



Brunswick-Glynn County Joint Water and Sewer Commission
1703 Gloucester Street, Brunswick, GA 31520
Thursday, June 6, 2019 10:30 AM
Commission Meeting Room

HUMAN RESOURCES COMMITTEE MEETING AGENDA

COMMITTEE MEMBERS: **Commissioner Donald Elliott, Chairman**
Commissioner Cornell Harvey
Commissioner Wayne Neal
Interim Executive Director Andrew Burroughs

PUBLIC COMMENT PERIOD

Public Comments will be limited to 3 minutes per speaker. Comments are to be limited to relevant information regarding your position and should avoid being repetitious. Individuals should sign in stating your name, address and the subject matter on which you wish to speak. Your cooperation in this process will be greatly appreciated

APPROVAL

- 1. Minutes from May 16, 2019 Human Resources Committee Meeting** *(subject to any necessary changes)*
- 2. Minutes from May 16, 2019 Human Resources Committee Executive Session** *(subject to any necessary changes)*

DISCUSSION

- 1. Condrey Survey Presentation**
- 2. Executive Director Position: Required Qualifications, Salary Expectations, Benefits, Advertisements for Candidates, etc.**

MEETING ADJOURNED

All citizens are invited to attend.

There is a possibility of a quorum of Commissioners being present.



Brunswick-Glynn County Joint Water & Sewer Commission
1703 Gloucester Street, Brunswick, GA 31520
Commission Meeting Room
Thursday, June 6, 2019 at 10:30 AM

HUMAN RESOURCES & SAFETY COMMITTEE MINUTES

PRESENT: **Donald Elliott, Committee Chairman**
 Cornell Harvey, Commissioner
 Wayne Neal, Commissioner
 Andrew Burroughs, Interim Executive Director

ALSO PRESENT: **Ben Turnipseed, Commission Chairman**
 Steve Copeland, Commissioner
 Charlie Dorminy, HBS Legal Counsel
 Baylie Lane, Teamwork Services Inc.
 Janice Meridith, Exec. Commission Administrator

Chairman Elliott called the meeting to order at 10:30 AM.

PUBLIC COMMENT PERIOD

There being no citizens that wished to address the Committee, Chairman Elliott closed the Public Comment Period.

DISCUSSION

Condrey & Associates, Inc. – Conference Call with Steve Condrey, President and Jan Hansford, Vice-President of Condrey & Associates, Inc.

Steve Condrey and Jan Hansford provided a discussion to clarify the methodology that was used in preparing and executing the 2014 job classification and compensation plan for JWSC. Mr. Condrey explained the procedures that were followed by the four staff members from Condrey and Associates, including a lengthy questionnaire completed by JWSC employees regarding their jobs, salary survey information provided by nine other utilities, and personal interviews with an estimated 75% of JWSC staff. Based on the information gathered job descriptions were written and each position was classified utilizing the Factor Evaluation System. Mr. Condrey explained the proposed salary scales that were developed, and also answered the variety of the Commissioners' questions regarding the utilities used in the comparison and development of the salary scales as proposed. It has been five years since the study was completed. The Commissioners decided to have JWSC staff analyze AWWA's available data on other utilities and perform a salary comparison to see if JWSC is within range, or if it should be recommended to have another formal salary study done.

APPROVAL

- 1. Minutes from May 16, 2019 Human Resources Committee Meeting**
- 2. Minutes from May 16, 2019 Human Resources Executive Session**

Commissioner Harvey made a motion seconded by Commissioner Neal to approve the minutes from the May 16, 2019 Human Resources Committee Meeting and the May 16, 2019 Human Resources Executive Session. Motion carried 3-0-0.

Mr. Burroughs excused himself from the meeting at 11:05 a.m.

DISCUSSION cont.

2. Executive Director Position – D. Elliott

Charlie Dorminy provided a response to a question he had been asked by Commissioners at a previous time. Mr. Dorminy stated that as per the Executive Director's agreement, the Executive Director is an employee of JWSC not an independent contractor. He is employed through a contract, but it states through the contract that he is an employee and would be subject to any other benefits that regular employees are subject to. Mr. Dorminy added that he is not subject to the personnel manual as specifically outlined in the contract.

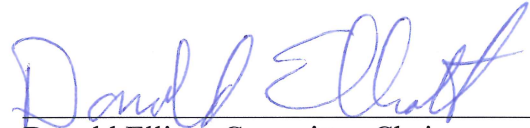
Baylie Lane from Teamwork Services, Incorporated updated the committee on the advertisements for candidates for the open Executive Director's position. She provided that the ad was placed on the Georgia Association of Water Professionals website at a cost of \$75 for a 30 day ad, Water Environment Federation website at a cost of \$295 for a 30 day ad, American Waterworks Association at a cost of \$249 for a 45 day ad, Georgia Rural Water Association at no cost, the JWSC website, and also in the Brunswick News at a cost of \$100 for a 30 day ad. Mrs. Lane also noted that there have been six qualified responses at this time. Commissioner Harvey questioned the deadline of September 15, 2019 as indicated in the advertisements. After some additional discussion as to the deadline given, the implications, liabilities, and if the advertisement should be revised to "open until filled."

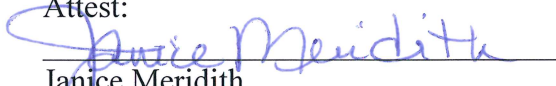
Committee Chairman Elliott provided a document outlining the hiring process used in selecting the previous three Executive Directors. The hiring of the most recent Executive Director was handled differently in that staff buy-in was included. Staff was directly involved in interviewing and recommending the candidate for selection. The Commissioners were in favor of the process as outlined for the hiring of the new Executive Director, and Commissioner Harvey also indicated he favored the staff involvement in the process.

Regarding the deadline of September 15, 2019, Commissioner Elliott questioned if the current advertisement should be changed. If it is left with the deadline, there is an implication that the position would remain unfilled until that time. Baylie lane suggested that she could edit the current advertisement to reflect "September 15th or until filled." The committee agreed with the edit.

Commissioner Elliott asked Chairman Turnipseed to provide an invocation for the Lalley family.

With no further business to discuss, Committee Chairman Elliott adjourned the meeting at 11:37 a.m.


Donald Elliott, Committee Chairman

Attest:

Janice Meredith,
Executive Commission Administrator

A JOB CLASSIFICATION AND
COMPENSATION PLAN FOR
BRUNSWICK-GLYNN COUNTY
JOINT WATER & SEWER COMMISSION

January 2015

Condrey and Associates, Inc.
PO Box 7907
Athens, Georgia 30604-7907
www.condrey-consulting.com

Table of Contents

Introduction.....	1
The Classification Plan	4
The Compensation Plan	5
Cost of Implementation.....	9
Appendix A: Position/Grade Analysis by Department	
Appendix B: Position/Grade Analysis by Grade	
Appendix C: Salary Survey Summary	
Appendix C: Benefits Survey Summary	

Introduction

At the request of the Brunswick-Glynn County Joint Water & Sewer Commission, Condrey and Associates, Inc. entered into a contract with the Commission for the development of a job classification and compensation plan.

The objectives of the study included:

1. Reviewing and revising the current classification system and pay plan for all Commission employees;
2. Collecting salary and benefits data; and
3. Producing a recommended pay plan based on job analysis, job evaluation, and wage survey data.

The process used to collect the necessary data and develop the classification and compensation plan consisted of several steps or phases. The first step involved the distribution of a position questionnaire to all Commission employees. The questionnaire covered major aspects of the employee's position as well as the physical demands and work environment of the position. After reviewing the information on the position questionnaires, Condrey and Associates interviewed employees individually and developed a classification recommendation for each position. Approximately 75% of full-time position incumbents were personally interviewed for the study. Our experience in interviewing the Commission's employees was a positive one. The Commission should take pride in its workforce.

The next phase in the workplan involved evaluating each classification for grade assignment. In order to provide a reliable set of ratings, all positions were rated by Condrey and Associates utilizing the Factor Evaluation System (FES). An explanation of FES follows in another section of the report.

The project also involved collecting salary survey information. Condrey and Associates conducted a salary survey of selected organizations specifically for this study. The survey respondents are listed in Table I. Appendix C displays the Salary Survey Summary.

Even after completion of these phases, it will be necessary to reevaluate positions based on a change in duties or on a refocused job description. It is the intention of Condrey and Associates to provide technical assistance in this process.

Table I
Salary Survey Respondents
Brunswick-Glynn County Joint Water & Sewer Commission Personnel Project

Georgia

Macon Water Authority

Newnan Utilities

Satilla Regional Water & Sewer Authority

City of Savannah

Florida

Clay County Utility Authority

JEA (formerly Jacksonville Electric Authority)

St. Johns County

St. Johns River Water Management District

South Carolina

Beaufort-Jasper Water & Sewer Authority

The Classification Plan

The system used to classify the jobs the in Brunswick-Glynn County Joint Water & Sewer Commission is an adapted version of the Factor Evaluation System (FES). FES is considered to be a state-of-the-art system in public human resource management.

FES is a point-factor-comparison evaluation system that uses nine factors for the evaluation of jobs: 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 setting, a tenth factor covering supervisory responsibility was added by Condrey and Associates. 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 each position and its assignment to a grade in the classification plan. Appendix A depicts the grade level assigned all Commission positions. The assigned grade levels reflect a combination of data generated by FES, the salary surveys, and a review of organizational relationships within the organization.

The Compensation Plan

The compensation plan developed for the Commission is based on an internal value system reflected in the classification plan and on a salary survey of comparable organizations to help assure an externally equitable and competitive pay system.

The pay plan consists of twenty-six grades. Tables II –A and B display the proposed salary scales. The salary range for each grade is approximately fifty percent. The range is deliberately broad so that problems associated with employees reaching the top of their pay range will be minimized.

In order to keep the proposed salary tables 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 increases. Thus, the Commission may budget for two annual personnel cost adjustments: 1) an across-the-board increase which would raise every employee salary and every pay range equally when market conditions dictate, and 2) increases linked to employee performance.

Table II – A
Proposed Salary Scale
Brunswick-Glynn County Joint Water & Sewer Commission Personnel Project

GRADE	MINIMUM	1 ST QUARTILE	MID- POINT	3 RD QUARTILE	MAXIMUM
1	18,918.40	21,283.20	23,648.00	26,012.80	28,377.60
2	19,876.14	22,360.66	24,845.18	27,329.70	29,814.21
3	20,882.37	23,492.67	26,102.97	28,713.26	31,323.56
4	21,939.54	24,681.99	27,424.43	30,166.87	32,909.31
5	23,050.23	25,931.51	28,812.79	31,694.07	34,575.35
6	24,217.15	27,244.29	30,271.44	33,298.58	36,325.73
7	25,443.14	28,623.54	31,803.93	34,984.32	38,164.72
8	26,731.20	30,072.60	33,414.00	36,755.40	40,096.80
9	28,084.47	31,595.03	35,105.59	38,616.15	42,126.70
10	29,506.25	33,194.53	36,882.81	40,571.09	44,259.37
11	31,000.00	34,875.00	38,750.00	42,625.00	46,500.00
12	32,569.38	36,640.55	40,711.72	44,782.89	48,854.06
13	34,218.20	38,495.47	42,772.75	47,050.02	51,327.30
14	35,950.50	40,444.31	44,938.12	49,431.93	53,925.74
15	37,770.49	42,491.80	47,213.11	51,934.42	56,655.73
16	39,682.62	44,642.95	49,603.28	54,563.60	59,523.93
17	41,691.55	46,903.00	52,114.44	57,325.89	62,537.33
18	43,802.19	49,277.46	54,752.74	60,228.01	65,703.28
19	46,019.67	51,772.13	57,524.59	63,277.05	69,029.51
20	48,349.42	54,393.10	60,436.78	66,480.45	72,524.13
21	53,368.71	60,039.80	66,710.89	73,381.98	80,053.07
22	58,909.07	66,272.71	73,636.34	80,999.98	88,363.61
23	65,024.59	73,152.67	81,280.74	89,408.82	97,536.89
24	71,774.99	80,746.86	89,718.73	98,690.61	107,662.48
25	79,226.15	89,129.42	99,032.69	108,935.96	118,839.23
26	87,450.85	98,382.21	109,313.56	120,244.92	131,176.28

Table II – B
Proposed Salary Scale
Brunswick-Glynn County Joint Water & Sewer Commission Personnel Project

GRADE	MINIMUM	1 ST QUARTILE	MID- POINT	3 RD QUARTILE	MAXIMUM
1	18,308.13	20,596.64	22,885.16	25,173.68	27,462.19
2	19,234.98	21,639.35	24,043.72	26,448.09	28,852.47
3	20,208.75	22,734.84	25,260.94	27,787.03	30,313.12
4	21,231.82	23,885.79	26,539.77	29,193.75	31,847.72
5	22,306.68	25,095.01	27,883.35	30,671.68	33,460.01
6	23,435.95	26,365.45	29,294.94	32,224.43	35,153.93
7	24,622.40	27,700.20	30,778.00	33,855.80	36,933.60
8	25,868.91	29,102.52	32,336.13	35,569.75	38,803.36
9	27,178.52	30,575.83	33,973.15	37,370.46	40,767.78
10	28,554.43	32,123.74	35,693.04	39,262.34	42,831.65
11	30,000.00	33,750.00	37,500.00	41,250.00	45,000.00
12	31,518.75	35,458.59	39,398.44	43,338.28	47,278.13
13	33,114.39	37,253.69	41,392.98	45,532.28	49,671.58
14	34,790.80	39,139.65	43,488.50	47,837.35	52,186.20
15	36,552.09	41,121.10	45,690.11	50,259.12	54,828.13
16	38,402.54	43,202.85	48,003.17	52,803.49	57,603.80
17	40,346.66	45,390.00	50,433.33	55,476.66	60,520.00
18	42,389.21	47,687.87	52,986.52	58,285.17	63,583.82
19	44,535.17	50,102.06	55,668.96	61,235.86	66,802.75
20	46,789.76	52,638.48	58,487.20	64,335.92	70,184.64
21	51,647.14	58,103.03	64,558.93	71,014.82	77,470.71
22	57,008.78	64,134.88	71,260.98	78,387.07	85,513.17
23	62,927.03	70,792.91	78,658.78	86,524.66	94,390.54
24	69,459.66	78,142.12	86,824.58	95,507.04	104,189.50
25	76,670.47	86,254.28	95,838.09	105,421.90	115,005.71
26	84,629.86	95,208.59	105,787.32	116,366.05	126,944.78

Cost of Implementation

The following paragraph presents two implementation plans for the Commission's consideration. The cost figures do not include benefit costs. Thus, the following cost figures do not represent the Commission's total personnel costs for these positions.

Table III depicts the cost to implement the new compensation plans. The annualized cost to implement classification changes necessitated by Plan A is \$359,379, or 8.60% of current payroll cost (approximately 100% of the relevant labor market for comparable organizations). The new plan places the Commission's pay scale at the approximate average of the labor market when compared to other similar organizations and should prove to be effective in attracting and retaining a quality workforce. Plan B's cost to implement is \$280,805, or 6.72% of payroll (approximately 97% of the mean of the relevant labor market for comparable organizations).

Condrey and Associates will be available to assist the Brunswick-Glynn County Joint Water & Sewer Commission Commission in implementing either of the plans. Implementing the new plan will result in further pay compression (position salaries grouped closely together regardless of length or quality of service to the organization). To help ameliorate this problem, Condrey and Associates recommends that a one-time equity adjustment be applied to employee salaries as outlined in Table III. The cost of the equity adjustment is approximately 3.54% of adjusted payroll cost. An alternative equity adjustment is also presented; its cost is approximately 2.72%.

Table III
 Cost of Implementation
 Brunswick-Glynn County Joint Water & Sewer Commission Personnel Project

	Classification Changes¹	Equity Adjustment²	Total Implementation Cost
Plan A	\$359,379 (8.60%)	\$163,051 (3.59%)	\$522,430
Plan B	\$280,805 (6.72%)	\$155,652 (3.49%)	\$436,457
Plan A Modified	\$359,379 (8.60%)	\$123,006 (2.71%)	\$482,385
Plan B Modified	\$280,805 (6.72%)	\$121,208 (2.72%)	\$402,013

¹ Increases are projected based on current payroll total of \$4,177,771. Excluded from this figure are salaries for elected officials and contract employees. The figures presented are exclusive of benefit costs.

² Figures presented are the estimated cost for equity adjustment increases. The calculations Plans A, B and C are based on a maximum 2% increase for employees with 1-3 year(s) of service, a 4% increase for employees with 4-6 years of service and a 6% increase for employees with 7 or more years of service as of December 31, 2014. The calculations for Plans A, B and C Modified are based on a maximum 2% increase for employees with 1-3 year(s) of service and a 4% increase for employees with 4 or more years of service as of December 31, 2014.

Appendix A
 Position/Grade Analysis by Department
 Brunswick-Glynn County Joint Water & Sewer Commission Personnel Project

DEPT	POSITION	GRADE
ADM/1	Director of Administration	25
ADM/2	Human Resources Coordinator/Clerk	16
ADM/3	Customer Service Supervisor	18
ADM/4	Accountant	17 ¹
ADM/5	Meter Service Supervisor	17
ADM/6	Accounts Receivable Supervisor	16
ADM/7	Billing Supervisor	16
ADM/8	Utility Service Crewleader	14
ADM/9	Accounts Payable Coordinator	14
ADM/10	Field Service Investigator	12
ADM/11	Senior Billing Technician	12
ADM/12	Accounts Receivable Technician	12
ADM/13	Customer Service Representative I	10 ²
ADM/14	Billing Technician	10
ADM/15	Meter Service Worker I	9 ³
ED/1	Executive Director	UNC
ED/2	Administrative Assistant	12
PC/1	Engineering Director	26
PC/2	Engineer	22 ⁴
PC/3	Planning and Development Coordinator	19
PC/4	Operations Analyst	19
PC/5	Senior Utility Inspector	19
PC/6	GIS Supervisor	19
PC/7	GIS Analyst	17
PC/8	Utility Inspector	16
PC/9	Administrative Coordinator	14
PC/10	Utility Locator	12
PUR/1	Purchasing Director	23
PUR/2	Fleet Maintenance Manager	19

¹ May be designated "Senior" and placed at grade 19.

² May be designated "II" and placed at grade 11.

³ May be designated "II" and placed at grade 10.

⁴ Place at grade 23 with possession of current Professional Engineer Certification in the State of Georgia.

DEPT	POSITION	GRADE
PUR/3	Administrative Assistant	12
SP/1	Systems Pumping and Maintenance Superintendent	23
SP/2	Lift Stations Supervisor	17
SP/3	Systems Monitoring Supervisor	17
SP/4	Wastewater Construction Supervisor	17
SP/5	Line Cleaning Supervisor	17
SP/6	Collection Systems Analyst	16
SP/7	Building and Grounds Crewleader	14
SP/8	Pumping Systems Crewleader	14
SP/9	Construction Crewleader	14
SP/10	Administrative Coordinator	14
SP/11	Inventory Technician	12
SP/12	Inflow and Infiltration Technician I	12 ⁵
SP/13	Pumping Systems Technician	12
SP/14	Line Locator/GIS Assistant	12
SP/15	Line Cleaning Technician	12
SP/16	Manhole Rehab Technician	10
SP/17	Utility Maintenance Worker I	9 ³
WD/1	Water Distribution Superintendent	23
WD/2	Water Distribution Supervisor	21
WD/3	Administrative Coordinator	14
WD/4	Water Distribution Crewleader	14
WD/5	Equipment Operator	12
WD/6	Utility Service Worker I	9 ³
WP/1	Water Production Superintendent	23
WP/2	Water Treatment Plant Operator III	12 ⁶
WWT/1	Wastewater Treatment Superintendent	23
WWT/2	Wastewater Treatment Supervisor	21
WWT/3	Wastewater Pretreatment Compliance Coordinator	19
WWT/4	Senior Laboratory Analyst	17
WWT/5	Laboratory Analyst I	13 ⁷
WWT/6	Wastewater Maintenance Supervisor	17

⁵ May be designated "II" and placed at grade 13.

⁶ Place at grade 13 with possession of current State of Georgia Class II license for Water or Wastewater as appropriate, and grade 15 with possession of Class I license. May be designated Operator Trainee and placed at grade 11.

⁷ May be designated "II" and placed at grade 15 if in possession of current State of Georgia Class II Laboratory Analyst certification.

DEPT	POSITION	GRADE
WWT/7	Senior Wastewater Maintenance Mechanic	14
WWT/8	Wastewater Maintenance Mechanic	12
WWT/9	Wastewater Treatment Plant Operator III	12 ⁶
WWT/10	Wastewater Treatment Technician	10

Appendix B
Position/Grade Analysis by Grade
Brunswick-Glynn County Joint Water & Sewer Commission Personnel Project

DEPT	POSITION	GRADE
ED/1	Executive Director	UNC
PC/1	Engineering Director	26
ADM/1	Director of Administration	25
PUR/1	Purchasing Director	23
SP/1	Systems Pumping and Maintenance Superintendent	23
WWT/1	Wastewater Treatment Superintendent	23
WD/1	Water Distribution Superintendent	23
WP/1	Water Production Superintendent	23
PC/2	Engineer	22 ⁴
ADM/2	Human Resources Coordinator/Clerk	21
WWT/2	Wastewater Treatment Supervisor	21
WD/2	Water Distribution Supervisor	21
PUR/2	Fleet Maintenance Manager	19
PC/6	GIS Supervisor	19
PC/4	Operations Analyst	19
PC/3	Planning and Development Coordinator	19
PC/5	Senior Utility Inspector	19
WWT/3	Wastewater Pretreatment Compliance Coordinator	19
ADM/3	Customer Service Supervisor	18
ADM/4	Accountant	17 ¹
PC/7	GIS Analyst	17
SP/2	Lift Stations Supervisor	17
SP/5	Line Cleaning Supervisor	17
ADM/5	Meter Service Supervisor	17
WWT/4	Senior Laboratory Analyst	17
SP/3	Systems Monitoring Supervisor	17
SP/4	Wastewater Construction Supervisor	17

¹ May be designated "Senior" and placed at grade 19.

⁴ Place at grade 23 with possession of current Professional Engineer Certification in the State of Georgia.

DEPT	POSITION	GRADE
WWT/6	Wastewater Maintenance Supervisor	17
ADM/6	Accounts Receivable Supervisor	16
ADM/7	Billing Supervisor	16
SP/6	Collection Systems Analyst	16
PC/8	Utility Inspector	16
ADM/9	Accounts Payable Coordinator	14
PC/9	Administrative Coordinator	14
SP/10	Administrative Coordinator	14
WD/3	Administrative Coordinator	14
SP/7	Building and Grounds Crewleader	14
SP/9	Construction Crewleader	14
SP/8	Pumping Systems Crewleader	14
WWT/7	Senior Wastewater Maintenance Mechanic	14
ADM/8	Utility Service Crewleader	14
WD/4	Water Distribution Crewleader	14
WWT/5	Laboratory Analyst I	13 ⁷
ADM/12	Accounts Receivable Technician	12
ED/2	Administrative Assistant	12
PUR/3	Administrative Assistant	12
WD/5	Equipment Operator	12
ADM/10	Field Service Investigator	12
SP/12	Inflow and Infiltration Technician I	12 ⁵
SP/11	Inventory Technician	12
SP/15	Line Cleaning Technician	12
SP/14	Line Locator/GIS Assistant	12
SP/13	Pumping Systems Technician	12
ADM/11	Senior Billing Technician	12
PC/10	Utility Locator	12
WWT/8	Wastewater Maintenance Mechanic	12
WWT/9	Wastewater Treatment Plant Operator III	12 ⁶
WP/2	Water Treatment Plant Operator III	12 ⁶

⁵ May be designated "II" and placed at grade 13.

⁶ Place at grade 13 with possession of current State of Georgia Class II license for Water or Wastewater as appropriate, and grade 15 with possession of Class I license. May be designated Operator Trainee and placed at grade 11.

⁷ May be designated "II" and placed at grade 15 if in possession of current State of Georgia Class II Laboratory Analyst certification.

DEPT	POSITION	GRADE
ADM/14	Billing Technician	10
ADM/13	Customer Service Representative I	10 ²
SP/16	Manhole Rehab Technician	10
WWT/10	Wastewater Treatment Technician	10
ADM/15	Meter Service Worker I	9 ³
SP/17	Utility Maintenance Worker I	9 ³
WD/6	Utility Service Worker I	9 ³

² May be designated "II" and placed at grade 11.

³ May be designated "II" and placed at grade 10.

Appendix C						
Salary Survey Summary						
Brunswick-Glynn County Joint Water & Sewer Commission						
Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median	Average Annual Mean	Average Annual Median
Administrative Assistant	\$33,156	\$29,417	\$46,913	\$44,194	\$40,005	\$36,738
Construction Crew Supervisor	\$42,707	\$45,075	\$60,460	\$61,039	\$49,678	\$52,115
Customer Service Representative	\$28,852	\$28,456	\$42,427	\$42,615	\$34,292	\$32,704
Customer Service Supervisor	\$44,926	\$44,341	\$63,299	\$63,224	\$50,801	\$48,725
Director of Administration	\$70,557	\$71,304	\$105,750	\$107,734	\$82,815	\$90,260
Distribution Crew Leader**	\$31,588	\$31,588	\$47,728	\$47,728	\$37,977	\$37,977
Engineer	\$63,014	\$62,848	\$94,024	\$96,471	\$78,533	\$76,236
Equipment Operator	\$29,543	\$30,090	\$45,478	\$45,341	\$37,038	\$37,773
Executive Director	\$120,503	\$115,033	\$190,084	\$168,347	\$156,354	\$159,796
Inflow and Infiltration Technician I*	\$28,869	\$28,869	\$43,927	\$43,927	\$35,586	\$35,586
Laboratory Analyst I	\$33,918	\$30,992	\$49,047	\$46,488	\$38,999	\$38,598
Laboratory Analyst II	\$41,669	\$44,720	\$61,466	\$60,840	\$48,668	\$48,207
Line Maintenance Technician II*	\$31,865	\$31,865	\$48,847	\$48,847	\$36,813	\$36,813
Maintenance Mechanic I	\$35,654	\$31,732	\$49,543	\$47,635	\$41,011	\$37,511
Meter Reader I	\$31,264	\$28,456	\$44,689	\$42,245	\$37,013	\$33,154
Pumping Systems Technician I	\$32,010	\$30,762	\$46,252	\$45,429	\$36,850	\$36,192
Systems Pumping & Maintenance Superintendent	\$61,723	\$51,961	\$91,112	\$75,920	\$81,628	\$74,437
Utility Maintenance Worker**	\$32,635	\$32,635	\$46,664	\$46,664	\$37,155	\$37,155
Wastewater Pretreatment Compliance Coordinator	\$47,187	\$46,276	\$71,042	\$69,878	\$57,677	\$52,828
Wastewater Treatment Operator I	\$40,341	\$41,500	\$57,132	\$59,959	\$47,272	\$48,785
Wastewater Treatment Operator II	\$39,034	\$35,087	\$52,380	\$52,166	\$47,156	\$45,575
Wastewater Treatment Operator III	\$32,557	\$32,378	\$47,441	\$47,050	\$40,195	\$38,070
Wastewater Treatment Plant Maintenance Crew Supervisor	\$47,491	\$40,082	\$64,263	\$60,122	\$57,674	\$50,102
Wastewater Treatment Superintendent	\$56,961	\$57,365	\$86,022	\$89,231	\$73,904	\$74,196
Wastewater Treatment Supervisor	\$55,163	\$51,400	\$77,657	\$71,000	\$66,280	\$61,200

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median	Average Annual Mean	Average Annual Median
Water Distribution Superintendent	\$57,773	\$56,634	\$84,804	\$84,951	\$76,351	\$77,146
Water Operator I	\$40,341	\$41,500	\$57,132	\$59,959	\$48,236	\$48,490
Water Operator II	\$38,957	\$30,907	\$50,207	\$45,431	\$45,307	\$38,598
Water Operator III	\$32,557	\$32,378	\$47,441	\$47,050	\$39,182	\$37,220
Water Production Superintendent	\$65,221	\$65,980	\$96,996	\$99,516	\$84,816	\$81,004

* Only 1 respondent

** Only 2 respondents

Appendix D
Benefits Survey Summary
Brunswick-Glynn County Joint Water & Sewer Authority

Organization Size and Budget Questions

1. Total number of employees in your organization: **Mean = 738; median = 220; 120**
2. Do part-time employees receive health insurance benefits? **2 = Yes; 4 = No; No – No part time positions**
If so, how many hours per week do they work to receive this benefit? **30 hours**

Health Insurance Benefit Questions

3. Health Insurance Employee-Only base plan deductible: **Mean = \$833; Median = \$500; \$1,000**
Maximum out of pocket per year: **Mean = \$3,167; Median = \$3,000; \$4,000**
Health Insurance Full-Family base plan deductible: **Mean = \$2,000; Median = \$1,500; \$3,000**
Maximum out of pocket per year: **Mean = \$6,333; Median = \$5,500; \$12,000**
Health Insurance base plans: co-pay for GP doctor's visit: **Mean = \$23; Median = \$25; \$25**
Co-pay for specialist visit: **Mean = \$40; Median = \$40; \$50**
Co-pay for hospital visit: **Mean = \$265; Median = \$200; No co-pay, 20% co-insurance**
Co-insurance for in-network services: **Mean = \$93; Median = \$100; 20%**
Co-insurance for out-of-network services: **Mean = \$55; Median = \$55; 40%**
4. Monthly **employee** only cost: **Mean = \$57; Median = \$55; \$105**
Employee and children cost: **Mean = \$236; Median = \$282; \$294**
Employee and spouse cost: **Mean = \$279; Median = \$294; \$309**
Full-family cost: **Mean = \$366; Median = \$340; \$464**
Monthly **employer** cost for employee only: **Mean = \$492; Median = \$597; \$562**
Employee and children cost: **Mean = \$823; Median = \$845; \$974**
Employee and spouse cost: **Mean = \$895; Median = \$890; \$1,025**
Full-family cost: **Mean = \$1,108; Median = \$1,173; \$1,538**
5. What is the co-pay for prescription drugs?
Generic: **Mean = \$11; Median = \$10; \$15**
Preferred: **Mean = \$35; Median = \$30; \$40**
Non-preferred: **Mean = \$56; Median = \$50; \$75**
6. Are your retirees covered by your health insurance plan? **5 = Yes; 1 = No; No**
If yes, what is the retiree cost per month? **For the 1 respondent, cost = \$629;**

Dental Insurance Benefits Questions

7. Monthly employee only cost for dental: **Mean = \$20; Median = \$15; \$7**
Family cost: **Mean = \$63; Median = \$44; \$51**
Does your plan pay 100% for 6-month checkup/cleaning? **6 = Yes; 0 = No; Yes**

Retirement Benefit Questions for General Employees

8. How many years continuous service to be vested in your retirement plan: **Mean = 5.2; Median = 5; 5**

9. At what age is early retirement offered? **Mean = 55.5; Median = 55; 55**
 What age is normal retirement? **Mean = 61; Median = 62; 65**
10. Is your retirement calculated on the last 3 years of final salary? **3 = Yes; 3 = No; No**
 If not, how is it calculated? **Varies; Final average earnings are based on highest 5 years of consecutive pay**
 Do employees contribute to the pension plan? **5 = Yes; 1 = No; No**
 If so, how much per month? **Varies from 6% to 10%**
11. What is your formula for calculating retirement? **Varies; 2% X participant final average earnings X years & months of credited service**
12. If your plan is a defined contribution plan, what is the employer's contribution? **1 respondent reports 10%; N/A**
In addition to the Defined Benefit Plan, JWSC also offers employees the opportunity to participate in a 457(b) Deferred Compensation Plan.

Short-Term Disability

13. Do you provide short-term disability to your employees? **6 = Yes; 0 = No; Yes**
 If so, is it provided free to the employee? **3 = Yes; 3 = No; No**
 If it is not free to the employee, what is their monthly charge? **Varies; Age & salary dependent**
 If provided, what is the elimination period? **Modal response is 15 days; 15 days**

Long-Term Disability

14. Do you provide long-term disability to your employees? **? 6 = Yes; 0 = No; Yes**
 If so, is it provided free to the employee? **4 = Yes; 2 = No; Yes**
 If it is not free to the employee, what is their monthly charge? **Not provided; N/A**
 If provided, what is the elimination period? **30 to 180 days; 90 days**

Life Insurance

15. Do you provide life insurance to your employees? **6 = Yes; 0 = No; Yes**
 If so, is it provided free to the employee? **6 = Yes; 0 = No; Yes**
 How much life insurance do you provide for the employee? **Mean = \$40,000; Median = \$50,000; Equal to salary**

Vacation Leave Time

16. How much vacation leave time do your employees accrue per year?
 (Example: 1-5 years of service=10 days accrued per year; 160 hours maximum accrued)
 (**1**) years of service = (**12**) days accrued per year = (**124**) maximum hours accrued
 (**5**) years of service = (**16**) days accrued per year = (**150**) maximum hours accrued
 (**10**) years of service = (**21**) days accrued per year = (**162**) maximum hours accrued
 (**20**) years of service = (**24**) days accrued per year = (**212**) maximum hours accrued

17. How much vacation leave time do your employees accrue per year?

(Example: 1-5 years of service=10 days accrued per year; 160 hours maximum accrued)

(**0-7**) years of service = (**12**) days accrued per year = (**400**) maximum hours accrued

(**8-9**) years of service = (**15**) days accrued per year = (**400**) maximum hours accrued

(**10-15**) years of service = (**18**) days accrued per year = (**400**) maximum hours accrued

(**16-20**) years of service = (**20**) days accrued per year = (**400**) maximum hours accrued

(**21+**) years of service = (**25**) days accrued per year = (**400**) maximum hours accrued

Anything over 400 is converted to sick leave as long as the employee has used at least 80 hours of vacation in that year; otherwise forfeited.

Personal Days

18. Do your employees earn personal leave days per year? **2 = Yes; 4 = No; No**

If so, how many days per year? **1 day**

Sick Leave Time

19. How many sick leave hours do your employees accrue per year? **Mean = 86 hours; 8 hours per month – 12 days per year**

What is the maximum amount of sick leave hours they can accrue? **Varies; no discernable pattern; No limit**

20. Do you have a sick day payout plan for your employees? **2 = Yes; 4 = No; No, however if an employee doesn't use any sick leave in a calendar year they receive 8 hours of pay. If they use no more than 16 hours in a calendar year, they receive 4 hours of pay. They are also allowed to donate sick leave to co-workers.**

If so, please explain (example: can pay out 75% over X number of hours accrued; will only pay out at retirement; will buy back 1 week per year; etc.) **No information provided by respondents;**

Tuition Reimbursement Plan

21. Do you provide your employees with a tuition reimbursement plan? **4 = Yes; 2 = No; Yes**

If so, please explain how it works: **Varies; Employee must have worked a complete year to be eligible. Reimbursement for tuition and book costs of any job-related course or other course which is required while advancing toward a degree from an accredited institution which is related to the employee's current position or which will prepare the employee for other career assignments with the JWSC**

What is the maximum reimbursement per year? **Mean = \$3,250; Median - \$3,500;**

Reimbursement is based on course grade: A = 100%; B = 85%; C = 70%; D = 0

Does it also include payment of books? **Yes**

Uniform Allowance

22. Do you provide a uniform allowance for any employees? **2 = Yes; 4 = No; Uniforms are provided to individuals required to wear them.**

If so, which departments? **Field employees; SPM Division, Water Distribution, Water Production, Wastewater Treatment, Meter Readers, Utility Workers & Inspectors. Office staff and customer service are not required to wear a uniform.**

How much annually? **Total cost; No allowance – uniforms are supplied as needed by BGJWSC**

Holidays

23. Total number of paid holidays your organization recognizes each year: **Mean = 10; Median = 11; 11**

The Brunswick – Glynn Joint Water & Sewer Commission, located in Brunswick GA seeks a highly qualified Executive Director. The BGJWSC is responsible for 1003 miles of lines (water & wastewater) and 189 pumping & storage facilities. Under the general direction of the JWSC Board of Commissioners, this position supervises a staff of 162 personnel providing water and wastewater collection for approximately 28,000 residential and 2,000 commercial properties located in Glynn County, GA; responsible for an annual budget of approximately \$30 million; conducts fiscally sound business operations; produces high quality water from underground sources; ensures the water distribution and wastewater reclamation networks function properly minimizing outages; directs the maintenance, repair and asset renewal of networks and facilities; conducts short and long term planning for meeting community development and other water and wastewater requirements; develops the annual operating and capital expenditure budgets and recommends supporting water and wastewater rate structures to the Commission for approval; maintains a healthy, participatory work environment meeting established State and Federal employment guidelines. A complete job description is available at www.bgjwsc.org

A Bachelor's degree from an accredited four-year college or university with major coursework in business, public administration, engineering, or related field supplemented by ten (10) years work experience in planning and operating water/wastewater utility services including eight (8) years management experience; OR an equivalent combination of training, education, and/or experience. Safe driving record and valid driver's license, criminal background check, Motor Vehicle Report, pre-employment drug screening required.

Competitive salary, negotiable depending on qualifications and experience. BGJWSC offers an excellent benefit package, including major medical, dental, vision, and life insurance; paid vacation and sick leave, as well as defined benefit and deferred compensation retirement plans. BGJWSC is an equal opportunity employer.

The city of Brunswick is the county seat of Glynn County, located along the southeastern coastline of Georgia, and is a unique, historic and visually stunning community. Charming nineteenth century Victorian-style homes, old magnolia tree lined streets, century old grand oaks, endless golden marshes, and wonderfully preserved buildings complement the bustling business community of boutique shops, fine and casual restaurants, art galleries, banking and financial institutions, quality care medical center, churches and cultural venues. With ideal weather conditions throughout the year, Glynn County supports an active and healthy outdoor life with almost every kind of traditional sport and hobby imaginable. The area's beauty and world-class golf courses, facilities and instructors have earned the Golden Isles its reputation as a golfer's paradise and home to The RSM Classic, part of the PGA Tour. Major attractions and professional football are within one hour and beautiful beaches are just minutes away.

All qualified candidates must apply by September 15, 2019. Please submit your letter of interest, including salary requirements, and resume to:

Brunswick – Glynn Joint Water & Sewer Commission
C/o Teamwork Services, Inc.
700 Gloucester Street
Suite 101
Brunswick, GA 31520

Executive Director Selection Process

Any Commissioner or BGJWSC employee considering applying for the position must recuse themselves at this point from all discussions on the process, receiving or reviewing applicant resumes, discussions on compensation, selection of interview candidates, interviewing candidates, voting on appointing the new Executive Director.

1. Go over Employment AD and make any necessary changes.
2. Date to receive all applicant resumes to be considered for the position.
3. TWS cull the applicants and provide each commissioner a notebook of recommended resumes and other resumes.
4. Commissioners will have 7 days to review the applicant resumes and select 4 to 6 applicants to interview for the position.
5. Commissioners submit their selected names to the Human Resources Committee.
6. At an Executive Session HR Committee meeting the HR Committee selects 4 applicants for interview.
7. Candidate applicants are notified by TWS; ensures candidates are interested in the position; establishes an interview day. Candidates are sent electronically the current master plan.
8. TWS contacts candidate references and obtains any information reference chooses to release.
9. Interview Day:
 - a. Only one candidate per day.
 - b. Candidate meets with the Deputy Director/BGJWSC, senior staff and superintendents. Superintendents go over in general their areas of supervision, current projects and answers candidate questions.
 - c. Candidate is provided a facility tour: Main office areas; Academy Creek; and a water production facility.
 - d. Upon conclusion of the tour, candidate has a lunch date with the Chairman and Vice Chairman.
 - e. In Executive Session all Commissioners ask the candidate their questions and hear responses. Questioning will begin with the Chairman.
 - f. Upon conclusion of the Commissioners interview the candidate will depart.

Executive Director Selection Process

10. Once interviews of all candidates is completed, the Human Resources Committee will meet in Executive Session to rank candidates and select the individual to offer the Executive Director position.
11. If the candidate accepts the offer, the Chairman, Vice Chairman with BGJWSC Legal Counsel will begin to negotiate contract terms for salary; medical; retirement; vehicle allowance; and terminations for cause.
12. Once negotiations are completed and tentative contract agreed, the Commission will vote on accepting the contract with the selected candidate. A public announcement will be made.

DRAFT