



**West Plains, Missouri
Employee Compensation Consulting
Services**

Paypoint HR, LLC
695 Santa Maria Lane
Davidsonville, MD 21035
(443) 336 - 4272

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Executive Summary

Paypoint HR is pleased to present this comprehensive Compensation and Classification Study to the City of West Plains, Missouri. The study began with initial kick-off meeting with the Human Resources Director on September 20, 2019. The Final Report was completed for presentation to the City Council in May 2020.

The point of the Executive Summary is to give an overview of the most important issues and opportunities identified by the consulting team during the study. The reader is highly encouraged to read the document in its entirety in order to gain an understanding of the recommendations within the report. The study takes into consideration both short and long-term concerns. The intent of the study was to provide the leadership team and City Council with a process for ascertaining equitable value of positions on a competitive salary scale. The study compared existing pay to compensation scales of organizations identified to be valid comparators to the City of West Plains. This report provides a review and update of the classification and compensation plan for the City's employees. Paypoint HR has identified opportunities, but it is up to the City Council to determine which are most appropriate and the timing of implementation.

In considering the options for implementation, it is critical to understand the costs and benefits related to each option. By utilizing market data and analysis it is possible to make informed decisions with regard to possible changes. However, in addition to the quantitative economic cost and benefit, it is important to consider the social/cultural impact of implementation and management. West Plains will need to consider all components in making final decisions.

The study was divided into two parts: a classification phase and a compensation phase. The classification phase included identification, review, and analysis of specific work being performed in various positions. That data was then used to simplify positions and match them to the external market in an "apples to apples" comparison. The compensation phase consisted of an initial baseline analysis and an external market survey of local public organizations to determine what the local labor market pays for specific jobs.

The study included approximately 169 employees within roughly 103 distinct positions. The study recommendations indicate what actions should be taken, to avoid loss of qualified staff and address difficulties in recruiting new employees for the City. In addition, it was expected that the study would recommend adjustments to the City's salary placement procedures, policies, and salary structure, to allow appropriate ongoing compensation administration.

Comprehensive surveys like this establish a credible pay structure that is fair for the work completed and strategically positions West Plains competitively in the labor market. The desired result is the improved ability to attract and retain quality staff that perform at high levels to meet the growing demands of the community.

Major Milestones for the Project

Initial kick-off meetings with the Human Resources Director on September 20th and the leadership team on December 5th and 6th.

Employee Briefing Sessions were held onsite over a two-day period on December 5th and 6th with groups of employees from all departments to discuss the project, their roles, and to review the job analysis questionnaire.

A custom website was created for the City to have employees complete a Position Vantage Point (PVP) job analysis questionnaire. A paper version of the PVP was made available as well.

The data from the completed paper version of employee PVP's was uploaded to the central database. For positions that did not have an incumbent to complete the PVP, the Project Team assigned a supervisor to complete it.

A second custom website was created with a copy of 179 completed PVP's for managers to review. (Additional surveys were filled out for employees occupying multiple positions and for future positions). Managers were able to give their own responses to the same questions for the position.

All positions were reviewed by managers on a separate PVP website.

Paypoint HR conducted a job evaluation for an internal review of job family classifications based on the employee and manager responses to the PVP's.

An analysis of the existing pay scale was completed.

On February 5th and 6th, 2020 Paypoint HR held 9 onsite focus group sessions with employees. All employees were invited to attend the focus group sessions and actual attendance was approximately 158 Employees in total.

External Market Comparators were vetted using economic and demographic data to determine which comparators were most like West Plains to ensure validity. In order to identify relevant and comparable organizations we restricted our search to a 200-mile radius.

Internal positions were reviewed, and benchmark positions were selected for inclusion in the external survey.

The external market survey was sent out to a total of 56 comparator municipalities and responses from 22 participants were collected. Additional surveys were sent out to electric cooperatives. Typical surveys of this type yield a 5-10% response rate. The City of West Plains' study response rate is considered very good at 39%. Respondents included the following organizations:

Respondents (22/56)

Beebe, Arkansas
Carthage, Missouri
Dexter, Missouri
Harrison, Arkansas
Monett, Missouri
Republic, Missouri
Warrenton, Missouri
Wynne, Arkansas

Branson, Missouri
Clarksville, Arkansas
Forrest City, Arkansas
Jackson, Missouri
Ozark, Missouri
Rolla, Missouri
Washington, Missouri

Carl Junction, Missouri
Clinton, Missouri
Fulton, Missouri
Lowell, Arkansas
Pocahontas, Arkansas
Siloam Springs, Arkansas
Webb City, Missouri

Additional Respondents

Sho-Me Power Electric Cooperative
Webster Electric Cooperative

From both the internal and external market analysis, recommendations for a new pay scale was developed and individual job titles were assigned to the new pay grades.

Paypoint HR conducted 9 onsite focus groups with approximately 158 employees from all departments. The Consultants met with employees by their peer categories over a two-day period on February 5th and 6th. The purpose of the focus groups was to gain a better understanding of the existing compensation plan and areas of possible improvement.

A draft report was generated for the Project Team along with updates to job descriptions. Job descriptions were updated and standardized using PVP responses from employees and managers.

Recommendations

The fiscal impact of the recommendations listed below are approximate costs for salary adjustments. The fiscal impact does not factor in associated costs for employee related benefits.

1. Raise the salary of 135 positions that are *substantially* below market, first, at a cost of \$781,216.
2. Raise the salary of 3 positions that are below market, second, at a cost of \$11,372.
3. Adjust the salaries of 7 employees to account for years of service to the City, third, at a cost of \$27,947.
4. Adjust the salaries of positions that are near market with normal base-salary and tenure adjustments.
5. Discontinue making base-salary adjustments to the salaries of positions that are above or *substantially* above market until compensation is near market.
6. For employees where no salary adjustment has been indicated based on market considerations, it is recommended that the City consider a separate adjustment based on service to the City.

Scope of Services

1. Conduct a comprehensive total compensation survey using the City's current pay system using not only job titles, but duties and responsibilities based upon the classification specifications from the City of West Plains.
2. Conduct a total compensation analysis to provide the City with an accurate assessment of how its compensation plan compares with the selected labor market agencies, such as local businesses and municipalities comparable to the City of West Plains. The total compensation analysis includes the employer cost for benefits including but not limited to: base salary, standby pay, shift differential pay, etc.
3. Conduct analysis of employer paid insurance premium contributions for health, dental, vision insurance, life insurance, LTD, and AD&D insurance.
4. Conduct an analysis of leave benefits including holidays, sick leave, and vacation.
5. Develop external competitive and internal equitable salary recommendations for each classification included within the study.
6. Assign a salary range to each classification which reflects the results of the market survey and the analysis of the internal relationships. This will include an explanation of the specific methodology used in determining salary range.
7. Present results of survey to City Management.
8. Be able to discuss and defend all challenges to the survey.
9. Assist in the development of a strategy for implementing the compensation recommendations and plan.
10. Provide instructional information to allow City staff to conduct individual salary audits and adjustments consistent with the study methods.

Benefit Summary

Paypoint HR feels it is appropriate to consider benefits when addressing strategic planning of compensations as there is a dynamic relationship between employers and employees. When depicting the strategic elements of pay, external influences and an evolving business environment affect attraction, retention, and engagement.

A total rewards review of compensation incorporates all components organizations utilize to cultivate quality employees. An effective total rewards strategy produces a workforce that has the right people in the right jobs who are motivated and engaged to meet goals and feel loyal to the organization and its success.

The elements that contribute to Total Rewards are:

- Compensation,
- Benefits,
- Work-life effectiveness,
- Recognition,
- Performance management, and
- Talent development.

The information provided in this portion of the report is not intended to be an exhaustive benefit survey comparing the benefit summaries, premiums, co-pays, and deductibles. The benefit survey was designed to get a snapshot of the participant's employee benefit offerings. Where possible, Paypoint HR uses the information gathered from the external survey to analyze findings.

Benefit offerings are often considered in aggregate data. Caution should be exercised in the following:

- When interpreting the information, as elements within each organization are not equal. For example, there may be more part-time or seasonal workers employed at an organization who are not eligible for benefits. Using part-time or seasonal wages in the calculation could skew the findings.
- When adjusting pay, certain costs such as medical premiums, workers' compensation premiums and pension contributions will automatically increase as pay increases. Responsible employers will consider the additional costs related to these changes.

Questions included in the External Benefit Survey addressed the following:

1. Does your organization have a pay for performance system in place?
2. When were your most recent across the board changes to pay? What was it based on?
3. What do benefits cost the organization in relation to the total compensation?
4. What are the co-pays, deductibles, and out of pocket maximums for the health insurance?
5. Do you offer a defined benefit pension plan? What is the formula you use for matching? What employee contributions, if any, do you require?
6. What other employer sponsored benefits do you offer?
7. Do you offer any cash supplements, cash payouts of leave, or standby pay?
8. What leave benefits do you offer?
9. What clothing or uniform allowances do you offer?
10. Do you offer a phone allowance or phone use for employees?

The City of West Plains' Current Employee Benefit Offering

The City of West Plains has a benefit summary available to employees that clearly explains the benefit package available to eligible staff. Listed below are the employee benefits available to eligible employees at the time of the study.

- Eleven Paid Holidays
- Sick Leave - Can accumulate up to 520 hours
- Funeral Leave -May be granted three (3) working days with approval from Supervisor or City Administrator.
- Vacation Leave -
 - 1-year employment 10 days per year up to 20 days accrual
 - 10-year employment 13 days per year up to 30 days accrual
 - 20-year employment 20 days per year up to 40 days accrual
- Personal Leave -Eight (8) hours per year. (Firefighters not eligible)
- Retirement -Lagers L6, 80 and out program. No cost to employee.
- Medical - Anthem Blue Cross, Blue Shield - No cost to employee. Dependent coverage offered at the employee's cost.
- Dental - Anthem Blue Cross, Blue Shield - no cost to employee. Dependent coverage offered at the employee's cost.
- Life Insurance - Anthem Blue Cross, Blue Shield - No cost to employee.
 - \$40,000 Basic Life/AD&D
 - Also offer Supplement Life up to \$100,000.00 for employee, guarantee issue - no health questions.
 - Also, can cover dependents at employee's cost.
- Long Term Disability -Anthem Blue Cross, Blue Shield - No cost to employee with a 90-day elimination period. Pays 60% gross wages if employee were to become disabled.
- Short Term Disability - Anthem Blue Cross, Blue Shield - offered to employees at a cost - voluntary participation.
 - 15-day elimination period
 - Pays 60% gross wages if employee were to become disabled
- Vision - Anthem Blue Cross, Blue Shield - offered to employees at a cost - voluntary participation.
- Civic Center - Use of swimming pool and fitness room at no cost. (For employees only.) Family memberships available for payroll deduction.
- Voluntary Optional Memberships -
 - 457 Deferred Compensation Plan - VALIC & Nationwide.

- Metro Credit Union - Membership fee \$25.00
 - Medical Flex Spending
 - Dependent Day Care
 - American Fidelity - accident, cancer, etc.
 - Cafeteria Plan - Section 125
 - Air Evac - at a discounted rate
- Blood Pressure Check - South Howell County Ambulance at City Hall every 2nd Wednesday of each month.
 - Shots - Hepatitis B & Flu shots

Benefit Survey Responses

The chart below provides counts and percentage breakdowns of the market peers and West Plains full-time and part-time employees. The market comparator organizations were made up of, on average, 79% full-time employees and 21% part-time employees. For West Plains, this percentage was 83% full-time, and 17% part-time. The number of full-time and part-time employees can influence the benefits offered by an organization. Logically, the more full-time, benefit eligible employees an organization has, it's more likely that the amount paid towards benefit offerings will be higher.

Table 1 - Percentage of Full-Time and Part-Time Employees

Personnel Count	Market Average		West Plains	
Full-Time Employees	139	79%	190	83%
Part-Time Employees	38	21%	40	17%
Total	177	100%	230	100%

The percentage of benefits in relation to total compensation is a common broad indicator that organizations use to assess how generous the discretionary benefits are at individual organizations. Total compensation refers to the compensation package (salary and benefits) an employee receives from its organization. Therefore, benefits as a percentage of total compensation is calculated by dividing benefits expressed as a dollar amount by the amount of total compensation (salary plus benefits).

This study asked respondents to state what they calculated towards benefits. Generally, benefits they cited included health, dental, and vision premiums; life insurance; workers' compensation; pension; and FICA, though organizations may calculate this number differently.

West Plains cost of benefits as a percent of total compensation was roughly 46%. The external market comparator average was 33%. As compared to its peers, they City of West Plains seems to be generous with regards to its employees benefit package offering.

The national average for the cost of benefits as a percent of total compensation is between 30 and 35% for non-union employee groups and 40 and 45% for union employee groups. The study did not ask respondents to disclose the union presence or prevalence within their organization. Also, it is common for benefit contributions to vary depending on the compensation practices of the organization and the relative cost of benefits. In relation to the national figures, West Plains is competitive if not generous regarding employee benefits within a union environment.

Performance Pay and Pay Adjustments

Of the respondents roughly 40% stated they offered a pay-for-performance incentive element to their pay system. Adjustments to pay were reported as being made based on COLA, performance/merit, longevity, step increases, and availability of funding. The majority of respondents reported across the board adjustments were made based on the COLA. 100% of respondents stated they had made across the board adjustments to pay in the last two (2) years.

The City of West Plains has history of performance-based pay.

Major Medical, Dental, and Vision

Roughly 82% of respondents stated they offer major medical insurance, 77% reported offering dental insurance, and 55% reported offering vision insurance to eligible employees. Analysis from the benefit survey findings yielded the following results:

Medical Benefits

Individual Level

- Co-Pays of respondents ranged from \$0 to \$20 for office visits with the average at \$18.75 for single level.
- Deductibles ranged from \$0 to \$3,000 with an average of \$1,400.

Family Level

- Not enough data was collected regarding family level co-pays to generate analysis.
- Deductibles ranged from \$1,000 to \$6,000. with an average of \$4,200.

As coverage and deductibles vary, caution should be practiced when comparing premiums.

Out of Pocket Maximums (OOP)

The range for out of pocket (OOP) costs for individual level coverage In-Network was anywhere from \$1,250 to \$20,000 and for family from \$3,000 to \$40,000. Out-of-Network OOP maximums for individual level ranged from \$3,000 to \$20,000 and for family from \$6,000 to \$40,000.

Pension

The Missouri Local Government Employees Retirement System (LAGERS) is a non-profit public pension plan that pays protected monthly benefits to its members and beneficiaries based on earned wages and length of employment within the system.

Under the LAGERS program, the Benefit Factor or Benefit Program is the employer elected percentage and is the first component of the Benefit Formula. As the benefit factor is increased, so are benefits to employees, as well as costs to the employer. These programs can be changed once every two years through an election by the subdivision's governing body. The types of plans and the associated contribution percentage is shown in the chart below. The list is not a comprehensive list of levels offered and readers are encouraged to view the program brochure available online at:

http://www.ibew702.org/uploads/forms/lagers_brief_summary_brochure.pdf.

Prevalence of LAGERS Plan Types Offered by Respondents

LAGERS Benefit Program Type
L - 3 (1.25%)
L - 6 (2.00%)
L - 7 (1.50%)
L - 12 (1.75%)
LT - 8 (65)
LT - 14 (1.75% for Life + .25% until age 65)
Undisclosed

Respondents located in Arkansas reported participating in the Arkansas Public Employee Retirement System (APERS).

Pension Programs Offered	Respondents Participation Rate
Defined Benefit Plan	86%

In addition to defined benefit plans, respondents reported offering supplemental retirement plans. In the pension world, Defined Contribution or DC is often a 401(k), and Deferred Comp can be a 457 plan for example.

Other Benefits

Other benefits offered by respondents included the following:

Benefit	Prevalence
Accidental Death & Dismemberment Insurance	47%
Life Insurance	91%
Short- & Long-Term Disability Insurance	67%
Other Benefit	20%

Cash Supplements

Of the respondents, 50% reported payments to employees for payout of leave balances, 32% reported offering Standby pay to eligible employees, 61% reported cash allowances for phones, and 64% offered clothing allowance.

Clothing Allowance

Roughly 64% of respondents reported offering a clothing allowance. Those that offered cash payout for clothing reported offering from \$100 to \$1,100 to eligible employees per year.

Leave Types

The following chart show the type of leave reported along with the prevalence of that leave type:

Benefit	Prevalence
Compensatory Time Off	73%
Extended Illness Accrual Bank	23%
Holiday	81%
Paid Time Off	36%
Sick Leave	91%
Vacation Leave	95%

Phone Allowance

Of the respondents, 95% reported providing a phone for City use by employees and 61% reported offering a cash allowance. The range for cash allowances was reported between \$20 to \$45 per month to eligible employees.

Comparators

Purpose

To determine economically comparable organizations for inclusion in the external market study by comparing economic metrics of the City of West Plains to those of similar communities.

Methodology

The goal was to understand how each of the sixty-five (65) similar communities compared with the City of West Plains. Six (6) metrics that were chosen for evaluation were population, unemployment rate, labor force participation rate, median household income, cost of living adjustment, and median housing price. Each metric was assumed to be equally important and were examined individually and in combination.

A statistic was produced for each metric by first taking the absolute value of the difference between the metric for a similar community and the same metric for West Plains, for example, the difference between the population of the City of West Plains and the City of Carthage. The difference was then divided by the standard deviation to understand how the difference varied for each similar community in relation to the sample population of sixty-five (65) communities as a whole.

If any of the metrics had a value in excess of three standard deviations, then the community was considered to not be a good comparator for the City of West Plains - highlighted in **red** below. Comparators highlighted in **green** were perceived by the client as a valid comparator.

From a statistical perspective, Chebyshev's Inequality Theorem indicates that 88.8% of all data values would be within three (3) standard deviations of the mean for a generic distribution. If a normal distribution exists, then values less than three (3) standard deviations account for 99.73% of the population. The choice of comparison is therefore statistically sound and appropriate.

A summary table of these calculations is presented in the following tables. (Sample calculations are also presented.)

Table 2 – Potential Comparators – Missouri Cities

Aurora	Farmington	Neosho	Sedalia
Bolivar	Festus	Nixa	Sikeston
Bonne Terre	Fulton	Ozark	Sullivan
Branson	Jackson	Park Hills	Union
Cape Girardeau	Jefferson City	Perryville	Warrenton
Carl Junction	Kennett	Poplar Bluff	Washington
Carthage	Lebanon	Republic	Webb City
Clinton	Marshfield	Rolla	Wentzville
Dexter	Monett		

Table 3 – Potential Comparators – Arkansas Cities

Batesville	Centerton	Maumelle	Searcy
Beebe	Clarksville	Morrilton	Sherwood
Bella Vista	Forrest City	Mountain Home	Siloam Springs
Benton	Harrison	Newport	Stuttgart
Bentonville	Heber Springs	Osceola	Trumann
Blytheville	Jacksonville	Paragould	West Memphis
Bryant	Lowell	Pocahontas	Wynne
Cabot	Marion	Russellville	

For reference:

Population

West Plains - 12,218	Arkansas - 2,997,940
Missouri - 8,365,950	United States - 321,368,864

Median Housing Price (MHP)

West Plains - \$94,600	Arkansas - \$118,500
Missouri - \$145,400	United States - \$192,500

Median Household Income (MHI)

West Plains - \$34,456	Arkansas - \$43,813
Missouri - \$51,542	United States - \$57,652

Cost of Living Adjustment (COLA)

West Plains - 82.3	Arkansas - 82.8
Missouri - 92.3	United States - 100

Unemployment Rate (U Rate)

West Plains - 1%	Arkansas - 4%
Missouri - 4%	United States - 4%

Labor Force Participation Rate (LFP Rate)

West Plains - 59%	Arkansas - 58%
Missouri - 63%	United States - 63%

Work Product

Table 4 - Economic Data of the City of West Plains and Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
West Plains	12,218	\$94,600	\$34,456	82.3	1%	59%
Missouri Cities						
Aurora	7,431	\$76,400	\$36,563	80.1	7%	61%
Bolivar	10,654	\$114,200	\$39,900	84.3	3%	63%
Bonne Terre	7,138	\$78,300	\$50,654	83.9	4%	35%
Branson	11,228	\$156,600	\$40,738	89.3	4%	60%
Cape Girardeau	39,092	\$141,500	\$42,078	88.7	4%	60%
Carl Junction	7,722	\$130,400	\$70,000	88.8	2%	66%
Carthage	14,280	\$87,200	\$38,300	83.7	5%	60%
Clinton	9,088	\$84,300	\$36,091	81.5	5%	56%
Dexter	7,887	\$85,700	\$33,813	83.8	6%	57%
Farmington	18,047	\$123,300	\$42,899	88.5	2%	48%
Festus	11,910	\$126,100	\$49,443	88.9	6%	64%
Fulton	12,807	\$116,900	\$40,935	86.0	3%	46%
Jackson	14,690	\$158,900	\$57,692	90.9	4%	67%
Jefferson City	43,092	\$140,200	\$48,132	89.8	2%	59%
Kennett	10,271	\$94,100	\$30,973	82.8	4%	53%
Lebanon	14,610	\$97,900	\$34,863	82.6	4%	56%
Marshfield	7,080	\$101,400	\$37,813	82.6	3%	56%
Monett	8,861	\$105,500	\$40,088	84.0	3%	66%
Neosho	11,983	\$92,800	\$37,962	83.0	3%	58%
Nixa	20,757	\$141,500	\$51,438	87.8	3%	64%
Ozark	19,091	\$142,700	\$52,696	87.4	5%	70%
Park Hills	8,592	\$75,400	\$36,868	82.6	5%	61%
Perryville	8,366	\$111,600	\$45,141	86.9	3%	60%
Poplar Bluff	17,112	\$95,700	\$32,819	85.8	5%	54%
Republic	15,890	\$123,500	\$50,333	86.1	3%	66%
Rolla	20,013	\$127,800	\$33,046	90.0	3%	52%
Sedalia	21,477	\$87,800	\$35,096	84.7	5%	61%
Sikeston	16,482	\$110,500	\$38,911	84.7	4%	58%

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
West Plains	12,218	\$94,600	\$34,456	82.3	1%	59%
Missouri Cities (cont.)						
Sullivan	6,587	\$106,600	\$34,544	87.6	7%	61%
Union	11,041	\$142,000	\$47,987	89.4	3%	66%
Warrenton	8,091	\$123,500	\$43,096	89.0	3%	58%
Washington	13,963	\$161,400	\$56,369	92.1	2%	64%
Webb City	11,148	\$102,200	\$48,318	84.5	4%	72%
Wentzville	35,768	\$205,300	\$81,809	99.2	2%	73%
Arkansas Cities						
Batesville	10,568	\$120,300	\$43,049	84.9	3%	58%
Beebe	7,992	\$122,800	\$48,068	84.4	5%	60%
Bella Vista	28,092	\$157,100	\$63,560	93.9	2%	51%
Benton	34,034	\$140,300	\$53,817	91.2	3%	67%
Bentonville	44,601	\$203,800	\$79,359	98.2	2%	70%
Blytheville	14,588	\$76,200	\$35,130	82.1	7%	61%
Bryant	19,607	\$157,000	\$64,018	93.7	2%	72%
Cabot	25,732	\$147,900	\$58,392	92.3	3%	66%
Centerton	12,178	\$153,300	\$68,561	95.3	1%	74%
Clarksville	9,448	\$92,300	\$35,108	80.2	3%	58%
Forrest City	14,691	\$65,700	\$30,845	79.7	4%	39%
Harrison	13,058	\$101,800	\$37,255	82.4	3%	59%
Heber Springs	7,079	\$136,100	\$40,504	83.7	2%	56%
Jacksonville	28,637	\$117,600	\$46,217	90.2	4%	60%
Lowell	8,622	\$136,300	\$64,444	92.1	1%	75%
Marion	12,467	\$151,800	\$71,759	89.5	4%	73%
Maumelle	17,967	\$220,600	\$72,335	101.2	3%	67%
Morrilton	6,663	\$93,100	\$29,953	80.1	3%	56%
Mountain Home	12,253	\$117,800	\$37,540	84.4	2%	53%
Newport	7,770	\$78,800	\$28,872	80.8	4%	31%
Osceola	7,160	\$80,400	\$28,448	82.5	11%	60%

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
West Plains	12,218	\$94,600	\$34,456	82.3	1%	59%
Arkansas Cities (cont.)						
Paragould	27,815	\$119,000	\$43,351	86.2	4%	61%
Pocahontas	6,459	\$74,300	\$34,812	80.9	2%	48%
Russellville	29,147	\$136,900	\$35,295	84.0	6%	60%
Searcy	23,819	\$143,400	\$41,699	85.0	3%	56%
Sherwood	30,590	\$146,500	\$61,047	92.1	3%	68%
Siloam Springs	16,311	\$123,500	\$45,973	89.4	3%	61%
Stuttgart	8,979	\$81,700	\$37,292	85.8	6%	61%
Trumann	7,103	\$85,100	\$37,611	81.5	2%	52%
West Memphis	25,152	\$84,000	\$30,101	82.9	6%	55%
Wynne	8,095	\$76,400	\$41,344	82.8	5%	59%

Table 5 – Statistics of Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Missouri Cities						
Aurora	0.51	0.55	0.16	0.46	3.47	0.24
Bolivar	0.17	0.59	0.42	0.42	1.16	0.48
Bonne Terre	0.54	0.49	1.26	0.33	1.74	2.86
Branson	0.11	1.87	0.49	1.46	1.74	0.12
Cape Girardeau	2.86	1.42	0.59	1.34	1.74	0.12
Carl Junction	0.48	1.08	2.77	1.36	0.58	0.83
Carthage	0.22	0.22	0.30	0.29	2.32	0.12
Clinton	0.33	0.31	0.13	0.17	2.32	0.36
Dexter	0.46	0.27	0.05	0.31	2.89	0.24
Farmington	0.62	0.87	0.66	1.30	0.58	1.31
Festus	0.03	0.95	1.17	1.38	2.89	0.60
Fulton	0.06	0.67	0.51	0.77	1.16	1.55
Jackson	0.26	1.94	1.81	1.80	1.74	0.95

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Missouri Cities (cont.)						
Jefferson City	3.29	1.38	1.07	1.57	0.58	0.00
Kennett	0.21	0.02	0.27	0.10	1.74	0.71
Lebanon	0.25	0.10	0.03	0.06	1.74	0.36
Marshfield	0.55	0.21	0.26	0.06	1.16	0.36
Monett	0.36	0.33	0.44	0.36	1.16	0.83
Neosho	0.03	0.05	0.27	0.15	1.16	0.12
Nixa	0.91	1.42	1.32	1.15	1.16	0.60
Ozark	0.73	1.45	1.42	1.07	2.32	1.31
Park Hills	0.39	0.58	0.19	0.06	2.32	0.24
Perryville	0.41	0.51	0.83	0.96	1.16	0.12
Poplar Bluff	0.52	0.03	0.13	0.73	2.32	0.60
Republic	0.39	0.87	1.24	0.79	1.16	0.83
Rolla	0.83	1.00	0.11	1.61	1.16	0.83
Sedalia	0.99	0.21	0.05	0.50	2.32	0.24
Sikeston	0.45	0.48	0.35	0.50	1.74	0.12
Sullivan	0.60	0.36	0.01	1.11	3.47	0.24
Union	0.13	1.43	1.06	1.48	1.16	0.83
Warrenton	0.44	0.87	0.67	1.40	1.16	0.12
Washington	0.19	2.02	1.71	2.05	0.58	0.60
Webb City	0.11	0.23	1.08	0.46	1.74	1.55
Wentzville	2.51	3.34	3.69	3.53	0.58	1.67
Arkansas Cities						
Batesville	0.18	0.78	0.67	0.54	1.16	0.12
Beebe	0.45	0.85	1.06	0.44	2.32	0.12
Bella Vista	1.69	1.89	2.27	2.42	0.58	0.95
Benton	2.32	1.38	1.51	1.86	1.16	0.95
Bentonville	3.45	3.30	3.50	3.32	0.58	1.31
Blytheville	0.25	0.56	0.05	0.04	3.47	0.24
Bryant	0.79	1.88	2.31	2.38	0.58	1.55
Cabot	1.44	1.61	1.87	2.09	1.16	0.83

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Arkansas Cities (cont.)						
Centerton	0.00	1.77	2.66	2.72	0.00	1.79
Clarksville	0.29	0.07	0.05	0.44	1.16	0.12
Forrest City	0.26	0.87	0.28	0.54	1.74	2.38
Harrison	0.09	0.22	0.22	0.02	1.16	0.00
Heber Springs	0.55	1.25	0.47	0.29	0.58	0.36
Jacksonville	1.75	0.69	0.92	1.65	1.74	0.12
Lowell	0.38	1.26	2.34	2.05	0.00	1.91
Marion	0.03	1.73	2.91	1.50	1.74	1.67
Maumelle	0.61	3.80	2.95	3.95	1.16	0.95
Morrilton	0.59	0.05	0.35	0.46	1.16	0.36
Mountain Home	0.00	0.70	0.24	0.44	0.58	0.71
Newport	0.47	0.48	0.44	0.31	1.74	3.33
Osceola	0.54	0.43	0.47	0.04	5.79	0.12
Paragould	1.66	0.74	0.69	0.81	1.74	0.24
Pocahontas	0.61	0.61	0.03	0.29	0.58	1.31
Russellville	1.80	1.28	0.07	0.36	2.89	0.12
Searcy	1.23	1.47	0.56	0.56	1.16	0.36
Sherwood	1.96	1.57	2.07	2.05	1.16	1.07
Siloam Springs	0.44	0.87	0.90	1.48	1.16	0.24
Stuttgart	0.34	0.39	0.22	0.73	2.89	0.24
Trumann	0.54	0.29	0.25	0.17	0.58	0.83
West Memphis	1.38	0.32	0.34	0.13	2.89	0.48
Wynne	0.44	0.25	0.54	0.10	2.32	0.00

Other Comparators

To supplement the comparators listed above, regional electric co-operatives were also sent surveys.

Sample Calculation

Sample Calculation for City of Carthage

Population Statistic

Maximum Population = 44,601 (City of Bentonville)

Minimum Population = 6,459 (City of Pocahontas)

City of West Plains Population = 12,218

City of Carthage Population = 14,280

Sample Average = 15,775

Sample Standard Deviation (s) = 9,396

$$\text{Statistic} = \frac{|\text{West Plains} - \text{Carthage}|}{s}$$

$$\text{Statistic} = \frac{|12,218 - 14,280|}{9,396}$$

$$\text{Statistic} = 0.22$$

Work Product

Benchmark Positions

Benchmark positions are normally chosen to reflect a broad spectrum of class levels. The positions that are selected normally include classes that are most likely to be found in other similar agencies and will therefore provide a sufficient and valid sample for analysis.

Benchmark positions are selected to encompass the entire range of positions from the beginning of the pay ranges to the end and equally interspersed among the pay scale.

In Table 6, the benchmark positions used in the external survey are presented and marked in **green**. From this list of benchmark positions, all job titles employed by West Plains were examined.

Table 6 – Benchmark Positions

Grade	Job Title	Grade	Job Title
11	Accountant	Exempt	City Administrator
9	Accounts Payables	11	City Clerk / Public Relations Specialist
-	Airport Operations Technician	11	Civic Center Business Manager
6	Animal Control Officer	11	Civic Center Maintenance Technician
Exempt	Assistant Fire Chief	2	Code Enforcement Officer
11	Assistant Sanitation Supervisor	Exempt	Community Services Director
5	Assistant Sports & Recreation Coordinator	3	Custodian
Exempt	Building Inspector / Official	4	Deputy Municipal Clerk
11	Cemetery Leadman	Exempt	Director of Finance
5	Cemetery Medium Equipment Operator	9	Electric Apprentice Linemen
5	Certified Court Administrator	10	Electric Lead Lineman
11	Chief Shop Mechanic	10	Electric Lineman
1	Children's Library Aide	11	Public Works Operations Supervisor
3	Circulation / Maintenance Library Aide	-	Emergency Management Director

Grade	Job Title
Exempt	Financial Analyst
Exempt	Fire Chief
7	Fire Engineer
7	Fire Lieutenant
NEW	Firefighter - Entry Level
5	Office / Fuel Service Technician
11	General Leadman
10	Generator Site Coordinator / Lineman
11	GIS Coordinator
9	Golf Course Facilitator
Exempt	Golf Course Manager
6	Greenskeeper
6	Heavy Equipment Operator
11	Heavy Equipment Operator / Leadman
3	Housekeeping
Exempt	Human Resources Director / Risk Management-Safety Coordinator
11	Information Technology Technician
5	Invoicing Clerk
5	Laborer
7	Leak Detector / Locator
11	Library Manager
5	Medium Equipment Operator
6	Meter Reader

Grade	Job Title
5	MRF Processor
5	Municipal Collector
6	Municipal Collector / Driver
11	Operations Manager
7	Over the Road Truck Driver / Heavy Equipment
3	Park Board Administrative Assistant
11	Parks & Recreation Building & Grounds Leadman
Exempt	Parks and Recreation Manager
Exempt	Planning Director
11	Planning Project and Grant Specialist
7	Planning Technician
6	Police / Fire Dispatcher
Exempt	Police Chief
5	Police Clerk
9	Police Corporal
NEW	Police Crime Analyst
10	Police Detective
10	Police Detective / Sergeant
6	Police Detention Officer
Exempt	Police Lieutenant
8	Police Officer
8	Police Officer - PIO
8	Police Officer - SRO

Grade	Job Title
11	Police Property / Evidence Custodian
10	Police Sergeant
Exempt	Public Works Director
11	Purchasing Agent
11	Sanitation Supervisor
6	Senior Cashier
7	Senior Planning Technician
5	Shop Mechanic
4	Skilled Tradesman - Street Construction
5	Street Construction - Medium Equipment Operator
11	Street Construction Leadman
6	Street Construction - Heavy Equipment Operator
11	Street Leadman
11	Street Leadman - Senior
5	System Administrator

Grade	Job Title
7	Technical Services Assistant
6	Transfer Station Operator / Heavy Equipment Operator
4	Transit Driver
11	Transit Manager / Driver
Exempt	Transportation Director
5	Transportation - Medium Equipment Operator
5	Utility Cashier
Exempt	Utility Supervisor
5	Warehouse Clerk
7	Water & Sewer Serviceman
11	Water Leadman
10	WTP - Lab Technician
11	WTP Chief Operator
5	WWTP Operator
11	WWTP/WTP Supervisor

Work

Baseline Analysis

Current Salary Schedule

The salary schedule for all non-exempt employees is presented in Table 7. Midpoints for each salary grade have also been calculated for comparison with external market data.

Spread measures the percentage difference between the maximum and minimum salary for a position. It is also an indication of the lateral progression available to an employee within their job title. A narrow spread often leads to wage compression as the maximum salary is quickly achieved. A narrow spread can also lead to low morale and high turnover as economic advancement is limited. The salary schedule from Table 7 has an inconsistent spread ranging from 64.0% to 75.4%. It is important that the spread is consistent amongst all employees so that all positions have a relatively equal advancement opportunity.

Ladders define the percentage salary difference between consecutive groups of job titles. Ladders can be used to differentiate employees with different knowledge, skills, and abilities and motivate career advancement. The ladders, that is, the percent difference between consecutive minimums, consecutive midpoints, and consecutive maximums, is inconsistent ranging from 3.0% to 11.1%. It is recommended that the ladders be consistent between grades.

Table 7 - Current Salary Schedule

Current Grade	Min	Mid	Max
1	\$7.70	\$10.17	\$12.63
2	\$7.93	\$10.92	\$13.91
3	\$8.49	\$11.68	\$14.86
4	\$9.05	\$12.43	\$15.81
5	\$9.62	\$13.19	\$16.76
6	\$10.17	\$13.96	\$17.75
7	\$10.73	\$14.68	\$18.63
8	\$11.92	\$16.29	\$20.65
9	\$12.50	\$17.06	\$21.61
10	\$13.05	\$17.81	\$22.56
11	\$13.62	\$18.56	\$23.49
Exempt	\$19.34	\$30.95	\$42.55

Table 8 – Current Spread and Ladders

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
1	64.0%	-	-	-
2	75.4%	3.0%	7.4%	10.1%
3	75.0%	7.1%	6.9%	6.8%
4	74.7%	6.6%	6.5%	6.4%
5	74.2%	6.3%	6.1%	6.0%
6	74.5%	5.7%	5.8%	5.9%
7	73.6%	5.5%	5.2%	5.0%
8	73.2%	11.1%	10.9%	10.8%
9	72.9%	4.9%	4.7%	4.6%
10	72.9%	4.4%	4.4%	4.4%
11	72.5%	4.4%	4.2%	4.1%
Exempt	120%	-	-	-

Overall Salary Distribution



Figure 1 – Salary Distribution

The salary distribution for all employees is shown in Figure 1. The label “Percentage of Employees” on the ordinate y-axis reflects the total number of employees.

A clear bimodal pattern does not exist which would demonstrate a two-tier compensation structure. It is preferable if there is a clear broad-banded bimodal distribution, that is, two bell curves, demonstrating both separation between supervisory and non-supervisory compensation and career progression within these two groups.

The concentration of employees in the upper end of the salary range in comparison to the lower end is not excessive, meaning that the organization is not top-heavy with respect to compensation.

Distribution Observations

Table 9 examines salaries of all employees with respect to the maximum and minimum of each grade. In Table 10, the distribution of salaries above or below the midpoint of each grade is presented

Table 9 – Employees Near Min/Max

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
1	1	0	0%	0	0%
2	1	0	0%	0	0%
3	8	0	0%	1	13%
4	4	0	0%	1	25%
5	33	4	12%	2	6%
6	24	1	4%	1	4%
7	20	0	0%	4	20%
8	14	0	0%	0	0%
9	7	1	14%	0	0%
10	13	0	0%	1	8%
11	25	1	4%	8	32%
Exempt	17	1	6%	2	12%
Sum	167	8	5%	20	12%

Table 10 – Employees Near Midpoint

Current Grade	Staff #	Below Mid	Below Mid %	Above Mid	Above Mid %
1	1	0	0%	1	100%
2	1	1	100%	0	0%
3	8	5	63%	3	38%
4	4	3	75%	1	25%
5	33	22	67%	11	33%
6	24	18	75%	6	25%
7	20	13	65%	7	35%
8	14	11	79%	3	21%
9	7	5	71%	2	29%
10	13	3	23%	10	77%
11	25	12	48%	13	52%
Exempt	17	13	76%	4	24%
Sum	167	106	63%	61	37%

Observations

- Overall, there is not a high concentration of salaries (> 20%) near the minimum nor the maximum.
- In Grades 7 and 11, a high concentration of employees (> 20%) is near the minimum of the respective grade. A high concentration of employees at the extremes can lead to or be the cause of systemic employment issues including low morale, retention, etc.
- In Grades 6, 8, and 13, a high concentration of employees (> 67%) is below the midpoint of each respective grade suggesting skewed distribution of salaries. Similarly, in Grade 10, there is a high concentration of employees (>67%) that are compensated above the midpoint of the grade suggesting a skewed distribution of salaries. A high concentration of employees below the midpoint can lead to or be the cause of systemic employment issues.

- Eight (8) employees are currently being compensated above the maximum of the respective grade including 1 Accountant, 1 Custodian, 1 Fire Lieutenant, 1 Greenskeeper, 1 Information Technology Technician, 1 Sanitation Supervisor, 1 WWTP Operator, and 1 WWTP/WTP Supervisor. No employees are currently being compensated below the minimum of the current respective grade.

Work Product

Compensable Factor Score from Position Vantage Point

To assist in determining the internal hierarchy of positions in the City, the employees and managers participated in the Position Vantage Point Job Survey. Questions asked in the PVP are divided into four areas: Background, Authority, Skill, and Environment. In these four areas, the following compensable factors were examined:

Education	Complexity
Certifications	Independence
Work Duties	Impact
Work Experience	Physical
Financial Authority	Working Conditions
Supervision	Interaction

Job descriptions were consulted to update both the minimum education level and minimum experience level required for each position. The responses were then evaluated, producing the Compensable Factor Score (CFS) as shown below. For positions, where there was insufficient data from the employee/manager survey, job descriptions were consulted to fill out the survey.

Table 11 - Compensable Factor Score

Current Grade	Job Title	CFS Score
Exempt	City Administrator	502.4
Exempt	Director of Finance	212.7
Exempt	Public Works Director	200.8
Exempt	Police Chief	189.0
Exempt	Human Resources Director / Risk Management-Safety Coordinator	136.0
Exempt	Fire Chief	122.3
Exempt	Emergency Management Director	108.0
Exempt	Transportation Director	103.5
Exempt	Community Services Director	99.4
Exempt	Planning Director	96.8
11	Public Works Operations Supervisor	93.3

Current Grade	Job Title	CFS Score
Exempt	Police Lieutenant	84.0
Exempt	Assistant Fire Chief	82.6
Exempt	Financial Analyst	76.0
11	Sanitation Supervisor	76.0
11	Street Leadman - Senior	76.0
Exempt	Utility Supervisor	76.0
11	WWTP/WTP Supervisor	73.9
10	Electric Lead Lineman	62.0
10	Generator Site Coordinator / Lineman	62.0
11	Planning Project and Grant Specialist	62.0
10	Police Detective / Sergeant	56.8
Exempt	Building Inspector / Official	50.7
11	Assistant Sanitation Supervisor	50.5
11	Civic Center Business Manager	50.5
11	Heavy Equipment Operator / Leadman	50.5
11	Operations Manager	50.5
Exempt	Parks and Recreation Manager	49.6
10	Police Sergeant	45.2
11	WTP Chief Operator	44.8
-	WWTP Chief Operator	44.8
-	General Leadman	43.8
5	System Administrator	43.2
Exempt	Golf Course Manager	42.4
11	Library Manager	42.3
11	City Clerk / Public Relations Specialist	41.2
11	Purchasing Agent	40.7
7	Fire Lieutenant	39.6

Current Grade	Job Title	CFS Score
11	Accountant	38.5
11	Information Technology Technician	36.7
11	GIS Coordinator	34.3
10	Electric Lineman	33.8
-	WTP Assistant Chief Operator	33.7
-	WWTP Assistant Chief Operator	33.7
11	Civic Center Maintenance Technician	33.5
11	Parks & Recreation Building & Grounds Leadman	33.5
11	Street Construction Leadman	33.5
11	Transit Manager / Driver	33.5
9	Police Corporal	30.5
11	Cemetery Leadman	30.1
11	Street Leadman	28.7
11	Sewer Leadman	28.7
11	Water Leadman	28.7
-	Children's Librarian	27.5
-	Welcome Center Leadperson	27.5
10	Police Detective	26.5
	Police Crime Analyst	25.8
7	Firefighter	25.6
9	Electric Apprentice Linemen	25.1
10	WTP - Lab Technician	23.6
10	WWTP - Lab Technician	23.6
6	Greenskeeper	22.4
11	Chief Shop Mechanic	22.3
9	Golf Course Facilitator	21.5
8	Police Officer - PIO	21.5

Current Grade	Job Title	CFS Score
8	Police Officer - SRO	21.5
7	Senor Planning Technician	21.5
7	Over the Road Truck Driver / Heavy Equipment	21.4
8	Police Officer	20.8
11	Police Property / Evidence Custodian	20.0
-	Assistant Children's Librarian	18.3
6	Transfer Station Operator / Heavy Equipment Operator	18.0
5	Shop Mechanic	18.0
-	WTP Operator	17.9
5	WWTP Operator	17.9
5	Certified Court Administrator	17.5
9	Accounts Payables	17.0
7	Leak Detector / Locator	16.9
6	Heavy Equipment Operator	16.7
5	Police Clerk	16.1
	Firefighter - Entry Level	15.7
6	Street Construction - Heavy Equipment Operator	15.0
5	Medium Equipment Operator	14.8
4	Skilled Tradesman - Street Construction	14.8
5	Street Construction - Medium Equipment Operator	14.8
5	Transportation - Medium Equipment Operator	14.8
7	Water & Sewer Serviceman	14.4
7	Planning Technician	14.2
6	Police / Fire Dispatcher	13.5
6	Meter Reader	13.4

Current Grade	Job Title	CFS Score
5	Cemetery Medium Equipment Operator	13.3
6	Police Detention Officer	13.3
-	Police Detention Officer - Part-time	13.3
6	Senior Cashier	13.3
5	Assistant Sports & Recreation Coordinator	12.7
6	Municipal Collector / Driver	12.6
-	Police Recruit	12.2
7	Technical Services Assistant	12.2
-	Police Reserve	12.1
2	Code Enforcement Officer	12.0
	Airport Operations Technician	11.9
3	Administrative Assistant	11.5
3	Park Board Administrative Assistant	11.5
5	Municipal Collector	11.3
5	Utility Cashier	11.1
6	Animal Control Officer	10.9
4	Transit Driver	9.8
1	Children's Library Aide	8.9
3	Circulation / Maintenance Library Aide	8.9
5	Office / Fuel Service Technician	8.6
4	Deputy Municipal Clerk	8.2
5	MRF Processor	8.2
5	Invoicing Clerk	8.2
3	Housekeeping	6.5
3	Custodian	6.5
5	Warehouse Clerk	5.0
5	Laborer	4.5

External Market Comparison

A summary of the findings of the external market analysis is presented in Table 12 through Table 16.

Table 12 – Full-Time Positions Substantially Below Market (% Diff < -10%)

Accountant	Planning Director
Assistant Fire Chief	Planning Technician
Assistant Sanitation Supervisor	Planning Project and Grant Specialist
Assistant Sports & Recreation Coordinator	Police / Fire Dispatcher
Cemetery Leadman	Police Clerk
Cemetery-Medium Equipment Operator	Police Corporal
Certified Court Administrator	Police Detective
Children's Library Aide	Police Detective / Sergeant
Circulation / Maintenance Library Aide	Police Detention Officer
City Clerk / Public Relations Specialist	Police Lieutenant
Civic Center Business Manager	Police Officer
Civic Center Maintenance Technician	Police Officer - PIO
Code Enforcement Officer	Police Officer - SRO
Custodian	Police Property / Evidence Custodian
Electric Apprentice Linemen	Police Sergeant
Electric Lead Lineman	Public Works Operations Supervisor
Electric Lineman	Purchasing Agent
Fire Chief	Sanitation Supervisor
Fire Engineer	Senior Cashier
Fire Lieutenant	Senior Planning Technician
General Leadman	Shop Mechanic
Generator Site Coordinator / Lineman	Skilled Tradesman – Street Construction

GIS Coordinator	Street Construction - Medium Equipment Operator
Golf Course Facilitator	Street Construction Leadman
Greenskeeper	Street Construction - Heavy Equipment Operator
Heavy Equipment Operator	Street Leadman
Heavy Equipment Operator / Leadman	Street Leadman - Senior
Human Resources Director / Risk Management-Safety Coordinator	System Administrator
Information Technology Technician	Transfer Station Operator / Heavy Equipment Operator
Laborer	Transit Driver
Leak Detector / Locator	Transit Manager / Driver
Library Manager	Transportation - Medium Equipment Operator
Medium Equipment Operator	Utility Cashier
Meter Reader	Utility Supervisor
Municipal Collector	Water & Sewer Serviceman
Municipal Collector / Driver	Water Leadman
Operations Manager	WTP - Lab Technician
Over the Road Truck Driver / Heavy Equipment	WTP Chief Operator
Park Board Administrative Assistant	WWTP Operator
Parks & Recreation Building & Grounds Leadman	WWTP/WTP Supervisor
Parks and Recreation Manager	

Table 13 – Full-Time Positions Below Market (-10% < % Diff < -5%)

Animal Control Officer	Technical Services Assistant
Chief Shop Mechanic	

Table 14 – Full-Time Positions Near Market (-5% < % Diff < +5%)

Accounts Payables	Housekeeping
Building Inspector / Official	Invoicing Clerk
Community Services Director	MRF Processor
Deputy Municipal Clerk	Police Chief
Financial Analyst	Public Works Director
Office / Fuel Service Technician	Transportation Director
Golf Course Manager	

Table 15 – Full-Time Positions Above Market (+5% < % Diff < +10%)

City Administrator	
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Table 16 – Full-Time Positions Substantially Above Market (% Diff > +10%)

Director of Finance	Warehouse Clerk
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Work Pro

Proposed Salary Schedules

A recommended salary scale for all employees is shown in Table 17.

It is recommended that the minimum rate of pay for full-time employees be no less than the living wage for Howell County. Utilizing the Massachusetts Institute of Technology's Living Wage Calculation, the living wage for Howell County is \$10.22 (livingwage.mit.edu/counties/29091). This is higher than the 2020 minimum wage for Missouri of \$9.45. For the City of West Plains, the minimum wage was set at \$12.25 as this reflected the current compensation practices of the City.

The spread between the minimum and maximum salary was set to 60%, an industry standard value, to allow for growth opportunities.

The number of pay grades was set to 18 to accommodate the range of CFS Scores. The Ladders, i.e., the distance between grades, was set to be 5.0%. Larger Ladders were included to increase the incentive for employees to seek positions of greater responsibility and to make it financially beneficial.

Table 17 – Proposed Salary Schedule

Grade	Hourly Min	Hourly Mid	Hourly Max
WP01	\$12.25	\$15.93	\$19.60
WP02	\$12.86	\$16.72	\$20.58
WP03	\$13.51	\$17.56	\$21.61
WP04	\$14.18	\$18.44	\$22.69
WP05	\$14.89	\$19.36	\$23.82
WP06	\$15.63	\$20.32	\$25.02
WP07	\$16.42	\$21.34	\$26.27
WP08	\$17.24	\$22.41	\$27.58
WP09	\$18.10	\$23.53	\$28.96
WP10	\$19.00	\$24.70	\$30.41
WP11	\$19.95	\$25.94	\$31.93
WP12	\$20.95	\$27.24	\$33.52
WP13	\$22.00	\$28.60	\$35.20
WP14	\$23.10	\$30.03	\$36.96
WP15	\$24.25	\$31.53	\$38.81
WP16	\$25.47	\$33.11	\$40.75
WP17	\$26.74	\$34.76	\$42.78
WP18	\$28.08	\$36.50	\$44.92

Work

Product

CFS Scoring by Grade

In Table 18, the correlation between CFS score and grade is presented. From this table, all positions have been placed.

Table 18 – Proposed Salary Schedule – CFS Range

Grade	Min	Max
WP01	0.0	8.1
WP02	8.1	9.9
WP03	9.9	12.1
WP04	12.1	14.9
WP05	14.9	18.2
WP06	18.2	22.4
WP07	22.4	27.4
WP08	27.4	33.6
WP09	33.6	41.3
WP10	41.3	50.6
WP11	50.6	62.1
WP12	62.1	76.1
WP13	76.1	93.4
WP14	93.4	114.5
WP15	114.5	140.5
WP16	140.5	172.3
WP17	172.3	211.3
WP18	211.3	259.2

Proposed Internal Equity

In Table 19, the resulting proposed internal equity for the City is presented for Full-Time employees.

Table 19 - Proposed Internal Equity

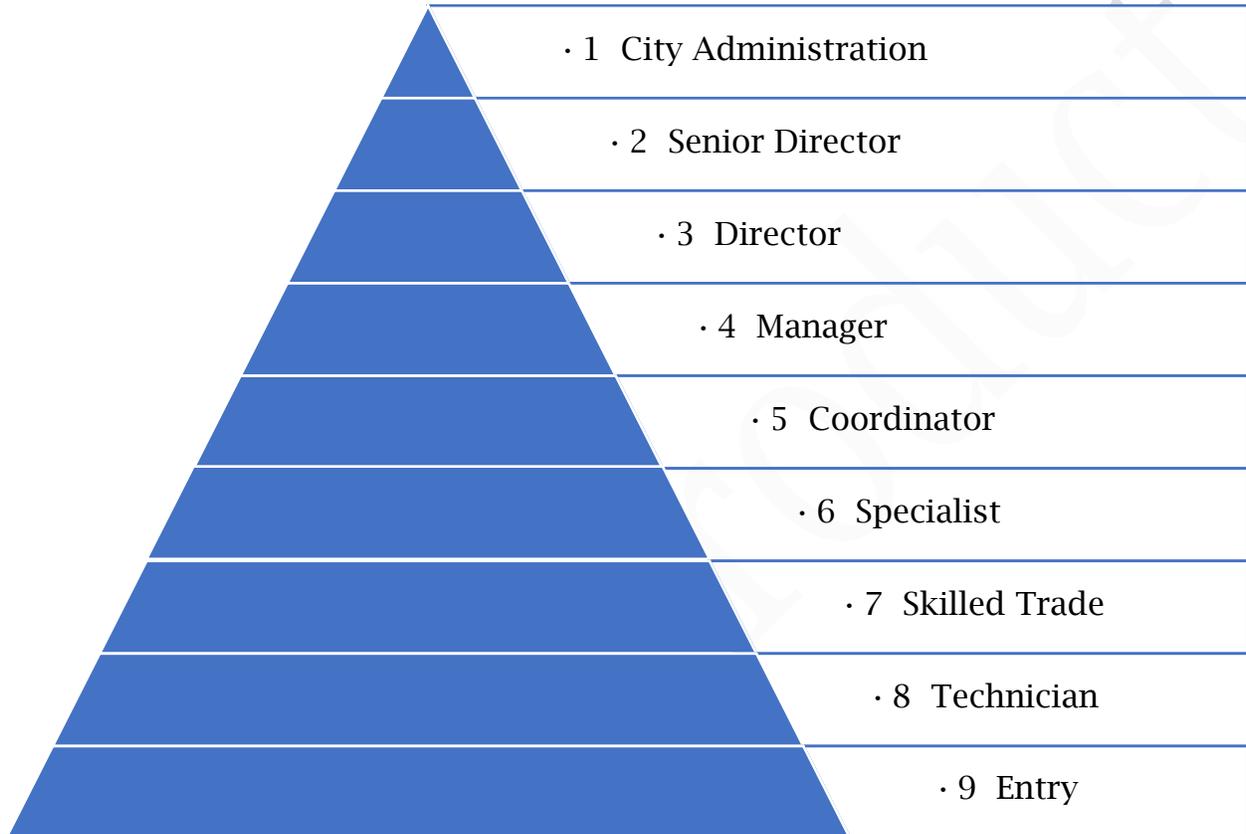
Grade	Title
WP01	Custodian Housekeeping Laborer Warehouse Clerk
WP02	Children's Library Aide Circulation / Maintenance Library Aide Deputy Municipal Clerk Invoicing Clerk MRF Processor Office / Fuel Service Technician Transit Driver
WP03	Administrative Assistant Airport Operations Technician Animal Control Officer Code Enforcement Officer Municipal Collector Park Board Administrative Assistant Police Reserve Utility Cashier
WP04	Assistant Sports & Recreation Coordinator Cemetery Medium Equipment Operator Medium Equipment Operator Meter Reader Municipal Collector / Driver Planning Technician Police / Fire Dispatcher Police Detention Officer Police Detention Officer - Part-time Police Recruit (non-commissioned) Senior Cashier Skilled Tradesman - Street Construction Street Construction - Medium Equipment Operator Technical Services Assistant Transportation - Medium Equipment Operator Water & Sewer Serviceman

Grade	Title
WP05	Accounts Payables Certified Court Administrator Firefighter - Entry Level Heavy Equipment Operator Leak Detector / Locator Police Clerk Shop Mechanic Street Construction - Heavy Equipment Operator Transfer Station Operator / Heavy Equipment Operator WTP Operator WWTP Operator
WP06	Assistant Children's Librarian Chief Shop Mechanic Golf Course Facilitator Over the Road Truck Driver / Heavy Equipment Police Officer Police Officer - PIO Police Officer - SRO Police Property / Evidence Custodian Senior Planning Technician
WP07	Electric Apprentice Linemen Fire Engineer Greenskeeper Police Crime Analyst Police Detective WTP - Lab Technician WWTP - Lab Technician
WP08	Cemetery Leadman Children's Librarian Civic Center Maintenance Technician Parks & Recreation Building & Grounds Leadman Police Corporal Sewer Leadman Street Construction Leadman Street Leadman Transit Manager / Driver Water Leadman Welcome Center Leadperson
WP09	Accountant City Clerk / Public Relations Specialist Electric Lineman Fire Lieutenant GIS Coordinator Information Technology Technician Purchasing Agent WTP Assistant Chief Operator WWTP Assistant Chief Operator

Grade	Title
WP10	Assistant Sanitation Supervisor Civic Center Business Manager Golf Course Manager Heavy Equipment Operator / Leadman Library Manager Operations Manager Parks and Recreation Manager Police Sergeant System Administrator WTP Chief Operator WWTP Chief Operator
WP11	Building Inspector / Official Electric Lead Lineman Generator Site Coordinator / Lineman Planning Project and Grant Specialist Police Detective / Sergeant
WP12	Financial Analyst Sanitation Supervisor Street Leadman - Senior Utility Supervisor WWTP/WTP Supervisor
WP13	Assistant Fire Chief Police Lieutenant Public Works Operations Supervisor
WP14	Community Services Director Planning Director Transportation Director
WP15	Fire Chief Human Resources Director / Risk Management -Safety Coordinator
WP16	-
WP17	Police Chief Public Works Director
WP18	Director of Finance

Recommended Reclassifications

Career Progression Levels



The classification hierarchy can be implemented within each department to standardize career progression and allow employees to see how they fit in the organization as a whole. Placement on the career development chart is not in direct correlation to pay. For some departments, like emergency services, a more industry specific generally accepted hierarchy of positions may be appropriate.

Level	Category	Description
1	City Administration	Oversees all day-to-day operations within the organization.
2	Senior Director	Communicates at high levels and assists with development of a long-term strategic vision for the City.
3	Director	Oversees activities and operations for a department.
4	Manager	Manages activities and operations for a program.
5	Coordinator	Monitors, evaluates, and resolves complex internal policies with a short-term tactical approach.
6	Specialist	Facilitates planning and implements projects for the City.
7	Skilled Trade	Utilizes knowledge and experience in the application of a field to handle complex tasks.
8	Technician	Applies learned skills in day-to-day tasks.
9	Entry	Supports the services offered by the City.

For clarification the following provides more specific definitions of titles:

- Attendant / Aide - This position involves field specific task-oriented work.
- Assistant - This is a support position which relates to office, accounting and finance.
- Lead - This person leads by example. He or she organizes, assigns, makes decisions, and recognizes capabilities of staff in their charge.

While the City can guide employees in their professional growth, factors such as economic circumstances, organizational priorities, and community demands will also impact their career path. As a general trend, employees are taking a more pro-active approach to their own career development and will value an employer who allows for learning and training opportunities as opposed to one that does not.