



## Classification and Compensation Study

**City of Lee's Summit, Missouri**

January 2018

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### *Mission Statement*

Springsted provides high quality, independent financial and management advisory services to public and non-profit organizations, and works with them in the long-term process of building their communities on a fiscally sound and well-managed basis.



Springsted Incorporated  
9229 Ward Parkway, Suite 104  
Kansas City, MO 64114

Tel: 816.333.7200  
Fax: 816.333.7299  
www.springsted.com

## LETTER OF TRANSMITTAL

January 5, 2018

Nick Edwards  
Director of Administration  
City of Lee's Summit  
220 SE Green Street  
Lee's Summit, MO 64063

### **Re: Classification and Compensation Study**

Dear Mr. Edwards:

Springsted Incorporated is pleased to provide the City of Lee's Summit with its completed Classification and Compensation Study. The study provides an overview of the City's current comprehensive classification and compensation system and our final report including the methodology used to develop the classification and compensation system, options for implementing the recommendations, ongoing administrative guidelines, and other compensation-related findings.

The study represents a comprehensive review of all aspects of the City's classification and compensation system. The recommendations offered, we believe, will bring the City's salary ranges more in line with market and provide for internal equity among City positions. Implementation of these recommendations will assist the City in attracting new employees, when necessary, and in retaining current employees needed to meet the City's service demands.

Springsted expresses its thanks to City staff who completed Springsted's Position Analysis Questionnaires used to verify current job responsibilities and minimum job qualifications. We also express our gratitude to Mark Dunning, Christal Weber, Cathy Loveland, Jackie Heanue, Joe Snook, Jack Feldman, and Nick Edwards (i.e. the "Leadership Team") for providing direction and feedback through all phases of the study. Springsted appreciates the continuing privilege of serving the City and hope that we may be of assistance to you in the future.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "TL Cox", written over a light blue rectangular background.

TL Cox, Senior Vice President  
*Consultant*

## 1. Introduction

A properly-designed classification and compensation system provides an objective framework for determining how employees will be paid. As a general rule, most organizations conduct comprehensive classification and compensation studies every five to seven years, ensuring their ability to hire and retain qualified employees and maintain equitable internal relationships. The external market focus is important because it ensures that the compensation plan is adequate to attract new employees and retain existing employees. If compensation levels fall below those in the appropriately-defined marketplace, the organization may experience difficulty in recruitment and retention. It is important to remain competitive and, in order to do so, it is necessary to monitor the external market for changes on a periodic basis.

The periodic review also enables an organization to account for changes in job responsibilities and qualifications due to the use of technology, modifications in work processes, and other factors that can affect the “core content” of positions. Changes in job requirements, such as addition of new programs or assumption of duties for a vacated position, may result in a new pay grade assignment. In order to properly maintain internal equity among positions, an ongoing process is needed to review job responsibilities and qualifications and the subsequent assignment to pay grades to ensure jobs are equitably compensated.

To ensure the stated goals of external competitiveness and internal equity, the City of Lee’s Summit, Missouri retained Springsted Incorporated to conduct a Classification and Compensation study that began in December 2016. Although the study was targeted for completion by the end of June 2017, Springsted recommended to the City that it incorporate a Request for Reconsideration process that would afford employees, managers/supervisors, and leadership the opportunity to formally consider individualized and specific feedback regarding the draft grade alignment. This recommendation was based on results obtained via an extensive employee perception survey and interview/focus groups conducted by the Springsted consulting team. This process resulted in presentation of the draft pay structures to City Council on June 15, 2017, which enabled them to be shared throughout the organization for feedback. The final completion of the study, excluding job descriptions, was then extended to allow for final levels of review by the City’s Management Team. Job description completion will be scheduled with the City upon formal adoption of the new pay structure(s) by City Council.

This study represents a comprehensive review of the components that affect an organization’s compensation program – job descriptions, essential functions, and minimum qualifications; the resulting alignment of positions throughout the City’s various work areas; design of the current compensation structures; market competitiveness of City salary ranges; fringe benefits; and ongoing administrative guidelines.

Springsted’s understanding of the City’s objectives for this study resulted in our structuring the engagement into two distinct, but interrelated, phases described as follows:

### **Phase I – Compensation Philosophy**

- Develop a compensation philosophy for City Council and Management approval
  - ✓ Define the City’s competitive market
  - ✓ Establish a target level of competitiveness relative to market
  - ✓ Prioritize goals and elements of total compensation
  - ✓ Guide the ongoing administration of pay and benefits programs
- Conduct a SWOT (strengths, weaknesses, opportunities, and threats) analysis of the City’s existing classification and compensation systems
  - ✓ Identify alternative forms of and best practices related to pay and benefits
  - ✓ Incorporate employee involvement
  - ✓ Facilitated sessions (representative sample of employees)
  - ✓ Employee opinion survey
  - ✓ Gather input from the City’s management team and Council (i.e. a goal setting process)

### **Phase II – Classification and Compensation Study**

- Assist with employee communications and engagement
- Determine the appropriate classification of positions using an objective process
- Confirm market competitiveness (salaries and benefits) within identified benchmark organizations
- Identify benchmarking metrics (salary cost per FTE, benefit cost per FTE, and benefits cost as a percentage of salary expenditures) and prioritized elements of total compensation
- Recommend pay structures that reflect the new job classifications and incorporate the City’s new compensation philosophy
- Develop implementation plans (up to 5) that move employees into the new ranges, step systems, or hybrid systems and alleviate identified compression
- Establish ongoing administrative guidelines to ensure the new classification and compensation system is maintained according to best practices

Major findings of the study can be summarized as follows:

- ***Internal relationships (i.e. the alignment of City positions) did not fully reflect job duties and minimum qualifications:*** Internal pay relationship inequities existed within the City’s pay structures. Jobs requiring similar minimum qualifications and having comparable responsibilities weren’t necessarily compensated at the same level. To remedy this, Springsted, along with the project team, reviewed all civilian job classes and evaluated them against established criteria. The resulting placement of positions (less any exceptions/policy decisions noted by the City’s project team) define pay grades that reflect internal equity/comparable internal pay relationships.
- ***Market competitiveness varies by position, though Lee’s Summit is, on average, slightly below market:*** Because salaries are, on average, somewhat below average market rates, the City may experience difficulty recruiting and retaining employees in certain positions. Using the updated job alignment described above (i.e. the new classification structure),

Springsted worked with the City to establish the following market competitive pay structures for exempt, non-exempt, police, and fire positions.

- ***Average market range spreads are, in many cases, substantially different than those found in Lee's Summit's current structures:*** Lee's Summit's current range spreads, which vary from approximately 56-122%, are in many cases well above or below the averages in the market for different types of positions. As a result of this discrepancy, the pay range minimum may be higher than average while the pay range maximum may be lower. Corrective actions for average market range spreads are discussed in detail below, but the narrowing of range spreads, particularly for non-exempt positions and certain police and fire ranks, intensifies some salary compression for employees toward the entry of their defined rate of pay.
- ***Although salary ranges are lower than market averages, Lee's Summit's benefits contributions exceed those of the defined competitive market:*** To analyze total compensation packages, major out of pocket benefits costs were compared on a per FTE basis. Because Lee's Summit's contributions for "big ticket" benefits like health insurance and LAGERS exceed those of its competitive market, Lee's Summit's share of benefits cost (as a percentage of total compensation) exceeds market averages by approximately 5%.

The following report documents the general findings of the study as well as the methodology used to develop the City's new classification and compensation system. The study was conducted with extensive participation from the project team identified above, with input from department heads and employees, and according to best and/or prevailing market practices.

## 2. Methodology

Springsted Incorporated used the following methodology to develop a new classification system and compensation program for the City of Lee's Summit:

1. Springsted staff met with the project team in November 2016 to establish the initial working relationship, develop the project timeline, review current policies and practices, and to collect data on the existing classification and compensation systems, job descriptions, fringe benefits, and organizational structure. This series of meetings and other informal communications also provided an opportunity to discuss the City's specific goals for the study and to plan for the forthcoming employee and management communication sessions.
2. On December 13, 2016, all department heads were invited to a leadership meeting where Springsted discussed the purpose of the study, Springsted's methodology, and their role in coordinating the completion and review of Position Analysis Questionnaires (PAQ). Springsted also distributed a questionnaire to each department director to understand their organizational arrangement, operational mission, goals and objectives, and to determine what challenges, if any, they experienced with Lee's Summit's existing classification and compensation systems.
3. All City employees were invited to attend multiple informational meetings on December 13-15, 2016 to introduce the study, explain the process, and to answer any questions regarding Springsted's background and methodology. These meetings also provided an opportunity for employees to voice concerns and to have input into the study. Further opportunities for employee involvement were provided with an employee perception survey, interviews and focus groups (conducted onsite May 12, 2017), and the Request for Reconsideration process.
4. City Council was provided multiple opportunities (inclusive of two Council presentations and a Council survey) to provide input on the development of Lee's Summit's compensation philosophy. Combining this feedback with that of the employees and leadership, a final compensation philosophy was prepared by the City for the Council's consideration and adoption on September 7.
5. All employees were invited to complete a PAQ either electronically, using Microsoft Word, or in hard copy. They were encouraged to participate in the study by using the PAQ to describe their job duties and responsibilities and respond to questions on characteristics applicable to each position. Supervisors, managers, and directors were then directed by the City Manager to review the completed questionnaires for completeness and accuracy and to provide any additional information they felt was relevant to the position.
6. While City employees were completing the PAQ, Springsted developed, distributed, and analyzed the results of a comprehensive salary and benefits survey. Survey recipients were selected in conjunction with the City, based on demographic characteristics and geographic proximity, and

formalized by the City Council during its meeting on December 15, 2016. One hundred twenty-four (124) benchmark positions were included in the survey. The benchmark positions selected represented a diverse mix of departments, workgroups, single and multi-incumbent positions, pay grades, disciplines, bargaining agreements, etc., all with the goal of conducting a comprehensive review of the market for various pay grades and levels of responsibility. Using the City's existing job descriptions, job summaries were developed that included essential/key job functions and minimum job qualifications, which enabled respondents to accurately match their positions to Lee's Summit's benchmarks.

The following organizations responded to either select components of or the full salary and benefits survey.

### Lee's Summit Survey Respondents

- Ankeny, IA
- Johnson County, KS
- Lawrence, KS
- Lenexa, KS
- Olathe, KS
- Shawnee, KS
- Independence, MO
- Kansas City, MO
- O'Fallon, MO
- Consolidated Fire District No. 2  
NE Johnson County, KS
- Central Jackson County Fire  
Protection District, MO
- Private Sector Data, including  
WaterOne, MO

Survey respondents were asked to provide information on only those benchmark positions which they considered to be comparable to positions in their organizations. Therefore, survey respondents did not provide data for every position surveyed. Additionally, Springsted's staff, with some guidance obtained during the department director meetings noted below, made informed decisions regarding the accuracy of certain matches and omitted select information to ensure statistical validity, resulting in the analysis of data for more than ninety (90) benchmark positions, well beyond the number necessary to draw defensible, quantifiable conclusions for Lee's Summit's pay structures.

7. Upon receipt of the completed PAQ, Springsted analyzed essential job duties, minimum job qualifications, and key factors concerning jobs to make preliminary classification decisions. Positions allocated to the pay structures were evaluated using Springsted's Systematic Analysis and Factor Evaluation (SAFE®) system. The SAFE® system provides a consistent and objective approach to measuring job factors which define the internal value of positions within local government.

The SAFE® system enables jobs to be evaluated based on the following criteria and results in an equitable and consistent method of relating positions to the compensation plan. Internal evaluation is then reconciled with the external market data to determine if additional analysis or further adjustments are warranted.



- Training and Ability
  - Experience Required
  - Level of Work
  - Human Relations Skills
  - Physical Demands
  - Working Conditions/Hazards
  - Independence of Actions
  - Impact on End Results
  - Supervision Exercised
8. Following the initial evaluation of positions and preliminary comparison to market data, individual meetings were conducted with each department head on May 1 and 2, 2017, to review tentative results, gather additional information, and discuss next steps.
9. Springsted then engaged the project team and full leadership committee in an iterative process to establish market-competitive pay plans that reflect the new classification structure and incorporate any exceptions/policy decisions.

The following approach was used to guide development of new pay structures for civilian positions:

- Remedy identified inconsistencies between internal worth and external value
- Although compensation best practices, aging of the City's salary data was not recommended because a clear trend could not be established among the benchmark organizations. Projected market movement ranged from 0-2% for non-represented positions, and 1-6% for represented employees subject to the completion of union contract negotiations.
- Apply the market range spread of different jobs (56% for exempt; and 49% for non-exempt)

The following approach was used to guide development of new pay structures for sworn police and fire positions, which are not included in the SAFE® analysis:

- Consolidate ranks for which sufficient comparable matches do not exist in the market do draw quantifiable conclusions (i.e. Master Police Officer and "II's")
  - Although compensation best practices, aging of the City's salary data was not recommended because a clear trend could not be established among the benchmark organizations. Projected market movement ranged from 0-2% for non-represented positions, and 1-6% for represented employees subject to the completion of union contract negotiations.
  - Develop structures based on the average market range minimum and average market range maximum by rank
10. Guidelines for implementation and ongoing administration of the classification and compensation system were developed. These guidelines provide for annual adjustments to the salary schedule ensuring that the City's pay scales stay current with changing economic and market conditions. Five implementation options were developed for the City's consideration. The first four were based on specific parameters identified by the City and the fifth was based on available historical performance

evaluation criteria. The implementation scenarios developed were as follows:

- **Option 1** - Adjustment to proposed range minimum (at an annualized base salary cost of approximately \$584,679) for the requisite positions identified in the City's census file;
- **Option 2** - Adjustment to proposed range minimum OR adjustment to maintain current range penetration (at an annualized base salary cost of approximately \$1,463,310) for the requisite positions identified in the City's census file;
- **Option 3** - Adjustment to proposed range minimum OR adjustment using a consistent percentage where the general fund, core general cost does not exceed \$851,000 (at an annualized base salary cost of approximately \$1,088,781) for the requisite positions identified in the City's census file;
- **Option 4** - Adjustment to minimum OR applying a 2% adjustment for those not receiving at least a 2% adjustment to minimum (at an annualized base salary cost of approximately \$829,001) for the requisite positions identified in the City's census file;
- **Option 5** - Adjustment to minimum and applying the appropriate percentage to ensure, but not exceed, the range penetration determined through prior year performance evaluation ratings (at an annualized base salary cost of approximately \$2,083,055) for the requisite positions identified in the City's census file.

### 3. Findings and Recommendations

Developing a comprehensive classification and compensation study involves the thorough analysis of substantial quantities of data collected from employees and supervisors, comparable employers, and the City. Using this information, Springsted has developed recommendations for a new classification and compensation system for the City of Lee's Summit.

#### A. Total Compensation Philosophy

A total compensation philosophy guides the design of an organization's classification compensation system and answers key questions regarding that organization's pay and benefits strategy. Total compensation philosophies should take a comprehensive, long-term focus and clearly identify how an organization's total compensation offerings support mission, vision, goal, and value statements.

Market competitiveness and internal equity are among the most important areas addressed in a total compensation philosophy. Thus, during the initial commencement of the project (December 2016), City Council identified, and adopted, the list of comparators to whom the market survey would be sent. Likewise, an effective compensation philosophy should, while providing the flexibility to change its competitive position in the future, identify where the organization wants to be positioned within the market. Upon receipt of the responding entities' information, and in the context of a draft final report (June 2017), City Council accepted an "at market" (i.e. not above or below, on average) strategy, which guided the preparation of final pay structures recommended for implementation. Internal equity (in this case, the alignment of jobs determined through the SAFE<sup>®</sup> evaluation) expresses an organization's desire to provide comparable pay ranges to positions with similar duties, responsibilities, and minimum job qualifications.

In accordance with its historical policy, and consistent with the public vote in April, the City's total compensation philosophy was developed to base employee movement within their defined pay range on performance or merit. As further implementation of the study results (through the contract negotiation process) is being considered, it is recommended that the City consider and clearly define how this performance-based philosophy will lend itself to employee penetration throughout the range (or, more specifically, how it could be used in conjunction with a "step" system, should the Council decide to move in that direction).

Lee's Summit's final total compensation philosophy is included as Appendix A.

#### B. Employee Perception Survey and SWOT Analysis

As part of the approach to developing a total compensation philosophy for the City of Lee's Summit, and to identify the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of its existing compensation-related programs, information was gathered from employees concerning how they value pay and benefits provided by the City. An online survey, inclusive of 26 questions, was developed in consultation with City staff. The survey incorporated key questions concerning the importance of base pay and

benefits, both presently and during the recruitment and onboarding process for employees (to see if perceptions or the relative value of benefits changed over time). Springsted's analysis of the employee perception survey is included as Appendix B1, along with findings from the employee perception survey as Appendix B2. The subsequent SWOT Analysis is included as Appendix C.

### **C. Evaluation of the Current Classification and Compensation Program**

Discussions with City personnel and review of compensation data indicate that, although market competitiveness varies by position (with some jobs below market, others above, and some very close), Lee's Summit is, on average, slightly below the market average. Survey responses, aggregate market data, and the job summaries included as part of the total compensation survey are included as Appendix D1, D2, and D3 respectively. Due to the proprietary/confidential nature of their information, select survey respondents were excluded from displaying in Appendix D1. This creates the appearance of an inconsistency when compared to the Number of Respondents column in Appendix D2, however, the calculations include the "hidden" information and are consistent. Other findings indicate:

- Concerns about the potential for future employee turnover because employees choose to leave the City to take higher paying jobs or promotional opportunities with other employers. Note that this concern could be further exacerbated by the significant discrepancy between Lee's Summit's range spreads and the average spreads in the market.
- Positions with comparable responsibilities requiring similar education and experience requirements that are assigned to different pay grades (which results in compensation differences without sufficient employee understanding of what causes those variations)

### **D. Evaluating Job Classes**

As discussed above, civilian positions were evaluated using Springsted's SAFE® system. This system, along with the market data, was used to determine placement in the proposed pay structures. For clarification and guidance in interpreting these scores, Components of the SAFE® Job Evaluation System are included as Appendix E1 and SAFE® job evaluation values are included as Appendix E2. This is the same documentation provided to employees during the request for reconsideration process.

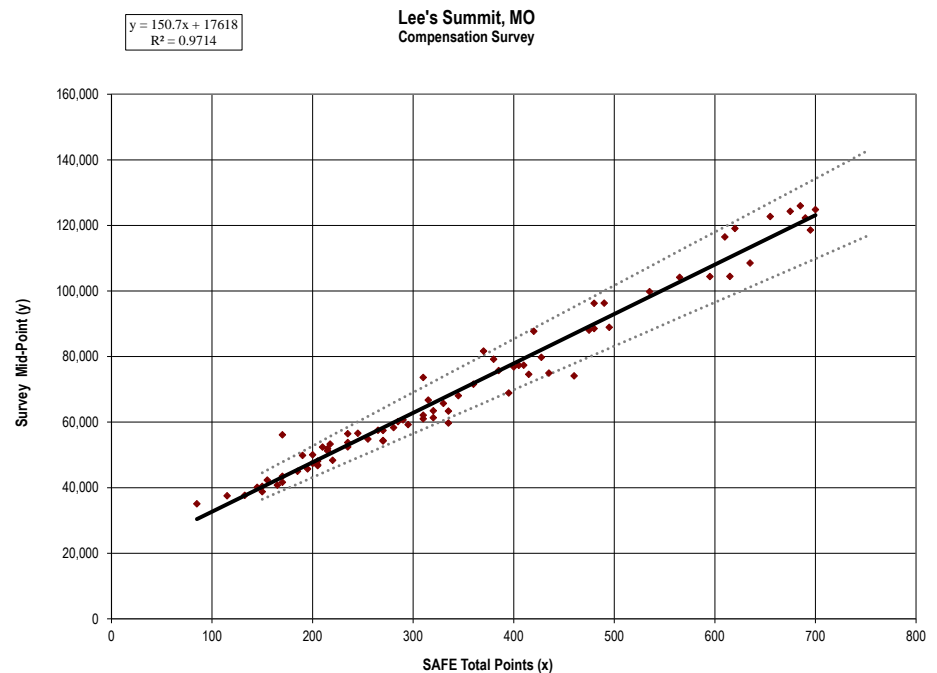
### **E. Developing A Salary Schedule**

The process of developing a salary schedule draws substantially from market data obtained in Lee's Summit's compensation survey.

**Survey Results.** The salary survey included a series of questions designed to obtain information on a variety of benchmark positions. Some job titles were not used in developing the salary curve because positions did not match the position being surveyed or the data received was inconsistent or inadequate to ensure statistical validity.

**Designing the Salary Schedule.** The first step in designing a compensation plan is to create a salary curve using the salary survey data for the City's benchmark positions and the corresponding job evaluation point factors for each benchmark position. This data produced the salary curve shown in Figure

1. Any given point on the salary curve identifies where the market salary rate and the job evaluation point factors intersect.



*(Figure 1)*

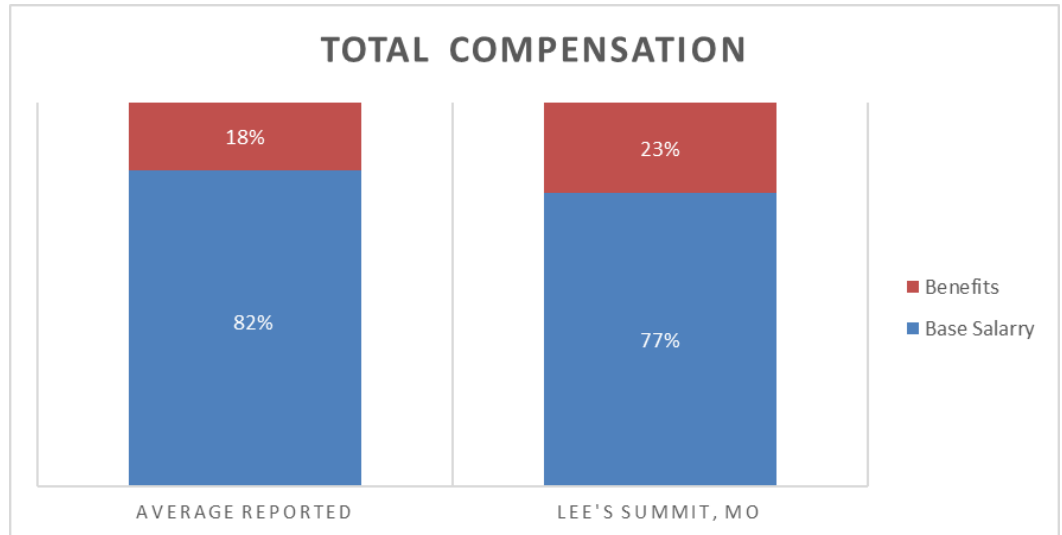
Using the SAFE<sup>®</sup> evaluation for civilian positions, as well as data obtained from the market survey, new compensation structures were developed for the City. This resulted in 15 non-exempt grades with a midpoint progression (i.e. the difference between grades) of 6% and 18 exempt grades with a 6% midpoint progression. For the exempt structure, 3 additional grades were added to accommodate the qualitative placement (indicated by an \* in the proposed pay structures) of Parks and Recreation positions that require, as a governing body policy decision, cost recovery. In the final deliverables, therefore, these positions have been “slotted” into the identified grades and are not driven by the SAFE<sup>®</sup> evaluation. The City will want to continuously review the exemption status of these positions and their corresponding placement in the structure and, likewise, should monitor activity in the court system and with the Department of Labor to identify any requisite adjustments to ensure ongoing compliance with Fair Labor Standards Act (FLSA) requirements.

For public safety positions, all police and fire jobs were placed into their respective structure (regardless of union membership status) and the average market range minimum and maximum values were used as the basis for structure development. This resulted in range spreads that vary by rank (from approximately 28% to 59% in the police structure and 12% to 49% in the fire structure). Final pay structures as prepared for the City are included as Appendix F.

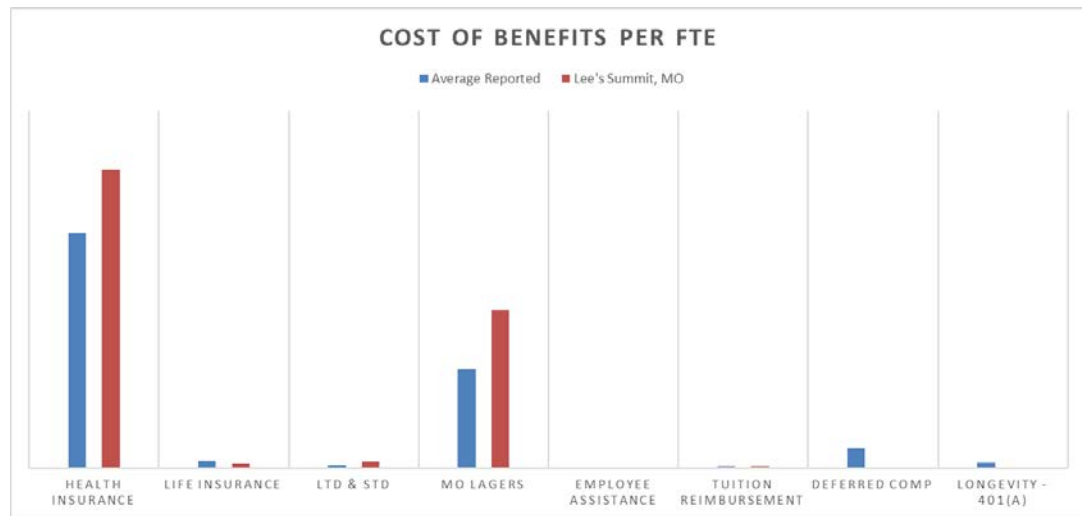
## F. Benefits

Fringe benefits are an important component of the total compensation package provided to employers both in the public and private sectors. The City of Lee's Summit recognizes that fringe benefits are also an integral part of the total compensation package and that a well-rounded package of pay and benefits is necessary in order to attract and retain the quality of employees needed to

perform at the highest level. The total compensation survey also requested information from other local government organizations about their fringe benefit programs. The survey data gave a clear image of what others are doing and several observations can be made based on a review of the data. As indicated above, Lee’s Summit’s cost and expenditure for benefits exceeds market averages, as shown in figures 2A and 2B below.



(Figure 2A)



(Figure 2B)

Written in detail below is a discussion of major benefits elements and findings. To summarize, Lee’s Summit’s benefit offerings are mostly consistent with prevailing market practices, though there are a few items for further review and analysis. The City will want to strongly consider these findings when considering changes to the salary and benefits “split” of total compensation expenditures.

- Lee's Summit leave policies are slightly better than market averages
- Lee’s Summit insurance costs are higher than the group averages, however the cost-sharing utilized is consistent

- Lee's Summit makes no allowances for retiree health costs while a majority of respondents provide some degree of retiree health coverage
- Lee's Summit's dental and vision contributions for both employee and family coverage ranks higher than average
- Lee's Summit's contributions to short and long-term disability are greater than market averages
- Lee's Summit lags the market in providing no contribution to a deferred compensation plan
- Lee's Summit exceeds the market in providing a retirement plan at no cost to the employee

Additionally, although not necessarily prevalent with the survey respondents or, more specifically within local government in general, results of the employee focus groups, interviews, and perception survey (discussed below) suggest that the following additional considerations should be explored to ascertain what impact they could have to the City's future benefits expenditures and ability to make future commitments to the total compensation offerings (guided, of course, by the City's new compensation philosophy).

- Non-monetary incentive programs to encourage career development within job families
- Alternative work schedules and telecommuting
- Flexibility to negotiate select benefits (for example, time off) when recruiting for highly-skilled or difficult to place positions

### **Holiday Leave**

- Holiday leave varied from eight to twelve days per year, with an average of ten days of holiday leave. The City is consistent on this issue, with 10 paid holidays.
- Seven of eleven responding entities provided floating holidays ranging from 1 to 3 days, with the overall average of 2 floating holidays per year for those offering this type of holiday leave. The City is consistent with this, allowing 2 floating holidays.
- Many respondents reported offering additional compensation for holidays worked by employees. Of these, two compensated their holiday workers at 1.5X the normal rate of pay, while one compensated workers at 2X the standard rate of pay. Three paid 2.5X, while four utilized other pay formulas for work performed on holidays. The City of Lee's Summit workers required to work holidays receive 1.5X their normal rate of pay in addition to the regular pay.

### **Paid Leave**

- Some variety of paid leave was provided by all organizations responding. Of those reporting, eleven provided vacation/sick leave, while one provided for Paid Time Off (PTO), in which paid vacation and sick leave are combined. Vacation leave averages are displayed in the following chart. The City's paid leave policy is equal to or slightly better than averages reported by the City's selected benchmark localities, with City employees receiving paid leave as shown in Figure 3 below.



Length of Service	Least Reported	Highest Reported	Average	Lee's Summit
6 months	-	10.00	5	10.00
1-2 years	7.00	12.00	10	10.00
3 years	7.00	13.00	11	10.00
4 years	7.00	15.00	11	10.00
5 years	7.00	15.00	14	15.00
6 years	8.00	16.00	14	15.00
7 years	8.00	16.00	14	15.00
8 years	8.00	18.00	15	15.00
9 years	8.00	19.00	15	15.00
10-11 years	8.00	20.00	17	18.00
12-14 years	10.00	22.00	18	18.00
15 years	10.00	25.00	20	20.00
16-20 years	11.00	25.00	21	20.00
25+ years	13.00	30.00	22	25.00

(Figure 3)

### **Vacation Carryover**

- All organizations reported allowing vacation carryover into the next year. Annual carryover among respondents ranged up to 50 days, with an average allowed annual carryover of 16 days. Maximum accumulation of annual leave ranged up to 54 days, with an average of 32 days of total accumulation. No responding organizations authorized compensation to be paid in lieu after the maximum leave was accumulated. Lee's Summit policies exceeded averages reported for annual carryover (30 days vs. 16 days), and was slightly lower than group averages for maximum accumulation (30 days vs. 32 days).

### **Annual Sick Leave**

- For those allowing annual sick leave (instead of PTO), that leave ranged from 6 - 18 days, with an average of 12 days. The City was consistent with the group average on this point, allowing 12 days of annual sick leave.
- All survey respondents, as well as the City, allowed annual sick leave carry-forward. The range varied from 18 days to unlimited annual carryover, with an average of 69 days. The City allows 180 days of annual carryover.
- The maximum sick leave accumulation for survey respondents ranged from 60 days to unlimited, while the average allowed accumulation was 190 days. City policies allow employees to accrue 180 days of total sick leave, placing it near the group average on this point.
- Six of eleven entities responding to the question provided for pay-out of sick leave on termination or retirement, while five did not. The City allows sick leave payouts on termination or retirement, placing it in the majority of respondents in this area.

- Seven of eleven respondents had provisions for a sick leave bank, while four reported not having one. The City is consistent with the majority in this regard.
- All organizations reported allowing employees to use sick leave for family illnesses, while nine of eleven reported allowing its use for medical and dental appointments. City policies were consistent with the majority, allowing the use of sick leave for all matters.

### **Health, Dental, Vision, Life and Disability Insurance**

- Most organizations offered multiple types of group medical insurance coverage, with the survey generally revealing two basic levels of health insurance. Pricing on these levels reflected differences in annual deductibles and maximum out-of-pocket costs. As a rule, the City of Lee's Summit total medical insurance costs are significantly higher than the group average, yet in each category of coverage, it is either consistent with or higher than the percentages of cost sharing utilized by others in the study group.
- High-deductible plans – Seven of twelve organizations reported having supplemental health programs offering ways for employees to lower premiums or use pre-tax income to pay for non-reimbursable medical expenses. The City is consistent on this point, offering a Health Savings Account.
- Retiree's health coverage – Nine of eleven of the entities responding to this question covered retirees to varying degrees in their medical insurance program. The years of service required to qualify for the benefit averaged 11. Contributions towards retiree's insurance coverage ranged from 0% to 80%, with an average paid for retiree's costs at 12%. The City makes no allowances for retiree health costs.
- Dental insurance– All responding organizations provided dental insurance plans, with costs for a single employee averaging \$24.99. Of this amount, organizations contributed anywhere from 50% to 100% of the individual employee cost, with an average contribution of 83%. In the group, costs for family dental plans averaged \$83.73, with employers paying an average 62% share on a range of 30% to 80%. The City ranked higher than others in the study group, paying 100% of employee dental insurance cost and 83% of family coverage.
- Vision insurance – All organizations responding to the question provided vision insurance plans. Of these, three were included in the group medical plan, while the remaining organizations had separate vision plans. On average, 59% of the cost for individual coverage was paid by the organization and 47% for family plans, with costs for those plans averaging \$20.12 per month. City policies were above the norm for the group, with it covering a full 100% of employee vision coverage and 80% of family vision coverage.
- Life and accident insurance – All reporting organizations provided life insurance coverage with 100% of those costs covered by the employer. Ten of twelve organizations also offered AD&D coverage equal to the employee's salary, while eight offered AD&D double indemnity, paid entirely by the reporting entity. The City's policies placed it well within the spectrum for this class of benefit.
- Short and long-term disability – All the responding organizations offered short-term disability coverage, with an average of 40% of the

cost being covered. The City was above the group average in this group, paying 100% of employee's cost for short-term disability insurance. Nine of eleven respondents provided long term disability benefits, with contributions ranging from 0% to 100%, with a group average of 75% of the cost covered by the employer. The City ranked above the norm, paying a full 100% of the cost for long-term disability.

### **Deferred Compensation and Retirement Contributions**

- Deferred compensation – All the organizations responding to the survey provided a deferred compensation program. Of those, seven of eleven were available to all employees. Of those providing for it, seven organizations provided a contribution towards the cost of such a plan. The City was consistent in providing for deferred comp to all employees, but below the group norms by paying for none of the costs.
- Retirement – All organizations responding provided retirement other than Social Security. Of these, nine of eleven were state-sponsored programs. Employer contributions ranged from 3% up to 15%, while employee contributions ranged from 0% to 6%. The City was above the norm in this crucial benefit, offering a state sponsored retirement plan, at no cost to the employee.

### **Executive Compensation**

- A slim majority of respondents included their organization's Chief Executive/Administrator in their pay plan. The City of Lee's Summit executive is not included in the City pay plan, and in accordance with City policy decisions for this study, all positions appointed by the governing body have been removed from the pay plan. All respondents do offer vehicle allowance or a personal allowance for their Chief Executive or Chief Administrative Officer, and the city is consistent in this. The City was also consistent with others over the way leave and retirement is handled for executive directors or CAO's, choosing to utilize the same policies as for other employees.

## 4. Implementing the Recommended Salary Plan

To estimate implementation costs, Springsted used the most recent employee salaries supplied by the City for all departments and calculated five different scenarios. This included identification of those employees who fall below the proposed range minimum, adjustments to reward employee performance, and “across the board” adjustments to ensure perceived equity in the implementation process. These scenarios will be used by the City to calculate precise implementation costs that include updated employee status information (full and part-time classification, financial impact on benefits, etc.).

### Ongoing Administration

After initial implementation is achieved, the City should conduct periodic market analyses and review salary adjustments based on economic conditions, the City’s ability to pay, and increases that recognize and reward individual performance (especially important given the current perception of the effectiveness of the City’s performance evaluation process). It should be recognized that as the market shifts, employee’s base salaries should shift with adjustments in the City’s compensation schedule to maintain market competitiveness and appropriate pay range penetration. In addition, employees demonstrating higher levels of performance should be recognized and advanced through the salary range on an appropriate and consistent basis. Increases in compensation are typically provided by the means which follow.

**Structure adjustments.** In subsequent fiscal years, it will be necessary for the City to adjust the salary schedule and grades based on market adjustments and other factors such as difficulties in recruitment or retention. The City can establish a guideline for determining annual base adjustments. For example, the City could base its adjustment on the Consumer Price Index (CPI), metrics provided by professional associations such as the Society for Human Resources Management or World at Work, or via a survey of the defined competitive market (i.e. through contacting comparable jurisdictions to determine what percentage adjustment they are making to their pay scales). This will be of specific importance to the City in its next year budget preparation since a clear trend could not be established to justify aging of the salary data collected as part of this process. An example base adjustment is described below.

If the CPI, for example, is 2.5, a 2.5% increase would be applied to the wage rates of each pay grade. In addition, all employees with performance that meets or exceeds job expectations would receive the 2.5% increase applied to their base salary. By making this base adjustment to all employee salaries, the City ensures that employees will not fall behind the market and that they will maintain their existing range penetration.

**Employee Adjustments.** Employees will progress through their assigned range of pay based on performance. Employees will typically move through their range at a more rapid pace early in their career with an organization as opposed to the latter stages of their employment. This occurs because employees are typically hired by an organization at the minimum or near the minimum of their pay grade while the midpoint of the salary range is recognized as the ‘market rate’. As the City will continue to base adjustments on individual performance, supervisors, managers, and directors will continue to play an important role in linking

compensation to an employee's contribution to department and organizational goals.

**APPENDIX A**  
**Total Compensation Philosophy**



## LEE'S SUMMIT MISSOURI

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# Compensation Philosophy

Adopted: September 2017

### Purpose Statement

It is vital for Lee's Summit to competitively acquire, retain, and motivate capable, performance-driven employees who seek continuous improvement, foster technological self-sufficiency, and promote fiscal accountability now and in the future.

### Objectives

To that end, the Lee's Summit classification, compensation, and total rewards system should:

- Allow employees to play a meaningful role in total compensation administration;
- Establish a consistent, objective framework that recognizes job qualifications and the numerous ways positions contribute to the City's mission, vision, and goals;
- Provide total compensation offerings that are market competitive, yet mindful of the City's need for sustainable revenue sources to fund the services provided to residents;
- Afford flexibility in the definition of total rewards to reflect changing financial conditions and support the evolving needs of the workforce;
- Promote the positive work culture and safe working environment valued by employees; and
- Incentivize individuals who exceed identified performance objectives.

### Intent

To accomplish the objectives, the City will endeavor to achieve the following:

- Solicit employee input to assist in evaluating all elements of compensation to include benefits during future compensation studies to ensure competitiveness, relevancy, and effectiveness of the total reward system.
- Maintain a position classification system that recognizes the position's impact to the organization, qualifications, required skills and abilities, and other compensable factors.
- Maintain a classification system where the approved pay plan of pay ranges is at a market competitive position (not lagging or leading) as determined by future compensation studies initiated by the City.
- Maintain a merit based system where all future compensation adjustments reflect the employees performance to include their contribution to a positive work culture and safe working environment.
- Make personnel and human resources decisions on merit; and remain subject to annual appropriation and periodic review.

## **Responsibilities**

Our employees are the most important resource to achieve our mission:

Our mission is to create positive community relationships and a progressive organization delivering valued programs and services.

It is our shared responsibility to maintain a culture which supports those who have chosen public service for the City of Lee's Summit in a fiscally responsible manner that ensures sustainable quality services.



## **APPENDIX B**

<b>EMPLOYEE PERCEPTION SURVEY NARRATIVE .....</b>	<b>APPENDIX B1</b>
<b>EMPLOYEE PERCEPTION SURVEY RESULTS .....</b>	<b>APPENDIX B2</b>

**APPENDIX B1**  
**Employee Perception Survey Narrative**

## Appendix B1 Employee Perception Survey Narrative

Employee input is critical to the successful implementation of a new compensation philosophy. The Springsted work plan was designed to include various means of data collection from the City's employees, including a formal employee perception survey and numerous employee interviews and focus groups. This was done in order to more fully inform Springsted's consulting team, who was tasked with completing a Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment of the current classification and compensation system, related leadership oversight and accompanying policies and procedures.

The employee perception survey, interviews, and focus groups produced a number of valuable insights into items of interest to management and these insights can be broken into several discrete areas. As the elicited views and opinions are directly related to pay policies, practices and structures, they correlate to job satisfaction and retention, since pay and benefits practices, as well as performance measurement and other pay-related issues, all play an important role in total classification and compensation system administration.

The analysis of the employee perception survey responses is based on a combination of both quantitative and qualitative conclusions and is caveated by the limitations found in either variety of work. All supporting material referenced herein has previously been presented, with some extracts and appendices felt to be of value.

This analysis will provide a brief overview of the results and discuss some possible actions which may be appropriate in order for management to follow up on perspectives presented. Moreover, it provides a framework within which to consider the accompanying SWOT assessment included herein.

### **Linkage to Organizational Goals**

Policies and practices related to attracting and retaining high quality employees are extremely important. Likewise, fully engaging (in a positive manner) the City's talented workforce towards their assigned tasks is a responsibility of management at all levels of the organization. It is assumed that organizations who are successful in their recruitment and retention efforts will be more effective in achieving their stated mission, vision, goals, and values, assuming other necessary resources are made available. Thus, the City's desire to attract and retain talent for each position is vital. One might fairly say that getting, keeping and motivating (or, at least, not demotivating) great employees is the foundation of creating and maintaining a high-performance organization and culture.

There are, of course, many other factors that affect performance, several of which are well beyond the context of an entity's classification and compensation system. Management capacity and skill, leadership (including political leadership), organization culture, staffing levels, work environment, external circumstances, and certainly financial resources also greatly contribute to performance outcomes. However, at the outset, one assumes that hiring and retaining the best available employees, while keeping them motivated, is the primary set of factors contributing to the success of any organization's overall goals.

In general terms, the survey responses, interviews, and focus groups revealed an organization with many positives, including a wide variety of talent at all levels of the organization. However, the inputs also revealed several areas of widespread concern within the organization. It is felt that these areas may well prove to be fertile areas where additional attention and action might make meaningful contributions to both employee satisfaction as well as organization outcomes and performance.

The following are, in no certain order, some of the principal findings of the employee perception survey, which have been, to varying degrees, augmented by information noted during the employee interviews and focus groups.

### **Recruitment**

Not surprisingly, base compensation was not the top-ranked reason for accepting a position with the City (among those offered). While often assumed to be at the top of such lists, surveys typically reveal pay to be a critical, but not the primary factor. In this case, pay was ranked fourth among a predetermined list of

## Appendix B1 Employee Perception Survey Narrative

choices available to the survey recipient. At the same time, 36% of City workers ranked pay as “extremely important” to their decision to accept a position with the City. “Extremely important” was the highest possible score, meaning that, for 36% of recipients, it was at the highest level of importance.

The composite scores of all surveyed factors are, in rank order: 1) job security, 2) benefits, 3) rewarding/challenging work, 4) pay, 5) career development, 6) culture/work relationships, 7) physical working environment and 8) location. Even at the bottom of the scale, location was ranked as “extremely important” to more than 20% of all candidates who chose to join the City.

One should not discount the importance of offering competitive salaries, however. Clearly, if compensation levels drop too far, other factors will cease to outweigh compensation for a typical candidate or incumbent. The message is really that potential employees look for a variety of factors, pay included, and knowledge of these factors can be used to the City’s advantage to attract candidates of choice. For example, Lee’s Summit has done an effective job of educating perspective employees (and, for that matter, other audiences as well) about the rewarding/challenging work environment and the culture/working relationships available at the City.

### **Retention**

The items promoting employee retention in the current environment are similar to those which prompted them to accept the initial employment offer (which is of particular importance given the long-tenured workforce present at the City). Job security and benefits reverse and culture/work relations rises two steps to move ahead of even pay as reasons for employees to stay with the City. However, even at the 5<sup>th</sup> position, 29% of all employees still cite pay as an “extremely important” factor to their decision to remain a Lee’s Summit employee.

In relative rank order, the list from most to least important for retention is: 1) benefits, 2) job security, 3) rewarding/challenging work, 4) culture/relationships, 5) pay, 6) career development, 7) location and 8) physical work environment.

It is worth noting that the differences in some of these rankings are very slight. However, they still serve to support the notion that employees are retained for a variety of reasons and that pay is not always the most important. Upon review of other survey questions, it is reasonable to assume that relative pay becomes much more important in terms of internal equity as opposed to external comparisons, such that the perception of internal unfairness will cause the significance of pay to rise in importance for the individual if s/he perceives others of lesser classification, ability, or performance to be paid more.

### **Performance and Compensation**

Much of the feedback received from employees was related to performance pay. While performance pay remains a best practice, and is widely used to reward exceptional employees, it can be and often is the subject of significant complaints. This is certainly true among Lee’s Summit survey respondents.

On the survey question asking “ . . . *whether the current compensation plan rewards the employee for excellent performance. . .*”, the answer was illuminating. Of all respondents, 23% had no opinion, a telling response by itself. While it would be overly optimistic to expect that every respondent would see some relationship between effort and reward, it is noteworthy that 23% saw no relationship, while some 56% disagreed or strongly disagreed that the current plan rewarded them for excellence. These answers clearly display performance evaluation and management as an area having great potential for improvement. The interviews and focus groups added more weight to this response, with a clear majority of non-public safety employees desiring elements of performance in administration of the compensation system.

There were significant frustrations with the current performance evaluation system derived from representative comments in the survey as well. There were also perspectives that some departments accept “poor” performance and, to reward those exceeding expectations, individuals are routinely reclassified so

## Appendix B1 Employee Perception Survey Narrative

as to differentiate them from others. In addition, commenters sometimes included concerns that the system was valid, but lacked fairness, as practiced. There was a sense that there was consensus decision making by “Committee” which, if accurate, certainly could call into question the reliability of the performance evaluation process. Likewise, additional comments suggested that organizational goals were not explicit for all departments, leading to “created” or “manufactured” goals in order to fulfill the obligations of the system.

### **Pay Levels**

The perception survey also included multiple questions about relative pay, one to level of responsibility and contribution and the other pay relative to other positions (in the respondent’s perspective) with similar levels of responsibility and contribution to the organization. Responses to both questions point towards either a significant disconnect between perception of value and pay or an actual one.

Sixty-five percent (65%) of all respondents felt that they were not being adequately rewarded for their level of responsibility (25% strongly), while only 15% felt that they were appropriately compensated for the level of work and responsibility they hold, with less than 1% feeling strongly about that.

The numbers dropped somewhat relative to comparisons to others holding similar levels of responsibility and making similar contributions. Over half, or 56%, felt that they were underpaid relative to others with equivalent levels of responsibility (22% strongly), while only 16% felt that they were paid on a parity level with others holding similar responsibilities.

Overall, this indicates a substantial sense that employees believe they are underpaid relative to both their work and responsibilities, as well as towards others within the organization with similar duties and contributions. The later issue, though a smaller percentage, is likely the more concerning of the two views, as it lends itself to feelings of inequality and a lack of proper internal equity. While non-conforming results are often discounted, there are additional means of getting the message out that employees work in a fair and equitable pay system. Clearly, it would make sense to work towards lowering this number and, particularly lowering the percentage of those employees believing that internal equities exist.

Finally, question 26 asked about the belief that, even if the employee was not compensated competitively now, with increases provided by the City in the future, they would be. The results raised both concerns (37% didn’t believe the future would be better) and hope (more than half either agree/strongly agree or have no opinion, meaning that they can be convinced) that things could improve.

Another matter frequently identified was perceptions held by the core general employees related to the impact of labor negotiations by City staff and Council. Whether true or not, the perception exists that decisions to settle with represented employees reduced funds for non-union workers. While this may be common in situations of this nature, it is clearly a concern that can be at least partially alleviated with successful implementation of the classification and compensation study for non-represented staff.

### **Performance Management**

One question produced a particularly interesting result. Question 15 asked about the determination and preferred method of delivery of future pay increases. Over one-third (35%) indicated pay increases should be based on performance. Additionally, slightly more than half of all respondents added individual comments, a number of which support some form of performance-based pay determination (on approximately a 3-1 ratio).

The current methodology and immediate past practices for COLAs and performance raises, however, received some criticism. In spite of these perceptions, however, there remains general and widespread recognition that performance is an important and vital aspect of pay increases. A distinct minority supported some form of tenure-based system, with a common comment being that some form of pre-determined

## Appendix B1 Employee Perception Survey Narrative

increases or a methodology intended to take workers through the scale over time is important for retention and fairness to workers.

Overall, the results were positive, given that human resources best practices typically include some policy-driven approach to move people performing adequately through their range as they mature in their jobs.

### **Classification**

Several comments were recorded relative to classification practices. While not capable of being quantified, there were more than sufficient concerns to justify the modified scope and timeline to include the requests for reconsideration. As part of the implementation process, the City should provide sufficient justification to employees whose reconsideration requests were not sent to Springsted as to why and, because multiple reconsideration forms allude explicitly to inaccuracies in the original documentation, revisit PAQ's and subsequent job evaluation scores for positions where internal equities still seem to exist. Correcting these discrepancies (if appropriate based on corrected job documentation) could leave the City with some improvement on the classification findings of the perception survey.

There are numerous other comments regarding perceived inequities and lack of uniformity of classifications. A common concern also was the difficulty of comparing positions across department lines and, perhaps most concerning, a perception that blue-collar workers are not as valued as their white-collar counterparts. It is expected that many, if not all, of these matters will be addressed by the implementation of the new classification and compensation system, though consideration should be given to concerns raised regarding the accuracy of job documentation so perceived or actual inequities are not exacerbated.

### **Conclusions**

To summarize, the items of concern most frequently mentioned in the perception survey and voiced during interviews and focus groups include:

- Inequities between core general and represented employees
- Inequities between blue-collar and “non-blue-collar” workers
- Lack of career paths and appropriate separation between new and longer-tenured hires (without adjustment for performance given the concerns voiced with the process)
- Existing pay or personnel policies which aren't enforced consistently
- Considerable lack of respect for the current performance evaluation practices

**APPENDIX B2**  
**Employee Perception Survey Results**

# City of Lee's Summit Employee Perception Survey

Sunday, May 14, 2017

Powered by  SurveyMonkey



# 482

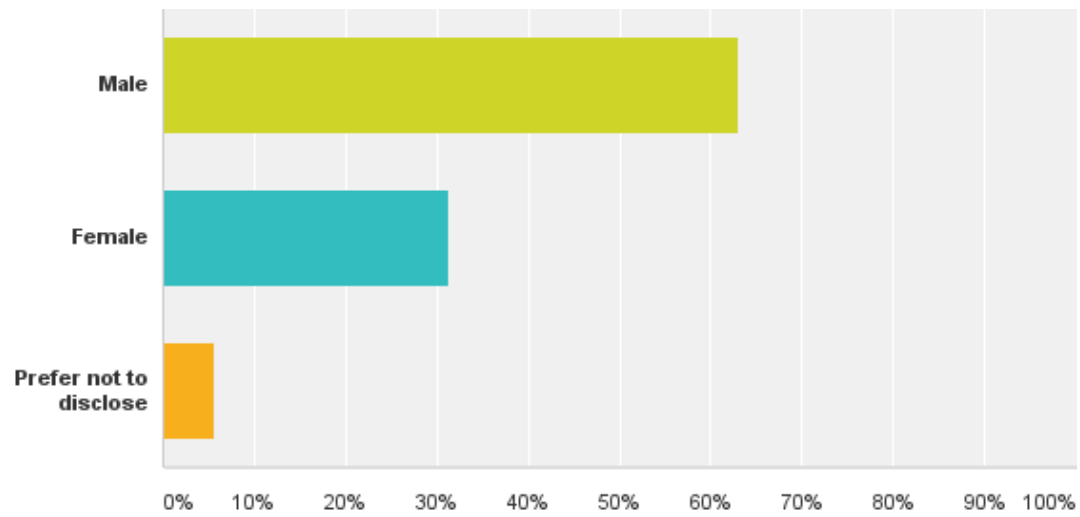
Total Responses

Date Created: Wednesday, February 22, 2017

Complete Responses: 409

### Q1: What is your gender?

Answered: 482 Skipped: 0



## Q1: What is your gender?

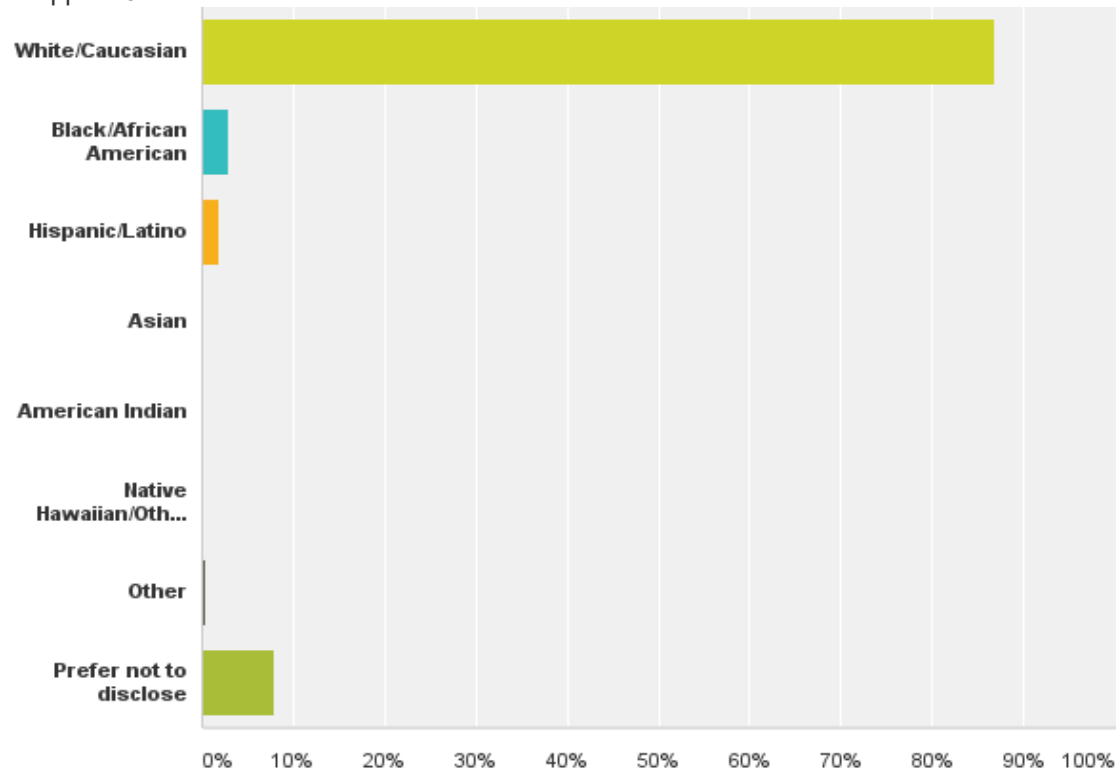
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Answered: 482 Skipped: 0

Answer Choices	Responses	
Male	63.07%	304
Female	31.33%	151
Prefer not to disclose	5.60%	27
<b>Total</b>		<b>482</b>

## Q2: What is your race/ethnicity

Answered: 482 Skipped: 0



## Q2: What is your race/ethnicity

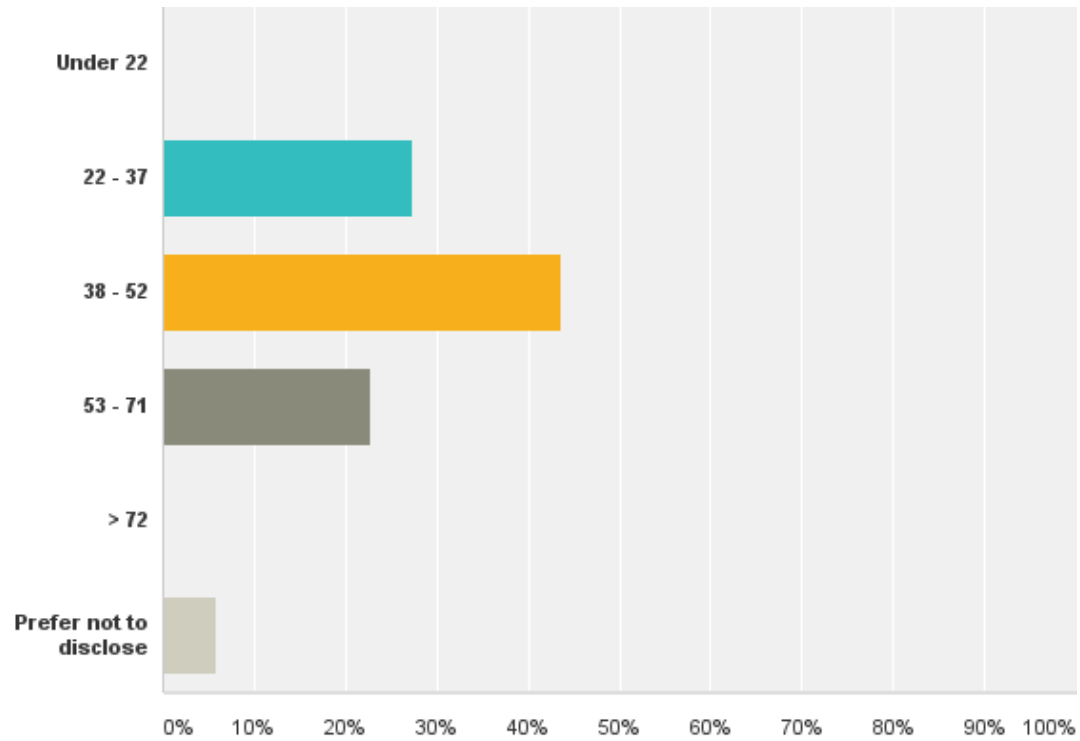
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Answered: 482 Skipped: 0

Answer Choices	Responses	
White/Caucasian	86.93%	419
Black/African American	2.90%	14
Hispanic/Latino	1.87%	9
Asian	0.00%	0
American Indian	0.00%	0
Native Hawaiian/Other Pacific Islander	0.00%	0
Other	0.41%	2
Prefer not to disclose	7.88%	38
<b>Total</b>		<b>482</b>

### Q3: Which grouping best describes your age?

Answered: 482 Skipped: 0



### Q3: Which grouping best describes your age?

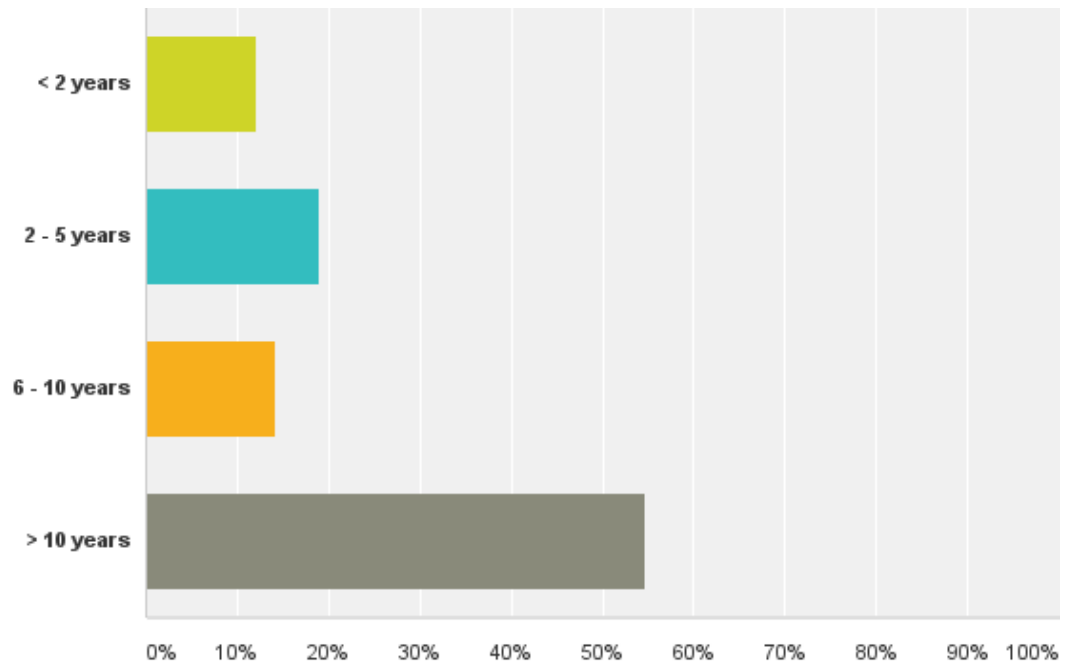
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Answered: 482 Skipped: 0

Answer Choices	Responses	
Under 22	0.21%	1
22 - 37	27.39%	132
38 - 52	43.57%	210
53 - 71	22.82%	110
> 72	0.21%	1
Prefer not to disclose	5.81%	28
<b>Total</b>		<b>482</b>

### Q4: How long have you worked for the City of Lee's Summit?

Answered: 473 Skipped: 9





#### Q4: How long have you worked for the City of Lee's Summit?

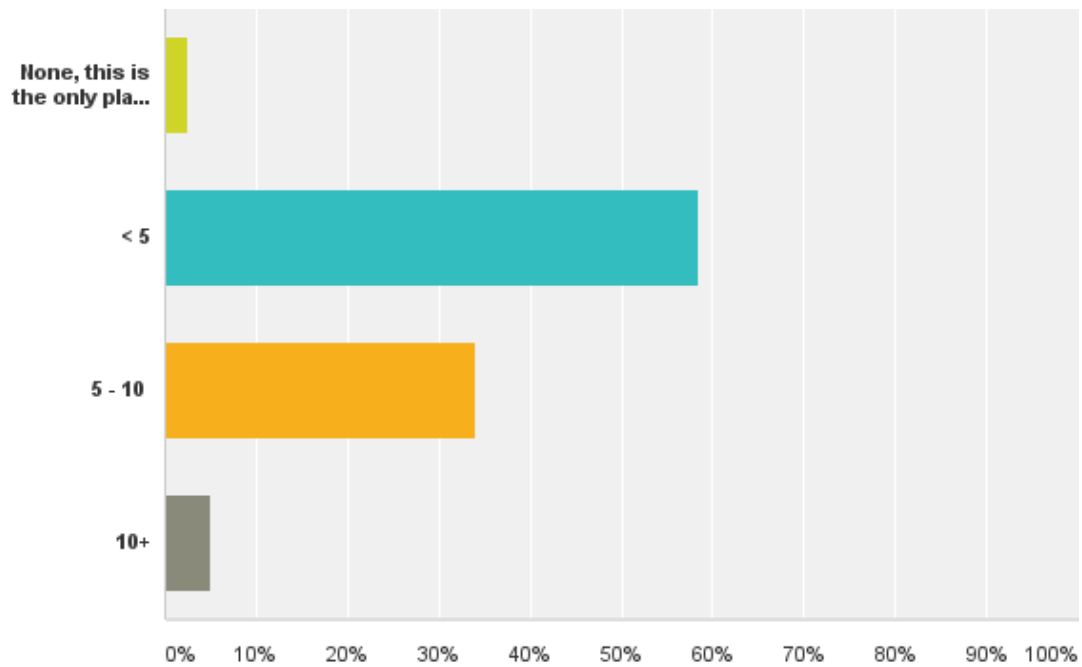
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Answered: 473 Skipped: 9

Answer Choices	Responses	
< 2 years	<b>12.05%</b>	57
2 - 5 years	<b>19.03%</b>	90
6 - 10 years	<b>14.16%</b>	67
> 10 years	<b>54.76%</b>	259
<b>Total</b>		<b>473</b>

### Q5: How many different employers have you had prior to working for the City of Lee's Summit?

Answered: 473 Skipped: 9



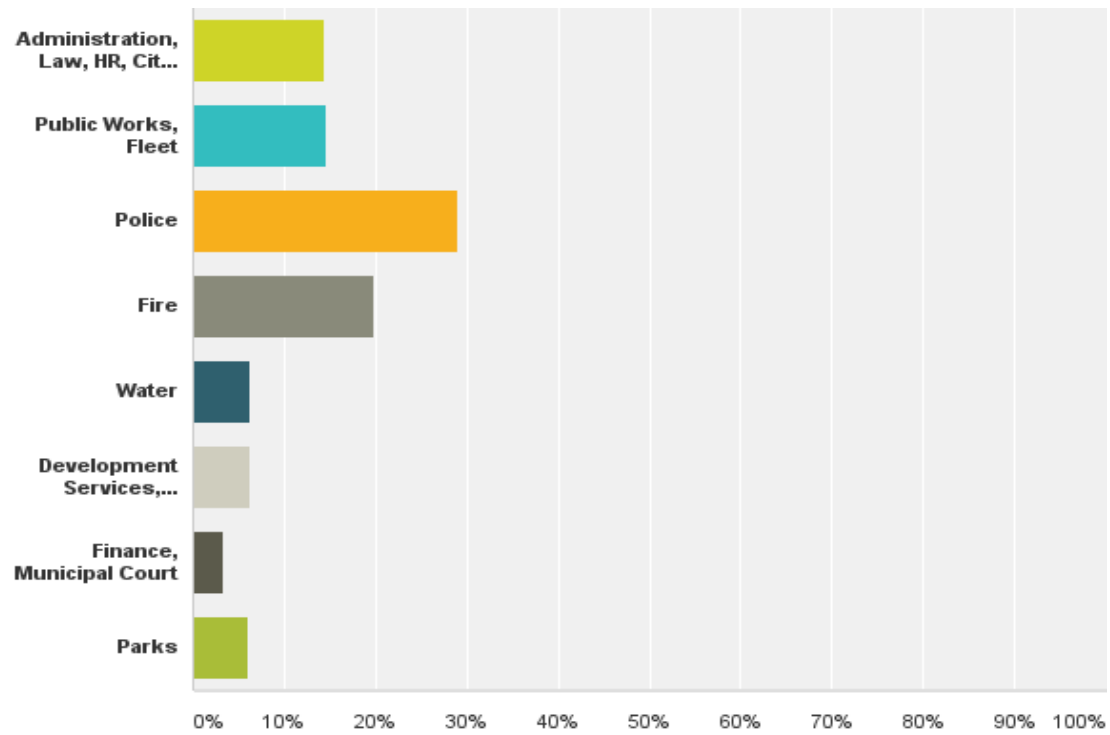
**Q5: How many different employers have you had prior to working for the City of Lee's Summit?**

Answered: 473 Skipped: 9

Answer Choices	Responses	
None, this is the only place I've ever worked.	2.54%	12
< 5	58.35%	276
5 - 10	34.04%	161
10+	5.07%	24
<b>Total</b>		<b>473</b>

### Q6: Which department do you currently work in?

Answered: 473 Skipped: 9



## Q6: Which department do you currently work in?

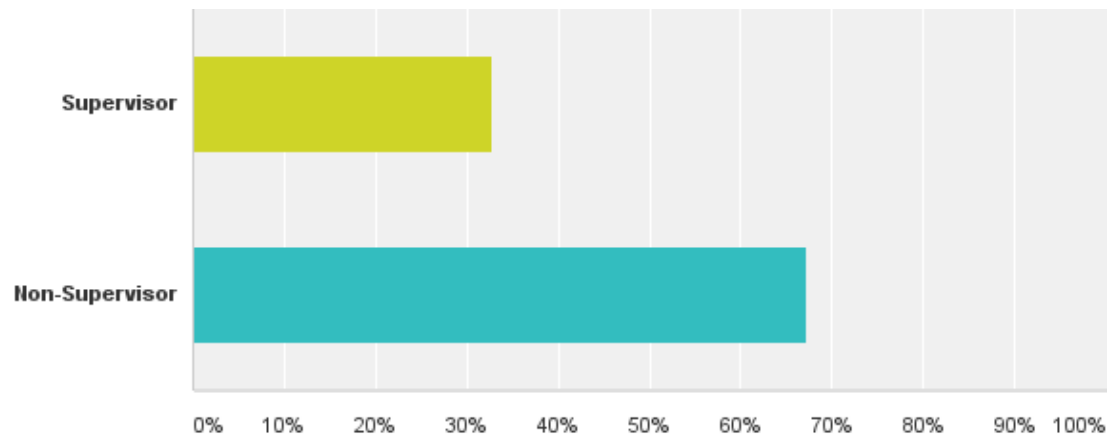
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Answered: 473 Skipped: 9

Answer Choices	Responses	
Administration, Law, HR, City Clerk, ITS, CBS	14.38%	68
Public Works, Fleet	14.59%	69
Police	28.96%	137
Fire	19.87%	94
Water	6.34%	30
Development Services, Planning	6.34%	30
Finance, Municipal Court	3.38%	16
Parks	6.13%	29
<b>Total</b>		<b>473</b>

### Q7: Are you a:

Answered: 473 Skipped: 9



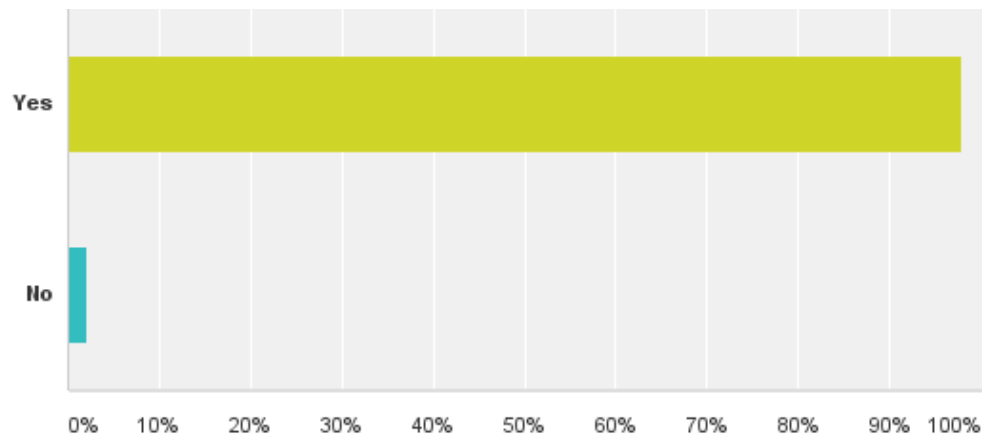
**Q7: Are you a:**

Answered: 473 Skipped: 9

Answer Choices	Responses
Supervisor	32.77% 155
Non-Supervisor	67.23% 318
<b>Total</b>	<b>473</b>

### Q8: Are you eligible to receive benefits from the City - such as health insurance and LAGERS?

Answered: 473 Skipped: 9





**Q8: Are you eligible to receive benefits from the City - such as health insurance and LAGERS?**

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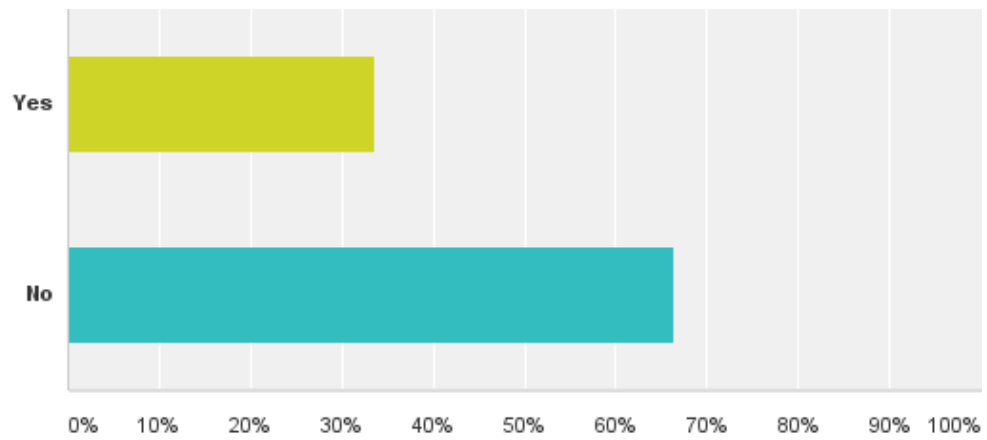
Answered: 473 Skipped: 9

Answer Choices	Responses	
Yes	97.89%	463
No	2.11%	10
<b>Total</b>		<b>473</b>

### Q9: Are you represented by a union?

---

Answered: 473 Skipped: 9



### Q9: Are you represented by a union?

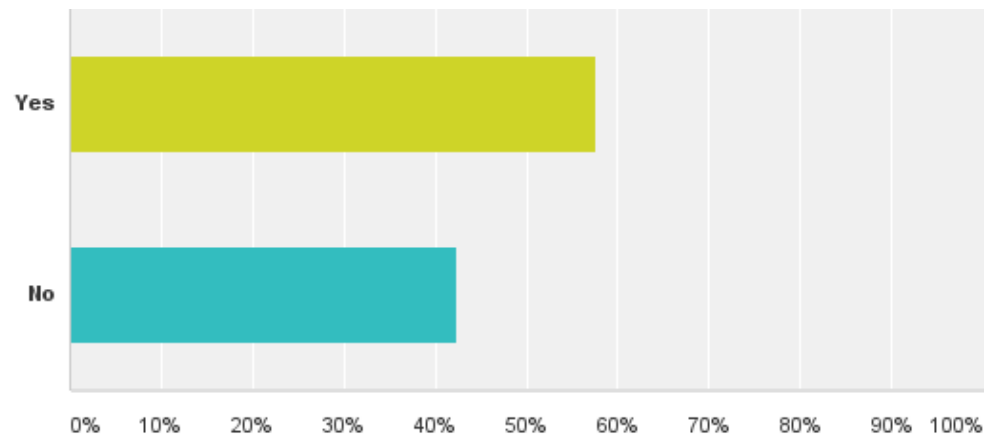
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Answered: 473 Skipped: 9

Answer Choices	Responses	
Yes	33.62%	159
No	66.38%	314
<b>Total</b>		<b>473</b>

### Q10: Do you have dependents on the City of Lee's Summit's insurance?

Answered: 473 Skipped: 9



**Q10: Do you have dependents on the City of Lee's Summit's insurance?**

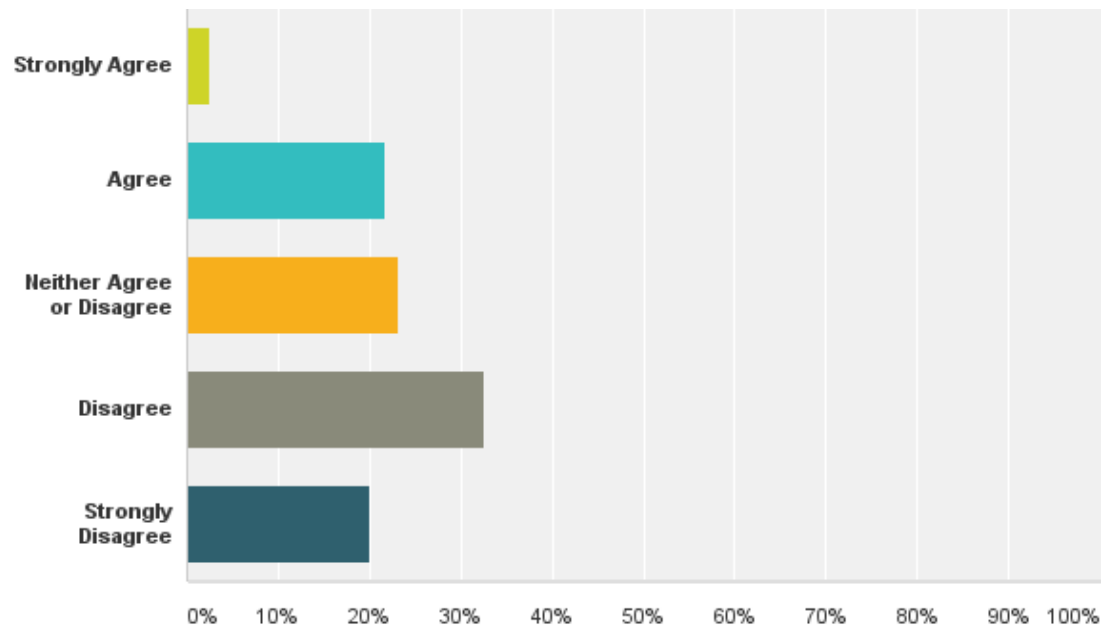
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Answered: 473 Skipped: 9

Answer Choices	Responses	
Yes	57.72%	273
No	42.28%	200
<b>Total</b>		<b>473</b>

**Q11: Lee's Summit's current compensation plan rewards me for excellent performance.**

Answered: 409 Skipped: 73



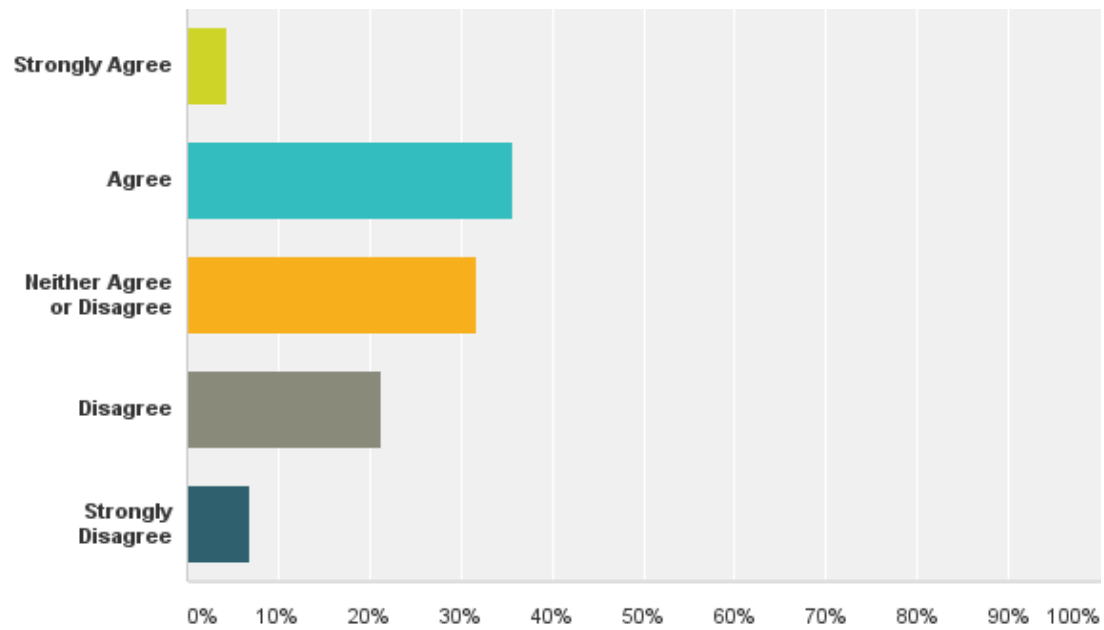
**Q11: Lee's Summit's current compensation plan rewards me for excellent performance.**

Answered: 409 Skipped: 73

Answer Choices	Responses
Strongly Agree	2.44% 10
Agree	21.76% 89
Neither Agree or Disagree	23.23% 95
Disagree	32.52% 133
Strongly Disagree	20.05% 82
<b>Total</b>	<b>409</b>

**Q12: I understand how my position was placed in the City's pay structure.**

Answered: 409 Skipped: 73





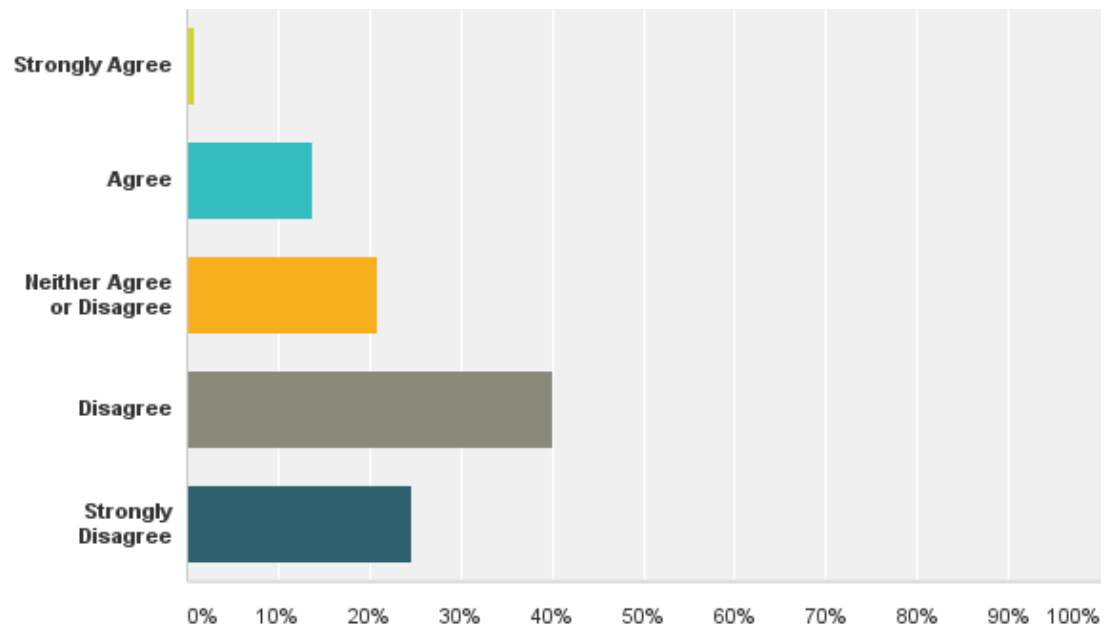
**Q12: I understand how my position was placed in the City's pay structure.**

Answered: 409 Skipped: 73

Answer Choices	Responses
Strongly Agree	4.40% 18
Agree	35.70% 146
Neither Agree or Disagree	31.78% 130
Disagree	21.27% 87
Strongly Disagree	6.85% 28
<b>Total</b>	<b>409</b>

**Q13: Lee's Summit's base pay (i.e. salary) for my position is appropriate for my level of responsibility and my contribution to the organization.**

Answered: 409 Skipped: 73



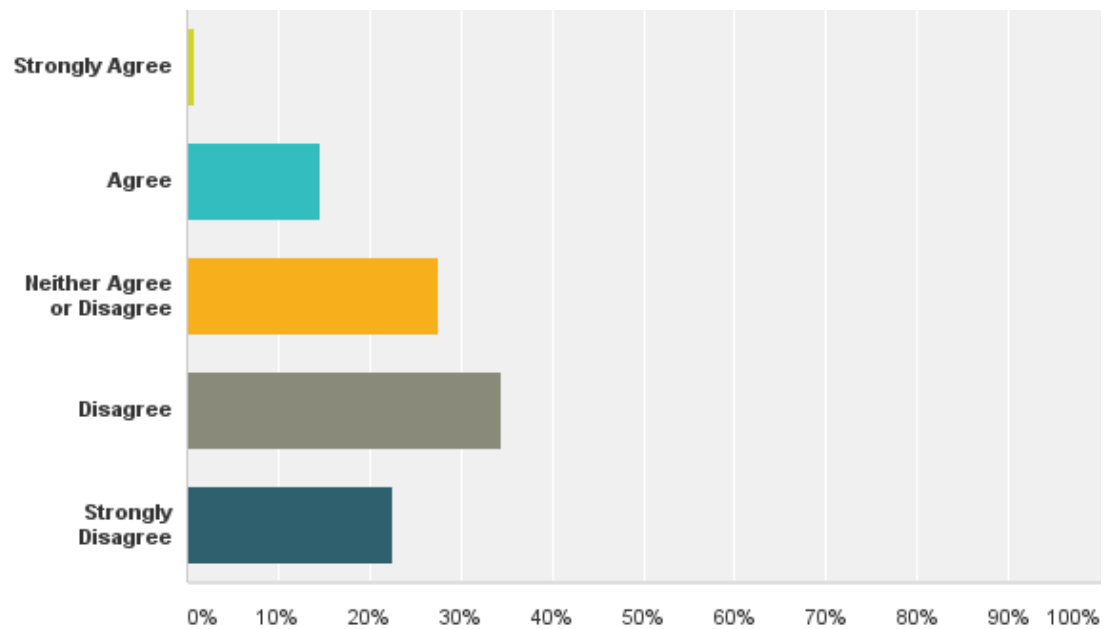
**Q13: Lee's Summit's base pay (i.e. salary) for my position is appropriate for my level of responsibility and my contribution to the organization.**

Answered: 409 Skipped: 73

Answer Choices	Responses
Strongly Agree	0.73% 3
Agree	13.69% 56
Neither Agree or Disagree	20.78% 85
Disagree	40.10% 164
Strongly Disagree	24.69% 101
<b>Total</b>	<b>409</b>

**Q14: The base pay (i.e. salary) for my position is fair when compared to that for other positions with similar levels of responsibility and contributions to the organization.**

Answered: 409 Skipped: 73



**Q14: The base pay (i.e. salary) for my position is fair when compared to that for other positions with similar levels of responsibility and contributions to the organization.**

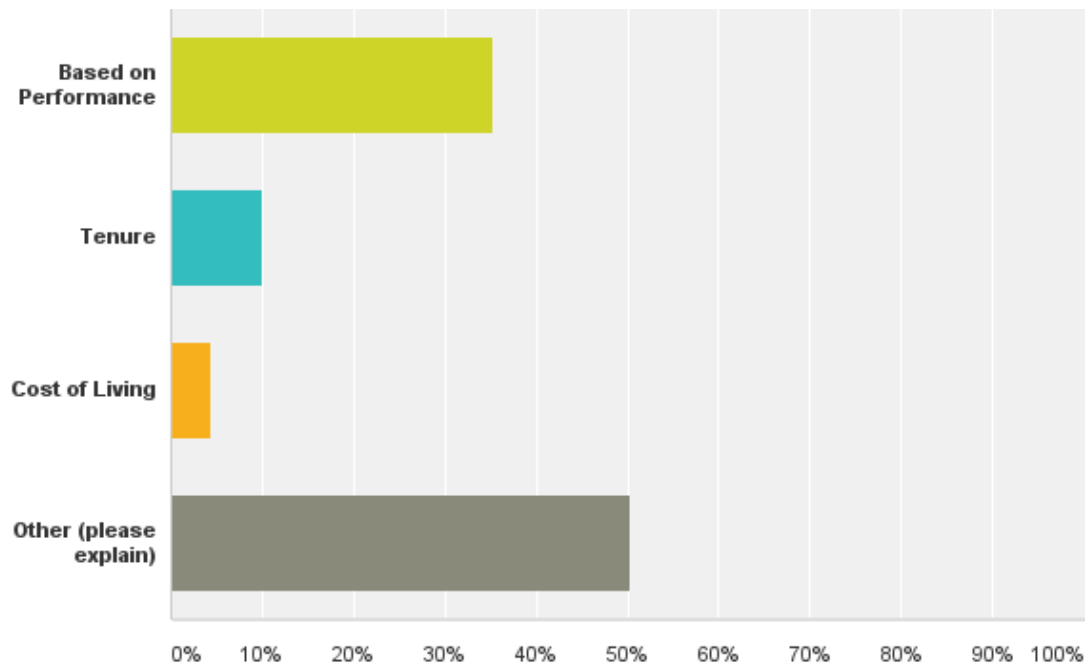
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Answered: 409 Skipped: 73

Answer Choices	Responses
Strongly Agree	0.73% 3
Agree	14.67% 60
Neither Agree or Disagree	27.63% 113
Disagree	34.47% 141
Strongly Disagree	22.49% 92
<b>Total</b>	<b>409</b>

### Q15: How do you believe salary increases/raises should be determined/delivered?

Answered: 409 Skipped: 73



**Q15: How do you believe salary increases/raises should be determined/delivered?**

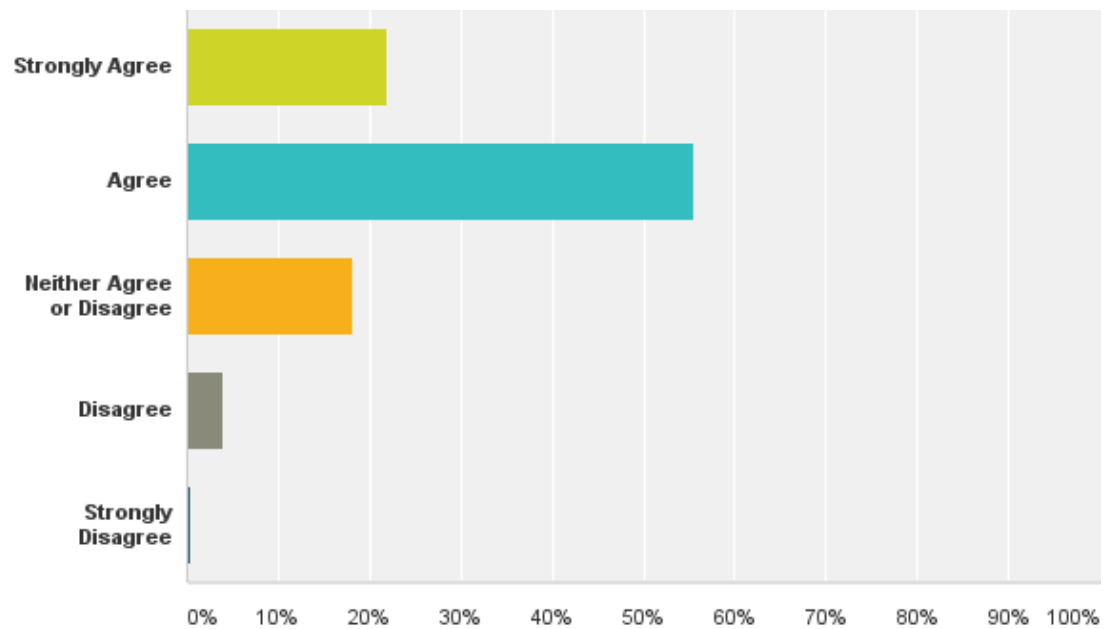
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Answered: 409 Skipped: 73

<b>Answer Choices</b>	<b>Responses</b>	
Based on Performance	<b>35.21%</b>	144
Tenure	<b>10.02%</b>	41
Cost of Living	<b>4.40%</b>	18
Other (please explain)	<b>50.37%</b>	206
<b>Total</b>		<b>409</b>

**Q16: I understand and am knowledgeable about all of the benefits that Lee's Summit provides to me and their associated cash value.**

Answered: 409 Skipped: 73





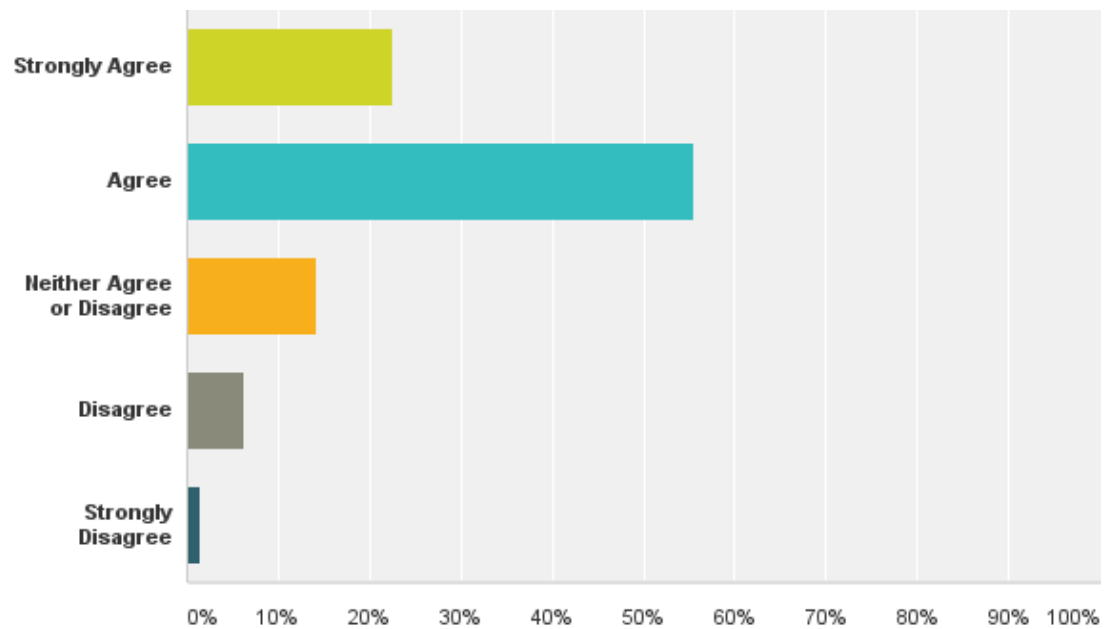
**Q16: I understand and am knowledgeable about all of the benefits that Lee's Summit provides to me and their associated cash value.**

Answered: 409 Skipped: 73

Answer Choices	Responses
Strongly Agree	22.00% 90
Agree	55.50% 227
Neither Agree or Disagree	18.09% 74
Disagree	3.91% 16
Strongly Disagree	0.49% 2
<b>Total</b>	<b>409</b>

**Q17: The City of Lee's Summit contributes a fair share to the cost of medical premiums for employees.**

Answered: 409 Skipped: 73



### Q17: The City of Lee's Summit contributes a fair share to the cost of medical premiums for employees.

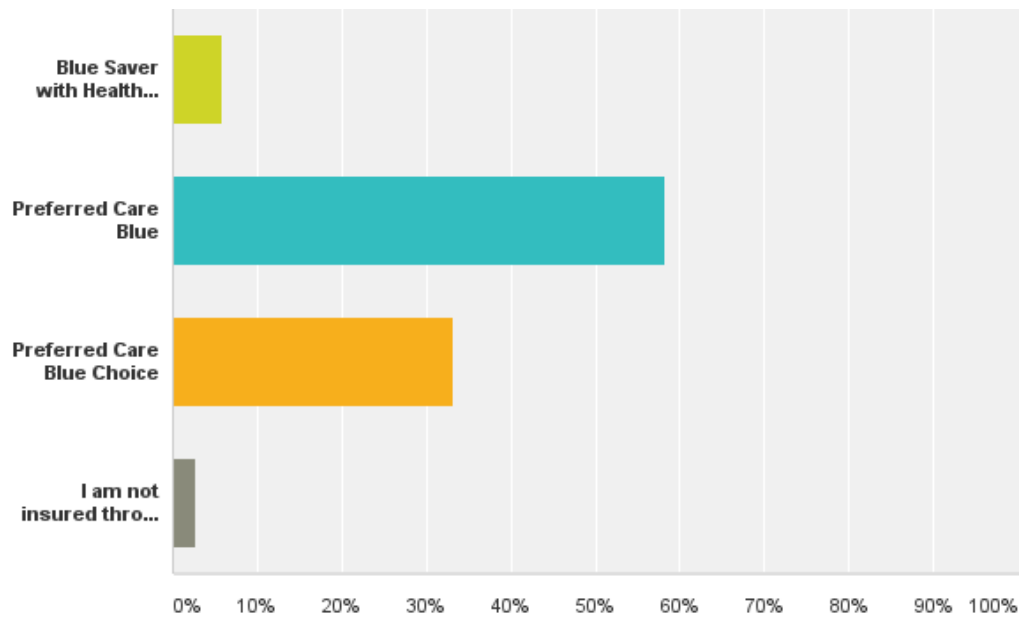
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Answered: 409 Skipped: 73

Answer Choices	Responses	
Strongly Agree	22.49%	92
Agree	55.50%	227
Neither Agree or Disagree	14.18%	58
Disagree	6.36%	26
Strongly Disagree	1.47%	6
<b>Total</b>		<b>409</b>

### Q18: Which medical insurance plan did you select?

Answered: 409 Skipped: 73



### Q18: Which medical insurance plan did you select?

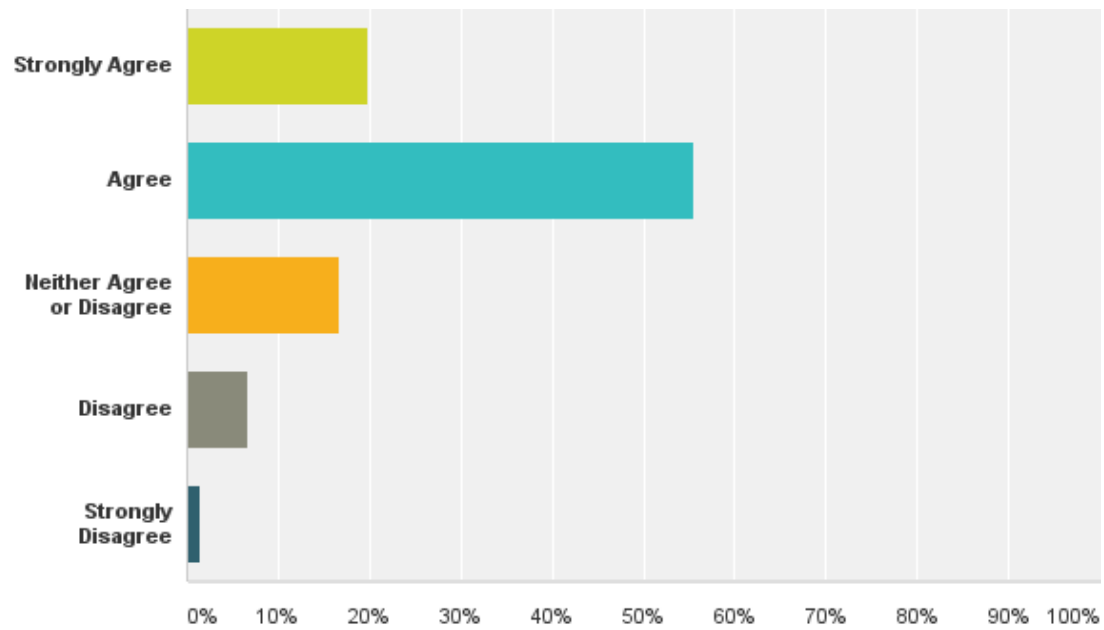
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Answered: 409 Skipped: 73

Answer Choices	Responses	
Blue Saver with Health Savings Account	5.87%	24
Preferred Care Blue	58.19%	238
Preferred Care Blue Choice	33.25%	136
I am not insured through the City.	2.69%	11
<b>Total</b>		<b>409</b>

**Q20: The City of Lee's Summit contributes a fair share to the cost of dental premiums for employees.**

Answered: 409 Skipped: 73



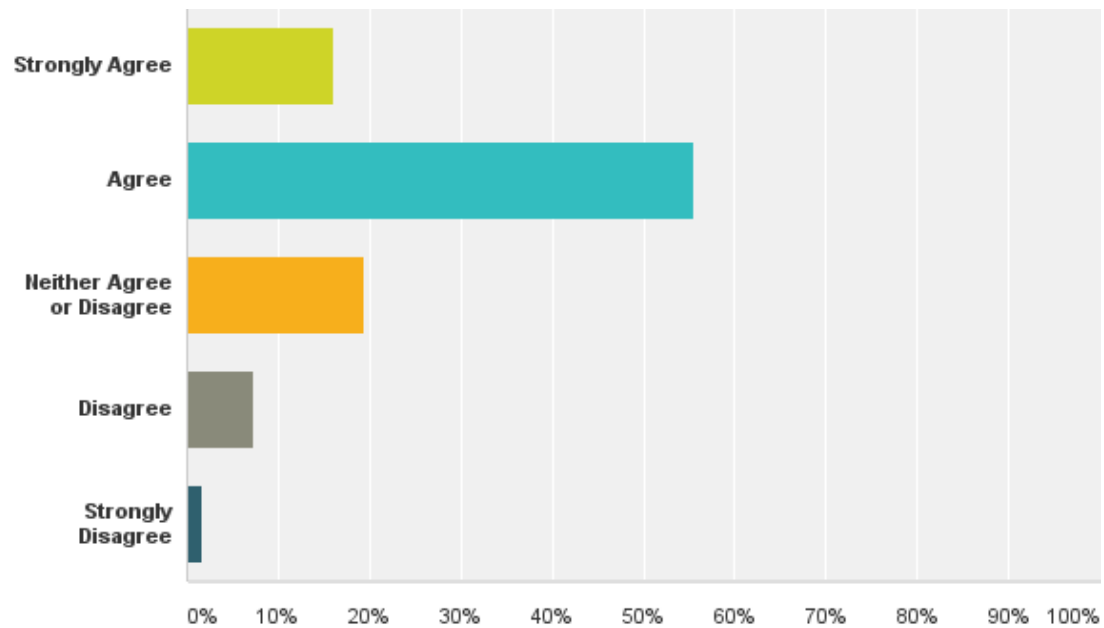
**Q20: The City of Lee's Summit contributes a fair share to the cost of dental premiums for employees.**

Answered: 409 Skipped: 73

Answer Choices	Responses	
Strongly Agree	19.80%	81
Agree	55.50%	227
Neither Agree or Disagree	16.63%	68
Disagree	6.60%	27
Strongly Disagree	1.47%	6
<b>Total</b>		<b>409</b>

**Q21: The City of Lee's Summit contributes a fair share to the cost of vision premiums for employees.**

Answered: 409 Skipped: 73





### Q21: The City of Lee's Summit contributes a fair share to the cost of vision premiums for employees.

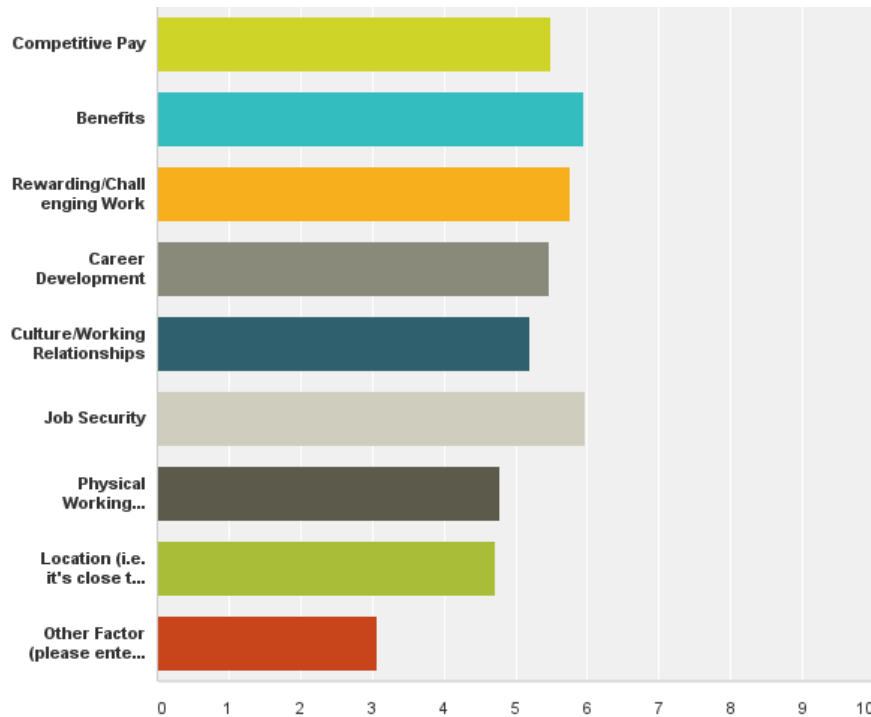
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Answered: 409 Skipped: 73

Answer Choices	Responses	
Strongly Agree	16.14%	66
Agree	55.50%	227
Neither Agree or Disagree	19.32%	79
Disagree	7.33%	30
Strongly Disagree	1.71%	7
<b>Total</b>		<b>409</b>

**Q22: On a scale of 1 - 7 (where 1 = Not at all important and 7 = Extremely Important), please rate each of the following factors that you considered when you accepted your position with the City of Lee's Summit.**

Answered: 409 Skipped: 73



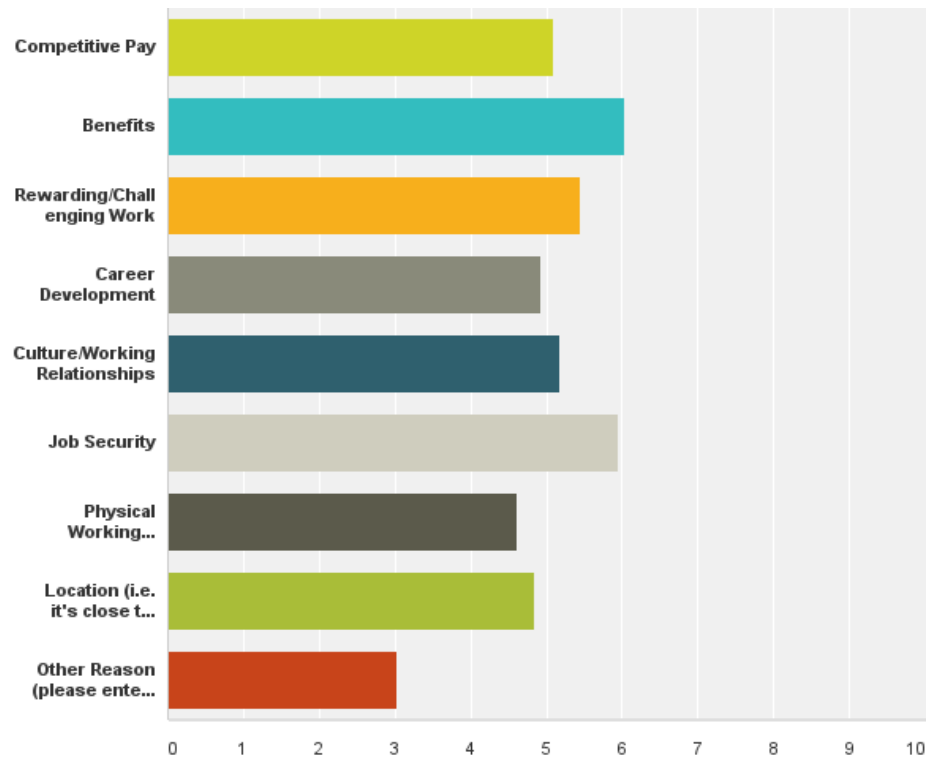
**Q22: On a scale of 1 - 7 (where 1 = Not at all important and 7 = Extremely Important), please rate each of the following factors that you considered when you accepted your position with the City of Lee's Summit.**

Answered: 409 Skipped: 73

	1 - Not at all important	2	3	4	5	6	7 - Extremely Important	Total	Weighted Average
Competitive Pay	1.96% 8	1.96% 8	4.65% 19	17.85% 73	19.32% 79	18.34% 75	35.94% 147	409	5.49
Benefits	2.44% 10	0.98% 4	1.71% 7	8.07% 33	13.69% 56	25.67% 105	47.43% 194	409	5.96
Rewarding/Challenging Work	0.49% 2	0.49% 2	3.42% 14	11.25% 46	22.25% 91	25.43% 104	36.67% 150	409	5.77
Career Development	2.20% 9	1.96% 8	3.91% 16	12.96% 53	24.21% 99	25.92% 106	28.85% 118	409	5.48
Culture/Working Relationships	3.18% 13	2.44% 10	5.62% 23	19.07% 78	23.23% 95	22.25% 91	24.21% 99	409	5.20
Job Security	1.71% 7	1.22% 5	2.20% 9	6.36% 26	17.11% 70	24.69% 101	46.70% 191	409	5.97
Physical Working Environment	5.38% 22	4.16% 17	8.56% 35	24.45% 100	21.52% 88	18.09% 74	17.85% 73	409	4.78
Location (i.e. it's close to home)	8.56% 35	6.36% 26	10.76% 44	15.40% 63	17.36% 71	21.03% 86	20.54% 84	409	4.72
Other Factor (please enter in box provided below)	55.99% 229	0.49% 2	1.71% 7	11.25% 46	4.16% 17	6.85% 28	19.56% 80	409	3.06

**Q23: On a scale of 1 - 7 (where 1 = Not at all important and 7 = Extremely Important), please rate each of the following reasons that motivates or persuades you to stay employed with the City of Lee's Summit.**

Answered: 409 Skipped: 73



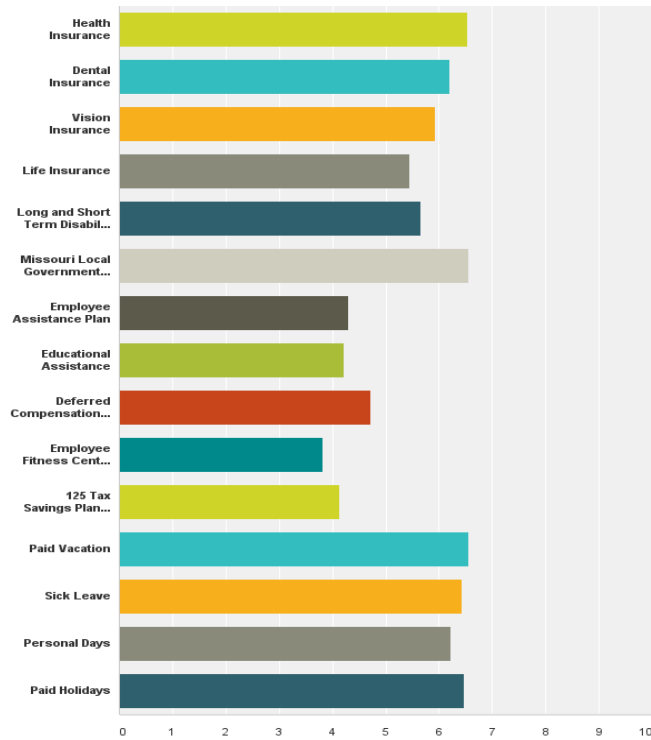
**Q23: On a scale of 1 - 7 (where 1 = Not at all important and 7 = Extremely Important), please rate each of the following reasons that motivates or persuades you to stay employed with the City of Lee's Summit.**

Answered: 409 Skipped: 73

	1 - Not at all important	2	3	4	5	6	7 - Extremely Important	Total	Weighted Average
Competitive Pay	3.67% 15	5.38% 22	7.09% 29	20.29% 83	17.85% 73	16.87% 69	28.85% 118	409	5.09
Benefits	0.98% 4	0.98% 4	2.20% 9	6.60% 27	14.67% 60	28.61% 117	45.97% 188	409	6.03
Rewarding/Challenging Work	1.96% 8	3.18% 13	5.62% 23	11.25% 46	22.74% 93	25.92% 106	29.34% 120	409	5.45
Career Development	4.89% 20	5.87% 24	8.07% 33	20.05% 82	18.58% 76	18.83% 77	23.72% 97	409	4.93
Culture/Working Relationships	3.18% 13	4.40% 18	5.87% 24	18.83% 77	19.80% 81	22.00% 90	25.92% 106	409	5.17
Job Security	1.96% 8	0.98% 4	2.93% 12	7.82% 32	11.74% 48	29.34% 120	45.23% 185	409	5.95
Physical Working Environment	5.62% 23	5.38% 22	10.02% 41	25.92% 106	21.52% 88	16.63% 68	14.91% 61	409	4.62
Location (i.e. it's close to home)	9.29% 38	7.58% 31	7.09% 29	14.91% 61	14.91% 61	19.07% 78	27.14% 111	409	4.84
Other Reason (please enter in box provided below)	56.48% 231	0.73% 3	1.22% 5	12.96% 53	2.69% 11	5.62% 23	20.29% 83	409	3.03

**Q24: On a scale of 1 - 7 (where 1 = Not at all important and 7 = Extremely Important), please rate each of the following benefits that are provided by the City of Lee's Summit.**

Answered: 409 Skipped: 73



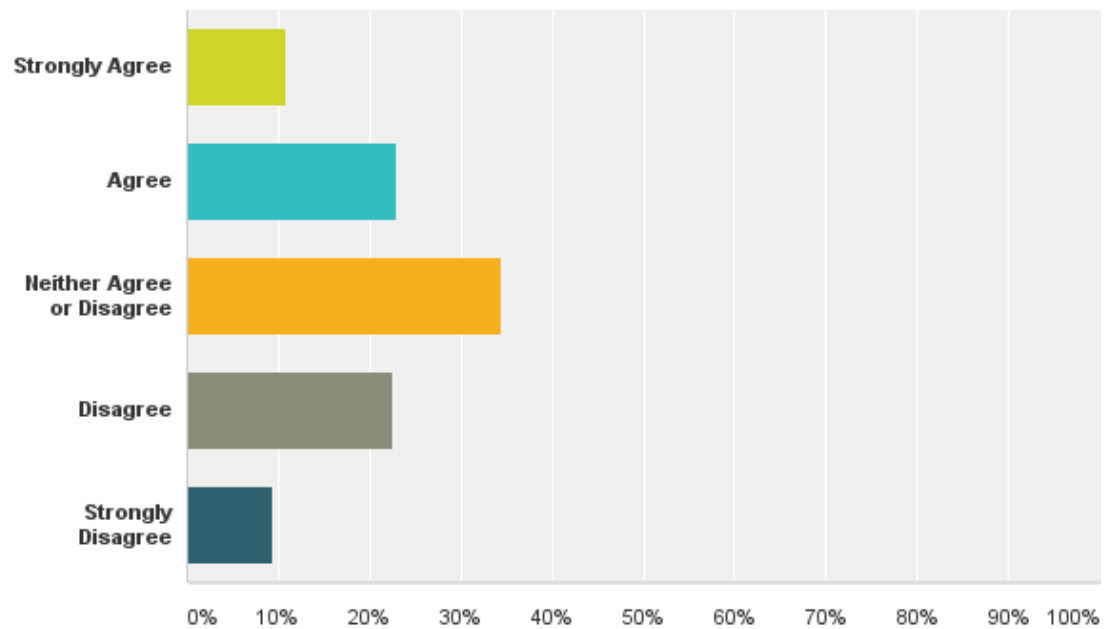
**Q24: On a scale of 1 - 7 (where 1 = Not at all important and 7 = Extremely Important), please rate each of the following benefits that are provided by the City of Lee's Summit.**

Answered: 409 Skipped: 73

	1 - Not at all important	2	3	4	5	6	7 - Extremely Important	Total	Weighted Average
Health Insurance	1.71% 7	0.00% 0	0.73% 3	1.96% 8	6.36% 26	15.40% 63	73.84% 302	409	6.53
Dental Insurance	1.71% 7	0.24% 1	1.47% 6	4.89% 20	12.96% 53	22.74% 93	55.99% 229	409	6.19
Vision Insurance	2.93% 12	1.71% 7	3.91% 16	6.36% 26	13.94% 57	19.56% 80	51.59% 211	409	5.92
Life Insurance	4.16% 17	2.44% 10	4.65% 19	13.94% 57	18.34% 75	20.78% 85	35.70% 146	409	5.45
Long and Short Term Disability Insurance	1.71% 7	2.44% 10	3.42% 14	11.98% 49	19.32% 79	23.72% 97	37.41% 153	409	5.66
Missouri Local Government Employees Retirement System (LAGERS)	0.73% 3	0.49% 2	1.22% 5	2.69% 11	5.62% 23	12.71% 52	76.53% 313	409	6.56
Employee Assistance Plan	10.76% 44	9.29% 38	8.80% 36	22.49% 92	21.52% 88	12.47% 51	14.67% 60	409	4.31
Educational Assistance	12.71% 52	8.80% 36	10.76% 44	21.27% 87	20.85% 82	10.76% 44	15.65% 64	409	4.22
Deferred Compensation Program	8.31% 34	6.85% 28	7.58% 31	22.25% 91	17.36% 71	12.71% 52	24.94% 102	409	4.71
Employee Fitness Center Reimbursement	19.07% 78	13.45% 55	10.27% 42	20.05% 82	12.22% 50	10.02% 41	14.91% 61	409	3.83
125 Tax Savings Plan (for health and dependent care)	16.14% 66	10.02% 41	10.02% 41	20.29% 83	12.96% 53	12.22% 50	18.34% 75	409	4.14
Paid Vacation	0.24% 1	0.24% 1	0.49% 2	2.69% 11	6.60% 27	17.85% 73	71.88% 294	409	6.56
Sick Leave	0.98% 4	0.49% 2	1.47% 6	3.42% 14	8.07% 33	17.36% 71	68.22% 279	409	6.42
Personal Days	2.20% 9	0.73% 3	2.69% 11	5.38% 22	9.85% 40	15.89% 65	64.06% 262	409	6.22
Paid Holidays	0.24% 1	0.98% 4	0.24% 1	4.16% 17	8.31% 34	16.87% 69	69.19% 283	409	6.47

**Q25: I could go to work somewhere else for a higher base pay (i.e. salary) but it wouldn't be worth it because the benefits (i.e. time off, insurance, retirement, etc.) wouldn't be as good.**

Answered: 409 Skipped: 73





**Q25: I could go to work somewhere else for a higher base pay (i.e. salary) but it wouldn't be worth it because the benefits (i.e. time off, insurance, retirement, etc.) wouldn't be as good.**

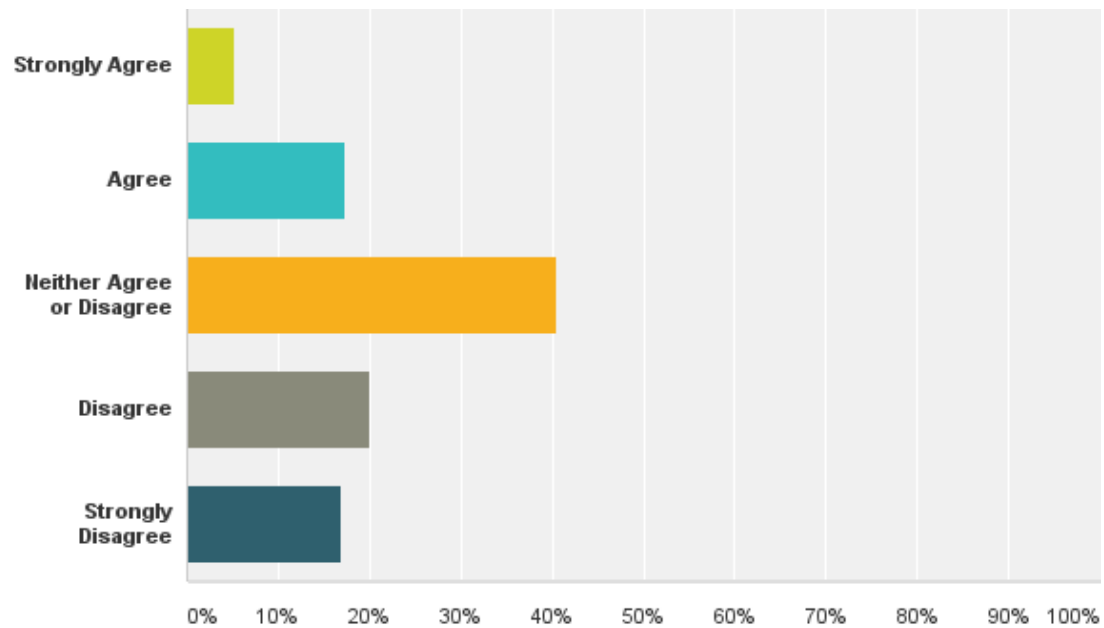
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Answered: 409 Skipped: 73

<b>Answer Choices</b>	<b>Responses</b>	
Strongly Agree	<b>10.76%</b>	44
Agree	<b>22.98%</b>	94
Neither Agree or Disagree	<b>34.47%</b>	141
Disagree	<b>22.49%</b>	92
Strongly Disagree	<b>9.29%</b>	38
<b>Total</b>		<b>409</b>

**Q26: I may not be compensated competitively now, but with the increases provided by Lee's Summit I will be in the future.**

Answered: 409 Skipped: 73



**Q26: I may not be compensated competitively now, but with the increases provided by Lee's Summit I will be in the future.**

Answered: 409 Skipped: 73

Answer Choices	Responses
Strongly Agree	5.13% 21
Agree	17.36% 71
Neither Agree or Disagree	40.59% 166
Disagree	20.05% 82
Strongly Disagree	16.87% 69
<b>Total</b>	<b>409</b>

## **APPENDIX C**

### **SWOT Analysis**

## **Appendix C**

### **SWOT Analysis for**

### **City of Lee's Summit, Missouri**

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment provides a unique way for an organization to view itself, taking “inventory” of where it stands today and how it can improve. Strengths are advantageous characteristics that favorably impact an organization’s operating environment while weaknesses are disadvantageous and potentially harmful. Opportunities can be leveraged to make wholesale improvement or to address obvious “pain points,” and threats are specific challenges or adverse factors that pose risk to the entity. Typically, Opportunities and Threats assess external circumstances, however since the scope of this analysis is limited to classification and compensation, and aggregate external market survey results are a deliverable of this final report, the characteristic use of the term SWOT has been modified to meet specific needs of this study.

Derived from responses to the employee perception survey, data collected during employee interviews and focus groups, and Springsted’s own observations and analysis, the SWOT assessment was developed both to guide subsequent phases of the classification and compensation study and to identify separate, but related, information for the City’s further review and consideration. SWOT results were presented to the City during onsite meetings May 15-16, 2017 and, based on the results of those discussions, used to fine-tune the compensation philosophy to Lee’s Summit’s cultural and political operating environments.

#### **Strengths**

The City’s strengths are generally apparent to citizens, elected officials, and employees at all levels of the organization. Work environment and job security (the perceived stability of the organization) are two of the most important non-monetary aspects that influence candidates’ decisions to work for Lee’s Summit. From a retention standpoint, work/life balance and a sense of ownership/dedication are considerations when employees choose to stay at the City (and they do “stay” with a majority of the survey respondents having worked for the City more than ten years). From a qualitative perspective, Springsted observed a strong sense of fulfillment when interacting with select members of the leadership team who take tremendous pride in the fact that they are able to serve their hometown. Likewise, the exploratory questions in the perception survey indicate that employees who live in the City enjoy contributing directly to the delivery of public services in their own community.

#### **Weaknesses**

Weaknesses can be uncomfortable to discuss, much less used to shape deliverables in a classification and compensation study. However, taken in the appropriate context, and with a sincere desire to evaluate and improve, they provide a path toward enriching organizational culture, enhancing working relationships, and, in many ways, clarifying employees’ perception of the employer, all of which are vital to recruitment and retention goals. The weaknesses derived from the perception survey, interviews/focus groups, and Springsted’s own observations can be summarized into two main categories: the current classification and compensation methodology and potential challenges with supervision and management (and their subsequent impact on the City’s compensation strategy and performance evaluation process). More precisely, results of the employee perception survey suggest that less than half of respondents understand how their position was placed in the current pay structure while more than half disagree (or strongly disagree) that their base pay is fair when compared to others. There are general beliefs that past actions have been used to “game” the current system through reorganizations or reclassification, when there is no change or difference in job responsibilities or minimum qualifications. Some of Springsted’s observations add legitimacy to these perspectives, as select jobs in the City’s existing system include different classifications, at different pay ranges, that share a single job description, and in the City’s completion of Springsted’s Position Analysis Questionnaire (PAQ), where there were little or no meaningful differences in some incumbent PAQ’s while the City desired to create progressive levels in a job family and subsequently to place the respective incumbents higher or lower in the new pay structure. Moreover, some of the decisions made during the classification and compensation engagement (most notably a wage settlement with fire and a general lack of clarity or direction on how Question #5 might impact merit or

## Appendix C

### SWOT Analysis for City of Lee's Summit, Missouri

tenure-based personnel decisions [i.e. “steps”]) suggest the absence of a cohesive approach to classification and compensation system administration. On the management front, employees reported in the perception survey that decisions may be made in a “committee,” which therefore calls into question how accountable individual managers or supervisors are and, specific to the compensation system, how effective the performance management process is at rewarding high performers or, conversely, responding to those who do not meet expectations, at least from their perspective. Far more employees, for example, either disagree or strongly disagree that the current compensation plan rewards excellent performance. In fact, it was suggested during a facilitated meeting with the City’s management team that the performance evaluation process should be separated from the determination of salary increases. It is essential to note, however, that these perceived leadership challenges have not had a measurable impact on culture or working relationships as reported in the perception survey, as they maintain a similar degree of importance to the recruitment of new employees as the retention of existing employees.

#### **Opportunities**

Building upon the identified weaknesses, Springsted documented four opportunities that could pay dividends along with implementation of the new classification and compensation system. Initially, employees clearly indicated they desire effective performance management. More than 30% of employee respondents believe that salary increases/raises should be based on performance, while a common trend for the approximately 50% who believe they should be delivered by other means suggest some combination of performance, cost of living, and tenure. It is reasonable to assume therefore, that with increased confidence in leadership’s ability and commitment to a fair process that ties performance to the achievement of individual and group objectives, employees would welcome the performance-driven culture. Additionally, more than half of survey respondents maintain varying degrees of confidence that their compensation will become more competitive through future increases. Regarding implementation and administration of the classification and compensation system, the quantifiable nature of a job evaluation methodology like SAFE<sup>®</sup> provides a consistent, objective means of determining the appropriate relationships among positions throughout the City’s workforce. This provides a more visible means of determining pay relationships and could help educate employees and improve the understanding of position placement discussed as a weakness above. It is critical to note, however, that SAFE<sup>®</sup> ratings reflect the essential job functions, minimum job qualifications, and physical working environment/effort described by the City in the completed PAQ. The request for reconsideration process was designed to allow employees, supervisors, managers and directors the opportunity to provide updated job documentation for inclusion in the analysis if the initial submissions were inaccurate. Given the volume of information analyzed during a study of this nature, it is possible that other errors or omissions may exist. During implementation of the system, Springsted encourages the City, specifically department leadership, to review once more the PAQ provided to Springsted and, if inaccuracies are identified, work through the appropriate administrative processes to correct or validate perceived inequities, which may involve the movement of positions either higher or lower in the new pay structures. Additional identified opportunities were directly related in that, because compensation was forth among a predetermined list of factors influencing both recruitment and retention, it is not the primary reason candidates and incumbents choose Lee’s Summit. The City, therefore, can explore benefits that are, to a certain degree, non-monetary (training opportunities, employee collaboration and engagement, community involvement, etc.) that will positively impact its workforce goals. Additionally, employees overwhelmingly (in excess of 70% of survey respondents) believe the City contributes a fair share to the cost of medical, dental, and vision insurance. This is consistent with the quantitative analysis which showed the City’s per FTE cost for health insurance to be higher than market averages. Similarly, because Lee’s Summit provides a retirement plan at no cost to the employee (which is far more competitive when compared to the defined market), its per FTE retirement cost also exceeds market averages. Unsurprisingly, health insurance and retirement were rated by employees as the most important benefits provided by the City (so the City should exercise caution if considering changes), however the per FTE cost disparity suggests there is some flexibility to reallocate expenditures while still

## Appendix C SWOT Analysis for City of Lee's Summit, Missouri

maintaining and appropriate level of market competitiveness with these two vital total compensation elements. In accordance with these findings, the compensation philosophy developed and presented to City Council established the target level of overall competitiveness as “at market” (rather than a “leading” or “lagging” competitive position).

### **Threats**

One threat Springsted identified as a result of this process (such as the design of the current pay structure, which appears to create compression and, in many cases, could result in salary range minimums or maximums that are disproportionately higher or lower than market due to discrepancies with range spreads) have been addressed in the new classification and compensation system. Two, however, still remain. First, there appears to be a significant difference between “perception and reality.” More than 50% of survey respondents have had fewer than five employers, and have been with the City more than ten years. These responses suggest, therefore, the total compensation provided to City employees is generally competitive and could suggest that identified attrition is not necessarily indicative of shortcomings in compensation. Survey responses validated this, with approximately 31% who either disagree or strongly disagree the benefits would be equivalent or better with an employer who paid a higher base pay. Correspondingly, 77% of respondents understand the benefits provided by the City and their associated cash value. Another threat to the ongoing success of the classification and compensation system was the limited buy-in Springsted received on development of the compensation philosophy. The response rate to Springsted’s Council survey was comparatively lower than expected, and of those responses, most were limited to public safety positions (and the development of a “step” plan, which should be clarified in light of the voters’ response to Question #5). Springsted attributes this not to apathy but largely to a lack of understanding about classification and compensation and, potentially, to some degree of discomfort in providing direction into so sensitive a topic. This could create recurring obstacles, as it will be up to City staff and Council to jointly revisit the compensation philosophy based on changing financial circumstances. Moreover, there was at least some concern presented in the perception survey, and discussed openly during interviews and focus groups, that Lee’s Summit could lose its “premier” status due to perceived (or actual) compensation issues. The desire to be a community (and potentially an employer) of choice and how the City must fund such a goal must be an ongoing topic of conversation and collaboration between staff and elected officials.

## APPENDIX D

MARKET DATA.....	APPENDIX D1
AGGREGATE MARKET DATA.....	APPENDIX D2
JOB SUMMARIES .....	APPENDIX D3



## **APPENDIX D1**

### **Market Data**

Client: **Lee's Summit, MO**

Position Title: **Accountant**  
 Existing Pay Range: **36,150 - 56,331**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 81.56% 90.37%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	30,826	62,046	44,323	43,565
Midpoint Salary	38,532	66,881		
Maximum Salary	46,238	79,165	62,334	62,543
Average Salary			53,328	53,054

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District	42,655	46,921	51,186	51,186	NON	FT	40.0	4.0	12.0	Non	96.24%	82.12%
Johnson County, KS	62,046	65,998	69,950	67,516	EX	FT	40.0			Non	139.99%	112.22%
O'Fallon, MO					EX	FT	40.0	18.0	12.0	Non		
Olathe, KS	44,756	57,380	70,003	59,539	NON	FT	40.0			Non	100.98%	112.30%
Ankeny, IA							40.0					
Blue Springs, MO	30,826	38,532	46,238	37,447	NON	FT	40.0	5.0	12.0		69.55%	74.18%
Independence, MO	37,604	53,355	69,106	54,602	EX	FT	40.0	17.0	12.0	Non	84.84%	110.86%
Lenexa, KS					NON	F	40.0			Non		
Shawnee, KS	38,105	46,687	55,268		NON		40.0				85.97%	88.66%
Kansas City, MO	37,932	48,678	59,424	42,636	NON	FT	40.0			Non	85.58%	95.33%
Lawrence, KS	54,596	66,881	79,165	70,106	EX		40.0			Non	123.18%	127.00%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Accounts Payable Supervisor**  
 Existing Pay Range: **36,150 - 56,331**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 85.04% 75.99%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	40,236	48,707	42,511	45,773
Midpoint Salary	54,318	68,641		
Maximum Salary	64,943	88,905	74,129	74,083
Average Salary			58,320	59,928

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS	48,707	56,825	64,943	64,943	NON	FT	40.0	5.0	12.0	Non	114.58%	87.61%
O'Fallon, MO					EX	FT	40.0	12.0	12.0	Non		
Olathe, KS							40.0					
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO	48,377	68,641	88,905	68,381	EX	FT	40.0	26.0	12.0	Non	113.80%	119.93%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	40,236	54,318	68,400	46,836	NON	FT	40.0			Non	94.65%	92.27%
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Administrative Assistant II**  
 Existing Pay Range: **30,644 - 49,520**  
 Work Week: **40.0**

+/- Min Avg **87.40%** +/- Max Avg **95.21%**

	Lowest	Highest	Weighted Average	Average
Minimum Salary	27,976	49,067	35,063	36,494
Midpoint Salary	34,965	61,329		
Maximum Salary	41,954	73,590	52,013	53,189
Average Salary			43,479	44,841

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District	42,655	50,426	58,197	50,426	NON	FT	40.0	9.0	12.0	Non	121.65%	111.89%
Johnson County, KS	36,242	42,638	49,033	37,749			40.0				103.36%	94.27%
O'Fallon, MO	39,270	47,341	55,411	46,374	NON	FT	40.0			Non	112.00%	106.53%
Olathe, KS	34,024	43,620	53,216	43,355	NON	FT	40.0			Non	97.04%	102.31%
Ankeny, IA	43,960	51,477	58,995				40.0				125.38%	113.42%
Blue Springs, MO	27,976	34,965	41,954	40,496	NON	FT	40.0				79.79%	80.66%
Independence, MO	33,151	47,349	61,547	44,630	NON	FT	40.0	10.0	12.0	Non	94.55%	118.33%
Lenexa, KS	32,223	37,957	43,691	34,985	NON	FT	40.0				91.90%	84.00%
Shawnee, KS	35,360	42,432	49,504		NON		40.0				100.85%	95.18%
Kansas City, MO	31,320	40,194	49,068	39,336	NON	FT	40.0			Non	89.33%	94.34%
Lawrence, KS	30,419	36,960	43,500		NON		40.0				86.76%	83.63%
Consolidated Fire District No. 2, NE Johnson County, KS	38,750	46,250	53,750				40.0				110.52%	103.34%

Client: **Lee's Summit, MO**

Position Title: **Administrator of Parks & Rec**  
 Existing Pay Range: **90,000 - 200,000**  
 Work Week: **40.0**

+/- Min Avg **94.13%** +/- Max Avg **133.25%**

	Lowest	Highest	Weighted Average	Average
Minimum Salary	73,588	115,347	95,608	95,608
Midpoint Salary	91,985	147,881		
Maximum Salary	110,382	180,414	150,091	150,091
Average Salary			122,850	122,850

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	109,474	136,843	164,211	149,801			40.0				114.50%	109.41%
O'Fallon, MO	87,318	105,258	123,198	119,080	EX	FT	40.0	33.0	12.0	Non	91.33%	82.08%
Olathe, KS	115,347	147,881	180,414	150,913	EX	FT	40.0			Non	120.65%	120.20%
Ankeny, IA	93,764	109,798	125,832				40.0				98.07%	83.84%
Blue Springs, MO	73,588	91,985	110,382	107,709	EX	FT	40.0	5.0	12.0		76.97%	73.54%
Independence, MO	81,956	123,823	165,689	131,429	EX	FT	40.0	1.0	12.0	Non	85.72%	110.39%
Lenexa, KS	104,157	133,874	163,590	134,738	EX	FT	40.0			Non	108.94%	108.99%
Shawnee, KS	100,881	128,624	156,367		EX		40.0				105.51%	104.18%
Kansas City, MO	90,804	129,390	167,976	167,376	EX	FT	40.0			Non	94.97%	111.92%
Lawrence, KS	98,795	121,024	143,253	VACANT	EX		40.0				103.33%	95.44%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Airport Manager**  
 Existing Pay Range: **51,093 - 84,099**  
 Work Week: **40.0**

+/- Min Avg **84.18%** +/- Max Avg **85.06%**

	Lowest	Highest	Weighted Average	Average
Minimum Salary	50,760	109,474	60,692	77,217
Midpoint Salary	69,252	136,843		
Maximum Salary	87,744	164,211	98,866	117,372
Average Salary			79,779	97,295

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	109,474	136,843	164,211	136,843			40.0				180.38%	166.09%
O'Fallon, MO							40.0					
Olathe, KS							40.0					
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO							40.0					
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	50,760	69,252	87,744	65,148	EX	FT	40.0			Non	83.64%	88.75%
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Animal Control Field Supvr.**  
 Existing Pay Range: **39,339 - 64,162**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 90.66% 89.51%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	40,236	48,747	43,392	44,790
Midpoint Salary	54,318	64,451		
Maximum Salary	68,400	83,481	71,686	73,142
Average Salary			57,539	58,966

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS	44,756	57,380	70,003	54,278	NON	FT	40.0			Non	103.14%	97.65%
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO	45,421	64,451	83,481	50,914	EX	FT	40.0				104.68%	116.45%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	40,236	54,318	68,400	50,688	NON	FT	40.0			Non	92.73%	95.42%
Lawrence, KS	48,747	59,715	70,683	69,098	EX		40.0				112.34%	98.60%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Animal Control Officer**  
 Existing Pay Range: **33,261 - 53,884**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 99.85% 107.86%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	31,320	37,061	33,312	33,986
Midpoint Salary	40,194	44,529		
Maximum Salary	48,720	51,997	49,956	50,343
Average Salary			41,649	42,285

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO	35,963	43,358	50,752	50,190	NON	FT	40.0			Non	107.96%	101.59%
Olathe, KS	32,721	41,950	51,179	39,522	NON	FT	40.0			Non	98.23%	102.45%
Ankeny, IA							40.0					
Blue Springs, MO				34,324	NON	FT	40.0	10.0	12.0			
Independence, MO	32,781			35,346	NON	FT	40.0	3.0	12.0	Union	98.41%	
Lenexa, KS	37,061	44,529	51,997	50,929	NON	f	40.0			Non	111.25%	104.09%
Shawnee, KS							40.0					
Kansas City, MO	31,320	40,194	49,068	36,756	NON	FT	40.0			Union	94.02%	98.22%
Lawrence, KS	34,070	41,395	48,720	37,967	NON		40.0				102.27%	97.53%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					



Client: **Lee's Summit, MO**

Position Title: **Applications Administrator**  
 Existing Pay Range: **47,476 - 76,794**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 89.62% 90.53%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	50,760	62,099	52,977	55,133
Midpoint Salary	67,233	77,629		
Maximum Salary	80,680	93,159	84,832	85,603
Average Salary			68,904	70,368

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	53,786	67,233	80,680	65,132			40.0				101.53%	95.11%
O'Fallon, MO							40.0					
Olathe, KS							40.0					
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO					NON	FT	40.0	10.0	12.0	Non		
Lenexa, KS							40.0					
Shawnee, KS	53,886	67,358	80,830		EX		40.0				101.72%	95.28%
Kansas City, MO	50,760	69,252	87,744	73,200	EX	FT	40.0			Non	95.81%	103.43%
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Applications Analyst**  
 Existing Pay Range: **42,866 - 70,171**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 75.07% 81.59%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	51,924	61,933	57,101	56,701
Midpoint Salary	65,736	77,417		
Maximum Salary	79,165	92,900	86,007	85,039
Average Salary			71,585	71,054

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	61,933	77,417	92,900	76,071			40.0				108.46%	108.01%
O'Fallon, MO							40.0					
Olathe, KS							40.0					
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO	54,867			54,866	EX	FT	40.0		12.0		96.09%	
Lenexa, KS	55,996	69,119	82,242	62,000	EX	f	40.0			Non	98.06%	95.62%
Shawnee, KS	60,892	76,116	91,339		EX		40.0				106.64%	106.20%
Kansas City, MO	51,924	65,736	79,548	64,500	NON	FT	40.0			Non	90.93%	92.49%
Lawrence, KS	54,596	66,881	79,165	67,881	EX		40.0				95.61%	92.04%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Aquatics Manager**  
 Existing Pay Range: **47,476 - 76,794**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 94.89% 99.88%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	47,034	55,993	50,033	49,977
Midpoint Salary	58,285	69,252		
Maximum Salary	69,221	87,744	76,886	76,047
Average Salary			63,459	63,012

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO	55,993	67,506	79,019	69,180	EX	FT	40.0	15.0	12.0	Non	111.91%	102.77%
Olathe, KS	47,034	60,300	73,566	76,293	EX	FT	40.0			Non	94.01%	95.68%
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO							40.0					
Lenexa, KS	47,349	58,285	69,221	55,190	EX	f	40.0			Non	94.64%	90.03%
Shawnee, KS							40.0					
Kansas City, MO	50,760	69,252	87,744	74,034	EX	FT	40.0			Non	101.45%	114.12%
Lawrence, KS	48,747	59,715	70,683	62,608	EX		40.0				97.43%	91.93%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Asst Administrator of Parks and Rec**  
 Existing Pay Range: **70,546 - 116,754**  
 Work Week: **40.0**

+/- Min Avg **88.83%** +/- Max Avg **97.12%**

	Lowest	Highest	Weighted Average	Average
Minimum Salary	51,520	101,221	79,420	80,023
Midpoint Salary	73,102	126,526		
Maximum Salary	94,683	151,831	120,213	121,367
Average Salary			99,816	100,695

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	101,221	126,526	151,831	120,161			40.0				127.45%	126.30%
O'Fallon, MO							40.0					
Olathe, KS	92,414	118,480	144,545	112,210	EX	FT	40.0			Non	116.36%	120.24%
Ankeny, IA	78,726	92,188	105,651				40.0				99.13%	87.89%
Blue Springs, MO							40.0					
Independence, MO	51,520	73,102	94,683		EX	FT	40.0			Non	64.87%	78.76%
Lenexa, KS	88,665	111,763	134,860	94,806	EX	FT	40.0			Non	111.64%	112.18%
Shawnee, KS	79,130	98,912	118,695				40.0				99.64%	98.74%
Kansas City, MO							40.0			Non		
Lawrence, KS	68,486	83,895	99,304	99,299	EX		40.0				86.23%	82.61%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Asst City Mgr., Operations**  
 Existing Pay Range: **80,142 - 132,715**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 85.11% 85.33%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	81,956	111,674	94,166	95,747
Midpoint Salary	105,783	133,874		
Maximum Salary	128,598	167,976	155,528	151,130
Average Salary			124,847	123,439

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS				185,293			40.0					
O'Fallon, MO	94,744	114,223	133,702	128,252	EX	FT	40.0	5.0	12.0	Non	100.61%	85.97%
Olathe, KS				189,103	EX	FT	40.0			Non		
Ankeny, IA	111,674	130,771	149,867				40.0				118.59%	96.36%
Blue Springs, MO	82,967	105,783	128,598	122,400	EX	FT	40.0	3.0	12.0		88.11%	82.68%
Independence, MO	81,956	123,823	165,689	137,499	EX	FT	40.0			Non	87.03%	106.53%
Lenexa, KS	104,157	133,874	163,590	124,709	EX	f	40.0			Non	110.61%	105.18%
Shawnee, KS	100,881	128,624	156,367		EX		40.0				107.13%	100.54%
Kansas City, MO	90,804	129,390	167,976	143,561	EX	FT	40.0			Non	96.43%	108.00%
Lawrence, KS	98,795	121,024	143,253	136,375	EX		40.0				104.92%	92.11%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Asst Director of App Mgmt Svcs**  
 Existing Pay Range: **70,546 - 116,754**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 83.43% 93.54%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	79,129	90,825	84,557	84,557
Midpoint Salary	98,912	107,330		
Maximum Salary	118,694	130,943	124,819	124,819
Average Salary			104,165	103,121

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS	83,717	107,330	130,943	110,000	EX	FT	40.0			Non	99.01%	104.91%
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO							40.0					
Lenexa, KS							40.0					
Shawnee, KS	79,129	98,912	118,694		EX		40.0				93.58%	95.09%
Kansas City, MO					EX	FT	40.0			Non		
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Asst Director of Engineering Svcs**  
 Existing Pay Range: **61,213 - 101,308**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 75.71% 79.18%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	72,072	95,121	80,853	83,161
Midpoint Salary	86,892	121,003		
Maximum Salary	101,712	146,885	127,949	127,189
Average Salary			104,401	105,175

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO	72,072	86,892	101,712	86,403	EX	FT	40.0	10.0	12.0	Non	89.14%	79.49%
Olathe, KS							40.0					
Ankeny, IA	83,449	97,720	111,990				40.0				103.21%	87.53%
Blue Springs, MO							40.0					
Independence, MO							40.0					
Lenexa, KS	95,121	121,003	146,885	128,624	EX	FT	40.0			Non	117.65%	114.80%
Shawnee, KS							40.0					
Kansas City, MO	74,340	102,216	130,092	122,325	EX	FT	40.0			Non	91.95%	101.68%
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Assistant Director of Planning and Special Projects**  
 Existing Pay Range: **55,889 - 92,273**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 80.01% 86.86%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	55,643	80,536	69,848	69,848
Midpoint Salary	69,554	102,654		
Maximum Salary	83,465	124,771	106,228	106,228
Average Salary			88,038	88,038

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS							40.0					
O'Fallon, MO	67,579	81,463	95,347	80,225	EX	FT	40.0	12.0	12.0	Non	96.75%	89.76%
Olathe, KS					EX	FT	40.0			Non		
Ankeny, IA							40.0					
Blue Springs, MO	55,643	69,554	83,465	87,255	EX	FT	40.0	12.0	12.0		79.66%	78.57%
Independence, MO	62,525	88,719	114,912	82,016	EX	FT	40.0	1.0	12.0	Non	89.52%	108.18%
Lenexa, KS	80,348	100,380	120,411	96,329	EX	f	40.0			Non	115.03%	113.35%
Shawnee, KS	68,808	86,010	103,212		EX		40.0				98.51%	97.16%
Kansas City, MO							40.0					
Lawrence, KS	68,486	83,895	99,304	92,310	EX		40.0				98.05%	93.48%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					



Client: **Lee's Summit, MO**

Position Title: **Asst Director of Public Wks. Oper**  
 Existing Pay Range: **61,213 - 101,308**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 86.22% 94.80%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	53,886	83,449	70,993	70,493
Midpoint Salary	67,358	100,380		
Maximum Salary	80,830	120,411	106,860	106,388
Average Salary			88,927	88,440

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS							40.0					
Ankeny, IA	83,449	97,720	111,990				40.0				117.55%	104.80%
Blue Springs, MO	63,989	79,987	95,984	100,228	EX	FT	40.0	25.0	12.0		90.13%	89.82%
Independence, MO	62,525	88,719	114,912	98,440	EX	FT	40.0	1.0	12.0	Non	88.07%	107.53%
Lenexa, KS	80,348	100,380	120,411	90,000	EX	f	40.0			Non	113.18%	112.68%
Shawnee, KS	53,886	67,358	80,830		EX		40.0				75.90%	75.64%
Kansas City, MO					EX	FT	40.0			Non		
Lawrence, KS	78,759	96,480	114,200	112,268	EX		40.0				110.94%	106.87%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Asst Fire Chief I**  
 Existing Pay Range: **79,750 - 118,030**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 89.30% 93.87%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	80,348	115,560	89,308	92,106
Midpoint Salary	99,165	125,280		
Maximum Salary	112,208	138,282	125,744	126,029
Average Salary			107,526	109,067

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS	86,870	111,372	135,873	116,619	EX	FT	40.0			Non	97.27%	108.06%
Ankeny, IA	86,121	99,165	112,208				40.0				96.43%	89.24%
Blue Springs, MO							40.0					
Independence, MO	94,521	104,461	114,400	95,942	EX	FT	40.0	24.0	12.0	Non	105.84%	90.98%
Lenexa, KS	80,348	100,380	120,411	105,000	EX	F	40.0			Non	89.97%	95.76%
Shawnee, KS	89,214	113,748	138,282		EX		40.0				99.89%	109.97%
Kansas City, MO					EX	FT	40.0			Union		
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS	115,560	125,280	135,000				40.0				129.40%	107.36%

Client: **Lee's Summit, MO**

Position Title: **Asst Prosecuting Attorney PTR**  
 Existing Pay Range: **90,000 - 200,000**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 118.44% 171.54%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	60,892	96,308	75,990	75,990
Midpoint Salary	75,732	122,088		
Maximum Salary	90,466	158,412	116,591	116,591
Average Salary			96,290	96,290

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS							40.0					
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO							40.0					
Lenexa, KS	60,997	75,732	90,466	67,483	EX	FT	40.0			Non	80.27%	77.59%
Shawnee, KS	60,892	76,116	91,339		EX		40.0				80.13%	78.34%
Kansas City, MO	85,764	122,088	158,412	123,192	EX	FT	40.0			Non	112.86%	135.87%
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Battalion Chief**  
 Existing Pay Range: **69,811 - 98,433**  
 Work Week: **56.0**

+/- Min Avg +/- Max Avg  
 80.30% 81.83%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	73,148	98,939	86,933	87,860
Midpoint Salary	91,348	113,533		
Maximum Salary	109,464	128,128	120,285	116,115
Average Salary			103,609	101,988

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS	73,148	93,780	114,411	100,614	EX	FT	56.0			Non	84.14%	95.12%
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO	98,939	113,533	128,128	89,312	EX	FT	50.0	23.0	12.0	Non	113.81%	106.52%
Lenexa, KS	73,231	91,348	109,464	94,547	EX	FT	56.0			Non	84.24%	91.00%
Shawnee, KS							40.0					
Kansas City, MO	98,730	108,044	117,358	97,128	EX	FT	50.0			Union	113.57%	97.57%
Lawrence, KS	85,430	100,380	115,331	113,199	EX		56.0				98.27%	95.88%
Consolidated Fire District No. 2, NE Johnson County, KS	97,684	104,842	112,000				60.0				112.37%	93.11%

Client: **Lee's Summit, MO**

Position Title: **Chief Prosecuting Attorney**  
 Existing Pay Range: **90,000 - 200,000**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 120.50% 160.96%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	62,525	86,870	74,687	74,687
Midpoint Salary	83,895	127,362		
Maximum Salary	99,304	167,976	124,255	124,255
Average Salary			99,471	99,471

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS	86,870	111,372	135,873	100,565	EX	FT	40.0			Non	116.31%	109.35%
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO	62,525	88,719	114,912	93,656	EX	FT	40.0	14.0	12.0	Non	83.72%	92.48%
Lenexa, KS							40.0					
Shawnee, KS	68,808	86,010	103,212		EX		40.0				92.13%	83.06%
Kansas City, MO	86,748	127,362	167,976	165,216	EX	FT	40.0			Non	116.15%	135.19%
Lawrence, KS	68,486	83,895	99,304	93,621	EX		40.0				91.70%	79.92%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Chief Technology Officer**  
 Existing Pay Range: **74,711 - 123,721**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 84.16% 84.59%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	73,588	100,881	88,776	88,776
Midpoint Salary	91,985	129,390		
Maximum Salary	110,382	170,683	146,257	146,257
Average Salary			116,507	114,489

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS			164,211	155,001			40.0					112.28%
O'Fallon, MO	87,006	104,884	122,761	108,305	EX	FT	40.0	14.0	12.0	Non	98.01%	83.94%
Olathe, KS				158,460	EX	FT	40.0			Non		
Ankeny, IA	93,764	109,798	125,832				40.0				105.62%	86.03%
Blue Springs, MO	73,588	91,985	110,382	104,621	EX	FT	40.0	8.0	12.0		82.89%	75.47%
Independence, MO	76,592	115,719	154,846	116,759	EX	FT	40.0	33.0	12.0	Non	86.28%	105.87%
Lenexa, KS							40.0					
Shawnee, KS	100,881	128,624	156,367		EX		40.0				113.64%	106.91%
Kansas City, MO	90,804	129,390	167,976		EX	FT	40.0			Non	102.28%	114.85%
Lawrence, KS	98,795	121,024	143,253	127,650	EX		40.0				111.29%	97.95%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Child Care Attendant**  
 Existing Pay Range: **0 - 0**  
 Work Week: **40.0**

	Lowest	Highest	Weighted Average	Average
Minimum Salary	4,420	21,840	22,606	14,300
Midpoint Salary	4,810	24,297		
Maximum Salary	5,200	26,754	29,764	18,971
Average Salary			26,185	16,636

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS	4,420	4,810	5,200		NON	PT	10.0				19.55%	17.47%
Ankeny, IA							40.0					
Blue Springs, MO	16,640	20,800	24,960	17,368	NON	PT	20.0				73.61%	83.86%
Independence, MO							40.0					
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO							40.0					
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **City Attorney**  
 Existing Pay Range: **90,000 - 200,000**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 94.19% 120.35%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	79,129	115,347	95,553	95,553
Midpoint Salary	98,912	147,881		
Maximum Salary	118,694	195,636	166,182	166,182
Average Salary			130,049	128,413

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS			195,636	193,960			40.0					117.72%
O'Fallon, MO							40.0					
Olathe, KS	115,347	147,881	180,414	154,000	EX	FT	40.0			Non	120.72%	108.56%
Ankeny, IA							40.0					
Blue Springs, MO	95,412	121,650	147,888	98,000	EX	FT	40.0	1.0	12.0		99.85%	88.99%
Independence, MO	93,831	141,764	189,696	157,493	EX	FT	40.0	28.0	12.0	Non	98.20%	114.15%
Lenexa, KS				167,971	EX	f	40.0			Non		
Shawnee, KS	79,129	98,912	118,694		EX		40.0				82.81%	71.42%
Kansas City, MO	90,804	139,248	187,692	186,300	EX	FT	40.0			Non	95.03%	112.94%
Lawrence, KS	98,795	121,024	143,253	141,253	EX		40.0				103.39%	86.20%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					



Client: **Lee's Summit, MO**

Position Title: **City Clerk**  
 Existing Pay Range: **47,476 - 76,794**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 76.31% 90.24%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	43,888	78,726	62,212	62,212
Midpoint Salary	41,010	94,929		
Maximum Salary	13,212	122,957	85,097	85,097
Average Salary			73,655	73,655

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO	64,438	77,677	90,916	84,281	EX	FT	40.0	22.0	12.0	Non	103.58%	106.84%
Olathe, KS					EX	FT	40.0			Non		
Ankeny, IA	78,726	92,188	105,651				40.0				126.54%	124.15%
Blue Springs, MO	43,888	54,860	65,832	57,867	EX	FT	40.0	10.0	12.0		70.55%	77.36%
Independence, MO	66,901	94,929	122,957	75,937	EX	FT	40.0	2.0	12.0	Non	107.54%	144.49%
Lenexa, KS	55,996	69,119	82,242	58,178	EX	f	40.0			Non	90.01%	96.64%
Shawnee, KS	68,808	41,010	13,212		EX		40.0				110.60%	15.53%
Kansas City, MO	64,344	92,574	120,804	75,000	EX	FT	40.0			Non	103.43%	141.96%
Lawrence, KS	54,596	66,881	79,165	56,160			40.0				87.76%	93.03%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **City Manager**

Existing Pay Range: **0 - 0**

Work Week: **40.0**

	Lowest	Highest	Weighted Average	Average
Minimum Salary	86,580	170,249	133,544	133,544
Midpoint Salary	146,934	218,268		
Maximum Salary	168,391	266,287	216,729	216,729
Average Salary			175,136	175,136

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	156,465	195,582	234,698	219,668			40.0			Non	117.16%	108.29%
O'Fallon, MO	125,507	151,299	177,091	131,456	EX	FT	40.0	4.0	12.0	Non	93.98%	81.71%
Olathe, KS	170,249	218,268	266,287	219,300	EX	FT	40.0			Non	127.49%	122.87%
Ankeny, IA	125,477	146,934	168,391				40.0				93.96%	77.70%
Blue Springs, MO	131,728	167,953	204,178	171,776	EX	FT	40.0	18.0	12.0		98.64%	94.21%
Independence, MO				205,001	EX	FT	40.0	4.0	12.0	Non		
Lenexa, KS				186,125	EX	FT	40.0			Non		
Shawnee, KS							40.0					
Kansas City, MO	86,580	175,890	265,200	219,999	EX	FT	40.0			Non	64.83%	122.36%
Lawrence, KS	138,800	170,030	201,260	190,008	EX		40.0				103.94%	92.86%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **City Traffic Engineer**  
 Existing Pay Range: **61,213 - 101,308**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 85.06% 96.34%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	61,148	80,348	71,961	71,694
Midpoint Salary	74,907	100,380		
Maximum Salary	88,665	120,411	105,155	104,165
Average Salary			88,558	87,930

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS	75,418	96,690	117,962	100,078	EX	FT	40.0			Non	104.80%	112.18%
Ankeny, IA	74,270	86,970	99,670				40.0				103.21%	94.78%
Blue Springs, MO							40.0					
Independence, MO					EX	FT	40.0	1.0	12.0	Non		
Lenexa, KS	80,348	100,380	120,411	118,690	EX	f	40.0			Non	111.66%	114.51%
Shawnee, KS							40.0					
Kansas City, MO				60,552	EX	FT	40.0			Non		
Lawrence, KS	61,148	74,907	88,665	VACANT	EX		40.0				84.97%	84.32%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Communications Specialist-Fire**  
 Existing Pay Range: **33,261 - 53,884**  
 Work Week: **40.0**

+/- Min Avg **90.57%** +/- Max Avg **94.23%**

	Lowest	Highest	Weighted Average	Average
Minimum Salary	30,826	40,123	36,726	36,591
Midpoint Salary	37,568	54,252		
Maximum Salary	41,290	72,048	57,181	53,884
Average Salary			46,953	45,238

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	39,718	46,727	53,736	46,481			40.0				108.15%	93.98%
O'Fallon, MO	40,123	48,370	56,617	42,471	NON	FT	40.0			Non	109.25%	99.01%
Olathe, KS							40.0					
Ankeny, IA							40.0					
Blue Springs, MO	30,826	38,532	46,238	35,764	NON	FT	40.0	9.0	12.0		83.94%	80.86%
Independence, MO	33,846	37,568	41,290	42,290	NON	FT	40.0	8.0	12.0	Union	92.16%	72.21%
Lenexa, KS	37,061	44,529	51,997	38,767	NON	FT	40.0			Non	100.91%	90.93%
Shawnee, KS	38,105	46,685	55,265		NON		40.0				103.75%	96.65%
Kansas City, MO	36,456	54,252	72,048	56,052	NON	FT	40.0			Union	99.26%	126.00%
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Communications Specialist-Pol**  
 Existing Pay Range: **33,261 - 53,884**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 89.16% 95.87%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	30,826	40,123	37,305	37,405
Midpoint Salary	38,532	54,252		
Maximum Salary	46,238	72,048	56,203	54,950
Average Salary			46,754	46,178

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	39,718	46,727	53,736	46,481			40.0				106.47%	95.61%
O'Fallon, MO	40,123	48,370	56,617	42,471	NON	FT	40.0			Non	107.56%	100.74%
Olathe, KS							40.0					
Ankeny, IA							40.0					
Blue Springs, MO	30,826	38,532	46,238	35,764	NON	FT	40.0	9.0	12.0		82.63%	82.27%
Independence, MO	39,549	44,150	48,751	43,990	NON	FT	40.0	5.0	12.0	Union	106.02%	86.74%
Lenexa, KS	37,061	44,529	51,997	38,767	NON	FT	40.0			Non	99.35%	92.52%
Shawnee, KS	38,105	46,685	55,265		NON		40.0				102.15%	98.33%
Kansas City, MO	36,456	54,252	72,048	56,052	NON	FT	40.0			Union	97.73%	128.19%
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: Lee's Summit, MO

Position Title: Communications Supvr-Fire  
 Existing Pay Range: 42,866 - 70,171  
 Work Week: 40.0

+/- Min Avg +/- Max Avg  
 77.91% 89.51%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	42,646	76,032	55,018	56,213
Midpoint Salary	53,331	77,958		
Maximum Salary	62,420	92,900	78,396	78,397
Average Salary			66,707	67,305

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	61,933	77,417	92,900	70,616			40.0			Non	112.57%	118.50%
O'Fallon, MO	44,241	53,331	62,420	61,152	NON	FT	40.0	20.0	12.0	Non	80.41%	79.62%
Olathe, KS							40.0					
Ankeny, IA							40.0					
Blue Springs, MO				50,184	NON	FT	40.0	2.0	12.0			
Independence, MO	42,646	60,515	78,383	60,771	NON	FT	40.0	12.0	12.0	Non	77.51%	99.98%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	76,032	77,958	79,884		NON	FT	40.0			Union	138.19%	101.90%
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: Lee's Summit, MO

Position Title: Communications Supvr-Police  
 Existing Pay Range: 42,866 - 70,171  
 Work Week: 40.0

+/- Min Avg +/- Max Avg  
 82.36% 93.93%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	39,021	76,032	52,048	52,775
Midpoint Salary	48,766	77,958		
Maximum Salary	58,510	92,900	74,704	74,419
Average Salary			63,376	63,597

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	61,933	77,417	92,900	70,616			40.0			Non	118.99%	124.36%
O'Fallon, MO	44,241	53,331	62,420	61,152	NON	FT	40.0	20.0	12.0	Non	85.00%	83.56%
Olathe, KS							40.0					
Ankeny, IA							40.0					
Blue Springs, MO	39,021	48,766	58,510	50,184	NON	FT	40.0	2.0	12.0		74.97%	78.32%
Independence, MO	42,646	60,515	78,383	60,771	NON	FT	40.0	12.0	12.0	Non	81.94%	104.93%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	76,032	77,958	79,884		NON	FT	40.0			Union	146.08%	106.93%
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **LPCC Manager II**  
 Existing Pay Range: **51,093 - 84,099**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 97.73% 106.27%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	47,034	62,358	52,278	52,376
Midpoint Salary	59,715	73,022		
Maximum Salary	70,683	87,744	79,139	78,585
Average Salary			65,721	65,518

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS	47,034	60,300	73,566	61,126	EX	FT	40.0			Non	89.97%	92.96%
Ankeny, IA	62,358	73,022	83,685				40.0				119.28%	105.74%
Blue Springs, MO							40.0					
Independence, MO				50,025	EX	FT	40.0	17.0	12.0	Non		
Lenexa, KS	51,471	63,462	75,452	52,000	EX	f	40.0			Non	98.46%	95.34%
Shawnee, KS	53,887	67,359	80,381		EX		40.0				103.08%	101.57%
Kansas City, MO	50,760	69,252	87,744	74,034	EX	FT	40.0			Non	97.10%	110.87%
Lawrence, KS	48,747	59,715	70,683	59,342	EX		40.0				93.24%	89.31%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					



Client: **Lee's Summit, MO**

Position Title: **Community Relations Specialist**  
 Existing Pay Range: **42,866 - 70,171**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 85.38% 98.60%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	43,882	58,829	50,204	50,226
Midpoint Salary	54,817	68,888		
Maximum Salary	65,752	78,948	71,167	71,041
Average Salary			60,686	60,633

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District				105,996			40.0					
Johnson County, KS				54,038	NON	FT	40.0	10.0	12.0	Non	100.14%	99.66%
O'Fallon, MO	50,273	60,601	70,928		EX	FT	40.0			Non		
Olathe, KS							40.0					
Ankeny, IA	58,829	68,888	78,948				40.0				117.18%	110.93%
Blue Springs, MO							40.0					
Independence, MO					EX	FT	40.0					
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO				102,876	EX	FT	40.0			Non		
Lawrence, KS	43,882	54,817	65,752	VACANT	NON		40.0				87.41%	92.39%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Construction Manager**  
 Existing Pay Range: **55,889 - 92,273**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 91.31% 106.03%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	55,473	66,944	61,209	61,209
Midpoint Salary	66,872	81,361		
Maximum Salary	78,270	95,778	87,024	87,024
Average Salary			74,116	74,116

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO	55,473	66,872	78,270	70,907	NON	FT	40.0	19.0	12.0	Non	90.63%	89.94%
Olathe, KS							40.0					
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO							40.0					
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO				49,620	NON	FT	40.0			Union		
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Controller**  
 Existing Pay Range: **55,889 - 92,273**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 78.67% 75.93%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	68,628	79,129	71,038	73,114
Midpoint Salary	94,068	101,574		
Maximum Salary	118,694	131,562	121,521	123,255
Average Salary			96,280	98,184

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS							40.0					
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO	71,585	101,574	131,562	95,341	EX	FT	40.0	1.0	12.0	Non	100.77%	108.26%
Lenexa, KS							40.0					
Shawnee, KS	79,129	98,912	118,694		EX		40.0				111.39%	97.67%
Kansas City, MO	68,628	94,068	119,508	88,980	EX	FT	40.0			Non	96.61%	98.34%
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Court Administrator**  
 Existing Pay Range: **51,093 - 84,099**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 85.47% 88.69%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	39,021	90,770	59,776	59,776
Midpoint Salary	48,766	116,372		
Maximum Salary	58,510	141,974	94,825	94,825
Average Salary			77,301	77,301

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO	57,283	69,056	80,828	72,675	EX	FT	40.0	15.0	12.0	Non	95.83%	85.24%
Olathe, KS	90,770	116,372	141,974	105,000	EX	FT	40.0			Non	151.85%	149.72%
Ankeny, IA							40.0					
Blue Springs, MO	39,021	48,766	58,510	58,836	EX	FT	40.0	16.0	12.0		65.28%	61.70%
Independence, MO	42,646	60,515	78,383	60,719	EX	FT	40.0	40.0	12.0	Non	71.34%	82.66%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	74,340	102,216	130,092	114,720	EX	FT	40.0			Non	124.36%	137.19%
Lawrence, KS	54,596	66,881	79,165	79,082	EX		40.0				91.33%	83.49%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Crime Scene Technician**  
 Existing Pay Range: **28,269 - 45,541**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 61.20% 68.96%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	38,158	51,750	46,189	46,189
Midpoint Salary	46,363	62,379		
Maximum Salary	54,567	73,008	66,044	66,044
Average Salary			56,117	56,117

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO	51,750	62,379	73,008	68,577	NON	FT	40.0	26.0	12.0	Non	112.04%	110.54%
Olathe, KS					NON	FT	40.0			Non		
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO					NON	FT	40.0	16.0	12.0	Union		
Lenexa, KS							40.0					
Shawnee, KS	48,660	59,609	70,558		EX		40.0				105.35%	106.83%
Kansas City, MO							40.0					
Lawrence, KS	38,158	46,363	54,567	40,248	NON		40.0				82.61%	82.62%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Custodian**  
 Existing Pay Range: **28,269 - 45,541**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 99.03% 109.29%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	21,840	30,420	28,544	27,304
Midpoint Salary	27,300	38,298		
Maximum Salary	32,240	46,752	41,671	39,222
Average Salary			35,108	33,263

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	25,722	30,262	34,801	34,158			40.0				90.11%	83.51%
O'Fallon, MO	29,203	35,204	41,204	31,765	NON	FT	40.0				102.31%	98.88%
Olathe, KS	28,281	36,680	45,079	26,441	NON	FT	40.0			Non	99.08%	108.18%
Ankeny, IA							40.0					
Blue Springs, MO	21,840	27,300	32,760	23,677	NON	PT	25.0	1.0	12.0		76.51%	78.62%
Independence, MO	26,083	29,162	32,240	26,083	NON	FT	40.0	1.0	12.0	Union	91.38%	77.37%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	29,844	38,298	46,752	37,200	NON	FT	40.0			Union	104.55%	112.19%
Lawrence, KS	30,420	36,960	43,500	38,584	NON		40.0				106.57%	104.39%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Customer Service Rep.**  
 Existing Pay Range: **30,644 - 49,520**  
 Work Week: **40.0**

+/- Min Avg **91.39%** +/- Max Avg **103.05%**

	Lowest	Highest	Weighted Average	Average
Minimum Salary	29,844	41,472	33,531	34,367
Midpoint Salary	35,100	48,564		
Maximum Salary	38,792	55,655	48,054	48,894
Average Salary			40,793	41,630

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	39,718	46,727	53,736	44,472			40.0				118.45%	111.82%
O'Fallon, MO	32,219	38,844	45,468	37,419	NON	FT	40.0			Non	96.09%	94.62%
Olathe, KS	30,545	39,160	47,775	34,405	NON	FT	40.0			Non	91.09%	99.42%
Ankeny, IA	41,472	48,564	55,655				40.0				123.68%	115.82%
Blue Springs, MO				24,932	NON	FT	40.0	3.0	12.0			
Independence, MO	31,408	35,100	38,792	33,757	NON	FT	40.0	6.0	12.0	Union	93.67%	80.73%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	29,844	38,298	46,752	35,340	NON	FT	40.0			Union	89.00%	97.29%
Lawrence, KS					NON		40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Customer Service Supervisor**  
 Existing Pay Range: **36,150 - 56,331**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 84.36% 84.34%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	37,932	55,499	42,849	45,603
Midpoint Salary	48,678	64,989		
Maximum Salary	58,510	83,481	66,790	70,062
Average Salary			54,820	57,832

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS	45,825	58,750	71,675	54,561	EX	FT	40.0			Non	106.94%	107.31%
Ankeny, IA	55,499	64,989	74,479				40.0				129.52%	111.51%
Blue Springs, MO	39,021	48,766	58,510	55,993	EX	FT	40.0	19.0	12.0		91.07%	87.60%
Independence, MO	45,421	64,451	83,481	64,318	EX	FT	40.0	22.0	12.0	Non	106.00%	124.99%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	37,932	48,678	59,424	45,252	NON	FT	40.0			Non	88.52%	88.97%
Lawrence, KS					EX		40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					



Client: **Lee's Summit, MO**

Position Title: **Deputy City Clerk**  
 Existing Pay Range: **33,261 - 53,884**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 78.96% 92.93%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	27,976	49,394	42,124	42,124
Midpoint Salary	34,965	59,609		
Maximum Salary	41,954	70,558	57,981	57,981
Average Salary			50,053	50,053

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS	45,321	50,510	55,698	55,698	NON	FT	40.0	19.0	12.0	Non	107.59%	96.06%
O'Fallon, MO	39,270	47,341	55,411	41,641	NON	FT	40.0	6.0	12.0	Non	93.22%	95.57%
Olathe, KS				72,000	EX	FT	40.0			Non		
Ankeny, IA	49,394	57,840	66,286				40.0				117.26%	114.32%
Blue Springs, MO	27,976	34,965	41,954	30,074	NON	FT	40.0	1.0	12.0		66.41%	72.36%
Independence, MO							40.0					
Lenexa, KS							40.0					
Shawnee, KS	48,660	59,609	70,558		EX		40.0				115.52%	121.69%
Kansas City, MO					EX	FT	40.0			Non		
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Deputy Dir. of P.Wks./City Eng**  
 Existing Pay Range: **70,546 - 116,754**  
 Work Week: **40.0**

+/- Min Avg **85.56%** +/- Max Avg **92.29%**

	Lowest	Highest	Weighted Average	Average
Minimum Salary	62,524	95,121	82,453	82,453
Midpoint Salary	88,718	121,003		
Maximum Salary	111,990	146,885	126,506	126,506
Average Salary			104,480	104,480

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS	92,414	118,480	144,545		EX	FT	40.0			Non	112.08%	114.26%
Ankeny, IA	83,449	97,720	111,990				40.0				101.21%	88.53%
Blue Springs, MO					EX	FT	40.0	25.0	12.0			
Independence, MO	62,524	88,718	114,911	96,302	EX	FT	40.0		12.0	Non	75.83%	90.83%
Lenexa, KS	95,121	121,003	146,885	128,624	EX	F	40.0			Non	115.36%	116.11%
Shawnee, KS							40.0					
Kansas City, MO					EX	FT	40.0			Non		
Lawrence, KS	78,759	96,480	114,200	103,272	EX		40.0				95.52%	90.27%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Director of Development Services**  
 Existing Pay Range: **74,711 - 123,721**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 87.03% 94.27%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	73,588	99,390	85,845	85,845
Midpoint Salary	91,985	123,823		
Maximum Salary	110,382	165,689	131,235	131,235
Average Salary			108,540	108,540

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO	80,995	97,646	114,296	90,771	EX	FT	40.0	1.0	12.0	Non	94.35%	87.09%
Olathe, KS							40.0					
Ankeny, IA	99,390	116,386	133,381				40.0				115.78%	101.64%
Blue Springs, MO	73,588	91,985	110,382	103,738	EX	FT	40.0	14.0	12.0		85.72%	84.11%
Independence, MO	81,956	123,823	165,689	121,776	EX	FT	40.0	8.0	12.0	Non	95.47%	126.25%
Lenexa, KS	80,348	100,380	120,411	96,329	EX	f	40.0			Non	93.60%	91.75%
Shawnee, KS						EX	40.0					
Kansas City, MO							40.0					
Lawrence, KS	98,795	121,024	143,253	136,760	EX		40.0				115.08%	109.16%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Director of Human Resources**  
 Existing Pay Range: **70,546 - 116,754**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 77.55% 79.31%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	63,989	122,989	90,963	90,963
Midpoint Salary	79,987	162,960		
Maximum Salary	95,984	202,931	147,211	147,211
Average Salary			119,087	119,087

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS							40.0					
O'Fallon, MO					EX	FT	40.0	5.0	12.0	Non	120.35%	111.55%
Olathe, KS					EX	FT	40.0			Non		
Ankeny, IA	93,764	109,798	125,832				40.0				103.08%	85.48%
Blue Springs, MO	63,989	79,987	95,984	94,022	EX	FT	40.0	14.0	12.0		70.35%	65.20%
Independence, MO	76,592	115,719	154,846	122,764	EX	FT	40.0	15.0	12.0	Non	84.20%	105.19%
Lenexa, KS							40.0					
Shawnee, KS	79,129	98,912	118,694		EX		40.0				86.99%	80.63%
Kansas City, MO	90,804	129,390	167,976	167,976	EX	FT	40.0			Non	99.83%	114.11%
Lawrence, KS					EX		40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Director of Public Works**  
 Existing Pay Range: **82,910 - 134,816**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 86.48% 87.65%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	81,956	109,474	95,866	95,866
Midpoint Salary	105,783	136,843		
Maximum Salary	128,598	180,414	153,816	153,816
Average Salary			124,287	123,178

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	109,474	136,843	164,211	152,027			40.0				114.19%	106.76%
O'Fallon, MO	96,699	116,574	136,448	124,217	EX	FT	40.0	10.0	12.0	Non	100.87%	88.71%
Olathe, KS			180,414	163,519	EX	FT	40.0			Non		117.29%
Ankeny, IA	105,353	123,369	141,384				40.0				109.90%	91.92%
Blue Springs, MO	82,967	105,783	128,598	105,031	EX	FT	40.0	33.0	12.0		86.54%	83.61%
Independence, MO	81,956	123,823	165,689	129,430	EX	FT	40.0	1.0	12.0	Non	85.49%	107.72%
Lenexa, KS							40.0					
Shawnee, KS	100,881	128,624	156,367		EX		40.0				105.23%	101.66%
Kansas City, MO	90,804	129,390	167,976		EX	FT	40.0			Non	94.72%	109.21%
Lawrence, KS	98,795	121,024	143,253	140,192	EX		40.0				103.06%	93.13%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Director of Water Utilities**  
 Existing Pay Range: **80,142 - 132,715**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 84.03% 88.41%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	81,956	105,353	95,368	95,368
Midpoint Salary	121,024	123,823		
Maximum Salary	141,384	165,689	150,109	150,109
Average Salary			122,738	122,738

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS							40.0					
O'Fallon, MO					EX	FT	40.0	3.0	12.0	Non		
Olathe, KS					EX	FT	40.0			Non		
Ankeny, IA	105,353	123,369	141,384				40.0				110.47%	94.19%
Blue Springs, MO							40.0					
Independence, MO	81,956	123,823	165,689	134,717	EX	FT	40.0	33.0	12.0	Non	85.94%	110.38%
Lenexa, KS							40.0					
Shawnee, KS					EX		40.0					
Kansas City, MO				177,108	EX	FT	40.0			Non		
Lawrence, KS	98,795	121,024	143,253	135,616	EX		40.0				103.59%	95.43%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Equipment Operator**  
 Existing Pay Range: **35,075 - 49,953**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 94.41% 92.06%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	29,844	49,394	37,154	38,640
Midpoint Salary	38,298	57,840		
Maximum Salary	44,366	66,286	54,259	54,858
Average Salary			45,706	46,749

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS	39,842	51,080	62,317	46,343	NON	FT	40.0			Non	107.24%	114.85%
Ankeny, IA	49,394	57,840	66,286				40.0				132.94%	122.17%
Blue Springs, MO					NON	FT	40.0	5.0	12.0			
Independence, MO	35,963	40,165	44,366	38,764	NON	FT	40.0	6.0	12.0	Union	96.80%	81.77%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	29,844	38,298	46,752	35,388	NON	FT	40.0			Union	80.33%	86.16%
Lawrence, KS	38,158	46,363	54,567	50,811	NON		40.0				102.70%	100.57%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Equipment Technician**  
 Existing Pay Range: **36,150 - 56,331**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 91.26% 99.48%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	34,620	47,674	39,612	40,902
Midpoint Salary	43,348	58,301		
Maximum Salary	50,170	69,961	56,627	56,595
Average Salary			48,120	48,749

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	46,641	58,301	69,961	57,132			40.0				117.74%	123.55%
O'Fallon, MO							40.0					
Olathe, KS							40.0					
Ankeny, IA							40.0					
Blue Springs, MO	34,674	43,348	52,021	38,359	NON	FT	40.0	2.0	12.0	Union	87.53%	91.87%
Independence, MO	47,674	48,922	50,170	50,170	NON	FT	40.0	3.0	12.0	Union	120.35%	88.60%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	34,620	44,424	54,228	35,688	NON	FT	40.0			Union	87.40%	95.76%
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					



Client: **Lee's Summit, MO**

Position Title: **Evidence & Property Tech.**  
 Existing Pay Range: **30,644 - 49,520**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 87.05% 100.07%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	30,826	51,064	35,203	37,496
Midpoint Salary	38,532	51,064		
Maximum Salary	46,238	53,216	49,486	49,810
Average Salary			42,345	43,653

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS	34,024	43,620	53,216	45,549	NON	FT	40.0			Non	96.65%	107.54%
Ankeny, IA							40.0					
Blue Springs, MO	30,826	38,532	46,238	38,512	NON	FT	40.0	17.0	12.0		87.57%	93.44%
Independence, MO	51,064	51,064	51,064	51,064	NON	FT	40.0	20.0	12.0	Union	145.05%	103.19%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO							40.0					
Lawrence, KS	34,070	41,395	48,720	45,698	NON		40.0				96.78%	98.45%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Executive Assistant**  
 Existing Pay Range: **33,261 - 53,884**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 77.63% 83.24%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	37,604	55,204	42,849	44,630
Midpoint Salary	46,363	69,005		
Maximum Salary	54,567	82,806	64,729	68,654
Average Salary			53,789	56,642

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	44,346	52,172	59,998	50,929			40.0				103.49%	92.69%
O'Fallon, MO	47,840	57,678	67,516	65,436	NON	FT	40.0	17.0	12.0	Non	111.65%	104.31%
Olathe, KS					EX	FT	40.0			Non		
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO	37,604	57,994	78,383	61,736	EX	FT	40.0	19.0	12.0	Non	87.76%	121.09%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO					EX	FT	40.0			Non		
Lawrence, KS	38,158	46,363	54,567	51,178	NON		40.0				89.05%	84.30%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Field Building Inspector**  
 Existing Pay Range: **36,150 - 56,331**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 88.27% 91.49%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	36,324	55,499	40,952	42,237
Midpoint Salary	46,570	64,989		
Maximum Salary	55,265	74,479	61,573	63,192
Average Salary			51,262	52,714

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO	45,846	55,267	64,688	59,259	NON	FT	40.0			Non	111.95%	105.06%
Olathe, KS	36,324	46,570	56,815	47,389	NON	FT	40.0			Non	88.70%	92.27%
Ankeny, IA	55,499	64,989	74,479				40.0				135.52%	120.96%
Blue Springs, MO	39,021	48,766	58,510	47,272	NON	FT	40.0	9.0	12.0		95.29%	95.03%
Independence, MO	40,048	56,824	73,599	47,367	NON	FT	40.0	7.0	12.0	Non	97.79%	119.53%
Lenexa, KS							40.0					
Shawnee, KS	38,105	46,685	55,265		NON		40.0				93.05%	89.76%
Kansas City, MO	39,168	49,296	59,424	47,736	NON	FT	40.0			Union	95.64%	96.51%
Lawrence, KS	43,882	53,317	62,752	57,463	NON		40.0				107.16%	101.92%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Field Engineering Inspector**  
 Existing Pay Range: **36,150 - 56,331**  
 Work Week: **40.0**

+/- Min Avg **87.12%** +/- Max Avg **88.87%**

	Lowest	Highest	Weighted Average	Average
Minimum Salary	36,324	55,499	41,493	43,239
Midpoint Salary	46,570	64,989		
Maximum Salary	55,265	78,383	63,383	65,161
Average Salary			52,438	54,200

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS							40.0					
O'Fallon, MO	47,840	57,678	67,516	61,152	NON	FT	40.0	10.0	12.0	Non	115.30%	106.52%
Olathe, KS	36,324	46,570	56,815	47,389	NON	FT	40.0			Non	87.54%	89.64%
Ankeny, IA	55,499	64,989	74,479				40.0				133.75%	117.51%
Blue Springs, MO	39,021	48,766	58,510	59,149	NON	FT	40.0	27.0	12.0		94.04%	92.31%
Independence, MO	42,646	60,515	78,383	54,486	EX	FT	40.0	8.0	12.0	Non	102.78%	123.66%
Lenexa, KS							40.0					
Shawnee, KS	38,105	46,685	55,265		NON		40.0				91.83%	87.19%
Kansas City, MO					NON	FT	40.0			Union		
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Finance Director**  
 Existing Pay Range: **80,142 - 132,715**  
 Work Week: **40.0**

+/- Min Avg **86.81%** +/- Max Avg **91.59%**

	Lowest	Highest	Weighted Average	Average
Minimum Salary	63,989	122,989	92,321	92,321
Midpoint Salary	79,987	162,960		
Maximum Salary	95,984	202,931	144,895	144,895
Average Salary			118,608	118,608

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS					EX	FT	40.0	7.0	12.0	Non		
O'Fallon, MO	94,744	114,223	133,702	121,721	EX	FT	40.0	22.0	12.0	Non	102.63%	92.28%
Olathe, KS					EX	FT	40.0			Non		
Ankeny, IA	78,726	92,188	105,651				40.0				85.27%	72.92%
Blue Springs, MO	63,989	79,987	95,984	74,831	EX	FT	40.0	27.0	12.0		69.31%	66.24%
Independence, MO	81,957	123,823	165,689	135,930	EX	FT	40.0	3.0	12.0	Non	88.77%	114.35%
Lenexa, KS							40.0					
Shawnee, KS	100,881	128,624	156,367		EX		40.0				109.27%	107.92%
Kansas City, MO	90,804	129,390	167,976	167,976	EX	FT	40.0			Non	98.36%	115.93%
Lawrence, KS	98,795	121,024	143,253	132,808	EX		40.0				107.01%	98.87%
Consolidated Fire District No. 2, NE Johnson County, KS	98,000	115,250	132,500				40.0				106.15%	91.45%

Client: **Lee's Summit, MO**

Position Title: **Fire Captain I**  
 Existing Pay Range: **53,153 - 74,042**  
 Work Week: **56.0**

+/- Min Avg +/- Max Avg  
 63.86% 79.62%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	64,646	85,156	83,239	73,383
Midpoint Salary	74,722	87,313		
Maximum Salary	80,472	89,470	92,990	85,083
Average Salary			88,115	79,233

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS O'Fallon, MO	77,804	81,273	84,743	73,924	NON	FT	50.0 40.0	19.0	12.0	Union	93.47%	91.13%
Olathe, KS Ankeny, IA	71,704 71,514	78,726 78,392	85,747 85,270	77,328	NON	FT	56.0 56.0			Non	86.14% 85.91%	92.21% 91.70%
Blue Springs, MO Independence, MO Lenexa, KS	69,473	74,973	80,472	57,514	NON	FT	50.0 40.0	20.0	12.0	Union	83.46%	86.54%
Shawnee, KS Kansas City, MO Lawrence, KS	64,646 85,156	74,722 87,313	84,797 89,470	78,588	NON		56.0 50.0 40.0			Union	77.66% 102.30%	91.19% 96.21%
Consolidated Fire District No. 2, NE Johnson County, KS				89,786			60.0					

Client: **Lee's Summit, MO**

Position Title: **Fire Chief**  
 Existing Pay Range: **82,910 - 134,816**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 83.99% 87.95%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	81,956	115,560	98,712	98,530
Midpoint Salary	118,480	132,780		
Maximum Salary	141,384	167,976	153,292	153,159
Average Salary			126,002	125,845

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS O'Fallon, MO			156,056	136,187	EX	FT	40.0	41.0	12.0	Non	103.82%	101.80%
Olathe, KS	92,414	118,480	144,545	161,682	EX	FT	40.0			Non	93.62%	94.29%
Ankeny, IA	105,353	123,369	141,384				40.0				106.73%	92.23%
Blue Springs, MO							40.0					
Independence, MO	81,956	123,823	165,689	133,201	EX	FT	40.0	29.0	12.0	Non	83.03%	108.09%
Lenexa, KS							40.0					
Shawnee, KS	100,881	128,624	156,367		EX		40.0				102.20%	102.01%
Kansas City, MO	90,804	129,390	167,976	149,976	EX	FT	40.0			Union	91.99%	109.58%
Lawrence, KS	98,795	121,024	143,253	141,253	EX		40.0				100.08%	93.45%
Consolidated Fire District No. 2, NE Johnson County, KS	115,560	132,780	150,000				40.0				117.07%	97.85%

Client: **Lee's Summit, MO**

Position Title: **Fire Engineer**  
 Existing Pay Range: **40,941 - 56,294**  
 Work Week: **56.0**

+/- Min Avg +/- Max Avg  
 71.33% 71.44%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	27,999	72,038	57,398	52,704
Midpoint Salary	51,726	74,552		
Maximum Salary	69,760	77,065	78,804	73,620
Average Salary			68,101	63,162

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS O'Fallon, MO	72,038	74,552	77,065	67,334	NON	FT	50.0 40.0 40.0	16.0	12.0	Union	125.51%	97.79%
Olathe, KS	57,200	63,480	69,760	66,514	NON	FT	56.0			Non	99.65%	88.52%
Ankeny, IA	55,433	63,829	72,225				56.0				96.58%	91.65%
Blue Springs, MO							40.0					
Independence, MO	57,156	65,073	72,990	51,178	NON	FT	50.0	14.0	12.0	Union	99.58%	92.62%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	27,999	51,726	75,452	58,728			50.0			Union	48.78%	95.75%
Lawrence, KS	46,400	60,313	74,226	70,513	NON		56.0				80.84%	94.19%
Consolidated Fire District No. 2, NE Johnson County, KS				47,758			60.0					



Client: **Lee's Summit, MO**

Position Title: **Firefighter**  
 Existing Pay Range: **40,941 - 56,294**  
 Work Week: **56.0**

+/- Min Avg **85.96%** +/- Max Avg **79.17%**

	Lowest	Highest	Weighted Average	Average
Minimum Salary	39,108	48,913	47,625	43,959
Midpoint Salary	42,268	59,853		
Maximum Salary	43,709	70,793	71,105	63,585
Average Salary			59,365	53,772

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS O'Fallon, MO	48,913	59,853	70,793	57,994	NON	FT	50.0 40.0 40.0	7.0	12.0	Union	102.70%	99.56%
Olathe, KS	39,108	52,587	66,066	44,485	NON	FT	56.0			Non	82.12%	92.91%
Ankeny, IA	47,712	54,938	62,164				56.0				100.18%	87.43%
Blue Springs, MO							40.0					
Independence, MO	47,010	56,599	66,187	41,451	NON	FT	50.0	6.0	12.0	Union	98.71%	93.08%
Lenexa, KS							40.0					
Shawnee, KS	40,826	42,268	43,709		NON		56.0				85.72%	61.47%
Kansas City, MO							40.0					
Lawrence, KS	43,087	56,007	68,927	50,012	NON		56.0				90.47%	96.94%
Consolidated Fire District No. 2, NE Johnson County, KS	41,057	54,152	67,247	43,989			60.0				86.21%	94.57%

Client: **Lee's Summit, MO**

Position Title: **Fleet Manager**  
 Existing Pay Range: **51,093 - 84,099**  
 Work Week: **40.0**

+/- Min Avg **80.39%** +/- Max Avg **88.67%**

	Lowest	Highest	Weighted Average	Average
Minimum Salary	47,484	73,611	63,556	63,556
Midpoint Salary	63,162	92,014		
Maximum Salary	78,840	110,416	94,841	94,841
Average Salary			79,199	79,199

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District					EX	FT	40.0	32.0	12.0	Non		
Johnson County, KS	73,611	92,014	110,416	108,409			40.0				115.82%	116.42%
O'Fallon, MO	64,126	77,303	90,480	64,251	EX	FT	40.0	4.0	12.0	Non	100.90%	95.40%
Olathe, KS	65,076	83,431	101,785	79,260	EX	FT	40.0				102.39%	107.32%
Ankeny, IA	66,100	77,403	88,706				40.0				104.00%	93.53%
Blue Springs, MO							40.0					
Independence, MO							40.0					
Lenexa, KS							40.0					
Shawnee, KS	60,892	76,116	91,339		EX		40.0				95.81%	96.31%
Kansas City, MO	47,484	63,162	78,840	78,840	EX	FT	40.0			Non	74.71%	83.13%
Lawrence, KS	61,148	74,907	88,665	73,674	EX		40.0				96.21%	93.49%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **GIS Coordinator**  
 Existing Pay Range: **51,093 - 84,099**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 93.43% 103.32%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	37,604	79,130	54,687	54,687
Midpoint Salary	48,766	98,912		
Maximum Salary	58,510	118,695	81,394	81,394
Average Salary			68,087	68,181

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS							40.0					
O'Fallon, MO	60,860	73,372	85,883	80,225	NON	FT	40.0	17.0	12.0	Non	111.29%	105.51%
Olathe, KS	49,678	63,690	77,702	49,678	EX	FT	40.0			Non	90.84%	95.46%
Ankeny, IA	58,829	70,145	78,947				40.0				107.57%	96.99%
Blue Springs, MO	39,021	48,766	58,510	63,672	EX	FT	40.0	17.0	12.0		71.35%	71.88%
Independence, MO	37,604	53,355	69,106	50,344	NON	FT	40.0	39.0	12.0	Non	68.76%	84.90%
Lenexa, KS	55,996	69,119	82,242	62,000	EX	FT	40.0			Non	102.39%	101.04%
Shawnee, KS	79,130	98,912	118,695		EX		40.0				144.70%	145.83%
Kansas City, MO							40.0					
Lawrence, KS	61,148	74,907	88,665	75,234	EX		40.0				111.81%	108.93%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Human Resources Generalist**  
 Existing Pay Range: **39,339 - 64,162**  
 Work Week: **40.0**

+/- Min Avg **88.10%** +/- Max Avg **91.29%**

	Lowest	Highest	Weighted Average	Average
Minimum Salary	38,158	55,204	44,652	45,373
Midpoint Salary	46,363	69,005		
Maximum Salary	54,567	83,480	70,285	69,646
Average Salary			57,468	57,510

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	46,641	58,301	69,961	61,297			40.0				104.46%	99.54%
O'Fallon, MO	43,347	52,260	61,172	49,129	NON	FT	40.0	3.0	12.0	Non	97.08%	87.03%
Olathe, KS	49,678	63,690	77,702	76,856	EX	FT	40.0			Non	111.26%	110.55%
Ankeny, IA	49,394	57,840	66,286				40.0				110.62%	94.31%
Blue Springs, MO					NON	FT	40.0	30.0	12.0			
Independence, MO	42,646	63,063	83,480	64,257	NON/EX	FT	40.0	7.0	12.0	Non	95.51%	118.77%
Lenexa, KS							40.0					
Shawnee, KS	43,056	52,749	62,441		NON		40.0				96.43%	88.84%
Kansas City, MO	40,236	54,318	68,400	45,312	NON	FT	40.0			Non	90.11%	97.32%
Lawrence, KS	38,158	46,363	54,567	54,080	Non		40.0				85.46%	77.64%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **ITS Help Desk Support Spec.**  
 Existing Pay Range: **33,261 - 53,884**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 77.57% 87.04%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	35,308	48,660	42,881	42,207
Midpoint Salary	48,766	59,609		
Maximum Salary	58,510	70,558	61,910	63,001
Average Salary			52,395	52,604

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	44,346	52,172	59,998	54,245			40.0				103.42%	96.91%
O'Fallon, MO	42,224	50,898	59,571	53,372	NON	FT	40.0	15.0	12.0	Non	98.47%	96.22%
Olathe, KS					NON	FT	40.0			Non		
Ankeny, IA							40.0					
Blue Springs, MO	39,021	48,766	58,510	39,660	NON	FT	40.0	2.0	12.0		91.00%	94.51%
Independence, MO	35,308	50,099	64,890	37,311	NON	FT	40.0	3.0	12.0	Non	82.34%	104.81%
Lenexa, KS							40.0					
Shawnee, KS	48,660	59,609	70,558		EX		40.0				113.48%	113.97%
Kansas City, MO					EX	FT	40.0			Non		
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Lead Engineering Technician**  
 Existing Pay Range: **42,866 - 70,171**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 88.79% 95.12%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	45,504	62,358	48,279	53,883
Midpoint Salary	58,392	73,022		
Maximum Salary	71,280	83,685	73,771	78,548
Average Salary			61,025	66,216

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS O'Fallon, MO Olathe, KS							40.0				111.41%	109.37%
Ankeny, IA Blue Springs, MO Independence, MO Lenexa, KS Shawnee, KS	62,358	73,022	83,685				40.0				129.16%	113.44%
Kansas City, MO Lawrence, KS Consolidated Fire District No. 2, NE Johnson County, KS	45,504	58,392	71,280	59,892	NON	FT	40.0			Non	94.25%	96.62%

Client: **Lee's Summit, MO**

Position Title: **Legal Assistant**  
 Existing Pay Range: **33,261 - 53,884**  
 Work Week: **40.0**

+/- Min Avg **89.53%** +/- Max Avg **90.47%**

	Lowest	Highest	Weighted Average	Average
Minimum Salary	30,826	40,236	37,153	36,015
Midpoint Salary	38,532	54,318		
Maximum Salary	46,238	68,400	59,556	56,292
Average Salary			48,355	46,154

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS							40.0					
O'Fallon, MO							40.0				97.55%	82.33%
Olathe, KS	34,024	43,620	53,216	48,187	NON	FT	40.0			Non	91.58%	89.35%
Ankeny, IA							40.0					
Blue Springs, MO	30,826	38,532	46,238	36,518	NON	FT	40.0	2.0	12.0		82.97%	77.64%
Independence, MO	33,151	47,363	61,574	42,012	NON	FT	40.0	5.0	12.0	Non	89.23%	103.39%
Lenexa, KS							40.0					
Shawnee, KS	38,105	46,685	55,265		NON		40.0				102.56%	92.79%
Kansas City, MO	40,236	54,318	68,400	42,708	NON	FT	40.0			Non	108.30%	114.85%
Lawrence, KS					NON		40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Maintenance Shop Supervisor**  
 Existing Pay Range: **42,866 - 70,171**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 92.44% 97.40%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	43,882	52,357	46,372	46,734
Midpoint Salary	53,317	64,451		
Maximum Salary	62,752	83,481	72,047	72,512
Average Salary			59,239	59,860

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	46,641	58,301	69,961	62,639			40.0				100.58%	97.10%
O'Fallon, MO							40.0					
Olathe, KS	49,444	63,390	77,336	61,236	NON	FT	40.0			Non	106.62%	107.34%
Ankeny, IA	52,357	61,310	70,264				40.0				112.91%	97.53%
Blue Springs, MO	43,888			45,971	NON	FT	40.0	3.0	12.0		94.64%	
Independence, MO	45,421	64,451	83,481	61,999	NON	FT	40.0	3.0	12.0	Non	97.95%	115.87%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	45,504	58,392	71,280		NON	FT	40.0			Non	98.13%	98.94%
Lawrence, KS	43,882	53,317	62,752	61,526	NON		40.0				94.63%	87.10%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					



Client: **Lee's Summit, MO**

Position Title: **Maintenance Specialist**  
 Existing Pay Range: **36,150 - 56,331**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 103.60% 110.21%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	29,844	55,952	34,895	41,214
Midpoint Salary	38,298	67,454		
Maximum Salary	46,752	78,956	51,113	57,297
Average Salary			43,004	49,256

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO	55,952	67,454	78,956	62,241	NON	FT	40.0			Non	160.35%	154.47%
Olathe, KS							40.0					
Ankeny, IA	43,960	51,477	58,995				40.0				125.98%	115.42%
Blue Springs, MO							40.0					
Independence, MO							40.0					
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	29,844	38,298	46,752	33,204	NON	FT	40.0			Union	85.53%	91.47%
Lawrence, KS	34,070	41,395	48,720	42,854	NON		40.0				97.64%	95.32%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Park Maintenance Supervisor**  
 Existing Pay Range: **36,150 - 56,331**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 80.63% 82.38%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	40,102	49,444	44,836	45,376
Midpoint Salary	48,339	64,451		
Maximum Salary	56,576	83,481	68,376	69,078
Average Salary			56,606	57,227

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO	40,102	48,339	56,576	49,406	NON	FT	40.0			Non	89.44%	82.74%
Olathe, KS	49,444	63,390	77,336	63,779	NON	FT	40.0			Non	110.28%	113.10%
Ankeny, IA	49,394	57,840	66,286				40.0				110.17%	96.94%
Blue Springs, MO	43,888	54,860	65,832	71,003	EX	FT	40.0	35.0	12.0		97.89%	96.28%
Independence, MO	45,421	64,451	83,481	53,642	NON	FT	40.0	12.0	12.0	Non	101.31%	122.09%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	45,504	58,392	71,280		NON	FT	40.0			Non	101.49%	104.25%
Lawrence, KS	43,882	53,317	62,752	61,273	NON		40.0				97.87%	91.78%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Maintenance Worker**  
 Existing Pay Range: **28,443 - 44,394**  
 Work Week: **40.0**

+/- Min Avg **89.77%** +/- Max Avg **96.79%**

	Lowest	Highest	Weighted Average	Average
Minimum Salary	28,821	38,126	<b>31,686</b>	32,285
Midpoint Salary	35,079	45,957		
Maximum Salary	38,792	53,788	<b>45,868</b>	45,502
Average Salary			<b>38,777</b>	38,893

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	29,875	35,148	40,420	36,847			40.0				94.28%	88.12%
O'Fallon, MO	38,126	45,957	53,788	40,553	NON	FT	40.0			Non	120.32%	117.27%
Olathe, KS	28,821	36,950	45,079	30,288	NON	FT	40.0			Non	90.96%	98.28%
Ankeny, IA	36,910	43,221	49,533				40.0				116.49%	107.99%
Blue Springs, MO							40.0					
Independence, MO	31,408	35,100	38,792	31,408	NON	FT	40.0	1.0	12.0	Union	99.12%	84.57%
Lenexa, KS							40.0					
Shawnee, KS	29,224	35,079	40,934		NON		40.0				92.23%	89.24%
Kansas City, MO	29,844	38,298	46,752	33,204	NON	FT	40.0			Union	94.19%	101.93%
Lawrence, KS	34,070	41,395	48,720	38,348	NON		40.0				107.52%	106.22%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Mechanic**  
 Existing Pay Range: **33,474 - 49,953**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 86.32% 89.19%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	29,021	53,795	38,777	39,656
Midpoint Salary	41,160	57,840		
Maximum Salary	46,550	66,286	56,008	56,432
Average Salary			47,392	48,044

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District	53,795	57,123	60,451	53,795	NON	FT	40.0	1.0	12.0	Non	138.73%	107.93%
Johnson County, KS	36,242	42,638	49,033	47,418			40.0				93.46%	87.55%
O'Fallon, MO	43,347	52,260	61,172	54,778	NON	FT	40.0			Non	111.79%	109.22%
Olathe, KS	32,105	41,160	50,215	36,045	NON	FT	40.0			Non	82.79%	89.66%
Ankeny, IA	49,394	57,840	66,286				40.0				127.38%	118.35%
Blue Springs, MO	29,021	43,766	58,510	59,001	NON	FT	40.0	25.0	12.0		74.84%	104.47%
Independence, MO	37,752	42,151	46,550	43,763	NON	FT	40.0	14.0	12.0	Union	97.36%	83.11%
Lenexa, KS							40.0					
Shawnee, KS	38,105	46,685	55,265		NON		40.0				98.27%	98.67%
Kansas City, MO	34,620	44,424	54,228	35,688	NON	FT	40.0			Union	89.28%	96.82%
Lawrence, KS	38,158	46,363	54,567	51,386	NON		40.0				98.40%	97.43%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Meter Technician**  
 Existing Pay Range: **26,112 - 49,520**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 81.27% 102.92%

	Lowest	Highest	Weighted Average	Average
Minimum Salary	27,976	34,070	32,128	31,662
Midpoint Salary	34,965	41,600		
Maximum Salary	41,954	49,920	48,113	47,416
Average Salary			40,121	39,539

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS							40.0					
Ankeny, IA							40.0					
Blue Springs, MO	27,976	34,965	41,954	40,228	NON	FT	40.0	21.0	12.0	Union	87.08%	87.20%
Independence, MO				79,150	NON	FT	40.0	18.0	12.0	Union		
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	31,320	40,194	49,068	43,800	NON	FT	40.0			Union	97.48%	101.98%
Lawrence, KS	34,070	41,395	48,720	38,820	NON		40.0				106.04%	101.26%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: Lee's Summit, MO

Position Title: Network Administrator  
 Existing Pay Range: 47,476 - 76,794  
 Work Week: 40.0

+/- Min Avg +/- Max Avg  
 76.32% 88.34%

	Lowest	Highest	Weighted Average
Minimum Salary	53,786	70,066	62,207
Midpoint Salary	66,881	82,047	
Maximum Salary	75,663	95,984	86,932
Average Salary			74,570

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District	69,811	72,737	75,663	75,663	EX	FT	40.0	11.0	12.0	Non	112.22%	87.04%
Johnson County, KS	53,786	67,233	80,680	67,152			40.0				86.46%	92.81%
O'Fallon, MO							40.0					
Olathe, KS	61,214	78,480	95,746	64,510	EX	FT	40.0			Non	98.40%	110.14%
Ankeny, IA	70,066	82,047	94,029				40.0				112.63%	108.16%
Blue Springs, MO	63,989	79,987	95,984	79,603	EX	FT	40.0	4.0	12.0		102.86%	110.41%
Independence, MO							40.0					
Lenexa, KS							40.0					
Shawnee, KS					EX		40.0					
Kansas City, MO							40.0					
Lawrence, KS	54,596	66,881	79,165	65,645	EX		40.0				87.76%	91.07%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Park Specialist**  
 Existing Pay Range: **28,269 - 45,541**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 86.86% 94.43%

	Lowest	Highest	Weighted Average
Minimum Salary	29,844	43,960	32,545
Midpoint Salary	38,298	51,477	
Maximum Salary	46,752	58,995	48,226
Average Salary			40,385

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO	33,841	40,799	47,756	40,730	NON	FT	40.0			Non	103.98%	99.03%
Olathe, KS							40.0					
Ankeny, IA	43,960	51,477	58,995				40.0				135.08%	122.33%
Blue Springs, MO	34,974	43,498	52,021	52,053	NON	FT	40.0	15.0	12.0		107.46%	107.87%
Independence, MO							40.0					
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	29,844	38,298	46,752	33,204	NON	FT	40.0			Union	91.70%	96.94%
Lawrence, KS	34,070	41,395	48,720	42,854	NON		40.0				104.69%	101.02%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Parking Control Officer**  
 Existing Pay Range: **28,269 - 45,541**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 94.91% 100.61%

	Lowest	Highest	Weighted Average
Minimum Salary	27,417	30,420	29,785
Midpoint Salary	35,150	38,298	
Maximum Salary	42,883	46,752	45,264
Average Salary			37,524

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS	27,417	35,150	42,883	30,844	NON	FT	40.0			Non	92.05%	94.74%
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO							40.0					
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	29,844	38,298	46,752	34,668	NON	FT	40.0			Non	100.20%	103.29%
Lawrence, KS	30,420	36,960	43,500	36,375	NON		40.0				102.13%	96.10%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					



Client: **Lee's Summit, MO**

Position Title: **Payroll Specialist**  
 Existing Pay Range: **36,150 - 56,331**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 89.87% 94.66%

	Lowest	Highest	Weighted Average
Minimum Salary	30,826	44,756	40,222
Midpoint Salary	38,532	57,380	
Maximum Salary	46,238	70,003	59,509
Average Salary			49,866

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	44,346	52,172	59,998	52,072			40.0				110.25%	100.82%
O'Fallon, MO	43,347	52,260	61,172	59,654	NON	FT	40.0			Non	107.77%	102.79%
Olathe, KS	44,756	57,380	70,003	57,003	EX	FT	40.0			Non	111.27%	117.63%
Ankeny, IA							40.0					
Blue Springs, MO	30,826	38,532	46,238	37,999	NON	FT	40.0	3.0	12.0		76.64%	77.70%
Independence, MO	38,308	51,599	64,890	56,898	NON	FT	40.0		12.0	Non	95.24%	109.04%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO							40.0					
Lawrence, KS	38,158	46,363	54,567	54,558	NON		40.0				94.87%	91.69%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Planner**  
 Existing Pay Range: **47,476 - 92,273**  
 Work Week: **40.0**

+/- Min Avg **100.40%** +/- Max Avg **126.33%**

	Lowest	Highest	Weighted Average
Minimum Salary	37,604	58,829	47,287
Midpoint Salary	52,749	68,888	
Maximum Salary	62,441	80,680	73,040
Average Salary			60,163

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	53,786	67,233	80,680	62,171			40.0				113.74%	110.46%
O'Fallon, MO	53,102	66,522	79,942	53,102	NON	FT	40.0	3.0	12.0	Non	112.30%	109.45%
Olathe, KS	49,678	63,690	77,702	52,239	EX	FT	40.0			Non	105.06%	106.38%
Ankeny, IA	58,829	68,888	78,948				40.0				124.41%	108.09%
Blue Springs, MO					NON	FT	40.0	2.0	12.0			
Independence, MO	37,604	53,355	69,106	49,242	EX	FT	40.0	13.0	12.0	Non	79.52%	94.61%
Lenexa, KS							40.0					
Shawnee, KS	43,056	52,749	62,441		NON		40.0				91.05%	85.49%
Kansas City, MO	41,232	54,816	68,400	45,732	NON	FT	40.0			Non	87.19%	93.65%
Lawrence, KS					EX		40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Plans Examiner**  
 Existing Pay Range: **47,476 - 76,794**  
 Work Week: **40.0**

+/- Min Avg **98.85%** +/- Max Avg **107.55%**

	Lowest	Highest	Weighted Average
Minimum Salary	39,021	62,358	48,026
Midpoint Salary	48,766	73,022	
Maximum Salary	58,510	83,685	71,404
Average Salary			59,715

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO	55,473	66,872	78,270	74,765	NON	FT	40.0			Non	115.51%	109.62%
Olathe, KS	44,756	57,380	70,003	48,213	NON	FT	40.0			Non	93.19%	98.04%
Ankeny, IA	62,358	73,022	83,685				40.0				129.84%	117.20%
Blue Springs, MO	39,021	48,766	58,510	52,608	NON	FT	40.0	14.0	12.0		81.25%	81.94%
Independence, MO	42,646	60,515	78,383	45,319	NON	FT	40.0	3.0	12.0	Non	88.80%	109.77%
Lenexa, KS							40.0					
Shawnee, KS	48,651	59,602	70,553		NON		40.0				101.30%	98.81%
Kansas City, MO							40.0					
Lawrence, KS	43,882	53,317	62,752	50,690	NON		40.0				91.37%	87.88%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Police Captain**  
 Existing Pay Range: **69,811 - 98,433**  
 Work Week: **40.0**

+/- Min Avg **86.41%** +/- Max Avg **93.73%**

	Lowest	Highest	Weighted Average
Minimum Salary	68,809	90,079	80,794
Midpoint Salary	86,697	101,224	
Maximum Salary	90,120	114,538	105,013
Average Salary			93,246

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO	78,000	94,037	110,073	101,784	EX	FT	40.0			Non	96.54%	104.82%
Olathe, KS	73,148	93,780	114,411	97,806	NON	FT	40.0			Non	90.54%	108.95%
Ankeny, IA	87,909	101,224	114,538				40.0				108.81%	109.07%
Blue Springs, MO			90,120	89,558	EX	FT	40.0	32.0	12.0			85.82%
Independence, MO	90,079	93,307	96,535	93,131	EX	FT	40.0	19.0	12.0	Non	111.49%	91.93%
Lenexa, KS							40.0					
Shawnee, KS	68,809	86,697	104,585		EX		40.0				85.17%	99.59%
Kansas City, MO							40.0					
Lawrence, KS	83,692	98,339	112,985	208,463	EX		40.0				103.59%	107.59%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Police Chief**  
 Existing Pay Range: **82,910 - 134,816**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 85.96% 91.03%

	Lowest	Highest	Weighted Average
Minimum Salary	87,691	105,353	96,448
Midpoint Salary	110,700	132,489	
Maximum Salary	132,840	177,287	148,096
Average Salary			122,272

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS							40.0					
O'Fallon, MO	97,406	117,426	137,446	129,105	EX	FT	40.0	7.0	12.0	Non	100.99%	92.81%
Olathe, KS				165,742	EX	FT	40.0			Non		
Ankeny, IA	105,353	123,369	141,384				40.0				109.23%	95.47%
Blue Springs, MO	88,560	110,700	132,840	129,165	EX	FT	40.0	15.0	12.0		91.82%	89.70%
Independence, MO	87,691	132,489	177,287	135,676	EX	FT	40.0	24.0	12.0	Non	90.92%	119.71%
Lenexa, KS							40.0					
Shawnee, KS	100,882	128,624	156,367		EX		40.0				104.60%	105.58%
Kansas City, MO							40.0					
Lawrence, KS	98,795	121,024	143,253	137,675	EX		40.0				102.43%	96.73%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Police Major I**  
 Existing Pay Range: **76,443 - 107,784**  
 Work Week: **40.0**

+/- Min Avg **92.94%** +/- Max Avg **85.99%**

	Lowest	Highest	Weighted Average
Minimum Salary	79,130	86,673	82,250
Midpoint Salary	99,565	105,410	
Maximum Salary	120,000	128,600	125,350
Average Salary			103,800

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO	86,673	104,489	122,304	114,878	EX	FT	40.0	22.0	12.0	Non	105.38%	97.57%
Olathe, KS	82,220	105,410	128,600	110,999	EX	FT	40.0			Non	99.96%	102.59%
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO							40.0					
Lenexa, KS							40.0					
Shawnee, KS	79,130	99,565	120,000		EX		40.0				96.21%	95.73%
Kansas City, MO							40.0					
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Police Officer I**  
 Existing Pay Range: **38,629 - 53,778**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 87.52% 77.10%

	Lowest	Highest	Weighted Average
Minimum Salary	38,684	53,985	44,135
Midpoint Salary	50,966	65,423	
Maximum Salary	63,247	76,861	69,755
Average Salary			56,945

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS							40.0					
O'Fallon, MO	51,750	62,379	73,008	61,902	NON	FT	40.0			Non	117.25%	104.66%
Olathe, KS	42,815	57,408	72,000	58,043	NON	FT	40.0			Non	97.01%	103.22%
Ankeny, IA	53,985	65,423	76,861				40.0				122.32%	110.19%
Blue Springs, MO	38,684	50,966	63,247	49,572	NON	FT	40.0	10.0	12.0		87.65%	90.67%
Independence, MO				46,243	NON	FT	40.0	3.0	12.0	Union		
Lenexa, KS							40.0					
Shawnee, KS	41,933	58,209	74,485		NON		40.0				95.01%	106.78%
Kansas City, MO							40.0					
Lawrence, KS	44,042	54,712	65,382	62,954	NON		40.0				99.79%	93.73%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Police Records Clerk**  
 Existing Pay Range: **28,269 - 45,541**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 89.83% 103.85%

	Lowest	Highest	Weighted Average
Minimum Salary	24,856	41,472	31,470
Midpoint Salary	31,065	48,564	
Maximum Salary	35,318	55,655	43,852
Average Salary			37,661

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	29,875	35,148	40,420	33,772			40.0				94.93%	92.17%
O'Fallon, MO	35,568	42,879	50,190	45,510	NON	FT	40.0			Non	113.02%	114.45%
Olathe, KS	30,545	39,160	47,775	41,108	NON	FT	40.0			Non	97.06%	108.95%
Ankeny, IA	41,472	48,564	55,655				40.0				131.78%	126.92%
Blue Springs, MO	24,856	31,065	37,274	23,781	NON	FT	40.0	1.0	12.0		78.98%	85.00%
Independence, MO	28,600	31,959	35,318	31,648	NON	FT	40.0	7.0	12.0	Union	90.88%	80.54%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO							40.0					
Lawrence, KS	30,420	36,960	43,500	41,933	NON		40.0				96.66%	99.20%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					



Client: Lee's Summit, MO

Position Title: Procurement & Contract Svc Mgr  
 Existing Pay Range: 55,889 - 92,273  
 Work Week: 40.0

+/- Min Avg +/- Max Avg  
 94.66% 96.44%

	Lowest	Highest	Weighted Average
Minimum Salary	49,394	70,012	59,039
Midpoint Salary	57,840	89,256	
Maximum Salary	66,286	108,499	95,679
Average Salary			77,359

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS	57,900	74,230	90,560	77,987	EX	FT	40.0			Non	98.07%	94.65%
Ankeny, IA	49,394	57,840	66,286				40.0				83.66%	69.28%
Blue Springs, MO							40.0					
Independence, MO	58,433	82,914	107,395	76,806	EX	FT	40.0	3.0	12.0	Non	98.97%	112.24%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	59,340	81,108	102,876	72,720	EX	FT	40.0			Non	100.51%	107.52%
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Procurement Officer II**  
 Existing Pay Range: **36,150 - 56,331**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 82.40% 81.52%

	Lowest	Highest	Weighted Average
Minimum Salary	34,620	55,204	43,869
Midpoint Salary	44,424	69,005	
Maximum Salary	54,228	82,806	69,103
Average Salary			56,486

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS							40.0					
O'Fallon, MO	47,840	57,678	67,516	56,784	NON	FT	40.0	13.0	12.0	Non	109.05%	97.70%
Olathe, KS	49,678	63,690	77,702	58,298	EX	FT	40.0			Non	113.24%	112.44%
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO	35,308	50,099	64,890	46,972	EX	FT	40.0	12.0	12.0	Non	80.49%	93.90%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	34,620	44,424	54,228	51,912	NON	FT	40.0			Non	78.92%	78.47%
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Public Works Inspector**  
 Existing Pay Range: **36,150 - 56,331**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 80.88% 88.22%

	Lowest	Highest	Weighted Average
Minimum Salary	36,324	47,840	44,697
Midpoint Salary	46,570	57,678	
Maximum Salary	56,815	67,516	63,855
Average Salary			54,276

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS							40.0					
O'Fallon, MO	47,840	57,678	67,516	54,079	NON	FT	40.0			Non	107.03%	105.73%
Olathe, KS	36,324	46,570	56,815	43,710	NON	FT	40.0			Non	81.27%	88.97%
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO							40.0					
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO							40.0					
Lawrence, KS	43,882	53,317	62,752	54,012	NON		40.0				98.18%	98.27%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Recreation Coordinator**  
 Existing Pay Range: **28,269 - 45,541**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 67.12% 73.84%

	Lowest	Highest	Weighted Average
Minimum Salary	34,362	55,499	42,116
Midpoint Salary	38,387	64,989	
Maximum Salary	42,411	74,479	61,677
Average Salary			51,897

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO	41,267	49,743	58,219	45,732	NON	FT	40.0			Non	97.98%	94.39%
Olathe, KS							40.0					
Ankeny, IA	55,499	64,989	74,479				40.0				131.77%	120.76%
Blue Springs, MO	34,674	43,348	52,021	35,000	NON	FT	40.0	1.0	12.0		82.33%	84.34%
Independence, MO	34,362	38,387	42,411	38,386	NON	FT	40.0	8.0	12.0	Union	81.59%	68.76%
Lenexa, KS	47,349	58,285	69,221	55,190	EX	f	40.0			Non	112.42%	112.23%
Shawnee, KS	48,661	59,609	70,558		EX		40.0				115.54%	114.40%
Kansas City, MO	37,932	48,678	59,424	39,960	NON	FT	40.0			Non	90.06%	96.35%
Lawrence, KS	48,747	59,715	70,683	66,851	EX		40.0				115.74%	114.60%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Risk Management Officer**  
 Existing Pay Range: **47,476 - 76,794**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 78.35% 84.50%

	Lowest	Highest	Weighted Average
Minimum Salary	47,034	73,611	60,598
Midpoint Salary	60,300	92,014	
Maximum Salary	73,566	110,416	90,882
Average Salary			75,740

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS	73,611	92,014	110,416	97,676			40.0				121.47%	121.49%
O'Fallon, MO							40.0					
Olathe, KS	47,034	60,300	73,566	66,531	EX	FT	40.0			Non	77.62%	80.95%
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO					EX	FT	40.0	27.0	12.0	Non		
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO					EX	FT	40.0			Non		
Lawrence, KS	61,148	74,907	88,665	78,811	EX		40.0				100.91%	97.56%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Senior Engineering Technician**  
 Existing Pay Range: **39,339 - 64,162**  
 Work Week: **40.0**

+/- Min Avg **91.20%** +/- Max Avg **97.63%**

	Lowest	Highest	Weighted Average
Minimum Salary	37,604	58,829	43,134
Midpoint Salary	48,678	68,888	
Maximum Salary	59,424	78,948	65,718
Average Salary			54,426

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS O'Fallon, MO Olathe, KS							40.0					
Ankeny, IA Blue Springs, MO	58,829	68,888	78,948				40.0				136.39%	120.13%
Independence, MO Lenexa, KS Shawnee, KS	37,604	53,355	69,106	52,493	NON	FT	40.0	26.0	12.0	Non	87.18%	105.16%
Kansas City, MO Lawrence, KS Consolidated Fire District No. 2, NE Johnson County, KS	48,651	59,602	70,553	59,892	NON	FT	40.0			Union	112.79%	107.36%
	37,932	48,678	59,424				40.0				87.94%	90.42%
							40.0					

Client: **Lee's Summit, MO**

Position Title: **Senior Planner**  
 Existing Pay Range: **51,093 - 84,099**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 81.16% 83.74%

	Lowest	Highest	Weighted Average
Minimum Salary	43,888	78,726	62,954
Midpoint Salary	54,860	94,068	
Maximum Salary	65,832	119,508	100,426
Average Salary			81,690

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	61,922	77,411	92,900	77,864			40.0				98.36%	92.51%
O'Fallon, MO							40.0					
Olathe, KS	61,214	78,480	95,746	78,326	EX	FT	40.0			Non	97.24%	95.34%
Ankeny, IA	78,726	92,188	105,651				40.0				125.05%	105.20%
Blue Springs, MO	43,888	54,860	65,832	48,426	EX	FT	40.0	2.0	12.0		69.71%	65.55%
Independence, MO	51,520	73,102	94,683	64,552	EX	FT	40.0	15.0	12.0	Non	81.84%	94.28%
Lenexa, KS							40.0					
Shawnee, KS	68,808	86,010	103,212		EX		40.0				109.30%	102.77%
Kansas City, MO	68,628	94,068	119,508	101,052	EX	FT	40.0			Non	109.01%	119.00%
Lawrence, KS	61,148	74,907	88,665	70,533	EX		40.0				97.13%	88.29%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Traffic Operations Technician II**  
 Existing Pay Range: **30,644 - 49,520**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 73.85% 78.28%

	Lowest	Highest	Weighted Average
Minimum Salary	34,070	49,379	41,493
Midpoint Salary	40,165	63,162	
Maximum Salary	44,366	78,840	63,264
Average Salary			52,378

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	39,718	46,727	53,736	41,319			40.0				95.72%	84.94%
O'Fallon, MO	49,379	59,530	69,680	67,496	NON	FT	40.0	37.0	12.0	Non	119.01%	110.14%
Olathe, KS	35,763	45,850	55,937	41,519	NON	FT	40.0			Non	86.19%	88.42%
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO	35,963	40,165	44,366	41,122	NON	FT	40.0	10.0	12.0	Union	86.67%	70.13%
Lenexa, KS							40.0					
Shawnee, KS	37,460	45,895	54,329		NON		40.0				90.28%	85.88%
Kansas City, MO	47,484	63,162	78,840	60,156	e	FT	40.0			Non	114.44%	124.62%
Lawrence, KS	34,070	41,395	48,720	39,104	NON		40.0				82.11%	77.01%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					



Client: **Lee's Summit, MO**

Position Title: **Solid Waste Superintendent**  
 Existing Pay Range: **55,889 - 92,273**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 83.09% 85.26%

	Lowest	Highest	Weighted Average
Minimum Salary	58,433	82,220	67,267
Midpoint Salary	74,907	105,410	
Maximum Salary	88,665	128,600	108,220
Average Salary			87,744

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS	82,220	105,410	128,600	112,599	EX	FT	40.0			Non	122.23%	118.83%
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO	58,433	82,914	107,395	80,130	EX	FT	40.0	2.0	12.0	Non	86.87%	99.24%
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO							40.0					
Lawrence, KS	61,148	74,907	88,665	83,408	EX		40.0				90.90%	81.93%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Lead Traffic Operations Technician**  
 Existing Pay Range: **47,476 - 76,794**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 97.80% 103.54%

	Lowest	Highest	Weighted Average
Minimum Salary	39,021	60,892	48,542
Midpoint Salary	48,766	76,116	
Maximum Salary	58,510	94,683	74,166
Average Salary			61,354

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS							40.0					
O'Fallon, MO	56,430	68,026	79,622	63,960		FT	40.0	14.0	12.0	Non	116.25%	107.36%
Olathe, KS	49,444	63,390	77,336	54,306	NON	FT	40.0			Non	101.86%	104.27%
Ankeny, IA							40.0					
Blue Springs, MO	39,021	48,766	58,510	47,314	NON	FT	40.0	13.0	12.0		80.39%	78.89%
Independence, MO	51,520	73,102	94,683	65,508	NON	FT	40.0	39.0	12.0	Non	106.13%	127.66%
Lenexa, KS							40.0					
Shawnee, KS	60,892	76,116	91,339		EX		40.0				125.44%	123.15%
Kansas City, MO					NON	FT	40.0			Union		
Lawrence, KS	43,882	53,317	62,752	62,754	NON		40.0				90.40%	84.61%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Supt. of Recreation Services**  
 Existing Pay Range: **55,889 - 92,273**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 91.00% 99.97%

	Lowest	Highest	Weighted Average
Minimum Salary	54,596	74,270	61,418
Midpoint Salary	66,881	86,970	
Maximum Salary	79,165	102,876	92,300
Average Salary			76,859

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District Johnson County, KS							40.0					
O'Fallon, MO	70,200	84,625	99,049	86,403		FT	40.0	24.0	12.0	Non	114.30%	107.31%
Olathe, KS	57,900	74,230	90,560	80,021	EX	FT	40.0			Non	94.27%	98.12%
Ankeny, IA	74,270	86,970	99,670				40.0				120.92%	107.99%
Blue Springs, MO	55,643	69,554	83,465	79,327	EX	FT	40.0	19.0	12.0		90.60%	90.43%
Independence, MO							40.0					
Lenexa, KS							40.0					
Shawnee, KS					EX		40.0					
Kansas City, MO	59,340	81,108	102,876	72,258	EX	FT	40.0			Non	96.62%	111.46%
Lawrence, KS	54,596	66,881	79,165	71,032	EX		40.0				88.89%	85.77%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Systems Analyst**  
 Existing Pay Range: **51,093 - 84,099**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 87.97% 91.57%

	Lowest	Highest	Weighted Average
Minimum Salary	47,484	73,611	58,080
Midpoint Salary	63,162	92,014	
Maximum Salary	78,840	110,416	91,842
Average Salary			74,961

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS	73,611	92,014	110,416	97,827			40.0				126.74%	120.22%
O'Fallon, MO							40.0					
Olathe, KS					EX	FT	40.0			Non		
Ankeny, IA							40.0					
Blue Springs, MO					NON	FT	40.0	16.0	12.0			
Independence, MO							40.0					
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO	47,484	63,162	78,840	54,348	EX	FT	40.0			Non	81.76%	85.84%
Lawrence, KS							40.0					
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Utility System Supervisor**  
 Existing Pay Range: **47,476 - 76,794**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 97.42% 101.73%

	Lowest	Highest	Weighted Average
Minimum Salary	39,021	66,100	48,734
Midpoint Salary	48,766	83,431	
Maximum Salary	58,510	101,785	75,487
Average Salary			62,111

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS	65,076	83,431	101,785	80,600	EX	FT	40.0			Non	133.53%	134.84%
Ankeny, IA	66,100	77,403	88,706				40.0				135.63%	117.51%
Blue Springs, MO	39,021	48,766	58,510	53,872	NON	FT	40.0	29.0	12.0		80.07%	77.51%
Independence, MO	42,646	60,515	78,383	75,406	EX	FT	40.0	10.0	12.0	Non	87.51%	103.84%
Lenexa, KS							40.0					
Shawnee, KS						EX	40.0					
Kansas City, MO	40,236	54,318	68,400	52,032	NON	FT	40.0			Non	82.56%	90.61%
Lawrence, KS	48,747	59,715	70,683	65,104	NON		40.0				100.03%	93.64%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Utility Technician**  
 Existing Pay Range: **36,150 - 56,331**  
 Work Week: **40.0**

+/- Min Avg +/- Max Avg  
 99.43% 104.92%

	Lowest	Highest	Weighted Average
Minimum Salary	32,105	43,680	36,358
Midpoint Salary	41,160	54,080	
Maximum Salary	50,215	64,480	53,692
Average Salary			45,025

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO							40.0					
Olathe, KS	32,105	41,160	50,215	35,731	NON	FT	40.0			Non	88.30%	93.52%
Ankeny, IA							40.0					
Blue Springs, MO							40.0					
Independence, MO							40.0					
Lenexa, KS							40.0					
Shawnee, KS							40.0					
Kansas City, MO							40.0					
Lawrence, KS	38,158	46,363	54,567	45,020	NON		40.0				104.95%	101.63%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

Client: **Lee's Summit, MO**

Position Title: **Police Sergeant I**  
 Existing Pay Range: **57,500 - 86,647**  
 Work Week: **40.0**

+/- Min Avg **92.64%** +/- Max Avg **102.71%**

	Lowest	Highest	Weighted Average
Minimum Salary	50,240	75,300	62,066
Midpoint Salary	62,800	86,641	
Maximum Salary	75,360	99,545	84,363
Average Salary			73,214

Respondent	Min Salary	Mid Salary	Max Salary	Actual Salary	FLSA Status	FT/PT	Hours/Week	Years of Service	Mos/Days per Year	Union/Non-Union	+/- Min Avg	+/- Max Avg
Central Jackson County Fire Protection District							40.0					
Johnson County, KS							40.0					
O'Fallon, MO	62,046	74,797	87,547			FT	40.0	12.0		Non	99.97%	103.77%
Olathe, KS	75,300	80,001	84,702			FT	40.0	12.0		Non	121.32%	100.40%
Ankeny, IA	73,926	82,359	90,791				40.0				119.11%	107.62%
Blue Springs, MO	50,240	62,800	75,360	64,843	Non	FT	40.0	12.0		U	80.95%	89.33%
Independence, MO				64,815		FT	40.0	12.0		U		
Lenexa, KS	66,804	83,159	99,513	84,593	e	FT	40.0			Non	107.63%	117.96%
Shawnee, KS	65,437	75,334	85,232		Non	FT	40.0	12.0		Non	105.43%	101.03%
Kansas City, MO							40.0					
Lawrence, KS	73,737	86,641	99,545				40.0				118.80%	118.00%
Consolidated Fire District No. 2, NE Johnson County, KS							40.0					

## **APPENDIX D2**

### **Aggregate Market Data**



**Appendix D2**  
**Lee's Summit, MO**  
**Aggregate Market Values**

Position Surveyed	Number of Respondents	Average FTES	Average YOS	Average Actual	Average Midpoint	Minimum Salary			Midpoint Salary		Maximum Salary		
						Lowest	Highest	Average	Lowest	Highest	Lowest	Highest	Average
Administrator of Parks & Rec	10	1.00	13.00	137,292.29	122,849.77	73,588.00	115,347.00	95,608.39	91,985.00	147,880.50	110,382.00	180,414.00	150,091.15
Airport Manager	3	7.33		100,995.50	79,779.23	50,760.00	109,474.00	60,691.97	69,252.00	136,842.50	87,744.00	164,211.00	98,866.49
Animal Control Field Supvr.	4	1.75		56,244.50	57,538.65	40,236.00	48,747.00	43,391.60	54,318.00	64,451.00	68,400.00	83,481.00	71,685.70
Animal Control Officer	7	4.00	6.50	40,719.14	41,648.75	31,320.00	37,061.00	33,312.23	40,194.00	44,529.00	48,720.00	51,997.00	49,955.58
Applications Administrator	4	11.50	26.50	71,070.67	68,904.30	50,760.00	62,099.00	52,977.10	67,233.00	77,629.00	80,680.00	93,159.00	84,831.51
Applications Analyst	7	3.43	25.00	72,939.67	71,585.11	51,924.00	61,933.00	57,101.35	65,736.00	77,416.50	79,165.00	92,900.00	86,007.17
Aquatics Manager	5	1.20	15.00	67,461.00	63,459.15	47,034.00	55,993.00	50,032.78	58,285.00	69,252.00	69,221.00	87,744.00	76,885.51
Asst Administrator of Parks and Rec	7	1.14		106,619.00	99,816.41	51,520.00	101,221.00	79,419.75	73,101.50	126,526.00	94,683.00	151,831.00	120,213.07
Asst City Mgr., Operations	10	2.00	4.00	145,899.03	124,846.90	81,956.00	111,674.25	94,165.93	105,782.50	133,873.50	128,598.00	167,976.00	155,527.87
Asst Director of App Mgmt Svcs	3	1.00	29.00	119,480.00	104,165.42	79,129.00	90,825.00	84,557.00	98,911.50	107,330.00	118,694.00	130,943.00	124,818.50
Asst Director of Engineering Svcs	5	1.60	10.00	112,418.00	104,400.70	72,072.00	95,121.00	80,852.65	86,892.00	121,003.00	101,712.00	146,885.00	127,948.74
Assistant Director of Planning and Special Projects	8	1.00	9.00	90,009.17	88,037.84	55,643.00	80,536.00	69,848.19	69,554.00	102,653.50	83,465.00	124,771.00	106,227.50
Asst Director of Public Wks. Oper	6	1.17	13.00	100,234.00	88,926.54	53,886.00	83,449.50	70,992.76	67,358.00	100,379.50	80,830.00	120,411.00	106,860.32
Asst Fire Chief I	6	2.00	24.00	105,853.67	107,525.99	80,348.00	115,560.00	89,307.84	99,164.50	125,280.00	112,208.00	138,282.00	125,744.14
Asst Prosecuting Attorney PTR	4	1.00		95,337.50	96,290.38	60,892.00	96,308.00	75,990.25	75,731.50	122,088.00	90,466.00	158,412.00	116,590.50
Battalion Chief	6	3.83	23.00	98,960.03	103,609.05	73,148.00	98,938.56	86,933.44	91,347.50	113,533.28	109,464.00	128,128.00	120,284.65
Chief Prosecuting Attorney	5	1.00	14.00	113,264.50	99,471.40	62,525.00	86,870.00	74,687.40	83,895.00	127,362.00	99,304.00	167,976.00	124,255.40
Chief Technology Officer	10	1.00	14.25	130,913.71	116,507.15	73,588.00	100,881.00	88,775.69	91,985.00	129,390.00	110,382.00	170,683.00	146,256.73
Child Care Attendant	3	4.67		17,368.00	26,184.91	4,420.00	21,840.00	22,606.27	4,810.00	24,297.00	5,200.00	26,754.00	29,763.55
City Attorney	8	1.00	14.50	156,996.71	130,049.26	79,129.00	115,347.00	95,553.00	98,911.50	147,880.50	118,694.00	195,636.00	166,181.86
City Clerk	8	1.00	11.33	67,903.77	73,654.75	43,888.00	78,725.94	62,212.18	41,010.00	94,929.00	13,212.00	122,957.00	85,097.32
City Manager	9	1.00	8.67	192,916.67	175,136.45	86,580.00	170,249.00	133,543.69	146,934.08	218,268.00	168,390.97	266,287.00	216,729.22
City Traffic Engineer	5	1.20	1.00	93,106.67	88,557.80	61,148.00	80,348.00	71,960.66	74,906.50	100,379.50	88,665.00	120,411.00	105,154.93
Communications Specialist-Fire	7	12.29	8.50	43,637.50	46,953.31	30,826.00	40,123.00	36,725.97	37,568.00	54,252.00	41,290.00	72,048.00	57,180.64
Communications Specialist-Pol	7	14.57	7.00	43,920.83	46,754.06	30,826.00	40,123.00	37,304.63	38,532.00	54,252.00	46,238.00	72,048.00	56,203.49
Communications Supvr-Fire	5	1.20	11.33	60,680.75	66,706.86	42,646.00	76,032.00	55,018.17	53,330.50	77,958.00	62,420.00	92,900.00	78,395.54
Communications Supvr-Police	5	1.20	11.33	60,680.75	63,375.93	39,021.00	76,032.00	52,048.20	48,765.50	77,958.00	58,510.00	92,900.00	74,703.66
LPCC Manager II	7	1.57	17.00	59,305.48	65,720.53	47,034.00	62,358.32	52,278.37	59,714.93	73,021.74	70,682.98	87,744.00	79,139.17
Community Relations Specialist	7	1.14	6.50	78,207.50	60,685.59	43,882.00	58,828.60	50,203.79	54,817.00	68,888.43	65,752.00	78,948.26	71,167.39
Construction Manager	3	1.00	19.00	60,263.50	74,116.25	55,473.00	66,944.00	61,208.50	66,871.50	81,361.00	78,270.00	95,778.00	87,024.00
Controller	3	2.67	1.00	92,160.50	96,279.69	68,628.00	79,129.00	71,038.31	94,068.00	101,573.50	118,694.00	131,562.00	121,521.07
Court Administrator	6	1.00	23.67	81,838.67	77,300.67	39,021.00	90,770.00	59,776.00	48,765.50	116,372.00	58,510.00	141,974.00	94,825.33
Crime Scene Technician	3	1.00	21.00	54,412.50	56,116.83	38,158.00	51,750.00	46,189.33	46,362.50	62,379.00	54,567.00	73,008.00	66,044.33
Custodian	8	17.25	2.33	31,138.50	35,107.51	21,840.00	30,420.00	28,544.29	27,300.00	38,298.00	32,240.00	46,752.00	41,670.73
Customer Service Rep.	8	20.38	4.33	35,989.29	40,792.59	29,844.00	41,471.84	33,531.17	35,100.00	48,563.62	38,792.00	55,655.41	48,054.02
Customer Service Supervisor	6	3.00	16.67	54,424.80	54,819.85	37,932.00	55,498.68	42,849.28	48,678.00	64,989.09	58,510.00	83,481.00	66,790.41
Deputy City Clerk	6	1.00	8.67	49,853.25	50,052.81	27,976.00	49,393.63	42,124.13	34,965.00	59,609.00	41,954.00	70,558.00	57,981.50
Deputy Dir. of P.Wks./City Eng	5	1.00	25.00	109,399.33	104,479.81	62,524.00	95,121.00	82,453.50	88,717.50	121,003.00	111,989.61	146,885.00	126,506.12
Director of Development Services	6	1.00	7.67	109,874.80	108,540.34	73,588.00	99,389.69	85,845.28	91,985.00	123,822.50	110,382.00	165,689.00	131,235.40
Director of Human Resources	7	1.00	8.75	138,603.60	119,086.74	63,989.00	122,989.00	90,962.98	79,986.50	162,960.00	95,984.00	202,931.00	147,210.50

**Appendix D2**  
**Lee's Summit, MO**  
**Aggregate Market Values**

Position Surveyed	Number of Respondents	Average FTES	Average YOS	Average Actual	Average Midpoint	Minimum Salary			Midpoint Salary		Maximum Salary		
						Lowest	Highest	Average	Lowest	Highest	Lowest	Highest	Average
Director of Public Works	9	1.00	16.75	135,736.00	124,286.73	81,956.00	109,474.00	95,866.13	105,782.50	136,842.50	128,598.00	180,414.00	153,815.59
Director of Water Utilities	4	1.00	20.67	149,147.00	122,738.40	81,956.00	105,353.07	95,368.02	121,024.00	123,822.50	141,384.31	165,689.00	150,108.77
Equipment Operator	5	41.40	5.50	42,826.50	45,706.45	29,844.00	49,393.63	37,153.67	38,298.00	57,840.05	44,366.00	66,286.48	54,259.23
Equipment Technician	4	6.00	2.50	45,337.25	48,119.66	34,620.00	47,674.00	39,612.35	43,347.50	58,301.00	50,170.00	69,961.00	56,626.97
Evidence & Property Tech.	4	2.25	18.50	45,205.75	42,344.80	30,826.00	51,064.00	35,203.27	38,532.00	51,064.00	46,238.00	53,216.00	49,486.33
Executive Assistant	5	4.00	21.33	62,079.80	53,788.81	37,604.00	55,204.00	42,848.54	46,362.50	69,005.00	54,567.00	82,806.00	64,729.08
Field Building Inspector	8	5.63	8.00	51,081.00	51,262.26	36,324.00	55,498.68	40,951.67	46,569.50	64,989.09	55,265.00	74,479.49	61,572.86
Field Engineering Inspector	6	2.50	15.00	55,544.00	52,438.40	36,324.00	55,498.68	41,493.42	46,569.50	64,989.09	55,265.00	78,383.00	63,383.39
Finance Director	9	1.00	15.60	128,077.67	118,607.64	63,989.00	122,989.00	92,320.55	79,986.50	162,960.00	95,984.00	202,931.00	144,894.73
Fire Captain I	7	41.14	19.50	71,838.50	88,114.51	64,646.00	85,155.84	83,239.08	74,721.50	87,312.96	80,471.87	89,470.08	92,989.93
Fire Chief	8	1.13	35.00	144,459.80	126,002.28	81,956.00	115,560.00	98,712.31	118,479.50	132,780.00	141,384.31	167,976.00	153,292.24
Fire Engineer	7	21.43	15.00	62,853.40	68,101.07	27,998.88	72,038.40	57,398.13	51,725.52	74,551.68	69,760.00	77,064.96	78,804.02
Firefighter	7	26.71	6.50	48,485.50	59,365.22	39,108.00	48,912.64	47,625.31	42,267.50	59,852.80	43,709.00	70,792.96	71,105.14
Fleet Manager	8	1.00	19.00	81,619.00	79,198.69	47,484.00	73,611.00	63,556.10	63,162.00	92,013.50	78,840.00	110,416.00	94,841.28
GIS Coordinator	9	1.00	19.25	62,770.43	68,087.42	37,604.00	79,129.96	54,687.28	48,765.50	98,912.45	58,510.00	118,694.94	81,394.44
Human Resources Generalist	9	1.67	10.75	59,344.43	57,468.34	38,158.00	55,204.00	44,651.53	46,362.50	69,005.00	54,567.00	83,480.00	70,285.15
ITS Help Desk Support Spec.	6	3.83	6.25	46,069.60	52,395.30	35,308.00	48,660.00	42,880.55	48,765.50	59,609.00	58,510.00	70,558.00	61,910.05
Lead Engineering Technician	3	17.67		65,930.00	61,025.21	45,504.00	62,358.32	48,279.19	58,392.00	73,021.74	71,280.00	83,685.15	73,771.23
Legal Assistant	7	1.71	2.67	45,023.00	48,354.53	30,826.00	40,236.00	37,152.79	38,532.00	54,318.00	46,238.00	68,400.00	59,556.28
Maintenance Shop Supervisor	7	6.57	7.33	58,674.20	59,238.69	43,882.00	52,357.25	46,372.01	53,317.00	64,451.00	62,752.00	83,481.00	72,046.81
Maintenance Specialist	5	38.60		46,099.67	43,003.99	29,844.00	55,952.00	34,894.51	38,298.00	67,454.00	46,752.00	78,956.00	51,113.46
Park Maintenance Supervisor	7	7.14	23.50	59,820.60	56,605.84	40,102.00	49,444.00	44,835.76	48,339.00	64,451.00	56,576.00	83,481.00	68,375.92
Maintenance Worker	8	28.13	1.00	35,108.00	38,777.06	28,821.00	38,126.00	31,686.05	35,079.00	45,957.00	38,792.00	53,788.00	45,868.07
Mechanic	11	4.09	11.75	48,670.44	47,392.17	29,021.00	53,795.00	38,776.51	41,160.00	57,840.05	46,550.00	66,286.48	56,007.84
Meter Technician	5	5.60	13.67	47,471.60	40,120.82	27,976.00	34,070.00	32,128.24	34,965.00	41,600.00	41,954.00	49,920.00	48,113.40
Network Administrator	6	1.33	7.00	70,514.60	74,569.76	53,786.00	70,065.81	62,207.39	66,880.50	82,047.22	75,663.00	95,984.00	86,932.14
Park Specialist	5	39.60	15.00	42,210.25	40,385.30	29,844.00	43,960.15	32,544.64	38,298.00	51,477.44	46,752.00	58,994.73	48,225.96
Parking Control Officer	3	7.00		33,962.33	37,524.27	27,417.00	30,420.00	29,784.54	35,150.00	38,298.00	42,883.00	46,752.00	45,264.01
Payroll Specialist	6	1.17	6.50	53,030.67	49,865.89	30,826.00	44,756.00	40,222.33	38,532.00	57,379.50	46,238.00	70,003.00	59,509.45
Planner	7	1.57	6.00	52,497.20	60,163.49	37,604.00	58,828.60	47,287.33	52,748.50	68,888.43	62,441.00	80,680.00	73,039.65
Plans Examiner	7	1.29	8.50	54,319.00	59,715.20	39,021.00	62,358.32	48,026.45	48,765.50	73,021.74	58,510.00	83,685.15	71,403.94
Police Captain	7	4.14	25.50	118,148.40	93,246.27	68,809.00	90,079.00	80,794.03	86,697.00	101,223.50	90,120.00	114,538.00	105,012.90
Police Chief	7	1.00	15.33	139,472.60	122,272.02	87,691.00	105,353.07	96,447.81	110,700.00	132,489.00	132,840.00	177,287.00	148,096.22
Police Major I	3	2.67	22.00	112,938.50	103,800.03	79,129.96	86,673.00	82,250.20	99,565.18	105,410.00	120,000.40	128,600.00	125,349.86
Police Officer I	7	73.43	6.50	55,742.80	56,945.35	38,684.00	53,985.00	44,135.31	50,965.50	65,423.00	63,247.00	76,861.00	69,755.40
Police Records Clerk	7	5.00	4.00	36,292.00	37,661.21	24,856.00	41,471.84	31,470.20	31,065.00	48,563.62	35,318.00	55,655.41	43,852.22
Procurement & Contract Svc Mgr	5	1.20	11.00	83,418.25	77,359.14	49,393.63	70,012.00	59,038.98	57,840.05	89,255.50	66,286.48	108,499.00	95,679.30
Procurement Officer II	5	1.20	14.67	58,185.20	56,485.77	34,620.00	55,204.00	43,868.62	44,424.00	69,005.00	54,228.00	82,806.00	69,102.91
Public Works Inspector	4	4.50		50,600.33	54,275.97	36,324.00	47,840.00	44,696.60	46,569.50	57,678.00	56,815.00	67,516.00	63,855.33
Recreation Coordinator	8	5.88	4.50	46,853.17	51,896.59	34,362.00	55,498.68	42,116.38	38,386.50	64,989.09	42,411.00	74,479.49	61,676.80

**Appendix D2**  
**Lee's Summit, MO**  
**Aggregate Market Values**

Position Surveyed	Number of Respondents	Average FTES	Average YOS	Average Actual	Average Midpoint	Minimum Salary			Midpoint Salary		Maximum Salary		
						Lowest	Highest	Average	Lowest	Highest	Lowest	Highest	Average
Risk Management Officer	3	1.00	16.00	81,006.00	75,740.00	47,034.00	73,611.00	60,597.67	60,300.00	92,013.50	73,566.00	110,416.00	90,882.33
Senior Engineering Technician	6	11.17	19.00	61,243.00	54,426.04	37,604.00	58,828.60	43,134.05	48,678.00	68,888.43	59,424.00	78,948.26	65,718.03
Senior Planner	8	1.75	8.50	73,458.83	81,689.99	43,888.00	78,725.94	62,953.66	54,860.00	94,068.00	65,832.00	119,508.00	100,426.31
Traffic Operations Technician II	7	6.86	23.50	48,452.67	52,378.42	34,070.00	49,379.00	41,492.92	40,164.50	63,162.00	44,366.00	78,840.00	63,263.93
Solid Waste Superintendent	3	1.00	2.00	92,045.67	87,743.50	58,433.00	82,220.00	67,267.00	74,906.50	105,410.00	88,665.00	128,600.00	108,220.00
Lead Traffic Operations Technician	6	2.33	22.00	58,768.40	61,354.00	39,021.00	60,892.00	48,542.02	48,765.50	76,115.50	58,510.00	94,683.00	74,165.97
Supt. of Recreation Services	6	1.33	21.50	77,808.20	76,858.97	54,596.00	74,269.76	61,418.40	66,880.50	86,970.06	79,165.00	102,876.00	92,299.53
Systems Analyst	3	15.33	15.50	78,458.33	74,961.28	47,484.00	73,611.00	58,080.08	63,162.00	92,013.50	78,840.00	110,416.00	91,842.47
Utility System Supervisor	7	7.43	21.67	66,635.67	62,110.62	39,021.00	66,099.82	48,734.02	48,765.50	83,430.50	58,510.00	101,785.00	75,487.22
Utility Technician	3	23.33	6.00	43,557.00	45,024.70	32,105.00	43,680.00	36,357.70	41,160.00	54,080.00	50,215.00	64,480.00	53,691.70
Police Sergeant I	8	3.88		71,416.96	73,214.43	50,240.00	75,300.00	62,066.15	62,800.00	86,641.00	75,360.00	99,545.00	84,362.71

**APPENDIX D3**  
**Job Summaries**

## LEE'S SUMMIT, MISSOURI

### Total Compensation Questionnaire

#### Job Summaries

Listed below are selected benchmark positions with titles, major duties and basic educational requirements. Please look at the description with the title and if you have personnel in your organization whose duties and qualifications substantially correspond to those outlined, please record the information requested, along with your operational title and any pertinent remarks on the included **Excel spreadsheet**. If the position does not apply to your organization, please leave the applicable line of information blank.

1. **Accountant** Coordinates and monitors the financial planning and reporting of the City's capital improvement projects, economic development incentive programs, capital assets and bank reconciliations, and performs general accounting functions. This is accomplished by verifying pay estimate amounts and related project retainage reconciliations prior to payment; verifying and auditing yearly service, repair and maintenance contracts for compliance with prevailing wage and, if applicable, Federal, State and local grant provisions; preparing monthly accruals, financial statements and maintaining audit schedules; and preparing supporting financial information and assisting departments to assemble information related to budget and special projects. ***Requires a Bachelor's degree in Accounting, Finance or Business, plus a minimum of three (3) years' experience in accounts payable, financial analysis, general accounting and auditing or construction accounting.***
  
2. **Accounts Payable Supervisor**  
 Manages and coordinates the accounts payable operations for the City. This is accomplished by supervising Accounts Payable staff including hiring, preparing annual reviews and making recommendations for disciplinary actions; providing staff training and assigning projects and distributing work to Accounts Payable staff; performing adjustments for accounts payable invoice distribution corrections, and preparing monthly journal adjustment uploads for internal service work orders and fuel inventory; coordinating the preparation of cash flow estimates to the Treasury office; managing 1099 processes including changes and adjustments, reconciliations, preparing calendar year-end statement and filing required IRS forms; identifying and recommending accounts payable changes and improvements; and maintaining customer relations and handling issues not resolved by AP staff. ***Requires a high school diploma or GED equivalent, plus three (3) years' experience in bookkeeping, accounting, accounts payable or related field.***
  
3. **Administrative Assistant**  
 Provides technical, secretarial and administrative support services. This is accomplished by providing technical support; developing new work orders and custom templates; providing support for computer applications; developing billing statements; preparing purchase requisitions; obtaining purchase order numbers and securing quotes; creating and maintaining electronic information in databases and spreadsheets; generating reports; composing, typing, and editing a variety of correspondence, reports, and memoranda; handling customer service issues; responding to telephone calls and inquiries; and coordinating payroll. ***Requires a high school diploma or GED equivalent, advanced Business or Secretarial Courses, and a minimum of three (3) years' secretarial or clerical experience.***
  
4. **Administrator of Parks and Recreation**  
 Plans and directs the administration of the Parks and Recreation system. This is accomplished by directing the department's overall recruitment, selection, supervision, appraisal, and training program, and making decisions on department employees' status including hiring, firing, disciplines and advancements; assisting and advising the Board on the formulation of policies; executing and interpreting the policies through procedures and regulations; directing and monitoring the various fund budgets through accurate records of expenditures and revenues; maintaining a current comprehensive plan for the maintenance and development of the Parks and Recreation system; directing department programs to seek financial assistance from local, state, and federal funding sources as well as private and non-profit sources; and analyzing past, present, and future financial conditions and forecasting. ***Requires a Bachelor of Science degree in Parks and Recreation Administration or related field, certification as a Parks and Recreational Professional, and five to seven (5-7) years' experience at a director's level.***

## LEE'S SUMMIT, MISSOURI

### Total Compensation Questionnaire

#### 5. Airport Attendant

Performs various tasks to include, line service, administrative and grounds maintenance. This is accomplished by providing customer service, parking, greeting guests, and towing and fueling aircrafts on the ramp; performing transactions including entering fuel tickets, processing hangar rent payments, assisting passengers, crews and pilots with baggage, rental cars or other services as requested; fueling aircraft of various sizes from single engine aircraft to corporate jets; resolving customer complaints and concerns received in person and over the phone or routes them to appropriate personnel for resolution; conducting seasonal airport field maintenance including mowing, weed-eating and snow removal; operating servicing equipment; performing daily, weekly and monthly quality controls on fueling equipment and receiving fuel deliveries; and performing terminal and hangar janitorial functions. ***Requires a high school diploma or GED equivalent, plus a minimum of six (6) months' work experience in a customer service field.***

#### 6. Airport Manager

Directs, manages and coordinates the activities and operations of the Airport. This is accomplished by recommending actions related to hiring, disciplinary actions, advancement, or other changes in employee status; directing activities of Airport Attendants to provide full service to customers; ensuring compliance with safety regulations; scheduling maintenance on all buildings, equipment and grounds; providing oversight of capital projects; monitoring existing grants and participating in the preparations of applications for Federal and State grants; managing contracts with fixed based operators, and participating in negotiations with representatives of based businesses, utility companies, or individuals for acquisition of property, lease of airport buildings and facilities, or use of rights-of-way over private property; directing personnel to investigate violations of aerial or ground traffic regulations, reviewing investigation reports and initiating actions to be taken against violators; reviewing inspection reports of airport facilities such as runways, buildings, beacons, lighting, automotive and construction equipment to determine repairs, replacement or improvements; and participating in the development of long range plans to assure adequacy of airport services. ***Requires a Bachelor's Degree in Business Administration, Management or related field, plus a minimum of three (3) years' experience in general aviation administration.***

#### 7. Animal Control Field Supervisor

Provides direct supervision for Animal Control Officers and other personnel. This is accomplished by supervising daily work of Animal Control Officers; participating in the formulation and enforcement of policy and standard operating procedures and making recommendations for effective enforcement of Animal Control Ordinances as well as policy for the handling of animals by Animal Control Officers; reviewing and approving complaint reports and citations generated by Animal Control Officers, submitting complaint reports and citations to City Prosecutor; conducting inspections and maintaining records for kennel, hobby-kennel and hobby cattery; and administering controlled substances commonly used in the remote chemical capture of animals, and ensuring security of controlled substances and euthanasia drugs as necessary. ***Requires an Associate's degree with an emphasis in biology, zoology, criminal justice or related field, certification in remote chemical capture and euthanasia, plus five (5) years of related experience, with three (3) of those in animal control or ordinance enforcement.***

#### 8. Animal Control Officer

Enforces City ordinances that pertain to animals, investigates cruelty and neglect of animals, and educates the public and assists in the operation of the animal shelter. This is accomplished by appearing in courts to testify regarding animal control cases; responding to complaints concerning animal problems or violations of animal control ordinances; providing initial first aid care; participating in public relations programs in order to foster public awareness of ordinances regarding animal control and humane treatment of animals; working with volunteers and court ordered community service workers to perform animal shelter services; providing assistance to local law enforcement officials; securing compliance by pet owners with adopted City codes and related rules and regulations; and coordinating the abatement of violations for those found guilty of animal abuse/neglect. ***Requires a high school diploma or GED equivalent, and a credible employment record.***

## LEE'S SUMMIT, MISSOURI

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#### 9. Applications Administrator

Provides technical and functional support to City employees in the analysis, design, installation, and implementation of Department and Enterprise Business Systems. This is accomplished by providing technical and functional support for enterprise business systems and other specialized software, and providing Level III technical support for assigned applications in addition to managing application security and assisting with application/web server administration; managing migration and upgrades for assigned software applications and data; analyzing, designing, developing/configuring, testing and implementing solutions as needed for application customization and integration between multiple systems; consulting with City personnel and vendors to assess business problems and process improvement opportunities; assisting in the formulation of short and long-range technology plans; overseeing and guiding all phases of the Project Management Life Cycle for multiple IT projects; and preparing reports, presentations and email communications as appropriate to communicate the status of projects to those involved as appropriate.

***Requires a Bachelor's degree in Computer Science, Information System Management, Management Information technology or closely related field, plus four (4) years' IT experience.***

#### 10. Applications Analyst

Assists in the development and implementation of business systems that depend upon tabular and spatial data, and performs technical work creating and maintaining the City's business systems and related Geographic Information System (GIS). This is accomplished by assisting in the utilization and future development of business systems, GIS applications and associated tools throughout the City; performing analysis, designing, developing, testing, and implementing solutions as needed for application customization and integration between multiple systems; providing support and technical assistance for business systems and GIS applications; assisting in the maintenance of relational databases (both spatial and tabular) and additional data sets; educating departments on relevant procedures and monitoring operations and data to ensure standards are being met; and managing migration and upgrade of software applications and data, and assisting in maintaining software and related hardware, such as plotters and GPS equipment.

***Requires a Bachelor's degree in Computer Science, Information System Management, GIS or closely related field, plus one (1) year of experience with the development, production or utilization of information technology and off the shelf business systems.***

#### 11. Aquatics Manager

Assumes responsibility for the daily operations and maintenance of the indoor and outdoor aquatic centers. This is accomplished by ensuring quality control, patron service and risk management policies and procedures for the aquatic facilities; enforcing facility policies and procedures consistently for staff and patrons; teaching aquatic courses as necessary; preparing and reviewing aquatic facility budgets, determining cost effectiveness, attendance and service hours; coordinating winterization and de-winterization, and any in-season maintenance of aquatic facilities; consulting and advising the community regarding aquatic activities and facilities; assisting with the development and maintenance of the operational manuals for the aquatic facilities; developing and reviewing contracts related to aquatic operations; and performing safety training and overseeing departmental training. ***Requires a Bachelor's degree in Parks and Recreation Administration or a related field, AFO or CPO and Lifeguard Instructor certification, Basic First Aid and CPR certification, and a minimum of three (3) years' experience in pool operations, aquatic staff development, food and beverage operations and aquatic programming.***

#### 12. Assistant Administrator of Parks and Recreation

Performs a variety of skilled, technical, supervisory and administrative tasks related to the planning, construction, operation, repair and maintenance of Parks and Recreation programs and facilities. This is accomplished by making recommendations concerning programs and facilities and associated staffing and equipment; exercising supervision over Parks and Recreation personnel; and assists in the preparation, administration and monitoring of the department budget. ***Requires a Bachelor's degree in Parks and Recreation Administration or related field, plus ten (10) years of experience in Parks and Recreation administration and Certified Parks and Recreational Professional certification.***

## LEE'S SUMMIT, MISSOURI

### Total Compensation Questionnaire

#### 13. Assistant City Manager, Operations

Assumes responsibility for coordination of the functions and activities of specific departments designated by the City Manager. This is accomplished by working with City Manager in managing all aspects of City operations; directly supervising the Public Work Director, Water Utilities Director, Fleet Manager, City Architect and Executive Assistant(s) Administration; recommending actions related to hiring, terminations, advancement, or other changes in employee status; providing staff support for the City Manager, City Council, and Mayor; managing high level special projects; performing analytical work in evaluating financial decisions that may have long term impact to the City; recommending and designing improved financial and operational controls and procedures and implements changes as approved; and overseeing the City's state and federal legislative and all intergovernmental efforts. ***Requires a Bachelor's degree in Public Administration, Political Science or Finance and a Master's degree in a related field, plus a minimum of five (5) years of increasingly responsible experience with a local government administration.***

#### 14. Assistant Director of App Management Services

Manages and delivers enterprise and business application software solutions. This is accomplished by developing and implementing goals and strategies for assigned services; managing the review of new and existing business application capabilities and limitations; designing, implementing and communicating IT project management standards, tools, and techniques; supervising staff in project roles and assignments; obtaining and assigning organizational project resources; managing technical and professional staff; and providing direction and oversight of the ITS Help Desk. ***Requires a Bachelor's degree in IT Management, Project Management, Business Administration or closely related field, plus five (5) years' experience in project management in an IT environment supporting enterprise class applications in an organization of similar or larger size, and in supervision of enterprise application support personnel and oversight of an organization's enterprise application operations.***

#### 15. Assistant Director of Engineering Services

Interacts with the Public Works Engineering Division, engineering consultants, project related contractors, other water and sewer utilities, developers and engineering design firms, and is responsible for coordinating and monitoring capital improvement projects, performing periodic plan reviews, oversight of the cross-connection prevention program, and provides engineering support to utility operations. This is accomplished by planning, organizing, coordinating, supervising and evaluating services, projects, staffing and equipment; evaluating data related to infrastructure system failures, defects, age, maintenance costs and condition and preparing recommendations for future improvement projects; supervising the Water Utility Analyst position and the Cross-Connection Control program; managing sanitary sewer inflow and infiltration reduction programs; and developing budget requests, and monitoring project and program budgets. ***Requires graduation from an ABET accredited four-year college or university with a degree in Civil Engineering or closely related field, a license as a Professional Engineer in the State of MO, and seven (7) years' experience in engineering with a focus on water and wastewater projects/services.***

#### 16. Assistant Director of Planning Services

Plans, manages and directs the activities and operations of the Development Review Services Division. This is accomplished by managing all Development Review services and activities, including professional planning and budget administration, recommending and administering policies and procedures; recommending actions related to hiring, disciplinary actions, advancement, or other changes in employee status; developing and implementing goals, objectives, policies, and priorities for service areas and programs; planning, directing, and coordinating, through subordinate level managers, the division's work plan, assigning projects and programmatic areas of responsibility, reviewing and evaluating work methods and procedures, meeting with management staff to identify and resolve problems; advising Planning Commission, Mayor, City Council, City Manager, Assistant City Manager(s) and other City staff members about the impact and appropriateness of proposed projects; overseeing the review and evaluation of land use proposals to insure compliance with City, State or Federal laws; and providing direction in the approval process for all development related permits and other administrative permits within scope of authority and responsibility. ***Requires a Bachelor's degree in urban Planning or related field, AICP certification, and seven (7) years of increasingly responsible management experience in municipal or public planning.***



## LEE'S SUMMIT, MISSOURI Total Compensation Questionnaire

### 17. Assistant Director of Public Works, Operations

Performs a variety of administrative, skilled, technical, and supervisory tasks related to the planning, scheduling, construction, operation, repair and maintenance of public infrastructure, and supervising the division's operation and personnel. This is accomplished by coaching, leading, motivating, developing, engaging, evaluating and recommending actions related to hiring, disciplinary actions, advancement or other changes in employee status; managing, planning and supervising the daily operation, maintenance and repair of the City's streets, storm water collection system, traffic signals, Right-of-Way maintenance and snow removal operations; preparing and managing the Operations Division's budget and monitors available resources to meet division, department and City goals and objectives; and participating in Labor-Management bargaining activities annually with the International Association of Machinists and Aerospace Workers. ***Requires a Bachelor's degree in Environmental Science, Construction Management, Public Health, Civil Engineering, Public Administration or a closely related field, plus eight (8) years' experience related to the construction field with a minimum of three (3) of those in a supervisory capacity.***

### 18. Assistant Fire Chief I

Provides overall management of both emergency and non-emergency functions on an assigned shift. This is accomplished by providing leadership and personnel management for assigned shift, and making recommendations concerning employee status such as hiring, advancement, and disciplinary actions; serving as Incident Commander for significant fire, emergency medical, rescue, hazardous materials, and emergency management incidents; and conducting post-incident analysis for large-scale incidents; instructing and training shift personnel in department operations, management changes, and new procedures. ***Requires an Associate's degree in a related field, Certification as an EMT or EMT-Paramedic through the State of MO, certification in Incident Command, and ten (10) plus years' experience in the City's fire department providing both fire protection and emergency medical services with previous supervisory and managerial experience.***

### 19. Assistant Fire Chief II

Provides overall management of both emergency and non-emergency functions on an assigned shift. This is accomplished by providing leadership and personnel management for assigned shift, and making recommendations concerning employee status such as hiring, advancement, and disciplinary actions; serving as Incident Commander for significant fire, emergency medical, rescue, hazardous materials, and emergency management incidents; and conducting post-incident analysis for large-scale incidents; instructing and training shift personnel in department operations, management changes, and new procedures. ***Requires an Associate's degree in a related field, Certification as an EMT or EMT-Paramedic through the State of MO, certification in Incident Command, and thirteen (13) plus years' experience in the City's fire department providing both fire protection and emergency medical services with previous supervisory and managerial experience.***

### 20. Assistant Prosecuting Attorney PTR

Performs a variety of complex, high-level administrative, technical and professional work, including rendering legal advice to City Departments and representing the City in municipal court-related litigation. This is accomplished by filing and prosecuting municipal ordinance violations in the City Court, including traffic cases and general ordinance violations of all City departments, including codes violations, domestic violence cases and animal control cases; prosecuting trial de novo cases filed with the County Circuit Court and any appeals to higher courts; working with all departments of the City to assist in the preparation and filing of municipal code violations to resolve problematic issues; complying with all requirements of grants for the Prosecution Division; attending meetings with community and regional organizations on topics related to the administration of justice; and serving as primary backup in the Prosecution Division in the absence of the Chief Prosecuting Attorney. ***Requires a Juris Doctor degree and a license to practice law in the State of MO, as well as five (5) years' prosecution experience.***

## LEE'S SUMMIT, MISSOURI

### Total Compensation Questionnaire

#### 21. Battalion Chief

Implements fire prevention programs to effectively prevent the loss of life, injury and/or property destruction primarily due to fires and hazardous materials spills. This is accomplished by recommending actions related to hiring, disciplinary actions, advancement, or other changes in employee status; serving as operations safety officer; assisting in conducting routine occupancy inspections and re-inspections as directed by Prevention; assisting in conducting hazardous materials inspections and assessments; conducting and/or assisting with fire investigation to determine the cause, origin, and propagation path of fires; communicating and facilitating training of operations personnel; assisting in the logistics and coordination of the Emergency Medical Technician and EMT-Paramedic continuing education programs for state certifications; and assisting in ensuring compliance to city policies, department policies, and departmental operating procedures including safety and emergency operations. ***Requires an Associate's degree in a related field or equivalent experience, education and training, certification as a Fire Instruction and Fire Investigator, as well as certification as an Emergency Medical Technician or EMT-Paramedic, previous experience as a Captain, as well as ten (10) plus years' experience in fire suppression, fire investigations and fire code enforcement within the City.***

#### 22. Cash Management Officer

Manages the operations of the Treasury Division, including forecasting and collection of all city revenues, monitoring daily cash requirements, investment of idle funds and electronic funds transfer for vendor and debt service payments. This is accomplished by managing and supervising the operations of the Treasury Division, making hiring decisions, performing annual reviews and recommending disciplinary actions; maintaining cash management of city funds, making investment decisions, monitoring cash and collateral requirements; formulating financial recommendations to improve financial operational controls and procedures and implements changes; monitoring revenues and identifying variances from budget; preparing and reviewing accounting transactions to ensure generally accepted accounting principles are followed; ensuring the department is HIPAA compliant for ambulance collections and related records; and preparing entries related to receivables. ***Requires a high school diploma or GED equivalent and five (5) years' experience in cash management.***

#### 23. Chief Prosecuting Attorney

Performs a variety of complex, high-level administrative, supervisory, technical and professional work in representing the City's Law Department, including rendering legal advice to various City Departments and representing the City in municipal court-related litigation, and supervising the Prosecution Division staff, including support staff. This is accomplished by filing and prosecuting municipal ordinance violations in the Municipal Court; supervising the business and employees/contractors of the Prosecution Division under the general direction of the City Attorney; evaluating performance of all Division personnel; working with the City Attorney in preparing the Prosecution Division budget, managing the budget for the Prosecution Division; prosecuting trial de novo cases filed with the County Circuit Court and any appeals to higher courts; complying with all requirements of grants benefiting the Prosecution Division; conducting training with partner agencies and City departments as needed or directed by the City Attorney; drafting and updating Prosecution Division Procedure Manual; and ensuring all Division personnel have required training and software use approvals. ***Requires a Juris Doctor degree, a license to practice law in the State of MO, plus five (5) years' prosecution experience.***

#### 24. Chief Technology Officer

Manages, controls and directs the ITS function for the City. This is accomplished by recommending actions related to hiring, disciplinary actions, advancement, or other changes in employee status; establishing strategic IT direction for the organization by coordinating the current IT environment, evaluating future technology trends and understanding individual operational unit needs, department goals and City Council goals and objectives; serving as a lead project manager on significant technology projects; preparing annual budget requests; overseeing systems operations to ensure uninterrupted and quality services are provided; and establishing and approving city and Division IT related policies and procedures. ***Requires a Bachelor's degree in Business Administration, Computer Science, Telecommunications or a closely related field, plus five (5) years' experience in Information Technology organization of similar size and responsibility for managing data and voice information systems.***

## LEE'S SUMMIT, MISSOURI

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#### 25. Child Care Attendant

Cares for the children in the childcare during the hours of operation, to ensure they are safe and entertained while their parents are utilizing the facility. This is accomplished by supervising the children in the childcare and making sure they're entertained; maintaining a safe environment in the childcare; maintaining cleanliness of the childcare room and toys; and notifying staff of any needed repairs, accidents, or injuries. ***No specific education or experience requirements.***

#### 26. City Attorney

Serves as the City's Chief Legal Counsel, and performs a variety of complex, high-level professional, technical, and administrative work in consultation with and advising the Mayor and City Council and members of the City staff on various legal issues. This is accomplished by managing and supervising the legal department staff, reviewing and determining selection, placement, promotion, termination, training, development, safety, appraisals, and discipline of departmental personnel; advising the City Council of legal considerations and current and future trends, issuing legal opinions, approving ordinances, resolutions, and contracts as to legal form; gathering evidence in civil, criminal, and other cases to formulate defense or to initiate legal actions; interpreting laws, rulings, and regulations for City officials and staff; managing City's involvement in litigation; providing leadership and direction in the development of short and long term plans, researching, interpreting and preparing legal advice for studies, reports, and recommendations; preparing, administering, and monitoring the Law Department budget; and directing the City's municipal criminal division providing prosecution services for the City. ***Requires a Juris Doctor degree, a license to practice law in the State of MO, and five (5) years' experience in municipal government law.***

#### 27. City Clerk

Uses advanced knowledge to analyze, interpret, and make decisions that ensure efficient and effective operation of the City Clerk's office and is the designated custodian of records for the City. This is accomplished by certifying all official City documents; formulating policies and procedures for the operation of the City Clerk's office; ensuring all meeting notices are posted publicly; attending regular and special City Council meetings, preparing an accurate record of the meetings; recording and maintaining official City documents, overseeing City's filing system for original and official records; responding to requests for information from the Mayor, City Council, staff and public; supervising Deputy City Clerk; assuming responsibility for City Clerk's office budget; coordinating municipal elections; receiving petitions submitted by citizens, including annexations, initiatives, referendums and recall, and coordinating with appropriate authorities and city departments and certifies successful petitions; assuming responsibility for codification of the Code of Ordinances for the City; and serving as staff support for various boards and commissions. ***Requires as Associate's degree in a closely related field, certification as a MO Registered City Clerk and five (5) years of related experience.***

#### 28. City Manager

Administers of all city affairs as outlined by the City Charter. This is accomplished by directing and supervising the administration of all departments, offices, and agencies of the City; preparing the annual budget and capital program to the Mayor and Council; establishing and developing strategic plans and goals for all aspects of city business and operations; and negotiating and/or representing the City's interests by and between all City employees, other non-governmental agencies, business leaders and owners, citizens, Boards, and Commissions. ***Requires a Master's degree in public administration, plus ten (10) years' experience in local government management.***

#### 29. City Traffic Engineer

Manages and supervises professional and technical staff in the Traffic Engineering Team to carry-out duties established by City Ordinance. This is accomplished by planning, organizing, coordinating, supervising and evaluating programs, services, projects, staffing and equipment for the Traffic Engineering Team; providing overall direction in establishing short and long range team goals; working with City Engineer in establishing and updating written team and division

## LEE'S SUMMIT, MISSOURI

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policies and procedures; providing professional advice to City Council, Planning Commission and department heads; administering the team's annual operating budget and working with City Engineer to develop the annual operating budget; monitoring overall progress of the team's capital projects and managing resources to ensure projects remain on schedule; reviewing and managing development related transportation plans, studies, engineering, financial obligations and related projects; reviewing professional services and construction contracts prior to approval by the City Engineer; and drafting codes and regulations and coordinating enforcement as required by ordinances. ***Requires a Bachelor's degree in Civil Engineering from an ABET accredited four-year college or university, license as a professional engineer in MO, certified as a Professional Traffic Operations Engineer, plus eight (8) years' experience in engineering and five (5) years of demonstrated experience either in the preparation or review of transportation impact studies for land development.***

#### 30. Communications Specialist – Fire

Receives all requests for emergency service and determines the nature of the emergency, the severity of the incident and the appropriate units needed. This is accomplished by answering all emergency requests for services via 9-1-1 system, seven-digit emergency telephone, direct and cellular telephones and radio; determining the nature of the emergency, the severity of the incident and the type of emergency services needed, and dispatching the appropriate equipment and staffing; conducting overtime call-outs for city departments except Police Department, Animal Control, and Water Utilities Operations; communicating with the National Weather Service and appropriate facilities as part of the department's emergency management mission; assisting with coordination of notification communications for dispatch centers during mass casualty incidents; and serving as a central monitoring station to update EM computer system for area hospitals, providing front line technical support/help desk for area trauma centers and area hospitals. ***Requires a high school diploma or GED equivalent.***

#### 31. Communications Specialist – Police

Receives emergency calls and requests for services, determining and disseminating necessary information regarding such, recognizing urgency and priority, dispatching police units, traffic units, animal control, or routes calls to appropriate entities and coordinates outside services in the communications unit. This is accomplished by performing call taker functions to receive, screen, disseminate and record emergency 9-1-1 calls and non-emergency information from the general public, and federal, state and local government agencies to employees within the department; dispatching, advising and maintaining radio communications with police patrol, traffic, animal control, fire, local government, and detective units in the field; receiving, canceling and filing numerous wants, warrants, and protection orders as needed; entering and canceling stolen property and missing persons; monitoring city web-site and e-mail; answering TIPS hotline; and maintaining policy and procedure manual via email notification. ***Requires a high school diploma or GED equivalent and credible work history.***

#### 32. Communications Supervisor – Fire

Coordinates and supervises a communications unit, a 24 hour-a-day, seven days a week operation, of the department. This is accomplished by performing all the essential duties and responsibilities of a Communications Specialist; supervising all Communications Specialists and evaluating all assigned personnel; ensuring adequate coverage on all shifts and filling in during emergency situation; investigating complaints regarding unit employees and disciplining as necessary; formulating unit policy and written directives and making recommendations; acting as liaison with Information Technology GIS personnel for maintaining current geographical system used by the city; working with the Information Technology personnel and CAD administrator assuring maintenance of CAD system; functioning as the Supervisor of the EMS system who ensures proper training and operation of the system; conducting frontline ITS troubleshooting; and assuring multi-language capabilities of emergency system. ***Requires a high school diploma or GED equivalent, certification as a Fire Department Communications Specialist and five (5) years' communications experience.***

#### 33. Communications Supervisor – Police

## LEE'S SUMMIT, MISSOURI

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Coordinates and supervises the communications unit, a 24 hour-a-day, seven days a week operation, of the department. This is accomplished by supervising all Communications Specialists and Lead Communications Specialists and evaluating all assigned personnel; ensuring adequate coverage on all shifts; investigating complaints regarding unit employees and administering discipline as necessary; formulating unit policy and written directives and making recommendations; maintaining current geographical system used by the department and is the system administrator for the current software program utilized by the City; functioning as TAC (Terminal Agency Coordinator), ensuring proper training and the validation of information for the local, state, and national Criminal Justice Information Systems; ensuring that all personnel within the communications unit are properly trained and certified in MULES, ALERT, and NCIC; conducting frontline ITS troubleshooting and acts as liaison to City ITS department; and assuring multi-language capabilities of emergency system. *Requires an Associate's degree, plus five (5) years of communications experience and three (3) years of communication supervisory experience.*

#### 34. Community Center Manager

Oversees the daily operations of the gymnasium, classrooms, welcome desk, and maintenance/custodial services. This is accomplished by collaborating with the Superintendent of Recreation to establish and administer long-range strategic plans and goals for the Center; ensuring quality control, patron service and risk management policies and procedures for the Center; evaluating facility operations through observation and direct contact with participants as well as by written surveys; enforcing facility policies and procedures consistently for staff and patrons; preparing and reviewing the Center budget, determining cost effectiveness, attendance and service hours; maintaining daily cash receipts; maintaining personnel, payroll records and master files; and developing and maintaining operational manuals for the Center. *Requires a Bachelor's degree in Parks and Recreation Administration, Education or a related field, Basic First Aid & CPR certification, and three (3) years' experience working in operations/supervision of a multipurpose recreational facility.*

#### 35. Community Relations Specialist

Proactively manages communications through various programs, the management of media, engagement with citizen committees and community groups, the development of external and internal communications and coordination of special projects. This is accomplished by managing communication to all customers; working with appropriate parties in managing the design and content of information resources including the webpage, government cable access channel, live video, bill stuffers, Consumer Confidence Report and the City's residential newsletter; serving as spokesperson regarding various initiatives, monitoring news coverage and trends, providing rapid assessment of issues and preparing concise and accurate news/press releases to respond to media inquiries in collaboration with the Communications Specialist; designing and implementing an overall media and community relations strategy; acting as project manager on citizen surveys to benchmark Department activities and progress in customer service and relations; and planning events. *Requires a Bachelor's degree in Journalism, Communications, Public Relations or related field, plus three (3) years' increasingly responsible experience in public relations or experience in local government.*

#### 36. Construction Manager

Supervises activities relating to the construction of private development and capital improvement. This is accomplished by recommending actions relating to staffing, hiring, advancement, disciplinary actions, and other changes in employee status; coordinating and evaluating programs, services, and equipment needs; developing budget for the Construction Management program; providing construction related assistance; monitoring design status; scheduling capital projects and planning for future staffing needs; advising City Engineer on professional services and construction contracts; managing consultant contracts and approving invoices for services; acting as point of contact during construction for residents; and working with City Engineer in establishing written policies and procedures for construction projects. *Requires a Bachelor's degree in Civil Engineering from an ABET accredited four-year college or university, a license as a professional engineer in MO and eight (8) years' experience in engineering.*

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#### 37. Controller

Assumes responsibility for all City accounting records, City annual financial report, reports associated with all accounting records and accounting systems and procedures. This is accomplished by supervising Finance Accounting staff, coordinating overall accounting activities and directing all accounting transactions; supervising and approving accounts payable, miscellaneous accounts receivable, payroll and bank account reconciliations; monitoring budget to actual expenditures for all City Departments, internal service operations and capital projects; monitoring and evaluating existing financial policies, procedures, controls and accounting systems and assisting with implementation of enhancements to increase effectiveness and efficiency of accounting operations, financial systems and related technology platforms; performing research and analysis related to financial operations and preparing special financial reports and compiling statistical information as required; working with the Director of Finance and other departments in the preparation of the combined annual budget and five year capital improvement plan; and performing audits of applicable Federal and State Laws and internal operating procedures. ***Requires a Bachelor's degree in Accounting or Business Administration plus five (5) years' progressively responsible government accounting experience with a strong emphasis in general fund, enterprise and internal service fund governmental accounting.***

#### 38. Court Administrator

Facilitates operations of the Municipal Court. This is accomplished by managing the Municipal Court resources to meet Division objectives; developing and administering court policies; managing recruiting, hiring, training, and evaluating performance of staff; preparing, proposing and monitoring budget; supervising the preparation and administration of municipal proceedings, docketing, and court records; supervising the Court security program; developing and maintaining manuals, policies, and procedures; supervising the administration of receipting, depositing and accounting of monies; managing the probation program; completing payroll; and reviewing current and pending legislation relevant to Municipal Court procedures. ***Requires a high school diploma or GED equivalent, certification from Missouri Association for Court Administration, and five (5) years' experience in court administration, prosecution, juvenile court or equivalent legal related field.***

#### 39. Crime Scene Technician

Performs duties associated with the processing of evidence at all types of crime scenes. This is accomplished by attending autopsies and collecting evidence from the body; completing comprehensive, detailed reports of the evidence; processing and packaging evidence; testifying in court regarding the crime scene and the evidence collected; and maintaining all evidence in the evidence collection area. ***Requires a high school diploma or GED equivalent, plus one to two (1-2) years of progressively responsible related experience.***

#### 40. Custodian

Performs custodial duties on assigned city buildings and facilities. This is accomplished by performing light plumbing duties; sweeping, vacuuming, mopping, dusting, shampooing, steam cleaning, stripping, waxing, polishes, and buffing floors, carpets, and furniture, etc.; emptying trash cans; cleaning and sanitizing restrooms and locker room facilities and replenishing supplies, cleaning drinking fountains, mirrors, tables, walls, light fixtures, etc.; washing windows, walls, metal and woodwork; picking up litter around buildings and grounds and power washing as needed; removing snow from sidewalks of city facilities and applying ice/snow melt compounds on sidewalks, drives and parking areas; inspecting and maintaining assigned custodial equipment and small tools for proper operating condition; locking and unlocking facilities as needed; performing mail duty including pickup and delivery at post office and running postage machine; changing light bulbs and fluorescent tubes; and setting up and breaking down for special events. ***Requires a high school diploma or GED equivalent and one (1) year experience.***

#### 41. Customer Service Rep

Assists customers with obtaining service, resolution of customer account inquiries and maintains customer accounts. This is accomplished by handling customer inquiries regarding all aspects of department services; assisting customers with the navigation of the online system to expedite access to account information, and providing technical support for

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customers with connectivity issues and other technical issues; creating service orders to fulfill requests from incoming customers, terminating customers, and other services; processing and reconciling customer payments, assisting customers with payment options, identifying and transferring misapplied payments to customers' appropriate accounts and notifying customers of errors to avoid delays and potential penalties; generating collection notices and processing delinquent lists for autodial broadcast, generating accounts list for deactivation (Shut-Off) due to non-payment, and working with customers to establish payment arrangements for delinquent accounts; and providing additional support for the reactivation of service on a rotational basis after normal business hours. ***Requires a high school diploma or GED equivalent and two (2) years' customer service experience.***

#### 42. Customer Service Supervisor

Plans and coordinates the department billing operations, supervises billing system activities, develops and maintains utility billing procedures and customer service representative assignments. This is accomplished by planning, organizing and directing all activities related to department billing; managing customer account corrections, reconciling miscellaneous accounts, approving billing journals and reviewing all department billing for accuracy; supervising, training and evaluating the performance of Customer Service Representatives; preparing statistical and analytical reports on department billing operations, analyzing trends and recommending action; preparing customer account adjustments in relations to bankruptcy and delinquent accounts, performing the more difficult and complex billing duties including investigations, and managing challenging customer relation situations; making reasonable efforts to continually improve processes and increase productivity of staff; monitoring collections of bills, reviewing delinquent accounts, managing and coordinating shut-off processes, and handling issues with customers that escalate beyond the control of Customer Service Representatives; handling complex customer payment arrangements, and overseeing payment arrangements of Customer Service Representatives; participating in long range planning and coordinating customer service budget; and assisting with the procurement of services through the Purchasing Department. ***Requires an Associate's degree in Management or other business related field.***

#### 43. Deputy City Clerk

Assists in the performance of all duties of the City Clerk's office including responding to requests and assignments from Mayor, City Council, City Manager and/or Director of Administration. This is accomplished by coordinating items from other departments for City Council packets, preparing, distributing and uploading Council packets for electronic access; attending City Council, committee, and special meetings as assigned to provide an accurate recording of the proceedings; coordinating the agenda, posting, and distributing committee meeting information; completing payroll and payroll reports and routing to Finance; reconciling City Clerk's office purchasing card accounts, entering purchase data into accounting system, and entering invoices for approval process; coordinating, preparing and distributing liquor licenses after approval by the City Council; issuing cemetery deeds; ensuring all meeting notices are posted publicly as required by state law; and providing directory assistance to City Hall visitors. ***Requires an Associate's degree in Business Management, Records Management, Public Administration or closely related field, certification as a Missouri Registered City Clerk, and one to three (1-3) years of related experience.***

#### 44. Deputy Court Clerk

Assists the public by performing clerical duties related to processing, docketing and disposition of Municipal Court charges. This is accomplished by performing data entry for Municipal Court cases filed by the Prosecutor; preparing case files, orders for fingerprinting and files according to court date; responding to telephone and in-person inquiries; receiving and processing receipts for in-person payments; performing data entry related to case dispositions and preparing prisoner commitments; preparing court dockets; processing fingerprint cards and alcohol recoupment forms; processing attorney plea requests and forwarding to Prosecutor's office for amendment; processing motions for continuance submitted by attorneys; and processing attorney online entry of appearance forms. ***Requires a high school diploma or GED equivalent and one (1) year experience in court or legal related field.***

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#### 45. Deputy Director of Public Works/City Engineer

Performs specific engineering duties related to managing the public right-of-way, planning, designing, and managing construction of public infrastructure projects, and manages the City's professional engineering staff. This is accomplished by planning, supervising and managing programs, services, projects, staffing and equipment for the Engineering Division; providing direction to establish short and long range division goals and objectives; establishing written division policies and procedures; providing professional advice to City Council, department heads, and City staff; coaching, leading, motivating, developing, engaging, evaluating and recommending actions related to hiring, disciplinary actions, advancement, or other changes in employee status; reviewing staff budget requests, and developing and monitoring division budget; monitoring overall progress, schedule and status of the division's capital projects; reviewing and approving professional services and construction contracts for division projects and programs; managing City's compliance with several federal permits; serving as City's floodplain administrator; enforcing the provisions of the Design and Construction Manual and all related ordinances of the City; enforcing the submittal of "as built" grading surveys and elevation certifications for individual lots; and serving as the principal city official responsible for administration of the right-of-way registration, assignment of utility corridors, relocation of facilities in the right-of-way, and permitting processes, and managing staff delegated to administer right-of-way process. ***Requires a Bachelor's degree in Civil Engineering from an ABET accredited four-year college or university, license as a professional engineer in MO and ten (10) years' experience in engineering with at least three (3) years in a supervisory or management capacity.***

#### 46. Development Engineering Manager

Manages and supervises professional and technical staff in the Development Engineering Group, including engineers and engineering technicians, and performs technical plan review related to private development projects. This is accomplished by hiring and making recommendation for disciplinary actions; training staff and making staff assignments for Development Engineering Group; preparing performance evaluations and conducting reviews; planning, organizing, coordinating, supervising and evaluating programs, services, projects, staffing and equipment for the Development Engineering Group; providing overall direction in establishing short and long range goals and priorities; coordinating with Director and Assistant Director in the preparation and modification of group and division policies and procedures; providing professional advice relative to development issues to Planning Commissioners and City department heads; and reviewing staff budget requests and participating in the development and monitoring of department / division budget. ***Requires a Bachelor's degree in Civil Engineering or closely related field from an ABET accredited four-year college or university, license as a professional engineer in MO, and eight (8) years' experience in civil engineering.***

#### 47. Director of Development Services

Plans, directs, manages and oversees the activities and operations of the Development Services Department. This is accomplished by reviewing and recommending hiring, placements, promotions, terminations, training, employee development, and disciplinary actions, and conducting and reviewing performance appraisals; managing all Development Center services and projects and budget administration; formulating, recommending and administering new policies, procedures and programs; developing and implementing department goals and objectives; meeting with engineers, architects, planners, lawyers, real estate brokers and development community members to discuss proposed projects to provide overall guidance and support; preparing reports for presentations to the City Council and other groups, and researching business and development related issues and recommending ordinances and procedure revisions; and presenting Development Center activities to citizen groups and public bodies, including Planning Commission, Board of Zoning Appeals, Building Code of Appeals, City Council, City Council Committees, Home Owner Associations, Civic Boards, and community groups. ***Requires a Bachelor's degree in Urban Planning, Engineering, Construction Management, Public Administration, Business Administration or closely related field, and five (5) years of increasingly responsible management experience in community or an economic development related field.***



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#### 48. Director of Human Resources

Provides the strategic direction for personnel programs and the merit system for City employees. This is accomplished by administering the personnel system including recruitment, selection, pay and benefits administration, performance appraisal, recognition programs and employee relations; providing leadership for management in decision making on hiring, firing and evaluating employee performance; managing the City's compensation and classification plan; monitoring internal equity and market comparison and facilitating the job evaluation process and assisting management with succession planning; collaborating with Department Directors and Human Resource Generalist to forecast and project future staffing needs; directing and evaluating loss control activities, including representing the City with third party insurance providers, safety programs, claims handling and tracking, wellness programs, drug screening, etc.; partnering with Director of Administration to represent the City in the labor relation's function; developing and administering personnel policies; monitoring, recommending and preparing Human Resources annual budget; and handling employee relations issues and functioning as a communication bridge between management and staff.

***Requires a Bachelor's degree plus postgraduate work in Personnel, Business or Public Administration, and ten (10) years' HR generalist experience plus five (5) years' supervisory experience.***

#### 49. Director of Planning & Special Projects

Directs, manages and supervises the activities and operations of the Planning and Special Projects Department including budget administration. This is accomplished by reviewing and determining selection, placement, promotion, termination, training, etc. of departmental personnel; managing all Planning and Special Projects Department services and activities; providing support to the Neighborhood Services Division in enforcing the City's Property Maintenance and Dangerous Building Code, as well as the Unified Development Ordinance; and advises Planning Commission, Mayor and City Council, City Administration and other City staff about the impact and appropriateness of proposed projects. ***Requires a Bachelor's degree in urban Planning or related field, plus seven (7) years' increasingly responsible management experience in municipal or public planning and AICP certification.***

#### 50. Director of Public Works

Leads and manages the Public Works Department. This is accomplished by determining the qualifications for selection, placement, promotion, termination, training, development, safety, performance appraisals and discipline of departmental personnel; directing and managing the Public Works Department including Engineering, Operations, Solid Waste and the Airport divisions; preparing, administers and monitors the department and Capital budgets; developing long range plans and programs for the City's infrastructure development and overall direction in establishing short and long range divisional goals and objectives; making public presentations to Council Committees, City Council and citizen groups; and serving as City's representative to Mid America Regional Council committees. ***Requires a Bachelor's degree in Engineering, license as a professional engineer in the State of MO, and ten (10) years' experience in public works and/or engineering management.***

#### 51. Director of Water Utilities

Directs the water and wastewater utility operations for the City. This is accomplished by providing overall direction and guidance in the selection, placement, promotion, termination, training, development, safety, appraisals and discipline of departmental personnel; implementing approved Strategic Plan initiatives, including establishment of operational standards, program goals, policies and operating processes; evaluating and recommending projects for inclusion into the city's Capital Improvement Plan; developing and administering the department budget; coordinating studies related to water system costs and revenue requirements, system master planning, renewal and programs, facilities maintenance and management, customer service systems and other systems and assets; and participating in the negotiation of real estate agreements, service contracts, construction contracts, legal settlements and labor agreements. ***Requires a Bachelor's degree in Engineering, Chemistry, Biology, Construction and/or Financial Management and ten (10) years' supervisory experience in a water and/or sewer utility.***

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#### 52. Equipment Operator

Performs a variety of tasks related to the construction and maintenance of city infrastructure. This is accomplished by performing all duties and responsibilities of a Maintenance Worker; performing construction, maintenance and repair of city streets, storm sewers, traffic infrastructure, water lines and sewer lines utilizing heavy and highly technical equipment and machinery; operating designated heavy equipment and other similar equipment as assigned; performing preventative maintenance on vehicles and equipment; performing snow and ice removal and the operation and maintenance of snow equipment, including snow plows, spreaders and anti-icing spray tanks as assigned; and taking a lead role on assigned crew to assist with the direction of the work in the field. ***Requires a high school diploma or GED equivalent.***

#### 53. Equipment Operator Sewer

Performs a variety of tasks related to the construction and maintenance of city infrastructure. This is accomplished by performing all duties and responsibilities of a Maintenance Worker; performing construction, maintenance and repair of city streets, storm sewers, traffic infrastructure, water lines and sewer lines utilizing heavy and highly technical equipment and machinery; operating designated heavy equipment and other similar equipment as assigned; performing preventative maintenance on vehicles and equipment; performing snow and ice removal and the operation and maintenance of snow equipment, including snow plows, spreaders and anti-icing spray tanks as assigned; and taking a lead role on assigned crew to assist with the direction of the work in the field. ***Requires a high school diploma or GED equivalent and a MDNR Solid Waste Certification.***

#### 54. Equipment Operator Water

Performs a variety of tasks related to the construction and maintenance of city infrastructure. This is accomplished by performing all duties and responsibilities of a Maintenance Worker; performing construction, maintenance and repair of city streets, storm sewers, traffic infrastructure, water lines and sewer lines utilizing heavy and highly technical equipment and machinery; operating designated heavy equipment and other similar equipment as assigned; performing preventative maintenance on vehicles and equipment; performing snow and ice removal and the operation and maintenance of snow equipment, including snow plows, spreaders and anti-icing spray tanks as assigned; and taking a lead role on assigned crew to assist with the direction of the work in the field. ***Requires a high school diploma or GED equivalent and a DNR Water or Wastewater Operator Certification.***

#### 55. Equipment Technician

Provide core maintenance, inspection and repair services for equipment, facilities and building systems. This is accomplished by performing inspection and maintenance tasks related to mechanical, electrical, pneumatic or hydraulic system equipment; monitoring, observing, and testing electro-mechanical systems and performing scheduled maintenance on pump and motor mechanical or electrical systems; checking and changing fuses, operating power switches, starting and stopping motors and pumps and monitoring equipment performance; troubleshooting basic electrical and mechanical problems, resolving or referring to outside contractor; and recognizing various electrical and mechanical hazards and working safely around known and anticipated site specific hazards. ***Requires a high school diploma or GED equivalent and one (1) year experience in a related field.***

#### 56. Evidence & Property Tech

Maintains the Police Department's property and supply, and performs a wide range of evidence duties related to crime scenes and criminal investigations. This is accomplished by operating and maintaining the property unit of the department; handling evidence checkout and tracking; controlling custody and disposal of evidence; assisting with the coordination of laboratory testing with the Regional Crime Laboratory; maintaining the department's inventory of supplies and equipment, taking inventory, and disbursing inventory; ensuring proper procedures for evidence handling are followed; assisting with formation of policies and procedures; and creating checklists for operations. ***Requires a high school diploma or GED equivalent and a credible employment record.***

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#### 57. Executive Assistant

Provides secretarial support to the Mayor, City Council and Assistant City Manager. This is accomplished by performing administrative duties, including typing, filing, copying, faxing and distributing the mail; coordinating appointments and travel arrangements for the Mayor, City Council members, Assistant City Manager of Operations and Director of Administration; answering phones, greeting visitors and responding to citizen inquiries, concerns and requests; preparing official documents to include proclamations on Mayor's behalf; preparing PowerPoint presentations for management staff as requested; preparing and coordinating monthly City calendar and updating City web-site; planning and coordinating public receptions and special events including catering; and handling complaints to the Mayor's office. *Requires advanced business or secretarial courses and five (5) years' experience as an executive level secretary.*

#### 58. Facilities Maintenance Worker

Assists facility maintenance staff and performs custodial services when assigned. This is accomplished by acting as laborer on remodel projects; painting, sanding of sheet rock, picking up parts and material for building maintenance, keeping job sites free of debris and clutter, and helping carry material and equipment; performing preventive maintenance on locks, restroom fixtures, exhaust fans, custodial equipment, and building maintenance equipment; performing light plumbing duties; sweeping, vacuuming, mopping, dusting, shampooing, steam cleaning, stripping, waxing, polishing, and buffing floors, carpets, and furniture, etc.; emptying trash cans; cleaning and sanitizing restrooms and locker room facilities and replenishing supplies, cleaning drinking fountains, mirrors, tables, walls, light fixtures, etc.; washing windows, walls, metal and woodwork; picking up litter around buildings and grounds and power washing as needed; removing snow from sidewalks of city facilities and applying ice/snow melt compounds on sidewalks, drives and parking areas; inspecting and maintaining assigned custodial equipment and small tools for proper operating condition; locking and unlocking facilities as needed; and changing light bulbs and fluorescent tubes. *Requires a high school diploma or GED equivalent and one (1) year experience in a custodial field.*

#### 59. Facilities Manager

Performs a variety of skilled, technical, supervisory and administrative tasks related to daily maintenance and operation of water and waste water facilities and related control systems. This is accomplished by supervising the work of project managers, engineers and contractors; recommending actions related to hiring, disciplinary actions, advancement, or other changes in employee status; managing employees including motivating, instructing, developing and evaluating performance; managing the facilities maintenance section of water utilities operations; coordinating resources and activities including scheduling system maintenance and repair; recommending, developing and implementing contracts for services and commodities; developing emergency operating procedures; identifying and developing policies; preparing, administering and monitoring the facilities maintenance section of the division's annual operating budget; managing, planning and designing capital projects process to include development of specifications for soliciting contract proposals; and participating in developing and reviewing plans for new facilities and equipment. *Requires a Bachelor's degree in a related field with successful completion of system engineering training courses for computerized control systems, a Missouri DSIII license and three (3) years' experience relating to the construction, repair and maintenance of water/wastewater facilities.*

#### 60. Field Building Inspector

Performs technical inspections to ensure projects are being constructed in compliance with adopted codes and ordinances. This is accomplished by performing inspections of residential, commercial and industrial projects for compliance with adopted construction codes, local ordinances, approved plans and department policy and procedures; issuing correction notices or approvals as required; investigating complaints from businesses and residents concerning construction projects that may have deficiencies that may require corrective actions; testifying as necessary in any judicial actions; preparing clear and professional written reports that reflect the status of all inspections; explaining correction notices and other code requirements to builders, citizens, contractors and others in a clear and polite manner; and providing guidance and direction to stakeholders/customers. *Requires a Bachelor's degree in Construction, Architecture or Engineering.*

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#### 61. Field Engineering Inspector

Performs technical construction inspection of work related to public and private infrastructure, in particular related to private development and right-of way activities for compliance with Federal, State, and City codes and standards. This is accomplished by enforcing the Design and Construction Manual and right-of-way ordinances; ensuring ADA compliance on all new sidewalks and ramps; inspecting all new and replacement sidewalks and driveway approaches; verifying that contractors have obtained the required permits, that they are using safe construction practices whether on right-of-way or private development; and that traffic control is set up in accordance with an approved traffic control permit; responding to citizen complaints and questions regarding work, property damage, property restoration and other related service requests; issuing permits for approved development projects; assisting with the review of construction plans; collecting all documentation required by the Design and Construction manual for project close out; and performing field survey checks as required. ***Requires four (4) years' experience in a construction related field.***

#### 62. Finance Director

Directs and supervises the financial operation and reporting of all municipal funds including budget, audit, cash management, debt management, utility rate structure in compliance with applicable accounting standards. This is accomplished by overseeing preparation of budget for all city funds and departments including revenue, expenditures and fund balance projections, and overseeing final budget publication and monitoring expenditures in accordance with adopted budget; managing City debt including issuance of bonds, revenues and other special financing, and monitoring repayment and possible refunding options; analyzing cash management and disbursement requirements of funds to provide for timely payments and maximum interest income; reviewing and recommending calculations of tax levies, reviewing estimated assessed valuations and certifying approved levies to counties and State Auditor's Office; and overseeing coordination of City Council committees. ***Requires a Bachelor's degree plus postgraduate work in Business, Finance, Accounting or a related field, plus seven (7) years' experience in Finance or Accounting.***

#### 63. Fire Captain I

Supervises a fire company, both in emergency and non-emergency situations, related to fire protection, emergency medical services, hazardous materials response, technical rescue, and emergency management delivery management. This is accomplished by performing the duties and responsibilities of firefighter, engineer, and specialist; directing and coordinating all company level activities and personnel on both emergency and non-emergency functions; serving as the initial incident commander on emergency incidents and performing duties in ICS supervisory roles on large scale incidents; coordinating and conducting company level fire inspections in accordance with adopted fire code; conducting pre-fire analysis and preparing pre-fire plans; supervising and participating in the delivery of community fire safety education programs; and ensuring compliance to city policies, department policies and department standard operating guidelines, including safety and emergency operations. ***Requires a high school diploma or GED equivalent, plus seven (7) years' experience as a sworn member of the City's Fire Department including a minimum of two (2) years as a Fire Specialist, Acting Captain Certification, plus certification as Fire Instructor I and Fire Officer I.***

#### 64. Fire Captain II

Supervises a fire company, both in emergency and non-emergency situations, related to fire protection, emergency medical services, hazardous materials response, technical rescue, and emergency management delivery management. This is accomplished by performing the duties and responsibilities of firefighter, engineer, and specialist; directing and coordinating all company level activities and personnel on both emergency and non-emergency functions; serving as the initial incident commander on emergency incidents and performing duties in ICS supervisory roles on large scale incidents; serving as the first-line supervisor for personnel matters including conducting performance evaluations, counseling, disciplinary action, and making recommendations regarding other changes in employee status; developing and delivering company level and other specialized training; coordinating and conducting company level fire inspections in accordance with adopted fire code; conducting pre-fire analysis and preparing pre-fire plans; supervising and participating in the delivery of community fire safety education programs; and ensuring compliance to city policies, department policies and department standard operating guidelines, including safety and emergency operations. ***Requires a high school diploma or GED equivalent, plus seven (7) years' experience as a sworn member of the***

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*City's Fire Department including a minimum of three (3) years as a Captain I, Acting Captain Certification, plus certification as Fire Instructor I and Fire Officer I.*

#### 65. Fire Chief

Plans, directs, and supervises the operations of the Fire Department including fire protection, emergency medical services, rescue services, hazardous material services, and emergency management activities. This is accomplished by reviewing and determining selection, placement, promotion, termination, training, development, safety, appraisals and discipline of departmental personnel; providing leadership to ensure maximum productivity of the Fire Department personnel; overseeing departmental budget preparation, administration, and monitoring; serving as principal departmental spokesman for the media, elected officials, and members of the public; directing and managing the divisions of the department; and performing duties of Emergency Management Director during citywide disasters of emergencies, assuming the overall coordination of citywide efforts; overseeing the department's involvement in the development review process involving recommendations to the Planning and Zoning Commission and City Council. ***Requires a Bachelor's degree in a related field, certification as an Emergency Medical Technician/Defibrillator or EMT-Paramedic, plus over ten (10) years' experience in fire suppression, fire prevention, code enforcement, emergency medical services, rescue services, hazardous materials response and emergency management, including three to five (3-5) years' previous experience in a management and/or supervisory capacity.***

#### 66. Fire Engineer

Performs duties, both in emergency and non-emergency situations, related to fire protection, emergency medical services, hazardous materials response, technical rescue, and emergency management delivery. This is accomplished by performing all duties and responsibilities of a firefighter; driving, maintaining, and operating the pumper apparatus and pump at emergency scenes; conducting daily inventory, service checks, and first-line maintenance on pumper apparatus and all tool and equipment carried on apparatus; maintaining knowledge of public water systems and the use of fixed fire protection systems such as sprinklers and standpipes; determining water flows and calculating hydraulic friction loss problems during pumping evolutions; operating and ensuring correct flow of foam appliances during hazardous materials operations; assisting with company level fire inspections in accordance with adopted fire code; participating in pre-fire planning in order to understand the available water supply, fixed fire protection systems, and the Engineer's responsibility at incidents at these facilities; and delivering and participating in community fire safety education programs. ***Requires a high school diploma or GED equivalent, plus two (2) years' experience as a sworn firefighter.***

#### 67. Firefighter

Performs duties, both in emergency and non-emergency situations, related to fire protection, emergency medical services, hazardous materials response, technical rescue, and emergency management delivery, and serves as the principal hands-on labor in providing fire department emergency and non-emergency services to the community. This is accomplished by responding to fire incidents and conducting tasks including fire attack, search and rescue, ventilation, salvage, overhaul, and other fire ground support operations as directed; driving emergency vehicles operated by the department except for pumper and aerial apparatus; responding to emergency medical incidents and providing medical care while working as an EMT-Basic or Paramedic; participating in technical rescue operations and supporting specialized teams including various types of rescue incidents such as fast water, ice, high angle, trench, auto extrication, and building collapse; responding to hazardous materials incidents; conducting daily inventory, service checks, and first-line maintenance of tool and equipment carried on apparatus; assisting with company level fire inspections in accordance with adopted fire code; and preparing, instructing, and participating in community fire safety education programs. ***Requires a high school diploma or GED equivalent.***

#### 68. Fire Specialist

Performs duties, both in emergency and non-emergency situations, related to fire protection, emergency medical services, hazardous materials response, technical rescue, and emergency management delivery. This is accomplished by performing duties and responsibilities of firefighter and engineer; driving, maintaining, and operating the aerial

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apparatus and pump at emergency scenes; conducting daily inventory, service checks, and first-line maintenance on aerial apparatus and all tool and equipment carried on apparatus; maintaining knowledge of public water systems and the use of fixed fire protection systems such as sprinklers and standpipes; instructing and conducting training of other company and shift personnel in specific assigned areas by drills or lecture classes for firefighters or engineers; conducting company level fire inspections in accordance with adopted fire code; and assisting the company officer in conducting pre-fire analysis and preparing the pre-fire plans. ***Requires a high school diploma or GED equivalent, certification as Fire Instructor I, plus five (5) years' experience as a sworn firefighter and three (3) years' experience as a fire engineer.***

#### 69. Fitness Instructor

Plans, programs, develops, organizes, supervises, coordinates and evaluates comprehensive fitness services provided through the community center. This is accomplished by developing and implementing a fitness program; scheduling classes, programs, facilities and activities; recruiting, selecting and training part-time and seasonal personnel; and maintaining accurate payroll records. ***Requires a Bachelor's degree in Physical Education, Fitness Wellness, Parks and Recreation Administration or a related field, three (3) years of experience in the field of recreation, Basic First Aid and CPR certification, and Group Exercise Instructor certification.***

#### 70. Fleet Manager

Manages the City's vehicle and heavy equipment fleet, directs central maintenance garage operations, administers the vehicle and equipment replacement program and manages the Fleet Division. This is accomplished by reviewing and determining actions related to hiring, disciplinary actions, advancement, or other changes in employee status; managing the administrative functions and daily operations of the division; preparing and administering the Fleet operating budget and Vehicle Equipment Replacement Program fund (VERP); coordinating service scheduling for internal and outsourced repairs; managing equipment purchases and disposition process; working with departments to prepare annual budgets for vehicle and equipment replacement, overhead and expansion requests; managing procurement and administration of parts operation and other commodities and overseeing billing for each department including central fuel for the fleet; maintaining fleet data, maintenance records, vehicle registrations, warranties and other related documents; managing the City's motor pool; acting as Project Manager for new programs, policies and procedures; drafting recommendations for policies in regards to fleet use and operation; and managing fueling facilities. ***Requires a Bachelor's degree in Automotive Science or related field plus five (5) years' experience in fleet repairs and management.***

#### 71. GIS Coordinator

Manages, controls and directs the City's GIS operations, initiatives and projects. This is accomplished by coordinating the utilization and future development of complex GIS applications throughout the City; serving as a project manager on significant technology projects including identification of need, evaluation of alternatives, assistance in the procurement process, and oversight of the implementation; providing support and technical assistance for ArcGIS and GIS application users; performing high level geographic analysis; coordinating the City's movement toward utilization of technologies; maintaining related hardware, such as plotters and GPS equipment; and maintaining GIS related servers, databases and software. ***Requires five (5) years of progressive experience with the development, production, management or utilization of GIS technology.***

#### 72. Human Resources Generalist

Performs a variety of routine and complex duties to assist the human resources department in carrying out various programs and procedures to include talent acquisition management, training, participates in surveys and maintains master job description file. This is accomplished by managing the recruitment process to include prescreening resumes, participating on interview panels, checking applicant references, completing internal equity analyses, investigating and evaluating requests to exceed minimum range employment offers; representing City in community activities to include career fairs, professional organizations, networking opportunities and academic institutions; working with Director of Human Resources on special projects and providing back up in employee relations issues;

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maintaining job description master file, incorporating changes and edits as they occur; administering job description development process for current and new positions; identifying job competencies in concert with management; providing personnel policy, supervisory and customer service training; addressing employee questions regarding Human Resource functions; and participating in budget preparation process. ***Requires an Associate's degree.***

#### 73. IT Operations Supervisor

Provides senior oversight and management of the City's computer network, technology infrastructure and related staff. This is accomplished by performing all personnel functions of supervisor for employees under direct supervision; envisioning and designing all network security, and providing oversight in the proper implementation, management, and maintenance of those systems; developing a City IT disaster recovery plan and a threat response plan; identifying, recommending, and directing the implementation of security solutions, conducting vulnerability audits and assessments, and participating in the creation and or maintenance of security policies, standards, baselines, guidelines and procedures; ensuring the proper development, configuration, maintenance, support, and optimization of all new and existing network systems, hardware, software, and communication links; administering storage platforms across the organization; overseeing administration of enterprise directory services and supporting server infrastructure including end user accounts, permissions, and access rights; participating in ITS change management process through the evaluation and approval of proposed modifications to production systems within ITS; and acting as point of escalation for network systems issues to management as needed. ***Requires a Bachelor's degree in Computer Science or closely related field, plus five (5) years of progressively responsible experience in designing, installing, configuring and securing network systems.***

#### 74. ITS Help Desk Support Specialist

Acts as the primary contact for all ITS customers with questions, concerns, and IT service requests. This is accomplished by receiving and documenting all calls, requests, and inquiries in call logging system, gathering appropriate information from the caller and utilize call logging system to document and create a call record of the request, and understanding and applying IT priority structure – determining the requested priority and providing context for clients' expectations for response per service level agreements (SLA); providing Level 1 call troubleshooting and resolution; documenting, assigning, and providing oversight and escalation for recorded calls per departmental procedure, assigning calls to other IT staff members as appropriate and per departmental procedure, including all information available that will assist in an effective and efficient Level 2 resolution; providing introductory training and support to new employees in the use of call logging system and communicating any system changes to IT staff as appropriate; creating and maintaining documentation on Help Desk page on City intranet; disbursing information and documentation to users; coordinating ID badge and equipment check-out services; and performing a variety of file and password services and performing basic file restoration services for users. ***Requires two (2) years' experience providing computer support.***

#### 75. ITS Project Manager

Manages, controls and directs various assigned ITS projects. This is accomplished by managing and supervising highly technical work involving IT projects and initiatives, planning and organizing workloads and staff involvement; serving as a lead project manager on significant technology projects; directing all phases of project life cycle, delivering projects on time and within budget; working with technical and functional staff, outside contractors and temporary employees to oversee assigned tasks related to IT projects; assisting in the formulation of short and long-range technology plans; reviewing computer system capabilities and resource limitations to determine feasibility of user requirements and project plans; and assisting Assistant Director, Application Management Services to develop best practices, techniques, and tools for project planning, execution, project management, ongoing milestone/ deliverable tracking, communication, and key performance metrics, and in communicating project management standards and techniques to appropriate staff. ***Requires a Bachelor's degree in IT Management, Project Management, Business Administration, or closely related field, two (2) years' IT experience as an Applications Administrator, Sr. GIS Analyst, Web Administrator or equivalent, and five (5) years' experience in project management in an IT environment supporting enterprise class applications in an organization or similar or larger size.***

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### 76. Lead Communications Specialist – Fire

Coordinates and supervises communications personnel on assigned shift. This is accomplished by performing duties of a Communications Specialist; serving as designated after hours contact for Public Works and Water Utilities; working with Communication Supervisor to ensure proper staffing levels are maintained for minimum coverage requirements; making recommendations to Communication Supervisor in hiring process, performance evaluations and the need for disciplinary actions; working with supervisor to ensure personnel complete necessary training to meet minimum standards of performance and performing training as directed; ensuring compliance with City policies, department policies and operating procedures; handling more difficult 9-1-1 cases; and handling call outs for emergencies.

***Requires a high school diploma or GED equivalent, certification as a Fire Department Communications Specialist and two (2) years of experience.***

### 77. Lead Communications Specialist – Police

Coordinates and supervises personnel and the receipt of requests for emergency and non-emergency services and coordinates the dispatch of resources. This is accomplished by performing all principal duties and responsibilities of a Communications Specialist; coordinating with Patrol Supervision to ensure that continuous service is provided; supervising the performance of Communications Specialists to ensure quality service; assisting with scheduling to ensure minimum coverage of the Communications Unit; ensuring proper staffing levels and coordinating with the Communications Supervisor; recommending disciplinary actions and conducting counseling sessions of Communications Specialist; coordinating with the Communications Supervisor to schedule and deliver the necessary training to meet minimum standards of performance; ensuring compliance with City and Department policies, as well as, operating procedures; assisting in the preparation of performance evaluations on Communications Specialists; and assisting in handling more difficult calls for service. ***Requires a high school diploma or GED equivalent plus three (3) years of experience as a Communications Specialist.***

### 78. Lead Detention Officer

Coordinates detention officers in the intake, housing and release of prisoners. This is accomplished by performing all principal duties and responsibilities of a Detention Officer; assisting with scheduling to ensure minimum coverage of the Detention Unit; recommending disciplinary actions, as needed; coordinating with the Detention Unit Supervisor Captain to provide personnel with the necessary training to meet minimum standards of performance; ensuring compliance with City and Department policies as well as operating procedures; assisting in handling difficult prisoners; receiving and responding to complaints; feeding and medicating prisoners; acting as liaison for court arraignments; monitoring and maintaining audio-visual equipment; monitoring limits on 20 hour hold and contacting detectives, as needed; investigating and fingerprinting for identity checks; training new hires; confirming warrants; and managing self-surrenders or bondsman surrenders. ***Requires a high school diploma or GED equivalent, CPR and First Aid certification, and demonstrated experience in the law enforcement field either as a detention/corrections officer, police officer, or any combination of the two.***

### 79. Lead Engineering Technician

Manages engineering technician staff and resources to ensure projects meet schedules within the budgets allocated for each project. This is accomplished by monitoring progress, schedules, and status of the team's capital design projects; managing resources to ensure projects remain on schedule; planning, organizing, coordinating, supervising and evaluating services, projects, staffing and equipment; providing overall direction to establish short and long range team goals and priorities; working with Supervisory Engineer in establishing Quality Control processes for engineering design projects; reviewing and updating City standard details and drawing standards used in the preparation of construction documents; administering the team's annual operating budget and assisting the Supervisory Engineer to develop the Engineering Annual operating budget; serving as the IT liaison for engineering technician staff; and recommending actions related to hiring, disciplinary actions, termination, advancement or other changes in employee status. ***Requires an Associate's degree in Drafting, Civil Engineering, Construction Management or closely related field and six (6) years' experience in drafting in the civil engineering field.***



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### 80. Legal Assistant

Assists in the performance of clerical and administrative duties in the Prosecution Division of the Law Department. This is accomplished by working with attorneys in the preparation of legal documents; providing clerical support to attorneys in the courtroom; preparing and organizing all prosecution case files; answering telephone calls; scheduling and participating in prosecutor and victim/witness interviews; conducting basic legal research and locating statutes and relevant case citations; acting as an informed liaison between the prosecutor and victim, police, and/or other lay witnesses and/or partner agencies; collecting documentation regarding restitution; notifying lay witnesses as well as police witnesses of court dates; scheduling mediation hearings as directed by the prosecutors; serving as Notary Public and witness on various documents related to City business as necessary; and interacting with mental health partner agencies to identify individuals appropriate for Mental Health Court. ***Requires a high school diploma or GED equivalent plus one (1) year of related experience.***

### 81. Maintenance Shop Supervisor

Provides a variety of administrative, skilled, technical, and supervisory tasks to facilitate the effective supervision of the daily activities of the maintenance shop. This is accomplished by supervising the mechanics and the Mechanic Parts Specialist; identifying and arranging work to be completed by outside vendors; coordinating the scheduling of workflow; coordinating all service requests including preventive maintenance and other repairs; providing expertise and direction to coworkers, mechanics, and staff to research problems and find solutions; coordinating preventive maintenance schedule with departments; monitoring the parts room; and assisting Fleet Manager to ensure compliance by all Fleet personnel with safe work practices and associated federal regulations. ***Requires two (2) years of mechanic experience.***

### 82. Maintenance Specialist

Performs maintenance of the Legacy Park Community Center on a daily basis and special events. This is accomplished by cleaning and maintaining floors; performing minor semi-skilled interior building maintenance and light plumbing duties; performing a variety of basic janitorial tasks; performing set-up and takedown of rooms; performing indoor swimming pool maintenance as required. ***Requires a high school diploma or GED equivalent, plus Basic First Aid and CPR certification.***

### 83. Maintenance Supervisor – Parks

Supervises the cleaning and maintenance of Parks facilities. This is accomplished by determining work procedures, preparing work schedules, and expediting workflow studies; overseeing and evaluating contractual services; recruiting, selecting, supervising, training and appraising personnel; coordinating and performing cleaning activities; coordinating preventative maintenance of HVAC, locker rooms, decks, wood, and other areas; performing minor semi-skilled interior building maintenance; coordinating set-up and take down of rooms for classes, special events, and activities; performing swimming pool maintenance; maintaining exterior perimeter of community center; maintaining records; and preparing and reviewing division and center budgets. ***Requires a Bachelor's degree in Industrial technologies or related field and two (2) years of experience in construction, maintenance or repair, electrical, plumbing and HVAC.***

### 84. Maintenance Worker

Performs a variety of tasks related to the construction and maintenance of city infrastructure. This is accomplished by performing minor repair and general labor work; painting streets and crosswalks, and repairing painting equipment as needed; installing or replacing guardrail and street signs, performing asphalt and concrete maintenance and repair, and construction and repairs on streets, storm structures, and bridges; performing traffic control and work zone safety, and assisting in excavation work around utility lines; performing preventative maintenance on vehicles and equipment; performing snow and ice removal as assigned; removing tree, brush, trash and debris from streets and right-of-ways, and mowing and cutting grass and weeds as directed. ***Requires a high school diploma or GED equivalent, plus one to two (1-2) years' experience in the construction field.***

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#### 85. Mechanic

Performs maintenance and repairs the city's vehicle fleet. This is accomplished by diagnosing, troubleshooting, and performing repairs on fleet, including but not limited to hydraulic, suspension, exhaust, electrical, and component repairs; performing routine maintenance on city's vehicle fleet and miscellaneous equipment; performing annual motor vehicle inspections; diagnosing, troubleshooting and performing major engine and driveline repairs and rebuilding as directed; training new employees as needed; operating a variety of diagnostic equipment; performing complex welding assignments; maintaining and repairing tools, equipment and work area; designing and performing custom fabrication on vehicles and equipment; and diagnosing and performing emergency field service work to disabled equipment and performing field service work to all equipment that cannot be transported to the main shop. ***Requires a high school diploma or GED equivalent, plus three to five (3-5) years' experience in maintenance and repair on vehicles and motorized equipment.***

#### 86. Meter Service Technician

Performs water meter reading, recording, inspection and maintenance duties on an assigned route. This is accomplished by reading and inspecting water meters and meter wells in assigned routes operating a hand-held computer; performing service requests, leak checks, pressure tests, meter tests and all other water meter related services as assigned; turning off delinquent accounts and reconnecting service as assigned; operating computer terminal to inquire accounts and enter data; operating and maintaining meter testing and pressure testing equipment; troubleshooting meter related problems, and isolating customer leaks and line breaks; repairing and replacing water meters to ensure proper function; installing remote meter reading devices and rebuilding meters; and responding to emergency call out situations. ***Requires a high school diploma or GED equivalent.***

#### 87. Metered Services Specialist

Works under the general direction of the Metered Services Supervisor, is responsible for ensuring the accuracy and proper operation of bulk water sales meters and equipment, hydrant meters and department owned backflow devices. This is accomplished by analyzing information to investigate inaccuracies, malfunctioning meters, improperly established accounts or other meter related problems; conducting field audits of meter routes and performing random quality control checks of service requests; coordinating with the Metered Services Supervisor to manage the meter replacement program and installation; providing technical expertise in meters and meter reading equipment, and developing specifications of meters and meter reading equipment; performing backflow assembly and meter tests for Water Utilities Department owned hydrant meters; managing, maintaining, and calibrating the dispensing equipment for the bulk water sales location; planning routes for new developments and establishing new accounts; performing service work such as service requests, leak checks, pressure test, meter tests, that are more complex and/or sensitive and taking corrective action; and resolving customer service related requests. ***Requires a high school diploma or GED equivalent, plus five (5) years of experience in all aspects of meter reading, meter testing, meter replacement and other meter services, and three to five (3-5) years of experience in customer service.***

#### 88. Network Administrator

Provides planning and design support for the network infrastructure to ensure the ongoing integrity, stability, and reliability of the City's computer network in support of current and future technological needs. This is accomplished by designing, deploying, and managing City's LANs, WANs, and wireless networks, and recommending, scheduling, and performing network infrastructure improvements, upgrades, and repairs; deploying and managing secured wireless and remote access to City's network; performing project management responsibilities; assisting in developing policies and procedures for the City's ITS needs; aiding in development of business continuity and disaster recovery plans, and maintaining current knowledge of plan executables; responding to emergency network outages; and coordinating support with vendors for all network infrastructure systems. ***Requires a Bachelor's degree in Computer Science or a closely related field, plus four (4) years of progressively responsible related experience including PC's, servers and networks, and two (2) years of experience in administrating network switches and routers in a managed network environment.***

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#### 89. Park Specialist

Performs a variety of duties involving the maintenance and construction of park grounds and facilities. This is accomplished by operating trucks, tractors and a variety of manual power tools in the maintenance construction and repair of park grounds and facilities; assisting in performing maintenance of grounds and facilities as directed; and assisting in making necessary repairs to park structures and building including carpentry, electrical, plumbing and mechanical repairs. ***Requires a high school diploma or GED equivalent and one (1) year of experience.***

#### 90. Parking Control Officer

Performs a variety of duties involved in enforcing the City's parking ordinances and to provide staff support to the Police Department. This is accomplished by performing parking enforcement; driving a motor vehicle in non-emergency conditions; patrolling parking areas on foot and in a motor vehicle; ensuring accuracy of violation description and related information, and researching license numbers to determine vehicle ownership; providing assistance in identifying and locating individuals with outstanding parking violations; recommending parking control adjustments and changes to proper management staff; conducting traffic surveys, physically or by placement of traffic survey trailer and/or equipment; and performing vehicle unlocks. ***Requires a high school diploma or GED equivalent.***

#### 91. Payroll Specialist

Performs various tasks in relation to processing payroll. This is accomplished by processing the biweekly, monthly and special payrolls; preparing and processing payroll checks and direct deposits; preparing supporting documentation for journal entry on payroll accruals; preparing, reconciling and updating internal payroll records; updating and maintaining benefit hour accruals; auditing payroll information; maintaining deduction and payment records; balancing and reconciling payroll liabilities; preparing W-2 forms and process all year end payroll reports, transmitting electronic files to the Social Security Administration, as well as state and federal revenue entities; and compiling data and preparing various reports such as audit sheets and quarterly reports. ***Requires a high school diploma or GED equivalent, plus three (3) years' experience in payroll.***

#### 92. Planner

Performs analysis and project coordination specializing in development review and issues related to land use including zoning, urban design, comprehensive and physical planning and historic preservation. This is accomplished by preparing and presenting staff reports and recommendations on development proposals to the Planning Commission, City Council, Board of Zoning Adjustments and Historic Preservation Commission; reviewing, evaluating and approving proposed development and building plans, ensuring proposed development and construction plans and specifications comply with ordinance requirements; inspecting projects for compliance; providing staff support to the Planning Commission, City Council, Board of Zoning Adjustments and Historic Preservation Commission; assisting the public and the design and development community members with zoning, planning and land use issues and regulations; participating in the preparation of amendments to the Unified Development Ordinance; and providing guidance on mapping and graphic illustrations. ***Requires a Bachelor's degree in Regional or Urban Planning or a closely related field and two (2) years of local government experience.***

#### 93. Planning Division Manager

Performs a variety of technical, supervisory and administrative tasks to facilitate efficient and effective planning functions in the review and implementation of development plans, programs and services in the Development Review Services Division. This is accomplished by managing and supervising assigned operations, planning and organizing workloads and staff assignments, training and evaluating assigned staff, reviewing progress and directing changes as needed; communicating official plans, policies and procedures to assigned staff and general public; ensuring assigned areas of responsibility perform within budget, monitoring revenues and expenditures; working with the Director of Development Services and Assistant Director of Plan Review in the development of short range plans and projects; providing general direction to the Planning Division in the review and processing of development applications, production of staff reports to the Planning Commission, City Council and Board of Zoning adjustments; and

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supervising the review and analysis of all development applications to ensure compliance with applicable City, State or Federal laws. ***Requires a Master's degree in Land Use Planning, Urban Planning, Geography, Public Administration or a closely related field, AICP certification and seven (7) years' experience in planning and development.***

#### 94. Plans Examiner

Reviews and approves building plans and permit applications. This is accomplished by providing guidance regarding applicable codes; reviewing, evaluating, and approving proposed building plans, specifications and blueprints; ensuring compliance with codes and related ordinances; applying valuations and permit cost for new projects; performing research on codes and ordinances; researching problems and complaints regarding commercial and residential buildings; resolving customer service issues; maintaining records of approved plans and plan reviews; preparing Municipal Court Information/Complaint forms for new construction code violations; testifying as necessary in judicial actions; and participating in drafting city ordinances. ***Requires a Bachelor's degree in Construction, Engineering or Architecture and three (3) years' Codes Administration experience or plan review experience.***

#### 95. Police Captain

Commands a police division, unit, or shift as assigned. This is accomplished by recommending and/or performing actions related to hiring, disciplinary actions, advancement, or other changes in employee status; supervising, scheduling, counseling, disciplining, reviewing, mentoring and preparing performance evaluations of employees under his/her command; establishing procedures to monitor and/or regulate assignments or projects delegated to subordinates; identifying operational issues, securing relevant information, identifying causes of problems and coming to a viable solution; training or assigning personnel to provide training; assuming full responsibility over departmental activities at the scene of major incidents unless relieved by superior officer; occasionally overseeing preparation, administration and the monitoring of budget; ensuring proper handling, audits and tracking of all evidence; and ensuring all police incident and management information reports and case Management systems are in compliance with City codes, Department Policies and Ordinances. ***Requires a Bachelor's degree in Criminal Justice plus ten (10) years of service as a sworn law enforcement officer with increasing supervisory responsibility commensurate with this position.***

#### 96. Police Chief

Performs responsible administrative work in planning and directing the activities of the police department in the enforcement of laws and ordinances, the prevention of crime, the protection of life and property and the general delivery of police services to the community. This is accomplished by reviewing and determining selection, placement, promotion, termination, training, development, safety, appraisals and discipline of departmental personnel; managing, planning, coordinating, supervising and evaluating overall Police Department operations; providing leadership and direction in the development of short and long range goals, policies, procedures, and departmental directives; reviewing department performance and effectiveness; overseeing the investigations of all significant incidents involving the department and makes recommendations as necessary; overseeing, evaluating evidence, witnesses and suspects in criminal cases to correlate all aspects and to assess for trends, similarities, or for all associations with other cases; supervising and coordinating the preparation and presentation of the annual budget, and monitoring expenditures in assigned areas; directing the development and maintenance of systems, records and legal documents that provide for the proper evaluation, control and documentation of Police Department operations; examining and recommending to the City Council approval or denial of applications for liquor licenses; and ensuring that laws and ordinances are enforced and that the public peace and safety is maintained. ***Requires a Bachelor's degree in Criminal Justice, Public Administration or related field, substantial increasing supervisory, management or administrative experience and command training or education, as well as ten (10) years of Law Enforcement experience.***

#### 97. Police Major I

Supervises police division and unit supervisors and assists in the direction of the department. This is accomplished by recommending actions related to hiring, disciplinary actions, advancement, or other changes in employee status within the Division; staffing, planning, directing, coordinating, budgeting and evaluating the performance of assigned work

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units within the Division; overseeing public and internal accountability for the efficient, effective and safe use of the resources allocated to work units within the department and their relationships to the functions of the department; analyzing operations and making recommendations to the Chief; and ensuring that all management information and systems are in compliance with City codes, City Ordinances, and Department Policies. ***Requires a Bachelor's degree in Criminal Justice plus ten (10) years of service as a sworn law enforcement officer with increasing supervisory responsibility commensurate with this position.***

#### 98. Police Major II

Supervises police division and unit supervisors and assists in the direction of the department. This is accomplished by recommending actions related to hiring, disciplinary actions, advancement, or other changes in employee status within the Division; staffing, planning, directing, coordinating, budgeting and evaluating the performance of assigned work units within the Division; overseeing public and internal accountability for the efficient, effective and safe use of the resources allocated to work units within the department and their relationships to the functions of the department; analyzing operations and making recommendations to the Chief; and ensuring that all management information and systems are in compliance with City codes, City Ordinances, and Department Policies. ***Requires a Bachelor's degree in Criminal Justice plus ten (10) years of service as a sworn law enforcement officer with increasing supervisory responsibility commensurate with this position and three (3) years as a Police Major I.***

#### 99. Police Officer I

Enforces laws, statutes and ordinances to provide public safety and order to the community at large. This is accomplished by patrolling, responding, assessing, repressing and preventing criminal activities; investigating offenses/complaints, warning offenders in lieu of arrest or citation, citing and/or arresting law violators, and conducting business and residence checks; determining as to whether incidents are criminal or civil in nature and conducting preliminary and follow-up investigations, as applicable; resolving public concerns, problems, conflicts, through mediation, neighborhood meetings, or other community oriented policing methods; protecting persons and property; searching persons, vehicles and places, making judgments regarding probable cause for warrant-less searches; securing, protecting and transporting prisoners; accurately collecting and preserving evidence, property or recovering and inventorying stolen property; collecting, analyzing, and sharing of criminal activity/intelligence data in an attempt to identify suspects and/or reduce incidents of crime; providing public education through teaching, promoting, and/or sharing of information intended to reduce vulnerability, involvement, or tolerance of criminal activities; providing liaison assistance with joint activities between Department and community organizations; conducting traffic enforcement activities; providing emergency assistance; securing accident, crime and disaster scenes; checking the condition/status of assigned patrol equipment; investigating, creating reports and making a determination regarding Motor Vehicle Crashes; directing traffic at fires, special events and other emergency or congested situations; dealing with and coordinating treatment for mentally ill and their family members, and communicating with mental health resources; providing first responder medical attention; and dealing with and coordinate juvenile offenders. ***Requires a high school diploma or GED equivalent.***

#### 100. Police Officer II

Enforces laws, statutes and ordinances to provide public safety and order to the community at large. This is accomplished by patrolling, responding, assessing, repressing and preventing criminal activities; investigating offenses/complaints, warning offenders in lieu of arrest or citation, citing and/or arresting law violators, and conducting business and residence checks; determining as to whether incidents are criminal or civil in nature and conducting preliminary and follow-up investigations, as applicable; resolving public concerns, problems, conflicts, through mediation, neighborhood meetings, or other community oriented policing methods; protecting persons and property; searching persons, vehicles and places, making judgments regarding probable cause for warrant-less searches; securing, protecting and transporting prisoners; accurately collecting and preserving evidence, property or recovering and inventorying stolen property; collecting, analyzing, and sharing of criminal activity/intelligence data in an attempt to identify suspects and/or reduce incidents of crime; providing public education through teaching, promoting, and/or sharing of information intended to reduce vulnerability, involvement, or tolerance of criminal activities; providing liaison assistance with joint activities between Department and community organizations; conducting traffic enforcement activities; providing emergency assistance; securing accident, crime and disaster scenes; checking the

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condition/status of assigned patrol equipment; investigating, creating reports and making a determination regarding Motor Vehicle Crashes; directing traffic at fires, special events and other emergency or congested situations; dealing with and coordinating treatment for mentally ill and their family members, and communicating with mental health resources; providing first responder medical attention; and dealing with and coordinate juvenile offenders. ***Requires a high school diploma or GED equivalent plus two (2) years' experience as a Police Officer I.***

#### 101. Police Records Clerk

Performs filing and computer entry of accident reports, tickets, racial profiling forms and arrest importation. This is accomplished by running approved offense, crash, and arrest reports daily for quality control, importing, accuracy, and completion, and notifying proper personnel of corrections as needed; assisting the public and police department personnel in person, by phone, and by fax; preparing monthly statistics for the FBI and by request for department personnel; determining initial dissemination of information for the public and other department divisions; accepting payments for documents and services, balancing and settling credit card sales, and preparing daily deposit; entering traffic citations, warnings, and stop forms into the computer; processing juvenile and adult arrest paperwork; processing private security, solicitor, and peddler permits; performing criminal records checks as requested; and issuing, maintaining and entering assignment of ticket and warning books. ***Requires a high school diploma or GED equivalent.***

#### 102. Procurement & Contract Svc Mgr

Manages, controls and coordinates the procurement operation for City departments. This is accomplished by interviewing, hiring, disciplining, training, directing, supervising, evaluating and coordinating daily activities of the Procurement and Contract Services staff; acting as City's official agent in the procurement of goods and services for departments, and negotiating contracts for purchases; identifying and recommending improvement to the City's Procurement procedures and Enterprise Resource Planning (ERP); reviewing and evaluating all bids and proposals, making contract approval recommendations; ensuring compliance with City procurement policy; administering solicitation processes including invitations for bids (IFB), requests for proposals (RFP), requests for quotations (RFQ) and requests for information (RFI); administering the disposition of City surplus property through e-auctions, auctions and sealed bids; reviewing and approving department requests for materials; identifying and developing potential sources of supplies, materials, equipment and services; preparing, administering and monitoring the division's budget; providing training, communication and customer service to departments on the procurement system, procurement policies and procedures; developing procurement performance measures against key indicators, establishing cost savings and cost avoidance targets, and undertaking regular review of the effectiveness of procurement strategies; and coordinating with Law Department on variances outside standard contractual language and protective clauses. ***Requires a Bachelor's degree in Public Procurement, Business, Finance, Accounting or related field, CPPB certification, and five (5) years of public procurement management experience.***

#### 103. Procurement Officer II

Identifies sources of supplies, equipment and services and arranges acquisitions through written bids, routine requests for proposals (RFPs) and telephone quotes. This is accomplished by providing guidance to employees and building relationships with departments and external vendors; providing staff training on the automated procurement system, procurement policies and procedures; participating in establishing procurement department goals and recommendations; interpreting procurement policies and communicating policy and procedure revisions to department personnel; participating in the research and development of specifications for requests for new bids, proposals or contracts, and coordinating multi-department bids or contracts; administering bids and contracts, facilitating agreements between departments, vendors and suppliers, and handling more complex procurement processes than a Procurement Officer I; and receiving and evaluating bids and proposals, preparing award recommendations for approval, coordinating the selection of engineers, architects, contractors, consultants and other technical professionals, and assisting in negotiating small dollar limited construction-related contracts. ***Requires an Associate's degree in Business, Finance, Accounting or related field and three (3) years' experience in a procurement position.***

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#### 104. Public Works Inspector

Performs technical construction inspection work for Public Works Engineering. This is accomplished by inspecting and coordinating all phases of public and private construction and improvement work and issuing correction notices or approvals; performing sanitary performance testing; investigating complaints from businesses and residents about public improvement construction and City projects that have failures and need correction, and ensuring that corrections are made; working with developers and contractors for maintenance bonds, affidavits or as-built drawings; performing Nuclear Density Tests; providing a variety of technical support in the field to Public Works engineering staff; collecting, analyzing and recording data provided by third party testing labs during the construction of infrastructure; performing public and private water line performance testing; performing inspection of blasting operations; and reviewing plans and adding comments on technical specifications. ***Requires an Associate's degree in a construction or management related field, plus one (1) year of experience in construction or inspection of water lines, construction and repair of existing sanitary sewer, both pipe and manhole and/or street construction.***

#### 105. Records Management Clerk

Retains and preserves the court records and processes record requests for the Municipal Court. This is accomplished by coordinating department operation in the event of the Court Administrator's absence; retaining and preserving court records pursuant to Missouri Supreme Court Operating Rule 8; processing and responding to all record requests from individuals, law enforcement and other governmental agencies; processing and responding to all telephone and in-person inquiries regarding case disposition; filing disposed cases in accordance with Municipal Court procedures; attending court sessions as assigned; processing Municipal Court disbursements; and providing training of new court clerks and training of court staff on new policies and procedures. ***Requires a high school diploma or GED equivalent, plus three (3) years' experience in court or related legal field.***

#### 106. Recreation Supervisor I

Plans, programs, develops, organizes, supervises, coordinates and evaluates comprehensive recreation services provided through the divisions of aquatics, athletics, youth enrichment, festivals, teens, programs, adults and the community centers. This is accomplished by recruiting, selecting, supervising, training, and appraising volunteer personnel and seasonal personnel in the division; maintaining accurate payroll records; developing and implementing diversified and comprehensive recreational programs; promoting and interpreting division activities, programs and policies; contacting media regarding activities and programs; soliciting sponsors and participating in fund raising efforts for programs; maintaining daily cash receipts; maintaining personnel, payroll records and master files on each program activity; preparing and reviewing division budget, determining cost effectiveness by analyzing revenues, expenditures, attendance and service hours, and ensuring compliance to approved budget; and developing instructional or recreational curriculum. ***Requires a Bachelor's degree in Parks and Recreation Administration, Education or related field, Basic First Aid & CPR certification, and one (1) year of experience in the field of recreation.***

#### 107. Risk Management Officer

Manages safety, loss control, worker's compensation and wellness programs to ensure compliance with applicable legislation and management directives. This is accomplished by developing and managing Workers Compensation program policies and procedures; developing and managing safety policies, procedures and programs; serving as City's ADAA Coordinator; and assisting with budget preparation and RFP processes. ***Requires a Bachelor's degree in Risk Management, Business Management or closely related field, plus five (5) years' experience in a risk management role.***

#### 108. Senior Engineering Technician

Performs capital project assistance, customer service, civil design and computer modeling. This is accomplished by performing all essential duties of an Engineering Technician; preparing base maps for project plans by using AutoCAD Civil Design software; performing site visits during construction work in progress; creating GIS maps, geodatabases and other GIS related output; working with Engineer in managing water and sanitary sewer infrastructure database and

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system modeling; coordinating land surveying and document preparation related to surveying; performing field inspections for Development and Capital Improvement Projects; developing solutions for Operations Divisions work maintaining or improving street, water, storm water and sanitary sewer maintenance of existing infrastructure; managing the water and sanitary sewer infrastructure and system modeling; managing land surveying and document preparation related to surveying; working with engineering staff in bid phase services for Capital projects; managing smaller capital projects; and coordinating the Subsurface Utility Engineering (SUE) process on Capital projects.

***Requires an Associate's degree in Drafting, Civil Engineering, Construction Management or closely related field and three (3) years' experience drafting in the civil engineering field related to streets, storm sewers, water lines, sewer lines or traffic.***

#### 109. Senior Planner

Provides assistance for project coordination of development plan applications specializing in development review processes related to land use, zoning, urban design, comprehensive and physical planning and historic preservation. This is accomplished by providing primary support to Boards, Commissions or Committees; reviewing, evaluating and approving proposed plot plans, building plans, specifications and blueprints; informing the public regarding land-use related regulations; assisting members of the design and development community relating to zoning, planning and land use issues and regulations; providing assistance in the preparation and amendments to the Unified Development Ordinance; researching and preparing technical studies, demographic and economic analysis and monitoring development activity; and providing input on the preparation of mapping and graphic illustrations to support the Department, other city departments, Planning Commission, Board of Adjustments and the City Council. ***Requires a Bachelor's degree in Regional or Urban Planning or closely related field, AICP certification and five (5) years' local government experience.***

#### 110. Shelter Attendant

Cleans and disinfects cages and shelter, feeds and cares for animals. This is accomplished by assisting with the daily oversight and training of part-time employees, volunteers and community service workers; performing daily cleaning and sanitization of all animal holding areas; performing the duties and responsibilities of a Custodian for the Animal Shelter; acting as primary care provider for all animals housed at the Animal Shelter, providing for the daily feed and water requirements for all animals, performing routine pet care, and providing any necessary medical treatments as prescribed by the contract veterinarian; assisting contract veterinarian with routine veterinary procedures including euthanasia of animals, vaccinations, fecal examinations, blood tests, removal of parasites, microchip injection, and minor surgical procedures; assisting customers and outside agencies/groups with the redemption or adoption of pets from the Animal Shelter; evaluating animals based on their observed behavioral traits and making recommendations with regard to the adoptability of these animals as pets; and developing and providing educational materials to the general public. ***Requires a high school diploma or GED equivalent.***

#### 111. Signs & Markings Technician

Performs shop and field work with field employees in order to fabricate, install and maintain signs and/or install pavement markings. This is accomplished by assisting with the manufacturing, installation and repair of traffic control signage in the sign shop; reading engineering drawings to make sure work site measurements and locations are within specified tolerances; overseeing the digging or driving of posts in the ground as well as the mounting of signs on posts or mast arms; assisting with the testing of signs for retro-reflectivity; assisting with the marking of pavements and other surfaces in preparation for paint applications, and working with field crews to paint pedestrian and school crosswalks, bullet noses, yellow curbs, arrows for turn lanes, stop bars, parking stalls and related lettering; setting up barricades and safety cones around work sites, and reporting traffic hazards and violations; assisting with the programming and maintenance of the variable message boards utilized by the Public Works Department; and working during snow removal operations as assigned. ***Requires a high school diploma or GED equivalent and one to three (1-3) years' experience in the maintenance and repair of traffic control devices.***



## LEE'S SUMMIT, MISSOURI

### Total Compensation Questionnaire

#### 112. Solid Waste Superintendent

Performs a variety of routine, complex, skilled, technical, administrative and professional activities related to the directing, planning, scheduling, organizing and coordinating the environmental programs and projects associated with the Solid Waste Division. This is accomplished by managing contracts and overseeing the contractor operating the City-owned Resource Recovery Park; conducting environmental testing, monitoring and reporting required by State and Federal laws; creating, formulating and managing the Solid Waste Division's budget and available resources, evaluating costs, revenues, reports, trends and events to solve division-related problems, and identifying and developing an action plan to minimize Division related liabilities; monitoring the municipal waste-stream; developing, administering and monitoring projects to support internal and external programs and City environmental programs to include waste reduction and recycling activities; and providing professional recommendations on future courses of action. ***Requires a Bachelor's degree in Environmental Science, Construction Management, Public Health, Civil Engineering, Public Administration or a closely related field, MO DNR certification as a Landfill Operator, 24-Hour First Responders Hazardous Waste Materials certification, and seven (7) years of experience relating to the construction and operation of a sanitary landfill.***

#### 113. Staff Attorney

Performs a variety of complex, professional legal work in consulting with and advising the City Attorney, Chief of Litigation, Chief Counsel of Management and Operations, City Council, Mayor, City Manager, and City Departments. This is accomplished by advising City departments and officials regarding legal issues and concerns related to City business; reviewing proposed contracts, legal documents, and administrative policies affecting the City; preparing, reviewing, and revising ordinances, resolutions, deeds, pleadings, contracts and other legal documents; researching, studying, and providing legal interpretations and recommendations on a variety of complex legal issues; and interpreting City Codes, Ordinances, policies, and state and federal laws and regulations. ***Requires a Juris Doctor degree, license to practice law in the State of MO, and one (1) year experience.***

#### 114. Staff Engineer – Public Works

Plans, designs and manages construction of public infrastructure projects and programs, development engineering, transportation engineering and operations, utility and storm water engineering, general civil engineering services and customer service. This is accomplished by reviewing and writing plans and specifications; performing construction project inspection; administering construction contracts, and advising field divisions in resolving complex problems and maintenance projects. ***Requires a Bachelor's degree in Civil Engineering from an ABET accredited college or university, successful completion of the Fundamentals in Engineering exam, plus zero to four (0-4) years of engineering experience, depending on level.***

#### 115. Streets Operations Supervisor

Performs a variety of administrative, skilled, technical and supervisory tasks related to the planning, construction, operation, maintenance, repair and replacement of Public Works infrastructure. This is accomplished by recommending actions related to hiring, disciplinary actions, advancement or other changes in employee status; supervising, managing and training employees in focus areas of Public Works infrastructure; instructing personnel in proper safety procedures and ensuring safety procedures are followed, monitoring work in progress, and investigating and completing reports on all accidents and damage claims; and assuming responsibility for signal and lighting, signs and marking activities, administering contracts for pavement markings, streetlight and traffic signal service, and operating various related computer programs for communication, timing, video, radar, operation and Ethernet switch programming for fiber communications. ***Requires one (1) year experience in field related to the construction, repair and maintenance of street and storm water collection systems including the operation of related maintenance equipment.***

## LEE'S SUMMIT, MISSOURI

### Total Compensation Questionnaire

#### 116. Superintendent of Recreation Services

Plans, programs, develops, organizes, supervises, coordinates and evaluates comprehensive recreation services provided through the divisions of athletics, children's services, festivals, special events, teens, programs, senior adults and the community center. This is accomplished by recruiting, selecting, supervising, training, appraising, counseling, and disciplining if necessary, volunteer and paid part-time and full time personnel; directing diversified and comprehensive instruction services; planning and developing division marketing plan, and preparing news releases and contacting media regarding activities and programs; evaluating program content, and determining needs for specific activities and programs; managing and participating in the development and implementation of goals, objectives, policies and priorities for programs and services (department wide and divisional); maintaining personnel and payroll records; overseeing coordination of maintenance issues for assigned facilities with Superintendent of Parks; preparing and reviewing division budgets, determining cost effectiveness by analyzing revenues and expenditures, and ensuring compliance to approved budget; and researching new programs, conducting needs analysis, and planning, and making recommendations and implements as appropriate. ***Requires a Bachelor's degree in Parks and Recreation Administration or related field, Basic First Aid & CPR certification, and seven (7) years' experience in a related field.***

#### 117. Systems Analyst

Plans, designs, develops, and deploys enterprise information systems and operations systems in support of core organizational functions. This is accomplished by working with executive team members, decision makers, and stakeholders in the planning, design and development of new applications and enhancements to existing applications; ensuring compatibility and interoperability of in-house computing systems and identifying and resolving business systems issues; forecasting project-related funding and expenditures, providing initial approval of project-related costs, monitoring and reconciling project costs to budget; managing migration and upgrading on enterprise software applications and data; and performing analysis, designing, developing, testing, and implementing solutions as needed for application customization and integration between multiple systems. ***Requires four (4) years' IT experience as an Applications Administrator, Sr. GIS Analyst or Web Administrator, or equivalent working with Enterprise Applications and Enterprise Applications Databases plus two (2) years' experience with Enterprise Application Databases using SQL, ELT, Business Intelligence and Advanced Reporting Tools.***

#### 118. Treasury Cashier

Collects and processes various payments including municipal payments and county tax receipts. This is accomplished by assisting citizens at front counter and by telephone with questions and problems regarding municipal charges and county taxes; creating or updating all customer records including names, addresses, vehicle information and calculating tax bills, examining documents from new residents to evaluate tax clearance status, and evaluating documents for corrections to tax billing; maintaining records and files, and checking edit listings as assigned; balancing cash drawer and night deposit bags from satellite offices; maintaining receipt information; updating and maintaining listing of returned check items, reversals and charge backs; preparing tax collection report for weekly submittal; and assisting citizens with voter registration. ***Requires a high school diploma or GED equivalent, and two (2) years' experience in cash handling, day-end balancing and customer service.***

#### 119. Utility System Supervisor

Performs a variety of skilled, technical, supervisory and administrative work in the planning, construction, operation, repair, maintenance and replacement of municipal wastewater collection and water distribution systems. This is accomplished by recommending actions related to hiring, disciplinary actions, advancement or other changes in employee status; supervising, evaluating, assigning and training employees; recommending system rehabilitation projects for continuity of service and sustainability systems infrastructure; recommending changes to policies, procedures, operations and regulations; educating and training employees regarding programs and business processes; researching and identifying new contractors, equipment and vendors to ensure competitive pricing; reviewing vendor estimates and recommending contractor selection; and supervising the maintenance and repair of utility equipment, the water distribution system, the wastewater collection system and other system components at frequent intervals to insure systems are functioning properly. ***Requires an Associate's degree in a closely related field and two (2) years'***

## LEE'S SUMMIT, MISSOURI

### Total Compensation Questionnaire

*experience related to the construction, repair and maintenance of water distribution or waste water collection or treatment systems including the operation of related maintenance equipment.*

#### 120. Utility Technician

Performs customer service, field data acquisition, provides field and general assistance with a variety of water services related programs and projects, map updates, Cross Connection Control program inspection, coordination and enforcement of water utilities regulations. This is accomplished by working with Water Utilities Engineering staff to collect a variety of field data; working as liaison to the Development Services Field group and the Public Works CIP Inspections group; coordinating I & I reduction program communications, agreements, repairs and reimbursements; reviewing plans and drawings to ensure location and type of backflow prevention assemblies are being installed; conducting inspections and monitoring the quality of inspections by others on new construction; coordinating the annual testing and documentation of all departmental backflow prevention assemblies; maintaining records and files on backflow device locations, inspections, test results and corrections, rule violations and cross connections, and coordinating the annual DNR inspection of this information; and investigating and compiling information to facilitate appropriate enforcement action related to code violations and easement encroachments. ***Requires a high school diploma or GED equivalent and two (2) years' closely related experience.***

## **APPENDIX E**

### **SAFE® JOB EVALUATION**

<b>COMPONENTS OF THE SAFE® JOB EVALUATION SYSTEM.....</b>	<b>APPENDIX E1</b>
<b>SAFE® JOB EVALUATION VALUES .....</b>	<b>APPENDIX E2</b>

**APPENDIX E1**  
**Components of the SAFE<sup>®</sup> Job Evaluation System**

## Components of the SAFE® Job Evaluation System

The Systematic Analysis and Factor Evaluation (SAFE®) System ensures a consistent and equitable method of evaluating jobs. The basis for the system is an arrangement of job groupings predicated on work characteristics. A series of job factors are then applied to the work characteristics in order to determine a numerical value for each position. The system ensures that each element of job responsibility and each work characteristic is given proper consideration. The total of the points assigned represents the rank of the position in relation to all other civilian positions within the City of Lee's Summit.

### Characteristics of Work

Characteristics of work can be defined as the general character of the scope of the work performed by a position or class of positions that distinguishes it from other positions. There are 16 work characteristics that are grouped by skill level that, when used in conjunction with job factors, determine the value of a position as it relates to other positions within the organization (i.e. internal equity). There are 6 skill levels. Following are the sixteen work characteristics (grouped by characteristic, not skill level):

Manual	Human Support	Administrative Support
Semiskilled	Skilled Human Support	Skilled Administrative Support
Skilled Trades	Advanced Human Support	Administrative
Technical	Protective Services	Professional
Skilled Technical	Advanced Protective Services	Executive
Advanced Technical		

### Job Factors

There are 9 job factors which detail components of work that are present in most job classes. These factors are:

Training and Ability:	includes education and specialized training, licenses, certifications, and registrations which are required of the position.
Experience:	the time required for a person with the required training and ability to develop the necessary skills and abilities to perform the job.
Level of Work:	is the position entry level of the type of work performed, intermediate level, advanced/supervisory level, or a mastery/managerial level?
Human Relations:	the responsibility of working with or through other people, and the extent, frequency, and purpose of the contacts.
Physical Demands:	the job requirements which induce physical fatigue through exertion or strain.
Working Conditions and Hazards:	the extent of disagreeable or hazardous environmental or physical conditions or mental effort and/or stress and the frequency and duration of the undesirable conditions.
Independence of Actions:	how much freedom or independence is allowed or required of the position.
Impact of End Results:	the extent to which the job directly influences and affects actions impacting the end results, i.e. how much do the decisions or actions of the position impact the organization and what are the consequences.
Supervision:	the responsibility for oversight or supervision over other employees.

The following factors are **not** considered in evaluating positions:

- Job performance
- Length of service
- Education or Degree unless it is a requirement of the job
- Current job evaluation rating
- Current rate of pay

**APPENDIX E2**  
**SAFE® Job Evaluation Values**

**Appendix E2**  
**Lee's Summit, MO**  
**SAFE Job Evaluation Values**

Position	Skill	Train	Exp	Level	HR	Phys	Cond	Ind	Imp	Spv	Points
Account Services Manager	Administrative	80	65	60	50	0	0	60	60	5	380
Account Technician	skilled administrative support	30	35	20	15	0	0	30	30	0	160
Accountant	technical	80	35	30	30	0	0	20	20	2.5	217.5
Accounting Clerk	administrative support	20	20	20	15	0	0	20	15	0	110
Accounts Payable Supervisor	administrative	40	50	60	23	0	5	50	50	2.5	280.5
Administrative Assistant I	administrative support	20	25	15	15	0	0	20	15	0	110
Administrative Assistant II	skilled administrative support	20	35	30	30	5	0	30	20	0	170
Administrative Assistant III	skilled administrative support	40	35	40	30	5	0	40	30	0	220
Administrative Supervisor	professional	80	65	60	50	5	5	80	60	5	410
Airport Attendant	semiskilled	20	10	20	30	20	45	10	0	10	165
Airport Manager	Administrative	80	50	80	50	5	15	60	80	7.5	427.5
Animal Control Field Supvr.	technical	40	35	40	30	30	15	30	40	5	265
Animal Control Manager	administrative	80	50	45	50	30	15	60	60	5	395
Animal Control Officer	technical	20	0	30	15	30	15	30	30	0	170
Applications Administrator	advanced technical	80	65	80	30	0	0	60	80	0	395
Applications Analyst	skilled technical	80	40	60	30	5	5	80	60	0	360
Aquatics Manager	skilled technical	80	40	40	30	0	25	40	60	5	320
Assistant Airport Manager	Administrative	80	50	60	50	5	15	40	40	5	345
Assistant Director of Business Services	professional	80	65	110	80	0	5	100	120	5	565
Assistant Director of Field Services	professional	80	95	80	80	0	5	100	80	5	525
Assistant Director of Plan Services	professional	80	95	80	80	0	5	100	80	5	525
Assistant Director of Planning and Special Projects	professional	80	65	80	80	0	5	80	80	5	475
Assistant Superintendent of Park Construction	professional	80	50	60	30	5	5	40	60	5	335
Asst Administrator of Parks and Rec	professional	80	125	110	50	0	5	80	80	5	535
Asst City Mgr., Operations	Executive	120	95	140	80	10	5	120	100	30	700
Asst Director of App Mgmt Svcs	advanced technical	80	65	110	80	10	15	100	100	5	565
Asst Director of Engineering Svcs	professional	80	95	110	80	0	5	100	120	5	595
Asst Director of Public Wks. Oper	administrative	80	65	80	80	20	5	80	80	5	495
Asst Prosecuting Attorney PTR	professional	120	65	80	50	0	10	80	80	5	490
Asst. City Mgr., Dev Svcs/Comm	Executive	80	85	140	80	10	5	120	120	10	650
Asst. Director of Operations	professional	80	65	110	80	0	5	100	120	5	565
Audio Visual Evening	semiskilled	20	10	15	15	5	5	10	15	0	95
Benefits Specialist	skilled administrative support	40	35	40	15	0	3	40	40	0	213
Bond Clerk	skilled administrative support	20	20	30	15	0	0	30	30	0	145
Cash Management Officer	skilled technical	40	50	60	23	0	5	40	40	2.5	260.5



**Appendix E2**  
**Lee's Summit, MO**  
**SAFE Job Evaluation Values**

Position	Skill	Train	Exp	Level	HR	Phys	Cond	Ind	Imp	Spv	Points
Cash Receipts Clerk	administrative support	20	20	15	10	0	0	10	15	0	90
Central Building Services Supv	skilled technical	40	50	80	15	20	15	60	50	5	335
Chief Counsel of Infrastructure and Planning	professional	120	65	110	80	0	5	80	120	5	585
Chief Counsel of Mgmt & Ops	professional	120	65	110	80	0	5	80	120	5	585
Chief Counsel of Public Safety	professional	120	65	110	80	0	5	80	120	5	585
Chief of Litigation	professional	120	65	110	80	0	5	80	120	5	585
Chief Technology Officer	professional	80	65	110	80	10	5	100	120	40	610
CIP Resident Inspector	administrative	40	50	45	30	0	25	40	40	0	270
City Architect	professional	80	95	80	50	10	20	80	80	15	510
City Clerk	administrative	40	50	60	40	10	5	50	50	5	310
City Traffic Engineer	professional	80	95	80	50	5	5	80	80	5	480
Codes Administration Manager	professional	80	95	60	50	0	5	80	80	5	455
Communications Specialist-Fire	skilled technical	20	0	60	30	0	15	40	40	0	205
Communications Specialist-Pol	skilled technical	20	0	60	30	0	15	40	40	0	205
Communications Supvr-Fire	Administrative	20	50	60	50	5	5	60	60	5	315
Communications Supvr-Police	administrative	40	50	60	50	5	5	60	60	5	335
Communications Systems Admin.	professional	80	50	50	30	0	5	80	60	0	355
Community Relations Specialist	administrative	80	50	45	30	0	5	40	40	0	290
Community Standards Officer	technical	20	35	30	30	10	5	30	20	0	180
Construction Manager	Professional	80	95	80	50	5	5	80	60	5	460
Construction Project Manager	administrative	80	40	80	50	0	5	60	80	5	400
Contract Compliance Coor/Para	administrative	20	50	45	30	0	0	40	40	0	225
Control System Supervisor	professional	40	50	80	30	0	15	80	80	5	380
Controller	professional	80	65	110	50	5	5	80	80	5	480
Court Administrator	professional	80	50	60	50	0	5	80	80	0	405
Court Security Officer	protective service	20	40	45	30	0	0	60	30	0	225
Creative Services Manager	professional	80	50	60	50	0	5	80	80	0	405
Creative Services Specialist	professional	20	50	60	30	5	5	60	60	0	290
Crime Scene Technician	technical	20	15	30	30	20	15	20	20	0	170
Cultural Arts Manager	professional	80	65	60	50	0	0	60	40	0	355
Custodian	manual	20	0	10	5	40	5	5	0	0	85
Customer Service Rep.	skilled administrative support	20	30	30	30	0	5	20	30	0	165
Customer Service Supervisor	administrative	20	50	45	30	0	5	40	60	5	255
Database Administrator	skilled technical	80	40	80	30	0	0	80	80	0	390
Deputy City Clerk	skilled administrative support	40	30	30	30	10	5	30	25	0	200

**Appendix E2**  
**Lee's Summit, MO**  
**SAFE Job Evaluation Values**

Position	Skill	Train	Exp	Level	HR	Phys	Cond	Ind	Imp	Spv	Points
Deputy Court Clerk	administrative support	20	20	20	15	0	0	20	20	0	115
Deputy Dir. of P.Wks./Admin.	professional	80	95	80	80	10	0	100	120	5	570
Deputy Dir. of P.Wks./City Eng	professional	80	95	110	80	20	5	100	120	5	615
Deputy Director of Finance	Professional	80	65	110	80	10	5	100	120	15	585
Detention Officer	protective service	20	0	35	30	40	45	20	30	0	220
Development Engineering Mgr.	professional	80	95	80	80	0	5	80	80	5	505
Development Technician	skilled administrative support	30	30	30	30	5	5	30	30	0	190
Director of Administration	professional	80	65	110	80	10	10	100	120	40	615
Director of Development Services	professional	80	95	110	80	5	5	100	120	40	635
Director of Human Resources	professional	80	95	110	80	5	0	100	120	30	620
Director of Planning & Special Projects	professional	80	95	110	80	0	5	80	80	40	570
Director of Public Works	professional	80	95	110	80	5	5	100	120	80	675
Director of Water Utilities	professional	80	95	110	80	5	15	100	120	50	655
EMS Billing Specialist	administrative support	20	35	20	0	0	0	20	5	0	100
Engineering Technician I	technical	40	15	30	30	5	15	30	30	0	195
Engineering Technician II	technical	40	30	30	30	5	15	30	40	0	220
Environmental Specialist	skilled technical	80	40	45	30	0	5	60	60	0	320
Equipment Operator	skilled trades	20	30	30	15	25	25	20	30	0	195
Equipment Operator Sewer	skilled trades	20	30	30	15	25	25	20	30	0	195
Equipment Operator Water	skilled trades	20	30	30	15	25	25	20	30	0	195
Equipment Technician	technical	20	30	30	15	40	25	20	20	5	205
Evidence & Property Tech.	technical	20	15	30	15	20	15	20	20	0	155
Executive Assistant	skilled administrative support	40	35	40	30	5	5	40	40	0	235
Facilities Maintenance Worker	semiskilled	20	20	20	15	20	25	20	20	0	160
Facilities Maintenance Worker II	skilled trades	30	30	30	15	20	25	20	30	0	200
Facility Maint. Specialist	semiskilled	20	20	20	15	20	15	20	20	0	150
Field Building Inspector	technical	20	35	30	30	20	10	30	40	0	215
Field Engineering Inspector	skilled technical	20	40	45	30	5	15	40	40	0	235
Finance Director	professional	120	95	110	80	5	5	100	120	60	695
Financial Analyst	technical	80	35	30	30	5	10	25	25	0	240
Fire Chief	professional	80	95	110	80	15	5	100	100	100	685
Fleet Manager	skilled technical	80	50	80	50	0	15	40	60	5	380
Gamber Center Manager	professional	80	50	45	30	5	5	40	60	5	320
GIS Coordinator	skilled technical	80	65	40	30	0	5	60	60	5	345
GIS Technician	technical	80	15	35	30	0	5	40	40	0	245

**Appendix E2**  
**Lee's Summit, MO**  
**SAFE Job Evaluation Values**

Position	Skill	Train	Exp	Level	HR	Phys	Cond	Ind	Imp	Spv	Points
Harris Park Community Ctr Mgr	professional	80	50	45	30	5	5	40	60	5	320
Human Resources Assistant	skilled administrative support	40	35	40	30	5	0	40	30	0	220
Human Resources Generalist	administrative	40	50	45	30	0	5	40	60	0	270
Instrumentation & Controls Tec	technical	30	30	30	23	10	15	40	40	2.5	220.5
IT Operations Supervisor	professional	80	65	80	30	10	5	80	80	5	435
ITS Help Desk Support Spec.	technical	40	30	35	30	0	5	30	40	0	210
ITS Project Manager	advanced technical	80	65	80	30	5	5	60	80	0	405
ITS Support PTT	technical	40	15	30	15	5	5	20	30	0	160
ITS Support Services Supvr.	skilled technical	80	40	80	30	0	0	60	80	5	375
Lead Comm Specialist-Fire	skilled technical	30	40	60	15	20	10	40	40	7.5	262.5
Lead Comm Specialist-Police	professional	20	50	80	15	0	0	40	60	5	270
Lead Detention Officer	protective service	20	20	45	30	40	45	30	40	5	275
Lead Engineering Technician	skilled technical	40	65	60	30	5	5	40	60	5	310
Lead Traffic Operations Technician	skilled technical	40	40	60	30	0	25	60	60	5	320
Legacy Park Supervisor II	skilled technical	80	50	45	15	10	5	30	30	5	270
Legal Assistant	skilled administrative support	20	30	30	50	5	5	40	40	0	220
LPCC Assistant Manager	Administrative	80	40	45	15	5	5	20	20	5	235
LPCC Maintenance Supervisor	skilled technical	40	30	45	30	10	15	40	30	5	245
LPCC Manager II	Administrative	80	50	60	30	20	5	40	40	5	330
Maintenance Shop Supervisor	skilled technical	20	40	45	30	20	15	60	60	5	295
Maintenance Worker	semiskilled	20	20	20	15	20	15	20	20	0	150
Management Analyst I	skilled administrative support	80	15	30	30	5	5	20	20	0	205
Management Analyst II	administrative	80	40	60	30	0	0	40	40	5	295
Management Analyst III	professional	80	65	60	50	5	5	80	60	5	410
Manager, Entprs. Tech. Svcs.	professional	80	65	80	80	0	5	80	80	5	475
Marketing Coordinator	technical	20	35	40	30	0	0	30	40	0	195
Marketing Specialist	professional	80	65	60	30	0	0	30	30	0	295
Master Park Specialist	skilled trades	30	45	30	15	20	15	20	20	2.5	197.5
Mechanic	skilled trades	20	30	30	15	40	15	20	30	0	200
Media Services Supervisor	skilled technical	40	50	80	30	0	5	40	40	5	290
Meter Specialist	skilled trades	20	20	30	15	20	15	30	30	0	180
Meter Technician	semiskilled	20	10	20	30	10	15	20	20	0	145
Metered Services Supervisor	administrative	20	50	60	30	0	5	60	40	5	270
Mgr, Accreditation/Info Mgmt	professional	40	65	60	50	0	0	60	80	5	360
Municipal Judge	professional	160	95	110	80	10	25	100	120	60	760

**Appendix E2**  
**Lee's Summit, MO**  
**SAFE Job Evaluation Values**

Position	Skill	Train	Exp	Level	HR	Phys	Cond	Ind	Imp	Spv	Points
Neighborhood Services Officer	technical	20	35	30	30	5	10	30	30	0	190
Network Administrator	skilled technical	80	50	80	30	10	5	80	80	0	415
Office Manager/Paralegal	skilled technical	20	50	45	30	0	5	30	40	5	225
Operations Technician	skilled technical	40	40	60	15	10	15	40	30	0	250
Park Maintenance Supervisor	skilled technical	40	30	45	30	10	15	40	30	5	245
Park Specialist	semiskilled	20	20	20	15	20	15	20	20	0	150
Parking Control Officer	semiskilled	20	0	20	10	20	5	20	20	0	115
Payroll Specialist	technical	20	35	30	30	10	5	30	30	0	190
Payroll Support	administrative support	20	20	15	15	0	5	10	15	0	100
Permit Technician	skilled administrative support	20	35	30	30	5	5	30	30	0	185
Planner	skilled technical	80	40	45	30	5	5	40	40	0	285
Planning Division Manager	professional	80	95	60	50	0	5	80	80	5	455
Plans Examiner	skilled technical	80	50	45	30	5	5	60	60	0	335
Police Chief	professional	80	95	110	80	0	5	100	120	100	690
Police Records Clerk	skilled administrative support	20	15	30	15	5	5	20	20	2.5	132.5
Police Services Officer	technical	20	15	30	15	0	25	20	30	0	155
Probation/Compliance Officer	Administrative	20	40	45	30	0	0	40	40	0	215
Procurement & Contract Svc Mgr	Administrative	80	50	80	50	0	5	80	60	5	410
Procurement Officer I	technical	20	30	30	15	0	3	20	20	0	138
Procurement Officer II	skilled technical	40	50	45	15	0	5	40	40	0	235
Project Manager	skilled technical	80	50	80	50	0	5	60	80	0	405
Project Manager - Dev. Ctr.	professional	80	65	80	30	0	5	60	60	0	380
Public Communications Coord.	administrative	80	50	45	30	0	0	40	40	0	285
Public Works Inspector	skilled technical	40	40	45	30	20	25	30	40	0	270
Public Works Operations Mgr.	professional	80	95	80	80	0	5	60	60	5	465
Purchasing and Supply Officer	administrative	20	40	60	15	0	5	60	40	0	240
Records Management Clerk	administrative support	20	25	30	10	10	5	20	20	5	145
Recreation Coordinator	skilled administrative support	40	30	40	15	10	5	30	40	5	215
Recreation Specialist	skilled administrative support	40	15	30	15	10	5	30	40	5	190
Recreation Supervisor I	skilled administrative support	40	30	40	30	10	5	30	30	5	220
Recreation Supervisor II	skilled administrative support	40	30	40	30	10	5	40	40	5	240
Right-of-Way Agent	skilled technical	80	50	45	30	5	5	60	60	0	335
Risk Management Officer	Administrative	80	50	80	50	0	5	60	60	0	385
Senior Engineering Technician	skilled technical	40	50	60	15	10	15	40	40	0	270
Senior GIS Technician	skilled technical	80	30	40	30	0	5	60	40	2.5	287.5

**Appendix E2**  
**Lee's Summit, MO**  
**SAFE Job Evaluation Values**

Position	Skill	Train	Exp	Level	HR	Phys	Cond	Ind	Imp	Spv	Points
Senior Park Specialist	skilled trades	30	30	30	15	20	15	20	20	0	180
Senior Planner	skilled technical	80	50	60	50	5	5	60	60	0	370
Senior Procurement Officer	skilled technical	80	50	60	40	0	5	60	40	0	335
Senior Staff Engineer I	advanced technical	80	50	80	50	0	5	60	80	0	405
Senior Staff Engineer II	advanced technical	80	50	80	50	0	5	80	80	0	425
Senior Traffic Operations Technician	skilled technical	40	40	45	15	20	45	40	40	0	285
Service Attendant	semiskilled	20	25	20	15	5	5	20	15	0	125
Service Representative I	administrative support	20	20	15	15	0	0	20	15	0	105
Shelter Attendant	semiskilled	20	0	30	15	10	25	20	20	0	140
Signs and Markings Technician	technical	40	30	30	30	20	15	40	40	2.5	247.5
Skilled Park Specialist	semiskilled	30	20	20	15	20	15	20	20	0	160
Solid Waste Superintendent	professional	80	95	80	30	0	15	60	60	0	420
Sr. Field Building Inspector	skilled technical	80	50	60	30	0	10	60	40	5	335
Staff Attorney	professional	120	80	80	50	0	15	60	60	0	465
Staff Engineer I	technical	80	0	60	30	0	5	60	60	0	295
Staff Engineer II	professional	80	30	60	50	10	15	80	60	0	385
Strategic Comm. & Admin. Mgr.	administrative	80	50	45	50	0	0	40	40	5	310
Street Operations Supervisor	skilled technical	40	40	60	30	0	25	60	60	5	320
Superintendent II, Admin.	professional	80	95	80	30	0	5	80	60	5	435
Superintendent of Recreation II	professional	80	95	80	30	0	5	80	60	5	435
Supervisory Engineer	professional	80	95	80	50	5	5	80	80	5	480
Supt. of Park Operations	administrative	80	50	80	50	0	5	60	60	5	390
Supt. of Recreation Services	Administrative	80	50	80	50	0	15	60	60	5	400
Supt. Park Planning & Construction	Administrative	80	50	80	50	0	15	60	60	5	400
System Support Analyst	technical	40	30	30	30	10	5	30	40	0	215
System Support Specialist	technical	80	35	40	30	10	5	40	40	0	280
Systems Analyst	advanced technical	80	65	80	50	0	0	80	80	0	435
Technical Services Specialist	skilled technical	40	40	60	30	20	5	40	30	0	265
Traffic Operations Technician I	technical	20	30	40	15	20	25	30	30	0	210
Traffic Operations Technician II	technical	20	40	40	15	20	25	30	40	0	230
Treasury Cashier	skilled administrative support	20	30	30	10	0	5	20	20	0	135
Utilities Engineer	professional	80	65	60	50	10	15	80	60	0	420
Utility Operations and Maintenance Manager	Administrative	80	50	80	50	0	5	80	80	5	430
Utility System Manager	administrative	40	40	80	50	0	5	60	60	5	340
Utility System Supervisor	administrative	40	40	60	30	10	5	60	60	5	310

**Appendix E2**  
**Lee's Summit, MO**  
**SAFE Job Evaluation Values**

<b>Position</b>	<b>Skill</b>	<b>Train</b>	<b>Exp</b>	<b>Level</b>	<b>HR</b>	<b>Phys</b>	<b>Cond</b>	<b>Ind</b>	<b>Imp</b>	<b>Spv</b>	<b>Points</b>
Utility Technician	semiskilled	20	20	30	30	10	25	20	30	0	185
Warrant Clerk	skilled administrative support	20	30	30	15	0	0	30	30	0	155
Water Utilities Analyst	technical	40	30	30	30	5	5	30	40	5	215

**APPENDIX F**  
**Final Pay Structures**

**Appendix F**  
**Lee's Summit, MO**  
**Final Pay Structure - Exempt**

Title	Grade	Min	Mid	Max
Asst City Mgr., Operations	E18	95,718.48	122,519.65	149,320.83
Asst. City Mgr., Dev Svcs/Comm	E18	95,718.48	122,519.65	149,320.83
Finance Director	E18	95,718.48	122,519.65	149,320.83
Fire Chief	E18	95,718.48	122,519.65	149,320.83
Police Chief	E18	95,718.48	122,519.65	149,320.83
Director of Development Services	E17	90,300.45	115,584.58	140,868.71
Director of Public Works	E17	90,300.45	115,584.58	140,868.71
Director of Water Utilities	E17	90,300.45	115,584.58	140,868.71
Asst Director of Engineering Svcs	E16	85,189.11	109,042.06	132,895.01
Chief Technology Officer	E16	85,189.11	109,042.06	132,895.01
Deputy Dir. of P.Wks./City Eng	E16	85,189.11	109,042.06	132,895.01
Director of Administration	E16	85,189.11	109,042.06	132,895.01
Director of Human Resources	E16	85,189.11	109,042.06	132,895.01
Assistant Director of Business Services	E15	80,367.08	102,869.86	125,372.65
Asst Director of App Mgmt Svcs	E15	80,367.08	102,869.86	125,372.65
Asst. Director of Operations	E15	80,367.08	102,869.86	125,372.65
Chief Counsel of Infrastructure and Planning	E15	80,367.08	102,869.86	125,372.65
Chief Counsel of Mgmt & Ops	E15	80,367.08	102,869.86	125,372.65
Chief Counsel of Public Safety	E15	80,367.08	102,869.86	125,372.65
Chief of Litigation	E15	80,367.08	102,869.86	125,372.65
Deputy Dir. of P.Wks./Admin.	E15	80,367.08	102,869.86	125,372.65
Deputy Director of Finance	E15	80,367.08	102,869.86	125,372.65
Director of Planning & Special Projects	E15	80,367.08	102,869.86	125,372.65
Assistant Director of Field Services	E14	75,818.00	97,047.04	118,276.08
Assistant Director of Plan Services	E14	75,818.00	97,047.04	118,276.08
Asst Administrator of Parks and Rec	E14	75,818.00	97,047.04	118,276.08
Assistant Director of Planning and Special Projects	E13	71,526.42	91,553.81	111,581.21
Asst Director of Public Wks. Oper	E13	71,526.42	91,553.81	111,581.21
Asst Prosecuting Attorney PTR	E13	71,526.42	91,553.81	111,581.21
City Architect	E13	71,526.42	91,553.81	111,581.21
City Traffic Engineer	E13	71,526.42	91,553.81	111,581.21
Controller	E13	71,526.42	91,553.81	111,581.21
Development Engineering Mgr.	E13	71,526.42	91,553.81	111,581.21
Manager, Entprs. Tech. Svcs.	E13	71,526.42	91,553.81	111,581.21
Supervisory Engineer	E13	71,526.42	91,553.81	111,581.21
Codes Administration Manager	E12	67,477.75	86,371.52	105,265.29
Construction Manager	E12	67,477.75	86,371.52	105,265.29
Planning Division Manager	E12	67,477.75	86,371.52	105,265.29
Public Works Operations Mgr.	E12	67,477.75	86,371.52	105,265.29
Staff Attorney	E12	67,477.75	86,371.52	105,265.29
Administrative Supervisor	E11	63,658.26	81,482.57	99,306.88



**Appendix F**  
**Lee's Summit, MO**  
**Final Pay Structure - Exempt**

Title	Grade	Min	Mid	Max
Airport Manager	E11	63,658.26	81,482.57	99,306.88
IT Operations Supervisor	E11	63,658.26	81,482.57	99,306.88
Management Analyst III	E11	63,658.26	81,482.57	99,306.88
Network Administrator	E11	63,658.26	81,482.57	99,306.88
Procurement & Contract Svc Mgr	E11	63,658.26	81,482.57	99,306.88
Senior Staff Engineer II	E11	63,658.26	81,482.57	99,306.88
Solid Waste Superintendent	E11	63,658.26	81,482.57	99,306.88
Superintendent II, Admin.	E11	63,658.26	81,482.57	99,306.88
Superintendent of Recreation II	E11	63,658.26	81,482.57	99,306.88
Systems Analyst	E11	63,658.26	81,482.57	99,306.88
Utilities Engineer	E11	63,658.26	81,482.57	99,306.88
Utility Operations and Maintenance Manager	E11	63,658.26	81,482.57	99,306.88

**Appendix F**  
**Lee's Summit, MO**  
**Final Pay Structure - Exempt**

Title	Grade	Min	Mid	Max
Account Services Manager	E10	60,054.96	76,870.35	93,685.73
Animal Control Manager	E10	60,054.96	76,870.35	93,685.73
Applications Administrator	E10	60,054.96	76,870.35	93,685.73
Court Administrator	E10	60,054.96	76,870.35	93,685.73
Creative Services Manager	E10	60,054.96	76,870.35	93,685.73
Database Administrator	E10	60,054.96	76,870.35	93,685.73
Fleet Manager	E10	60,054.96	76,870.35	93,685.73
ITS Project Manager	E10	60,054.96	76,870.35	93,685.73
Project Manager - Dev. Ctr.	E10	60,054.96	76,870.35	93,685.73
Risk Management Officer	E10	60,054.96	76,870.35	93,685.73
Senior Staff Engineer I	E10	60,054.96	76,870.35	93,685.73
Staff Engineer II	E10	60,054.96	76,870.35	93,685.73
Supt. of Park Operations	E10	60,054.96	76,870.35	93,685.73
Supt. of Recreation Services	E10	60,054.96	76,870.35	93,685.73
Supt. Park Planning & Construction	E10	60,054.96	76,870.35	93,685.73
Cultural Arts Manager	E09	56,655.62	72,519.19	88,382.77
ITS Support Services Supvr.	E09	56,655.62	72,519.19	88,382.77
Mgr, Accreditation/Info Mgmt	E09	56,655.62	72,519.19	88,382.77
Senior Planner	E09	56,655.62	72,519.19	88,382.77
Web Administrator	E09	56,655.62	72,519.19	88,382.77
Assistant Airport Manager	E08	53,448.70	68,414.33	83,379.97
Assistant Superintendent of Park Construction	E08	53,448.70	68,414.33	83,379.97
Central Building Services Supv	E08	53,448.70	68,414.33	83,379.97
GIS Coordinator	E08	53,448.70	68,414.33	83,379.97
LPCC Manager II	E08	53,448.70	68,414.33	83,379.97
Sr. Field Building Inspector	E08	53,448.70	68,414.33	83,379.97
Aquatics Manager	E07	50,423.30	64,541.83	78,660.35
City Clerk	E07	50,423.30	64,541.83	78,660.35
Environmental Specialist	E07	50,423.30	64,541.83	78,660.35
Gamber Center Manager	E07	50,423.30	64,541.83	78,660.35
Harris Park Community Ctr Mgr	E07	50,423.30	64,541.83	78,660.35
Strategic Comm. & Admin. Mgr.	E07	50,423.30	64,541.83	78,660.35
Planner	E06	47,569.15	60,888.51	74,207.88
Staff Engineer I	E06	47,569.15	60,888.51	74,207.88
Cash Management Officer	E05	44,876.56	57,441.99	70,007.43
Legacy Park Supervisor II	E05	44,876.56	57,441.99	70,007.43
Financial Analyst	E04	42,336.38	54,190.56	66,044.75
LPCC Assistant Manager	E04	42,336.38	54,190.56	66,044.75
LPCC Maintenance Supervisor	E04	42,336.38	54,190.56	66,044.75
Park Maintenance Supervisor	E04	42,336.38	54,190.56	66,044.75
Recreation Supervisor II	E04	42,336.38	54,190.56	66,044.75

**Appendix F**  
**Lee's Summit, MO**  
**Final Pay Structure - Exempt**

<b>Title</b>	<b>Grade</b>	<b>Min</b>	<b>Mid</b>	<b>Max</b>
Recreation Supervisor I	E03	39,939.98	51,123.17	62,306.36
Recreation Coordinator	E02	37,679.22	48,229.41	58,779.59
Recreation Specialist	E01	35,546.44	45,499.44	55,452.44

**Appendix F**  
**Lee's Summit, MO**  
**Final Pay Structure - Non-Exempt**

<b>Title</b>	<b>Grade</b>	<b>Min</b>	<b>Mid</b>	<b>Max</b>
Construction Project Manager	N15	61,743.56	76,870.73	91,997.91
Project Manager	N15	61,743.56	76,870.73	91,997.91
Control System Supervisor	N15	61,743.56	76,870.73	91,997.91
Applications Analyst	N14	58,248.64	72,519.56	86,790.48
Communications Systems Admin.	N14	58,248.64	72,519.56	86,790.48
Communications Supvr-Police	N13	54,951.55	68,414.68	81,877.81
Plans Examiner	N13	54,951.55	68,414.68	81,877.81
Right-of-Way Agent	N13	54,951.55	68,414.68	81,877.81
Senior Procurement Officer	N13	54,951.55	68,414.68	81,877.81
Utility System Manager	N13	54,951.55	68,414.68	81,877.81
Communications Supvr-Fire	N12	51,841.09	64,542.15	77,243.22
Lead Engineering Technician	N12	51,841.09	64,542.15	77,243.22
Lead Traffic Operations Technician	N12	51,841.09	64,542.15	77,243.22
Street Operations Supervisor	N12	51,841.09	64,542.15	77,243.22
Utility System Supervisor	N12	51,841.09	64,542.15	77,243.22
Accounts Payable Supervisor	N11	48,906.68	60,888.82	72,870.96
Community Relations Specialist	N11	48,906.68	60,888.82	72,870.96
Creative Services Specialist	N11	48,906.68	60,888.82	72,870.96
Maintenance Shop Supervisor	N11	48,906.68	60,888.82	72,870.96
Management Analyst II	N11	48,906.68	60,888.82	72,870.96
Marketing Specialist	N11	48,906.68	60,888.82	72,870.96
Media Services Supervisor	N11	48,906.68	60,888.82	72,870.96
Public Communications Coord.	N11	48,906.68	60,888.82	72,870.96
Senior GIS Technician	N11	48,906.68	60,888.82	72,870.96
Senior Traffic Operations Technician	N11	48,906.68	60,888.82	72,870.96
System Support Specialist	N11	48,906.68	60,888.82	72,870.96
Animal Control Field Supvr.	N10	46,138.38	57,442.28	68,746.19
CIP Resident Inspector	N10	46,138.38	57,442.28	68,746.19
Customer Service Supervisor	N10	46,138.38	57,442.28	68,746.19
Human Resources Generalist	N10	46,138.38	57,442.28	68,746.19
Lead Comm Specialist-Police	N10	46,138.38	57,442.28	68,746.19
Lead Detention Officer	N10	46,138.38	57,442.28	68,746.19
Metered Services Supervisor	N10	46,138.38	57,442.28	68,746.19
Public Works Inspector	N10	46,138.38	57,442.28	68,746.19
Senior Engineering Technician	N10	46,138.38	57,442.28	68,746.19
Technical Services Specialist	N10	46,138.38	57,442.28	68,746.19
Executive Assistant	N09	43,526.77	54,190.83	64,854.89

**Appendix F**  
**Lee's Summit, MO**  
**Final Pay Structure - Non-Exempt**

<b>Title</b>	<b>Grade</b>	<b>Min</b>	<b>Mid</b>	<b>Max</b>
Field Engineering Inspector	N09	43,526.77	54,190.83	64,854.89
GIS Technician	N09	43,526.77	54,190.83	64,854.89
Operations Technician	N09	43,526.77	54,190.83	64,854.89
Procurement Officer II	N09	43,526.77	54,190.83	64,854.89
Purchasing and Supply Officer	N09	43,526.77	54,190.83	64,854.89
Signs and Markings Technician	N09	43,526.77	54,190.83	64,854.89
Web Specialist	N09	43,526.77	54,190.83	64,854.89
Accountant	N08	41,063.00	51,123.43	61,183.86

**Appendix F**  
**Lee's Summit, MO**  
**Final Pay Structure - Non-Exempt**

<b>Title</b>	<b>Grade</b>	<b>Min</b>	<b>Mid</b>	<b>Max</b>
Administrative Assistant III	N08	41,063.00	51,123.43	61,183.86
Benefits Specialist	N08	41,063.00	51,123.43	61,183.86
Contract Compliance Coord/Para	N08	41,063.00	51,123.43	61,183.86
Court Security Officer	N08	41,063.00	51,123.43	61,183.86
Detention Officer	N08	41,063.00	51,123.43	61,183.86
Engineering Technician II	N08	41,063.00	51,123.43	61,183.86
Field Building Inspector	N08	41,063.00	51,123.43	61,183.86
Human Resources Assistant	N08	41,063.00	51,123.43	61,183.86
Instrumentation & Controls Tec	N08	41,063.00	51,123.43	61,183.86
Legal Assistant	N08	41,063.00	51,123.43	61,183.86
Office Manager/Paralegal	N08	41,063.00	51,123.43	61,183.86
Probation/Compliance Officer	N08	41,063.00	51,123.43	61,183.86
System Support Analyst	N08	41,063.00	51,123.43	61,183.86
Traffic Operations Technician II	N08	41,063.00	51,123.43	61,183.86
Water Utilities Analyst	N08	41,063.00	51,123.43	61,183.86
Communications Specialist-Pol	N07	38,738.67	48,229.65	57,720.63
Deputy City Clerk	N07	38,738.67	48,229.65	57,720.63
Engineering Technician I	N07	38,738.67	48,229.65	57,720.63
Equipment Technician	N07	38,738.67	48,229.65	57,720.63
Facilities Maintenance Worker II	N07	38,738.67	48,229.65	57,720.63
ITS Help Desk Support Spec.	N07	38,738.67	48,229.65	57,720.63
Management Analyst I	N07	38,738.67	48,229.65	57,720.63
Marketing Coordinator	N07	38,738.67	48,229.65	57,720.63
Master Park Specialist	N07	38,738.67	48,229.65	57,720.63
Traffic Operations Technician I	N07	38,738.67	48,229.65	57,720.63
Community Standards Officer	N06	36,545.92	45,499.67	54,453.42
Development Technician	N06	36,545.92	45,499.67	54,453.42
Neighborhood Services Officer	N06	36,545.92	45,499.67	54,453.42
Payroll Specialist	N06	36,545.92	45,499.67	54,453.42
Permit Technician	N06	36,545.92	45,499.67	54,453.42
Senior Park Specialist	N06	36,545.92	45,499.67	54,453.42
Utility Technician	N06	36,545.92	45,499.67	54,453.42
Account Technician	N05	34,477.28	42,924.22	51,371.15
Administrative Assistant II	N05	34,477.28	42,924.22	51,371.15
Airport Attendant	N05	34,477.28	42,924.22	51,371.15

**Appendix F**  
**Lee's Summit, MO**  
**Final Pay Structure - Non-Exempt**

<b>Title</b>	<b>Grade</b>	<b>Min</b>	<b>Mid</b>	<b>Max</b>
Animal Control Officer	N05	34,477.28	42,924.22	51,371.15
Crime Scene Technician	N05	34,477.28	42,924.22	51,371.15
Customer Service Rep.	N05	34,477.28	42,924.22	51,371.15
Facilities Maintenance Worker	N05	34,477.28	42,924.22	51,371.15
ITS Support PTT	N05	34,477.28	42,924.22	51,371.15
Skilled Park Specialist	N05	34,477.28	42,924.22	51,371.15
Bond Clerk	N04	32,525.74	40,494.54	48,463.35
Evidence & Property Tech.	N04	32,525.74	40,494.54	48,463.35
Facility Maint. Specialist	N04	32,525.74	40,494.54	48,463.35
Park Specialist	N04	32,525.74	40,494.54	48,463.35
Police Services Officer	N04	32,525.74	40,494.54	48,463.35
Records Management Clerk	N04	32,525.74	40,494.54	48,463.35
Warrant Clerk	N04	32,525.74	40,494.54	48,463.35
Police Records Clerk	N03	30,684.66	38,202.40	45,720.14
Procurement Officer I	N03	30,684.66	38,202.40	45,720.14
Shelter Attendant	N03	30,684.66	38,202.40	45,720.14
Treasury Cashier	N03	30,684.66	38,202.40	45,720.14
Deputy Court Clerk	N02	28,947.79	36,040.00	43,132.21
Parking Control Officer	N02	28,947.79	36,040.00	43,132.21
Service Attendant	N02	28,947.79	36,040.00	43,132.21
Accounting Clerk	N01	27,309.24	34,000.00	40,690.76
Administrative Assistant I	N01	27,309.24	34,000.00	40,690.76
Audio Visual Evening	N01	27,309.24	34,000.00	40,690.76
Cash Receipts Clerk	N01	27,309.24	34,000.00	40,690.76
EMS Billing Specialist	N01	27,309.24	34,000.00	40,690.76
Payroll Support	N01	27,309.24	34,000.00	40,690.76
Service Representative I	N01	27,309.24	34,000.00	40,690.76

**Appendix F**  
**Lee's Summit, MO**  
**Final Pay Structure - Represented Civilian**

<b>Title</b>	<b>Grade</b>	<b>Min</b>	<b>Mid</b>	<b>Max</b>
Lead Comm Specialist-Fire	N10	46,138.38	57,442.28	68,746.19
Communications Specialist-Fire	N07	38,738.67	48,229.65	57,720.63
Equipment Operator	N07	38,738.67	48,229.65	57,720.63
Equipment Operator Sewer	N07	38,738.67	48,229.65	57,720.63
Equipment Operator Water	N07	38,738.67	48,229.65	57,720.63
Mechanic	N07	38,738.67	48,229.65	57,720.63
Meter Specialist	N06	36,545.92	45,499.67	54,453.42
Maintenance Worker	N04	32,525.74	40,494.54	48,463.35
Meter Technician	N04	32,525.74	40,494.54	48,463.35
Custodian	N01	27,309.24	34,000.00	40,690.76



**Appendix F**  
**Lee's Summit, MO**  
**Public Safety Pay Structures**

**Fire Pay Structure**

<b>Title</b>	<b>Grade</b>	<b>Min</b>	<b>Mid</b>	<b>Max</b>
Firefighter	F01	47,625.31	59,365.22	71,105.14
Fire Engineer	F02	57,398.13	68,101.07	78,804.02
Fire Specialist	F03	62,563.96	74,230.17	85,896.38
Fire Captain I	F04	83,239.08	88,114.51	92,989.93
Fire Captain II	F04	83,239.08	88,114.51	92,989.93
Battalion Chief	F05	86,933.44	103,609.05	120,284.65
Asst Fire Chief I	F06	89,307.84	107,525.99	125,744.14
Asst Fire Chief II	F06	89,307.84	107,525.99	125,744.14

**Police Pay Structure**

<b>Title</b>	<b>Grade</b>	<b>Min</b>	<b>Mid</b>	<b>Max</b>
Master Police Officer I	P01	44,135.31	56,945.35	69,755.40
Master Police Officer II	P01	44,135.31	56,945.35	69,755.40
Police Officer I	P01	44,135.31	56,945.35	69,755.40
Police Officer II	P01	44,135.31	56,945.35	69,755.40
Police Sergeant I	P02	62,066.15	73,214.43	84,362.71
Police Sergeant II	P02	62,066.15	73,214.43	84,362.71
Police Captain	P03	80,794.03	93,246.27	105,012.90
Police Major I	P04	82,250.20	103,800.03	125,349.86
Police Major II	P04	82,250.20	103,800.03	125,349.86