



AGENDA
SPECIAL MEETING OF THE WINDSOR HEIGHTS
CITY COUNCIL
MONDAY, JUNE 8, 2020 – 5:30 P.M.
VIA ZOOM

Notice to the Public: If you would like the supporting documents and information, please call City Hall by noon the day of the meeting. Copies of City Council Agendas are free to the public. The use of obscene and vulgar language, hate speech, racial slurs, slanderous comments, and any other disruptive behavior during the Council meeting will not be tolerated and the offender may be barred by the presiding officer from further comment before the Council during the meeting and/or removed from the meeting.

Phone: 312-626-6799 U.S.
Meeting ID: 882 5126 3290
Password: 084772

- 1. Call to Order/Roll Call/Pledge**
- 2. Approval of the Agenda**
- 3. Consideration of Job Descriptions**
- 4. Motion to Approve Job Descriptions**
- 5. Consideration of Compensation Studies**
- 6. Motion to Approve Wage Ranges for Non-Represented Employees**
- 7. Consideration of Employee Evaluation Form**
- 8. Motion to Approve Employee Evaluation Form**
- 9. Consideration of City Administrator Hiring Process and Timeline**
- 10. Motion to Approve City Administrator Hiring Process and Timeline**
- 11. Adjourn to 6:00 pm on Monday, June 15, 2020, for a Regular Council Meeting.**

The agenda was posted on the official bulletin boards, City website, and social media platforms on June 5, 2020 in compliance with the requirements of the open meetings law.

Current Job Description

City of Windsor Heights PUBLIC SAFETY DIRECTOR/POLICE CHIEF

Department: Public Safety
Reports To: City Administrator
FLSA Status: Exempt
Written By: Elizabeth Hansen
Approved By: Elizabeth Hansen
Council Review and Approval on February 20, 2017

Summary Description:

Under the general direction and supervision of the City Administrator, the Public Safety Director/Police Chief performs a variety of complex administrative, supervisory, and professional work in planning, coordinating and directing the activities of the Police and Fire Departments. The incumbent monitors the overall effectiveness and efficiency of both departments, makes improvements, and guides in the strategic planning of on-going and future initiatives. The incumbent will be charged with administrative oversight of the City's law enforcement, fire, EMS, emergency management, animal control, parking enforcement, code enforcement, rental inspection program, and commercial and residential fire inspection programs.

Appointment/Selection:

Appointment is made by the Mayor subject to approval of the City Council. Selection shall be based upon merit and qualification.

Knowledge, Skills, and Abilities:

- Knowledge of the principals and practices of contemporary municipal management, public sector budgeting fundamentals, personnel administration, leadership, and public relations.
- Knowledge of organizational development; skill in applying existing guidelines or creating new approaches to the development, modification, prioritization, and scheduling of work plans, methods, and procedures for the efficiency and effectiveness of the work unit or function.
- Knowledge of the principles and practices of law enforcement, community and problem-oriented policing, and the state and federal court system.
- Knowledge of applicable municipal, state and federal laws.
- Knowledge of criminal investigation and identification, crime prevention and deterrence tactics, and technology.
- Knowledge of the principles of fire suppression and emergency medical services.

- Knowledge of safety practices and precautions sufficient to be able to mitigate hazards, manage emergencies, supervise and protect oneself and others from natural and human-made disasters or possible pandemic outbreak/infection.
- Ability to ensure that effective internal controls are developed and maintained to safeguard the integrity of the organization; identifies needed resources and develops plans for carrying out work in a timely manner; monitors and evaluates progress to ensure that policies are implemented to accomplish the organization's mission.
- Ability to identify and analyze problems, uses sound reasoning to arrive at conclusions, finds alternative solutions to complex problems, and distinguishes between relevant and irrelevant information to make logical judgments.
- Ability to inspire, motivate, and guide others toward goals; coaches, mentors, and challenges staff; adapts leadership styles to various situations and models high standards of honesty, integrity, trust, openness, and respect for individuals.
- Ability to develop departmental budgets and capital improvement plans and operate within the confines of each through regular monitoring.
- Inspires and guides others toward department and City goals and objectives; coaches, mentors, challenges staff and has the ability to adapt leadership and management style to the time, place, and circumstance.
- Demonstrates belief in own abilities and ideas, is self-motivated and results-oriented, recognizes own strengths and weaknesses, and seeks feedback from others and opportunities for self-learning and development.
- Ability to effectively communicate verbally and in writing; skill in preparing written documentation, utilizing correct grammatical form, and clearly expressing ideas.
- Ability to establish and maintain positive working relationships with the Mayor, City Council, City Administrator, City employees, the general public, contractors and the press.
- Ability to use contemporary technology, including computers, telephones, social media and software management programs.
- Ability to act as a positive change agent and be adaptable to changing conditions.
- Ability to maintain cultural diversity and sensitivity; supports opportunities to recruit, develop and retain a diverse workforce and promote teamwork.
- Ability to compile regular reports on existing programs including an evaluation of their effectiveness.
- Ability to maintain a professional demeanor, to calmly approach and solve problems under stressful circumstances, maintain and promote harmony in the workplace, concentrate for long periods of time and be flexible.

- Manages group processes, encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit, and works with others inside and outside of the organization to collaborate and achieve goals.
- Ability to make sound and well-informed decisions and perceives the impact and implications of decisions. Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks, and evaluates and chooses the best alternative in order to make a determination, draw conclusions, or solve a problem.
- Ability to manage and resolve conflicts, confrontations, and disagreements in a positive and constructive manner to minimize negative personal impact.
- Must possess ability to work independently and exercise sound judgment.
- Knowledge of basic emergency management practices including application during a critical / hazardous incident.
- Knowledge of investigative techniques sufficient to gather relevant information, conduct research and interpret the facts and findings.
- Possess the level of judgment and stamina necessary to complete all tasks.
- Ability to perform arithmetic, algebraic calculations and solve problems with abstract and concrete variables.
- Assures comprehensive training programs for the police and fire departments and ensures maintenance of records.
- Maintains administrative oversight of the centralized records of the police and fire departments.

Essential Functions (The following is a list of typical duties and not meant to be exclusive or inclusive):

- Oversees the City's law enforcement, fire, EMS, emergency management, animal control, parking enforcement, code enforcement, rental inspection program, and commercial and residential inspection functions, i.e. budget, personnel, training, etc.
- Exercises command authority over all police and fire department staff directly or through subordinate supervisors.
- Directs the development and maintenance of systems, records and legal documents that provide for the proper evaluation, control and documentation of police and fire department operations.
- Documents causes for disciplinary action and initiates progressive discipline; administers corrective actions, retraining, and formal disciplinary action; instructs

subordinates on both criminal and civil liabilities that may be faced due to improper behavior or dereliction of duties.

- Handles grievances, maintains departmental discipline and the conduct and general behavior of personnel.
- Reviews contracts, agreements, and collaborations; manages vendors and contractors.
- Prepares and submits periodic reports to the city administrator and city council regarding activities and prepares a variety of other reports as appropriate.
- Meets with elected or appointed officials, other law enforcement officials, community and business representatives and the public on all aspects of the police or fire activities.
- Attends conferences and meetings to keep abreast of current trends in the field; represents the City in a variety of local, county, state and other meetings.
- Cooperates with County, State and Federal law enforcement and fire / EMS officials as appropriate.
- Ensures that laws and ordinances are enforced and that public peace and safety is maintained.
- Instructs, assists and directs the activities of subordinate staff including when faced with difficult or unusual assignments; encourages innovation and fosters an environment for individual and team success.
- Reviews work for accuracy and completeness and mentors staff to ensure staff's work meets organizational expectations.
- Prepares and submits the annual department budget in accord with the current procedures for doing such and monitors expenditures and revenues throughout the year to ensure department remains within the confines of the operating budget.
- Purchases commodities and services in accord with the current City purchasing policy.
- Oversees the maintenance of the pay records for sworn and non-sworn employees.
- Assumes incident command at major scenes as appropriate and notifies city officials if administrative assistance is required or as soon as practical after the event.
- Respond to citizen complaints taking remedial action when necessary and consults with the city attorney and city administrator as appropriate.
- Ensures staff is in compliance and holding all necessary certifications for their respective positions.
- Attends City Council meetings and study sessions.

- Resolves personnel complaints and problems and maintains a productive work environment.
- Appoints, promotes, and dismisses personnel based on objective evaluation criteria.
- Monitors contracts for compliance with all provisions contained therein.
- Works with subordinate staff to develop public relations and information dissemination programs to promote programs, goals and objectives, and explains department programs.
- Maintains close contact with the public through personal appearances at various public gatherings, at schools, and by giving speeches, etc. Through these various activities provides answers to questions about police and fire operations, their missions, goals and objectives; provides information that allows the public to not only protect themselves and their property but also become a partner with law enforcement and fire / EMS in protecting the entire community.
- Works with City and County emergency management officials in response to critical incidents and hazardous events in accord with the City and County all hazards plan / emergency operation plans.
- Identifies and responds to grant opportunities.
- Performs the duties of subordinate personnel as needed.
- Other duties as directed by the City Administrator or City Council that arise from a matter of policy or contemporary trends.

Experience and Training:

- Any combination equivalent to experience and education that could likely provide the required knowledge, skills and abilities. At a minimum, ten years of increasingly responsible experience in a variety of public safety functions and specializations, including command responsibilities, supplemented by formal training in public safety administration.
- Bachelor's Degree in criminal justice, fire science, public administration, political science or related field with Master's studies preferred.
- Prior supervisory experience of five years, three of which should be in a command level position in a department of similar or greater size.
- Possession of or ability to obtain a valid Iowa driver's license upon hire.
- Possession and maintenance of, or ability to obtain within 12 months of hire, Iowa Law Enforcement Academy certification and a peace officer permit to carry weapons.

- Must reside within twenty-five (25) minutes response time of the city limits.
- Must be available for off-hour emergencies.
- This position is subject to the City of Windsor Heights Drug and Alcohol Testing Policy which may include: pre-employment testing, post-accident testing, random testing, reasonable suspicion testing, return to duty testing, and follow-up testing.

Tools and Equipment Used:

- Contemporary technology, social media applications, personal computer, including word processing, spreadsheet and data base software, 10-key calculator, telephone, copy machine, fax machine, scanners, printers, cameras, postage meter, first aid and safety equipment, and public safety radios.
- Cleaning and maintenance chemicals and solutions in accord with manufacturer's specifications.

Work Environment/Frequent Physical Demands:

The physical demands described herein 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 a qualifying disability to perform the essential functions.

- Possession of or ability to obtain within 12 months ILEA certification and a professional permit to carry weapons.
- Operates motor vehicles in carrying out the business of the City.
- The noise level in the work environment is low/moderate level office noise in addition to occasional moderate / high noise exposure of police or fire department machinery and equipment.
- Frequently sit, stand, walk, bend, grasp, push, pull, squat, twist and kneel.
- Frequent use of physical strength requiring the moving, lifting, pushing, carrying and pulling of objects weighing up to 30 pounds.
- Use hands frequently to finger, handle, or feel objects, tools or controls.
- Reach with hands and arms, and occasionally lift, push, and carry or pull moderately heavy objects (30-50 pounds).
- The employee is frequently required to verbally communicate and interact with public, citizen customers, vendors, staff and elected officials using active listening skills.
- Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, uncorrected vision not worse than 20

/ 100, and the ability to adjust focus with clarity of vision of 20' or more and 20" or less, as well as proficient hand / eye coordination.

- Requires clerical, forms, numerical, and verbal perception.
- Outside work involves prolonged exposure at times to the varying elements of the weather, such as rain, wind snow, heat or cold, darkness and poor lighting.
- Occasionally crawling and occasional lifting, pushing, pulling and carrying objects (50 pounds or greater) may be required. Individual will be expected to lift items in this range with the assistance of a machine or other able individual.
- Employee may be exposed to close quarters, dirt / dust, fumes / odors, moving machinery, visual strain, mechanical and chemical hazards, traffic hazards, electrical and medical hazards, microbiological hazards and unpleasant social situations.
- Position may require a significant work pace pressure and irregular work hours in addition to performing during emergency management and critical incident situations.

Interaction with Other Department/Staff:

- The position requires a high degree of information sharing between administration, clerk, parks, police, building inspector, City Council, and other temporary staff. It is of the utmost importance that any personal information be kept strictly confidential and in the event of written documents with personal information be held under lock and key.

The duties above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Acknowledgement:

I have carefully read and understand the contents of this job description. I understand the responsibilities, requirements and duties expected of me. I understand that this is not necessarily an exhaustive list of responsibilities, skills, duties, requirements, efforts or working conditions associated with the job. While this list is intended to be an accurate reflection of the current job, the City of Windsor Heights reserves the right to revise the functions and duties of the job or to require that additional or different tasks be performed as directed by the City of Windsor Heights. I understand that I may be required to work overtime, different shifts or hours outside the normally defined workday or workweek. I also understand that this job description does not constitute a contract of employment nor alter my status as an at-will employee. I have the right to terminate my employment at any time and for any reason, and the City of Windsor Heights has a similar right.

Employee's Signature

Date

City Administrator

Date

The City of Windsor Heights is an Equal Opportunity Employer.

Current Job Description

City of Windsor Heights POLICE CAPTAIN

Department: Public Safety – Police Department
Reports to: Public Safety Director
FLSA Status: Exempt
Written By: Derek Meyer
Approved By: Elizabeth Hansen
Council Review and Approval on February 20, 2017

Summary Description:

The Police Captain is under the direction of the Public Safety Director. The employee has personal accountability for carrying out the work objectives of an organizational division within the scope of established guidelines, the agency mission, and the Community Policing Statement of the Windsor Heights Police Department. The Captain shall also perform the duties of an acting police chief in the absence of the Chief of Police. Extensive discretion is granted for the exercise of independent judgment and initiative; however, work shall be discussed with higher level administrators and reviewed for soundness of judgment and feasibility of decisions.

Appointment/Selection:

Selection is facilitated by the Public Safety Director. The City Administrator shall approve final appointment based on merit and qualifications as recommended by the Public Safety Director.

Knowledge, Skills, and Abilities:

- **Internal Controls/Integrity** - Ensures that effective internal controls are developed and maintained to ensure the integrity of the organization. Identifies needed resources and develops plans for carrying out work in a timely manner. Monitors and evaluates progress to ensure that policies are implemented to accomplish the organization's mission.
- **Oral Communication** - Expresses ideas and facts to individuals or groups effectively, makes clear and convincing oral presentations, listens to others, and facilitates an open exchange of ideas.
- **Written Communication** - Expresses facts and ideas in writing in a succinct and organized manner.
- **Problem-Solving** - Identifies and analyzes problems, uses sound reasoning to arrive at conclusions, finds alternative solutions to complex problems, and distinguishes between relevant and irrelevant information to make logical judgments.
- **Technical Competence** - Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise and maintains credibility with others on technical matters.
- **Leadership** - Inspires, motivates, and guides others toward goals, coaches, mentors, and challenges staff; adapts leadership styles to various situations and models high standards of honesty, integrity, trust, openness, and respect for individuals by applying these values

daily.

- Flexibility - Is open to change and new information, adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacle, and effectively deals with pressure and ambiguity.
- Diversity - Is sensitive to cultural diversity, race, gender, and other individual differences in the workplace and workforce. Implements diversity and bias-based profiling policies for subordinate staff; supports opportunities to recruit, develop, and retain a diverse workforce, and promotes teamwork, acceptance, service and productivity among diverse persons.
- Human Resources Management - Empowers and mentors staff by sharing power and authority, develops lower levels of leadership, shares rewards with staff, and ensures staff are appraised, developed, and are otherwise treated fairly and in accordance with State and Federal laws.
- Interpersonal Skills - Considers and responds appropriately to the needs, feelings, and capabilities of others and adjusts approaches to suit different people and situations.
- Self-Direction - Demonstrates belief in own abilities and ideas, is self-motivated and results-oriented, recognizes own strengths and weaknesses, and seeks feedback from others and opportunities for self-learning and development.
- Team Building - Manages group processes, encourages and facilitates cooperation, pride, trust, and group identity, fosters commitment and team spirit, and works with others inside and outside of the organization to collaborate and achieve goals.
- Decisiveness - Makes sound and well-informed decisions and perceives the impact and implications of decisions. Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks, and evaluates and chooses the best alternative in order to make a determination, draw conclusions, or solve a problem.
- Conflict Management - Manages and resolves conflicts, confrontations, and disagreements in a positive and constructive manner to minimize negative personal impact.
- Knowledge of supervisory principles and practices sufficient to be able to perform all of the elements of being a division commander and acting police chief.
- Knowledge of investigation techniques sufficient to be able to lead efforts to gather information, conducts research, and interpret facts.
- Knowledge of safety practices and precautions sufficient to be able to mitigate hazards, manage emergencies, supervise and protect oneself and others from natural and man-made disasters or possible pandemic outbreak/infection.

- Knowledge of mathematics sufficient to be able to perform a variety of calculations and measurements.
- Skill in applying existing guidelines or creating new approaches to the development, modification, prioritization, and scheduling of work plans, methods, and procedures for the efficiency and effectiveness of the work unit or function.
- Skill in reviewing work for accuracy and completeness.
- Skill in reacting calmly and effectively in emergency or stressful situations.
- Skill in utilizing defensive tactics and evaluating use of force encounters.
- Skill in preparing written documentation, utilizing correct grammatical form, and clearly expressing ideas.
- Skill in communicating clearly and concisely to elicit and/or present explanatory or interpretive information.
- Skill in establishing and maintaining effective working relationships with other employees, organizations, and the public in emergency and other situations.
- Ability to improvise and innovate to find reasonable and expeditious solutions to unusual problems, particularly where relief is needed and normal procedures will not work.
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology.
- Ability to perform essential work of a Peace Officer.

Essential Functions (the following is a list of typical duties):

- Leads by example and encourages all sworn and non-sworn employees to conduct themselves with a demeanor and professionalism that promotes a spirit of cooperation between the Police Department and the greater community. Provides various types of support to employees when responding to criminal incidents, to include on scene back-up and supervisory oversight, advice, etc.
- Provides work instruction and assists employees with difficult and/or unusual assignments and encourages innovation; encourages and guides others toward goals. Assigns and distributes work, reviews work for accuracy and completeness, and returns assignments with recommendations for proper completion.
- Resolves operational problems associated with the work function assigned, formulates tactical approaches to potential crisis situations, recommends modifications or new procedures as needed, and represents the Police Department to other agencies, jurisdictions, and community groups.

- Mediates conflicts encountered during daily operations and determines appropriate solutions and promotes teamwork; encourages regular communication, informs staff of relevant business issues and their impact on the organization.
- Manages and participates in the development and implementation of goals, objectives, policies, priorities, and procedures for assigned programs; recommends and administers policies and procedures.
- Formally evaluates and reviews the work of subordinate supervisors and staff.
- Participates in planning and managing budget systems, prepares and presents budget recommendations to higher management, operates within budget parameters, and adjusts work plans/activities as a result of budget changes.
- Studies crime reports and statistical data for planning purposes and recommends necessary adjustments to personnel assignments to ensure proper response to developing criminal trends or to major criminal or civil incidents.
- Remains on call at all times in case of emergency situations that would require the presence of command staff. Assumes incident command at major crime scenes as necessary and makes determinations concerning the necessity for notifying the Chief of Police of the incident.
- Keeps the Police Chief fully and accurately informed concerning various projects in progress, providing details about current or future developing problems and prospective solutions.
- Remains current on new principles, practices, and new developments in law enforcement by reviewing publications, attending meetings, conferences, workshops, and training sessions.
- Responds to citizens' questions and comments in a courteous and timely manner and requires same from subordinates.
- Conducts roll calls to discuss work assignments with subordinates, recent criminal incidents, crime trends, personnel issues, resource needs, and/or specific cases to promote a clear understanding for department personnel of the internal and external issues facing the Police Department.
- Oversees the maintenance of department records in accordance with local, State, and Federal regulations; provides oversight to the record keeping/disposal process and ensures that records are disposed of in a timely manner as allowable.
- Provides oversight of the Police Department's computer network and related software/hardware.

- Directs and manages the asset forfeiture process, insuring that all legal processes are followed and timely.
- Oversees open records inquiries, FOIA requests, the sale of police reports and arrest record checks, and audio-visual police records to the general public.
- Oversees the security, integrity and functionality of the police evidence facility.

Other Key Responsibilities (Additional Essential Functions of the Job):

- Documents causes for disciplinary action and initiates letters of reprimand; administers formal disciplinary action in absence of the Police Chief; instructs subordinates on both criminal and civil liabilities that may be faced due to improper behavior or dereliction of duties.
- Evaluates criminal incidents and makes necessary judgments relative to the amount of force that is applicable to a specific set of circumstances, up to and including the use of less-lethal or deadly force.
- Participates in the hiring, training, scheduling, motivation, counseling, evaluation, promotion, disciplining, and termination of sworn and non-sworn personnel.
- Maintains close contact with the public through personal appearances at various public gatherings, at schools, and by giving speeches, etc. Through these various activities provides answers to questions about the Police Department, its mission, goals and objectives; provides information that allows the public to not only protect themselves and their property but also become a partner with law enforcement in protecting the entire community.
- Oversees the planning, staffing and equipment requirements for special events; creates plans that provide for the safety of participants in the event yet allows for continuity in on-going daily operations.
- Aids in oversight of and compliance with labor agreements between the City of Windsor Heights and sworn employees; in absence of the Chief responds to formal and informal employee grievances and prepares written responses.
- Reviews contracts, agreements, and collaborations; manages vendors and contractors.
- Aids in the oversight of administrative support personnel.
- Oversees the maintenance of the pay records for sworn and non-sworn employees in absence of the Chief.
- Handles special projects as assigned and may be called upon to do so with short notice.

Experience and Training:

In addition to those of an entry level Peace Officer:

- Applicants must have completed five years of satisfactory service at the rank of Police Lieutenant with the Windsor Heights Police Department or in a similarly positioned appointment within a law enforcement agency of equal or greater size.
- Completion of 60 semester hours of college credit is required; a Bachelor's Degree is preferred.
- Successful completion of a specialized command level leadership course.
- Must maintain Iowa Police Officer Certification throughout duration of employment.
- Extensive knowledge of the city's geography and business community.
- Comprehensive knowledge of the policies and procedures of the Windsor Heights Police Department.
- Thorough knowledge of court procedures and practices – criminal and civil.
- Be able to demonstrate skill in modern technology/computer operations; technical expertise is preferred.
- This position is subject to the City of Windsor Heights Drug and Alcohol Testing Policy which may include: pre-employment testing, post-accident testing, random testing, reasonable suspicion testing, return to duty testing, and follow-up testing.

Tools and Equipment Used:

- Possess the ability to operate: police vehicles, police radio, handgun, shotgun, patrol rifle, Taser, less lethal munitions, and other weapons as required; striking instruments, chemical dispersals, breaching tools, handcuffs, breathalyzers, tint meter, computer hardware and software, AED and first aid equipment, and other duty related equipment as assigned.
- Ability to use contemporary technology; computers including word processing, spreadsheet and database softwares, social media applications; telephone, copy machine, fax machine, scanners, printers, cameras.
- Cleaning and maintenance chemicals and solutions in accord with the manufacturer's specifications.
- Tests and evaluates new technologies and equipment that aid in the policing mission.

Work Environment/Frequent Physical Demands:

The physical demands of the duties described herein and the work environment characteristics 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.

- Operates motor vehicles in carrying out the business of the Department and the City.

- During the course of duty, the employee is frequently required to sit and talk and hear.
- The employee is frequently required to stand, walk, use both hands and fingers simultaneously, handle, operate objects, controls, or equipment, reach with hands and arms, climb or balance, pedal and steer, stoop, kneel, crouch or crawl, and taste or smell.
- Moderate or regular lifting, pushing, pulling or moving objects weighing up to 30-50 pounds; occasionally lifting, pushing, pulling and carrying objects 50-100 pounds or greater may be required.
- Specific vision 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 frequently works in outside weather conditions as well as in an office environment.
- Outside work involves prolonged exposure at times to the varying elements and extremes of weather, such as rain, wind, snow, heat or cold, darkness and poor lighting.
- Employee may be exposed to close quarters, dirt / dust, fumes / odors, moving machinery, visual strain, mechanical and chemical hazards, traffic hazards, electrical and medical hazards, microbiological hazards and unpleasant social situations.
- The employee occasionally works near moving mechanical parts; in high, precarious places; with explosives; is exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals; extreme cold, extreme heat, and vibration.
- The noise level in the work environment is usually moderate.

Interaction with Other Department/Staff:

This position requires a high degree of information sharing between city administration, city treasurer, public works, police, fire/EMS, city inspector, city council, mayor, and temporary / part-time staff. It is of the utmost importance that personnel information be kept confidential. This position shall also interact with various members of city staff, elected officials, and members of the public in non-routine capacities such as serving as a department representative on committees, within work groups, or during public forums.

The duties above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Acknowledgement:

I have carefully read and understand the contents of this job description. I understand the responsibilities, requirements and duties expected of me. I understand that this is not necessarily an exhaustive list of responsibilities, skills, duties, requirements, efforts or working conditions associated with the job. While this list is intended to be an accurate reflection of the current job, the City of Windsor Heights reserves the right to revise the functions and duties of the job or to require that additional or different tasks be performed as directed by the City of Windsor Heights. I understand that I may be required to work overtime, different shifts or hours outside the normally defined workday or workweek. I also understand that this job description does not constitute a contract of employment nor alter my status as an at-will employee. I have the right to terminate my employment at any time and for any reason, and the City of Windsor Heights has a similar right.

Employee's Signature

Date

Police Chief

Date

City Administrator

Date

The City of Windsor Heights is an Equal Opportunity Employer.

Current Job Description

City of Windsor Heights PUBLIC WORKS DIRECTOR

Department: Public Works
Reports To: City Administrator
FLSA Status: Exempt
Approved By: Elizabeth Hansen
Council Review and Approval on January 15, 2018

Summary Description:

Under the general direction and supervision of the City Administrator, the Director of Public Works is responsible for the directing, planning and organizing of the daily, seasonal and cyclical activities of the public works, park and recreation, , including prioritizing based on needs and marketing the department and its programs. The incumbent monitors the overall effectiveness and efficiency of the department and makes recommendations for improvement and directs the activities of the department. The position is responsible for the operation and maintenance of the City's storm water and sanitary sewer systems. This is a management position, which supervises the general maintenance, cleanliness, and efficient operation of the City streets, parks, buildings, sewers, sidewalks street signals and signage, and all other public lands and buildings, leased or owned. The Director of Public Works will serve as a working supervisor occasionally, but it is typically a managerial / supervisory role. The incumbent will direct the daily activities of all subordinates in all the divisions of Public Works by determining work priorities, and resources needed to carry out the activities. The incumbent will also enforce the City's adopted ICC codes, conduct site plan reviews, and review Storm water Management Plans in cooperation with the Building and Zoning Official. Inspections of commercial and residential codes, including building, plumbing, property maintenance, mechanical, fuel gas and residential codes when requested by the Building and Zoning Official.

Appointment/Selection:

Selection is made by the City Administrator subject to the approval of the City Council. Selection shall be based upon merit and qualification.

Knowledge, Skills, and Abilities:

- Knowledge of the principals and practices of contemporary municipal management, public sector budgeting fundamentals, personnel administration and public relations.
- Knowledge of the principles and practices of cost effective public works administration as it applies to the design, construction and maintenance of streets, water, storm and sewer distribution systems, property and all premises and grounds owned and / or maintained by the City.
- Knowledge of the principles and practices of parks and recreation programs and delivery of services.
- Ability to develop a departmental budget and operate within the confines of such through regular monitoring.
- Ability to plan, organize, direct and supervise employees toward departmental and City goals.
- Ability to verify storm water management plans and storm water best management practices.
- Ability to effectively communicate verbally and in writing.

- Ability to establish and maintain positive working relationships with the Mayor, City Council, City Administrator, City employees, the general public, contractors and the press.
- Ability to use contemporary technology, including computers, telephones, social media and software programs.
- Ability to compile regular reports on programs including an evaluation of their effectiveness.
- General knowledge of parks and trail design and maintenance.
- Ability to maintain a professional demeanor, to calmly approach and solve problems under stressful circumstances, maintain and promote harmony in the workplace, concentrate for long periods of time and be flexible.
- Must possess ability to work independently and exercise sound judgment.
- Knowledge of and the ability to safely work with general and specialized tools and equipment used in various public works programs and projects.
- Knowledge of basic emergency management practices including National Incident Management (NIMS) as the role of Public Works Director during a critical / hazardous incident.
- Ability to multi-task on a daily basis, performs with telephone and walk-in customer interruptions, and adapt to changing priorities.
- Knowledge of proper chemical storage and use for those chemicals and solvents required to carry out the position responsibilities and maintenance of the corresponding Material Safety Data Sheets (MSDS).
- Knowledge of the International Building, Fire, Maintenance, Commercial, Fuel Gas, Mechanical and Residential Code.
- Knowledge of the National Electrical Code, Uniform Plumbing Code and all other City State and Federal Building codes adopted by the City.
- Ability to read building plans.
- Working knowledge and general understanding of GIS and GPS.
- Ability to conduct building inspections, while applying the applicable codes.

Essential Functions (The following is a list of typical duties and not meant to be exclusive or inclusive):

- Serves as working supervisor by directing and participating in the daily activities of subordinates in all divisions of Public Works. Many times the position is administrative / supervisory in nature only and, therefore, must be able to lead a diverse workgroup and manage projects.
- Prepare and submit the annual department budget, including the Capital Improvement Plan and Equipment Revolving Plan in accord with the current procedures for doing such and monitor expenditures and revenues throughout the year.
- Code and submit all claims for each area for the department.
- Solicits quotes and purchases commodities and services in accord with the current City purchasing policy.

- Sets up daily work schedules for Public Works employees, and determine manpower, equipment and material needs.
- Inspects work in progress and upon completion for conformance to desired standards and objectives for all buildings, facilities and grounds work under position's authority.
- Plans, schedules, evaluates and oversees all Public Works personnel, projects and operations including sanitary sewer, facilities, buildings and grounds, drinking water, storm water, parks, and equipment.
- Ensures the City meets State EPA and DNR guidelines and provides for emergency maintenance needs outside of normal business hours.
- Ensures a response to citizen complaints taking remedial action when necessary and reporting the same in a timely manner to the Building and Zoning Official and City Administrator.
- Ensure staff is in compliance and holding all necessary certifications for their respective positions.
- Propose new revenue streams regularly and in accord with the proposed budget.
- Determine resource needs and request funds accordingly during the budget process or in accord with the purchasing policy, based on priority needs.
- Supervise departmental purchasing and monitor expenditures to ensure compliance with the fiscal year budget.
- Serves as liaison between the City and various regional, state and federal agencies including the Metropolitan Planning Organization, Des Moines Wastewater Reclamation Authority, Central Iowa Regional Drinking Water Commission, Des Moines Water Works, Iowa Department of Natural Resources, Metro Waste Authority and the Federal Environmental Protection Agency, etc.
- Oversee and maintain systematic, complete and accurate departmental records and prepare reports as needed
- Direct, assign, plan and review the work of department staff. Resolve personnel complaints and problems and maintain a productive work environment.
- Recommend the appointment, promotion, and dismissal of personnel based on objective evaluation criteria.
- Monitor contracts for compliance with all provisions contained therein.
- Develop public relations and information dissemination programs to promote the department programs, goals and objectives and explain the department programs.
- Assist private contractors in regard to problems encountered when undertaking specific public works projects previously authorized; attend pre-construction meetings and inspect work in progress and upon completion for adherence to the contract, standards and general objectives.
- Develop and recommend policies and procedures to enhance the effectiveness and efficiency of department operations.
- Work with City and County Emergency Management and respond to all critical incidents and hazardous events in accord with the City and County all hazards plan / emergency operation plan.
- Enforce the City Code and policies related to the Public Works department.

- Carries out supervisory responsibilities in accord with the City's policies and applicable laws, including recruiting, interviewing, hiring with consent of the City Administrator, and training employees; plans, assigns, evaluates and directs all subordinate's work.
- Maintains knowledge on applicable new local, state and federal laws, mandates and regulations, policies and procedures and contemporary public works trends and initiatives.
- Oversee all contracts / agreements regarding sanitary waste, recycling, drinking water, sanitary sewer, storm water and all public buildings and grounds.
- Assists the Building and Zoning Official with directing, reviewing and evaluating inspection services, including all phases of building construction, zoning, heating and air conditioning, housing, and plumbing inspection.
- Assists the Building and Zoning Official with enforcement of the International Property Maintenance Code.
- Assists the Building and Zoning Official with the inspection of dwelling units, homes, buildings and businesses for conformance with the City's Code of Ordinances for plumbing, housing, heating and air conditioning and building.
- Works with other City officials in the oversight of the City's Property Rental and Rental Inspection Code.
- Other duties as directed by the City Administrator or City Council that arise from a matter of policy or contemporary trends.

Peripheral Duties:

- Attend seminars, professional /district meetings, and workshops related to public works duties and responsibilities to keep apprised of developments/changes in municipal government.

Experience and Training:

- Graduation from an accredited college or university with a two (2) year Associate's Degree or applicable certificate. Bachelor's degree in related field is preferred. A combination of training and extensive related experience may be substituted for some portion of the educational requirement.
- Minimum of five years of progressively responsible public works experience including in a lead or supervisory capacity.
- Two years of administrative and supervisor experience, departmental budget experience, and demonstrated computer proficiency.
- Must possess a valid Iowa driver's license and Commercial Driver's License. If in possession of a valid out of state license, must be able to possess and maintain throughout employment a valid Iowa driver's license within 6 months of employment.
- May be required to possess and maintain or be able to obtain within two years of employment ICC certification as a building inspector. ICC certified preferred.
- Possession of or ability to possess and maintain the requirements for IDNR MS-4 Permit.
- Possession and maintenance of C.P.R., AED and First Aid certifications.

Tools and Equipment Used- Must have the ability to use the following:

- Personal computer, including word processing, spreadsheet and data base software, 10-key calculator, telephone, copy machine, fax machine, postage meter, first aid and safety equipment.
- Cleaning and maintenance chemicals and solutions in accord with manufacturer's specifications.
- Heavy road, excavation and construction equipment, including but not limited to back hoe, dump truck, snow plow equipment, tractors and various attachments, front loader, etc.
- Hand and power tools commonly associated with public works tasks and maintenance of public works equipment.

Work Environment/Frequent Physical Demands:

The physical demands described herein 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 a qualifying disability to perform the essential functions.

- The noise level in the work environment is occasional low/moderate level office noise in addition to frequent moderate / high noise exposure of public works maintenance machinery and equipment.
- Frequently sit, stand, walk, bend, grasp, push, pull, squat, twist and kneel.
- Frequent use of physical strength requiring the moving, lifting, pushing, carrying and pulling of objects weighing up to 30 pounds.
- Use hands frequently to finger, handle, or feel objects, tools or controls.
- Reach with hands and arms, and occasionally lift, push, and carry or pull moderately heavy objects (30-50 pounds).
- The employee is frequently required to verbally communicate and interact with public, citizen customers, vendors, staff and elected officials using active listening skills.
- Specific vision abilities required by this job include close vision and the ability to adjust focus with clarity of vision of 20' or more and 20" or less, as well as proficient hand / eye coordination.
- Requires clerical, forms, numerical, and verbal perception.
- Outside work involves regular and prolonged exposure at times to the varying elements of the weather, such as rain, wind snow, heat or cold.
- Occasionally crawling and occasional lifting, pushing, pulling and carrying objects (50 pounds or greater) may be required. Individual will be expected to lift items in this range with the assistance of a machine or other able individual.
- Employee may be exposed to darkness, close quarters, poor lighting, dirt / dust, fumes / odors, moving machinery, visual strain, mechanical and chemical hazards, traffic hazards, microbiological hazards and unpleasant social situations.
- Position may require a significant work pace pressure and irregular work hours in addition to performing during emergency management and critical incident situations.

Interaction with Other Department/Staff:

- The position requires a high degree of information sharing between administration, clerk, parks, police, building inspector, City Council, and other temporary staff. It is of the utmost importance that any personal information be kept strictly confidential and in the event of written documents with personal information be held under lock and key.

The duties above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Acknowledgement:

I have carefully read and understand the contents of this job description. I understand the responsibilities, requirements and duties expected of me. I understand that this is not necessarily an exhaustive list of responsibilities, skills, duties, requirements, efforts or working conditions associated with the job. While this list is intended to be an accurate reflection of the current job, the City of Windsor Heights reserves the right to revise the functions and duties of the job or to require that additional or different tasks be performed as directed by the City of Windsor Heights. I understand that I may be required to work overtime, different shifts or hours outside the normally defined workday or workweek. I also understand that this job description does not constitute a contract of employment nor alter my status as an at-will employee. I have the right to terminate my employment at any time and for any reason, and the City of Windsor Heights has a similar right.

Employee's Signature

Date

City Administrator

Date

The City of Windsor Heights is an Equal Opportunity Employer.

Current Job Description

City of Windsor Heights ASSISTANT PUBLIC WORKS DIRECTOR/ SUPERVISOR

Department: Public Works
Reports To: Director of Public Works
FLSA Status: Exempt
Written By: Doug Stone
Approved By: Elizabeth Hansen
Council Review and Approval on February 20, 2017

Summary Description:

Under administrative direction of the Public Works Director, performs administrative, supervisory and technical work in relation to maintenance of city streets, sanitary sewer, storm drainage, parks, trails, signs, facilities, fleet and snow removal. Performs related public works projects including planning, development, coordination, and organizing the municipal public works activities of the City within parameters set forth by local, state and federal authorities. Assists the Director with supervision, coordination, evaluation and performance of street, water and wastewater functions, facilities, and equipment. Assists the Director with performing supervisory duties such as assigning work, maintaining standards, training, interviewing, disciplining, evaluating and recommending discharge. Performs other duties as required.

Appointment/Selection:

Selection is made by the Director of Public Works subject to the approval of the City Administrator. Selection shall be based upon merit and qualification.

- Knowledge, Skills, and Abilities: Ability to use logic or science to solve problems with several abstract and concrete variables; ability to perform arithmetic, algebraic and geometric calculations, fractions, decimals and percentages.
- Knowledge of and ability to perform effective training and organizing methods.
- Knowledge of the principles and practices of public works as it relates to the construction and maintenance of streets, water, storm and sewer distribution systems, property and all premises and grounds owned and / or maintained by the City.
- Ability to report, write or edit articles for publication; ability to interview, counsel or advise people; ability to evaluate technical data; ability to use a telephone and a mobile radio.
- Ability to work independently while being responsible for planning, coordinating, organizing and participating in the public works activities of the City in an effective and efficient manner: ability to plan and administer a comprehensive public works program.
- Knowledge of municipal, state and federal laws/codes and standards pertaining to public works and local government.
- Knowledge of the methods, practices and materials used in construction by engineers, contractors, laborers, suppliers and municipal representatives.
- Knowledge of safety procedures, equipment and materials for programs such as lock out/tag out; underground excavations; OSHA and state certification programs.
- Ability to read engineering drawings, plat maps, topographic materials and specifications; interpret them and comment on them.

- Ability to establish and maintain effective, positive working conditions with the City Administrator, City Council, Mayor, co-workers, subordinates and the public.
- Able to be meticulous in the maintenance of vehicles and careful & complete in record-keeping.
- Ability to establish and maintain positive working relationships with the Mayor, City Council, City Administrator, City employees, the general public, contractors and the press.
- Ability to use contemporary technology, including computers, telephones, social media and software management programs.
- General knowledge of parks and trail design and maintenance.
- Ability to maintain a professional demeanor, to calmly approach and solve problems under stressful circumstances, maintain and promote harmony in the workplace, concentrate for long periods of time and be flexible.
- Knowledge of and the ability to safely work with general and specialized tools and equipment used in various public works programs and projects.
- Ability to multi-task on a daily basis, performs with telephone and walk-in customer interruptions, and adapt to changing priorities.
- Knowledge of proper chemical storage and use for those chemicals and solvents required to carry out the position responsibilities and maintenance of the corresponding Material Safety Data Sheets (MSDS).
- Ability to read and acquire knowledge of the International Building, Fire, Maintenance, Mechanical and Residential Code.
- Ability to proficiently use and operate construction equipment.
- Knowledge of traffic regulations.

Essential Functions (The following is a list of typical duties and not meant to be exclusive or inclusive):

- Performs manual labor while assisting in the completion of various operational tasks.
- Assists the Director with planning and organizing the operation of all public works within the City; includes supervising maintenance, construction, operation and comprehensive planning for the sewage collections system, water distribution system, City street system, storm water collection system and City owned facilities other than Parks and Recreation, Cemetery and Library facilities.
- Assists the Director with providing guidance to subordinates regarding planning, scheduling, assignment of duties within all public works areas; responsible for maintaining a high standard of quality work; assists with inspection of work by contractors; and conducts regular checks of facilities and work sites to monitor staff and assist with problem resolution.
- Oversees, performs, and maintains files for One Call utility locates.
- Acts on the Directors behalf in the absence of the Director.
- Assists the Director in preparing budgets, including the Equipment Replacement Plan and Capital Improvement Plan, for each department supervised.

- Assists the Director with interviews, recommends hiring, trains and evaluates staff; assigns work duties to staff; monitors work to assure proper completion; conducts formal performance evaluations; recommends promotion and demotion, discharge or other discipline to the City Administrator; insures that all policies and procedures established for City personnel are complied with.
- Interacts with other City departments and directs personnel & equipment as needed.
- Attends all staff meetings and other seminars or meetings as necessary or assigned; attends workshops and seminars to keep abreast of governmental regulations, proposals and related program developments which impact on storm drainage and wastewater systems; and conducts staff meetings for dissemination of pertinent information.
- Assists the Director with submitting required reports including monthly activity reports, staff updates, newsletter articles, budget reviews and monthly expenditures. Gives preliminary approval to payment of departmental bills in accordance with established policy and procedures.
- Assists the Director with organizing and staffing safety programs; encourages safety compliance in all phases of work. Assists with conducting safety education training for the department and assists or coordinates such activity for other departments of the local government.
- Assists the Director with evaluating public works needs and formulates short and long range plans to meet needs in all areas of responsibility; and evaluates issues and options regarding municipal public works and makes recommendations; and develop and recommend policies and procedures regarding departmental operations.
- Assists the Director with responding to questions and complaints from the public; inspect problem areas to determine the nature of work required including manpower, equipment and materials needed; investigate causes and take corrective action as appropriate; maintain records of resolution.
- Performs activities under strict deadlines and other time pressures.
- Reports on a regular basis to the Public Works Director on the activities, accomplishments and operations of the public works department.
- Inspect sidewalks to ensure Code compliance; maintain city sidewalks as required.
- Inspect all city signs, paint crosswalks and parking markings.
- Inspect, maintain, clean and repair storm sewers and catch basins as needed.
- Operate a variety of pieces of light, medium or heavy equipment in the absence of regular equipment operators or for training purposes.
- Must be available for on-call duties and emergency call-outs as required.
- Provides for emergency maintenance needs outside of normal business hours.
- Assist contractors in regard to problems encountered when undertaking specific public projects previously authorized and report any issues to the Director of Public Works.
- Enforce the City Code and policies related to the public works department.
- Maintains knowledge on applicable new local, state and federal laws, mandates and regulations, policies and procedures and contemporary public works trends and initiatives.

Peripheral Duties:

- Assists other City departments as needed and directed, including certain inspections for the Building and Zoning Official.
- Attend seminars, professional /district meetings, and workshops related to public works duties and responsibilities to keep apprised of developments/changes in municipal government.
- Other duties as directed by the City Administrator or Director of Public Works that arise from a matter of policy or contemporary trends.

Experience and Training:

- Minimum of a HS Diploma or GED with a two (2) year Associate's Degree or applicable certificate preferred.
- One to three years of progressively responsible public works related experience in public or private sector.
- Must possess a valid Iowa driver's license and Commercial Driver's License. If in possession of a valid out of state license, must be able to possess and maintain throughout employment a valid Iowa driver's license within 6 months of employment.
- Possession and maintenance of C.P.R., AED and First Aid certifications.

Tools and Equipment Used:

- Typewriter, personal computer, including word processing, spreadsheet and data base software, 10-key calculator, telephone, copy machine, fax machine, first aid and safety equipment.
- Cleaning and maintenance chemicals and solutions in accord with manufacturer's specifications
- Heavy road, excavation & construction equipment, including but not limited to back hoe, dump truck, snow plow equipment, tractors and various attachments, front loader, etc.
- Hand and power tools commonly associated with public works tasks and maintenance of public works equipment

Work Environment/Frequent Physical Demands:

The physical demands described herein 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 a qualifying disability to perform the essential functions.

- The noise level in the work environment is occasional low/moderate level office noise in addition to frequent moderate / high noise exposure of public works maintenance machinery and equipment.
- Frequently sit, stand, walk, bend, grasp, push, pull, squat, twist and kneel.
- Frequent use of physical strength requiring the moving, lifting, pushing, carrying and pulling of objects weighing up to 30 pounds.
- Use hands frequently to finger, handle, or feel objects, tools or controls.
- Reach with hands and arms, and occasionally lift, push, and carry or pull moderately heavy objects (30-50 pounds).
- The employee is frequently required to verbally communicate and interact with public, citizen customers, vendors, staff and elected officials using active listening skills.

- Specific vision abilities required by this job include close vision and the ability to adjust focus with clarity of vision of 20' or more and 20" or less, as well as proficient hand / eye coordination.
- Requires clerical, forms, numerical, and verbal perception.
- Outside work involves regular and prolonged exposure at times to the varying elements of the weather, such as rain, wind snow, heat or cold.
- Occasionally crawling and occasional lifting, pushing, pulling and carrying objects (50 pounds or greater) may be required. Individual will be expected to lift items in this range with the assistance of a machine or other able individual.
- Employee may be exposed to darkness, close quarters, poor lighting, dirt / dust, fumes / odors, moving machinery, visual strain, mechanical and chemical hazards, traffic hazards, microbiological hazards and unpleasant social situations.
- Position may require a significant work pace pressure and irregular work hours in addition to performing during emergency management and critical incident situations.

Interaction with Other Department/Staff:

- The position requires a high degree of information sharing between administration, clerk, parks, police, building inspector, City Council, and other temporary staff. It is of the utmost importance that any personal information be kept strictly confidential and in the event of written documents with personal information be held under lock and key.

The duties above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Acknowledgement:

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Employee's Signature

Date

City Administrator

Date

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Current Job Description

City of Windsor Heights

Finance Director

Department: Finance and Administration

Reports To: City Administrator

FLSA Status: Exempt

Written By: Marcia Woodke

Approved By: Mark Arentsen

Council review and approval on August 19, 2019

Summary Description:

Under the general direction and supervision of the City Administrator, the Finance Director is responsible for the coordination, oversight, and practical application of all City accounting functions including but not limited to: accounts payable / receivable, payroll, and all other fiscal responsibilities of the City. The Treasurer is responsible for ensuring all accounting functions, including the deposit of City funds are carried out in accord with generally accepted accounting practices, City Code and Iowa State Statutes. The incumbent monitors the overall effectiveness and efficiency of the department and makes recommendations for improvement and directs the activities of the department.

Appointment/Selection:

Selection is made by the City Administrator and is based upon merit and qualifications. The City Administrator may confer with the Finance and Personnel Committee prior to a formal job offer.

Knowledge, Skills, and Abilities:

- Ability to analyze accounting and financial data, prepare reports and maintain accurate records.
- Knowledge of Generally Accepted Accounting Principles (GAAP) and Government Accounting Standards Board (GASB) standards.
- Knowledge and practical experience with a variety of computer software programs including word processing, Excel, e-mail, and municipal financial software.
- Exceptional analytical and general office skills.
- Ability to effectively communicate verbally and in writing.
- Establish and maintain positive working relationships with City staff, elected officials, public, press, and contracted vendors.
- Ability to use contemporary technology, including computers, telephones, social media and software management programs.
- Ability to conduct complex quantitative and qualitative analyses.

- Ability to maintain a professional demeanor, to calmly approach and solve problems under stressful circumstances, maintain and promote harmony in the workplace, and concentrate for long periods of time.
- Must possess ability to work independently and be flexible.
- Ability to multi-task on a daily basis, performing with telephone and walk-in customer interruptions, and adapt to changing priorities.
- Knowledge of and the ability to safely work with general and specialized tools and equipment used in a municipal office setting, including but not limited to copier, tri-fold machine, adding machine, postal meter, etc.
- Must be bondable according to State or local Code.
- Must possess exceptional interpersonal relationship / customer service skills.
- Ability to understand, interpret, explain, and apply all city, state and federal laws regulating City financial accounting, reporting and record keeping.
- Ability to develop policies, plans and procedures.

Essential Functions (The following is a list of typical duties):

- Collect and receipt monies received from the public, financial institutions and various city departments. Prepare all deposits and enter them into the Summit software after depositing at the banking institution.
- Reconcile the City's various bank accounts and funds on a monthly basis from the bank statements and the Treasurer's Report and prepare a report for dissemination of same information. Update monthly spreadsheets and investment report.
- Provide revenues and expenditures year-to-date on budget / actual reports to department heads and the City Administrator.
- Handle all HR requirements including; new hire paperwork for IPERS, Workforce, all insurance, entering into Summit, setting up/maintaining employee files, all benefit administration, all health information, dental, FSA, work comp claims and files, entering all employees into the COBRA/Flex system, and ensuring all systems are updated upon an employment separation. Point of contact for all insurance claims/issues.
- Monitor accounts payable – confirm all bills with departments and pay bills in a timely manner to avoid interest or penalties. Prepare bills for Council approval.
- Propose new revenue streams regularly and in accord with the proposed budget.
- Determine resource needs and funding requests.

- Receive all utility funds, credit proper funds and deposit same into accounts under custodial care of the Treasurer.
- Monitor City debt and make payments in accord with due dates.
- Perform payroll functions including all monthly reports to the State and Internal Revenue Service, prepares payroll; compiles reports; reimburses for payroll deduction; leave records, benefit/hours reports and annual wages for all employees for permanent files. Maintains personnel information on all employees including hours, changes in name, address, salary, exemptions and benefits. Process year end reports including W2s and publication of salaries.
- Prepares invoices for accounts receivable and monitors collection activities.
- Oversee and maintain the financial reports of any grants received by the City.
- Monitor the City's partial self-insurance / health reimbursement account and issue reimbursements as needed.
- Direct, assign, plan and review the work of department staff. Resolve personnel complaints and problems and maintain a productive work environment.
- Assist with the formulation of the annual budget and enter all requested, proposed and approved budget information in the line item budget. Complete the State budget report. Responsible for proper preparation, notification, adoption and recording of all statutorily required budget amendments.
- Monitor contracts for compliance with all provisions contained therein.
- Oversee the City's health, liability, property and worker's compensation insurance programs.
- Attend and prepare minutes of meetings as directed.
- Prepare the annual financial report of City and Utility operations and funds in the manner prescribed by Iowa law, or City ordinance, complete the Street Finance Report, the IMWCA payroll audit reports, the ICAP renewal audit reports, and all monthly IPERS, 941, IA W/H, Workforce, Aflac, retirement, and Police Pension reports/filings.
- Serve as Bond post-issuance compliance officer and ongoing disclosure representative.
- Develop and recommend policies and procedures to enhance the effectiveness and efficiency of department operations.
- Enforce the City Code and all policies.
- Answer phone calls, assist public with questions, comments and concerns and report all complaints to supervisor immediately. Upon receipt of a complaint will take

copious notes in the absence of the City Administrator and receive contact information of the complainant.

- Coordinates the management of City capital projects in conjunction with the City Administrator and Department Heads, including assisting with the preparation of contracts, proceedings, and associated communications, maintains a file on all projects with outstanding balances, files, etc.
- Maintains a file on all bond issues including the resolution setting the public hearing, resolution authorizing further action on issue, public hearing, resolution setting bid procedures, resolution making award, Preliminary Official Statement (POS), disclosure statements, Official Statement, Issue Book, and amortization schedule, etc.
- Prepares quarterly investment reports for the Council and City Administrator.
- Prepares and files all required State Sales Tax reports.
- Other duties as directed by the City Administrator or City Council that arise from a matter of policy or contemporary trends.

Peripheral Duties:

- Attend seminars, professional /district meetings, and workshops related to City finances and budgeting, and responsibilities to keep apprised of developments or changes in municipal government and local, state, and federal law.

Experience and Training:

- Graduation from an accredited college or university with a two (2)-year Associates Degree in Accounting, Business, Finance or related field. Bachelor's Degree in Accounting, Finance, Business or related field preferred. Relevant college coursework and / or municipal experience may be substituted for the requirements contained herein at the discretion of the City Administrator.
- Must possess a valid Iowa driver's license. If in possession of a valid out of state license, must be able to possess and maintain throughout employment a valid Iowa driver's license within 6 months of employment.
- Training sufficient to be a Certified Municipal Clerk within five (5) years of appointment.
- Possession and maintenance of C.P.R., AED and First Aid certifications.

Tools and Equipment Used:

- Typewriter, personal computer, including word processing, spreadsheet and data base software, 10-key calculator, telephone, copy machine, fax machine, postage meter, first aid and safety equipment.
- Cleaning and maintenance chemicals and solutions in accord with the manufacturer's specifications.

Work Environment/Frequent Physical Demands:

The physical demands described herein 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 a qualifying disability to perform the essential functions.

- The noise level in the work environment is low/moderate level office noise in addition to occasional noise exposure of streets, parks and pool maintenance machinery and equipment.
- Frequently sit, stand, walk, bend, grasp, push, pull, squat, twist and kneel.
- Frequent use of physical strength requiring the moving, lifting, pushing, carrying and pulling of objects weighing up to 30 pounds.
- Frequent use hands frequently to finger, handle, or feel objects, tools or controls.
- Frequent reaching with hands and arms, and occasionally lift, push, and carry or pull moderately heavy objects (30-50 pounds).
- The employee is frequently required to verbally communicate and interact with public, citizen customers, vendors, staff and elected officials using active listening skills.
- Specific vision abilities required by this job include close vision and the ability to adjust focus with clarity of vision of 20' or more and 20" or less, as well as proficient hand / eye coordination.
- Requires clerical, forms, numerical, and verbal perception.
- Occasionally crawling and lifting, pushing, pulling and carrying objects (50 pounds or greater) may be required. Individual will be expected to lift items in this range with the assistance of a machine or other able individual

Interaction with Other Department/Staff:

- The position requires a high degree of information sharing between administration, clerk, public works, police, building inspector, City Council, and other temporary staff. It is of the utmost importance that any personal information be kept strictly confidential and in the event of written documents with personal information be held under lock and key.

The duties above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Acknowledgement:

I have carefully read and understand the contents of this job description. I understand the responsibilities, requirements and duties expected of me. I understand that this is not necessarily

an exhaustive list of responsibilities, skills, duties, requirements, efforts or working conditions associated with the job. While this list is intended to be an accurate reflection of the current job, the City of Windsor Heights reserves the right to revise the functions and duties of the job or to require that additional or different tasks be performed as directed by the City of Windsor Heights. I understand that I may be required to work overtime, different shifts or hours outside the normally defined workday or workweek. I also understand that this job description does not constitute a contract of employment nor alter my status as an at-will employee. I have the right to terminate my employment at any time and for any reason, and the City of Windsor Heights has a similar right.

Employee's Signature

Date

City Administrator

Date

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Current Job Description

City of Windsor Heights CITY CLERK

Department: Administration
Reports To: City Administrator
FLSA Status: Exempt
Written By: Marcia Woodke and Elizabeth Hansen, edited by Mark Arentsen 8/19
Approved By: Elizabeth Hansen, edited by Mark Arentsen 8/19
Council review and approval on February 20, 2017

Summary Description:

Under the general direction and supervision of the City Administrator, the City Clerk is responsible for preparation of all City Council agendas, agenda packets, Resolutions, Ordinances and minutes; proper placement of approved Resolutions, Ordinances and minutes in the appropriate filing location so that they can easily be retrieved when necessary; and fulfilling all of the City Clerk statutorily required functions as set out in the Iowa Code.

Appointment/Selection:

Selection is made by the City Administrator based upon merit and qualifications and must be approved by the City Council prior to a formal offer.

Knowledge, Skills, and Abilities:

- Ability to analyze accounting and financial data, prepare reports and maintain accurate records.
- Knowledge and practical experience with a variety of computer software programs including word processing, Excel, e-mail, and municipal financial software.
- Exceptional analytical and general office skills.
- Ability to effectively communicate verbally and in writing.
- Establish and maintain positive working relationships with City staff, elected officials, public, press, and contracted vendors.
- Ability to use contemporary technology, including computers, telephones, social media and software management programs.
- Ability to conduct complex quantitative and qualitative analyses.
- Ability to maintain a professional demeanor, to calmly approach and solve problems under stressful circumstances, maintain and promote harmony in the workplace, and concentrate for long periods of time.
- Must possess ability to work independently and be flexible.

- Ability to multi-task on a daily basis, performing with telephone and walk-in customer interruptions, and adapt to changing priorities.
- Knowledge of and the ability to safely work with general and specialized tools and equipment used in a municipal office setting, including but not limited to copier, tri-fold machine, adding machine, postal meter, etc.
- Must be bondable according to State or local Code.
- Must possess exceptional interpersonal relationship / customer service skills.
- Ability to understand, interpret, explain, and apply all city, state and federal laws regulating City financial accounting, reporting and record keeping.
- Ability to develop policies, plans and procedures.

Essential Functions:

- Attends regular and special City Council meetings; oversees or performs an accurate recording of the proceedings, preparation of the minutes, ordinances, resolutions and other records of City Council action with proper legislative terminology, recording, indexing and filing the same for the public record; in cooperation with the City Administrator, assures staff support for the City's auxiliary boards and commissions.
- Assists in the preparation and distribution of meeting agendas to the City Council, including any instructional or information supplements.
- Ensures that legal requirements are met regarding public notices, publications and posting of City business, including authenticating and signing City records, measures and actions including the time and manner of publication in the manner prescribed by law.
- Participates in Segregation of Duties functions as agreed to in consultation with the City Administrator and Finance Director.
- Performs election duties as specified in the Code of Iowa. Administers oaths of office to City Officers as required by local or state statute.
- Assists in the preparation of the Budget; in cooperation with the City Administrator and Department Heads, including filing it with the County Auditor when required.
- Administers Police Pension Fund and all required reports, filings and monthly payments.
- Assists with the annual audit and works directly with the auditing firm conducting the annual audit for the City.
- Plans, schedules and assigns work activities and job duties to office staff and promote a positive work environment for employees and the public being served. Trains and

supervises clerical and secretarial staff in order to provide needed office and accounting services to the City. Audits and reviews the work performed by office staff to assure its accuracy, timeliness and compliance with governmental requirements. Ensures that directives and approved operational policies of the City are enforced, executed or delegated for compliance. Addresses and, if possible, resolves City Clerk employee grievances in accordance with the established grievance procedure.

- Administers TIF and Urban Revitalization.
- Assists with maintaining current computer system including, but not limited to, backing up files regularly, administering preventive maintenance techniques, keeping inventory of needed supplies and staying up-to-date with new software releases and upgrades.
- Assists the City Administrator in the preparation and maintenance of the Personnel Policy Manual.
- Serves as custodian of official City records and public documents; keeps filing system updated and helps file materials efficiently so that files can be retrieved with minimal effort; performs certification and recording for the City as required on legal documents and other records requiring such certification; seals and attests by signature to ordinances, resolutions, and contracts, easements, deeds, bonds, or other documents requiring City certification; catalogs and files all City records; performs many duties involving confidential data; responsible for informing City Clerk staff of legal and ethical issues involved with the use of confidential data; assures issuance and maintenance of records of various permits and licenses as approved by the City Council or other governing entity; and maintains for public use copies of all ordinances and codes and assists citizens, co-workers and others by providing background information as appropriate.
- Receives bids for municipal construction contracts and may assist with bid openings.
- Works with the Finance Director to assure that the following personnel actions are accurately completed; all HR requirements including; new hire paperwork for IPERS, Workforce, all insurance, entering into Summit, setting up/maintaining employee files, all benefit administration, all health information, dental, FSA, work comp claims and files, entering all employees into the COBRA/Flex system, and ensuring all systems are updated upon an employment separation. Point of contact for all insurance claims/issues. Monitor the City's partial self-insurance / health reimbursement account and issue reimbursements as needed. Advises the City Administrator of any departmental needs or concerns; including those related to personnel. Maintains personnel records; retains all pertinent information for each employee's personnel file and assists employees with Human Resource questions and needs.
- Monitor contracts for compliance with all provisions contained therein.

- Oversee the City's health, liability, property and worker's compensation insurance programs.
- Maintains a file on all bond issues including the resolution setting the public hearing, resolution authorizing further action on issue, public hearing, resolution setting bid procedures, resolution making award, Preliminary Official Statement (POS), disclosure statements, Official Statement, Issue Book, and amortization schedule, etc.
- Enforce the City Code and all policies.
- Assists with answering phone calls, public questions, comments and concerns and report all complaints to supervisor immediately. Upon receipt of a complaint will take copious notes in the absence of the City Administrator and receive contact information of the complainant.
- Coordinates the management of City capital projects in conjunction with the City Administrator and Department Heads, including assisting with the preparation of contracts, proceedings, and associated communications, maintains a file on all projects with outstanding balances, files, etc.
- Other duties as directed by the City Administrator or City Council that arise from a matter of policy or contemporary trends.

Peripheral Duties:

- Attend seminars, professional /district meetings, and workshops related to City finances and budgeting, and responsibilities to keep apprised of developments or changes in municipal government and local, state, and federal law.

Experience and Training:

- Graduate from High School or equivalent and Associates Degree in Accounting, Business, Finance or related field from an accredited college or university. Bachelor's Degree in Accounting, Finance, Business or related field preferred. Relevant college coursework and / or municipal experience may be substituted for the requirements contained herein at the discretion of the City Administrator.
- At least five years related experience in municipal government. Prefer an Iowa Certified Municipal Clerk.
- Training sufficient to be an Iowa Certified Municipal Clerk within three (3) years of appointment.
- Shall be bondable and available for off-hour emergencies.

Tools and Equipment Used:

- Typewriter, personal computer, including word processing, spreadsheet and data base software, 10-key calculator, telephone, copy machine, fax machine, postage meter, first aid and safety equipment.

- Cleaning and maintenance chemicals and solutions in accord with the manufacturer's specifications.

Work Environment/Frequent Physical Demands:

The physical demands described herein 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 a qualifying disability to perform the essential functions.

- The noise level in the work environment is low/moderate level office noise in addition to occasional noise exposure of streets, parks and pool maintenance machinery and equipment.
- Frequently sit, stand, walk, bend, grasp, push, pull, squat, twist and kneel.
- Frequent use of physical strength requiring the moving, lifting, pushing, carrying and pulling of objects weighing up to 30 pounds.
- Frequent use hands frequently to finger, handle, or feel objects, tools or controls.
- Frequent reaching with hands and arms, and occasionally lift, push, and carry or pull moderately heavy objects (30-50 pounds).
- The employee is frequently required to verbally communicate and interact with public, citizen customers, vendors, staff and elected officials using active listening skills.
- Specific vision abilities required by this job include close vision and the ability to adjust focus with clarity of vision of 20' or more and 20" or less, as well as proficient hand / eye coordination.
- Requires clerical, forms, numerical, and verbal perception.
- Occasionally crawling and lifting, pushing, pulling and carrying objects (50 pounds or greater) may be required. Individual will be expected to lift items in this range with the assistance of a machine or other able individual

Interaction with Other Department/Staff:

- The position requires a high degree of information sharing between administration, clerk, public works, police, building inspector, City Council, and other temporary staff. It is of the utmost importance that any personal information be kept strictly confidential and in the event of written documents with personal information be held under lock and key.

The duties above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Acknowledgement:

I have carefully read and understand the contents of this job description. I understand the responsibilities, requirements and duties expected of me. I understand that this is not necessarily an exhaustive list of responsibilities, skills, duties, requirements, efforts or working conditions associated with the job. While this list is intended to be an accurate reflection of the current job, the City of Windsor Heights reserves the right to revise the functions and duties of the job or to require that additional or different tasks be performed as directed by the City of Windsor Heights. I understand that I may be required to work overtime, different shifts or hours outside the normally defined workday or workweek. I also understand that this job description does not constitute a contract of employment nor alter my status as an at-will employee. I have the right to terminate my employment at any time and for any reason, and the City of Windsor Heights has a similar right.

Employee's Signature

Date

City Administrator

Date

The City of Windsor Heights is an Equal Opportunity Employer.

Current Job Description

CITY OF WINDSOR HEIGHTS

COMMUNICATIONS/RECREATION COORDINATOR

Department: Administration
Reports To: Public Works Director
FLSA Status: Non-Exempt
Written By: Mark Arentsen
Approved By: Mark Arentsen
Council Review & Approval on September 3, 2019

Summary Description: Under the general supervision of the Public Works Director, the incumbent is responsible for the coordination, planning and promoting the Windsor Heights Community Center and parks and recreation programming. The incumbent is responsible for scheduling events and activities at the Community Center, parks, fields, performance pavilion and other City-owned areas requiring a reservation. The incumbent monitors the overall effectiveness and efficiency of parks and makes recommendations for improvements. This position is responsible for oversight of the City website and City social media accounts, assistance with financial segregation of duties functions and other duties as assigned. The incumbent monitors the overall effectiveness and efficiency of marketing efforts and makes recommendations for improvements. The work location for this position is the City Hall front counter/reception area. As such the employee is expected to perform all front counter work tasks including handling public walk in traffic, answering phone calls, accepting, sorting and routing mail and packages and accepting payments for items purchased at the front counter.

Appointment/Selection:

Selection is determined by Public Works Director and City Administrator, and is based upon merit and qualifications.

Knowledge, Skills & Abilities:

- Ability to report, write or edit articles for publication. Must be able to show writing skills proficiency. This includes spelling, grammar, syntax, punctuation, sentence and paragraph construction and the ability to clearly and concisely communicate thoughts and concepts.
- Knowledge of website management and software systems including, at a minimum, word processing, Excel & e-mail.
- Knowledge of social media tools and communication methods.
- Exceptional analytical and general office skills.

- Ability to effectively communicate verbally.
- Ability to establish and maintain positive working relationships with City staff, elected officials, public, press and contracted vendors.
- Ability to use contemporary technology, including computers, telephones, social media and software management programs.
- Ability to maintain a professional demeanor, to calmly approach and solve problems under stressful circumstances, maintain and promote harmony in the workplace, and concentrate for long periods of time.
- Ability to multi-task on a daily basis, including assisting walk-in customers and adapting to changing priorities.
- Knowledge of, and ability to, safely work with generalized and specialized tools and equipment used in a municipal office setting , including but not limited to copier, tri-fold machine, adding machine, postal meter, etc.
- Must be bondable according to State and/or local Code.
- Must possess exceptional interpersonal relationship/customer service skills.
- Knowledge of the principles and practices of event coordination and management.
- Knowledge of marketing principles.
- Ability to work under minimal supervision.
- Ability to work varying hours when necessary, including some nights, weekends and early mornings.
- Ability to serve in an 'on call' capacity on a rotating basis with other Public Works staff.
- Ability to tactfully and diplomatically enforce policies, rules and procedures.

Essential Functions (The following is a list of typical duties):

- Develops, prepares, and evaluates a master calendar for all scheduling of Parks & Recreation activities.
- Plans and prepares event and program information and publicity such as fliers & brochures, and makes public presentations regarding those events and programs.
- Develops and delivers proposals and presentations for businesses, corporations and civic organizations to solicit sponsors and keep the community current on department activities.
- Coordinates and schedules special events activities with park personnel, businesses, vendors and the news media.
- Markets the City facilities to potential user groups.
- Plans, promotes, and organizes reservations for the Community Center, parks, pavilions and other City owned facilities requiring reservations.
- Collects and transmits fees and properly reconciles with City financial staff.

- Create, manage, and implement social media tools to support and communicate Community Center information, activities and messages Designs, plans organizes, supervises, implements and manages all aspects of recreation programs, including evaluating program effectiveness and needs.
- Works with the Chamber of Commerce, Community Events Planners and other stakeholders to provide support where needed on special events.
- Maintains rental records and a rental calendar of all the City facilities available for rent.
- Manages all aspects of the Community Center including oversight of cleanliness and operations.
- May be required to report to work and serve customers during emergency conditions. May be assigned to report to a different location and perform other City duties as directed.
- Plays a critical role on the City's overall marketing team, including assisting in City-wide marketing efforts.
- In the absence of the City Clerk, gathers and assembles materials prior to and after City Council meetings and attends and takes minutes of City Council meetings.
- Creates and designs marketing materials, organizational publications and public information pieces for city events and issues affecting the city and its residents.
- Develops and maintains effective working relationships with media contacts; responds to public information requests. Coordinates with City departments and personnel regarding media inquiries.
- Manage and maintain the City's website content, including contact with the website hosts firm.
- Create manage and implement social media tools to support and communicate City information, activities and messages.
- Prepare content for print and electronic newsletters and work with the City's newsletter vendor on layout, editing and publication of the print newsletter and distribute the City's electronic newsletter.
- In the absence of the City Clerk serves as the custodian of records and public documents.
- In the absence of the City Clerk receives bids for municipal construction contracts.
- Perform front desk responsibilities.
- Answer phone calls, assist public with questions, comments and concerns and report all complaints to supervisor immediately. Upon receipt of a complaint will take copious notes in the absence of the City Administrator and receive contact information from the complainant.
- Takes and prepares minutes of the Planning & Zoning Commission and Board of Adjustments meetings, and any other meetings in the absence of the City Clerk or as directed.

- Maintain all City Code binders to ensure the on line versions of the City Code matches the content of all City Code binders.
- Participate in Segregation of Duties activities as directed by the City Administrator.
- Conduct broadcast operations for all City Council meetings unless excused and made other arrangements for someone else to conduct the broadcast.
- Be on call and carry the on call phone approximately one week every two months to respond to any unforeseen or emergency issues at the Community Events Center
- Other duties as directed by the City Administrator.

Experience & Training:

- Minimum education requirement is graduation from an accredited college or university with an Associates Degree. A 4 year Bachelor's Degree in Marketing, Business, Public Administration or related field and one to three years related work experience is preferred.
- Must possess a valid Iowa driver's license. If in possession of a valid out of state license, must be able to possess and maintain throughout employment a valid Iowa driver's license within six months of employment.
- One to three years related experience or an combination of equivalent education, training and experience providing the requisite knowledge, skills and abilities to perform the essential functions of the position.

Work Environment/Frequent Physical Demands;

The physical demands described herein 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 a qualifying disability to perform the essential functions.

- The noise level in the work environment is low/moderate level office noise in addition to occasional noise exposure of streets, parks and public works machinery and equipment.
- Frequently sit, stand, walk, bend grasp, push, pull, squat, twist and kneel.
- Frequent use of hands to finger, handle or feel objects, tools or controls.
- Frequent reaching with hands and arms, and occasionally lift, push and carry or pull moderately heavy objects (30-50 pounds).
- Specific vision abilities required by this job include close vision and the ability to adjust focus with clarity of vision to 20/20 more or less, as well as proficient hand/eye coordination.
- Requires clerical, forms, numerical and verbal perception.

- Occasionally crawling and lifting, pushing, pulling and carrying objects (50 pounds or greater) may be required. Individual will be expected to lift items in this range with the assistance of a machine or other able individual.

Interaction with Other Department/Staff:

- The position requires a high degree of information sharing between administration, City Clerk, public works, building inspector, City Council and other staff. It is of the utmost importance that any personal information be kept strictly confidential and in the event of written documents with personal information be held under lock and key.
- Persons in this position must engage in respectful and polite interaction with residents, staff and elected officials.

The duties above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Acknowledgement:

I have carefully read and understand the contents of this job description. I understand the responsibilities, requirements and duties expected of me. I understand that this is not necessarily an exhaustive list of responsibilities, skills, duties, requirements or working conditions associated with the job. While this list is intended to be an accurate reflection of the current job, the City of Windsor Heights reserves the right to revise the functions and duties of the job or to require that additional or different tasks be performed as directed by the City of Windsor Heights. I understand that I may be required to work overtime, different shifts or hours outside the normally defined workday or workweek. I also understand that this job description does not constitute a contract of employment nor alter my status as an at-will employee. I have the right to terminate my employment at any time and for any reason, and the City of Windsor Heights has a similar right.

Employee's Signature

Date

City Administrator

Date

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6/1/20

Proposed

City of Windsor Heights

Job Title: City Administrator	Classification: Exempt
Department: Administration	Selection/Approval: Mayor/City Council
Reports To: City Council	Revision Date: 6/1/20
Approved by: City Council	Council Review & Approval: 6/1/20

Summary Description:

Serves as the chief administrative officer of the City and is responsible for the proper administration of all affairs of the City. Directs, controls and continually evaluates all administrative, fiscal and public service affairs of the City according to established ordinances, policies and procedures of the Council and/or Minnesota State law_. Advises the City Council in defining sound public policy and staffing for key personnel to ensure the effective and timely delivery of City services.

Essential Duties & Responsibilities:

- Administration. Supervise and direct the administration of the City government.
- Personnel. Appoint, promote, reassign, reclassify, discipline, demote, and discharge all employees in compliance with law and ordinance.
- Compensation of Employees. Fix the compensation of all employees appointed by him or her, subject to the approval of the Council.
- Investigation. Investigate, summarily and without notice, the conduct and affairs of any department, agency, officer, or employee of the City.
- Attend Meetings. Attend all meetings of the Council and City administrative agencies.
- Recommendations. Recommend to the Council any measures as are necessary or expedient for the good government and general welfare of the City.
- Cooperation. Cooperate with any administrative agency of the City.
- Budget. Prepare and submit to the Council annually the required budgets.
- Financial Reports. Submit a written, itemized financial report to the Council not later than the fifteenth day of each month, showing receipts, disbursements, and investments for the preceding month.
- Licenses. Provide for the issuance, suspension, and revocation of all licenses and permits authorized or required by law or ordinance.
- Oaths. Administer oaths.
- Powers Assumed. Assume the powers and duties of the City Clerk and Zoning Administrator.
- Other. Exercise such other powers and perform such other duties as may be directed by the Council.

Supervisory Responsibility:

- Supervise Officers. Supervise and direct the official conduct of all appointed officials of the City except the Mayor Pro Tem and City Attorney.
- Law Enforcement. Supervise the enforcement and execution of all laws and ordinances within the City.
- Contracts. Supervise the performance of all contracts for work to be done for the City.
- Purchasing. Supervise the purchase and receipt of all materials, services, and supplies for and on behalf of the City.
- Public Works. Supervise the construction, improvement, repair, maintenance, and management of all City property, capital improvements, and undertakings of the City, including the making and preservation of all surveys, maps, plans, drawings, specifications, and estimates for capital improvements.
- Accounting. Supervise the City Treasurer/Finance Officer and ensure that the business affairs of the City are conducted by modern and efficient accounting methods and cause accurate records to be kept.

Knowledge, Skills and Abilities:

- Possesses a thorough understanding of a City Administrator form of government, departmental operations, policies and procedures, public administration and organization methods and procedures.
- Understands the mission, vision and values of the City and has the ability to consistently guide the organization using the spirit of these statements.
- Has the ability to create a sense of unity in vision and direction for Windsor Heights-able to bring teams together, to build focus and direction, creating momentum and progress. Motivates others to accomplish vision, mission and goals of City.
- Sees the big picture and keeps the City Council, staff and self-focused on the most important things.
- Demonstrates a positive attitude and an ability to foster motivated and cohesive leadership and employee teams. Frequently looks to others for insights and recognizes other's contributions to the city's success. Shows trust and the ability to give empowerment with accountability. Has the ability to gain support of employees.
- Demonstrates openness for change and reasonable risk-taking and flexibility.
- Able to utilize a performance measurement methodology, goal and object setting, focusing on continual improvement and achieving objective results (not simply activity). Personal work reflects commitment to excellence.
- Has a history of presenting timely materials, reports, presentations and recommendations clearly, concisely, candidly, comprehensively, convincingly, and objectively. Able to prepare sound agendas with balanced workloads.
- Able to provide sound, thorough and balanced advice that has a good basis (independent of the receiver's personal or political agreement with proposals).
- Demonstrated ability to deal with City Council as a whole, without partiality or favoritism in the distribution of information.
- Has the ability to consider political implications of actions, and not be overly controlled by them. Does not make decisions or recommendations in a vacuum. Demonstrated ability to keep City Council focused on policy issues, not administrative details.
- Demonstrated ability to engage appropriate stakeholders in major decisions and in an appropriate manner and process.

- Demonstrates personal honesty and frankness in day-to-day relationships. Sets the standard for fair play and honest dealings. Consistently acts in a trustworthy manner and expects the same from others.
- Has a history of modeling appropriate behavior and supporting others in the achievement of their personal and professional goals. Emphasizes continual learning, trust, inclusion and shows personal commitment toward welfare of others.
- Proactively identifies problems, secures relevant information and develops sound, practical advice and/or solutions to problems faced.
- Possess the ability to identify and address early signs of conflict and ensure that issues and concerns are effectively and efficiently responded to and resolved, cultivating positive relations along the way.
- Be able to read and understand correspondence, memoranda and materials.
- Demonstrated effective written and oral communication skills.
- Ability to utilize computer technology.
- Ability to operate a motor vehicle and have a valid Iowa State Driver's License.
- Must be able to perform all essential position functions under the working conditions as described.
- Ability to work evenings and weekends. Ability to serve "on call" duty assignments.

Education, Experience and/or Other Requirements:

- Must possess a Bachelor's Degree in Public Administration, Business Administration, Finance Administration or related field. A Master's Degree in any of these fields is preferred.
- Must have at least three (3) years' experience as City Manager/Administrator, Assistant City Manager/Administrator or member of a City's executive management team.
- Must be bondable
- Must establish residency within a 30 minute drive of the Windsor Heights City Hall after six (6) months of employment.
- Shall obtain membership in the International City and County Management Association (ICMA) within three (3) months of employment and remain a member in good standing during employment with the City of Windsor Heights.
- Ability to pass a criminal and financial background check.
- Must have experience in dealing with planning, zoning, land use and economic development concepts and applications.
- Ability to understand or perform basic mathematical and statistical calculations.
- Ability to write and speak clearly and concisely with proper grammar, syntax and punctuation.

- Knowledge of human resources management.
- Knowledge of public finance, Tax Increment Financing, local option sales tax and public sector bonding concepts and applications.

Work Environment/Frequent Physical Demands: The physical demands described herein 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 a qualifying disability to perform the essential functions.

- Work is performed primarily in an office setting. Hand/eye coordination is necessary to operate computers and various pieces of office equipment.
- 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 is frequently required to sit, stand, walk, talk and hear; use hands and fingers to handle, feel or operate objects, tools or controls and reach with hands and arms.
- The employee must be able to occasionally lift and/or move up to 25 pounds.
- The noise level in the work environment is usually moderately quiet.

The duties above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Acknowledgement

I have carefully read and understand the contents of this job description. I understand the responsibilities, requirements and duties expected of me. I understand that this is not necessarily an exhaustive list of responsibilities, skills, duties, requirements, efforts, or working conditions associated with the job. While this list is intended to be an accurate reflection of the current job, the City of Windsor Heights reserves the right to revise the functions and duties of the job or to require that additional or different tasks be performed as directed by the City of Windsor Heights. I understand that I may be required to work overtime, different shifts or hours outside the normally defined workday or workweek. I also understand that this job description does not constitute a contract of employment nor alter my status as an at-will employee. I have the right to terminate my employment at any time and for any reason, and the city of Windsor Heights has a similar right.

Employee: _____ Date: _____

City Administrator: _____ Date: _____

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5/27/20

Proposed

City of Windsor Heights

Job Title: Public Safety Director/Police Chief	Classification: Exempt
Department: Public Safety	Selection/Approval: Mayor / Council
Reports To: City Administrator	Revision Date: January 2, 2018; Key Elements Consulting 4/2020
Approved by: Mark Arentsen	Council Review & Approval:

Summary Description:

Under general direction, plans, develops, implements, and coordinates the ongoing activities of the Public Safety Department. The Public Safety Director/Police Chief is responsible for the operation of the Police Department, Fire Department, and Emergency Medical Service.

Essential Duties & Responsibilities:

- Assumes full management responsibility for all Public Safety Department services and activities; manages the development and implementation of departmental goals, objectives, and priorities for each assigned service area; recommends and administers policies and procedures. Assists in developing and modifying services and procedures to meet legal, regulatory, institutional and community needs.
- Plans, implements, supervises, coordinates, monitors, directs and evaluates the specific functions and services of the Public Safety Department, including operating policies, procedures, methods and personnel staffing and management.
- Ensures all local, State and Federal laws and ordinances are properly enforced.
- Develops annual department budgets for operations and equipment. Also assists in developing long-range capital budgets for various public safety programs. Monitors the departmental budgets throughout the fiscal year and oversees the purchase and maintenance of equipment, vehicles, and supplies.
- Establishes, within City policy, appropriate service and staffing levels; monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; allocates resources accordingly.
- Provides staff assistance to the City Administrator and City Council; prepares and presents staff reports and other necessary correspondence; attends City Council and other meetings as required.
- Responds to and resolves difficult and sensitive citizen inquiries and complaints; explains, justifies, and defends department programs, policies, and activities; negotiates and resolves sensitive and controversial issues.
- Participates on a variety of boards, commissions, and committees; serves as the City's representatives to committees and community organizations concerned with improvements in law enforcement, Emergency Medical Services, and fire services, public education, and departmental public relations.
- Attends and participates in professional group meetings; maintains awareness of new trends and developments in the field of law enforcement, crime prevention, emergency medical care,

fire suppression, fire prevention, and related support services; incorporates new developments as appropriate.

- Responds to and may command police and/or fire/EMS emergencies or community disasters.
- Researches, prepares and submits grants which may benefit the City of Windsor Heights as related to public safety, law enforcement, emergency medical services, and fire services.
- Other duties as assigned.

Supervisory Responsibility:

- Leads, inspires, motivates, and guides others toward goals, coaches, mentors, and challenges staff; adapts leadership styles to various situations and models high standards of honesty, integrity, trust, openness, and respect for individuals by applying these values daily.
- Supervisory responsibilities include interviewing and hiring, scheduling, assigning and directing daily work, conducting performance reviews and providing developmental feedback, facilitating conflict resolution and taking corrective action with employees when deemed appropriate based on performance or conduct.

Knowledge, Skills and Abilities:

- Strong verbal and written communication skills with the ability to express ideas and facts to individuals or groups effectively, makes clear and convincing oral presentations, listens to others, and facilitates an open exchange of ideas. Expresses facts and ideas in writing in a succinct and organized manner.
- Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise and maintains credibility with others on technical matters.
- Makes sound and well-informed decisions and perceives the impact and implications of decisions. Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks, and evaluates and chooses the best alternative in order to make a determination, draw conclusions, or solve a problem.
- Encourages and facilitates cooperation, pride, trust, and group identity, fosters commitment and team spirit, and works with others inside and outside of the organization to collaborate and achieve goals.
- Ability to manage and resolve conflicts, confrontations, and disagreements in a positive and constructive manner to minimize negative impact.
- Skill in reacting calmly and effectively in emergency or stressful situations.
- Open to change and new information, adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles, and effectively deals with pressure and ambiguity.
- Ensures that effective internal controls are developed and maintained to ensure the integrity of the organization.

Education, Experience and/or Other Requirements:

In addition to those of an entry level Peace Officer and meeting the minimum requirements of the Iowa Law Enforcement Academy (ILEA):

Required:

- Bachelor's degree in criminal justice, fire science, public administration, political science, or related field.
- Iowa Law Enforcement Academy certification as a peace officer, or ability to attain with the first year of employment.

- Prior supervisory experience of 5 years, 3 of which should be in a command level position in a department of similar or greater complexity and size.
- FEMA Incident Command Certification at IS-100, 200, 700, and 800 within the first ~~two~~ years of employment.
- Obtain Iowa Firefighter I Certification within the first year of employment.
- Knowledge and understanding of Emergency Medical Service operations
- Residence within 30-miles of Windsor Heights' corporate boundary limits.
- Knowledge of the principles community and problem-oriented policing.
- The successful completion of a pre-employment drug screen, physical and background check.
- C.P.R., AED and First Aid certifications or ability to obtain.
- Valid Iowa driver's license.

Preferred:

- Master's degree.
- Experience as a firefighter and/or an Emergency Medical Technician (EMT) and/or a Paramedic.
- Graduate of Federal Bureau of Investigation National Academy (FBI-NA) or similar executive level leadership training.

Tools and Equipment Used:

- Possess the ability to operate: police vehicles, fire apparatus, EMS vehicles, police radio, handgun, shotgun, patrol rifle, Taser, less lethal munitions, and other weapons as required; striking instruments, chemical dispersals, breaching tools, handcuffs, breathalyzers, tint meter, computer hardware and software, AED and first aid equipment, and other duty related equipment as assigned.
- Personal computers, Microsoft Office Suite (Word, Excel, Outlook, PowerPoint), database softwares, social media applications, telephone, copy machine, fax machine, scanners, printers, cameras.
- Cleaning and maintenance chemicals and solutions in accordance with the manufacturer's specifications.

Work Environment/Frequent Physical Demands: The physical demands described herein 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 a qualifying disability to perform the essential functions.

- Operates motor vehicles in carrying out the business of the Department and the City.
- The employee is frequently required to talk, hear, sit, stand, walk, use both hands and fingers simultaneously, handle, operate objects, controls, or equipment, reach with hands and arms, climb or balance, pedal and steer, stoop, kneel, crouch or crawl, and taste or smell.
- Moderate or regular lifting, pushing, pulling or moving objects weighing up to 30-50 pounds; occasionally lifting, pushing, pulling and carrying objects 50-100 pounds or greater may be required.
- Specific vision abilities required by this job include uncorrected vision of not less than 20/100 in both eyes, corrected to 20/20, and color vision consistent with the occupational demands of law enforcement.
- While performing the duties of this job, the employee frequently works in an office environment as well as in outside weather conditions involving prolonged exposure at times to the varying elements and extremes of weather, such as rain, wind, snow, heat or cold, darkness and poor lighting.

- Employees may be exposed to close quarters, dirt / dust, fumes / odors, smoke, moving machinery, visual strain, mechanical and chemical hazards, traffic hazards, electrical and medical hazards, microbiological hazards and unpleasant social situations.
- The employee occasionally works near moving mechanical parts; in high, precarious places; with explosives; is exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals; extreme cold, extreme heat, and vibration.
- The noise level in the work environment is usually low/moderate office noise in addition to occasional moderate/high noise exposure of machinery, equipment and other sources found in the public safety sector.
- Must be able to work anytime of the day, any day of the week, including weekends, holidays and/or overnights, as needed.

Interaction with Other Department/Staff:

This position requires a high degree of information sharing between city administration, public works, police, fire/EMS, City Council, mayor, contractors and other staff. It is of the utmost importance that personal information be kept strictly confidential. This position shall also interact with various members of city staff, elected officials, and members of the public in non-routine capacities such as serving as a department representative on committees, within work groups, or during public forums.

The duties above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Acknowledgement:

I have carefully read and understand the contents of this job description. I understand the responsibilities, requirements and duties expected of me. I understand that this is not necessarily an exhaustive list of responsibilities, skills, duties, requirements, efforts, or working conditions associated with the job. While this list is intended to be an accurate reflection of the current job, the City of Windsor Heights reserves the right to revise the functions and duties of the job or to require that additional or different tasks be performed as directed by the City of Windsor Heights. I understand that I may be required to work overtime, different shifts or hours outside the normally defined workday or workweek. I also understand that this job description does not constitute a contract of employment nor alter my status as an at-will employee. I have the right to terminate my employment at any time and for any reason, and the city of Windsor Heights has a similar right.

Employee: _____ Date: _____

City Administrator: _____ Date: _____

The City of Windsor Heights is an Equal Opportunity Employer.

5/27/20

Proposed

City of Windsor Heights

Job Title: Police Captain	Classification: Exempt
Department: Public Safety	Selection/Approval: Public Safety Director / City Administrator
Reports To: Public Safety Director	Revision Date: Key Elements Consulting 4/2020
Approved by: Mark Arentsen	Council Review & Approval:

Summary Description:

The Police Captain manages and supervises assigned Police Department support functions such as information and records management; program development and evaluation; emergency communications; computer services; departmental budget; contracts; and special projects. Coordinates initiatives and represents the Police Department's interest in activities with external agencies involved in community safety.

Essential Duties & Responsibilities:

- Participates in planning and managing budget systems, prepares and presents budget recommendations to leadership, operates within budget parameters, and adjusts work plans/activities as a result of budget changes.
- Participates in the development and implementation of goals, objectives, policies, priorities, and procedures for assigned programs; recommends and administers policies and procedures.
- Performs the duties of an acting police chief as needed.
- Aids in oversight of and compliance with labor agreements between the City of Windsor Heights and sworn employees.
- Studies crime reports and statistical data for planning purposes and recommends necessary adjustments to personnel assignments to ensure proper response to developing criminal trends or to major criminal or civil incidents.
- Oversees the planning, staffing and equipment requirements for special events.
- Keeps the Police Chief fully and accurately informed concerning various projects in progress, providing details about current or future developing problems and potential prospective solutions.
- Maintains close contact with the public through personal appearances at various public events and through these various activities provides answers to questions about the Police Department's mission, goals and objectives.
- Responds to emergency situations that require the presence of command staff and updates leadership as necessary.
- Remains current on new principles, practices, and new developments in law enforcement by reviewing publications, attending meetings, conferences, workshops, and training sessions.
- Oversees the maintenance of department records in accordance with local, State, and Federal regulations.
- Directs and manages the asset forfeiture process.
- Oversees open records inquiries, FOIA requests, the sale of police reports and arrest record checks, and audio-visual police records to the general public.
- Oversees the security, integrity and functionality of the police evidence facility.
- Reviews contracts, agreements, and collaborations; manages vendors and contractors.

- Other duties as assigned.

Supervisory Responsibility:

- Leads, inspires, motivates, and guides others toward goals, coaches, mentors, and challenges staff; adapts leadership styles to various situations and models high standards of honesty, integrity, trust, openness, and respect for individuals by applying these values daily.
- Supervisory responsibilities include interviewing and hiring, scheduling, assigning and directing daily work, conducting performance reviews and providing developmental feedback, facilitating conflict resolution and taking corrective action with employees when deemed appropriate based on performance or conduct.

Knowledge, Skills, and Abilities:

- Strong verbal and written communication skills with the ability to express ideas and facts to individuals or groups effectively, makes clear and convincing oral presentations, listens to others, and facilitates an open exchange of ideas. Expresses facts and ideas in writing in a succinct and organized manner.
- Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise and maintains credibility with others on technical matters.
- Makes sound and well-informed decisions and perceives the impact and implications of decisions. Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks, and evaluates and chooses the best alternative in order to make a determination, draw conclusions, or solve a problem.
- Encourages and facilitates cooperation, pride, trust, and group identity, fosters commitment and team spirit, and works with others inside and outside of the organization to collaborate and achieve goals.
- Ability to manage and resolve conflicts, confrontations, and disagreements in a positive and constructive manner to minimize negative impact.
- Skill in reacting calmly and effectively in emergency or stressful situations.
- Ability to work independently while being responsible for planning, coordinating, organizing and participating in the public works activities of the City in an effective and efficient manner; ability to plan and administer a comprehensive public works program.
- Open to change and new information, adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles, and effectively deals with pressure and ambiguity.
- Ensures that effective internal controls are developed and maintained to ensure the integrity of the organization.

Education, Experience and/or Other Requirements:

In addition to those of an entry level Peace Officer and meeting the minimum requirements of the Iowa Law Enforcement Academy (ILEA):

Required:

- Five years of satisfactory service at the rank of Police Lieutenant with the Windsor Heights Police Department or in a similarly positioned appointment within a law enforcement agency of similar complexity and of equal or greater size. A combination of education and experience may be substituted for the requirements contained herein at the discretion of the Chief of Police.
- Iowa Police Officer's Law Enforcement Academy Certification certification as a peace officer, or ability to attain certification within 6 months the first year of employment.
- Residence within 30-miles of Windsor Heights' corporate boundary limits.
- Knowledge of criminal and civil court procedures and practices.

- The successful completion of a pre-employment drug screen, physical and background check.
- C.P.R., AED and First Aid certifications or ability to obtain.
- Valid Iowa Drivers' License.

Preferred:

- Bachelor's degree in criminal justice, fire science, public administration, political science, or related field.
- Successful completion of a specialized command level leadership course.
- Advanced investigator certification.
- Extensive knowledge of the city's geography and business community.

Tools and Equipment Used:

- Possess the ability to operate: police vehicles, police radio, handgun, shotgun, patrol rifle, Taser, less lethal munitions, and other weapons as required; striking instruments, chemical dispersals, breaching tools, handcuffs, breathalyzers, tint meter, computer hardware and software, AED and first aid equipment, and other duty related equipment as assigned.
- Personal computers, Microsoft Office Suite (Word, Excel, Outlook, PowerPoint), database software, social media applications, telephone, copy machine, fax machine, scanners, printers, cameras.
- Cleaning and maintenance chemicals and solutions in accordance with the manufacturer's specifications.

Work Environment/Frequent Physical Demands:

The physical demands of the duties described herein and the work environment characteristics 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.

- Operates motor vehicles in carrying out the business of the Department and the City.
- The employee is frequently required to talk, hear, sit, stand, walk, use both hands and fingers simultaneously, handle, operate objects, controls, or equipment, reach with hands and arms, climb or balance, pedal and steer, stoop, kneel, crouch or crawl, and taste or smell.
- Moderate or regular lifting, pushing, pulling or moving objects weighing up to 30-50 pounds; occasionally lifting, pushing, pulling and carrying objects 50-100 pounds or greater may be required.
- Specific vision abilities required by this job include uncorrected vision of not less than 20/100 in both eyes, corrected to 20/20, and color vision consistent with the occupational demands of law enforcement.
- While performing the duties of this job, the employee frequently works in an office environment as well as in outside weather conditions involving prolonged exposure at times to the varying elements and extremes of weather, such as rain, wind, snow, heat or cold, darkness and poor lighting.
- Employees may be exposed to close quarters, dirt / dust, fumes / odors, moving machinery, visual strain, mechanical and chemical hazards, traffic hazards, electrical and medical hazards, microbiological hazards and unpleasant social situations.
- The employee occasionally works near moving mechanical parts; in high, precarious places; with explosives; is exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals; extreme cold, extreme heat, and vibration.

- The noise level in the work environment is usually low/moderate office noise in addition to occasional moderate/high noise exposure of machinery, equipment and other sources found in the public safety sector.
- Must be able to work anytime of the day, any day of the week, including weekends, holidays and/or overnights, as needed.

Interaction with Other Department/Staff:

This position requires a high degree of information sharing between city administration, public works, police, fire/EMS, City Council, mayor, contractors and other staff. It is of the utmost importance that personal information be kept strictly confidential. This position shall also interact with various members of city staff, elected officials, and members of the public in non-routine capacities such as serving as a department representative on committees, within work groups, or during public forums.

The duties above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Acknowledgement:

I have carefully read and understand the contents of this job description. I understand the responsibilities, requirements and duties expected of me. I understand that this is not necessarily an exhaustive list of responsibilities, skills, duties, requirements, efforts or working conditions associated with the job. While this list is intended to be an accurate reflection of the current job, the City of Windsor Heights reserves the right to revise the functions and duties of the job or to require that additional or different tasks be performed as directed by the City of Windsor Heights. I understand that I may be required to work overtime, different shifts or hours outside the normally defined workday or workweek. I also understand that this job description does not constitute a contract of employment nor alter my status as an at-will employee. I have the right to terminate my employment at any time and for any reason, and the City of Windsor Heights has a similar right.

Employee's Signature

Date

Police Chief

Date

City Administrator

Date

The City of Windsor Heights is an Equal Opportunity Employer.

5/27/20

Proposed

City of Windsor Heights

Job Title: Public Works Director	Classification: Exempt
Department: Public Works	Selection/Approval: City Administrator / Council
Reports To: City Administrator	Revision Date: Key Elements Consulting 4/2020
Approved by: Mark Arentsen	Council Review & Approval:

Summary Description:

The Public Works Director is responsible for the general maintenance, cleanliness, and efficient operation and performance of the City's infrastructure including, but not limited to: streets, parks, trails, City trees, buildings, sanitary and storm sewer distribution/collection systems, sidewalks, street signals, signage, fleet vehicles, and all other public lands and buildings.

Essential Duties & Responsibilities:

- Directs the development and implementation of strategic and long-range plans for Public Works in alignment with the City's long-term plans.
- Prepares and submits the annual department budget, including the Capital Improvement Plan and Equipment Revolving Plan in accord with the current procedures and monitors expenditures and revenues throughout the year.
- Is the main point of contact for the Public Works Department. Ensures a response to citizen complaints, taking remedial action in a timely manner and escalating to appropriate levels as needed.
- Solicits quotes and purchases commodities and services in accord with the current City purchasing policy.
- Performs right-of-way (ROW) permitting review and management. Works with telecom companies on system upgrades.
- Serves as liaison between the City and various regional, state and federal agencies including the Metropolitan Planning Organization, Des Moines Wastewater Reclamation Authority, Central Iowa Regional Drinking Water Commission, Des Moines Water Works, Iowa Department of Natural Resources, Metro Waste Authority and the Federal Environmental Protection Agency.
- Serves as the main point of contact at the City for all regional franchise utilities.
- Oversees the operation of the Community Center including tracking revenues and expenses, occupancy/vacancy rates, and operation and maintenance of the Facility.
- Works with City and County Emergency Management and responds to all critical incidents and hazardous events in accord with the City and County all hazards plan / emergency operation plan.
- Ensures the City meets State EPA and DNR guidelines and provides for emergency maintenance needs outside of normal business hours.
- Collaborates with consultant engineering firms on professional engineering work in the design, construction and project management of streets, sidewalks, distribution/collection systems, drainage structures, park or recreational facilities and other public works; provide comments on engineering drawings, plat maps, topographic materials and specifications.

- Assist private contractors in regard to problems encountered when undertaking specific public works projects previously authorized; attend pre-construction meetings and observe work in progress and upon completion for adherence to the contract, standards and general objectives
- Enforce the City Code and policies related to the Public Works department.
- Develop public relations and information dissemination programs to promote the department programs, goals and objectives and explain the department programs.
- Oversee and maintain systematic, complete and accurate departmental records and prepare reports as needed.
- Serves as the IDNR MS-4 Permit Administrator and Floodplain Management Administrator.
- Oversee all contracts / agreements regarding sanitary waste, recycling, drinking water, sanitary sewer, storm water and all public buildings and grounds.
- Researches, prepares and submits grants which may benefit the City of Windsor Heights as related to Parks, stormwater management, sanitary sewers, traffic, streets, accessibility, and any other public works related areas.
- Other duties as assigned.

Supervisory Responsibility:

- Leads, inspires, motivates, and guides others toward goals, coaches, mentors, and challenges staff; adapts leadership styles to various situations and models high standards of honesty, integrity, trust, openness, and respect for individuals by applying these values daily.
- Supervisory responsibilities include interviewing and hiring, scheduling, assigning and directing daily work, conducting performance reviews and providing developmental feedback, facilitating conflict resolution and taking corrective action with employees when deemed appropriate based on performance or conduct.

Knowledge, Skills and Abilities:

- Strong verbal and written communication skills with the ability to express ideas and facts to individuals or groups effectively, makes clear and convincing oral presentations, listens to others, and facilitates an open exchange of ideas. Expresses facts and ideas in writing in a succinct and organized manner.
- Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise in public works, municipal budgeting and maintains credibility with others on technical matters.
- Makes sound and well-informed decisions and perceives the impact and implications of decisions. Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks, and evaluates and chooses the best alternative in order to make a determination, draw conclusions, or solve a problem.
- Ability to use logic or science to solve problems with several abstract and concrete variables; ability to perform arithmetic, algebraic and geometric calculations, fractions, decimals and percentages.
- Ability to manage and resolve conflicts, confrontations, and disagreements in a positive and constructive manner.
- Ensures that effective internal controls are developed and maintained to ensure the integrity of the organization.
- Knowledge of basic emergency management practices including National Incident Management (NIMS).

- Knowledge of safety procedures, equipment and materials for programs such as lock out/tag out; underground excavations; OSHA and state certification programs.
- Ability to work independently while being responsible for planning, coordinating, organizing and participating in the public works activities of the City in an effective and efficient manner; ability to plan and administer a comprehensive public works program.
- Maintains knowledge of applicable new local, state and federal laws, mandates and regulations, policies and procedures and contemporary public works trends and initiatives.

Education, Experience and/or Other Requirements:

Required:

- Bachelor's Degree in Civil Engineering, Construction Engineering, Public Administration. Relevant college coursework and / or municipal experience may be substituted for the requirements contained herein at the discretion of the City Administrator.
- Minimum 5 years of progressively responsible public works experience including in a lead or supervisor role.
- Comprehensive knowledge of current principles and practices of public work operations and municipal budgetary principles/practices.
- Proficiency with Microsoft Office Suite (Word, Excel, Outlook, PowerPoint).
- Successful completion of a: DOT physical, background check and drug screen.
- A valid Iowa driver's license with a Class B Endorsement.
- Must be available for on-call duties and emergency call-outs as needed.

Preferred:

- Master's Degree in Civil Engineering, Construction Engineering, Public Administration or related field.
- Waste Collection System Operator Grade I or higher.
- C.P.R., AED and First Aid certifications.

Tools and Equipment Used:

- Personal computers, database softwares, social media applications, telephone, copy machine, fax machine, scanners, printers, cameras.
- Heavy road, excavation and construction equipment, including but not limited to back hoe, dump truck, snow plow equipment, tractors and various attachments, front loader, etc.
- Hand and power tools commonly associated with public works tasks and maintenance of public works equipment.
- Cleaning and maintenance chemicals and solutions in accord with manufacturer's specifications.

Work Environment/Frequent Physical Demands: The physical demands described herein 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 a qualifying disability to perform the essential functions.

- The noise level in the work environment is occasional low/moderate office noise in addition to frequent moderate / high noise exposure of public works maintenance machinery and equipment.
- Frequently sit, stand, walk, bend, grasp, push, pull, squat, twist and kneel.
- Use hands frequently to finger, handle, or feel objects, tools or controls.

- Frequent use of physical strength requiring the moving, lifting, pushing, carrying and pulling of objects weighing up to 30 pounds.
- Reach with hands and arms, and occasionally lift, push, and carry or pull moderately heavy objects (30-50 pounds).
- Occasionally crawling and occasional lifting, pushing, pulling and carrying objects (50 pounds or greater) may be required. Individuals will be expected to lift items in this range with the assistance of a machine or other able individual.
- Specific vision abilities required by this job include close vision and the ability to adjust focus with clarity of vision of 20' or more and 20" or less, as well as proficient hand / eye coordination.
- Outside work involves regular and prolonged exposure at times to the varying elements of the weather, such as rain, wind snow, heat or cold.
- Employees may be exposed to darkness, close quarters, poor lighting, dirt / dust, fumes / odors, moving machinery, visual strain, mechanical and chemical hazards, traffic hazards, microbiological hazards and unpleasant social situations.
- Position may require a significant work pace pressure and irregular work in addition to performing during emergency management and critical incident situations.
- Serve in an 'on call' capacity on a rotating basis with other Public Works staff to respond to after-hours calls for the Community Center.

Interaction with Other Department/Staff:

The position is frequently required to verbally communicate and interact with public, citizen customers, vendors, staff and elected officials using active listening skills. The position requires the ability to establish and maintain positive working relationships with City staff, elected officials, public, press and contracted vendors. The position requires a high degree of information sharing between city administration, public works, police, fire/EMS, City Council, contractors and other staff. It is of the utmost importance that any personal information be kept strictly confidential.

The duties above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

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Employee: _____ Date: _____

City Administrator: _____ Date: _____

The City of Windsor Heights is an Equal Opportunity Employer.

6/5/20

Proposed

City of Windsor Heights

Job Title: Public Works Supervisor	Classification: Exempt
Department: Public Works	Selection/Approval: Public Works Director / City Administrator
Reports To: Public Works Director	Revision Date: Key Elements Consulting 4/2020
Approved by: Mark Arentsen	Council Review & Approval:

Summary Description:

The Public Works Supervisor assists with the supervision, coordination, evaluation and performance of the general maintenance, cleanliness, and efficient operation and performance of the City's infrastructure including, but not limited to: streets, parks, trails, buildings, sanitary sewer, storm drainage, distribution/collection systems, sidewalks, street signals, signage, fleet vehicles, and all other public lands and buildings.

Essential Duties & Responsibilities:

- This is a working supervisory role and may perform manual labor including the operation of a variety of pieces of light, medium or heavy equipment while assisting in the completion of departmental duties.
- Assists with the development and implementation of strategic and long-range plans for Public Works in alignment with the City's long-term plans.
- Assists the Director in the preparation of the annual department budget, including the Capital Improvement Plan and Equipment Revolving Plan in accord with the current procedures and monitor expenditures and revenues throughout the year.
- Performs the duties of the Public Works Director as needed.
- Enforce the City Code and policies related to the Public Works department.
- ~~Assists the Director with responding to questions and complaints from the public; inspect problem areas to determine the nature of work required including manpower, equipment and materials needed; investigate causes and take corrective action as appropriate; maintain records of resolution.~~
- Assists the Director with submitting required reports including monthly activity reports, staff updates, newsletter articles, budget reviews and monthly expenditures.
- Assists with conducting safety education training for the department and assists or coordinates such activity for other departments.
- Assist contractors in regard to problems encountered when undertaking specific public works projects previously authorized; attend pre-construction meetings and observe work in progress and upon completion for adherence to the contract, standards and general objectives.
- Inspects, maintains, cleans and repairs storm sewers and catch-basins as needed.
- Provide comments on engineering drawings, plat maps, topographic materials and specifications.
- Ensures a response to citizen complaints, taking remedial action in a timely manner and escalating to appropriate levels as needed.
- Oversees, performs, and maintains files for One Call utility locates.
- Assists other City departments as needed and directed.

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- Assists the Director with planning and organizing the operation of all public works within the City; includes supervising maintenance, construction, operation and comprehensive planning for the sewage collections system, City street system, storm water collection system and City owned facilities.
- Inspect sidewalks to ensure Code compliance; maintain city sidewalks as required.
- Inspect all city signs, paint crosswalks and parking markings.
- Other duties as assigned.

Supervisory Responsibility:

- Leads, inspires, motivates, and guides others toward goals, coaches, mentors, and challenges staff; adapts leadership styles to various situations and models high standards of honesty, integrity, trust, openness, and respect for individuals by applying these values daily.
- Supervisory responsibilities include interviewing and hiring, scheduling, assigning and directing daily work, conducting performance reviews and providing developmental feedback, facilitating conflict resolution and taking corrective action with employees when deemed appropriate based on performance or conduct.

Knowledge, Skills and Abilities:

- Solid verbal and written communication skills with the ability to express ideas and facts to individuals or groups effectively, makes clear and convincing oral presentations, listens to others, and facilitates an open exchange of ideas. Expresses facts and ideas in writing in a succinct and organized manner.
- Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise and maintains credibility with others on technical matters.
- Makes sound and well-informed decisions and perceives the impact and implications of decisions. Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks, and evaluates and chooses the best alternative in order to make a determination, draw conclusions, or solve a problem.
- Ability to use logic or science to solve problems with several abstract and concrete variables; ability to perform arithmetic, algebraic and geometric calculations, fractions, decimals and percentages.
- Ability to manage and resolve conflicts, confrontations, and disagreements in a positive and constructive manner.
- Ensures that effective internal controls are developed and maintained to ensure the integrity of the organization.
- Ability to work independently while being responsible for planning, coordinating, organizing and participating in the public works activities of the City in an effective and efficient manner; ability to plan and administer a comprehensive public works program.
- Knowledge of safety procedures, equipment and materials for programs such as lock out/tag out; underground excavations; OSHA and state certification programs.
- Maintains knowledge on applicable new local, state and federal laws, mandates and regulations, policies and procedures and contemporary public works trends and initiatives.
- Knowledge of parks, grounds, and facilities operation and maintenance.

Education, Experience and/or Other Requirements:

Required:

- High School Diploma or equivalent.

- Minimum 2 years of progressively responsible public works related experience.
- Proficiency with Microsoft Office Suite (Word, Excel, Outlook, PowerPoint).
- Successful completion of a: DOT physical, background check and drug screening.
- A valid Iowa driver's license with a Class B Endorsement.
- Must be available for on-call duties and emergency call-outs as needed.

Preferred:

- Associate's Degree or applicable certificate.
- Waste Collection System Operator Grade I or higher.
- C.P.R., AED and First Aid certifications.

Tools and Equipment Used:

- Personal computers, database software, social media applications, telephone, copy machine, fax machine, scanners, printers, cameras.
- Heavy road, excavation and construction equipment, including but not limited to back hoe, dump truck, snow plow equipment, tractors and various attachments, front loader, etc.
- Hand and power tools commonly associated with public works tasks and maintenance of public works equipment.
- Cleaning and maintenance chemicals and solutions in accord with manufacturer's specifications.

Work Environment/Frequent Physical Demands: The physical demands described herein 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 a qualifying disability to perform the essential functions:

- The noise level in the work environment is occasional low/moderate office noise in addition to frequent moderate / high noise exposure of public works maintenance machinery and equipment.
- Frequently sit, stand, walk, bend, grasp, push, pull, squat, twist and kneel.
- Use hands frequently to finger, handle, or feel objects, tools or controls.
- Frequent use of physical strength requiring the moving, lifting, pushing, carrying and pulling of objects weighing up to 30 pounds.
- Reach with hands and arms, and occasionally lift, push, and carry or pull moderately heavy objects (30-50 pounds).
- Occasionally crawling and occasional lifting, pushing, pulling and carrying objects (50 pounds or greater) may be required. Individuals will be expected to lift items in this range with the assistance of a machine or other able individual.
- Specific vision abilities required by this job include close vision and the ability to adjust focus with clarity of vision of 20' or more and 20" or less, as well as proficient hand / eye coordination.
- Outside work involves regular and prolonged exposure at times to the varying elements of the weather, such as rain, wind snow, heat or cold.
- Employees may be exposed to darkness, close quarters, poor lighting, dirt / dust, fumes / odors, moving machinery, visual strain, mechanical and chemical hazards, traffic hazards, microbiological hazards and unpleasant social situations.
- Position may require a significant work pace pressure and irregular work hours in addition to performing during emergency management and critical incident situations.
- Serve in an 'on call' capacity on a rotating basis with other Public Works staff to respond to after-hours calls for the Community Center.

Interaction with Other Department/Staff:

The position is frequently required to verbally communicate and interact with public, citizen customers, vendors, staff and elected officials using active listening skills. The position requires the ability to establish and maintain positive working relationships with City staff, elected officials, public, press and contracted vendors. The position requires a high degree of information sharing between city administration, public works, police, fire/EMS, City Council, contractors and other staff. It is of the utmost importance that any personal information be kept strictly confidential.

The duties above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Acknowledgement:

I have carefully read and understand the contents of this job description. I understand the responsibilities, requirements and duties expected of me. I understand that this is not necessarily an exhaustive list of responsibilities, skills, duties, requirements, efforts, or working conditions associated with the job. While this list is intended to be an accurate reflection of the current job, the City of Windsor Heights reserves the right to revise the functions and duties of the job or to require that additional or different tasks be performed as directed by the City of Windsor Heights. I understand that I may be required to work overtime, different shifts or hours outside the normally defined workday or workweek. I also understand that this job description does not constitute a contract of employment nor alter my status as an at-will employee. I have the right to terminate my employment at any time and for any reason, and the city of Windsor Heights has a similar right.

Employee: _____ Date: _____

City Administrator: _____ Date: _____

The City of Windsor Heights is an Equal Opportunity Employer.

6/5/20

Proposed

City of Windsor Heights

Job Title: Finance Director	Classification: Exempt
Department: Finance & Administration	Selection/Approval: City Administrator
Reports To: City Administrator	Revision Date: 6/3/2020
Approved by: Mark Arentsen	Council Review & Approval:

Summary Description:

The Finance Director is responsible for the coordination, oversight, and practical application of all City fiscal activities including budget planning, research and execution, treasury management, general accounting, revenue collection, purchasing, risk management, and other related financial matters. The role is responsible for ensuring all accounting functions, including the deposit of City funds, are carried out in accord with generally accepted accounting practices, City Code and Iowa State Statutes.

Essential Duties & Responsibilities:

- Directs budget coordination activities and supervises the preparation of the City Administrator's Budget for City Council consideration including the development of department/division business plans, revenue and expense forecasting, payroll projections, debt forecasting in accordance with GAAP and GASB principles; completes the State budget report. Responsible for filing City budget with County Auditor's Office.
- Performs required general accounting functions including: accounts payable; accounts receivable; general ledger/bank account reconciliations; requisite budget amendment processes; collects, receipts and deposit monies; and completes associated periodic reporting duties.
- Oversees and coordinates bond issuance for capital projects including the management of presentations to bond rating agencies. Serves as Bond post-issuance compliance officer and ongoing disclosure representative.
- Maintains a file on all bond issues including the resolution setting the public hearing, resolution authorizing further action on issue, public hearing, resolution setting bid procedures, resolution making award, Preliminary Official Statement (POS), disclosure statements, Official Statement, Issue Book, and amortization schedule, etc.
- Directs the coordination of the annual financial audit and preparation of financial reports.
- Provides revenues and expenditures year-to-date on budget / actual reports to department heads and the City Administrator.
- Monitors City debt and makes payments in accord with due dates.
- Oversees and maintains the financial reports of any grants received by the City.
- Prepares quarterly investment reports for the Council and City Administrator.
- Prepares and files all required State Sales Tax reports.
- Processes all functions of payroll including: processing of bi-weekly payroll, timely submittal of payroll taxes, update leave records and associated periodic reports to ensure compliance with state and Federal requirements. Process year-end reports including W2s and publication of salaries.
- Administers Police Pension Fund and all required reports, filings and monthly payments.

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- Oversees the City's health, liability, property and worker's compensation insurance programs. All other Human Resources duties are handled by the City Clerk and/or the City Administrator.
- Develops and implements City segregation of duties activities.
- Prepares the annual financial report of City and Utility operations and funds in the manner prescribed by Iowa law, or City ordinance, complete the Street Finance Report, the IMWCA payroll audit reports, the ICAP renewal audit reports, and all monthly IPERS, 941, IA Withholdings, Workforce, Aflac, retirement, and Police Pension reports/filings.
- Develops, recommends and implements policies and procedures to enhance the effectiveness and efficiency of department operations.
- Monitors contracts for compliance with all provisions contained therein.
- Enforces the City Code and all policies.
- Answers phone calls and assists the public with questions, comments and concerns. Ensures a response to citizen complaints, taking remedial action in a timely manner and escalating to the appropriate level as needed.
- Attends seminars, professional /district meetings, and workshops related to City finances and budgeting, and responsibilities to keep apprised of developments or changes in municipal government and local, state, and federal law.
- In conjunction with the City Clerk, administers Tax Increment Financing (TIF) and Urban Revitalization programs.
- Assists with maintaining current Accounting computer systems including, but not limited to, backing up files regularly, administering preventive maintenance techniques, keeping inventory of needed supplies and staying up-to-date with new software releases and upgrades.
- Performs the duties of the City Clerk on an as needed basis.
- Be available for off-hour responsibilities, as necessary.
- Other duties as assigned.

Supervisory Responsibility:

This position does not have direct supervisory responsibilities.

Knowledge, Skills and Abilities:

- Strong verbal and written communication skills with the ability to express ideas and facts to individuals or groups effectively, makes clear and convincing oral presentations, listens to others, and facilitates an open exchange of ideas. Expresses facts and ideas in writing in a succinct and organized manner.
- Ability to analyze accounting and financial data, prepare reports and maintain accurate records.
- Knowledge of Generally Accepted Accounting Principles (GAAP) and Government Accounting Standards Board (GASB) standards.
- Strong analytical and critical thinking skills including the ability to conduct complex quantitative and qualitative analyses.
- Ability to maintain a professional demeanor, to calmly approach and solve problems under stressful circumstances, maintain and promote harmony in the workplace, and concentrate for long periods of time.
- Ability to work independently while also constructively contributing in a team environment.
- Flexible and able to multitask on a daily basis, including assisting with telephone and walk-in customer interruptions, and adapting to changing priorities while simultaneously meeting established deadlines.
- Strong interpersonal and relationship-building skills; utilizes customer centric approach to engaging stakeholders.

- Ability to understand, interpret, explain, and apply all city, state and federal laws regulating City financial accounting, reporting and record keeping.

Education, Experience and/or Other Requirements:

Required:

- Associates Degree in Accounting, Business, Finance or related field. Relevant college coursework and / or municipal experience may be substituted for the requirements contained herein at the discretion of the City Administrator.
- Minimum of 5 years' related experience or a combination of equivalent education, training and experience providing the requisite knowledge, skills and abilities to perform the essential functions of the position.
- Proficiency with Microsoft Office Suite (Word, Excel, Outlook, PowerPoint) and municipal financial software.
- Municipal accounting experience.
- Must be bondable according to State or local Code.
- Achieve status as a Certified Municipal Finance Officer within five (5) years of appointment.
- Notary Public designation.
- A valid driver's license.

Preferred:

- Bachelor's Degree in Accounting, Finance, Business or related field preferred.
- Payroll processing experience.

Tools and Equipment Used:

- Personal computer including database and software management programs, social media, 10-key calculator/adding machine, telephone, copy machine, fax machine, postage meter, trifold machine, first aid and safety equipment.
- Cleaning and maintenance chemicals and solutions in accord with the manufacturer's specifications.

Work Environment/Frequent Physical Demands: The physical demands described herein 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 a qualifying disability to perform the essential functions.

- The noise level in the work environment is low/moderate office noise in addition to occasional noise exposure of streets, parks and public works machinery and equipment.
- Frequently sit, stand, walk, bend, grasp, push, pull, squat, twist and kneel.
- Use hands frequently to finger, handle, or feel objects, tools or controls.
- Frequent reaching with hands and arms, regularly moving, lift, push, and carry or pull items up to 20 pounds and occasionally with moderately heavy objects (30-50 pounds).
- Occasionally crawling and lifting, pushing, pulling and carrying objects (50 pounds or greater) may be required. Individual will be expected to lift items in this range with the assistance of a machine or other able individual.
- Specific vision abilities required by this job include close vision and the ability to adjust focus with clarity of vision of 20' or more and 20" or less, as well as proficient hand / eye coordination.

Interaction with Other Department/Staff:

The employee is frequently required to verbally communicate and interact with public, citizen customers, vendors, staff and elected officials using active listening skills. The position requires the ability to establish and maintain positive working relationships with City staff, elected officials, public, press and contracted vendors. The position requires a high degree of information sharing between city administration, public works, police, fire/EMS, City Council, contractors and other staff. It is of the utmost importance that any personal information be kept strictly confidential.

The duties above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Acknowledgement:

I have carefully read and understand the contents of this job description. I understand the responsibilities, requirements and duties expected of me. I understand that this is not necessarily an exhaustive list of responsibilities, skills, duties, requirements, efforts, or working conditions associated with the job. While this list is intended to be an accurate reflection of the current job, the City of Windsor Heights reserves the right to revise the functions and duties of the job or to require that additional or different tasks be performed as directed by the City of Windsor Heights. I understand that I may be required to work overtime, different shifts or hours outside the normally defined workday or workweek. I also understand that this job description does not constitute a contract of employment nor alter my status as an at-will employee. I have the right to terminate my employment at any time and for any reason, and the city of Windsor Heights has a similar right.

Employee: _____ Date: _____

City Administrator: _____ Date: _____

The City of Windsor Heights is an Equal Opportunity Employer.

5/17/20

Proposed

City of Windsor Heights

Job Title: City Clerk	Classification: Exempt
Department: Administration	Selection/Approval: City Administrator / Council
Reports To: City Administrator	Revision Date: Mark Arentsen 8/2019; Key Elements Consulting 4/2020
Approved by: Mark Arentsen	Council Review & Approval:

Summary Description:

The City Clerk is responsible for preparation and filing of all City Council agendas, agenda packets, resolutions and ordinances, providing requisite public notifications, taking meeting minutes and fulfilling all of the City Clerk statutorily required functions as set out in the Iowa Code.

Essential Duties & Responsibilities:

- Assists in the preparation for and attendance of regular and special City Council meetings; oversees or performs an accurate recording of the proceedings, preparation of the minutes, ordinances, resolutions and other records of City Council action with proper legislative terminology, recording, indexing and filing the same for the public record; in cooperation with the City Administrator, assures staff support for the City's auxiliary boards and commissions.
- Ensures that legal requirements are met regarding public notices, publications and posting of City business, including authenticating and signing City records, measures and actions including the time and manner of publication in the manner prescribed by law.
- Participates in segregation of duties functions as agreed to in consultation with the City Administrator and Finance Director.
- Performs election duties as specified in the Code of Iowa. Administers oaths of office to City Officers as required by local or state statute.
- Assists in the preparation of the departmental budget; in cooperation with the City Administrator and Department Heads.
- Assists with the annual audit and works directly with the auditing firm conducting the annual audit for the City.
- In conjunction with the Finance Director, administers Tax Increment Financing (TIF) and Urban Revitalization programs.
- Assists with maintaining current computer systems including, but not limited to, backing up files regularly, administering preventive maintenance techniques, keeping inventory of needed supplies and staying up-to-date with new software releases and upgrades.
- Assists the City Administrator in the preparation and maintenance of the Employee Handbook.
- Serves as custodian of official City records and public documents; keeps filing system updated and helps file materials efficiently so that files can be retrieved with minimal effort; performs certification and recording for the City as required on legal documents and other records requiring such certification; seals and attests by signature to ordinances, resolutions, and contracts, easements, deeds, bonds, or other documents requiring City certification; catalogs and files all City records; performs many duties involving confidential data; assures issuance and maintenance of records of various permits and licenses as approved by the City Council or other

- governing entity; and maintains for public use copies of all ordinances and codes and assists citizens, co-workers and others by providing background information as appropriate.
- Tracks all building and trades permits and reports building permit information to Polk County and other agencies requesting building permit information.
 - Responsible for all food truck licensing activities.
 - Prepares and maintains records of Planning and Zoning Commission and Board of Adjustment meetings including agendas and minutes, resolutions and other meeting related activities.
 - Receives bids for municipal construction contracts and may assist with bid openings.
 - **Assure that the following staff-related actions are accurately completed; all HR requirements including: onboarding and off-boarding tasks, benefits administration, maintains employee files and handles Human Resource questions and needs.**
 - Monitors contracts for compliance with all provisions contained therein.
 - Provides assistance with the oversight of the City's health, liability, property and workers' compensation insurance programs.
 - Maintains a file on all bond issues including the resolution setting the public hearing, resolution authorizing further action on issue, public hearing, resolution setting bid procedures, resolution making award, Preliminary Official Statement (POS), disclosure statements, Official Statement, Issue Book, and amortization schedule, etc.
 - Enforces the City Code and all policies.
 - Answers phone calls and assists the public with questions, comments and concerns. Ensures a response to citizen complaints, taking remedial action in a timely manner and escalating to the appropriate level as needed.
 - Coordinates the management of City capital projects in conjunction with the City Administrator and Department Heads, including assisting with the preparation of contracts, proceedings, and associated communications, maintains a file on all projects with outstanding balances, files, etc.
 - Attends seminars, professional /district meetings, and workshops related to City finances and budgeting, and responsibilities to keep apprised of developments or changes in municipal government and local, state, and federal law.
 - Performs the duties of the Finance Director on an as needed basis.
 - **Be available for off-hour responsibilities as necessary.**
 - Other duties as assigned.

Supervisory Responsibility:

This position does not have direct supervisory responsibilities.

Knowledge, Skills and Abilities:

- Ability to analyze accounting and financial data, prepare reports and maintain accurate records.
- Strong analytical and critical thinking skills including the ability to conduct complex quantitative and qualitative analyses.
- Excellent written and verbal communication skills.
- Ability to maintain a professional demeanor, to calmly approach and solve problems under stressful circumstances, maintain and promote harmony in the workplace, and concentrate for long periods of time.
- Ability to work independently while also constructively contributing in a team environment.
- Flexible and able to multitask on a daily basis, including assisting with telephone and walk-in customer interruptions, and adapting to changing priorities while simultaneously meeting established deadlines.

- Strong interpersonal and relationship-building skills; utilizes customer centric approach to engaging stakeholders.
- Ability to understand, interpret, explain, and apply all city, state and federal laws regulating City financial accounting, reporting and record keeping.
- Ability to develop policies, plans and procedures.
- Knowledge of Generally Accepted Accounting Principles (GAAP) and Government Accounting Standards Board (GASB) standards.
- Manages group processes, encourages and facilitates cooperation, pride, trust, and group identity, fosters commitment and team spirit, and works with others inside and outside of the organization to collaborate and achieve goals.
- Effective problem solving skills and strong organizational skills.

Education, Experience and/or Other Requirements:

Required:

- Associates Degree in Accounting, Finance, Business or related field. Relevant college coursework and / or municipal experience may be substituted for the requirements contained herein at the discretion of the City Administrator.
- Minimum 5 years' related experience in municipal government.
- Proficiency with Microsoft Office Suite (Word, Excel, Outlook, PowerPoint) and municipal financial software.
- Must be bondable according to State or local Code.
- Achieve status as a **Certified Municipal Clerk** within three (3) years of appointment.
- **Notary Public designation.**

Preferred:

- Bachelor's Degree in Accounting, Finance, Business or related field.
- Certified Municipal Clerk.

Tools and Equipment Used:

- Personal computer including database and software management programs, social media, 10-key calculator/adding machine, telephone, copy machine, fax machine, postage meter, trifold machine, first aid and safety equipment.
- Cleaning and maintenance chemicals and solutions in accord with the manufacturer's specifications.

Work Environment/Frequent Physical Demands: The physical demands described herein 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 a qualifying disability to perform the essential functions.

- The noise level in the work environment is low/moderate office noise in addition to occasional noise exposure of streets, parks and public works machinery and equipment.
- Frequently sit, stand, walk, bend, grasp, push, pull, squat, twist and kneel.
- Use hands frequently to finger, handle, or feel objects, tools or controls.
- Frequent reaching with hands and arms, regularly moving, lift, push, and carry or pull items up to 20 pounds and occasionally with moderately heavy objects (30-50 pounds).

- Occasionally crawling and lifting, pushing, pulling and carrying objects (50 pounds or greater) may be required. Individual will be expected to lift items in this range with the assistance of a machine or other able individual.
- Specific vision abilities required by this job include close vision and the ability to adjust focus with clarity of vision of 20' or more and 20" or less, as well as proficient hand / eye coordination.

Interaction with Other Department/Staff:

The position is frequently required to verbally communicate and interact with public, citizen customers, vendors, staff and elected officials using active listening skills. The position requires the ability to establish and maintain positive working relationships with City staff, elected officials, public, press and contracted vendors. The position requires a high degree of information sharing between city administration, public works, police, fire/EMS, City Council, contractors and other staff. It is of the utmost importance that any personal information be kept strictly confidential.

The duties above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Acknowledgement:

I have carefully read and understand the contents of this job description. I understand the responsibilities, requirements and duties expected of me. I understand that this is not necessarily an exhaustive list of responsibilities, skills, duties, requirements, efforts, or working conditions associated with the job. While this list is intended to be an accurate reflection of the current job, the City of Windsor Heights reserves the right to revise the functions and duties of the job or to require that additional or different tasks be performed as directed by the City of Windsor Heights. I understand that I may be required to work overtime, different shifts or hours outside the normally defined workday or workweek. I also understand that this job description does not constitute a contract of employment nor alter my status as an at-will employee. I have the right to terminate my employment at any time and for any reason, and the city of Windsor Heights has a similar right.

Employee: _____ Date: _____

City Administrator: _____ Date: _____

The City of Windsor Heights is an Equal Opportunity Employer.

6/5/20

Proposed

City of Windsor Heights

Job Title: Communications/Recreation Coordinator	Classification: Non-Exempt
Department: Administration	Selection/Approval: Public Works Director / City Administrator
Reports To: Public Works Director	Revision Date: Key Elements Consulting 4/2020
Approved by: Mark Arentsen	Council Review & Approval:

Summary Description:

The Communications/Recreation Coordinator is responsible for maintaining and effectively utilizing the City's website, social media accounts, producing video content, and creating emails including a monthly newsletter to communicate relevant information about the City. The incumbent creates and monitors the overall effectiveness and efficiency of marketing efforts and makes recommendations for improvements. This position is also responsible for booking rentals for the Windsor Heights Community Center and performance pavilion. The employee is expected to perform front desk tasks including handling public walk-in traffic, answering phone calls, accepting, sorting and routing mail and packages and accepting payments for items at the front counter.

Essential Duties & Responsibilities:

- Create and design marketing materials, organizational publications and public information pieces for city events and issues affecting the City and its residents.
- Develops and maintains effective working relationships with media contacts and serves as the primary point of contact for the City. Responds to public information requests or designates elected officials or staff to communicate with the media as necessary.
- Manage and maintain the City's website content, ensure it is kept current, develop user-friendly interfaces, and maintain contact with the website host's firm as needed for technical support.
- Create, manage and implement social media tools to support and communicate City information, activities and messages utilizing style guide for consistent branding.
- Prepare content for print and electronic newsletters including coordinating layout, editing and publication of the print newsletter and distribution of the City's electronic newsletter.
- Plans, promotes, and organizes reservations for the Community Center, parks, pavilions and other City-owned facilities requiring reservations; ensures fees are collected, transmitted and properly reconciled with City financial staff.
- Works with the Chamber of Commerce, Community Events Planners and other stakeholders to provide support where needed on special events; attend Chamber events to cultivate effective relationships.
- Maintains rental records and a rental calendar of all the City facilities available for rent.
- Manages all aspects of the Community Center including oversight of cleanliness and operations.
- Perform front desk responsibilities including: order office supplies, answer phone calls, assist the public with questions, comments and concerns, and other administrative tasks. Ensures a response to citizen complaints, taking remedial action in a timely manner and escalating to the appropriate level as needed.

- Conduct broadcast operations for all City Council meetings.
- May be required to report to work and serve customers during emergency conditions. May be assigned to report to a different location and perform other City duties as directed.
- Be on call and carry the on-call phone on a rotating schedule to respond to any unforeseen or emergency issues at the Community Events Center.
- Other duties as assigned.

Supervisory Responsibility:

This position does not have direct supervisory responsibilities.

Knowledge, Skills and Abilities:

- Strong verbal and written communication skills with the ability to express ideas and facts to individuals or groups effectively, makes clear and convincing oral presentations, listens to others, and facilitates an open exchange of ideas. Expresses facts and ideas in writing in a succinct and organized manner.
- Ability to report, write or edit articles for publication. This includes spelling, grammar, syntax, punctuation, sentence and paragraph construction and the ability to clearly and concisely communicate thoughts and concepts.
- Extensive experience and knowledge of best practices and principles involved in marketing, social media, public relations, email messaging and other relevant communication tools.
- Strong analytical and critical thinking skills; ability to adapt and innovate to find solutions and achieve goals.
- Ability to maintain a professional demeanor, to calmly approach and solve problems under stressful circumstances, maintain and promote harmony in the workplace, and concentrate for long periods of time.
- Flexible and able to multitask on a daily basis, including assisting with telephone and walk-in customer interruptions, and adapting to changing priorities while simultaneously meeting established deadlines.
- Strong interpersonal and relationship-building skills; utilizes customer centric approach to engaging stakeholders.
- Ability to work independently while also constructively contributing in a team environment.
- Manages group processes, encourages and facilitates cooperation, pride, trust, and group identity, fosters commitment and team spirit, and works with others inside and outside of the organization to collaborate and achieve goals.
- Must be bondable according to State and/or local Code.

Education, Experience and/or Other Requirements:

Required:

- Associates Degree in Marketing, Business, Communications, Journalism, Public Administration or related field.
- Minimum 3 years related experience or a combination of equivalent education, training and experience providing the requisite knowledge, skills and abilities to perform the essential functions of the position.
- Proficiency with Microsoft Office Suite (Word, Excel, Outlook, PowerPoint) and design software.
- Must possess a valid driver's license.
- Must be available for on-call duties and emergency call-outs as needed.
-

Preferred:

- Bachelor's Degree in Marketing, Business, Public Administration or related field.
- Photography and videography experience.
- 5 or more years' related work experience.

Tools and Equipment Used:

- Personal computer including database and software management programs, telephone, copy machine, fax machine, postage meter, trifold machine, first aid and safety equipment.
- Social media, website management, and design and related software.
- Cleaning and maintenance chemicals and solutions in accord with the manufacturer's specifications.

Work Environment/Frequent Physical Demands: The physical demands described herein 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 a qualifying disability to perform the essential functions.

- The noise level in the work environment is low/moderate office noise in addition to occasional noise exposure of streets, parks and public works machinery and equipment.
- Frequently sit, stand, walk, bend grasp, push, pull, squat, twist and kneel.
- Use of hands frequently to finger, handle or feel objects, tools or controls.
- Frequent reaching with hands and arms, regularly moving, lift, push, and carry or pull items up to 20 pounds and occasionally with moderately heavy objects (30-50 pounds).
- Specific vision abilities required by this job include close vision and the ability to adjust focus with clarity of vision of 20' or more and 20" or less, as well as proficient hand / eye coordination.
- Occasionally crawling and lifting, pushing, pulling and carrying objects (50 pounds or greater) may be required. Individual will be expected to lift items in this range with the assistance of a machine or other able individual.
- Work varying hours when necessary, including some nights, weekends and early mornings.
- Serve in an 'on call' capacity on a rotating basis with other Public Works staff to respond to after-hours calls for the Community Center.

Interaction with Other Department/Staff:

The employee is frequently required to verbally communicate and interact with public, citizen customers, vendors, staff and elected officials using active listening skills. The position requires the ability to establish and maintain positive working relationships with City staff, elected officials, public, press and contracted vendors. Additionally, there is a high degree of information sharing between city administration, public works, police, fire/EMS, City Council, contractors and other staff. It is of the utmost importance that any personal information be kept strictly confidential.

The duties above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Acknowledgement:

I have carefully read and understand the contents of this job description. I understand the responsibilities, requirements and duties expected of me. I understand that this is not necessarily an exhaustive list of responsibilities, skills, duties, requirements, efforts, or working conditions associated with the job. While this list is intended to be an accurate reflection of the current job, the City of Windsor Heights reserves the right to revise the functions and duties of the job or to require that additional or different tasks be performed as directed by the City of Windsor Heights. I understand that I may be required to work overtime, different shifts or hours outside the normally defined workday or workweek. I also understand that this job description does not constitute a contract of employment nor alter my status as an at-will employee. I have the right to terminate my employment at any time and for any reason, and the city of Windsor Heights has a similar right.

Employee: _____ Date: _____

City Administrator: _____ Date: _____

The City of Windsor Heights is an Equal Opportunity Employer.

Susan Skeries questions 6/4/20 (black)

City Administrator & Dept. Head responses (red) 6/5/20

Public Safety Director

Who oversees rental inspections..... Bullet 1 "Assumes full management responsibilities,...." I would never guess that the rental inspection program would be under the Public Safety Director's job description.

Rental inspections are being transitioned to SafeBuilding, the subcontractor who handles other City inspections and Code violations. We manage the database of properties via the Fire Department. The job descriptions for FF/EMT's have wording related to rental inspections, and the job descriptions for FF/Paramedics include wording on management of the rental program. Bullet 2 of the Public Safety Director job description reads, "Plans, implements, supervises, coordinates, monitors, directs and evaluates the specific functions and services of the Public Safety Department, including operating policies, procedures, methods and personnel staffing and management" which covers the supervision of the individuals with these responsibilities.

Also, most places have animal control or they contract for animal control. If you want to run with the "Assumes full management responsibilities" then there is no need to have a job description for the PSD. Also, I have looked at other PSD job descriptions and if they are performing this job duty then it is not written out for their job although those cities had some sort of code and zone enforcement official. I feel that if these are duties that are under the scope of the PSD then they need to be added in there.

Patrol handles most calls for service related to animal complaints. We contract with Polk County if we need an animal picked up in a situation where patrol cannot handle the call themselves. The peace officer job description includes, "Peace Officers carry out duties in conformance with Federal, State, County, and City laws and ordinances; patrols city streets, parks, commercial and residential areas to preserve the peace and enforce the law, prevent or detect and investigate misconduct involving misdemeanors, felonies and other law violations, and to otherwise serve and protect." Animal control is an enforcement of City code as stated above. Again, from the Public Safety Director job description, Bullet 2 reads, "Plans, implements, supervises, coordinates, monitors, directs and evaluates the specific functions and services of the Public Safety Department, including operating policies, procedures, methods and personnel staffing and management" which covers the supervision of the individuals with these responsibilities.

Seventh question down- I read this differently in the policy that was in the Fire Department not too long ago. It was when I was looking for the personnel policy on college reimbursement. This would have been in December I believe. I will go back and check to see what I read as this was brought to my attention that some staff are not living within the time frame requirements although this reads miles away.

I am not sure I understand this question? With regards to education reimbursement, this is covered in the current City personnel policy, not a department policy.

With regards to residency, the current City personnel policy dated December, 2015 also addresses residency and there is no recommended change. The residency affects only full-time and paid-per-call staff, it does not apply to part-time staff. We have 1 full-time member outside the 30 miles and he was hired before I got here and has not moved since I have been here – thus I don't know the arrangement prior to my arrival but it is not right for me to enforce the policy on him by 2 miles when he was allowed to live there prior to my appointment. We also have 1 POC member outside the 1.5 miles by ½ mile – at 2 miles. This member was also brought on board prior to my appointment.

That policy reads, "4.6 Residency Requirement. All full-time City employees hired after January 1, 2008, in the Police, Fire and Street Departments, and all Department Heads and Chief Administrative Personnel must reside within 30 miles of the corporate boundary limits as identified by the attached 30-mile residency buffer zone. All paid-per-call Fire Department personnel must reside within 1.5 miles of the Public Safety Building. The City Council has specifically found that the employees covered by these requirements provide essential services to the City in times of emergency, catastrophe, or other critical events and must be available for call-back to maintain these essential services.

Any new employee hired and covered under the terms of the policy must comply not later than twelve month after he/she commences employment. For the purpose of this provision, the term "residence" means the physical place where the employee actually resides along with other members of his or her immediate family and would entitle the employee to become a registered voter at such residence and if owned by the employee, to homestead the property for real estate tax purposes.

The City has no restrictions regarding where other non-essential employees maintain their residence. The only requirement is that such employees be able to regularly report to work on time.

An employee covered by an individual employment agreement or a collective bargaining agreement with provisions that conflict with any portion of this requirement will follow the provisions of the agreement."

The PSD should be listed as Public Safety Director not Public Safety Director/ Police Chief or it should be the long title of Public Safety Director/Police Chief/Fire Chief.

The job description title is something designated by Council. Should Council vote to change the title, we are happy to do so but we feel this is a significant change which we feel it needs a Council action.

Firefighting experience should be required. If you are overseeing a department you should have a working knowledge of that department. You wouldn't want to have an accountant oversee Public Works and Finance without having a working knowledge of what occurs within Public Works.

There is a requirement for this position to obtain Iowa Firefighter I certification within first year of employment.

PW Director

What is being done with the NIMS/OSHA portion?

I do not think it is realistic to get someone with certifications in NIMS and OSHA. This can be omitted, but I think it's best to reference that someone in this position is at least knowledgeable on both NIMS and OSHA standards.

Dalton- please explain the certification from IDNR. Explain why this is a job function but it is not necessary to have an IDNR MS-4 Permit. I still don't understand how it is in a job description but it isn't a requirement.

The MS4 permit is held by the City. There are no professional certifications needed to manage this permit. More information about this permit program can be found at [IowaStormwater.org: https://iowastormwater.org/regulations/ms4-individual-permits/#:~:text=Municipal%20Separate%20Storm%20Sewer%20System,permit%20to%20minimize%20stormwater%20runoff.&text=Permitted%20MS4s%20are%20required%20to,constructi on%20stormwater%20ordinance%20in%20place.](https://iowastormwater.org/regulations/ms4-individual-permits/#:~:text=Municipal%20Separate%20Storm%20Sewer%20System,permit%20to%20minimize%20stormwater%20runoff.&text=Permitted%20MS4s%20are%20required%20to,constructi on%20stormwater%20ordinance%20in%20place.)

To the best of my knowledge, it is not common for the staff that manages the MS4 permit at other municipalities to hold any special certification to do so.

PW Supervisor

It is written in someone's job description to maintain records?

Removed per this request. It can be put back in if you want it to be.

Finance Director-

Just a note- I researched this position which included contacting various city's about this position. I did run into a few cities that still used the term Finance Manager (North Kansas City). Most of the city's that I contacted have people underneath the Finance Director such as the deputy city clerk or human resources or they are wearing multiple hats such as City Administrator/Finance Director, City Clerk/ Finance Director, etc. I did not pull Finance Manager out of the air but rather researched it because I was not familiar with this position/job description.

Since we were told at the last council meeting (prior to the June 1st meeting) that this was already on the list to be fixed I would like to make sure that we take out the Personnel/Finance Committee as one doesn't exist. If one would like to have Betty Ridout on a Committee great... add her to the interview process.

It has been removed.

Rec Coordinator/ Communications

The first three questions- so who is doing the first two job functions for the city if it isn't the rec coordinator/communications?

The City doesn't plan and prepare events. We provide assistance to community organizations as requested by the organizations and directed by council. If the desire is to have the City take the lead on event planning and special events, that would probably need to be part of a larger discussion. It is not possible for the Rec/Comm Coordinator to perform daily duties and manage a successful events and programming calendar. This has been attempted with the last three employees that held either this or similar positions. All three of these attempts were unsuccessful.

Also, the third question is actually listed in the current job descriptions. I think that it is important to have this located in with job descriptions because who knows where this person would end up if we had a flood, etc. If it was in the job description that was made not too long ago then I am not sure why it has been removed or why its said that this is not a requirement.

I've added a bullet point under the 'required' section to reflect this.

The fifth question about taking and preparing notes if the city clerk isn't available shows that the city clerk will be doing this. Does this job fall under the functions of this job or under the finance director's position?

Finance Director Position. As we are a small staff, many functions may be cross-trained to be available if regular assigned personnel not available

The second to last questions about the IA DL... I know that you would not want to give someone 6 months to get their driver's license but I am talking about what if someone moved to Iowa from another state to give them 6 months to receive an Iowa DL as long as they currently had a DL. You can keep it how it is if you would like but I wanted to explain better what I meant.

Last question is fixed as wanted.

From: Rachelle Swisher
Sent: Friday, June 5, 2020 11:09 AM
To: Dave Burgess; Joseph Jones; Mike Loffredo; Mike Jones; Threase Harms; Susan Skeries
Cc: Mark Arentsen; Chad McCluskey; Dalton Jacobus; Travis Cooke
Subject: Fund Availability for Salary Changes

Please see the information below regarding the salary changes and funds available to pay for those changes.

1. The first thing that is helpful to know is which Funds salaries are budgeted and paid out of:

Federal & State Taxes and IPERS for all Employees are budgeted out of the Employee Benefits Fund – 100%
Public Works salaries are budgeted out of the Road Use Tax Fund – 70%; Storm Water Fund – 14%; Sewer Fund – 10%; General Fund – 6%
Police and Fire salaries are budgeted out of the General Fund – 100%
City Hall staff salaries are budgeted out of the General Fund – 100%

2. Current Fund Balances as of 6/5/20:

Employee Benefits Fund - \$981,139
Road Use Tax Fund - \$962,166
Storm Water Fund - \$896,236
Sewer Fund - \$16,186
General Fund - \$4,089,063 – this fund includes ATE Revenue in the amount of \$1,573,716 which has not been budgeted for any specific purpose and could be used for salary increases
Local Option Sales Tax Fund - \$718,589 which has not been budgeted for any specific purpose and could be used for salary increases

3. Taxes are GOING DOWN by \$2.0482 for the next Fiscal Year.

I just want to be sure that it is clear that any changes to salaries WILL NOT affect the tax rate for Windsor Heights residents for the next fiscal year and that there is an abundance of dollars available to pay for salary increases within each Fund. Future years can be paid from the substantial reserve amounts in the Fund balances and would not affect the tax rate either. The balances we currently have in these Funds are much higher than the recommendation of 20% (of the current fiscal year as budgeted) for reserves. These salary changes will not impact the City having ample reserves going forward.

Please let me know if you have any questions.



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CITY OF WINDSOR HEIGHTS

COMPENSATION STUDY

June 2020



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Engagement Details

Key Elements Consulting was retained to perform a wage survey to not only meet policy requirements, but also to ensure that City leadership is appropriately and competitively compensating specific roles. The goals of the study included providing an analysis of market data as it relates to the selected roles for the City and providing recommendations relative to potential adjustments. Elements of the engagement with Key Elements Consulting included the following:

- **Compensation Study**
 - Conduct survey of wage rates for equivalent roles in similarly sized cities in Iowa and other midwest metropolitan areas;
 - Conduct survey of wage rates for equivalent roles in nearby larger cities that are likely a great source of direct competition for key talent;
 - Perform analysis of wage data and develop a compensation report for city officials.
- **Positions Under Review**
 - The six (6) positions encompassed in this engagement include:

Police Lieutenant	Fire Captain	Equipment Operator
Police Administrative Support Clerk	Firefighter/ Paramedic	Firefighter/ EMT

Compensation

Compensation Background

Municipalities, like organizations of all sizes and in all sectors, must compete in an increasingly tight labor market for the knowledge, skills and abilities necessary to successfully operate a city government. If a municipality wishes to run as effectively and efficiently as possible, in stewardship of the tax dollars received from its citizens, they indeed must rely on effective and efficient personnel. Therefore, how a city determines to reward and recognize their team will be of utmost importance to attract, retain, engage and motivate their best work. Further, as citizens continue to raise their expectations and demand for quality and quantity of municipal services, the need for a just and equitable compensation system for those providing such services must remain competitive as well.

At times, this can seem easier said than done. Compensation decisions can seem to be made arbitrarily on a supervisor's whim or a unilateral decision without accounting for context. There are many theories surrounding compensation structures and methods to carry out this critical component of human capital management. What we have found to be most important to creating a successful compensation plan and strategy is to ensure the structure is based around and in alignment with the organization's mission, vision and values; that the conduct reinforced through compensation as well as other total rewards decisions, supports the behavior and performance desired by the City to meet its goals.

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Compensation Considerations

The City of Windsor Heights has chosen to proactively engage in this process, solicit external input and give careful consideration to developing a compensation plan that fairly rewards the City's workforce. There are, however, additional elements that must be considered beyond mere goodwill when designing a compensation system and setting pay levels. These include the talent market, organizational hierarchy, and internal equity.

- **Talent Market** - Economics tells us that labor is valued in line with supply and demand forces. The external labor market is clearly a contributing factor to how a job is valued relative to other similarly situated roles as well as disparate roles. When there is a relatively lower level of actively available individuals with the knowledge, skills and abilities needed to complete a job, the "price," or equivalent compensation rate, is higher and needs to be accounted for to be a competitive employer.
- **Organizational Hierarchy** - Within a hierarchy, an ingrained concept is that those at higher levels would have higher compensation than those at lower levels, particularly relative to a supervisor and their own direct reports. When this is overlooked or disregarded, it can cause reduced motivation and engagement which also can lead to lower productivity and effectiveness in roles.

- **Internal Equity** - The perception and reality of fairness can both be very strong drivers in whether a compensation system is accepted by the individuals to whom it applies. It is crucial that roles with similar level skill, tasks of similar complexity and/or responsibilities of similar consequence, receive equitable compensation. When there is unfairness, real or perceived, related to the value an individual feels in their role, it can lead to decreased engagement and increased turnover.

Compensation Trends

Base compensation, or the hourly or salary pay rate, has been trending upward for a number of years and is anticipated to continue.* Generally, compensation is increasing at an approximate rate that is slightly higher than 3% each year. 2020-2021 data was not yet available but World at Work reported the following information from a survey done in the fall of 2019.

Position Level	Salary Budget Increase (zeroes included)		Salary Budget Increase (zeroes excluded)		Salary Structure Adjustment	
	Actual 2019	Projected 2020	Actual 2019	Projected 2020	Actual 2019	Projected 2020
All Organizations: National	n = 5910	n = 5538	n = 5840	n = 5496	n = 3948	n = 3641
Nonexempt Hourly	3.20%	3.30%	3.20%	3.30%	2.10%	2.20%
Nonexempt Salaried	3.10%	3.20%	3.20%	3.20%	2.10%	2.20%
Exempt Salaried	3.20%	3.30%	3.30%	3.30%	2.20%	2.20%
Officers/Executives	3.20%	3.30%	3.30%	3.30%	2.20%	2.20%
All Organizations: Central	n = 2368	n = 2223	n = 2359	n = 2208	n = 1599	n = 1457
Nonexempt Hourly	3.20%	3.20%	3.20%	3.20%	2.20%	2.30%
Nonexempt Salaried	3.10%	3.20%	3.10%	3.20%	2.10%	2.10%
Exempt Salaried	3.20%	3.20%	3.20%	3.20%	2.20%	2.20%
Officers/Executives	3.10%	3.10%	3.20%	3.20%	2.20%	2.20%
All Organizations: Iowa	n = 792	n = 751	n = 784	n = 744	n = 585	n = 529
Nonexempt Hourly	3.20%	3.20%	3.20%	3.20%	2.20%	2.10%
Nonexempt Salaried	3.20%	3.20%	3.20%	3.20%	2.10%	2.00%
Exempt Salaried	3.10%	3.20%	3.20%	3.20%	2.20%	2.10%
Officers/Executives	3.10%	3.20%	3.20%	3.20%	2.20%	2.20%

Source: World at Work (2019)

*Note: This data looked at the prior twelve-month period and is not taking into account the unprecedented public health crisis currently impacting businesses and the economy both at a local, statewide, nationwide and global level. It is unclear, at this early stage, how the pandemic will impact labor demand and compensation trends into the future.

Study Overview & Methodology

Windsor Heights is uniquely positioned between larger metropolitan cities including Des Moines, Clive, West Des Moines and Urbandale.

According to the *Iowa League of Cities Directory* (2018-2019), the population count of Windsor Heights is 4,860, which is considerably smaller in comparison to its larger metropolitan neighbors. However, how the City is situated directly in between these larger metropolitan areas adds an extra layer of complexity in finding suitable comparisons.

Data Selection Strategy

Our philosophy regarding market pricing municipal roles against external sources is to gather data from a range of municipalities that compare to both contextually similar locales as well as select larger potential competitors. Our process aims for a larger pool of information to provide greater validity in the findings. We compiled and analyzed various data points based on the information from a total of 30 municipalities as well as two well-known database sources described below.

Below are additional details regarding components of our data collection strategy:

- **Job Description Reviews** - The Key Elements team reviewed the current job descriptions for the six roles to ensure an understanding of the responsibilities along with the knowledge, skills and abilities needed to be successful in the role.
- **Community Factors**
 - **Public Relations** - As shared by current City employees, the City of Windsor Heights' citizens have an expectation of services similar to that of a larger metropolitan area; however, citizens also appreciate the "high touch" and personal service associated with smaller cities. This results in public relations playing a larger role in the daily responsibilities of staff members.
 - **Safety/Crime** - Proximity to the larger metropolitan areas results in the public safety staff often dealing with higher levels of crime than comparable communities their size. To address concerns regarding the overflow of crime normally found in larger metro areas, violent and property crime rates were collected from Sperling's BestPlaces (2020) data engine and compared those to the City of Windsor Heights along with pulling national average numbers. Refer to the Crime Rates Summary table in Appendix B for detailed data on crime statistics by municipality.

Type of Crime	City of Windsor Heights Ranking	Windsor Heights Study Participants Average Ranking	National Average Ranking
Violent Crime (threat/force)	10.7	18.4	22.7
Property Crime (non-threatening)	56.5	29.7	35.4

Rankings are based on a scale of 1 to 100, with one being the lowest and 100 as highest

**Please note the data used in Sperling's BestPlaces is based on previously collected data that is projected out through 2020*

- **Source Selection Criteria** - The Summary of Study Participants table in Appendix B provides additional details regarding the cities used in the study.
 - Municipalities of similar size and proximity to metropolitan areas:
 - Comparable near Des Moines (3,500-7,500 population)
 - Comparable other metropolitan areas in the Midwest (3,500-7,500 population)
 - Metropolitan areas included: Omaha, NE; Minneapolis, MN; Kansas City, MO.
 - Municipalities of similar size but without relative close proximity to major metropolitan areas:
 - Comparable outside Des Moines (3,500-7,500 population)
 - Municipalities of larger size with different relative proximity to the Des Moines metropolitan area (potential competitors and sources of career growth):
 - Mid-sized near and outside Des Moines (7,501-13,000 population)
 - Database Sources - Databases were also utilized to supplement the wage data available for the roles surveyed. Many of the comparable cities did not employ individuals in all the same roles as the City of Windsor Heights. To expand on the relevant data available, the following sources were used:
 - O*Net - O*NET Online is sponsored by the U.S. Department of Labor, Employment & Training Administration, and developed by the National Center for O*NET Development. Wage information comes from the Bureau of Labor Statistics, Occupational Employment Statistics (OES) Program. The OES is a semi-annual survey that provides wage and employment statistics for the nation, each state, and sub-state regions.
 - Salary.com - Salary.com offers both HR-reported aggregate market pay data and traditional compensation survey data. They provide market pricing information for more than 15,000 unique job titles and their survey library includes data from more than 25,000 organizations.

- Similar titles and level of responsibilities by roles (based on the information provided by study participants).
- **Methods of Collecting Data**
 - We used a variety of approaches in the data collection process including reaching out to the cities directly via phone, emailing data collection documents to appropriate personnel at cities (See Appendix B for the Municipal Salary Survey Questionnaire - Additional Roles that was used), and other indirect online research methods.
- **Definitions**
 - **Average** - A number expressing the central or typical value in a set of data, also called the mean, which is calculated by dividing the sum of the values in the set by their number.
 - **Blended Survey Data** - Includes blended data from select comparables (similar in population size: 3,500-7,500) and mid-sized (slightly larger population size: 7,501-13,000) municipalities to adequately address resource demands unique to the City of Windsor Heights due to its positioning between larger metropolitan cities.
 - **Comparable Survey Data** - Includes all survey participants data that was from municipalities of similar population size.
 - **Compa-ratio** - A comparative (compa) ratio is computed by dividing the current incumbent earnings by the market rate, which is typically the midpoint of a range or grade. A compa-ratio of 100 (or 100%) means that the employee is paid at the exact midpoint of the range, whereas less than 100 means the employee is paid under the midpoint and over 100 means the employee is paid higher than the midpoint.
 - **Geographic Differential** - A numerical value, often represented as a percentage, that delineates the difference in average labor costs between different geographic locations.
 - **Incumbent Earnings** - The base compensation incumbents currently in a role receive on an annual basis.
 - **Inferred Analysis** - Utilizes and extrapolates information to make an educated deduction; analyze market conditions to infer current and near-term market conditions. This level of analysis is focused on current and historical data, trends, rates of change, and patterns.
 - **Median/Midpoint** - This describes the middle of a range of numbers sorted from low to high; half of the numbers in the range are above the median and half below. The median (also known as 50th percentile) is used in working with compensation data to mitigate the impact of pay that is at the extreme highs and lows of the range.
 - **Pay Range** - A set boundary for compensation which identifies the minimum and maximum amount for specific jobs and/or pay grades.

Data Analysis Strategy

Our process compiles data at three levels when possible to include minimum, median, and maximum amounts in a pay range for a given role. Ranges are typically established relative to experience individuals can bring into a role from meeting minimum knowledge, skill and ability (KSA) requirements to high levels of directly related experience and KSAs. Not all municipalities have established ranges and thus, we also collect incumbents' actual current rate of pay. We use averages of these data points to approximate both average pay rates individuals in the role currently are receiving as well as average ranges.

- **Recency**
Data collected and analyzed is current as May 2020.
- **Geographic Differentials/Adjustments**
When pricing roles across different geographical regions, we factor those differences into our calculations with information provided by well-known data sources. The data provided in our survey results has identified differentials factored in and no additional calculations are necessary by the reader. For this survey, we used the geographical differentials as follows:
 - The Economic Research Institute (ERI) Geographic Assessor software determined the following differentials by geographic region:
 - Des Moines compared to Iowa's statewide average pay is 4% higher;
 - Salary.com's cost-of-living tool provides data regarding average salary or cost of labor differentials by metropolitan area:
 - Des Moines compared to Minneapolis-St. Paul, MN's average pay is 9.9% lower;
 - Des Moines compared to Omaha, NE's average pay is 2.3% higher;
 - Des Moines compared to Kansas City, MO's average pay is 1.5% lower.
- **Development of Blended Ranges**
We customized our approach to adequately capture resource demands unique to the City of Windsor Heights due to its positioning between larger metropolitan cities. This blended survey approach consisted of the following:
 - **Blended Survey Data** - The approach consisted of data collection from select comparable sized cities (similar in population size: 3,500-7,500) and mid-sized municipalities (slightly larger population size: 7,501-13,000) and blending (averaging) the data.
 - **Database Sources** - Wage information from database sources was considered in the blended averages for roles that had less information received from the study's municipality participants.

- o **Positions** - The blended approach was used for the Public Safety department roles including Police Lieutenant, Fire Captain, and Firefighter/Paramedic. The reasoning behind this approach for the Public Safety roles is due to the flowthrough of traffic volumes and population from the larger surrounding metropolitan cities and businesses.
- o Cities' data used in the blended approach:

Cities Used in Blended Survey Data Analysis	
• Boone, IA	• Parkville, MO
• Dayton, MN	• Pleasant Hill, IA
• North Kansas City, MO	• Wayzata, MN
• Norwalk, IA	*Refer to the Summary of Study Participants table in Appendix B for more details on cities encompassed in blended data.

- **Detailed Data Analysis**

As mentioned previously, the City of Windsor Heights' smaller population size and positioning with multiple large metropolitan areas directly surrounding it resulted in the need to take a hybrid approach to developing the salary range. Factors included in the development of the Proposed Compensation Table and recommendations outlined below are:

- o Population size
- o Location as it relates to other metropolitan areas
- o Averaged incumbent wages (adjusted for geographic differentials)
- o Averaged minimum, midpoint and maximum amounts (adjusted for geographic differentials)
- o Job description and the associated duties (with input from supervisors)
- o Average hours worked by firefighters (EMT/Paramedics)
- o Crime Rates
- o Years in role and years with organization
- o Organizational hierarchy
- o Licensing and certification requirements

- o Median housing costs relative to the 30 mile radius residency requirement (Sperling's BestPlaces, 2020):
 - Windsor Heights, IA: \$208,600
 - West Des Moines, IA: \$232,600
 - Urbandale, IA: \$244,300
 - Clive, IA: \$283,600

Establishing Pay Ranges

Pay ranges include minimum, midpoint and and maximum pay rates for a given role. The minimum and maximum pay rates denote the acceptable lower and upper bounds of pay for incumbents within that particular position. The midpoint value is the halfway mark between the range minimum and maximum and represents the competitive market rate.

If the organization's compensation strategy is to lead the market (above 100%), then they set the pay rate above the market median, or the range's midpoint. If an organization wants to pay according to a market match approach, then they pay at midpoint. If the organization has rich benefit offerings or limited budgets, they may opt to pay below (lag) market midpoints. Generally, employers try to stay within the established ranges, but will occasionally pay below the established position minimum or above the established position maximum. If this occurs, it is strongly recommended employers have ample documentation detailing the reasoning for paying outside the established ranges.

Consistent Range Placement

It is a good business practice to follow consistent pay practice guidelines in determining and implementing compensation market strategies to avoid issues with internal and external pay equity. Generally, when determining where to place new or existing team members in the compensation range, this type of table can be utilized for employee pay placement in the range:

Salary Range Placement:	Incumbents Will Typically:
Maximum	Exceed essential responsibilities over time. Ready for promotion. Highly experienced.
Midpoint	Meet essential responsibilities over time. Fully competent. Experienced. Independent.
Minimum	Needs guidance and training to learn essential responsibilities. Entry. Learner. Dependent.

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Range Spread

A range spread is the difference between the maximum and minimum pay rates of a given position. It is expressed as a percentage of the difference between the minimum and maximum divided by the minimum. Organizations generally apply different range spreads across position levels or pay grades. Most common pay spreads involve progressively higher range spreads for roles that contain more complex duties and higher levels of responsibility. Smaller ranges generally characterize roles that contain more narrowly defined jobs that require less complex duties and lower responsibility. Below are typical pay range spreads for different role types:

- 50% and above - senior management and/or executive level
- 40% to 50% - professional, administrative, and middle management
- 30% to 40% - clerical, technical and paraprofessional
- 20% to 30% - service, production and maintenance

Analysis Results

Pay structures assign different pay ranges for jobs of varied worth and provide the framework for recognizing individual employee contributions. No two employees possess identical credentials, nor do they perform the same jobs equally well. Organizations recognize these differences by paying individuals according to their credentials, experience, knowledge, skills, abilities and job performance. When completed, pay structures should define the boundaries for recognizing employee contributions. The Key Elements team gave consideration to the factors outlined in this report, conducted a detailed analysis and the analysis findings are shared in this section.

Pay Range Recommendation

1. **Proposed Compensation Table** - Based on the data analysis from the study results and factors relevant to the City of Windsor Heights outlined in the Methodology section of this report, we propose the following Compensation Table shown below for FY 2020/2021. This table provides the City with updated ranges based on what is relevant in the market along with providing a broad range spread giving staff the ability to progress in their roles for a longer period of time before making out.
2. **Adopt Range Spreads** - Utilize pay range spreads (30% and 40%) as shown in the last column of the Proposed Compensation Table below. Additional information regarding developing and defining pay range spreads can be found under the Establishing Pay Ranges section of this report.
3. **Inferred Analysis (Firefighter/EMT)** - There was not a current pay range provided for the Windsor Heights' Firefighter/EMT role; calculations were applied to the known minimum pay rate, assuming a 30% range spread, to determine the current midpoint and maximum pay rates. The benchmark analysis process included reviewing the limited information provided through the survey along with

analyzing mid-sized cities' pay for certification programs (EMT/Paramedic) from surrounding communities. Given the relatively little data available from the surveyed cities for a Firefighter/EMT role, the proposed range for the role was developed based upon inferred analysis of the Firefighter/Paramedic data obtained. The percentage increase found for the Firefighter/Paramedic midpoint (3.17%) was applied to the Firefighter/EMT midpoint and 30% range spread calculation was used to determine the new proposed minimum and maximum pay rates.

Proposed Compensation Table FY 2020/2021

Position	Survey Data	Proposed Min	Proposed Mid	Proposed Max	Proposed Range Spread
Police Lieutenant	Blended*	\$68,666	\$82,399	\$96,132	40%
Fire Captain	Blended*	\$60,390	\$72,468	\$84,546	40%
Firefighter/Paramedic	Blended*	\$17.01	\$19.57	\$22.12	30%
Firefighter/EMT	Inferred Analysis	\$13.83	\$15.90	\$17.97	30%
Police Administrative Support Clerk	Blended	\$19.86	\$22.83	\$25.81	30%
Equipment Operator/Laborer	Comparable	\$20.05	\$23.05	\$26.06	30%

NOTE: Range analysis and proposal includes database sources in addition to municipal study participants.

4. **Adjust Pay Rates** - Decisions to adjust current incumbents' wages to appropriately reflect their placement in the salary range need to be based on job performance, longevity with the organization, levels of responsibility and other factors deemed appropriate to the City. For additional information regarding salary placement within a range, please refer to the Consistent Range Placement section in this report.

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Internal Equity Review

Position	Current Incumbent Wage	Proposed New Min	Proposed New Mid	Proposed New Max	Range	Compa-Ratio Based on New Table	Amount Below New Min	Annualized Amount Below New Min*	Amount Below New Mid	Annualized Amount Below New Mid*
Police Lieutenant	\$81,891.88	\$68,666	\$82,399	\$96,132	40%	99.38			\$507.09	\$507.09
Fire Captain	Open Role	\$60,390	\$72,468	\$84,546	40%	--			--	--
Firefighter/Paramedic	\$18.96	\$17.01	\$19.57	\$22.12	30%	96.90			\$0.61	\$1,681.16
Firefighter/Paramedic	\$18.96	\$17.01	\$19.57	\$22.12	30%	96.90			\$0.61	\$1,681.16
Firefighter/Paramedic	\$18.10	\$17.01	\$19.57	\$22.12	30%	92.50			\$1.47	\$4,051.32
Firefighter/EMT	\$15.00	\$13.83	\$15.90	\$17.97	30%	94.31			\$0.90	\$2,480.40
Firefighter/EMT	\$13.40	\$13.83	\$15.90	\$17.97	30%	84.28	\$0.43	\$1,185.08	\$2.50	\$6,890.00
Firefighter/EMT	\$13.40	\$13.83	\$15.90	\$17.97	30%	84.28	\$0.43	\$1,185.08	\$2.50	\$6,890.00
Police Administrative Support Clerk	\$25.63	\$19.86	\$22.83	\$25.81	30%	112.24				
Equipment Operator/Laborer	\$20.95	\$20.05	\$23.05	\$26.06	30%	90.88			\$2.10	\$4,368.00
Equipment Operator/Laborer	\$21.55	\$20.05	\$23.05	\$26.06	30%	93.48			\$1.50	\$3,120.00
Equipment Operator/Laborer	\$28.72	\$20.05	\$23.05	\$26.06	30%	124.59				
Equipment Operator/Laborer	\$20.00	\$20.05	\$23.05	\$26.06	30%	86.76	\$0.05	\$104.00	\$3.05	\$6,344.00
Totals								\$2,474.16		\$38,013.13

NOTE: Annualized amounts utilize 2,756 hours for firefighter roles and 2,080 roles for non-firefighter roles

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Items of note from the Internal Equity Review table:

- Based on the proposed new pay ranges, three (3) positions are below the pay minimum. Consider reviewing the incumbents and determine if they do, in fact, meet minimum position requirements and should receive a pay increase to at least meet range minimum. The cost of increases to meet pay range minimums would be an annualized total of \$2,474.16.
- Based on the proposed new pay ranges, there are ten (10) incumbents that are below midpoint. Consider reviewing the incumbents and determine if they should be at or moved closer to midpoint. If all ten (10) incumbents were moved to midpoint, the annualized cost would be: \$38,013.13.
- Consider moving top performers and those key to providing consistent leadership for the organization to or above midpoint.
- There is one (1) incumbent that is paid over their role's current maximum pay rate and would still be paid over the proposed new maximum pay rate at their current wage.

5. **Review Internal Equity** - Once pay adjustments are made, it is advised to perform an internal equity review of current compa-ratios to ensure fair and equitable pay practices across the organization. Note any potential discrepancies with appropriate documentation or adjustment.

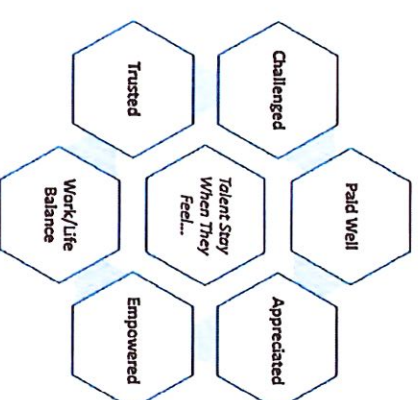
6. **Salary Structure Adjustments** - It is recommended the City considers updating compensation ranges (aging the table) on an annual basis to keep the salary data relevant. Refer to the World at Work survey trends table under the Compensation Trends section to review current data aging recommendations.

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Summary

Creating a comprehensive business advantage starts with recognizing the role total rewards (beyond merely a compensation program) plays in an organization. Total rewards encompasses the idea that people are what organizations are truly made of and people are multifaceted. Therefore, a total rewards strategy brings together a mix that provides a more comprehensive approach to rewarding and recognizing employees for performing well and reinforces behavior in alignment with the organization's strategic goals and values. Ultimately, the aim of such a program is to provide a holistic offering that will influence the ability to effectively attract, motivate, engage and retain employees.

Total rewards strategies have emerged as a result of both external and internal influences. One of the main driving factors from an employer perspective is the emerging shortage of labor skills, knowledge, and experience (due in part by the retirement of the baby boomer population) and upcoming generations becoming more geographically mobile and oftentimes seeking new career opportunities every few years. Additionally, costs can play a factor in developing a total rewards strategy relative to available budgets; this includes increasing costs for ancillary benefits and healthcare along with higher wages for increasingly difficult to find skill sets.



A key foundational piece of developing a total rewards strategy remains a solid compensation program with competitive salary ranges along with making necessary market adjustments to keep it current. Once this piece is in place, organizations can start looking towards examining other key factors such as developing an effective performance management system as well as employee development programs that not only attract, but retain key employees. The high cost of turnover is well known; one way to ensure the City maintains a stable leadership team thus reducing turnover, is by offering a competitive compensation program along with a strategic total rewards package. Today's tight talent market encourages organizations to get creative and embrace novel approaches in attracting and retaining the best and brightest talent. Fortunately, not all rewards and recognition options are financially based. Organizations can and should ask their specific employee population what they value and build a total rewards strategy to align with their mission and long-term strategic goals and objectives for sustainability.

Appendix A

Average Midpoints & Related Compa-Ratio by Participants Category

Average Midpoints & Related Compa-Ratio by Participants Category (Police & Fire)							
Positions	W/H Current Incumbent Wage	Current W/H Mid	Current W/H Compa-Ratio	Comparable + DB Sources Midpoint Average	Compa-Ratio for Current Incumbent to Comparable	Blended + DB Sources Midpoint Average	Compa-Ratio for Current Incumbent to Blended
Police Lieutenant	\$81,891.88	\$72,841.00	112.43	NA	NA	\$82,398.97	99.38
Fire Captain	Open Role	--	--	\$72,529.53	--	\$72,468.23	--
Firefighter/Paramedic	\$18.96	\$18.96	100.00	\$19.63	96.59	\$19.57	96.90
Firefighter/Paramedic	\$18.96	\$18.96	100.00	\$19.63	96.59	\$19.57	96.90
Firefighter/Paramedic	\$18.10	\$18.96	95.44	\$19.63	92.21	\$19.57	92.50
Firefighter/EMT	\$15.00	\$15.41	97.31	NA	NA	NA	NA
Firefighter/EMT	\$13.40	\$15.41	86.96	NA	NA	NA	NA
Firefighter/EMT	\$13.40	\$15.41	86.96	NA	NA	NA	NA

Note: This table contains averages that include database sources ("DB Sources") due to limited study participant responses. See Data Selection Strategy section for more information.

NA is used to indicate if there was not enough data to develop an average.

Average Midpoints & Related Compa-Ratio by Participants Category (Administrative & PW)

Positions	W/H Current Incumbent Wage	Current W/H Mid	Current W/H Compa-Ratio	Comparable Midpoint Average	Compa-Ratio for Current Incumbent to Comparable	Blended Midpoint Average	Compa-Ratio for Current Incumbent to Blended	All Survey Participants Midpoint Average	Compa-Ratio for Current Incumbent to All Survey Participants
Police Administrative Support Clerk	\$25.63	\$19.74	129.84	\$22.02	116.40	\$22.83	112.24	\$22.83	112.24
Equipment Operator/Laborer	\$20.95	\$21.02	99.68	\$23.05	90.88	\$24.02	87.23	\$23.25	90.10
Equipment Operator/Laborer	\$21.55	\$21.02	102.54	\$23.05	93.48	\$24.02	89.73	\$23.25	92.69
Equipment Operator/Laborer	\$28.72	\$21.02	136.65	\$23.05	124.59	\$24.02	119.58	\$23.25	123.52
Equipment Operator/Laborer	\$20.00	\$21.02	95.16	\$23.05	86.76	\$24.02	83.27	\$23.25	86.02

Incumbent Current Earnings Summary

Incumbent Current Earnings Summary							
Category	City	State	Police Lieutenant	Fire Captain	Firefighter / Paramedic	Police Admin Support Clerk	Equipment Operator
City of Windsor Heights	Windsor Heights	IA	\$81,891.88	NA	\$18.10-18.96	\$25.63	\$20.00-28.72
Comparable other Metro areas	Carter Lake	IA				\$15.60	\$16.64
Comparable other Metro areas	Dayton	MN		\$12.50/hr on calls		\$29.34	\$29.34
Comparable other Metro areas	North Kansas City	MO		\$76,014.00	\$21.45	\$19.71	
Comparable other Metro areas	Parkville	MO				\$21.93	\$21.75
Comparable other Metro areas	Ralston	NE				\$25.16	\$15.38
Comparable other Metro areas	Wayzata	MN		\$99,994.65	\$12.00/hr on calls	\$26.58	
Comparable outside DSM	Algona	IA					\$22.67
Comparable outside DSM	Chariton	IA	\$53,206.00			\$17.60	\$20.84
Comparable outside DSM	Cherokee	IA			\$22.08*	\$23.02	\$20.98
Comparable outside DSM	DeWitt	IA				\$17.98	\$22.39
Comparable outside DSM	Estherville	IA		\$1,150/yr	\$14.50*		\$22.96
Comparable outside DSM	Harlan	IA	\$65,644.80			\$19.45	
					\$20/drill or call; ¾ more for every 15 min. starting at 2 hours 15 min.*		
Comparable outside DSM	Jefferson	IA					
Comparable outside DSM	Oelwein	IA	\$63,118.00				\$22.44
Comparable outside DSM	Vinton	IA			\$10.00/call*		\$22.01
Comparable outside DSM	Washington	IA	\$67,967.00				\$26.74
Comparable near DSM	Adel	IA	\$71,566.87	\$12.00/call & \$100 semi-annual payments	\$12.00/call	\$23.17	\$20.10

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Incumbent Current Earnings Summary							
Category	City	State	Police Lieutenant	Fire Captain	Firefighter / Paramedic	Police Admin Support Clerk	Equipment Operator
Comparable near DSM	Carlisle	IA			\$16.595	\$17.20	\$20.20
Comparable near DSM	Huxley	IA			\$5.00/call		
Comparable near DSM	Nevada	IA			\$7.50/call		\$24.63
Comparable near DSM	Perry	IA		\$13.50/call	\$11.00/call*	\$17.41	\$21.96
Comparable near DSM	Polk City	IA	\$80,000.00			\$18.21	\$28.39
Comparable near DSM	Winterset	IA					
Mid-sized near DSM	Norwalk	IA	\$82,971.20	\$70,553.60	\$17.05	\$25.70	\$26.72
Mid-sized near DSM	Pleasant Hill	IA				\$25.99	
Mid-sized outside DSM	Boone	IA		\$65,615.04		\$22.45	
Mid-sized outside DSM	Creston	IA			\$14.34*		\$20.62
Mid-sized outside DSM	Decorah	IA			\$10.00*		\$24.19
Mid-sized outside DSM	Grinnell	IA			\$27.55*	\$25.14	
Mid-sized outside DSM	Webster City	IA			\$10.00*		\$21.63
Average Incumbent Wage			\$69,210.55	\$78,044.32	NA	\$21.76	\$22.50

*These roles were only firefighter responsibilities (did not require EMS), only roles with EMS responsibilities were used in determining the proposed range in this study's analysis.

NOTE: All roles are reported in raw data format without geographic differentials applied.

Appendix B

Summary of Study Participants

Participating Cities in Alphabetical Order

Category	City	State	Closest Metropolitan Area	Population	Survey Blended Data	Survey Comparable Data	All Survey Data
Comparable near DSM	Adel	IA	Des Moines, IA	3,682		X	X
Comparable outside DSM	Algona	IA		5,560		X	X
Mid-sized outside DSM	Boone	IA		12,661	X		X
Comparable near DSM	Carlisle	IA	Des Moines, IA	3,876		X	X
Comparable other Metro areas	Carter Lake	IA	Omaha, NE	3,787		X	X
Comparable outside DSM	Chariton	IA		4,321		X	X
Comparable outside DSM	Cherokee	IA		5,253		X	X
Mid-sized outside DSM	Creston	IA		7,834			X
Comparable other Metro areas	Dayton	MN	Minneapolis, MN	5,011	X	X	X
Mid-sized outside DSM	Decorah	IA		8,127			X
Comparable outside DSM	DeWitt	IA		5,032		X	X
Comparable outside DSM	Estherville	IA		5,793		X	X
Mid-sized outside DSM	Grinnell	IA		9,218			X
Comparable outside DSM	Harlan	IA		5,100		X	X
Comparable near DSM	Huxley	IA	Des Moines, IA	4,500		X	X
Comparable outside DSM	Jefferson	IA		4,345		X	X
Comparable near DSM	Nevada	IA	Des Moines, IA	6,798		X	X
Comparable other Metro areas	North Kansas City	MO	Kansas City, MO	4,529	X	X	X
Mid-sized near DSM	Norwalk	IA	Des Moines, IA	12,000	X		X
Comparable outside DSM	Oelwein	IA		6,415		X	X

Category	City	State	Closest Metropolitan Area	Population	Survey Blended Data	Survey Comparable Data	All Survey Data
Comparable other Metro areas	Parkville	MO	Kansas City, MO	5,554	X	X	X
Comparable near DSM	Perry	IA	Des Moines, IA	7,456		X	X
Mid-sized near DSM	Pleasant Hill	IA	Des Moines, IA	8,785	X		X
Comparable near DSM	Polk City	IA	Des Moines, IA	4,809		X	X
Comparable other Metro areas	Ralston	NE	Omaha, NE	5,943		X	X
Comparable outside DSM	Vinton	IA		5,257		X	X
Comparable outside DSM	Washington	IA		7,266		X	X
Comparable other Metro areas	Wayzata	MN	Minneapolis, MN	4,592	X	X	X
Comparable near DSM	Winterset	IA	Des Moines, IA	5,500		X	X
Mid-sized outside DSM	Webster City	IA		8,070			X
					7	24	30

Participating Cities in Category Order

Category	City	State	Closest Metropolitan Area	Population	Survey Blended Data	Survey Comparable Data	All Survey Data
Comparable near DSM	Adel	IA	Des Moines, IA	3,682		X	X
Comparable near DSM	Carlisle	IA	Des Moines, IA	3,876		X	X
Comparable near DSM	Huxley	IA	Des Moines, IA	4,500		X	X
Comparable near DSM	Nevada	IA	Des Moines, IA	6,798		X	X
Comparable near DSM	Perry	IA	Des Moines, IA	7,456		X	X
Comparable near DSM	Polk City	IA	Des Moines, IA	4,809		X	X
Comparable near DSM	Winterset	IA	Des Moines, IA	5,500		X	X
Comparable other Metro areas	Carter Lake	IA	Omaha, NE	3,787		X	X
Comparable other Metro areas	Dayton	MN	Minneapolis, MN	5,011	X	X	X
Comparable other Metro areas	North Kansas City	MO	Kansas City, MO	4,529	X	X	X
Comparable other Metro areas	Parkville	MO	Kansas City, MO	5,554	X	X	X
Comparable other Metro areas	Ralston	NE	Omaha, NE	5,943		X	X
Comparable other Metro areas	Wayzata	MN	Minneapolis, MN	4,592	X	X	X
Comparable outside DSM	Algona	IA		5,560		X	X
Comparable outside DSM	Chariton	IA		4,321		X	X
Comparable outside DSM	Cherokee	IA		5,253		X	X
Comparable outside DSM	DeWitt	IA		5,032		X	X
Comparable outside DSM	Estherville	IA		5,793		X	X
Comparable outside DSM	Harlan	IA		5,100		X	X
Comparable outside DSM	Jefferson	IA		4,345		X	X
Comparable outside DSM	Oelwein	IA		6,415		X	X
Comparable outside DSM	Vinton	IA		5,257		X	X
Comparable outside DSM	Washington	IA		7,266		X	X
Mid-sized near DSM	Norwalk	IA	Des Moines, IA	12,000	X		X
Mid-sized near DSM	Pleasant Hill	IA	Des Moines, IA	8,785	X		X

Category	City	State	Closest Metropolitan Area	Population	Survey Blended Data	Survey Comparable Data	All Survey Data
Mid-sized outside DSM	Boone	IA		12,661	X		X
Mid-sized outside DSM	Creston	IA		7,834			X
Mid-sized outside DSM	Decorah	IA		8,127			X
Mid-sized outside DSM	Grinnell	IA		9,218			X
Mid-sized outside DSM	Webster City	IA		8,070			X
					7	24	30

Crime Rates Summary

Sperling's BestPlaces 2020 Crime Statistics

City Category	City	Population Size	*Violent Crime Ranking	*Property Crime Ranking
National Average - Informational Only	National Average	NA	22.7	35.4
Windsor Heights	Windsor Heights	4,860	10.7	56.5
Comparable near DSM	Adel, IA	3,682	24.2	40.4
Comparable near DSM	Carlisle, IA	3,876	21.2	21.2
Comparable near DSM	Huxley, IA	4,500	11.5	21.7
Comparable near DSM	Nevada, IA	6,798	27.9	33.4
Comparable near DSM	Perry, IA	7,456	24.6	36.3
Comparable near DSM	Polk City, IA	4,809	7.9	15.8
Comparable near DSM	Winterset, IA	5,500	15.8	26.1
Comparable other Metro areas	Carter Lake, IA	3,787	25.8	49.4
Comparable other Metro areas	Dayton, MN	5,011	7.3	21.5
Comparable other Metro areas	North Kansas City, MO	4,529	33.3	95.3
Comparable other Metro areas	Parkville, MO	5,554	9.8	26.9
Comparable other Metro areas	Ralston, NE	5,943	14.9	41.0
Comparable other Metro areas	Wayzata, MN	4,592	9.4	34.4
Comparable outside DSM	Algona, IA	5,488	19.3	17.0
Comparable outside DSM	Chariton, IA	4,321	17.0	42.3
Comparable outside DSM	Cherokee, IA	5,253	21.1	20.0
Comparable outside DSM	DeWitt, IA	5,032	15.0	23.7
Comparable outside DSM	Estherville, IA	5,793	24.3	21.0
Comparable outside DSM	Harlan, IA	5,100	13.5	7.6
Comparable outside DSM	Jefferson, IA	4,345	14.0	37.4

Sperling's BestPlaces 2020 Crime Statistics (continued)

City Category	City	Population Size	*Violent Crime Ranking	*Property Crime Ranking
Comparable outside DSM	Oelwein, IA	6,415	26.0	31.2
Comparable outside DSM	Vinton, IA	5,257	15.8	17.0
Comparable outside DSM	Washington, IA	7,266	30.2	19.6
Mid-sized near DSM	Norwalk, IA	12,000	10.0	19.5
Mid-sized near DSM	Pleasant Hill, IA	8,785	10.2	28.9
Mid-sized outside DSM	Boone, IA	12,661	21.0	25.5
Mid-sized outside DSM	Creston, IA	7,834	19.6	30.1
Mid-sized outside DSM	Decorah, IA	8,127	9.9	23.2
Mid-sized outside DSM	Grinnell, IA	9,218	31.6	37.0
Mid-sized outside DSM	Webster City, IA	8,070	20.9	27.3
	Average	6,233	18.4	29.7

**Rankings are based on a scale of 1 to 100, with one being the lowest and 100 the highest*

Violent Crimes involve force or threat of force/Property Crimes involve taking of money or property, but no threat or force of threat

Please note the data used in Sperling's BestPlaces is based on previously collected data that is projected out through 2020

Source - Sperling's BestPlaces Website: www.bestplaces.net

Stipend Summary

Stipend(s) Offered by City					
City Type	Windsor Heights Title	City	Stipend-Phone	Stipend-Car	Stipend-Other
Comparable near DSM	Police Lieutenant	Adel, IA			\$750 clothing
Comparable near DSM	Police Lieutenant	Polk City, IA	Yes		
Comparable other Metro areas	Fire Captain	Wayzata, MN			Clothing (unknown amount)
Mid-sized outside DSM	Fire Captain	Boone, IA			\$575 clothing
Mid-sized outside DSM	Firefighter/Paramedic	Boone, IA			\$575 clothing
Comparable other Metro areas	Equipment Operator	Dayton, MN	Yes		
Comparable other Metro areas	Equipment Operator	Wayzata, MN	\$35		
Mid-sized outside DSM	Equipment Operator	Boone, IA			\$185 shoes \$255 clothing

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Municipal Salary Survey Questionnaire - Additional Roles

Name of Municipality:

Physical Address:

Zip Code:

Phone Number:

Email:

Person completing this survey:

(name and job title, please)

Position	2020 Annual Salary
<p>Police Lieutenant</p> <p>Years in role: _____ Years' Experience in Profession: _____</p> <p>Pay Range Min: \$ _____ Midpoint: \$ _____ Max: \$ _____</p> <p>Do they receive a stipend for: _____ Phone, _____ Vehicle, _____ Other</p> <p>If so, please provide amount(s): _____</p>	\$ _____
<p>Fire Captain</p> <p>Years in role: _____ Years' Experience in Profession: _____</p> <p>Pay Range Min: \$ _____ Midpoint: \$ _____ Max: \$ _____</p> <p>Do they receive a stipend for: _____ Phone, _____ Vehicle, _____ Other</p> <p>If so, please provide amount(s): _____</p>	\$ _____

Firefighter/Paramedic Years in role: _____ Years' Experience in Profession: _____ Pay Range Min: \$ _____ Midpoint: \$ _____ Max: \$ _____ Do they receive a stipend for: ___ Phone, ___ Vehicle, ___ Other If so, please provide amount(s): _____	\$
Firefighter/EMT Years in role: _____ Years' Experience in Profession: _____ Pay Range Min: \$ _____ Midpoint: \$ _____ Max: \$ _____ Do they receive a stipend for: ___ Phone, ___ Vehicle, ___ Other If so, please provide amount(s): _____	\$
Police Administrative Support Clerk (Administrative Assistant) Years in role: _____ Years' Experience in Profession: _____ Pay Range Min: \$ _____ Midpoint: \$ _____ Max: \$ _____ Do they receive a stipend for: ___ Phone, ___ Vehicle, ___ Other If so, please provide amount(s): _____	\$
Public Works Equipment Operator/Laborer (Heavy-Duty) Years in role: _____ Years' Experience in Profession: _____ Pay Range Min: \$ _____ Midpoint: \$ _____ Max: \$ _____ Do they receive a stipend for: ___ Phone, ___ Vehicle, ___ Other If so, please provide amount(s): _____	\$

Public Works Equipment Operator/Laborer (Light-Duty) Years in role: _____ Years' Experience in Profession: _____ Pay Range Min: \$ _____ Midpoint: \$ _____ Max: \$ _____ Do they receive a stipend for: _____ Phone, _____ Vehicle, _____ Other If so, please provide amount(s): _____		\$
Additional comments/clarification you believe would be helpful related to the above responses:		

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CITY OF WINDSOR HEIGHTS

COMPENSATION STUDY

April 2020



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Engagement Details

Key Elements Consulting was retained to perform a wage survey to not only meet policy requirements, but also to ensure that City leadership is appropriately and competitively compensating specific roles. The goals of the study included providing an analysis of market data as it relates to the selected roles for the City and providing recommendations relative to potential adjustments. Elements of the engagement with Key Elements Consulting included the following:

- **Job Description Review**
 - Meet with incumbents of the roles under review to discuss role responsibilities for clarification to ensure duties are described adequately and accurately;
 - Review knowledge, skills and abilities that may be needed now or in the future and determine how they should be included in the job descriptions;
 - Provide a basis for a clear understanding by management and employees of what is expected of employees in these positions.
- **Compensation Study**
 - Conduct survey of wage rates for equivalent roles in similarly sized cities in Iowa and other midwest metropolitan areas;
 - Conduct survey of wage rates for equivalent roles in nearby larger cities that are likely a great source of direct competition for key talent;
 - Perform analysis of wage data and develop a compensation report for city officials.
- **Positions Under Review**
 - The seven (7) positions encompassed in this engagement include:

Public Safety Director / Police Chief	Public Works Director	City Clerk	Finance Director
Police Captain	Public Works Supervisor	Comm. / Recreation Coordinator	

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Compensation

Compensation Background

Municipalities, like organizations of all sizes and in all sectors, must compete in an increasingly tight labor market for the knowledge, skills and abilities necessary to successfully operate a city government. If a municipality wishes to run as effectively and efficiently as possible, in stewardship of the tax dollars received from its citizens, they indeed must rely on effective and efficient personnel. Therefore, how a city determines to reward and recognize their team will be of utmost importance to attract, retain, engage and motivate their best work. Further, as citizens continue to raise their expectations and demand for quality and quantity of municipal services, the need for a just and equitable compensation system for those providing such services must remain competitive as well.

At times, this can seem easier said than done. Compensation decisions can seem to be made arbitrarily on a supervisor's whim or a unilateral decision without accounting for context. There are many theories surrounding compensation structures and methods to carry out this critical component of human capital management. What we have found to be most important to creating a successful compensation plan and strategy is to ensure the structure is based around and in alignment with the organization's mission, vision and values; that the conduct reinforced through compensation as well as other total rewards decisions, supports the behavior and performance desired by the City to meet its goals.

Compensation Considerations

The City of Windsor Heights has chosen to proactively engage in this process, solicit external input and give careful consideration to developing a compensation plan that fairly rewards the City's workforce. There are, however, additional elements that must be considered beyond mere goodwill when designing a compensation system and setting pay levels. These include the talent market, organizational hierarchy, and internal equity.

- **Talent Market** - Economics tells us that labor is valued in line with supply and demand forces. The external labor market is clearly a contributing factor to how a job is valued relative to other similarly situated roles as well as disparate roles. When there is a relatively lower level of actively available individuals with the knowledge, skills and abilities needed to complete a job, the "price," or equivalent compensation rate, is higher and needs to be accounted for to be a competitive employer.
- **Organizational Hierarchy** - Within a hierarchy, an ingrained concept is that those at higher levels would have higher compensation than those at lower levels, particularly relative to a supervisor and their own direct reports. When this is overlooked or disregarded, it can cause reduced motivation and engagement which also can lead to lower productivity and effectiveness in roles.

- **Internal Equity** - The perception and reality of fairness can both be very strong drivers in whether a compensation system is accepted by the individuals to whom it applies. It is crucial that roles with similar level skill, tasks of similar complexity and/or responsibilities of similar consequence, receive equitable compensation. When there is unfairness, real or perceived, related to the value an individual feels in their role, it can lead to decreased engagement and increased turnover.

Compensation Trends

Base compensation, or the hourly or salary pay rate, has been trending upward for a number of years and is anticipated to continue. * Generally, compensation is increasing at an approximate rate that is slightly higher than 3% each year. 2020-2021 data was not yet available but World at Work reported the following information from a survey done in the fall of 2019.

Position Level	Salary Budget Increase (zeroes included)		Salary Budget Increase (zeroes excluded)		Salary Structure Adjustment	
	Actual 2019	Projected 2020	Actual 2019	Projected 2020	Actual 2019	Projected 2020
All Organizations: National	n = 5910	n = 5538	n = 5840	n = 5496	n = 3948	n = 3641
Nonexempt Hourly	3.20%	3.30%	3.20%	3.30%	2.10%	2.20%
Nonexempt Salaried	3.10%	3.20%	3.20%	3.20%	2.10%	2.20%
Exempt Salaried	3.20%	3.30%	3.30%	3.30%	2.20%	2.20%
Officers/Executives	3.20%	3.30%	3.30%	3.30%	2.20%	2.20%
All Organizations: Central	n = 2368	n = 2223	n = 2359	n = 2208	n = 1599	n = 1457
Nonexempt Hourly	3.20%	3.20%	3.20%	3.20%	2.20%	2.30%
Nonexempt Salaried	3.10%	3.20%	3.10%	3.20%	2.10%	2.10%
Exempt Salaried	3.20%	3.20%	3.20%	3.20%	2.20%	2.20%
Officers/Executives	3.10%	3.10%	3.20%	3.20%	2.20%	2.20%
All Organizations: Iowa	n = 792	n = 751	n = 784	n = 744	n = 585	n = 529
Nonexempt Hourly	3.20%	3.20%	3.20%	3.20%	2.20%	2.10%
Nonexempt Salaried	3.20%	3.20%	3.20%	3.20%	2.10%	2.00%
Exempt Salaried	3.10%	3.20%	3.20%	3.20%	2.20%	2.10%
Officers/Executives	3.10%	3.20%	3.20%	3.20%	2.20%	2.20%

Source: World at Work (2019)

*Note: This data looked at the prior twelve-month period and is not taking into account the unprecedented public health crisis currently impacting businesses and the economy both at a local, statewide, nationwide and global level. It is unclear, at this early stage, how the pandemic will impact labor demand and compensation trends into the future.

Study Overview & Methodology

Windsor Heights is uniquely positioned between larger metropolitan cities including Des Moines, Clive, West Des Moines and Urbandale. According to the *Iowa League of Cities Directory* (2018-2019), the population count of Windsor Heights is 4,860, which is considerably smaller in comparison to its larger metropolitan neighbors. However, how the City is situated directly in between these larger metropolitan areas adds an extra layer of complexity in finding suitable comparisons.

Data Selection Strategy

Our philosophy regarding market pricing municipal roles against external sources is to gather data from a range of municipalities that compare to both contextually similar locales as well as select larger potential competitors. Our process aims for a larger pool of information to provide greater validity in the findings. We compiled and analyzed various data points based on the information from a total of 32 municipalities.

Below are additional details regarding components of our data collection strategy:

- **Job Description Reviews** - Discovery interviews were conducted with the current seven (7) incumbents for the identified roles being surveyed. This process ensured the Key Elements team gained a solid understanding of the responsibilities along with the knowledge, skills and abilities needed to be successful in the role. This information was used to update job descriptions and used in the review of comparable positions.
- **Community Factors**
 - **Public Relations** - As shared by current City employees, the City of Windsor Heights' citizens have an expectation of services similar to that of a larger metropolitan area; however, citizens also appreciate the "high touch" and personal service associated with smaller cities. This results in public relations playing a larger role in the daily responsibilities of staff members.
 - **Public Works Departments** - This department functions in a larger metropolitan area, but also does not have the regulatory complexity, licensing requirements, staffing resources and facility/infrastructure requirements associated with the daily management of water and wastewater treatment plant operations.
 - **Safety/Crime** - Proximity to the larger metropolitan areas results in the public safety staff often dealing with higher levels of crime than comparable communities their size. To address concerns regarding the overflow of crime normally found in larger metro areas, violent and property crime rates were collected from Sperling's BestPlaces (2020) data engine and compared those

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to the City of Windsor Heights along with pulling national average numbers. Refer to the Crime Rates Summary table in Appendix B for detailed data on crime statistics by municipality.

Type of Crime	City of Windsor Heights Ranking	Windsor Heights Survey Participants Average Ranking	National Average Ranking
Violent Crime (threat/force)	10.7	17.9	22.7
Property Crime (non-threatening)	56.5	29.9	35.4

Rankings are based on a scale of 1 to 100, with one being the lowest and 100 as highest

**Please note the data used in Sperling's BestPlaces is based on previously collected data that is projected out through 2020*

- **Study Participant Selection Criteria** - The Summary of Study Participants table in Appendix B provides additional details regarding the cities used in the study.
 - Municipalities of similar size and proximity to metropolitan areas:
 - Comparable near Des Moines (3,500-7,500 population)
 - Comparable other metropolitan areas in the Midwest (3,500-7,500 population)
 - Metropolitan areas included: Omaha, NE; Minneapolis, MN; Kansas City, MO.
 - Municipalities of similar size but without relative close proximity to major metropolitan areas:
 - Comparable outside Des Moines (3,500-7,500 population)
 - Municipalities of larger size with different relative proximity to the Des Moines metropolitan area (potential competitors and sources of career growth):
 - Mid-sized near and outside Des Moines (7,501-13,000 population)
 - Similar titles and level of responsibilities by roles (based on the information provided by study participants).
- **Methods of Collecting Data**
 - We used a variety of approaches in the data collection process including reaching out to the cities directly via phone, emailing data collection documents to appropriate personnel at cities (See Appendix B for the Municipal Salary Survey Questionnaire used), and other indirect online research methods.

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- **Definitions**
 - **Average** - A number expressing the central or typical value in a set of data, also called the mean, which is calculated by dividing the sum of the values in the set by their number.
 - **Blended Survey Data** - Includes blended data from select comparables (similar in population size: 3,500-7,500) and mid-sized (slightly larger population size: 7,501-13,000) municipalities to adequately address resource demands unique to the City of Windsor Heights due to its positioning between larger metropolitan cities.
 - **Comparable Survey Data** - Includes all survey participants data that was from municipalities of similar population size.
 - **Compa-ratio** - A comparative (compa) ratio is computed by dividing the current incumbent earnings by the market rate, which is typically the midpoint of a range or grade. A compa-ratio of 100 (or 100%) means that the employee is paid at the exact midpoint of the range, whereas less than 100 means the employee is paid under the midpoint and over 100 means the employee is paid higher than the midpoint.
 - **Geographic Differential** - A numerical value, often represented as a percentage, that delineates the difference in average labor costs between different geographic locations.
 - **Incumbent Earnings** - The base compensation incumbents currently in a role receive on an annual basis.
 - **Median/Midpoint** - This describes the middle of a range of numbers sorted from low to high; half of the numbers in the range are above the median and half below. The median (also known as 50th percentile) is used in working with compensation data to mitigate the impact of pay that is at the extreme highs and lows of the range.
 - **Pay Range** - A set boundary for compensation which identifies the minimum and maximum amount for specific jobs and/or pay grades.

Data Analysis Strategy

Our process compiles data at three levels when possible to include minimum, median, and maximum amounts in a pay range for a given role. Ranges are typically established relative to experience individuals can bring into a role from meeting minimum knowledge, skill and ability (KSA) requirements to high levels of directly related experience and KSAs. Not all municipalities have established ranges and thus, we also collect incumbents' actual current rate of pay. We use averages of these data points to approximate both average pay rates individuals in the role currently are receiving as well as average ranges.

- **Recency**
Data collected and analyzed is current as March 2020.

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- **Geographic Differentials/Adjustments**
When pricing roles across different geographical regions, we factor those differences into our calculations with information provided by well-known data sources. The data provided in our survey results has identified differentials factored in and no additional calculations are necessary by the reader. For this survey, we used the geographical differentials as follows:
 - The Economic Research Institute (ERI) Geographic Assessor software determined the following differentials by geographic region:
 - Des Moines compared to Iowa's statewide average pay is 4% higher;
 - Salary.com's cost-of-living tool provides data regarding average salary or cost of labor differentials by metropolitan area:
 - Des Moines compared to Minneapolis-St. Paul, MN's average pay is 9.9% lower;
 - Des Moines compared to Omaha, NE's average pay is 2.3% higher;
 - Des Moines compared to Kansas City, MO's average pay is 1.5% lower.
- **Development of Blended Ranges**
We customized our approach to adequately capture resource demands unique to the City of Windsor Heights due to its positioning between larger metropolitan cities. This blended survey approach consisted of the following:
 - **Blended Survey Data** - The approach consisted of data collection from select comparable sized cities (similar in population size: 3,500-7,500) and mid-sized municipalities (slightly larger population size: 7,501-13,000) and blending (averaging) the data.
 - **Positions** - The blended approach was used for the Public Safety Director/Police Chief and Police Captain roles. The reasoning behind this approach for the Public Safety roles is due to the flowthrough of traffic volumes and population from the larger surrounding metropolitan cities and businesses.

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- o Cities' data used in the blended approach:

Cities Used in Blended Survey Data Analysis	
• Adel, IA	• Nevada, IA
• Algona, IA	• North Kansas City, MO
• Boone, IA	• Norwalk, IA
• Carlisle, IA	• Parkville, MO
• Creston, IA	• Pleasant Hill, IA
• Dayton, MN	• Ralston, NE
• Grimes, IA	• Winterset, IA
• Grinnell, IA	*Refer to the Summary of Study Participants table in Appendix B for more details on cities encompassed in blended data.

- **Detailed Data Analysis**

As mentioned previously, the City of Windsor Heights' smaller population size and positioning with multiple large metropolitan areas directly surrounding it resulted in the need to take a hybrid approach to developing the salary range. Factors included in the development of the Proposed Compensation Table and recommendations outlined below are:

- o Population size
- o Location as it relates to other metropolitan areas
- o Averaged incumbent wages (adjusted for geographic differentials)
- o Averaged minimum, midpoint and maximum amounts (adjusted for geographic differentials)
- o Job description and the associated duties (with input from incumbents and supervisors)
- o Crime Rates

- o Years in role and years with organization
- o Organizational hierarchy
- o Licensing and certification requirements
- o Median housing costs relative to the 30 mile radius residency requirement (Sperling's BestPlaces, 2020):
 - Windsor Heights, IA: \$208,600
 - West Des Moines, IA: \$232,600
 - Urbandale, IA: \$244,300
 - Clive, IA: \$283,600

Establishing Pay Ranges

Pay ranges include minimum, midpoint and and maximum pay rates for a given role. The minimum and maximum pay rates denote the acceptable lower and upper bounds of pay for incumbents within that particular position. The midpoint value is the halfway mark between the range minimum and maximum and represents the competitive market rate.

If the organization's compensation strategy is to lead the market (above 100%), then they set the pay rate above the market median, or the range's midpoint. If an organization wants to pay according to a market match approach, then they pay at midpoint. If the organization has rich benefit offerings or limited budgets, they may opt to pay below (lag) market midpoints. Generally, employers try to stay within the established ranges, but will occasionally pay below the established position minimum or above the established position maximum. If this occurs, it is strongly recommended employers have ample documentation detailing the reasoning for paying outside the established ranges.

Consistent Range Placement

It is a good business practice to follow consistent pay practice guidelines in determining and implementing compensation market strategies to avoid issues with internal and external pay equity. Generally, when determining where to place new or existing team members in the compensation range, this type of table can be utilized for employee pay placement in the range:

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Salary Range Placement:	Incumbents Will Typically:
Maximum	Exceed essential responsibilities over time. Ready for promotion. Highly experienced.
Midpoint	Meet essential responsibilities over time. Fully competent. Experienced. Independent.
Minimum	Needs guidance and training to learn essential responsibilities. Entry. Learner. Dependent.

Range Spread

A range spread is the difference between the maximum and minimum pay rates of a given position. It is expressed as a percentage of the difference between the minimum and maximum divided by the minimum. Organizations generally apply different range spreads across position levels or pay grades. Most common pay spreads involve progressively higher range spreads for roles that contain more complex duties and higher levels of responsibility. Smaller ranges generally characterize roles that contain more narrowly defined jobs that require less complex duties and lower responsibility. Below are typical pay range spreads for different role types:

- 50% and above - senior management and/or executive level
- 40% to 50% - professional, administrative, and middle management
- 30% to 40% - clerical, technical and paraprofessional
- 20% to 30% - service, production and maintenance

Analysis Results

Pay structures assign different pay ranges for jobs of varied worth and provide the framework for recognizing individual employee contributions. No two employees possess identical credentials, nor do they perform the same jobs equally well. Organizations recognize these differences by paying individuals according to their credentials, experience, knowledge, skills, abilities and job performance. When completed, pay structures should define the boundaries for recognizing employee contributions. The Key Elements team gave consideration to the factors outlined in this report, conducted a detailed analysis and the analysis findings are shared in this section.

Pay Range Recommendation

1. **Proposed Compensation Table** - Based on the data analysis from the study results and factors relevant to the City of Windsor Heights outlined in the Methodology section of this report, we propose the following Compensation Table shown below for FY 2020/2021. This

table provides the City with updated ranges based on what is relevant in the market along with providing a broad range spread giving staff the ability to progress in their roles for a longer period of time before maxing out.

2. **Adopt Range Spreads** - Utilize pay range spreads (30% and 40%) as shown in the last column of the Proposed Compensation Table below. Additional information regarding developing and defining pay range spreads can be found under the Establishing Pay Ranges section of this report.
3. **Premium Pay** - An additional 10% pay premium was added to the Public Safety Director/Police Chief role to compensate for additional duties of leading the Fire/EMS department as well as serving as Chief of Police. This premium amount was arrived at by analyzing the average pay and midpoint differences between incumbent Public Safety Director study participants and average incumbents in Police Chief roles.

Proposed Compensation Table FY 2020/2021						
Position	Survey Data	Proposed Min	Proposed Mid	Proposed Max	Proposed Range Spread	
Public Safety Director/Police Chief*	Blended	\$90,033	\$108,039	\$126,046	40%	
Police Captain ^A	Blended	\$73,983	\$88,779	\$103,576	40%	
Public Works Director	Comparable	\$73,569	\$88,282	\$102,996	40%	
Finance Director	Comparable	\$84,105	\$100,926	\$117,747	40%	
Public Works Supervisor	Comparable	\$57,951	\$66,644	\$75,336	30%	
City Clerk	Comparable	\$54,808	\$65,770	\$76,732	40%	
Communications/Rec Coordinator	Comparable	\$38,703	\$44,508	\$50,314	30%	

*A 10% premium was added to the midpoint for Public Safety Director/Police Chief

^ARange does not include additional fee paid for I.T. work the current incumbent handles for the City

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4. **Adjust Pay Rates** - Decisions to adjust current incumbents' wages to appropriately reflect their placement in the salary range need to be based on job performance, longevity with the organization, levels of responsibility and other factors deemed appropriate to the City. For additional information regarding salary placement within a range, please refer to the Consistent Range Placement section in this report.

Internal Equity Review								
Position	Current Incumbent Wage	Proposed New Min	Proposed New Mid	Proposed new Max	Range	Compa-Ratio Based on New Table	Amount Below New Min	Amount Below Mid
Public Safety Director/Police Chief*	\$92,437.45	\$90,033	\$108,039	\$126,046	40%	85.56		\$15,602
Police Captain	\$90,900.94	\$73,983	\$88,779	\$103,576	40%	102.39		
Public Works Director	\$72,348.85	\$73,569	\$88,282	\$102,996	40%	81.95	\$1,220	\$15,933
Finance Director	\$80,000.00	\$84,105	\$100,926	\$117,747	40%	79.27	\$4,105	\$20,926
Public Works Supervisor	\$63,693.13	\$57,951	\$66,644	\$75,336	30%	95.57		\$2,950
City Clerk	\$78,732.39	\$54,808	\$65,770	\$76,732	40%	119.71		
Communications/Rec Coordinator	\$45,011.20	\$38,703	\$44,508	\$50,314	30%	101.13		
Totals							\$5,325	\$55,412

* A 10% premium was added to the midpoint for Public Safety Director/Police Chief

Items of note from the Internal Equity Review table:

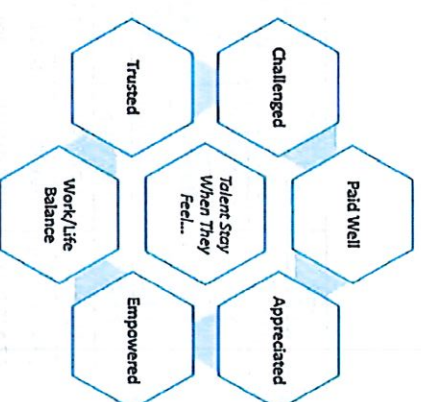
- Based on the proposed new pay ranges, two (2) positions are below the pay minimum. Consider reviewing the incumbents and determine if they do, in fact, meet minimum position requirements and should receive a pay increase to at least meet range minimum. The cost of increases to meet pay range minimums would total: \$5,325.
 - Based on the proposed new pay ranges, there are five (5) incumbents that are below midpoint. Consider reviewing the incumbents and determine if they should be at or moved closer to midpoint. If all five (5) incumbents were moved to midpoint, the cost would be: \$55,412.
 - Consider moving top performers and those key to providing consistent leadership for the organization to or above midpoint.
5. **Review Internal Equity** - Once pay adjustments are made, it is advised to perform an internal equity review of current compa-ratios to ensure fair and equitable pay practices across the organization. Note any potential discrepancies with appropriate documentation or adjustment.

6. **Salary Structure Adjustments** - It is recommended the City considers updating compensation ranges (aging the table) on an annual basis to keep the salary data relevant. Refer to the World at Work survey trends table under the Compensation Trends section to review current data aging recommendations.

Summary

Creating a comprehensive business advantage starts with recognizing the role total rewards (beyond merely a compensation program) plays in an organization. Total rewards encompasses the idea that people are what organizations are truly made of and people are multifaceted. Therefore, a total rewards strategy brings together a mix that provides a more comprehensive approach to rewarding and recognizing employees for performing well and reinforces behavior in alignment with the organization's strategic goals and values. Ultimately, the aim of such a program is to provide a holistic offering that will influence the ability to effectively attract, motivate, engage and retain employees.

Total rewards strategies have emerged as a result of both external and internal influences. One of the main driving factors from an employer perspective is the emerging shortage of labor skills, knowledge, and experience (due in part by the retirement of the baby boomer population) and upcoming generations becoming more geographically mobile and oftentimes seeking new career opportunities every few years. Additionally, costs can play a factor in developing a total rewards strategy relative to available budgets; this includes increasing costs for ancillary benefits and healthcare along with higher wages for increasingly difficult to find skill sets.



A key foundational piece of developing a total rewards strategy remains a solid compensation program with competitive salary ranges along with making necessary market adjustments to keep it current. Once this piece is in place, organizations can start looking towards examining other key factors such as developing an effective performance management system as well as employee development programs that not only attract, but retain key employees. The high cost of turnover is well known; one way to ensure the City maintains a stable leadership team thus reducing turnover, is by offering a competitive compensation program along with a strategic total rewards package. Today's tight talent market encourages organizations to get creative and embrace novel approaches in attracting and retaining the best and brightest talent. Fortunately, not all rewards and recognition options are financially based. Organizations can and should ask their specific employee population what they value and build a total rewards strategy to align with their mission and long-term strategic goals and objectives for sustainability.

Appendix A

Average Midpoints & Related Compa-Ratio by Participants Category

Average Midpoints & Related Compa-Ratio by Participants Category									
	WH Current Incumbent Wage	Current WH Mid	Current WH Compa- Ratio	Comparable Midpoint Average	Compa- Ratio for Current Incumbent to Comparable	Blended Midpoint Average	Compa- Ratio for Current Incumbent to Blended	All Survey Participants Midpoint Average	Compa-Ratio for Current Incumbent to All Survey Participants
Recommended New Table									
PSD/Police Chief	\$92,437.45	\$100,074	92.37	\$99,648	92.76	\$108,039	85.56	\$97,735	94.58
Police Captain	\$90,900.94	\$78,565	115.70	\$84,149	108.02	\$88,779	102.39	\$95,797	94.89
Public Works Director	\$72,348.85	\$83,566	86.58	\$88,282	81.95	\$101,684	71.15	\$97,674	74.07
Public Works Supervisor	\$63,693.13	\$58,771	108.38	\$66,644	95.57	\$65,932	96.60	\$75,380	84.50
Finance Director	\$80,000.00	\$0	---	\$100,926	79.27	\$102,302	78.20	\$102,535	78.02
City Clerk	\$78,732.39	\$77,693	101.34	\$65,770	119.71	\$78,388	100.44	\$74,966	105.02
Communications/Rec Coord.	\$45,011.20	\$0	---	\$44,508	101.13	\$54,555	82.51	\$55,082	81.72

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Incumbent Current Earnings Summary

Incumbent Current Earnings Summary											
Category	City	State	Public Safety Director	Police Chief	Police Captain	Public Works Director	Public Works Supervisor	Finance Director	City Clerk	Comms Coord.	Rec Coord.
City of Windsor Heights	Windsor Heights	IA	\$92,437.45	\$92,437.45	\$90,900.94	\$72,348.85	\$63,693.13	\$80,000.00	\$78,732.39	\$45,011.20	\$45,011.20
Comparable near DSM	Adel	IA		\$81,744.00		\$75,774.48		\$64,563.12	\$50,128.00		
Comparable near DSM	Carlisle	IA		\$86,114.08		\$68,456.96			\$60,220.16		
Comparable near DSM	Huxley	IA		\$65,100.00		\$76,164.00	\$65,667.00		\$59,446.00		\$43,596.00
Comparable near DSM	Nevada	IA	\$90,474.51			\$76,880.00			\$86,422.50		
Comparable near DSM	Winterset	IA		\$78,652.00	\$70,797.00		\$63,948.00				\$65,000.00
Comparable other Metro areas	Carter Lake	IA		\$84,147.89	\$67,627.46	\$59,334.00			\$65,504.74		\$30,690.00
Comparable other Metro areas	Dayton	MIN		\$95,435.26		\$88,306.65			\$63,418.87		\$37,950.12
Comparable other Metro areas	Mission Hills	KS							\$50,062.43		
Comparable other Metro areas	North Kansas City	MO	\$121,155.00	\$113,275.00		\$113,720.22	\$74,022.75	\$103,425.00	\$57,366.40	\$47,448.44	\$45,217.41
Comparable other Metro areas	Parkville	MO		\$91,194.26	\$72,901.82	\$81,101.95	\$72,574.80	\$74,201.04	\$54,889.13		
Comparable other Metro areas	Ralston	NE		\$106,040.09		\$118,184.12	\$75,239.60	\$86,085.45	\$74,503.04		

Incumbent Current Earnings Summary (continued)

Category	City	State	Public Safety Director	Police Chief	Police Captain	Public Works Director	Public Works Supervisor	Finance Director	City Clerk	Comms Coord.	Rec Coord.
Comparable outside DSM	Algona	IA		\$76,014.85	\$62,970.75	\$85,684.35	\$63,078.91	\$104,374.40	\$58,103.55		\$49,169.54
Comparable outside DSM	Chariton	IA		\$67,600.00	\$55,334.24		\$60,958.56		\$47,265.92		\$41,100.80
Comparable outside DSM	Cherokee	IA		\$72,412.08		\$78,836.16			\$64,600.64		\$54,300.48
Comparable outside DSM	DeWitt	IA		\$86,571.01	\$76,765.23	\$77,041.41		\$76,381.72	\$61,672.83		\$33,399.81
Comparable outside DSM	Estherville	IA		\$82,602.37	\$65,273.73		\$74,513.78	\$63,648.00	\$63,648.00		
Comparable outside DSM	Harlan	IA		\$84,819.07	\$79,432.70			\$69,114.24	\$69,114.24		\$57,800.70
Comparable outside DSM	Jefferson	IA		\$72,530.64	\$65,197.60	\$75,335.52			\$69,302.48		\$54,600.00
Comparable outside DSM	Maquoketa	IA		\$78,764.40		\$72,498.40					
Comparable outside DSM	Oelwein	IA		\$101,911.68	\$83,526.56	\$101,845.12			\$80,144.48		
Comparable outside DSM	Vinton	IA		\$72,800.00	\$65,416.00		\$73,840.00		\$70,720.00		\$41,600.00
Comparable outside DSM	Washington	IA		\$84,032.00			\$81,633.76	\$65,880.88	\$62,344.88		
Mid-sized near DSM	Grimes	IA				\$87,551.00	\$69,992.00	\$75,004.80	\$77,001.60		
Mid-sized near DSM	Norwalk	IA		\$106,059.20	\$92,476.80	\$103,209.60	\$77,376.00	\$125,424.00	\$74,276.80	\$44,500.14	\$51,688.00

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Incumbent Current Earnings Summary (continued)

Category	City	State	Public Safety Director	Police Chief	Police Captain	Public Works Director	Public Works Supervisor	Finance Director	City Clerk	Comms Coord.	Rec Coord.
Mid-sized near DSM	Pleasant Hill	IA	\$101,865.00	\$110,177.00		\$102,942.00	\$89,780.00	\$103,932.00		\$65,038.00	
Mid-sized outside DSM	Boone	IA	\$121,992.00	\$87,658.90	\$72,971.56	\$94,101.74	\$74,256.00	\$80,551.66	\$80,551.66		
Mid-sized outside DSM	Creston	IA		\$81,075.07		\$73,785.09	\$60,742.66		\$63,224.93		\$44,276.13
Mid-sized outside DSM	Decorah	IA		\$90,846.08	\$75,465.52			\$86,952.32	\$86,952.32		\$54,925.52
Mid-sized outside DSM	Denison	IA						\$88,096.42			
Mid-sized outside DSM	Grinnell	IA		\$99,450.00	\$84,202.56	\$104,438.88		\$102,610.56	\$102,610.56		\$43,499.04
Mid-sized outside DSM	Sioux Center	IA		\$78,000.00				\$81,244.80		\$27,543.36	
Mid-sized outside DSM	Webster City	IA		\$80,685.28		\$88,280.40	\$69,892.99	\$76,793.60	\$49,840.13		
Average Incumbent Wage			\$108,871.63	\$86,275.44	\$72,690.64	\$86,521.46	\$71,719.80	\$84,904.67	\$66,790.23	\$46,132.49	\$46,800.85

Note: Reported wages are adjusted with relevant geographic differential, all wages represented in annual equivalent.

Ranges Using Different Source Data for Comparison

Potential Ranges Using Data from Blended Averages					
WH Position Title	WH Current Incumbent Wage	New Min Based on Formulas	Adjusted Mid - based on averaged survey results	New Max based on Formula	Desired Range Spread
PSD/Police Chief*	\$92,437.45	\$90,032.60	\$108,039.12	\$126,045.64	40.0%
Police Captain	\$90,900.94	\$73,982.90	\$88,779.49	\$103,576.07	40.0%
Public Works Director	\$72,348.85	\$84,736.72	\$101,684.06	\$118,631.40	40.0%
Public Works Supervisor	\$63,693.13	\$57,332.07	\$65,931.88	\$74,531.69	30.0%
Finance Director	\$80,000.00	\$85,251.27	\$102,301.53	\$119,351.78	40.0%
City Clerk	\$78,732.39	\$65,323.40	\$78,388.08	\$91,452.76	40.0%
Communications/Rec Coord.	\$45,011.20	\$47,438.78	\$54,554.60	\$61,670.42	30.0%

* A 10% premium was added to the midpoint for Public Safety Director/Police Chief

Potential Ranges Using Data from Comparable Averages					
WH Position Title	WH Current Incumbent Wage	New Min Based on Formulas	Adjusted Mid - based on averaged survey results	New Max based on Formula	Desired Range Spread
PSD/Police Chief*	\$92,437.45	\$83,040.36	\$99,648.43	\$116,256.50	40.0%
Police Captain	\$90,900.94	\$70,124.36	\$84,149.23	\$98,174.10	40.0%
Public Works Director	\$72,348.85	\$73,568.56	\$88,282.27	\$102,995.99	40.0%
Public Works Supervisor	\$63,693.13	\$57,950.95	\$66,643.60	\$75,336.24	30.0%
Finance Director	\$80,000.00	\$84,105.05	\$100,926.06	\$117,747.06	40.0%
City Clerk	\$78,732.39	\$54,808.36	\$65,770.03	\$76,731.70	40.0%
Communications/Rec Coord.	\$45,011.20	\$38,702.78	\$44,508.20	\$50,313.62	30.0%

* A 10% premium was added to the midpoint for Public Safety Director/Police Chief

Appendix B

Summary of Study Participants

Participating Cities in Alphabetical Order

Category	City	State	Closest Metropolitan Area	Population	Survey Blended Data	Survey Comparable Data	All Survey Data
Comparable near DSM	Adel	IA	Des Moines, IA	3,682	X	X	X
Comparable outside DSM	Algona	IA		5,560	X	X	X
Mid-sized outside DSM	Boone	IA		12,661	X		X
Comparable near DSM	Carlisle	IA	Des Moines, IA	3,876	X	X	X
Comparable other Metro areas	Carter Lake	IA	Omaha, NE	3,787		X	X
Comparable outside DSM	Chariton	IA		4,321		X	X
Comparable outside DSM	Cherokee	IA		5,253		X	X
Mid-sized outside DSM	Creston	IA		7,834	X		X
Comparable other Metro areas	Dayton	MN	Minneapolis, MN	5,011	X	X	X
Mid-sized outside DSM	Decorah	IA		8,127			X
Mid-sized outside DSM	Denison	IA		8,298			X
Comparable outside DSM	Dewitt	IA		5,032		X	X
Comparable outside DSM	Estherville	IA		5,793		X	X
Mid-sized near DSM	Grimes	IA	Des Moines, IA	8,246	X		X
Mid-sized outside DSM	Grinnell	IA		9,218	X		X
Comparable outside DSM	Harlan	IA		5,100		X	X
Comparable near DSM	Huxley	IA	Des Moines, IA	4,500		X	X
Comparable outside DSM	Jefferson	IA		4,345		X	X
Comparable outside DSM	Maquoketa	IA		6,141		X	X
Comparable other Metro areas	Mission Hills	KS	Kansas City, MO	3,601		X	X

Category	City	State	Closest Metropolitan Area	Population	Survey Blended Data	Survey Comparable Data	All Survey Data
Comparable near DSM	Nevada	IA	Des Moines, IA	6,798	X	X	X
Comparable other Metro areas	North Kansas City	MO	Kansas City, MO	4,529	X	X	X
Mid-sized near DSM	Norwalk	IA	Des Moines, IA	12,000	X		X
Comparable outside DSM	Oelwein	IA		6,415		X	X
Comparable other Metro areas	Parkville	MO	Kansas City, MO	5,554	X	X	X
Mid-sized near DSM	Pleasant Hill	IA	Des Moines, IA	8,785	X		X
Comparable other Metro areas	Ralston	NE	Omaha, NE	5,943	X	X	X
Mid-sized outside DSM	Sioux Center	IA		7,579			X
Comparable outside DSM	Vinton	IA		5,257		X	X
Comparable outside DSM	Washington	IA		7,266		X	X
Comparable near DSM	Winterset	IA	Des Moines, IA	5,500	X		X
Mid-sized outside DSM	Webster City	IA		8,070			X
					15	21	32

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Participating Cities in Category Order

Category	City	State	Closest Metropolitan Area	Population	Survey Blended Data	Survey Comparable Data	All Survey Data
Comparable near DSM	Adel	IA	Des Moines, IA	3,682	X	X	X
Comparable near DSM	Carlisle	IA	Des Moines, IA	3,876	X	X	X
Comparable near DSM	Huxley	IA	Des Moines, IA	4,500		X	X
Comparable near DSM	Nevada	IA	Des Moines, IA	6,798	X	X	X
Comparable near DSM	Winterset	IA	Des Moines, IA	5,500	X		X
Comparable other Metro areas	Carter Lake	IA	Omaha, NE	3787		X	X
Comparable other Metro areas	Dayton	MN	Minneapolis, MN	5,011	X	X	X
Comparable other Metro areas	Mission Hills	KS	Kansas City, MO	3,601		X	X
Comparable other Metro areas	North Kansas City	MO	Kansas City, MO	4,529	X	X	X
Comparable other Metro areas	Parkville	MO	Kansas City, MO	5,554	X	X	X
Comparable other Metro areas	Ralston	NE	Omaha, NE	5,943	X	X	X
Comparable outside DSM	Algona	IA		5,560	X	X	X
Comparable outside DSM	Chariton	IA		4,321		X	X
Comparable outside DSM	Cherokee	IA		5,253		X	X
Comparable outside DSM	DeWitt	IA		5,032		X	X
Comparable outside DSM	Estherville	IA		5,793		X	X
Comparable outside DSM	Harlan	IA		5,100		X	X
Comparable outside DSM	Jefferson	IA		4,345		X	X
Comparable outside DSM	Maquoketa	IA		6,141		X	X
Comparable outside DSM	Oelwein	IA		6,415		X	X
Comparable outside DSM	Vinton	IA		5,257		X	X
Comparable outside DSM	Washington	IA		7,266		X	X
Mid-sized near DSM	Grimes	IA	Des Moines, IA	8,246	X		X
Mid-sized near DSM	Norwalk	IA	Des Moines, IA	12,000	X		X
Mid-sized near DSM	Pleasant Hill	IA	Des Moines, IA	8,785	X		X

Category	City	State	Closest Metropolitan Area	Population	Survey Blended Data	Survey Comparable Data	All Survey Data
Mid-sized outside DSM	Boone	IA		12,661	X		X
Mid-sized outside DSM	Creston	IA		7,834	X		X
Mid-sized outside DSM	Decorah	IA		8,127			X
Mid-sized outside DSM	Denison	IA		8,298			X
Mid-sized outside DSM	Grinnell	IA		9,218	X		X
Mid-sized outside DSM	Sioux Center	IA		7,579			X
Mid-sized outside DSM	Webster City	IA		8,070			X
					15	21	32

Crime Rates Summary

Sperling's BestPlaces 2020 Projected Crime Statistics

City Category	City	Population Size	*Violent Crime Ranking	*Property Crime Ranking
National Average - Informational Only	National Average	N/A	22.7	35.4
Windsor Heights	Windsor Heights	4,860	10.7	56.5
Comparable near DSM	Adel, IA	3,682	24.2	40.4
Comparable near DSM	Carlisle, IA	3,876	21.2	21.2
Comparable near DSM	Huxley, IA	4,500	11.5	21.7
Comparable near DSM	Nevada, IA	6,798	27.9	33.4
Comparable near DSM	Winterset, IA	5,500	15.8	26.1
Comparable other Metro areas	Carter Lake, IA	3,787	25.8	49.4
Comparable other Metro areas	Dayton, MN	5,011	7.3	21.5
Comparable other Metro areas	Mission Hills, KS	3,601	6.9	20.2
Comparable other Metro areas	North Kansas City, MO	4,529	33.3	95.3
Comparable other Metro areas	Parkville, MO	5,554	9.8	26.9
Comparable other Metro areas	Ralston, NE	5,943	14.9	41.0
Comparable outside DSM	Chariton, IA	4,321	17.0	42.3
Comparable outside DSM	Cherokee, IA	5,253	21.1	20.0
Comparable outside DSM	DeWitt, IA	5,032	15.0	23.7
Comparable outside DSM	Estherville, IA	5,793	24.3	21.0
Comparable outside DSM	Harlan, IA	5,100	13.5	7.6
Comparable outside DSM	Jefferson, IA	4,345	14.0	37.4
Comparable outside DSM	Maquoketa, IA	6,141	19.1	43.0
Comparable outside DSM	Oelwein, IA	6,415	26.0	31.2
Comparable outside DSM	Vinton, IA	5,257	15.8	17.0

Sperling's BestPlaces 2020 Projected Crime Statistics (continued)				
City Category	City	Population Size	*Violent Crime Ranking	*Property Crime Ranking
Comparable outside DSM	Washington, IA	7,266	30.2	19.6
Mid-sized near DSM	Grimes, IA	8,246	16.9	28.7
Mid-sized near DSM	Norwalk, IA	12,000	10.0	19.5
Mid-sized near DSM	Pleasant Hill, IA	8,785	10.2	28.9
Mid-sized outside DSM	Boone, IA	12,661	21.0	25.5
Mid-sized outside DSM	Creston, IA	7,834	19.6	30.1
Mid-sized outside DSM	Decorah, IA	8,127	9.9	23.2
Mid-sized outside DSM	Denison, IA	8,298	12.1	16.5
Mid-sized outside DSM	Grinnell, IA	9,218	31.6	37.0
Mid-sized outside DSM	Sioux Center, IA	7,579	8.1	9.2
Mid-sized outside DSM	Webster City, IA	8,070	20.9	27.3
	Average	6,404	17.9	29.2

***Rankings are based on a scale of 1 to 100, with one being the lowest and 100 the highest**

Violent Crimes involve force or threat of force/Property Crimes involve taking of money or property, but no threat or force of threat
Please note the data used in Sperling's BestPlaces is based on previously collected data that is projected out through 2020

Source - Sperling's BestPlaces Website: www.bestplaces.net

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Stipend Summary

Stipend(s) Offered by City					
City Type	Windsor Heights Title	City	Stipend-Phone	Stipend-Car	Stipend-Other
Mid-sized near DSM	Police Chief	Altoona, IA	\$25/mo	\$4500/yr	
Mid-sized near DSM	Police Captain	Altoona, IA	\$25/mo		
Mid-sized near DSM	Public Works Director	Altoona, IA	\$25/mo		
Mid-sized near DSM	Finance Director	Altoona, IA	\$25/mo		
Mid-sized outside DSM	Police Chief	Boone, IA			\$775/yr - Clothing
Mid-sized outside DSM	Police Captain	Boone, IA			\$775/yr - Clothing
Mid-sized outside DSM	City Clerk	Boone, IA		\$3000/yr	
Mid-sized outside DSM	Public Works Director	Boone, IA		\$3000/yr	
Mid-sized outside DSM	Finance Director	Boone, IA		\$3000/yr	
Mid-sized outside DSM					
Mid-sized outside DSM	Public Works Supervisor	Boone, IA	Provided		\$255/yr - Clothing \$185 - Shoes
Comparable near DSM	Public Works Director	Carlisle, IA	\$50/mo		
Comparable near DSM	Police Chief	Carlisle, IA	\$50/mo		
Comparable outside DSM	Police Chief	Charlton, IA	Provided		
Comparable outside DSM	Police Captain	Charlton, IA	Provided		
Comparable outside DSM	Public Works Supervisor	Charlton, IA	Provided		
Comparable outside DSM	Recreation Coordinator	Charlton, IA	Provided		
Mid-sized near DSM	City Clerk	Clive, IA	\$50/mo		
Mid-sized near DSM	Public Works Director	Clive, IA	\$50/mo		
Mid-sized near DSM	Finance Director	Clive, IA	\$50/mo		
Mid-sized near DSM	Recreation Coordinator	Clive, IA	\$50/mo		
Midsize near DSM	Police Chief	Clive, IA	Provided	Provided	
Midsize near DSM	Police Captain	Clive, IA	Provided		
Comparable other Metro areas	Police Chief	Dayton, MN	Provided	Provided	

Stipend(s) Offered by City (continued)

City Type	Windsor Heights Title	City	Stipend-Phone	Stipend-Car	Stipend-Other
Comparable other Metro areas	Recreation Coordinator	Dayton, MN	Provided		
Comparable outside DSM	Police Captain	DeWitt, IA	\$40/mo		\$15/mo - laundry
Comparable outside DSM	Police Chief	DeWitt, IA		\$300/mo	\$15/mo - laundry
					\$200 - Clothing & equip. allowance for Public Works
Comparable outside DSM	Public Works Supervisor	Esterville, IA			
Comparable outside DSM	Police Chief	Harlan, IA	Provided		
Comparable outside DSM	Police Captain	Harlan, IA	Provided		
Comparable outside DSM	Recreation Coordinator	Harlan, IA	Provided		
Comparable near DSM	Public Works Director	Huxley, IA	Provided		
Comparable near DSM	Public Works Supervisor	Huxley, IA	Provided		
Mid-sized near DSM	Police Chief	Indianola, IA		\$3000/yr	
Comparable outside DSM	Police Chief	Maquoketa, IA			\$415/yr - Clothing
Comparable other Metro areas	Public Safety Director	North Kansas City, MO	Provided	Provided	
Comparable other Metro areas	Police Chief	North Kansas City, MO	Provided	Provided	
Comparable other Metro areas	Police Captain	North Kansas City, MO	Provided	Provided	
Comparable other Metro areas	Public Works Director	North Kansas City, MO	Provided	\$2400/yr	
Comparable other Metro areas	Public Works Supervisor	North Kansas City, MO	Provided		
Comparable other Metro areas	Finance Director	North Kansas City, MO	Provided		
Mid-sized near DSM	City Clerk	North Kansas City, MO	\$75/mo		
Mid-sized near DSM	Public Works Director	North Kansas City, MO	\$75/mo	\$250/mo	

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Stipend(s) Offered by City (continued)					
City Type	Windsor Heights Title	City	Stipend-Phone	Stipend-Car	Stipend-Other
Mid-sized near DSM	Public Works Supervisor	Norwalk, IA	\$75/mo		
Mid-sized near DSM	Finance Director	Norwalk, IA	\$75/mo		
Mid-sized near DSM	Communications Coordinator	Norwalk, IA	\$75/mo		
Mid-sized near DSM	Recreation Coordinator	Norwalk, IA	\$75/mo		
Comparable other Metro areas	City Clerk	Parkville, MO	\$10/mo		
Comparable other Metro areas	Police Captain	Parkville, MO	\$25/mo		
Comparable other Metro areas	Police Chief	Parkville, MO	\$40/mo		
Comparable other Metro areas	Public Works Director	Parkville, MO	\$40/mo	\$250/mo	

Municipal Salary Survey Questionnaire

Name of Municipality:

Mailing Address:

Physical Address:

Zip Code:

Phone Number:

Email:

City's Website:

City Clerk's Name:

Population:

____ Census ____ Other source (please specify: _____)

Number of City Employees (excluding elected officials):

Full-Time:

Part-Time:

What do your pay ranges utilize for min and max?
(E.g. 10%/90% or 25%/75%):

Person completing this survey:

(name and job title, please)

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Position	2020 Annual Salary
Public Safety Director Years in role: _____ Years with City: _____ Pay Range Min: \$ _____ Midpoint: \$ _____ Max: \$ _____ Are they also serving as Chief of: _____ Police, _____ Fire, _____ EMS Do they receive a stipend for: _____ Phone, _____ Vehicle, _____ Other If so, please provide amount(s): _____	\$
Police Chief Years in role: _____ Years with City: _____ Pay Range Min: \$ _____ Midpoint: \$ _____ Max: \$ _____ Do they receive a stipend for: _____ Phone, _____ Vehicle, _____ Other If so, please provide amount(s): _____	\$
Police Captain Years in role: _____ Years with City: _____ Pay Range Min: \$ _____ Midpoint: \$ _____ Max: \$ _____ Do they receive a stipend for: _____ Phone, _____ Vehicle, _____ Other If so, please provide amount(s): _____	\$
City Clerk Years in role: _____ Years with City: _____ Pay Range Min: \$ _____ Midpoint: \$ _____ Max: \$ _____ Do they receive a stipend for: _____ Phone, _____ Vehicle, _____ Other If so, please provide amount(s): _____	\$

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Public Works Director Years in role: _____ Years with City: _____ Pay Range Min: \$ _____ Midpoint: \$ _____ Max: \$ _____ Do they receive a stipend for: ___ Phone, ___ Vehicle, ___ Other If so, please provide amount(s): _____	\$
Public Works Supervisor Years in role: _____ Years with City: _____ Pay Range Min: \$ _____ Midpoint: \$ _____ Max: \$ _____ Do they receive a stipend for: ___ Phone, ___ Vehicle, ___ Other If so, please provide amount(s): _____	\$
Finance Director Years in role: _____ Years with City: _____ Pay Range Min: \$ _____ Midpoint: \$ _____ Max: \$ _____ Do they receive a stipend for: ___ Phone, ___ Vehicle, ___ Other If so, please provide amount(s): _____	\$
Communications Coordinator/Specialist Years in role: _____ Years with City: _____ Pay Range Min: \$ _____ Midpoint: \$ _____ Max: \$ _____ Do they receive a stipend for: ___ Phone, ___ Vehicle, ___ Other If so, please provide amount(s): _____	\$
Recreation Coordinator/Specialist Years in role: _____ Years with City: _____ Pay Range Min: \$ _____ Midpoint: \$ _____ Max: \$ _____ Do they receive a stipend for: ___ Phone, ___ Vehicle, ___ Other If so, please provide amount(s): _____	\$

References

- Sperling's BestPlaces*. (2020). BestPlaces.net. Retrieved March 30, 2020, from <https://www.bestplaces.net/>.
- World At Work. (2019). *WorldatWork 2019-2020 Salary Budget Survey*. <https://www.worldatwork.org/>.
- Iowa League of Cities. (2018). *2018-2019 Directory: Iowa League of Cities*.



City of Windsor Heights, Iowa

Performance Evaluation Form

Employee Name: _____
 Title: _____
 Hire Date: _____
 Evaluation Date: _____
 Prior Evaluation Date: _____

Evaluator's Name: _____
 Title: _____
 Department: _____
 Length of time you have supervised employee
 Years: _____ Months: _____

Rating Standards

- Not Applicable The employee is not required to perform in a specific rating factor, and it cannot be measured.
- Improvement Needed Work performance does not consistently meet the standards of performance for the position. Close supervision, guidance, and direction is often needed. Considerable effort is needed to improve performance.
- Meets Expectations Work performance consistently meets the standards of performance for the position. Achievement is at a level normally expected for an individual in the job.
- Exceeds Expectations Work performance is consistently above the standard of performance for the position. Individuals with solid experience and well-developed skills usually achieve this level.

Prior Year Score	1 Impr Needed	2 Meets Expec	3 Exceeds Exp	← Points	
				Rating Factors →	Evaluate each of the rating factors below by checking the appropriate box to the left of each factor. (For those factors not evaluated, please check "not applicable.") Pertinent comments may be made in the box provided to the right of the factor. They are required for ratings of "Improvement Needed" and are encouraged for ratings of "Exceeds Expectations." Explanations of the rating factors are available.

TECHNICAL SKILLS *(Effectiveness with which the employee applies job knowledge and skill to job assignments)*

				Job Knowledge	
				Has Necessary Technical Skills	
				Respect For Property & Equipment	
				Analyzes & Solves Problems	
				Provides Suggestions For Work Improvement	
				Employs Tools & Equipment Of The Job Competently	
				Follows Proper Safety Procedures	

Prior Year Score	1	2	3	<p style="text-align: center;">Rating Factors →</p> <p>← Points</p>	<p>Evaluate each of the rating factors below by checking the appropriate box to the left of each factor. (For those factors not evaluated, please check "Not Applicable.") Pertinent comments may be made in the box provided to the right of the factor. They are required for ratings of "Improvement Needed," and are encouraged for ratings of "Exceeds Expectations." Explanations of the rating factors are available.</p>
	Impr Needed	Meets Expec	Exceeds Exp		

QUALITY OF WORK (*Manner in which the employee completes job assignments*)

				Accuracy & Precision	Comments (if appropriate)
				Thoroughness / Neatness	
				Reliability & Punctuality	
				Responsiveness To Requests For Service	
				Met goals set in last evaluation	
				Follow- Through / Follow- Up	
				Judgment / Decision Making	

INTERPERSONAL SKILLS (*Effectiveness of the employee's interactions with others and as a team participant*)

				With Co-workers	Comments (if appropriate)
				With Supervisors	
				With Other Staff and/or The Community	
				Team Participation	
				Team Contributions	
				Commitment To Team Success	
				Properly Exchanges Ideas & Opinions	
				Develops Positive Working Relationships	

COMMUNICATION SKILLS (*As applicable to the job*)

				Written Expression	Comments (if appropriate)
				Oral Expression	
				Shares Information Willingly	
				Tact & Diplomacy	
				Listening Skills	
				Creates Accurate & Timely Daily Reports	
				Enthusiasm & Attitude	

Prior Year Score	1	2	3	<p>Rating Factors →</p> <p>← Points</p>	<p>Evaluate each of the rating factors below by checking the appropriate box to the left of each factor. (For those factors not evaluated, please check "Not Applicable.") Pertinent comments may be made in the box provided to the right of the factor. They are required for ratings of "Improvement Needed," and are encouraged for ratings of "Exceeds Expectations." Explanations of the rating factors are available.</p>
	Impr Needed	Meets Expec	Exceeds Exp		

APPROACH TO WORK *(Characteristics the employee demonstrates while performing job assignments)*

				Actively Seeks Ways To Streamline Processes	Comments (if appropriate)
				Open To New Ideas & Approaches	
				Initiative	
				Planning & Organization	
				Flexible / Adaptable / Open-minded	
				Follows Instructions	
				Breaks Down Tasks Into Necessary Steps To Complete Overall Task	
				Keeps workplace Clean & Organized	
				Dependable	
				Personal Appearance	
				Challenges Status Quo Processes In Appropriate Ways	
				Seeks Additional Training & Development	
				Attendance & Timeliness	

QUANTITY OF WORK *(Employee's success in producing the required amount of work)*

				Effectively Sets Priorities	Comments (if appropriate)
				Amount Of Work Completed	
				Work Completed On Schedule	

Prior Year Score	Impr Needed	Meets Expec	Exceeds Exp	Rating Factors → ← Points	Evaluate each of the rating factors below by checking the appropriate box to the left of each factor. (For those factors not evaluated, please check "Not Applicable.") Pertinent comments may be made in the box provided to the right of the factor. They are required for ratings of "Improvement Needed," and are encouraged for ratings of "Outstanding." Explanations of the rating factors are available.
	1	2	3		

SUPERVISORY/LEADERSHIP SKILLS (*applies only to employee who is a manager, supervisor, or director.*)

				Budget Development & Use Of Funds	Comments (if appropriate)
				Trains & Develops Staff	
				Motivates & Challenges Staff	
				Properly Aligns Responsibility, Accountability, & Authority	
				Evaluates Staff Regularly & Effectively	
				Fair & Consistent With Staff	
				Recognizes Problems and Responds Appropriately	
				Quality Of Reports Provided To Officials & Others	
				Provides Feedback & Coaching	
				Maintains Proper & Up To Date Records	
				Welcomes Constructive Input	
				Instills Pride In Performance, Service, Innovation, & Quality	
				Sets High Standards For Self, As Well As Others	
				Employs City Strategic Goals In Evaluating Dept. Effectiveness	
				Encourages Diverse Opinions and Suggestions	
				Communicates Effectively	
				Uses Analytical Tools & Models For Process Improvement	
				Sets Specific Goals For Simplicity, Productivity, & Process Improvements	
				Supports Experimentation & Ingenuity That leads To Innovation & Learning	

Overall Evaluation Percentage of Applicable Possible _____.

OVERALL PERFORMANCE RATING		
IMPROVEMENT NEEDED <input type="checkbox"/> 51% ≤ points ≤ 58% Work performance does not consistently meet the standards of performance for the position. Considerable effort is needed to improve performance.	MEETS EXPECTATIONS <input type="checkbox"/> 58% ≤ points ≤ 86% Work performance consistently meets the standards of performance for the position.	EXCEEDS EXPECTATIONS <input type="checkbox"/> 86% ≤ points ≤ 100% Work performance is consistently above the standard performance for the position.
Place an "X" in the box which describes the employee's overall performance rating		

Employees Prior Year Goals

Employee Next Year Goals
As applicable, summarize any specific projects, performance objectives, or training and development plans for the next review period.

Employee Comments
Optional. If employee wishes to do so, any comments concerning the appraisal may be indicated in this section.

Employee Signature _____	Date _____
I have read and discussed this evaluation with my supervisor and I understand its contents. I have also reviewed and understand the current Windsor Heights Personnel Manual and my current Job Description. My signature means that I have been advised of my performance status and does not necessarily imply that I agree with either the appraisal or the contents.	

Supervisor Signature _____ Date _____	Department Director Signature _____ Date _____
City Administrator _____ Date: _____	

Mark Arentsen

From: Charlene Stevens <cstevens@govhrusa.com>
Sent: Friday, June 05, 2020 1:15 PM
To: Mark Arentsen
Subject: Proposed Schedule for City Administrator Recruitment

Mark,

Here is my proposed schedule for the City Administrator recruitment:

June 17 or 18: Receipt of Candidate Profiles. Please note we have moved to all electronic books due to COVID19.

June 22nd: Review of Candidates with Mayor and Council via video conference. *This would require a special meeting of the City Council.*

July 1 and July 2: Semi Finalist Interviews with Mayor and Council via Video Conference.

July 11th: In person interviews of finalists. It would include a second round interview with Mayor and Council, opportunity to meet with Department Heads and could also include another open house.

Please let me know if this schedule is acceptable. I am not available on June 29 or 30th or from the 5th - 10th of July.

Thanks,
Charlene

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Charlene R. Stevens
Senior Vice President



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