

**OXFORD MAYOR AND COUNCIL
WORK SESSION
MONDAY, NOVEMBER 15, 2021 – 6:45 P.M.
VIA TELECONFERENCE
A G E N D A**

1. Mayor's Announcements
2. **Committee Reports** – The Trees, Parks and Recreation Board, Planning Commission, Downtown Development Authority, Sustainability Committee, and the Committee on Race will update the Council on their recent activities.
3. ***Consensus Decision on the Mid-Block Crossing for the Emory Street North Sidewalk Project** – Council Members Bohanan, McCanless and Wearing met Robert Renwick (Keck & Wood), Jody Reid and Bill Andrew at the Asbury Street Park to discuss options on the crossing. It would be preferable for the Council to decide on this crossing at the Work Session, so Mr. Renwick does not fall behind schedule.
4. ***Consensus Decision on the Lighting Options for the Emory Street North Sidewalk Project** – This list of lighting options is the second, updated list you should have seen earlier by email. As we have stated before, please keep in mind this lighting option will become the fixture for the City as a whole (outside of the Oxford College campus) and so we want to make sure we are all in agreement on its use.
5. ***Clark Patterson Lee Architecture, Engineering, and Planning (CPL) and Roadbotics Paving Analysis and Paving Plan** - Overseen by CPL, Roadbotics will use a specially equipped vehicle to photograph and laser read the condition of the streets. Their artificial intelligence software will assign a distress score to the streets and map the location of issues. Through a spreadsheet compiling these distress scores, we will be able to create the paving plan for Oxford's five-year Capital Improvement Plan. Please see attachment for details on CPL's proposal and the results of the same effort in the City of Flowery Branch. The cost of this study would be \$7,520 and it would be finished by
6. ***A Proposal for Services from the Carl Vinson Institute of Government for a Classification and Compensation Study for the City** – The deliverables for this study would be as follows:
 - a. A written summary analysis of the benefits and salary surveys conducted for the project will be produced.
 - b. A written report outlining the recommended classification and compensation plan will be produced.
 - c. A new job description for all of the identified positions in the City of Oxford.
 - d. A written report outlining compensation administration strategies to address organizational pay compression issues.
 - e. The written report will provide at least two implementation options (and associated costs) for the City's consideration.

f. Carl Vinson Institute of Government faculty and staff will make a presentation to the Mayor and City Council outlining the final report recommendations.
The cost of this study would be \$7,500 and it would be finished by December 23, 2022.

7. ***Utilities Account #147** – Please see attached documents for details.
8. **Next Steps for Yarbrough House** – Based on conversations at the City Council Retreat, is the Council ready to move forward on action with the Yarbrough House? Should we consider selling it for a nominal price to be moved, salvage it, tear it down, or rehabilitate the structure?
9. **Other Business**
10. **Work Session Meeting Review** – Mayor Eady will review all the items discussed during the meeting.
11. **Executive Session – Land Acquisition/Disposition**

*Attachments



City of Oxford: Emory Street Sidewalks Lighting Options

To: City of Oxford

Project Name: Emory Street Sidewalks

K&W Project Number: 210143

Date: 10/15/2021

Options:

1. Sternberg Lighting Main Street Fixture w/ Sternberg Augusta Series 12' Pole w/ Breakaway Couplings
2. Sternberg Lighting Main Street Fixture w/ Hapco Arlen Series 12' Pole
3. Sternberg Lighting Yale Series Fixture w/ Sternberg Augusta Series 12' Pole w/ Breakaway Couplings
4. Sternberg Lighting Yale Series Fixture w/ Hapco Arlen Series 12' Pole
5. Lumec Metroscape Fixture w/ 12' Decorative Pole
6. King Luminaire K56 Cleveland Fixture w/ King Luminaire Florentine Jr. 12' Pole
7. Holophane Arlington Fixture w/ Holophane Wadsworth Series 12' Pole w/ Breakaway Features
8. Holophane Taft Fixture w/ Holophane Burlington Series 12' Pole w/ Breakaway Features

Option #1: Sternberg Lighting Main Street Fixture w/ Sternberg Augusta Series 12' Pole w/ Breakaway Couplings

Main Street MS805B Style



Unit Price for Sternberg Lighting Main Street Fixture w/ Sternberg Augusta Series 12' Pole w/ Breakaway Couplings & Fixture: \$3,721.30

Option #2: Sternberg Lighting Main Street Fixture w/ Hapco Arlen Series 12' Pole

Main Street MS805B Style



Unit Price for Sternberg Lighting Main Street Fixture w/ Hapco Arlen Series 12' Anchor Base Pole (FHWA Approved, No Breakway Couplings & Skirt Needed):
\$3,395.70

Option #3: Sternberg Lighting Yale Series Fixture w/ Sternberg Augusta Series 12' Pole w/ Breakaway Couplings

Yale Series A670TSRLED (Similar to Fixture Used at Oxford College)



Unit Price for Sternberg Lighting Yale Series Fixture w/ Sternberg Augusta Series 12' Pole w/ Breakaway Couplings & Fixture: \$3,452.90

Option #4: Sternberg Lighting Yale Series Fixture w/ Hapco Arlen Series 12' Pole

Yale Series A670TSRLED (Similar to Fixture Used at Oxford College)



Unit Price for Sternberg Lighting Yale Series Fixture w/ Hapco Arlen Series 12' Anchor Base Pole (FHWA Approved, No Breakway Couplings & Skirt Needed):
\$3,127.30

Option #5: Lumec Metroscape Fixture w/ 12' Decorative Pole

MetroScape MPTR-C



Unit Price for Lumec Metroscape Fixture w/ 12' Decorative Pole: \$3,500.00

Option #6: King Luminaire K56 Cleveland Fixture w/ King Luminaire Florentine Jr. 12' Pole

K56 Cleveland



Unit Price for King Luminaire K56 Cleveland Fixture w/ King Luminaire Florentine Jr. 12' Pole: \$3,569.00

Option #7: Holophane Arlington Fixture w/ Holophane Wadsworth Series 12' Pole w/ Breakaway Features

Arlington AUCL2 (Fixture used at the GA Tech Campus)



**Unit Price for Holophane Arlington Fixture w/
Holophane Burlington Series 12' Pole: \$3,550.00**

Option #8: Holophane Taft Fixture w/ Holophane Burlington Series 12' Pole w/ Breakaway Features

Taft PUCL2



Unit Price for Holophane Taft Fixture w/ Holophane Burlington Series 12' Pole: \$3,545.00



City of Oxford: Emory Street Sidewalks Mid-Block Crossing Options

To: City of Oxford

Project Name: Emory Street Sidewalks

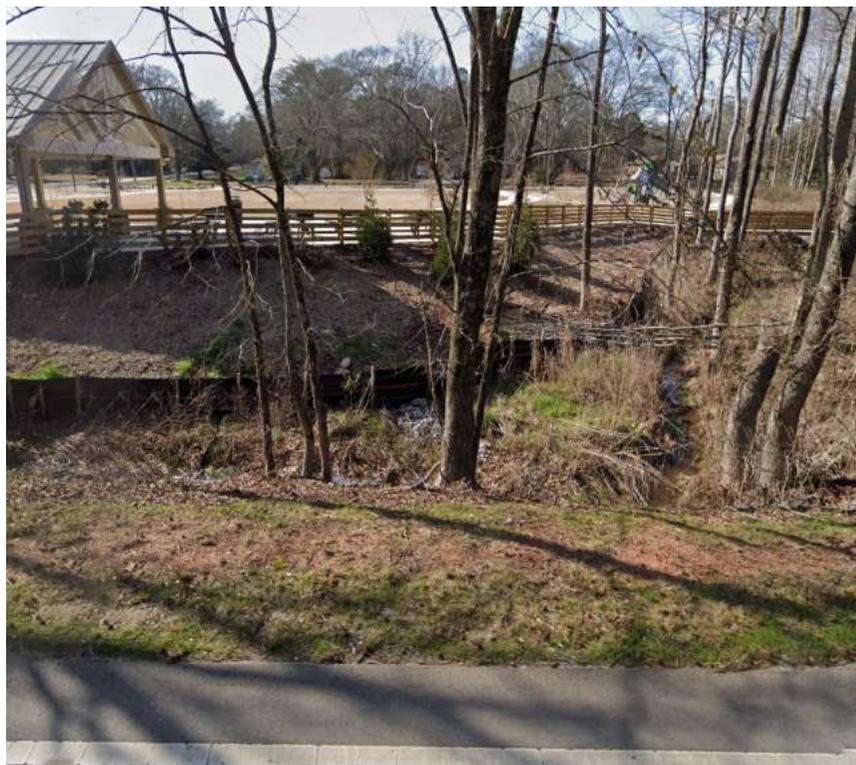
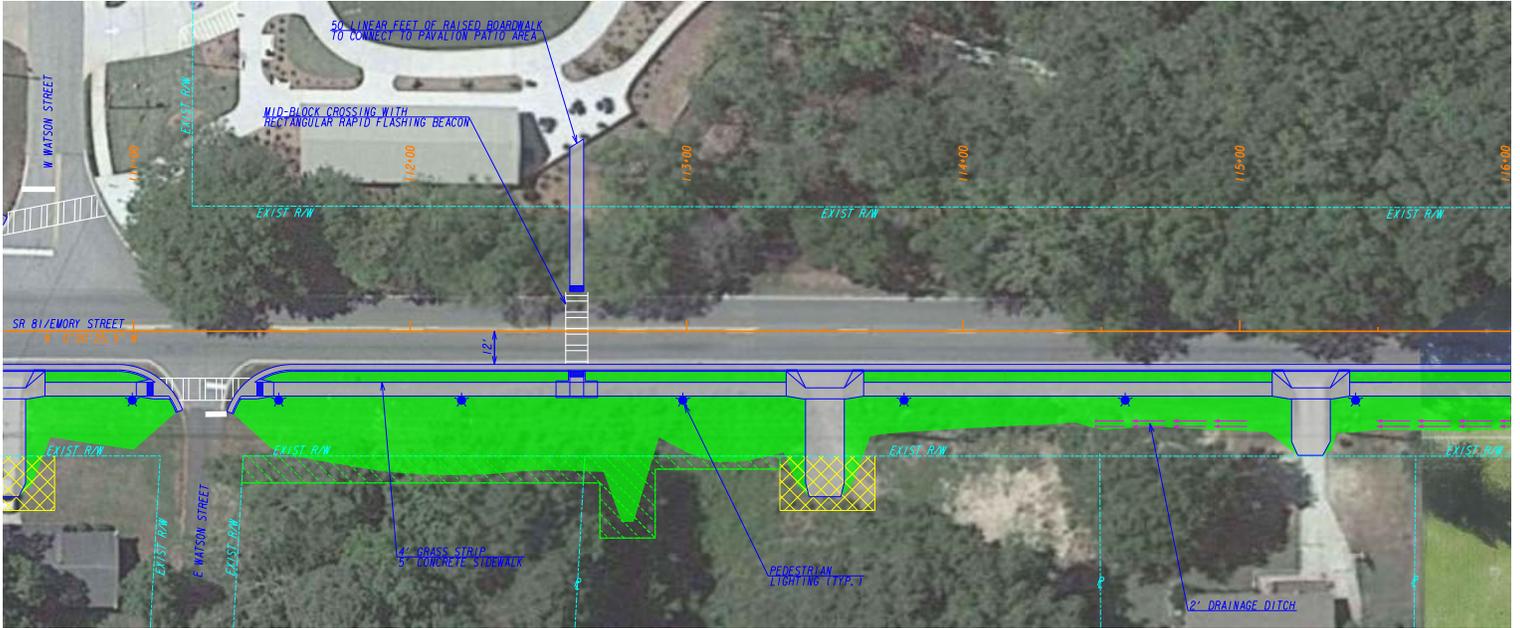
K&W Project Number: 210143

Date: 10/05/2021

Location Options for Mid-Block Crossing at Asbury Street Park:

- 1. Approximately 115' South of Collinsworth Street**
- 2. Approximately 350' North of W Watson Street**
- 3. Approximately 170' North of W Watson Street**

Option #3: Approximately 170' North of W Watson Street, Raised Boardwalk



Note: Option #3 adds \$50,000 in construction costs for 50 linear feet of raised boardwalk.



September 27, 2021

Mr. Bill Andrew, City Manager
City of Oxford
110 West Clark Street
Oxford, GA 30054

VIA EMAIL

RE: City of Oxford
FY2021 Pavement Assessment Proposal

Dear Mr. Andrew:

CPL Architecture, Engineering, and Planning is pleased to provide this proposal to perform a pavement assessment of Oxford's street network, as follows:

Scope of Work

1. CPL and Roadbotics will evaluate Oxford's GIS street centerline geodatabase to ensure it thoroughly depicts Oxford's road network. The data currently indicates Oxford has 14.2 centerline miles of city maintained streets.
2. CPL will load said GIS database to Roadbotics for programming their artificial intelligence software.
3. CPL will use their proprietary artificial intelligence software to collect video of the city's street network.
4. Upon uploading the video, Roadbotics' AI software will identify pavement distresses and create a condition assessment score.
5. Roadbotics will use the results to create a graphical representation of the relative pavement distresses on the city-wide network.
6. CPL will use the pavement distress data to create a multi-year road maintenance plan to help the City budget for this activity.
7. Final deliverables will include a GIS geodatabase and spreadsheet of road segments, pavement distresses and overall segment score.

Fee Proposal

CPL will perform the above referenced scope of work for a lump sum of \$7,520. Any additional services not covered in the scope of work above will be billed at the hourly rates listed in Appendix 'B'.

We will not exceed the estimated budget without authorization from the City. Direct expenses will be billed at cost plus 15%. Direct expenses include, but are not limited to, reproduction cost, courier service, mileage, telephone/fax cost, etc.

TERMS AND CONDITIONS:

This agreement shall be administered in accordance with the Terms and Conditions listed in Appendix "A" and the hourly rates listed in Appendix "B" attached hereto.

This document together with the exhibits and/or appendices identified herein constitutes the entire understanding between Oxford and CPL with respect to the work to be performed by CPL

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Suite 130
Suwanee, GA 30024
770.831.9000 TEL
CPLTeam.com

for the benefit of Oxford and may only be modified in writing signed by both parties. Please sign and return the enclosed copy of this letter if this document satisfactorily sets forth the understanding of the arrangement between Oxford and CPL. Receipt of the signed agreement will serve as our notice to proceed. This Contract will be open for acceptance for sixty days from the date of this letter.

We look forward to working with you on this project.

Sincerely,

CPL ARCHITECTURE ENGINEERING & PLANNING

DocuSigned by:

DA066B7A3BD341A...
Richard J. Edinger, P.E.
Vice President

cc: file

Approved By: _____ Date: _____
Bill Andrew, City Manager

Invoice Instructions:

Add the following project identifier or Purchase Order No. _____

Send our Invoice to the following email address: _____

Reference the following physical address:

APPENDIX "A" TERMS AND CONDITIONS

1. CPL Architecture, Engineering, and Planning (hereinafter CPL) shall perform the services defined in this Letter Agreement and Client agrees to pay CPL for said services as set forth in the agreement. In providing services under this Agreement, CPL shall perform in a manner consistent with and limited to that degree of care and skill ordinarily exercised by members of the same profession currently practicing under similar circumstances at the same time and in the same or similar locality. CPL makes no warranty, express or implied, as to its professional services rendered under this Agreement. Accordingly, the Client should prepare and plan for clarifications and modifications, which may impact both the cost and schedule of the Project.
2. All documents including Drawings and Specifications prepared by CPL are instruments of service in respect to the Project. They are not intended or represented to be suitable for reuse by Client or others on extensions of the Project or on any other project. Any reuse without written verification or adaptation by CPL for the specific purpose intended will be at Client's sole risk and without liability or legal exposure to CPL; and Client shall indemnify and hold harmless CPL from all claims, damages, losses, and expenses including attorneys' fees arising out of or resulting therefrom. Any such verification or adaptation will entitle CPL to further compensation at rates to be agreed upon by Client and CPL.
3. Client agrees to additionally compensate CPL for services resulting from significant changes in general scope of Project, for revising previously accepted reports, studies, design documents, or Contract Documents, or for delays caused by others rather than CPL.
4. Construction cost estimates prepared by CPL represents CPL's best judgment as professionals familiar with the construction industry. It is recognized, however, that CPL has no control over cost of labor, materials, or equipment, over contractors' methods of determining bid prices, or over competitive bidding or market conditions. CPL cannot and does not guarantee that proposals, bids, or actual construction costs will not vary from cost estimates prepared by CPL.
5. If requested by Client or if required by the scope of services of the Agreement, CPL shall visit the site at intervals appropriate to the stage of construction to become generally familiar with the progress and quality of the work and to determine in general if the work is proceeding in accordance with the Contract Documents. However, CPL shall not be required to make exhaustive or continuous on-site inspections to check the quality or quantity of the work. CPL shall not have control or charge of and shall not be responsible for construction means, methods, techniques, sequences, or procedures, or for safety precautions and programs in connection with the Work, for the acts or omissions of the contractor, subcontractors, or any other persons performing any of the work, or for the failure of any of them to carry out the work in accordance with the Contract Documents.
6. Surveying will be provided as stated in the Agreement. Surveying provided on an hourly basis will be charged with a 4-hour minimum at the hourly rates in effect at the time the service is performed. Replacement of survey markers resulting from contractor disturbance or vandalism will be accomplished on an hourly basis.
7. The cost of permits, fees, toll telephone calls, courier service, reproduction of reports, Drawings, and Specifications, transportation in connection with the Project, and other out of pocket expenses will be reimbursed to CPL by Client at cost plus 15%.
8. CPL shall submit monthly statements for services rendered and for reimbursable expenses incurred. Statements will be based upon CPL's time of billing. Payment is due upon receipt of CPL's Statement. If Client fails to make any payment due CPL for services and expenses within 30 days after the date of CPL's statement therefore, the amounts due CPL shall include a charge at the rate of 1.5% per month (18% per annum), or portion thereof, from said 30th day, and, in addition, CPL may, after giving 7 days' written notice to Client, suspend services under this Agreement until CPL has been paid in full all amounts due CPL are collected through an attorney or collection agency, Client shall pay all fees and costs of collection.
9. This Agreement may be terminated by either party upon 7 days' written notice should the other party fail substantially to perform in accordance with its terms through no fault to the party initiating termination, or in the event Project is cancelled. In the event of termination, CPL shall be paid the compensation plus Reimbursable Expenses due for services performed to termination date.
10. This Agreement shall be governed by the laws of the State Georgia. In recognition of the relative risks and benefits of the Project to both the Client and the Consultant, the risks have been allocated such that the Client agrees, to the fullest extent permitted by law, to limit the liability of the Consultant and Consultant's officers, directors, partners, employees, shareholders, owners and subconsultants for any and all claims, losses, costs, damages of any nature whatsoever or claims expenses from any cause or causes, including attorneys' fees and costs and expert-witness fees and costs, so that the total aggregate liability of the Consultant and Consultant's officers, directors, partners, employees, shareholders, owners and subconsultants shall not exceed \$15,000 or the Consultant's total fee for services rendered on this Project, whichever is greater. It is intended that this limitation apply to any and all liability or cause of action, including without limitation active and passive negligence, however alleged or arising, unless otherwise prohibited by law. In no event shall the Consultant's liability exceed the amount of available insurance proceeds. In the event the Client does not wish to limit the Consultant's professional liability, the Consultant agrees to waive this limitation upon written notice from the Client and agreement of the Client to pay 25% of the Consultant's total fee within five (5) calendar days after this agreement is fully executed. This additional fee is in consideration of the greater risk involved in performing work for which there is no limitation of liability.

11. The services to be performed by CPL under this Agreement are intended solely for the benefit of the Client. Nothing contained herein shall confer any rights upon or create any duties on the part of CPL toward any persons not a party to this Agreement including, but not limited to, any contractor, subcontractor, supplier, or the agents, officers, employees, insurers, or sureties of any of them.

12. Client and CPL each binds himself and his partners, successors, executors, administrators, and assigns to the other party to this Agreement and to the partners, successors, executors, administrators, and assigns of such other party, in respect to all covenants of this Agreement. Neither Client nor CPL shall assign, sublet, or transfer his interest in this Agreement without the written consent of the other; however, CPL may employ others to assist in the carrying out of duties under this Agreement.

13. In the event the Client, the Client's contractors or subcontractors, or anyone for whom the Client is legally liable makes or permits to be made any changes to any reports, plans, specifications or other construction documents, including electronic files, prepared by CPL without obtaining CPL's prior written consent, the Client shall assume full responsibility for the results of such changes. Therefore, the Client agrees to waive any claim against CPL and to release CPL from any liability arising directly or indirectly from such changes. In addition, the Client agrees, to the fullest extent permitted by law, to indemnify and hold harmless CPL from any damages, liabilities or costs, including reasonable attorneys' fees and costs of defense, arising from such changes. The Client also agrees to include in any contracts for construction appropriate language that prohibits the Contractor or any subcontractors of any tier from making any changes or modifications to CPL's construction documents, including electronic files, without the prior written approval of CPL and that further requires the Contractor to indemnify both CPL and the Client from any liability or cost arising from such changes made without such proper authorization.

APPENDIX "B"
CPL HOURLY RATES

PRINCIPAL ENGINEER	\$210 - \$240/HR
PROJECT MANAGER	\$180 - \$210/HR
SR. STAFF ENGINEER / SR. ARCHITECT / SR. PLANNER	\$ 145 - \$165/HR
STAFF ENGINEER / ARCHITECT / PLANNER	\$ 125 - \$150/HR
JR. ENGINEER / JR. ARCHITECT / JR. PLANNER	\$ 85 - \$125/HR
DESIGNER / DRAFTPERSON	\$ 60 - \$70/HR
JR. DESIGNER / JR. DRAFTPERSON / JR. PLANNER	\$ 50 - \$55/HR
SECRETARIAL	\$ 45/HR
AUTO MILEAGE	IRS RATE + 15%
MISCELLANEOUS	COST PLUS 15%



May 6, 2020

Mr. Bill Andrew, City Manager
 City of Flowery Branch
 PO Box 757
 5410 Pine Street
 Flowery Branch, GA. 30542

VIA EMAIL

RE: City of Flowery Branch
 2019 Pavement Assessment Final Report

Dear Mr. Andrew:

CPL contracted with the city earlier this year to evaluate the city’s pavement conditions. Using Roadbotics Technology, we collected pavement distress data and collated it into the attached spreadsheet. In summary, the condition of the city’s road network is very good, as the table below shows:

Rating	Rating Meaning	Cumulative Length of Road Pavement (miles)
1.00 to 1.50	Excellent	4.34
1.51 to 2.00	Good	13.70
2.01 to 2.50		13.00
2.51 to 3.00	Fair	3.96
3.01 to 3.50		0.90
3.51 to 4.00	Poor	0.87
4.01 to 5.00		0.23
0.00	no rating	0.79

The majority (31.04 miles, or 84%) is Good to Excellent, while only 5.96 miles or 16% is fair to poor. Roads with a zero rating indicates it is not paved. This puts the city in an excellent position vis a vie maintenance, in that a program can be created that fixes the 16% of the fair to poor roads before the good to excellent roads deteriorate significantly. Translated, this means that over the ten-year maintenance cycle of a road pavement, maintenance dollars can be spent keeping good roads good, rather than spending a large portion of available dollars on patching poor roads.

We have created a three-year maintenance program as an example of how to spend your available resources keeping the network maintained. Year 1 proposes to patch and resurface the 5.8 miles of fair to poor roads. We recommend setting a budget of \$1.58M for this project. Streets and repair methods are detailed in the attached spreadsheet. Each subsequent year in the plan maintains one tenth of the remaining worst rated road miles.

Year 1

Item	Units	Quantity	Unit Cost	Product
Patching (19mm SuperPave, 4" depth)	TON	5252	\$ 131.25	\$ 689,313.87
Crack Sealing	CLMILE	5.8	\$ 9,450.00	\$ 54,545.59
Edge Milling (not including TT & PN)	SY	29,280	\$ 7.14	\$ 209,057.73
Overlay (4.25 mm SuperPave, 1" depth)	TON	2,015	\$ 119.70	\$ 241,203.73
Overlay (12.5mm SuperPave for TT & PN, 1.5" depth)	TON	2,892	\$ 117.60	\$ 340,152.25
Other costs (mobilization, traffic contrl, striping, utility adjustment, etc.)	LUMP	1	\$50,000.00	\$ 50,000.00
				\$1,584,273.17

Year 2

Item	Units	Quantity	Unit Cost	Product
Patching (19mm SuperPave, 4" depth)	TON	1,223	\$ 137.81	\$168,516.81
Crack Sealing	CLMILE	3.5	\$ 9,922.50	\$ 34,918.32
Edge Milling (not including TT & PN)	SY	20,316	\$ 7.15	\$145,329.28
Overlay (4.25 mm SuperPave, 1" depth)	TON	2,067	\$ 119.93	\$247,903.97
Overlay (12.5mm SuperPave for TT & Hogg Mtn, 1.5" depth)	TON	1,485	\$ 117.82	\$174,948.79
Other costs (mobilization, Trfc Cntrl, striping, utility adjustment, etc.)	LUMP	1	\$55,125.00	\$ 55,125.00
				\$826,742.16

Year 3

Item	Units	Quantity	Unit Cost	Product
Patching (19mm SuperPave, 4" depth)	TON	1475	\$ 144.70	\$213,404.88
Crack Sealing	CLMILE	3.5	\$10,418.63	\$ 36,638.57
Edge Milling (not including TT & Hog Mtn)	SY	23,037	\$ 7.87	\$181,344.78
Overlay (4.25 mm SuperPave, 1" depth)	TON	3,480	\$ 131.97	\$459,193.09
Overlay (12.5mm SuperPave for TT & Hogg Mtn, 1.5" depth)	TON	311	\$ 129.65	\$ 40,334.79
Other costs (mobilization, Trfc Cntrl, striping, utility adjustment, etc.)	LUMP	1	\$57,881.25	\$ 57,881.25
				\$988,797.35

Prices for year 1 were taken from the current paving contract and include a 5% inflation adjustment each subsequent year.

We have enjoyed working on this project and if you have any questions, please call us. In addition to this letter report, the GIS shapefile and excel spreadsheet with road ratings and other details will accompany this report under separate cover.

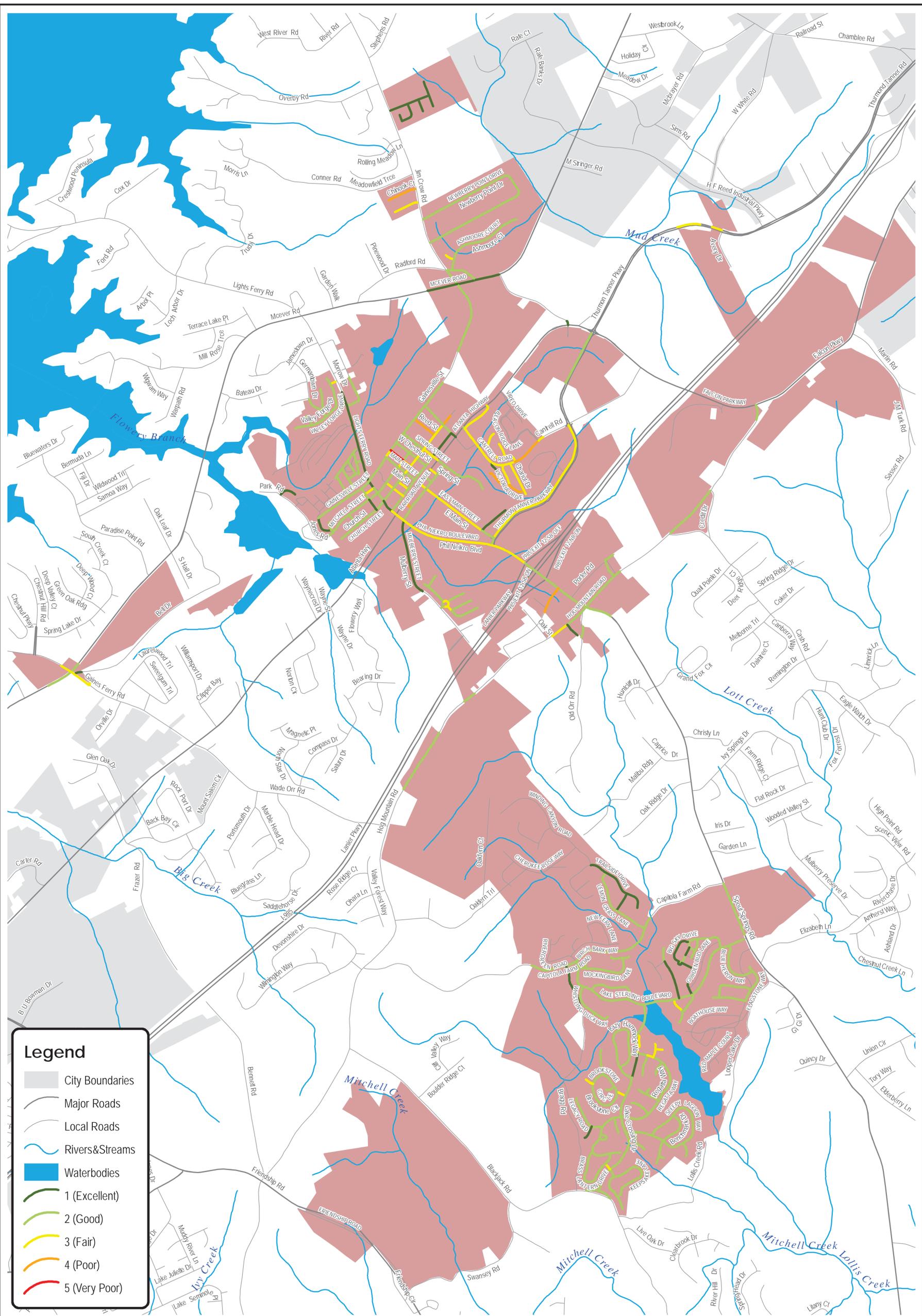
Sincerely,

CPL ARCHITECTURE. ENGINEERING. PLANNING.

A handwritten signature in blue ink, appearing to read "Rich Edinger".

Rich Edinger, P.E.
Vice President

cc: file



Legend

- City Boundaries
- Major Roads
- Local Roads
- Rivers & Streams
- Waterbodies
- 1 (Excellent)
- 2 (Good)
- 3 (Fair)
- 4 (Poor)
- 5 (Very Poor)

S:\Projects\Flowerly Branch\General\GIS\FB Pavement Assessment_Apr2020.mxd



CPL ARCHITECTURE
ENGINEERING
PLANNING
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3011 Sutton Gate Drive
Suite 130
Suwanee, GA 30024
770-831-9000
www.cplteam.com

DATE:	5/2/20
DRAWN:	JWS
CHECKED:	RJE
SCALE:	1"=10,000'
PROJ. #:	15438.00

2019 Pavement Assessment

Pavement Conditions Ratings

Flowerly Branch, Hall County, Georgia



Proposal for Services

CITY OF OXFORD CLASSIFICATION & COMPENSATION STUDY

October 29, 2021

BACKGROUND AND PURPOSE:

This proposal is responsive to the City of Oxford's request to have the Carl Vinson Institute of Government develop a new classification and compensation plan for all full-time and permanent part-time positions covered under the City's personnel plan.

SCOPE OF WORK:

The scope of work proposed here will derive information from data sources provided by the City of Oxford. The Carl Vinson Institute of Government and the City of Oxford will cooperate in guiding project evolution and direction. Carl Vinson Institute of Government faculty and staff will take several steps or phases to develop a new job classification system and compensation plan for all positions covered under the City's personnel plan. ***Elected officials, contract, and temporary part-time positions will not be included in the project.***

The following summarizes the tasks to be undertaken:

1. Carl Vinson Institute of Government will conduct video conference work plan meetings with the City Manager from the City of Oxford. The work plan meetings will involve reviewing the City's existing classification and compensation plan information, developing project strategies, and scheduling project activities.
2. Carl Vinson Institute of Government will develop a study communication strategy in partnership with the City Manager. The communication strategy will provide information about critical aspects of the project (i.e. timeline, methodology, etc.) to key stakeholders involved in the project. It will be the responsibility of the City Manager to share the communication materials with study stakeholders and participants.

3. Carl Vinson Institute of Government faculty and staff will conduct project orientation meetings with employees from the City of Oxford. The orientation meetings will describe in detail the activities that will be required to successfully develop the classification and compensation plan for all full-time and permanent part-time positions covered under the City's personnel plan.
 - *Orientation Meeting #1* – Video conference orientation meeting supervisory employees. The purpose of the orientation meeting is to discuss the developed study work plan, study methodology, and distribute study documents.
 - *Orientation Meeting #2* – Video conference orientation meeting with non-supervisory employees. The purpose of the orientation meeting is to discuss the developed study work plan, study methodology, and distribute study documents.
4. Carl Vinson Institute of Government will develop a detailed position description questionnaire to be distributed by the City Manager the video conference orientation sessions. It will be distributed to each incumbent employee in a full-time and permanent part-time position.
5. Carl Vinson Institute of Government will determine the number of job analysis discussions and interviews that will need to be conducted to ensure adequate data for generating new position descriptions and job classifications. A minimum of 50% of the City of Oxford's full-time and permanent part-time employees will be interviewed for this phase of the project. The interviews will be conducted via telephone or video conferencing. The information collected from the interviews and the position description questionnaire will be utilized to generate a new job description, job classifications, and FLSA status for each identified full-time position.
6. Carl Vinson Institute of Government will develop new job descriptions for all identified full-time positions in the City of Oxford. Job descriptions will be developed by collecting employee job activity data through a detailed questionnaire and job analysis discussions and interviews. The Carl Vinson Institute of Government will also facilitate a verification process with supervisory employees to confirm the accuracy and completeness of the developed position descriptions.
7. Carl Vinson Institute of Government faculty and staff will develop a new classification system for all of the identified full-time and permanent part-time positions covered under the City's personnel plan. All of the classifications will be evaluated with a point factor comparison job evaluation system and/or market based pricing techniques as a method to internally rank positions.

8. Carl Vinson Institute of Government will conduct a Fair Labor Standards Act (FLSA) analysis of all full-time and permanent part-time positions within the City of Oxford. Incumbents in full-time positions may be required to complete a detailed FLSA questionnaire.

Carl Vinson Institute of Government will analyze and review the submitted questionnaires and developed job descriptions to determine the FLSA status (Not-Exempt or Exempt) for the identified positions. All of the final FLSA status determinations will be submitted to administration staff for review and approval.

9. Carl Vinson Institute of Government faculty and staff will collect published wage survey data covering public and private organizations. It is believed that published survey data will be derived from the Bureau of Labor Statistics of the U.S. Department of Labor (BLS), International City/City Management Association (ICMA), and the state of Georgia's Department of Community Affairs (DCA).
10. Carl Vinson Institute of Government faculty and staff will design and administer a custom benefits and salary survey specifically for this project. The purpose of the custom survey is to collect compensation data for an appropriate number of benchmark positions mutually identified by the Carl Vinson Institute of Government and the City Manager as well as information about organizational benefits and compensation practices. A benchmark position is a standard position that is used as a reference point for making compensation decisions. It is believed up to 15 organizations will be included in the custom benefits and salary survey.
11. Carl Vinson Institute of Government faculty and staff will analyze and format the collected salary survey data for use in establishing competitive pay levels and developing a recommended compensation plan. The compensation plan will include pay steps or pay bands for each position (excluding positions held by elected officials, contract employees, and temporary part-time employees). Furthermore, the Carl Vinson Institute of Government will provide the associated costs for implementing the compensation plan at the employee, departmental, and City-wide level.
12. Carl Vinson Institute of Government faculty and staff will develop compensation administration strategies in partnership with the City Manager to address pay compression issues. Pay compression occurs when employee salaries group closely together regardless of length or quality of service to the organization). It is anticipated the strategies to address pay compression will focus on one or a combination of all the following factors: length of service; time in current position; and current salary relative to the proposed salary range minimum, mid-point, and maximum.
13. Carl Vinson Institute of Government will develop and submit a final written report outlining the new classification and compensation plan to the City Manager.

14. Carl Vinson Institute of Government will present report findings and the final classification and compensation plan recommendations to the Mayor and City Council.
15. Carl Vinson Institute of Government faculty and staff will train the City Manager in each component of the study to ensure the successful implementation and maintenance of the recommended classification and compensation plan.

DELIVERABLES:

1. A written summary analysis of the benefits and salary surveys conducted for the project will be produced.
2. A written report outlining the recommended classification and compensation plan will be produced.
3. A new job description for all of the identified positions in the City of Oxford.
4. A written report outlining compensation administration strategies to address organizational pay compression issues.
5. The written report will provide at least two implementation options (and associated costs) for the City's consideration.
6. Carl Vinson Institute of Government faculty and staff will make a presentation to the Mayor and City Council outlining the final report recommendations.

PROJECT TIMELINE:

The Carl Vinson Institute of Government will commence activities related to the classification and compensation project on Friday, April 1, 2022. Initial activities include video conference work plan meetings and orientation sessions with the City Manager and city employees. During these meetings and sessions, the Carl Vinson Institute of Government will discuss the project methodology and timeline. After the initial meetings and orientation sessions, the Carl Vinson Institute of Government will develop a project communication strategy that will provide information about critical aspects of the project to City employees involved in the project.

In partnership with the City Manager, the Carl Vinson Institute of Government will identify full-time and permanent part-time employees required to complete a position description questionnaire. The City Manager will distribute review forms to City employees after the video conference orientation sessions. Each City employee will be responsible for completing a form for their position and having completed materials submitted to the City Manager.

The next phase of the study will involve job analysis discussions with the City Manager and City employee to review their completed questionnaires and discuss classification and compensation information for their supervisory area(s).

After collecting all of the job activity data, the next elements of the project will involve developing new job descriptions, evaluating positions, collecting and analyzing a variety of benefits and salary survey data, and developing a new classification and compensation plan.

The final steps in the project will involve reviewing the preliminary results with the City Manager. The final report recommendations will be presented to the Mayor and City Council. A preliminary cost estimate and report will be submitted for review by Wednesday, August 31, 2022 and a final report submitted by Friday, September 30, 2022.

The Carl Vinson Institute of Government will remain available to assist with implementation and training related to the project recommendations until Friday, December 23, 2022.

COST:

A fixed fee of \$7,500 would be required to fund the project. The Institute of Government is willing to adjust the scope of work and costs accordingly to meet the City's needs. This proposal will be valid for 45 days from the date of issuance (October 29, 2021) and honored upon acceptance within that timeframe thereafter pursuant to execution of a contract.

Upon receipt of invoices, City of Oxford will pay the University of Georgia's Carl Vinson Institute of Government a fixed of \$7,500 being due on Friday, December 23, 2022. The invoice should be

directed to Mr. Bill Andrew, City Manager, City of Oxford, 110 West Clark Street, Oxford, GA 30054; telephone number 770-786-7004.

CAPABILITIES OF THE VINSON INSTITUTE:

The mission of the Institute of Government is to improve governance and the lives of people in Georgia. In carrying out this mission, the Institute can call on the wide-ranging knowledge base of the University of Georgia as well as on over 90 years of direct service experience in providing technical assistance, training, research, and policy analysis to local and state governments in Georgia. The Institute of Government is among the most highly-rated university-based organizations designed specifically to span the gap between best practices research and the existing practice of government. The Institute of Government has developed expertise in numerous areas of public policy, public management, training, and human services and resource development. Most importantly for the purposes of this proposal, the Institute of Government's Strategic Operations and Planning Assistance (SOPA) Division has tremendous experience with assisting local governments with human resource management technical assistance projects.

The proposed researcher for this project is:

Alex Daman Alex Daman would oversee the project. Alex joined the Institute in 2007. He provides technical assistance to local governments and public sector organizations in the areas of position classification and compensation, job descriptions, salary and employee benefits surveys, executive searches, and general human resource management. Mr. Daman has directed over 70 human resource technical assistance projects in the State of Georgia. He is a member of the American Society for Public Administration (ASPA) and serves on the Executive Board of ASPA's Section on Personnel Administration and Labor Relations. He has a Master of Public Administration from the University of Georgia.

The Carl Vinson Institute of Government focuses on providing customized research projects based upon the unique and specific needs of each local government. We have several experts in this arena that can be called upon to provide additional technical support. We stand ready to meet your applied research and training needs! For additional information please contact:

Alex Daman
Public Service Assistant
adaman@uga.edu
404.268.6585



Memo

To: Mayor and City Council
From: Bill Andrew, City Manager
Date: November 10, 2021
Re: Possible Refund of Account #147

Through recent code enforcement actions, it has come to the City's attention that the owner of Account #147 has been paying a monthly minimum charge on his water, sewer, and electric bill but has not been receiving service.

The water meter has not registered use since October 2005 and his electric meter has not registered use since October 2008. The charges were as follows:

Water from 10/1/05 to 10/31/21 -	\$3,632.52
Sewer from 10/1/05 to 10/31/21 -	\$3,972.82
Elec. from 10/1/08/ to 10/31/21 -	\$2,014.18
TOTAL -	\$9,169.52

Currently, the accounts are suspended.

Staff is concerned that perhaps the City should consider a refund of some or all of these funds since, at least for some time, he was not actually connected to the system.