

CLASSIFICATION & COMPENSATION STUDY

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TABLE OF CONTENTS

Executive Summary	1
Project Description & Methodology	
Table 1: Employers Surveyed	
Key Findings	
Classification & Job Evaluation	5
Table 2: Point Factor Job Evaluation Results	
Compensation & Market Comparability	8
Table 3: Market Data Summary	
Benefits Analysis	
Classification & Compensation Structure	13
Impact of Recommended Ranges	
Table 4: Suggested Pay Structure	
Implementing Recommended Ranges	
Chart 1: Continuum of Job Mastery	
Range Options	
Table 5: Traditional Step System	
Table 6: Combined Step and Open Range System	
Implementation Options	
System Administration	
Appendix A: Draft Job Descriptions	
Appendix B: Market Survey Data: Pay	
Appendix C: Market Survey Data: Benefits	
Appendix D: Point Factor Plan	

EXECUTIVE SUMMARY

Project Description & Methodology

The City of Allen Park enlisted the assistance of the Michigan Municipal League to conduct a classification and compensation study, including a detailed market survey of pay and benefits. Undertaking this project will help the City to recruit and retain highly qualified and competent staff within an internally equitable and market competitive system.

At the onset of the project, current job descriptions, pay plans, benefits information, and other related materials were collected and reviewed. The City identified the positions to include in the scope of this project, which included the 17 positions listed below.

1. City Administrator
2. Administrative Assistant
3. City Clerk
4. Finance Director
5. Accounting Group Leader
6. Treasurer
7. Deputy Assessor (MAAO)
8. Community Development Director / Building Official
9. Building Inspector
10. Public Services Director
11. Public Services Supervisor
12. Library Director
13. Director, Parks & Recreation
14. Police Chief
15. Fire Chief
16. Deputy Fire Chief / Fire Marshall
17. Office Clerical Worker

All 17 positions underwent a thorough review of job analysis and had updated job descriptions developed. All positions except the Office Clerical Worker, City Clerk, and Treasurer were included in the market study and had point factor job evaluation performed to establish an internally equitable pay system. The Office Clerical Worker position is covered under a collective bargaining agreement where wages are negotiated. Pay for the City Clerk and Treasurer positions are established by the compensation commission.

To begin the project, an on-site meeting was held with the City Administrator and the Finance Director to review project methodology and discuss the comparables to be used in the market study. During another on-site visit, orientation sessions were conducted for City employees to review the project methodology and distribute Job Analysis Questionnaires. On-site meetings were then held with employees during a separate visit to gather more detailed information on positional duties and requirements.

The job analysis process ensured apples-to-apples comparisons in the market survey, and served as the basis for updating job descriptions and performing internal point factor job evaluation. Point factor job evaluation provides an objective approach to comparing positions internally based on a variety of critical factors and helps determine grade placement within the overall compensation structure.

The customized survey was sent to the selected comparable communities and included a summary of primary job functions for each position, as well as asked respondents to provide not only pay information, but feedback on how the positions within their organization were similar or different. This level of detail promotes the most accurate positional level match, and provides a basis for determining the appropriateness of comparisons. We further validated the survey data against the League's statewide database of municipal salaries.

Table 1 below provides details on the 14 employers that were surveyed. All but three responded (Garden City, Oak Park, and Southgate). Many attempts were made to encourage participation, however, we were unable to obtain the requested data from these employers. While they did not respond to our customized survey, these three employers did respond to another recent survey request so this data was used as appropriate, and is noted as such.

Table 1: Employers Surveyed

COMPARABLES FOR USE IN MARKET STUDY						
	Community	County	Population	Square Miles	FT EE's	2013 Taxable Value
1	Eastpointe	Macomb	32,442	5.10	150	431,302,661
2	Ferndale	Oakland	19,900	3.97	140	516,729,920
3	Garden City	Wayne	27,692	5.80	103	488,336,410
4	Inkster	Wayne	25,369	6.28	160	300,662,090
5	Lincoln Park	Wayne	38,144	5.93	82	553,684,202
6	Madison Heights	Oakland	29,694	7.25	190	773,730,980
7	Monroe	Monroe	20,733	10.50	165	936,160,570
8	Oak Park	Oakland	29,319	5.50	161	433,068,140
9	Roseville	Macomb	47,299	9.5	200	861,213,155
10	Southgate	Wayne	30,047	6.94	150	653,124,120
11	Trenton	Wayne	18,853	7.40	152	651,955,901
12	Wayne	Wayne	17,593	6.00	88	367,071,287
13	Woodhaven	Wayne	12,875	6.55	66	513,727,831
14	Wyandotte	Wayne	25,883	5.20	127	548,212,500
	AVERAGE		26,846	6.57	138	573,498,555
	ALLEN PARK	WAYNE	28,210	7.42	100	763,554,000

Taxable Value = Total assessed real and personal taxable value.

Sources: MML membership database, accessmygov.com, and State of MI Treasury.

As seen in Table 1, a balanced group of communities was analyzed for this project. In considering a labor market, geography is quite important as are size of organization and organizational structures, along with other factors.

It should be noted that each organization surveyed in this study is unique, with different organizational structures and in some cases, alternative allocation of duties among employees. Further, not every comparable employer delivers the exact mix of services found in the City of Allen Park. The focus of our market analysis was to identify positions in other organizations with a similar scope of responsibilities, requiring similar levels of knowledge, skill and expertise.

There are no “perfect matches” in terms of organization or position; the one constant is that all public employers ask employees to “wear many hats,” do more with less, and take on greater responsibility. Even with variations in operations and positional duties, we are confident the survey results represent a fair, objective, and reasonable comparisons to the market.

This report provides detailed analysis of the market data and specific recommendations for pay system design and administration. In all cases, our recommendations are just that; City officials are ultimately responsible for determining the best course of action for their organization. Our intent is to provide this research, various scenarios, and differing implementation options to facilitate the decision making process.

Key Findings

Classification

The job analysis process allowed us to gather in depth information on each position, including job requirements and the knowledge, skills, and abilities needed to perform each job successfully. This process supported the development of updated job descriptions, which can be found in draft form in Appendix A.

In addition, consideration might be given on renaming the titles of the positions outlined below. These recommendations have been incorporated into the updated job descriptions.

Current Title	Suggested Title
Accounting Group Leader	Payroll Coordinator
Foreman – Garage, Building Maintenance, Basin	Public Works Supervisor
Foreman – Water & Sewer	Public Works Supervisor
Foreman – Roads & Forestry	Public Works Supervisor

Compensation

The City of Allen Park’s pay levels, taken in total, are 8% above the market when comparing to the market minimum. When comparing Allen Park’s current pay to market mid-point and maximum, Allen Park is 3% below and 12% below, respectively.

Most employees who are in positions included in this project are fairly new, either to the City or to their position. Taking only the newer employees into consideration, Allen Park’s pay levels are 7% above the market minimum. When comparing the market midpoint to those employees who have been in his or her position for three or more years, Allen Park is only 1% below the market. This suggests that the City is competitive to the market at the start of an employee’s career, and becomes more in-line with the market as employees progress through their career.

Detailed market data on each position is available in Appendix B.

- ⇒ While there are variations among individual positions, it is important to keep in mind that being above or below market does not necessarily mean that someone is “overpaid” or “underpaid”, but rather shows the overall comparability to the market.
- ⇒ Most non-union public sector pay ranges are around 20% to 30% wide, with a range minimum 12.5% below the midpoint and the maximum 12.5% above. The recommended pay ranges developed within this report reflect ranges that are 25% wide.

- ⇒ There are 3 employees with current pay levels less than the recommended range minimum. There are no employees with current pay levels higher than the recommended range maximum.

Benefits

In addition to pay, the customized survey included the scope of benefits provided in the market to provide a more complete picture of comparability of the overall compensation program within the City of Allen Park. Taken in total, Allen Park's benefits are within a similar range of the surveyed market for most benefits. With regard to a payment in lieu of health insurance, the City is more generous than market in that it offers employees a choice of a monetary payment or an additional paid week of vacation. However, the City is less generous than market in that it does not provide short- or long-term disability programs.

On a statewide level, we are seeing public employers slowly shifting from traditionally rich, high cost benefit programs to more progressive programs that shift some responsibility to the employee allowing the employer to have more control over current and future costs. In this respect, the City of Allen Park is actually ahead of the trend on some high-cost benefits such as longevity pay, a defined benefit pension program, and retiree health insurance.

A qualitative analysis of the benefits is provided below with details available in Appendix C.

CLASSIFICATION & JOB EVALUATION

As discussed within the methodology section, the process of identifying job duties, positional responsibilities and minimum job requirements is called “job analysis.” To perform an effective job analysis, employees were asked to complete a questionnaire relating to job duties, positional responsibilities, minimum requirements, and other criteria of their position. These questionnaires, along with existing job descriptions, provided the basis for personal interviews wherein additional detail and insight about each job was obtained.

Once positions are thoroughly analyzed, “job evaluation” is performed. This is a process that rates, or evaluates, each position against specific, job related criteria contained within a customized point factor plan. The complete point factor plan is included in Appendix D, and can be summarized as follows:

Factor 1: Education & Relevant Experience

This factor rates the minimum qualifications of a position as determined by the level of education required to be adequately prepared for the duties and responsibilities of the position and the minimum number of years of relevant experience necessary to adequately perform the job. The factor plan provides for additional points for special licensing, certification and other requirements beyond education and experience.

Factor 2: Judgment & Independence of Action

This factor rates the level of judgment and independence of action exercised in determining proper courses of action on the job. In evaluating a position against this factor, the extent to which policies, procedures, rules and so forth guide and restrict judgment and independence of the position is considered, as well as whether peers and/or supervisors are available for collaboration in decision making. Lastly, the degree to which the employee is empowered to use discretion and how work and authority is “checked,” is measured within this factor; for example, whether work is checked through a formal check/balance system or on an exception basis only.

Factor 3: Internal & External Relations

This factor examines the types and frequency of internal and external contacts a position encounters, and the communication skills needed to successfully handle these contacts. The highest level, or most complicated form of communication skill required of a position is determined, then the frequency is measured. For example, responding to questions and explaining procedures versus negotiating contracts or resolving disputes in a formal setting are varying levels of communication. Some employees may engage in many levels with varying frequency. The highest level is rated and the frequency of that level is applied.

Factor 4: Supervisory or Managerial Responsibility

This factor reflects the supervision exercised and management or leadership role assigned to a position. Both the level of authority exercised and the span of control as determined by the size of the supervisor’s staff are measured. Roles range from occasional leader to formal supervisor (with the authority to hire, discipline and discharge employees.) The number of employees is determined by counting full and part-time staff as well as seasonal or volunteer staff, though these different types of staff are weighted differently.

Factor 5: Job Complexity & Analytic Demands

This factor measures the degree of complexity which is characteristic of a position's duties and responsibilities. Complexity is defined as the level of "thinking process" or analytic ability required of a position. Included in the analysis for this factor are issues like whether processes and work tasks are redundant, how much problem solving is required of the job, whether the employee makes choices from an established set of options or must originate new policy or procedure and whether the position has strategic planning responsibility for operational areas.

Factor 6: Responsibility for the Safety and Convenience of Others

This factor is concerned with the impact the position's duties have on the safety of others. In considering the potential impact of a position, *probable* errors that may occur in the regular course of performing a job are considered rather than the most extreme consequences. Similar to other factors, the highest, but still probable, consequence of error is measured along with the frequency with which the opportunity for error presents itself.

Factor 7: Technology & Equipment Use

This factor measures the level of knowledge and expertise required in a position with respect to utilizing, developing, fabricating and implementing various technology or equipment. Ratings include basic, intermediate and complex use levels. The highest levels are attributed to positions with development, programming and other advanced applications along with research, development and implementation of systems.

Factor 8: Impact on Programs, Services, and Operations

This factor measures the impact a position has on programs, services or operations of various units of the organization. Impact includes effects on organizational efficiency, effectiveness, financial implications, public perception and other tangible and intangible resources. Whether positions impact multiple "service areas" within an operating unit or other departments across the organization is considered.

Factor 9: Intensity & Demand for Concentration

This factor measures the frequency of two environmental components, mental concentration and focus. Mental concentration captures the extent to which an employee works on high-detail tasks such as data entry; focus captures the extent to which a position is subjected to distracting influences.

Factor 10: Work Environment

This factor measures the degree and frequency with which a position is subjected to unpleasant or adverse working conditions as a function of the job, and the type and frequency of physical demands placed on a position. Office "climate control" issues are *not* considered an unpleasant or adverse condition, nor are standard requirements for lifting and/or moving light weight items in a normal office setting considered a physical demand. Rather, this factor accounts for positions that are required to work in the field under hazardous conditions or regularly encounter life-threatening situations. As well, the physical exertion required of a position is measured within this factor, both in terms of level and frequency.

Each of these point factors has an associated numeric point matrix that is used to rate each position. It is important to note that this is an evaluation of the job content and requirements of the position; it is not an assessment of the individual currently holding the position, nor is it a performance evaluation. Using this method, very different positions across the organization are assessed on an "even playing field" and internal equity is achieved.

The total points then serve as a guide for determining grade placement. Two very different positions can have similar point totals, indicating that grouping within the same pay grade is appropriate. Table 2 contains the point factoring results.

Detailed point factor analysis is contained in Appendix D along with the point factor plan.

Table 2: Point Factor Job Evaluation Results

Current Title	Point Total
Administrative Assistant	1,704
Payroll Coordinator	1,904
Deputy Assessor	1,907
Building Inspector	1,922
Public Services Supervisor	2,119
Deputy Fire Chief / Fire Marshall	2,352
Community Development Director / Building Official	2,503
Parks & Recreation Director	2,515
Public Services Director	2,547
Library Director	2,568
Finance Director	2,708
Fire Chief	2,752
Police Chief	2,771
City Administrator	3,043

COMPENSATION & MARKET COMPARABILITY

To determine appropriate pay rates, we utilized a customized market survey to gather information on what the competitive labor market pays for similar positions. Our survey document included positional summaries of each position, rather than simply matching job title to job title, to enhance the survey's reliability. Therefore, respondents were able to report pay based on job content rather than job title alone.

As well, our survey gathered information on how positions are similar or different in other organizations to aide in making "apples-to-apples" comparisons with regard to pay data. The survey tool collected information on pay ranges and current actual salaries in the event no range was available.

It should be noted that each organization surveyed in this study is unique, with different organizational structures and in some cases, alternative allocation of duties among employees. Further, not every comparable employer delivers the exact mix of services found in the City of Allen Park. The focus of our market analysis was to identify positions in other organizations with a similar scope of responsibilities, requiring similar levels of knowledge, skill and expertise.

In addition to the customized salary survey sent to the identified comparable employers, we also included data from the League's statewide database of municipal salaries to further validate the survey. Additionally, the library in Allen Park is a Class V library and not all of the comparable communities fall within this class, and some do not have a library at all. To account for this, we utilized the Michigan Public Library Statistics to gather supplemental salary data for Class V Library Directors.

Table 3 on the following page provides a summary of the market survey results and shows how each position studied compares. The compa-ratios shown on the right is a simple ratio of the City's pay rate divided by the market average for minimum, midpoint, and maximum pay rates. So, the midpoint average compa-ratio of 97% can be read as "the City of Allen Park's midpoint pay levels, taken in total, are 3% below the market."

In reviewing the individual position results, keep in mind that being above or below market does not necessarily mean someone is "overpaid" or "underpaid." Rather, this is a simple way to gauge overall comparability to market. Most public sector pay ranges are around 20% to 30% wide, so a likely range minimum would be 12.5% lower than the midpoint and maximums 12.5% above. As such, market comparisons with compa-ratios of 87.5% to 112.5% are considered within normal limits.

Detailed market data on each position is available in Appendix B, with a summary of the market data found on the following page.

Table 3: Market Data Summary

Current Title	Allen Park	Market Average				Compa-Ratio			
	Actual	Min	Mid	Max	Actual	Min	Mid	Max	Actual
City Administrator	95,000	insufficient data			106,846	insufficient data			89%
Administrative Assistant	34,000	39,948	45,006	50,063	45,605	85%	76%	68%	75%
Finance Director	87,000	82,612	90,635	98,659	86,804	105%	96%	88%	100%
Payroll Coordinator	45,000	35,094	39,317	43,541	44,826	128%	114%	103%	100%
Deputy Assessor (MAAO)	55,000	insufficient data				insufficient data			
Community Development Director / Building Official	75,000	70,644	81,734	92,825	82,451		92%	81%	91%
Building Inspector	56,000	51,848	57,610	63,371	63,371	108%	97%	88%	88%
Public Services Director	70,000	76,767	85,522	94,277	83,558	91%	82%	74%	84%
Public Services Supervisor	60,611					116%	105%	96%	97%
Public Services Supervisor	60,611	52,161	57,632	63,103	62,699	116%	105%	96%	97%
Public Services Supervisor	62,670					120%	109%	99%	100%
Library Director	70,500	63,657	70,314	76,970	71,998	111%	100%	92%	98%
Parks & Recreation Director	65,000	64,789	73,158	81,526	67,239	100%	89%	80%	97%
Police Chief	88,662	81,701	91,970	102,239	94,723	109%	96%	87%	94%
Fire Chief	86,612	77,970	86,936	95,903	87,505	111%	100%	90%	99%
Deputy Fire Chief / Fire Marshall	74,620	insufficient data			76,205	insufficient data			98%
AVERAGE ALL						108%	97%	88%	94%

Benefits Analysis

In addition to pay, the customized survey included the scope of benefits offered in the market to provide a more complete picture of the comparability of the overall compensation program within the City of Allen Park. Details on benefit offerings found in the comparable market can be found in Appendix C with a qualitative analysis of the benefits provided below.

Non-Union Employees

Ten respondents reported benefits data for non-union employees. The City of Allen Park's non-union benefit offerings, taken in total, are within a similar range of the surveyed market for many benefits. With regard to a payment in lieu of health insurance, the City is more generous than market in that it offers employees a choice of a monetary payment or an additional paid week of vacation. However, the City is less generous than market in that it does not provide short- or long-term disability programs.

In addition, the City of Allen Park does not offer longevity pay or a defined benefit pension program as do some respondents in the surveyed market. While this may appear to be a weakness when compared to market, Allen Park is actually ahead of a slow-moving trend by taking a progressive approach on these more traditional, high-cost benefit programs. In summary:

Paid Time Off & Bonus Benefits

- The surveyed market shows an average of 12 paid holidays, compared to the 13 paid holidays provided in Allen Park.
- All respondents offer separate leave banks for vacation, sick, and personal time as does Allen Park. When comparing vacation leave banks, Allen Park is more generous than market at the start of an employee’s employment, however, it becomes less generous to market in maximum accruals by 1 days. However, this is offset by the additional paid holiday.

Vacation Accruals			
Market Average		Allen Park	
1 Year	13 days	1 Year	15 days
5 Years	17 days	5 Years	20 days
10 Years	22 days	10 Years	20 days
15 Years	24 days	15 Years	25 days
20 Years	26 days	20 Years	25 days

- The market average for sick leave among the respondents is 12 days, which is the same amount of sick leave available in Allen Park. One respondent, however, reported that they provide up to one year of sick time.

Seven respondents reported that some form of sick time carryover is allowed, ranging from a minimum of 10 days to having no carryover limit at all. The City of Allen Park does not have a limit on the carryover of sick leave.

Seven respondents allow for some form of payout upon retirement and/or separation ranging from a payout 50% up to 30 days to a payout of 50% up to 150 days. Three respondents do not offer any form of sick leave payout, which is slowly becoming a trend among municipal employers. The City of Allen Park allows for a payout of 50% up to 50 days upon retirement or death.

- The market average for personal leave is 4 days. The City of Allen Park offers 3 personal days to its non-union employees.
- Of the ten respondents, six provide longevity pay with a maximum payment ranging from \$800 to 8% of base pay. One respondent offers longevity pay only to its Police and Fire Chiefs and another respondent does so under a grandfathered policy. The City of Allen Park does no longer offers longevity pay, which is becoming more common among municipal employers

Insurance Benefits

- All ten respondents offer a PPO insurance plan and two of the respondents also offer an HMO insurance plan. The City of Allen Park offers a PPO plan.
- Seven respondents require some form of employee contribution to insurance premiums, with five of the respondents requiring a 20% employee contribution. The City of Allen Park also requires an employee contribution of 20%.
- Insurance plan deductibles among the surveyed market range from \$250/\$500 to \$2,000/\$4,000. The deductible for Allen Park's insurance plan is \$250/\$500.
- Five respondents contribute to a health savings plan or similar program on behalf of their employees to help offset the out-of-pocket deductible costs. These contributions range from \$125 to 100% of the total deductible amount. The City of Allen Park does not have a high deductible health plan, therefore it does not contribute to an HSA.
- Prescription co-pays range from \$5/\$40/\$80 to \$15/\$30. Allen Park's prescription co-pays are currently at \$10/\$20/\$30 for its PPO plan.
- Office visit co-pays range from \$10 to \$30 among the respondents. Allen Park's plan has a \$30 office visit co-pay.
- Nine respondents offer some form of employer paid dental coverage and seven offer some form of employer paid vision coverage. The City of Allen Park provides both dental and vision coverage to its non-union employees.
- All respondents except one provide some form of payment in lieu of health insurance with payments ranging from \$1,250 to \$4,800 annually. Allen Park also offers a payment in lieu of health insurance, giving employees the choice between an extra \$2,400 annually or one extra week of vacation time. This is a creative approach that gives employees who opt out of the City's insurance plan the option to select the "payout" they find most valuable.
- All respondents provide life insurance with the benefit level ranging from \$25,000 to \$100,000, with two respondents providing a benefit level equal to an employee's annual salary. One employer also provides a life insurance benefit of \$5,000 to a closed group of retirees. The City of Allen Park provides a life insurance benefit level equal to an employee's annual salary.
- One respondent provides only short-term disability, two provide only long-term disability, and four provide both short- and long-term disability. Neither short- or long-term disability are available to Allen Park's full-time non-union employees.

Retirement Benefits

- Six respondents provide a traditional defined benefit pension plan to its non-union employees, although one of these respondents only does so on a grandfathered basis. Another respondent also offers a hybrid plan. Pension multipliers for these plans range from 2% to 3%.

Seven respondents offer a defined contribution program. Employer contributions for this program and the hybrid contribution arm range from 0% to 12%, as summarized below.

- ⇒ Two employers do not provide any contribution.
- ⇒ One employer provides a 1% contribution.
- ⇒ Two employers provides a 7% contribution.
- ⇒ One employer provides a 10% contribution.
- ⇒ One employer provides a 12% contribution.

The City of Allen Park offers a defined benefit pension plan to a closed group of employees who are grandfathered into the plan. The multiplier for this plan is 2.5% and currently requires a 7% employee contribution.

Allen Park also offers a defined contribution plan to its full-time non-union employees and provides a 7% contribution.

It should be noted that many public employers are shifting away from a traditional defined benefit pension plan and moving to defined contribution programs where costs are more controllable.

- Seven respondents provide some form of retiree health insurance, although five do so only on a grandfathered basis. Four respondents offer some form of a retiree health savings account. Allen Park also offers a retiree health savings account and provides a contribution of \$125 per month for the City Administrator and \$40 per month for full-time non-union employees. Retiree health savings plans work similarly to a defined contribution program allowing employees to save money for future medical expenses. This is a progressive approach to addressing retiree health care costs.

The legacy costs associated with retiree healthcare are creating a trend in the municipal sector which is moving away from 100% employer-paid retiree healthcare. Costs are considerable for this benefit given the relatively low retirement age in the public sector (some allow retirement as early as age 50, many at age 55 or 60) and the uncontrolled increases in cost of healthcare premiums.

To better control their budgets, long-range financial plans, and future liabilities, many municipal employers are moving toward a flat dollar cap that they will cover for a retiree healthcare premium, or are implementing a “defined contribution” style savings program which allows employees to save for the cost of healthcare in retirement, with or without employer contribution. Many retiree health savings plans allow for the conversion of unused paid time off, which is advantageous to both the employee and the employer, which saves the payroll tax that would otherwise be incurred through paying out time-off banks.

CLASSIFICATION & COMPENSATION STRUCTURE

As previously discussed, point factoring was used to determine the placement of each position within the organization's pay structure, and market data guided the recommended pay ranges.

Impact of Recommended Ranges

Table 4 on the following page provide a suggested pay structure based on market findings.

As mentioned earlier, the suggested pay structure reflects ranges that are 25% wide, with the pay midpoint established based on market findings.

Positions with salaries below the recommended range minimums are considered “**green circled**.” There are 3 employees currently earning a rate lower than the recommended range minimum.

1. Administrative Assistant
2. Payroll Coordinator
3. Parks & Recreation Director

In considering an implementation plan, it is suggested that green circled individuals be prioritized and moved as quickly as possible to at least the minimum of the recommended pay range. However, in each case individual performance will guide decisions regarding pay adjustments. It is advisable to suspend pay increases, even those for “green circled” positions, until such time as any ongoing performance issues are resolved.

Positions with salaries above range maximums are considered “**red circled**.” There are no red circled employees currently earning a rate above the suggested maximum.

Red circled positions are not uncommon for long-serving staff or positions that are difficult to recruit and/or retain. Should the City find itself in a red circled situation, we strongly caution against reducing pay or otherwise penalizing an employee with a salary level above the suggested maximum. This can be counter-productive and devastating to morale and the overall success of a pay program. Rather, “grandfathering” red circled employees or increasing salaries at a slower pace are more constructive approaches.

Table 4: Suggested Pay Structure

Grade	Title	Point Range	Allen Park Current Pay	RECOMMENDED PAY RANGES		
				Minimum	Midpoint	Maximum
1	Administrative Assistant	1700 - 1899	34,000	\$35,333 \$19.41	\$39,750 \$21.84	\$44,167 \$24.27
2	Payroll Coordinator	1900 - 2099	45,000	\$48,000 \$26.37	\$54,000 \$29.67	\$60,000 \$32.97
	Deputy Assessor		55,000			
	Building Inspector		56,000			
3	Public Services Supervisor 1	2100 - 2299	60,611	\$53,111 \$29.18	\$59,750 \$32.83	\$66,389 \$36.48
	Public Services Supervisor 2		60,611			
	Public Services Supervisor 3		62,670			
4	Deputy Fire Chief / Fire Marshall	2300 - 2499	74,620	\$61,111 \$33.58	\$68,750 \$37.77	\$76,389 \$41.97
5	Community Development Director / Building Official	2500 - 2699	75,000	\$68,444 \$37.61	\$77,000 \$42.31	\$85,556 \$47.01
	Parks & Recreation Director		65,000			
	Public Services Director		70,000			
	Library Director		70,500			
6	Finance Director	2700 - 2899	87,000	\$78,889 \$43.35	\$88,750 \$48.76	\$98,611 \$54.18
	Fire Chief		86,615			
	Police Chief		86,500			
7	City Manager	2900+	95,000	\$92,444 \$50.79	\$104,000 \$57.14	\$115,556 \$63.49

Range Options

There are a few popular options for pay range administration, including a traditional step system, an open range, or a combined approach.

Traditional Step System

A traditional step system simply breaks a pay range into increments. In a system with 25% wide ranges, nine steps are typical and provide for increments of about 2.50% to 3.15% between steps.

In a traditional step system, pay increases are awarded based on time on the job, conditioned upon satisfactory performance (i.e. move from step 1 to step 2 after 1 year with a satisfactory or better performance review). Table 5 below provides a step progression based on a Traditional Step System.

Table 5: Traditional Step System

Grade	Minimum Step 1	Step 2	Step 3	Step 4	Midpoint Step 5	Step 6	Step 7	Step 8	Maximum Step 9
1	\$35,333 \$19.41	\$36,438 \$20.02	\$37,542 \$20.63	\$38,646 \$21.23	\$39,750 \$21.84	\$40,854 \$22.45	\$41,958 \$23.05	\$43,063 \$23.66	\$44,167 \$24.27
2	\$48,000 \$26.37	\$49,500 \$27.20	\$51,000 \$28.02	\$52,500 \$28.85	\$54,000 \$29.67	\$55,500 \$30.49	\$57,000 \$31.32	\$58,500 \$32.14	\$60,000 \$32.97
3	\$53,111 \$29.18	\$54,771 \$30.09	\$56,431 \$31.01	\$58,090 \$31.92	\$59,750 \$32.83	\$61,410 \$33.74	\$63,069 \$34.65	\$64,729 \$35.57	\$66,389 \$36.48
4	\$61,111 \$33.58	\$63,021 \$34.63	\$64,931 \$35.68	\$66,840 \$36.73	\$68,750 \$37.77	\$70,660 \$38.82	\$72,569 \$39.87	\$74,479 \$40.92	\$76,389 \$41.97
5	\$68,444 \$37.61	\$70,583 \$38.78	\$72,722 \$39.96	\$74,861 \$41.13	\$77,000 \$42.31	\$79,139 \$43.48	\$81,278 \$44.66	\$83,417 \$45.83	\$85,556 \$47.01
6	\$78,889 \$43.35	\$81,354 \$44.70	\$83,819 \$46.05	\$86,285 \$47.41	\$88,750 \$48.76	\$91,215 \$50.12	\$93,681 \$51.47	\$96,146 \$52.83	\$98,611 \$54.18
7	\$92,444 \$50.79	\$95,333 \$52.38	\$98,222 \$53.97	\$101,111 \$55.56	\$104,000 \$57.14	\$106,889 \$58.73	\$109,778 \$60.32	\$112,667 \$61.90	\$115,556 \$63.49

Open Range System

Some employers prefer to use a percentage-based, open range approach to progressing employees through their ranges. Under this plan, a set percent is used for employees' annual pay increases. This provides the most flexibility to the employer, or maximum discretion.

Should an open range be established, a flat dollar or a percentage increase could be provided on a discretionary basis based on performance, time on the job, or some combination. Though rare, some use discretionary amounts that do not automatically renew unless continued exceptional performance or specific achievements warrant.

Combined System

A combined system uses both formal steps and a flexible, open range. With this method, step increases based on longevity are utilized initially (provided the employee is evaluated at a minimum level of satisfaction) with merit-based progression after a certain tenure level is

achieved. This combined system recognizes the "learning curve" found in early years of employment, and focuses on performance once longer tenure and associated job mastery is achieved. Table 6 below provides a step progression based on a Combined System.

Table 6: Combined Step and Open Range System

Grade	Minimum Step 1	Step 2	Step 3	Step 4	Midpoint Step 5	Open Range: Performance Based	Maximum Step 9
1	\$35,333 \$19.41	\$36,438 \$20.02	\$37,542 \$20.63	\$38,646 \$21.23	\$39,750 \$21.84	variable	\$44,167 \$24.27
2	\$48,000 \$26.37	\$49,500 \$27.20	\$51,000 \$28.02	\$52,500 \$28.85	\$54,000 \$29.67	variable	\$60,000 \$32.97
3	\$53,111 \$29.18	\$54,771 \$30.09	\$56,431 \$31.01	\$58,090 \$31.92	\$59,750 \$32.83	variable	\$66,389 \$36.48
4	\$61,111 \$33.58	\$63,021 \$34.63	\$64,931 \$35.68	\$66,840 \$36.73	\$68,750 \$37.77	variable	\$76,389 \$41.97
5	\$68,444 \$37.61	\$70,583 \$38.78	\$72,722 \$39.96	\$74,861 \$41.13	\$77,000 \$42.31	variable	\$85,556 \$47.01
6	\$78,889 \$43.35	\$81,354 \$44.70	\$83,819 \$46.05	\$86,285 \$47.41	\$88,750 \$48.76	variable	\$98,611 \$54.18
7	\$92,444 \$50.79	\$95,333 \$52.38	\$98,222 \$53.97	\$101,111 \$55.56	\$104,000 \$57.14	variable	\$115,556 \$63.49

Implementation Options

As mentioned earlier, there are 3 employees who are currently earning a wage below the recommended range minimum. It is suggested that "green circled" employees be prioritized and moved as quickly as possible to at least the minimum of the recommended pay range. Consideration may also be given to move long-serving employees to at least the midpoint of the recommended pay range to acknowledge their mastery of the position. Performance should be considered, however, before making any pay adjustment.

As seen below, the total cost to bring all 3 green circled employees to the suggested range minimum is \$20,486. Assuming acceptable performance levels, we have outlined below some possible implementation options for the City's review. While there are a number of possible methods to address these position, the options presented below will provide the City with a sense of how it can move forward in the implementation process.

Green Circled Employees	Current Wage	New Wage	% Change	Total Cost
1. Administrative Assistant	\$34,000	\$35,333	3.92%	\$1,333
2. Payroll Coordinator	\$45,000	\$48,000	6.67%	\$3,000
3. Parks & Recreation Director	\$65,000	\$68,444	5.30%	\$3,444
Total Cost				\$7,777

Provide 2.5% increase now, and again in July as part of budget process

The City could provide a 2.5% increase now, then again in each July until green circled employees reach the range minimum.

Year	Administrative Assistant	Payroll Coordinator	Parks & Rec Director	Total Annual Cost
Now	2.5% \$850	2.5% \$1,125	2.5% \$1,625	\$3,600
July 2016	1.4% \$483	2.5% \$1,153	2.50% \$1,666	\$3,302
July 2017	n/a	1.5% \$722	0.25% \$153	\$875
Total Cost	\$1,333	\$3,000	\$3,444	\$7,777

Move all employees to range minimum within 3 years, starting with smaller % increases

The City could implement a tiered increase approach, again spreading the total cost over 5 years. In this approach, however, employees would be given the smallest percentage increase in Year 1 then see a higher percentage increase in Years 2 through 5. With this approach, the City would see smaller cash outlays in Year 1 to allow time to plan for the larger increases in Years 2 through 5.

Year	Administrative Assistant	Payroll Coordinator	Parks & Rec Director	Total Annual Cost
Yr. 1	1.75% \$595	1.75% \$788	1.75% \$1,138	\$2,521
Yr. 2	2.13% \$738	2.25% \$1,030	2.25% \$1,488	\$3,256
Yr. 3	n/a	2.53% \$1,182	1.21% \$818	\$2,000
Total Cost	\$1,333	\$3,000	\$3,444	\$7,777

Additionally, the figures represented above are based on the recommended ranges and do not take into account any potential adjustment to those ranges. The City might consider taking a conservative approach to adjusting the pay system until such time that all employees are properly placed within the range.

System Administration

It is suggested that the City establish a compensation policy for moving employees through pay ranges over time. There are many methods for progressing employees through a pay range; for example, time on the job (longevity), merit or performance based pay, or some combination of the two. Further, if using a step system, increases can be applied based on fractions of a step; full step increases are not required of the system options presented within this report.

Many employers are interested in linking pay to performance. To succeed in implementing a merit pay environment, there must be an exceptional performance evaluation tool in place that is used accurately and reliably, and the organization itself must have a culture that would support such an approach to pay. With those two linchpins in place, the employer then must have the financial resources to support the pay for performance program. Well-designed and properly-administered pay-for-performance programs that are tied closely to overarching organizational missions, goals and objectives, can add substantial value to an organization. However, pay for performance is *not* a cost of living adjustment. Cost of living is something that should be applied to the pay system at-large. Individual performance rewards are separate and distinct from that, and lose their impact and credibility when overlapped with other types of adjustments.

When considering performance rewards, an organization can utilize either a performance increase that becomes part of an employee's annual pay; or a one-time reward that does not automatically renew each year. The reward that becomes part of regular pay is typically in recognition of sustained exceptional performance, assuming additional duties, achieving additional education or training, etc. The non-renewable reward is usually associated with achievement of specific goals or in recognition of a special project or some other finite accomplishment. Some systems incorporate both types of rewards to accommodate varying circumstances.

Should the City incorporate pay-for-performance tied to performance evaluation, careful consideration will need to be given to whether rewards are integrated into base pay or treated as a bonus subject to renewal, or some combination of the two.

Placing New Employees Within Established Ranges

To preserve internal equity, original appointment to any position would ideally be made at the minimum rate of the suggested pay range. Advancement could then proceed through successive increases as prescribed in the City's compensation policy.

However, each new hire will inevitably be unique, and may in fact represent a situation in which greater experience and expertise are objectives in recruitment. Or, the labor market may dictate the need to offer a higher salary. Therefore, new hires should be assessed individually and placed at a range level consistent with City needs and market demands.

Maintaining the System Over Time

A classification and compensation program, once designed and implemented, is not self-sustaining. It needs proper maintenance to continue to serve its purpose. Maintaining the program requires reviewing, adjusting, and controlling both the classification and salary structures so they continue to be effective.

The City should determine the standard process that will be used to maintain the classification plan going forward. For example, how will changes to job descriptions be handled? How will new positions be placed within the system? Who will review requests and what appeals mechanism, if any, will be provided?

The City should carefully consider its options and lay out the methodology best suited to its needs and culture.

Classifying New Positions

As a result of reorganization, new programs, or changes in management procedures, new jobs may be established and the complexity of existing jobs may change. To maintain internal equity and the usefulness of the pay system, the following procedures are recommended:

1. For new positions, a standard job analysis questionnaire should be used to define the particular duties, responsibilities, and requirements of the position.
2. A current and accurate job description should then be developed.
3. The position should be evaluated based on the point factor plan. This approach ensures internal equity for the new position in terms of skill, effort, responsibility and working conditions as compared to existing positions.
4. Verification of market pay rates through the statewide survey, or a customized survey, will validate the appropriate pay rate for a new position.

Updating the Compensation Plan

Economic conditions, the availability of people, and the prevailing labor market rates will all impact salary structures. To accurately reflect the labor market, the compensation plan must be reviewed and adjusted annually.

In this sense, pay adjustments are a two-step process. The first is a general adjustment of the entire pay system to reflect inflationary or cost-of-living increases. And the second is individual-level adjustments based on performance, longevity or whatever measures the City chooses to reflect its compensation philosophy.

Various sources exist for inflation figures, cost-of-living estimates, and other economic indicators such as the Consumer Price Index (CPI). One of these could be applied to the City's compensation structure to make the annual cost-of-living adjustment.

When making annual adjustments to the overall system, consideration should be given to local economic factors and the posture the organization chooses to take relative to the labor market. Every five to seven years a full study should be conducted to check the adequacy of present pay rates and internal ranking of jobs.

In devising a pay and benefits system, an employer is well-served to consider its mission and organizational goals and align its compensation policy accordingly. The data and objective analysis provided within this report will help position the City of Allen Park for these important policy considerations.

APPENDIX A

Draft Job Descriptions

**CITY OF ALLEN PARK
JOB DESCRIPTION**

CITY ADMINISTRATOR

Supervised by: City Council
Supervises: Directly supervises department heads and Administrative Assistant.
Indirectly supervises all other staff.

Position Summary:

Serves as the chief administrative officer appointed by and receiving policy direction from the City Council. Plans, develops, recommends, and implements diverse City services to meet policy requirements and address community needs. Oversees the organization and direction of City departments as specified by City Charter and Ordinance provisions, and ensures compliance with contractual and regulatory obligations.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

1. Plans, organizes, and directs the operations and activities of the City's departments and staff in accordance with the City Charter, City Ordinance provisions, and City policy. Ensures the efficient administration of departments; assess and monitors operations to ensure quality services are provided in an efficient, cost-effective, and timely manner in alignment with City Council goals and expectations. Researches alternatives to streamline operations and ensures systems are supportive of operational needs.
2. Advises and assists the City Council in conducting its business. Prepares reports and supporting research, makes recommendations, attends meetings with the right to participate in discussion but without the right to vote, and serves as ex-officio member of committees of council. Proactively keeps council informed and conducts study sessions or workshops as needed to convey staff expertise and to ensure council has full information.
3. Provides overall direction for the selection, supervision, training, evaluation and discipline of all City employees, either directly or through Department Heads. Reviews the organization and staffing of City departments. Initiates and evaluates proposals to reorganize staff and revise operational systems. Implements and enforces the City's personnel policies. Assists Department Heads and administrative staff in resolving difficult operational issues. Authorizes the discharge of City employees.
4. Coordinates the development of the annual budget, implements fiscal policy, and oversees all financial activities. Develops proposals for funding through City funds, supplemental grants, and aid from other sources. Ensures the proper administration of the budget, and keeps City Council fully apprised of the City's financial condition and future needs. Presents budgetary reports and information as needed.
5. Directs personnel and labor relations functions, participates in labor negotiations, and serves as final authority on formal employment actions in accordance with City Charter, labor contracts, civil service rules, and other governing policy, regulations or legislation. Oversees the administration of City benefits and compensation programs.

6. Acts as a spokesperson for the City. Represents the City to the media, at meetings, and at conferences. Presents the official City position on a variety of issues and acts as spokesperson for the City.
7. Establishes a proactive approach to public relations through contacts with citizens and community groups and participation in civic activities. Responds to inquiries, resolves citizen complaints, and recommends remedial action.
8. Negotiates, reviews and approves contracts and agreements on behalf of the City. Enforces the terms and conditions of all contracts to which the City is a party. Supervises special projects and ensures work is completed according to specifications.
9. Collaborates with other governmental agencies to reduce duplication of effort, increase efficiency, and maximize the availability of services through intergovernmental programs and projects. Participates in the negotiation and administration of mutual assistance agreements and contracts.
10. Develops, supervises, and coordinates short and long-range planning, strategic plans, capital improvements, and general operations to achieve established goals for community development, economic growth, land use, and related issues.
11. Represents and advances the interests of the City through participation and leadership in various committees, boards, authorities, commissions, and other local, state, or regional organizations. Monitors current and proposed legislation and keeps council apprised of potential developments and impacts.
12. Attends City Council meetings, performs research, submits reports, and recommends policies and programs as needed. Implements policies, ordinances, and programs set forth by the Council. Participates in meetings of, and appoints members to various committees, boards, authorities, and commissions.
13. Keeps abreast of modern developments, new techniques, and evolving issues in the field through continued education and professional growth. Maintains cooperative relations with peer agencies and other governmental units. Attends conferences, workshops, and seminars as appropriate.
14. Performs other related duties as required by City Charter, City Council, or operational needs.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

- A Master’s Degree in public administration, business administration or a related field.
- Five or more years of progressively more responsible municipal management experience as an Assistant City Manager, City Manager, or Department Head.
- ICMA credentialing is preferred.
- A valid State of Michigan Driver’s License, a satisfactory driving record, and the ability to maintain one throughout employment.

- Substantial knowledge of the laws, regulations, related legislation, and professional practices associated with municipal budgeting, financial controls, personnel administration, public information, public meetings, and municipal authority.
- Considerable knowledge of the statutes and best practices governing community and economic development, contract negotiations, public relations, contract management, grievance procedures, and records management.
- Thorough knowledge of the professional principles and procedures of public administration.
- Knowledge of union contracts, contract negotiation, contract administration and grievance procedures.
- Skill in compiling and evaluating complex data and formulating policy and service recommendations.
- Skill in implementing and providing diverse programs and services, and directing the utilization of personnel, equipment, and other resources.
- Ability to maintain accurate records and prepare comprehensive reports.
- Ability to communicate effectively and present ideas and concepts orally and in writing, and make presentations in the public forum.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, City officials, professional contacts, and the public.
- Ability to exercise a high degree of diplomacy and work effectively under stress in contentious or confrontational situations.
- Ability to critically assess situations, problem-solve, maintain attention to detail, and work within deadlines and changes in work priorities.
- Ability to attend meetings outside of normal business hours, travel to other locations, and respond to emergencies on a 24-hour basis.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential duties of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform essential functions.

While performing the duties of this job, the employee regularly works in an office setting with a controlled climate where they sit and work on a computer, communicate by telephone, email or in person, and move around the office to travel to other locations. The employee must occasionally work outside the office to inspect field sites, attend meetings, and travel to other locations including those of considerable distance that may require overnight stay. The noise level in the work environment is usually quiet.

**CITY OF ALLEN PARK
JOB DESCRIPTION**

ADMINISTRATIVE ASSISTANT

Supervised By: City Administrator
Supervises: No supervisory responsibility

Position Summary:

Under the direct supervision of the City Administrator, provides advanced and confidential administrative and secretarial assistance to support the City Administrator, Finance Director, Mayor, and City Council. Handles routine and complex administrative duties, maintains records systems, and works closely with the public.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

1. Serves as primary point of contact for the City Administrator's office, responding to routine and complex resident or customer inquiries and assisting the public with a broad range of issues and needs.
2. Serves as liaison between the City Administrator and other departments, employees, agencies, and the public. Provides general information regarding department operations and policies. Resolves issues independently and coordinates unusual situations with the City Administrator or other departments as needed.
3. Provides general administrative support to the City Administrator, Finance Director, Mayor, and City Council. Types, files, screens calls and emails, schedules meetings, makes travel arrangements, and prepares expense reports and requisitions. Prepares documents, makes copies, and operates standard office machines and equipment. Completes other related tasks as assigned.
4. Provides customer service and independently resolves complex issues. Offers guidance and instruction to customers regarding department operations, rules, procedures, forms, protocols and other requirements to ensure they understand processes, obtain and complete required paperwork, and receive adequate and complete information.
5. Develops, plans, and maintains up-to-date records, databases, and various filing systems. Secures the confidentiality of files, documents, and other information according to established protocol.
6. Coordinates and attends various departmental and City meetings. Prepares agendas, collects and assembles related documents, and delivers materials to meeting participants. Takes minutes and transcribes dictation as needed.
7. Organizes, promotes, and coordinates a variety of community activities. Ensures proper promotions and marketing, manages calendars, coordinates volunteer activities, and maintains related records.

8. Prepares, screens, proofs, and routes standard and advanced correspondence, documents, forms and reports. Maintains absolute confidentiality of sensitive information, personnel data, and matters of policy or decision making.
9. Compiles data, performs research, prepares reports, and completes special projects as assigned. Prepares and maintains related documents.
10. Serves as a liaison to IT support services. Seeks repairs services as needed, tracks “help” tickets, and monitors and approves related invoices.
11. Codes accounts payables invoices and acquires approvals. Prepares and codes service tickets for billing and submits for final invoicing, and tracks account statuses and conducts year-end follow-up.
12. Inventories office supplies and places orders as necessary, according to established purchasing procedures.
13. Performs other related work as required.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

- An Associate’s degree or equivalent in business administration or related field is required.
- Two or more years of experience in administrative support, office management, or related field is required. Five or more years of experience may be considered in lieu of associate’s degree. Experience in a municipal experience preferred.
- Thorough knowledge of the principles and practices of modern office procedures.
- Knowledge of City services, organizational structure, and general municipal operations to effectively direct and assist the public.
- Excellent customer services skills, including responding diplomatically to customer complaints.
- Skill in compiling data and information and maintaining complex record keeping systems.
- Skill in preparing and proofreading various types of documents, records, reports, and correspondence.
- Skill in the use of office equipment and technology, including computers and a variety of related software, and the ability to master new technologies.
- Ability to type and enter data with speed and accuracy.
- Ability to work independently, maintain strict confidence, and use complete discretion in dealing with sensitive matters.

- Ability to communicate effectively and present ideas and concepts orally and in writing.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, City officials, professional contacts, and the public.
- Ability to exercise a high degree of diplomacy and work effectively under stress in contentious or confrontational situations.
- Ability to multi-task, problem-solve, maintain attention to detail, and work within deadlines and changes in work priorities.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee spends the majority of their time in an office setting with a controlled climate where they sit and work on a computer for extended periods of time, communicate by telephone, email or in person, and move around the office or travel to other locations. The employee must occasionally lift and/or move items of light weight. The noise level in the work environment is usually quiet.

While performing the duties of this job, the employee is occasionally required to work beyond a normal work week during community events. During this time, the employee may be required to pack and load heavy boxes, move and set up various displays and materials, and walk and stand for extended periods.

**CITY OF ALLEN PARK
JOB DESCRIPTION**

CITY CLERK

Supervised By: Elected by the people with daily oversight from the City Administrator
Supervises: All department staff and election workers

Position Summary:

Elected by the people, and under the general supervision of the City Administrator, plans and directs the activities of the clerk's department, including the voter registration process. Serves as Clerk of the City Council and custodian of the City Seal. Administers elections and oaths of office, and serves as official custodian of all City records and documents. Performs a wide range of administrative, research, and supervisory duties in support of City operations.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

1. Plans, organizes, and directs all aspects of department operations including personnel, budgeting, and general administration. Develops, recommends and implements policies and procedures, internal controls, and goals and objectives in accordance with department needs, City directives, and legal requirements.
2. Serves as Clerk to the City Council. Attends meetings, records and prepares official meeting minutes, and assures legal notices are published. Prepares and edits resolutions, proclamations, ordinances, and other official documents. Assists other boards, commissions, and committees as required. Prepares and publishes all official notices and otherwise ensures proper dissemination of council actions and activities.
3. Serves as official custodian for the safekeeping and management of the City seal and all City records and papers, documents, and bonds. Administers oaths of office, certifies, signs, and records official documents. Oversees the codification of ordinances. Catalogues, files, and otherwise maintains comprehensive record keeping systems for all official City documents. Provides ample notice to the appropriate departments and officials of the expiration or termination of any franchise, contract or agreement.
4. Recruits and recommends the hiring of department employees. Assigns work, supervises personnel, evaluates performance, and oversees training and professional development. Takes disciplinary action according to established procedures.
5. Administers all elections held in the City in accordance with Federal, State, and local laws. Prepares legal notices, issues absentee ballots, and forwards returns to the County Clerk. Hires, trains, supervises, and schedules election workers. Maintains election equipment and coordinates the set up and tear down of voting equipment.
6. Oversees the registration of voters, the preparation of voter identification cards, and the maintenance of voter records. Coordinates voter record information with other agencies.
7. Serves as the City's Freedom of Information Act (FOIA) coordinator. Assists in researching and compiling information and coordinates with the City Attorney as needed.

8. Acts as a passport agent and issues municipal and other regulatory licenses, including death and birth certificates, animal licenses, and other related licenses in accordance with City ordinances and other regulations. Conducts all bid openings for the City.
9. Participates in the development and administration of annual department budget. Monitors the budget throughout the fiscal year and oversees department purchases.
10. Maintains all necessary records in accordance with administrative rules, contract language, and legal requirements including State and Federal legislation and local ordinances and regulations.
11. Serves as the spokesperson for the department and acts in a public relations capacity with various organizations and the public. Responds to public inquiries, investigates complaints, and takes corrective action as appropriate.
12. Keeps abreast of modern developments and evolving issues in public services through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.
13. Attends meetings, performs research, submits reports, and recommends policies and programs. Researches questions dealing with current and long-range issues.
14. Performs other related duties as assigned or as required by state law, the provisions of the City Charter, or by City Ordinance.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

- Residency in the City of Allen Park is required.
- A high school diploma with additional training in business administration, public administration, or related field is preferred.
- Previous experience in responsible business administration, public administration activities is preferred.
- Certification as a Municipal Clerk is preferred.
- State of Michigan Vehicle Operator's License, a satisfactory driving record, and the ability to maintain one throughout employment.
- Substantial knowledge of the City Charter, official City policies, rules of public meeting conduct, and the laws and ordinances governing elections, record keeping, and access to public information.
- Thorough knowledge of City services, organizational structure, and general municipal operations to effectively direct and assist the public.
- Knowledge of City services, organizational structure, and general municipal operations to effectively direct and assist the public.

- Skill in taking minutes, maintaining and updating complex records and documents, compiling and evaluating data and information, and preparing clear and accurate reports.
- Skill in compiling and evaluating complex information and formulating effective policy and service recommendations.
- Skill in the use of office equipment and technology, including computers, and other related software, and the ability to master new technologies.
- Ability to maintain accurate records and prepare comprehensive reports.
- Ability to communicate effectively and present ideas and concepts orally and in writing, and make presentations in the public forum.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, City officials, professional contacts, and the public.
- Ability to exercise a high degree of diplomacy and work effectively under stress in contentious or confrontational situations.
- Ability to critically assess situations, problem-solve, maintain attention to detail, and work within deadlines and changes in work priorities.
- Ability to attend meetings outside of normal business hours and travel to other locations.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee regularly works in an office setting with a controlled climate where they sit and work on a computer, communicate by telephone, email or in person, and move around the office to travel to other locations, and work outside the office to attend meetings. The noise level in the work environment is usually quiet.

During elections, the employee is required to work extended hours, travel between polling sites, set up and tear down election equipment, and must lift and/or move items of moderate to heavy weight. The noise level in the work environment is usually quiet to moderate.

**CITY OF ALLEN PARK
JOB DESCRIPTION

FINANCE DIRECTOR**

Supervised By: City Administrator
Supervises: All department staff

Position Summary:

Under the supervision of the City Administrator, plans and directs all financial accounting functions of the City. Ensures accurate accounting of all City funds, monitors expenditures, collects taxes and other receivables, and oversees utility billing, accounts payable, and payroll. Administers cash management and investments, oversees the development of the City budget, and coordinates the annual audit. Performs a wide range of administrative, research, and supervisory duties in support of City operations.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

1. Plans, organizes, and directs the activities of the Finance department including personnel, budgeting, and general administration. Develops, recommends, and implements department policies and procedures, internal controls, and goals and objectives in accordance with departmental needs, City directives and legal requirements.
2. Recruits and recommends the hiring of department employees. Assigns work, supervises personnel, evaluates performance, and oversees training and professional development. Takes disciplinary action according to established procedures. Monitors the work of contractors performing department-related services for the City including Assessing and Accounting functions.
3. Administers a variety of financial operations including payroll and accounts payable, utility billing, accounts receivable, and other related activities. Oversees the disbursement of funds and monitors delinquent accounts receivables.
4. Oversees the development and administration of the City budget. Works with other City departments in developing budget requests and revenue and expense projections. Provides guidance on short and long-term financial planning, accounting and reporting procedures, account discrepancies, tax regulations, and City fiscal policies. Presents the proposed annual budget and coordinates budget amendments as needed.
5. Maintains and monitors all City accounts. Plans, organizes, and verifies all financial accounting activities and prepares and submits required reports in accordance with accepted fiscal practices and Federal, State and local regulations.
6. Directs the maintenance of financial records, required supporting documentation and fund distributions. Authorizes journal entries, purchase orders, and expenditures, and plans and supervises month-end and year-end closing procedures. Reviews variances and submits to City Administrator for authorization as required.

7. Performs cash management functions including investment of municipal funds. Assures the balancing of all funds and reconciliation of all internal and bank accounts. Investigates and examines various investment options in order to achieve the best possible rate of return.
8. Manages the City's debt and user fees. Oversees the issuance, administration and repayment of bonds, installment agreements, contracts, development agreements, State and Federal funding, and rate studies. Coordinates the exchange of information between actuaries, funds analysts, and financial agents.
9. Oversees the year-end closing of financial records and general audit. Organizes year-end activities and coordinates with other departments regarding audit responsibilities. Works with auditors to ensure accuracy of financial reporting. Provides documentation and analysis as needed.
10. Coordinates grant activities with other City departments. Oversees grant administration, reporting, and files reports as required.
11. Prepares, analyzes, and presents financial statements, cost reports, and statements of receipts and expenditures to City Council, Administration, and other agencies as required.
12. Participates in labor negotiations and contract administration. Assists in the grievance process and with other labor relations issues as necessary.
13. Maintains all necessary records in accordance with administrative rules, contract language, and legal requirements including State and Federal legislation and local ordinances and regulations. Prepares and presents financial summaries as requested.
14. Serves as the spokesperson for the department and acts in a public relations capacity with various organizations and the public. Responds to public inquiries, investigates complaints, and takes corrective action as appropriate.
15. Keeps abreast of modern developments and evolving issues in public services through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.
16. Attends meetings, performs research, submits reports, and recommends policies and programs. Researches questions dealing with current and long-range issues.
17. Performs other related duties as required.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

- A Bachelor's degree in accounting, finance, business or related field and designation as a Certified Public Accountant. Master's degree preferred.
- Five or more years of progressively more responsible experience in accounting, finance, or related field, including supervisory experience. Previous experience in a municipal environment strongly preferred.

- State of Michigan Vehicle Operator's License, a satisfactory driving record, and the ability to maintain one throughout employment.
- Substantial knowledge of generally accepted accounting principles and governmental accounting principles and practices and the ability to apply them accurately.
- Thorough knowledge of the principles and practices of municipal finance, investments, debt issuance, and tax collection.
- Knowledge of governmental laws and regulations and the ability to interpret and apply laws to a variety of financial transactions.
- Knowledge of the statutes and best practices governing the financial aspects of economic development, contract negotiations, public relations, contract management and records management.
- Skill in compiling and evaluating complex information and formulating policy, standards, and service recommendations.
- Skill in the use of office equipment and technology, including computers, specialized financial systems, and other related software, and the ability to master new technologies.
- Ability to evaluate and control a variety of municipal financial services, to analyze a variety of operating problems, and to make sound policy and procedural recommendations.
- Ability to gather, analyze and review financial data, develop budgets, and prepare comprehensive and accurate reports.
- Ability to communicate effectively and present ideas and concepts orally and in writing, and make presentations in the public forum.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, City officials, professional contacts, and the public.
- Ability to exercise a high degree of diplomacy and work effectively under stress in contentious or confrontational situations.
- Ability to critically assess situations, problem-solve, maintain attention to detail, and work within deadlines and changes in work priorities.
- Ability to attend meetings outside of normal business hours and travel to other locations.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee regularly works in an office setting with a controlled climate where they sit and work on a computer, communicate by telephone, email or in person, and move around the office to travel to other locations, and work outside the office to attend meetings. The noise level in the work environment is usually quiet.

**CITY OF ALLEN PARK
JOB DESCRIPTION**

**ACCOUNTING GROUP LEADER
RECOMMENDED: PAYROLL COORDINATOR**

Supervised By: Finance Director
Supervises: Department staff as assigned

Position Summary:

Under the supervision of the Finance Director, performs a variety of account keeping functions associated payroll, bank reconciliations, general ledger maintenance, and other related financial activities. Ensures the accuracy of payroll calculations, establishes reporting procedures, and ensures accuracy of payroll deductions. Assists in the preparation of the annual budget, organizes work papers for the annual audit, and maintains accounting records.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

1. Processes payrolls for full-time and seasonal City employees. Collects summaries of hours worked, calculates payroll figures, withholding taxes, benefit premiums, retirement allocations and other withholdings. Processes checks and direct deposit requests.
2. Preserves and updates necessary payroll and payroll-related files. Enters data and ensures information is properly recorded, secured, and remains confidential. Executes changes in current employees' benefit coverages, deductions, or withholdings as needed. Processes pay adjustments or other changes which affect payroll.
3. Assists employees with questions and concerns regarding payroll, benefits, leave and other deductions.
4. Prepares quarterly and annual payroll reports, including payroll tax filings, Worker's Compensation and Unemployment insurance, W-2s, 941 deposits, and other related reports. Reviews and compares reports to accounting database system summaries, verifying accuracy and reconciling errors.
5. Ensures payroll, time-off accruals, and other deductions are administered in compliance with applicable labor contracts and employment agreements. Maintains awareness of any changes in policies and government regulations applying to payroll. Implements negotiated changes in bargaining agreements to comply with new standards.
6. Assists in the maintenance of the general ledger. Prepares journal entries, records expenses, revenues, transfers, corrections, and reconciliations. Produces and distributes departmental accounting reports as requested.
7. Collects, processes and maintains data and information for use in creating and preparing estimates, reports, budgets, and other records. Prepares and composes forms, correspondence, reports, memos, receipts, vouchers, and other similar documents and/or materials.

8. Assists in the preparation and administration of the City budget. Generates and compiles data for monthly and yearly reports, financial statements, and other reports as requested. Provides information or the development of budget requests and estimates payroll costs as directed.
9. Assists in the year-end closing of financial records and general audit. Prepares year-end work papers, adjustments, and schedules. Works with auditors to ensure accuracy of financial reporting as requested. Provides documentation and analysis as needed.
10. Responds to standard inquiries and provides general information to citizens regarding City operations, policies and procedures. Resolves routine issues independently and refers more complex situations to the appropriate party.
11. Maintains all necessary records in accordance with administrative rules, contract language, and legal requirements including State and Federal legislation and local ordinances and regulations. Prepares financial summaries as requested.
12. Provides back-up support to other department functions as operational needs demand.
13. Keeps abreast of modern developments and evolving issues in public services through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.
14. Performs other related duties as required.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

- **RECOMMENDED:** An Associate's degree in accounting, finance, or related field. A Bachelor's degree is preferred.
- **RECOMMENDED:** Two or more years of experience in an office setting performing accounting or bookkeeping duties.
- Knowledge of the principles, practices and legal regulations of municipal finance, budgeting, accounting, taxes and basic bookkeeping.
- Knowledge of the methods and techniques of record keeping, filing, records management, and financial reporting.
- Knowledge of the organization and operations of municipal government to effectively assist the public.
- Skill in compiling data and information and maintaining complex record keeping systems.
- Skill in responding to public inquiries and internal requests with a high degree of diplomacy and professionalism.
- Skill in maintaining and updating records and related systems, assembling and analyzing financial data, tax information, and preparing comprehensive and accurate reports.

- Skill in the use of office equipment and technology, including computers, specialized financial systems, and other related software, and the ability to master new technologies.
- Ability to gather, analyze and review financial data, and prepare and accurate reports.
- Ability to communicate effectively and present ideas and concepts orally and in writing.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, City officials, professional contacts, and the public.
- Ability to exercise a high degree of diplomacy and work effectively under stress in contentious or confrontational situations.
- Ability to critically assess situations, problem-solve, maintain attention to detail, and work within deadlines and changes in work priorities.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee regularly works in an office setting with a controlled climate where they sit and work on a computer, communicate by telephone, email or in person, and move around the office to travel to other locations. The noise level in the work environment is usually quiet.

**CITY OF ALLEN PARK
JOB DESCRIPTION**

TREASURER

Supervised By: Elected by the people with daily oversight from the City Administrator
Supervises: All department staff

Position Summary:

Elected by the people, and under the general supervision of the City Administrator, plans and directs the activities of the treasury department, including the collection of municipal revenues. Oversees and participates in the collection, accounting, and bookkeeping of taxes, license fees, utility bills, income taxes, and other funds. Performs a wide range of administrative, research, and supervisory duties in support of City operations.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

1. Plans, organizes, and directs all aspects of department operations including personnel, budgeting, and general administration. Develops, recommends and implements policies and procedures, internal controls, and goals and objectives in accordance with department needs, City directives, and legal requirements.
2. Serves as the official custodian of all moneys of the City, the Clerk's bond, and all evidence of indebtedness belonging to or held in trust by the City as required by the City Charter. Receives and receipts all moneys belonging to and receivable by the City including license and permit fees, taxes, assessments, utility payments, and all other charges. Balances cash drawer, prepares deposits for appropriate accounts and compiles and submits related financial reports.
3. Oversees and participates in the front office activities related to the Treasury department. Assists the public at the counter and by phone or email, receipts monies paid to the City, balances cash drawer, performs other related tasks.
4. Recruits and recommends the hiring of department employees. Assigns work, supervises personnel, evaluates performance, and oversees training and professional development. Takes disciplinary action according to established procedures.
5. Oversees and participates in the preparation of current and delinquent tax rolls and special assessment billings. Prepares tax bills, collects, receives and records payments, settles with the County, and coordinates the disbursement the State, County, school district, and other units. Coordinates property seizures, jeopardy assessments, and other activities associated with collecting delinquent payments. Manages and follows-up on bankruptcy cases.
6. Develops database of taxpayer information each tax season. Imports taxpayer data from assessing records, compares and balances all values, and loads all tax headings, millage rates, administration fees, and special assessments. Prepares tax reports for the City Administration, Finance Director, and others as required.

7. Maintains accounting records, reconciles accounts and bank statements, processes account transfers, and completes journal entry postings to the General Ledger. Coordinates activities with the Finance Director, prepares related reports, and participates in other year-end and audit activities.
8. Endorses all checks with proper account endorsement, prepares all deposits, and deposits funds into the appropriate accounts. Posts receipts to the General Ledger and processes bank reconciliation corrections.
9. Participates in the development and administration of annual department budget. Monitors the budget throughout the fiscal year and oversees department purchases.
10. Maintains all necessary records in accordance with administrative rules, contract language, and legal requirements including State and Federal legislation and local ordinances and regulations. Prepares and presents tax reports as requested.
11. Serves as the spokesperson for the department and acts in a public relations capacity with various organizations and the public. Responds to public inquiries, investigates complaints, and takes corrective action as appropriate.
12. Keeps abreast of modern developments and evolving issues in public services through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.
13. Attends meetings, performs research, submits reports, and recommends policies and programs. Researches questions dealing with current and long-range issues.
14. Performs other related duties as assigned or as required by state law, the provisions of the City Charter, or by City Ordinance.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

- Residency in the City of Allen Park is required.
- A high school diploma with additional training in accounting, bookkeeping, or related field is preferred.
- Previous experience in responsible bookkeeping or accounting activities is preferred.
- State of Michigan Vehicle Operator's License, a satisfactory driving record, and the ability to maintain one throughout employment.
- Substantial knowledge of the laws, ordinances, and related legislation pertaining to the management of municipal funds, the collection of taxes, and other topical areas related to the Treasury function.
- Considerable knowledge of the professional standards, procedures, practices and regulations associated with municipal finance, treasury, budgeting, and accounting.

- Knowledge of City services, organizational structure, and general municipal operations to effectively direct and assist the public.
- Skill in compiling and evaluating complex information and formulating effective policy and service recommendations.
- Skill in the use of office equipment and technology, including computers, specialized financial systems, and other related software, and the ability to master new technologies.
- Ability to maintain accurate records and prepare comprehensive reports.
- Ability to communicate effectively and present ideas and concepts orally and in writing, and make presentations in the public forum.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, City officials, professional contacts, and the public.
- Ability to exercise a high degree of diplomacy and work effectively under stress in contentious or confrontational situations.
- Ability to critically assess situations, problem-solve, maintain attention to detail, and work within deadlines and changes in work priorities.
- Ability to attend meetings outside of normal business hours and travel to other locations.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee regularly works in an office setting with a controlled climate where they sit and work on a computer, communicate by telephone, email or in person, and move around the office to travel to other locations, and work outside the office to attend meetings. The noise level in the work environment is usually quiet.

**CITY OF ALLEN PARK
JOB DESCRIPTION
DEPUTY ASSESSOR**

Supervised By: City Administrator
Supervises: No supervisory responsibility

Position Summary:

Under the supervision of the City Administrator, coordinates the day-to-day activities of the City's assessing services. Administers the personal property assessing program and coordinates other professional assessing activities with contracted Assessors.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

1. Coordinates the day-to-day activities of the City's assessing services, oversees and participates in all personal property assessing activities, and coordinates other professional assessing activities with contracted Assessors.
2. Performs physical inspections of new construction including new garages, porches, and decks. Obtains physical measurements and evaluates construction qualities and features to determine class and value of property for assessment purposes.
3. Maintains the City's assessment rolls in compliance with applicable laws and policies. Prepares revised descriptions to reflect the combination or division of land parcels, and makes related entries in property records. Prepares and mails assessment notices to property owners.
4. In coordination with contracted assessors, compiles and records all sales and transfer transactions of real property within the City. Assists in the analysis of sales trends and purchase prices of real property and prepares related reports. Maintains and updates property record cards for each parcel.
5. Reviews applications for tax exemptions, maintains files of exemptions, and determines eligibility of applicant. Processes all Principal Residence Exemption Affidavits, Property Transfer Affidavits, and deeds.
6. Serves as Secretary to the Board of Review (BOR). Schedules BOR appointments, publicizes and posts notices, takes meeting minutes, and maintains all related documents. Provides the BOR information as needed including current market data, local sales analysis, property information, legal requirements, and legislative changes.
7. Adjusts assessment roll to reflect changes made by the Board of Review (BOR). Notifies petitioners of the BOR's actions related to real and personal property. Verifies all data entered into the computerized assessment rolls and checks processed roll for accuracy.

8. Conducts an annual canvas of business to add new business to the personal property assessment roll. Removes business that have closed or moved locations. Distributes personal property statements to all taxable business personal property owners.
9. Compiles data, performs research, prepares reports, and completes special projects as assigned. Prepares and maintains related documents.
10. Provides information to property owners, tenants, and the public regarding assessment procedures, sales prices, ownership records, name changes and tax assessments.
11. Participates in the development and administration of annual department budget. Monitors the budget throughout the fiscal year and oversees department purchases.
12. Maintains all necessary records in accordance with administrative rules, contract language, and legal requirements including State and Federal legislation and local ordinances and regulations.
13. Keeps abreast of modern developments and evolving issues in public services through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.
14. Performs other related work as required.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

- An Associate's degree or equivalent in business administration or related field is required. A Bachelor's degree is preferred.
- Five or more years of progressively more responsible experience in assessing, property appraisals, or related field is required.
- State of Michigan certification as a Michigan Advanced Assessing Officer (MAAO), formerly Level III.
- State of Michigan Vehicle Operator's License, a satisfactory driving record, and the ability to maintain one throughout employment.
- Considerable knowledge of the laws, regulations and professional principles and techniques governing real and personal property appraisal.
- Knowledge of municipal operations, tax roll administration, and property records management.
- Skill in making fair assessment decisions using a variety of assessing techniques.
- Skill in compiling data and information and maintaining complex record keeping systems.
- Skill in the use of office equipment and technology, including computers and a variety of related software, and the ability to master new technologies.

- Ability to communicate effectively and present ideas and concepts orally and in writing.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, City officials, professional contacts, and the public.
- Ability to exercise a high degree of diplomacy and work effectively under stress in contentious or confrontational situations.
- Ability to critically assess situations, problem-solve, maintain attention to detail, and work within deadlines and changes in work priorities.
- Ability to travel to other locations.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee spends the majority of their time in an office setting with a controlled climate where they sit and work on a computer for extended periods of time, communicate by telephone, email or in person, and move around the office or travel to other locations. The employee must occasionally lift and/or move items of light weight. The noise level in the work environment is usually quiet.

While performing the duties of this job, the employee is occasionally required to perform visual inspections of properties, take measurements, and complete related physical work necessary to appraise a property. This can include new and existing structures and can involve accessing areas with uneven terrain requiring physical coordination and dexterity, and performing work in outside weather conditions.

**CITY OF ALLEN PARK
JOB DESCRIPTION**

**COMMUNITY DEVELOPMENT DIRECTOR /
BUILDING OFFICIAL**

Supervised By: City Administrator
Supervises: All department staff

Position Summary:

Under the supervision of the City Administrator, plans and directs all aspects of the City's community development initiatives including planning, building, zoning, code enforcement, capital improvements, and community development. Serves as Building Official and coordinates the work of inspectors and related contractors. Performs a wide range of administrative, research, and supervisory duties in support of City operations.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

1. Plans, organizes, and directs the activities of the Community Development and Building department including personnel, budgeting, and general administration. Develops, recommends, and implements department policies and procedures, internal controls, and goals and objectives in accordance with departmental needs, City directives and legal requirements.
2. Recruits and recommends the hiring of department employees. Assigns work, supervises personnel, evaluates performance, and oversees training and professional development. Takes disciplinary action according to established procedures. Monitors the work of contractors performing department-related services.
3. Reviews private and public developments that require the Planning Commission and City Council review. Guides developers to comply with the master plan. Explains alternative development methods and conducts field inspections of projects to ensure conformity to statutes and regulations. Oversees the site plan review activities of the department.
4. Develops and administers the annual department budget. Monitors the departmental budget throughout the fiscal year, assess capital needs, recommends capital improvements, and oversees the purchase of equipment and supplies. Researches, writes and administers grants and develops project specifications.
5. Serves as the City's Building Official. Reviews new building construction and remodeling plans, conducts onsite inspections of new and existing buildings, reviews applications and plans, and issues permits and licenses. Coordinates the work of building inspectors and contracted trades inspections, and conducts building and electrical inspections as needed.
6. Oversees the preparation of new and amended City ordinances, municipal codes, and the Master Plan. Ensures compliance to City plans and regulations through code enforcement strategies and provides protection of the City's natural resources.

7. Develops, implements, and oversees program proposals and department goals and objectives to improve and revitalize the City. Sets timelines, assigns and directs staff, approves project plans and budgets, and oversees the selection of project contractors.
8. Serves as a technical expert and advisor to the City Administrator, City Council, Planning Commission, Zoning Board of Appeals, and other groups on community and planning development issues, building and inspection activities, and public and private development activities. Attends meetings and coordinates efforts to promote growth and development.
9. Gathers experts, consultants, volunteers and contractors to participate in a broad range of planning projects and initiatives, capital improvement projects, and code enforcement programs.
10. Serves as a liaison to a variety of community boards and commissions including the Zoning Board of Appeals and Planning Commission. Meets with community groups, specialists, contractors, and other stakeholders regarding planning and building projects.
11. Maintains all necessary records in accordance with administrative rules, contract language, and legal requirements including State and Federal legislation and local ordinances and regulations. Prepares and presents department summaries as requested.
12. Serves as the spokesperson for the department and acts in a public relations capacity with various organizations and the public. Responds to public inquiries, investigates complaints, and takes corrective action as appropriate.
13. Keeps abreast of modern developments and evolving issues in public services through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.
14. Attends meetings, performs research, submits reports, and recommends policies and programs. Researches questions dealing with current and long-range issues.
15. Performs other related duties as required.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

- A Bachelor's degree in urban planning, public administration or related field.
- Six or more years of progressively more responsible experience in planning or community development, building inspections and plan review, or related field.
- State of Michigan Vehicle Operator's License, a satisfactory driving record, and the ability to maintain one throughout employment.
- State of Michigan certifications as a Building Official and Plan Reviewer. Additional certification as an Electrical Inspector and Certified Planner strongly preferred.
- Substantial knowledge of the laws, ordinances, related legislation, and professional

- principles and procedures pertaining to community and economic development.
- Thorough knowledge and understanding of applicable state and local land use ordinances and regulations.
- Thorough knowledge of the principles and practices of building construction, plan review, and conducting site inspections.
- Skill in interpreting, applying and enforcing applicable codes and ordinances.
- Skill in compiling and evaluating complex information and formulating policy, standards, and service recommendations.
- Skill in the use of office equipment and technology, including computers, specialized financial systems, and other related software, and the ability to master new technologies.
- Ability to perform visual reviews of permit applications and blueprints, and inspections of construction sites.
- Ability to evaluate and control a variety of community services, analyze a variety of operating problems, and to make sound policy and procedural recommendations.
- Ability to communicate effectively and present ideas and concepts orally and in writing, and make presentations in the public forum.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, City officials, professional contacts, and the public.
- Ability to exercise a high degree of diplomacy and work effectively under stress in contentious or confrontational situations.
- Ability to critically assess situations, problem-solve, maintain attention to detail, and work within deadlines and changes in work priorities.
- Ability to attend meetings outside of normal business hours and travel to other locations.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee regularly works in an office setting with a controlled climate where they sit and work on a computer, communicate by telephone, email or in person, and move around the office to travel to other locations. The employee must occasionally work outside the office and may need to lift and/or move items of light weight. The noise level in the work environment is usually quiet.

While performing the duties of this job, the employee is occasionally required to travel to various locations within the City and work outside the office at field sites to inspect various properties and other works in progress. This may require the employee to traverse uneven ground, stand, walk, stoop, kneel, crouch, or crawl, and encounter fumes, dust, chemicals or other hazardous materials and equipment. The employee is occasionally exposed to adverse weather

conditions, loud noises, or moving mechanical parts. The noise level in the work environment may be loud in field situations.

**CITY OF ALLEN PARK
JOB DESCRIPTION**

BUILDING INSPECTOR

Supervised By: Community Development Director
Supervises: No supervisory responsibility

Position Summary:

Under the supervision of the Community Development Director, assists the day-to-day operations of the Building department. Inspects new and existing structures for compliance, conducts construction plan reviews and on-site inspections of both commercial and residential properties, and reviews applications and issues building and construction permits. Prepares a variety of reports and assists residents with questions regarding related codes.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

1. Assists in the day-to-day operations of the Building department. Interprets, administers, and enforces building codes and ordinances in accordance with professional standards. Issues permits and certificates of occupancy.
2. Receives applications, reviews construction plans and documents, and evaluates for conformance to applicable codes and ordinances. Provides information and explanation concerning property zoning codes and ensures positive customer relations.
3. Conducts on-site inspections of structures under construction and existing buildings to ensure conformity to state and local building codes. Examines materials and methods used, and assures compliance to all relevant codes, ordinances, rules, regulations, and standards.
4. Reviews and inspects plans and specifications of new buildings or the remodeling of existing buildings for compliance to codes and ordinances. Reviews, approves, and issues permit applications for construction or remodeling when requirements are met.
5. Performs periodic building inspections and investigates complaints involving violations of minimum acceptable construction, health, safety and welfare standards. Prepares inspection reports and records, and performs re-inspections as necessary.
6. Seeks voluntary compliance where standards are not met, recommends corrections, issues violation notices as necessary, and performs re-inspections to determine actions taken to bring the structure into compliance with standards.
7. Provides information and advice to owners, contractors, developers, engineers and architects regarding building code requirements and construction procedures and offers assistance with applying for permits.
8. Responds to complaints and issues corrective orders. Maintains all documents, photos, evidence and related materials for the case file. Assists in preparing for litigation and appears in court cases, hearings and/or boards of appeal.

9. Notifies applicants of any deficiencies or discrepancies from code and provides follow-up inspections of unsafe structures or sites. If necessary issues "Stop Work Order" or suspends, cancels, or revokes permits.
10. Performs inspections and prepares specifications for a variety of programs including the Rehab Housing Program, Residential Rental Program, and others as assigned.
11. Maintains records of permits issued and denied, inspections, complaints and their investigations and prepares reports and correspondence.
12. Maintains cooperative relationships with other departments, peer agencies, contracted inspectors, property owners, architects, and other parties to coordinate building, zoning and code enforcement functions.
13. Keeps abreast of modern developments and evolving issues in public services through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.
14. Performs other related duties as required.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

- A high school diploma or equivalent, with additional vocational training in building trades, engineering techniques, construction technology, or a related field.
- Three or more years of experience in the construction trades, construction inspection, or related field.
- State of Michigan Vehicle Operator's License, a satisfactory driving record, and the ability to maintain one throughout employment.
- State of Michigan certification as a Building Inspector and Plan Reviewer. Additional certification as a Building Official preferred.
- Thorough knowledge and understanding of state and local building codes, ordinances, and related laws.
- Thorough knowledge of the principles and practices of building construction, plan review, and conducting site inspections.
- Skill in interpreting, applying and enforcing applicable codes and ordinances.
- Skill in reviewing and interpreting site plans, building plans, complex construction drawings and specifications.
- Skill in compiling data and information and maintaining complex record keeping systems.
- Skill in the use of office equipment and technology, including computers, specialized financial systems, and other related software, and the ability to master new technologies.

- Ability to perform visual reviews of permit applications, blueprints, and inspections of construction sites.
- Ability to communicate effectively and present ideas and concepts orally and in writing.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, City officials, professional contacts, and the public.
- Ability to exercise a high degree of diplomacy and work effectively under stress in contentious or confrontational situations.
- Ability to multi-task, problem-solve, maintain attention to detail, and work within deadlines and changes in work priorities.
- Ability to travel to other locations.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee regularly works in an office setting with a controlled climate where they sit and work on a computer, communicate by telephone, email or in person, and move around the office to travel to other locations. The noise level in the work environment is usually quiet.

While performing the duties of this job, the employee is regularly required to travel to various locations within the City to inspect various properties and other works in progress. This may require the employee to traverse uneven ground, stand, walk, stoop, kneel, crouch, or crawl, and encounter fumes, dust, chemicals or other hazardous materials and equipment. The employee is occasionally exposed to adverse weather conditions, loud noises, or moving mechanical parts. The noise level in the work environment may be loud in field situations.

**CITY OF ALLEN PARK
JOB DESCRIPTION**

PUBLIC SERVICES DIRECTOR

Supervised By: City Administrator
Supervises: All department staff

Position Summary:

Under the supervision of the City Administrator, plans and directs all aspects of the City's public services department including City buildings and grounds, motor pool and equipment, parks, and forestry, and water and sewer. Performs a wide range of administrative, research, and supervisory duties in support of City operations.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

1. Plans, organizes, and directs the activities of the Public Services department including personnel, budgeting, and general administration. Develops, recommends, and implements department policies and procedures, internal controls, and goals and objectives in accordance with departmental needs, City directives and legal requirements.
2. Recruits and recommends the hiring of department employees. Assigns work, supervises personnel, evaluates performance, and oversees training and professional development. Takes disciplinary action according to established procedures. Monitors the work of contractors performing department-related services.
3. Assesses daily operations and implements changes as necessary for improved efficiency, and recommends short and long-range plans for the department. Analyzes reports, maps, drawings, blueprints, test, and aerial photographs on soil composition, terrain, and other topographical and geological data to assist with planning and coordinating capital improvement projects.
4. Develops and administers the annual department budget. Monitors the departmental budget throughout the fiscal year, assess capital needs, recommends capital improvements, and oversees the purchase of equipment and supplies. Researches, writes and administers grants and develops project specifications.
5. Oversees the maintenance and repair of City buildings and grounds, motor pool and equipment, parks, and forestry, and water and sewer, and manages the City's sidewalk program. Coordinates major repair projects and solicits bids from contractors when needed.
6. Inspects and evaluates City infrastructure to determine maintenance and capital improvement needs. Inspects construction sites and water/sewer projects to monitor progress and ensure conformance to engineering plans, specifications, construction safety standards, and state and federal regulations.

7. Serves as a technical expert and advisor to the City Administrator, City Council, City departments, and other groups on public services activities and issues. May serve as the City's Environmental Compliance Officer.
8. Serves as a liaison to a variety of community boards and commissions including the Wastewater Joint Management Committee, Assembly of the Rouge Committee, and other work groups and organizations. Meets with community groups, specialists, contractors, and other stakeholders regarding planning and construction projects.
9. Oversees the work of contractors performing construction, repairs, maintenance, and other related services for the City. Determines specifications, estimates costs, verifies time sheets, sets safety standards, and reviews invoices for services for accuracy.
10. Maintains all necessary records in accordance with administrative rules, contract language, and legal requirements including State and Federal legislation and local ordinances and regulations. Compiles operational statistics and completes a variety of reports required by the City, State, and other funding agencies.
11. Serves as the spokesperson for the department and acts in a public relations capacity with various organizations and the public. Responds to public inquiries, investigates complaints, and takes corrective action as appropriate.
12. Keeps abreast of modern developments and evolving issues in public services through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.
13. Attends meetings, performs research, submits reports, and recommends policies and programs. Researches questions dealing with current and long-range issues.
14. Performs other related duties as required.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

- An Associate's degree or equivalent with additional training through technical, vocational, or trade school. A Bachelor's degree in construction management, public works, or related field preferred.
- Ten or more years of progressively more responsible experience in public works, utilities construction, or related field, including supervisory and administrative duties.
- State of Michigan S-1 certification with the ability to remain certified throughout employment.
- State of Michigan Vehicle Operator's License, a satisfactory driving record, and the ability to maintain one throughout employment.
- Substantial knowledge of the methods, procedures, and tasks associated with construction projects, infrastructure systems repair and maintenance, building and grounds repair and maintenance, and related safety procedures.
- Substantial knowledge of public services operations, policies, and procedures.

- Considerable knowledge of the safety issues, regulations, and procedures utilized in public services operations, street maintenance projects.
- Knowledge of the tools, materials, and equipment utilized in public services projects.
- Skill in compiling and evaluating complex information and formulating policy, standards, and service recommendations.
- Skill in the use of office equipment and technology, including computers and other related software, and the ability to master new technologies.
- Ability to evaluate and control a variety of community services, analyze a variety of operating problems, and to make sound policy and procedural recommendations.
- Ability to communicate effectively and present ideas and concepts orally and in writing, and make presentations in the public forum.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, City officials, professional contacts, and the public.
- Ability to exercise a high degree of diplomacy and work effectively under stress in contentious or confrontational situations.
- Ability to critically assess situations, problem-solve, maintain attention to detail, and work within deadlines and changes in work priorities.
- Ability to attend meetings outside of normal business hours, travel to other locations, and respond to emergencies on a 24-hour basis.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee regularly works in an office setting with a controlled climate where they sit and work on a computer, communicate by telephone, email or in person, and move around the office to travel to other locations. The noise level in the work environment is usually quiet.

While performing the duties of this job, the employee is occasionally required to travel to various locations within the City and work outside the office at field sites, including visiting construction and other works in progress. This may require the employee to visit sites with treacherous terrain, requiring the employee to traverse uneven ground, climb up or crawl down to access the site, and may involve fumes, dust, chemicals or other hazardous materials, loud machinery and equipment, and other dangers associated with engineering projects and construction sites. An employee in this position must have the strength, stamina and physical coordination needed to gain access to the construction project sites described above, observe and inspect work in progress, and operate hand and power tools. The employee is occasionally exposed to adverse weather conditions, loud noises, and moving mechanical parts. The noise level in the work may be loud in field situations.

**CITY OF ALLEN PARK
JOB DESCRIPTION**

RECOMMENDED: PUBLIC SERVICES SUPERVISOR

Supervised By: Public Services Director
Supervises: Assigned department staff

Position Summary:

Under the supervision of the Public Services Director, plans, organizes, and coordinates the day-to-day activities of assigned area(s) including City buildings and grounds, motor pool and equipment, parks, cemetery, and forestry, and water and sewer. Responsible for assigned employees and contractors, capital needs assessment, budget preparation assistance, and policy and procedures recommendations.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

1. Plans, organizes, and coordinates the day-to-day activities of assigned area(s) within the Public Services department including City buildings and grounds motor pool and equipment, parks, cemetery, and forestry, and water and sewer.
2. Participates in the hiring of departmental employees. Assigns work, supervises personnel, evaluates performs, and recommends training and professional development. Takes disciplinary action according to established procedures.
3. Prepares work schedules and outlines work assignments for work crews. Reviews daily timesheets and other work records for completeness and accuracy. Gives technical advice and assistance to employees on difficult or unusual work.
4. Organizes materials and employees to achieve established work priorities and complete assigned projects. Oversees projects from start to completion involving a wide range of maintenance and repair activities. Assesses project progress, inspects for work quality, and keeps Public Services Director informed on project status and performance issues.
5. Assists in the development of department budget. Assesses capital needs and makes recommendations concerning capital improvements and equipment acquisition. Orders supplies, equipment, and materials according to established purchasing procedures.
6. Researches and prepares bid requests for service providers and suppliers. Reviews bids and makes recommendations on vendors and contractors. Oversees the purchase of materials, supplies, parts, and equipment.
7. Oversees the work of contractors performing construction, repairs, maintenance, and other related services for the City. Schedules projects, estimates costs and time frames, verifies time sheets, and sets safety standards.
8. Adheres to and trains assigned staff on all applicable safety procedures while operating equipment and tools, working with chemicals or electrical sources, accessing confined spaces, and while working in other dangerous situations. Participates in safety training as necessary.

9. Responds to public inquiries constructively and refers complaints or complex issues to the Public Services Director. Represents the department in a positive manner.
10. Maintains records, project performance reports, materials usage, and maintenance and repair records. Compiles data and complete a variety of reports required by the City, State, and other funding agencies.
11. Attends meetings, performs research, submits reports, and recommends policies and procedures as requested. Assists with the planning and execution of special projects.
12. Serves as an on-call supervisor. Provides support to other public works and utilities departments as operational needs demand. Operates all related vehicles, tools, and light and heavy equipment as necessary.
13. Keeps abreast of modern developments and evolving issues in public services through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.
14. Responds to public works emergency situations. May be required to work outside of normal business hours in the event of an emergency or during snow season.
15. Performs other related duties as required.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

- A high school diploma or equivalent with additional training through technical, vocations, or trades school. An Associate's degree is preferred.
- Three or more years of progressively more responsible experience in public works, including supervisory and administrative duties.
- Depending on primary area assigned, a State of Michigan S-3 certification with the ability to remain certified throughout employment may be required.
- Depending on primary area assigned, mechanical certifications, boom operator certification, and other licenses or certificates may be required.
- State of Michigan Vehicle Operator's License, a satisfactory driving record, and the ability to maintain one throughout employment. A Commercial Driver's License (CDL) with the ability to obtain the appropriate endorsement(s) is preferred.
- Substantial knowledge of the methods, procedures, and tasks associated with construction projects, infrastructure systems repair and maintenance, building and grounds repair and maintenance, and related safety procedures.
- Substantial knowledge of the tools, materials, and equipment utilized in public services projects.
- Thorough knowledge of public services operations, policies, and procedures.

- Knowledge of the safety issues, regulations, and procedures utilized in public services operations, street maintenance projects.
- Skill in performing and directing construction, maintenance, repair, and emergency public services projects.
- Skill in the use of public works vehicles, light and heavy equipment, tools and related implements used in public works operations.
- Skill in the use of office equipment and technology, including computers and other related software, and the ability to master new technologies.
- Ability to perform a variety of construction, maintenance, and inspection tasks related to City buildings and grounds, motor pool and equipment, parks, cemetery, and forestry, and/or water and sewer.
- Ability to communicate effectively and present ideas and concepts orally and in writing.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, City officials, professional contacts, and the public.
- Ability to exercise a high degree of diplomacy and work effectively under stress in contentious or confrontational situations.
- Ability to critically assess situations, problem-solve, maintain attention to detail, and work within deadlines and changes in work priorities.
- Ability to attend meetings outside of normal business hours, travel to other locations, and respond to emergencies on a 24-hour basis.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee occasionally works in an office setting with a controlled climate where they sit and work on a computer, communicate by telephone, email or in person, and move around the office to travel to other locations. The noise level in the work environment is usually quiet.

While performing the duties of this job, the employee is regularly required to travel to various locations within the City and work outside the office at field sites, including visiting construction and other works in progress. This may require the employee to visit sites with treacherous terrain, requiring the employee to traverse uneven ground, climb up or crawl down to access the site, and may involve fumes, dust, chemicals or other hazardous materials, loud machinery and equipment, and other dangers associated with engineering projects and construction sites. An employee in this position must have the strength, stamina and physical coordination needed to gain access to the construction project sites described above, observe and inspect work in progress, and operate hand and power tools. The employee is occasionally exposed to adverse weather conditions, loud noises, and moving mechanical parts. The noise level in the work may be loud in field situations.

**CITY OF ALLEN PARK
JOB DESCRIPTION

LIBRARY DIRECTOR**

Supervised By: City Administrator
Supervises: All library staff

Position Summary:

Under the general supervision of the City Administrator and policy direction of the Library Commission, plans and directs all Library activities, and develops and implements long-term plans for the public library. Supervises all library personnel and oversees the development of library collections, the inter-library loan system, special programs, and events.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

1. Plans, organizes, and directs all aspects of the City's library operations, including personnel, budgeting, general administration, and capital needs assessment. Develops, recommends, and implements Library policies and procedures, automated systems and new technologies, and goals and objectives in accordance with Library needs, City directives, and the Library Commission.
2. Assesses daily operations, implements changes as necessary for improved efficiency, and develops short and long-range plans. Serves in a leadership capacity for special projects, technology advances, capital and facility improvement projects, and overall growth and development of the Library.
3. Recruits and recommends the hiring of Library employees. Assigns work, supervises personnel, evaluates performance, and oversees training and professional development. Takes disciplinary action according to established procedures.
4. Oversees the selection, cataloging, and general collection of books and other items contained in the Library. Oversees the inter-library loan process, including ordering books online.
5. Develops and administers the annual Library budget. Assesses capital needs and makes recommendations for capital improvements and equipment acquisition. Monitors the budget throughout the fiscal year and oversees the purchase and maintenance of equipment, materials, and supplies. Prepares departmental financial summaries and provides other related information to the Library Commission as requested.
6. Provides administrative support to the Library Commission. Compiles information for Library Commission members, makes monthly reports, and assists with elections. Participates in committee work as necessary.
7. Prepares informational materials, articles and reports, and makes presentations to publicize the exhibits, activities and services of the Library. Oversees the development and distribution of Library publications, maintains a presence of social media outlets, and performs other related marketing activities to promote the City's Library activities.

8. Participates in the development and administration of annual department budget. Monitors the budget throughout the fiscal year and oversees department purchases.
9. Ensures Library facilities and equipment are properly maintained. Coordinates maintenance and repairs with City maintenance personnel.
10. Prepares and maintains all necessary records and reports in accordance with administrative rules, contract language, and legal requirements including State and Federal legislation and local ordinances and regulations.
11. Serves as the spokesperson for the Library and acts in a public relations capacity with various organizations and the public. Responds to public inquiries, investigates complaints, and takes corrective action as appropriate.
12. Keeps abreast of modern developments and evolving issues in public services through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.
13. Attends meetings, performs research, submits reports, and recommends policies and programs. Researches questions dealing with current and long-range issues.
14. Performs other related duties as required.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

- Master's degree in library science or related field is required.
- Seven or more years of professional librarian experience, including administrative and supervisory responsibilities in a public library.
- State of Michigan certification as a Librarian Professional, Librarian Permanent Professional, or Special Professional is required.
- State of Michigan Vehicle Operator's License, a satisfactory driving record, and the ability to maintain one throughout employment.
- Substantial knowledge of the principles, practices and procedures of professional library administration including personnel administration, budgeting, planning, financial management, and grant administration.
- Thorough knowledge of library collection, classification, and selection techniques.
- Knowledge of legislation, funding, and legal issues surrounding libraries, and the ability to research and present these issues to the Library Commission.
- Knowledge of public relations techniques, marketing strategies, and event planning.
- Skill in compiling and evaluating complex information and formulating effective policy and service recommendations.

- Skill in the use of office equipment and technology, including computers, specialized library programs, and other related software, and the ability to master new technologies.
- Ability to maintain accurate records and prepare comprehensive reports.
- Ability to communicate effectively and present ideas and concepts orally and in writing, and make presentations in the public forum.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, City officials, professional contacts, and the public.
- Ability to exercise a high degree of diplomacy and work effectively under stress in contentious or confrontational situations.
- Ability to critically assess situations, problem-solve, maintain attention to detail, and work within deadlines and changes in work priorities.
- Ability to attend meetings outside of normal business hours and travel to other locations.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee's environment is typically in a public library setting, with a controlled climate where they sit and work on a computer, communicate by telephone, email, or in person, and frequently move around the library. The employee is frequently required to access and retrieve books, periodicals and other materials that vary in weight, size and shape, and may be located at heights ranging from floor level to over-head level. The employee must frequently lift and/or move items of light or moderate weight and must regularly travel to other locations. The noise level in the work environment is usually quiet.

**CITY OF ALLEN PARK
JOB DESCRIPTION**

PARKS & RECREATION DIRECTOR

Supervised By: City Administrator
Supervises: All department staff

Position Summary:

Under the supervision of the City Administrator, plans and directs a variety of recreational programs, activities, and special events to meet community needs. Serves as a liaison to the Parks and Recreation Commission, establishes partnerships to benefit the City's parks, ice arena, and community center needs, and develops capital improvement plans. Performs a wide range of administrative, research, and supervisory duties in support of City operations.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

1. Plans, organizes, and directs the activities of the Parks & Recreation department including personnel, budgeting, and general administration. Develops, recommends, and implements department policies and procedures, internal controls, and goals and objectives in accordance with departmental needs, City directives and legal requirements.
2. Recruits and recommends the hiring of department employees. Assigns work, supervises personnel, evaluates performance, and oversees training and professional development. Takes disciplinary action according to established procedures. Monitors the work of contractors.
3. Researches and plans for future recreation needs of the community. Actively engages the public, seeks input and feedback, and responds to inquiries or complaints. Consults with elected officials, administrative staff, other community organizations and neighboring recreational facilities to maximize opportunities while limiting duplication.
4. Develops and administers the annual department budget. Monitors the departmental budget throughout the fiscal year, assess capital needs, recommends capital improvements, and oversees the purchase of equipment and supplies. Researches, writes, and administers grants.
5. Develops public relations strategies and creates related communications. Actively engages with citizens, community groups, and other community stakeholders. Attends various meetings to promote public relations and enhance services and programs within the community.
6. Develops and implements a marketing plan for the Community Center, Ice Arena, and other parks and recreation activities. Prepares program materials, brochures, publications, and other marketing materials. Maintains a presence on social media sites, and performs other related marketing efforts.

7. Serves as a liaison to the Parks and Recreation Commission, community boards and commissions, SMART, and other related groups and agencies. Meets with community groups, specialists, and other stakeholders regarding planning and recreation programs.
8. Serves as a leader in the development of the Parks and Recreation Master Plan. Recommends capital improvements, monitors plan progress, and provides updates as requested.
9. Prepares, analyzes, and presents program updates and status reports to City Council, Administration, and other agencies as required.
10. Plans recreational programs and special events. Attends programs and events, provides oversight and coordination, and ensures proper staffing at all events.
11. Coordinates the use and maintenance of parks and recreation facilities and grounds with other City departments and community organizations. Plans for equipment, facility, and parks maintenance, improvements, and repairs. Plans and directs the planting, removal, and care of landscaping on recreation property.
12. Maintains all necessary records in accordance with administrative rules, contract language, and legal requirements including State and Federal legislation and local ordinances and regulations. Prepares and presents department summaries as requested.
13. Serves as the spokesperson for the department and acts in a public relations capacity with various organizations and the public. Responds to public inquiries, investigates complaints, and takes corrective action as appropriate.
14. Keeps abreast of modern developments and evolving issues in public services through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.
15. Attends meetings, performs research, submits reports, and recommends policies and programs. Researches questions dealing with current and long-range issues.
16. Performs other related duties as required.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

- A Bachelor's degree in community recreation, facility management, business administration, public administration, or related field.
- Three or more years of progressively more responsible experience in recreation programming, special events planning, facility management, or related field, including supervisory experience. Previous experience in a municipal environment strongly preferred.
- Current certification in CPR and first aid, or the ability to become certified upon hire, is required. Certification as a Parks and Recreational Professional, Arena Management, and other recreation program areas strongly preferred.

- State of Michigan Vehicle Operator's License, a satisfactory driving record, and the ability to maintain one throughout employment.
- Thorough knowledge of the principles and practices of public recreational programming, facilities management, marketing, and budgeting.
- Knowledge of the rules, procedures, equipment, facilities, safety issues and precautions relating to recreation programs.
- Skill in successfully planning and executing multiple programs and events targeting various age groups and interest.
- Skill in handling public relations issues with tact and diplomacy.
- Skill in compiling and evaluating complex information and formulating policy, standards, and service recommendations.
- Skill in the use of office equipment and technology, including computers, specialized financial systems, and other related software, and the ability to master new technologies.
- Ability to evaluate and control a variety of community services, analyze a variety of operating problems, and to make sound policy and procedural recommendations.
- Ability to communicate effectively and present ideas and concepts orally and in writing, and make presentations in the public forum.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, City officials, professional contacts, and the public.
- Ability to exercise a high degree of diplomacy and work effectively under stress in contentious or confrontational situations.
- Ability to critically assess situations, problem-solve, maintain attention to detail, and work within deadlines and changes in work priorities.
- Ability to attend meetings outside of normal business hours, travel to other locations, and respond to emergencies after normal business hours.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee regularly works in an office setting with a controlled climate where they sit and work on a computer, communicate by telephone, email or in person, and move around the office to travel to other locations, and work outside the office to attend meetings. The noise level in the work environment is usually quiet to moderately loud.

While performing the duties of this job, the employee occasionally works outdoors and in the ice arena. While outdoors, the employee may be required to exert moderate physical activity setting up program equipment, engaging in recreational activities, or other related duties. This routinely involves being outside in all types of weather including extreme heat or cold, walking

on uneven terrain, and being exposed to dust or fumes and other environmental conditions associated with outdoor playfields, parks, playgrounds, and related venues. While in the ice arena, the employee may be required to access the ice, drive a Zamboni, and work in cold ice arena conditions. An employee in this position must have the strength, stamina, physical coordination, and sensory abilities required to participate in all of these activities.

**CITY OF ALLEN PARK
JOB DESCRIPTION**

POLICE CHIEF

Supervised By: City Administrator
Supervises: All department staff

Position Summary:

Under the supervision of the City Administrator, plans and directs a complete program of police services to protect the lives and property of the public and to preserve peace in the City. Establishes goals and objectives, acts as spokesperson for the City regarding public safety issues, and interacts with other agencies to ensure a comprehensive and coordinated approach to public safety services provision.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

1. Plans, organizes, and directs the activities of the Police department including personnel, budgeting, general administration, and capital needs assessment. Develops, recommends, and implements department policies and procedures, internal controls, and goals and objectives in accordance with departmental needs, City directives and legal requirements.
2. Recruits and recommends the hiring of department employees. Assigns work, supervises personnel, evaluates performance, and oversees training and professional development. Takes disciplinary action according to established procedures.
3. Develops long-term plans to improve departmental operations, law enforcement, crime prevention efforts, and emergency programming. Evaluates pending legislation and statutes and responds to changing regulations and technology regarding law enforcement through review of technical materials and professional education.
4. Develops and administers the annual department budget for operations and equipment. Monitors the departmental budget throughout the fiscal year and oversees the purchase and maintenance of equipment, vehicles, and supplies. Researches, writes and administers grants and develops bid specifications for equipment purchases.
5. Directs departmental operations through a defined command structure. Manages and coordinates all departmental services including general law enforcement, criminal investigation, traffic control, parking enforcement, and school liaisons.
6. Develops, administers, and oversees appropriate training programs for law enforcement personnel. Oversees the maintenance of department records, such as personnel training, payroll, incident reporting, and vehicle and equipment maintenance.
7. Prepares and directs the preparation of a variety of reports pertaining to finances, operations, activities, long-range issues, and other issues for submission to City administration or other agencies.

8. Coordinates departmental activities with other agencies including Federal, State, County, and other local law enforcement departments.
9. Serves on community boards and commissions related to public safety, as appropriate. Meets with community groups to address public safety concerns.
10. Participates in labor negotiations and contract administration. Assists in the grievance process and with other labor relations issues as necessary.
11. Maintains all necessary records in accordance with administrative rules, contract language, and legal requirements including State and Federal legislation and local ordinances and regulations.
12. Serves as the spokesperson for the department and acts in a public relations capacity with various organizations and the public. Responds to public inquiries, investigates complaints, and takes corrective action as appropriate.
13. Keeps abreast of modern developments and evolving issues in public services through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.
14. Attends meetings, performs research, submits reports, and recommends policies and programs. Researches questions dealing with current and long-range issues.
15. Performs other related duties as required.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

- An Associate's degree in criminal justice or related field is required. A Bachelor's degree is preferred.
- Ten or more years of progressively more responsible experience in police services, including major command responsibilities.
- Certification by the Michigan Commission on Law Enforcement Standards (MCOLES). Graduation from an advanced management program such as the FBI Academy or Northwestern University Staff and Command School preferred.
- State of Michigan Vehicle Operator's License, a satisfactory driving record, and the ability to maintain one throughout employment.
- Substantial knowledge of the principles, practices and techniques of modern police enforcement to establish and maintain effective law enforcement operations.
- Knowledge of State and Federal laws and local ordinances governing limitations on police authority.
- Knowledge of the operation of police vehicles, surveillance and communication equipment, and firearms.

- Knowledge of scientific methods of crime detection and prevention,
- Skill in compiling and evaluating complex information and formulating policy, standards, and service recommendations.
- Skill in the use of office equipment and technology, including computers and other related software, and the ability to master new technologies.
- Ability to evaluate and control a variety of police services, to analyze a variety of operating problems, and to make sound policy and procedural recommendations.
- Ability to gather, analyze and review data, develop budgets, and prepare comprehensive and accurate reports.
- Ability to communicate effectively and present ideas and concepts orally and in writing, and make presentations in the public forum.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, City officials, professional contacts, and the public.
- Ability to exercise a high degree of diplomacy and work effectively under stress in contentious or confrontational situations.
- Ability to critically assess situations, problem-solve, maintain attention to detail, and work within deadlines and changes in work priorities.
- Ability to attend meetings outside of normal business hours, travel to other locations, and respond to emergencies on a 24-hour basis.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee's environment is typically an office setting, but can potentially involve highly dangerous law enforcement situations. Physical demands, therefore, range from sitting in an office or vehicle to possibly exercising the strength, mobility, dexterity and stamina associated with apprehending criminals. The employee is regularly required to communicate with others in person and on the telephone or radio, and must regularly travel to other locations.

The employee may be exposed to adverse weather conditions, extreme heat, high, precarious places, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, explosives and other dangerous situations. The noise level in the work environment can range from quiet to very loud.

**CITY OF ALLEN PARK
JOB DESCRIPTION**

FIRE CHIEF

Supervised By: City Administrator
Supervises: All department staff

Position Summary:

Under the supervision of the City Administrator, plans and directs a complete program of fire suppression, prevention, investigation, and rescue services to protect the lives and property of the public. Establishes goals and objectives, acts as spokesperson for the City regarding public safety issues, and interacts with other agencies to ensure a comprehensive and coordinated approach to public safety services provision.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

1. Plans, organizes, and directs the activities of the Fire department including personnel, budgeting, general administration, and capital needs assessment. Develops, recommends, and implements department policies and procedures, internal controls, and goals and objectives in accordance with departmental needs, City directives and legal requirements.
2. Recruits and recommends the hiring of department employees. Assigns work, supervises personnel, evaluates performance, and oversees training and professional development. Takes disciplinary action according to established procedures.
3. Develops long-term plans to improve departmental operations, fire prevention efforts, rescue services, and emergency programming. Evaluates pending legislation and statutes and responds to changing regulations and technology regarding fire suppression through review of technical materials and professional education.
4. Develops and administers the annual department budget for operations and equipment. Monitors the departmental budget throughout the fiscal year and oversees the purchase and maintenance of equipment, vehicles, and supplies. Researches, writes and administers grants and develops bid specifications for equipment purchases.
5. Directs departmental operations through a defined command structure. Manages and coordinates all departmental services including fire scenes, responds to emergency calls, and fire investigations.
6. Develops, administers, and oversees appropriate training programs for firefighting personnel. Oversees the maintenance of department records, such as personnel training, payroll, incident reporting, and vehicle and equipment maintenance.
7. Prepares and directs the preparation of a variety of reports pertaining to finances, operations, activities, long-range issues, and other issues for submission to City administration or other agencies.

8. Coordinates departmental activities with other agencies including Federal, State, County, and other local fire departments and fire agencies.
9. Serves on community boards and commissions related to public safety, as appropriate. Meets with community groups to address public safety concerns.
10. Participates in labor negotiations and contract administration. Assists in the grievance process and with other labor relations issues as necessary.
11. Maintains all necessary records in accordance with administrative rules, contract language, and legal requirements including State and Federal legislation and local ordinances and regulations.
12. Serves as the spokesperson for the department and acts in a public relations capacity with various organizations, the media, and the public. Responds to public inquiries, investigates complaints, and takes corrective action as appropriate.
13. Keeps abreast of modern developments and evolving issues in public services through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.
14. Attends meetings, performs research, submits reports, and recommends policies and programs. Researches questions dealing with current and long-range issues.
15. Performs other related duties as required.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

- A Bachelor's degree or equivalent in fire science or related field is required. Additional education from an accredited Fire Staff and Command school is also required.
- Ten or more years of progressively more responsible experience in fire services, including major command responsibilities.
- Michigan Firefighters Training Council Certification as a Firefighter I and II, Fire Officer I, II, and III, Fire Inspector I and II, Fire Plan Review, Hazardous Materials, and MFFTC Apparatus Driver. Additional certifications related to fire suppression, prevention, and investigation strongly preferred.
- State of Michigan license as a Paramedic with certification in Advanced Life Support, Advanced Cardiac Life Support, and Pediatric Advanced Life Support. Additional certifications related to rescue services preferred.
- State of Michigan Vehicle Operator's License, a satisfactory driving record, and the ability to maintain one throughout employment.
- Substantial knowledge of the principles, practices and techniques used in fire suppression, fire prevention, and rescue operations to establish and maintain safe and effective fire department operations.

- Thorough knowledge of fire codes, procedures, and processes governing fire prevention and investigation.
- Knowledge of the operation of fire vehicles, fire and rescue tools and equipment, and other related implements used in the line of duty.
- Skill in compiling and evaluating complex information and formulating policy, standards, and service recommendations.
- Skill in the use of office equipment and technology, including computers and other related software, and the ability to master new technologies.
- Ability to evaluate and control a variety of fire services, to analyze a variety of operating problems, and to make sound policy and procedural recommendations.
- Ability to gather, analyze and review data, develop budgets, and prepare comprehensive and accurate reports.
- Ability to communicate effectively and present ideas and concepts orally and in writing, and make presentations in the public forum.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, City officials, professional contacts, and the public.
- Ability to exercise a high degree of diplomacy and work effectively under stress in contentious or confrontational situations.
- Ability to critically assess situations, problem-solve, maintain attention to detail, and work within deadlines and changes in work priorities.
- Ability to attend meetings outside of normal business hours, travel to other locations, and respond to emergencies on a 24-hour basis.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee's environment can range from an office setting to highly dangerous fire suppression situations. Physical demands, therefore, range from sitting in an office or vehicle to possibly exercising the strength, mobility, dexterity, and stamina associated with firefighting. The employee is regularly required to communicate with others in person and on the telephone or radio and must regularly travel to other locations.

While performing the duties of this job, the employee may be exposed to adverse weather conditions, extreme heat, high, precarious places, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, explosives and other dangerous situations. The noise level in the work environment can range from quiet to very loud.

**CITY OF ALLEN PARK
JOB DESCRIPTION**

DEPUTY FIRE CHIEF / FIRE MARSHAL

Supervised By: Fire Chief
Supervises: All department staff as assigned

Position Summary:

Under the supervision of the Fire Chief, provides day-to-day oversight of Fire department operations and personnel. Assists in general administration, department planning, personnel issues, budgeting, policies and procedures development, research, and fire suppression, prevention, and investigation activities. Serves as the Fire Marshal and EMS Coordinator, and performs the duties of a firefighter as operational needs demand.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

1. Assists in planning and directing the activities of the Fire department including personnel, budgeting, general administration, and capital needs assessment. Recommends, and implements department policies and procedures, internal controls, and goals and objectives in accordance with departmental needs, City directives and legal requirements.
2. Participates in the recruitment, selection, and supervision of department employees. Assigns work, supervises personnel, evaluates performance, and oversees training and professional development. Takes disciplinary action according to established procedures.
3. Assists in the development of long-term plans to improve departmental operations, fire prevention efforts, rescue services, and emergency programming. Evaluates pending legislation and statutes and responds to changing regulations and technology regarding fire suppression through review of technical materials and professional education.
4. Assists the development of the annual department budget for operations and equipment. Researches, writes and administers grants and develops bid specifications for equipment purchases.
5. Directs departmental operations through a defined command structure. Manages and coordinates all departmental services including fire scenes, emergency calls, and fire investigations in coordination with the Fire Chief or in his or her absence.
6. Serves as the City's Fire Marshal. Inspects businesses, clinics, apartment complexes, and other buildings for compliance with fire codes, fire alarm and sprinkler systems, and other related requirements. Distributes and maintains Knox Box units and enforces related ordinances. Performs Certificate of Occupancy inspections and investigates fire hazard complaints.

7. Participates in and provides leadership during fire suppression activities, as well as fire and arson investigation. Investigates origin and cause of all fires in the City. Works with detectives and other investigators on suspicious fires.
8. Participates in the development and implementation of fire prevention programs. Assists in planning and conducting station open houses, tours, demonstrations, and related programs. Attends school and community programs and makes presentations as requested.
9. Serves as EMS Coordinator. Oversees the Paramedic Advanced Life Support program, reports to the Health Emergency Medical System, the Medical Control Authority Board, medical directors, and others groups, agencies, or individuals as required. Prepares Quality Index reports and responds to complaints or inquiries regarding EMS services. Schedules required paramedic and other recertification training for all firefighters and maintains all related training records.
10. Assists in the preparation and maintenance of a variety of reports and databases pertaining to operations, activities, cardiac events, and other issues for submission to City administration or other agencies.
11. Serves on task forces, committees, or other groups to support local fire suppression and prevention activities.
12. Inventories and orders all operating supplies, including EMS supplies.
13. Maintains all necessary records in accordance with administrative rules, contract language, and legal requirements including State and Federal legislation and local ordinances and regulations.
14. May act in a public relations capacity with various organizations, the media, and the public as directed. Responds to public inquiries, investigates complaints, and takes corrective action as appropriate.
15. Keeps abreast of modern developments and evolving issues in public services through continued education and professional growth. Attends conferences, workshops, and seminars as appropriate.
16. Performs other related duties as required.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

- A high school diploma or equivalent with supplemental training in fire science or related field is required. An Associate's degree or higher is preferred.
- Seven or more years of progressively more responsible experience in fire services, including supervisory experience.
- Michigan Firefighters Training Council Certification as a Firefighter I and II, Fire Officer I, II, and III, Fire Inspector I and II, Fire Plan Review, Hazardous Materials, and MFFTC Apparatus Driver. Additional certifications related to fire suppression, prevention, and investigation strongly preferred.

- State of Michigan license as a Paramedic with certification in Advanced Cardiac Life Support, and Pediatric Advanced Life Support. Additional certifications related to rescue services preferred.
- State of Michigan Vehicle Operator's License, a satisfactory driving record, and the ability to maintain one throughout employment.
- Thorough knowledge of the principles, practices and techniques used in fire suppression, fire prevention, and rescue operations to establish and maintain safe and effective fire department operations.
- Thorough knowledge of the operation of fire vehicles, fire and rescue tools and equipment, and other related implements used in the line of duty.
- Knowledge of fire codes, procedures, and processes governing fire prevention and investigation.
- Skill in assembling information, analyzing data, preparing comprehensive and accurate reports, and formulating policy and service recommendations.
- Skill in the operation and maintenance of an array of firefighting and rescue tools, equipment and apparatus, and other implements utilized in the line of duty.
- Skill in the use of office equipment and technology, including computers and other related software, and the ability to master new technologies.
- Ability to evaluate and control a variety of fire services, to analyze a variety of operating problems, and to make sound policy and procedural recommendations.
- Ability to communicate effectively and present ideas and concepts orally and in writing, and make presentations in the public forum.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, City officials, professional contacts, and the public.
- Ability to exercise a high degree of diplomacy and work effectively under stress in contentious or confrontational situations.
- Ability to critically assess situations, problem-solve, maintain attention to detail, and work within deadlines and changes in work priorities.
- Ability to attend meetings outside of normal business hours, travel to other locations, and respond to emergencies on a 24-hour basis.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee's environment can range from an office setting to highly dangerous fire suppression situations. Physical demands, therefore, range from sitting in an office or vehicle to possibly exercising the strength, mobility, dexterity, and

stamina associated with firefighting. The employee is regularly required to communicate with others in person and on the telephone or radio and must regularly travel to other locations.

While performing the duties of this job, the employee may be exposed to adverse weather conditions, extreme heat, high, precarious places, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, explosives and other dangerous situations. The noise level in the work environment can range from quiet to very loud.

**CITY OF ALLEN PARK
JOB DESCRIPTION
OFFICE CLERICAL WORKER**

Supervised By: Assigned Department Director
Supervises: No supervisory responsibility

Position Summary:

Under the supervision of the assigned department director, provides administrative and clerical support to the department. Handles routine administrative functions, interacts with the public and other employees, and maintains department records.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

Depending on the assigned department, the employee may perform any or all of the duties listed below.

1. Greets and assists visitors, and receives, screens, and directs phone calls. Responds to routine resident and customer inquiries and assists the public with a broad range of department issues and needs.
2. Serves as a liaison between the public and the department. Provides general information regarding department operations and policies. Resolves issues independently and coordinates more complex issues with the department director or other staff as needed.
3. Accepts payments and issues receipts for the City and/or departmental accounts receivables. Balances cash drawer, posts payments, and forwards funds to appropriate department
4. Provides standard administrative support for the assigned department. Prepares correspondence, records, documents, reports, and other related information. Types, copies, enters data, and completes other projects as assigned.
5. Provides general clerical assistance including sorting and distributing mail, filing, photocopying and scanning, preparing mailings, and other related tasks.
6. Compiles data, performs research, prepares reports, and completes special projects as assigned. Prepares and maintains related documents.
7. Maintains up-to-date records, databases, and various filing systems. Secures the confidentiality of files, documents, and other information according to established protocol. Processes information requests according to established procedures.
8. Prepares, screens, proofreads, and routes standard correspondence, documents, forms and reports. Maintains absolute confidentiality of sensitive information, personnel data, and matters of policy or decision making.

9. Inventories office supplies, department uniforms, and other items as assigned. Submits order requests, coordinates uniform orders, and restocks supplies.
10. Assists in coding accounts payable invoices. Receives invoices, obtains approvals, and forwards for payment to appropriate department.
11. Assists in preparing invoices, utility bills, tax bills, and/or other receivables. Makes collection calls as necessary.
12. Assists with verifying department timesheets and preparing data for payroll processing. Maintains records of overtime, paid leave, and other personnel data.
13. Maintains training records. Registers department staff for required and/or development training programs. Makes necessary travel arrangements as needed.
14. Maintains water billing accounts and researches discrepancies as necessary.
15. Assists the public with police reports. Prepares police-related documents and forward them to court. Performs data entry related to citations and vehicle impounds. Assists in preparing statistical and operation data for police and fire reporting.
16. Assists in collecting, assembling, and distributing bid packages for various projects. Collects, organizes, and records incoming bids for review.
17. Assists in maintaining and updating department website.
18. Performs other related work as required.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

- A high school diploma or equivalent is required.
- Previous experience in an office setting performing administrative or clerical duties. Previous experience in a municipal setting preferred.
- Knowledge of general office operations and administrative and clerical procedures and practices.
- Knowledge of City services, organizational structure, and general municipal operations to effectively direct and assist the public.
- Excellent customer services skills, including responding diplomatically to customer complaints.
- Skill in maintaining detailed and organized records, and generating related reports.
- Skill in the use of office equipment and technology, including computers and a variety of related software, and the ability to master new technologies.
- Ability to type and enter data with speed and accuracy.

- Ability to gather data and prepare accurate and timely records, reports, notices, memos and letters.
- Ability to communicate effectively and present ideas and concepts orally and in writing.
- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with employees, City officials, professional contacts, and the public.
- Ability to exercise a high degree of diplomacy and work effectively under stress in contentious or confrontational situations.
- Ability to multi-task, problem-solve, maintain attention to detail, and work within deadlines and changes in work priorities.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee spends the majority of their time in an office setting with a controlled climate where they sit and work on a computer for extended periods of time, communicate by telephone, email or in person, and move around the office or travel to other locations. The employee must occasionally lift and/or move items of light weight. The noise level in the work environment is usually quiet.

APPENDIX B

Market Survey Data: Pay

**Classification and Compensation Study
Salary Survey Results, January 2016
City of Allen Park**

City Administrator

Comparable Community	Title Used	How Do Duties Compare	Pay Range			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Service	Last Pay Increase	Other Details
			Min	Mid	Max						
Eastpointe	City Manager / HR Director	Both City Mgr and HR Director duties				105,000	FT	40	4	2015	
Ferndale	City Manager		98,995	105,740	112,484	106,050	FT	40	4		
Garden City	City Manager / Police Chief						FT	40	20		receives \$30K in add'l to Police Chief salary for City Manager duties; data obtained from previous study in 2015
Inkster	City Manager					94,000	FT	40			City provides a city car and cell phone
Lincoln Park	City Manager					125,000	FT	40	new		
Madison Heights	City Manager	Duties are comparable				122,757	FT	37.5	23	2015	\$475.00 per month car allowance
Monroe	City Manager					102,051	FT	37.5	10	2014	receives \$500 car allowance
Oak Park	City Manager					122,300	FT	36			data obtained from previous study in 2015
Roseville	City Manager	compares				94,000	FT	40	3.5	n/a	receives car allowance
Southgate	City Administrator					92,800	FT	40		2010	data obtained from previous study in 2015
Trenton	City Administrator	same	85,405	92,659	99,912	99,912	FT	37.5	4	2015	
Wayne	City Manager					120,000	FT	40	1		
Woodhaven	City Manager	same				87,500	FT	40	< 1		
Wyandotte	City Administrator	same				117,624	FT	40	19	2012	
Market Average			insufficient data			106,846					
2015 MML Statewide Data *			94,845	106,104	117,363	109,904	range: n=7; actual: n=16				24%
Allen Park						95,000	FT	35	1		\$175 per month car allowance; \$75 per month phone stipend

* 2015 MML Statewide Survey includes regions 1-5 with populations between 15,000 - 65,000 for position of City Manager or City Administrator.

Classification and Compensation Study
Salary Survey Results, January 2016
City of Allen Park

Administrative Assistant

Comparable Community	Title Used	How Do Duties Compare	Pay Range			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Service	Last Pay Increase	Other Details
			Min	Mid	Max						
Eastpointe	Executive Assistant to City Manager	same	44,096	50,711	57,325	53,427	FT	40	11	2015	
Ferndale	n/a										
Garden City	n/a										
Inkster	Executive Assistant to City Manager		34,783	41,392	48,000	43,199	FT	40	15	2009	
Lincoln Park	n/a										
Madison Heights	Executive Assistant	coordinates functions through the Employee's Wellness Program. All other duties are the same.	46,742	50,398	54,054	47,210	FT	37.5	3 mths	n/a	
Monroe	Administrative Assistant to City Manager	also serves as Assistant to the Mayor				46,644	FT	37.5	25	2014	
Oak Park	Administrative Assistant					43,505	FT	36			data obtained from previous study in 2015
Roseville	Executive Assistant	compares				47,462	FT	40	1		
Southgate	Executive Assistant					43,458	FT	40		2010	data obtained from previous study in 2015
Trenton	Administrative Assistant	serves both the Mayor and City Administrator					PT	30	5	2015	part-time position earning \$17.50 / hour
Wayne	Administrative Assistant / Personnel Director	also performs HR duties					FT	37.5	15	2009	position also serves as primary HR role earning \$29.16 / hour (\$56,866/yr)
Woodhaven	Executive Assistant		40,800	45,900	51,000		FT	40			
Wyandotte	Executive Assistant	no municipal events included	33,321	36,629	39,936	39,936	FT	40	2	2015	
Market Average			39,948	45,006	50,063	45,605					25%
2015 MML Statewide Data *			39,148	45,469	51,789	48,518	range: n=13; actual: n=9				32%
Allen Park						34,000	FT	35	1		

* 2015 MML Statewide Survey includes regions 1-5 with populations between 15,000 - 65,000 for positions of Executive Assistant and Office Manager.

**Classification and Compensation Study
Salary Survey Results, January 2016
City of Allen Park**

Finance Director

Comparable Community	Title Used	How Do Duties Compare	Pay Range			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Service	Last Pay Increase	Other Details
			Min	Mid	Max						
Eastpointe	Finance Director / Treasurer		77,918	91,031	104,144	87,930	FT	40	13	2015	
Ferndale	n/a										contracted
Garden City	n/a										no data reported
Inkster	Treasurer	oversees all financial activities including taxes and the collection of receivables	66,957	77,000	87,043	73,813	FT	40		2015	appointed Treasurer
Lincoln Park	Finance Director	does not typically participate in grievances and labor negotiations				63,500	FT	40	19	2014	
Madison Heights	Deputy City Manager of Administrative Services	oversees Finance, Treasury, City Clerk, and Library	111,306	111,863	112,419	112,419	FT	37.5	10	2015	
Monroe	Finance Director	also oversees IT functions; does not participate in grievances				90,067	FT	37.5	12	2014	
Oak Park	Finance Director					98,093	FT	36			data obtained from previous study in 2015
Roseville	City Controller	compares				87,929	FT	40	1.5		
Southgate	Assistant City Administrator / Finance Director					87,255	FT	40		2010	data obtained from previous study in 2015
Trenton	Controller	also responsible for many functions of the Treasurer's office	74,265	82,648	91,031	91,031	FT	37.5	16	2015	requires CPA for max pay
Wayne	n/a										contracted
Woodhaven	Finance Director / Treasurer	same				76,000	FT	40	1		
Wyandotte	n/a										duties performed by the City Administrator
Market Average			82,612	90,635	98,659	86,804					19%
2015 MML Statewide Data *			74,633	86,454	98,275	80,878	range: n=9; actual: n=9				32%
Allen Park						87,000	FT	35	1.5		

*2015 MML Statewide Survey includes regions 1-5 with populations between 15,000 - 65,000 for position of Finance Director/Controller.

**Classification and Compensation Study
Salary Survey Results, January 2016
City of Allen Park**

Payroll Coordinator

Comparable Community	Title Used	How Do Duties Compare	Pay Range			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Service	Last Pay Increase	Other Details
			Min	Mid	Max						
Eastpointe	Payroll Clerk					47,840	FT	40			as reported in the League's 2015 W&S Survey
Ferndale	n/a										
Garden City	n/a										
Inkster	n/a										
Lincoln Park	Payroll Clerk		27,500	32,813	38,125		FT	40			as reported in the League's 2015 W&S Survey
Madison Heights	Payroll Clerk		36,613	39,213	41,812	41,812	FT	37.5			as reported in the League's 2015 W&S Survey
Monroe	Payroll Clerk		31,182	38,973	46,763		FT	37.5			as reported in the League's 2015 W&S Survey
Oak Park	n/a										
Roseville	Payroll Clerk		45,082	46,272	47,462		FT	40			as reported in the League's 2015 W&S Survey
Southgate	n/a										
Trenton	n/a										
Wayne	n/a										
Woodhaven	n/a										
Wyandotte	n/a										
Market Average			35,094	39,317	43,541	44,826					24%
2015 MML Statewide Data *			40,782	46,456	52,130	46,858	range: n=12; actual: n=7			28%	
Allen Park						45,000	FT	35	<1		

* 2015 MML Statewide Survey includes regions 1-5 with populations between 15,000 - 65,000 for positions of Payroll Clerk and Accountant.

Classification and Compensation Study
Salary Survey Results, January 2016
City of Allen Park

Deputy Assessor (MAAO)

Comparable Community	Title Used	How Do Duties Compare	Pay Range			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Service	Last Pay Increase	Other Details
			Min	Mid	Max						
Eastpointe	n/a										contracted
Ferndale	n/a										
Garden City	n/a										no data reported
Inkster	n/a										contracted
Lincoln Park	n/a										
Madison Heights	n/a										contracted
Monroe	n/a										
Oak Park	n/a										no data reported
Roseville	Deputy Assessor	MAAO (Level 3)	60,550	64,315	68,079	68,079	FT	40	8.75		
Southgate	n/a										no data reported
Trenton	n/a										
Wayne	n/a										
Woodhaven	n/a										contracted
Wyandotte	Deputy Assessor	MCAO (Level 2); maintains and updates records; does not do any field work					FT	40	5	2015	position holds lower level certification earning range of \$31,761 - \$38,230
Market Average			insufficient data								
2015 MML Statewide Data *			53,727	60,591	67,455		range: n=6				26%
Allen Park						55,000	FT	35	3		

* 2015 MML Statewide Survey includes regions 1-5 with populations between 15,000 - 65,000 for position of Deputy Assessor, MAAO.

**Classification and Compensation Study
Salary Survey Results, January 2016
City of Allen Park**

Community Development Director / Building Official

Comparable Community	Title Used	How Do Duties Compare	Pay Range			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Service	Last Pay Increase	Other Details
			Min	Mid	Max						
Eastpointe	n/a										duties performed by the Development / Public Services Director
Ferndale	Community / Economic Development Director		48,613	72,282	95,950	95,950	FT	40	4		
Garden City	n/a										contracted out with oversight from City Manager; data obtained from previous study in 2015
Inkster	n/a										
Lincoln Park	Director of Community Planning / Parks & Recreation	does not oversee building department, but does oversee Parks and Rec dept					PT	varies			part-time position earning \$27.00 per hour
Madison Heights	Community Development Director	does not serve as Building Official or perform electrical inspections; all other duties apply	86,561	91,829	97,096	97,096	FT	37.5	16	2015	
Monroe	Community Development Director	oversees Recreation and Planning				83,232	FT	37.5	5	2014	
Oak Park	Community Development Director					64,000	FT	36			
Roseville	Director of Building & Inspections	compares, but a much larger staff	76,757	81,093	85,429	85,429	FT	40	10.5		
Southgate	n/a										no data reported
Trenton	Building Official	no Community Development or electrical inspections					FT	40	11	2015	position serves only as Building Official earning range of \$58,289 - \$68,191
Wayne	Community Development Director						PT	15	12	2009	part-time position earning \$37.00 per hour
Woodhaven	Community Development Director	same				69,000	FT	40	2		
Wyandotte	n/a										
Market Average			70,644	81,734	92,825	82,451					31%
2015 MML Statewide Data *			67,559	77,539	87,518	68,364	range: n=4; actual: n=5			30%	
Allen Park						75,000	FT	35	14		

* 2015 MML Statewide Survey includes regions 1-5 with populations between 15,000 - 65,000 for position of Community/Economic Development Director.

**Classification and Compensation Study
Salary Survey Results, January 2016
City of Allen Park**

Building Inspector

Comparable Community	Title Used	How Do Duties Compare	Pay Range			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Service	Last Pay Increase	Other Details
			Min	Mid	Max						
Eastpointe	n/a										duties performed by the Development / Public Services Director
Ferndale	Building Official		50,525	58,088	65,650	65,650	FT	40	12		
Garden City	n/a										no data reported
Inkster	n/a										contracted
Lincoln Park	n/a										contracted
Madison Heights	n/a										contracted
Monroe	Building & Zoning	exact	39,582	49,492	59,402	59,402	FT	37.5	25	2014	
Oak Park	n/a										no data reported
Roseville	Building Inspector	close, but also oversees code officers	65,281	66,680	68,079	68,079	FT	40	8.5		
Southgate	n/a										no data reported
Trenton	Building Inspector	same	55,514	60,229	64,943	64,943	FT	40	9	2015	
Wayne	n/a										
Woodhaven	Building Inspector	same					PT	20	< 1		part-time position earning \$36,000 / year
Wyandotte	Building Inspector	same	48,339	53,560	58,780	58,780	FT	40	25	2009	
Market Average			51,848	57,610	63,371	63,371					22%
2015 MML Statewide Data *			49,368	56,066	62,763		range: n=11				27%
Allen Park						56,000	FT	35	<1		

* 2015 MML Statewide Survey includes regions 1-5 with populations between 15,000 - 65,000 for position of Building Inspector.

Classification and Compensation Study
Salary Survey Results, January 2016
City of Allen Park

Public Services Director

Comparable Community	Title Used	How Do Duties Compare	Pay Range			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Service	Last Pay Increase	Other Details
			Min	Mid	Max						
Eastpointe	Development / Public Services Director	duties for public works, public services, and community development	74,207	85,339	96,470	85,607	FT	40	6	2015	
Ferndale	Public Works Director		69,422	80,161	90,900	90,900	FT	40	3		
Garden City	Public Services Director		76,887	89,190	101,492	80,732	FT	40	1.5	2015	data obtained from previous study in 2015
Inkster	Public Works Deputy Director	report to City Manager who has primary oversight of dept					FT	40	19		position directs day-to-day activities but does not have overall dept oversight earning range of \$60,000 - \$78,000
Lincoln Park	Public Services Director					71,000	FT	40	6		
Madison Heights	Public Services Director	duties are comparable but also oversees Parks & Rec and Sr. Center	86,561	91,829	97,096	97,096	FT	40	14	2015	
Monroe	Engineering & DPS Director	also oversees Engineering staff				88,434	FT	37.5	17	2014	
Oak Park	n/a										no data reported
Roseville	Public Services Director	oversees more employees and functions	76,757	81,093	85,429	85,429	FT	40	5.5		
Southgate	Public Works Director					72,828	FT	40			data obtained from previous study in 2015
Trenton	Public Services Superintendent	reports to City Engineer who ultimately oversees DPS					FT	40	23	2015	position directs day-to-day activities but does not have overall dept oversight earning range of \$62,661 - \$73,305
Wayne	Public Works Director										contracted out
Woodhaven	Public Services Director	same				80,000	FT	40	3	2012	
Wyandotte	Public Services Superintendent	reports to City Engineer who ultimately oversees DPS					FT	40	37	2009	position directs day-to-day activities but does not have overall dept oversight earning range of \$48,339 - \$58,780
Market Average			76,767	85,522	94,277	83,558					23%
2015 MML Statewide Data *			77,456	87,561	97,667	84,771	range: n=15; actual: n=10				26%
Allen Park						70,000	FT	35	<1	as director	

* 2015 MML Statewide Survey includes regions 1-5 with populations between 15,000 - 65,000 for positions of Public Services Director and Public Works Director.

**Classification and Compensation Study
Salary Survey Results, January 2016
City of Allen Park**

Public Services Supervisor

Comparable Community	Title Used	How Do Duties Compare	Pay Range			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Service	Last Pay Increase	Other Details
			Min	Mid	Max						
Eastpointe	Supervisor of Public Works / Services		48,505	55,781	63,057	56,717	FT	40	7	2015	
Ferndale	Public Works Deputy Director					72,719	FT	40	2		
Garden City	Public Services Deputy Director		59,912	69,499	79,085	72,812	FT	40	23	2013	data obtained from previous study in 2015
Inkster	Crew Chief		40,000	44,000	48,000	43,199	FT	40	40		
Lincoln Park	Public Services Supervisor	does not require a mechanics certification	32,180	40,399	48,617	48,617	FT	40	21	2015	
Madison Heights	Streets & Facilities Supervisor	duties are comparable	60,785	65,785	70,785	70,785	FT	40	3	2015	
Monroe	DPS Superintendent	oversees staff of 13	65,551	70,199	74,847	74,847	FT	40	18	2014	
Oak Park	n/a										no data reported
Roseville	Assistant Director of Public Services	compares but larger staff and more specialized	65,218	66,649	68,079	68,079	FT	40	5.5		
Southgate	Public Works Assistant Director					56,500	FT	40	2010		data obtained from previous study in 2015
Trenton	Public Services Supervisor	3 supervisor positions: Water & Sewer, Sanitation & Highway, Motor Vehicle Pool	55,514	60,229	64,943		FT	40	10 to 20	2015	
Wayne	Public Works Assistant Director					71,097	FT	37.5	24	2009	
Woodhaven	DPS / Water / Sewer / MP Supervisor	same				66,500	FT	40	< 1	2015	
Wyandotte	DPS Supervisor	same	41,787	46,151	50,514	50,514	FT	40	31	2009	
Market Average			52,161	57,632	63,103	62,699					21%
2015 MML Statewide Data *			51,943	57,524	63,105	51,555	range: n=11; actual: n=7				21%
Allen Park						60,611 60,611 62,670	FT	35	<1 1 10	as supervisor	

* 2015 MML Statewide Survey includes regions 1-5 with populations between 15,000 - 65,000 for positions of Foreman and Public Works Superintendent.

**Classification and Compensation Study
Salary Survey Results, January 2016
City of Allen Park**

Library Director

Comparable Community	Title Used	How Do Duties Compare	Pay Range			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Service	Last Pay Increase	Other Details
			Min	Mid	Max						
Eastpointe	Library Director	class V	65,094	74,878	84,662	83,083	FT	40	22	2015	
Ferndale	Library Director	class IV	62,000	76,115	90,229	62,000	FT	40	3		
Garden City	Library Director	class V	58,000	59,000	60,000		FT	40			as reported by the 2014-15 MI Public Library Statistics
Inkster	Library Director	class IV				55,000	FT	40			as reported by the 2014-15 MI Public Library Statistics for Leanna Hicks Public Library of Inkster
Lincoln Park	Library Director					60,000	FT	40	1		
Madison Heights	Library Director	class V; duties are comparable	80,457	85,370	90,282	90,282	FT	37.5	29	2015	
Monroe	n/a										
Oak Park	Library Director	class V	45,000	52,500	60,000		FT	40			as reported by the 2014-15 MI Public Library Statistics
Roseville	Library Director	class V; compares	76,757	81,093	85,429	85,429	FT	40	3.5		
Southgate	n/a										no data reported
Trenton	Library Director	same	58,289	63,240	68,191	68,191	FT	40	1	2015	
Wayne	Library Director	class IV					PT	28			part-time position earning \$20.00 / hour
Woodhaven	n/a										
Wyandotte	n/a										
Market Average			63,657	70,314	76,970	71,998					21%
2014 - 15 MI Public Library Statistics Data *			65,237	70,919	76,601		range: n=37				17%
Allen Park						70,500	FT	35	1.5		

* 2014-15 Michigan Public Library Statistics Data includes only Class IV libraries for the position of Library Director.

Classification and Compensation Study
Salary Survey Results, January 2016
City of Allen Park

Parks & Recreation Director

Comparable Community	Title Used	How Do Duties Compare	Pay Range			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Service	Last Pay Increase	Other Details
			Min	Mid	Max						
Eastpointe	n/a										recreation authority
Ferndale	Recreation Director		50,205	57,819	65,433	60,600	FT	40	7		
Garden City	Family Resources and Parks & Rec		69,898	81,082	92,265	69,715	FT	40			data obtained from previous study in 2015
Inkster	Parks & Rec Supervisor						PT	varies		2009	part-time position earning \$31,200 / year; City Manager provides general oversight of P&R dept
Lincoln Park	n/a										salary information reported under Community Development
Madison Heights	n/a										duties performed by Public Services Director
Monroe	Recreation Manager	oversees 1.5 FTE and numerous seasonal staff; reports to Community Development Director					FT	40	19	2014	position directs day-to-day activities but does not have overall dept oversight earning range of \$59,594 - \$68,034 / year
Oak Park	n/a										no data reported
Roseville	n/a										
Southgate	Parks & Rec Director					53,000	FT	40	2010		data obtained from previous study in 2015
Trenton	Parks & Rec Director	same	74,265	80,573	86,880	86,880	FT	37.5	30	2015	
Wayne	n/a										
Woodhaven	Parks & Rec Director	same				66,000	FT	40	< 1	2015	
Wyandotte	Recreation Superintendent	same					FT	40	15	2015	position directs day-to-day activities but does not have overall dept oversight earning range of \$46,072 - \$56,180 / year
Market Average			64,789	73,158	81,526	67,239					26%
2015 MML Statewide Data *			67,330	76,609	85,888		range: n=5				28%
Allen Park						65,000	FT	35	1.5		

* 2015 MML Statewide Survey includes regions 1-5 with populations between 15,000 - 65,000 for position of Parks & Recreation Director.

**Classification and Compensation Study
Salary Survey Results, January 2016
City of Allen Park**

Police Chief

Comparable Community	Title Used	How Do Duties Compare	Pay Range			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Service	Last Pay Increase	Other Details
			Min	Mid	Max						
Eastpointe	Public Safety Director										Public Safety Director oversees both police and fire earning range of \$77,918 - \$104,144
Ferndale	Police Chief		80,465	92,086	103,706	100,997	FT	40	38		
Garden City	City Manager / Police Chief	also serves as City Manager	83,878	97,298	110,718	99,314	FT	40	20	2013	also receives \$30,000 for City Manager duties; data obtained from previous study in 2015
Inkster	Police Chief		68,696	79,000	89,304	86,612	FT	40			
Lincoln Park	Police Chief					79,816	FT	40	20		
Madison Heights	Police Chief	duties are comparable	93,766	99,498	105,229	105,229	FT	40	24.5	2015	
Monroe	Public Safety Director / Police Chief	oversees police and fire					FT	40	30	2014	Public Safety Director oversees both police and fire earning \$91,128 / year
Oak Park	n/a										no data reported
Roseville	Police Chief	compares, but with larger department				101,977	FT	40	3.5		
Southgate	Police Chief					92,151	FT	40		2010	data obtained from previous study in 2015
Trenton	Police Chief	reports to Director of Police & Fire					FT	40	21	2015	position directs day-to-day activities but does not have overall dept oversight earning range of \$74,265 - \$92,698
Wayne	Police Chief					92,117	FT	37.5	20	2009	
Woodhaven	Police Chief	same				93,000	FT	40	2	2013	
Wyandotte	Police Chief	same				96,014	FT	40	8	2010	
Market Average			81,701	91,970	102,239	94,723					25%
2015 MML Statewide Data *			81,103	91,545	101,988	94,329	range: n=11; actual: n=9				26%
Allen Park						88,662	FT	40	4	as chief	

* 2015 MML Statewide Survey includes regions 1-5 with populations between 15,000 - 65,000 for position of Police Chief.

Classification and Compensation Study
Salary Survey Results, January 2016
City of Allen Park

Fire Chief

Comparable Community	Title Used	How Do Duties Compare	Pay Range			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Service	Last Pay Increase	Other Details
			Min	Mid	Max						
Eastpointe	n/a										duties performed by Public Safety Director
Ferndale	Fire Chief		75,808	87,346	98,884	86,709	FT	40	31		
Garden City	n/a										no data reported
Inkster	n/a										contracted
Lincoln Park	Fire Chief	also performed duties of Fire Marshall				73,816	FT	40	21		
Madison Heights	Fire Chief	duties are comparable	92,040	97,669	103,297	103,297	FT	40	18	2015	
Monroe	Fire Chief	oversees staff of 15; reports to Public Safety Director				83,232	FT	40	16	2014	has been in Chief role for only 1 year
Oak Park	n/a										no data reported
Roseville	Fire Chief	compares, but with larger department				92,700	FT	40	3		
Southgate	n/a										no data reported
Trenton	Fire Chief	reports to Director of Police & Fire					FT	40	< 1	2015	position directs day-to-day activities but does not have overall dept oversight earning range of \$74,265 - \$91,031
Wayne	n/a										contracted
Woodhaven	Fire Chief	same				87,250	FT	40	< 1	2015	
Wyandotte	Fire Chief	same	66,061	75,795	85,529	85,529	FT	40	25	2014	
Market Average			77,970	86,936	95,903	87,505					23%
2015 MML Statewide Data *			77,349	87,473	97,597	85,775	range: n=13; actual: n=10			26%	
Allen Park						86,612	FT	40	5	as chief	

* 2015 MML Statewide Survey includes regions 1-5 with populations between 15,000 - 65,000 for position of Fire Chief.

**Classification and Compensation Study
Salary Survey Results, January 2016
City of Allen Park**

Deputy Fire Chief / Fire Marshal

Comparable Community	Title Used	How Do Duties Compare	Pay Range			Actual Pay or Max	FT / PT	Hrs / Week	Yrs of Service	Last Pay Increase	Other Details
			Min	Mid	Max						
Eastpointe	Asst Chief / Fire Marshal					77,300	FT	40	27	2015	
Ferndale	Fire Captain		75,295	79,308	83,321	75,295	FT	40	28		
Garden City	n/a										no data reported
Inkster	n/a										
Lincoln Park	n/a										duties performed by Fire Chief
Madison Heights	Fire Marshal	duties are comparable	72,878	74,449	76,020	76,020	FT	40	24	2015	
Monroe	n/a										
Oak Park	n/a										no data reported
Roseville	n/a										
Southgate	n/a										no data reported
Trenton	n/a										
Wayne	n/a										
Woodhaven	n/a										
Wyandotte	n/a										
Market Average			insufficient data			76,205					
2015 MML Statewide Data *			69,977	75,442	80,907	67,049	range: n=10; actual: n=7				16%
Allen Park						74,620	FT	40	1	as deputy chief	

* 2015 MML Statewide Survey includes regions 1-5 with populations between 15,000 - 65,000 for position of Deputy Fire Chief and Fire Captain if nothing reported for Deputy.

APPENDIX C

Market Survey Data: Benefits

**Classification and Compensation Study
Benefits Survey Results, January 2016
City of Allen Park
Non-Union Benefits**

BENEFITS SURVEY	Allen Park	Ferndale	Garden City	Inkster	Madison Hts
PAID TIME OFF & BONUSES			data obtained from 03/2015 study		
Scheduled Working Hours Per Day (i.e. 8, 7.5, 12)	7	40	40	32 - 40	37.5 / 40
# Annual Paid Holidays	13	13	11	14	12
Do you offer <u>combined</u> paid time off (PTO) or <u>separate</u> Vacation / Sick / Personal time off?	separate	separate	separate	separate	separate
# Vacation / PTO Days Earned:					
@ 1 year	15	10	17	12	10
@ 5 years	20	15	23	14	15
@ 10 years	20	20	29	18	20
@ 15 years	25	25	30	21	25
@ 20 years	25	28	32	23	25
# Annual Sick Days	12	12	12	12	12
Maximum Carry Over Allowed (in days) or Use-It or Lose-It policy?	unlimited	up to 12 Days	10 days / anything over 10 days is cashed out	use it or lose it	48 days / buy back at 50% with 15 years of employment
Is accrued Sick time paid out upon separation or retirement? If so, what is the maximum payout?	50% up to 50 days upon retirement or death	yes, 50% up to 30 days	50% up to 60 days	no	applies only if employee has 15+ yos or full retirement
# Annual Paid Personal Days	3	3	3	6	4
Longevity Pay	n/a closed plan	Police & Fire Chief Only		n/a	
@ 5 years		2%	\$175		2%
@ 10 years		4%	\$350		4%
@ 15 years		6%	\$525		6%
@ 20 years		8%	\$700		8%
Maximum		\$2,900	\$800		

**Classification and Compensation Study
Benefits Survey Results, January 2016
City of Allen Park
Non-Union Benefits**

BENEFITS SURVEY	Allen Park	Ferndale	Garden City	Inkster	Madison Hts
INSURANCE			data obtained from 03/2015 study		
Insurance Plan Type (i.e. PPO, HMO, etc.)	PPO	PPO	PPO & HMO	PPO & HMO	PPO
Is your plan a high deductible plan? (yes or no)	no	no	yes	varies by plan (8 offered)	no
Does the employ <u>ER</u> contribute to a Health Savings Plan? If so, what is the annual contribution?	no	no	\$1,000 / \$2,000	no	\$125
Annual Employee Contribution to Healthcare Premium	20%	20%	0%	20%	\$1,292 / \$3,102 / \$3,877
Annual Deductible (single/family)	\$250 / \$500	\$500 / \$1,000	\$1,000 / \$2,000	\$500 - \$3,000 depending on plan selected	\$500 / \$1000
Prescription Co-Pay	\$10 / \$20 / \$30	\$5 / \$40 / \$80	\$10 / \$20	\$10 - \$50 depending on plan selected	\$5 / \$40 / \$80
Office Visit Co-Pay	\$30	\$30	\$10	varies by plan (8 offered)	\$30
Annual Payment in Lieu of Insurance	\$2,400 or 1 extra week of vacation time	\$1,500 / \$3,000 / \$4,000	\$5,000	\$0	\$3,000
Employer-Paid Dental (yes or no)	yes	yes	yes	no	yes
Employer-Paid Optical (yes or no)	yes	yes	no	no	yes
Employer-Paid Life Insurance (benefit level - i.e. \$25K, 1 X Salary)	1.5 x salary	\$25K - \$100K	\$20K active; \$5K retiree	1 x salary	\$35K / \$50K
Employer-Paid Disability (short term, long term, or both)	none	none	ST	both (50% paid)	both

**Classification and Compensation Study
Benefits Survey Results, January 2016
City of Allen Park
Non-Union Benefits**

BENEFITS SURVEY	Allen Park	Ferndale	Garden City	Inkster	Madison Hts
PENSION / RETIREMENT			data obtained from 03/2015 study		
What type(s) of retirement programs do you offer? (i.e. Defined Benefit Pension, Defined Contribution, Hybrid)	DB & DC	DC	DB & DC	DC	DB & DC
<u>Pension Plan:</u>	closed plan				closed plan
Pension Plan Type (i.e. MERS B2)	City Plan		MERS		MERS B4
Multiplier (i.e. 2.25%)	2.50%		2.50%		2.53%
Employ ^{EE} Contribution to Pension	7.00%		12%		2.50%
<u>Defined Contribution Plan (i.e. 401, 457)</u>		401	457	401	401
Employ ^{ER} Match / Contribution	7%	7%	0%		7%
Employ ^{EE} Contribution	5%	3%	voluntary		8%
Retiree Health Insurance (yes or no)	HRSA	no	closed plan	no	closed plan
Employ ^{ER} Pays	City Administrator: \$125 / month Other Non-Union: \$40 / month		100%		100% of medical/rx
Age or other eligibility criteria	vested plan at 7 years		25 yos / 60 yrs old		25 yos

**Classification and Compensation Study
Benefits Survey Results, January 2016
City of Allen Park
Non-Union Benefits**

BENEFITS SURVEY	Allen Park	Monroe	Roseville	Trenton	Wayne
PAID TIME OFF & BONUSES					
Scheduled Working Hours Per Day (i.e. 8, 7.5, 12)	7	37.5 / 40	40	37.5 - 40.0	37.5
# Annual Paid Holidays	13	13	11	13	11
Do you offer <u>combined</u> paid time off (PTO) or <u>separate</u> Vacation / Sick / Personal time off?	separate	separate	separate	separate	separate
# Vacation / PTO Days Earned:				varies by classification	
@ 1 year	15	10	10	2 to 3 weeks	14
@ 5 years	20	10	16	3 to 4 weeks	17
@ 10 years	20	15	20	4 weeks	25
@ 15 years	25	20	25	5 weeks	28
@ 20 years	25	22.5	25	6 weeks	28
# Annual Sick Days	12	12	up to one year	12	12
Maximum Carry Over Allowed (in days) or Use-It or Lose-It policy?	unlimited	up to 100 days	n/a	unlimited	varies by contract
Is accrued Sick time paid out upon separation or retirement? If so, what is the maximum payout?	50% up to 50 days upon retirement or death	no	no	up to 150 days at 50% value with 5+ yos	payout is 62.5%; can also sell up to 20 days each yr
# Annual Paid Personal Days	3	5	3	6	n/a
Longevity Pay	n/a closed plan			n/a closed plan	n/a
@ 5 years		\$250	2%	\$500	
@ 10 years		\$500	4%	\$750	
@ 15 years		\$750	6%	\$1,000	
@ 20 years		\$1,000	none	\$1,250	
Maximum		n/a		no maximum	

**Classification and Compensation Study
Benefits Survey Results, January 2016
City of Allen Park
Non-Union Benefits**

BENEFITS SURVEY	Allen Park	Monroe	Roseville	Trenton	Wayne
INSURANCE					
Insurance Plan Type (i.e. PPO, HMO, etc.)	PPO	PPO	PPO	PPO	PPO
Is your plan a high deductible plan? (yes or no)	no	yes	yes	no	yes
Does the employ <u>ER</u> contribute to a Health Savings Plan? If so, what is the annual contribution?	no	yes, amount varies	\$500 / \$1,000	no	\$1,300 / \$2,550
Annual Employee Contribution to Healthcare Premium	20%	\$0 (HDHC/Health Savings Plan)	0%	20%	20%
Annual Deductible (single/family)	\$250 / \$500	\$2,000 / \$4,000	\$2,000 / \$4,000	\$250 / \$500	\$1,300 / \$2,550
Prescription Co-Pay	\$10 / \$20 / \$30	\$10 / \$60	\$10 / \$40 / \$60	\$10 / \$30 / \$50	\$10 / \$40
Office Visit Co-Pay	\$30	\$0 after ded	\$0 after ded	\$20	\$20
Annual Payment in Lieu of Insurance	\$2,400 or 1 extra week of vacation time	\$1,250	\$2,400	\$3,000	\$2,400
Employer-Paid Dental (yes or no)	yes	yes	yes	yes	yes
Employer-Paid Optical (yes or no)	yes	no	yes	yes	yes up to \$250/yr
Employer-Paid Life Insurance (benefit level - i.e. \$25K, 1 X Salary)	1.5 x salary	\$100K	\$25K	1 x salary	\$50K
Employer-Paid Disability (short term, long term, or both)	none	both	none	LT only for DC participants or until vested in DB plan	none

**Classification and Compensation Study
Benefits Survey Results, January 2016
City of Allen Park
Non-Union Benefits**

BENEFITS SURVEY	Allen Park	Monroe	Roseville	Trenton	Wayne
PENSION / RETIREMENT					
What type(s) of retirement programs do you offer? (i.e. Defined Benefit Pension, Defined Contribution, Hybrid)	DB & DC	Hybrid	DB	DB & DC	DB
<u>Pension Plan:</u>	closed plan				
Pension Plan Type (i.e. MERS B2)	City Plan	Local Plan	Roseville Retirement System	MERS and 345	MERS
Multiplier (i.e. 2.25%)	2.50%	2%	2%	2.25 for MERS/ 2.50 for 345	3%
Employ ^{EE} Contribution to Pension	7.00%	yes	6.5%	5% MERS; 6% 345	7%
<u>Defined Contribution Plan (i.e. 401, 457)</u>		Hybrid		401	
Employ ^{ER} Match / Contribution	7%	2%		0%	
Employ ^{EE} Contribution	5%	2%		6%	
Retiree Health Insurance (yes or no)	HRSA	closed plan	yes	yes	hired before 01/2013 - yes hired after 01/2013 - retmt savings acct
Employ ^{ER} Pays	City Administrator: \$125 / month Other Non-Union: \$40 / month	3% to a RHS	yes	80% if hired before 2014. All new hires a 2% + 2% match by City into MERS HCSP.	hired before 01/2013 - 100% hired after 01/2013 - 1% city match
Age or other eligibility criteria	vested plan at 7 years	Age & service	age 50 and 20 yos	If hired pre-1996: 50/25, 55/15 or 60/10. If hired 1996 to 2014: 80 points with minimum 15 years of service. None if hired after 2014.	

**Classification and Compensation Study
Benefits Survey Results, January 2016
City of Allen Park
Non-Union Benefits**

BENEFITS SURVEY	Allen Park	Woodhaven	Wyandotte
PAID TIME OFF & BONUSES			
Scheduled Working Hours Per Day (i.e. 8, 7.5, 12)	7	40	40
# Annual Paid Holidays	13	12	14
Do you offer <u>combined</u> paid time off (PTO) or <u>separate</u> Vacation / Sick / Personal time off?	separate	separate	separate
# Vacation / PTO Days Earned:			
@ 1 year	15	20	12
@ 5 years	20	25	15
@ 10 years	20	25	18
@ 15 years	25	25	21
@ 20 years	25	25	24
# Annual Sick Days	12	12 - 15	12
Maximum Carry Over Allowed (in days) or Use-It or Lose-It policy?	unlimited	use it or lose it	unlimited
Is accrued Sick time paid out upon separation or retirement? If so, what is the maximum payout?	50% up to 50 days upon retirement or death	up to 1 year's accrual	up to 45 days
# Annual Paid Personal Days	3	4	3
Longevity Pay	n/a closed plan	n/a	n/a
@ 5 years			
@ 10 years			
@ 15 years			
@ 20 years			
Maximum			

**Classification and Compensation Study
Benefits Survey Results, January 2016
City of Allen Park
Non-Union Benefits**

BENEFITS SURVEY	Allen Park	Woodhaven	Wyandotte
INSURANCE			
Insurance Plan Type (i.e. PPO, HMO, etc.)	PPO	PPO	PPO
Is your plan a high deductible plan? (yes or no)	no	no	no
Does the employ <u>ER</u> contribute to a Health Savings Plan? If so, what is the annual contribution?	no	no	no
Annual Employee Contribution to Healthcare Premium	20%	\$1,000 / \$2,000	20%
Annual Deductible (single/family)	\$250 / \$500	\$250 / \$500	\$250 / \$500
Prescription Co-Pay	\$10 / \$20 / \$30	\$5 / \$40 / \$80	\$15 / \$30
Office Visit Co-Pay	\$30	\$20	\$10
Annual Payment in Lieu of Insurance	\$2,400 or 1 extra week of vacation time	\$2,400	\$4,800
Employer-Paid Dental (yes or no)	yes	yes	yes
Employer-Paid Optical (yes or no)	yes	yes	yes
Employer-Paid Life Insurance (benefit level - i.e. \$25K, 1 X Salary)	1.5 x salary	\$50K	\$40K
Employer-Paid Disability (short term, long term, or both)	none	both	LT

**Classification and Compensation Study
Benefits Survey Results, January 2016
City of Allen Park
Non-Union Benefits**

BENEFITS SURVEY	Allen Park	Woodhaven	Wyandotte
PENSION / RETIREMENT			
What type(s) of retirement programs do you offer? (i.e. Defined Benefit Pension, Defined Contribution, Hybrid)	DB & DC	DC	DB & DC
<u>Pension Plan:</u>	closed plan		
Pension Plan Type (i.e. MERS B2)	City Plan		By Ordinance
Multiplier (i.e. 2.25%)	2.50%		1%
Employ <u>EE</u> Contribution to Pension	7.00%		0%
<u>Defined Contribution Plan (i.e. 401, 457)</u>		401	401
Employ <u>ER</u> Match / Contribution	7%	12%	10%
Employ <u>EE</u> Contribution	5%	6%	5%
Retiree Health Insurance (yes or no)	HRSA	HCSP	yes
Employ <u>ER</u> Pays	City Administrator: \$125 / month Other Non-Union: \$40 / month	6% of base wages	\$0; retiree pays 100%
Age or other eligibility criteria	vested plan at 7 years		55 or full retirement

APPENDIX D

Point Factor Job Evaluation

**CITY OF ALLEN PARK
2016 POINT FACTOR JOB EVALUATION**

Current Title	Total Points	Ed & Exp	Judg & Ind	Int & Ext Rel	Supv	Job Complex	Safety	Tech	Impact on Ops	Mental Work	Work Environ
Administrative Assistant	1,704	267	309	195	0	342	60	110	231	165	25
Payroll Coordinator	1,904	290	374	216	75	374	60	100	285	130	0
Deputy Assessor	1,907	337	374	195	0	374	60	100	312	130	25
Building Inspector	1,922	267	374	195	0	374	130	80	312	130	60
Public Services Supervisor	2,119	243	374	174	204	374	113	110	312	130	85
Deputy Fire Chief / Fire Marshall	2,352	267	406	216	316	374	130	90	338	130	85
Community Development Director / Building Official	2,503	383	471	216	232	471	113	70	392	130	25
Parks & Recreation Director	2,515	337	471	216	288	471	95	90	392	130	25
Public Services Director	2,547	360	471	216	316	471	113	90	365	95	50
Library Director	2,568	453	471	216	260	471	60	90	392	130	25
Finance Director	2,708	383	503	258	260	535	60	100	419	165	25
Fire Chief	2,752	383	503	216	344	471	165	90	365	130	85
Police Chief	2,771	360	503	258	344	471	165	90	365	130	85
City Administrator	3,043	407	568	300	372	568	130	70	473	130	25

FACTOR 1: EDUCATION AND RELEVANT EXPERIENCE

In using this factor, two separate yet related judgments must be made. First, identify the minimum level of education required to be adequately prepared for the duties and responsibilities of the position. Second, determine the minimum years of relevant experience necessary to adequately perform the job. (Typically found on the position's job description.) **NOTE:** Rate the MINIMUM requirements of the *position*, not the attainment of the position incumbent; these may differ.

Special Circumstances:

- In many cases experience may substitute for formal education and vice versa. Rate the minimum qualifications of the position, or a combination thereof.
- Positions requiring professional certifications or licensure should be rated at “somewhat more than” the minimum educational and experience level required.
- If a position has both a minimum requirement and a “preferred” level (i.e. BA req'd, MA preferred), rate it at “somewhat more than” for the minimum educational and experience level required.

MINIMUM EDUCATION REQUIRED	MINIMUM RELATED WORK EXPERIENCE REQUIRED					
		1	2	3	4	5
	Degree	Entry Level, No Exp. Req'd	1 – 2 Yrs.	3 – 4 Yrs.	5 – 6 Yrs.	Over 7 years
A. No formal education required.	Almost exactly like =	25	50	75	100	125
B. High school diploma or equivalent.	Almost exactly like =	150	173	197	220	243
	Somewhat more than =	173	197	220	243	267
C. Vocational or trade school, or some community college, business school or other specialized training.	Almost exactly like =	197	220	243	267	290
	Somewhat more than =	220	243	267	290	313
D. Associates degree or equivalent.	Almost exactly like =	243	267	290	313	337
	Somewhat more than =	267	290	313	337	360
E. Bachelor's degree or equivalent.	Almost exactly like =	290	313	337	360	383
	Somewhat more than =	313	337	360	383	407
F. Master's degree or additional specialized training and experience.	Almost exactly like =	337	360	383	407	435
	Somewhat more than =	360	383	407	435	453
G. Elected Official	Elected Official	300	300	300	300	300

FACTOR 2: JUDGMENT AND INDEPENDENCE OF ACTION

This factor describes the level of judgment and independence of action exercised in determining proper courses of action. In evaluating a position against this factor, think about the extent to which policies, procedures, rules and so forth either guide or restrict judgment and independence of the position. Consider also whether peers and/or supervisors are available for collaboration in decision making, and the degree to which the employee is empowered to use discretion.

LEVEL OF JUDGMENT AND INDEPENDENCE REQUIRED	Degree	Point Value
A. Duties and responsibilities of the position are carried out according to straightforward and standardized policies, procedures, rules, etc. There may be an occasional need for the employee to exercise judgment, but others are readily available to assist and discretion is limited. Work is closely monitored and regularly reviewed or subjected to a "check/balance" system.	Almost exactly like =	180
	Somewhat more than =	212
B. Duties and responsibilities of the position require that the employee occasionally interpret standard policies, procedures and rules to determine appropriate courses of action. However, the employee would not need significant technical or professional training to effectively interpret standards and guidelines. Basic decisions are made independently while more complex or unique issues are solved collaboratively with peers or supervisors. Discretion is minimal, and work is monitored on a "spot check" basis.	Somewhat less than =	245
	Almost exactly like =	277
	Somewhat more than =	309
C. Duties and responsibilities of the position require that the employee regularly interpret policies, procedures and rules to determine appropriate courses of action. The employee has information available to guide him/her in effective interpretation of standards and guidelines, but a moderate level of discretion is exercised. Most decisions are made independently, though the subject matter is straightforward and peers and supervisors are available to assist with especially unique situations. Work is monitored on a "case-by-case" basis.	Somewhat less than =	342
	Almost exactly like =	374
	Somewhat more than =	406
D. Duties and responsibilities of the position are governed by broad and complex technical, administrative, or professional standards and guidelines. The employee must regularly exercise independent judgment in decision-making, and exercise considerable discretion. The employee performs with a high degree of latitude, and work is monitored on a periodic or exception basis.	Somewhat less than =	438
	Almost exactly like =	471
	Somewhat more than =	503
E. Duties and responsibilities of the position are not only governed by broad and complex technical, administrative, or professional standards and guidelines, but the employee regularly directs or participates in the development of such standards. The employee performs with virtual independence and regularly exercises considerable discretion. Work is monitored through formal review by major authorities or other policy-making bodies.	Somewhat less than =	535
	Almost exactly like =	568
	Somewhat more than =	600

FACTOR 3: INTERNAL AND EXTERNAL RELATIONS

This factor examines the types and frequency of internal and external contacts a position encounters, and the communication skills needed to successfully handle these contacts.

First, examine the hierarchy of communication skills listed and select the category which reflects the *highest requirement* of the position. Although a job may entail a variety of levels of contacts, use the highest requirement to determine the point award.

Second, after selecting the highest requirement, determine the frequency with which that activity occurs.

COMMUNICATION SKILLS REQUIRED	FREQUENCY		
	Occasionally	Periodically	Frequently
A. Minimal internal or external contacts are experienced in the position. Skill in exchanging information and following instructions is required.	90	111	132
B. Standard internal and external contacts are experienced in the position. Skill in responding to questions, providing explanation of standard procedures, and engaging in conversation is required. Unusual or difficult situations are referred to a supervisor.	132	153	174
C. Moderately complex internal and external contacts are experienced in the position. Skill in interpreting and translating facts and information, explaining situations and issues, advising others of alternatives and options, and interviewing and developing information from others is required. Unusual or difficult situations are addressed to the extent possible before calling in a peer or supervisor for support.	174	195	216
D. Complex internal and external contacts are experienced in the position. Skill in motivating others, giving instructions, resolving disagreements, and/or leading meetings or making presentations is required. This position is responsible for the ultimate resolution of unusual or difficult situations.	216	237	258
E. Extremely complex internal and external contacts are experienced in this position. Skill in leading and persuading others, negotiating contracts, mediating and resolving disputes, and developing and making formal presentations is required.	258	279	300

FACTOR 4: SUPERVISORY OR MANAGERIAL RESPONSIBILITY

This factor reflects the supervision exercised and management or leadership role assigned to a position. Select first the level of authority exercised, than the span of control as determined by the size of the supervisor's staff.

Special Circumstances:

- Count part-time, permanent, year-round staff pro rata.
- Count seasonal workers, volunteers and other "non-permanent" employees pro rata.
- Do not count prison workers or other labor assigned and managed by an external agency.
- For 1st and 2nd Level Managers, count the functional areas of responsibility only, not the staff size of each functional area.

LEVEL OF SUPERVISORY AND MANAGEMENT AUTHORITY EXERCISED	STAFF SIZE (Both direct and indirect reporting relationships)					
	Up to 2	3 - 5	6 - 9	10 - 14	15 - 19	Over 20
A. No supervisory or management authority.	0	N/A	N/A	N/A	N/A	N/A
B. <u>Occasional Leader</u> : On an occasional basis assists in planning and organization of work assignments, instructs or trains others, or leads special projects.	75	148	176	204	232	260
C. <u>Leader</u> : Regularly involved in planning and coordinating work assignments and monitoring the work progress of others, but does not have the authority found in a formal supervisor position (hire, fire, discipline).	148	176	204	232	260	288
D. <u>Working Supervisor</u> : Has much of the formal authority of a supervisor position, but may assist or perform the duties of subordinates.	176	204	232	260	288	316
E. <u>Supervisor</u> : Has the authority to make or effectively recommend important personnel decisions such as hiring, disciplining, terminating, and promoting subordinates.	204	232	260	288	316	344
F. <u>1st Level Manager</u> : Responsible for planning, directing, staffing and controlling employees of a major department or service area; works through one or more subordinate supervisors, including working supervisors.	232	260	288	316	344	372
G. <u>2nd Level Manager</u> : Similar to a 1 st Level Manager, with a greater depth of responsibility due to the use of one or more subordinate 1 st Level Managers.	260	288	316	344	372	400

FACTOR 5: JOB COMPLEXITY AND ANALYTIC DEMANDS

This factor measures the degree of complexity which is characteristic of a position's duties and responsibilities. Complexity is defined as the level of "thinking process" or analytic ability required of a position. In determining the appropriate point assignment, consider *overall* complexity, not unique projects or activities which are rare and impermanent to the position, or assigned to the position incumbent due to individual level talent or interest.

LEVEL OF COMPLEXITY ENCOUNTERED	Degree	Point Value
A. Position primarily involves the use of factual information and data that does not present significant variables or ambiguities. Redundant steps, methods and processes are typically well defined, choices involve a limited set of options and information is readily available to ascertain correct approach.	Almost exactly like =	180
	Somewhat more than =	212
B. Position primarily involves the use of factual information and data, but may encounter minor variables or ambiguities which require some analytic or basic problem solving ability to select correct action from a limited set of options. Redundant steps, methods and processes are typically well defined, but the employee must occasionally modify or adapt them to address a situation.	Somewhat less than =	245
	Almost exactly like =	277
	Somewhat more than =	309
C. Position involves both the use of factual information and data, and the modification and continuous improvement of processes. This position regularly addresses variables or ambiguities and requires analytic and problem solving ability to select correct action from an expansive set of options. Steps, methods and processes are a mix of redundant and original tasks, and processes must be occasionally reassessed, modified or adapted to address unique situations.	Somewhat less than =	342
	Almost exactly like =	374
	Somewhat more than =	406
D. Position involves the extensive use of analytic and problem solving ability to select correct action from a limitless set of options. Steps, methods and processes are original and must be continuously reassessed, modified or adapted to address unique situations or realize improvements in process. This level is appropriate for multi-faceted positions with program or service planning responsibilities.	Somewhat less than =	438
	Almost exactly like =	471
	Somewhat more than =	503
E. Position is focused on projects involving the dedication of substantial time and effort to researching, organizing and assessing information which contains substantial variables and ambiguities. As a result, steps, methods and processes are non-existent or original, and the incumbent may be required to develop new and original procedures and processes. An advanced analytic and problem solving ability is required for the position.	Somewhat less than =	535
	Almost exactly like =	568
	Somewhat more than =	600

FACTOR 6: RESPONSIBILITY FOR THE SAFETY AND CONVENIENCE OF OTHERS

This factor is concerned with the impact the position's duties have on the safety and convenience of others. In considering the potential impact of a position, consider probable errors which may occur in the regular course of performing a job, not the most extreme consequences.

Second, after selecting the highest, but still probable, consequence, determine the frequency with which opportunity for error presents itself.

PROBABLE CONSEQUENCES OF ERRORS	FREQUENCY		
	Occasionally (Monthly)	Periodically (Weekly)	Frequently (Daily)
A. Errors in this position would likely cause minor, short-term inconvenience and would not endanger the safety of others. Effect of errors would impact a limited set of individuals.	60	78	95
B. Errors in this position would likely cause minor but longer term inconveniences that are more difficult to resolve, but would not endanger the safety of others. Effect of errors would impact a limited set of individuals.	95	113	130
C. Errors in this position could cause significant inconvenience that is difficult to resolve, or may temporarily present a threat to the safety of the public.	130	148	165
D. Errors in this position would likely cause a major, long-term inconvenience or present a widespread threat to the safety of the public that could produce irreparable harm.	165	183	200

FACTOR 7: TECHNOLOGY AND EQUIPMENT USE

This factor measures the level of knowledge and expertise required in a position with respect to utilizing, developing, fabricating and implementing various technology or equipment. Determine first the level of knowledge and skill required of the position (not the level of the position incumbent) and then determine the degree most appropriate for the position.

LEVEL OF TECHNOLOGICAL/EQUIPMENT KNOWLEDGE AND SKILL REQUIRED	Degree	Point Value
A. Job duties require: <ul style="list-style-type: none"> • a knowledge of and ability to use standard office equipment, and display proficiency in the use of computer software such as word processing and spreadsheet, or • the use and basic maintenance of standard light equipment. 	Somewhat less than =	60
	Almost exactly like =	70
	Somewhat more than =	80
B. Job duties require: <ul style="list-style-type: none"> • utilization of specialized software such as financial applications, or • the ability to use, maintain and perform basic repairs on standard light and heavy equipment. 	Somewhat less than =	90
	Almost exactly like =	100
	Somewhat more than =	110
C. Job duties require: <ul style="list-style-type: none"> • a complex use of, or training others on computer software including specialized applications such as drafting systems GIS, etc, and/or serves as "troubleshooter" for basic systems or software issues, or • regularly training or leading others in projects involving the use, maintenance and/or repair of specialized or heavy equipment, or the fabrication of specialized equipment. 	Somewhat less than =	120
	Almost exactly like =	130
	Somewhat more than =	140
D. Job duties require: <ul style="list-style-type: none"> • the development, programming, maintenance and repair of computer systems, databases, networks, GIS or other complex systems. 	Somewhat less than =	150
	Almost exactly like =	160
	Somewhat more than =	170
E. Job duties require: <ul style="list-style-type: none"> • Supervisory and administrative activities associated with the research, development, purchase and implementation of computer systems, system coordination and related technological advances. 	Somewhat less than =	180
	Almost exactly like =	190
	Somewhat more than =	200

FACTOR 8: IMPACT ON PROGRAMS, SERVICES, AND OPERATIONS

This factor measures direct or indirect impact on the programs, services or operations carried out or provided by units of the organization. The nature of such impact is defined as the extent to which effective or ineffective performance of a classification's duties or responsibilities contribute to assure, interfere with, or prevent the achievement of goals, objectives, plans, or other established performance criteria. Rate the classification in terms of its probable consequences, as opposed to potential consequences which rarely, if ever, occur.

NATURE OF IMPACT	Degree	Point Value
A. The work product, though important to the organization, is not directly tied to other work processes. Errors are readily detected or apparent and have a relatively minor impact on overall operations.	Almost exactly like =	150
	Somewhat more than =	177
B. The work products and purpose of the job directly affect the accuracy, reliability, or acceptability of other work processes. Completed work has a direct relationship to other important activities or related work within one or more organization units. Errors are normally detected in succeeding operations and involve expenditure of time to trace and correct. Consequences would affect the work of others or cause inconvenience to the public. There also may be measurable monetary consequences related to the handling of financial transactions, equipment, supplies or other materials.	Somewhat less than =	204
	Almost exactly like =	231
	Somewhat more than =	258
C. The work products and purpose of the job contribute to the attainment of immediate, on-going goals and objectives. The job may affect the short-term success of programs, services, or operations, but does not materially influence or impact long-range direction, planning or control. The job affects the design or operation of systems, programs or equipment. Errors are difficult to detect and would result in inaccurate reports, incomplete or misleading information, invalid test results, unsound recommendations, or incorrect decisions.	Somewhat less than =	285
	Almost exactly like =	312
	Somewhat more than =	338
D. The work products and purpose of the job have a significant impact on major aspects of programs, services and operations. Responsibilities may be shared among individuals or may be a direct responsibility. Influence extends to both short- and long-term matters affecting an organizational component. Errors would not be detected through normal means, but would become apparent later through subsequent activities or events.	Somewhat less than =	365
	Almost exactly like =	392
	Somewhat more than =	419
E. The work products and purpose of the job have a major direct controlling impact on all aspects and phases of program, service or operations management. Decisions and overall influence contribute directly to the image of success and future of programs, services or operations and have a major long-term impact.	Somewhat less than =	437
	Almost exactly like =	473
	Somewhat more than =	550

FACTOR 9: INTENSITY AND DEMAND FOR CONCENTRATION

This factor uses two environmental components to measure the extent to which the position requires mental concentration and focus on the job. Determine the frequency with which each environmental factor occurs and add the values together for a total point award.

ENVIRONMENTAL FACTORS	FREQUENCY		
	Occasionally	Periodically	Frequently
1. <u>Mental Concentration</u> : The task detail regularly required of the position (i.e. working with figures, paperwork, fine motor skills)	30	65	100
2. <u>Focus</u> : The extent to which the position is regularly subjected to distracting influences such as people, phones, etc.	30	65	100
TOTAL POINTS FROM ENVIRONMENTAL FACTORS (1+2) =			

FACTOR 10: WORK ENVIRONMENT

This factor measures the degree to which a position is subjected to unpleasant or adverse working conditions as a function of the job, and the type and frequency of physical demands placed on a position. Office "climate control" issues are *not* considered an unpleasant or adverse condition, nor are standard requirements for lifting and/or moving light weight items in a normal office setting considered a physical demand.

Determine first the highest condition or demand encountered as a *function of the position* (A, B, or C) then the frequency with which that condition is experienced.

1. WORKING CONDITIONS	FREQUENCY		
	Occasionally	Periodically	Frequently
A. Work is carried on in a normal office setting.	0	N/A	N/A
B. Work environment is mildly disagreeable due to outside weather conditions, poor ventilation, noise, unsafe areas or situations, and other factors which require adjusting to or accommodating these uncomfortable situations.	25	30	60
C. Work environment is very disagreeable due to extreme weather conditions, strong odors and fumes, dangerous chemicals, confined spaces, precarious places, loud noise, and other hazards which require the use of special safety equipment and substantial physical or mental accommodation to perform the job.	60	90	120
2. PHYSICAL DEMANDS	Occasionally	Periodically	Frequently
A. No unusual physical activity or exertion is required.	0	N/A	N/A
B. Position requires moderate physical exertion associated with operating light equipment, monitoring and calibrating machinery and equipment, or lifting and/or moving items of moderate weight (25 lbs. or more).	25	30	60
C. Position requires enormous physical exertion associated with heavy physical labor or the physical restraint of disruptive or unruly people.	60	90	120
TOTAL POINTS FROM WORKING CONDITIONS AND PHYSICAL DEMANDS FACTORS (1+2) =			

POINT TALLY

List the point award for each factor and total accordingly

Factor	Point Award
Education and Relevant Experience	
Judgment and Independence of Action	
Internal and External Relations	
Supervisory or Managerial Responsibility	
Job Complexity	
Responsibility for the Safety and Convenience of Others	
Technology and Equipment Use	
Impact on Programs, Services and Operations	
Intensity and Demand for Concentration Mental Concentration + Focus	
Work Environment Working Conditions + Physical Demands	
TOTAL POINTS	

