



## BOARD OF ALDERMEN

### REGULAR AGENDA

**AMENDED**

**Monday, September 8, 2025**

**6:00 P.M.**

**Community Building**

**601 W Main Street**

**Odessa, MO 64076**

The meeting can be viewed live on YouTube, by subscribing to  
[@OdessaMO](https://www.youtube.com/@OdessaMO)

Anyone wishing to address the Mayor and Board during the meeting must fill out a Speaker's Appearance Form and give to the City Clerk prior to the start of the Board meeting. Forms are available [online](#) or located at the entrance of the Community Building. Speakers are subject to Board of Aldermen Rules of Procedure.

#### CALL TO ORDER

Mayor Bryan Barner

#### PLEDGE OF ALLEGIANCE

Mayor Bryan Barner

#### ROLL CALL

City Clerk Karen Findora

#### WELCOME TO VISITORS

Mayor Bryan Barner

#### CONSENT AGENDA

All matters under the Consent Agenda, are Considered to be routine by the Aldermen and will be enacted by one motion with no separate discussion. If separate discussion is desired, that item may be removed from the Consent Agenda and placed on the Regular Agenda by request of a member of the Aldermen.

Approval of Minutes

- August 25, 2025 – Regular Session

Police August Rpt.

Municipal Court August Rpt.

Community Development July & August Rpt.

Contractor's Application and Certification for Payment No.:

SOV: Payment #1 – KAT Excavation, Inc. \$119,218.35

SOV: Payment #2 – KAT Excavation, Inc. \$534,349.35

#### MAYOR REPORT

#### ALDERMEN REPORT

#### CITY ADMINISTRATOR REPORT

#### PUBLIC HEARING

#### PUBLIC COMMENTS

## PRESENTATION

### OLD BUSINESS

### NEW BUSINESS

Introduction of New Staff

Introduction of Tracey Walsh, Accounts Payable Clerk / City Collector

Bill No. 2025-19  
(*1<sup>st</sup> & 2<sup>nd</sup> Reading*)  
*Proposed U – Transportation Use Tax*

Introduction and readings of Bill No. 2025-19 calling an election to impose a local use tax at the same rate as the total local sales tax rate, currently Two and One-Half Percent (2.5%) for transportation purposes, subject to voter approval at an election to be held on the 7<sup>th</sup> day of April, 2026.

*Shawna Davis, City Administrator*

Bill No. 2025-20  
(*1<sup>st</sup> & 2<sup>nd</sup> Reading*)  
*Proposed A - Public Safety Sales Tax*

Introduction and readings of Bill No. 2025-20 calling an election to impose a citywide sales tax at the rate of Three-Eighths of One Percent (3/8 of 1%) for a period not to exceed thirty (30) years from the date it is first imposed for the purpose of improving the public safety of the city, including to pay debt service on financing obligations to construct, improve, equip, and maintain police station, with expenditures subject to oversight by a citizen advisory committee to be established by the Board of Aldermen subject to voter approval at an election to be held on the 7<sup>th</sup> day of April, 20226.

*Shawna Davis, City Administrator*

Resolution No 2025-24  
*Paypoint HR, LLC*

Proposed Resolution No. 2025-24 authorizing the Mayor to enter into an agreement for human resources-related services between the City of Odessa, Missouri, and Paypoint HR, LLC.

*Shawna Davis, City Administrator*

Discussion  
*Downtown Water Supply*

At the August 25<sup>th</sup> Board of Aldermen meeting, Alderwoman Ehlert requested a discussion regarding options for providing a water supply in the downtown area to maintain and water landscaping and plants.

Next Scheduled Meeting

*Monday, September 22, 2025, at **6:00 p.m.** Regular Session*

Aldermen – Request for New Items

Members of the Board of Aldermen have the opportunity to propose items for consideration to be added to the agenda for the next regularly scheduled meeting. A vote will be held to determine whether to include an item on the agenda. Therefore, debate and discussion should be limited to determining the board's interest in further discussion at the upcoming Board of Aldermen meeting.

Adjourn

Pursuant to RSMO 610.021 (1) Legal actions, causes of action, litigation, or confidential attorney/client communication.  
&

Pursuant to RSMO 610.021 (12) Sealed bids and related documents, until the bids are opened; and sealed records, proposals, are related documents or any documents related to a negotiated contract until a contract is executed, or all proposals are rejected.

Pursuant to RSMO 610.021 (2) Real Estate Negotiations

Pursuant to RSMO 610.021 (3) Personnel

*Up-Coming Meetings / Events:*

September 9 @ 9:30 a.m. – Municipal Court @ Community Building  
September 17 @ 7:00 p.m. – Parks and Recreation Meeting @ Community Building  
September 18 @ 6:00 p.m. - Planning Commission Meeting @ Community Building  
September 22 @ 4:30 p.m. – Finance Committee Meeting @ City Hall  
September 22 @ 6:00 p.m. – Board of Aldermen Meeting @ Community Building  
October 1 @ 8:00 a.m. – Odessa Dog License Renewal  
October 13 @ 6:00 p.m. – Board of Aldermen Meeting @ Community Building  
October 31 @ 5:00 p.m. – Odessa Dog License Delinquent

*Other Events:*

September 10 @ 7:00 p.m. – Ward 3 Community Meeting  
September 13 @ 8:30 a.m. – 2<sup>nd</sup> Saturday on Second Street – Downtown Odessa  
September 27 @ 9:00 a.m. – Fall Family Fun Fest – Mayview Mo Foundation  
September 27 @ 10:00 a.m. – Veterans Resource & Benefits Fair  
October 1 @ 8:00 a.m. – Odessa Dog License Renewal  
October 4 @ 10:00 a.m. - Fame Cheer Team Fundraiser @ Railroad Park  
October 8 @ 7:00 p.m. – Ward 3 Community Meeting  
October 11 - Odessa Community Clean Up Day – Dyer Park, 601 W Main Street near Rodeo Arena  
October 11 @ 8:00 a.m. – 11:00 a.m. – Odessa Marching Band Invitational @ Downtown  
October 11 @ 8:30 a.m. – 2<sup>nd</sup> Saturday on Second Street – Downtown Odessa  
October 23 – 25 @ 3:30 p.m. – Chalk the Walk @ Downtown  
October 25 @ 4:00 p.m. – 7:00 p.m. – Downtown Trick-or-Treat – Odessa Chamber of Commerce @ Downtown  
November 17 @ 6:00 p.m. – Christmas Lighting Ceremony – Odessa Chamber of Commerce @ Downtown  
October 31 @ 5:00 p.m. – Odessa Dog License Delinquent

For more information, please visit the City of Odessa [website](#).

**ELECTED OFFICIALS**

	<b>Mayor Bryan D. Barner</b>		
Ward 1	Alderwoman Mickey Starr	<a href="mailto:bryan.barner@cityofodessamo.com">bryan.barner@cityofodessamo.com</a>	(816) 985-0361
Ward 1	Alderwoman Karla Polson	<a href="mailto:mickey.starr@cityofodessamo.com">mickey.starr@cityofodessamo.com</a>	(816) 260-8448
Ward 2	Alderwoman Donna Ehrlert	<a href="mailto:karla.polson@cityofodessamo.com">karla.polson@cityofodessamo.com</a>	(816) 739-2224
Ward 2	Alderman Mike Plachte	<a href="mailto:donna.ehrlert@cityofodessamo.com">donna.ehrlert@cityofodessamo.com</a>	(816) 263-9559
Ward 3	Alderman Bruce Whitsitt	<a href="mailto:mike.plachte@cityofodessamo.com">mike.plachte@cityofodessamo.com</a>	(816) 263-9997
Ward 3	Alderman Collin Carrigan	<a href="mailto:bruce.whitsitt@cityofodessamo.com">bruce.whitsitt@cityofodessamo.com</a>	(816) 565-6610
		<a href="mailto:collin.carrigan@cityofodessamo.com">collin.carrigan@cityofodessamo.com</a>	(801) 829-8482

**AMERICANS WITH DISABILITIES ACT**

The City of Odessa is committed to ensuring compliance with the Americans Disabilities Act. Individuals who require an ADA accommodation to attend a meeting are encouraged to make those arrangements with the City Clerk at (816) 230-5577 ext. 6 or by email at [karen.findora@cityofodessamo.com](mailto:karen.findora@cityofodessamo.com) at least 72 hours in advance of the meeting to communicate their needs.

Posted September 5, 2025

Posted Amended September 8, 2025

City Hall & City Website

Emailed to The Odessan

*Karen Findora, City Clerk*

PO Box 128 · 228 S Second · Odessa, MO 64076

[Email](#) | Phone: (816) 230-5577 ext. 6 | [www.cityofodessamo.com](http://www.cityofodessamo.com)

**City of Odessa, Missouri**  
**Board of Aldermen**  
**Odessa Community Building | 601 W. Main Street**  
**Regular Meeting ~ Monday, August 25, 2025 | 6:00 p.m.**  
**Meeting Minutes**

[@OdessaMO](https://twitter.com/OdessaMO)

**CALL TO ORDER / PLEDGE OF ALLEGIANCE**

Mayor Bryan Barner called the meeting to order at 6:00 p.m., and led in the pledge of allegiance.

**ROLL CALL**

Shawna Davis, City Administrator called the roll and confirmed a quorum.

Mayor Bryan Barner	Present	Alderman Bruce Whitsitt	Present
Alderwoman Karla Polson	Absent	Alderwoman Donna Ehlert	Present
Alderman Mike Plachte	Present	Alderwoman Mickey Starr	Present
Alderman Collin Carrigan	Present		

**OTHERS IN ATTENDANCE**

Shawna Davis, City Administrator  
Karen Findora, City Clerk  
Cathy Thompson, Finance Director  
Josh Thompson, Police Chief  
Jeff Deane, Lauber Municipal Law

Troy Woutzke, Electric  
Darrin Lamb, Streets/Water  
Kenny Snider, Wastewater

**PUBLIC IN ATTENDANCE**

Hannah Sparr, The Odessan  
Sara Hawthorne  
Tracey Peters  
Curtis & Terrica Jones

John Carmody  
Gene Collins  
Adam Couch  
Arline Hayes

**WELCOME OF VISITORS**

Mayor Barner welcomed visitors and those viewing on YouTube.

**APPROVAL OF CONSENT AGENDA**

Approval of minutes and consent agenda.

- August 11, 2025 – Regular Session

Alderwoman Ehlert provided an update on the recent Finance Committee meeting. Key items discussed included:

**• Credit Card Fees:**

The City currently pays approximately \$26,000 per month in credit card fees to Global Payments, the City's credit card provider. Finance Director Cathy Thompson met with Global Payments and successfully negotiated a 31%

reduction in these fees. The Finance Committee further recommended that the Board consider passing these fees on to customers, as is common practice in many other cities.

- **2024 Audit:**

The 2024 Audit has been submitted to the City. Traditionally, the auditors present the report directly to the Board; however, they have notified City Administrator Shawna Davis that they will not be able to attend Board meetings.

- **Pre-Audit Planning:**

A pre-audit meeting with the City's new audit firm, BerganKDV, is scheduled for Wednesday, August 27. Staff will begin gathering the necessary documentation in preparation for their review.

- **Tax Levy:**

The committee reviewed the tax levy. Alderman Whitsitt presented calculations showing that the new levy is projected to generate approximately \$15,000 more than originally budgeted. Due to delinquent accounts, however, a budget adjustment will not be necessary at this time.

- **Investment Policy:**

The committee discussed establishing a formal investment policy. Ms. Thompson will reach out to local banks to explore investment proposals, with an emphasis on keeping investments within the community.

- **Business Licenses:**

A list of current 2025–2026 Business Licenses was distributed to the Board for review.

Alderwoman Ehlert, moved to approve the consent agenda along with the August 11, 2025, meeting minutes as submitted, seconded by Alderman Carrigan.

Motion carried 5-0

## **MAYOR REPORT**

Mayor Barner reported that he has now recorded five (5) podcasts. The most recent episode addresses apathy and negativity and also includes an update on the development of the new police facility.

## **ALDERMEN REPORTS**

- Alderman Plachte reported on the recent Planning Commission meeting. The Commission recommended approval of the 1912 Building preliminary plat as well as a Planned Unit Development ordinance. He expressed appreciation to the Commission members and City staff for their hard work in developing the ordinance.
- Alderman Carrigan provided an update on the recent Ward 3 community meeting. Concerns raised by residents included sewage issues along Cox School Road, matters related to a local bar, and questions regarding how these issues are being addressed. Additional concerns were expressed regarding allegations of bullying and threats directed at community members who speak out or challenge the City. Alderman Carrigan acknowledged that such incidents occur, noted that it is

unfortunate they take place within the community, and expressed his hope that they will not continue.

- Alderwoman Polson – No Rpt.
- Alderwoman Ehlert – No Rpt.
- Alderwoman Starr – No Rpt.
- Alderman Whitsitt – No Rpt.

## **CITY ADMINISTRATOR REPORT**

Shawna Davis, City Administrator, provided a brief update on city events.  
(visit the [city website](#) to hear update.)

## **PUBLIC HEARING**

Tax Levy Rates for 2025 ~ No one spoke in favor or opposed.

Open: 6:24 p.m.

Closed: 6:25 p.m.

Planned Unit Development ~ No one spoke in favor or opposed.

Open: 6:25 p.m.

Closed: 6:26 p.m.

## **PUBLIC COMMENTS**

Water at 4-Way Stop: Sara Hawthorne, representing the Odessa Garden Club, along with Tracey Peters and Arline Hayes, requested that the Board consider providing a water source for the downtown planters that will be installed after completion of the new sidewalks. Ms. Hawthorne noted that, at present, water must be hauled from private homes or from Railroad Park, which places an undue burden on volunteers' time and personal water bills.

Tracey Peters shared that a 1977 Odessa High School classmate, who is a landscape designer, has offered assistance. The Garden Club would like to enhance the appearance of the Community Building and the Pool. To accomplish this, the club will require both funding and volunteers. Ms. Peters noted that three (3) options for beautifying the areas are under consideration.

OHS FFA Fundraiser: Gene Collins, Lead FFA Department with the Odessa School District, presented information regarding a new fundraiser. Modeled after a program in Holden, students will paint school mascots in front of homes and businesses that make donations, with 100% of the proceeds going to FFA.

Mr. Collins explained that the stencil size is approximately 18 inches wide by 16 ½ inches tall. The paint, similar to parking lot striping paint, will last about one year before fading. If desired, businesses or homeowners may request a refresh.

Alderman Carrigan asked about the mascot size, and Alderwoman Ehlert inquired whether written permission forms would be provided. Mr. Collins indicated that he would look into developing a permission form. Alderman Whitsitt raised a question about slip-

and-fall risks, to which Mr. Collins responded that the paint would not create a significant hazard, since it's the same type of paint that is used for the stripping of parking stalls.

City Attorney Jeff Deane advised that if the School District works with City Administrator Shawna Davis to establish a formalized process for any painting on public property, including a liability waiver or similar agreement, the program should be permissible. The Board delegated authority to Ms. Davis to formalize the process, provided she reports back to the Board on its progress.

### **PRESENTATIONS**

None

### **OLD BUSINESS**

None

### **NEW BUSINESS**

#### **Bill No. 2025-17 Introduction and 1<sup>st</sup> Reading ~ “Proposed Tax Levy Rates for Year 2025”**

Mayor Barner read the proposed Ordinance setting the tax levy for the year 2025 for the City of Odessa, Missouri, and designating the amount to be used for general and park purposes in accordance with state requirements, first reading.

Motion was made by Alderman Plachte, to adopt Bill No. 2025-17 upon its first reading and proceed to the second reading. Motion seconded by Alderman Carrigan, and carried with the following vote.

Motion carried 5-0.

#### **Bill No. 2025-17 Introduction and 2<sup>nd</sup> Reading ~ “Proposed Tax Levy Rates for Year 2025”**

Mayor Barner read the proposed Ordinance setting the tax levy for the year 2025 for the City of Odessa, Missouri, and designating the amount to be used for general and park purposes in accordance with state requirements, second reading.

Motion was made by Alderwoman Ehlert, to adopt Bill No. 2025-17 upon its second reading and approve the bill as an ordinance. Motion seconded by Alderman Carrigan, and carried with the following vote.

Roll call vote as follows:

Alderman Plachte	yes	Alderwoman Ehlert	yes
Alderman Carey	yes	Alderwoman Polson	absent
Alderwoman Starr	yes	Alderman Carrigan	yes

Motion carried 5-0.

Bill No. 2025-17 became **Ordinance No. 3157**

**Bill No. 2025-18 Introduction and 1<sup>st</sup> Reading ~ “Planned Unit Development (PUD)”**

Mayor Barner read the proposed Ordinance amending Chapter 50 of the Code of Ordinances of the City of Odessa, Missouri, to establish regulations for Planned Unit Developments (PUD), first reading.

Motion was made by Alderman Plachte, to adopt Bill No. 2025-18 upon its first reading and proceed to the second reading. Motion seconded by Alderman Carrigan, and carried with the following vote.

Motion carried 5-0.

**Bill No. 2025-18 Introduction and 2<sup>nd</sup> Reading ~ “Planned Unit Development (PUD)”**

Mayor Barner read the proposed Ordinance amending Chapter 50 of the Code of Ordinances of the City of Odessa, Missouri, to establish regulations for Planned Unit Developments (PUD), second reading.

Motion was made by Alderwoman Ehlert, to adopt Bill No. 2025-18 upon its second reading and approve the bill as an ordinance. Motion seconded by Alderman Carrigan, and carried with the following vote.

Roll call vote as follows:

Alderman Plachte	yes	Alderwoman Ehlert	yes
Alderman Carey	yes	Alderwoman Polson	absent
Alderwoman Starr	yes	Alderman Carrigan	yes

Motion carried 5-0.

Bill No. 2025-18 became **Ordinance No. 3158**

**Contract Extension Request ~ “1912 Building”**

Adam Couch, representing the 1912 Development Group, requested a 180-day extension of the development contract. Mr. Couch reported that the preliminary plat was recently approved by the Planning Commission, incorporating the requested variances. The engineers were able to expand green space and restore the five (5) requested parking spaces. The revised plan now consists of seven (7) buildings instead of eight (8), and no variances are required at this time. Mr. Couch stated that the final plat will be submitted soon for approval.

Alderwoman Ehlert expressed appreciation for the work done to reach compromise and to collaborate with the City. Alderman Plachte also noted the significant effort that went into the revised plan and expressed his appreciation.

Motion was made by Alderman Whitsitt, to extend the contract an additional 180 days, from September 2, 2025, to March 2, 2026, seconded by Alderwoman Ehlert.

Motion carried 5-0.

**Next Regular Scheduled Meeting:**

Monday, September 8, 2025, at **6:00 p.m.** Regular Session.

**Alderman ~ Request for New Items:**

**Water Source for Garden Club & Park Upgrades:**

Alderwoman Ehlert requested that the city review the cost of providing a water source at the 4-Way Stop for the Odessa Garden Club, as well as potential upgrades to two park areas, at a future meeting.

**Action:** Alderwoman Ehlert made a motion to place this discussion on a future agenda, seconded by Alderman Carrigan. Motion carried 5-0.

**Credit Card Fees Review:**

Alderman Carrigan requested that credit card fees be reviewed at a future meeting. City Administrator Shawna Davis confirmed that this topic will be included on a future agenda.

**Adjourn to Closed Session**

Alderwoman Ehlert made a motion to adjourn to closed session at 7:10 p.m. Pursuant to RSMO 610.021 (1) Legal actions, causes of action, litigation, or confidential attorney client communication. As well as, Pursuant to RSMO 610.021 (12), Sealed bids and related documents, until the bids are opened; and sealed records, proposals, are related documents or any documents related to a negotiated contract until a contract is executed, or all proposals are rejected, seconded by Alderman Carrigan.

Motion carried 5-0.

**Adjourn**

There being no further business to come before the Board of Aldermen, a motion was made by Alderwoman Ehlert, seconded by Alderman Carrigan, to adjourn the meeting at 7:26 p.m. Motion carried 5-0.

Approved:

CITY OF ODESSA

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Bryan D. Barner, Mayor

ATTEST

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Karen Findora, City Clerk



# Odessa Police Department

310 S First Street • Odessa, MO 64076

Phone: 816-633-7575 • Fax: 816-633-7221 • [odessapd@cityofodessamo.com](mailto:odessapd@cityofodessamo.com)

September 2, 2025

Shawna,

Officers worked over **862 incidents** in August. Here are just a few statistics:

- \* 104 traffic stops
- \* 225 business, residence checks
- \* 14 mental health calls, check the well-being calls, or similar calls
- \* 35 various disturbances
- \* 43 assist other agency calls
- \* 47 follow-up investigations on previously reported incidents

Save the date for our upcoming **National Night Out event being held on October 7, 2025!** National Night Out takes place annually as a fun way to increase neighborhood spirit and improve police-community partnerships. The goal is to enhance the relationship between residents and law enforcement while bringing back a true sense of community, making our neighborhoods safer and more caring places to live. Come join us on the field behind the Odessa Police Department building for an evening full of family fun. We plan to have emergency vehicles, food vendors, music, a petting zoo, and other great activities. More information to come soon. We hope to see you there!

I would like to welcome **Police Officer Alexis Parrott to the Odessa Police Department**. Officer Parrott recently joined the police department filling the vacant officer position previously filled by School Resource Officer Mat Osborn. Officer Osborn joined the SRO squad last month. Officer Parrott comes to us with experience working at the University of Central Missouri Department of Public Safety. She is certified Crisis Intervention Team member, PEER and Group Support member and skilled in traffic enforcement and impaired driving detection. Officer Parrott has also completed her National Registry EMT qualification and holds a Missouri EMT License. I will have Officer Parrott attend a future BOA meeting to introduce herself to everyone.

July 30, 2025 to August 3, 2025, we saw another successful **Puddle Jumper Days** accomplished! I feel we had the appropriate number of police staff on hand for the event. This year the Police Department SROs organized “dunk tank” in order to grow positive relationships with the community and help raise money for back to school supplies and the Shop with a Cop program. The feedback from the community and visitors were positive. I enjoyed watching my staff have positive interactions with the public. We did experience more disturbances than in past years, but the officers were able to deescalate some of the issues. As many are aware intoxicated persons (not related to the events beer garden) caused officers to make several arrests. Again, we feel the Puddle Jumper event was an overall success and we are looking forward to next year!

On August 5, 2025 the Odessa Police dog pound was inspected by the Missouri Department Agriculture. This inspection occurs annually. I’m happy to report that the pound passed inspection without issues.

We have purchased and deployed the **new body cameras** through Axon, Inc. This new platform allows the department to move to online secured storage and multiple security redundancies. Cases can be easily categorized for retention and evidence submission. The new platform allows for case video redaction and auditing trails for transparency and legal compliance. The migration to the new platform was approved on this year's CIP budget.

On August 19, 2025 and again on August 28, 2025 I attended the **Lafayette County Emergency Service Board (911 Board)** in Higginsville. The board was appointed by the Lafayette County Commission after the passing of the 911 sales tax question in April. The board is organizing and working to enter contracted 911 dispatch services with Higginsville 911 Dispatch. This is to help the continuity of services, so emergency dispatch is not interrupted while in transition. It is important to the 911 Board to meet jurisdiction leaders and elected officials in order to provide transparency, information and to answer questions. The City of Odessa will receive an updated contact for dispatching services from the 911 Board in the coming weeks. Our current contract with Higginsville expires September 30, 2025.

August 20, 2024 marked the first day of school for the Odessa R-VII students, staff and our school resource officers. The officers were **excited to greet the students back to school** as they hit the ground running.

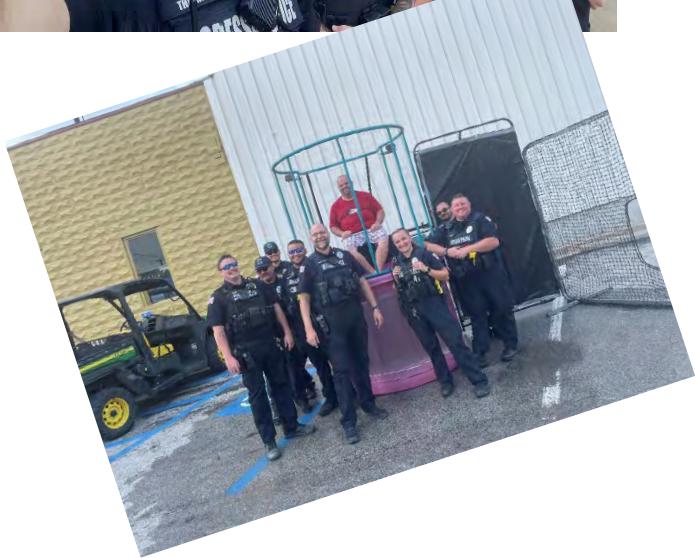
On August 21, 2025 I attended the **Lafayette County Children's Services Fund grant** meeting in Higginsville. I was there to support the Odessa R-VII School District's grant application for funds related to the school resource officer program. I'm happy to report that the meeting was very well received and that the District was awarded the grant dollars to sustain the school resource officer program.

On August 27, 2025 the City of Odessa **switched from our current business phone provider to Ring Central**. The cutover went smoothly with no issues. It was a tremendous amount of planning and preparation work, but I'm happy it is finally completed with a better expansive product for City staff to use and a better experience for customers when they contact the City.

I want to express my deepest condolences to the family and friends, as well as the Kansas City Kansas Police Department, on the death of **Officer Hunter Simoncic**. This community was still recovering from the fatal shooting of Deputy Elijah Ming when Officer Simoncic was killed in the line of duty. In the line of duty deaths are hard reminders that those in public safety occupations work in a very dangerous profession. We choose careers in public safety for many reasons – but mostly to make our communities safer and to help others live a better life. I am proud of the police officers and civilians within our profession who show resiliency, courage and dedication to the communities they serve every day!

Respectfully,

Josh Thompson  
Chief of Police & Emergency Management Director



**IN THE CIRCUIT COURT OF LAFAYETTE COUNTY, MISSOURI  
CITY OF ODESSA MUNICIPAL DIVISION**

**The Municipal Division of the Circuit Court of Lafayette County for the City of Odessa was held in regular session on August 12, 2025, at 9:30 am. Court is held in the Community Building Courtroom at 601 W Main St, Odessa.**

**Municipal Presiding Judge:** Carl Scarborough  
**City Prosecuting Attorney:** Jeffrey W. Deane  
**Municipal Court Clerk:** Jennifer LeBlanc

**In compliance with COR 4.29, please find attached the monthly Municipal Division Summary Reporting Form.**

**The next scheduled court date is September 9, 2025, at the Odessa Community Building.**

## MUNICIPAL DIVISION SUMMARY REPORTING FORM

Refer to instructions for directions and term definitions. Complete a report each month even if there has not been any court activity.

<b>I. COURT INFORMATION</b>		Municipality: City of Odessa	Reporting Period: Aug 1, 2025 - Aug 31, 2025	
Mailing Address: 601 W MAIN STREET, ODESSA, MO 64076				
Physical Address: 601 W MAIN STREET, ODESSA, MO 64076		County: Lafayette County	Circuit: 15	
Telephone Number:		Fax Number:		
Prepared by: Jennifer LeBlanc		E-mail Address:		
Municipal Judge: SCARBOROUGH				
<b>II. MONTHLY CASELOAD INFORMATION</b>			Alcohol & Drug Related Traffic	Other Traffic
A. Cases (citations/informations) pending at start of month			18	358
B. Cases (citations/informations) filed			0	17
C. Cases (citations/informations) disposed				
1. jury trial (Springfield, Jefferson County, and St. Louis County only)			0	0
2. court/bench trial - GUILTY			0	0
3. court/bench trial - NOT GUILTY			0	0
4. plea of GUILTY in court			0	28
5. Violations Bureau Citations (i.e. written plea of guilty) and bond forfeiture by court order (as payment of fines/costs)			0	20
6. dismissed by court			0	2
7. <i>nolle prosequi</i>			0	2
8. certified for jury trial (not heard in Municipal Division)			0	0
<b>9. TOTAL CASE DISPOSITIONS</b>			0	52
D. Cases (citations/informations) pending at end of month [pending caseload = (A+B)-C9]			18	323
E. Trial de Novo and/or appeal applications filed			0	0
<b>III. WARRANT INFORMATION</b> (pre- & post-disposition)		<b>IV. PARKING TICKETS</b>		
1. # Issued during reporting period		25	1. # Issued during period	0
2. # Served/withdrawn during reporting period		9	<input type="checkbox"/> Court staff does not process parking tickets	
3. # Outstanding at end of reporting period		348		

## MUNICIPAL DIVISION SUMMARY REPORTING FORM

<b>COURT INFORMATION</b>	Municipality: City of Odessa		Reporting Period: Aug 1, 2025 - Aug 31, 2025
<b>V. DISBURSEMENTS</b>			
<b>Excess Revenue (minor traffic and municipal ordinance violations, subject to the excess revenue percentage limitation)</b>		<b>Other Disbursements:</b> Enter below additional surcharges and/or fees not listed above. Designate if subject to the excess revenue percentage limitation. Examples include, but are not limited to, arrest costs and witness fees.	
Fines - Excess Revenue	\$3,185.00	Court Automation	\$286.36
Clerk Fee - Excess Revenue	\$406.91	Due To Debt Collection	\$143.13
Crime Victims Compensation (CVC) Fund surcharge - Paid to City/Excess Revenue	\$12.55	Overpayment-E/R	\$0.12
Bond forfeitures (paid to city) - Excess Revenue	\$100.00	<b>Total Other Disbursements</b>	<b>\$429.61</b>
<b>Total Excess Revenue</b>	<b>\$3,704.46</b>	<b>Total Disbursements of Costs, Fees, Surcharges and Bonds Forfeited</b>	<b>\$5,644.75</b>
<b>Other Revenue (non-minor traffic and ordinance violations, not subject to the excess revenue percentage limitation)</b>		<b>Bond Refunds</b>	<b>\$131.75</b>
Fines - Other	\$451.50	<b>Total Disbursements</b>	<b>\$5,776.50</b>
Clerk Fee - Other	\$84.00		
Judicial Education Fund (JEF) <input type="checkbox"/> Court does not retain funds for JEF	\$0.00		
Peace Officer Standards and Training (POST) Commission surcharge	\$40.91		
Crime Victims Compensation (CVC) Fund surcharge - Paid to State	\$291.68		
Crime Victims Compensation (CVC) Fund surcharge - Paid to City/Other	\$2.59		
Law Enforcement Training (LET) Fund surcharge	\$80.00		
Domestic Violence Shelter surcharge	\$80.00		
Inmate Prisoner Detainee Security Fund surcharge	\$80.00		
Restitution	\$0.00		
Parking ticket revenue (including penalties)	\$0.00		
Bond forfeitures (paid to city) - Other	\$400.00		
<b>Total Other Revenue</b>	<b>\$1,510.68</b>		



## **Building and Community Development**

### **Compliance Update**

**July & August 2025**

#### **Planning & Zoning Meeting**

- July 17, 2025 meeting a) Discussion Chapter 50 Zoning, Planned Unit Development (PUD) Changes b) Preliminary Plat for Residential Living 1912 – **approval with conditions** addressed next meeting.
- August 21, 2025 meeting a) Chapter 50 Zoning, Planned Unit Development (PUD) **approved** b) Preliminary Plat for 1912 revised and **approved**
- The next Planning & Zoning meeting, September 18, 2025

#### **Board of Adjustment Meeting**

- July 11, 2025 meeting a) The Hill Subdivision- Variance to allow minimum side setbacks of seven feet, **approved** b) B&B Builders - Variance to allow the front of lot 18 to face Lake View Drive., **approved**

#### **Active Projects**

- The Hill Subdivision, Pine Creek Townhomes, Johnson Drive Subdivision

#### **Remodels**

- 401 E Mason, 335 E Mason, 400 S Russell, 932 W Dryden

#### **Building Permits Issued January to August**

- 2024 = 183
- 2025 = 130

**Permits & Inspections - July & August 2025**

- 941 Remington Dr - Replacing Windows, approved
- 807 Ozark Short line - Sewer line Repair, approved
- 209 W Mason - Remove Chimney, approved
- 203 W Crestview Dr - Sewer line Repair, approved
- 506 College Terr - Aboveground Pool, approved
- 506 College Terr - 8x10 Deck approved
- 107 S 2nd St - Electrical Upgrade, approved
- 947 W Dryden. - Aboveground Pool, approved
- 601 W Main - 200 AMP Upgrade, approved
- 400 S Russell - Demolition approved
- 135 S 2<sup>nd</sup> St - Signage approved
- Johnson Dr & Pine Dr. - UG Cable line, approved
- 209 W Mason - Awning Removal and Painting Building, approved
- 511 Wells Cr. - Replacing sump pump, approved
- 806 S 3<sup>rd</sup> St - Foundation Repair, approved
- 200 E Main - Replace Roof, approved
- 1023 Remington Dr - Adding 60-amp circuit, approved
- 932 W Dryden - Remodel, approved
- 511 S 4<sup>th</sup> St - Replace bathtub, approved
- 518 S 2<sup>nd</sup> St - New Driveway, approved
- 526 S Dyer - Solar Install, approved

## Contractor's Application and Certification For Payment No.: SOV

Project: Waterline and Wastewater Collection System Improvement	Application Period: work ending 7/22/2025	Application Date: 7/22/2025
To (Contractor): City of Odessa	From (Subcontractor): KAT EXCAVATION, INC.	Via (Architect): Allstate Consultants LLC
Contractor Project No.: 2514	Contractor's Project No.: 2514	Architect Project No.: 24230.01

### Application for Payment #1

#### Change Order Summary

Approved Change Orders (CO's):			1. ORIGINAL CONTRACT PRICE	\$ 1,574,969.86
Number	Additions	Deductions	2. Net change by Change Orders	\$ 0.00
			3. CURRENT CONTRACT PRICE (Line 1 ± 2)	\$ 1,574,969.86
			4. TOTAL VALUE OF WORK & MATERIALS	\$ 125,493.00
			5. RETAINAGE: Total Retainage = 5.0% x Line 4	\$ 6,274.65
			6. AMOUNT ELIGIBLE TO DATE (Line 4 - Line 5)	\$ 119,218.35
			7. LESS PREVIOUS PAYMENTS (Line 6 from prior Application)	\$ -
TOTALS	\$0.00	\$0.00	8. AMOUNT DUE THIS APPLICATION (Line 6 - Line 7)	\$ 119,218.35
Net Change CO's	\$0.00		9. BALANCE TO FINISH, PLUS RETAINAGE (Line 3 - Line 4 + Line 5)	\$ 1,455,751.51

**SUBCONTRACTOR'S CERTIFICATION AND AFFIDAVIT**

I The undersigned Subcontractor certifies that (1) all in-progress and completed Work has been inspected by the undersigned and has been performed and furnished in full accordance with the requirements of the Contract Documents, including any authorized changes made by Change Order or Change Authorization; and (2) on personal knowledge all of the Work, information and amounts stated in this Application for Payment represent true and correct statements of the status of the Work under the Contract up to and including the last day of the period covered by this application.

II The undersigned Subcontractor further certifies that (1) no part of the "Payment Requested in this Application" has been received by the Subcontractor; (2) all previous progress payments received from the Contractor on account of Work completed under the Contract have been applied by the Subcontractor to discharge in full all obligations of the Subcontractor incurred in connection with Work completed and stored covered by previous Applications for Payment, and (3) title to all materials and equipment incorporated in the Work or otherwise listed in or covered by this Application for Payment as not incorporated in the Work but delivered and suitable stored at the site (or at another location agreed to in writing) will pass to the Contractor at time of payment free and clear of all liens, charges, claims, security interests and encumbrances (except such as covered by Bond acceptable to the Contractor).

By: KAT Excavation Inc  
(The Subcontractor)

Dated: July 22<sup>nd</sup>, 2025

**VERIFICATION**

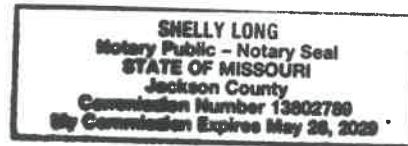
STATE OF MISSOURI )  
COUNTY OF Jackson ) SS  
)

Before me on this 22<sup>nd</sup> day of July, 2025, personally  
appeared LISA Bailey, known to me, who

being duly sworn, deposes and says that he is the COOP Sec of the referenced Subcontractor; that he  
executed this Application for Payment and statement of account on behalf of the referenced Subcontractor; and that all of the statement  
contained in this Application for Payment are true, complete, current and accurate as of the date above.

Shelly Long  
Notary Public

My commission expires: May 28, 2023

**ARCHITECT'S CERTIFICATION FOR PAYMENT**

In accordance with the Contract Documents, based on on-site observations and the data comprising the above application, the Architect certifies to the Contractor that to the best of the Architect's knowledge, information and belief the Work has progressed as indicated, and the Subcontractor is entitled to the CURRENT PAYMENT DUE.

Current Payment Due: \$ 119,218 35

is recommended by: Jason Klemme  
(Engineer)

July 23, 2025  
(Date)

**CONTRACTOR'S APPROVAL OF APPLICATION FOR PAYMENT**

is approved by: LISA Bailey  
(Contractor)

July 22<sup>nd</sup>, 2025  
(Date)

**SCHEDULE OF VALUES BREAKDOWN**  
**WATERLINE AND WASTEWATER COLLECTION SYSTEM IMPROVEMENTS**  
**CITY OF ODESSA**  
**ARCHITECT PROJECT NO.: 24230.01**  
**CONTRACTOR PROJECT NO.: 2514**

**SUBCONTRACTOR'S NAME AND ADDRESS:**  
KAT Excavation, Inc.  
309 North Oak Street  
Bates City, MO 64011

PAY ESTIMATE NO.: SOV  
Period Ending:  
% Complete: 8%

Item No.	Qty.	Unit	Description	CURRENT CONTRACT		TOTAL THIS PERIOD		PREVIOUS TOTAL		TOTAL TO DATE		
				Unit Price	Total Cost	Unit Complete	Total Cost	Unit Complete	Total Cost	Total Completed	Unit Complete	Total Remaining
5			WATERLINE IMPROVEMENTS- RAILROAD CROSSING									
5.01	100	LF	18" BORED STEEL ENCASEMENT: INCLUDES BORE AND JACK, EXCAVATION, BACKFILL, AND CATHODIC PROTECTION	\$ 658.00	\$ 65,800.00		\$ -			\$ -	0.00	\$ 65,800.00
5.02	1	LS	ABANDON EXISTING WATERLINE UNDER RAILROAD: INCLUDES REMOVING CARRIER PIPE, GROUT ENCASEMENT, CAP ENDS	\$ 4,000.00	\$ 4,000.00		\$ -			\$ -	0.00	\$ 4,000.00
			CHANGES									
					\$ -		\$ -			\$ -	0.00	\$ -
					\$ -		\$ -			\$ -	0.00	\$ -
					\$ -		\$ -			\$ -	0.00	\$ -
					\$ -		\$ -			\$ -	0.00	\$ -
TOTAL VALUE OF WORK PERFORMED					\$ 1,574,969.86		\$ 125,493.00			\$ -	\$ 125,493.00	8% \$ 1,449,476.86
LESS 5.00% RETAINAGE											\$ 6,274.65	
SUBTOTAL											\$ 119,218.35	
LESS PREVIOUS PAYMENTS											\$ -	
TOTAL AMOUNT DUE TO SUBCONTRACTOR											\$ 119,218.35	

# Contractor's Application and Certification For Payment No.: SOV

Pay App #2

Project: Waterline and Wasterwater Collection System Improvement	Application Period: work ending <b>8/19/2025</b> JPK <b>7/22/2025</b> 8/25/25	Application Date: 8/19/2025
To (Contractor): City of Odessa	From (Subcontractor): KAT EXCAVATION, INC.	Via (Architect): Allstate Consultants LLC
Contractor Project No.: 2514	Contractor's Project No.: 2514	Architect Project No.: 24230.01

## Application for Payment #1

### Change Order Summary

Approved Change Orders (CO's):			1. ORIGINAL CONTRACT PRICE	\$ 1,574,969.86
Number	Additions	Deductions	2. Net change by Change Orders	\$ 0.00
			3. CURRENT CONTRACT PRICE (Line 1 ± 2)	\$ 1,574,969.86
			4. TOTAL VALUE OF WORK & MATERIALS	\$ 687,966.00
			5. RETAINAGE: Total Retainage = <b>5.0%</b> x Line 4	\$ 34,398.30
			6. AMOUNT ELIGIBLE TO DATE (Line 4 - Line 5)	\$ 653,567.70
			7. LESS PREVIOUS PAYMENTS (Line 6 from prior Application)	\$ 119,218.35
TOTALS	\$0.00	\$0.00	8. AMOUNT DUE THIS APPLICATION (Line 6 - Line 7)	\$ 534,349.35
Net Change CO's	\$0.00		9. BALANCE TO FINISH, PLUS RETAINAGE (Line 3 - Line 4 + Line 5)	\$ 921,402.16

**SUBCONTRACTOR'S CERTIFICATION AND AFFIDAVIT**

I The undersigned Subcontractor certifies that (1) all in-progress and completed Work has been inspected by the undersigned and has been performed and furnished in full accordance with the requirements of the Contract Documents, including any authorized changes made by Change Order or Change Authorization; and (2) on personal knowledge all of the Work, information and amounts stated in this Application for Payment represent true and correct statements of the status of the Work under the Contract up to and including the last day of the period covered by this application.

II The undersigned Subcontractor further certifies that (1) no part of the "Payment Requested in this Application" has been received by the Subcontractor; (2) all previous progress payments received from the Contractor on account of Work completed under the Contract have been applied by the Subcontractor to discharge in full all obligations of the Subcontractor incurred in connection with Work completed and stored covered by previous Applications for Payment, and (3) title to all materials and equipment incorporated in the Work or otherwise listed in or covered by this Application for Payment as not incorporated in the Work but delivered and suitable stored at the site (or at another location agreed to in writing) will pass to the Contractor at time of payment free and clear of all liens, charges, claims, security interests and encumbrances (except such as covered by Bond acceptable to the Contractor).

By: KAT EXCAVATION INC  
(The Subcontractor)

Dated: 8/19/2025

**VERIFICATION**

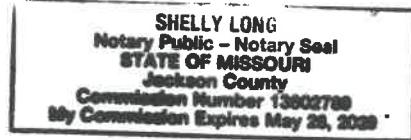
STATE OF MISSOURI )  
                          )  
                          ) SS  
COUNTY OF    Jackson )

Before me on this 19-Jul-25

appeared Steve Bailey, known to me, who being duly sworn, deposes and says that he is the President of the referenced Subcontractor; that he executed this Application for Payment and statement of account on behalf of the referenced Subcontractor; and that all of the statement contained in this Application for Payment are true, complete, current and accurate as of the date above.

Shelly Long X Shelly Long  
Shelly Long  
Office Administrator

My commission expires: May 28th 2029  
ENGINEER'S JPK 8.25.25

**ARCHITECT'S CERTIFICATION FOR PAYMENT**

In accordance with the Contract Documents, based on on-site observations and the data comprising the above application, the ~~Architect~~ certifies to the Contractor that to the best of the ~~Architect's~~ knowledge, information and belief the Work has progressed as indicated, and the Subcontractor is entitled to the CURRENT PAYMENT DUE. ~~Engineer's~~ JPK 8.25.25

Current Payment Due: \$534,349.35

is recommended by: Jason Klemme 08-25-2025  
(Architect) — (Engineer) JPK 8.25.25 (Date)

**CONTRACTOR'S APPROVAL OF APPLICATION FOR PAYMENT**

is approved by: KAT Excavation Inc August 19th 2025  
(Contractor) H. Bailey (Date)

**SCHEDULE OF VALUES BREAKDOWN**  
**WATERLINE AND WASTEWATER COLLECTION SYSTEM IMPROVEMENTS**  
**CITY OF ODESSA**  
**JPK** 8.25.25 **ENGINEER** ~~ARCHITECT~~ **PROJECT NO.: 24230.01**  
**CONTRACTOR PROJECT NO.: 2514**

**SUBCONTRACTOR'S NAME AND ADDRESS:**  
**KAT Excavation, Inc.**  
**309 North Oak Street**  
**Bates City, MO 64011**

**PAY ESTIMATE NO.: 2** SOV  
**Period Ending:**  
**% Complete:** 44%

(A)	(B)	Description	CURRENT CONTRACT		TOTAL THIS PERIOD		PREVIOUS TOTAL		TOTAL TO DATE		
			Unit Price	Total Cost	Unit Complete	Total Cost	Unit Complete	Total Cost	Total Completed	Unit Complete	Total Remaining
1		STARTUP MOBILIZATION, DEMOBILIZATION, MISC.									
1.01	1	LS BONDING AND INSURANCE	\$ 41,861.60	\$ 41,861.60	\$ -		\$ -		0.00	\$ 41,861.60	
1.02	1	LS MOBILIZATION/ DEMOBILIZATION	\$ 30,030.00	\$ 30,030.00	\$ -		\$ -		0.00	\$ 30,030.00	
1.03	1	LS TRAFFICE CONTROL AND SIGNAGE	\$ 5,500.00	\$ 5,500.00	\$ -		\$ -		0.00	\$ 5,500.00	
		B. WASTEWATER COLLECTION SYSTEM IMPROVEMENTS									
2		LIFT STATION REDIRECTION									
2.01	650	LF 8" SDR- 35 PVC PIPE- GRAVITY SEWER W/ GRANULAR EMBEDMENT AND FULL DEPTH GRANULAR BACKFILL FOR REROADWAYS, OPEN CUT	\$ 147.00	\$ 95,550.00	650.00	\$ 95,550.00			\$ 95,550.00	650.00	\$ -
2.02	300	LF 8" SDR-35 PVC PIPE- GRAVITY SEWER W/ GRANULAR EMBEDMENT AND SOIL BACKFILL, OPEN CUT <small>*** JPK 8.25.25</small>	\$ 67.00	\$ 20,100.00	300.00	\$ 20,100.00			\$ 20,100.00	300.00	\$ -
2.03	4	EA 4' DIAMETER STANDADRD MANHOLE <small>*** JPK 8.25.25</small>	\$ 6,350.00	\$ 25,400.00	4.00	\$ 25,400.00			\$ 25,400.00	4.00	\$ -
2.04	150	LF 8" D.I.P GRAVITY SEWER W/ GRANULAR EMBEDMENT AND FULL DEPTH GRNAULAR BACKFILL FOR ROADWAYS, OPEN CUT	\$ 187.00	\$ 28,050.00	150.00	\$ 28,050.00			\$ 28,050.00	150.00	\$ -
2.05	130	LF 8" D.I.P - GRAVITY SEWER ON CONCRETE PIPE SUPPORTS, AERIAL CROSSING	\$ 206.00	\$ 26,780.00	130.00	\$ 26,780.00			\$ 26,780.00	130.00	\$ -
2.06	15	EA PIPE SUPPORTS FOR AERIAL CROSSING: INCLUDES REINFORCED CONCRETE SUPPORT, STAINLESS STEEL STRAPS, AND ANCHORS	\$ 2,850.00	\$ 42,750.00	7.00	\$ 19,950.00			\$ 19,950.00	7.00	\$ 22,800.00
2.07	2	EA GRAVITY SEWER TIE-IN TO EXISTING MANHOLE	\$ 2,280.00	\$ 4,560.00	1.00	\$ 2,280.00			\$ 2,280.00	1.00	\$ 2,280.00
2.08	10	EA 8"X4" WYE	\$ 130.00	\$ 1,300.00	9.00	\$ 1,170.00			\$ 1,170.00	9.00	\$ 130.00
2.09	400	LF 4" SCH. 40 PVC SERVICE LINE	\$ 77.00	\$ 30,800.00		\$ -			\$ -	0.00	\$ 30,800.00
2.1	10	EA EXISTING SERVICE LINE TIE-IN	\$ 170.00	\$ 1,700.00		\$ -			\$ -	0.00	\$ 1,700.00
2.11	1	LS CENTENIAL HILLS LIFT STATION: INCLUDES (2) pumps, control pannel, electrical upgrades, conduit, wiring, floats, guiderails, pipe, appurtenances, and removals of (2) existing pumps and other existing items as req'd	\$ 100,440.00	\$ 100,440.00		\$ -			\$ -	0.00	\$ 100,440.00
		CLAYTON PARK LIFE STATION: INCLUDES (2) pumpms, contral panel, electrical upgrades, conduit, wiring, floats, guiderais, pipe, appurtenances, and removals of (2) existing pumps and other existing items as req'd									
2.12	1	LS \$ 106,140.00	\$ 106,140.00		\$ -				\$ -	0.00	\$ 106,140.00
		existing pumps and other existing items as req'd									
2.13	620	LF 4" SDR-21 PVC PIPE- FORCE MAIN W/ TRACER WIRE AND SOIL BACKFILL, OPEN CUT	\$ 45.00	\$ 27,900.00		\$ -			\$ -	0.00	\$ 27,900.00
2.14	120	LF 10" BORED STEEL ENCASEMENT: INCLUDES BORING, EXCAVATION, BACKFILL, AND END SEALS	\$ 211.00	\$ 25,320.00		\$ -			\$ -	0.00	\$ 25,320.00
2.15	180	LF 4" SDR-21 RESTRAINED JOINT OVC PIPE FOR ROAD BORES W/ SKIDS AMD TRACER WIRES	\$ 86.00	\$ 15,480.00		\$ -			\$ -	0.00	\$ 15,480.00
2.16	12	EA 4" FOREMAIN FITTING: 90°, 45°, 22-1/2°, 11-1/4°, 4 X REDUCER W/ RESTRAINED MJ GLANDS	\$ 520.00	\$ 6,240.00		\$ -			\$ -	0.00	\$ 6,240.00
2.17	1	LS FORECEMAIN TIE-IN TO EXISTING MANHOLE MH-1	\$ 5,920.00	\$ 5,920.00		\$ -			\$ -	0.00	\$ 5,920.00
2.18	4	EA TIE-IN TO EXISTING FORECEMAINS	\$ 4,700.00	\$ 18,800.00		\$ -			\$ -	0.00	\$ 18,800.00
2.19	1	LS KIRKPATRICK LIFT STATION: INCLUDES REMOVALS DISPOSALS, DEMOLITION, WET WELL FILL, CAP?BLOCK OF EXISTING FORECEMAIN AND/O SEE JOB SPECIAL PROVISIONS	\$ 16,067.70	\$ 16,067.70		\$ -			\$ -	0.00	\$ 16,067.70
2.2	1	LS McDowell LIFT STATION: INCLUDES REMOVALS DISPOSALS, DEMOLITION, WET WELL FILL, CAP?BLOCK OF EXISTING FORECEMAIN AND/O SEE JOB SPECIAL PROVISIONS	\$ 15,578.11	\$ 15,578.11		\$ -			\$ -	0.00	\$ 15,578.11
		SEE JOB SPECIAL PROVISIONS									
2.21	1	LS UNCLASSIFIED EXCAVATION, REMOALS AND DISSPOSALS- GRAVITY SEWER, FORECMAINS, AND MISCELLANEOUS ITEMS	\$ 8,500.00	\$ 8,500.00		\$ -			\$ -	0.00	\$ 8,500.00
2.23	260	SY STREET REPAIR: 4" THICK ASPHALT CONCRETE (BP-1) W/ 6" OF COMPACTED BASE ROCK	\$ 40.00	\$ 10,400.00		\$ -			\$ -	0.00	\$ 10,400.00
2.24	25	SY CONCRETE DRIVEWAY REPAIR: 6" THICK CONCRETE W/ 6" OF COMPACTED BASE ROCK	\$ 121.00	\$ 3,025.00		\$ -			\$ -	0.00	\$ 3,025.00
2.25	25	SY ASPHALT DRIVEWAY REPAIR: 2" THICK ASPHALT CONCRETE (BP-1) W/ 6" OF COMPACTED BASE ROCK	\$ 40.00	\$ 1,000.00		\$ -			\$ -	0.00	\$ 1,000.00
2.26	1	LS FINAL GRADING, SEEDING, FERTILIZER, AND MULCH	\$ 14,500.00	\$ 14,500.00		\$ -			\$ -	0.00	\$ 14,500.00
		3 GRAVITY SEWER TIE-IN TO EXISTING MANHOLE									
3.01	200	LF 8" SDR-21 RESTRAINED JOINT PVC PIPE- GRAVITY SEWER W/ GRANULAR EMBEDMENT AND FULL DEPTH GRANULAR BACKFILL FOR ROADW	\$ 150.00	\$ 30,000.00		\$ -			\$ -	0.00	\$ 30,000.00
3.02	130	LF 8" D.I.P- GRAVITY SEWER W/ GRANULAR EMBEDMENT AND FULL DEPTH GRANULAR BACKFILL FOR ROADWAYS, OPEN CUT	\$ 185.00	\$ 24,050.00		\$ -			\$ -	0.00	\$ 24,050.00
3.03	1	EA 4' DIAMETER STANDARD MANHOLE	\$ 7,888.00	\$ 7,888.00		\$ -			\$ -	0.00	\$ 7,888.00
3.04	2	EA GRAVITY SEWER TIE-IN TO EXISTING MANHOLE	\$ 3,040.00	\$ 6,080.00		\$ -			\$ -	0.00	\$ 6,080.00
3.05	1	LS ABANDON EXISTING SEWER MAIN UDER RAILROAD: INCLUDES FILLING PIPE WITH CONCRETE, CAP EXISTING 8-INCH SEWER LINE	\$ 12,574.75	\$ 12,574.45		\$ -			\$ -	0.00	\$ 12,574.45
3.06	100	SY STREET REPAIR: 4" THICK ASPHALT CONCRETE (BP-1) W/ 6" OF COMPACTED BASE ROCK	\$ 40.00	\$ 4,000.00		\$ -			\$ -	0.00	\$ 4,000.00
3.07	25	SY CONCRETE DRIVEWAY REPAIR: 6" THICK CONCRETE W/ 6" OF COMPACTED BASE ROCK	\$ 121.00	\$ 3,025.00		\$ -			\$ -	0.00	\$ 3,025.00
3.08	1	LS FINAL GRADING, SEEDING, FERTILIZER, AND MULCH	\$ 1,800.00	\$ 1,800.00		\$ -			\$ -	0.00	\$ 1,800.00
		4 WATER TOWER TO HUNTERS VIEW ON 9TH ST									
4.01	5200	LF 12 SDR"-21 PVC PIPE W/ TRACER WIRE AND SOIL BACKFILL	\$ 62.50	\$ 325,000.00	3,068.00	\$ 191,750.00	1,700.00	\$ 106,250.00	\$ 298,000.00	4768.00	\$ 27,000.00
4.02	160	LF 12" SDR- 21 PVC PIPE W/ TRACER WIRE AND GRANULAR BACKFILL	\$ 75.00	\$ 12,000.00	160.00	\$ 12,000.00			\$ 12,000.00	160.00	\$ -
4.03	320	LF 12" SDR-21 RESTRAINED JOINT PVC W/ TRACER WIRE, BORED FOR CREEK CROSSING	\$ 355.00	\$ 113,600.00	280.00	\$ 99,400.00			\$ 99,400.00	280.00	\$ 14,200.00
4.04	140	LF 12" D.I.P W/ TRACER FOR RAILROAD CROSSING (VALVE TO VALVE UTILIZE EXISTING 24" CASING: INCLUDES EXCAVATION, BACKFILL, CASING	\$ 158.00	\$ 22,120.00		\$ -			\$ -	0.00	\$ 22,120.00
4.05	9	EA 12" MJ GATE VALVE	\$ 4,200.00	\$ 37,800.00	4.00	\$ 16,800.00	2.00	\$ 8,400.00	\$ 25,200.00	6.00	\$ 12,600.00
4.06	11	EA 12"X12"X12" TEE W/ RESTRAINED MJ GLANDS	\$ 1,800.00	\$ 19,800.00	4.00	\$ 7,200.00	2.00	\$ 3,600.00	\$ 10,800.00	6.00	\$ 9,000.00
4.07	10	EA 12" WATER MAIN FITTINGS: 90 DEGREES, 45 DEGREES, 22-1/2 DEGREES, 11-1/4 DEGREES, 12" X REDUCERS W/ RESTRAINED MJ GLANDS	\$ 1,700.00	\$ 17,000.00	3.00	\$ 5,100.00			\$ 5,100.00	3.00	\$ 11,900.00
4.08	2	EA FIRE HYDRANT SET: INCLUDES HYDRANT, GATE VALVE, ANCHOR COUPLING, VALVE BOX, PIPE AND TEE	\$ 7,000.00	\$ 7,000.00	-	\$ -	1.00	\$ 7,000.00	\$		





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## BOARD OF ALDERMEN ACTION REPORT

**ISSUE:** Consideration of an Ordinance Calling an Election to Impose a Local Use Tax for Transportation Purposes.

**ACTION REQUESTED:** Introduction and Readings of Bill No. 2025-19 calling an election to impose a local use tax at the same rate as the total local sales tax rate, currently 2.5% for transportation purposes, subject to voter approval at an election to be held on the 7<sup>th</sup> day of April, 2026.

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### BACKGROUND:

The City of Odessa is authorized under Sections 144.757 and 144.758, RSMo., to impose a local use tax upon approval by the voters. A use tax complements the local sales tax by applying to purchases made from out-of-state vendors where sales tax is not collected, thereby creating equity between local businesses and online or out-of-state sellers.

Currently, the City of Odessa has a total local sales tax rate of two and one-half percent (2.5%). This ordinance proposes submission of a local use tax at the same rate as the sales tax, with proceeds dedicated specifically to **street maintenance, street improvements, and transportation purposes**.

If approved, the use tax will ensure consistent revenue for transportation-related infrastructure needs and will adjust automatically with any future voter-approved increases or decreases to the local sales tax rate.

The proposed ordinance calls for the question to be submitted to the qualified voters of Odessa at the **April 7, 2026 Municipal Election**. The ballot language will appear as “Proposition U – Transportation Use Tax.”

Staff recommends approval of the ordinance calling an election on April 7, 2026, for submission to the voters of a local use tax at the same rate as the total local sales tax, currently 2.5%, for transportation purposes.

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### FINANCIAL CONSIDERATIONS:

Approval of the use tax would generate additional revenue for transportation purposes. The exact amount of revenue depends on the volume of taxable purchases made from out-of-state vendors but is expected to provide a consistent and needed funding source for the City’s street and transportation infrastructure.

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### ATTACHMENTS: Bill No. 2025-19

PREPARED BY: Karen Findora  
Karen Findora, City Clerk

DATED: September 8, 2025

**BILL NO. 2025-19**

**ORDINANCE NO. 0000**

**AN ORDINANCE OF THE CITY OF ODESSA, MISSOURI, CALLING AN ELECTION TO IMPOSE A LOCAL USE TAX AT THE SAME RATE AS THE TOTAL LOCAL SALES TAX RATE, CURRENTLY 2.5% FOR TRANSPORTATION PURPOSES, SUBJECT TO VOTER APPROVAL AT AN ELECTION TO BE HELD ON THE 7<sup>TH</sup> DAY OF APRIL, 2026.**

**WHEREAS**, the City of Odessa (“City”) is authorized by Sections 144.757 and 144.758, RSMo., there is hereby imposed within the City of Odessa, Missouri, a local use tax at the same rate as the total local sales tax rate, currently Two and One-Half Percent (2.5%); and

**WHEREAS**, the purpose of this tax is to provide revenue for street maintenance, street improvements, and transportation purposes within the City of Odessa; and

**WHEREAS**, if the local sales tax rate is raised or lowered by voter approval, the local use tax shall also be raised or lowered by the same percentage and effective on the same date; and

**WHEREAS**, this ordinance shall not become effective unless approved by a majority of the votes cast by the qualified voters of the City of Odessa, Missouri, on the following proposition.

**NOW THEREFORE, BE IT ORDAINED BY THE BOARD OF ALDERMEN OF THE  
CITY OF ODESSA, MISSOURI, AS FOLLOWS:**

**SECTION 1.** Pursuant to the authority granted by Sections 144.757 and 144.758, RSMo., there is hereby imposed within the City of Odessa, Missouri, a local use tax at the same rate as the total local sales tax rate, currently Two and One-Half Percent (2.5%) for transportation purposes, subject to voter approval at an election to be held on the 7<sup>th</sup> day of April, 2026.

**SECTION 2.** This tax shall be submitted to the qualified voters of Odessa, Missouri, for their approval, as required by Sections 144.757 and 144.758, RSMo., at the election hereby called and to be held on Tuesday, the 7<sup>th</sup> day of April, 2026. The ballot of submission shall contain the following language:

## Proposition U – Transportation Use Tax

Shall the City of Odessa, Missouri impose a local use tax at the same rate as the local sales tax rate, currently Two and One-Half Percent (2.5%), to provide revenue for street maintenance, street improvements, and transportation purposes; provided that if the sales tax rate is reduced or raised by voter approval, the local use tax rate shall also be reduced or raised by the same action?

YES       NO

If you are in favor of the question, place an "X" in the box opposite "YES".  
If you are opposed to the question, place an "X" in the box opposite "NO".

**SECTION 3.** The Mayor and City Clerk shall prepare and execute the form of the Notice of said Election and shall transmit the same to the Election Authority for the City of Odessa, Missouri, and request said election to be conducted by law.

**SECTION 4.** If a majority of the qualified voters voting at said election shall vote in favor of the approval of this ordinance, then the sales tax approved by the voters shall be in full force and effect as provided by law, and the City Clerk shall forward to the Director of Revenue of the State of Missouri, by United States Registered Mail or Certified Mail, a certified copy of this ordinance, together with the certificates of the election returns and accompanied by a map of the City clearly showing the boundaries thereof.

**SECTION 5.** If any section, subsection, sentence, clause, phrase, or portion of this ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent provision, as such holding shall not affect the validity of the remaining portion thereof.

**SECTION 6.** This tax shall be collected in addition to any other sales taxes imposed by the City and shall not replace or repeal any other sales tax.

**SECTION 7.** This ordinance shall be in full force and effect from and after its passage and approval, subject to the provisions herein contained, which provide for voter approval or for specific dates of effectiveness.

**SECTION 8.** That the City Clerk is authorized by this Ordinance to correct any scrivener's errors identified within this Ordinance.

READ TWICE by title only and adopted by the Board of Aldermen of the City of Odessa, Missouri, and approved by the Mayor of Odessa, this 8<sup>th</sup> day of September, 2025.

(SEAL)

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Bryan D. Barner, Mayor

ATTEST:

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Karen Findora, City Clerk  
City of Odessa, Missouri

## **EXHIBIT A**

### **PUBLIC NOTICE OF ELECTION FOR THE CITY OF ODESSA, MISSOURI**

Public notice is hereby given to the qualified voters of the City of Odessa, Missouri, that the Odessa Board of Aldermen has called a General Election to be held on Tuesday, April 7, 2026, commencing at six o'clock A.M. and closing at seven o'clock P.M., local time, on the question contained in the following sample ballot:

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#### **OFFICIAL BALLOT**

**CITY OF ODESSA, MISSOURI**

**GENERAL ELECTION**

**TUESDAY, APRIL 7, 2026**

**Proposition U – Transportation Use Tax**

**Shall the City of Odessa, Missouri impose a local use tax at the same rate as the local sales tax rate, currently Two and One-Half Percent (2.5%), in order to provide revenue for street maintenance, street improvements, and transportation purposes; provided that if the sales tax rate is reduced or raised by voter approval, the local use tax rate shall also be reduced or raised by the same action?**

YES       NO

If you are in favor of the question, place an "X" in the box opposite "YES". If you are opposed to the question, place an "X" in the box opposite "NO".

Done by order of the Odessa Board of Aldermen this \_\_\_\_\_ day of \_\_\_\_\_, 2026.

The election will be held at the following polling places in the City:

**PRECINCT**

**POLLING PLACE**

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County Clerk, Lafayette County, Missouri



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## BOARD OF ALDERMEN ACTION REPORT

**ISSUE:** Consideration of an Ordinance Calling an Election to Impose a citywide Sales Tax for improving public safety.

**ACTION REQUESTED:** Introduction and Readings of Bill No. 2025-20 calling an election to impose a local citywide sales tax at the rate of Three-Eighths of One Percent (3/8 of 1%) for a period not to exceed thirty (30) years from the date it is first imposed of the purpose of improving the public safety of the city, including to pay debt service on financing obligations to construct, improve, equip, and maintain a police station, with expenditures subject to oversight by citizen advisory committee to be established by the Board of Aldermen subject to voter approval at an election to be held on the 7<sup>th</sup> day of April, 2026.

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### BACKGROUND:

The City of Odessa is authorized under Sections 94.900, RSMo., to impose a citywide tax upon approval by a majority of voters.

The Board of Aldermen has determined that the City's public safety facilities require improvement, including the construction and maintenance of a police station. The proposed sales tax will provide a dedicated revenue source for these improvements and debt service payments.

The proposed ordinance calls for the question to be submitted to the qualified voters of Odessa at the **April 7, 2026, Municipal Election**. The ballot language will appear as "Proposition A – Public Safety Sales Tax."

Staff recommends approval of the ordinance calling an election on April 7, 2026, for submission to the voters of a local sales tax at the rate of Three-Eighths of One Percent(3/8 of 1%) for improving public safety.

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### FINANCIAL CONSIDERATIONS:

Approval of the sales tax would generate additional revenue for public safety purposes. Actual collections will vary depending on local economic conditions and taxable sales. Revenues from this tax will be restricted to public safety improvements and debt service related to police facilities.

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**ATTACHMENTS:** Bill No. 2025-20

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PREPARED BY: \_\_\_\_\_  
Karen Findora, City Clerk

DATED: September 8, 2025

**BILL NO. 2025-20**

**ORDINANCE NO. 0000**

**AN ORDINANCE OF THE CITY OF ODESSA, MISSOURI CALLING AN ELECTION TO IMPOSE A LOCAL CITYWIDE SALES TAX AT THE RATE OF THREE-EIGHTHS OF ONE PERCENT (3/8 OF 1%) FOR A PERIOD NOT TO EXCEED THIRTY (30) YEARS FROM THE DATE IT IS FIRST IMPOSED FOR THE PURPOSE OF IMPROVING THE PUBLIC SAFETY OF THE CITY, INCLUDING TO PAY DEBT SERVICE ON FINANCING OBLIGATIONS TO CONSTRUCT, IMPROVE, EQUIP, AND MAINTAIN A POLICE STATION, WITH EXPENDITURES SUBJECT TO OVERSIGHT BY A CITIZEN ADVISORY COMMITTEE TO BE ESTABLISHED BY THE BOARD OF ALDERMEN, SUBJECT TO VOTER APPROVAL AT AN ELECTION TO BE HELD ON THE 7<sup>TH</sup> DAY OF APRIL, 2026.**

**WHEREAS**, the City of Odessa (“City”) is authorized by 94.900, RSMo. to impose a citywide sales tax at a rate of Three-Eighths of One Percent (3/8 of 1%); and

**WHEREAS**, this proposed local sales tax levy, if approved by the voters, shall be imposed on all citywide sales-taxed items sold in the City; and

**WHEREAS**, the proposed sales tax levy requires a majority approval by the qualified voters of the City at an election.

**NOW THEREFORE, BE IT ORDAINED BY THE BOARD OF ALDERMEN OF THE CITY OF ODESSA, MISSOURI, AS FOLLOWS:**

**SECTION 1.** Pursuant to the authority granted by 94.900, RSMo. a local city sales tax of Three-Eighths of One Percent (3/8 of 1%) for a period not to exceed thirty (30) years from the date it is first imposed for the purpose of improving the public safety of the City, including to pay debt service on financing obligations to construct, improve, equip, and maintain a police station, with expenditures subject to oversight by a citizen advisory committee to be established by the Board of Aldermen.

**SECTION 2.** This tax shall be submitted to the qualified voters of Odessa, Missouri, for their approval, as required by 94.900, RSMo., at the election hereby called and to be held on Tuesday, the 7<sup>th</sup> day of April, 2026. The ballot of submission shall contain the following language:

**Proposition A – Public Safety Sales Tax**

Shall the City of Odessa, Missouri impose a citywide sales tax of Three-Eighths of One Percent (3/8 of 1%) for a period not to exceed thirty (30) years from the date it is first imposed for the purpose of improving the public safety of the City, including to pay debt service on financing obligations to construct, improve, equip, and maintain a police station, with expenditures subject to oversight by a citizen advisory committee to be established by the Board of Aldermen?

YES

NO

If you are in favor of the question, place an “X” in the box opposite “YES”.  
If you are opposed to the question, place an “X” in the box opposite “NO”.

**SECTION 3.** The Mayor and City Clerk shall prepare and execute the form of the Notice of said Election and shall transmit the same to the Election Authority for the City of Odessa, Missouri, and request said election to be conducted by law.

**SECTION 4.** If a majority of the qualified voters voting at said election shall vote in favor of the approval of this ordinance, then the sales tax approved by the voters shall be in full force and effect as provided by law, and the City Clerk shall forward to the Director of Revenue of the State of Missouri, by United States Registered Mail or Certified Mail, a certified copy of this ordinance, together with the certificates of the election returns and accompanied by a map of the City clearly showing the boundaries thereof.

**SECTION 5.** If any section, subsection, sentence, clause, phrase, or portion of this ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent provision, as such holding shall not affect the validity of the remaining portion thereof.

**SECTION 6.** This tax shall be collected in addition to any other sales taxes imposed by the City and shall not replace or repeal any other sales tax.

**SECTION 7.** This ordinance shall be in full force and effect from and after its passage and approval, subject to the provisions herein contained, which provide for voter approval or for specific dates of effectiveness.

**SECTION 8.** That the City Clerk is authorized by this Ordinance to correct any scrivener’s errors identified within this Ordinance.

READ TWICE by title only and adopted by the Board of Aldermen of the City of Odessa, Missouri, and approved by the Mayor of Odessa, this 8<sup>th</sup> day of September, 2025.

(SEAL)

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Bryan D. Barner, Mayor

ATTEST:

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Karen Findora, City Clerk  
City of Odessa, Missouri

**EXHIBIT A**

**PUBLIC NOTICE OF ELECTION FOR THE CITY OF ODESSA, MISSOURI**

Public notice is hereby given to the qualified voters of the City of Odessa, Missouri, that the Odessa Board of Aldermen has called a General Election to be held Tuesday, April 7, 2026, commencing at six o'clock A.M. and closing at seven o'clock P.M., local time, on the question contained in the following sample ballot:

## OFFICIAL BALLOT

## CITY OF ODESSA, MISSOURI

## GENERAL ELECTION

TUESDAY, APRIL 7, 2026

## Proposition A- Public Safety Sales Tax

**Shall the City of Odessa, Missouri impose a citywide sales tax of Three-Eighths of One Percent (3/8 of 1%) for a period not to exceed thirty (30) years from the date it is first imposed for the purpose of improving the public safety of the City, including to pay debt service on financing obligations to construct, improve, equip, and maintain a police station, with expenditures subject to oversight by a citizen advisory committee to be established by the Board of Aldermen?**

If you are in favor of the question, place an "X" in the box opposite "YES".  
If you are opposed to the question, place an "X" in the box opposite "NO".

The election will be held at the following polling places in the City:

## PRECINCT

## POLLING PLACE

## County Clerk, Lafayette County, Missouri



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## BOARD OF ALDERMEN ACTION REPORT

**ISSUE:** The City of Odessa requires professional human resources services to assist with compliance, employee recruitment and retention, and the development of a fair and competitive compensation system.

**ACTION REQUESTED:** Motion/Second to approve Resolution No. 2025-24, authorizing the Mayor to enter into an agreement for human resources-related services between the City of Odessa, Missouri, and Paypoint HR, LLC.

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### BACKGROUND:

The City of Odessa issued a Request for Proposal for professional human resources services. Paypoint HR, LLC submitted a proposal that was thoroughly evaluated and determined to best meet the City's needs.

This agreement is necessary to support the City in maintaining compliance with state and federal employment laws, strengthening employee recruitment and retention efforts, and establishing a fair, competitive, and transparent compensation system with the benefit of professional expertise.

The Agreement for Services defines the scope of work, deliverables, payment structure, and contract terms, and will be effective from September 8, 2025, through September 8, 2026, unless terminated earlier as provided in the contract.

Staff recommends approval of Resolution No. 2025-24, authorizing the Agreement for Services with Paypoint HR, LLC and granting the Mayor authority to execute the agreement on behalf of the City.

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### FINANCIAL CONSIDERATIONS:

**Fixed Fee:** \$32,500

- \$2,500 due immediately upon execution
- Balance paid according to the Agreement

**Additional Services (if needed):** \$125 per hour, with prior written authorization.

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**ATTACHMENTS:** Agreement; Exhibit 1; Resolution No. 2025-24

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PREPARED BY: *Karen Findora*  
Karen Findora, City Clerk

DATED: September 8, 2025

This **AGREEMENT FOR SERVICES** (the “Agreement”) is made and entered into as of September 8, 2025, the (“Effective Date”) by and between the City of Odessa (“Client”) with a principal office and place of business at 228 S Second Street, PO Box 128, Odessa, Missouri 64076 and Paypoint HR, LLC, 695 Santa Maria Lane, Davidsonville, MD 21035 (“Contractor”). Client and the Contractor shall be collectively referred to herein as the “Parties”.

**Whereas**, Client desires to retain Contractor to provide certain services described more fully herein, and Contractor desires to provide Client said services, all in accordance with the terms of this Agreement;

**Now Therefore**, Client and Contractor agree as follows:

1. **Scope of Services:** Contractor shall carry out all services reasonably contemplated by this Agreement and described in Exhibit 1 (the “Services”), which is incorporated by reference. This Agreement shall apply to all Services provided from time to time by Contractor to Client during the Term, as defined below.
2. **Deliverables:** Contractor shall provide all deliverables as described in Exhibit 1 (the “Deliverables”).
3. **Payment:**
  - a. **FIXED FEE:** Client shall pay Contractor an aggregate amount of \$32,500 to perform the Services. \$2,500 will be due immediately upon execution of this agreement. The aggregate amount shall be the sole and complete compensation for the Services performed by Contractor under this Agreement, including contingencies, direct and indirect expenses except as provided in Exhibit 1. **HOURLY FEE:** Client shall pay Contractor at the hourly rate of \$125 per hour to perform additional services outside the Scope of Service. Contractor shall not exceed \$1 without prior written approval by Client. The fee amount shall be the sole and complete compensation for Services performed outside the Scope of Service by Contractor under this Agreement, including contingencies, direct and indirect expenses except as provided in Exhibit 1.
  - b. Contractor shall submit to Client monthly reasonably detailed invoices describing the Services rendered during the invoice period, and such invoices shall become payable within thirty (30) days of receipt by Client. Invoices shall provide reasonable documentation of evidence of costs incurred including but not limited to:
    - i. **Staff charges:** for each employee, the name, title, number of hours worked and hourly rate; and,
    - ii. **Direct Materials/Other Direct Costs:** All direct materials and other direct costs shall be itemized on the invoice and supported by

documentation such as vendor invoices, expense receipts, and proof of payment or other documentation as requested by Client.

**4. Term and Termination:**

- a. This Agreement shall take effect as of the Effective Date, and shall remain in effect until September 8, 2026 (the "Term"), unless terminated sooner under the provisions of this Section. Unless otherwise agreed in writing by the Parties, the Contractor shall perform the Services in accordance with the schedule in Exhibit 1 (the "Schedule").
- b. This Agreement may be terminated by either Client or Contractor at any time for a material breach of any term of the Agreement. In the event of such termination, compensation shall be paid to the Contractor for the actual costs of allowable expenses incurred for work performed and the reasonable and necessary actual direct costs incurred in the performance of the work pursuant to this Agreement prior to the effective date of the termination.
- c. Client may terminate this Agreement in the event of loss of availability of sufficient funds for the purposes of this Agreement or in the event of an unforeseen public emergency or other change of law mandating immediate Client action inconsistent with performing its obligations under this agreement.
- d. Client may terminate this Agreement at any time, in the sole exercise of its discretion. In the event of such termination, compensation shall be paid to the Contractor for the actual costs of allowable expenses incurred for work performed and the reasonable and necessary actual direct costs incurred in the performance of the work pursuant to this Agreement prior to the effective date of the termination.

**5. Access and Use:**

The Contractor warrants that their contribution will not infringe on any copyright, right of privacy, or personal or proprietary rights of others. If the Contractor delivers or uses materials subject to the rights of third parties (e.g., requiring permission from a copyright owner), the Contractor will provide all information required of the company to use such materials without infringing any copyright, right of privacy, or other personal proprietary right of another person or entity.

If the Contractor provides to Client or uses in the Contractor's Services any material in which they claim copyright, patent or other interests or rights for themselves, such use or delivery shall not be deemed to be an assignment of such material, interests and rights to Client, unless a contrary agreement is reached in writing, signed by an officer of Client, prior to such delivery or use.

**6. Contractor's Representations, Warranties, and Certifications:** As of the date of this Agreement, Contractor hereby represents, warrants and certifies under the pains and penalties of perjury as follows:

- a. Contractor is duly authorized to enter into this Agreement.
- b. Contractor and all personnel to be utilized by Contractor under this Agreement ("Project Personnel") are fully capable and qualified to perform the described service(s) and Contractor's other obligations under this Agreement, and has obtained all requisite licenses and permits to perform such obligations.
- c. Contractor and its Project Personnel are familiar with, and are and will remain in compliance with, and will not take any actions contrary to the provisions of, any laws, rules, regulations, ordinances, orders or requirements of the State and other Governmental Authorities applicable to or implicated by the subject matter of this Agreement.
- d. Contractor and its employees are independent contractors of Client, and not employees, partners or joint ventures of Client. Contractor will be solely responsible for withholding and paying all applicable payroll taxes of any nature, including social security and other social welfare taxes or contributions that may be due on amounts paid to its employees. Contractor has filed and will continue to file all necessary state tax returns and reports, and has paid and will continue to pay all taxes and has complied and will continue to comply with all laws of the State relating to contributions and payment in lieu of contributions to the Employment Security System, and with all laws of the State relating to Worker's Compensation.
- e. Contractor shall secure and maintain all insurance, licenses and/or permits, perform all acts necessary or required for the performance of any Services required under this Agreement including, but not limited to, obtaining and maintaining appropriate insurance coverage for its activities under this Agreement through the Term appropriate. Contractor acknowledges the sufficiency of the types and amounts of insurance coverage maintained and the appropriateness of those coverages for the duration of the term. Upon request, the Contractor shall provide Client with appropriate documentation reflecting such insurance coverage and demonstrating compliance with applicable state and federal laws.
- f. Contractor shall not discriminate against any qualified employee or applicant for employment because of race, color, national origin, ancestry, age, sex, religion, or physical or mental handicap. Contractor agrees to comply with all applicable Federal and State statutes, rules and regulations prohibiting discrimination in employment including but not limited to: Title VII of the Civil Rights Act of 1964; the Age Discrimination in Employment Act of 1967; Section 504 of the Rehabilitation Act of 1973; and the Americans with Disabilities Act of 1990.
- g. The Contractor represents and warrants that all personnel supplied under this Agreement are eligible to work in the United States at the time of execution of this Agreement and that Contractor has a continuing obligation to ensure such status for the duration of the Agreement.

**7. Project Personnel:**

- a. For Contractor: Karin VM Campbell, Dr. David R Campbell III
- b. For Client: Shawna Davis, City Administrator or alternative assigned representative
8. **Notice:** Any notice hereunder shall be in writing and shall be sent either (i) by facsimile or other electronic transmission, (ii) by courier, or (iii) by first class mail, postage prepaid, addressed to the address of the parties as indicated in the preamble of this Agreement (or to such other address as a party may provide by notice to the party pursuant to this Section), and shall be effective (i) when dispatched if by facsimile or other electronic transmission, (ii) if sent by courier, one day after dispatch, (iii) if sent by first class mail, five days after its date of posting.
9. **Assignment and Subcontracting:** Client may assign its rights and obligations under this Agreement to any person who succeeds to all or any portion of Client's business, and all covenants and agreements hereunder shall inure to the benefit of and be enforceable by said successors or assigns. Contractor shall not assign or in any way transfer any interest in or any of Contractor's rights or obligations under this Agreement, including by operation of law, without the prior written consent of Client, nor shall Contractor subcontract any services to anyone without the prior written consent of Client.
10. **Conflicts of Interest:** Contractor and its subcontractors, if any, shall not take any action which it knows or has a reasonable basis to believe would cause any officer or employee of Client to participate in any decision relating to this Agreement which affects his/her personal interest or any corporation, partnership, or association in which they are directly or indirectly interested or to have any interest, direct or indirect, in this Agreement or the proceeds thereof.
11. **Audit:** Contractor shall maintain books, records and other compilations of data pertaining to its activities under this Agreement to the extent and in such detail as shall properly substantiate claims for payment and Contractor's performance of its duties under the Agreement. All such records shall be kept for a period of not less than three (3) years or for such longer period as is specified by Client (the "Retention Period"). The Retention Period starts on the first day after final payment under this Agreement is made. If any litigation, claim, negotiation, audit or other action involving the records is commenced prior to the expiration of the Retention Period, all records shall be retained until completion of the action and resolution of all issues resulting there from, or until the end of the Retention Period, whichever is later. The Client and their respective duly authorized representatives or designees shall have the right at reasonable times and upon reasonable notice, to examine and copy the books, records, and other compilations of data of Contractor which pertain to the provisions and requirements of the Agreement. Such access shall include on-site audits, reviews, and copying of records. If such audit reveals that any portion of the fees was utilized for purposes not permitted under this Agreement, then Contractor shall

refund to Client the amount determined by such audit within ninety (90) days of Contractor's receipt of such audit and demand.

12. **Indemnification:** To the fullest extent permitted by law, Contractor shall indemnify and hold harmless the Client and each of their respective agents, officers, directors and employees (the "Covered Persons") from and against any and all liability, loss, claims, damages, fines, penalties, costs and expenses (including reasonable attorney's fees), judgments and awards (collectively, "Damages") sustained, incurred or suffered by or imposed upon any Covered Person resulting from (i) any breach of this Agreement or false representation of Contractor relating to this Agreement, (ii) any negligent acts or omissions or reckless or intentional misconduct of Contractor or any of Contractor's agents, officers, directors, employees or subcontractors, or (iii) the violation of any law by the Contractor or any of Contractor's agents, officers, directors, employees or subcontractors. Without limiting the foregoing, Contractor shall indemnify and hold harmless each Covered Person against any and all damages that may directly or indirectly arise out of or may be imposed because of the failure to comply with the provisions of applicable law by Contractor or any of its agents, officers, directors, employees or subcontractors.

In no event shall either party be liable for any indirect, incidental, special or consequential damages whatsoever (including but not limited to lost profits or interruption of business) arising out of or related to the Services provided under this Agreement, even if advised of the possibility of such damages.

13. **Nonsolicitation and Noninterference:** During the term of this Agreement and for a period of one year after the termination, Contractor shall not, directly or indirectly, either for itself or on behalf of or through any other Person:

- a. recruit, solicit, entice or persuade (or attempt to recruit, solicit, entice or persuade) any Person who is (or at any time during the year prior to termination of this Agreement was) an employee, consultant, contractor, vendor or supplier of Client to leave the services of Client for any reason;
- b. hire (or attempt to hire) any person who is (or at any time during the year prior to termination of this Agreement was) an employee of Client;
- c. interfere with (or attempt to interfere with) Client's relations or arrangements with any Person who is (or at any time during the year prior to the termination of this Agreement was) an employee, or a consultant, Applicant, Contractor, Grantee Recipient, Respondent, customer, vendor, supplier or contractor of Client.

14. **Confidentiality:**

- a. Contractor hereby agrees to protect the physical security and restrict access to all data compiled for, used by, or otherwise in the possession of Contractor in performance of the services hereunder in accordance with Contractor's reasonable business practices and as otherwise provided in

this Agreement. Contractor shall comply with all applicable laws and regulations relating to confidentiality and privacy.

- b. In connection with the performance of the Contractor's Services, Contractor will be exposed to and have access to Client's confidential and proprietary information and information that Client's employees, applicants, consultants, affiliates, licensors, customers, vendors, and others have entrusted to Client that may include, but is not limited to, trade secrets, know-how, or other intellectual property, financial and commercial information, marketing and servicing information, costs, business affairs, future plans, employee compensation, employee personnel information, programs, databases, operations and procedures (collectively, "Confidential Information") to which Contractor did not have access prior to performing Services of Client, and in which Confidential Information is of great value to Client. Contractor, and its employees and subcontractors, agents, officers and directors, at all times, both during and after any termination of this Agreement by either party, shall not in any manner, directly or indirectly, use any Confidential Information for Contractor's own benefit, or divulge, disclose or communicate in any manner, or otherwise make available such Confidential Information, unless expressly authorized to do so in writing by an officer of Client. Confidential Information shall not include (i) information which was in the public domain at the time of disclosure to Contractor; (ii) information which is or becomes generally known or available to the public through no act or failure to act on the part of Contractor; or (iii) information the disclosure of which is required by law or court order, provided the Contractor gives to Client prompt, prior written notice of any such disclosure.
- c. Contractor has read and agrees to comply with, and will cause its agents, officers, directors, employees and subcontractors to comply with, the provisions of this Section. Contractor agrees, for itself and for its agents, officers, directors, employees and subcontractors, as follows:
  - i. not at any time, whether during or after the termination of this Agreement, to divulge, disclose or reveal to any Person any Confidential Information, whether or not such information is produced by Contractor's own efforts, except (A) as specifically required in connection with the fulfillment of Contractor's obligations hereunder, or (B) as otherwise directed by Client in connection with a disclosure request under a request for discovery, subpoena, court or administrative order or other compulsory legal process, disclosure requirement or request relating to such Confidential Information;
  - ii. not at any time, whether during or after the termination of this Agreement, use any Confidential Information for Contractor's direct or indirect financial or other benefit or for the benefit of any Person related to or affiliated with Contractor or with whom Contractor is now or hereafter associated, other than Client, nor will Contractor use or attempt to use any Confidential

Information in any manner which could reasonably be expected to injure or cause loss, whether directly or indirectly, to Client or any Applicable Third Party;

- iii. in the event that Contractor (or any of its agents, officers, directors, employees or subcontractors) is questioned about Confidential Information by anyone who is not known by Contractor to be authorized to receive or have access to such Confidential Information, or is asked to provide Confidential Information to any such Person, Contractor agrees to promptly notify Client and respond to the inquirer in accordance with Client's instructions; and
- iv. not at any time, whether during or after the termination of this Agreement, reproduce any materials containing Confidential Information except to the extent necessary to perform Contractor's obligations under this Agreement, nor make or use (or permit its employees or agents to use) any materials other than in connection with the performance of Contractors' obligations under this Agreement and for the benefit of Client, it being understood and agreed that all materials are, shall be and shall remain the sole and exclusive property of Client, and immediately upon the termination of the Agreement for any reason, Contractor shall deliver all copies of Client's confidential materials and all other property of Client in its direct or indirect possession or control to Client, at its main office. In addition, Contractor shall, upon the termination of the Agreement, return all materials and Confidential Information, held by Contractor as data stored on computers, floppy disks, CD-ROMs, or other electronic media.

d. Contractor shall collaborate with Client to prepare any public statement or announcement relating to or bearing on the work performed or data collected under this Agreement or to prepare any press release or for any news conference in which Client is concerned or discussed.

15. **Tax Forms:** Client will record payments to Contractor on, and provide to the Contractor, an Internal Revenue Service Form 1099, and Client will not withhold any state or federal employment taxes on the Contractor's behalf. The Contractor shall be responsible for paying all such taxes in a timely manner and as prescribed by law. Contractor shall provide Client with a properly completed United States Internal Revenue Service Tax Form W-9 (the "W-9"). Failure to provide the W-9 shall be grounds for withholding payment until such W-9 is received.

16. **Choice of Law:** This Agreement shall be construed under, and governed by, the laws of the State of Missouri, without giving effect to its conflict of laws principles. Contractor agrees to bring any Federal or State legal proceedings arising under this Agreement in which the State or Client is a party in a court of competent jurisdiction within Missouri.

17. **Counterparts:** This Agreement may be executed in two or more counterparts, and by different parties hereto on separate counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument.
18. **Severability:** Each provision of this Agreement shall be treated as a separate and independent clause and any decision from a court of competent jurisdiction to the effect that any clause or provision of this Agreement is null or unenforceable shall in no way impair the validity, power or enforceability of any other clause or provision of this Agreement.
19. **Amendments and Waivers:** No amendments to or modifications of this Agreement, and no waiver of any provision hereof, shall be effective unless the same shall be in writing and shall be signed by each of the Parties hereto. Any waiver by Client of a breach of any provision of this Agreement shall not operate or be construed as a waiver of any subsequent breach of such provision or any other provision of this Agreement. Forbearance or indulgence in any form or manner by a Party shall not be construed as a waiver, no in any way limit the remedies available to that Party.
20. **Provisions for Other Agencies:** Unless otherwise stipulated by the Client, the Client agrees to make available to other Government agencies, departments, and municipalities the prices submitted in accordance with said terms and conditions therein, should any said governmental entity desire to buy under the proposal.
21. **Binding Effect, Entire Agreement:** This Agreement shall be binding on the parties hereto and their respective successors and permitted assigns and shall inure to the benefit of the parties and their respective successors and permitted assigns. Except as provided in the immediately preceding sentence, nothing in this Agreement shall be construed to create any rights or obligations except between the parties hereto, and no Person shall be regarded as a third-party beneficiary of this Agreement. This Agreement embodies the entire understanding and agreement between the parties hereto with respect to the subject matter of this Agreement and supersedes all prior oral or written agreements and understandings relating to such subject matter. No statement, representation, warranty, covenant or agreement of any kind not set forth in this Agreement will affect, or be used to interpret, change or restrict, the express terms and provisions of this Agreement. Furthermore, neither Contractor's nor any of its subcontractors' provision of services under this Agreement implies, establishes or otherwise creates any rights or expectations of additional contracts with the Client, whether related or unrelated to the subject matter of this Agreement. The following (together with all exhibits, schedules and attachments) are hereby incorporated into this Agreement by reference:
  - a. Exhibit 1: Paypoint HR's response to the Request for Proposal with associated fees.

In witness whereof, the parties have caused this Agreement to be executed as a document under seal as of the Effective Date.

City of Odessa

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

Paypoint HR, LLC

By:   
Name: Karin VM Campbell  
Title: CEO  
Date: 08/07/2025



# City of Odessa

228 S Second Street • PO Box 128 • Odessa, MO 64076  
Phone: 816-230-5577 • [info@cityofodessamo.com](mailto:info@cityofodessamo.com)  
[www.cityofodessamo.com](http://www.cityofodessamo.com)

~50 titles incl Electric

## INVITATION TO BID / REQUEST FOR PROPOSALS

This document contains the following:

- Part I: Invitation to Bid / Request for Proposals
- Part II: Introduction
- Part III: Project Objectives
- Part IV: Scope of Services
- Part V: Evaluation Criteria
- Part VI: Submission Instructions

### Part I: Request for Proposal

*The City of Odessa, Missouri, will accept bids from qualified firms interested in providing the following services:*

#### Job Analysis and Compensation Study

Proposals MUST be received by:

**May 9, 2025, at 4:00 pm**

There will be no public proposal/bid opening

Please mark your proposal “RFP No. 04-25” and return it to:

City of Odessa City Administrator  
228 S 2nd Street  
Odessa, MO 64076

For more information contact:

Shawna Davis, City Administrator: 816-230-5577 or  
[shawna.davis@cityofodessamo.com](mailto:shawna.davis@cityofodessamo.com)

## **Part II: Introduction**

**RFP No. 04-25**

---

The City of Odessa, Missouri, is seeking proposals from qualified consulting firms to conduct a **comprehensive job analysis and compensation study**. This study aims to ensure the City maintains a competitive position in the labor market, attracts and retains qualified employees, and ensures fair and equitable compensation practices. The project will also include an analysis and update of the City's employee handbook to ensure policies and procedures are current, compliant, and effectively support the City's goals and objectives.

---

## **Part III: Project Objectives**

**RFP No. 04-25**

**The primary objectives of this project are to:**

- Analyze and update job descriptions and specifications to ensure ADA compliance and reflect current job duties and requirements.
- Evaluate current job classifications and develop an internal equity program.
- Analyze the labor market to determine competitive compensation levels for benchmark positions.
- Develop recommendations for compensation policies and procedures.
- Provide guidance on developing a market-based pay plan.
- Analyze and update the City of Odessa's employee handbook.

**The scope of services for this project will include, but not be limited to, the following:**

**Job Analysis and Valuation Study**

- Ideally, the job analysis and valuation study will include: project planning; questionnaire administration; job audits and employee engagement; job description preparation, ensuring ADA compliance; and job valuation and classification to develop pay range recommendations.

**Market Data Collection and Analysis**

Conduct a survey of base wages within a selected labor market for the city benchmark positions.

- Ideally, the market compensation study will survey comparable entities chosen by the city and analyze total compensation, including LAGERS, comparing benefit details to other jurisdictions.

**Salary Structure Review and Recommendations**

Finalize the salary structure to ensure conformity with management philosophy for pay progression methodology and competitive positioning within the defined market.

- Ideally, the study will analyze LAGERS and other benefits' impact on the city's compensation competitiveness and recommend optimizations to attract and retain employees.

**Employee Handbook Analysis and Updates**

- Ideally, the City of Odessa employee handbook will be reviewed and updated for legal compliance, clarity, and alignment with current practices and objectives, with recommendations for revisions and new policies provided.

## Part IV: Proposal Requirements

### RFP No. 04-25

Interested firms should **submit proposals** that include the following information:

- **Company Profile**
  - Provide a brief overview of the firm, including its legal name, address, website (if any), and a brief history.
  - Describe the firm's organizational structure, size, and areas of specialization.
  - Indicate the number of years the firm has been providing human resources consulting services.
  - If applicable, describe any parent company or subsidiaries.
- **Project Understanding**
  - Demonstrate a clear and thorough understanding of the project objectives, scope of services, and the City's needs and expectations.
  - Identify any potential challenges or issues that may arise during the project and propose solutions.
  - Explain how the firm's experience and expertise align with the requirements of this RFP.
- **Project Approach and Methodology**
  - Describe in detail the proposed approach and methodology for completing each phase of the project.
  - Include specific tasks, activities, deliverables, and timelines for each stage.
  - Specify any software, tools, or technologies that will be used.
  - Outline the firm's quality control and project management processes.
  - Describe how the firm will ensure effective communication and collaboration with City staff.
- **Project Team**
  - Identify the project manager and all key team members who will be involved in the project.
  - Provide detailed resumes or CVs for each team member, highlighting their qualifications, relevant experience, and specific roles and responsibilities in this project.
  - Include an organizational chart showing the reporting structure of the project team.
  - If subcontractors will be used, identify them and describe their roles and qualifications.

- **Relevant Experience**
  - Provide detailed descriptions of at least three (3) previous similar projects completed by the firm, preferably for municipalities or public sector clients in Missouri.
  - For each project, include the client's name, contact person and contact information, project dates, project scope, and project outcomes.
  - Emphasize experience with projects involving job analysis, compensation studies, employee handbook development, and LAGERS retirement systems.
- **References**
  - Provide a list of at least three (3) professional references from previous clients, preferably municipalities or public sector organizations.
  - Include the client's name, contact person, title, phone number, and email address for each reference.
  - The City reserves the right to contact any or all references to verify the firm's qualifications and performance.
- **Cost Proposal**
  - Provide a detailed cost breakdown for each phase of the project, including all direct and indirect costs.
  - Specify the hourly rates or fixed fees for each team member, as applicable.
  - Clearly identify any reimbursable expenses, such as travel costs.
  - Indicate the total cost of the project, including any optional services.
  - Specify the payment schedule and any invoicing procedures.
- **Timeline**
  - Provide a detailed project timeline, including key milestones, deliverables, and deadlines for each phase of the project.
  - Include a Gantt chart or similar visual representation of the project schedule.
  - Indicate the estimated number of hours required to complete each task.
- **Documentation of compliance with E-Verify requirements.**

## **Part V: Evaluation Criteria**

### **RFP No. 04-25**

Proposals will be evaluated based on the following criteria. The City reserves the right to request clarifications or additional information from any proposer.

- Qualifications and Experience of the Firm and Project Team**

- Demonstrated experience of the firm in conducting similar job analysis and compensation studies for municipalities or public sector organizations.
- Qualifications, certifications, and relevant experience of the assigned project team members, including their roles and responsibilities.
- Stability and financial soundness of the firm.

- Demonstrated Understanding of the Project Objectives and Scope**

- Clarity and completeness of the proposer's understanding of the project's goals, objectives, and required services.
- Identification of key issues and challenges related to the project.
- Responsiveness to the specific requirements outlined in this RFP.

- Proposed Project Approach and Methodology**

- Detailed description of the proposed approach, methodology, and work plan for completing the project.
- Feasibility, efficiency, and effectiveness of the proposed tasks and deliverables.
- Use of innovative techniques or technologies, if applicable.

- Relevant Experience and References**

- Proven track record of successfully completing similar projects of comparable size and complexity.
- Quality and relevance of references from past clients, particularly municipalities or public sector organizations.

- Evidence of client satisfaction and successful project outcomes.

- **Cost Proposal**

- Reasonableness, competitiveness, and clarity of the proposed costs.
- Detailed cost breakdown for each phase of the project, including any optional services.
- Overall value for money.

- **Timeline**

- Realism and achievability of the proposed project timeline.
- Clarity of proposed milestones and deliverables.
- Ability to complete the project within the City's desired timeframe.

## Part VI: Submission Instructions

### RFP No. 04-25

The above information should be submitted no later than **4:00 pm on May 9, 2025**, to Odessa City Hall at 228 S Second St, PO Box 128, Odessa, MO 64076. Two (2) hard copies of RFP responses should arrive in an envelope clearly marked: **"RFP- 04/25 – Attn: Shawna Davis"** along with one (1) digital file.

All of the documents, reports, and work papers prepared or furnished by the consultant under this agreement shall become the property of the City of Odessa upon completion or termination of this agreement and shall be considered "open records" under the Sunshine Law except to the extent that the vendor shall request that certain processes or work papers shall be considered proprietary information. Such designations of proprietary work products must be detailed in your proposal.

This request for proposals does not commit the City of Odessa to award a contract or pay any costs incurred by any potential contract prior to awarding of a contract. The City of Odessa reserves the right to accept or reject any and all submitted qualifications statements received or to waive technical defects in the proposals if it is considered in the best interest of the City to do so. The City of Odessa may require any qualified firm(s) selected for this request to participate in negotiations and reserves the right to revise the scope of contracted services to fit within the allocated budget for this project.

Questions regarding this RFP should be directed to **City Administrator Shawna Davis** at [shawna.davis@cityofodessamo.com](mailto:shawna.davis@cityofodessamo.com), or by calling City Hall - 816-230-5577.

The **City of Odessa is an Equal Opportunity Employer** and invites the submission of proposals from minority and women-owned firms.



## Exhibit #1



Paypoint HR, LLC  
Response to RFP 04-25

Job Analysis and Compensation Study for the  
City of Odessa, Missouri  
Due: May 9, 2025, at 4:00pm

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

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## Management Synopsis

Paypoint HR, LLC is submitting a proposal in response to the City of Odessa's request for a Comprehensive Compensation and Benefit Study aimed at positioning the City as an employer of choice. Our study will objectively assess job roles, organizational hierarchy, and external market pay ranges for approximately 50 to 55 unique job titles, providing data-driven recommendations for adjustments. The study will be completed within 16 weeks at the firm fixed-price of \$32,500 and will incorporate quantitative evaluations to support informed decision-making on compensation and benefits.

Our methodology emphasizes collaboration with clients and employees to develop practical, actionable recommendations and ensure their successful implementation. Paypoint HR recognizes that employees are the City's most valuable asset, and by including their input, we help foster a workplace culture where they feel valued and engaged in public service.

We rigorously test our recommendations to ensure they align with sound business practices and provide a structured framework for recruitment, retention, and compensation management. Our goal is to equip the City with a sustainable and competitive compensation strategy that supports long-term success in attracting and retaining top talent. Specifically, we have developed an approach and methodology that incorporates the following:

- Market competitiveness.
- Recognition that compensation is comprised of more than just base pay levels.
- Consideration of changes in recent compensation trends and strategies.
- Customization of solutions that consider the diversity of needs present within the Client's organization and allows the Client to select the components and options that best meet their overall needs.

Once the recommendations are made for updates to classifications and pay structures, the City will be given our custom designed tools for implementation and ongoing administration. We will create a custom Compensation Factor Scoring (CFS) system using information gathered during the study and providing the City with access to the system to help place positions in the future.

## Company Profile

Paypoint HR is a cost-effective, innovative firm specializing in classification and compensation solutions for the public sector. Founded in Maryland, our headquarters is in Davidsonville, with an additional office in Manteo, North Carolina. Since 2015, our independent Woman-Owned Small Business (WOSB) has helped public organizations build internally equitable and externally competitive pay structures. To date, we've served clients in over 35 states. Our team of five to ten employees brings together expertise in organizational design, compliance, analytics, business strategy, and human resources. This multidisciplinary foundation allows us to deliver strategic, customized classification and compensation plans that support effective recruitment, retention, and pay equity.

Our HR professionals understand that compensation management is not one-size-fits-all. While we follow established standards, our analyses are more thorough than typical market offerings. We provide standard pay calculations alongside custom reports tailored to client goals. Our compliant job descriptions and pay plans align with current regulations, reduce grievances, and support operational needs. With decades of experience, we have the leadership and technical resources needed to deliver excellent results. Our proposal outlines our history, team, and processes, all demonstrating our readiness to meet the County's needs.

Paypoint HR is an active member of WorldatWork and the Society for Human Resource Management (SHRM), keeping us current on best practices and emerging trends. Our team regularly presents at industry associations, universities, and financial institutions, and serves on advisory boards. We conduct custom market surveys and incorporate industry data, regulatory updates, and labor trends into our work. We also welcome client input on preferred data sources and survey benchmarks. Our proprietary tools, deep expertise, and data resources set us apart and help ensure that project goals are met effectively.

We have the capacity to dedicate the necessary staff to successfully complete the project. While we welcome full collaboration with the County's project team, we understand their time is limited. We request support in facilitating communication with key staff, scheduling meetings, and defining reporting structures, milestones, and timelines.

Karin Campbell and Dr. Rick Campbell are legally authorized to represent Paypoint HR and will serve as the main contacts for the project.

### **Project Manager – Primary Contact**

Karin Campbell, SPHR, SHRM-SCP  
695 Santa Maria Lane  
Davidsonville, MD 21035  
[Karin@PaypointHR.com](mailto:Karin@PaypointHR.com)  
(443) 336-4272

### **Technical Director – Secondary Contact**

Dr. Rick Campbell, CCP  
695 Santa Maria Lane  
Davidsonville, MD 21035  
[Rick@PaypointHR.com](mailto:Rick@PaypointHR.com)  
(540) 815-7837

## Project Understanding

### Assessment of Needs

Paypoint HR has done a preliminary review of possible hurdles specific to the City's ability to attract, motivate, and retain employees. Furthermore, our project history has familiarized us with projects similar in size, scope, and services. You can feel confident our approach is time tested.

Paypoint HR understands that the City of Odessa is seeking a comprehensive, data-driven approach to evaluate its current classification and compensation systems, ensuring they are competitive, equitable, and aligned with modern public sector expectations. This effort will support the City's ability to attract, retain, and motivate a high-performing municipal workforce across a wide range of departments, including Police, Parks, Public Works, Utilities (Water, Wastewater, and Electric), Courts, Finance, Community Development, and Administration.

The scope of work includes four key components: (1) a detailed job analysis and classification review, (2) a market-based compensation and benefits study, (3) the development of an internally equitable salary structure, and (4) a comprehensive review and update of the City's employee handbook. Each component must be approached with attention to legal compliance (including ADA standards), stakeholder engagement, internal consistency, and external competitiveness.

### Potential Challenges and Solutions

Paypoint HR anticipates the following project challenges and offers proactive solutions:

- Variability in job duties across departments: We will conduct targeted job audits and interviews with employees and supervisors to ensure accurate and complete job documentation that captures the full scope of responsibilities across functions.
- Limited availability of market data for specialized positions (e.g., utility roles): We will supplement traditional data sources with custom surveys directed at regional peers selected in collaboration with the City, ensuring meaningful comparisons.
- Employee concern or resistance to reclassification or changes in pay: We will build buy-in through transparent communication, collaborative focus groups, and visual tools that demonstrate how recommendations align with fairness, market realities, and career development.
- Handbook misalignment with current practices or laws: Our legal and HR policy experts will conduct a full compliance audit and propose updates tailored to municipal best practices, Missouri state law, and the City's operational context.

## **Alignment with Paypoint HR's Experience and Expertise**

Paypoint HR specializes in municipal classification, compensation, and HR policy consulting. Our team has led similar efforts for cities and towns throughout the United States, including those with utility operations, safety-sensitive departments, and diverse job classifications. We bring a deep understanding of public sector compensation structures, internal equity frameworks, and best practices in personnel policy.

### **Our experience includes:**

- Developing ADA-compliant job descriptions that reflect operational realities.
- Designing and implementing market-informed salary structures and step systems.
- Conducting employee handbook audits and writing policies that are both compliant and accessible.

We believe our approach, tools, and commitment to public sector values make us well-suited to support the City of Odessa in achieving its objectives with clarity, fairness, and lasting impact.

## Project Approach and Methodology

Our methodology is comprehensive and encompasses all of the requirements specified in the RFP. Phase 1 focuses on the Classification/Internal Components. Phase 2 focuses on the Compensation/External Component. The standard methodology we will use to conduct both phases of the study is laid out in the flowchart and delineated below.

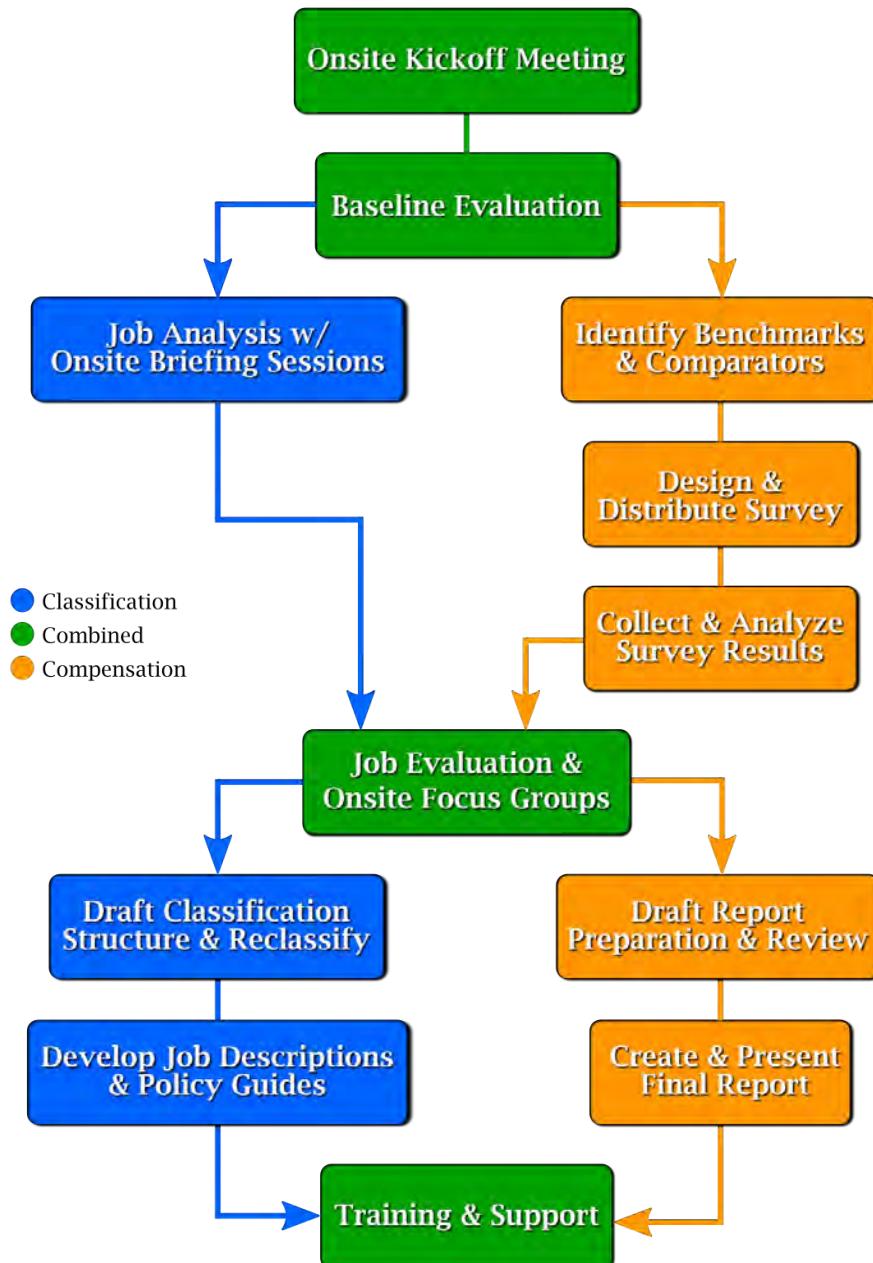


Figure 1 – Process Flow Chart

Paypoint HR plans to conduct the internal equity portion of the study prior to the external portion of the study though some activities will be conducted simultaneously. The reasons for this include:

- Job titles and job descriptions are, in the minds of the employees and their supervisors, inextricably associated with the “worth of the work” or pay. Compensation is often a highly emotional issue. By separating the two phases of the study, even though elements of the phases may be conducted concurrently, it gives us two separate yardsticks of measure.
- The compensation review will be completed when there is a full understanding of the scope of work, thereby ensuring that the data developed from the labor market and client’s classifications are correct.

Paypoint HR uses an expectation of excellence philosophy when approaching our projects. Based on the size and scope of each project, we determine the most effective utilization of resources and build our project team. We use secure, effective communication tools to safely and transparently share information. This approach tends to take a people-centric perspective, implementing short phases or steps that rely on ongoing feedback. This continuously reshapes and refines the project path. The methodology has proven successful over time and frees teams from using a cookie cutter approach to designing a custom work product. Consequently, we offer a faster turnaround and a dynamic ability to quickly adapt to changes.

#### **Phase 1 – Classification/Competencies Component**

- A. Project Start and Initial Meetings
- B. Baseline Data Collection and Initial Analysis
- C. Job Analysis Collection and Completion
- D. Job Evaluation and Classification Development
- E. Draft Job Descriptions and Policy Guides
- F. Develop Guide for Implementation of Changes and Draft Interim Report

#### **Phase 2 – Compensation Component**

- A. Identify Benchmark Positions and External Survey Comparator List
- B. Design and Distribute Survey
- C. Collect and Analyze Survey Data
- D. Internal Relationship Analysis and Alignment
- E. Preparation of Draft Report
- F. Deliver Final Report and Deliverables for Implementation

We will look at both qualitative data and quantitative data throughout both the classification and compensation portions study. Statistical data allows us to capture a snapshot of the existing plan and create baselines on the existing plan. This gives us a starting point to uncover areas of possible review and revision recommendations.

## Phase 1 Classification/Competencies Component

---

This phase of the assignment will result in the study of all classes that includes the comparison of classes within series and to other occupational levels within the organization. Study tasks include project initiation and orientation, employee orientations, creation of custom surveys for employees and managers, completion of Position Vantage Point by employees, desk audits by managers and/or Human Resources, and interviews with employees. The cumulative information gathered will culminate in the preparation of revised or new class specifications, and a review process for all employees included in the scope of the study.

### Task 1A – Project Start

The project initiation phase encompasses all the steps required to initiate the project. This task includes the following activities:

#### **Kick-Off Activities**

- Request pertinent materials prior to the project initiation meeting so that Paypoint HR understands the scope of the study, an understanding of the client's current classifications, and is prepared to seek further relevant information during the initial meetings.
- Obtain relevant information and statistical/anecdotal data on specific compensation issues and policies. Obtain insight into perceived current compensation system strengths and weaknesses. Identify current incumbents and gather any other documentation to gain better understanding of the client's operations.
- Meet Human Resources Director to discuss project context and methodology, determine reporting relationships, and clarify project understanding and Milestones to create the Communication Plan.
- Reach an agreement on a schedule for the project including all assignments and project milestones/deliverables and deadlines for completion of the assignment.
- Establish an agreeable communication schedule while identifying potential challenges and opportunities for the study.
- Schedule employee Kick-Off briefing sessions.
- Create an Executive Announcement Letter for distribution to staff.
- Initial review of relevant materials, including: (a) any previous projects, research, evaluations, or other studies that may be helpful to this project; (b) organizational charts for departments and divisions along with related job descriptions; (c) current position and classification descriptions, salary schedules, salary ranges, pay scales, payroll reports, and classification systems; (d) strategic business plans and budgets; (e) personnel policies and procedures; and (f) evaluation criteria.
- Discuss the Client's strategic direction and the short-term and long-term priorities.

- Review any data provided by the Client that may provide additional relevant insight.
- Review internal career ladders to identify needs, make recommendations, and keep positions competitive in the market.
- Maintain open lines of communication.

#### EXECUTIVE LETTER OF ANNOUNCEMENT TEMPLATE

Dear Staff,

We are pleased to announce that the City has authorized a consultant to review the Compensation and Classification plans for the City's employees. The consultant will conduct the review with current classifications. The appropriate for the

After a thorough review, resources firm to provide plans.

The well-respected objectives:

- Conduct an analysis of demography and socioeconomics
- Prepare a current labor market analysis
- Analyze current compensation for the position
- Provide recommended guidelines for employees

#### DATA REQUEST LETTER TEMPLATE

Subject: Request for Information

Paypoint HR is looking forward to working with South Portland on this important project. In order to get started, we will need some background information from you.

You should receive an excel file along with this letter with a sample format for providing the majority of information. We will gladly accept supplemental materials though prefer workable documents whenever possible.

The following is a checklist of the data you will need to generate and send to us:

- Employee background data
- Names and emails of Supervisors
- Existing pay plan structure(s)
- List of benefits - PTO, health, dental, vision, pension, wellness, etc.
- Copy of:
  - Job descriptions (preferably in a searchable document format)
  - Organizational Charts
  - Most recent programs, policies, and philosophy (manuals, agreements, handbooks, collective bargaining agreements, etc.)
  - Administrative policies and procedures
  - Performance pay policies and budget
  - History - when was current plan established, what changes have taken place and why
  - Financial data such as revenues, budgets, annual reports, long-term and short-term strategic plans, mission, vision, values, and other relevant material

**Figure 2 - Sample Letter Templates**

#### Task 1B – Baseline Evaluation

Paypoint HR will incorporate the accumulated knowledge and understanding of the project gathered at this point into a main client file. Data will be collected throughout the project and will be housed in this central location. The Baseline Evaluation Task evaluates the current system as outlined and includes the following activities:

- Conduct a comprehensive preliminary evaluation of the client's existing position review process. Conduct any necessary question and answer sessions. Develop an accurate database of client's employees for study and review data as well as

career ladders. Understand the client's approach to compensation and overall philosophy on attracting and retaining competent staff.

- Review the existing pay structure and processes to look for potential problems to be resolved. Determine the strengths and weaknesses of the current pay plan(s).
- Complete an assessment of the current conditions that details the pros and cons of the current system as well as highlights areas for potential improvement in the final adopted solution.
- Conduct a thorough review of all background materials related to the client's classification system. Review information from the department head as well as incumbents. Conduct interviews as appropriate.
- Document accepted compensation and classification philosophy and budgets based on input from the Study Project Leaders and other key staff.
- Gain understanding of employee recruiting and retention processes to uncover challenges in the local labor market and provide guidance on market positioning strategies.
- Once a baseline is determined, establish the client's current position as compared to the local market using sources of data preferred by the client as well as Paypoint HR's resource library for consideration.
- Look at goals for recruiting and retention with regards to sustainable budget amounts that will support recommendations on market position strategy.
- Consider both current and anticipated information technology programs, software and staffing levels to support, implement, administer, and maintain the recommendations given to the client by Paypoint HR.

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
110	19	3	15.8%	1	5.3%
<b>111</b>	<b>43</b>	<b>10</b>	<b>23.3%</b>	5	11.6%
112	16	2	12.5%	1	6.3%
113	35	5	14.3%	6	17.1%
114	17	2	11.8%	2	11.8%
115	13	0	0.0%	0	0.0%
116	31	1	3.2%	2	6.5%
117	2	0	0.0%	0	0.0%
118	26	1	3.8%	4	15.4%

**Figure 3 – Sample Baseline Evaluation**

### Task 1C – Job Analysis Collection and Completion

The job analysis portion of the study includes employee outreach. We find that by having employee involvement, your staff will feel more valued. By gaining insight from employees about their position and the overall pay structure, in their own words, the study deliverables will be more relevant and as a result, employees will be more inclined to accept recommendations.

During this stage in the process, the following milestones will be met:

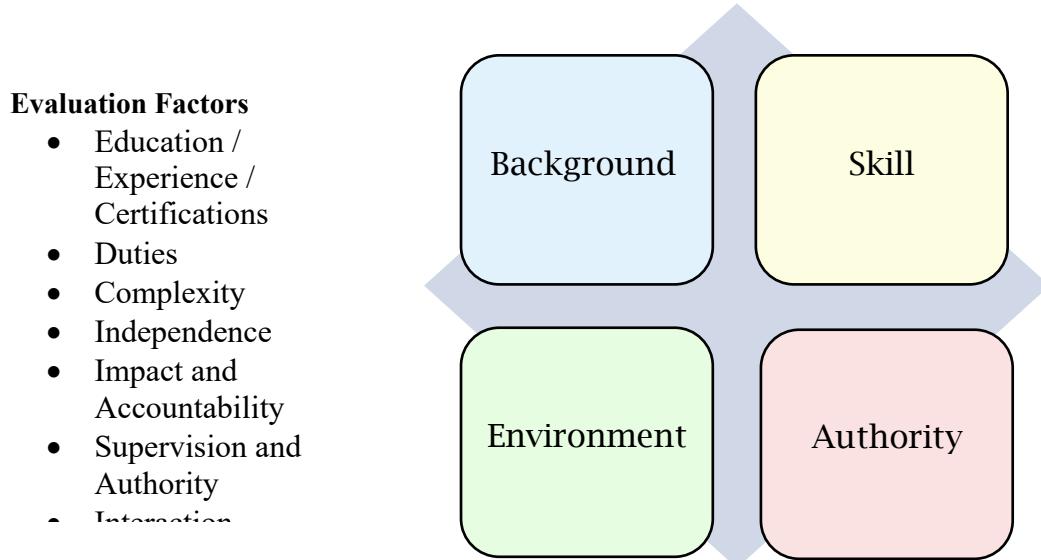
- Conduct employee briefing sessions to review the role of employees, the role of supervisors, the scope of work to be covered by the study and to explain how to complete the job analysis questionnaire (Position Vantage Point, or PVP.) It is communicated to employees that this process is not a performance review, but rather an identification of what should be required for new employees.
- Employees will be given a period to complete the PVP, usually 10 – 14 days. Employees are encouraged to retain a copy of their responses for their records.
- Completed surveys are given to department heads for their review and input. Front line supervisors often work in collaboration with department heads during this process. Typically, this process takes 7 – 10 days.
- Department heads turn in the reviewed PVPs to Human Resources for any further input with the final product then provided to Paypoint HR for analysis.

### Task 1D – Job Evaluation and Classification Development

Task 1D of the project acknowledges the job analysis information and supporting material. The City may have Paypoint HR utilize an existing classification method or choose to utilize Paypoint HR's Compensable Factor System (CFS). Once the job analysis PVP is distributed, Paypoint HR will:

- Facilitate collection of job descriptions, desk audits, and supporting materials from the Study Project Leaders or designated Human Resource department contact. The job descriptions, audits, and supporting reports will be reviewed and analyzed in detail along with other documentation to obtain an understanding of the duties and responsibilities assigned to each position.
- Identify the classification of existing positions utilizing the existing job evaluation system, review jobs, and characterize the internal equity relationships within the organization.
- Review all class specifications with the Study Project Leaders. Review each classification and score the classification using a point factor system or the system that the client has in place. Include an evaluation of results.
- Develop preliminary recommendations for the classification structure. The classification system designed at this point will be based solely on internal equity relationships and will be guided by scores for each classification. Essentially, a structure of classifications will be reviewed and classifications with similar scoring would be grouped into pay grades. The final decision on the minimums

and maximums of the pay grades will be determined after the market data has been collected.



**Figure 4 - Position Evaluation Factors (Example)**

Prior to developing detailed class descriptions, our job evaluation will result in a classification plan concept and employee allocation discussion with the Project Team. We recognize the Citywill have its own factors to determine hierarchy. We will compare changes in business needs and operations, as well as any reorganization, with the established classification system and job families, as well as review internal relationships between classifications.

Our job evaluation method involves a quantitative approach. The whole position classification methodology examines your current evaluation criteria and augments it with other factors as needed. Our analysis will include our assessment methodology. We will list broad class concepts and highlight where significant changes may be recommended, such as, expanding or collapsing class series in the same functional area and/or separating or combining classifications assigned to different functional areas. We will review and analyze current classification series, the number of classifications and classification levels, and job families. We will also review, and update established titling guidelines for the studied classifications for appropriate and consistent titling.

A detailed, incumbent-specific allocation list for each position included in the study will be prepared, specifying current and proposed classification title and the impact of our recommendations (reclassification upgrade or downgrade, title change, or no change).

After we have completed this process, a meeting will be arranged to review any recommended changes to the classification plan with the Study Project Leaders.

After preliminary approval of the class concepts and allocation lists, recommendations for new and/or updated class descriptions will be developed for each proposed classification following the format approved by the client.

From the review of the PVPs, desk audit reports and any interviews, we will update duties, responsibilities, and minimum qualifications of each class specification, as necessary, or develop new class specifications if duties, responsibilities, and minimum qualifications have changed significantly.

We will recommend new classification/class levels and/or operational changes, business needs, and any reorganizations that require new classifications. Analysis of FLSA, EEO, and ADA requirements will also be analyzed for compliance.

#### Index of Current to Recommend Job Classes

Current Job Class	New Job Class	Trans Code
Superintendent of Printing	Printing Supervisor	T
Support Services Project Manager	Delete	D
Survey Party Chief	Survey Party Chief	N
Surveyor I	Surveyor	M,D
Surveyor II	Surveyor	S,N
	Utility Locator	J
Switchboard Operator	Clerical Assistant	M,D
Systems Analyst	Systems Analyst	N

#### Transaction Codes

M - Merge into Other Class

S - Split into Two or More Classes

T - Title Modification

N - No Change

D - Delete Class Title

J - New Job Class

**Figure 5 - Sample Index of Current to Recommended Classes**

The Index of Current to Recommended Job Classes is an alphabetical listing of all job classes currently used by the client and the recommended disposition of each of those job classes and titles. Current data is from the payroll, class specifications, and/or job

descriptions, classification plan, and PVPs. New data includes job class title and transaction codes.

#### Task 1E – Draft of Job Descriptions and Policy Guides

Task E of the project will draft a job class classification and allow for review by the County. This task includes the following activities, principally for new job titles and those that have substantially changed, namely:

- A draft copy of the revised/new class description with an allocation recommendation will be submitted to the Project Leaders.
- Department Heads and managers will receive a copy of their employees' draft job descriptions and will be asked to review their comments and feedback to verify and concur with the information provided.
- Subsequently each manager, supervisor, and employee will be given an opportunity to provide comments and concerns regarding any modifications to the classification structure and specifications.
- Our experience has been that this is one of the most critical phases of the project (but also one of the most time-consuming).
- Our proactive and effective communication process at this crossroad has always avoided formal appeals, adversarial meetings, or major conflicts after the study.
- Paypoint HR will provide a format for the client to show each employee whose position was studied, and how their position is being affected.
- The form will have two options for the employee's signature: one line is reserved for employees who have read and agree with their draft job description; the other line is reserved for employees who have read the draft class description and disagree with certain parts, want to make changes, want to add or delete information, or have general questions about the description and/or the process.

#### Task 1F – Develop Guide for Implementation of Changes and Draft Interim Report

A Draft Interim Report of the Classification Study will be completed and submitted to the client for review and comment. The report will contain:

- A recommended classification plan.
- A classification implementation and maintenance manual, including documentation regarding study goals and objectives, classification methodology, approach, and process, as well as analysis and resulting recommendations.
- The recommended allocation list, and classification title changes.
- Classification concepts and guidelines, as well as distinguishing characteristics and other pertinent information for implementation and continued maintenance of the pay plan.

Once we have received the County's comments regarding the Draft Interim Report and have made any necessary changes, a Final Classification Report will be developed that is compliant with State and Federal Regulations.

## Phase 2 Compensation Component

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This Section of the study will result in the development of labor market survey parameters and the collection and evaluation of labor market survey data. The findings from the compensation component will be reviewed and analyzed to look for areas of possible improvement.

Paypoint HR will create a pay structure that meets the County's objectives. We will give the Cityperspective on the economic impact adoption of the recommendations will have on the County. This will make the factors for implementation clear and help anticipate needed steps to meet the overall goals.

### Task 2A – Identify Benchmark Positions and External Survey Comparator List

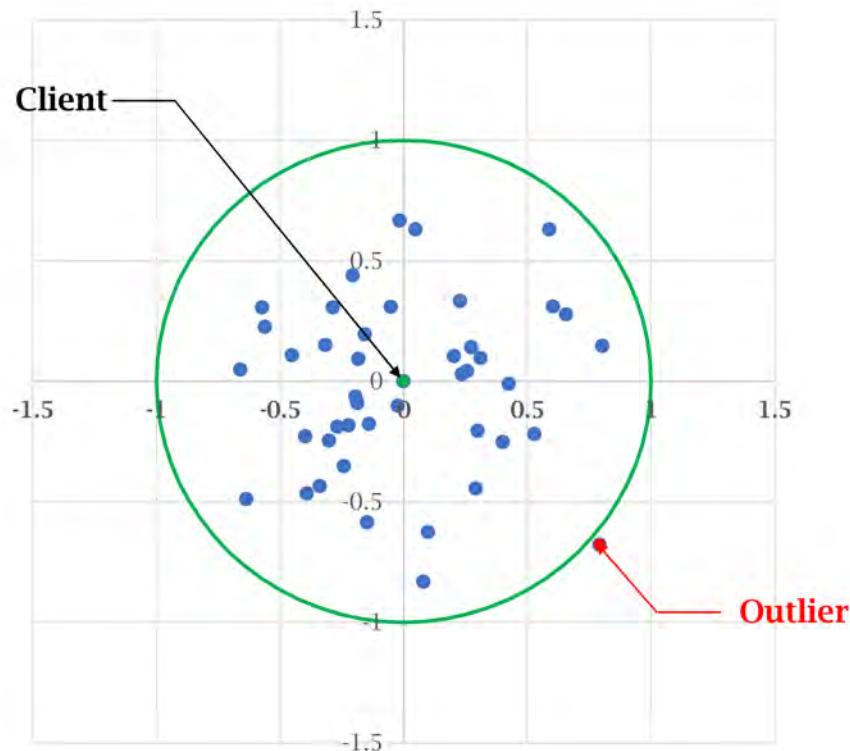
Task 2A of the compensation portion of the study will include identifying benchmark job positions and identifying a mutually agreed upon list of external comparators to be included in the external survey. To complete this, the following steps will be taken:

- Involving the Study Project Leaders and stakeholders as appropriate, in the decision-making process.
- Agreement on which agencies are included *PRIOR* to beginning the study. Our experience has shown that this is the most advantageous approach.
- Conducting a thorough review of all materials to date including employee database, classification listing, interviews, compensation review, and meetings with the Project Management Team. This will be closely followed by an exploration of the Project Team's overall strategic compensation vision.
- Thoroughly reviewing the various components of existing compensation plans and policies as well as the regulatory environment surrounding compensation.
- Identifying highly competitive positions within the organization and customizing the survey where appropriate.
- Reviewing and discussing how a compensation program might be designed to support the organization's business strategy and organizational objectives.
- Confirming and discussing the Project Team's preferred percentile placement within the marketplace.
- Acknowledging the organization's policy with respect to internal pay equity and employee perceptions of fairness.
- Addressing the Project Team's philosophy with respect to employee retention including the role compensation plays in retention issues.
- Reviewing the Project Team's philosophy with respect to fiscal sensitivity and flexibility.

"Benchmark classes" 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 should encompass the entire range of positions from the beginning of the pay ranges to the end. There should be a number of positions equally interspersed among the pay scale. Positions that have been difficult to attract and retain excellent employees should be included.

Paypoint HR will offer information and examples for the Project Leaders to consider, which will provide a measurable, rational, fact-based methodology to determine the relative job worth within the organization (as required by the EEOC).



**Figure 6 - Illustration of Economic Variance Using the Client as the Baseline**

Paypoint HR will conduct an economic analysis of regional organizations to identify a preliminary unbiased list of appropriate comparators. The purpose of this step is to ensure the worthiness and legitimacy of using these organizations to develop recommendations. This adds validity to the findings and yields defensible results.

We will keep in mind the Project Team's criteria on such factors as degree of competition for obtaining and retaining candidates for high quality staff, their location in the County's traditional recruitment areas, and their level of service.

Paypoint HR uses objective parameters to determine the legitimacy of findings. Below is a list of possible criteria to consider when selecting organizations to be sampled:

### **Sample List of Selection Criteria**

Median Housing Price	Unemployment Rate
Median Household Income	Labor Force Participation Rate
Cost of Living Adjustment	Proximity
Population	

Each organization considered is given a variance score related to data points and an aggregate variance score is created. This will help identify the organizations whose results will provide validity to the study.

Upon identifying benchmark positions and the selected comparators, Paypoint HR will then create the document for surveying the selected organizations and conduct the external survey.

### **Task 2B - Design and Distribute Survey**

In Task 2B of the study, it is anticipated that the creation and distribution of the external survey will take place. This analysis will include a detailed concise presentation of data to be collected.

The survey will include job titles along with a summary of each position. This approach allows respondents to compare job description to job description and not just job titles, therefore ensuring true "matches" from the survey respondents.

Paypoint HR will send the survey to all comparators and if necessary, complete Freedom of Information Act (FOIA) requests. We conduct all of the survey distribution, data collection, and analysis ourselves to ensure validity of the data and to enforce quality control.

While there is an industry standard of 5-15% response rate for surveys, Paypoint HR typically receives 25-40% response rates. While the surveys are out for distribution, Paypoint HR will further examine the existing compensation environment to establish a baseline and keep in contact with the Project Team.

## Task 2C – Collect and Analyze Survey Data

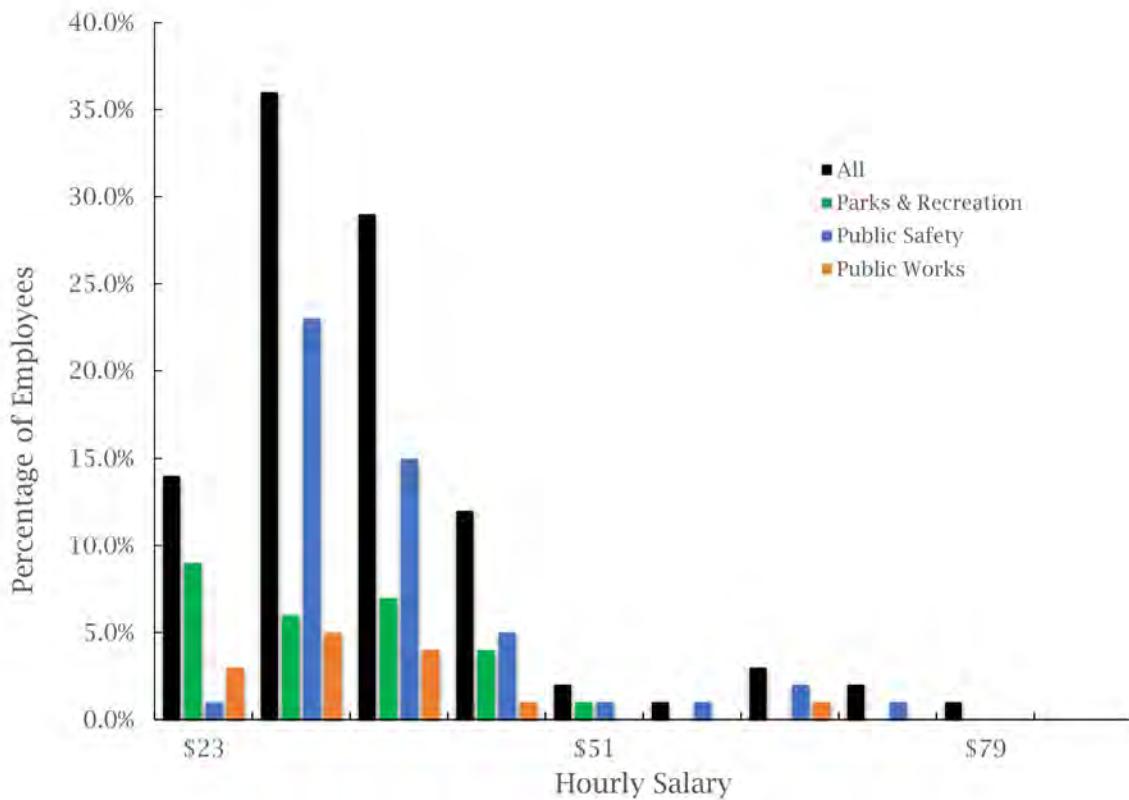
Job Title	Job Summary	Hours	Min	Max
<b>City Clerk's Office</b>				
Administrative Assistant	This work involves complex and responsible clerical support and staff assistance activity. Perform research and retrieval of records, reports, forms, memoranda, letters, etc. HS_GED, + 2 yrs experience.	2080	23.18	37.1
City Clerk	This position is responsible for administrative and supervisory work managing the various functions and responsibilities of the City Clerk's Office. Bachelor's Degree, + 5 yrs experience.	2080	39.66	63.45
Deputy City Clerk	This position is responsible for administrative and supervisory work in planning, organizing, and coordinating administrative activities of the City Clerk's Office. Performs customer service functions including information and assistance related to records research, responds to routine questions, complaints, or requests for service. Associate's Degree, + 3 yrs experience.	2080	26.84	42.95
<b>Development Services</b>				
Building Inspector	This is technical work conducting building inspections to ensure buildings and structures are constructed and tested in compliance with existing City codes, ordinances and statutes. Record and document all building inspections and prepare inspection reports. HS_GED, State of Florida Standard Inspector Certification, + 5 yrs experience.	2080	25.56	40.9
Planner	The work of a Planner is either in the category of current planning, focusing on landscape and development project review, or in long-range planning, focusing on land use, zoning, and land development regulation amendments. Bachelor's Degree, + 2 yrs experience.	2080	24.35	38.96

**Figure 7 – Sample of Job Summaries in External Survey**

Following the distribution of the surveys, Paypoint HR will collect the data and conduct an in-depth review of the survey results with the Study Project Leaders, as appropriate. The purpose of this review is to identify any additional information needed or areas that require further analysis.

As part of the initial phase of the compensation study, Paypoint HR will conduct a baseline analysis of the County's existing pay structure. This analysis provides a foundational understanding of how current pay practices align with internal equity principles and market competitiveness.

This baseline analysis will inform both the internal alignment portion of the study and help shape the methodology used for market benchmarking. It also ensures that any recommended changes are grounded in a clear understanding of the County's current compensation environment.

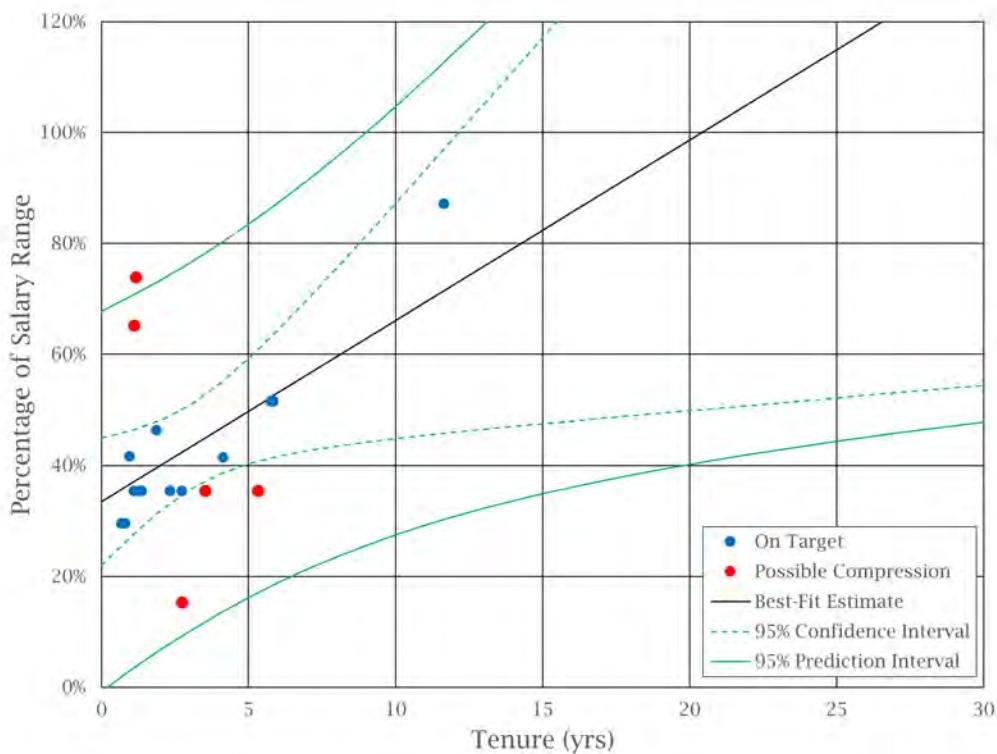


**Figure 8 - Baseline Analysis of Client's Workforce**

#### Task 2D – Internal Relationship Analysis and Alignment

To determine recommendations for internal equity, considerable attention will be given to this phase of the project. It is necessary to develop an internal position hierarchy based on the organizational value of each classification. By reviewing those factors, we will make recommendations regarding vertical salary differentials between classes in a class series (if recommended), as well as across departments.

Paypoint HR will examine salary spread for all grades, ladders between grades, and identify the possibility of positions being compensated differently than intended from the existing plan. We will examine the distribution of employee salaries to highlight challenges and conduct an analysis of wage compression using Paypoint HR's proprietary statistical processes, if requested. Positions that contribute to compression are specifically identified for adjustment.



**Figure 9 - Sample Internal Compression Analysis**

Paypoint HR analytically develops an internal hierarchy based upon the job analysis responses. The goal of this critical step of the process is to address any internal equity issues and concerns with the current compensation system. We look for compression and inconsistencies. Our quantitative tool, Compensable Factor Score (CFS) system, allows us to objectively compare between certain classifications.

Paypoint HR utilizes a point factor scoring system as a structured, equitable method for evaluating and classifying positions. This approach assigns numerical values (points) to key compensable factors common to all positions, allowing for objective comparisons across diverse job functions.

- Compensable Factors typically include:
  - Knowledge and Skills
  - Responsibility (e.g., decision-making, supervisory scope)
  - Complexity and Problem-Solving
  - Working Conditions
  - Impact of the Role
  - Communication and Interpersonal Demands
- Each factor is divided into defined levels, with corresponding point values.

- Points are totaled for each position to determine its relative value within the organization.
- This total score is used to place positions into appropriate classification levels or pay grades, ensuring internal equity.

Benefits of the Point Factor System:

- Objective and consistent evaluation of all roles
- Promotes transparency and supports defensible classification decisions
- Facilitates the alignment of pay with job content, not incumbent performance
- Supports long-term classification system maintenance

This methodology ensures that the County's classification and compensation structure is equitable, data-driven, and scalable, providing a solid foundation for current and future HR decisions.

We will create a sound and logical compensation structure for the various levels within each class series, so that career ladders are not only reflected in the classification system but also in the compensation system.

The recommendations will contain pay differentials between levels that allow employees to progress on a clear path for career growth and development.

Position Classification	CFS Score
Assistant CityManager	787.8
Police Chief	517.1
Fire Chief	445.8
Utilities Director	374.4
Chief Financial Officer	353.5
Public Works Director	329.4
Development Services Director	229.5
Human Resources Director	215.3
Neighborhood & Community Services Director	212.4
Parks & Recreation Director	210.2

**Figure 10 - Sample of Compensable Factor Score Results**

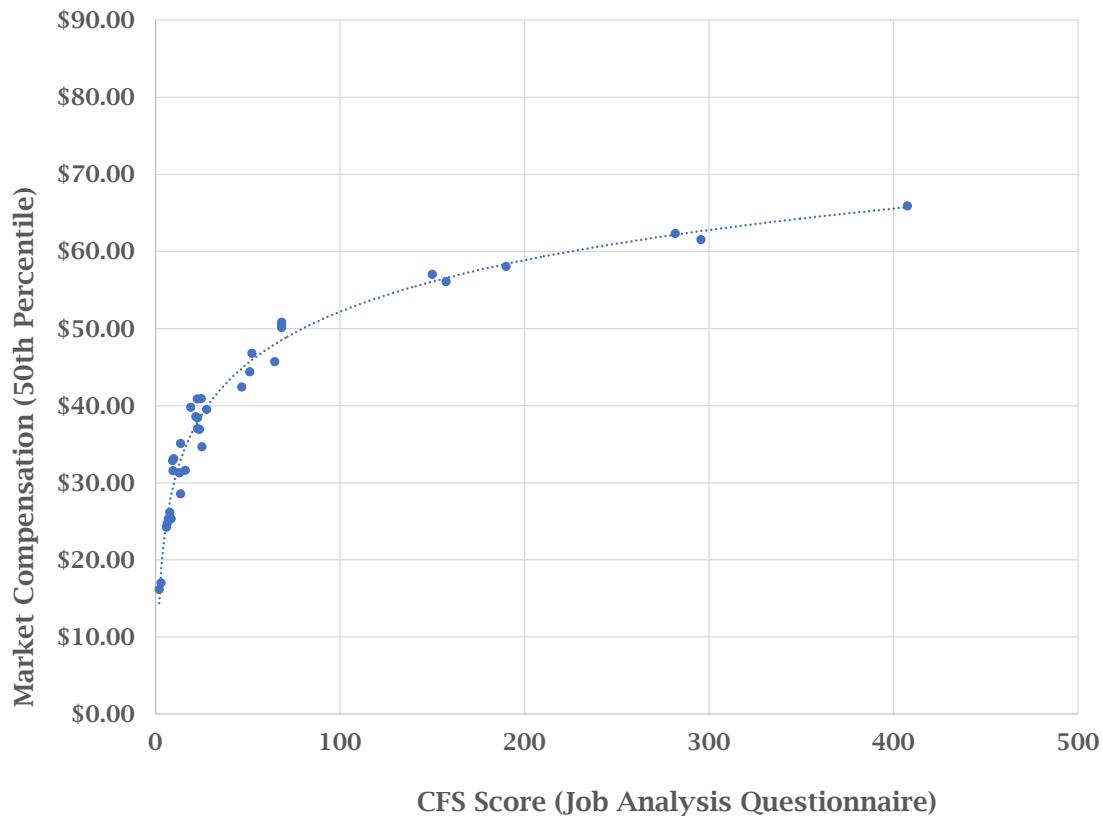
Career ladders will be looked at both vertically and horizontally to mirror the classification structure that was developed during the classification section of the study. Paypoint HR's Compensable Factor Score (CFS) formulation provides a framework to construct an unbiased internal hierarchy of positions.

The internal hierarchy is correlated with the findings of the external market, external equity, by using Paypoint HR's non-linear statistical algorithm. A 90% or greater correlation is typical, lending to confidence that both the internal and external equity are sound and appropriate.

Category	Score	Grade	Min	Max
Education	11.16	1	0.0	7.0
Experience	4.65	2	7.0	7.5
		3	7.5	8.0
Complexity	7.60	4	8.0	8.6
Independence	3.30	5	8.6	9.2
		6	9.2	9.9
Supervision Received	1.34	7	10.0	10.8
Supervision Responsibilities	1.21	8	10.8	11.7
		9	11.7	12.8
Impact	7.84	10	12.8	14.0
Physical	0.47	11	14.0	15.4
		12	15.5	17.1
Working Condition	0.31	13	17.1	19.0
Interaction	9.30	14	19.0	21.3
		15	21.3	24.0
Financial	1.05	16	24.0	27.1
		17	27.1	30.9
<b>Total Score</b>	<b>48.22</b>	18	30.9	35.4
		19	35.4	40.9
		20	40.9	47.5
		21	47.5	55.6

**Figure 11 - Compensable Factor Score Example**

Paypoint HR may choose to supplement the survey data with information from our own internal library. This helps to identify outliers and get a pulse on how the study results compare to the market.



**Figure 12 - Sample Comparison of Internal / External Hierarchy**

#### Task 2E – Preparation of Draft Report

Depending on the data developed from the internal analysis, we will review and make recommendations regarding internal alignment of your salary structures including combining or expanding groups or salary scales. We will develop recommendations for pay grades and salary ranges for all classifications based typically on median salaries from the comparable agencies based on the organization's overall compensation philosophy and policy. We will also analyze any pay compression issues to ensure internal equity, if requested.

- We will conduct a competitive pay analysis using the market data gathered to assist in the determination of external pay equity and the recommendation of a new base compensation level for each classification studied.
- We will conduct a comparative analysis to illustrate the relationship between current pay practices and the newly determined market conditions. We will also develop solutions to address pay equity issues. Our analysis includes information regarding the financial impact of addressing pay equity issues for the County.

The result is intended to create a market adjustment and implementation strategy supporting your goals, objectives, and budget considerations.

Positions will be categorized in a compensation ratio or “Compa-ratio” relating actual pay rates to market rates to determine if they are in-line with the external market. Positions will be classified by their Compa-ratio and determined to be either below, at, or above the market rate. We use these findings to make corrections to pay for each position which allows for fiscal impact analysis of recommendations.

	Engineering Technician II	Engineering Technician III	Engineering Technician IV	Foreman
Market Percentiles				
20%	\$32.31	\$36.30	\$39.16	\$39.56
25%	\$32.96	\$37.10	\$40.05	\$40.47
30%	\$33.67	\$37.90	\$40.93	\$41.35
...	...	...	...	...
70%	\$38.82	\$43.74	\$47.25	\$47.75
75%	\$39.45	\$44.47	\$48.06	\$48.56
80%	\$40.27	\$45.42	\$49.10	\$49.62
Mean	\$36.36	\$40.95	\$44.23	\$44.69
Compa- Ratio	-5.0%	-6.9%	-2.4%	-8.1%

**Figure 13 - Sample Compa-Ratio Results by Job Title**

The Draft Final Report will be completed and submitted to the Study Project Leaders for review and comment. The report will provide detailed compensation findings, documentation, and recommendations. The report will include the following information:

- A proposed Salary Range/Plan document.
- Any alternative compensation plans identified.
- Reports addressing employees whose base pay either is below or exceeds the market rate.
- The option to implement the recommended plan in phases.

After an initial round of feedback from the Study Project Leaders, we will make edits and resubmit the draft to the Project Team for review and approval. Final meetings with the Project Team and stakeholders will be conducted and any final adjustments are made prior to delivery of the final report to the appropriate stakeholders. Once all questions and concerns are addressed, a Final Report will be created and submitted in a bound format and electronic format.

#### **Full-Time Positions Substantially Below Market (Compa-Ratio % Diff < -10%)**

Accreditation Manager	Human Resources Manager
Assistant Fire Chief	IPP Administrator
Benefits Manager	Lead Code Enforcement Officer
Communications Manager	Structural Plan Reviewer
Executive Assistant	System Administrator

#### **Full-Time Positions Below Market (-10% < Compa-Ratio % Diff < -5%)**

Accounting Manager	Code Enforcement Officer
Agenda Coordinator	Communications Supervisor
Assistant City Attorney II	Crime Scene Investigation Supervisor
Building Maintenance Superintendent	Cross Connect Control Specialist I
Chief Parking Facilities Administrator	Data Analyst Accreditation Manager
CityManager	Deputy City Clerk

**Figure 14 - Sample External Market Results Summary**

#### **Task 2F – Deliver Final Report and Deliverables for Implementation**

Paypoint HR typically works on tight schedules that demand extensive communication. We first listen to our clients to understand their specific needs and then create recommendations that fulfill the purpose of the study. Our final report reviews the County's background as related to the study and conveys complex concepts clearly and concisely. We feel this is one of our strongest attributes. An area of communication where we particularly excel is in the ability to communicate with employees at all levels of education and background. The concepts covered during employee outreach are reflected in the final report, as appropriate. This improves morale as the employees feel valued by knowing they have been heard. We are a liaison and have discovered opportunities and issues that would not have otherwise been utilized or addressed.

The final report includes an Executive Summary that summarizes the study methodology and gives recommendations for consideration by the County. The report highlights specific areas where an opportunity exists to improve the County's Classification and Compensation programs. The strategic position of the existing plan is reviewed in relation to the findings and shows comparisons. Recommendations that affect the County's budget are reviewed and their financial impacts are projected to ensure the City is able to support them. The Final Report is developed in a way that is relevant to the current market as well as allowing the City to make a long-term strategic plan for attracting and retaining staff. The work product includes steps for implementation, training, and ongoing administration.

Our recommendations have been well received by our audiences. We have developed valued relationships and are considered by our clients and their employees as a trusted advisor. We welcome the opportunity to work with the City to prove ourselves as an excellent service-oriented firm.

## Recommendations

The fiscal impact of the recommendations below is approximate cost for salary adjustments only. It does not factor in associated costs for employee-related benefits.

### 50<sup>th</sup> Percentile of Market

1. Raise the salary of 24 positions that are below grade minimum market, first, at a cost of \$24,169.
2. Raise the salary of 20 positions that are *substantially* below market, second, at a cost of \$248,318.
3. Raise the salary of 125 positions that are below market, third, at a cost of \$550,160.

Total: 169 positions, \$822,647

4. Raise the salary of 12 positions that are experiencing compression, fourth, at a cost of \$17,246.
5. Consider reclassifying the following titles, fifth, according to the city's personnel policy manual.
  - Community Services Division Manager
  - Community Support Specialist

**Figure 15 - Sample of Study Recommendations**

## Structure and Content of Work Product

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- Kick-off meeting with Project Team and collaborative development of the Project Communication Plan.
- Project planning and methodology.
- Briefing Sessions with All Employees to go over the scope of the project, their role, and to give directions on how to complete the job analysis.
- Job Evaluation report completed using scores from job analysis responses.
- Comparator Analysis reports to identify localities that compete for labor with the County.
- Development of agreed benchmark positions.
- External Market Survey for comparators with benchmark job titles and short job summaries.
- Update of Job Descriptions, where applicable, to include FLSA, EEO, and ADA compliance (sample provided upon request).
- Creation of Recommendations for Reclassifications report, including job title simplification.
- Development of a Compensable Factor Scoring System tailored to the City for use and maintenance of job evaluations and internal equity.
- Development of training for ongoing administration and implementation along with supporting materials and manual.
- Development of a salary structure based on the survey findings and job evaluations.
- Survey finding reports showing options for strategic position as compared to current position.
- Fiscal Impact report showing costs associated with the selected strategic market position.
- Cumulative Final Report for presentation which shows methodology, procedures, development of findings, work product deliverables, and the financial impact of recommendations.

## Implementation

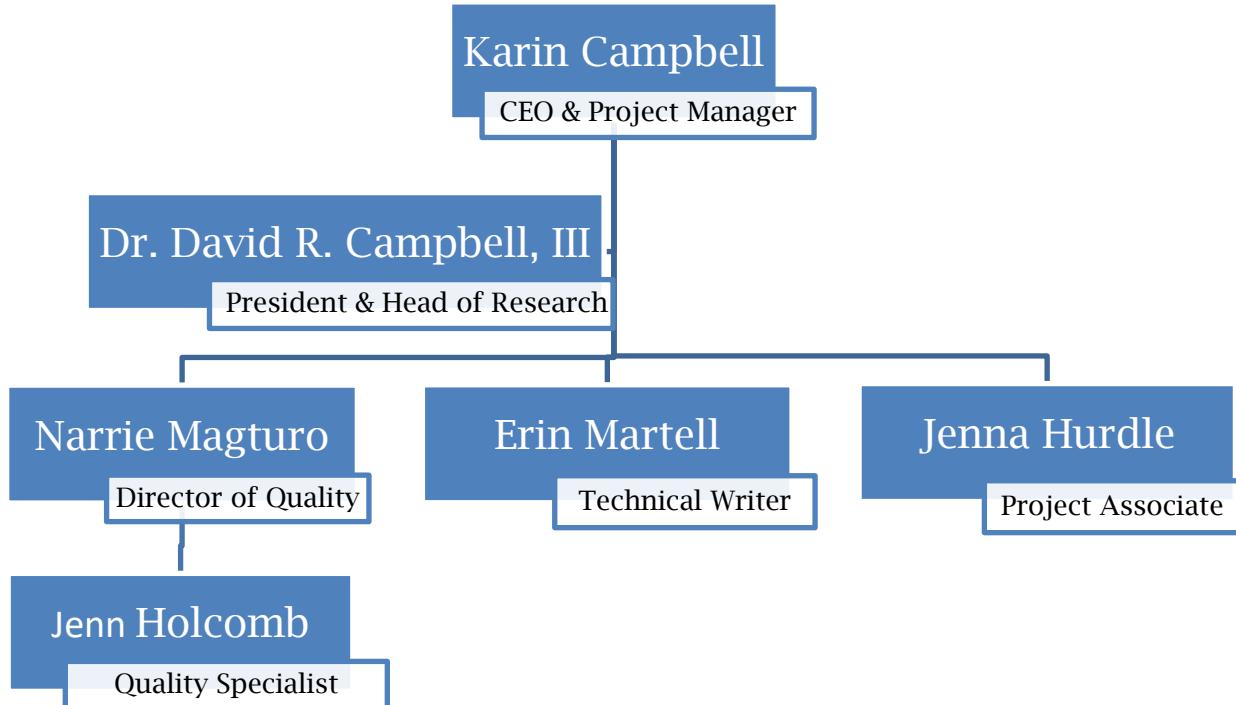
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Communication with the Project Team and key stakeholders are described at each step in the process of our project methodology. We consider our audience for implementation to be the Project Team, managers, and employees. We have tailored our process to involve each at the appropriate times. We incorporate meetings, frequently asked questions, questionnaires, informal appeals, reviews and feedback sessions. Various media is used during the project to convey changes. We include online access to information, written communication, forms, face-to-face meetings, electronic communication, as well as virtual meetings.

Bi-weekly progress reports will be provided to the Project Team. Paypoint HR will also provide the Project Team status reports every two weeks and as requested. We keep our clients fully abreast of all activities that Paypoint HR undertakes during our projects to ensure timely completion and to short-circuit any issues that may arise.

- Paypoint HR provides forms for discussions with personnel regarding how the changes affect them individually.
- We create Job Discussion Request (JDR) and Job Discussion Guide (JDG) forms for employees and their supervisors to complete and submit to the Human Resources department. While employees may not always agree with our recommendations, they have a "second chance" to ensure that they have been heard and to continue the educational process regarding why specific recommendations were made.
- A manual of instructions and training materials regarding the administration of the proposed compensation system.
- A list of implementation issues, schedules, fiscal impact statements, cost projections, and communications surrounding our recommendations.
- A guide for rules, policies, and procedures for you in implementing, managing, and maintaining the compensation system.
- Train the trainer sessions.
- Customized software, unique for each client based on the results of the study, and support plan options.

## Project Team Organizational Chart



### Resumes of Principals



**Karin Campbell, SPHR, SHRM-SCP, IPMA-SCP - CEO & Project Manager**  
Davidsonville, MD 21035  
Karin@PaypointHR.com | 443-336-4272

#### PROFILE

Strategic and accomplished Human Resources executive with over two decades of experience in leading classification and compensation studies, organizational consulting, and HR operations for public sector and nonprofit institutions. Demonstrated expertise in project management, stakeholder engagement, labor market research, compensation strategy, and HR compliance. Proven ability to lead large-scale initiatives that improve organizational performance, ensure legal defensibility, and support equity and retention.

#### CORE COMPETENCIES

- Public Sector HR Consulting
- Classification & Compensation Studies
- Market Pay Analysis & Survey Design
- Strategic Planning & Implementation
- Labor Relations & Workforce Analysis
- Employee Communications & Change Management
- Total Rewards & Benefits Analysis
- Executive Reporting & Presentation
- Team Leadership & Development
- Quality Assurance & Risk Mitigation

#### PROFESSIONAL EXPERIENCE

##### *CEO & Owner*

*Paypoint HR - Davidsonville, MD*

*2013 - Present*

Founded and lead a consulting firm specializing in classification and compensation services for state and local governments nationwide.

- Directed full lifecycle of complex classification and compensation studies across more than 20 U.S. states.
- Designed and implemented communication plans, briefing sessions, and employee outreach to ensure transparency and engagement.
- Conducted market pay studies, benefit comparisons, and total compensation analysis for positions across all areas of government operations.
- Developed custom job analysis tools and facilitated job description updates, benchmarking, and slotting methodologies.
- Delivered fiscally responsible recommendations to leadership, including full implementation plans and projected cost impact.
- Oversaw quality assurance for implementation and long-term plan sustainability; created manuals and train-the-trainer resources.
- Led stakeholder engagement with employees, HR staff, elected officials, and executives to ensure understanding and buy-in.
- Identified and validated comparator organizations; designed defensible pay scales and classification structures.

##### *Senior HR Consultant / Owner*

*Alpine HR - Anne Arundel County, MD*

*2003 - 2012*

Co-founded and operated a successful HR services firm, providing payroll, benefits, compliance, and HR consulting to small- and mid-sized clients.

- Developed HR policies, procedures, and strategic HR plans tailored to client needs and compliance requirements.
- Provided labor law compliance, risk management training, and audit readiness services across multiple industries.
- Led total rewards analysis, benefits program administration, and Section 125 plan setup.
- Advised on employee relations issues including FLSA, ADA, COBRA, and FMLA.
- Delivered workforce compliance training and conducted compensation reviews.

## *Business Development & HR Strategy Roles*

*1992 - 2002*

Held progressively responsible roles in business development and HR within healthcare, professional employer organizations (PEOs), and benefits management.

- Business Development Manager, Staff Leasing Systems / HR Logic - Waltham, MA  
Developed organic growth strategy and facilitated M&A transition through acquisition by NovaCare and Fidelity Investments.
- Life & Health Producer, Maryland Health Benefits Exchange - MD  
Managed employee benefit enrollments, compliance, plan design, and cost analysis for small businesses.

## EDUCATION

- MBA - University of Texas, Permian Basin
- MBA Studies - University of Maryland University College
- B.A. in Business Marketing - University of Maryland, College Park

## CERTIFICATIONS

- Senior Professional in Human Resources (SPHR) - HRCI
- SHRM Senior Certified Professional (SHRM-SCP)
- IPMA-HR Senior Certified Professional (SCP)
- Maryland Health Benefits Exchange Producer (2003-2015)

## AFFILIATIONS

- Member, Society for Human Resource Management (SHRM)
- Member, International Public Management Association for HR (IPMA-HR)
- Member, HR Certification Institute (HRCI)
- Member, WorldatWork
- Former Board Member, Anne Arundel SHRM Chapter

## SELECT ACHIEVEMENTS

- Managed implementation of large-scale compensation overhauls across public safety, utilities, education, healthcare, and municipal operations.
- Led two startup firms to profitability and supported a third firm through IPO.
- Conducted complex labor cost analyses, including benchmarking benefits and pay against regional and national markets.



Dr. Rick Campbell, CCP - President & Director of Research

Davidsonville, MD 21035

Dr.Rick.Campbell@gmail.com | 540-815-7837

## PROFILE

Experienced executive and classification & compensation strategist with a Ph.D. in Engineering Science and over 25 years of experience across aerospace, energy, and public sector HR consulting. Founder of Paypoint HR, specializing in classification and compensation studies for municipalities, sales compensation for businesses, and the development of advanced SaaS tools. Skilled in quantitative analysis, leadership communication, stakeholder engagement, and systems implementation.

## CORE COMPETENCIES

- Classification & Compensation Studies
- Executive Communication & Public Engagement
- Project Management & Implementation
- Research Design & Statistical Analysis
- Technical Writing & Presentation
- SaaS Development & Application
- Public Sector Consulting
- Team Leadership & Training
- Quality Assurance & Risk Mitigation
- Salary Survey & Market Analysis

## PROFESSIONAL EXPERIENCE

### *President & Founding Partner*

*Paypoint HR - Davidsonville, MD*

*2015 - Present*

Founded and lead a consultancy focused on classification and compensation studies for local and state governments, and private-sector incentive pay systems.

- Directed comprehensive classification and compensation projects, ensuring stakeholder alignment and implementation.
- Conducted advanced statistical analysis of job data and external market surveys using proprietary SaaS tools.
- Created and presented tailored recommendations for equitable pay structures and succession plans.
- Developed custom SaaS tools including a performance review system and a profit-based sales compensation model.
- Led client engagement from executive leadership to rank-and-file employees through transparent communication strategies.

### *Principal Manager / Project Engineer*

*Genpact Solutions - GE Middle River Aircraft Systems, Baltimore, MD*

*2006 - 2014*

Led engineering teams in the design and certification of aircraft propulsion structures for Boeing, Airbus, Embraer, and COMAC.

- Managed a team of 15 with a \$1.5M project budget, ensuring compliance with technical, safety, and budgetary standards.
- Served as Airworthiness Certification Testing Engineer with MRB authority from Boeing.
- Provided mentorship to engineers and was promoted to Subject Matter Expert in structural analysis.

*Founding Partner*

*Revolution Electric Motors - Reno, NV*

*2000 - 2005*

Co-founded a technology company focused on high-performance electric motors and generators.

- Secured seven U.S. and international patents.
- Raised capital and secured contracts from clients including Rockwell Automation and the California Energy Commission.
- Directed R&D and business development efforts from concept to market.

**EDUCATION**

- Ph.D. - Engineering Science and Mechanics, The Pennsylvania State University
- B.S. - Applied Mathematics, University of Virginia

**CERTIFICATIONS & HONORS**

- Certified Compensation Professional (CCP)
- Genpact Gold Award, 2013
- Lockheed Martin VP Performance Award, 1998
- Defense Contract Audit Agency Performance Award, 1990
- MRB Authority (Boeing)
- Seven U.S. Patents: 6,585,490; 6,624,542; 6,727,616; 6,798,092; 6,825,588; 7,053,589; 7,066,050
- Maryland Public Notary (2016-Present)

## Resumes of Additional Project Personnel

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LTC (Ret) Narrie Magturo, Director of Quality Assurance

Narrie@PaypointHR.com

### PROFILE

Results-driven Director of Quality Assurance with more than 15 years of experience in compliance auditing, risk mitigation, and quality control across military and HR consulting environments. Retired U.S. Army officer with over 22 years of distinguished service, now applying military-grade QA/QC methodologies to public sector classification and compensation projects. Skilled in developing, implementing, and evaluating quality assurance processes that support equity, legal compliance, and strategic HR outcomes.

### CORE COMPETENCIES

- Quality Assurance & Control (QA/QC)
- HR Compliance Audits & Standards
- Public Sector Risk Management
- ISO 9001 & Regulatory Compliance
- Environmental, Health & Safety Oversight
- Stakeholder Engagement & Communication
- Emergency Response Planning (NIMS/FEMA)
- Program & Project Management
- Training & Technical Documentation
- Vulnerability & Infrastructure Assessment

### PROFESSIONAL EXPERIENCE

*Director of Quality Assurance*

*Paypoint HR - Davidsonville, MD*

*2019 - Present*

- Lead quality assurance initiatives for classification and compensation consulting projects across public sector clients.
- Ensure deliverables meet established accuracy, consistency, and compliance standards.
- Conduct internal audits and peer reviews to ensure adherence to client scope, legal frameworks, and HR best practices.
- Collaborate with project managers and analysts to standardize documentation and QA protocols across engagements.
- Support training of staff on quality expectations and control tools to improve workflow efficiency and client satisfaction.

*U.S. Army (Retired Lieutenant Colonel)*

*U.S. Department of Defense*

*1992 - 2013*

- Conducted over 20 years of compliance audits at the company and division levels (100 to 50,000 personnel).
- Led ISO 9001 certification efforts for Army Chemical Defense Training operations.
- Guided treaty compliance and safety operations aligned with national and international defense standards.
- Served as a certified instructor for vulnerability assessments of government and military infrastructure.
- Provided QA/QC leadership for high-risk training environments, including live chemical nerve agent use.
- Implemented emergency response systems following FEMA and NIMS protocols.
- Advised cross-functional teams on environmental, safety, and operational risk mitigation.

## EDUCATION

- Master of Science in Environmental Management – Webster University
- Master of Science in Environmental Science – Purdue University
- Bachelor of Arts in Biology – Capital University

## CERTIFICATIONS

- American Red Cross Disaster Response Team
- Department of Defense Certified Vulnerability Assessment Instructor



Jennifer Holcomb, Quality Assurance Specialist

Jennifer@PaypointHR.com

## PROFILE

Detail-oriented Quality Assurance Specialist with over 7 years of experience supporting classification and compensation projects for public sector clients. Brings a background in health sciences and nursing to her analytical and structured approach. Highly experienced in job evaluation, market survey coordination, and documentation review. Known for precision, follow-through, and effective collaboration in multidisciplinary project teams.

## CORE COMPETENCIES

- Job Evaluation & Classification Support
- External Market Survey Coordination
- Job Description Analysis
- Quality Assurance & Audit Review
- Report Design & Documentation
- Project Coordination & Milestone Tracking
- Data Verification & Benchmarking
- Public Sector HR Consulting

- Communication of Technical Concepts
- Cross-Functional Team Collaboration

## PROFESSIONAL EXPERIENCE

*Quality Assurance Specialist*

*Paypoint HR - Davidsonville, MD*

*2017 - Present*

- Conduct review, analysis, and updates of job descriptions as part of classification and compensation studies.
- Analyze job analysis questionnaires to support accurate job evaluations and job family structure creation.
- Coordinate and disseminate external market surveys, ensuring high-quality data collection from comparator organizations.
- Assist in building comprehensive pay and benefits databases to support market competitiveness analyses.
- Collaborate with project teams to ensure QA milestones and deadlines are met across deliverables.
- Contribute to the design and vetting of client-facing reports, ensuring clarity and alignment with audit findings.

## EDUCATION

- Bachelor of Science in Health Sciences - San Diego State University
- Associate Degree in Nursing - Mira Costa College

Jenna Hurdle, Project Associate



Jenna@PaypointHR.com

## PROFILE

Experienced Project Associate with over 15 years in the legal field and more than 2 years supporting classification and compensation projects at Paypoint HR. Brings expertise in legal compliance, document review, data quality, and administrative support. Strong background in criminal justice, real estate, and insurance. Recognized for meticulous research, regulatory compliance, and efficient coordination of project tasks and data preparation.

## CORE COMPETENCIES

- Project Coordination & Administrative Support
- Legal & Regulatory Compliance
- Document Review & Management
- Preliminary Data Analysis
- Research & Quality Control

- Classification & Compensation Project Support
- Client Communications & Service
- Legal Procedures & Filing Systems
- Cross-Industry Experience
- Confidential Records Management

## PROFESSIONAL EXPERIENCE

### *Project Associate*

*Paypoint HR - Davidsonville, MD*

*2022 - Present*

- Support classification and compensation projects through document review, data collection, and compliance checks.
- Assist in reviewing materials to ensure alignment with federal, state, and local regulations.
- Conduct research and data validation tasks to ensure quality and accuracy of project deliverables.
- Prepare and organize preliminary datasets for analysis and presentation.
- Collaborate with team members to streamline project processes and improve data management systems.

### *Legal Assistant*

*Law Firm*

*2007 - 2022*

- Provided legal administrative support in criminal justice, real estate, and insurance fields.
- Managed legal documents, client communications, case filings, and compliance tracking.
- Maintained confidentiality, ensured deadlines were met, and coordinated with clients and legal professionals.

## EDUCATION

- Bachelor of Arts in Criminal Justice – High Point University



Erin Martell, Technical Writer

Erin@PaypointHR.com

## PROFILE

Experienced technical writer and project team collaborator with 17 years of experience supporting public sector and nonprofit initiatives. Brings over eight years of experience working with Paypoint HR on classification and compensation projects, where she contributes precise technical documentation and quality assurance deliverables. Proven success in developing systems to ensure contract and grant compliance, analyzing data for program effectiveness, and improving project communications and deliverables.

## CORE COMPETENCIES

- Technical Writing & Editing
- Public Sector Contract Compliance
- Grants Management & Reporting
- Survey Development & Analysis
- Project Documentation & Quality Control
- Communication Systems Development
- Operations Management
- Stakeholder Reporting & Deliverables

## PROFESSIONAL EXPERIENCE

### *Technical Writer*

*Paypoint HR - Davidsonville, MD*

*2015 - Present*

- Contributed to the preparation and delivery of classification and compensation reports, project deliverables, training documents, and communications plans.
- Supported documentation and editing processes across multiple projects to ensure accuracy, consistency, and clarity of technical materials.
- Collaborated with project teams to align final deliverables with client expectations and contract requirements.

### *Managing Editor*

*Financial Services Marketing- Los Angeles, CA*

*2013 - 2015*

- Team Management: Supervising a team of writers, editors, and possibly designers, providing guidance, feedback, and ensuring that the team produces high-quality content consistently.
- Editorial Oversight: Reviewing and editing content to maintain consistency in tone, style, and quality, as well as ensuring adherence to editorial guidelines.
- Project Coordination: Planning and managing the editorial calendar, assigning tasks to team members, and ensuring that all content is produced and published according to set timelines.

### *Director of Strategic Planning*

*Community Health Clinics - Los Angeles, CA*

*May 2011 - Dec 2012*

- Determined organizational strategic direction and developed an annual fundraising plan targeting \$1.4M in diverse funding sources.
- Maintained awareness of industry trends and ensured alignment with nonprofit sector best practices.
- Prepared and submitted 20-30 funding requests annually to corporations, foundations, and governmental entities.
- Guided internal departments in service development, outreach strategies, and pursuit of funding.
- Represented the organization publicly, building funder relationships and forming collaborative partnerships.
- Partnered with the board of directors to enhance their effectiveness in nonprofit fundraising and strategic governance.

*Grants & Operations Manager  
American Bar Association - Washington, DC  
2001 - 2005*

- Managed between 15 and 20 federal, state, and local grants and contracts, ensuring compliance through reporting and tracking mechanisms.
- Designed and implemented internal systems to monitor and communicate compliance across departments.
- Developed and administered surveys to assess training program effectiveness, using feedback to inform continuous improvement efforts.
- Authored progress reports and conducted site visits to ensure successful grant performance and adherence to funding guidelines.
- Introduced a tracking system to monitor case data and awards, increasing efficiency and enabling improved case oversight.

**EDUCATION**

- Master of Science in Criminal Justice - Northeastern University
- Bachelor of Arts in Liberal Arts - St. John's College



## Relevant Experience

Classification and compensation studies are the core of our business, with approximately 95% of our clients representing public sector entities. Over the past three years alone, we have successfully completed 47 similar studies for counties, municipalities, and other government agencies across the country. Our team brings deep expertise in developing equitable, defensible, and sustainable classification and pay systems that reflect both internal structure and external market realities. This focused experience positions us to deliver high-quality results tailored specifically to the unique needs of the County.

### Recent Studies

Organization	Project Title and Service Dates
Accomack County, Virginia	Classification & Compensation Study 2023
Town of Berlin, Maryland	Wage Compensation and Classification Study 2022 - 2023
City of Bellaire, Texas	Classification Study and Total Compensation Study 2023 - 2024
City of Brentwood, Missouri	Employee Compensation (Wage and Benefits) and Classification Consulting Services 2024
City of Broken Arrow, Oklahoma	Classification Study 2024
City of Brooklyn Center, Minnesota	Peer Market Survey and Job Salary Analysis 2024
Caroline County Public Schools, Virginia	Classification and Compensation Study 2022 - 2023
Town of Centreville, Maryland	Classification and Compensation Study 2024
City of College Park, Maryland	Job Classification and Compensation Study 2023 - 2024
City of Concord, New Hampshire	Classification and Compensation Study 2024
City of Cottage Grove, Minnesota	Position Classification and Compensation System 2020 - 2024

City of Delray Beach, Florida	Compensation and Classification Study 2024
Town of Derry, New Hampshire	Consulting Services for Classification and Compensation 2023 - 2024
City of Des Peres, Missouri	Comprehensive Compensation Study 2024
Town of Enfield, New Hampshire	Classification and Compensation Study 2023
Eureka County, Nevada	Compensation and Classification Study 2023 - 2024
City of Fort Morgan, Colorado	Compensation Study & Analysis 2022 - 2023
Town of Frederick, Colorado	Classification and Compensation Study 2023 - 2024
Fredericksburg City Public Schools, Virginia	Classification and Compensation Study 2022 - 2024
Town of Front Royal, Virginia	Compensation and Classification Study 2016 - 2018, 2022, 2023
Town of Goffstown, New Hampshire	Classification and Compensation Study 2023
Gratiot County, Michigan	Classification and Compensation Study 2022 - 2023
City of Green Cove Springs, Florida	Comprehensive Classification and Compensation Study 2024
City of Hagerstown, Maryland	Compensation and Classification Analysis 2023 - 2024
Kent County, Delaware	Compensation & Classification Study 2022 - 2023
Knox County, Illinois	Classification & Compensation Study 2019 - 2024
City of Largo, Florida	Compensation & Classification Study 2019 - 2020, 2022, 2023 - 2024

Lunenburg County Public Schools, Virginia	Classification and Compensation Study 2023 - 2024
Merrimack County, New Hampshire	Pay and Classification Study - Consulting Services 2023
Miami-Dade County, Florida	Position and Compensation Study 2024
Mid-America Regional Council, Missouri	Pay Plan Study Consultation Services 2016, 2022, 2024
City of Muscatine, Iowa	Compensation Study 2023
City of Newberry, Florida	Employee Classification & Compensation Study 2023
Town of North Beach, Maryland	Wage Compensation and Classification Study 2023 - 2024
Nye County, Nevada	Classification & Compensation Study and Analysis 2024
City of Portland, Tennessee	Compensation Study 2024
City of Raytown, Missouri	Compensation and Classification Plan 2021 - 2023
Richmond Metropolitan Transportation Authority, Virginia	Compensation Consultant 2018 - 2019; 2023
Town of Scarsdale, New York	Compensation and Classification Study 2023 - 2024
City of Seabrook, Texas	Job Analysis & Evaluation 2023
City of South Portland, Maine	Compensation Plan Study 2019 - 2020; 2024
City of St Pete Beach, Florida	Compensation Study 2023 - 2024
City of Stuart, Florida	Classification and Compensation Study 2019, 2024
Town of Sunapee, New Hampshire	Classification and Compensation Study 2024
City of Tomball, Texas	Classification and Compensation Study

	2023
City of Villa Rica, Georgia	Compensation Study 2023
Town of Warrenton, Virginia	Classification and Compensation Study Organizational & Staffing Study 2022 - 2023

Contact Name	Contact Info	Project Title and Service Dates
Kathleen Beebe HR Coordinator City of Des Peres	12325 Manchester Road Des Peres, MO 63131 (314) 835-6107 <a href="mailto:KBeebe@DesPeresMO.org">KBeebe@DesPeresMO.org</a>	Comprehensive Compensation Study 2024

The City of Des Peres employs 100 employees in 62 unique job titles. The scope of work included the following areas of work:

1. Assist in the development of a process to determine when long-term or returning part-time employees receive pay increases. Our pay matrix has grades for part-time employees. Some of the part-time positions are permanent, with the same person holding the position for a number of years. Other part-time positions are more seasonal, but the same person may return for multiple seasons.
2. Develop a standard format for job descriptions for all full-time employees that are both ADA and FLSA compliant. Review all current job descriptions and propose revisions to reflect actual job duties. The review may include use of employee and supervisor questionnaires and individual interviews. Information gathered shall be used to analyze the duties and responsibilities of each position to determine if it has been appropriately classified.
3. Conduct a Fair Labor Standards audit of each full-time position for classification and state an opinion as to whether each position is to be classified “Exempt” or “Non-Exempt”.
4. The city will identify ten (10) comparable public entities in the metropolitan area for salary survey purposes. Vendor should evaluate selections and make recommendations on changes. Vendor shall identify specific positions for which they believe comparisons to the private sector are appropriate.

5. Identify the process to be used in collecting data on salary and major benefits from comparison cities and any process or technique to normalize the data between comparison cities of differing sizes or service levels.
6. Identify the process to be used in collecting data on major fringe benefits including but not limited to pension, health insurance, dental insurance, vision insurance, life insurance, vacation benefits, sick leave and other leave policies.
7. Develop a pay grade and range for jobs (current pay plan attached) providing starting, mid-point and top pay ranges including any intermediate ranges recommended.
8. Identify the cost savings or additional costs associated with implementing the recommended pay plan including any recommended transitional plans from the current pay plan.
9. Provide an administration manual including plan maintenance procedures.
10. Conduct an employee survey to assess current job duties and update job descriptions accordingly.
11. Provide sample documents to be used to communicate the compensation system change to current employees, and a summary document to communicate the full compensation system to current and future employees, both to be provided in reproducible hardcopy and electronic copies
12. The successful vendor will have a minimum of two presentations at a joint meeting of the Audit & Finance Committee and Board of Aldermen including one to review process and comparable city criteria and one to present findings and recommendations.

Contact Name	Contact Info	Project Title and Service Dates
Tangula Bell Human Resources Manager City of Brentwood	2348 S. Brentwood Blvd. Brentwood, MO 63144 (314) 963-8609 <a href="mailto:TBell@BrentwoodMO.org">TBell@BrentwoodMO.org</a>	Employee Compensation (Wage and Benefits) and Classification Consulting Services 2024

The City of Brentwood employs approximately 125 employees in 61 unique job titles. The scope of work included the following areas of work:

- 1) Compensation and Benefits Study
  - Review the City's existing compensation and benefit plans, including retirement benefits for both uniformed and non-uniformed employees.

- Conduct a comprehensive survey of external regional labor market impacting the job markets for all positions in the City. This shall include public sector and private sector jobs with the same essential duties and functions.
- Provide recommendations for adding or deleting to the list of current comparative organizations/municipalities. Provide rationale for comparative organizations/municipalities.
- Gather necessary survey data from comparable organizations/municipalities of the public and private sector using a customized survey.
- Prepare a written report to include a comparison, by position, of the full market compensation and benefit plans.
- Prepare cost analysis for implementation of recommended changes to the pay and classification system.

## 2) Job Audit and Analysis

- Evaluate current classification positions.
- Gather necessary employee information. Broad focus groups may be used for large or similar job classes.
- Examine equity of pay among preset full-time employees based on qualification, experience, responsibilities, and tenure.
- Identify problem areas within the internal compensation system and suggest implementation methods to correct identified problems.
- Information will be used to analyze the duties and responsibilities of each employee and position to determine the following: whether individual employees are appropriately classified; whether a position should be moved to a different job classification and/or pay grade; and whether position titles are appropriate.

## 3) Job Descriptions

- All job descriptions will be updated or developed after reviewing job analysis questionnaires and interviews.
- Recommendations will be made to revise, create, or consolidate titles.
- Job descriptions should be established in a standardized format which are ADA and FLSA compliant. The city will have review/input as to the final format of job descriptions.
- Revised job descriptions should include FLSA exemption tests to determine the appropriate FLSA overtime classification for each position based upon the duties and responsibilities provided in the job documentation.
- Final job descriptions are provided to the City, with allowance for one set of revisions included in the project cost.

- The consultant shall assist in determining if all city departments are adequately and appropriately staffed for a community of approximately 8230 residents.

4) Final Report requirements

- Methods used to conduct the salary survey results and methodology of job evaluation.
- Summarized position comparison data.
- Recommended classification plan.
- Recommended pay structures for the 75th and 95th percentiles for non-uniform employees and 95th percentile for uniformed employees.
- Recommendations for maintaining future market competitiveness.
- Other recommendations.

Contact Name	Contact Info	Project Title and Service Dates
Debbie Duncan HR Manager City of Raytown	10000 E 59 Street Raytown, MO 64133 (816) 737-6006 <a href="mailto:DebraD@Raytown.MO.US">DebraD@Raytown.MO.US</a>	Compensation & Classification Plan 2021 – 2023

The City of Raytown employs approximately 109 employees in 68 unique job classifications. The scope of services for the project included

Meet with the HR Manager and City Administrator at the initiation of each phase of the study and to make oral presentations to the Selection Committee at the conclusion of each phase. Ongoing and open communications between designated City representatives and the consultant over the course of the study. All products and recommendations to comply with applicable State and Federal laws and enhance the City's ability to obtain and retain qualified personnel. The consultant to review the current job descriptions and Compensation and Classification Plan and determine the need for a new compensation system, which would assure internal equity and external competitiveness.

Conduct a comprehensive compensation survey of external regional labor market for designated positions and make recommendations for changes to the current classification system or adoption of a newly designed compensation system, which assures internal equity and external competitiveness. The method in which to perform this analysis is to be determined by the consultant, and comparison cities to be included in the study will be approved by the City of Raytown. The consultant to provide city staff with copies of the final compensation study and proposed salary structure – the final number to be determined. Design an implementation strategy for the updated compensation system

recognizing the financial impact on city operating process and greatest gain to positions that fall outside of a designated range.

Upon implementation of the compensation system, the consultant required to provide training to the HR Manager on the utilization and maintenance of the system. Additionally, the consultant to provide necessary documentation and other materials so the City will be able to maintain the system independently of the consultant following the implementation of the job evaluation/compensation plan. The consultant to provide City staff with training materials and policies and procedures for maintenance of the system.

Contact Name	Contact Info	Project Title and Service Dates
Kasey Lawson MARC Head Start Director Mid-America Regional Council	600 Broadway, Suite 200 Kansas City, MO 64105-1554 (816) 701-8376 <a href="mailto:KLawson@MARC.org">KLawson@MARC.org</a>	Position & Compensation Study 2016, 2022, 2024

Comprehensive Classification and Compensation Study for 15 Head Start Service Partner Organizations (SPOs)

Total Positions Reviewed: 645

Paypoint HR conducted a full-scale compensation analysis for MARC's Head Start SPO network, encompassing 645 positions in job titles specific to Head Start. The project included a compression analysis, position review, and grant compliance verification to ensure alignment with federal Head Start funding requirements. Our team conducted local, regional, and national external market surveys to benchmark compensation levels and provided updated pay scale recommendations with detailed fiscal impact projections. Paypoint HR was responsible for all deliverables and led quality assurance throughout the engagement to ensure data accuracy, regulatory compliance, and strategic alignment with MARC's workforce objectives.

## References

*Additional References are available upon request.*

Contact Name	Contact Info	Project Title and Service Dates
Dee Jones Human Resources Director City of Green Cove Springs	321 Walnut Street Green Cove Springs, FL 32043 (904) 297-7500 x3313 <a href="mailto:DJones@GreenCoveSprings.com">DJones@GreenCoveSprings.com</a>	Classification and Compensation Study 2024

The City of Green Cove Springs employs 134 employees in 91 unique job titles. The scope of work included the following areas of work:

### Classification Study

1. Consultant to review current classification grade methodology and propose recommended strategies for the City.
2. Employees to complete Position Descriptions Questionnaires (PDQ's).
3. Consultant to conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon classification.
4. Consultant to compare PDQ's and interviews and job audit results to existing job descriptions.
5. Consultant to update job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, work environment, and travel requirements), and certifications/licenses/registrations required for classifications as needed.
6. Consultant to identify Officials & Administrators, Professionals, Technicians, Paraprofessionals, Administrative Support, Skilled Craft Workers, and Service employees, including Fair Labor Standards Act (FLSA) status (exempt/non-exempt).
7. Consultant to present proposed recommendations to the HR Director and City Manager for review prior to making any final classification determinations.
8. Consultant to finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.

9. Consultant to identify career ladders/promotional opportunities as deemed appropriate.
10. Consultant to submit recommendations for appropriate implementation measures that the Human Resources staff will need to take.
11. Consultant to provide a straightforward, easily understood, maintenance system that the Human Resources Department will use to keep the classification system current and equitable. The classification system should be provided in an electronic medium. Maintenance should include annual activities, as well as the process we would use in the review of the classification of individual jobs, as needed.
12. Consultant to conduct a comprehensive training program for Human Resources staff to ensure that the staff can explain and administer the new system in the future. The training program should be clearly spelled out in the proposal.

## **Compensation Study**

1. Consultant to review current compensation plan (salary grade levels and steps) and understand current challenges in recruiting and retaining employees.
2. Consultant to recommend and identify a consistent and competitive market position that the City can strive to maintain.
3. Consultant to recommend comparable labor markets, including both private and public-sector employers, for compensation survey.
4. Consultant to develop and conduct a comprehensive compensation and benefits survey.
5. Consultant to recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and internal relationships and equity. Prepare a new salary structure based on the results of the survey and best practices.
6. Consultant to develop guidelines to assist City staff with determining the starting pay for new employees based on knowledge and experience above the minimum requirements of the position, how difficult the position is to fill, and market competitiveness.
7. Consultant to recommend implementation strategies including calculating the cost of implementing the plan.
8. Consultant to identify any extreme current individual or group compensation inequities and to provide a recommended corrective action plan and process to remedy these situations.
9. Consultant to make recommendations and provide implementation strategies related to other key compensation practices, based on market demands, including

pay for performance, skill pay, special assignment pay, certification pay, bilingual pay, promotional pay, and acting assignment pay.

10. Consultant to provide system documentation and computer formats/software to administer compensation plan.
11. Consultant to provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as a market survey.
12. Consultant to conduct a compression analysis to include recommendations for implementation.
13. Consultant to conduct a comprehensive training program for Human Resources staff to ensure that the staff can explain and administer the new system in the future. The training program should be clearly spelled out in the proposal.

Contact Name	Contact Info	Project Title and Service Dates
Hazel Johnson Director of Human Resources City of Portland	100 South Russell Street Portland, TN 37148 (615) 325-6776 x232 <a href="mailto:HJohnson@CityofPortlandTN.gov">HJohnson@CityofPortlandTN.gov</a>	Compensation Study 2024

The City of Portland employs 175 employees in 130 unique job titles. The scope of work included the following areas of work:

- All positions and job descriptions on the proposed city authorization list are to be studied, and employee interviews are to be conducted as necessary.
- Local governments within both Sumner and Robertson County are to be used for comparison. The key is not simply comparing communities our size, but a comparison should be based on the communities to which we lose employees. The study should review wage and benefit information for local industry as provided by the City's Economic and Community Development Department.
- Give a recommendation for a phased implementation of the study, and how that may apply to exempt and non-exempt employees if the plan cannot be implemented in one budget cycle.
- Comparison of benefits and their value to wages will also be important. Example: Compare employee "A" with a \$37,440 yearly salary and employer paid health insurance, to employee "B" with a \$43,680 yearly salary and a 50% employer paid health insurance.

- Recommend best practice for maintaining pay ranges. Such as updating the ranges yearly or every 3 years according to cost of living.
- Evaluate the current police and fire step plans and offer recommendations to compress or alter the current plan.
- Create a new step plan for all other positions along with recommendations on how to transition from current ranges.
- Provide methodology for developing steps and adding new positions to the plan.
- Present industry standards on how and when to progress within a step plan as it applies to yearly evaluations, employees with recent disciplinary action, or sub-par performance.
- All information completed within the contracted study shall become the property of the City. Any proprietary software data must be converted to excel spreadsheets to be used and edited according to the needs of the City.

Contact Name	Contact Info	Project Title and Service Dates
Duane D'Andrea Human Resources Director City of Delray Beach	100 NW 1 <sup>st</sup> Avenue Delray Beach, FL 33444 (561) 243-7125 <a href="mailto:DandreaD@MyDelrayBeach.com">DandreaD@MyDelrayBeach.com</a>	Compensation and Classification Study 2024

The City of Delray Beach employs approximately 387 employees in 239 unique job classifications. The scope of services for the project entailed conducting a survey of comparable governmental agencies and private employers if applicable within South Florida (Palm Beach, Broward and Miami-Dade Counties Only) to assess the external competitiveness of the following:

- a. Review current compensation plans for all employee groups (salary, grade levels and steps) of approximately 240 positions.
- b. Prepare a summary and make recommendations for revising the job classification and salary plan that details the following: ensures fairness and competitiveness to attract and retain qualified employees.; enables compensation decision making that is based on valid data and is consistent and defensible across the organization; and is flexible and responsive to changes in the City's objectives or structure and is simple to understand and can be clearly communicated to employees.
- c. Determine comparable labor markets, including both private and public sector employers for compensation survey. Establish appropriate benchmarking standards.

- d. Consolidate the survey result in a clear, objective summary detailing the following: agencies surveyed; position titles surveyed; and position titles that match City position titles in level of responsibility, minimum requirements, and essential job functions.
- e. Conduct a comprehensive salary survey of job classifications in comparable organizations to include salary ranges and actual salaries.
- f. Based upon results of the survey, and review of internal relationships between positions and classifications, recommend a revised Classification & Compensation Plan.
- g. Recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.
- h. Based upon the recommended pay plan, review existing salaries to determine proper placement within proposed classifications, and recommend appropriate “equity adjustments” as needed.
- i. Identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy these situations.

Contact Name	Contact Info	Project Title and Service Dates
Tiffany Jenkins Director of Human Resources City of Villa Rica	571 W Bankhead Highway Villa Rica, GA 30180 (678) 840-1225 <a href="mailto:TJenkins@VillaRica.gov">TJenkins@VillaRica.gov</a>	Compensation Study 2023

The City of Villa Rica employs approximately 183 employees in 123 unique job classifications. The scope of services for the project included

1. Conduct a comprehensive benchmark market analysis of all City positions with comparable and surrounding (regional) jurisdictions, institutions of higher education, and applicable private/public sector competitors.
2. Identify potential pay compression issues and provide potential solutions.
3. Review existing position descriptions to ensure current and accurate Fair Labor Standards Act (FLSA) exemption status, essential functions, minimum qualifications for education and experience, required knowledge, skills, and abilities, special requirements, and physical and environmental conditions; Update the descriptions as needed.
4. Gain an understanding of the City's existing classification, grouped positions and compensation structure and revise where needed.

5. Review all background materials including, but not limited to, existing salary scale, organizational charts, classification specifications, etc.
6. Perform a pay compression analysis of all City positions.

Contact Name	Contact Info	Project Title and Service Dates
Melanie Glaze Director of Human Resources City of Bellaire	7008 South Rice Avenue Bellaire, TX 77401 (713) 662-8271 MGlaze@BellaireTX.gov	Classification Study and Total Compensation Study 2024

The City of Bellaire employs 188 Full-time equivalent employees across 160 classifications.

The Scope of Work to be provided includes conducting a comprehensive evaluation of every job within the City to determine relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions within the ranges. The Consultant will be required to review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using an approved evaluation system. Additionally, the Consultant will be required to complete the following:

### **Classification Study**

- i. Review relevant background materials, including but not limited to organizational charts, budgets, personnel rules, and job descriptions.
- ii. Conduct a comprehensive evaluation of existing job descriptions for City employees.
- iii. Establish appropriate benchmarking standards and conduct classification/salary surveys as needed for similar positions with comparable Texas municipalities and relevant private employers.
- iv. Review current classification grade methodology and proposed recommended strategies for the City.
- v. Meet with staff to discuss study and agree on methodology and Position Description Questionnaire (PDQ) to be used.
- vi. Develop and distribute a PDQ to each employee.
- vii. Review and analyze completed PDQs for all employees covered by the study.
- viii. Conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon the classification.
- ix. Draft updated job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, supervisory responsibility and level of

authority, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, working environment, and travel requirements) certification/licenses/registrations requirements, and accurate ADA compliant language for classifications as needed.

- x. Recommend deletion of outdated or unnecessary duties or classes.
- xi. Develop new classes as appropriate.
- xii. Develop and identify viable career progressions within the classification plan.
- xiii. Review various job series in terms of appropriateness.
- xiv. Confirm and recommend changes to the hierachal order of jobs according to the established methodology.
- xv. Identify EEO classes, including but not limited to Officials & Administrators, Professionals, Technicians, Paraprofessionals, Administrative Support, Skilled Craft Workers, and Service employees.
- xvi. Qualify the FLSA status (exempt/non-exempt) of each classification.
- xvii. Allocate all employees to an appropriate job class.
- xviii. Submit proposed recommendations to the City Manager and designated Human Resources staff for review prior to making any final classification determinations.
- xix. Provide straightforward, easily understood, maintenance system that the Human Resources Department will use to keep the classification system current and equitable. This should be provided in an electronic format. Maintenance should include annual activities, as well as the process to be used to review the classification of individual jobs, as needed; and

### **Total Compensation Study**

- i. Review current compensation plan and understand current challenges in recruiting and retaining employees.
- ii. Recommend and identify a consistent and competitive market position that the City can strive to maintain.
- iii. Recommend comparable labor markets, including both private and public sector employers for total compensation (compensation and benefits) study. (For comparator Cities, recommendations should demonstrate similarities between Bellaire and cities of like size and area. This should include comparing factors such as population, staff and budget size, growth rate, Ad Valorem Taxable Value, tax rate, median household value, etc.).
- iv. Develop and conduct a comprehensive compensation and benefits survey.
- v. Analyze benefits data to provide a comparison of total compensation for Bellaire and comparators. Analysis should include:

1. Medical, dental, life, short-term disability, long-term disability, long-term care, vision, and paid time off such as holidays, vacation, and sick leave.
2. Employer matches to employee retirement and/or deferred compensation contributions.
3. Availability of and employer matches to Health Savings Accounts.
4. Pay incentives such as longevity, tuition reimbursement, and any other innovative benefits/pay.

vii. Recommend an appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.

viii. Recommend and develop guidelines to assist City staff with determining starting pay for new employees based on knowledge and experience above the minimum requirements of the position, difficulty to fill and market competitiveness.

ix. Recommend and develop salary administration procedures regarding promotions, demotions, and other position movements which may affect salary.

x. Recommend implementation strategies, including calculating the cost of implementing the plan.

xi. Identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy.

xii. Make recommendations and provide implementation strategies related to other key compensation practices, based on market demands, including pay for performance, skill pay, special assignment pay, certification pay, bilingual pay, shift pay, on call pay, and acting assignment pay.

xiii. Provide system documentation and computer formats/software to administer compensation plan.

xiv. Provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as market survey.

xv. Conduct a compression analysis to include any recommendations for implementation; and

xvi. Provide documentation of methodologies, techniques, and data used to make recommendations.

Contact Name	Contact Info	Project Title and Service Dates
Teresa Way-Pezzuti Director of Human Resources City of College Park	7401 Baltimore Avenue College Park, MD 20740 (240) 487-3536 Tway@CollegeParkMD.gov	Job Classification and Compensation Study 2024

The City of College Park employs 118 employees across 80 classifications. The scope of work for the Job Classification and Compensation Study included:

- Review existing job descriptions and conduct comprehensive interviews where necessary to update and/or create new job descriptions and ensure that they accurately reflect duties performed by position incumbents and comply with relevant federal, state, and county regulations. Job descriptions shall reflect essential responsibilities and duties, minimum and preferred qualifications, and working conditions and physical requirements. Provide electronic, editable copies to City. Confirm the exempt or non-exempt status of each position, per Fair Labor Standards Act requirements.
- Conduct market-based wage, salary, and benefits survey for all positions, to include without limitation the identified peer group, to determine the competitiveness of the City's total compensation package. Also, look at whether the City is paying a living wage for our positions living here in the DC Metro area.
- Revise or develop wage and salary grades and ranges. Place each position into the appropriate wage range or grade according to the market, the compensation philosophy, and internal equity.
- Write a policy and process that enables the City to maintain the wage and salary structure that is developed (or revised); including issues such as transfer, promotion, demotion, red-circling, reclassification, new hire salaries, etc.
- Recommend an implementation plan for the new system. Include calculations for the approximate cost of implementing the recommendations and a workable timetable for implementation.

Contact Name	Contact Info	Project Title and Service Dates
Stephanie Romagnoli Human Resources Manager City of Muscatine	215 Sycamore Street Muscatine, Iowa 52761 (563) 264-1550 SRomagnoli@MuscatineIowa.gov	Compensation Study 2023

The City of Muscatine employs 144 employees across 86 classifications. The scope of work for the Compensation Study included:

### Review

- Review the current compensation and pay ranges for all positions not covered under a collective bargaining agreement.
- Evaluate pay plan for appropriate internal equity.
- Positions will be evaluated in comparison to local economic market conditions for entry level, professional, and management personnel. In order to accomplish the external market review of positions, ten or more comparable organizations (e.g. cities or counties) and a minimum of five major private and/or public sector market competitors will be surveyed as determined in agreement with the city.
- Identify factors and appropriate weights which accurately reflect the value of the different types of work.

### Survey -

- Develop and conduct an external assessment or compensation survey evaluating all current non-union and selected union job classifications by comparing actual job content and duties of the classification to comparable job classification in other comparable organizations.
- Provide a report between survey data and estimates of fiscal impact at various percentage relationships to prevailing market rates.
- Provide an alternate or additional cost proposal for surveying insurance plans, leave policies, and retirement benefits.

Contact Name	Contact Info	Project Title and Service Dates
Ed Morris Town Manager Town of Enfield	23 Main Street Enfield, NH 03748 (603) 442-5405 <a href="mailto:TownManager@Enfield.NH.US">TownManager@Enfield.NH.US</a>	Classification and Compensation Study 2023

The Town of Enfield employs 42 employees across 38 job titles. The scope of work for the Classification and Compensation Study included

- Provide a comprehensive evaluation of every job within the town to determine relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions within the ranges.
- Review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using your evaluation system.
- Establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable municipalities as required.
- Identify potential pay compression issues and provide potential solutions.
- Compare leave and other benefits with other comparable government entities and private employers within the same geographic areas.
- Create a long-term compensation structure to meet market analysis.

Contact Name	Contact Info	Project Title and Service Dates
Kim Todd Comptroller Eureka County	701 South Main Street Eureka, Nevada 89316 (775) 237-6128 <a href="mailto:KTodd@EurekaCountyNV.gov">KTodd@EurekaCountyNV.gov</a>	Compensation and Classification Study 2023

Eureka County has employees engaged across 113 job titles. The scope of work for the Compensation and Classification Study included

- Review and assess the County's current compensation plan; conduct a comprehensive compensation comparability study; and recommend revisions to the plan.
- Ensure the County's compensation plan revision recommendations reflect internal equity and external equity as compared with compensation for similar work in comparable municipalities and the private sector.

- Provide alternative recommendations demonstrating the methodology the County should use to implement any new classification and compensation system, including the placement of all employees within the classification and compensation system, and the advantages, disadvantages, and financial impact of each alternative.

Contact Name	Contact Info	Project Title and Service Dates
Donna Jentink HR Compensation Supervisor City of Largo	201 Highland Avenue Largo, Florida 33770 (727) 586-7349 <a href="mailto:DJentink@Largo.com">DJentink@Largo.com</a>	Compensation & Classification Study 2019 – 2020, 2022, 2023 – 2024

The City of Largo employs 232 non-represented employees across 168 job titles. The scope of work for the Compensation & Classification Study included

- Conduct a comprehensive salary survey for the City's Non-Represented positions to determine and identify quality job matches for each job title.
- Conduct a compensation and classification study of the City's job titles in the Non-Represented Pay Groups: City Manager, Executive Management, Operational Management, Professional/Technical, Temporary, and Variable.
- Review job titles and make recommendations for pay group, grade, range placement of current and proposed positions based on the classification study and salary survey.
- Review job families and career ladders and identify problem/concerns within the internal hierarchy system and propose methods to correct.
- Prepare a framework for a new and improved compensation structure to include definitions for each pay group identified, recommended pay ranges per group, and the list of the job titles to be classified to each unique pay group and pay range.
- Determine if the Professional/Technical group should be further defined and separated. Determine if the Operational Management group should be further defined and separated (ex. a business track vs. technical career track).
- Perform a comprehensive compensation analysis to address internal equity and compression issues considering employee compensation history, annual compensation in relationship to pay range spread, midpoint, anniversary, education, directly related years of experience and related factors to include state and federal regulations.

- Conduct an analysis of the City's administrative support classifications for the purpose of recommending job descriptions that more effectively capture the department's administrative needs city-wide.
- Recommend specific job evaluation methodologies and approaches to ensure the establishment and maintenance of a job evaluation and pay system based on internal equity and competitiveness with the public sector and private sector (similar sized organizations).
- Review and determine best practices and improved narratives to enhance the process in which the City administers the following personnel actions and handling of the transaction for the City's consideration in updating the Personnel Rules and Regulations, Section VI: Pay and Classification Plan. Personnel Action Types: Starting Pay, Rehire, Reclassification and Types, Delete/Add, Demotion, Promotion, Transfer, Standby Time, and Call Back Time.

## Work Examples

### *Executive Summary*

#### External Competitiveness Takeaway

Overall, job titles at the City of Bath are compensated 1.0% above market in the region. Compensation is not lagging the market across most departments, as shown below, but especially in Administration where compensation is substantially below market.

Department	Market Position
Administration	-14.3% below market
Assessing	0.0% at market
Clerk	-4.7% below market
Facilities/Transportation	-3.3% below market
Finance	+0.8% above market
Fire	+2.8% above market
Parks and Recreation Department	+1.3% above market
Planning and Development	+5.0% above market
Police	+3.2% above market
Public Works	+3.5% above market
<b>Overall</b>	<b>1.0% above market</b>

Recommendations for holistic compensation adjustments for all job titles at the City is delineated in the report. No wage reductions are recommended.

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## Recommendations

The fiscal impact of the recommendations listed below are approximate costs for salary adjustments for non-represented positions. The fiscal impact does not factor in associated costs for employee related benefits. The fiscal impact of collective bargaining adjustments are not considered.

1. Raise the salary of 4 positions that are below the new grade minimum, first, at a cost of \$15,576.
  - 1 Administrative Assistant – Cemetery (\$1,495),
  - 1 Deputy City Clerk (\$2,174),
  - 1 Deputy Finance Director (\$4,579) and
  - 1 Deputy Recreation Director (\$7,327).
2. Raise the salary of 5 positions that are *substantially* below market, second, at a cost of \$59,583.
  - 1 Custodian – Facilities (\$2,650),
  - 1 Executive Assistant to City Manager/Human Resource Director (\$18,292),
  - 1 General Assistance Coordinator (\$1,460),
  - 1 IT Coordinator (\$19,747), and
  - 1 WW Superintendent (\$17,434).
3. Raise the salary of 2 positions that are below market, third, at a cost of \$11,647.
  - 1 City Clerk (\$4,665), and
  - 1 Director of Planning and Development (\$6,982).
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.

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Table 3 - Economic Data of Bath and Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
<b>Bath</b>	8,319	\$175,700	\$48,252	99.0	5.4%	64.0%
<b>Maine</b>						
Androscoggin County	107,602	\$158,200	\$53,509	96.0	5.8%	65.5%
Auburn	23,187	\$165,200	\$49,719	97.0	5.7%	66.7%
Augusta	18,605	\$144,800	\$43,796	95.0	4.9%	58.5%
Bangor	32,095	\$157,000	\$46,625	97.0	5.4%	59.7%
Belfast	6,688	\$190,500	\$62,857	100.0	5.3%	57.9%
Biddeford	21,462	\$245,900	\$53,120	104.0	5.4%	67.3%
Brewer	9,090	\$162,100	\$52,174	98.0	4.7%	65.3%
<b>Cumberland County</b>	<b>292,307</b>	\$278,100	\$73,072	110.0	4.5%	69.1%
Ellsworth	7,991	\$178,400	\$53,324	98.0	4.4%	68.1%
<b>Franklin County</b>	<b>29,982</b>	\$139,800	\$51,422	94.0	5.7%	60.8%
<b>Hancock County</b>	<b>54,601</b>	\$212,700	\$57,178	102.0	4.5%	61.6%
Kennebec County	121,753	\$159,400	\$55,365	96.0	4.9%	61.6%
Knox County	39,759	\$213,400	\$57,751	102.0	4.3%	61.7%
Lewiston	36,095	\$140,600	\$44,523	95.0	7.2%	62.2%
Lincoln County	34,201	\$215,400	\$57,720	103.0	4.3%	58.6%
Old Town	7,474	\$135,700	\$42,679	94.0	4.4%	64.7%
<b>Oxford County</b>	<b>57,550</b>	\$144,100	\$49,204	94.0	5.9%	57.3%
Portland	66,595	\$289,000	\$60,467	109.0	5.2%	71.9%
Rockland	7,178	\$172,800	\$44,156	97.0	5.1%	64.1%
<b>Saco</b>	<b>19,497</b>	\$258,900	\$70,517	109.0	5.1%	72.6%
Sagadahoc County	35,452	\$213,400	\$63,694	103.0	4.3%	65.0%
Sanford	21,015	\$171,200	\$49,642	99.3	5.0%	64.0%
<b>South Portland</b>	<b>25,548</b>	\$257,200	\$69,290	110.0	4.5%	71.6%
Waldo County	39,539	\$163,000	\$51,931	97.0	5.1%	60.7%
Waterville	16,577	\$125,000	\$38,862	93.0	6.0%	53.5%
Westbrook	18,633	\$232,900	\$59,460	105.0	5.4%	69.3%
<b>York County</b>	<b>204,316</b>	\$252,300	\$67,830	107.0	4.5%	66.3%

## Overall 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. The three largest departments, Fire, Police, and Public Works are highlighted.

A clear bimodal pattern does not exist which would demonstrate a two-tier compensation structure for any department of overall. 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, top 20%, of the salary range (3 of 102, 3%) in comparison to the lower end is not excessive, meaning that the organization is not top-heavy with respect to compensation.

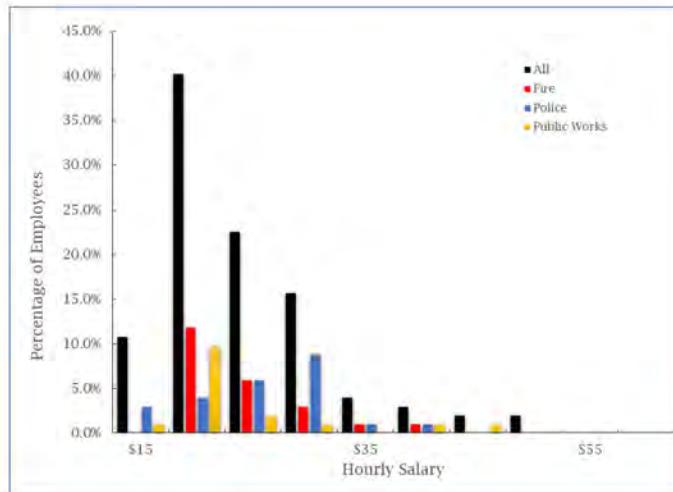


Figure 1 – Salary Distribution

## *Focus Groups*

### a. Economic

#### Local Economy

- Participants noted that Bath is a city with a small but thriving local business community, although there were limited economic opportunities for residents in the city.
- There was mention the population of Bath was made up of extremes with many high- and low-income residents, but not much of a middle class.
- It was said that most middle-class residents have moved outside of the city limits due to the cost of homes and property taxes in Bath.
- Employees added that housing availability is scarce, and homes sell quickly, when available.
- Bath Ironworks is a massive contributor to their economy. The shipyard is one of the largest employers in the area and has anywhere from 3,500 to 5,000 working day shifts.
- The city lacks enough parking to accommodate visitors who want to come downtown. Staff thought a parking garage would help.

#### City of Bath Government Finances

- Staff concurred that although the demand for services has been on the rise, the resources available to provide those services, including staffing levels, are not keeping up with demand.
- Some employees felt they were being asked to do more but given less to do their jobs. They would like to see additional staffing, training opportunities, and more technology and tools.
- With recent economic fluctuation staff expect this year would bring many challenging financial decisions for the city.
- Departments like Police supplemented their funds with grants when available.
- Parks, recreation, forestry & cemetery managed parks were in great demand during the pandemic. However, because gatherings were restricted, so was

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## Compensable Factor Score from Position Vantage Point

To assist in determining the internal hierarchy of positions in the County, 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 23 – Compensable Factor Score

Position Classification	CFS Score
Finance Director/Assistant City Manager	829.4
Director of Cemetery, Parks and Recreation	457.6
Director of Public Works	378.5
Chief of Police	330.4
Fire Chief	316.0
Deputy Director of Public Works	314.5
WW Superintendent	203.7
Deputy Chief of Police	157.0
Deputy Fire Chief	149.3
Assessor	125.7

## External Market Comparison

A summary of the findings of the external market analysis is presented in Table 24 through Table 28. In Table 29 through Table 33, the external market findings for all position classifications is presented. The minimum, midpoint, and maximum hourly salary for each position classification is presented first. The market average (mean) and the various market quantiles are then presented. Lastly the Compa-Ratio, the ratio of the grade's midpoint divided by the 50th percentile from the external market, which measures the extent of the deviation of the current salary range in comparison to the market median, is presented.

**Table 24 – Full-Time Positions Substantially Below Market (Compa-Ratio % Diff < -10%)**

Arborist	General Assistance Coordinator
Custodian - Facilities	IT Coordinator
Director of Community & Economic Development	WW Superintendent
Executive Assistant to City Manager/Human Resource Director	

**Table 25 – Full-Time Positions Below Market (-10% < Compa-Ratio % Diff < -5%)**

City Clerk	Director of Planning and Development
Detective	

**Table 26 – Full-Time Positions Near Market (-5% < Compa-Ratio % Diff < +5%)**

Administrative Assistant - Cemetery	Crossing Guard
Administrative Assistant - Fire	Custodian - Recreation
Administrative Assistant - Recreation	Data Entry/Analyst
Animal Control Officer	Deputy Chief of Police
Assessor	Deputy City Clerk
Assistant Assessor	Deputy Director of Public Works
Bus Driver	Deputy Finance Director
Chief of Police	Deputy Fire Chief
Code Enforcement Officer	Deputy Recreation Director

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Table 29 – External Market Comparison – Non-Represented

	Admin Assistant Cemetery	Admin Assistant Fire	Admin Assistant Police	Admin Assistant PW	Admin Assistant Recreation
<b>Current Scale</b>					
Minimum	\$19.21	\$19.21		\$19.21	\$19.21
Midpoint	\$22.29	\$22.29	\$31.25	\$22.29	\$22.29
Maximum	\$25.37	\$25.37		\$25.37	\$25.37
<b>Market Percentiles</b>					
20%	\$19.46	\$19.24	\$20.08	\$18.96	\$19.44
25%	\$19.94	\$19.45	\$20.16	\$19.00	\$19.88
30%	\$20.15	\$19.53	\$20.88	\$19.08	\$20.15
35%	\$21.61	\$19.58	\$21.45	\$19.32	\$21.07
40%	\$22.12	\$20.18	\$21.47	\$19.60	\$21.74
45%	\$22.40	\$20.52	\$21.92	\$19.67	\$22.04
50%	\$22.60	\$21.57	\$22.39	\$20.54	\$22.06
55%	\$23.43	\$22.09	\$23.06	\$21.15	\$22.13
60%	\$24.52	\$22.38	\$23.56	\$21.55	\$22.38
65%	\$24.91	\$22.44	\$24.97	\$21.59	\$22.64
70%	\$25.33	\$22.44	\$25.34	\$21.82	\$23.18
75%	\$25.64	\$22.66	\$26.99	\$22.18	\$23.87
80%	\$26.64	\$23.05	\$29.62	\$22.70	\$24.62
Mean	\$23.56	\$21.37	\$24.04	\$20.90	\$22.21
Compa- Ratio	-1.3%	+3.4%	+39.6%	+8.5%	+1.0%

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## *Proposed Salary Schedules*

A recommended salary scale for all Non-Represented employees is shown in Table 34. The spread between the minimum and maximum salary was set to 30% as the average spread adopted by comparable communities from the external survey was 28.5%. The number of pay grades was set to 16 to accommodate the range of CFS Scores. The Ladders, i.e., the distance between grades, was set to be 7.5%. Larger Ladders were included to increase the incentive for employees to seek positions of greater responsibility and to make it financially beneficial.

It is recommended that in subsequent years after the adoption of the recommended pay plan, the City should adjust the entire salary scale by the CPI annually as budget permits.

**Table 34 – Proposed Salary Schedule – Non-Represented**

Grade	Min	Mid	Max
B01	\$15.00	\$17.25	\$19.50
B02	\$16.13	\$18.54	\$20.96
B03	\$17.33	\$19.93	\$22.53
B04	\$18.63	\$21.43	\$24.22
B05	\$20.03	\$23.04	\$26.04
B06	\$21.53	\$24.76	\$27.99
B07	\$23.15	\$26.62	\$30.09
B08	\$24.89	\$28.62	\$32.35
B09	\$26.75	\$30.76	\$34.78
B10	\$28.76	\$33.07	\$37.39
B11	\$30.92	\$35.55	\$40.19
B12	\$33.23	\$38.22	\$43.20
B13	\$35.73	\$41.09	\$46.44
B14	\$38.41	\$44.17	\$49.93
B15	\$41.29	\$47.48	\$53.67
B16	\$44.38	\$51.04	\$57.70

## Proposed Internal Equity

In Table 40, the resulting proposed internal equity for the City is presented for non-represented job titles.

**Table 40 – Proposed Internal Equity**

Grade	Title
B16	Finance Director/Assistant City Manager
B15	-
B14	Chief of Police Director of Cemetery, Parks and Recreation Director of Public Works Fire Chief
B13	Deputy Director of Public Works
B12	Deputy Chief of Police Deputy Fire Chief WW Superintendent
B11	Assessor City Clerk Code Enforcement Officer Deputy Finance Director Director of Community and Economic Development Director of Planning and Development Director of Sustainability and Environment Facilities Director
B10	Executive Assistant to City Manager/Human Resource Director IT Coordinator
B09	Deputy Recreation Director Foreman - Cemetery PW Foreman
B08	Arborist Work Leader - Recreation
B07	Payroll Supervisor
B06	Assistant Assessor Deputy City Clerk Treasurer Clerk/Deputy Tax Collector

## Recommended Salary Adjustments

A regression analysis of the CFS Score and the salary survey results indicate that market median salary for all positions is predicted very well by the CFS Score. The coefficient of determination is **94.4%**, in other words, the knowledge, skills, and abilities identified in the employee/manager Position Vantage Point job description survey correlate very well with the external markets' valuation of the non-represented job positions at Bath.

In Table 41, salary recommendation for employees based on the external market findings is presented.

Table 41 -Salary Adjustments – Non-Represented

Title	Current Rate	New Grade	New Rate
<b>Administration</b>			
Executive Assistant to City Manager/Human Resource Director	\$28.59	B10	\$37.39
IT Coordinator	\$23.62	B10	\$33.11
Marketing and Communication Specialist	\$22.29	B05	\$22.29
Digital Media and IT Specialist	\$19.93	B04	\$19.93
<b>Assessing</b>			
Assessor	\$37.03	B11	\$37.03
Assistant Assessor	\$24.46	B06	\$24.46
<b>Cemetery, Parks and Recreation</b>			
Administrative Assistant - Cemetery	\$19.21	B05	\$20.03
Administrative Assistant - Recreation	\$25.37	B05	\$25.37
Custodian - Recreation	\$16.69	B02	\$16.69
Deputy Recreation Director	\$23.23	B09	\$26.75
Director of Cemetery, Parks and Recreation	\$45.82	B14	\$45.82
Laborer - Recreation	\$24.39	B04	\$24.39
Work Leader - Recreation	\$29.37	B08	\$29.37

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# Cost Proposal

## PHASE 1 Classification Component

Task		Hours
A	Project Start and Initial Meetings	10
B	Baseline Data Collections & Initial Analysis	21
C	Job Analysis Collection/Completion	24
D	Job Evaluation and Classification Development	21
E	Draft Job Descriptions and Policy Guides	7
F	Develop Guide for Implementation of Changes and Draft Interim Report	10
	Subtotal Professional Hours	<b>93</b>

## PHASE 2 Compensation Component

Task		Hours
A	Identify Benchmark Positions and External Survey Comparator List	10
B	Design and Distribution of Survey	21
C	Collect and Analyze Survey Data	52
D	Internal Relationship Analysis and Internal Alignment	35
E	Preparation of Draft Report	28
F	Deliver Final Report and Work Products for Implementation	21
	Subtotal Professional Hours	<b>167</b>

**Total Estimated Hours of Phase 1 & Phase 2** **260**

The standard consulting rate for the senior personnel listed, consistent with the Federal GSA schedule, is \$125 per hour of service. The total, firm-fixed price fee would be \$32,500. Regular invoices, including a thorough delineation of services rendered, would be on a net 30-day basis. Paypoint expects support from the client in communication with key staff, setting up meetings, and providing meeting resources, as well as establishing reporting relationships, milestones, and timelines.

**Provisions to Other Agencies:** Paypoint HR agrees to make available to other Government agencies, departments, and municipalities the prices submitted in accordance with said terms and conditions therein, should any said governmental entity desire to buy under the terms of the proposal.

## Timeline

Based on our professional experience, comprehensive classification and compensation studies of this scope and size typically require 16 weeks for completion. This timeframe allows for the thorough collection of job data, stakeholder interviews, development of classification descriptions, compensation data gathering and analysis, client review of key deliverables, and the preparation of final reports — including time to address questions or appeals.

A detailed milestone timeline is provided in this proposal. Key activities include project kickoff, job analysis, classification development, salary survey and market benchmarking, internal equity review, and preparation of final deliverables.

Throughout the project, Paypoint HR will provide timely written progress reports and schedule interim updates to the Project Team to ensure transparency and alignment. We believe that consistent communication is critical to keeping the project on schedule and addressing any emerging issues quickly and collaboratively.

A customized project schedule will be finalized with the City at kickoff to reflect internal availability, review windows, and key decision points, ensuring that the process is both rigorous and responsive to City needs.

### Project Timeline

Week	Phase	Activities and Deliverables
Week 1	Project Initiation	Conduct kickoff meeting with City leadership; finalize project plan, schedule, and communication protocols.
Weeks 2–3	Data Collection & Review	Gather and review existing job descriptions, organizational charts, pay ranges, benefits, and employee handbook.
Weeks 4–5	Job Analysis	Distribute job analysis questionnaires; conduct job audits and employee/supervisor interviews as needed.
Weeks 6–7	Job Description Updates	Draft, revise, and standardize ADA-compliant job descriptions based on data collected.
Week 8	Job Classification Review	Evaluate internal equity; assign positions to classification levels based on job content and responsibilities.
Weeks 9–10	Market Compensation Analysis	Conduct market survey of comparable municipalities; analyze base pay, LAGERS, and total compensation.
Week 11	Compensation Structure Development	Design market-informed salary structure; incorporate pay progression methodology aligned with City philosophy.
Week 12	Employee Handbook Review	Review current handbook for legal compliance, clarity, and alignment with current and best practices.
Week 13	Draft Recommendations	Develop and compile draft reports for job classification, compensation plan, and policy recommendations.

Week	Phase	Activities and Deliverables
Week 14	City Review & Feedback	Present draft findings to City leadership; collect feedback and discuss revisions.
Week 15	Final Revisions	Incorporate revisions and finalize all project deliverables.
Week 16	Presentation & Implementation	Present final report to City Council or stakeholders; deliver finalized job descriptions, pay plan, and handbook.

*E-Verify*

## *Appendix - Sample PVP Job Description Survey*



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**RESOLUTION NO. 2025-24**

**A RESOLUTION OF THE CITY OF ODESSA, MISSOURI, AUTHORIZING THE MAYOR TO ENTER INTO AN AGREEMENT FOR HUMAN RESOURCES-RELATED SERVICES BETWEEN THE CITY OF ODESSA, MISSOURI, AND PAYPOINT HR, LLC**

**WHEREAS**, the City of Odessa issued a Request for Proposal seeking professional services to assist with human resources-related services; and

**WHEREAS**, it is the City of Odessa ("City") desires to retain Paypoint HR, LLC ("Contractor") to provide professional services as outlined in the attached Agreement for Services; and

**WHEREAS**, the Agreement provides for a fixed fee of \$32,500 for services, with \$2,500 due upon execution, and provides for additional services at an hourly rate of \$125 per hour as set forth in Exhibit 1 of the Agreement; and

**WHEREAS**, the Board of Aldermen finds it to be in the best interest of the City of Odessa to enter into said Agreement.

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE CITY OF ODESSA, MISSOURI, AS FOLLOWS:**

**SECTION 1.** That the Board of Aldermen hereby authorizes the Mayor to enter into an agreement for human resources-related services between the City of Odessa, Missouri, and Paypoint HR, LLC.

**SECTION 2.** The Mayor is authorized to execute said Agreement on behalf of the City.

**SECTION 3.** The City Clerk is directed to attest to the Mayor's signature and file the executed Agreement with the official records of the City.

**SECTION 4.** This resolution shall be in full force and effect from and after its passage and approval.

**APPROVED AND PASSED** by the Board of Aldermen and approved by the Mayor of the City of Odessa, Missouri, this 8<sup>th</sup> day of September, 2025.

(SEAL)

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Bryan D. Barner, Mayor

ATTEST:

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Karen Findora, City Clerk