the entire series of positions
- Seems equitable for all employees involved
- Increases morale and hopefully retention

Cons:

- This is the most costly solution

\* Both Douglas and Jefferson County moved salaries to eliminate compression





## Social Caseworker III – Option Four (Recommended)

Take the average increase (4.65%) for the 49 employees that have to move to the threshold and give that amount to all employees in the series.

Total cost **\$572,440**

Pros:

- Eliminates compression problems for the entire series of positions
- Seems equitable for all employees involved
- Increases morale and hopefully retention

Cons:

- It is still costly
- Arapahoe's strategy is very similar to this option







# Social Caseworker III – Option Five

## Make all Social Caseworkers Non-Exempt

We are told that Caseworkers work an average of 2-5 hours of overtime per week.

Total cost **\$391,172 - \$977,930**

### Pros:

- Caseworkers could be paid for actual hours worked
- Costs could be controlled by putting parameters around overtime

### Cons:

- Children and families could be negatively impacted by caseworkers not being allowed to work overtime and/or not having the flexibility to work when needed
- Tracking actual hours worked could be burdensome
- Can be very costly and hard to budget





## Show me the money!

- Child Welfare Allocation Usage (state fiscal year under spending prior five years):
  - 2012 - \$994,303
  - 2013 - \$1,590,798
  - 2014 - \$2,447,954
  - 2015 - \$1,443,949
  - 2016 - \$2,275,931



# Summary of Options

	Description	Con	Cost
Option One	Move Social Caseworker III positions to the minimum	Compression among SCW III positions	\$105,874
Option Two	Move Social Caseworker III positions 6%	Compression among SCW IV positions	\$312,937
Option Three	Move Caseworker Series 6%	Most costly option	\$720,250
Option Four (Recommended)	Move Caseworker Series 4.65%	Costly	\$572,440
Option Five	Make Social Caseworker III positions non-exempt	Children and families will be negatively impacted by the decrease in ability to meet the needs of the families	\$391,172 - \$977,930





- Next Steps:

- Notifications sent out to the impacted employee's manager/director
- Notifications sent out to all impacted employees
- December 1, 2016 changes made in the system

Job titles to make non-exempt:

Accountant I  
Benefits Manager - Senior  
Career Center Specialist III  
Case Manager  
Case Manager-TANF  
Communications Coordinator  
Community Correction Spec  
CSBG/ESG Coordinator  
Education Coord - 10 mo  
Facilities Supervisor  
Facilities Supervisor  
Family Engagement Specialist  
Family Services Spec II- 10 mo  
Family Services Spec II-10 mo  
Fiscal Grants Analyst I  
Foster Care Coordinator  
Health Specialist  
Health Specialist - 10 mo  
Management Analyst-Intern  
Nutrition Supervisor  
Purchasing Agent I  
Tax Lien Specialist  
Teacher I - 10 mo  
Teacher II-10 Mo  
Veterans Service Officer  
WBC Trainer

Job titles to change pay grades:

	Current	New
Administrative Sprvsr-CFC	A15	A16
Administrative Supervisor	A15	A16
Administrative Supervisor	A15	A16
Education Supervisor	P08H	P09H
Family Services Supervisor	P08H	P09H
Graphic Designer	P08	P09
Housing Coordinator	P08	P09
Supervisor/Business Office	A14	A16
Supervisor/FC Billing	A14	A16





## STUDY SESSION AGENDA ITEM

<b>DATE:</b> November 1, 2016
<b>SUBJECT:</b> Update on major projects in Community and Economic Development
<b>FROM:</b> Norman Wright
<b>AGENCY/DEPARTMENT:</b> Community and Economic Development
<b>ATTENDEES:</b> Norman Wright, Director; Kristin Sullivan, Deputy Director Joelle Greenland, Community Development Manager Eric Guenther, Neighborhood and Emergency Services Manager
<b>PURPOSE OF ITEM:</b> To provide updates on the Balanced Housing Plan, the Brownfields Assessment Grant, and other related items
<b>STAFF RECOMMENDATION:</b> As an update, staff is seeking guidance on the current efforts to ensure that we continue to meet the needs and expectations of the board.

### **BACKGROUND:**

As the County continues to see heightened development activity in Southwest Adams County, our Department is developing new tools, services, and approaches that will help us capitalize on this growing interest. There are several projects underway and, during this session, they will each be brought forward for your information and guidance. The timing of this study session is important because we wish to introduce these items and show how they relate to the 60th Avenue RTD station prior to its opening.

One project is the Balanced Housing Plan, which is in the early stages of finalizing its data analysis to provide a baseline for our current conditions. That data will be introduced in general terms and the next steps of that project will also be shared for your guidance and commentary. A more detailed presentation of that effort will take place in early 2017.

Another project is the Brownfields Assessment Grant. With the finalized version of our brownfields inventory complete, we have reached an important milestone. We will share that inventory and what its information implies within our target area.

Then there is our target area itself—specifically, the area surrounding the new transit station at Federal and 60th Avenue. Our department has made this area a priority for code compliance efforts and there are updates on that front. There is also the introduction of a new, more coordinated approach to community and economic development that we wish to share, an approach that we believe will help Adams County overcome the barriers that prevent redevelopment from already occurring. Tentatively labeled as “Acceleration Zones”, this idea is to develop a formal method for bringing incentives, grant funding, and other financial tools to this target area in accordance to our plans and studies. These “Acceleration Zones”



are currently being developed at the conceptual level but we offer them now so that we can receive your early feedback and guidance.

**AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:**

**ATTACHED DOCUMENTS:**

PowerPoint Presentation

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New FTEs requested:             YES             NO

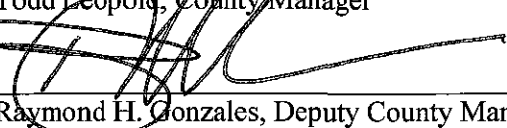
Future Amendment Needed:     YES             NO

**Additional Note:**

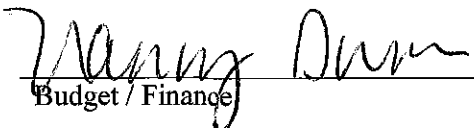
**APPROVAL SIGNATURES:**

**APPROVAL OF FISCAL IMPACT:**

  
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Todd Leopold, County Manager


  
\_\_\_\_\_  
Raymond H. Gonzales, Deputy County Manager

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Bryan Ostler, Interim Deputy County Manager

  
\_\_\_\_\_  
Manny Duran  
Budget / Finance

# Update on Major Projects

Community and Economic Development  
Study Session  
November 1, 2016



# Purpose of this Meeting

A status update on current projects

A chance to answer any questions

A request for general guidance on these efforts

# Major Projects

## The Opportunity

*“The new alignment of divisions and functions is an opportunity to leverage resources and invest them in targeted areas for immediate, lasting improvement.”*

—2016 Department Business Plan

- Balanced Housing Study and Needs Assessment
- Brownfields Program
- Strong code enforcement efforts
- Acceleration Zones

# Key Questions

What are the barriers preventing effective community and economic development in Adams County?

How can we better utilize our resources to overcome those barriers?



# Balanced Housing Study and Needs Assessment

Needs Assessment analysis underway

Regular study done on five-year cycle

2009 last update; next update 2022



# Balanced Housing Study and Needs Assessment

## Preliminary Notable Findings: Data Report

- 64.8% Owner Occupied (Down 5.3% since 2000)
- \$189,400 – Median Home Value (Up 26.4% since 2000)
- \$1,003 – Median Rent (up 42.3% since 2000)
- 35% of owner occupied HHs are Cost Burdened
- 49% of renters are Cost Burdened

# Balanced Housing Study and Needs Assessment

## Preliminary Notable Findings: Focus Group

- Not enough funding for affordable housing
- LIHTC very competitive
- Exploring Denver's new fee for affordable housing
- Development needs to be predictable
- Incentives for Developers to build affordable housing
- Accessory Dwelling Units should be explored



# Balanced Housing Study and Needs Assessment

## Next Steps

- Focus groups in November
  - Builders and Developers
  - Mortgage lenders and realtors
  - CHAFA
  - Housing Authorities
  - Nonprofit groups (FRESC, Growing Home)
- Final data report in January
- Shift to Balanced Housing Conversation (e.g., how to act on this data) in February

# Brownfields Program

What is a brownfield property?

Why is this a county priority?

Environmental + Economic Health

Midtown – ASARCO Globe Smelter – Mattress King Castle Site

# Brownfields Program

Successful \$200k grant award from EPA in 2015

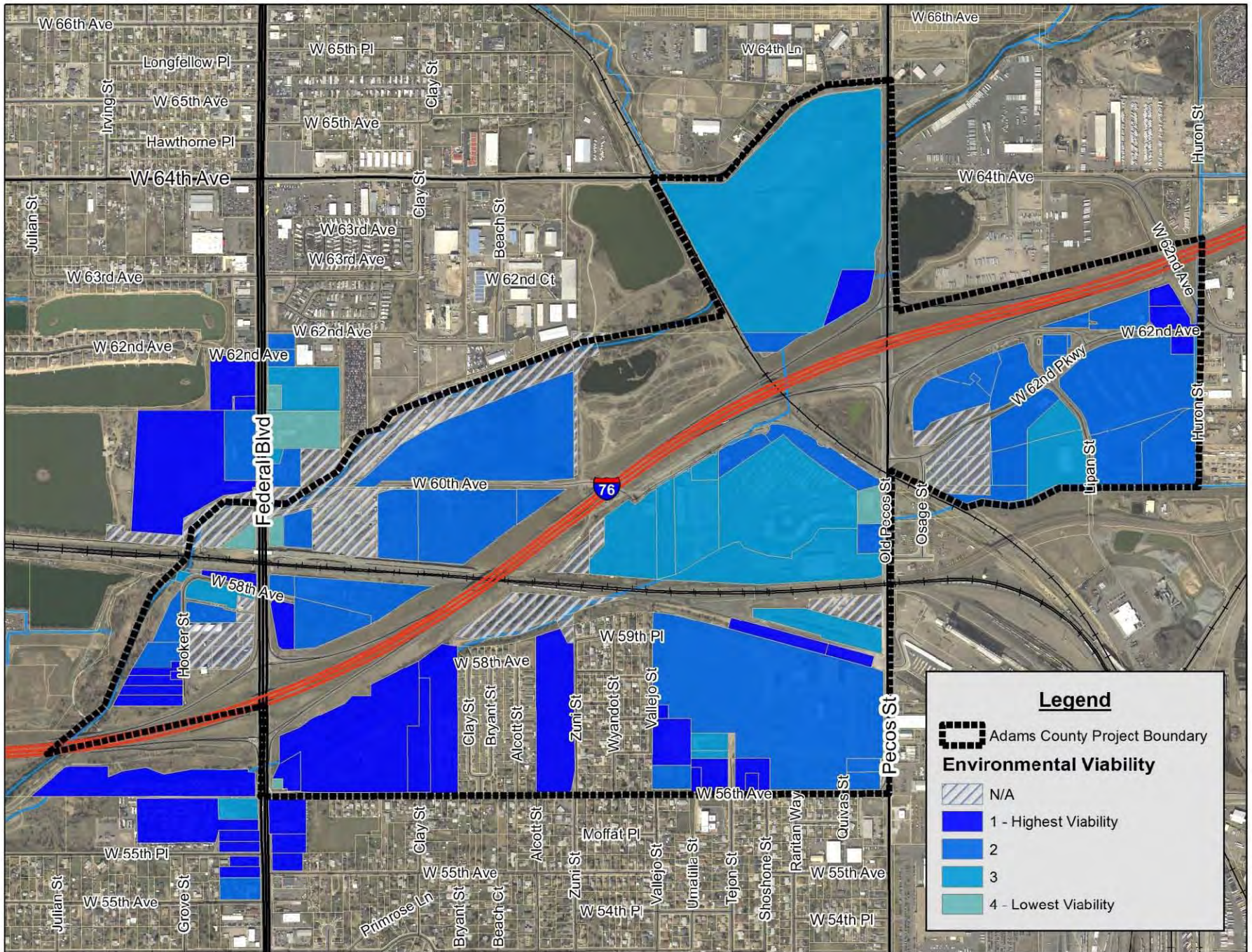
Three-year grant

Inventory for target area completed


Target area classified based on viability of cleanup  
for typical land owners and developers

Outreach with high priority properties underway








**Legend**


 Adams County Project Boundary


**Environmental Viability**

 N/A

 1 - Highest Viability

 2

 3

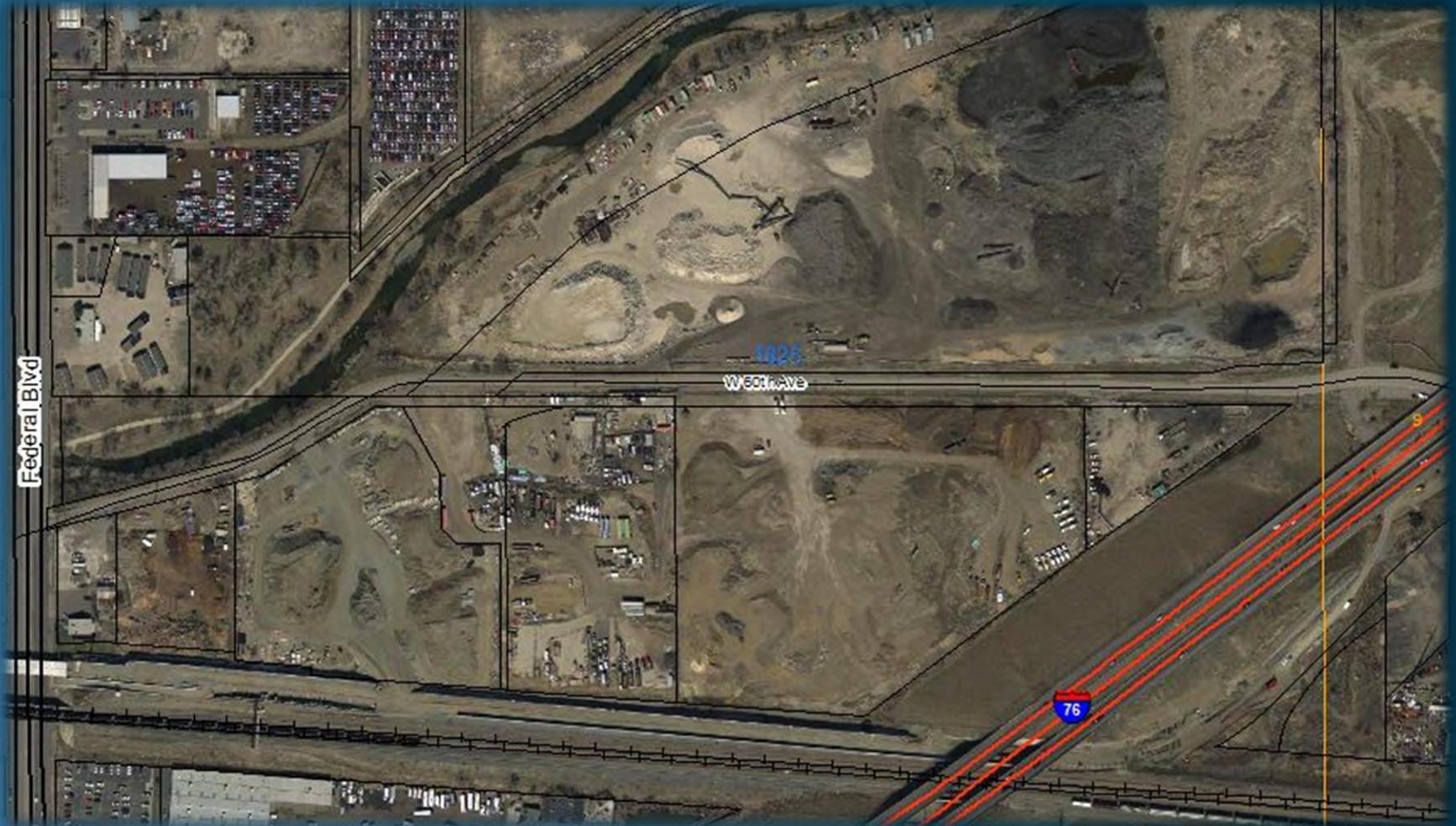
 4 - Lowest Viability



# Brownfields Program

- Next Steps
  - 2017 Goal: 3-5 Phase I, 2 Phase II assessments
  - First access agreement secured
    - 60<sup>th</sup> Avenue Property
  - Brownfield Revolving Loan Fund Request
  - Expand with additional assessment grants in 2018

# Strong Code Enforcement Action *plus Economic Development efforts*





# Strong Code Enforcement Action *plus Economic Development efforts*



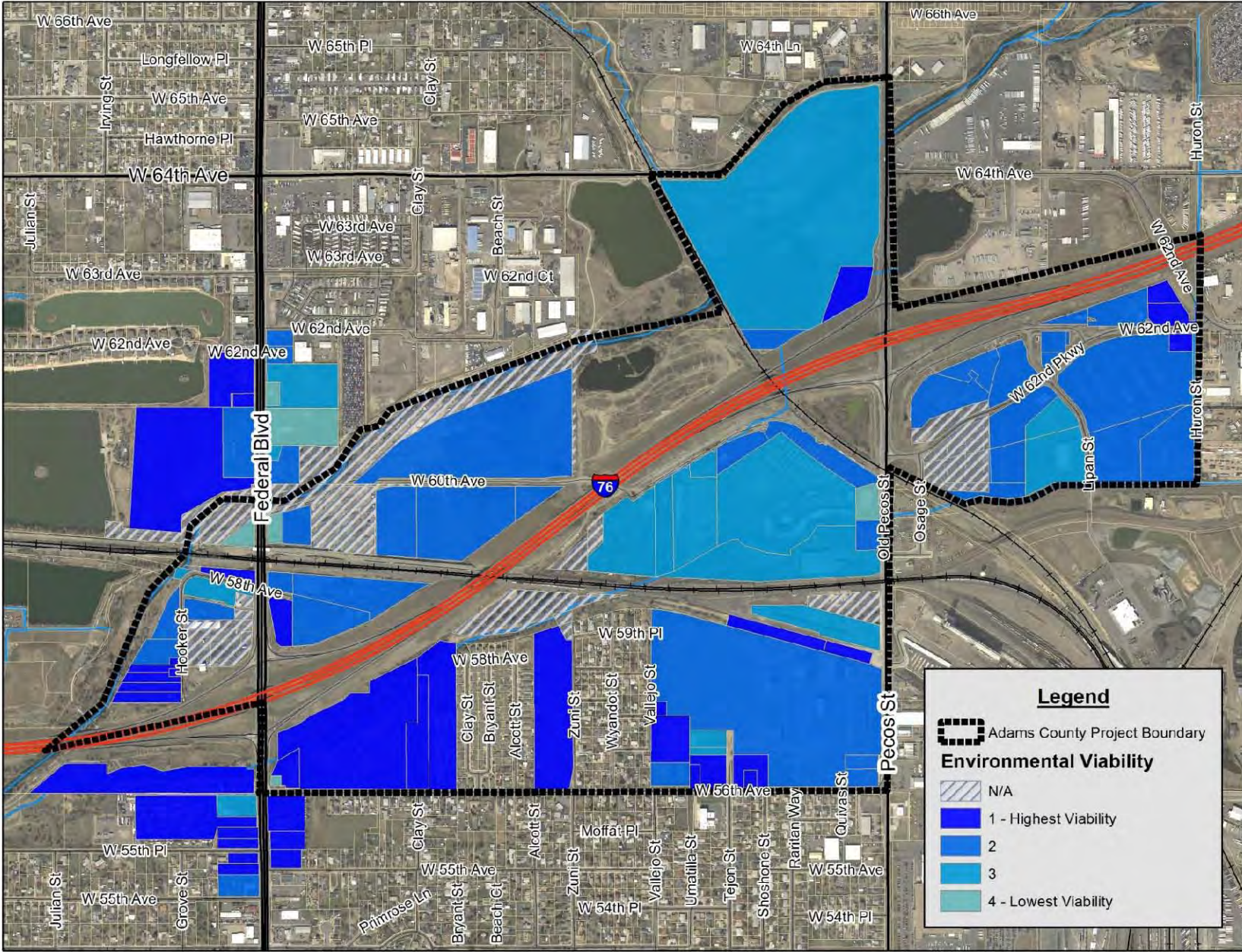


# Strong Code Enforcement Action *plus Economic Development efforts*











# Environmental Viability

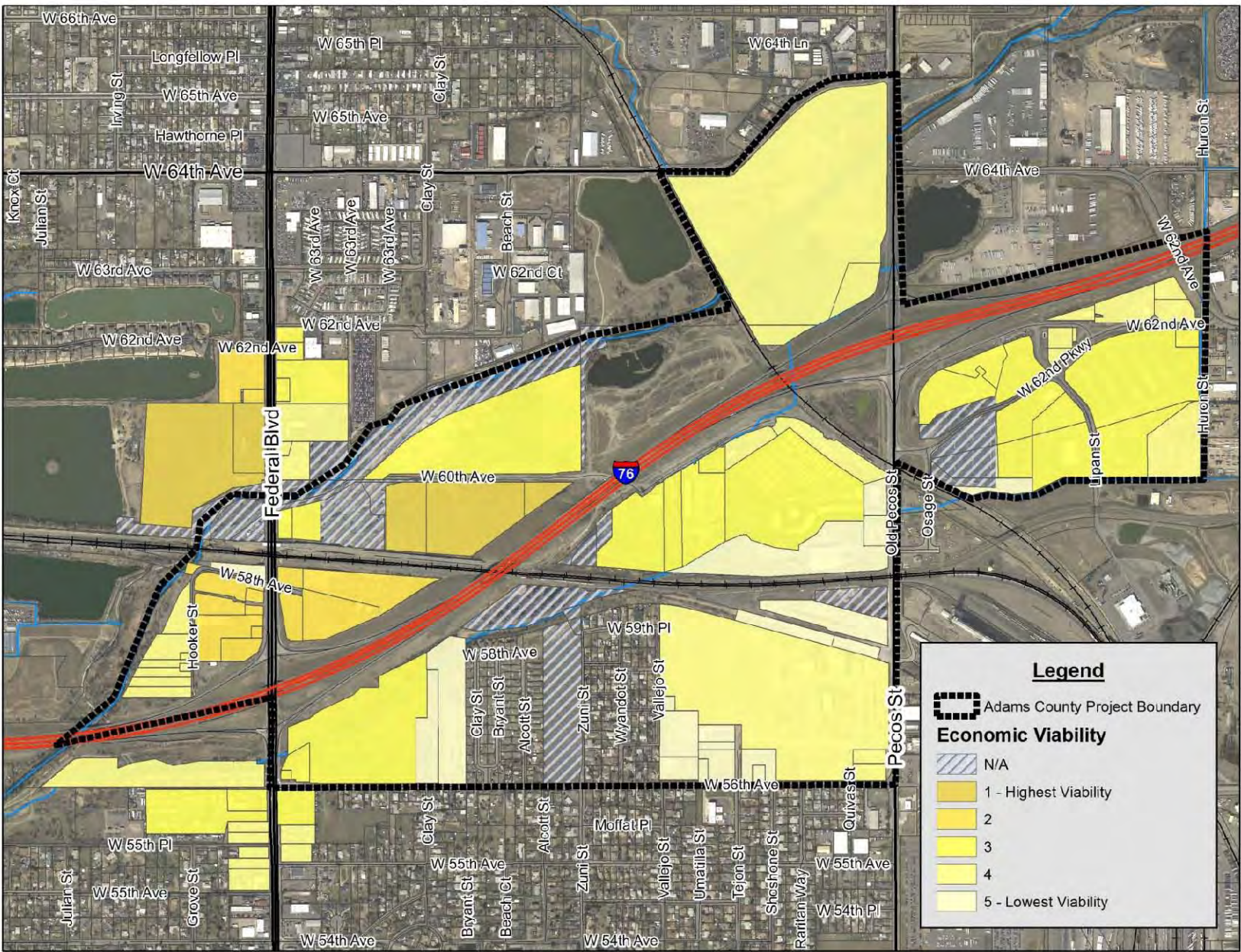


**Legend**

-  Adams County Project Boundary
- Environmental Viability**
-  N/A
-  1 - Highest Viability
-  2
-  3
-  4 - Lowest Viability

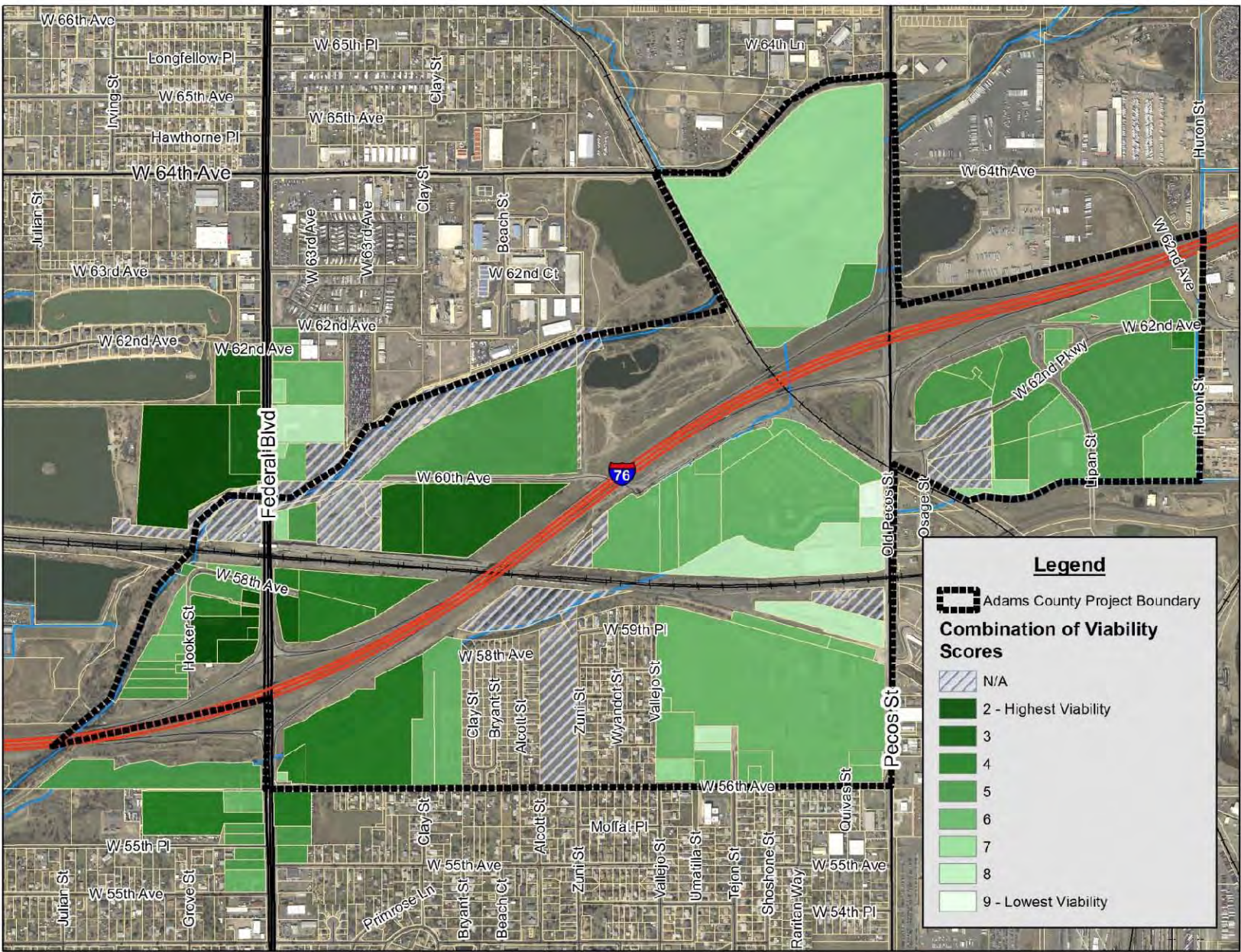


# Economic Viability





# Environmental + Economic Viability





# Acceleration Zones

## Purpose:

To provide services, tools, and incentives that help overcome barriers to community and economic development

## Geographic areas determined by following criteria:

- Comprehensive Plan designations
- Environmental Conditions
- Presence of public services (e.g., transit)
- Capacity for higher density/intensity of use
- Development activity and interest

***Environmental + Economic Viability***

# Acceleration Zones



Additional tools to encourage investment, such as:

- Additional points awarded in economic incentive matrix
- Priority status for gap financing opportunities such as CDBG, HOME, NSP, etc.
- Streamlined review processes for certain uses
- Discussion of zoning near TOD sites
- Fee reductions or waivers for certain uses



# Development Tour

## Adams County Development Tour

Adams County Community and Economic Development Department  

For more information, please contact the Adams County Community and Economic Development Department at 720.523.6800.



1 Federal Station



2 Clear Creek Transit Village



3 Baker Apartments



4 Westminster Station at  
Pomponio Place



5 Clear Lake



6 Roush Estates

# Leveraging Resources

Economic Development

Land Use

Housing

Transportation

Public Investment

Environmental Health