


# Informational Item: Proposed Personnel Resolution Changes

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City of Winston-Salem Committee of the Whole  
Presented By: Sharon Wojda, Assistant City Manager

June 9, 2025



# Discussion Topics

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- Overview
- Changes from original recommendations
- Recap previous sick and vacation leave accrual discussions
- Address questions raised during May 12<sup>th</sup> Committee meeting
- Recommended changes to the Personnel Resolution
- Next steps

# Overview

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- Fire 56-hour employees **work 40% more hours** per year than an employee on a 40-hour schedule (2,912 annual hours vs. 2,080 hours)
- Sick and vacation accrual rates for Fire are **more than double the rate earned by other City employees**
- Fire's accrual rate is also **roughly double that of other Fire Departments** in the area
- If a Fire employee on a 56-hour schedule took off all the time they currently earn in 1 year, it would range from 30-41% of their total work hours (3.6-4.9 months) compared to 14-19% of a 40-hour employee's annual hours (1.7-2.3 months)

## Recommendation

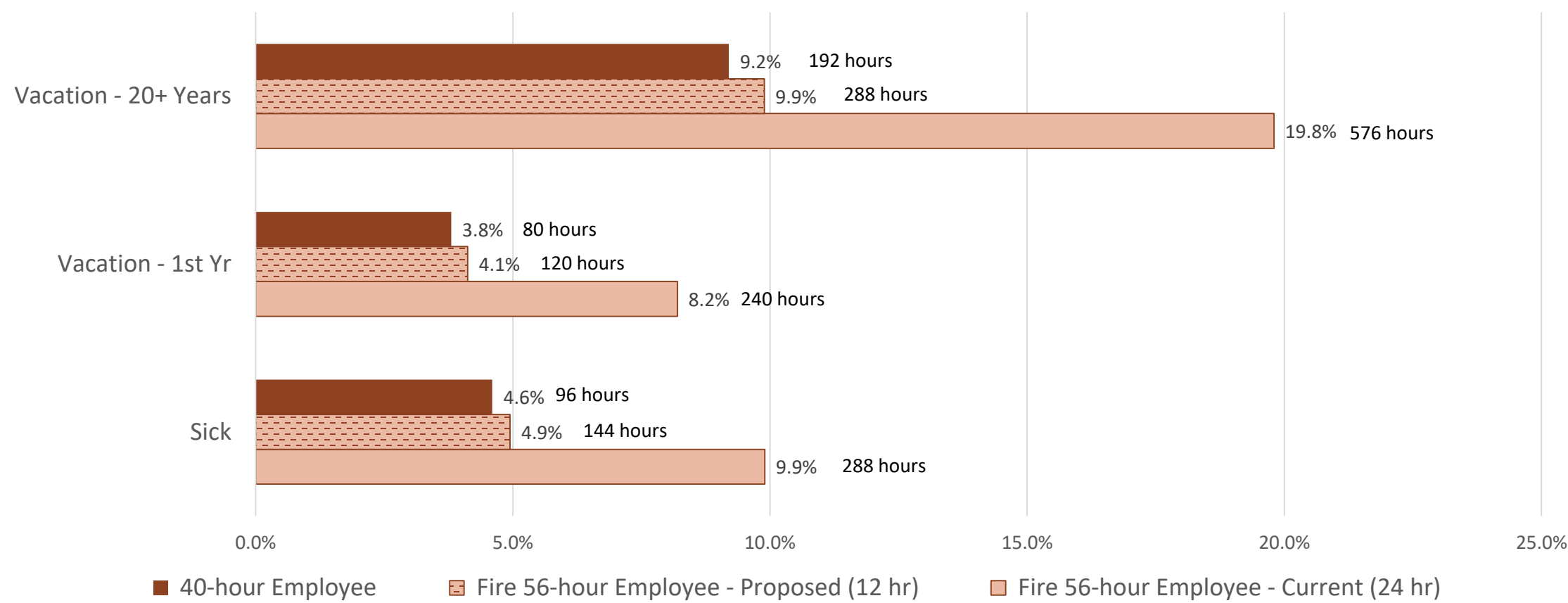
**Adjust sick and vacation accruals Fire 56-hour employees so they are 40% higher than other City employees, in line with the % of annual hours worked.**

# Changes from Original Recommendations to the General Government Committee

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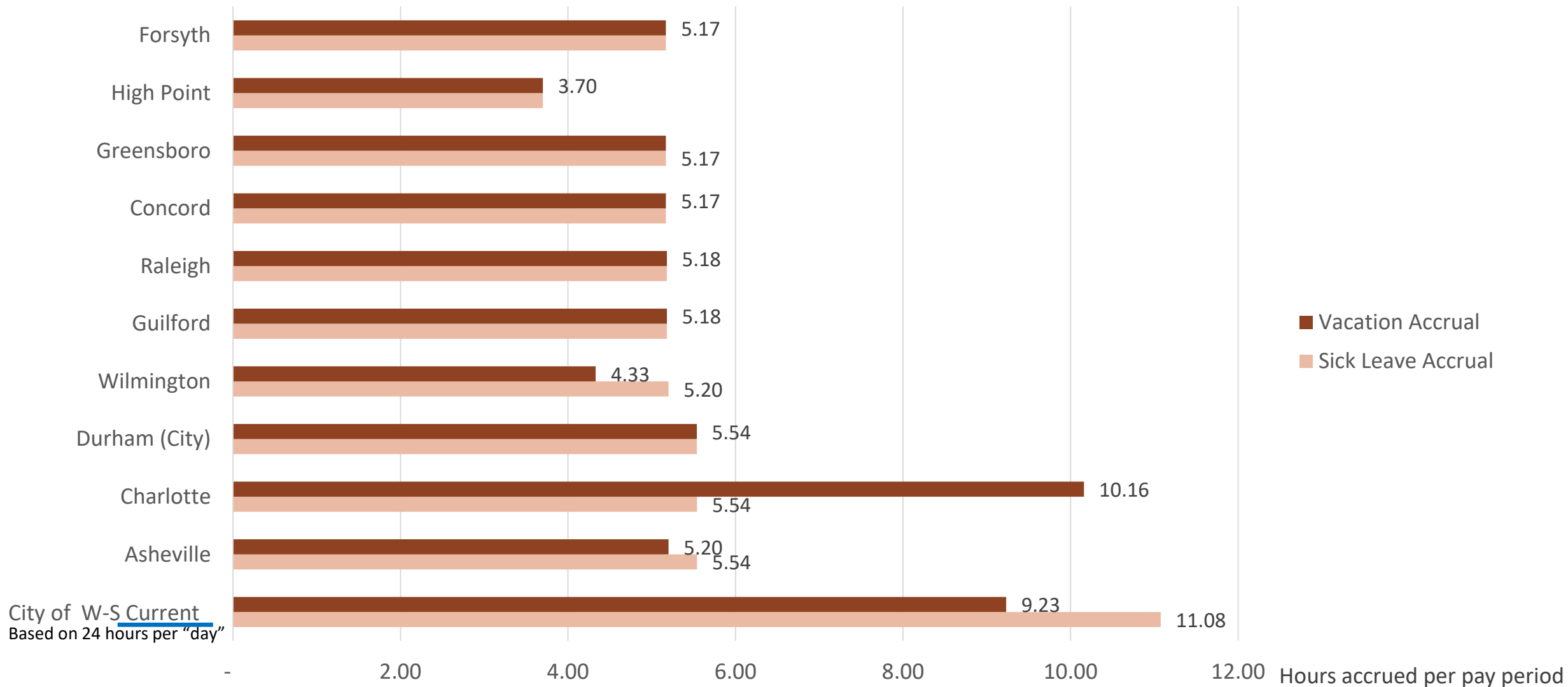
- Delay implementation from July 1, 2025, to January 1, 2026
- Adjust sick and vacation accrual rates from the recommended 11.2 hours per “day” to 12 hours per “day”, which is consistent with the policy before City Council adopted changes to increase the sick accrual rate in 2015
- Confirmation that **no adjustments to existing leave balances** will be made; changes will begin 1/1/26

# Hours Earned as % of Annual Hours for City of W-S Employees - Proposed



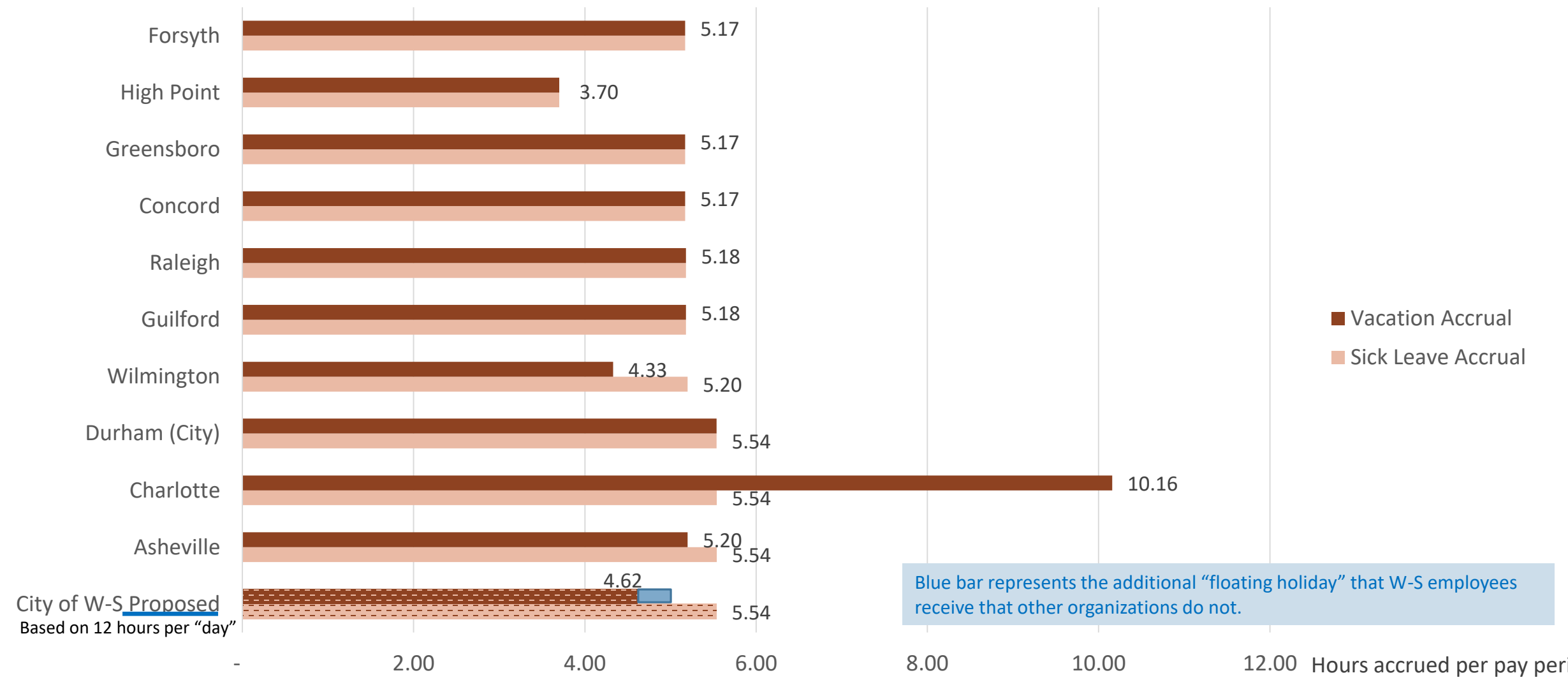
Recap

Vacation and Sick Accrual Rates Per Pay Period  
Fire Dept. 56 hour/week Employees in 1<sup>st</sup> Yr of Service



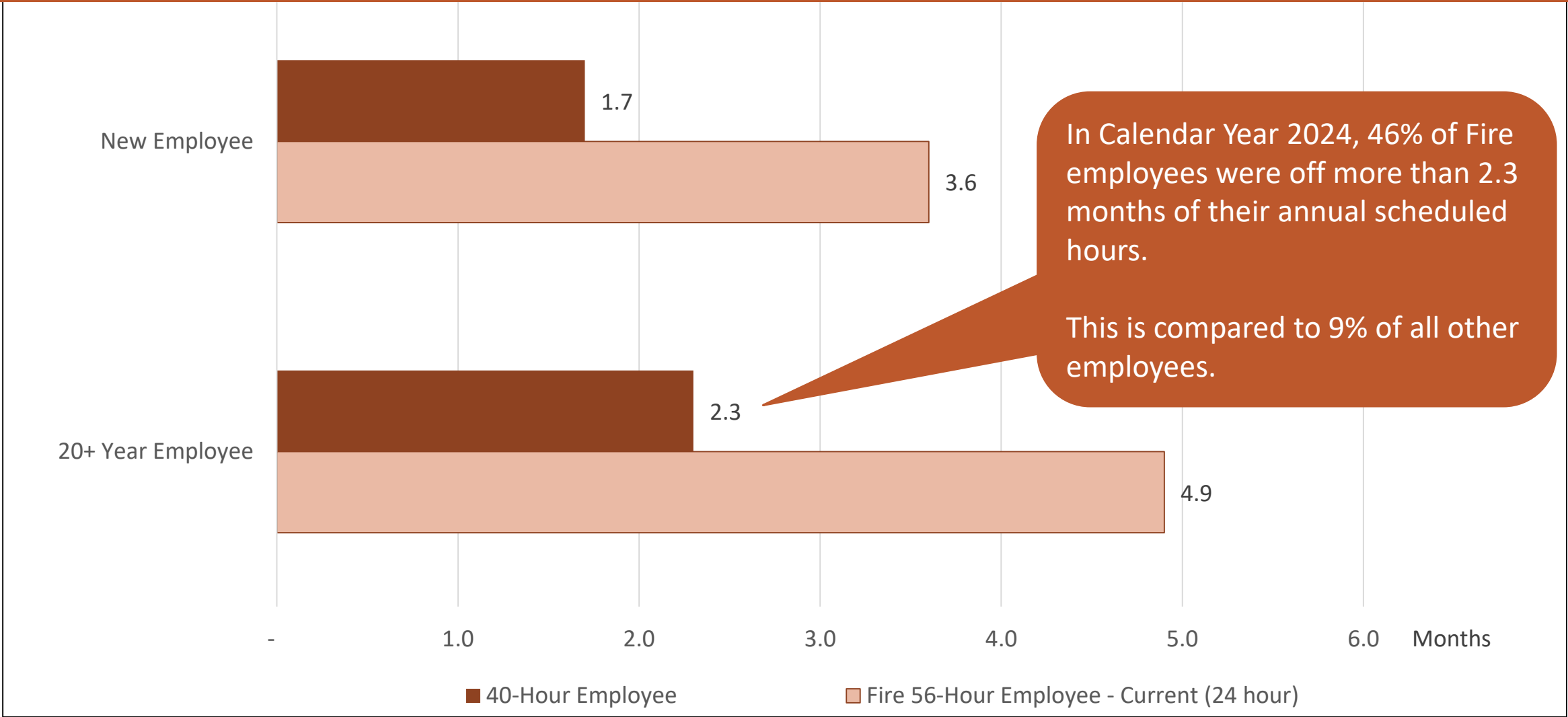
Recap

Vacation and Sick Accrual Rates Per Pay Period  
Fire Dept. 56 hour/week Employees in 1<sup>st</sup> Yr of Service



Recap

Number of Months an Employee Could Take Off If They Used A Full Year of Accrued Time Off





# Financial Impacts

## Near-Term Financial Impacts

- Higher levels of accruals provide the ability to take more time off, which requires calling in other employees on an overtime basis to maintain minimum staffing

## Longer-term Impacts

- Vacation hours in excess of 30 days (720 hours) are rolled into an employee's sick leave balance. Unused sick leave is converted to years of service upon retirement.
- More years of service = higher pension payments for life.
- When pension payments exceed the State's forecasted amount for an individual employee, the City must pay a "pension spiking" payment, which can be ~\$100,000 per employee for retired firefighters.

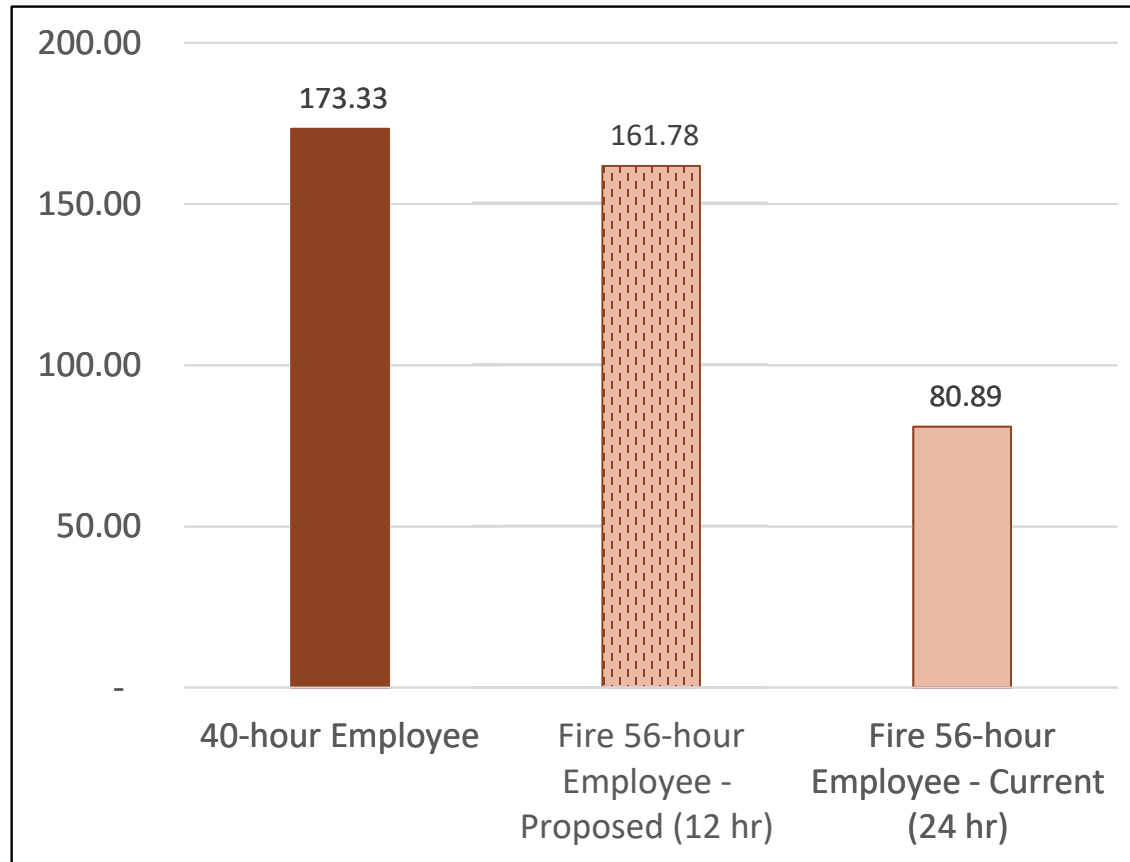
# Long-Term Liability for the City

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|   |                |
|---|----------------|
| Estimated Annual Cost if Fire Used All of their Accrued Time – Current Accrual Rate     | \$8.2M         |
| Estimated Annual Cost if Fire Used All of their Accrued Time – Proposed Rate            | <u>\$4.1M</u>  |
| Annual Increase / (Reduction) in Liability  | (\$4.1M)       |
|   |                |
| Est. Avg Annual Cost if 40-Hr Employee Used All of their Accrued Time – Current Rate    | \$19.3M        |
| Est. Avg Annual Cost if 40-Hr Employee Used All of their Accrued Time – At Fire’s Rate* | <u>\$41.4M</u> |
| Annual Increase / (Reduction) in Liability  | \$22.1M        |

\* This calculation reflects the City’s cost if Fire’s accrual rate did not change, but all other employees began accruing time at a rate 40% less than Fire (since Fire works 40% more hours per year).

# Number of Hours Worked to Earn 8 Hours of Sick Time



Focus is on the number of hours rather than the number of days an employee works to earn 8 hours of sick time. Work schedules vary, even amongst the 40-hour employees, and analyzing the # of days does not provide an apples-to-apples comparison since employees work different number of shifts each year.

8 hour shift = 260 shifts / year

10 hour shift = 208 shifts / year

12 hour shift (PD) = 173 shifts / year

24 hour shift (Fire) = 121 shifts / year

# Employee Pay When Using 1 Year of Sick Leave Accruals

Assume each employee makes \$1,000 / week

40-hr Employee  
M-F Schedule

|        | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Hours / Week   |
|--------|-----|-----|------|-----|-------|-----|-----|--|
| Week 1 |     | 8   | 8    | 8   | 8     | 8   |     | 40   |
| Week 2 |     | 8   | 8    | 8   | 8     | 8   |     | 40   |
| Week 3 |     | 8   | 8    |     |       |     |     | 16   |
|        |     |     |      |     |       |     |     | <b>96 Total Hours of Sick Leave</b>                                |
|        |     |     |      |     |       |     |     | <b>12 # of shifts to use a year's worth of sick leave accruals</b> |
|        |     |     |      |     |       |     |     | <b>2.4 # of Weeks to use 1 year of sick leave accruals</b>         |
|        |     |     |      |     |       |     |     | <b>\$ 2,400 Wages at \$1,000 / week</b>                            |

56-hr Employee  
CURRENT  
Earn and Use at 24 hours/"day"

|        | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Hours / Week   |
|--------|-----|-----|------|-----|-------|-----|-----|--|
| Week 1 |     |     | 24   |     |       | 24  |     | 48   |
| Week 2 | 24  |     |      | 24  |       |     | 24  | 72   |
| Week 3 |     | 24  |      |     | 24    |     |     | 48   |
| Week 4 |     |     | 24   |     |       | 24  |     | 48   |
| Week 5 | 24  |     |      | 24  |       |     | 24  | 72   |
|        |     |     |      |     |       |     |     | <b>288 Total Hours of Sick Leave</b>                               |
|        |     |     |      |     |       |     |     | <b>12 # of shifts to use a year's worth of sick leave accruals</b> |
|        |     |     |      |     |       |     |     | <b>5 # of Weeks to use 1 year of sick leave accruals</b>           |
|        |     |     |      |     |       |     |     | <b>\$ 5,000 Wages at \$1,000 / week</b>                            |

# Employee Pay When Using 1 Year of Sick Leave Accruals

Assume each employee makes \$1,000 / week

40-hr Employee

M-F Schedule

|        | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Hours / Week   |
|--------|-----|-----|------|-----|-------|-----|-----|--|
| Week 1 |     | 8   | 8    | 8   | 8     | 8   |     | 40   |
| Week 2 |     | 8   | 8    | 8   | 8     | 8   |     | 40   |
| Week 3 |     | 8   | 8    |     |       |     |     | 16   |
|        |     |     |      |     |       |     |     | <b>96 Total Hours of Sick Leave</b>                                |
|        |     |     |      |     |       |     |     | <b>12 # of shifts to use a year's worth of sick leave accruals</b> |
|        |     |     |      |     |       |     |     | <b>2.4 # of Weeks to use 1 year of sick leave accruals</b>         |
|        |     |     |      |     |       |     |     | <b>\$ 2,400 Wages at \$1,000 / week</b>                            |

56-hr Employee

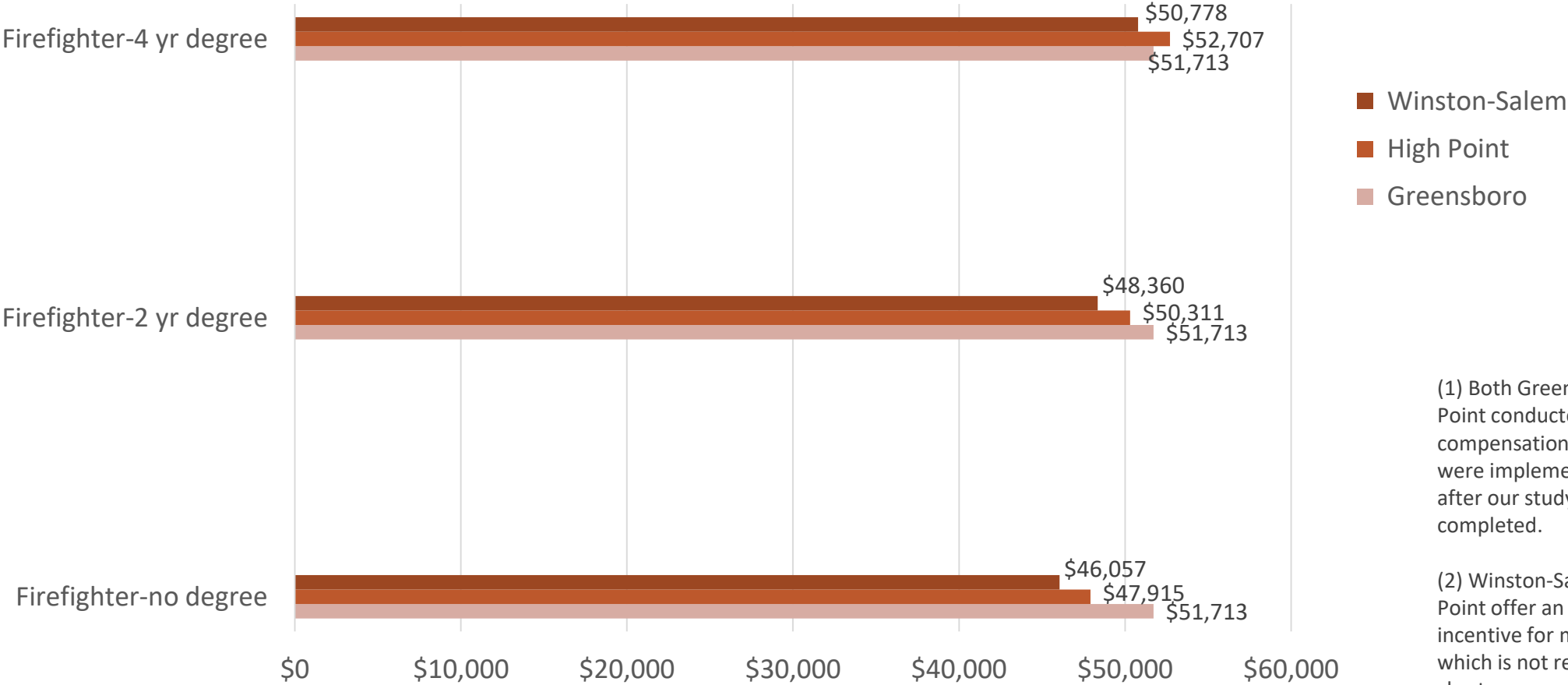
PROPOSED

Earn at 12 hours/"day"

Use at 24 hours/shift

|        | Sun | Mon | Tues | Wed | Thurs | Fri | Sat | Hours / Week  |
|--------|-----|-----|------|-----|-------|-----|-----|---|
| Week 1 |     |     | 24   |     |       | 24  |     | 48  |
| Week 2 | 24  |     |      | 24  |       |     | 24  | 72  |
| Week 3 |     | 24  |      |     |       |     |     | 24  |
| Week 4 |     |     |      |     |       |     |     | 0   |
| Week 5 |     |     |      |     |       |     |     | 0   |
|        |     |     |      |     |       |     |     | <b>144 Total Hours of Sick Leave</b>                              |
|        |     |     |      |     |       |     |     | <b>6 # of shifts to use a year's worth of sick leave accruals</b> |
|        |     |     |      |     |       |     |     | <b>2.5 # of Weeks to use 1 year of sick leave accruals</b>        |
|        |     |     |      |     |       |     |     | <b>\$ 2,500 Wages at \$1,000 / week</b>                           |

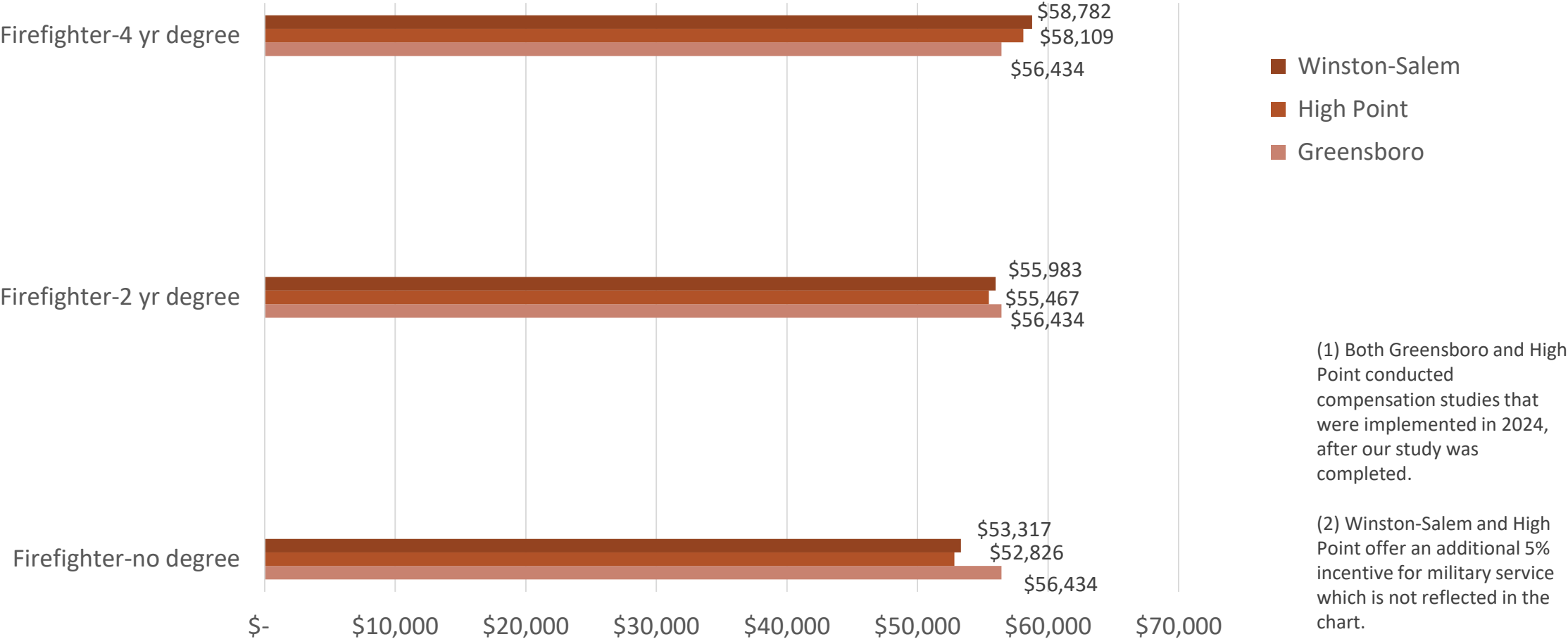
# Starting Salary Comparisons - Firefighter



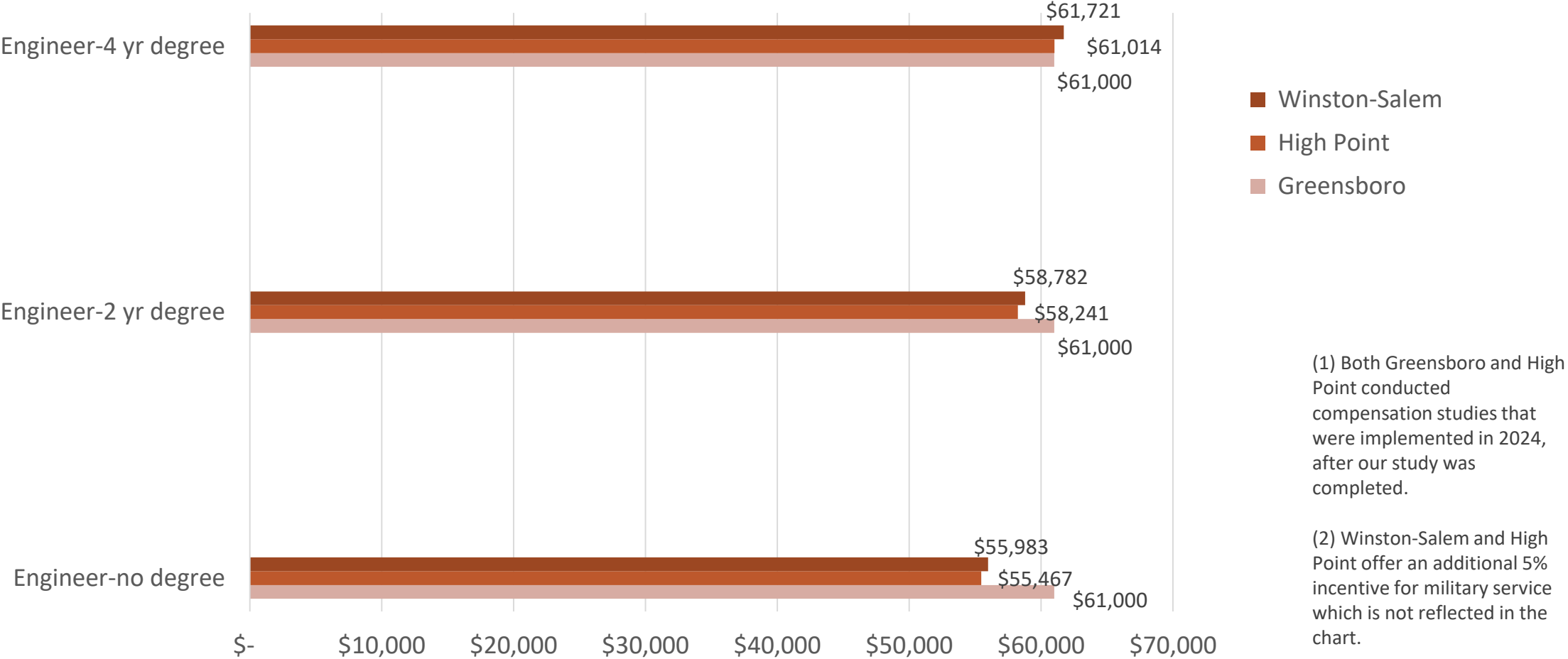
(1) Both Greensboro and High Point conducted compensation studies that were implemented in 2024, after our study was completed.

(2) Winston-Salem and High Point offer an additional 5% incentive for military service which is not reflected in the chart.

# Starting Salary Comparisons – Master Firefighter

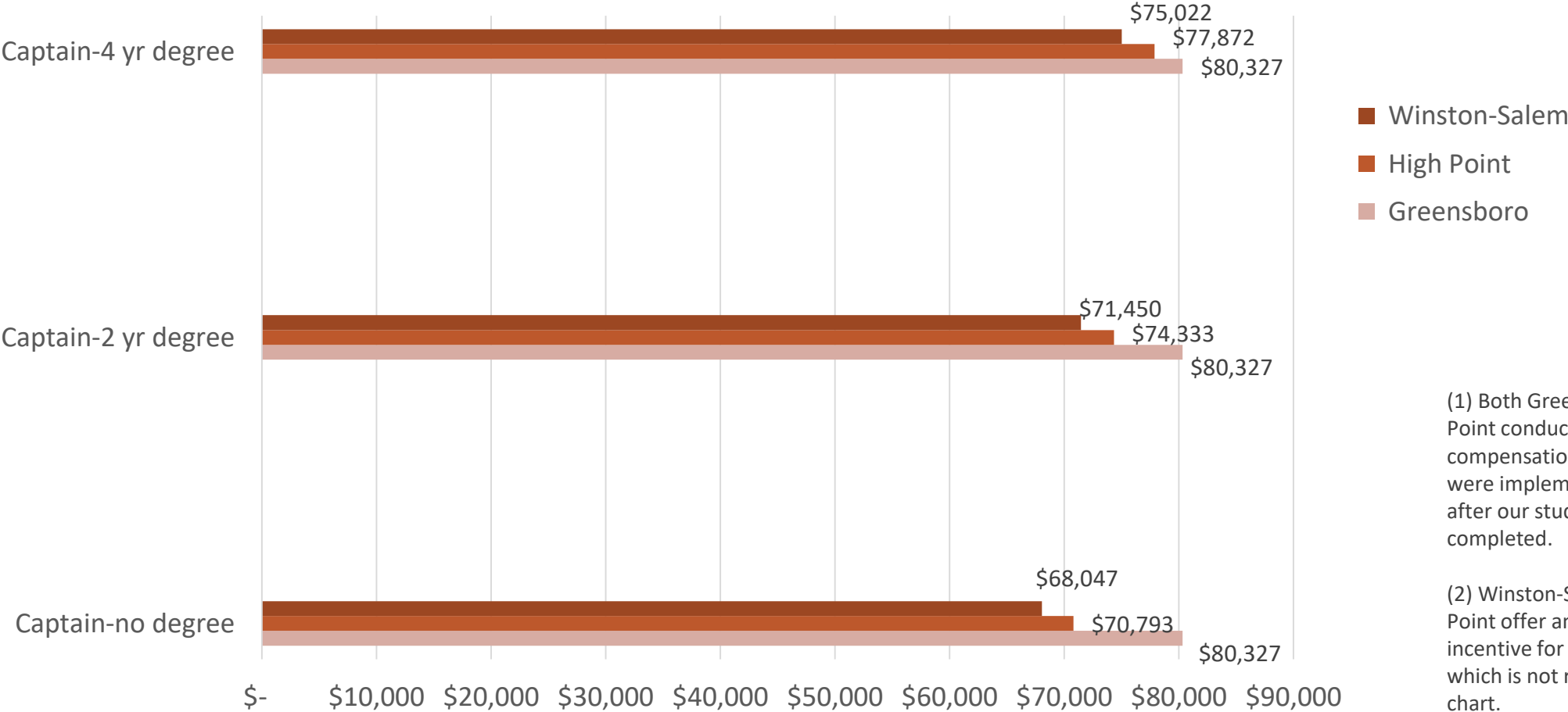


# Starting Salary Comparisons - Engineer





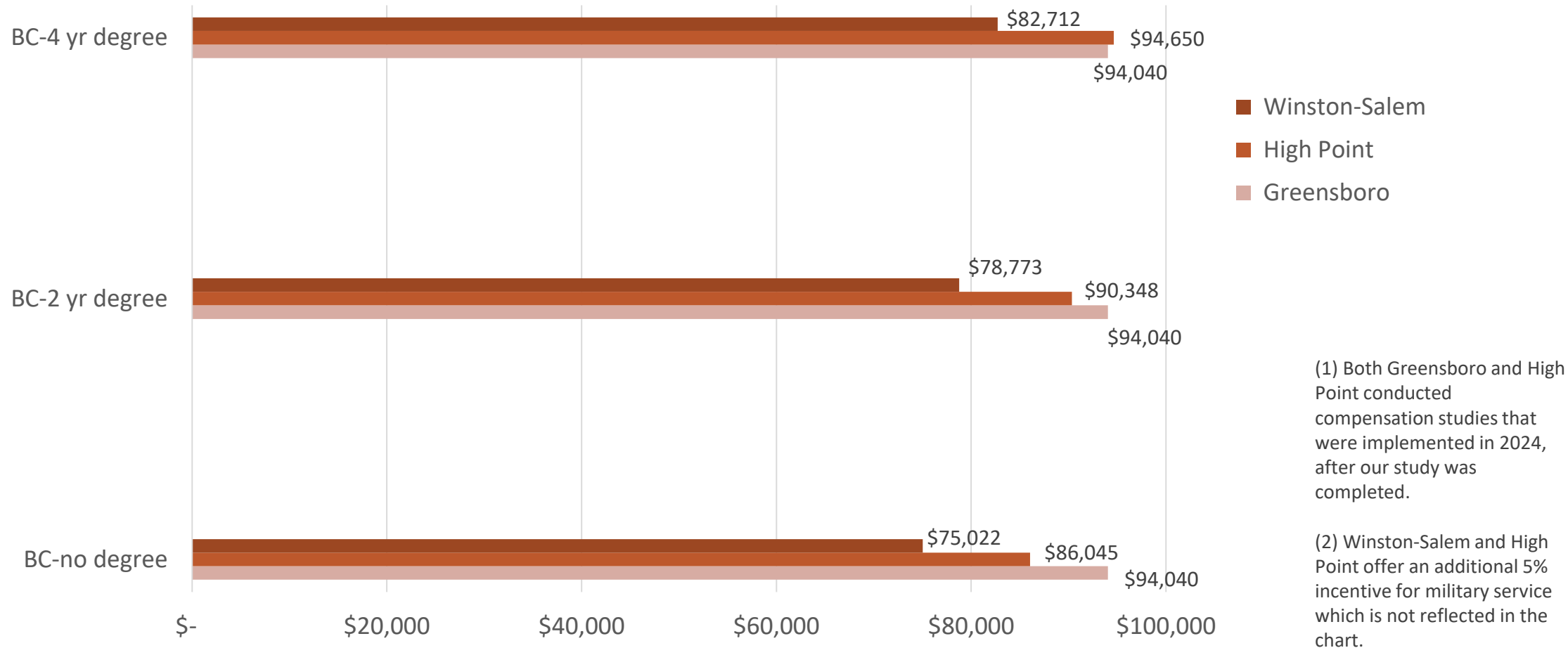
# Starting Salary Comparisons - Captain



(1) Both Greensboro and High Point conducted compensation studies that were implemented in 2024, after our study was completed.

(2) Winston-Salem and High Point offer an additional 5% incentive for military service which is not reflected in the chart.

# Starting Salary Comparisons – Battalion Chief



## Summary of Staff Recommendations

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Adjust sick and vacation accruals for Fire Dept. 56-hour employees so they are:

- (a) comparable to the time earned at other NC fire departments
- (b) 40% higher than other City employees, in line with the % of annual hours worked.

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Change accrual rate from 24 hours per “day” to 12 hours per “day” *(which is higher than the original recommendation of 11.2 hours per “day”)*

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Changes effective 1/1/26 which means no changes to existing leave balances.

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Update the compensation study during FY 2025-26 for Fire 56-hour employees

# Next Steps

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## **8/11/25 General Government Committee**

Proposed personnel  
resolution  
amendments

## **9/2/25 City Council Meeting**

Adoption of  
personnel  
resolution  
amendments

## **1/1/26 Beginning of Calendar Year**

Changes to sick and  
vacation accruals  
are effective

## **Future Discussion - TBD**

Evaluate city-wide  
holiday accruals

# QUESTIONS?