



MEMORANDUM

To: Mayor and City Council

From: Nicole Stojka, Human Resources Manager

Date: February 9, 2015

Subject: **Discussion of Amendment of City Position Allocation and Compensation Chart**

ITEM DESCRIPTION

Discussion of converting the Assistant to the City Manager position to an Assistant City Manager position, updating the salary ranges for several positions, and creating two (2) new Major positions and one (1) additional Lieutenant position.

BACKGROUND

The Assistant to the City Manager position is currently vacant. Staff analyzed job descriptions and salary data from surrounding cities to determine how to proceed with recruitment efforts for this position.

On a regular basis, Staff conducts and participates in salary surveys to verify that the City's salary structure remains market competitive. Staff recently analyzed job descriptions and salary information from survey data for all City positions to review the adequacy of salary ranges.

Council has added budget for FY 2015 for the new Major and additional Lieutenant positions. The Major and Lieutenant positions are added to the Full Time headcount on the Position Allocation and Compensation Chart.

EVALUATION

The current range for the Assistant to the City Manager position is \$48,000 to \$72,000, and the City has compensated near the top end of this range for this position.

In conducting our salary survey, Staff found that the Assistant City Manager position is more typical in our nearby cities than the Assistant to the City Manager position. Cities that have an Assistant City Manager or Assistant City Administrator position include Alpharetta, Cartersville, Decatur (3), Douglasville, Gainesville, Johns Creek (3), Kennesaw, Milton (2), Riverdale, Roswell, Sandy Springs and Smyrna. Suwanee was in the process of creating the Assistant City Manager position when Staff was collecting data. Of these 13 cities, seven do not have ranges assigned to the position. Of the other six, range minimums varied from \$68,536 to \$98,705, and range maximums varied from \$102,814 to \$157,929. Of those cities that have ranges, the average range minimum is \$85,589 and the average range maximum is \$132,842. The actual average annual rate of pay is \$107,845.



Staff is recommending that we convert the Assistant to the City Manager position to an Assistant City Manager position with a salary range of \$92,200 to \$138,700. This is in line with other Department Head salary ranges, it allows for a 50% range spread, and it is in keeping with Council's previous direction that we set our ranges above average but that we are not the market leader. With the more senior title and corresponding rate of pay, we expect to be able to recruit a more experienced candidate pool with individuals who would better be able to assist the City Manager with typical managerial and operational functions. We also expect that such an individual would be able to provide continuity in representing the City Manager in his absence.

After conducting salary studies, Staff is recommending a salary range of \$63,000 to \$94,500 for the Major position and \$57,000 to \$85,500 for the Lieutenant position. The proposed Lieutenant salary range is lower than the current range due to the narrower scope of responsibility the position will have after the Major position is created. The proposed salary range of \$67,900 to \$102,100 for the City Clerk position reflects the position assuming the additional responsibility of overseeing the Municipal Court.

Since the City's inception, we have made only one global update to salary ranges. Current survey data indicates that in order to remain competitive with surrounding cities, we should update some of our salary ranges. The following Position Allocation and Compensation Charts show the current and proposed salary ranges. Except for previously budgeted merit increases and for the conversion to an Assistant City Manager position, no changes are recommended to actual salaries.

RECOMMENDED ACTION

It is respectfully requested that Council approve Staff's recommendation to modify the current Position Allocation and Compensation Chart as shown in the Proposed Position Allocation and Compensation Chart to convert the Assistant to the City Manager position to an Assistant City Manager position and to update the salary ranges for several positions effective February 23, 2015; and to create two (2) new Major positions and one (1) additional Lieutenant position effective July 1, 2015.



TITLE: Assistant City Manager
 DEPARTMENT: Administration
 FLSA STATUS: Exempt

JOB SUMMARY:

This position is responsible for assisting the City Manager with administrative, managerial, and day-to-day operational duties as assigned by the City Manager. Responsibilities include coordinating and directing the activities and operations of all departments; overseeing and directing assigned programs and functions of the City; and, coordinating activities with City officials, departments, outside agencies, organizations, and the public. The incumbent works on special projects as directed by the City Manager. Duties are performed under the general supervision of the City Manager. All authority and autonomy inherent in this position is at the discretion of and delegated by the City Manager. The Assistant City Manager may act for the City Manager in his/her absence.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Assumes the duties of and represents the City Manager in his absence or when directed by the City Manager.
- Provides direct assistance to the City Manager in any and all facets of operation.
- Assists in directing, coordinating, and implementing the City's goals, objectives, and priorities. Assists the City Manager in planning, coordinating, analyzing, implementing, and managing City programs and policies; may coordinate with Department Heads to develop strategic plans to obtain desired objectives.
- Acts as liaison in coordination between the City Manager and other departments, as directed or as needed to implement assigned projects.
- Assists in formulating and implementing City administrative policies and procedures.
- Plans, coordinates, directs and implements special projects and programs for the City; develops and reviews ongoing special programs and makes decisions concerning implementation of new ideas and concepts. Work often includes development of a project plan and a project schedule, research of alternatives, cost-benefit analysis, and the development of project implementation feasibility documents. Provides reports on progress of assigned projects, as well as on key measures maintained by the City Manager.
- Assists in developing agenda items, background material, and presentations for City Council, including but not limited to assisting the City Manager with his/her presentations.
- Attends and makes presentations at City Council meetings and other City-related meetings, as required. Interacts directly with and acts as a liaison to City Council members, and serves as a liaison to various committees and organizations.
- Assists the City Manager in the preparation, coordination, review and presentation of the City's annual operating and capital improvement budgets, including coordination with Finance Department staff.
- Responds to complaints and/or inquiries on behalf of the City Manager after thorough research and investigation.
- Establishes and maintains effective working relationships with City, county, state and federal representatives. Manages intergovernmental relationships with other cities.
- Will be required to perform other duties as requested, directed or assigned.
- Regular attendance and punctuality are essential requirements of the job.



ASSOCIATED DUTIES:

- May have responsibility for special events or meetings.
- Attends seminars and workshops related to the Assistant City Manager's duties and responsibilities.

MINIMUM QUALIFICATIONS:

Education and/or Experience

- a) Bachelor's degree in Public Administration, Business Administration or a related field from an accredited college or university. Master of Public Administration Degree preferred.
- b) Seven (7) years of progressively responsible experience in municipal government administration.
- c) An equivalent combination of education and experience may be acceptable.

Necessary Knowledge, Skills, and Abilities

- a) Knowledge of standard policies, procedures, programs and services in municipal government.
- b) Knowledge of state laws, practices and procedures relating to municipal government.
- c) Knowledge of municipal organizational and departmental functions, staffing and operating procedures.
- d) Knowledge of basic governmental budget procedures.
- e) Knowledge of business English and math.
- f) Knowledge of modern office practices, equipment, methods and procedures.
- g) Knowledge of personal computers and computer software applications.
- h) Skills associated with planning and organizing information.
- i) Skill in managing competing priorities on multiple projects.
- j) Ability to understand and carry out complex verbal and written instructions.
- k) Ability to communicate clearly and effectively, verbally and in writing.
- l) Ability to conduct special projects and analyze and interpret findings.
- m) Ability to prepare clear, concise and accurate documents.
- n) Ability to develop and maintain effective working relationships with officials, employees, state and federal authorities, civic leaders and the public.
- o) Ability to deal tactfully and courteously with employees and the general public.
- p) Ability to exercise independent judgment.
- q) Ability to manage stressful situations.

SPECIAL REQUIREMENTS:

- a) Must be available to work hours as needed or necessary including, but not limited to, attending meetings outside normal business hours.
- b) Must be able to manage multiple items at the same time; prioritize tasks; and meet recurring and periodic time constraints; must be able to maintain confidentiality.
- c) Must possess a valid State of Georgia Driver's License (Class C) and a satisfactory Motor Vehicle Record (MVR).



PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this 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 is frequently required to sit; talk and hear; use hands to finger, handle, feel or operate objects, tools or controls; and reach with hands and arms.
- The employee is occasionally required to walk.
- The employee must occasionally lift and/or move up to 15 pounds.
- Specific vision abilities required by this job include close vision and the ability to adjust focus.
- While performing the duties of this job, the employee typically sits in an office.



TITLE: Major
 DEPARTMENT: Public Safety
 FLSA STATUS: Exempt

JOB SUMMARY:

The Major is responsible for assisting the Deputy Chief of Police in the effective administration and technical operations of the Dunwoody Police Department. This position directs operations of a division(s) of the Police Department, which may include the Patrol Division, Criminal Investigations Division, or Administration Division. The Major will consult and report to the Deputy Chief. Work is reviewed through discussion of major administrative and technical problems and by the review of departmental performance standards.

SUPERVISION EXERCISED:

Planning, organizing, training and the supervision of peace officers and civilian employees as assigned by the Chief of Police and Deputy Chief.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Supervises, directs and coordinates the activities and operations of a division(s) and/or unit of the Police Department, which may be the Patrol Division, Investigations Division, or Administration Division
- Supervises, directs, and evaluates assigned staff, processing employee concerns and problems, directing work, counseling, disciplining and completing employee performance appraisals
- Conducts divisional staff meetings; consults with assigned staff; assists with complex/problem situations; provides administrative and technical expertise
- Ensures departmental compliance with all applicable codes, laws, rules, regulations, standards, policies and procedures; ensures adherence to established safety procedures; initiates any actions necessary to correct deviations or violations of City or departmental safety policies
- Oversees enforcement of all applicable codes, ordinances, laws and regulations (both traffic and criminal) in order to protect life and property, prevent crime, and promote security
- Consults with Chief of Police, Deputy Chief, City officials, and other officials as needed to review department operations/activities, provide recommendations, resolve problems, and receive advice/direction
- Performs administrative functions; prepares budget requests and administers approved budget for assigned division(s); monitors expenditures; develops long and short term goals, plans, and objectives for the division; assists in developing/updating policies and procedures; generates required reports; oversees and monitors staff training; reviews work schedules; approves leave requests; processes employee time sheets; monitors accrual and use of vacation, sick, holiday, and comp time
- Depending on the division(s) or unit assignment, the Major may have responsibilities in any of the following areas:
 - Manages administrative activities of the Patrol Division in patrolling the City to detect/deter criminal activity, protect life and property, enforce laws, investigate crime, issue citations, make arrests, respond to emergency



- situations, and prepare/maintain documentation; oversees police response to calls relayed by dispatchers
- Manages administrative activities of the Investigations Division; reviews caseload and monitors detectives; supervises major cases and assists detectives with difficult/complex cases; interviews victims, witnesses, and suspects; prepares affidavits for search/arrest warrants; reviews investigative reports and case documentation; assists in preparing cases for prosecution; compiles intelligence information for distribution throughout the state; coordinates investigation activities with other law enforcement agencies
- Manages administrative activities of the Administration Division, including police records, police training, permitting, and GCIC operations; generates uniform crime reports for GBI and FBI; produces records reflecting police activity for submission to Chief of Police and Deputy Chief; ensures compliance of GCIC/NCIC computer system operations with state/federal guidelines; maintains record retention schedules; ensures compliance of records activities with state requirements; maintains state certification standards
- Responds to and assumes command of major/critical incidents; requests and directs additional emergency personnel, other units, departments, outside agencies, or others as needed by implementation of incident command protocols
- Participates in court activities; testifies in judicial proceedings
- Reviews documentation prepared by staff
- Compiles and/or monitors various administrative and/or statistical data; performs research; makes applicable calculations; analyzes data and identifies trends; prepares/generates reports and maintains records
- Prepares or completes various forms, reports, and correspondence
- Maintains records and files of division activities
- Operates a computer to enter, retrieve, review or modify data; utilizes word processing, spreadsheet, database, optical imaging, Internet, and other programs
- Monitors inventory of division vehicles, equipment, and supplies; initiates orders of new/replacement materials; ensures availability of all necessary equipment for use by personnel; oversees maintenance/repair of department buildings, vehicles, and equipment
- Responds to complaints and questions related to law enforcement issues and activities; mediates disputes; provides information, researches problems, and initiates problem resolution
- Creates/maintains positive public relations with the general public; provides education and information to the public on laws, law enforcement, crime prevention, drug abuse, and related issues
- Maintains a comprehensive, current knowledge of applicable policies, procedures, regulations, codes, and criminal/civil case law; maintains an awareness of new technology, products, trends, and advances in the profession; reads professional literature; maintains professional affiliations; attends workshops, seminars, and training sessions as appropriate
- Attends meetings; serves on committees as needed; makes speeches or presentations
- Acting as Deputy Chief in his/her absence



- Will be required to perform other duties as requested, directed or assigned
- Regular attendance and punctuality are essential requirements of the job

MINIMUM QUALIFICATIONS:

Education and/or Experience

- a) Graduation from a four-year college or university with a degree in Criminal Justice, Public Administration or a closely related field
- b) Georgia Basic Peace Officer Certification, and twenty (20) hours annually is required
- c) Management experience in law enforcement, including considerable supervisory and administrative experience
- d) At least ten (10) years experience in the field of law enforcement and four (4) years of senior management experience

Necessary Knowledge, Skills, and Abilities

- a) Comprehensive knowledge of police methods and administration
- b) Thorough knowledge of applicable federal, state and city laws and ordinances
- c) Thorough knowledge of the functions of other governmental jurisdictions and authorities as they relate to police work
- d) Knowledge of personal computers and computer software applications
- e) Ability to plan, organize and direct the work of subordinates and to maintain a high level of discipline
- f) Ability to understand and carry out complex verbal and written instructions
- g) Ability to deal tactfully and courteously with employees and the general public
- h) Ability to communicate clearly and effectively, verbally and in writing
- i) Ability to develop and maintain effective working relationships with officials, employees, state and federal authorities, civic leaders and the public
- j) Must possess a valid State of Georgia Driver's License (Class C) and a satisfactory Motor Vehicle Record (MVR)

NECESSARY SPECIAL REQUIREMENTS:

O.C.G.A. 35-8-8, as amended, requires that any person employed in any of the police service classifications:

- a) Be at least eighteen (18) years old
- b) Be a citizen of the United States
- c) Have a high school diploma or its recognized equivalent
- d) Not have been convicted, by any state or by the federal government of any crime, the punishment for which could have been imprisonment in a federal or state prison or institution nor have been convicted of sufficient misdemeanors to establish a pattern of disregard for the law, provided that, for the purposes of this paragraph, violations of traffic laws and other offenses involving the operation of motor vehicles when the applicant has received a pardon shall not be considered
- e) Be fingerprinted for the purpose of conducting a fingerprint search at the Georgia Bureau of Investigation and the Federal Bureau of Investigation to determine the existence of any criminal record



- f) Possess good moral character as determined by investigation under procedures established by the Council
- g) Be found, after examination by a licensed physician or surgeon, to be free from any physical, emotional, or mental conditions which might adversely affect his or her exercising the powers or duties of a peace officer
- h) Successfully complete a job related academy entrance examination provided for and administered by the council in conformity with state and federal law. Such examination shall be administered prior to entrance to the basic course provided for in Code Sections 35-8-9 and 35-8-11. The council may change or modify such examination and shall establish the criteria for determining satisfactory performance on such examination. Peace officers who do not perform satisfactorily on the examination shall be ineligible to retake such examination for a period of six months after an unsuccessful attempt. The provisions of this paragraph establish only the minimum requirements of academy entrance examinations for peace officer candidates in this state; each law enforcement unit is encouraged to provide such additional requirements and any pre-employment examination as it deems necessary and appropriate.
- i) Maintain state P.O.S. T certification and any other requirement of the Department's Standard Operating Procedure as currently written or amended in the future

PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Must be able to sit and drive for extended periods of time and must immediately respond to all police situations.
- Hand-eye coordination is necessary to operate computers and various pieces of office equipment.
- Hand-eye coordination is necessary to successfully use issued firearms and less than lethal defense devices.
- While performing the duties of this job, the employee is occasionally required to stand; walk; use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to sit; climb or balance; stoop; kneel, crouch, or crawl; talk or hear; and smell.
- The employee must occasionally lift and/or move up to 50 pounds.
- Specific vision and hearing abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.
- While performing the duties of this job, the employee may work in indoor or outdoor environments and is subject to inclement weather conditions. Incumbent is subject to hazardous conditions that could result in serious injury or death and physical exertion such as running, lifting, pulling, pushing and bending.



PUBLIC CONTACT:

Extensive contact with other employees, the general public, and government officials, often involving problem solving circumstances. In addition, this position requires a great amount of public speaking and interaction with various members of the news media.

POSITION ALLOCATION AND COMPENSATION CHART

Department/Title	Full Time	Elected Officials	Salary Summary	
			Avg. Low	Avg. High
General Government Mayor City Council		1 6	Set by Charter Set by Charter	Set by Charter Set by Charter
Office of the City Manager City Manager Assistant to the City Manager	1 1		Set by Council \$ 48,000	Set by Council \$ 72,000
Administrative Services City Clerk	1		\$ 59,821	\$ 93,307
Financial Services Finance Director	1		\$ 95,000	\$ 142,500
Public Safety Chief of Police Deputy Chief of Police Lieutenant Sergeant Police Officer Crime Analyst (non-sworn) Executive Assistant (non-sworn) Crime Scene Technician (non-sworn) Terminal Agency Coordinator (non-sworn) Property & Evidence Technician (non-sworn) Police Service Representative (non-sworn) Prisoner Transport Officer (non-sworn)	1 1 3 9 37 1 1 1 1 1 4 1		\$ 95,000 \$ 74,700 \$ 61,700 \$ 48,400 \$ 39,000 \$ 39,000 \$ 39,000 \$ 34,700 \$ 34,000 \$ 30,682 \$ 29,500 \$ 27,200	\$ 142,500 \$ 112,100 \$ 92,600 \$ 72,600 \$ 58,500 \$ 58,500 \$ 58,600 \$ 52,000 \$ 51,000 \$ 46,000 \$ 44,250 \$ 40,800
Municipal Court Court Clerk Deputy Municipal Court Clerk	1 3		\$ 48,666 \$ 32,000	\$ 73,000 \$ 48,000
Public Works Public Works Director	1		\$ 90,000	\$ 135,000



PROPOSED POSITION ALLOCATION AND COMPENSATION CHART

Department/Title	Full Time	Elected Officials	Salary Range	
			Minimum	Maximum
General Government Mayor City Council		1 6	Set by Charter Set by Charter	Set by Charter Set by Charter
Office of the City Manager City Manager Assistant City Manager	1 1		Set by Council \$ 92,200	Set by Council \$ 138,700
Administrative Services City Clerk	1		\$ 67,900	\$ 102,100
Financial Services Finance Director	1		\$ 96,100	\$ 144,600
Municipal Court Court Clerk Deputy Municipal Court Clerk	1 3		\$ 52,300 \$ 35,000	\$ 78,700 \$ 52,600
Public Safety Chief of Police Deputy Chief of Police Major Lieutenant Sergeant Police Officer Executive Assistant (non-sworn) Crime Analyst (non-sworn) Crime Scene Technician (non-sworn) Terminal Agency Coordinator (non-sworn) Property & Evidence Technician (non-sworn) Police Service Representative (non-sworn) Prisoner Transport Officer (non-sworn)	1 1 2 4 9 37 1 1 1 1 1 4 1		\$ 96,100 \$ 76,500 \$ 63,000 \$ 57,000 \$ 51,000 \$ 41,300 \$ 41,300 \$ 39,000 \$ 37,500 \$ 35,000 \$ 33,000 \$ 30,000 \$ 27,200	\$ 144,600 \$ 115,000 \$ 94,500 \$ 85,500 \$ 76,500 \$ 62,100 \$ 62,100 \$ 58,500 \$ 56,400 \$ 52,600 \$ 49,600 \$ 45,100 \$ 40,800
Public Works Public Works Director	1		\$ 90,000	\$ 135,000