

Public Hearing Notice – No. 431

FOR POSTING ON ALL DESIGNATED BULLETIN BOARDS

NOTICE ON APPOINTED CHARTER OFFICER PAY RANGES

CITY AND COUNTY OF DENVER

In accordance with the Denver Charter, Section 9.2.3, “the salaries of the appointed charter officers shall be fixed by ordinance within a pay range for each office determined by the Career Service Board, not to exceed the maximum salary reflected in the pay range. The Career Service Board shall, whenever requested by the Mayor, periodically review and determine the pay range applicable to each office, based upon a comparison of salaries paid to similar office holders in other United States cities or counties.”

In compliance with the Charter of the City and County of Denver, Section 9.2.3, the Career Service Board gives notice for the public hearing on the pay range recommendations for the Appointed Charter Officers.

A Career Service Board Hearing is scheduled for **Thursday July 21, 2011**. The public hearing starts at **9:00 a.m.** at the **Webb Building, Rooms 4.F.6 and 4.G.2, 4th Floor**, at 201 W. Colfax Ave, Denver, CO 80202.

If anyone wishes to be heard by the Board on this item, please call (720) 913-5168 no later than 12:00 p.m. on Tuesday July 19, 2011.

This notice was published on Wednesday July 6, 2011.

APPOINTED CHARTER OFFICER

**PAY SURVEY
For 2011**



**CAREER SERVICE AUTHORITY
DENVER, COLORADO
June 8, 2011**

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SUMMARY

Career Service Authority conducted a pay survey for the Appointed Charter Officers (ACO). The specific outcome of this survey was to develop pay range recommendations. These recommendations are based on market data and internal relationships to both peers and subordinates. The list of comparable cities surveyed was based on selected criteria related to the population, form of government, and other demographics. A total of 26 comparable cities/counties were surveyed with 16 cities/counties responding.

RECOMMENDATIONS

	CURRENT SALARY	CURRENT PAY GRADE (2007)	RANGE MINIMUM (2007)	RANGE MAXIMUM (2007)
Manager of the Department of Aviation	\$240,996	825-A	\$151,020	\$240,996
City Attorney	\$141,284	824-L	\$123,528	\$197,124
Manager of the Department of Safety	\$152,906	822-A	\$123,612	\$197,268
Manager of the Department of Public Works	\$172,614	822-A	\$123,612	\$197,268
Manager of the Department of Human Services	\$136,474	821-A	\$115,620	\$184,254
Manager of the Department of Parks & Recreation	\$130,546	819-A	\$101,172	\$161,448
Manager of the Department of General Services	\$130,546	819-A	\$101,172	\$161,448
Manager of the Department of Finance	\$147,706	821-V	\$110,592	\$176,496
Manager of Environmental Health	\$120,900	820-A	\$108,156	\$172,608
Manager of Community Planning & Development	\$133,562	820-A	\$108,156	\$172,608
Director of Excise and License *	\$97,734	812-A	\$64,030	\$102,184

* Unlike the pay range for other Appointed Charter Officers, the current pay range (\$64,030 - \$102,184) for the Director of Excise & License is effective 7/1/2011.

	PROPOSED PAY GRADE (2011)	RANGE MINIMUM (2011)	RANGE MIDPOINT (2011)	RANGE MAXIMUM (2011)
Manager of the Department of Aviation	825-A	\$152,530	\$197,968	\$243,406
City Attorney	824-L	\$139,956	\$173,110	\$218,544
Manager of the Department of Safety	824-A	\$142,677	\$185,182	\$227,686
Manager of the Department of Public Works	822-A	\$124,848	\$162,045	\$199,241
Manager of the Department of Human Services	822-A	\$124,848	\$162,045	\$199,241
Manager of the Department of Parks & Recreation	819-A	\$102,184	\$132,623	\$163,062
Manager of the Department of General Services	819-A	\$102,184	\$132,623	\$163,062
Manager of the Department of Finance	821-V	\$116,776	\$151,575	\$186,374
Manager of Environmental Health	820-A	\$109,238	\$141,786	\$174,334
Manager of Community Planning & Development	820-A	\$109,238	\$141,786	\$174,334
Director of Excise and License	815-A	\$78,235	\$101,542	\$124,848

FINDINGS & RECOMMENDATIONS

MANAGER OF THE DEPARTMENT OF AVIATION

The pay grade recommendation for the Manager of the Department of Aviation was based on market data collected in the 2010 Airport Council International – North American (ACI-NA) Compensation and Benefits Survey. More specifically, the median pay and pay range data for Category X airports in the United States were used in the analysis. The recommended pay grade based on this market data is 825-A (\$152,530 to \$243,406).

CITY ATTORNEY

Market data was collected in a survey conducted by CSA. A total of 15 cities/counties were able to match the city's position of City Attorney. The median rate and pay range, along with the average rate and pay range were analyzed. The recommended pay grade based on this market data is 823-L (\$128,107 to \$204,431). However, in order to maintain internal equity with subordinate classifications, it is recommended to place the City Attorney at 824-L (\$139,956 to \$218,544). This will provide room between the Assistant City Attorney – Division Director and the City Attorney for the classification of Deputy City Attorney.

MANAGER OF THE DEPARTMENT OF SAFETY

Market data was collected in a survey conducted by CSA; however, only two cities were able to match the city's position of Manager of the Department of Safety. As a result, market data was not used to determine the appropriate pay grade recommendation. The highest paid subordinate is the Police Chief. The pay rate is \$161,706, which is set by City Council. This pay rate fits in to pay grade 822-A (\$119,818 to \$191,227), which has a midpoint of \$155,523. It is typical internal compensation practice to allow a two pay grade difference between a manager and its subordinate; therefore, the recommended pay grade for the Manager of the Department of Safety is 824-A (\$136,956 to 218,544).

MANAGER OF THE DEPARTMENT OF PUBLIC WORKS

Market data was collected in a survey conducted by CSA. A total of 10 cities were able to match the city's position of Manager of the Department of Public Works. The median rate and pay range, along with the average rate and pay range were analyzed. The recommended pay grade based on this market data is 821-A (\$116,776 to \$186,369). However, it is recommended to place the Manager of the Department of Public Works at 822-A (\$119,818 to \$191,227) in order to alleviate compression with its highest subordinate in the Executive Manager classification. The Executive Manager classification in the Engineering and Science occupational group is at 820-E (\$101,420 to \$161,814), which has a midpoint of \$131,617.

MANAGER OF THE DEPARTMENT OF HUMAN SERVICES

Market data was collected in a survey conducted by CSA; however, only two cities were able to match the city's position of Manager of the Department of Human Services. As a result, market data was not used to determine the appropriate pay grade recommendation. The Manager of the Department of Human Services has historically been tied to the Manager of the Department of Public Works because of: 1) the scope and size of both departments and 2) the scope and breadth of responsibility that both incumbents have over numerous and varied programs. Because of its relationship with the Manager of the Department of Public Works, it is recommended to place the Manager of the Department of Human Services at 822-A (\$119,818 to \$191,227). This recommendation is further supported by a multiple regression model created by CSA, which indicates that pay grade 822-A is the appropriate pay grade for the Manager of the Department of Human Services. The multiple regression model calculates a predicted range midpoint, by taking into consideration the budget size and the salary of the highest subordinate for the Appointed Charter Officer.

MANAGER OF THE DEPARTMENT OF PARKS & RECREATION

Market data was collected in a survey conducted by CSA. A total of 12 cities/counties were able to match the city's position of Manager of the Department of Parks & Recreation. The median rate and

FINDINGS & RECOMMENDATIONS

pay range, along with the average rate and pay range were analyzed. The recommended pay grade based on this market data is 819-A (\$102,184 to \$163,062).

MANAGER OF THE DEPARTMENT OF GENERAL SERVICES

Market data was collected in a survey conducted by CSA; however, only four cities/counties were able to match the city's position of Manager of the Department of General Services. As a result, market data was used only for clue purposes and was not the sole basis for determining a pay grade. The Manager of the Department of General Services has historically tied to the Manager of the Department of Parks & Recreations because of the similar responsibility for the maintenance and repair of buildings throughout the City. Because of its relationship with the Manager of the Department of Parks & Recreation, it is recommended to place the Manager of General Services at 819-A (\$102,184 to \$163,062). The survey data collected by CSA, used for clue purposes only, supports the recommendation of pay grade 819-A. Finally, the recommendation of pay grade 819-A for the Manager of the Department of General Services is further supported by a multiple regression model created by CSA. The multiple regression model calculates a predicted range midpoint, by taking into consideration the budget size and the salary of the highest subordinate for the Appointed Charter Officer.

MANAGER OF THE DEPARTMENT OF FINANCE

Market data was collected in a survey conducted by CSA. A total of 14 cities/counties were able to match the city's position of Manager of the Department of Finance. The median rate and pay range, along with the average rate and pay range were analyzed. The recommended pay grade based on this market data is 821-V (\$116,776 to \$186,374).

MANAGER OF ENVIRONMENTAL HEALTH

Market data was collected in a survey conducted by CSA. A total of five cities/counties were able to match the city's position of Manager of Environmental Health. The median rate and pay range, along with the average rate and pay range were analyzed. The recommended pay grade based on this market data is 819-A (\$102,184 to \$163,062). However, it is recommended to place the Manager of Environmental Health at 820-A (\$109,238 to \$174,334). Placing the Manager of Environmental Health at 820-A creates an internal relationship with the Manager of Community Planning and Development based on 1) the scope and size of both departments and 2) the scope and breadth of responsibility that both incumbents have over numerous and varied programs. This recommendation is further supported by a multiple regression model created by CSA, which indicates that pay grade 820-A is the appropriate pay grade for the Manager of Environmental Health. The multiple regression model calculates a predicted range midpoint, by taking into consideration the budget size and the salary of the highest subordinate for the Appointed Charter Officer.

MANAGER OF COMMUNITY PLANNING & DEVELOPMENT

Market data was collected in a survey conducted by CSA. A total of 10 cities/counties were able to match the city's position of Manager of Community Planning & Development. The median rate and pay range, along with the average rate and pay range were analyzed. The recommended pay grade based on this market data is 820-A (\$109,238 to \$174,334).

DIRECTOR OF EXCISE AND LICENSE

Market data was collected in a survey conducted by CSA; however, only one county able to match the city's position of Director of Excise and License. As a result, market data was not used to determine the appropriate pay grade recommendation. The highest subordinate to the Director of Excise and License is classified as a Manager 1, which is at 813-A (\$68,484 to \$109,238). It is typical internal compensation practice to allow a two pay grade difference between a manager and its subordinate; therefore, the recommended pay grade for the Director of Excise and License at 815-A (\$78,238 to \$124,848).

APPENDIX – APPOINTED CHARTER OFFICER JOB DUTIES

The ***MANAGER OF THE DEPARTMENT OF AVIATION*** is appointed by the Mayor and is a member of the Mayor's cabinet. The incumbent is responsible for the operation of Denver International Airport (DIA), the fifth largest airport in the United States. The incumbent also manages and controls the designing, planning, construction, reconstruction, and remodeling of all airport facilities. As head of DIA, the incumbent directs and manages the following divisions: Public Relations and Marketing, Finance and Administration, Operations, Planning and Development, Technologies, Maintenance, Revenue Management and Business Development, and Support Services. The incumbent manages a 53-square mile airport, an operating budget of approximately \$671.57 million, a capital improvement budget of approximately \$43.29 million, and 1,128 employees.

The ***CITY ATTORNEY*** is appointed by the Mayor and is a member of the Mayor's cabinet. The incumbent serves as legal advisor to the Mayor and elected officials, department managers, and heads of boards and commissions. The incumbent furnishes legal opinions; develops management practices and procedures; assists in the preparation and response to media concerning events and news stories related to the City; selects all outside legal counsel for the City; and provides legal oversight on various municipal financing activities. The incumbent also represents the City in all litigation and institutes legal proceedings when directed by the Mayor or City Council; maintains official case documents and records of litigation; and issues an audit report and annual audit letter on all legal matters involving the City. As the head of the City's Law department, the incumbent direct and manages the following practice groups: Airport Legal, Human Services, Litigation (including personal injury, property damage, and employment law), Municipal Operations (including property tax and real estate acquisition, development, and maintenance), and Prosecution and Code Enforcement. The incumbent manages a budget of approximately \$18.94 million and a staff of 192 employees of which 96 are authorized attorneys.

The ***MANAGER OF THE DEPARTMENT OF SAFETY*** is appointed by the Mayor and is a member of the Mayor's cabinet. The incumbent is assigned full-charge responsibility over the Department of Safety and is the ex-officio sheriff whose mission is to protect life and property and to enforce laws, ordinances, and regulations for the preservation of good, order, and public welfare. The Manager of Safety manages an operating budget of approximately \$483.18 million, a capital improvement budget of approximately \$27.49 million and manages 4,304 employees. The Department of Safety includes:

- Denver Police, Fire, and Sheriff Departments
- Public Safety Cadet Program
- 911 Emergency Communications
- Emergency Management and Homeland Security
- Safe City Office
- Community Corrections

The ***MANAGER OF THE DEPARTMENT OF PUBLIC WORKS*** is appointed by the Mayor and is a member of the Mayor's cabinet. The incumbent manages and controls all public improvements including planning, design, construction, and maintenance (including street and fleet). The incumbent is responsible for the control of public ways, thoroughfares, and other public facilities. The incumbent is also responsible for securing Federal funding for City projects and serving as the contracting authority for all construction and project monies. The incumbent serves on the Board of Equalization, the Board of County Commissioners, and the South Platte River Water Commission. The incumbent also serves as the Mayor's representative on the board for the Denver Regional Council of Governments. As head of the City's Public Works department, the incumbent directs and manages operations for the following divisions: Finance and Administration (including Fleet Maintenance and Policy & Planning), Engineering (including Traffic Engineering Services, Development Engineering Services, and Capital Projects Management), and Operations (including Street Maintenance, Solid Waste Management, and Wastewater Operations, not including reclamation). The incumbent manages an operating budget of approximately \$274.5 million and a capital improvement budget of approximately \$154.84 million. The

incumbent manages 1,130 employees and a fleet of 1,700 equipment and vehicles. *This position is not responsible for the City's water department.*

The **MANAGER OF THE DEPARTMENT OF HUMAN SERVICES** is appointed by the Mayor and is a member of the Mayor's cabinet. The incumbent receives guidance from a seven person advisory board appointed by the Mayor. The incumbent is responsible for executing all policies and procedures as required by the Colorado Department of Human Services, by the City as mandated by the Mayor, and by the U.S. Department of Health and Human Services. In addition, the incumbent is responsible for reporting all County matters to the State Department of Human Services and Department of Health Care Policy and Financing, including issues of legal compliance. The incumbent is also responsible for all State and Federal budget advocacy and policy advocacy on behalf of poor people in Denver. As head of the Human Services department, the incumbent oversees the operation of federal, city and county programs such as Temporary Assistance to Needy Families (TANF), welfare reform, child and adult protection services, child support enforcement, low-income child care, old age pension, food stamps, Medicaid, Veteran's Services, Homeless Services and similar programs that contribute to the welfare of Denver residents. The incumbent manages an operating budget of approximately \$172.35 million and 945 employees.

The **MANAGER OF THE DEPARTMENT OF PARKS AND RECREATION** is appointed by the Mayor and is a member of the Mayor's cabinet. The incumbent is advised by a 19 member advisory board appointed by the Mayor and City Council. As head of the City's Parks and Recreation department, the incumbent oversees the operation of 27 recreation centers and 29 swimming pools; programming in Community Recreation, Outdoor Recreation and Special Needs; the monitoring of boating activities on City lakes; and the administration of contractual and cooperative agreements with outside agencies and organizations. In addition, the incumbent oversees the daily operation and management of the City's parks, parkways, trails, natural areas, urban forest, City greenhouse, tree nursery and other land and water assets. The City's park system encompasses 240 urban parks totaling more than 4,000 acres, over 14,000 acres of pristine mountain parks, 1,800 acres of natural areas, eight golf courses, 24 lakes, over 80 miles of trails, approximately 60 miles of designated parkways, six off-leash dog parks, 309 athletic fields and more than 430 acres of public right-of-way or other City owned property. The incumbent manages an operating budget of approximately \$99.17 million, a capital improvement budget of approximately \$76.93 million, and manages 892 full-time employees and hundreds of seasonal employees.

The **MANAGER OF THE DEPARTMENT OF GENERAL SERVICES** is appointed by the Mayor and is a member of the Mayor's cabinet. The incumbent in this position is a member of the Board of Equalization, is a County Commissioner, and a member of the Board of Directors for the Denver Metro Convention and Visitors Bureau. The incumbent manages a budget of approximately \$93.39 million and 206 employees. As head of the City's General Services department, the incumbent directs and manages operations for the following divisions:

- Facilities Management, which is responsible for building management and maintenance;
- Central Services, which provides printing, reproduction, stationery stores, and mail and delivery, services for City agencies;
- Utilities, which is responsible for the provisioning of utilities for all City facilities, supplying power to all street lights and traffic signals, and implementing energy conservation measures;
- Purchasing, which procures the goods and services for agencies of the City and County of Denver; and
- Theatres and Arenas, which operates the Colorado Convention Center, the Denver Coliseum, the Red Rocks Amphitheater and the Denver Performing Arts Complex.

The **MANAGER OF THE DEPARTMENT OF FINANCE** is appointed by the Mayor and is a member of the Mayor's cabinet. Functioning as the City and County of Denver's Chief Financial Officer, the incumbent is responsible for overseeing the City's financial rules and policies; selecting one or more

banking or savings and loan institutions for deposit of public funds; administering and investing all deferred compensation funds; managing all debt and financial obligations incurred by the City; and collecting any debts or other financial obligations owed to the City. As head of the City's Finance department, the incumbent manages and directs operations for the following divisions: Assessment, Budget and Management, Controller's Office, Motor Vehicle, Real Estate, Risk Management, and Treasury. The incumbent manages a budget of approximately \$113.3 million and 373 employees.

The **MANAGER OF ENVIRONMENTAL HEALTH** is appointed by the Mayor and is a member of the Mayor's cabinet. As the head of the City and County of Denver's Environmental Health department, the incumbent manages and directs operations for the following divisions: public health inspections, community health and decision support, animal care and control, environmental quality (including assessment, regulatory compliance, technical assistance, environmental education, and stewardship), and Office of Medical Examiner. The incumbent also coordinates the City's contract with Denver Health and Hospital Authority for public health and medical services. The incumbent is also responsible for managing the county's landfill operations. The incumbent manages a budget of approximately \$63.93 million budget and 155 employees.

The **MANAGER OF COMMUNITY PLANNING AND DEVELOPMENT** is appointed by the Mayor and is a member of the Mayor's cabinet. The incumbent is responsible for administering the City zoning laws and other laws regulating land development and construction within the City. The incumbent assists City Council in the preparation, adoption, and implementation of the City's Comprehensive Plan for long-range development or redevelopment of the City and provides advice and to the Mayor and other city officials on any issues that affect this plan. The incumbent is also responsible for coordinating with any regional planning commission or agency on all land planning matters affecting the City. The incumbent manages a budget of approximately \$15.82 million and 164 employees. As head of the City's department of Community Planning and Development, the incumbent directs and manages the following divisions:

- Development Services, which reviews building plans, site plans, and urban design requirements; issues building and use permits; and conducts inspections; and
- Planning Services, which prepares plans and regulatory tools that guide future growth, enhancement, and preservation of the Denver community.

The **DIRECTOR OF EXCISE AND LICENSE** is appointed by the Mayor and is a member of the Mayor's cabinet. The incumbent oversees the determination of qualifications of all applicants for business licenses issued under City ordinances and the determination of which licenses should be issued, renewed, or suspended according to current law. The incumbent is also responsible for the collecting license fees, conducting hearings to decide whether municipal codes have been violated, regulates alarms, and serving as the City's licensing authority for administering the State's liquor code. The incumbent manages a budget of approximately \$1.44 million and 21 employees.

APPENDIX – COMPARABLE CITIES & COUNTIES

Albuquerque, NM **
Atlanta, GA **
Boston, MA
Chicago, IL
Cook County, IL
El Paso, TX
Fulton County, GA
Harris County, TX
Hennepin County, MN **
Honolulu, HI
Houston, TX
Indianapolis, IN **
Jacksonville, FL

King County, WA **
Los Angeles, CA **
Los Angeles County, CA
Memphis, TN
Milwaukee, WI **
Milwaukee County, WI **
Minneapolis, MN **
New York, NY **
Omaha, NE
Seattle, WA
Tulsa, OK
Washington, DC

** Denotes cities/counties that did not participate.

APPENDIX – CATEGORY X AIRPORTS

Atlanta International (ATL)
Baltimore Washington Intl (BWI) **
Boston Logan (BOS)
Chicago O'Hare (ORD) **
Dallas-Fort Worth International (DFW)
Denver International (DEN)
Detroit Wayne Metropolitan (DTW)
Honolulu Intl (HNL) **
Houston Bush Intercontinental (IAH)
Las Vegas (LAS)
Los Angeles International (LAX) **
Miami International (MIA)
Minneapolis (MSP)

New York – John F. Kennedy (JFK)
New York – La Guardia (LGA)
New York – Newark (EWR)
Orlando (MCO) **
Philadelphia (PHL)
Phoenix (PHX)
San Francisco International (SFO)
San Juan – Puerto Rico (SJU) **
Seattle Tacoma (SEA)
St. Louis (STL)
Washington – Dulles (IAD)
Washington – Reagan National (DCA)

** Denotes Category X Airports that did not participate in the 2010 ACI-NA Compensation and Benefits Survey.