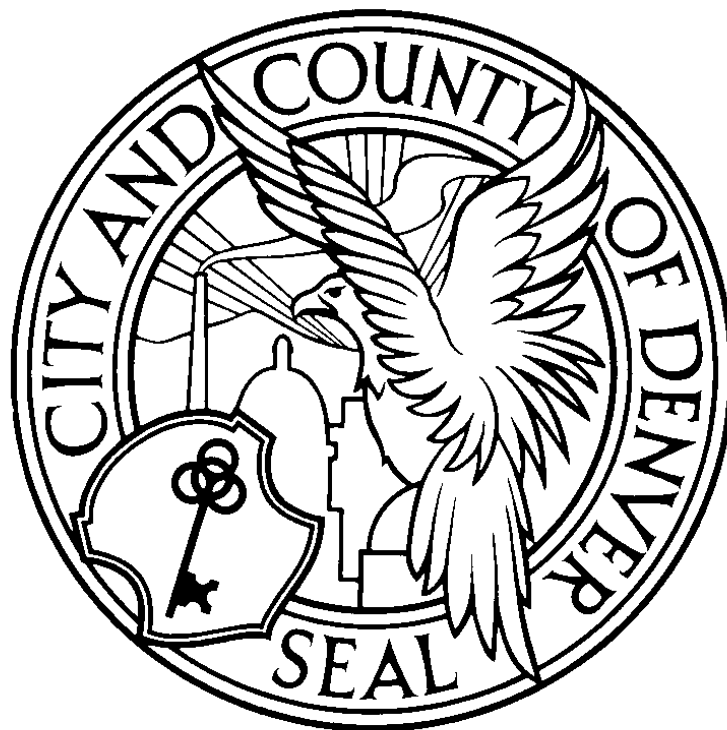


**APPOINTED CHARTER OFFICER
PAY GRADE ANALYSIS**

**For 2015
Data as of August 3, 2015**



**OFFICE OF HUMAN RESOURCES
DENVER, COLORADO
FEBRUARY 12, 2016**

TABLE OF CONTENTS

SUMMARY	1
SUMMARY RECOMMENDATIONS TABLE	2
FINDINGS & RECOMMENDATIONS	
Manager of the Department of Aviation	3
City Attorney	3
Manager of the Department of Safety	3
Manager of the Department of Public Works	3
Manager of the Department of Human Services	3
Manager of the Department of Parks and Recreation.....	3
Manager of the Department of General Services.....	3
Manager of the Department of Finance	4
Manger of Environmental Health	4
Manager of Community Planning & Development.....	4
Director of Excise and License	4
APPENDIX – APPOINTED CHARTER OFFICERS JOB DUTIES	5
APPENDIX – COMPARABLE CITIES AND COUNTIES	8
APPENDIX – CATEGORY X AIRPORTS	8

SUMMARY

Office of Human Resources (OHR) conducted a pay grade analysis for the Appointed Charter Officers (ACO) and Mayoral Appointee positions. The purpose was to develop pay range recommendations for the appointed positions. The recommendations are based on market data and internal relationships. Internal relationships were utilized for multiple mayoral appointee positions that do not have similar duties and responsibilities in other jurisdictions or the market data was insufficient (less than 5 jurisdictions matching the position). The factors considered when establishing internal relationships are 1) the scope and size of departments 2) the scope and breadth of programs and services delivered and 3) level of subordinates.

The positions are listed on page two of this document from highest to lowest current salary. Based on the analysis there are three ACO positions recommended for a change to the associated salary range:

1. Manager of Public Works
2. Manager of the Department of Safety
3. Manager of the Department of Human Services

The list of comparable cities surveyed was based on selected criteria related to the population, form of government, and other demographics. The Airport Council International (ACI) Compensation and Benefits Survey was used for the analysis of the Manager of the Department of Aviation.

SUMMARY RECOMMENDATIONS TABLE

	CURRENT SALARY	CURRENT PAY GRADE (2013)	RANGE MINIMUM (2013)	RANGE MAXIMUM (2013)
Manager of the Department of Aviation	\$257,143	827-A	\$177,111	\$283,378
City Attorney	\$190,000	826-L	\$159,187	\$254,699
Manager of the Department of Safety	\$163,151	824-A	\$144,981	\$231,970
Manager of the Department of Public Works	\$184,179	822-A	\$126,869	\$202,990
Manager of the Department of Human Services	\$145,618	822-A	\$126,869	\$202,990
Manager of the Department of Parks & Recreation	\$139,293	819-A	\$103,854	\$166,166
Manager of the Department of General Services	\$139,293	819-A	\$103,854	\$166,166
Manager of the Department of Finance	\$162,602	823-V	\$135,172	\$216,275
Manager of Environmental Health	\$129,000	820-A	\$111,020	\$177,632
Manager of Community Planning & Development	\$170,000	820-A	\$111,020	\$177,632
Director of Excise and License	\$104,282	816-A	\$85,014	\$136,022

	PROPOSED PAY GRADE (2015)	RANGE MINIMUM (2015)	RANGE MIDPOINT (2015)	RANGE MAXIMUM (2015)
Manager of the Department of Aviation	827-A	\$183,236	\$238,207	\$293,178
City Attorney	826-L	\$167,307	\$217,499	\$267,691
Manager of the Department of Safety	825-A	\$160,345	\$208,449	\$256,552
Manager of the Department of Public Works	823-A	\$140,313	\$182,407	\$224,501
Manager of the Department of Human Services	823-A	\$140,313	\$182,407	\$224,501
Manager of the Department of Parks & Recreation	819-A	\$107,445	\$139,679	\$171,912
Manager of the Department of General Services	819-A	\$107,445	\$139,679	\$171,912
Manager of the Department of Finance	823-V	\$139,215	\$180,980	\$222,744
Manager of Environmental Health	820-A	\$114,859	\$149,317	\$183,774
Manager of Community Planning & Development	820-A	\$114,859	\$149,317	\$183,774
Director of Excise and License	816-A	\$87,953	\$114,339	\$140,725

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 2015 Airport Council International – North American (ACI-NA) Compensation and Benefits Survey. More specifically, the average actual pay and pay range data for Category X airports in the United States were used in the analysis. An earlier set of recommendations based on the 2014 ACI-NA Survey indicated that the pay grade should change to 828-A (\$195,879-\$313,406), however, incorporating data from the 2015 ACI-NA Survey indicates that the pay grade should remain the same at 827-A (\$183,236-\$293,178).

CITY ATTORNEY

Market data was collected in a survey conducted by OHR. A total of 16 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 remains at 826-L (\$167,307-\$267,691).

MANAGER OF THE DEPARTMENT OF SAFETY

Market data was collected in a survey conducted by OHR; 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. As of January 1, 2016, the pay rate for the Police Chief is \$183,817, which is set by City Council. This pay rate fits in to pay grade 823-A (\$140,313 - \$224,501), which has a midpoint of \$182,407. 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 825-A (\$160,345-\$256,552).

MANAGER OF THE DEPARTMENT OF PUBLIC WORKS

Market data was collected in a survey conducted by OHR. A total of 12 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 823-A (\$140,313-\$224,501).

MANAGER OF THE DEPARTMENT OF HUMAN SERVICES

Market data was collected in a survey conducted by OHR; 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 823-A (\$140,313-\$224,501).

MANAGER OF THE DEPARTMENT OF PARKS & RECREATION

Market data was collected in a survey conducted by OHR. 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 pay range, along with the average rate and pay range were analyzed. The recommended pay grade based on this market data remains at 819-A (\$107,445-\$171,912).

MANAGER OF THE DEPARTMENT OF GENERAL SERVICES

Market data was collected in a survey conducted by OHR; 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, the recommended pay grade for the Manager of General Services remains at 819-A (\$107,445-\$171,912).

MANAGER OF THE DEPARTMENT OF FINANCE

Market data was collected in a survey conducted by OHR. 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 remains at 823-V (\$139,215 - \$222,744).

MANAGER OF ENVIRONMENTAL HEALTH

Market data was collected in a survey conducted by OHR. 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 820-A (\$113,960-\$182,336). Placing the Manager of Environmental Health at 820-A maintains 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.

MANAGER OF COMMUNITY PLANNING & DEVELOPMENT

Market data was collected in a survey conducted by OHR. A total of 9 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 remains at 820-A (\$113,960-\$182,336).

DIRECTOR OF EXCISE AND LICENSE

Market data was surveyed; however, there were no matches 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, which is at 814-A (\$74,294 to \$119,030). 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 remains at 816-A (\$85,014-\$136,022).

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: Global Communications & Marketing, Technologies, Airport Operations, Airport Infrastructure Management, Planning & Development, Finance & Administration, and Commercial. The incumbent manages a 53-square mile airport, an operating budget of approximately \$752.08 million, a capital improvement budget of approximately \$44.58 million, and 1,175 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 directs 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 \$29.5 million and a staff of 182 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 \$522.26 million, a capital improvement budget of approximately \$7.64 million and manages 4,316 employees. The Department of Safety includes:

- Denver Police, Fire, and Sheriff Departments
- Public Safety Cadet Program
- 911 Emergency Communications
- Denver Public Safety Youth Programs
- 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 \$389.14 million and a capital improvement budget of approximately \$124.24 million. The

incumbent manages 1,124 employees and a fleet of 2,221 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 \$150.67 million and 989 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, ten off-leash dog parks, 309 athletic fields and more than 300 acres of public right-of-way or other City owned property. The incumbent manages an operating budget of approximately \$152.14 million, a capital improvement budget of approximately \$49.98 million, and manages 1,422 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 \$121.7 million and 214 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;
- Strategic Initiatives, which provides City-wide energy and sustainability management
- 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
- Arts and Venues Denver, 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 \$137.49 million and 376 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 \$67.39 million budget and 165 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 \$16.57 million and 163 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 \$1.5 million and 21 employees.

APPENDIX

SURVEYED CITIES & COUNTIES

Albuquerque, NM
Atlanta, GA *
Boston, MA
Chicago, IL
Cook County, IL
Dallas, Texas
El Paso, TX
Fort Worth, 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.

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 – (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 2015 ACI-NA Compensation and Benefits Survey.