JOPLIN CITY COUNCIL
SPECIAL MEETING/WORK SESSION
MONDAY, APRIL 10, 2023
5TH FLOOR COUNCIL CHAMBERS
602 S. MAIN ST.
5:45 P.M.

Notice is hereby given that the City Council of the City of Joplin, Missouri, will hold a special meeting and work session beginning at 5:45 p.m. on Monday, April 10, 2023, in the 5th Floor Council Chambers, 602 S. Main Street to discuss the topics below. This meeting can be view via livestream at http://www.joplinmo.org/182/Video-Multimedia

AGENDA

1. Call To Order
2. Reading Of The Special Call
3. Roll Call
4. Canvass of Results of the April 4, 2023, Election
5. Adjourn To Work Session

WORK SESSION AGENDA

1. City of Joplin Municipal Separate Storm Sewer System Permit Update Presentation
2. Property Maintenance Code Update
3. Internal Equity
   - Joplin City Council Presentation
   - Internal Equity Presentation
   - Internal Equity Pay Plan
   - Internal Equity Comparison
   - AGH Internal Equity Study Report
4. Adjourn

Notice posted at 12:00 pm on this 6th day of April 2023. (RSMo 610.020)

The City of Joplin is committed to comply with the Americans Disability Act. The Joplin City Council Chambers is wheelchair accessible. Request for reasonable special accommodations must be made 48 hours prior to the meeting. Please email the City Clerk's office at hnagy@joplinmo.org or call (417) 624-0820 ext. 1220 for assistance.



City of Joplin
MS4 NPDES Permit
MO-R04C

WHAT IS AN MS4 PERMIT, AND COMMONLY USED ACRONYMS?

- MS4 = MUNICIPAL SEPARATE STORM SEWER SYSTEM
- MS4 PERMITS ARE ISSUED TO CITIES AND COUNTIES UNDER THE NATIONAL POLLUTANT DISCHARGE ELIMINATION SYSTEM (NPDES) PROGRAM OF THE FEDERAL CLEAN WATER ACT TO REDUCE DISCHARGES OF POLLUTANTS IN STORMWATER TO THE NATION'S WATERS. THE CITY FIRST RECEIVED ITS MS4 PERMIT IN 2004.
- BMP = BEST MANAGEMENT PRACTICES
- MCM = MINIMUM CONTROL MEASURES

THE CITY OF JOPLIN PHASE II MUNICIPAL SEPARATE STORM SEWER SYSTEM PROGRAM WAS AUDITED BY A REPRESENTATIVE OF THE U.S. ENVIRONMENTAL PROTECTION AGENCY IN JULY OF 2015.



THE FOLLOWING SLIDES WILL PROVIDE ADDITIONAL INFORMATION ABOUT THE CITY OF JOPLIN PROGRAM THAT WILL DEMONSTRATE OUR PAST ACHIEVEMENTS AS WELL AS CURRENT EFFORTS AND FUTURE PLANS FOR CONTINUING TO PROVIDE A SUCCESSFUL PROGRAM.

PUBLIC EDUCATION AND OUTREACH - CONTINUED



- THE CITY OF JOPLIN STAFFS A BOOTH AT THIRD THURSDAY EVENTS.

EDUCATIONAL LITERATURE IS MADE AVAILABLE

THE "ENVIROSCAPE" PICTURED ABOVE IS AN EDUCATIONAL TOOL WE USE TO EDUCATE PUBLIC AND EMPLOYEES ON STORMWATER WATERSHED

STAFF IS AVAILABLE FOR QUESTION AND ANSWERS

MCM #1. PUBLIC INVOLVEMENT

THE CITY OF JOPLIN WILL CONTINUE TO PROVIDE DIRECT PUBLIC INVOLVEMENT AT VARIOUS PUBLIC EVENTS AS OUTLINED IN THE CITY'S BI-ANNUAL REPORTS.

- THE RECYLCLING CENTER HOLDS TIRE DROP OFF EVENTS
- YARD WASTE COLLECTION AND COMPOSTING SERVICES
- ANNUAL TREE LIMB DROP OFF
- THE RECYCLING CENTER ASSISTS RESIDENTS IN DISPOSAL OF HAZARDOUS WASTE
- THE RECYCLING CENTER RECYCLES METAL, APPLIANCES, GLASS BOTTLES, ETC.



MCM #2. PUBLIC PARTICIPATION

THE CITY OF JOPLIN WILL CONTINUE TO PROVIDE DIRECT PUBLIC INVOLVEMENT AT VARIOUS PUBLIC EVENTS AS OUTLINED IN THE CITY'S BI-ANNUAL REPORTS. ONE OF THE ACTIVITIES IS THE CLEAN UP OF JOPLIN CREEKS AND TRIBUTARIES:

- VOLUNTEERS PICKUP TRASH IN THE WATER & THE BANKS



MCM #3. ILLICIT DISCHARGE DETECTION AND ELIMINATION (IDDE)

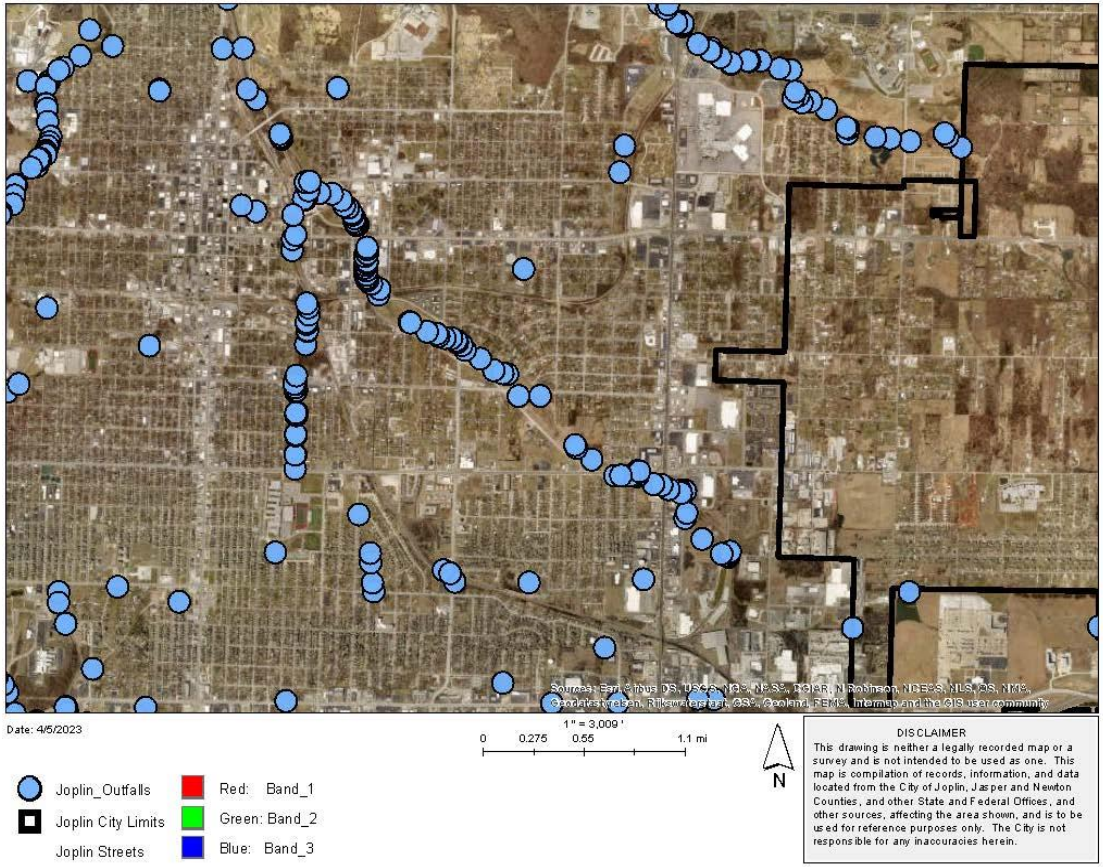




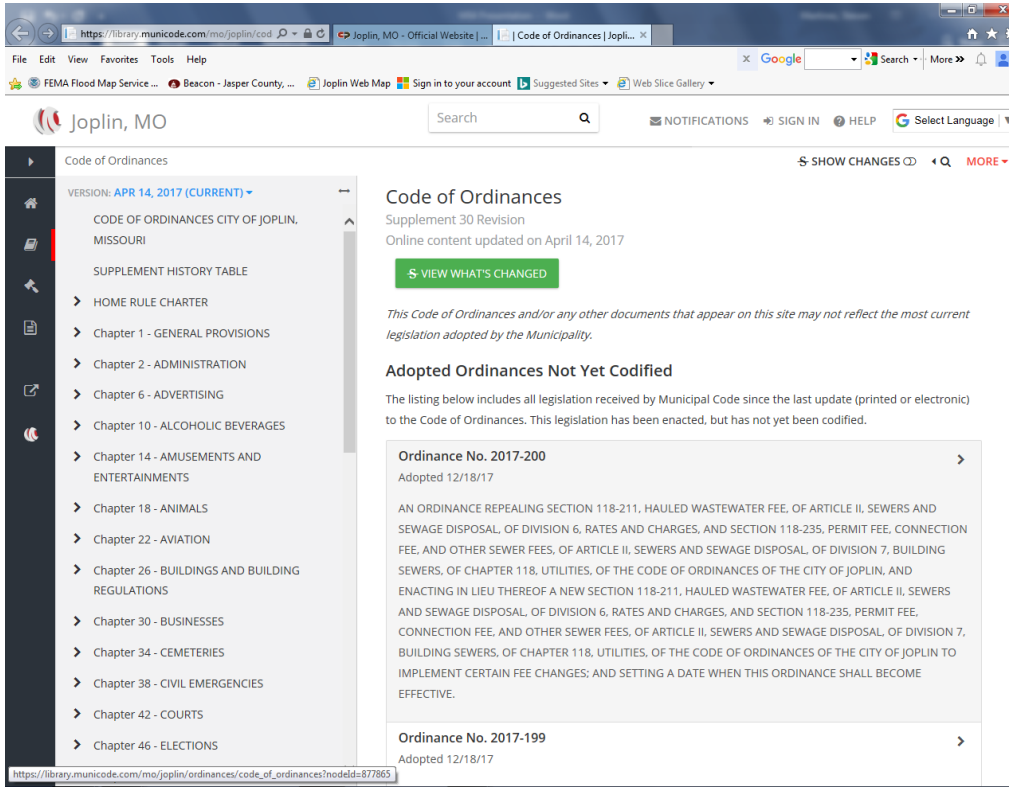
ILLICIT DISCHARGE DETECTION & ELIMINATION -- CONTINUED

- THE CITY PROVIDES IDDE INVESTIGATION FORMS AND INCLUDED COPIES OF THOSE FORMS.
- THE CITY JUST UPDATED AND IMPLEMENTED A NEW FORM FOR TRACKING AND LOGGING ILLICIT DISCHARGE DETECTION & ELIMINATION
- WE HAVE RECENTLY UPDATED OUR ILLICIT DISCHARGE INVESTIGATION FIELD GUIDE FOR INSPECTORS TO USE IN THE FIELD.

ILLICIT DISCHARGE DETECTION & ELIMINATION -- CONTINUED



- ON THE CITY OF JOPLINS WEBSITE THERE IS A LAYER SHOWING OUTFALLS INTO MAPPED STREAMS.
- A OUTFALL IS THE DISCHARGE POINT OF A WASTE STREAM INTO A BODY OF WATER. ALTERNATIVELY IT MAY BE THE OUTLET OF A RIVER OR DRAIN WHERE IT DISCHARGES INTO THE CREEK.
- DRY WEATHER SCREENING IS DONE ON AT LEAST ONE MAPPED STREAM PER YEAR
- DRY WEATHER SCREENING IS WHEN THERE HAS BEEN LESS THAN 0.1" OF RAIN IN A 72 HOUR PERIOD



ILLICIT DISCHARGE DETECTION & ELIMINATION -- CONTINUED

- ILLICIT DISCHARGE ORDINANCE
- CITY STAFF IS CURRENTLY LOOKING AT UPDATING ITS EXISTING ILLICIT DISCHARGE ORDINANCE.

ILLICIT DISCHARGE DETECTION & ELIMINATION -- CONTINUED

- THE CITY HAS ADDED A PRETREATMENT INSPECTION POSITION TO INCREASE FREQUENCY OF INSPECTIONS.
- THE CITY INSPECTS INDUSTRIES THAT HAVE BEEN IDENTIFIED AS HAVING PRODUCTS OR MATERIALS THAT ARE POTENTIALLY HAZARDOUS TO THE WWTPS.





MCM #4 CONSTRUCTION SITE STORM WATER RUNOFF CONTROL

- THE CITY CONTINUES TO IMPROVE ON THE EROSION CONTROL MEASURES ALREADY IN PLACE.
- TO DATE CITY INSPECTION STAFF HAS COMPLETED TRAINING FOR EROSION CONTROL PER THE ATTACHED DOCUMENTATION.
- THE CITY HAS DOCUMENTED EROSION CONTROL INSPECTIONS ON PUBLIC AND PRIVATE PROJECTS THAT INCLUDE DEFICIENCIES AND CORRECTIONS.



MCM #5. POST-CONSTRUCTION STORM WATER MANAGEMENT IN NEW DEVELOPMENT AND REDEVELOPMENT

- THE CITY OF JOPLIN HAS IMPLEMENTED A POST DEVELOPMENT INSPECTION PROGRAM FOR NEW DEVELOPMENTS 1 ACRE OR MORE TO BE COMPLETED ONE YEAR AFTER COMPLETION AND BEFORE THREE YEARS AFTER COMPLETION.

- THE CITY IS CURRENTLY WORKING ON REVISING AND UPDATING ITS EXISTING LAND DISTURBANCE FORM. WE CURRENTLY USE A FORM THAT HAS TO BE PRINTED FILLED OUT THEN SCANNED AND RETURNED TO THE CITY. THE FORM WILL AUTOMATICALLY SEND EMAIL NOTIFICATION TO APPROPRIATE PARTIES AND STREAMLINE THIS PROCESS FOR CITY PERSONNEL AND CONTRACTORS ALIKE.

- ALL BMPS ARE TO BE INSPECTED ANNUALLY. THIS IS ULTIMATELY THE RESPONSIBILITY OF THE OWNER, BUT IS OVERSEEN BY THE CITY.

- COMPLAINT DRIVEN INSPECTIONS ARE ALSO PERFORMED.

TYPES OF DETENTION



RETENTION



DETENTION



UNDERGROUND DETENTION

MCM #6. Pollution Prevention/Good Housekeeping for Municipal Operations

- THE CITY HAS ALMOST 40 FACILITIES AND INSPECTS EACH FACILITY ANNUALLY.



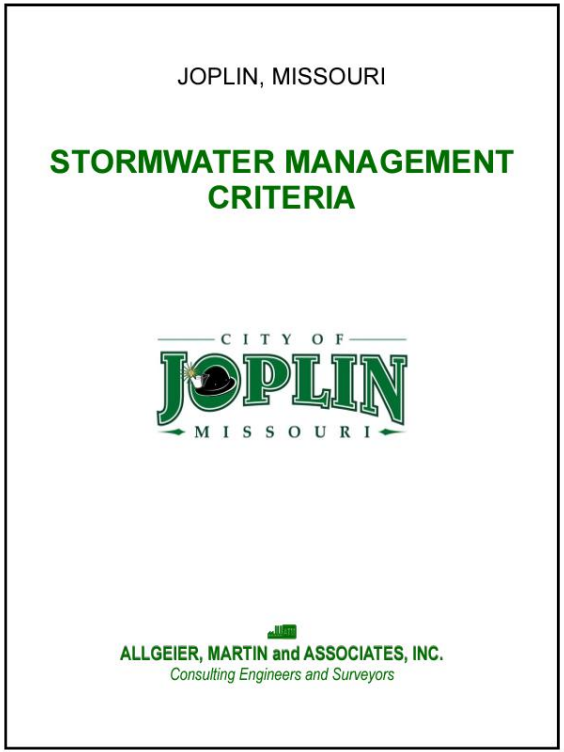
Pollution Prevention/Good Housekeeping for Municipal Operations --- Continued

- THE CITY HOSTS TRAINING CLASSES AND WORKSHOPS FOR:
  - CITY OF JOPLIN EMPLOYEES
  - MS4 PARTNER MUNICIPALITY EMPLOYEES
  - CONSTRUCTION COMPANIES, ENGINEERS, UTILITY COMPANIES, ETC.

- EXCAL (BRAND) VISUAL TRAINING KITS
  - GROUND CONTROL – STORMWATER POLLUTION PREVENTION FOR CONSTRUCTION SITES
  - MUNICIPAL STORM WATER POLLUTION PREVENTION BMPS FOR MUNICIPAL EMPLOYEES
  - ILLICIT DISCHARGE DETECTION & ELIMINATION
    - STAFF TRAINING PROGRAM IS CURRENTLY BEING UPDATED TO MEET REQUIREMENTS IN THE LATEST MS4



THE CITY OF JOPLIN STORM WATER MANAGEMENT PLAN



- UNDER THE NEW COMPREHENSIVE VERSION OF THE MS4 PERMIT, THE SWMP IS NO LONGER SUBMITTED DIRECTLY TO MDNR. THE NEW STYLE OF SWMP IS INTENDED TO BE A LIVING DOCUMENT THAT IS UPDATED AS NEEDED THROUGHOUT THE 5-YEAR PERMIT PERIOD.

- THE LATEST DRAFT IS CURRENTLY UNDER REVIEW. THE FINAL VERSION WILL BE POSTED ON THE STORMWATER WEBSITE, WHERE THE PUBLIC MAY EASILY ACCESS IT AND SUBMIT COMMENTS.

Questions?

Property Maintenance Codes

April 10, 2023

JOPLIN MISSOURI

City of Joplin Current Codes

1971 Basic Housing Code – Establishes minimum standards for single and multi-family dwellings.

Chapter 26 Article XIII of City of Joplin Code of Ordinances – Nonresidential Property Maintenance Code – Establishes minimum standards for the maintenance of the exterior of nonresidential buildings.

Chapter 26 Article X of City of Joplin Code of Ordinances – Addresses Dangerous Buildings

2018 International Residential & International Building Codes

These codes apply to new work only such as remodels, additions, renovations and new construction.

This code is enforced through the permitting process and required inspections.

In 2022 permitted construction projects were valued at over $216 Million and nearly 10,000 individual inspections were performed by the building inspectors.

Neighborhood Improvement Division

Current enforcement of property maintenance is handled through the Neighborhood Improvement Division on a complaint basis.

In 2022 there were 3,070 cases processed by the Neighborhood Improvement Division. Of these nearly 2,000 cases were specifically regarding tall grass and weeds, while the remaining cases dealt with other assorted nuisance violations.

The City of Joplin contains approximately 23,500 individual residential properties. The goal is for each property to be inspected at least 4 separate times throughout a year. With a staff of three officers, each officer would need to inspect 120 properties per day.

Enforcement of Current Code

A violation is discovered by either a routine inspection or in response to a complaint.

A written notice is sent to property owner, tenant, or both, explaining the violation and giving a re-inspection date when the violation must be corrected by.

If the violation continues and no reasonable attempt to comply has been made, then a ticket is issued, and a case is held at the municipal court level. This is followed by a municipal hearing with the code officer present and may result with either an extension of time to comply, an order to abate, a fine, or possible jail time.

City of Joplin Housing Survey
1993

Survey included 6,643 of the 23,500 properties in the City.

The study encompassed 4 census tracts that contained approximately 7.5 square miles.

Included 5,555 residential dwellings.

Ratings of the survey

Excellent – No structural deficiencies. Structure appears to be in excellent condition and well maintained.

Good – Only one structural defect observed. The structure is in good condition except for maintenance needs.

Questionable – Structural maintenance and some repair is needed.

Substandard – The structure is habitable but is in need of significant rehabilitation and/or redevelopment.

Unsound – The structure is in serious need of repair and may be uninhabitable. Demolition of the structure may be necessary.

Survey Results – Nearly 25% of homes were rated either Questionable, Substandard, or Unsound

Condition	Count	Percentage of Total
Excellent	2,941	53.0%
Good	1,317	23.7%
Questionable	627	11.2%
Substandard	532	9.6%
Unsound	138	2.5%
Total	5,555	100%

2005 Adoption of New International Property Maintenance Code

Several public "City Hall In The Park" events were held.

The topic was on City Council Meeting Agendas for nearly six months with some sessions lasting well past midnight.

City Council passed Ordinance #2005-125 on August 15, 2005 adopting the 2000 International Property Maintenance Code with the effective date of November 1, 2005.

On October 17, 2005 Ordinance #2005-125 was repealed after a referendum petition was collected and validated.

S.W. MISSOURI RENTAL HOUSING ASSOCIATION
Since 1984
P.O. Box 1801 • Joplin, MO 64802

SOUTHWEST MISSOURI RENTAL HOUSING ASSOCIATION

MAY 2005

MONTHLY MEETING:
TUESDAY 5/17/05
GRANNY SCHAFFER'S-NORTH RANGELINE ROAD
5:30 DINNER-6:15 GUEST SPEAKER
"2000 INTERNATIONAL PROPERTY MAINTENANCE CODE"
MARK ROHR, CITY MANAGER, CITY OF JOPLIN

THE MOST IMPORTANT MEETING CITY OF JOPLIN PROPOSES TO TAKE AWAY YOUR RIGHTS!

Inside this issue:

WINNER'S CIRCLE AND MEETING SCHEDULES	2
PUSHING BACK HOME OWNERSHIP	2
IMPORTANT DUTIES OF THE LANDLORD	2
2000 PROPERTY MAINTENANCE CODE CONTINUED	3
JOINING OUR ASSOCIATION	3
FORMS AND CREDIT REPORTS	3
DIRECTORS, CODE OF ETHICS, & PURPOSE	4

★★★★★★★★★★★★★★★★

★ *FAMOUS QUOTES* ★

★ So long as there are men there will be wars ★
★ *Albert Einstein* ★

★ I know not with what weapons World War III will be fought, but World War IV will be fought with sticks and stones. ★
★ *Albert Einstein* ★

★ Let every nation know, whether it wishes us well or ill, that we shall pay any price, bear any burden, meet any hardship, support any friend, oppose any foe to assure the survival and the success of liberty. ★
★ *John F. Kennedy Inaugural Address Washington, D.C. January 20, 1961* ★

★★★★★★★★★★★★★★★★

City of Joplin
2000 International Property Maintenance

City of Joplin 4/4/05 Ordinances–First Reading COUNCIL BILL NO. 2005-011 - AN ORDINANCE amending the Joplin City Code by repealing Article XII Housing Code and Article XIII Nonresidential Property Maintenance. of Chapter 26 of the Joplin City Code and enacting a new Article XII, Property Maintenance, of Chapter 26 of the Joplin City Code by adopting the 2000 Edition of the International Property Maintenance Code; making certain revisions thereto; and setting a date when this ordinance shall become effective.

Simplified Partial Summary of the 2000 International Property Maintenance Code

EXTERIOR

The yard area shall be maintained free of accumulations; the yard shall be mowed so that at no time shall the grass exceed 10 inches in height; trees and shrubs must not encroach upon any City right-of-way.

Roof-shingles, sheathing and flashing must be weather-tight to eliminate entry of water. Any damaged or missing areas must be replaced.

Gutters and downspouts must be intact and complete and able to carry storm water away from exterior walls and the foundation.

Chimneys must be intact and without missing block, brick or stucco - caps must be in place and properly secured to the chimney.

Wall siding, fascia, soffit, trim boards or other surfaces exposed to the elements must be intact, complete, secure and be properly painted or otherwise protected against deterioration from weathering.

Window glass must be intact and without breaks or cracks and be properly glazed. Frames and sashes must be intact and without rot or other deterioration and sashes must be capable of being held in the open position with hardware designed for such purpose.

Between April 1st and November 1st windows must be supplied with insect screens and exterior doors must be supplied with screen doors with automatic closures.

Exterior doors must be sound, without defects, weather-tight and complete with knobs and security lock.

Porch roofs, ceilings, support columns, floors, steps, handrails, guardrails (if needed) and foundations or piers must be intact, sound and plumb.

Main foundation walls shall be without breaks, faults, missing pieces or out of plumb. Mortar joints shall be complete and intact. Trees growing against the foundation shall be removed.

Address numbers must be on all structures - all numbers shall be Arabic numerals or letters at least 3 inches high and ½ inch stroke.

INTERIOR

All accumulations must be removed from within the structure and properly disposed of.

Ceilings and walls shall be without holes, gaps, cracks or water damage. Plaster patching finish must not be rough. Surfaces must be painted or otherwise protected. Floors must not have holes, gaps, weak or uneven areas. Floor coverings must be complete and undamaged.

CONTINUED ON PAGE 3

Area adoption of the International Property Maintenance Code

Missouri

Bethany, Cameron, Clayton, Cuba, Fenton, Farmington, Florissant, Hannibal, Hazelwood, Herculaneum, Hinesville, Hollister, Knob Noster, Lebanon, Loch Lloyd, Mexico, Neosho, Nixa, O'Fallon, Olivette, Pacific, Platte City, Raytown, Rolla, St. Clair, St. Louis, St. Peters, Sikeston, Springfield, Washington

Area adoption of the International Property Maintenance Code

Kansas

Arkansas City, Beloit, Coffeyville, Fairway, Iola, Kansas City, Lawrence, Manhattan, Mulvane, Olathe, Ottawa, Overland Park, Russell, Topeka, Wichita

Oklahoma – Statewide

A few things the current code does not include.

The 1971 Code has no provision regarding the transfer of ownership of a property subject to a violation. However, current ordinance (Article XIV) requires that every structure owned by an out-of-town party, must register that structure (residential and commercial) with the city along with the name and contact information of the selected property agent.

A few things the current code does not include.

The IPMC has a separate publication that provides guidance regarding the enforcement of the Code and the proper interpretation of the individual provisions, as well as inspectors certifications with required CEU'S. The 1971 has nothing like this.

A few things the current code does not include.

The IPMC is reviewed by attorneys and is constitutionally up to date in regard to the most recent pronouncements relating to search and seizure.

Housing Characteristics (1990, 2000, 2010)

	Total Housing Units	Occupied Units	Owner Occupied	Renter Occupied	Vacant
1990	19,403	17,488	54.5%	35.6%	9.9%
2000	21,328	19,101	51.5%	38.0%	10.5%
2010	23,336	20,339	57.2%	37.2%	5.6%

NEXT PHASE

- CONSIDER ADOPTION / ENFORCEMENT OF 2018 INTERNATIONAL PROPERTY MAINTENANCE CODE

- WORK WITH EXISTING ACTION PLAN COMMITTEE ON BEST PROCESS OF UPDATING AND IMPLIMENTING NEW CODE

* BEGIN PUBLIC OUTREACH / EDUCATION OF CLEARLY COMMUNICATING REQUIREMENTS AND ENFORCEMENT EXPECTATIONS

CODE COMPARISON SHEET



1971 Basic Housing Code / Non-Residential Property Maintenance Code	VS.	1018 International Property Maintenance Code

	H-101.1 Purpose: Establishes minimum standards for existing dwellings and multi-family dwellings. **Sec. 26-711 Purpose:** Establishes minimum standards for the maintenance of the exterior of existing nonresidential buildings and the premises they occupy.	**101.2 Scope:** Establishes minimum standards for all existing residential and nonresidential structures and all existing premises. **101.3 Intent:** This code shall be construed to secure its expressed intent, which is to ensure public health, safety, and welfare insofar as they are affected by the continued occupancy and maintenance of structures and premises.
	H-140.0 Violations: Whenever the building official determines there has been he shall give notice of such violation to the person responsible, at minimum the notice shall: 1) Be in writing. 2) Include description of the real estate sufficient for identification. 3) Specify the violation which exists, and the remediation action required. 4) Allow a reasonable time for performance of any act it requires, not exceeding sixty (60) days unless an extension offer is granted by the Director of Code Enforcement. 5) Right of Appeal- Section 112 of the Building Code.	**107.1 Notice to person responsible.** Whenever the code official determines that there has been a violation of this code, notice shall be given in the manner described in Sections 107.2 and 107.3 to the person responsible. **107.2 Form.** 1.) Be in writing. 2.) Include description of the real estate sufficient for identification. 3.) Include a statement of the violation and why the notice is being issued. 4.) Include a correction order allowing a reasonable time to make the repairs and improvements required to bring the property into compliance. 5.) Inform the property owner of the right to appeal. 6.) Include a statement of the right to file a lien in accordance with Section 106.3

	The Basic Housing Code of 1971 does not include a transfer of ownership section. However, City of Joplin ordinance (Article XIV) requires that every structure owned by an out-of-town owner must be registered along with a local property manager with the City of Joplin.	**107.6 Transfer of Ownership:** It shall be unlawful for the owner of any dwelling unit or structure who has received a compliance order or upon whom a notice of violation has been served to sell, transfer, mortgage, lease or otherwise dispose of such dwelling unit or structure to another until the provisions of the compliance order or notice of violation have been complied with, or until such owner shall first furnish the grantee, transferee, mortgagee or lessee a true copy of any compliance order or notice of violation issued by the code official and shall furnish to the code official a signed and notarized statement from the grantee, transferee, mortgagee or lessee, acknowledging the receipt of such compliance order or notice of violation and fully accepting the responsibility without condition for making the corrections or repairs required by such compliance order or notice of violation.
365 - Cases processed in 2022	**H-310.1 Sanitation:** All exterior property areas shall be maintained in a clean and sanitary condition free from any accumulation of rubbish or garbage. **Article II Nuisances** **Sec.54-35**	**302.1 Sanitation:** All exterior property and premises shall be maintained in a clean, safe, and sanitary condition.
4 - Cases processed in 2022	**H-310.2 Grading and Drainage:** All premises shall be graded and maintained so as to prevent the accumulation of stagnant water thereon, or within any building or structure located thereon.	**302.2 Grading and Drainage:** All premises shall be graded and maintained to prevent the erosion of soil and to prevent the accumulation of stagnant water thereon, or within any structure located thereon.
14 - Cases processed in 2022	**H-323.9 Sidewalk.** Every dwelling shall have a hard-surfaced, dust proof walk at least 30" wide from the property line to the residence or connecting the residence to a hard surfaced drive.	**302.3 Sidewalks and driveways.** Sidewalks, walkways, stairs, driveways, parking spaces and similar areas shall be kept in a proper state of repair and maintained free from hazardous conditions.
1,968 – Cases processed in 2022	**H-310.3 Noxious Weeds:** All exterior property areas shall be kept free from species of weeds or plant growth which are noxious or detrimental to the public health. **Article II Nuisances** **Sec.54-61** The presence of weeds, brush and other rank vegetation of a height more than 12 inches allowed to grow and stand upon any lot or tract of ground…	**302.4 Weeds:** All premises and exterior property shall be maintained free from weeds or plant growth more than 12 inches. All noxious weeds shall be prohibited. Weeds shall be defined as all grasses, annual plants, and vegetation, other than trees or shrubs provided.

Currently Handled Through Health Department	**H-310.4 Insect and Rodent Harborage:** Every owner of a dwelling or multi-family dwelling shall be responsible for the extermination of insects, rodents, vermin, or other pests in all exterior areas of the premises; except that the occupant shall be responsible for such extermination in the exterior areas of the premises of a single-family dwelling.	**302.5 Rodent Harborage:** All structures and exterior property shall be kept free from rodent harborage and infestation. Where rodents are found, they shall be promptly exterminated by approved processes which will not be injurious to human health.
	Not addressed in currently adopted codes.	**302.6 Exhaust vents:** Pipes, ducts, conductors, fans, or blowers shall not discharge gases, steam, vapor, hot air, grease, smoke, odors or other gaseous or particulate wastes directly on abutting or adjacent property.
73 – Case processed in 2022	**H-310.5 Accessory Structures:** All accessory structures including detached garages shall be maintained structurally sound and in good repair.	**302.7 Accessory Structures:** Accessory structures, including detached garages, fences, and walls, shall be maintained structurally sound and in good repair
88 – Cases Processed in 2022	**Article II Nuisances** **Sec.54-35** The maintaining using, placing, depositing, leaving, or permitting to be or remain on any public or private property of any of the following items, conditions or actions is hereby declared to be and constitute a nuisance; provided, however, this enumeration shall not be deemed or construed to be conclusive, limiting, or restrictive. **(20) Abandoned objects or equipment:** Abandoned, discarded or unused objects or equipment such as automobiles, furniture, stoves, refrigerators, freezers, cans, etc…..	**302.8 Motor Vehicles:** Except as provided for in other regulations, no inoperative or unlicensed motor vehicle shall be parked, kept, or stored on any premises, and no vehicle shall at any time be in a state of major disassembly, disrepair, or in the process of being stripped or dismantled. Painting of vehicles is prohibited unless conducted inside an approved spray booth. **Exception:** A vehicle of any type is permitted to undergo major overhaul, including body of work, provided that such work is performed inside a structure or similarly enclosed area designed and approved for such purposes.
0 – Cases processed in 2022	**H-320.1** All exterior wood and metal surfaces not inherently weather resistant shall be protected with an approved protective coating free of blisters, cracks, or peeling.	**304.2 Protective Treatment:** All exterior surfaces, including but not limited to, doors, door and window frames, cornices, porches, trim, balconies, decks, and fences shall be maintained in good condition. Exterior wood surfaces, other than decay-resistant woods, shall be protected from the elements and decay by painting or other protective covering or treatment. Peeling, flaking and chipped paint shall be eliminated, and surfaces repainted.

1 – Case processed in 2022	**Municipal Code Chapter 106 sec. 106-137** The owner of each single-family, multifamily, or other dwelling shall display in a conspicuous place on that portion of such dwelling which faces a public street, the street number of such dwelling in Arabic numerals at least three inches in height and in colors that contrast with the color of the dwelling upon which such numbers are placed.	**304.3 Premises identification.** Buildings shall have approved address numbers placed in a position to be plainly legible and visible from the street or road fronting the property. These numbers shall contrast with their background. Address numbers shall be Arabic numerals or alphabet letters. Numbers shall be not less than 4 inches in height with a minimum stroke width of 0.5 inch.
1 – Case processed in 2022	**H-321.0 Foundations, Walls, and Roof:** Every foundation, exterior wall, roof, and all other exterior surfaces shall be maintained in a workmanlike state of maintenance and repair and shall be kept in such condition as to exclude rodents.	**304.5 Foundation Walls:** Foundation walls shall be maintained plum and free from open cracks and breaks and shall be kept in such condition to prevent the entry of rodents and other pests.
0 – Cases Processed in 2022	**H-321.1 Foundations:** The foundation elements shall adequately support the building at all points.	**304.4 Structural Members** Structural members shall be maintained and free from deterioration and shall be capable of safely supporting the imposed dead and live loads.
0 – Cases Processed in 2022	**H-321.2 Exterior Walls:** Every exterior wall shall be free of holes, breaks, lose or rotting boards or timbers, and any other conditions which might admit rain or dampness to the interior portions of the walls.	**304.6 Exterior Walls:** Exterior walls shall be free from holes, breaks, and loose or rotting materials; and maintained weatherproof and properly surface coated where required to prevent deterioration.
0 – Cases Processed in 2022	**H-321.3 Roofs:** The roof shall be structurally sound, tight, and have no defects which might admit rain; and roof drainage shall be adequate to prevent rainwater from causing dampness in the walls or interior portion of the building.	**304.7 Roofs and drainage:** The roof and flashing shall be sound, tight, and not have defects that admit rain. Roof drainage shall be adequate to prevent dampness or deterioration in the walls or interior portion of the structure.
4 – Cases Processed in 2022	**Sec. 82-233 Offenses and Miscellaneous Provisions:** **Graffiti as nuisance:** The existence of graffiti on public or private property in violation of this article is expressly declared to be a public nuisance and, therefore, is subject to the removal and abatement provisions specified in this article.	**302.9 Defacement of Property:** No person shall willfully or wantonly damage, mutilate or deface any exterior surface of any structure or building on any private or public property by placing thereon any marking, carving, or graffiti. It shall be the responsibility of the owner to restore said surface to an approved state of maintenance and repair.

0 – Cases Processed in 2022	**H-322.0 Stairs, Porches, and Railings:** Stairs and other exit facilities shall be adequate for safety as provided in the building code and shall comply with the following subsections.	**304.10 Stairways, Decks, Porches, and Balconies:** Every exterior stairway, deck, porch and balcony, and all appurtenances attached thereto, shall be maintained structurally sound, in good repair, with proper anchorage and capable of supporting the imposed loads.
0 – Cases Processed in 2022	**H-322.1 Structural safety:** Every outside stair, every porch, and every appurtenance attached thereto shall be so constructed as to be safe to use and capable of supporting the loads to which it is subjected as required by the building code.	**304.9 Overhang Extensions.** Overhang extensions including, but not limited to, canopies, marquees, signs, metal awnings, fire escapes, standpipes and exhaust ducts shall be maintained in good repair and be properly anchored to be kept in a sound condition.
0 – Cases Processed in 2022	**H-322.2 Handrails:** A protective railing shall be required on any unenclosed structure, such as a stair landing or porch 5' or more above the ground and every exterior stair containing 4 risers or more must have a handrail properly installed and sufficiently anchored to safely serve the purpose for which it is installed.	**307.1 Handrails and guardrails** Every exterior and interior flight of stairs having more than four risers shall have a handrail on one side of the stair and every open portion of a stair, landing, balcony, porch, deck, ramp, or other walking surface that is more than 30 inches above the floor or grade below shall have guards. Handrails shall be not less than 30 inches in height
5 – Cases Processed in 2022	**Maintenance of swimming pools is not clearly addressed in currently adopted codes.**	**303.1 Swimming Pools** Swimming pools shall be maintained in a clean and sanitary condition, and in good repair.
0 – Cases Processed in 2022	**Maintenance of swimming pools and their enclosures are not clearly addressed in currently adopted codes.**	**303.2 Enclosures** Private swimming pools, hot tubs, and spas, containing water more than 24 inches in depth shall be surrounded by a fence.
0 – Cases Processed in 2022	**H-323.0 Windows, Doors, and Hatchways:** Every window, exterior door and basement hatchway shall be substantially tight and shall be kept in sound condition and repair.	**304.13 Windows, Skylights and Door Frames:** Every window, skylight, door, and frame shall be kept in sound condition, good repair, and weather tight.
0 – Cases Processed in 2022	**H-323.1 Windows to be glazed:** Every window sash shall be fully supplied with glass windowpanes or an approved substitute which are without open cracks or holes.	**304.13.1 Glazing:** Glazing materials shall be maintained free from cracks and holes.
0 – Cases Processed in 2022	**H-323.3 Windows to be operable:** Every window other than a fixed window, shall be capable of being easily opened and shall be held in position by window hardware.	**304.13.2 Openable windows:** Every window, other than a fixed window, shall be easily openable and capable of being held in position by window hardware.
0 – Cases Processed in 2022	**H-323.4 Door Hardware** Every exterior door, door hinge, and door latch shall be maintained in good condition.	**304.15 Doors:** Exterior doors, door assemblies, operator systems if provided, and hardware shall be maintained in good condition.

0 – Cases Processed in 2022	**H-323.7 Basement or Cellar Hatchways:** Every basement or cellar hatchway shall be so constructed and maintained as to prevent the entrance of rodents, rain, and surface drainage water.	**304.16 Basement hatchways:** Every basement hatchway shall be maintained to prevent the entrance of rodents, rain, and surface drainage water.
0 – Cases Processed in 2022	**H-323.8 Exit doors:** Every exit door, leading directly to or from common halls, stairways, or other means of egress in rooming houses, multi-family or two-family dwellings, shall be capable of being opened from the inside easily and without the use of a key.	**304.18.1 Doors:** Doors providing access to a dwelling unit, rooming unit or housekeeping unit that is rented, leased, or let shall be equipped with a deadbolt lock designed to be readily openable from the side from which egress is to be made without the need for keys, special knowledge, or effort.
0 – Cases Processed in 2022	**H-323.9 Sidewalk:** Every dwelling shall have a hard surfaced, dust proof, walk at least 30" wide from the property line to the residence, or connecting the residence to a hard surfaced drive.	**302.3 Sidewalks and Driveways:** All sidewalks, walkways, stairs, driveways, parking spaces and similar areas shall be kept in a proper state of repair and maintained free from hazardous conditions.
0 – Cases Processed in 2022	**H-324.1 Guards for Basement Windows:** Every basement or cellar window which is openable shall be supplied with corrosion perforated steel sheets, or No. 20 B&S gage aluminum.	**303.17 Guards of Basement Windows:** Every basement window that is openable shall be supplied with rodent shields, storm windows or other approved protection against the entry of rodents.
0 – Cases Processed in 2022	**H-324.2 Insect Screen:** From June 1st to October 15th of each year, every door opening directly from any dwelling or multi-family dwelling to the outdoors, and every window or other outside opening used for ventilation purposes shall be supplied with a screen of not less than sixteen mesh per inch and every swinging screen door shall have a self-closing device in good working condition; except that no such screens shall be required for a dwelling unit above the fifth floor.	**304.14 Insect screens:** During the period from (Date) to (Date), every door, window and other outside opening required for ventilation of habitable rooms, food preparation areas, food service areas or any areas where products to be included or utilized in food for human consumption are processed, manufactured, packaged or stored shall be supplied with approved tightly fitting screen of minimum 16 mesh per inch, and every screen door used for insect control shall have a self-closing device in good working condition.
0 – Cases Processed in 2022	**H-330.0 Interior Structure** No person shall occupy as owner-occupant or let to another for occupancy, any dwelling, multi-family dwelling, dwelling unit, rooming house, rooming unit, or portion thereof, for the purpose of living therein which does not comply with the following requirements.	**305.1 Interior Structure** The interior of a structure and equipment therein shall be maintained in good repair, structurally sound and in a sanitary condition. Occupants shall keep that part of the structure which they occupy or control in a clean and sanitary condition.

0 – Cases Processed in 2022	**H-332.0 Structural Members:** The supporting structural members of every dwelling and multi-dwelling used for human habitation and every structure on the premises shall be maintained structurally sound.	**305.2 Structural Members:** All structural members shall be maintained structurally sound and be capable of supporting the imposed loads.
0 – Cases Processed in 2022	**H-333.0 Interior stairs and railings:** Stairs shall be provided in every dwelling, multi-family dwelling, rooming and boarding house as required by the building code.	**305.5 Handrails and guards:** Every handrail and guard shall be firmly fastened and capable of supporting normally imposed loads.
0 – Cases Processed in 2022	**H-333.1 Maintained in good repair:** All interior stairs of every structure used for human habitation shall be maintained in sound condition.	**305.4 Stairs and Walking Surfaces:** Every stair, ramp, landing, balcony, porch, deck, or other walking surface shall be maintained in sound condition and good repair.
0 – Cases Processed in 2022	**H-333.3 Interior walls, floors, ceilings, doors, and trim:** Every interior wall, ceiling, and floor, or parts thereof shall be maintained in sound condition and good repair, free of any holes, cracks, loose plaster, or other defects that would provide access for insects and rodents.	**305.3 Interior Surfaces:** All interior surfaces, including windows and doors, shall be maintained in good, clean, and sanitary condition. Peeling, chipping, flaking, or abraded paint shall be repaired, removed, or covered. Cracked or loose plaster, decayed wood, and other defective surface conditions shall be corrected.
0 – Cases Processed in 2022	**Maintenance of interior doors is not clearly addressed in currently adopted codes.**	**305.6 Interior Doors.** Every interior door shall fit reasonably well within its frame and shall be capable of being opened and closed by being properly and securely attached to jambs, headers or tracks as intended by the manufacturer of the attachment hardware.
0 – Cases Processed in 2022	**H-334 Bathroom and kitchen floors** Every toilet, bathroom, and kitchen floor surface shall be constructed and maintained to be substantially impervious to water and to permit such floor to be easily kept in a clean and sanitary condition.	**503.4 Floor surface:** In other than dwelling units, every toilet room floor shall be maintained to be a smooth, hard, non-absorbent surface to permit such floor to be easily kept in a clean and sanitary condition.
0 – Cases Processed in 2022	**H-335 Sanitation:** The interior of every dwelling and multi-family dwelling used for human habitation shall be maintained in a clean and sanitary condition free from any accumulation of rubbish or garbage.	**308.1 Accumulation of rubbish or garbage:** Exterior property and premises, and the interior of every structure, shall be free from any accumulation of rubbish or garbage.
Currently Handled Through Health Department	**H-336.0 Insect and Rodent Harborage:** All buildings shall be kept free from rodent infestation, and where insects or rodents are found they shall be promptly exterminated by acceptable processes which will not be injurious to human health.	**309.1 Infestation:** All structures shall be kept free from insect and rodent infestation. All structures in which insects or rodents are found shall be promptly exterminated by approved processes that will not be injurious to human health.

Currently Handled Through Health Department	**H-336.1 Extermination from buildings:** Every owner of a dwelling or multi-family dwelling shall be responsible for the extermination of insects, rodents, vermin, or other pests whenever infestation exists in two (2) or more of the dwelling units, on in the shared or public parts of the structure.	**309.4 Multiple occupancy:** The owner of a structure containing two or more dwelling units, or a non-residential structure shall be responsible for pest elimination in the public or shared areas of the structure and the exterior property.
Currently Handled Through Health Department	**H-336.3 Responsibility of Owner:** Notwithstanding the foregoing provisions, whenever infestation of rodents is caused by a failure of the owner to maintain any dwelling or multi-family dwelling in a rodent-proof condition, extermination of such rodents shall be the responsibility of the owner.	**302.2 Owner:** The owner of any structure shall be responsible for extermination within the structure prior to renting or leasing the structure.
8 – Cases Processed in 2022	**H-336.4 Accessory structure maintenance:** All accessory use structures or buildings, whether attached to the main building or detached therefrom, shall be properly maintained in a clean and sanitary condition, and shall not create a blighting effect on the neighborhood or they shall be removed from the premises.	**302.7 Accessory structures:** Accessory structures, including detached garages, fences, and walls, shall be maintained structurally sound and in good repair.
Not currently enforced.	**Maintenance of clothes dryer exhaust systems are not clearly addressed in currently adopted codes.**	**403.5 Clothes dryer exhaust.** Clothes dryer exhaust systems shall be independent of all other systems and shall be exhausted outside the structure in accordance with the manufacturer's instructions.
Not currently enforced.	**Overcrowding based on square footage is not addressed in currently adopted codes.**	**404.5 Overcrowding** Dwelling units shall not be occupied by more occupants than permitted by the minimum area requirements of table 404.5
Not currently enforced.	**H-401.0 Sanitary Facilities:** The following minimum sanitary facilities shall be supplied and maintained in sanitary, safe working condition. **H-401.1 Water closet** **H-401.2 Lavatory** **H-401.3 Bathtub or Shower** **H-401.4 Kitchen sink**	**502.1 Dwelling units:** Every dwelling unit shall contain its own bathtub or shower, lavatory, water closet, and kitchen sink that shall be maintained in a sanitary, safe working condition. The lavatory shall be placed in the same room as the water closet or located near the door leading directly into the room in which such water closet is located.
Not currently enforced.	**Public toilet facilities are not addressed in currently adopted codes.**	**502.5 Public toilet facilities** Public toilet facilities shall be maintained in a safe, sanitary, and working condition in accordance with the International Plumbing Code. Except for periodic maintenance or cleaning, public access and use shall be provided.

26 – Cases Processed in 2022	**H-402.0 Water and Sewer Systems:** Every kitchen sink, lavatory basin, bathtub or shower and water closet required under the provisions of Section H-401 shall be properly connected to either a public water and sewer system or to an approved private water and sewer system. All sinks, lavatories, bathtubs, and showers shall be supplied with hot and cold running water.	**505.1 Water system:** Every sink, lavatory, bathtub, or shower, drinking fountain, water closet or other plumbing fixture shall be properly connected to either a public water system or to an approved private water system, **506.1 Sanitary drainage system:** Plumbing fixtures shall be properly connected to either a public sewer system or to an approved private sewage disposal system.
Not currently enforced	**H-402.1 Water Heating Facilities:** Every dwelling unit shall be supplied with water heating facilities which are installed connected with hot water lines to the fixtures required to be supplied hot water under section H-402. Water heating facilities shall be capable of heating water to such a temperature as to permit an adequate amount of water to be drawn at every required kitchen sink, lavatory basin, bathtub, shower, and laundry facility or other similar units, at a temperature of not less than one hundred thirty (130) degrees Fahrenheit at any time needed.	**505.4 Water Heating facilities:** Water heating facilities shall be properly installed, maintained and capable of providing an adequate amount of water to be drawn at every required sink, lavatory, bathtub, shower, and laundry facility at a temperature of not less than 120 Degrees Fahrenheit. A gas-burning water heater shall not be in any bathroom, toilet room, bedroom or other occupied room normally kept closed, unless adequate combustion air is provided. An approved combination temperature and pressure-relief valve and relief valve discharge pipe shall be properly installed and maintained on water heaters.
Currently Handled Through Public Works	**City Municipal Code Sec. 118-129 User Reports.** When required by the superintendent, the following users shall submit applicable user questionnaires to the superintendent on forms provided by the superintendent…..	**506.3 Grease interceptors.** Grease interceptors and automatic grease removal devices shall be maintained in accordance with this code and the manufacturer's installation instructions. Grease interceptors and automatic grease removal systems shall be regularly serviced and cleaned to prevent the discharge of oil, grease, and other substances harmful or hazardous to the building drainage system, the public sewer, the private sewage disposal system or the sewage treatment plant or processes.
Not currently enforced	**Storm drainage on individual single-family homes not clearly addressed in currently adopted codes.**	**507.1 Storm Drainage** Drainage of roofs and paved areas, yards and courts, and other open areas on the premises shall not be discharged in a manner that creates a public nuisance.

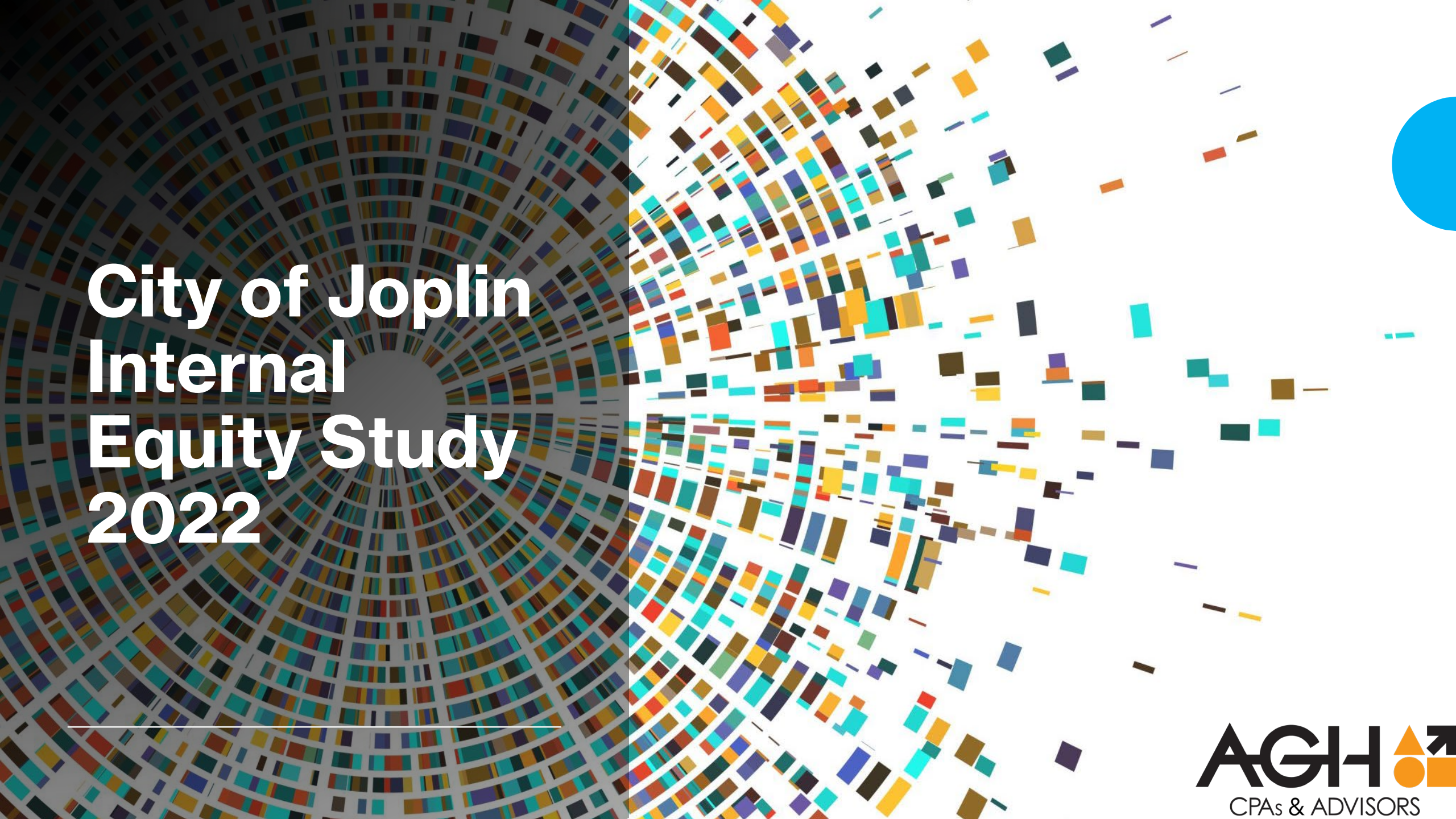
Not currently enforced	**H-403.0 Heating Facilities:** Every dwelling and multi-family dwelling shall have heating facilities and the owner of the heating facilities shall be required to see that they are properly installed, safely maintained and in good working condition at all times, and that they are capable of safely and adequately heating all habitable rooms, bathrooms, and toilet rooms located therein so that an even, comfortable temperature may be maintained at not less than 70 degrees Fahrenheit at 3' above the floor in subzero weather.	**602.2 Residential Occupancies:** Dwellings shall be provided with heating facilities capable of maintaining a room temperature of 65 degrees Fahrenheit in all habitable rooms, bathrooms and toilet rooms based on winter outdoor design temperature for the locality indicated in Appendix D of the International Plumbing Code. Cooking appliances shall not be used to provide space heating to meet the requirements of this section.
15 – Cases Processed in 2022	**H-404 Rubbish storage facilities:** Every multi-family dwelling and dwelling unit shall be supplied with approved containers and covers for the storage of rubbish and the owner, operator, or agent in control of such multi-family dwelling shall be responsible for the removal of such rubbish.	**308.2.1 Rubbish storage facilities:** The owner of every occupied premises shall supply approved covered containers for rubbish, and the owner of the premises shall be responsible for the removal of rubbish.
Not currently enforced	**H-414.0 Electrical Outlets and Fixtures:** All outlets and fixtures shall be installed, maintained, and connected to the source of electric power in accordance with the **provisions of the building code** or the electrical code of the municipality, providing for adequate service, proper fusing, and sufficient outlets. All improper wiring or insulation deterioration or damage or any other hazardous condition shall be corrected.	**604.1 Electrical facilities:** Every occupied building shall be provided with an electrical system in compliance with the requirements of this section and section 605. **604.2 Service:** The size and usage of appliances and equipment shall serve as a basis for determining the need for additional facilities in accordance with NFPA 70. Dwelling units shall be served by a three-wire, 120/240-volt single-phase electrical service having a minimum rating of 60 amperes.
Not currently enforced	**H-421.0 Minimum Ceiling Heights:** Habitable rooms in existing buildings, except as provided in section H-112, shall have a clear ceiling height of not less than seven and one-third (7 1/3) feet, except that in attics or top half-stories the ceiling height shall not be less than seven (7) feet over not less than one-third (1/3) of the area when used for sleeping, study, or similar activity.	**404.3 Minimum Ceiling Heights:** Habitable spaces, hallways, corridors, laundry areas, bathrooms, toilet rooms, habitable basement areas shall have a clear ceiling height of not less than 7 feet.

Not currently enforced	**H-422.0 Required Space in Dwelling Units:** Every dwelling unit shall contain a minimum gross floor area of not less than one hundred (100) square feet for each additional occupant. The floor area shall be calculated based on the total area of all habitable rooms.	**404.2 Minimum Room Widths:** A habitable room, other than a kitchen, shall not be less than 7 feet in any plan dimensions. Kitchens shall have a clear passageway of not less than 3 feet between counter fronts and appliances or counter fronts and walls.
Not currently enforced	**H-423.0 Required Space in Sleeping Rooms:** In every dwelling unit, every room occupied for sleeping purposes by one (1) occupant shall have a minimum gross floor area of at least seventy (70) square feet. Every room occupied for sleeping purposes by more than one (1) occupant shall contain at least fifty (50) square feet of floor are for each occupant thereof.	**404.4.1 Area for Sleeping Purposes:** Every bedroom occupied by one person shall contain at least 70 square feet of floor area, and every bedroom occupied by more than one person shall contain at least 50 square feet of floor area for each occupant thereof. **404.4.2 Access from Bedroom:** Bedrooms shall not constitute the only means of access to other bedrooms or habitable spaces and shall not serve as the only means of egress from other habitable spaces.
Not currently enforced	**H-425.0 Location of bath and second sleeping room:** No residence building or dwelling unit containing two (2) or more sleeping rooms shall have such room arrangement that access to a bathroom or water closet compartment intended for use by occupants of more than one sleeping room can be had only by going through another sleeping room.	**404.4.3 Water closet accessibility:** Every bedroom shall have access to not less than one water closet and one lavatory without passing through another bedroom. Every bedroom in a dwelling unit shall have access to not less than one water closet and lavatory located in the same story as the bedroom or an adjacent story.
Not currently enforced	**H-431.0 Natural Light in Habitable Rooms:** Every habitable room shall have at least one (1) window of approved size facing directly to the outdoors or to a court. The minimum total window area measured between stops, for every habitable room shall be ten (10) percent of the floor area of such reem, except in kitchens when artificial light may be provided in accordance with the provisions of the building code.	**402.1 Habitable Spaces:** Every habitable space shall have at least one window of approved size facing directly to the outdoors or to a court. The minimum total glazed area for every habitable space shall be 8 percent of the floor area of such room. Wherever walls or other portions of a structure face a window of any room and such obstructions are located less than 3 feet from the window and extend to a level above that of the ceiling of the room, such window shall not be deemed to face directly to the outdoors nor to a court and shall not be included as contributing to the required minimum total window area for the room.

Currently handled through Fire department.	**H-433.0 Light in Common Halls and Stairways** Every common hall and inside stairway in every dwelling, other than one family dwellings, shall be always adequately lighted with an illumination of at least five (5) lumens per square foot in the darkest portion of the normally traveled stairs and passageways.	**402.2 Common Halls and Stairways:** Every common hall and stairway in residential occupancies, other than in one- and two-family dwellings, shall be always lighted with at least a 60-watt standard incandescent light bulb for each 200 square feet of floor area or equivalent illumination, provided that the spacing between lights shall not be greater than 30 feet.
Not currently enforced	**H-434.0 Electrical outlets required:** Where there is electric service available, within 150 feet of the premises on which there is located a building or structure designed or intended to be used for residential purposes, every habitable room of a dwelling or multi-family dwelling at least two (2) separate remote outlets, one of which may be a ceiling or wall type electric light fixture. In kitchen, three (3) separate and remote wall type, grounded, electric convenience outlets.	**605.2 Receptacles:** Every habitable space in a dwelling shall contain not less than two separate and remote receptacle outlets. Every laundry area shall contain not less than one grounding-type receptacle or a receptacle with a ground fault circuit interrupter. Every bathroom shall contain not less than one receptacle. Any new bathroom receptacle outlet shall have ground fault circuit interrupter protection. All receptacle outlets shall have the appropriate faceplate cover.
Not currently enforced	**H-434.1 Extension Cords:** Extension cords shall not exceed twelve (12) feet in length or be fastened to any surface with nails, staples, or other fasteners not shall they be run through a wall.	**605.4 Wiring** Flexible cords shall not be used for permanent wiring, or for running through doors, windows, or cabinets, or concealed within walls, floors, or ceilings.
Currently handled through Fire department.	**2018 International Fire Code Sec. 1103.3.2 Elevator emergency operation.** Existing elevators with a travel distance of 25 feet or more above or below the main floor or other level of a building and intended to serve the needs of emergency personnel for firefighting or rescue purposes shall be provided with emergency operation in accordance with ASME A17.3.	**606.1 Elevators, Escalators and Dumbwaiters.** Elevators, dumbwaiters, and escalators shall be maintained in compliance with ASME A17.1. The most current certificate of inspection shall be always on display within the elevator or attached to the escalator or dumbwaiter, be available for public inspection in the office of the building operator or be posted in a publicly conspicuous location approved by the code official. **606.2 Elevators.** In buildings equipped with passenger elevators, not less than one elevator shall be maintained in operation at all times when the building is occupied.
Not currently enforced	**H-435.0 Adequate Ventilation:** Every habitable room shall have at least one (1) window which can e easily opened, or such other device as will adequately ventilate the room.	**403.1 Habitable spaces:** Every habitable space shall have not less than one openable window. The total openable area of the window in every room shall equal not less than 45 percent of the minimum glazed area required in Section 402.1

Not currently enforced	**H-436.0 Ventilation and light in bathroom and water closet:** Every bathroom and water closet compartment shall comply with the light and ventilation requirements for habitable rooms as required by sections H-431 and H-434, except that no window shall be required in bathrooms or water closet compartments equipped with an appropriate ventilation system.	**403.2 Bathrooms and toilet rooms:** Every bathroom and toilet room shall comply with the ventilation requirements for habitable spaces as required by section 403.1, except that a window shall not be required in such spaces equipped with a mechanical ventilation system. Air exhausted by a mechanical ventilation system from a bathroom or toilet room shall discharge to the outdoors and shall not be recirculated.
Not Currently Enforced	**H-441.1 Two Means of Egress:** Every dwelling shall provide two (2) means of egress, a front door and a rear door. In existing residences with one exit door, at least one window in each bedroom shall be a double hung window maintained in good working condition no higher than twenty-eight (28) inches above the floor with removable screen or storm screen to be used as a means of exit.	**702.1 Means of egress:** A safe, continuous, and unobstructed path of travel shall be provided from any point in a building or structure to the public way. Means of egress shall comply with the International Fire Code. **702.4 Emergency Escape Openings:** Required emergency escape and rescue openings shall be operational from the inside of the room without the use of keys or tools.
Currently handled through Fire department	These minimum standards and many others dealing with fire safety are currently addressed in the 2018 International Fire Code and all of the standards identified in the International Property Maintenance Code compliment the IFC.	**701.2 Fire Safety Requirements Responsibility** The owner of the premises shall provide and maintain such fire safety facilities and equipment in compliance with these requirements.
		702.1 Means of Egress A safe, continuous, and unobstructed path of travel shall be provided from any point in a building or structure to the public way.
		702.3 Locked Doors Means of egress doors shall be readily openable from the side from which egress is to be made without the need for keys, special knowledge, or effort except where the door hardware conforms to that permitted by the international Building Code.
		704.6.1.1 Single and multiple-station smoke alarms Group R-1 Single- or multiple-station smoke alarms shall be installed in all the following locations in group R-1: 1.) In sleeping areas 2.) In every room in the path of the means of egress from the sleeping area to the door. 3.) In each story within a dwelling unit, including basements but not including crawl spaces and uninhabitable attics.

City of Joplin Internal Equity Study 2022

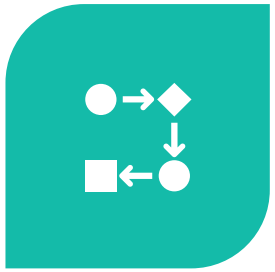


AGH CPAs & ADVISORS

Agenda



BACKGROUND



PROCESS



KEY RECOMMENDATIONS



NEXT STEPS

AGH CPAs & ADVISORS

Prior City Actions

- Market study and across-the-board adjustment to pay
- Adoption of compensation philosophy
- Update to job descriptions
    - FLSA review

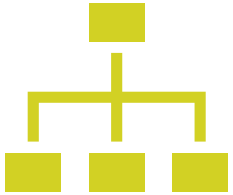
Compensation Philosophy

- Provide a broad framework for the City Council, management, employees, and citizens
- To understand and guide decisions that affect pay
- Reflect the importance public employees play in the delivery of services and programs to the community
  - Compensation is a measure of that importance
- Provide fair and equitable treatments of all employees
- Maintain market competitive pay and comparability with jurisdictions that are most likely to affect recruitment and retention of employees

Internal Equity



Systematic evaluation of internal positions (compensable factors)



Position alignment internally



Unique aspects of the City

Process

- Project kick-off
- Develop compensable factors & levels
- Assign values for all positions
- Provide and confirm recommendations
- Present findings

AGH CPAs & ADVISORS

Key Recommendations

Revised Classification System

Adoption of compensable factors

Revised Salary Administration Plan

Recommended by the City Project Team

Compensable Factors

Knowledge
Responsibility/Accountability
Leadership
Fiscal Responsibility
Work Impact
Problem Solving
Customer Service
Physical Working Conditions
Mental Stress

Knowledge Factor Levels

Level	Description
1	High school or GED
2	High school / GED + additional certification & licensure High school/ GED + <2 years experience
3	Associate degree or High school / GED + >3 years experience
4	Bachelor's or High school /GED + >5 years experience Associate' degree + 3 years or more of experience
5	Master's or Bachelor's + 5 years or more Associate degree + 7 years or more of experience High school + 10 years or more of experience
6	Professional Degree/License

AGH CPAs & ADVISORS

Responsibility/Accountability Factor Levels

Level	Description
1	Makes contributions on an individual basis and may work as part of a team; plans for own work as directed by supervisor. Follows policies developed by others.
2	Implements short-term plans for a team or work group. Follows policies developed by others.
3	Implements short and long-term plans for a team or work group. Interprets policies affecting the team and may suggest policy revisions for division or department.
4	Develops and implements short and long-term plans for a recognized unit of a division or department. Recommends and enforces policies for the department.
5	Develops and implements short and long-term plans for a division and/or community partner and participates in planning for the organization and/or community. Assists in developing, implementing, and enforcing policies affecting entire department/division and participates in policy development for entire organization and/or community.
6	Develops and integrates short and long-term plans for the organization, department, and/or community. Develops and implements policies affecting diverse organizational components, entire organization, and/or external partners.

Leadership Factor Levels

Level	Description
1	Takes direction from others; directs own work tasks in conjunction with supervisor or established guidelines.
2	May assign tasks or project work to small work group/team and/or coordinate the work of others; provides informal training and coaching.
3	Delegates tasks and coordinates the work of others to accomplish set objectives; provides informal and formal training, feedback, and coaching.
4	Delegates tasks and coordinates the work of others to accomplish set objectives and/or may be a designated leader/trainer of the division/department; maintains responsibility for performance development, coaches, trains, and/or participates in performance feedback and discipline. Recommends decisions related to hiring, promotions, compensation, employee development, discipline, and termination.
5	Delegates tasks and works with others to develop goals, projects, and timelines. Is a designated leader of the division/department; maintains responsibility for performance development, coaches, trains, and delivers performance feedback including discipline and termination. Makes decisions related to hiring, promotions, compensation, employee development, discipline, and termination.
6	Assigns broad objectives, goals, projects, and timelines. Is a designated key leader of the organization; maintains responsibility for performance development, coaches, trains, and delivers performance feedback including discipline and termination; recognized as an organizational leader. Makes decisions related to hiring, promotions, compensation, employee development, discipline, and termination.

Fiscal Responsibility Factor Levels

Level	Description
1	Has no fiscal or budgetary responsibility and/or has no authority to make financial commitments or purchases. Follows financial policies developed by others. Work duties carry little to no budgetary risk or involve use of tools/equipment.
2	Has limited fiscal or budgetary responsibility. Has limited authority to make financial commitments or purchases and/or all purchases must be reviewed and approved. Work duties carry some budgetary risk and/or involve tools/equipment that would be of limited financial impact if damaged (i.e., power and hand tools, light construction equipment, city-owned vehicles and/or property).
3	Has some fiscal or budgetary responsibility. Has authority to make financial commitments or purchases up to $1,000.00 without review/approval. Provides input to the development and implementation of short and long-term financial plans for a division or department. May assist in budget development or responsibility and/or work duties carry budgetary risk and/or regularly involve tools/equipment that would be of significant financial impact if damaged (i.e., medium to heavy construction equipment/machinery, specialized city-owned vehicles and/or property).
4	Has significant fiscal or budgetary responsibility. Has authority to make financial commitments or purchases up to $3,000.00 without review/approval. Significantly involved in the development and implementation of short and long-term financial plans for a division or department. Maintains budget responsibility.
5	Has significant fiscal or budgetary responsibility across department, division, or the organization. Has authority to make financial commitments or purchases without review/approval. Leads the development and implementation of short and long-term financial plans for the division, department or the community. Maintains full budget responsibility.

Work Impact Factor Levels

Level	Description
1	Limited decision making. Decisions are determined by specific instructions from supervisor and/or by following existing policies and procedures. Work is reviewed by self and others. Work has little impact beyond the immediate work unit or timely provision of limited services to others.
2	Limited decision making. Decisions are determined by specific instructions from supervisor and/or by following existing policies and procedures. Work is reviewed by self and others. Work product or service affects the accuracy, reliability, or acceptability of further processes or services.
3	Some decisions not affecting others can be made independently; generally receive guidance from supervisor. Work is reviewed by self and others. Work product or service affects the accuracy, reliability, or acceptability of further processes or services.
4	Most decisions can be made independently according to policy and established guidelines; generally have limited guidance from direct supervisor. Work is reviewed by self and may be reviewed by others on a limited basis. Work product or service affects the design or operation of systems, programs, or equipment.
5	Decisions are made independently based on organizational policy; generally limited supervision. Work is reviewed by self and may be reviewed by others on a limited basis. Work product or service affects a wide range of departmental or organizational activities and impact the work unit's results.
6	Decisions are made independently based on organizational policy and strategic priorities; generally little to no supervision. Work is reviewed by self and may be reviewed by others on a limited basis. Work product or service affects a wide range of departmental or organizational activities and impacts the organization's results as well as programs, missions or the well-being of others.

Problem Solving Factor Levels

Level	Description
1	Exerts minimal mental effort; tasks are usually pre-defined and require little analytical reasoning. Most duties are routine, defined and consistent from day to day. Minimal problem solving is required.
2	Exerts some mental effort to apply standard processes and procedures to complete work. Most duties are assigned then employee arranges tasks in order to complete duties according to established procedures or standards. Problem solving is accomplished in conjunction with supervisor and may require researching information.
3	Exerts mental effort to apply standard processes or procedures as determined by the situation. Most duties are self determined, planned and arranged by performer. Problem solving is accomplished in conjunction with supervisor and may require researching information, adapting work processes to obtain results, and/or may require the development of innovative solutions.
4	Exerts mental effort to apply standard processes or procedures as determined by the situation. Most duties are self determined, planned and arranged by performer. Problem solving is accomplished in conjunction with supervisor and may require researching information or adapting work processes to obtain results. Problem solving requires industry or technical knowledge and/or requires the development of innovative solutions.
5	Exerts significant mental effort; limited processes and procedures are available and analytical problem solving is required. Duties are self-defined with complete flexibility in scheduling and accomplishing tasks. Problem solving is accomplished by employee independently most of the time, requires researching information and adapting work processes to obtain results. Problem solving requires extensive knowledge (industry or technical) and/or frequently requires the development of innovative solutions that directly impact the department, organization, and/or community.
6	Exerts significant mental effort in multiple disciplines; limited processes and procedures are available and analytical problem solving is required. Duties are self-defined and change frequently, requiring reprioritization. Problem solving is accomplished by employee independently most of the time, requires researching information and adapting work processes to obtain results. Problem solving requires planning and development of technical solutions and/or administrative issues; and/or regularly requires the development of innovative solutions that directly impact the department, organization, and/or community.

Customer Service Factor Levels

Level	Description
1	Works in isolation or performs work with little contact with others outside of primary supervisor/work group.
2	Performs work that requires some interaction with others outside of primary supervisory/work group to complete tasks.
3	Performs work that requires working cooperatively with diverse groups of individuals across different levels of the organization and external to the organization. Work requires frequent contact with others on routine matters. Work duties may contribute to the creation of an inclusive environment at the division/department level.
4	Performs work that requires working cooperatively with diverse groups of individuals across all levels of the organization and external to the organization. Work requires frequent contact with others on routine matters and handling complaints, issues, or emotional situations. Work duties contribute to the creation of an inclusive environment at the division/department level.
5	Performs work that requires working cooperatively with diverse groups of individuals across all levels of the organization and external to the organization. Work requires frequent contact with others regarding non-routine problems requiring in-depth discussion and/or persuasion to obtain resolution. Work duties contribute to the creation of an inclusive environment at the division, department, or organizational level.
6	Performs work that requires working cooperatively with diverse groups of individuals across all levels of the organization and external to the organization. Work requires frequent contact with internal and external stakeholders requiring influence that could have a significant impact on the organization. Work duties contribute to the creation of an inclusive environment at the division, department, and organizational level.

Physical Working Conditions Factor Levels

Level	Description
1	Exertion of little to no physical effort; little to no exposure to physical risk or hazards.
2	Exertion of limited physical effort; limited exposure to physical risk or hazards.
3	Exertion of periodic physical effort and/or periodic exposure to risk or hazards (mitigated by use of PPE and/or following proper operating instructions; failure of safety measures or PPE would not cause great physical harm); and/or extended hours for exempt employees without compensation.
4	Exertion of frequent physical effort and/or frequent exposure to physical risk or hazards (failure of safety measures or PPE would cause great physical harm but would not be life-threatening).
5	Exertion of regular or daily, significant physical effort and/or regular exposure to significant physical risk or hazards (failure of safety measures or PPE could be life-threatening).

Mental Stress Factor Levels

Level	Description
1	Exertion of limited or non-sustained mental focus; limited exposure to situations with the potential for impact to mental health (i.e., life or death situations, crisis management, emotionally charged communications, situations involving the health/safety of others); breaks may be limited due to nature of work.
2	Exertion of periodic mental focus; periodic exposure to job situations that have the potential for significant impact to mental health (i.e., life or death situations, crisis management, emotionally charged communications, situations involving the health/safety of others); and/or breaks are limited due to nature of work.
3	Exertion of regular, significant, and/or sustained mental focus; regular exposure to job situations that have the potential for significant impact to mental health (i.e., life or death situations, crisis management, emotionally charged communications, situations involving the health/safety of others); and/or breaks are limited due to nature of work.

Evaluating positions

1. Review job description
2. Assign level for each compensable factor
3. Use a calculation to assign total value for position
4. Group similarly valued positions

Examples

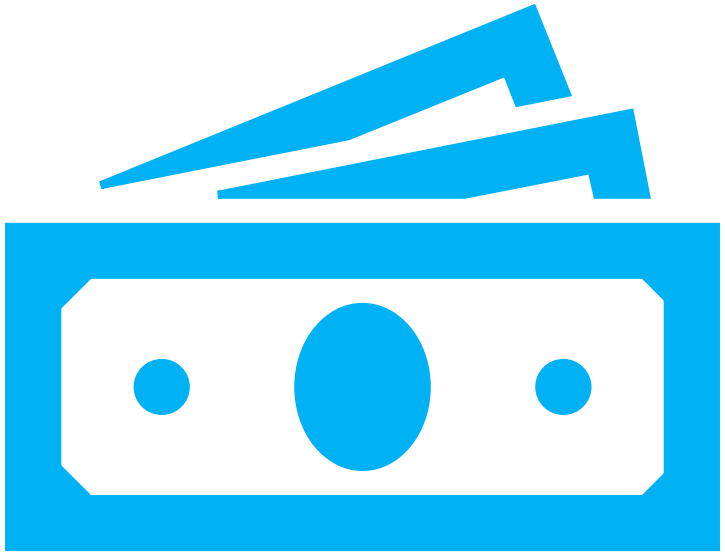
Compensable Factor	Automotive Service Worker	Legal Specialist
Knowledge / Skill	Level 2	Level 3
Resp. / Account.	Level 1	Level 1
Leadership	Level 1	Level 1
Fiscal resp.	Level 2	Level 2
Work impact	Level 3	Level 3
Problem solving	Level 2	Level 4
Customer service	Level 2	Level 4
Physical working conditions	Level 4	Level 1
Mental stress	Level 1	Level 1

AGH CPAs & ADVISORS

Final results

- A systematic, ordered listing of positions determined by the internal equity value

Position Placement Using Current Salary Administration Plan



AGH CPAs & ADVISORS

Placement in current system

Options:

- Within new grade at same step
- Minimum of new grade

Challenges

Current Talent Environment – Macro

- Low unemployment
- High quit rates
- High inflation
- Wage pressure
- Demographic shifts



Competition

Current Talent Environment – City

- Staff vacancies
- Pending retirements
- 2021 turnover

Turnover Cost

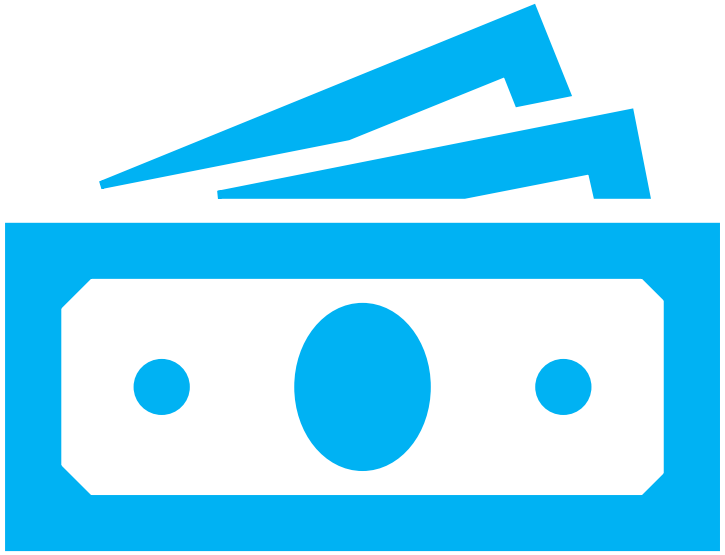
- 202 FT employees 1/1/21 thru 7/22/22
- Average annual compensation = $42,500
- Average turnover costs 100% of salary

=$8.585 million

Pay Competitiveness and Comparability

- Competitive at a minimum with the average pay of comparator organizations in the primary labor market
  - Goal: Leader in the local market; at least 90% in the regional market

Revised Salary Administration Plan



Recommended Next Steps

- Adopt classification system presented by AGH
- Adopt City staff revised pay plan

Questions



INTERNAL EQUITY IMPLEMENTATION

COJ Team | APRIL 10, 2023

INTERNAL EQUITY IMPLEMENTATION

Background and History

- The organization has prioritized pay adjustments to be more competitive and to ensure the ability to deliver services.
- In November 2020, the City Council approved a 9% pay adjustment for all city employees
- This was an incremental adjustment that did not solve all pay issues (equity & competitiveness)
- Following the adjustment, there was support from the Council to continue improving the City's pay plan by addressing "internal equity".

INTERNAL EQUITY IMPLEMENTATION

Background and History

- Before internal equity adjustments could be identified, job descriptions had to be updated.
- The job description project started in 2021 and completed in August of 2021, resulting in updated job descriptions for all positions and an FLSA status review
- Funds for an Internal Equity Study were included in the FY22 Budget
  - to determine the proper placement of positions within the pay plan
  - recommending starting wages of the structure to meet State minimum wage along with the "informal" minimum wage of $15.00 per hour

INTERNAL EQUITY IMPLEMENTATION

Background and History

- In 2021 and 2022, the economy began changing dramatically
- Other City efforts highlighted a much bigger need for pay changes and staffing needs
- Available funding did not seem adequate to meet needs (see presentation on May 9)
- This led to collective bargaining and "Proposition Public Safety"
- "Proposition Public Safety" did not pass leaving the City without a long term solution to needs

INTERNAL EQUITY IMPLEMENTATION

Background and History

- Work began to identify an incremental adjustment for pay which prioritized Public Safety
- The Internal Equity Study was presented to City Council on Aug 8, 2022

INTERNAL EQUITY IMPLEMENTATION

WAGE IMPROVEMENTS FOR SWORN POLICE

- The City and the Police Fraternal Order of Police (FOP) began work to develop a new pay plan utilizing those anticipated available funds,
- This effort resulted in a five-year collective bargaining agreement supported almost unanimously by the FOP and ratified by the City Council in September of 2022 with an effective date of September 10, 2022

INTERNAL EQUITY IMPLEMENTATION

WAGE IMPROVEMENTS FOR SWORN POLICE

- Here are some highlights of the agreement:
  - New Pay Plan granting an average 11.7% increase at implementation
  - Guaranteed 3% annual merit step increases (15% over life of contract)
  - Contract allowed current employees to transition to their current step on the new pay plan, which helps avoid compression and gives current sworn police a higher average wage increase
  - Tier I employees will be eligible for re-hire in same position, pay, accrual levels and sick leave balances, starting a new retirement plan under LAGERS

INTERNAL EQUITY IMPLEMENTATION

WAGE IMPROVEMENTS FOR FIRE DEPARTMENT

- Following the approval of the FOP collective bargaining agreement, the City began working with the International Association of Firefighters (IAFF) on a similar new pay plan, utilizing those same excess funds and collective bargaining agreement with the fire department
- This effort resulted in a five-year collective bargaining agreement supported almost unanimously by the IAFF and ratified by the City Council in January of 2023, with an effective date of late December of 2022

INTERNAL EQUITY IMPLEMENTATION

WAGE IMPROVEMENTS FOR FIRE DEPARTMENT

- Here are some highlights of the agreement:
  - New Pay Plan granting an average 11.2% increase at implementation
  - Guaranteed 3% annual merit step increases (15% over life of contract)
  - Contract allowed current employees to transition to their current step on the new pay plan, which helps avoid compression and gives current covered fire employees a higher average wage increase
  - Tier I employees will be eligible for re-hire in same position, pay, accrual levels and sick leave balances starting a new retirement plan under LAGERS

INTERNAL EQUITY IMPLEMENTATION

WAGE IMPROVEMENTS FOR POLICE AND FIRE

- Wage improvements, along with other operational changes, have resulted in a decrease in open positions in the police department to ten
- Wage improvements, along with other operational changes in the fire department have resulted in four open positions (including the 3 use tax positions) with approximately 100 applicants when hiring for Station 7

Funding Internal Equity

MAY 9, 2022

REVENUE GROWTH	AMOUNT
Avg Sales Tax Growth (2%)-General	$300,000
Avg Sales Tax Growth (2%)-Public Safety	$150,000
Est Northpark TIF Payoff-General	$320,000
Est Northpark TIF Payoff-Public Safety	$160,000
ESTIMATED TOTAL REVENUE GROWTH	**$930,000**
PROJECTED USE TAX BREAKDOWN	**AMOUNT**
~~1% General~~	~~$1,184,000~~
~~½% General for Pension~~	~~$592,000~~
½% General for Public Safety	**$592,000**
~~¼% Parks/Stormwater~~	~~$296,000~~
~~½% Transportation~~	~~$592,000~~
~~3/8% Capital Improvement~~	~~$444,000~~
ESTIMATED GRAND TOTAL FUNDING	**$1,522,000**

CURRENT GENERAL FUND

- **FY2022 Sales Tax Growth was 1.8% over FY 2021 Sales Tax Increase of 12.5%.**
- **FY2023 budgeted 2% Increase over FY2022 projections**

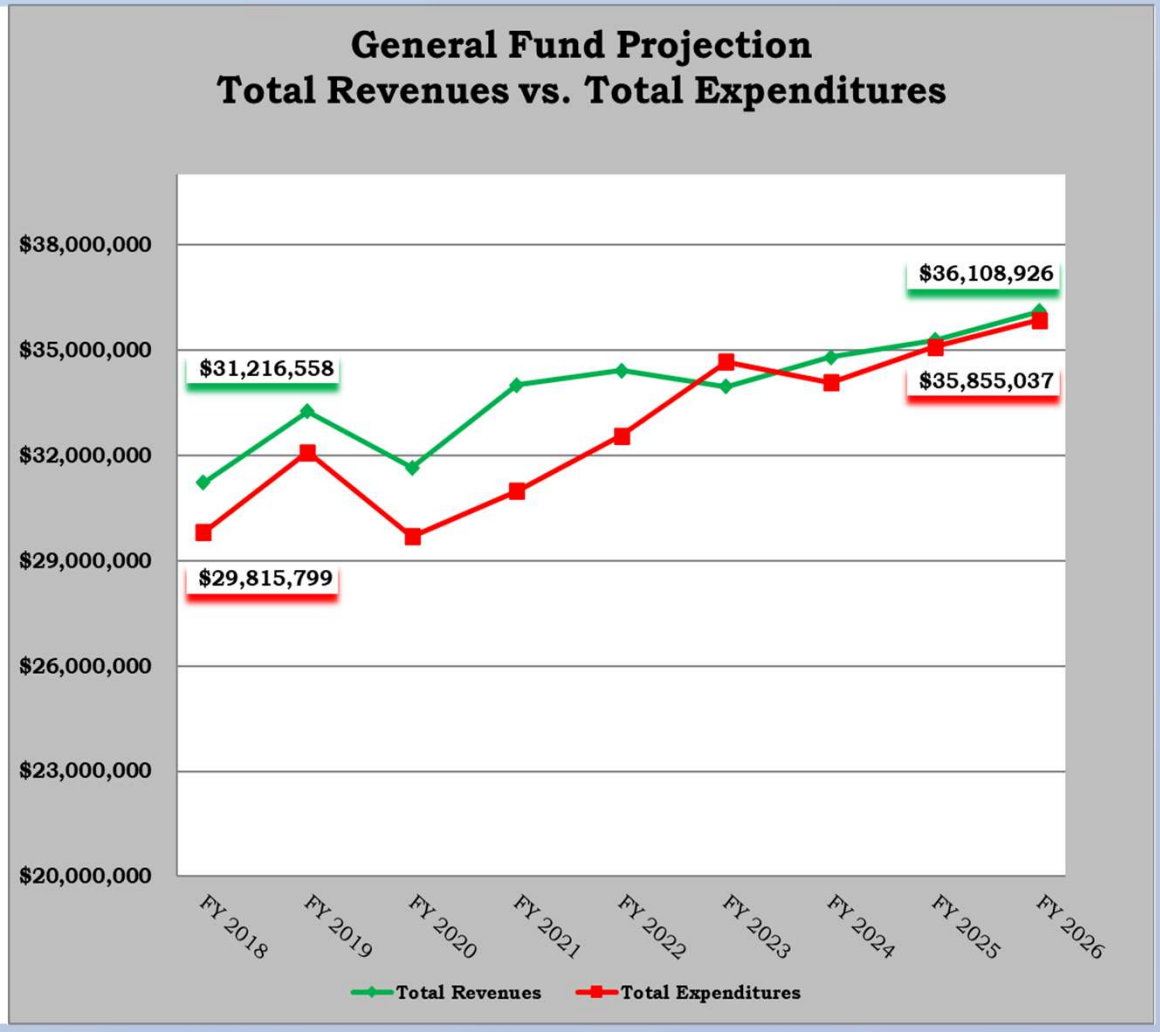
REVENUE GROWTH	AMOUNT
General Sales Tax	$2,000,000
Northpark Crossing TIF Payoff	$228,000
Estimated Revenue Growth	$2,228,000
Less: Collective Bargaining Agreement Implementation	($1,214,000)
Less: Collective Bargaining FY2023 Step Increase	($307,000)
Less: FY2023 4% Inflation Adjustment (General Fund Employees)	($215,000)
Less Expenditures	($1,736,000)
Net Change	$492,000

Cost Across All Funds

FUND	ESTIMATED COST	FUND	ESTIMATED COST
General	$430,000	SWM	$25,000
Public Safety ST	$1,000	Planning	$26,000
CVB	$16,500	Airport	$79,000
Health	$100,000	Golf Course	$27,000
Parks	$106,000	Sewer	$137,000
Parks/SW ST	$94,000	Garage	$4,700
TST	$272,000	Communications	$114,000
CIP ST	$3,000	TOTAL	1,435,200

Sustainability

Assumptions:
1. Use Tax Proceeds not included in projections
2. Sales Tax Increase of 2%
3. Varying changes for remaining revenues based on past history
4. Anticipated wage adjustments for FY2023, then 4% average over 3 years.
5. Operational Supply increase of 1% annually
6. Other Purchases increase of 1% annually, not including one-time costs
7. Varying capital replacement levels
8. 1% decrease in general fund transfers out
9. Will require an increase to certain fees & charges



Outcome

Summary:

- If the Internal Equity plan is approved:
  - Per Person FOP/IAFF adjustments average $10,073
  - Per Person General Employee adjustments average $6,386

What is Internal Equity?

- **Internal Equity is an outcome when positions are fairly placed on a pay plan**
- **It is different than “market” equity and positions could still be paid more/less than peers in other organizations**
- **This is achieved by having an objective framework for evaluating positions**
- **The objective framework protects the organization from claims of unfair treatment and administrative/political biases**

INTERNAL EQUITY IMPLEMENTATION

COMPENSABLE FACTORS

- Compensable Factors:
  - Knowledge
  - Responsibility and Accountability
  - Leadership
  - Fiscal Responsibility
  - Work Impact
  - Problem Solving
  - Customer Service
  - Physical Working Conditions
  - Mental Stress

INTERNAL EQUITY IMPLEMENTATION

COMPENSABLE FACTORS

- Positions were scored by an internal group of employees across departments to ensure fairness
- Scores from the internal group were validated by AGH
- Positions were then grouped by AGH based on compensable factors

INTERNAL EQUITY IMPLEMENTATION

INTERNAL EQUITY

- New pay plan implements recommended internal equity structure
- Starting annual wage of $28,392 built around adopted police and fire pay plans
- Reduction in number of grades from 24 to 15
- 2.5% steps rather than 2%
- Minimum placement only
- No guaranteed step increases

Why is it important?

INTERNAL EQUITY IMPLEMENTATION

Organizational Challenges

- The City has had difficulty hiring positions across multiple departments
- This challenge has led to the reduction of services and without additional pay adjustments more reductions may have to occur

INTERNAL EQUITY IMPLEMENTATION

Organizational Challenges

- Several Departments are operating under critical staffing shortages, jeopardizing various citizen programs and services
  - Summary of Service Reductions/Changes
    - Pools
    - Transit
    - Public Safety
    - Street Maintenance
    - Project Management
    - Communications (911)
- Future Challenges
  - WIC
  - ARPA Delivery
  - Capital Project Delivery
  - Public Safety
- Currently the City has 60 employees eligible to retire over the next 3 years including 42 who are eligible to retire this year

INTERNAL EQUITY IMPLEMENTATION

Future Outlook

- Approval of the new pay plan won't guarantee that further reduction of services may happen
- A long-term solution is still necessary for organization
- The Finance Committee is continuing to evaluate the City's finances

Option March 2023

Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18
1	Cook	$ 13.650	$ 13.991	$ 14.341	$ 14.700	$ 15.067	$ 15.444	$ 15.830	$ 16.226	$ 16.631	$ 17.047	$ 17.473	$ 17.910	$ 18.358	$ 18.817	$ 19.287	$ 19.769	$ 20.264	
	Court Assistant I	$ 28,392	$ 29,102	$ 29,829	$ 30,575	$ 31,339	$ 32,123	$ 32,926	$ 33,749	$ 34,593	$ 35,458	$ 36,344	$ 37,253	$ 38,184	$ 39,139	$ 40,117	$ 41,120	$ 42,148	
	Custodian																		
	Transit Dispatcher																		
2	Administrative Assistant	$ 14.742	$ 15.111	$ 15.488	$ 15.876	$ 16.272	$ 16.679	$ 17.096	$ 17.524	$ 17.962	$ 18.411	$ 18.871	$ 19.343	$ 19.826	$ 20.322	$ 20.830	$ 21.351	$ 21.885	
	Breastfeeding Peer Counselor Coordinator	$ 30,663	$ 31,430	$ 32,216	$ 33,021	$ 33,847	$ 34,693	$ 35,560	$ 36,449	$ 37,360	$ 38,294	$ 39,252	$ 40,233	$ 41,239	$ 42,270	$ 43,327	$ 44,410	$ 45,520	
	Court Compliance Officer I																		
	Laborer I																		
	Police Services Assistant																		
	Tourism Assistant																		
	Transit Driver I																		
	Utility Locator																		
	Wastewater Laboratory Assistant																		
	WIC Certifier																		
3	Automotive Service Worker	$ 15.921	$ 16.319	$ 16.727	$ 17.146	$ 17.574	$ 18.014	$ 18.464	$ 18.925	$ 19.399	$ 19.884	$ 20.381	$ 20.890	$ 21.412	$ 21.948	$ 22.496	$ 23.059	$ 23.635	
	Court Assistant II	$ 33,116	$ 33,944	$ 34,793	$ 35,663	$ 36,554	$ 37,468	$ 38,405	$ 39,365	$ 40,349	$ 41,358	$ 42,392	$ 43,452	$ 44,538	$ 45,651	$ 46,793	$ 47,962	$ 49,162	
	Engineering Assistant																		
	Laborer II																		
	Recreation Leader																		
	Transit Driver II																		
4	Accounting Specialist	$ 17.195	$ 17.625	$ 18.066	$ 18.517	$ 18.980	$ 19.455	$ 19.941	$ 20.440	$ 20.951	$ 21.474	$ 22.011	$ 22.561	$ 23.125	$ 23.704	$ 24.296	$ 24.904	$ 25.526	
	Airport Operations Worker	$ 35,766	$ 36,660	$ 37,576	$ 38,516	$ 39,479	$ 40,466	$ 41,477	$ 42,514	$ 43,577	$ 44,667	$ 45,783	$ 46,928	$ 48,101	$ 49,303	$ 50,536	$ 51,799	$ 53,094	
	Assistant City Clerk																		
	Automotive Technician I																		
	Court Compliance Officer II																		
	Crime Analyst/Accreditation Coordinator																		
	CVB Marketing Specialist																		
	Engineering Technician																		
	Equipment Operator																		
	Evidence Technician																		
	HR Specialist																		
	Legal Specialist																		
	Neighborhood Improvement Officer																		
	Park Ranger																		
	Parks Caretaker																		
	Recreation Coordinator																		
	Transit Driver III																		
	Wastewater Laboratory Technician																		
	Wastewater Plant Operator																		
	Wastewater Plant Utility Worker																		
10	Airport Police Officer	$ 18.915	$ 19.387	$ 19.872	$ 20.369	$ 20.878	$ 21.400	$ 21.935	$ 22.483	$ 23.046	$ 23.622	$ 24.212	$ 24.818	$ 25.438	$ 26.074	$ 26.726	$ 27.394	$ 28.079	
	Animal Control Officer	$ 39,342	$ 40,326	$ 41,334	$ 42,367	$ 43,427	$ 44,512	$ 45,625	$ 46,766	$ 47,935	$ 49,133	$ 50,361	$ 51,621	$ 52,911	$ 54,234	$ 55,590	$ 56,979	$ 58,404	

Option March 2023

Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18
	Building Inspector																		
	Building Maintenance Technician																		
	Construction Inspector																		
	Detention Officer																		
	Environmental Public Health Specialist I																		
	Executive Asst/Secretary to City Manager																		
	Heavy Equipment Operator																		
	Parks Facilities Maintenance Technician																		
	Public Safety Communications Operator																		
	Traffic, Markings and Sign Technician																		
11	Automotive Technician II	$ 20.806	$ 21.326	$ 21.859	$ 22.406	$ 22.966	$ 23.540	$ 24.129	$ 24.732	$ 25.350	$ 25.984	$ 26.633	$ 27.299	$ 27.982	$ 28.681	$ 29.398	$ 30.133	$ 30.887	
	Communications Technician	$ 43,277	$ 44,358	$ 45,467	$ 46,604	$ 47,769	$ 48,963	$ 50,188	$ 51,442	$ 52,728	$ 54,046	$ 55,398	$ 56,783	$ 58,202	$ 59,657	$ 61,149	$ 62,677	$ 64,244	
	Environmental Public Health Specialist II																		
	GIS Technician																		
	Lead Case Investigator/Contact Tracer																		
	Lead Cemetery Caretaker																		
	Lead Parks Caretaker																		
	Nutritionist I																		
	Property Negotiator/Appraiser																		
	Traffic Signal Technician																		
	Wastewater Plant Technician																		
	Wastewater Pretreatment Technician																		
20	Airport Operations Supervisor	$ 21.846	$ 22.392	$ 22.952	$ 23.526	$ 24.114	$ 24.717	$ 25.335	$ 25.968	$ 26.618	$ 27.283	$ 27.965	$ 28.664	$ 29.381	$ 30.115	$ 30.868	$ 31.640	$ 32.431	$ 33.242
	Chief Wastewater Plant Operator	$ 45,440	$ 46,576	$ 47,741	$ 48,934	$ 50,158	$ 51,412	$ 52,697	$ 54,014	$ 55,365	$ 56,749	$ 58,168	$ 59,622	$ 61,112	$ 62,640	$ 64,206	$ 65,811	$ 67,456	$ 69,143
	Chief Wastewater Plant Technician																		
	Community Health Planner/Educator																		
	Jail Shift Supervisor																		
	Nutritionist II																		
	Transit Driver Supervisor																		
	Utility Billing Supervisor																		
	Wastewater Laboratory Supervisor																		
21	Accountant	$ 24.031	$ 24.632	$ 25.248	$ 25.879	$ 26.526	$ 27.189	$ 27.869	$ 28.565	$ 29.279	$ 30.011	$ 30.762	$ 31.531	$ 32.319	$ 33.127	$ 33.955	$ 34.804	$ 35.674	$ 36.566
	Community Health Nurse	$ 49,984	$ 51,234	$ 52,515	$ 53,828	$ 55,173	$ 56,553	$ 57,967	$ 59,416	$ 60,901	$ 62,424	$ 63,984	$ 65,584	$ 67,223	$ 68,904	$ 70,627	$ 72,392	$ 74,202	$ 76,057
	Fire Apparatus Fleet Manager																		
	IT Analyst																		
	Land Surveyor																		
	Planner																		
	Plans Reviewer																		
	Public Safety Communications Supervisor																		
	Recycling Coordinator																		
	Wastewater Pretreatment Inspector																		
22	Assistant CVB Director/Director of Sales	$ 26.434	$ 27.095	$ 27.772	$ 28.467	$ 29.178	$ 29.908	$ 30.655	$ 31.422	$ 32.207	$ 33.013	$ 33.838	$ 34.684	$ 35.551	$ 36.440	$ 37.351	$ 38.284	$ 39.242	$ 40.223

Option March 2023

Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18
	Building Maintenance Supervisor	$ 54,983	$ 56,357	$ 57,766	$ 59,211	$ 60,691	$ 62,208	$ 63,763	$ 65,357	$ 66,991	$ 68,666	$ 70,383	$ 72,142	$ 73,946	$ 75,794	$ 77,689	$ 79,632	$ 81,622	$ 83,663
	Communications Technician Manager																		
	Fleet Maintenance Supervisor																		
	Golf Course Professional																		
	HR Safety Manager																		
	Jail Administrator																		
	Regional Response Planner																		
	Transportation Coordinator																		
23	Assistant Wastewater Plant Superintendent	$ 29.077	$ 29.804	$ 30.550	$ 31.313	$ 32.096	$ 32.898	$ 33.721	$ 34.564	$ 35.428	$ 36.314	$ 37.222	$ 38.152	$ 39.106	$ 40.084	$ 41.086	$ 42.113	$ 43.166	$ 44.245
	Athletic Facilities Superintendent	$ 60,481	$ 61,993	$ 63,543	$ 65,132	$ 66,760	$ 68,429	$ 70,140	$ 71,893	$ 73,690	$ 75,533	$ 77,421	$ 79,356	$ 81,340	$ 83,374	$ 85,458	$ 87,595	$ 89,785	$ 92,029
	Cemetery Superintendent																		
	Emergency Management Coordinator																		
	Financial Analyst																		
	Golf Course Maintenance Supervisor																		
	Infrastructure Maintenance Supervisor																		
	Medical Services Coordinator																		
	Museum Curator																		
	Network Administrator																		
	Parks Maintenance Superintendent																		
	Public Information Officer																		
	Public Safety Communications Manager																		
	WIC Services Coordinator																		
24	Airport Manager	$ 31.985	$ 32.785	$ 33.604	$ 34.445	$ 35.306	$ 36.188	$ 37.093	$ 38.020	$ 38.971	$ 39.945	$ 40.944	$ 41.967	$ 43.017	$ 44.092	$ 45.194	$ 46.324	$ 47.482	$ 48.669
	Assistant City Prosecutor	$ 66,529	$ 68,192	$ 69,897	$ 71,645	$ 73,436	$ 75,272	$ 77,154	$ 79,082	$ 81,059	$ 83,086	$ 85,163	$ 87,292	$ 89,474	$ 91,711	$ 94,004	$ 96,354	$ 98,763	$ 101,232
	Capital Improvement Project Manager																		
	Chief Building Official																		
	Civil Engineer I																		
	Infrastructure Superintendent																		
	Police Captain																		
	Wastewater Plant Superintendent																		
30	Assistant Director of Health	$ 35.184	$ 36.063	$ 36.965	$ 37.889	$ 38.836	$ 39.807	$ 40.802	$ 41.822	$ 42.868	$ 43.940	$ 45.038	$ 46.164	$ 47.318	$ 48.501	$ 49.714	$ 50.957	$ 52.230	$ 53.536
	Assistant Director of Planning, Development	$ 73,182	$ 75,012	$ 76,887	$ 78,809	$ 80,779	$ 82,799	$ 84,869	$ 86,991	$ 89,165	$ 91,395	$ 93,679	$ 96,021	$ 98,422	$ 100,882	$ 103,405	$ 105,990	$ 108,639	$ 111,355
	Assistant Director of Public Works-Operations																		
	Assistant Finance Director																		
	Assistant Parks Director																		
	City Prosecutor																		
	Civil Engineer II																		
	Deputy Fire Chief																		
40	Assistant City Attorney	$ 38.702	$ 39.670	$ 40.661	$ 41.678	$ 42.720	$ 43.788	$ 44.883	$ 46.005	$ 47.155	$ 48.334	$ 49.542	$ 50.781	$ 52.050	$ 53.351	$ 54.685	$ 56.052	$ 57.454	$ 58.890
	Assistant Director of Public Works-Engineering	$ 80,500	$ 82,513	$ 84,576	$ 86,690	$ 88,857	$ 91,079	$ 93,356	$ 95,690	$ 98,082	$ 100,534	$ 103,047	$ 105,623	$ 108,264	$ 110,971	$ 113,745	$ 116,589	$ 119,503	$ 122,491
	Assistant Police Chief																		
	CVB Director																		

Option March 2023

Grade	Position	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18
	Municipal Court Administrator																		
41	Community Health Director	$ 42.572	$ 43.637	$ 44.728	$ 45.846	$ 46.992	$ 48.167	$ 49.371	$ 50.605	$ 51.870	$ 53.167	$ 54.496	$ 55.859	$ 57.255	$ 58.686	$ 60.154	$ 61.657	$ 63.199	$ 64.779
	Deputy Director of Public Works	$ 88,550	$ 90,764	$ 93,033	$ 95,359	$ 97,743	$ 100,187	$ 102,691	$ 105,259	$ 107,890	$ 110,587	$ 113,352	$ 116,186	$ 119,090	$ 122,068	$ 125,119	$ 128,247	$ 131,454	$ 134,740
	Director of IT																		
	Director of Planning, Development and NI																		
	Finance Director																		
	Fire Chief																		
	HR Director/Risk Manager																		
	Parks & Recreation Director																		
42	Assistant City Manager	$ 46.830	$ 48.000	$ 49.200	$ 50.430	$ 51.691	$ 52.983	$ 54.308	$ 55.666	$ 57.057	$ 58.484	$ 59.946	$ 61.444	$ 62.981	$ 64.555	$ 66.169	$ 67.823	$ 69.519	$ 71.257
	Police Chief	$ 97,405	$ 99,841	$ 102,337	$ 104,895	$ 107,517	$ 110,205	$ 112,960	$ 115,785	$ 118,679	$ 121,646	$ 124,687	$ 127,804	$ 131,000	$ 134,275	$ 137,631	$ 141,072	$ 144,599	$ 148,214
	Public Works Director																		
1	Cashier	$ 13.650																	
	Lifeguard																		
	Museum Assistant																		
	Outside Service Attendant																		
	Recreation Instructor																		
	School Crossing Guard																		
2	Clerk	$ 14.742																	
	Interpreter/Translator																		
	Laborer																		
	Peer Counselor																		
	Pool Operator																		
	Utility Assistant																		
3	Aquatic Supervisor	$ 15.921																	
	Athletic Coordinator																		
	Concessions Coordinator																		
	Day Camp Director																		
	Golf Lead Cashier																		
	School Crossing Guard Coordinator																		

CITY OF JOPLIN
INTERNAL EQUITY
Mar-23

POSITION	CURRENT ANNUAL MIN	CURRENT ANNUAL MAX	PROPOSED ANNUAL MIN	PROPOSED ANNUAL MAX	CURRENT HOURLY MIN	CURRENT HOURLY MAX	PROPOSED HOURLY MIN	PROPOSED HOURLY MAX
COOK	$ 22,917	$ 33,386	$ 28,392	$ 42,148	$ 11.018	$ 16.051	$ 13.650	$ 20.264
COURT ASSISTANT I	$ 26,527	$ 38,645	$ 28,392	$ 42,148	$ 12.754	$ 18.579	$ 13.650	$ 20.264
CUSTODIAN	$ 25,262	$ 25,262	$ 28,392	$ 42,148	$ 12.145	$ 17.693	$ 13.650	$ 20.264
TRANSIT DISPATCHER	$ 26,527	$ 38,645	$ 28,392	$ 42,148	$ 12.754	$ 18.579	$ 13.650	$ 20.264
ADMINISTRATIVE ASSISTANT	$ 27,851	$ 40,574	$ 30,663	$ 45,520	$ 13.390	$ 19.507	$ 14.742	$ 21.885
BREASTFEEDING PEER COUNSELOR COORD	$ 27,851	$ 40,574	$ 30,663	$ 45,520	$ 13.390	$ 19.507	$ 14.742	$ 21.885
COURT COMPLIANCE OFFICER I	$ 29,242	$ 42,600	$ 30,663	$ 45,520	$ 14.059	$ 20.481	$ 14.742	$ 21.885
LABORER I	$ 25,262	$ 25,262	$ 30,663	$ 45,520	$ 12.145	$ 17.693	$ 14.742	$ 21.885
POLICE SERVICES ASSISTANT	$ 29,242	$ 42,600	$ 30,663	$ 45,520	$ 14.059	$ 20.481	$ 14.742	$ 21.885
TOURISM ASSISTANT	$ 27,851	$ 40,574	$ 30,663	$ 45,520	$ 13.390	$ 19.507	$ 14.742	$ 21.885
TRANSIT DRIVER I	$ 26,527	$ 38,645	$ 30,663	$ 45,520	$ 12.754	$ 18.579	$ 14.742	$ 21.885
UTILITY LOCATOR	$ 29,242	$ 42,600	$ 30,663	$ 45,520	$ 14.059	$ 20.481	$ 14.742	$ 21.885
WASTEWATER LABORATORY ASSISTANT	$ 27,851	$ 40,574	$ 30,663	$ 45,520	$ 13.390	$ 19.507	$ 14.742	$ 21.885
WIC CERTIFIER	$ 25,262	$ 25,262	$ 30,663	$ 45,520	$ 12.145	$ 17.693	$ 14.742	$ 21.885
AUTOMOTIVE SERVICE WORKER	$ 27,851	$ 40,574	$ 33,116	$ 49,162	$ 13.390	$ 19.507	$ 15.921	$ 23.635
COURT ASSISTANT II	$ 30,707	$ 44,734	$ 33,116	$ 49,162	$ 14.763	$ 21.507	$ 15.921	$ 23.635
ENGINEERING ASSISTANT	$ 29,242	$ 42,600	$ 33,116	$ 49,162	$ 14.059	$ 20.481	$ 15.921	$ 23.635
LABORER II	$ 27,851	$ 40,574	$ 33,116	$ 49,162	$ 13.390	$ 19.507	$ 15.921	$ 23.635
RECREATION LEADER	$ 27,851	$ 40,574	$ 33,116	$ 49,162	$ 13.390	$ 19.507	$ 15.921	$ 23.635
TRANSIT DRIVER II	$ 27,851	$ 40,574	$ 33,116	$ 49,162	$ 13.390	$ 19.507	$ 15.921	$ 23.635
ACCOUNTING SPECIALIST	$ 33,854	$ 49,319	$ 35,766	$ 53,094	$ 16.276	$ 23.711	$ 17.195	$ 25.526
AIRPORT OPERATIONS WORKER	$ 26,527	$ 38,645	$ 35,766	$ 53,094	$ 12.754	$ 18.579	$ 17.195	$ 25.526
ASSISTANT CITY CLERK	$ 35,550	$ 51,790	$ 35,766	$ 53,094	$ 17.091	$ 24.899	$ 17.195	$ 25.526
AUTOMOTIVE TECHNICIAN I	$ 33,854	$ 49,319	$ 35,766	$ 53,094	$ 16.276	$ 23.711	$ 17.195	$ 25.526
COURT COMPLIANCE OFFICER II	$ 33,854	$ 49,319	$ 35,766	$ 53,094	$ 16.276	$ 23.711	$ 17.195	$ 25.526
CRIME ANALYST/ACCREDITATION COORD	$ 35,550	$ 51,790	$ 35,766	$ 53,094	$ 17.091	$ 24.899	$ 17.195	$ 25.526
CVB MARKETING SPECIALIST	$ 30,707	$ 44,734	$ 35,766	$ 53,094	$ 14.763	$ 21.507	$ 17.195	$ 25.526
ENGINEERING TECHNICIAN	$ 35,550	$ 51,790	$ 35,766	$ 53,094	$ 17.091	$ 24.899	$ 17.195	$ 25.526

CITY OF JOPLIN
INTERNAL EQUITY
Mar-23

POSITION	CURRENT ANNUAL MIN	CURRENT ANNUAL MAX	PROPOSED ANNUAL MIN	PROPOSED ANNUAL MAX	CURRENT HOURLY MIN	CURRENT HOURLY MAX	PROPOSED HOURLY MIN	PROPOSED HOURLY MAX
EQUIPMENT OPERATOR	$ 29,242	$ 42,600	$ 35,766	$ 53,094	$ 14.059	$ 20.481	$ 17.195	$ 25.526
EVIDENCE TECHNICIAN	$ 33,854	$ 49,319	$ 35,766	$ 53,094	$ 16.276	$ 23.711	$ 17.195	$ 25.526
HR SPECIALIST	$ 33,854	$ 49,319	$ 35,766	$ 53,094	$ 16.276	$ 23.711	$ 17.195	$ 25.526
LEGAL SPECIALIST	$ 33,854	$ 49,319	$ 35,766	$ 53,094	$ 16.276	$ 23.711	$ 17.195	$ 25.526
NEIGHBORHOOD IMPROVEMENT OFFICER	$ 35,550	$ 51,790	$ 35,766	$ 53,094	$ 17.091	$ 24.899	$ 17.195	$ 25.526
PARK RANGER	$ 33,854	$ 49,319	$ 35,766	$ 53,094	$ 16.276	$ 23.711	$ 17.195	$ 25.526
PARKS CARETAKER	$ 29,242	$ 42,600	$ 35,766	$ 53,094	$ 14.059	$ 20.481	$ 17.195	$ 25.526
RECREATION COORDINATOR	$ 30,707	$ 44,734	$ 35,766	$ 53,094	$ 14.763	$ 21.507	$ 17.195	$ 25.526
TRANSIT DRIVER III	$ 29,242	$ 42,600	$ 35,766	$ 53,094	$ 14.059	$ 20.481	$ 17.195	$ 25.526
WASTEWATER LABORATORY TECHNICIAN	$ 35,550	$ 51,790	$ 35,766	$ 53,094	$ 17.091	$ 24.899	$ 17.195	$ 25.526
WASTEWATER PLANT OPERATOR	$ 33,854	$ 49,319	$ 35,766	$ 53,094	$ 16.276	$ 23.711	$ 17.195	$ 25.526
WASTEWATER PLANT UTILITY WORKER	$ 27,851	$ 40,574	$ 35,766	$ 53,094	$ 13.390	$ 19.507	$ 17.195	$ 25.526
AIRPORT POLICE OFFICER	$ 33,404	$ 49,899	$ 39,342	$ 58,404	$ 16.060	$ 23.990	$ 18.915	$ 28.079
ANIMAL CONTROL OFFICER	$ 30,707	$ 44,734	$ 39,342	$ 58,404	$ 14.763	$ 21.507	$ 18.915	$ 28.079
BUILDING INSPECTOR	$ 39,191	$ 57,093	$ 39,342	$ 58,404	$ 18.842	$ 27.449	$ 18.915	$ 28.079
BUILDING MAINTENANCE TECHNICIAN	$ 37,324	$ 54,374	$ 39,342	$ 58,404	$ 17.944	$ 26.141	$ 18.915	$ 28.079
CONSTRUCTION INSPECTOR	$ 39,191	$ 57,093	$ 39,342	$ 58,404	$ 18.842	$ 27.449	$ 18.915	$ 28.079
DETENTION OFFICER	$ 29,242	$ 42,600	$ 39,342	$ 58,404	$ 14.059	$ 20.481	$ 18.915	$ 28.079
ENVIRONMENTAL PUBLIC HEALTH SPEC I	$ 39,191	$ 57,093	$ 39,342	$ 58,404	$ 18.842	$ 27.449	$ 18.915	$ 28.079
EXECUTIVE ASST/SECRETARY TO CM	$ 35,550	$ 51,790	$ 39,342	$ 58,404	$ 17.091	$ 24.899	$ 18.915	$ 28.079
HEAVY EQUIPMENT OPERATOR	$ 33,854	$ 49,319	$ 39,342	$ 58,404	$ 16.276	$ 23.711	$ 18.915	$ 28.079
PARKS FACILITIES MATINENANCE TECHNICIAN	$ 30,707	$ 44,734	$ 39,342	$ 58,404	$ 14.763	$ 21.507	$ 18.915	$ 28.079
PUBLIC SAFETY COMMUNICATIONS OPERATOR	$ 33,854	$ 49,319	$ 39,342	$ 58,404	$ 16.276	$ 23.711	$ 18.915	$ 28.079
TRAFFIC, MARKINGS AND SIGN TECHNICIAN	$ 30,707	$ 44,734	$ 39,342	$ 58,404	$ 14.763	$ 21.507	$ 18.915	$ 28.079
AUTOMOTIVE TECHNICIAN II	$ 37,324	$ 54,374	$ 43,277	$ 64,244	$ 17.944	$ 26.141	$ 20.806	$ 30.887
COMMUNICATIONS TECHNICIAN	$ 43,206	$ 62,942	$ 43,277	$ 64,244	$ 20.772	$ 30.261	$ 20.806	$ 30.887
ENVIRONMENTAL PUBLIC HEALTH SPECIALIST II	$ 43,206	$ 62,942	$ 43,277	$ 64,244	$ 20.772	$ 30.261	$ 20.806	$ 30.887
GIS TECHNICIAN	$ 39,191	$ 57,093	$ 43,277	$ 64,244	$ 18.842	$ 27.449	$ 20.806	$ 30.887
LEAD CASE INVESTIGATOR/CONTACT TRACER	$ 41,148	$ 59,945	$ 43,277	$ 64,244	$ 19.783	$ 28.820	$ 20.806	$ 30.887

CITY OF JOPLIN
INTERNAL EQUITY
Mar-23

POSITION	CURRENT ANNUAL MIN	CURRENT ANNUAL MAX	PROPOSED ANNUAL MIN	PROPOSED ANNUAL MAX	CURRENT HOURLY MIN	CURRENT HOURLY MAX	PROPOSED HOURLY MIN	PROPOSED HOURLY MAX
LEAD CEMETERY CARETAKER	$ 35,550	$ 51,790	$ 43,277	$ 64,244	$ 17.091	$ 24.899	$ 20.806	$ 30.887
LEAD PARKS CARETAKER	$ 35,550	$ 51,790	$ 43,277	$ 64,244	$ 17.091	$ 24.899	$ 20.806	$ 30.887
NUTRITIONIST I	$ 37,324	$ 54,374	$ 43,277	$ 64,244	$ 17.944	$ 26.141	$ 20.806	$ 30.887
PROPERTY NEGOTIATOR/APPRAISER	$ 39,191	$ 57,093	$ 43,277	$ 64,244	$ 18.842	$ 27.449	$ 20.806	$ 30.887
TRAFFIC SIGNAL TECHNICIAN	$ 35,550	$ 51,790	$ 43,277	$ 64,244	$ 17.091	$ 24.899	$ 20.806	$ 30.887
WASTEWATER PLANT TECHNICIAN	$ 37,324	$ 54,374	$ 43,277	$ 64,244	$ 17.944	$ 26.141	$ 20.806	$ 30.887
WASTEWATER PRETREATMENT TECHNICIAN	$ 41,148	$ 59,945	$ 43,277	$ 64,244	$ 19.783	$ 28.820	$ 20.806	$ 30.887
AIRPORT OPERATIONS SUPERVISOR	$ 37,324	$ 54,374	$ 45,440	$ 69,143	$ 17.944	$ 26.141	$ 21.846	$ 33.242
CHIEF WASTEWATER PLANT OPERATOR	$ 35,550	$ 51,790	$ 45,440	$ 69,143	$ 17.091	$ 24.899	$ 21.846	$ 33.242
CHIEF WASTEWATER PLANT TECHNICIAN	$ 43,206	$ 62,942	$ 45,440	$ 69,143	$ 20.772	$ 30.261	$ 21.846	$ 33.242
COMMUNITY HEALTH PLANNER/EDUCATOR	$ 41,148	$ 59,945	$ 45,440	$ 69,143	$ 19.783	$ 28.820	$ 21.846	$ 33.242
JAIL SHIFT SUPERVISOR	$ 35,550	$ 51,790	$ 45,440	$ 69,143	$ 17.091	$ 24.899	$ 21.846	$ 33.242
NUTRITIONIST II	$ 41,148	$ 59,945	$ 45,440	$ 69,143	$ 19.783	$ 28.820	$ 21.846	$ 33.242
TRANSIT DRIVER SUPERVISOR	$ 30,707	$ 44,734	$ 45,440	$ 69,143	$ 14.763	$ 21.507	$ 21.846	$ 33.242
UTILITY BILLING SUPERVISOR	$ 41,148	$ 59,945	$ 45,440	$ 69,143	$ 19.783	$ 28.820	$ 21.846	$ 33.242
WASTEWATER LABORATORY SUPERVISOR	$ 45,367	$ 68,761	$ 45,440	$ 69,143	$ 21.811	$ 33.058	$ 21.846	$ 33.242
ACCOUNTANT	$ 47,636	$ 72,200	$ 49,984	$ 76,057	$ 22.902	$ 34.712	$ 24.031	$ 36.566
COMMUNITY HEALTH NURSE	$ 47,636	$ 72,200	$ 49,984	$ 76,057	$ 22.902	$ 34.712	$ 24.031	$ 36.566
FIRE APPARATUS FLEET MANAGER	$ 43,206	$ 62,942	$ 49,984	$ 76,057	$ 20.772	$ 30.261	$ 24.031	$ 36.566
IT ANALYST	$ 43,206	$ 62,942	$ 49,984	$ 76,057	$ 20.772	$ 30.261	$ 24.031	$ 36.566
LAND SURVEYOR	$ 43,206	$ 62,942	$ 49,984	$ 76,057	$ 20.772	$ 30.261	$ 24.031	$ 36.566
PLANNER	$ 41,148	$ 59,945	$ 49,984	$ 76,057	$ 19.783	$ 28.820	$ 24.031	$ 36.566
PLANS REVIEWER	$ 45,367	$ 68,761	$ 49,984	$ 76,057	$ 21.811	$ 33.058	$ 24.031	$ 36.566
PUBLIC SAFETY COMMUNICATIONS SUPERVISOR	$ 41,148	$ 59,945	$ 49,984	$ 76,057	$ 19.783	$ 28.820	$ 24.031	$ 36.566
RECYCLING COORDINATOR	$ 37,324	$ 54,374	$ 49,984	$ 76,057	$ 17.944	$ 26.141	$ 24.031	$ 36.566
WASTEWATER PRETREATMENT INSPECTOR	$ 45,367	$ 68,761	$ 49,984	$ 76,057	$ 21.811	$ 33.058	$ 24.031	$ 36.566
ASSISTANT CVB DIRECTOR/DIRECTOR OF SALES	$ 43,206	$ 62,942	$ 54,983	$ 83,663	$ 20.772	$ 30.261	$ 26.434	$ 40.223
BUILDING MAINTENANCE SUPERVISOR	$ 43,206	$ 62,942	$ 54,983	$ 83,663	$ 20.772	$ 30.261	$ 26.434	$ 40.223

CITY OF JOPLIN
INTERNAL EQUITY
Mar-23

POSITION	CURRENT ANNUAL MIN	CURRENT ANNUAL MAX	PROPOSED ANNUAL MIN	PROPOSED ANNUAL MAX	CURRENT HOURLY MIN	CURRENT HOURLY MAX	PROPOSED HOURLY MIN	PROPOSED HOURLY MAX
COMMUNICATIONS TECHNICIAN MANAGER	$ 47,636	$ 72,200	$ 54,983	$ 83,663	$ 22.902	$ 34.712	$ 26.434	$ 40.223
FLEET MAINTENANCE SUPERVISOR	$ 45,367	$ 68,761	$ 54,983	$ 83,663	$ 21.811	$ 33.058	$ 26.434	$ 40.223
GOLF COURSE PROFESSIONAL	$ 45,367	$ 68,761	$ 54,983	$ 83,663	$ 21.811	$ 33.058	$ 26.434	$ 40.223
HR SAFETY MANAGER	$ 50,018	$ 75,810	$ 54,983	$ 83,663	$ 24.047	$ 36.447	$ 26.434	$ 40.223
JAIL ADMINISTRATOR	$ 47,636	$ 72,200	$ 54,983	$ 83,663	$ 22.902	$ 34.712	$ 26.434	$ 40.223
REGIONAL RESPONSE PLANNER	$ 47,636	$ 72,200	$ 54,983	$ 83,663	$ 22.902	$ 34.712	$ 26.434	$ 40.223
TRANSPORTATION COORDINATOR	$ 47,636	$ 72,200	$ 54,983	$ 83,663	$ 22.902	$ 34.712	$ 26.434	$ 40.223
ASSISTANT WASTEWATER PLANT SUPERINTENDEN	$ 47,636	$ 72,200	$ 60,481	$ 92,029	$ 22.902	$ 34.712	$ 29.077	$ 44.245
ATHLETIC FACILITIES SUPERINTENDENT	$ 50,018	$ 75,810	$ 60,481	$ 92,029	$ 24.047	$ 36.447	$ 29.077	$ 44.245
CEMETERY SUPERINTENDENT	$ 50,018	$ 75,810	$ 60,481	$ 92,029	$ 24.047	$ 36.447	$ 29.077	$ 44.245
EMERGENCY MANAGEMENT COORDINATOR	$ 47,636	$ 72,200	$ 60,481	$ 92,029	$ 22.902	$ 34.712	$ 29.077	$ 44.245
FINANCIAL ANALYST	$ 50,018	$ 75,810	$ 60,481	$ 92,029	$ 24.047	$ 36.447	$ 29.077	$ 44.245
GOLF COURSE MAINTENANCE SUPERVISOR	$ 41,148	$ 59,945	$ 60,481	$ 92,029	$ 19.783	$ 28.820	$ 29.077	$ 44.245
INFRASTRUCTURE MAINTENANCE SUPERVISOR	$ 45,367	$ 68,761	$ 60,481	$ 92,029	$ 21.811	$ 33.058	$ 29.077	$ 44.245
MEDICAL SERVICES COORDINATOR	$ 50,018	$ 75,810	$ 60,481	$ 92,029	$ 24.047	$ 36.447	$ 29.077	$ 44.245
MUSEUM CURATOR	$ 50,018	$ 75,810	$ 60,481	$ 92,029	$ 24.047	$ 36.447	$ 29.077	$ 44.245
NETWORK ADMINISTRATOR	$ 55,146	$ 83,584	$ 60,481	$ 92,029	$ 26.513	$ 40.184	$ 29.077	$ 44.245
PARKS MAINTENANCE SUPERINTENDENT	$ 50,018	$ 75,810	$ 60,481	$ 92,029	$ 24.047	$ 36.447	$ 29.077	$ 44.245
PUBLIC INFORMATION OFFICER	$ 47,636	$ 72,200	$ 60,481	$ 92,029	$ 22.902	$ 34.712	$ 29.077	$ 44.245
PUBLIC SAFETY COMMUNICATIONS MANAGER	$ 43,206	$ 62,942	$ 60,481	$ 92,029	$ 20.772	$ 30.261	$ 29.077	$ 44.245
WIC SERVICES COORDINATOR	$ 47,636	$ 72,200	$ 60,481	$ 92,029	$ 22.902	$ 34.712	$ 29.077	$ 44.245
AIRPORT MANAGER	$ 52,520	$ 79,603	$ 66,529	$ 101,232	$ 25.250	$ 38.271	$ 31.985	$ 48.669
ASSISTANT CITY PROSECUTOR	$ 52,520	$ 79,603	$ 66,529	$ 101,232	$ 25.250	$ 38.271	$ 31.985	$ 48.669
CAPITAL IMPROVEMENT PROJECT MANAGER	$ 50,018	$ 75,810	$ 66,529	$ 101,232	$ 24.047	$ 36.447	$ 31.985	$ 48.669
CHIEF BUILDING OFFICIAL	$ 55,146	$ 83,584	$ 66,529	$ 101,232	$ 26.513	$ 40.184	$ 31.985	$ 48.669
CIVIL ENGINEER I	$ 52,520	$ 79,603	$ 66,529	$ 101,232	$ 25.250	$ 38.271	$ 31.985	$ 48.669
INFRASTRUCTURE SUPERINTENDENT	$ 55,146	$ 83,584	$ 66,529	$ 101,232	$ 26.513	$ 40.184	$ 31.985	$ 48.669
POLICE CAPTAIN	$ 65,000	$ 98,318	$ 66,529	$ 101,232	$ 31.250	$ 47.268	$ 31.985	$ 48.669
WASTEWATER PLANT SUPERINTENDENT	$ 55,146	$ 83,584	$ 66,529	$ 101,232	$ 26.513	$ 40.184	$ 31.985	$ 48.669

CITY OF JOPLIN
INTERNAL EQUITY
Mar-23

POSITION	CURRENT ANNUAL MIN	CURRENT ANNUAL MAX	PROPOSED ANNUAL MIN	PROPOSED ANNUAL MAX	CURRENT HOURLY MIN	CURRENT HOURLY MAX	PROPOSED HOURLY MIN	PROPOSED HOURLY MAX
ASSISTANT DIRECTOR OF HEALTH	$ 57,902	$ 87,761	$ 73,182	$ 111,355	$ 27.838	$ 42.193	$ 35.184	$ 53.536
ASSISTANT DIRECTOR OF PLANNING, DEVELOPME	$ 57,902	$ 87,761	$ 73,182	$ 111,355	$ 27.838	$ 42.193	$ 35.184	$ 53.536
ASSISTANT DIRECTOR OF PW-OPERATIONS	$ 60,799	$ 92,151	$ 73,182	$ 111,355	$ 29.230	$ 44.303	$ 35.184	$ 53.536
ASSISTANT FINANCE DIRECTOR	$ 60,799	$ 92,151	$ 73,182	$ 111,355	$ 29.230	$ 44.303	$ 35.184	$ 53.536
ASSISTANT PARKS DIRECTOR	$ 57,902	$ 87,761	$ 73,182	$ 111,355	$ 27.838	$ 42.193	$ 35.184	$ 53.536
CITY PROSECUTOR	$ 55,146	$ 83,584	$ 73,182	$ 111,355	$ 26.513	$ 40.184	$ 35.184	$ 53.536
CIVIL ENGINEER II	$ 57,902	$ 87,761	$ 73,182	$ 111,355	$ 27.838	$ 42.193	$ 35.184	$ 53.536
DEPUTY FIRE CHIEF	$ 68,000	$ 102,856	$ 73,182	$ 111,355	$ 32.692	$ 49.450	$ 35.184	$ 53.536
ASSISTANT CITY ATTORNEY	$ 57,902	$ 87,761	$ 80,500	$ 122,491	$ 27.838	$ 42.193	$ 38.702	$ 58.890
ASSISTANT DIRECTOR OF PW-ENGINEERING	$ 73,901	$ 112,010	$ 80,500	$ 122,491	$ 35.530	$ 53.851	$ 38.702	$ 58.890
ASSISTANT POLICE CHIEF	$ 70,000	$ 105,882	$ 80,500	$ 122,491	$ 33.654	$ 50.905	$ 38.702	$ 58.890
CVB DIRECTOR	$ 57,902	$ 87,761	$ 80,500	$ 122,491	$ 27.838	$ 42.193	$ 38.702	$ 58.890
MUNICIPAL COURT ADMINISTRATOR	$ 52,520	$ 79,603	$ 80,500	$ 122,491	$ 25.250	$ 38.271	$ 38.702	$ 58.890
COMMUNITY HEALTH DIRECTOR	$ 73,901	$ 112,010	$ 88,550	$ 134,740	$ 35.530	$ 53.851	$ 42.572	$ 64.779
DEPUTY DIRECTOR OF PW	$ 73,901	$ 112,010	$ 88,550	$ 134,740	$ 35.530	$ 53.851	$ 42.572	$ 64.779
DIRECTOR OF IT	$ 77,594	$ 117,607	$ 88,550	$ 134,740	$ 37.305	$ 56.542	$ 42.572	$ 64.779
DIRECTOR OF PLANNING, DEVELOPMENT	$ 73,901	$ 112,010	$ 88,550	$ 134,740	$ 35.530	$ 53.851	$ 42.572	$ 64.779
FINANCE DIRECTOR	$ 77,594	$ 117,607	$ 88,550	$ 134,740	$ 37.305	$ 56.542	$ 42.572	$ 64.779
FIRE CHIEF	$ 88,000	$ 133,108	$ 88,550	$ 134,740	$ 42.308	$ 63.994	$ 42.572	$ 64.779
HR DIRECTOR/RISK MGR	$ 70,378	$ 106,669	$ 88,550	$ 134,740	$ 33.835	$ 51.283	$ 42.572	$ 64.779
PARKS & RECREATION DIRECTOR	$ 73,901	$ 112,010	$ 88,550	$ 134,740	$ 35.530	$ 53.851	$ 42.572	$ 64.779
ASSISTANT CITY MANAGER	$ 85,546	$ 129,659	$ 97,405	$ 148,214	$ 41.128	$ 62.336	$ 46.830	$ 71.257
POLICE CHIEF	$ 90,000	$ 136,132	$ 97,405	$ 148,214	$ 43.269	$ 65.448	$ 46.830	$ 71.257
PUBLIC WORKS DIRECTOR	$ 85,546	$ 129,659	$ 97,405	$ 148,214	$ 41.128	$ 62.336	$ 46.830	$ 71.257

CITY OF JOPLIN
INTERNAL EQUITY
Mar-23

POSITION	CURRENT ANNUAL MIN	CURRENT ANNUAL MAX	PROPOSED ANNUAL MIN	PROPOSED ANNUAL MAX	CURRENT HOURLY MIN	CURRENT HOURLY MAX	PROPOSED HOURLY MIN	PROPOSED HOURLY MAX
SEASONAL/PART-TIME:								
CASHIER					$ 10.712	$ 11.586	13.65	13.65
INTERN					$ 10.318	$ 11.159	13.65	13.65
LIFEGUARD					$ 10.712	$ 11.586	13.65	13.65
MUSEUM ASSISTANT					$ 10.808	$ 11.691	13.65	13.65
OUTSIDE SERVICE ATTENDANT					$ 10.712	$ 11.586	13.65	13.65
RECREATION INSTRUCTOR					$ 10.808	$ 11.691	13.65	13.65
SCHOOL CROSSING GUARD					$ 11.691	$ 12.645	13.65	13.65
CLERK					$ 10.318	$ 11.159	14.742	14.742
INTERPRETER/TRANSLATOR					$ 12.101	$ 13.088	14.742	14.742
LABORER					$ 11.239	$ 12.158	14.742	14.742
PEER COUNSELOR					$ 11.458	$ 12.392	14.742	14.742
POOL OPERATOR					$ 11.239	$ 12.158	14.742	14.742
UTILITY ASSISTANT					$ 11.239	$ 12.158	14.742	14.742
AQUATIC SUPERVISOR					$ 12.158	$ 13.151	15.921	15.921
ATHLETIC COORDINATOR					$ 12.158	$ 13.151	15.921	15.921
CONCESSIONS COORDINATOR					$ 12.158	$ 13.151	15.921	15.921
DAY CAMP DIRECTOR					$ 12.158	$ 13.151	15.921	15.921
GOLF LEAD CASHIER					$ 12.158	$ 13.151	15.921	15.921
SCHOOL CROSSING GUARD COORDINATOR					$ 12.645	$ 13.678	15.921	15.921

Internal Equity Study Recommendations

City of Joplin, Missouri

August 1, 2022



JOPLIN
MISSOURI

AGH
CPAs & ADVISORS

Table of Contents

Executive Summary 3
Background / History 3
Current Talent Environment 3
Project Teams 4
Key Recommendations 5
Classification System 6
Job Descriptions 6
Compensable Factors 7
Compensation Structure Review 15
Salary Administration Plan 15
Number of Steps 15
Difference Between Grades (Compression) 15
Minimum Wage 15
Placement in Structure and Cost Estimates – Current Employees 16
Placement in the Compensation Structure – New Employees 16
Maintaining the Compensation Structure 17
Policies 18

Executive Summary

The City of Joplin, Missouri (City) engaged Allen, Gibbs and Houlik, L.C. (AGH) to conduct an internal equity study with the goal of implementing a system that allows for proper placement of positions within the current Salary Administration Plan to help the City remain competitive in the labor market and retain quality employees.

“Internal equity” refers to the evaluation of positions within an organization, to better understand how positions are placed within or across departments and as a part of the entire organization.

Background / History

This project builds upon the work already accomplished by the City.

In 2020, an independent market study was conducted, and its findings indicated the City’s entire pay plan was generally below market. City Council was presented and approved an ordinance to adopt a new pay plan which gave every employee a 9% wage increase and increased the starting and ending pay for each range. During those discussions, most Council members expressed a desire to have a plan that would keep the organization competitive in the local and regional markets. While the 9% adjustment helped all positions, a compensation philosophy and an internal equity study were discussed as the next steps to continue improving the City’s pay plan.

The compensation philosophy is intended to provide a broad framework for the City Council, management, employees, and the citizens to understand and guide decisions that affect pay. In 2021, the compensation philosophy committee, made up of city employees, presented the compensation philosophy to City Council. The City Council adopted the compensation philosophy, which outlined the steps the organization would take to maintain the pay plan to assist the City in attracting and retaining quality employees.

The 2022 budget included funding to hire an external firm to conduct an internal equity study. The purpose of this study is to ensure proper placement of positions within the pay plan. Following the adoption of the 2022 budget, a small employee group was formed for the purpose of guiding the internal equity study. The internal equity study, combined with the ongoing market studies and the compensation pay philosophy, lay the foundation for a pay system that is responsive to market changes and fairly compensates employees based on compensable factors.

Current Talent Environment

In the last 18-24 months, organizations across industries have seen challenges in recruiting and retaining employees in ways not previously experienced. Multiple factors have contributed to this unique and challenging human capital environment including:

- Low unemployment
- Demographic shifts contributing to fewer individuals available to work
    - Early or unplanned retirements
    - Exiting the workforce due to health or caregiver responsibilities
- Limited compensation growth over time, especially for entry-level positions
- Employees and jobseekers reevaluating work and life needs
- High inflation

Historically, local governments have paid wages lower than general industry market pay rates, and the robust benefits package helped to offset that, making the total rewards package competitive with other industries. For-profit industries have made their employee benefits packages more competitive over time, and the value proposition that local governments have traditionally provided is no longer meeting the needs of employees in many cases. AGH has seen non-profit organizations and local governments shifting their total rewards strategies to be more competitive with pay *and* benefits to attract new talent. This also helps with employee retention strategies when total rewards strategies are adjusted for the entire organization.

While local government certainly has its funding challenges to increase pay rates to better align with all-industry market data, maintaining the status quo is no longer an option. Without reviewing market pay and aligning pay with market data, local governments struggle to fill vacancies and retain employees, which can result in a disruption in services provided and with service delivery to citizens.

The recommendations in this report address the internal equity study and provide opportunities for the City to be more competitive with its pay structure.

Project Teams

The City identified a project team and a larger employee work group to provide input to the process and work with AGH to review and finalize recommendations.

Project Team:

- Paul Bloomberg, Director of Parks & Recreation
- Michelle Ducre, Director of Human Resources
- Leslie Haase, Director of Finance

Employee Work Group:

- Greg Bertoncino, Athletic Facilities Superintendent
- Devin Blankenship, Assistant Health Director
- Scott Buffer, Infrastructure Maintenance Supervisor
- Lynn Onstot, Public Information Officer
- Mark Morris, IT Director
- Patrick Tuttle, CVB Director
- Will Davis, Police Captain
- Mark Cannon, Fire Training Chief
- Mike Moudy, Assistant Wastewater Plant Superintendent
- Brian Lewis, Assistant Police Chief

Key Recommendations

AGH has provided recommendations for a classification system that contains nine compensable factors as a systematic way to evaluate internal equity for positions. The recommended compensable factors are weighted equally and may be used to assign a relative internal value to each position within the City.

Using the recommended compensable factors and levels, positions can be assessed and assigned a relative internal value. This provides a more objective way to group similarly valued positions and assign groupings to a pay range within a pay plan.

While the scope of this project did not include adjusting the City's Salary Administration Plan (Plan), there is a need for adjustments to the Plan to ensure market competitiveness and internal equity alignment, and AGH recommends restructuring the Plan. It is our professional opinion that the City cannot continue to attract and retain quality employees using the current Plan. AGH provided the project team with recommendations and guidelines for creating a new Plan.

This report outlines the results of using the new classification system, composed of compensable factors, to place groupings of positions within the current Plan. Realigning positions within the current Plan does not fix the issues of market competitiveness and compression within the structure. While this report outlines the results using the current Plan, our recommendation is to adopt a restructured plan using the recommended classification system and compensable factors.

Recommendations were also made to accommodate a $15 minimum wage over three years and to address compression within the structure.

Classification System

Job Descriptions

Job descriptions were updated prior to the internal equity review. Through the compensable factor review process, multiple job descriptions were noted to need adjustments with input from the Project Team and the Employee Work Group. Those inputs were incorporated into the compensable factor evaluation.

AGH recommends updating job descriptions annually through the performance review process, when turnover in the position occurs to confirm qualifications and responsibilities, or when there are significant changes to the job and a reclassification may be warranted.

Compensable Factors

A compensable factor is a job attribute that provides the basis for evaluating the relative worth of a job inside the organization. Each compensable factor has different degree levels by which jobs are evaluated.

AGH provided compensable factors for the Project Team and Employee Work Group to consider. The table below outlines the compensable factors recommended for adoption.

Compensable Factor	Description
Knowledge/Skill	The education, experience, and skills required for entry to the position. Certification and licensure requirements may also be considered.
Responsibility/Accountability	The level of short and/or long-term planning, policymaking or interpretation, and for what group the position has that responsibility, e.g., small team, department, community.
Leadership	Leadership includes management, supervision, and/or coordinating with others at various levels, including training and coaching of others.
Fiscal responsibility	The level of budgetary responsibility a position has including the type of equipment or City resources regularly used in the work.
Problem solving	Problem solving factors in the complexity of work done, how procedural or novel it may be, whether technical knowledge is needed, and the types of solutions that result.
Customer service	Customer service includes the types and levels of interactions each position has with others and the purpose behind the interaction, e.g., basic work tasks, influence and persuasion, etc.
Work impact	Work impact includes the level and type of decision-making involved in the work, the review done by others, and the scope of impact beyond the position.
Physical working conditions	Physical exertion required to complete tasks, exposure to risk and hazards (including weather elements), and impact of potential hazards.
Mental stress	Mental stress incorporates the amount of focus required, the availability of breaks, and the potential impact to mental health.

Full descriptions of the compensable factors and levels are provided below.

KNOWLEDGE / SKILL

Level	Description
1	High school or GED
2	High school / GED + additional certification & licensure High school / GED + <2 years of experience
3	Associate's or High school / GED + >3 years of experience
4	Bachelor's or High school / GED + >5 years of experience Associate's + 3 years or more of experience
5	Master's or Bachelor's + 5 years or more Associate's + 7 years or more of experience High school + 10 years or more of experience
6	Professional Degree / License

RESPONSIBILITY / ACCOUNTABILITY

Level	Description
1	Makes contributions on an individual basis and may work as part of a team; plans for own work as directed by supervisor. Follows policies developed by others.
2	Implements short-term plans for a team or work group. Follows policies developed by others.
3	Implements short and long-term plans for a team or work group. Interprets policies affecting the team and may suggest policy revisions for division or department.
4	Develops and implements short and long-term plans for a recognized unit of a division or department. Recommends and enforces policies for the department.
5	Develops and implements short and long-term plans for a division, and/or community partner and participates in planning for the organization and/or community. Assists in developing, implementing, and enforcing policies affecting entire department/division and participates in policy development for entire organization and/or community.
6	Develops and integrates short and long-term plans for the organization, department, and/or community. Develops and implements policies affecting diverse organizational components, entire organization, and/or external partners.

LEADERSHIP

Level	Description
1	Takes direction from others; directs own work tasks in conjunction with supervisor or established guidelines.
2	May assign tasks or project work to small work group/team and/or coordinate the work of others; provides informal training and coaching.
3	Delegates tasks and coordinates the work of others to accomplish set objectives; provides informal and formal training, feedback, and coaching.
4	Delegates tasks and coordinates the work of others to accomplish set objectives and/or may be a designated leader/trainer of the division/department; maintains responsibility for performance development, coaches, trains, and/or participates in performance feedback and discipline. Recommends decisions related to hiring, promotions, compensation, employee development, discipline, and termination.
5	Delegates tasks and works with others to develop goals, projects, and timelines. Is a designated leader of the division/department; maintains responsibility for performance development, coaches, trains, and delivers performance feedback including discipline and termination. Makes decisions related to hiring, promotions, compensation, employee development, discipline, and termination.
6	Assigns broad objectives, goals, projects, and timelines. Is a designated key leader of the organization; maintains responsibility for performance development, coaches, trains, and delivers performance feedback including discipline and termination; recognized as an organizational leader. Makes decisions related to hiring, promotions, compensation, employee development, discipline, and termination.

FISCAL RESPONSIBILITY

Level	Description
1	Has no fiscal or budgetary responsibility and/or has no authority to make financial commitments or purchases. Follows financial policies developed by others. Work duties carry little to no budgetary risk or involve use of tools/equipment.
2	Has limited fiscal or budgetary responsibility. Has limited authority to make financial commitments or purchases and/or all purchases must be reviewed and approved. Work duties carry some budgetary risk and/or involve tools/equipment that would be of limited financial impact if damaged (i.e., power and hand tools, light construction equipment, city-owned vehicles and/or property).
3	Has some fiscal or budgetary responsibility. Has authority to make financial commitments or purchases up to $1,000.00 without review/approval. Provides input to the development and implementation of short and long-term financial plans for a division or department. May assist in budget development or responsibility and/or work duties carry budgetary risk and/or regularly involve tools/equipment that would be of significant financial impact if damaged (i.e., medium to heavy construction equipment/machinery, specialized city-owned vehicles and/or property).
4	Has significant fiscal or budgetary responsibility. Has authority to make financial commitments or purchases up to $3,000.00 without review/approval. Significantly involved in the development and implementation of short and long-term financial plans for a division or department. Maintains budget responsibility.
5	Has significant fiscal or budgetary responsibility across department, division, or the organization. Has authority to make financial commitments or purchases without review/approval. Leads the development and implementation of short and long-term financial plans for a division, department or the community. Maintains full budget responsibility.

PROBLEM SOLVING

Level	Description
1	Exerts minimal mental effort; tasks are usually pre-defined and require little analytical reasoning. Most duties are routine, defined, and consistent from day to day. Minimal problem solving is required.
2	Exerts some mental effort to apply standard processes and procedures to complete work. Most duties are assigned then employee arranges tasks in order to complete duties according to established procedures or standards. Problem solving is accomplished in conjunction with supervisor and may require researching information.
3	Exerts mental effort to apply standard processes or procedures as determined by the situation. Most duties are self-determined, planned and arranged by performer. Problem solving is accomplished in conjunction with supervisor and may require researching information, adapting work processes to obtain results, and/or may require the development of innovative solutions.
4	Exerts mental effort to apply standard processes or procedures as determined by the situation. Most duties are self-determined, planned, and arranged by performer. Problem solving is accomplished in conjunction with supervisor and may require researching information or adapting work processes to obtain results. Problem solving requires industry or technical knowledge and/or requires the development of innovative solutions.
5	Exerts significant mental effort; limited processes and procedures are available and analytical problem solving is required. Duties are self-defined with complete flexibility in scheduling and accomplishing tasks. Problem solving is accomplished by employee independently most of the time, requires researching information and adapting work processes to obtain results. Problem solving requires extensive knowledge (industry or technical) and/or frequently requires the development of innovative solutions that directly impact the department, organization, and/or community.
6	Exerts significant mental effort in multiple disciplines; limited processes and procedures are available and analytical problem solving is required. Duties are self-defined and change frequently, requiring reprioritization. Problem solving is accomplished by employee independently most of the time, requires researching information and adapting work processes to obtain results. Problem solving requires planning and development of technical solutions and/or administrative issues; and/or regularly requires the development of innovative solutions that directly impact the department, organization, and/or community.

CUSTOMER SERVICE

Level	Description
1	Works in isolation or performs work with little contact with others outside of primary supervisor/work group.
2	Performs work that requires some interaction with others outside of primary supervisory/work group to complete tasks.
3	Performs work that requires working cooperatively with diverse groups of individuals across different levels of the organization and external to the organization. Work requires frequent contact with others on routine matters. Work duties may contribute to the creation of an inclusive environment at the division/department level.
4	Performs work that requires working cooperatively with diverse groups of individuals across all levels of the organization and external to the organization. Work requires frequent contact with others on routine matters and handling complaints, issues, or emotional situations. Work duties contribute to the creation of an inclusive environment at the division/department level.
5	Performs work that requires working cooperatively with diverse groups of individuals across all levels of the organization and external to the organization. Work requires frequent contact with others regarding non-routine problems requiring in-depth discussion and/or persuasion to obtain resolution. Work duties contribute to the creation of an inclusive environment at the division, department, or organizational level.
6	Performs work that requires working cooperatively with diverse groups of individuals across all levels of the organization and external to the organization. Work requires frequent contact with internal and external stakeholders requiring influence that could have a significant impact on the organization. Work duties contribute to the creation of an inclusive environment at the division, department, or organizational level.

WORK IMPACT

Level	Description
1	Limited decision making. Decisions are determined by specific instructions from supervisor and/or by following existing policies and procedures. Work is reviewed by self and others. Work has little impact beyond the immediate work unit or timely provision of limited services to others.
2	Limited decision making. Decisions are determined by specific instructions from supervisor and/or by following existing policies and procedures. Work is reviewed by self and others. Work product or service affects the accuracy, reliability, or acceptability of further processes or services.
3	Some decisions not affecting others can be made independently; generally receive guidance from supervisor. Work is reviewed by self and others. Work product or service affects the accuracy, reliability, or acceptability of further processes or services.
4	Most decisions can be made independently according to policy and established guidelines; generally have limited guidance from direct supervisor. Work is reviewed by self and may be reviewed by others on a limited basis. Work product or service affects the design or operation of systems, programs, or equipment.
5	Decisions are made independently based on organizational policy; generally limited supervision. Work is reviewed by self and may be reviewed by others on a limited basis. Work product or service affects a wide range of departmental or organizational activities and impact the work unit's results.
6	Decisions are made independently based on organizational policy and strategic priorities; generally little to no supervision. Work is reviewed by self and may be reviewed by others on a limited basis. Work product or service affects a wide range of departmental or organizational activities and impacts the organization's results as well as programs, missions or the well-being of others.

PHYSICAL WORKING CONDITIONS

Level	Description
1	Exertion of little to no physical effort; little to no exposure to physical risk or hazards.
2	Exertion of limited physical effort; limited exposure to physical risk or hazards.
3	Exertion of periodic physical effort and/or periodic exposure to risk or hazards (mitigated by use of PPE and/or following proper operating instructions; failure of safety measures or PPE would not cause great physical harm); and/or extended hours for exempt employees without compensation.
4	Exertion of frequent physical effort and/or frequent exposure to physical risk or hazards (failure of safety measures or PPE would cause great physical harm but would not be life-threatening).
5	Exertion of regular or daily, significant physical effort and/or regular exposure to significant physical risk or hazards (failure of safety measures or PPE could be life-threatening).

MENTAL STRESS

Level	Description
1	Exertion of limited or non-sustained mental focus; limited exposure to situations with the potential for impact to mental health (i.e., life or death situations, crisis management, emotionally charged communications, situations involving the health/safety of others); breaks may be limited due to nature of work.
2	Exertion of periodic mental focus; periodic exposure to job situations that have the potential for significant impact to mental health (i.e., life or death situations, crisis management, emotionally charged communications, situations involving the health/safety of others); and/or breaks are limited due to nature of work.
3	Exertion of regular, significant, and/or sustained mental focus; regular exposure to job situations that have the potential for significant impact to mental health (i.e., life or death situations, crisis management, emotionally charged communications, situations involving the health/safety of others); and/or breaks are limited due to nature of work.

Using the compensable factor descriptions and defined levels within each factor, each position was reviewed and assigned an overall value. This value is the internal equity value for a position and allows for positions to be ordered and then grouped according to similar value assignments. Position groupings are then placed into a compensation structure, giving a group of positions an assigned pay range.

AGH will provide training to the HR Department regarding how to value new or reclassified positions and how to place them in the Salary Administration Plan. It is recommended that for new positions or positions needing reclassification assessment, positions are assessed by two individuals separately and any discrepancies can be resolved together. Alternatively, the City could form a classification committee to review new and revised positions.

Compensation Structure Review

Salary Administration Plan

AGH reviewed the Salary Administration Plan and has the following recommendations, based on best practice considerations. These recommendations assume continued usage of the existing structure.

Number of Steps

- The current structure has a range spread of 46-52% for all positions. Range spread is generally recommended as follows:
    - Service, production, and maintenance positions: 20-30%
    - Clerical, technical, and administrative positions: 30-40%
    - Professional and supervisory positions: 40-50%
    - Managerial and executive positions: 50% or more under certain circumstances
- This would indicate that the range spread is appropriate for management and supervisory positions, and exceeds best practice recommendations for service, production, maintenance, clerical, technical, and administrative positions.
- AGH recommends narrowing the pay ranges for the positions in grades 100-210, e.g., fewer steps to the maximum. This can be accomplished by either increasing the minimum of the pay range or decreasing the maximum of the pay range.

Difference Between Grades (Compression)

- The current structure midpoint differentials (percentage difference between the midpoints) are 5%, with the exception of 5 grades.
- Compression between grades can exist if midpoint differentials are not sufficiently spaced. Midpoint differentials are generally recommended as follows:
    - Administrative/operative: 5-12%
    - Professional/management: 8-15%
    - Senior leadership: 15-35%
    - 15-25% between supervisors and direct reports
- AGH recommends increasing midpoint differentials for all grades.

Minimum Wage

To achieve a minimum City wage of $15 per hour, AGH recommends the following:

- Eliminate Grades 100, 110, 130, 150, 160 (no positions are recommended for placement in these grades).
- Increase Grades 120 and 140 by 7.5% annually, making the minimum for the structure $15.20 by 2025.

Grade	Minimum	2023	2024	2025
120	$12.24	$13.15	$14.14	$15.20
140	$13.52	$14.53	$15.62	$16.79

Placement in Structure and Cost Estimates – Current Employees

Using the recommended classification system of compensable factors and levels and the associated position value and grouping determine in the analysis, AGH placed the groupings of positions into the current Plan using the following guidelines:

- Positions were placed in alignment with similarly valued positions using compensable factor levels assigned through the review process.
- The current Plan grades and ranges were used.
- No positions would decrease in pay.
- Maintenance of separate pay structures for public safety positions.
- Consideration of current market pay competitiveness, where possible.
- Reducing pay compression, where possible.

Recommended Option

For employees whose pay grades have been adjusted, AGH recommends placing the position within the new pay grade using the following guidelines:

- For positions maintaining placement in grade, maintain the employee's current pay.
- For positions moving to a higher pay grade, place the employee in the step closest to the current pay without a decrease in pay. If the employee's pay is below the minimum of the new pay grade, adjust to the minimum pay of the grade.

Alternate Option:

For employees whose pay grades have been adjusted, AGH recommends placing the position within the new pay grade using the following guidelines:

- For positions maintaining placement in grade, maintain the employee's current pay.
- For positions moving to a higher pay grade, place the employee at the minimum of the new pay grade unless the employee is already paid higher, and then maintain current pay.
- AGH does not recommend using the alternate option, as it will increase pay compression for current employees.

Placement in the Compensation Structure – New Employees

AGH recommends placing a new employee within the compensation structure with consideration of their job-related experience. General guidelines are as follows:

- Employees with no or minimal (<3 years) experience will be placed at the minimum within their pay grade.
- Employees with 3-5 years of relevant, verifiable experience in a similar role may be placed 4-6% above the grade minimum (higher placement if work was in a similar agency). [Steps 2-3]
- Employees with 6-7 years of relevant, verifiable experience in a similar role should be placed 10-12% above the minimum (higher placement if work was in a similar agency). [Steps 5-6]
- Employees with 8-10 years of relevant, verifiable experience should be placed at the midpoint.
- Employees with greater than 10 years of relevant, verifiable experience in a similar agency may be placed above the midpoint. Employees should not be placed more than 25% above the midpoint within the grade to allow room for movement within the structure, except in extreme cases.

- Department heads will work with HR to determine final placement recommendations upon hire.

Maintaining the Compensation Structure

AGH recommends conducting a full compensation review at a minimum of every two years in alignment with the City's compensation philosophy, and more often if significant market changes are occurring. Observing high turnover in a position or longer times to fill positions could be an indication that a more frequent review is needed, or a smaller scale review in key areas or departments is needed.

In addition, the overall structure should be adjusted to account for inflation concerns in alignment with the Consumer Price Index (CPI), reviewed on an annual basis and more frequently if desired. To maintain market competitiveness, AGH recommends providing annual adjustments to the minimum and maximum of the pay ranges at 60-100% of the CPI and adjusting employee pay similarly. To be most competitive with wages, AGH recommends 80-100% of CPI.

For example, if the CPI for 2022 is 9.0%, employers may adjust their compensation structures according to the following table:

60% of CPI	5.4% COLA
80% of CPI	7.2% COLA
100% of CPI	9.0% COLA

The City may prefer to set a maximum percentage increase for adjustments.

Policies

AGH recommends policy changes in the following areas:

- 4.2 New Hire – Adjust to allow for placement in grade according to relevant, verifiable experience, and without City Manager approval.
- 4.8 Salary and Wage Rate Study – Recommend conducting a review every 2 years, in alignment with the City's compensation philosophy.
- 5.1 Promotion – Adjust to allow percentage increases based on type of position promoting into.
    - Promotion to a position that is not Supervisory, Professional or Management: The employee will be placed at the minimum of the new pay grade or within the grade at a percentage increase from previous pay that corresponds to a base pay increase of 4-6%.
    - Promotion to Supervisory or Professional positions: The employee will be placed at the minimum of the new pay grade or within the grade at a percentage increase that corresponds to a base pay increase of 6-10%.
    - Promotion to Management level positions: The employee will be placed at the minimum of the new pay grade or within the grade at a percentage increase that corresponds to a base pay increase of 8-12%.