

**COUNCIL AGENDA
CITY OF CARTHAGE, MISSOURI
TUESDAY, JULY 28, 2020
6:30 P.M. – COUNCIL CHAMBERS**

1. Call to Order
2. Invocation
3. Pledge of Allegiance to Flag
4. Calling of the Roll
5. Reading and Consideration of Minutes of Previous Meeting
6. Presentations/Proclamations
7. Public Comments

(Each person addressing the Council shall state their name and address or the organization or firm represented and is limited to no more than five (5) minutes. The time may be extended by the chair if deemed necessary. Once a person has had their say on a particular issue they are not permitted to once again speak on the issue unless called to answer any further questions by the Council or Chair)

8. Reports of Standing Committees
9. Reports from Special Committees and Board Liaisons
10. Report of the Mayor
11. Reports/Remarks of Councilmembers

(Each Councilmember is limited to no more than two (2) minutes. The time may be extended by the Chair if deemed necessary. Once a Councilmember has had their say on a particular issue they are not permitted to once again speak on the issue unless permitted by the Chair)

12. Administrative Reports
13. Report of Claims Presented Against the City
14. Public Hearings
15. Old Business

1. **C.B. 20-26** – An Ordinance authorizing the Mayor to execute an Agreement between the City of Carthage, Missouri and the Carthage Chamber of Commerce for services in the amount not to exceed \$113,000.00. (Budget Committee)
2. **C.B. 20-35** – An Ordinance authorizing a special use permit for operation of a Daycare School as requested by Sabrina Lynch for 820 Howard Street, in the City of Carthage, Jasper County, Missouri. (Planning & Zoning)
3. **C.B. 20-36** – An Ordinance authorizing a special use permit for operation of a Daycare Center as requested by Heather (McLemore) Stark 1701 S. Main St., in the City of Carthage, Jasper County, Missouri. (Planning & Zoning)

4. **C.B. 20-37** – An Ordinance adopting the Annual Operating and Capital Budget of the Carthage Water & Electric Plant (CW&EP) and the Carthage Library for the Fiscal Year 2020-2021. (Budget Ways & Means)
5. **Consider and Discuss Comprehensive Compensation and Classification Study**

16. New Business

1. **C.B. 20-38** – An Ordinance authorizing the Mayor to enter into a contract with the Community Foundation of the Ozarks, Carthage Community Foundation, CWEP and Innovation Economy Partners for the Growth in the Regional Ozarks 3.0 Program for the Carthage, Missouri.

17. Mayor's Appointments

18. Resolutions

19. Closing Comments

20. Executive Session

21. Adjournment

PERSONS WITH DISABILITIES WHO NEED SPECIAL ASSISTANCE CALL 417-237-7000 (VOICE) OR 1-800-735-2466 (TDD VIA RELAY MISSOURI) AT LEAST 24 HOURS PRIOR TO MEETING

MINUTES OF THE SPECIAL MEETING OF THE CITY COUNCIL
CITY OF CARTHAGE, MISSOURI
JULY 22, 2020

The Carthage City Council met in Special session on the above date at 3:00 P.M. via video conference with Mayor Dan Rife presiding. Fire Chief Roger Williams gave the invocation and Police Chief Greg Dagnan led the flag salute.

The following Council Members answered roll call via Zoom video conference: Mike Daugherty, Alan Snow, Craig Diggs, Ed Barlow, Seth Thompson, James Harrison, Juan Topete, David Armstrong, and Ceri Otero. Council Member Ray West was absent. City Administrator Tom Short and City Attorney Nate Dally were also present.

The following Department Heads were present via Zoom video conference: Police Chief Greg Dagnan, Fire Chief Roger Williams, Public Works Director Zeb Carney, Parks and Recreation Director Mark Peterson and City Clerk Traci Cox.

Mr. Daugherty made a motion, seconded by Mr. Harrison, to approve the minutes of the July 14, 2020 Council Meeting. Motion carried unanimously.

Under New Business, Presentation/Consider and Discuss Comprehensive Compensation and Classification Study Executive Report by McGrath Human Resources Group, Victoria McGrath presented the Executive Report. Three options for implementation were presented and budgetary impacts were also discussed. Mr. Diggs requested Ms. McGrath estimate future costs associated with two plans for further discussion at the July 28 Council Meeting.

Mr. Snow made a motion, seconded by Mr. Daugherty, to adjourn the regular session of the Council Meeting. Motion carried and meeting adjourned at 4:34 p.m.

Dan Rife, Mayor

Traci Cox, City Clerk

***PRESENTATIONS/
PROCLAMATIONS***

***PUBLIC
HEARINGS***

***OLD
BUSINESS***

COUNCIL BILL NO. 20-26

ORDINANCE NO. _____

An Ordinance authorizing the Mayor to execute an Agreement between the City of Carthage, Missouri and the Carthage Chamber of Commerce for services in the amount not to exceed \$113,000.00.

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF CARTHAGE, JASPER COUNTY, MISSOURI as follows:

SECTION I: The Mayor of the City of Carthage, Missouri is hereby authorized to enter into an Agreement with the Carthage Chamber of Commerce for services in the amount no to exceed \$113,000.00, a copy of which is attached hereto and incorporated herein as if set out in full.

SECTION II: This ordinance shall take effect and be in force from and after its passage and approval.

PASSED AND APPROVED THIS _____ DAY OF JUNE, 2020.

Dan Rife, Mayor

ATTEST:

Traci Cox, City Clerk

Sponsored by: Budget Committee

CITY OF CARTHAGE
FISCAL YEAR JULY 1, 2020 - JUNE 30, 2021

AGENCY REQUEST FOR FUNDS FORM

Type of Funds Requested: General - Lodging - Other (please circle)

NAME OF AGENCY: Carthage Chamber of Commerce

AMOUNT OF FUNDS REQUESTED: \$ 113,000.00

Please provide the following information:

1. Copy of detailed operating budget for Fiscal Year 2020 - 2021, income, expenses, and beginning and ending balances.
2. Copy of detailed operating budget for Fiscal Year 2019 - 2020, income, expenses, and beginning and ending balances.

If you have reserves in an earmarked account, you may wish to attach an additional page of explanation along with individual account balances projected at the beginning and end of the fiscal year. If the reserves are legally earmarked for a specific purpose, please provide an explanation and authorization.

3. Copy of organizational document, e.g. 501 (c) (3) certificates.
4. Copy of By-laws.
5. Listing of current Board of Directors.

What is the intended use of the funds should they be provided? Please itemize:

Funds will be used for providing Economic Development programs and services for the City of Carthage as outlined in the agreement between the City of Carthage and the Carthage Chamber of Commerce.

Return form and attachments to City Administrator, 326 Grant Street, Carthage, MO 64836 by March 13, 2020

FY 2021 Economic Development Services Provided by the Carthage Chamber of Commerce

This Agreement between the City of Carthage and the Carthage Chamber of Commerce provides measurable and attainable Economic Development Services for the benefit of the Citizens of Carthage Missouri.

So that the specific services set out below may be regularly monitored by the Carthage City Council, the Chamber of Commerce requests that an Economic Development Committee be established to include the Mayor of Carthage, Carthage City Council Budget Chair, City Council Liaison to the Chamber, Carthage City Administrator, Board Member from the Carthage Chamber of Commerce, and President/CEO Carthage Chamber of Commerce.

Economic Development Services provided by the Carthage Chamber of Commerce are comprised of four areas:

1. Festivals and Events
 - a. Planning, growth, and management of the annual Maple Leaf Festival-the single most revenue generating event for the City of Carthage
 - b. Continuation and expansion of annual Business Expo to include a job fair providing hiring opportunities for local businesses and industries
 - c. Development of an additional Event to generate revenue for the City of Carthage
2. Entertainment and Food
 - a. Attract two new businesses in the food or entertainment industry
 - b. Present incentive plans to the City which will attract these specific businesses
3. Housing
 - a. Work with the City in developing incentives for new housing in Carthage, both single family, multi-family, and apartments
 - b. Identify areas that are best suited for housing development and assist the City in annexation of undeveloped areas for expansion
4. Business Retention and Expansion
 - a. Continue to serve the City as the frequent contact with local industries and businesses to assist with issues or needs they have
 - b. Represent the City as Economic Development Director and EEZ Coordinator as the primary contact for both existing and prospective businesses seeking to locate and expand in our community
 - c. Counsel and advise the City on economic incentives and programs necessary for growth

AGREEMENT FOR ECONOMIC DEVELOPMENT SERVICES

**City of Carthage, Missouri and the
Carthage Chamber of Commerce**

This Agreement, made and entered into on this 1st day of July 2019, by and between the City of Carthage, Missouri, a municipal corporation, with offices located at 326 Grant St. Carthage, Missouri, hereinafter referred to as the “City” and the Carthage Chamber of Commerce, a not-for-profit corporation organized under the laws of the State of Missouri, located at 402 South Garrison Ave., Carthage, Missouri, hereinafter referred to as the “Chamber.”

LAST YEAR’S AGREEMENT, FOR
DISCUSSION PURPOSES ONLY.

Whereas, the City and CWEP have desired and identified the ongoing need to coordinate, communicate and engage the community and stakeholders in Carthage’s economic development vision, strategies and goals; and

Whereas, there have been identified specific goals and objectives ensuring Carthage’s development policies and procedures are coordinated, market-driven, and continue to focus on retention and creation of business and industry while maintaining an environment that supports entrepreneurs and industry; and

Whereas, the Economic Development Program, (specified in Exhibit A, and incorporated as if fully set out in herein) will bring efficiencies for use of resources, implementation of strategies, consistent focus and identification of community specific needs to allow for desired growth consistent with Carthage’s strategic vision; and

Whereas, the City and the Chamber desire to pursue programs that will result in economic development and job creation in the City of Carthage and its environs; and

Whereas, the Chamber has established staffing capabilities to (meet and implement the Vision, Mission, Goal and Objectives outlined in Exhibit A and) attract and recruit new business and industry to Carthage and to promote and support the growth and expansion of existing primary business and industry within and adjacent to this community by specifically, but not limited to, the hiring of an Executive Director to serve as the community’s Economic Development Director, to accomplish the functions that will lead to the creation, retention and reinvestment of resources; and

Whereas, the City has agreed to use the services of the Chamber to accomplish the aforesaid precepts

NOW, THEREFORE, in consideration of these premises and the mutual covenants herein contained, the parties agree as follows:

Article I

Purpose

The Chamber agrees to operate an economic development program (as generally specified in Exhibit A included herein) on behalf of the citizenry of this community for the purpose of marketing and advertising the Carthage area as a location for new business and industry, and as an area committed to the assistance and expansion of existing business and industry. The Chamber will concentrate primarily on providing economic development services within the City of Carthage service area and secondarily within the region.

Article II

Administration

The Chamber, operating under the provisions of its Bylaws, agrees to provide a qualified and competent staff, including a full-time professional Director. Operating under the policy direction and authorities of the Chamber's Board of Directors, this staff shall promote the attraction of primary business, industry and employment sources to the Carthage area and provide program management and administrative services necessary to sustain a viable recruitment and maintenance program for economic opportunities. This program shall include, but to be limited to the gathering and dissemination of information and ideas, research, publications, promotional programs, advertising, target marketing, prospect development and client services and assistance.

Article III

Annual Work Plan and Budget

The Chamber agrees to provide to the City an Annual Work Plan (which will incorporate the Vision, Mission, Goal and Objectives outlined in Exhibit A) as a blueprint through which the Chamber proposes to realize the purpose of this Agreement, together with a budget suitable to the operation of said Annual Work Plan. These and other related documents shall be submitted in keeping with the City's annual budgetary cycle for action by the City Council of the City of Carthage in a form compatible with that used by the City. The Chamber agrees that annually, any surplus funds provided by the City for economic development services but not used for economic development services will be returned to the City. The parties agree that during the City's budgetary process for fiscal year 2020, the agreed upon amount of compensation as specified in Article VIII herein may be adjusted for Cost of Living and/or Consumer Price Index changes which occurred during the previous three years and the Agreement amended accordingly at that time.

Article IV

Right of Review

The Chamber understands and agrees that operations of its (the City's) economic development programs are to serve the Carthage area and the general public through promotion of economic development, job creation, capital investment, and business expansion and, based on the nature of this operation, that the acts and deeds of the Chamber's agents and employees tend to be viewed as the acts and deeds of the community. As a result, the Chamber agrees to provide to the City regular reports regarding the operation of its economic development program during the term of this Agreement. These reports will include, but not be limited to, information concerning the Chamber's overall economic development strategies, staff assignments, prospect visits, program activities and results. Written monthly reports regarding economic development service activities will be presented to the City Council at the first Council meeting of each month. Additionally, the Chamber agrees to provide an oral quarterly report on its economic development activities including the budget and use of funds. It is further understood that information on prospects and active economic development clients will be exchanged with the City Council in such a way as to protect and preserve any professional confidentiality between these clients and persons representing the Chamber.

Article V

Joint Ventures

The City will have at least one designated staff or Council representative appointed liaison by the Mayor on the Chamber Board. **In the event of a vacancy in the Chamber Executive Director's position, through resignation or forced termination, the Chamber Board of Directors will form a Search Committee comprised of, at least, members of the Chamber Board of Directors, at least, one representative of CWEP, and at least, one Council**

representative appointed by the Mayor. The Chamber will work closely with the City and CWEP in finalizing any deals with economic development prospects that are within the City's service area including, but not limited to, the development of any incentive packages. The City's participation in any regional advertising, marketing and/or development efforts, e.g., the Joplin Regional Partnership Initiative, will be conducted through the Chamber.

Article VI

Changes in Scope of Agreement

If during the term of this Agreement, the Chamber Executive Director terminates employment with the Chamber, the City, at its sole discretion, shall have the option of reducing the monthly disbursement to the Chamber by the amounts specified in that given year's budget submittal to the City for the Director's salary and benefits.

Article VII

Term of Agreement

This Agreement shall commence on the date first written above. This is a General Agreement, anticipating a long-term multi-year relationship between the City and the Chamber, subject to annual renewals thereof. Pursuant to this General Agreement, an Annual Work Program and Budget are to be submitted by the Chamber for consideration by the City Council, as provided in Article III of this Agreement. Upon approval of the City, each adopted Annual Work Program and Budget will be attached to this General Agreement and become the substantive basis for the continuation of the General Agreement on a fiscal year basis. Each Annual Work Program and Budget is to be the basis for any funding which the City may choose to provide to the Chamber. This Agreement is to continue in full force and effect upon reconfirmation by both parties on or before July 1 of each year. If either party determines that it will not reconfirm this Agreement, it shall notify the other party at least sixty (60) days prior to the expiration of the Agreement. Funding shall be extended to include the notification period, when this period extends beyond July 1. The term of this agreement is intended to extend from the date it is first executed through June 30, 2020.

Article VIII

Compensation

The Chamber agrees to perform its obligations hereunder for a sum of one hundred-eighteen thousand, seventy-five dollars and no cents (\$118,075.00) annually, as budgeted and adopted by the City, payable in twelve (12) equal monthly installments of nine thousand, eight hundred thirty-nine dollars and fifty-eight cents (\$9,839.58) payable by the City at the first City Council meeting of each month commencing with the signing of this Agreement. The Chamber shall submit a monthly invoice with detailed supporting documentation as stipulated in this Agreement, describing the services provided incurred by the Chamber. Compensation shall be subject to and conditioned on the Chamber meeting the requirements specified in Exhibit A. Quarterly financial updates will be provided and funds tracked separately to the City to keep the City informed of the status of the use of funds.

Article IX

Non-Transferable

The Chamber agrees not to assign or otherwise transfer this Agreement or rights contained herein without prior written approval of the City.

Article X

Liability

The Chamber agrees that all persons working for the Chamber under this Agreement shall be employees of the Chamber and in no way shall be considered as employees of the City, notwithstanding common inter-organizational interests. In this connection, should any liability arise under the Worker's Compensation provision of the State of Missouri due to injury of an employee of the Chamber, the same shall be the sole responsibility of the Chamber. It is understood that the Chamber shall indemnify and hold harmless the City from any and all claims, suits, demands and actions related to the operation of the Chamber's economic development program. Notwithstanding the provisions of Missouri Law and the protection which said law provides to persons that serve as members of policy bodies responsible for the governance of not-for-profit organizations, the Chamber, as deemed appropriate by its Board of Directors, is authorized to insure itself, its Officers, Directors and Staff, against liability claims.

Article XI

Equipment and Files

The Chamber agrees to maintain such files and other information relative to its economic development efforts as appropriate for smooth and effective program administration from year to year, to include access to such computers, audio-visual and other equipment systems as may be necessary to the implementation of its approved programs. The files of the Chamber shall be subject to the provisions of the state law on open records, except as this law relates to records of Chamber activities with individual and specific business firms having a client-type relationship with the Chamber.

Article XII

Non-Discrimination

In connection with the performance of services under this Agreement, the Chamber agrees not to discriminate against any employee or applicant for employment because of race, creed, color, national origin, sex or ancestry. It shall be the Policy of the Chamber to take affirmative action to insure that its employees are provided equal opportunity in employment, promotion, demotion, transfer, or termination, rates of pay or other forms of compensation and selection for training.

Article XIII

Waiver

The waiver by the City of any breach of any term, condition or covenant herein contained shall not be deemed a waiver of any subsequent breach of the same, or any other term, condition, or covenant.

IN WITNESS WHEREOF, the parties hereto affix their hands and seals the day and year first above written.

CITY OF CARTHAGE, MISSOURI
A Municipal Corporation

By:
Dan Rife,
Mayor, City of Carthage

ATTEST:

Traci Cox, City Clerk

CARTHAGE CHAMBER OF COMMERCE
A Not-for-profit Corporation

By:
Roy Mason, Chairman
Carthage Chamber of Commerce

ATTEST:

Secretary

Exhibit A

Carthage Missouri Economic Development Program

Vision, Mission, Goal and Objectives

December 2017

A coordinated effort of the City of Carthage (City), Missouri; Carthage Water and Electric Plant (CWEP)

Vision Statement: The Carthage Economic Development Program (CEDP) will be a proactive state and regionally recognized program, respected as an initiator of a healthy and vibrant city with a strong economic base, robust jobs, improved retail areas and a growing industrial base for the citizens of Carthage.

Mission Statement: To create, foster and promote an environment conducive to attracting, expanding and retaining business and industry; promoting economic vitality and diversifying the city's tax base; increasing CWEP load and improving the overall quality of life for the citizens of Carthage.

Goal: To preserve and enhance an economically vital, competitive, sustainable community by providing aggressive coordinated leadership and superior services to the industrial, business, and commercial sectors of the Carthage economy by promoting the city's location for business and industry and supporting employment opportunities.

Key Objectives:

- Development of an Industrial Park to market Carthage and encourage business and industrial retention and recruitment
- Development of a business retention plan to ensure continued business and industrial growth
- Creation of a marketing plan to market and advertise the Carthage area as a location for new business and industry and promotion of Carthage's commitment to the assistance and expansion of business and industry
- Continued support and encouragement of vocational-technical training available in the Carthage area to meet the needs of industry and provide local employment
- Active recruitment of retail and entertainment establishments, grocery stores, and restaurants in Carthage to support the workforce and benefit area citizens
- Development and implementation of a marketing plan for Myers Park to attract various retail and service companies to Carthage
- Development and coordination of a plan to revitalize aging commercial areas, including the revitalization of the Downtown District
- Development and coordination of a plan to enhance the existing commercial corridors and encourage the assemblage of tracts adequate for planned mixed-use redevelopment throughout the City
- Maintenance of the CEDP in coordination with other economic development agencies within the city, state, region, and county, including regular contact and participation with the Joplin Regional Partnership

Primary Duties:

- In partnership with the City and CWEP, provide an annual work plan as a blueprint through which to achieve the vision, mission, and objectives of the CEDP
- Make written monthly reports to the City Administrator and the Carthage Water and Electric Plant General Manager

- Function as coordinator for the City's enterprise zone being the primary liaison between the appropriate parties and the City
- Serve as the contact for the City on economic development prospects, while coordinating with CWEP all communications with Industrial, Manufacturing and Large Consumer prospects
- Timely create all necessary reports and provide all requested information desired by business and industrial prospects
- Develop a prospect list and marketing materials for business recruitment in industrial, manufacturing, service, and retail sectors
- Attend and participate in appropriate trade shows
- Develop business attraction, retention, and expansion strategies, including cluster and target industry analysis
- Facilitate access to and recommend economic incentives for quality job creation and/or tax base enhancement for business and industry
- Work with all industrial prospects in coordination with the City and CWEP
- Regularly communicate and work with the City and CWEP on all aspects of economic development
- Provide support to CWEP economic development efforts to attract and retain significant load generating facilities.

COUNCIL BILL NO. 20-35

ORDINANCE NO. _____

An Ordinance authorizing a special use permit for operation of a Daycare School as Requested by Sabrina Lynch for 820 Howard Street, in the City of Carthage, Jasper County, Missouri.

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF CARTHAGE, MISSOURI, as follows:

SECTION I: A special use permit for the operation of a Daycare School is hereby granted to Sabrina Lynch to be located on real estate described as:

CLOUDS ADDITION LOTS 09 – 14; commonly known as 820 Howard Street, Carthage, MO

SECTION II: Said special use permit is granted in accordance with Chapter 25-251 (12) of the Code of the City of Carthage.

SECTION III: This Ordinance shall take effect and be in force from and after its passage and approval.

PASSED AND APPROVED THIS _____ DAY OF _____, 2020.

Dan Rife, Mayor

ATTEST:

Traci Cox, City Clerk

Sponsored by: Planning & Zoning Commission

SPECIAL USE PERMIT PETITION

You must provide all requested information on the application. Blanks may delay processing of your petition. (write 'n/a' if information is not applicable to proposal).



Date: June 2, 2020

Filing Fee: \$100.00

pd 6/02/20
CK # 1442
MW.

Type of Special Use: (be as specific as possible and cite Zoning Ordinance provision listing use as permitted special use)

Preschool to be located in existing education building

Note: The City's Zoning Ordinance and Comprehensive Plan may be viewed at the City Clerk's Office or the Public Works Department

Modification of previously issued Special Use Permit: Yes No

Property Address: Grace Church, 820 Howard

Location/Legal description: Corner of Chestnut and Howard
Cloud's Addition lots 9, 10, 14 inc

Total site area: 190x420 sq. ft. ~~###~~

Zoning District(s) and land area within each: C historical district, entire

Present Land Use(s): Church (worship, office, education & fellowship areas), columbarium, parking lot, garden, playgrounds

Owner: Grace Episcopal Church

Address: 820 Howard Tele: 417-358-4631

City: Carthage State: MO Zip Code: 64836

Email Address: rector@gracecarthage1869.org Fax: 417-359-6775

Petitioner: Sabrina Lynn Relationship to Owner: tenant

(person to whom all correspondence will be sent)

Address: 401 Fox Ridge Dr. Tele: 417-825-2052

City: Joplin State: MO Zip Code: 64801

Email Address: sir252s@hotmail.com Fax: _____

SPECIAL USE PERMIT PETITION

STATEMENT OF JUSTIFICATION

For each of the five criteria listed below, provide a statement that explains how any existing conditions, proposed development features, or other relevant facts would allow the Planning, Zoning and Historic Preservation Commission to reach a recommendation, and attach any additional documents or materials that provide supporting factual evidence. The considerations listed under each required criteria are simply suggestions. Applicant should address any additional considerations potentially raised by the proposed development.

Important: Applicant bears the burden of presenting sufficient factual evidence to support findings of fact that allow the Commission to reasonably reach a recommendation. If the applicant fails to meet that burden, the Commission has no choice but to recommend denying the petition.

1. The proposed development will not materially endanger the public health or safety.

Considerations:

- Traffic conditions in the vicinity, including the effect of additional traffic on streets and street intersections, and sight lines at street intersection and curb cuts.
 - Provision of services and utilities, including sewer, water, electrical, garbage collection, and fire protection.
 - Soil erosion and sedimentation.
 - Protection of public, community, or private water supplies, including possible adverse effects on surface waters or groundwater
2. The proposed development will comply with all regulations and standards generally applicable within the zoning district and specifically applicable to the particular type of special use or class of special uses.
 3. The proposed development will not substantially injure the value of adjoining property, or is a public necessity.

Considerations:

- The relationship of the proposed use and the character of development to surrounding uses and development, including possible conflicts between them and how these conflicts will be resolved.
 - Whether the proposed development is so necessary to the public health, safety, and general welfare of the community as a whole as to justify it regardless of its impact on the value of adjoining property.
4. The proposed development will be in harmony with the area in which it is located.

Considerations:

- The relationship of the proposed use and the character of development to surrounding uses and development, including possible conflicts between them and how these conflicts will be resolved.
5. The proposed development will be consistent with the City's Comprehensive Plan.
- Considerations:
- Consistency with the Plan's objectives for the various planning areas, its definitions of the various land use classifications and activity centers, and its locational standards.

Signature: _____

Sabrina J. Depon

Date: _____

6/2/20

185' Property Ownership Map / 820 Howard St



Date created: 5/5/2020
Last Data Uploaded: 5/4/2020 6:05:15 PM

Developed by  Schneider
GEO SPATIAL

COUNCIL BILL NO. 20-36

ORDINANCE NO. _____

An Ordinance authorizing a special use permit for operation of a Daycare Center as Requested by Heather (McLemore) Stark 1701 S. Main St., in the City of Carthage, Jasper County, Missouri.

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF CARTHAGE, JASPER COUNTY, MISSOURI as follows:

SECTION I: A special use permit for the operation of a Daycare Center hereby granted to Heather (McLemore) Stark to be located on real estate described as: MITCHELL & JACKSONS ADD LOTS 25 & 26

Commonly known as 1701 S. Main St., Carthage, MO

SECTION II: Said special use permit is granted in accordance with Chapter 25-251 (12) of the Code of the City of Carthage.

SECTION III: This Ordinance shall take effect and be in force from and after its passage and approval.

PASSED AND APPROVED THIS _____ DAY OF _____, 2020.

Dan Rife, Mayor

ATTEST:

Traci Cox, City Clerk

Sponsored by: Planning & Zoning Commission

SPECIAL USE PERMIT PETITION

You must provide all requested information on the application. Blanks may delay processing of your petition. (write 'n/a' if information is not applicable to proposal).



Date: 9 May 2020

Filing Fee: \$100.00

Type of Special Use: (be as specific as possible and cite Zoning Ordinance provision listing use as permitted special use)

Group childcare home. (daycare)

Note: The City's Zoning Ordinance and Comprehensive Plan may be viewed at the City Clerk's Office or the Public Works Department

Modification of previously issued Special Use Permit: Yes No

Property Address: 1701 S. Main

Location/Legal description:
1701 S. Main Street Carthage, MO 64836

Total site area: 17,424 sq. ft.

Zoning District(s) and land area within each:

Present Land Use(s):
family home / private residence

Owner: Heather McLeMORE & Stephen Stark

Address: 1701 S. Main Tele: 417-388-7894

City: Carthage State: MO Zip Code: 64836

Email Address: jvtsplace@gmail.com Fax: none

Petitioner: Heather (McLeMORE) Stark Relationship to Owner: owner / married to owner

(person to whom all correspondence will be sent)

Address: 1701 S. Main Street Tele: 417-388-7894

City: Carthage State: MO Zip Code: 64836

Email Address: jvtsplace@gmail.com Fax: none

Proposal: *(Attach Special Use Permit Petition Statement of Justification)*

Other information: _____
(additional relevant information about the site or proposal you wish to note or cite)

The undersigned property owner(s) hereby authorize the filing of this petition (and any subsequent revisions thereto), and authorize(s) on-site review by authorized staff.

Signature: Heather Stark Date: 9 May 2020
Signature: Stephen Stark Date: 9 May 2020
Signature: [Signature] Date: _____

The undersigned petitioner hereby certifies that, to the best of his or her knowledge and belief, all information supplied with this application is true and accurate.

Signature: Heather Stark Date: 9 May 2020

Return form to: Public Works Department

Office Use Only: Date Received: _____	Hearing date: _____	Approved: <input type="checkbox"/> Yes <input type="checkbox"/> No
Permit Required: <input type="checkbox"/> Yes <input type="checkbox"/> No	Permit type: _____	<i>(if applicable)</i>

Statement of Justification

1. The proposed group home will not materially endanger the public health or safety.
 - a. The proposed group home will not affect the traffic conditions in the vicinity due to not all families dropping off or picking up children at the same time.
 - b. The proposed group home will not affect the services or utilities in the vicinity.
 - c. The proposed group home will not cause soil erosion and sedimentation.
 - d. The proposed group home will not cause adverse effects on the surface water or ground water.
2. The proposed group home will comply with all regulations and standards that are applicable within the zoning district of the vicinity.
3. The proposed group home will not substantially affect the value of the adjoining property. The group home is a public necessity to the community.
 - a. The proposed group home will not have any conflicts in the character of the development to the surrounding vicinity.
 - b. The proposed group home is necessary to the general welfare of the community as a whole by providing a needed service within the community. It will not have any adverse effects on the surrounding vicinity property values.
4. The proposed group home will be in harmony with the area surrounding the location.
 - a. The proposed group home will not have any conflicts with the surrounding uses or developments.
5. The proposed group home will be consistent with the City of Carthage's Comprehensive Plan.
 - a. The proposed group home will be consistent with the plan's objective for the vicinity.

SPECIAL USE PERMIT PETITION

STATEMENT OF JUSTIFICATION

For each of the five criteria listed below, provide a statement that explains how any existing conditions, proposed development features, or other relevant facts would allow the Planning, Zoning and Historic Preservation Commission to reach a recommendation, and attach any additional documents or materials that provide supporting factual evidence. The considerations listed under each required criteria are simply suggestions. Applicant should address any additional considerations potentially raised by the proposed development.

Important: Applicant bears the burden of presenting sufficient factual evidence to support findings of fact that allow the Commission to reasonably reach a recommendation. If the applicant fails to meet that burden, the Commission has no choice but to recommend denying the petition.

1. The proposed development will not materially endanger the public health or safety.

Considerations:

- Traffic conditions in the vicinity, including the effect of additional traffic on streets and street intersections, and sight lines at street intersection and curb cuts.
 - Provision of services and utilities, including sewer, water, electrical, garbage collection, and fire protection.
 - Soil erosion and sedimentation.
 - Protection of public, community, or private water supplies, including possible adverse effects on surface waters or groundwater
2. The proposed development will comply with all regulations and standards generally applicable within the zoning district and specifically applicable to the particular type of special use or class of special uses.
 3. The proposed development will not substantially injure the value of adjoining property, or is a public necessity.

Considerations:

- The relationship of the proposed use and the character of development to surrounding uses and development, including possible conflicts between them and how these conflicts will be resolved.
 - Whether the proposed development is so necessary to the public health, safety, and general welfare of the community as a whole as to justify it regardless of its impact on the value of adjoining property.
4. The proposed development will be in harmony with the area in which it is located.

Considerations:

- The relationship of the proposed use and the character of development to surrounding uses and development, including possible conflicts between them and how these conflicts will be resolved.
5. The proposed development will be consistent with the City's Comprehensive Plan.
- Considerations:
- Consistency with the Plan's objectives for the various planning areas, its definitions of the various land use classifications and activity centers, and its locational standards.

Signature: _____



Date: _____



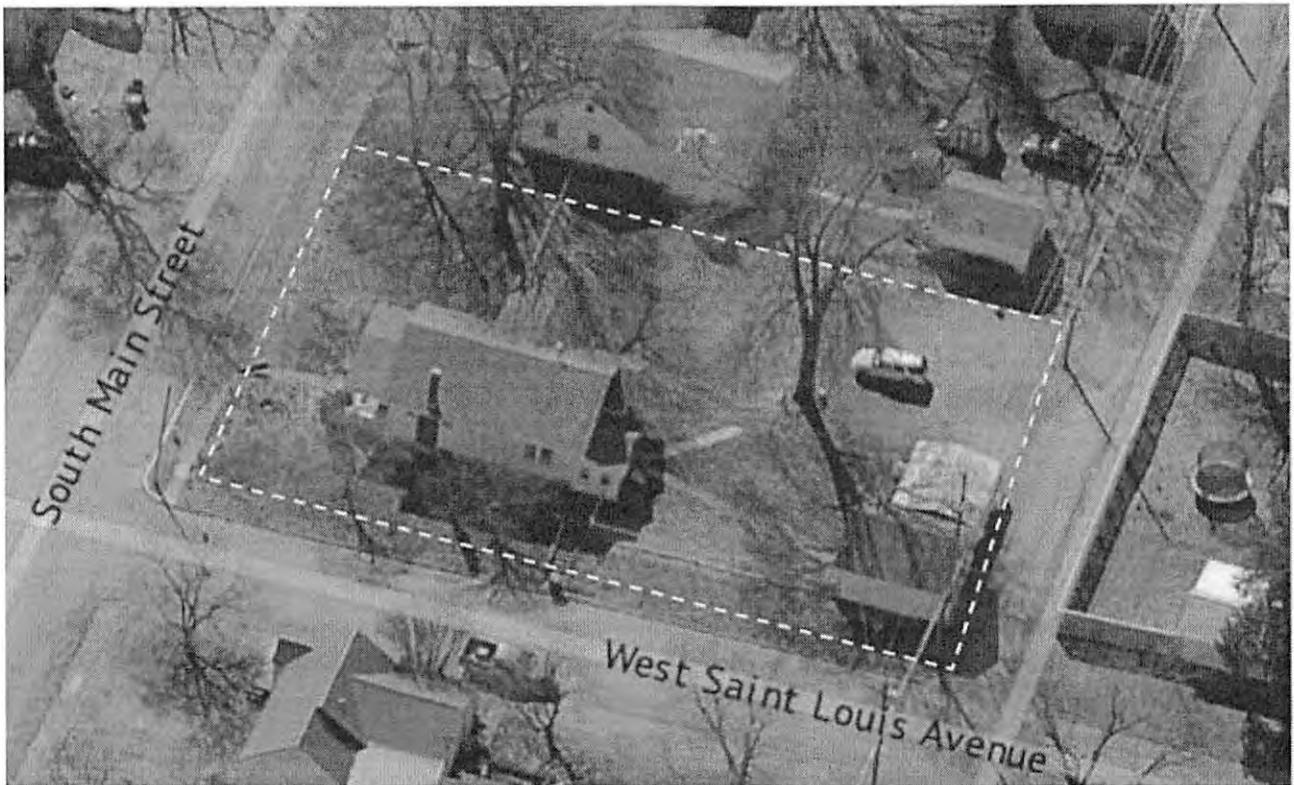
185' Property Ownership Map / 1701 S Main



Date created: 5/19/2020
Last Data Uploaded: 5/18/2020 6:03:46 PM

Developed by  Schneider
GEO SPATIAL

1701 S Main



AN ORDINANCE ADOPTING THE ANNUAL OPERATING AND CAPITAL BUDGET OF THE CARTHAGE WATER & ELECTRIC PLANT (CW&EP) AND THE CARTHAGE LIBRARY FOR THE FISCAL YEAR 2020 - 2021.

WHEREAS, with the passage of the Governor's Stay-at-Home Order, Resolution No. 1897 and the declaration of a state of emergency within the City of Carthage, calling for proactive measures to protect the public health, safety and welfare due to COVID-19 ; and

WHEREAS, according to a MARCH 19, 2020 article in GOVERNING MAGAZINE "No one knows how deep or long the pandemic-triggered recession will be. But nearly every type of government revenue, including income, sales and gas taxes, will take a hit; and

WHEREAS, the Attorney General's Office encouraged public governmental bodies to be mindful of the nature of business discussed or decided during states of emergencies, such as public health crises. However, given the Sunshine Law's goal of maximizing governmental openness, as a best practice it may be advisable for a public governmental body to postpone discussions and votes on higher-profile matters until the state of emergency or crisis has been resolved and the public could resume attending and participating in meetings in person, if such a postponement would not jeopardize the matter; and

WHEREAS, Section 7.4(c) of the City Charter provides if the Council fails to adopt the budget before the last day of the fiscal year currently ending, amounts appropriated for the current operations for the current fiscal year shall be deemed adopted for the ensuing fiscal year on a pro-rated month-to-month basis until the Council shall adopt a budget; and

WHEREAS, the Council has held public hearings on the proposed budget for CW&EP and the Library, after appropriate public notice; and

WHEREAS, the budget shall be adopted by the affirmative vote of a majority of the members of the Council; and

WHEREAS, no payment shall be made or obligation incurred against any allotment or appropriation except in accordance with appropriations duly made and unless there is a sufficient unencumbered balance in such allotment or appropriation and that sufficient funds there from are or will be available to cover the claim or meet the obligation when it becomes due and payable;

NOW THEREFORE BE IT ORDAINED BY THE COUNCIL OF THE CITY OF CARTHAGE, JASPER COUNTY, MISSOURI as follows:

SECTION I: The budget of the City of Carthage for Fiscal Year 2020-2021 of CW&EP and the Carthage Library, copies of which are attached

hereto and incorporated herein, is hereby adopted.

SECTION II: All amounts specified in said budget are hereby appropriated for said use.

SECTION III: Adoption of the budget by the City Council constitutes approximations of the expenditures for the fiscal year.

SECTION IV: This ordinance shall take effect and be in force from and after its passage and approval.

PASSED AND APPROVED THIS _____ DAY OF _____, 2020.

Dan Rife, MAYOR

ATTEST:

Traci Cox, CITY CLERK

Sponsored by: Budget Ways & Means Committee



Compensation and Classification Study Executive Report

for

The City Carthage
Missouri

July 2020





McGrath Consulting Group, Inc
P.O. Box 190
Wonder Lake, IL 60097
Office (815) 728-9111
Fax (815) 331-0215
www.mcgrathconsulting.com

©Copyright 2020 McGrath Human Resources Group. All rights reserved.
No part of this document may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopy, recording or otherwise without the expressed written permission of McGrath Consulting Group, Inc.

Table of Contents

Introduction	5
Study Methodology	8
Data Collection	8
Labor Market	9
Market Data Solicited	10
Market Analysis	11
Minimum Salary Comparison	11
Midpoint Rate Salary Comparison	12
Maximum Salary Analysis	13
Average Market Salary Analysis	14
Market Data Summary	15
Current Compensation System	15
Compression	16
Other Factors	17
Turnover	17
Employee Demographics	19
Compensation Philosophy	21
Salary Schedule Options	22
Range Model	22
Step Model	23
City's Model	23
Recommended Salary Schedules	24
General Salary Schedule	24
Annual Increases	25
Temporary Minimum	25
Salary Schedule Adjustments	25
Position Placement	25
Employee Placement	26
Position Considerations	27
Operational Guidelines	28
Compensation Guidelines	28
Implementation Strategy	29
Life Cycle of the Salary Schedule	30
Benefit Analysis	31
Health Insurance	31
Plan Design Overview	31
Premiums	32
Wellness Program	33
Dental	35
Retirement	35
Time Off Benefits	36
Vacation	36
Sick Time	37
Holiday	37

Time Off Payouts.....	37
Bilingual Pay.....	38
Miscellaneous Benefits.....	38
Other Recommendations	39
Current Human Resources Staffing.....	39
Recommended Human Resources Staffing	39
Savings to the City	40
Other Recommendations	41
Employee Handbook	41
Metrics.....	42
Performance Management	42
HR Audit.....	43
Appendix A: Recommended Step-Range Schedule.....	44
Appendix B: Recommended Range Salary Schedule.....	49
Appendix C: Definitions	53
Table 1: Comparable Organizations.....	9
Table 2: Turnover Rates 2016-2019	19
Table 3: Health Insurance -Single Coverage.....	33
Table 4: Health Insurance - Family Coverage	33
Table 5: Dental Insurance -Single Coverage.....	35
Table 6: Dental Insurance -Family Coverage	35
Table 7: Vacation Schedule Recommendation	36
Figure 1: Minimum Analysis Summary.....	12
Figure 2: Midpoint Analysis Summary	13
Figure 3: Maximum Analysis Summary.....	14
Figure 4: Market Analysis Summary	15
Figure 5: Carthage Demographics by Years of Service.....	20
Figure 6: Carthage Demographics by Age Group.....	20

Introduction

McGrath Human Resources Group, Inc., an organization that specializes in public sector consulting, was commissioned by the City of Carthage to conduct a comprehensive Classification and Compensation Study. The City requested an evaluation of the City's positions in order to update the current System.

The purpose of this Study is to:

- ✓ Guide the City in confirming the organization's compensation philosophy including your desired position in the market, recognition of tenure, recruitment and retention priorities, usage of performance-based pay, and other aspects of a sound compensation philosophy.
- ✓ Develop a cooperative plan of action utilizing the basic methodology outlined in this proposal and tailored to your specific project.
- ✓ Obtain and establish compensation within the external market through a salary and benefits survey of comparable entities.
- ✓ Conduct a total compensation analysis with the City's top competitors for talent.
- ✓ Obtain information on each job title for a job audit through position description questionnaires, group interviews and a review of current position descriptions to establish internal equity among positions within the City.
- ✓ Complete a compression analysis and, if found to be a problem, develop strategies to address compression during the design and implementation of the new system.
- ✓ Update classification descriptions/specifications including developing career ladders as appropriate.
- ✓ Analyze positions against the Fair Labor Standards Act to confirm or update appropriate exemption status as necessary.
- ✓ Integrate the data from the external market, internal market, and job audit to a tailored classification and compensation system.
- ✓ Support implementation of the approved system.
- ✓ Provide a plan for on-going maintenance of the system, in accordance with all applicable compensation practices by the City (i.e. movement through the range; COLA; merit, etc.) including a projection of the ongoing budget commitments necessary to provide a sustainable and consistent compensation system.
- ✓ Review and recommend compensation policy and procedure changes that will assure consistent implementation and application of the compensation system.
- ✓ Develop final reports and documents with summary data, and present final recommendations to the governing body.
- ✓ Provide training for systems maintenance recommendations.

The Consultants would like to extend appreciation to the City Administrator, City Clerk, Department Directors, and the Compensation Committee for their time, cooperation, and sharing of information and perceptions with McGrath Human Resources Group.

This report will summarize the steps taken and recommendations that are a result of the analysis of the external market, current practices, and the competitive labor market. The reader must keep in mind that the vast preponderance of the data was gathered and analyzed prior to the start of the pandemic. As a result of COVID-19, the study was slowed so that the affects of the economic impacts could be determined. Unfortunately, what will happen to the economy, as of the writing of this report, is still an unknown. If one were to make the assumption that a tight labor force will continue once businesses begin to re-open; as well as that the external salaries utilized for the basis of this report will not decrease, the recommendations within this report have not been changed. With that said, an implementation plan has been developed so that when the City can begin to implement the compensation plan, there will be limited impact to the financials.

The following is a brief summary of the recommendations contained within this report. Overall, the City has not kept pace with the surrounding public sector entities. Approximately 48% of the salary schedule's minimum salaries are below an acceptable range. Further, if the midpoint of the current salary schedule represents the average market rate, 78% of the midpoints are below an acceptable percentage from the market.

This is something the City is going to have to rectify in that it is starting to affect the tenure of employees. Some turnover in an organization is healthy; however, over the past three years, the City has gone from 6.7% turnover rate in 2017 to 39% in 2019. This is also reflected in the demographics of the current workforce. The average age of the workforce is 39 with only 6.72 years of service.

The lower salaries coupled with a young workforce indicates that the City must ensure that these individuals are retained. The current workforce, along with those entering employment are a group that does not feel staying at an organization is beneficial. This group of employees

has learned that moving to another organization is a great way to increase wages. Therefore, the City needs to adjust its compensation schedule to remain competitive.

In addition to compensation, the report contains recommendations in benefits.

- **Health:** The employer contribution to health insurance is tied for the highest; therefore, the City can consider a shift from employer to employee contributions. However, that should be considered after salary adjustments are implemented. Otherwise, there will be a negative effect on employees which may cause more to leave the City.
- The City only provides one health insurance plan. The City should discuss with their benefit's broker adding a High Deductible Health Plan (HDHP). This coupled with an employer sponsored Health Savings Account (HSA) can reduce premiums for both employer and employee. The HSA coupled with the lower premium can often be a savings for the employer and still provide good coverage to employees.
- **Dental:** Of the participating agencies all had employer contributions to dental insurance. From 53 – 100% of the premium being paid by the employer.
- **Vacation:** The current vacation schedule for the City is out of alignment with the external market. A revised vacation schedule has been recommended.
- **Holiday/Sick Leave:** No changes have been recommended for the current holiday schedule or sick leave program. Both programs are in alignment with the external market.
- **Vacation/Sick Leave Payout:** The City currently provides a cash payout for unused vacation/sick leave. The cash distribution is subject to taxes for both the employer and employee. A recommendation to a Health Savings Retirement Account (HSRA) or additions to a 457 have been provided. The distribution is placed into the account pre-tax, thus a savings for both the City and the employee.
- **Bilingual Pay:** This is becoming a desired attribute for employees. The City should be commended on its policy. The monthly amount needs to be increased to provide not only an incentive but compensate for the amount of work.
- **Human Resource Manager:** The role of personnel is becoming increasingly complicated. This can be evidenced by the myriad of rules that came from the COVID-

19 pandemic. The consultant recommends at least a part-time Manager, one with previous experience in public sector human resources, to join the administrative team. This individual can ensure upkeep with the compensation plan, labor laws, and recruitment/retention strategies. This needs to be more than a technician, rather one with an HR education and background.

- **Employee Handbook:** The report has a recommendation to have an update of the employee handbook. With the number of laws and HR practices, the handbook is in need of an update.
- **Performance Evaluations:** The compensation recommendations do not include a performance-based increase. However, receiving the annual increase should be based upon acceptable performance. A recommendation to update the forms, as well as provide supervisory training on performance management has been developed.
- **HR Audit:** The City would benefit from an HR audit to ensure all of its practices and procedures are in legal compliance. One individual, wearing multiple hats (clerk, finance, and HR) cannot keep up with all of the facets of human resources.

The reader is encouraged to read the report to get a full understanding of the Consultant's methodology and rationale for the recommendations.

Study Methodology

Data Collection

The project involved several steps: collection of data, interviews, and data analysis. The first step of this Study involved the gathering of data that pertains to current compensation practices within the City of Carthage. The Consultants received information relating to current salaries, specific policies, collected market data, and current job descriptions.

Interviews were conducted with the Mayor and compensation committee, City Administrator, City Clerk, and Department Directors/Managers. The purpose of these meetings was to first, gain an understanding of the City's current compensation practices and philosophy; second, to solicit ideas and input from these stakeholders for future compensation methodologies and

practices; and finally, to determine if there were any positions within the City that were difficult to recruit, retain, or were otherwise unique in the position’s responsibilities. Employees were then asked to complete a Position Questionnaire (PQ) which provided extensive information about the positions. The Consultants utilized the Position Questionnaires completed by the employees, which had been reviewed by supervisory employees, to gain a better understanding of the job responsibilities, skills, and various competencies of the position.

Labor Market

In order to gain information from the external market, through interviews with the Department Directors and City Administration, a list of comparable organizations was established. Each of the comparable organizations were contacted initially via email and telephone, and then were provided an online questionnaire. Salary data for specific positions was solicited from the comparable organizations. The following comparable organizations were contacted:

Table 1: Comparable Organizations

Comparable	Participation
Carthage Water & Electric	
City of Bentonville AR	DNP
City of Columbia, MO Golf Course	
City of Fulton, MO	
City of Harrisonville, MO	
City of Joplin, MO	
City of Lebanon, MO	DNP
City of Moberly, MO	
City of Rolla, MO	
City of Neosho, MO	
City of Nixa, MO	
City of Ozark, MO	
City of West Plains, MO	
Webb City	
Jasper County	
Lawrence County	DNP

DNP=Did not participate

The collection of this compensation data was utilized to analyze the average Market Minimum, Midpoint and Maximum Rates per defined benchmark positions. A comparison of the average

salary of the positions to the salary of incumbents within the City was also performed. When necessary, evaluation of the comparable organization's job description, when available online, was utilized to resolve conflicts.

The Consultants surveyed 64 positions. In addition to the current positions within the City of Carthage, the Consultants sought comparable data on positions with job responsibilities that are combined in Carthage but might be separate in other organizations. Also, some positions within the City may have the same title, however, are different positions. Thus, where possible, these positions were identified and added to the survey. Finally, in some cases, titles were altered to better align with the industry. Not all positions are reflected in the following data analysis. In some situations, data was not available in the external market, data was insufficient, or there were no internal matches at the time of the Study.

Market Data Solicited

As mentioned, the market surveys gathered the following information: 2020 Minimum, Midpoint, and Maximum salary for the position as well as the average salary of the incumbents. Upon examination, salaries were eliminated if statistically too high or too low as to not skew the average (typically within one-two standard deviations). Then, a new percentile amount was calculated with the remaining salaries. There was a great deal of time spent in the data analysis to ensure that each position was examined based on the data available and how the responsibilities of each position align within the City.

In addition to the analysis of the average or mean, the City Administrator asked for an analysis of the median. Thus, the minimum, midpoint, maximum and incumbents were also conducted. Finally, in addition to compensation data, the Consultants solicited data for a few employer-provided benefits.

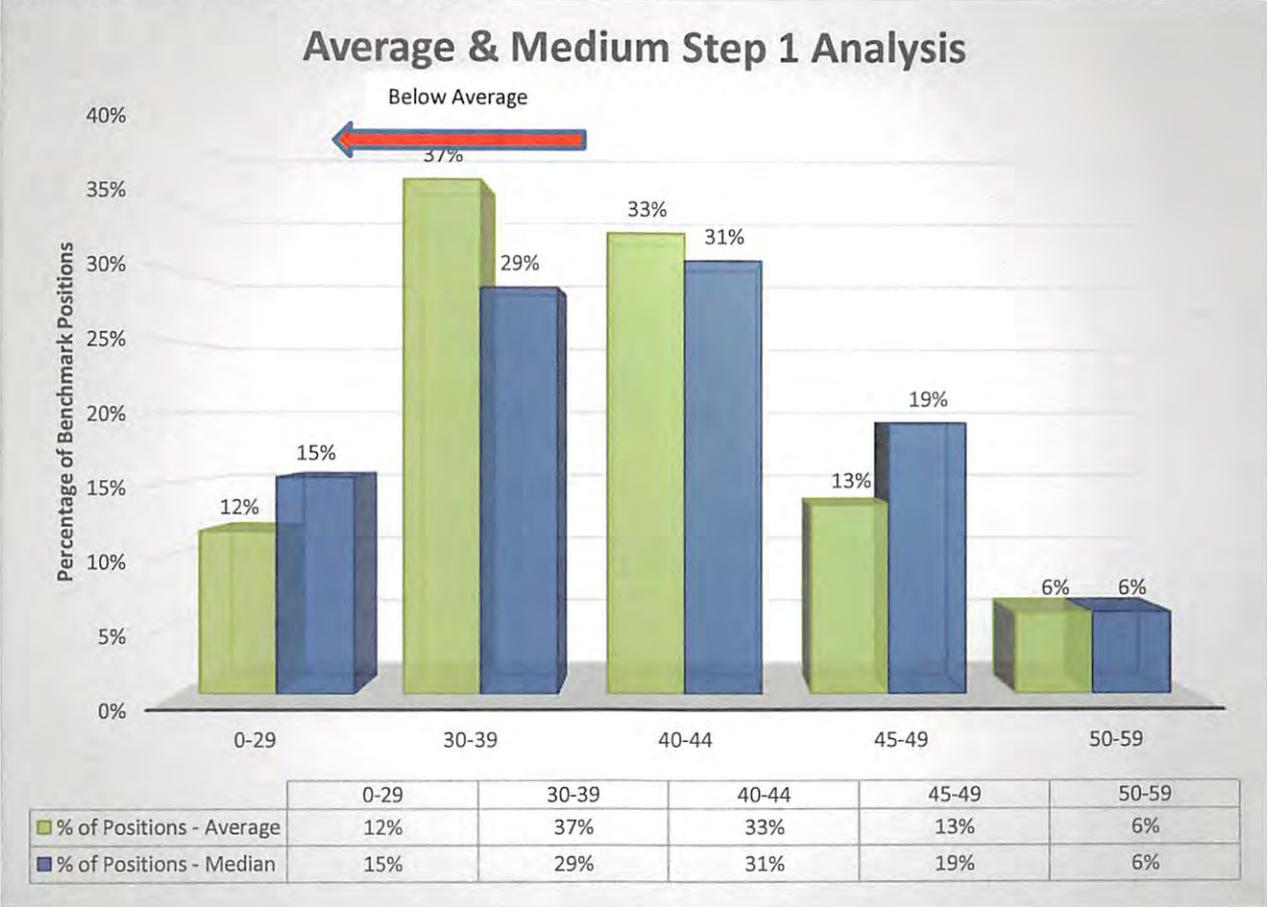
Market Analysis

It is standard compensation practice to establish a range around the Minimum or Market Rate to determine if employee compensation is in line with the comparable market. Employees can mistakenly assume that if the average Market Rate is \$25,000, then their salary should align to the Market Rate, not realizing many factors attribute to being above or below a Market Rate. Compensation practices look at a range around the average Market Rate where an employee should be by the time the employee is fully functioning within his/her position. Traditionally, organizations establish a 5%-10% range around the Market Rate. Thus, if an employee is making between 40%-60% of the Market Rate, the employee is considered fairly compensated. In order to analyze the salaries, a Comp Ratio is used. This is a ratio of the City's salary in relation to the external market data. A 50% Comp Ratio would mean that it is in line with the external Market. Again, the 10% range is utilized. Thus, if a ratio is within 40%-60% the salary is within an acceptable range.

Minimum Salary Comparison

The analysis of the City's Minimum Salary Range gives the initial indication if starting salaries are within an acceptable Market Range. Approximately 48% of the benchmarked job titles are below the average Market Minimums. There are an additional 33% of the positions that are in the lower 40% Comp Ratio that is within the acceptable range; however, are at risk of falling below the market in the near future. Overall, 19% of the positions are within the acceptable average Market Minimum. Thus, the Salary Schedule Minimums have not been consistently maintained with the external Market. Overall, it would appear the majority of the City's minimum hiring salaries will need some adjustment. The Figure below provides a summary of findings.

Figure 1: Minimum Analysis Summary



Midpoint Rate Salary Comparison

Based on the average Minimum Rate findings, and the expansive Ranges in the current Salary Schedule, the Consultants wanted to know if any portion of the Salary Ranges themselves were aligned with the Market. Therefore, an analysis between the City’s Midpoint (Step 8) and the Market average was conducted. Approximately 76% of the benchmarked job titles are below the average Market Rate. There are an additional 14% of the positions that are in the lower 40% Comp Ratio that is within the acceptable range; however, are at risk of falling below the market in the near future. Overall, 10% of the positions are within the acceptable average Market Midpoint.

When constructing a salary range, the goal is to have employees reach the intended market rate within three (3) to five (5) years of service. Years past, the midpoint of the salary schedule was considered to be the market rate. However, current compensation schedules may or may not have the market rate as the midpoint of the schedule. The following is a summary of findings:

Figure 2: Midpoint Analysis Summary



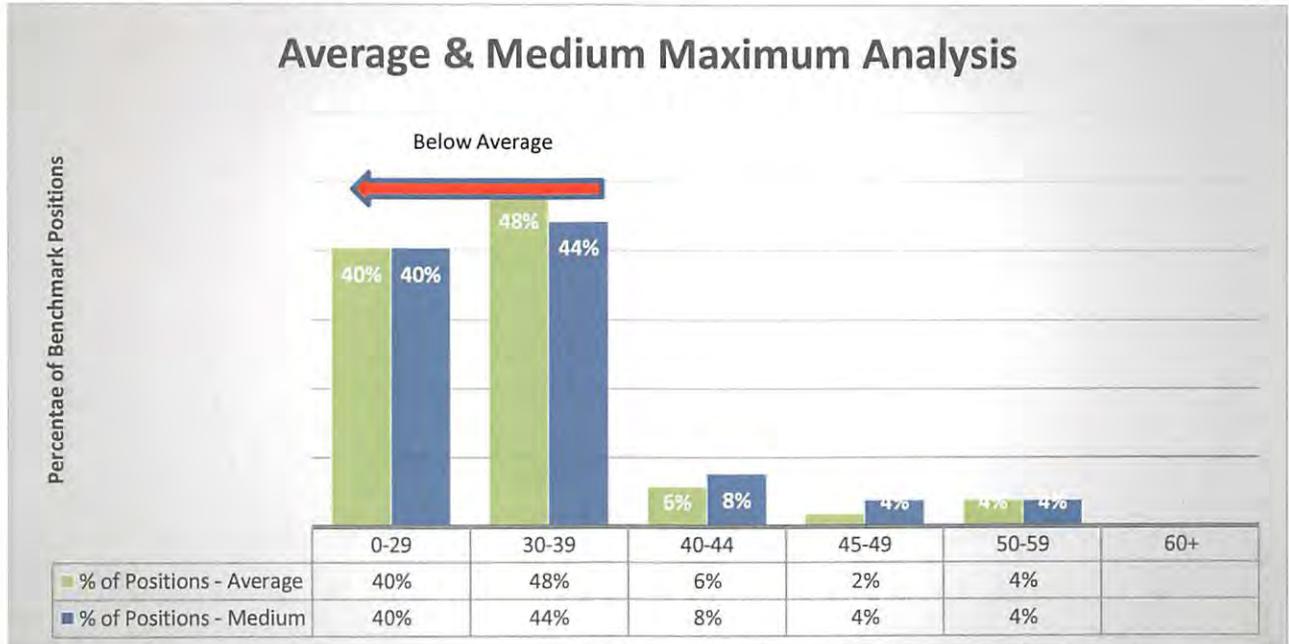
Maximum Salary Analysis

The Consultants then compared the City’s Salary Range Maximum to the average Market Maximum. However, due to various types of salary range construction, one must always consider this may not be an exact comparison.

The Consultants compared the City’s Salary Range Maximum to the Average Market Maximum. The City’s salary range maximum is at or above the Market Maximum for 10% of positions, and an additional 14% of positions are still within an acceptable distance from the average. This

leaves 76% of positions with Maximum Rates that are under the Market Average. The Figure below provides a summary of findings.

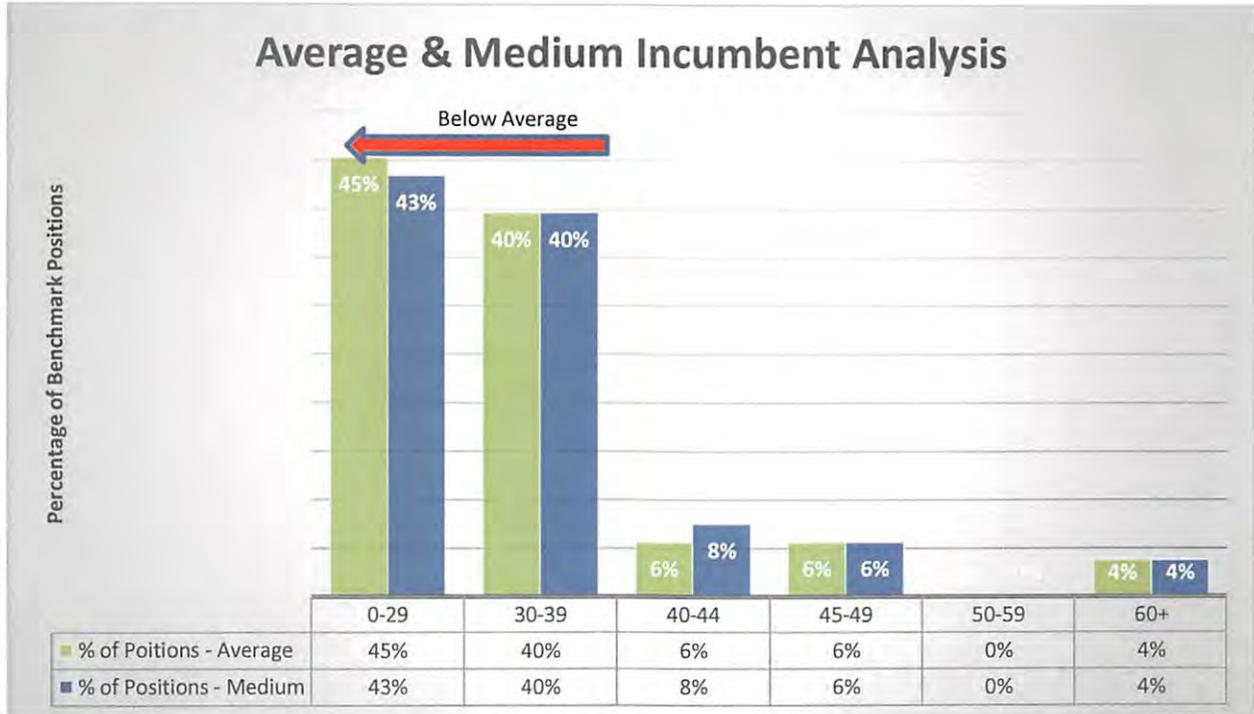
Figure 3: Maximum Analysis Summary



Average Market Salary Analysis

The next step is to compare the current incumbent's salaries to the average Market Rate as well as the average Midpoint to assess how competitive incumbent wages are. For this purpose, positions where there is more than one (1) incumbent, an *average* of the current employees is utilized. Overall, 85% of the positions are below the average Market Rate. There are another 6% of positions that are in the lower 40% Comp Ratio that is within the acceptable range; however, are at risk of falling below the market in the near future. In total, 9% of the positions within the City that are at or above the average Market Rate. In summary, the City has not fared well when employee salaries are compared to the average Market Rate of employee salaries, although one needs to take into account tenure of employees. The Figure below provides a summary of findings.

Figure 4: Market Analysis Summary



Market Data Summary

Overall, the City has not kept pace with the external market. The current Schedule has fallen behind the Average Market Rate with many positions needing some adjustment. Overall, there needs to be adjustment with the Minimums, Market, and Maximums, as well as a realignment of positions once placed on the Pay Grades.

Current Compensation System

The City currently has a Compensation System for all City personnel – full and part time. CBIZ developed the schedule in approximately 2015. The schedule was developed to include a possible increase to the schedule on July 1st, and a step increase on the employee’s anniversary date. However, it has been approximately five (5) years since any adjustments to the salary schedule; and little administration of the schedule.

The schedule has some positions that have progression levels – I, II; and for the most part, there is some clarity in the job descriptions as to the difference between the levels.

Finally, there is no methodology to place positions within the salary structure. Nor, is the average market rate identifiable.

Compression

Compression is when salaries of job classifications of a higher rank or authority are paid less than positions of a lower rank or authority. This usually occurs in public safety departments and public works/utilities departments where salary plus overtime of lower ranks exceeds the higher command ranks. When this occurs, it stifles an individual's willingness to promote as it often results in a reduction in pay. Due to this issue, the Consultants asked for salary information (base, overtime, and special pays) for a 12-month period for all job classifications. The following is an analysis of compression issues within the City.

Fire Department

In the Fire Department, employees work a 24-hour schedule. The FLSA allows firefighters to be paid an overtime rate that is not based on a 40-hour week; this provision is commonly referred to as the 7(k) exemption. The law allows the employer (municipality) to choose a pay cycle from seven (7) to twenty-eight (28) days. In a 28-day schedule, an employee will work 224 hours and the 7k exemption allows overtime to be paid after 212 hours in that cycle. There are 12 additional hours an employee works in the cycle that is compensated at overtime. Therefore, just by working the regular schedule an employee will earn 12 hours of overtime.

There is some compression within the fire department. Salary plus overtime is part of the problem that is causing compression. The other is the alignment of the salary ranges between ranks. There are insufficient distances between ranks to minimize compression.

One method to reduce overtime is the use of "Kelly days," a term utilized in the fire service for days off taken to minimize overtime, are used in some fire departments to help offset the work schedule and the cost of overtime. Employees are provided a specific day off within the work

cycle in order to either reduce or eliminate overtime. Many fire departments, including the Carthage Fire Department (CFD) do not utilize Kelly days as they were originally designed. Rather, the CFD provides four (4) Kelly days per year, which amounts to four (4) extra days of vacation.

To help reduce overtime, the Kelly days should be assigned within the 28-day cycle to reduce the number of hours worked and as such, reducing the amount of overtime. There are implications for this practice in that there needs to be sufficient staffing to cover the day off. Providing an employee, a day off to reduce overtime to then bring an employee in at overtime negates the use of Kelly Days. Creative departments hire part time employees to help fill Kelly days in the regular staffing therefore, saving money while still providing the service.

Police Department

There is a compression problem within the police department. When developing a compensation schedule, it is not unusual to see overtime in public safety departments. The design of the compensation schedule can account for approximately \$6,000 – 8,000 in overtime. In excess of that – compression will occur. Therefore, the police department should review its overtime policies and procedures to see what is causing the excessive overtime. Caution, however, as federal / state funded programs can give the appearance of higher levels of overtime – when these are reimbursed programs.

Public Works

There is a small amount of compression in the public works department between an equipment operator and the supervisor position. Further the superintendent position is paid very close to the director. With the recommended salary schedule, these should be alleviated.

Other Factors

Turnover

Employee turnover refers to the number or percentage of employees who leave an organization and are replaced by new employees. Turnover often has a negative connotation, yet turnover is not always a negative event. For example, desirable turnover occurs when an

employee whose performance falls below the organizations expectations is replaced by someone whose performance meets or exceeds expectations. It is desirable because poor job performance can be costly both financially and culturally. Desirable turnover occurs when replacing employees infuses new talent and skills, which can be positive to an organization. Conversely, undesirable turnover means the organization is losing employees whose performance, skills and qualifications are valuable resources.

High turnover rates can negatively affect an organization and its employees in many ways. With the constant need to hire and train new employees, it is easy to veer from the true mission and vision of the organization. By retaining employees, an organization can provide a higher caliber workforce.

Employee turnover also has a direct impact on budgets. One such cost to the City is Turnover Cost, the actual financial cost to the City when an employee vacates, and a new hire is brought in for replacement. Turnover can be calculated as Total Payout Cost + Recruitment Cost + Replacement Compensation/Benefit Cost + Training Cost. Turnover Costs will typically calculate around 1.5 times the cost of the original position, but given the significant amount of training and equipment associated with public safety positions, turnover costs can be as high as double the cost of the original positions; which is in addition to the impact to operations that can be felt to its constituents over time.

Because turnover is expected in every organization, and welcomed in some cases, no organization should expect a zero-turnover rate. The generally accepted industry standard for an organization is approximately 10% turnover each year. However, even a 10% turnover rate may not be a healthy percentage if the employees who are leaving are strong performers. Healthy turnover is described as employment separation from low performers, which then cultivates an engaged and high-performing workforce.

In addition, the Bureau of Labor Statistics (BLS) reports state and local government turnover rates (excluding education) at 20% nationwide for the year 2018, which has been constant over the last several years. In reviewing the City's turnover for the time period 2016-2018, the

following Table summarizes the City’s turnover per year. This includes all reasons for separation.

Table 2: Turnover Rates 2016-2019

YEAR	NUMBER OF TERMINATING FTE*	NUMBER OF FTE**	TURNOVER RATE
2016	7	104	6.7%
2017	15	104	14%
2018	26	104	25%
2019	41	104	39%

*All reasons for separation combined **Provided by City

Overall, the City’s turnover has begun to exceed the national average and shows an increasing trend. For the last three (3) years, the number of employees that ‘quit (insufficient notice)’ or ‘resigned’ equate to more than half of the terminating employees each year. The City is recommended to continue to monitor this metric in future years, thus focusing on ways to retain its current workforce.

Employee Demographics

In reviewing the City’s employee demographics, the tenure of the organization ranges from new hire – 41 years for full-time employees (seasonal and part-time have been excluded). The overall tenure average of employees is 6.72 years. The current national average in the public sector is currently 6.8 years (*Local Government-Bureau of Labor Statistics, September 2018*), showing the City is slightly less than in overall tenure, which is very positive. However, in order to have a full picture of Carthage, one needs to explore those demographics further. These findings are found in the following Tables.

Figure 5: Carthage Demographics by Years of Service

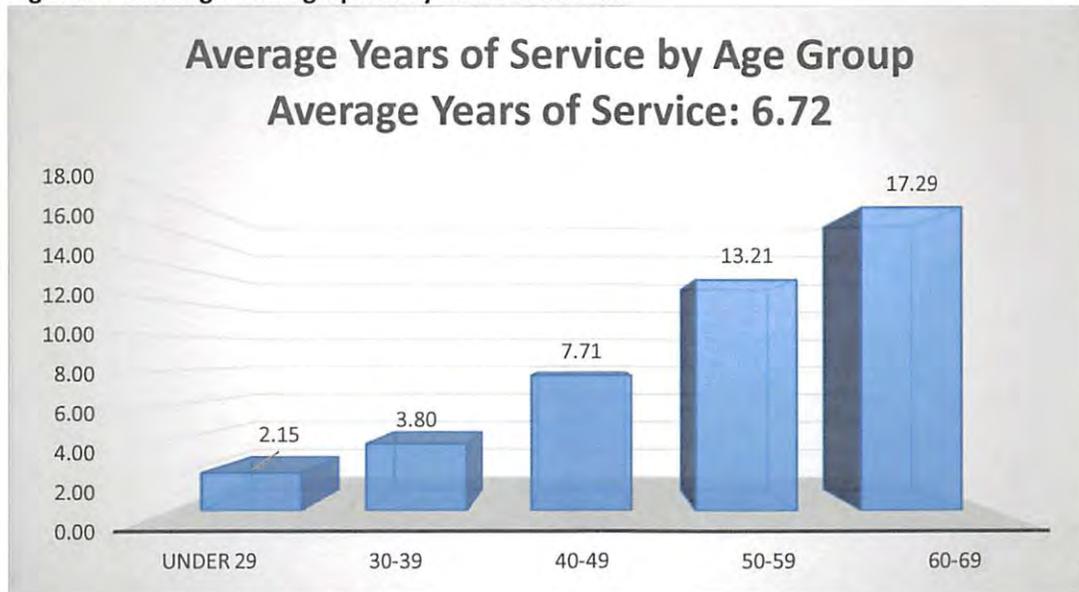
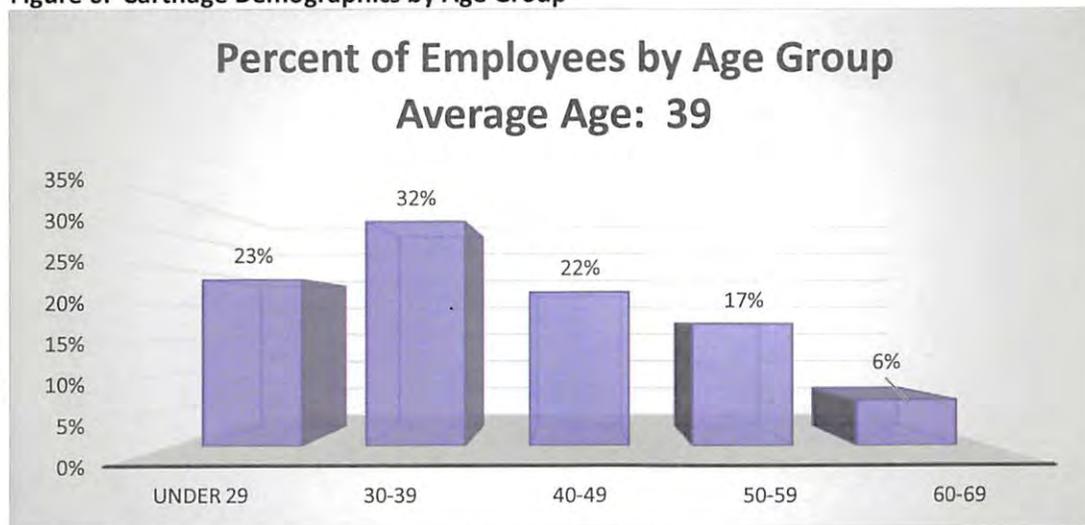


Figure 6: Carthage Demographics by Age Group



The above Tables show those in age groups 40 – 69 have the longest tenure of the organization and represent 45% of all full-time employees. The Figures also show the organization has fewer personnel as employees age. When these employees leave the City, the average tenure of the organization is likely going to decrease, as their tenure is boosting the current average tenure.

The City should expect steady turnover due to retirements over the next decade, without concern of “spikes” of turnover. A turnover spike may be an indication of a decline in job satisfaction, or a wage/benefit issue, so this data should be monitored at least annually. A challenge that may be facing the City, however, is that 55% of the workforce is under the age of 40, and this is likely the cross-section of employees who are seen as more mobile in today’s workforce. This group also focuses heavily on work/life balance and place a higher value on non-compensatory benefits. This age group changes jobs quickly because it results in earning higher wages as opposed to remaining with one organization for a longer period of time The tenure of this group within the City is 1.87 years. This could be an indication that there is an issue to address with this age group and a need for retention strategies.

The City is recommended to monitor its demographics periodically to properly respond to shifts within the organization as needed. Although the Consultants acknowledge compensation is not the only reason for unwanted turnover, it is a consideration of the larger picture. In order to ensure competitive recruitment/retention, the City is recommended to follow the compensation philosophy of average market compensation to ensure Carthage can stay competitive to support retaining its personnel.

Compensation Philosophy

A compensation philosophy is an organization’s commitment of compensation for its employees. The goal of a compensation philosophy is to attract, retain, and motivate qualified people. A consistent philosophy sets the direction for determining the compensation package to offer employees.

The City is in business to provide services to the citizens, businesses and visitors of the community. It does that through hiring qualified employees who lend their skills and talents to various positions within the organization. Without those individuals, the City would cease to provide adequate roads, parks, safety, recreation, and process the necessary functions to keep those systems in place. In order to be competitive for retention of existing personnel and have successful recruitment efforts, the City needs to be competitive with targeted comparable

organizations. Employees expect a compensation system that pays a fair wage for the skills, education, and responsibilities of the position. In order to be competitive for retention of existing personnel and have successful recruitment efforts to replace future turnover, the City needs to be competitive with targeted comparables.

Therefore, with data that has been analyzed the Consultants feel that setting the Compensation Schedule Market based on the average Market (50th percentile) is appropriate. Thus, a compensation philosophy demonstrating the City's commitment to compensate employees based on the average Market may be as follows:

While maintaining fiscal responsibility, the City of Carthage strives to attract and retain an engaged, skilled, flexible workforce to serve the residents of our community by providing equitable market-competitive compensation and benefits, and opportunities to self-motivate the enhancement and advancement of their career with the City.

Further, the City is committed to ensuring consistent administration and application of compensation policies; and that compensation decisions are not based upon nor influenced by an employee's sex, race, color, age, religion, or any other legally protected personal characteristic.

Salary Schedule Options

The salary structure is one of the basic building blocks of a base compensation program. The type of structure sends a clear message about an organization's approach to job design, work processes, and organization structure. The type of salary structure an organization chooses must fit its culture, business needs, and operating cycle.

Range Model

When considering a compensation system, some organizations gravitate toward a range model, with a performance-based mechanism to progress through the system. Although this is an admirable goal, to maintain merit or pay for performance compensation system, three (3) elements are essential:

- Clearly articulated performance objectives;
- Defined performance measurement system that can be objectively administered; and
- The ability and support of governing officials to adequately fund the program.

Although management supports the concept of performance-based increases, there is a need for staff development in the area of performance management throughout the City, development of evaluation processes, and consideration of fiscal resources. As a result, this compensation will not be considered at this time.

Step Model

A compensation system that is common in public sector, is the step system. Within this system, individuals receive a set increase based upon years in position. Individual performance is still a factor of compensation, as movement to the next step is based upon acceptable documented performance. This type of performance management program is typically more basic, which can be used by an organization during periods of staff development and retraining. Step models are also generally predictable so employees can see their advancement through the range, is easy to budget for, and can be administered with administrative ease.

City's Model

The Consultant, with consultation with Administration, discussed the benefits and challenges between a Range Model and a Step System for the City. It was determined that based on these considerations, the City would be best served with a modified Step System, which includes steps and a narrow salary range. This modified or blended system will better accommodate the City's broad Salary Ranges currently in place (as step models are traditionally narrower from Minimum to Maximum than range models). Maintaining this narrow salary range will also allow the City to more easily amend the Salary Schedule in the future if the City feels comfortable moving back to a range model after performance management training and execution of that training over the next 2-3 years.

The original and long-term recommendation is the above-mentioned modified step system; however, the implementation of such a system is a considerable cost. In light of recent world events, budgets are unknown at this time. Therefore, to at least provide a salary structure, a salary range is recommended. The schedule has been built off the average market rate; however, the minimum of the range has been reduced to 6% below the average market minimum. Two temporary minimums, each 3%, have been provided to reduce the implementation costs. Further, if the economy does not react as positively as anticipated, the temporary minimum B can be maintained for a year or so, until such time as the City can eliminate it. Finally, the Consultant has provided City administration a four-year cost spreadsheet in which the City can utilize to determine current and future implementation costs.

Recommended Salary Schedules

General Salary Schedule

The recommended Compensation system is a step-range system. Step 6 is the average market rate. Once an employee reaches Step 6 there is a range. Within that range, employees would continue to receive the annual range adjustment amount, and a performance amount that has been budgeted. Appendix A is the schedule.

There is a cost to the implementation of this system; thus, the Consultant, City Administration and members of the compensation committee, discussed an alternative. A range system maintains externally competitive wages, but without the cost of placing individuals on a step. Thus, Appendix B is the salary range recommendation.

In both schedules, there are 21 Pay Grades (including part-time/seasonal) the position point is designated as the average market rate.

Part-time, seasonal employees have been placed on the schedule in pay grades PA – PC. This schedule also has six (6) steps and for the first four years moves these positions to be in line with the increasing minimum wage. Once minimum wage is reached, it is recommended that

each year of service be awarded with a \$0.25 increase. This would result in a higher increase than a percentage.

Annual Increases

Individuals will move through the salary schedule based upon two increases: At the beginning of the fiscal year – when the salary ranges are adjusted by some economic indicator. The second on their anniversary date or mid-fiscal year based upon a satisfactory performance evaluation. The Consultant is not recommending a merit-based system, but if the employee has satisfactory performance a pre-determined percent increase will be provided.

Temporary Minimum

The minimum of the salary range has been decreased by 6% for fiscal purposes. As economics improve, the City should work towards increasing the minimum salary of each range. Both schedules illustrate the two temporary steps.

Salary Schedule Adjustments

Annually, the Salary Schedules should be adjusted for economic reasons. Without maintaining the Salary Schedules, they will fall below the Market and the City will end up spending dollars on updates. Annual Salary Schedule adjustments will keep competitive, fair, and fiscally sound Salary Schedules. It is important for the City to budget dollars for increases to the overall Schedules each year. There may be years when the economy cannot support such increases; however, that should be the exception – not the norm. Therefore, there are two (2) adjustments recommended– one to the overall Salary Schedules, and the other for a step increase/range increase based on performance.

Position Placement

Positions have been placed into the recommended compensation based on four (4) factors:

- Point factor system
- Minimum and Market analysis

- Internal equity
- Compression analysis and consideration of movement between levels in the same Classification

The City must understand it is the combination of the minimum salary, market salary, points, and maintaining a sufficient spread between positions that makes up the recommended compensation plan – it is not just one factor. After considering all these elements, placement of some positions on the Salary Schedules have changed, with some positions now being placed in lower or higher pay grades than on the previous Wage Grid. This is not an indication that any given position has more or less value, or that a specific position is even to be compared with the other positions in that respective pay grade. Employees are advised not to compare themselves with other positions given the complexity of the factors that are considered during placement of positions.

Similarly, this is not a “reclassification” process, where a position is being evaluated on changes in responsibility, authority, or decision making that may place the position in a higher or lower pay grade etc. This process is a complete reset of the Compensation System. This is sometimes difficult for employees, because they look only at where their position is placed on the Schedule and compare themselves to positions that have been placed higher. When this occurs, employees begin to compare their perception of the value of positions within the organization, and, are unaware of the myriad of factors and data the Consultants considered when placing all the positions onto the Schedules.

Employee Placement

For purposes of implementation, employees were placed to the Minimum of the Pay Range if under the minimum. If above the minimum, the current salary was within the salary range – no increase was provided as the employee is within the salary range (or placement on a step closest to the current salary without a decrease).

In most organizations, this type of placement proves problematic, as employees feel that with tenure in a position, they should be higher within the Salary Range. Although there is merit to this argument, placement on the Schedule by years in the position proves to be costly – something most municipalities cannot afford right away. The City may, after implementation, analyze the placement of tenured personnel for additional adjustments, if under the position point to assist with in-range compression that sometimes can occur as a result of establishing a new Compensation System.

Position Considerations

During the course of the Study, there was an opportunity to better align job titles and responsibilities. Numerous job titles were revised to either have consistency throughout the organization, or to become more current with the external market. These changes are reflected on the recommended Salary Schedule. It is recommended that the City revisit its job descriptions to ensure there are distinct differences between levels so that both the manager and employee understand what is needed to move to the next level. Many of these are already outlined in the current job descriptions, but a review and update of job descriptions to the compensation plan will make sure there is alignment between them.

The police department, as with many throughout the nation, is having difficulties attracting and retaining police officers. One way in which to encourage retention is the ability to promote and/or compensate for the variety of extra duties required of a modern police agency. Promotion is difficult as there are only a few ranks to promote to and one does not want to initiate special pay for every type of special duty. Thus, many organizations are implementing a Master Police Officer (MPO) rank to incent employees. Information has been provided to the Police Chief for development of this program.

The fire department was considering opening a second station. As a result, its rank structure, with a new station, was under consideration. The Consultant asked for recommendations from

its public safety division. Information has been provided to the Fire Chief for department organization and suggested ranks.

Operational Guidelines

It is important for the City to have a standardized procedure to adjust the general Salary Schedules for consistency and for budgetary forecasting. It is the Consultant's recommendation that on a set date each year (such as January 1st), the Salary Schedules be increased by the national Consumer Price Index – Urban (CPI-U) percentage or by another predetermined economic indicator. For example, since budgeting is done at approximately the same time each year, the City should establish a specific month in which to capture the average of the previous twelve (12) months of the selected economic indicator for a recommended adjustment. The City will still maintain control if conditions and finances fluctuate in a specific year. It is recommended the adjustment to the Salary Schedules be done on a date other than salary increases, so employees understand there are two (2) separate adjustments per year – January 1st the increase to the salary schedule and either July 1st or anniversary date for performance increases.

It is prudent to increase the Schedules by the CPI-U or some other predetermined economic indicator. It is not wise to consistently increase the Schedules by less than the CPI-U (or a market related indicator), because over time, the Salary Schedules will fall behind the external Market, and the Schedules become obsolete, requiring more financial resources to put it back in line with the external Market.

Compensation Guidelines

With the new Salary Schedules, the City now has a competitive Compensation System for recruitment and retention purposes. Recommended compensation guidelines have been provided to City Administration. In order to minimize employment claims, it is the recommendation of the Consultants to consistently utilize structured guidelines when determining compensation.

Implementation Strategy

The recommended salary range schedule has a significant cost to the City in its implementation year. Thus, the following implementation schedule is proposed. The across-the-board increase is estimated at 2%; however, as the financial situation of the City becomes clear, that percentage can increase/decrease as appropriate. The following scenario has been costed to understand the immediate and long-term sustainability of the plan.

January 1, 2021

- 2% across the board increase to all employees. Minimum wage increases per state statute implemented.

July 1, 2021

- Move employees to Temporary Minimum A.
- No adjustment to the salary schedule.

January 1, 2022

- 2% across the board increase to all employees. Minimum wage increases per state statute implemented.

July 1, 2022

- Move employees to Temporary Minimum B (Option to move those on A to Minimum and keep Temporary Minimum B as the starting wage.)
- No adjustment to the salary schedule; however, consideration may be needed to increase the schedule based on economy. (Cost sheets do not include a range adjustment).

January 1, 2023

- 2% across the board increase to all employees. Minimum wage increases per state statute implemented.

July 1, 2023

- Increase schedule by 1.5% or current economic indicator

- Move employees to Minimum of the salary schedule (if at minimum from 2022 action, remove Temporary Minimum B from the salary schedule)

If this schedule is followed, by January 2024 the City would be on the recommended step/range schedule. Obviously, if more money can be provided to the across-the-board, or movement higher in the range, then implementation would be sooner.

Note: This is one option for implementation of the salary schedule. The consultant and the City have run scenarios of different implementation strategies for both the range and the step systems. Implementation will depend on the financial health of the organization.

Life Cycle of the Salary Schedule

One of the main concerns in any Salary Schedule is the ability to keep it current. Often, an organization spends a lot of time and resources to review and re-evaluate their Salary Schedule, resulting in providing employees or Pay Grades significant increases because either the position or the schedule is not in line with the external market. When developing a Salary Schedule, public sector organizations must build in some mechanism for maintaining the system with the average cost-of-living increases.

A Salary Schedule has a typical life span of three (3) to five (5) years, at which time market conditions typically necessitate a review. The City can strive to prolong the life of their Schedule if it continues to commit to maintaining its competitiveness with the external market.

Benefit Analysis

In addition to compensation, the City asked that a comparison of various benefits be done, which included health and dental insurance, retirement, and paid time off benefits. The following is a summary of these comparisons. Eleven municipalities responded to parts of the benefits survey. It should be noted the recommendations contained in the Benefit Analysis will take time to evaluate with a benefits broker, and most cannot be quickly changed.

Health Insurance

Plan Design Overview

The City currently offers one (1) health plan option. This is a PPO program, with a \$1,000/\$3,000 deductible. The employees do not have a premium contribution for a single plan but are responsible for 25% of the premium contribution when adding dependent (family) coverage. There is no current wellness plan.

One opportunity for the City would be to offer multiple plan options, to allow the employees the opportunity to select from the coverage that best matches their personal situation. Five (5) of the eleven (11) comparables offered multiple plan options to their employees. With that said, introducing multiple plan options should be done strategically. For example, because the City has a low deductible plan, the City could introduce a second health plan model, with a Health Savings Account (HSA) to start offering a High Deductible Health Plan (HDHP). It is common for municipalities to have lower employer contribution amounts for HDHP's than other plan designs. Employees are often financially better off enrolling in a HDHP to save on monthly premium costs, which then shifts their financial responsibilities from that of monthly premium deductions, to an actual expense should they need to use the health plan while being a good consumer of health care. With that said, moving to a HDHP can often times be unnerving for employees because they have to be better consumers of their health care, and manage the expenses as they occur, but the City could offer the option of a portable Health Savings Account (HSA) to provide for a financial cushion to the employee. This account is

portable, meaning it goes with the employee upon separation from employment, which is a mechanism for employees to build an account for medical expenses for retirement. Employees do not always know what an HSA is, and how it benefits them, so education is a key component to driving effective health care consumerism. The City would need to develop an education program on the overall health insurance programs offered by the City, so employees understand the direct link between utilization of the Plan and the correlation to annual premiums.

In terms of comparisons, the HDHP is starting to gain momentum with the comparable organizations, as there were three (3) that reported a HDHP, but also offered multiple plan options to their employees. There needs to be enough of a distinguishing difference between the plans in terms of premium savings for more employees to assume the risk of a high deductible design plan, so introduction of a HDHP option would allow the City to continue to offer 100% paid insurance to employees on that plan, while introducing a modest premium to the PPO. Comparables that offered multiple plan designs that included a HDHP covered the HDHP at 100%, while the PPO option required 2%-9% employee premium contribution for single coverage.

Overall, the City is recommended to discuss the option of a HDHP with HSA with their insurance broker as a second option.

Premiums

It can sometimes be difficult to compare health insurance, as the number of plans and the plan designs are significantly different among organizations. What can be compared is the amount the City contributes toward the cost of that insurance. As the City is aware, the cost of health insurance is a large budget item for any organization. Health insurance is also often the single largest benefit looked at by potential new hires with the City, so a review of employee contributions to this benefit is imperative for offering a comprehensive benefit package.

The Consultants compared the contribution of the City against comparable municipalities and found that 10 out of 11 comparable employers offered at least one (1) plan with 100% premium coverage for single plans. Only one (1) comparable required an employee contribution to their primary health plan. Multiple plan organizations offered their second health plan option with premium contributions between 91%-98%. This puts the City in line with the market by offering single coverage at 100%.

Table 3: Health Insurance -Single Coverage

NUMBER OF REPORTING COMPARABLES	SINGLE COVERAGE EMPLOYER PERCENTAGE CONTRIBUTIONS
Carthage	100%
11	100%
1	67%

The City provides a Family Plan with a 75% premium contribution. The comparable organizations reported premium contributions ranging between 0% - 75%, which puts the City at the high end of the market by offering family coverage at 75%.

Table 4: Health Insurance - Family Coverage

NUMBER OF REPORTING COMPARABLES	FAMILY COVERAGE EMPLOYER PERCENTAGE CONTRIBUTIONS
Carthage	75%
1	75%
1	74%
3	67%
1	50%
1	48%
1	42%
3	Did Not Report

Wellness Program

The City, at the start of this study did not currently offer a third-party Wellness Program for employees, whereas six (6) of the 11 comparables do. However, the City has begun the implementation of a Wellness Program. The following can be helpful as the City continues its development and implementation.

A **Wellness Program** is an effective method to promote health and wellness amongst employees and spouse/dependents. Programs can be developed to encourage awareness of health-related issues, improve productivity and morale, decrease absenteeism and injury, and often times reduce cost of healthcare.

Offering some type of wellness program in the workplace is becoming a standard benefit, and younger generations entering the workforce simply expect some type of employer sponsored program, whether it's a discount fitness center membership, or a true wellness program administered by the employers insurance company. Should the City consider a wellness program, it will first need to determine what type of program it wants to offer, such as fitness membership discounts, or a more comprehensive program administered by a third-party, that offers financial based incentives for health and biometric screening services.

Offering fitness organization-based discounts and/or membership payments through payroll deduction are typically easy to coordinate and implement. Programs that are tied to biometric screening and disease management, may be more effective to the overall health of the organization, but employees typically only want to participate for a reward or outcome that has an impact to them. The City is recommended to consider this type of wellness program, and offer a financial incentive for participation, whether it be a premium discount on health insurance coverage, an added day off with pay, or even payment into an HSA if the City introduces a HDHP in the future. The City would best benefit from utilizing a Third-Party Administrator to help develop a specific wellness program to best meet the goals of the City and to ensure legal and privacy compliance with the structure of the program. One important aspect of an employee wellness program is that the program needs to be voluntary, confidential, and is intended to be viewed by employees as an enhancement benefit. Sometimes these programs can be a program extension from the health insurance carrier as an example, which then correlates to insurance premium savings.

Dental

The City currently offers dental insurance, but there is no employer contribution. Of the comparables that offer insurance, all reported having between 53%-100% employer contributions to the plan. This places the City at the lowest point in the market for single dental contributions.

Table 5: Dental Insurance -Single Coverage

NUMBER OF REPORTING COMPARABLES	SINGLE COVERAGE EMPLOYER PERCENTAGE CONTRIBUTIONS
7	100%
1	53%
Carthage	0%
1	Included with Health Plan
1	Flat rate reported

Family coverage for dental was reported with varying contribution levels.

Table 6: Dental Insurance -Family Coverage

NUMBER OF REPORTING COMPARABLES	FAMILY COVERAGE EMPLOYER PERCENTAGE CONTRIBUTIONS
1	74%
1	50%
3	26%-33%
Carthage	0%
1	0%
1	Included with Health Plan
2	Flat rate Reported
1	Did Not Report

Although the City is among the lowest in the market for dental coverage and the City should strategize to introduce employer contributions for dental coverage, this should not occur in lieu of ensuring salary ranges are at a competitive market level. The recommendation for an employer contribution to the dental plan can be addressed following the implementation of the compensation recommendations.

Retirement

Because the City participates in the State's retirement system (LAGERS), the City's retirement is as competitive as any other municipal employer with offering 100% employer contributions to the plan, with no employee required contributions. Three (3) comparables identified a

mandatory employee contribution between 4%-10% to their respective pension program. There were, however, three (3) comparables, that in addition to providing to the mandatory pension, also provide a matching employer contribution to voluntary employee contributions into their Deferred Compensation 457 accounts. These matches ranged from 1%-3%. Overall, given the City does not require any employee contributions for pension, there are no pension contribution recommendations at this time, to allow the City to focus on competitive compensation.

Time Off Benefits

Vacation

The City’s vacation schedule (excluding police and fire) consists of three (3) levels of accrual that increase based upon years of service. Accruals range from the minimum of 80 hours after the first year, up to a maximum accrual that results in 160 hours of vacation per year at greater than 20 years.

Ten organizations provided information on their respective programs. Based on reporting municipalities, the City is not aligned with other organizations in terms of vacation, as it is taking employees longer to accumulate vacation than elsewhere in the market. In addition, not having paid time during the first year of employment can be a rigid obstacle for most new employees, especially since newer generations in the workforce are looking for work/life balance and flexibility. Eligibility of vacation time should start in the first year. This is a small but impactful change identifying the City as a more flexible employer. The City is recommended to adjust its vacation as follows:

Table 7: Vacation Schedule Recommendation

YEARS OF SERVICE	ANNUAL VACATION HOURS
During year 1	Prorated based on date of hire through end of the year equivalent of 3.08 hours multiplied by number of pay periods expected to complete
During years 2-4	80 hours
During years 5-14	120 hours
During years 15+	160 hours

It is not uncommon for Department Directors to receive additional vacation at a higher amount than all other positions. This would be an enhancement above what the comparable organizations currently offer in this area. This is often the single difference in benefits offered to these high-level positions. As a result, each Department Director should be provided an additional three (3) days of vacation annually.

Sick Time

The City accumulates sick time at the equivalent rate of 8 hours per month, or 96 hours per year based on an hourly calculation. This is a standard accrual in the public sector and included among comparable organizations. No changes are recommended to sick time.

Holiday

The City currently has ten (10) observed Holidays and one (1) personal day, totaling 11 days. Participating comparable organizations reported a range of Holidays/personal days between 10 days – 11.5 days with two outliers reporting 9 days and 12 days. As a result, because the City is comparable with the Market, no changes are recommended.

Time Off Payouts

Currently, the City's payout provisions for sick leave at the time of retirement, and the distribution is in the form of cash. This payment is then considered taxable to the employee, and the City pays related employment taxes on these amounts. Further, these payments need to be recorded as liabilities on the City's financial statements. The City could consider enhancing the payout provisions in a way that will assist employees with their future health care needs since the main reason employees choose not to retire is because they financially are not able to or cannot afford to continue health care coverage. These payouts could be developed to create a post-employment medical trust for the employee in which deposits are tax free for both the employee and employer, is not considered income to the employee, and is to be used for medical expenses by the employee/qualified beneficiaries. The City could also

offer a deferred compensation 457(b) program, in which the payouts can be placed into a qualified tax deferred retirement plan for the employee. Although this is an alternative option to cash payouts, the Consultants caution this last option may be restrictive since the IRS provides for annual contribution limits on individual deferred compensation accounts, and larger payouts may exceed annual IRS limits.

Bilingual Pay

The City provides individuals who pass a proficiency test an extra \$50 per month to provide translation services on behalf of the City. Of the participating comparables that provided benefit information only the City of Moberly provides a bilingual stipend for the police department only. Employees that live within the City receive \$300 per month; whereas those that live outside the City receive \$250 per month.

Dependent on how many employees actually provide this service to the City and the amount of time of the commitment, no recommendations to change the stipend are made at this time. If, however, there is a strong need for translation services and it is used on a consistent basis, the City may wish to consider increasing the monthly amount.

Miscellaneous Benefits

The areas of reimbursing law enforcement employees for certification courses, tuition reimbursement, and law enforcement academy reimbursement were also to be considered as to how other municipalities do or do not compensate.

No municipality that responded provides any reimbursement to public safety employees for certification courses. Nor did anyone provide a monetary longevity benefit. The City of Rolla does pay for police officers to attend the police academy. It then requires a two (2) year contract from the individual and if they leave, they need to make a pro-rated reimbursement to the City.

Other Recommendations

Current Human Resources Staffing

Currently, the City Administrator provides the strategic HR functions to the City, inclusive of wage and benefit policy recommendations, HR policy recommendations, assisting departments with employee relations concerns etc. The Clerk will onboard a new employee to cover payroll processing, benefit enrollments/changes, and to provide a copy of the employee Handbook and assist with other human resource functions. Finally, departments are responsible for the recruitment and hiring process for their City positions, performance management, employee relations, personnel files, and record retention.

Overall, Human Resources functions are being accomplished, although this is being accomplished by employees that do not have expertise in HR or are at full capacity with their primary responsibilities; and perform these HR functions as a secondary role. This is no reflection on the individuals who accomplish these tasks; however, when one is tasked with running the operations of the City or handling the City's records and finances – adding all of the facets of personnel sometime is placed on the back burner.

Recommended Human Resources Staffing

It is recommended that the City bring an HR Professional in-house to lead the HR functions that will be outlined below. This position will need to focus on the recruitment strategy and marketing of the City; and will need to be a hands on/on-site position actively engaged with the departments. With that said, the City will not need a full-time HR staff but will need a part-time HR professional to ensure the City has a recruitment strategy, work on reducing turnover, and ensure the City is in compliance with federal and state law.

The HR Generalist position is recommended to be a City employee position, reporting directly to the City Administrator. The position will provide HR services to all Departments within the City. This position is recommended to have a bachelor's level education with some HR experience. The typical duties of this position would be as follows:

- Recruitment and marketing

- On-boarding/orientation, benefits enrollment/changes
- Process improvements
- Policy development – Legal Compliance
- Administer the Family & Medical Leave Act
- Employee recognition
- Job descriptions
- Personnel records and document retention
- Employee relations in conjunction with the City Administrator

An experienced HR professional should also be able to take on the following topics:

- Compensation and benefit program administration (City Clerk maintains the financials of these programs)
- Investigations/Discipline
- HR Topic Training
- Performance Management

Savings to the City

Human Resources would be considered an internal service provider to all City Departments. It is not a revenue generating position, nor does it provide a direct service to citizens. Therefore, the effects of adding personnel for this purpose is not easily measured. However, a meaningful investment to the organization is an investment to the Community. While it is difficult to put a tangible savings amount to the City for adding personnel, with the addition of staff, the City should gain the following:

- Ability to effectively address compliance items with State and Federal regulations, reducing the risk of penalties and financial damages for non-compliance.
- More efficient internal processes, which eliminates duplication of effort, reduces the amount of time Directors and Managers spend on HR functions so they may focus more on their respective operations, and places the responsibility of HR functions with the staff who are trained in Human Resources.
- A more efficient and focused recruitment process to save time and recruitment costs. These processes will also be updated to minimize the risk of discrimination and unfair hiring practice claims if properly followed.
- A positive and effective recruitment experience for applicants, which can be a deciding factor in job acceptance/retention.

- Ensure all employees are onboarded and out-processed consistently, ensuring legal compliance; ensuring all employees are educated/trained on critical topics that will further minimize employment claims, such as harassment; and improve employee satisfaction.
- More objective employment processes, which minimizes risk of claims for discrimination if properly followed. These objective processes also cover documentation and retention for compliance as well as support defense of claims under the ADA, ADEA, Civil Rights, etc.
- Improved training for management to be a stronger management team and reduce risk of employment related claims from applicants as well as subordinate staff.
- Time to review, assess, measure, and problem solve organizational issues as it relates to compensation, turnover trends, and recruitment analysis. Being able to identify root cause issues requires the City to maintain data and metrics for analysis prior to offering recommendations. Analysis can lead to reduced turnover, higher quality applicants, faster recruitments, and improved employee relations.

Other Recommendations

During the course of the Study, the Consultants noted organizational opportunities for the City's consideration. These recommendations are not tied to the compensation recommendations in the Report; but are viewed as prospects to facilitate the professional growth and development of the organization and can assist the City's leadership with establishing a solid foundation of policies and administrative processes. These recommendations are simply provided for the City's consideration based on an objective third-party.

Employee Handbook

Over the course of the Study, the Consultants referred to portions of the Employee Handbook/City related HR Policies. It was found that the Handbooks was originally dated in 2017. Having an up to date Employee Handbook/Policy Manual is then a resource for employees to reference expectations, key employment policies, benefits, and legal compliance. Therefore, it is recommended the Employee Handbook be updated as soon as possible to ensure consistency between City practices to its written policies and ensures legal compliance with related employment laws. When reviewing sections, the Consultant noted a number of

items that may no longer be legal or current practices. For example, department heads should not be making the decision to send an employee to the doctor or obtaining documentation from a physician. The City Council should not be in a position to approve advanced sick leave; rather, this should be in a policy administered by human resources. The Care Leave program should either be eliminated or modified as having committee involvement could be a privacy concern. Finally, noted policies missing is breastfeeding, pay/work periods, what constitutes overtime, just to name a few.

Once completed, the new Handbook should be distributed to all employees, with an acknowledgement signature sheet. Staff meetings to discuss these updates would be beneficial for employee education/engagement as well.

Metrics

Metrics are standards of measurement used to assess what is occurring within an organization. Metrics tell an organization how well or poorly they are doing; and allows an organization to review, assess, problem solve, and adjust internal processes, as well as identify challenges or stressors to the organization that may be having a negative impact. Because the City has limited financial resources, specific metrics may help identify where dollars are being expended that can be costly. One such cost to the City is Turnover Cost, the actual financial cost to the City when an employee vacates, and a new hire is brought in for replacement. Turnover can be calculated as Total Payout Cost + Recruitment Cost + Replacement Compensation/Benefit Cost + Training Cost. Turnover Costs will typically calculate around 1.5 times the cost of the original position, so turnover will cost an organization more than it would to retain the employee; and may also have an impact to operations that can be felt by its constituents over time. Some other standard HR metrics that will be meaningful to monitor include applications received/processed, turnover rates, time to fill positions, and cost per hire. It is recommended the City compile these metrics for ongoing review and adjustment.

Performance Management

Progression on the Salary Schedule is based on a premise of annual performance adjustments. Each year, employees can receive an increase with acceptable performance unless an employee

is on a Performance Improvement Plan. The City of Carthage is recommended to review its current performance evaluation process and forms for updating and provide for supervisory training for performance evaluations, coaching and counseling, discipline, and documentation, for all supervisory and department director positions.

Successful implementation of a performance-based compensation model will require significant performance management training for management and employees, significant oversight of the system from a human resource (or other trained) professional, and an open and communicative working relationship between managers and their employees. The City should be placing emphasis on human resources, by bringing the position of Human Resources Manager as a strategic advisor to the City to assist.

HR Audit

The City's Human Resources function would benefit from performing a human resources audit, which will assist in minimizing risks. This type of audit measures legal compliance, policies and procedures, best practices, and operational efficiency. HR audits should involve all departments so there is a comprehensive review of the City's HR processes to identify strengths, weaknesses, opportunities, and recommendations.

Appendix A: Recommended Step-Range Schedule

The first line of the schedule is the hourly rate for City personnel, with the exception of the fire department. The second line represents the annual amount. Finally, the third line is the annual amount divided by the number of hours worked in the fire department.

New Pay Grade	Recommended Title	Dept/Div.	Temp Minimum	Temp Step B	Minimum	Step 2	Step 3	Step 4	Step 5	Position Point	Max
PA	School Crossing Guard		\$9.45	\$10.30	\$11.15	\$12.00	\$12.25	\$12.50	\$12.75	\$13.00	\$13.23
PA	Museum Guide	Museum									
PB	Taxi Driver	Police	\$10.30	\$11.15	\$12.00	\$12.25	\$12.50	\$12.75	\$13.00	\$13.25	\$15.60
PB	Golf Attendant	Golf Course									
PB	Maintenance Worker	Parks/various									
PC	Golf Maintenance	Golf Course	\$11.15	\$12.00	\$12.25	\$12.50	\$12.75	\$13.00	\$13.25	\$13.50	\$15.93
PC	Golf Shop Attendant	Golf Course									
			\$11.78	\$12.14	\$12.50	\$12.75	\$13.00	\$13.26	\$13.53	\$13.80	\$17.50
			\$24,505.70	\$25,240.87	\$25,998.10	\$26,518.06	\$27,048.42	\$27,589.39	\$28,141.18	\$28,704.00	\$36,397.34
B	Custodian	Parks-Mem Hall									
B	Golf Maintenance Tech I	Golf Course									
B	Park Maintenance Tech I	Parks									
B	Solid Waste Attendant I	Public Works - PH									
B	Street Maintenance Tech I	Public Works									
			\$12.72	\$13.11	\$13.50	\$13.77	\$14.04	\$14.33	\$14.61	\$14.90	\$18.90
			\$26,466.16	\$27,260.14	\$28,077.94	\$28,639.50	\$29,212.29	\$29,796.54	\$30,392.47	\$31,000.32	\$39,309.12
C	Equipment Operator I	Public Works									

New Pay Grade	Recommended Title	Dept/Div.	Temp Minimum	Temp Step B	Minimum	Step 2	Step 3	Step 4	Step 5	Position Point	Max
C	Golf Maintenance Tech II	Golf Course									
C	Park Maintenance Tech II	Parks									
C	Street Maintenance Tech II	Public Works									
			\$13.74	\$14.15	\$14.58	\$14.87	\$15.17	\$15.47	\$15.78	\$16.10	\$20.41
			\$28,583.45	\$29,440.95	\$30,324.18	\$30,930.66	\$31,549.28	\$32,180.26	\$32,823.87	\$33,480.35	\$42,453.85
			\$10.60	\$10.92	\$11.25	\$11.47	\$11.70	\$11.93	\$12.17	\$12.42	\$15.75
D	Accounting Tech	Administration									
D	Administrative Assistant	Various									
D	Animal Control Officer	Police									
D	Auxiliary Patrol Officer	Police									
D	Court Clerk	Admin - Court									
D	Evidence Tech I	Police									
D	Firefighter I	Fire									
D	Public Safety Dispatcher	Police									
			\$14.84	\$15.29	\$15.75	\$16.06	\$16.38	\$16.71	\$17.04	\$17.38	\$22.04
			\$30,870.12	\$31,796.23	\$32,750.11	\$33,405.12	\$34,073.22	\$34,754.68	\$35,449.78	\$36,158.77	\$45,850.16
E	Assistant Golf Course Operations Supv	Golf Course									
E	Code Inspector I	Public Works									
E	Equipment Operator II	Public Works									
E	Evidence Tech II	Police									
E	Facilities Maintenance Tech	Public Works									
E	Mechanic I	Public Works									
E	Public Safety Dispatcher - Lead	Police									
E	Solid Waste Attendant II	Public Works - PH									
			\$15.73	\$16.20	\$16.69	\$17.02	\$17.36	\$17.71	\$18.07	\$18.43	\$23.37

New Pay Grade	Recommended Title	Dept/Div.	Temp Minimum	Temp Step B	Minimum	Step 2	Step 3	Step 4	Step 5	Position Point	Max
			\$32,722.33	\$33,704.00	\$34,715.12	\$35,409.42	\$36,117.61	\$36,839.97	\$37,576.76	\$38,328.30	\$48,601.17
			\$11.24	\$11.57	\$11.92	\$12.16	\$12.40	\$12.65	\$12.90	\$13.16	\$16.69
F	Code Inspector II	Public Works									
F	Court Administrator	Admin - Court									
F	Deputy City Clerk	Administration									
F	Firefighter II	Fire									
F	Mechanic II	Public Works									
F	Police Officer	Police									
			\$16.68	\$17.18	\$17.69	\$18.05	\$18.41	\$18.77	\$19.15	\$19.53	\$24.77
			\$34,685.67	\$35,726.24	\$36,798.03	\$37,533.99	\$38,284.67	\$39,050.36	\$39,831.37	\$40,628.00	\$51,517.24
			\$11.91	\$12.27	\$12.64	\$12.89	\$13.15	\$13.41	\$13.68	\$13.95	\$17.69
G	Building Inspector - Residential	Public Works									
G	Detective	Police									
G	Event Center Supervisor	Parks									
G	Fire Lieutenant	Fire									
G	Firefighter III	Fire									
G	Master Police Officer	Police									
			\$18.34	\$18.89	\$19.46	\$19.85	\$20.25	\$20.65	\$21.06	\$21.49	\$27.24
			\$38,154.24	\$39,298.87	\$40,477.83	\$41,287.39	\$42,113.14	\$42,955.40	\$43,814.51	\$44,690.80	\$56,668.96
			\$13.10	\$13.50	\$13.90	\$14.18	\$14.46	\$14.75	\$15.05	\$15.35	\$19.46
H	Assistant Public Works Director	Police									
H	Building Inspector - Commercial	Public Works									
H	Fire Lieutenant*	Fire									
			\$19.44	\$20.03	\$20.63	\$21.04	\$21.46	\$21.89	\$22.33	\$22.78	\$28.88
			\$40,443.49	\$41,656.80	\$42,906.50	\$43,764.63	\$44,639.92	\$45,532.72	\$46,443.38	\$47,372.25	\$60,069.10

New Pay Grade	Recommended Title	Dept./Div.	Temp Minimum	Temp Step B	Minimum	Step 2	Step 3	Step 4	Step 5	Position Point	Max
I	Assistant Public Works Director	Public Works									
I	Detective Sergeant	Police									
I	Police Sergeant	Police									
			\$20.61	\$21.23	\$21.87	\$22.30	\$22.75	\$23.20	\$23.67	\$24.14	\$30.61
			\$42,870.10	\$44,156.21	\$45,480.89	\$46,390.51	\$47,318.32	\$48,264.69	\$49,229.98	\$50,214.58	\$63,673.25
			\$14.72	\$15.16	\$15.62	\$15.93	\$16.25	\$16.57	\$16.91	\$17.24	\$21.87
J	Fire Captain	Fire									
J	Golf Maintenance Supervisor	Golf Course									
J	Golf Operations Supervisor	Golf Course									
J	Public Works Supervisor	Public Works									
			\$21.85	\$22.50	\$23.18	\$23.64	\$24.11	\$24.60	\$25.09	\$25.59	\$32.45
			\$45,442.31	\$46,805.58	\$48,209.75	\$49,173.94	\$50,157.42	\$51,160.57	\$52,183.78	\$53,227.45	\$67,493.64
K	Fire Marshall	Fire									
K	Fire Training Officer	Fire									
			\$24.03	\$24.75	\$25.50	\$26.01	\$26.53	\$27.06	\$27.60	\$28.15	\$35.69
			\$49,986.54	\$51,486.14	\$53,030.72	\$54,091.33	\$55,173.16	\$56,276.62	\$57,402.16	\$58,550.20	\$74,243.01
L	Human Resource Generalist	Administration									
L	IT Administrator	Administration									
L	Park Superintendent	Parks									
L	Police Lieutenant	Police									
L	Public Works Superintendent	Public Works									
L	Public Works Administrative Coordinator	Public Works									
			\$26.92	\$27.72	\$28.56	\$29.13	\$29.71	\$30.30	\$30.91	\$31.53	\$39.98
			\$55,984.92	\$57,664.47	\$59,394.41	\$60,582.29	\$61,793.94	\$63,029.82	\$64,290.42	\$65,576.22	\$83,152.17

New Pay Grade	Recommended Title	Dept/Div.	Temp Minimum	Temp Step B	Minimum	Step 2	Step 3	Step 4	Step 5	Position Point	Max
M	Assistant Fire Chief	Fire									
M	Assistant Police Chief	Police									
			\$29.61	\$30.50	\$31.41	\$32.04	\$32.68	\$33.33	\$34.00	\$34.68	\$43.97
			\$61,583.42	\$63,430.92	\$65,333.85	\$66,640.52	\$67,973.33	\$69,332.80	\$70,719.46	\$72,133.85	\$91,467.39
N	City Attorney	Administration									
			\$31.98	\$32.94	\$33.92	\$34.60	\$35.29	\$36.00	\$36.72	\$37.45	\$47.49
			\$66,510.09	\$68,505.39	\$70,560.56	\$71,971.77	\$73,411.20	\$74,879.43	\$76,377.01	\$77,904.55	\$98,784.78
O	Administrative Services Director/City Clerk	Administration									
O	Parks & Recreation Director	Parks									
			\$33.89	\$34.91	\$35.96	\$36.68	\$37.41	\$38.16	\$38.92	\$39.70	\$50.34
			\$70,500.70	\$72,615.72	\$74,794.19	\$76,290.07	\$77,815.87	\$79,372.19	\$80,959.63	\$82,578.83	\$104,711.86
P	Fire Chief	Fire									
P	Police Chief	Police									
P	Public Works Director	Public Works									
Q	No Position		\$36.61	\$37.70	\$38.84	\$39.61	\$40.40	\$41.21	\$42.04	\$42.88	\$54.37
			\$76,140.75	\$78,424.97	\$80,777.72	\$82,393.28	\$84,041.14	\$85,721.97	\$87,436.41	\$89,185.13	\$113,088.81
			\$45.76	\$47.13	\$48.54	\$49.52	\$50.51	\$51.52	\$52.55	\$53.60	\$67.96
			\$95,175.94	\$98,031.22	\$100,972.15	\$102,991.60	\$105,051.43	\$107,152.46	\$109,295.51	\$111,481.42	\$141,361.02
AA	City Administrator	Administration									

*Organization changes have been provided to the fire department. This position may be a standalone or combined in the pay grade above.

Appendix B: Recommended Range Salary Schedule

The first line of the schedule is the hourly rate for City personnel, with the exception of the fire department. The second line represents the annual amount. Finally, the third line is the annual amount divided by the number of hours worked in the fire department.

New Pay Grade	Recommended Title	Dept/Div.	Temp Minimum	Temp Step B	Minimum	Position Point	Max
PA	School Crossing Guard		\$9.45	\$10.30	\$11.15	\$13.00	\$13.23
PA	Museum Guide	Museum					
PB	Taxi Driver	Police	\$10.30	\$11.15	\$12.00	\$13.25	\$15.60
PB	Golf Attendant	Golf Course					
PB	Maintenance Worker	Parks/various					
PC	Golf Maintenance	Golf Course	\$11.15	\$12.00	\$12.25	\$13.50	\$15.93
PC	Golf Shop Attendant	Golf Course					
			\$11.78	\$12.14	\$12.50	\$13.80	\$17.50
			\$24,505.70	\$25,240.87	\$25,998.10	\$28,704.00	\$36,397.34
B	Custodian	Parks-Mem Hall					
B	Golf Maintenance Tech I	Golf Course					
B	Park Maintenance Tech I	Parks					
B	Solid Waste Attendant I	Public Works - PH					
B	Street Maintenance Tech I	Public Works					
			\$12.72	\$13.11	\$13.50	\$14.90	\$18.90
			\$26,466.16	\$27,260.14	\$28,077.94	\$31,000.32	\$39,309.12
C	Equipment Operator I	Public Works					
C	Golf Maintenance Tech II	Golf Course					
C	Park Maintenance Tech II	Parks					
C	Street Maintenance Tech II	Public Works					
			\$13.74	\$14.15	\$14.58	\$16.10	\$20.41
			\$28,583.45	\$29,440.95	\$30,324.18	\$33,480.35	\$42,453.85
			\$10.60	\$10.92	\$11.25	\$12.42	\$15.75
D	Accounting Tech	Administration					
D	Administrative Assistant	Various					
D	Animal Control Officer	Police					
D	Auxiliary Patrol Officer	Police					
D	Court Clerk	Admin - Court					
D	Evidence Tech I	Police					

New Pay Grade	Recommended Title	Dept/Div.	Temp Minimum	Temp Step B	Minimum	Position Point		Max
D	Firefighter I	Fire						
D	Public Safety Dispatcher	Police						
			\$14.84	\$15.29	\$15.75	\$17.38		\$22.04
			\$30,870.12	\$31,796.23	\$32,750.11	\$36,158.77		\$45,850.16
E	Assistant Golf Course Operations Supv	Golf Course						
E	Code Inspector I	Public Works						
E	Equipment Operator II	Public Works						
E	Evidence Tech II	Police						
E	Facilities Maintenance Tech	Public Works						
E	Mechanic I	Public Works						
E	Public Safety Dispatcher - Lead	Police						
E	Solid Waste Attendant II	Public Works - PH						
			\$15.73	\$16.20	\$16.69	\$18.43		\$23.37
			\$32,722.33	\$33,704.00	\$34,715.12	\$38,328.30		\$48,601.17
			\$11.24	\$11.57	\$11.92	\$13.16		\$16.69
F	Code Inspector II	Public Works						
F	Court Administrator	Admin - Court						
F	Deputy City Clerk	Administration						
F	Firefighter II	Fire						
F	Mechanic II	Public Works						
F	Police Officer	Police						
			\$16.68	\$17.18	\$17.69	\$19.53		\$24.77
			\$34,685.67	\$35,726.24	\$36,798.03	\$40,628.00		\$51,517.24
			\$11.91	\$12.27	\$12.64	\$13.95		\$17.69
G	Building Inspector - Residential	Public Works						
G	Detective	Police						
G	Event Center Supervisor	Parks						
G	Fire Lieutenant	Fire						
G	Firefighter III	Fire						
G	Master Police Officer	Police						
			\$18.34	\$18.89	\$19.46	\$21.49		\$27.24
			\$38,154.24	\$39,298.87	\$40,477.83	\$44,690.80		\$56,668.96
			\$13.10	\$13.50	\$13.90	\$15.35		\$19.46
H	Assistant Public Works Director	Police						
H	Building Inspector - Commercial	Public Works						
H	Fire Lieutenant*	Fire						
			\$19.44	\$20.03	\$20.63	\$22.78		\$28.88
			\$40,443.49	\$41,656.80	\$42,906.50	\$47,372.25		\$60,069.10

New Pay Grade	Recommended Title	Dept/Div.	Temp Minimum	Temp Step B	Minimum	Position Point	Max
I	Assistant Public Works Director	Public Works					
I	Detective Sergeant	Police					
I	Police Sergeant	Police					
			\$20.61	\$21.23	\$21.87	\$24.14	\$30.61
			\$42,870.10	\$44,156.21	\$45,480.89	\$50,214.58	\$63,673.25
			\$14.72	\$15.16	\$15.62	\$17.24	\$21.87
J	Fire Captain	Fire					
J	Golf Maintenance Supervisor	Golf Course					
J	Golf Operations Supervisor	Golf Course					
J	Public Works Supervisor	Public Works					
			\$21.85	\$22.50	\$23.18	\$25.59	\$32.45
			\$45,442.31	\$46,805.58	\$48,209.75	\$53,227.45	\$67,493.64
K	Fire Marshall	Fire					
K	Fire Training Officer	Fire					
			\$24.03	\$24.75	\$25.50	\$28.15	\$35.69
			\$49,986.54	\$51,486.14	\$53,030.72	\$58,550.20	\$74,243.01
L	Human Resource Generalist	Administration					
L	IT Administrator	Administration					
L	Park Superintendent	Parks					
L	Police Lieutenant	Police					
L	Public Works Superintendent	Public Works					
L	Public Works Administrative Coordinator	Public Works					
			\$26.92	\$27.72	\$28.56	\$31.53	\$39.98
			\$55,984.92	\$57,664.47	\$59,394.41	\$65,576.22	\$83,152.17
M	Assistant Fire Chief	Fire					
M	Assistant Police Chief	Police					
			\$29.61	\$30.50	\$31.41	\$34.68	\$43.97
			\$61,583.42	\$63,430.92	\$65,333.85	\$72,133.85	\$91,467.39
N	City Attorney	Administration					
			\$31.98	\$32.94	\$33.92	\$37.45	\$47.49
			\$66,510.09	\$68,505.39	\$70,560.56	\$77,904.55	\$98,784.78
O	Administrative Services Director/City Clerk	Administration					
O	Parks & Recreation Director	Parks					
			\$33.89	\$34.91	\$35.96	\$39.70	\$50.34
			\$70,500.70	\$72,615.72	\$74,794.19	\$82,578.83	\$104,711.86
P	Fire Chief	Fire					

New Pay Grade	Recommended Title	Dept/Div.	Temp Minimum	Temp Step B	Minimum	Position Point	Max
P	Police Chief	Police					
P	Public Works Director	Public Works					
Q	No Position		\$36.61	\$37.70	\$38.84	\$42.88	\$54.37
			\$76,140.75	\$78,424.97	\$80,777.72	\$89,185.13	\$113,088.81
			\$45.76	\$47.13	\$48.54	\$53.60	\$67.96
			\$95,175.94	\$98,031.22	\$100,972.15	\$111,481.42	\$141,361.02
AA	City Administrator	Administration					

*Organization changes have been provided to the fire department. This position may be a standalone or combined in the pay grade above.

Appendix C: Definitions

The following are definitions that helped guide the development of the Compensation System for the City of Carthage.

Benchmark Position: A job that is commonly found and defined, used to make pay comparisons, either within the organization or to comparable jobs outside the organization.

Classifications: Job titles.

Compensation System: A system developed to compensate employees. This system includes a balance between internal equity and external competitiveness.

Compensation Data: Data derived from information regarding the salary range and the rate of pay of the incumbent(s) holding a benchmark position of the identified labor market.

Comp Ratio: The ratio of an actual pay range to the established position point (or average market rate). The Comp Ratio is used to measure and monitor an individual's actual rate of pay to the Position Point of the established pay range. In Carthage, positions were evaluated based upon the 50th percentile.

Compression: Pay differentials too small to be considered equitable. The term may apply to differences between (1) the pay of supervisors and subordinates; (2) the pay of experienced and newly hired personnel of the same job; and (3) pay range midpoints in successive job grades or related grades across pay structures.

CPI-U: Consumer Price Index – Urban: A measure of the average change over time in the prices paid by urban consumers for a market of consumer goods and services. It reflects the spending pattern for three population groups: all urban consumers, urban wage earners, and clerical workers. This group represents approximately 87% of the total U.S. population.

Demotion: The (re)assignment of an employee to a position in a lower pay grade or range in the organization's salary structure.

Labor Market: A location where labor is exchanged for wages. These locations are identified and defined by a combination of the following factors: geography; industry; education, experience and licensing or certification required; and job responsibilities.

Market Data: The technique of creating the financial value of a position based on the "going rate" for benchmark positions in the relevant labor markets.

Minimum Salary Range (Minimum): The minimum amount of compensation the organization has deemed appropriate for a position.

Maximum Salary Range (Maximum): The highest amount of compensation the organization has deemed appropriate for a position.

Market Average: Employee pay based upon the 'average' market rate; or the 'average' prevailing wage rate in the external market.

Market Rate (Market): The organization's best estimate of the wage rate that is prevailing in the external market for a given position.

Market Average Range: A pay range in which the minimum and maximum of the range is established around the Average Market Rate.

Pay Grade: The grade, or placement of a position, within the salary structure.

Pay Grade Evaluation: The (re)assignment of a job to a higher or lower pay grade or pay range in the salary structure due to a job content (re)evaluation and/or significant change in the average market rate in the external labor market.

Performance Increase: An adjustment to an individual's base pay rate based on performance or some other individual measure.

Promotion: The (re)assignment of an employee to a position in a higher pay grade or range in the organization's salary structure.

Red Circle: The freezing of a rate of pay until such time that the salary schedule catches up to the pay rate. This is commonly used when implementing a new pay schedule when a tenured employee is above the range maximum or when an employee is placed on a lower pay grade that is not related to performance issues.

Salary Schedule Adjustment: An adjustment to the salary structure; the increase or decrease of a pay range, minimum – maximum. This is a method to maintain the salary range in relation to external market conditions.

Salary Schedule: The hierarchy of job grades and pay ranges established within an organization.

Step Increase: The progressive steps across a salary range that an employee may move to with satisfactory performance and progress within their job.

Step Schedule: Standardized progression pay rates that are established within a pay range. To move to the next step, one must have met acceptable performance standards.

Spread: The range of pay rates, from minimum to maximum, established for a pay grade. Typically used to set individual employee pay rates.

***NEW
BUSINESS***

COUNCIL BILL NO. 20-38

ORDINANCE NO. _____

An Ordinance authorizing the Mayor to enter into a contract with the Community Foundation of the Ozarks, Carthage Community Foundation, CWEP and Innovation Economy Partners for the Growth in the Regional Ozarks 3.0 Program for Carthage, Missouri..

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF CARTHAGE, JASPER COUNTY, MISSOURI as follows:

SECTION I: The Mayor of the City of Carthage is hereby authorized to enter into a contract with Community Foundation of the Ozarks, Carthage Community Foundation, CWEP and Innovation Economy Partners for the Growth in the Regional Ozarks 3.0 program for Twelve Thousand Dollars and 00/100 (\$12,000.00), a copy of which agreement is attached hereto and incorporated herein as if set out in full.

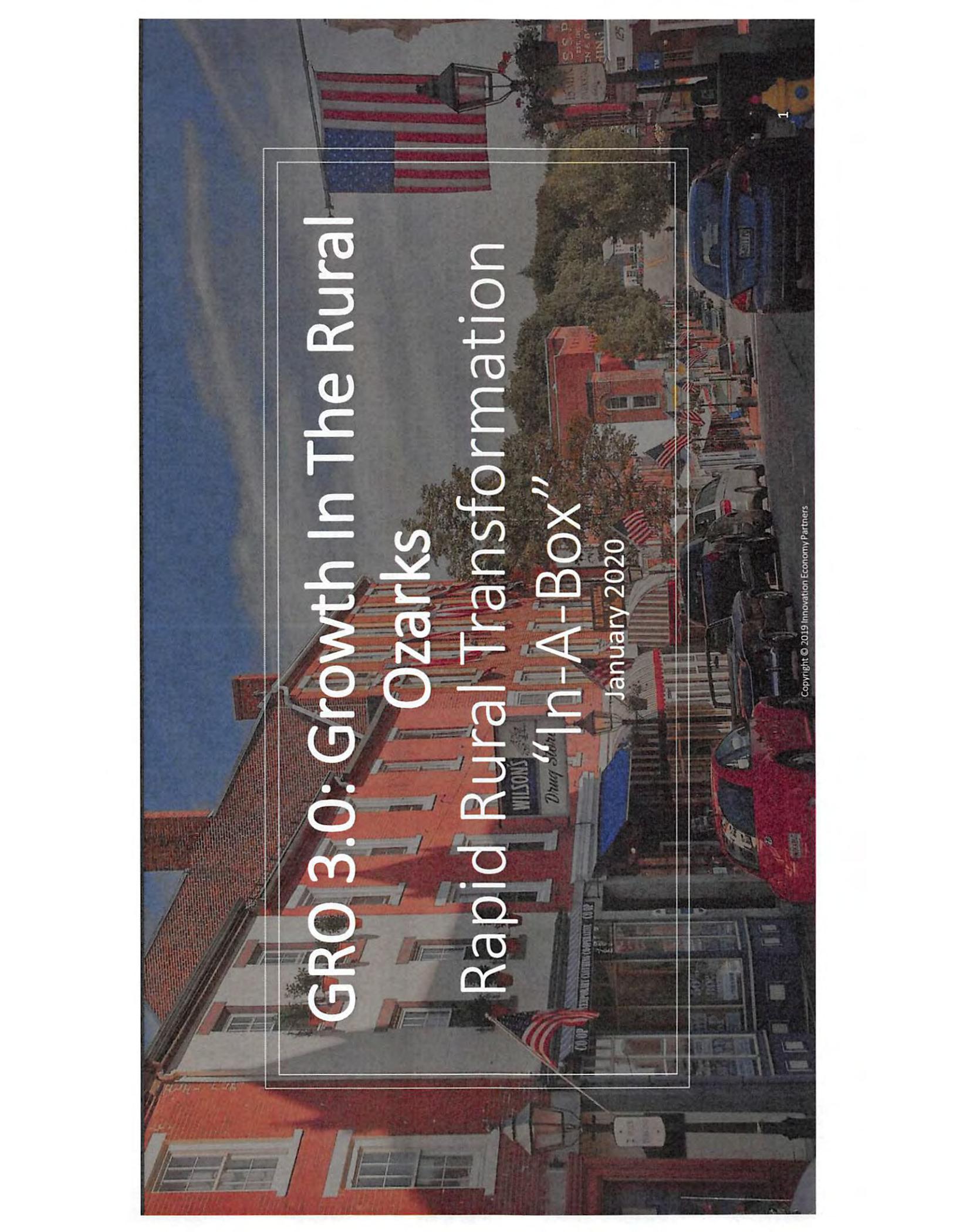
SECTION II: This ordinance shall take effect and be in force from and after its passage and approval.

PASSED AND APPROVED THIS _____ DAY OF _____, 2020.

MAYOR

ATTEST:

CITY CLERK



GRO 3.0: Growth In The Rural Ozarks

Rapid Rural Transformation

January 2020

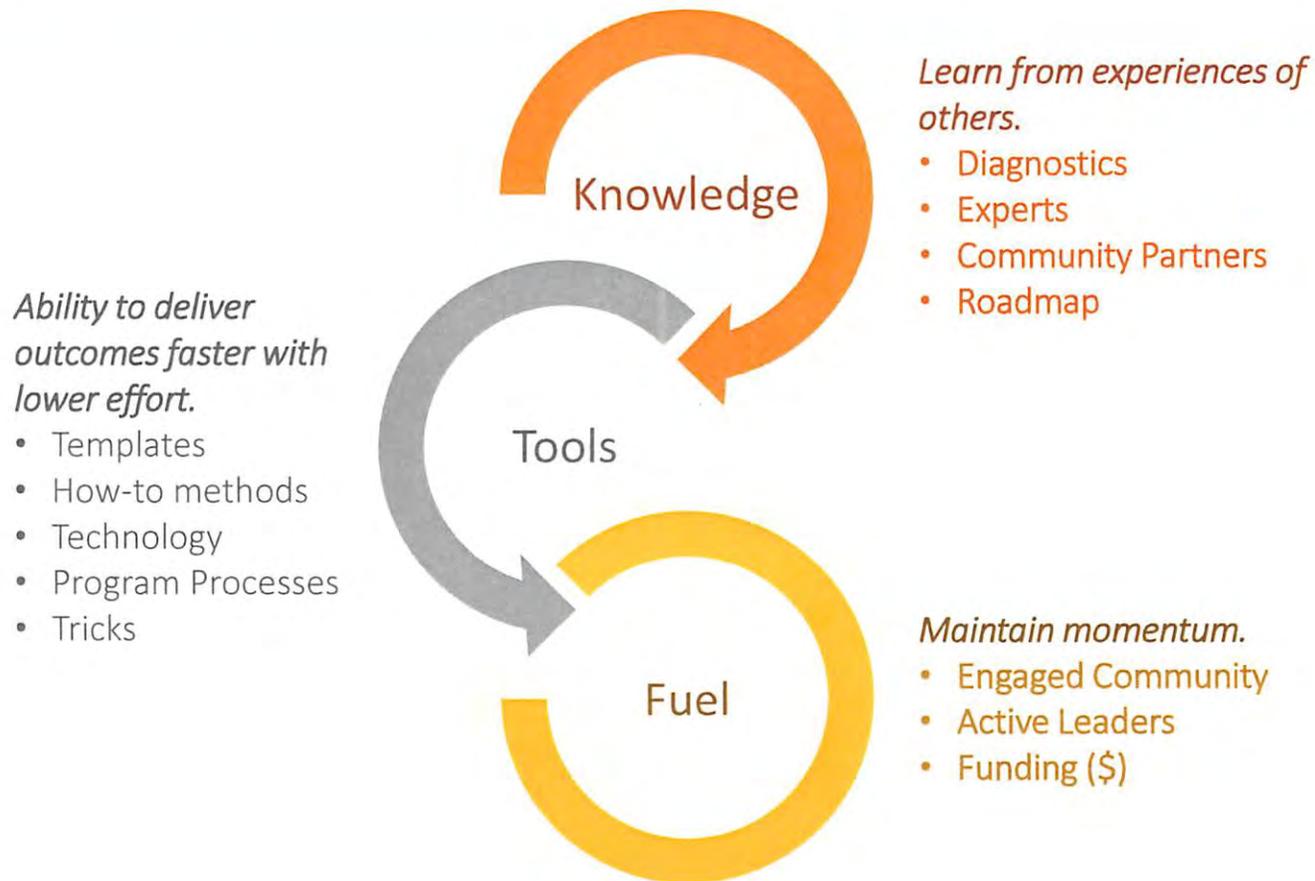
the goal: rebuild an economy block by block.



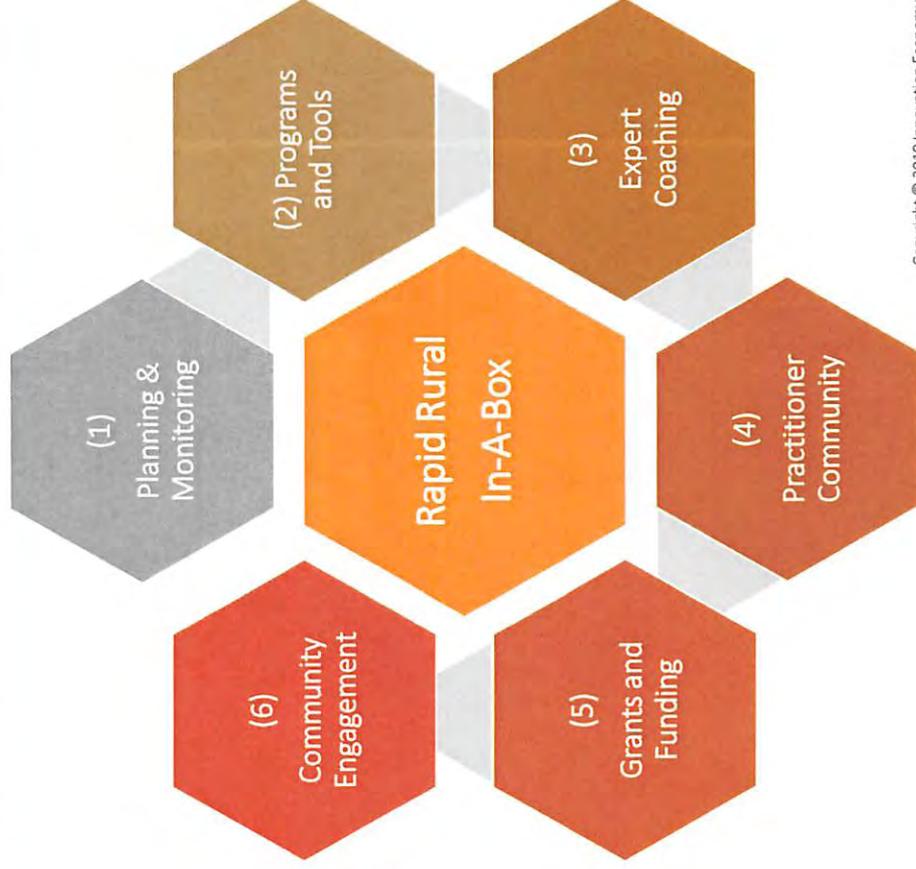
targeted economic/community metrics.



what is needed to make lasting change?



core program capabilities.



Goal: Deliver impact within 8 weeks of program launch.

6 core elements that enable a community to drive rapid impact in the community.

integrated GRO platform (example).

Ongoing Programs

- Bright Forward
- GRO Program Cooperation
- Housing Initiatives
- Stormwater Management

Community Toolchest

Economy

- Number of Businesses
- Median Income
- Median Household Income

Vibrant Town

- Our Impact
- Our Economy
- Our Resident Data

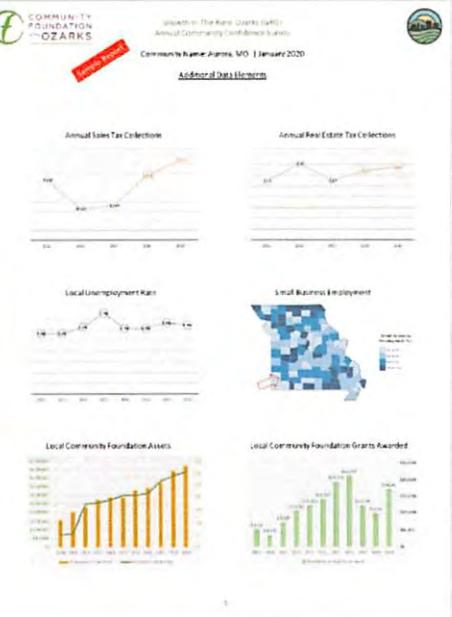
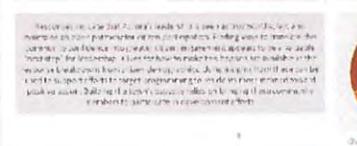
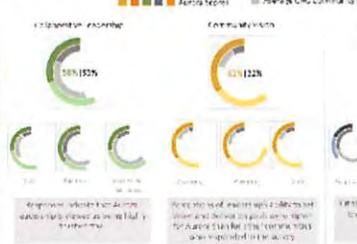
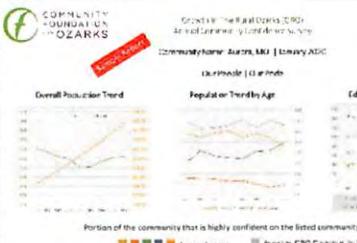
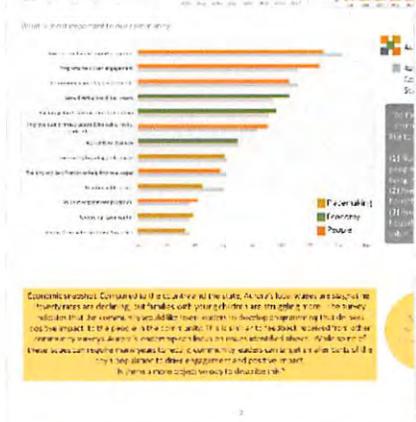
Community Toolchest

Our Resident Data

- Our Economy
- Our Resident Data

Community Toolchest

community confidence assessment report (example).



	Pre-Launch	Year1, Q1	Year1, Q2	Year1, Q3	Year1, Q4	Year1, Q1	Year 2,	Year 2, Q3	Year 2, Q4
(1) Planning & Monitoring	• Current leadership, community, asset evaluation.	• Establish core program metrics and goals.				• Annual review of program metrics.			
(2a) Programming: Talent Development		• Launch leadership program. • Launch local jobs platform.		• Launch integrated student experience program.	• Launch Project RISE. Class 1	• Launch 2 nd leadership class.		• Launch Project RISE. Class 1	
(2b) Programming: Business Growth			• Launch Business911 • Launch CreateHere Contest		• Conduct Industry Attraction Day.		• Conduct CreateHere Contest.		• Conduct Industry Attraction Day.
(2c) Programming: Placemaking		• Establish rehab plan. • Rehab 3 properties.		• Refine prop. maint. ordinances. • Rehab 3 properties.		• Rehab 3 properties.		• Conduct Parade of Homes. • Rehab 3 properties.	
(3) Expert Coaching		• Monthly coaching sessions.							
(4) Practitioner Community		• Business Summit. • Quarterly GRO Meeting.	• Housing + Infrastructure Summit.	• Workforce Summit. • Quarterly GRO Meeting.	• Business Summit.	• Business Summit • Quarterly GRO Meeting.	• Housing + Infrastructure Summit.	• Workforce Summit • Quarterly GRO Meeting.	• Business Summit.
(5) Grants and Funding					• Submit collective grant application.				• Submit collective grant application.
(6) Community Engagement	• Prepare and launch comm. Engagement.	• Launch engagement portal • Conduct community listening event.	• Annual fundraising event.			• Conduct community listening event.	• Annual fundraising event.		

Standardize the program deployment schedule.



Carthage, MO | April 2020

This Voice Of Our Community Study has been developed to help local community leaders and citizens identify the major local patterns. The data that has been captured here can be broadly classified in two categories: (1) The perceptions by the citizens of the community and (2) The numbers that measure the economic facts. The report helps identify the opportunities and the challenges, so that the community can build on what is working. **Big observations:** The local citizens hold Carthage in a very positive light. Especially unique is the enthusiasm that the youth maintain for the community. This reality in conjunction with the fact that Carthage’s economy and population continues to blossom, positions Carthage as a unique rural community that though a collaborative and focused effort could redefine what it means to be a perfect rural town.

What makes our community special?

Our sense of community
 Our beautiful and historic square.
 The homeliness and the comfort of the town.
 The coordination of tremendous local resources.
 I am amazed at how our community supports the local schools.
 A community that is a comfortable place to live and raise a family.
 Beauty_Maple Leaf_Marian Days_Thriving school_Fun coffee shop_Food truck Fridays
 A small town community with a heart for big business and a rich history that we treasure
 Amazing cooperation and partnership between business_schools and organizations
 Our history_our historic homes_the Courthouse_Rte 66_our people!
 Friendly people_good community services and historic structures.
 We are a community that "takes care of our own".
 A quintessential American small town
 A authentic generous identity.
 Our history and tradition.

Our Most Admired Leaders



"I was not born in Carthage nor have I gone to Carthage for long, but I have noticed that you are able to make friends really quick and everyone is very welcoming. All of the teachers and staff have helped me know that even though I come from Webb City I am not alone and there are more people like me. I have also learned that our community is able to work together on a certain task and get it done in a timely manner and work as a group." – A local 8th grade student

GRO PROGRAMMING APPROACH





Our Economy
What opportunity do you see here?

Our Economic Perceptions



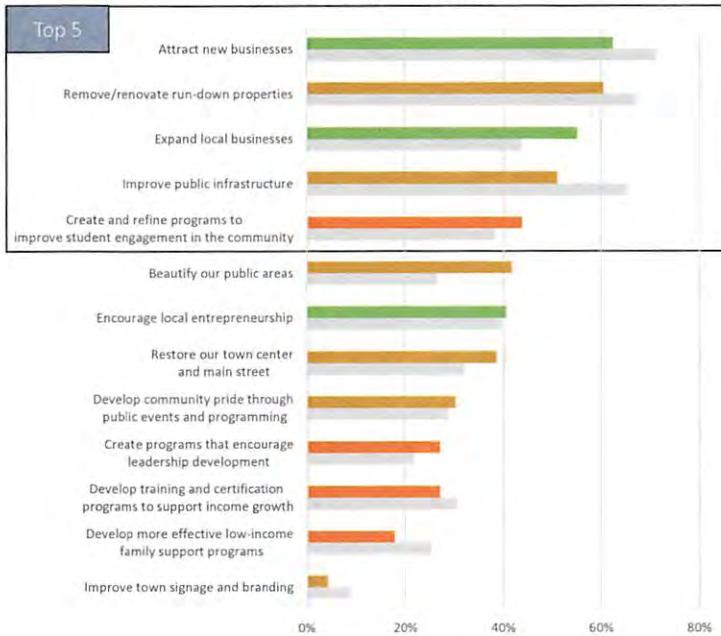
Key Economic Observations

The citizens of Carthage, see the current and future economics of the town very positively. Especially significant is how much more positively the citizens view the current economic conditions. These perceptions are unique to Carthage, and one that we do not see in other GRO communities.

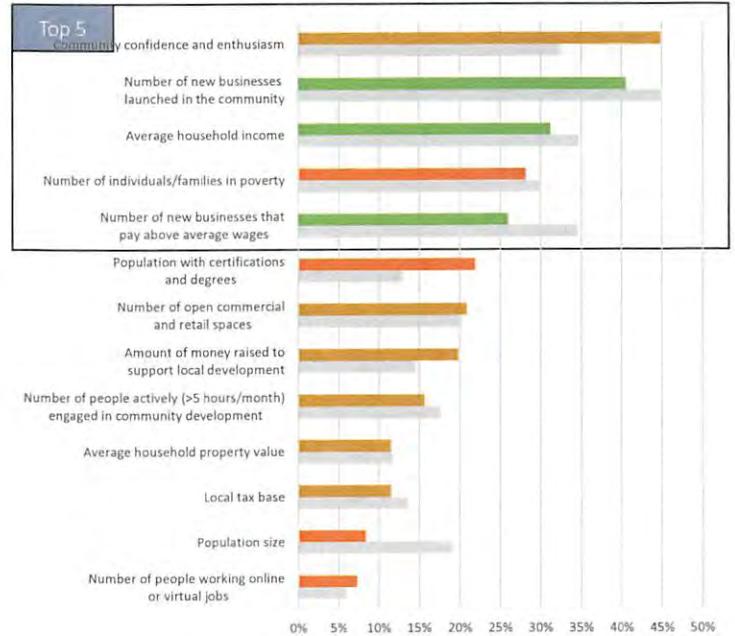
The opportunity:

How do we harness this economic optimism and get our citizens more engaged in the transformation journey? Are there ways by which we could tap into the talents and passions of our community better?

Our Priority Programs



Our Priority Metrics



■ Placemaking ■ Economy ■ People ■ Average GRO Community Score

Key Economic Observations

The citizens of Carthage have a unique positive view of the community, that is often not seen in other rural communities. Across just about every dimension, the citizens hold Carthage in a positive light (current and future economic conditions, local tax base, median household income, perceptions about local leadership, planning process and personal commitment, etc.). The opportunity for Carthage is to see how these positive tail winds can be harnessed to leap-frog forward and become the best rural town in America. The citizens have provided some feedback on opportunities where they would like us to focus (see page 4). A combination of developing amenities that enable Carthage to become a best place to Live, Work and Play is within reach of the citizens. Also, unique for Carthage is that the citizens number one priority that they highlighted for us to focus on was: "Community Confidence and Enthusiasm".

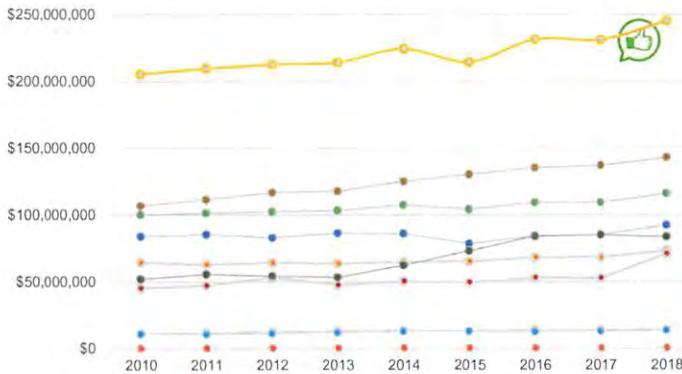
The Businesses We Would Like To See In Our Town:

Retail: restaurants, grocery stores, a bakery; **Recreation:** Performing arts center, opportunities for senior citizens, water park, pool, YMCA, a brewery, food chains (Panera, Chick-Fil-A), sports complex, movie theater; **Services:** hotel, tutoring services, physician services; **Industry:** build out the business park.



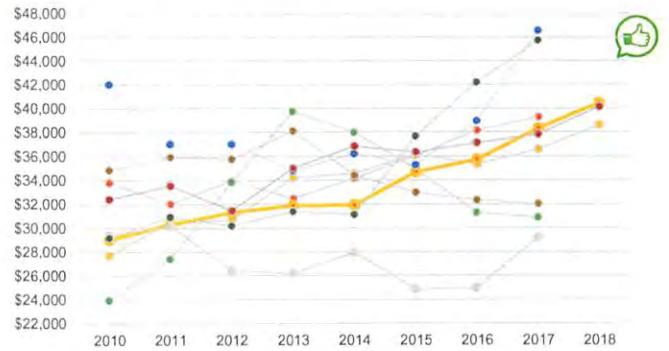
Additional Important Economic Data
What opportunity do you see here?

Annual Sales Tax Collections



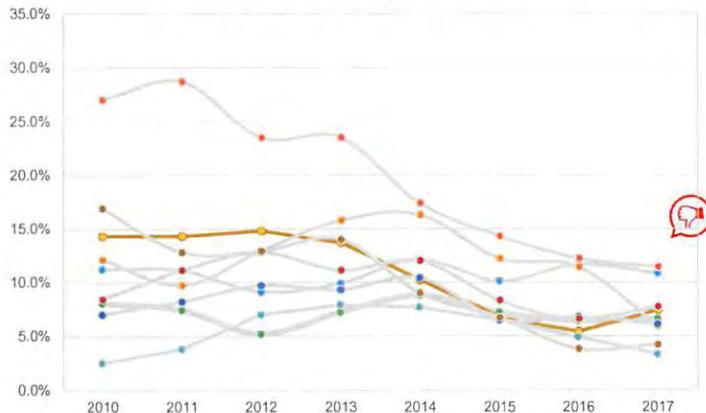
Source: Missouri Dept of Revenue, Public Taxable Sales Reports

Median Household Income



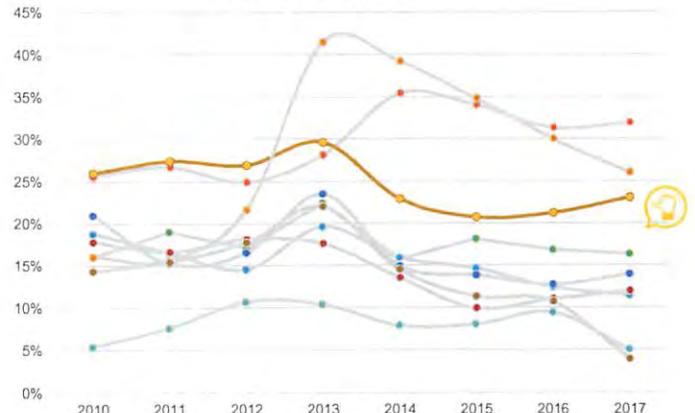
Source: USCB, American Community Survey, 5-yr average.

Local Unemployment Rate



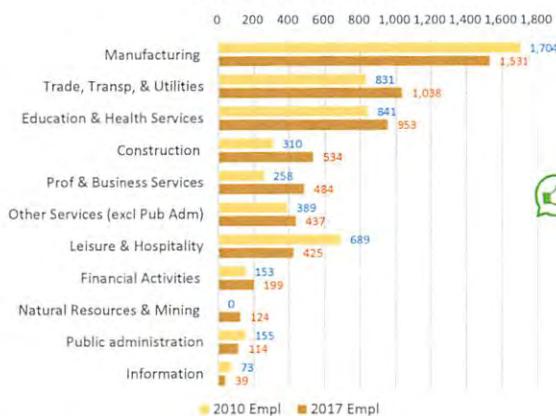
Source: USCB, American Community Survey, 5-yr average.

Local Poverty Rate



Source: USCB, American Community Survey, 5-yr average.

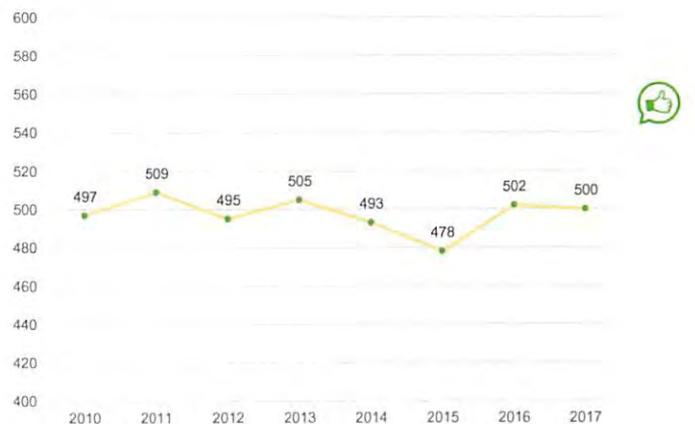
10 Year Shift in Local Jobs
Carthage Employment



Source: USCB, American Community Survey

Source: USCB, American Community Survey, 5-yr average.

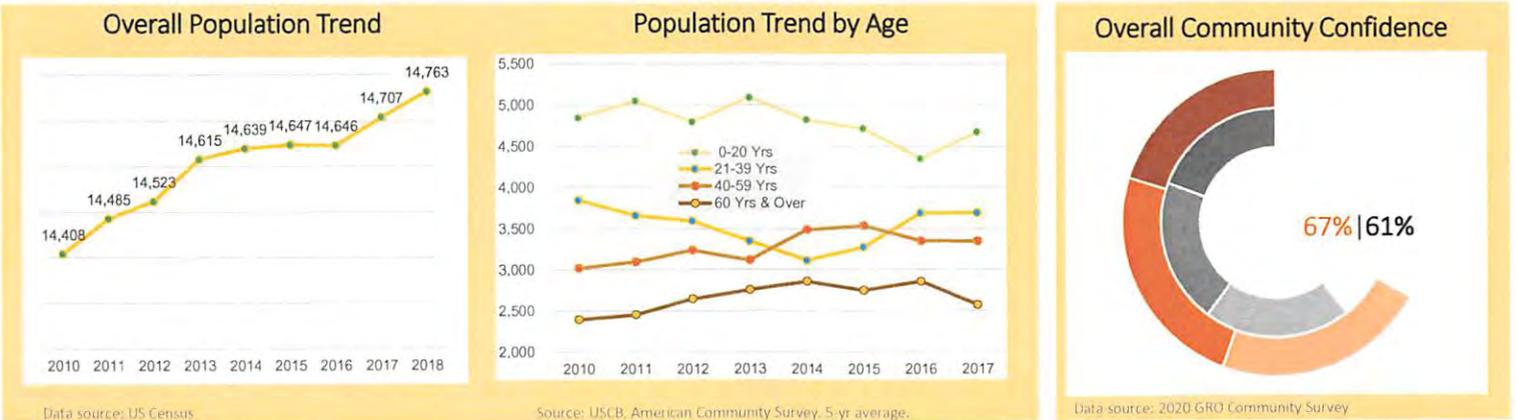
Businesses in Our Town



Source: USCB, County Business Patterns By Zip. Data is on zip code basis.



Our People, Our Pride
What opportunity do you see here?



The citizen perceptions of Carthage are generally extremely positive, and this view enables several opportunities:

- Convey to the town the results of the survey and help validate for the citizens the positivity that they feel.
- Use the citizen enthusiasm to get more community members engaged in the community betterment efforts.
- Carthage has an especially unique opportunity in its youth, who also view the town's current and future prospects positively. (This is very rare for rural towns)
- Perhaps pick 2-3 visible projects and launch them rapidly.

Challenges identified by local citizens:

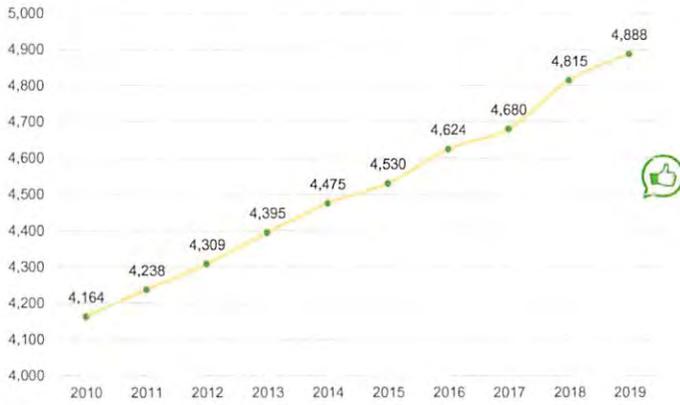
Would like to see the local property owners better maintain their properties. **Leaders that take a more front and center role.** Would like to create more opportunities to engage businesses into the schools.

Clean up the eastern entrance to the town. Making sure our downtown remains retail, making the town safer to navigate for pedestrians & cyclists, reducing vehicular traffic in downtown. **The older parts of town that are run down because attention to them has been taken.** Create more diversity in our leadership groups. Engage the Hispanic community in local decision making. Support for homeless. **Better parks and green ecology.** Improved sidewalks. **We need better immigration support for Hispanics.** Middle class housing.



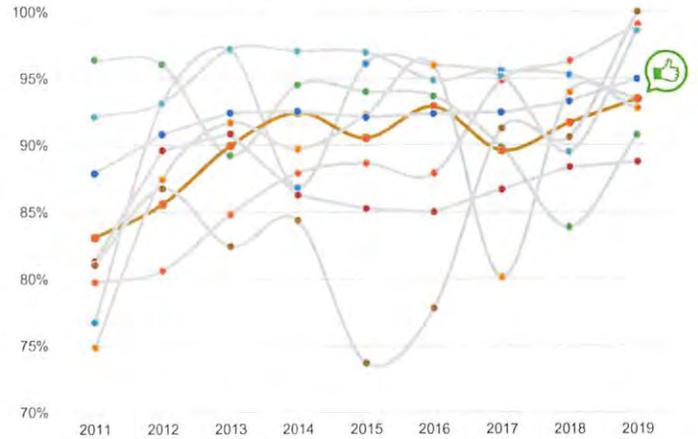
Key Community Metrics
What opportunity do you see here?

Local School Enrollment



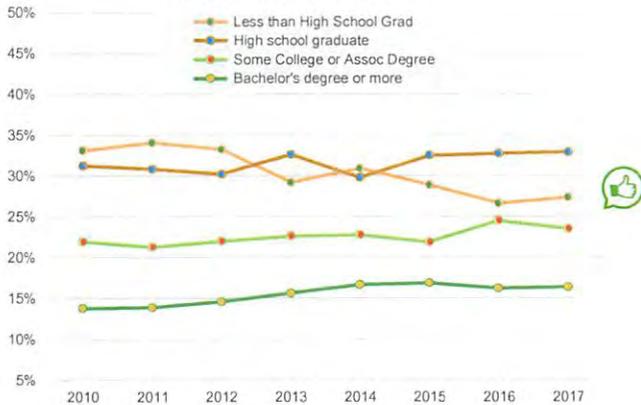
Source: MO Dept of Elem. & Secondary Education, MO Comprehensive Data System, School Finance Report

High School Graduation Rate



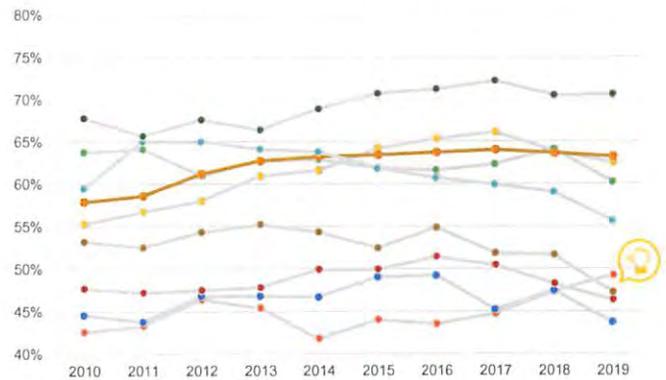
Source: MO Dept of Elem. & Secondary Education, MO Comprehensive Data System, School Finance Report

Local Educational Level



Source: USCB, American Community Survey, 5-yr average

Percent of Students on Free or Reduced Lunch



Source: MO Dept of Elem. & Sec'd. Edu., MO Comprehensive Data System, Free & Reduced Lunch Report

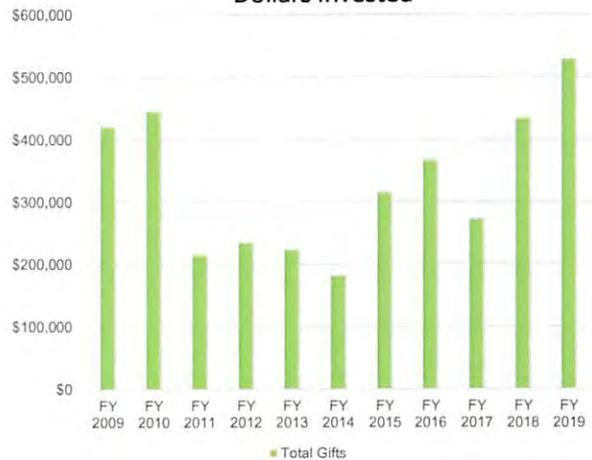
Community Foundation

Dollars Raised



Source: Community Foundation of the Ozarks, 2020

Dollars Invested



July 14, 2020

Jeff Williams
Carthage Community Foundation
221 W. 4th Street, Suite 1A
Carthage, MO 64836

Dear Jeff:

The Community Foundation of the Ozarks is pleased to inform you that the Carthage community has been accepted into the Growth In The Regional Ozarks (GRO) 3.0 program. This program has been structured to help our communities make strides in the arena of community and economic development.

This initial commitment for the program will span over 3 years and the total cost of the program will be \$30,000. The program requires that at least 20% of the funding is matched by the local community foundation. The community foundation will be invoiced at the start of each program calendar cycle.

For GRO 3.0 the program cycle will begin on September of 2020. The following schedule outlines the invoice cycle for the next three years:

- Sept 1st, 2020: \$15,000
- Sept 1st, 2021: \$10,000
- Sept 1st, 2022: \$5,000

It is also noted that the GRO program in the City of Carthage is financially supported by the following partners: \$6,000 from Carthage Community Foundation, \$12,000 from Carthage Water & Electric and \$12,000 from the City of Carthage.

Please sign below and return this letter indicating acceptance of these grant terms by Monday, August 3rd, 2020.

Thank you for your commitment to improving your community.

Sincerely,

Name: _____

Title: _____

City of Carthage

Date: _____

Name: _____

Title: _____

Carthage Water & Electric

Date: _____

Jeff Williams
President,
Carthage Community Foundation
Date: _____

Alice Wingo
Vice President of Regional Advancement,
Community Foundation of the Ozarks
Date: _____



Hrishue Mahalaha
Chief Economic Advisor,
Innovation Economy Partners
Date: 7/14/2020

Brian Fogle
President,
Community Foundation of the Ozarks
Date: _____

*MAYOR'S
APPOINTMENTS*

RESOLUTIONS

MINUTES
STANDING
COMMITTEES

BUDGET WAYS & MEANS COMMITTEE
MONDAY, JULY 13, 2020 5:30 P.M.
CITY HALL COUNCIL CHAMBERS

MEMBERS PRESENT: Alan Snow, Ray West and Ed Barlow. Juan Topete was absent.

OTHERS PRESENT: Mayor Dan Rife, City Administrator Tom Short, City Clerk Traci Cox, Police Chief Greg Dagnan, Captain Bill Hawkins, Fire Chief Roger Williams, Public Works Director Zeb Carney, Parks & Recreation Director Mark Peterson, City Attorney Nate Dally, Council Members Craig Diggs, and David Armstrong, Abi Almandinger, Carthage Water & Electric representatives Chuck Bryant, Kelli Nugent, and Neel Baucom, Heather Collier

Mr. Snow called the meeting to order at 5:30 P.M.

***NOTE:** All areas *italic* below were submitted to the Committee in a pre-meeting memo by Mr. Short.

OLD BUSINESS:

1. **Consideration and approval of minutes from previous meeting.**

Mr. West made a motion to approve the minutes of the June 8 Budget meeting.
Motion carried 3-0.

NEW BUSINESS

1. **Consider and discuss Council Bill approving the Annual Operating and Capital Budget for Carthage Water & Electric Plant for Fiscal Year 2020/21.**

"This is a part of the annual budget process which was deferred due to the passage of the Governor's Stay-at-Home Order, Resolution No. 1897 and the declaration of a state of emergency within the City of Carthage, calling for proactive measures to protect the public health, safety and welfare due to COVID-19. CW&EP will present their annual budget to the Committee for recommendation to the full City Council for adoption for fiscal year 20/21. The Council Bill (attached) will be on the July 14, 2020 Council meeting for first reading and Public Hearing. An electronic copy of their budget request is included as part of this packet. Hard copies (Binders) will also be delivered to the Committee at the meeting by CW&EP. A Reminder, the meeting will be an "in person" meeting in the Council Chambers at City Hall."

Chuck Bryant and Kelli Nugent presented the CWEP Budget by discussing future fiber optic deployment, the wastewater system, water distribution, and electric system. Economic Development funding was also discussed.

Heather Collier and Jeff Williams, Carthage Community Foundation, discussed a "Gro 3.0" Rapid Rural Transformation grant to be used to set an economic development plan going forward. A core group of leaders would be established to work together to develop a vision to help grow and attract businesses.

2. **Consider and discuss Council Bill approving the Annual Operating and Capital Budget for Carthage Library for Fiscal Year 2020/21.**

"The same basic situation involves the Library's budget as stated above. However, the Memorandum of Understanding by and between the Carthage Library Board and the City stipulate that the Library will provide to the City yearly, a copy of its Board approved annual operating budget, to be filed with the City Clerk. Receipts from the Parks/Storm water Sales Tax shall be allocated to the Board in the amount of forty percent (40%), and to the City in the amount of sixty percent (60%) of collections received from the Missouri Department of Revenue on a monthly basis. Therefore, the process of "adoption" is a little different than other budgets. The City adopts the Library's budget as submitted. A copy of the Library's adopted budget is included."

Mr. Short discussed the proposed Carthage Library Budget. Mr. Barlow moved to forward a Council Bill approving the CWEP budget and Carthage Library budget to council for approval. Motion carried.

3. **Consider and Discuss Revenue Estimates for Fiscal 2021 Budget.**

"We are asking to certify the revenue projection for fiscal 2021. Because of the COVID situation, we are presenting the information in a little different format and have several options to consider. We'll go over these at the meeting. A copy of the revenue projections are included in the packet. We would like a recommendation from the Committee to certify the finally approved estimates for fiscal 2021."

Mr. Short presented different scenarios for projecting revenues for 2021 FY due to the possible economic impact of the pandemic. Mr. West moved to reduce revenues by 15%. Motion carried 2-1 with Mr. Barlow casting the nay vote.

4. **Staff Reports.**

"Sales Tax Numbers: receipts for the General Fund Sales Tax (1%) for July showed an increase of 19.67% from the same month last Fiscal Year. This amounted to approximately \$40,919 more than the same month last year. This is the first month of the fiscal year and receipts are higher than last year's collections. We believe this is the still part of the COVID-19 spike we had been anticipating and first showed up in June's receipts. The Sales Tax report is included. **Revised Budget Hearings:** Included is the updated Budget (Schedule) Calendar. Hearings with Department heads will take place August 19, 2020. Also included is the **(Unaudited) June Summary Revenue & Expense Report**. I believe the Committee received the full report electronically from the City Clerk. **The June Pooled Investment Report is also included.** As can be seen from the report, interest earnings is substantially down from earlier this year and from previous years. **Agreements/Contracts with Agencies providing services to the City of Carthage.** We will also report on a workgroup for **Economic Development Services** meeting recommending Economic Development

activities take place via a Grant through the Carthage Community Foundation "Grow" grant and the City contract with the Chamber for Chamber Services at a declining rate, for Chamber type services. The City would be asked to contribute toward the grant for a three year time frame. Heather Collier will be at the meeting to give a short presentation about the grant and answer any questions. Staff is looking at updates to the **COVID 19 Leave Policy**. One thing that has necessitated this is the duration of the COVID- 19 situation. The policy did not fully anticipate it lasting this long. One item looked at is the "paid" administrative leave versus no pay or use of paid (accumulated) leave situation. Nate is reviewing the policy in connection with the federal legislation. The **Salary Study Committee** has been meeting and discussing the progress of the work and the report with the consultants and Department Heads. An update (briefing) will be provided at the meeting. **Budget Philosophy**; would like to visit about the budget philosophy for fiscal 21 in light of the COVID-19 impact, and potential impacts. These will probably be covered in the other budget discussion items but want to discuss the overall philosophy for next year (in light of COVID) and its change from the earlier approved budget policy pre-COVID.

Mr. Short reviewed sales tax revenues which have exceeded estimates. The financial reports were reviewed noting total revenues are above projections and total expenses are below projections. City Attorney Nate Dally is updating the COVID leave policy. Implementation costs for the salary study were discussed. Committee recommends a special council meeting with McGrath to review the full results of the salary study.

5. **Other Business.** None.

ADJOURNMENT: The meeting adjourned at 9:00 P.M. on motion by Mr. Barlow

Respectfully submitted,
Traci Cox

COMMITTEE ON INSURANCE/AUDIT AND CLAIMS
TUESDAY, JULY 14, 2020
5:00 p.m.

COMMITTEE MEMBERS PRESENT: Ceri Otero, David Armstrong, Seth Thompson, and Craig Diggs.

OTHER COUNCIL MEMBERS:

OTHERS PRESENT: City Administrator Tom Short and City Clerk Traci Cox.

Chair Ceri Otero called the meeting to order at 5:00 P.M.

OLD BUSINESS:

Approval of minutes from previous meeting: On a motion by Mr. Armstrong, the minutes of the June 23, 2020 meeting were approved 4-0.

Review and approval of the Claims Report: The Committee discussed items regarding the Claims Report. Mr. Diggs moved to approve the claims. Motion carried 4-0.

NEW BUSINESS:

1. **Staff Reports:** Ms. Cox reported on a recent meeting with Anthem for review of a utilization report. Mr. Short reported on a letter received from Jasper County regarding requests for reimbursement from the CARES Act.
2. **Member Reports:** None.

ADJOURNMENT: Mr. Armstrong made a motion to adjourn at 5:15 PM. Motion carried 4-0.

Traci Cox
City Clerk

City of Carthage



Public Safety Committee – Minutes

Meeting Date: July 20, 2020

Meeting Location: Virtual Meeting

Call to Order: Chairman Harrison

Time Called to Order: 5:30pm

Attendance:

Chairman Harrison, Councilman Barlow, Councilman Thompson, Chief Williams, Chief Dagnan, Morgan Housh, Tom Short, Craig Diggs, Abi Almandinger, Ceri Otero

OLD BUSINESS

Councilman Barlow made the motion to accept the minutes from the previous meeting as written. Motion passed.

CITIZEN PARTICIPATION

1. Chief Dagnan spoke on behalf of Jude Champagne and discussed the 2020 Rallye in the Park event and run date change. This event was approved in the January 2020 meeting to be held on April 26th with all the requested road closures approved. Mr. Champagne is requesting to have the event moved to September 20, 2020 with all the same requested road closures, permission to back vehicles into parking spaces, and alternative plans for inclement weather as in the January meeting. No motion was needed this is just an updated date to the motion that was approved in the January meeting.

NEW BUSINESS

1. Chief Dagnan spoke on behalf of Tim Hill from the Public Works Department. Tim has been receiving complaints from the citizens of Carthage about the parking along the south side of Wiggins from Garrison to the middle of the block that has an alley on the north side of the road. When the traffic is exiting onto Wiggins from the alley, it is difficult for cars to make the turn to go west because of the vehicles parking along the south side of the road. Most of the property frontage there belongs to Insurance business facing Garrison and it serves no purpose as far as parking to the business. The house across the alley will still have ample parking. Tim is requesting to restrict the parking about 170 feet from Garrison south to give Republic Services and other vehicles enough room to make the proper turn to go west on Wiggins. Councilman Barlow made a motion to approve Tim Hill's and the Public Work Department request to restrict the parking about 170 feet from Garrison on the South side of Wiggins to allow traffic to turn. Motion passed.
2. Fire Chief Roger Williams spoke with the committee of the acceptance/award of the yearly EMPG grant. Due to the current COVID-19 pandemic the state has extended this grant from 12 months to 18 months. The grant will run from January 1, 2020 – June 30, 2021. By adding these additional 6 months it increased the amount that we requested and in the end increased the amount that the CFD was awarded. The new total amount for the 2020 EMPG grant that was rewarded to the City of Carthage/Carthage Fire Department is \$111,487.74. That is \$55,743.87 in federal funds and \$55,743.87 in locally required match. 1st and 2nd quarters have been submitted on July 10th and should be seeing the awarded funds in the next few weeks. Councilman Barlow made a motion to accept the EMPG grant as in years past. Motion passed.

Persons with disabilities who need special assistance – please contact the Fire Department at 417-237-7100, or the Police Department at 417-237-7200 at least 24 hours prior to the meeting.

3. Staff reports

a. Fire Department

- Spoke with the committee about the staff at the Station and COVID calls
- CFD has a new engine still on order however, with COVID it has slowed down the production process. Chief Williams will keep the committee informed on the production process.
- Chief Williams spoke with the committee briefly about a few capital projects and Fire Sales Tax update.

b. Police Department

- Chief Dagnan spoke with the committee about a concerned citizen in the 10th and Clinton area who has a homeran Daycare in that area. The citizen would like a stop sign in that area due to their traffic concerns. Chief Dagnan and the CPD conducted a street study of the area and emailed the speed view analysis report to the committee for their review so that it can be discussed at the next Public Safety meeting. No motion needed.

ADJOURNMENT – Councilman Thompson made a motion to adjourn. Motion passed.

Next Meeting Date: August 17, 2020

Next Meeting Location: TBD

Persons with disabilities who need special assistance – please contact the Fire Department at 417-237-7100, or the Police Department at 417-237-7200 at least 24 hours prior to the meeting.

***MINUTES
SPECIAL
COMMITTEES
AND BOARDS***

Carthage Chamber of Commerce Board of Directors

Thursday, May 21, 2020

*attending via conference call

Members present:

Roy Mason, Chair
Elizabeth Simmons, Vice Chair
Kimberly Fullerton, Treasurer *
Becky Andrews
Jeanette Clem *
Paul Eckels
Dr. Jon Haffner
Reed Hoagland *
Tom Short, ex-officio *
Scott Watson
Stephanie Howard, ex-officio *
Gregg Wolf, ex-officio *

Members absent:

Tom Flanigan, ex-officio
Robert Goar
John Lenahan
Manny Maturino

Liaisons present:

Liaisons absent:

Mike Daugherty
Jeremiah Johnson

Staff present:

Mark Elliff, Pres/Sec
Neely Myers

Guests present:

Abbi Almandinger

I. Call to Order

Chair Roy Mason called to order the regular meeting of the Board of Directors Meeting at 7:31 am on May 21, 2020 at the Carthage Chamber of Commerce.

II. Consent Agenda

Scott Watson motioned to accept consent agenda with a second from Jon Haffner. Motion passed.

III. Partner Report

- a) CVB: Becky Andrews reported that they have updated the job description and advertised for a new Director. They have received several resumes and two interviews have been scheduled.
- b) Ministerial Alliance: Jeremiah Johnson not present

IV. Chair Report

Chairman Mason reminded everyone of the upcoming no tax increase bond issue for the expansion of the South Tech Center and North Tech Center. The Chamber has endorsed this and encourages everyone to vote yes.

V. President Report

Elliff reported that June 1st Sally Currence will begin working at the Chamber, letter going out authorizing Taylor-Green as the CPA firm for the audit, local economic recovery is progressing,

Chamber budget should be finalized and presented to board next month and updated the Board on several legislative bills.

VI. City of Carthage Report

City Administrator Short reported that budget hearings will begin June 8th and the Council is working towards final budget readings in September.

VII. Old Business

Discussion was held regarding the contract with the City of Carthage for economic development services. The contract expires in June and the President and at least another board member will meet with the City regarding what services can be provided and attempt at working out an agreement that will work for everyone.

VIII. Adjourn

Motion by Scott Watson, second by Paul Eckels to adjourn. Motion carried.

Carthage CVB Board Meeting Minutes

June 10, 2020

Members Present: Anthea Harbin, Mishell Hoover, Stephanie Howard, Jonathan Roberts, Becky Andrews, Kim Bausinger, Mark Elliff

Meeting called to order at 8:05am by Anthea at the Carthage Chamber of Commerce Office.

Approval of Minutes: A motion was made by Jonathan, second from Kim and passed to approve minutes from the May 13, 2020 meeting.

Treasurer's Report- Copies of the Balance Sheet & Profit & Loss were not yet available from the CPA. The lodging report from May was provided. YTD \$89,874.39 on lodging tax, need to hit \$102,000 by June 30. April was bad for the city however, according to Anthea, May should be better based on her occupancy rate at the hotel.

Old Business- Becky Andrews informed us that Callie Meyers did accept the position of Executive Director and will start on July 6th. She is meeting Kim and Becky on June 11th for a tour of the town and to meet some people thru out town.

Food Truck Friday- Discussion on Food Truck Friday. One truck drop but filled the slot. Talked with the police chief to get all the rules for social distancing. Map was shared with all vendors. Jonathan going to talk to Caleb to help with set up for this month. All vendors have now paid. Kim will be talking to the Chief and health department again today.

FY21 Grants- No update but Callie is already looking at grants. Both what we have done and what might be out there.

New Business- Need to have a strategic planning session and need to look at replacing 2 board members that have not attended most meetings.

Erik the Travel Guy is planning on being in Carthage on July 6th, but Becky is going to call and request that get moved back to allow Callie time to plan.

Everyone needs to go thru the handbook individually and see what we may need to change within the next 2 weeks.

Abi Almandinger, executive director of Vision Carthage, presented to the CVB board. They are wanting to apply for a grant to revitalize the downtown. This would be a 60/40 matching grant and they are needing \$12,000 for the match. The City has given the organization \$4,000 each year for the beatification of the square but due to COVID-19 it does not look like the City will be able to give the full \$12,000. This is a 2-year grant that will give a plan/blue print on how to do the revitalization of the downtown. Give a network to other grants and those that could help. Give a baseline of where your downtown is now and would hopefully increase the value and appeal of the city. Main Street website has more info. CVB is their 1st ask.

“Motion was made and seconded to give Vision Carthage a \$4,000 match for the downtown grant and if they are unable to get the match, come back to the CVB for reconsideration.

Kim Bausinger made the motion, Jonathan Roberts, seconded the motion”

Abi Almandinger also announced she would be happy to come onboard and join the CVB grant. She mentioned that we might look at putting wayfinding signs up for the historic drives and look at CLEO map app for the historic homes and properties. She also thought that Wendi Douglas has put together a podcast about historic homes and buildings in Carthage.

City Liaison Report-No report, not present

Chamber Report-A decision on Maple Leaf won't be made until September 1 but planning is underway. Their contract with the city has not yet been approved.

President Report-Anthea reported all invoices entered, checks printed and mailed. Voicemail has been recorded and in the process of returning all calls. Emails have been forwarded to the CVB Gmail account.

Executive Director Report-None

Meeting adjourned at 9:30am. The next meeting will be July 8th, 2020 8am location to be determined.

Carthage Chamber of Commerce Board of Directors

Thursday, June 18, 2020

*attending via conference call

Members present:

Elizabeth Simmons, Vice Chair
Kimberly Fullerton, Treasurer
Jeanette Clem *
Paul Eckels

Members absent:

Roy Mason, Chair
Becky Andrews
Tom Flanigan, ex-officio
Robert Goar
John Lenahan
Manny Maturino
Dr. Jon Haffner
Reed Hoagland
Tom Short, ex-officio
Scott Watson
Stephanie Howard, ex-officio
Gregg Wolf, ex-officio

Liaisons absent:

Mike Daugherty
Jeremiah Johnson

Staff present:

Mark Elliff, Pres/Sec
Neely Myers
Sally Currence

Guests present:

Abi Almandinger

I. Call to Order

Chair Roy Mason called to order the regular meeting of the Board of Directors Meeting at 7:31 am on May 21, 2020 at the Carthage Chamber of Commerce.

II. Consent Agenda

Not applicable. No official meeting called to order.

III. Partner Report

- a) CVB: Mark reported that they have hired a new Executive Director named Callie Myers. Her official start date will be July 6th.
- b) Ministerial Alliance: Jeremiah Johnson not present

IV. Chair Report

Chairman Mason not present

V. President Report

Elliff reported that the local economy is doing well and for the most part, business as usual. There is a lot of uncertainty which causes a lot of hesitation and confusion throughout. Maple Leaf is still happening as of now. If the time comes and it needs to be determined whether we are going to hold the festival or cancel it, that will be a Board decision. Maple Leaf has been trademarked.

VI. City of Carthage Report

City Liaison Seth Thompson attended his first Board meeting. He had nothing to report as of yet.

VII. Old Business

Discussion was held regarding the contract with the City of Carthage for economic development services. The contract expires in June and the presentation was made with a proposal to the Budget Committee. The mayor would like to see a committee of City, Chamber, and CWEP. Second reading will be next Tuesday, June 23rd. The current contract may be temporarily continued. We agreed that communication with the City Council needs to be better and we have a great liaison in Seth Thompson which is going to be a huge asset.

VIII. New Business

Discussion was held regarding funding for the Vision Carthage/Main Street grant match. Abi Almadinger presented that they have a 4-part plan w/ helpful strategic planning. The grant would be a 60/40 with Vision being responsible for 40% equaling \$12,320. They have asked that Vision Carthage, the CVB, and the Chamber contribute 1/3 of the 40% equaling roughly \$4000 each. The President expressed that the Chamber has enough money in the Economic Development fund for this fiscal year to be able to put it towards something that will help Carthage, and thinks that this is an excellent way to use that money. There will be an email vote sent out by Mark to make a decision on this contribution. The budget for FY 2020-2021 is pending City approval.

IX. Other Business

Paul Eckles started the discussion about rather than completely cancelling or completely going on with Maple Leaf the same as usual, to modify Maple Leaf positively in response to what is going on in the world with Covid-19. How could we make Maple Leaf better to still make it well-populated, despite what is happening? Could we spread the vendors out more over a larger area? Could we change the parade route to make it longer or would we lose participating bands? Could we hold virtual events of some sort? What would positively grab people's attention that would prove that the Chamber is doing their part in trying to keep the community safe, while still holding the biggest economic event that Carthage has?

On July 13th we will have our next Monday Member Meet up – Encourage you all to come!

We discussed Cherry's recent jamboree. We thought that it included many awesome vendors and activities, but due to the weather the attendance was slightly low. The Chamber supports her in this event. What can we do to support events in the City that bring people to Carthage, like Cherry's jamboree?

X. Adjourn

Not applicable. No official meeting called to order.

Carthage Chamber of Commerce Board of Directors

Minutes of Electronic Vote Monday, June 22, 2020

Members present:

Roy Mason

Becky Andrews

Jeannette Clem

Paul Eckels

Robert Goar

Jon Haffner

Reed Hoagland

John Lenahan

Manny Maturino

Scott Watson

Beth Simmons

Kim Fullerton

On Thursday, June 18, at 4:13 p.m., Mark J. Elliff, President and Secretary of the Carthage Chamber of Commerce emailed the following to the Board of Directors:

"At this morning's board meeting, we did not have a quorum but there is one item of business that we need to act on. Attached is a summary letter from Vision Carthage requesting funds to match a grant they have received for study to improve the downtown district of Carthage. The CVB at their last meeting received and granted a request for \$4,000 and we (the Chamber) advised CVB and Vision that we would consider funding \$4,000 as well, subject to Board approval. The reason to be involved is if there is going to be a Main Street program again, which is very likely, then all three of the organizations need to be supportive to make it successful this time and we all work together. We do have the funds available in the Economic Development class and I strongly support the funding of this request.

Per Vice Chair Simmons, please vote on the following question which is now open and the voting will be closed at 5:00 PM on Monday June 22, 2020. Please vote either "I vote Yes" or I vote No" and use Reply All.

Mark Elliff, President moves that the Carthage Chamber of Commerce approve a \$4,000 funding request from Vision Carthage to be used as matching funds for a grant to be used for a study to help in the revitalization of the Carthage Historic Downtown.

Pursuant to the Chamber Bylaws, only the twelve elected board members may vote.

Thanks, Mark"

The electronic votes received were 10 yes and two no replies from voting Directors and at 8:16 a.m. on Monday, June 23, 2019, Mark J. Elliff, President and Secretary of the Carthage Chamber of Commerce emailed the following to the Board of Directors:

"Voting is closed. Motion One has passed. Thank you.

Mark"

Minutes prepared by Sally Currence.

CWEP BOARD MEETING MINUTES

July 16, 2020

The Carthage Water & Electric Plant Board met in regular session July 16, 2020, 4:00 p.m. at the CWEP Office, 627 W Centennial, Carthage, MO.

Board:

- | | |
|--|--|
| <input checked="" type="checkbox"/> G. Stephen Beimdiek- President | <input checked="" type="checkbox"/> Brian Schmidt - Member |
| <input type="checkbox"/> Danny Lambeth -Vice President | <input checked="" type="checkbox"/> Pat Goff – Member |
| <input checked="" type="checkbox"/> Ron Ross -Secretary | <input checked="" type="checkbox"/> Neel Baucom - Member |
| <input checked="" type="checkbox"/> Alan Snow -Liaison | |

Staff:

- | | |
|--|--|
| <input checked="" type="checkbox"/> Chuck Bryant-General Manager | <input checked="" type="checkbox"/> Jason Choate-Director of Water Services |
| <input checked="" type="checkbox"/> Cassandra Ludwig-General Counsel | <input checked="" type="checkbox"/> Kelli Nugent/CFO |
| <input type="checkbox"/> Jason Peterson-Director IT & Broadband | <input checked="" type="checkbox"/> Kevin Emery-Director of Power Services |
| <input checked="" type="checkbox"/> Megan Stump- Executive Assistant | <input checked="" type="checkbox"/> Stephanie Howard-Director of Business & ED |
| <input checked="" type="checkbox"/> Megan Milliken-Customer Relations Mgr. | |

President Beimdiek called the meeting to order at 4:00 p.m.

ADDITIONS/CHANGES TO THE AGENDA: None.

APPROVAL OF MINUTES:

A motion by Baucom and seconded by Schmidt to approve the minutes of the regular meeting of June 25, 2020 as presented passed unanimously.

APPROVAL OF DISBURSEMENTS:

A motion by Schmidt and seconded by Baucom to approve disbursements for June in the amount of \$3,246,785.24 passed unanimously.

COMMITTEE REPORTS: None.

CITIZEN'S PARTICIPATION PERIOD: None.

OLD BUSINESS: None.

NEW BUSINESS:

CONSIDERATION OF THE PURCHASE OF AN ARTICULATING TELESCOPIC AERIAL BUCKET TRUCK

General Manager Bryant recommends proceeding with the purchase of a new articulating telescopic aerial device bucket truck, which was budgeting for the new fiscal year. Bryant noted this is a two-man bucket truck with an extended telescopic boom of nearly 55 feet. He added this truck meets CWEP's specifications and will be purchased from Altec Industries, Inc in the amount of \$225,449.00.

A motion by Ross and seconded by Goff to proceed with the purchase of a new articulating telescopic aerial device bucket truck in the amount of \$225,449.00, passed unanimously.

CONSIDERATION OF THE PURCHASE OF A BORING RIG AND TRAILER

General Manager Bryant reported a request to purchase a new horizontal directional boring rig and trailer was submitted. This unit and trailer will include all requirements of CWEP and is expected to provide superior performance in projects. CWEP will be able to make this purchase through Vermeer Corporation under a cooperative contract agreement that has been competitively bid.

GM Bryant recommends proceeding with the purchase of the directional boring rig and trailer in the amount of \$221,232.96.

A motion by Schmidt and seconded by Baucom to proceed with the purchase of the directional boring rig and trailer in the amount of \$221,232.96, passed unanimously.

CONSIDERATION OF THE PURCHASE OF A PAYMENT KIOSK

General Manager Bryant announced CWEP seeks to purchase an outdoor payment kiosk machine. Throughout the process of assembling information, researching machine options, and working with CWEP's current software provider, it has been determined that the machine, software, integration, and set-up can be purchased in one transaction from the payment software vendor, Central Service Association (CSA).

GM Bryant recommends proceeding with the purchase of the payment kiosk, installation, and payment portal set-up with CSA in the amount of \$29,188.00.

A motion by Goff and seconded by Ross to purchase the payment kiosk, installation, and payment portal set up with CSA in the amount of \$29,188.00, passed unanimously.

STAFF REPORTS:

General Manager Bryant gave an update on capacity factors for Sikeston and Plum Point. Bryant noted staff is working with Anixter and Itron on finalizing the contract for the AMI project. He reported the wastewater collections department have enrolled in a voluntary sampling process for COVID-19 studies in wastewater through DNR. They have begun collecting samples and will send them to DNR along with many other systems in Missouri for research into the virus. GM Bryant noted fiber crews will be working on a large-scale expansion to include a new route to a proposed roundabout at Fairview and Garrison. This Build will be done in 3 phases and will add 437 homes passed. Bryant reported he received a phone call from a very pleased customer who was very happy with our service and employees. The customer noted Derek Crowe, Electric Distribution System Manager, and Andrew Moore, Communications Field Technician, as being employees, she found to be exceptional to work with.

BOARD MEMBER COMMENTS:

At 4:57 p.m. the meeting adjourned.

President – Steve Beimdiek

Secretary – Ron Ross

***AGENDAS
STANDING
COMMITTEES***

City of Carthage



NOTICE OF MEETING

Public Safety Committee – Agenda

Monday July 20, 2020
5:30 p.m.
By Video Conference

TENTATIVE AGENDA

OLD BUSINESS

1. Consideration and approval of minutes from previous meeting.

CITIZEN PARTICIPATION

1. Rallye in the Park – Jude Champagne

NEW BUSINESS.

1. Request for restricted parking on South side of Wiggins Street – Tim Hill
2. Acceptance of the EMPG grant award – Chief Roger Williams Fire Department
3. Staff reports
 - a. Fire Department
 - b. Police Department

ADJOURNMENT

PERSONS WITH DISABILITIES WHO NEED SPECIAL ASSISTANCE CALL 417-237-7000 (VOICE) OR 1-800-735-2466 (TDD VIA RELAY MISSOURI) AT LEAST 24 HOURS PRIOR TO MEETING.

POSTED: _____

BY: _____

**-NOTICE OF MEETING-
PUBLIC SERVICES COMMITTEE
TUESDAY July, 21st, 2020
5:30 P.M.
BY VIDEO CONFERENCE**

AGENDA

In response to the Coronavirus pandemic and pursuant to the Declaration of Emergency within the City of Carthage, this meeting will be held by on-line video conference. If you would like to listen to the meeting, access information is provided below. For questions, contact Kailey Williams Parks & Recreation Department (417) 237-7035 or k.williams@carthagemo.gov. If you would like to listen to the meeting please call by telephone [#346-248-7799](tel:346-248-7799). You will have to enter the ID# [867 3957 2860](tel:867-3957-2860) with a password of [103992](tel:103992). This will allow you to listen to the meeting.

Old Business

1. Consider and approve minutes from previous meeting.

Citizens Participation (Citizens wishing to address the Council or Committee should notify the City in advance, and provide the item they wish to address in written format at least 24 hours prior to the meeting through this [FORM](#). Residents who do not have internet service may call the Park office at 417-237-7035.)

New Business

Staff Reports

Other Business

ADJOURNMENT

**PERSONS WITH DISABILITIES WHO NEED SPECIAL ASSISTANCE CALL
417-237-7000 (VOICE) OR 1-800-735-2466 (TDD VIA RELAY MISSOURI) AT LEAST 24 HOURS
PRIOR TO MEETING.**

Posted: _____

By: _____

COMMITTEE ON INSURANCE/AUDIT AND CLAIMS
July 28, 2020
5:00 PM
Carthage City Hall Council Chambers

Old Business

1. Consideration and Approval of Minutes from Previous Meeting
2. Review and Approval of the Claims Report

Citizens Participation

(Citizens wishing to speak should notify Department Head or Committee Chair in advance)

New Business

1. Staff Reports

Adjournment

PERSONS WITH DISABILITIES WHO NEED SPECIAL ASSISTANCE CALL 417-237-7000 (VOICE) OR 1-800-735-2466 (TDD VIA RELAY MISSOURI) AT LEAST 24 HOURS PRIOR TO MEETING.

Posted _____

*AGENDAS
SPECIAL
COMMITTEES
AND BOARDS*



Carthage Convention and Visitors Bureau Board of Directors

Board Meeting to be held **Wednesday July 8, 2020 at 8am, Chamber of Commerce Office**

Mission Statement: The mission of the Carthage Convention and Visitors Bureau is to develop and promote tourism and overnight stays.

Agenda

Call to order	Anthea Harbin
Approval of Minutes of June 10, 2020 meeting	
Treasures Report	
June 30, 2020 Financials Report	Stephanie Howard
Lodging Tax Report	
Old Business	
Food Truck Friday-June	Kim Bausinger
FY 21 Grants	Callie Myers
New Business	
New Office Update	Becky Andrews
City Liaison Report	Seth Thompson
Carthage Chamber Report	Mark Elliff
President's Report	Anthea Harbin
Executive Director's Report	Callie Myers

The CVB Directors may vote to go into closed session to discuss personnel issues.

2020 Board of Directors meetings to date = 6

Anthea Harbin	6	Mishell Hoover	5
Gregg Wolf	4	Stephanie Howard	6
Jonathan Roberts	6	Manny Maturino	0
Kim Bausinger	4	Becky Andrews	4
Michael Goolsby	0	Mark Elliff	3
Mike Daugherty	0	Niki Cloud	5

Next meeting to be held August 12, 2020 – Location to be determined



Board of Directors Meeting
Thursday, July 16, 2020
7:30 a.m.

Optional via conference call (425) 436-6362 Access Code 235941

***Vision Statement** - To foster and facilitate the success of Carthage area businesses, so our community is financially healthy and the people living, working, and playing in Carthage can enjoy a higher quality of life.*

***Mission Statement** - To improve the overall business climate for our members and quality of life for the community through sponsorship of programs which promote civic and economic development, stimulate growth, and support relevant political action.*

Agenda

1. Call to Order
2. Consent Agenda Items
 - a. Approval of May Minutes & Electronic vote June 23
 - b. Financial Report
 - c. Committee Reports
 - i. Membership
 - ii. Ambassadors
 - iii. Carthage Leading Ladies
 - iv. Maple Leaf
 - v. Marketing/Expo & Home Show
3. Partner Reports
 - a. CVB – Callie Myers
 - b. Ministerial Alliance – Jeremiah Johnson
4. Chairman’s Report
5. President’s Report
6. City of Carthage Report
7. Jasper County Report
8. Old Business
 - a. City Economic Development Contract
9. New Business
 - a. New bank Credit Card
 - b. Budget FY 2020-2021

10. Other Business
11. Strategic Planning Discussion
12. Upcoming calendar items (handout)
13. *Next Meeting – Thursday, August 20, 2020*
14. Adjourn

POSTED: _____ BY: _____

2020 Board of Directors meetings total = 5

Roy Mason	4	Robert Goar	3	Niki Cloud	3
Beth Simmons	5	Dr. Jon Haffner	3	Mike Daugherty	0
Kimberly Fullerton	5	Reed Hoagland	3	Stephanie Howard	4
Becky Andrews	4	John Lenahan	0	Tom Flanigan	3
Jeanette Clem	4	Manny Maturino	0	Jeremiah Johnson	0
Paul Eckels	4	Scott Watson	4	Tom Short	1
				Greg Wolf	3



AGENDA

Notice is hereby given that the Carthage Water & Electric Plant Board will meet July 16, 2020, 4:00 p.m. at the CWEP Complex, 627 W. Centennial, Carthage. The tentative agenda of the regular meeting includes:

ADDITIONS TO THE AGENDA

APPROVAL OF THE BOARD MINUTES: June 2020

APPROVAL OF DISBURSEMENTS: June \$3,246,785.24

FINANCIAL STATEMENT:

COMMITTEE REPORTS

CITIZENS PARTICIPATION PERIOD:

OLD BUSINESS: None.

NEW BUSINESS:

1. Consideration of the Purchase of an Articulating Telescopic Aerial Bucket Truck
2. Consideration of the Purchase of a Boring Rig and Trailer
3. Consideration of the Purchase of a Payment Kiosk

STAFF REPORTS

BOARD MEMBER COMMENTS

Persons with disabilities who need special assistance may call 417-237-7300 or 1-800-735-2466 (TDD via Relay Missouri) at least 24 hours prior to meeting.

Representatives of the news media may obtain copies of this notice by contacting:
Megan Stump, P O Box 611 Carthage, MO 64836 417-237-7300

John Bartosh
Presiding Commissioner

Tom Flanigan
Eastern District Commissioner

Darieux K. Adams
Western District Commissioner

JASPER COUNTY COMMISSION



302 S. Main ST
Carthage, MO 64836

Carthage: 417-358-0421
Joplin: 417-625-4350

Toll Free: 800-404-0421
Fax: 417+358-0483

COMMISSION AGENDA
JULY 21, 2020
9:00 A.M.
JASPER COUNTY COURTHOUSE ROOM 101

1. CALL TO ORDER
 - PRAYER
 - PLEDGE OF ALLEGIANCE
2. ROLL CALL
3. APPROVAL OF MINUTES
4. PRESENTATIONS
5. REPORTS AND COMMUNICATIONS
6. ELECTED OFFICIALS/CITIZENS REQUESTS
7. COMMISSIONER'S REPORTS
8. UNFINISHED BUSINESS
9. NEW BUSINESS
 - ♦ **Approve Memorandum of Agreement with Missouri Southern Foundation for the use of the previous Joplin Public Library to conduct Court proceedings.**
10. PUBLIC HEARINGS

PUBLIC PARTICIPATION FROM AUDIENCE WHEN ADDRESSED YOU WILL BE ALLOWED THREE MINUTES TO SPEAK.

ELECTED OFFICIALS/CITIZENS WISHING TO BE HEARD UNDER ELECTED OFFICIALS/CITIZENS REQUEST MUST REQUEST TO SPEAK TO COMMISSION BY 4:00 P.M. ON THE FRIDAY PRIOR TO THE COMMISSION MEETING ON TUESDAY. CITIZENS SPEAKING TIME WILL BE LIMITED TO FIVE MINUTES.

THE NEWS MEDIA MAY OBTAIN COPIES OF THIS NOTICE BY CONTACTING:
COMMISSION OFFICE, 302 S. MAIN, COURTHOUSE, ROOM 101, CARTHAGE 417-358-0421

NOTICE POSTED JULY 17, 2020 AT 4:00 P.M.

(RSMO 610.020)

CITY OF CARTHAGE

Planning, Zoning, and Historic
Preservation Commission

AGENDA

Date of Meeting: 8/3/2020

Place: ****Meeting By Video
Conference****

Time: 5:30 pm



In response to the Coronavirus pandemic and pursuant to the Declaration of Emergency within the City of Carthage, this meeting will be held by On-line video conference. If you would like to listen to the meeting please call by telephone (312) 626-6799 prior to the start of the meeting. You will need to enter the ID# 853 8852 9566 with a password of 769621. For questions, contact the Public Works Department, at (417) 237-7010 or by email: pwd@carthagemo.gov.

CITIZEN'S PARTICIPATION / PUBLIC HEARING

Due to the threat of COVID-19 infection, Citizens wishing to address the Committee should notify the Public Works Department in advance and provide the item they wish to address in written format by filling out the PZ Participation form at least 24 hours prior to the meeting to pwd@carthagemo.gov. Residents who do not have internet service may call the Public Works Department at (417) 237-7010.

To Consider the following items:

- 1. Requested by:** Keith McBride
Project Location: 204 E 4th
Request type: Certificate of Appropriateness
Reason for Hearing: Request for the placement of exterior signage.
- 2. Requested by:**
Project Location:
Request type:
Reason for Hearing:
- 3. Requested by:**
Project Location:
Request type:
Reason for Hearing:
- 4. Requested by:**
Project Location:
Request type:
Reason for Hearing:

Commission Members

Voting Members:	Chairman	Harry Rogers	1350 S Main St	417-358-4527
	Vice Chairman	Abi Almandinger	1220 S Main	417-793-6589
	Secretary	Bill Barksdale	1314 S Garrison	417-388-2464
	Member	Mark Elliff	1511 Grand	417-358-3613
	Member	Levi Utter	502 E Centennial	417-540-6565
	Member	Vacant	Vacant	Vacant
	Member	Jim Swatsenbarg	601 Howard	417-358-1690

Non-Voting Members:	Mayor	Dan Rife	City Hall	417-237-7003
	Councilmember	Ed Barlow		
	City Administrator	Tom Short	City Hall	417-237-7003

Staff: Public Works Director Zeb Carney Public Works Department 417-237-7010

CORRESPONDENCE

2:19 PM

07/07/20

Accrual Basis

Carthage Convention & Visitors Bureau
Profit & Loss
June 2020

	Jun 20
Ordinary Income/Expense	
Income	
Food Truck Friday Income	
FTF Food Vendor Fees	750.00
FTF Table Vendor Fees	50.00
Total Food Truck Friday Income	800.00
Tourism Income	
City accumulated funds	8,500.00
Total Tourism Income	8,500.00
Total Income	9,300.00
Gross Profit	9,300.00
Expense	
Advertising and Marketing	
Advertising	1,070.00
Jasper County Grant Expenses	
Marketing Matching Grant	
Joplin reimbursed MDT expenses	8,000.00
Total Marketing Matching Grant	8,000.00
Jasper County Grant Expenses - Other	1,051.23
Total Jasper County Grant Expenses	9,051.23
Postage and Freight	1.20
Advertising and Marketing - Other	940.00
Total Advertising and Marketing	11,062.43
Communications	
Internet	10.00
Website	117.00
Total Communications	127.00
Dues,Subscriptions and Fees	11.25
General Office Supplies	88.00
Miscellaneous	139.14
Payroll Expenses	
Payroll Taxes	53.71
Payroll Expenses - Other	702.00
Total Payroll Expenses	755.71
Professional Fees	42.00
Rental Agreement	
Rent	675.00
Total Rental Agreement	675.00
Total Expense	12,900.53
Net Ordinary Income	-3,600.53

2:19 PM

07/07/20

Accrual Basis

Carthage Convention & Visitors Bureau
Profit & Loss
June 2020

	<u>Jun 20</u>
Other Income/Expense	
Other Income	
Interest Income	0.70
Other Income	4,400.00
Total Other Income	4,400.70
Net Other Income	4,400.70
Net Income	<u>800.17</u>

2:21 PM

07/07/20

Accrual Basis

Carthage Convention & Visitors Bureau
Balance Sheet
As of June 30, 2020

	<u>Jun 30, 20</u>
ASSETS	
Current Assets	
Checking/Savings	
Food Truck Friday Guaranty	19,681.39
General Funds Guaranty	86,636.26
Petty Cash	35.57
Reserve MMA Community National	15,367.40
Wayfinding MMA Guaranty	8,500.97
Total Checking/Savings	<u>130,221.59</u>
Other Current Assets	
Inventory Asset	1,079.67
Prepaid expense	2,230.03
Total Other Current Assets	<u>3,309.70</u>
Total Current Assets	<u>133,531.29</u>
Fixed Assets	
Office Furnishings	
Accumulated Depreciation	-4,504.00
Office Furnishings - Other	4,504.00
Total Office Furnishings	<u>0.00</u>
Total Fixed Assets	<u>0.00</u>
TOTAL ASSETS	<u><u>133,531.29</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	754.23
Total Accounts Payable	<u>754.23</u>
Total Current Liabilities	<u>754.23</u>
Total Liabilities	<u>754.23</u>
Equity	
Retained Earnings	132,237.52
Net Income	539.54
Total Equity	<u>132,777.06</u>
TOTAL LIABILITIES & EQUITY	<u><u>133,531.29</u></u>

Summary of June 2020 Financial Report
Carthage Chamber of Commerce

The Carthage Chamber of Commerce finished the month of June with a net loss of -\$8,104.82 compared to a budgeted amount of -\$8,912.69. Year to date net income was \$32,801.09 compared to a budgeted amount of \$15,209.34. Some of the highlights for June are as follows:

1. Income was \$20,169.07 compared to budget of \$11,146.10. The following were the major reasons for the increase.
 - (a) Membership dues were \$7,951 more than budget due to timing.
 - (b) Sponsorships were \$500 more than budget due to timing.
 - (c) Registration fees were \$420 more than budget due to timing.

2. Expenses were \$27,443.89 compared to budget of \$20,058.79. The following were the major reasons for the increase.
 - (a) Total office supplies were \$981 over budget.
 - (b) Professional fees were \$4,427 over budget due to the investment with Vision Carthage for the downtown study and fees paid to help with QuickBooks.
 - (c) Salaries were \$1,540 over budget due to paying ADP for payroll processing.

3. The above also carried over to the Year to Date bottom line as well.

Carthage Chamber of Commerce
Balance Sheet
As of June 30, 2020

	Jun 30, 20
ASSETS	
Current Assets	
Checking/Savings	
General Checking	20,400.12
Maple Leaf Equity	59,327.80
Money Market	171,648.92
Petty Cash	200.00
Total Checking/Savings	251,576.84
Accounts Receivable	
1200 · Accounts Receivable	44,556.78
Total Accounts Receivable	44,556.78
Other Current Assets	
Prepaid Insurance - Business	5,355.17
Total Other Current Assets	5,355.17
Total Current Assets	301,488.79
Fixed Assets	
Accumulated Depreciation	-110,490.24
Building	292,890.82
Building Improvements	12,795.41
Land	28,000.00
Office Equipment	16,742.38
Total Fixed Assets	239,938.37
TOTAL ASSETS	541,427.16
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 · Accounts Payable	-376.00
Total Accounts Payable	-376.00
Other Current Liabilities	
Accrued PTO	2,196.10
Due to Maple Leaf	33,500.00
2100 · Payroll Liabilities	13,874.83
Total Other Current Liabilities	49,570.93
Total Current Liabilities	49,194.93
Long Term Liabilities	
UMB Building Loan	63,157.68
Total Long Term Liabilities	63,157.68
Total Liabilities	112,352.61
Equity	
3900 · Retained Earnings	396,273.46
Net Income	32,801.09
Total Equity	429,074.55
TOTAL LIABILITIES & EQUITY	541,427.16

2:23 PM

07/09/20

Accrual Basis

Carthage Chamber of Commerce
Profit & Loss
 June 2020

	Jun 20
Ordinary Income/Expense	
Income	
Economic Development contract	9,839.58
Interest incomes	82.03
Membership dues	
New member	270.00
Renewal	8,257.50
Total Membership dues	8,527.50
Miscellaneous Income	219.96
Registration fees	
Expo Booth Fee	225.00
Registration fees - Other	375.00
Total Registration fees	600.00
Sponsorships	500.00
Tenant Agreement	400.00
Total Income	20,169.07
Gross Profit	20,169.07
Expense	
Bank & credit card fees	12.85
Car allowance	200.00
Contract services	692.00
Depreciation Expense	667.01
Dues & subscriptions	578.43
Equipment lease	385.46
Food & drinks	
Beverages	54.94
Food & drinks - Other	280.26
Total Food & drinks	335.20
Gifts	84.77
Insurance - business	851.00
Insurance - health	553.92
Interest expense	548.64
Mileage	26.16
Miscellaneous expense	-0.43
Office supplies	
Office equipment	850.88
Office supplies - Other	657.46
Total Office supplies	1,508.34
Postage & delivery	39.00
Printing	60.00
Professional fees	4,827.50
Repairs & maintenance	300.94
Salaries & wages	
Employer retirement contributio	978.59
Payroll taxes	3,175.28
Salaries & wages - Other	10,256.42
Total Salaries & wages	14,410.29
Utilities	1,362.81
Total Expense	27,443.89
Net Ordinary Income	-7,274.82

2:23 PM
07/09/20
Accrual Basis

Carthage Chamber of Commerce
Profit & Loss
June 2020

	<u>Jun 20</u>
Other Income/Expense	
Other Income	
Non-renewals	-830.00
Total Other Income	-830.00
Net Other Income	-830.00
Net Income	<u>-8,104.82</u>

2:27 PM

07/09/20

Accrual Basis

Carthage Chamber of Commerce
Profit & Loss Budget vs. Actual
July 2019 through June 2020

	Jul '19 - Jun 20	Budget	\$ Over Budget
Ordinary Income/Expense			
Income			
Directory	6,000.00	6,000.00	0.00
Donations	0.00	0.00	0.00
Economic Development contract	118,074.96	118,075.00	-0.04
Interest incomes	873.67	800.00	73.67
Maple Leaf income	63,530.90	55,000.00	8,530.90
Membership dues			
New member	8,755.00	8,000.00	755.00
Renewal	93,691.34	90,000.00	3,691.34
Total Membership dues	102,446.34	98,000.00	4,446.34
Miscellaneous Income	952.06	0.00	952.06
Postage	0.00	50.00	-50.00
Printing & copying	0.00	100.00	-100.00
Registration fees			
Christmas open house	325.00	1,550.00	-1,225.00
Expo Booth Fee	12,827.50	15,000.00	-2,172.50
Mulligans	0.00	0.00	0.00
Putting contest	0.00	0.00	0.00
Quarterly Luncheon	336.00	750.00	-414.00
Sidewalk Sale	0.00	0.00	0.00
Team fee	0.00	0.00	0.00
Ticket Sales	11,459.96	10,350.00	1,109.96
Registration fees - Other	2,715.00	3,800.00	-1,085.00
Total Registration fees	27,663.46	31,450.00	-3,786.54
Sponsorships			
Annual Banquet Sponsorship	17,700.00	14,000.00	3,700.00
Beverage	0.00	0.00	0.00
Bowling Sponsor	0.00	0.00	0.00
Business After Hours	1,150.00	1,300.00	-150.00
Complimentary sponsorship	1,026.00	1,000.00	26.00
Eggs & Issues	250.00	250.00	0.00
Expo Sponsorship	3,150.00	7,000.00	-3,850.00
Friday Coffee	0.00	600.00	-600.00
Golf contest	0.00	0.00	0.00
Golf Grand	0.00	0.00	0.00
Golf hole	0.00	0.00	0.00
Newsletter	592.50	0.00	592.50
Quarterly Luncheon Sponsor	125.00	450.00	-325.00
Sponsorships - Other	1,980.00	2,000.00	-20.00
Total Sponsorships	25,973.50	26,600.00	-626.50
Tenant Agreement	4,800.00	4,800.00	0.00
Total Income	350,314.89	340,875.00	9,439.89
Gross Profit	350,314.89	340,875.00	9,439.89
Expense			
Advertising & publicity			
Signs	651.00	250.00	401.00
Advertising & publicity - Other	11,966.05	18,920.00	-6,953.95
Total Advertising & publicity	12,617.05	19,170.00	-6,552.95
Awards & prizes			
Flight prizes	0.00	0.00	0.00
Awards & prizes - Other	1,033.54	2,150.00	-1,116.46
Total Awards & prizes	1,033.54	2,150.00	-1,116.46

2:27 PM

07/09/20

Accrual Basis

Carthage Chamber of Commerce
Profit & Loss Budget vs. Actual
 July 2019 through June 2020

	Jul '19 - Jun 20	Budget	\$ Over Budget
Bank & credit card fees			
Equipment Fees	0.00	0.00	0.00
Bank & credit card fees - Other	739.56	760.00	-20.44
Total Bank & credit card fees	739.56	760.00	-20.44
Car allowance	2,400.00	2,400.00	0.00
Contract services	2,027.58	880.00	1,147.58
Depreciation Expense	8,004.12	8,004.12	0.00
Dues & subscriptions	4,124.42	4,100.00	24.42
Equipment lease	3,356.77	3,190.00	166.77
Facility use fees			
Greens/carts	0.00	0.00	0.00
Room & setup fees	4,672.50	6,107.84	-1,435.34
Facility use fees - Other	200.00	0.00	200.00
Total Facility use fees	4,872.50	6,107.84	-1,235.34
Food & drinks			
Appetizers/snacks	66.34	0.00	66.34
Beverages	54.94	100.00	-45.06
Breakfasts	0.00	100.00	-100.00
Dinners	11,760.00	12,960.00	-1,200.00
Lunches	55.90	158.41	-102.51
Teacher luncheon	600.00	500.00	100.00
Food & drinks - Other	708.25	1,088.87	-380.62
Total Food & drinks	13,245.43	14,907.28	-1,661.85
Gifts	84.77		
Insurance - business	5,507.50	5,700.00	-192.50
Insurance - health	9,139.39	16,604.00	-7,464.61
Interest expense	4,172.61	3,890.00	282.61
Internet & website	3,818.60	2,200.00	1,618.60
Maple Leaf expense	37,167.37	40,000.00	-2,832.63
Meals & entertainment	2,844.72	5,270.00	-2,425.28
Mileage	919.82	1,032.00	-112.18
Miscellaneous expense	100.89	1,000.00	-899.11
Office supplies			
Office equipment	3,436.47	3,500.00	-63.53
Office supplies - Other	2,405.37	1,650.00	755.37
Total Office supplies	5,841.84	5,150.00	691.84
Postage & delivery	1,858.19	1,580.00	278.19
Printing	4,183.75	5,662.96	-1,479.21
Professional fees	11,952.50	8,000.00	3,952.50
Repairs & maintenance	10,221.77	4,800.00	5,421.77
Salaries & wages			
Employer retirement contributio	3,933.17	5,095.66	-1,162.49
Payroll taxes	20,944.14	11,490.80	9,453.34
Salaries & wages - Other	123,601.16	127,071.00	-3,469.84
Total Salaries & wages	148,478.47	143,657.46	4,821.01
Scholarships	0.00	1,250.00	-1,250.00
Seminars & conferences	3,277.35	2,000.00	1,277.35
Taxes & licenses	411.01	200.00	211.01
Travel			
Airfare	591.00	1,400.00	-809.00
Lodging	1,398.12	1,500.00	-101.88
Travel - Other	0.00	100.00	-100.00
Total Travel	1,989.12	3,000.00	-1,010.88

2:27 PM
07/09/20
Accrual Basis

Carthage Chamber of Commerce
Profit & Loss Budget vs. Actual
July 2019 through June 2020

	<u>Jul '19 - Jun 20</u>	<u>Budget</u>	<u>\$ Over Budget</u>
Utilities	8,934.16	10,000.00	-1,065.84
Write Offs	909.00	3,000.00	-2,091.00
66900 - Reconciliation Discrepancies	20.00	0.00	20.00
Total Expense	314,253.80	325,665.66	-11,411.86
Net Ordinary Income	36,061.09	15,209.34	20,851.75
Other Income/Expense			
Other Income			
Non-renewals	-3,260.00	0.00	-3,260.00
Total Other Income	-3,260.00	0.00	-3,260.00
Net Other Income	-3,260.00	0.00	-3,260.00
Net Income	32,801.09	15,209.34	17,591.75

Monthly Committee Reports

July 2020

Membership - With 5 new (Andrea Malcolm-Flat Branch Home Loans, Carthage Hardware, Circle E Country Store, Lunar Cow, Maple Leaf Coffeehouse) and 2 dropped members (Dutchman Furniture, E&M Consulting) we finished the month of June up 3 members (450 members) from May 2020 (net \$630) and up 20 from the same month in 2019 (net gain \$4770).

Ambassadors – Meeting August 12.

Carthage Leading Ladies – We will host a virtual meeting with Chamber member and author Jen Kirby to discuss her book and workplace culture as soon as we can get on her schedule.

Marketing/Expo & Home Show – Weekly virtual meetings have begun for the 2021 directory. Several committees and regularly meeting groups including Leads Groups and Non-profit Network continue to meet virtually. The July 17 North to South “Grand Re-opening” for Carthage and Central Park concert and food truck event have been cancelled. Several new marketing features have been started to support the membership in this time. Webinars are being researched that could also offer the membership value during this time.

"Rosenberg's Rules of Order"

(Simple Rules of Parliamentary Procedure for the 21st Century)

Introduction

The rules of procedure at meetings should be simple enough for most people to understand. Unfortunately, that has not always been the case. Virtually all clubs, associations, boards, councils and bodies follow a set of rules - "Robert's Rules of Order" - which are embodied in a small, but complex, book. Virtually no one I know has actually read this book cover to cover. Worse yet, the book was written for another time, and for another purpose. If one is chairing or running a Parliament, then "Robert's Rules of Order" is a dandy and quite useful handbook for procedure in that complex setting. On the other hand, if one is running a meeting of, say, a 5-member body with a few members of the public in attendance, a simplified version of the rules of parliamentary procedure is in order.

Hence, the birth of "Rosenberg's Rules of Order."

What follows is my version of the rules of parliamentary procedure, based on my 20 years of experience chairing meetings in state and local government. These rules have been simplified for the smaller bodies we chair or in which we participate, slimmed down for the 21st Century, yet retaining the basic tenets of order to which we have grown accustomed.

This treatise on modern parliamentary procedure is built on a foundation supported by the following four pillars: (1) Rules should establish order. The first purpose of rules of parliamentary procedure is to establish a framework for the orderly conduct of meetings. (2) Rules should be clear. Simple rules lead to wider understanding and participation. Complex rules create two classes: those who understand and participate; and those who do not fully understand and do not fully participate. (3) Rules should be user friendly. That is, the rules must be simple enough that the public is invited into the body and feels that it has participated in the process. (4) Rules should enforce the will of the majority while protecting the rights of the minority. The ultimate purpose of rules of procedure is to encourage discussion and to facilitate decision-making by the body. In a democracy, majority rules. The rules must enable the majority to express itself and fashion a result, while permitting the minority to also express itself, but not dominate, and fully participate in the process.

The Role of the Chair

While all members of the body should know and understand the rules of parliamentary procedure, it is the Chair of the body who is charged with applying the rules in the conduct of the meeting. The Chair should be well versed in those rules. The Chair, for all intents and purposes, makes the final ruling on the rules every time the Chair states an action. In fact, all decisions by the Chair are final unless overruled by the body itself.

Since the Chair runs the conduct of the meeting, it is usual courtesy for the Chair to play a less active role in the debate and discussion than other members of the body. This does not mean that the Chair should not participate in the debate or discussion. To the contrary, the Chair as a member of the body has the full right to participate in the debate, discussion and decision-making of the body. What the Chair should do, however, is strive to be the last to speak at the discussion and debate stage, and the Chair should not make or second a motion unless the Chair is convinced that no other member of the body will do so at that point in time.

The Basic Format for an Agenda Item Discussion

Formal meetings normally have a written, often published agenda. Informal meetings may have only an oral or understood agenda. In either case, the meeting is governed by the agenda and the agenda constitutes the body's agreed-upon roadmap for the meeting. And each agenda item can be handled by the Chair in the following basic format:

First, the Chair should clearly announce the agenda item number and should clearly state what the agenda item subject is. The Chair should then announce the format (which follows) that will be followed in considering the agenda item.

Second, following that agenda format, the Chair should invite the appropriate person or persons to report on the item, including any recommendation that they might have. The appropriate person or persons may be the Chair, a member of the body, a staff person, or a committee chair charged with providing input on the agenda item.

Third, the Chair should ask members of the body if they have any technical questions of clarification. At this point, members of the body may ask clarifying questions to the person or persons who reported on the item, and that person or persons should be given time to respond.

Fourth, the Chair should invite public comments, or if appropriate at a formal meeting, should open the public meeting for public input. If numerous members of the public indicate a desire to speak to the subject, the Chair may limit the time of public speakers. At the conclusion of the public comments, the Chair should announce that public input has concluded (or the public hearing as the case may be is closed).

Fifth, the Chair should invite a motion. The Chair should announce the name of the member of the body who makes the motion.

Sixth, the Chair should determine if any member of the body wishes to second the motion. The Chair should announce the name of the member of the body who seconds the motion. (It is normally good practice for a motion to require a second before proceeding with it, to ensure that it is not just one member of the body who is interested in a particular approach. However, a second is not an absolute requirement, and the Chair can proceed with consideration and vote on a motion even when there is no second. This is a matter left to the discretion of the Chair.)

Seventh, if the motion is made and seconded, the Chair should make sure everyone understands the motion. This is done in one of three ways: (1) The Chair can ask the maker of the motion to repeat it. (2) The Chair can repeat the motion. (3) The Chair can ask the secretary or the clerk of the body to repeat the motion.

Eighth, the Chair should now invite discussion of the motion by the body. If there is no desired discussion, or after the discussion has ended, the Chair should announce that the body will vote on the motion. If there has been no discussion or very brief discussion, then the vote on the motion should proceed immediately and there is no need to repeat the motion. If there has been substantial discussion, then it is normally best to make sure everyone understands the motion by repeating it.

Ninth, the Chair takes a vote. Simply asking for the "ayes", and then asking for the "nays" normally does this. If members of the body do not vote, then they "abstain". Unless the rules of the body provide otherwise (or unless a super-majority is required as delineated later in these rules) then a simple majority determines whether the motion passes or is defeated.

Tenth, the Chair should announce the result of the vote and should announce what action (if any) the body has taken. In announcing the result, the Chair should indicate the names of the members of the body, if any, who voted in the minority on the motion. This announcement might take the following form: "The motion passes by a vote of 3-2, with Smith and Jones dissenting. We have passed the motion requiring 10 days notice for all future meetings of this body."

Motions in General

Motions are the vehicles for decision-making by a body. It is usually best to have a motion before the body prior to commencing discussion of an agenda item. This helps the body focus.

Motions are made in a simple two-step process. First, the Chair should recognize the member of the body. Second, the member of the body makes a motion by preceding the member's desired approach with the words: "I move" So, a typical motion might be: "I move that we give 10-day's notice in the future for all our meetings."

The Chair usually initiates the motion by either (1) Inviting the members of the body to make a motion. "A motion at this time would be in order." (2) Suggesting a motion to the members of the body. "A motion would be in order that we give 10-day's notice in the future for all our meetings." (3) Making the motion. As noted, the Chair has every right as a member of the body to make a motion, but should normally do so only if the Chair wishes to make a motion on an item but is convinced that no other member of the body is willing to step forward to do so at a particular time.

The Three Basic Motions

There are three motions that are the most common and recur often at meetings:

The basic motion. The basic motion is the one that puts forward a decision for the body's consideration. A basic motion might be: "I move that we create a 5-member committee to plan and put on our annual fundraiser."

The motion to amend. If a member wants to change a basic motion that is before the body, they would move to amend it. A motion to amend might be: "I move that we amend the motion to have a 10-member committee." A motion to amend takes the basic motion which is before the body and seeks to change it in some way.

The substitute motion. If a member wants to completely do away with the basic motion that is before the body, and put a new motion before the body, they would move a substitute motion. A substitute motion might be: "I move a substitute motion that we cancel the annual fundraiser this year."

"Motions to amend" and "substitute motions" are often confused. But they are quite different, and their effect (if passed) is quite different. A motion to amend seeks to retain the basic motion on the floor, but modify it in some way. A substitute motion seeks to throw out the basic motion on the floor, and substitute a new and different motion for it. The decision as to whether a motion is really a "motion to amend" or a "substitute motion" is left to the chair. So that if a member makes what that member calls a "motion to amend", but the Chair determines that it is really a "substitute motion", then the Chair's designation governs.

Multiple Motions Before the Body

There can be up to three motions on the floor at the same time. The Chair can reject a fourth motion until the Chair has dealt with the three that are on the floor and has resolved them.

When there are two or three motions on the floor (after motions and seconds) at the same time, the vote should proceed first on the last motion that is made. So, for example, assume the first motion is a basic "motion to have a 5-member committee to plan and put on our annual fundraiser." During the discussion of this motion, a member might make a second motion to "amend the main motion to have a 10-member committee, not a 5-member committee to plan and put

on our annual fundraiser." And perhaps, during that discussion, a member makes yet a third motion as a "substitute motion that we not have an annual fundraiser this year." The proper procedure would be as follows:

First, the Chair would deal with the third (the last) motion on the floor, the substitute motion. After discussion and debate, a vote would be taken first on the third motion. If the substitute motion passed, it would be a substitute for the basic motion and would eliminate it. The first motion would be moot, as would the second motion (which sought to amend the first motion), and the action on the agenda item would be completed on the passage by the body of the third motion (the substitute motion). No vote would be taken on the first or second motions. On the other hand, if the substitute motion (the third motion) failed then the Chair would proceed to consideration of the second (now, the last) motion on the floor, the motion to amend.

Second, if the substitute motion failed, the Chair would now deal with the second (now, the last) motion on the floor, the motion to amend. The discussion and debate would focus strictly on the amendment (should the committee be 5 members or 10 members). If the motion to amend passed the Chair would now move to consider the main motion (the first motion) as amended. If the motion to amend failed the Chair would now move to consider the main motion (the first motion) in its original format, not amended.

Third, the Chair would now deal with the first motion that was placed on the floor. The original motion would either be in its original format (5-member committee), or, if amended, would be in its amended format (10-member committee). And the question on the floor for discussion and decision would be whether a committee should plan and put on the annual fundraiser.

To Debate or Not to Debate

The basic rule of motions is that they are subject to discussion and debate. Accordingly, basic motions, motions to amend, and substitute motions are all eligible, each in their turn, for full discussion before and by the body. The debate can continue as long as members of the body wish to discuss an item, subject to the decision of the Chair that it is time to move on and take action.

There are exceptions to the general rule of free and open debate on motions. The exceptions all apply when there is a desire of the body to move on. The following motions are not debatable (that is, when the following motions are made and seconded, the Chair must immediately call for a vote of the body without debate on the motion):

A motion to adjourn. This motion, if passed, requires the body to immediately adjourn to its next regularly scheduled meeting. It requires a simple majority vote.

A motion to recess. This motion, if passed, requires the body to immediately take a recess. Normally, the Chair determines the length of the recess which may be a few minutes or an hour. It requires a simple majority vote.

A motion to fix the time to adjourn. This motion, if passed, requires the body to adjourn the meeting at the specific time set in the motion. For example, the motion might be: "I move we adjourn this meeting at midnight." It requires a simple majority vote.

A motion to table. This motion, if passed, requires discussion of the agenda item to be halted and the agenda item to be placed on "hold". The motion can contain a specific time in which the item can come back to the body: "I move we table this item until our regular meeting in October." Or the motion can contain no specific time for the return of the item, in which case a motion to take the item off the table and bring it back to the body will have to be taken at a future meeting. A motion to table an item (or to bring it back to the body) requires a simple majority vote.

A motion to limit debate. The most common form of this motion is to say: "I move the previous question" or "I move the question" or "I call the question." When a member of the body makes such a motion, the member is really saying: "I've had enough debate. Let's get on with the vote". When such a motion is made, the Chair should ask for a second, stop debate, and vote on the motion to limit debate. The motion to limit debate requires a 2/3 vote of the body. Note: that a motion to limit debate could include a time limit. For example: "I move we limit debate on this agenda item to 15 minutes." Even in this format, the motion to limit debate requires a 2/3 vote of the body. A similar motion is a **motion to object to consideration of an item.** This motion is not debatable, and if passed, precludes the body from even considering an item on the agenda. It also requires a 2/3 vote.

Majority and Super-Majority Votes

In a democracy, a simple majority vote determines a question. A tie vote means the motion fails. So in a 7-member body, a vote of 4-3 passes the motion. A vote of 3-3 with one abstention means the motion fails. If one member is absent and the vote is 3-3, the motion still fails.

All motions require a simple majority, but there are a few exceptions. The exceptions come up when the body is taking an action which, effectively, cuts off the ability of a minority of the body to take an action or discuss an item. These extraordinary motions require a 2/3 majority (a super-majority) to pass:

Motion to limit debate. Whether a member says "I move the previous question" or "I move the question" or "I call the question" or "I move to limit debate", it all amounts to an attempt to cut off the ability of the minority to discuss an item, and it requires a 2/3 vote to pass.

Motion to close nominations. When choosing officers of the body (like the Chair) nominations are in order either from a nominating committee or from the floor of the body. A motion to close nominations effectively cuts off the right of the minority to nominate officers, and it requires a 2/3 vote to pass.

Motion to object to the consideration of a question. Normally, such a motion is unnecessary since the objectionable item can be tabled, or defeated straight up. However, when members of a body do not even want an item on the agenda to be considered, then such a motion is in order. It is not debatable, and it requires a 2/3 vote to pass.

Motion to suspend the rules. This motion is debatable, but requires a 2/3 vote to pass. If the body has its own rules of order, conduct or procedure, this motion allows the body to suspend the rules for a particular purpose. For example, the body (a private club) might have a rule prohibiting the attendance at meetings by non-club members. A motion to suspend the rules would be in order to allow a non-club member to attend a meeting of the club on a particular date or on a particular agenda item.

The Motion to Reconsider

There is a special and unique motion that requires a bit of explanation all by itself: the motion to reconsider. A tenet of parliamentary procedure is finality. After vigorous discussion, debate, perhaps disagreement and a vote, there must be some closure to the issue. And so, after a vote is taken, the matter is deemed closed, subject only to a re-opener if a proper motion to reconsider is made.

A motion to reconsider requires a majority vote to pass, but there are two special rules that apply only to the motion to reconsider. First, is timing. A motion to reconsider must be made at the meeting where the item was first voted upon or at the very next meeting of the body. A motion to reconsider made at a later time is untimely. (The body, however, can always vote to suspend the rules and by a 2/3 majority, can allow a motion to reconsider to be made at another time.) Second, a motion to reconsider can only be made by certain members of the body. Accordingly, a motion to reconsider can only be made by a member who voted in the majority on the original motion. If such a member has a change of heart, he or she can make the motion to reconsider (any other member of the body may second the motion). If a member who voted in the minority seeks to make the motion to reconsider, it must be ruled out of order. The purpose of this rule is finality. If a member of the minority could make a motion to reconsider, then the item could be brought back to the body again and again. That would defeat the purpose of finality.

If the motion to reconsider passes, then the original matter is back before the body, and a new original motion is then in order. The matter can be discussed and debated as if it were on the floor for the first time.

Courtesy and Decorum

The rules of order are meant to create an atmosphere where the members of the body and the members of the public can attend to business efficiently, fairly and with full participation. At the same time, it is up to the Chair and the members of the body to maintain common courtesy and decorum. Unless the setting is very informal, it is always best for only one person at a time to have the floor, and it is always best for every speaker to be first recognized by the Chair before proceeding to speak.

The Chair should always ensure that debate and discussion of an agenda item focuses on the item and the policy in question, not the personalities of the members of the body. Debate on policy is healthy, debate on personalities is not. The Chair has the right to cut off discussion that is too personal, is too loud, or is too crude.

Debate and discussion should be focused, but free and open. In the interest of time, the Chair may, however, limit the time allotted to speakers, including members of the body.

Can a member of the body interrupt the speaker? The general rule is "no." There are, however, exceptions. A speaker may be interrupted for the following reasons:

Privilege. The proper interruption would be: "point of privilege." The Chair would then ask the interrupter to "state your point." Appropriate points of privilege relate to anything that would interfere with the normal comfort of the meeting. For example, the room may be too hot or too cold, or a blowing fan might interfere with a person's ability to hear.

Order. The proper interruption would be: "point of order." Again, the Chair would ask the interrupter to "state your point." Appropriate points of order relate to anything that would not be considered appropriate conduct of the meeting. For example, if the Chair moved on to a vote on a motion that permits debate without allowing that discussion or debate.

Appeal. If the Chair makes a ruling that a member of the body disagrees with, that member may appeal the ruling of the chair. If the motion is seconded, and after debate, if it passes by a simple majority vote, then the ruling of the Chair is deemed reversed.

Call for orders of the day. This is simply another way of saying, "Let's return to the agenda." If a member believes that the body has drifted from the agreed-upon agenda, such a call may be made. It does not require a vote, and when the Chair discovers that the agenda has not been followed, the Chair simply reminds the body to return to the agenda item properly before them. If the Chair fails to do so, the Chair's determination may be appealed.

Withdraw a motion. During debate and discussion of a motion, the maker of the motion on the floor, at any time, may interrupt a speaker to withdraw his or her motion from the floor. The motion is immediately deemed withdrawn, although the Chair may ask the person who seconded the motion if he or she wishes to make the motion, and any other member may make the motion if properly recognized.

Special Notes About Public Input

The rules outlined above will help make meetings very public-friendly. But in addition, and particularly for the Chair, it is wise to remember three special rules that apply to each agenda item:

Rule One: Tell the public what the body will be doing.

Rule Two: Keep the public informed while the body is doing it.

Rule Three: When the body has acted, tell the public what the body did.