



**MINUTES OF THE OXFORD MAYOR AND COUNCIL MEETING
WORK SESSION
MONDAY, NOVEMBER 18, 2023 – 6:30 PM
CITY HALL**

ELECTED OFFICIALS PRESENT:

David Eady - Mayor
George Holt – Councilmember
Jim Windham – Councilmember
Laura McCanless – Councilmember
Mike Ready – Councilmember
Jeff Wearing – Councilmember
Erik Oliver – Councilmember

STAFF PRESENT:

Marcia Brooks – City Clerk/Treasurer
Bill Andrew – City Manager
Mark Anglin – Police Chief
Jody Reid – Supervisor of Maintenance
Sydney Chacon – Associate Clerk
Matt Brown – Maintenance Staff
Austin Ballard – Maintenance Staff
Kole Houston – Maintenance Staff
Charlie Mathis – Maintenance Staff
Johnny Usher – Maintenance Staff

OTHERS PRESENT: Laura Gafnea (Oxford College), Sam Trager (CVIOG), Jonathan Eady, family of Austin Ballard

Agenda (Attachment A)

1. Mayor's Announcements

Announcements are listed in the agenda. Regarding the possible special called meeting, Mayor Eady asked Marcia Brooks to find out from Rushton if they could have the proposed budget amendments ready for a meeting Thursday night. They confirmed they could, so a meeting was planned for 6:30 via Zoom.

Mayor Eady announced that he would like to close the office at noon on Friday, December 22nd and place the Maintenance staff on call. There were no objections from City Council members.

Mayor Eady presented a 5-year faithful service award to Austin Ballard.

2. Committee Reports

a. **Trees, Parks, and Recreation Board** – No report.

- b. **Planning Commission** – Bill Andrew stated there is someone considering requesting annexation/rezoning on Moore Street. There is also an issue pending regarding Richardson Street. Jonathan Eady reported that the two ordinances the City Council will review in January pertain to violations occurring now in the City and are not merely prohibiting future issues.
 - c. **Sustainability Committee** – Laura McCanless reported that the committee is working on their agenda for next year.
 - d. **Old Church Venue Committee** – Mike Ready reported that a RFP had been released generating interest from three companies. The committee is in the process of vetting the proposals and hope to make a presentation with more details in January.
3. **Review of a Classification and Compensation Plan for the City of Oxford, Georgia, by Carl Vinson Institute of Georgia** (Attachment B)
Sam Trager with CVIOG presented the findings and recommendations of their report to the City Council.

George Holt stated that he does not agree with the assessment that the Supervisor of Utilities and Maintenance position should be classified as a non-exempt position. He contends that there are several exemptions under the Fair Labor Standards Act (FLSA), and this position is exempt under at least one of the exemptions.

Mayor Eady stated that he plans to appoint a committee to evaluate the report and discussion and make recommendations to the City Council. Mr. Trager stated that he recommends having an attorney review this issue to protect the interests of the City.

Mayor Eady appointed a committee to review the report in consultation with CVIOG and return to the City Council with recommendations. He requested that George Holt, Jeff Wearing, and Mike Ready serve on the committee. Bill Andrew pointed out that the contractual obligation with CVIOG has ended, and a new contract would need to be executed to continue working with them. George Holt stated he does not believe they need to consult with CVIOG further. Mayor Eady stated it could be the committee's decision whether further consultation with CVIOG is needed. Mr. Holt requested copies of the new job descriptions from Bill Andrew.

4. **Oxford DDA Partnership Effort With Main Street Land & Properties**

Jonathan Eady spoke on the DDA's vote at their recent meeting to select Main Street Land & Properties as a potential developer.

He stated that the next steps are:

1. The City Council moving forward with the Whatcoat Street realignment
2. Conveyance of the property to the DDA
3. Settle unresolved issues with the developer regarding rent and schematic design
4. Move forward with negotiation of transaction documents with the developer

Mayor Eady asked for clarification on when the milestones of the Whatcoat Street realignment should be completed in relation to development of the site. Jonathan Eady stated that the expectation is for the Whatcoat Street contractor to coordinate with the development contractor to ensure that timing of the various elements of the Whatcoat Street project are completed once and do not have to be ripped out and reworked.

Jim Windham stated it was his understanding that hard cost estimates would be available a couple of weeks ago. Jeff Wearing agreed with Mr. Windham.

Mayor Eady stated the only way to get firm cost estimates is to release a RFP. Laura McCanless stated what she recalled is that it would take a couple of weeks to get bid documents out to potential contractors for the work, and ninety days to complete the bid process. Jeff Wearing stated that was his recollection also.

Mr. Windham asked how much control the DDA will have over the project as it proceeds. Jonathan Eady stated the ground lease document would enforce control in the long term and regulate changes during development. During development they would have control over design. Before the ground lease is signed a final set of plans must be approved. Any changes after that must be approved.

Mr. Windham asked if it is necessary to tear down the existing building. Jonathan Eady stated that while the existing building is not about to fall down, it does not accommodate the kind of development they are pursuing to build the town center.

Jeff Wearing stated he did not know if he could support a \$1-2 million dollar price tag.

Mayor Eady stated that what the DDA really needs is a delineated boundary and establishment of a lot that could be conveyed to the DDA. That is tied to the Whatcoat Street work.

Jeff Wearing stated he was under the impression that no additional parking was needed for the development, but now additional parking spaces on Whatcoat Street are being contemplated.

Jonathan Eady stated that there is no pending expectation that additional parking will need to be provided by the City. However, before the visioning and concept plan transitions to executable documents, the DDA wants to be absolutely certain that what is proposed will meet the developer's expectations.

Erik Oliver asked why this process is being handled differently than DDA processes are usually handled. Specifically, a DDA is usually conveyed property after which they go out and find financing and a developer. He also questioned the value of the project to citizens and the jurisdiction granted to the DDA for developing the town center. He was told that they were given the town green for phase 1 of development.

Mayor Eady stated the DDA was given jurisdiction of the whole town center area, which runs from the old city hall building to the current city hall building, and the property on E. Clark Street and behind Orna Villa. The DDA was directed to look at the E. Clark Street property and the property behind Orna Villa for residential development, which did not come to fruition. This was the only directive from the City Council.

Jonathan Eady stated the scope of Oxford's DDA is to leverage its ability to be more flexible than traditional city governments to obtain financing and attract developers.

Mr. Oliver stated several concerns:

- Construction before deconstruction would require acquisition of a parcel further north.

- Realignment of Whatcoat Street for the purpose of accommodating the development is outside the scope of the Whatcoat Street improvements, which were being discussed before the DDA was formed.
- Why not start with a project that would not be a cost to the citizens such as work on the green?
- The building will be pre-leased to Oxford College. His concern is the college will eventually have the opportunity to buy it from the developer.
- The lease does not have to be with the DDA. The City Council could retain ownership of the property and be the lessor.

Mayor Eady stated that the City cannot enter into the type of agreement being planned.

Erik Oliver stated he does not see how the contemplated building would be any different than the City leasing the current building to Oxford College. He also asked how the City will receive remuneration for the loss of the current building.

Jonathan Eady stated that the only thing the City is being asked to spend money on is infrastructure on Whatcoat Street, which is a predicate to this particular project being done but has been on the drawing board for a decade or longer and is consistent with aligning the streets in a way to facilitate town center redevelopment independent of the current project being discussed.

Mayor Eady provided the income estimates again that he had previously provided related to the project.

Jonathan Eady stated that the DDA has spent a lot of time getting to this point with the project, and it is aligned with their understanding of the City Council's expectations and direction for the Town Center. If the City Council wants them to move forward, they will. If the City Council does not want to see this happen, they will stop meeting.

Erik Oliver stated that some of the City Council members felt the development plans were shoved and the DDA is saying that they will not work on any other ideas for Town Center development. He stated that the City Council is still the deciding body.

Mayor Eady stated that what he heard Jonathan Eady say and what he heard from Brian Barnard in a previous meeting is that the DDA is continuing to move forward in good faith based on their understanding of the City Council's desires and has requested the City's direction at certain stages in the process. In March the City Council approved them moving forward with the plan to engage with Main Street concerning construction of this building. If the City Council does not want the DDA to move forward with building according to this plan they will stop meeting with Main Street and stop working on this project.

Mr. Oliver asked about the status of discussions the City Council has had about cost sharing, compensation for the building coming down, and a property swap and whether they have been discussed with Main Street. Mayor Eady stated he has mentioned the property swap to Main Street. He stated he does not see the value of a property swap because the City will be swapping one building that is not sufficient for moving forward with the DDA's vision for another one. In conversations with Sam Hay, he has discussed removing the existing post office building and

Repurposing the site into something in line with town center goals. Jonathan Eady added that one of the advantages of partnering with Main Street is the opportunity to add on to the town center using the post office property.

Mr. Oliver stated that in that case he would support Main Street purchasing the old city hall building. Jonathan Eady stated that there is an overall project cost that if it is exceeded makes it a non-viable project. Piling more non-revenue producing cost onto the project does not make it a better project. Mr. Oliver stated he does not think they will walk away if they have to pay for the building.

Laura McCanless stated she supports Main Street's project in its current proposed location but would like to see some financial support from Main Street or Oxford College for the realignment of Whatcoat Street. Mayor Eady stated he has shared that concern with Emory and they have taken it back to discuss.

Mike Ready expressed his support for the DDA proposal. He is getting tired of the City Council rehashing issues over and over. He acknowledges that he is concerned with the cost of the Whatcoat Street realignment and the loss of the property, but he believes the City Council needs to approve moving forward.

George Holt stated he supported the project when it first started out, but then found out the building was going to be torn down. He did not agree with this, but also feels that Main Street should contribute toward the cost of the Whatcoat Street realignment.

Jonathan Eady stated his belief that 95% of the increase in cost for Whatcoat Street is due to escalating construction costs. There should be no increase in cost to realign the street. This part of the project has been discussed since 2006. It is not specifically in the project to facilitate construction of the building. Realignment of the street is not required to build the building, but the DDA feels that realignment and squaring the property will maximize the utility for a building site.

Jim Windham stated that originally the cost to make changes to Whatcoat Street was \$80,000. It became \$300,000 when the idea of realignment was introduced. He stated he has a hard time justifying spending \$1 million or more on Whatcoat Street. He supports the DDA and believes there are so many possibilities to improve the green and the area behind Yarbrough House. His main goal with the Whatcoat Street work was to get rid of some asphalt.

Mr. Oliver stated that there should be more cost sharing with the college and the developer benefitting. He cannot support spending so much money when there are so many other infrastructure needs in the City.

Mayor Eady stated that Atkins will be moving forward with bidding procedures. They can also be asked to evaluate doing minimal work on Whatcoat Street just to get rid of some pavement and redefine the lot and provide this information to Oxford.

5. Review the City Council Meeting Schedule for 2024 (Attachment C)

There were no objections to adopting the calendar. Mayor Eady announced that beginning in 2024, a committee of City Council will be planning the Staff Appreciation Party. He and his wife are working on getting a volunteer appreciation dinner scheduled.

6. Review of recommended changes to the Stream Buffers from 25 feet to 100 feet (Attachment D)

Laura McCanless clarified that the proposed ordinance change does not include intermittent streams.

George Holt asked for the rationale for the change. Laura McCanless explained that there is not appreciable effectiveness until the distance approaches 75-100 feet from a building site. The EPA advocates a minimum of 100 feet but recommends more. She added that this applies to new development.

7. Review Three Bids for Public Works Fence Demolition and Replacement (Attachment E)

Laura McCanless asked if the City is familiar with HCS. Jody Reid advised they do a lot of the City's work and are reliable.

George Holt asked why the second bidder included tax on labor in their quote. Marcia Brooks stated the City does not pay tax on any part of the cost of a job.

Jody confirmed that all the bids are using treated wood.

The Council members agreed to move forward with the HCS bid.

8. Authorization for Mayor Eady to sign the official Proclamation declaring Newton County as an Education First Community (Attachment F)

9. Consideration of Placing Signs for Catova Creek where it flows under E. Soule Street and E. Richardson Street

10. Approval of Request for Assistance from Northeast Georgia Regional Commission (NEGRC) to apply for the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant (Attachment G)

11. Appointment of the Mayor Pro Tem

The City Council members agreed that Erik Oliver should serve as Mayor Pro Tem in 2024.

12. Appointment of City Solicitor, City Attorney, and Municipal Court Judge

George Holt stated that the City charter also requires appointment of the City Clerk and Police Chief, and the Council can also choose to appoint a Treasurer in January of each year. The City Council will discuss these appointments in Executive Session this evening.

13. City Road Signs Update – compliance with the Manual on Uniform Traffic Control Devices (MUTCD)

14. Distribution of FEMA Reimbursement Funds (Appendix H)

The City Council advised staff to leave the FEMA Reimbursement Funds in the General Fund to help offset the deficit in the budget.

15. Other Business

16. Work Session Meeting Review

17. Executive Session

Jim Windham made a motion to go into Executive Session at 8:47 p.m. Mike Ready seconded the motion. The motion was approved unanimously (7/0).

An Executive Session was held to discuss personnel matters.

Jim Windham made a motion to exit Executive Session at 9:00 p.m. Jeff Wearing seconded the motion. The motion was approved unanimously (7/0).

18. Adjourn

Jim Windham made a motion to adjourn at 9:00 p.m. Erik Oliver seconded the motion. The motion was approved unanimously (7/0).

Respectfully Submitted,



Marcia Brooks
City Clerk/Treasurer

**Oxford Mayor and Council
Work Session
Monday, December 18, 2023 – 6:30 P.M.
Oxford City Hall
110 W. Clark Street, Oxford, Georgia
Agenda**

1. Mayor's Announcements:

- a. At our next work session, we will be considering ordinances for regulating short-term rentals and filming. This had been considered for this agenda, but with the length of tonight's meeting, it was considered best to move them out.
- b. Possible Special Called Voting Meeting via Zoom held prior to January 1, 2024, for Budget Amendments to correct the FY 2023 Budget per the current audit.
- c. Please Note: There will be a swearing in ceremony for appropriate appointed officials and council members at the January 8, 2024 Organizational and Regular Session Council Meeting.

2. Committee Reports: The Trees, Parks and Recreation Board, Planning Commission, Downtown Development Authority, Sustainability Committee and The Old Church Venue Committee will update the Council on their recent activities.

3. *Review of A Classification and Compensation Plan for the City of Oxford, Georgia, by Carl Vinson Institute of Government (CVIOG): This report will be reviewed by Mr. Sam Trager, Public Service Assistant; Strategic Operations and Planning Assistance at CVIOG

4. Oxford Downtown Development Authority to Announce Partnership Effort Underway with Main Street Land & Properties – The DDA has summed up this position as follows:

The DDA has met further with Mainstreet Land & Properties, and we feel they are in line with our vision for this project and the future development of Oxford. They have a heart for this community and are invested personally as well as financially in this area and they wish to see it prosper while maintaining its character and charm. We, as a DDA, feel very comfortable moving forward with them as our development partner in this first and future phases of the Oxford downtown development project."

- 5. *Review the City Council Meeting Schedule for 2024:** Please note, this calendar reflects the needed changes to the meeting schedule based on the holidays and elections. Generally, the meetings are shifted one week out.
- 6. *Review of recommended changes to the Stream Buffers from 25 Feet to 100 feet:** See attached sections Sec. 14-134. Minimum protections (15) and (16). Staff is seeking guidance on small springs or streams with an annual flow of less than 25 gallons per minute. See Section 14-134 (16).
- 7. *Review Three Bids for Public Works Fence Demolition and Replacement:** Please note, the current Capital Improvement Plan has \$75,000 budgeted for this project.
- 8. *Authorization for Mayor Eady to sign the official Proclamation declaring Newton County as an Education First Community by supporting the Newton County Education Foundation (NEF) and the mission to put community resources to work for our youth** – Chairman Banes has requested the cities to support this effort.

9. **Consideration of Placing Signs for Catova Creek where it flows under E. Soule Street and W. Richardson Road** – As you know, Mike McQuaide worked with faculty at the College of the Muscogee Nation in Okmulgee, OK to look for a more appropriate name for Dried Indian Creek. Mr. McQuaide sent photos of the creek showing many of the significant granite outcroppings the water flows over. Norma Marshall, an Instructor in Native American Studies at the College of the Muscogee Nation, suggested “Catova Creek,” which is Muscogee for “creek among the rocks.”
10. ***Approval of Request for Assistance from Northeast Georgia Regional Commission (NEGRC) to apply for the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant** – With a deadline of February 28, 2024, the City Manager and Mayor elected to send a request for assistance for this effort. We are respectfully asking for approval of this action. Note, the request may be withdrawn with no expense incurred. The RAISE funds may support shared use paths and would likely require no further local expenditure of funds due to the Georgia Office of Planning & Budget Funds we have and because the path would be located within a Census Tract that has persistent poverty. The cost for the application is \$500.
11. **Appointment of the Mayor Pro Tem** – The current Mayor Pro Tem is Laura McCanless. Her term runs out in January 2024. Each term is for one year.
12. **Appointment of City Solicitor, City Attorney and Municipal Court Judge**
13. **City Road Signs Update – compliance with the Manual on Uniform Traffic Control Devices (MUTCD)** – The NEGRC had sign data from the REVAMP project: It includes all stop signs, beacon/flashers, traffic controls, and yield signs. The data was last updated in July of 2019, and with data for over 100 signs in Oxford, most of which are stop signs. This information is being loaded into a web map and will be the basis for our considering a sign plan to be in better compliance with the MUTCD.
14. ***Distribution of FEMA Reimbursement Funds** – Please see the attached memo regarding direction needed for the distribution of \$9,368.01 in FEMA funds for expenses incurred from the January 12, 2023 storm damages.
15. **Other Business:**
16. **Work Session Meeting Review:** Mayor Eady will review all the items discussed during the meeting.
17. **Executive Session:** An Executive Session could potentially be held for Land Acquisition/Disposition, Addressing Pending or Potential Litigation, and/or Personnel.

*Attachments



**Carl Vinson
Institute of Government**
UNIVERSITY OF GEORGIA

A Classification and Compensation Plan for the City of Oxford, Georgia*

Carl Vinson Institute of Government
Strategic Operations & Planning Assistance (SOPA)

October 2023

*Draft Copy - Not for Distribution

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Introduction

At the request of the City of Oxford, the Carl Vinson Institute of Government (Institute of Government) at the University of Georgia entered into an agreement with the City of Oxford to develop a new classification and compensation plan for employees covered under the City's personnel plan. *Council Members, part-time employees, and contract employees were not included in the project.*

The objectives of the project were to:

1. Develop new position descriptions.
2. Develop a new classification system by using a point-factor-comparison job evaluation system or market-based pricing techniques to rank jobs and measure differences in job content.
3. Collect and analyze wage survey data.
4. Analyze and format the wage survey data for use in establishing competitive pay levels and develop a recommended compensation plan.
5. Develop strategies to address pay compression issues.
6. Train the City of Oxford administrative personnel in each component of the classification and compensation plan development to ensure the implementation and maintenance of the system.

The process used to collect the necessary data and to design a compensation plan for the analyzed positions covered under the City of Oxford's personnel plan consisted of several steps or phases. The first step involved the Institute of Government conducting a series of virtual project orientation sessions with administrators, supervisors, and employees from the City of Oxford.

Employees received position description questionnaires after the orientation sessions. The position description questionnaire covered major aspects of the employee's position as well as the working conditions of the position. After reviewing all the completed questionnaires, Institute of Government representatives interviewed position incumbents individually.

The purpose of the interviews was to verify and supplement information on the completed questionnaires. The Institute of Government utilized the information collected from the questionnaires and associated job analysis interviews to develop new position descriptions for all the included positions in the project. An overview of the position descriptions is provided in another section of the report.

After developing the position descriptions, the Institute of Government developed a classification plan to group together similar positions for pay purposes. The Institute of Government evaluated most positions utilizing an adapted version of the Factor Evaluation System (FES) in order to assign each classification to a salary grade for the purposes of establishing pay differentials among positions. The classification plan section of the report reviews this process in greater detail.

The next phase of the project was to collect and analyze a variety of salary survey data in order to make assessments about the compensation paid by other organizations. Salary survey sources included published data from the Bureau of Labor Statistics and the State of Georgia's Department of Community Affairs (DCA). The Institute of Government also conducted a custom salary survey of comparable cities and counties. The results are summarized in Appendix D.

Finally, the Institute of Government utilized the salary survey data (and classification plan) to design a competitive compensation plan for the City of Oxford's consideration. After completion of these phases, it will be necessary to review the recommendations outlined in the report with appropriate administrators from the City of Oxford. It is the intention of the Institute of Government to continue to provide a high level of technical assistance in this process.

Position Descriptions

The Institute of Government developed new position descriptions for all identified positions in the City of Oxford. A position description summarizes the most important features of the position. The information provided on a position description includes an overview of the general nature of the work, specific duty responsibilities, scope and effect, working conditions, and suggested minimum qualifications. Fourteen (14) position descriptions were developed for the project. Appendix A provides an example of a position description.

The process used to collect the necessary data and develop the position descriptions involved the distribution of a questionnaire to all participating City of Oxford employees. The questionnaire collected information about major aspects of an employee's position such as their major duties, knowledge requirements, work environment, and supervisory responsibility.

All of the completed questionnaires were submitted to the Institute of Government for analysis and review. The Institute of Government interviewed select jobholders for each existing position in the City of Oxford. The purpose of the interviews was to improve understanding of each position and to confirm that the content of the questionnaires was accurate. Additionally, the interview process helped increase employee participation and understanding of the classification and compensation study process.

After the completion of the employee interviews, technical writers from the Institute of Government utilized the collected data to develop position descriptions. The final step of the position description process is to verify the accuracy and content of the descriptions. Verification will permit select jobholders and supervisors to review and determine whether the proposed position descriptions are accurate and complete.

Classification Plan

The Institute of Government developed 14 unique position classifications for the City of Oxford. Most position classifications are assigned to one of 19 salary grades. Grade 10 is the lowest grade and grade 29 is the highest salary grade. Each salary grade has a pay range associated with it. The pay ranges will be reviewed in a later section of the report.

The salary grade assignment for most positions was determined by evaluating each position. The Institute of Government utilized an adapted version of the Factor Evaluation System (FES) to evaluate each job classification. FES was originally developed by the Civil Service Commission (now the Office of Personnel Management) of the federal government. FES is a point-factor-comparison job evaluation system which is the most commonly used job evaluation approach for public and private sector organizations in the United States and Europe. There are three common features in point-factor systems: (1) compensable factors, with (2) factor degrees numerically scaled, and (3) weights reflecting the relative importance of each factor.

The nine compensable factors that FES originally used to evaluate jobs are: Knowledge Required by the Position, Supervisory Controls, Guidelines, Complexity, Scope and Effect, Personal Contacts, Purpose of Contacts, Physical Demands, and Work Environment. In order to adapt it to this organization, a tenth compensable factor covering supervisory responsibility was added by the Institute of Government.

Furthermore, the factors are weighted (i.e., Knowledge Required by the Position “counts more” than Physical Demands). Each factor has several levels and each level is assigned a specified number of points. The combined score on all the factors determines the total number of points for most positions and its assignment to a salary grade in the classification plan. Table I summarizes key characteristics of the system and Table II provides a detailed example of the evaluation for a sample position.

Table I: Adapted Factor Evaluation System (FES) Characteristics

Factor	No. of Levels	Minimum Factor Points	Maximum Factor Points	Weight*
Knowledge Required by the Position	8	50	1550	32.1%
Supervisory Controls	5	25	650	13.5%
Guidelines	5	25	650	13.5%
Complexity	6	25	450	9.3%
Scope & Effect	6	25	450	9.3%
Personal Contacts	4	10	110	2.3%
Purpose of Contacts	4	20	220	4.6%
Physical Demands	3	5	50	1%
Work Environment	3	5	50	1%
Supervisory Responsibility	7	50	650	13.5%
*Weight based on maximum point allocations for each factor				

Table II: Classification Evaluation Example

		Factor 1 Knowledge Required		Factor 2 Supervisory Controls		Factor 3 Guidelines		Factor 4 Complexity		Factor 5 Scope & Effect	
Job Title		Level	PTS	Level	PTS	Level	PTS	Level	PTS	Level	PTS
Sample Position (Example only)		5	750	4	450	4	450	3	150	3	150
Factor 6 Personal Contacts		Factor 7 Purpose of Contacts		Factor 8 Physical Demands		Factor 9 Work Environment		Factor 10 Supervisory Responsibility		Total	Grade
Level	PTS	Level	PTS	Level	PTS	Level	PTS	Level	PTS		
3	6	3	120	1	5	1	5	5	450	2590	22

Appendix B displays all of the position titles (classifications) and grades sorted by department. Appendix

C displays all of the position titles (classifications) and grades sorted by grades.

Salary Surveys

The Institute of Government conducted a series of salary surveys for this project in order to assess the compensation paid by other comparable employers. A variety of salary surveys were included in this process to ensure that the data is represented from multiple industry sectors and as a method to cross-check or “validate” the results of each salary survey.

The Institute of Government conducted a custom salary survey specifically for this project. The custom salary survey collected compensation data for 12 benchmark positions from other cities and counties. The summarized results are presented in Appendix D.

The Institute also utilized salary data from the Georgia Department of Community Affairs wage and salary database and the Bureau of Labor Statistics (BLS) Survey. The Department of Community Affairs (DCA) administers an annual wage and salary survey to Georgia's local governments. The DCA survey collects a variety of compensation data for over 160 different local government jobs. When available, data from BLS and DCA were included in the survey analysis as additional observations to determine average pay for each position.

Table III: Survey Participants Custom Survey

Organizations	Total No. of Full-Time Employees	Utilize Formal Classification & Compensation Plan	Offer Merit Increases
Covington	341	Yes	Yes
Loganville	139	No	Yes
Snellville	110	Yes	Yes
Forsyth	70	Yes	Yes
Monticello	25	Yes	No
Rockdale County	915	Yes	Yes

Survey Analysis

This section will serve as a summary to review important data and detail the important findings from the wage survey.

Methodology

In order to best determine the salary market, when possible, actual salaries from the surveyed data were utilized. Actual salaries reflect the salaries each participant is paying for each classification surveyed. This number is more dynamic and active than pay ranges because it reflects actual pay. Often, many organizations do not actively move pay ranges to reflect the market, but they will move individual employee pay.

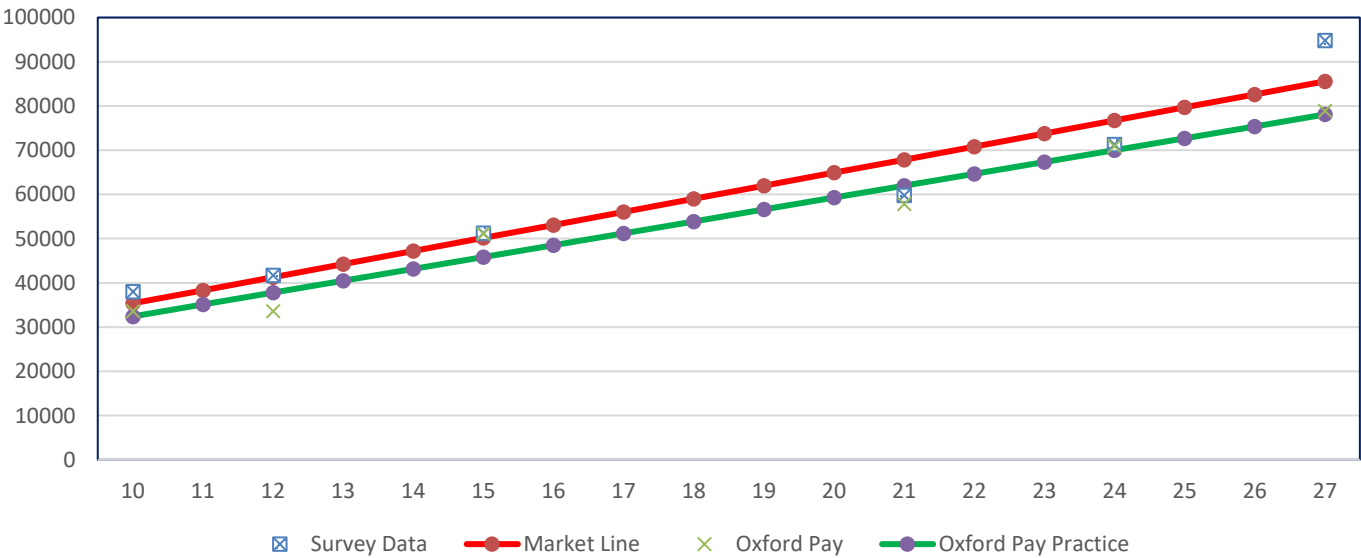
When available, data from BLS and DCA were included in the survey analysis as additional observations to determine average pay for each position.

Once positions are placed in the classification plan and assigned a pay grade, using regression analysis, we were then able to compare the pay of employees at the City of Oxford (pay practice) to the labor market.

Analysis

When comparing the pay practice of the City of Oxford to the labor market, the results show that the city trails the market by 9.4%. Below Chart I graphically shows Oxford’s pay compared to the market.

Chart I: City of Oxford compared to Market
Oxford Pay vs Market



Based on this analysis, we are able to make recommendations related to the surveyed data that matches the market.

Compensation Plan

The Institute of Government has developed a compensation plan for the City of Oxford's consideration. The proposed compensation plan is based on an internal value system reflected in the proposed classification plan and on a series of salary surveys to help ensure an externally equitable and competitive salary structure.

Table IV displays the key characteristics of the City of Oxford's proposed compensation plan. Tables V displays the proposed compensation plan.

Table IV: Compensation Plan Characteristics

Compensation Plan	Salary Structure Labor Market Position	Salary Structure Design	Pay- Level Policy	No. of Grades
Pay Band Compensation Plan	Place the City of Oxford in a lead-lag position relative to the market line.	Pay Band (60% Range; 5% between pay bands)	Lead-Lag	20 (10-29)

The compensation plan on Table V employs a pay band design. An advantage of a pay band design is organizational and managerial flexibility in setting wages and salaries while placing controls on salaries (minimum and maximum rates) for each salary grade. Additionally, it permits an employee to enjoy more rapid salary growth (when budgetary availability permits) compared to a grade and step design. The disadvantages of the pay band design are a greater need for salary justifications (performance or market-based) and a greater need for monitoring to ensure non-discriminatory wage practices.

The pay band compensation plan on Table V has 20 salary grades. The pay range (minimum to maximum) for all grades on the developed wage and salary structure are exactly sixty (60%) percent. There is a 5% increase between each pay grade.

The compensation levels associated with the pay band compensation plan represent a lead-lag

pay position for the City. The proposed pay bands in Table V place the city's pay tables approximately 4.6% ahead of the market line. Because pay in all organizations is moving at approximately 4.7% (Wages only) per year (<https://data.bls.gov/timeseries/CIU3010000000000A>), the city will be ahead of the market line for part of the year and behind for part of the year. A lead-lag pay-level policy helps ensure an organization's pay costs are nearly equivalent to its labor market competitors and maintains the City's relative position to the market.

Additionally, a lead-lag policy allows an organization to remain competitive with its labor market competitors in attracting and retaining employees.

While it may be necessary to adjust employee wages again in 2024, it may not be necessary to adjust the pay table.

Maintaining the Compensation Plan

There are several actions that the City of Oxford should consider when keeping the compensation plans current. These proposed actions are not automatic and should be contingent upon the organization's fiscal condition.

The City should consider an annual market adjustment to the adopted salary scale. This adjustment should be applied as an increase to the salary scale and as a general percentage increase for all employees. It is recommended that the market adjustment be linked to a measure of inflation such as the Employment Cost Index (ECI) (<https://www.bls.gov/eci/home.htm>) or the World at Work Salary Budget Increase Survey.

It is important to note that individual pay should move faster than the pay tables. This will alleviate any compression issues that could arise due to hiring incoming employees at or equal to the pay of longer-term employees. For example, if the ECI is 5%, the city may decide to move the pay tables by 3% and offer an average pay increase to employees of 5%.

With that, the city should determine a philosophy for moving individual employee pay annually. The most common approaches to this are an across-the-board increase or a system that includes pay-for-performance or a system that combines the two.

Table V
Proposed Pay Band Compensation Plan, Annual
Salaries City of Oxford Personnel Project

Grade	Minimum	Midpoint	Maximum
10	\$31,142	\$40,485	\$49,827
11	\$32,699	\$42,509	\$52,319
12	\$34,334	\$44,634	\$54,934
13	\$36,051	\$46,866	\$57,681
14	\$37,853	\$49,209	\$60,565
15	\$39,746	\$51,670	\$63,594
16	\$41,733	\$54,253	\$66,773
17	\$43,820	\$56,966	\$70,112
18	\$46,011	\$59,814	\$73,617
19	\$48,311	\$62,805	\$77,298
20	\$50,727	\$65,945	\$81,163
21	\$53,263	\$69,242	\$85,221
22	\$55,927	\$72,705	\$89,482
23	\$58,723	\$76,340	\$93,957
24	\$61,659	\$80,157	\$98,654
25	\$64,742	\$84,165	\$103,587
26	\$67,979	\$88,373	\$108,767
27	\$71,378	\$92,791	\$114,205
28	\$74,947	\$97,431	\$119,915
29		Open	

Implementation Strategy

The following paragraphs present an implementation strategy for the City of Oxford's consideration (Table VI depicts the implementation strategy costs). Contract employees, part-time employees, and council members are not included in the proposed implementation plan. Furthermore, the estimated cost figures do not include benefit costs, payroll tax expenditures, supplemental pay, or current overtime expenditures. Thus, the following cost figures do not represent the organization's total personnel costs.

The first step of the implementation strategy is to bring employee pay closer to market by raising employee pay across the board by 5%. It does not appear that a pay adjustment has been recently given to employees, this increase will address the cost of living that has increased and adjust employee pay in-line with the market. The cost of a one-time adjustment is \$43,862.

Second, implement the proposed classifications (Appendix B) and the developed compensation plan (Table V)

by assigning all full-time employees to their recommended classification, salary grade, and salary range. The rates on the compensation plan were developed by analyzing the collected salary survey data. Initial assignments on the compensation plan (Table V) were determined by placing full-time employees at the minimum annual salary for their proposed salary grade if their current annual salary was below the minimum annual salary for their proposed salary grade. Annual salaries were not adjusted for full-time employees whose current annual salary was above the minimum annual salary for their proposed grade. The estimated cost to implement this for full-time employees whose pay is below the range minimum adjustments is \$5,743 for full-time employees.

The third step of the implementation strategy is to address pay compression issues within the City of Oxford. Pay compression occurs when employee salaries group closely together regardless of length or quality of service to the organization. Pay compression can create pay dissatisfaction and employee turnover, which can threaten the competitive advantage of an organization. There are several factors that contribute to pay compression. These factors include: historically modest budgets for employee salary increases (creates situations where the salaries of new hires outpace existing employees), departments not adhering to established human resources policies (i.e., hiring guidelines, promotional increases, etc.), and compensation not being properly integrated in situations where organizations acquire, consolidate, or reorganize operating units. Additionally, reviewing compression and determining a methodology to address it, will have the additional benefit of assuring each employee's pay is appropriate within each grade.

To address this issue, the Institute of Government developed a formula where each year of time in position equates to approximately 2% adjustment in the pay range above the minimum (i.e. 2 years of time in position equals approximately 1.5% above pay range minimum). Full-time employees whose proposed salary after the first step is below their projected formula pay would be brought to the projected salary above the minimum associated with the time in their current position. Full-time employees whose proposed salary in their pay range is at or above their projected salary based on their time in current position are not eligible for the compression adjustment. Additionally, full-time employees will not be brought beyond the maximum salary associated with their proposed salary range. The estimated compression adjustment for full-time employees for the pay band compensation plan is \$11,342.

The compression adjustment framework targets employees whose salaries are lagging for their time in their position. Please note that the compression adjustment is not a mandatory action and should only be provided to full-time

employees who have met performance standards. Part-time employees are also not eligible for the compression adjustment.

Table VI
Estimated Cost of Implementation
City of Oxford Personnel Project

	Across the Board Market Adjustment	Estimated Range Minimum Adjustment Costs¹	Full-Time Employee Compression Adjustment Costs²	Estimated Total Implementation Cost¹
Pay Band Compensation Plan	\$40,367 (5% of current payroll)	\$5,743 (.7% of total payroll%)	\$11,342 (1.4% of total payroll)	\$57,452 (7.1 % of total payroll)

¹ Increases are based on an analyzed payroll of \$807,345 for the included employees. The figures presented are exclusive of benefit costs, overtime expenditures, and supplemental pay. Figures presented are the estimated cost for the pay band compression adjustment increases. The compression adjustment calculations for employees are based on their length of service in their current position and their proposed salary in their pay range. Each year of length of service equates to 2% adjustment in the pay range above the minimum (i.e. 2 years of time in position equals 4% above pay range minimum). Employees whose proposed salary is below their recommended pay range based on their time in position would be brought to the percentage above the minimum associated with the time in their current position. Employees whose proposed salary in the compensation is above their recommended percentage above minimum based on their time in position are not eligible for the compression adjustment. Part-time employees are also not eligible for the compression adjustment. Employees whose salary exceeds the maximum of their pay range are also not eligible for the compression adjustment.

Additional Recommendations

Changes to the Classification Plan

In reviewing the classification plan, the Institute of Government recommends that the Associate Clerk /Events and Permits Specialist which also has social media responsibilities be reclassified to an Associate Clerk II. In our review, it appears that this position has a higher level of responsibility than the other clerks. This recommendation is reflected in Appendix B.

Fair Labor Standards Act (FLSA)

FLSA classifies all positions as either exempt or non-exempt. The FLSA requires that all covered nonexempt employees be paid over time pay at no less than time and one-half their regular rates of pay for all hours worked in excess of 40 in a workweek. (usually 40 hours for administrative employees and 43 hours for police or 86 hours if they are paid on a 14-day cycle). Appendix B details exempt or non-exempt classifications for all employees.

Please note, that based on a recent court case, Hedricks vs Total Quality Logistics, this recommends that you consider consulting with your City Attorney to review the FLSA classification of positions. The case above held that an outside third-party review did not constitute a good faith effort to properly classify positions under FLSA. The court held that only discussions with attorneys or government officials would meet the standard.

Livable Wage

Overtime, the city may want to consider moving employee pay to meet the established livable wage. The Massachusetts Institute of Technology surveys publishes a livable wage for each county in the United States. The minimum livable wage for Newton County for a single adult with no children is \$19.21 per hour or \$39,956 annually (<https://livingwage.mit.edu/counties/13217>).

Appendix A
Sample Position Description
City of Oxford Project



Police Lieutenant
Police

PD/2

JOB SUMMARY

This position is responsible for serving in various capacities for the City of Oxford Police Department i.e. supervisor, patrol, Instructor.

MAJOR DUTIES

1. Patrols assigned beat to aid in preventing crime and to enforce Federal, State, and City laws.
2. Observes, reports, and acts upon conditions conducive to crime and danger such as checking buildings, assisting other officers, enforcing traffic laws, making arrests, and transporting prisoners.
3. Determines the nature of a call, investigates the circumstances and takes the necessary or prudent action.
4. Aids the public in emergency and non-emergency situations; administers first aid and request appropriate medical response; performs crisis intervention.
5. Prepares a variety of written and oral reports.
6. Investigates crimes, interviews witnesses, victims and suspects and provides feedback to the appropriate people concerning case status; collects and documents evidence.
7. Appears in court, and is available to testify in matters which the officer has knowledge of whether it can be criminal or civil. Acts as Bailiff during court.
8. Prepares a variety of written and oral reports.
9. Maintains proficiency in the use of police related equipment.
10. Performs special assignments related to investigations, crime prevention and traffic enforcement. Prepares and plans parade routes or dignitary protection.
11. Attends required yearly training and takes specialty training class pertinent to job duties. Prepares lesson plans and teach POST classes. Conducts Firearms certifications, Lidar Certifications, and Taser 7 certifications.
12. Crisis Intervention Training to handle domestics, marital problems and people in crisis.
13. DOT Traffic monitoring.
14. Performs related duties.

KNOWLEDGE REQUIRED BY THE POSITION

1. Knowledge of theories, principles, and practices of police administration.
2. Knowledge of supervisory techniques and principles.
3. Knowledge of federal, state, local, traffic, criminal and civil laws.
4. Knowledge of criminal justice system.
5. Knowledge of different types of training, available resources, and application.
6. Knowledge of computers and job-related software programs and equipment.
7. Knowledge of GA POST rules, city, and departmental policies and procedures.
8. Knowledge of report writing and record keeping/logs.

9. Skill in oral and written communication.
10. Skill in interpersonal relations.

SUPERVISORY CONTROLS

The supervisor assigns work in terms of department goals and objectives. The work is reviewed through conferences, reports, and observation of department activities.

GUIDELINES

Guidelines include Georgia criminal law and procedure, GCIC/NCIC procedures, municipal code, City of Oxford rules and regulations, and federal law. These guidelines require judgment, selection, and interpretation in application.

COMPLEXITY/SCOPE OF WORK

- The work consists of related training, supervisory, and administrative duties. Various types of situations that need problem solving contribute to the complexity of the position.
- The purpose of this position is to serve in various capacities for the City of Oxford Police Department i.e. supervisor, patrol, Instructor. Success in this position contributes ensures that the personnel are highly trained and can protect visitors and the community.

CONTACTS

- Contacts are typically with co-workers, Traffic Clerk, Associate City Clerk, City Clerk, and members of the general public.
- Contacts are typically to provide services, to give or exchange information, or to resolve problems.

PHYSICAL DEMANDS/ WORK ENVIRONMENT

- The work is typically performed while sitting at a desk or table while intermittently standing, sitting, bending, crouching, or stooping. The employee occasionally lifts light objects and heavy objects, climbs ladders, uses tools or equipment requiring a high degree of dexterity, distinguishes between shades of color, and utilizes sense of smell.
- The work is typically performed in an office, a noisy place, or occasionally outdoors in cold or inclement weather. The employee is exposed to dust, dirt, and grease; machinery with moving parts; and contagious or infectious diseases, or irritating chemicals. Work requires use of protective devices such as masks, goggles, or gloves.

SUPERVISORY AND MANAGEMENT RESPONSIBILITY

The position has direction over assigned personnel within an area, department or unit.

MINIMUM QUALIFICATIONS

- Baccalaureate degree in a course of study related to the occupational field required.
- More than five years of related experience required. Minimum 3 years of supervisory experience required.
- Possession of or the ability to obtain a Georgia POST Certification.
- Possession of or ability to readily obtain GCIC/NCIC certification.

Appendix B
City of Oxford
Position Grade Analysis by Department

<u>Dept</u>	<u>Position</u>	<u>Grade</u>	<u>FLSA Status</u>
ADM/1	City Manager	29	Exempt
ADM/2	City Clerk/Treasurer	24	Exempt
ADM/3	Deputy City Clerk	16	Non-Exempt
ADM/4	Associate Clerk 2 /Events and Permits Specialist	14	Non-Exempt
ADM/5	Associate Clerk/Municipal Court Clerk	12	Non-Exempt
ADM/6	Associate Clerk/Utility Billing Specialist	12	Non-Exempt
PD/1	Police Chief	27	Exempt
PD/2	Police Lieutenant	21	Non-Exempt
PD/3	Police Officer	15	Non-Exempt
PW/1	Supervisor of Utilities and Maintenance	24	Non-Exempt
PW/2	Assistant Public Works Supervisor	18	Non-Exempt
PW/3	Maintenance Worker	16	Non-Exempt
PW/4	Meter Reader	10	Non-Exempt
PW/5	Recycle & Refuse Collection Worker	10	Non-Exempt
PW/6	Groundskeeper	10	Non-Exempt

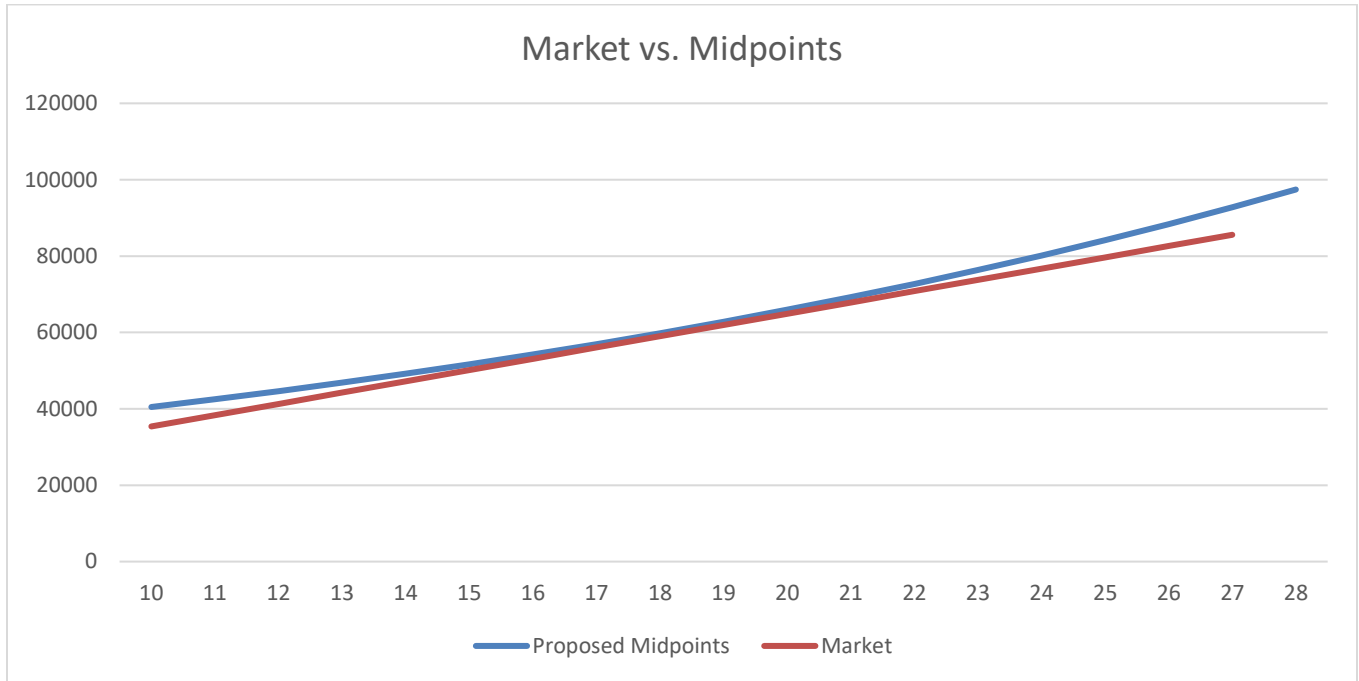
Appendix C
City of Oxford
Position Grade Analysis by Grade

<u>Dept</u>	<u>Position</u>	<u>Grade</u>	<u>FLSA Status</u>
ADM/1	City Manager	29	Exempt
PD/1	Police Chief	27	Exempt
ADM/2	City Clerk/Treasurer	24	Exempt
PW/1	Supervisor of Utilities and Maintenance	24	Non-Exempt
PD/2	Police Lieutenant	21	Non-Exempt
PW/2	Assistant Public Works Supervisor	18	Non-Exempt
ADM/3	Deputy City Clerk	16	Non-Exempt
PW/3	Maintenance Worker	16	Non-Exempt
PD/3	Police Officer	15	Non-Exempt
ADM/4	Associate Clerk 2 /Events and Permits Specialist	14	Non-Exempt
ADM/5	Associate Clerk/Municipal Court Clerk	12	Non-Exempt
ADM/6	Associate Clerk/Utility Billing Specialist	12	Non-Exempt
PW/4	Meter Reader	10	Non-Exempt
PW/5	Recycle & Refuse Collection Worker	10	Non-Exempt
PW/6	Groundskeeper	10	Non-Exempt

Appendix D
Salary Survey Summary
City of Oxford Project

Classification	Average	Minimum	Maximum	Oxford Pay	% behind or ahead of market
City Clerk/Treasurer	\$64,982	\$54,801	\$75,164	\$60,193	-7.96%
Deputy City Clerk	\$47,324	\$40,411	\$54,236	\$51,126	7.44%
Associate Clerk/Events and Permits Specialist	\$48,281	\$59,662	\$79,173	\$34,445	-40.17%
Associate Clerk/Municipal Court Clerk	\$43,287	\$44,429	\$71,210	\$34,445	-25.67%
Associate Clerk/Utility Billing Specialist	\$33,643	\$40,969	\$58,836	\$32,781	-2.63%
Police Chief	\$94,850	\$69,491	\$123,166	\$78,873	-20.26%
Police Lieutenant	\$59,816	\$55,974	\$87,865	\$57,865	-3.37%
Police Officer	\$55,169	\$45,382	\$71,756	\$51,147	-7.86%
Supervisor of Utilities and Maintenance	\$77,664	\$60,644	\$99,151	\$81,755	5.00%
Meter Reader	\$39,313	\$35,497	\$60,035	\$35,318	-11.31%
Recycle & Refuse Collection Worker	\$37,503	\$32,184	\$53,885	\$32,781	-14.40%
Groundskeeper	\$37,260	\$34,493	\$52,795	\$32,781	-13.66%

Appendix E
Proposed Midpoints Compared to Market
City of Oxford Project



Proposed midpoints are 4.6% ahead of market.

A Brief Background on Past Practices for Performance Raises and COLA

- December 13, 2023
- FY 2024 – 2.5% step increase, based on performance at the anniversary date and a COLA which has not been determined.
- FY 2023 – 5.1% increase effective on anniversary date approved with FY 2023 budget.
- FY 2022 – 14.1% increase effective 3/10/2022.
- FY 2021 – 2.5% increase effective 7/1/2020 approved with FY 2021 budget.
- FY 2020 – no increase due to uncertainty of COVID-19 impact on operating budget.

Regarding the performance increase every other year:

The March 2006 CVIOG report stated the following:

In order to keep the proposed salary table current, an annual market adjustment should be considered. This adjustment should be applied as an increase to the salary schedule and as a general percentage salary increase for all employees when market conditions dictate. This market adjustment should be made in addition to employee performance raises. Thus, the City of Oxford may budget for two annual personnel cost adjustments: 1) an across-the-board increase which would raise every employee's salary and every pay range equally when market conditions dictate, and 2) annual performance increases linked to employee service and/or performance.

The step increases in the March 2006 Report were 2.5% each.

A 6/5/2017 memo indicates the City Council adopted a career ladder plan for city employees that states an employee is eligible for a one-step increase every two years on his/her hiring anniversary date if the employee has two successive evaluations rated 3 or higher.

The City “codified” this plan in the employee manual update of November 2021. We also added an increase after a 6-month probationary period to help with employee retention (employees had been waiting two years for an increase).

However, the Council voted for 2.5% performance increases annually for FY 2023 and FY 2024. Between FY 2018 and FY 2022 they received them biannually.



BIRTHPLACE OF EMORY UNIVERSITY

2024 CITY COUNCIL MEETINGS

January 8, 2024	Organizational Meeting and Regular Session
January 22, 2024	Work Session
February 5, 2024	Regular Session
February 19, 2024	Work Session
March 4, 2024	Regular Session
March 18, 2024	Work Session
April 1, 2024	Regular Session
April 15, 2024	Work Session
May 6, 2024	Regular Session
May 22, 2024	Work Session
June 3, 2024	Regular Session
June 24, 2024	Work Session
July 1, 2024	Regular Session
July 15, 2024	Work Session
August 5, 2024	Regular Session
August 19, 2024	Work Session
September 9, 2024	Regular Session
September 16, 2024	Work Session
October 7, 2024	Regular Session
October 21, 2024	Work Session
November 12, 2024	Regular Session
November 18, 2024	Work Session
December 9, 2024	Regular Session
December 16, 2024	Work Session



OBSERVED HOLIDAYS 2024

January 1, Monday	New Year's Day
January 15, Monday	Martin Luther King Jr. Day
May 27, Monday	Memorial Day
June 19, Wednesday	Juneteenth
July 4, Thursday	Independence Day
September 2, Monday	Labor Day
November 11, Monday	Veteran's Day
November 28, Thursday	Thanksgiving
November 29, Friday	Day after Thanksgiving
December 24, Tuesday	Christmas Eve
December 25, Wednesday	Christmas Day

OFFICE OF THE SECRETARY OF STATE ELECTIONS DIVISION



2024 SCHEDULED ELECTIONS & SUMMARY OF EVENTS

ELECTION	ELECTION DATE	ABM APPLICATION PERIOD	ABM MAILOUT START DATE	ADVANCE VOTING PERIOD	REGISTRATION DEADLINE
Presidential Preference Primary (PPP)	March 12, 2024	FPCA: 09/14/23 to 03/01/24 GA APP: 12/25/23 to 03/01/24	UOCAVA: 01/23/24 CIVILIAN: 02/12/24	02/19/24 to 3/8/24	02/12/2024
General Primary / Nonpartisan Election	May 21, 2024	FPCA: 11/23/23 to 05/10/24 GA APP: 03/04/24 to 05/10/24	UOCAVA: 04/02/24 CIVILIAN: 04/22/24	04/29/24 to 5/17/24	04/22/2024
General Primary / Nonpartisan Runoff	June 18, 2024	FPCA: 12/21/23 to 06/07/24	UOCAVA: 04/02/24	ASAP, but no later than 06/10 to 06/14	04/22/2024
General Runoff for Federal Offices		GA APP: 04/01/24 to 06/07/24	CIVILIAN: ASAP		05/20/2024
General Election	November 5, 2024	FPCA: 05/09/24 to 10/25/24 GA APP: 08/19/24 to 10/25/24	UOCAVA: 09/17/24 CIVILIAN: 10/07/24	10/14/24 thru 11/1/24	10/07/2024
General Runoff	December 3, 2024	FPCA: 06/06/24 to 11/22/24	UOCAVA: 09/17/24	ASAP, but no later than 11/25/24 to 11/27/24	10/07/2024
General Runoff for Federal Offices		GA APP: 09/16/24 to 11/22/24	CIVILIAN: ASAP		11/04/2024

Special Note: The General Runoff for Federal Offices is not considered a separate event, it is listed on a separate line due to the different registration deadlines.

O.C.G.A. § 21-2-14. When the last day for the exercise of any privilege or discharge of any duty prescribed or required by this chapter shall fall on a Saturday, Sunday, or legal holiday, the next succeeding business day shall be the last day for the exercise of such privilege or the discharge of such duty.

PART II - CODE OF ORDINANCES
Chapter 14 - ENVIRONMENT
ARTICLE III. - SOIL EROSION AND SEDIMENTATION CONTROL
DIVISION 2. MINIMUM STANDARDS

DIVISION 2. MINIMUM STANDARDS

Sec. 14-132. General provisions.

- (a) Excessive soil erosion and resulting sedimentation can take place during land-disturbing activities if requirements of the chapter and the NPDES general permit are not met. Therefore, plans for those land-disturbing activities which are not exempted by this chapter shall contain provisions for application of soil erosion, sedimentation and pollution control measures and practices. The provisions shall be incorporated into the erosion, sedimentation and pollution control plans.
- (b) Soil erosion, sedimentation and pollution control measures and practices shall conform to the minimum requirements of this division. The application of measures and practices shall apply to all features of the site, including street and utility installations, drainage facilities and other temporary and permanent improvements.
- (c) Measures shall be installed to prevent or control erosion, sedimentation and pollution during all stages of any land-disturbing activity in accordance with requirements of this article and the NPDES general permit.

(Ord. of 7-12-2010(01), § 2(35-104(A)))

Sec. 14-133. Best management practices required.

- (a) Best management practices as set forth in this section shall be required for all land-disturbing activities. Proper design, installation and maintenance of best management practices shall constitute a complete defense to any action by the director or to any other allegation of noncompliance with this subsection or any substantially similar terms contained in a permit for the discharge of stormwater issued pursuant to O.C.G.A. § 12-5-30(f) a part of the Georgia Water Quality Control Act. As used in this subsection, the terms "proper design" and "properly designed" mean designed in accordance with the hydraulic design specifications contained in the "Manual for Erosion and Sediment Control in Georgia" specified in O.C.G.A. § 12-7-6(b).
- (b) A discharge of stormwater runoff from disturbed areas where best management practices have not been properly designed, installed and maintained shall constitute a separate violation of any land-disturbing permit issued by a local issuing authority or of any state general permit issued by the EPD pursuant to O.C.G.A. § 12-5-30(f), part of the Georgia Water Quality Control Act, for each day on which such discharge results in the turbidity of receiving waters being increased by more than 25 nephelometric turbidity units for waters supporting warm water fisheries or by more than ten nephelometric turbidity units for waters classified as trout waters. The turbidity of the receiving waters shall be measured in accordance with guidelines to be issued by the director. This subsection shall not apply to any land disturbance associated with the construction of single family homes which are not part of a larger common plan of development or sale, unless the planned disturbance for such construction is equal to or greater than five acres.
- (c) Failure to properly design, install or maintain best management practices shall constitute a violation of any land-disturbing permit issued by a local issuing authority or of any state general permit issued by the EPD pursuant to O.C.G.A. § 12-5-30(f), part of the Georgia Water Quality Control Act, for each day on which such failure occurs.

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- (d) The director may require, in accordance with regulations adopted by the board, reasonable and prudent monitoring of the turbidity level of receiving waters into which discharges from land disturbing activities occur.
 - (e) The local issuing authority may set more stringent buffer requirements than stated in this section, in light of O.C.G.A. § 12-7-6(c).

(Ord. of 7-12-2010(01), § 2(35-104(B)))

Sec. 14-134. Minimum protections.

The rules and regulations, ordinances or resolutions adopted pursuant to O.C.G.A. § 12-7-1 et seq., for the purpose of governing land-disturbing activities, shall require, as a minimum, protections at least as stringent as the state general permit; and best management practices, including sound conservation and engineering practices to prevent and minimize erosion and resultant sedimentation, which are consistent with, and no less stringent than, those practices contained in the "Manual for Erosion and Sediment Control in Georgia" published by the state soil and water conservation commission as of January 1 of the year in which the land-disturbing activity was permitted, as well as the following:

- (1) Stripping of vegetation, regarding and other development activities shall be conducted in a manner so as to minimize erosion;
- (2) Cut-fill operations must be kept to a minimum;
- (3) Development plans must conform to topography and soil type so as to create the lowest practicable erosion potential;
- (4) Whenever feasible, natural vegetation shall be retained, protected and supplemented;
- (5) The disturbed area and the duration of exposure to erosive elements shall be kept to a practicable minimum;
- (6) Disturbed soil shall be stabilized as quickly as practicable;
- (7) Temporary vegetation or mulching shall be employed to protect exposed critical areas during development;
- (8) Permanent vegetation and structural erosion control practices shall be installed as soon as practicable;
- (9) To the extent necessary, sediment in runoff water must be trapped by the use of debris basins, sediment basins, silt traps or similar measures until the disturbed area is stabilized. As used in this subsection, a disturbed area is stabilized when it is brought to a condition of continuous compliance with the requirements of O.C.G.A. § 12-7-1 et seq.;
- (10) Adequate provisions must be provided to minimize damage from surface water to the cut face of excavations or the sloping of fills;
- (11) Cuts and fills may not endanger adjoining property;
- (12) Fills may not encroach upon natural watercourses or constructed channels in a manner so as to adversely affect other property owners;
- (13) Grading equipment must cross flowing streams by means of bridges or culverts except when such methods are not feasible, provided, in any case, that such crossings are kept to a minimum;
- (14) Land-disturbing activity plans for erosion, sedimentation and pollution control shall include provisions for treatment or control of any source of sediments and adequate sedimentation control facilities to

retain sediments on-site or preclude sedimentation of adjacent waters beyond the levels specified in this section;

- (15) ~~Except as provided in subsection (16) of this section, t~~There is established a ~~25~~100-foot buffer along the banks of all state waters, as measured horizontally from the point where vegetation has been wrested by normal stream flow or wave action, except where the director determines to allow a variance that is at least as protective of natural resources and the environment, where otherwise allowed by the director pursuant to O.C.G.A. § 12-2-8, where a drainage structure or a roadway drainage structure must be constructed, provided that adequate erosion control measures are incorporated in the project plans and specifications, and are implemented; or along any ephemeral stream. As used in this provision, the term "ephemeral stream" means a stream: that under normal circumstances has water flowing only during and for a short duration after precipitation events; that has the channel located above the groundwater table year round; for which groundwater is not a source of water; and for which runoff from precipitation is the primary source of water flow, unless exempted as along an ephemeral stream, the buffers of at least ~~25~~100 feet established pursuant to the Metropolitan River Protection Act, O.C.G.A. § 12-5-440 et seq., shall remain in force unless a variance is granted by the director as provided in this subsection. The following requirements shall apply to any such buffer:
- a. No land-disturbing activities shall be conducted within a buffer and a buffer shall remain in its natural, undisturbed state of vegetation until all land-disturbing activities on the construction site are completed. Once the final stabilization of the site is achieved, a buffer may be thinned or trimmed of vegetation as long as a protective vegetative cover remains to protect water quality and aquatic habitat and a natural canopy is left in sufficient quantity to keep shade on the stream bed; provided, however, that any person constructing a single-family residence, when such residence is constructed by or under contract with the owner for his own occupancy, may thin or trim vegetation in a buffer at any time as long as protective vegetative cover remains to protect water quality and aquatic habitat and a natural canopy is left in sufficient quantity to keep shade on the stream bed; and
 - b. The buffer shall not apply to the following land-disturbing activities, provided that they occur at an angle, as measured from the point of crossing, within 25 degrees of perpendicular to the stream; cause a width of disturbance of not more than 50 feet within the buffer; and adequate erosion control measures are incorporated into the project plans and specifications and are implemented:
 - 1. Stream crossings for water lines; or
 - 2. Stream crossings for sewer lines;
- (16) There is established a ~~50~~100-foot buffer, as measured horizontally from the point where vegetation has been wrested by normal stream flow or wave action, along the banks of any state waters classified as trout streams pursuant to Georgia Water Quality Control Act, O.C.G.A. § 12-5-20 et seq., except where a roadway drainage structure must be constructed; provided, however, that small springs and streams classified as trout streams which discharge an average annual flow of 25 gallons per minute or less shall have a 25-foot buffer or they may be piped, at the discretion of the landowner, pursuant to the terms of a rule providing for a general variance promulgated by the board, so long as any such pipe stops short of the downstream landowner's property and the landowner complies with the buffer requirement for any adjacent trout streams. The director may grant a variance from such buffer to allow land-disturbing activity, provided that adequate erosion control measures are incorporated in the project plans and specifications and are implemented. The following requirements shall apply to such buffer:

-
- a. No land-disturbing activities shall be conducted within a buffer and a buffer shall remain in its natural, undisturbed state of vegetation until all land-disturbing activities on the construction site are completed. Once the final stabilization of the site is achieved, a buffer may be thinned or trimmed of vegetation as long as a protective vegetative cover remains to protect water quality and aquatic habitat and a natural canopy is left in sufficient quantity to keep shade on the stream bed; provided, however, that any person constructing a single-family residence, when such residence is constructed by or under contract with the owner for his own occupancy, may thin or trim vegetation in a buffer at any time as long as protective vegetative cover remains to protect water quality and aquatic habitat and a natural canopy is left in sufficient quantity to keep shade on the stream bed; and
 - b. The buffer shall not apply to the following land-disturbing activities, provided that they occur at an angle, as measured from the point of crossing, within 25 degrees of perpendicular to the stream; cause a width of disturbance of not more than 50 feet within the buffer; and adequate erosion control measures are incorporated into the project plans and specifications and are implemented:
 1. Stream crossings for water lines; or
 2. Stream crossings for sewer lines.

(Ord. of 7-12-2010(01), § 2(35-104(C)))

Sec. 14-135. More stringent regulations may be adopted.

Nothing contained in O.C.G.A. § 12-7-1 et seq. shall prevent any local issuing authority from adopting rules and regulations, ordinances, or resolutions which contain stream buffer requirements that exceed the minimum requirements in sections 14-133 and 14-134.

(Ord. of 7-12-2010(01), § 2(35-104(D)))

Sec. 14-136. Injury does not constitute proof or presumption of violation of standards.

The fact that land-disturbing activity for which a permit has been issued results in injury to the property of another shall neither constitute proof of nor create a presumption of a violation of the standards provided for in this chapter or the terms of the permit.

(Ord. of 7-12-2010(01), § 2(35-104(E)))

Secs. 14-137—14-155. Reserved.

HCS SERVICES
149 OLD HWY 81
OXFORD GA 30054

To: **CITY OF OXFORD**
Job: MAINTANCE SHOP

Thank You For Your Business
Make all checks payable to HCS SERVICES

Timber Fence LLC

678-334-1426

caleb.satterfield@yahoo.com



Estimate

ADDRESS

Jody Reid
City Of Oxford
105 W Watson St
Oxford, Ga 30054
United States

ESTIMATE # 25

DATE 09/22/2023

DATE	ACTIVITY	DESCRIPTION	QTY	RATE	AMOUNT
	Labor	901Ft of 8ft tall standard privacy Fence Demo and haul off. Brush and tree clearing and haul off.	901	6.00	5,406.00T
	Labor	Erection of 901ft 8ft tall standard privacy fencing. 3) operator gates rebuilt on existing metal gate frames	901	15.50	13,965.50T
	Material	Material 100) bags of Concrete 118) 4x6x8 118) 2x4x8 14) 2x4x16 2,200) 8ft tall pickets 15,720) 2 inch picket nails 1) box of 3 inch framing nails 1) box of concrete screws	901	18.00	16,218.00T

SUBTOTAL	35,589.50
TAX	2,491.27
TOTAL	\$38,080.77

Accepted By

Accepted Date

ESTIMATE

Seabolt Fence Company
8133 Dearing St SE
Covington, GA 30014

seaboltfencing@gmail.com
+1 (404) 538-9482



City Of Oxford

Bill to

110 W Clark St Oxford GA 30054

Estimate details

Estimate no.: 1099
Estimate date: 05/18/2023

Product or service	Amount
1. Services	1 unit x \$51,940.00
951' of 8' wood privacy. Remove old and replace with new like fence. Clean all debris and haul away old fence.	\$51,940.00

Total **\$51,940.00**

Note to customer

Thank you for your business.



NEWTON COUNTY
BOARD OF COMMISSIONERS
Office of the Honorable Chairman, Marcello Banes

MARCELLO BANES
CHAIRMAN

December 7, 2023

Greetings #OneNewton Supporters,

As leaders in our community, we once again have an opportunity to do something profound and critical. Recently I had the pleasure of meeting with Gail Rothman of the Newton Education Foundation (NEF) and am excited and motivated by this new initiative in our community.

We all know what the power of collective impact can have on our community. We all know how crucial education is in our community and we all know that Newton County works best when it works together. We have seen the tremendous strides our school system has made throughout recent years. We also know the job is never finished. After meeting with the Newton Education Foundation (NEF), I was humbled and excited by some of the facts presented.

- Georgia ranks 33rd nationally in per pupil spending
- Georgia is one of only 6 states that does not provide specific additional funding to serve students living in property
- Only 5 of the 543 Education Foundations are in Georgia
- In Florida 67 Education Foundations raised more than \$85 million for a variety of locally driven initiatives



The Newton Education Foundation, which just recently relaunched to focus on strategic investment, set its mission to put community resources to work for our kids so they can achieve academic and personal success. What greater way can we help by pledging our leadership and our resources. Their link should provide the additional information you may need: <https://newtoneducationfoundation.org/>

Years ago, we all came together and pledged Newton County as a Water First Community. Since then we have seen our industry grow tremendously, we have added more residences and schools and we are growing our tax base in unprecedented ways. That was due to our leadership and our cooperation. We now are presented with another opportunity. I request that we all come together and pledge our support of the Newton Education Foundation. Will you please join me in signing our individual names to an official Proclamation declaring Newton County as an Education First Community by supporting the Newton County Education Foundation (NEF) and the mission to put community resources to work for our youth?

Respectfully,

A handwritten signature in blue ink, appearing to read "Marcello Banes".

Chairman Marcello Banes

Newton County Board of Commissioners

Proclamation of Unification



Town of Mansfield



Town of Newborn



SOLIDIFYING THE JOINT EFFORT OF SUPPORT AND PARTNERSHIP OF OUR BOARD OF COMMISSIONERS, NEWTON COUNTY MUNICIPALITIES, PIEDMONT NEWTON HOSPITAL, CHAMBER OF COMMERCE, NEWTON COUNTY TOMORROW, NEWTON COUNTER WATER & SEWERAGE AUTHORITY, AND NEWTON COUNTY BOARD OF EDUCATION, TO THE NEWTON EDUCATION FOUNDATION (NEF)

WHEREAS: In 2009, a group of business leaders and local residents established the Newton Education Foundation (NEF) with the aim of fostering a stronger connection between the community and the Newton County School System; and

WHEREAS: After more than a decade of funding small grants and projects, there is a relaunching of efforts with the All in for Kids Campaign, because it is believed that in order to provide a world-class education to all our children, we need widespread support from every corner of the county; and

WHEREAS: The Newton Education Foundation puts community resources to work for our kids so they can achieve academic and personal success. It is accomplished by providing funds that help our schools remove obstacles, provide great educational opportunities that deepen learning and support teachers in meeting the learning needs of all kids.

NOW, THEREFORE, BE IT PROCLAIMED by the Honorable Chairman Marcello Banes that Newton County Board of Commissioners and its surrounding Municipalities, Piedmont Newton Hospital, Chamber of Commerce, Newton County Tomorrow, Newton Counter Water & Sewerage Authority, and Newton County Board of Education that we will reaffirm our commitment to ensuring Newton County, as a whole, is aware of the positive impact Newton Education Foundation (NEF) can make for its students, businesses and citizens through this partnership by donation, the promotion of marketing collateral, communications and involvement in local events.

BE IT FURTHER PROCLAIMED, that Chairman Marcello Banes and the Newton County Board of Commissioners specifically urges the aforementioned and all citizens to become familiar with the services and benefits offered by Newton Education Foundation (NEF) in this community to support as well as participate in their initiatives to enhance their knowledge and awareness regarding the foundation. Chairman of the Board of Commissioners will provide an executed copy of this Proclamation to each of the aforementioned to certify its commitment and partnership to exemplify our mantra:

“WE’RE ALL IN FOR THE KIDS”

understanding that *Great Schools Build Great Communities*

SO RESOLVED, this __th day of __, 2024.

NEWTON COUNTY BOARD OF COMMISSIONERS

By: _____
The Honorable Chairman, Marcello Banes
Newton County Board of Commissioners

Endorsement Signatures:

110 W. Clark Street
Oxford, GA 30054
Phone 770-786-7004
Fax 770-786-2211
www.oxfordgeorgia.org



Incorporated December 23, 1839

Mayor David S. Eady
City Manager Bill Andrew
City Clerk Marcia Brooks

December 12, 2023

Mr. Burke Walker, Executive Director
Northeast Georgia Regional Commission
305 Research Drive
Athens, GA 30605-2795

RE: Requesting Assistance with an Application for the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Program

Dear Mr. Walker:

I would like to request the assistance of the Northeast Georgia Regional Commission with the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grant Program application due on February 28, 2024.

We believe this application could dovetail with the work we have on-going on shared-use path construction from the \$2.2M in Governor's Office of Planning and Budget funds we are matching with \$1.3M.

The primary contact for this project is Bill Andrew, City Manager. He may be reached at bandrew@oxfordgeorgia.org or (770) 786-7004. Thank you for your time and attention in this request and we look forward to hearing from you. We certainly appreciate the services provided by the NEGRC.

Sincerely,

A handwritten signature in blue ink that reads "David S. Eady".

David S. Eady, Mayor

FREEMAN

L A W F I R M L L C

1182B Washington Street
Covington, Georgia 30014
Phone: (404) 955-8183
Fax: (404) 373-3990
cheryl@cfreemanlaw.com

December 14, 2022

City of Oxford
Attn: Ms. Brooks
110 West Clark Street
Oxford, GA 30054

RE: City of Oxford Solicitor Position

Dear Ms. Brooks:

I am writing to express my continued interest in the Solicitor position with the City of Oxford. I have enjoyed working with everyone and I would like to continue in my role as the solicitor if the City would have me. Please let me know if you need anything further from me.

Very truly yours,



Cheryl R. Freeman
Attorney at Law

STRICKLAND & STRICKLAND, LLP
Attorneys at Law

Charles D. Strickland (1962-2019)
C. David Strickland, P.C.

david.strickland@strickland-law.com

1138 Conyers Street, SE
Covington, Georgia 30014-2851

Established 1962

Post Office Box 70
Covington, Georgia 30015-0070

Telephone (770) 786-5460
Facsimile (770) 786-5499

November 29, 2023

Hon. David S. Eady, Mayor
Mr. Bill Andrew, City Manager
City of Oxford
110 West Clark Street
Oxford Georgia 30054-2274

Re: Reappointment as City Attorney.

Gentlemen,

I would like to respectfully request you and the City Council to consider my continuing as City Attorney for Oxford for the next year; I would be glad to do so under same terms as this past, and prior years. If the City is amenable, please list the appointment as **C. David Strickland (C. David Strickland, P.C.)**.

If I can be of further assistance, please call.

Sincerely,

A handwritten signature in black ink, appearing to be 'C. David Strickland', written over a horizontal line.

C. David Strickland, PC

STEVEN A. HATHORN

2104 Usher Street
P. O. Box 1946
Covington, Georgia 30015
(770) 786-8595
(steveuga1957@gmail.com)

December 4, 2023

✓ Ms. Marcia Brooks, City Clerk,
Ms. Janet Lewis, Clerk of Municipal Court
City of Oxford
110 W. Clark Street
Oxford, Georgia 30054

RE: Service as Municipal Judge; 2024

Dear Madam:

Please allow this letter to serve as my written request to be reappointed as Oxford's Municipal Judge for the 2024 calendar year. I have served as your Municipal Judge since 1996, and I have dissolved my private practice entity in the last year. I have no potential conflict of interest, and no problem continuing to bring adequate time and attention to the position. My rate of compensation shall, presumably, remain at its current level, as amended July 1, 2022.

The position of Municipal Judge is created under the City of Oxford's charter as approved by the Georgia Legislature and I have happily served in that capacity for almost 28 years. As such, I have never provided proof of independent liability insurance (as would a vendor), but have previously been provided proof that I was covered by the city's general liability policy(s). (In fact, I know of no insurance company which offers or issues insurance to attorneys who are part time judges, to cover their judicial duties.)

I will execute another contract of employment, as recommended by the Georgia Council of Municipal Court Judges. The agreement I sign will be similar in form as last year and incorporate the provisions of O. C. G. A. Sec.36-32-2.2; and will contain appropriate recitals regarding qualifications, duties, term, compensation, status, certification, continuing education, dues and subscriptions, and removal.

I thank you both, along with the Mayor and Council, for this opportunity to continue to serve the City.

I remain . . .

Sincerely,



STEVEN A. HATHORN, Judge

SAH/sah



Memo

To: Bill Andrew, City Manager
From: Marcia Brooks, City Clerk/Treasurer
Date: December 7, 2023
Re: Reimbursement from FEMA

On January 12, 2023, severe storms and tornadoes caused widespread damage to multiple areas of Georgia. The City of Oxford was one of the jurisdictions impacted. Work performed by our employees as a result of this damage included clearing of streets/rights of way, restoration of electrical service and cleanup and hauling of storm debris.

The City of Oxford qualified for reimbursement from FEMA of its costs to complete repairs and cleanup. The City received a total of \$9,368.01 from GEMA (acting on FEMA's behalf) in November 2023. The funds were deposited in the City's General Operating account and booked to Intergovernmental Revenue (General Fund) pending further instruction from the City Council.

The question to be answered by the City Council is whether to leave these funds in the General Fund to be used for general purposes or to designate them for one or more specific purposes. A breakdown of the specific activities the funds were paid to the City for are as follows:

- City Wide Electrical Utility Damage – 4,197.40
- City Wide Debris Removal – 4,817.25
- Administrative Costs – 353.36 (Marcia – 78%, Jody – 22%)

If the City Council desires to utilize the reimbursement funds in the specific areas they were spent, a journal entry will need to be made to move the electrical portion to the Electric fund. Since debris removal falls under Streets, which is already in the General Fund, a journal entry is not needed for that portion. Most of the administrative costs were incurred during the process to document the City's costs, and the City Clerk's position is already paid from the General Fund as well.

As a general reminder, the General Fund budget for FY 2024 had a deficit, and the City Council's approved budget included supplementing the General Fund from other sources, including the Electrical fund.



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GEORGIA**

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Institute of Government**

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City of Oxford, Georgia

Classification and Compensation Study Overview

Carl Vinson Institute of Government

The Carl Vinson Institute of Government (CVIOG) at the University of Georgia provides education, assistance, research, policy analysis, and publications to assist public officials in serving citizens in Georgia and throughout the world.



- Services & Research
- Training & Education
- Information Technology
- Student Outreach



Institute of Government Project Team

Sam Trager
&
Martina Tryman

Strategic Operations & Planning Assistance Division
Human Resources Management Unit
Carl Vinson Institute of Government
201 North Milledge Avenue
Athens, GA 30602



Introduction

The objectives of the project were to:

- Develop new position descriptions.
- Develop a new classification system by using a point-factor-comparison job evaluation system or market-based pricing techniques to rank jobs and measure differences in job content.
- Collect and analyze wage survey data.
- Analyze and format the wage survey data for use in establishing competitive pay levels and develop a recommended compensation plan.
- Develop strategies to address pay compression issues.



Project Accomplishment

- Distributed Position Description Questionnaires to all employees
- All employees returned PDQs
- Interviews with employees
- Developed Position Descriptions
- Utilizes Factor Evaluation System to evaluate and grade positions
- Conducted custom salary survey and utilized existing data
- Recommended new pay plan
- Recommended salary adjustments



Development of Job Descriptions

Meter Reader, Public Works
Page 2



Meter Reader
Public Works & Utilities

PW/4

JOB SUMMARY

This position repairs, maintains, and reads electric and water meters for the City of Oxford.

MAJOR DUTIES

1. Reads and records residential water and electric meters to capture usage data.
2. Pumps water from meter vaults and boxes.
3. Inspects water meters for signs of vandalism, tampering, etc.
4. Clears overgrown vegetation, obstacles, hazards, etc.
5. Connects and disconnects customer services and reconnects services for paid accounts.
6. Responds to customers complaints, resolves problems, and notifies supervisor.
7. Fixes water leaks and water mains.
8. Checks water pressure.
9. Performs water and electric meter cutoffs.
10. Replaces or repairs broken water meters, lids, and boxes.
11. Completes work orders from the city clerk.
12. Locates underground utilities with locator.
13. Assists with operating job-related equipment and machines.
14. Performs related duties as assigned.

KNOWLEDGE REQUIRED BY THE POSITION

1. Knowledge of city and department policies and procedures pertaining to the reading of electric and water meters.
2. Knowledge of related safety procedures.
3. Knowledge of electric and water meters and maintenance/repair.
4. Knowledge of utility service areas.
5. Skill in the use of various meter reading equipment and tools.
6. Skill in performing basic mathematical calculations.

GUIDELINES

Guidelines include city and department policies and procedures and safety regulations. These guidelines are generally clear and specific, requiring little interpretation in application.

COMPLEXITY/SCOPE OF WORK

- The work consists of related meter reading duties. Inclement weather conditions, insects, and threatening animals contribute to the complexity of the position.
- The purpose of this position is to ensure the proper maintenance and usage of electric and water meters. Success in this position contributes to the safety of water and electric systems and proper billing.

CONTACTS

- Contacts are typically with other city employees, outside vendors and contractors, utility location services, and arborists.
- Contacts are typically to provide services, to give or exchange information, or to resolve problems.

PHYSICAL DEMANDS/ WORK ENVIRONMENT

- The work is typically performed while sitting, standing, stooping, walking, bending, or crouching. The employee occasionally lifts light objects, climbs ladders, uses tools or equipment requiring a high degree of dexterity, distinguishes between shades of color, and utilizes the sense of smell.
- The work is typically performed outdoors in cold or inclement weather, or in a very noisy place and exposes the employee to dust, dirt, grease, machinery with moving parts, contagious or infectious diseases, or irritating chemicals. The work requires the use of protective devices such as masks, goggles, gloves, etc.

SUPERVISORY AND MANAGEMENT RESPONSIBILITY

None.

MINIMUM QUALIFICATIONS

- High school diploma required.
- No experience requirements.



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Factor Evaluation System (FES)

Factor	No. of Levels	Minimum Factor Points	Maximum Factor Points	Weight*
Knowledge Required by the Position	8	50	1550	32.1%
Supervisory Controls	5	25	650	13.5%
Guidelines	5	25	650	13.5%
Complexity	6	25	450	9.3%
Scope & Effect	6	25	450	9.3%
Personal Contacts	4	10	110	2.3%
Purpose of Contacts	4	20	220	4.6%
Physical Demands	3	5	50	1%
Work Environment	3	5	50	1%
Supervisory Responsibility	7	50	650	13.5%
*Weight based on maximum point allocations for each factor				

		Factor 1 Knowledge Required		Factor 2 Supervisory Controls		Factor 3 Guidelines		Factor 4 Complexity		Factor 5 Scope & Effect	
Job Title		Level	PTS	Level	PTS	Level	PTS	Level	PTS	Level	PTS
Assistant Manager (Example only)		5	750	4	450	4	450	3	150	3	150
Factor 6 Personal Contacts		Factor 7 Purpose of Contacts		Factor 8 Physical Demands		Factor 9 Work Environment		Factor 10 Supervisory Responsibility		Total	Grade
Level	PTS	Level	PTS	Level	PTS	Level	PTS	Level	PTS		
3	6	3	120	1	5	1	5	5	450	2590	22



Positions Ranked by Grade

Position Grade Analysis by Grade

<u>Dept</u>	<u>Position</u>	<u>Grade</u>	<u>FLSA Status</u>
ADM/1	City Manager	29	Exempt
PD/1	Police Chief	27	Exempt
ADM/2	City Clerk/Treasurer	24	Exempt
PW/1	Supervisor of Utilities and Maintenance	24	Non-Exempt
PD/2	Police Lieutenant	21	Non-Exempt
PW/2	Assistant Public Works Supervisor	18	Non-Exempt
ADM/3	Deputy City Clerk	16	Non-Exempt
PW/3	Maintenance Worker	16	Non-Exempt
PD/3	Police Officer	15	Non-Exempt
ADM/4	Associate Clerk 2 /Events and Permits Specialist	14	Non-Exempt

ADM/5	Associate Clerk/Municipal Court Clerk	12	Non-Exempt
ADM/6	Associate Clerk/Utility Billing Specialist	12	Non-Exempt
PW/4	Meter Reader	10	Non-Exempt
PW/5	Recycle & Refuse Collection Worker	10	Non-Exempt
PW/6	Groundskeeper	10	Non-Exempt



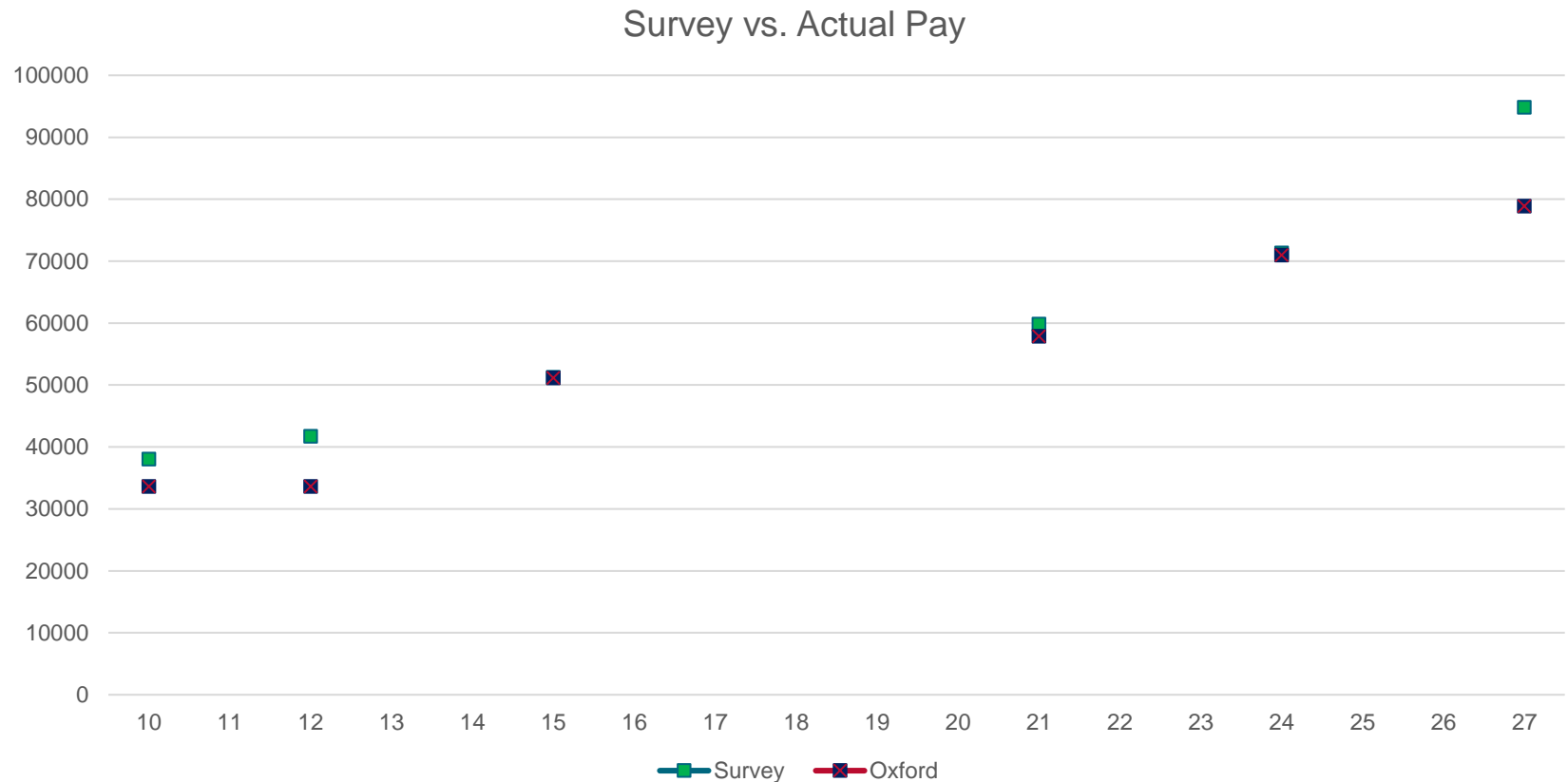
Survey

- Surveyed positions
- 5 Cities and 1 County participated
- Data also utilized from DCA as data points

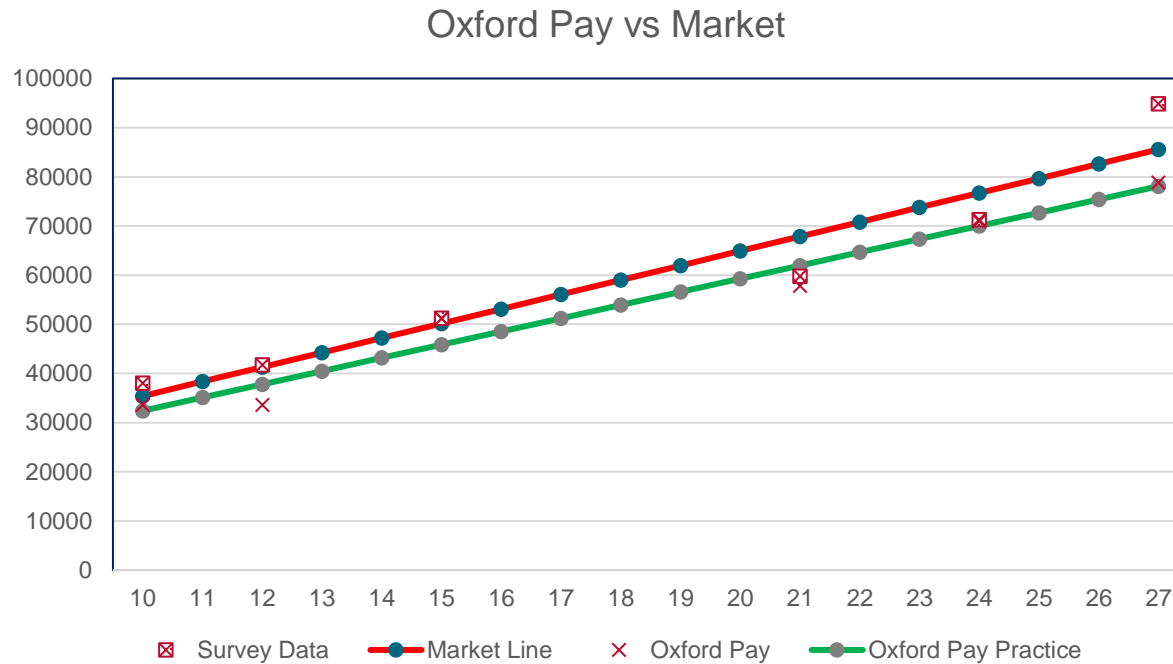
Organizations	Total No. of Full-Time Employees	Utilize Formal Classification & Compensation Plan	Offer Merit Increases
Covington	341	Yes	Yes
Loganville	139	No	Yes
Snellville	110	Yes	Yes
Forsyth	70	Yes	Yes
Monticello	25	Yes	No
Rockdale County	915	Yes	Yes



Survey vs Actual pay



Survey Results



Pay practice is
9.4% behind market



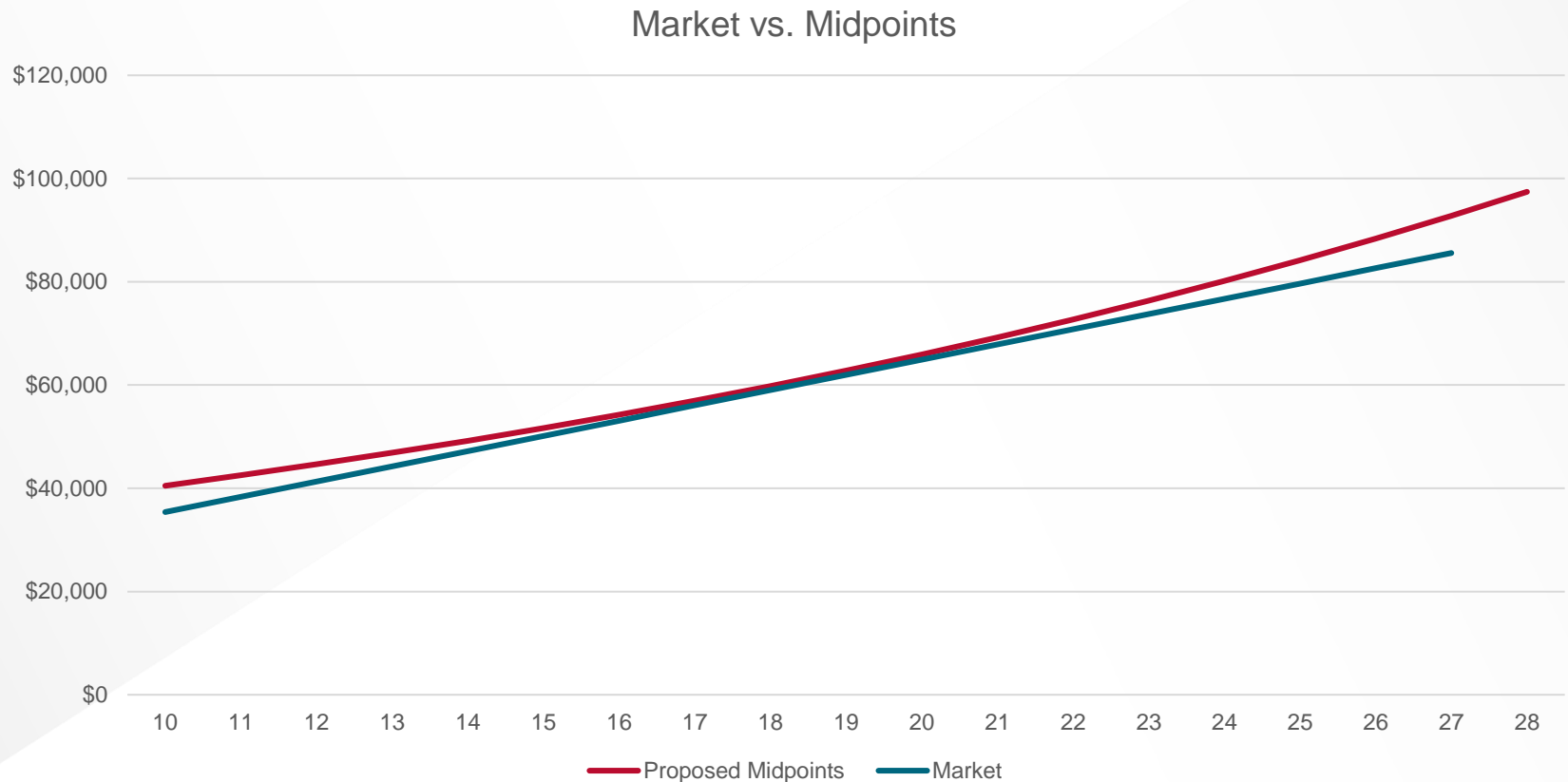
Pay Table

- 15 unique positions
- Positions placed in salary grades (10-29)
- 60% range spread
- 5% between pay grades
- Pay tables are 4.6% ahead of market
- Forecasting - Ee pay is about 3.5% behind market

Grade	Minimum	Midpoint	Maximum
10	\$31,142	\$40,485	\$49,827
11	\$32,699	\$42,509	\$52,319
12	\$34,334	\$44,634	\$54,934
13	\$36,051	\$46,866	\$57,681
14	\$37,853	\$49,209	\$60,565
15	\$39,746	\$51,670	\$63,594
16	\$41,733	\$54,253	\$66,773
17	\$43,820	\$56,966	\$70,112
18	\$46,011	\$59,814	\$73,617
19	\$48,311	\$62,805	\$77,298
20	\$50,727	\$65,945	\$81,163
21	\$53,263	\$69,242	\$85,221
22	\$55,927	\$72,705	\$89,482
23	\$58,723	\$76,340	\$93,957
24	\$61,659	\$80,157	\$98,654
25	\$64,742	\$84,165	\$103,587
26	\$67,979	\$88,373	\$108,767
27	\$71,378	\$92,791	\$114,205
28	\$74,947	\$97,431	\$119,915
29		Open	



Proposed Midpoints vs Market



New Pay Plan – Implementation

- Offer a 5% across the board increase – cost is \$43,862
- Assign all positions to new pay grade and bring staff to minimum of their new table – cost is \$5,743
- Implement compression pay calculation to place employees in the proper spot in their new pay grade - \$11,342

	Across the Board Market Adjustment	Estimated Range Minimum Adjustment Costs ¹	Full-Time Employee Compression Adjustment Costs ²	Estimated Total Implementation Cost ¹
Pay Band Compensation Plan	\$40,367 (5% of current payroll)	\$5,743 (.7% of total payroll%)	\$11,342 (1.4% of total payroll)	\$57,452 (7.1 % of total payroll)



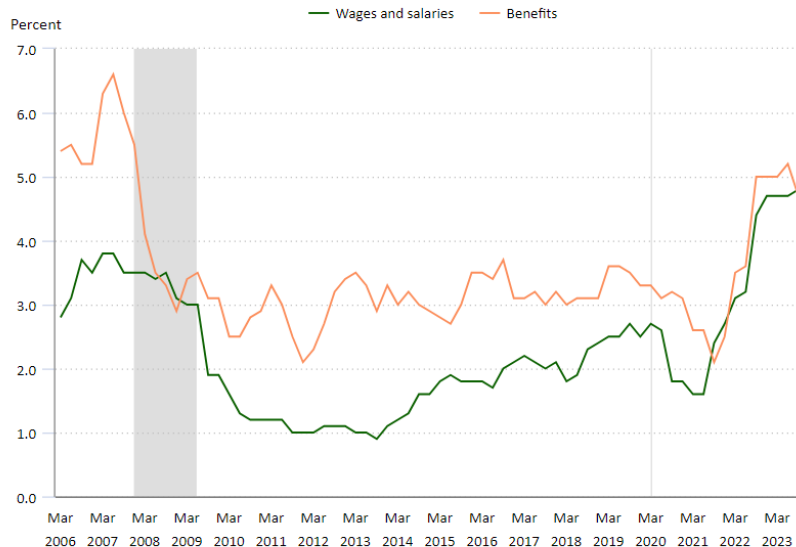
Other Issues

- Exempt vs Non-exempt



Maintaining the Pay System

Wages and salaries and benefits for state and local government, 12-month percent change, not seasonally adjusted

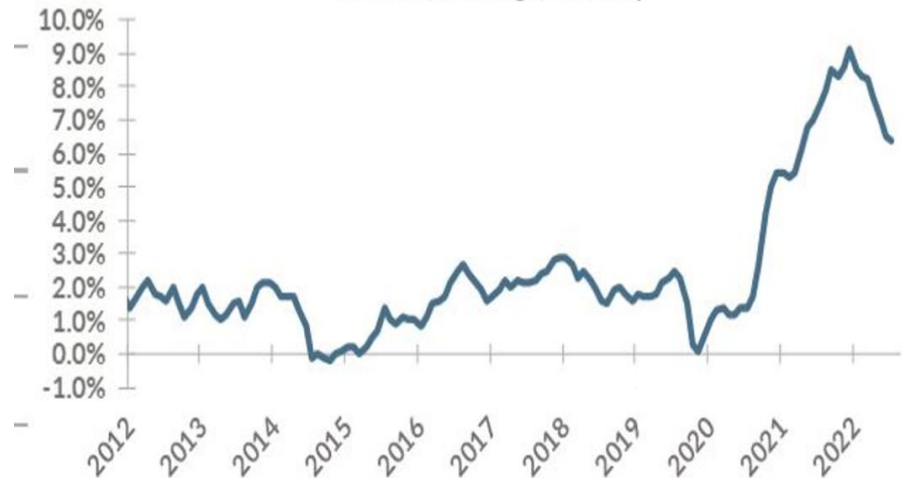


Hover over chart to view data.
Note: Shaded area represents recession, as determined by the National Bureau of Economic Research.
Source: U.S. Bureau of Labor Statistics.



CONSUMER PRICE INDEX

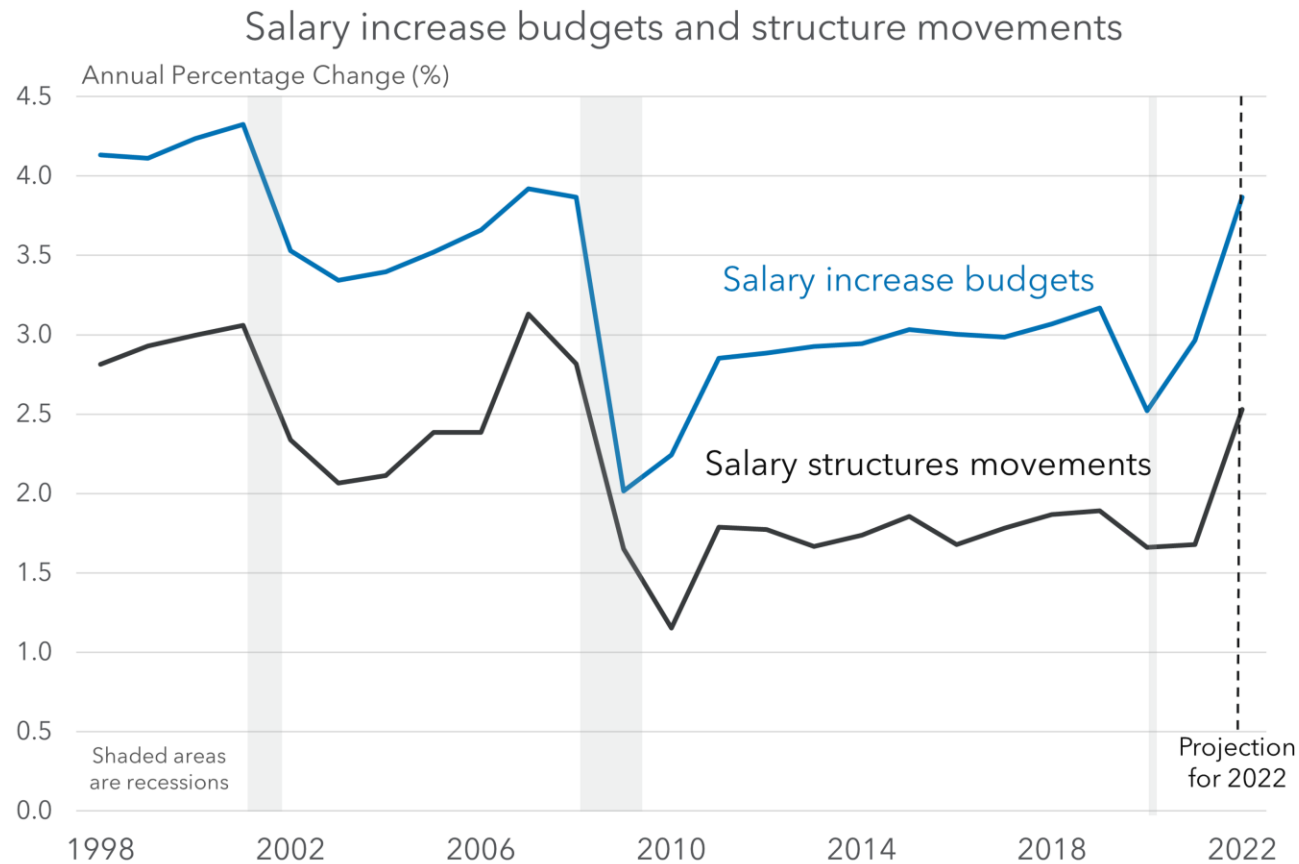
CPI YoY (% Change) - History



Source: PMFA, Bureau of Labor Statistics



Maintaining the Pay Plan



Note: The salary measures in the chart are an average of four specific groups of workers: non-exempt hourly (nonunion), nonexempt salaried, exempt, and executive

Source: The Conference Board

© 2021 The Conference Board, Inc.



World at Work Salary Budget Survey

WorldatWork's "2022-23 Salary Budget Survey" revealed that salary increase budgets reached their highest level in 20 years. Salary increase budgets in the United States rose to an average of 4.1% in 2022 with a 3.8% median and are projected to be at a 4.1% average in 2023. Actual came in at 4.4% with a median of 4%. Projected 2024 is 4.1%.

<https://worldatwork.org/about/press-room/salary-increase-budgets-reach-20-year-high>

https://worldatwork.org/media/CDN/dist/CDN2/documents/pdf/resources/research/SBS2023-24_TopLevelData_Participants.pdf



Questions?



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**UNIVERSITY OF
GEORGIA**

**Carl Vinson
Institute of Government**

Since 1927, the Carl Vinson Institute of Government has been an integral part of the University of Georgia. A public service and outreach unit of the university, the Institute of Government is the largest and most comprehensive university based organization serving governments in the United States through research services, customized assistance, training and development, and the application of technology.