

AGENDA

CITIZENS CHARTER REVIEW TASK FORCE

Microsoft Teams Meeting

Tuesday, May 2, 2023, 4:30 p.m.
Aspen Room, 2nd Floor, Aurora Municipal Center/Hybrid

I. CALL TO ORDER

II. APPROVAL OF MINUTES – APRIL 26, 2023

III. ANNOUNCEMENTS (5 min.)

IV. NEW ITEMS

- Ordinance Ballot Question Regarding Partisan Elections
- Ordinance Ballot Question Regarding Vacancy
- Update Regarding Full-Time Council Members

V. MISCELLANEOUS ITEMS FOR CONSIDERATION

VI. NEXT MEETING

Confirm Next Meeting – Tuesday, May 9, 2023

VII. ADJOURNMENT

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CITIZENS CHARTER REVIEW TASK FORCE MEETING MINUTES

April 26, 2023

Members Present: JulieMarie Shepherd Macklin, Ed Tauer, Dennis Lyon, Katrina Zerilli, Becky Hogan, Zack Heaton, Dr. H. Malcolm Newton, Mike Ciletti, Alexandra Jackson, Jan Wilson

Members Absent: Dr. Anne Keke

Others Present: Council Member Juan Marcano, Council Member Angela Lawson, Alia Gonzales, Kendall Koca, Kadee Rodriguez

1. CALL TO ORDER

Chair Shepherd Macklin called the April 26, 2023, meeting to order.

2. APPROVAL OF MINUTES

Outcome

The minutes of the April 20, 2023 meeting were approved as presented.

3. ANNOUNCEMENTS

- J. Macklin mentioned the need for clarification on the deadline for submitting questions for the May 2nd meeting, as they were intended to be submitted by today. Z. Heaton agreed, admitting he did not manage to submit his questions on time due to other commitments and wondered if an extension could be granted.
- CM Lawson expressed concerns about the timing of receiving questions from the Committee, explaining that she received a revised update only the day before and needed to consult with city staff to provide accurate information. She requested that questions be sent earlier in the future, as she needed time to gather data from various departments. CM Lawson also asked if she could submit her responses by the close of business on Monday, promising to work on the questions over the weekend and gather all necessary data.
- CM Lawson explained that the nature of the questions she received required her to provide factual data, not just her opinion. J. Shepherd Macklin acknowledged the need for accurate and up-to-date information. Z. Heaton then suggested that the tight schedule and numerous tasks assigned to the Committee might be causing some of the communication issues. He questioned whether there was a way to extend the Committee's timeframe to better manage the workload and facilitate more efficient communication. J. Shepherd Macklin acknowledged the compressed timeline and its effect on the committee. A. Gonzales mentioned the end of May as a deadline, while CM Coombs explained they were trying to get everything to a Study Session and two Council meetings before everything needed to be submitted to the county clerks. CM Lawson described her experience with receiving multiple sets of questions and her difficulty in gathering the required data-driven

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information. She asked the Commission if she could provide the requested data by COB Monday to give her time to gather the necessary information. E. Tauer agreed to the proposed deadline.

- J. Shepherd Macklin agreed to CM Lawson's request to submit additional information by Monday and asked if she could join the next meeting on May 2nd for potential follow-up questions. CM Lawson agreed and mentioned her goal to provide the information earlier if possible. J. Shepherd Macklin acknowledged the tight schedule and Z. Heaton expressed concerns about the committee's ability to vote on specific agenda items at every meeting. He suggested that the committee should be flexible and use their time efficiently while keeping in mind their end goals and deadlines. J. Shepherd Macklin stated that each meeting serves as an opportunity to gather more information and form opinions. The goal of the final meeting would be for the committee to come together, consider everything they have heard and discussed, and take action by writing up their official recommendations.
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4. NEW ITEMS

4.a. Ordinance Regarding Full-Time Council Members

Summary of Issue and Discussion:

The issue being discussed during the meeting is the potential change in the Aurora City Council structure from part-time to full-time, along with the accompanying pay increase and possible conflicts of interest. Several options for salaries were presented, and the Committee members shared their concerns about the responsibilities and expectations that come with a higher salary. They also discussed the importance of fair wages, the role of voters in holding Council Members accountable, and the potential impact of the change on the quality and diversity of candidates running for Council. Some members suggested focusing on addressing the pay issue directly rather than framing it as a full-time vs. part-time job debate. The discussion also touched upon the differences in workload between Ward and At-Large Council Members and the importance of making the language of ballot questions more accessible to the public. The Committee agreed to continue discussing the matter and CM Lawson promised to address the questions raised and provide additional information.

- J. Shepherd Macklin mentioned that they have two items for consideration during the meeting and acknowledged CM Lawson's time conflict. J. Shepherd Macklin wanted to ensure that CM Lawson could share the information she had, with the understanding that they would receive more factual data from her in the coming days. CM Lawson confirmed that she had the factual data but needed time to package it for the committee.
- CM Lawson went on to address the questions she had, starting with the question about the current salaries of the City Council, the Mayor, and the Mayor Pro Tem. She provided the base salaries and then mentioned her own pay, including benefits and reimbursements. She emphasized that the pay could be different for each Council Member based on their chosen medical and dental plans and other variables. J. Shepherd Macklin asked for clarification on the car stipend, and Lawson confirmed it was a flat structure.
- D. Lyon asked CM Lawson about the number of hours per month she spends on city business. She estimated an average of 30 to 40 hours per week, depending on the circumstances and her committee work. She clarified that the 100-hour per month threshold for part-time employment is an administrative placeholder rather than an actual limit. E. Tauer confirmed this, explaining that

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it's a value used in the system for processing purposes. CM Lawson emphasized that they don't clock in and out, as their hours are not strictly tracked.

- CM Lawson presented three salary options for the Mayor, Mayor Pro Tem, and Council Members. Option one included \$89,694 for the Mayor, \$64,000 for Mayor Pro Tem, and \$45,626 for Council Members. She expressed her preference for the third option, which proposed \$102,000 for the Mayor, \$81,855 for Mayor Pro Tem, and \$71,623 for Council Members. However, she disagreed with the large difference between the Mayor Pro Tem and Council Member salaries in this option. CM Lawson suggested a salary of \$69,000 to \$70,000 for Council Members, around \$95,000 for the Mayor, and only a \$2,000 increase for the Mayor Pro Tem. She requested feedback from the Commission on these suggestions and mentioned that she would provide a 20-page memo with more information.
- Z. Heaton asked CM Lawson if the salaries she listed would still include the car allowances and benefits package or if those would be subtracted from the numbers. CM Lawson replied that it would need further evaluation. Heaton then provided feedback, sharing that in the tech industry, junior engineers make around \$65,000 to \$70,000. He suggested that a total compensation of at least \$80,000 would be more appropriate, as it would provide a livable wage for civil servants. He added that if the city is paying a higher salary, there should be stipulations on the position being a full-time job and not allowing for a separate full-time career outside of the office.
- M. Ciletti expressed his concern about the salary of Council Members, questioning what duties and responsibilities come with an \$80,000 salary. He mentioned that there are other professionals, such as a City Manager, department heads, and a lobbyist, who represent the city. He was curious about what the city gets from Council Members other than their time.
- CM Lawson acknowledged Ciletti's question and noted that she has thoughts on the duties of Council Members and the expectations from the city's residents. She also mentioned that the question is subjective and could vary from person to person. However, she intended to address another question before providing her justification for the salary and responsibilities.
- H. Malcolm Newton mentioned that there is already a job description outlined for City Council Members. Z. Heaton agreed with M. Ciletti's point, expressing concern about the lack of consequences for Council Members who don't perform their duties, especially when they are paid a significant salary. He wondered what could be done to hold them accountable.
- CM Lawson responded by saying that the residents of Aurora are the ones responsible for evaluating the performance of Council Members. She suggested that if residents feel Council Members aren't doing their jobs, they can initiate a recall or not vote for them in the next election.
- Z. Heaton acknowledged CM Lawson's point but expressed his lack of knowledge about the recall process and how to make it more accessible and understandable for citizens.
- CM Lawson then directed the question to K. Rodriguez. K. Rodriguez explained that there is a process where eligible voters can start a petition to recall an officeholder, and she mentioned that she is working on creating a guide for the public to better understand the recall election process.
- CM Lawson addressed multiple questions in her response. First, she suggested that the question about how making the Council Member position full-time would affect business owners should be directed to business owners on the Council.
- Next, she provided an explanation of the additional responsibilities Council Members have as the city has grown, emphasizing that their duties and obligations have expanded over the years. She mentioned attending regular Council meetings, study sessions, executive sessions, and emergency meetings, as well as serving on policy committees and external committees. She also discussed the need to familiarize themselves with various subject matters, prepare for meetings, and address constituent concerns.

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- CM Lawson shared her experience since 2015, noting an increase in her workload and the demands from constituents. She added that Council Members often help with individual constituent issues by visiting properties and addressing specific concerns.
- CM Lawson briefly mentioned that she believed she had already addressed the questions regarding the base pay of Council Members and how many hours a week they spend on city business. She offered to provide more clarification or add information to the packet she planned to present if needed.
- CM Lawson addressed various questions from B. Hogan. She explained that there is no monitoring of Council Members working hours, as they don't clock in or out. Regarding Council Members working outside jobs, CM Lawson said that it depends on individual situations and that the decision to hold other positions while on Council would be up to the Council itself. She clarified that funding for a Full Time Council would come from the General Fund, and that the city needs to maintain a balanced budget. CM Lawson also commented on how the change might impact the quality and diversity of those running for Council, suggesting that it could bring different ideas and give people more options to serve the community while still being economically viable.
- CM Lawson discussed the idea of providing City Council Members with aides, mentioning that a resolution and appropriation ordinance had been drafted, and that a 90-day assessment period was currently underway. CM Marcano confirmed that this was the latest information on the matter. CM Lawson then addressed several other questions related to the potential change to a full-time Council, asserting that the current governance structure would remain the same and that she believes there are enough responsibilities to fill a full-time position. Regarding unintended consequences and job descriptions, she suggested that the Council could develop a job description if necessary. There was also a brief discussion about whether the city could require qualifications for Council positions, with the consensus being that it might be up to the voters to decide.
- Z. Heaton discussed the importance of fair wages for fair work, pointing out that the public is the boss of the Council Members. He raised questions about the effectiveness of recall statutes. CM Lawson mentioned that she had previously asked the City Attorney about holding Council Members accountable through censure, but was told it would be a slippery slope. M. Ciletti focused on the connection between increased pay and increased responsibility, noting that some Council Members are more active and prepared than others. He argued that if Council Members want more pay, they should have more responsibilities. CM Lawson offered to have the City Attorney provide more information on the matter. J. Shepherd Macklin suggested that the issue would require more discussion among the Committee Members.
- H. Malcolm Newton asked if any of the cities in the research data had already hired full-time City Council people, to which CM Lawson confirmed that only Denver has a full-time City Council. H. Malcolm Newton then inquired about the historical evolution of compensation for Council Members and what the catalyst for the shift to full-time was in Denver.
- E. Tauer added to the conversation, mentioning that it is the voters who should be the "boss" of the Council Members, and suggested exploring ways for voters to have more influence rather than having Council Members police each other's time.
- Z. Heaton expressed concerns about the language of ballot questions, explaining that it can be confusing and difficult for English as a Second Language (ESL) individuals to understand. He suggested simplifying the language to make it more accessible.
- CM Lawson and J. Shepherd Macklin discussed the differences in scope of work between Ward and At-Large Council Members. Lawson defended the work of At-Large Council Members, stating that they cover a broader range of issues and work in all Wards. J. Shepherd Macklin clarified that her question was not intended to imply that one type of Council Member does more or less work,

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but rather that their roles are functionally different. CM Lawson agreed but maintained that the workload is generally equal between the two.

- H. Malcolm Newton suggested that At-Large Council Members should be compensated more, but CM Lawson emphasized that the work put into the position, rather than the title, should determine the compensation. J. Shepherd Macklin thanked CM Lawson for her perspective on the matter.
- CM Lawson addressed the questions and concerns about the proposed change in the City Council structure from part-time to full-time, including the pay increase and potential conflicts of interest. She explained that the same conflict of interest rules would apply to full-time Council members and emphasized the need for the change to attract more dedicated candidates to serve the city.
- D. Lyon suggested that the issue is primarily about pay and recommended addressing the pay issue directly, rather than framing it as a full-time vs. part-time job. He argued that if Council members can still have an outside job, then it's not truly a full-time position, and voters may not see it as such.
- CM Lawson asked about the expectations of voters if the pay was increased without the full-time designation. D. Lyon responded that he, as a voter, would still see it as a part-time job if outside employment was allowed.
- M. Ciletti expressed concern that turning City Council into a full-time position might lead to the professionalization of city leadership, with people perpetually running for office and becoming out of touch with citizens' daily lives. He suggested discussing pay without making it a full-time issue.
- Z. Heaton agreed with previous speakers and emphasized the need to address the pay issue while providing safeguards for voters. He mentioned that voters might question the increased pay if they don't see any additional protections or benefits.
- J. Shepherd Macklin thanked CM Lawson for her presentation and mentioned that some of the questions raised would be discussed further as a group. She also agreed to share the questions with CM Lawson for her to address them by Monday.
- K. Zerilli mentioned that even with the proposed \$70,000 salary, it's not a lot of money and that people would still need a second job to support their families. They agreed with M. Ciletti that the issue seems to be more about semantics, as Council Members already work full-time hours.
- CM Lawson thanked everyone for their perspectives and noted that it's a semantic issue. They acknowledged that some people on the Council are already politicized and that the players have changed, but the game remains the same. CM Lawson looked forward to coming back on the 2nd and promised to address the questions and provide the requested data.

Outcome

Information only.

Follow-Up Action

Staff will add this item to the agenda for the May 2nd, 2023 session.

4.b. Ballot Question for Even Numbered Years

Summary of Issue and Discussion:

The discussion focused on the proposal to move Aurora's municipal elections from odd years to even years in order to increase voter turnout. CM Marcano provided historical election data and compared turnout rates in even and odd years, noting a significant drop in odd years. He cited Los Angeles and Boulder as

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examples where turnout increased after switching to even-year elections. Questions and concerns were raised about the costs associated with moving elections, candidate fundraising, the impact on school district elections, and potential voter fatigue.

Participants also discussed factors that contribute to low voter turnout in odd-numbered years, such as access to information, age, and lack of education. The conversation touched on various methods to improve voter engagement, like digital advertising and better availability of candidate information.

- CM Marcano provided historical election data and discussed the turnout rates for various races in even and odd years, noting a significant drop in turnout during odd years. He also mentioned that down-ballot drop-off does not appear to be a significant issue based on the data he provided. He referred to Los Angeles' increased turnout after switching their municipal elections to even years and mentioned Boulder's recent change to even-year elections. He addressed questions about the costs associated with moving elections, explaining that there would be an increase in cost, but the increased participation would make it worthwhile.
- D. Lyon asked if mail-in ballots were used in Los Angeles, and CM Marcano was unsure but acknowledged that mail-in voting could make a difference.
- H. Malcolm Newton and CM Marcano briefly discussed the importance of increased participation in elections for better representation of the community.
- CM Marcano discussed the differences in voter turnout in presidential, midterm, and off-year elections, mentioning that the turnout in off-year elections is abysmal. He mentioned that some cities save money by moving their elections to even years and intended to talk to Arapahoe County about their election cost calculations.
- A. Gonzales shared information from Z. Heaton and J. Wilson, who were questioning the cost implications of moving the elections. CM Marcano invited K. Rodriguez to provide more information on the topic.
- K. Rodriguez explained that the number of voting centers open in even and odd numbered years is not the same due to the difference in the voting population, which impacts the costs. She provided information on how Arapahoe County calculates costs based on the active voter registration counts and the number of Voting Service and Polling Center (VSPC) centers required by state statute.
- J. Wilson expressed confusion about the cost calculations, and K. Rodriguez clarified that adding more active registered voters would necessitate more VSPC centers being opened. CM Marcano mentioned that Boulder recently saved money by moving their elections to even years.
- There was a brief discussion about Boulder being a city and county, which K. Rodriguez initially thought was true, but CM Marcano corrected her, stating that Boulder is not a city and county.
- K. Rodriguez further explained the method Arapahoe County uses to allocate election costs, using a weighted population average method based on active registered voter counts. She offered to send the Commission an email with sample invoices and further information.
- D. Lyon asked whether the proposed change would increase election costs and if it would cost more to run as a candidate. CM Marcano responded that it depends and mentioned that Parker's campaign finance reports showed that running for Town Council costs \$5,000, but she could only speculate on why that cost was lower. She also said that in her opinion, elections are more of a collaborative effort than a competition to get one's name out there. E. Tauer asked if the process for a voter would be similar under the proposed change, and CM Marcano agreed that the process would be the same. M. Ciletti asked if there was a stated goal for the ballot measure and if there was a plan to revert back to the original system if the goal was not met after a certain amount of

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time. CM Marcano referenced the whereas clauses in the backup to outline the goal of increasing participation in the electoral process and said that moving elections to even years does increase participation. M. Ciletti argued that the increase in participation could be due to the higher participation in even years across the board, not necessarily the change itself. He also expressed concern that leaving ballot measures on odd years would disenfranchise voters due to the lack of participation and exposure.

- E. Tauer asked if school districts would also have to move their elections to even years if the city of Aurora does so. CM Marcano responded that it would require action from the state legislature, but some jurisdictions already do this. They discussed the benefits of consolidating elections into one cycle, which could increase participation and create more cohesive governance. M. Ciletti argued that gridlock is necessary to prevent the majority from running over the minority and that the American experiment allows for different localities to find the best way to govern. Z. Heaton responded that the goal of voting should be most accessible most of the time, and gridlock in the United States has led to falling behind the rest of the world. A. Gonzales shared anecdotal evidence that many voters do not vote in odd-year elections.
- CM Marcano raised concerns about the impact on fundraising for municipal candidates but stated that the goal of the initiative was to increase voter participation, not solve fundraising challenges. He also mentioned that rank-choice voting would address representation for minor parties and unaffiliated people.
- B. Hogan's concern was that municipal candidates would face fundraising challenges as they would be competing with dollars for other issues of regional candidates. CM Marcano acknowledged this concern but believed it was up to the candidates to work it out.
- E. Tauer repeated B. Hogan's question and summarized that the concern was that the flood of money during presidential and midterm years would raise the noise threshold and make it harder for even-year candidates to get attention. CM Marcano agreed but pointed out that donors during partisan years were a different base than those during even years.
- K. Zerilli, who works in marketing, stated that it is easier to sell a product during Black Friday, as everyone's ears are perked up, than in the summer when people are not paying as much attention.
- D. Lyon asked why there is less participation during odd years despite the ease of mail-in ballots. CM Marcano stated that there were multiple reasons, including election fatigue and lack of easy access to information.
- J. Shepherd Macklin pointed out that buying airtime for campaign ads during even years would cost considerably more than during odd years.
- CM Marcano spoke about voter fatigue and how people are already burnt out from being bombarded with information about elections from December to November. He also mentioned that people may be getting information from biased sources.
- J. Shepherd Macklin spoke about how access to information affects voter turnout, particularly among younger age groups.
- E. Tauer mentioned that retired homeowners tend to have higher voter turnout in odd-numbered years because it's a social event for them.
- K. Zerilli spoke about how municipal candidates have to campaign differently because they are only targeting a small percentage of the population in odd-numbered years.
- H. Malcolm Newton spoke about not caring about voting until the big presidential elections.
- Z. Heaton mentioned the importance of civics education and questioned the constitutionality of moving elections to even-numbered years.
- D. Lyon made a statement about how residents who vote in off-year elections may be more informed and invested in their choices.

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- Overall, the discussion touched on various factors that contribute to low voter turnout in odd-numbered years, including access to information, age, and lack of education.
- A. Gonzales mentioned that short versions of digital advertising could help level the playing field in elections and discussed the possibility of using the city's TikTok van to promote candidates. CM Marcano noted that Parker's website provides more information on candidates than the city does, which could give incumbents an advantage. E. Tauer agreed with this point. M. Ciletti suggested focusing on the process of election timing rather than discussing the nuances of candidate fundraising or civic participation. J. Shepherd Macklin thanked M. Ciletti for reframing the conversation and confirmed that all questions had been addressed.

Outcome

Committee will complete the final recommendation at May 18th meeting.

Follow-Up Action

None at this time.

5. MISCELLANEOUS MATTERS FOR CONSIDERATION

None

6. CONFIRM NEXT MEETING

The next meeting is scheduled for May 2nd, Hybrid.

6. ADJOURNMENT

The meeting adjourned at 6:44 p.m..

APPROVED: _____

JulieMarie Shepherd Macklin, Chair

Questions for Citizens Task Force

Partisan Elections Questions

Asked by Dennis Lyon

- In a brief summary, what is motivating this proposed change?
- Would you still be supportive of this change if there were more registered Republican than Democrat voters in Aurora?
- Is there possibly a First Amendment "freedom of speech" issue by requiring candidates to display a political party or display "unaffiliated." What if a candidate believes that municipal elections should be non-partisan and chooses not to provide this information? Could they have a legal right, under the First Amendment, not to display this information?
- What impact would a modification of the affiliation display requirement have on the appointment process? (Please disregard this question if there is no legal requirement to change the affiliation display requirement and there is no intent to consider this option.)

Asked by Becky Hogan

- I believe that City Council members have a duty to be "non-partisan" when carrying out their service to the residents of the City.
 - Partisan politics has been successful in dividing our council, our community, our state, and our country.
 - Partisan politics has not been successful in unifying decision-making related to the City.
- I believe within the oath of office, you swear to represent the City, not a political party. It seems to be very easy for people to determine the political party of a candidate if the voter so desires.
 - At a minimum, all you have to do is ask the candidate.
- How will a political party designation (behind a name) make a better candidate for the City of Aurora?
 - Is a political party designation an effort for fundraising?

Vacancy Committees Questions

Asked by Becky Hogan

- What are the costs related to a special election?
 - Ballots, mailing and hosting a public forum for the candidates, etc.
- Does the City Clerk's office have the time and capacity to provide the services as outlined in the proposed Ordinance?
- If deadlocked, it is not the role of the City Clerk, who falls under the direction of the City Manager, to choose a City Council member.
 - This is not appropriate and puts the City Clerk in a very difficult position.
- This proposal seemed to focus on the process of a special election to fill the seat, NOT focused on consideration of a candidate with "shared values"?
 - Was the original intent to seek a candidate that reflects the same views and values of the outgoing council member?
- Is the practice different if there is a vacancy for Mayor (verses City Council)?

Questions for Citizens Task Force

Full Time Council Members

Asked by Alexandra Jackson

Thank you for your thoughts last night on this proposed amendment for the change of Part Time to Full Time status and increased salaries for Aurora City Council. You spoke of many points addressing the growing population and needs of Aurora. In addition, to the overarching financial stressors that 2020 has rippled into the lives of every human on this planet, I really do believe folks should be paid for their work. However, I do have some questions and thoughts I hope you will address.

- With the growing population of Aurora and the many diverse identities we represent, is the solution to your strenuous amount of work - more pay, or more city council representatives to spread the workload to overall provide greater representation for the People of Aurora?
- The city has taken action to save money and cut various other departments and budgets while critiquing the quality of work and amount of work from those same departments. Such as the Diversity, Equity, and Inclusion department, it was voted that this department would receive a budget cut which downsized their efforts and positions. I point out this department specifically because with the growing population, extremely diverse needs, and glaring equity gaps that directly impact the quality of life for historically marginalized citizens, why is now the time to prioritize giving the city council a raise? Here is an article for reference <https://sentinelcolorado.com/news/metro/aurora-council-defends-cuts-to-diversity-office-public-defender-police-monitor-in-first-round-of-budget-voting>.
- Would paying council members a full-time wage creates a power imbalance between council members and the community, given that they would be more financially secure and potentially disconnected from the experiences of the community they serve?
- I believe there would be a huge conflict of interest if business owners were full-time with a large salary as city council members. Details that have yet to be worked out like this really make me hesitant to support this amendment.

Full-Time Council Questions From Charter Commission Task Force

Data Information

1. What is the current salary of the city councils and the Mayor Pro Tem?

| Position | Mayor | Mayor Pro Tem | Councilmembers |
|--------------------------------------|----------|---------------|----------------|
| Current (Per City Charter) | \$91,512 | \$23,507 | \$21,162 |

- Added average wages for the Denver-Aurora-Lakewood metropolitan area (\$66,750 mean/per capita wages). Unfortunately, the Bureau of Labor Statistics (BLS) does not have data specific to Aurora. BLS is the official and validated source for this type of information. Included is some additional information specific to Aurora from private organizations; however, the best numbers to use are from BLS.
- No private sector jobs compared to the unique roles of the municipal city council. The closest similar structure and roles would be the Board of Directors, and their role is still different than the government, and the compensation is typically well into the six-figure range. Some smaller companies have Boards of Directors or Advisor Boards, but any compensation is not commonly collected and available
- Updated 2023 salaries for our Council per our charter
- Updated as much data as possible for out-of-state comparable cities
- As a result of this updated information, Option 2 is reflected in HR’s recommendation **(See pg. 3 Full-time Council Compensation Memorandum for more detail)**

2. How many hours a week do council members spend on City Business? How are these hours tracked? Hours are on a part-time threshold scale of 100 hours per month. There is no tracking of the number of hours council members spend on City Business weekly or monthly.

3. Is the council taking on additional responsibilities and duties if they become full-time councils? **(This is the narrative of the sponsor on current council responsibilities and does not reflect the perspective of other council members).**

This proposed Charter change merely confirms the reality of serving on City Council in the present day and age. As the City has grown in the sixty-two years since the adoption of the City's original Charter, the duties, responsibilities, and obligations of City Council Members have grown exponentially.

Council Members devote full-time hours and more to the position to attend weekly Regular Meetings of the City Council and Study Sessions and Executive Sessions preceding some meetings. In addition, each Council Member chairs at least one Policy Committee and each serves on two or more additional Policy Committees. When not so engaged, each Council Member schedules monthly Town Hall meetings with their constituents to stay informed of constituent issues and needs. Beyond that, Council Members serve as Board Members on several Boards coordinating regional governmental activities addressing water availability, ground, air, and rail transportation, regional growth initiatives, coordination of homeless resource responses, the direction of public safety and mental health resources, and more.

When not directly involved in the many mandatory meetings required of a Council Member, each Council Member is expected to familiarize themselves with all of the subject matter covered at Study Sessions and Regular Meetings, from approval of complex contractual matters to keep the City operational, to drafting and passing Ordinances and Resolutions which shape the future direction of the City in response to needs expressed by constituents, to conducting public hearings on complex land use and planning matters for the responsible development of the City. To achieve the foregoing, each Council Member reviews hundreds of pages of staff reports and draft materials on a weekly basis. Each Council Member then routinely conducts their own research to confirm or expand on the materials presented to them by staff.

Council Members are routinely asked by citizens directly through their individual e-mail or through queries to Access Aurora to investigate situations of concern to those citizens. They also routinely appear at ceremonial events where they conduct listening sessions with their constituents.

Finally, Council Members devote several weekends a year to attend Workshops where Staff presents complex issues for Council's consideration, from budgetary matters to water and land acquisition to setting goals and direction for the City.

Each Council Member also stands ready to attend unscheduled emergency meetings to address unforeseen events which arise in the world.

4. Would there be a clause (like Denver) that you could hold other positions, aka outside jobs outside jobs while working as Council? This is a policy decision that would be determined City Council.

5. Where will the money come from to fund a full-time Council? The funding for a full-time Council would come from the General Fund and would need to be figured out in terms of balancing the entire fund. There are no specific cuts involved with this at this time.


6. Whatever happened with the idea of providing City Council members with aides (aka part-time Staff support)? A resolution and appropriation ordinance has been drafted. Council aides were discussed at the Study Session in March. The Study Session resulted in a 90-day assessment. The City Manager's Office was tasked with bringing back a complete financial analysis.

Section 3-10 of the Charter sets forth:

The council and its members shall deal with that portion of the administrative service for which the City Manager is responsible solely through the manager; neither the council nor any member thereof shall give orders to any employee of the city publicly or privately. The City could establish a program for Council using the structure that the Mayor currently has through the City Manager for administrative support.

7. In addition to having more detail (which I believe we are set to receive) about the salaries I would also like to know about the fiscal impacts of extending full-time benefits. Currently, Councilmembers are offered benefits for medical, vision, and dental. Additional benefits retirement/pension, paid days off, etc., would need further evaluation.
8. If the council position became full-time, would conflict of interest provisions be different than what they are now for a part-time council? The same conflict of interest provisions would apply to full time.
9. When did the Aurora City Council ask the voters for a salary increase, and what were those increase for Mayor, Mayor Pro Tem, and Members of the Council?
A local government salaried charter amendment was on the ballot for Aurora voters in Arapahoe, Adams counties in Colorado on November 7, 2017. It was approved. This ballot measure would amend the Aurora city charter to raise the salary of the mayor to \$80,000 a year, the salary of the mayor pro-tem to \$20,550 a year, and the salaries of the members of the Aurora City Council to \$18,500 a year. In 1993, those salaries were set at \$9,483 a year for the mayor pro tem, \$8,293.92 a year for city council members, and \$40,000 a year for the mayor (the \$40,000 salary took effect in 1996). Those provisions allowed for increases based on the cost of living. Including the cost-of-living

increases, the salaries are now \$13,950 for council members, \$60,226 for the mayor, and \$15,953 for the mayor pro tem. Ballot Question 2 K's new base salaries would reflect a 33% increase from the current rates.

| Ballot Question 2K | | |
|---|--------|------------|
| Result | Votes | Percentage |
|  Yes | 21,987 | 50.62% |
| No | 21,449 | 49.38% |

Election Results From City of Aurora



To: Ad Hoc Charter Review Committee
 From: Ryan Lantz, Director of Human Resources
 Date: April 3, 2023
 Subject: Full-time Council Compensation

Human Resources conducted a job evaluation and compensation analysis for a request regarding full-time Mayor, Mayor Pro Tem and Councilmembers. Following is an updated summary of the findings and recommendation.

Consideration and comparable to the Aurora community wages:

- The U.S. Bureau of Labor Statistics issues an annual report of Occupational Employment and Wage Statistics ([OEWS](#)). Information is from May 2021. The OEWS program will release the May 2022 estimates on April 25, 2023. The May 2022 OEWS estimates will use the 2022 North American Industry Classification System.
 - [OEWS reports wages for Denver-Aurora-Lakewood](#) metropolitan statistical area in Colorado. Aurora is not reported separately. Following is the annual mean wage for “All Occupations” and a select sample of other occupations for reference:

| Occupation | Annual Mean Wage | Employment |
|-------------------------------------|------------------|------------|
| All Occupations | \$66,750 | 1,464,790 |
| Management | \$145,660 | 77,810 |
| Community and Social Service | \$49,550 | 1,660 |
| Educational Instruction and Library | \$68,200 | 71,240 |
| Healthcare Practitioners | \$94,210 | 77,660 |
| Office and Administrative Support | \$47,650 | 172,610 |

- Note: the data does not reflect the impact of recent wage inflation.
- There are private employment companies that report wages for Aurora, however, the data is not statistically validated. Some of these companies include ZipRecruiter, Salary.com, Indeed, etc., and generally have an Aurora wage average between \$47,000 to \$75,000 per year.

Compensation recommendations:



Job Evaluation considering:

- Population of Aurora
- Number of employees working for the City of Aurora
- Mayor, Mayor Pro Tem and Councilmember’s level of responsibilities, duties, autonomy, liability, knowledge, skills and ability required of the job
- Budgetary responsibility, direction, and oversight
- Comparable data with other cities in Colorado and out-of-state cities of similar size.

Compensation recommendations for consideration (two options):

| Position | Mayor | Mayor Pro Tem | Councilmembers | Notes |
|--|-----------|---------------|----------------|---|
| Current (Per City Charter) | \$91,512 | \$23,507 | \$21,162 | Per City Charter for full-time Mayor and part-time Mayor Pro Tem and Councilmembers. Based on CPI. |
| Option 1 (Out-of-state comparison) | \$89,694 | \$64,059 | \$45,626 | Using compensation data from other comparable cities out-side of Colorado (size and Council-Manager form of government). |
| Option 2 (HR's Job Evaluation) | \$102,319 | \$81,855 | \$71,623 | HR's job evaluation, analysis and recommendation considering current duties, responsibilities, compensation and classification structure and local and out-of-state comparable market data. |

Option 1 reflects data obtained from out-of-state cities of similar size and Council-Manager form of government. Additional data was collected and considered for Mayor-Council form of government; however, this option focuses on comparison with Council-Manager agencies similar to City of Aurora. In total, 10 city government agencies were considered with 7 of the agencies representing Council-Manager operations. The data includes both Full-time, Part-time and Hybrid councils. Detail are provided in the supplemental documents.

Option 2 represents a job evaluation, analysis and recommendation from Human Resources. The evaluation followed HR’s established process of considering the job’s duties, responsibilities, required knowledge, skills and abilities, comparable compensation market data and aligned with the city’s compensation and classification structure. In summary, HR’s recommendation uses the out-of-state data as a reasonable and ‘good match’ for the Mayor, and then sets the compensation for the Mayor Pro Tem and Councilmembers using multiple factors based on a ‘pay discount’ from the Mayor’s position and compensation. Detail are provided in the supplemental documents.



Human Resource’s compensation and recommendation for City of Aurora’s Full-time Mayor, Mayor Pro Tem and Councilmembers align with Option 2:

| Position | Mayor | Mayor Pro Tem | Councilmembers |
|--|-----------|---------------|----------------|
| Option 2 (HR's Job Evaluation) | \$102,319 | \$81,855 | \$71,623 |



SUPPLEMENTAL MATERIALS AND INFORMATION

Mayor-Council Compensation Study

- Compared to 10 municipalities based on a plus/minus 10% of Aurora's population
 - Utilized [List of United States cities by population - Wikipedia](#)

- Data obtained from City Charter and direct sourcing
 - 3 municipalities required the information be obtained through an Open Records Request with a fee
 - Attempts were made to email and call Human Resources, Mayor and Council Offices and the City Clerk with minimal response
 - Available data provides:
 - Council-Manager (7)
 - Mayor-Council (3)
 - Detailed information provided in chart
 - Of the responses, half surveyed received full benefits. One specifically expressed pension excluded.

- Cost of Living determined by comparing Aurora to each municipality utilizing www.bestplaces.net

- Forms of Government
 - Council-Manager
 - City council oversees the general administration, makes policy, sets budget
 - Council appoints a professional city manager to carry out day-to-day administrative operations
 - This is the most common form of government. According to surveys by the International City/County Management Association (ICMA), this form of government has grown from 48% usage in 1996 to 55% usage in 2006. It is most popular in cities with populations over 10,000, mainly in the Southeast and Pacific coast areas. Some examples are Phoenix, Arizona; Topeka, Kansas; San Antonio, Texas, and Rockville, Maryland.
 - Mayor-Council
 - Mayor is elected separately from the council, is often full-time and paid, with significant administrative and budgetary authority
 - Depending on the municipal charter, the mayor could have weak or strong powers
 - Council is elected and maintains legislative powers
 - Some cities appoint a professional manager who maintains limited administrative authority



Occurring in 34% of cities surveyed by International City/County Management Association (ICMA), this is the second most common form of government. It is found mostly (but not exclusively) in older, larger cities, or in very small cities, and is most popular in the Mid-Atlantic and Midwest. Cities with variations in the mayor-council form of government are New York, New York; Houston, Texas; Salt Lake City, Utah, and Minneapolis, Minnesota.

Mayor | Council Compensation: Out-of-State Comparable Cities

| City | Population | Form | Mayor | Mayor Pro Tem | Council Members | Status | Compensation | Benefits |
|-------------------------------|------------|-------------------------|-----------|---------------------|-----------------|-------------|---|---|
| Aurora, CO | 389,347 | Council-Manager | \$91,512 | \$23,507 | \$21,162 | Part-time | Modified annually equal to that cost of living increase or decrease occurring during the previous calendar year consumer price index for all urban consumers (CPI-U) | Full Benefits |
| City of Minneapolis, MN | 425,336 | Council-Manager | \$132,804 | No Response | \$106,101 | Full-time | Per Charter-Any council member who is a member of a board or commission created by charter or statute and who receives compensation for such service shall pay such compensation into the city treasury. Raises for council members and the mayor are based on "averaging out the increases included in the union contracts they approved the previous year." | Pending |
| City of Tulsa, OK | 411,401 | Mayor-Council | \$105,000 | Determined by Mayor | \$24,000 | Part-time | Mayor salary reviewed annually. Thereafter, the salary to be received by the Mayor may be changed by a majority vote of the entire membership of the Council. | Full Benefits less retirement. |
| City of Bakersfield, CA | 407,615 | Council-Manager | \$24,000 | \$1,200 | \$1,200 | Part-time | City Charter provides a salary for Council at \$100/month. Bakersfield.com provides \$785.79/mo. (car allowance plus charter rate of \$100?). Charter change to increase Council salaries and make full-time. Pending response from Bakersfield. MPT no increase for 30 days, thereafter per diem. | Full Benefits |
| City of Wichita, KS | 395,699 | Council-Manager | \$113,625 | \$49,063 | \$49,063 | Full-time | Wages shall be increased annually by an amount equal to the cost of living and merit increase, if any, included in the annual salary ordinance approved by the Council for exempt City employees, who are not represented by a bargaining unit, plus an automobile allowance as authorized by City Council policy. | Full Benefits |
| City of Arlington, TX | 392,786 | Council-Manager | \$3,000 | No Response | \$2,400 | Pending | Rates per Charter | Pending |
| City of Tampa, FL | 387,347 | Council-Manager | \$149,999 | \$73,713 | \$73,713 | Full-time | Chair of City Council assumes Mayor salary after 10 days. May adjust if COL. Pay spread out at 40 hours per week @ \$24.30 | Pending |
| City of New Orleans, LA | 376,971 | Mayor-Council | \$140,000 | \$93,504 | \$93,504 | No Response | Mayor receives 2.5% increase annually. Council adjusted annually based on 12-month CPI. https://council.nola.gov/guide-Per Home Rule Charter, "Mayor-Council form of government." | Pending |
| City of Cleveland, OH | 367,991 | Mayor-Council | Pending | No Response | \$55,000 | Pending | Mayor and Council salary fixed by Council. | Pending |
| City & County of Honolulu, HI | 345,940 | Council-Manager | \$186,432 | \$178,320 | \$68,904 | Hybrid | Independent Salary Commission establishes Mayor and Council salaries. Managing Director is equivalent to Mayor Pro Tem. Council is designated as part-time but they are currently considering a change to full-time. | Full Benefits Mayor Pending Council |
| City of Anaheim, CA | 345,940 | Council-Manager | \$18,000 | \$18,000 | \$18,000 | Full-time | | Full Benefits |
| | 385,703 | Total Avg. | \$96,984 | \$68,967 | \$49,189 | | | |
| | 7 | Avg for Council-Manager | \$89,694 | \$64,059 | \$45,626 | | | |
| | 3 | Avg for Mayor-Council | \$122,500 | \$93,504 | \$57,501 | | | |

Mayor | Council Compensation: In-State Comparable Cities

| City | Population | Mayor | Mayor Pro Tem | Council Members | Compensation | Benefits |
|------------------|------------|-----------|---------------|-----------------|---|--|
| Aurora | 386,261 | \$86,758 | \$22,286 | \$20,063 | Modified annually equal to that cost of living increase or decrease occurring during the previous calendar year consumer price index for all urban consumers (CPI-U) | Full Benefits |
| Denver | 715,522 | \$184,165 | \$110,725 | \$113,288 | Modified annually (July to July) 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 (2.3% increase effective 7/2022) | Full Benefits |
| Colorado Springs | 478,961 | \$118,752 | | \$8,065 | Annual salary for Mayor and stipend for councilmembers: adjusted by ordinance every four years (to coincide with the start of a new mayoral term) and shall reflect any change, up or down, over that four-year period in the most local consumer price index for all urban consumers (CPI-U) | Shall not provide City paid benefits to Council members other than those mandated by Federal or State statute. |
| Arvada | 124,402 | \$18,000 | \$13,800 | \$13,800 | Members of the City Council shall receive such compensation, and the Mayor such additional compensation, as the City Council shall by ordinance prescribe; provided, however, that they shall neither increase nor decrease the compensation of any member during his/her term of office | N/A |
| Boulder | 108,250 | \$12,205 | | \$12,205 | An annual escalation each January 1 in a percentage equivalent to any increase over the past year in the Consumer Price Index | Full Benefits |
| Brighton | 39,836 | \$16,800 | | \$14,400 | N/A | N/A |
| Broomfield | 67,886 | \$13,200 | | \$9,600 | N/A | Medical Benefits |
| Fort Collins | 169,810 | \$15,360 | | \$10,236 | N/A | N/A |
| Thornton | 141,867 | \$24,000 | \$21,000 | \$18,000 | Each council member shall receive as salary the amount established by ordinance but such compensation may increase or decrease only on the date of the first regular or special council meeting following any regular election | Medical Benefits |
| Westminster | 112,952 | \$17,736 | | \$12,672 | N/A | N/A |
| Arapahoe County | 656,590 | \$120,485 | | | N/A | Full Benefits |
| Jefferson County | 582,881 | \$101,395 | | | N/A | N/A |
| | | \$58,373 | \$48,508 | \$23,585 | | |

JOB ANALYSIS QUESTIONNAIRE

| SECTION IV: Major, Important and Essential Duties | | | |
|---|---|--|-------------------|
| This section of the questionnaire and Section V are very important. We need special documentation regarding important and essential tasks, duties and responsibilities currently assigned to you. Please provide the following documentation for <u>each duty</u> : | | | |
| <p style="text-align: center; margin: 0;"><u>TIME SPENT COLUMN</u></p> <p>S = Significant (10% of the day, week, month) M = Moderate (5 - 9%) O = Occasional (less than 5%)</p> | <p style="text-align: center; margin: 0;"><u>FREQUENCY COLUMN</u></p> <p>D = Daily W = Weekly M = Monthly A = As needed</p> | <p style="text-align: center; margin: 0;"><u>SUPERVISOR REVIEW COLUMN</u></p> <p>E = ESSENTIAL - Major focus of job/position NE = NON-ESSENTIAL - Minor (can be easily assigned to another position)</p> | |
| IMPORTANT & ESSENTIAL DUTIES AND YOUR ROLE IN COMPLETING THEM | TIME SPENT | FREQUENCY | SUPERVISOR REVIEW |
| 1. Attend Council, Ward, Town Hall and Policy committee <u>meetings</u> | 10 - 20 hours | weekly | |
| 2. Legislative powers of the city | | | |
| 3. The council shall have all legislative powers of the city and all other powers of a home rule city not specifically limited by the Constitution of the State of Colorado and not specifically limited or conferred upon others by this Charter. | | | |
| 4. It shall have the power to enact and provide for the enforcement of all ordinances necessary to protect life, health and property; | | | |
| 5. To declare, prevent and summarily abate and remove nuisances; to preserve and enforce good government, general welfare, order and security of the city and the inhabitants thereof | | | |
| 6. To enact by ordinance provisions for fines and/or imprisonment, or other punishment, for each and every violation of ordinances or regulations duly passed by council | | | |

JOB ANALYSIS QUESTIONNAIRE

| | | | |
|---|------------|-----------|-------------------|
| 7. to provide for the granting of probation and the conditional suspension of sentences by the municipal court and to delegate to boards and commissions within limitations of the Constitution and this Charter, such functions, powers and authority of the city as it deems proper and advisable | | | |
| 8. The council, or a committee thereof duly authorized by it, shall have power to investigate the official acts and conduct of any officer of the city, and may compel the attendance and testimony of witnesses and the production of books and documents. (Ord. No. 81-111, § 1, 11-3-1981; Ord. No. 87-202, § 14, 11-3-1987) | | | |
| SECTION IV: Major, Important and Essential Duties | | | |
| IMPORTANT & ESSENTIAL DUTIES AND YOUR ROLE IN COMPLETING THEM | TIME SPENT | FREQUENCY | SUPERVISOR REVIEW |
| 9. Conduct annual reviews for Council Appointees (City Manager, City Attorney, Presiding Judge, and Court and Detention Administrator) | | annually | |
| 10. | | | |
| 11. | | | |
| 12. | | | |

JOB ANALYSIS QUESTIONNAIRE

| | | | |
|-----|--|--|--|
| 13. | | | |
| 14. | | | |
| 15. | | | |
| 16. | | | |
| 17. | | | |
| 18. | | | |

JOB ANALYSIS QUESTIONNAIRE

SECTION V: Important & Essential Knowledge, Skills & Abilities

Based upon Section IV, indicate what knowledge, skills and abilities (KSA's) are required at entry into the job for successful performance.

1. Knowledge of Municipal management, budgeting, planning and regulatory requirements of a large city

2. Ability to establish and maintain effective working relationships with employees, and other city departments, citizens and other elected officials

3. Establish and administer budgets and capital improvement programs

4. Handle sensitive situations with tact and diplomacy

5. Strong oral and written communications skills

6. Strong interpersonal, decision making, and managerial skills

7.

8.

9.

10.

JOB ANALYSIS QUESTIONNAIRE

| SECTION VI: Physical Ability Requirements | | | |
|--|--|---|-------------------|
| In the performance of your important and essential duties, are you required to perform any of the physical activities listed below? | | | |
| <u>TIME SPENT COLUMN</u> S - Significant (10% of the day, week , month) M = Moderate (5 - 9%) O = Occasional (less than 5%) | <u>FREQUENCY COLUMN</u> D = Daily W = Weekly M = Monthly A = As needed | <u>SUPERVISOR REVIEW COLUMN</u> E = Major focus of job/position NE = Minor (can be easily assigned to another position) | |
| PHYSICAL ACTIVITY | TIME SPENT | FREQUENCY | SUPERVISOR REVIEW |
| Sitting | S | D | |
| Standing | M | A | |
| Walking | M | A | |
| Running | O | A | |
| Kneeling | O | A | |
| Crouching/Stooping/Squatting | O | A | |
| Crawling | O | A | |
| Twisting Upper Body | O | A | |
| Climbing | O | A | |
| Lifting (Avg lbs./occurrence) | O | A | |
| Other | | | |

JOB ANALYSIS QUESTIONNAIRE

| SECTION VII: Working Environment | | | |
|---|--|---|-------------------|
| In the performance of your duties, are you required to be exposed to any of these working environments? Please use codes indicated below. | | | |
| <u>TIME SPENT COLUMN</u> S = Significant (10% of the day, week , month) M = Moderate (5 - 9%) O = Occasional (less than 5%) | <u>FREQUENCY COLUMN</u> D = Daily W = Weekly M = Monthly A = As needed | <u>SUPERVISOR REVIEW COLUMN</u> E = Major focus of job/position NE = Minor (can be easily assigned to another position) | |
| ENVIRONMENT | TIME SPENT | FREQUENCY | SUPERVISOR REVIEW |
| Extreme Cold | O | A | |
| Extreme Heat | O | A | |
| Temperature Swings (hot & cold) | O | A | |
| Extreme Noise | O | A | |
| Working Outdoors | O | A | |
| Confining Working Space | O | A | |
| Electrical Hazards | O | A | |
| Vibration | O | A | |
| Chemicals | O | A | |
| Toxic Waste | O | A | |
| Explosive Materials | O | A | |
| Mechanical Hazards | O | A | |

JOB ANALYSIS QUESTIONNAIRE

| | | | |
|-------|--|--|--|
| Other | | | |
|-------|--|--|--|

JOB ANALYSIS QUESTIONNAIRE

| SECTION VIII: Equipment/Machine Operation | | | |
|---|---|--|-------------------|
| In the performance of your duties, are you required to be exposed to any of these working environments? Please use codes indicated below. | | | |
| <p style="text-align: center;"><u>TIME SPENT COLUMN</u></p> <p>S = Significant (10% of the day, week , month) M = Moderate (5 - 9%) O = Occasional (less than 5%)</p> | <p style="text-align: center;"><u>FREQUENCY COLUMN</u></p> <p>D = Daily W = Weekly M = Monthly A = As needed</p> | <p style="text-align: center;"><u>SUPERVISOR REVIEW COLUMN</u></p> <p>E = Major focus of job/position NE = Minor (can be easily assigned to another position)</p> | |
| EQUIPMENT/MACHINE | TIME SPENT | FREQUENCY | SUPERVISOR REVIEW |
| 1. Computers | M | W | |
| 2. | | | |
| 3. | | | |
| 4. | | | |
| 5. | | | |
| 6. | | | |
| 7. | | | |
| 8. | | | |
| 9. | | | |
| 10. | | | |

JOB ANALYSIS QUESTIONNAIRE

SECTION IX: Budget

Are you required to have any budget responsibility? If yes, complete information below.

| BUDGET FUNCTIONS | CHECK APPROPRIATE RESPONSIBILITY | DOLLAR AMOUNTS | |
|----------------------------|----------------------------------|----------------|----------------|
| Develop | Department | \$ | |
| | Division | \$ | |
| | Section | \$ | |
| | Other | \$ | |
| Administer | Department | \$ | |
| | Division | \$ | |
| | Section | \$ | |
| | Other | \$ | |
| Coordinate | Department | \$ | |
| | Division | \$ | |
| | Section | \$ | |
| | Other | \$ | |
| Monitor review and approve | Department | \$ | City of Aurora |
| | Division | \$ | |
| | Section | \$ | |
| | Other | \$ | |

JOB ANALYSIS QUESTIONNAIRE

SECTION X: Working Relationships

Are you required to foster, establish and maintain harmonious and positive contacts in the performance of your duties? If so, indicate types of contacts, purpose and frequency.

| <u>PURPOSE OF CONTACTS</u> | <u>TIME SPENT COLUMN</u> | <u>FREQUENCY COLUMN</u> | <u>SUPERVISOR REVIEW COLUMN</u> | |
|--|--|---|--|-------------------|
| 1. Provide information/service 2. Coordinate service, project & activities 3. Solve problems for service, projects & activities 4. Supervise and direct others 5. Negotiate within policy 6. Negotiate involving policy changes 7. Other (specify) | S = Significant (10% of day, week or month) M = Moderate (5% - 9%) O = Occasional (less than 5%) | D = Daily W = Weekly M = Monthly A = As Needed | E = Major focus of job/position NE = Minor (can be easily assigned to another position) | |
| TYPES OF CONTACT | PURPOSE (USE CODES) | TIME SPENT | FREQUENCY | SUPERVISOR REVIEW |
| 1. Co-Workers | NONE | N/A | N/A | |
| 2. Supervisor/Manager | 3 | S | W | |
| 3. General public/customer | 2 | S | W | |
| 4. Contractors, developers, engineers, vendors | NONE | N/A | N/A | |
| 5. Board(s) - Specify: | NONE | N/A | N/A | |
| 6. Commission(s) - Specify: Public Defender Civil Service | 2 | M | A | |
| 7. Committee(s) - Specify: Federal, State, & Intergovernmental Relations Housing, Neighborhood Services & Redevelopment | 2 | S | W | |

JOB ANALYSIS QUESTIONNAIRE

| | | | | |
|---|---|---|---|--|
| Management & Finance Parks, Foundations, & Quality of Life Planning & Economic Development Public Relations, Communications, Tourism, Libraries, Boards and Commissions & Citizen Groups Public Safety, Courts & Civil Service Transportation, Airports & Public Works Water Policy Amendment 64 Ad Hoc Committee Red Tape Reduction Ad Hoc Committee Council Rules Ad Hoc Committee | | | | |
| 8. Council(s) - Specify: | 3 | S | W | |
| 9. Other - Specify: | | | | |

JOB ANALYSIS QUESTIONNAIRE

| SECTION XI: Supervision | | |
|--|---------------|---|
| Do you exercise supervision over other employees? No ___ Yes ___ | | |
| How many employees are you responsible for? ___ # Full Time ___ # Part Time ___ # Temporary/Seasonal ___ # Other | | |
| LEADWORKER: List the names and titles of individuals that you permanently assign, delegate and provide lead supervision to: | NAME | TITLE |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
| DIRECT SUPERVISOR: List the names and titles of individuals that you are permanently responsible for (i.e. you assign, delegate, organize, schedule, direct and evaluate the equality and quantity of work). | NAME | TITLE |
| | James Twombly | City Manager |
| | Shawn Day | Presiding Judge |
| | Dan Brotzman | City Attorney |
| | Mike Ridder | Interim Court and Detention Administrator |
| | Matt Cain | Under the Civil Service Commission |
| | Doug Wilson | Under the Public Defender Commission |

JOB ANALYSIS QUESTIONNAIRE

SECTION XII: Supervisor/Manager/Department Director Review

Please do not edit, modify or change any of the responses. Note any comments you have regarding the responses separately. Make sure the appropriate Supervisor Review Sections are filled out. Since this is not a performance appraisal review, please do not make comments about performance of the employee. Please review the content of the questionnaire and make sure nothing important/critical concerning the job is missing.

Immediate Supervisor Review:

Signature: _____ Title: _____ Date: _____

Manager(s) Review:

Signature: _____ Title: _____ Date: _____

Comments: