



**BOARD OF ALDERMEN
AMENDED TENTATIVE AGENDA
Monday, October 12, 2026
6:00 P.M.
Community Building
601 W Main Street
Odessa, MO 64076**

The meeting can be viewed live on YouTube, by subscribing to
[@OdessaMO](#)

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

CALL TO ORDER

Mayor Bruce Whitsitt

PLEDGE OF ALLEGIANCE

Mayor Bruce Whitsitt

ROLL CALL

City Clerk Karen Findora

WELCOME TO VISITORS

Mayor Bruce Whitsitt

CONSENT AGENDA

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

Approval of Minutes

- September 28, 2026 – Regular Session
- Municipal Court Sept. Rpt.
Community Development Sept. Rpt.
Pay Application #5 - Street Maintenance Building
Pay Application #6 – 2nd Street Sidewalks
Pay Application #6 – Mason Street Sidewalks
Change Order #2 – Waterline & Wastewater Collection System Improvement Project (ARPA)

MAYOR REPORT

ALDERMEN REPORT

CITY ADMINISTRATOR REPORT

PUBLIC COMMENTS

OLD BUSINESS

NEW BUSINESS

Presentation
OPTERRA Energy Services

Presentation by OPTERRA Energy Services – No-Cost Opportunity Assessment
Jennifer Geen & Ravi K. Bhaskar, OPTERRA Energy Services

Resolution No. 2026-34
OPTERRA No-Cost Assessment

Proposed Resolution No. 2026-34 authorizing the Mayor to approve a No-Cost Assessment and Project Development Services with OPTERRA Energy Services and the City of Odessa, Missouri.
Shawna Camp, City Administrator

Finance Committee Appointment

Mayor Whitsitt recommends the appointment of Alderwoman Mickey Starr, Ward 1, (one) to fill the vacancy on the Finance Committee created by the resignation of Alderwoman Karla Polson. The appointment shall be effective immediately upon approval and shall expire at the end of the current Finance Committee appointment term.
Bruce Whitsitt, Mayor

Discussion
Compensation Study

Discuss Proposed Compensation Study Report
Shawna Camp, City Administrator
Cathy Thompson, Finance Director

Discussion
Board Meeting Policy Review

Discuss Board Meeting Policy Review
Shawna Camp, City Administrator
Karen Findora, City Clerk

Aldermen – Request for New Items

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

Next Scheduled Meeting

October 26, 2026, at 6:00 p.m. – Regular Meeting

Adjourn to Closed Session

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

Pursuant to RSMO 610.021 (3) Personnel

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

Upcoming Meetings / Events:

October 13 @ 9:30 a.m. - Municipal Court @ Community Bldg.
October 15 @ 6:00 p.m. – Planning Commission @ Community Bldg.
October 21 @ 7:00 p.m. – Parks Board Meeting @ Community Bldg.
October 26 @ 4:30 p.m. – Finance Committee @ City Hall
October 26 @ 6:00 p.m. – Board of Aldermen @ Community Bldg.
November 9 @ 6:00 p.m. – Board of Aldermen @ Community Bldg.

Other Events:

October 24 @ 5:00 p.m. to 7:00 p.m. - Downtown Trick-or-Treat @ Downtown Odessa

November 7 @ 8:00 a.m. – Helping Hands Boot Block @ Downtown 4 Way Stop Odessa

November 16 @ 6:30 p.m. – Christmas Lighting Parade @ Downtown Odessa

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

ELECTED OFFICIALS

	Mayor Bruce Whatsitt	bruce.whitsitt@cityofodessamo.com	(816) 565-6610
Ward 1	Alderdwoman Mickey Starr	mickey.starr@cityofodessamo.com	(816) 260-8448
Ward 1	Alderdwoman Karla Polson	karla.polson@cityofodessamo.com	(816) 739-2224
Ward 2	Alderdwoman Amy Finch	a.finch@cityofodessamo.com	(785) 418-6256
Ward 2	Alderman Mike Plachte	mike.plachte@cityofodessamo.com	(816) 263-9997
Ward 3	Alderman Forest Palmer	forest.palmer@cityofodessamo.com	(816) 815-0710
Ward 3	Alderdwoman Rachel Wrenn	rachel.wrenn@cityofodessamo.com	(816) 392-6897

AMERICANS WITH DISABILITIES ACT

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

Posted October 8, 2026

City Hall & City Website

Emailed to The Odessan

Karen Findora, City Clerk

PO Box 128 · 228 S Second · Odessa, MO 64076 [Email](#) | Phone: (816) 230-5577 ext. 6 | www.cityofodessamo.com

**City of Odessa, Missouri
Board of Aldermen
Odessa Community Building | 601 W. Main Street
Regular Meeting ~ Monday, September 28, 2026 | 6:00 p.m.
Meeting Minutes**

[@OdessaMO](#)

CALL TO ORDER / PLEDGE OF ALLEGIANCE

Mayor Bruce Whitsitt called the meeting to order at 6:00 p.m. and led in the Pledge of Allegiance.

ROLL CALL

Karen Findora, City Clerk, called the roll and confirmed a quorum.

Mayor Bruce Whitsitt	Present	Alderman Forest Palmer	Absent
Alderman Karla Polson	Present	Alderman Mickey Starr	Present
Alderman Mike Plachte	Present	Alderman Amy Finch	Present
Alderman Rachel Wrenn	Present		

OTHERS IN ATTENDANCE

Shawna Davis-Camp, City Administrator	Troy Woutzke, Electric
Karen Findora, City Clerk	Darrin Lamb, Streets/Water
Cathy Thompson, Finance Director	Kenny Snider, Wastewater
Josh Thompson, Police Chief	Jeff Deane, Lauber Municipal Law

PUBLIC IN ATTENDANCE

Hannah Sparr, The Odessan	Jason Onka
Phillip Salmon	Jolynn Salmon
Abby Walker	Derek Zarda
Alexis Parriott	

WELCOME OF VISITORS

Mayor Whitsitt welcomed visitors and those viewing on YouTube.

APPROVAL OF CONSENT AGENDA

Approval of the consent agenda.

- August 24, 2026 – Regular Session
- Finance Aug. Rpt.
- Police Department Aug. Rpt.
- Municipal Court Aug. Rpt.
- Community Dev. Aug. Rpt.
- Economic Dev. Sept. Rpt.
- Pay Application #5: Mason St. #5443
- Pay Application #5: Second St. #5440

- Pay Application #4: Street Maintenance

Alderwoman Finch moved to approve the August 24, 2026 meeting minutes as submitted along with the Consent Agenda, seconded by Alderwoman Starr.

Motion carried 4-Aye, 0-No, 1-Abstain.

MAYOR REPORT

Mayor Whitsitt stated that he attended the recent MML Conference with three other board members. Mayor Whitsitt congratulated Chief Thompson on his eleven (11) CERT members who will be going through the “Certified Emergency Response Team” training.

ALDERMEN REPORTS

- Alderman Plachte provided a Planning Commission update. He stated that a public hearing is scheduled for October 15th at 6:00 p.m. to discuss off-street parking. The board will hear the public hearing at their October 26th meeting at 6:00 p.m.
- Alderwoman Wrenn thanked Chief Thompson for meeting with her to discuss Flock Cameras and the new animal shelter.
- Alderwoman Polson stated that she also attended the MML Conference. She stated that one of the sessions she attended discussed the pros of AI Data Centers.
- Alderman Palmer – Absent
- Alderwoman Starr attended the MML Conference as well.
- Alderwoman Finch stated that with her Daughters of the American Revolution group, they visited our local fire and police departments to drop off some snacks, a small thank-you for their service to our community. She also expressed how proud she is of the items on the agenda that pertain to the police department. The fact that they are able to obtain grants to pay for things and partner with other communities speaks to the professionalism of the department.

CITY ADMINISTRATOR REPORT

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

PUBLIC COMMENTS

None

OLD BUSINESS

None

NEW BUSINESS

Amend Agenda ~ Change Order No. 2 Mason Street Reconstruction

Motion was made by Alderwoman Finch to amend the agenda to hear the Change Order No. 2 ~ Mason Street Reconstruction at the end of new business, seconded by Alderwoman Polson.

Motion carried 4-Aye, 0-No, 1-Abstain.

Employee Introduction ~ Dennis “Jason” Onka

Josh Thompson, Police Chief, introduced Dennis Onka as the newly hired Police SRO for Odessa Upper Elementary School. Jason brings 27 years of law enforcement experience to our community. He retired as a Master Patrol Officer with the City of Independence. He also worked in the Community Engagement Unit, where he worked closely with over 2000 children, families, and community organizations in the Independence area. He also partnered with the Boys and Girls Clubs. Officer Onka will be a great asset to our community. Welcome Officer Onka!!



Employee Recognition ~ Carolyn Green Award

Lt. Phillip Salmon was named the 2026 recipient of the Carolyn Green Award on September 2, 2026. Chief Thompson nominated Lt. Salmon. The award recognizes a long-term commitment to protecting children, going above and beyond what is expected, and encouraging others to become involved. Lt. Salmon supervises the city's school resource officer program and organizes and supports the city's Shop With A Cop program. Lt. Salmon also helped organize the Dunk a Cop for school supplies to be distributed to our Odessa students. He pursues grants that benefit children. Congratulations on this well-earned award, Lt. Phillip Salmon.



Bill No. 2026-32 Introduction and 1st Reading ~ Mo Hwy. Transportation ~ Radar Equip.

Mayor Whatsitt read the proposed Ordinance, Bill No. 2026-32, of the proposed ordinance authorizing the Mayor to execute the Missouri Highways and Transportation Commission Strategic Highway Safety Plan Program agreement for the purchase of radar equipment for the Odessa Police Department, first reading.

Motion was made by Alderman Plachte to adopt Bill No. 2026-32, upon its first reading, and proceed to the second reading. Motion seconded by Alderwoman Finch, and carried with the following vote.

Motion carried 5-Aye, 0-No.

Discussion: Chief Thompson stated that the department has outdated speed enforcement equipment that is costly to budget for and replace. Captain Leland Liese sought 100% funding from MoDOT for three radar equipment units. The goal is to replace all units through a multi-year grant cycle, so the board will likely revisit this in the coming years.

Bill No. 2026-32 Introduction and 2nd Reading ~ Mo Hwy. Transportation ~ Radar Equip.

Mayor Whatsitt read the proposed Ordinance, Bill No. 2026-32, of the proposed ordinance authorizing the Mayor to execute the Missouri Highways and Transportation Commission Strategic Highway Safety Plan Program agreement for the purchase of radar equipment for the Odessa Police Department, second reading.

Motion was made by Alderwoman Finch to adopt Bill No. 2026-32, of the proposed ordinance authorizing the Mayor to execute the Missouri Highways and Transportation Commission Strategic Highway Safety Plan Program agreement for the purchase of radar equipment for the Odessa Police Department, second reading, and approve the bill as an ordinance. Motion seconded by Alderwoman Wrenn, and carried with the following vote.

Roll call vote as follows:

Alderman Plachte	yes	Alderwoman Wrenn	yes
Alderman Palmer	absent	Alderwoman Polson	yes
Alderwoman Starr	yes	Alderwoman Finch	yes

Motion carried 5-Aye, 0-No.

Bill No. 2026-32 became **Ordinance No. 3196**

Resolution No. 2026-28 ~ SFY 2027 Mo Blue Shield Grant

Mayor Whatsitt read the proposed Resolution No. 2026-28 authorizing the Mayor to execute the SFY 2027 Missouri Blue Shield Grant Program Award Agreement on behalf of the city.

Motion was made by Alderman Plachte to approve Resolution No. 2026-28, authorizing the Mayor to execute the SFY 2027 Missouri Blue Shield Grant Program Award Agreement on behalf of the city, seconded by Alderwoman Polson.

Motion carried 5-Aye, 0-No.

Resolution No. 2026-29 ~ Lafayette Co. Emergency Svc.

Mayor Whitsitt read the proposed Resolution No. 2026-29 authorizing the Mayor to execute a participation and payment agreement with the Lafayette County Emergency Services Board for participation in a shared Records Management System.

Motion was made by Alderman Plachte to approve Resolution No. 2026-29, authorizing the Mayor to execute a participation and payment agreement with the Lafayette County Emergency Services Board for participation in a shared Records Management System, seconded by Alderwoman Finch.

Motion carried 5-Aye, 0-No.

Resolution No. 2026-30 ~ RFP 07-26 Electric Bucket Truck

Mayor Whitsitt read the proposed Resolution No. 2026-30 accepting the bid from I-49 Truck Center for the purchase of a 2028 Electric Department bucket truck under RFP 07-26.

Motion was made by Alderwoman Finch to approve Resolution No. 2026-30, accepting the bid from I-49 Truck Center for the purchase of a 2028 Electric Department bucket truck under RFP 07-26, seconded by Alderwoman Wrenn.

Motion carried 5-Aye, 0-No.

Resolution No. 2026-31 ~ Disposition of Records ~ Payroll

Mayor Whitsitt read the proposed Resolution No. 2026-31 authorizing the destruction and disposition of Payroll records that have met the required retention periods in accordance with Chapter 109, RSMo, and applicable state retention schedule.

Motion was made by Alderman Plachte to approve Resolution No. 2026-31, authorizing the destruction and disposition of Payroll records that have met the required retention periods in accordance with Chapter 109, RSMo, and applicable state retention schedule, seconded by Alderwoman Polson.

Motion carried 5-Aye, 0-No.

Resolution No. 2026-32 ~ Disposition of Records ~ Finance

Mayor Whitsitt read the proposed Resolution No. 2026-32 authorizing the destruction and disposition of Finance records that have met the required retention periods in accordance with Chapter 109, RSMo, and applicable state retention schedule.

Motion was made by Alderman Plachte to approve Resolution No. 2026-32, authorizing the destruction and disposition of Finance records that have met the required retention periods in accordance with Chapter 109, RSMo, and applicable state retention schedule, seconded by Alderwoman Starr.

Motion carried 5-Aye, 0-No.

Resolution No. 2026-33 ~ Disposition of Records ~ Community Development

Mayor Whitsitt read the proposed Resolution No. 2026-33 authorizing the destruction and disposition of Community Development records that have met the required retention periods in accordance with Chapter 109, RSMo, and applicable state retention schedule.

Motion was made by Alderman Plachte to approve Resolution No. 2026-33, authorizing the destruction and disposition of Community Development records that have met the required retention periods in accordance with Chapter 109, RSMo, and applicable state retention schedule, seconded by Alderwoman Wrenn.

Motion carried 5-Aye, 0-No.

Discussion & Amend Agenda ~ Change Order No. 2 Mason Street Reconstruction

Shawna Davis-Camp, City Administrator, stated that at the very end of the project design, the engineers felt that the city needs to consider a mill and overlay or a full-depth replacement for Mason Street. Once the city took a deep dive into the street, it was found that there is no base to the street at all. Due to the very large vehicles that drive on that road, a mill and overlay would not support the load and would need to be frequently replaced. Everyone involved with the street and sidewalk project came together and reached consensus to do a full-depth replacement to fix the issues now so there are not issues down the road.

Cathy Thompson, Finance Director, stated that the city can redistribute some of the grant funds. The city will need to contribute \$130,000 to the project to replace the entire road. She stated that the sales tax is slightly higher, which will help cover the transportation fund, but it won't cover it all. The remainder will need to be taken from next year's 2027 street fund. She stated that this is the best path forward for that road and for the use of our tax dollars.

Alderwoman Finch asked for clarification on the total numbers. Ms. Thompson stated that page two breaks the numbers down, with \$129,774.24 being the actual change amount the city will have. There will be a credit for what we're not using for the mill and overlay, but the expense of the road replacement will take that credit and some. (A copy of Change Order #2 is made part of the minutes.)

Motion was made by Alderwoman Finch to approve the Change Order #2 Mason Street Reconstruction as presented, seconded by Alderwoman Finch.

Motion carried 4-Aye, 0-No, 1-Abstain.

Aldermen ~ Request for New Items

Downtown parking and sidewalk concerns were mentioned. Staff will work on downtown parking and sidewalk policies to present to the board at a future meeting.

Next Regular Scheduled Meeting:

Monday, October 12, 2026, at 6:00 p.m. Regular Session

Adjourn to Closed Session

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

&

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

Aldерwoman Finch made a motion to adjourn to closed session at 7:02 p.m., Pursuant to RSMO 610.021 (1) Legal actions, causes of action, litigation, or confidential attorney/client communication and Pursuant to RSMo 610.021 (12) Sealed bids and related documents, until bids are open; and sealed proposals and related documents or any documents related to a negotiated contract until a contract is executed, or all proposals are rejected, seconded by Aldерwoman Starr.

Motion carried 5-Aye, 0-No.

Roll call vote as follows:

Alderman Plachte	yes	Aldерwoman Wrenn	yes
Alderman Palmer	absent	Aldерwoman Polson	yes
Aldерwoman Starr	yes	Aldерwoman Finch	yes

Motion carried 5-Aye, 0-No.

Motion to Resume to Open Session

Aldерwoman Starr made a motion to resume to open session at 7:43 p.m., seconded by Aldерwoman Polson.

Roll call vote as follows:

Alderman Plachte	yes	Aldерwoman Wrenn	yes
Alderman Palmer	absent	Aldерwoman Polson	yes
Aldерwoman Starr	yes	Aldерwoman Finch	yes

Motion carried 5-Aye, 0-No.

Adjourn

There being no further business to come before the Board of Aldermen, a motion was made by Aldерwoman Starr, seconded by Aldерwoman Finch, to adjourn the meeting at 7:44 p.m.

Motion carried 5- Aye, 0-No.

*The foregoing minutes are a summary of the proceedings of the meeting. For a complete verbatim record, including audio/video recording, please refer to the official meeting recording available on the City's website.
<https://www.cityofodessamo.com/>*

Approved:

CITY OF ODESSA

ATTEST

Bruce Whitsitt, Mayor

Karen Findora, City Clerk

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

The Municipal Division of the Circuit Court of Lafayette County for the City of Odessa was held in regular session on September 8, 2026, at 9:30 am. Court is held in the Community Building Courtroom at 601 W Main St, Odessa.

**Municipal Presiding Judge: Carl Scarborough
City Prosecuting Attorney: Andrew Ruhlman
Municipal Court Clerk: Jennifer LeBlanc**

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

The next scheduled court date October 13, 2026 at the Odessa Community Building.

MUNICIPAL DIVISION SUMMARY REPORTING FORM

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

<u>I. COURT INFORMATION</u>		Municipality: City of Odessa	Reporting Period: Sep 1, 2026 - Sep 30, 2026	
Mailing Address: 601 W MAIN STREET, ODESSA, MO 64076				
Physical Address: 601 W MAIN STREET, ODESSA, MO 64076			County: Lafayette County	Circuit: 15
Telephone Number:		Fax Number:		
Prepared by: Jennifer LeBlanc		E-mail Address:		
Municipal Judge: SCARBOROUGH				
<u>II. MONTHLY CASELOAD INFORMATION</u>				
		Alcohol & Drug Related Traffic	Other Traffic	Non-Traffic Ordinance
A. Cases (citations/informations) pending at start of month		23	320	109
B. Cases (citations/informations) filed		1	27	14
C. Cases (citations/informations) disposed				
1. jury trial (Springfield, Jefferson County, and St. Louis County only)		0	0	0
2. court/bench trial - GUILTY		0	0	0
3. court/bench trial - NOT GUILTY		0	0	0
4. plea of GUILTY in court		1	12	12
5. Violations Bureau Citations (i.e. written plea of guilty) and bond forfeiture by court order (as payment of fines/costs)		0	7	0
6. dismissed by court		0	0	0
7. <i>nolle prosequi</i>		0	8	5
8. certified for jury trial (not heard in Municipal Division)		0	0	0
9. TOTAL CASE DISPOSITIONS		1	27	17
D. Cases (citations/informations) pending at end of month [pending caseload = (A+B)-C9]		23	320	106
E. Trial de Novo and/or appeal applications filed		0	0	0
<u>III. WARRANT INFORMATION (pre- & post-disposition)</u>				
1. # Issued during reporting period		27	<u>IV. PARKING TICKETS</u>	
2. # Served/withdrawn during reporting period		0	☐ Court staff does not process parking tickets	
3. # Outstanding at end of reporting period		364		

MUNICIPAL DIVISION SUMMARY REPORTING FORM

<u>COURT INFORMATION</u>	Municipality: City of Odessa	Reporting Period: Sep 1, 2026 - Sep 30, 2026
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<u>V. DISBURSEMENTS</u>			
Excess Revenue (minor traffic and municipal ordinance violations, subject to the excess revenue percentage limitation)		Other Disbursements: Enter below additional surcharges and/or fees not listed above. Designate if subject to the excess revenue percentage limitation. Examples include, but are not limited to, arrest costs and witness fees.	
Fines - Excess Revenue	\$1,442.00	Court Automation	\$218.91
Clerk Fee - Excess Revenue	\$192.00	Total Other Disbursements	\$218.91
Crime Victims Compensation (CVC) Fund surcharge - Paid to City/Excess Revenue	\$5.92	Total Disbursements of Costs, Fees, Surcharges and Bonds Forfeited	\$4,075.50
Bond forfeitures (paid to city) - Excess Revenue	\$100.00	Bond Refunds	\$24.00
Total Excess Revenue	\$1,739.92	Total Disbursements	\$4,099.50
Other Revenue (non-minor traffic and ordinance violations, not subject to the excess revenue percentage limitation)			
Fines - Other	\$1,481.50		
Clerk Fee - Other	\$183.27		
Judicial Education Fund (JEF) ☐ Court does not retain funds for JEF	\$0.00		
Peace Officer Standards and Training (POST) Commission surcharge	\$31.27		
Crime Victims Compensation (CVC) Fund surcharge - Paid to State	\$222.97		
Crime Victims Compensation (CVC) Fund surcharge - Paid to City/Other	\$5.66		
Law Enforcement Training (LET) Fund surcharge	\$64.00		
Domestic Violence Shelter surcharge	\$64.00		
Inmate Prisoner Detainee Security Fund surcharge	\$64.00		
Restitution	\$0.00		
Parking ticket revenue (including penalties)	\$0.00		
Bond forfeitures (paid to city) - Other	\$0.00		
Total Other Revenue	\$2,116.67		



**Building and Community Development
Compliance Update
September 2026**

Planning & Zoning Meeting

September 17, 2026 regular meeting

- **WELCOME NEW MEMBER**
Tony Easter
- **OLD BUSINESS**
Commissioners continued their discussion on parking and driveways

The next regular Planning & Zoning meeting is October 15, 2026.

Board of Adjustment Meeting

None

Active Projects

City Maintenance Building

Certificates of Occupancy

601 Mason Court; Multi-Family

127 S. 2nd St; The Cotton Peach Home Goods and Apparel

302 N. 4th St; Multi-Family

700 W. Marlow St; Residential

701 W. Marlow St; Residential

605 W. Dryden St; Residential

Permits Issued

Permit Type	Sept. 2026	Sept. 2025
Accessory Structures	1	1
Commercial Remodel	1	0
Decks	1	1
Demolition	0	1
Electric	0	3
Fences	3	0
New Construction	0	0
Sewer/Water	2	3
Sign	2	0
Other	0	3
Total	10	12

New Construction Permits

None

Invoice # 2619-5

10-10-5601

AIA Document G702 - 1992

APPLICATION AND CERTIFICATE FOR PAYMENT

TO OWNER: City of Odessa
125 S. Second Street
PO Box 128
Odessa MO 64076

PROJECT: Odessa Maintenance Bldg
125 S. Second Street
PO Box 128
Odessa MO 64076

APPLICATION NO: 5

PERIOD TO: 10/01/2026

CONTRACT DATE:

PROJECT NOS:

DISTRIBUTION TO:
OWNER
ARCHITECT
CONTRACTOR
FIELD
OTHER

FROM

CONTRACTOR: KAT Excavation, Inc.
309 N. Oak
Bates City MO 64011

VIA ARCHITECT:

CONTRACT FOR 2619-5

CONTRACTOR'S APPLICATION FOR PAYMENT

Application is made for payment, as shown below, in connection with the Contract.
AIA Document G703, Continuation Sheet, is attached.

1. **ORIGINAL CONTRACT SUM**..... \$729,457.05
2. **NET CHANGES IN THE WORK**..... \$27,456.00
3. **CONTRACT SUM TO DATE** (Line 1 + 2) \$756,913.05
4. **TOTAL COMPLETED AND STORED TO DATE:** (Column G on G703) \$734,054.64
5. **RETAINAGE:**
 - a. 0.00 % of Completed Work
(Column D+E on G703)
 - b. 0.00 % of Stored Material
(Column F on G703)
- Total Retainage** (Lines 5a + 5b or Total in Column I on G703) \$0.00
6. **TOTAL EARNED LESS RETAINAGE**..... \$734,054.64
(Line 4 minus Line 5 Total)
7. **LESS PREVIOUS CERTIFICATES FOR PAYMENT**..... 713,436.24
(Line 6 From Prior Certificate)
8. **CURRENT PAYMENT DUE**..... \$20,618.40
9. **BALANCE TO FINISH, INCLUDING RETAINAGE**
(Line 3 minus Line 6) \$22,858.41

SUMMARY OF CHANGE IN THE WORK	ADDITIONS	DEDUCTIONS
Total changes approved in previous months by Owner		
Total approved this month including Construction Change Directives		
TOTALS		
NET CHANGES IN THE WORK		27,456.00

The undersigned Contractor certifies that to the best of his knowledge, information and belief the Work covered by this Application for Payment has been completed in accordance with the Contract Documents, that all amounts have been paid by him for Work for which previous Certificates for Payment were issued and payments received from the Owner, and that current payment shown herein is now due.

CONTRACTOR: KAT Excavation, Inc.

By: Shelly Long

Date: Oct 1, 2024

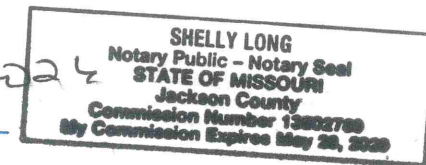
State of: MO

County of: Jackson

Subscribed and sworn to before
me this 1 day of October 2024

Notary Public: Shelly Long

My commission expires:



CERTIFICATE FOR PAYMENT

In accordance with the Contract Documents, based on on-site observation and the data comprising the above application, the Architect certifies to the Owner that the Work has progressed to the point indicated; that to the best of his knowledge, information and belief, the quality of the Work is in accordance with the Contract Documents and that the Contractor is entitled to payment of the AMOUNT CERTIFIED.

AMOUNT CERTIFIED..... \$ _____

(Attach explanation if amount certified differs from the amount applied for. Initial all figures on this Application and on the Continuation Sheet that are changed to conform to the amount certified.)

CONTRACTOR:

By: _____ Date: _____

ARCHITECT:

By: _____ Date: _____

This certificate is not negotiable. The AMOUNT CERTIFIED is payable only to the Contractor named herein. Issuance, payment and acceptance of payment are without prejudice to all rights of the Owner or Contractor under this Contract.

AIA Document G703 - 1992

CONTINUATION SHEET

AIA Document, G702-1992, Application and Certification for Payment, or G736-2009, Project Application and Project Certificate for Payment, Construction Manager as Adviser Edition, containing Contractor's signed Certification is attached.
In tabulations below, amounts are in US dollars nearest dollars.
Use Column I on Contracts where variable retainage for line items may apply.

APPLICATION NO: 5

APPLICATION DATE: 10/01/2026

PERIOD TO: 10/01/2026

ARCHITECT'S PROJECT NO:

A	B	C	D	E	F	G		H	I
ITEM NO.	DESCRIPTION OF WORK	SCHEDULED VALUE	FROM PREVIOUS APPLICATION	THIS PERIOD	MATERIALS STORED	TOTAL COMPLETED	%	BALANCE TO FINISH	RETAINAGE
	Mobilization/Supervision/Sur	17,860.00	17,860.00			17,860.00	100		
	Earthwork	37,500.00	37,500.00			37,500.00	100		
	Demo	12,000.00	12,000.00			12,000.00	100		
	Architectural/Structural/Civil	16,000.00	16,000.00			16,000.00	100		
	Aggregates	42,000.00	42,000.00			42,000.00	100		
	Sanitary Sewer	20,000.00	20,000.00			20,000.00	100		
	Ftgs, Fdn's, Bollards, Piers	92,810.00	92,810.00			92,810.00	100		
	Building & Erection	250,580.00	250,580.00			250,580.00	100		
	Interior/Warehouse Finishes	80,721.00	80,721.00			80,721.00	100		
	Electrical	49,500.00	49,500.00			49,500.00	100		
	HVAC	47,750.00	47,750.00			47,750.00	100		
	Plumbing	28,000.00	22,400.00	1,680.00		24,080.00	86	3,920.00	
	Profit & Overhead	34,736.05	24,315.24	5,210.40		29,525.64	85	5,210.41	
	Change Order# 1	27,456.00		13,728.00		13,728.00	50	13,728.00	
	Totals:	756,913.05	713,436.24	20,618.40		734,054.64	97	22,858.41	



City of Odessa

228 S Second St • PO Box 128 • Odessa, MO 64076

Phone: 816-230-5577 • cityofodessamo.com

October 8, 2026

Ms. Krystal Jolly – LPA Construction Inspector - Kansas City District
Missouri Department of Transportation
600 NE Colbern Road
Lee's Summit, Missouri 64086

Re: Progress Invoice No. 12
Odessa TAP-9901(440) 2nd Street Historic Downtown Improvement

Dear Ms. Jolly:

Please find attached Progress Invoice No. 12 for the above referenced project. We certify that costs billed are consistent with Federal Cost Principles, contract terms and the acceptability and progress of the consultant's work. We, the City of Odessa, are requesting reimbursement in the amount of \$35,324.93.

Please notify us when the deposit has been made into our account by email to shawna.davis@cityofodessamo.com.

Sincerely,

Shawna Davis
City Administrator

City of Odessa - 2nd Street Historic Downtown District Improvements

CONSTRUCTION PAYMENT APPLICATION

Project 2ND STREET HISTORIC DOWNTOWN DISTRICT IMPROVEMENTS
CITY OF ODESSA, MISSOURI
Contractor KAT Excavation Inc.
309 N Oak St. Bates city , MO, 64011

Application No. 6
Date 10/08/2026
Period to 09/30/2026
Project No. 21KC10015
Fed No. TAP-9901(440)

Date of Award 01/26/26 Contract Calendar Days
Date to Proceed 03/30/26 Time Extension
Ordinance No. Calendar Days to Date

120
156
184
Expires 12/31/26

Original Contract Amount	\$	1,328,628.34
Change Orders to Date (Thru C.O. No. 1)	\$	0.00
Current Contract Amount	\$	1,328,628.34
Total Amount of Work to Date	\$	1,044,078.28
Less: <u>0%</u> to be Retained	\$	0.00
Net Amount of this Estimate	\$	1,044,078.28
Less Total Previous Payments to Contractor	\$	858,157.61
Balance Due Contractor	\$	185,920.67

By Lisa Bailey
Title Corporate Secretary

Date 10/08/2026

Verified By Hassan Tabyah
Construction Inspector

Date 10/08/2026

Approved By _____
City of Odessa

Date _____

Second Street
Historic Downtown District improvements
City of Odessa, Missouri

County: Lafayette
Job No. TAP-9901(440)
Project: 21KC40015

Application No: 6
Application Date: 10/08/26
Period to: 09/30/26

Line	Item	Item Description	Units	Quantity	Unit	Total	Unit	Unit Completed Current Period	Unit	Work Completed				work
No.	No.				Price		Completed Previous Period		Completed to Date	From Previous Application	This Period	To Date	%	remaining
	ROADWAY													
1	202-20.10	Removal of Improvements	LS	1.00	\$235,939.00	\$235,939.00	0.75	0.15	0.90	\$176,954.25	\$35,390.85	\$212,345.10	90%	\$23,593.90
2	207.20.00	Linear Grading Class 2	STA	7.70	\$4,950.00	\$38,115.00	5.00	1.16	6.16	\$24,750.00	\$5,742.00	\$30,492.00	80%	7623.00
3	304-05.06	Type 5 Aggregate Base (6 In Thick)	SY	2569.20	\$21.02	\$54,004.58	1180.00	361.52	1541.52	\$24,803.60	\$7,599.15	\$32,402.75	60%	21601.83
4	401-12.09	Bituminous Pavement Mixture PG64-22, (BP-1) (2 IN)	TONS	222.80	\$112.20	\$24,998.16	0.00	140.00	140.00	\$0.00	\$15,708.00	\$15,708.00	63%	\$9,290.16
5	401-12.09	Bituminous Pavement Mixture PG64-22, (BP-1) (2 IN)	TONS	222.80	\$112.20	\$24,998.16	0.00	140.00	140.00	\$0.00	\$15,708.00	\$15,708.00	63%	\$9,290.16
6	401-30.00	Bituminous Pavement Mixture PG64-22, (BASE) (5 IN)	TONS	556.30	\$112.20	\$62,416.86	0.00	336.00	336.00	\$0.00	\$37,699.20	\$37,699.20	60%	\$24,717.66
7	502-11.08	Concrete Pavement (8 IN Non-Reinforced) (Driveways)	SY	202.00	\$104.45	\$21,098.90	40.00		40.00	\$4,178.00	\$0.00	\$4,178.00	20%	\$16,920.90
8	609-10.51	Curb & Gutter Type A	LF	43.00	\$51.18	\$2,200.74	0.00	43.00	43.00	\$0.00	\$2,200.74	\$2,200.74	100%	\$0.00
9	609-10.52	Curb & Gutter Type B	LF	1522.00	\$50.78	\$77,287.16	1145.00	300.90	1445.90	\$58,143.10	\$15,279.70	\$73,422.80	95%	\$3,864.36
10	609-99.03	Curb & Gutter Type C	LF	318.00	\$51.18	\$16,275.24	85.00		85.00	\$4,350.30	\$0.00	\$4,350.30	27%	\$11,924.94
11	609-99.03	Curb Ramp Curb & Gutter	LF	60.00	\$79.56	\$4,773.60	44.00		44.00	\$3,500.64	\$0.00	\$3,500.64	73%	\$1,272.96
12	609-99.03	Driveway Curb & Gutter	LF	39.00	\$52.83	\$2,060.37	0.00		0.00	\$0.00	\$0.00	\$0.00	0%	\$2,060.37
13	618-10.00	Mobilization	LS	1.00	\$67,918.40	\$67,918.40	0.75	0.10	0.85	\$50,938.80	\$6,791.84	\$57,730.64	85%	\$10,187.76
14	627-40.00	Contractor Surveying and Staking	LS	1.00	\$25,300.00	\$25,300.00	0.75	0.15	0.90	\$18,975.00	\$3,795.00	\$22,770.00	90%	\$2,530.00
	TOTAL ROADWAY					\$657,386.17				\$366,593.69	\$145,914.48	\$512,508.17		\$144,878.00
	SIGNING, STRIPING, SIGNAL, LIGHTING													
15	620-20.00	4 IN. White Class 1 Pavement Marking Paint (18 MIL, Type P Beads)	LF	2087.00	\$0.99	\$2,066.13	0.00		0.00	\$0.00	\$0.00	\$0.00	0%	\$2,066.13
16	620-99.02	International Symbol of Accessibility (Parking Symbol)	EA	9.00	\$71.50	\$643.50	0.00		0.00	\$0.00	\$0.00	\$0.00	0%	\$643.50
17	620-99.03	6 IN. White Class 1 Pavement Marking Paint (18 MIL, Type P Beads)	LF	118.00	\$1.65	\$194.70	0.00		0.00	\$0.00	\$0.00	\$0.00	0%	\$194.70
18	620-99.03	4 IN. Blue Class 1 Pavement marking Paint (18 MIL, Type P Beads)	LF	1096.00	\$0.99	\$1,085.04	0.00		0.00	\$0.00	\$0.00	\$0.00	0%	\$1,085.04
19	903-50.04A	SH-Flat Sheet	SF	102.00	\$33.65	\$3,432.30	0.00		0.00	\$0.00	\$0.00	\$0.00	0%	\$3,432.30
20	903-99.02	Sign Posts	EA	15.00	\$577.50	\$8,662.50	0.00		0.00	\$0.00	\$0.00	\$0.00	0%	\$8,662.50
	TOTAL SIGNING, STRIPING, SIGNAL, LIGHTING					\$16,084.17				\$0.00	\$0.00	\$0.00		\$16,084.17
	BIKE/PED FACILITIES													
21	304-05.06	TYPE 5 AGGREGATE FOR BASE(6 IN. THICK)	SY	2210.40	\$20.98	\$46,374.19	1680.00	198.84	1878.84	\$35,246.40	\$4,171.66	\$39,418.06	85%	\$6,956.13
22	502-99.07	Integral Retaining Wall W/Reinforcement	CY	23.00	\$3,109.02	\$71,507.46	14.25		14.25	\$44,303.54	\$0.00	\$44,303.54	62%	\$27,203.92
23	608-10.10	Concrete Curb Ramp	SY	58.70	\$280.45	\$16,462.42	58.70		58.70	\$16,462.42	\$0.00	\$16,462.42	100%	\$0.00
24	608-10.12	Truncated Domes	SF	130.00	\$26.74	\$3,476.20	60.00		60.00	\$1,604.40	\$0.00	\$1,604.40	46%	\$1,871.80
25	608-20.23	HAND-RAILING FOR STEPS WITHOUT BALUSTERS (BLACK)	LF	22.00	\$126.50	\$2,783.00	10.00		10.00	\$1,265.00	\$0.00	\$1,265.00	45%	\$1,518.00
26	608-20.23	SIDEWALK HAND-RAILING WITHOUT BALUSTERS (BLACK)	LF	623.00	\$126.50	\$78,809.50	150.00		150.00	\$18,975.00	\$0.00	\$18,975.00	24%	\$59,834.50
27	608-99.05	Concrete Sidewalk, 6 IN.	SY	2137.30	\$93.68	\$200,222.26	1598.00	271.00	1869.00	\$149,700.64	\$25,387.28	\$175,087.92	87%	\$25,134.34
	TOTAL BIKE/ PED FACILITIES					\$419,635.03				\$267,557.40	\$29,558.94	\$297,116.34		\$122,518.69
	LANDSCAPING/STREET SCAPING													
28	805-10.10A	Seeding- Cool Season Grasses	ACRE	0.10	\$4,950.00	\$495.00	0.05		0.05	\$247.50	\$0.00	\$247.50	50%	\$247.50
29	806-10.07A	Curb Inlet Check	EA	2.00	\$275.00	\$550.00	2.00		2.00	\$550.00	\$0.00	\$550.00	100%	\$0.00
	TOTAL LANDSCAPING/STREET SCAPING					\$1,045.00				\$797.50	\$0.00	\$797.50		\$247.50
	Traffic Control													
30	616-10.22	CHANNELIZER (CONE)	EA	16	\$44.00	\$704.00	16.00		16.00	\$704.00	\$0.00	\$704.00	100%	\$0.00
31	616-10.30	TYPE 3 MOVABLE BARRICADE	EA	2	\$231.00	\$462.00	2.00		2.00	\$462.00	\$0.00	\$462.00	100%	\$0.00
32	903-50.04A	SH-FLAT SHEET --	EA	90	\$24.44	\$2,199.60	90.00		90.00	\$2,199.60	\$0.00	\$2,199.60	100%	\$0.00
	TOTAL TRAFFIC					\$3,365.60				\$3,365.60	\$0.00	\$3,365.60		\$0.00
	OTHER (INFRASTRUCTURE FOR ELECTRICAL ITEMS)													
33	901-99.03	Lighting Conduits	LS	1.00	\$82,049.00	\$82,049.00	0.95	0.05	1.00	\$77,946.55	\$4,102.45	\$82,049.00	100%	\$0.00
34	901-99.03	Power conduits	LS	1.00	\$91,850.00	\$91,850.00	0.95	0.05	1.00	\$87,257.50	\$4,592.50	\$91,850.00	100%	\$0.00
35	901-99.03	In-Grade Junction Boxes	LS	1.00	\$8,217.00	\$8,217.00	0.90		0.90	\$7,395.30	\$0.00	\$7,395.30	90%	\$821.70
36	901-99.03	Pole Light Concrete Bases	LS	1.00	\$35,046.00	\$35,046.00	0.95	0.05	1.00	\$33,293.70	\$1,752.30	\$35,046.00	100%	\$0.00
37	901-99.03	Bollard Concrete Bases	LS	1.00	\$13,950.37	\$13,950.37	1.00		1.00	\$13,950.37	\$0.00	\$13,950.37	100%	\$0.00
	TOTAL OTHER (INFRASTRUCTURE FOR ELECTRICAL ITEMS)					\$231,112.37				\$219,843.42	\$10,447.25	\$230,290.67		\$821.70
		ROADWAY BID ALTERNATE												
38	502-11.07	Concrete Pavement (7 IN. Non-Reinforced)	SY	2001.30	\$73.83	\$147,755.98	0.00	0.00	0.00	\$0.00	0.00	\$0.00	0%	\$147,755.98
						1,328,628.34				\$858,157.61	\$185,920.67	1,044,078.28	79%	\$284,550.06



PARTIAL WAIVER AND RELEASE OF LIEN

Company: City of Odessa
125 S. 2nd Street
Odessa, MO 64076

Date: October 6, 2026

This is to certify that we have received partial payment for all materials furnished and work performed by us to your firm for the following total of the invoices: Pay Application #5 - \$ 35,751.03

For use on the following project: Odessa Sidewalk Improvements – TAP 9901 (440)
Odessa, MO

The undersigned does hereby waive and release all bond claims, liens or claims or right of lien, statutory or otherwise, against the property, project, Owner and any sureties, for labor, services, materials and/or equipment, as provided by the Undersigned, but only to the extent of payment received, as indicated above, and contingent upon actual receipt of payment and final bank clearance of said remittance in the above amount. (The remittance identified as payment and endorsed by the Undersigned, marked "paid" or otherwise canceled by the bank against which said remittance was drawn, shall constitute conclusive proof that said invoice or pay request was paid and that payment was received by the Undersigned, and in that event, this waiver and release shall be effective automatically without need of any further act, acknowledgment or receipt of the part of the Undersigned.)

The person signing below does hereby certify that said person is fully authorized and empowered to execute this instrument and to bind the Undersigned and does, in fact, so execute this Partial Waiver and Release of Lien.

COMPANY NAME KAT Excavation, Inc.

By: Rita Baij

Title: Corporate Secretary

STATE OF Missouri

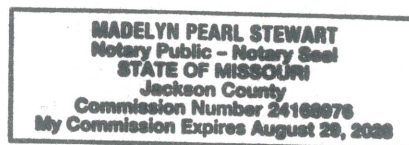
COUNTY OF Jackson

Subscribed and sworn to before me this 6th day of October, 2026

Madelyn Pearl Stewart
NOTARY PUBLIC

My Commission Expires:

08-29-2028



[illegible]



City of Odessa

228 S Second St • PO Box 128 • Odessa, MO 64076

Phone: 816-230-5577 • cityofodessamo.com

October 8, 2026

Ms. Krystal Jolly – LPA Construction Inspector- Kansas City District
Missouri Department of Transportation
600 NE Colbern Road
Lee's Summit, Missouri 64086

Re: Progress Invoice No. 19
Odessa TAP-9901(443) Mason Street Historic Downtown Improvement

Dear Ms. Jolly:

Please find attached Progress Invoice No. 19 for the above referenced project. We certify that costs billed are consistent with Federal Cost Principles, contract terms and the acceptability and progress of the consultant's work. We, the City of Odessa, are requesting reimbursement in the amount of \$27,999.80.

Please notify us when the deposit has been made into our account by email to shawna.davis@cityofodessamo.com.

Sincerely,

Shawna Davis
City Administrator

City of Odessa – Mason Street Historic Downtown District Improvements

CONSTRUCTION PAYMENT APPLICATION

Project Mason STREET HISTORIC DOWNTOWN DISTRICT IMPROVEMENTS
CITY OF ODESSA, MISSOURI
Contractor KAT Excavation Inc.
309 N Oak St. Bates city , MO, 64011

Application No. 6
Date 10/8/2026
Period to 9/30/2026
Project No 3KC40030
Fed No. TAP-9901(443)

Date of Award 01/23/26 Contract Calendar Days
Date to Proceed 04/29/26 Time Extension
Ordinance No. Calendar Days to Date

120
126
154
Expires 12/31/26

Original Contract Amount	\$	<u>1,172,082.71</u>
Change Orders to Date (Thru C.O. No. 1)	\$	<u>0.00</u>
Current Contract Amount	\$	<u>1,172,082.71</u>
Total Amount of Work to Date	\$	<u>831,199.05</u>
Less <u>0%</u> to be Retained	\$	<u>0.00</u>
Net Amount of this Estimate	\$	<u>831,199.05</u>
Less Total Previous Payments to Contractor	\$	<u>746,351.16</u>
Balance Due Contractor	\$	<u>84,847.89</u>

By Lisa Bailey
Title Corpoate Secretary

Date 10/08/2026

Verified By J Hassan Tabyah
Construction Inspector

Date 10/08/2026

Approved By _____
City of Odessa

Date _____

Mason Street						County:	Lafayette					Application No:	6			
Historic Downtown District improvements						Job No.	TAP-9901(443)					Application Date:	10/08/26			
City of Odessa, Missouri						Project:	3KC40030					Period to:	09/30/26			
Line	Item	Item Description	Units	Quantity	Unit	Total	Unit Completed Previous Period	Unit Completed Current Period	Unit Completed to Date	From Previous Application	Work Completed		To Date	%	work	
No.	No.				Price						This Period	remaining				
	ROADWAY															
1	202-20.10	Removal of Improvements	LS	1.00	\$235,939.00	\$235,939.00	0.84	0.10	0.94	\$198,188.76	\$23,593.90	\$221,782.66	94%		\$14,156.34	
2	207.20.00	Linear Grading Class 2	STA	8.70	\$4,950.00	\$43,065.00	7.00	0.83	7.83	\$34,650.00	\$4,108.50	\$38,758.50	90%		\$4,306.50	
3	304-05.06	Type 5 Aggregate Base (6 In Thick)	SY	1866.60	\$22.34	\$41,699.84	634.00	299.30	933.30	\$14,163.56	\$6,686.36	\$20,849.92	50%		\$20,849.92	
4	401-12.09	Bituminous Pavement Mixture PG64-22, (BP-1) (2 IN)	TONS	300.90	\$103.40	\$31,113.06	0.00		0.00	\$0.00	\$0.00	\$0.00	0%		\$31,113.06	
5	401-12.09	Bituminous Pavement Mixture PG64-22, (BP-1) (2 IN)	TONS	300.90	\$103.40	\$31,113.06	0.00		0.00	\$0.00	\$0.00	\$0.00	0%		\$31,113.06	
6	401-30.00	Bituminous Pavement Mixture PG64-22, (BASE) (5 IN)	TONS	751.60	\$103.40	\$77,715.44	0.00		0.00	\$0.00	\$0.00	\$0.00	0%		\$77,715.44	
7	502-11.08	Concrete Pavement (8 IN Non-Reinforced) (Driveways)	SY	331.80	\$104.44	\$34,653.19	159.00	19.00	178.00	\$16,605.96	\$1,984.36	\$18,590.32	54%		\$16,062.87	
8	609-10.51	Curb & Gutter Type A	LF	221.00	\$86.64	\$19,147.44	221.00		221.00	\$19,147.44	\$0.00	\$19,147.44	100%		\$0.00	
9	609-10.52	Curb & Gutter Type B	LF	578.00	\$86.64	\$50,077.92	578.00		578.00	\$50,077.92	\$0.00	\$50,077.92	100%		\$0.00	
10	609-99.03	Curb & Gutter Type C	LF	115.00	\$86.64	\$9,963.60	0.00		0.00	\$0.00	\$0.00	\$0.00	0%		\$9,963.60	
11	609-99.03	Curb Ramp Curb & Gutter	LF	65.00	\$64.13	\$4,168.45	41.00	10.00	51.00	\$2,629.33	\$641.30	\$3,270.63	78%		\$897.82	
12	609-99.03	Driveway Curb & Gutter	LF	324.00	\$44.13	\$14,298.12	141.00	26.00	167.00	\$6,222.33	\$1,147.38	\$7,369.71	52%		\$6,928.41	
13	618-10.00	Mobilization	LS	1.00	\$67,918.40	\$67,918.40	0.52	0.23	0.75	\$35,317.57	\$15,621.23	\$50,938.80	75%		\$16,979.60	
14	627-40.00	Contractor Surveying and Staking	LS	1.00	\$25,300.00	\$25,300.00	0.67	0.23	0.90	\$16,951.00	\$5,819.00	\$22,770.00	90%		\$2,530.00	
	TOTAL ROADWAY						\$686,172.52			\$393,953.87	\$59,602.03	\$453,555.90			\$232,616.62	
	SIGNING, STRIPING, SIGNAL, LIGHTING															
15	620-20.00D	4 IN. White Class 1 Pavement Marking Paint (18 MIL, Type P Beads)	LF	1536.00	\$0.99	\$1,520.64	0.00		0.00	\$0.00	\$0.00	\$0.00	0%		\$1,520.64	
16	620-60.01D	4 IN. YELLOW CLASS 1 PAVEMENT MARKING PAINT (18-MIL, TYPE P BEADS)	LF	1570.00	\$0.99	\$1,554.30	0.00		0.00	\$0.00	\$0.00	\$0.00	0%		\$1,554.30	
17	620-61.24B	24 IN. WHITE CLASS 1 PAVEMENT MARKING PAINT (18-MIL, TYPE P BEADS)	LF	24.00	\$7.70	\$184.80	0.00		0.00	\$0.00	\$0.00	\$0.00	0%		\$184.80	
18	620-99.02	INTERNATIONAL SYMBOL OF ACCESSIBILITY (PARKING SYMBOL)	EA	7.00	\$71.50	\$500.50	0.00		0.00	\$0.00	\$0.00	\$0.00	0%		\$500.50	
19	620-99.03	6 IN. WHITE CLASS 1 PAVEMENT MARKING PAINT (18-MIL, TYPE P BEADS)	LF	120.00	\$1.65	\$198.00	0.00		0.00	\$0.00	\$0.00	\$0.00	0%		\$198.00	
20	620-99.03	4 IN. BLUE CLASS 1 PAVEMENT MARKING PAINT (18-MIL, TYPE P BEADS)	LF	581.00	\$0.99	\$575.19	0.00		0.00	\$0.00	\$0.00	\$0.00	0%		\$575.19	
21	903-50.04A	SH-Flat Sheet	SF	46.00	\$22.00	\$1,012.00	0.00		0.00	\$0.00	\$0.00	\$0.00	0%		\$1,012.00	
22	903-99.02	Sign Posts	EA	4.00	\$577.50	\$2,310.00	0.00		0.00	\$0.00	\$0.00	\$0.00	0%		\$2,310.00	
	TOTAL SIGNING, STRIPING, SIGNAL, LIGHTING						\$7,855.43			\$0.00	\$0.00	\$0.00			\$7,855.43	
	BIKE/PED FACILITIES															
23	304-05.06	TYPE 5 AGGREGATE FOR BASE(6 IN. THICK)	SY	1618.60	\$22.31	\$36,110.97	1220.00	155.81	1375.81	\$27,218.20	\$3,476.12	\$30,694.32	85%		\$5,416.65	
24	502-99.07	Integral Retaining Wall W/Reinforcement	CY	15.00	\$2,477.26	\$37,158.90	8.00	3.50	11.50	\$19,818.08	\$8,670.41	\$28,488.49	77%		\$8,670.41	
25	608-10.10	Concrete Curb Ramp	SY	104.10	\$143.98	\$14,988.32	56.00	12.00	68.00	\$8,062.88	\$1,727.76	\$9,790.64	65%		\$5,197.68	
26	608-10.12	Truncated Domes	SF	150.00	\$26.68	\$4,002.00	65.00		65.00	\$1,734.20	\$0.00	\$1,734.20	43%		\$2,267.80	
27	608-20.23	HAND-RAILING FOR STEPS WITHOUT BALUSTERS (BLACK)	LF	9.00	\$126.50	\$1,138.50	0.00		0.00	\$0.00	\$0.00	\$0.00	0%		\$1,138.50	
28	608-20.23	SIDEWALK HAND-RAILING WITHOUT BALUSTERS (BLACK)	LF	329.00	\$126.50	\$41,618.50	15.00		15.00	\$1,897.50	\$0.00	\$1,897.50	5%		\$39,721.00	
29	608-99.05	Concrete Sidewalk, 6 IN. ---	SY	1497.80	\$97.61	\$146,200.26	992.00	116.50	1108.50	\$96,829.12	\$11,371.57	\$108,200.69	74%		\$37,999.57	
	TOTAL BIKE/ PED FACILITIES						\$281,217.45			\$155,559.98	\$25,245.86	\$180,805.84			\$100,411.61	
	LANDSCAPING/STREET SCAPING															
30	604-20.10	ADJUST MANHOLE HEIGHT	EA	2.00	\$2,035.00	\$4,070.00	2.00		2.00	\$4,070.00	\$0.00	\$4,070.00	100%		\$0.00	
31	604-99.02	ADJUST HEIGHT OF FIRE HYDRANT	EA	1.00	\$3,850.00	\$3,850.00	1.00		1.00	\$3,850.00	\$0.00	\$3,850.00	100%		\$0.00	
	TOTAL LANDSCAPING/STREET SCAPING						\$7,920.00			\$7,920.00	\$0.00	\$7,920.00			\$0.00	
	Traffic Control															
32	616-10.22	CHANNELIZER (CONE)	EA	16	\$44.00	\$704.00	16.00		16.00	\$704.00	\$0.00	\$704.00	100%		\$0.00	
33	616-10.30	TYPE 3 MOVABLE BARRICADE	EA	4	\$231.00	\$924.00	4.00		4.00	\$924.00	\$0.00	\$924.00	100%		\$0.00	
34	903-50.04A	SH-FLAT SHEET --	SF	90	\$13.20	\$1,188.00	90.00		90.00	\$1,188.00	\$0.00	\$1,188.00	100%		\$0.00	
	TOTAL TRAFFIC						\$2,816.00			\$2,816.00	\$0.00	\$2,816.00			\$0.00	
	OTHER (INFRASTRUCTURE FOR ELECTRICAL ITEMS)															
35	901-99.02	UTILITY METER	EA	4.00	\$27.50	\$110.00	4.00		4.00	\$110.00	\$0.00	\$110.00	100%		\$0.00	
36	901-99.02	UTILITY METER ENCLOSURE	EA	4.00	\$799.70	\$3,198.80	4.00		4.00	\$3,198.80	\$0.00	\$3,198.80	100%		\$0.00	
37	901-99.02	PANELBOARD "STP-01W"	EA	1.00	\$4,394.50	\$4,394.50	1.00		1.00	\$4,394.50	\$0.00	\$4,394.50	100%		\$0.00	
38	901-99.02	PANELBOARD "STP-02W"	EA	1.00	\$4,394.50	\$4,394.50	1.00		1.00	\$4,394.50	\$0.00	\$4,394.50	100%		\$0.00	
39	901-99.02	PANELBOARD "STP-03E"	EA	1.00	\$4,394.50	\$4,394.50	1.00		1.00	\$4,394.50	\$0.00	\$4,394.50	100%		\$0.00	
40	901-99.02	PANELBOARD "STP-04E"	EA	1.00	\$4,394.50	\$4,394.50	1.00		1.00	\$4,394.50	\$0.00	\$4,394.50	100%		\$0.00	
41	901-99.03	ELECTRICAL EQUIPMENT RACK (STRUT, POST, CONCRETE, FITTINGS, ETC.)	LS	1.00	\$13,288.00	\$13,288.00	1.00		1.00	\$13,288.00	\$0.00	\$13,288.00	100%		\$0.00	
42	901-99.03	GROUNDING SYSTEMS(RODS, CLAMPS, CONDUCTORS)	LS	1.00	\$6,248.00	\$6,248.00	1.00		1.00	\$6,248.00	\$0.00	\$6,248.00	100%		\$0.00	
43	901-99.03	DISTRIBUTION EQUIPMENT CONDUIT/ CONDUCTORS	LS	1.00	\$11,281.60	\$11,281.60	1.00		1.00	\$11,281.60	\$0.00	\$11,281.60	100%		\$0.00	
44	901-99.02	LIGHTING CONTROL PANEL "LCP-01W"	EA	1.00	\$1,771.00	\$1,771.00	1.00		1.00	\$1,771.00	\$0.00	\$1,771.00	100%		\$0.00	
45	901-99.02	LIGHTING CONTROL PANEL "LCP-02W"	EA	1.00	\$1,325.50	\$1,325.50	1.00		1.00	\$1,325.50	\$0.00	\$1,325.50	100%		\$0.00	
46	901-99.02	LIGHTING CONTROL PANEL "LCP-03E"	EA	1.00	\$1,325.50	\$1,325.50	1.00		1.00	\$1,325.50	\$0.00	\$1,325.50	100%		\$0.00	
47	901-99.02	LIGHTING CONTROL PANEL "LCP-04E"	EA	1.00	\$1,325.50	\$1,325.50	1.00		1.00	\$1,325.50	\$0.00	\$1,325.50	100%		\$0.00	
48	901-99.03	CONDUIT BODIES AND FITTINGS FOR ELECTRICAL EQUIPMENT	LS	1.00	\$9,785.60	\$9,785.60	1.00		1.00	\$9,785.60	\$0.00	\$9,785.60	10			



PARTIAL WAIVER AND RELEASE OF LIEN

Company: City of Odessa
125 S. 2nd Street
Odessa, MO 64076

Date: October 6, 2026

This is to certify that we have received partial payment for all materials furnished and work performed by us to your firm for the following total of the invoices: Pay Application #5- \$48,639.71

For use on the following project: Odessa Sidewalk Improvements – TAP 9901 (443)
Odessa, MO

The undersigned does hereby waive and release all bond claims, liens or claims or right of lien, statutory or otherwise, against the property, project, Owner and any sureties, for labor, services, materials and/or equipment, as provided by the Undersigned, but only to the extent of payment received, as indicated above, and contingent upon actual receipt of payment and final bank clearance of said remittance in the above amount. (The remittance identified as payment and endorsed by the Undersigned, marked "paid" or otherwise canceled by the bank against which said remittance was drawn, shall constitute conclusive proof that said invoice or pay request was paid and that payment was received by the Undersigned, and in that event, this waiver and release shall be effective automatically without need of any further act, acknowledgment or receipt of the part of the Undersigned.)

The person signing below does hereby certify that said person is fully authorized and empowered to execute this instrument and to bind the Undersigned and does, in fact, so execute this Partial Waiver and Release of Lien.

COMPANY NAME KAT Excavation, Inc.

By: [Signature]

Title: Corporate Secretary

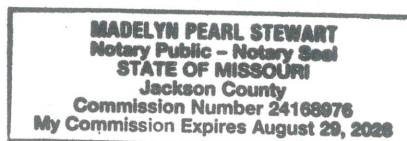
STATE OF Missouri)
COUNTY OF Jackson)

Subscribed and sworn to before me this 06th day of October, 2026.

[Signature]
NOTARY PUBLIC

My Commission Expires:

08-29-2028



[illegible]

CONTRACT CHANGE ORDERSheet 1 of 2

Contractor's Change Order No. 2

Owner: City of Odessa, Missouri

To: KAT Excavation Inc. for Waterline and Wastewater Collection System Improvements
(Contractor) Odessa, Missouri
(Project)

You are hereby directed to make the following changes.

I. Description, location, and reason for change of each item and effect on completion time (Attach additional sheets if required)

This change order removes from the project Section 3.0 Gravity Sewer Addition - Dryden and 5th St. Additional project costs associated with permitting has made this portion financially unreasonable for the City to execute. As such, this change order deducts Section 3.0 from the overall project and includes a material restocking fee. Additionally, this change order accounts for investigative work done by the contractor in assessing the condition of the existing encasement pipe proposed to be utilized for the water portion of the overall project; this addition is for the waterline beneath the railroad (railroad permit number 25-17367). Further, this Change Order addresses a railroad required material change of the carrier pipe beneath the railroad and an insurance pollution policy required by the railroad.

II. Cost of work affect by the Change Order

A	B	C	D	E	F	G	H	I
ITEM	DESCRIPTION	QUANTITY	UNIT	ADD OR DEDUCT QUANTITY	QUANTITY TO PROVIDE	UNIT COST	ADD AMOUNT	DEDUCT AMOUNT
3.01	8" SDR-21 Restrained Joint VC Pipe - Gravity Sewer w/ Granular Embedment and Full Depth Granular Backfill for Roadways, Open Cut	200	L.F.	-200	0	\$ \$ 150.00	\$ -	\$ (30,000.00)
3.02	8" D.I.P - Gravity Sewer w/ Granular Embedment and Full Depth Granular Backfill for Roadways, Open Cut	130	L.F.	-130	0	\$ \$ 185.00	\$ -	\$ (24,050.00)
3.03	4' Diameter Standard Manhole	1	Ea.	-1	0	\$ 7,888.00	\$ -	\$ (7,888.00)
3.04	Gravity Sewer Tie-in to Existing Manhole	2	Ea.	-2	0	\$ 3,040.00	\$ -	\$ (6,080.00)
3.05	Abandon Existing Sewer Main Under Railroad: Includes Filling Pipe with Concrete, Cap Existing 8-inch Sewer Line Street Repair: 4" Thick Asphalt Concrete (BP-1) w/ 6" of Compacted Base Rock	1	L.S.	-1	0	\$ 12,574.45	\$ -	\$ (12,574.45)
3.06	Concrete Driveway Repair: 6" Thick Concrete w/ 6" of Compacted Base Rock	100	S.Y.	-100	0	\$ 40.00	\$ -	\$ (4,000.00)
3.07	Concrete Driveway Repair: 6" Thick Concrete w/ 6" of Compacted Base Rock	25	S.Y.	-25	0	\$ 121.00	\$ -	\$ (3,025.00)
3.08	Final Grading, Seeding, Fertilizer, and Mulch	1	L.S.	-1	0	\$ 1,800.00	\$ -	\$ (1,800.00)
3.09	Restocking fee	1	L.S.	1	1	\$ 9,202.00	\$ 9,202.00	\$ -
4.04	12" D.I.P. w/ Tracer Wire for Railroad Crossing (Valve to Valve) Utilize Existing 24" Casing: Includes Excavation, Backfill, Casing Spacers, End Seals, and 2' Vent Piping	140	L.F.	-140	0	\$ 158.00	\$ -	\$ (22,120.00)
4.23	Existing Encasement Pipe investigation - includes removal of abandoned line and obtaining video footage of encasement condition for confirming existing conditions meet railroad requirements	1	L.S.	1	1	\$ 3,500.00	\$ 3,500.00	\$ -
4.24	Contractor's Insurance Policy Changes per Railroad agreement, including Pollution Policy	1	L.S.	1	1	\$ 4,325.00	\$ 4,325.00	\$ -
4.25	Material Change for RR bore, 10-inch PE DR-11 Fused pipe, includes mobilization, labor, fusion machine rental, excavation, backfill, casing spacers, end seals and 2' vent piping.	1	L.S.	1	1	\$ 48,670.00	\$ 48,670.00	\$ -
						\$	\$	\$
TOTALS							\$ 65,697.00	\$ (111,537.45)

1. Original Contract Amount		\$ 1,574,969.86
2. Add or Deduct This Change Order (H + I)	\$ (45,840.45)	
3. Add or Deduct From Previous Change Order (Line 4 on Previous Order)	\$ 38,864.89	
4. Total Add or Deduct to Date (2 + 3)		\$ (6,975.56)
5. Revised Contract Amount (1 + 4)		\$ 1,567,994.30

CONTRACT CHANGE ORDER

Sheet 2 of 2

Contractor's Change Order No. 2

Owner: City of Odessa, Missouri

To: KAT Excavation Inc.
(Contractor)

for Waterline and Wastewater Collection System Improvements
Odessa, Missouri
(Project)

III. Acknowledgement by all parties

Suplong 10/6/24
CONTRACTOR DATE

CONSULTANT (Arch. or Engr.) DATE

OWNER DATE

Change order is subject to all provisions of the CONTRACT DOCUMENTS and is not in effect unless signed by all parties indicated.



RESOLUTION NO. 2026-34

RESOLUTION AUTHORIZING THE MAYOR TO APPROVE AND EXECUTE A NO-COST ASSESSMENT AND PROJECT DEVELOPMENT SERVICES AGREEMENT WITH OPTERRA ENERGY SERVICES FOR THE CITY OF ODESSA, MISSOURI

WHEREAS, the City desires to modernize its facilities as outlined in RSMo 8.231 Guaranteed Energy Cost Savings; and a City may enter into such an agreement with a qualified provider if it finds that the amount it would spend on the project does not exceed the amount to be saved in either energy or operational costs, or both, within a 15-year period from the date of installation; and

WHEREAS, the City desires to name OPTERRA Energy Services ("OPTERRA") as the chosen "Qualified Provider" to begin a No-Cost Assessment and Project Development Services.

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

SECTION 1. The Mayor is hereby authorized to approve and execute, on behalf of the City of Odessa, Missouri, the No-Cost Assessment and Project Development Services with OPTERRA Energy Services. OPTERRA is named as the chosen "Qualified Provider" to begin a No-Cost Assessment and Project Development Services. This shall include:

- (a) the implementation of a facility assessment, data collection, and other related analyses preliminary to the undertaking of energy conservation measures (ECMs); and
- (b) the evaluation and recommendation of ECMs which may be implemented in one or more project phases. This audit will result in a final Project scope of services (innovative solutions). These innovative solutions shall include: (1) the design and implementation of one or more ECMs, and (2) the implementation of project monitoring and data collection to verify post-installation energy consumption and energy-related operating costs pursuant to RSMo 8.231. Facilities included in this study are as follows: 4176 Hughes Rd.; 11023 Starr School Rd.; 325 S. 8th Street; 900 W. Dryden St.

SECTION 2. The City intends to consider implementing energy efficiency and building modernization services in one or more project phases via one of OPTERRA's national cooperative purchasing agreements with OMNIA PARTNERS, PCA – Purchasing Cooperative of America, TIPs or GSA.

SECTION 3. OPTERRA is authorized to present its findings to the City's Executive Leadership Team and its Board Committees and/or Board of Aldermen.

SECTION 4. The City Administrator is authorized to develop an implementation agreement with OPTERRA for Board review and consideration.

SECTION 5. This Resolution shall be in full force and effect from and after its passage and approval.

APPROVED AND PASSED by the Board of Aldermen and approved by the Mayor of the City of Odessa, Missouri, this 12th day of October, 2026.

(SEAL)

ATTEST:

Bruce Whitsitt, Mayor

Karen Findora, City Clerk

MO Procurement Law for Government

Missouri Revisor of Statutes- [RSMO 34.046](#) and [RSMO 67.360](#)

[Missouri Revisor of Statutes – RSMO Section 8.231](#)

OMNIA PARTNERS Cooperative Contract with OPTERRA

[OMNIA Energy Solutions Contract](#)

PCA - Purchasing Cooperative of America Contract with OPTERRA

[PCA OPTERRA Contract](#)

TIPS Cooperative Contract with OPTERRA

[TIPS USA Energy Solutions Contract](#)

GSA Contract with OPTERRA

[GSA Contract with OPTERRA](#)



BOARD OF ALDERMEN ACTION REPORT

ISSUE: Discussion of the Paypoint HR Job Analysis and Compensation Study, the proposed market-based salary schedule, and staff's preliminary implementation and funding approach.

ACTION REQUESTED: Discussion and direction only. No formal action is requested at this meeting. Staff intends to return at a subsequent meeting, based on Board direction, to request approval of the proposed salary schedule, authorization to implement applicable wage adjustments on the next available payroll, and approval to fund implementation for the remainder of FY 2026/27.

BACKGROUND:

The City contracted with Paypoint HR to conduct a comprehensive job analysis and compensation study of City positions. The study evaluated the City's classification and compensation structure, internal equity, and competitiveness in the external employment market. Paypoint found that Odessa job titles, on average, were 17.1% below the 50th percentile of the market and recommended a revised salary schedule and position placement structure. Paypoint recommends no wage reductions.

The 50th percentile represents the market median: approximately half of the market observations are above that point and half are below. Staff is recommending the 50th percentile as a reasonable target because it positions the City near the middle of the identified market rather than at either the low or high end. The 50th percentile is the target used to establish the proposed salary structure; it does not mean every filled position is automatically moved to the market median. Placement within the proposed range also reflects the study's service-time methodology and the current wage associated with the position.

The study evaluated positions based on job duties, responsibilities, required knowledge and skills, working conditions, and external market value. It was not a performance evaluation of individual personnel. The proposed adjustments are therefore intended to align positions and the City's compensation structure with the market, not to reward or assess individual contribution.

PAYPOINT IMPLEMENTATION OPTIONS AND STAFF APPROACH: Paypoint presented two implementation options: a two-year phase-in or a three-year phase-in. Both options were designed to reach the same calculated study result over time. Because implementation has already been delayed while the City evaluated the study and its financial impact, staff recommends that the City not extend the correction over an additional two or three years. Instead, staff proposes implementing the currently calculated adjustments during the remaining five months of FY 2026/27.

Staff's financial review indicates that this approach is tight but feasible when considered with current and projected fund revenues. The five-year analysis is a planning model, not a guarantee of future revenues or future compensation increases. Future compensation decisions will continue to be considered annually through the budget process.

SPECIAL IMPLEMENTATION CONSIDERATIONS: Park Fund. Staff recommends limiting any calculated Parks adjustment to a maximum of 5% at implementation. The Park Fund relies primarily on limited user fees and tax revenue and does not have the same ability as a utility fund to adjust rates by Board action. The cap allows the City to begin implementing the study while protecting the fund's ongoing operating capacity. Any portion of a calculated study adjustment above 5% would not be implemented at this time and would remain subject to future Board review and the financial capacity of the Park Fund. While Wastewater is noted as requiring future monitoring, a CAP was not proposed due to the study impact for Wastewater being significantly lower than Parks' fully funded impact.

Positions Already At or Above Calculated Placement. No wage reduction is recommended. If the current wage associated with a filled position is already at or above the study-calculated placement, no study-

related wage increase would be made. Paypoint's market comparison identified no full-time position classifications as substantially above the market.

FINANCIAL CONSIDERATIONS:

The current implementation estimate is based on current staffing and the proposed five-month implementation period. For the remaining five months of FY 2026/27, the estimated additional cost is \$116,656.31 in wages and \$74,072.19 in associated benefits, for a total of \$190,728.50. Annualizing that five-month benefit-inclusive impact produces an estimated recurring annual impact of approximately \$457,748 before future staffing or compensation changes.

Paypoint's original report identified approximately \$429,611 in salary adjustments, excluding benefits, under its full implementation calculation. That figure should not be compared directly to the current five-month estimate. The current estimate reflects the shorter implementation period, current staffing, and staff's proposed implementation modifications, including the Park Fund cap. Finance staff is reconciling the original Paypoint amount to the current implementation calculation so the Board can be provided a clear dollar-for-dollar explanation before formal approval is requested.

A budget amendment will be required for FY 2026/27. Staff proposes using available fund balance, by fund, for the portion of the current-year cost not absorbed by revenue growth. Current-year revenues have increased in several funds and are expected to reduce, but not necessarily eliminate, the amount drawn from reserves. For future fiscal years, staff's planning model indicates that projected revenue growth generally supports the ongoing compensation structure under the assumptions used.

Wastewater requires the greatest continued attention. Unlike Parks, Wastewater rates and fees can be adjusted by the Board to address operating needs; however, the fund's current modeled revenue growth is below the compensation-growth assumption. Staff also recommends further Board evaluation of the Wastewater CIRA fee and overall rate structure because the CIRA fee is dedicated by ordinance to debt and capital needs while operating revenues have not kept pace with inflation.

Detailed fund-by-fund implementation costs, the five-year financial projection, and the assumptions used in that model are provided in the attached Paypoint Implementation Financial Summary. The modeled 5% annual COLA is used only as a planning and stress-testing assumption and is not a commitment to provide a 5% COLA in future years.

RECOMMENDATION:

For this meeting, staff requests Board discussion and direction on the proposed approach. Unless directed otherwise, staff will prepare the following items for consideration at a subsequent meeting:

1. Adopt the proposed Paypoint-based salary schedule using the 50th market percentile as the City's compensation target;
2. Authorize implementation of applicable study-calculated wage adjustments on the next available payroll.
4. Approve the use of available fund balance, by fund, to cover implementation costs not absorbed by current-year revenues.

ATTACHMENTS:

1. Paypoint HR Job Analysis and Compensation Study
2. Paypoint Implementation Financial Summary

PREPARED BY: _____
Cathy Thompson, Finance Director

DATED: September 30, 2026



Job Analysis and Compensation Study
City of Odessa, Missouri

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Executive Summary

External Competitiveness Takeaway

Overall, job titles at Odessa are compensated 17.1% below the 50th percentile of the market (for reference, in comparison to the 60th percentile of the market job titles are 21.6% below market and 12.3% below market in comparison to the 40th percentile). The 50th percentile indicates that half of the comparators pay more/half less than Odessa. Recommendations for holistic compensation adjustments for all job titles in the City are delineated in the report. No wage reductions are recommended.

Department	50 th Percentile External Market
Administration	19.9% below market
Parks & Recreation	16.5% below market
Police	23.1% below market
Public Works	13.4% below market
Overall Average	17.1% below market

Process

Paypoint HR is pleased to present this comprehensive Job Analysis and Compensation Study to Odessa, Missouri. The study began with an initial kick-off meeting with the City Administrator, City Clerk / Human Resources, and Finance Director on September 24th. The Final Report was completed for presentation to the City in Winter 2025.

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

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

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

The study included approximately 54 employees within 62 new and existing distinct classifications. The study recommendations indicate what actions should be taken to avoid the loss of qualified staff and address difficulties in recruiting new employees for the City. In addition, it was expected that the study would recommend adjustments to the City's salary placement procedures, policies, and salary structure, to allow appropriate ongoing compensation administration.

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

Major Milestones for the Project

The study began with an initial kick-off meeting with the City Administrator, City Clerk / Human Resources, and Finance Director on September 24th

Employee Briefing Sessions were held on October 31st with groups of employees from all departments to discuss the project, their roles, and to review the job analysis questionnaire.

Paypoint HR conducted a job evaluation for an internal review of job family classifications based on the responses to the PVPs.

An analysis of the existing pay scale was completed.

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

An external market survey was sent out to a total of 49 comparator organizations and responses from 19 participants were collected. Typical surveys of this type yield a 5-10% response rate.

Survey Respondents

Blue Springs	Grain Valley	Grandview	Harrisonville
Higginsville	Independence	Jackson	Kansas City
Kearney	Kirkwood	Liberty	North Kansas City
Oak Grove	Platte City	Richmond	Riverside
Rolla	Sullivan	Trenton	

Recommendations

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

Service Time – 2 Year Implementation

Using December 31, 2025, as the basis for service time calculations and assuming 30 years of service time from grade minimum to maximum,

1. Raise the salary of 35 positions in year 1 at a cost of \$214,462.
2. Raise the salary of the same 35 positions by the same amount in year 2 at a cost of \$214,462, exclusive of any cost-of-living or merit adjustments.

Total: 35 positions, \$429,611.

Service Time – 3 Year Implementation

Using December 31, 2025, as the basis for service time calculations and assuming 30 years of service time from grade minimum to maximum,

1. Raise the salary of 35 positions in year 1 at a cost of \$142,975.
2. Raise the salary of the same 35 positions by the same amount in years 2 and 3 at a cost of \$142,975, exclusive of any cost-of-living or merit adjustments.

Total: 35 positions, \$429,611.

Comparators

Purpose

To determine economically comparable organizations for inclusion in the external market study by comparing economic metrics of Odessa to those of similar communities in the region, that is, within 100 miles of the city.

Methodology

The goal was to understand how each of the twenty-six (26) identified communities compared with Odessa. The five (5) metrics that were chosen for evaluation were Population, Median Property Value (MPV), Median Household Income (MHI), Labor Force Participation Rate (LFP Rate), and Poverty Rate (Pov Rate). Each metric was assumed to be equally important.

A statistic was produced for each metric by first taking the absolute value of the difference between the metric for a similar community and the same metric for Odessa, for example, the difference between the population of Odessa and Oak Grove. The difference was then divided by the standard deviation to understand how the difference varied for each similar community in relation to the sample population of the twenty-six (26) communities as a whole.

If any of the metrics had a value in excess of three standard deviations, then the community was considered to not be a good comparator for Odessa – highlighted in **red** below or determined by the project team to be poor comparators.

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

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

Note: Organizations with statistics greater than four standard deviations were not considered, namely, Blue Springs (Population), Independence (Population), Kansas City (Population), Lee's Summit (Population), Parkville (Median Property Value, Median Household Income), and St. Joseph (Population).

Table 1 – Potential Comparators

Belton	Boonville	Cameron	Chillicothe
Clinton	Excelsior Springs	Gladstone	Grain Valley
Grandview	Greenwood	Harrisonville	Higginsville
Kearney	Lexington	Liberty	North Kansas City
Oak Grove	Peculiar	Platte City	Pleasant Hill
Raymore	Raytown	Richmond	Sedalia
Smithville	Warrensburg		

Table 2 - Economic Data of the Odessa and Potential Comparators

Community	Population	MPV	MHI	LFP Rate	Pov Rate
Odessa	5,593	\$209,600	\$85,592	58.5%	5.1%
Belton	23,953	\$185,400	\$70,525	65.9%	9.3%
Boonville	7,964	\$173,400	\$51,321	47.2%	12.4%
Cameron	8,513	\$178,300	\$56,090	38.6%	16.8%
Chillicothe	9,107	\$119,900	\$51,231	48.6%	16.3%
Clinton	9,174	\$147,700	\$50,852	52.4%	18.0%
Excelsior Springs	10,553	\$174,000	\$74,056	63.0%	13.7%
Gladstone	27,063	\$217,900	\$72,134	61.7%	12.1%
Grain Valley	15,627	\$269,800	\$87,266	74.9%	6.3%
Grandview	26,209	\$171,200	\$53,431	63.0%	16.1%
Greenwood	6,021	\$263,300	\$104,638	75.0%	2.6%
Harrisonville	10,121	\$190,300	\$60,727	60.7%	7.6%
Higginsville	4,817	\$163,700	\$76,409	63.4%	6.6%
Kearney	10,404	\$275,200	\$102,523	70.5%	3.3%
Lexington	4,652	\$153,300	\$70,134	63.0%	14.3%
Liberty	30,167	\$267,900	\$95,425	63.7%	7.3%
North Kansas City	4,467	\$194,700	\$46,024	63.9%	9.7%
Oak Grove	8,157	\$190,800	\$73,237	60.7%	9.3%
Peculiar	5,621	\$252,400	\$96,250	70.8%	4.1%
Platte City	4,784	\$195,000	\$65,132	67.8%	6.9%
Pleasant Hill	8,777	\$245,400	\$94,840	65.6%	5.7%
Raymore	22,941	\$318,000	\$103,158	65.1%	5.5%
Raytown	30,012	\$162,000	\$67,227	64.1%	12.7%
Richmond	6,013	\$135,500	\$58,906	53.3%	16.0%
Sedalia	21,725	\$136,500	\$50,668	60.1%	17.2%
Smithville	10,406	\$272,500	\$99,925	66.8%	8.8%
Warrensburg	19,337	\$216,900	\$85,592	55.9%	18.3%

Table 3 – Statistics of Potential Comparators

Community	Population	MHP	MHI	LFP Rate	Pov Rate
Belton	2.13	0.47	0.79	0.90	0.84
Boonville	0.28	0.70	1.80	1.37	1.48
Cameron	0.34	0.61	1.55	2.42	2.37
Chillicothe	0.41	1.74	1.80	1.20	2.27
Clinton	0.42	1.20	1.82	0.74	2.61
Excelsior Springs	0.58	0.69	0.61	0.55	1.74
Gladstone	2.49	0.16	0.71	0.39	1.42
Grain Valley	1.17	1.17	0.09	1.99	0.24
Grandview	2.40	0.75	1.69	0.55	2.23
Greenwood	0.05	1.04	1.00	2.00	0.51
Harrisonville	0.53	0.37	1.30	0.27	0.51
Higginsville	0.09	0.89	0.48	0.60	0.31
Kearney	0.56	1.27	0.89	1.46	0.37
Lexington	0.11	1.09	0.81	0.55	1.86
Liberty	2.85	1.13	0.52	0.63	0.44
North Kansas City	0.13	0.29	2.08	0.66	0.93
Oak Grove	0.30	0.36	0.65	0.27	0.85
Peculiar	0.00	0.83	0.56	1.49	0.20
Platte City	0.09	0.28	1.07	1.13	0.37
Pleasant Hill	0.37	0.69	0.49	0.86	0.13
Raymore	2.02	2.10	0.92	0.80	0.08
Raytown	2.84	0.92	0.96	0.68	1.54
Richmond	0.05	1.44	1.40	0.63	2.21
Sedalia	1.87	1.42	1.83	0.19	2.45
Smithville	0.56	1.22	0.75	1.01	0.76
Warrensburg	1.60	0.14	1.49	0.32	2.67

Electric Comparators

The following list of similarly sized municipalities with electric utility services was also included to ensure that all staff are fairly represented in the study. (Electric job titles only.)

Butler	California	Cameron	Carrollton
Carthage	Centralia	Chillicothe	Fulton
Hannibal	Jackson	Kirkwood	Lebanon
Maceline	Macon	Marshall	Nixa
Rolla	Sikeston	Sullivan	Trenton

Additional Comparators

The following list of additional comparators was added by the project team to ensure that all staff are fairly represented in the study.

- Blue Springs
- Independence
- Kansas City
- Lee's Summit
- Riverside
- Parkville

Benchmark Positions

In Table 4 through Table 7 the benchmark positions, highlighted in **green**, used in the external survey are presented. Positions that were analyzed but not included in the external survey are unhighlighted.

Table 4 – Benchmark Positions – Administration

Job Title	Job Title
Accounts Payable Clerk / Collector	Community Development Coordinator
Administrative Assistant I – Unfunded	Community Development Director – Unfunded
Administrative Assistant II – Unfunded	Court Administrator
Administrative Specialist / Coordinator	Deputy City Clerk – Unfunded
Assistant City Administrator – Unfunded	Economic Development Director – Unfunded
Building Inspector – Unfunded	Finance Director
City Administrator	Maintenance Worker I
City Clerk / Human Resources	Utility Billing Clerk

Table 5 – Benchmark Positions – Parks & Recreation

Job Title	Job Title
Parks Director	Parks Maintenance Worker – Unfunded
Parks Maintenance Supervisor	Recreation Coordinator - Unfunded

Table 6 – Benchmark Positions – Police

Job Title	Job Title
Animal Control / Nuisance Compliance Officer	Police Lieutenant
Assistant Police Chief / Captain	Police Patrolman
Police Chief	Police Reserve Officer
Police Clerk I – Unfunded	Police School Resource Office
Police Clerk II	Police Sergeant
Police Detective – Unfunded	

Table 7 – Benchmark Positions – Public Works

Job Title	Job Title
Chief Wastewater Operator	Public Works Laborer
Chief Water Operator	Street Foreman
Electric Groundman I – Unfunded	Wastewater Foreman – Unfunded
Electric Groundman II – Unfunded	Wastewater Superintendent
Electric Journeyman Lineman	Wastewater Technician A – Unfunded
Electric Lead Journeyman Lineman	Wastewater Technician B
Electric Lineman Apprentice I	Wastewater Technician C
Electric Lineman Apprentice II	Wastewater Technician D
Electric Lineman Apprentice III – Unfunded	Water Foreman – Unfunded
Electric Lineman Apprentice IV – Unfunded	Water / Streets Superintendent
Electric Superintendent	Water Technician A
Heavy Equipment Operator	Water Technician B
Laboratory Technician – Unfunded	Water Technician C – Unfunded
Light Equipment Operator	Water Technician D – Unfunded
Public Works Director – Unfunded	

Baseline Analysis

Current Salary Schedule

Paypoint reviewed the salary schedule for all job titles, presented in Table 8. Midpoints for each salary grade have also been calculated for comparison with external market data.

Table 8 - Current Salary Schedule

Current Grade	Min	Mid	Max
1	\$13.43	\$16.87	\$20.31
2	\$14.24	\$17.89	\$21.54
3	\$15.10	\$18.97	\$22.84
4	\$16.01	\$20.11	\$24.21
5	\$16.97	\$21.32	\$25.66
6	\$17.99	\$22.60	\$27.21
7	\$19.08	\$23.97	\$28.86
8	\$20.23	\$25.41	\$30.60
9	\$21.44	\$26.94	\$32.43
10	\$22.73	\$28.56	\$34.38
11	\$24.10	\$30.27	\$36.45
12	\$25.56	\$32.11	\$38.65
13	\$27.08	\$34.02	\$40.96
14	\$28.72	\$36.08	\$43.44
15	\$30.44	\$38.24	\$46.04
16	\$32.28	\$40.56	\$48.83
17	\$34.21	\$42.98	\$51.74
18	\$36.27	\$45.56	\$54.85
19	\$38.45	\$48.31	\$58.16
20	\$40.78	\$51.23	\$61.67
21	\$43.23	\$54.31	\$65.38

Spread measures the percentage difference between the maximum and minimum salary for a position. It is also an indication of the lateral progression available to an employee within their job title. A narrow spread often leads to wage compression as the maximum salary is quickly achieved. A narrow spread can also lead to low morale and high turnover as economic advancement is limited. The salary schedule from Table 8 has a consistent spread of 51.3%. It is important that the spread is consistent amongst all employees so that all positions have relatively equal advancement opportunities.

Ladders define the percentage salary difference between consecutive groups of job titles. Ladders can be used to differentiate employees with different knowledge, skills, and abilities and motivate career advancement. The ladders, that is, the percentage difference between consecutive minimums, consecutive midpoints, and consecutive maximums, is consistent at 6.0%. It is recommended that the ladders be consistent between grades.

Salary Distribution by Department

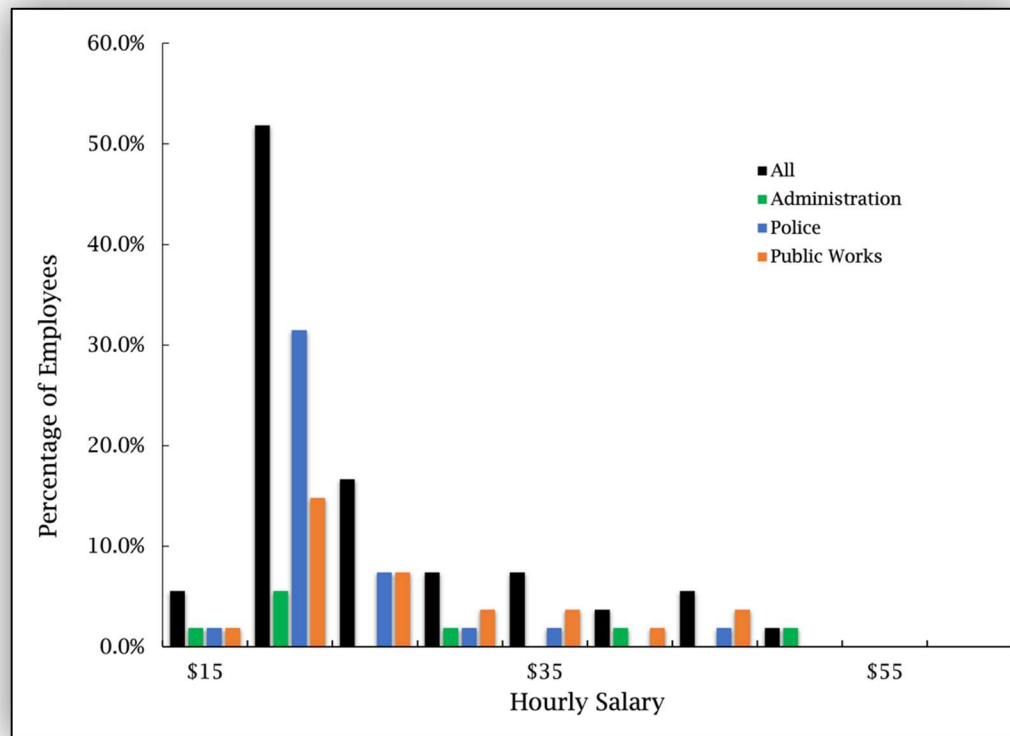


Figure 1 – Salary Distribution

The salary distribution at the City is shown in Figure 1. The label “Percentage of Employees” on the ordinate y-axis reflects the total number of employees. The three departments with more than 10% of the workforce, Administration, Police, and Public Works, are highlighted.

Observations

- In examining the concentration of all employees (black column), a couple of observations can be made more than 5% earn less than \$20 per hour; and 91% of employees are compensated below the Median Household Income of \$85,592 for Odessa.
- In examining Quantile-Quantile plots of the highlighted departments, compensation is approximately normally distributed in two of the departments (86% R² for Administration and 86% for Public Works). This is highly desirable as it demonstrates clear wage progression in the respective departments without an abundance of entry wage or max wage employees – 86% of Administration and 75% of Public Works are within 1 standard deviation of the average salary. Compensation in Police, however, is not normally distributed, which would be preferable, and may be attributed to the differences in the number of reserve officers.
- The concentration of employees in the upper end, top 20%, of the salary range (4 of 54 employees, 7.4%) in comparison to the lower end is somewhat elevated, meaning that the organization is somewhat top-heavy with respect to compensation, though not uncommon in smaller organizations.

Salary Distribution Observations by Grade

Table 9 examines salaries of all employees with respect to the maximum and minimum of each job title. In Table 10 the distribution of salaries above or below the midpoint of each job title is presented. Grades with more than 10% of the workforce were further analyzed.

Observations

- There is not a high concentration of employees (1 in 5 or 20%) near the minimum of the respective grade nor near the maximum. This is true for the organization overall. In general, a high concentration of employees at the extremes can lead to or be the cause of systemic employment issues including low morale, retention, etc., but also can be due to the terms of collective bargaining.
- There is not a high concentration of employees (2 in 3 or 67%) below or above the midpoint of the respective grade which would suggest a skewed distribution of salaries. This is also true for the organization overall.

Table 9 – Employees Near Min/Max

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
1	0	0	-	0	-
2	0	0	-	0	-
3	1	0	0.0%	1	100.0%
4	5	0	0.0%	1	20.0%
5	3	0	0.0%	1	33.3%
6	2	0	0.0%	0	0.0%
7	4	0	0.0%	1	25.0%
8	10	0	0.0%	0	0.0%
9	0	0	-	0	-
10	0	0	-	0	-
11	5	0	0.0%	0	0.0%
12	3	0	0.0%	0	0.0%
13	2	0	0.0%	0	0.0%
14	1	0	0.0%	1	100.0%
15	1	0	0.0%	0	0.0%
16	2	0	0.0%	0	0.0%
17	1	0	0.0%	0	0.0%
18	2	0	0.0%	0	0.0%
19	0	0	-	0	-
20	0	0	-	0	-
21	1	0	0.0%	0	0.0%
Total	43	0	0.0%	5	11.6%

Table 10 – Employees Near Midpoint

Current Grade	Staff #	Below Mid	Below Mid %	Above Mid	Above Mid %
1	0	0	-	0	-
2	0	0	-	0	-
3	1	0	0.0%	1	100.0%
4	5	1	20.0%	4	80.0%
5	3	0	0.0%	3	100.0%
6	2	2	100.0%	0	0.0%
7	4	2	50.0%	2	50.0%
8	10	7	70.0%	3	30.0%
9	0	0	-	0	-
10	0	0	-	0	-
11	5	3	60.0%	2	40.0%
12	3	2	66.7%	1	33.3%
13	2	0	0.0%	2	100.0%
14	1	0	0.0%	1	100.0%
15	1	1	100.0%	0	0.0%
16	2	1	50.0%	1	50.0%
17	1	1	100.0%	0	0.0%
18	2	0	0.0%	2	100.0%
19	0	0	-	0	-
20	0	0	-	0	-
21	1	1	100.0%	0	0.0%
Total	43	21	48.8%	22	51.2%

Compression Analysis

Wage compression primarily occurs for one of three reasons: one, new or less tenured employees are compensated at a wage close to or higher than more experienced employees in the same position; two, employees are compensated substantially different for the same degree of knowledge, skills, and ability required, that is, in the same grade; and three, supervisors are compensated less than the employees they supervise. The first two avenues of compression are examined below.

Statistically there is no compression.

Compensable Factor Score from Position Vantage Point

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

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

Points are assigned to each of the different compensable factors and correlated with the findings of the external market survey, producing the Compensable Factor Score (CFS) as is shown below in Table 11. All job titles were examined as part of this study.

Table 11 – Compensable Factor Score

Position Classification	CFS Score
City Administrator	8051.8
Assistant City Administrator – Unfunded	2248.9
Public Works Director – Unfunded	729.5
Police Chief	639.6
Finance Director	613.9
Community Development Director – Unfunded	603.9
Economic Development Director – Unfunded	375.0
Electric Superintendent	308.1
Assistant Police Chief / Captain	188.1
Parks Director	151.2
Wastewater Superintendent	79.9
Police Lieutenant	78.7

Position Classification	CFS Score
Water / Streets Superintendent	64.6
City Clerk / Human Resources	55.5
Electric Lead Journeyman Lineman	51.8
Electric Journeyman Lineman	39.5
Chief Water Operator	36.4
Chief Wastewater Operator	34.9
Police Sergeant	31.5
Parks Maintenance Supervisor	30.7
Police Detective	28.8
Police Patrolman	21.9
Police Reserve Officer	20.0
Street Foreman	18.7
Wastewater Foreman	18.6
Water Foreman	18.6
Police School Resource Office	18.0
Deputy City Clerk - Unfunded	16.0
Building Inspector - Unfunded	15.6
Electric Lineman Apprentice IV	15.2
Wastewater Technician A	15.0
Water Technician A	15.0
Administrative Specialist / Coordinator	14.3
Community Development Coordinator	13.8
Electric Lineman Apprentice III	12.9
Heavy Equipment Operator	11.8

Position Classification	CFS Score
Wastewater Technician B	11.4
Water Technician B	11.2
Wastewater Technician C	9.9
Accounts Payable Clerk / Collector	9.4
Water Technician C	9.0
Electric Lineman Apprentice II	8.7
Police Clerk II	8.1
Recreation Coordinator	8.0
Laboratory Technician	7.9
Animal Control / Nuisance Compliance Officer	7.4
Electric Lineman Apprentice I	7.4
Light Equipment Operator	7.3
Wastewater Technician D	7.2
Water Technician D	7.2
Court Administrator	7.0
Utility Billing Clerk	6.9
Police Clerk I	6.5
Electric Groundman II	6.2
Administrative Assistant II	6.2
Administrative Assistant I	5.3
Public Works Laborer	5.3
Electric Groundman I	5.0
Parks Maintenance Worker	4.2
Maintenance Worker I	3.6

External Market Comparison

A summary of the findings of the external market analysis is presented in Table 12 through Table 16. In Table 17 through Table 20, the external market findings for all position classifications is presented, sorted alphabetically. The minimum, midpoint, and maximum hourly salary for each position classification is presented first. The market average (mean) and the various market quantiles are then presented. Lastly the Compa-Ratio, the ratio of the grade's midpoint divided by the **50th percentile** from the external market, which measures the extent of the deviation of the current salary range in comparison to the market median, is presented.

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

Accounts Payable Clerk / Collector	Electric Lineman Apprentice II
Administrative Assistant I – Unfunded	Electric Lineman Apprentice III – Unfunded
Administrative Assistant II – Unfunded	Electric Lineman Apprentice IV – Unfunded
Administrative Specialist / Coordinator	Electric Superintendent
Animal Control / Nuisance Compliance Officer	Finance Director
Assistant City Administrator – Unfunded	Laboratory Technician – Unfunded
Assistant Police Chief / Captain	Light Equipment Operator
Chief Wastewater Operator	Maintenance Worker I
Chief Water Operator	Parks Director
City Administrator	Parks Maintenance Supervisor
City Clerk / Human Resources	Parks Maintenance Worker – Unfunded
Community Development Coordinator	Police Chief
Community Development Director – Unfunded	Police Clerk II
Deputy City Clerk – Unfunded	Police Detective – Unfunded
Economic Development Director – Unfunded	Police Lieutenant
Electric Journeyman Lineman	Police Patrolman
Electric Lead Journeyman Lineman	Police Reserve Officer
Electric Lineman Apprentice I	Police School Resource Office

Police Sergeant	Wastewater Technician D
Public Works Director - Unfunded	Water Foreman - Unfunded
Public Works Laborer	Water Technician A
Wastewater Foreman - Unfunded	Water Technician B
Wastewater Technician A - Unfunded	Water Technician C - Unfunded
Wastewater Technician B	Water Technician D - Unfunded
Wastewater Technician C	

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

Building Inspector - Unfunded	Utility Billing Clerk
Heavy Equipment Operator	Wastewater Superintendent
Police Clerk I - Unfunded	Water / Streets Superintendent

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

Court Administrator	Recreation Coordinator - Unfunded
Electric Groundman I - Unfunded	Street Foreman
Electric Groundman II - Unfunded	

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

None	
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Table 16 - Full-Time Positions Substantially Above Market (Compa-Ratio % Diff > +10%)

None	
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Sample Calculation of Compa-Ratio: Electric Journeyman Lineman

Current Grade = 13

Current Midpoint of Grade = \$34.02

50th Percentile of Market = \$39.00

$$\text{Compa} - \text{Ratio} = \frac{\text{Current Midpoint}}{\text{50th Percentile}} - 1$$

$$\text{Compa} - \text{Ratio} = \frac{\$34.02}{\$39.00} - 1$$

$$\text{Compa} - \text{Ratio} = -12.8\%$$

Table 17 – External Market Comparison – Administration

	AP Clerk Collector	Admin Assistant I	Admin Assistant II	Admin Specialist Coordinator	Assistant City Admin
Current Scale	4	2	3	8	20
Minimum	\$16.01	\$14.24	\$15.10	\$20.23	\$40.78
Midpoint	\$20.11	\$17.89	\$18.97	\$25.41	\$51.23
Maximum	\$24.21	\$21.54	\$22.84	\$30.60	\$61.67
Market Percentiles					
20%	\$20.55	\$18.97	\$20.37	\$25.77	\$57.62
25%	\$21.07	\$19.54	\$20.74	\$26.66	\$60.83
30%	\$22.21	\$20.62	\$21.55	\$27.51	\$64.59
35%	\$22.78	\$21.55	\$22.07	\$28.41	\$66.86
40%	\$23.58	\$22.01	\$22.38	\$29.13	\$67.52
45%	\$24.24	\$22.95	\$23.08	\$30.17	\$67.93
50%	\$25.01	\$23.97	\$23.53	\$30.81	\$70.48
55%	\$25.46	\$24.13	\$24.05	\$31.64	\$71.32
60%	\$26.90	\$24.80	\$24.58	\$32.55	\$75.79
65%	\$27.47	\$25.18	\$25.26	\$33.49	\$80.71
70%	\$28.47	\$25.71	\$26.23	\$34.74	\$83.33
75%	\$29.80	\$27.20	\$27.06	\$36.10	\$84.37
80%	\$30.66	\$27.93	\$28.17	\$37.80	\$85.03
Mean	\$25.72	\$23.70	\$24.41	\$31.84	\$72.12
Compa- Ratio	-19.6%	-25.4%	-19.4%	-17.5%	-27.3%

	Building Inspector	City Admin	City Clerk Human Resources	Community Dev Coordinator	Community Dev Director
Current Scale	9	21	12	8	19
Minimum	\$21.44	\$43.23	\$25.56	\$20.23	\$38.45
Midpoint	\$26.94	\$54.31	\$32.11	\$25.41	\$48.31
Maximum	\$32.43	\$65.38	\$38.65	\$30.60	\$58.16
Market Percentiles					
20%	\$23.61	\$67.89	\$31.36	\$25.54	\$48.31
25%	\$26.22	\$69.13	\$32.72	\$26.41	\$51.11
30%	\$27.25	\$76.98	\$33.56	\$27.25	\$54.20
35%	\$28.11	\$80.24	\$34.96	\$28.14	\$55.23
40%	\$28.55	\$85.14	\$35.47	\$28.84	\$57.03
45%	\$28.84	\$86.11	\$35.76	\$29.87	\$61.09
50%	\$29.45	\$88.40	\$38.65	\$30.50	\$62.60
55%	\$30.18	\$95.70	\$38.93	\$31.32	\$64.28
60%	\$31.48	\$101.54	\$40.67	\$32.21	\$65.82
65%	\$32.25	\$102.34	\$41.86	\$33.14	\$67.19
70%	\$33.45	\$105.88	\$42.68	\$34.38	\$71.89
75%	\$34.67	\$110.11	\$43.34	\$35.71	\$73.84
80%	\$35.88	\$119.89	\$46.21	\$37.39	\$77.72
Mean	\$30.23	\$94.33	\$39.63	\$31.52	\$62.56
Compa-Ratio	-8.5%	-38.6%	-16.9%	-16.7%	-22.8%

	Court Admin	Deputy City Clerk	Economic Dev Director	Finance Director	Maint Worker I
Current Scale	6	8	19	17	1
Minimum	\$17.99	\$20.23	\$38.45	\$34.21	\$13.43
Midpoint	\$22.60	\$25.41	\$48.31	\$42.98	\$16.87
Maximum	\$27.21	\$30.60	\$58.16	\$51.74	\$20.31
Market Percentiles					
20%	\$19.32	\$25.49	\$47.24	\$46.00	\$16.86
25%	\$19.88	\$25.71	\$48.08	\$50.97	\$16.88
30%	\$20.26	\$26.05	\$48.95	\$51.87	\$17.67
35%	\$20.93	\$26.21	\$49.27	\$55.15	\$17.95
40%	\$21.14	\$26.56	\$51.92	\$59.26	\$17.99
45%	\$22.25	\$28.69	\$56.57	\$61.17	\$18.48
50%	\$22.77	\$30.20	\$58.43	\$62.07	\$18.80
55%	\$23.44	\$30.64	\$60.85	\$63.81	\$19.12
60%	\$24.23	\$30.87	\$62.14	\$66.15	\$19.40
65%	\$25.03	\$31.50	\$62.48	\$69.88	\$19.91
70%	\$25.28	\$32.01	\$64.37	\$72.91	\$20.69
75%	\$25.55	\$33.00	\$68.23	\$74.83	\$21.18
80%	\$26.98	\$35.35	\$72.20	\$77.81	\$21.90
Mean	\$23.01	\$30.21	\$58.08	\$62.41	\$19.58
Compa-Ratio	-0.7%	-15.8%	-17.3%	-30.8%	-10.3%

	Utility Billing Clerk
Current Scale	4
Minimum	\$16.01
Midpoint	\$20.11
Maximum	\$24.21
Market Percentiles	
20%	\$19.32
25%	\$19.62
30%	\$20.07
35%	\$20.33
40%	\$20.73
45%	\$21.17
50%	\$21.50
55%	\$22.41
60%	\$23.12
65%	\$23.33
70%	\$24.27
75%	\$24.80
80%	\$24.98
Mean	\$22.12
Compa- Ratio	-6.5%

Table 18 – External Market Comparison – Parks & Recreation

	Parks Director	Parks Maint Supervisor	Parks Maint Worker	Recreation Coordinator
Current Scale	15	11	1	7
Minimum	\$30.44	\$24.10	\$13.43	\$19.08
Midpoint	\$38.24	\$30.27	\$16.87	\$23.97
Maximum	\$46.04	\$36.45	\$20.31	\$28.86
Market Percentiles				
20%	\$42.17	\$30.71	\$17.85	\$19.16
25%	\$46.04	\$32.08	\$17.97	\$19.35
30%	\$46.30	\$32.95	\$18.77	\$19.64
35%	\$49.05	\$34.20	\$19.12	\$22.29
40%	\$50.61	\$35.30	\$19.23	\$22.81
45%	\$54.13	\$36.64	\$19.78	\$23.28
50%	\$55.26	\$37.45	\$20.14	\$23.87
55%	\$56.91	\$38.57	\$20.52	\$24.15
60%	\$62.04	\$39.83	\$20.87	\$25.20
65%	\$62.44	\$41.01	\$21.43	\$26.30
70%	\$64.97	\$42.53	\$22.26	\$26.63
75%	\$67.49	\$44.36	\$22.85	\$27.40
80%	\$71.26	\$46.61	\$23.68	\$28.15
Mean	\$56.66	\$38.62	\$20.95	\$24.15
Compa-Ratio	-30.8%	-19.2%	-16.2%	0.4%

Table 19 – External Market Comparison – Police

	Animal Control NC Officer	Asst Police Chief Captain	Police Chief	Police Clerk I	Police Clerk II
Current Scale	4	13	18	4	5
Minimum	\$16.01	\$27.08	\$36.27	\$16.01	\$16.97
Midpoint	\$20.11	\$34.02	\$45.56	\$20.11	\$21.32
Maximum	\$24.21	\$40.96	\$54.85	\$24.21	\$25.66
Market Percentiles					
20%	\$20.07	\$39.84	\$49.32	\$18.12	\$22.11
25%	\$20.37	\$44.57	\$51.17	\$19.65	\$22.65
30%	\$21.04	\$45.57	\$52.53	\$20.10	\$23.47
35%	\$21.58	\$46.86	\$55.69	\$20.50	\$24.12
40%	\$21.78	\$48.53	\$57.61	\$20.71	\$24.56
45%	\$22.62	\$51.73	\$59.99	\$21.15	\$25.37
50%	\$23.29	\$53.63	\$61.31	\$21.68	\$25.88
55%	\$24.20	\$55.92	\$64.44	\$22.62	\$26.50
60%	\$25.11	\$56.87	\$66.64	\$23.74	\$27.15
65%	\$25.55	\$58.21	\$68.76	\$24.01	\$27.92
70%	\$25.82	\$60.73	\$70.24	\$24.27	\$28.98
75%	\$26.45	\$64.28	\$73.75	\$24.84	\$29.98
80%	\$29.12	\$68.33	\$79.31	\$25.03	\$31.28
Mean	\$24.12	\$54.50	\$63.85	\$22.10	\$26.81
Compa- Ratio	-13.7%	-36.6%	-25.7%	-7.2%	-17.6%

	Police Detective	Police Lieutenant	Police Patrolman	Police Reserve Officer	Police SRO
Current Scale	10	12	8	PRO	8
Minimum	\$22.73	\$25.56	\$20.23	\$25.00	\$20.23
Midpoint	\$28.56	\$32.11	\$25.41	\$25.00	\$25.41
Maximum	\$34.38	\$38.65	\$30.60	\$25.00	\$30.60
Market Percentiles					
20%	\$30.29	\$36.79	\$28.51	\$27.94	\$27.24
25%	\$31.62	\$38.75	\$29.67	\$29.04	\$28.28
30%	\$32.49	\$39.66	\$30.53	\$29.90	\$29.13
35%	\$33.71	\$41.34	\$31.62	\$30.95	\$30.14
40%	\$34.77	\$42.90	\$32.55	\$31.84	\$30.97
45%	\$36.09	\$44.62	\$33.76	\$33.01	\$32.10
50%	\$36.89	\$45.65	\$34.50	\$33.72	\$32.79
55%	\$37.98	\$47.12	\$35.49	\$34.68	\$33.71
60%	\$39.21	\$48.80	\$36.59	\$35.74	\$34.72
65%	\$40.36	\$50.27	\$37.66	\$36.79	\$35.73
70%	\$41.86	\$52.12	\$39.06	\$38.16	\$37.06
75%	\$43.65	\$54.54	\$40.69	\$39.73	\$38.56
80%	\$45.85	\$57.46	\$42.69	\$41.67	\$40.43
Mean	\$38.04	\$46.99	\$35.61	\$34.82	\$33.86
Compa- Ratio	-22.6%	-29.7%	-26.3%	-25.9%	-22.5%

	Police Sergeant
Current Scale	11
Minimum	\$24.10
Midpoint	\$30.27
Maximum	\$36.45
Market Percentiles	
20%	\$31.80
25%	\$34.14
30%	\$35.85
35%	\$36.95
40%	\$37.15
45%	\$40.34
50%	\$41.32
55%	\$42.24
60%	\$45.39
65%	\$47.86
70%	\$48.77
75%	\$49.74
80%	\$51.46
Mean	\$41.78
Compa- Ratio	-26.7%

Table 20 – External Market Comparison – Public Works

	Chief Wastewater Operator	Chief Water Operator	Electric Groundman I	Electric Groundman II	Electric Journey Lineman
Current Scale	11	11	5	6	13
Minimum	\$24.10	\$24.10	\$16.97	\$17.99	\$27.08
Midpoint	\$30.27	\$30.27	\$21.32	\$22.60	\$34.02
Maximum	\$36.45	\$36.45	\$25.66	\$27.21	\$40.96
Market Percentiles					
20%	\$29.45	\$29.04	\$18.98	\$20.37	\$32.27
25%	\$29.98	\$29.98	\$19.21	\$20.74	\$33.52
30%	\$30.25	\$30.02	\$20.02	\$21.55	\$34.22
35%	\$30.27	\$30.25	\$20.44	\$22.07	\$36.04
40%	\$31.25	\$30.27	\$20.64	\$22.38	\$36.77
45%	\$34.36	\$34.36	\$21.26	\$23.08	\$37.59
50%	\$34.54	\$34.54	\$21.66	\$23.53	\$39.00
55%	\$35.46	\$35.46	\$22.10	\$24.05	\$41.48
60%	\$36.03	\$36.03	\$22.53	\$24.58	\$42.89
65%	\$36.45	\$36.03	\$23.15	\$25.26	\$43.36
70%	\$37.48	\$36.45	\$24.03	\$26.23	\$48.41
75%	\$40.30	\$37.48	\$24.74	\$27.06	\$53.18
80%	\$40.68	\$40.30	\$25.69	\$28.17	\$54.62
Mean	\$34.84	\$34.12	\$22.50	\$24.41	\$41.80
Compa- Ratio	-12.4%	-12.4%	-1.6%	-4.0%	-12.8%

	Elec Lead Journey Lineman	Electric Lineman Appr I	Electric Lineman Appr II	Electric Lineman Appr III	Electric Lineman Appr IV
Current Scale	14	6	7	8	9
Minimum	\$28.72	\$17.99	\$19.08	\$20.23	\$21.44
Midpoint	\$36.08	\$22.60	\$23.97	\$25.41	\$26.94
Maximum	\$43.44	\$27.21	\$28.86	\$30.60	\$32.43
Market Percentiles					
20%	\$35.76	\$24.97	\$25.64	\$26.68	\$28.62
25%	\$36.19	\$25.10	\$26.91	\$28.01	\$30.05
30%	\$37.24	\$25.10	\$27.61	\$28.73	\$30.82
35%	\$40.04	\$25.66	\$28.66	\$29.83	\$32.01
40%	\$41.01	\$26.07	\$28.74	\$29.91	\$32.09
45%	\$41.22	\$27.38	\$28.74	\$29.91	\$32.09
50%	\$41.90	\$27.71	\$28.74	\$29.91	\$32.09
55%	\$42.75	\$27.76	\$28.85	\$30.02	\$32.21
60%	\$43.35	\$27.81	\$29.25	\$30.45	\$32.66
65%	\$46.91	\$28.58	\$30.12	\$31.35	\$33.64
70%	\$47.99	\$29.85	\$30.66	\$31.91	\$34.24
75%	\$50.77	\$30.12	\$31.24	\$32.51	\$34.88
80%	\$55.24	\$33.15	\$35.31	\$36.75	\$39.42
Mean	\$44.49				
Compa- Ratio	-13.9%	-18.4%	-16.6%	-15.0%	-16.1%

	Electric Supt	Heavy Equipment Operator	Laboratory Technician	Light Equipment Operator	Public Works Director
Current Scale	18	7	4	5	19
Minimum	\$36.27	\$19.08	\$16.01	\$16.97	\$38.45
Midpoint	\$45.56	\$23.97	\$20.11	\$21.32	\$48.31
Maximum	\$54.85	\$28.86	\$24.21	\$25.66	\$58.16
Market Percentiles					
20%	\$44.79	\$22.83	\$21.16	\$19.98	\$49.18
25%	\$45.39	\$23.44	\$21.44	\$20.71	\$51.11
30%	\$47.04	\$23.79	\$22.11	\$21.33	\$51.87
35%	\$48.34	\$23.93	\$23.78	\$21.40	\$54.94
40%	\$51.85	\$24.93	\$24.14	\$22.59	\$59.98
45%	\$53.11	\$26.25	\$24.38	\$23.97	\$60.47
50%	\$53.82	\$26.54	\$24.77	\$25.37	\$62.12
55%	\$54.49	\$26.81	\$26.18	\$25.42	\$62.50
60%	\$56.60	\$27.81	\$26.89	\$25.53	\$63.01
65%	\$57.83	\$28.59	\$27.04	\$25.67	\$65.95
70%	\$58.40	\$28.77	\$27.06	\$25.68	\$68.98
75%	\$62.10	\$28.90	\$29.02	\$26.48	\$74.82
80%	\$66.64	\$29.00	\$31.26	\$27.81	\$75.98
Mean	\$55.09	\$26.40	\$25.84	\$24.24	\$62.51
Compa-Ratio	-15.3%	-9.7%	-18.8%	-16.0%	-22.2%

	Public Works Laborer	Street Foreman	Wastewater Foreman	Wastewater Supt
Current Scale	3	11	10	16
Minimum	\$15.10	\$24.10	\$22.73	\$32.28
Midpoint	\$18.97	\$30.27	\$28.56	\$40.56
Maximum	\$22.84	\$36.45	\$34.38	\$48.83
Market Percentiles				
20%	\$18.87	\$24.43	\$27.47	\$38.86
25%	\$19.27	\$25.35	\$28.53	\$40.54
30%	\$21.44	\$25.86	\$29.38	\$40.56
35%	\$21.59	\$26.57	\$30.40	\$41.44
40%	\$22.23	\$27.36	\$31.25	\$41.93
45%	\$22.86	\$28.79	\$32.40	\$42.16
50%	\$23.08	\$29.24	\$33.09	\$43.74
55%	\$24.11	\$30.23	\$34.02	\$46.63
60%	\$25.47	\$30.55	\$35.05	\$47.53
65%	\$26.71	\$31.45	\$36.08	\$48.83
70%	\$27.10	\$32.42	\$37.42	\$51.59
75%	\$28.73	\$33.83	\$38.94	\$52.42
80%	\$29.31	\$34.40	\$40.83	\$52.70
Mean	\$23.97	\$29.79	\$34.17	\$45.25
Compa- Ratio	-17.8%	3.5%	-13.7%	-7.3%

	Wastewater Technician A	Wastewater Technician B	Wastewater Technician C	Wastewater Technician D	Water Foreman
Current Scale	8	7	5	4	10
Minimum	\$20.23	\$19.08	\$16.97	\$16.01	\$22.73
Midpoint	\$25.41	\$23.97	\$21.32	\$20.11	\$28.56
Maximum	\$30.60	\$28.86	\$25.66	\$24.21	\$34.38
Market Percentiles					
20%	\$26.08	\$23.85	\$21.32	\$20.11	\$27.47
25%	\$27.00	\$23.97	\$22.76	\$20.47	\$28.53
30%	\$27.85	\$24.79	\$22.90	\$22.61	\$29.38
35%	\$28.77	\$27.63	\$25.24	\$22.76	\$30.40
40%	\$29.51	\$28.53	\$25.66	\$23.38	\$31.25
45%	\$30.57	\$28.86	\$26.13	\$24.00	\$32.40
50%	\$31.22	\$28.86	\$26.19	\$24.21	\$33.09
55%	\$32.07	\$29.40	\$26.55	\$25.44	\$34.02
60%	\$33.00	\$29.89	\$26.88	\$26.06	\$35.05
65%	\$33.96	\$30.30	\$27.48	\$26.55	\$36.08
70%	\$35.23	\$30.38	\$27.57	\$26.75	\$37.42
75%	\$36.62	\$30.66	\$28.05	\$27.27	\$38.94
80%	\$38.35	\$31.28	\$29.44	\$27.43	\$40.83
Mean	\$32.26	\$28.57	\$26.05	\$24.43	\$34.17
Compa- Ratio	-18.6%	-16.9%	-18.6%	-16.9%	-13.7%

	Water / Streets Supt	Water Technician A	Water Technician B	Water Technician C	Water Technician D
Current Scale	16	8	7	5	4
Minimum	\$32.28	\$20.23	\$19.08	\$16.97	\$16.01
Midpoint	\$40.56	\$25.41	\$23.97	\$21.32	\$20.11
Maximum	\$48.83	\$30.60	\$28.86	\$25.66	\$24.21
Market Percentiles					
20%	\$36.85	\$26.08	\$23.85	\$21.32	\$20.11
25%	\$39.28	\$27.00	\$23.97	\$22.76	\$20.47
30%	\$40.54	\$27.85	\$24.79	\$22.90	\$22.61
35%	\$40.56	\$28.77	\$27.63	\$25.24	\$22.76
40%	\$41.26	\$29.51	\$28.53	\$25.66	\$23.38
45%	\$41.76	\$30.57	\$28.86	\$26.13	\$24.00
50%	\$42.84	\$31.22	\$28.86	\$26.19	\$24.21
55%	\$44.75	\$32.07	\$29.40	\$26.55	\$25.44
60%	\$46.81	\$33.00	\$29.89	\$26.88	\$26.06
65%	\$47.59	\$33.96	\$30.30	\$27.48	\$26.55
70%	\$48.70	\$35.23	\$30.38	\$27.57	\$26.75
75%	\$50.90	\$36.62	\$30.66	\$28.05	\$27.27
80%	\$52.08	\$38.35	\$31.28	\$29.44	\$27.43
Mean	\$44.01	\$32.26	\$28.57	\$26.05	\$24.43
Compa- Ratio	-5.3%	-18.6%	-16.9%	-18.6%	-16.9%

Proposed Salary Schedules

A regression analysis of the CFS Score and the salary survey results indicate that market median salary for all positions is predicted very well by the CFS Score. The coefficient of determination is **96%**, in other words, the knowledge, skills, and abilities identified in the employee/manager Position Vantage Point job description survey correlate very well with the external markets' valuation of the job positions at Odessa. As a result, the following salary scale is recommended, presented in Table 21.

The spread between the minimum and maximum salary for all employees was set to 50%, consistent with the average market spread of 45.9%. The Ladders, i.e., the distance between grades, was set to be 7.5%. Larger Ladders were included to increase the incentive for employees to seek positions of greater responsibility and to make it financially beneficial.

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

Table 21 – Proposed Salary Schedule

Grade	Min	Mid	Max	Min	Mid	Max
1	\$15.00	\$18.75	\$22.50	\$31,200	\$39,000	\$46,800
2	\$16.13	\$20.16	\$24.19	\$33,540	\$41,925	\$50,310
3	\$17.33	\$21.67	\$26.00	\$36,056	\$45,069	\$54,083
4	\$18.63	\$23.29	\$27.95	\$38,760	\$48,450	\$58,139
5	\$20.03	\$25.04	\$30.05	\$41,667	\$52,083	\$62,500
6	\$21.53	\$26.92	\$32.30	\$44,792	\$55,990	\$67,187
7	\$23.15	\$28.94	\$34.72	\$48,151	\$60,189	\$72,227
8	\$24.89	\$31.11	\$37.33	\$51,762	\$64,703	\$77,643
9	\$26.75	\$33.44	\$40.13	\$55,645	\$69,556	\$83,467
10	\$28.76	\$35.95	\$43.14	\$59,818	\$74,772	\$89,727
11	\$30.92	\$38.64	\$46.37	\$64,304	\$80,380	\$96,456
12	\$33.23	\$41.54	\$49.85	\$69,127	\$86,409	\$103,690
13	\$35.73	\$44.66	\$53.59	\$74,312	\$92,889	\$111,467
14	\$38.41	\$48.01	\$57.61	\$79,885	\$99,856	\$119,827
15	\$41.29	\$51.61	\$61.93	\$85,876	\$107,345	\$128,814
16	\$44.38	\$55.48	\$66.57	\$92,317	\$115,396	\$138,475
17	\$47.71	\$59.64	\$71.57	\$99,241	\$124,051	\$148,861
18	\$51.29	\$64.11	\$76.94	\$106,684	\$133,355	\$160,026
19	\$55.14	\$68.92	\$82.71	\$114,685	\$143,356	\$172,028
20	\$59.27	\$74.09	\$88.91	\$123,286	\$154,108	\$184,930
21	\$63.72	\$79.65	\$95.58	\$132,533	\$165,666	\$198,799
22	\$68.50	\$85.62	\$102.74	\$142,473	\$178,091	\$213,709

Table 22 – Proposed Electric Lineman Apprentice Salary Schedule

Apprentice 1 - \$21.53
 Apprentice 2 - \$23.88
 Apprentice 3 - \$26.23
 Apprentice 4 - \$28.57

Proposed Internal Equity – 50th Percentile

In Table 23 through Table 27, the resulting proposed internal equity, assuming the strategic objective of the 50th percentile of the market, for the City is presented.

Table 23 – Proposed Internal Equity – 50th Percentile

Grade	Title
22	City Administrator
21	
20	Assistant City Administrator – Unfunded
19	
18	Community Development Director – Unfunded Finance Director Police Chief Public Works Director – Unfunded
17	Economic Development Director – Unfunded
16	Electric Superintendent
15	Assistant Police Chief / Captain Parks Director
14	
13	Police Lieutenant Wastewater Superintendent Water / Streets Superintendent
12	City Clerk / Human Resources Electric Lead Journeyman Lineman
11	Chief Wastewater Operator Chief Water Operator Electric Journeyman Lineman Parks Maintenance Supervisor Police Sergeant
10	Police Detective – Unfunded

Grade	Title
9	Police Patrolman Police Reserve Officer Police School Resource Office Street Foreman Wastewater Foreman - Unfunded Water Foreman - Unfunded
8	Administrative Specialist / Coordinator Building Inspector - Unfunded Community Development Coordinator Deputy City Clerk - Unfunded Wastewater Technician A - Unfunded Water Technician A
7	Heavy Equipment Operator Wastewater Technician B Water Technician B
6	Accounts Payable Clerk / Collector Wastewater Technician C Water Technician C - Unfunded
5	Animal Control / Nuisance Compliance Officer Court Administrator Laboratory Technician - Unfunded Light Equipment Operator Police Clerk II Recreation Coordinator - Unfunded Utility Billing Clerk Wastewater Technician D Water Technician D - Unfunded
4	Administrative Assistant II - Unfunded Electric Groundman II - Unfunded Police Clerk I - Unfunded
3	Administrative Assistant I - Unfunded Electric Groundman I - Unfunded Public Works Laborer
2	Parks Maintenance Worker - Unfunded
1	Maintenance Worker I

Table 24 – Proposed Internal Equity – Administration

Grade	Title
22	City Administrator
20	Assistant City Administrator - Unfunded
18	Community Development Director - Unfunded Finance Director
17	Economic Development Director - Unfunded
12	City Clerk / Human Resources
8	Administrative Specialist / Coordinator Building Inspector - Unfunded Community Development Coordinator Deputy City Clerk - Unfunded
6	Accounts Payable Clerk / Collector
5	Court Administrator Utility Billing Clerk
4	Administrative Assistant II - Unfunded
3	Administrative Assistant I - Unfunded
1	Maintenance Worker I

Table 25 – Proposed Internal Equity – Parks & Recreation

Grade	Title
15	Parks Director
11	Parks Maintenance Supervisor
5	Recreation Coordinator - Unfunded
2	Parks Maintenance Worker - Unfunded

Table 26 – Proposed Internal Equity – Police

Grade	Title
18	Police Chief
15	Assistant Police Chief / Captain
13	Police Lieutenant
11	Police Sergeant
10	Police Detective - Unfunded
9	Police Patrolman Police Reserve Officer Police School Resource Office
5	Animal Control / Nuisance Compliance Officer Police Clerk II
4	Police Clerk I - Unfunded

Table 27 – Proposed Internal Equity – Public Works

Grade	Title
18	Public Works Director - Unfunded
16	Electric Superintendent
13	Wastewater Superintendent Water / Streets Superintendent
12	Electric Lead Journeyman Lineman
11	Chief Wastewater Operator Chief Water Operator Electric Journeyman Lineman
9	Street Foreman Wastewater Foreman - Unfunded Water Foreman - Unfunded
8	Wastewater Technician A - Unfunded Water Technician A

Grade	Title
7	Heavy Equipment Operator Wastewater Technician B Water Technician B
6	Wastewater Technician C Water Technician C - Unfunded
5	Laboratory Technician - Unfunded Light Equipment Operator Wastewater Technician D Water Technician D - Unfunded
4	Electric Groundman II - Unfunded
3	Electric Groundman I - Unfunded Public Works Laborer

Sample Calculation

Job Title: Electric Journeyman Lineman

Current Grade: 13

Current Grade Min = \$27.08

Current Grade Mid = \$34.02

Current Grade Max = \$40.96

Internal Equity places an Electric Journeyman Lineman at new grade 11.

New Grade Min = \$30.92

New Grade Mid = \$38.64

New Grade Max = \$46.37

Recommended Salary

Current Hourly Rate of Individual: \$35.00

Time in Position: 3 yrs

Estimate = New Min + (Time in Position / 30 yrs) x (New Max - New Min)

Estimate = \$30.92 + (3 / 30) x (\$46.37 - \$30.92)

Estimate = \$32.47

New Salary = \$35.00 (Current Hourly Rate)



CITY OF ODESSA *MISSOURI*

RULES OF MEETING PROCEDURE
BOARD OF ALDERMEN

Rules of Procedure for Board of Aldermen Meetings

City of Odessa, Missouri - Fourth Class City

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Authority

These rules are established under the authority granted to fourth-class cities under Chapter 79, RSMo., and are designed to guide the procedures and conduct of the Board of Aldermen of the City of Odessa, Missouri.

Mayor and Board of Aldermen

The governing body consists of the Mayor and six Aldermen, two elected from each ward. They are responsible for legislative policy and oversight.

Purpose

The purpose of these rules is to promote the efficient, orderly, and transparent conduct of all meetings of the Board of Aldermen. They are intended to ensure consistency in meeting structure and decorum, facilitate effective decision-making, and encourage meaningful public participation, while encouraging transparency and public engagement.

Mayor

The Mayor presides over all meetings, represents the City ceremonially, and only votes to break a tie. The Mayor ensures that meeting rules are followed and maintains order.

Mayor Pro-Tem

In the absence of the Mayor, the Mayor Pro-Tem (elected annually by the Board) performs all duties of the Mayor during meetings.

Planning Commission Liaison

The Planning Commission Liaison, appointed by the Mayor, shall attend all Planning Commission meetings and provide an update to the Board of Aldermen at the next scheduled meeting.

City Clerk

The City Clerk prepares agendas, attends all meetings, records minutes, maintains records, provides notice of meetings, and ensures compliance with the Sunshine Law.

City Attorney

The City Attorney serves as legal counsel to the Board, reviews and interprets legislation, advises on procedure and decorum, protects the City's legal interest, participates in closed sessions, and assists with conflict-of-interest issues.

Duties of Mayor

The Mayor presides at meetings, calls special meetings, signs official documents, ensures orderly conduct, and may recommend measures to the Board.

Board of Aldermen

Two-Year Term Aldermen are elected for staggered two-year terms. Each Alderman represents their ward and serves the community in accordance with state and local laws.

Conduct of the Board

Board members shall maintain decorum, respect differing opinions, and conduct themselves professionally in all meetings.

Staff Participation

City staff may provide input when called upon but do not vote. They may assist with reports, recommendations, or answer questions.

Meeting Schedule

Regular meetings shall be held on the second and fourth Monday at 6:00 p.m. at Dyer Park Community Bldg., located at 601 W Main Street, Odessa, Missouri. Special meetings may be called per state law with proper notice.

Quorum and Attendance

A majority (four of six Aldermen) constitutes a quorum. Members should notify the City Clerk in advance if they are unable to attend.

Voting

Each Alderman shall have one vote. The Mayor only votes in case of a tie. All votes must be cast openly (roll call when required). Abstentions must be stated and will be recorded in the minutes.

Parliamentary Rules of Procedure

The Board shall follow Robert's Rules of Order, Newly Revised, unless otherwise stated in these rules.

Open Meetings and Records Policy

Meetings shall comply with the Missouri Sunshine Law (RSMo. Chapter 610). Notices and agendas must be posted at least 48 hours exclusive of weekends and holidays when City Hall facilities are closed. Communications among a quorum of the Board are considered a public record and should be copied to the City Clerk's email. More than one communication among a quorum of the Board is considered a meeting and is in violation of the Missouri Sunshine Law.

Closed Meetings and Records Policy

Closed sessions may only be held for purposes outlined in RSMo. 610.021. A roll call vote citing the specific statutory reason is required.

Special Meetings

Special meetings may be called by the Mayor or a majority of the Board with at least 24 hours' notice, in accordance with Missouri's Sunshine Law.

Getting the Floor

Members must be recognized by the Mayor before speaking. Interruptions are not permitted except for procedural questions.

Public Comment Request and Allotted Time

Anyone wishing to address the Board must complete a [Public Comment Request Form](#). The form can be submitted via email to the [City Clerk](#) or dropped off at City Hall located at 228 S Second Street by 4:00 p.m. on the day of the meeting; otherwise, the speaker will need to complete a paper form at the meeting and submit it to the City Clerk before the meeting begins. Any documents you wish to provide to the Aldermen during Public Comment must be submitted to the Clerk with the Public Comment Request form. At the beginning of the "Public Comment" period, the Mayor will call the speaker's name. The speaker will come to the podium and state their full name and address. The speaker will have three (3) minutes to speak, and all comments should be directed to the Mayor and the Board.

Interruptions

Board members or the public shall not interrupt others while speaking. The Mayor may call to order any person who disrupts proceedings.

Conflicts of Interest

Members must disclose conflicts of interest and refrain from discussing or voting on such matters in compliance with MEC regulations.

Agenda Preparation

The agenda will be prepared by the City Clerk in collaboration with the Mayor and City Administrator.

Order of Business

A typical meeting agenda will include the following, subject to change:

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Welcome Visitors
5. Approval of Consent/Minutes Agenda
6. Mayor/Board Comments
7. City Administrator Report

8. Public Hearing
9. Public Comments
10. Recognitions/Presentations
11. Old Business
12. New Business
13. Discussion/Presentations
14. Next Scheduled Meeting
15. Adjournment

Procedure for Public Hearings

Public hearings begin with a staff report, followed by public input, then discussion and decision by the Board.

- Order of Public Hearing
- Staff presentation
- Applicant statement (if applicable)
- Public comments (proponents then opponents)
- Board discussion
- Decision

New Business / Request to Add Items to the Agenda

Any member of the Board of Aldermen may request that an item be added to the agenda under **New Business** during a regular meeting. A motion must be made and seconded, and the request must receive a majority vote of the board members present in order to be added to the next regular meeting agenda under New Business. If the motion carries, the item will be placed under New Business on the next regularly scheduled meeting agenda.

Meetings

Shall Be Open to the Public. All regular and special meetings shall be open to the public unless legally closed.

Motions

All motions shall be directed to the Mayor and stated out loud for the public to hear. Motions require a second before discussion. The Mayor restates the motion before a vote is taken.

Members Leaving Council Chambers During Meeting

With the exception of a member of the Board recusing themselves and leaving the meeting due to a conflict, the Mayor and Board Members shall remain in their designated place during the meeting unless a recess is called or the member is excused by the Mayor with cause. A vote shall not be taken during a member's absence from their chair.

Visitors

Visitors are welcome and encouraged to attend meetings but must remain orderly and follow meeting decorum.

Conduct During Meetings

Members wishing to speak must be recognized by the Mayor and should confine their remarks to one specific topic currently under consideration. Discussions should be related to the topic at hand to allow enough time for all scheduled issues to be fully addressed.

Cell phone and computer use for texting or engaging in social media during meetings should be avoided.

All attendees at meetings must be respectful and refrain from disruptive behavior. The Mayor may have disorderly individuals removed. Decorum is essential; personal attacks and disruptive actions are not allowed. Members should treat one another, staff, and the public with courtesy and respect.

Communication Outside of Official Meetings

Members of the Board of Aldermen are encouraged to maintain open, respectful communication with the public. When discussing City-related matters outside of official meetings, including on social media or in public forums, members should clearly indicate when they are expressing personal opinions.

Purpose

This policy is intended to support transparent and effective communication between elected officials and the public, while preserving the integrity of the Board's deliberative processes. It affirms the public's right to be informed and involved, and recognizes the individual rights of Board members to express their views, while also emphasizing the importance of responsible communication in public service.

Policy

This policy encourages members to balance transparency with the need for accurate and timely communication with the public.

Engagement with constituents is welcomed, and members are encouraged to direct residents to review official City information and participate in public meetings or forums to stay informed and involved in the process.

Members are expected to exercise discretion when commenting on matters that are pending, or under active consideration to maintain the integrity of the Board's decision-making process. Unless authorized by the Board of Aldermen, individual members shall not express or imply that their personal opinion is the opinion of the Board or the City.

Unless specifically authorized by the Board of Aldermen, individual members of the Board are not authorized to make social media posts or comments on behalf of the City or the Board of Aldermen. Any Board member wishing to make a social media post on their personal page regarding the City

or its policies shall clearly identify that post as a personal opinion, such as by using the acronym IMO within the body of the post or other substantially similar phrase.

Legal and Policy References

- **Missouri Sunshine Law (Chapter 610, RSMo):** Board members are reminded that most records and communications relating to public business, including certain social media posts or emails, may be considered public records subject to disclosure.
- **Municipal Code (if applicable):** This policy is consistent with the City's governing documents and ethical standards expected of elected officials.
- **National League of Cities & Missouri Municipal League Guidelines:** Elected officials are encouraged to follow best practices for public engagement, which emphasize transparency, accountability, and the responsible use of digital platforms.

Suspension of Rules of Procedure

These procedures may be amended by a majority vote of the Board. The Board may suspend any portion of these procedures by a two-thirds vote, unless otherwise prohibited by state law.

Sample Motions

- "I move to approve/deny/amend the minutes as presented."
- "I move to approve/deny Resolution No. ____"
- "I move to approve/deny the first reading for Bill No. ____"
- "I move to approve/deny the second reading of Bill No. ____ and approve the bill as an ordinance."
- "I move to go into closed session pursuant to RSMo 610.021(1)."
- "I move to adjourn the meeting."

These procedures shall be effective upon adoption by resolution of the Board of Aldermen and remain in effect until amended or repealed.

Adopted by Resolution 2025-16 by the Board of Aldermen of the City of Odessa, Missouri, this 28th day of July, 2025, and Amended by Bill No. 2026-25 Ord. No. 3189.