



AGENDA
Committee on Ways and Means
Tuesday, June 6, 2017 @ 3:30 p.m.
Council Conference Room, City Hall

Councilmember Jody Washington, Chair
Councilmember Kathie Dunbar, Vice Chair
Councilmember Carol Wood, Member

1. Call to Order

2. Minutes

- May 22, 2017
- May 31, 2017

3. Public Comment on Agenda Items

4. Discussion/Action:

- A.) RESOLUTION – Proposed Fees for Marshall Park Sand Volleyball
- B.) RESOLUTION – Set the Public Hearing for the Principal Shopping District (PSD) Assessment for FY2018 to FY2020
- C.) Sole Source Purchase; Plante Moran Initiative Planning Study, Fire Department
- D.) Sole Source Purchase; Segal Waters Consulting Group, Human Resources

5. Other

6. Adjourn

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MINUTES

**Committee on Ways and Means
May 22, 2017 @ 5:00 p.m.
10th Floor Conference Room, City Hall**

CALL TO ORDER

The meeting was called to order at 5:02 p.m.

ROLL CALL

Councilmember Jody Washington, Chair
Councilmember Kathie Dunbar, Vice Chair, arrived at 5:03 p.m.
Councilmember Carol Wood, Member

OTHERS PRESENT

Sherrie Boak, Council Staff
Eric Brewer, Council Internal Auditor
Andy Kilpatrick, Public Service
Jim Smiertka, City Attorney
Mike Tobin, Lansing Fire Department

Council Member Washington passed the gavel.

Minutes

MOTION BY COUNCIL MEMBER WASHINGTON TO APPROVE THE MINUTES FROM MAY 9, 2017. MOTION CARRIED 2-0.

Public Comment on Agenda Items

No Public Comment.

Discussion/Action

RESOLUTION – Grant Acceptance; Congestion Mitigation and Air Quality (CMAQ) Grants Funding Traffic Signal Upgrades and Signal Communications Improvements

Mr. Kilpatrick outlined each grant item which included signals, operations, traffic counts, modernization of the signal at Lake Lansing, radio communications with signals in South Lansing, the signal on Michigan Avenue in downtown, which originally was in the BRT plan.

Council Member Wood asked what the personnel costs were for and also the \$18,000 listed under “Other”. Mr. Kilpatrick stated personnel costs are for existing staff in their current roles, and the \$18,000 is for a software license. Council Member asked where the bike racks would be placed. Mr. Kilpatrick confirmed there were 12 lockers and will be placed in the City right-of-

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way in the downtown area, similar to a box and cover 2 bikes. They worked with the Downtown Design Committee and they will work on the potential for advertising on them.

The Committee briefly asked Mr. Kilpatrick if there was the potential for traffic calming on Clark Street. Mr. Kilpatrick confirmed they could do the traffic count and potentially look at a speed trailer. Once the information comes back they would need to determine the priorities.

MOTION BY COUNCIL MEMBER WOOD TO APPROVE THE GRANT ACCEPTANCE; CONGESTION MITIGATION AND AIR QUALITY (CMAQ) GRANTS FUNDING TRAFFIC SIGNAL UPGRADES AND SIGNAL COMMUNICATIONS IMPROVEMENTS. MOTION CARRIED 3-0.

RESOLUTION – Homeland Security Grant

Mr. Tobin noted that the grant was awarded in March 2017, even though it is a FY2016 grant. The Federal government does not forward the funds to the State until after the New Year, and then they send to the local government. The funding this year is up this year because the City will host two regional projects. One is for the salamander system and one is for the regional mass communications systems. He noted that it is a 50/50 share with law and Homeland Security. They are reaching out to the LPD on the equipment aspect. Out of the \$205,000, \$100,000 is for personnel costs which is 100% funded by the regional grant, so \$105,000 will be split 50/50.

MOTION BY COUNCIL MEMBER WOOD TO APPROVE THE RESOLUTION TO APPROVE THE HOMELAND SECURITY GRANT. MOTION CARRIED 3-0.

RESOLUTION – FY2017 Emergency Solutions Grant Match Transfer

Council Member Washington noted this is a transfer that happens annually from the Planning and Neighborhood Development Department to the HRCS Department for amounts that represent the City match for Emergency Shelter Grant qualified programs, which includes Eve Inc. for \$30,000; Haven House \$11,000; Loaves and Fishes \$28,500; VOA Shelter \$77,341; and Gateway Services \$21,000.

MOTION BY COUNCIL MEMBER WOOD TO APPROVE THE RESOLUTION FOR THE FY2017 EMERGENCY SOLUTIONS GRANT MATCH TRANSFER. MOTION CARRIED 3-0.

ADJOURN

Adjourn at 5:18 p.m.

Submitted by,

Sherrie Boak, Recording Secretary

Lansing City Council

Approved by the Committee on _____

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MINUTES

**Committee on Ways and Means
May 31, 2017 @ 4:00 p.m.
10th Floor Conference Room, City Hall**

CALL TO ORDER

The meeting was called to order at 4:02 p.m.

ROLL CALL

Councilmember Jody Washington, Chair
Councilmember Kathie Dunbar, Vice Chair. absent
Councilmember Carol Wood, Member

OTHERS PRESENT

Sherrie Boak, Council Staff
Eric Brewer, Council Internal Auditor
Brett Kaschinske, Parks & Recreation Director
Angela Bennett, Finance Director- arrived at 4:03 p.m.
Joseph Abood, Chief Deputy City Attorney
Todd Heywood, Lansing City Pulse
Kathy Miles
Elaine Womboldt
Judith Felice
Mary Stanford
Elo Wittig
Bethany Styer
Ryan Smith
Harold Leeman
Dale Schrader
Kathleen Badgley
Brian Lum

Discussion/Action

Ormond Park

Council Member Washington explained to the public the meaning behind this meeting was to find out where the financing for the road in Ormond Park was coming from and where the direction of the plan was going.

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Public Comment on Agenda Items

Mr. Schrader acknowledged it was not in his neighborhood, but voiced a concern about the loss of the parks.

Mr. Smith voiced his concern with the project proposed through Ormond Park, and questioned the legality of the process and if it would still be classified as a park if the majority of it is a driveway.

Mr. Wittig acknowledged he visited the park for the first time this past weekend, and spoke to a local resident at the park in opposition to the road.

Ms. Styer a resident on Green Street in the neighborhood of Osmond Park spoke in opposition to the road going through the park.

Ms. Felice spoke in opposition to the road through Ormond Park stating her belief that it was done as a last minute approach.

Ms. Womboldt spoke in opposition to the proposed road through Ormond Park.

Ms. Stanford spoke as a resident near Ormond Park, stating she spoke in support of keeping the park as it is.

Ms. Badgley spoke as a resident near Ormond Park and voiced her concerns that the park is dedicated, inquired to any restrictions and acquisitions, and concluded by asking Council to pass a resolution to halt construction.

Ms. Miles spoke in support of all comments stated so far.

Mr. Leeman reminded the Committee of the process that was done in the past by Council at the same park where they took public comment for the full body to hear and it was held.

Mr. Lum asked the Committee to pursue steps to go through a transparent process.

Ormond Park

Council Member Washington began the conversation outlining what was known at this time, and clarifying that Council was not made aware of the project at any time until the neighborhood informed them of the progress. The details in the Park Board minutes from March 8, 2017 noted the cost budgeted for the road through Ormond Park would be \$385,000 making an accessible and visible entrance to Groesbeck Golf Course. In the CIP ranking of the project at the Park Board there were only 3 board members who wanted the access road. Council Member Washington then listed questions for the Administration which included where was the funds coming from, where were these funds in the budget, who did the Administration talk to in the neighborhood, who wants it, and who is implementing it. Also added was the question on why additional signage was not considered before a road through the park was decided. Council Member Washington reminded the Administration that during the budget the Council was told that Lansing residents do not golf, and so that is why the golf course management was moving to LEPFA to get more usage, but now Council is being told that a road through a residential park is needed because there is too much traffic on the residential streets. Lastly, Council Member Washington asked two more questions, if there is a liquor license for the course and whose authority is this coming under. Council Member Wood had no questions at this time.

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Ms. Bennett provided answers to some of the questions, beginning by stating the \$380,000 was available from park millage funds from FY2016/2017 and it will also include approximately \$5,000 for project design. Council Member Wood reminded Ms. Bennett that during the budget Council was told there was \$250,000 in the current budget in carry forward. Ms. Bennett clarified that there is available funding at \$380,000 which is CIP funds and Council does not have to approve those carry forward transactions. Council Member Washington asked if park millage can be used for roads, and Mr. Kaschinske noted that in the parks millage there were references to “paving items” and design funds.

Council Member Wood asked how the priority of the projects is determined. Mr. Kaschinske referred to the pacer ratings the perform on all asphalt trails and parking lots, and then those results are taken into consideration for the projects under “parks paving”. They have received estimates on Foster Community Center parking lot, the Bancroft loop and have done paving in the cemeteries. The funds for those fall under the paving account. The Foster and Bancroft projects will fall in next fiscal year. Council Member Wood asked if the Ormond project was not done this year if they could address Foster. Mr. Kaschinske admitted they plan to do both. Ms. Bennett acknowledged there was \$380,116 in this fiscal year, and the amount will also include design funds. Council Member Washington asked about potential projects at Geyer, Sycamore and Alfreda Schmidt. Mr. Kaschinske pointed out that that Alfreda Schmidt is the school property, and added that they look at all parking lots. Council Member Wood asked about the grants from the County for the trails, so why not put dollars into the trails to open them all up. Mr. Kaschinske confirmed all of the River Trail is open, and reminded the group that the voters did not agree to put this amount towards the River Trail from the millage.

Council Member Wood pointed out to all present that the intent of the budget is to have information provided as part of CIP, and Council is given information on all projects. Ormond Park was never part of that information provided to them. Law was asked if the money can be spent without Council approval. Mr. Abood reiterated an earlier statement that the funds put towards the entrance to Ormond Park are CIP carry forwards, which do not need Council approval. He added that it is not a legal question, and there is no fact on why something was or wasn't discussed. Council Member Wood then asked Mr. Kaschinske why Ormond Park was never discussed during the Groesbeck Golf Course with LEPFA during the budget. Mr. Kaschinske stated that Parks discussed it in the 5 year Master Plan, and was presented to the Park Board as part of 3 options. Two of the options would be off Wood Road coming in at \$2 million and \$4 million. Those were vetted at the Park Board meeting, and there was also discussion on the project at the past board meetings and during the Master Plan meetings. Council Member Wood stated her understanding that there was a decision to move forward, but Council was not privileged to it. Ms. Bennett added to the discussion that there were discussions in the past in general with no specific amounts or parks.

The Committee asked if there was money already spent on this project. Mr. Kaschinske stated that C2AE was hired for the design work and they were the ones that created the three (3) proposals. These three (3) proposals were presented at the public Planning Board meetings. Council Member Washington asked staff who made the final decision on this proposal. Mr. Kaschinske confirmed the Administration made the decision and it is part of the overall plan of Groesbeck Golf Course. This will include closing access to the course from Maryland, Otto, and Sheldon. They have not received any records of any accidents, but it will make it safer in those areas.

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Council Member Washington voiced her frustration for the neighborhood that have been effected by the changes with Bancroft Park, the change of management of Groesbeck Golf Course to LEPFA and now the changes in Ormond Park.

Mr. Brewer pointed out that there is \$75,000 in CIP for FY2018 for Groesbeck decking, the mentioned \$385,000 of CIP carryforward, and the \$600,000 subsidy for Groesbeck. He suggested they increase the revenue at the Course.

Council Member Wood asked why the project could not halt and allow for community input. Mr. Kaschinske stated they did get input during the Master Plan presentations, during the Park Board meetings at three different times, and during the overall plan of Groesbeck Golf Course. The Park Board saw the project options during their CIP discussions and votes and this was voted on by the Park Board for ranking in how important they thought it was. It came in 3rd on the list with the patio with pavilion or tent at Groesbeck in 4th place. Council Member Washington noted to Mr. Kaschinske that she spoke to Park Board members and they were not aware of this.

Council Member Wood stepped away from the 4:47 p.m.

Council Member Washington voiced her frustration on the lack of transparency from the Administration and the need for compromise for everyone to win.

Council Member Wood returned to the meeting at 4:48 p.m.

Council Member Washington asked the staff present if there was a way to halt the process and create a win-win for everyone involved.

Ms. Felice asked Mr. Abood if the road was to go through Ormond, and the course does go to LEPFA, if the park land can be retained in the Parks and Recreation Department. Council Member Wood answered the question by clarifying that with the contract, the park will remain with the Parks and Recreation Department, and LEPFA will have a contract to manage the facility.

Council Member Washington explained to the public that there was no RFP, no business plan or plan presented to Council on this recent proposal and Council did not know until the budget came before them about the contract with LEPFA.

Council Member Wood stepped away from the meeting at 4:51 p.m.

Ms. Badgley pointed out that in the Park Master Plan Ormond Park was listed as one of 5 major goals, and when the public was asked how they wanted park millage money spent, it was for preservation, nature centers, more park land, and more playgrounds. She added, that on the list it was #14 out of 15 items, a golf course was acknowledged.

Council Member Wood returned to the meeting at 4:52 p.m.

Ms. Stanford asked if the golfers were asked about the entrances. Mr. Kaschinske stated in their surveys, it was asked and is in the current survey. The new entrance is proposed for safety reason, because currently there is access on 4 residential streets; Ormond, Sheldon, Otto and Maryland. There is a concern with traffic on those streets to they want to close those accesses

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and create a dedicated entrance. Ms. Stanford was asked for traffic calming on the existing streets instead, and she was referred to Public Service for those changes.

Mr. Wittig spoke on behalf of the residents on Otto, Sheldon and Maryland that want the park to stay as is.

Ms. Bennett noted that there were funds from FY15/16 in the paving fund that was carried forward. Council Member Wood asked for a detailed list of all dollars carried forward and the projects they were for and the balances. Council Member Washington directed Mr. Brewer to assist in gathering the information, and include in the information details on why such a large carryforward. Mr. Kaschinske provided examples of projects that come in under budget so there are funds that can be carried forward for future projects, or projects that do not get done because they were granted supported and the grant was not awarded or approved.

Council Member Washington asked when the project through Ormond Park would start, and Mr. Kaschinske stated they have not received any bids back, so they do not have a start date. Council Member Washington encouraged staff to go back to the Administration to see what other options can be done and seek out community input.

Ms. Womboldt stated her opposition to the lack of details on the funding process.

Council Member Washington concluded by reminding all staff present that tax dollars are being spent on something the residents do not want.

ADJOURN

Adjourn at 5:02 p.m.

Submitted by,

Sherrie Boak, Recording Secretary

Lansing City Council

Approved by the Committee on _____

BY THE COMMITTEE ON WAYS AND MEANS
RESOLVED BY THE CITY COUNCIL OF THE CITY OF LANSING

WHEREAS, fees for services are to be approved by Lansing City Council; and

WHEREAS, the Parks and Recreation Department desires to make a program of recreation services available to residents of Lansing and non-residents of Lansing; and

WHEREAS, the Parks and Recreation Department desires to offer Sand Volleyball Court rental at Marshall Park; and

WHEREAS, to provide and maintain Sand Volleyball Courts, special sand is required; and

WHEREAS, the new fees proposed are to compensate the Department of Parks and Recreation and help offset the costs involved to purchase the special sand, maintain the courts and appropriate depth of sand;

NOW, THEREFORE, BE IT RESOLVED the Lansing City Council approves the fee schedule as stated below in this resolution, effective on the date of passage of this resolution for Recreation Equipment and Services:

MARSHALL PARK SAND VOLLEYBALL FEES:

Court Rental No Equipment	Resident \$5/hr	Non-Resident \$10/hr
Court Rental with Equipment	Resident \$8/hr	Non-Resident \$15/hr



DOWNTOWN
LANSING INC.



May 2, 2017

Honorable Virg Bernero
Lansing City Hall
124 W. Michigan Ave., 9th Floor
Lansing, MI 48933

Dear Mayor Bernero:

Downtown Lansing Inc. (DLI) would like to request a public hearing for June 12, 2017 to levy the Principal Shopping District (PSD) special assessment for FY18, FY19 & FY20 with final passage by City Council on June 26, 2017. The PSD special assessment renews every three years.

The rates proposed, based on square footage, are listed below. The DLI Board is proposing a 3% increase per fiscal year for District A only in order to continue to provide quality maintenance and beautification services to the district as defined by the PSD Ordinance. No rate changes for District B or C are being requested at this time.

Property Type	District A FY18	District A FY19	District A FY20	District B	District C
1 st Floor Commercial	13.6 cents	14 cents	14.42 cents	9.2 cents	2 cents
2 nd Floor Commercial	6.2 cents	6.39 cents	6.58 cents	3.45 cents	1 cent
1 st Floor Parking Ramp	4.9 cents	5.05 cents	5.2 cents	4.6 cents	2 cents
2 nd Floor Parking Ramp	2.47 cents	2.54 cents	2.62 cents	2.3 cents	1 cent
Surface Parking Lots	4.9 cents	5.05 cents	5.2 cents	4.6 cents	2 cents
Vacant Land	1.24 cents	1.27 cents	1.3 cents	1.15 cents	1 cents
1 st Floor Industrial	2.47 cents	2.54 cents	2.62 cents	2.3 cents	2 cents
2 nd Floor Industrial	1.24 cents	1.27 cents	1.3 cents	1.15 cents	1 cent

**Rates are based on square footage.*

The proposed rate increase would result in an annual increase of approximately \$11,000 each FY to assist with maintenance and beautification efforts. The approximate increase at the end of the three year period (FY20) would be about \$31,000.

Thank you for your consideration regarding this matter.

Sincerely,

Mindy Biladeau, Executive Director

401 SOUTH WASHINGTON, SUITE 101 LANSING, MI 48933
P 517-487-3322 F 517-487-5889

downtownlansing.org

BY THE COMMITTEE _____
RESOLVED BY THE CITY COUNCIL OF THE CITY OF LANSING

WHEREAS, the City of Lansing desires to encourage and support shopping and commercial activity in the Principal Shopping District area by public improvement to develop, redevelop, promote economic activity, and provide for the maintenance, security, and operation of the Principal Shopping District by such public improvement which especially benefits any property within a district; and

WHEREAS, the City of Lansing desires to encourage promotional efforts, business recruitment in all zones and physical improvements and maintenance services (in zone "A") of the Principal Shopping District; and

WHEREAS, the City of Lansing has determined that this should be provided through special assessment zones established for the purpose of financing Principal Shopping District activities; and

WHEREAS, the City of Lansing has determined that the cost of providing such services should be recovered by a special assessment against properties especially benefited as authorized by Act No. 120 of the Public Acts of 1961, as amended, and Chapters 812 and 1026 of the Lansing Code of Ordinances; and

WHEREAS, the City of Lansing has reviewed the proposed special assessment boundaries; and

WHEREAS, the City of Lansing has also reviewed the proposed services within the boundaries with an estimated cost of these services;

NOW, THEREFORE, BE IT RESOLVED that the special assessment zones for the Principal Shopping District are established by City Council as follows:

Principal Shopping District: Beginning at the intersection of West right-of-way line of S. Capitol Avenue and the north right-of-way line of W. St. Joseph Street, "Point of Beginning," North along S. Capitol Avenue right-of-way line to the center-line of W. Washtenaw Street, west along the centerline of W. Washtenaw Street to the center-line of Townsend Street, north along the center-line of Townsend Street to the center-line of W. Allegan Street, then east along the W. Allegan Street center-line to the center-line of S. Capitol Avenue, north along the S. Capitol Avenue center-line to the center-line of W. Saginaw Street, east along the W. Saginaw Street center-line to the west right-of-way line of N. Washington Avenue, north along the N. Washington Avenue right-of-way line to the north right-of-way line of W. Grand River Avenue, east along the W. Grand River Avenue right-of-way line to the west right-of-way line of Turner Street, north along the Turner Street right-of-way line to the north right-of-way line of Clinton Street, east along Clinton Street right-of-way to the east right-of-way line of Center Street, south along the Center Street right-of-way line to the north right-of-way line of Liberty Street, east along' the Liberty Street right-of-way line to the centerline of N. Cedar Street, south along the

N. Cedar Street center-line to the south right-of-way line of East Grand River Avenue, east along the E. Grand River Avenue right-of-way line to the west right-of-way line of N. Larch Street, south along the N. Larch Street right-of-way line to the center-line of E. Shiawassee Street, east along the E. Shiawassee Street center-line to the west right-of-way line of the Conrail right-of-way, south along the Conrail right-of-way line to the south right-of-way line of E. Michigan Avenue, west along the E. Michigan Avenue right-of-way to the east right-of-way line of S. Larch Street, south along the S. Larch Street right-of-way line to the center-line of E. Kalamazoo Street, then west along E. Kalamazoo Street center-line to the center-line of S. Larch Street, then south along the S. Larch Street center-line to the north right-of-way line of St. Joseph Street (extended), west along the St. Joseph Street right-of-way line (extended) to the Point of Beginning.

The Principal Shopping District, as described herein, shall contain zones as described below:

Zone A: Beginning at the intersection of the center-line of W. Shiawassee Street and the centerline of N. Capitol Avenue, the "Point of Beginning -A", east along the center-line of Shiawassee Street to the west right-of-way line of the Conrail right-of-way, south along the Conrail right-of-way line to the center-line of E. Michigan Avenue, west along the center-line of E. Michigan Avenue to the center-line of S. Cedar Street, south along the S. Cedar Street center-line to the center-line of E. Kalamazoo Street, west along the E. Kalamazoo Street center-line to the center-line of Museum Drive, northwesterly along the center-line of Museum Drive to the north line of Impression Five Condominium (extended), west along the said north line of Impression Five Condominium (extended) to the center-line of the Grand River, southeasterly along the center of the Grand River to the center-line of E. Kalamazoo Street, continuing along the center-line of E. Kalamazoo Street to the center-line of Grand Avenue, south along the Grand Avenue center-line to the center-line of W. Lenawee Street, west along the W. Lenawee Street center-line to the west right-of-way line of S. Capitol Avenue, north along the west right-of-way line of S. Capitol Avenue to W. Washtenaw street, west along the centerline of W. Washtenaw Street to the centerline of Townsend Street, north along the centerline of Townsend Street to the centerline of W. Allegan Street, then east along the W. Allegan Street center-line of W. Allegan Street to the center-line of S. Capitol Avenue, north along the S. Capitol Avenue center-line to the Point of Beginning –A.

Zone B: Beginning at the intersection of west right-of-way line of N. Washington Avenue and the north right-of-way line of W. Grand River Avenue, the "Point of Beginning -B," east along the W. Grand River right-of-way line to the west right-of-way line of Turner Street, north along the Turner Street right-of-way line to the north right-of-way line of Clinton Street, east along the Clinton Street right-of-way line to the east right-of-way line of Center Street, south along the Center Street right-of-way line to the north right-of-way line of Liberty Street, east along the Liberty Street right-of-way line to the center, line of N. Cedar Street, south along the N. Cedar Street center-line to the centerline of E. Maple Street, west along E. Maple Street center-line (as aligned) to the west right-of-way line of N. Washington Avenue, north along the N. Washington Avenue right-of-way line to the Point of Beginning –B.

Zone C -North: Beginning at the intersection of the center-line of N. Capitol Avenue and the center-line of W. Shiawassee Street, the "Point of Beginning -C (North)," north along the N. Capitol Avenue center-line to the center-line of W. Saginaw Street, east along the W. Saginaw Street center-line to west right-of-way line of N. Washington Avenue, north along the N. Washington Avenue right-of-way line to the center-line of E. Maple Street, east along E. Maple Street (as aligned) center-line to the center-line of N. Cedar Street, north along the N. Cedar Street center-line to the south right-of-way line of E. Grand River Avenue, east along the E. Grand River Avenue right-of-way line to the west right-of-way line of N. Larch Street, south along the N. Larch Street right-of-way line to the center-line of E. Shiawassee Street, west along the E. Shiawassee Street Center-line to the Point of Beginning - C (North).

Zone C -South: Beginning at the intersection of the west right-of-way line of S. Capitol Avenue and the center-line of W. Lenawee Street, the "Point of Beginning -C (South)," east along the W. Lenawee Street center-line to the center-line of Grand Avenue, north along Grand Avenue centerline to the center-line of E. Kalamazoo Street, east along the Kalamazoo Street center-line to the center of the Grand River, northwesterly along the center-line of the Grand River to the north line of Impression Five Condominium (extended), east along the north line of Impression Five Condominium (extended) to the center-line of Museum Drive, southeasterly along the center-line of Museum Drive to the center-line of E. Kalamazoo Street, east along the Kalamazoo Street centerline to the center-line of S. Cedar Street, north along the Cedar Street center-line to the center-line of E. Michigan Avenue, east along the E. Michigan Avenue center-line to the west right-of-way line of the Conrail right-of-way, south along the Conrail right-of-way line to the south right-of-way line of E. Michigan Avenue, then west along the E. Michigan Avenue right-of-way line to the east right-of-way line of S. Larch Street, south along the S. larch Street right-of-way line to the center-line of E. Kalamazoo Street, west along the E. Kalamazoo Street center-line to the center-line of S. Larch Street, south along the S. larch Street center-line to the north right-of-way line of St. Joseph Street (extended), west along the St. Joseph Street right-of-way line (extended) to the west right-of-way line of S. Capitol Avenue, then north along the S. Capitol Avenue right-of-way to the Point of Beginning -C (South).

BE IT FURTHER RESOLVED, that the Principal Shopping District public improvements and services be supported by a special assessment of these costs against the properties especially benefited as follows:

ZONE A -13.6 cents per square foot for first floor and 6.2 cents per square foot for second floors and above, parking structures at the rate of 4.9 cents per square foot for the main floors and 2.47 cents per square foot for second floors and above, parking lots at 4.9 cents per square foot, vacant land at 1.24 cents per square foot, and industrial & manufacturing properties at 2.47 cents per square foot for the first floor and 1.24 cents per square foot for second floors and above for FY18;

14 cents per square foot for first floor and 6.39 cents per square foot for second floors

and above, parking structures at the rate of 5.05 cents per square foot for the main floors and 2.54 cents per square foot for second floors and above, parking lots at 5.05 cents per square foot, vacant land at 1.27 cents per square foot, and industrial & manufacturing properties at 2.54 cents per square foot for the first floor and 1.27 cents per square foot for second floors and above for FY19;

14.42 cents per square foot for first floor and 6.58 cents per square foot for second floors and above, parking structures at the rate of 5.2 cents per square foot for the main floors and 2.62 cents per square foot for second floors and above, parking lots at 5.2 cents per square foot, vacant land at 1.3 cents per square foot, and industrial & manufacturing properties at 2.62 cents per square foot for the first floor and 1.3 cents per square foot for second floors and above for FY20;

ZONE B -9.2 cents per square foot for first floor and 3.45 cents per square foot for second floors and above, parking structures at the rate of 4.6 cents per square foot for the main floors and 2.3 cents per square foot for second floors and above, parking lots at 4.6 cents per square foot, vacant land at 1.15 cents per square foot, and industrial & manufacturing properties at 2.3 cents per square foot for the first floor and 1.15 cents per square foot for second floors and above;

ZONE C (North & South) -2 cents per square foot for first floor and 1 cent per square foot for second floors and above, parking structures at the rate of 2 cents per square foot for the main floors and 1 cent per square foot for second floors and above, parking lots at 2 cents per square foot, vacant land at 1 cent per square foot, and industrial & manufacturing properties at 2 cents per square foot for the first floor and 1 cent per square foot for second floors and above;

BE IT FURTHER RESOLVED, that the cost and expense of making estimates, plans and assessments incidental to the preparation of the assessment and the role, and providing notices shall be included in the expense of the assessment.

BE IT FURTHER RESOLVED, that the Principal Shopping District public improvement and services be financed by a special assessment of these costs against the properties especially benefited as contained in the assessment Roll No. PSD17-A/PSD17-B/PSD17-C compiled by the City Assessor.

BE IT FURTHER RESOLVED, that in zones "A," "B," and "C" (North & South), all property owners whose assessment would otherwise exceed \$10,000.00 per one parcel, shall be capped at no more than \$10,000.00 per one parcel on an annual basis.

BE IT FURTHER RESOLVED, that in zones "A," "B," and "C " (North & South), any property owned by a non-profit entity which as received a Federal IRS Section 501(c)(3) non-profit designation shall have their property assessment capped at 40% of the proposed assessment rate; provided that said entity shall file with the City Assessor, not later than August 15, 2017 a written application for non-profit Principal Shopping District designation, together with a copy of said determination of IRS Section 501 (c)(3) status.

BE IT FURTHER RESOLVED, that a public hearing be held **June 12, 2017**, at 7:00 pm in the City Council Chamber, 10th Floor City Hall, Lansing, Michigan to consider the establishment of the Principal Shopping District special assessment roll.

BE IT FINALLY RESOLVED, that the notice to the affected owners of the properties in said district be given at least 12 (twelve) day notice prior to the date of the hearing and in accordance with Chapter 1026 of the Lansing Code of Ordinances.

RECEIVED

MAY 17 2017

CITY of LANSING
INTEROFFICE COMMUNICATION

MAYOR'S OFFICE

TO: Virg Bernero, Mayor
FROM: Stephanie Robinson CPPB, Senior Buyer
DATE: May 10, 2017
SUBJECT: Sole Source Purchase – Plante Moran Initiative Planning Study

Please include this Sole Source packet of information in your transmittal to Council as required by the Purchasing Ordinance Section 206.05.

In summary, the Purchasing Office processed the following Sole Source transaction:

Department: Lansing Fire Department

Vendor: Plante Moran

Item Purchased: Shared Public Service Initiative Planning with the East Lansing Fire Department.

Dollar Amount: \$ 31,500 from account 1013501.743000

Additional information pertaining to this purchase is attached for your information.

This letter is filed in accordance with the Purchasing Ordinance Section 206.05 (a) and (b).

slr

CITY of LANSING
INTEROFFICE COMMUNICATION

TO: Randy Hannan, Chief of Staff
Chad Gamble, Chief Operating Officer

FROM: Stephanie Robinson, CPPB, Senior Buyer

DATE: May 1, 2017

SUBJECT: Sole Source – Plante Moran Initiative Planning Study

The Lansing Fire Department requests that Plante Moran vendor # V010169 be designated as a Sole Source vendor for the Shared Public Service Initiative Planning with the East Lansing Fire Department.

Please see the attached letter from Randall Talifarro regarding the request.

Based on the attached letter we recommend issuing a sole source purchase order to Plante Moran in the amount of \$, 31,500 from account number 1013501-743000 per the request of the Lansing Fire Department.

Attachment

Date: 5-4-2017

Approved ☒ Denied ☐


Virg Bernero, Mayor



Lansing Fire Department

120 E. Shiawassee Street
Lansing MI 48933
(517) 483-4200
Fax (517) 483-4488
www.lansingfire.com



Virg Bernero, Mayor
Randall Talifarro, Fire Chief
Marc Tyler, Assistant Fire Chief
Matthew Jenkins, Assistant Fire Chief

To: Stephanie Robinson, Senior Buyer

From: Randall Talifarro

Date: April 26, 2017

Subject: Sole Source Justification – Lansing Metro Fire – Shared Public Service Initiative Planning

This memo serves to detail the sole source justification for the issuance of a Study to Plante Moran (PM) for the above mentioned study. This study is a continuation of a shared fire study that was performed approximately 6 years ago related to a master plan and issues related to increased partnership, collaboration and/or consolidation of regional facets of shared fire services.

The regional partners have taken great strides to address many operational and management related issues that would make increasing our cooperative efforts more difficult. Therefore, the Cities of Lansing and East Lansing are moving forward with a joint study to explore a consolidation of certain administrative and fire operations

I have attached the proposed scope of work that outlines specifics related to PM's work as well as our mutual objectives to further our shared efforts to provide the very best services to our regional customers.

The cost outlined in the PM study is \$63,000. The costs will be funded equally between the Cities of East Lansing and Lansing. Please find attached an email from Mr. George Lahanas, City Manager, City of East Lansing, acknowledging their agreement to pay for half of the costs.

If you have any questions, please feel free to contact me.

Attn: Plante Moran Lansing Metro Shared Public Services Initiative Planning dated February 16, 2017
George Lahanas email – dated April 10, 2017

Cc: George Lahanas, City Manager – City of East Lansing



Plante & Moran, PLLC
27400 Northwestern Highway
P.O. Box 307
Southfield, MI 48037-0307
Tel: 248.352.2500
Fax: 248.352.0018
plantemoran.com

February 16, 2017

Mayor Virgil Bernero
c/o: Mr. Chad Gamble, Chief Operating Officer / Public Service Director
City of Lansing
7th Floor City Hall
124 W. Michigan Ave
Lansing, MI 48933

Mr. George Lahanas, City Manager
City of East Lansing
410 Abbot Road, Room 207
East Lansing, MI 48823

RE: Metro Lansing Fire – Shared Public Services Initiative Planning

Dear Mayor Bernero and Mr. Lahanas:

We continue to be complimented by your selection of our firm to assist you. We appreciate the opportunity to propose our services to assess the feasibility of consolidation options of Fire services within the communities of Lansing and East Lansing. Fire services for both communities have participated in efforts to collaborate – including the sharing of a fire chief and limited implementation of Plante Moran's 2012 recommendations on Fire service consolidation in Metro Lansing. We understand that the communities and their stakeholders seek an objective consultant to assist in identifying and evaluating options for the communities to consider further collaboration and/ or consolidation.

We are sending this letter and the accompanying Professional Services agreement, which is hereby incorporated as part of this engagement letter, to confirm our understanding of the nature and limitations of the services we will provide and the terms of our engagement to provide these services.

This proposal letter is structured to outline our understanding of your needs and our proposed approach, project costs and timing, and relevant background information concerning the Plante Moran consultants who will work with the two communities.

PROJECT BACKGROUND

In 2012, Plante Moran facilitated an analysis of fire services within Metro Lansing. Participants included the Cities of Lansing and East Lansing as well as the townships of Delhi, Delta, Lansing, and Meridian. Plante Moran made a series of recommendations that included a phased approach that would ultimately lead to the potential consolidation of services. Several fire chiefs have been meeting regularly since 2012 and have implemented some of those recommendations as well as identified additional opportunities to support the operations of the local fire community.

Plante Moran participated in a meeting in May of 2016 with fire chiefs, city managers, and township supervisors during which time the continuation of consolidation was an agenda item. During that meeting, the Cities of Lansing and East Lansing expressed a desire to identify additional opportunities for collaboration and potential consolidation of shared services.

In a series of conversations with Fire Chief Randy Talifarro, the below options have been identified for consideration by both communities:

1. **Scenario A: Status Quo.** This scenario will assume that there are no changes to operations for either community. It will serve as the baseline for comparison of the other scenario.



2. **Scenario B: Limited Consolidation.** This scenario will explore a consolidation of certain administrative and Fire operations but will not explore a consolidation of Fire deployment or response. For this scenario, Plante Moran will inventory key processes (site plan review, EMS transport, inspection, technology, etc.) and identify the extent to which benefits might be reached by both communities as well as considerations that might detract communities from considering a consolidation of those processes. The governance structure that is contemplated for overseeing shared operations is the creation of an authority. In concept, this authority would be designed for the purpose of financing operations through a dedicated millage. For EMS-related services, the concept would be to eliminate the current practice of funding non-reimbursable EMS activities through the general fund and instead finance those activities through a dedicated millage.

For each process, Plante Moran will identify appropriate costs and revenues associated and develop a five year schedule for evaluative purposes. The schedules will assume an implementation of July 2018 so that they coincide with the fiscal years of the two cities and will use the proposed FY 2017-18 budgets as a baseline of comparison unless otherwise agreed upon. Key assumptions about revenue and expense growth will need to be identified by each jurisdiction and will be clearly identified in reports prepared by Plante Moran. In addition, Plante Moran will identify timetable considerations associated with the potential implementation of each scenario.

Plante Moran will advise the two cities on the fiscal and operational impacts of each scenario but will not advise on the political implications associated with any of the scenarios. Similarly, Plante Moran will not advise on potential alternative revenue sources (franchise fee, inspection fees, 911 surcharge, etc.) that might be considered by either jurisdiction.

PROJECT APPROACH AND PROPOSED WORK PLAN

Plante Moran proposes to evaluate the scenarios through a process that includes significant engagement with both cities to ensure adequate input, consideration, and evaluation from both communities. We request that each community identify an individual with whom Plante Moran can work in order to schedule meetings and follow through on requests for information.

1. **Project Kickoff**

Plante Moran will meet jointly with leadership from both communities to share the project approach and expectations. During the meeting, we will answer any questions that leaders have about the project and our approach. We will use this as an opportunity to finalize the project timeline and address any concerns.

We will request that pertinent documents be delivered to us electronically if available. These documents will include:

- Budget information
- Fire reports, including runs by type
- Staffing models
- Capital plans, such as planned equipment upgrades
- Fire Operating Procedures
- Cost Allocation Plans
- Contractual agreements that exist between the two communities

We recommend that attendees to this meeting include the East Lansing City Manager, the Lansing Chief Operating Officer, the Fire Chief, and Deputy Fire Chiefs. Additional attendees may be appropriate, as determined by the two municipalities.

Plante Moran will review the organizational documents that are supplied. This will help identify potential issues that may require clarification during subsequent meetings.

2. Leadership Interviews

The Plante Moran project manager will be on site at the two communities to interview leadership individually. The intent is to clarify any concerns that were identified in the project kickoff meeting and to gain an understanding of operations. We anticipate that these meetings will be relatively brief (30 minutes or less) and include the individuals who attended the project kickoff meeting. The intent of these meetings is to offer participants the opportunity to share perspectives that might not have been shared in the project kickoff meeting. In addition, Plante Moran proposes meeting with the following individuals:

- City Finance Directors to review budget information, capital plans, cost allocation plans, and other financial information as well as assumptions that are used to develop cost and revenue projections;
- City Clerks to identify time schedules and requirements for potential ballot referenda;
- Fire Chief and Deputies to review organizational information. Specifically, this time will be spent identifying various Fire Department functions (site plan review, inspection, deployment, etc.) as well as support functions (technology, procurement, training, etc.) with the intent of identifying costs, staffing levels, service levels, strengths, and weaknesses associated with each. Participants should plan on one four hour meeting for each jurisdiction.

These interviews will result in a matrix that categorizes functions of each fire department with associated costs. This "inventory of services" will be used in future phases of the project. Workload indicators will be added where appropriate along with a discussion of service level requirements and any concerns from the fire fighters, if appropriate. This draft document will then be vetted with the Fire Chief and other participants for clarification and enhancement. This will serve as the basis for the Status Quo scenario.

3. Limited Consolidation Option

In a separate meeting, Plante Moran will meet with the Fire Chief to review the inventory of services and identify potential areas of consolidation or shared service arrangement. Options will include but not be limited to technology, site plan review, training, and EMS transport. In this working session, Plante Moran and the Fire Chief will jointly evaluate potential cost considerations and service benefits that might be realized. The result of this session will be a limited number of options for consideration for consolidation.

Plante Moran will then identify implementation issues associated with the options and distribute it to both communities for information. Plante Moran will also supply options for governance of these administrative options – including the potential establishment of an authority to oversee operations.

4. 5-Year Options Analysis

For each of the options, Plante Moran will develop cost and revenue estimates that convey a five-year static operational model. Cumulative costs and revenues will be calculated so that the strategic decision about the future of fire services can be informed by the long-range implications associated with each option.

5. Project Visioning Sessions

Our team will compile all findings and present them to participants in the Project Kickoff meeting as well as any other individuals identified by the two jurisdictions through a facilitated review session. This session will be designed to confirm findings, receive feedback, evaluate options, and narrow the choices that will be recommended for further evaluation. At the conclusion of the meeting, Plante Moran will attempt to reach consensus from the two communities about next steps.

6. Draft Report

Plante Moran will develop a report for consideration by both communities. This report will include the following sections:

- Management Summary
- Project Overview
- Summary and Analysis of Options
- Recommendations

- Appendices with 5 year projections

This draft report will be circulated with project participants for validation and edits. Once both communities have had the opportunity to share feedback, a final version will be submitted by Plante Moran for distribution to policy makers.

7. Presentations to Councils (option)

In our experience, strategic decisions like fire services can impact the communities significantly. We are willing to attend a public meeting and present our analysis but we do not have this included as a part of this engagement. Should the communities choose to retain us for this purpose, we recommend that it be on an hourly, as-needed basis.

8. Implementation Planning (Optional)

Should the findings and recommendation support further planning, this next step will be to develop an implementation plan over a two-year timeframe including a project management structure. This plan will coordinate the efforts of both cities to implement the recommendations and establish a framework for success. Plante Moran fees associated with this step will vary according to the option selected.

PROJECT MANAGEMENT STRUCTURE

Plante Moran's contract will be with the City of Lansing. However, Plante Moran will communicate with both communities throughout the course of this project with a designated project manager from each municipality.

ESTIMATED TIMELINE

We understand that a project of this nature may require approvals and briefings to city councils which may take several weeks for contract finalization. Therefore, we propose a project initiation date of May 3, 2017, and continue on the schedule proposed below. Please note that we are flexible to match the timeline requirements for the cities and we are able to initiate the project within two weeks of contract finalization.

We are proposing the following general time estimates for completing the activities described and ensuring they are consistent with the business needs of the City's stakeholders.

Phases 1 | Project Kickoff | May 25, 2017

Phases 2 - 4 | Interviews and Scenario Evaluation | May - July 2017

Phases 5 – 6 | Project Vision and Draft Report | August – September 2017

Phase 9 | Presentations to Councils (optional) | October 2017

PROJECT STAFFING

Dennis Bagley, Partner, Project Director: Overall responsibilities for ensuring all project tasks are completed within schedule and budget and that all project deliverables meet the required quality standards. Dennis led the Metro Area Fire project in 2012.

Adam Rujan, Partner, Project Advisor: Responsible for guiding the project, reviewing and evaluating recommendations. Adam has served as project director or advisor on dozens of public safety consolidation analyses.

Scott Patton, MPA, Project Manager, Project Consultant: Responsible for the day-to-day performance of the team and provide direction/coordination for the development of deliverables. Will assure that all tasks are completed on schedule, within budget, and meet appropriate standards. Scott has met with both cities to understand project scope and has managed several consolidation/ intergovernmental collaboration projects. In addition, Scott has supported East Lansing's financial review committee.

February 16, 2017

Daniel Block, CPA, Project Consultant: Responsible for developing the financial projection of resource requirements. Dan is a manager of several municipal audits, including East Lansing.

Larry Lane, Fire Operations Expert - Subcontractor: Will participate in operations discussions, service and demand measures, and provide guidance regarding the prioritization of recommended activities. Larry is a retired fire chief who participated in the Metro Lansing Fire project in 2012.

Doug Van Essen, J.D. Legal Expert – Subcontractor: Will participate in the governance review analysis and development of supporting information. Doug participated in the Metro Lansing Fire project in 2012 and has drafted many inter-local agreements on behalf of dozens of municipal clients.

Mr. Dennis Bagley will serve as the project director and will provide oversight of all Plante Moran staff involved in the project. Mr. Scott Patton will serve as your project manager and will be responsible for overseeing the execution all project activities. In conjunction with Mr. Patton, Dan Block will provide financial expertise for the development of the financial model, Larry Lane and Doug Van Essen serve as a project consultants.

PROFESSIONAL SERVICES FEES

Plante Moran will provide the professional services for the project, as described in the Scope of Services. Our fees for providing assistance will be based on Plante Moran staff time spent on services plus related travel expenses. Our time will be billed at current Plante Moran staff hourly rates. Based on the scope of services, we recommend an initial consulting budget of \$63,000 for professional services. Additional services, including potential presentations to City Councils, will be charged at Plante Moran's hourly rate. Fees associated with any potential changes to our scope of services and/ or other optional assistance as deemed necessary by the municipalities, or future phases to be determined, can be provided at your request at a later date and will not be billed until formally approved separately.

As you probably realize, our primary cost is salaries that are paid currently. Accordingly, our invoices, which will be rendered as services are provided, are due when received. In the event an invoice is not paid timely, a late charge in the amount of 1.25 percent per month will be added, beginning 30 days after the date of the invoice.

If you are in agreement with our understanding of this engagement, as set forth in this engagement letter and the accompanying Professional Services Agreement, please sign the enclosed copy of this letter and return it to us with the accompanying Professional Services Agreement.

We appreciate the opportunity to be of continued service as your trusted advisor.

Very truly yours,
PLANTE MORAN, PLLC



Dennis Bagley, Partner
1-800-544-0203
Dennis.Bagley@plantemoran.com

Agreed and Accepted

We accept this agreement and the accompanying Professional Services Agreement, which set forth the entire agreement between City of Lansing and Plante & Moran, PLLC with respect to the services specified in the "Scope of Services" section of this engagement agreement. This agreement may be amended by written agreement between Plante & Moran, PLLC and City of Lansing.

Plante & Moran, PLLC

Dennis Bagley, Partner

Date

City of Lansing

Virgil Bernero, Mayor

Date

**Professional Services Agreement – Consulting Services
Addendum to Plante & Moran, PLLC Engagement Agreement**

This Professional Services Agreement is part of the engagement agreement for our consulting services dated February 16, 2016 between Plante & Moran, PLLC (referred to herein as "PM") and City of Lansing (referred to herein as "the City").

1. **Management Responsibilities** – The consulting services PM will provide are inherently advisory in nature. PM has no responsibility for any management decisions or management functions in connection with its engagement to provide these services. Further, the City acknowledges that the City is responsible for all such management decisions and management functions; for evaluating the adequacy and results of the services PM will provide and accepting responsibility for the results of those services; and for establishing and maintaining internal controls, including monitoring ongoing activities, in connection with PM's engagement. The City has designated Chad Gamble, Chief Operating Officer, to oversee the services PM will provide.
2. **Nature of Services** – PM's project activities will be based on information and records provided to PM by the City. PM will rely on such underlying information and records and the project activities will not include audit or verification of the information and records provided to PM in connection with the project activities.

The project activities PM will perform will not constitute an examination or audit of any the City financial statements or any other items, including the City's internal controls. This engagement also will not include preparation or review of any tax returns or consulting regarding tax matters. If the City requires financial statements or other financial information for third-party use, or if the City requires tax preparation or consulting services, a separate engagement letter will be required. Accordingly, the City agrees not to associate or make reference to PM in connection with any financial statements or other financial information of the City. In addition, this engagement is not designed and cannot be relied upon to disclose errors, fraud or illegal acts that may exist. However, PM will inform the City of any such matters that come to PM's attention.

3. **Use of Report** – At the conclusion of PM's project activities, PM will provide the City with a written report as described in this engagement agreement. PM's report will be restricted solely to use by management of the City and the City agrees that PM's report will not be distributed to any outside parties for any purpose other than to carry out legal responsibilities of the City. PM will have no responsibility to update PM's report for any events or circumstances that occur or become known subsequent to the date of that report.
4. **Confidentiality, Ownership and Retention of Workpapers** – During the course of this engagement, PM and PM staff may have access to proprietary information of the City, including, but not limited to, information regarding trade secrets, business methods, plans, or projects. PM acknowledges that such information, regardless of its form, is confidential and proprietary to the City, and PM will not use such information for any purpose other than its consulting engagement or disclose such information to any other person or entity without the prior written consent of the City.

In the interest of facilitating PM's services to the City, PM may communicate or exchange data by internet, e-mail, facsimile transmission or other electronic methods. While PM will use its best efforts to keep such communications and transmissions secure in accordance with PM's obligations under applicable laws and professional standards, the City recognizes and accepts that PM has no control over the unauthorized interception of these communications or transmissions once they have been sent, and consents to PM's use of these electronic devices during this engagement.

Professional standards require that PM create and retain certain workpapers for engagements of this nature. All workpapers created in the course of this engagement are and shall remain the property of PM. PM will maintain the confidentiality of all such workpapers as long as they remain in PM's possession.

Both the City and PM acknowledge, however, that PM may be required to make its workpapers available to regulatory authorities or by court order or subpoena in a legal, administrative, arbitration, or similar proceeding in which PM is not a party. Disclosure of confidential information in accordance with requirements of regulatory authorities or pursuant to court order or subpoena shall not constitute a breach of the provisions of this agreement. In the event that a request for any confidential information or workpapers covered by this agreement is made by regulatory authorities or pursuant to a court order or subpoena, PM agrees to inform the City in a timely manner of such request and to cooperate with the City should the City attempt, at the City's cost, to limit such access. This provision will survive the termination of this agreement.

PM reserves the right to destroy, and it is understood that PM will destroy, workpapers created in the course of this engagement in accordance with PM's record retention and destruction policies, which are designed to meet all relevant regulatory requirements for retention of workpapers. PM has no obligation to maintain workpapers other than for its own purposes or to meet those regulatory requirements.

Upon the City's written request, PM may, at its sole discretion, allow others to view any workpapers remaining in our possession if there is a specific business purpose for such a review. PM will evaluate each written request independently. The City acknowledges and agrees that PM will have no obligation to provide such access or to provide copies of PM's workpapers, without regard to whether access had been granted with respect to any prior requests.

5. **Consent to Disclosures to Service Providers**— In some circumstances, PM may use third-party service providers to assist with an engagement. In those circumstances, PM will require any such third-party service provider to: (i) maintain the confidentiality of any information furnished; and (ii) not use any information for any purpose unrelated to assisting with PM's services for the City. In order to enable these service providers to assist PM in this capacity, the City, by its duly authorized signature on the accompanying engagement letter, consents to PM's disclosure of all or any portion of the City's information to such service providers to the extent such information is relevant to the services the third-party service provider may provide and agrees that PM's disclosure of such information for such purposes shall not constitute a breach of the provisions of this agreement. The City's consent shall be continuing until the services provided for this engagement agreement are completed.
6. **Third-Party Data** — PM may reference third-party data sources in performing the services described in this engagement letter. Third-party data may include publicly-available data, commercially-available data licensed to PM, or information obtained from other sources. PM will use its judgment, discretion, best efforts and good faith in evaluating the use of third-party data sources, but does not warrant or guarantee the accuracy, completeness, or timeliness of any data obtained from third-party data sources and disclaims any liability arising out of or relating to the use of data from third-party data sources. The City acknowledges that any commercially-available third-party data sources referenced by PM are licensed to PM and PM's ability to share information obtained from commercially available third-party data sources is often restricted by the terms of use granted to PM by the licensor and, unless expressly set forth in the accompanying engagement letter, PM makes no representation or warranty that the City will have access to data obtained from third-party data sources. If and to the extent PM shares information obtained from third-party data sources with the City, the City agrees not to disclose or redistribute any such third-party data to third parties without the express written consent of PM. This agreement does not convey to the City a sublicense to any third-party data source unless expressly agreed to in writing and signed by a duly authorized representative of PM. However, nothing herein shall prevent the City from directly contracting with or obtaining a license from any third-party data source if the City determines, in its sole discretion that any such direct contract or license to be in its best interest.
7. **Fee Quotes** — In any circumstance where PM has provided estimated fees, fixed fees or not-to-exceed fees ("Fee Quotes"), these Fee Quotes are based on the City personnel providing PM staff the assistance necessary to satisfy the City responsibilities under the scope of services. This assistance includes availability and cooperation of those the City personnel relevant to PM's project activities and providing needed information to PM in a timely and orderly manner. In the event that undisclosed or unforeseeable facts regarding these matters causes the actual work required for this engagement to vary from PM's Fee Quotes, those Fee Quotes will be adjusted for the additional time PM incurs as a result.

In any circumstance where PM's work is rescheduled, PM offers no guarantee, express or implied, that PM will be able to meet any previously established deadline related to the completion of PM's work. Because rescheduling its work imposes additional costs on PM, in any circumstance where PM has provided Fee Quotes, those Fee Quotes may be adjusted for additional time PM incur as a result of rescheduling its work.

PM will advise the City in the event these circumstances occur, however it is acknowledged that the exact impact on the Fee Quote may not be determinable until the conclusion of the engagement. Such fee adjustments will be determined in accordance with the Fee Adjustments provision of this agreement.
8. **Payment Terms** — PM invoices for professional services are due upon receipt unless otherwise specified in this engagement letter. In the event any of PM's invoices are not paid in accordance with the terms of this agreement, PM may elect, at PM's sole discretion, to suspend work until PM receives payment in full for all amounts due or terminate this engagement. In the event that work is suspended, for nonpayment or other reasons, and subsequently resumed, PM offers no guarantee, express or implied, that PM will be able to meet any previously established deadlines related to the completion of PM's consulting work or issuance of PM's consulting report upon resumption of PM's work. The City agrees that in the event that work is suspended, for non-payment or other reasons, PM shall not be liable for any damages that occur as a result of PM ceasing to render services.
9. **Fee Adjustments** — Any fee adjustments for reasons described in this agreement will be determined based on the actual time expended by PM staff at the hourly rates stated in this agreement, plus related costs PM incurs, and included as an adjustment to PM's invoices related to this engagement. The City acknowledges and agrees that payment for all such fee adjustments will be made in accordance with the payment terms provided in this agreement.

10. **Force Majeure** – Neither party shall be deemed to be in breach of this engagement agreement as a result of any delays or non-performance directly or indirectly resulting from circumstances or causes beyond its reasonable control, including, without limitation, fire or other casualty, acts of God, war or other violence, or epidemic (each individually a "Force Majeure Event"). The City acknowledges and agrees that a Force Majeure Event shall not excuse any payment obligation relating to fees or costs incurred prior to any such Force Majeure Event.
11. **Exclusion of Certain Damages** – Except to the extent finally determined to have resulted from PM's gross negligence or willful misconduct, the City agrees to limit the liability of PM and any of PM's officers, directors, partners, members, managers, employees, affiliated, parent or subsidiary entities, and approved allied third party service providers (collectively, "PM Persons") for any and all claims, losses, costs, and damages of any nature whatsoever so that the total aggregate liability of the PM and/or the PM Persons to the City shall not exceed the total fees paid by the City to PM for the services provided in connection with this engagement agreement. The City and PM agree that these limitations on PM's and the PM Persons' maximum liability are reasonable in view of, among other things, the scope of the services PM is to provide, the City's responsibility for the management functions associated with PM's consulting services, and the fees PM is to receive under this engagement. In no event shall the PM or the PM Persons be liable to the City, whether a claim be in tort, contract, or otherwise, for any consequential, indirect, lost profit, punitive, exemplary, or other special damages. PM and the City agree that these limitations apply to any and all liabilities or causes of action against PM, however alleged or arising, unless to the extent otherwise prohibited by law. This provision shall survive the termination of this engagement.

In the event this engagement agreement expressly identifies multiple phases of services, the total aggregate liability of PM to the City shall be limited to no more than the total amount of fees paid by the City for the particular phase of services alleged to have given rise to any such liability.

12. **Defense, Indemnification, and Hold Harmless** – As a condition of PM's willingness to perform the services provided for in the engagement letter, the City agrees to defend, indemnify and hold PM and the PM Persons harmless against any claims by third parties for losses, claims, damages, or liabilities, to which PM or the PM Persons may become subject in connection with or related to the services performed in the engagement, unless a court having jurisdiction shall have determined in a final judgment that such loss, claim, damage, or liability resulted primarily from the willful misconduct or gross negligence of PM, or one of the PM Persons. This defense, indemnity and hold harmless obligation includes the obligation to reimburse PM and/or the PM Persons for any legal or other expenses incurred by PM or the PM Persons, as incurred, in connection with investigating or defending any such losses, claims, damages, or liabilities.
13. **Receipt of Legal Process** – In the event PM is required to respond to a subpoena, court order, or other legal process (in a matter involving the City but not PM) for the production of documents and/or testimony relative to information PM obtained and/or prepared during the course of this engagement, the City agrees to compensate PM for the affected PM staff's time at such staff's current hourly rates, and to reimburse PM for all of PM's out-of-pocket costs incurred associated with PM's response unless otherwise reimbursed by a third party.
14. **Termination of Engagement** – This agreement may be terminated by either party upon written notice. Upon notification of termination, PM's services will cease and PM's engagement will be deemed to have been completed. The City will be obligated to compensate PM for all time expended and to reimburse PM for related costs PM incurs through the date of termination of this engagement.
15. **Time Limits** – Except for actions to enforce payment of PM's invoices and without limiting any claims for indemnification hereunder, any claim or cause of action arising under or otherwise relating to this engagement must be filed within two years from the completion of the engagement without regard to any statutory provision to the contrary.
16. **Entire Agreement** – This engagement agreement is contractual in nature, and includes all of the relevant terms that will govern the engagement for which it has been prepared. The terms of this letter supersede any prior oral or written representations or commitments by or between the parties regarding the subject matter hereof. Any material changes or additions to the terms set forth in this letter will only become effective if evidenced by a written amendment to this agreement, signed by all of the parties.
17. **Severability** – If any provision of this engagement agreement (in whole or part) is held to be invalid or otherwise unenforceable, the other provisions shall remain in full force and effect.
18. **Conflicts of Interest** – PM's engagement acceptance procedures include a check as to whether any conflicts of interest exists that would prevent acceptance of this engagement. No such conflicts have been identified. The City understands and acknowledges that PM may be engaged to provide professional services, now or in the future, unrelated to this engagement to parties whose interests may not be consistent with interests of the City.
19. **Agreement Not to Influence** – The City and PM each agree that each respective organization and its employees will not endeavor to influence the other's employees to seek any employment or other contractual arrangement

with it, during this engagement or for a period of one year after termination of the engagement. The City agrees that PM employees are not "contract for hire." PM may release the City from these restrictions if the City agrees to reimburse PM for its recruiting, training, and administrative investment in the applicable employee. In such event, the reimbursement amount shall be equal to two hundred hours of billings at the hourly rate stated in this agreement for the PM employee.

20. **Signatures** – Any electronic signature transmitted through DocuSign or manual signature on this engagement letter transmitted by facsimile or by electronic mail in portable document format may be considered an original signature.
21. **Governing Law** – This agreement shall be governed by and construed in accordance with the laws of the State of Michigan, and jurisdiction over any action to enforce this agreement, or any dispute arising from or relating to this agreement shall reside exclusively within the State of Michigan.

End of Professional Services Agreement -- Consulting Services

**CITY OF LANSING**

124 W. Michigan Ave
Lansing, MI 48933
(517) 483-4128

TO: PLANTE & MORAN PLLC
26300 NORTHWESTERN HWY STE 120
SOUTHFIELD, MI 48076

PURCHASE ORDER	
P.O. NUMBER	P085030
DATE	05/02/17
VENDOR I.D.	V010169
DELIVERY DATE	
FOB	
REQUISITION NO	PR013101
OUR PURCHASE ORDER NUMBER MUST APPEAR ON ALL INVOICES, PACKING LIST AND CORRESPONDENCE.	

Page 1 of 1

PHONE# (248) 352-0018 FAX# (248) 352-0018

DELIVER ITEMS TO:

PLANTE & MORAN PLLC
26300 NORTHWESTERN HWY STE 120
SOUTHFIELD, MI 48076

SEND INVOICE TO:

PLANTE & MORAN PLLC
26300 NORTHWESTERN HWY STE 120
SOUTHFIELD, MI 48076

ITEM	DESCRIPTION	QTY	UNIT	UNIT PRICE	EXTENSION
001	LANSING FIRE DEPARTMENT SHARE OF SHARED SERVICES STUDY. FULL COST OF \$63,000. CITY OF EAST LANSING TO PAY THE REMAINING BALANCE.	1	LS	31,500.00	31,500.00
				TAX	0.00
THE ARTICLES SPECIFIED ARE SUBJECT TO THE FOLLOWING CONDITIONS:				TOTAL	31,500.00

1. Goods other than those specified on this order must not be substituted or prices changed without authorization.
2. If the quantity shipped is short of the purchase order quantity, specify on the packing slip if that quantity is on back order or cancelled.

Soucy, Nicholas

From: George Lahanas <glahana@cityofeastlansing.com>
Sent: Monday, April 10, 2017 4:19 PM
To: Gamble, Chad
Subject: Agreement

Chad,

The City of East Lansing agrees to pay 50% of the agreed \$63,000.00 for the Fire Consolidation Study to be conducted by Plante Moran. Please let me know when payment is due.

Thank you,
George Lahanas

George Lahanas
City of East Lansing
City Manager
(517) 319-6821

5-3-17

Chad says these Sale
Sources are a Rush.

The
Nick

East Lansing e-news is just a click away. Sign up to receive East Lansing's Dialog e-newsletter and other e-publications. Just visit <http://www.cityofeastlansing.com/news> today!

This email has been scanned by the City of Lansing Symantec Email Security.cloud service.
For more information, visit [cloud.com](http://www.symantec.com/cloud.com)

Lahanas - email
for top Sale
Source

Check chad's
email.

RECEIVED

MAY 17 2017

MAYOR'S OFFICE
MAYOR'S OFFICE

CITY of LANSING
INTEROFFICE COMMUNICATION

TO: Virg Bernero, Mayor
FROM: Stephanie Robinson CPPB, Senior Buyer
DATE: May 10, 2017
SUBJECT: Sole Source Purchase – Segal Waters Consulting Group

Please include this Sole Source packet of information in your transmittal to Council as required by the Purchasing Ordinance Section 206.05.

In summary, the Purchasing Office processed the following Sole Source transaction:

Department: City of Lansing Human Resources Department

Vendor: Segal Waters Consultant Group

Item Purchased: Classification Consulting and Job Evaluation Services

Dollar Amount: \$ 20,000 from account 1012800.743000

Additional information pertaining to this purchase is attached for your information.

This letter is filed in accordance with the Purchasing Ordinance Section 206.05 (a) and (b).

slr

CITY of LANSING
INTEROFFICE COMMUNICATION

TO: Randy Hannan, Chief of Staff
Chad Gamble, Chief Operating Officer

FROM: Stephanie Robinson, CPPB, Senior Buyer

DATE: May 1, 2017

SUBJECT: Sole Source – Segal Waters Consulting Group

The Human Resources Department requests that Segal Waters Consulting Group be designated as a Sole Source vendor for Classification Consulting and Job Evaluation Services.

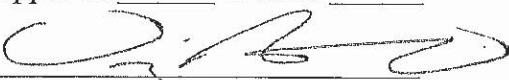
Please see the attached letter from Mary Riley regarding the request.

Based on the attached letter we recommend issuing a sole source purchase order to Segal Waters Consulting Group, in the amount of \$ 20,000 from account number 1012800.743000 per the request of the Human Resources Department.

Attachment

Date: 5-4-2017

Approved ☒ Denied ☐


Virg Bernero, Mayor

**CITY OF LANSING**

124 W. Michigan Ave
Lansing, MI 48933
(517) 483-4128

TO: **SEGAL CONSULTING GROUP**
101 NORTH WACKER DR STE 500
CHICAGO, IL 60606

PURCHASE ORDER	
P.O. NUMBER	P085034
DATE	05/02/17
VENDOR I.D.	V010053
DELIVERY DATE	
FOB	
REQUISITION NO	PR013108
OUR PURCHASE ORDER NUMBER MUST APPEAR ON ALL INVOICES, PACKING LIST AND CORRESPONDENCE.	

Page 1 of 1

PHONE# (312) 896-9364 FAX# (312) 896-9364

DELIVER ITEMS TO:

CITY OF LANSING HUMAN RESOURCES DEPARTME
124 W MICHIGAN AVENUE 8TH FLOOR
LANSING, MI 48933

SEND INVOICE TO:

CITY OF LANSING HUMAN RESOURCES DEP
124 W MICHIGAN AVENUE 8TH FLOOR
LANSING, MI 48933

ITEM	DESCRIPTION	QTY	UNIT	UNIT PRICE	EXTENSION
001	CLASSIFICATION CONSULTING AND JOB EVALUATIONS	20,000	LS	1.00	20,000.00
TAX					0.00
TOTAL					20,000.00

THE ARTICLES SPECIFIED ARE SUBJECT TO THE FOLLOWING CONDITIONS:

1. Goods other than those specified on this order must not be substituted or prices changed without authorization.
2. If the quantity shipped is short of the purchase order quantity, specify on the packing slip if that quantity is on back order or cancelled.

Federal Tax ID: 38-6004628

AUTHORIZED SIGNATURE

Stephanie Robinson

From: Riley, Mary <Mary.Riley@lansingmi.gov>
Sent: Monday, May 01, 2017 4:28 PM
To: Stephanie Robinson
Subject: RE: The Sole source for Segal

Hi Stephanie,

The account number is 1012800-743000. What I submitted was the complete quote, \$20k. Segal Waters is nationwide and has offices all over the country.

My contact's information is:

Elliot R. Susseles, CCP

Senior Vice President

Segal Waters Consulting

1800 M Street N.W. | Washington, DC 20036

T 202.833.6436 | F 202.330.5694 | M 202.607.5913

esusseles@segalco.com

I've sent an email requesting the Tax ID. Do you need anything else?

From: Stephanie Robinson [<mailto:Stephanie.Robinson@LBWL.COM>]
Sent: Monday, May 1, 2017 2:38 PM
To: Riley, Mary
Subject: The Sole source for Segal

I need an account number, and the complete quote from them for us. Or is the total \$20,000? There is no contact name or address for Segal Waters for this project. We need to be able to issue a PO, hopefully when they went through the name change

Their tax ID might have changed. This contract states this is a Maryland Company, and our other project, the company was from Chicago. a

If they changed

Thank you,

Stephanie Robinson CPPB

Buyer -- City of Lansing/Lansing Board of Water and Light

1232 Haco Dr.

Lansing MI 48912

Phone: 517-702-6197

Fax: 517-702-6042

City Hall phone: 517-483-4128

Fax: 517-483-4524

stephanie.robinson@lbwl.com

"Efforts and courage are not
enough without purpose
and direction"

**JFK

Stephanie Robinson

From: Riley, Mary <Mary.Riley@lansingmi.gov>
Sent: Friday, April 14, 2017 1:20 PM
To: Stephanie Robinson
Subject: Classification Vendor - Segal Waters
Attachments: Segal Waters Retainer Agreement.doc; Grand Rapids 2016 Compensation Survey Results.pdf

Hello Stephanie,
Hope all is well.

We are in desperate need of a new classification vendor to handle the City's reclassification and job evaluation reviews. Our old vendor has cancelled our contract because we could not fund a comprehensive compensation study (\$300,000+) at this time. It is imperative that we have a consultant to conduct these reviews as they are submitted frequently to evaluate for posting new and old positions and for employees who would to re-class their current position. I'm happy to say that we have a great organization, Segal Waters Consulting, that can take this on for us. I am asking that Segal Waters be considered a sole source vendor for the following reasons:

- The City of Lansing has a current contract with Segal Waters. They are conducting the pension legacy costs analysis project with Finance and Finance Director, Angie Bennett.
- Segal Waters has just completed a compensation study with the City of Grand Rapids. We participated with this survey by providing our compensation data for key positions. And I also know that they have worked with the State of Michigan on other strategic/operational human resources issues.
- The need for a new classification/job evaluation vendor is URGENT. Our old vendor unexpectedly cancelled our contract without any prior notice. Not having a classification vendor will severely hamper our ability to fill positions and stop our employees' ability to re-class their position thus impacting their increase in compensation.

I have attached the retainer agreement and the Grand Rapids survey for your review. Please let me know if you have any additional questions or if there is additional documentation needed. I would appreciate your timely consideration, Stephanie.

Thank You,
Mary Riley



Virg Bernaro, Mayor

Mary P. Riley, MPA, SPHR, SHRM-SCP
Director of Human Resources
City of Lansing, Michigan
124 W. Michigan Avenue, City Hall, 8th Floor
Lansing, MI 48933-1694
517-483-4011 office phone
Mary.riley@lansingmi.gov email

SEGAL WATERS CONSULTING Agreement for Services

This Agreement between The Segal Company (Western States) Inc., a **Maryland** corporation, d/b/a Segal Waters (hereinafter "Segal Waters") and [INSERT CLIENT NAME] (hereinafter the "Client") is entered into as of [INSERT MONTH, DAY AND YEAR]

Accordingly, and in consideration of the mutual premises and provisions hereof, the parties hereby agree as follows:

1. BASIC SERVICES

Segal Waters shall provide up to eighty (80) hours of consulting services to the Client as described below:

- Individual reclassification reviews: Using current job documentation as well as updated documentation in a template provided by Segal Waters, a review of the general purpose and essential functions would be conducted to ensure the position is properly classified.
- Individual job evaluation reviews: Using current job documentation including updated job questionnaires and job evaluation manuals supplied by Segal Waters, job(s) will be evaluated and recommended for placement into the client's current pay structure.
- Individual reviews of exemption status under the Fair Labor Standards Act: Based on documentation provided by the Client, written review will be completed for a job's eligibility for exemption from overtime under the Fair Labor Standards Act.
- Individual or career family market reviews: Individual or a specific list of no more than ten job titles will be market priced using market data available to Segal Waters or data supplied by the client.
- Development/update of individual job descriptions: Using current job documentation supplied by the client on templates provided by Segal Waters, an updated job description will be prepared for client review. Edits to the job description will be completed by the client.
- Annual reports on structure and market movement: Annual reports on market trends that provide actual and project pay and structure changes will be provided to the client for use in determining budget requirements for adjustments to their current pay structure and adjustments to employee pay.
- Recommendations for updates to client current pay structures based on standardized reports: Client may request that Segal Waters calculate one cost scenario for the cost of structure movement using agreed upon assumptions for pay changes.
- Telephone support on strategic or operational human resources issues: Segal Waters's consultants will be available for telephone support on demand, providing advice on strategic or operation issues as identified by the client.

2. ADDITIONAL SERVICES

From time to time, the Client may request or Segal Waters may propose in writing future services and the fees payable for such services. If such proposal is accepted by the parties, then such additional services will be governed by the terms and conditions of this Agreement and any such proposal shall be attached hereto as an Exhibit to this Agreement.

3. **RESPONSIBILITY OF CLIENT**

To enable Segal Waters to perform the services contemplated herein, the Client agrees to promptly provide Segal Waters with such data, materials and other information as Segal Waters reasonably requests and all data needed to perform these services. Upon receipt of data, materials and other information, Segal Waters will review it for basic reasonableness and consistency and notify the Client of any concerns. Subject to its obligations in the preceding sentence, Segal Waters may rely upon such data, materials and other information provided to it by such parties as being accurate and complete. Consultant is not required to verify or audit any data or other information so provided, nor is it liable to the City or others if such information is inaccurate, misleading or false.

4. **PAYMENT TERMS**

A. Basic Annual Services. Segal Waters' annual fee for providing the basic services described in Section 1 above will be \$20,000, payable in advance. Segal Waters will furnish Client with quarterly statements providing documentation of hours used (billed to the nearest quarter hour) and remaining hours available for Client use. Expenses and costs incurred by Segal Waters, including those incurred to attend on-site meetings will be invoiced to the Client separately at cost and payable within thirty (30) days of the invoice date. Routine expenses such as photocopying, telephone calls, facsimiles, mailing costs, and secretarial and word processing services are included in our fees.

B. Additional Services. Fees for mutually agreed upon additional services will be charged on a time charge basis at Segal Waters' then current hourly rates or, in some instances, may be charged on a project basis, in each case as set forth in a written instrument signed by the parties. Fees for additional services will be billed monthly in arrears unless otherwise agreed to by the parties in writing.

5. **NON-APPROPRIATION**

Funding for this Agreement between the Client and Segal Waters is dependent at all times upon the appropriation of funds by the organization authorized to appropriate such funds. In the event that funding to support this Agreement is not appropriated, whether in whole or in part, then the Agreement may be terminated effective the last day for which appropriated funding is available.

6. **TERM OF AGREEMENT**

The term of this Agreement shall commence on [INSERT COMMENCEMENT DATE] and continue in effect for a period of one (1) year. Thereafter, this Agreement may be extended for successive one (1) year periods with the parties' mutual written consent.

7. **TERMINATION OF AGREEMENT**

Either party may terminate this Agreement on thirty (30) days written notice to the other party. Segal Waters will continue to provide services hereunder to the effective date of any such termination and will cooperate with the Client to provide for an orderly transition of the Services to the Client at the time of any such termination. Notwithstanding the foregoing, in the event that the Client is not current in the payment of Segal Waters' invoices at the time that such notice is given, then Segal Waters may choose not to provide Services during the aforementioned thirty (30) day period. Segal Waters will render final billing to the Client after the date of any such termination, and the Client will pay the same in accordance with Section 4.

8. **PROFESSIONAL STANDARDS**

All Services will be performed by competent personnel with the care, skill, prudence and diligence under the circumstances that a prudent consultant would use in discharging its services and in accordance with applicable professional standards.

9. CONFIDENTIALITY

Both parties acknowledge that in the negotiation and performance of this Agreement, confidential and proprietary information of each has been and will be made available to the other. The parties agree to use reasonable efforts to maintain the confidentiality of such material, but in no event lesser than was used with like material of the receiving party and not to make any internal use of such material not required or permitted under this Agreement. Neither party will disclose the information to any third party without prior written authorization from the disclosing party. The information received by a receiving party will only be used by those of its employees, agents and consultants whose duties justify the need for access to the information provided and who have agreed to abide by the obligations of secrecy and limited use commensurate in scope with this Agreement. These obligations will apply to verbal information as well as specific portions of the information that are disclosed in writing or other tangible form and marked to indicate its confidential nature. These obligations will not apply to any of the information which:

- i) Was known to the receiving party prior to receipt under this Agreement as demonstrated by the receiving party's records; or
- ii) Was publicly known or available prior to receipt under this Agreement, or later becomes publicly known or available through no fault of the receiving party; or
- iii) Is disclosed to the receiving party without restrictions on disclosure by a third party having the legal right to disclose the same; or
- iv) Is disclosed to a third party by the disclosing party without an obligation of confidentiality, unless such information must be retained by that party for that party to fulfill its legal or agreement obligations under this Agreement; or
- v) Is independently developed by an employee, consultant, or agent of the receiving party without access to the information as received under this Agreement; or
- vi) The receiving party is obligated to produce as required by law, lawfully issued subpoena, or court order, provided that the disclosing party has been given notice thereof and if there is sufficient time, an opportunity to waive its rights to seek a protective order or other appropriate remedy.

To the extent that particular information is subject to specific statutory confidentiality requirements, the requirements of such statute, rather than this section, shall be controlling.

10. INDEPENDENT CONTRACTOR

Segal Waters is an independent contractor. No provision of this Agreement or act of the parties hereunder pursuant to this Agreement will be construed to express or imply a joint venture, partnership, or relationship other than vendor and purchaser of the services. No employee or representative of Segal Waters will at any time be deemed to be under the control or authority of the Client, or under the joint control of both parties. Segal Waters is liable for all workers' compensation premiums and liability, and federal, state and local withholding taxes or charges with respect to its employees.

11. SUBCONTRACTORS

Any subcontractors to be utilized on this project will be subject to the Client's approval.

12. NO ASSIGNMENT

This agreement may not be assigned by either of the parties without the written consent of the other party.

13. **FORCE MAJEURE**

Segal Waters will not be liable for any delay in performance or inability to perform due to force majeure, including without limitation any acts of God, acts or omissions of the Client, major equipment failures, fluctuations or non availability of electrical power or telecommunications equipment, or other conditions beyond the control of Segal Waters. If Segal Waters' performance is delayed by force majeure, Segal Waters will discuss the situation with the Client and agree upon an extended period for performance. If an event of force majeure continues for more than thirty (30) days, either party may, at its option, terminate this Agreement and any Statements of Work thereunder. Segal Waters will render a final billing to the Client after the date of any such termination, and Client will pay the same in accordance with Section 4.

14. **THIRD PARTY BENEFICIARIES**

This Agreement is for the benefit of the parties to the Agreement and does not confer any rights or privileges upon any third parties.

15. **DISPUTE RESOLUTION**

A. **Mediation.** Any disputes between the parties hereto are subject to mediation in accordance with the Judicial Arbitration and Mediation Service ("JAMS") as a condition precedent to the commencement of any legal proceeding hereunder.

B. **Waiver of Jury Trial.** Each party hereby waive any right to a trial by jury in any action, suit, or proceeding arising out of this agreement, or any other agreement or transaction between the parties.

C. **Notice.** In the event that either party believes that the other party has not complied with its obligations hereunder, such party shall send written notice of such non-compliance to the other party. In the event that such other party does not cure such non-compliance within thirty (30) days of the date of such notice, then the party sending notice may avail itself of the terms of Section 15A above.

16. **DAMAGES**

In no event, whether based on contract, indemnity, warranty, tort (including negligence), strict liability, or otherwise, will Segal Waters, or any of its respective directors, officers, employees or agents, be liable for (i) special, incidental, exemplary, punitive, consequential, or indirect damages, including without limitation lost sales, profits or revenue, or claims for such damages, (ii) any losses or damages connected with, or resulting from any software, hardware, or services provided by Segal Waters or any third party.

17. **CONFLICT OF INTEREST**

Segal Waters hereby affirms that there are no relevant facts or circumstances now giving rise or which could, in the future, give rise to a Conflict of Interest. A Conflict of Interest means that because of other activities or relationships with other persons, Segal Waters or its subcontractor is unable or potentially unable to render impartial assistance or advice to the Client, or Segal Waters' objectivity in performing the agreement work is or might be otherwise impaired.

If an actual or potential Conflict of Interest arises subsequent to the date of this agreement, Segal Waters shall make a full disclosure in writing to the Client of all relevant facts and circumstances. This disclosure shall include a description of actions that Segal Waters has taken and proposes to take to avoid, mitigate, or neutralize the action or potential conflict of interest. Segal Waters will continue performance of work under the agreement until notified by the Client of any contrary action to be taken.

18. NON-DISCRIMINATION

Segal Waters agrees: (a) not to discriminate in any manner against an employee or applicant for employment because of race, color, religion, creed, age, sex, marital status, national origin, ancestry or disability of a qualified individual with a disability; (b) to include a provision similar to that contained in subsection (a), above, in any subcontract except a subcontract for standard commercial supplies or raw materials; and (c) to post and to cause subcontractors to post in conspicuous places available to employees and applicants for employment notices setting forth the substance of this clause.

19. AUDIT OF SEGAL WATERS' FEES

Upon reasonable notice and during normal business hours, the Client reserves the right to audit or cause to be audited Segal Waters' books and accounts with respect to fees and expenses under this Agreement at any time during the term of this Agreement and for three years thereafter except for confidential or proprietary information or trade secrets of Segal Waters or any third party.

20. NOTICES

All notices, claims, and approvals given under this Agreement must be in writing and delivered in person, by first class or express mail or facsimile addressed a set forth below or such other address that a party gives by notice. Notice given in accordance with this subsection will be deemed given when received.

- A. If to the Client: [Name]
 [Title]
 [Address]
 [City, State & Zip]
- B. Copy to: [NAME]
 [TITLE]
 [Address]
 [City, State & Zip]
- C. If to Segal Waters: Consultant:
 [Name]
 [Title]
 [Address]
 [City, State & Zip]
- D. Copy to: General Counsel
 The Segal Company
 333 West 34th Street
 New York, NY 10001-2402

21. AMENDMENT OR MODIFICATION

No amendment or modification of this Agreement shall be valid or binding unless set forth in writing and duly executed by the parties hereunder.

22. ENTIRE AGREEMENT

This Agreement constitutes the entire agreement between the parties hereto with respect to the subject matter hereof and it supersedes all prior oral or written agreements, commitments or understandings with respect to such matters.

23. SEVERABILITY

The invalidity, in whole or part, of any provision of this Agreement will not affect the remainder of that provision or this Agreement

24. WAIVER OF DEFAULT

Waiver by a party of any default by the other will not be deemed a waiver of any other default irrespective of whether such default is similar.

25. CONSTRUCTION OF LAWS AND JURISDICTION OF COURTS

This Agreement will be governed in all respects by the laws of [INSERT STATE], without regard to any conflicts of law principle, decisional law, or statutory provision, which would require or permit the application of another jurisdiction's substantive law.

26. DULY AUTHORIZED SIGNATURES

For the Client:

The undersigned, [NAME] is [TITLE] of [CLIENT COMPANY NAME] and as such has been duly authorized by the Client to sign this Agreement on behalf thereof.

For Segal Waters:

The undersigned [NAME] is [TITLE] of Segal Waters and as such is duly authorized to sign this agreement in behalf thereof, thereby binding Segal Waters to the provisions of this Agreement.

IN WITNESS THEREOF, the parties have executed this Agreement as of the date hereinabove set forth.

[CLIENT]

_____	_____
Date	By

	Witness

THE SEGAL COMPANY (WESTERN STATES), INC., DBA SEGAL WATERS

_____	_____
Date	By

	Witness



2016 COMPENSATION SURVEY

Participant Report

February 2017

City of Grand Rapids,
Michigan

 Segal Waters
Consulting

Table of Contents

City of Grand Rapids, Michigan
2016 Compensation Survey
Participant Report
October 2016

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SECTION II | SURVEY JOB CODES, TITLES AND SUMMARIES

SECTION III | SALARY SURVEY RESULTS

SECTION IV | PAY PRACTICES

SECTION • I
SURVEY PARTICIPANTS

**CITY OF GRAND RAPIDS, MI
2016 SALARY SURVEY PARTICIPANTS**

Organization	Contact Name	Contact Title	Contact Phone Number	Contact Email Address
City of Akron, OH	Stacy Doty	Personnel Officer	330.375.2720	Sdoty@akronohio.gov
City of Ann Arbor, MI	Ashley Walicki	Compensation Supervisor	734.794.6120	awalicki@a2gov.org
City of Battle Creek, MI	Jennifer Rosa	Assistant HR Manager	269.966.3377	jrosa@battlecreekmi.gov
City of Des Moines, IA	James Wells	Human Resources Director	515.283.4213	JRWells@dmgov.org
City of Lansing, MI	Lisa Thelen	Employee Payroll/Benefits Administrator	517.483.4014	lisa.thelen@lansingmi.gov
City of Madison, WI	Mike Lipski	HR Services Manager	608.266.4615	mlipski@cityofmadison.com
City of Rockford, IL	Brittany Krutz	HR Coordinator	779.348.7405	Brittany.Krutz@rockfordil.gov
City of Warren, MI	Brittany Dallas	Human Resources Technician	586.574.4656	bdallas@cityofwarren.org
Ingham County, MI	Joan Clous	Human Resources Specialist	517.887.4374	jclous@ingham.org

SECTION • II
SURVEY JOB CODES, TITLES AND
SUMMARIES

**CITY OF GRAND RAPIDS
2016 SALARY SURVEY JOB SUMMARIES**

Job #	Job Title	Job Summary
1	311 Customer Service Representative	Receives, screens, and responds to customer service needs as part of the 311 Customer Service Center, handling non-emergency, technical communications and administrative services related to the operations of the 311 Customer Service Center. Provides thorough, complex, and accurate information regarding services and procedures while responding to a variety of municipal questions. Acts as an intermediary between the customer, department and agency staff. Resolves customer complaints related to service request. Minimum Requirements: High School diploma and two (2) years of related progressive work experience of which one (1) year of experience in call center or dispatch operations is preferred; or any equivalent combination of training and experience.
2	Accountant I	Maintains, monitors, reconciles, analyzes, invoices and evaluates accounting records for reporting purposes including year end. Identifies areas that need corrections or adjustments and make the necessary entries, including procedures and internal controls. Manages and reports information to other Governmental units (local, state) and the general public. Minimum Requirements: Bachelor's degree in accounting or business administration and two (2) years of professional accounting experience; or any equivalent combination of training and experience.
3	Accounts Payable Supervisor	Supervises and coordinates the activities of the Accounts Payable function. Develops and implements accounts payable processes, procedures and best practices. Monitors the compliance of policies and procedures related to accounts payable, maintains financial records, and reviews and audits payments and encumbrances. Oversees the financial software and provides support to users, as well as resolves escalated issues, including invoicing discrepancies. Minimum Requirements: Bachelor's degree in accounting or related field and three (3) years of accounts payable experience, including supervisory experience; or any equivalent combination of training and experience.
4	Administrative Analyst I	Provides professional level administrative support services to a department head or other administrative position. Works as staff liaison to the various departmental divisions and programs, outside agencies and the media. In some instances, this position will have supervisory responsibility. Minimum Requirements: Bachelor's degree in business or public administration, government or related field and two to four (2-4) years of progressively responsible professional experience in public sector management, preferably in local government; or any equivalent combination of training and experience.

**CITY OF GRAND RAPIDS
2016 SALARY SURVEY JOB SUMMARIES**

Job #	Job Title	Job Summary
5	Administrative Analyst II	Oversees and coordinates special programs and assists with executive policies and initiatives. Conducts analytical and organizational studies, and researches other projects as directed. Minimum Requirements: Bachelor's degree in business administration, public administration, or a related field and three to five (3-5) years of experience in program and project development and implementation; or, any equivalent combination of training and experience.
6	Administrative Secretary	Performs varied complex clerical/administrative duties. Work involves typing letters, reports, and a variety of documents and forms, maintaining records systems, greeting the public and carrying out various related information processes. May serve as a lead worker over other clerical positions. Minimum Requirements: High School diploma and three (3) years of experience in general clerical or office work; or an equivalent combination of training and experience.
7	Administrative Services Officer II	Plans, directs, and supervises the activities and operations of assigned area, ensures staff has adequate knowledge and support of procedures and requirements to properly administer various codes consistently while employing excellent customer service. Provides a safe, encouraging environment with a compatible work force that works together to solve problems in assigned area. Responsible for the development, implementation, investigation, education and counseling of matters involving diversity and inclusion in workforce diversity, supplier diversity and community diversity for the City. Interacts with other departments on financial matters and assures correctness of financial transactions. Minimum Requirements: Bachelor's degree in accounting, business administration, public administration, or a related field and five (5) years of accounting and human service administrative experience, including one year of supervision; or any equivalent combination of training and experience.
8	Administrator - Office Children Youth Families	Provides leadership and direction in advancing a children's agenda for the City and the public schools through policy, partnerships, and programs. Facilitates collaboration between the City and the Grand Rapids Public Schools to improve the well-being of children. Minimum Requirements: Bachelor's degree in social work, education, public policy, public administration, or a related field and five to seven (5-7) years of experience in children and youth policy, practice, development, implementation, and grant writing; or, any equivalent combination of training and experience.

**CITY OF GRAND RAPIDS
2016 SALARY SURVEY JOB SUMMARIES**

Job #	Job Title	Job Summary
9	Assistant City Attorney II	Provides full range of legal services and counsel for the City, including legal advice to City Officials and departments, boards and commissions in administrative and quasi-judicial proceedings. Conducts pre-trial conferences and negotiates plea agreements, interacts with court and judges on pending matters, attends and conducts formal hearings, and juvenile pre-trials. Consults with outside agencies on matters of city ordinance enforcement. Provides services related to the Freedom of Information Act, litigation, and municipal affairs. Minimum Requirements: Juris Doctorate and three (3) years of experience at all levels of early litigation, including discovery through dispositive motions; performs legal research and drafts legal documents and effective, attorney-level communications, and reviews documents for litigation purposes; or any equivalent combination of training and experience.
10	Assistant Planning Director	Assists the Planning Director in the administration of the City Planning Department. Executes project management of long range planning and project-specific implementation efforts that require extensive community engagement and collaboration. Minimum Requirements: Bachelor's degree in public administration, planning, architecture, or a related field and five to seven (5-7) years of City planning, project coordination, zoning administration and supervisory experience; or, any combination of equivalent training or experience.
11	Battalion Fire Chief	Plans, organizes, manages, and supervises the personnel, stations, equipment, and emergencies for their assigned battalions and shifts, and directly supervise Fire Captains. Commands and directs emergency scenes. Assists in determining Department short term and long-range goals and objectives. Programs management and budgeting including other duties as assigned by Deputy Fire Chief and/or Fire Chief. Minimum Requirements: Associate's degree in Fire Science and 2 years experience as a Fire Captain and/or Fire Captain - Training; or any equivalent combination of training and experience.
12	Building Inspector II	Leads work involving the inspection of new and remodeling construction with established building codes. Inspects complicated institutional and commercial projects. Performs and maintains safe guard of the public health, safety and general welfare through the state building codes. Leads, trains, advises, and assists workers with questions and major projects. Minimum Requirements: High School diploma and six (6) years of experience in the building construction trade, including two (2) years of code enforcement work; or any equivalent combination of training and experience.

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Job #	Job Title	Job Summary
13	Business Developer	Assists, guides and directs SBEs, including MBEs, WBEs, VOSBs and Micro-LBEs; manages and develops supplier diversity program; assists Administrative Services Officer II with developing, implementing and monitoring diversity programs and training with the City organization and interaction with the community (citizens, businesses and organizations). Minimum Requirements: Bachelor's degree in business administration, public administration, urban planning, or a related field and three years of professional experience involving economic program development; or any equivalent combination of training and experience.
14	Cashier I	Receives and processes payments from walk in customers, mail, and department bags. Prepares and balances drawer of daily cash deposit for the bank. Responds to customer's inquiries and complaints referring them to the appropriate department if necessary. Minimum Requirements: High School diploma and less than one (1) year experience in processing and accounting for large sums of money; or any equivalent combination of training and experience.
15	City Attorney	Oversees and guides the City's legal affairs and is responsible for general supervision of all legal functions handled by the City's Law Department. Performs research work, investigations, gives legal opinions and advice to the City Commission, the City Manager and others in the organization, prepares and presents cases in court on behalf of the City. Minimum Requirements: Graduation from law school, and ten (10) years as a practicing attorney, of which five years must be in municipal law work.
16	City Clerk	Supervises clerical functions in the City Clerk's Office. Oversees and guides the elections process. Assigns and coordinates work of a large clerical staff, and assuring that work is completed according to established standards. Minimum Requirements: Possession of a bachelor's degree in public or business administration and three (3) years of office management experience, including considerable supervisory experience; or any equivalent combination of training and experience.

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Job #	Job Title	Job Summary
17	City Engineer	Leads the Engineering Department and performs the duties of the City Engineer. Maintains a fiscally sustainable business unit and support direct reports so they have the means and methods to manage and deliver projects within scope, schedule, and budget. Orchestrates the City's Asset Management Plan, develops and implements the Capital Improvement Plan, and minimizes the potential risk and exposure to the City as a result of capital infrastructure. Minimum Requirements: Bachelor's degree in civil engineering and seven to nine (7-9) years of experience in the practice of civil engineering with a focus on structural or transportation engineering, including responsibility for planning, directing and supervising public works engineering projects; or any equivalent combination of training and experience.
18	City Manager	The Chief Administrative Officer of the City; assumes full responsibility for planning, administering, directing, overseeing, and evaluating the activities and operations of the City including public safety, community development, administrative services, operations and maintenance, parks, recreation, facilities, and administration; provides policy guidance to and coordinates the activities of management staff; facilitates the development and implementation of long and short range plans, policies, goals, objectives, and programs to provide the City with technical and administrative direction in meeting and maintaining City services standards; ensures public services are delivered in an efficient and effective manner; and provides highly complex administrative support to the City Council including implementation of policy decisions made by the City Council. Minimum Requirements: A Bachelor's degree from an accredited college or university with major course work in public administration, business administration, economics, or related field. Ten (10) years of progressively responsible experience in municipal government including five (5) years as a department head or Assistant City Manager.
19	City Purchasing Agent	Serves as the principal public procurement officer for the City and is responsible for the procurement of all goods and services for the organization in accordance with applicable federal, state and local laws, ordinances, rules and regulations. Has signature authority to enter the City into contracts. Plans, manages, coordinates and organizes the procurement activities including providing professional support and sound contractual advice to all stakeholders. Minimum Requirements: Bachelor's degree in business administration, accounting, or closely related field, and seven (7) years of progressively responsible experience in public procurement, including supervisory experience; or any equivalent combination of training and experience.

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Job #	Job Title	Job Summary
20	City Treasurer	Directs and manages all the City's tax collection functions. Oversees the accounting and revenue treasury intake activities as well as develops, recommends, and implements treasury policies on behalf of the City. Minimum Requirements: Bachelor's degree in accounting, business administration, finance, or a closely related field supplemented by advanced course work in public finance, and five to seven (5-7) years of professional finance experience in municipal government, including supervisory experience; or any equivalent combination of training and experience.
21	Civil Engineer I	Oversees and provides project documentation record keeping for road utility projects. Prepares financial calculations for pay estimates for contractor payment. Provides design engineer a complete set of construction documents. Administers field inspection of road construction projects including supervising contractors. Minimum Requirements: Bachelor's degree in civil engineering and two (2) years experience; or an equivalent combination of training and experience
22	Clerk of the Court	Supervises the overall operation and performance of the clerk of the court's office. Reviews, adjusts, and improves court processes and procedures to ensure compliance with court rules and state statutes; responds to inquiries from staff, the public, the bench, and local bar; and generates and prepares daily, monthly, and quarterly reports as requested by the State Court Administrative Office. Minimum Requirements: Bachelor's degree in criminal justice, business administration, public administration, or a related field and five to seven (5-7) years of progressively more responsible work experience in a trial court working with complex case or financial documents of records, including a minimum of two full years of recent experience in a supervisory position; or, any equivalent combination of training and experience.

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Job #	Job Title	Job Summary
23	Code Compliance Supervisor	Supervises the enforcement of the City's Zoning, Nuisance, Property Maintenance and Building Maintenance Codes. Provides presentations to community organizations, city commissioners, citizen groups, non-profit agencies, and other government entities. Provides training and guidance to code compliance staff. Supervises city vendors, contractors, seasonal staff, university interns, housing appeals board, makes proposed code changes, monitors and participates in state wide legislative proposals. Resolves extremely difficult cases and serves on state board association and chairs the Grand Rapids Area Housing Task Force. Minimum Requirements: Associate's degree in related field and four (4) years of progressively responsible experience in housing-related programs, administration, or code enforcement including one year of supervisory experience; or any equivalent combination of training and experience.
24	Court Administrator/ Clerk	Provides management authority and responsibility for the non-judicial components of the Court. Provides strategic direction, program and budget setting, and overall supervision for all court departments and activities. Minimum Requirements: Bachelors Degree in criminal justice, business administration, public administration, or a related field and three to five (3-5) years of experience in managing large complex criminal justice/judicial organizations.
25	Custodian	Provides manual work in the care, cleaning, maintenance, and snow removal of all parking structures, as well as, surface lots owned by The City of Grand Rapids and two parking structures owned by other entities. Performs safe maintenance and operation of heavy equipment, inventory, maintain, and order parts and supplies. Minimum Requirements: High School diploma and one (1) year of experience in cleaning buildings; or any equivalent combination of training and experience.
26	Debt and Authority Finance Officer	Manages the City's debt portfolio and the issuance of City debt. Provides fiduciary oversight and control for the City's various authorities. Supports special financial, economic development, and organizational initiatives as needed or required. Minimum Requirements: Bachelor's degree in business administration, public administration, economics, finance, accounting, or a related field and five (5) years of progressively responsible professional experience in governmental accounting experience and direct experience working with boards and commissions, including working with financial auditors and preparing government financial statements, budgets, financial rate analysis, and fiscal and administrative analysis; or any equivalent combination of training and experience.

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Job #	Job Title	Job Summary
27	Deputy Chief Financial Officer	Plans, directs, oversees, provides overall financial planning, analysis, direction and oversight throughout the organization. Provides general oversight, guidance and direction for the annual budget preparation process. Provides direction and oversight to the City Manager and City Commission over a wide range of diverse topics. Manages several diverse departments including Income Tax, Assessing, Purchasing and the Budget Office. Works under the general guidelines of the Chief Financial Officer and the City Manager. Serves in the Chief Financial Officer role in his/her absence. Minimum Requirements: Bachelor's in finance, business, accounting, public administration, or a related field and seven (7) years progressively more responsible experience in local government finances, such as pension, health care, actuarial, benefits, financial planning, forecasting; or any equivalent combination of training and experience.
28	Deputy City Manager	Leads operational service groups of the City with budgets, ensures achievement of complex economic development outcomes, leads strategic and legislative/policy initiatives of the City, assists with the transformation of the City organization, assists with preparation of the annual Fiscal Plan, and assists with labor negotiations. Minimum Requirements: Master's degree in public administration, business administration, accounting, or a related field and eight to ten (8-10) years of progressive responsibility managing the finances of a major governmental organization, along with the ability to manage intergovernmental relations with surrounding communities and a demonstrated ability to understand the many facets of complex issues; or, any equivalent combination of training and experience.
29	Deputy Court Clerk	Performs a variety of advanced and technical clerical functions. Responds to requests for information and clarification of procedures from attorneys, the public, court staff, and other city employees. Processes accurate and expeditious civil and criminal court documents and forms is required. Minimum Requirements: High school diploma, 35 WPM and one (1) year clerical experience in a court or closely related operation, or any equivalent combination of training and experience.
30	Deputy Fire Chief	Performs fire protection and managerial work involving the prevention, suppression of fires and medicals calls for assistance. Serves as a director of the Fire Department and directly or indirectly supervises all positions within the department. Responsible for financial systems that the city uses on a consistent basis. Supervises and leads the personnel within the department. Minimum Requirements: Bachelor's degree in fire science or related field, and three (3) years experience as a district fire chief; or any equivalent combination of training and experience.

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Job #	Job Title	Job Summary
31	Deputy Police Chief	Oversees all operations related to the Police Department, including meetings, functions, and activities, such as research and planning, financial services, crime analysis, IT, facilities management, fleet management, property management, traffic unit, records unit, training unit, grant management, Detective Unit, Vice Unit, Forensic Services Unit, Dispatch and Emergency Management. Oversees outreach programming such as Youth Police Academies, Youth Explorer Programs, and Police Intern Program. Assist the Police Chief as needed and acts as the Police Chief in his absence. Represents the Department at various functions, meetings, and activities. Acts as media spokesperson for the Police Department and provides administrative oversight to Patrol and Teams. Minimum Requirements: Bachelor's degree in criminal justice or related field and seven (7) years of progressively responsible experience in police management; or any equivalent combination of training and experience.
32	Director of Facilities and Fleet Management	Manages and directs the overall activities and operations of the Facilities and Fleet Management Department. Repairs and replaces City-owned assets such as buildings and grounds, motor vehicles, heavy equipment, off-road equipment and miscellaneous related equipment. Oversees the activities of the vehicle impound and storage operations and surplus asset disposition for the organization. Minimum Requirements: Bachelor's degree in engineering, facilities management, construction management, or a related field and seven to nine (7-9) years of progressively responsible experience in facility and fleet maintenance and repair work and administration of public works activities, including supervisory experience; or any equivalent combination of training and experience.
33	Director of Information Technology	Provides strategic and administrative oversight for the continued operation and development of the City's management information and telecommunications systems, including strategic planning, coordination, procurement, and assignment of subordinate professional employees and contractors. Minimum Requirements: Bachelor's degree in information technology, computer science, business administration, public administration, or related field and seven to nine (7-9) years of managerial experience in a field related to information technology; or, any equivalent combination of training and experience.

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Job #	Job Title	Job Summary
34	Director of Parks and Recreation	Plans, organizes, coordinates, directs administration, operations, and maintenance of the City's park system, recreational programming, forestry, cemeteries and special events office. Oversees and manages the entire department's distinct division's professional staff and subordinate staff. Minimum Requirements: Bachelor's degree in parks and recreation management, business administration, public administration, or a related field and seven to nine (7-9) years of experience in parks management and public recreation programs, including supervisory or managerial experience; or any equivalent combination of training and experience.
35	Elections Specialist	Maintains the City's voter registration file and assists in administer elections. Processes passport applications. Minimum Requirements: High School diploma and less than one to three (1-3) years of experience; or any equivalent combination of training and experience.
36	Electrical Inspector II	Performs electrical inspections, plans review, design and administers electrical exams as a licensing authority, to answer questions from office staff, subordinates, contractors and general public. Minimum Requirements: High School diploma, electrical journeyman license, and six (6) years of progressively responsible experience in the electrical trade including two years supervisory or code enforcement experience; or any equivalent combination of training and experience.
37	Electrician II	Installs, services, repairs, and maintains electrical infrastructure in the Water Distribution and Waste Water collection and treatment systems. Assists contractors on larger contracted out projects. Minimum Requirements: High School diploma and six (6) years of experience in the maintenance and repair of electrical systems and devices; or any equivalent combination of training and experience.
38	Electronics Technician	Installs, maintains, and repairs public safety communications, electronics, computers and video systems. Minimum Requirements: High School diploma and four (4) years of experience in radio and electronic installation, maintenance and repair work, or any equivalent combination of training and experience.

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Job #	Job Title	Job Summary
39	Emergency Communications Operator II	Manages calls of service for the public and provides emergency services (police/ambulance/fire). Corresponds to emergency and non emergency phone calls, processes file checks for officers and provides information to officers by monitoring their locations. Minimum Requirements: High School diploma and two (2) years of experience in two-way communication equipment and/or computer terminals; including experience in police and fire service emergency communications operations; or an equivalent combination of training and experience.
40	Employee Benefits Manager	Manages the benefits division of the Human Resources Department, including insurance services, retirement plan, defined contribution retiree health savings accounts, health insurance funding, the section 125 program, payroll processing, the 457 plan, premium sharing, health insurance opt-out, supervising the benefits and insurance services office, Medicare trust fund, and compliance with the Affordable Care Act. Minimum Requirements: Bachelor's degree in business management, public administration, or a related field and five to seven (5-7) years of experience in employee benefit administration or business management, including supervisory experience; or an equivalent combination of training and experience.
41	Engineering Assistant I	Performs a variety of engineering support tasks. May serve as a lead worker over a crew and gives guidance to less experienced employees. Minimum Requirements: Graduation from high school and four (4) years of experience in surveying, drafting, construction inspection or related work.
42	Environmental Assessment Supervisor	Oversees and directs the Industrial Pretreatment Program, Laboratory Analysis for the Water Resource Recovery Facility (WRRF) operation, protection, and compliance, as well as acts as administrator of the Air Pollution Monitoring Contract with the Michigan Department of Environmental Quality. Minimum Requirements: Bachelor's degree in chemistry, biology, environmental science, or a related field and five (5) years of progressively responsible experience in using approved methods for analyzing air, water, wastewater, bio solids, and other substances, and previous management experience; or, any equivalent combination of training and experience.

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Job #	Job Title	Job Summary
43	Environmental Services Manager	Provides leadership and services dedicated to protecting the environment, public health and welfare. Responsible for the City's Wastewater and Storm water Infrastructure operation and maintenance. Ensures the City's compliance with regulatory requirements and implements policy as stated by the City Commission. Investigates safety issues, accidents, near misses and complaints and take appropriate action. Implements the minimum control measures for storm water and ensures a compliant effluent from the wastewater plant. Develops and manages the budget. Minimum Requirements: Bachelor's degree in biology, chemistry, environmental science, public administration, or a related field and five to seven (5-7) years of progressively more responsible experience in public administration, utilities or environmental management, including supervisory or managerial experience; or, any equivalent combination of training or experience.
44	Equipment Operator II	Operates heavy and medium equipment in road maintenance. Performs various laboring and semi- skilled tasks. Provides guidance and leadership to less experienced Equipment Operators. Minimum Requirements: High School diploma and two (2) years of experience in the operation of light and medium motorized equipment; or any equivalent combination of training and experience
45	Facilities Maintenance Superintendent	Manages all operational aspects and life cycle planning of city owned facilities using multi-disciplinary fields, resources, services, skilled trades, people, supplies, equipment, technologies, business practices and procedures to ensure optimal functioning facilities. Provides an efficient, sustainable, safe, and cost effective working environment which supports and enhances the effectiveness of the City's core operations and activities. Minimum Requirements: High School diploma and five to seven (5-7) years of experience in the maintenance and repair work; and five years of progressive supervisory experience in facilities management; or an equivalent combination of training and experience.
46	Facilities Maintenance Technician	Provides essential electrical services for city facilities and occupants. Installs, troubleshoots, repairs, and maintains automated, computerized, electrical and electronic systems and equipment. Utilizes advanced techniques and testing methods to diagnose faults and make the necessary repairs. Minimum Requirements: High School diploma and three (3) years of experience in the installation, maintenance, and repair of computer controlled automated electrical/electronic systems and devices; or any equivalent combination of training and experience.

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Job #	Job Title	Job Summary
47	Financial Analyst	Collects, compiles, analyzes, and reports information on technical, demographic, and financial data of the City to serve as a basis for reporting, rate setting, monitoring or other financial analyses. Compiles, analyzes and reports financial information to help produce and maintain forecasts of the industry and economic conditions and present illustrations of this information through spreadsheets, charts and graphs. Provides visual management and transparent reporting for the utilization of the funds, prepares and presents to various boards and authorities on the success of investments based upon the determined metrics. Minimum Requirements: Bachelors degree in finance, accounting, or a related field and two to four (2-4) years of experience conducting financial analysis, preparing financial statements, cost accounting, revenue rate setting, statistical analysis, preparing journal entries, or related activities; or any equivalent combination of training and experience. Some positions may supervise lower level positions.
48	Financial Assistant II	Performs clerical and paraprofessional accounting and other financial transactions work involving the preparation, maintenance and review of financial and/or related records or documents. The work requires understanding of highly complex processes and/or complex policies, rules and regulations. Provides guidance and leadership to less experienced Financial Assistants. Minimum Requirements: High School diploma and four (4) years of experience in bookkeeping or field related to financial transactions; or any equivalent combination of training and experience.
49	Fire Captain	Command: Supervises fire company in emergency and non-emergency situations and provides direction to the fire companies that are on the alternate shifts at each station. Oversees the maintenance and upkeep of the city building, various fire apparatus, and all of the inventory of the building and apparatus. Fleet/Facility: Schedules and coordinates repairs and services for Fire Department vehicles, Fire Stations, and other assets. Manages the Fire Department Apparatus Reset Plan and the Fire Department Building Asset Management plans. Purchases needed goods and services to keep Fire Department assets in an operational state. Training: Delivers training to the members of the Grand Rapids Fire Department as part of the Training Division. Supervises the two Training Lieutenants. Assists the Training Chief with the operation of the Training Division. Minimum Requirements: High School diploma and four (4) years of experience, including two (2) years as a Lieutenant; or any equivalent combination of training and experience.

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Job #	Job Title	Job Summary
50	Fire Chief	Plans, organizes, prioritizes, and directs the activities of the department; assures the total operational effectiveness of the department. Establishes and implements operational policies, goals and objectives for the department. Prepares and presents the annual departmental budget. Maintains records and prepares reports on a variety of subjects. Evaluates the work of the deputy chief, battalion chiefs and other staff; identifies training needs; provides counseling as needed. Minimum Requirements: Bachelor's degree in fire administration or related field and five (5) years progressively responsible management experience in the fire service; or any equivalent combination of training and experience.
51	Fire Equipment Operator	Responsible for driving the fire apparatus to emergencies and the operation of pumpers, ladder trucks and other specialized equipment under emergency conditions. Responsible for routine maintenance and minor repair of assigned apparatus. Assists fire prevention inspection work, operation of hydrants or general firefighting work. Minimum Requirements: High School diploma and two (2) years experience as a Firefighter; or any equivalent combination of training and experience.
52	Fire Lieutenant	Directs firefighters and Fire Equipment Operators in an assigned company. Minimum Requirements: High School diploma and three (3) years of experience; or any equivalent combination of training and experience.
53	Fire Marshal	Oversees all functions within the fire department that are associated with the prevention of fire, which include Fire Prevention, Public Education, and Fire Investigation activities. Participates as an executive staff member to the Fire Chief and interfaces with other agencies and organizations, both public and private, on fire prevention issues. Minimum Requirements: Associate's degree in Fire Science and two (2) years experience as a Fire Captain and/or Fire Captain - Training; or any equivalent combination of training and experience.
54	Firefighter	Responsible for specialized firefighting duties under emergency conditions which may involve personal hazard. Requires a thorough individual understanding of firefighting methods gained by training and experience. Participates in training and routine work in the maintenance of firefighting equipment, apparatus and living quarters. Inspects commercial and industrial buildings and safety inspections and smoke detector installation for residences. Minimum Requirements: High School diploma and no experience necessary.

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Job #	Job Title	Job Summary
55	Groundskeeper I	Maintains and improves designated parks grounds including cleaning and addressing safety concerns. Assists in cleaning the parks and cemeteries sidewalks for seasonal snow removal. Minimum Requirements: High School diploma and one (1) year of experience in grounds keeping activities, especially on cemetery grounds; or any equivalent combination of training and experience.
56	Heavy Equipment Mechanic	Performs preventive maintenance, inspection and repairs to heavy equipment with a variety of gasoline and diesel engines. Responsible for preparing work orders and the requisition of parts and equipment for repair. Minimum Requirements: High School diploma, with training in automotive/heavy equipment/light equipment, gasoline or diesel engine repairs, with two (2) years of experience performing automotive/heavy equipment/small engine mechanical repair and maintenance; and/or state certificates or any equivalent combination of training and experience.
57	Human Resources Analyst	Recruits and selects employees for vacant positions within the City of Grand Rapids. Administers Civil Service examinations. Coordinates both internal and external selection processes. Conducts classification reviews, recommends placement of positions and salary. Provides, advises, and counsels managers regarding staffing plans, structure and needs. Minimum Requirements: Bachelor's degree in business or public administration, liberal arts or related field and two to four (2-4) years of progressively responsible professional experience in public personnel management; or any equivalent combination of training and experience.
58	Income Tax Administrator	Administers and interprets the City of Grand Rapids' Income Tax Ordinance and staff in an effective and efficient manner. Understands the federal and state Income tax laws and how they affect the local income tax. Develops tax forms, policies, and procedures for the collection of Income tax. Works on legislation changes and recommendations. Creates tax forms and works with Income Tax software developers on developing a tax form that complies with the Grand Rapids and Common Form specifications. Minimum Requirements: Bachelor's degree in public administration, business administration, accounting, or a related field and seven (7) years of experience as an income tax administrator or supervisor, which includes administrative responsibilities and experience with Federal, State, and local income tax laws; or any equivalent combination of training and experience.

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Job #	Job Title	Job Summary
59	Information Systems Coordinator	Manages projects and technology systems to perform assessments, deduct metrics about performance, evaluate trends and mitigate risks to avoid potential problems by determining and implementing system/process improvements. Possesses knowledge of departmental processes, workflow and comprehensive knowledge of departmentally developed information systems and systems infrastructure is required. Some positions may supervise. Minimum Requirements: Bachelor's degree in information technology, business administration, public administration, or related field and three to five (3-5) years of progressively responsible professional experience in information technology systems or a related field, including one year of supervision; or, any equivalent combination of training and experience.
60	Journey Signal Technician	Oversees the functions of the traffic signal electronics department and the employees working within. Ensures efficient functionality within a department that requires a diverse and unique range of skills and satisfies an equally diverse customer base. Provides a working scope which includes full knowledge and proficiency. Minimum Requirements: Associate's degree in electricity and electronics and special training in control equipment maintenance and repair, and four (4) years of experience in working on computerized traffic signal systems, including one (1) year of supervisory experience; or any equivalent combination of training and experience.
61	Journeyman Line Worker	Constructs, maintains, upgrades, and repairs overhead and underground traffic signal intersections, using heavy equipment. Maintains communication and fiber optic networks, and read blueprints. Minimum Requirements: High School diploma with courses in electricity or related work. Must hold a valid Electrical Journeyman license, and three (3) years of experience in line maintenance and construction; or any equivalent combination of training and experience.
62	Labor Relations Manager	Provides advanced professional leadership and supervision of labor relations services for the city. Minimum Requirements: Bachelor's degree in business administration, public administration, economics, or a related field and five to seven(5-7) years of progressively responsible professional experience in labor relations and collective bargaining, including supervisory experience and experience as chief spokesperson in collective bargaining; or any equivalent combination of training and experience.

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Job #	Job Title	Job Summary
63	Legal Secretary II	Supports City Attorney office's legal activities, including managing court calendars, case logs, creating reports and docketing. Responsible for electronic filing, claims management, customer service, FOIA log maintenance. Processes and monitors GP/FM and restitution claims on behalf of the City. Guides, manages, and trains other legal secretary staff as well as help others in the office with computer/it related challenges. Minimum Requirements: High School diploma and five (5) years of experience in responsible legal clerical and secretarial work; or any equivalent combination of training and experience.
64	Light Equipment Mechanic	Performs preventive maintenance, inspection and repairs to a variety of types of automotive, medium and light motor equipment with a variety of gasoline and diesel engines. Responsible for preparing work orders and the requisition of parts and equipment for repair. Minimum Requirements: High School diploma, with training in automotive/heavy equipment/light equipment, gasoline or diesel engine repairs, with two (2) years of experience performing automotive/heavy equipment/small engine mechanical repair and maintenance; and/or state certificates or any equivalent combination of training and experience.
65	Lineworker II	Constructs, maintains, upgrades, and repairs overhead and underground traffic signal intersections, using heavy equipment. Maintains communication and fiber optic networks, and read blueprints. Minimum Requirements: High School diploma with courses in electricity or related work. Must hold a valid Electrical Journeyman license, and three (3) years of experience in line maintenance and construction; or any equivalent combination of training and experience.
66	Managing Director	Oversees the Planning Department, Development Center, Planning Commission, Board of Zoning Appeals and Historic Preservation Commission. Responsible for long-range planning, land development activities, community engagement, policy initiatives, and design decisions in the public and private realms. Leads community based design and place making teams and manages complex local, regional and state-wide external relationships. Minimum Requirements: Master's degree in planning, public administration, Juris Doctorate, or a related field and seven to nine (7-9) years of experience in planning and directing major programs of local public services; or any equivalent combination of training and experience.

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Job #	Job Title	Job Summary
67	Mechanical Inspector I	Ensures mechanical equipment for new installations, remodels, replacements or repairs are installed according to current code and local ordinances by coordinating with contractors, owners and tenants mechanical inspections. Minimum Requirements: High School diploma, four (4) years of experience and possession of a mechanical license for not less than 1 year in 3 or more categories 1, 2, 4 or 9 as defined in 1984 PA 192, MCL 338.971 to MCL 338.988 also known as the Forbes Mechanical Contractors Act.
68	Office Assistant II	Performs highly varied general office and clerical work. Work involves performing a variety of duties in which set sequences of guidelines or procedures are applied to the processing of data, forms and records and the typing of such material. Minimum Requirements: High School diploma and one (1) year of experience in general clerical or office work; or an equivalent combination of training and experience.
69	Parking Facility Supervisor	Maintains and oversees all facilities of the Parking Department. Directs and manages cleaning, maintenance, repair, replacement, and development of new construction of parking ramps and surface lots. Oversees the recruiting and hiring of full, temporary, and part time department staff. Utilizes city employees, outside contractors, consultants and engineering firms and working with other city departments as needed to accomplish these goals. Minimum Requirements: Associate's degree in management or accounting and four (4) years experience in managing multi-unit revenue-generating facilities for public use (preferably in parking operations, maintenance, and safety) with at least one (1) year in a supervisory capacity; or any equivalent combination of training and experience.
70	Parking Meter Operations Supervisor	Supervises and plans the day-to-day activities of the City's parking enforcement and parking meter operations activities/programs. Administers an Agreement with the Interurban Transit Partnership for service, drivers and maintenance for the DASH bus shuttle service. Administers and controls the budget for these activities. Minimum Requirements: Associate's degree in management or accounting and four (4) years experience in managing multi-unit revenue-generating facilities for public use (preferably in parking operations, maintenance, and safety) with at least one (1) year in a supervisory capacity; or any equivalent combination of training and experience.

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Job #	Job Title	Job Summary
71	Parking Violations Checker	Enforces parking ordinances of parked vehicles on/off street in the City Of Grand Rapids. Minimum Requirements: High School diploma; or any equivalent combination of training and experience.
72	Payroll Supervisor	Processes all aspects of payroll including bi-weekly processes, monthly, quarterly reporting and W-2 processing. Assists and educates payroll personnel and employees with any questions regarding processing or understanding payroll. Processes verification of employment requests and garnishments. Minimum Requirements: Associate's degree in business administration, accounting or related field and two (2) years of payroll experience, including supervisory experience; or any equivalent combination of training and experience.
73	Planner II	Assists the public at counter and over the phone to interpret and administer the zoning ordinance. Works with developers and prepares cases for review by the Planning Commission. Performs various outreach efforts regarding planning and zoning, and other tasks as necessary. Minimum Requirements: Bachelor's degree in city planning, public administration, architecture or closely related field and some related work experience which may be satisfied through the completion of an internship, or directly related project; or any equivalent combination of training and experience.
74	Plumbing Inspector II	Manages inspections and re-inspections of commercial, industrial and multi-family residential facilities. Tracks the testing of backflow preventers. Provides education classes, submission of Annual Cross Connection Control Report. Provides input for annual review of subordinate plumbing inspector and additional duties as assigned. Minimum Requirements: High School diploma, plumbing journeyman license, and six (6) years of progressively responsible experience in the plumbing trade including two (2) years supervisory or code enforcement experience; or any equivalent combination of training and experience.

**CITY OF GRAND RAPIDS
2016 SALARY SURVEY JOB SUMMARIES**

Job #	Job Title	Job Summary
75	Police Captain	Command: Supervises and leads officers and sergeants under our command. Provides neighborhood, business, and resident issues through community and proactive policing. Provides effective police services through deployment of officers and specific assignments with the goal of reducing crime. Administrative: Provides services for all non-patrol and non-enforcement aspects of the police department. Supports services encompasses the emergency dispatch center, budget, purchasing, Information technology, fleet (patrol and non-patrol vehicles), records unit, traffic Unit, property management unit, and radio service technicians. Minimum Requirements: Bachelor's degree in criminal justice or related field and two (2) years as a Police Lieutenant; or an equivalent combination of training and experience.
76	Police Chief	Directs all aspects of police work involving the prevention, detection, and investigation of criminal acts, the apprehension and arrest of law violators, and the safeguarding of lives and property. Minimum Requirements: Bachelor's degree in criminal justice or related field and ten (10) years of progressively responsible experience in police management; or any equivalent combination of training and experience.
77	Police Lieutenant	Command: Commands, directs, and reviews the activities of sworn police and civilian personnel (police officers, police sergeants, dispatchers, dispatch supervisors, interns and etc.) throughout assigned shifts. Special Events: Develops operational plans for all city related Special Events. Schedules officers to staff the events, first line supervision of events, and meets with event organizers and other city departments to determine their needs to ensure the safest. Minimum Requirements: High School diploma and two (2) years as a Police Sergeant; or an equivalent combination of training and experience.

**CITY OF GRAND RAPIDS
2016 SALARY SURVEY JOB SUMMARIES**

Job #	Job Title	Job Summary
78	Police Officer	Provides police services to the general public, patrols city streets to provide protection of its citizens. Enforces city ordinances and state laws. Offers professional police presence where needed and requested. Interviews complaints, suspects, and witnesses to criminal activity. Testifies in criminal, civil, or administrative court cases when required. Community Policing: Serves and protects life and property of those within the city limits of Grand Rapids. Enforces laws and ordinances. Works with citizens to address problems and improves police and community relations. Tactical: Performs tactical operations throughout the city. Responsible for Patrol Officer duties in any capacity needed or requested throughout the City, which includes special events, foot, bike, uniformed or plainclothes, and Segway patrols. Minimum Requirements: High School diploma and no experience necessary.
79	Police Sergeant	Supervises police officers assigned as detectives to the Detective Unit. Investigates crime within the City of Grand Rapids. Reviews, assigns, and supervises personnel investigating all criminal investigations. Supervises and manages assigned investigations. Monitors the progress of cases as they are investigated, until concluded in the court system. Manages case loads and be cognizant of the intricate cases, court schedules, training, and scheduled vacations. Verifies and reviews the detail and accuracy of the reports. Assists in maintaining case jacket files and are responsible for the disposition of evidence and other seized property. Minimum Requirements: High School diploma and two (2) years as a Police Officer; or an equivalent combination of training and experience.
80	Predictive Maintenance Technician	Predicts potential failure and provide written recommendations to maintenance for repair. Utilizes appropriate vibration, and oil analysis test methods to diagnose system faults. Operates machinery as necessary to acquire data and identify equipment in need of further analysis. Assesses equipment condition and prepares reports recommending repair and findings after repair including cost savings achieved thru repair. Minimum Requirements: High School diploma and two (2) years of progressively responsible experienced in vibration analysis or any equivalent combination of training and experience.

**CITY OF GRAND RAPIDS
2016 SALARY SURVEY JOB SUMMARIES**

Job #	Job Title	Job Summary
81	Probation Officer	Provides professional case management services to clients who are placed on probation. Conducts pre-sentence investigations and supervising the progress of individuals who have been accepted and placed on probation. Responsible for recommendations and reports on the progress of clients. Minimum Requirements: Bachelor's degree in criminal justice, psychology, public administration, or a related field and one (1) year of experience as a probation officer; or, any equivalent combination of training and experience.
82	Project Engineer	Serves as project manager on engineering project; oversees and monitors the work of contracting engineers. Plans and designs streets, sewer, highway, water treatment and water distribution systems, bridge or building construction projects; defines scope of work to be done and requests necessary surveys and soil borings; estimates quantities and costs of such projects. Prepares specifications and contract work orders; makes complex computations; makes time and material cost estimates. Inspects and supervises inspection of street, sewer, highway, water treatment and distribution systems, bridge or building construction. Minimum Requirements: Bachelor's degree in civil, electrical, or mechanical engineering, and three years of experience in the practice of civil engineering related to area of assignment; or, any equivalent combination of training and experience.
83	Project Manager	Establishes an administrative process involving initial and checkpoint follow up meetings with project owners (departments/other public entities) to ensure clear communication and understanding of client needs and expectations for projects are met, as well as effectively addressing complaints. Provides supervision of assistants and subordinate staff; manages the activities of the professional and support staff assigned to the project team; handles employee personnel issues (counseling, disciplinary, complaint issues) which may arise. Minimum Requirements: Bachelor's degree in civil engineering, architecture, planning, landscape architecture, or a related field and three to five (3-5) years of experience of professional engineering design, project management, landscape architecture, planning, or a related field; or, any equivalent combination of training and experience.

**CITY OF GRAND RAPIDS
2016 SALARY SURVEY JOB SUMMARIES**

Job #	Job Title	Job Summary
84	Public Services Director	Plans, organizes, implements and directs the City's Public Services Department's delivery of street maintenance and solid waste services. Manages all aspects of human resources, materials and equipment. Work is performed under the executive direction of a Managing Director or Deputy City Manager. Minimum Requirements: Bachelor's degree in engineering, business management, or a related field and seven to nine (7-9) years of progressively more responsible experience in the administration of public works activities, street maintenance, solid waste services, including supervisory or managerial experience; or any equivalent combination of training and experience.
85	Public Services Supervisor	Supervises work crew over Solid Waste or Street maintenance. Performs under general supervision of the Director. Monitors two or more crews of Refuse Packer Operators, Equipment operators, and maintenance assistants. Minimum Requirements: High School diploma and five (5) years of progressively responsible experience in the operation of medium and heavy equipment, including at least three (3) years of supervisory experience; or any equivalent combination of training and experience. Public Works experience a plus. Bachelor degree preferred.
86	Real and Personal Property Appraiser II	Performs real and personal property appraisal work in an assigned area of the City, including residential, commercial and industrial real estate for taxation purposes. Inspects new construction and alterations or additions to existing property and calculation of their assessed values. Provides reappraisal work, permit work, review of property appeals, defense of values in Michigan Tax Tribunal small claims cases, photography and sketching of buildings and any other special projects which may be assigned. Minimum Requirements: High School diploma, supplemented by course work in both basic and advanced real property appraisal methods, and three (3) years experience in appraising real property, either residential, commercial, or industrial; or any equivalent combination of training and experience.

**CITY OF GRAND RAPIDS
2016 SALARY SURVEY JOB SUMMARIES**

Job #	Job Title	Job Summary
87	Real Property Assessment Aide	Collects data as it relates to real property appraisal and assessment. Inputs data, draft, and updates sketches and photos of real property into the assessment appraisal software. Provides support for Real and Personal Property Appraisers. Minimum Requirements: High School diploma, supplemented by business courses related to appraisal methods or related technical fields and no experience. Or High School diploma, supplemented by one year experience in real estate listing, property appraisal, surveying, building trades or closely related technical field, or any equivalent combination of training and experience.
88	Recreation Supervisor	Coordinates all aspects of recreation programs offered by the City including youth, adult, and senior. Oversees the operation of facility rentals including indoor, outdoor and athletic fields. Minimum Requirements: Bachelor's degree in recreation administration, education, or closely related field and three (3) years of experience as a recreation leader or administrator; or any equivalent combination of training and experience.
89	Refuse Packer Operator	Provides manual, computer and mechanical/robotic-arm equipment operation of a one-man vehicle, that is involved in the collection of refuse and recycling along designated routes in an urban/city environment. Performs under minimal direct supervision. Trains, guides, and assists other employees. Minimum Requirements: High School diploma and one (1) year of experience operating large trucks, preferably a refuse collection of similar vehicle; or any equivalent combination of training and experience.
90	Retirement Services Specialist	Processes and monitors employee contributions to the Grand Rapids Police/Fire and General Retirement Systems. Prepares financial statements for the Retirement Systems and assists in the gathering of information for the preparation of actuarial valuations for both Retirement Systems. Prepares benefit estimates and reviews benefit estimates prepared by other staff members to ensure accuracy. Minimum Requirements: Bachelor's degree from a university of recognized standing with specialization in business, finance and/or public administration, and three to five (3-5) years of responsible experience in pension administration, benefit administration, finance, or related personnel fields; or an equivalent combination of education, training and experience which provides the required skills, knowledge and abilities described.

**CITY OF GRAND RAPIDS
2016 SALARY SURVEY JOB SUMMARIES**

Job #	Job Title	Job Summary
91	Risk Manager	Directs, supervises and coordinates the activities and operations of Risk and Safety within the Human Resources Department, including the City's insurances, safety, loss control, and property/liability claims programs and coordinates other assigned activities with other divisions, departments and outside agencies. Minimum Requirements: Bachelor's degree in risk management, safety, business administration, public administration, or related field and five to seven (5-7) years of progressively more responsible experience involving risk management, including administrative and supervisory experience; or any equivalent combination of training and experience.
92	Secretary to the City Manager	Assists and supports the City Manager, Executive Office Staff and Elected Officials with the Manager's day-to-day operations of the City of Grand Rapids. Performs executive-level clerical, supervisory, financial and budget preparation, payroll and office reception functions, as well as plan small scale special events. Designs and implements changes to office procedures for efficiencies. Provides customer services to citizens. Minimum Requirements: High School diploma and six (6) years of experience in responsible executive support work; or any equivalent combination of training and experience.
93	Senior Human Resources Analyst	Consults with various departments regarding staffing and recruiting needs. Manages and supervises the recruiting, project assignments and developing and conducting testing processes and administering the interview process. Prepares reports for Civil Service Board, City Commission and other bodies on regulations, laws and policies, statistics, outcomes and metrics. Participates in Diversity and Inclusion activities, recruiting, outreach, public relations, customer service and other engagement efforts. Minimum Requirements: Bachelor's degree in human resources, related social sciences, industrial/organizational psychology, or a related field and three to five (3-5) years of experience managing municipal human resources operations, municipal labor relations practices, staff management, or related experience; or any equivalent combination of training and experience.
94	Sign Fabricator II	Fabricates and installs street signs. Plans execution of placement of temporary traffic control devices for work zone safety following the Manual of Uniform Traffic Control Devices for various road closures. Minimum Requirements: High School diploma and three (3) years of progressively responsible experience related to sign making; or any equivalent combination of training and experience.

**CITY OF GRAND RAPIDS
2016 SALARY SURVEY JOB SUMMARIES**

Job #	Job Title	Job Summary
95	Traffic System Engineer	Oversees and directs the maintenance and operations of traffic control devices such as signals, signs, pavement markings, and roadway design elements in the public right-of-way. Reviews plans, management of assets, public involvement, temporary traffic control oversight, and is responsible for roadway policy decision-making Minimum Requirements: Bachelor's degree in civil engineering, networking, communications, or a related field and four (4) years of experience in traffic engineering; or, any equivalent combination of training and experience.
96	Utilities Field Operations Superintendent	Executes policy development, program planning, fiscal management, administration, and operational direction of the utilities field operation, including water distribution system, customer metering, and sanitary and storm collection systems. Provides managerial support of major projects or operations involving work crews, contractors, and professional and technical support staff. Minimum Requirements: Bachelor's degree in civil engineering, construction management, or a related field and five (5) years of progressively responsible supervisory and high level professional experience in a public works field, water distribution system and/or customer metering management, sanitary sewer or storm water collections operations and maintenance, or varied maintenance or construction work in underground utilities with demonstrated knowledge of equipment operations; or, an equivalent combination of training and experience.
97	Utility Operator/Maintainer	Ensures proper and effective operation and maintenance of a wastewater treatment plant, water treatment plant, collection, and/or distribution system. Performs under the general direction of a supervisor. Guides and trains to less experienced utility staff. Minimum Requirements: High School diploma and two (2) years of experience related to water/wastewater treatment systems or any equivalent combination of training and experience.
98	Utility Systems Manager	Designs, constructs, operates and maintains the traffic control and street lighting infrastructure to provide for the safe, efficient, and economical movement of people and goods on the City's street system. Manages, mentors, and supports staff to achieve department and city goals while maintaining fiscal responsibility. Minimum Requirements: Bachelor's degree in environmental science, traffic engineering, management, or public administration and five to seven (5-7) years of managerial experience in a field related to street utility lighting, traffic management, or traffic signal/sign or related management; or, any equivalent combination of training and experience.

**CITY OF GRAND RAPIDS
2016 SALARY SURVEY JOB SUMMARIES**

Job #	Job Title	Job Summary
99	Waste Water Plant Operator II	Ensures optimal operation of the treatment plant, collection system and all associated equipment and related stations. Responds to emergencies related to plant and collection system operation. Observes plant systems and provides work orders for equipment maintenance or problems. Observes observational requirements and adjusts plant operations accordingly. Manages equipment in or out of service depending on service needs. Minimum Requirements: High School diploma and four (4) years of experience related to wastewater treatment activities; or any equivalent combination of training and experience.
100	Water Plant Operator III	Assures the proper operation of a water treatment and pumping plant and it's district wide water distribution system on an assigned shift. Receives phone calls and works directly with contractors, engineers, and GR staff mechanics to implement system maintenance, and breakdown mitigation. Minimum Requirements: High School diploma and four (4) years of experience related to water treatment activities; or any equivalent combination of training and experience.
101	Water Service Worker II	Assists in changing or setting water meters. Creates and completes service orders, turn water on or off at street valves, respond to emergencies. Minimum Requirements: High School diploma and one (1) year of experience in meter installation or repair work; or any equivalent combination of training and experience.
102	Water System Manager	Oversees the various divisions, responsible for long-range planning, operations, capital and operating budgets for the utility. Responds to media inquiries regarding the Water Utility. Minimum Requirements: Bachelor's degree in science, engineering or related field and five to seven (5-7) years of administrative experience in water treatment operation and maintenance; or any equivalent combination of training and experience.

SECTION • III
SALARY SURVEY RESULTS

**CITY OF GRAND RAPIDS, MI
2016 SALARY SURVEY RESULTS**

Survey Job No.	Survey Job Title	Number of Organizations*	Average Pay Range		
			Minimum	Midpoint	Maximum
1	311 Customer Service Representative	5	\$36,705	\$42,324	\$44,838
2	Accountant I	9	\$49,159	\$57,560	\$63,445
3	Accounts Payable Supervisor	4	\$60,053	\$70,055	\$74,138
4	Administrative Analyst I	4	\$51,608	\$60,943	\$64,628
5	Administrative Analyst II	3	\$65,012	\$76,190	\$77,810
6	Administrative Secretary	9	\$41,128	\$47,536	\$51,717
7	Administrative Services Officer II	1	Insufficient Data for Analysis		
8	Administrator - Office Children Youth Family	1	Insufficient Data for Analysis		
9	Assistant City Attorney II	9	\$65,601	\$86,562	\$104,401
10	Assistant Planning Director	6	\$74,797	\$89,092	\$98,104
11	Battalion Fire Chief	6	\$87,583	\$92,947	\$98,311
12	Building Inspector II	9	\$50,248	\$57,183	\$61,503
13	Business Developer	1	Insufficient Data for Analysis		
14	Cashier I	9	\$30,780	\$35,270	\$38,057
15	City Attorney	9	\$122,077	\$134,759	\$142,159
16	City Clerk	8	\$91,039	\$100,758	\$105,452
17	City Engineer	10	\$89,106	\$109,063	\$125,007
18	City Manager	10	\$151,884	\$158,792	\$159,784
19	City Purchasing Agent	9	\$72,554	\$84,984	\$93,742
20	City Treasurer	9	\$80,349	\$93,992	\$103,167
21	Civil Engineer I	7	\$58,650	\$68,260	\$74,508
22	Clerk of the Court	2	Insufficient Data for Analysis		
23	Code Compliance Supervisor	5	\$61,688	\$70,716	\$74,532
24	Court Administrator/ Clerk	5	\$89,883	\$105,061	\$111,912
25	Custodian	8	\$34,702	\$38,934	\$41,466
26	Debt and Authority Finance Officer	2	Insufficient Data for Analysis		
27	Deputy Chief Financial Officer	4	\$87,481	\$105,010	\$113,453
28	Deputy City Manager	5	\$98,855	\$122,317	\$136,893
29	Deputy Court Clerk	6	\$34,681	\$40,620	\$44,013
30	Deputy Fire Chief	8	\$92,322	\$102,014	\$111,705
31	Deputy Police Chief	8	\$97,280	\$109,472	\$117,120
32	Director of Facilities and Fleet Management	2	Insufficient Data for Analysis		
33	Director of Information Technology	7	\$102,085	\$120,879	\$134,221
34	Director of Parks and Recreation	6	\$88,431	\$110,572	\$126,350
35	Elections Specialist	6	\$44,610	\$52,167	\$56,121
36	Electrical Inspector II	9	\$52,386	\$59,573	\$64,146

Data Effective 08/01/2016

* Includes Grand Rapids Data

CITY OF GRAND RAPIDS, MI
2016 SALARY SURVEY RESULTS

Survey Job No.	Survey Job Title	Number of Organizations*	Average Pay Range		
			Minimum	Midpoint	Maximum
37	Electrician II	7	\$53,692	\$59,323	\$62,094
38	Electronics Technician	6	\$46,375	\$53,343	\$56,746
39	Emergency Communications Operator II	9	\$41,191	\$47,651	\$51,661
40	Employee Benefits Manager	5	\$62,366	\$76,051	\$84,267
41	Engineering Assistant I	8	\$39,492	\$47,030	\$51,939
42	Environmental Assessment Supervisor	2	Insufficient Data for Analysis		
43	Environmental Services Manager	3	\$87,501	\$107,370	\$114,516
44	Equipment Operator II	10	\$40,539	\$45,425	\$48,715
45	Facilities Maintenance Superintendent	7	\$65,241	\$76,920	\$84,683
46	Facilities Maintenance Technician	6	\$53,101	\$59,475	\$62,364
47	Financial Analyst	6	\$58,610	\$68,419	\$74,358
48	Financial Assistant II	9	\$36,802	\$42,192	\$45,468
49	Fire Captain	9	\$75,967	\$79,324	\$82,681
50	Fire Chief	8	\$104,078	\$124,452	\$139,550
51	Fire Equipment Operator	6	\$56,234	\$61,612	\$66,991
52	Fire Lieutenant	8	\$70,125	\$73,609	\$77,092
53	Fire Marshal	8	\$83,441	\$87,335	\$91,228
54	Firefighter	8	\$46,654	\$56,507	\$62,061
55	Groundskeeper I	6	\$35,260	\$39,491	\$41,566
56	Heavy Equipment Mechanic	10	\$45,412	\$50,621	\$54,042
57	Human Resources Analyst	7	\$56,295	\$65,351	\$71,024
58	Income Tax Administrator	3	\$68,283	\$84,498	\$89,698
59	Information Systems Coordinator	6	\$66,437	\$76,109	\$81,213
60	Journey Signal Technician	7	\$50,373	\$56,210	\$59,493
61	Journeyman Line Worker	5	\$45,150	\$52,363	\$55,999
62	Labor Relations Manager	6	\$88,582	\$97,885	\$101,427
63	Legal Secretary II	6	\$43,930	\$50,215	\$53,410
64	Light Equipment Mechanic	9	\$42,520	\$48,013	\$51,559
65	Lineworker II	3	\$48,560	\$55,635	\$56,750
66	Managing Director	6	\$89,908	\$110,706	\$124,816
67	Mechanical Inspector I	8	\$48,598	\$55,257	\$59,165
68	Office Assistant II	7	\$34,182	\$39,254	\$41,882
69	Parking Facility Supervisor	5	\$63,458	\$76,172	\$83,673
70	Parking Meter Operations Supervisor	3	\$52,138	\$62,541	\$64,257
71	Parking Violations Checker	4	\$31,458	\$37,802	\$40,448
72	Payroll Supervisor	6	\$58,794	\$68,322	\$73,905

Data Effective 08/01/2016

* Includes Grand Rapids Data

**CITY OF GRAND RAPIDS, MI
2016 SALARY SURVEY RESULTS**

Survey Job No.	Survey Job Title	Number of Organizations*	Average Pay Range		
			Minimum	Midpoint	Maximum
73	Planner II	8	\$55,121	\$61,828	\$65,483
74	Plumbing Inspector II	9	\$50,656	\$57,337	\$61,404
75	Police Captain	7	\$88,196	\$92,323	\$95,430
76	Police Chief	10	\$105,112	\$123,411	\$137,489
77	Police Lieutenant	10	\$83,402	\$87,810	\$91,472
78	Police Officer	10	\$47,224	\$57,525	\$64,192
79	Police Sergeant	10	\$73,536	\$75,964	\$77,918
80	Predictive Maintenance Technician	5	\$46,287	\$52,127	\$54,347
81	Probation Officer	5	\$49,554	\$58,964	\$64,220
82	Project Engineer	9	\$65,803	\$76,950	\$85,052
83	Project Manager	5	\$68,018	\$82,691	\$91,026
84	Public Services Director	7	\$102,950	\$122,362	\$136,321
85	Public Services Supervisor	7	\$62,791	\$71,182	\$76,018
86	Real and Personal Property Appraiser II	7	\$47,244	\$53,722	\$57,336
87	Real Property Assessment Aide	4	\$41,728	\$47,707	\$49,308
88	Recreation Supervisor	7	\$49,452	\$55,995	\$59,544
89	Refuse Packer Operator	5	\$40,816	\$45,675	\$47,342
90	Retirement Services Specialist	4	\$52,068	\$63,921	\$69,552
91	Risk Manager	3	\$75,984	\$88,759	\$91,476
92	Secretary to the City Manager	7	\$47,291	\$54,022	\$57,978
93	Senior Human Resources Analyst	5	\$62,415	\$74,912	\$82,197
94	Sign Fabricator II	8	\$42,463	\$46,439	\$48,476
95	Traffic System Engineer	6	\$70,206	\$81,799	\$88,612
96	Utilities Field Operations Superintendent	5	\$77,161	\$88,297	\$93,392
97	Utility Operator/Maintainer	5	\$47,919	\$53,056	\$54,572
98	Utility Systems Manager	6	\$78,027	\$97,030	\$110,212
99	Waste Water Plant Operator II	6	\$43,950	\$50,310	\$53,751
100	Water Plant Operator III	7	\$47,126	\$54,031	\$58,241
101	Water Service Worker II	6	\$39,703	\$45,772	\$49,181
102	Water System Manager	5	\$87,647	\$106,275	\$117,268

SECTION • IV PAY PRACTICES

TYPES OF PAY SCHEDULES

Peer Employer	Grade and Step	Open Range	Flat Rate	Other
City of Akron, OH ¹	Yes	Yes	Yes	No
City of Ann Arbor, MI ²	Yes	No	Yes	No
City of Battle Creek, MI ³	Yes	No	Yes	No
City of Des Moines, IA ⁴	Yes	No	Yes	No
City of Grand Rapids, MI	Yes	No	No	No
City of Lansing, MI ⁵	Yes	Yes	Yes	No
City of Madison, WI ⁶	Yes	No	No	Yes
City of Rockford, IL ⁷	Yes	Yes	No	No
City of Warren, MI	NR	NR	NR	NR
Ingham County, MI ⁸	Yes	No	Yes	No

¹ Grade and step for non-exempt, open ranges for Exempt and Unclassified Exempt; flat daily rate for School Crossing Guards

² Flat rates for executive, steps for all others.

³ Flat rates for Commission appointed positions; grade and step for all other employees.

⁴ Grade and step for all but portions of SPM (i.e., department directors, senior management, executives).

⁵ Mayoral staff and Executive Management positions have open ranges, contract employees have flat rates, all other positions are on grade and step.

⁶ Grade and step for all employees except department heads; department heads have negotiated contracts within a defined range.

⁷ Grade and step for Non-Exempt jobs; Open Range for Exempt and some Non-Exempt jobs.

⁸ Grade and step for all employees except elected officials; flat rates for elected officials.

NR - No Response

HOW EMPLOYEES PROGRESS THROUGH THE PAY RANGE

Peer Employer	Longevity	Individual Performance	Step	Other
City of Akron, OH	Yes	No	Yes	No
City of Ann Arbor, MI	No	No	Yes ¹	No
City of Battle Creek, MI	Yes	No	Yes ²	No
City of Des Moines, IA ³	Yes	Yes	Yes	No
City of Grand Rapids, MI	No	No	Yes ⁴	No
City of Lansing, MI ⁵	Yes	No	No	No
City of Madison, WI	Yes	No	Yes	No
City of Rockford, IL	Yes	Yes	Yes	No
City of Warren, MI	NR	NR	NR	NR
Ingham County, MI	Yes	No	Yes ⁶	No

¹ Step Progressions vary by contract.

² 8 steps for non-represented positions, other positions vary by union contract.

³ Employees progress a step on their anniversary date if their performance is satisfactory.

⁴ Employee is placed on step in grade at hire and advances one step upon successful completion of 6-month probation period. The graduation date from probation sets the new anniversary date for the employee's future annual evaluations. If an employee advances to another job or promotes to a different classification, the process of probation and performance review begins again.

⁵ Positions, when established, are assigned a specific classification level, title, and wage range, which shall constitute the official classification and compensation plan. Each classification level carries minimum and maximum rates of pay with a provision for merit increases according to a uniform schedule. All new employees shall be assigned a classification and pay range in accordance with the Classification and Compensation Plan.

⁶ Employees move to the next step in the salary range the first full payroll after their anniversary date until they reach the maximum of the salary range for their position.

NR- No Response

TYPES OF BASE PAY INCREASES

Peer Employer	COLA	Merit/ Performance	Step	Other
City of Akron, OH ¹	Yes	Yes	Yes	No
City of Ann Arbor, MI ²	No	No	Yes	Yes
City of Battle Creek, MI ³	Yes	No	Yes	No
City of Des Moines, IA	Yes	No	Yes	No
City of Grand Rapids, MI	No	No	Yes – Exempt and Non- Exempt	Yes – All Groups ⁴
City of Lansing, MI	No	No	Yes	No
City of Madison, WI	No	No	No	Yes ⁵
City of Rockford, IL ⁶	Yes	Yes	Yes	No
City of Warren, MI	NR	NR	NR	NR
Ingham County, MI	No	Yes	No	Yes ⁷

¹ COLA for all employees, Merit for Exempt Employees, Step for Non-Exempt employees

² Step for union employees, non-union employee receive general salary increases not based on performance. Step increases are annual for eligible union employees only, except for AFSCME employees. They receive step increases on January 1st or July 1st based on their hire date. A union progression will change this date.

³ COLA for exempt and non-exempt non-represented employees; step for all other employees.

⁴ For most employees, organized labor negotiated agreements usually provide annual increases to base pay steps and ranges. For non-represented employees, discussion and annual increases usually follow the set patterns established by the labor groups.

⁵ Defined by Council annually.

⁶ COLA – Non-represented employees, Exempt and Non-Exempt; Merit/Performance – Exempt and Non-Exempt; Step – Non-Exempt.

⁷ Pay increases other than step increases are negotiated during the collective bargaining process.

NR – No Response

PAY SUPPLEMENTS – EVENING SHIFT DIFFERENTIAL

Peer Employer	Provided	Employee Groups Eligible	Amount (\$ or %)
City of Akron, OH	No	-	-
City of Ann Arbor, MI	No	-	-
City of Battle Creek, MI	Yes	AFSCME	\$.40 per hour
City of Des Moines, IA	Yes	Police, CIPEC, MEA	\$.25 - \$.35 per hour
City of Grand Rapids, MI	Yes	APA	\$.60 per hour
		ECO and ECOS	\$.30 per hour
		GREIU	\$.65 per hour
		POA	\$.55 per hour
City of Lansing, MI	Yes	UAW and Teamsters 243	\$.75 per hour
		Police SUP and NS	\$1.00 per hour
City of Madison, WI	Yes	Comp groups 15,16,20,32 and 33	\$.75 per hour
City of Rockford, IL	No	-	-
City of Warren, MI	NR	NR	NR
Ingham County, MI	Yes	All employee groups	\$.35 per hour

NR- No Response

PAY SUPPLEMENTS – OVERNIGHT SHIFT DIFFERENTIAL

Peer Employer	Provided	Employee Groups Eligible	Amount (\$ or %)
City of Akron, OH	No	-	-
City of Ann Arbor, MI	No	-	-
City of Battle Creek, MI	Yes	AFSCME	\$.45 per hour
City of Des Moines, IA	Yes	Not Provided	Not Provided
City of Grand Rapids, MI	Yes	APA	\$.65 per hour
		ECO and ECOS	\$.35 per hour
		GREIU, POA, POCA and SCT	\$.70 per hour
City of Lansing, MI	No	-	-
City of Madison, WI	Yes	Comp groups 15,16, 20, 32 and 33	\$.75 per hour
City of Rockford, IL	Yes	Police	\$1.25 - \$2.00 per hour
City of Warren, MI	NR	NR	NR
Ingham County, MI	Yes	All employee groups	\$.75 per hour

NR- No Response

PAY SUPPLEMENTS – WEEKEND SHIFT DIFFERENTIAL

Peer Employer	Provided	Employee Groups Eligible	Amount (\$ or %)
City of Akron, OH	No	-	-
City of Ann Arbor, MI	No	-	-
City of Battle Creek, MI	No	-	-
City of Des Moines, IA	No	-	-
City of Grand Rapids, MI	No	-	-
City of Lansing, MI	No	-	-
City of Madison, WI	Yes	Comp groups 15,16, 20, 32 and 33	Varies by Group
City of Rockford, IL	No	-	-
City of Warren, MI	NR	NR	NR
Ingham County, MI	No	-	-

NR- No Response

PAY SUPPLEMENTS – ON-CALL OR STANDBY PAY

Peer Employer	Provided	Employee Groups Eligible	Amount (\$ or %)
City of Akron, OH	Yes	Fire Division	2 hours at 250% of hourly pay
City of Ann Arbor, MI	No	-	-
City of Battle Creek, MI	Yes	Varies by Union	Varies by Union
City of Des Moines, IA	Yes	Police, MEA, Fire	1 hour comp time accrual, \$1/hour for Fire
City of Grand Rapids, MI	Yes	GREIU	35 hours of straight time pay for the weekend.
City of Lansing, MI	Yes	Teamsters 243	1.5 hours of pay for each day
		UAW	1 hour of regular pay for each day
City of Madison, WI	Yes	Employees assigned to emergency maintenance and repair work	\$1.12/hour
City of Rockford, IL	Yes	Police, Public Works	Varies by Group
City of Warren, MI	NR	NR	NR
Ingham County, MI	Yes	Specific titles	Paid for hours worked + 8 hours comp time

NR- No Response

PAY SUPPLEMENTS – CALL-BACK PAY

Peer Employer	Provided	Employee Groups Eligible	Amount (\$ or %)
City of Akron, OH	Yes	Union Non-Exempt	Guaranteed 4 hours at appropriate pay rate
City of Ann Arbor, MI	Yes	AFSCME	2 hours at 1-1/2 regular rate
City of Battle Creek, MI	Yes	Varies by Union	Varies by Union
City of Des Moines, IA	Yes	CIPEC, MEA, Police	Minimum of 2 hour at OT; 2 hours straight for Police
City of Grand Rapids, MI	Yes	GREIU	Minimum of 4 hours beginning ½ hour before start at straight pay until exceed 40 hours a week.
		CST, ECO, ECOS, FIRE PCOA, POA	Minimum of 4 hours at straight pay
City of Lansing, MI	Yes	Teamsters 243 and 214, UAW, Police	Minimum of 3 hours of overtime pay
		Fire	Minimum of 4 hours of overtime pay
City of Madison, WI	Yes	Comp groups 15,16,20,32,33 and 71	Varies by Group
City of Rockford, IL		Fire, Fire 911, Police	Varies by Group
City of Warren, MI	NR	NR	NR
Ingham County, MI	Yes	All employee groups	Minimum of 3 hours of pay

NR- No Response

PAY SUPPLEMENTS – HOLIDAY PAY

Peer Employer	Provided	Employee Groups Eligible	Amount (\$ or %)
City of Akron, OH	Yes	Non Sworn Non-Exempt	250% of regular pay
City of Ann Arbor, MI	Yes	All employees	Regular rate of pay
City of Battle Creek, MI	Yes	All employees	8 hours regular pay
City of Des Moines, IA	Yes	CIPEC	Double time plus Holiday pay
City of Grand Rapids, MI	Yes	GREUI Emergency	1½ regular pay rate for hours worked, minimum 4 hours
		IAFF 24-hour employees	10 hours pay if working and hours pay for non-work holiday
		IAFF 8 hour employees	8 hours of regular pay
		Non-uniformed employees	Day off with regular pay
City of Lansing, MI	Yes	Fire	Receive an additional \$173.58 per holiday whether they work or not.
City of Madison, WI	Yes	All employees	1 ½ times base rate for hours worked; double or triple pay, depending on time work is performed, for work over 18 hours.
City of Rockford, IL	Yes	All employees	Varies by Group
City of Warren, MI	NR	NR	NR
Ingham County, MI	Yes	All employees	8 hours of regular pay

PAY SUPPLEMENTS – BI-LINGUAL PAY

Peer Employer	Provided	Employee Groups Eligible	Amount (\$ or %)
City of Akron, OH	No	-	-
City of Ann Arbor, MI	No	-	-
City of Battle Creek, MI	No	-	-
City of Des Moines, IA	Yes	Police	\$600 per year
City of Grand Rapids, MI	No	-	-
City of Lansing, MI	No	-	-
City of Madison, WI	No	-	-
City of Rockford, IL	Yes	Exempt and Non-Exempt	\$15 per pay check
City of Warren, MI	NR	NR	NR
Ingham County, MI	No	-	-

NR- No Response

PAY SUPPLEMENTS – EDUCATION REIMBURSEMENT

Peer Employer	Provided	Employee Groups Eligible	Amount (\$ or %)
City of Akron, OH	No	-	-
City of Ann Arbor, MI	Yes	All employees	\$2,500 annual maximum
City of Battle Creek, MI	Yes	All employees, if job relevant	\$2,250 annual maximum
City of Des Moines, IA	Yes	Fire, Police, GBO, MEA, SPM	\$2,400 annual maximum
		CIPEC, Lib	\$1,200 annual maximum
City of Grand Rapids, MI	Yes	All Units	Preapproved allowance –up to \$2,000 annually for grade of C or better
City of Lansing, MI	Yes	Varies by employee group ¹	Varies by employee group ¹
City of Madison, WI	No	-	-
City of Rockford, IL	Yes	Exempt and Non-Exempt	Varies by Department
City of Warren, MI	NR	NR	NR
Ingham County, MI	No	-	-

¹ Council Staff = \$300, Executive Management = \$500, Police Non Sup = \$500, Police Supervisor = \$200, Fire = No limit, Non Bargaining = \$500, Mayor Staff = \$500, Teamster 214 = \$400, UAW = \$500, Teamster 243 = \$0.

NR- No Response

PAY SUPPLEMENTS – EDUCATION INCENTIVE

Peer Employer	Provided	Employee Groups Eligible	Amount (\$ or %)
City of Akron, OH	No	-	-
City of Ann Arbor, MI	Yes	Specific Jobs	1.50% - Associate's degree 3.75% - Bachelor's degree
City of Battle Creek, MI	Yes	All, if above the minimum requirements of the job	Varies based on degree
City of Des Moines, IA	No	-	-
City of Grand Rapids, MI	Yes	IAFF	\$200/year for 30 credits, \$400/year for 60 or more credits
		POA, POCA	NR
City of Lansing, MI	No	-	-
City of Madison, WI	Yes	Police and Fire only	Up to 28%
City of Rockford, IL	Yes	Exempt and Non-Exempt	Varies by Department
City of Warren, MI	NR	NR	NR
Ingham County, MI	Yes	Law Enforcement	\$200 - \$500 ¹

¹ \$200 for completion of 2 years in law enforcement program, \$500 for a bachelor's program in law enforcement, \$300 will be paid if already received the \$200 for completion of 2 year program.

NR- No Response

PAY SUPPLEMENTS – LICENSE OR CERTIFICATION PAY

Peer Employer	Provided	Employee Groups Eligible	Amount (\$ or %)
City of Akron, OH	Yes	Wastewater Plant Operator	NR
City of Ann Arbor, MI	Yes	Specific jobs	Varies by job and union
City of Battle Creek, MI	Yes	Varies by contract	Varies by contract
City of Des Moines, IA ¹	Yes	Specific jobs	Varies by job and union
City of Grand Rapids, MI	Yes	ECOS	\$250 one time bonus for ENP or RPL certification
City of Lansing, MI ²	Yes	Specific job	Varies by job and union
City of Madison, WI	No	-	-
City of Rockford, IL	No	-	-
City of Warren, MI	NR	NR	NR
Ingham County, MI	No	-	-

¹ Fire Specialist (\$500/year), Paramedic (5.0%), Water Rescue/Tech Rescue (\$900/year), Bomb Squad/Clandestine/ Dive Team (#1,600/year), K-9 (8 hours OT/week)

² Annual bonus' to: Michigan Class A Sewage Plant Operator Certification = \$1000, Michigan Class B Sewage Plant Operator Cert. = \$750, Michigan Class C Sewage Plant Operator Cert = \$500, Michigan Class D Sewage Plant Operator Cert = \$250, Michigan Master Heavy Certification = \$3,000, ASE Master Heavy Certification = \$5,000, EVT Master Fire Apparatus Technician = \$7,000.

NR- No Response

PAY SUPPLEMENTS – COMPENSATORY TIME FOR EXEMPT EMPLOYEES

Peer Employer	Provided	Employee Groups Eligible	Amount (\$ or %)
City of Akron, OH	No	-	-
City of Ann Arbor, MI	No	-	-
City of Battle Creek, MI	No	-	-
City of Des Moines, IA	No	-	-
City of Grand Rapids, MI	No	-	-
City of Lansing, MI	Yes	Non-Bargaining	1 hour for each hour worked
		Union Exempt	1.5 hours for each hour worked
City of Madison, WI	Yes	Comp group 18/44 range 13 and below	1.5 hours for each hour worked
City of Rockford, IL	Yes	Human Services	Varies
City of Warren, MI	NR	NR	NR
Ingham County, MI	No	-	-

NR - No Response

PAY SUPPLEMENTS – OUT OF CLASS PAY

Peer Employer	Provided	Employee Groups Eligible	Amount (\$ or %)
City of Akron, OH	Yes	Classified Employees	5% increase per hour
City of Ann Arbor, MI	No	-	-
City of Battle Creek, MI	Yes	Varies by contract	Varies by contract
City of Des Moines, IA	Yes	CIPEC	1 step increase
City of Grand Rapids, MI	Yes	APA and Others	By assignment at the first step in new classification that is greater than step in current classification.
		GREIU	First step of higher classification or \$1.00/hour more than present wage.
City of Lansing, MI	Yes	All employees	Employee is paid the next highest pay rate of the job they are working in.
City of Madison, WI	Yes	All groups except 18,21,23 and 44	Additional \$.30 per hour; \$.50 per hour for Group 15
City of Rockford, IL	Yes	Finance, Fire, Human Resources, Police, Public Works	5%
City of Warren, MI	NR	NR	NR
Ingham County, MI	Yes	All employee groups	5% - 10%

NR- No Response

PAY SUPPLEMENTS – OTHER PAY SUPPLEMENTS

Peer Employer	Provided	Employee Groups Eligible	Amount (\$ or %)
City of Akron, OH	No	-	-
City of Ann Arbor, MI	No	-	-
City of Battle Creek, MI	No	-	-
City of Des Moines, IA	No	-	-
City of Grand Rapids, MI	Yes	IAFF	Shop Pay \$5.00/day; 8-hour employees receive one floating 8 hour holiday/personal day
		POA	\$500 retirement incentive
City of Lansing, MI	Yes	All	Varies ¹
City of Madison, WI	No	-	-
City of Rockford, IL	Yes	911 Telecommunicators	Employees scheduled for overtime receive additional \$1.13 per hour plus overtime pay.
City of Warren, MI	NR	NR	NR
Ingham County, MI	No	-	-

¹ Sick Leave Bonus and buyback. About 1/2 of the groups receive \$150 annual bonus for the use of 8 hrs. or less of sick time. Police, Fire, UAW, Non-Bargaining, Mayor Staff, and Council Staff may sell up to 32 hours of sick time earned in the current year, with a minimum sick leave balance of 480 hours.

NR- No Response

LONGEVITY PAY

Peer Employer	Offered to Employees	Employee Groups Receiving Longevity Pay	Longevity Pay Varies Across Employee Groups	Maximum Amount of Longevity Pay That Can Be Received	Longevity Pay Included as Covered Compensation for Pensions
City of Akron, OH	Yes	All employees with more than 5 years of service	Yes	\$700 for CSPA, otherwise no max	Yes
City of Ann Arbor, MI	Yes	Represented Employees	Yes	\$1,500 for AFSCME	No
City of Battle Creek, MI	Yes	All groups	Yes	\$1,000.00	Yes
City of Des Moines, IA	Yes	All groups except MIS	No	6% of base pay	Yes
City of Grand Rapids, MI	No	-	-	-	-
City of Lansing, MI	Yes	All employees except contract and part-time UAW	Yes	Bargained with each group ¹	Yes
City of Madison, WI	Yes ²	All employees except department heads.	No	12%	Yes
City of Rockford, IL	Yes	Represented Employees	No	10%	No
City of Warren, MI	NR	NR	NR	NR	NR
Ingham County, MI	Yes	All employees hired before January 2013	Yes	\$1,800	Yes

¹ Teamsters 243, Teamsters 214, Non-Bargaining, UAW, Council Staff receive a set percentage based upon \$25,000. Police, Fire, Executive Management receive a set percentage based upon \$20,000.

² Comp Group 18 employees who do not live in City have longevity pay reduced by 1%.

NR- No Response

LONGEVITY PAY BY COMPLETED YEARS OF SERVICE

Peer Employer	5 Years	10 Years	15 Years	20 Years	25 Years	Over 25 Years
City of Akron, OH	3.5%	4.0%	4.5%	5.0%	5.5%	+1% per year until 30 years
City of Ann Arbor, MI ¹	\$300.00	\$600.00	\$900.00	\$1,200.00	\$1,500.00	\$1,500.00
City of Battle Creek, MI	\$0.00	\$375.00	\$675.00	\$1,000.00	\$1,000.00	\$1,000.00
City of Des Moines, IA	1.0%	2.0%	4.0%	5.0%	6.0%	6.0%
City of Grand Rapids, MI	-	-	-	-	-	-
City of Lansing, MI	\$500.00	\$1,000.00	\$1,500.00	\$2,000.00	\$2,500.00	\$2,500.00
City of Madison, WI	3%	6%	8%	11%	12%	12%
City of Rockford, IL	2%	4%	6%	8%	10%	10%
City of Warren, MI	NR	NR	NR	NR	NR	NR
Ingham County, MI	\$600.00	\$1,000.00	\$1,400.00	\$1,800.00	\$1,800.00	\$1,800.00

¹ Not added to base pay, but paid in a separate check.

NR- No Response

PERFORMANCE BASED REWARDS OFFERED TO EMPLOYEES

Peer Employer	Performance Based Rewards Offered	Organization Wide Pay Increases	Organization Wide Lump Sum Bonuses	Department/ Team Pay Increases	Department/ Team Lump Sum Bonuses	Individual Pay Increases	Individual Lump Sum Bonuses	Non-Monetary Rewards
City of Akron, OH	Yes	-	-	-	-	Yes ¹	-	-
City of Ann Arbor, MI	No	-	-	-	-	-	-	-
City of Battle Creek, MI	No	-	-	-	-	-	-	-
City of Des Moines, IA	No	-	-	-	-	-	-	-
City of Grand Rapids, MI	No	-	-	-	-	-	-	-
City of Lansing, MI	No	-	-	-	-	-	-	-
City of Madison, WI	No	-	-	-	-	-	-	-
City of Rockford, IL	No	-	-	-	-	-	-	-
City of Warren, MI	NR	NR	NR	NR	NR	NR	NR	NR
Ingham County, MI	No	-	-	-	-	-	-	-

¹ Step increases for non-exempt require satisfactory performance evaluations; merit increases for exempt employees are based on performance.

NR- No Response

TYPES OF RETIREMENT PLANS PROVIDED FOR SWORN PUBLIC SAFETY EMPLOYEES

Peer Employer	Fire			Police			Public Safety Employees Participate in Social Security
	Defined Benefit Plan	Defined Contribution Plan	Hybrid Plan	Defined Benefit Plan	Defined Contribution Plan	Hybrid Plan	
City of Akron, OH	Yes	Yes	No	Yes	Yes	No	No
City of Ann Arbor, MI	Yes	No	No	Yes	No	No	No, except for Police Officers
City of Battle Creek, MI	Yes	No	No	Yes	No	No	No
City of Des Moines, IA	No	Yes	No	No	Yes	No	No
City of Grand Rapids, MI	Yes	Yes	No	Yes	Yes	No	No
City of Lansing, MI	Yes	No	No	Yes	No	No	No
City of Madison, WI	Yes	No	No	Yes	No	No	Yes
City of Rockford, IL	Yes	No	No	Yes	No	No	Yes
City of Warren, MI	NR	NR	NR	NR	NR	NR	NR
Ingham County, MI	NA	NA	NA	Yes	No	Yes ¹	Yes

¹ Employees hired after 1/1/13 are in the Hybrid Plan

NA- Not Applicable

NR- No Response

HIRING BONUSES

Peer Employer	Hiring Bonuses Given	Job Titles Eligible	Amount (\$ or %)
City of Akron, OH	No	-	-
City of Ann Arbor, MI	No	-	-
City of Battle Creek, MI	No	-	-
City of Des Moines, IA	No	-	-
City of Grand Rapids, MI	No	-	-
City of Lansing, MI	No	-	-
City of Madison, WI	No	-	-
City of Rockford, IL	No	-	-
City of Warren, MI	NR	NR	NR
Ingham County, MI	No	-	-

NR- No Response

Stephanie Robinson

From: Stephanie Robinson
Sent: Monday, April 17, 2017 7:14 AM
To: 'Riley, Mary'
Subject: RE: Classification Vendor - Segal Waters

Importance: High

We need an account number and a price quote to go along with this .

Thanks,

Stephanie
(517) 702-6197
1232 HACO DR
LANSING MI 48912
Stephanie.robinson@lbwl.com

From: Riley, Mary [<mailto:Mary.Riley@lansingmi.gov>]
Sent: Friday, April 14, 2017 1:20 PM
To: Stephanie Robinson
Subject: Classification Vendor - Segal Waters

Hello Stephanie,
Hope all is well.

We are in desperate need of a new classification vendor to handle the City's reclassification and job evaluation reviews. Our old vendor has cancelled our contract because we could not fund a comprehensive compensation study (\$300,000+) at this time. It is imperative that we have a consultant to conduct these reviews as they are submitted frequently to evaluate for posting new and old positions and for employees who would to re-class their current position. I'm happy to say that we have a great organization, Segal Waters Consulting, that can take this on for us. I am asking that Segal Waters be considered a sole source vendor for the following reasons:

- The City of Lansing has a current contract with Segal Waters. They are conducting the pension legacy costs analysis project with Finance and Finance Director, Angie Bennett.
- Segal Waters has just completed a compensation study with the City of Grand Rapids. We participated with this survey by providing our compensation data for key positions. And I also know that they have worked with the State of Michigan on other strategic/operational human resources issues.
- The need for a new classification/job evaluation vendor is URGENT. Our old vendor unexpectedly cancelled our contract without any prior notice. Not having a classification vendor will severely hamper our ability to fill positions and stop our employees' ability to re-class their position thus impacting their increase in compensation.

I have attached the retainer agreement and the Grand Rapids survey for your review. Please let me know if you have any additional questions or if there is additional documentation needed. I would appreciate your timely consideration, Stephanie.

Thank You,
Mary Riley



Virg Bernaro, Mayor

Mary P. Riley, MPA, SPHR, SHRM-SCP
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City of Lansing, Michigan
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Lansing, MI 48933-1694
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Mary.riley@lansingmi.gov email