



WORKSESSION MEMORANDUM

DEPARTMENT	PRESENTED BY	DATE
Administration	Drew Nelson - City Administrator	May 2, 2022

ITEM

Assistant City Administrator Job Description

BACKGROUND

During the process to develop the 2022 Annual Budget, the City Council and staff discussed the need to bolster the City's Human Resource workforce, which led to a budget appropriation for a Human Resource Manager under the Administration Department's budget. Further analysis by staff has indicated that while a Human Resource Manager would be adequate to serve the City's HR needs, there are other projects that need additional resources to make these particular projects and services more viable. With the overall complexity of the organization, and the need to make the City nimble enough to handle future demands for service, staff believes that the position should be enhanced to include tasks around sustainability, housing, and other special projects above and beyond human resources. This would also allow for greater support for Department Heads as they navigate very specific tasks and topics, and provide greater resiliency in the event of leadership shifts or changes.

ANALYSIS

In 2018 and 2019, the City was undergoing a shift in personnel and City Council philosophy, with openings for City Administrator, Finance Director, Parks and Recreation Director, City Clerk, and a new Arts and Culture Department being spun off from the (at that time) Arts and Recreation Department. During that time, the City Council instructed staff that they wanted to see any changes proposed for staff at the Department Director level (hence why you are receiving this information). We want to make sure that any new positions of this significance meet the expectations of the City Council as the City adds programming and services.

As noted in the attached job description, staff believes that a higher-level position will allow for more attention to policies and services in the areas of sustainability, housing policy, special projects, and – most importantly – Human Resources. Currently, the City is staffing sustainability through the use of a two-year fellowship; housing is staffed through the Community Development Department, which is seeing an incredibly high volume of current and long-range planning matters before it; special projects are generally addressed by individual Department Heads who are stretched thin when personnel matters arise; and Human Resources consumes time from both the City Attorney and City Administrator. In many organizations of a similar size, each of these areas may be a separate department within the organization, and it is our belief that an Assistant City Administrator that can focus on HR responsibilities will greatly assist the City into the future.

Due to timing, the City has not spent any funds on the Human Resources Manager position, which was budgeted for up to \$83,720 (plus benefits) for 2022. Five months of savings on this position is \$34,883, so the City is covered for the proposed salary range of \$91,171 to \$136,756 for the position, with a hiring range up to \$113,963. Staff confirmed the market range with the City's compensation consultant (see attached memo).

RECOMMENDATION

Staff requests feedback from the City Council on the organizational changes as noted above. Following Council feedback, staff will finalize the job description and post the position in the range noted above.



Job Description

Department: Administration
Classification: Exempt

Job Title: Assistant City Administrator
Reports to: City Administrator

Date job description last revised: April 27, 2022

GENERAL DESCRIPTION OF DUTIES:

The Assistant City Administrator is a professional administrative position whose primary responsibility is to provide assistance and support to the City Administrator and Department Heads in day-to-day operations of the City, special projects, sustainability initiatives, housing programs and projects, and in the oversight of Human Resources for employee relations to include regulatory compliance, fringe benefits, wellness programs, risk management, recruitment and salary administration. Work is subject to frequent interruption and requires strong interpersonal skills.

ORGANIZATIONAL RELATIONSHIPS:

Reports to and takes direction from the City Administrator. Works collaboratively with other departments to accomplish HR related duties.

Direct supervision of one Administrative Assistant.

ESSENTIAL DUTIES OF ASSISTANT CITY ADMINISTRATOR:

- Responsible for preparing technical documents (agreements, ordinances, policies, etc.) for review and consideration by the City Administrator and/or City Council.
- Assists the City Administrator in performing a wide variety of administrative functions in the day-to-day operations of the City.
- Assists the City Administrator with a variety of special projects, including but not limited to, grant writing, liaison with community organizations, information-gathering, intergovernmental relations, policy development, and other initiatives as assigned by the City Administrator.
- Selects, trains, supervises, motivates, and evaluates assigned personnel; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline and termination procedures.
- Provides oversight and administration of Human Resources functions in coordination with the City Administrator, including development of policies, development of training initiatives, and recruitment efforts.
- Works toward creating an environment that enhances excellent employee relations.
- Performs investigations related to employee disciplinary needs, accidents, etc. preparing complete and thorough reports.
- Manages employee wellness programs.
- Maintains complete personnel files.
- Performs compensation analyses and makes recommendations to the City Administrator.
- Implements safety and training programs appropriate to various job functions as necessary.
- Administers changes to wage, salary, and benefit programs for City employees.
- Oversees workforce planning, recruitment, promotions and staffing.
- Prepares, manages, and modifies the City's Personnel Manual to remain compliant with all federal,

state, and local personnel rules and regulations.

- Manages the City's Safety Committee to remain compliant with insurance risk management as well as best practices to enhance workplace safety.
- Maintains and monitors the City's professional liability insurance coverage and reporting.
- Provides oversight and management of the City's initiated housing projects and programs, ensuring compliance with policies, guidelines and objectives for the programs.
- Identifies and obtains financial resources for the City's housing programs and projects.
- Provides oversight and implementation of the City's sustainability initiatives, coordinating with Department Heads on initiation of projects and tracking of performance indicators.
- Manages City goals, initiatives, and policies related to the City Council's Climate Action Plan.
- Serves as Acting City Administrator and assumes the City Administrator's roles and responsibilities, if deemed necessary, in their absence.
- Other duties as assigned.

KNOWLEDGE, SKILLS AND ABILITIES:

- Self-directed, detail-oriented professional who works efficiently and independently and also collaborates with co-workers.
- Must work well with diverse types of people, have strong customer service and verbal / written communication skills.
- Must be able to follow written and verbal directions, solve problems, handle multiple priorities, work under deadlines, and make sound decisions.
- Must have a general understanding of office technology and proficiency with PCs, the MS Office suite of products and Acrobat required.

EDUCATION, CERTIFICATIONS AND EXPERIENCE:

Bachelor degree in Public Administration, Political Science, or Human Resource Management or comparable. Three to five years relevant experience required. Professional Human Resources (PHR or SPHR) certification preferred.

WORKING CONDITIONS AND PHYSICAL REQUIREMENTS:

Work is performed in an office environment and requires extended periods of time sitting (or standing) in front of a computer screen. Hours are generally Monday through Friday 8am to 5pm; may occasionally require longer hours. Requires occasional coverage of night meetings. Must be able to lift 20 pounds on an intermittent basis. The small organizational setting requires a strong work ethic where all employees are expected to cross train and assist others as needed to cover staff absences and busy periods

PAY/SALARY RANGE:

\$91,171 to \$136,756 Annually. Hiring range up to \$113,963 Annually.

GENERAL DESCRIPTION OF BENEFITS:

The City offers a full benefits package for this position including medical/dental/vision insurance plans, 401(a) and 457 retirement plan options with employer match, Personal Time Off accrual, life insurance, short-term and long-term disability benefits, and a swim benefit at the Salida Hot Springs Aquatic Center.



April 25, 2022

Mr. Drew Nelson
City Administrator
City of Salida Colorado Administration
The Toubert Building
448 E. First Street, Suite 112
Salida, CO 81201
Email: drew.nelson@cityofsalida.com

Re: Assistant City Administrator -- New Position Market Review and Position Classification

Dear Drew:

We have examined the City's Selected Market for the new position of Assistant City Administrator using the same approach established to develop the City's pay plan for 2022. We compiled data from each of the City's selected comparison market organizations that reported the position and reviewed the results of this comparison with the overall market for Colorado to assess reasonability within a recruitment area that is wider than the area from which Salida may normally draw its candidates. As you know, the overall market for Colorado includes large municipalities, the Front Range and Northern Colorado impact the overall average actual pay significantly—increasing the market guide value by approximately 25%.

We reviewed the Assistant City Administrator position's market relationship to the City Administrator position as well as to the department head positions to ensure that pay relationships internally reflect/approximate the City's selected market comparison organizations reporting relationships. This analysis is to ensure that the positions remain competitive and do not create a pay compression situation with the City Administrator and other department head positions.

Our findings and recommendations are:

- I. We found, the Assistant City Administrator position differs among municipalities depending on the organization's needs and may operate with a fluid focus over time. Acknowledging these differences, we matched the position to the Assistant City Administrator and reviewed the Human Resources oversight in the background. We anticipate the incumbent will be representing the City as Assistant City Administrator regardless of the professional discipline of emphasis on a given assignment, project or oversight requirement.
- II. Within Salida's selected group of comparison organizations, six of the municipalities reported the position within an 18% difference between the highest and lowest pay -- \$120,000 to \$101,700 (rounded) with the actual average (Salida's Market Guide) for the position at \$113,963.
- III. The six reporting organizations were: Estes Park, Glenwood Springs, Manitou Springs, Montrose, Rifle and Woodland Park.

April 25, 2022
Mr. Drew Nelson
City Administrator
Page 2

RECOMMENDATION:

Recruitment for the position at competitive pay levels suggests that Salida consider hiring offers above the minimum of the classifications because of the position requirements. The range for the position with a 50% difference between minimum and maximum with a Market Guide of \$113,963 is: Minimum=\$91,171 and Maximum=\$136,756. We anticipate that the candidates Salida is seeking may ask for pay in the range of \$98,800 to 102,600 which is within the first quartile of the range. Further, depending on the candidate's background pay at the market guide level may be requested as a consideration.

Enclosed you will find copies of the City's Administration range structure with the Assistant City Administrator position incorporated for your ease of ongoing reference.

Drew, thank you. I look forward to either talking with you or receiving your feedback via email.

Best Regards,

Karin S. Connell

Karin S. Connell
Consulting Principal and Manager

Enclosures: Administration – 2022 Range Structure, Updated April 2022
Administration – 2022 Base Pay Management Metrics Reference

MODEL I -- City of Salida -- 2022 Pay Structure (Preliminary Presentation)

Base Pay Management Metrics Reference

EXHIBIT III -- Updated April 2022

Administration -- Annual Hours 2080

** Market Guideline = 2021 Market Average Actual Base Pay Reported by Salida's Selected Market Organizations

		Performance Progress <u>Guide</u>			Performance Progress <u>Guide</u>			% Range Spread -- Minimum to Maximum
	<u>Minimum</u>			<u>**Market Guideline</u>			<u>Maximum</u>	
City Administrator (Reference Data)		8.3%	7.7%	7.1%	6.7%	6.3%	5.9%	
	\$112,229	\$ 121,581	\$ 130,934	\$140,286	\$ 149,638	\$ 158,991	\$168,343	50.00%
	\$53.96	\$58.45	\$62.95	\$67.45	\$71.94	\$76.44	\$80.93	
\$'s=Quartile 1&2 -->		\$126,257			\$154,315			
		\$60.70			\$74.19			
Range Plc'mt-->	0.0%	16.7%	33.3%	50.0%	66.7%	83.3%	100.0%	
Quartile %age -->		25.0%			75.0%			
Assistant City Administrator		8.3%	7.7%	7.1%				
	\$91,171	\$ 98,768	\$ 106,366	\$113,963	\$ 121,561	\$ 129,159	\$136,756	50.00%
	\$43.83	\$47.48	\$51.14	\$54.79	\$58.44	\$62.10	\$65.75	
\$'s=Quartile 1&2 -->		\$102,567			\$125,360			
		\$49.31			\$60.27			
Range Plc'mt-->	0.0%	16.7%	33.3%	50.0%	66.7%	83.3%	100.0%	
Quartile %age -->		25.0%			75.0%			
Finance Director								
	\$87,806	\$ 95,123	\$ 102,441	\$109,758	\$ 117,075	\$ 124,392	\$131,709	50.00%
	\$42.21	\$45.73	\$49.25	\$52.77	\$56.29	\$59.80	\$63.32	
\$'s=Quartile 1&2 -->		\$98,782			\$120,734			
		\$47.49			\$58.05			
Range Plc'mt-->	0.0%	16.7%	33.3%	50.0%	66.7%	83.3%	100.0%	
Quartile %age -->		25.0%			75.0%			

MODEL I -- City of Salida -- 2022 Pay Structure (Preliminary Presentation)

Base Pay Management Metrics Reference

EXHIBIT III -- Updated April 2022

Administration -- Annual Hours 2080

** Market Guideline = 2021 Market Average Actual Base Pay Reported by Salida's Selected Market Organizations

		Performance Progress Guide			Performance Progress Guide			% Range Spread -- Minimum to Maximum
	Minimum			**Market Guideline			Maximum	
Human Resources Director								
	\$71,113	\$ 77,039	\$ 82,965	\$88,891	\$ 94,817	\$ 100,743	\$106,669	50.00%
	\$34.19	\$37.04	\$39.89	\$42.74	\$45.59	\$48.43	\$51.28	
\$'s=Quartile 1&2 -->		\$80,002			\$97,780			
		\$38.46			\$47.01			
Range Plc'mt-->	0.0%	16.7%	33.3%	50.0%	66.7%	83.3%	100.0%	
Quartile %age -->		25.0%			75.0%			
City Clerk								
	\$66,556	\$ 72,103	\$ 77,649	\$83,195	\$ 88,742	\$ 94,288	\$99,834	50.00%
	\$32.00	\$34.66	\$37.33	\$40.00	\$42.66	\$45.33	\$48.00	
\$'s=Quartile 1&2 -->		\$74,876			\$91,515			
		\$36.00			\$44.00			
Range Plc'mt-->	0.0%	16.7%	33.3%	50.0%	66.7%	83.3%	100.0%	
Quartile %age -->		25.0%			75.0%			
Assistant Finance Director								
	\$62,394	\$ 67,594	\$ 72,793	\$77,993	\$ 83,192	\$ 88,392	\$93,591	50.00%
	\$30.00	\$32.50	\$35.00	\$37.50	\$40.00	\$42.50	\$45.00	
\$'s=Quartile 1&2 -->		\$70,193			\$85,792			
		\$33.75			\$41.25			
Range Plc'mt-->	0.0%	16.7%	33.3%	50.0%	66.7%	83.3%	100.0%	
Quartile %age -->		25.0%			75.0%			

MODEL I -- City of Salida -- 2022 Pay Structure (Preliminary Presentation)

Base Pay Management Metrics Reference

EXHIBIT III -- Updated April 2022

Administration -- Annual Hours 2080

** Market Guideline = 2021 Market Average Actual Base Pay Reported by Salida's Selected Market Organizations

		Performance Progress <u>Guide</u>			Performance Progress <u>Guide</u>			% Range Spread -- Minimum to Maximum
	<u>Minimum</u>			<u>**Market Guideline</u>			<u>Maximum</u>	
Staff Accountant								
	\$51,900	\$ 56,225	\$ 60,550	\$64,875	\$ 69,200	\$ 73,525	\$77,850	50.00%
	\$24.95	\$27.03	\$29.11	\$31.19	\$33.27	\$35.35	\$37.43	
\$'s=Quartile 1&2 -->		\$58,388			\$71,363			
		\$28.07			\$34.31			
Range Plc'mt-->	0.0%	16.7%	33.3%	50.0%	66.7%	83.3%	100.0%	
Quartile %age -->		25.0%			75.0%			
Human Resources Coordinator								
		6.7%	6.3%	5.9%	5.6%	5.3%	5.0%	
	\$48,304	\$51,524	\$54,744	\$57,965	\$61,185	\$64,405	\$67,625	40.00%
	\$23.22	\$24.77	\$26.32	\$27.87	\$29.42	\$30.96	\$32.51	
\$'s=Quartile 1&2 -->		\$53,134			\$62,795			
		\$25.55			\$30.19			
Range Plc'mt-->	0.0%	16.7%	33.3%	50.0%	66.7%	83.3%	100.0%	
Quartile %age -->		25.0%			75.0%			
Deputy City Clerk/Municipal Court Clerk (Blended Position)								
	\$46,518	\$49,619	\$52,720	\$55,821	\$58,922	\$62,024	\$65,125	40.00%
	\$22.36	\$23.86	\$25.35	\$26.84	\$28.33	\$29.82	\$31.31	
\$'s=Quartile 1&2 -->		\$51,169			\$60,473			
		\$24.60			\$29.07			
Range Plc'mt-->	0.0%	16.7%	33.3%	50.0%	66.7%	83.3%	100.0%	
Quartile %age -->		25.0%			75.0%			

MODEL I -- City of Salida -- 2022 Pay Structure (Preliminary Presentation)

Base Pay Management Metrics Reference

EXHIBIT III -- Updated April 2022

Administration -- Annual Hours 2080

** Market Guideline = 2021 Market Average Actual Base Pay Reported by Salida's Selected Market Organizations

		Performance Progress <u>Guide</u>			Performance Progress <u>Guide</u>			% Range Spread -- Minimum to Maximum
	<u>Minimum</u>			<u>**Market Guideline</u>			<u>Maximum</u>	
Administrative Coordinator								
	\$43,913	\$46,840	\$49,768	\$52,695	\$55,623	\$58,550	\$61,478	40.00%
	\$21.11	\$22.52	\$23.93	\$25.33	\$26.74	\$28.15	\$29.56	
\$'s=Quartile 1&2 -->		\$48,304			\$57,086			
		\$23.22			\$27.45			
Range Plc'mt-->	0.0%	16.7%	33.3%	50.0%	66.7%	83.3%	100.0%	
Quartile %age -->		25.0%			75.0%			
Municipal Court Clerk								
	\$42,548	\$45,385	\$48,221	\$51,058	\$53,894	\$56,731	\$59,567	40.00%
	\$20.46	\$21.82	\$23.18	\$24.55	\$25.91	\$27.27	\$28.64	
\$'s=Quartile 1&2 -->		\$46,803			\$55,313			
		\$22.50			\$26.59			
Range Plc'mt-->	0.0%	16.7%	33.3%	50.0%	66.7%	83.3%	100.0%	
Quartile %age -->		25.0%			75.0%			
Deputy City Clerk								
	\$42,289	\$ 45,108	\$ 47,927	\$50,747	\$ 53,566	\$ 56,385	\$59,204	40.00%
	\$20.33	\$21.69	\$23.04	\$24.40	\$25.75	\$27.11	\$28.46	
\$'s=Quartile 1&2 -->		\$46,518			\$54,975			
		\$22.36			\$26.43			
Range Plc'mt-->	0.0%	16.7%	33.3%	50.0%	66.7%	83.3%	100.0%	
Quartile %age -->		25.0%			75.0%			

MODEL I -- City of Salida -- 2022 Pay Structure (Preliminary Presentation)

Base Pay Management Metrics Reference

EXHIBIT III -- Updated April 2022

Administration -- Annual Hours 2080

** Market Guideline = 2021 Market Average Actual Base Pay Reported by Salida's Selected Market Organizations

		Performance Progress <u>Guide</u>			Performance Progress <u>Guide</u>			% Range Spread -- Minimum to Maximum
	<u>Minimum</u>			<u>**Market Guideline</u>			<u>Maximum</u>	
Video Technician (Position varies, Less than FTE 2080 hours)								
	\$41,942	\$ 44,738	\$ 47,534	\$50,330	\$ 53,126	\$ 55,922	\$58,719	40.00%
	\$20.16	\$21.51	\$22.85	\$24.20	\$25.54	\$26.89	\$28.23	
\$'s=Quartile 1&2 -->		\$46,136			\$54,524			
		\$22.18			\$26.21			
Range Plc'mt-->	0.0%	14.5%	31.0%	47.5%	64.1%	80.6%	97.1%	
Quartile %age -->		25.0%			75.0%			
Administrative Assistant								
	\$33,305	\$ 35,526	\$ 37,746	\$39,967	\$ 42,187	\$ 44,407	\$46,628	40.00%
	\$16.01	\$17.08	\$18.15	\$19.21	\$20.28	\$21.35	\$22.42	
\$'s=Quartile 1&2 -->		\$36,636			\$43,297			
		\$17.61			\$20.82			
Range Plc'mt-->	0.0%	16.7%	33.3%	50.0%	66.7%	83.3%	100.0%	
Quartile %age -->		25.0%			75.0%			
Notes:								
Compa Ratio and Pay Range Placement are both, best practice, analytical tools that help assess how the City is managing its actual pay in relation to market.								
Compa Ratio measures overall "parity" of the City's pay with the market "Market Guide" in the Proposed Plan for 2022.								
A Compa Ratio that approximates the Market Guideline (95% - 105%) would be considered paying at the market using best practice standards.								
Pay Range Placement measures individual pay level placement within the classification pay range in the Proposed Plan for 2022								
Individual Pay Range Placement of 50% indicates that the incumbent in a given classification is being recommended for pay at the Market Guideline of the range.								