



## CITY OF PARK RIDGE

### MEMORANDUM

**DATE:** March 11, 2014  
**TO:** Mayor, Alderman, & City Clerk  
**FROM:** Shawn Hamilton, City Manager

**RE:** Personnel Updates post 3/4 Budget Workshop

The March 4, 2014 budget workshop focused on Personnel discussion. From that meeting, staff was asked to bring back additional information, respond to requests, and answer some further questions regarding personnel. This list of those deliverables is:

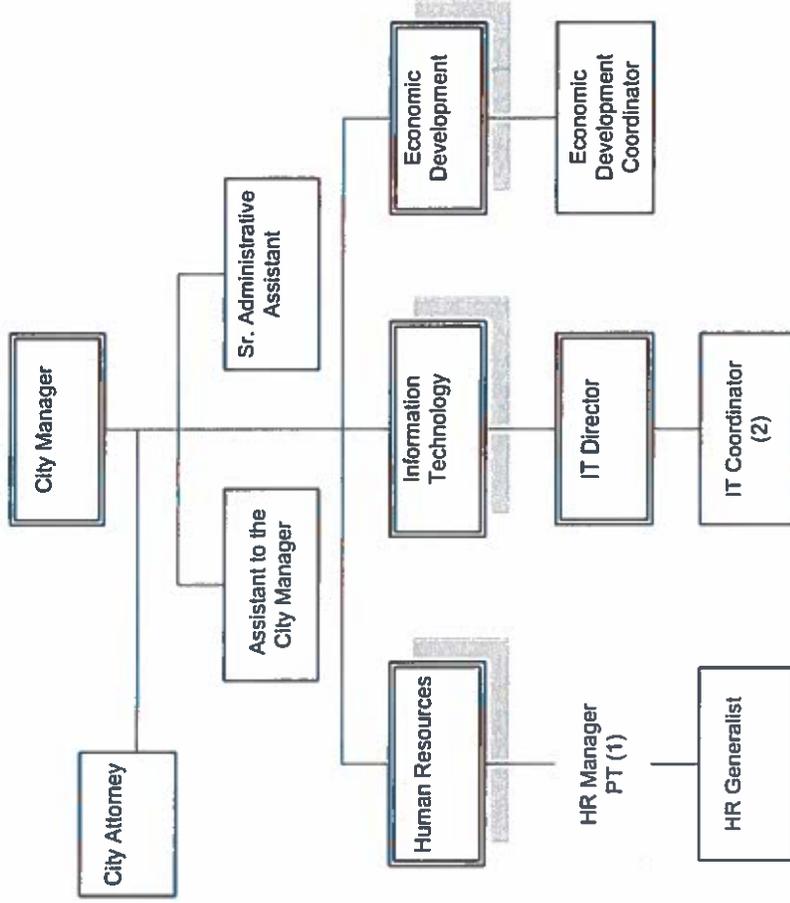
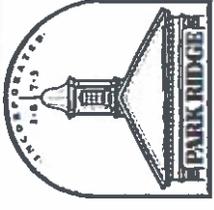
- HR Generalist – reflect FT status, update org chart, budget impact (if applicable) with scorecard adjustment
- Merit increase FY14 – show percentage of actual and breakout
- Merit increase FY15 – show percentage
- Comparable data for Building Administrator, Zoning Coordinator, City Engineer and Senior Civil Engineer
- Economic Development Coordinator job description and strategy
- SAFER grant – update org chart, scorecard adjustments

Through an email request the morning after the meeting, Alderman Knight additionally requested:

- Internal policy documents outlining what guidelines and authority is used for merit based and / or salary adjustment increase recommendations

Attached to this memo is the above information.

# Administrative Services Department





**M E M O R A N D U M**

**DATE:** March 6, 2014  
**TO:** Shawn Hamilton, City Manager  
**FROM:** Annie Eriksson, HR Generalist  
**RE:** FY14 Non-Union Merit Breakout

Below is a summary of FY14's non-union merit increases based on performance evaluations:

- \$78,418 – Original FY14 budget, 2% max proposal
- \$57,800 – Budget authority (1.48%), based on prelim merit results, a budget reduction of \$20,618
- \$46,702 – Actual, 1.19%, \$11,098 below final budget
- Department heads received a zero percent merit increases (salary-freeze)
- No employee received a merit increase without a performance evaluation

	Needs Improvement			Meets			Exceeds		
	< 2.0			2.0 – 2.69			2.7 – 3.0		
<b>Total Non-Union Performance Evals.</b>	0%			57%			43%		
	<b>MIN</b>	<b>MID</b>	<b>MAX</b>	<b>MIN</b>	<b>MID</b>	<b>MAX</b>	<b>MIN</b>	<b>MID</b>	<b>MAX</b>
	<i>Bottom 15%</i>		<i>Upper 15%</i>	<i>Bottom 15%</i>		<i>Upper 15%</i>			
	12%	53%	35%	31%	54%	15%			



**M E M O R A N D U M**

**DATE:** March 6, 2014  
**TO:** Shawn Hamilton, City Manager  
**FROM:** Annie Eriksson, HR Generalist  
**RE:** FY15 Non-Union Merit Breakout

Below is a summary of FY15's non-union merit increases based on performance evaluations:

- \$68,300 – Original FY15 budget
- \$68,300 – FY15 requested budget authority
- TBD – Actual
- No employee will received a merit increase without a performance evaluation

	<b>Needs Improvement</b>	<b>Meets</b>			<b>Exceeds</b>		
	< 2.0	2.0 – 2.69			2.7 – 3.0		
	TBD	TBD			TBD		
<b>Total Non-Union Performance Evals.</b>	TBD	<b>MIN</b>	<b>MID</b>	<b>MAX</b>	<b>MIN</b>	<b>MID</b>	<b>MAX</b>
		<i>Bottom 15%</i>		<i>Upper 15%</i>	<i>Bottom 15%</i>		<i>Upper 15%</i>
		TBD	TBD	TBD	TBD	TBD	TBD



## CITY OF PARK RIDGE

### MEMORANDUM

**DATE:** March 7, 2014  
**TO:** Shawn Hamilton, City Manager  
**FROM:** Emily Reilly, Administrative Intern  
**RE:** Comparable Salary Policy Information

Here is the information that Council has requested for each position.

**Department: Community Preservation & Development**

**Position: Zoning Coordinator**

The current Zoning Coordinator brings to the City of Park Ridge 14 years of municipal planning and zoning experience. In looking at the historical data for what Park Ridge has paid this position, the FY14 salary (\$60,000) is lower than what the position was paid (\$61,646) in 2003. The prior Zoning Coordinator retired from the City with 10 years of experience in 2012. Viewing the FY15 salary (\$65,000) of the position amongst the comparable communities data, the FY15 salary is \$5,693 more than the average minimum (\$59,307) and \$12,713 less than the average of actuals (\$77,713). The position's FY15 salary falls below the midpoint (\$71,254) of Park Ridge's salary schedule.

**Historical Data**

Year	Salary
<i>Budgeted FY15</i>	<i>\$65,000</i>
FY14	\$60,000
05/01/2012	\$77,650
05/01/2011	\$76,881
05/01/2008	\$74,642
05/01/2007	\$71,771
05/01/2006	\$69,010
05/01/2005	\$66,356
06/15/2004	\$63,804
05/01/2003	\$61,646

**Our Mission:**

THE CITY OF PARK RIDGE IS COMMITTED TO PROVIDING EXCELLENCE IN CITY SERVICES IN ORDER TO UPHOLD A HIGH QUALITY OF LIFE, SO OUR COMMUNITY REMAINS A WONDERFUL PLACE TO LIVE AND WORK.

Min	Mid	Max	Actual	Comparable Communities	Notes
\$76,228		\$114,342	\$115,998	Elmhurst	Planning/Zoning Administrator
\$66,097	\$76,012	\$85,926	\$85,926	Des Plaines	Code Enforcement & Permitting Coordinator
\$62,837	\$79,165	\$95,472	\$78,666	Glen Ellyn	Building & Zoning Official
<b>\$59,379</b>	<b>\$71,254</b>	<b>\$83,129</b>	<b>\$65,000</b>	<b>Park Ridge</b>	Zoning Coordinator
\$59,266		\$78,081		Wilmette	Zoning Enforcement Officer
\$58,423		\$81,794		Wheaton	Code Enforcement Officer
\$51,041	\$59,973	\$68,906	\$56,530	Lombard	Code Enforcement Coordinator
\$50,298	\$60,357	\$69,160		Downers Grove	Code Compliance Officer
\$50,191	\$61,946	\$72,697	\$85,047	Hoffman Estates	Code Enforcement Officer
				Roselle	Unknown comparable position.*
				Bartlett	Unknown comparable position.*
				Buffalo Grove	Unknown comparable position.*
				Wheeling	Unknown comparable position.*
				Elmwood Park	N/A
				Carol Stream	Unknown comparable position.*
				Niles	
			\$56,822	Mount Prospect	Housing Code Inspector
\$533,760		\$749,507			

Average of Actuals:

\$77,713

Park Ridge Actual:

**\$65,000**

Average of Minimum:

\$59,307

Average of Maximum:

\$83,279

\*Other municipalities combine other duties in position. (Smaller demand)

### Position: Building Administrator

The current Building Administrator brings to the City of Park Ridge 13 years of municipal experience and an additional 18 years' of experience in the construction field. The prior Building Administrator left the City for another opportunity after 8 years. In looking at the historical data for what Park Ridge has previously paid this position, the FY14 salary (\$70,000) is lower than what the position was paid (\$70,380) in 2004. Viewing the FY15 salary (\$75,000) of the position amongst the comparable communities data, the FY15 salary is \$4,064 above the average minimum (\$70,936) and \$16,064 less than the average of actuals (\$91,064). The position's salary for FY15 falls at the mid-point of Park Ridge's Salary Schedule.

**Historical Data**

<b>Year</b>	<b>Salary</b>
<i>Budgeted FY15</i>	<i>\$75,000</i>
FY14	\$70,000
05/01/2012	\$84,004
05/01/2011	\$83,173
05/01/2008	\$80,751
05/01/2007	\$77,645
05/01/2006	\$74,658
05/01/2005	\$71,787
11/18/2004	\$70,380
06/15/2004	\$68,000

<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>Actual</b>	<b>Comparable Communities</b>	<b>Notes</b>
\$84,355	\$95,298	\$107,661	\$105,550	Niles	Assistant Community Development Director
\$76,425	\$95,734	\$115,042	\$117,361	Buffalo Grove	Deputy Building Commissioner
\$76,413		\$114,619		Wheaton	Director of Building & Code Enforcement
\$76,228	\$95,285	\$114,342	\$114,803	Elmhurst	Building Commissioner
\$73,770	\$86,680	\$99,590	\$81,530	Lombard	Building Official
\$68,070	\$80,797	\$96,224		Wheeling	Superintendent of Building Service
\$68,026	\$81,631	\$93,535		Downers Grove	Building Services Manager
\$68,006		\$95,517		Bartlett	Assistant Building Department Director
\$63,817		\$90,843		Carol Stream	Building Maintenance Supervisor
\$62,837	\$79,165	\$95,472	\$78,666	Glen Ellyn	Building & Zoning Official
<b>\$62,349</b>	<b>\$74,816</b>	<b>\$87,289</b>	<b>\$75,000</b>	<b>Park Ridge</b>	<b>Building Administrator</b>
				Roselle	Unknown comparable position.*
				Wilmette	Unknown comparable position.*
				Elmwood Park	N/A
			\$74,312	Hoffman Estates	Building Official
				Des Plaines	Unknown comparable position.*
			\$89,721	Mt. Prospect	Building Commissioner
			\$82,630	Schaumburg	Building Supervisor
\$780,296		\$1,110,134			

<b>Average of Actuals:</b>	\$91,064
<b>Park Ridge Actual:</b>	\$75,000
<b>Average of Minimum:</b>	\$70,936
<b>Average of Maximum:</b>	\$100,921

\*Other municipalities combine other duties in position. (Smaller demand)

**Department: Public Works****Position: City Engineer**

The current City Engineer is a Professional Engineer registered with the State of Illinois and has 10 years' experience with the City of Park Ridge. In addition, the City Engineer brings 5 years of private consulting experience. The City Engineer's FY14 salary is \$96,282. Viewing the FY15 salary (\$101,096) of the position amongst the comparable communities data, the current salary is \$24,946 above the average minimum (\$76,150) and \$646 less than the average of actuals (\$100,450). This position's budgeted salary for FY15 falls between the mid and max points in the position's Salary Schedule.

Min	Mid	Max	Actual	Comparable Communities	Notes
\$98,320		\$127,816		Des Plaines	
\$88,573		\$113,044		Niles	
\$87,642		\$124,758		Carol Stream	Engineering Services Director
\$81,747	\$98,583	\$115,692	\$102,545	Hoffman Estates	Assistant Public Works Director
\$81,566		\$122,349		Wheaton	Director of Engineering
\$79,573	\$95,486	\$111,403	<b>\$101,096</b>	Park Ridge	
\$78,477	\$93,153	\$110,788		Wheeling	Engineering & Capital Projects
\$77,956		\$109,504		Bartlett	
\$70,587		\$92,995		Wilmette	
\$69,368	\$87,422	\$105,477	\$98,072	Glen Ellyn	
\$68,484	\$85,786	\$103,088		Buffalo Grove	
\$67,385	\$88,659	\$109,932		Naperville	Engineering Manager/Deputy City Engineer
\$66,651	\$83,314	\$99,977	\$96,650	Elmhurst	
\$65,136		\$90,995	\$90,995	Roselle	
\$60,782	\$71,419	\$82,056		Lombard	
				Elmwood Park	N/A
				Downers Grove	Unknown comparable position.*
			\$113,340	Mt. Prospect	Village Engineer
\$1,142,247		\$1,619,874			

<b>Average of Actuals:</b>	\$100,450
<b>Park Ridge Actual:</b>	\$96,282
<b>Average of Minimum:</b>	\$76,150
<b>Average of Maximum:</b>	\$107,992

**Position: Senior Civil Engineer**

The Senior Civil Engineer is a Professional Engineer registered with the State of Illinois, and has 5 years' experience with the City of Park Ridge. In addition, the Senior Civil Engineer has 10 years of experience with private consulting firms. The Senior Civil Engineer salary for FY14 is \$66,813. Viewing the FY15 salary (\$70,152) position amongst the comparable communities data, the current salary is \$1,480 above the average minimum (\$68,672) and \$14,823 less than the average of actuals (\$84,975). This position's budgeted salary for FY 15 falls between the minimum and mid-point of the position's Salary Schedule. By way of comparison for this position in all sectors, the median salary for Park Ridge's zip code is \$75,649 ([www.salary.com](http://www.salary.com)).

Min	Mid	Max	Actual	Comparable Communities	Notes
\$77,956		\$109,504		Bartlett	
\$76,513		\$97,652		Niles	
\$75,745		\$107,822		Carol Stream	Assistant Village Engineer
\$71,205		\$96,340		Des Plaines	
\$70,587		\$92,995		Wilmette	Civil Engineer I
\$69,368	\$87,422	\$105,477	\$98,072	Glen Ellyn	Civil Engineer
\$68,484	\$85,786	\$103,088		Buffalo Grove	Civil Engineer II
\$68,070	\$73,707	\$87,630		Wheeling	Civil Engineer II
\$66,651	\$83,314	\$99,977	\$96,650	Elmhurst	Civil Engineer
\$65,136		\$90,995	\$90,995	Roselle	
\$62,349	\$74,816	\$87,289	\$70,152	Park Ridge	Park Ridge's Civil Engineer is a Sr. Civil Engineer.
\$60,782	\$71,419	\$82,056		Lombard	This is a "civil engineer 1"
\$59,892	\$72,469	\$85,047	\$69,004	Hoffman Estates	
				Wheaton	Unknown comparable position.*
				Elmwood Park	N/A
				Downers Grove	Unknown comparable position.*
				Mt. Prospect	Unknown comparable position.*
\$892,738		\$1,245,872			

<b>Average of Actuals:</b>	\$84,975
<b>Park Ridge Actual:</b>	\$70,152
<b>Average of Minimum:</b>	\$68,672
<b>Average of Maximum:</b>	\$95,836

\*Other municipalities combine other duties in position. (Smaller demand)

**PARK RIDGE, ILLINOIS CITY GOVERNMENT  
CLASS SPECIFICATION**

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**CLASS TITLE: ECONOMIC DEVELOPMENT COORDINATOR**  
**DEPARTMENT: ADMINISTRATION**  
**REPORTS TO: CITY MANAGER**

**CLASS CODE:**  
**FLSA STATUS: E**  
**DATE: 03/14**  
**Civil Service Test: NO**

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**JOB SUMMARY:**

Under the direction of the City Manager, administers and directs the activities of Economic Development including business retention, business growth and expansion, community relations, and marketing.

**ESSENTIAL JOB FUNCTIONS:** (All responsibilities may not be performed by all incumbents.)

Facilitate the relationship between the existing business community and the City of Park Ridge; act as a conduit for existing business and attract new businesses to the City of Park Ridge.

Monitor the business climate with regards to available space and economic development opportunities.

Determine the annual and future goals and objectives of the Economic Development program; formulate annual and multi-year budgets; monitor and approve expenses.

Develop and implement marketing strategies including, but not limited to, trade shows, press releases and the web site.

Manage the City's public outreach and communications efforts, including social media activities.

Facilitate the completion, modification, and/or implementation of a long range comprehensive economic development strategy.

Participate in matters relating to economic development incentives, TIF Districts, Redevelopment Agreements, PUDs, etc.

Serve as liaison to any and all Advisory Committees in and around the state and region with the approval of the City Manager.

Represent the City as liaison with local human and social service organizations to promote City opportunities.

Assist in the negotiation of agreements with developers regarding economic development issues.

Maintains and upgrades professional knowledge, skills, and development by attending seminars and training programs and reading trade and professional journals and publications.

Represents the organization at various functions such as making speeches at civic and business associations, meeting with influential persons within the community, developers, officials, citizens, and representatives of the press, to establish goodwill and resolve/respond to issues.

Serves as the City's liaison to the Chamber of Commerce

Complete periodic reports to the Council and City stakeholders on Economic initiatives.

Performs other related duties as assigned.

**MATERIAL AND EQUIPMENT USED:**

Computer      General Office Equipment      Smart Phone      Automobile

**MINIMUM QUALIFICATIONS REQUIRED:**

**Education and Experience:**

Bachelor's degree from an accredited four-year college or university in business or a related field; and,

Six or more years of progressively responsible experience in a commercial or municipal setting; or,

Any combination of education, training and experience which provides the required knowledge, skills, and abilities to perform the essential functions of the job.

**LICENSES AND CERTIFICATIONS REQUIRED:**

Illinois Driver's License

**KNOWLEDGE, SKILLS, AND ABILITIES:**

**Knowledge of:**

Governmental policies, procedures, rules and regulations.

Experience with website content and development initiatives including use of social media.

Thorough knowledge of principles, practices, laws, ordinances and statutes of economic development.

Strong leadership skills to effectively and effectively organize, direct and coordinate the activities of the economic development program.

Excellent written and verbal communication skills; must be effective in negotiating, public speaking, consulting, conflict resolution, report writing, editing of written materials, interpretations, and analysis of technical and statistical information.

Ability to work with professional independence within the policies established by the City Manager and City Council.

Ability to establish and maintain an effective working relationship with elected officials, employees, agencies and other governmental units, and the public using strong interpersonal communication skills.

**MENTAL AND PHYSICAL ABILITIES:**

Significant ability to concentrate and pay close attention to detail in reviewing, preparing and presenting budgets, reading and writing reports, or representing City at in-house or outside public meetings.

Ability to speak effectively before groups of employees.

Ability to speak effectively before public groups and respond to questions.

Ability to define problems, collect data, establish facts and draw valid conclusions.

Ability to interpret a variety of technical instructions with abstract and/or concrete variables.

While performing the essential functions of this job the employee is frequently required to sit, use hands to finger, handle, or feel, and speak and hear.

While performing the essential functions of this job the employee is occasionally required to lift and/or move up to 10 pounds.

**WORKING CONDITIONS:**

Work is performed in a normal office environment. Some exposure to the outdoor environment when inspecting sites and locations related to the job functions.

The incumbent's working conditions are typically quiet.

**Staff Proposal on Implementing Goals  
of the Economic Development Task Force update 1/31/2014**

Goal	Task	Person(s) or Group Responsible	Skill Set	Status
Update the City website	Complete input of all content and creative direction edits.	IT / EDC		80% Complete
	Prioritize inputting the content and creative direction edits to the "Doing Business" section.	IT / EDC		80% Complete
	Prioritize inputting the content and creative direction edits to the "Economic Development" section.	IT / EDC		80% Complete
	Have AmericanEagle.com include idev CMS within the City site so that staff or other non-tech person can update it efficiently. (AmericanEagle.com already does this for Village of Wilmette and is preparing to do it for the Park Ridge Chamber of Commerce.)	IT / EDC		Complete
	If this CMS system is already in place, train key staff on it.	EDC		post May 1, 2014
minimum monthly	Assign staff who can a) professionally rewrite and edit content provided by various City department heads to meet City image and marketing requirements; and who can also b) creative direct photo shoots, selection of available photos and other graphics and overall placement of elements within AmericanEagle.com template to meet City image and marketing requirements.	EDC	Writing and editing, web design, photography	post May 1, 2014
	Develop & assign additional urgent website content additions/updates and related creative direction in addition to new/edited content and creative direction provided by the Task Force, and make one round of corrections.	EDC	Writing and editing, web design	post May 1, 2014
Include 1/3-page stuffer in every water bill highlighting events to encourage shopping and attendance by residents.	cost estimates and funding TBD	EDC		
	Craft a sell message and select an enticing typeface and layout for a low-cost, text-only format slip-in/stuffer. Each stuffer should reference the City website for ongoing cross-marketing. Estimated print on 20# offset stock (printer paper), colored stock, print quantity approx. 5,000, cut into thirds to make 15,000 stuffers for 14,000+ households.	EDC	marketing copywriter, writing and editing	post May 1, 2014

<b>Develop a media list of electronic and print outlets</b>															
	Solicit lists from Park District, Chamber, Economic Development Task Force members and others.		EDC												post May 1, 2014
	Research and augment list with additional appropriate media Ex: <i>Chicago Magazine, Today's Chicago Woman</i> , etc.		EDC												post May 1, 2014
	Research and implement social media message and marketing delivery		EDC												post May 1, 2014
	Assign a contact on all outreach press release e-blasts, to be available for comment within 24 hours of request. Relay requests to City Manager and assist in crafting and conveying official response as needed.		EDC (includes responding to misc. requests)												post May 1, 2014
<b>Send e-blasts of newsworthy new retailers, special events, etc.</b>															
	Build City's business and resident email database by requesting email addresses on all forms (business license renewals, City stickers/vehicle and pet licenses, construction permits, etc.) Indicate that info is never sold and is used to help City more cost-effectively contact residents with info of importance and/or interest. Work with Police and CERT to ensure no conflict and repurpose contact information where appropriate. Update list monthly.		CP&D / EDC												prior May 1, 2014 (form changes), post May 1 (ongoing enhancements)
	Build City's media email database (see Communication Goal re: "Develop a media list..."). E-blasts to media function as news releases.		EDC												
	Develop eblast content and (optional) appropriate visuals for promotional e-blasts. Send no more often than once per week and include opt-out language. Includes soliciting suggested topic(s) from City management. Reference City website on each e-blast.		EDC (1 per month)												post May 1, 2014
<b>Develop pdf-format promotion for Park Ridge events</b>			EDC												post May 1, 2014
	Investigate "Clear Slide" software and analytics to optimize collateral.		EDC											Research	post May 1, 2014
<b>Create a promotional flyer to solicit participation in events.</b>															

	Manage photo and graphic options and utilize as needed to successfully illustrate content.	EDC	Photography, graphics, illustration	post May 1, 2014
	Work with City management and website host to refine and improve content options over time.	EDC	Working with a team	post May 1, 2014
	Add ability to post videos (video production to be priced separately)	EDC/IT (Future)	Web design	future
	Add ability to use effectively in all formats including smartphones.	EDC (Future)	Social media	future
<b>Fill Economic Development Position</b>				
	Job description changed / modification / enhancements			by February 2014
	post_position, interview			by March 2014
	hire			by April 2014
	Onboarding, responsibilities, networking, etc	City Manager / Admin		by May 1, 2014
<b>Create selling strategy and presentation deck for Park Ridge to use to attract new business</b>				
	Summarize and analyze consumer survey results.	Admin/EDC/CD&D	Analytic	post May 1, 2014
	Gather additional data, if available (from information wish list).	EDC	Research, Economic development	GIS program identifying available sites 90% complete
	Analyze all data for key insights.	Admin/EDC/CD&D	Analytic	post May 1, 2014
	Pull together presentation deck.	EDC	Presentation	post May 1, 2014
	Review presentation deck with group.	EDC	Managing a group	post May 1, 2014
	Turn over presentation deck to appropriate people.	EDC		post May 1, 2014
	Make recommendations for businesses to target and present to appropriate people.	Admin/EDC/CD&D		post May 1, 2014
	Longer-term, conduct retailer focus groups.	EDC (Future)	Focus group management	future
<b>Incentive package for new and current businesses</b>				
	Return of facade renovation matching program			
	Tax benefit (when we are finally healthy)	Future		future
		Future		future
<b>Complete an Economic Development plan</b>				
	Recommend that a firm who is professional and knows what they're doing and can hit the ground running. i.e. Findzall.	Recommendation EDC and Advisory Committee that meets quarterly	Managing a group	Discussions with Findzall with City Manager, CP&D Director, and Alderman Shubert January 2014, analysis ongoing
	Formulate RFP / obtain quotes	City Manager / Admin / CP&D		by February 2014

	<p>Craft a compelling sell message and engaging graphics in a simple 8.5x11" flyer template suitable for posting in retail store windows, hand-out at City Hall, Library, Farmers Market, etc. Each flyer should reference the City website for more info and ongoing cross-marketing. Print on 20# offset stock (printer paper), colored stock, print quantity approx. 5,000 for use as handout.</p>	<p>Chamber/event organizers, EDC can push out information and hours are included in eblasts and web updates</p>		
<p><b>Provide events for coming year for publication calendars</b></p>	<p>Solicit marketing events from Chamber, Taste, South Park Merchants and smaller, ad hoc event producers like the recent Northwest Highway promotion (Raffia, etc.) Other events (cultural, charity sales, etc.) held by service groups may also be included as in <i>Spokesman</i>.</p> <p>Develop standard format to capture key information in consistent form media can use, assemble master list and keep updated.</p>	<p>EDC</p>	<p>Customer service, communication</p>	<p>ongoing</p>
<p><b>Develop a way for the City Website to capture requests for information and a way to have someone fulfill.</b></p>	<p>Develop standard format to capture key information in consistent form media can use, assemble master list and keep updated.</p>	<p>EDC</p>	<p>Organization, data base management</p>	<p>ongoing</p>
	<p>It appears this is already being done on the current site. However, "General Information" when the lengthy alpha list of FAQ topics doesn't address a person's question makes it hard to ask one's question. Better to use standard practice of adding "Other" to the end of the listing and highlight it. (This will also eliminate odd pairing of "Animal Inquiries" and "General Information" under "General Requests.")</p>	<p>IT (Future)</p>	<p>web design</p>	<p>future / ongoing</p>
	<p>Consider adding other opt-ins for information to make it easy for those contacting us with questions about basic City services to also sign up for e-notices of special events, online version of the Spokesman, etc. at the same time.</p>	<p>IT (Future)</p>	<p>Web design</p>	<p>future / ongoing</p>
<p><b>Continue to update City website</b></p>	<p>Manage day-to-day web content. Make updates as requested by departments to ensure information is current and expressed in a way that meets professional standards.</p>	<p>EDC</p>	<p>Editing, web management</p>	<p>post May 1, 2014</p>
	<p>Develop new content and edit provided content as needed and ensure it supports City's goals and image.</p>	<p>EDC</p>	<p>Writing, editing</p>	<p>post May 1, 2014</p>

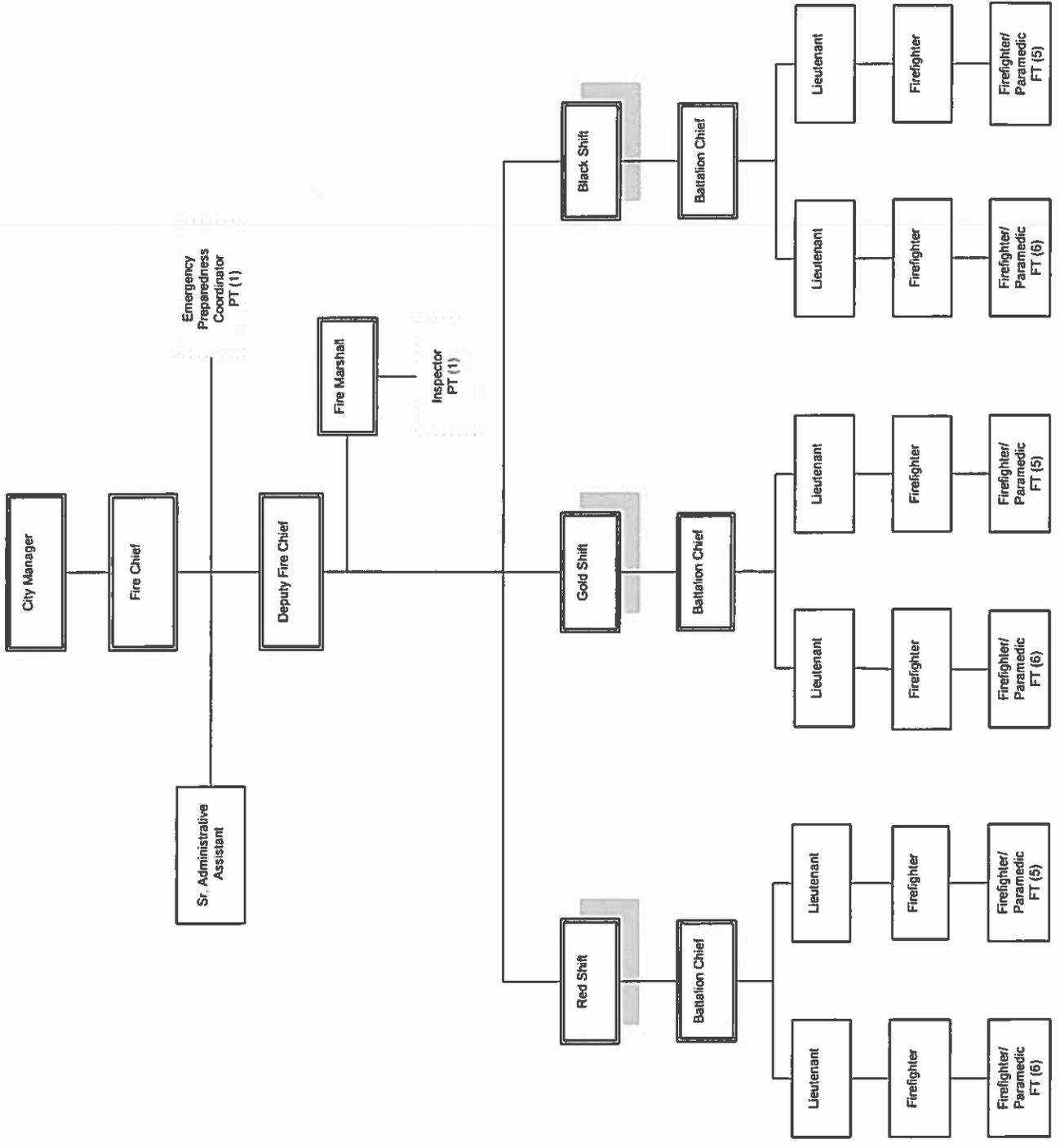
	Staff, "Promote Park Ridge" Sub-Committee, and City Attorneys to meet on recommended changes.	Admin, CP&D with appropriate committee (Future)		
	Decide and send recommendations to City Council.	Admin, CP&D (Future)		
<b>Promote Park Ridge as a site for special events that build business</b>	For the Norwegian Day parade, encourage parade organizers to come on Saturday (instead of Sunday). Support "First Fridays" with wider Marketing help from City.	EDC (Future) EDC (included with web Updates and e-blasts)	Public relations, communication Marketing	future future
	Connect with existing charity local events with tie-in marketing.	EDC (Future)	Public relations, communication	future
<b>Penalize landlords who leave property vacant for an extended period</b>	Investigate examples that may have been implemented in our municipalities. City Attorney drafts Park Ridge Ordinance for City Council approval.	EDC City Attorney	Research	
<b>Market Park Ridge's cultural heritage as Kalo has initiated</b>	Contact Oakton Community College BD. Chair to arrange for a meeting with key people and Sub-Committee representative for advice on how to do and what it costs. Contact Oak Park (or others) to learn best approach based on their experience. EDC, CP&D Director, City Manager included	EDC (Future) EDC (Future)	Research, organization Research, organization, public relations, communication	
<b>Promote regional tourism through various media</b>	Contact state government/other support and identify Park Ridge professional marketing resource needs to make recommendation of plan and budget and deliverables with due dates.	EDC (Future)	Budgeting, project management, public relations, communication	
<b>Review relevant ordinance and provide Council with recommendations for revisions</b>	Committee review ordinances to determine areas to streamline.	Admin, CP&D		

<b>Market to media and outside Park Ridge</b>	Press releases about what is going on in town- utilize media more to promote the City work with Rosemont Visitor and Convention Bureau to try to get visitors to Park Ridge.	EDC (Add to e-mail and mailing lists)	Press releases, writing, editing	post May 1, 2014 / ongoing
<b>Stage windows/vacant space/visions for vacancies</b>	Attend conventions to promote the City such as the International Council of Shopping Centers (ICSC).	Admin/EDC/CD&D	Economic development	Attended even in October
	Text Amendment to Sign Ordinance.	CP&D		In Progress
	Visions for Vacancies- Patch.com asks the public to state business they'd like to see at vacant space.	EDC (Utilize Survey by ED Task Force)	Survey	post May 1, 2014
	Social media / online marketing	EDC		future
<b>Media Relations</b>	Training elected officials in addressing and working with the media. All about "image" 3 day media training for current and elected.	EDC		future
<b>Research other towns' successful marketing</b>	Identify successful programs and evaluate if programs can be implemented in Park Ridge.	EDC	Evaluation	
<b>Review ordinances and make recommendations for better enforcement or new language</b>	Assign staff to find relevant sections. Staff, "Promote Park Ridge" Sub-Committee, and City Attorneys to meet on recommended changes.	Admin, CP&D Admin, CP&D with appropriate committee		
<b>Investigate use of empty storefront windows by other merchants</b>	Decide and send recommendations to City Council.	Admin, CP&D		
	Assign staff to find relevant sections. Staff, "Promote Park Ridge" Sub-Committee, and City Attorneys to meet on recommended changes.	Admin, CP&D Utilized Sign Task Force		In Progress Complete
<b>Explore ways to make "pop-up" shops easy in empty stores for short periods</b>	Decide and send recommendations to City Council.	Admin, CP&D		In Progress
	Assign staff to find relevant sections.	Admin, CP&D (Future)		

	Prepare recommendations for possible presentation to Council.	Admin, CP&D		
<b>Follow new businesses through process of starting the business and obtain feedback</b>				
	Select recently opened and/or renovated businesses to interview and conduct a minimum of 8 interviews.	EDC	Interview, communication	
	Document business concerns.	EDC	Documentation	
<b>Create checklists of processes with sign off by owner and City</b>				
	Create checklist/guidelines for new business owner.	EDC, CP&D	Editing, organization	
<b>Signage, parking, liquor requirements (revisions)</b>				
	Document recommendations to Council for ordinance change/update.	Admin, CP&D		Liquor for Whole Foods Complete, Signage in Progress
<b>MISC</b>	Meetings, calls, e-mails, special projects, monthly reports	EDC		
<b>Total</b>				



# Park Ridge Fire Department





MEMORANDUM

**DATE:** March 7, 2014  
**TO:** Shawn Hamilton, City Manager  
**FROM:** Emily Reilly, Administrative Intern  
**RE:** Compensation Policy

Here is the compensation policy information you requested.

Compensation procedures and policy are set principally through three documents:

- 1) Municipal Code
- 2) Employee Manual
- 3) Human Resources Policies & Procedures

**1) Municipal Code:**

Article 3, Chapter 6 outlines the office of the City Manager and its duties and authority.

Article 3, Chapter 6, Section 6, Paragraph E states:

“As part of the budget process, the City Manager shall recommend to the Mayor and the City Council the compensation to be paid for each individual job or position in the City government. If compensation adjustments are contemplated for any job or position after the budget is adopted, such adjustments shall also be presented to the City Council for review. The only exception to this requirement is compensation for job positions covered by a collective bargaining agreement previously approved by the City Council.”

**2) Employee Manual:**

The City’s Employee Manual (Chapter 8, Your Pay Program) outlines the City’s Performance Award and Merit Plan. These are two instruments which provide employees with fair and equitable pay programs. This specific chapter is attached here.

**3) Human Resources Policies & Procedures:**

The City’s Classification, Compensation and Performance Evaluation Policy put forth guidelines for a systematic arrangement and inventory of the City’s positions. This policy is attached here as well.

## **Chapter 8**

### **Your Pay Program**

The City of Park Ridge is committed to providing employees with fair and equitable pay programs. The City currently has two types of pay programs, a Merit Plan and a Step Plan.

The Merit Plan establishes a basic salary schedule to be approved by the City Council each budget year. The salary grades include minimum, midpoint and maximum rates for all positions included in the Classification Plan.

The Human Resources Director shall maintain a master set of all approved class specifications that constitute the official Classification Plan. Class specifications will be available for inspection by employees by appointment only, and during business hours. Employees are to contact the Human Resources Director.

The Human Resources Director will research re-evaluating positions for reassignment to a new pay grade upon request by a department head.

#### **Temporary Work**

Employees required to work in a higher classification than their current position may be eligible to receive an increase in pay as follows:

- The appointment to the higher position is at the direction of the department head.
- The employee is required to work in the higher classification for thirty-one (31) consecutive calendar days or longer.
- The employee meets the minimum qualifications of the higher classification.

Pay for work in a higher classification will be at the minimum rates for the grade or 5% whichever is higher.

#### **Performance Award**

The performance award component is designed to reward job performance using the performance evaluation form and policy. Employees whose overall rating of Meets Standards or Exceeds Standards will receive a performance award. Employees whose overall rating is Requires Improvement will not normally be eligible for a performance award.

Employees who consistently perform all responsibilities in a fully competent manner and above will move from the minimum of the pay grade to the maximum. Employees who are at the maximum of their salary ranges will not normally be eligible to receive increases to base pay. They will, however, be eligible to receive a performance award in the form of a lump-sum bonus, provided the performance warrants that increase.

**New Hires**

A candidate who meets only the minimum requirements for the position will be offered the minimum rate of pay for that position. A candidate who exceeds the minimum qualifications stated in the class specification may be offered a salary above the minimum. Department heads may use their discretion in hiring new employees and offering compensation between the minimum and midpoint. Any consideration to hiring above the midpoint of the pay range must be approved in advance by the Human Resources Director and the City Manager.

**Transfers**

Employees may transfer or be transferred to another department in a similar position (lateral move). Such transfer will not change the employee's pay, grade or the date of the next evaluation for performance award.

**Promotions**

Employees who are promoted to a position in a higher pay grade will receive at least the minimum salary of the new pay grade, provided the increase in pay is 5% or higher.

**Demotion**

When an employee is transferred to a lower position (demotion), the employee shall be paid at a rate that is within the approved range for the lower position. The Human Resources Director and the department head shall set the rate of pay, taking into consideration the circumstances surrounding, and the reasons for, the demotion. The new rate must be approved by the City Manager. If the demotion is due to performance issues, the employee will begin a new probationary period.

**Performance Evaluation**

It is the policy of the City of Park Ridge to provide each employee with a performance appraisal a minimum of once annually. The purpose of the performance appraisal is to receive feedback on performance from the employee to help that employee capitalize on performance strengths and improve various skills through a training and development plan. This helps the employee improve performance on the present job, prepares him for promotional advancement, and serves to increase individual contribution to the growth of the organization.

The primary emphasis when evaluating employees should be on measuring results against objectives, which the supervisor develops in consultation with the employee. In this regard, we have established this policy for appraising performance. The use of objectives has the following advantages:

- The supervisor and employee have mutually established what work must be accomplished and the standards by which that work will be evaluated.
- The employee clearly understands which part of the job has greatest priority.
- Objectives provide a factual job-related basis for evaluating results, which encourages job and career interest.

Objectives establish a basis for on-going discussion between the supervisor and the employee concerning performance, while insuring fair treatment and objectivity in the evaluation of the performance process.

This performance appraisal process is designed as a series of discussions between the supervisor and employee. Performance evaluations also may be used in determining regular employment status or dismissal; as a basis for performance awards; as a factor in determining the order of layoff; as a basis for training, promotion, demotion and transfer; and for such other purposes as may be deemed appropriate.

Employees who disagree with a performance evaluation rating may appeal the evaluation to the Human Resources Director. If the employee is not satisfied with the results of this appeal, the employee may then appeal to the Library Director/City Manager. The Library Director/City Manager will have the final decision with regards to appeals for a change in evaluation.

For specific policy information please see the Human Resources Director.

### **Step Plan**

Employees in some job classifications are paid using a step plan system.

Notwithstanding any collective bargaining agreements, following are general guidelines for the Step Plan:

- New hires will be paid at Step A, the minimum entry-level pay for the position. New hires will receive a performance evaluation after six months and one-year review.
- Employees may be eligible for a step increase, from Step A to Step B, depending upon the performance evaluation. Normally, employees who receive an evaluation of Unacceptable or Needs Improvement will not be eligible for a Step increase. Exceptions to this must be approved by the Human Resources Director and the City Manager.
- Employees who are promoted to a higher pay grade will be moved to the Step in the higher grade that represents a 5% increase over the current pay (excluding longevity).

For a detailed explanation of a specific Step Plan, please see Human Resources.



Department: Human Resources

Topic: **Classification, Compensation and Performance Evaluation Policy**

Original Issue Date: 8/1/99

Revised: 9/1/2005

5/1/2006

5/1/2007

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## **CLASSIFICATION PLAN**

1.0 The Classification Plan provides a systematic arrangement and inventory of the positions in the City of Park Ridge. Each class specification lists the minimum requirements or qualifications needed to perform the job, such as education, work experience, and other skills and abilities. By describing the essential functions of the job, job duties, responsibilities and qualifications, the Classification Plan provides guidelines for establishing a pay plan based on these relationships. City positions not covered by a collective bargaining agreement are included in this Plan.

### **Definitions:**

1.1 **Class Specification:** Class specifications are descriptive and explanatory and are not necessarily all inclusive of all duties performed. Each class specification lists the minimum requirements or qualifications needed to perform the job, such as education, work experience, and other skills and abilities.

1.2 **Class of Positions:** A group of positions, regardless of department or geographical location, that are alike enough in duties and responsibilities to be called by the same descriptive title, to be given the same pay scale under similar conditions, and to require substantially the same qualifications.

1.3 **Class Assignment:** The assignment of a class specification to a pay grade.

## **2.0 Official Copy of Class Specifications**

2.1 The Human Resources Director shall maintain a master set of all approved class specifications which constitute the official Classification Plan. The copies of the specifications will include the date of adoption and/or the last date of revision.

2.2 The Human Resources Director will provide each Department Head with a set of class specifications of those positions assigned to his/her department, and any other appropriate positions.

2.3 Employees will receive a copy of their class specification.

2.4 All class specifications will be available for inspection by employees by appointment only, and during business hours. Employees are to contact the Human Resources Director.



**3.0 Procedures for the Classification of New Positions**

- 3.1 The Department Head will follow the normal procedures for approval to add a new position.
- 3.2 The Human Resources Director will create new class specifications (if applicable) for positions upon request by a Department Head to add a new position. The following procedure will normally be followed:
  - 3.2.1 The Department Head will submit a request in writing requesting development of a new class specification and justification for same.
  - 3.2.2 A Position Description Questionnaire (PDQ) will be submitted to the Human Resources Director describing the position duties in detail.
  - 3.2.3 A desk audit and/or interview with the Department Head may be required.
- 3.3 A determination will be made by the Human Resources Director in conjunction with the City Manager as to whether the new position warrants a new class specification, or if a current class specification adequately describes the position.
- 3.4 Upon approval, the new position will be assigned a pay grade.

**4.0 Reassignment of Positions**

- 4.1 The Human Resources Director will research re-evaluating positions for reassignment to a new pay grade upon request by a Department Head. The following procedure will normally be followed:
  - 4.1.1 The Department Head will submit a request in writing requesting re-evaluation of a position, justifying the request by relating specific items to be reviewed.
  - 4.1.2 The Position Description Questionnaire (PDQ) will be reviewed by the Human Resources Director with regard to the above request and justification for review.
  - 4.1.3 The Human Resources Director, in conjunction with the Department Head will make a recommendation to the City Manager regarding re-evaluation and reassignment.
- 4.2 Re-evaluation of positions may occur under the following circumstances:
  - 4.2.1 The position was incorrectly classified and there has been no substantial change in duties from those in effect when the position was originally evaluated and assigned to a pay grade.
  - 4.2.2 There has been a substantial change in the duties and responsibilities associated with a position since it was classified.
  - 4.2.3 In the event a position is re-assigned to a higher pay grade, a pay adjustment may or may not be warranted. The policy and procedure as outlined in Section 8.0 of the Compensation Plan will be followed.



**5.0 Temporary Work**

- 5.1 Employees required or assigned to work temporarily in a higher classification than their current position will not receive an increase in pay if they work in that position for less than thirty (30) calendar days.
- 5.2 Employees required to work in a higher classification than their current position may be eligible to receive an increase in pay as follows:
  - 5.2.1 The appointment to the higher position is at the direction of the Department Head.
  - 5.2.2 The employee is required to work in the higher classification for thirty-one (31) calendar days or longer.
  - 5.2.3 The employee meets the minimum qualifications of the new classification.
- 5.3 Pay for work in a higher classification will be at the minimum rate for the grade or receive a 5% increase to current salary, whichever is higher.
- 5.4 Pay for temporary work will begin after the 31 calendar days and be made retroactive to the first day worked.
- 5.5 The City Manager may make exceptions to the above.

**6.0 Abolishment of Positions**

- 6.1 The Department Head will make a recommendation for abolishment to the Human Resources Director when there is sufficient justification to remove a position from the Classification System. Positions will be abolished only in circumstances in which the Department Head agrees the position will be completely eliminated and not filled for at least two (2) years.

**7.0 Maintenance of the Classification Plan**

- 7.1 The Classification Plan will be reviewed annually to determine whether the Position Description Questionnaires (PDQ's) need to be resubmitted for review.
- 7.2 Any change in the Classification Plan during this maintenance period will be approved by the City Manager.



3.4 Employees who consistently perform all responsibilities in a fully competent manner and above will move from the minimum of the pay grade to the maximum. Employees who are at the maximum of their salary ranges will not normally be eligible to receive increases to base pay. They will, however, be eligible to receive a performance award in the form of a lump-sum bonus, provided the performance warrants that increase.

3.5 Calculation of the lump sum bonus for hourly or salaried non-exempt employees is as follows:

- 1 Determine the dollar amount of bonus to be paid.
- 2 Determine the total number of hours worked in the previous 12 months.
- 3 Divide the bonus amount by the hours worked to get the hourly rate.
- 4 Calculate the number of regular overtime hours worked in the previous 12 months.
- 5 Multiply the hourly rate (3 above) by 1.5 (OT rate) by the number of overtime hours worked.
- 6 Add (5) above to bonus amount.

**4.0 New Hires**

4.1 Each class specification lists the minimum requirements or qualifications needed to perform the job, such as education, work experience, skills and abilities. New hires that meet only the minimum requirements for the position will be paid the minimum rate of pay for that position. Exceptions to this may be made for the following reasons:

- 4.1.1 Qualified applicants cannot be located for a given position. If it proves to be extremely difficult to recruit candidates at the minimum rate of pay, consideration may be given to hiring the candidate above the minimum.
- 4.1.2 A selected candidate who exceeds the minimum qualifications stated in the class specification and thus may be paid above the minimum.

4.2 Department Heads may use their discretion in hiring new employees and offering compensation between the minimum and midpoint. In no case will a new hire be paid higher than 90% of the midpoint for the position.

4.3 Newly hired employees will receive a pro-rated merit increase (if applicable) on May 1 following their hire date. Thereafter, each merit increase will be effective May 1.

**5.0 Transfers**

5.1 Employees may transfer or be transferred to another department in a similar position (lateral move). Such transfer will not change the employee's pay, grade or the date of the next evaluation for performance award.

**6.0 Promotions**

6.1 Employees who are promoted to a position in a higher pay grade will receive at least the minimum salary of the new pay grade, provided the increase in pay is 5% or higher. Annual merit increases will continue to be effective on May 1.

**7.0 Demotion**

7.1 When an employee is transferred to a lower position (demotion), the employee shall be paid at a rate which is within the approved range for the lower position. The



## COMPENSATION PLAN

- 1.0 The Compensation Plan is designed as a fair and equitable method to pay employees of the City of Park Ridge. The Plan shall establish a basic salary schedule to be approved by the City Council and Library Board each budget year. The salary ranges include minimum, midpoint and maximum rates for all positions included in the Classification Plan. The Compensation Plan consists of two (2) salary components – the Market Adjustment and the Performance Award.
- 2.0 **Market Adjustment**
  - 2.1 The market adjustment component is used to insure that the salary structure is adjusted equally across-the-board to reflect changes in the wage index and to remain competitive with our comparable communities. Three areas are considered each fiscal year when reviewing the Compensation Plan:
    - 2.1.1. **Union Contracts.** Positions not covered by this plan, but covered by a collective bargaining agreement will be reviewed for changes in wages based on a negotiated agreement. Positions covered by collective bargaining agreements will be evaluated for internal equity compression.
    - 2.1.2. **Market Adjustment.** The market adjustment percentage is generally determined by changes in the wage index based upon references such as the Bureau of Labor Statistics (BLS).
    - 2.1.3. **Budgetary Constraints.** Each year the City Council will vote on the applicability and ability of the City to apply a wage adjustment(s) to the salary structure.
  - 2.2 The Human Resources Director will monitor and move the pay structure based on market demands. This movement will be independent of merit pay and will not be passed along to the employee as a general increase. Adjustments may be made throughout the year as necessary.
- 3.0 **Performance Award**
  - 3.1 The performance award component is designed to reward job performance using the performance evaluation form and policy (see Section 17.0). Employees whose overall rating is Meets/Exceeds more than ½ of Goals Standards, or Significantly and Consistently Exceeds Standards will receive a performance award in addition to any market adjustment made. Employees whose overall rating is Needs Improvement will not normally be eligible for a performance award.
  - 3.2 Performance awards are effective May 1 of each year. See Performance Evaluation section of this policy.
  - 3.3 The City Manager will recommend performance award percentages to the City Council for approval. Once approved by the City Council, a performance award percentage will be assigned to each performance-rating category for that fiscal year. Each year the percentages will be reviewed.



Human Resources Director and the Department Head shall set the rate of pay, taking into consideration the circumstances surrounding, and the reasons for, the demotion. The new rate must be approved by the City Manager. If the demotion is due to performance issues, the employee will begin a new probationary period.

**8.0. Reassignment of Position**

8.1. In the event a position is reassigned into another pay range, the following will apply:

8.1.1. If the position is assigned to a higher pay grade, such action is considered an upgrade for the position. The incumbent may be reclassified without an additional performance evaluation, however, must meet the minimum qualifications of the new class specification. The incumbent will receive at least the minimum salary of the new pay range. If, however, the incumbent is already above the minimum, no further adjustment will be made.

8.1.2. If the position is assigned into a lower pay grade, the position is downgraded. The incumbent will continue at the same rate of pay and may receive increases to the maximum of the new grade. If the current salary of the incumbent is above the maximum of the new grade the guidelines in Section 10.4 will apply.



## PERFORMANCE EVALUATION

### 1.0 Policy

- 1.1 It is the policy of the City of Park Ridge to provide each employee with a performance appraisal twice per year (see exhibit 1). The purpose of the performance appraisal is to receive feedback on performance from the employee to help that employee capitalize on performance strengths and improve various skills through a training and development plan. This helps the employee improve performance on the present job, prepares him/her for promotional advancement, and serves to increase individual contribution to the growth of the organization.
- 1.2 The primary emphasis when evaluating employees should be on measuring results against objectives, which the supervisor and employee state jointly. In this regard, we have established this policy for appraising performance.
- 1.3 The use of objectives has the following advantages:
  - The supervisor and employee have mutually established what work must be accomplished and the standards by which that work will be evaluated.
  - The employee clearly understands which part of the job has greatest priority.
  - They provide a factual job-related basis for evaluating results, which encourages job and career interest.
  - They establish a basis for on-going discussion between the supervisor and the employee concerning performance, while insuring fair treatment and objectivity in the evaluation of the performance process.
- 1.4 Performance Factors and Indicators for employees will be set by the immediate supervisor. The Supervisor will explain the actions required for an employee to receive ratings for each Performance Indicator. Department Heads will review and approve.
- 1.5 Mid-year and final evaluations will be completed by the Supervisor. The Department Head will review prior to the discussion with the employee, and will sign off on the completed evaluation. Under no circumstances will an employee receive a Performance Indicator rating of 3 without a detailed explanation of how the employee exceeded the Performance Indicator and being approved in advance by the Department Head.

### 2.0 Establishing and Evaluating Objectives

This performance appraisal process is designed as a series of discussions between the supervisor and employee. The first discussion (April of each year) is the time for the supervisor and employee to identify major areas of responsibilities in which the supervisor and employee will set objectives to be measured for the upcoming twelve-month period. The second discussion is six months later to discuss changes in objectives or address performance issues as necessary. The discussion is again in April; this time to review and rate the employee's performance, based on the objectives set the prior April. At the same time, the third discussion will include setting objectives for the new rating period.

- **Requires Improvement.** Needs improvement to meet major requirements; work is fairly acceptable in some respects, but does not meet quality standards.
- **Meets/Exceeds more than ½ of the Goals.** Meets major requirements; is consistently effective and competent; achieves results expected and meets quality standards.



- **Significantly and Consistently Exceeds Standards.** Performance significantly and consistently exceeds stated job requirements and quality standards. Ratings in this category must be fully explained and detailed as to performance versus expectations.

**3.0 New Hires/Promotions**

Newly hired and promoted employees will be eligible for a performance evaluation and award as outlined in Section 4.3 New Hires and 6.0 Promotions.

- 3.1 The supervisor and employee will meet at the time of hire or promotion and determine the objectives to be measured for the upcoming evaluation period

- 4.0 Employees who disagree with a performance evaluation rating may appeal the evaluation to the Human Resources Director. If the employee is not satisfied with the results of this appeal, the employee may then appeal to the City Manager. The City Manager will have the final decision with regards to appeals for a change in evaluation.

For Library employees, the employee may appeal the evaluation to the Library Director and the Human Resources Director.