



Lumpkin County, Georgia

Date: July 15, 2016/**REVISED July 19, 2016**

Agenda Item: Classification and Compensation Study Implementation

Item Description: Recommendation for Action Based on Compensation Study

Facts & Historical Information:

A classification and compensation study was last done in 2007 and implementation occurred in 2008. Since that time only a few COLA's have occurred. Pay rates have not been maintained and job descriptions have not been updated to include changes induced by technology, additional or combined responsibilities, newly created jobs, etc.

Earlier this year, the Board approved a compensation study; the presentation attached shows the results.

Potential Courses of Action:

- A. Option 1, "Current Range Penetration - minimum 3% increase". This option gives Full Time employees at least a 3% increase, brings all employees at least to the new minimum, but in almost all cases caps the increase at the midpoint of the job's range. Additionally, it is recommended that this option be implemented in October of 2016 instead of waiting until January, 2017. Implementing in October of 2016 allows the county to address the new FLSA rules and clear up any concerns regarding which positions remain exempt and which must move to non-exempt as of December 1, 2016. Additionally, implementing in October will allow employees more time to budget for the insurance changes and the \$3,000 up-front health insurance deductible for our current plan (the deductible starts over in January of each year.)
- B. Implement Option 1, with modifications. After reviewing last night, Evergreen's consultant realized that the Sheriff's Office Lieutenant position was in the wrong pay grade, so that position should be moved up one grade. At the request of the Sheriff's Office, Evergreen also reviewed the Investigator position and is willing to support moving that position up a pay grade. Making these modifications will increase the implementation cost.
- C. Implement Option 1, with additional modifications. Again, move the SO Lieutenant position up one pay grade, but move the SO Investigator position up two pay grades. After speaking with Evergreen today, Evergreen reported that the initial information submitted on the JAT's did not support moving the job up two pay grades; however, the

Captain submitted supplemental information that allows Evergreen to say they could support this move if the Board wishes to implement the change. Making these modifications will increase the implementation costs even further.

- D. Option 2 is to accept the new pay ranges recommended by the study and move only those employees whose current pay is not at the new minimum rates to the new minimums. This would impact fewer employees and would have a lower cost.

Budget Impact

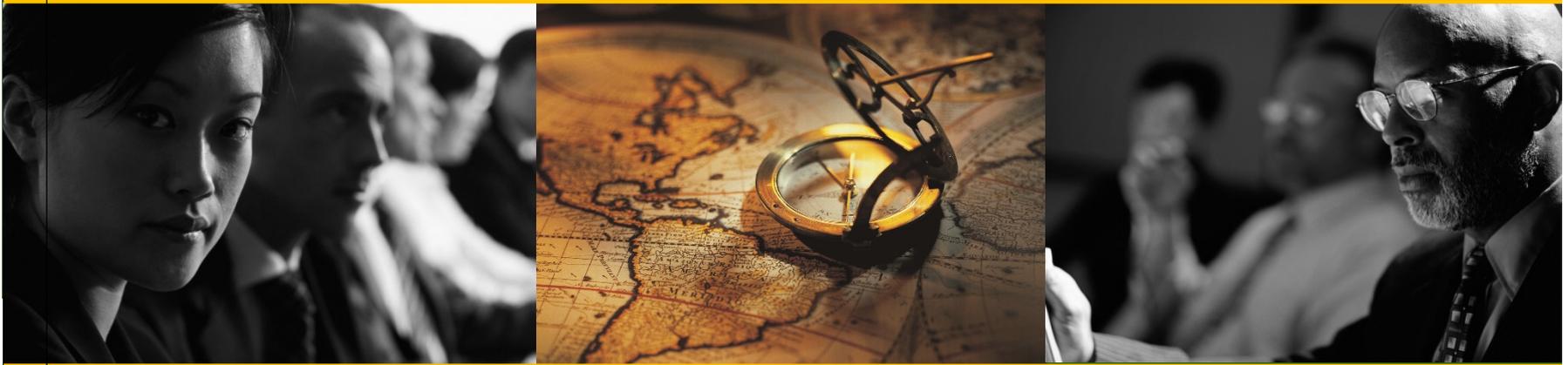
- A. Total cost to implement Option 1 as presented by Evergreen Solutions in the 4th quarter of 2016 would be \$246,288. This amount includes fringe of 16.05%. While not included in the 2016 budget, the Board has several options to cover this cost should early implementation be approved including the use of fund balance. Utilizing fund balance is the least favorable of the options as those funds should really be used for one time expenditures, not to fund salary or balance budgets. Another option is to use a portion of money levied for 2016 that has been unused to date. In 2015, the Board of Commissioners levied over 1 mil to cover expenses due to a decline in the motor vehicle digest and as part of a capital improvement program. There have been no expenses from that program in 2016. A lease agreement was entered into but no payments are due until 2017. The money from the levy, if not used in 2016, will roll to fund balance. The total amount levied was \$820,470. If the Board chooses to use a portion of these funds to implement the survey, \$584,924 will remain available for use should the Board decide to purchase any capital items that are in the program.

The cost for one year of the salary study above our current payroll is \$985,151. This does not include bailiffs or poll workers; however, we never use all of the budget set aside so implementing increases to those areas should have little to no impact.

- B. The additional cost to Course of Action A is estimated to be \$21,469 annually (including fringe), taking the cost for one year of the salary study above our current payroll to \$1,006,620. To implement this option for the last quarter of 2016 is estimated to be \$251,655.
- C. The additional cost to Course of Action A is estimated to be \$46,964 (including fringe) annually, taking the cost for one year of the salary study above our current payroll to \$1,032,115. To implement this option for the last quarter of 2016 is estimated to be \$258,029.
- D. To implement this COA with the Sheriff's Office increases is estimated to be an additional \$415,145 above our current annual payroll.

Staff Recommendation:
Course of Action B.

Classification and Compensation Study for Lumpkin County, GA



Presentation of Results

Agenda

- Study Process
- Summary of Employee Outreach
- Analysis of Current Conditions
- Compensation Philosophy Review
- Classification Review
- Compensation Review
- Implementation of New Structure
- Additional Recommendations



Study Process

Completed:

- ✓ Conducted employee outreach; summarized findings.
- ✓ Reviewed current conditions of compensation system.
- ✓ Developed the County's Compensation Philosophy.
- ✓ Analyzed **internal equity** and reviewed classifications utilizing Job Assessment Tool (JAT) results.
- ✓ Conducted salary survey to analyze **external equity** of the current compensation system.
- ✓ Utilized internal and external equity results to develop a new pay plan and assigned pay grades to each classification based on analysis.



Study Process (cont.)

Completed (cont.):

- ✓ Developed options and estimated annualized salary costs to implement the new pay plan.

Remaining:

- Conclude review of all classifications for Fair Labor Standards Act (FLSA) status; based on current and proposed rules.
- Provide draft and final study reports.
- Revise/provide job descriptions utilizing existing descriptions and input from employee JATs.



Outreach Summary

Conducted focus groups to collect employee feedback:

- Employees enjoyed working for the County and appreciated the positive relationships with their coworkers.
- Some employees believed that their job titles did not reflect the current work performed and additional duties were performed with little recognition and/or no additional compensation.
- Many employees expressed concern that compensation had not progressed to levels consistent with the County's peers and that salaries for new employees sometimes exceeded what current employees were paid for similar work.
- Although most thought the health benefits were good, some employees expressed concern about increasing costs and high deductibles.



Current Conditions

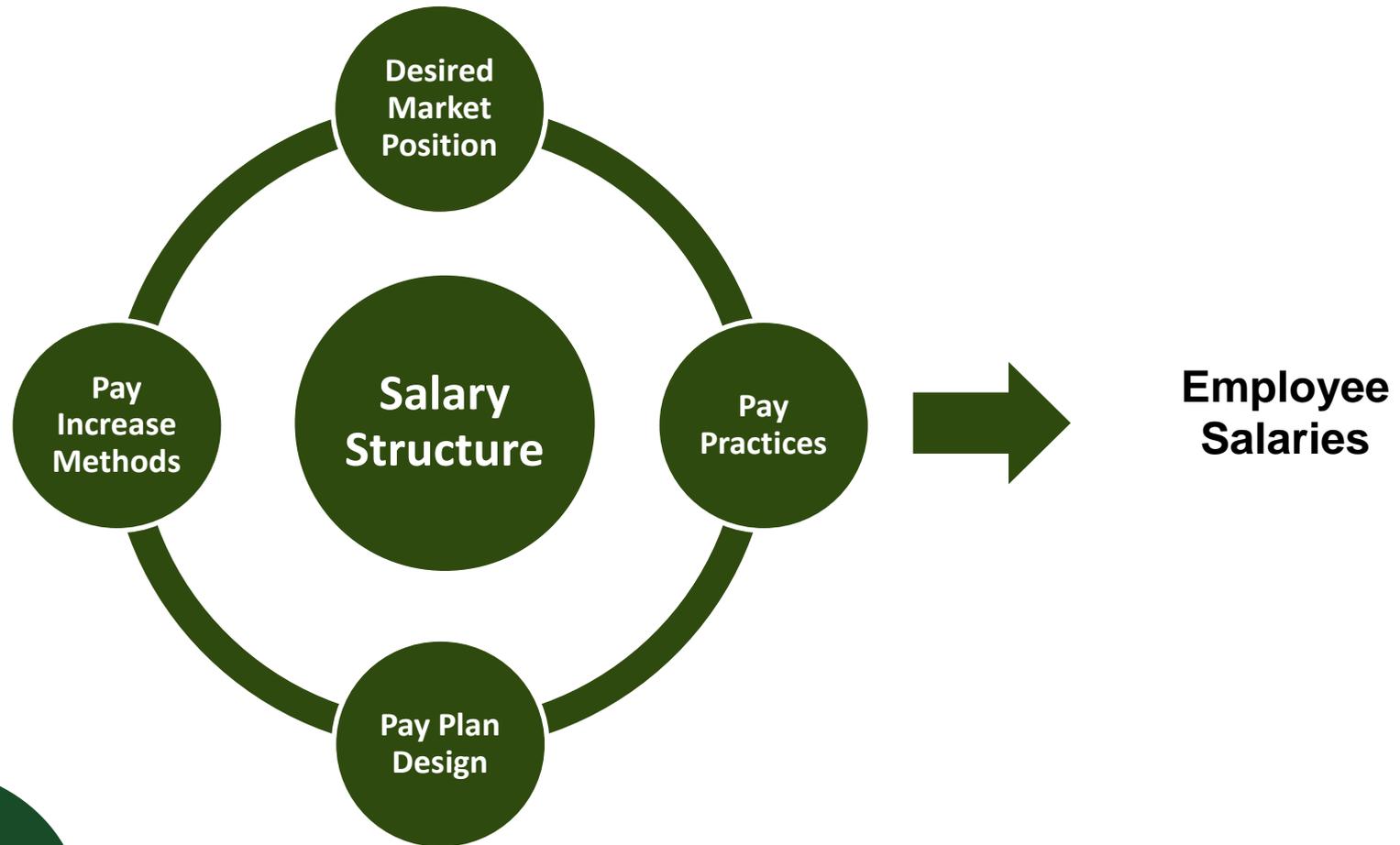
Analyzed current compensation structure:

- One step-based pay plan for employees providing 19 pay grades each of which having 17 steps within which employees could expect to progress salaries at specific amounts.
- Each of the 17 steps after the minimum represented a 2.5 percent increase over the prior step which resulted in a 52 percent spread from the minimum to the maximum across all of the pay ranges.
- Employees' salaries were concentrated (86.4 %) below the midpoints of the pay ranges in the plan.



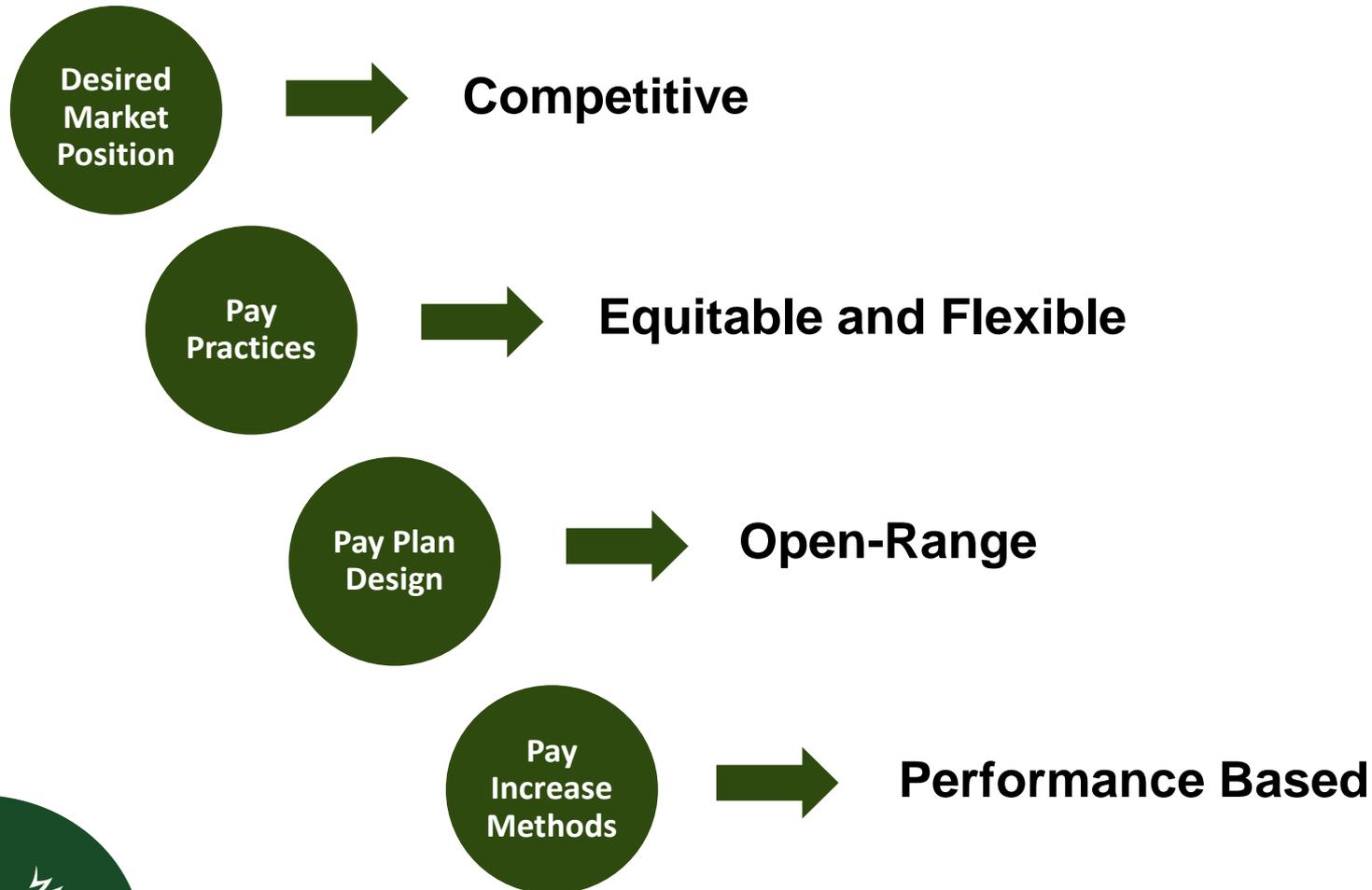
Compensation Philosophy

Components of a Compensation Philosophy impacts Salaries:



Compensation Philosophy

County's Compensation Philosophy:



Classification

Conducted a review of JATs and the current structure and made appropriate recommendations, e.g.:

Current Class Title	Recommended Class Title
ACCOUNTANT I	Accountant
ELECTIONS SUPERVISOR	Elections Manager
FINANCE DIRECTOR	Division Director, Finance and Support Services
FIRE CHIEF/EMS DIRECTOR	Division Director, Emergency Services and EMA
PLANNING TECHNICIAN	Planning Office Administrator
SENIOR CIVILIAN TECHNICIAN	Senior Records Technician



Compensation

Conducted a salary survey and collected salary range data from 18 peers* for 60 benchmark classifications:

Peer Data Collected
City of Alpharetta, GA
City of Athens, GA
City of Cumming, GA
City of Dahlonega, GA
City of Dawsonville, GA
City of Duluth, GA
City of Dunwoody, GA
City of Gainesville, GA
City of Roswell, GA
City of Smyrna, GA
Cherokee County, GA
Clayton County, GA
Cobb County, GA
Dawson County, GA
Forsyth County, GA
Pickens County, GA
White County, GA
University of North Georgia

* Collected data were adjusted for cost of living.



Compensation (cont.)

Compared the salary range data for benchmark classifications to the **average** of the peers' data:

Benchmark Classifications	Differential at Range Minimum	Differential at Range Midpoint	Differential at Range Maximum
Overall Average	-11.7%	-12.3%	-12.7%



Midpoint is typically considered “market” as employees receiving pay at this point should be proficient and satisfactorily performing the duties of their classification.

* Results do not indicate that all benchmarks (classifications) were ahead or behind.



Compensation (cont.)

Developed competitive open-range pay plan:

- 23 open-range pay grades
- Increasing range spreads provide opportunities for salary growth
- Easy to administer, can progress salaries in a flexible manner
- Provides foundation for compensation philosophy of market competitiveness and pay increases

Grade	Minimum	Midpoint	Maximum	Range Spread
100	\$ 15,080.00	\$ 19,604.00	\$ 24,128.00	60.0%
101	\$ 21,008.00	\$ 27,310.50	\$ 33,613.00	60.0%
102	\$ 22,289.00	\$ 28,975.50	\$ 35,662.00	60.0%
103	\$ 23,649.00	\$ 30,743.50	\$ 37,838.00	60.0%
104	\$ 25,092.00	\$ 32,619.50	\$ 40,147.00	60.0%
105	\$ 26,623.00	\$ 34,610.00	\$ 42,597.00	60.0%
106	\$ 28,247.00	\$ 36,721.00	\$ 45,195.00	60.0%
107	\$ 29,970.00	\$ 38,961.00	\$ 47,952.00	60.0%
108	\$ 31,798.00	\$ 41,337.50	\$ 50,877.00	60.0%
109	\$ 33,738.00	\$ 43,859.50	\$ 53,981.00	60.0%
110	\$ 35,796.00	\$ 46,535.00	\$ 57,274.00	60.0%
111	\$ 37,980.00	\$ 49,374.00	\$ 60,768.00	60.0%
112	\$ 40,297.00	\$ 53,393.50	\$ 66,490.00	65.0%
113	\$ 42,755.00	\$ 56,650.50	\$ 70,546.00	65.0%
114	\$ 45,363.00	\$ 60,106.00	\$ 74,849.00	65.0%
115	\$ 48,130.00	\$ 63,772.50	\$ 79,415.00	65.0%
116	\$ 51,066.00	\$ 67,662.50	\$ 84,259.00	65.0%
117	\$ 54,181.00	\$ 71,790.00	\$ 89,399.00	65.0%
118	\$ 57,486.00	\$ 76,169.00	\$ 94,852.00	65.0%
119	\$ 60,993.00	\$ 80,815.50	\$100,638.00	65.0%
120	\$ 64,714.00	\$ 87,364.00	\$110,014.00	70.0%
121	\$ 68,662.00	\$ 92,693.50	\$116,725.00	70.0%
122	\$ 72,850.00	\$100,169.00	\$127,488.00	75.0%



Implementation

Option 1: Range Penetration Capped at New Midpoints with Minimum 3% Increase:

A calculation is performed to determine the relative position of a full-time employee's salary in the current pay range. The employee's recommended salary calculation is based on the employee's new salary being placed at the same relative position in the proposed range. For example, if an employee's salary is 40% into the current pay range, the proposed salary is placed at 40% into the recommended pay range. This places an employee's salary in the new range based on the relative position in the current range, yet does not place any salary beyond new midpoints unless the salary is already above that point, and no employee salary is reduced; and all full-time employees receive a minimum 3% increase.

- Estimated annualized implementation cost: ***\$808,358**
- # of employees receiving adjustments = 205

* Salary cost only (no benefits) and includes the bring employees' salaries to new minimums estimate.



Implementation (cont.)

Option 2: Bring Employees' Salaries to New Minimums:

A calculation is performed to determine if an employee's salary (full and part-time) is below the proposed minimum of his/her proposed classification/grade. If his/her salary is below the proposed minimum, it is adjusted to the minimum of his/her proposed pay grade; if his/her salary is within the proposed pay grade, no adjustment is recommended.

- Estimated annualized implementation cost: ***\$334,140**
- # of employees who would receive adjustments = 134

* Salary cost only (no benefits).



Recommendations

- Approve the new pay plan and implementation method.
- Communicate individual results to the employees.
- Review current pay practices; revise as necessary to align with compensation philosophy and be competitive with peers.
- Continue progression of employees' salaries within fiscal constraints; merit increases of 3 to 5 percent going forward.
- Administer and maintain the new plans; make pay grade/range adjustments as necessary.
- Conduct a comprehensive study every three to five years.



Additional Recommendation

Reviewed Poll Workers and Bailiff per diem rates and recommend the following:

- Poll Manager - \$175
- Poll Assistant Manager - \$140
- Poll Clerk - \$120
- Bailiff – \$75



Thank You

Additional Questions?

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Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
100	Lifeguard Recreation Leader	\$ 15,080	\$ 19,604	\$ 24,128
101	Assistant Pool Supervisor Receptionist-PT Senior Center Kitchen Coordinator	\$ 21,008	\$ 27,311	\$ 33,613
102	Pool Supervisor	\$ 22,289	\$ 28,976	\$ 35,662
103	Recycling Technician Senior Center Transportation Coordinator Transit Driver	\$ 23,649	\$ 30,744	\$ 37,838



Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
104	Animal Care Technician BOE/Mail Clerk/Court Assistant BPA Records/Liens Clerk Building Service Worker Civil Records Clerk Clerk Court Div Admin Clerk Criminal Records/Jury Clerk Custodian Juvenile/Adoption/Jury Clerk Magistrate Court Civil Clerk Post Judgment/Appeals Clerk Real Estate/Plat Records Clerk Receptionist Roads Maintenance Inmate Crew Leader Tag/Tax Clerk Traffic Clerk	\$ 25,092	\$ 32,620	\$ 40,147



Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
105	Court Services Clerk Inmate Work Detail Supervisor Parks Maintenance Worker-PT Senior Clerk	\$ 26,623	\$ 34,610	\$ 42,597
106	Administrative Assistant Detention Officer Elections Technician Inmate Services Clerk Maintenance Technician Parks Maintenance Worker Records Technician Road Maintenance Worker Senior Center Activities Coordinator	\$ 28,247	\$ 36,721	\$ 45,195



Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
107	Chief Magistrate Clerk Communications Officer Deputy County Clerk Equipment Operator GIS Technician Planning Office Administrator Records Specialist Recycling Coordinator Senior Center Volunteer Coordinator Victims Services Coordinator	\$ 29,970	\$ 38,961	\$ 47,952



Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
108	Accountant/Purchasing Clerk	\$ 31,798	\$ 41,338	\$ 50,877
	Accounts Receivable Clerk			
	Administrative Coordinator			
	Civilian Liason Officer			
	Firefighter/EMT			
	Human Resources Technician			
	Mechanic			
	Personal Property Appraiser			
	Real Property Appraiser I			
	Senior Communications Officer			
	Senior Records Technician			
	Traffic Operations Coordinator			
Truck Driver				



Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
109	Accounts Payable Clerk	\$ 33,738	\$ 43,860	\$ 53,981
	Animal Control Technician			
	Building Inspector			
	Environmental Compliance Coordinator			
	Firefighter/Paramedic			
	Firefighter/Paramedic			
	Heavy Equipment Operator			
	Human Resources Specialist			
	Parks Maintenance Supervisor			
	Real Property Appraiser II			



Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
110	Accountant Building Maintenance Superintendent Deputy Planning Director Deputy Sheriff Deputy Tax Commissioner DTF Investigator Fire Inspector Investigator Parks & Recreation Administrative Coordinator Parks & Recreation Athletics Coordinator Parks & Recreation Program Coordinator Roads Supervisor Technical Advisor	\$ 35,796	\$ 46,535	\$ 57,274



Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
111	Budget and Grants Analyst Corporal Purchasing Agent	\$ 37,980	\$ 49,374	\$ 60,768
112	Animal Shelter Manager Communications Supervisor Emergency Services Lieutenant Fleet Maintenance Manager GIS Administrator Lieutenant Public Buildings Manager Senior Center Manager Sergeant Sergeant Court Services Staff Sergeant	\$ 40,297	\$ 53,394	\$ 66,490
113	Assistant Chief Appraiser County Clerk Elections Manager	\$ 42,755	\$ 56,651	\$ 70,546



Pay Grade Assignments

Grade	Proposed Class Title	Minimum	Midpoint	Maximum
114	Deputy EMA Director Emergency Services Battalion Chief Emergency Services Battalion Chief, Training	\$ 45,363	\$ 60,106	\$ 74,849
115	Captain Director, E911 Roads Superintendent	\$ 48,130	\$ 63,773	\$ 79,415
116	Parks and Recreation Manager	\$ 51,066	\$ 67,663	\$ 84,259
117	Chief Appraiser	\$ 54,181	\$ 71,790	\$ 89,399
118	Chief Deputy Major	\$ 57,486	\$ 76,169	\$ 94,852
118	Emergency Services Deputy Chief	\$ 57,486	\$ 76,169	\$ 94,852
120	Division Director, Community and Employee Services Division Director, Emergency Services and EMA Division Director, Finance and Support Services Division Director, Planning and Public Works	\$ 64,714	\$ 87,364	\$ 110,014
122	County Manager	\$ 72,850	\$ 100,169	\$ 127,488

