

**MANITOU SPRINGS CITY COUNCIL
WORKSESSION AGENDA
CITY COUNCIL CHAMBERS**



COUNCIL		<i>Term Expires</i>
Mayor	Marc Snyder	Jan. 3, 2012
At-Large	Aimee Cox	Jan. 3, 2012
At-Large	Ed Klingman	Jan. 3, 2012
At-Large	Rick Barry	Jan. 3, 2012
Ward 1	Michael C. Gerbig, Jr.	Jan. 7, 2014
Ward 2	Coreen Toll	Jan. 3, 2012
Ward 3	Matt Carpenter (<i>Mayor Pro-Tem</i>)	Jan. 7, 2014

OCTOBER 25, 2011

7:00 PM

- A. Call to Order
- B. Roll Call
- C. Review of Budget Changes and Corrections
- D. Discussion of Compensation Memo
- E. Budget Review of Enterprise/Special Revenue Funds

Adjournment

**Public Comment Welcome (please limit to 2 minutes)*

***Time Estimate For This Item*

**Please contact the City Clerk if you need special assistance attending this meeting 719-685-2554;
dkast@comsgov.com**



From the desk of:

Jack Benson, City Administrator
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Memorandum

To: Manitou Springs City Council
 From: Jack Benson, City Administrator
 Date: Thursday, October 21, 2011
 Re: Budget Work Session

- Review of budget Changes and Corrections** – First, I will be handing out at our meeting a revised Table of Contents to our Addendum – FY2011 Baseline Worksheets (Tab 19), as I have added the enterprise funds (Storm Drainage, Water & Sewer) worksheets. You will get those sheets as well.

Secondly, there is a significant change to the sales tax projection work sheet, which lowers our projected General Fund, undesignated reserve (see Tab 17, Tabor Reserve Contribution Calculation, Debt Service and Tax Schedule, p-55). Total Tax forecast numbers for FY2011 and FY2012, were put into the General Fund column, instead of the “Total Taxes” column, which overstates the anticipated revenue for that fund (see below).

YEAR	TOTAL ANNUAL			GENERAL FUND		OTHER FUNDS (1)		TOTAL CITY OF MS		Equivalent City Tax Per Person(2)
	SALES VOLUME	DOLLAR GROWTH		TAX RATE	Taxes for GEN. FUND	TAX RATE	Taxes for OTHER	TAX RATE	TOTAL TAXES	
1996	\$ 32,300,266	\$ 3,028,109	10.3%	3.5%	\$ 959,661	0.1%	\$ 32,300	3.6%	\$ 991,961	\$ 200.40
1997	\$ 32,946,044	\$ 645,778	2.0%	3.5%	\$ 1,024,525	0.1%	\$ 32,946	3.6%	\$ 1,057,471	\$ 211.49
1998	\$ 35,701,765	\$ 2,755,721	8.4%	3.5%	\$ 1,134,915	0.1%	\$ 35,702	3.6%	\$ 1,170,617	\$ 231.81
1999	\$ 37,811,995	\$ 2,110,230	5.9%	3.5%	\$ 1,155,864	0.3%	\$ 113,436	3.8%	\$ 1,269,300	\$ 248.88
2000	\$ 43,017,614	\$ 5,205,619	13.8%	3.5%	\$ 1,256,500	0.3%	\$ 129,053	3.8%	\$ 1,385,553	\$ 271.68
2001	\$ 43,937,028	\$ 919,414	2.1%	3.5%	\$ 1,323,420	0.3%	\$ 131,811	3.8%	\$ 1,667,200	\$ 334.78
2002	\$ 43,839,139	\$ (97,989)	-0.2%	3.5%	\$ 1,549,600	0.1%	\$ 43,839	3.6%	\$ 1,582,030	\$ 317.68
2003	\$ 43,122,028	\$ (717,111)	-1.6%	3.5%	\$ 1,538,093	0.1%	\$ 43,122	3.6%	\$ 1,578,210	\$ 316.91
2004	\$ 44,399,795	\$ 1,277,767	3.0%	3.5%	\$ 1,532,676	0.1%	\$ 44,400	3.9%	\$ 1,577,076	\$ 316.68
2005	\$ 47,944,943	\$ 3,545,148	8.0%	3.5%	\$ 1,679,602	0.4%	\$ 191,780	3.9%	\$ 1,871,382	\$ 375.78
2006	\$ 46,931,455	\$ (1,013,488)	-2.1%	3.5%	\$ 1,684,523	0.4%	\$ 187,726	3.9%	\$ 1,872,249	\$ 375.95
2007	\$ 50,198,667	\$ 3,267,212	7.0%	3.5%	\$ 1,756,953	0.4%	\$ 200,795	3.9%	\$ 1,957,748	\$ 393.12
2008	\$ 49,027,143	\$ (1,171,524)	-2.3%	3.5%	\$ 1,715,950	0.4%	\$ 196,109	3.9%	\$ 1,912,059	\$ 382.41
2009	\$ 49,374,629	\$ 347,486	0.7%	3.5%	\$ 1,728,112	0.4%	\$ 197,499	3.9%	\$ 1,925,611	\$ 385.12
2010	\$ 52,801,163	\$ 3,426,534	6.9%	3.5%	\$ 1,848,041	0.4%	\$ 211,205	3.9%	\$ 2,059,245	\$ 411.85
2011*	\$ 58,240,571	\$ 5,439,408	10.3%	3.5%	\$ 2,038,420	0.4%	\$ 232,962	3.9%	\$ 2,271,382	\$ 454.28
2012*	\$ 59,100,743	\$ 860,172	1.5%	3.5%	\$ 2,068,526	0.4%	\$ 236,403	3.9%	\$ 2,304,929	\$ 460.99



The consequence of this posting error is that it translates into a projected sales volume of 10.3%, which is not realistic. The correction to this is to adopt a forecast model that has a realistic connection with what is currently playing out. Having said that, we have adjusted the total sales tax forecast by using a better suited model and posted the numbers correctly.

We will be using the Polynomial Forecast, with adjustments, as that appears to match better where we are year-to-date and how our remaining revenue generating months will play from now to the end of the year (see *Total Sales Tax Forecast Model*). The projections being used are \$2,146,671 and \$2,295,865 for FY2011 and FY2012, respectively. With these adjustments, the General Fund reserve for FY2011 dropped \$74,893 and \$181,336 in FY2012 from our original projections (see *General Fund Revenue/Fund Balance Changes*).

Total Sales Tax Forecast Models			
	Forecast Poly	Forecast Linear	Forecast Compromise
2005	\$1,871,382	\$1,871,382	\$1,871,382
2006	\$1,872,249	\$1,872,249	\$1,872,249
2007	\$1,957,748	\$1,957,748	\$1,957,748
2008	\$1,912,059	\$1,912,059	\$1,912,059
2009	\$1,925,611	\$1,925,611	\$1,925,611
2010	\$2,059,245	\$2,059,245	\$2,059,245
2011	2,210,740	\$2,038,420	2,124,580
2012	2,294,566	\$2,068,526	2,181,546
2013	2,391,823	\$2,098,632	2,245,228
2014	2,502,510	\$2,128,738	2,315,624
2015	2,626,627	\$2,158,844	2,392,736
2016	2,764,174	\$2,188,950	2,476,562
2017	2,915,152	\$2,219,057	2,567,104

2. **Discussion of Compensation Memo** – I have reattached the compensation funding memo handed out at our last meeting. Again, my intent is not to ask for direction on the total compensation proposal, but rather settle in on what to post in our recruitment notice for our Finance Director. I have completed a market survey which compares positions to comparably sized communities and to our contiguous communities (see *Finance Director CML Salary Survey*, below). I would continue to recommend we adopt an “Executive Management 2” classification and recruit our Finance Officer at that range.

General Fund Revenue/Fund Balance Changes		
	Final Amend 2011	Budget 2012
Taxes V4 (Sales)	3,728,776	3,712,738
Taxes V7 Rev. (Sales)	3,616,856	3,704,605
Difference	(111,920)	(8,133)
Gen. Fund Balance	399,668	492,312
Gen. Fund Balance Revision	324,775	310,976
Difference	(74,893)	(181,336)

Finance Director CML Salary Survey

Average Peer Sample	74,613.40	104,458.76	
CML Statewide - Population 3K-7K	72,380.23	101,332.32	
CML Statewide - Population 2K-10K	70,371.23	98,519.73	
Salary Recommendation	Minimum	Midpoint	Maximum
Executive Management Level 2	71,923.36	86,308.03	100,692.71
Recruitment Range	71,923.36	82,711.864	

3. **Budget Review of Enterprise/Special Revenue Funds** - Michael will lead us through the remaining sections of the budget. Two funds needing special attention will be the Sewer Fund and the Storm Drainage Fund; both are presented as deficit budgets from our initial presentation. The Sewer Fund exhausted its initially reported reserve when it was discovered that the CSU treatment costs, budgeted amount, for FY2011, and was understated by \$90K. In addition, benefit costs, professional services, capital costs and equipment maintenance have all come in higher than expected. The projected deficits for FY2011 and FY2012 are **(\$108,928)** and **(\$9,009)**, respectively. This outcome underscores the need for a rate adjustment and I have authorized Bruno to bring a contract to Council to start this consulting process.

The Storm Drainage Fund is the other program projecting a deficit. This did show up in the initial budget presentation because the spread sheet was not totaling all of the operating expenses in FY2011 and FY2012. Once this was discovered, the Public Services Director and I tighten down on the year-end projections and rolled back all unnecessary spending in FY2012. The amended budget now shows carry forwards for FY2011 and FY2012 at \$37,447 and (\$47,572), respectively. To cure this deficit, I am recommending a one year loan from the Water Fund for that amount. After FY2012, this fund will start accruing a positive balance, as we will have retired the Canon Avenue Storm Sewer Debt Service, which amounts to \$125,000.



From the desk of:

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Memorandum

To: Manitou Springs City Council
 From: Jack Benson, City Administrator
 Date: Tuesday, October 11, 2011
 Re: FY2012 Compensation Adjustment Proposal

As we approach final reconciliation of the FY2012 budget, I would like Council to consider adjusting the compensation to city employees. As I have mentioned in the past, the City's compensation plan has not had a market adjustment since 1991. In the subsequent years, Councils have made Cost of Living adjustments (COLA), which I have summarized in the attached table (see: *City Compensation Adjustments*). It is clear that past efforts have been made to outpace inflation and make gains on the market cost of labor, but targeted benchmarks have found entry hourly and salary levels are still lagging behind by 5 to 10 percent and in some instances, even more.

Typically compensation plans are designed to compete with the market an employer recruits from and loses people to. For Manitou Springs, that market includes El Paso County Government, Colorado Springs, Woodland Park, Monument, and Fountain. There is always some hesitance for Councils to rely solely on contiguous communities and many times want to know what "peer communities" are paying. For my review, I do look at our contiguous communities, since our proximity to them is so close. I have taken into consideration "Peers", defined as populations of 3,000 to 7,000, but getting enough salary comparisons is not always easy, so I sometimes use a broader survey sample and remove large metropolitan areas.

City Compensation Adjustments			
	Denver-Boulder-Greeley CPI	CITY COLA %	CITY FLAT RATE
1/2/00	4.0000%	3.0%	
1/1/01	4.7000%	10.0%	
1/2/02	1.9000%	3.8%	
4/1/03	1.1000%	3.0%	
12/28/03		2.5%	
2004	0.1000%		
1/1/05	2.1000%	2.0%	
8/1/05		2.5%	
8/15/06	3.6000%	5.0%	.40/HR FOR SEWER WORKERS & \$1/HR FOR POLICE/FIRE, IN ADDITION TO 5% COLA*
8/28/07	2.2000%	3.5%	\$1/HR FOR PUBLIC WORKERS & WATER/SEWER IN ADDITION TO 5% COLA*
5/25/08	3.8970%	2.7%	
2009	-0.6460%		
7/21/10	1.8700%		.50/HR FOR ALL FT EMP MAKING LESS THAN \$35,360 ANNUAL
1st 1/2 of 2011	3.8280%		
Notes: 1) Police & Fire were given a \$1 raise in 2006, in addition to the COLA. 2) Public workers & Water & Sewer workers were given a \$1 raise in 2007 in addition to the COLA. 3) Clerical workers were to be given a \$1 raise in 2008 but this never came to fruition.			

Currently, I have benchmarked the following positions as they have come up for one reason or another:

- Administrative Assistant.
- Aquatics Pool Manager
- Aquatics Program Coordinator
- City Clerk
- Finance Director
- Library Director
- Patrol Officer, POST Certified
- Police Chief

All of these reviews show us lagging behind at roughly the 10 percent mark. Given my relative newness to this position and the fact that the City’s budget is struggling to keep up with expenses as it is, I have not tried to do a comprehensive salary survey for this discussion. Instead, I am trying to position us to have a meaningful discussion around a COLA increase for the city’s general employee staff in FY2012 and adjust department head salaries so they are captured within a reasonable classification range. I am making this latter suggestion, as we will be going out to recruit a new Police Chief and Finance Director before the end of the year, which will require a salary adjustment, exacerbating our already random approach to valuing positions.

After reviewing market salaries for the all the department heads, it became clear that the city’s management staff fall into roughly two salary classifications based on Colorado Municipal League’s (CML) latest salary survey:

CML Survey Data			
Position	Minimum	Midpoint	40% Maximum
AQUATICS DIRECTOR	55,629.15	66,754.98	77,880.81
CITY CLERK	48,064.75	57,677.70	67,290.65
FINANCE DIRECTOR	74,613.40	89,536.08	104,458.76
Fire Captain	65,651.71	78,782.05	91,912.39
LIBRARY DIRECTOR, mix of MLS required	46,862.13	56,234.55	65,606.98
LIBRARY DIRECTOR, statewide less Metro Size Lib.	54,986.81	65,984.17	76,981.54
PLANNING DIRECTOR	71,043.03	85,251.64	99,460.24
POLICE CHIEF	71,019.39	85,223.27	99,427.15
PUBLIC SERVICES DIRECTOR	71,017.62	85,221.15	99,424.67

Based on the information above, I am proposing to create two executive management classifications titled: “Executive Management Level 1 & 2”

Management Classifications			
	Min	Mid	Max
Management Level 1	52,893.57	63,472.29	74,051.00
Management Level 2	71,923.36	86,308.03	100,692.71

These two classifications would have minimum entry-level salaries of \$52,895 and \$71,923, respectively. The salary range is typically 40 percent from minimum to maximum, with an open recruiting range from the minimum to the range midpoint. The recruiting range could be pared down to minimum, plus 15 percent, depending on applicant availability. I am also proposing that Council authorize pulling any management staff currently outside this range to the minimum entry-level amount. The cost for a 3.5 % COLA adjustment and Management reclassification is \$134,446.

Obviously, there are numerous options that could be approached such as a straight, across-the-board-adjustment, another flat-rate adjustment, or a mixing and matching of COLA levels and classification adjustments. Given that Manitou has slipped so far behind on market adjustments, I am encouraging the strategy mentioned above; with the idea we will adjust other classifications in subsequent years. I have attached a spreadsheet that shows various impacts of different COLA adjustments and a Salary Survey Worksheet to serve as an example of the survey process. I would further recommend that we keep this proposal off to the margin until we have a full understanding of all the costs being rolled into this budget.

COLA Scenarios						
	Budgeted	COLA	COLA	COLA	COLA	COLA
	2011	1.03	1.035	1.040	1.045	1.050
Total General Fund	\$1,658,420	\$1,708,173	\$1,716,465	\$1,724,757	\$1,733,049	\$1,741,341
Total Enterprise Funds	\$301,360	\$310,401	\$311,908	\$313,414	\$314,921	\$316,428
Department Head Salaries	\$546,377	\$612,995	\$613,378	\$613,760	\$614,142	\$614,524
Grand Totals:	\$2,506,158	\$2,631,569	\$2,641,750	\$2,651,931	\$2,662,112	\$2,672,294
Marginal Cost Difference - Totals		\$125,411	\$135,592	\$145,774	\$155,955	\$166,136
Department Head Marginal Cost Difference		\$66,618	\$67,000	\$67,382	\$67,765	\$68,147
Across-the-Board Marginal Cost Difference		\$75,185	\$87,716	\$100,246	\$112,777	\$125,308

Salary Survey Worksheet

Position Title **Police Chief**

Primary Recruiting Market

	Population
El Paso County	622,263
Colorado Springs	416,427
Fountain	25,846
Monument	5,530
Woodland Park	7,200

CML	
MIN	MAX
\$94,350	\$111,000
\$123,751	\$154,688
\$84,062	\$126,093
\$66,465	\$89,405
\$65,722	\$98,583

Prime Area

Mean	86870
Standard Error	10694.9646
Median	84062
Mode	#N/A
Standard Deviation	23914.66785
Sample Variance	571911338.5
Kurtosis	0.509852503
Skewness	0.993393537
Range	58029
Minimum	65722
Maximum	123751
Sum	434350
Count	5

Peer Communities

	Population
Basalt town	3,857
Berthoud town	5,105
Breckenridge town	4,540
Brush city	5,463
Burlington city	4,254
Cherry Hills Village city	5,987
Dacono city	4,152
Eaton town	4,365
Edgewater city	5,170
Estes Park town	5,858
Florence city	3,881
Glendale city	4,184
Gunnison city	5,854
Lochbuie town	4,726
Milliken town	5,610
Monte Vista city	4,444
Monument town	5,530
New Castle town	4,518
Rocky Ford city	3,957
Salida city	5,236
Sheridan city	5,664
Silverthorne town	3,887
Vail town	5,305

CML	
MIN	MAX
\$87,334	\$126,735
\$57,931	\$84,023
\$100,208	\$141,279
\$65,486	\$89,670
\$61,911	\$72,836
\$87,032	\$117,494
\$46,750	\$55,000
\$95,095	\$133,489
\$76,200	\$102,800
\$58,226	\$84,486
\$66,465	
\$62,428	\$73,445
\$31,491	\$55,120
\$81,000	\$108,000
\$87,734	\$122,826

Peer Area

Mean	71019.39
Standard Error	4906.080734
Median	66465
Mode	#N/A
Standard Deviation	19001.16898
Sample Variance	361044422.5
Kurtosis	-0.274693864
Skewness	-0.348078421
Range	68717
Minimum	31491
Maximum	100208
Sum	1065290.85
Count	15

Analysis

	Min	Max	
Average Prime	84,062	117,687	
Average Peer Sample	71,019	97,657	
CML Statewide, Minus Metros	71,795	100,513	
Hiring Range	71,019	81,672	DOQ

CML Statewide Survey – Police Chief

ALAMOSA	CHIEF OF POLICE	\$63,000	\$73,000	\$83,000
ASPEN	Police Chief	\$92,590	\$110,152	\$127,713
AVON	Police Chief	\$82,767	\$104,079	\$125,391
BLACK HAWK	POLICE CHIEF	\$102,807	\$120,950	\$139,092
BRECKENRIDGE	Chief of Police	\$87,334	\$107,034	\$126,735
BRIGHTON	Chief of Police	\$95,243	\$112,860	\$130,478
BRUSH	Chief of Police	\$57,931	\$70,977	\$84,023
CANON CITY	Chief of Police	\$75,343	\$88,639	\$101,935
CARBONDALE	POLICE CHIEF	\$74,111	\$88,934	\$103,757
CASTLE ROCK	POLICE CHIEF	\$99,944	\$119,912	\$139,880
CEDAREIDGE	Town Marshal	\$43,084	\$49,522	\$55,960
CENTRAL	Police Chief	\$72,300	\$85,200	\$98,100
CHERRY HILLS VILLAGE	Chief of Police	\$100,208	\$120,744	\$141,279
COLORADO SPRINGS	Police Chief	\$123,751	\$139,220	\$154,688
CORTEZ	Chief of Police	\$57,096	\$71,136	\$85,176
CRAIG	Police Chief	\$83,288	\$95,048	\$106,808
CRESTED BUTTE	Chief Marshal	\$72,116	\$90,145	\$108,174
CRIPPLE CREEK	Police Chief	\$63,358	\$79,197	\$95,036
DACONO	POLICE CHIEF OR SHERIFF	\$65,486	\$77,578	\$89,670
DELTA	Same	\$82,955	\$0	\$0
DILLON	Police Chief	\$69,149	\$82,979	\$96,809
DURANGO	Chief of Police	\$80,392	\$97,334	\$114,275
EATON	Police Chief	\$61,911	\$0	\$0
ELIZABETH	Police Chief	\$50,565	\$0	\$0
ENGLEWOOD	Police Chief.11582	\$95,498	\$0	\$0
ERIE	Chief of Police	\$92,537	\$0	\$0
ESTES PARK	Chief of Police	\$87,032	\$102,263	\$117,494
EVANS	Police Chief	\$91,469	\$0	\$0
FEDERAL HEIGHTS	Police Chief	\$76,852	\$90,301	\$103,750
FIRESTONE	Police Chief	\$78,030	\$91,800	\$105,570
FLORENCE	Police Chief	\$46,750	\$0	\$0
FORT LUPTON	Police Chief	\$80,201	\$85,274	\$90,346
FORT MORGAN	Police Chief	\$65,427	\$77,996	\$90,564
FREDERICK	Police Chief	\$80,004	\$88,004	\$96,004
FRISCO	Police Chief	\$80,925	\$91,462	\$102,000
FRUITA	Police Chief	\$63,038	\$75,645	\$88,252
GEORGETOWN	POLICE MARSHAL	\$41,132	\$46,649	\$52,166
GLENDALE	Police Chief	\$95,095	\$114,292	\$133,489
GLENWOOD SPRINGS	Chief of Police	\$75,048	\$90,058	\$105,067
GOLDEN	Police Chief	\$90,500	\$117,700	\$144,900
GRANADA	POLICE CHIEF OR SHERIFF	\$24,164	\$0	\$0
GRANBY	Police Chief	\$68,250	\$80,339	\$92,428
GREELEY	Police Chief	\$91,891	\$110,238	\$128,584
GREEN MOUNTAIN FALLS	Marshal	\$30,090	\$35,190	\$40,290
GREENWOOD VILLAGE	Police Chief	\$99,144	\$120,792	\$142,440
GUNNISON	Police Chief	\$76,200	\$89,500	\$102,800
HAXTUN	Police Chief	\$36,931	\$0	\$0
HAYDEN	Police Chief	\$54,476	\$61,964	\$69,452
HOTCHKISS	Town Marshal	\$46,454	\$54,582	\$62,711
JOHNSTOWN	Police	\$87,265	\$106,900	\$126,535
KERSEY	Police Chief	\$48,761	\$0	\$0
KIOWA	Co-Town Manager/Police Chief	\$51,733	\$0	\$0
LAFAYETTE	Police Chief	\$88,451	\$106,142	\$123,832
LAKEWOOD	Chief Of Police	\$89,211	\$123,271	\$157,331
LAMAR	Police Chief	\$54,739	\$67,056	\$79,372
LASALLE	Chief of Police	\$57,677	\$0	\$0
LAVETA	Town Marshal	\$37,153	\$0	\$0
LEADVILLE	POLICE CHIEF	\$42,500	\$0	\$0
LIMON	Police Chief	\$44,597	\$50,172	\$55,746

Statewide	
Mean	71794.66
Standard Error	2124.773
Median	74111
Mode	50000
Standard Deviation	21141.23
Sample Variance	4.47E+08
Kurtosis	-0.63317
Skewness	0.013566
Range	99587.2
Minimum	24163.8
Maximum	123751
Sum	7107672
Count	99

LITTLETON	Police Chief	\$114,893	\$0	\$0
LONE TREE	Police Chief	\$108,100	\$140,500	\$172,900
LOUISVILLE	Police Chief	\$107,307	\$124,612	\$141,918
LOVELAND	Chief of Police	\$89,359	\$116,167	\$142,975
MANCOS	Town Marshal	\$44,414	\$0	\$0
MEEKER	Police Chief	\$50,000	\$57,500	\$65,000
MONTE VISTA	Police Chief	\$58,266	\$71,376	\$84,486
MONTROSE	Police Chief	\$74,886	\$90,400	\$105,915
MORRISON	POLICE CHIEF	\$49,504	\$0	\$0
MOUNTAIN VILLAGE	Police Chief	\$77,023	\$90,616	\$104,208
MT. CRESTED BUTTE	Police Chief	\$83,000	\$84,000	\$85,000
NEDERLAND	Police Chief	\$51,076	\$0	\$0
NEW CASTLE	Police Chief	\$62,428	\$0	\$0
NORTHGLENN	Chief of Police	\$95,422	\$106,510	\$117,597
OURAY	Police Chief	\$50,000	\$60,000	\$70,000
PAGOSA SPRINGS	Police Chief	\$44,200	\$0	\$0
PALISADE	POLICE CHIEF	\$56,136	\$62,266	\$68,397
PARACHUTE	Police Chief	\$72,500	\$75,250	\$78,000
PARKER		\$98,600	\$128,200	\$157,800
PITKIN COUNTY	County Sheriff	\$90,384	\$0	\$0
PLATTEVILLE	Police Chief	\$53,266	\$0	\$0
RANGELY	POLICE CHIEF	\$57,067	\$65,726	\$74,384
RIFLE	Police Chief	\$83,015	\$103,768	\$124,522
ROCKY FORD	POLICE CHEIF	\$31,491	\$43,306	\$55,120
SILT	Police Chief	\$64,575	\$71,302	\$78,028
SILVERTHORNE	Public Safety Director	\$81,000	\$94,500	\$108,000
SNOWMASS VILLAGE		\$82,534	\$99,039	\$115,544
STEAMBOAT SPRINGS	Police Chief	\$82,171	\$95,963	\$109,755
STERLING	Police Chief	\$52,025	\$62,622	\$73,218
TELLURIDE	Chief Marshal	\$73,656	\$88,388	\$103,119
	Police Chief -Executive			
THORNTON	Director	\$114,190	\$128,464	\$142,737
TIMNATH	Police Chief	\$62,000	\$68,500	\$75,000
TRINIDAD	Police Chief	\$53,829	\$0	\$0
VAIL	POLICE CHIEF	\$87,734	\$105,280	\$122,826
WALSENBURG	Police Chief	\$44,960	\$0	\$0
WINDSOR	Chief of Police	\$93,583	\$109,960	\$126,338
WINTER PARK	Police Chief	\$77,304	\$93,869	\$110,434
WOODLAND PARK	POLICE CHIEF	\$65,722	\$82,152	\$98,583
YUMA	Police Chief	\$52,500	\$58,875	\$65,250