JOPLIN CITY COUNCIL
SPECIAL MEETING/WORK SESSION
MONDAY, AUGUST 8, 2022
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, August 8, 2022, in the 5th Floor Council Chambers, 602 S. Main Street to discuss the topics below. This meeting can be viewed via livestream at http://www.joplinmo.org/182/Video-Multimedia

AMENDED AGENDA

1. Call To Order
2. Reading Of The Special Call
3. Roll Call
4. Canvass of Results of the August 2, 2022 Election
5. Adjourn To Work Session

Work Session Agenda

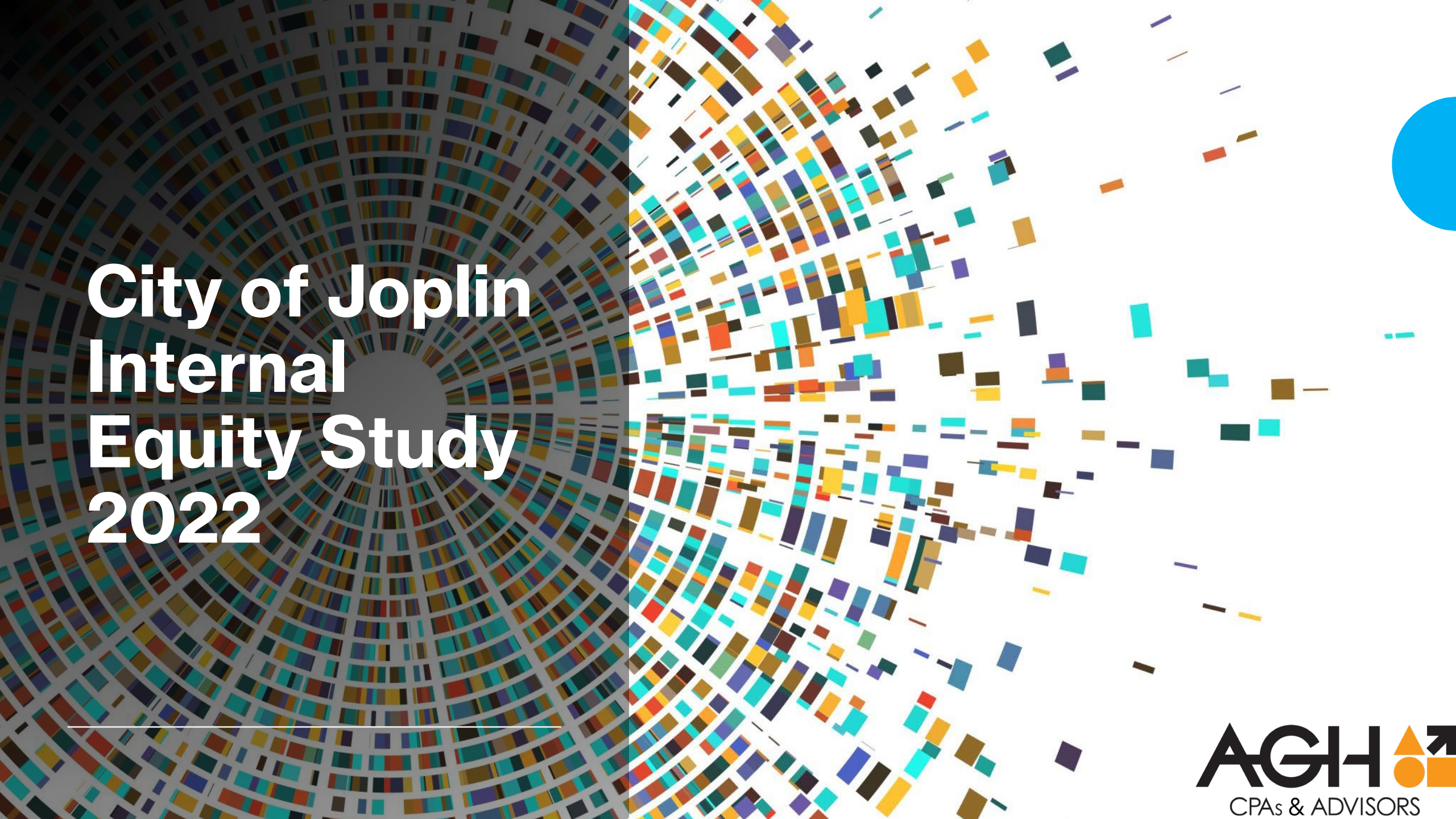
1. Internal Equity Presentation
   Documents: AGH Joplin City Council Presentation
   AGH Internal Equity Study Report
   Internal Equity Funding Discussion
2. City Workgroup Presentation
3. FY 2023 Proposed Budget Presentation
4. Adjourn

Notice posted at 8:45 am on this 8th day of August 2022. (RSMo 610.020)

The City of Joplin is committed to comply with the Americans with Disabilities 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.

Ad Omnia Parata

City of Joplin Internal Equity Study 2022

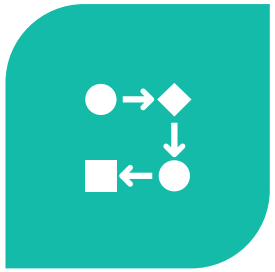


AGH CPAs & ADVISORS

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

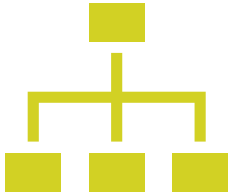
Compensation Philosophy

- 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

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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

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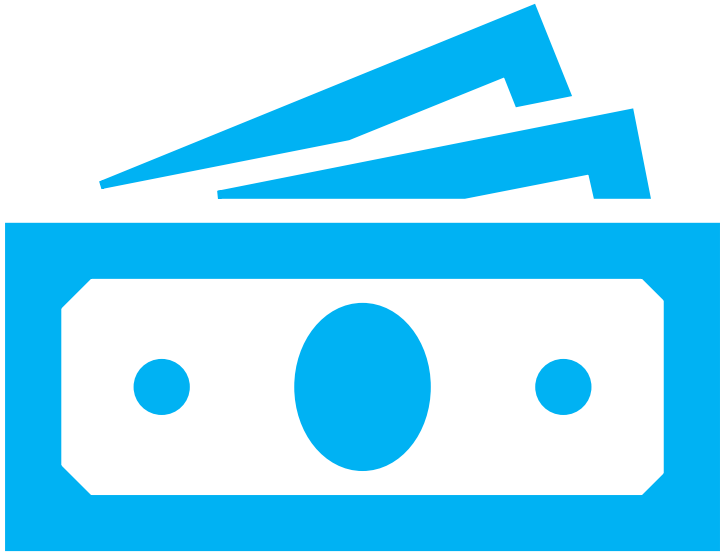
Final results

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

Position Placement Using Current Salary Administration Plan



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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

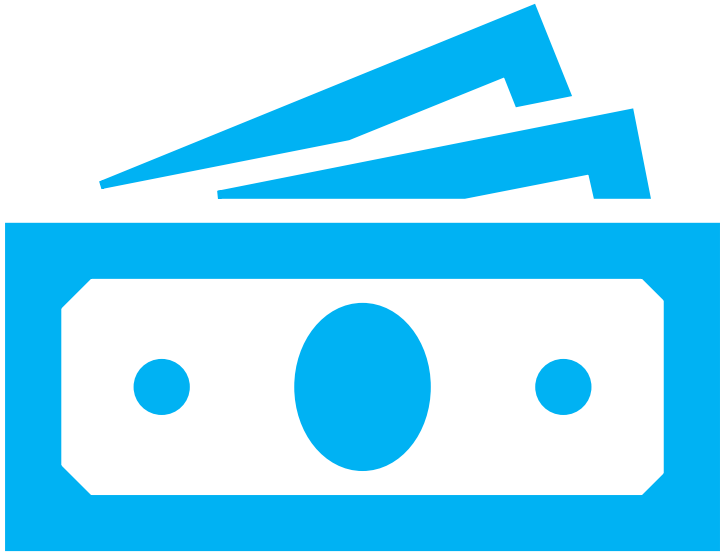
- 202 FT employees 1/1/21 thru 7/22/22
- Average annual compensation = $42,500
- Average turnover costs 100% of salary

=$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 Study Recommendations

City of Joplin, Missouri

August 1, 2022



JOPLIN
MISSOURI

AGH
CPAs & ADVISORS

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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%.

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FUNDING DISCUSSION FOR INTERNAL EQUITY STUDY RECOMMENDATION

- AUGUST 8, 2022

PURPOSE OF INTERNAL EQUITY STUDY

- FOLLOWING "PROP B" AND THE 9% WAGE INCREASE, NEXT STEP IDENTIFIED WAS TO DETERMINE IF CERTAIN POSITIONS WERE VALUED APPROPRIATELY ("INTERNAL EQUITY") IN THE PAY PLAN
- FUTURE ACROSS-THE-BOARD RAISES WEREN'T GOING TO BE SUPPORTED UNTIL INTERNAL EQUITY WITHIN PAY PLAN WAS ESTABLISHED
- WITH ADOPTION OF COMPENSATION PHILOSOPHY, FUNDING THE MERIT INCREASE AND COMPLETING AN INTERNAL EQUITY STUDY WAS INCLUDED IN THE FISCAL YEAR 2022 BUDGET

PURPOSE OF INTERNAL EQUITY STUDY

- ON NOVEMBER 2, 2021, AN RFP WAS ISSUED FOR THE INTERNAL EQUITY STUDY
- AGH WAS AWARDED THE CONTRACT ON JANUARY 18, 2022
- AGH BEGAN WORK IN FEBRUARY OF 2022
- INTERNAL EQUITY PROVIDES FOUNDATION FOR A PAY PLAN THAT IS RESPONSIVE TO MARKET CHANGES AND FAIRLY COMPENSATES EMPLOYEES BASED ON COMPENSABLE FACTORS

SUMMARY OF PREVIOUS STEPS COMPLETED TO ADDRESS PAY

- MARKET STUDY COMPLETED IN 2020
- WITH MARKET STUDY RECOMMENDATION OF 9% ADJUSTMENT IMPLEMENTED, NEXT STEPS INCLUDED UPDATING JOB DESCRIPTIONS, DEVELOPING A COMPENSATION PHILOSOPHY AND COMPLETING AN INTERNAL EQUITY STUDY
- ALL JOB DESCRIPTIONS UPDATED IN 2021, ALONG WITH FLSA STATUS REVIEW

SUMMARY OF RECENT STEPS DEVELOPED AND COMPLETED TO ADDRESS PAY

- JANUARY 4, 2021, COUNCIL ADOPTED COMPENSATION PHILOSOPHY WHICH OUTLINES STEPS TO MAINTAIN PAY PLAN AS FOLLOWS:
  - THE CITY MANAGER WILL PERIODICALLY RECOMMEND ADJUSTMENTS TO THE SALARY ADMINISTRATION PLAN BASED UPON:
    - *OVERALL COMPETITIVE POSTURE OF ORGANIZATION, RESULTS AND TRENDS OF MARKET COMPENSATION STUDY, AND FINANCIAL AFFORDABILITY*
  - ANY SUCH WAGE ADJUSTMENT RECOMMENDATION WILL BE PRIORITIZED IN THIS MANNER:
    - *MOVEMENT THROUGH GRADES IN FORM OF MERIT INCREASES*
    - *MAINTENANCE OF SALARY ADMINISTRATION PLAN IN THE FORM OF PERIODIC ADJUSTMENTS TO ENTIRE PLAN*
    - *MAINTENANCE OF PLACEMENT OF POSITIONS WITHIN THE SALARY ADMINISTRATION PLAN*

SUMMARY OF RECENT STEPS DEVELOPED AND COMPLETED TO ADDRESS PAY

- WITH ADOPTION OF INTERNAL EQUITY RECOMMENDATION, WAGE ADJUSTMENT PROCESS SET FORTH IN COMPENSATION PHILOSOPHY REPRESENTS A CONTINUOUS WAGE IMPROVEMENT LOOP TO AVOID FALLING SIGNIFICANTLY BEHIND IN COMPENSATION

FUNDING DISCUSSION FOR INTERNAL EQUITY STUDY RECOMMENDATION

- INTERNAL EQUITY STUDY RECOMMENDS ADOPTION OF NEW PAY PLAN THAT ADDRESSES PROPER PLACEMENT OF POSITIONS ALONG WITH ADJUSTMENTS TO MOVE STARTING AND ENDING WAGES FOR POLICE, FIRE, GENERAL EMPLOYEES AND SEASONALS CLOSER TO INFORMAL MINIMUM WAGE
- WITHOUT NEW FUNDING SOURCE, AVAILABLE RESOURCES TO FUND A NEW PAY PLAN IS LIMITED

FUNDING DISCUSSION FOR INTERNAL EQUITY STUDY RECOMMENDATION

- FISCAL YEAR 2023 BUDGET HAS PRESERVED AS MUCH CAPACITY AS POSSIBLE TO ADDRESS INTERNAL EQUITY NEEDS
- AS DISCUSSED IN APRIL AND MAY, CAPACITY WITHIN GENERAL FUND IS BEING CREATED BY SALES TAX GROWTH AND THE ANTICIPATED PAYOFF OF THE NORTHPARK CROSSING TIF LATER THIS YEAR
- THIS GROWTH WILL NOT PROVIDE FUNDING CAPACITY AT LEVELS NECESSARY TO FUND THE PREVIOUSLY DEVELOPED PAY PLAN FOR PUBLIC SAFETY OR ADD ADDITIONAL PUBLIC SAFETY POSITIONS

FUNDING DISCUSSION FOR INTERNAL EQUITY STUDY RECOMMENDATION

FY 2023 PROPOSED BUDGET	GENERAL FUND (1% SALES TAX)	PARKS FUND (PROPERTY TAX)	PUBLIC SAFETY SALES TAX (1/2%)	CAPITAL IMPROVEMENT SALES TAX (3/8-CENT)	TRANSPORTATION (1/2-CENT)	PARKS/STORM WATER SALES TAX (1/4-CENT)	SEWER FUND (SEWER FEES)
REVENUE	$33,957,256	$3,457,700	$9,207,000	$8,100,750	$13,701,944	$4,600,500	$19,762,550
EXPENDITURES	$33,010,509	$3,599,820	$9,258,523	$25,419,859	$14,562,466	$4,203,759	$14,271,576
NET CHANGE IN FUND BALANCE	$946,747	($142,120)	($51,523)	($17,319,109)	($860,522)	$396,741	$5,490,974*

*Note: Fixed Assets of $15,855,200 in Sewer Fund are not expensed in year of purchase

FUNDING DISCUSSION FOR INTERNAL EQUITY STUDY RECOMMENDATION

OPTION	GENERAL FUND AND PARKS: EST COST OF PLACEMENT WITHIN PLAN	GENERAL FUND AND PARKS: EST COST OF STEP INCREASE	GENERAL FUND AND PARKS: EST COST OF SEASONAL INCREASE	GENERAL FUND AND PARKS: TOTAL ESTIMATED COST
Option 1	$1,337,000	$180,000	$125,000	$1,642,000

FUNDING DISCUSSION FOR INTERNAL EQUITY STUDY RECOMMENDATION

OPTION	GENERAL FUND AND PARKS: EST COST OF PLACEMENT WITHIN PLAN	GENERAL FUND AND PARKS: EST COST OF STEP INCREASE	GENERAL FUND AND PARKS: EST COST OF SEASONAL INCREASE	GENERAL FUND AND PARKS: TOTAL ESTIMATED COST
Option 2	$1,408,000	$70,000	$100,000	$1,578,000

INTERNAL EQUITY RECOMMENDED STRUCTURE FOR NEW PAY PLAN: *POLICE*

Position
Police:
Airport Police Officer
Police Officer Trainee
Police Officer
Police Corporal
Police Sergeant
Police Captain
Assistant Police Chief
Police Chief

INTERNAL EQUITY RECOMMENDED STRUCTURE FOR NEW PAY PLAN: *FIRE*

Position
Fire:
Firefighter Trainee
Firefighter/EMT
Fire Driver/Engineer
Fire Captain
Battalion Chief
Fire Marshal
Fire Training Chief
Deputy Fire Chief
Fire Chief

INTERNAL EQUITY RECOMMENDED STRUCTURE FOR NEW PAY PLAN: *GENERAL*

Position
General Employees:
Cook
Court Assistant I
Custodian
Tourism Assistant
Transit Dispatcher
Administrative Assistant
Breastfeeding Peer Counselor Coordinator
Court Compliance Officer I
Laborer I
Police Services Assistant
Transit Driver I
Utility Locator
Wastewater Laboratory Assistant
WIC Certifier
Court Assistant II
Engineering Assistant
Evidence Technician
Laborer II
Recreation Leader
Accounting Specialist
Airport Operations Worker
Assistant City Clerk
Automotive Service Worker
Automotive Technician I
Court Compliance Officer II
Crime Analyst/Accreditation Coordinator
CVB Marketing Specialist
Engineering Technician
Equipment Operator
HR Specialist
Legal Specialist
Neighborhood Improvement Officer
Nutritionist I
Parks Caretaker
Recreation Coordinator
Transit Driver II
Wastewater Laboratory Technician
Wastewater Plant Operator
Wastewater Plant Utility Worker
Animal Control Officer
Building Inspector
Building Maintenance Technician
Construction Inspector
Detention Officer
Environmental Public Health Specialist I
Executive Asst/Secretary to City Manager
Heavy Equipment Operator
Nutritionist II
Parks Facilities Maintenance Technician
Public Safety Communications Operator
Traffic, Markings and Sign Technician
Wastewater Pretreatment Technician
Automotive Technician II
Communications Technician
Environmental Public Health Specialist II
GIS Technician
Lead Cemetery Caretaker
Lead Parks Caretaker
Property Negotiator/Appraiser
Traffic Signal Technician
Wastewater Plant Technician

INTERNAL EQUITY RECOMMENDED STRUCTURE FOR NEW PAY PLAN: *GENERAL*

Airport Operations Supervisor
Chief Wastewater Plant Operator
Chief Wastewater Plant Technician
Community Health Planner/Educator
Jail Shift Supervisor
Transit Driver Supervisor
Utility Billing Supervisor
Wastewater Laboratory Supervisor
Accountant
Community Health Nurse
Fire Apparatus Fleet Manager
Golf Course Maintenance Supervisor
IT Analyst
Land Surveyor
Planner
Plans Reviewer
Public Safety Communications Supervisor
Recycling Coordinator
Wastewater Pretreatment Inspector
Assistant CVB Director/Director of Sales
Building Maintenance Supervisor
Communications Technician Manager
Fleet Maintenance Supervisor
Golf Course Professional
Recreation Manager
Regional Response Planner
Transportation Coordinator

Assistant Wastewater Plant Superintendent
Athletic Facilities Superintendent
Cemetery Superintendent
Financial Analyst
Infrastructure Maintenance Supervisor
Jail Administrator
Medical Services Coordinator
Museum Curator
Network Administrator
Parks Maintenance Superintendent
Public Information Officer
Public Safety Communications Manager
WIC Services Coordinator
Airport Manager
Assistant City Prosecutor
Capital Improvement Project Manager
Chief Building Official
Civil Engineer I
Emergency Management Coordinator
Assistant Director of Health
Assistant Director of Planning, Development
Assistant Director of Public Works-Operations
Assistant Finance Director
City Prosecutor
Civil Engineer II
Infrastructure Superintendent
Wastewater Plant Superintendent

Assistant City Attorney
Assistant Director of Public Works-Engineering
CVB Director
Municipal Court Administrator
Community Health Director
Director of IT
Director of Planning, Development and NI
Finance Director
HR Director/Risk Manager
Parks & Recreation Director
Assistant City Manager
Public Works Director

INTERNAL EQUITY RECOMMENDED STRUCTURE FOR NEW PAY PLAN: *SEASONAL/PART-TIME SEASONAL*

Position
Seasonal/Part-Time Seasonal
Cashier
Lifeguard
Museum Assistant
Outside Service Attendant
Recreation Instructor
School Crossing Guard
Clerk
Interpreter/Translator
Laborer
Peer Counselor
Pool Operator
Utility Assistant
Aquatic Supervisor
Athletic Coordinator
Concessions Coordinator
Day Camp Director
Golf Lead Cashier
School Crossing Guard Coordinator

FUNDING DISCUSSION FOR INTERNAL EQUITY STUDY RECOMMENDATION

- NEXT STEPS
  - DISCUSSIONS ABOUT PAY PLAN OPTIONS WITH EMPLOYEE GROUPS
  - DISCUSS PLAN TO ADDRESS PUBLIC SAFETY NEEDS WITH EMPLOYEE GROUPS
  - PRESENT RECOMMENDED PAY PLAN TO CITY COUNCIL ON AUGUST 15, 2022
  - RESEARCH ARPA OPPORTUNITIES FOR PUBLIC SAFETY (ONE-TIME INCENTIVES RATHER THAN ONGOING WAGE IMPROVEMENTS)
  - PRESENT RECOMMENDED PLAN TO ADDRESS PUBLIC SAFETY NEEDS TO CITY COUNCIL ON AUGUST 15, 2022

FUNDING DISCUSSION FOR INTERNAL EQUITY STUDY RECOMMENDATION

- QUESTIONS?

Priority Area:
Improve Organization Culture

Goal/Objective:
Improve the City's internal organizational culture to retain and attract quality employees who provide outstanding services to the citizens and visitors of the community.

Action Steps:

1. Ensure adequate staffing levels through benchmark and levels of service study
2. Set and communicate the Organization's Culture (rules & regulations update)
3. Set and communicate the Organization's Expectations of employees (rules & regulations update)
4. Create an achievable and sustainable employee recognition program
5. Develop an anonymous employee and community reporting hotline
6. Begin an employee newsletter
7. Create a periodic employee survey
8. Develop supervisor training to teach delegation, good supervision skills, as well as achieving employee accountability in job performance
9. Hold annual organizational culture training
10. Ethics Policy (rules and regulations update)
11. Reverse Evaluations for Supervisors and Department Heads
12. Develop "future" supervisor training with Department Heads identifying the employees for this training
13. Conduct annual rules and regulations training for Supervisors
14. Research items 1-14 as compared to other comparable cities

Resources Required:

1. TBD

Total Plan Cost:
Total Additional FTE: TBD
One-Time Costs: TBD
Staffing Annual Costs: TBD
Program Annual Costs: TBD

Timeline:

1. TBD

Desired Benefit/Outcome:

- Create a more positive and attractive organizational culture
- Create a fair and consistent environment for city employees
- Create an enjoyable, less stressful, and positive work environment
- Recruit and retain quality employees

Priority Area:
Address Employee Compensation and Benefits

Goal/Objective:
Retain and/or improve sustainable and attractive employee compensation and benefits to recruit and retain quality employees who provide outstanding services to the citizens and visitors of the community.

Strategy 2- Address Compensation and Benefits:

Action Steps:

1. Follow Compensation Philosophy continuously granting merit increases, as well as increases to the entire pay plan.
2. Review stipends for those employees that are required to perform additional duties/functions that don't fall within the job description for all employees within that position (As part of Rules and Regulations Update)
3. Review flexible work schedules (As part of Rules and Regulations Update)
4. Review remote working options (As part of Rules and Regulations Update)
5. Explore paid parental leave-up to 6 weeks
6. Explore City-provided child-care service
7. Compile Benefit Comparison with comparable cities
8. Issue Employee Benefit Statements annually
9. Explore ability to provide reduced or free pool admission and/or golf course play
10. Research items 1-10 as compared to other comparable cities

Resources Required:

1. TBD

Total Plan Cost:
Total Additional FTE: TBD
One-Time Costs: TBD
Staffing Annual Costs: TBD
Program Annual Costs: TBD

Timeline:

1) TBD

Desired Benefit/Outcome:

- Offer sustainable and competitive Employee Compensation and Benefits
- Recruit and retain quality city employees who provide outstanding services

Priority Area:
Engaging Youth

Goal/Objective:

Stimulate and attract youth interest to the prospect of a municipal career in Joplin.

Action Steps:

1. Identifying currently existing youth groups and general studies majors from universities to engage.
2. Establishing a work group consisting of City staff to engage youth.
3. Develop a program consisting of presentations and activities, such as job shadowing or employee spotlight infomercials, to generate youth interest in municipal career opportunities.
4. Develop a methodology for reaching out to targeted youth groups, including efforts to engage them through platforms they are most likely to use, as well as through intermediary parties (such as school counselors and Deans) who can help identify students and student groups.

Resources Required:

1. Dedication of staff time from staff managing and coordinating program.
2. Funding for materials related to presentations.
3. Funding for costs pertaining to efforts in engaging youth through platforms mediums they are most likely to use (such as Facebook, Instagram, Tiktok)
4. Possible funding for consultation services for youth engagement program development.

Total Plan Cost:

Total Additional FTE:	See new proposed Work Force Development Manager Position.
One-Time Costs:	To be determined
Staffing Annual Costs:	To be determined
Program Annual Costs:	To be determined

Timeline:

- To be determined. Ongoing program thereafter.

Desired Benefit/Outcome:

- Stimulate and attract youth interest to career opportunities with the City of Joplin.

- Augment current City workforce and draw in suitable potential prospects to fill vacant positions within the City.
- Increase positive youth and public perception of City employees and City career opportunities to generate more interest in working for the City.

Priority Area:
Attraction of youth to city of Joplin career opportunities.

Goal/Objective:

Attracting senior level high school students, post graduate high school students and college undergraduate students to the prospect of a municipal career in Joplin.

Action Steps:

1. Establish/maintain scholarship opportunities for eligible students.
2. Establish/maintain paid internship opportunities through the different departments within the City.
3. Develop a methodology for reaching out to targeted youth group that would be suitable for proposed scholarship and paid internship program.
4. Develop a system to establish dedicated staff for the implementation of scholarship and paid internship program, including efforts to promote program through intermediary parties (such as school counselors and Deans) who can help identify students and student groups most suitable for program.

Resources Required:

1. Dedication of staff time from staff managing and coordinating program.
2. Dedicated Funding for scholarship opportunity.
3. Dedicated funding for paid internship opportunities.

Total Plan Cost:

Total Additional FTE:	See new proposed Work Force Development Manager position.
One-Time Costs:	To be determined
Staffing Annual Costs:	To be determined
Program Annual Costs:	Scholarship: $150,000 per year (10 students at $15,000 per year)
	Internship: $20,000 per year (4 interns at $5,000 per year)

Timeline:

1. To be determined. Ongoing program thereafter.

Desired Benefit/Outcome:

- Stimulate and attract youth interest to career opportunities with the City of Joplin.
- Augment current City workforce and draw in suitable potential prospects to fill vacant positions within the City.
- Expose youth to career opportunities within the City of Joplin and transition interns into full time positions with the City.
- Secure potential future City of Joplin employees (for a minimum established length of time) with the scholarship program.

Priority Area:
Recruiting and Retention

Goal/Objective:
Provide a level of service that meets our citizens' and visitors' expectations.

Strategies:
Action Steps:

1. Review city charter and city ordinances to determine if outsourcing for certain services is permitted.
2. Using the Benchmark Study, determine the expected level of service.
3. Identify which services may benefit from outsourcing.
4. Look at technology to help build efficiency into the position or service.
5. Determine the cost-benefit of contracting with a private provider to provide the service or fill the position.
6. Make code changes if necessary to permit privatization of jobs and services.

Resources Required:

1. Create city team and/or hire consultant to help implement the action steps.

Total Plan Cost:
Total Additional FTE: NA
One-Time Costs: $75,000 to hire consultant to implement action steps, cost savings if city uses city team.
Staffing Annual Costs: TBD
Program Annual Costs: TBD

Desired Benefit/Outcome:

- Fill vacant positions and provide services that meets our citizens' and visitors' expected level of service.

Priority Area:
Professional Development

Goal/Objective:
Training opportunities will help City employees advance their careers while also improving service to the community.

Action Steps:

1. Create a tiered professional development program for all city employees.
2. Find or develop content for trainings such as:
    a. Customer Service
    b. Budgeting, Procurement, Finances
    c. Supervision and Leadership
    d. Cybersecurity/Information Technology
    e. Accident Prevention
    f. Risk Management
    g. City Charter and Codes
    h. CPR / Active Shooter Training
    i. Emergency Management / NIMS
3. Revise Job Descriptions and Personnel Handbook to identify required training for each position

Resources Required:

1. Workforce Development Manager: 1.0 FTE ($100,000, includes benefits)
2. Funding for one-time start-up costs (vehicles, office furniture, phones, etc.). ($10,000)
3. HRIS System

Total Plan Cost:
Total Additional FTE: 1.0
One-Time Costs: $10,000
Staffing Annual Costs: $100,000
Program Annual Costs: $110,000 (does not include HRIS system)

Desired Benefit/Outcome:

- Improved culture and morale
- Improved service to the community

CITY OF JOPLIN

FISCAL YEAR 2023 PROPOSED BUDGET

AUGUST 8, 2022

FISCAL YEAR 2023 PROPOSED BUDGET

WHAT IS A BUDGET?

- Policy Document
  - Directs revenue and spending according to all applicable Statutes and Ordinances
- Financial Plan
  - Seeks to allocate resources to meet the needs of the Community
- Operations Guide
  - Aligns operational efforts to support City Council's goals
- Communication Device
  - Provides transparency into how resources will be utilized

FISCAL YEAR 2023 PROPOSED BUDGET

WHAT ARE THE BENEFITS OF THE ANNUAL BUDGET PROCESS?

- Presents an opportunity to reflect on organization and our accomplishments
- Provides insight into the direction of City Organization and Community as a whole
- Serves as an instrument to implement the City's vision and goals
- Describes the organization's priorities and key initiatives for the upcoming year
- Provides public awareness of how funding will be utilized

FISCAL YEAR 2023 PROPOSED BUDGET

FINANCIAL STORY OF 2022

- Decreased Sales Tax Revenue following COVID-19 impact on local economy in 2021
- Voter approval of Use Tax and partial year collections of new Use Tax
- Partial year collection of renewed ¼-Cent Parks/Stormwater Sales Tax
- Decreased User Fees, Fines and Federal Grants
- Increased Expenditures for Specific Voter-Approved Projects
- Increased Fuel and Supply Prices; Material and Equipment shortages

FISCAL YEAR 2023 PROPOSED BUDGET

ECONOMIC OUTLOOK FOR 2022 AND 2023

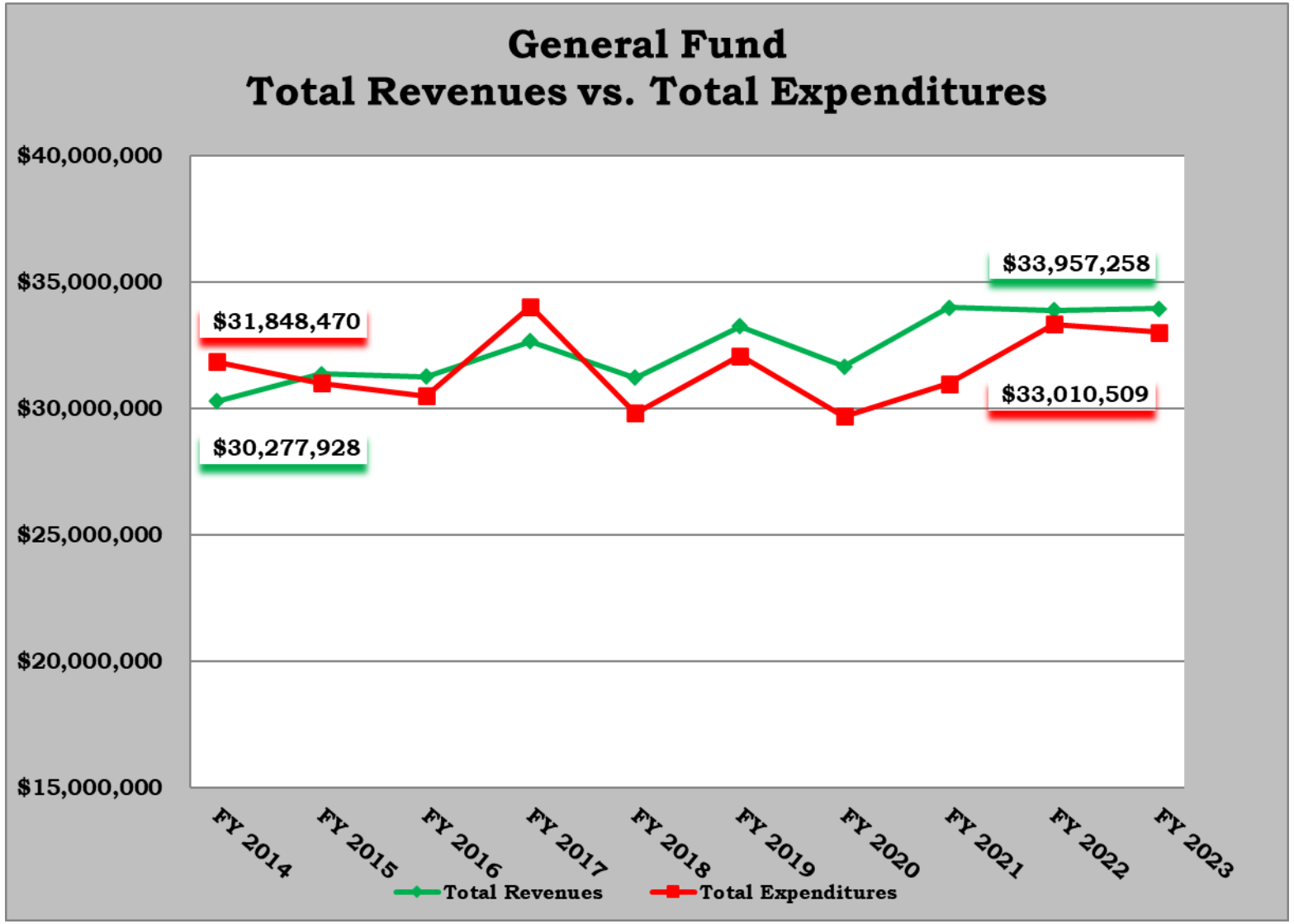
- Highest inflation growth since the early 1980's
- Fed action intended to slow economic growth through interest rate hikes in order to bring down demand to meet constrained supply
- Widespread price pressures weaken purchasing power and consumer confidence
- Economic prediction is a "mild recession"
- Great resignation coupled with low unemployment rates, essentially operating at full employment

FISCAL YEAR 2023 PROPOSED BUDGET

- **IMPACT OF ECONOMIC OUTLOOK ON 2023 PROPOSED BUDGET**

TOTAL BUDGET:

- Overall Budget Revenue Increase of 8.5% from Fiscal Year 2022 Adopted Budget, partially attributed to new Use Tax revenue
- Increase in overall Budgeted Expenditures of nearly 7% from Fiscal Year 2022 Adopted Budget, partially attributed to higher fuel costs and other inflationary price increases
- Increase in overall Capital Expenditures of over 12.5% over Fiscal Year 2022 Adopted Budget



FISCAL YEAR 2023 PROPOSED BUDGET

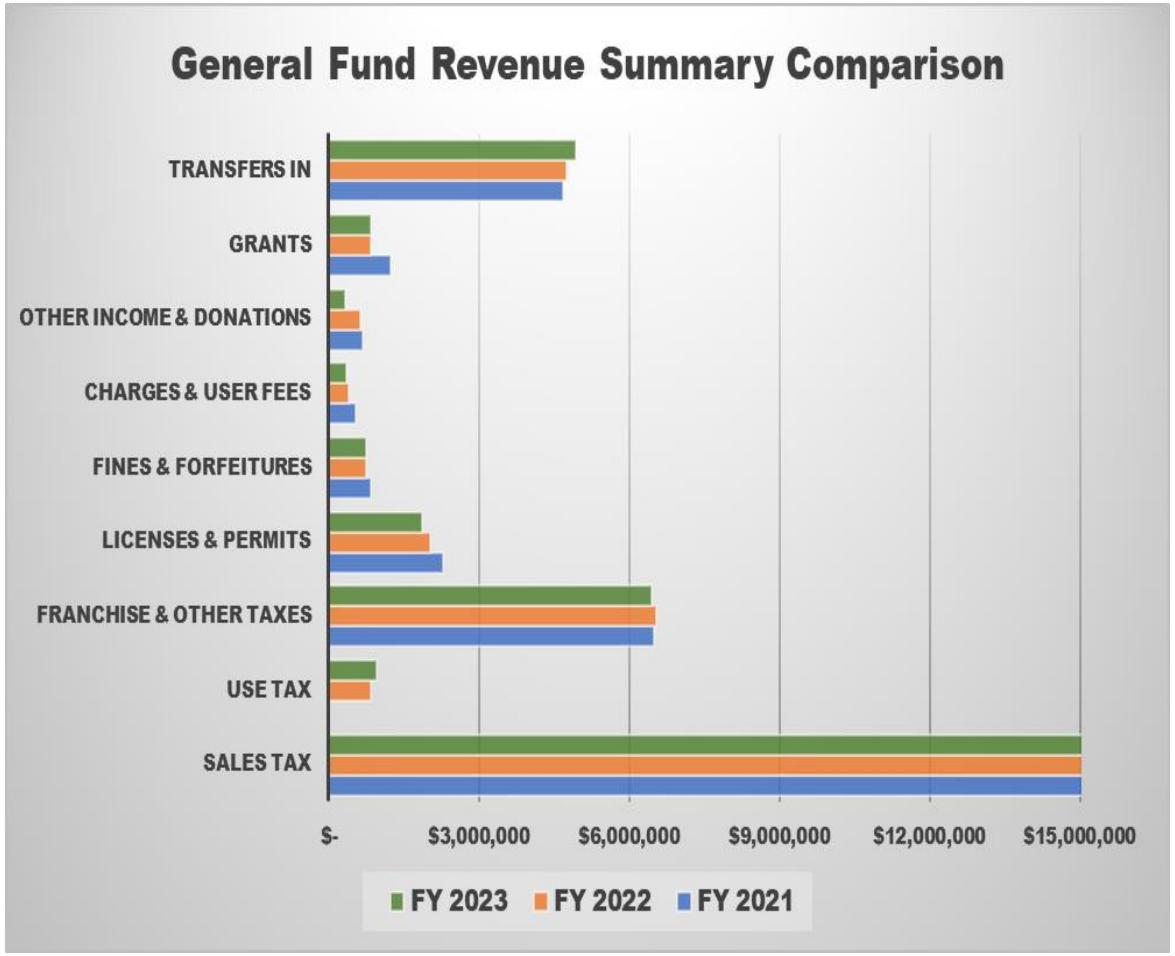
Note: No employee wage increases included in Fiscal Year 2023, pending implementation of Internal Equity Study Recommendation

FISCAL YEAR 2023 PROPOSED BUDGET

GENERAL FUND INFORMATION

FY 2023 BUDGET GENERAL FUND REVENUES

GENERAL FUND REVENUE	FY 2021 ACTUAL	FY 2022 ESTIMATED	FY 2023 BUDGET	PROPOSED CHANGE AMOUNT	%
Sales Tax	$ 17,238,411	$ 17,100,000	$17,442,000	$ 342,000	2.0%
Use Tax	$ -	$ 850,000	$ 960,000	$ 110,000	12.9%
Franchise & Other Taxes	$ 6,486,220	$ 6,530,000	$ 6,450,000	$ (80,000)	-1.2%
Licenses & Permits	$ 2,293,070	$ 2,033,100	$ 1,871,300	$ (161,800)	-8.0%
Fines & Forfeitures	$ 847,907	$ 749,100	$ 749,100	$ -	0.0%
Charges & User Fees	$ 532,112	$ 391,514	$ 366,514	$ (25,000)	-6.4%
Other Income & Donations	$ 672,673	$ 641,595	$ 342,900	$ (298,695)	-46.6%
Grants	$ 1,242,492	$ 848,278	$ 843,442	$ (4,836)	-0.6%
Transfers In	$ 4,686,358	$ 4,750,021	$ 4,932,002	$ 181,981	3.8%
Total General Fund Revenue	$ 33,999,243	$ 33,893,608	$33,957,258	$ 63,650	0.2%

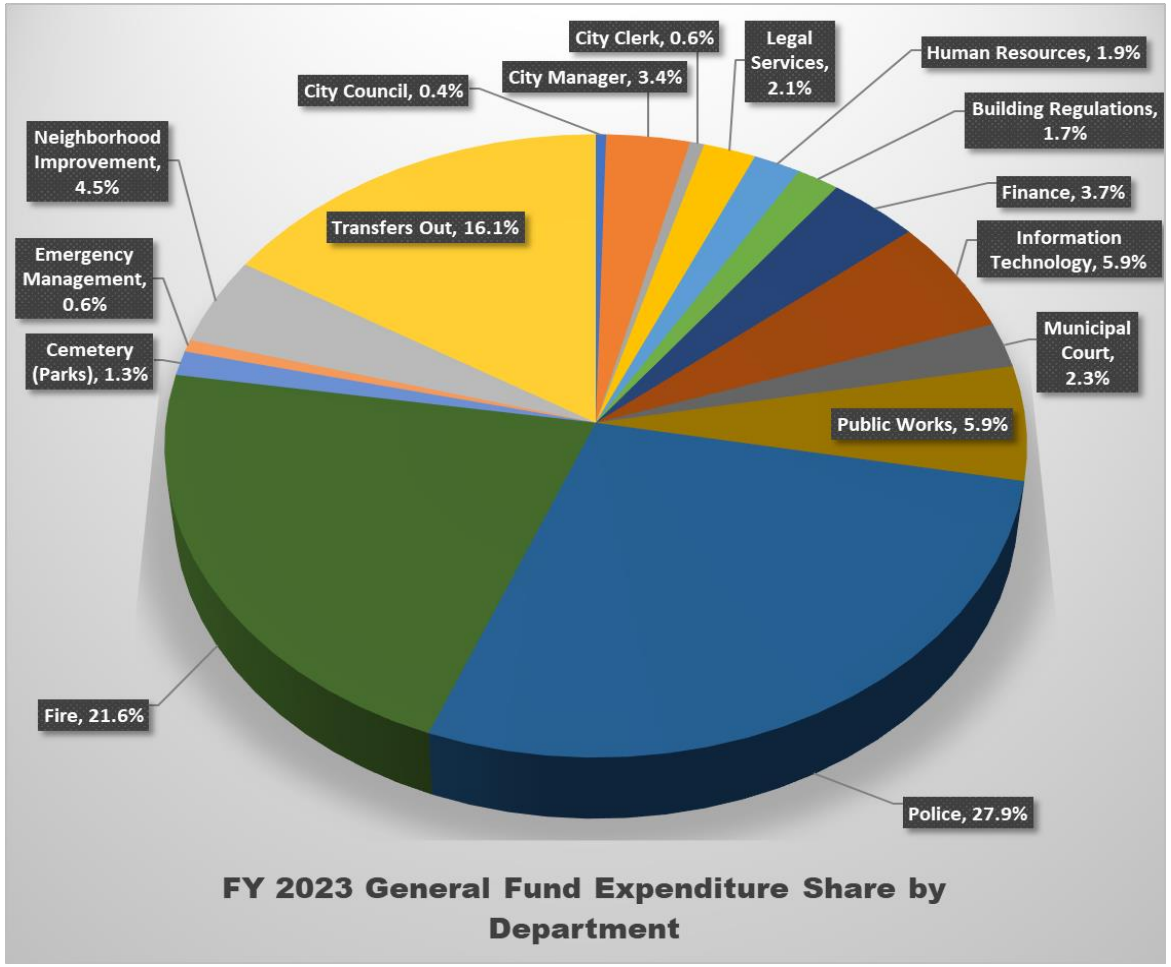


FISCAL YEAR 2023 PROPOSED BUDGET

GENERAL FUND INFORMATION

FY 2023 BUDGET GENERAL FUND EXPENDITURES BY DEPARTMENT

DEPARTMENT	FY 2021 ACTUAL	FY 2022 ESTIMATED	FY 2023 BUDGET	PROPOSED CHANGE AMOUNT	%
City Council	$ 522,022	$ 1,060,884	$ 136,443	$ (924,441)	-87.1%
City Manager	$ 888,338	$ 1,417,853	$ 1,112,396	$ (305,457)	-21.5%
City Clerk	$ 256,060	$ 261,043	$ 188,831	$ (72,212)	-27.7%
Legal Services	$ 661,513	$ 684,575	$ 700,126	$ 15,551	2.3%
Human Resources	$ 368,151	$ 540,086	$ 633,806	$ 93,720	17.4%
Building Regulations	$ 552,699	$ 547,404	$ 568,290	$ 20,886	3.8%
Finance	$ 1,296,394	$ 1,107,116	$ 1,220,228	$ 113,112	10.2%
Information Technology	$ 1,861,658	$ 2,011,037	$ 1,951,303	$ (59,734)	-3.0%
Municipal Court	$ 769,314	$ 755,770	$ 764,562	$ 8,792	1.2%
Public Works	$ 1,897,742	$ 2,141,976	$ 1,960,184	$ (181,792)	-8.5%
Police	$ 9,228,333	$ 9,204,109	$ 9,213,325	$ 9,216	0.1%
Fire	$ 6,114,114	$ 7,035,799	$ 7,133,266	$ 97,467	1.4%
Cemetery (Parks)	$ 333,118	$ 430,321	$ 415,895	$ (14,426)	-3.4%
Emergency Management	$ 191,213	$ 201,019	$ 208,671	$ 7,652	3.8%
Neighborhood Improvement	$ 265,711	$ 298,445	$ 1,489,057	$ 1,190,612	398.9%
Transfers Out	$ 5,786,421	$ 5,638,626	$ 5,314,126	$ (324,500)	-5.8%
Total General Fund Expenditures	$ 30,992,801	$ 33,336,063	$ 33,010,509	$ (325,554)	-1.0%



FISCAL YEAR 2023 PROPOSED BUDGET

- **HIGHLIGHTED FISCAL YEAR 2022 KEY ACCOMPLISHMENTS**
  - ***Complete by October 31, 2022***

- Voter approval of Use Tax
- Internal Equity Study
- Revision of Employee Rules & Regulations
- Review of Current Property Maintenance Codes and Presentation of Recommended Changes

FISCAL YEAR 2023 PROPOSED BUDGET

- **HIGHLIGHTED FISCAL YEAR 2022 KEY ACCOMPLISHMENTS**
  - ***Complete by October 31, 2022***

- Implementation of Transition to required State Court Software System (OSCA)
- Community Health Needs Assessment with Regional and Community Stakeholders
- Review and Update Health Department Website
- Develop Adopt-A-Park Program

FISCAL YEAR 2023 PROPOSED BUDGET

- **HIGHLIGHTED FISCAL YEAR 2022 KEY ACCOMPLISHMENTS**
  - ***Complete by October 31, 2022***

- Develop Outdoor Recreation Options
- Develop 10-Year Project Plan for Parks/Stormwater Sales Tax Phase III Projects
- Upgrade Public Works' Department Website to include City Overlay Map
- Adopt and Implement Updated Zoning Code
- Evaluate and Assess Communications Operations

FISCAL YEAR 2023 PROPOSED BUDGET

SUMMARY OF PROPOSED BUDGET

- Overview of Budget Goals
- Summary of Action Plans included in proposed budget
- FY 2022 Key Initiatives continuing into FY 2023
- New FY 2023 Key Initiatives
- Financial Summary and Plan

FISCAL YEAR 2023 PROPOSED BUDGET

OVERALL FISCAL YEAR 2023 BUDGET GOALS

- Basis for this year's budget development was built on three key goals:
  - Alignment of Resources to City Council Vision and Goals
  - Implementation of Action Plans as prioritized within available Use Tax resources
  - Preserve Funding Capacity to Implement Internal Equity Recommendations
- Fiscal Year 2023 Key Initiatives

FISCAL YEAR 2023 PROPOSED BUDGET

IMPLEMENTATION OF ACTION PLANS

Included in Proposed Fiscal Year 2023 Budget:

- Renovation of Workspace in City Hall to accommodate additional employees for Neighborhood Revitalization, Community Policing and other Action Plans-General Fund and Public Safety Fund Use Tax Funding
- Addition of Two Park Rangers-Parks/Stormwater Use Tax Funding
- Development of a Community-Based Homeless Strategic Plan-General Fund Use Tax Funding
- Housing Revitalization Plan-General Fund Reserves (Fund Balance)

FISCAL YEAR 2023 PROPOSED BUDGET

Fiscal Year 2023 Proposed Budget Projected Use Tax Collections:

PROJECTED BREAKDOWN BY USE TAX CATEGORY	AMOUNT
1-Cent General	$960,000
½-Cent General for Pension	$480,000
½-Cent General for Public Safety	$480,000
¼-Cent Parks/Stormwater	$240,000
½-Cent Transportation	$480,000
3/8-Cent Capital Improvement	$360,000
Projected FY 2023 Use Tax Funding	$3,000,000

FISCAL YEAR 2023 PROPOSED BUDGET

- **HIGHLIGHTED FISCAL YEAR 2022 KEY ACCOMPLISHMENTS**
  - ***Continuing into Fiscal Year 2023***

- Further Develop and Implement Action Plans
- Museum Strategic Plan
- Public Information & Communications Assessment
- Justice Center Facilities Assessment
- Benchmark and Level of Service Study

FISCAL YEAR 2023 PROPOSED BUDGET

- **HIGHLIGHTED FISCAL YEAR 2022 KEY ACCOMPLISHMENTS**
  - ***Continuing into Fiscal Year 2023***

- Planning Operational Assessment
- Implementation of Building Permit System resulting in Online Building Permit Option
- Sale of Surplus Property
- Coordination of ARPA Funding
- Assess and Improve Citywide IT Network Infrastructure and Security

FISCAL YEAR 2023 PROPOSED BUDGET

- **HIGHLIGHTED FISCAL YEAR 2022 KEY ACCOMPLISHMENTS**
  - ***Continuing into Fiscal Year 2023***

- Migration to Voice Over Internet Phones (VOIP)
- Upgrade Police CAD System
- Develop required Processes and Procedures for American Public Works Association (APWA) Accreditation
- Restructure Police Fleet and Develop Fleet Policy
- Upgrade Fire Records Management System

FISCAL YEAR 2023 PROPOSED BUDGET

- **HIGHLIGHTED FISCAL YEAR 2022 KEY ACCOMPLISHMENTS**
  - ***Continuing into Fiscal Year 2023***

- Update the Local Emergency Operations Plan
- Installation of Public Safety Streetlights
- Tourism Venue Economic Development Study
- Upgrade Wayfinding graphics, add Grand Falls Wayfinding, and Tri-State Marker
- Solid Waste Master Plan

FISCAL YEAR 2023 PROPOSED BUDGET

- **HIGHLIGHTED FISCAL YEAR 2022 KEY ACCOMPLISHMENTS**
  - ***Continuing into Fiscal Year 2023***

- Multi-Modal Master Plan, Traffic Signal Master Plan, Facilities Master Plan for upcoming Capital Improvements Sales Tax renewal
- Development and Implementation of Broadband Plan
- Review of Sign Code and Presentation of Recommended Changes
- Two Pilot Programs to reduce Inflow & Infiltration (I&I) in Sewer Treatment System

FISCAL YEAR 2023 PROPOSED BUDGET

- **HIGHLIGHTED NEW KEY INITIATIVES FOR 2023**

GENERAL FUND

- Conduct Police Memorial Study
- Implement Time and Attendance System, along with HRIS System
- Develop and Coordinate ARPA/Infrastructure Spending Plan
- Administrative reduction of Incode Court Cases following implementation of state mandated system
- Implement Recommended Beat Configurations from Police Resource Allocation Study
- Establish Mental Health Awareness Program for Police

- Review and Restructure City Ordinances related to Vacant and Dangerous Buildings
- Complete first onsite visit for American Public Works Association (APWA) Accreditation of Public Works Department
- Conduct Community-Based Homeless Strategic Plan
- Remodel workspace in City Hall for additional employees for various Action Plans
- Implement recommendations from Communications Assessment, Benchmark and Level of Service Study and Planning Operational Assessment
- Further Develop and begin Implementation of City Work Group Recommendations

FISCAL YEAR 2022 PROPOSED BUDGET

- **HIGHLIGHTED NEW KEY INITIATIVES FOR 2023**

OTHER FUNDS

- Install Visitor Kiosk to survey guests of City
- Develop Southwest Missouri Tourism Partnership
- Develop Community Health Plan from Community Health Needs Assessment
- Implement Electronic Health Records software system
- Develop Lodging Inspection Program
- Develop Maintenance Plan for each park
- Replace cart paths on 9 holes in conjunction with Public Works and the Special Road District

- Expand Transit Department Safety Plan and CDL Training Program
- Conduct Origin and Destination study related to transportation
- Complete Safety Plan for needed improvements to the City's transportation network
- Begin Migration towards digital plan review of Commercial Projects
- Begin preparation for Capital Improvement Sales Tax renewal
- Begin work on Phase III Parks/Stormwater Sales Tax Projects

FISCAL YEAR 2023 PROPOSED BUDGET

- **TOTAL BUDGET INFORMATION**

FY 2023 POSITIONS BY FUND SUMMARY

FUND TYPE	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 PROPOSED	PROPOSED CHANGE
General Fund	258.95	259.90	259.90	-
Special Revenue Funds	221.75	225.00	234.00	9.00
Enterprise Funds	76.25	76.25	77.25	1.00
Internal Service Funds	27.60	26.80	26.80	-
Total Positions by Fund	584.55	587.95	597.95	10.00

FTE Proposed Changes:

Special Revenue Funds: Public Safety Sales Tax-Add 3 Firefighters and 3 Fire Captain positions for Additional Station; Health-Add Grant-Funded WIC Administrative Assistant position; Parks & Stormwater Sales Tax-Add Use Tax funded Park Ranger (2) positions

Enterprise Funds: Sewer Fund-Add Wastewater Plant Technician position funded through Sewer Rate Study

FISCAL YEAR 2023 PROPOSED BUDGET

TOTAL BUDGET INFORMATION

FY 2023 OVERALL BUDGET SUMMARY

Fund Type	FY 2023 Total Revenue	FY 2023 Operational Expenditures	FY 2023 Capital Expenditures	FY 2023 Transfers Out	FY 2023 Total Expenditures
General Fund	$ 33,957,258	$ 25,661,133	$ 2,035,250	$ 5,314,126	$ 33,010,509
Special Revenue Funds	$ 59,434,807	$ 35,707,117	$ 33,468,610	$ 8,007,268	$ 77,182,995
Capital Project Funds	$ 9,263,000	$ 2,665,500	$ 5,885,000	$ -	$ 8,550,500
Enterprise Funds	$ 23,867,141	$ 16,395,716	$ -	$ 1,668,528	$ 18,064,244
Internal Service Funds	$ 13,525,091	$ 12,885,740	$ -	$ 133,529	$ 13,019,269
Total Funds	$ 140,047,297	$ 93,315,206	$ 41,388,860	$ 15,123,451	$ 149,827,517

FY 2023 BUDGET SPECIAL REVENUE FUND SUMMARY

FUND	FY 2023 Total Revenue	FY 2023 Operational Expenditures	FY 2023 Capital Expenditures	FY 2023 Transfers Out	FY 2023 Total Expenditures
1/2-Cent Pension	$ 9,201,000	$ 8,946,000	$ -	$ -	$ 8,946,000
Public Safety	$ 9,207,000	$ 5,278,994	$ 2,381,010	$ 1,598,519	$ 9,258,523
CVB Fund	$ 1,534,000	$ 1,309,188	$ 39,000	$ 75,164	$ 1,423,352
Health Fund	$ 2,882,758	$ 2,735,966	$ 114,000	$ 65,364	$ 2,915,330
Parks Fund	$ 3,457,700	$ 3,191,813	$ 271,400	$ 136,607	$ 3,599,820
Solid Waste Fund	$ 3,344,980	$ 3,044,027	$ 160,000	$ 57,803	$ 3,261,830
Parks/Stormwater Sales Tax	$ 4,600,500	$ 1,015,495	$ 2,875,000	$ 313,264	$ 4,203,759
Transportation Sales Tax	$ 13,701,944	$ 6,454,705	$ 2,782,000	$ 5,325,761	$ 14,562,466
Capital Improvement Sales Tax	$ 8,100,750	$ 153,802	$ 24,845,000	$ 421,057	$ 25,419,859
Community Planning	$ 3,404,175	$ 3,577,127	$ 1,200	$ 13,729	$ 3,592,056
American Rescue Plan Act	$ -	$ -	$ -	$ -	$ -
Economic Development Fund	$ -	$ -	$ -	$ -	$ -
Total Special Revenue Funds	$ 59,434,807	$ 35,707,117	$ 33,468,610	$ 8,007,268	$ 77,182,995

FISCAL YEAR 2023 PROPOSED BUDGET

TOTAL BUDGET INFORMATION

FY 2023 BUDGET CAPITAL PROJECTS FUND SUMMARY

FUND	FY 2023 Total Revenue	FY 2023 Operational Expenditures	FY 2023 Capital Expenditures	FY 2023 Transfers Out	FY 2023 Total Expenditures
Infrastructure	$ 9,222,000	$ 2,552,000	$ 5,885,000	$ -	$ 8,437,000
Revolving Public Improvements	$ 41,000	$ 113,500	$ -	$ -	$ 113,500
Total Capital Projects Funds	$ 9,263,000	$ 2,665,500	$ 5,885,000	$ -	$ 8,550,500

FY 2023 BUDGET ENTERPRISE FUND SUMMARY

FUND	FY 2023 Total Revenue	FY 2023 Operational Expenditures	FY 2023 Capital Expenditures	FY 2023 Transfers Out	FY 2023 Total Expenditures
Airport	$ 3,190,291	$ 2,736,671	$ -	$ 164,501	$ 2,901,172
Golf Course	$ 914,300	$ 861,065	$ -	$ 30,431	$ 891,496
Sanitary Sewer	$ 19,762,550	$ 12,797,980	$ -	$ 1,473,596	$ 14,271,576
Total Enterprises Funds	$ 23,867,141	$ 16,395,716	$ -	$ 1,668,528	$ 18,064,244

FY 2023 BUDGET INTERNAL SERVICE FUND SUMMARY

FUND	FY 2023 Total Revenue	FY 2023 Operational Expenditures	FY 2023 Capital Expenditures	FY 2023 Transfers Out	FY 2023 Total Expenditures
Central Garage	$ 1,683,000	$ 1,494,065	$ -	$ 46,787	$ 1,540,852
Health Self-Insurance	$ 7,060,000	$ 6,995,800	$ -	$ -	$ 6,995,800
Worker's Compensation	$ 1,111,709	$ 1,097,793	$ -	$ -	$ 1,097,793
Liability & Property	$ 1,358,834	$ 1,382,746	$ -	$ -	$ 1,382,746
Emergency Communications	$ 2,311,548	$ 1,915,336	$ -	$ 86,742	$ 2,002,078
Total Internal Service Funds	$ 13,525,091	$ 12,885,740	$ -	$ 133,529	$ 13,019,269

FISCAL YEAR 2023 PROPOSED BUDGET

GENERAL FUND INFORMATION

FY 2023 GENERAL FUND POSITIONS BY DEPARTMENT

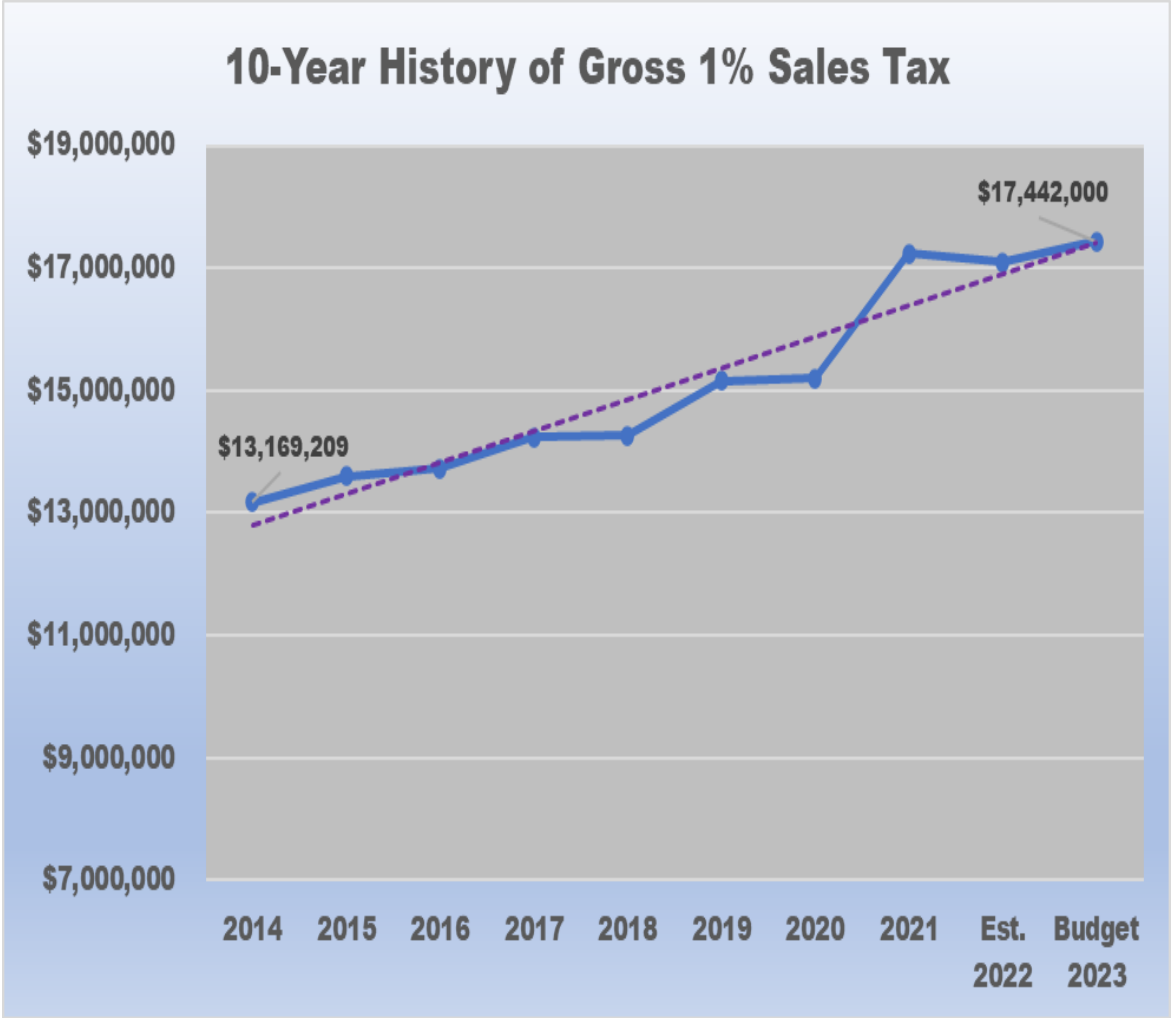
DEPARTMENT	FY 2021 ACTUAL	FY 2022 ACTUAL	FY 2023 PROPOSED	PROPOSED CHANGE	% OF TOTAL
City Manager	4.00	4.15	4.15	-	1.6%
City Clerk	2.00	2.00	2.00	-	0.8%
Legal Services	6.25	6.25	6.25	-	2.4%
Human Resources	3.60	4.40	4.40	-	1.7%
Building Regulations	6.00	6.00	6.00	-	2.3%
Finance	10.00	10.00	10.00	-	3.8%
Information Technology	6.00	6.00	6.00	-	2.3%
Municipal Court	9.50	9.50	9.50	-	3.7%
Public Works	17.40	17.40	17.40	-	6.7%
Police	109.80	109.80	109.80	-	42.2%
Fire	71.00	71.00	71.00	-	27.3%
Cemeteries	7.20	7.20	7.20	-	2.8%
Emergency Management	2.00	2.00	2.00	-	0.8%
Neighborhood Improvement	4.20	4.20	4.20	-	1.6%
Total GF Positions	258.95	259.90	259.90	-	100.0%

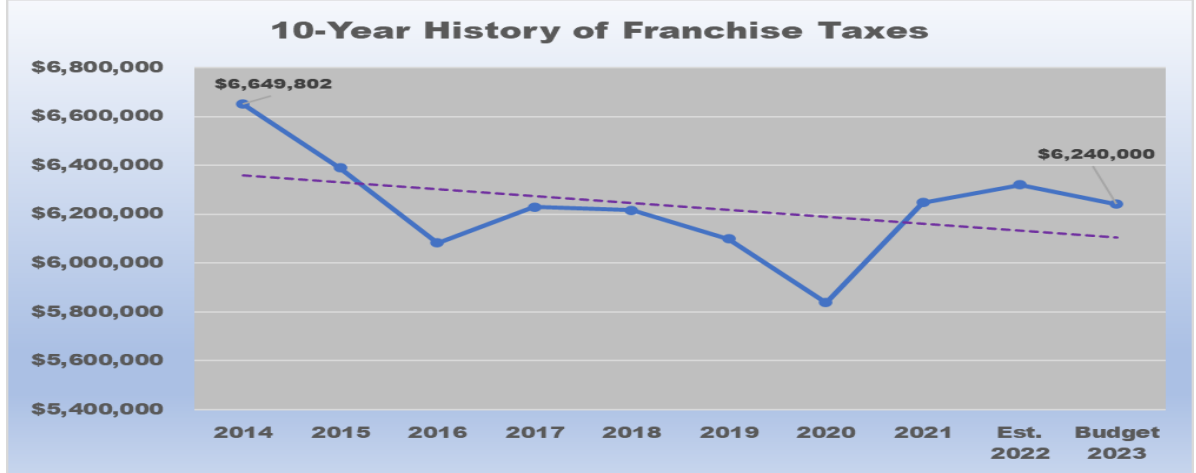
GENERAL FUND EXPENDITURES BY CATEGORY

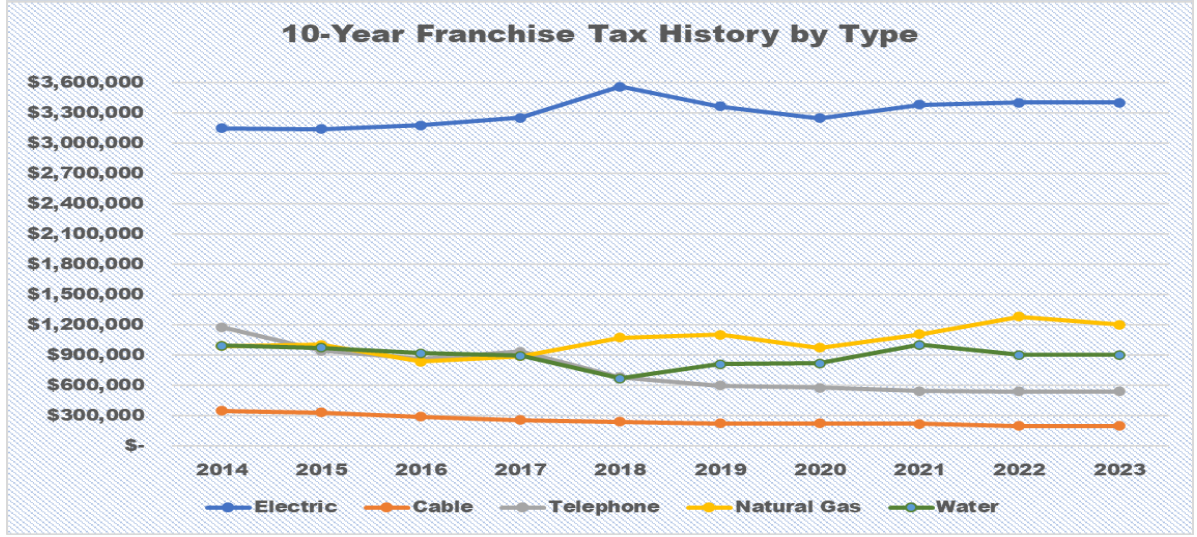
CATEGORY	FY 2021 ACTUAL	FY 2022 ESTIMATED	FY 2023 BUDGET	PROPOSED CHANGE AMOUNT	%
Personnel Services	$ 18,379,505	$ 18,714,699	$18,873,285	$ 158,586	0.8%
Operational Supplies	$ 4,346,179	$ 5,842,934	$ 4,698,000	$ (1,144,934)	-19.6%
Other Purchases/Services	$ 1,427,834	$ 1,171,772	$ 2,089,848	$ 918,076	78.3%
Capital Outlay	$ 1,052,862	$ 1,968,032	$ 2,035,250	$ 67,218	3.4%
Transfers Out	$ 5,786,421	$ 5,638,626	$ 5,314,126	$ (324,500)	-5.8%
Total GF Expenditures	$ 30,992,801	$ 33,336,063	$33,010,509	$ (325,554)	-1.0%

FISCAL YEAR 2023 PROPOSED BUDGET

GENERAL FUND INFORMATION





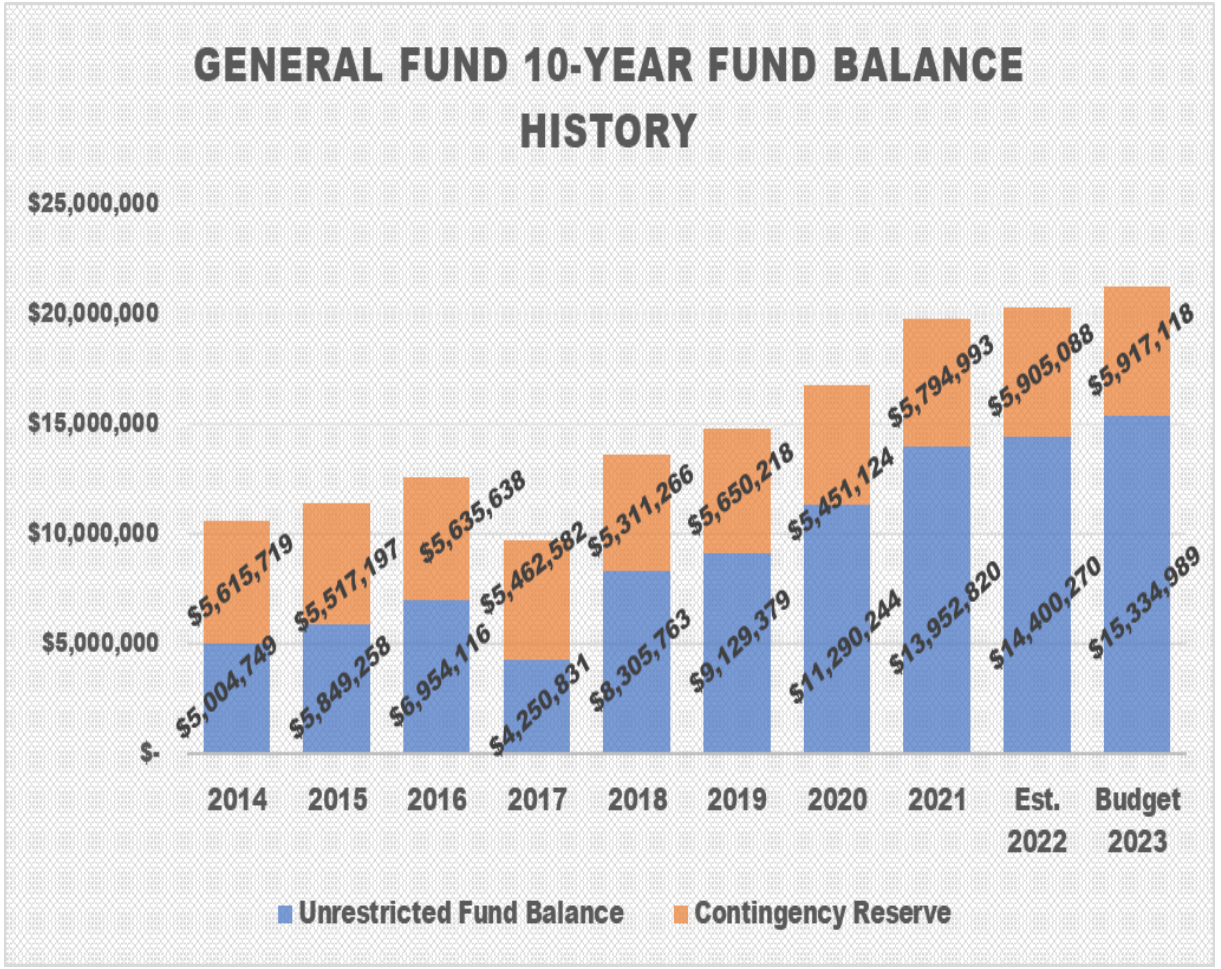


FISCAL YEAR 2023 PROPOSED BUDGET

GENERAL FUND INFORMATION

GENERAL FUND 10-YEAR HISTORY OF FUND BALANCE

FISCAL YEAR	UNRESTRICED AMOUNT	CONTINGENCY AMOUNT	TOTAL FUND BALANCE
2014	$ 5,004,749	$ 5,615,719	$10,620,468
2015	$ 5,849,258	$ 5,517,197	$11,366,455
2016	$ 6,954,116	$ 5,635,638	$12,589,754
2017	$ 4,250,831	$ 5,462,582	$ 9,713,413
2018	$ 8,305,763	$ 5,311,266	$13,617,029
2019	$ 9,129,379	$ 5,650,218	$14,779,597
2020	$ 11,290,244	$ 5,451,124	$16,741,368
2021	$ 13,952,820	$ 5,794,993	$19,747,813
Est. 2022	$ 14,400,270	$ 5,905,088	$20,305,358
Budget 2023	$ 15,334,989	$ 5,917,118	$21,252,107



FISCAL YEAR 2023 PROPOSED BUDGET

- **WHAT ARE THE INDICATORS OF A CITY'S FINANCIAL CONDITION?**
  - Reserve Balance
  - Strength of Revenue Stream
  - Commitment of Expenditures for Service

FISCAL YEAR 2023 PROPOSED BUDGET

- **FUTURE PLANNING**
  - One important piece of good decision making is understanding that today's decisions impact the future ability to provide quality services
  - Financially sustainable decision making is forward looking at the long-term impact on the City as a whole, rather than piece-meal decisions
  - 5-year General Fund Financial Planning Model
  - Biggest concern for the City's future financial condition is that the current revenue growth is not keeping pace with the expenditure growth despite efforts to become as efficient and effective as possible

GENERAL FUND FIVE-YEAR MODEL

DESCRIPTION	FY 2021 ACTUAL	FY 2022 ESTIMATED	FY 2023 BUDGET	FY 2024 ESTIMATED	FY 2025 ESTIMATED
Total Revenue	$ 33,999,243	$ 33,893,608	$33,957,258	$ 34,296,831	$34,639,799
Total Operating Expenses	$ 24,153,518	$ 25,729,405	$25,661,133	$ 26,944,190	$28,156,678
Total Capital Expenses	$ 1,052,862	$ 1,968,032	$ 2,035,250	$ 1,500,000	$ 800,000
Total Transfers Out	$ 5,786,421	$ 5,638,626	$ 5,314,126	$ 5,650,000	$ 5,500,000
Net Change in Fund Balance	$ 3,006,442	$ 557,545	$ 946,749	$ 202,641	$ 183,121

FISCAL YEAR 2023 PROPOSED BUDGET

- **NEXT STEPS IN 2023 BUDGET PROCESS**

- Public Hearing for Proposed Budget on August 15, 2022
- Public Hearing and Set Property Tax Rates on August 22, 2022
- City Council Budget Work Sessions covering Budget Overview and Issues & Options scheduled for September 20-22, 2022
- September 22, 2022-Deadline for any changes for 2023 Budget Adoption on October 17, 2022
- Fiscal Year 2023 Budget Adoption on October 17, 2022

FISCAL YEAR 2023 PROPOSED BUDGET

ORGANIZATION'S NEXT STEPS

- Align Resources to City Council Vision and Goals
- Continue Implementation of Action Plans
- Utilize the City's Budget as a Tool to Implement the Action Plans



FISCAL YEAR 2023 PROPOSED BUDGET

- **QUESTIONS?**