



Brunswick-Glynn County Joint Water and Sewer Commission
1703 Gloucester Street, Brunswick, GA 31520
Thursday, August 8, 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 June 20, 2019 Human Resources Committee Meeting** *(subject to any necessary changes)*
- 2. Emergency Response Pay – A. Burroughs**

DISCUSSION

- 1. Salary Survey – A. Burroughs**
- 2. Safety Stand Down Review – A. Burroughs**

EXECUTIVE SESSION - Personnel

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, August 8, 2019 at 10:30 AM

HUMAN RESOURCES COMMITTEE MINUTES

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

ALSO PRESENT: Ben Turnipseed, Commission Chairman
Steve Copeland, Commissioner
Jay Sellers, Director of Administration
Janice Meridith, Exec. Commission Administrator

ABSENT: Wayne Neal, Commissioner

MEDIA PRESENT: Pamela Permar-Shierling, The Islander

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.

APPROVAL

1. Minutes from June 20, 2019 Human Resources Committee Meeting
Commissioner Harvey made a motion seconded by Committee Chairman Elliott to accept the minutes from the June 20, 2019 Human Resources Committee Meeting. Motion carried 2-0-1. (Commissioner Neal was absent from the meeting.)

2. Emergency Response Pay – A. Burroughs
Mr. Burroughs advised that the Emergency Preparedness Committee Meeting on the previous Thursday and the items discussed included FEMA reimbursements. He stated that one issue with previous reimbursements was that the written policy for emergency response pay was not followed and FEMA will only reimburse for what is specifically written in the policy prior to an event. Staff reviewed the policies and determined there were only a few clarifications or revisions that were needed within Section 4.1 and 6.2 of the JWSC HR Standards of Practice. Mr. Burroughs provided a redlined copy of the revised policy draft and discussed those few revisions with the Committee. Commissioner Harvey requested for “Executive” to be placed in

front of “Director” in the last sentence of Section 4.1.12 where the word “Director” is replacing “Chairman of the Commission” for clarification.

Commissioner Harvey made a motion seconded by Commissioner Elliott to approve the changes as made by staff and as requested by the Committee within Sections 4.1 and 6.2 of the JWSC HR Standards of Practice and to forward to the full Commission for approval. Motion carried 2-0-1. (Commissioner Neal was absent from the meeting.)

DISCUSSION

1. Salary Survey – A. Burroughs

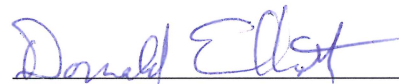
Mr. Burroughs explained the salary survey as prepared for the Committee. The survey included comparisons of the executive, senior and superintendent staff position salaries of JWSC and those as obtained from the AWWA (American Water Works Association) for the same or similar positions at similar sized utilities. He noted that the data pulled from the AWWA survey was collected by the AWWA prior to March of 2018. The 2019 data is not available yet. Mr. Burroughs explained the methodology he used to complete the salary survey: Identify current JWSC senior level positions; Identify AWWA job specifications with similar responsibilities; Record data on board-operated utilities; Record data on utilities serving populations of 50,000 to 100,000; and compare data to existing JWSC positions. Chairman Turnipseed asked if the data was broken down by region. Mr. Burroughs responded it was broken down by states, but not by region. Commissioner Harvey advised that the concern was in our geographic region and area survey of salaries in this area. He expressed a concern that the AWWA surveyed salaries are skewed and not compatible with this area and noted it would merit to compare the JWSC salaries with salaries in our geographic area rather than nationally. Mr. Burroughs noted that the AWWA survey was more industry specific for comparison, and that a comparison would be done that was more specific to this geographic area. Commissioner Copeland questioned if this study was done internally and Mr. Burroughs responded that it was. Commissioner Copeland asked if benefits were included for comparison. Mr. Burroughs recalled for the Committee that in Mr. Condrey’s presentation he had advised that an organization’s total benefits should be within 38% to 41% of total compensation. Commissioner Copeland asked where JWSC’s benefits are at, and Mr. Burroughs provided that based on last year’s insurance plan, JWSC’s benefits were at about 41%, and this has not been calculated with the current insurance plan.

2. Safety Stand Down Review – A. Burroughs

Mr. Burroughs advised that on Wednesday July 31, 2019 Safety Stand Down Day was held. Two groups met at different times due to staff size and lunch was provided for all. There were three presenters, Jeffrey Singletary from TSI reviewed the previous year’s safety incidents, Mike Riepenhoff from Zenith discussed “Ergonomics”, and Charlie Moore gave a presentation on active shooter awareness. Mr. Burroughs then explained the current safety incentive program and how the incentive was earned. He advised that the safety incentive program will be discontinued in the presenting of checks to employees and that safety will be now included on employees’ annual evaluations and will be considered individually. Mr. Burroughs provided that as of October 1, 2019 all JWSC employees will be subject to random drug testing rather than only those with CDL licenses, and that testing will be administered by Teamwork Services. The Committee further discussed the safety training that is provided for JWSC employees as well as

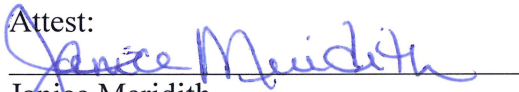
defensive driver training. Commissioner Elliott commented that he was happy with the safety accountability being moved to individual, but he would like to have a monetary amount to be provided for someone who takes extra effort to ensure that all are safe on the team. This should be incorporated to include each level up in supervision with some sort of bonus at each level for ensuring the safety of the organization to enforce it. Commissioner Harvey commented that he had some concern hearing that the safety incentive would be discontinued. Mr. Burroughs explained this was discussed with the Safety Council and there is consideration for a raffle program to be offered. He added that at times when there is a monetary reward involved, it may cause some people to not report their incidents in order to receive the incentive. With the change in the program, safety does become a part of the employee's annual evaluation and can benefit them if they are safe and receive a higher evaluation score causing them to receive a salary increase.

With no further business to discuss, Committee Chairman Elliott adjourned the meeting at 11:10 a.m.



Donald Elliott, Committee Chairman

Attest:


Janice Meredith,
Executive Commission Administrator



Brunswick-Glynn County Joint Water and Sewer Commission

Memo

To: Human Resources Committee
From: Andrew Burroughs, Interim Executive Director
Date: August 8, 2019
Re: **APPROVAL** – Emergency Response Pay

Background

During the August 1, 2019 Emergency Preparedness Committee Meeting, discussions were had concerning the pay practices during emergency response events. Historically, these practices have been inconsistent with policy and have changed with each event.

FEMA reimbursement practices are based upon the written policy before an event occurs. If the JWSC wishes to be reimbursed for emergency response salaries, the written policies must be followed. There are two sections of the Human Resources Standards of Practice that are applicable to emergency response pay. These are Sections 4.1 and 6.2, which are attached.

Section 4.1

- Section 4.1.7.F. outlines that administrative leave may be granted by the Director due to extremely hazardous conditions.
- Section 4.1.7.G. states that exempt employees are not eligible for overtime pay, but during a declared state of emergency and/or mandatory evacuation the employee will be paid straight time for hours worked over 40 hours.
- Section 4.1.11.B. currently limits administrative leave to 72 hours. Time off in excess of 72 hours would require vacation time to be taken.
- Section 4.1.12. states that employees who are required to stay during an event may take vacation time and/or leave without pay in the event they wish to evacuate. It also requires the Chairman to declare the emergency over.

Section 6.2

- Section 6.2.18. states that non-exempt employees who serve during emergency response events will be paid at 1.5 times regular rate for hours worked during the event.

Recommended Action

Staff is in agreement with the policy as written with only a few corrections. In Section 4.1.11.B., staff recommends amending the language to say "three (3) business days" instead of "seventy-two (72) hours" to avoid any confusion as to whether it applies to hours worked or overall hours. In Section 4.1.12., staff recommends allowing the Director to declare the emergency over since the Director is responsible for the original emergency declaration. In Sections 6.2.17. and 6.2.18. staff recommends correcting the references to the proper sections.

Recommended Motion

"I make a motion to approve amending Sections 4.1 and 6.2 of the JWSC HR Standards of Practice as shown in the attached documents."

Enclosures:

Section 4.1 JWSC HR Standards of Practice with Redlines
Section 6.2 JWSC HR Standards of Practice with Redlines

ATTENDANCE AND HOURS WORKED

STANDARD

Each and every job is important and plays a critical role within each work team and in the overall JWSC effort. All employees are to report to work promptly such that they are prepared to begin work at the scheduled time. Each employee must notify the immediate supervisor within prescribed time frames if he or she is unable to report to work promptly.

PRACTICE GUIDELINES

1. **The Work Week:** The standard workweek shall be from 12:01 a.m. Monday until 12:00 p.m. midnight on Sunday, a time span of seven (7) consecutive twenty-four (24) hour periods.
2. **Administrative Core Business Hours:** For administrative offices and employees, core business hours shall be from 8:00 a. m. until 5:00 p.m. with one hour for lunch. Administrative employees normally work five (5) eight (8) hour days per week, Monday through Friday.
3. **Field Operations:** Some operations employees may work hours that differ from the administrative core business hours. This is necessary to best serve the customers and deliver services.
4. **Shift Work:** JWSC operations require employees on duty twenty-four (24) hours per day, seven (7) days per week. Wastewater Treatment employees may work from eight to twelve (8 to 12) hour shifts, depending upon available staffing and workload requirements.
5. **Alternate Work Schedules:** When the activities of a particular operation unit require some other schedule to meet work needs, the Director may authorize a deviation from the normal work schedule. Alternate work schedules shall be approved in advance by the division head and the Director. Work schedule changes of a long-term nature shall be documented in the employee's personnel file.
6. **Training and Travel Time:** Time spent in professional or technical training seminars which are required by the JWSC shall be counted as time worked. The employee shall be paid for travel time which occurs during the employee's regular working hours. Such travel on non-working days (e.g., Saturday or Sunday) is compensable if it occurs during the employee's normal working hours, e.g. 8:00 a.m. until 5 p.m., pursuant to the FLSA.
7. **Overtime:** Each division head shall have the responsibility of controlling overtime in each division. Overtime is neither desired nor expected on a regular basis. However, during peak periods when overtime becomes necessary, division heads are responsible for assuring that required overtime is distributed among their employees on an equitable basis.
 - A. The method of compensating employees who are due to receive overtime pay shall be to include the overtime pay in the employee's pay check for the pay period in which the overtime was worked. The employee will be compensated at the overtime rate of pay for any hours physically worked beyond forty (40) hours during the workweek computed at the nearest one-quarter ($\frac{1}{4}$) hour. Whether an employee works a standard workweek or performs shift work, all non-exempt employees are subject to the FLSA overtime provisions.

- B. Records of all overtime worked shall be kept by the division head for review by the Director.
- C. Sick leave or leave without pay does not count as hours worked for purposes of overtime computation.
- D. Holiday hours and annual (vacation leave) hours in a holiday week should only count as hours worked for overtime computation purposes if the employee was normally scheduled to work those days. If an employee receives holiday hours for a day they weren't scheduled to work, those hours should not count towards their 40 hours for overtime purposes.
- E. If employees are scheduled to work on the holiday and they do work the holiday, they will receive double time pay. Holiday hours will not apply.
- F. The Director may grant administrative leave due to extreme hazardous travel conditions. Such leave counts as hours worked for overtime computation purposes when an employee works during the week in which the leave is granted.
- G. Exempt employees are not eligible to receive overtime pay, except that employees who are required to work beyond normal work hours during a declared state of emergency and/or mandatory evacuations will be paid straight time for time worked over forty (40) hours. Some examples of catastrophic events include hurricanes, floods, tornados, and major gas leaks.
- H. Supervisors shall arrange the work schedules of their employees to accomplish the required work within the standard workday.
- I. Overtime work must be approved by and directed by the division head or the person acting in their place if absent prior to the time it is worked. Unapproved work performed during non-work hours, including time prior to the start of the workday, during the lunch period, and after the workday has concluded, including taking work home, is prohibited.

8. Shift Differential Pay: Employees who work a qualifying shift are eligible for shift differential pay of \$1.00 per hour. A qualifying shift is a regularly scheduled work shift that is at least eight (8) hours long that begins between 12:00 PM and 1:00 AM. Shift differential pay only applies to hours actually worked.

9. Compensatory Time:

- A. Employees may use compensatory time in lieu of overtime payment in cash provided the employee and the division head agree to the use of compensatory time prior to performance of the work as provided by the FLSA. The agreement need not be in writing; however, the division head will promptly prepare a record for inclusion in the employee's official file maintained in the Human Resources Department that outlines the particulars of the agreement, forwarding a copy to the Chief Financial Officer.
- B. Employees may accrue up to two hundred forty (240) hours of compensatory time in lieu of cash overtime compensation, and which represents not more than one hundred sixty (160) actual hours worked.

- C. The use of compensatory time shall be at the discretion of the division head based on the needs of and the best interests of JWSC operations, unless such time is being used as additional pay during an FMLA leave, or during of a declared state of emergency by the Governor.

10. Notification:

- A. If an employee must be absent from work or will be late coming to work, the employee must notify the immediate supervisor no later than ten (10) minutes after the scheduled starting time. If possible, the employee should notify the immediate supervisor or the division head when the immediate supervisor is not available, before starting time, or as soon as he or she knows he or she is not able to report to work on time. The employee must contact the immediate supervisor directly on each and every day of absence and for every occurrence of tardiness. Such notification will help the supervisor in the difficult and time-consuming task of finding a replacement or in rescheduling work, as necessary.
- B. Tardiness and absenteeism interfere with division objectives and may result in appropriate disciplinary action. Repeated instances of tardiness and/or absenteeism may lead to termination of employment.
- C. Unauthorized or unreported absences shall be considered absence without leave, and deduction of pay shall be made for periods of absence in accordance the FLSA.
- D. Employees who take unauthorized leave (absence without leave) the day before or the day after a holiday will not be paid for the holiday.
- E. Three (3) consecutive working days of absence without authorized leave will be considered a resignation from employment without notice. Employees in such cases will be considered to have abandoned their positions, will be removed from the payroll, and employment will be terminated.

11. Inclement Weather: In situations involving inclement weather, ice or snow storms, or other unusual conditions affecting all or the majority of JWSC divisions and/or their operations, the division heads must insure that their division is opened to the public at the usual time unless the division head has received prior notification to the contrary from the Director's Office. *(See Section 6.2, Paragraph ~~16~~ 17, Inclement Weather Pay.)*

- A. Divisions shall remain open for the full scheduled work shift unless authorization for late start-up or early closing or other deviation is received from the office of the Director. Sufficient notice will be given in either event. Employees who leave work before an official early closing time has been announced will be required to use earned annual (vacation) leave or leave without pay. Employees must obtain the supervisor's approval prior to leaving early.
- B. The Director may grant administrative leave for a period of up to ~~seventy-two (72) hours~~ **three (3) business days** when, in the Director's sole discretion, adverse weather conditions make travel extremely hazardous. Administrative leave will be paid at straight time subject to the overtime provisions of the FLSA.

12. Emergency Evacuation: After a call for voluntary or mandatory evacuation for a hurricane or other type disaster in any part of Glynn County, including the City of Brunswick, any employee whose home is in the evacuation area may be allowed to leave work to evacuate and may use his or her accrued annual

(vacation) leave or take authorized leave of absence without pay to substitute for the regularly scheduled time not worked upon approval of the employee's division head. If a JWSC facility is closed due to an emergency situation for which such evacuation has been called, then employees assigned to that location may use accrued annual (vacation) leave or leave of absence without pay to complete their regular scheduled time until the facility is reopened or relocated and the employee returns to work. Once residents are allowed to return to their homes after such evacuation or once the critical stage of the state of emergency has been declared over by the ~~Chairman of the JWSC Commission-Director~~, whichever occurs first, employees are expected to return to work within forty-eight (48) hours. *(See Section 6.2, Paragraph ~~17~~ 18, Emergency Evacuation Pay.)*

- 13. Breaks or Rest Periods:** Division heads should provide reasonable rest periods to all employees for the purpose of refreshing themselves in the course of work; however, productivity and efficiency shall not be sacrificed. All rest periods, for whatever purpose, must be limited and brief. JWSC is not required to provide "breaks". Any breaks or rest periods are provided as a courtesy by the JWSC, are paid work time, and may not be accumulated. The nature of the work should be considered when providing rest periods.

Section 6.2
PAY PLAN

STANDARD

The JWSC shall devise, maintain, periodically amend and promulgate an appropriate Pay Plan which shall be applicable to all positions whose salaries are established within an approved salary range. The Pay Plan includes guidelines for establishing and managing employee pay rates and shall include maintaining a pay structure consisting of pay grades and pay ranges that are assigned to positions in the Position Classification Plan.

PRACTICE GUIDELINES

1. Pay Structure: The pay structure contains any number of pay grades necessary to accommodate all JWSC job classes and positions. The pay structure contains minimum pay rates, midpoint pay rates, and maximum pay rates for any given grade. Each employee affected thereby shall be paid at one of the rates set forth in the salary range for the class and position in which he or she is employed. The pay structure will be adjusted annually by the CPI as approved in the JWSC budget.

2. Hiring Range and Entry Salary Rates:

- A. New employees, promoted and transferred employees shall be paid at a rate within the first third of the pay range; provided, however when there is a demonstrated inability to recruit within the hiring range or an applicant or employee possesses exceptional qualifications (e.g., experience substantially above and beyond that which is required in the official job description for a position), the Executive Director may authorize the placement of the applicant or employee up to the middle point of the approved range of pay for the stated position contingent upon fund availability.
- B. The entry salary of an employee upon initial employment who meets the minimum requirements shall be at the minimum level of the range for that class to which the original appointment is made. Exceptions may be provided if approved by the Executive Director in the case of:
 - (1) Shortage of qualified applicants available at the minimum level of the pay range.
 - (2) Qualifications of the applicant are in excess of the minimum requirements for the class.
 - (3) Applicants who are under-qualified but who may be capable of meeting the minimum position requirements within a twelve (12) month period.

3. Pay for Performance – Step Increases:

- A. The JWSC shall maintain an active Employee Performance Evaluation Program and all performance-based or step increases shall be awarded in accordance with the Program. When funds are available, employees shall be recognized for having met or exceeded established performance standards. The funding level, if any, for performance-based increases shall be decided annually. The JWSC Pay Plan is not intended to create a property right, promise, or contract, or expectation of funding for any performance-based increase, raise, or salary adjustment.
- B. The division head shall review the performance evaluations of the division's employees and recommend to the Executive Director the employees who should receive merit step increases. Each

performance evaluation shall be made a part of the employee's official personnel file.

- C. Employees will receive a COLA (Cost of Living Adjustment) in the first full pay period of the fiscal year, during July of each year based on the CPI.
- D. An employee with an acceptable performance rating, as certified by the division head and approved by the Director, shall be eligible to receive an annual increase effective on the beginning of the pay period containing the employee's hire date or date of promotion.
- E. When an employee attains the maximum rate of a salary range for the present position, no further salary increases will be added to the base pay while the employee remains in the present position. If an employee is eligible for a step increase based on performance, then the employee will be paid a lump sum for that portion of his or her base salary step increase that is above the maximum for that position, including any market adjustments or cost of living increases, as applicable.
- F. Market adjustments and cost of living increases are not automatic, and may be established periodically by the Commission of the JWSC in its sole discretion.

4. Position Reclassification:

- A. When an employee's position is reclassified to a different classification in the next higher pay grade and pay range, the employee may receive an increase to bring the employee's pay up to the minimum of the new pay range. If the reclassification results in a difference of more than one pay grade, the position may have pay adjusted such that internal equity is maintained with others in the new pay grade. In no case shall the salary be less than the new minimum or exceed the maximum for the new range.
- B. When an employee's position is reclassified to a classification with a lower pay grade and pay range, the employee may receive a reduction in salary based on:
 - (1) A change in job duties;
 - (2) Internal equity, similarly situated employees, adverse effects on other employees in the class, and the best interests of the JWSC; or
 - (3) The pay range of the new position.
- C. Division heads will not be at liberty to promote employees personally chosen without regard for their experience or qualifications.

5. Effect of a Position Upgrade or Downgrade:

- A. A position may be reassigned to a new pay grade, either higher or lower, without a change in title. When the grade changes but the title remains the same, such a transaction is called an upgrade or downgrade. (A reclassification indicates that the title, as well as the pay grade in some cases, is changed.)

- B. A classification of positions (e.g., all Administrative Assistants) may be upgraded (moved) from a lower pay grade to a higher pay grade when market comparisons, internal comparisons, or other factors indicate that the class, as a whole, is not competitively compensated. If a class of positions is upgraded, the incumbent employees in that class shall be eligible for consideration of a pay increase under the same guidelines as a “reclassified employee.”
- C. A class of positions (e.g., all Administrative Assistants) may be downgraded (moved) from a higher pay grade to a lower pay grade when job-related or market factors indicate that the class, as a whole, is not equitably compensated. If a class of positions is downgraded, the incumbent employees in that class shall be eligible for consideration of a pay decrease under the same guidelines as a “reclassified employee.”

6. Promotion: An employee who receives a promotion will have his or her salary increased, as follows:

- A. An employee is to receive an increase of five percent (5%) of his or her current base salary or an increase in an amount that will bring the employee’s current base salary up to the minimum pay range of the new position, whichever is greater.
- B. An increase of more than five percent (5%) is authorized only in situations when the employee would not receive the minimum pay for the position to which he or she is being promoted or pursuant to Subparagraph 2.A, above. An employee is to be paid at least the minimum pay established for the position to which the employee is being promoted.
- C. Under no circumstances shall a salary increase exceed the maximum established for the range. Care shall be taken to assure that the new salary of the promoted employee does not exceed the salary of similarly situated employees in the same position and job class to which the employee is promoted. Supporting documentation must be provided indicating the job-related or market-related reasons for the increase.
- D. The employee’s annual performance review date will change to the date of the promotion, and every twelve (12) months thereafter.

7. Demotion:

- A. Voluntary Demotion: An employee who voluntarily chooses to accept a demotion will receive a salary reduction. The salary will be reduced to an amount that represents the same relative placement within the new pay grade as in the former pay grade.
- B. Disciplinary Demotion: An employee may be demoted with a loss in pay for failure of personal conduct or failure of job performance. The salary will be reduced to an amount that represents the same relative placement within the new pay grade as in the former pay grade.
- C. Unsuccessful Introductory Employment Period Following Promotion: If an employee fails to successfully complete the introductory employment period following a promotion, the employee may request a voluntary demotion to the former position or to a position in the same class if a vacancy exists. The employee's salary will be reduced to the former rate of pay, including any step increases

that would have been awarded during the period based on documented performance evaluations, contingent upon fund availability. Such a demotion, a transfer, or termination must occur within the introductory employment period

- D. The employee's annual performance review date will change to the date of the demotion, and every twelve (12) months thereafter.

8. Salary Reduction Within Pay Grade: An employee may receive a salary reduction within the same pay grade for disciplinary reasons. The salary will be reduced by no more than ten percent (10%); however, in no case shall the salary be below the pay grade minimum.

9. Salary of a Transferred Employee: The salary of an employee who voluntarily transfers or who is reassigned to a position in the same position and job class or to a position in a different class with the same pay grade and range shall not be changed by the reassignment. Exceptions may occur when an employee's training, education, or experience significantly exceed the minimum qualifications for the position. Any exception must be thoroughly documented and approved by the Executive Director.

10. Other Pay Adjustments or Increases:

- A. Completion of Introductory Employment Period: Upon completion of the initial new hire introductory employment period, supervisors shall perform an evaluation of performance. Employees may be eligible to receive a pay increase based on the evaluation score.
- B. Certification Pay: Employees may receive a five percent (5%) increase for State-mandated certifications, required by the job, but not required at the time of hire. Such certifications may be in place at the time of hire or may be required at some point after hiring. Required certifications shall be documented in the official job description. When the employee receives such certification, he or she is eligible for a pay increase. The employee must have received a satisfactory performance evaluation immediately preceding the certification, and a positive recommendation by the division head. Pay increases for certifications are listed in the following table:

Eligible Certifications: Utilities Construction Management License
Public Water Supply System Operator (Class I, II, III, IV)
Water Distribution System Operator
Biological Wastewater Treatment System Operator (Class I, II, III, IV)
Wastewater Collection System Operator
Water Laboratory Analyst
Wastewater Laboratory Analyst
Backflow Prevention
Underground Storage Tank Operator (Class A, B, C)

- C. Significant Change in Responsibility: When significant responsibility is added or removed from a position, and reclassification is not warranted, pay may be adjusted upward or downward by five percent (5%), or other appropriate rate based on internal equity. Pay shall not be less than the minimum or greater than the maximum rate for the salary range of the position. "Significant Responsibility" shall be thoroughly documented in order to support the request. The request shall be

reviewed by the Human Resources Department and approved by the Executive Director.

- 11. Advance Salary Policy:** There will be no advance of salary.
- 12. Pay Plan Maintenance:** The Pay Plan shall be reviewed annually by the Human Resources Department including, but not limited to, a market study of competitive salary data for benchmark positions. Recommendations for revision shall be made to the Director.
- 13. On Call Pay:** A non-exempt employee who is required to carry a pager, and to be the primary responder to emergency calls, and who is expected to return to work after normal business hours (8:00 a.m. to 5:00 p.m., or other shift considered the normal work day) shall be paid a minimum of two (2) hours pay at a rate of time and one-half (1½) for each scheduled day off on which they are "On Call". This provision does not apply to the extension of a normal work shift.
- 14. Call Back Pay:** A non-exempt employee who is required to report back to work after normal business hours (8:00 a.m. to 5:00 p.m. or other shift considered the normal work day) shall be paid a minimum of two (2) hours pay at a rate of time and one-half (1½) each time the employee is called back to work. If the cumulative time spent on emergency "call-backs" is more than 2 hours, the time shall be paid as hours worked according to the FLSA. Calls shall be logged by the Dispatcher and shall include the time the call was received by Dispatch, and the time the employee was called out. This log shall be reviewed and monitored by supervisors on a regular basis. This provision does not apply to the extension of a normal work shift.
- 15. Shift Differential Pay:** Employees who work on a qualifying shift are eligible for shift differential pay of \$1.00 per hour. A qualifying shift is a regularly scheduled shift that is at least eight (8) hours long and that begins between 12:00 PM and 1:00 AM. Shift differential pay only applies to hours actually worked.
- 16. Interim Appointment and Temporary Pay Increase:**
 - A. An employee may be appointed temporarily to an acting or interim higher classified position for a period not to exceed six (6) months when the position is vacant, and when failing to fill the position would significantly impact effective operations, or when the incumbent employee is on extended leave. An employee performing the duties of and acting in the capacity of a higher level position shall receive a temporary salary increase of five percent (5%) commencing as follows:
 - (1) Regular work period employees shall receive an increase in the third successive week of performance, and will be paid retroactively to the first week of such service. If the length of absence is known in advance and extends beyond two (2) weeks, then the salary increase shall begin on the date of assuming the duties of the higher level position.
 - (2) An acting division head shall be appointed by the Executive Director.
 - B. A division head requesting an interim appointment shall outline the critical needs that support such appointment and consult with the Human Resources Department to document the need for the request. The division head shall forward the request to the Director for approval. The division head shall notify the Human Resources Department and the Executive Director as soon as the interim

appointment has been completed.

- C. The employee shall be notified in writing of the interim appointment, outlining the terms conditions, and expectations of the division head or Executive Director, as applicable.
- D. Exception: When a position is vacant due to military deployment in the armed forces, National Guard or Reserves, an employee may be appointed temporarily to an acting or interim higher classified position for an additional six (6) month period or for such period as may be needed to fill the position until the employee on military deployment returns to work or the deployed employee is reinstated to his original position which was temporarily filled by the interim appointment.

17. Inclement Weather Pay: Non-exempt employees, including service, maintenance, or clean-up workers, who are required to report to work when the Director has declared the JWSC closed for business because of inclement weather, pursuant to Section 4.1, Paragraph ~~10~~ 11, Inclement Weather, shall be paid at a rate of time and one-half (1½) their regular rate of pay for work performed during the hours the JWSC is closed for public business. All other non-exempt employees who are placed on administrative leave for inclement weather will be paid straight time as if they had worked, subject to the overtime provisions of the FLSA. This shall occur ONLY when the Executive Director has officially declared the JWSC closed for business because of inclement weather. Employees who are on approved vacation or sick leave during an inclement-weather closing shall not have their vacation or sick leave converted to administrative leave.

18. Emergency Evacuation Pay: Non-exempt employees, including service, maintenance, or clean-up workers, who are required to report to work during an emergency evacuation pursuant to Section 4.1, Paragraph ~~11~~ 12, Emergency Evacuation, shall be paid at a rate of time and one-half (1½) their regular rate of pay for work performed during the declared state of emergency.

Brunswick-Glynn County Joint Water and Sewer Commission

Senior Staff Salary Survey

General

This report was prepared to compare the current JWSC senior staff position salaries to other water and sewer utilities. All non-JWSC salary data in this survey was taken from the *2018 AWWA Compensation Survey: Medium-Sized Water and Wastewater Utilities*. The data covers utilities serving populations between 10,000 and 99,999. There are 290 participating utilities in the survey with 51% being Board-operated, 39% being City/County Government-operated, and 10% with other types of ownership structures. The data in this survey was collected prior to March 1, 2018. From the survey, overall salaries are increasing at 2.8% annually.

Methodology

The following steps were taken in order to complete this salary survey:

1. Identify Current JWSC Senior Level Positions
2. Identify AWWA Job Specifications with Similar Responsibilities
3. Record Data on Board-Operated Utilities
4. Record Data on Utilities Serving Populations of 50,000 - 100,000
5. Compare Data to Existing JWSC Positions

Identify Current JWSC Senior Level Positions

The current senior level positions at the JWSC were those supervisory level positions that report directly to the Office of the Director and all operational superintendents. Most senior level positions at the JWSC require the individual to take on a variety of tasks. The AWWA positions listed tended to be more specialized, which made comparisons less direct. The positions are listed below with an overview of the general responsibilities associated with each position. The Fleet Manager position was included after reviewing the available AWWA job specifications, which combine the Facilities and Fleet Manager positions.

Position	General Responsibilities
Executive Director	Under direction of Commission, oversees all utility functions
Deputy Executive Director	Oversees all operational functions/assists with long-term planning and capital project management
Director of Finance	Oversees financial activities of utility
Director of Procurement	Oversees purchasing, fleet, contract administration, and inventory functions
Director of Engineering	Oversees community development, capital project management, and long-term planning functions
Director of Administration	Oversees customer service, meter reading, IT, and public information functions
Water Production Superintendent	Oversees operations and maintenance of the water production systems, storage tanks, and laboratory
Water Distribution Superintendent	Oversees operations and maintenance of the water distribution system
Wastewater Treatment Superintendent	Oversees operations and maintenance of the wastewater treatment facilities and laboratories
SP&M Superintendent	Oversees operations and maintenance of the wastewater collection and conveyance systems
Facilities Maintenance Superintendent	Oversees maintenance of buildings and grounds
Fleet Manager*	Oversees maintenance of all vehicles

Identify AWWA Job Specifications with Similar Responsibilities

The table below contains the management level positions in the AWWA survey that correspond to the functions represented by the JWSC senior level positions.

Position	General Responsibilities
Top Executive	Responsible for all activities of the utility and short- and long-range strategy of the organization subject to review by the board.
Top Operations and Maintenance Executive	Directs and administers all O&M divisions
Top Finance Executive	Responsible for department's financial resources, accounting, treasury, budget operations, and rate administration.
Top Engineering Executive	Administers all engineering/construction programs, including special projects and design and construction of departmental facilities
Top Administration Executive	Responsible for all administrative functions including customer, general, and administrative services
Top Information Technology Executive	Directs and oversees all IT and systems responsibilities, including hardware, software, networking, integration, and help desk support
Procurement Manager	Responsible for purchasing functions
General Services Manager	Responsible for general services functions including records retention and warehousing
Wastewater Treatment Plant Manager	Responsible for wastewater treatment operations
Water Treatment Plant Manager	Responsible for water treatment operations
Water Quality/Lab Manager	Responsible for water quality laboratory and ensures compliance with state and federal regulations
Water Operations Manager	Responsible for water distribution operations
Fleet/Building Maintenance Manager	Responsible for maintenance activities for fleet, transportation, and buildings and grounds

Record Data on Board-Operated Utilities

The table below contains the salary information for the positions listed in the AWWA study for utilities that are board operated.

Position	Min	Mid	Max
Top Executive	\$ 110,599.00	\$ 136,978.00	\$ 163,023.00
Top O&M Executive	\$ 90,305.00	\$ 109,472.00	\$ 131,044.00
Top Finance Executive	\$ 92,416.00	\$ 113,488.00	\$ 133,417.00
Top Engineering Executive	\$ 100,130.00	\$ 123,714.00	\$ 144,254.00
Top Admin Executive	\$ 87,757.00	\$ 114,951.00	\$ 123,606.00
Top IT Executive	\$ 83,970.00	\$ 109,104.00	\$ 134,222.00
Procurement Manager	\$ 61,908.00	\$ 73,286.00	\$ 93,411.00
General Services Manager	\$ 59,425.00	\$ 69,709.00	\$ 84,868.00
WWTP Manager	\$ 69,354.00	\$ 85,192.00	\$ 100,783.00
WTP Manager	\$ 64,645.00	\$ 81,478.00	\$ 96,854.00
Water Quality/Lab Manager	\$ 58,541.00	\$ 72,038.00	\$ 86,498.00
Water Operations Manager	\$ 72,080.00	\$ 87,631.00	\$ 101,837.00
Fleet/Building Maintenance Manager	\$ 62,676.00	\$ 77,270.00	\$ 94,962.00
Combined	\$ 1,013,806.00	\$ 1,254,311.00	\$ 1,488,779.00

Record Data on Utilities Serving Populations of 50,000-100,000

The table below contains the salary information for the positions listed in the AWWA study for utilities that serve populations of 50,000-100,000.

Position	Min	Mid	Max
Top Executive	\$ 113,699.00	\$ 142,298.00	\$ 170,468.00
Top O&M Executive	\$ 95,886.00	\$ 115,118.00	\$ 140,855.00
Top Finance Executive	\$ 97,718.00	\$ 119,285.00	\$ 144,632.00
Top Engineering Executive	\$ 95,546.00	\$ 115,539.00	\$ 138,446.00
Top Admin Executive	\$ 86,494.00	\$ 107,070.00	\$ 123,983.00
Top IT Executive	\$ 89,088.00	\$ 113,187.00	\$ 142,065.00
Procurement Manager	\$ 62,422.00	\$ 73,705.00	\$ 93,424.00
General Services Manager	\$ 55,823.00	\$ 64,320.00	\$ 80,003.00
WWTP Manager	\$ 67,719.00	\$ 81,442.00	\$ 97,816.00
WTP Manager	\$ 69,162.00	\$ 85,255.00	\$ 102,985.00
Water Quality/Lab Manager	\$ 62,183.00	\$ 76,263.00	\$ 90,254.00
Water Operations Manager	\$ 69,696.00	\$ 83,265.00	\$ 100,928.00
Fleet/Building Maintenance Manager	\$ 61,390.00	\$ 77,512.00	\$ 96,931.00
Combined	\$ 1,026,826.00	\$ 1,254,259.00	\$ 1,522,790.00

Compare Data with Existing JWSC Positions

A few key points were noticed in terms of staffing in different functional areas between the JWSC and the AWWA survey. There are 12 senior level positions at the JWSC, including the Fleet Maintenance Manager. There are 13 positions in the AWWA survey that correlate to these responsibilities, excluding the wastewater collections and conveyance functions.

1. The AWWA survey did not including any wastewater collections system positions, so there are no positons listed that correspond to the Systems Pumping & Maintenance Superintendent at JWSC.
2. The AWWA survey positions split the administration and information technology functions into two positions, Top Admin Executive and Top IT Executive. The Director of Administration position at the JWSC has responsibility for both functions.
3. The AWWA survey positions split the purchasing and warehousing responsibilities between two positions, Procurement Manager and General Services Manager. The Director of Procurement position at the JWSC has responsibility for both functions.
4. The AWWA survey splits laboratory oversight separate from either the Water Treatment or Wastewater Treatment Plant Manager positions. The JWSC Water Production and Wastewater Treatment Superintendent positions oversee their respective laboratories.
5. The AWWA survey combines the responsibility for facilities and fleet maintenance into one position, Fleet/Building Maintenance Manager. The JWSC has two positions for these functions, Facilities Maintenance Superintendent and Fleet Maintenance Manager.

Below is a table outlining the pay ranges for the JWSC senior level positions, including the Fleet Maintenance Manager.

Position	Min	Mid	Max
Executive Director	\$ 116,139.00	\$ 145,184.00	\$ 174,200.00
Deputy Director	\$ 105,222.00	\$ 131,518.00	\$ 157,830.00
Director of Finance	\$ 95,318.00	\$ 119,142.00	\$ 142,979.00
Director of Engineering	\$ 95,318.00	\$ 119,142.00	\$ 142,979.00
Director of Administration	\$ 86,365.00	\$ 107,952.00	\$ 129,542.00
Director of Purchasing	\$ 78,235.00	\$ 97,802.00	\$ 117,354.00
Wastewater Treatment Superintendent	\$ 70,866.00	\$ 88,587.00	\$ 106,309.00
Water Production Superintendent	\$ 70,866.00	\$ 88,587.00	\$ 106,309.00
Water Distribution Superintendent	\$ 70,866.00	\$ 88,587.00	\$ 106,309.00
Facilities Superintendent	\$ 70,866.00	\$ 88,587.00	\$ 106,309.00
Fleet Maintenance Manager	\$ 50,151.00	\$ 62,691.00	\$ 75,234.00
SP&M Superintendent	\$ 70,866.00	\$ 88,587.00	\$ 106,309.00
Combined	\$ 981,078.00	\$ 1,226,366.00	\$ 1,471,663.00
Combined No SP&M	\$ 910,212.00	\$ 1,137,779.00	\$ 1,365,354.00

The table shown below totals the salaries for all the senior level functions at the minimum pay, midpoint, and maximum pay for each of the positions. In each scenario, the pay ranges for the JWSC are lower than the pay ranges included in the AWWA salary survey. This data also includes the Systems Pumping & Maintenance Superintendent at the JWSC.

Salary Point	JWSC	Board-Operated	Similar Population
Min	\$ 981,078.00	\$ 1,013,806.00	\$ 1,026,826.00
Mid	\$ 1,226,366.00	\$ 1,254,311.00	\$ 1,254,259.00
Max	\$ 1,471,663.00	\$ 1,488,779.00	\$ 1,522,790.00

The comparison of individual positions was not always an exact match. To this end, the individual positions are shown below, but the data should not necessarily be used to determine the appropriateness of individual positions. There are two tables below that show the minimum and maximum salary of the JWSC staff position and the AWWA survey position that most closely corresponds to the duties.

Position Minimums	JWSC	Board-Operated	Similar Population
Executive Director	\$ 116,139.00	\$ 110,599.00	\$ 113,699.00
Deputy Director	\$ 105,222.00	\$ 90,305.00	\$ 95,886.00
Director of Finance	\$ 95,318.00	\$ 92,416.00	\$ 97,718.00
Director of Engineering	\$ 95,318.00	\$ 100,130.00	\$ 95,546.00
Director of Administration	\$ 86,365.00	\$ 87,757.00	\$ 86,494.00
Director of Purchasing	\$ 78,235.00	\$ 61,908.00	\$ 62,422.00
Wastewater Treatment Superintendent	\$ 70,866.00	\$ 69,354.00	\$ 67,719.00
Water Production Superintendent	\$ 70,866.00	\$ 64,645.00	\$ 69,162.00
Water Distribution Superintendent	\$ 70,866.00	\$ 72,080.00	\$ 69,696.00
Facilities Superintendent	\$ 70,866.00	\$ 62,676.00	\$ 61,390.00
Fleet Maintenance Manager	\$ 50,151.00	N/A	N/A
SP&M Superintendent	\$ 70,866.00	N/A	N/A
--AWWA Separates IT	N/A	\$ 83,970.00	\$ 89,088.00
--AWWA Separates Warehousing	N/A	\$ 59,425.00	\$ 55,823.00
--AWWA Separates Lab Functions	N/A	\$ 58,541.00	\$ 62,183.00

Position Maximum	JWSC	Board-Operated	Similar Population
Executive Director	\$ 174,200.00	\$ 163,023.00	\$ 170,468.00
Deputy Director	\$ 157,830.00	\$ 131,044.00	\$ 140,855.00
Director of Finance	\$ 142,979.00	\$ 133,417.00	\$ 144,632.00
Director of Engineering	\$ 142,979.00	\$ 144,254.00	\$ 138,446.00
Director of Administration	\$ 129,542.00	\$ 123,606.00	\$ 123,983.00
Director of Purchasing	\$ 117,354.00	\$ 93,411.00	\$ 93,424.00
Wastewater Treatment Superintendent	\$ 106,309.00	\$ 100,783.00	\$ 97,816.00
Water Production Superintendent	\$ 106,309.00	\$ 96,854.00	\$ 102,985.00
Water Distribution Superintendent	\$ 106,309.00	\$ 101,837.00	\$ 100,928.00
Facilities Superintendent	\$ 106,309.00	\$ 94,962.00	\$ 96,931.00
Fleet Maintenance Manager	\$ 75,234.00	N/A	N/A
SP&M Superintendent	\$ 106,309.00	N/A	N/A
--AWWA Separates IT	N/A	\$ 134,222.00	\$ 142,065.00
--AWWA Separates Warehousing	N/A	\$ 84,868.00	\$ 80,003.00
--AWWA Separates Lab Functions	N/A	\$ 86,498.00	\$ 90,254.00