

RESOLUTION NO. 08
SERIES OF 2003

INTRODUCED BY: Viola Lahana
SECONDED BY: Bonnie Blum

**A RESOLUTION OF THE CITY COUNCIL
ADOPTING THE NOVEMBER 2003
PERSONNEL PROGRAM**

WHEREAS, the City of Cherry Hills Village last adopted a compensation plan for the employees of the City in 1986; and

WHEREAS, the 1986 plan is based on a step pay system; and

WHEREAS, the City desires to improve the compensation plan for the employees and its citizens by changing to a pay for performance plan; and

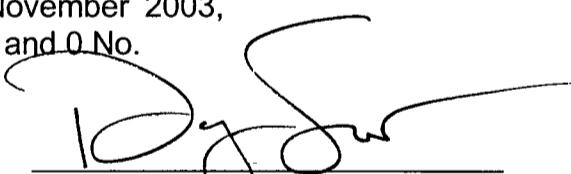
WHEREAS, the City desires to reward employees for high performance and quality work; and

WHEREAS, the revision of this plan assists the City of Cherry Hills Village in attracting and retaining quality employees; and

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF CHERRY HILLS VILLAGE, that:

The City of Cherry Hills Village November 2003 Personnel Program, as attached, is hereby adopted effective January 1st, 2004.

Introduced, passed and adopted at the regular meeting of City Council this 18th day of November 2003, by a vote of 5 Yes and 0 No.


Doug Scott, Mayor

ATTEST:


Jennifer Pettinger, City Clerk

(SEAL)





THE CITY OF CHERRY HILLS VILLAGE

November 2003

PERSONNEL PROGRAM POLICY GUIDELINES





IMPORTANT

Please Read the Following Carefully:

These Compensation Guidelines are intended to help you understand how the City of Cherry Hills Village intends to evaluate your performance and establish your compensation. These Guidelines are presented for your information only.

The Guidelines should not be understood as a contract, promise, or guarantee that the City will adhere to them in all cases. While the City has worked hard to create a Compensation Program that will be helpful in most circumstances, there will be times that the City decides to deviate from it.

These Guidelines supercede all prior pay plans, merit policies, promotional/reclassification policies, and temporary upgrade policies. You should not rely on any prior policy, handbook, or publication of any kind regarding the City's employment policies and procedures.

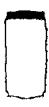
The City of Cherry Hills Village retains the right to modify, revoke, suspend, terminate or change any or all of these Guidelines, in whole or part, at any time, with or without notice.

If you do not understand anything on this page, please ask your supervisor for clarification immediately.



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I. THE PAY PLAN

PURPOSE

It is the intention of the City of Cherry Hills Village to establish a pay and performance review program that manages compensation costs within a competitive framework subject to City Council annual budget approval. Reasons for establishing and maintaining an effective compensation plan include:

- To attract and retain competent and effective employees.
- To provide employees with compensation related to their responsibilities, skills and accomplishments.
- To identify differentials among positions throughout the organization based on the value placed on same or similar positions in the market or in the City and relative differences in position responsibilities, skills, knowledge, etc.
- To provide incentives for improved performance through the performance review process and acceptance of additional responsibility through promotional opportunities.
- To establish a fair relationship between salary ranges and payment practices in the market.
- To provide a balance between fair employee compensation and responsible municipal expenditures.

COMPENSATION PHILOSOPHY

It is the philosophy of the City of Cherry Hills Village to target pay at approximately the 80th percentile of a position's prevailing market wage and to recognize and compensate those employees that work hard to uphold the Mission Statement and goals of the City in their every day work. It is council's intention to recognize and reward such employees through a simple plan that pays better for better performance within our ability and current conditions.

COMPETITIVE WAGES IN THE MARKET

Determination of the relevant market for each classification may vary, depending upon such things as geographic area from which applicants are typically drawn, size and type of work performed, availability of comparable positions, and special circumstances regarding the position. (See section V for surveyed cities)

The City intends to set salary ranges so that they remain competitive from year to year. However, the City has no obligation to adjust salary ranges in any given year.



POSITION CLASSIFICATION

The position evaluation process determines the salary level of any given position based on the position's responsibilities and the average rate paid for the position in the market. The position classification process also establishes the exemption status of a position (exempt or non-exempt from the requirement to pay overtime) through a series of tests defined by the Fair Labor Standards Act.

All position classification studies are conducted by the Finance Department and other appropriate management personnel.

ESTABLISHING SALARY RANGES

Salary ranges are the means by which the value of positions are expressed in dollars. Positions with similar evaluation and market salaries are grouped into levels and assigned a salary range. Minimum, midpoint and maximum salary standards are adopted for each range in order to provide recognizable differences between positions.

Salary ranges are intended to accomplish the following:

- To establish the lowest amount paid and the highest amount paid for a position in relation to the market and to other positions within the organization.
- To establish differentials between positions or pay levels in order to recognize differences in relative value.
- To provide ranges between the minimum and maximum values, which offer reward for improvement in performance of individuals as they progress from minimum requirements to the maximum value of the position.

Salary ranges may be adjusted by the City at any time. Individual employee salaries may, or may not, be changed as a result of range adjustments.

PAY FOR PERFORMANCE - MERIT INCREASES

The City of Cherry Hills has adopted a performance based pay system, which is based on the premise that those who perform at a higher level may be rewarded with higher pay depending on their level of performance and where they fall within their salary range. Employees receiving the same overall rating on their performance evaluation will not necessarily receive the same pay increase, if any. Because employees' compensation is based on a combination of performance and position in the salary range, there will likely be differences in pay adjustments from one employee to another.

An employee who receives an acceptable overall rating for a particular review period is eligible for, but not entitled to, a pay increase based on merit. The City Council has authority to consider, and then to adopt or reject, all proposed merit pay increases. In



keeping with these Guidelines, merit pay increases will not be used to increase an employee's compensation beyond the upper limit of the applicable salary range.

NEW HIRES AND REHIRES

The salary placement of regular full-time and regular part-time new hires or rehires should be based on previous experience that is directly applicable to the position, taking into consideration the pay of other staff who perform the same job within the work group. It is the City's position that the starting salary for a new or rehire should generally be between the minimum and the mid-point of the position's salary range. This will allow for reasonable growth opportunity over a period of time without the probability of an employee approaching the range maximum too quickly. Salary offers should not be below the minimum or above the mid-point of the position's range unless recommended by the Director of Finance and Administration and the applicable Department Head, and approved in writing by the City Manager.

PROMOTIONS

When an employee has been promoted or reassigned to a job having a higher salary range than her or his former job, the City may provide that employee an increase in pay that recognizes the performance that led to the promotion, and that provides all employees with an incentive to assume greater responsibilities.

Promotional increases typically range from 5 to 10 percent of former salary, depending upon the following considerations:

- The employee's qualifications and experience in relation to the minimum job requirements
- Where the employee's current salary stands in relation to the new position's salary range and the salaries of the other employees within the work group
- Anticipated duration of development period prior to full assumption of the new responsibility
- The date of the employee's last salary increase and a review of when the next performance increase might have taken place if the employee had not been promoted

A promotional increase must place the employee to at least the minimum pay rate of the salary range of the new job, but generally not over the midpoint of the range. Any promotional increase over 10 percent will require approval by the City Manager, upon recommendation by the Director of Finance and Administration and the applicable Department Head.

TRANSFERS AND DEMOTIONS

In cases where an employee accepts a lateral transfer to a position in the same salary range, there is not an automatic pay change. If the transfer is to a position in a lower



salary range (demotion), it may result in a lower pay rate. A decrease, if it occurs, will be effective at the time of the transfer. Salary considerations outlined in the promotion section should be considered with any demotion as well.

The following applies to employees who are laterally transferred or demoted:

If, at the time the employee is transferred or demoted, it has been six months or more since the employee's last review, the previous supervisor must review the employee within 30 days of the employee's transfer or demotion. This review may consist of a single narrative only, but must address all performance elements. The review will become a part of the employee's personnel file, with a copy distributed to the new supervisor, as well as to the employee.

At the time of the employee's first performance review after being transferred or demoted, the employee's performance from the previous position will be considered (along with all other factors normally considered) to determine what, if any, salary adjustments are appropriate. Where the employee falls within a particular salary range will be considered, among other factors.

CHANGE IN STATUS

When an employee changes from part-time to full-time status, or visa versa, and remains in the same position, the employee will not be entitled to a change in her or his rate of pay. Any pay increase will require a written recommendation by the Department Head, review and approval by the Director of Finance and Administration, and final approval by the City Manager.

RECLASSIFICATIONS

Periodically, positions may require review through a reclassification process. Department Heads will be responsible for the development and/or revision of any position descriptions to be reviewed for reclassification. A written justification, along with a new position description, should be submitted to the Director of Finance and Administration for review. The Director of Finance and Administration will submit a final recommendation regarding reclassification to the City Manager, who may then accept or reject that recommendation.

TEMPORARY ASSIGNMENT TO A HIGHER LEVEL POSITION

An employee who is assigned, either voluntarily or involuntarily, to temporarily fill a position in a higher salary range for a period exceeding fifteen (15) business days will be compensated at the rate of pay at the starting level of the higher position, or at five percent (5%) above the employee's current pay rate, whichever is greater.



PERFORMANCE EVALUATIONS

The goal of the performance evaluation process is to provide a clear and direct link between an employee's performance and their pay.

There is a three-tiered rating scale describing the three levels of performance:

- Exceeds Expectations
- Meets Expectations
- Below Expectations

The monthly and annual performance evaluations (the "Performance Evaluations"), examples of which are attached, are structured so that the factors of an individual employee's attitude and achievement can be managed and measured. The performance evaluation forms document how an individual employee has performed and assists in determining the employee's salary for the coming year.

An overall *Exceeds Expectations / Exceptional Performance Evaluation* means an employee consistently exceeds the standards specified for successful performance. This person has exceeded the expectations of the position by taking initiative to perform additional tasks, enhance service, improve the City's profitability by either revenues or cutting costs or both, and/or proposing viable solutions to major problems.

An overall *Meets Expectations/Successful Performance Evaluation* is indicative of performance across a broad spectrum from a basic level of acceptable performance to very good performance according to the City's high expectations. Recall the cornerstone of this Plan is that the employees' pay ranges are at approximately the 80th percentile in the marketplace. The presumption is that City employees are already above average performers when compared to other employees in the local marketplace.

An overall evaluation returned as *Below Expectations / Poor Performance* is unacceptable and will result in the employee being placed on a Performance Improvement Plan. The employee will be given a relatively short time (90 days) to improve their performance. After 90 days, the supervisor may grant the employee no more than a 60-day extension to provide the employee additional time to improve their performance. At the end of this grace/improvement period, the employee must have received:

- a *Meets Expectations Evaluation or higher*; or
- a demotion; or
- a notice of termination.



APPROVAL PROCESS FOR PAY RECOMMENDATIONS

Pay recommendations are to be prepared by the supervisor for all employees reporting directly to them. Department Heads will review recommendations from supervisors and forward the recommendations, with any adjustments they feel appropriate, to the Director of Finance.

The Director of Finance shall review all pay recommendations and advise Department Heads and the City Manager of any possible pay inequities and any unsubstantiated pay recommendations.

Once approved, salary decisions shall be communicated to the Department Head. The Department Head will be responsible for communicating salary decisions to the appropriate supervisor. Supervisors are responsible for effectively communicating salary decisions to their employees.

Compensation issues that are not addressed in this program should be submitted in writing to the Director of Finance and Administration. The Director of Finance and Administration will review and submit a recommendation to the City Manager for consideration. Approval of any exception or change to the Compensation Program is required by the City Manager.

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COMPENSATION PLAN TERMINOLOGY

The following explanations are provided to clarify some of the key terms used within the City of Cherry Hills Village's compensation program. Questions regarding these concepts or other parts of the compensation plan should be directed to your supervisor or the Director of Finance and Administration.

Compensation – Term used to define all the rewards that employees receive in exchange for their work, including base pay and other incentives.

Exempt - The classification of positions which are either administrative, professional or outside sales, according to the provisions of the Fair Labor Standards Act. Such positions are “exempt” from the overtime compensation requirements.

Job Description - The definitive explanation of the duties required of a particular position and of the essential physical and mental functions requisite for the performance of those duties, including: a listing of the minimal knowledge, skills and abilities to be hired; the objectives of the position; the authority, responsibilities and accountability associated with the position; and the primary working conditions.

Merit Increase – An increase earned by an employee based on the supervisor’s rating of the employee’s past performance.

Non-Exempt – The classification of positions which, under the Fair Labor Standards Act, are entitled to additional compensation for overtime worked.

Performance Evaluation - The review of an employee’s performance against principal responsibilities, and departmental and organizational standards.

Performance Based Pay – A performance driven merit program based on paying higher salaries to those who perform at a higher level.

Range Maximum - The highest dollar value assigned to a salary range.

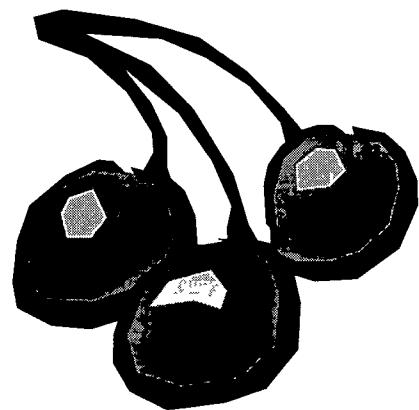
Range Midpoint - Represents the median of the salary range or average market rate.

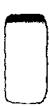
Range Minimum – The lowest dollar value assigned to a salary range.

Salary Range – The dollar values established for each position level consisting of a minimum, midpoint and maximum. Each position will be assigned to a salary range within which an employee is to be paid. An employee will generally not be paid outside the salary range of his/her position. Salaries above the range maximum may be frozen for so long as the City determines is appropriate under the circumstances.



II. CURRENT-2004 JOB DESCRIPTIONS





POLICE LIEUTENANT

General Statement of Duties

The Police Lieutenant is responsible for the general management of the Patrol Division of the Police Department to include administrative and supervisory work as required to plan, organize, direct and evaluate the operations and activities of the Division in accordance with policies and guidelines determined by the Chief of Police. The Police Lieutenant is second in command of the Police Department and reports to the Chief of Police.

Distinguishing Features of the Class

Plans, organizes, coordinates, directs, supervises and evaluates the operations and activities of the personnel of the Patrol Division to include the Patrol Section, Field Training Unit, Motorcycle Unit and Canine Unit

Examples of Work

Coordinates scheduling and assignment of personnel and equipment to provide effective and efficient uniformed police patrol coverage in the City

Reviews, analyzes, and interprets Patrol Division activities, crime data, traffic accident data, and citizens' requests for service to develop more effective and efficient methods and procedures to provide police services to the public, to prevent and detect criminal activity, and to provide for the safe and efficient flow of traffic in the City.

Regularly reviews the Patrol Division's operations to ensure the accomplishment of the Department's goals and objectives

Initiates and monitors the implementation of Patrol Division goals and operational procedures.

Researches, drafts, or recommends new or revised Division work methods, policies, and procedures; submits new/revised materials for the review and approval of the Chief of Police.

Reviews reports and performance of Patrol Division sergeants and officers to assure acceptable levels of work accomplishment, compliance with Departmental standards, and to detect work deficiencies.

Establishes annual employee performance evaluation assignments and schedules for the Division. Monitors, documents, and completes performance evaluation of Patrol Section sergeants.

Regularly meets with the Patrol Section sergeants to provide evaluation, coaching, guidance and supervision

Establishes and initiates action plans to improve performance of personnel under his/her direct supervision.

Participates in the annual planning process and prepares annual Division budget requests with supportive documentation.

Coordinates revisions of policies and procedures for input into the Department Policy and Procedure Manual

Additional Duties

Attends a variety of community activities, City meetings, staff meetings, and briefings relative to Departmental and Division operations.

Responds to citizen complaints and questions regarding Division personnel and activities



Is actively involved in the Department's personnel process including recruitment, selection, training, promotion, discipline and termination.

Conducts Internal Affairs investigations as assigned by the Chief of Police, reviews completed investigations and recommends appropriate disciplinary action.

Notified of natural and man-made disasters, responds to the scene, assumes command, and directs the Department's initial response to such incidents.

Notified of and responds to the scene of unusual occurrences and tactical operations

Performs other related duties as required and assigned

Required Knowledge, Skills and Abilities

Graduation from an accredited college or university with a Bachelor's Degree in criminal justice, police science, public administration or a related field. A Master's Degree is preferred.

Broad understanding of law enforcement theory, principles and practices, and their application to a wide variety of programs and services.

Considerable knowledge of a comprehensive municipal law enforcement operation.

Knowledge of municipal budget preparation and administration.

Knowledge of word processing and computer skills.

Ability to communicate effectively, both orally and in writing.

Ability to effectively work with citizens in complaint reception and problem resolution.

Ability to establish and maintain effective working relations with those contacted in the course of work including subordinates, other city employees, and persons who interact with the city.

Ability to act calmly, quickly and decisively in emergency situations

Possess necessary skills for the safe and effective use of firearms and other law enforcement equipment.

Must possess or be able to obtain a Colorado Drivers License

Acceptable Experience and Training

A minimum of seven years of increasingly responsible law enforcement experience including three years of supervisory or administrative responsibility. Must be state certified or eligible to become state certified by the Colorado POST Board upon appointment



POLICE SERGEANT

General Statement of Duties

General supervision of a Patrol Section shift or the Support Service Section. Administrative and supervisory work as required to plan, organize, direct, monitor, and evaluate the operations and activities of the shift/section in accordance with policies and guidelines as determined by the Chief of Police. This position also performs the general duties of a police officer. Sergeants are a member of the Police Department Staff and report directly either to the Police Captain or the Chief of Police.

Distinguishing Features of the Class

The primary function of the Police Sergeant is to plan, organize, direct and supervise the operations and activities of a team of police officers and civilian personnel assigned either to a Patrol Section shift or the Support Services Section. The Sergeant also performs police duties including patrol, traffic enforcement, crime prevention, criminal investigation, and community service.

Examples of Work

Answers questions for officers and provides guidance as necessary in dealing with specific situations.

Provides assistance and cover in the field for officers responding to calls for service, making arrests, contacting traffic violators, and investigating suspicious/criminal activity

Responds to calls for police service and prepares the necessary reports.

Directly supervises major crime scenes, disasters, tactical situations, and unusual occurrences until relieved of command.

Patrols the neighborhoods and streets in the city; performs crime prevention duties, investigates suspicious activity, arrests criminal suspects, contacts traffic violators and takes the appropriate enforcement action, and assists the public as necessary.

Responds to citizens' requests, questions and complaints about personnel and police services.

Makes necessary and required notifications of serious crimes, disasters, and unusual occurrences to police staff, city officials, and other governmental agencies.

Conducts roll call briefings; assigns officers to districts, disseminates information on criminal activity, suspects, missing persons, bulletins, training and other information as necessary.

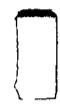
Conducts inspections of personnel, manuals, uniforms, vehicles and equipment

Monitors shift/section staffing levels and approves requests for vacation and other personal time usage.

Approves the use of overtime.

Reviews and approves crime reports, arrest reports, incident reports, daily activity logs, summonses, etc. for completeness and accuracy.

Coordinates the training needs of each officer with the Support Services Section



Monitors the performance of each assigned officer, regularly meets with officers to discuss their individual performance, prepares performance evaluations as necessary including an annual evaluation for each assigned officer.

Provides the required coaching, guidance, coordination, and control to ensure the Department's goals and objectives are achieved

Monitors the activities of assigned officers to ensure compliance with Departmental directives and law.

Assists the Captain/Chief with the review, analysis, and interpretation of a variety of management information to develop more effective and efficient methods and procedures to provide police services to the public, and to detect deficiencies in shift/section operations

Conducts Internal Affairs investigations as assigned.

Additional Duties

Attends staff, community, and professional organization meetings as required

May coordinate and supervise the activities of a special unit such as the Motorcycle Unit, Canine Unit, Field Training Unit or Reserve Officer Unit.

May supervise the maintenance/repair of the Department's vehicles and equipment.

May participate in the Department's personnel function to include recruitment, selection, training, promotion, and discipline.

May be "on-call" for response to major crime scenes.

Performs other related duties as required and assigned.

Required Knowledge, Skills and Abilities

An Associate Degree from an accredited college or university, or the completion of an equivalent number of credit hours, with major course work in criminal justice, police science, or a related field.

Knowledge of the operations of a law enforcement agency.

Knowledge of the Department's policies and procedures

Knowledge of the principles of supervision.

Ability to establish effective working relations with subordinate officers, other members of the police department staff, other city employees and officials, and individuals and groups in the community.

Ability to effectively supervise police officers and civilian personnel.

Ability to communicate effectively, both orally and in writing.

Ability to interpret and apply policies, procedures, and laws

Ability to effectively use firearms and other law enforcement equipment.

Ability to analyze situations and adopt effective courses of action.



Ability to act calmly, quickly and decisively in emergency situations.

Ability to work long and varied hours/shifts.

Must possess or be able to obtain a Colorado Drivers License.

Acceptable Experience and Training

Two years of responsible law enforcement experience. Must be certified in Colorado as a Level I peace officer or eligible to become certified as a Level I peace officer by the Colorado P O.S.T Board upon appointment



POLICE OFFICER

General Statement of Duties

Through visible patrol, police officers work to prevent crime, investigate suspicious and criminal activity, apprehend criminal offenders, respond to calls in a timely manner, promote traffic safety through the enforcement of traffic laws and the provision of traffic education, prevent juvenile delinquency, and provide a variety of services and information to citizens.

Distinguishing Features of the Class

Uniformed police officers provide law enforcement services to the community twenty-four (24) hours a day, seven (7) days a week. As such they are the most visible representatives of the police department and the city government and are the most frequently contacted. Police officers are often able to provide immediate assistance and problem resolution for citizens. When unable to provide assistance or resolve problems, police officers can refer citizens to a variety of public and private entities for assistance.

Essential Job Functions

Communicating Through Radio (Duties Include):

Comprehending radio transmissions being received over multiple law enforcement radio channels. Communicating information effectively while transmitting on the radio

Dealing with Highly Stressful and Potentially Dangerous Situations (Duties Include):

Recognizing situations of potential danger to police personnel, citizens, vehicular traffic and surrounding property. Exercising sound judgment in dealing with critical situations. Maintaining calm in highly stressful or dangerous situations.

Detecting and Collecting Evidence (Duties Include):

Detects, collects and preserves various types of evidence associated with specific crimes for the purpose of identifying the perpetrator(s) and facilitating successful prosecutions.

Driving (Duties Include):

Operating a law enforcement vehicle safely in non-emergency (routine) and emergency situations including the effective use of the police radio while driving, driving both during hours of daylight and darkness, driving in excess of posted speed limits, driving in congested traffic conditions, driving in unsafe road conditions (fog, rain, mud, snow, and ice)

Effecting Arrests (Duties include):

Determining whether probable cause exists for arrest. Effecting arrests using the techniques and equipment appropriate to meet the resistance presented by suspects. Taking photographs of and obtaining fingerprints from arrested suspects. Transporting arrestees and mental subjects using appropriate techniques, force and restraint.

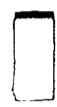
Handling Abuse (Duties include):

Effectively responding to both verbal and physical abuse when dealing with hostile suspects and other persons in adversarial and highly emotional environments.

Examples of Work

Provides routine, random patrol in an established geographic area

Makes frequent personal contact with citizens in a variety of situations. Answers questions and provides information.



Looks for and investigates suspicious individuals, vehicles, and circumstances.

Detains and interviews suspicious persons based on reasonable suspicion.

Arrests persons for violations of law based on probable cause

Arrests persons on outstanding warrants.

Use reasonable force including deadly force to accomplish lawful objectives.

Responds to a variety of calls including security alarms, requests for assistance with various problems, suspicious circumstances, peacekeeping incidents, civil situations, etc.

Responds to reports of crimes in progress as well as completed crimes

Conducts preliminary crime scene investigations including interviews of victims and witnesses, interrogations of suspects, and evidence collection including fingerprinting and photographs. Assists the Investigation Unit as requested with major crime scenes.

Enforces municipal and state traffic laws. Operates speed detection equipment such as radar and laser units. Issue citations and penalty assessment notices for violations of traffic laws.

Responds to, investigates and reports traffic accidents. Administers first aid, interviews drivers and witnesses, records and collects physical evidence, and issues citations as required.

Directs traffic at traffic accidents, intersections with inoperable traffic signals, fires, crime scenes, etc.

Assists motorists by providing directions, obtaining fuel, calling repair and tow services, removing inoperable vehicles from the roadway, etc.

Conducts house watch checks and extra patrols of specific addresses

Notifies homeowners and businesses of crime hazards observed on their property. Provides information pertaining to the elimination of the hazards.

Prepares a variety of reports pertaining to the activities, incidents, crimes, traffic accidents, and arrests that occurred during a shift.

Testifies in municipal, county and district courts.

Attends training classes.

Maintains departmental equipment

Additional Duties

May be placed on an "on-call" status and be called out at times other than normal duty hours

May supervise a group of officers on a shift in the supervisor's absence.

May assume additional responsibilities such as field training officer, canine officer, firearms instructor, motorcycle officer, etc.

May be assigned as a Detective in the Investigation Unit for a specified period of time. Responds to and processes crime scenes for evidence, conducts preliminary and follow-up criminal investigation, and prepares affidavits and case filings.



May assist the Animal Control Officer or provide animal control services in the absence of the ACO.

May perform Code Enforcement duties.

Required Knowledge, Skills and Abilities

An Associate Degree from an accredited college or university, or the completion of an equivalent number of credit hours.

Ability to establish effective working relationships with all members of the police department, other city employees and officials, and individuals and groups in the community.

Ability to communicate effectively, both orally and in writing.

Ability to interpret and apply policies, procedures, and laws.

Ability to safely operate a motor vehicle in normal, emergency, and pursuit driving situations.

Ability to effectively use firearms and other law enforcement related equipment.

Ability to analyze situations and adopt effective courses of action.

Ability to act calmly, quickly and decisively in emergency situations.

Ability to work extended and varied hours/shifts.

Knowledge of computer equipment and word processing programs.

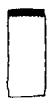
Must possess or be able to obtain a Colorado driver's license

Acceptable Experience and Training

Must be at least twenty-one (21) years of age.

No law enforcement experience is required, however, is preferred.

Must be certified in Colorado as a Level I peace officer or eligible to become certified as a Level I peace officer by the Colorado Post Board upon appointment



**CITY OF CHERRY HILLS VILLAGE
CODE ENFORCEMENT/ANIMAL CONTROL OFFICER**

GENERAL DESCRIPTION OF POSITION:

The Code Enforcement/Animal Control Officer is a designated specialist who enforces Titles 4, 5, 6, 8 and 9 of the City Code of the City of Cherry Hills Village pertaining to (1) health, sanitation and nuisance regulations, (2) building regulations, (3) zoning codes, (4) regulations pertaining to public ways and property, and (5) animal control ordinances

SUPERVISION RECEIVED:

The Code Enforcement/Animal Control Officer receives supervision from a police supervisor. This position also works closely with the City's Community Development Director

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Conducts active patrol of the City's streets, parks and trails system and Highline Canal trail.
- Originates, investigates and remedies violations of the City Code.
- Investigates and remedies complaints received from citizens, officials and City employees relating to code violations.
- Issues verbal warnings, written warnings and summons and complaints for code violations.
- Coordinates activities with other City Departments and governmental agencies to ensure code compliance in areas of overlapping jurisdiction.
- Provides customer service by addressing citizens' questions and concerns pertaining to code issues
- Inspects construction projects in the City for building and other required permits.
- Orders immediate work stoppage of construction projects without permits
- Attempts to impound or return stray animals to the owner.
- Investigates complaints about animals that are creating a nuisance
- Transports injured animals for treatment and disposes of dead animals.
- Locates animals that have bitten humans or other animals.
- Provides information concerning animal control ordinances and other related topics Gives presentations to citizens regarding animal control programs and animal care issues.
- Maintains facilities and equipment necessary for the animal control function.
- Prepares reports documenting investigative work performed
- Prepares and documents code violations for court cases. Testifies in court as a witness or complainant.
- Performs other tasks as assigned.

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES

Must have thorough knowledge of the following:

- Knowledge of local government code enforcement
- Working knowledge of computer programs including word processing and spreadsheet software.
- Knowledge of basic animal behavior and handling is helpful.

Must have the following skills:

- To safely and lawfully operate a motor vehicle.
- To prepare reports, letters and memoranda conforming to all rules of punctuation, grammar, diction and style.
- To use tact, discretion, initiative, independent judgment, and conflict resolution,

Must have the following abilities:

- To effectively listen and communicate both orally and in writing information, thoughts and ideas to different audiences, including property owners, contractors, Council, Boards and Commissions, employees and the general public.
- To maintain effective working relationships with all customers including property owners, contractors, Council, Boards and Commissions, employees and the general public.



- To meet customer needs in a flexible, responsive, courteous, and respectful manner.
- To understand and follow written and oral instructions.
- To maintain the highest ethical standards of the Department and the profession.
- To support and promote organizational decisions.
- To work weekends and flexible hours.
- To occasionally respond to emergency call-outs after normal working hours
- To learn the streets and boundaries of the City
- To effectively interact with a variety of people in varying situations.
- To handle domestic and wild animals in a humane manner.
- To develop a working knowledge of the City of Cherry Hills Village City Code as well as other secondary codes.
- To learn and apply City and Police Department policy and procedure correctly
- To maintain accurate logs of work performed
- To operate the equipment used for animal constraint.

ACCEPTABLE EXPERIENCE AND TRAINING

- Must possess a High School Diploma or GED
- Minimum of one year of Code Enforcement experience required
- Certification as a code enforcement officer through ACEO (Association of Code Enforcement Officers) is desirable
- Animal Control experience is preferred.
- A valid Colorado Driver's License and an acceptable driving record

ENVIRONMENTAL AND PHYSICAL CONDITIONS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job

This position's duties are performed both indoors and outdoors. The employee will be exposed to varying weather conditions and construction site risks. The employee may also be exposed to fumes and airborne particles as well as moderate to loud noises.

The employee must have the ability to sit for extended periods of time including the operation of a motor vehicle while patrolling the City.

The employee must be able to lift and carry various supplies, equipment, and animals up to 60 pounds

While performing the duties of the job, the employee is regularly required to talk, hear, and use hands to finger, handle and feel

The employee frequently is required to stand, walk, sit, and reach with hands and arms.

The employee may occasionally be required to climb or balance or stoop, kneel, crouch, or crawl.

Specific vision abilities required by this job include close vision, distance vision, color vision, and ability to focus.

Must be physically able to operate a variety of office machines and equipment including personal computers, calculator, copier, facsimile machine, telephone, mobile and portable police radios, and animal control equipment.

This position requires shift work including evenings and weekends and may require additional work hours.



Administrative Clerk

General Statement of Duties

Employees in this position perform skilled work which includes a full range of clerical, secretarial and administrative tasks. There is regular interaction with the public, both in person and by telephone, and the use of word processing, data management and other office equipment is essential. Also does related work as required.

Distinguishing Features of the Class

Employees may be assigned to any one of five separate work areas on a rotational basis. The work areas include the City Clerk, Community Development Clerk, Municipal Court Clerk, Police Clerk, and Records Clerk. Each of these positions require the same basic skills as outlined below; however, the specific job assignments of each are different. Employees in this position must possess the following basic skills:

- Good knowledge of word processing, especially Microsoft Word, ability to type accurately at a rate of 50 wpm, ability to transcribe from dictation equipment, and ability to use 10-key by touch
- Must be computer literate; ability to learn various programs such as CRIS, Excel, Unix, NIBRS, USW/Address-Phone system, and obtain clearance to operate CCIC/NCIC terminal after training and testing; ability to operate Executone telephone terminal and phone system, including maintenance and programming, be familiar with operation of dictation and recording equipment; typewriter; photocopier; adding machine, and fax machine
- Ability to understand and follow both written and oral instruction and to work under both close or general supervision, depending upon the nature of the assignment
- Be detail oriented and have a good knowledge of business English and spelling; ability to produce quality written documents that deploy a professional appearance
- Knowledge of elementary bookkeeping and mathematics desirable
- Knowledge of records management procedures, including the ability to file accurately
- Ability to receive, receipt and account for money by use of the electronic cash register
- Ability to deal tactfully with the public in a pleasant, yet firm manner when advising them on regulatory matters. Skill in reception and telephone etiquette
- Flexibility and ability to learn and cross-train in the four sub-areas of Municipal Court Clerk, City Clerk, Police Secretary/Records Clerk and City Receptionist. Willing to cover for and assist others in periods of absence or during high volume work activity
- Ability to maintain good working relationships with fellow employees and to be a constructive part of an administrative team
- Have a high school degree or equivalent although supplemental business school training and/or municipal experience is preferred

Examples of Work by Sub-Area

A City Clerk

- Secretarial and support services for the City Manager
- City Council secretary, responsibilities include agendas, minutes, public hearings, ordinances, resolutions, etc.
- City Clerk activities such as coordination of City elections, maintenance of the City Seal and official signatures, maintain City Code plus ordinance and resolution books and coordinate liquor license applications
- Personnel assistant duties as assigned by the City Manager or Director of Finance and Administration



B. Community Development Clerk

- Manage all aspects of the building permit process, from the acceptance of building permit applications to the issuance of certificates of occupancy
- Work with Community Development Director and Building Inspector to ensure that permit applications are handled in a timely and courteous manner
- Provide administrative duties for the Parks and Trails Committee, including posting agendas, distributing packets attending meetings and compiling minutes
- Provide limited administrative duties for the Planning and Zoning Commission and Board of Adjustments, including posting the agenda and distributing packets
- Prepare monthly report for City Council

C. Municipal Court Clerk

- Manage all aspects of court tickets from time of receipt from the Police Department through archival
- Prepare information in preparation for court days, including dockets, juries, trials, etc.
- Prepare monthly report for City Council
- Handle all public contacts regarding tickets and Municipal Court matters

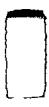
D.

Police Records Clerk

- Processing of all police paperwork, including inputting tickets, reports and other documentation into the police software system and preparing corresponding case files
- Issuing police records to the public when requested
- Maintaining and preparing a daily housewatch and alarm non-response list for patrol officers
- Releasing vehicles from impound
- Processing of some accounting issues, such as payroll and alarm billing
- Enter warrants at Arapahoe County and in-house
- Prepare monthly report for City Council

E. Records Clerk

- Responsible for records management of City's records, including maintaining organization of all files, purging files when they have exceeded their retention period, and scanning and indexing records into the City's imaging system and maintaining such system
- Coordinating all employee life and health insurance paperwork
- Processing all CIRSA Workers Compensation claim paperwork and CIRSA Property and Casualty claim paperwork; CIRSA renewal application preparation
- Processing all employment paperwork, including new-hire, benefit enrollment and change forms
- Maintaining and ordering office supplies



Equipment Operator

General Description of Duties

Operates light to heavy equipment in the maintenance and construction of public works, utilities, streets and related facilities, performs a variety of other construction and maintenance work in the Public Works Department

Distinguishing Features of This Class

Tasks require considerable skills in the use of heavy equipment with constant attention to safety in order to prevent accidents. This position title is equipment operator; however, this position requires 50 percent manual physical labor. This position takes direction and supervision from the Public Works Director and the Crew Chief.

Examples of Work

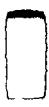
- Operate a variety of light and heavy equipment, such as tandem dump trucks, small loaders, water tank trucks, backhoes, tractors, rollers, graders, etc
- Operates snowplows and sanders and shovels the sidewalks at the City buildings.
- Load and unload trucks, attach trailers, mowers and other towed equipment.
- Clean storm drains.
- Service and maintain all City equipment.
- Assist with the routine maintenance of buildings and grounds, including cleaning limbs and branches, shoveling asphalt, pulling weeds and cleaning buildings both interior and exterior
- Place and repair traffic and street signs.
- Maintain and repair asphalt streets.
- Maintain and repair gravel streets
- Clean and mow ditches.
- Concrete placement and finishing.
- Perform all other duties as assigned.

Required Knowledge, Skills and Abilities

- Knowledge of the mechanical operation of light and heavy equipment and the ability to operate equipment skillfully and safely during maintenance and construction work.
- Mechanical aptitude and skill in the use of construction materials.
- The ability to understand and follow written and oral instructions
- The ability to respond to bad weather situations at any time of the day, including weekends and holidays
- Be in good physical condition and be able to lift up to 70 pounds. The position requires frequent sitting, pulling, pushing, bending, stooping, kneeling, climbing and lifting

Acceptable Training and Experience

- One year experience in maintenance and equipment operation
- High school diploma or equivalent.
- A valid Colorado Class B Commercial Driver's License



STREET SUPERINTENDENT

GENERAL DESCRIPTION OF DUTIES:

Supervises a crew and operates light to heavy equipment in the maintenance and construction of public works, utilities, streets and related facilities, and performs a variety of other construction and maintenance work in the Public Works Department.

DISTINGUISHING FEATURES OF THIS CLASS:

Provides field supervision and work inspections of the maintenance construction crew. An assists and makes recommendation to the Public Works Director in personnel matters. Must be able to make independent judgments and exercise initiative in carrying out duties. Tasks require considerable skills in use of heavy equipment and constant attention to safety in order to prevent accidents. Serves as Acting Public Works Director during absences of the Public Works Director. Takes direction and supervision from the Public Works Director.

EXAMPLE OF WORK:

- Perform all functions of Equipment Operator position.
- Assist Public Works Director in the administration and supervision of the Public Works Department
- Serve as lead worker over an assigned group of maintenance workers.
- Plan, assign, and monitor work activities on minor construction and repair projects.
- Assist in preparation and maintenance of departmental reports and records.
- Assist in management of water and sewer lines
- Instruct equipment operators in the operation of loaders, graders, snow plows, trucks, rollers, and other equipment.
- Supervise and direct safety activities of employees.
- Issue and monitor street cut permits.
- Coordinate periodic sweeping of City streets

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge of the material, methods, equipment and techniques commonly used in street maintenance and repair activities and in street cleaning work.
- Knowledge of hazards involved in street maintenance and cleaning and the safety precautions necessary to minimize those hazards
- Knowledge of the mechanical operation of light to heavy equipment and the ability to operate equipment skillfully and safely in maintenance and construction work
- Mechanical aptitude and skill in the use of construction materials.
- The ability to supervise and review the work of skilled and semi-skilled workers.
- The ability to respond to bad weather situations at any time of the day, including weekends.
- Be in good physical condition and able to lift up to 70 pounds. The position requires frequent sitting, pulling, pushing, bending, stooping, kneeling, climbing and lifting.

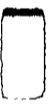
ACCEPTABLE EXPERIENCE AND TRAINING

- Five years experience in maintenance and equipment operation; preferably with some supervisory experience.
- Must have, or be able to obtain (within one month of employment), a valid Colorado Class B Commercial Driver's License.
- High school diploma or equivalent



III. CURRENT-2004 PERFORMANCE EVALUATION FORMS





Appendix A

City of Cherry Hills Village
Supervisor's Monthly Review Log

Employee's Name _____

Period Covered From: _____ To: _____

Supervisor	Category	Comments	Employee's	Date
			Initial	Initialed
Sept.	Strengths			
	Deficiencies			
	Accomplishments			
	Goals			

Supervisor	Category	Comments	Employee's	Date
			Initial	Initialed
Oct.	Strengths			
	Deficiencies			
	Accomplishments			
	Goals			

Supervisor	Category	Comments	Employee's	Date
			Initial	Initialed
Nov.	Strengths			
	Deficiencies			
	Accomplishments			
	Goals			

Supervisor	Category	Comments	Employee's	Date
			Initial	Initialed
Dec.	Strengths			
	Deficiencies			
	Accomplishments			
	Goals			

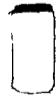
Supervisor	Category	Comments	Employee's	Date
			Initial	Initialed
Jan.	Strengths			
	Deficiencies			
	Accomplishments			
	Goals			

Supervisor	Category	Comments	Employee's	Date
			Initial	Initialed
Feb.	Strengths			
	Deficiencies			
	Accomplishments			
	Goals			

Supervisor	Category	Comments	Employee's	Date
			Initial	Initialed
Mar.	Strengths			
	Deficiencies			
	Accomplishments			
	Goals			

Supervisor	Category	Comments	Employee's	Date
			Initial	Initialed
Apr.	Strengths			
	Deficiencies			
	Accomplishments			
	Goals			

Supervisor Category Comments Employee's Date
Initial Initialed

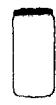
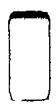


May	Strengths		
	Deficiencies		
	Accomplishments		
	Goals		

Supervisor	Category	Comments	Employee's Initial	Date Initialed
Jun.	Strengths			
	Deficiencies			
	Accomplishments			
	Goals			

Supervisor	Category	Comments	Employee's Initial	Date Initialed
Jul.	Strengths			
	Deficiencies			
	Accomplishments			
	Goals			

Supervisor	Category	Comments	Employee's Initial	Date Initialed
Aug.	Strengths			
	Deficiencies			
	Accomplishments			
	Goals			



CITY OF CHERRY HILLS VILLAGE
A-TEAM
PERFORMANCE EVALUATION

Name	Position	Date

Instructions Place a check mark (✓) in the appropriate rating box for each performance indicator. The ratings are defined below. Please use the comments section to support your rating.

Below expectations Performance is below job requirements in this area and immediate improvement is required. This as an overall rating will require the completion of an Improvement Plan.

Meets expectations Performance, on average, consistently meets the expected requirements in this area. Employee demonstrates a general mastery of the job requirements.

Exceeds expectations Performance consistently exceeds the requirements of the job in this important area. Work production, quality and/or quantity are often above average.

Job Knowledge/Competency Demonstrates an understanding of position responsibilities, professional standards, policies, procedures, and expectations. Has the ability to understand assignments clearly and perform with little direction. Is able to meet priorities, schedules and deadlines. Portrays and role models professionalism at all times. Demonstrates the willingness to increase professional knowledge and skill.

Specific Skills:	Below Expectations	Meets Expectations	Exceeds Expectations
Computer Skills			
Oral Skills			
Written Skills			
Code Knowledge			
CHV Policies and Procedures			

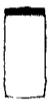
Overall Category Rating:	Below Expectations	Meets Expectations	Exceeds Expectations
Comments:			

Communication Ensures smooth and efficient communication within the department, with other departments and the general public. Communicates with tact, patience and sensitivity to customers' needs. Demonstrates and conveys a favorable image of the City of Cherry Hills Village. Expresses verbal and written ideas in an organized, clear and concise manner.

Rating:	Below Expectations	Meets Expectations	Exceeds Expectations
Comments:			

Customer Service Presents a positive image to all customers of the City of Cherry Hills Village. Demonstrates courtesy and helpfulness toward staff and the general public. Handles complaints in a responsive and professional manner. Resolves day-to-day problems and concerns or refers them to the appropriate department in a timely manner.

Rating:	Below Expectations	Meets Expectations	Exceeds Expectations
Comments:			



Teamwork Ability to work cooperatively and effectively with departmental and city-wide staff. Ability to lead by positive example. Skill in effectively resolving conflict situations that may arise. Demonstrates positive participation in activities and work projects. Ability to put the good of the organization above personal needs. Willingness to "pitch in" to help without being asked. Skill in maintaining open, honest communication with others (self-control, active listening, supporting other ideas, etc.). Ability to facilitate positive, effective working relationships with other department employees.

	Below Expectations	Meets Expectations	Exceeds Expectations
Rating:			
Comments:			

Organizational Skills Establishes a systematic and organized approach to promoting efficiency and effectiveness in carrying out job responsibilities. Establishes task priorities and plans work in conjunction with departmental management. Files, records and ensures key documents are in order and easily accessible by other department staff when and where appropriate.

	Below Expectations	Meets Expectations	Exceeds Expectations
Rating:			
Comments:			

Safety Adheres to safety standards in the performance of the job. Participates in safety-related activities and training, and practices good safety techniques. Ability to identify unsafe situations and communicate recommendations to appropriate personal to create a safe work environment.

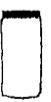
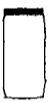
	Below Expectations	Meets Expectations	Exceeds Expectations
Rating:			
Comments:			

Goals and Special Projects Ability to complete goals and assignments within specified timeframes. Ability to produce the quality and quantity of work expected of this position. Willingness to go the "extra mile" to get the job done. Ability to recognize and analyze problems quickly and offer workable solutions or alternatives. Willingness to serve as an effective, productive member of the department to accomplish the City's mission.

	Below Expectations	Meets Expectations	Exceeds Expectations
Rating:			
Comments:			

Attendance and Punctuality Ability to report to work on time as scheduled and to be ready to work when the shift begins. Ability to comply with all department and City policies with regard to the use of personal, sick, vacation and comp time. Ability to respond in the time allowed to on-call work scheduled and ability to respond to unanticipated emergencies as requested. Ability to work overtime as requested on a regular basis taking into consideration the employees personal circumstances.

	Below Expectations	Meets Expectations	Exceeds Expectations
Rating:			
Comments:			



Summary and Overall Rating Overall performance in all categories listed above.

Rating	Below Expectations	Meets Expectations	Exceeds Expectations			
Comments						

Signature of Employee

Date

Signature of Supervisor

Date

Signature of Department Head

Date

Signature of City Manager

Date

Employee Comments:

Performance Worksheet

Accomplishments:



Development Plan:

Annual Salary Adjustment Action

Name	Position	Date

Employee is: _____ **Below** the prescribed salary range for his/her position

_____ **Within** the prescribed salary range for his/her position

Above the prescribed salary range for his/her position

The following action is approved: _____ % Merit Increase

No Change



CITY OF CHERRY HILLS VILLAGE
PUBLIC WORKS
PERFORMANCE EVALUATION

Name	Position	Date

Instructions Place a check mark (✓) in the appropriate rating box for each performance indicator. The ratings are defined below. Please use the comments section to support your rating.

Below expectations Performance is below job requirements in this area and immediate improvement is required. This as an overall rating will require the completion of an Improvement Plan.

Meets expectations Performance, on average, consistently meets the expected requirements in this area. Employee demonstrates a general mastery of the job requirements.

Exceeds expectations Performance consistently exceeds the requirements of the job in this important area. Work production, quality and/or quantity are often above average.

Job Knowledge/Competency Demonstrates an understanding of position responsibilities, professional standards, policies, procedures, and expectations. Has the ability to understand assignments clearly and perform with little direction. Is able to meet priorities, schedules and deadlines. Portrays and models professionalism at all times. Demonstrates the willingness to increase professional knowledge and skill.

Specific Skills:	Below Expectations	Meets Expectations	Exceeds Expectations
Equipment Knowledge:			
Dump Truck Operations (Includes Snow Plowing, Sanding and Liquid Deicing Operations)			
<u>Back-Hoe Operations</u>			
<u>Loader Operations</u>			
<u>Motor Grader Operations</u>			
<u>Roller Operations</u>			
<u>Sweeper Operations</u>			
<u>Mowing Operations</u>			
<u>General Driving Skills</u>			
<u>Hand Tools and Power Tools</u>			
Department Operations Skills:			
<u>City Geography Knowledge</u>			
<u>Equipment Maintenance and Care</u>			
<u>Pavement Maintenance Operations</u>			
<u>Right Of Way Maintenance (Street Painting, Sign Maintenance and Drainage Maintenance)</u>			
<u>Building Maintenance</u>			
<u>Grounds Maintenance (Plant and Tree Care, Irrigation Systems Maintenance)</u>			
<u>Concrete Replacement Operations</u>			

	Below Expectations	Meets Expectations	Exceeds Expectations
Overall Category Rating:			
Comments			



Communication Ensures smooth and efficient communication within the department, with other departments and the general public. Communicates with tact, patience and sensitivity to customers' needs. Demonstrates and conveys a favorable image of the City of Cherry Hills Village. Expresses verbal and written ideas in a well-organized, clear and concise manner

	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Rating:</u>			
<u>Comments:</u>			

Customer Service Presents a positive image to all customers of the City of Cherry Hills Village. Demonstrates courtesy and helpfulness toward staff and the general public. Handles complaints in a responsive and professional manner. Resolves day-to-day problems and concerns or refers them to the appropriate department in a timely manner.

	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Rating:</u>			
<u>Comments:</u>			

Teamwork Ability to work cooperatively and effectively with departmental and city-wide staff. Ability to lead by positive example. Skill in effectively resolving conflict situations that may arise. Demonstrates positive participation in activities and work projects. Ability to put the good of the organization above personal needs. Willingness to "pitch in" to help without being asked. Skill in maintaining open, honest communication with others (self-control, active listening, supporting other ideas, etc.). Ability to facilitate positive, effective working relationships with other department employees.

	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Rating:</u>			
<u>Comments:</u>			

Organizational Skills Establishes a systematic and organized approach to promoting efficiency and effectiveness in carrying out job responsibilities. Establishes task priorities and plans work in conjunction with departmental management. Files, records and ensures key documents are in order and easily accessible by other department staff when and where appropriate.

	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Rating:</u>			
<u>Comments:</u>			

Safety Adheres to safety standards in the performance of the job. Participates in safety-related activities, training, and practices good safety techniques. Ability to identify unsafe situations and communicate recommendations to appropriate personal to create a safe work environment.

	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Rating:</u>			
<u>Comments:</u>			



Goals and Special Projects Ability to complete goals and assignments within specified timeframes. Ability to produce the quality and quantity of work expected of this position. Willingness to go the "extra mile" to get the job done. Ability to recognize and analyze problems quickly and offer workable solutions or alternatives. Willingness to serve as an effective, productive member of the department to accomplish the City's goals and mission.

	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Rating:</u>			
<u>Comments:</u>			

Attendance and Punctuality Ability to report to work on time as scheduled and to be ready to work when the shift begins. Ability to comply with all department and City policies with regard to the use of personal, sick, vacation and comp time. Ability to respond in the time allowed to on-call work scheduled and ability to respond to unanticipated emergencies as requested. Ability to work overtime as requested on a regular basis taking into consideration the employees personal circumstances

	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Rating:</u>			
<u>Comments:</u>			

Staff Management and Development Ability to manage employees to achieve objectives of the City.

<u>Specific Skills: (if applicable)</u>	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Communicates expectations</u>			
<u>Actively participates in employee training and development</u>			
<u>Provides timely/constructive feedback and coaching</u>			
<u>Administers appropriate consequences consistent with established expectations</u>			
<u>Keeps others well informed</u>			
<u>Sets a positive example/attitude</u>			
<u>Strong decision making skills</u>			
<u>Demonstrates Leadership</u>			

	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Overall Category Rating:</u>			
<u>Comments:</u>			



Summary and Overall Rating Overall performance in all categories listed above

	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Rating:</u>			
<u>Comments</u>			

Signature of Employee

Date

Signature of Supervisor

Date

Signature of Department Head

Date

Signature of City Manager

Date

Employee Comments:

Performance Worksheet

Accomplishments:



Development Plan:

Annual Salary Adjustment Action

<u>Name</u>	<u>Position</u>	<u>Date</u>

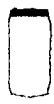
Employee is: Below the prescribed salary range for his/her position

Within the prescribed salary range for his/her position

Above the prescribed salary range for his/her position

The following action is approved: _____ % Merit Increase

No Change



**CITY OF CHERRY HILLS VILLAGE
POLICE DEPARTMENT
PERFORMANCE EVALUATION**

Name	Position	Date

Instructions Place a check mark (✓) in the appropriate rating box for each performance indicator. The ratings are defined below. Please use the comments section to support your rating.

Below expectations Performance is below job requirements in this area and immediate improvement is required. This as an overall rating will require the completion of an Improvement Plan.

Meets expectations Performance, on average, consistently meets the expected requirements in this area. Employee demonstrates a general mastery of the job requirements.

Exceeds expectations Performance consistently exceeds the requirements of the job in this important area. Work production, quality and/or quantity are often above average.

Job Knowledge/Competency Demonstrates an understanding of position responsibilities, professional standards, policies, procedures, and meets expectations. Has the ability to understand assignments clearly and perform with little direction. Is able to meet priorities, schedules and deadlines. Portrays and role models professionalism at all times. Demonstrates the willingness to increase professional knowledge and skill.

Specific Skills	Below Expectations	Meets Expectations	Exceeds Expectations
<u>Knowledge of Criminal Law</u>			
<u>Knowledge of Traffic Law</u>			
<u>Knowledge of Municipal Ordinances/Code</u>			
<u>Knowledge of Civil Law</u>			
<u>Knowledge of Department Policies and Procedures</u>			
<u>Knowledge of Current Criminal Events</u>			
<u>Knowledge of City Geography</u>			
<u>Knowledge of Evidence Procedures</u>			
<u>Interview and Interrogation Techniques</u>			
<u>Report Preparation</u>			
<u>Case Preparation</u>			
<u>Court Testimony</u>			
<u>Radio Procedures</u>			
<u>Skill with Firearms</u>			
<u>Observation Skills</u>			
<u>Arrest Control Procedures & Techniques</u>			

	Below Expectations	Meets Expectations	Exceeds Expectations
<u>Overall Category Rating</u>			
<u>Comments</u>			

Communication Ensures smooth and efficient communication within the department, with other departments and the general public. Communicates with tact, patience and sensitivity to customers' needs. Demonstrates and conveys a favorable image of the City of Cherry Hills Village. Expresses verbal and written ideas in a well-organized, clear and concise manner.

	Below Expectations	Meets Expectations	Exceeds Expectations
<u>Rating</u>			
<u>Comments</u>			



Customer Service Presents a positive image to all customers of the City of Cherry Hills Village
Demonstrates courtesy and helpfulness toward staff and the general public Handles complaints in a
responsive and professional manner. Resolves day-to-day problems and concerns or refers them to the
appropriate department in a timely manner.

	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Rating:</u>			
<u>Comments:</u>			

Teamwork Ability to work cooperatively and effectively with departmental and city-wide staff. Ability to lead by positive example. Skill in effectively resolving conflict situations that may arise. Demonstrates positive participation in activities and work projects. Ability to put the good of the organization above personal needs. Willingness to "pitch in" to help without being asked. Skill in maintaining open, honest communication with others (self-control, active listening, supporting other ideas, etc.). Ability to facilitate positive, effective working relationships with other department employees.

	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Rating:</u>			
<u>Comments:</u>			

Organizational Skills Establishes a systematic and organized approach to promoting efficiency and effectiveness in carrying out job responsibilities. Establishes task priorities and plans work in conjunction with departmental management. Files, records and ensures key documents are in order and easily accessible by other department staff when and where appropriate.

	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Rating:</u>			
<u>Comments:</u>			

Safety Adheres to safety standards in the performance of the job. Participates in safety-related activities and training, and practices good safety techniques. Ability to identify unsafe situations and communicate recommendations to appropriate personal to create a safe work environment.

	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Rating:</u>			
<u>Comments:</u>			

Goals and Special Projects Ability to complete goals and assignments within specified timeframes. Ability to produce the quality and quantity of work expected of this position. Willingness to go the "extra mile" to get the job done. Ability to recognize and analyze problems quickly and offer workable solutions or alternatives. Willingness to serve as an effective, productive member of the department to accomplish the City's mission.

	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Rating:</u>			
<u>Comments:</u>			



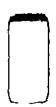
Attendance and Punctuality Ability to report to work on time as scheduled and to be ready to work when the shift begins. Ability to comply with all department and City policies with regard to the use of personal, sick, vacation and comp time. Ability to respond in the time allowed to on-call work scheduled and ability to respond to unanticipated emergencies as requested Ability to work overtime as requested on a regular basis taking into consideration the employees personal circumstances.

	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Rating:</u>			
<u>Comments:</u>			

Staff Management and Development Ability to manage employees to achieve objectives of the City.

<u>Specific Skills: (if applicable)</u>	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Communicates expectations</u>			
<u>Actively participates in employee training and development</u>			
<u>Provides timely/constructive feedback and coaching</u>			
<u>Administers appropriate consequences consistent with established expectations</u>			
<u>Keeps others well informed</u>			
<u>Sets a positive example/attitude</u>			
<u>Strong decision making skills</u>			
<u>Demonstrates Leadership</u>			

	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Overall Category Rating:</u>			
<u>Comments:</u>			



Summary and Overall Rating Overall performance in all categories listed above

	<u>Below Expectations</u>	<u>Meets Expectations</u>	<u>Exceeds Expectations</u>
<u>Rating:</u>			
<u>Comments:</u>			

Signature of Employee

Date

Signature of Supervisor

Date

Signature of Department Head

Date

Signature of City Manager

Date

Employee Comments:

Performance Worksheet

Accomplishments:

Development Plan:



Annual Salary Adjustment Action

<u>Name</u>	<u>Position</u>	<u>Date</u>

Employee is: Below the prescribed salary range for his/her position

Within the prescribed salary range for his/her position

Above the prescribed salary range for his/her position

The following action is approved: _____ % Merit Increase _____

No Change



**CITY OF CHERRY HILLS VILLAGE
MANAGEMENT
PERFORMANCE EVALUATION**

Name	Position	Date

Instructions Place a check mark (✓) in the appropriate rating box for each performance indicator. The ratings are defined below. Please use the comments section to support your rating.

Below expectations Performance is below job requirements in this important area and immediate improvement is required. This as an overall rating will require the completion of an Improvement Plan.

Meets expectations Performance, on average, consistently meets the expected requirements in this area. Employee demonstrates a general mastery of the job requirements.

Exceeds expectations Performance consistently exceeds the requirements of the job in this important area. Work production, quality and/or quantity are often above average.

Job Knowledge/Competency Demonstrates an understanding of position responsibilities, professional standards, policies, procedures, and expectations. Has the ability to understand assignments clearly and perform with little direction. Is able to meet priorities, schedules and deadlines. Portrays and role models professionalism at all times. Demonstrates the willingness to increase professional knowledge and skill.

	Below Expectations	Meets Expectations	Exceeds Expectations
Rating:			
Comments:			

Communication Ensures smooth and efficient communication within the department, with other departments and the general public. Communicates with tact, patience and sensitivity to customers' needs. Demonstrates and conveys a favorable image of the City of Cherry Hills Village. Expresses verbal and written ideas in an organized, clear and concise manner.

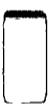
	Below Expectations	Meets Expectations	Exceeds Expectations
Rating:			
Comments:			

Customer Service Presents a positive image to all customers of the City of Cherry Hills Village. Demonstrates courtesy and helpfulness toward staff and the general public. Handles complaints in a responsive and professional manner. Resolves day-to-day problems and concerns or refers them to the appropriate department in a timely manner.

	Below Expectations	Meets Expectations	Exceeds Expectations
Rating:			
Comments:			

Teamwork Ability to work cooperatively and effectively with departmental and city-wide staff. Ability to lead by positive example. Skill in effectively resolving conflict situations that may arise. Demonstrates positive participation in activities and work projects. Ability to put the good of the organization above personal needs. Willingness to "pitch in" to help without being asked. Skill in maintaining open, honest communication with others (self-control, active listening, supporting other ideas, etc.) Ability to facilitate positive, effective working relationships with other departments.

	Below Expectations	Meets Expectations	Exceeds Expectations
Rating:			
Comments:			



Organizational Skills Establishes a systematic and organized approach to promoting efficiency and effectiveness in carrying out job responsibilities. Establishes task priorities and plans work in conjunction with departmental management. Files, records and ensures key documents are in order and easily accessible by other department staff when and where appropriate.

	Below Expectations	Meets Expectations	Exceeds Expectations
<u>Rating:</u>			
<u>Comments:</u>			

Safety Adheres to safety standards in the performance of the job. Participates in safety-related activities and training, and practices good safety techniques.

	Below Expectations	Meets Expectations	Exceeds Expectations
<u>Rating:</u>			
<u>Comments:</u>			

Goals and Special Projects Ability to complete goals and assignments within specified timeframes.

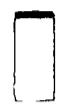
Ability to produce the quality and quantity of work expected of this position. Willingness to go the "extra mile" to get the job done. Ability to recognize and analyze problems quickly and offer workable solutions or alternatives. Willingness to serve as an effective, productive member of the department to accomplish the City's mission.

	Below Expectations	Meets Expectations	Exceeds Expectations
<u>Rating:</u>			
<u>Comments:</u>			

Staff Management and Development Ability to manage employees to achieve objectives of the City.

Specific Skills:	Below Expectations	Meets Expectations	Exceeds Expectations
<u>Communicates expectations</u>			
<u>Actively participates in employee training and development</u>			
<u>Provides timely/constructive feedback and coaching</u>			
<u>Administers appropriate consequences consistent with established expectations</u>			
<u>Keeps others well informed</u>			
<u>Sets a positive example/attitude</u>			
<u>Strong decision making skills</u>			
<u>Demonstrates Leadership</u>			

	Below Expectations	Meets Expectations	Exceeds Expectations
<u>Overall Category Rating:</u>			
<u>Comments:</u>			



Summary and Overall Rating Overall performance in all categories listed above.

	Below Expectations	Meets Expectations	Exceeds Expectations
Rating:			
Comments:	<hr/> <hr/> <hr/> <hr/>		

Signature of Employee

Date

Signature of Supervisor

Date

Signature of Department Head

Date

Employee Comments:

Performance Worksheet

Accomplishments:



Development Plan:

Annual Salary Adjustment Action

<u>Name</u>	<u>Position</u>	<u>Date</u>

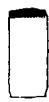
Employee is: Below the prescribed salary range for his/her position

Within the prescribed salary range for his/her position

Above the prescribed salary range for his/her position

The following action is approved: _____ % Merit Increase

No Change



V. SURVEY COUNTIES/CITIES

**CITY OF CHERRY HILLS VILLAGE
SURVEY PARTICIPANTS**

METRO AREA ORGANIZATIONS SURVEYED:

Counties:

Arapahoe County
Broomfield City and County
Douglas County
Jefferson County

Cities:

Arvada
Castle Rock
Englewood
Glendale
Golden
Greenwood Village
Lafayette
Lakewood
Littleton
Louisville
Northglenn
Parker
Thornton
Westminster
Wheat Ridge

