



MEMORANDUM

Date: December 18, 2012 – 8:30 work session
To: Mayor Stephens and City Council
From: Dara MacDonald
RE: General items

We have a number of items for discussion during the work session. In light of the lengthy list, I am providing this memo highlighting items I will be bringing to Council's attention on Tuesday morning.

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|----------------------------------------------|----------------------------------------------|
| I. Review agenda for 6:00 pm regular meeting | VIII. Pay Plan updated |
| II. NAVSYS parking request | IX. Fire & EMS authority oversight committee |
| III. UPRR lease update | X. Colorado Youth Corps/GOCO grant – awarded |
| IV. Dust treatment at recycling center | XI. Pinnacol – worker's comp |
| V. Filter media & reservoir pumps on hold | XII. Pay down Touber building debt |
| VI. Downtown streetlight removal update | XIII. Fire department stats |
| VII. DMV rental | XIV. Upcoming meetings |

I. Review agenda for 6:00 pm regular meeting

II. NAVSYS parking request

Alison Bown, President & CEO of NAVSYS, has a request for parking assistance as she considers purchase of the Twitchell Building at the corner of F and 1st Streets – home to Culture Clash among other businesses. Plans for purchase and remodel of the building include office space for NAVSYS satellite engineering office and also space where a business incubator can be established along the lines of the Tri-Lakes Business Incubator that she started in Monument Colorado.

The concern is that there is limited available long-term parking in the downtown in close proximity to the building. We have discussed plans for expansion of the parking at the end of F Street as well as non-2 hour parking on Sackett. The concern is primarily during festivals or busy times when it may be difficult for employees to find sufficient parking. Ms. Brown is requesting the City consider allowing her employees to park at the Touber Building as an alternative until such time as other long-term parking is made available. She is interested in possibly providing a bike rack with bikes available through a bike share program for her commuting employees.

In response to my question about how many spaces are anticipated:

For NAVSYS, we have 3 employees. When the complete upper level is finished this would have 10 offices which should house 12-15 employees (or tenants). I plan to finish the basement for use as the Business Incubator with a common area and roughly 4-6 small private cubicle offices which could be rented by the hour or day for business use. In the long term I would estimate that we would be able to attract up to 20 technical specialists (IT, engineers, business management etc..) to the downtown area with this space. I don't expect that all of these would commute though - maybe 80%? Based on this estimate, the maximum number of spots I think we would need would be 16 plus some visitor parking - say 18 spots total.

The Touber Building does currently have spaces available at the east end of the building since portions of the building are unoccupied, however, if the building were to become fully occupied, that parking would be required. I have suggested that the public parking behind 211 West First Street and between Safeway and the Trail is underutilized and closer to the Twitchell building and Ms. Brown was going to consider this option as well. She is planning to attend the work session on Tuesday morning to discuss.

III. UPRR lease update

I spoke with Alice de Stigter, Gen Attorney for UPRR out of Denver, last week and she informed me that the UPRR is going to begin drafting a lease for the parking area at the end of F Street as requested by the City. It seems there is still some internal disagreement on the matter but she seemed hopeful that we are moving in a positive direction and would have a more firm direction by year-end.

Alternatively, Bob Nicolls has been working to garner support from Governor Hickenlooper. Through other contacts he was able to meet with the Governor recently and feels we have some support there as well.

IV. Dust treatment at recycling center

Bob Salmi has been in contact with Joe Nelson with County road & bridge about treating the dirt parking and drive areas behind the pool next spring. Given the size of the area, it will cost approximately \$2,300 to have the area treated with magnesium chloride for dust control. The treatment would happen in May when the County begins their annual maintenance work. The 2013 budget includes a placeholder of \$1,000 for this treatment. If the Council wishes to proceed the cost difference can be included in a later budget amendment. We will also seek additional cost estimates in the spring.

V. Filter media and reservoir pumps on hold

The State of Colorado is moving towards additional testing for municipal groundwater sources such as Pasquale Springs and the City's galleries system. The City has been the recipient of grant funding and we have been conducting initial testing over the past year to determine whether either of these sources is under the influence of surface water. Good news – Pasquale is not, however, initial results indicate that the galleries may be. We are going to begin another round of testing this spring (new tests have been added to the protocol and we are considering other

alterations to management of the site). The testing cycle lasts a year. If the galleries is found to be under the influence of surface water filtration would be necessary in order to continue using the source. The water is only treated with chlorine at this time.

It seems the prudent course of action to suspend improvements at the water plant until the outcome of this further testing is known. It is possible that outcomes could mean more water being treated at the water plant and therefore different technology being used instead of that planned for installation in 2013, a new filtration system at the galleries location, or no changes whatsoever.

At this time, staff is recommending no significant water projects in 2013 and instead saving the funds that were planned to fund pump replacement at the galleries and new filter media and underdrains at the treatment plant. We will review the Capital Improvement Plan and may come back to Council in the spring if there are any smaller projects that it may be worthwhile to pursue in 2013.

To be clear, there is no need for alarm about the quality or safety of the water at this time. The State is working through their anticipated testing types and thresholds at this time. There are a variety of test involved all of which cumulatively indicate whether or not a groundwater source is under the influence of surface water.

VI. Downtown streetlight removal update

Bob Salmi and I recently spoke with Kathy Worthington - Xcel Area Manager for Community & Local Affairs, John Valdez - Manager *Gas & Elec Field Ops, and Ken Plewes – Designer, Salida District. We had raised concerns with both Xcel and the Colorado PUC about the estimates for removal or replacement of the 8 downtown cobra style streetlights that Xcel determined in 2011 were unsafe. Of the \$19,798 estimate for removal, approximately \$15,000 of that is for concrete removal and replacement necessary to pull the bases out and access wiring. Ken Plewes will be supplying more detailed estimates breaking out the estimates for jackhammering versus the replacement. The City may have the option of taking on some of that work internally in order to reduce costs. At the same time we are still awaiting a reply from the Colorado PUC to our question about why the expense of this work is the responsibility of the City at all.

VII. DMV rental at Touber Building

Council may recall that in Feb 2011 staff brought forward the possibility that the State of Colorado, Department of Motor Vehicles might be interested in renting space in the Touber Building. At that time the Council affirmed their support for renting space to the State for that purpose. There were subsequent staff changes that delayed their moving plans but they have recently resurfaced and would like to rent the space formerly occupied by the Chaffee Housing Trust and the empty office next door. We are still working on cost estimates and scope for the tenant finish work they would like to have completed prior to moving in. The rental rate will be according to the sliding scale previously approved by the building management committee.

VIII. Pay Plan updated

Attached is the City's pay plan updated to reflect the 2% COLA included in the 2013 budget. Other minor changes have been made to the document including the following:

- Changed from a compilation of different documents into a policy with attachments; the "compensation philosophy" essentially became the background and body of the policy
- Education requirements reduced to be more in line with practice
- Pay scale increased by 2% across the board (with the exception of the very bottom... waiting for the 2013 minimum wage to be announced)
- Added jobs created during the past year (eg. Accountant II, Event Assistant, Buildings and Grounds Supervisor, etc.)
- Included a clear policy for implementation of COLA's: "employees hired on or before June 30th will receive the full 2% COLA. Employees hired between July 1st and September 30th will receive a pro-rated amount."

IX. Fire & EMS authority oversight committee

Riley Frazer with the Colorado Office of Emergency Management met with stakeholders from each fire and EMS entity last week including myself, Mayor Stephens and Chief Bess from the City. Following those conversations Riley has concluded it is worth pursuing creation of a fire and EMS authority and has agreed to act as the facilitator and consultant as we move forward. The first meeting of the oversight committee will be held on January 30th.

X. Colorado Youth Corps/GOCO grant - awarded

The City applied for 4 weeks of Youth Corps day crew help to mitigate and remove invasive species, while preserving and restoring wildlife habitat, along three sections of the Salida Trail System. This project includes weeding and preparing and planting native vegetation in May and weeding, collecting and spreading native seeds during the summer of 2013.

The City was awarded three of the four requested weeks. See attached letter of award. I would like to thank Julie Mach with Southwest Conservation Corps, Donna Rhoads and others from SPOT, Maggie Gaddis and others from GARNA, Susan Tweit, Kelly Stone and Theresa Casey among others who provided input in the grant submittal. I am hopeful that this can be a learning opportunity for not only the youth corps but also others in the community as we begin to address the invasive weed problem along our trail system and make strides towards habitat restoration.

XI. Pinnacol – worker's comp

Jan has been working to review our worker's compensation policy and ensure that we are getting the best price for the service. There are really only two providers available to us, CIRSA and Pinnacol. At this time it appears that Pinnacol can provide comparable service for an annual savings of over \$20,000 over CIRSA. We are currently under a conditional notice of withdrawal from CIRSA as we finalize quotes from Pinnacol and finish checking references.

XII. Pay down Toubert building debt

Councilman Moore had suggested we consider paying down principal on the Touber Building debt at year end. At this time staff is projecting ending 2012 putting a modest amount into reserves. Given the favorable interest rate and terms on the loan, staff does not recommend paying down additional principal this year.

XIII. Fire department stats

See attached updated metrics for the fire department.

XIV. Upcoming meetings and events

January 8th – Modified Council meeting date

January 15th – Election Day

January 22nd – Modified Council meeting date

January 29th – Quarterly Intergovernmental meeting – Salida hosting



EMPLOYEE PAY PLAN POLICY

Introduction & Background:

The Salida City Council and administrative leadership (“we”) recognize that employees are critical to achieving the the City’s annual and long-term goals. We must attract and retain competent, professional, and results-oriented staff and compensate them fairly. Increases in compensation are primarily based upon a merit system that rewards employee performance and results.

We expect employees to uphold the vision and values of the City. We value employee behaviors, contributions and achievements that demonstrate concern for the well-being of the City, its citizens and co-workers. Customer service skills to further the mission and goals of the community are considered a foundational requirement, and we expect employees to apply root cause analysis in resolving problems facing our community. We value proactive identification of opportunities to partner with or reach out to the community.

Employees will continually gain new knowledge and develop better practices in performing their jobs. This personnel development requirement may entail additional training, more schooling, some off-the-job reading, or other programs for skills and knowledge enhancement. Specific development plans are discussed as part of the annual performance review process.

An important aspect of the City’s ability to meet the expectations of the residents is for employee behavior to be focused on the very best interests of the City, rather than tied to the needs or desires of the individual, their department or a special group within the City. While these City interests are articulated by the Mayor and City Council and implemented by the Administrator, it is incumbent upon each department head and all employees that the best interests of the City are a priority.

We expect employees to enjoy their work and offer their best efforts in performing their duties. If the job only represents a paycheck to our employees, we believe they and the community are ill-served.

Scope:

This Pay Plan applies to all employees of the City of Salida and was developed to provide a basis for personnel management in addition to establishing the pay range for each position. Specific criteria were defined to objectively group employees into a pay grade, or job level.

- Job Levels – Progression of position rankings based upon a set of criteria. Each individual job within the city's operations is assigned a job level. We periodically review the job levels as position duties and technology requirements may change from time to time.
- Job Level Criteria – Characteristics common to all positions used to objectively distinguish between job levels (scope of authority; technical skills; education, training and certification; impact of results; interpersonal and communication skills). Used to objectively evaluate employees who may be eligible for promotion to a more senior level. Criteria were kept to a manageable number but may be modified or expanded in the future.



Policy:

All employees are paid a wage within the pay scale that is in affect as of their date of hire or promotion. Pay is based on the level of the employee's skills, technical, education and other factors detailed in each job description. Employees are typically hired or promoted into a position between the minimum and middle points of the pay scale. Once an employee reaches the maximum level of pay, they are no longer eligible for pay increases. Instead, they will receive a lump sum payment in lieu of a raise.

Employee raises shall be determined based upon a combination of merit and inflation (or cost of living) and, in some situations, equity or market adjustments. The timing of pay increases shall be determined by the City Administrator. New hires and newly promoted employees shall be entitled to a either a full or pro-rated increase depending upon the length of time in their position prior to the effective date of the pay increase:

- In position for six months or more – eligibility for full increase
- In position between three and six months – eligible for pro-rated increase based upon lengh of service
- In position less than three months - ineligible

The City provides employees with a total compensation package of pay and benefits comparable to other governmental and private employers, both within and outside of the community, that compete for qualified workers. We offer employees a competitive base pay and benefits package that encourages the physical and mental wellness of employees and their dependents and that assists with retirement planning.

Though June 2013, the City offers medical coverage only to full-time employees and will continue to share costs of medical and dental insurance as follows:

PPO3 Plan Coverage

- Individual – 90%
- Individual + Spouse or Child(ren) – 75%

High Deductible Plan Coverage

- Individual – 100%
- Individual + Spouse or Child(ren) –75% plus \$30/mo Health Savings Account contribution

Dental Plan (FT employees):

- Individual: 100%
- Individual + Spouse or Child(ren): 75%

Regular PT employees (>20 hrs / week) may participate at their own expense in the dental plan and supplemental policies offered through AFLAC. (No portion paid by the City.)

Employee retirement savings accounts are funded in accordance with applicable plan documents, which is 8% for police officers and firefighters and up to 6% for other full time employees.

Procedure:

This pay plan was originally adopted by the City Council in 2008. It is reviewed with each annual budget cycle and updated as needed. The budget for salary increases is generally approved by the City Council during the annual budget cycle. Individual employee raises are recommended by each Department Head and approved by the City Administrator. Raises become effective on the first day of a pay cycle (currently the first pay date after the start of the new fiscal year, but subject to future modification).

Attachments:

- Job Level Criteria – Definitions
- Job Level Criteria – Ratings
- Job Classification Matrix
- List of Jobs by Level
- Job Level Evaluations
- Salary Ranges

JOB LEVEL CRITERIA – DEFINITIONS

Job Level Criteria		Description of Criteria
1	Scope of Authority	Outlines the boundaries of an employee's role in decision making and determining actions to accomplish a job. A measure of the level of autonomy that exists in any given job. This covers the amount of supervision one receives, or conversely, the amount of supervision exercised over others. It also includes problem resolution, long-range planning and judgment.
2	Technical Skills	Outlines the skills necessary to do the job and, at higher levels, the amount of role-specific or municipal knowledge one must possess in order to grasp the principles of the job.
3	Education, Training and Certifications	This criterion sets the minimum for education, training and certification requirements that a particular job requires utilizing the job descriptions to make this determination. Positions are ranked based on the requirements to accomplish duties; an individual's level of education or certification not necessary to accomplish the job does not affect the ranking of a position.
4	Impact of Results	This criterion gauges the typical consequences of decision-making. For instance, a small mistake that has no significant effect on the overall operation of the City is different from a substantial mistake that may be made by a higher-level position, resulting in a public safety issue, loss of credibility, a lawsuit or substantial monetary loss to the city.
5	Interpersonal & Communication Skills	Customer service and basic communication skills are essential in any position with the city. Progression between job levels encompasses stronger customer service and conflict resolution skills and an employee's ability to build effective working relationships across departments at all levels of the organization and with the public. Also included are the ability to influence others, earn credibility and respect and negotiation of mutually successful outcomes with other parties. Effective written and oral communications skills and presentation ability are also ranked.
6	Working Conditions	This criterion recognizes the differences in the environmental aspects of the job--sitting at a desk in an air-conditioned or heated office as opposed to working outside in extreme hot or cold temperatures or working under hazardous conditions. This is a factor in determining appropriate pay within a job level as opposed to a factor for evaluating personnel.

PAYPLAN JOB LEVEL CRITERIA - RATINGS

Scope of authority

1. Operates within defined standards and basic written or oral instructions that are clearly spelled out. Performs mostly routine or repetitive tasks with supervision and assistance readily available. Work is subject to review / oversight by a supervisor or more senior employee.
2. Duties are generally routine, using standard instructions with assistance available as needed. Employees expected to select appropriate course of action based on procedures. Instruction is usually given at the beginning of a standard project. The majority of the work is subject to review by a supervisor. May provide some direction to less senior workers but does not generally supervise the work of others.
3. Duties involve semi-diversified assignments and procedures. Precedents for most situations have been established, but employee is frequently required to select an appropriate course of action based upon the situation. Performs job requirements as an individual but may be a team leader or supervise the work of others. Some individual work is subject to review by higher level supervisor(s).
4. Requires creative thinking to develop, organize and evaluate data to resolve problems. Decisions may require modification or adaptation of policies or procedures to fit new circumstances. Exercises independent judgment in determining course of action which may involve complex situations. Formulates function-specific procedures and initiates activities with the scope of the position. Supervises or oversees work of others; exercises control over assigned personnel.
5. Performs work requiring use of judgment and/or supervises the work of staff. Develops short range plans and schedules work for department. Interprets and applies policy. Formulates general policies and procedures within the scope of the position.
6. Supervises others directly and/or through subordinates. Assumes responsibility for operation of department. Makes long range plans; forecasts staffing requirements and cost estimates for approval by council. Responsible for efficient and effective procedures and the initiation of activities with the scope of the position.
7. Is responsible for executive supervision of the City's activities. Formulates policies under which the City operates after consultation with Council. Recommends to Council, defines and supervises rules and procedures through subordinates. Responsible for executive supervision of the City's activity. Applies broad plan of operation as determined in consultation

Technical Skills

1. Follows simple written or oral instructions and performs defined tasks. Uses basic tools and/or office equipment
 - a. Administrative position: Requires reading, writing and mathematical skills as well as familiarity with standardized work procedures. Requires some knowledge of office equipment and ability to follow instructions involving a number of steps. Limited software skills, including simple edits of previously created documents.
 - b. Maintenance and facilities position: Performs manual labor as a helper in a crew. Assists with routine maintenance of grounds, buildings or equipment. Performs general utility work such as installation, repair or maintenance of water or sewer lines and streets.
 - c. Public safety position: POST certified or certifiable trainee; State certified firefighter I with EMT basic.

2. Workers will perform skill level described for the following types of positions:
 - a. Administration. Under general supervision, performs administrative support in the form of data entry and word processing operations; compiles data for reports and processes a variety of documents according to well-established guidelines.
 - b. Maintenance. Performs a variety of maintenance duties such as equipment maintenance, general construction, parks, repairs, streets, utilities. May operate heavy equipment.
 - c. Public safety. Police Officer I - Post Certified plus completion of field training and one year experience with Salida Police Dept.; Firefighter I – EMT basic plus completion of one year of field training at a probationary position.
3. Workers will perform skill level described for the following types of positions:
 - a. Administrative. Performs more complicated administrative support in the form of data entry and word processing operations; analyzes data for use by department head. Determines best practices to achieve the end results required. May alter established guidelines to achieve more efficient results.
 - b. Maintenance. Performs more complicated equipment maintenance tasks, serve as lead worker over an assigned crew on a project-by-project basis. Operates heavy equipment.
 - c. Public safety. Police Officer II — Same as level 1 position, plus 40 hours annual training; Entry Level Basic Supervisor class to be completed between 3rd and 5th year.
4. Detailed knowledge in a specialized field or discipline such as accounting, administration, finance, water treatment, wastewater treatment, street construction and maintenance, utility distribution or recreation. Master firefighter—Firefighter II certification, EMT Basic with IV certification and Current Hazardous Materials Operations Certification; police sergeant—college courses in law enforcement; three years law enforcement experience, with two in Salida Police Dept.
5. Highly concentrated knowledge, requiring application of extensive skills in a trade, field or technical function and a grasp of theory and principles. Ability to perform nonstandard assignments. Capable of understanding and operating complex equipment and software. In charge in the absence of department head. Fire captain—all previous requirements plus Colorado Officer I or Instructor I certification; Police operations manager—all previous requirement plus broad knowledge of City ordinances, EEOC, FLSA and POST requirements.
6. Highly concentrated knowledge, requiring application of extensive skills in a trade, field or technical function and a grasp of theory and principles. Also, a solid general understanding of other technical disciplines in municipal government. Ability to perform nonstandard assignments. Determines alternative based on guidelines and standard practice. May modify existing procedure or methods. Capable of understanding and operating complex equipment and software.
7. Highest average level of knowledge of all operations of City government including statutes governing municipalities; municipal law; City ordinances; human resource activities, policies and procedures. Provides council direction to municipal departments; prepares reports and analyses for council; performs special projects. May assist in grant writing, budget development, capital improvement projects and may be public information officer. Ability to negotiate effective terms on behalf of the City.

Education, training and certification

1. Some high school level classes with no or very limited work experience.
2. High school education completed or in process; one to three years work experience or minimum certification requirement (if applicable) for the job.
3. High school education or equivalent completed; three to five years work experience plus minimum certification requirement (if applicable) for the job.
4. High school education or equivalent completed; five or more years work experience plus minimum certification requirement (if applicable) for the job.
5. Two-year college degree or equivalent with five years experience and minimum certification requirement (if applicable) for the job; or any combination of formal education and on the job training that provides knowledge necessary to perform the job.

6. Bachelors degree or equivalent with more than seven years relevant experience along with full certification for the job.
7. Bachelors degree in a relevant field of study; preferably a master's degree in public administration or business; more than five years relevant experience including personnel management and more than ten years total experience.

Impact of results

1. Small. Errors are easily prevented and/or detected and corrected. Mistakes would generally result in small dollar or work product losses. Minimal risk to the health and safety of citizenry as a result of the employees direct actions.
2. Moderate. Errors are identified relatively early. May cause internal confusion and delays affecting work unit and/or department. Some possibility of public health / safety issues, embarrassment or dollar loss to City.
3. Significant. Errors are difficult to detect and correct. Problem solution requires large amounts of time. Other departments and their results are impacted. There may be public health and safety issues, large dollar loss or embarrassment to the City.
4. Substantial. Errors may not be corrected. Impact of actions is significant to overall City operations and its citizens. May diminish impact of critical successes or lead to loss of credibility of the City and pose a serious health / safety risk.

Interpersonal and communication skills

1. Courtesy and tactfulness are required in contact with the public and co-workers. Interpretation of communications is not usually necessary, but there is an importance to understand the direction given. Shares information with others.
2. Requires use of tact and professionalism in greeting the public and working cooperatively with other staff on projects. Listening and questioning skills to ensure understanding are important in performing the job competently. Constructively participates in discussions. Addresses conflict and able to resolve most situations. May be required to influence and persuade others.
3. Both written and oral contact within and without the City requires tact to influence others and resolve conflict. Questioning to ensure understanding of the nature of the problem often involves explanation of detailed information. Actively participates in discussions and shares information and provides feedback with others appropriately. Ability to diffuse difficult situations with customers.
4. Contacts with others concern matters important to the success of the City. Proactively shares appropriate information to help others accomplish work and be fully informed. Requires an ability to successfully listen well to others' concerns to evaluate behavior and motivation of others' actions. Has an ability to discuss multiple outcomes and remain open to possible conclusions. Written and oral communication is needed to direct employees in performance of their duties, as well as provide feedback to subordinates. The written message, using proper English grammar and excellent presentation skills, is important in keeping Council and City Administrator apprised of ongoing projects and in communicating with outside service providers. Strong conflict resolution skills.
5. Contacts with others concern matters vital to the success of the City. Proactively shares appropriate information to help others accomplish work and be fully informed. Ability to establish rapport needed to generate understanding and motivation in others. Offers praise and points out improvement when appropriate. Provides honest, helpful feedback to others to increase their performance. High requirement for tact, persuasion and timing. Must demonstrate effective public communication.
6. Contacts with others, both within and without the City, concern matter critical to the success of the overall goals of the City. Very high requirement for tact, persuasion and timing. Promotes ideas or outcomes that benefit the City, working to integrate others' needs and concerns when possible.

Requirement for persuasive, effective communication, both written and oral, in public presentations to achieve the goals of City. An ability to meet with assurance and self-confidence community, state and national leaders.

Working conditions

1. Normal physical effort found in office work or equivalent, generally with an absence of disagreeable conditions.
2. Normal physical effort found in office work or equivalent, with minor discomfort due to noise, fumes, heat dust, ventilation, etc. Safety procedures are necessary on occasion.
3. Physical effort generally involving standing, stooping, bending, lifting, etc. with fairly light level or activity that is not constant throughout the workday, with minor discomfort due to noise, fumes, heat, dust, ventilation, etc. Safety procedures are necessary on occasion.
4. Continuous physical effort involving standing, stooping, bending, lifting, climbing ladders, operating equipment, etc. Constant work activity generally producing fatigue at the end of the workday. Minor discomfort due to noise, fumes, heat, dust, materials handled and ventilation. Safety procedures may be necessary and personal protective equipment is necessary on occasion.
5. Continuous physical effort involving standing, stooping, bending, lifting, climbing ladders, operating equipment, etc. Constant work activity generally producing fatigue at the end of the workday. Uncomfortable or hazardous working conditions, exposure to noise, fumes, heat, dust, temperature extremes, materials, tools, chemical, etc. Generally unpleasant working environment with use of safety procedures important. Personal protective equipment often required while on the job.

JOB CLASSIFICATION MATRIX Expected Ratings by Level

Job Levels		Scope of Authority	Technical Skills	Education, Training and Certification	Impact of Results	Interpersonal & Communication Skills	Totals
		1 to 7	1 to 7	1 to 7	1 to 4	1 to 6	
10	Chief Executive	7	7	7	4	6	31
9	Director	6	6 - 7	6 - 7	4	5 - 6	27 - 30
8	Manager	6	6	5 - 6	3 - 4	4 - 5	24 - 26
7	Supervisor III / Sr. Worker III	5	5	4 - 5	3	5 - 6	21 - 23
6	Supervisor II / Sr. Worker II	4	4 - 5	4 - 5	2 - 3	3 - 4	18 - 20
5	Supervisor I / Sr. Worker	3 - 4	3 - 4	3 - 4	2	3 - 4	15 - 17
4	Worker III	2 - 3	2 - 3	2 - 3	2	3	12 - 14
3	Worker II	2	2	2	2	2 - 3	9 - 11
2	Worker I	1 - 2	1 - 2	2	1	1 - 2	6 - 8
1	Entry Level / Seasonal	1	1	1	1	1 - 2	5 - 6

NOTES:

See individual job descriptions for the expectations of each position.

Ranges allow for different specific requirements within each department. For example, certain jobs will require stronger interpersonal skills and less technical skills while other positions have a reverse requirement. The ranges allow for such differences while incorporating a system for interdepartmental equity.



JOBS BY LEVEL

Level 10 – Chief Executive

City Administrator

Level 9 – Director

Community Development Director	Police Chief
Director of Finance and Administrative Services	Public Works Director
Fire Chief	

Level 8 – Manager

Recreation Manager	SteamPlant Director
Wastewater Plant Manager	Water Plant Manager

Level 7 – Supervisor III / Senior Worker III

Utilities Inspector	Plant Operator – Class A (Water or Sewer)	Police Operations Lieutenant
Fire Captain		

Level 6 – Supervisor II / Senior Worker II

Building & Grounds Supervisor	Streets Foreman Planner II	Police Investigator Police Sergeant
Deputy City Clerk	Plant Operator – Class B (Water or Sewer)	Senior Accountant
Fire Marshal		

Level 5 - Supervisor I / Senior Worker

Accountant II	Mechanic	Plant Operator – Class C (Water or Sewer)
Events Coordinator II	Municipal Worker IV	Recreation Supervisor
Public Works Foreman	Patrol Officer II	
Master Firefighter/EMT	Planner I	

Level 4 – Worker III

Accountant I	Lesson Coordinator	Plant Operator – Class D (Water or Sewer)
Administration Coordinator	Lifeguard Coordinator	Pool Facility Supervisor
Event Coordinator I	Municipal Worker III	Recreation Coordinator
Firefighter/EMT	Patrol Officer I	
Front Desk Coordinator	Planning Technician	

Level 3 – Worker II

Accounting Assistant	Event Assistant	Municipal Worker II
Administrative Assistant	Lifeguard III	SP Facility Worker II
Code Enforcement Officer	Municipal Court Clerk	

Level 2 – Worker I

Lifeguard II	SteamPlant Facility Worker I	Recreation Staff
Municipal Worker I	Sewer Plant Trainee	
Front Desk Clerk II	Pool Instructors (WSI)	

Level 1 – Entry Level Trainee / Seasonal Worker

Front Desk Clerk I	Seasonal Parks Worker	Recreation Worker
Custodian	Lifeguard I	



JOB LEVEL EVALUATIONS

Position	Scope of Authority	Technical Skills	Education, Training and Certification	Impact of Results	Interpersonal & Communication Skills	Total	Working Conditions	Job Level
Scale	1 to 7	1 to 7	1 to 7	1 to 4	1 to 6		1 to 5	
Administration Department								
City Administrator	7	7	7	4	6	31	2	10
Director, Finance & Admin Services	6	6	7	4	6	29	2	9
Deputy City Clerk	5	3	4	3	5	20	2	6
Senior Accountant	4	5	5	2	4	20	2	6
Accountant II	3	4	4	2	3	16	2	5
Accountant I	3	3	3	2	3	14	2	4
Administrative Coordinator	3	3	3	1	3	13	1	4
Administrative Assistant	2	3	3	2	1	11	1	3
Community Development Department								
Community Development Director	6	6	6	4	5	27	2	9
City Planner II	4	4	5	3	4	20	2	6
City Planner I	3	3	4	3	3	16	2	5
Planning Technician	3	3	2	2	3	13	2	4
Police Department								
Police Chief	6	6	6	4	6	28	3	9
Operations Lieutenant	5	5	5	3	5	23	3	7
Police Sergeant	4	4	4	2	4	18	3	6
Police Investigator	4	4	4	2	4	18	3	6
Patrol Officer II	4	3	3	2	3	15	4	5
Patrol Officer I	3	2	2	2	3	12	4	4
Patrol Trainee	2	1	2	2	2	9	3	3
Code Enforcement Officer	2	1	2	2	2	9	3	3
Municipal Court Clerk	2	3	3	2	1	11	2	3
Administrative Assistant	2	3	2	2	2	11	2	3
Public Works Department								
Public Works Director	6	6	6	4	5	27	4	9
Plant Manager	6	6	5	4	5	26	5	8
Class A Operator	4	5	4	4	4	21	5	7
Utilities Inspector (Foreman II)	5	5	6	3	4	23	4	7
Streets Supervisor (Foreman I)	5	5	4	3	3	20	4	6
Buildings & Grounds Supervisor	5	5	4	3	3	20	4	6
Class B Operator	4	5	3	4	4	20	5	6
Mechanic (Senior Worker I)	4	4	4	3	2	17	4	5
Municipal Worker IV	4	4	4	3	2	17	4	5
Class C Operator	3	4	3	4	3	17	5	5
Municipal Worker III	3	3	3	2	2	13	4	4
Class D Operator	2	3	2	3	2	12	5	4
Municipal Worker II	3	2	2	2	2	11	4	3
Plant Operator Trainee	1	2	1	2	2	8	5	2
Municipal Worker I	2	1	2	1	2	8	4	2
Administrative Assistant	3	1	2	2	3	11	2	3
Seasonal Worker	1	1	1	1	1	5	4	1



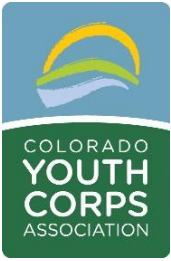
JOB LEVEL EVALUATIONS

Position	Scope of Authority	Technical Skills	Education, Training and Certification	Impact of Results	Interpersonal & Communication Skills	Total	Working Conditions	Job Level
Scale	1 to 7	1 to 7	1 to 7	1 to 4	1 to 6		1 to 5	
Fire Department								
Fire Chief	6	6	6	4	5	27	4	9
Captain	5	5	4	3	4	21	5	7
Fire Marshal	4	5	4	3	4	20	5	6
Master Firefighter/EMT	4	4	4	2	3	17	5	5
Firefighter/EMT	3	3	3	1	2	12	5	4
Administrative Assistant	2	2	2	2	2	10	2	3
Reserve Firefighter/EMT	1	1	1	1	1	5	5	1
Recreation and Pool								
Recreation Manager	6	6	5	3	5	25	2	8
Recreation Programs Supervisor	4	4	4	2	3	17	3	5
Facility Maintenance Coordinator	3	3	3	3	2	14	4	4
Front Desk / Admissions Coordinator	3	4	2	2	3	14	2	4
Lesson Coordinator	3	4	2	2	3	14	2	4
Lifeguard Coordinator	4	3	2	3	2	14	2	4
Recreation Coordinator	3	3	3	2	3	14	2	4
Accounting Assistant	2	3	3	2	1	11	1	3
Lifeguard III	2	1	3	2	3	11	2	3
Lifeguard II	2	1	2	1	2	8	2	2
Lifeguard I	1	1	2	1	1	6	2	1
Pool Instructors - WSI	1	2	2	1	2	8	3	2
Front Desk II	2	2	1	1	2	8	2	2
Front Desk I	1	1	1	1	2	6	2	1
Recreation Staff	1	1	1	1	2	6	3	1
Custodian	1	1	1	1	1	5	4	1
SteamPlant Event Center								
SteamPlant Director	6	6	5	3	5	25	2	8
Event Coordinator II	4	3	3	2	4	16	2	5
Event Coordinator I	3	2	2	2	4	13	2	4
Event Assistant	2	3	2	2	1	10	2	3
Administrative Assistant	2	3	2	2	1	10	1	3
Facility Worker II	2	1	1	2	3	9	3	3
Facility Worker I	1	1	1	2	2	7	3	2



2013 SALARY RANGES

Annual Pay - All Employees		<i>Full-time Salary</i>		
Job Levels	Level	Min	Mid	Max
Chief Executive	10	\$ 83,764	\$104,705	\$125,646
Director	9	62,655	78,319	93,982
Manager	8	52,559	65,699	78,839
Supervisor III / Senior Worker III	7	46,108	57,635	69,162
Supervisor II / Senior Worker II	6	40,446	50,557	60,669
Supervisor I / Senior Worker	5	34,279	42,848	51,418
Worker III	4	29,050	36,312	43,574
Worker II	3	24,008	30,010	36,013
Worker I	2	19,519	24,398	29,278
Entry Level / Seasonal	1	15,891	20,261	23,837
General Employees (2,080 hours/year)		<i>Hourly Rates</i>		
Job Levels	Level	Min	Mid	Max
Manager	8	25.27	31.59	37.90
Supervisor III / Senior Worker III	7	22.17	27.71	33.25
Supervisor II / Senior Worker II	6	19.45	24.31	29.17
Supervisor I / Senior Worker	5	16.48	20.60	24.72
Worker III	4	13.97	17.46	20.95
Worker II	3	11.54	14.43	17.31
Worker I	2	9.38	11.73	14.08
Entry Level / Seasonal	1	7.64	9.74	11.46
24-hour Shifts (2,904 hours/year)		<i>Hourly Rates</i>		
Job Levels	Level	Min	Mid	Max
Manager	8F	\$ 18.10	\$ 22.62	\$ 27.15
Supervisor III / Senior Worker III	7F	15.88	19.85	23.82
Supervisor II / Senior Worker II	6F	13.93	17.41	20.89
Supervisor I / Senior Worker	5F	11.80	14.75	17.71
Worker III	4F	10.00	12.50	15.00
Worker II	3F	8.27	10.33	12.40



When Colorado Plays, Everyone Wins.

December 12, 2012

Dara MacDonald
City Administrator
City of Salida
4448 E. 1st St, Ste 112
Salida, CO 81201

Re: 2013 Salida Trail Management Plan Implementation: 13-9015

Dear Dara,

Congratulations! I am pleased to inform you that your project was chosen by the Colorado Youth Corps Association (CYCA) and Great Outdoors Colorado (GOCO) to receive three weeks of work from the Southwest Conservation Corps - Los Valles. This work is valued at \$18,715 which includes three weeks of a day crew and CYCA's management fee. The work must be completed by December 31, 2013.

Funds for this project were awarded to CYCA by Great Outdoors Colorado, which receives a portion of lottery funds. The goal of the program is to employ youth and young adults (ages 14-25) throughout the state on critical outdoor recreation and land conservation projects.

If you issue any news releases, include information in newsletters, etc. about your project receiving these funds, it is important that you acknowledge that this support came from lottery funds through Great Outdoors Colorado in partnership with the Colorado Youth Corps Association. See the attached document for requirements and tips for media outreach. If you have any questions about acknowledging CYCA or GOCO, please contact Emily Davies, GOCO's Communications Coordinator (edavies@goco.org) or Jennifer Freeman (jfreeman@cyca.org or 303-863-0602).

Thank you for your interest in youth conservation corps and applying for crews. This work and similar work around the state funded through this grant will help put young people to work on our public and protected lands that are in great need of labor.

Please note that the youth corps cannot begin the project until they have a contract with CYCA. We will put this contract in place as soon as possible. As a reminder, your organization does not need an agreement with the youth corps, nor will your organization receive any funds directly from CYCA. CYCA will reimburse the corps for their work.

Someone from the youth corps will be in touch with you about scheduling your project. If you have any question, please contact me at (303) 863-0602 or jfreeman@cyca.org.

Sincerely,

A handwritten signature in black ink that reads "Jennifer Freeman".

Jennifer Freeman
Executive Director
Colorado Youth Corps Association

Sincerely,

A handwritten signature in black ink that reads "Lise Aangeenbrug".

Lise Aangeenbrug
Executive Director
Great Outdoors Colorado

Salida Fire Department

Mission Statement

The mission of the Salida Fire Department is to provide the highest level of professional service, and protection of property, to the people who live, work, and visit the City of Salida, and by providing the same level of service to other agencies through contract or mutual aid agreements.

Departmental outcome:	Explanation of measure:	January 2012	February 2012	March 2012	April 2012	May 2012	June 2012	July 2012	August 2012	Sept. 2012	October 2012	November 2012	December 2012
Training Hours: (To include hours for job required certs, # of hours achieved and total staff hours)	Maintaining minimum, recertification and advanced training levels	275.42 hrs.	58.00 hrs.	41.50 hrs.	120.25hrs.	91.37 hrs.	147.5 hrs.	39 hrs.	130.5 hrs.	186.25 hrs.	177 hrs.	178.40 hrs.	
Training Hours provided for citizens of all age grps., cnty. employees, schools & visitors	Number Reached(HRS): Fire: Adult Children Other:	= 1.5 hrs. Adult: 4 Kids: 2	= 7 hrs. Adult: 8	= 7 hrs. Adult: 56 Kids: 4	= 1.5 hrs. Adult: 12 Kids: 0	= 5 hrs. Adult: 80 Kids: 110	= 4 hrs. Adult: 69 Kids: 2	= 6 hrs. Adult: 18 Kids: 61	= 1.58 hrs. Adult: 12 Kids: 2	= 21 hrs. Adult: 47 Kids: 75 (Bonfire attendees)	= 20.75 hrs. Adult: 55 Kids: 650	= 3.51 hrs. Adult: 16 Kids: 32	
Number of existing and new businesses and commercial occupancies inspected and inspection time	Reaching of established standard for new/existing bus. and commercial occupancies	New Bus: 4 = 1.24 hrs. Ex. Bus: 15 = 3.65 hrs.	New Bus: 2= .75 hrs. Ex. Bus: 20 = 6.72 hrs	New Bus: 1= .17 hrs. Ex. Bus: 10 = 2.07 hrs	New Bus: 0= 0 hrs. Ex. Bus: 14 = 6.42 hrs	New Bus: 2= .34 hrs. Ex. Bus: 4 = 1.63 hrs	New Bus: 2= .62 hrs. Ex. Bus: 6 = 1.92 hrs	New Bus: 1= 1.5 hrs. Ex. Bus: 2 = 0.83 hrs	New Bus: 1= .83 hrs. Ex. Bus:27 = 10.74hrs	New Bus: 1= .22 hrs. Ex. Bus:11 = 3.16hrs	New Bus: 3= 2.08 hrs. Ex. Bus:12 = 5.54hrs	New Bus: 0= 0 hrs. Ex. Bus:9 = 1.99 hrs	
Calls for Service: Salida EMS & Fire SAFPD EMS & Fire Mutual Aid-EMS & Fire	Documentation of Calls for Service by response area	<u>Salida</u> EMS: 39 Fire: 32 <u>SAFPD</u> EMS: 3 Fire: 3 <u>M/A</u> : 0	<u>Salida</u> EMS: 46 Fire: 27 <u>SAFPD</u> EMS: 11 Fire: 3 <u>M/A</u> : 0	<u>Salida</u> EMS: 45 Fire: 44 <u>SAFPD</u> EMS: 16 Fire: 5 <u>M/A</u> : 3	<u>Salida</u> EMS: 48 Fire: 22 <u>SAFPD</u> EMS: 8 Fire: 4 <u>M/A</u> : 0	<u>Salida</u> EMS: 42 Fire: 31 <u>SAFPD</u> EMS: 8 Fire: 7 <u>M/A</u> : 0	<u>Salida</u> EMS: 53 Fire: 47 <u>SAFPD</u> EMS: 9 Fire: 14 <u>M/A</u> : 0	<u>Salida</u> EMS: 40 Fire: 34 <u>SAFPD</u> EMS: 7 Fire: 6 <u>M/A</u> : 1	<u>Salida</u> EMS: 39 Fire: 39 <u>SAFPD</u> EMS: 11 Fire: 11 <u>M/A</u> : 1	<u>Salida</u> EMS: 38 Fire: 41 <u>SAFPD</u> EMS: 7 Fire: 2 <u>M/A</u> : 3	<u>Salida</u> EMS: 27 Fire: 32 <u>SAFPD</u> EMS: 5 Fire: 7 <u>M/A</u> : 4	<u>Salida</u> EMS: 18 Fire: 37 <u>SAFPD</u> EMS: 5 Fire: 4 <u>M/A</u> : 1	
Average Response Time for the City of Salida	Documentation of response times	3.14 min.	3.57 min.	3.40 min.	3.20 min.	3.28 min.	3.41 min.	3.36 min.	4.02 min.	3.16 min.	3.20 min.	3.03 min.	
Average Response Time for SAFPD	Documentation of response times	6.10 min.	6.04 min.	8.14 min. (CR 156 closure affected response times.)	7.22 min.	7.28 min.	7.39 min.	5.18 min.	7.05 min.	8.53 min.	9.20 min.	7.08 min.	
Apparatus/Building Maintenance	Maintenance Hours: Apparatus: Building:	Apparatus: 17.50 Building: 24	Apparatus: 17.0 Building: 11	Apparatus: 7.5 Building: 6	Apparatus: 19 Building: 0	Apparatus: 4.5 Building: 1	Apparatus: 4.5 Building: 11	Apparatus: 5 Building: 8	Apparatus: 0.5 Building: 1	Apparatus: 0 Building: 112	Apparatus: 1 Building: 63	Apparatus: 3 Building: 0	
Plans Reviewed: Salida: SAFPD:	Documentation of plans reviewed (hours spent)	<u>Salida</u> : 1 =.5 hr. <u>SAFPD</u> : 1 =1 hr.	<u>Salida</u> : 2 =1 hr. <u>SAFPD</u> : 1 =1 hr.	<u>Salida</u> : 0 = 0 hr. <u>SAFPD</u> : 3 =4 hr.	<u>Salida</u> : 3 = 3.5 hr. <u>SAFPD</u> : 1 =.5 hr.	<u>Salida</u> : 0 = 4.5 hr. <u>SAFPD</u> : 3 =1.5 hr.	<u>Salida</u> : 2 = 4.5 hr. <u>SAFPD</u> : 1 =1 hr.	<u>Salida</u> : 1= .5 hr. <u>SAFPD</u> : 0= 0 hr.	<u>Salida</u> : 1= 1 hr. <u>SAFPD</u> : 0= 0 hr.	<u>Salida</u> : 2= 1 hr. <u>SAFPD</u> : 0= 0 hr.	<u>Salida</u> : 0 <u>SAFPD</u> : 2= 2.5 hr.	<u>Salida</u> : 1= 1 hr. <u>SAFPD</u> : 2= 2.5 hr.	
Salida Firework Display Hours										72 hrs.		2 hrs.	