

TOWN OF WINCHESTER



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TOWN CLERK
TOWN OF WINCHESTER

PUBLIC MEETING NOTICE and AGENDA

REMOTE PARTICIPATION

(Due to State of Emergency COVID-19)

Pursuant to MGL Ch. 30A, Sec. 18-25 All meeting notices and agendas must be filed and time stamped by the Town Clerk's Office and posted at least 48 hours prior to the meeting (excluding Saturdays, Sundays and Holidays) on www.winchester.us

Board/Committee Name: **Personnel Board**

Date: **Monday, January 31, 2022**

Time: **7:00 PM**

Place: **Remote Participation - Zoom**
<https://us02web.zoom.us/j/87294471403?pwd=aUVVWmsrdUh6eVhiSGE4bTFOYWhQQT09>

Submitted by: **Michael Towne**

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Agenda: **1. Contract negotiation strategy**
2. Discussion on Deputy Fire Chief position
3. Review and vote on adding pay steps to the Program Instructor 1 and 2; this will not raise the total pay but add more steps between the existing three. (see attached)

Justification for Instructor Positions:

Being able to add Program instructor 1 and Program instructor 2 will allow us to bring on more professional certified staffing to run programs at negotiated competitive hourly rates on a range, rather than force those professionals to be contracted vendors to get fair market value for their services.

When we cannot offer fair and competitive rates for instructors: They then must propose a program as a contracted vendor. Anytime you contract services out it usually costs more money than keeping it in house. When we have contracted vendors it takes much more time in getting them set up to run programs and requires us to get quotes, write and have approved purchase orders and create a contract. This all takes a lot of time and staff resources here at the Rec. Dept., the Comptroller's office and the TA's office. Once that is completed it needs to be logged into Munis and tracked by all.

What happens when we do contract out services, it typically leads to much less revenue for the town as we work on a percentage split (usually an 85/15 split) A quick example would be a yoga class. A teacher would be willing to cut down on all the time and paperwork such as creating a proposal, bidding on the service, increasing their insurance coverage, tracking registrations, and then invoicing us at the end of the program to instead be paid a fair rate and come on as an hourly employee. A fair market rate for a yoga instructor would be between \$40 - \$60 an hour based on certifications and experience. For them it is simple when they are hourly staff members, they teach class, get paid weekly and we control and set class rates based on staffing costs, overhead and minimum participation numbers. Let's say we run a 6 week 1 hour class with this staff. We pay her 1.5 hours at \$50 an hour for each class worked or a total of \$450 for that class. We set the rate of \$80 per person per class and 10 people register for it resulting in \$800 in revenue. Total rec profit is \$350 for that class.

If we don't have a competitive rate to offer the Yoga teacher, the only way they will work with us is to become a contracted vendor. During this process the vendor sets their rate per participant, meaning they control the cost. Recreation can only control the total price based on added fees for our profit. Since being a contracted vendor takes more time and resources for that teacher, and costs them more money for insurance etc... we are now in a spot where that same 6 week class will most likely be pitched to us for \$80 to \$100 per participant or even more. From that base price we will then add our percentage for our fees and overhead, usually about 15% on top of the teachers per participant rate to keep it affordable for participants. The \$80 base plus recreation 15% costs will boost the cost of that program to \$92 per participant. If we have the same 10 people enroll the total take for the rec is now \$120 for the same exact class once you pay the instructor their share.

What ends up happening is that the class costs more for the students, makes more work for the teacher more work for the Recreation Department and other town staff as many times these vendor -led programs run multiple classes where they will make over 10K which will require us to go through and get multiple quotes as well as go through the PO & contract process.

Proposal: addition of steps for Instructor 1 & 2

Last STM (2021) we successfully created Program instructor 1 and Program instructor 2 positions under the Miscellaneous Compensation Schedule in the thought that it would allow us to bring on more professional certified staffing to run programs at *negotiated competitive hourly rates on a range*, rather than force those professionals to be contracted vendors to get fair market value for their services.

When we set the rates for these positions we did so noting that the range was a minimum hourly rate, a midpoint and a max, and that we would be able to negotiate a fair market value based on the instructor's qualifications and their requests and build the program fees around the rate. These positions were benchmarked from what other recreation departments do and taken from what is done in Bedford MA Recreation Department that helped their program grow once these positions were created.

After these positions were successfully created and were added to the salary schedule, we were unsuccessful in our attempt to add some of our newly hired instructors to a salary within the ranges we created as we were informed by the Comptroller's Office that all salaries and hourly rates in Winchester must be on a step system and what was created was two positions with only three steps, even though that was never our intent at last years STM. As the positions stand, the steps are not practical, and in order to be able to negotiate and pay fair market value based on our instructor's qualifications we are asking Personnel Board to approve the addition of steps to the current set up so we have a wider range of hourly rates to pay our instructors and to increase the practicality of these positions which will allow the recreation department to bring on more qualified instructional personnel to help our Recreation Department grow programs and revenue.

Below are the current steps, with the suggested new steps.

Program Instructor 1 (current)	\$15.00	\$22.50	\$30.00						
(Suggested) Program Instructor 1	\$15.00	\$17.50	\$20.00	\$22.50	\$25.00	\$27.50	\$30.00		
Program Instructor 2 (Current)	\$20.00	\$40.00	\$60.00						
(Suggested) Program Instructor 2	\$20.00	\$25.00	\$30.00	\$35.00	\$40.00	\$45.00	\$50.00	\$55.00	\$60.00