Special Called Council Meeting
Agenda

Mayor Sam Lee, Mayor Pro-Tempore Matthew King
Council members: Phil Clemmer, Anthony Cunningham, John Mahony, Michael Maier, Rose Ann Woods

Saturday, January 5, 2019 9:00 AM
City of Greer
301 East Poinsett Street
Greer, SC 29651
Second Floor of City Hall

1. Call to Order – Mayor Sam Lee
2. Welcome – City Administrator, Shawn Bell
3. New Business
   a. Approval of the Archer Company’s Proposal
   b. Discussion of Council Goals and Priorities for 2019
4. Lunch
5. New Business continued
   c. Discussion of Budget Process and Calendar
   d. Discussion of Miscellaneous topics
6. Executive Session –
   a. For the discussion of the appointment, employment, compensation, or release of two employees
   b. For the receipt of legal advice concerning the sanitary sewer system
   c. For the receipt of legal advice concerning a violation of the City’s Zoning Ordinance

Upon returning to open session, Council will not be taking action on items discussed in Executive Session.

7. Wrap Up and next steps
8. Adjourn

FOIA Compliance – Public notification of this meeting has been published, posted and distributed in compliance with the Freedom of Information Act and the City of Fountain Inn’s requirements.
RESOLUTION 2018-010

A RESOLUTION

A RESOLUTION OF THE CITY COUNCIL TO REQUIRE THE CITY ADMINISTRATOR TO PUBLISH A REQUEST FOR PROPOSALS FROM QUALIFIED FIRMS TO CONDUCT A CLASSIFICATION AND COMPENSATION STUDY FOR ALL CITY EMPLOYMENT POSITIONS

WHEREAS, the City of Fountain Inn employs qualified personnel who perform valuable services for city taxpayers; and

WHEREAS, the City Council needs information to determine classification and compensation ranges to be paid to city employees; and

WHEREAS, the City Council wishes to develop a comprehensive classification and compensation system to attract, retain and motivate qualified employees who will enable the City to provide services to city taxpayers and maintain a competitive position with other governmental entities with whom the City competes for labor;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Fountain Inn, as follows: The City Administrator shall cause to be published a request for proposals from qualified firms to conduct a compensation study for all city employment positions.

IT IS FURTHER RESOLVED, that upon the receipt of proposals from qualified firms the City Administrator will report his findings to the City Council for further action as deemed appropriate.

DONE AND APPROVED IN COUNCIL ASSEMBLED, this 8th day of November, 2018.

SIGNATURE OF MAYOR:

________________________________________
Sam Lee

ATTEST: APPROVED AS TO FORM:

________________________________________  _____________________________
Sandra Woods  David W. Holmes
City Clerk  City Attorney
REQUEST FOR PROPOSALS

THE CITY OF FOUNTAIN INN

RFP #2018-007

EMPLOYEE COMPENSATION AND PAY CLASSIFICATION STUDY

ISSUE DATE: TUESDAY, NOVEMBER 13, 2018

CLOSING LOCATION:

FOUNTAIN INN CITY HALL
ATTN: SHAWN M. BELL
200 NORTH MAIN STREET
FOUNTAIN INN, SC 29644
(864) 862-4421 ext. 4422

CLOSING DATE AND TIME: TUESDAY, DECEMBER 4, 2018 AT 12:00 NOON.
INTRODUCTION

The City of Fountain Inn solicits written proposals from qualified firms to provide the City with a comprehensive Employee Compensation and Pay Classification Study.

GENERAL BACKGROUND

Nestled in the foothills of Upstate South Carolina, Fountain Inn is a charming city in the heart of an incredibly scenic state. Only minutes from the mountains and a couple of hours from the coast, Fountain Inn is the ideal location for relocating families, friends and business. Fountain Inn is split between Greenville and Laurens Counties. According to the most recent estimates US Census estimates, the population for the City of Fountain Inn has a population of 8,688.

The City has a seven member City Council operating under the Council form of government. City departments include Administration, Public Works, Judicial, Police, Fire, Gas, Special Events, and Recreation. The City currently employs approximately 102 full and 26 part-time municipal employees under approximately 69 job titles.

The City's most recent classification and compensation study by an outside contractor was conducted in February 2008. Many of the positions evaluated at that time have been reviewed and updated when necessary. Some new positions have been created and have been incorporated into the plan. Other positions have been eliminated. Since the plan was adopted, inequities and compression have developed, and the criteria and weighting of various factors of the system need to be updated.

GOALS AND OBJECTIVES

The purpose of the Classification and Compensation Study is to address changes in City operations and staffing over the past decade which may have affected the type, scope, and level of work being performed.

The City's objectives are to:

• Attract and retain qualified employees.
• Ensure positions performing similar work with essentially the same level of complexity, responsibility, knowledge, skills, and abilities are classified together.
• Provide salaries commensurate with assigned duties.
• Clearly outline promotional opportunities and provide recognizable compensation growth.
• Provide justifiable pay differential between individual classes.
• Ensure our benefits package is in line with our competitors.
• Maintain a competitive position with other comparable government entities and private employers within the same geographic area.
SCOPE OF WORK

All work will be done with regular involvement of the Human Resources Department, Administration, Department Heads and other key personnel will be involved as necessary. It is expected that regular presentations and meetings will be held with these individuals or groups as needed and their input will be incorporated into the process. Presentation to City Council upon completion of the project is also expected.

The successful respondent will be required to provide the following services:

Classification Plan

- Conduct interviews and/or job audits of every job within the City. May be conducted with individual employees or in groups based upon classification.
- Update job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, minimum Proposals (education and experience; knowledge, skills and abilities), working conditions (physical demands, work environment, etc.), and certification, license, and/or registration requirements for classification as needed. Create new job descriptions as needed. Job descriptions must be accurate and consistent with FLSA, EEO, and ADA considerations.
- Present proposed recommendations to the Human Resources Director and Administrator for review prior to making any final classification determinations. Finalize class specifications and recommend appropriate classification for each employee including correction of identified discrepancies between existing and proposed classification.
- Provide recommendations on staff alignments, reporting relationships and organizational structure.
- Provide a straightforward, easily understood, maintenance system that the City will use to keep the classification system current and equitable. The classification system should be provided in an electronic medium in Word and PDF format. Maintenance should include annual activities, as well as the process to be used in the review of the classification of individual jobs, as needed.
- The system must easily accommodate organization change and growth or conversion.
- The system should be based upon sound compensation principles in which both internal and external equity are considered within the pay structure as well as the concepts of equal pay for equal work, equal pay for similar work, and equal pay for comparable work.
- The system should provide for new positions to be incorporated into the compensation plan as well as appropriate adjustments to maintain the compensation plan's effectiveness.

Compensation Plan

- Review current compensation plan (salary grade levels and steps) and understand current challenges in recruiting and retaining employees.
- Conduct a comprehensive base salary and benefits survey and an analysis of positions in comparable South Carolina municipalities. Historically, the City of Fountain Inn has used the following cities as its benchmark cities:
  - Simpsonville, Mauldin, Clinton, Laurens, Travelers Rest, Greer, Laurens CPW, Greer CPW, ReWa, LCWSC, Easley, Clemson, Clinton-Newberry Natural Gas Authority, and Fort Hill Natural Gas
Based on the results of the survey and best practices, recommend a classification/compensation and position evaluation system that adheres to the following basic elements and characteristics:
- Must meet all legal requirements, be totally nondiscriminatory, and provide for compliance with all pertinent federal, state and local requirements.
- The system must be easy for management to administer, maintain and legally defend.

- Identify potential pay compression issues and provide potential solutions.
- Prepare an analysis of the financial impact for implementation of the new classification and compensation plan. Recommend implementation strategies to include phasing.
- Provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as market survey.
- As a separate component to compensation review and analysis, perform analysis and evaluation of benefit plans, including any recommended changes.

Study Conclusion
- Prepare a written final report of recommendations, including discussion of methods, techniques and data used to develop the classification and compensation plan, present final report to Council and make any revisions needed based upon that report and present again should that be necessary.
- Prepare a report of the total compensation system that compares the City and its relation to the market.
- Prepare an analysis of the financial impact for various implementation dates of the new classification and compensation plan and define funding issues, if any.
- Prepare a report of the benefits package that compares the City and its relation to the market.
- Provide instructional information and instructions to allow City staff/Human Resources to conduct individual salary audits and recommend adjustments consistent with study methods.

CONTENT OF PROPOSALS

Proposals must include a cover letter stating the respondent's interest in providing the services and the signature of the individual or the representative authorized to enter into contracts on behalf of the respondent. Proposals should be concise, clearly outlined and should address the following:

PROPOSER’S PROPOSALS:
- Agents and address list – The address, email address, and telephone numbers of the office from which the services are to be provided and the person designated to serve as project manager.
- Resumes summarizing the Proposals and experience of the individuals who will be conducting the study must be provided. Any and all sub-consultants should be clearly identified.
- Experience – Describe the experience the firm has had in conducting similar studies.
Please note any relevant work for other governmental entities.

• Statement of Methods and Procedures – Provide a statement describing the Scope of Work as you understand it, and describe the approach, means, methods and procedures to be employed to gather the data, analyze findings and develop recommendations as requested. Please identify any unique issues or challenges related to the project.

• Structure and Content of Work Product – Describe the way in which the work product will be structured and presented upon completion. Include computer and software compatibility information

• Work Schedule – Provide a timeline indicating tasks required and the start/completion dates for each. It is expected the work will commence as soon as possible after Council approval of the contract.

• References – All proposals should include names, addresses, telephone numbers, and contact persons at five (5) other organizations for which comparable services have recently been rendered. Information for other governmental jurisdictions is preferable.

PROPOSER’S PROPOSAL FOR ACCOMPLISHING THE SCOPE OF WORK AND PROVIDING THE NEEDED DELIVERABLES:

• Describe the process to be used on accomplishing the scope of work.

• Describe when the work and begin and the anticipated date for delivery of the deliverables. Provide an anticipated timeline/schedule for the work to be done.

• Identify the personnel who will be assigned to the work required of this request for proposals.

• Describe any online tools/services available for City Staff to track, respond to, or comment on the work as it progresses.

• Provide a copy of a pro forma report/study that represents the anticipated format of the deliverables.

• Set forth the anticipated fees and costs for the work to be performed. This should be thorough and complete and include, but not be limited to, travel, any license fees, copy, postage. Etc., involved in the work to be performed.

SELECTION CRITERIA

• Demonstration of the firm's ability to successfully complete all requirements as specified in the Scope of Work, including what methods will be employed.

• Experience in similar consulting services.

• Qualification of project staff, including internal staff and/or staff that may be involved in duties being outsourced.

• Performance history (references).

• Quality and suitability to of the work described to be done for the City.

• Quality and suitability of the proposed deliverables.

• Cost.
INSURANCE REQUIREMENTS

Prior to execution of a contract derived from this RFP, the awarded individual/firm shall obtain and maintain in force at all times during the term of the contract insurance coverage as required herein. All insurance policies shall be issued by companies authorized to do business in the State of South Carolina. The Certificates shall clearly indicate that the individual/firm has obtained insurance of the type, amount, and classification as required for strict compliance with this provision and that no material change or cancellation of the insurance shall be effective without thirty (30) days prior written notice to the City. Compliance with the foregoing requirements shall not relieve the individual/firm of his/its liability and obligations under the resulting contract.

LIMITATIONS

The City reserves the right to cancel this Request for Proposals and to reject any or all responses in whole or in part, when it is for good cause and in the best interests of the City, at its sole discretion.

SUBMISSION REQUIREMENTS

The original (wet ink signed) and three (3) copies and an electronic copy (on a thumb drive – NO EMAIL) of responses to this RFP are to be mailed or hand delivered by the deadline to:

Shawn Bell, City Administrator
City of Fountain Inn
200 N Main Street
Fountain Inn, SC 29644

RESPONSES MUST BE IN A SEALED ENVELOPE LABELED "RFP 2018-007 EMPLOYEE COMPENSATION Y PAY CLASSIFICATION STUDY" AND RECEIVED BY THE CITY ADMINISTRATOR, 200 N MAIN STREET, FOUNTAIN INN, SC 29644, NO LATER TUESDAY, DECEMBER 4, 2018 AT 12:00 NOON.
Late responses will not be accepted. Faxed and emailed responses will not be accepted.

No proposal may be withdrawn for a period of sixty (60) calendar days after the submittal deadline.

All cost incurred in preparing the proposal or cost incurred in any other manner by a consultant in responding to this RFP will be wholly the responsibility of the consultant. All materials and documents submitted in response to this RFP become the property of the City of Fountain Inn and will not be returned.

CITY CONTACT

If you have questions regarding this RFP, the compensation/classification study and/or specifications, contact Shawn Bell at shawn.bell@fountaininn.org, NO PHONE CALLS WILL BE ACCEPTED. Questions will be accepted until Thursday, November 29th at 12:00 Noon and a project addendum (if necessary) will be posted on the City's website by the end of Friday, November 30th.
NON-DISCRIMINATION STATEMENT

The Vendor certifies that:

(1) No person shall be excluded from participation in, denied the benefit of, or otherwise discriminated against on the basis of race, color, national origin, or gender in connection with any bid submitted to the City of Fountain Inn or the performance of any contract resulting there from;

(2) That it is and shall be the policy of this Company to provide equal opportunity to all business persons seeking to contract or otherwise interested in contracting with this Company, including those companies owned and controlled by racial minorities, cultural minorities, and women;

(3) In connection herewith, We acknowledge and warrant that this Company has been made aware of, understands and agrees to take affirmative action to provide such companies with the maximum practicable opportunities to do business with this Company;

(4) That this promise of non-discrimination as made and set forth herein shall be continuing in nature and shall remain in full force and effect without interruption;

(5) That the promises of non-discrimination as made and set forth herein shall be and are hereby deemed to be made as part of and incorporated by reference into any contract or portion thereof which this Company may hereafter obtain and;

(6) That the failure of the Company to satisfactorily discharge any of the promises of non-discrimination as made and set forth herein shall constitute a material breach of contract; entitling the City of Fountain Inn to declare the contract in default. Therefore, will exercise any and all applicable rights and remedies including but not limited to: cancellation of the contract, termination of the contract, suspension and debarment from future contracting opportunities, and withholding and/or forfeiture of compensation/payment due on a contract.

_____________________________________          ______________________________
Signature                                                       Title
COMPENSATION AND CLASSIFICATION STUDY PROPOSALS

I have read and understood the requirements set forth in this RFP #2018.007 and agree to therewith.

MUST BE SIGNED BY AN AUTHORIZED REPRESENTATIVE WITH THE ABILITY TO BIND THE PROPOSER’S COMPANY.

SUBMITTED BY: ________________________________

VENDOR: _______________________________________

SIGNED: _______________________________________

NAME (PRINT): ________________________________

ADDRESS: _____________________________________

CITY/STATE: ___________________________ ZIP___________

TELEPHONE: (_____) ___________________________ Area Code

FAX: (_____) _________________________________ Area Code
Shawn Bell, City Administrator  
City of Fountain Inn  
200 N Main Street  
Fountain Inn, SC 29644

Dear Mr. Bell:

It is a pleasure for the Archer Company to submit a proposal to conduct a Compensation and Pay Classification Study for the City of Fountain Inn. The Archer Company is the owner and creator of the nationally known human resource management systems collectively known as the “Archer Systems”. These copyrighted, state-of-the-art systems include our Matrix-Point-Factor Job Evaluation System, our Multi-Dimensional Performance Appraisal System, our Performance Indicator Job Description Format, our Comprehensive Position Questionnaire and our Quality of Work Life Survey.

All the systems marketed by the Archer Company are tried and tested systems that have evolved to their modern-day state as the result of over 27 years of experience and pace setting research. They are valid and reliable systems and methodologies. Several have won prestigious awards for their contribution to the human resource management field.

The Archer Company’s professional staff combines years of hands-on experience in private and public sector organizations, both as practitioners and as consultants. Most of our staff in the compensation field possess Masters’ degrees, or above, from accredited universities. We provide focus to local issues combined with the scope, resources and experience of a highly professional consulting staff.

We are headquartered in Rock Hill, South Carolina, within 15 minutes of Charlotte, North Carolina. We have operational centers in Rock Hill, South Carolina, Atlanta, Georgia, Columbus, Ohio, and Chicago, Illinois.

We understand that the City of Fountain Inn is seeking a total compensation structure program that will incorporate a public–service culture tempered with the need to ensure stability, consistency, accountability, internal equity and external equity. We understand the City intends for this study to focus on the compensation structure for the entire City. We understand that the City is looking for viable options and strategies that would enhance the City’s ability to attract and retain a highly qualified and motivated workforce.

Our consultants understand the requirements of the work in the City’s proposal and are committed to performing the work required to complete the project within the City’s time frame. Our proposal is firm. Our offer is irrevocable for sixty (60) calendar days.

Respectfully Submitted,

Sally R. Archer  
President  
The Archer Company, LLC
EMPLOYEE COMPENSATION AND PAY CLASSIFICATION STUDY

Proposal

for

FOUNTAIN INN
est 1886

RFP 2018-07
December 4, 2018

Corporate Headquarters:
Charlotte, NC / Rock Hill, SC
1905 Oak Park Road
Rock Hill, South Carolina 29730
Phone (803) 366-2400  e-mail: archere@comporium.net
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Attachment A: Pro forma report/study that represents the anticipated format of the deliverables.

Signature Page
Non-discrimination Statement
STATEMENT OF UNDERSTANDING

The Archer Company understands that the purpose of this engagement is to conduct a comprehensive compensation and pay classification study for the City of Fountain Inn. The study will encompass approximately 102 full-time and 26 part-time employees in approximately 69 position classifications. A benefits survey is included as a part of the study. In accordance with the preceding, we submit the following proposal.

Job Descriptions

The Archer Company understands that it is to review, prepare, revise and/or write job descriptions that will meet the standards of professional content, format and statutory viability. Each job description will include a job class definition, a listing of the essential functions of the job (duties and responsibilities), a listing of the non-essential functions of the job (marginal duties and responsibilities), a listing of the minimum training, education, certification, license and experience requirements of the job, a listing of the American with Disabilities Act (ADA) requisites to include legally valid physical requirements and will include performance indicators if applicable.

Job Titles

The Archer Company understands that it is to review all classified job titles and will make recommendations for any changes in the titles that will more accurately reflect the actual duties and responsibilities currently assigned to each job.

Statutory Compliance

The Archer Company understands that it is to conduct a comprehensive analysis to determine and ensure that the City is in compliance with FLSA standards as related to the exempt and non-exempt status of its classified, executive, professional and administrative jobs.

Job Analysis

The Archer Company understands that it is to conduct a comprehensive job analysis of each job class within the City for the purpose of objectively and systematically analyzing the duties, responsibilities, specifications and content of each job and to establish the database necessary for conducting a job evaluation of each job class in the City. To gather this database, the Archer Company understands that it is to review all existing job descriptions to identify job content and, where necessary, to distribute a specially prepared Equi-Val Position Questionnaire (EPQ) to be filled out by employees. The Archer Company may ask to conduct interviews with selected
employees to confirm job content, where appropriate and necessary, and may ask to conduct interviews with department heads and supervisors to gain additional confirmation of the duties and responsibilities as needed.

Job Evaluation

The Archer Company understands that it is to employ a quantitative job evaluation system and methodology for the purpose of determining the appropriate pay grade level for all the City’s classified positions. The purpose of job evaluation is ensuring that the City’s pay plan and pay structure will possess internal equity, i.e., that the pay plan and pay structure will be inherently nondiscriminatory and that the employees of the City will be paid in accordance with the degree of difficulty and complexity associated with their jobs as measured within the context of relative worth, e.g., equal pay for equal work, equal pay for similar work, and other relative-worth requisites associated with internal equity. To achieve such equity, an organized, rational, valid and reliable job evaluation system will be employed.

Wage and Salary Survey

The Archer Company understands that it is to conduct a comprehensive wage and salary market survey study for the purpose of ensuring that the City’s pay plan and pay structure will possess external equity and labor market competitiveness, i.e., that the employees of the City will be paid in accordance with the degree of competitiveness associated with their jobs as measured within the context of competitive worth, e.g., going rates of pay, benchmark averages, results of wage and salary comparability surveys, professional and association surveys and other survey sources to ensure that the City will have the ability to secure a competent labor force from the labor market(s) in which it competes for its labor supply. To achieve such equity, the Archer Company understands that it is to gather wage and salary survey data from competing jurisdictions for the purpose of determining what they are paying for jobs similar to those of the City. We anticipate surveying Simpsonville, Mauldin, Clinton, Laurens, Travelers Rest, Greer, Laurens CPW, Greer CPW, ReWa, LCWSC, Easley, Clemson, Clinton-Newberry Natural Gas Authority, and Fort Hill Natural Gas to gather data for this purpose. Benchmark jobs will be identified and defined for survey purposes. Other sources of wage and salary survey data will also be used to confirm the findings of the primary survey.

Salary Survey and Job Evaluation Data Integration

The Archer Company understands that it is to statistically integrate the job evaluation measurements associated with internal equity (relative worth) and the wage and salary survey measurements associated with external equity (competitive worth) to ensure that the City’s pay structure will meet both the requisites of labor-market competitiveness and the requisites of internal fairness. The results of the findings of this integration are to be applied in accordance with the City’s mission, culture, standards and policy and in compliance with pertinent federal, state, and local laws and regulations.

Performance Appraisal

The Archer Company understands that, where applicable, it is to review the City’s Performance
Appraisal System to determine its compatibility with the recommended pay structure and pay.

**Reports and Recommendations**

The Archer Company understands that it is to provide the City with a comprehensive report to include a position classification system drawn from the integration of the job evaluation points, as derived from the job evaluation process, and the wage and salary data, as derived from the labor market survey. A grade level and its associated pay range are to be provided for each position classification along with supporting documentation and helpful presentation formats. Reports that group the grade classification and associated salary ranges are to be provided according to job evaluation point order, pay grade order, occupational group order, and alphabetical order according to job title. Summary classifications, salary ranges, recommended adjustments and recommended implementation costs for each City employee, department and/or division will also be provided in the reports.

**Presentation of the Findings of the Study**

The Archer Company understands that it is to present and explain the contents of the final report to various groups consisting of City officials and City administration, and others as requested. The Archer Company understands that it is to meet with and present the findings of the study at times convenient to the City.

**Implementation Strategy**

The Archer Company understands that it is to provide recommendations as to how to implement the recommended compensation pay plan and pay structure. This would include consideration of job classification criteria and its allowance for score creep, longevity and length of service, how to deal with compression, how to deal with employees reaching maximum within scale, potential for merit or mix of merit pay increases, requirements to keep the plan current and updated, etc. The Archer Company understands that it is to also provide a pay plan and pay structure that will be designed and tailored to the unique circumstances, requirements and financial disposition of the City to include the development of various implementation scenarios to fit the findings of the study to the realities of the marketplace and to any existing budgetary constraints.

**Training Regarding the Maintenance of the Pay Plan**

The Archer Company understands that it is to provide the necessary training to designated City personnel as to how the Archer Company will assist them in providing maintenance services in all the aforementioned areas. The Archer Company understands that it is to teach designated City staff on how the Archer Company selects appropriate benchmark jobs for maintenance applications and how to administer a process for collecting and monitoring wage and salary survey data for maintenance purposes. The general scope of maintenance services will include classifying newly/proposed jobs, re-classifying jobs that have changed significantly in content, the preparation of job descriptions, the conduct of salary/wage surveys and recommendations for hiring rates. Other maintenance requests range from full maintenance services to recommendations regarding changes in macroeconomic indicators or wage and salary survey data.
Change, Flexibility and Adaptability

The Archer Company understands that it is to provide the City with a pay plan and pay structure that will be adaptable to an environment that is subject to regular changes in job classification and specification, i.e., changes resulting from changes in job content, the creation of new jobs, the implementation of new programs, process improvements, organizational changes, etc. It is to be a pay plan and pay structure that will be flexible enough to respond not only to the internal needs of the organization but also to the dynamics of the marketplace and the laws of supply and demand, particularly as these factors affect recruitment and retention capability and the facilitation of both minor and major changes in the content of jobs.

Sound Pay Policy and Ease of Administration

The Archer Company understands that it is to provide the City with a pay plan and pay structure that will not only sustain pay equity and competitiveness, but will also support the development of a sound pay policy within the context of behavioral reinforcement, standard recruitment requirements, special recruitment requirements, incentive requirements, performance requirements and measures, job transfers, promotions, job restructuring, changes in organizational structure, organizational changes, financial constraints, regulatory compliance and ease of administration in the day-to-day application of the pay system.

Validity and Reliability

The Archer Company understands that it is to provide the City with a pay plan and pay structure that will have sound mathematical and statistically valid foundation. The pay plan and pay structure will be valid, reliable, logical, precise, easy to understand, easy to defend, easy to administer, and easy to and maintain with respect to day-to-day application.

Software Applications

The Archer Company understands that it is to utilize its copyrighted software systems to develop and install a pay plan and pay structure for the City and understands that it is to make the job evaluation software available to the City for its internal use if it is desired. Some of the software systems owned by the Archer Company include the Windows compatible MaxArcher Job Evaluation System and software, the Archer Multi-Dimensional Performance Appraisal System and software, the Archer Pay for Performance System and software, the Matrix-Point-Factor Job Evaluation System and software, and the Archer Equi- Val Pay Increase Distribution software.

Retention Strategies

The Archer Company understands that it is to provide recommendations with regard to the development of retention strategies and/or policies where appropriate to the compensation dimension of the study.
Reporting the Process and Progress of the Study

The Archer Company understands that it is to develop and provide a comprehensive multimedia plan to communicate the process associated with the project to the City management and employees. This is to include the development of reports using PowerPoint presentation software so that both printed material and presentations using a projector can be generated.

Benefits Package

The Archer Company understands that it is to conduct a review of the City’s current Benefits Package as related to comparable municipalities and provide recommended revisions where appropriate. Benefits data will be collected with salary data and developed in a separate report.

Interim Drafts of Report

The Archer Company understands that it is to provide copies of an interim draft report showing the findings of the study and will present the report to management for review prior to the issuance of the final report.

Professionalism

The Archer Company understands that it is to adhere to the principles of honesty, integrity, professionalism and competency and that it will consistently practice good human relations when working with the employees of the City and will work within the parameters defined by the City’s culture, management, mission, goals, and compensation objectives.

Special Considerations

The Archer Company recommends that a project team for this study be organized for the purpose of providing oversight with respect to the process and the progress of the study. Such a project team might consist of the Human Resource Director and representatives of the Archer Company. Ancillary support needed from the staff of the City’s Human Resources Department would be at least one staff member who would be the primary liaison and the primary contact person between the City and the Archer Company. This person would also serve as the coordinator, organizer and facilitator of information flows such as the distribution and collection of position questionnaires, the facilitator and coordinator of meetings, the resource person with respect to documents, copying, organization charts, data information, etc.
The Archer Company, LLC is the capstone of a long-established consulting practice that began on the east coast, over twenty-eight years ago and spread nationwide through the marketing and distribution efforts of Archer Consulting, Inc., David M. Griffith and Associates (DMG), Ltd. and MAXIMUS, Inc.

The Archer Company is the owner and the creator of the award-winning, copyrighted human resource management systems that have been marketed by all of the foregoing organizations over the past two decades. These systems, known collectively as the Archer Compensation and Pay Classification System, include our Matrix-Point-Factor Job Evaluation System, our Factor Analysis Job Evaluation System, our Multi-Dimensional Performance Appraisal System, our Expectancy-Factor Performance Appraisal System, our Performance Indicator Job Description Format, our Multi-Faceted Wage and Salary Survey System, our Equi-Val Position Questionnaire and our Comprehensive Position Questionnaire. We also market a copyrighted, award-winning Quality of Work Life Survey and a highly advanced, cost cutting Staffing Analysis Program. Our systems are Windows compatible and can be applied to most commercially distributed computer brands.

On July 20, 2004, the Archer Company consolidated the assets of the Human Resource Management and Organizational Development practice of DMG and MAXIMUS, Inc. Since that date, the Archer systems have been being marketed and distributed centrally by the Archer Company. Our headquarters are located on the I-77 corridor near Charlotte, North Carolina. Our regional locations include Rock Hill, South Carolina, Newport News, Virginia, Atlanta, Georgia, Columbus, Ohio, Chicago, Illinois and affiliate Maximus, Inc., locations including Dallas, Texas and Irvine, California.

The Archer Company is a major force in public sector consulting. Our comprehensive, award winning job evaluation systems and performance appraisal systems are universal in scope (applicable to every known job that exists in any kind of organization). They are the most widely distributed systems of such type in the United States.

The Archer systems were the first systems to solve the problem of how to evaluate every job in an organization against the same set of universal criteria, from the Custodian to the Chief Executive Officer. Because of this ability, the relative complexity of every job in an organization could be determined, from the least complex to the most complex, and most importantly, because of this ability, the elimination of the inherent discrimination that once existed in most pay structures has become feasible. We were also the first consulting firm to include a comprehensive listing of ADA requisites in the preparation of job descriptions and the first to include a universal set of performance indicators in the preparation of job descriptions.
We were also the first consulting firm to develop the concept and to recommend to our clients that pay increases should be determined by using the midpoint of the established pay range (or competitive rate of pay) as the base for calculating pay increases rather than the actual salary paid to the employee. In the organizations that engage in such practice, the problem of pay compression is significantly diminished.

The large majority of the clients for whom the Archer compensation systems and performance appraisal systems have been installed are still using them. Some have been using our systems for over twenty-five years. Because of such loyalty, we are a very profitable organization. Our experience today is recent, on target and responds to the increasing demands on the public sector manager.

The Archer Compensation and Pay Classification system has been installed in more than a thousand public and private entities throughout the United States and abroad, including counties and cities ranging from less than a hundred employees to over 9,000 employees. In one state alone, more than 75 percent of the counties and most of the major and medium sized cities are users of the Archer systems. Although we specialize in public sector clients, many private sector clients have purchased our systems including such names as Paramount Parks, Tampa International Airport, Meritor, Radiator Specialties, B.F. Goodrich, Toledo Scale, Homelite, Sanger Clinic, Lockheed Aeromod, Tropical Fruit and Nut Company, and many others.

The Archer Systems are tried and tested systems that have evolved to their modern-day state as the result of over 27 years of experience and pace setting research. They are valid and reliable systems and methodologies. Several have won prestigious awards for their contribution to the human resource management field. Dr. Earnest R. Archer, the creator of the Archer Systems, is nationally recognized as a pioneer and a leading contributor to the field of contemporary Compensation. Our clients attest to the high quality of services they receive from the Archer Company.

The Archer Company provides extensive software support for our compensation related services. Our computer supported systems and software are award winning and state-of-the-art. They include the Windows compatible MaxArcher Job Evaluation System and software, the Archer Multi-Dimensional Performance Appraisal System and software, the Archer Pay for Performance System and software, the Matrix-Point-Factor Job Evaluation System and software, the Archer Quality of Work Life Survey and software, and the Archer Equi-Val Pay Increase Distribution software.

The Archer Company’s professional staff combines years of hands-on experience in private and public sector organizations, both as practitioners and as consultants. Most of our consultants in the compensation field possess master’s degrees. All of our consultants are graduates of nationally recognized, fully accredited universities. We provide focus to local issues combined with the scope, resources and experience of a highly professional consulting staff.

The Human Resource Management Division of the Archer Company was created to meet the demands of public sector clients who are searching for human resource management systems that would allow them to replace emergent, traditional and redundant personnel systems, especially those systems not capable of meeting the requirements for fairness, equity, non-discrimination,
validity, reliability, and other requisites defined within the context of contemporary federal statutes and governmental regulations. It was also created to meet the demands of clients who were seeking advanced human resource management systems that would allow them to meet the challenge of a management philosophy that is dedicated to customer service, quality assurance, technological advancement, process improvement, responsible expectation, and efficiency.

The mission of the Archer Company was promulgated upon the recognition that public sector organizations need advanced human resource management systems and personnel administration systems which can be installed, administered and maintained at a cost easily affordable to public sector clients. We possess a battery of copyrighted and award-winning human resource management systems that allow us to service our clients with customized compensation plans, customized pay classification plans, customized performance appraisal plans, and other customized offerings which conform directly to the needs of our clients.
The Archer Company will hold meetings with designated officials of the City, to include the City’s Personnel Committee, for the purpose of securing information necessary to properly assess the City’s current compensation program, to discuss those areas of concern, which relate to the City's current and future compensation program, and to outline and explain the philosophies and objectives associated with the compensation system to be offered to the City.

The Archer Company will hold meetings with designated members of the City’s Personnel Committee for the purpose of discussing the observations of the Archer Company with respect to the assessment of the City’s current compensation and classification system, to present the methodology for analyzing and evaluating each job within the City, and to discuss the scope, content, and methodologies associated with the services to be rendered to the City.

The Archer Company will hold meetings with designated department heads and employees within each department for the purpose of providing an overview of the scope, content, and methodology of the Archer Company study; to encourage employee cooperation, participation, and commitment with respect to the study; to explain the process and procedure associated with the administration of the comprehensive position questionnaire that each employee will be asked to complete and to submit as information for the study; and to establish appropriate time frames for the return of the completed questionnaires for proper processing via appropriate channels.

Job Analysis

The Archer Company will conduct a comprehensive job analysis of each job within the City for the purpose of objectively and systematically determining the duties, responsibilities, specifications and content of each job and for the purpose of establishing the necessary data and information base for evaluating each job within the City. This will include the review and analysis of all City job descriptions, the modifications made to the descriptions and the administration of a specially prepared Equi-Val Position Questionnaire (EPQ) to employees where appropriate and necessary including administering the questionnaire to randomly selected employees chosen from each particular position classification or job title. With coordination through the Personnel
Committee, the job analysis process may also include interviews, with City employees for the purpose of confirming job content, and interviews with department heads, division heads and supervisors where appropriate and necessary for additional confirmation. It may also include the conduct of desk audits and/or on-site job observations where appropriate and necessary. The questionnaire will be used to document job duties, analyze each job, assist in determining the necessary education, experience and training (including certification and licenses) for each job, and to provide a database for wage and salary survey comparisons.

In those instances where the Equi-Val Position Questionnaire is to be applied the Archer Company will provide orientation sessions to orient employees in the use of the questionnaire and the appropriate data to provide. Supervisors and department heads will be asked to audit the questionnaires completed by employees to ensure completeness and accuracy and to make additional comments as necessary.

**Job Descriptions**

The Archer Company will develop or revise job descriptions for each individual job in the City. The job descriptions will be uniform in format for the City to insure that descriptions meet the standards of professional content and format as related to the inclusion of a summary statement of the job, a listing of the essential functions of the job (duties and responsibilities), a listing of the non-essential functions of the job (marginal duties and responsibilities), a listing of the minimum training, education, certification, license and experience requirements of the job, a listing of the American with Disabilities Act (ADA) requisites and the listing of performance aptitudes for each job.

**Benefits Analysis**

The Archer Company will conduct an analysis of the City’s benefits offerings for the purpose of determining the cost of current benefits as it relates to total compensation. Benefits data will be collected along with wage and salary survey data.

**Job Evaluation**

The Archer Company will engage to conduct of a comprehensive job evaluation of every job classification within the City for the purpose of determining the relative worth of each job within the City (internal equity) and for the purpose of establishing and maintaining an equitable, comparable, and non-discriminatory wage and salary plan and pay structure for the City. The award-winning Archer Matrix-Point-Factor Job Evaluation System will be used to evaluate all jobs. The system ensures that all jobs within the City will be evaluated against the same set of universal criteria. The Matrix-Point-Factor Job Evaluation System provides the base data by which the City can objectively choose any of a large number of alternative pay structures including traditional banding, broad banding, multiple banding, skill-based banding, narrow banding, and other alternative applications to suit the needs and culture of the City.

The Archer Company will evaluate each job using the Matrix-Point-Factor Job Evaluation System to determine the degree of difficulty and complexity associated with each position and to establish internal equity comparisons. This system allows for the design of a system that meets the
needs and the culture of the organization. Each job will be evaluated based upon multiple criteria associated with the following work content factors.

**Work Requirements**

Data Utilization  
Human Interaction  
Equipment, Machines, Materials Utilization

**Aptitude Requirements**

Verbal Development  
Mathematical Development  
Functional Reasoning Development  
Situational Reasoning Development  
Dexterity Development  
Physical Development  
Sensory Development  
Experience-Related Vocational Development  
Education-Related Vocational Development  
Environmental Adaptability Development

**Responsibility Requirements**

Span of Control/Authority  
Discretion (Decision Making/Planning)  
Budgetary/Financial Accountability

Evaluations based on these job-related criteria will yield a quantitative score for each job. The evaluations will place each job within the City in proper hierarchical order with regard to degrees of difficulty and complexity associated with each City job. Proper job classifications and internal equity will be established by grouping jobs of similar quantitative values (thus similar degrees of complexity) within the same grade.

**Wage and Salary Survey**

The Archer Company will engage in the collection and analysis of comparative wage and salary survey data for the purpose of determining the competitive worth of each job class within the City (external equity) and for the purpose of establishing and maintaining equitable, comparable, and competitive pay ranges for each job within the City. It will include a comparison of the salaries and wages of like and similar jobs in comparable organizations and in the various labor markets with which the City competes, or wants to compete, for its labor supply. The collection of the wage and salary data will be drawn from both the public and private sector. The organizations chosen for the survey will be significantly influenced by inputs from the City officials and administrators.
To determine the proper salary and wage survey scope, the Archer Company will discuss recruiting patterns with the City management and department or division heads to gain an understanding of the City’s applicant availability pool. The applicant availability pool is defined as the number of potential applicants possessing the requisite knowledge, skills and abilities to perform the essential functions of each job. For example, a City’s recruiting history might indicate that the appropriate survey area for clerical personnel can be limited to the City and contiguous agencies. Conversely, findings may indicate that some department head positions might require a survey area that spans the state. The Archer Company representatives will also confer with the City management regarding the specific organizations the City would like to have surveyed.

Benchmark jobs for the salary survey will be chosen carefully to insure their statistical appropriateness for selection as a benchmark job. Wherever possible, at least one job from each grade classification will be chosen. Jobs for which the most data is available within each grade classification will be given priority with regard to its selection provided that it has met the tests for statistical appropriateness. The data derived from the benchmark jobs will be used in the regression process, i.e., the integration of relative worth (job evaluation points) and competitive-worth values (wage and survey averages).

Survey data will enable the Archer Company to determine the competitive rate for each job in the City adjusted for internal equity. Based on this data, and the preferences of the City, the Archer Company will be able to design a pay plan which can be equal to the prevailing competition or which can be more aggressive or less aggressive than the prevailing competition. The compensation and classification plan developed for the City will be presented in a format identifying grades and salary ranges that are easily understood.

**Pay Structure and job Classification**

The Archer Company will provide a comprehensive job classification system and pay structure for the City for the purpose of classifying and grouping jobs in accordance with the findings of the study as derived through job analysis, job evaluation, wage and salary surveys, statistical analysis and the City preferences. The integration of job evaluation data and wage and salary survey data, via regression analysis for the purpose of determining the line of best fit between the job evaluation data and wage and salary survey data, will be integral to the determination of the comprehensive pay ranges. The two sets of data will be used to establish a number of sophisticated statistical relationships pertinent to the analysis of the two sets of data. This process will include the development of appropriate pay schedules, grade levels, pay ranges, pay curves, and other structural relationships necessary to establish and define an objective and equitable classification plan for the City.

**Compensation and pay Classification Plan**

Before presentation of the final draft of the recommended compensation and classification plan, the Archer Company will present a clearly marked interim draft to the City officials for their review, questions and concerns. The final report will reflect any adjustments warranted by the discovery of additional information that justifies such adjustments. The report covering the classification plan will include:
• A position classification system with a grade and salary range format with a recommended salary schedule and salary ranges for each position classification drawn from the integration of the job evaluation points and wage and salary survey data.

• Reports grouping the City job classification and associated salary ranges according to grade order, occupational group order, and alphabetical order according to job title.

• Summarizing classifications, salary ranges, recommended adjustments and recommended implementation costs for each City department and/or division.

Plan Implementation

The Archer Company recognizes that the implementation of the adopted compensation and pay classification plan must take into account the financial disposition, current salary levels and other variables, which are unique to the City. Only after all of these factors are considered can a feasible and equitable program be placed before the management of the City. The City officials will be asked to define the City’s financial capabilities within the context of the study recommendation and to advise the Archer Company’s representatives of the financial limitations or other restrictions that must be considered before implementing the proposed plan. Once informed of the City’s financial position with respect to the implementation of the plan, the Archer Company will customize an alternative implementation schedule specific to the City’s financial disposition needs and preferences.

At this juncture, using data derived from the study, the Archer Company will provide the City with a series of alternative pay structures for consideration, e.g., traditional banding, broad banding, multiple banding, etc. The Archer Company will also provide a recommendation as to the structure it considers most appropriate for the City.

Maintenance of the Compensation and Pay Classification System

The Archer Company will provide a compensation and classification plan to the City that will address both plan administration and plan maintenance policy. The plan administration and maintenance policy will include the process for determining merit increases, hiring salaries, annual salary range adjustment, promotion adjustment, demotion adjustment, educational recognition and criteria to determine when a position should be re-evaluated.

The Archer Company will provide a compensation and classification plan to the City, which, if properly maintained, will remain viable for many years. Compensation systems that are well maintained address two primary issues on an annual basis. One is the cost necessary to maintain a competitive pay plan and the second is the cost of adjusting individual salaries.

The amount of the adjustment to a pay plan is usually the consequence of changes in the labor market in which the City competes for its labor supply. These changes can usually be signaled by the continued collection of wage and salary survey data analyzed within the context of macroeconomic indicators such as the CPI (Consumer Price Index) and the ECI (Employment Cost Index). The CPI is a measure of the increase in price of goods and services. The ECI is the measure...
of increases in salaries assuming a static job description. The CPI is adjusted monthly and the ECI is calculated quarterly. Both are provided for the various regions in the United States by the U.S. Department of Labor’s Bureau of Labor Statistics.

The cost of adjusting individual salaries can also be affected by changes in the pay structure, e.g., adjustments to the new minimum of newly adjusted pay ranges within the structure, etc. Individual adjustments can be affected by funds availability, measures of performance, incentive payments, across the board increases, etc.

Another dimension with respect to pay plan maintenance has to do with changes in job content for a specific job or the adding or creation of new jobs altogether. As such changes occur, it is essential that each job affected be evaluated and placed into its appropriate grade and pay range as quickly as possible.

**Training for the Maintenance of the Pay Plan**

The Archer Company will provide the necessary training to designated City Personnel that will assist them in providing maintenance services in all the aforementioned areas. The Archer Company will identify and inform the City staff how the Archer Company selects and monitors appropriate benchmark jobs for maintenance applications. A process for collecting and monitoring wage and salary survey data for maintenance purposes will also be discussed. The general scope of maintenance services includes classifying newly/proposed jobs, re-classifying jobs that have changed in content, preparation of job descriptions, conduct of salary/wage surveys and recommendations for hiring rates. Other maintenance requests range from full maintenance services to recommendations regarding changes in macroeconomic indicators or wage and salary survey data.

**Future or Optional Support**

It should be noted that some clients believe that decisions pertaining to the classification of positions sometimes blur into decisions about the person rather than the job and that such decisions may be better received if performed by an unbiased, outside party. For such clients, the Archer Company provides a variety of human resource management support services.

If requested by the City, The Archer Company will provide annual maintenance to the City's pay structure (pay range schedule). This will be accomplished by providing the City with adjustment recommendations for the annual movement of its pay ranges in order to keep its pay structure current and up-to-date. The recommendations will be based upon data derived from surveys, macroeconomic indicators, studies, indices, etc. A letter will provide the recommendation to the City prior to its annual budget preparation if requested by the City. The Annual cost would be $750.00 per year.

If requested by the City, The Archer Company will provide on-going maintenance to the City's compensation system. The Archer Company will evaluate newly created jobs, re-evaluate existing jobs that change substantially with regard to content, prepare new job descriptions or modify existing job descriptions. The maintenance cost for evaluating or reevaluating a job will be...
approximately **$225.00** to include a new and/or updated job description. Normally, no more than three to five percent of the job titles of an organization will require such maintenance during a given year.
REFERENCES

The Archer Company’s Human Resource Management practice has provided services to well over a thousand public and private sector clients across the nation. Each study always addresses the needs of the clients whether dictated by past practice, new legislation or growth.

- **Greenwood County, South Carolina CPW**

  Conducted a comprehensive compensation and classification study for the Greenwood County Commissioner of Public Works. The study included the analysis and evaluation of all jobs in the organization. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation and written reports. The CPW also adopted the Archer Performance Appraisal System.

  **Contact:** Ms. Vicki Knott, Personnel Director, 121 Court Avenue, Greenwood, SC 29646. Telephone: 864-942-8106. email: vknott@greenwoodcpw.com.

- **City of Simpsonville, South Carolina**

  Conducted a comprehensive compensation and classification study for the City of Simpsonville. The study included the analysis and evaluation of all jobs in the organization. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation and written reports.

  **Contact:** Ms. Phyllis Long, Human Resources Director/City Clerk, City of Simpsonville, 118 North East Main Street, Simpsonville, SC 29681. Telephone: 864-967-9526. email: plong@simpsonville.com.

- **City of Laurens, South Carolina CPW**

  Conducted a comprehensive compensation and classification study for the City of Laurens Commission of Public Works. The study included the analysis and evaluation of all jobs in the organization. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation and written reports.

  **Contact:** Mr. John Young, General Manager, 212 Church Street, Laurens, South Carolina. Telephone: 864-984-3641 email: jyoung@lcpw.com.

- **City of Orangeburg and Orangeburg Utilities, Orangeburg, SC**

  Conducted a comprehensive compensation/classification study for the City of Orangeburg and Orangeburg Public Utilities. The study included the analysis and evaluation of all jobs in the
organization. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation and written reports.

**Contact:** Ms. Theresa Williams, Director of Human Resources, 979 Middleton Street, Orangeburg, South Carolina 29115. Phone: 803-533-6000 email: twilliams@orangeburg.sc.us

- **Easley Combined Utilities, Easley, SC**

Conducted a comprehensive compensation/classification study for the Easley Combined Utilities. The study included the analysis and evaluation of all jobs in the organization. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation and written reports. Study conducted in 2012.

**Contact:** Ms. Ginnye Lusk, Administrative Assistant, Easley Combined Utilities, 110 Peachtree Street, P.O. Box 619, Easley, SC 29611

- **Low Country Regional Water System, Hampton, SC**

Conducted a comprehensive compensation and classification study for the Low Country Regional Water System. The study included the analysis and evaluation of all jobs in the organization. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation and written reports.

**Contact:** Mr. Brian Burgess, General Manager, Lowcountry Regional Water System, 513 Elm Street, West, Hampton, SC 29924 Telephone: 803-943-1006 Fax: 803-943-1014 Email: brian.burgess@lowcountrywater.com.

- **City of North Myrtle Beach, South Carolina**

Conducted a comprehensive compensation and classification study for the City of North Myrtle Beach. The study included the analysis and evaluation of all jobs in the organization. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation and written reports. Also, installed a pay-for-performance appraisal system. Training on the performance appraisal system was conducted with Department Heads, Managers, and Supervisors.

**Contact:** Ms. Verlinda Jones, Human Resource Manager, 1018 Second Avenue South, North Myrtle Beach, SC 29582. Telephone 843-280-5569.

- **City of Clemson, SC**

Conducted a comprehensive compensation/classification study for the City of Clemson, SC. The study included the analysis and evaluation of all jobs in the organization. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation, and written reports.

**Contact:** Ms. Tracy L. Taylor, Human Resources Coordinator, Authority of Clemson, 1250 Tiger Blvd., Suite 1, Clemson, SC 29631 Telephone: 864-653-2073 Fax 864-653-2032.
City of Myrtle Beach, South Carolina

Conducted a comprehensive compensation/classification study for the City of Myrtle Beach, South Carolina. The study included the analysis and evaluation of all jobs in the Authority. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation, and written reports.

Contact: Ms. Connie Rutledge, Human Resources Department, P.O. Box 2468, Myrtle Beach, South Carolina 29578-2468. Telephone: 843-918-1129.

City of North Augusta, South Carolina

Conducted a comprehensive compensation/classification study for the City of North Augusta, South Carolina. The study included the analysis and evaluation of all jobs in the Authority. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation, and written reports.

Contact: Mr. J.D. McCauley, Human Resources Manager, 100 Georgia Avenue, North Augusta, South Carolina, 29841-3843. Telephone: 803-441-4205 Fax: 803-441-3921. Email address: dmccauleyr@northaugusta.net.

City of Bennettsville, South Carolina

Conducted a comprehensive compensation/classification study for the City of North Augusta, South Carolina. The study included the analysis and evaluation of all jobs in the Authority. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation, and written reports.

Contact: Max Alderman, City Administrator, P.O. Box 1036, 501 North Main Street, Bennettsville, SC 29512. Telephone: 843-479-9001. Email address: malderman@marlborolectric.net.

Town of Fort Mill, South Carolina

Conducted a comprehensive compensation/classification study for the City of North Augusta, South Carolina. The study included the analysis and evaluation of all jobs in the Authority. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation, and written reports.

Contact: Ms. Debbie Hardin, Town of Fort Mill, City Hall, Fort Mill, SC 29745. Telephone: 803-547-2116. Fax: 803-547-2126. Email: dhardin@fortmillsd.gov.
City of Fountain Inn RFP 2018-007

- **City of Georgetown, South Carolina**
  
  Conducted a comprehensive compensation/classification study for the City of North Augusta, South Carolina. The study included the analysis and evaluation of all jobs in the Authority. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation, and written reports.

  **Contact:** Ms. Suzanne Abed-El Latif, Human Resources Director, City of Georgetown, 1134 North Fraser Street, Georgetown, SC 29440. Telephone: 843-545-4004  **Fax:** 843-527-6173. Email: sabed@cogsc.com.

- **City of Tega Cay, South Carolina**
  
  Conducted a comprehensive compensation/classification study for the City of North Augusta, South Carolina. The study included the analysis and evaluation of all jobs in the Authority. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation, and written reports.

  **Contract:** Ms. Dora Perry, Human Resources Director, City of Tega Cay, 7725 Tega Cay Drive, Tega Cay, South Carolina 29708. Telephone: 803-548-3512  **Fax:** 803-548-1400.

- **Lancaster County, South Carolina**
  
  Conducted a comprehensive compensation/classification study for the City of North Augusta, South Carolina. The study included the analysis and evaluation of all jobs in the Authority. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation, and written reports.

  **Contact:** Ms. Lisa Robinson, Human Resources Director, 101 North Main Street, Lancaster, South Carolina 29720. Telephone: 803-416-9306. Email address: lrobinson@lancastercountysc.net.

- **Fairfield County, South Carolina**
  
  Conducted a comprehensive compensation/classification study for the City of North Augusta, South Carolina. The study included the analysis and evaluation of all jobs in the Authority. Services provided were job analysis, job evaluation, job descriptions, wage and salary surveys, pay structure development, a comprehensive pay plan, cost for implementation, recommendations for implementation, and written reports.

  **Contact:** Mr. Davis Anderson, Deputy County Administrator/Human Resources Director, 350 Columbia Road, P.O. Box Drawer 60, Winnsboro, South Carolina 29180. Telephone: 803-712-6501. Email address: danderson@fairfield.sc.gov.
The Archer Company is pleased to present the project team assigned to conduct the salary Classification and Compensation System Study for the City of Fountain Inn. We have put together a project team with great experience in project success. The Archer Company guarantees the allocation of time and resources to successfully fulfill the City’s requirements. In addition, we guarantee the availability of the Project Director of the Archer Company to make presentations and to interact with City officials.

**James V. Battigaglia, CCP • Project Director:** Mr. Battigaglia is a Regional Director with The Archer Company. He has been with The Archer Company for over twenty years. Mr. Battigaglia specializes in classification and compensation system implementations, performance appraisal systems and other human resource engagements. Mr. Battigaglia received a Bachelor of Business Administration from Ohio State University. He is a member of World at Work (formerly the American Compensation Association). Mr. Battigaglia holds the Certified Compensation Professional certification from World at Work. He is a member of the Society for Human Resource Management. Mr. Battigaglia will provide managerial oversight, quality control and technical direction in all operations and aspects of this study.

Mr. Battigaglia has extensive pay classification and compensation consulting experience for county governments, municipal governments and private sector clients. His experience in public sector personnel, financial, and organizational management has been utilized in all aspects of compensation, performance appraisal systems, project implementation, and operational analysis. Mr. Battigaglia has developed numerous implementation options that have been successful in addressing the critical needs of the organizations while working within the clients’ constraints. He has assisted numerous clients with problem resolution pertaining to policies and procedures and other organizational considerations. Other areas of proficiency include performance appraisal and pay-for-performance implementation, development and facilitation of training programs for client systems, and application of computer skills and software tools to meet special client needs.

Mr. Battigaglia has designed and developed classification strategies geared toward balancing maximum managerial flexibility and equity in classification for many of the more dynamic and hard-to-classify series, including engineering classifications, construction management positions in Public Works, Authorities, Transportation, Natural Resources, Community Development, and related departments; construction and maintenance (unskilled and semi-skilled workers, equipment operators, and crew supervision); and information systems/technologies.
Mr. Battigaglia has been instrumental in formulating, conducting, and analyzing market data for numerous public sector clients. His analysis is characterized by an emphasis on creating user-friendly survey documents and dedication to valid and reliable statistical principles.

Mr. Battigaglia has conducted multiple classification and compensation studies for suburban municipalities experiencing dramatic growth in dynamic labor markets that poses unique and interesting challenges to local government human resources. In this capacity, Mr. Battigaglia has worked diligently with smaller governments with limited resources to aid their competitive efforts in a labor market consisting of strong unionization and aggressive competitive practices. He has assisted numerous clients with problem resolution pertaining to policies and procedures and other organizational considerations. Other areas of proficiency include performance appraisal and pay-for-performance implementation, development and facilitation of training programs for client systems, and application of computer skills and software tools to meet special client needs.

**EDUCATION**
Ohio State University

**PROFESSIONAL AFFILIATIONS**
Member of World at Work, Society for Human Resources Management

**Marianne Oyaas, CCP 》 Senior Consultant.** Ms. Oyaas is a Project Team Member. Ms. Oyass has worked with the Archer Systems as a senior consultant for over nine years. She has considerable experience in variable compensation design, implementation and enhancement in organizations. She has a successful record of collaborating with senior executives and other key stakeholders to develop and implement strategic compensation, benefits and other total rewards programs that advance business-critical goals and initiatives. She has been a project manager in fast-paced, challenging environments where strong knowledge base, resourcefulness and creativity were required.

Ms. Oyaas’ expertise includes:
Extensive experience in developing, maintaining and enhancing base, variable and executive compensation plans for private, not-for-profit and public organizations.

Partnering with executives and other leaders to determine the best compensation and reward strategies best aligned with human resources and business goals and objectives.

Stakeholder analysis and consensus-building.

Teaching businesses and human resources professionals in the areas of incentive plan design and administration, sales compensation design and administration as well as in the development of base pay plans.

Market pricing, as well as point-factor and other quantitative job evaluation and job pricing methodologies.

Executive compensation including stock plan administration, research and analysis for Proxy and
Compensation Committee materials, executive compensation benchmarking, participation in LTI design, executive communication, and merger-related communication.

Project management including building effective liaisons and collaborating with multiple business areas, leaders and vendors.

Compensation management and administration in M&A environments. Comprehensive data analysis, scenario modeling, compensation costing and reporting.

Preparing and presenting effective business cases in order to gain support and “buy-in” for major changes in compensation philosophy, direction and initiatives.

EDUCATION
MA, Industrial Relations, with Honors, University of Minnesota, Minneapolis, MN
BA, Psychology and Social Work, College of St. Catherine, St. Paul, MN Phi Beta Kappa, Outstanding Scholar Award
Certified Compensation Professional – World at Work

PROFESSIONAL AFFILIATIONS
Member of World at Work, Society for Human Resources Management

Rita K. Archer • Consultant. Ms. Archer is a Project Team Member. Ms. Archer is the lead consultant for the Eastern Region of the Archer Company. She has worked in several public and private sectors. She earned her Master of Business Administration degree (MBA) from Louisiana Tech University and a Bachelor of Science degree in Chemical Engineering from Pennsylvania State University. She brings with her technical experience in both public and private sector human resource applications.

Ms. Archer’s skills are in budget formulation and proposals, financial management, analytic decision making, problem solving, oral and written communication, data analysis and utilization, human resource management, and Microsoft Office software.

Ms. Archer’s expertise includes office management of a small business to include hiring, supervising, and appraising performance of employees.

Ms. Archer maintains expertise in OSHA compliance. She was a Safety and Occupational Health Specialist at the Naval Air Warfare Center where she was in charge of chemical disposal.

Ms. Archer was a Project Engineer with UOP, now Honeywell. She prepared a plant-wide water balance as the basis for the properties’ Strategic Plan for Zero Discharge.

Ms. Archer was a flight navigator for the KC-135A, US Air Force.

EDUCATION
Master’s in business administration, Louisiana Technical University
Bachelor of Science in Chemical Engineering, Pennsylvania State University

PROFESSIONAL AFFILIATIONS
Member of World at Work, Society for Human Resources Management.

James Hughes • Senior Consultant: Mr. Hughes is a Senior Consultant and Project Team member. Mr. Hughes has over fifteen years of human resource management experience in both the public and private sectors. His experience includes job analysis studies, job evaluation studies, wage and salary surveys, management development studies, organizational development studies, career pathing studies, and quality of work life surveys. Mr. Hughes is also involved with the implementation of classification and compensation systems, performance appraisal systems, development of policy and procedure manuals as well as an array of other human resource projects. He provides maintenance for our compensation and classification clients. Mr. Hughes is currently working with the State of Nebraska, Sangamon County, Illinois, County of Elmhurst, Illinois, Solano County, California and numerous other clients installing the Archer Performance Appraisal System and the Archer Compensation System.

EDUCATION
Bachelor’s degree, Kent State University Honors graduate

Christine Mason • Administrative Technician. Ms. Mason is an Administrative Technician with the Archer Company. She holds a bachelor’s degree from Edinboro University in Pennsylvania. She has five years’ experience in personnel work. She has worked in the areas of job description writing, personnel and procedures manuals, and employee benefits and analysis. She specializes in the collection and tabulation of survey data and job description writing.

EDUCATION
Edinboro University
RECENT PROJECTS COMPLETED

Some recently completed projects:

- St Bernard Parish, Louisiana
- Jefferson Parish, Louisiana
- St. Charles Parish, Louisiana
- Iberia Parish, Louisiana
- Fulton County, Georgia
- DeKalb County, Georgia
- Cobb County, Georgia
- City of Riverdale, Georgia
- Newton County, Georgia
- McHenry County, Illinois
- Cuyahoga County PRC, Ohio
- Toledo Metro Parks, Ohio
- City of Westfield, Indiana
- Denver Housing Authority, Colorado
- Town of Santee, South Carolina
- Family Health Centers, South Carolina
- Charlotte County, Florida
- Town of Ottawa, Ohio
- Spalding County Georgia
- Jackson County, Georgia
- Glynn County, Georgia
- Downers Grove, Illinois
- City of Augusta-Richmond County, GA
- City of Myrtle Beach, South Carolina
- Wood County, Ohio
- City of Rock Hill, South Carolina
- Greater Erie CAC, Pennsylvania
- City of Carmel, Indiana
- Wisconsin Rapids, Wisconsin
- City of Foley, Alabama
- City of Beachwood, Ohio
- City of Albany, Georgia
- Athens-Clark County, Georgia
- North Myrtle Beach, South Carolina
- City of North Charleston, South Carolina
- City of North Augusta, South Carolina
- Dawson County, Georgia
- City of Manning, South Carolina
- Henderson County Public Library, KY
- City of Clemson, South Carolina
- Butler County, Pennsylvania
- Knoxville Airport, Tennessee
- Madison Metro School Dist. Wisconsin
- Outagamie County, Wisconsin

*See Appendix for a larger client listing*
Our work plan anticipates that the project will be completed in a 12-week period. Approximate timeframes for each task are presented in the following chart.

<table>
<thead>
<tr>
<th>Task</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1: Orientation and Progress Meetings</td>
<td>Week 1 thru Week 12</td>
</tr>
<tr>
<td>Task 2: Job Analysis</td>
<td>Week 2 thru Week 5</td>
</tr>
<tr>
<td>Task 3: Preparation of Job Classification Descriptions</td>
<td>Week 5 thru Week 8</td>
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<tr>
<td>Task 4: Job Evaluation and pay Classification</td>
<td>Week 6 thru Week 9</td>
</tr>
<tr>
<td>Task 5: Conduct Wage, Salary and Benefits Surveys</td>
<td>Week 4 thru Week 10</td>
</tr>
<tr>
<td>Task 6: Pay Plan and Pay Structure and Development</td>
<td>Week 10 thru Week 11</td>
</tr>
<tr>
<td>Task 7: Pay Plan Policy Development and Related Issues</td>
<td>Week 11</td>
</tr>
<tr>
<td>Task 8: Development of Drafts and Final Reports</td>
<td>Week 10 thru Week 11</td>
</tr>
<tr>
<td>Task 9: Pay Plan Implementation Strategy and Training</td>
<td>Week 11 thru Week 12</td>
</tr>
<tr>
<td><strong>Total Project</strong></td>
<td><strong>12 Weeks</strong></td>
</tr>
</tbody>
</table>

At least five professionals and paraprofessionals will be involved in the completion of the tasks associated with this project.

We fully realize the importance of meeting a project’s specified timeline in accordance with the City’s planning, budgetary and human relations processes. As a consequence, we are committed to applying all the resources necessary to complete a project professionally, in good order and on time. Over the years, the Archer Company has established an excellent record with regard to the completion of projects on time.
The cost to the City for the services and products as described herein would be as follows:

**Compensation and Classification Study**

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Meetings/Orientations</td>
<td>$1,200.00</td>
</tr>
<tr>
<td>Preparation and review of Position Questionnaires</td>
<td>$ 750.00</td>
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<tr>
<td>Review and development of Job Descriptions</td>
<td>$3,100.00</td>
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<tr>
<td>Job analysis, job evaluation &amp; FLSA determinations</td>
<td>$3,500.00</td>
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<tr>
<td>Wage and Salary and Benefits Survey Study</td>
<td>$1,950.00</td>
</tr>
<tr>
<td>Review and Recommendations Related to Policy and Structure</td>
<td>$1,300.00</td>
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<tr>
<td>Compensation and Pay Classification Plan Development</td>
<td>$3,900.00</td>
</tr>
<tr>
<td>Implementation Plan (scenarios, including cost projections)</td>
<td>$2,800.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$18,500.00</strong></td>
</tr>
</tbody>
</table>

Invoices will be submitted to the City upon completion of services. The total cost listed above includes travel and is the “not to exceed” cost. The above quoted fee is firm for 60 days. We are a financially sound organization. We have commercial general liability insurance, automobile liability insurance, worker’s compensation insurance and professional liability insurance.

_Sally R. Archer_  
President  
The Archer Company, LLC

City Official

Date: ____________________
### Counties

<table>
<thead>
<tr>
<th>Counties</th>
<th>Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accomack County, VA</td>
<td>Currituck County, NC</td>
</tr>
<tr>
<td>Adams County, PA</td>
<td>Cuyahoga Clerk of Courts, OH</td>
</tr>
<tr>
<td>Alameda County, CA</td>
<td>Cuyahoga County Treasurer, OH</td>
</tr>
<tr>
<td>Allegan County, MI</td>
<td>Cuyahoga County Veterans Svc Comm, OH</td>
</tr>
<tr>
<td>Anne Arundel County, MD</td>
<td>Cuyahoga County, OH</td>
</tr>
<tr>
<td>Anson County, GA</td>
<td>Cuyahoga Engineer’s Office, OH</td>
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<tr>
<td>Appomattox County, VA</td>
<td>Cuyahoga Juvenile Court, OH</td>
</tr>
<tr>
<td>Ashe County, NC</td>
<td>Cuyahoga Planning Commission, OH</td>
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<td>Athens-Clarke County, GA</td>
<td>Cuyahoga Prosecutor’s Office, OH</td>
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<td>Auglaize County, OH</td>
<td>Cuyahoga Public Defender, OH</td>
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<tr>
<td>Beaver County, PA</td>
<td>Cuyahoga Solid Waste, OH</td>
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<td>Benton County, MN</td>
<td>Dallas County, IA</td>
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<td>Bertie County, NC</td>
<td>Davie County, NC</td>
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<tr>
<td>Big Stone County, MN</td>
<td>DeKalb County, GA</td>
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<td>Brown County, IN</td>
<td>Delaware County, PA</td>
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<tr>
<td>Brown County, WI</td>
<td>Denton County, TX</td>
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<tr>
<td>Bryan County, GA</td>
<td>Dickey County, ND</td>
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<tr>
<td>Calumet County, WI</td>
<td>Dodge County, WI</td>
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<td>Carteret County, NC</td>
<td>Douglas County, MN</td>
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<td>Cass County, MN</td>
<td>Douglas County, NV</td>
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<tr>
<td>Cheatham County, TN</td>
<td>Douglas County, WI</td>
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<tr>
<td>Chippewa County, MI</td>
<td>Dunn County, WI</td>
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<td>Chippewa County, WI</td>
<td>Duplin County, NC</td>
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<td>Clark County, WI</td>
<td>Eau Claire County, WI</td>
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<td>Clarke County, VA</td>
<td>Fairfield County, SC</td>
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<tr>
<td>Clarke County, GA</td>
<td>Fauquier County, VA</td>
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<tr>
<td>Clayton County, GA</td>
<td>Florence County, SC</td>
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<tr>
<td>Cleaveland County, PA</td>
<td>Floyd County, GA</td>
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<tr>
<td>Clinton County, IN</td>
<td>Fond du Lac County, WI</td>
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<tr>
<td>Clinton County, PA</td>
<td>Forsyth County, GA</td>
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<tr>
<td>Collier County, FL</td>
<td>Franklin County, IA</td>
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<tr>
<td>Columbia County, IN</td>
<td>Franklin Board of Elections, OH</td>
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<tr>
<td>Contra Costa, CA</td>
<td>Franklin Clerk of Courts, OH</td>
</tr>
<tr>
<td>Craven County, NC</td>
<td>Franklin Coroner’s Office, OH</td>
</tr>
<tr>
<td>Culpepper County, VA</td>
<td>Franklin County, OH</td>
</tr>
<tr>
<td>Cumberland County, PA</td>
<td>Franklin Data Center, OH</td>
</tr>
</tbody>
</table>
Franklin Prosecuting Attorney, OH
Franklin Recorder’s Office, OH
Geauga County, OH
Georgetown County, SC
Glynn County, GA
Grant County, IN
Green County, WI
Greene County, MO
Greene County, NC
Greenwood County, SC
Hampton County, SC
Hancock County, OH
Hancock County, GA
Hardin County, IA
Harrison County, GA
Hoke County, NC
Horry County, SC
Houston County, GA
Huron County, MI
Ionia County, MI
Iredell County, NA
Isle of Wright County, VA
Jay County, IN
Jefferson County, CO
Jefferson County, WI
Jefferson Parish, LA
Kalamazoo County, MI
Kaufman County, TX
Kenosha County, WI
Kern County, CA
King William County, VA
Knox County, IN
Knox County, TN
Lexington County, SC
Liberty County, GA
Lincoln County, WI
Lucas Common Pleas Court, OH
Lucas County, OH
Lyon County, MN
Marathon County, WI
Marinette County, WI
Marion County, IN
Martin County, NC
McHenry County, IL
McLeod County, MN
Menominee County, MI
Minncha County, SD
Mifflin County, PA
Monroe County, PA
Montgomery County, MD
Morgan County, AL
Morgan County, IN
Nash County, NC
Nassau County, FL
Nobles County, MN
Oconee County, GA
Olslow County, NC
Oneida County, WI
Orange County, NC
Orangeburg County, SC
Ottertail County, MN
Outagamie County, WI
Palm Beach County Clerk of Circ. Court, FL
Pasquotank County, NC
Peach County, GA
Perry County, PA
Pierce County, WI
Pike County, PA
Polk County, WI
Fortage County, WI
Prince George County, VA
Pulaski County, IN
Racine Water/Wastewater Utility, WI
Rice County, MN
Richland County, ND
Richland County, OH
Robeson County, NC
Rock County, WI
Rutherford County, TN
Saline, KS
Sampson County, NC
Sangamon County, IL
Sargent County, ND
Sauk County, WI
Scotland County, NC
Shawano County, WI
Sheboygan County, WI
Sheboygan, Authority, WI
Snyder County, PA
Solano County, CA
Spalding County, GA
Spotsylvania County, VA
St. Charles County, MO
Stanley County, NC
Stephens County, GA
Stewart County, GA
Sumter County, SC
Susquehanna County, PA
Swain County, NC
Swift County, MN
Taylor County, WI
Thomas County, GA
Trempealaue County, WI
Tuscaloosa, AL
Two Rivers, WI
Union County, AL
Union County, PA
Ventura County, CA
Vernon County, WI
Virgo County, IN
Wabash County, IN
Wadena County, MN
Walworth County, WI
Washburn County, WI
Washington County, NC
Washington County, WI
Waukesha County, WI
Waukesha, Water Utility, WI
Wayne County, NC
Westmoreland County, PA
West Columbia, SC
Whitfield County, GA
Whitley County, IN
Wilkin County, MN
Williamsburg County, SC
Winnebago County, WI
Wisconsin Rapids, Authority of, WI
Wood County CSEA, OH
Wood County Clerk of Courts, OH
Wood County JFS, OH
Wood County Public Defender, OH
Wood County, OH
Wood County, WI York County, SC

Appleton, WI
Bainbridge, GA
Baraboo, WI
Barnesville, MN
Belmont (Authority of), MA
Berlin, WI
Bloomington, IL
Boyston Beach, FL
Burlington, MA
Cameron, MO
Cape Coral, FL
Carmel, IN
Carrollton, GA
Chattanooga, TN
Collierville, TN
Culpepper, VA
Daphne, AL
Decatur, TX
Downers Grove (Village of), IL
Dunedin, FL
Eau Claire, WI
Elmhurst, IL
Evergreen Park, IL
Fischers, IN
Fitchburg, WI
Forest Park, GA
Fort Mill, SC
Fort Walton Beach, FL
Gadsden, AL
Galax, VA
Glen Ellyn, Village of, IL
Goshen, IN
Goose Creek, SC
Grand Chute, Authority of, WI
Grandview, Authority of, MO
Groveport, Village of, OH
Hartland, Village of, WI
Hazelwood, MO
Henderson, KY
Hendersonville, TN
Hinsdale, IL
Huber Heights, OH
Irvine, CA
Johnson Creek, Village of, WI
Jupiter, FL
Kissimmee, FL
Kittery (Authority of), ME
La Crosse, WI

CITIES/TOWNS
Abingdon, VA
Addison, Village of, IL
Adrian, MN
Albany, GA
Alexandria, LA
Alpharetta, GA
Americus, GA
Ankeny, IA
Lake in the Hills, Village, IL
LaQuinta, CA
Lexington, SC Lisle, IL
Lombard (Village of), IL
Marco Island, FL
Marinette, WI
McKinney, TX
Menomonee Falls, Village, WI
Menomonie, WI
Mequon, Authority, WI
Middletown, CT
Millington, TN
Missouri Authority, TX
Monroe, WI
Munster, Authority of, IN
Myrtle Beach, SC
Muskego, WI
N. Myrtle Beach, SC
Oakbrook Terrace, IL
O’Fallon, MO
Orange, CA
Ortonville, MN
Pekin, IL
Piqua, OH
Portsmouth, VA
Racine, WI
Red Wing, MN
Rising Sun, IN
River Falls, WI
Rockwell, TX
Romeoville, Village, IL
Roswell, GA
Saginaw, TX
San Francisco, CA
Signal Hill, CA
Smyrna, GA
Dorchester, SC
St. Charles, MO
St. Louis, MO
Stoughton, WI
Stutsman, ND
Suffolk, VA
Truckee, CA
Tuscaloosa, AL
Union, SC
Upper Merion Township, PA
Vincennes, IN
Wausau, WI
Wauwatosa, WI
Kenner, LA
West Bend, WI
West Boylston, MA
Whitewater, WI
Winnsboro, SC
Woodstock, IL
Worthington, MN

**SPECIAL DISTRICTS**
American Baptist Homes of California
Anne Arundel Housing Authority, MD
Association County Commissioners, GA
Barry Eaton Health District, MI
Battery Park Authority, NY
Battery Park Authority Parks Conservancy, NY
Beaufort-Jasper Water & Sewer Auth, SC
Bonita Springs Fire Department, FL
California Water Authority
Central Ohio Transit Authority, OH
Charleston County Parks & Rec. Com., SC
Charlotte Housing Authority, NC
Chesapeake Bay Alcohol Safety Act Program, VA
Columbia Housing Authority, SC
Columbus Metropolitan Housing Authority, OH
County Commissioners Association of Ohio
County Commissioners Assoc of PA
Cuyahoga Information Services Center, OH
Dayton Access Television, OH
Edgefield County Water & Sewer Auth, SC
Elmhurst Public Library, IL
Fair Oaks Water District, CA
First Judicial District of Pennsylvania
Flint Area Consolidated Housing Auth, GA
Florida Keys Aqueduct Authority, FL
Franklin ADAMH Board, OH
Franklin Children Services Board, OH
Georgia Municipal Association, GA
Georgia Pub communications Com, GA
Great Smoky Mtns Natural Hist. Assoc TN
Greenville Redevelopment Authority, SC
Greenwood Comm of Public Works, SC
Greenwood Housing Authority, SC
Horry County Solid Waste Authority, SC
Hospice Care of the Piedmont, SC
Housing Authority of High Point, NC
Huron Sanilac Tuscola Health District, MI
Indiana Association of Cities & Towns
Irmo-Chapin Recreation Commission, SC
Jackson Housing Authority, TN
Leroy Springs, Inc., SC
Lexington Housing Authority, NC
Lucas Children Services Board, OH
Marietta Housing Authority, GA
Maryhaven, Inc., OH
Mesa Water District, CA
Metropolitan Dist Commission (Hartford)
Miami Valley Ohio Cable Council
Mid-Peninsula-Northern Neck - VA
Regional Security Center, VA Midland Central Dispatch District, WI
Milwaukee Metropolitan Sewerage Dist, WI
Milwaukee Public Works, WI
Missouri Association of Counties
Moore Water & Sewer Authority, NC
Mount Pleasant Waterworks, SC
Municipal Association of South Carolina
New Smyrna Beach Authority, FL
Newton County Library, GA
North Carolina Pork Council, NC
North Carolina School Board Association
Northern VA Criminal Justice Acad., VA
Orange Water & Sewer Authority, NC
Orlando Housing Authority, FL
Prevention First, Inc., IL
Regional Income Tax Agency (Cleveland), OH
Rickenbacker Airport Authority, OH
San Cruz Housing Authority, CA
Sanford Housing Authority, NC
Solid Waste Authority of Central Ohio
South Central Community Action - Program & Head Start, IN
Dorchester Water System, SC
Tahoe/Donner Association, CA
Tampa Bay Water Authority, FL
Thomasville Housing Authority, NC
Tidewater Regional Group Home Comm., VA
Upper Coastal Plans Council of Govts, NC
Western Carolina Regional W & S Auth, SC
Williams-Gateway Airport Authority
York County Library, SC

**SCHOOL DISTRICTS**
Accomack County Schools, VA
Alamance-Burlington Schools, NC
Beaver Dam School District, WI
Brooklyn Center Public Schools, MN
Buffalo Schools, MN
Burnsville Schools, MN
Carver-Scott Education Corp., MN
Chippewa Valley Technical College, WI
Chisago Lakes Area Schools, MN
Clarendon County Schools, SC
Columbus Public Schools, OH
DeForest School District, WI
Edina Public Schools, MN
Fairborn Authority School District, OH
Fauquier County Gov. Public Schools, VA
Fort Atkinson School District, WI
Fort Mill School District IV, SC
Gateway Technical College, WI
Grafton School, VA
Guilford County Schools, NC
Hamilton County Schools, TN
Johnston Community College, NC
Kershaw County Schools, SC
Kettering-Moraine Authority School District, OH
Lexington/Richland District IV, SC
Loess Hills Education Agency, IA
Luverne Schools, MN
Madison Metropolitan School District, WI
Maury County Schools, TN
Milwaukee Public Schools, WI
Minnewaska Schools, MN
Minnesota School Boards Association, MN
Montgomery County Schools, NC
NE Metro School District, MN
New Prague Public Schools, MN
Pitt Community College, NC
Pickens County Schools, SC
Randolph County Schools, NC
Richland County School District One, SC
Rutherford County Schools, TN
Shakopee Public Schools, ND
South Washington County Schools, MN
Sun Prairie School District, WI
Warrick County School Corporation, IN
Western Iowa Tech Comm College, IA
Williamson County Schools, TN
Wrenshall Schools, MN
HOUSING AUTHORITIES
Denver Housing Authority, CO  
North Charleston Housing Authority, SC  
Orlando Housing Authority, FL  
San Antonio Housing Authority, TX  
Rock Hill Housing Authority, SC  
Raleigh Housing Authority, NC  
High Point Housing Authority, NC  
Lexington Housing Authority, NC  
Beaufort Housing Authority, SC  
Greenwood Housing Authority, SC  
Greenville Housing Authority, SC  
Greenville Redevelopment Authority, SC  
Spartanburg Housing Authority, SC  
Jackson Housing Authority, TN  
Sanford Housing Authority, NC  
San Cruz Housing Authority, CA  
Dorchester Housing Authority, SC  
Thomasville Housing Authority, NC  
Columbia Housing Authority, SC  
Flint Area Consolidated Housing Authority, GA  
Authority of Chester Housing Authority, SC  
Macon Housing Authority, GA  
Marion Housing Authority, SC  
Butler Metro Housing Authorities, NC  
Charlotte Housing Authority, NC  
Charleston Housing Authority, SC  
Conway Housing Authority, SC  
Gaffney Housing Authority, SC  
Marietta Housing Authority, GA  
Waco Housing Authority, TX  
York Housing Authority, SC
CONSULTANT'S REPORT AND RECOMMENDATIONS
FOR A COMPENSATION AND PAY CLASSIFICATION STUDY

EXAMPLE
CITY OF USA

2018

The Archer Company, LLC has conducted a compensation study for the City of USA which includes the delivery of the following products: (1) a compensation and pay grade classification system with a recommended salary schedule, (2) copies of updated job descriptions, (3) copies of the report containing the updated classification and compensation plan, and (4) other products as necessary to successfully fulfill the agreement between The Archer Company and City.

The objectives of the compensation and pay classification update study were:

- To determine the relative worth of every job in the organization in accordance with the degree of difficulty or complexity associated with each job, i.e., to establish internal equity.

- To provide an equitable system wherein the degree of difficulty or complexity of every job in the organization would be evaluated against the same set of universal criteria.

- To provide an objective basis for classifying each job in the organization in accordance with its degree of difficulty or complexity. This classification system arranges the jobs in the City in hierarchical order.

- To determine the competitive worth of every job in the organization in accordance with scientifically gathered wage and salary survey data in order to establish external equity in the organization’s pay structure.
Attachment A

- To provide the independent variable necessary to integrate job evaluation data (internal equity) with wage & salary survey data (external equity) for the purpose of developing a pay structure that will be both fair and competitive in the organization’s pay structure.

- To provide a valid and reliable basis for adherence to legal and statutory regulations, e.g., FLSA, Equal Pay Act of 1963, Title 7, of the Civil Rights Act of 1964, as amended with the American with Disabilities Act of 1991, etc.

The following approach and methodology was employed in conducting this study.

**Job Analysis**

We conducted a formal review of each of the positions in the City, via position questionnaires, to verify the scope of responsibility and the major job functions associated with each job. Our job analysis review process included a comprehensive analysis of the data and information that was provided by the City.

**Job Evaluation**

We administered the *Archer Factor-Analysis Job Evaluation System* to measure the level of complexity associated with the content of each job, to determine the relative worth of each job within the City, to insure internal equity in the City’s pay structure and to ensure a valid and reliable compensation plan for the City. Management was asked to review a preliminary list of job evaluation scores representing all the different jobs for the purpose of providing the Archer Company with management input regarding their opinion as to the face validity of the outcomes.

**The Archer Factor-Analysis Job Evaluation System** covered the following job content factors and criteria in the evaluation of each job:

- **Job Function Requirements**
  - Information Processing
  - People Relationships
  - Technology Application

- **Responsibility Requirements**
  - Supervisory Control
  - Horizon Planning
  - Budgetary Allocation

- **Aptitude Requirements**
  - Vocabulary Skill
  - Quantitative Skill
  - Procedural Judgment Skill
  - Contingency Judgment Skill
  - Physical Adroitness Skill
  - Physical Strength Skill
  - Job Sensory Skill
  - Experience Derived Job Skill
  - Academically Derived Job Skill
**Job Environment Requirements**

- Working Conditions

Job evaluations based on the job-related criteria associated with the foregoing factors provided a quantitative score for each job. The score determined for each job represented a measure of the degree of complexity, or the level of difficulty, associated with the particular job. The scores were also used to establish the grade level for each job. Different jobs with the same or similar scores were grouped into the same pay grade indicating, that although different in content, they were equal in complexity.

**Wage and Salary Survey Study**

The Archer Company identified benchmark jobs for the conduct of the wage and salary survey study. The number and type of benchmarks selected were sufficiently broad to ensure adequate representation of all jobs within the City. The Archer Company and the City worked together to define a profile of the labor market in which the City competes for its labor supply, to include not only the municipalities and counties that are contiguous and/or most comparable to the City but other governmental entities. Data was gathered and analyzed to determine the City’s competitive position in the various labor markets in which it competes for its labor supply (an external equity consideration).

The purpose of the study and the subsequent analysis was designed to determine the competitive worth of each job for the purpose of establishing an equitable, comparable, and competitive pay range for each of the jobs in the City. For purposes of validating the findings of the survey, we identified and obtained published salary surveys and accessed data from public records within the targeted labor market. We also used data from the data bank of compensation studies that we have conducted in the regional area. We analyzed the salary survey data and compiled weighted averages and median market rates for the benchmark jobs.

**Pay Plan Development**

We developed a pay plan for the City by statistically integrating the measure of internal equity (job evaluation points) with the external competitiveness data (average market rates) for each benchmark job. This was accomplished by using statistical regression analysis. The equation resulting from the linear regression served as the foundation for deriving the City’s pay structure including the pay grade for a particular job and its associated pay range. The “line of best fit” determined from the integration of the two sets of data defined the relationship that was pertinent to the development of a valid, reliable, effective, legally defensible, and competitive pay range for the City’s jobs.
Attachment A

We reviewed the *Americans with Disabilities Act (ADA)* and other applicable regulatory requirements.

**Report and Recommendations**

We have submitted conclusions and recommendations for the new pay plan as contained in this report. These recommendations can be used to develop cost estimates of one or more implementation alternatives as influenced by budgetary considerations and/or requests by the City.

The following paragraphs point to the exhibits contained in this report and refer to the findings and recommendations of the study.

*Exhibit 1* is a Master List of the current job titles, current departments, employee name and employee current salary. *Exhibit 2* shows the City’s jobs listed in order of job evaluation points with the recommended grade and annual salary range provided for each job title. *Exhibit 3* shows all of the City jobs listed alphabetically with recommended pay grade and annual salary range provided for each job title. *Exhibit 4* shows the City jobs listed by occupational grouping with pay grade and annual salary range. FLSA (Fair Labor Standards Act) indicators are shown in *Exhibit 2*.

Utilizing data derived from the wage and salary survey and from the job evaluation process, selected benchmark averages were regressed against appropriate job evaluation points for the purpose of determining the proper pay structure for the City. *Exhibit 5* shows the benchmark averages and the corresponding evaluation points with graphics provided. *Exhibit 6* shows the graphics results of the regression analysis as derived from the regression coefficient. *Exhibit 7* shows a recommended pay schedule determined as a result of the regression analysis with graphics provided.

The pay schedule, *Exhibit 7*, as prepared for the City, shows a pay grade distribution wherein there is a **25 job evaluation point spread** between each successive pay grade. Each successive pay grade has an **assigned pay range**. Each pay range is broken into a **minimum** value, a **midpoint** value and a **maximum** value. The midpoint of the pay range represents the value derived from the average of the wage and salary survey study results conducted by the Archer Company. The minimum is **20 percent below** the midpoint of the pay range and the maximum of the pay range is **20 percent above** the midpoint of the pay range.

To find the recommended pay range for any job in the City, first look for the job title on *Exhibit 2* (point order listing) or *Exhibit 3* (alphabetical listing) and note the job evaluation points or grade belonging to the particular job. Second, utilize the pay schedule
(Exhibit 7) to determine the pay grade and pay range into which the job falls. All jobs with the same recommended pay grades have been grouped together in Exhibit 8. Each grouping, according to pay grade, represents a separate grade classification for the City.

The pay grade itself represents a way of defining the relative value of each job to the City. Theoretically, all jobs with the same pay grade are of the same relative value to the City. Accordingly, jobs with higher pay grades are of greater relative value to the City and, accordingly, have higher pay ranges than those with lower pay grades.

Implementation

It is recommended that each employee be brought up to the minimum of the pay range recommended for his or her job as quickly as is economically feasible. For each experienced employee whose performance regularly meets the expectations of the City, but whose current pay is below the recommended midpoint of their respective pay range, it is suggested that their pay be adjusted toward the midpoint of the recommended pay range as quickly as is economically feasible. This recommendation is based on the premise that the focus for implementation of the study should be on the recommended midpoint. The midpoint for each recommended pay range represents a market based competitive figure, adjusted for internal equity, that might be necessary to retain a fully experienced and capable employee whose performance is consistently meeting the City expectations. The basis for granting individual pay increases as a part of the transitional plan could utilize job tenure and/or performance as determining factors in the initial implementation phase of the study.

The acceptance of the findings and recommendations of the Archer Company’s update study by the City officials will be the concluding steps in the study and report process. The Archer Company will offer services to keep the City’s compensation plan maintained and in up-to-date competitive form.
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### JOB CLASSIFICATION LIST - ALPHABETICAL ORDER

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REGRESSION ANALYSIS

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Correlation: 0.999963  
R Square: 0.999927  
Alpha: 10282.1119426
Degr of Freedom: 25  
Error of Est: 244.17  
Beta: 86.0033349

SELECTED BENCHMARK JOBS

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## DEPARTMENTAL INSTALLATION SCHEDULE

### DEPARTMENT ADMINISTRATION (4010)

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### DEPARTMENTAL SUMMARY

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### COST SUMMARY

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# DEPARTMENTAL INSTALLATION SCHEDULE

## DEPARTMENT

### FINANCE (4040)

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### FINANCE UTILITIES

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## DEPARTMENTAL SUMMARY

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## COST SUMMARY

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Eamast R Archer (November 5, 2018)

*Pay Plans:
1-40.00 hrs a week; 2-20.00 hrs a week;*
## DEPARTMENTAL INSTALLATION SCHEDULE

**DEPARTMENT: UTILITIES ADMINISTRATION (4260)**

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<td>4264</td>
<td>SECRETARY, UTILITIES</td>
<td>309</td>
<td>7</td>
<td>1</td>
<td>30,965</td>
<td>37,158</td>
<td>43,351</td>
<td>36,082</td>
</tr>
</tbody>
</table>

### DEPARTMENTAL SUMMARY

- Number of Positions Evaluated: 9
- Current Annual Payroll: $395,205

### COST SUMMARY

- Adjustment to New Pay Schedule: $33,214
- Estimated FICA: $21,118
- TOTAL COST: $54,330

---

* - Part Time Employee
140.00 hrs a week; 2-20.00 hrs a week;

Exhibit 9
# Installation Schedule

## Cost to Minimum of New Pay Schedule

<table>
<thead>
<tr>
<th>Department</th>
<th>Adjust To New Pay Sch</th>
<th>Pay Cost (COLA+Adjust)</th>
<th>Estimated Admin Cost</th>
<th>Total Cost To Minimum</th>
</tr>
</thead>
<tbody>
<tr>
<td>4010 Administration</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4015 Information Technology</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4020 Justice &amp; Law</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4040 Finance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4045 Human Resources</td>
<td>2,675</td>
<td>2,675</td>
<td>2,047</td>
<td>4,722</td>
</tr>
<tr>
<td>4050 Building Standards</td>
<td>2,910</td>
<td>2,910</td>
<td>2,225</td>
<td>5,136</td>
</tr>
<tr>
<td>4055 Planning &amp; Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4100 Public Safety</td>
<td>26,953</td>
<td>26,953</td>
<td>20,624</td>
<td>47,577</td>
</tr>
<tr>
<td>4200 Engineering/Public Works</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4220 Streets &amp; Drains</td>
<td>2,438</td>
<td>2,438</td>
<td>1,885</td>
<td>4,303</td>
</tr>
<tr>
<td>4225 Stormwater Management</td>
<td>1,208</td>
<td>1,208</td>
<td>924</td>
<td>2,132</td>
</tr>
<tr>
<td>4280 Utilities Administration</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4270 Water Operations</td>
<td>2,933</td>
<td>2,933</td>
<td>2,243</td>
<td>5,176</td>
</tr>
<tr>
<td>4280 Water Production</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4290 Wastewater Operations</td>
<td>30,349</td>
<td>30,349</td>
<td>23,219</td>
<td>53,568</td>
</tr>
<tr>
<td>4300 Parks, Rec &amp; Tourism</td>
<td>1,060</td>
<td>1,060</td>
<td>810</td>
<td>1,870</td>
</tr>
<tr>
<td>5000 Sanitation Admin</td>
<td>9,795</td>
<td>9,795</td>
<td>7,492</td>
<td>17,287</td>
</tr>
<tr>
<td><strong>Organizational Totals:</strong></td>
<td>49,972</td>
<td>49,972</td>
<td>38,231</td>
<td>88,203</td>
</tr>
</tbody>
</table>

## Cost to Range of New Pay Schedule

<table>
<thead>
<tr>
<th>Department</th>
<th>Adjust To New Pay Sch</th>
<th>Pay Cost (COLA+Adjust)</th>
<th>Estimated Admin Cost</th>
<th>Total Cost To Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>4010 Administration</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4015 Information Technology</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4020 Justice &amp; Law</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4040 Finance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4045 Human Resources</td>
<td>31,737</td>
<td>31,737</td>
<td>23,274</td>
<td>55,011</td>
</tr>
<tr>
<td>4050 Building Standards</td>
<td>26,900</td>
<td>26,900</td>
<td>20,579</td>
<td>47,478</td>
</tr>
<tr>
<td>4055 Planning &amp; Development</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4100 Public Safety</td>
<td>19,610</td>
<td>19,610</td>
<td>15,002</td>
<td>34,612</td>
</tr>
<tr>
<td>4200 Engineering/Public Works</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4220 Streets &amp; Drains</td>
<td>35,971</td>
<td>35,971</td>
<td>27,520</td>
<td>63,491</td>
</tr>
<tr>
<td>4225 Stormwater Management</td>
<td>30,242</td>
<td>30,242</td>
<td>23,135</td>
<td>53,377</td>
</tr>
<tr>
<td>4280 Utilities Administration</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4270 Water Operations</td>
<td>33,214</td>
<td>33,214</td>
<td>21,116</td>
<td>54,330</td>
</tr>
<tr>
<td>4280 Water Production</td>
<td>21,670</td>
<td>21,670</td>
<td>16,581</td>
<td>38,251</td>
</tr>
<tr>
<td>4290 Wastewater Operations</td>
<td>38,615</td>
<td>38,615</td>
<td>29,544</td>
<td>68,159</td>
</tr>
<tr>
<td>4300 Parks, Rec &amp; Tourism</td>
<td>83,288</td>
<td>83,288</td>
<td>63,718</td>
<td>147,006</td>
</tr>
<tr>
<td>5000 Sanitation Admin</td>
<td>185,319</td>
<td>185,319</td>
<td>141,763</td>
<td>327,082</td>
</tr>
<tr>
<td><strong>Organizational Totals:</strong></td>
<td>991,933</td>
<td>991,933</td>
<td>735,375</td>
<td>1,727,308</td>
</tr>
</tbody>
</table>
## ORGANIZATIONAL SUMMARY

| Number of Positions Evaluated: | 237 |
| Current Annual Payroll Salaries: | 10,463,379 |

<table>
<thead>
<tr>
<th>TO MINIMUM</th>
<th>TO RANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjustments to New Pay Schedule:</td>
<td>49,972</td>
</tr>
<tr>
<td>Proposed Salaries:</td>
<td>10,513,351</td>
</tr>
<tr>
<td>Estimated FICA</td>
<td>38,231</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>88,203</strong></td>
</tr>
<tr>
<td>Percentage Change Over Current Payroll:</td>
<td>0.48%</td>
</tr>
</tbody>
</table>
NON-DISCRIMINATION STATEMENT

The Vendor certifies that:

(1) No person shall be excluded from participation in, denied the benefit of, or otherwise discriminated against on the basis of race, color, national origin, or gender in connection with any bid submitted to the City of Fountain Inn or the performance of any contract resulting there from;

(2) That it is and shall be the policy of this Company to provide equal opportunity to all business persons seeking to contract or otherwise interested in contracting with this Company, including those companies owned and controlled by racial minorities, cultural minorities, and women;

(3) In connection herewith, We acknowledge and warrant that this Company has been made aware of, understands and agrees to take affirmative action to provide such companies with the maximum practicable opportunities to do business with this Company;

(4) That this promise of non-discrimination as made and set forth herein shall be continuing in nature and shall remain in full force and effect without interruption;

(5) That the promises of non-discrimination as made and set forth herein shall be and are hereby deemed to be made as part of and incorporated by reference into any contract or portion thereof which this Company may hereafter obtain and;

(6) That the failure of the Company to satisfactorily discharge any of the promises of non-discrimination as made and set forth herein shall constitute a material breach of contract; entitling the City of Fountain Inn to declare the contract in default. Therefore, will exercise any and all applicable rights and remedies including but not limited to: cancellation of the contract, termination of the contract, suspension and debarment from future contracting opportunities, and withholding and/or forfeiture of compensation/payment due on a contract.

______________________________  ________________________________
Sally A. Archer                  President, The Archer Company LLC
Signature                        Title
COMPENSATION AND CLASSIFICATION STUDY PROPOSALS

I have read and understood the requirements set forth in this RFP #2018.007 and agree to therewith.

MUST BE SIGNED BY AN AUTHORIZED REPRESENTATIVE WITH THE ABILITY TO BIND THE PROPOSER’S COMPANY.

SUBMITTED BY:  Sally R. Archer

VENDOR:  The Archer Company LLC

SIGNED:  

NAME (PRINT):  Sally R. Archer

ADDRESS:  1905 Oak Park Road

CITY/STATE:  Rock Hill SC  ZIP  29730

TELEPHONE:  (803) 366-2400

Area Code

FAX:  (     ) none

Area Code
Methodology on the Classification of Jobs

THE ARCHER COMPANY

THE ARCHER COMPANY, LLC
454 South Anderson Road, BTC 556
Rock Hill, South Carolina 29730
Phone: 803-366-2400 • Fax 803-366-1082

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2018
OBJECTIVES OF THE STUDY

TO DEVELOP A FAIR AND COMPETITIVE PAY PLAN

- To Determine the Relative Worth of Every Job in the Organization in Accordance with the Degree of Difficulty or Complexity Associated with Each Job, i.e., to Establish Internal Equity in the Organization’s Pay Structure. The more complex the job, the higher the level of pay. (See how jobs are measured or evaluated on page 3)
- To Provide an Equitable System Wherein the Degree of Difficulty or Complexity of Every Job in the Organization is Evaluated Against the Same Set of Universal Criteria.
- To Provide an Objective Basis for Classifying Each Job in the Organization in Accordance with the Degree of its Complexity. This is not title related, but has to do with the measure a job’s level of complexity (or difficulty) as compared to every other job in the organization.
- To Determine the Competitive Worth of Every Job in the Organization in Accordance with Scientifically Gathered Wage and Salary Survey Data, i.e., to Establish External Equity in the Organization’s Pay Structure.
- To Provide the Independent Variable Necessary to Integrate Job Evaluation Data (internal equity) with Wage & Salary Survey Data (external equity) for the Purpose of Developing pay Structure that will be both Fair and Competitive.
- To Provide an Objective Basis for Defending Against Challenges to the Organization’s Pay Structure.
- To Provide a Valid and Reliable Basis for Adherence to Legal and Statutory Regulations, e.g., FLSA, Equal Pay Act of 1963, Title 7, of the Civil Rights Act of 1964 as Amended, the American with Disabilities Act of 1991, etc.
JOB ANALYSIS, PAY CLASSIFICATION, & EVALUATION

- Focus on Job Duties & Responsibilities—Not the Employee.
- Collect, Review, Sort, Analyze, Categorize and Compile each questionnaire according to job content >>> Equal Pay for Equal Worth.
- Employ the Matrix Point Factor Job Evaluation System to Derive the Relative Worth of Each Job as Measured in terms of Job Evaluation Points (A Measure of Job Complexity and difficulty).
- Arrange all Jobs in Hierarchical Order From the Least Complex to the Most Complex according to a job Evaluation n Point and develop a point Order List.
- Submit List to Management for Review and Ascertain if any Significant Anomalies are Perceived by Management
- Document job content through the preparation of new class specifications (job descriptions); submit to the City for review
- Review Returned Job Descriptions and Confirm Job Evaluation Points to be Assigned to Each Job

THE MATRIX POINT-FACTOR JOB EVALUATION SYSTEM

- 10 Aptitudes Measured across 3 Dimensions of Work
- Objective Measure of Job Complexity

- Meets Validity Tests for the Following:
  - Content Validity
  - Criterion-Related Validity
  - Construct Validity
  - Congruency Validity

- Meets Reliability Tests for the Following:
  - Test-Retest Reliability
  - Alternate Form Reliability
  - Internal Consistency Reliability
  - Appraiser or Scorer Reliability
THE PURPOSE OF THE ARCHER JOB EVALUATION METHODOLOGY IS:

- To provide a common system wherein the degree of complexity and difficulty of every job in the organization is evaluated against the same set of universal criteria.
- To determine the relative worth of every job in the organization in accordance with the degree of difficulty associated with each job, i.e., to establish internal equity in the organization’s pay structure.
- To provide an objective basis for classifying each job in the organization in accordance with its degree of difficulty.
- To provide an objective basis for establishing grade levels for each job in the organization.
- To provide the independent variable necessary to integrate with wage and salary survey data for the purpose of developing a pay structure for the organization that possesses both internal equity (job evaluation) and external equity (wage and salary survey data).
- To provide an objective basis for defense against challenges to the organization’s pay structure.
- To provide a valid and reliable basis for adherence to legal and statutory regulations.
WAGE & SALARY SURVEY

- **Survey Designed to Yield Quality Salary Data**
  - Detailed Benchmark Descriptions
  - Facilitates Accurate Comparisons

- **Survey is Comprehensive**
  - Salary Administration Section
  - Wage & Salary Section
  - Survey Available in Electronic Format

- **Verification & Validation of Data**
  - Statistical Validity and Reliability Testing
  - Direct Contact Verification

**SURVEY ANALYSIS**
- Define the Competitive Labor Market (Local, Area, Regional, National)
- Identify Comparable Jurisdictions
- Identify Public Sector Competitors
- Define Comparable Benchmark Positions
- Obtain Buy-in and Approval of Survey Benchmarks & Organizations
- Prepare and Distribute Survey Instruments
- Collect, Compile and Classify Survey Data
- Examine and Analyze Results of the Survey Data
- Collect, Compare and Analyze the Results of Surveys Conducted by Associations, Societies, Etc.
- Provide Statistical Analysis, including Average and Median Salary for Each Benchmark Position
DEVELOPING THE PAY PLAN

REGRESSION ANALYSIS

- Ensures Mathematical and Statistical Consistency in Determining the Precise Correlation Between Job Evaluation points and market place FINDINGS
- The Only Way to Ensure Both Internal Equity and External Equity in the Development of a Valid and Reliable Pay Structure (Pay Ranges)
- Provides a Firm Foundation for Analyzing Alternative Pay Structures (Broad Banding, Skill Based Pay, etc.)
- Measures & Indices: Standard Deviation, Variance, Correlation, Errors of Estimate, Determination, Alpha and Beta, etc.

TAILORING THE PAY PLAN

- Secure Input from all Major Players to Ensure that the Pay Plan Will Directly Address Key Issues and Reflect the Organization’s Environment
- Partnership with City Management & Human Resources Personnel
- Work With Management to Structure the Pay Plan to Fit the City’s:
  - Compensation Philosophy
  - Relative Market Placement
  - Budgetary & Other Constraints
KEY DECISION POINTS FOR CLIENT INPUT

Key Decision Points Will Have a Direct Effect on the Total Cost of Plan Implementation. The Archer Company will work with the County to find the right balance of best management and competitive practices, pay plan administration procedures, and fit with the organization.

MARKET SURVEY (DEFINING THE COMPETITIVE MARKET)
- Defining the Competitive Market
- Defining Comparable Jurisdictions
- Establishing Appropriate Weights

MARKET PLACEMENT (ADJUSTING THE REGRESSION)
- Does the organization wish to pay top dollar to attract top candidates?
- Do fiscal constraints limit the organization’s ability to compete directly within its geographical region?
- Does the organization desire to remain directly in line with the market?

GRADE STRUCTURE (NUMBER OF PAY GRADES)
- Narrow Banding (Traditional Job-based Structures)
- Moderate Banding (Contemporary Classification- based Structures)
- Broad Banding (Experimental Options with widely defined classifications; e.g. “City Worker.”)

PAY RANGE STRUCTURE (SPREAD BETWEEN MINIMUM TO MAXIMUM)
- 40% Between Minimum to Maximum
- 50% Between Minimum to Maximum
- Entry versus Market; Maximum Value to a Classification
PAY PLAN MAINTENANCE & UPKEEP

The Archer Company has established many long-term relationships with our public sector local government clients (we have worked with some clients continually for over 25 years to maintain their pay plans). A successful study is one that develops a pay plan that can be adopted, implemented, and maintained for many years to come.
Budget Calendar FY 2020

• January 5, 2019  Annual Council Retreat
• January 8, 2019  Budget Request Forms prepared by Finance Department & Distributed to Department Heads
• January 8, 2019  Finance Department compiles salaries, fica, retirement, wc costs and inputs into master budget worksheets
• January 10, 2018  Regular Council Meeting
• January 8- Feb 4, 2019  Finance Department compiles Projected Revenues
• February 4, 2019  Capital and personnel requests due to Finance Director. Expenditure requests entered into Budget Prep with justification for all line increases. Fee schedule modifications and additions due.
• February 11, 2019  Base Salaries entered into master salary sheet
• February 14, 2019  Regular Council Meeting
• February 25, 2019  Requests sent to City Administrator for review
• March 4-8, 2019  City Administrator, Finance & Department Heads meet as a team to discuss budget requests.  
\textit{(Meeting times will be set by City Administrator)}
• March 14, 2019  Regular Council Meeting
• April 4, 2019  Budget Workshop
• April 5-10, 2019  Budget revisions entered into master budget document by Finance Department. Council budget notebooks compiled as info
• April 15-30, 2019  City Administrator, Finance Director and Department Head Meetings \textit{(scheduled as needed)}
• May 9, 2019  Regular Council Meeting and First Reading on FY 2020 Budget
• May 23, 2019  Budget Workshop (if necessary)
• May 26, 2019  Public Notice ad runs
• June 13, 2019  FY 2020 Public Hearing | Regular Council Meeting | Second Reading on Budget
1. Wayfinding signage (implement the Wayfinding Master Plan)

2. Additional Gymnasium/Activity Center expansion

3. PD Terry City Park Improvements

4. Streetscape from Jones to 418

5. Various road paving

5. Improve Sanctified Hill Park

5. Woodside Park sidewalks

6. Brush Trucks

6. New Fire Department Tower Truck

7. Commerce Park stage/amphitheater roof

7. Replace Fire and Police Department roofs

7. Improve the Country Chase subdivision park/play area next to the walking trail
Ten top priority projects and goals "rose to the surface" throughout the planning process. These projects and goals were developed from survey results, planning task-force meetings, and public meeting input. Completion of these top ten steps will not complete the implementation of this master plan. However, a significant portion of the plan will be addressed by their implementation. These "next steps" are estimated to be completed within five to seven years.

1. Redevelop Woodside Park and make improvements to PD Terry City Park

2. Develop a tax incentive or matching fund for the restoration and preservation of historic buildings and/or sites

3. Connect Woodside park to the Central Business District through the redevelopment of Woodside Mill Village, the expansion of the Central Business District zoning standards to Woodside Avenue, and by providing multi-modal connections where possible.

4. Develop rural conservation standards

5. Connect the Swamp Rabbit Trail sections to each other, directly to Main Street, and to the city sidewalk inventory

6. Develop standards that promote walkable traditional neighborhood design standards with large lots

7. Develop necessary infrastructure to recruit additional industrial businesses into the city limits

8. Invest in and grow the City's festivals

9. Update Main Street from Jones Street to Highway 418 with similar on-street parking, planting and sidewalk standards as Main Street from Fairview Street to Jones Street

10. Further integrate The Arts into the community by providing increased access to art education opportunities and public art