

**A RESOLUTION ESTABLISHING COMPENSATION FOR ALL EMPLOYEES OF THE VILLAGE OF PLAIN CITY.**

**WHEREAS**, the Village of Plain City Village Council commissioned a comprehensive study and comparative analysis of the Village's employee wage and compensation system; and

**WHEREAS**, the findings and recommendations of the study have been presented to Village Council for its review and consideration; and

**WHEREAS**, Village Council deems it necessary and appropriate to modify the employee wage and compensation system of the Village in order to attract and retain a quality workforce to ensure the quality delivery of Village services and protect the continuity of business operations of the Village;

**NOW THEREFORE BE IT RESOLVED** by the Council of the Village of Plain City, Ohio, as follows:

**Section 1.** The Village Council hereby approves the new schedule of salaries, wages, pay grades, and position pay ranges detailed on Exhibit 1 attached hereto.

**Section 2.** This resolution shall supersede all prior resolutions enacted by Village Council pertaining to the established salaries and wages of employees of the Village. This resolution shall not modify or repeal any other employee benefits or employment policies of the Village.

**Section 3.** The fiscal officer of the Village is hereby authorized and directed to make all necessary adjustments and revisions to the current salaries/wages of employee whose pay is modified by the enactment of this resolution upon its effective date.

Passed: May 8, 2019.

Attest: Ronnie Sonnett  
Village Fiscal Officer

Darrin Lane  
Mayor

First reading: March 25, 2019. Vote:    yea    nay    abstain

Second reading: April 8, 2019. Vote:    yea    nay    abstain

Third reading: May 8, 2019. Vote: 5 yea    nay    abstain

### Certificate of Publication

The undersigned, being Village Fiscal Officer of the Village of Plain City, hereby certifies that the foregoing was published by posting for 15 days as required by law and in accordance with Section 123.01 of the Codified Ordinances. The posting was done from 6-11, 2019 to 12-31, 2019 at the Office of the Fiscal Officer located at 213 South Chillicothe Street; the Plain City Public Library located at 305 W. Main Street; the Security National Bank located at 105 W. Main Street; the Richwood Banking Co. located at 601 W. Main Street; all being in the Village of Plain City, Ohio and the Village of Plain City Website at [www.plain-city.com](http://www.plain-city.com).

Date: June 10, 2019

Renee Sonnett  
Village Fiscal Officer



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Date Submitted  
March 22, 2019

Submitted By  
  
Andrew A. Esposito  
Shareholder / Account Manager

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# COMPENSATION PLAN STRUCTURE AND ADMINISTRATION



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## INTRODUCTION

The Village of Plain City, Ohio, in an effort to provide fair and equitable compensation for employees conducted a market compensation study in 2018-2019 to provide guidance on competitive compensation and establish the new compensation plan. The market comparison for the compensation package relates the Villages staff positions to similar benchmark communities in order to provide a competitive pay range for the positions in as compared to the benchmark communities.

Following the Market Compensation Study, The Village is implementing a new Compensation Plan for full-time/part-time employees.

The compensation plan is market-based and is designed to work with the Village's goal to implement a compensation plan that is financially sustainable and will enable the Village to better attract and retain quality talent in future years.

It is important for the Village to have a system that is able to reward employees who exemplify the values the Village and help the Village to continue to provide quality public service and achieve future strategic goals.

The Village of Plain City hereby adopts the following compensation plan and administration procedures with an effective or implementation date of June 7, 2019. The plan is intended to cover both full-time and part-time employees.

## DEFINITIONS

Base Pay: the initial rate of compensation an employee receives, excluding additional payments such as overtime, bonuses, and benefits.

External Equity Analysis: typically evaluated by a market study. Allows an employer to determine how their pay compares to other "like" jurisdictions.

Internal Equity Analysis: measures the "worth" of a position inside the organization, i.e., the placement of a position within the appropriate pay grade.

Lump Sum: is a single payment given at a particular time, in lieu of recurring payments distributed over a period of time.

## PLAN STRUCTURE

The total compensation package for Part A and Part B consists of base pay, and comprehensive benefits including: outstanding health insurance, competitive vacation leave, sick leave, holidays, longevity pay and employer contributions to the Ohio Public Employees Retirement System.

The Compensation Plan consists of two plans: Part A and Part B

Part A) a Pay-for-Performance pay range plan for Department Heads, Administrative Staff, Public Service Staff, and police support staff

Part B) a Sworn Step Plan which includes Police Officer, Officer Investigator, Sergeant and Lieutenant positions.



Additionally, a Longevity incentive has been incorporated for both Part A and Part B. This benefit will be paid as an annual supplement for the pay period following the anniversary date of the employee with the Village. The Longevity Incentive starts after the completion of 5 years of continuous full time service with the Village.

The details of this benefit are listed under section: FULL-TIME EMPLOYEE CONTINUOUS SERVICE COMPENSATION

Part A) The Pay-for-Performance compensation plan for the Village is focused on providing a competitive compensation package that provides the ability to attract and retain a highly skilled workforce that is professional, positive, efficient, productive, and innovative. Performance increases should be based on continued professional education or skills advancement, positive behavior, contributions, and performance that demonstrate a commitment to public service for Village residents. Under this program, employees may be rewarded for taking personal responsibility to further develop their education and skills, for providing excellent customer service, and maintaining positive relationships within the community. Employees are encouraged to strive to advance their professional skills, education, problem-solving and customer service that will enable the employees to continue to offer outstanding service to the community on behalf of the Village.

Staff that is currently below the target base compensation for the position pay range will be given an adjustment to bring the employee in line with the target base compensation range for that position. Adjustments to bring staff to the target range may be implemented over time to allow the Village to balance the budget impacts of any initial adjustments.

Performance-based adjustments will be at the discretion of the Administration and subject to the budget approved by Village Council. The performance-based compensation budget is to be determined and approved by Village Council annually as part of the operating budget. Village Council will evaluate the budget for compensation adjustments on an annual basis according to what comparable organizations are implementing as well as what the Village Council determines the Village can fiscally support for that fiscal year. As such, funding for performance-based increases are contingent upon available funding provided by Village Council.

Under this plan a full-time pay schedule has been developed to include ten (10) pay grades and a part-time/seasonal pay schedule has been developed to include five (5) pay grades. Positions were assigned to their pay grade using internal and external equity analysis. Within each full-time and part-time pay grade, a minimum rate, mid-point rate, and a maximum rate have been determined.

The advantage of this type of structure is that it allows the Village flexibility in the granting of pay increases.

The following shall apply to the administration of the Compensation Plan:

1. Employees will be eligible for a performance-based adjustment starting January 1, 2020, under this new plan.  
The employees individual eligible date shall be their anniversary date with the Village.
2. Employees who are hired above the entry rate of their assigned pay grade will be eligible to receive a performance-based increase upon the completion of one (1) year of service so

long as the employee is otherwise eligible.

3. All performance-based increases will become effective with the beginning of the pay period following the attainment of the requisite time in the position.
4. Employees shall be eligible for a performance-based adjustment as of the appropriate service date if:
  - a. Employee has satisfactorily performed their essential functions and has been rated as doing such on their most recent performance evaluation; and
  - b. Employee has no more than one (1) active written reprimand or any suspension in their employee file. (Verbal disciplinary actions shall not count against the employee for purposes of eligibility for performance-based adjustments.)

Part B) The Sworn Step Plan will provide the sworn law enforcement including and below the rank of Lieutenant to progress through the pay steps for the associated pay range for the positions as established by the Village Council. Employees will be placed into the corresponding step scale based on their current wage or years of service up to the midpoint in the scale.

1. These sworn employees will be eligible for step increases based on their anniversary date in that position.
2. Employees shall be eligible for a step increase as of the appropriate service date if:
  - a. Employee has satisfactorily performed their essential functions and has been rated as doing such on their most recent performance evaluation;

The full-time pay scale for Police Office, Officer Investigator and Sergeant includes Twelve (12) steps that may be awarded to employees following each year of continuous full time employment with the Village.

The full-time pay scale for Lieutenant includes Eight (8) steps that may be awarded to employees following each year of continuous full time employment with the Village.

The Sworn Step Plan compensation budget is to be determined and approved by Village Council. Village Council will evaluate the compensation budget for the Sworn Step Plan as part of the annual operating budget appropriation request for the Village Police Department. As such, funding for adjustments to the Sworn Step Plan are contingent upon operating funding appropriations provided by Village Council.

Additionally, a premium range has been established for pay grades 6-12. A premium range is a range of compensation associated with unique, special, or exceptional knowledge, skills, abilities or qualifications. Market conditions may demand these qualifications, or performance that meets defined criteria of exceptional and premium value. This segment is only for a small percentage of the Village workforce and placement within this segment shall be a rare occurrence and MUST be approved by Village Council. Any employee placed into a premium range shall move through the pay scale by way of general wage or performance-based increases.



## **HIRING**

New employees shall normally be hired at the minimum rate for their position. At the discretion of the Village Administrator, new employees who possess outstanding qualifications and experience may be hired up to the mid-point. A final exception may be made for the positions in pay grades seven (7), eight (8), and nine (9) which an individual may be hired anywhere in the pay range based on the knowledge, skills and abilities of the individual. This is to ensure the Village can recruit properly for these upper level positions. Approval from Village Council will be required for any new employee where a pay rate above midpoint is desired. No employee should be paid at a rate which exceeds the maximum rate for his/her position. (The exception to this rule is any employee who is making more than the maximum rate at the time the new salary schedule is implemented.)

## **PAY ADJUSTMENTS**

Employees who are at rates of pay that exceed the maximum rate for their pay grade shall receive no base increase (performance-based or step increase) until their rates of pay no longer exceed the maximum rate (i.e., until such time as the Village increases the maximum rate of pay for their respective pay grade above the employee's current rate of pay).

Cost-of-living increases do not reward performance and do not support the desired environment and culture to be encouraged under the of the Village compensation plan. Under this compensation plan, the Village will not grant cost-of-living increases for Part A or Part B.

For Part A, Pay increases are allocated based on the employee's competency, performance and achievement of individual and organizational goals and the exhibition of the quality service to the community.

For Part B, Pay increases are provided based on the step intervals established in accordance with the associated pay range. The pay range was established based on a competitive market comparison.

### Base Increase: Non-Merit and Merit

The Compensation Plan is designed to allow the movement of an employee through their pay grade assignment with the goal of reaching the maximum for their pay grade toward the end of their career with the Village. To achieve this, Village Council may establish by Resolution a Base Increase that is awarded as a non-merit increase and/or a base increase for merit as determined through an annual performance evaluation system.

### Lump Sum Payment: Non-Merit and Merit

Village Council, at its discretion, may decide to award lump sum payments that are not intended to increase an employee's base pay rate. Lump sum payments may be in addition to a base rate

increase or in place of a base rate increase. Lump sum payments shall be payable in a separate check.

#### Red-lined Employees

Employees who are at rates of pay that exceed the maximum for their pay grade are considered Red-lined Employees and shall receive no base increase; non-merit or merit until their rate of pay no longer exceeds the maximum rate (i.e., until such time the Village increases the maximum in their pay grade). However, an employee who is at a rate of pay that exceeds the maximum rate for his/her pay grade shall receive the increase awarded (non-merit and merit) as a lump sum amount that will not increase his/her base rate of pay.

### **FULL-TIME EMPLOYEE CONTINUOUS SERVICE COMPENSATION**

Any full-time employee who has been employed by the Village for the following years of continuous service may receive compensation added to base hourly rate as follows:

<b>YEARS OF SERVICE</b>	<b>ADDITIONAL COMPENSATION</b>
5	\$250 per year
10	\$500 per year
15	\$750 per year
20	\$1,000 per year

Continuous service will only be calculated for time spent with the Village of Plain City, on a full-time basis. Service credit with other political subdivisions will not be counted.

### **MOVEMENT BETWEEN PAY GRADES**

#### Promotions

A promotion is the act of placing an employee in a position which requires greater skills, knowledge, and abilities to perform more complex and responsible work than the employee was required to perform in his/her previous position. When an employee is promoted, he/she will be advanced to whichever is the greater of the following:

For Part A:

- (1) the minimum rate for his/her new position, or (2) a rate of pay which is five percent (5%) greater than his/her current rate of pay, provided that said increase does not exceed the maximum rate of pay established for the position.

For Part B:

- (1) the minimum rate for his/her new position, or (2) a rate of pay which is equivalent to the next step for the position, provided that said increase does not exceed the maximum rate of pay established for the position.

#### Demotion

A demotion is the act of reducing an employee to a position which requires the performance of less complex or less responsible work than the employee was required to perform in his/her

previous position. A demotion is also the reduction of an employee to a lower pay grade. If a demotion occurs for any reason, the employee's wages will be reduced by three and a half percent (3.5%) or the maximum of the pay grade, whichever is less money.

#### Transfer

A transfer is the act of moving an employee from a position in a department or division to a position with the same position title in another department or division. A transfer may also result in a change in work location and/or supervisor, but not a change in significant job duties. An employee's rate of pay will not change as a result of this type of action.

#### Lateral Movement

A lateral movement is when an employee is assigned to a different position, but the positions are assigned to the same pay grade and schedule. An employee's rate of pay will not be affected by such change.

### **PLAN MAINTENANCE**

Maintenance of the compensation system is an important task which cannot be neglected. Failure to properly maintain the plan may eventually result in recruitment problems, pay inequities between positions, lowered employee morale, higher employee turnover, and other related organizational problems.

The Village will revisit the compensation plan and market analysis and update the compensation ranges in the future as needed based on market conditions. When a new market analysis demonstrates that adjustments are warranted to remain competitive the Village will strive to make adjustments in the compensation structure in a timely manner and as economic factors allow.

Any adjustments to base pay ranges will be considered in the next fiscal year budget following any compensation plan adjustments. The amount and frequency of base pay range adjustments will be determined by Village Council.

#### **A. Changes in Position Functions and Responsibilities**

There are numerous factors and influences which may contribute to the erosion of a compensation plan's validity. Common factors and influences generating change include:

1. Addition of new functions or responsibilities to a position;
2. Abolishment or elimination of a position's functions or responsibilities;
3. Reorganization of an organizational function, resulting in the consolidation of work activities;
4. Gradual change of a position by addition, deletion, or modification of duties and responsibilities; or
5. New or revised licensure or certification requirements.

B. Changes in Market Conditions

In addition to the above factors, ever changing market conditions may dictate that the compensation plan be upgraded in order for the Village to remain in a competitive posture with comparable jurisdictions.

C. Updates of Compensation Plan

Since it has been pointed out that the compensation plan needs to be updated on a periodic basis in order to remain internally equitable and externally competitive, the following general procedures should be followed in order to achieve these results.

1. On each occasion when a position's duties are changed, it will be necessary to review that position's pay grade assignment in order to ensure that equity between positions is maintained.
2. In addition to the continual maintenance process, it is recommended that the Village conduct a wage survey of benchmark positions on a periodic basis. (It is recommended that such a survey be conducted at least every three (3) years.) The wage survey will help to ensure that wage rates paid to employees are competitive and continually reflective of changing labor market conditions.
3. A total review of the entire plan shall occur at least once every five (5) years.



Date Submitted  
March 22, 2019

Submitted By

Andrew A. Esposito  
Shareholder / Account Manager

Heidi L. Miller  
Senior Consultant



## EXECUTIVE SUMMARY



CONSULTANTS TO MANAGEMENT

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## Introduction

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An organization's compensation package is one of the most integral parts of a human resources system because of the way it impacts the organization. Compensation drives culture, employee recruitment and retention, motivation, and advancement. An organization must also be compliant with both state and federal laws.

As a result, Clemans, Nelson & Associates, Inc. (hereinafter Clemans Nelson; or referenced as "the Consultant") was tasked by the Village of Plain City to conduct a comprehensive compensation analysis, assessing both external and internal equity, and recommend any adjustments to the pay plan to adequately reflect base pay levels per classification.

## **PROJECT GOALS**

1. For the purposes of recruitment and retention, evaluate and recommend any changes regarding the Village of Plain City's overall Compensation System.
2. Ensure that employees are recognized for the level and scope of work performed and that they are paid on a fair and competitive basis that will allow the Village to recruit and retain high-quality staff.

## External Equity

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In conducting the comprehensive classification and compensation analysis, Clemans Nelson assessed external equity. External equity; typically evaluated by a market study, answers the following question: how does our pay compare to other like jurisdictions?

### **Market Study – Comparable Jurisdictions**

An important step in conducting a market study is determining appropriate jurisdictions to use in the market study as comparables. Based on various demographical factors including but not limited to: population, median household income, income tax revenue and proximity to Plain City, Clemans Nelson conducted a market study consisting of twelve (12) municipalities in Central Ohio. The municipalities were divided into two (2) tiers based on similarity of operations and services provided and demographic information. In the market study, each respondent was asked to review a description of the positions surveyed, and provide wage ranges and/or current wage data for each position.

The participants in the study and the corresponding demographical information are provided on the following page.

**VILLAGE OF PLAIN CITY**  
**2018 COMPENSATION STUDY - COMPARABLE ENTITIES**

Village	County	Population	Median Household Income	Mean Household Income	Per Capita Income	2016 Income Tax	2016 Income Tax Revenue
<b>TIER I</b>							
Bellbrook	Greene	7,082	\$76,576	\$89,457	\$35,998	---	---
Johnstown	Licking	4,999	\$47,978	\$62,626	\$23,756	1.00%	\$1,590,532
London	Madison	10,058	\$48,504	\$55,285	\$23,305	1.50%	\$5,778,806
<b>Plain City</b>	<b>Madison/Union</b>	<b>4,444</b>	<b>\$61,958</b>	<b>\$76,710</b>	<b>\$31,155</b>	<b>1.50%</b>	<b>\$1,629,185</b>
Mount Gilead	Morrow	3,407	\$36,303	\$51,704	\$22,093	1.00%	\$1,130,324
Shawnee Hills	Delaware	775	\$97,813	\$122,926	\$47,024	2.00%	\$668,666
Sunbury	Delaware	4,926	\$69,671	\$75,604	\$26,433	1.00%	\$3,043,671
Tipp City	Miami	9,834	\$63,349	\$78,315	\$33,272	1.50%	\$6,043,210
West Jefferson	Madison	4,285	\$51,644	\$59,817	\$22,614	1.00%	\$3,330,881
Yellow Springs	Greene	3,784	\$62,500	\$88,030	\$42,659	1.50%	\$1,525,774
<b>TIER II</b>							
Delaware	Delaware	37,554	\$58,472	\$73,259	\$28,129	1.85%	\$24,975,316
Marysville	Union	22,860	\$62,371	\$74,249	\$25,419	1.50%	\$17,456,251
Washington Courthouse	Fayette	14,115	\$37,905	\$51,401	\$21,773	1.95%	\$7,674,762

Source: American Fact-Finder; 2016 ACS 5-year estimates



## Market Study – Benchmark Positions

Surveys are conducted using benchmark jobs which are similar in nature and scope of responsibility. These benchmark jobs are used as a reference point for making pay comparisons with the comparable jurisdictions. The market sources may vary from job to job depending on the knowledge, skills, and abilities required. The source of market data utilized depends on the scope of work, responsibility, and general recruiting pool for the specific job.

As survey responses are received, wage data is compiled by benchmark classification and by jurisdiction.

The positions surveyed in the market study are as follows:

### POSITIONS

Accounting Clerk/Assistant to Fiscal Officer	Public Works Supervisor
Administrative Assistant/Public Information Officer	Plant Operator 1 & 2
Economic Development Director	Utility Billing Clerk
Fiscal Officer	Water / Wastewater Supervisor
Village Administrator	Zoning Inspector
Village Engineer	Council Clerk
Parks & Recreation Director	Assistant Pool Manager
Chief of Police	Front Office Attendant
Lieutenant	Lifeguard
Sergeant	Pool Manager
Patrol Officer	Recreation Assistant
Maintenance Worker 1 & 2	

The Tier I and Tier II wage data compiled is summarized on the following page(s).

# VILLAGE OF PLAIN CITY

## Summary of Results

Position	TIER I					
	Plain City			Market		
	Minimum	Maximum	Current	Minimum	Maximum	Current
Accounting Clerk / Assistant to Fiscal Officer	---	---	---	\$16.17	\$22.58	\$33.71
Administrative Assistant / Public Information Officer	\$13.60	\$18.53	---	\$18.34	\$27.13	\$22.95
Economic Development Director	\$31.25	\$36.06	---	\$26.70	\$40.94	\$0.00
Fiscal Officer	---	---	\$28.36	\$26.66	\$44.31	\$26.98
Village Administrator	---	---	\$40.66	\$20.00	\$39.19	\$39.16
Village Engineer	---	---	\$34.66	\$31.49	\$44.58	\$33.06
Parks & Recreation Director	---	---	\$18.53	\$23.58	\$31.00	\$23.72
Chief of Police	\$34.88	\$38.75	\$37.24	\$32.61	\$47.59	\$31.21
Lieutenant	\$31.84	\$34.46	\$33.79	\$25.31	\$33.30	\$21.09
Sergeant	\$27.40	\$31.72	\$29.07	\$24.61	\$31.71	\$18.99
Patrol Officer	\$17.13	\$27.21	\$22.07	\$19.89	\$27.55	\$14.00
Maintenance Worker 1	\$16.98	\$19.77	\$19.36	\$15.15	\$21.98	\$17.74
Maintenance Worker 2	\$20.37	\$21.66	\$21.66	\$16.93	\$21.98	\$0.00
Public Works Supervisor	\$22.56	\$25.03	\$25.03	\$25.50	\$36.80	\$21.08
Plant Operator 1	\$14.20	\$18.53	---	\$17.96	\$25.35	\$0.00

# VILLAGE OF PLAIN CITY

## Summary of Results

Position	TIER I									
	Plain City			Market			Market Variance			
	Minimum	Maximum	Current	Minimum	Maximum	Current	Minimum	Maximum	Current	Current
Plant Operator 2	\$20.56	\$23.30	\$21.92	\$19.46	\$26.55	\$0.00	105.63%	87.75%	---	---
Utility Billing Clerk	\$13.27	\$18.09	\$18.63	\$13.72	\$20.64	\$0.00	96.75%	87.66%	---	---
Water / Wastewater Supervisor	---	---	\$30.36	\$26.66	\$37.41	\$0.00	---	---	---	---
Zoning Inspector	\$16.00	\$18.00	\$17.33	\$16.21	\$22.73	\$19.68	98.70%	79.18%	---	88.08%
Council Clerk	\$10.00	\$12.00	\$12.00	\$12.79	\$18.92	\$24.15	78.22%	63.44%	---	49.69%
Assistant Pool Manager	\$9.25	\$9.75	---	\$9.50	\$10.90	\$10.38	97.37%	89.45%	---	---
Front Office Attendant	\$8.30	---	\$8.30	\$13.60	\$18.39	\$16.01	61.03%	---	---	51.86%
Lifeguard	\$8.30	\$9.00	---	\$8.40	\$9.68	\$10.00	98.81%	93.02%	---	---
Pool Manager	---	---	\$15.00	---	---	\$10.88	---	---	---	137.93%
Recreation Assistant	---	---	\$600/summer	\$16.14	\$20.61	\$9.15	---	---	---	---

# VILLAGE OF PLAIN CITY

## Summary of Results

Position	TIER II									
	Plain City			Market			Market Variance			Current
	Minimum	Maximum	Current	Minimum	Maximum	Current	Minimum	Maximum	Current	
Accounting Clerk / Assistant to Fiscal Officer	---	---	---	\$23.70	\$31.19	\$25.86	---	---	---	---
Administrative Assistant / Public Information Officer	\$13.60	\$18.53	---	\$25.49	\$33.24	\$28.21	53.36%	55.74%	---	---
Economic Development Director	\$31.25	\$36.06	---	\$29.38	\$42.93	---	106.38%	84.00%	---	---
Fiscal Officer	---	---	\$28.36	\$41.80	\$58.68	\$45.83	---	---	61.89%	---
Village Administrator	---	---	\$40.66	\$52.88	\$67.31	\$66.85	---	---	60.82%	---
Village Engineer	---	---	\$34.66	\$37.39	\$52.56	\$45.43	---	---	76.29%	---
Parks & Recreation Director	---	---	\$18.53	\$32.76	\$45.22	\$35.02	---	---	52.92%	---
Chief of Police	\$34.88	\$38.75	\$37.24	\$40.69	\$53.94	\$48.88	85.73%	71.85%	76.19%	---
Lieutenant	\$31.84	\$34.46	\$33.79	\$34.97	\$45.41	\$47.88	91.04%	75.89%	70.58%	---
Sergeant	\$27.40	\$31.72	\$29.07	\$34.71	\$38.23	\$43.57	78.94%	82.98%	66.72%	---
Patrol Officer	\$17.13	\$27.21	\$22.07	\$23.53	\$32.53	---	72.81%	83.65%	---	---
Maintenance Worker 1	\$16.98	\$19.77	\$19.36	\$18.45	\$24.21	\$28.25	92.03%	81.66%	68.53%	---
Maintenance Worker 2	\$20.37	\$21.66	\$21.66	\$18.92	\$24.87	\$24.82	107.66%	87.10%	87.27%	---
Public Works Supervisor	\$22.56	\$25.03	\$25.03	\$29.77	\$40.11	\$48.27	75.78%	62.40%	51.85%	---
Plant Operator 1	\$14.20	\$18.53	---	\$22.83	\$27.75	\$29.62	62.21%	66.78%	---	---



# VILLAGE OF PLAIN CITY

## Summary of Results

Position	TIER II									
	Plain City			Market			Market Variance			
	Minimum	Maximum	Current	Minimum	Maximum	Current	Minimum	Maximum	Current	Current
Plant Operator 2	\$20.56	\$23.30	\$21.92	\$21.57	\$28.09	\$26.71	95.33%	82.95%		82.07%
Utility Billing Clerk	\$13.27	\$18.09	\$18.63	\$16.53	\$21.73	\$20.73	80.29%	83.26%		89.87%
Water / Wastewater Supervisor	---	---	\$30.36	\$31.19	\$42.55	\$41.63	---	---		72.94%
Zoning Inspector	\$16.00	\$18.00	\$17.33	\$22.58	\$30.17	---	70.86%	59.66%		---
Council Clerk	\$10.00	\$12.00	\$12.00	\$21.26	\$26.43	\$24.04	47.03%	45.40%		49.92%
Assistant Pool Manager	\$9.25	\$9.75	---	\$9.50	\$10.90	\$10.38	97.37%	89.45%		---
Front Office Attendant	\$8.30	---	\$8.30	\$13.60	\$18.39	\$16.01	61.03%	---		51.86%
Lifeguard	\$8.30	\$9.00	---	\$8.40	\$9.68	\$10.00	98.81%	93.02%		---
Pool Manager	---	---	\$15.00	---	---	\$10.88	---	---		137.93%
Recreation Assistant	---	---	\$600/summer	\$16.14	\$20.61	\$9.15	---	---		---

# VILLAGE OF PLAIN CITY

## Summary of Results

Position	ALL TIERS									
	Plain City			Market			Market Variance			Current
	Minimum	Maximum	Current	Minimum	Maximum	Current	Minimum	Maximum	Current	
Accounting Clerk / Assistant to Fiscal Officer	---	---	---	\$18.43	\$25.16	\$29.79	---	---	---	---
Administrative Assistant / Public Information Officer	\$13.60	\$18.53	---	\$21.02	\$29.42	\$24.27	64.70%	62.97%	---	---
Economic Development Director	\$31.25	\$36.06	---	\$27.77	\$41.73	\$0.00	112.53%	86.40%	---	---
Fiscal Officer	---	---	\$28.36	\$34.23	\$51.49	\$30.12	---	---	94.16%	---
Village Administrator	---	---	\$40.66	\$36.44	\$53.25	\$48.39	---	---	84.02%	---
Village Engineer	---	---	\$34.66	\$34.44	\$48.57	\$37.19	---	---	93.21%	---
Parks & Recreation Director	---	---	\$18.53	\$28.17	\$38.11	\$29.37	---	---	63.11%	---
Chief of Police	\$34.88	\$38.75	\$37.24	\$35.64	\$49.97	\$34.75	97.88%	77.55%	107.17%	---
Lieutenant	\$31.84	\$34.46	\$33.79	\$28.53	\$37.34	\$34.48	111.59%	92.30%	98.00%	---
Sergeant	\$27.40	\$31.72	\$29.07	\$27.64	\$33.66	\$27.18	99.13%	94.23%	106.94%	---
Patrol Officer	\$17.13	\$27.21	\$22.07	\$20.88	\$28.91	\$14.00	82.05%	94.12%	157.64%	---
Maintenance Worker 1	\$16.98	\$19.77	\$19.36	\$16.14	\$22.65	\$23.00	105.22%	87.28%	84.19%	---
Maintenance Worker 2	\$20.37	\$21.66	\$21.66	\$17.92	\$23.42	\$24.82	113.65%	92.47%	87.27%	---
Public Works Supervisor	\$22.56	\$25.03	\$25.03	\$26.78	\$37.80	\$34.68	84.24%	66.23%	72.18%	---
Plant Operator 1	\$14.20	\$18.53	---	\$19.42	\$26.07	\$29.62	73.13%	71.08%	---	---

# VILLAGE OF PLAIN CITY

## Summary of Results

Position	ALL TIERS									
	Plain City			Market			Market Variance			
	Minimum	Maximum	Current	Minimum	Maximum	Current	Minimum	Maximum	Current	Current
Plant Operator 2	\$20.56	\$23.30	\$21.92	\$20.52	\$27.32	\$26.71	100.22%	85.28%		82.07%
Utility Billing Clerk	\$13.27	\$18.09	\$18.63	\$14.56	\$20.96	\$20.73	91.15%	86.29%		89.87%
Water / Wastewater Supervisor	---	---	\$30.36	\$28.60	\$39.61	\$41.63	---	---		72.94%
Zoning Inspector	\$16.00	\$18.00	\$17.33	\$18.33	\$25.21	\$19.68	87.27%	71.39%		88.08%
Council Clerk	\$10.00	\$12.00	\$12.00	\$17.02	\$22.67	\$24.10	58.74%	52.93%		49.80%
Assistant Pool Manager	\$9.25	\$9.75	---	\$9.50	\$10.90	\$10.38	97.37%	89.45%		---
Front Office Attendant	\$8.30	---	\$8.30	\$13.60	\$18.39	\$16.01	61.03%	---		51.86%
Lifeguard	\$8.30	\$9.00	---	\$8.40	\$9.68	\$10.00	98.81%	93.02%		---
Pool Manager	---	---	\$15.00	---	---	\$10.88	---	---		137.93%
Recreation Assistant	---	---	\$600/summer	\$16.14	\$20.61	\$9.15	---	---		---

## Internal Equity

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Internal equity; measures the “worth” of a position inside the organization, i.e. the placement of a position within the appropriate pay grade.

### **Point Factor Analysis**

In order to assess internal equity, the Consultant conducted a point factor analysis for all positions. Positions were evaluated and rated based on the following factors:

- ❖ Education (13%)
- ❖ Experience (13%)
- ❖ Supervision Exercised (13%)
- ❖ Communications (13%)
- ❖ Scope & Effect (13%)
- ❖ Complexity (10%)
- ❖ Responsibility for Policies and Procedures (10%)
- ❖ Work Environment/Physical Demands (7.5%)
- ❖ Responsibility for Accurate Records/Reports (7.5%)

Positions were placed into a pay grade based on the point factoring analysis and feedback from Administration regarding internal equity.

The point factoring manual and the point factoring analysis in its entirety can be found behind tab(s) 2 and 3, respectively.

## Recommendations

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### **POINT FACTOR ANALYSIS**

The Consultant recommends the placement of each position within the respective pay grade as outlined in the point factoring analysis.

When a new position is created or position duties change, the Employer should conduct a job audit and perform a point factor analysis. This analysis will assist the Employer in placing a position into the correct pay grade on the wage scale and will ensure that a position is compensated appropriately.

### **ADOPTION OF THE PROPOSED FULL-TIME AND PART-TIME WAGE SCALES**

The Consultant reviewed and evaluated the starting rates and the overall pay rates for all positions. Based on Clemans Nelson’s analysis of the existing compensation system, the market survey results, and point factoring, a restructuring of the compensation system is warranted.

The consultant recommends adopting the proposed full-time and part-time wage scales consisting of pay grades, wage ranges, and steps. The full-time wage scale has been developed to include nine (9)



pay grades and the part-time wage scale has been developed to include five (5) pay grades. Positions were assigned to their pay grade using internal (point factoring) and external (market study) equity analysis.

Adopting a wage scale that has sufficient range (percentage between the lowest and highest wage rate within the pay grade) and has a standardized incremental increase (percentage from the lowest wage rate of one pay grade to the lowest wage rate in the next pay grade) will give the Village a wage scale that can easily accommodate all positions. While the market is used to gauge the external competitiveness of the Village's wages, a standardized scale is more common in the public sector and ensures maximum pay integrity.

Within each full-time and part-time pay grade, a minimum rate, mid-point rate, and a maximum rate have been identified. Additionally, the full-time pay scale includes five (5) steps to be given to employees each year of employment for their first four (4) years of service with the Village. After four (4) years of service with the Village, an employee will reach the midpoint and he/she will move through the pay scale by way of general wage or merit increases. The advantage of this type of structure is that it allows the Village flexibility in the granting of pay increases.

Additionally, a premium range has been established for pay grades 6-10. A premium range is a range of compensation associated with unique, special, or exceptional knowledge, skills, abilities or qualifications. Market conditions may demand these qualifications, or performance that meets defined criteria of exceptional and premium value. This segment is only for a small percentage of the Village workforce and placement within this segment shall be a rare occurrence and MUST be approved by Village Council. Any employee placed into a premium range shall move through the pay scale by way of general wage or merit increases.

Although annual increases may be appropriate (based on internal and external factors), the scale itself is designed to remain the same for three (3) to five (5) years as shifting the scale every year defeats the principle of placing a minimum and maximum value on each position.

The Consultant's recommended Wage Scale and Pay Grade Assignments are summarized on the following page.

#### **IMPLEMENTATION COST FOR THE PROPOSED WAGE SCALE**

As part of the Wage Scale recommendation, Clemans Nelson again analyzed each employee's progression through their assigned proposed pay grade, and the cost, if any, to bring them up to the minimum and also to the midpoint wage rate or to the new wage rate for the assigned step of that pay grade, whichever is appropriate based on years of service.

<b># of Employees Receiving Increase</b>	<b>Cost to Minimum</b>	<b>Cost to Appropriate Step / Midpoint</b>	<b>TOTAL Projected Implementation Cost</b>
13	\$21,395.00	\$75,332.74	\$96,727.74

# Village of Plain City

## Wage Scale Restructure Recommendations

### FULL-TIME <sup>1</sup>

PAY GRADE	MINIMUM	Year 1	Year 2	Year 3	Year 4 MIDPOINT	MAX	Range	PREMIUM RANGE <sup>2</sup>	
								MINIMUM	MAXIMUM
1	\$14.25	\$15.07	\$15.94	\$16.85	\$17.46	\$20.66	45.00%		
2	\$15.96	\$16.88	\$17.85	\$18.87	\$19.55	\$23.14	45.00%		
3	\$18.90	\$19.99	\$21.14	\$22.35	\$23.15	\$27.41	45.00%		
4A	\$20.02	\$21.17	\$22.39	\$23.68	\$24.52	\$29.03	45.00%		
4B	\$21.22	\$22.44	\$23.73	\$25.10	\$26.00	\$30.77	45.00%		
5A	\$22.42	\$23.71	\$25.08	\$26.52	\$27.47	\$32.51	45.00%		
5B	\$23.77	\$25.14	\$26.58	\$28.11	\$29.12	\$34.47	45.00%		
6	\$25.11	\$26.56	\$28.08	\$29.70	\$30.76	\$36.41	45.00%	\$30.76	\$38.45
7	\$28.13	\$29.74	\$31.45	\$33.26	\$34.46	\$40.78	45.00%	\$34.46	\$43.07
8	\$31.50	\$33.31	\$35.23	\$37.25	\$38.59	\$45.68	45.00%	\$38.59	\$48.24
9	\$35.28	\$37.31	\$39.46	\$41.72	\$43.22	\$51.16	45.00%	\$43.22	\$54.03
10	\$39.52	\$41.79	\$44.19	\$46.73	\$48.41	\$57.30	45.00%	\$48.41	\$60.51

### PART-TIME & SEASONAL HOURLY

PAY GRADE	MIN	MID	MAX	Interval	Range
P-1	\$9.00	\$10.98	\$12.95		43.90%
P-2	\$10.08	\$12.29	\$14.51	12.00%	43.90%
P-3	\$11.29	\$13.77	\$16.25	12.00%	43.90%
P-4	\$12.64	\$15.42	\$18.20	12.00%	43.90%
P-5	\$14.16	\$17.27	\$20.38	12.00%	43.90%

<sup>1</sup> Employees will only receive a step increase after satisfactorily performing the essential functions of their position.

<sup>2</sup> Premium Range: A range of compensation associated with unique, special, or exceptional knowledge, skills, abilities or qualifications. Market conditions may demand these qualifications, or performance that meets defined criteria of exceptional and premium value. This segment is only for a small percentage of the Village workforce and placement within this segment shall be a rare occurrence and MUST be approved by Village Council.

## **ADOPTION OF THE COMPENSATION PLAN STRUCTURE & ADMINISTRATION MANUAL**

The Consultant has provided a proposed Compensation Plan Structure & Administration Manual to the Village and recommends that the Village adopt the policies as outlined. The purpose of this manual is to assist the Village of Plain City with providing fair and equitable compensation to all employees by providing policies on plan structure, hiring practices, base and merit increases, addressing “redlined” employees, movement between pay grades, and plan maintenance.

### **SIMPLIFY WAGE ORDINANCE**

A compensation plan must be functional and administered correctly if it is to be successful in accomplishing the Village’s goals with respect to recruiting, rewarding, and retaining quality employees. In order to facilitate proper administration going forward, the Consultant recommends simplifying and consolidating the Village’s existing wage ordinances and implementing the use of the new wage scales recommended by the Consultant. The recommended wage scales have eliminated the need for the various compensation add-ins by:

- Simplifying the structure of the wage scale;
- Assigning positions to appropriate pay grades based on a combination of internal equity (point factoring) and external equity (wage survey) reviews; and

Further, the Consultant recommends that any administrative details previously included within the wage ordinances be moved to the Compensation Plan Structure and Administration Manual to further facilitate ease of use and provide the Village with a single reference point for general administration of the compensation plan.

### **Ongoing Plan Administration and Maintenance**

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#### **Future Salary Surveys**

The Village of Plain City may engage in an external market analysis periodically to ensure rates of pay are consistent with its philosophy and with current market conditions. Typically, these surveys will occur every three (3) to five (5) years or administration deems appropriate.

#### **Plan Maintenance**

Maintenance of the compensation system is an important task which cannot be neglected. Failure to properly maintain the plan may eventually result in recruitment problems, pay inequities between classes, lowered employee morale, higher employee turnover, and other related organizational problems.

### **Changes in Classification Functions and Responsibilities**

There are numerous factors and influences which may contribute to the erosion of a compensation plan's validity. Common factors and influences generating change include:

1. Addition of new functions or responsibilities to a position/classification;
2. Abolishment or elimination of a position/classification's functions or responsibilities;
3. Reorganization of an organizational function, resulting in the consolidation of work activities;
4. Gradual change of a position/classification by addition, deletion, or modification of duties and responsibilities;
5. New or revised licensure or certification requirements dictated by law; or
6. Market demand.

In addition to the above factors, ever changing market conditions may dictate that the compensation plan be upgraded in order for individual departments to remain in a competitive posture with comparable jurisdictions.

Since it has been pointed out that the compensation plan needs to be updated on a periodic basis in order to remain internally equitable and externally competitive, the following general procedures should be followed in order to achieve these results:

- ❖ On each occasion when a position is classified or reclassified, it will be necessary to review that position's pay grade assignment in order to ensure that equity between positions/classifications is maintained. If the position is assigned to a currently existing classification, it will only be necessary to reassign the position's pay grade to the level paid for that classification. If, on the other hand, the position is classified or reclassified to a new classification, i.e., a classification which does not currently exist, it will be necessary to point factor the new classification in order to determine the proper pay grade assignment.

VILLAGE OF PLAIN CITY - POINT FACTORING		Education		Experience		Supervision Exercised		Communications		Scope & Effect		Complexity		Policies and Procedures		Work Environment / Physical		Accurate Records / Reports		Total Points
	Position	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	
	Village Administrator	3	97	3	93	5	130	D4	130	6	130	6	100	5	100	1	8	4	75	863
	Zoning Administrator / Engineer	4	130	3	93	3	62	D4	130	5	94	5	76	3	52	2	30	4	75	742
	Chief of Police	2	69	4	130	4	93	D4	130	5	94	5	76	3	52	1	8	4	75	727
	Village Engineer	4	130	3	93	1	0	D4	130	5	94	5	76	2	30	2	30	4	75	658
	Lieutenant	2	69	4	130	4	93	C3	75	4	73	4	60	3	52	1	8	4	75	635
	Public Works Operations Manager	2	69	3	93	4	93	C3	75	4	73	4	60	3	52	3	52	3	52	619
	Fiscal Officer	3	97	2	62	3	62	C3	75	5	94	4	60	4	75	1	8	4	75	608
	Water / Wastewater Superintendent	2	69	3	93	4	93	C2	55	4	73	5	76	3	52	2	30	3	52	593
	Economic Development Director	3	97	2	62	1	0	D4	130	5	94	5	76	1	8	1	8	3	52	527
	Maintenance Supervisor	2	69	2	62	3	62	C2	55	4	73	3	42	3	52	3	52	3	52	519
	Parks & Recreation Director	3	97	2	62	3	62	B2	40	4	73	3	42	3	52	2	30	3	52	510
	Sergeant	2	69	2	62	3	62	C3	75	3	52	3	42	2	30	3	52	2	30	474
	Patrol Officer	2	69	1	31	1	0	C3	75	3	52	3	42	1	8	3	52	2	30	359
	Maintenance Crew Leader	2	69	2	62	2	31	B2	40	3	52	3	42	2	30	3	52	2	30	408
	Plant Operator 2	2	69	2	62	2	31	A1	15	3	52	3	42	2	30	3	52	2	30	383
	Maintenance Worker 2	2	69	2	62	1	0	A1	15	3	52	3	42	1	8	3	52	1	8	308
	Plant Operator 1	2	69	1	31	1	0	A1	15	3	52	3	42	1	8	3	52	2	30	299
	Zoning Inspector	1	25	1	31	1	0	C2	55	3	52	3	42	2	30	2	30	2	30	295
	Code Enforcement Officer	1	25	1	31	1	0	C2	55	3	52	3	42	2	30	2	30	2	30	295
	Maintenance Worker 1	1	25	2	62	1	0	A1	15	3	52	3	42	1	8	3	52	1	8	264
	Administrative Assistant / PIO	1	25	1	31	1	0	C2	55	3	52	2	26	1	8	1	8	3	52	257
	Accounting Clerk / Assistant to Fiscal Officer	1	25	1	31	1	0	B1	25	3	52	2	26	1	8	1	8	3	52	227
	Utility Billing Clerk	1	25	1	31	1	0	A1	15	2	31	2	26	1	8	1	8	2	30	174
	Administrative Assistant	1	25	1	31	1	0	A1	15	2	31	2	26	1	8	1	8	2	30	174

VILLAGE OF PLAIN CITY- POINT FACTORING																				
Education		Experience		Supervision Exercised		Communications		Scope & Effect		Complexity		Policies and Procedures		Work Environment/ Physical		Accurate Records / Reports		Total Points		
Position	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points	Degree	Points		
PART-TIME POSITIONS																				
Pool Manager	1	25	1	31	3	62	A2	25	3	52	2	26	3	52	3	52	3	52	377	
Patrol Officer - PT	2	69	1	31	1	0	C3	75	3	52	2	26	1	8	3	52	2	30	343	
Assistant Pool Manager	1	25	1	31	2	31	A2	25	3	52	2	26	2	30	3	52	3	52	324	
Maintenance Worker 1 (PT)	1	25	2	62	1	0	A1	15	2	31	2	26	1	8	3	52	1	8	227	
Council Clerk (PT)	1	25	1	31	1	0	B1	25	2	31	2	26	1	8	1	8	2	30	184	
Recreation Assistant	1	25	1	31	1	0	B1	25	2	31	2	26	1	8	1	8	1	8	162	
Lifeguard	1	25	1	31	1	0	A1	15	1	10	1	10	1	8	3	52	1	8	159	
Front Office Attendant	1	25	1	31	1	0	B1	25	1	10	1	10	1	8	1	8	2	30	147	
Front Office Clerk	1	25	1	31	1	0	A1	15	1	10	1	10	1	8	1	8	2	30	137	

Market Exception

[illegible]

## FULL-TIME - Part B, Officer, Officer Investigator and Sergeant

PAY GRADE	STEP RANGE: YEARS OF SERVICE													PREMIUM RANGE <sup>1</sup>		
	Step Range:														MINIMUM	MAXIMUM
	MINIMUM	MIDPOINT														
	1	2	3	4	5	6	7	8	9	10	11	MAX 12	RANGE			
5A	\$22.42	\$23.20	\$24.00	\$24.82	\$25.68	\$26.57	\$27.48	\$28.43	\$29.41	\$30.43	\$31.48	\$32.51	45.00%			
5B	\$23.77	\$24.59	\$25.44	\$26.32	\$27.22	\$28.16	\$29.13	\$30.14	\$31.18	\$32.26	\$33.37	\$34.47	45.00%	\$29.12	\$36.40	
6	\$25.11	\$25.98	\$26.88	\$27.80	\$28.76	\$29.75	\$30.78	\$31.84	\$32.94	\$34.08	\$35.25	\$36.41	45.00%	\$30.76	\$38.45	

## PART B, OFFICER PART-TIME

STEP RANGE: YEARS OF SERVICE						
PAY GRADE	Step Range: MINIMUM	MAX				
	1	2	3	4	5	6
P-4	\$12.64	\$13.79	\$14.94	\$16.09	\$17.24	\$18.20

## FULL-TIME - Part B, Lieutenant

STEP RANGE: YEARS OF SERVICE										MAX	RANGE	PREMIUM RANGE <sup>1</sup>	
PAY GRADE	Step Range: MINIMUM	MIDPOINT										MINIMUM	MAXIMUM
	1	2	3	4	5	6	7	8					
7	\$28.13	\$29.93	\$31.73	\$33.53	\$35.33	\$37.13	\$38.93	\$40.78	45.00%			\$34.46	\$43.07

<sup>1</sup> Premium Range: A range of compensation associated with unique, special, or exceptional knowledge, skills, abilities or qualifications. Market conditions may demands these qualifications, or performance that meets defined criteria of exceptional and premium value. This segment is only for a small percentage of the Village workforce and placement within this segment shall be a rare occurrence and MUST be approved by Village Council.



**Village of Plain City**  
**Wage Scale Restructure Recommendations**

**FULL-TIME - Part A**

PAY GRADE	MINIMUM	MIDPOINT	MAX	RANGE	PREMIUM RANGE <sup>1</sup>	
					MINIMUM	MAXIMUM
1	\$14.25	\$17.46	\$20.66	45.00%		
2	\$15.96	\$19.55	\$23.14	45.00%		
3	\$18.90	\$23.15	\$27.41	45.00%		
4A	\$20.02	\$24.52	\$29.03	45.00%		
4B	\$21.22	\$26.00	\$30.77	45.00%		
5A	\$22.42	\$27.47	\$32.51	45.00%		
5B	\$23.77	\$29.12	\$34.47	45.00%		
6	\$25.11	\$30.76	\$36.41	45.00%		
7	\$28.13	\$34.46	\$40.78	45.00%		
8	\$31.50	\$38.59	\$45.68	45.00%		
9	\$35.28	\$43.22	\$51.16	45.00%	\$43.22	\$54.03
10	\$39.52	\$48.41	\$57.30	45.00%	\$48.41	\$60.51

**PART-TIME & SEASONAL HOURLY**

PAY GRADE	MIN	MID	MAX	INTERVAL
P-1	\$9.00	\$10.98	\$12.95	
P-2	\$10.08	\$12.29	\$14.51	12.00%
P-3	\$11.29	\$13.77	\$16.25	12.00%
P-4	\$12.64	\$15.42	\$18.20	12.00%
P-5	\$14.16	\$17.27	\$20.38	12.00%

<sup>1</sup> Premium Range: A range of compensation associated with unique, special, or exceptional knowledge, skills, abilities or qualifications. Market conditions may demands these qualifications, or performance that meets defined criteria of exceptional and premium value. This segment is only for a small percentage of the Village workforce and placement within this segment shall be a rare occurrence and MUST be approved by Village Council.