



CITY COUNCIL WORK SESSION
Wednesday, May 19, 2021 at 6:00p.m.

Powell Community Center
6200 Martway
Mission, KS 66202

A Zoom link will also be available on the website for the public to attend the meeting virtually if preferred. For more information on how to participate, please visit our website at <https://www.missionks.org/events/month/>

If you require any accommodations (i.e. qualified interpreter, large print, reader, hearing assistance) in order to attend this meeting, please notify the Administrative Office at 913-676-8350 no later than 24 hours prior to the beginning of the meeting.

AGENDA

1. Classification and Compensation System Updates – Laura Smith ([page 2](#))

Staff will present additional information for a continued review of the classification and compensation system revisions presented at the March 24 Council work session

2. Street Sales Tax Renewal – Laura Smith ([page 30](#))

Staff will recap information presented at the February 10 work session regarding renewal of the ¼-cent street sales tax and review the mail ballot election calendar that has been established. The Council will briefly discuss potential sales tax rates and messaging objectives so that staff can prepare for a work session on May 26, 2021.

City of Mission	Item Number:	1.
DISCUSSION ITEM SUMMARY	Date:	May 19, 2021
Administration	From:	Laura Smith

Discussion items allow the committee the opportunity to freely discuss the issue at hand.

RE: Classification and Compensation Discussion

DETAILS: During a March 24, 2021 work session, information on an update to the City's overall classification and compensation structure as well as several recommended position reclassifications was presented to the Council. There were several follow-up questions that were presented to staff and we hope to be able to address those in our May 19 work session.

During the May 19 work session, staff will present additional information for Council discussion and direction.

CFAA IMPACTS/CONSIDERATIONS: On-going review and management of the City's classification and compensation system ensures the City is appropriately positioned to respond to market changes and the current economic climate to attract and retain competent employees.

Related Statute/City Ordinance:	NA
Line Item Code/Description:	NA
Available Budget:	NA



MEMORANDUM

Date: May 13, 2021
To: Mayor and City Council
From: Laura Smith, City Administrator
RE: Classification and Compensation System Updates

During a March 24, 2021 work session, information on an update to the City's overall classification and compensation structure as well as several recommended position reclassifications was presented to the Council. There were several follow-up questions that were presented to staff and we hope to be able to address those in our May 19 work session.

In 2017, the City contracted with The Austin Peters Group (APG) to conduct a comprehensive, city-wide classification and compensation study something that hadn't been done since 2005. As part of that work, APG reviewed market data and identified potential structural deficiencies such as compression, overlap or internal equity concerns that existed. The study also addressed changes in City operations and staffing over time that impacted the type, scope or level of work being performed by a particular position.

Final recommendations were approved by the Council in the fall of 2017, including adoption of a compensation philosophy which would allow the City's salary ranges to compete at the 60th percentile of the market. Meaning that four employers will pay more, and six will pay less. The recommendations were implemented in October/November 2017, and the estimated impact on base wages and additional salary related benefits (FICA, KPERS, KPF, etc.) was \$187,694.

The plan has been reviewed internally each year, but no significant changes, including salary range adjustments, have been implemented since 2018. Best practices in compensation plan management suggest it should be reviewed every 3-5 years. Early in 2020, I felt it was time for a more structured review based not only on the recommended review cycle, but also as a result of attrition/retirement of several long-tenured employees, the introduction of new positions, and continually evolving roles and responsibilities in a number of departments. With the stay-at-home order and shutdowns that occurred in March 2020, and uncertainty for the City's budget, the project was temporarily suspended.

In September 2020, APG was re-engaged for a limited review and update to Mission's classification and compensation system which included a market analysis and recommendations regarding range and compression adjustments. A complete review and update of job descriptions was not necessary at this time. A copy of the report and recommendations was provided during the March work session. Because of COVID budget

impacts, the APG group was asked to develop two possible budget scenarios and the report contained an analysis at both the 50th and 60th percentiles of the market.

The APG report did not include specific dollar impacts related to implementation as consensus on philosophy and general costs had to be discussed. Generally, the overall cost to implement at either the 50th or 60th percentile is illustrated in the table below:

Market Relationship	Estimated Impact to Base Wages	Estimated % of Staff Impacted
50 th Percentile	\$60,000	60%
60 th Percentile	\$110,000	67%

In addition to facilitating discussion around a target market position (50th percentile vs. 60th percentile), there were a number of other reclassifications and structural changes which were recommended during the March work session. While the Council did express general consensus regarding the proposed market target at the 60th percentile, there were several outstanding questions which staff will address in the memo and our presentation at the work session.

The reclassification/restructuring recommendations which separate from APG’s market survey analysis are summarized below.

Title Change Only: Assistant City Administrator/Finance Director to Deputy City Administrator. The title change more accurately reflects the increased responsibilities (Finance and Community Development Department supervision) currently assigned to the position. The current salary range (Grade 31) would remain the same. A red-lined version of the proposed job description is included in the packet to illustrate the proposed changes.

Reclassifications

As presented in March, position reclassification is the assignment of a position to a new salary grade. Movement is based on an evaluation of the duties, responsibilities, scope, impact, and minimum qualifications of the position. Reclassification is appropriate when there has been a significant increase in a position’s scope, impact, complexity, responsibilities, and accountability such that the employee is required to exercise greater judgment and discretion, and to rely on a larger and more specific skill set than previously necessary in order to perform the work successfully.

Reclassification requests are often handled as a part of the annual budget development cycle if necessary, but it is also appropriate to consider them off-cycle to appropriately recognize and compensate employees for work that is being performed.

As a part of these classification and compensation discussions, there are three positions that are recommended for reclassification. The recommended reclassifications are explained below.

Assistant to the City Administrator to Assistant City Administrator: The recommendation involves reclassifying the position from a Grade 23 to a Grade 29. While still effectively maintaining all responsibilities in the existing job description the Assistant to the City Administrator position has taken on additional responsibilities including the supervision and oversight of Municipal Court, supervision and support for human resources, payroll and benefits, coordination of the city-wide branding and communications efforts, support of the racial equity work, expanded budget responsibilities, and work on larger organizational development initiatives among other things in addition to existing duties. The position currently functions at the level of a Department Director and should be reclassified accordingly to reflect the current level of responsibility and authority. A copy of the current job description for the Assistant to the City Administrator is included in the packet, as well as a red-lined version of the proposed Assistant City Administrator's job description. You will note that none of the current position responsibilities have been removed or shifted elsewhere in the organization. This is explicitly an example of a position taking on significantly more responsibility.

Court Clerk to Lead Court Clerk: The recommendation is to reclassify an existing Court Clerk's position (Grade 13) as a Lead Court Clerk (Grade 14). Overall supervision of Municipal Court will continue to be provided by the Assistant to the City Administrator, but designating a Lead Court Clerk to manage and direct workflow and address court-specific issues on a day-to-day basis will improve efficiency and accountability.

Public Works Crew Leader to Assistant Public Works Superintendent: Currently the Public Works Director relies heavily on the Superintendent not only to manage the field crews, but to also assist with project management, right-of-way inspection and permit approval, and special projects reducing the amount of time available for the position to spend in the field. The Crew Leader positions are field supervisors, but they don't have direct supervisory responsibilities such as the ability to take disciplinary action or conducting annual performance reviews. This can result in less direct accountability, responsibility and productivity overall for the field crews. The proposed reclassification of one Crew Leader position to an Assistant Public Works Superintendent shifts a significant portion of managing the field crews away from the Public Works Superintendent and would allow for more efficiency, the ability to address issues more proactively and ideally an increase in productivity. The reclassification would assist in succession planning, allowing for career progression and more internal promotional opportunities.

Police Department Restructuring

During the March 24 work session, Chief Madden presented a proposed recommendation for restructuring of the Police Department. The organizational chart provided is included in the packet for reference and continued discussion. Council questions from the work session focused primarily on costs associated with the changes. Details on the costs will be provided early next week in advance of the meeting.

Summary

Our work continues to focus on creating a classification and compensation system that is credible, ensuring that positions performing similar work with essentially the same level of complexity, responsibility, knowledge, skills and abilities are classified together; providing salaries commensurate with assigned duties; clearly outlining promotional opportunities and providing recognizable compensation growth; providing justifiable pay differential between individual classes; and maintaining a level of competitiveness with relevant labor markets.

Responses to several other questions posed during and after the March 24 work session will be provided in a supplemental memo provided in advance of the May 19 meeting.

Job Title: ~~Deputy City Administrator~~Assistant City Administrator/~~Finance Director~~

Department: Administration

Reports To: City Administrator

Grade: 31

Range: \$93,490 – 135,553

Position Summary: Performs complex, supervisory, administrative, technical and professional work in support of general City operations. Specific work includes support and oversight of administrative functional areas including finance and budgeting, ~~human resources~~, information technology, worker's compensation and risk management, ~~and~~ procurement. Work may also include support and oversight of other functional areas and departments of the City as appropriate.

Examples of Work (Essential Functions):

- ~~Oversees the following Departments and/or positions: Building Official, Neighborhood Services Coordinator, Code Enforcement, Planning, Finance and Accounting. Manages planning, inspections, code enforcement and other assigned operations to achieve goals within available resources.~~
- Determines work procedures, prepares or oversees preparation of work schedules, and expedites workflow.
- Evaluates and formulates short- and long-range plans to meet needs in all areas of responsibility, including community planning, building permitting and inspection, and code enforcement.
- ~~Represents City on various local and state committees regarding any of the following: State water resources, flood control, transportation projects, and environmental issues.~~
- Meets with potential developers to discuss project proposals and how the City can assist in development.
- Discusses with developers potential incentive tools following City policies, conducts analysis related to developer proposals.
- Enforces and maintains compliance with all Federal, State, and local laws and ordinances.
- Assures that the operations of the Department are performed within budget; performs cost-control activities; monitors expenditures; prepares annual budget requests; assures effective and efficient use of budgeted funds, personnel, materials, facilities, and time.
- Prepares capital improvement planning and asset planning schedules.
- Negotiates purchasing agreements, and develops purchasing policies and procedures to ensure best prices that are consistent with quality requirements and delivery schedules. Oversees and works with departments on requests for proposals, bids, quotes, and contract language, assuring policies are followed and insurance coverages are appropriate.
- Oversees the cash receipts, cash disbursements, accounting, closings, reconciliation of accounts, accounts payable, and payroll functions.

- Reviews the monthly reports for compliance with the cash basis and budget basis laws, reviewing the reconciliations of the general ledger reports.
- Serves as the debt administrator by tracking all debt proceeds and spending, tracking the payments made on outstanding debt, and preparing the annual debt service budget, including required federal reporting. Evaluates debt options and provides recommendations.
- Works with outside consultants, bond counsel, auditors, and legal representatives on a broad range of topics.
- Undertakes special financial studies as requested and provides general guidance to elected officials, City Administrator, department directors, and managers on financial matters.
- Monitors and provides projections for City revenues including property tax, sales tax, and franchise fees.
- ~~Oversees human resource functions including recruitment, compensation, pay for performance, retirement planning and contributions, and employee relations.~~
- ~~Works with consultants and staff to develop an employee benefit program for all levels of benefits.~~
- Coordinates with consultants and staff to minimize risk for workers and community. Participates in the Kansas Eastern Regional Insurance Trust for workers' compensation pool.
- Coordinates annual renewal process for workers' compensation including developing payroll information for premiums, analyzing premiums and renewal, and providing recommendations to City Administrator and governing body.
- ~~Oversees the City's worker safety program.~~
- Solicits property and liability insurance to the City and prepares recommendations, and coordinates insurance coverage for City buildings and vehicles.
- Performs all other related tasks as required.

Examples of Work (Marginal Functions):

- None.

Certificate, License: Valid driver's license.

Required Education and/or Experience:

Six to ten years related experience and/or training; and a Master's degree or equivalent; or equivalent combination of education and experience. Degree in public administration, business administration, finance, or closely related field. Supervisory experience or executive-level work.

Preferred Education and/or Experience:

Ten or more years related experience and/or training; and a Master's degree or equivalent; or equivalent combination of education and experience.

Abilities, Knowledge, Skills:

- Ability to analyze complex problems and develop comprehensive plans from general instructions.
- Ability to apply mathematical operations to such tasks as frequency distribution, determination of test reliability and validity, analysis of variance, and correlation techniques.
- Ability to communicate effectively orally and in writing with associates, consultants, developers, property owners, other governmental agency representatives, City officials, and the general public.
- Ability to deal with a variety of abstract and concrete variables.
- Ability to establish and maintain effective working relationships with associates, general public, customers, contractors, vendors, public officials and City Council, local, state and federal authorities, civic leaders and the community.
- Ability to formulate comprehensive operational policies and procedures, and ability to prepare technical reports.
- Ability to make effective and persuasive speeches and presentations on controversial or complex topics to top management, public groups, and governing bodies.
- Ability to meet the public and discuss problems and complaints, respond effectively to sensitive situations or inquiries.
- Ability to read and interpret codes, ordinances, legal descriptions, and other related documents.
- Ability to read, analyze, and interpret the most complex documents.
- Ability to reliably and predictably carry out duties.
- Ability to write clear and concise reports, memoranda, directives, and letters.
- Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership techniques, production methods, and coordination of people and resources.
- Knowledge of economic and accounting principles and practices, the financial markets, banking, capital projects programming and planning, project administration and reporting of financial data.
- Knowledge of economic development, redevelopment.
- Knowledge of governmental regulations, resolutions, ordinances, statutes, laws, legal codes, court procedures, precedents, executive orders, and agency rules that affect the functions of municipal government.
- Knowledge of municipal finance practices.
- Knowledge of the principles and practices of public administration, municipal government, personnel and budget administration.
- Skill in operating a personal computer, laptop, other department office equipment; using applicable department software, using Microsoft products, using web-based systems, and performing data entry.

Supervision: Responsible for the overall direction, coordination, and evaluation of a department or function. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include supervising direct reports

through coaching, interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

Working Conditions: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The working conditions are normally quiet to moderate. The worker is not subject to adverse environmental conditions.

Physical Requirements: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

This is light work requiring the exertion of up to 20 pounds of force occasionally, up to 10 pounds of force frequently, and a negligible amount of force constantly to move objects; work requires climbing, stooping, kneeling, crouching, reaching, standing, walking, and fingering; vocal communication is required for expressing or exchanging ideas by means of the spoken word; hearing is required to perceive information at normal spoken-word levels; visual acuity is required for depth perception, preparing and analyzing written or computer data, use of measuring devices, determining the accuracy and thoroughness of work, and observing general surrounds and activities; the worker is subject to inside and outside environmental conditions.

SIGNATURE and APPROVAL

Employee

Date

Department Director

Date

City Administration

Date

The above statements are intended to describe the general nature and level of work being performed by individuals assigned to this job. They are not intended to be an exhaustive list of all essential functions, marginal functions, responsibilities, duties, and skills required of personnel so classified in this position.

Job Title: Assistant to the City Administrator

Department: Administration

Reports To: City Administrator

Grade: 21

Range: \$57,116 – 82,829

Position Summary: Performs a wide variety of highly responsible, complex, and diverse advanced level professional duties included in providing administrative, analytical, and technical, support for various programs and services including those having a City-wide impact. Works with the Leadership Team and Governing Body members on specific projects and initiatives. Receives general direction from the City Administrator.

Examples of Work (Essential Functions):

- Coordinates public information dissemination, performing a full range of media, community relations, marketing/branding and information activities on behalf of the City and the City employees.
- Defines and executes a specific social media and communications strategy involving day-to-day development of editorial content on social media platforms, including tweets, posts, and discussions.
- Coordinates City's sustainability efforts, including but not limited to keeping apprised of federal, state and other local activities associated with this topic; serves as staff liaison to the Sustainability Commission.
- Directs and oversees design, layout, navigation, and overall content on the City's official website to maintain a strong marketing presence and keep content up-to-date.
- Responsible for the coordination of staff activities related to the development and maintenance of the City's 5-Year Capital Improvement Program (CIP).
- Represents the City as a liaison in local and regional economic development, business, marketing, and the Chamber of Commerce.
- Coordinates and oversees audio-visual productions, including City Council meetings, events and other promotional videos.
- Prepares remarks and correspondence for the Mayor, Councilmembers, and City Administrator as requested.
- Responds to public inquiries in a courteous, efficient, and timely manner. Provides customer service in the Administration Department, and assists customers when needed.
- Oversees and organizes the Mission Market, working with community members, vendors, and other staff.
- Prepares and delivers presentations on a wide variety of issues to the City Council, other City boards and commissions, and community groups.
- Supports special committees and task forces from time to time.
- Supervises other staff, programs, projects or duties as requested or assigned (on an interim or long term basis) by the City Administrator.
- Performs all other related tasks as required.

Examples of Work (Marginal Functions):

- None.

Certificate, License: Valid driver's license.

Required Education and/or Experience:

Bachelor's degree in business, public administration or related field with 1-2 years' experience in local government; or a Master's degree from a college or university; or equivalent combination of education and experience. Demonstrated experience in broad applications of social media and public relations. Proficiency with word processing, spreadsheets and data management programs required.

Preferred Education and/or Experience:

Three to four years related experience and/or training; and a Master's degree or equivalent; or equivalent combination of education and experience. Prior local government experience coupled with customer service, is preferred.

Abilities, Knowledge, Skills:

- Ability to analyze complex problems and develop comprehensive plans from general instructions.
- Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, and percentages.
- Ability to communicate clearly, concisely and effectively both orally and in writing with staff, top management, governing body, media, and the public.
- Ability to develop creative approaches to communication efforts.
- Ability to establish and maintain effective working relationships with associates, general public, customers, contractors, vendors, public officials and City Council.
- Ability to maintain confidentiality.
- Ability to prepare press releases and news articles and edit materials submitted by other City staff.
- Ability to reliably and predictably carry out duties.
- Ability to respond effectively to the most sensitive inquiries or complaints.
- Ability to work independently and meet established deadlines.
- Ability to write clear and concise reports, memoranda, directives, and letters.
- Ability with social media technology universe (e.g., Facebook, Twitter, YouTube, Foursquare, Flickr, blogs, wikis, RSS, social bookmarking, discussion forums and community software).
- Knowledge of principles and processes for providing customer service, including customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Ability to supervise and coordinate the activities of others.
- Ability to show initiative and present alternative solutions and provide effective recommendations to an identified problem.

- Knowledge of principles, techniques, and objectives of public information and journalism as applied to the municipal government.
- Knowledge of the City's municipal code, governmental regulations, statutes, laws, executive orders, and agency rules that affect the functions of municipal government.
- Knowledge of the principles and practices of public administration, municipal government, personnel and budget administration.
- Skill in operating a personal computer, laptop, other department office equipment; using applicable department software, using Microsoft products, using web-based systems, and performing data entry.
- Skill in the use of proper English, spelling, grammar, and punctuation.

Supervision: Responsible for the overall direction, coordination, and evaluation of a department or function. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include supervising direct reports through coaching, interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

Working Conditions: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The working conditions are normally quiet to moderate. The worker is not subject to adverse environmental conditions. Position involves working nonstandard business hours.

Physical Requirements: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

This is sedentary work requiring the exertion of up to 10 pounds of force occasionally and a negligible amount of force frequently or constantly to move objects; work requires reaching, fingering, grasping, feeling, and repetitive motions; vocal communication is required for expressing or exchanging ideas by means of the spoken word; hearing is required to perceive information at normal spoken word levels, and to receive detailed information through oral communications and to make fine distinctions in sound; visual acuity is required for preparing and analyzing written or computer data, determining the accuracy and thoroughness of work, and observing general surroundings and activities; the worker is not subject to adverse environmental conditions.

SIGNATURE and APPROVAL

Employee

Date

Department Director

Date

City Administration

Date

The above statements are intended to describe the general nature and level of work being performed by individuals assigned to this job. They are not intended to be an exhaustive list of all essential functions, marginal functions, responsibilities, duties, and skills required of personnel so classified in this position.

Job Title: Assistant ~~to the~~ City Administrator

Department: Administration

Reports To: City Administrator

Grade: ~~293~~

Range: \$~~62,974—91,313~~84,399 – 132,377

Position Summary: Performs a wide variety of highly responsible, complex, and diverse advanced level professional duties included in providing administrative, analytical, and technical, support for various programs and services including those having a City-wide impact. Works with the Leadership Team and Governing Body members on specific projects and initiatives. Receives general direction from the City Administrator.

Examples of Work (Essential Functions):

- Coordinates public information dissemination, performing a full range of media, community relations, marketing/branding and information activities on behalf of the City and the City employees.
- Defines and executes a specific social media and communications strategy involving day-to-day development of editorial content on social media platforms, including tweets, posts, and discussions.
- Coordinates City's sustainability efforts, including but not limited to keeping apprised of federal, state and other local activities associated with this topic; serves as staff liaison to the Sustainability Commission.
- Directs and oversees design, layout, navigation, and overall content on the City's official website to maintain a strong marketing presence and keep content up-to-date.
- ~~Responsible for the coordination of staff activities related to the development and maintenance of the City's 5-Year Capital Improvement Program (CIP).~~
- Represents the City as a liaison in local and regional economic development, business, marketing, and the Chamber of Commerce.
- Coordinates and oversees audio-visual productions, including City Council meetings, events and other promotional videos.
- Prepares remarks and correspondence for the Mayor, Councilmembers, and City Administrator as requested.
- Responds to public inquiries in a courteous, efficient, and timely manner. Provides customer service ~~throughout all in the Administration~~ Departments, and assists customers when needed.
- Oversees the administration of the Municipal Court; works with Judge and City Prosecutor, Police Chief, and Court Clerks.
- Oversees human resources functions including recruitment, compensation, pay for performance, retirement planning and contributions, and employee relations.
- Works with consultants and staff to develop an employee benefit program for all levels of benefits.

- Oversees and organizes the Mission Market, working with community members, vendors, and other staff.
- Prepares and delivers presentations on a wide variety of issues to the City Council, other City boards and commissions, and community groups.
- Supports special committees and task forces from time to time.
- Supervises other staff, programs, projects or duties as requested or assigned (on an interim or long term basis) by the City Administrator.
- Performs all other related tasks as required.

Examples of Work (Marginal Functions):

- None.

Certificate, License: Valid driver's license.

Required Education and/or Experience:

Bachelor's degree in business, public administration or related field with 1-2 years' experience in local government; or a Master's degree from a college or university; or equivalent combination of education and experience. Demonstrated experience in broad applications of social media and public relations. Proficiency with word processing, spreadsheets and data management programs required.

Preferred Education and/or Experience:

Three to four years related experience and/or training; and a Master's degree or equivalent; or equivalent combination of education and experience. Prior local government experience coupled with customer service, is preferred.

Abilities, Knowledge, Skills:

- Ability to analyze complex problems and develop comprehensive plans from general instructions.
- Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, and percentages.
- Ability to communicate clearly, concisely and effectively both orally and in writing with staff, top management, governing body, media, and the public.
- Ability to develop creative approaches to communication efforts.
- Ability to establish and maintain effective working relationships with associates, general public, customers, contractors, vendors, public officials and City Council.
- Ability to maintain confidentiality.
- Ability to prepare press releases and news articles and edit materials submitted by other City staff.
- Ability to reliably and predictably carry out duties.
- Ability to respond effectively to the most sensitive inquiries or complaints.
- Ability to work independently and meet established deadlines.
- Ability to write clear and concise reports, memoranda, directives, and letters.

- Ability with social media technology universe (e.g., Facebook, Twitter, YouTube, Foursquare, Flickr, blogs, wikis, RSS, social bookmarking, discussion forums and community software).
- Knowledge of principles and processes for providing customer service, including customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Ability to supervise and coordinate the activities of others.
- Ability to show initiative and present alternative solutions and provide effective recommendations to an identified problem.
- Knowledge of principles, techniques, and objectives of public information and journalism as applied to the municipal government.
- Knowledge of the City's municipal code, governmental regulations, statutes, laws, executive orders, and agency rules that affect the functions of municipal government.
- Knowledge of the principles and practices of public administration, municipal government, personnel and budget administration.
- Skill in operating a personal computer, laptop, other department office equipment; using applicable department software, using Microsoft products, using web-based systems, and performing data entry.
- Skill in the use of proper English, spelling, grammar, and punctuation.

Supervision: Responsible for the overall direction, coordination, and evaluation of a department or function. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include supervising direct reports through coaching, interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

Working Conditions: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The working conditions are normally quiet to moderate. The worker is not subject to adverse environmental conditions. Position involves working nonstandard business hours.

Physical Requirements: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

This is sedentary work requiring the exertion of up to 10 pounds of force occasionally and a negligible amount of force frequently or constantly to move objects; work requires reaching, fingering, grasping, feeling, and repetitive motions; vocal communication is required for

expressing or exchanging ideas by means of the spoken word; hearing is required to perceive information at normal spoken word levels, and to receive detailed information through oral communications and to make fine distinctions in sound; visual acuity is required for preparing and analyzing written or computer data, determining the accuracy and thoroughness of work, and observing general surroundings and activities; the worker is not subject to adverse environmental conditions.

SIGNATURE and APPROVAL

Employee

Date

Department Director

Date

City Administration

Date

The above statements are intended to describe the general nature and level of work being performed by individuals assigned to this job. They are not intended to be an exhaustive list of all essential functions, marginal functions, responsibilities, duties, and skills required of personnel so classified in this position.

Job Title: Public Works Assistant Superintendent

Department: Public Works

Reports To: Public Works Superintendent

Grade: 19

Range: \$51,814 - \$75,115

Position Summary: Supervises crews in daily construction, operation, and maintenance for public infrastructure, including streets, sidewalks, trails, stormwater systems, parks, buildings, and related facilities. operations; ~~provides planning, organization and direction for maintenance performed by the Public Works Department as well as other duties as required and assigned. The Crew Leader will provide first line supervisory duties and fill in as necessary in the absence of the Superintendent or Director.~~

Examples of Work (Essential Functions):

Street and Park Maintenance Operations

- Supervises crews in daily construction, operation, and maintenance for public infrastructure, including streets, sidewalks, trails, stormwater systems, parks, buildings, landscaping, and related facilities and operations.
- Provides planning, organization and direction for daily operations and maintenance activities. The Assistant Superintendent fills in as necessary in the absence of the Superintendent or Director.
- Supervises and works with crews to maintain City streets including guardrails, traffic signs, street markings, and crack sealing. Mills and overlays asphalt and patches potholes.
- Supervises and works with crews to construct and maintain stormwater pipe, inlets, creeks, drainage ways, and structures. Inspects and cleans stormwater structures.
- ~~Oversees that proper maintenance and construction is provided to the City-owned infrastructure, including but is not limited to stormwater system, facilities, parks and park equipment, streets and roads, and sidewalk and trail network.~~
- Supervises and works with crews to maintain parks, ball fields, and tennis courts; repairs and replaces park benches, picnic tables, playground equipment, and park shelters.
- Supervises and works with crews in the performance of minor facility maintenance, including painting, construction and repair of interior building walls, plumbing, and mechanical work as required and qualified.
- Supervises and works with crews to perform landscaping duties, including trimming, watering, and maintaining trees, flowers, bushes, and shrubs. Cuts grass and performs landscaping duties on City property using gas-powered weed eater and chainsaw.
- Supervises and assists with daily snow removal operations and ensures that operations are prompt and adequate. Performs snow removal in 12-hour shifts until work is completed.
- ~~Works with crews in the construction, repair, cleaning, and maintenance of City streets, grounds, parks, or other facilities using a variety of materials and supplies such as rock, asphalt, dirt, salt and brine, concrete, and sod.~~

- ~~Assist crews in hauling materials, and transports vehicles and equipment to job sites using various trucks and transporters.~~
- ~~Cleans or prepares sites to eliminate possible hazards.~~
- Supervises crews and operates dump truck, uni-loaders, street sweeper, front-end loader, snow plow, salt and sand truck, various landscaping mowers, and related equipment. Operates street sweepers, backhoes, road graders, road rollers, rubber tired loaders, dump truck, snow plows, salt spreaders, asphalt patching units, and pickup trucks to excavate, clean, resurface, construct, or repair infrastructure.
- Develops training program and trains crew on operation of equipment and vehicles in conjunction with Superintendent.
- Performs surveying activities; Schedules locates as needed and keeps up-to-date tickets throughout project as necessary.
- ~~Ensures that snow removal operations are prompt and adequate; coordinates and assists with snow removal operations and is on call for all emergencies.~~
- Inputs asset management data into Cartegraph program and manages and inspects assets. Oversees the Cartegraph Program: manages assets within the program including inspection of assets.
- Performs inspections of city infrastructure, including streets, sidewalks, curb and gutter, stormwater, signs, streetlights and traffic signals, as well as park structures, drinking fountains, and fencing as necessary.
- ~~Maintains and repairs playground equipment. Assists Superintendent with management of the right-of-way program, including issuing permits and inspection of work in the right-of-way performed by outside contractors.~~
- Assigns daily tasks and inspects work for quality and conformance to standards.
- Determines work procedures, provides written and verbal instructions, prepares work schedules, and expedites work flow in conjunction with Superintendent.
- Monitors safety of crews to assure that operations are handled in the safest manner possible; assures that work zone safety, traffic control, lock out tag out, and trenching operations are all performed safely.
- ~~Performs landscape design, installation, and maintenance — Mows, removes weeds, and trims trees and bushes.~~
- ~~Monitors street and park maintenance operations and construction activities.~~
- ~~Reviews daily operations of the maintenance staff to ensure all the work that is completed is done properly. Provides guidance when necessary.~~
- Oversees work in progress including outside contractors as needed.
- Builds a positive atmosphere that encourages crew members to seek advice and counsel. Advises crew members as necessary.
- Communicates effectively with the public by responding to citizens requests, complaints, and provides excellent customer relations.
- Holds a seat on the Safety and Wellness Committee and provides the necessary information or designates alternate as necessary.

- ~~Ensures all safety policies and regulations are followed and adhered to by self, others, and the public. Performs the functions of the job without posing a threat to the health and safety of others and self.~~
- Monitors, maintains, and reviews accurate records of daily mileage, materials delivered, and equipment used by location and project.
- Supervises crews and supports City special events and activities by closing streets, providing signage, picking up trash, setting up, and working with volunteer groups.
- Performs all other related tasks as required.

Examples of Work (Marginal Functions):

- None.

Certificate, License:

- Must possess a valid Class B commercial driver's license with air brake endorsement within six (6) months from the date of employment.
- ~~Certified Playground Safety Inspector, preferred or within six months of hire.~~
- ~~Work zone safety certification, preferred or within six months of hire.~~

Required Education and/or Experience:

~~Three to four~~ two to three years related experience and/or training; or Associate's degree; or equivalent combination of education and experience. Experience in ~~the~~ Public Works or related field.

Preferred Education and/or Experience:

Five to six ~~four to five~~ years related experience and/or training; or a Bachelor's degree from a college or university; or an equivalent combination of education and experience. Minimum of two years of ~~s~~Supervisory experience.

~~**Preferred Education and/or Experience:**~~

Abilities, Knowledge, Skills:

- Ability to supervise personnel as well as the ability to implement or assist in the implementation of new programs as needed.
- Ability and skill to solve problems with variable elements in standard and nonstandard situations.
- Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations.
- Ability to apply practical knowledge and understand detailed written or oral instructions.
- Ability to help diagnose mechanical and other issues as well as prevent potential issues with equipment.
- Ability to identify, correct and make recommendations to correct safety hazards.

- Ability to interpret a variety of instructions and directions furnished in written, oral, diagram, or schedule form.
- Ability to make independent decisions with minimal supervision.
- Ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals.
- Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists.
- Ability to speak effectively before customers or employees of organization.
- Ability to work with mathematical concepts such as geometry.
- Ability to write routine reports and correspondence.
- Knowledge and experience in ~~types and levels of~~ maintenance and repair functions performed in ~~the~~ public works operations.
- Knowledge and skill in street maintenance including, but not limited to, asphalt patching, curb and gutter repair and replacement, and stormwater pipe repair and replacement.
- ~~Knowledge and skill in maintaining athletic fields, and installation and maintenance of playground equipment as well as the ongoing inspection of equipment.~~
- Knowledge and skill in operating and maintaining heavy equipment.
- Knowledge and skill in parks maintenance including but not limited to, park structure, playground equipment maintenance and inspection, public building and related facility repair activities.
- Knowledge of materials and supplies needed for completion of project.
- Knowledge of materials, equipment, and state and federal regulations in the public works sector.
- Knowledge of safe work practices within the public works field as well as occupational hazards and standard safety precautions.
- ~~Knowledge of street maintenance including but not limited to, curb and gutter, and stormwater and sidewalk repair and replacement.~~
- Skill in applying principles of organization, administration, and budget.
- Skill in operating a personal computer, laptop, other department office equipment; using applicable department software, using Microsoft products, using web-based systems, and performing data entry.

Supervision: Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include supervising direct reports through coaching and training employees; planning, assigning, and directing work; addressing complaints and resolving problems.

Working Conditions: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this position, the employee is exposed more than two thirds of the time to conditions such as moving mechanical parts; ~~may use~~ cleaning and lubricating chemicals and ingredients that would expose the employee to fumes, dust, and other air contaminants that may cause eye and skin irritation, toxic or caustic chemicals, and outside weather conditions of rain, snow, heat, cold, and a variety of atmospheric conditions. The employee may also be exposed to high, precarious places while climbing on a ladder or in a bucket truck, and vibration and noise while using power tools and equipment. The employee may work in heavy vehicle traffic conditions, and will often work with constant interruptions. The employee may also be exposed to risk of electrical shock. The noise level in the work environment is usually loud. This position may be called out 24 hours a day or rotate being on call, including weekends and holidays.

Physical Requirements: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this position, the employee is regularly required to stand and walk, walk on level and slippery surfaces; ~~;~~ use hands to finger s repetitively, grasp, handle, or feel; and reach with hands and arms and talk or hear. The employee is occasionally required to sit; ~~;~~ run; ~~;~~ climb; ~~or~~ balance; ~~and~~ stoop, squat, bend, twist, turn, kneel, crouch, or crawl. This includes lifting, carrying, moving, pushing or pulling up to 25 pounds of force constantly to move objects, up to 50 pounds of force frequently, and the exertion of 100 pounds of force occasionally~~25 pounds occurs~~ with tools, equipment, and supplies. Employee must be able to smell ~~and detect~~ odors, ~~such as toxic gas and equipment problems~~. Specific vision abilities required by this job include close vision, ~~color vision~~, depth perception, distance vision, and ability to adjust focus when inspecting work, evaluating defects and using small parts, use of measuring devices, assembly or fabrication of parts, reading reports and meters, and driving equipment. Vocal communication is required for expressing or exchanging ideas by means of the spoken word; ~~;~~ Hearing is required to perceive information at normal spoken word levels. The worker may be exposed to bloodborne pathogens and may be required to wear specialized personal protective equipment.

SIGNATURE and APPROVAL

Employee

Date

Department Director

Date

City Administration

Date

The above statements are intended to describe the general nature and level of work being performed by individuals assigned to this job. They are not intended to be an exhaustive list of all essential functions, marginal functions, responsibilities, duties, and skills required of personnel so classified in this position.



MEMORANDUM

Date: May 18, 2021
 To: Mayor and City Council
 From: Laura Smith, City Administrator
 RE: Classification and Compensation System Updates - Supplemental Memo

The information included in this memorandum is intended to supplement the memo dated May 13, 2021 and included in the work session packet distributed last Friday. It seeks to address additional questions received in connection with discussions surrounding updates to the classification and compensation system city wide.

Police Department Restructuring

Since his appointment, Chief Madden has been working to develop a recommended structure for the police department which seeks to accomplish a number of goals/objectives including:

- Align the responsibilities each rank is responsible for
- Create natural professional development opportunities to prepare for the future
- Improve ownership and accountability at each level

During the March 24 work session an organizational chart outlining the proposed structure was presented. It has been updated slightly to clarify the three distinct operational functions/areas within the Department (Patrol, Investigations and Support) and to more clearly represent the reporting relationship for the Internal Affairs position and included with this memorandum. One of the questions related to a comparison of the proposed structure with current structure. The two are illustrated in the table below:

Position	Current Structure	Proposed Structure
Chief of Police	1	1
Major (Deputy Chief)	0	1
Captain	3	1
Lieutenants	0	4
Sergeants	5	4
Corporals	3	0
Detective	1	2
Police Officer	16	15
Total Positions	29	28*

The proposed restructuring does reduce the overall number of command staff positions by one. Chief has indicated that the twenty-ninth position is one he would like to continue to review and evaluate going forward to determine the best allocation of those resources.

The Council had several questions about the costs (both immediate and future) associated with the proposed restructuring when compared to the market restructuring proposal that was developed by the Austin Peters Group (APG). Based on the current position vacancies, the proposed structure and the uncertainty of which current personnel be successful in the various promotional processes, specifically detailing the cost differences is nearly impossible.

Neither the market adjustment approach or the proposed restructuring guarantee salary increases for every employee. However, based on an analysis the current personnel and estimated implementation timeline, both the Chief and the City Administrator agree that the restructuring goals could be accomplished within the resources identified police department’s market adjustments (~\$55,000). In the longer term, the reduction in a command staff position should be estimated to generate more savings than through maintenance of the current structure.

Other Considerations

One of the challenges in maintaining a fair and consistent classification and compensation system that is easily administered is finding an appropriate organizational structure that also allows for flexibility and growth as the needs of the department or the organization change over time. Especially in a smaller organization like Mission, we are continually evaluating the projects, priorities and needs of the community to determine what positions are most appropriate. We simply will never have the financial resources, or the physical space, to create positions that are highly specialized or hyper-focused.

While an organization’s org chart can’t change constantly, Mission has had great success over the years by remaining flexible and responding to changing service delivery needs. Over the last 10-12 years there have been reductions in director level positions, highlighted below:

Position	2011	2021
City Administrator	1	1
Asst City Administrator/Finance Director	1	1
Asst to the City Administrator	0	1
City Clerk*	1	0
Community Development Director	1	0
Neighborhood Services Director**	1	0
Police Chief	1	1
Public Works Director	1	1
Parks + Recreation Director	1	1
Total	8	6

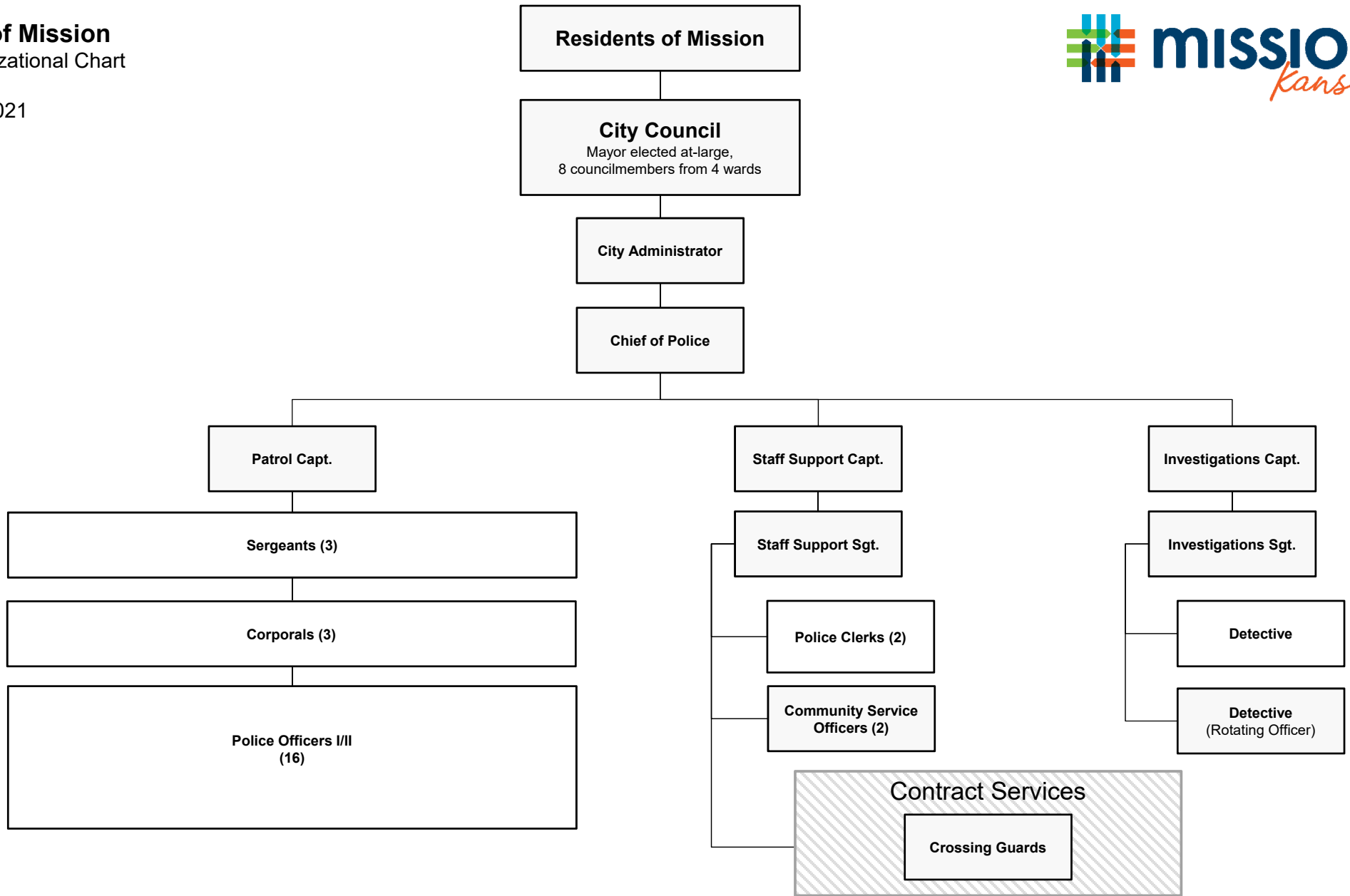
*The City Clerk's position still exists, but is no longer classified as a department head level position.

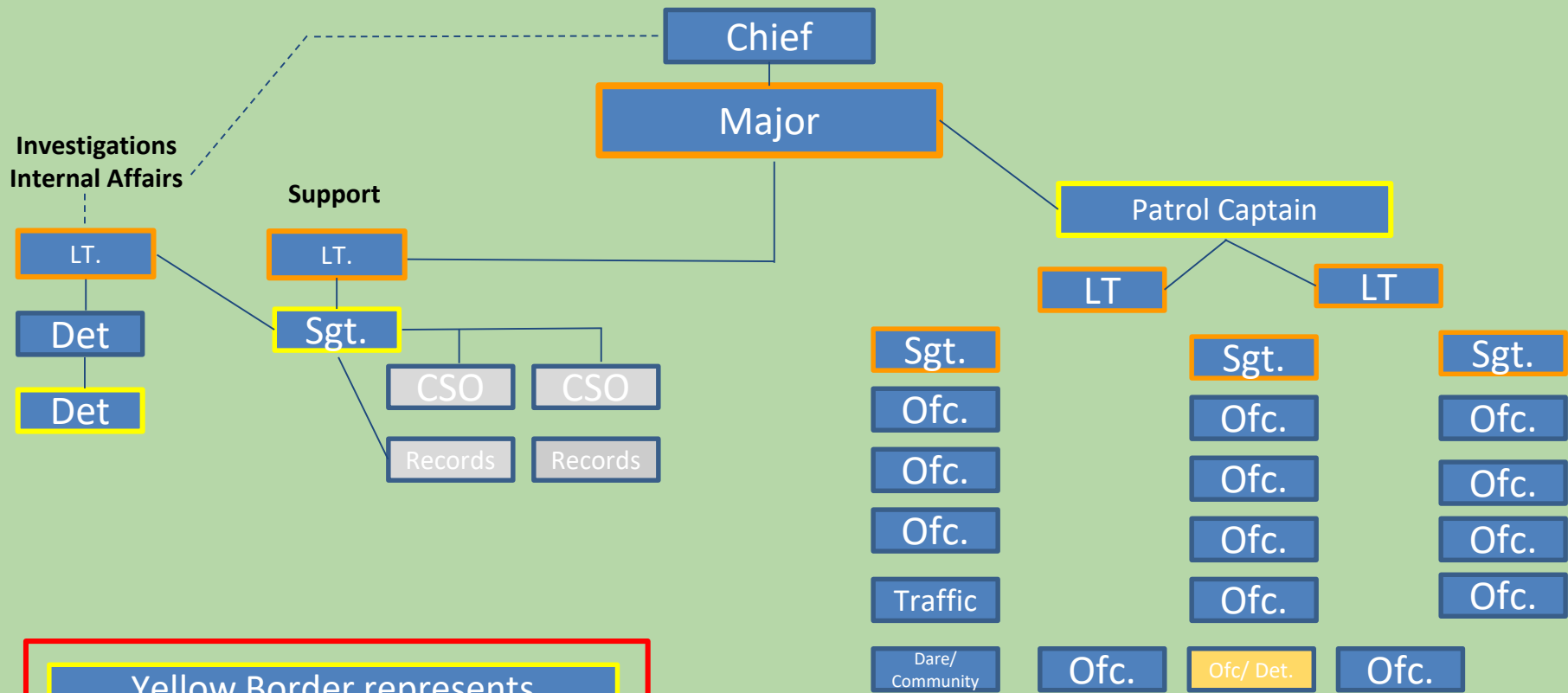
**This position has transitioned to a Neighborhood Services Coordinator's position responsible for Mission's various grant and rebate programs, neighborhood relations and rental licensing and inspections.

Finally, a question was asked whether the market changes incorporated from the 2017 study had helped with staff retention - specifically in the Public Works and Police Departments. One of the primary drivers of the 2017 market study was concern over a significant number of police officers with 5-10 years of experience leaving to take positions in larger departments. Since implementation of that study, we have not had an officer leave our department for a position with another law enforcement agency. The impact for the Public Works Department has not been so dramatic, and there continue to be a number of factors for both departments which make recruitment and retention ongoing issues.

I will look forward to reviewing this information in more detail during Wednesday's work session.

City of Mission
Organizational Chart
Police
April 2021





Yellow Border represents promotions

Orange Border = Reclassification

City of Mission	Item Number:	2.
DISCUSSION ITEM SUMMARY	Date:	May 19, 2021
Administration	From:	Laura Smith

Discussion items allow the committee the opportunity to freely discuss the issue at hand.

RE: Discussion of Street Sales Tax Renewal

DETAILS: During the February 10, 2021 work session, Council discussion focused on developing action steps and a preferred timeline for renewal of the existing street 1/4-cent sales tax. During the May 19 work session we will briefly recap the schedule for the mail ballot election in September 2021 and outline the remaining steps necessary to approve ballot language and develop an appropriate public information campaign.

Several highlights from the February discussion and the election schedule approved by the Johnson County Election Office are recapped in the attached memorandum.

CFAA IMPACTS/CONSIDERATIONS: Maintaining an efficient street network in both residential and commercial areas of the community allows for residents and visitors to safely travel to and from home, work, school and shopping.

Related Statute/City Ordinance:	NA
Line Item Code/Description:	
Available Budget:	



MEMORANDUM

Date: May 14, 2021
To: Mayor and City Council
From: Laura Smith
RE: Street Sales Tax Renewal

During the February 10, 2021 work session, Council discussion focused on developing action steps and a preferred timeline for renewal of the existing street 1/4-cent sales tax. During the May 19 work session we will briefly recap the schedule for the mail ballot election and outline the remaining steps necessary to approve ballot language and develop an appropriate public information campaign.

Several highlights from the February discussion are recapped in this memorandum along with the election schedule approved by the Johnson County Election Office.

Current Street Program Revenues

There are three distinct revenue streams which currently fund street and other related transportation network improvements which are shown in the table below:

Funding Source	Source/Established By	2021 Estimated Revenues
Dedicated Property Tax	Council action during annual budget process	\$1,100,000
1/4-cent Sales Tax	Voter Approval	\$ 600,000
Special Highway Funds	Pass through revenue from State (gas tax revenues)	\$ 250,000
	Total Funds Available:	\$1,950,000

Revenues are used for:

- Engineering, design, construction and construction inspection of transportation network projects (streets, sidewalks, curbs and gutters, etc.).
- Completing inventory and assessments of the network to assist in the development and evaluation of the comprehensive street maintenance program.
- Paying for materials and supplies, such as asphalt patch, used by Public Works staff for repairs and maintenance.

Street program revenues fund both pay-as-you-go projects as well as street related debt service.

Sales Tax The ¼-cent sales tax was approved for a period of ten years through a mail ballot election in December 2011. It became effective April 1, 2012 and expires March 31, 2022. The decision to put the sales tax question before Mission voters was discussed in a series of public workshops and work sessions as the first comprehensive street maintenance program was being developed (2008-2010).

At that time, there was an existing ¼-cent sales tax in place which had been levied for the purpose of covering debt service for bonds issued to expand the Powell Community Center. The sales tax was approaching expiration, and the consensus was to seek renewal at the ¼-cent level and dedicate the revenues to street maintenance.

During the February work session, the Council expressed consensus for moving forward to renew a sales tax dedicated to street maintenance. Although the neighboring cities of Merriam and Roeland Park recently (2020) passed more broadly focused capital improvements sales taxes, Mission’s Council supported sales tax renewal with a more limited scope and purpose.

Current Sales Tax Rates and Sales Tax Capacity

In accordance with KSA 12-187 *et seq.* and 12-189, cities are provided with the statutory authority to levy retailer’s sales taxes. A city’s sales tax capacity is capped at 3%, which includes up to 2% for “general” purposes and up to 1% for “special” purposes.

The City of Mission’s current sales tax rate is 9.6%, allocated as follows:

State of Kansas	6.500%
Johnson County	1.475%
City of Mission	
General	1.000%
Streets	0.250%
Parks & Rec	<u>0.375%</u>
Total	9.600%

Sales tax may be levied in increments of 0.05%, up to the maximums allowed under the state statutes. Based on Mission’s current sales tax rates, the total capacity available upon expiration of the current street sales tax is 0.625% or ⅙ of 1%.

Sales Tax Renewal Rates and Estimated Revenues

Information on the sales tax increments available to Mission in conjunction with renewal and the corresponding estimated annual revenues generated (in 2021 dollars) are included in the table below.

Sales Tax Rate	Estimated Annual Revenues
1/8-cent (0.125)	\$300,000
1/4-cent (0.25)	\$600,000
3/8-cent (0.375)	\$900,000
1/2-cent (0.5)	\$1,200,000
5/8-cent (0.625)	\$1,500,000

The Council's discussion in February focused on potential renewal of the sales tax at least at the current 1/4-cent rate (0.25), and some consideration was given to increasing the rate to 3/8-cent (0.375) in order to provide more funding for street projects.

The table below details the total sales tax rates for other cities in Johnson County showing where Mission would fall comparatively at both the 1/4-cent and 3/8-cent renewal rates.

City	Total Sales Tax Rate (%)
Prairie Village	8.975
Leawood Overland Park	9.1
Lenexa	9.35
Merriam Olathe Roeland Park	9.475
Mission (1/4-cent) Shawnee	9.6
Mission (3/8-cent)	9.725
Fairway	9.975

As a part of the work session on May 19, we will discuss the preferred rate so staff can move toward a final recommendation for presentation at the May 26, 2021 City Council work session. Following that work session, a final action item will be developed for the June 2 Finance & Administration Committee meeting.

Options and Timing for Election

As part of February’s discussion, the two options for an election were reviewed. The Council expressed a preference for a mail ballot election to be conducted in September of 2021 rather than placing the question on a scheduled election date in August or November. Renewal of a sales tax on this timeline would ensure no lapse in collection for Mission.

Following the February meeting, the September election date was secured with the Johnson County Election Office and the timing for the process is included below:

June 19, 2021	Adopt Resolution Calling the Election (ballot language)
First week of September	Ballots mailed to “Active” registered voters in Mission*
September 21, 2021	Ballots due to Election Office/Preliminary Election
	Results Available
September 28, 2021 (est)	Final Election Results Certified
October 20, 2021	Adopt Ordinance Levying the Sales Tax
November 15, 2021	Notice of Sales Tax Rates to KS Department of Revenue

*In a special mail-ballot election, ballots are mailed only to “Active” registered voters. Mission currently has 7,059 “Active” registered voters.

With a September 21 special mail-ballot election, the voter registration process for all voters living within the City of Mission will close 21 days prior to that election date. This would mean voter registration closes on Tuesday, August 31.

Next/Remaining Steps

In addition to any direction provided on a final sales tax renewal rate, staff will be looking for input from the Council at the May 19 work session regarding messaging and communication. Staff has already begun working with Crux to develop a communication schedule/timeline and potential materials that can be used to educate and inform voters.