



WORK SESSION OF THE CITY COUNCIL

448 E. 1st Street, Room 190

Salida, Colorado 81201

Monday, February 3, 2020 – 6:00pm

AGENDA

1. Planning Commission and Historic Preservation Commission Interviews (Community Development)
2. Communications Plan (Slate Communications)
3. Compensation Survey Results (Administration)
4. Police Department 2019 Statistical Review (Police Department)

Individuals with disabilities needing auxiliary aid(s) may request assistance by contacting the City Clerk at 448 E. 1st Street, Ste. 112, Salida, CO 81201, Ph.719-530-2630 at least 48 hours in advance.



CITY COUNCIL WORK SESSION

MEETING DATE: February 3, 2020

WORK SESSION ITEM: Planning Commission and Historic Preservation Commission Interviews

PRESENTED BY: Glen Van Nimwegen, Community Development Director

BACKGROUND:

There are currently two open regular positions on the Planning Commission; and a vacant regular and alternate position on the Historic Preservation. Amongst the Planning Commission candidates is current member Johann “Kit” Steimle who was appointed to an alternate position on November 5, 2019 and is requesting to become a regular member.

City staff published advertisements in the Mountain Mail for all of our Boards and Commissions last year, and most recently focused the advertisement on filling vacancies with the Planning Commission and Historic Preservation Commission. The Community Development department received five applications for the Planning Commission; and one for Historic Preservation Commission which are attached for your review. The following, have been invited for interviews:

Planning Commission

Application Received

- | | |
|-------------------------|-------------------|
| 1. Johann “Kit” Steimle | November 26, 2019 |
| 2. Adam Martinez | January 10, 2020 |
| 3. Matthew Chambers | January 16, 2020 |
| 4. Judith Dockery | January 19, 2020 |
| 5. Michelle Walker | January 24, 2020 |

Historic Preservation Commission

- | | |
|-----------------|------------------|
| 1. Jack Chivvis | January 30, 2020 |
|-----------------|------------------|

From: jsteimle@salidaplanning.com
To: glen.vannimwegen@cityofsalida.com
Subject: PC opening
Date: Tuesday, November 26, 2019 12:49:22 PM

Glen, I wanted to let you know I am very interested in the full time position in place of Joe Judd. The few weeks I've been apart of the team have been exactly what I was looking for and I feel I am giving fresh ideas to the board. Thanks for your consideration.

Kit

Sent from my iPad



**APPLICATION FOR CITY OF SALIDA
COMMITTEES, BOARDS, AND COMMISSIONS**

DATE 8/6/19
NAME Johann "Kit" Steimle
ADDRESS 114 Starbucks Circle
CITY Salida STATE Co. ZIP 81201
TELEPHONE # (home) N/A (work) N/A
(cell) 719-419-4450
FAX # _____ E-MAIL Kitsteimle@gmail.com

APPLYING FOR:

- | | |
|---|--|
| <input type="checkbox"/> Board of Adjustment | <input type="checkbox"/> Salida/Chaffee County Airport Board |
| <input type="checkbox"/> Board of Appeals | <input type="checkbox"/> SteamPlant Commission |
| <input type="checkbox"/> Historic Preservation Commission | <input type="checkbox"/> Tree Board |
| <input checked="" type="checkbox"/> Planning Commission | <input type="checkbox"/> Public Art Commission |
| <input type="checkbox"/> Recreation Advisory Board | <input type="checkbox"/> Other _____ |

Please fill out the following information about yourself and why you are applying for this position. (Attach resume or extra sheets if necessary)

BACKGROUND AND/OR EXPERIENCE (Business and/or Personal):

I have served the Country and the public most of my adult life. I have been very passionate about public service and the communities I have had the privilege to work with. I served the citizens of Louisville, Ky. faithfully for 21 years as a police officer, rising to the rank of lieutenant and commanding the Violent Crime Unit. I began purchasing homes in Louisville, Ky. in 2008 with the sole purpose to provide low-income families with a nice and safe place to raise their children without the fear of affordability. I started a program with all my tenants to provide Thanksgiving meals and Christmas gifts for the children. I had zero evictions in 7 years running. I love the communities in which I have served and currently live.

PERSONAL AND JOB RELATED INTERESTS:

Being a contractor in Salida has given me the opportunity to see all the different neighborhoods and needs of the City. My interests professionally include helping Salida grow into a top destination to not only live and work, but to visit and stay. I am very passionate about everyone's needs and the growing need for affordable housing, while preserving the rich history of the city.

REASONS FOR APPLYING:

The reasons I am applying are this: Number one is to serve the community of Salida to my fullest potential. I think my previous experiences in public service and the housing industry will help not only to make fair and just decisions, but it will prove to benefit all the citizens of Salida. I want to provide a voice to keep the city preserved as we develop into the future. I want to ensure that the growth of Salida is fair and consistent with all my constituents. And lastly, I want to contribute and give back to the community in which I live and love.

Thank you for applying. Salida City Council

Please return the completed application to:

**Sonia Walter
Deputy City Clerk
City Hall**



**APPLICATION FOR CITY OF SALIDA
COMMITTEES, BOARDS, AND COMMISSIONS**

DATE 1-10-20
NAME adam martinez
ADDRESS p.o. box 791
CITY salida STATE colorado ZIP 81201
TELEPHONE # (home) 719-539-6059 (work) 719-539-2580
(cell) 719-207-0183
FAX # _____ E-MAIL adambmartinez991@gmail.com

APPLYING FOR:

- | | |
|---|--|
| <input type="checkbox"/> Board of Adjustment | <input type="checkbox"/> Salida/Chaffee County Airport Board |
| <input type="checkbox"/> Board of Appeals | <input type="checkbox"/> SteamPlant Commission |
| <input type="checkbox"/> Historic Preservation Commission | <input type="checkbox"/> Tree Board |
| <input checked="" type="checkbox"/> Planning Commission | <input type="checkbox"/> Public Art Commission |
| <input type="checkbox"/> Recreation Advisory Board | <input type="checkbox"/> Other _____ |

Please fill out the following information about yourself and why you are applying for this position. (Attach resume or extra sheets if necessary)

BACKGROUND AND/OR EXPERIENCE (Business and/or Personal):

i have lived in salida for 30 years and i went to school at salida high school and graduated in 1996 and i studied american goverment i have always during my tenure in salida have wanted to serve in city goverment i learned at a young age politics and city government from my grand father noah maes and my long time friend gerry berry who used to be in city government and i have passionate but serving my city and i love salida and how it is improving under the new council and i care about growth and development in salida bringing more jobs into salida and i care about the direction this town is going i listen to all the city and planning commion meets on tv and you tube

PERSONAL AND JOB RELATED INTERESTS:

i would like to serve the city of salida so i can improve our city in alot of ways i would like to be a good asset to the city of salida and bring my thoughts and ideas to the planning commission and work on planning and zoning issues along with affordable housing listening to thoughts from other members and make fair decisions and policy's to make citizens feel like their voices have been heard at all levels studying the issues and taking time to learn the issues before making a decision listening to imput from other members and the public and working with the city council and the city adminisration and working for the commuity to make it a better place to live and work and stepping up to the plate and serving my commuity and having an imput and have worked at wal-mart, safeways, mcdonalds, dominos, and at sonic. and my mom donna served in the school board. she was on there for 10 years and i would like to bring all that to the table and would like to be chosen to serve

REASONS FOR APPLYING:

I want to serve the city of salida and i have been always intrested in city poltics and politics in general i keep up with city poltics and watch all of the city meetings and planning commission meetings and i want looking in ways to help my city and give back to the city and serving in office

Thank you for applying. Salida City Council

Please return the completed application to:

**City of Salida
448 E. 1st Street, Suite 112
Salida, CO 81201
or email to:
Clerk@cityofsalida.com**



APPLICATION FOR CITY OF SALIDA COMMITTEES, BOARDS, AND COMMISSIONS

DATE 1/16/20
NAME Matthew Chambers
ADDRESS 546 F ST
CITY Salida STATE CO ZIP 81201
TELEPHONE # (home) 512-393-9910 (work) " "
(cell) " "
FAX # E-MAIL chamberscontractors@gmail.com

APPLYING FOR:

- Board of Adjustment
Board of Appeals
Historic Preservation Commission
[X] Planning Commission
Recreation Advisory Board
Salida/Chaffee County Airport Board
SteamPlant Commission
Tree Board
Public Art Commission
Other

Please fill out the following information about yourself and why you are applying for this position. (Attach resume or extra sheets if necessary)

BACKGROUND AND/OR EXPERIENCE (Business and/or Personal):

served on ZBOA with City of San Marcos, TX
served on Construction board " "
currently work with Colorado Summit Realty as an associate broker
study town planning

PERSONAL AND JOB RELATED INTERESTS:

• American Planning Association: Former member
- study principals of Congress for
New Urbanism and smart growth

REASONS FOR APPLYING:

• enjoy and want to be on
a board that has impact and
influence on the town
development of Salida

Thank you for applying. Salida City Council

Please return the completed application to:

**City of Salida
448 E. 1st Street, Suite 112
Salida, CO 81201
or email to:
Clerk@cityofsalida.com**

MATTHEW CHAMBERS

546 F St, Salida, CO 81201 | 512-393-9910 | chamberscontractors@gmail.com

EDUCATION

Bachelor of Arts | University of Texas at Austin | May 2003

Major in English Literature and Minors in Photography, Geography, and Business

Master of Applied Geography | Texas State University | May 2007

Master of Geography

WORK EXPERIENCE

Chambers Contractors LLC

Owner Operator | 10/2009 – 12/2016

Operated affordable housing development business.

Community Action Inc.

Adult Educator | 8/2009 – 3/2014

Taught GED classes to adults ranging in ages from 17 to 70.

BOARD MEMBERSHIP

Zoning Board of Adjustments, City of San Marcos

Board Member | 2011 – 2016 | Vice-Chairman 2015-2016

Construction Board, City of San Marcos

Board Member | 2011 – 2016

PROFESSIONAL MEMBERSHIPS | LICENSES | HONORS

American Planning Association

Congress for New Urbanism

International Code Council - Residential Building Contractor License

Eagle Scout – Boy Scouts of America



**APPLICATION FOR CITY OF SALIDA
COMMITTEES, BOARDS, AND COMMISSIONS**

DATE 1/19/20
NAME Judith Dockery
ADDRESS 31B Trailside Ct
CITY Salida STATE CO ZIP 81201
TELEPHONE # (home) _____ (work) _____
(cell) 757-406-2890
FAX # _____ E-MAIL judydockery@gmail.com

APPLYING FOR:

- | | |
|---|--|
| <input type="checkbox"/> Board of Adjustment | <input type="checkbox"/> Salida/Chaffee County Airport Board |
| <input type="checkbox"/> Board of Appeals | <input type="checkbox"/> SteamPlant Commission |
| <input type="checkbox"/> Historic Preservation Commission | <input type="checkbox"/> Tree Board |
| <input checked="" type="checkbox"/> Planning Commission | <input type="checkbox"/> Public Art Commission |
| <input type="checkbox"/> Recreation Advisory Board | <input type="checkbox"/> Other _____ |

Please fill out the following information about yourself and why you are applying for this position. (Attach resume or extra sheets if necessary)

BACKGROUND AND/OR EXPERIENCE (Business and/or Personal):

I am an attorney. Six years ago, when I retired I moved to Salida to be close to my son, attorney Greg Powell, and my grand children. My law practice was in Virginia Beach VA, a city of 500,000 residents. I served on the Va. Beach Planning Commission for 8 years---vice chairman for 6 years----secretary for 1 year. At that time Va. Beach was experiencing a challenging growth period; development expanding into rural and farming areas. During my service on the Planning Commission, we helped staff revise the city Master Plan and passed a Landscape ordinance.

PERSONAL AND JOB RELATED INTERESTS:

I am a volunteer for Full Circle Restorative Justice in Salida.
I also volunteer for the Restorative Justice/Insight Prison Project at the Prison in BV.

REASONS FOR APPLYING:

I want to become more involved in the community and the Planning Commission fits my experience.

Thank you for applying. Salida City Council

Please return the completed application to:

**City of Salida
448 E. 1st Street, Suite 112
Salida, CO 81201
or email to:
Clerk@cityofsalida.com**



APPLICATION FOR CITY OF SALIDA COMMITTEES, BOARDS, AND COMMISSIONS

DATE 1-24-2020
NAME MICHELLE WALKER
ADDRESS 562A EAST 1st St PO Box 752
CITY SALIDA STATE CO ZIP 81201
TELEPHONE # (home) 206 724 1651 (work)
(cell) SAME
FAX # E-MAIL MICHELLE.BENEZ.WALKER@GMAIL.COM

APPLYING FOR:

- Board of Adjustment (checked)
Board of Appeals
Historic Preservation Commission
Planning Commission (checked)
Recreation Advisory Board
Salida/Chaffee County Airport Board
SteamPlant Commission
Tree Board
Public Art Commission
Other

Please fill out the following information about yourself and why you are applying for this position. (Attach resume or extra sheets if necessary)

BACKGROUND AND/OR EXPERIENCE (Business and/or Personal):

SEE ATTACHED

PERSONAL AND JOB RELATED INTERESTS:

SEE ATTACHED

REASONS FOR APPLYING:

SEE ATTACHED

Thank you for applying. Salida City Council

Please return the completed application to:

**City of Salida
448 E. 1st Street, Suite 112
Salida, CO 81201
or email to:
Clerk@cityofsalida.com**

Application Responses – Board of Adjustments and Planning Commission

Background and/or Experience:

I have a degree in Architectural Engineering from CU Boulder. Before my daughter was born I worked as a Mechanical Engineer designing HVAC systems for both residential and commercial buildings. As part of my jobs I ensured our designs were compliant with all local state and national codes.

When my daughter was born I became a stay at home parent. I am proud of my work as a Mom helping a disabled child navigate life.

Personal and Job Related Interests:

I have a personal interest accessibility for disabled people as I have a lovely disabled daughter.

I am also a runner and a swimmer and so I've a great appreciation for our open spaces and our pool.

I also like to rock climb and to hike. I am an aspiring artist, and a regular at Café Dawn for French group meetings.

I have lived in Idledale (a town with only a post office and 3 stop signs), Boulder, Vail, and Seattle. My education and work background have made me especially attuned to the layout of whatever city I am in. In Idledale I learned about restraint in development as we convinced builders to develop land at a density that preserved the town's semi-rural feel. As a student in Boulder I learned to appreciate the low income housing and public transportation. In Vail I learned the importance of preserving a town aesthetic not just for the beauty, but for the tourists. In Seattle I learned about the importance of high density housing, and I admired the city's walkability with it's clusters of neighborhood specific restaurants and businesses.

Reasons for Applying:

I am eager to join the Planning Commission / Board of Adjustments here in Salida in order to receive an official education in the city planning that has always been in the periphery of my career. I realize this is not a paying position, but I believe it would provide invaluable professional growth for me.

I have moved to Salida very recently. I picked this place because it is "paradise". I run up S mountain almost every day and look out over our rapidly growing city. I am grateful for the planning and intention that has clearly gone into Salida's growth thus far, and I know I have expertise to share that will help us to continue to grow gracefully.



**APPLICATION FOR CITY OF SALIDA
COMMITTEES, BOARDS, AND COMMISSIONS**

DATE 1-30-20
NAME JACK CHIVVIS
ADDRESS 28 Hillside
CITY SALIDA STATE Co ZIP 81201
TELEPHONE # (home) 221-4503 Cell Cell (work) _____
(cell) _____
FAX # _____ E-MAIL jack@chivvisandlovell.com

APPLYING FOR:

- | | |
|--|--|
| <input type="checkbox"/> Board of Adjustment | <input type="checkbox"/> Salida/Chaffee County Airport Board |
| <input type="checkbox"/> Board of Appeals | <input type="checkbox"/> SteamPlant Commission |
| <input checked="" type="checkbox"/> Historic Preservation Commission | <input type="checkbox"/> Tree Board |
| <input type="checkbox"/> Planning Commission | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Recreation Advisory Board | |

Please fill out the following information about yourself and why you are applying for this position. (Attach resume or extra sheets if necessary)

BACKGROUND AND/OR EXPERIENCE (Business and/or Personal): _____

Full time resident since 1980

9 years on HPC from it's beginning

Owner of Bldg. at 148 N.F. since 1985

Owner of Bldg. at 121 N.F. from 1988-2004

Lived at 121 N. F. for 16 years

Part owner of The Sherman Hotel Bldg. 1982-1983

Active antique dealer and gallery owner downtown for 30 years

Fill in city council member for one year 1995

Lead many historic walking tours starting in the 1990's for the Chaffee Co. visitors bureau, Sun Tours out of New Mexico and others.

As a local historian, antique dealer and collector, I have done a great deal of research on our downtown buildings and have assisted a number of owners with their renovation using my photo collection. Salida is unique in that we have such a well preserved collection on late 19th century buildings in a small walkable downtown and that so far our building owners have seen the benefit of preserving the many details that are there. I understand that there is a balancing act between preservation and financial viability, but I also feel that historic districts can be overwhelmed and diluted by too much change, new additions and inappropriate infill. Overall I am very pleased with what has happened here in the last several decades and the willingness of owners and developers to go above and beyond what is required. I hope I can, in my small way, continue to lend a hand in that endeavor by educating, informing and encouraging.

Jack Chivvis

1/31/20

COMMUNICATIONS PLAN

DRAFT

CITY OF SALIDA





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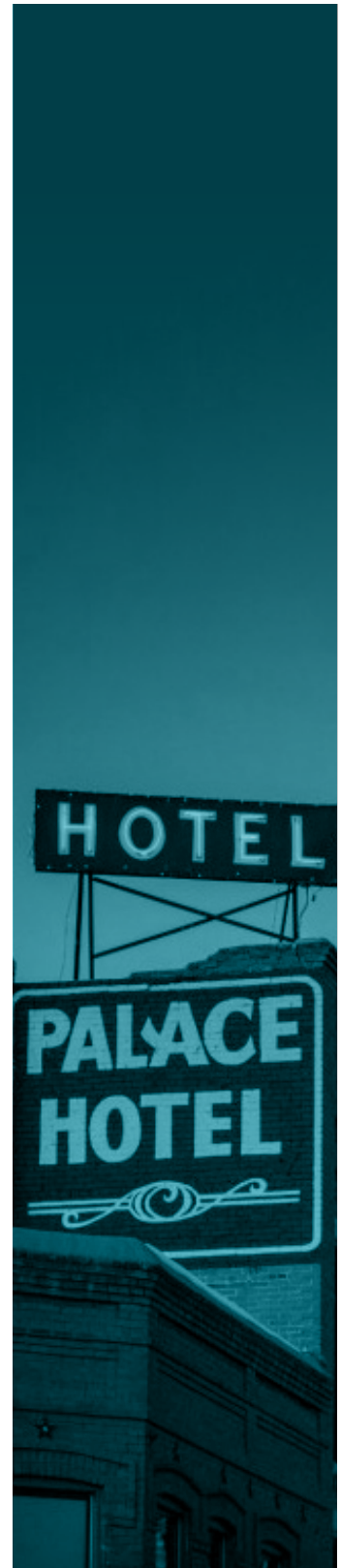
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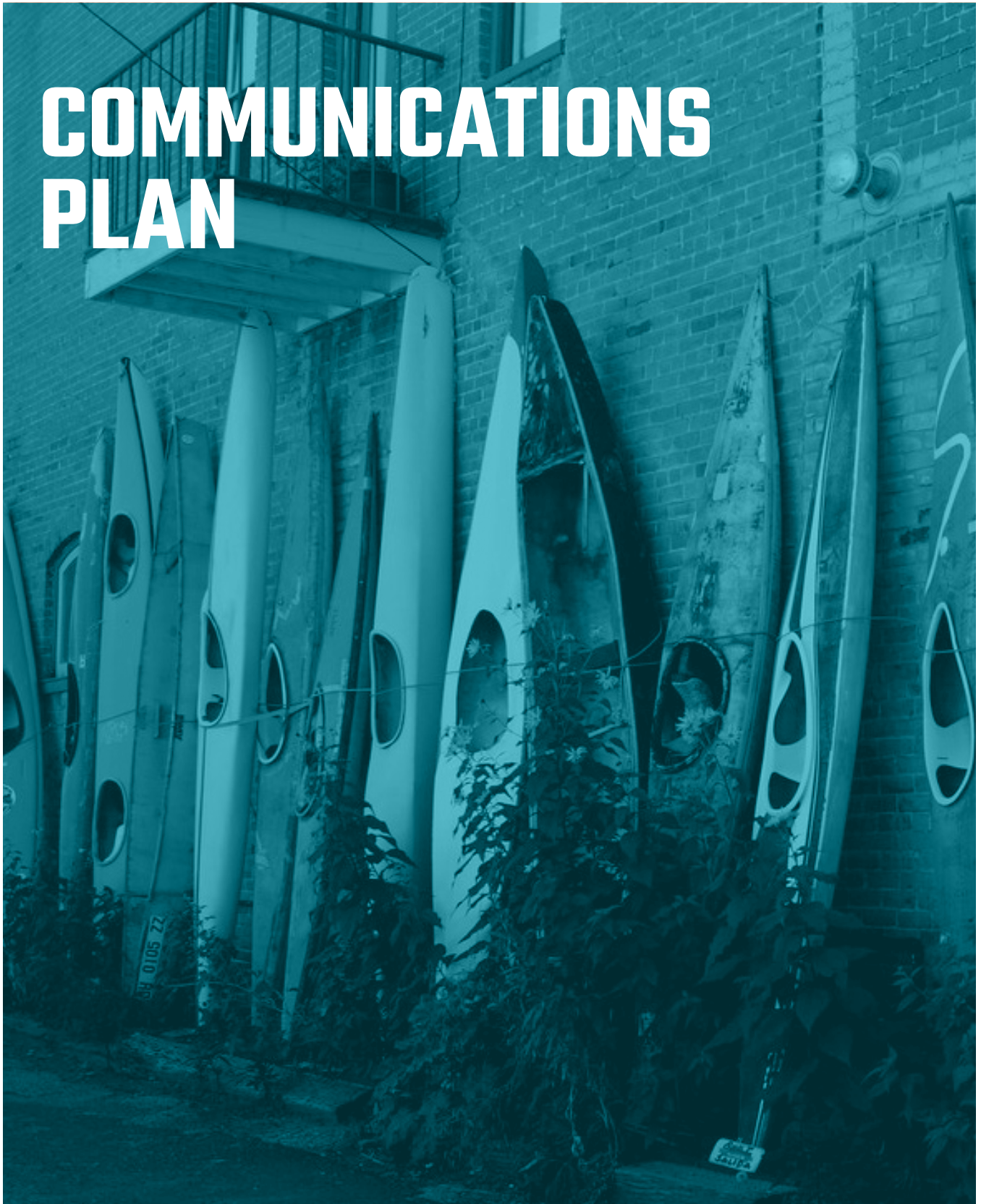
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COMMUNICATIONS PLAN



SECTION ONE



1. DISCOVERY REPORT

KEY TAKEAWAYS | EXTERNAL COMMUNICATIONS

1

Residents still use traditional news outlets to receive information



2

Word-of-mouth communication and personal relationships are important



3

The City of Salida has strong, active partners and a network of individuals willing to help share City news and information



4

Some residents still mistrust the City organization, but overall sentiment of City operations and competency of the staff seems to be shifting in a positive direction



5

Residents care most when they understand how a topic or issue relates to their lives



6

Residents want more timely, consistent, and proactive communication from the City



7

There's an opportunity to improve and expand the City's online presence through a website redesign and consolidation of social media accounts





KEY TAKEAWAYS

INTERNAL COMMUNICATIONS

1

Communication is a new focus for the City organization, so no solid procedures and policies are in place



2

There's an opportunity to educate employees about City operations and projects so they can share accurate information about the organization



3

The City has an opportunity to equip City Council with key messages and talking points to help be the eyes, ears and voice of the organization and expand the City's traditional communication reach





STAFF AND STAKEHOLDER INTERVIEWS

Slate Communications conducted a series of interviews with Salida city staff, City Council and other community stakeholders. During these in-person and telephone meetings, discussions focused on how the City currently communicates with residents and the challenges and opportunities that are present. From these interviews, primary themes emerged.

ABOUT THE COMMUNITY

- There isn't just one place the community goes to get information – there are a lot of grassroots organizations with a lot of influence
- There's a demographic split between long-time, older residents and newer, young families. These groups have different ideas and preferences:
 - Long-time residents tend to prefer the old way of doing things, are reluctant to change and very vocal
 - Newer residents are open to new ideas, but are often too busy to engage
- Word-of-mouth and face-to-face communication works well and spreads quickly
- Residents are most interested in issues that directly affect them and want the details and background information of projects and initiatives

CURRENT COMMUNICATIONS

- Recent shift within organization to have larger focus on communications
- The City manages 15 social media accounts for various divisions and departments
- There are no internal communication processes in place for staff and no cohesive or consistent City message
- One-on-one conversations with community organizations work well
- Regular email blasts from the City that share announcements and City Council meeting information





STAFF AND STAKEHOLDER INTERVIEWS

IDEAS FOR THE FUTURE

- Provide more opportunities for community feedback and engagement
- Use a mix of current and “old school” traditional communication tools including social media, e-newsletters, printed and mailed materials, and in-person meeting opportunities
- Utilize local print, digital and radio communication channels more regularly
- The community’s history is rich and unique and there are opportunities to incorporate storytelling into the City’s message and utilize community “cheerleaders” to help share information
- City website redesign
- Ensure communication is timely and consistent

HOT COMMUNICATION TOPICS

- Water rate increase
- Accessory Dwelling Units and short-term rentals
- Affordable housing
- Vaping ordinance
- Vandaveer Ranch development
- Ongoing communication and status updates about City plans and studies:
 - Ex. Parking Study, Land Use Code, Future 50 Plan, Parks and Recreation Plan, Wastewater and Raw Water Study
- The City needs to continue to build trust among community members
- Difficulty reaching underserved population in the City





COMMUNICATION OUTLETS

CURRENT AND FUTURE OPPORTUNITIES

CITY TOOLS

- Ambassador program
- City Councilmember speaking points
- City manager updates
- Community newsletter
- Door hangers
- Email blasts (190 City subscribers and 3,000 SteamPlant subscribers)
- Everbridge emergency alerts
- Social media accounts
- Meet-ups with the Mayor
- Neighborhood meet-and-greets
- Posters or other signage in and around City facilities
- Press releases/media relations
- Websites
(<https://cityofsalida.com>,
<http://salidarec.com>,
<http://salidasteamplant.com/>)

PAID AND PHYSICAL COMMUNICATION TOOLS

- Digital and print newspaper ads
- Poster distribution at businesses downtown
- Postcards, flyers, rack cards and other collateral
- Radio spots
- TV – local government tv station
- Video/photography





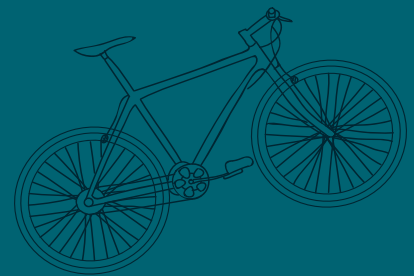
COMMUNICATION OUTLETS

PARTNER COMMUNICATION

- Boys and Girls Club of Chaffee County
- Chaffee County
- Chaffee County Community Foundation
- Chaffee County Visitors Bureau
- Colorado Mountain College
- Fine art and performing arts organizations: Calliope, Inc., Salida Aspen Concerts, Salida Circus Outreach Foundation, Salida Council for the Arts, etc.
- Heart of the Rockies Medical Center
- Heart of the Rockies Wedding Association
- League of Women Voters
- Monarch Mountain
- Outdoor recreation organizations: Greater Arkansas River Nature Association (GARNA), Salida Mountain Trails, Salida-area Parks, Open Space and Trails (SPOT), etc.
- Rotary Clubs of Salida
- Salida Business Alliance
- Salida Chamber of Commerce
- Salida Creative District
- Salida Elks Lodge
- Salida Regional Library
- Salida School District

COMMUNITY EVENTS

- BikeFest
- Chaffee County Fair and Rodeo
- Farmer's Market
- FibArk
- Film Festival
- JazzFest
- Independence Day Celebration
- Salida ArtWalk
- Salida Fiber Festival
- Studio Tour
- Summer concerts in the park





AUDIT OF EXISTING MATERIALS

CITY OF SALIDA WEBSITE | cityofsalida.com

With over 40,000 unique visits to the website this year, the City of Salida website serves as a centralized and important service to connect audiences to the information and resources they need.

23,865
USERS



40,370
SESSIONS



138,744
PAGEVIEWS



3.44 PAGES | SESSIONS



86% | 14% NEW | RETURNING USERS



WHO VISITS CITYOFSALIDA.COM?

- Males, aged 25 - 34 are the most frequent demographic to visit your site, followed by 35 - 44-year-olds. Visits are done overwhelmingly via desktop (this includes laptops) or tablets, with less than 1% of visits coming from mobile.
- Web visitors come to cityofsalida.com while they are located in Salida, Denver, Colorado Springs, Buena Vista and Lakewood.

TOP 10 MOST VISITED PAGES:

1. Homepage
2. /cat/jobs
3. /city-government/city-council
4. /departments/salida-utilities
5. /cat/notices
6. /departments/community-development/zoning-land-use
7. /departments/community-development/
8. /atox
9. /departments/administration
10. /departments/police

SITE ORGANIZATION:

- The good news: your site navigation does not bury content.
- The bad news: your site has so much content on the first 'level', that it lacks structure. This lack of structure makes it difficult for users to find content that may be related to one another. The home page is also a collection of FAQ's that are difficult to filter through, and do not need to be prioritized as they are. Although the design, organization and user experience can be improved, you have the data and tools you need to bring the most important content to the forefront and showcase it to your audience.



AUDIT OF EXISTING MATERIALS

CITY OF SALIDA | SOCIAL MEDIA & ADDITIONAL EXTERNAL CHANNELS

Social media can be utilized to achieve a variety of goals for the City. It can inform residents with timely or urgent updates, act as a customer service tool and remind audiences of resources available to them. It can also tell stories, celebrate achievements and generate community pride. Currently, many departments within the City use social media to accomplish these goals. The audit below analyzes current audiences and strategy of your main social media channels and outlines recommendations on how to centralize your communication moving forward.



A majority of the City of Salida Facebook fans are women (this is unsurprising based on user demographics of Facebook in general). Your female fans are also more likely to engage with your content, although men and women are reached somewhat evenly.

SENTIMENT AND ENGAGEMENT

Overall, sentiment on Facebook is positive. Posts shared with photos or videos perform better than posts with only links.

Updates, job posting and 'community pride' posts receive the most engagement on Facebook.

WHAT'S NEXT?

With over 15 social accounts under the responsibility of the City of Salida, it's time to consolidate.

CONCLUSION

Social media is a tool meant to make the lives of residents easier and get them the information they need. Residents should not have to follow 15 accounts to stay up to date. By consolidating information, you establish the main City account as the source of truth and timely information for all City communications. You also can create a more consistent message across all platforms.

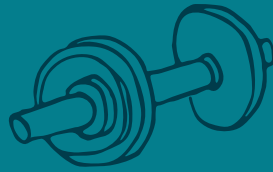
Based on the number of messages coming from the Police, Fire, Parks & Rec and Salida SteamPlant accounts, those accounts can continue as is. We recommend that you incorporate their posts into the City's primary social media platform and calendar as necessary. Moving forward, no other additional accounts should be created for departments.



SWOT ANALYSIS

STRENGTHS:

- Organizational commitment to communications
- Highly engaged and connected community
- Strong community partners who are eager to support the City with its communication efforts



WEAKNESSES:

- An inconsistent strategy across communication channels means residents need to search multiple places for information
- The City lacks a robust communication strategy for official government handlings which means residents are uninformed about local City policy decisions
- A small, but vocal, minority in the community has the ability to influence Council decisions



OPPORTUNITIES:

- Create a consistent identity to increase awareness of the City organization and services
- Development of solid communication process so all departments can get their information out
- Reaching people where they are with information in facilities, through social groups, etc.
- Help residents understand how City programs and policies impact their individual lives
- Equip City Council and City staff with key messages and talking points to help broaden the City's communication reach



THREATS:

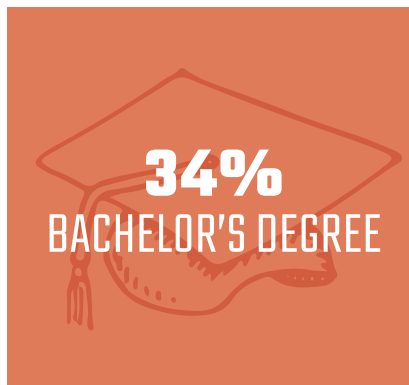
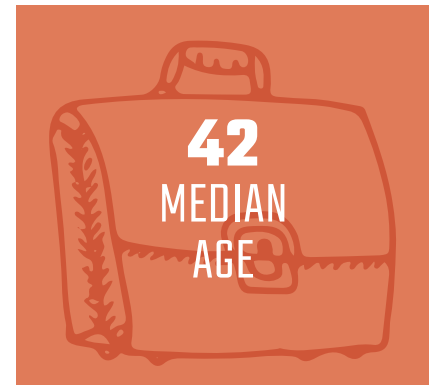
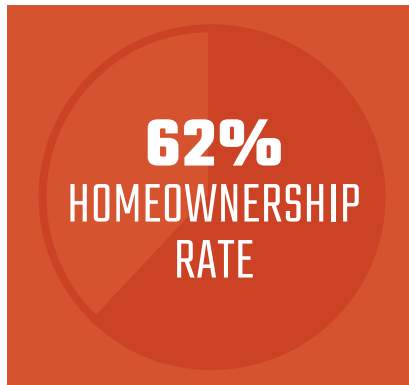
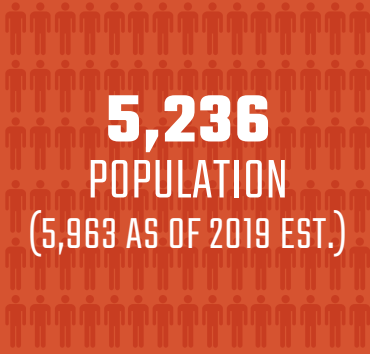
- Historical mistrust of the City has the potential to bubble to the surface
- Growth in the community is shifting demographics and creating a divide among new and long-time residents
- Residents get their information from a large number of external sources (newspaper, radio, social media, word of mouth) making it a challenge to share accurate information about the City





2. COMMUNITY PROFILE

DEMOGRAPHICS | BY THE NUMBERS



Statistics taken from the 2010 US Census unless otherwise noted.



RESIDENT CHARACTERISTICS & PREFERENCES

BABY BOOMERS | BORN BETWEEN 1946-1964

BEHAVIORS AND COMMUNICATION PREFERENCES:

- Tech savvy and utilizes social media frequently
- Prefers more information and transparency
- Appreciates the convenience and customization of the Internet
- Desire to feel they are contributing to a greater cause
- Welcomes information presented in terms of categories and options (i.e., simple facts with which to make decisions)
- Prefer face-to-face interactions or phone calls





RESIDENT CHARACTERISTICS & PREFERENCES

GENERATION X | BORN BETWEEN 1965-1980

BEHAVIORS AND COMMUNICATION PREFERENCES:

- Grew up in a world without social media but have adapted to it
- Email is the preferred mode of communication
- The only generation who regularly consumes advertising and marketing messages from all key media channels including social media, print, mobile and cable
- Prefers initiatives that will make things more useful and practical
- Welcomes an informal communication style and are skeptical of modern advertising





RESIDENT CHARACTERISTICS & PREFERENCES

MILLENNIALS | BORN BETWEEN 1981-1996

BEHAVIORS AND COMMUNICATION PREFERENCES:

- Digital natives that are used to having access to large amount of information at their fingertips
- Prefers to receive information electronically, and use social media to communicate
- Responds to content that is conversational and authentic
- Expects speed, convenience and flexibility
- Reacts strongly to real-life examples, and favor the truth and what's real
- Peers often guide product and brand choices





3. COMMUNICATION PRIORITIES

The priorities below serve as the overarching goals of the communications plan. Actionable tactics and recommended tools that support a strong communications program follow each priority:

TRANSPARENCY



PUBLIC ENGAGEMENT



TIMELY & ACCURATE INFORMATION



BUILD COMMUNITY PARTNERSHIPS





4. FOUNDATIONAL MESSAGING

MESSAGE 1

SALIDA IS STRATEGIC ABOUT DECISIONS AND THOUGHTFUL ABOUT LONG-TERM PLANNING INITIATIVES

KEY PHRASES

- Smart growth
- Strong financial health
- Plan for the future
- Safe community



MESSAGE 2

SALIDA IS A RESPONSIBLE STEWARD OF COMMUNITY ASSETS

KEY PHRASES

- Transparent
- Actively engaged staff and City Council
- High-quality workforce
- Strong character



MESSAGE 3

SALIDA TAKES PRIDE IN THE COMMUNITY AND WORKS TO PRESERVE ITS HISTORICAL ROOTS

KEY PHRASES

- Creative
- Active and vibrant
- Strong sense of community
- Healthy environment
- Celebrate community history

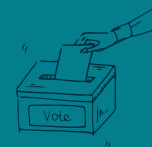


MESSAGE 4

SALIDA IS A COLLABORATIVE COMMUNITY PARTNER THAT SUPPORTS TWO-WAY COMMUNICATION

KEY PHRASES

- Public engagement
- Community partnerships
- Cultivate trusting relationships





5. STRATEGIES AND TACTICS

TRANSPARENCY

STRATEGIES	<ul style="list-style-type: none">• Report accomplishments and challenges accurately and openly• Develop informational campaigns sharing specific details of issues most important to the community• Share information early and often
TACTICS	<ul style="list-style-type: none">• Utilize long-range planning documents to make strategic decisions• Implement financial software to report city budget information and performance• Partner with local radio stations and other news outlets to share city information• Produce a report to the community to highlight accomplishments and challenges• Equip Council and staff with project details and talking points so they can be the eyes, ears and voice of the organization

TIMELY AND ACCURATE INFORMATION

STRATEGIES	<ul style="list-style-type: none">• Provide information in a way that is convenient, timely and easily accessible for the target audience• Develop a communication strategy across all communication platforms
TACTICS	<ul style="list-style-type: none">• Create a quarterly e-newsletter, with city manager updates, to communicate important city news• Establish a Salida City Council Wrap-Up e-newsletter to share Council decisions• Create a monthly editorial calendar for social media• Standardize internal communication processes• Develop a traditional media strategy that proactively sends press releases to media on big topics• Launch a new city website



STRATEGIES AND TACTICS

PUBLIC ENGAGEMENT

STRATEGIES	<ul style="list-style-type: none">• Grow engagement through community events.• Use interactive and non-traditional communication approaches to maintain ongoing dialogue between residents and city government.
TACTICS	<ul style="list-style-type: none">• Organize small outreach opportunities (coffee with the mayor, town hall meetings, neighborhood get-together with Council Members etc.) to share city information• Provide an online platform for residents to share feedback and ask questions• Capitalize on local community events (ex. Farmer’s Markets, summer concerts, festivals, ArtWalk, etc.) by hosting a city booth to share updates• Implement a Citizen Ambassador Program with a select group of residents to serve as city cheerleaders and help share important information with fellow residents

BUILD COMMUNITY PARTNERSHIPS

STRATEGIES	<ul style="list-style-type: none">• Leverage partnership with other organizations and local groups to help spread your message• Tell the unique stories of Salida through it’s people, places and history – all the things that make Salida unique
TACTICS	<ul style="list-style-type: none">• Create a specific email from the desk of the City Manager that is sent to community organization directors updating them on City initiatives• Attend local partnership meetings to receive feedback and share city news• Once a month highlight a Salida resident, business or community partner on social media to build community pride• Work with local downtown businesses to display city posters with important information on storefronts



6. IMPLEMENTATION PLAN

COMMUNICATIONS MATRIX

The Communications Matrix is a resource to identify the best tools to reach specific audiences when communicating about the City of Salida. Tools are organized by priority level to assist with implementation.

TOOLS	AUDIENCES					
	Baby Boomers	Generation X	Millennials	City Council	Internal Staff	Non-English Speakers
Website	High priority	Medium priority	Low priority	Low priority	Low priority	Low priority
Social media	Medium priority	Low priority	Low priority	Low priority	Low priority	Low priority
Flyers & posters	High priority	Medium priority	Low priority	Low priority	Low priority	High priority
Bilingual material	Low priority	Low priority	Low priority	Low priority	Low priority	High priority
Press releases	High priority	Medium priority	Low priority	High priority	Medium priority	Low priority
E-newsletter	High priority	High priority	High priority	High priority	Medium priority	Low priority
Town halls/large gatherings	High priority	Medium priority	Low priority	High priority	Low priority	Low priority
Short video spotlights	High priority	High priority	High priority	High priority	High priority	High priority
Small outreach meetings	High priority	Medium priority	Low priority	High priority	Low priority	Low priority
Op-ed articles	High priority	Low priority	Low priority	High priority	Low priority	Low priority
Event booth	High priority	High priority	High priority	High priority	Low priority	High priority
Facility signage	High priority	High priority	Medium priority	High priority	High priority	Low priority
Digital and print newspaper ads	High priority	Medium priority	Low priority	High priority	Low priority	Low priority
Radio ads	High priority	High priority	High priority	High priority	Low priority	Medium priority
Open houses	High priority	Medium priority	Low priority	High priority	Low priority	Medium priority
Direct mail and door hangers	High priority	Medium priority	Low priority	Medium priority	Low priority	Low priority
Project reports	High priority	Medium priority	Low priority	High priority	High priority	Low priority

High priority
 Medium priority
 Low priority



IMPLEMENTATION PLAN

HIGH PRIORITY

ONGOING

- Use planning documents to guide strategic decisions
- Develop a monthly editorial calendar for social media
- Create project talking points for Council and staff
- Develop and launch a monthly e-newsletter
- Create a Council Wrap-Up newsletter

Q1.2020

- Begin meeting regularly with community partners and stakeholders
- Produce a 2019 community report
- Create and implement new communication templates (flyers, posters, social media posts, PowerPoint, etc.)

Q2.2020 & LATER

- Implement financial planning software
- Use video storytelling
- Standardize internal communication processes
- Launch new city website
- Develop a proactive media strategy



IMPLEMENTATION PLAN

MEDIUM PRIORITY

ONGOING	<ul style="list-style-type: none">• Organize outreach opportunities to share City news• Publish press releases with City updates• Op-ed articles from Council
Q1.2020	<ul style="list-style-type: none">• Host community outreach sessions
Q2.2020	<ul style="list-style-type: none">• Create an online platform for resident feedback• Host city booth at community events• Host community outreach sessions• Implement a citizen ambassador program
Q3.2020	<ul style="list-style-type: none">• Host city booth at community events• Host community outreach sessions
Q4.2020	<ul style="list-style-type: none">• Host community outreach sessions• Produce a 2021 Budget Brief document



7. METRICS FOR SUCCESS

Metrics can be used to track the success of the city’s communication tactics. Salida staff should evaluate these metrics on a regular basis and compare them to previous statistics to understand what tactics are working well and which ones need improvements or further implementation.

MEDIA STATISTICS

- Number of times the City of Salida is mentioned by the media
- Interview requests
- Media outlet circulation
- Number of op-ed articles submitted

E-MAIL & E-NEWSLETTER METRICS

- NUMBER OF SUBSCRIBERS – The number of people that have signed up to receive communication from the city
- AVERAGE OPEN RATE – The average percentage of recipients that open the emails
- AVERAGE CLICK-THROUGH RATE – The average percentage of recipients that click on a link within the emails

OVERALL ENGAGEMENT

- RESIDENT FEEDBACK – The number of people who respond to a survey or provide feedback through other communication venues
- OUTREACH TO THE COMMUNITY – The number of engagement opportunities offered to the community and the number of people who attend those opportunities

WEBSITE METRICS

- UNIQUE VISITS – The number of distinct individuals visiting the site
- PAGE VIEWS – The number of times a site page has been viewed
- TOP PAGES – The pages that are visited most frequently, the top 5-10 should be tracked
- BOUNCE RATE – The percentage of people that navigate away from the site after only viewing one page. A lower bounce rate means that people are exploring the site and finding the information they need

SOCIAL MEDIA METRICS

- FOLLOWERS – The number of people who follow your page
- ENGAGEMENT – The number of people who like, comment or share your posts
- REACH – The number of people your post was served to

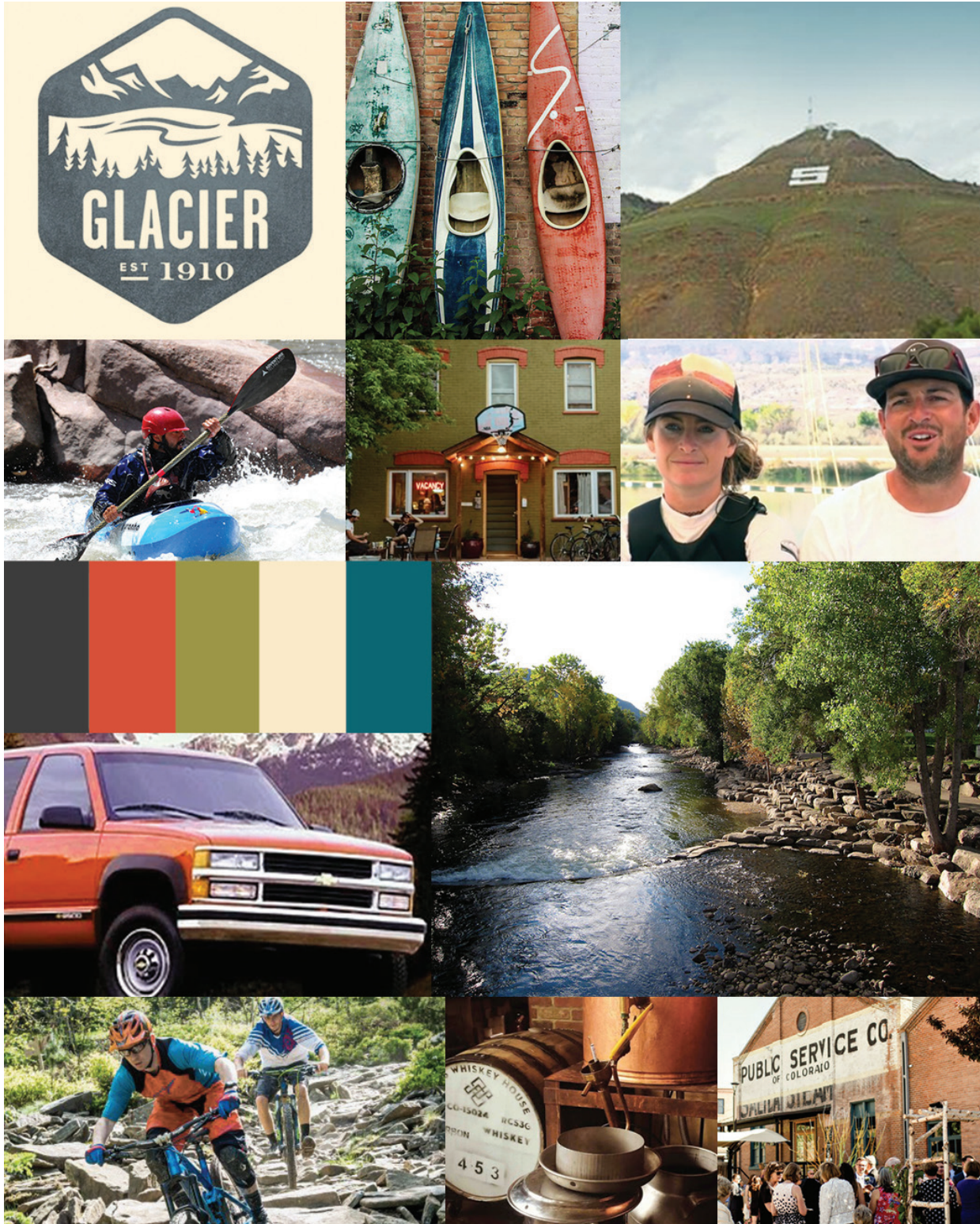
COMMUNICATION AND BRAND GUIDE



SECTION TWO



1. VISION BOARD





2. VISUAL BRAND

BRAND PALETTE | PRIMARY & SECONDARY COLORS

PANTONE
3155 CP

CMYK 100 - 0 - 25 - 47
RGB 0 - 107 - 116
HEX #006B74

100% 80% 60% 40% 20%

PANTONE
7619 CP

CMYK 1 - 80 - 79 - 12
RGB 193 - 77 - 52
HEX #C14D34

100% 80% 60% 40% 20%

PANTONE
7506 CP

CMYK 0 - 7 - 26 - 0
RGB 241 - 220 - 170
HEX #F1DCAA

100% 80% 60% 40% 20%

PANTONE
5835 CP

CMYK 26 - 20 - 67 - 16
RGB 163 - 154 - 88
HEX #A39A58

100% 80% 60% 40% 20%

PANTONE
446 CP

CMYK 71 - 53 - 55 - 53
RGB 68 - 78 - 76
HEX #444E4C

100% 80% 60% 40% 20%



2. VISUAL BRAND

TYPEFACES | FONTS AND EXAMPLES

H1 - Teko Medium

TEKO MEDIUM HEADLINE ONE

H2 - Teko Light

TEKO LIGHT HEADLINE TWO

H3 - Questrial Regular

Questrial Regular Headline Three

Body Font

Questrial Regular Body Font

Questrial
Regular

TEKO MEDIUM HEADLINE

TEKO LIGHT HEADLINE TWO

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2. VISUAL BRAND

PHOTOGRAPHY STYLE



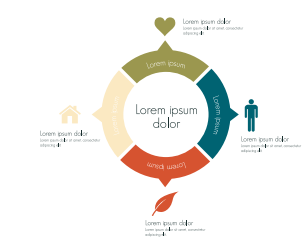
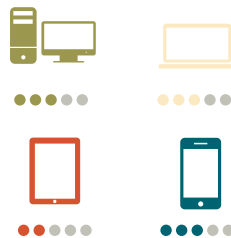
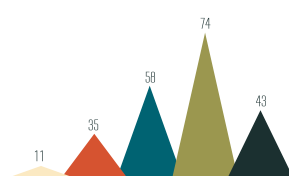
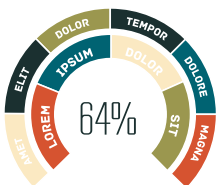
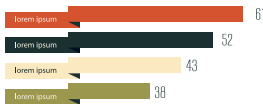
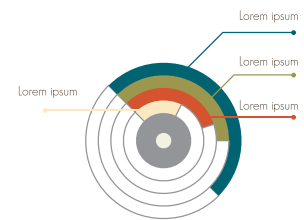
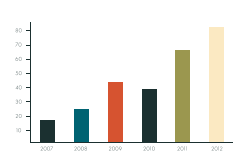
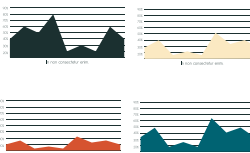
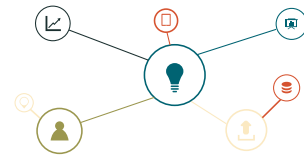
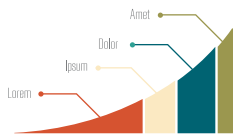
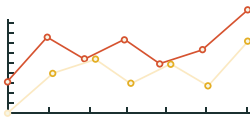
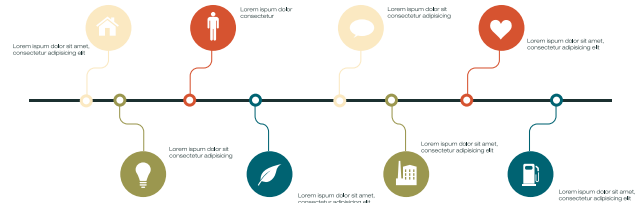


2. VISUAL BRAND

ICONS AND INFOGRAPHIC STYLE



5,62 Million people





3. SOCIAL MEDIA POLICY

PURPOSE

The purpose of this policy is to provide guidance for employee use of social media, which should be broadly understood for purposes of this policy to include blogs, wikis, micro blogs, message boards, chat rooms, electronic newsletters, online forums, social networking sites, and other sites and services that permit users to share information with others in a contemporaneous manner.

Further, this policy defines social media, establishes procedures to develop an overall social media presence, and outlines appropriate implementation of social media tools.

The City of Salida aims to responsibly engage residents to learn about needs and concerns, contribute to relevant conversations, and promote City programs and services. In all City social media tools, the City will represent itself appropriately and consistently. To that end, departments and programs must not create social media accounts themselves but must follow the provisions of this policy.

APPLICABILITY

This policy applies to all City departments and offices and City operated social media accounts..

PROPONENT?

City Administrator, or his or her designee.

GENERAL INFORMATION

Salida has a business need to augment traditional communication methods with the use of social media channels. The use of social media presents opportunity and risk to the City and individual City departments. In general, the City supports the use of social media to further City and department missions and goals.

The City endorses the secure use of social media technology to enhance communication, collaboration and information exchange; streamline processes; and foster productivity improvements. However, their application must not compromise data confidentiality and integrity. The same standards of conduct, principles and guidelines that apply to Salida employees in the performance of their assigned duties apply to employee social media technology use. This document establishes citywide social media use policies; protocols and procedures intended to mitigate associated risks from use of this technology where possible.



3. SOCIAL MEDIA POLICY

SCOPE

This policy applies to any pre-existing or proposed social media tools including but not limited to the tools below:

SOCIAL MEDIA WEBSITES	Social media websites focus on creating and fostering online social communities. Many sites offer different ways for users to interact such as instant messaging, blogging and commenting, online forums, status update, sharing of pictures and video, etc. Examples include Facebook and Instagram.
BLOG	A website where an author posts information on specific topics. Readers can respond to the article by posting comments online.
MICRO BLOGGING	Micro blogging is a form of blogging that allows registered users to post short updates (140 characters or less). Examples include Twitter and Yammer.
DISCUSSION FORUMS	A discussion forum is an online bulletin board that may also be referred to as a discussion group or board, a message board, or an online forum. On a forum, a registered user can post a message and receive responses to the message on the site.
PHOTO AND VIDEO SHARING WEBSITES	These sites gives users a method and location to store their digital images and videos and share them with others.
WIKI	A wiki is a website that allows visitors to add, remove, edit and change content with or without the need for registration depending on the settings. A wiki also allows for posting links to other web pages.
VIRTUAL WORLDS	Virtual worlds are websites and/or software that allow registered users to create a presence in a simulated community through the use of graphical identification tool known as an avatar. They can then use the avatar to interact with others in the online world.



3. SOCIAL MEDIA POLICY

GENERAL CONDITIONS

The use of all City social media tools should be consistently branded in order to communicate a clear association with the City and must contain a City-standard disclaimer. Branding should include, but is not limited to, the inclusion of the City logo and, where possible, the City's official website colors. The naming and contact convention used for social media web tools should be specific to Salida and must not contain individual employee names. All approved social media tools will be linked with the City's official web site, www.cityofsalida.com.

All use of City social media tools must comply with the applicable laws, regulations, and policies, as well as proper business etiquette. Social media networks should not be used to disclose sensitive and/or confidential information without the prior express written approval of the City Administrator or City Attorney. City social media tools may not be used to express personal views or concerns and may not be used to promote recommendations or referrals for friends/associates.

City social media use shall comply with the Terms of Service outlined by applicable social media networks and tools.



3. SOCIAL MEDIA POLICY

POLICY

Social media (including personal and professional websites, blogs, chat rooms and bulletin boards; social networks, such as Facebook, LinkedIn and Twitter; video-sharing sites such as YouTube; and email) are a common means of communication and self-expression. Because online postings can conflict with the interests of the City of Salida and the citizens of Salida, Salida has adopted the following policy. Breach of this policy may result in counseling and disciplinary action, including termination of employment.

A. AUTHORIZATION OF SOCIAL MEDIA ACCOUNTS

Departments will use citywide social media tools and shall not create individual accounts or identities for specific programs, events, or departments unless:

- The social media account pertains to a partnership program where the City is not the lead or coordinating entity.
- There is a unique business need that requires autonomy.

Any department wishing to create, modify or remove a social media presence must initially submit a request to the City Administrator. Requests should include:

- Purpose
- Topic
- Timeframe
- Implementation/management plan including frequency of updates, staff assigned as moderators and content providers, etc. Target audience

Further, any department engaging in social media is required to maintain timely and accurate information online and management of such tools should not interfere with the employee's primary job responsibilities.



3. SOCIAL MEDIA POLICY

B. RULES OF ENGAGEMENT

Upon approval to create a new social media account, content providers of these tools should follow these guidelines:

BE HONEST	Your honesty, or dishonesty – will be quickly noticed in social media. If you have a vested interest in something you are discussing, be the first to point it out. Clearly identify your role in the organization.
BE JUDICIOUS	Make sure your efforts to be transparent don't violate the City's confidentiality and legal guidelines. Ask permission to publish or report on conversations that are meant to be private or internal. All statements must be true and not misleading. Never comment on anything related to personnel or legal matters, litigation, or any parties the City is in litigation with. Also, be smart about protecting yourself and your personal privacy.
WRITE WHAT YOU KNOW	Make sure you write and post about your areas of expertise.
IT'S A CONVERSATION	Talk to your readers like you would talk to real people in professional situations. In other words, avoid overly pedantic or composed language. Don't be afraid to bring in your own personality and say what's on your mind.
ADD VALUE	Communication through social media tools should be thought provoking, educational, and help people better understand the topic at hand.
TAKE RESPONSIBILITY	You are responsible for what you post. Be mindful that what you publish will be public for a long time. If you make a mistake, admit it, correct it, and move on.
SPEAK	In the first person.
IF IT GIVES YOU PAUSE, THEN PAUSE	If you're about to publish something that makes you even the slightest bit uncomfortable, don't shrug it off and hit send. Take a minute to review these guidelines and try to figure out what's bothering you, and then fix it.
RESPECT YOUR AUDIENCE	Don't use ethnic slurs, personal insults, obscenity, or engage in any conduct that would not be acceptable in the City workplace.
DON'T GET INTO ARGUMENTS	Social media tools are an outlet to communicate. Don't let an opinionated statement pull you into an online argument for all to witness.



3. SOCIAL MEDIA POLICY

C. STANDARD DISCLAIMER

Salida makes use of social media to engage residents to learn about needs and concerns, contribute to relevant conversations, and promote City programs and services. Despite efforts to keep the City-provided information timely and accurate, users should be aware that the information available through this social media tool might not be timely, accurate, or complete. No communication to Salida through this social media shall be deemed to constitute legal or official notice for any purpose. Users are encouraged to consult with appropriate non-City professional advisors for advice concerning specific matters before making any decision, and Salida disclaims any responsibility or liability for positions taken by individuals or entities in their individual cases for any misstatement, misunderstanding and losses, directly or indirectly, on the part of the users.

Salida's use of external social media tools is provided as a public service. The City disclaims liability for ads, videos, promoted content or comments accessible from any external webpage. The responsibility of external content or comments rests with the organizations or individuals providing them. Any inclusion of external content or comments on external social media web sites does not imply endorsement by Salida. The City reserves the right, and may choose to reprint, comments/materials placed on the social media websites to other media, such as by providing comments/materials to City staff or City Council in private or public settings.

We reserve the right and will remove comments/materials from City social media tools when those comments/materials, in the City's sole discretion, are:

- Potentially libelous
- Obscene or sexually explicit
- Hateful or mean-spirited
- Personal attacks, insults, profane, name-calling, or threatening
- Plagiarized material or material that potentially violates intellectual property rights
- Private, personal information published without consent
- Commercial promotions or spam
- Off topic or that link to material that is off topic
- Embedded images from external sources
- Violate any law or promote the violation of any law
- Encourage or constitute prohibited discriminatory or harassing conduct
- Made by a person masquerading as someone else

Additionally, the City reserves the right to terminate a person's ability to post comments/materials or otherwise participate in the City's social media tools when the person has repeatedly posted any of the above listed inappropriate comments/materials.



3. SOCIAL MEDIA POLICY

D. USE OF SOCIAL MEDIA BY ELECTED OFFICIALS

- Officials must not reveal any confidential or privileged information about the City, its constituents, its employees, or its contractors.
- Officials should be honest and accurate when posting information or news, and should quickly correct any mistakes, misstatements and/or factual errors in content upon discovery. Officials should not post or share information known to be false, or a statement in general circulation without confirmation or certainty as to the facts.
- Unless the official has been designated to serve as a spokesperson, officials should never represent themselves as a spokesperson for the City Council, a board or committee, the City Administration, or any City department.
- Officials are expressly prohibited from using personal or professional social media to engage in any activity or conduct that violates federal, state, or local law. Officials are prohibited from deleting posts and related comments regarding any City-related matters and are prohibited from convening and discussing substantive issues online to avoid violation of Colorado Open Records Act and Colorado Sunshine Law.
- Public officials are strongly encouraged to separate personal social media accounts from professional social media accounts so that City-related matters and all public records generated from those posts are easily archived and not intermingled with personal posts not related to City matters.
- Officials are strongly encouraged to consider the potential impact of social media statements prior to posting. The City strives to be professional in its operations and processes.

E. RETENTION AND DOCUMENTATION

See Salida's General Records Retention Schedule for retention guidelines.

F. EMPLOYEE USE

See Salida's Personnel Policy for details.

ADOPTION

TBD...

RESERVATION OF AUTHORITY

Salida City Council reserves the right to alter, amend, add to, and/or revoke all or part of this policy at any time.



4. STYLEGUIDE

WRITING BASICS

PROOFREADING

Be sure to proofread for mistakes. Ask someone else to look over the text to ensure no errors are present. Use spell check and other available tools to catch misspellings and inaccuracies.

SALIDA TERMINOLOGY

CITY OF SALIDA

- Capitalize when referring to the City organization.
- Keep lowercase when referring to the city as a community.

RESIDENT VS. CITIZEN

- Use “resident”, “community member”, “the public”, “people”, etc. in place of “citizen”.

TITLES

- Mayor P.T. Wood OR P.T. Wood, Mayor
- Drew Nelson, City Administrator

COUNCIL TERMINOLOGY

- Council Member (not council-member or councilmember)
- City Council Meeting/Study Session

TEXT FORMATTING & PUNCTUATION

SEMICOLONS, COLONS, HYPHENS AND DASHES

- Use a semicolon when each participle of the sentence can stand alone.
 - » We need five poster boards; these will be adhered to the planning documents.
- Use a colon when the second participle cannot stand alone.
 - » He has many hobbies but only one favorite: swimming.
- Use em dashes in place of commas or parentheses to draw attention to the phrase
 - » She lost her wallet – the one she owned for eight years – at the gym.

SPACING

- Use one space after a complete sentence. Do not use two spaces following a period.



4. STYLEGUIDE

WRITING BASICS | CONTINUED

TEXT FORMATTING & PUNCTUATION

COMMAS

- Use commas to separate three or more items in a list. Use the Oxford comma when clarification is necessary to separate multiple conjunctions; otherwise, omit.
- We will be purchasing banners, tents, weights and water for the event.
- At the site, there will be a zipline, rope course, and a bouldering and climbing wall.

NUMBERS

- Spell out one through nine and use numerals for 10 and above.
- Exception: street addresses and wards (20th Street, Ward 3)

PHONE NUMBERS

- Do not use parentheses for area codes
- Hyphenate the following digits
- 303-555-5555

DATES

- Use Day, Month, Number, Year format
- Abbreviate Jan., Feb., Aug., Sept., Oct., Nov. and Dec.
- Tuesday, July 2, 2020
- Oct. 8
- December 2020

TIMES

- Use a.m., p.m., noon and midnight
- 10 a.m. to noon
- 5-11 a.m.
- 4 p.m. to midnight

ADDRESSES

- Use street abbreviations for numbered addresses and spell out if only referring to street names
- 220 W. Sackett Ave.
- First Street



4. STYLEGUIDE

WRITING BASICS | CONTINUED

TEXT FORMATTING & PUNCTUATION

ACRONYMS

- Spell out on first usage and include acronym in parentheses
- Homeowner’s Association (HOA)

BULLETS

- Use consistent bullet styles, alignment and margins in lists)

I.E., E.G., ETC.

- i.e. (“id est” = “in other words”)
- e.g. (“exempli gratia” = “for example”)
- etc. (“et cetera” = “and so forth”)



DRAFT

CITY COUNCIL WORK SESSION

MEETING DATE: February 3, 2020
AGENDA ITEM: Market Pay Rate Study Results
FROM: Drew Nelson and Aimee Tihonovich

The Colorado Employer's Council representative Terri Evans has completed her compensation study for City of Salida employees. Terri is unable to be in Salida to present but has put the attached presentation together.

The City of Salida has 43 unique position descriptions, for their 74 full time employees (excluding the City Administrator). A market range was developed for all 43 of these positions.

The impact of the new market pay ranges on current salaries can be summarized as:

- 37 employees, or 50%, are currently paid below the market rate of pay.
- The range that current pay is below market for these 37 employees is 1.4% to 29.4% with the average being 11%.
- The remaining 37 employees are considered to be at market with 6 employees being at or above the maximum of the range. Employees above the maximum of the range are seasoned, long term, high performing employees.
- Anticipating that market adjustments would be necessary, the City has in the 2020 budget \$197,263, or 5%, for pay adjustments (full time employees exclusive of the County Administrator).
- Employers Council recommends the use of Bureau of Labor Statistics "Employment Cost Index" (ECI) for aging payroll. The 2019 ECI is 2.7% which is what is being recommended for an across the board COLA adjustment.

- The combination of 11 months worth of COLA and Market adjustments is \$22,267 higher than the budget for raises (implemented February 1).
- Sales tax remains strong. If January 2020 sales tax comes in at an 8% increase over January of 2019 instead of the conservative 3% anticipated in the budget, then we will start the year out with \$23,621 more in sales tax revenue than projected. This is a likely scenario.

Staff recommends carrying out the recommendations of the Employer's Council Study by adopting the pay ranges and working with Directors to bring employees who meet the qualifications for receiving market pay to the market pay rate. New employees without sufficient experience and not yet performing at the high standards set for their job will conceivably not be brought to full market until their skill level increases with experience.



Compensation Methodology Report

Compensation Consulting Services

City of Salida

Prepared: January 2020

Prepared by:

Terri Evans, MBA, CPA, CCP

Compensation Consultant

(303) 551-3415

Tevans@EmployersCouncil.org

Important Notice:

The information provided herein is general in nature and designed to serve as a guide to understanding. These materials are not to be construed as the rendering of legal or management advice. If the reader has a specific need or problem, the services of a competent professional should be sought to address the particular situation.

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Introduction

The City of Salida (City) asked Employers Council (EC) to conduct a base compensation market study for their full-time positions. This included an evaluation of the City's **level of competitive** pay in relation to other employers in the industry and community. This report presents the methodology we followed in this consulting project.

Review of Current Materials

EC reviewed the City's strategic objectives, current pay and census, organizational chart, job descriptions, employee manual and relevant policies and procedures. The EC also worked to understand the historical compensation approach and the scope of the current project.

Strategy and Objectives

EC talked with the Finance Director to discuss key philosophical issues of the City's total compensation program. The discussion included economic, workforce and financial issues which impact the total compensation.

Market Pricing

EC used organizational charts, job descriptions, handbook, pay plan policies, city council presentation and census information that the City provided and discussions with the City directors to match jobs to the market data. The EC consultant used the following compensation surveys/pay data:

- Colorado Municipal League (CML) Survey for April 2, 2019
- Employers Council 2019 Colorado Benchmark Compensation Survey

We looked for at least a 70 percent correlation between the duties and qualifications for the City's positions and the salary survey descriptions.

Base Compensation Design

The EC's **consultant** reviewed the CML Survey data for the jobs that were included in the survey. The City Manager of Salida and the EC Consultant agreed on 20 cities in Colorado that are similar in population, city employees **and structure to use as comparators for the City's market** analysis.

The Administrative Coordinator was included in the CML Survey, but the pay for this position did not seem consistent with the other jobs. The EC Consultant used the data from the Employers Council 2019 Colorado Benchmark Compensation Survey for an Administrative Assistant III as the market match, since it had hundreds of organizations and employees, and the job description was a better match.

The EC consultant reviewed all of this data with the City Manager and Finance Director.

The new market pay for each position was presented to the City from low to high. By looking at the jobs in order of the future pay, the City identified adjustments that were needed to create the correct relationship between the value of jobs in Salida.

The EC consultant aged the new market pay to January 1, 2020 using a 2.7% annual adjustment rate from the current Employment Cost Index (ECI) for the wages and salaries of workers. (The ECI is published by the U.S. Department of Labor, Bureau of Labor Statistics.)

The leadership at the City agreed to the new market pay for each position.

EC created new ranges for each job that were at a minimum, 80% of market, to a maximum of 120% of market for each position. This broad range allows the pay to be flexible enough to appropriately compensate employees who are new to a job or very experienced, and for the low to high performers.

We appreciate the opportunity to work with you. Please let us know if you have any questions or concerns about this project.

City of Salida

Compensation Analysis

January 17, 2020



Total Compensation Philosophy

- Designed to attract, motivate and retain talented employees
- Includes salaries, incentives, benefits, training, development, career continuity, working conditions and organizational structure
- Base pay calculated on external market information and internal pay equity
- Midpoint of ranges equal to median of market, with any internal pay equity adjustments
- Pay range for each position from 80% to 120% of midpoint
- Employees paid at midpoint when they are fully competent and meet expectations
- Benefit package provides comprehensive program for health, wealth and retirement



Annual Pay Increases

- Determine the current market midpoint for each employee's job
 - Often based on current external market data
- Calculate employee's market percentage
 - Employee's current base pay divided by market midpoint for pay range
 - Example: Pay = \$32,000, Midpoint = \$30,000, Percentage = 106%
- Determine what pay should be according to guidelines
 - Example: Employees who are fully competent in their jobs (normally at least five years of experience) and have good performance should be paid at 100% to 110%
 - If midpoint of range is \$30,000, then employee should be paid between \$30,000 and \$33,000 based on performance



Pay Guidelines

Market Percentage	Guideline
Less than 80%	Pay should be increased to a minimum of 80%
80% to 90%	Employees newer in their roles who have good performance and are gaining experience should fall within this range.
90% to 100%	Employees who are fully competent in their jobs and have good performance.
100% to 110%	Employees who are fully competent in their jobs and have superior performance.
110% to 120%	Employees who have a lot of experience in their jobs and have superior performance.



Compensation Analysis Methodology

- Engaged Employers Council (EC) to review all 42 full-time positions
- EC reviewed City's strategic objectives, current pay, organizational chart, job descriptions, employee manual and relevant policies and procedures
- EC used City data above to match jobs to market data for 20 cities in Colorado Municipal League Survey. When this data was inconsistent, looked at EC Benchmark data.
- EC worked with the City directors and chiefs to review the matches and new midpoint pay based on the median of the market.
- EC stacked the pay from low to high for each director and chief, so they could identify any internal equity issues.
- EC stacked all pay from low to high for the City Manager and Finance Director to identify any internal equity issues.
- EC aged the new midpoints to January 1, 2020
- EC created new ranges for each position that were 80% to 120% of the new midpoints.



New Pay Ranges for 2020

Title	Department	Minimum of Range at 2080 Hours/Year	Market Rate at 2080 Hours/Year	Maximum of Range at 2080 Hours/Year	Minimum of Range Per Hour	Market Rate Per Hour	Maximum of Range Per Hour
Lifeguard III	Pool & Recreation	\$24,960	\$28,162	\$33,794	\$12.00	\$13.54	\$16.25
Front Desk Clerk II	Finance	\$28,645	\$35,806	\$42,967	\$13.77	\$17.21	\$20.66
Recreation Coordinator	Pool & Recreation	\$29,115	\$36,394	\$43,673	\$14.00	\$17.50	\$21.00
Municipal Worker I	Parks	\$29,318	\$36,648	\$43,978	\$14.10	\$17.62	\$21.14
Firefighter	Fire	\$29,495	\$36,869	\$44,242	\$14.18	\$17.73	\$21.27
Municipal Court Clerk	Administration	\$30,318	\$37,898	\$45,478	\$14.58	\$18.22	\$21.86
Administrative Assistant	Police	\$31,224	\$39,030	\$46,836	\$15.01	\$18.76	\$22.52
Parks and Recreation Attendant Supervisor	Pool & Recreation	\$31,509	\$39,387	\$47,264	\$15.15	\$18.94	\$22.72
Municipal Worker II	Public Works	\$32,250	\$40,313	\$48,375	\$15.50	\$19.38	\$23.26
Recreation Supervisor	Pool & Recreation	\$32,755	\$40,943	\$49,132	\$15.75	\$19.68	\$23.62
Code Enforcement	Police	\$33,904	\$42,381	\$50,857	\$16.30	\$20.38	\$24.45
Aquatics Supervisor	Pool & Recreation	\$35,246	\$44,057	\$52,869	\$16.95	\$21.18	\$25.42
Municipal Worker III	Streets	\$35,475	\$44,344	\$53,213	\$17.06	\$21.32	\$25.58
Class C Operator	Sewer	\$35,834	\$44,792	\$53,750	\$17.23	\$21.53	\$25.84
Senior Firefighter	Fire	\$36,180	\$45,225	\$54,270	\$17.39	\$21.74	\$26.09
Administrative Coordinator	Streets Allocation	\$36,574	\$45,718	\$54,862	\$17.58	\$21.98	\$26.38
Municipal Worker IV	Water Allocation	\$38,418	\$48,022	\$57,627	\$18.47	\$23.09	\$27.71
Arts & Culture Supervisor	SteamPlant	\$39,043	\$48,804	\$58,565	\$18.77	\$23.46	\$28.16
Class B Operator	Water	\$39,417	\$49,271	\$59,125	\$18.95	\$23.69	\$28.43
Mechanic	Facilities & Vehicle Mgmt	\$39,562	\$49,453	\$59,343	\$19.02	\$23.78	\$28.53
Engineering/GIS Technician	Streets Allocation	\$40,352	\$50,440	\$60,528	\$19.40	\$24.25	\$29.10
Construction Inspector	Public Works	\$40,914	\$51,142	\$61,371	\$19.67	\$24.59	\$29.51



New Pay Ranges for 2020

Title	Department	Minimum of Range at 2080 Hours/Year	Market Rate at 2080 Hours/Year	Maximum of Range at 2080 Hours/Year	Minimum of Range Per Hour	Market Rate Per Hour	Maximum of Range Per Hour
Patrolman I	Police	\$42,756	\$53,445	\$64,134	\$20.56	\$25.69	\$30.83
Captain	Fire	\$43,723	\$54,653	\$65,584	\$21.02	\$26.28	\$31.53
Hot Springs Facility Supervisor	Pool & Recreation	\$45,151	\$56,439	\$67,727	\$21.71	\$27.13	\$32.56
Streets Supervisor	Public Works	\$45,199	\$56,499	\$67,799	\$21.73	\$27.16	\$32.60
Field Utility Supervisor (Water)	Public Works	\$45,486	\$56,858	\$68,229	\$21.87	\$27.34	\$32.80
Parks, Trails, Open Space and Facilities Supervisor	Parks Allocation	\$45,486	\$56,858	\$68,229	\$21.87	\$27.34	\$32.80
Fire Inspector	Fire	\$46,421	\$58,026	\$69,631	\$22.32	\$27.90	\$33.48
Planner	Community Development	\$46,434	\$58,043	\$69,652	\$22.32	\$27.91	\$33.49
Staff Accountant	Finance	\$48,487	\$60,609	\$72,731	\$23.31	\$29.14	\$34.97
Senior Construction Inspector	Public Works	\$49,097	\$61,371	\$73,645	\$23.60	\$29.51	\$35.41
Sergeant	Police	\$58,068	\$72,584	\$87,101	\$27.92	\$34.90	\$41.88
Plant Manager	Water	\$58,390	\$72,987	\$87,585	\$28.07	\$35.09	\$42.11
City Clerk	Administration	\$60,786	\$75,982	\$91,178	\$29.22	\$36.53	\$43.84
Plant Manager	Sewer	\$61,280	\$76,600	\$91,920	\$29.46	\$36.83	\$44.19
Lieutenant	Police	\$63,255	\$79,069	\$94,883	\$30.41	\$38.01	\$45.62
Arts & Culture Director	SteamPlant	\$65,920	\$82,400	\$98,880	\$31.69	\$39.62	\$47.54
Parks & Recreation Director	Pool & Recreation	\$71,756	\$89,695	\$107,634	\$34.50	\$43.12	\$51.75
Fire Chief	Fire	\$76,000	\$95,000	\$114,000	\$36.54	\$45.67	\$54.81
Director of Public Works	Streets Allocation	\$78,005	\$97,506	\$117,007	\$37.50	\$46.88	\$56.25
Finance Director	Finance	\$78,614	\$98,268	\$117,921	\$37.80	\$47.24	\$56.69
Community Development Director	Community Development	\$78,717	\$98,397	\$118,076	\$37.84	\$47.31	\$56.77
Police Chief	Police	\$85,931	\$107,414	\$128,897	\$41.31	\$51.64	\$61.97





THANK YOU

Terri Evans

City of Salida
Pay Ranges for Full-time Employees
Jan. 2020

Title	Department	Minimum of Range at 2080 Hours/Year	Market Rate at 2080 Hours/Year	Maximum of Range at 2080 Hours/Year	Minimum of Range Per Hour	Market Rate Per Hour	Maximum of Range Per Hour
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City of Salida
 Pay Ranges for Full-time Employees
 Jan. 2020

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MEMORANDUM

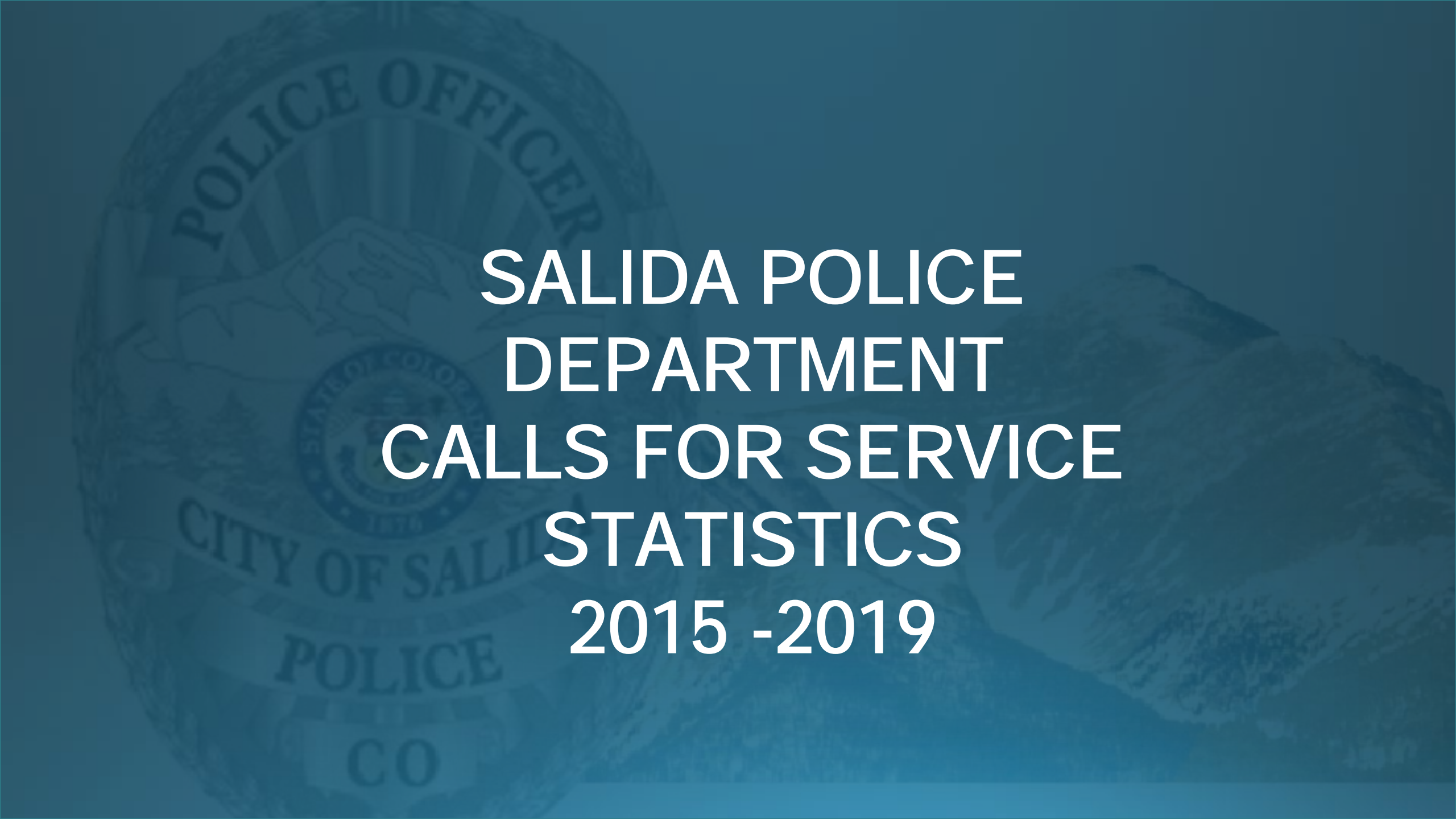
TO: Honorable Mayor Wood and Council Members
CC/: City Administrator Drew Nelson

FROM: Chief Russell Johnson
DATE: 01/30/2020
SUBJECT: Salida Police Department Statistical Update

The Salida Police Department has prepared a statistical update. The point of this is to make you and the citizens more aware of crime information and the work of the Salida Police Department. In the slide show presentation you will see calls for service, reports taken, arrests, parking enforcement numbers and community programs from 2015-2019. I went back a few years so you could see the trends. I will explain the numbers and go over the details during the council meeting. Once that is completed, I will answer any questions you may have.

At this time, I am only informing Council of the information and no action is needed. If you have any further questions after the meeting, feel free to send me an email or give me a call. As always, if you have any questions you can always stop by the Police Department.

Thank You,
Chief Russell Johnson

A large, faint watermark of a police badge is visible in the background. The badge is circular and contains the text "POLICE OFFICER" at the top, "CITY OF SALIDA" in the middle, and "POLICE CO" at the bottom. The badge also features a central emblem with a scale of justice and a sword.

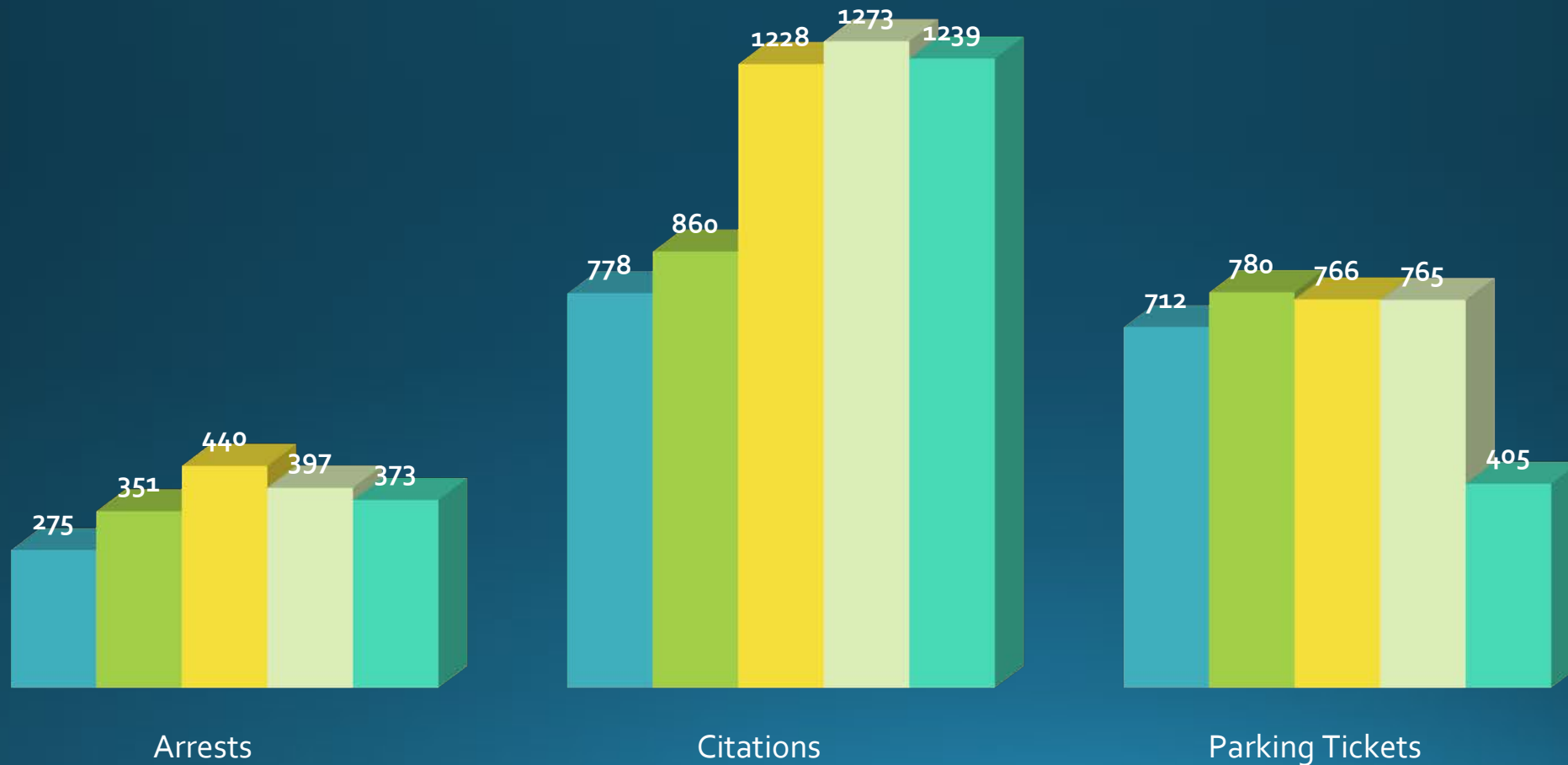
**SALIDA POLICE
DEPARTMENT
CALLS FOR SERVICE
STATISTICS
2015 -2019**

TOTAL CALLS FOR SERVICE



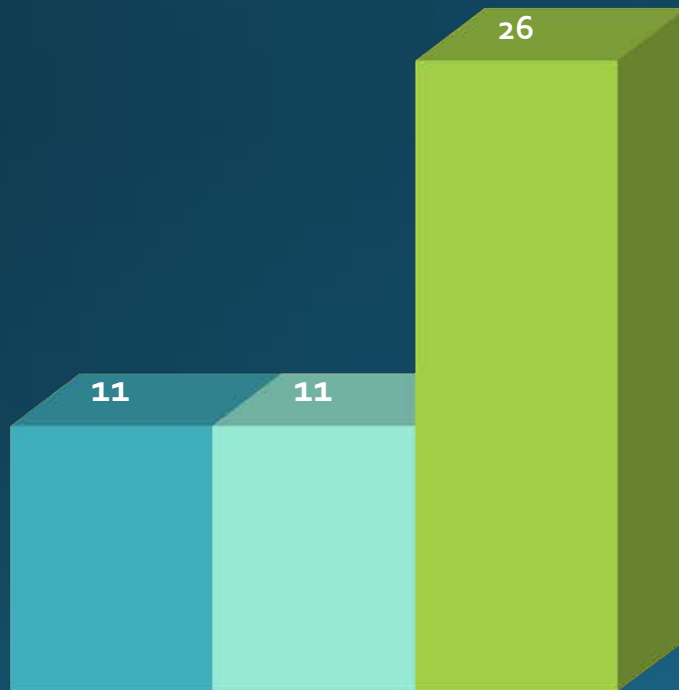
TOTAL ARRESTS, CITATIONS, AND PARKING TICKETS

2015 2016 2017 2018 2019

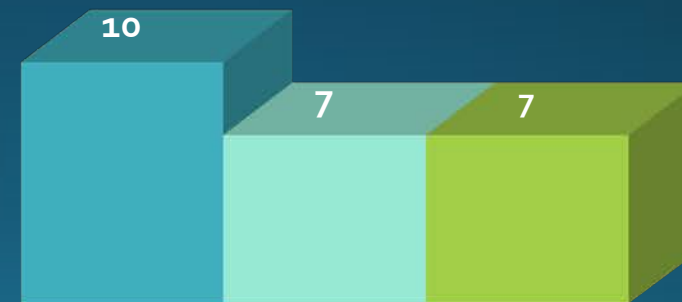


SWAT AND DTF CALLS 2017 – 2019

■ 2017 ■ 2018 ■ 2019



SWAT CALLOUTS

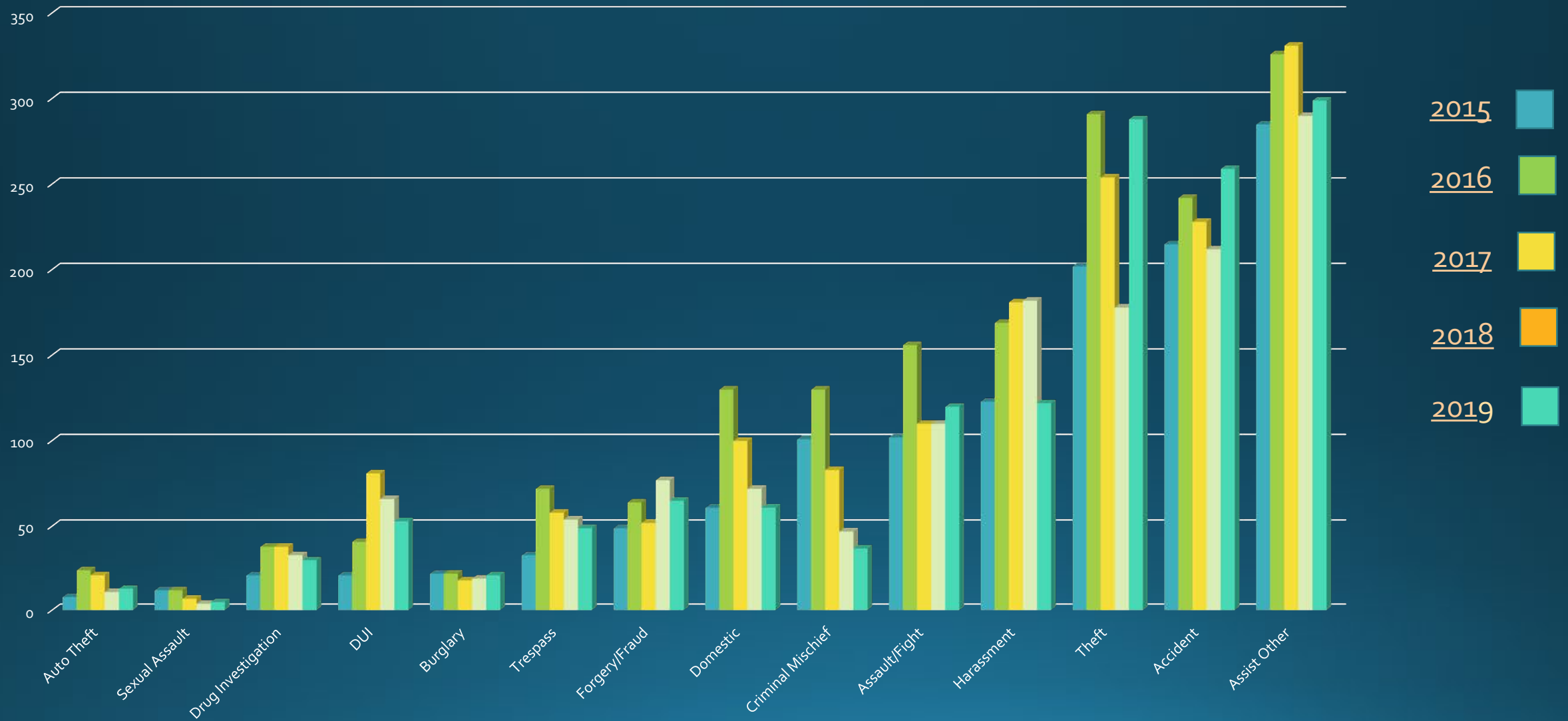


DTF ARRESTS

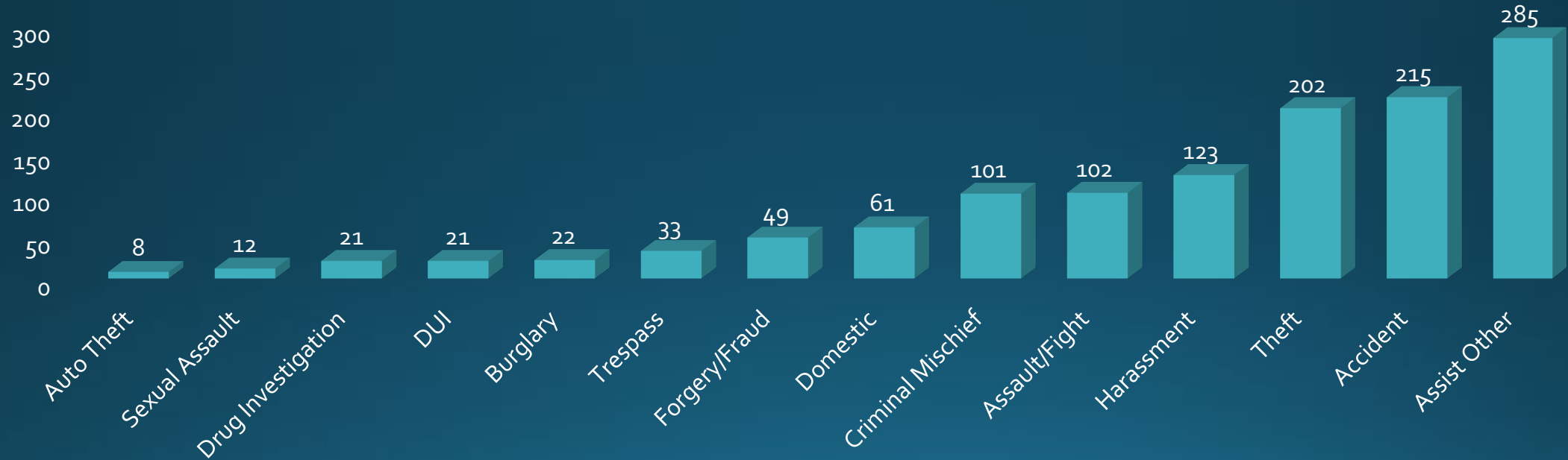
ALL CALL TYPE CATEGORIES

- Kidnapping
- River Incident
- Smoke Investigation
- Fire-Wildland
- Runaway
- Weapons - Other
- Transport
- Arrest
- Emergency Message
- Fire-Structure
- Liquor Violation
- Morals
- Sexual Assault
- Safe To Tell
- Child Abuse
- Death Investigation
- Alarm Fire
- Hazardous Material
- Lost Property
- Auto Theft
- Fire - Miscellaneous
- Missing Person
- Transient Aid
- CHINS
- Burglary
- Assault
- Livestock
- Citizen Assist
- Weapons - Gun
- Wildlife
- Hazard - General
- Intoxicated Subj
- Suicide Attempt
- Drug Investigation
- Violation
- Protection Order
- Criminal Mischief
- REDDI Report
- 911 non emergencies
- Suspicious Vehicle
- Voided Call
- Trespass
- Abandoned Vehicles
- Attempt Arrest
- Civil Dispute
- Code Violation
- Medical Assist
- Disturbance - Noise
- Domestic
- Civil Standby
- Motorist Assist
- Repossession
- Forgery/Fraud
- Parking
- Found Property
- Traffic Violation
- Disturbance - Fight
- Alarm
- 911 Miscellaneous
- Suspicious Incident
- Warrant Arrest
- Welfare Check
- Traffic Complaint
- Theft
- Harassment
- Suspicious Person
- Accident
- Information Item
- Assist Other
- Animal Complaint
- Vin Inspection

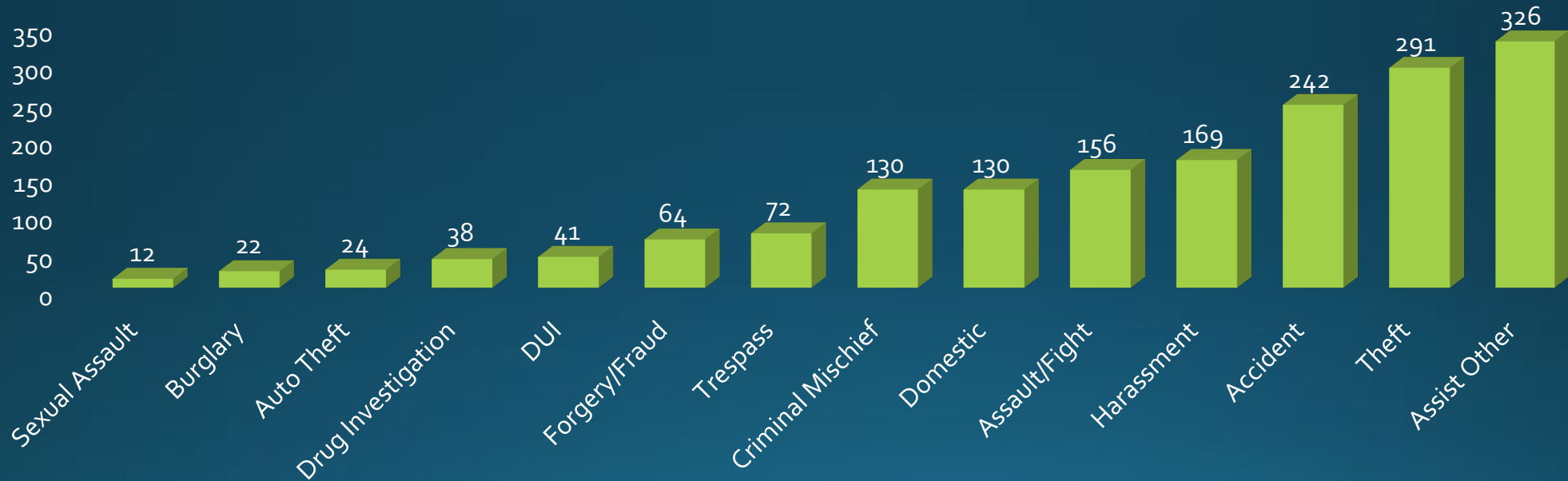
Call Breakdown - Comparison



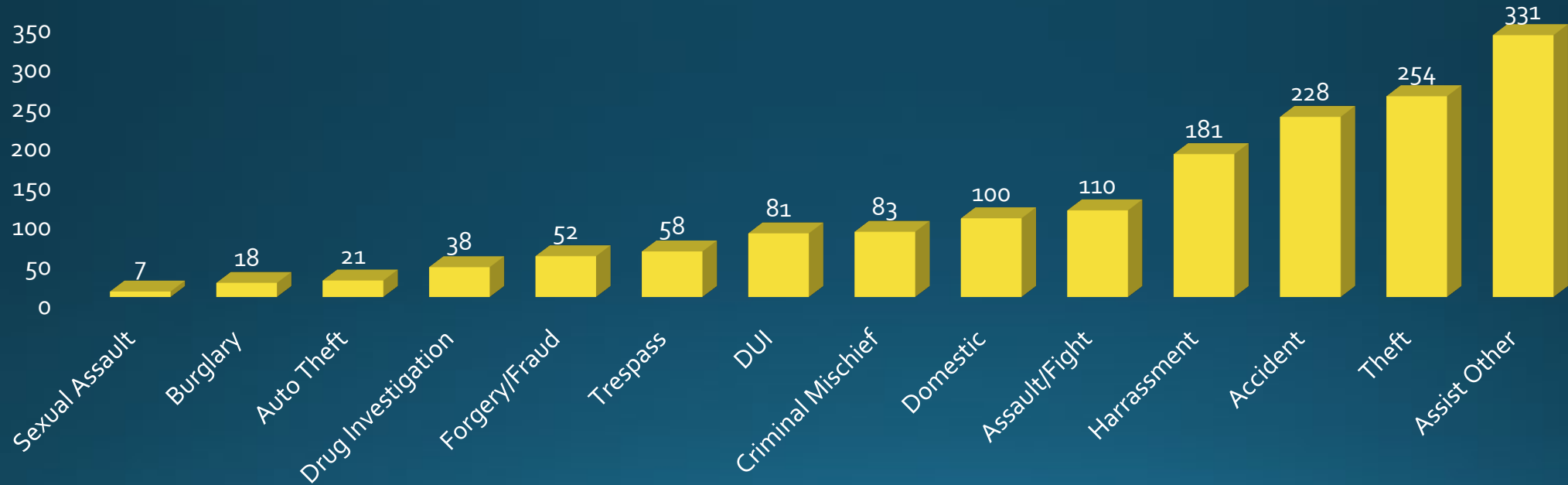
2015 CALL BREAKDOWN



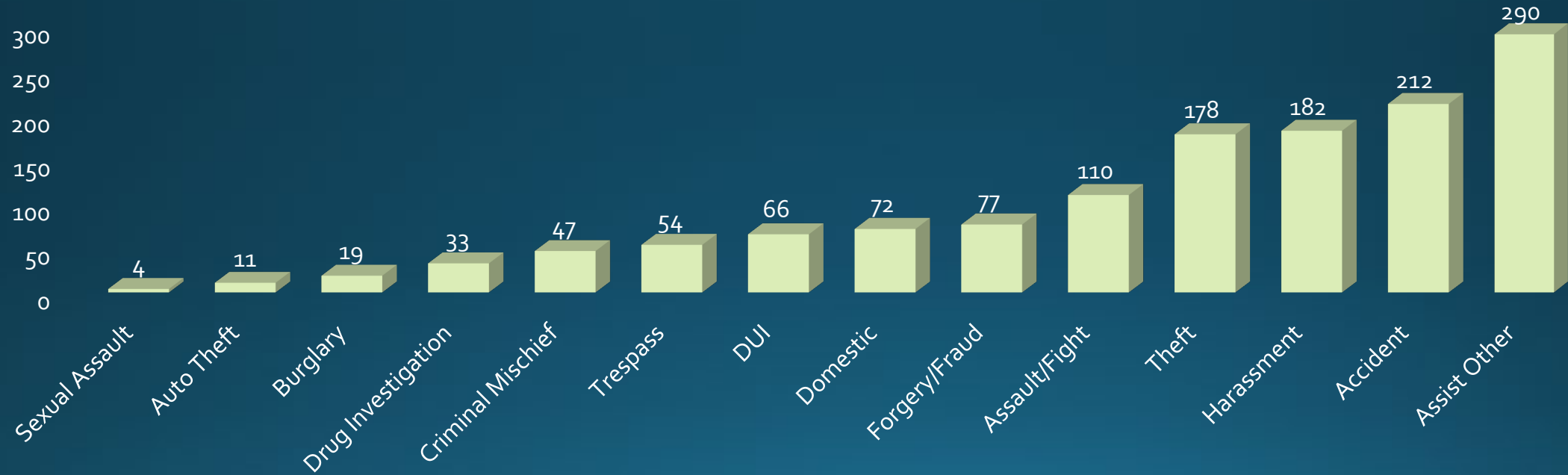
2016 CALL BREAKDOWN



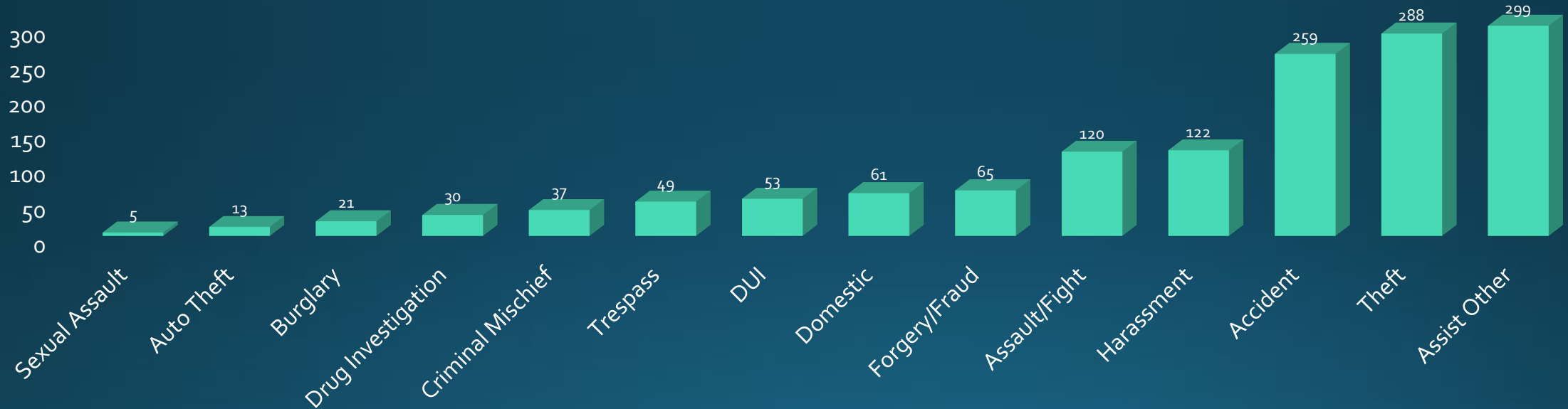
2017 CALL BREAKDOWN



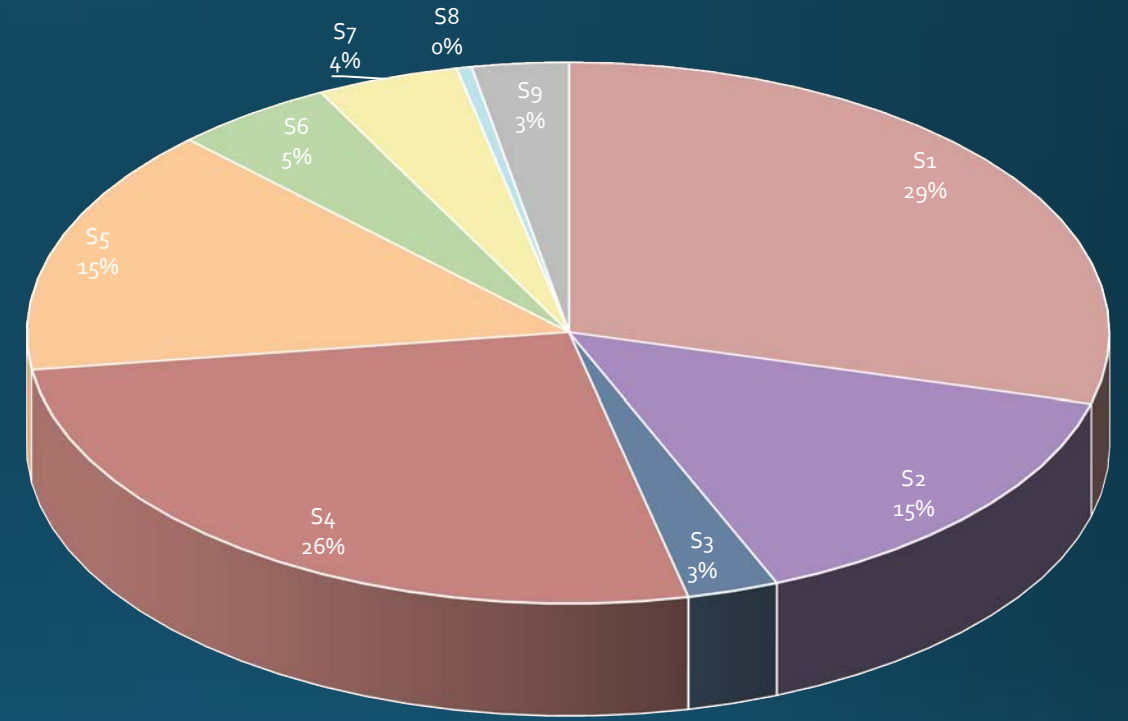
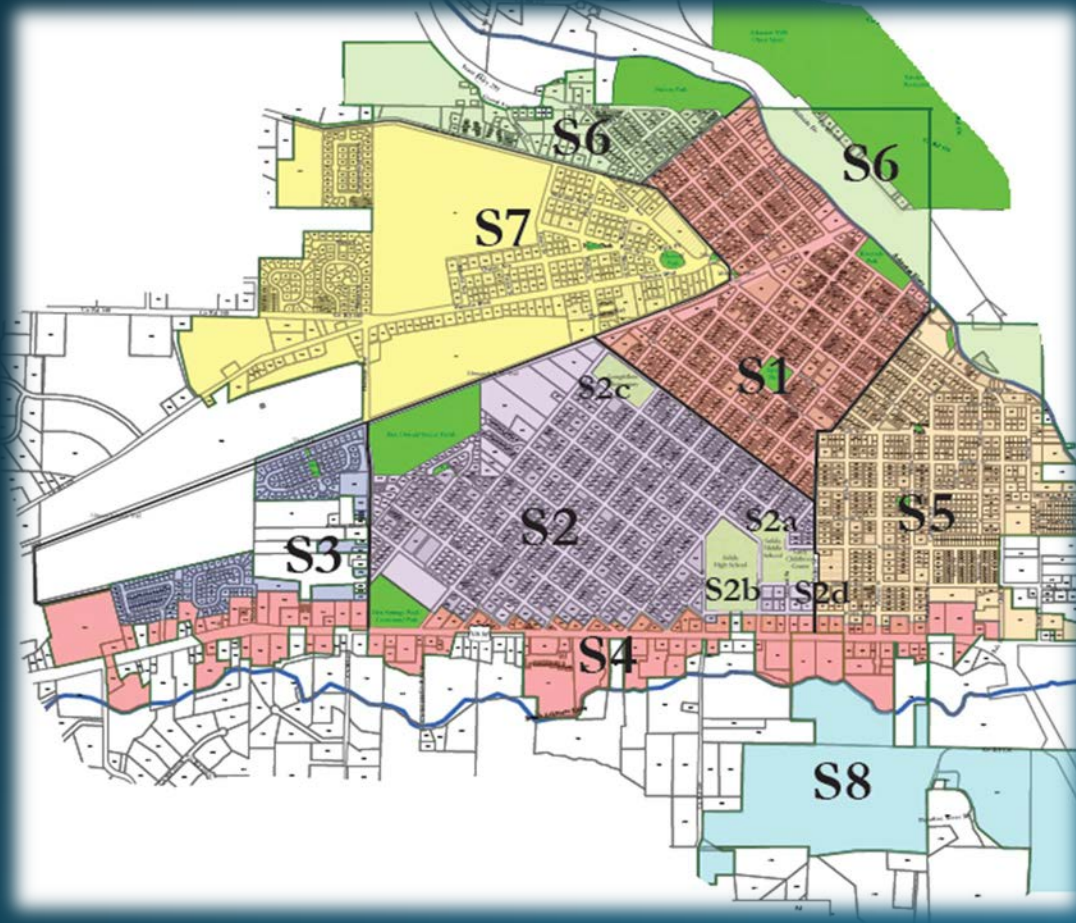
2018 CALL BREAKDOWN



2019 CALL BREAKDOWN



OVERALL INCIDENTS BY ZONE



- S1** Salida Downtown
- S2** Schools/Midtown
- S3** Trailside/Rex/Starbuck
- S4** Hwy 50 Properties
- S5** Eastside
- S6** M St/Marvin Pk/N. River
- S7** Mesa/Golf Course
- S8** Vandaveer
- S9** Other/County

COMMUNITY PROGRAMS AND EVENTS

YEAR ROUND:

- SCHOOL GAMES
- COMMUNITY THAT CARES
- OPIOID COALITION
- SART (SEXUAL ASSAULT RESPONSE TEAM)
- ADULT PROTECTION TEAM
- DOMESTIC VIOLENCE COUNCIL
- CRIMESTOPPERS
- POSITIVE CITATIONS
- VARIOUS PARADES
- CHAFFEE COUNTY DRUG TASK FORCE
- HVE DUI PROGRAM
- CLICK IT OR TICKET
- CHAFFEE COUNTY TACTICAL TEAM

ANNUAL SPD EVENTS AND PROGRAMS:

- SHOP WITH A COP
- BIKE SAFETY
- SRO PROGRAMS
- DRUG TAKEBACK DAY
- EVERY 15 MINUTES
- MONARCH POLICE PARTNERSHIP

CITY/COUNTY EVENTS:

- FIBARK
- BEERFEST
- WINEFEST
- 7 PEAKS CONCERT
- FIBERFEST
- MULTIPLE ART FESTIVALS
- 4TH OF JULY
- PARADE OF LIGHTS
- BLUEGRASS FESTIVAL
- THURSDAY NIGHT CONCERTS