

# Proposal

**City of Fort Lauderdale, Florida**

Proposal to Provide a Job Classification and Compensation Study

May 3, 2016



Springsted Incorporated  
9097 Atlee Station Road, Suite 100  
Mechanicsville, VA 23116

Tel: 804.726.9748  
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May 3, 2016

Ms. AnnDebra Diaz, Procurement Specialist II  
City of Fort Lauderdale  
Procurement Services Division  
100 North Andrews Avenue, #619  
Fort Lauderdale, Florida 33301

Re: **Request for Proposal to Provide a Job Classification and Compensation Study**

Dear Ms. Diaz:

Mr. John Anzivino, Senior Vice President, is authorized to represent Springsted Incorporated, empowered to submit this proposal and authorized to sign a contract with the City of Fort Lauderdale, Florida on Springsted's behalf.

Respectfully submitted,

Bonnie C. Matson, Principal

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### ***Mission Statement***

Springsted provides high quality, independent financial and management advisory services to public and non-profit organizations, and works with them in the long-term process of building their communities on a fiscally sound and well-managed basis.



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## 2. Executive Summary

May 3, 2016

Ms. AnnDebra Diaz, Procurement Specialist II  
City of Fort Lauderdale  
Procurement Services Division  
100 North Andrews Avenue, #619  
Fort Lauderdale, Florida 33301

**Re: Request for Proposal to Provide a Job Classification and Compensation Study**

Dear Ms. Diaz:

In accordance with the City's request for proposals, Springsted Incorporated is pleased to submit our qualifications to conduct a job classification and compensation study to update the current compensation plan for the City of Fort Lauderdale's employees covered by the City's classification and compensation program.

Our firm has assisted numerous jurisdictions throughout the United States in addressing human resources and compensation issues, as well as performing specialized management studies. We have created an extensive consulting service that provides in-depth study and analysis on a variety of management topics. In addition, Springsted ensures that we have the staff, capabilities and experience required for the study the City has outlined.

Springsted has developed specialized expertise in performing personnel and compensation studies and currently serves as the ongoing position classification consultant for several cities throughout Florida, the Mid-Atlantic region and the country. We feel that this experience coupled with our technical and human resources specialties will bring unparalleled expertise to your study in the areas of human resources administration.

### **Main Project Office**

9097 Atlee Station Road, Suite 100  
Mechanicsville, Virginia 23116

Office: 804-726-9748

Fax: 804-277-3435

janzivino@springsted.com

### **Corporate Office**

380 Jackson Street, Suite 300  
Saint Paul, Minnesota 55101

Office: 651-223-3000

Fax: 651-223-3002

advisors@springsted.com

**John A. Anzivino**

*Senior Vice President and Client Representative*

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Mr. John Anzivino has over 25 years of experience in state, county and town management. Mr. Anzivino applies this considerable insight in assisting local governments find solutions to a wide range of human resource, financial and programmatic problems and challenges facing them. He holds a master's degree in public administration from the University of Georgia.

**Ann S. Antonsen**

*Vice President and Consultant*

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assistance.

Ms. Ann Antonsen is a consultant with a strong background in organizational management and human resources that she uses effectively in developing position analyses, classification and compensation studies, performance management and evaluation system development and staff training and in conducting executive search efforts for the public sector. She also specializes in performing organizational studies, revising and developing personnel policies and manuals and in conducting organizational management training sessions and providing general human resources

**Joel A. Davis**

*Vice President and Consultant*

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Mr. Davis joined Springsted in September 2013 and has considerable experience in wage and benefit administration, recruitment, hiring and retention, employee relations, payroll, employee training and development and regulatory compliance; as well as preparation of job descriptions, personnel policies and analysis of compensation levels. Additionally, Mr. Davis has considerable experience in city and town management as well. Prior to joining Springsted, Mr. Davis served as Human Resources Director/Public Information Officer for the City of Winchester, Virginia where he worked with the City Manager, City Council and department managers on strategic planning, complex administrative projects and assignment of staff resources to ensure productive and cost-effective operations for a 500 employee organization. Mr. Davis has also served as Assistant City Manager overseeing several departments including human resources in North Myrtle Beach, South Carolina, as Town Administrator for the Town of Harrisburg, North Carolina, as Town Manager for the Town of Spring Lake, North Carolina and as a Recreation Director for Caswell County, North Carolina. He has a Master's Degree in Public Affairs from the University of North Carolina – Greensboro and a Bachelor's Degree in Political Science and Public Administration from Elon University.

**Rebecca A. Dayton**

*Project Manager*

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Ms. Rebecca Dayton joined Springsted's Management Consulting Group in the winter of 2011. She has a human resources generalist knowledge base, specializing in classification and compensation studies, performance evaluations, executive search and benefits review. Ms. Dayton has an Associate degree in Education from Salem Community College. She also has course work towards a Bachelor's degree in Business Administration from Virginia Commonwealth University and from Strayer University online college.



**Hailey W. Daniels**

*Assistant Project Manager*

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Ms. Hailey Daniels joined Springsted in January 2015 as a Human Resources Analyst with the Organizational Management and Human Resources Team, providing support and assistance for executive search and organizational management projects. Her duties include conducting research and working with clients and candidates throughout all phases of a project and/or executive search and recruitment. Ms. Daniels has a Bachelor of Science in Business and Human Resource Management from Virginia Commonwealth University and an Associate of Science in Psychology from John Tyler Community College.

Full Project Team Resumes can be found in Appendix I.

Included in this proposal are the qualifications of our firm, a detailed scope of services, our study methodology and a list of client references. The project's time frame is also provided, along with the resumes of the consulting team.

Respectfully submitted,



John A. Anzivino, Senior Vice President  
*Client Representative*

sml

### 3. Experience and Qualifications

#### History and Leadership

Springsted is one of the largest and longest established independent public sector advisory firms in the United States. For over 60 years, we have continually grown in the range of our client relationships, the comprehensiveness of our services and our prominence within the industry. Our managed growth is focused on providing clients with a balance of national perspective and local expertise.

Springsted is a privately held corporation and a women-owned business and is certified as a Women's Business Enterprise ("WBE") by the City of Saint Paul, Minnesota and the Milwaukee Metropolitan Sewerage District.

Our headquarters are located in Saint Paul, Minnesota, with offices strategically located throughout the United States. Specifically, our regional offices include Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Denver, Colorado; Los Angeles, California and Dallas, Texas. Saint Paul has been our corporate home since the firm first opened its doors in the early 1950s.

Currently, we have a staff of more than 70 professionals, including client representatives, consultants, analytical professionals and support personnel. Our size provides both subject matter expertise and contingency in the case of unforeseen circumstances.

Springsted's work in the Mid-Atlantic states began with implementing higher education financings in the early 1970s. Since then, our long-term commitment to the region has grown along with the range of services offered to local governments, independent authorities, state agencies and non-profit organizations as they work to overcome increasingly complex and far-ranging financial, economic development, human resource and management issues and problems. In 2000, Springsted solidified its commitment to the region through its merger with a well-known and highly regarded financial advisory and management consulting firm based in Virginia Beach, Virginia. Our office in Richmond, Virginia serves clients throughout the East Coast and surrounding areas.

Public entities are under a great amount of pressure to deliver high quality services in a fiscally constrained environment. Traditional methods and means don't necessarily work anymore and this scenario is not likely to change at any time in the future. To that end, elected officials and public administrators are under pressure to employ new and innovative solutions that require progressive leadership, creative partnerships, cautious risk taking and an investment in their personnel and organizational foundation. Success in the public sector is hard to define, but those public entities that enhance and enrich their people, their process and their systems are more likely to deliver more value by maximizing the use of public resources, thus achieving more success in the marketplace of public opinion.

Springsted's staff has been advising our clients in organizational development for over 25 years. We have a strong staff with direct experience in managing and leading local city and county governments. Our team of professionals brings practical, realistic and creative solutions to the challenges faced by public entities.

Our Human Resource focus is in the area of position classification, compensation and performance evaluation. Our work is competitive, current, court tested and copyrighted to deliver pragmatic outcomes. Our Organizational Management focus ranges from executive recruitment, group facilitation, strategic planning, budget analysis, resource sharing and building collaborations to organizational improvement and efficiency studies.

## Experience

List of Classification and Compensation Studies: 2011 – Present; Population over 50,000				
Year	Client	State	Project	Population
2011	Cabarrus County Schools	NC	Salary Study	184,498
2011	Grand Forks County	ND	Comp/Posi Description Study	69,179
2011	Guilford County	NC	HR Personnel Study	495,279
2011	Housing Authority of Columbus	GA	Pay Comparable Study	202,824
2011	Lee County	NC	Class and Comp Study	60,266
2011	Story County	IA	Class and Comp Study	91,140
2011	Winona	MN	Pay and Class Study	57,546
2012	Coon Rapids	MN	Class & Comp Study	62,103
2012	Independent School District No. 0535	MN	Salary Study	110,742
2012	Lawrence Public Library	KS	Staffing and Compensation Study	90,811
2012	Racine	WI	Class & Comp Study	81,855
2012	Randolph County	NC	Class & Comp Study	142,577
2012	Richmond Behavioral Health Authority	VA	Class and Comp	214,114
2012	St. Joseph	MO	Class and Comp Study	77,147
2012	Washington County HRA	MN	Class & Comp	246,603
2013	Albemarle County Service Authority	VA	Compensation Study	103,000
2013	Carteret County	NC	Classification & Comp Study	67,632
2013	Concord	NC	Classification Study	83,506
2013	Franklin County	NC	Class & Comp Study	62,260
2013	Harrisonburg	VA	Class and Comp Study	51,395
2013	La Crosse	WI	Pay and Class Study	51,522
2013	Waukesha County	WI	Administrative Support Study	393,843
2013	Wheaton	IL	Class & Comp Study	53,469
2014	Bloomington	MN	Job Evaluation Study	86,319
2014	Cabarrus County Water and Sewer Authority	NC	Class & Comp	187,226
2014	Chatham County	NC	Classification Study	66,817
2014	Robeson County	NC	Class and Comp Study	134,841
2014	Sampson County	NC	Class, Comp & Benefits Study	64,150
2014	Wilson County	NC	Class and Comp Study	81,667
2015	Bloomington	MN	SAFE Database	86,319
2015	Bloomington	MN	Attorney Market Survey	86,319
2015	Coweta County	GA	Class & Comp Study	133,180
2015	Franklin County	VA	External Compensation Study	56,335



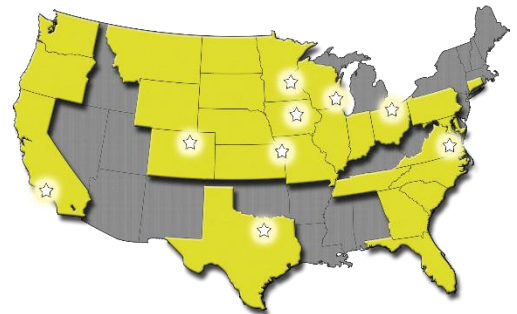
### List of Classification and Compensation Studies: 2011 – Present; Population over 50,000

Year	Client	State	Project	Population
2015	La Crosse Public Library	WI	Class & Comp Study	51,522
2015	Lee County	NC	External Comp Study	60,266
2015	Orange Water and Sewer Authority	NC	Compensation Study	140,352
2015	Plymouth	MN	Classification Study	73,987
2015	Plymouth	MN	SAFE Database	73,987
2015	Rockingham County	NC	Class and Comp	91,898
2015	Sherburne County	MN	Class & Comp Study	90,158
2016	Cabarrus County	NC	Compensation Study	187,226
2016	Chapel Hill	NC	Class & Comp Study	59,635
2016	Greenville Housing Authority	NC	Class & Comp Study	89,130
2016	Wilmington	NC	Comp Practices & Pay Study	112,067

### Our Clients

- Cities, Towns, Townships and Villages
- Counties
- Special Service Districts
- Non-Profit Organizations
- Hospitals
- Economic Development, Redevelopment and Port Authorities
- Electric and Water Utilities
- Higher Education Authorities
- School Districts
- Housing Authorities

*States in gold reflect client locations  
Areas with stars reflect regional offices*



### Incorporation

Springsted Incorporated is registered as a Corporation in the State of Minnesota as of April 1, 1959.

### Project Location

#### Main Project Office

9097 Atlee Station Road, Suite 100  
Mechanicsville, Virginia 23116

Office: 804-726-9748

Fax: 804-277-3435

[janzivino@springsted.com](mailto:janzivino@springsted.com)

[www.springsted.com](http://www.springsted.com)

#### Corporate Office

380 Jackson Street, Suite 300  
Saint Paul, Minnesota 55101

Office: 651-223-3000

Fax: 651-223-3002

[advisors@springsted.com](mailto:advisors@springsted.com)

### WMBE Firm Participation

Springsted has been a women-owned business since 1997. Both prior to and since that date, it has maintained prominence as one the largest independent financial advisory firms in the nation. Each of three equal owners are actively engaged in the business of the firm – two in direct client service positions and one as the firm’s administrative partner.

Springsted is a certified Women’s Business Enterprise (“WBE”) by the City of Saint Paul, Minnesota and the Milwaukee Metropolitan Sewerage District.

## 4. Approach to Scope of Work

### Approach

Delineated on the following pages is the proposed project approach and study methodology. The scope of services, tasks and staffing necessary to complete this project successfully are discussed in subsequent sections of this proposal. The project approach was developed to include significant employee involvement and is subject to adjustment if it is determined that more employee involvement is necessary or desirable.

### ***Phase 1 – Job Classification and Compensation Study***

#### **A. Project Initiation – Data Collection**

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The Springsted Project Director will meet with the designated City staff and appropriate officials to establish working relationships and to finalize a comprehensive work plan and timetable. All current classification, compensation and benefit data will be assembled and evaluated to determine the status of existing human resource management programs and to identify apparent issues and opportunities.

The purposes of the meeting are to:

1. Introduce the Project Director
2. Discuss the background and experience of Springsted Incorporated and the consulting team
3. Discuss, in detail, the methodology to be used in conducting the study, the role of the consultant and the employees and the amount and type of employee participation
4. Ascertain the major issues the City wants the study to address
5. Review the project schedule and determine significant milestones
6. Determine the frequency and content of status reports
7. Discuss methods of communicating the status of the study to employees
8. Discuss how information about each employee's job and Americans with Disabilities Act (ADA) data will be obtained
9. Review Springsted's copyrighted *Systematic Analysis and Factor Evaluation* (SAFE®) system of job evaluation

After meeting with the top City management and other appropriate officials, a staff meeting will be held with department directors to discuss the project objectives and procedures and to distribute and explain the use of position analysis questionnaires (provided by Springsted) and to schedule their distribution, collection, review and verification.

In addition, it is proposed that individual interviews be conducted with each department director to review organizational arrangement, mission, goals and objectives and to determine what challenges, if any, they are experiencing with the existing classification and compensation system.

Springsted is sensitive to the human relations aspects of studies of this type. In accordance with this sensitivity, the consulting team proposes that they conduct a series of orientation and information sessions for all employees. The sessions would be scheduled at various times to allow employees to attend without requiring too many to be absent from the workplace at any one time. During these sessions, project objectives and procedures will be discussed, questions answered and comments and suggestions solicited.

## **B. Development of Classification System**

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A *Position Analysis Questionnaire* (PAQ) (see Attachment #1) will be distributed to each employee to allow him/her to describe his/her job duties, responsibilities and essential functions in detail. The questionnaire will also provide an opportunity for each employee's supervisor to review and comment on the data supplied by the employee and provide specific comments concerning various job factors that affect the position.

Upon receipt of the completed *PAQs*, the consulting team will review and conduct a task analysis of the content of all questionnaires and make preliminary classification decisions. Any questionnaires that require clarification and/or verification will be noted and the consulting team will return to the City of Fort Lauderdale and conduct individual job audits and interviews with selected employees to ensure a complete understanding of each position.

Job audits/interviews will be conducted at the employee's work station or from a central location. Work station audits/interviews will be conducted for those positions for which more information is required to ensure a thorough understanding of the duties and responsibilities of the position.

Other audits/interviews will be held in a central location. These audits / interviews will be conducted when the study team needs to clarify the information on the *PAQs* or the *FLSA* (Attachment #1 -*PAQ*) or *ADA* data information sheet.

Based on the information collected through the *PAQs* and on-site audits / interviews, a consistent program of job classification will be developed. This will include well-defined class descriptions for each position. (see Attachment #4) It will also include the assignment of each employee to the appropriate class with respect to duties and responsibilities, skills and abilities, and minimum education and experience requirements. The consulting team will attempt to consolidate classifications where feasible, in order to facilitate plan administration.

The new class descriptions will include a position title, general definition of work, essential functions, examples of typical tasks, necessary minimum knowledge, skills and abilities, education and experience requirements and special qualifications, if any. Special attention will be given to ensuring that bona fide occupational qualifications, licensing, certification and special training, if dictated by standards of practice and/or job requirements, are included as minimum qualifications of classes.

The consulting team will consolidate specific job titles and descriptions, where appropriate, in order to significantly reduce the number of job titles and job descriptions. Consolidating job titles and descriptions will facilitate the administration of the classification plan.

### **C. Review of Preliminary Classifications and Class Descriptions**

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The consulting team will prepare a preliminary list of employee classifications, develop preliminary class descriptions and submit them to the appropriate staff for review and comment. The consulting team will review the comments and make adjustments based upon the comments received.

After all suggested changes have been evaluated, final classification decisions will be made and the class descriptions finalized.

A list will be prepared concerning the appropriate FLSA status of each job class.

### **D. Job Evaluation and Development of Pay Plan**

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In order to determine appropriate salary levels of positions in the workforce, Springsted will conduct an extensive salary and benefits survey to compare City positions with analogous positions in other comparable public agencies in the area labor market, other governmental units of similar size and private sector employers in the general area. The study team will consult with the staff in identifying the appropriate sources of survey data.

It is recommended that potential survey data pertain to organizations comparable to the City of Fort Lauderdale relate to those organizations with whom the City is competing for employees and represent the appropriate labor market.

There are different labor markets for positions. Some positions are recruited from the local area, while others are recruited regionally and/or nationally. The consulting team will work closely with the staff in determining the appropriate labor market for positions.

Subsequent to consulting with the staff, appropriate benchmark positions will be identified to be included in the survey. It is proposed that the benchmark positions be selected according to the following criteria:

- Encompass the full range of positions in the study
- Pertain to positions that are experiencing a high rate of turnover
- Be based on an analysis of exit interviews
- Relate to a review of requests for reclassifications
- Conform to information obtained from discussions with department directors

Based on the wage data analysis and the classification system developed, the linear least squares method will be used to develop an appropriate salary curve and salary schedule (See Attachment #5). The salary schedule will contain

sufficient pay grades to properly compensate employees for the development of their abilities over time. The schedule will also relate salary advances within grades to performance.

Springsted has developed and copyrighted a job evaluation system known as the *Systematic Analysis and Factor Evaluation* (SAFE®). This system has been successfully used for several years and has been reviewed by the United States District Court in conjunction with an Equal Employment Opportunity (EEO) suit and found acceptable to the Court.

It is important to note that the *Systematic Analysis and Factor Evaluation* system is a unique method of job evaluation. The SAFE® system was designed to measure job factors that apply specifically to local government.

The system rates and ranks jobs based on skill levels and work factors. The result is an equitable and consistent method of evaluating jobs and relating classes to the compensation plan. The system facilitates proper and equitable cross comparisons between and among classes, and minimizes the appearance of favoritism in evaluating, rating and ranking jobs.

Each position, or group of positions, will be evaluated and assigned to an appropriate salary grade based on the classification system and prevailing rates paid by survey participants. The elements considered in determining the relative value of classifications are:

- Training and Ability
- Level of Work
- Physical Demands
- Independence of Actions
- Supervision Exercised
- Experience Required
- Human Relations Skills
- Working Conditions/Hazards
- Impact on End Results

Fringe benefits data will also be surveyed. The benefits to be surveyed include, but are not limited to, holidays, annual leave, sick leave, insurance coverage (including cost and portion paid by the entity), pension (including entitlements and costs) and other benefits identified in the meetings previously described in this section.

## **E. Implementation Strategy and Staff Training**

At the conclusion of the study, Springsted will work with the staff in developing a plan for implementing the study recommendations. The plan will coincide with the needs of the City and the employees while maintaining the City's financial integrity. Springsted also will train members of the staff in the methodology used to develop, maintain and update the classification and pay plan. The training program will include the development and/or revision of class descriptions along with rating, ranking and salary grade assignments of positions. Instruction manuals pertaining to the job evaluation system will be prepared and presented. The Springsted team will remain available to the staff for additional consultation after the study has been completed.



## **F. Final Classification and Compensation Report**

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The final report will be a document that contains the following:

- Detailed study methodology
- Discussion of the consulting team's findings, conclusions and recommendations regarding employee classification, salary structure, fringe benefits, compensation plan, estimated cost and implementation plan
- Schematic list of classes and the assignment of each class to a salary grade
- List of detailed class descriptions
- The results of the Salary and Benefits Survey
- List of employees and their recommended classifications
- Job evaluation factor analysis for each position

A manual on the use of the SAFE® job evaluation system will be provided.

### ***Phase 2 – Career Ladder and Job Family Development***

As an overlay to the classification system, a series of career ladders, lattices and job families shall be developed, as appropriate, to provide avenues for managerial flexibility as well as individual employee incentive and achievement.

Springsted will develop organizational charts, job families and career ladders through use of the PAQ and interview materials obtained from City employees. We will establish the criteria for job families and the minimum qualification for each level within the career ladder. Each job family or career ladder will have a corresponding salary progression that recognizes the additional responsibility, authority and decision making capabilities required at each step on the ladder. At this stage a 'class table' and 'job family table' will also be developed for the City's review (Attachment #2). Springsted will also develop or modify organizational charts for each department dependent upon changes to the City's class descriptions (See Attachment #3).

### ***Phase 3 – Development of Job Competencies***

This final phase of the study will include developing job competencies for each of the jobs within a family and is an expected outcome in this phase. These competencies will facilitate future employee performance feedback and succession planning initiatives for the City. This will provide engaging career paths for employees to ensure that employees are leveraged to their potential and progress in the organization in a manner that takes care of their job preferences, long-term goals and identified competencies. (See Attachment #4)

## Timeline

Springsted takes pride in meeting its time commitments. The schedule to commence this project coincides with Springsted's completion of other studies. This will ensure that the proposed staff members will be available to concentrate on this study. Springsted is prepared to initiate the study within 10 days after receiving the official notice to proceed and will complete the study within 180 days. A detailed project schedule is provided below.

*There are factors that impact upon meeting the schedule that are beyond the consulting team's control. The proposed time frame is contingent upon a timely decision, the receipt of requested data, and the timely receipt of feedback and comments on the submitted preliminary data.*

Task	Month #1	Month #2	Month #3	Month #4	Month #5	Month #6
Project Initiation – Data Collection – Meetings With City Staff	■					
Development of Classification System		■				
Review of Preliminary Classifications and Class Descriptions			■			
Prepare/Evaluate Survey Data			■			
Develop Compensation Plan				■		
Assign Classes to Grades					■	
Develop Implementation Strategies and Phasing Plan for Implementation (if necessary)					■	
Career Ladder and Job Family Development					■	
Development of Job Competencies					■	
Submit Final Report for Discussion With City Staff and Presentation to the City Staff and Commission						■
Staff Training in Use of Job Evaluation (SAFE) System						■

## Samples

Samples of previously prepared documents can be found in Appendix II.

## 5. References

### **City of Wilmington, North Carolina (2016)**

*Conducted comprehensive compensation study.*

**Ms. Jeanne Sexton**, *Human Resources Director*

City of Wilmington

305 Chestnut Street, 1<sup>st</sup> Floor

Wilmington, North Carolina 28402

910-341-5842

Jeanne.Sexton@wilmingtonnc.gov

Cost of Project/Actual Cost: \$25,000 / \$25,000

### **City of Harrisonburg, Virginia (2013)**

*Preparation of a classification, compensation and benefits plan for the City's General Government employees.*

**Ms. Anne Lewis**, *Assistant City Manager*

409 South Main Street

Harrisonburg, Virginia 22801

540-432-7701

anne.lewis@harrisonburgva.gov

Cost of Project/Actual Cost: \$36,150 / \$54,937.87

### **Carteret County, North Carolina (2015)**

*Conducted comprehensive classification and compensation study.*

**Mr. Christopher Turner**, *Assistant County Manager/Director of HR*

302 Courthouse Square, Suite 215

Beaufort, North Carolina 28516

252-728-8405 office ext. 8014

chris.turner@carteretcountync.gov

Cost of Project/Actual Cost: \$45,978 / \$44,266.38

### **Town of Chapel Hill, North Carolina (2016)**

*Preparation of a classification and compensation plan for selected Town employees.*

**Ms. Frances Russell**, *Director of Human Resource Development*

405 Martin Luther King Jr. Blvd., 2<sup>nd</sup> Floor

Chapel Hill, North Carolina 27514

919-968-2700

hr@townofchapelhill.org

Cost of Project/Actual Cost: \$7,250 / \$6,966.29

### **Sampson County, North Carolina (2015)**

*Conducted comprehensive classification and compensation study.*

**Mr. Ed Causey**, *County Manager*

406 County Complex Rd., Bldg C, Suite 110

Clinton, North Carolina 28328

910-592-6308

ecausey@sampsonnc.com

Cost of Project/Actual Cost: \$45,578 / \$34,554.74

## 6. Minority/Women (M/WBE) Participation

Springsted has been a women-owned business since 1997. Both prior to and since that date, it has maintained prominence as one the largest independent financial advisory firms in the nation. Each of three equal owners are actively engaged in the business of the firm – two in direct client service positions and one as the firm’s administrative partner.

Springsted is a certified Women’s Business Enterprise (“WBE”) by the City of Saint Paul, Minnesota and the Milwaukee Metropolitan Sewerage District.

## 7. Subcontractors

Springsted will not utilize any subcontractors during the term of this contract.



## 8. Required Forms

**BID/PROPOSAL CERTIFICATION**

**Please Note:** All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) Springsted Incorporated

Address: 380 Jackson Street, Suite 300

City: Saint Paul State: MN Zip: 55101

Telephone No. (651) 223-3000 FAX No. (651) 223-3002 Email: janzivino@springsted.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): 180 days

Payment Terms (section 1.04 of General Conditions): Net 30

Total Bid Discount (section 1.05 of General Conditions): 0

Does your firm qualify for MBE or WBE status (section 1.09 of General Conditions): MBE ☐ WBE ☒

**ADDENDUM ACKNOWLEDGEMENT** - Proposer acknowledges that the following addenda have been received and are included in the proposal:

<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>
<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>

**VARIANCES:** If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **If submitting your response electronically through BIDSNC you must also click the "Take Exception" button.**

If contract form to be negotiated is Form P-0001, Springsted takes exception to Form P-0001.

Section VI.T. Limitation of Liability - Limitation is too broad and needs to be struck or significantly reduced.

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

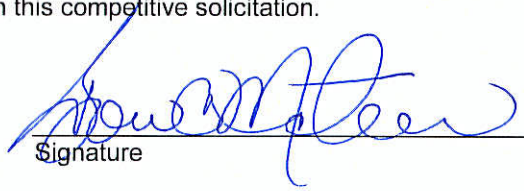
Submitted by:

Bonnie C. Matson

Name (printed)

April 29, 2016

Date:

  
Signature

Principal

Title

**SECTION VI - COST PROPOSAL PAGE****Proposer Name:** Springsted Incorporated

Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor must quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

Project Costs Phase 1 \$ 211,750

Project Costs Phase 2 \$ 27,500

Project Costs Phase 3 \$ 28,510

TOTAL FIRM FIXED PROJECT CONTRACT COST \$ 267,760

**Notes:**


Attach a breakdown of costs including but not limited to labor, materials and travel.

**Submitted by:**John A. Anzivino

Name (printed)

April 29, 2016

Date

  
SignatureSenior Vice President

Title

**NON-COLLUSION STATEMENT:**

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

**Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.**

**NAME****RELATIONSHIPS**


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**In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.**

**LOCAL BUSINESS PREFERENCE CERTIFICATION STATEMENT**

The Business identified below certifies that it qualifies for the local BUSINESS preference classification as indicated herein, and further certifies and agrees that it will re-affirm it's local preference classification annually no later than thirty (30) calendar days prior to the anniversary of the date of a contract awarded pursuant to this ITB. Violation of the foregoing provision may result in contract termination.

- (1) \_\_\_\_\_ is a **Class A** Business as defined in City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the City of Fort Lauderdale current year Business Tax Receipt and a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.  
Business Name
- (2) \_\_\_\_\_ is a **Class B** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Business Tax Receipt or a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.  
Business Name
- (3) \_\_\_\_\_ is a **Class C** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.  
Business Name
- (4) \_\_\_\_\_ requests a **Conditional Class A** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.  
Business Name
- (5) \_\_\_\_\_ requests a **Conditional Class B** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.  
Business Name
- (6) \_\_\_\_\_ is considered a **Class D** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. and does not qualify for Local Preference consideration.  
Business Name

BIDDER'S COMPANY: \_\_\_\_\_

AUTHORIZED COMPANY PERSON: \_\_\_\_\_  
NAME SIGNATURE DATE



**CONTRACT PAYMENT METHOD BY P-CARD**

THIS FORM MUST BY SUBMITTED WITH YOUR RESPONSE

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to payment by credit card via MasterCard or Visa. This allows you as a vendor of the City of Fort Lauderdale to receive your payment fast and safely. No more waiting for checks to be printed and mailed.

Payments will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, firms must presently have the ability to accept credit card payment or take whatever steps necessary to implement acceptance of a credit card before the commencement of a contract.

Please indicate which credit card payment you prefer:

\_\_\_\_\_ Master Card

  X   Visa Card

\* Springsted Incorporated accepts credit card payments of up to \$1,000. Springsted will also accept credit card payments over \$1,000, but will assess an additional processing fee of 3%.

Company Name: Springsted Incorporated

Bonnie C. Matson  
Name (printed)

  
Signature

April 29, 2016  
Date:

Principal  
Title



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/14/2016

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Horizon Agency, Inc. 6500 City West Pkwy #100 Eden Prairie, Minnesota 55344	Phone: (952)944-2929 Fax: (952)944-3091	<b>CONTACT NAME:</b> Jane Doerfler <b>PHONE (A/C, No, Ext):</b> (952)914-7131 <b>E-MAIL:</b> janc@horizonagency.com <b>ADDRESS:</b>	<b>FAX (A/C, No):</b> (952)944-3091
<b>INSURED</b> Springsted Inc.; Springsted Investment Advisors, Inc.; Waters & Company Inc 380 Jackson Street #300 St. Paul, MN 55101		<b>INSURER(S) AFFORDING COVERAGE</b> <b>INSURER A:</b> Federal Insurance Company <b>INSURER B:</b> Executive Risk Indemnity Inc. <b>INSURER C:</b> <b>INSURER D:</b> <b>INSURER E:</b> <b>INSURER F:</b>	
		<b>NAIC #</b> 20281 35181	

**COVERAGES****CERTIFICATE NUMBER:** 6923**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			35342568	8/11/2015	8/11/2016	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			73234006	8/11/2015	8/11/2016	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 0			79764838	8/11/2015	8/11/2016	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y/N N N/A Y			71646620	8/11/2015	8/11/2016	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.I. EACH ACCIDENT \$ 500,000 E.I. DISEASE - EA EMPLOYEE \$ 500,000 E.I. DISEASE - POLICY LIMIT \$ 500,000
B	Errors & Omissions \$25,000 Deductible			82079210	1/14/2016	1/14/2017	Each Claim 2,000,000 Aggregate 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER**

Holder's Nature of Interest : Certificate Holder

"For Informational Purposes Only"

00000

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*Robert R. Kirschbaum*

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## Request for Taxpayer Identification Number and Certification

Give form to the  
requester. Do not  
send to the IRS.

Print or type  
See Specific Instructions on page 2.

Name (as shown on your income tax return) <b>Springsted Incorporated</b>	
Business name, if different from above	
Check appropriate box: <input type="checkbox"/> Individual/ Sole proprietor <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Other ▶	<input type="checkbox"/> Exempt from backup withholding
Address (number, street, and apt. or suite no.) <b>380 Jackson Street, Suite 300</b>	Requester's name and address (optional)
City, state, and ZIP code <b>Saint Paul, Minnesota 55101-2887</b>	
List account number(s) here (optional)	

### Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on Line 1 to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

**Note.** If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Social security number								
or								
Employer identification number								
4	1	1	7	5	4	3	1	8

### Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
3. I am a U.S. person (including a U.S. resident alien).

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the Certification, but you must provide your correct TIN. (See the instructions on page 4.)

Sign Here	Signature of U.S. person ▶ 	Date ▶ <b>4-12-16</b>
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### Purpose of Form

A person who is required to file an information return with the IRS, must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

**U.S. person.** Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee.

In 3 above, if applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income.

**Note.** If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

For federal tax purposes, you are considered a person if you are:

- An individual who is a citizen or resident of the United States,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States, or
- Any estate (other than a foreign estate) or trust. See Regulations sections 301.7701-6(a) and 7(a) for additional information.

**Special rules for partnerships.** Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax on any foreign partners' share of income from such business. Further, in certain cases where a Form W-9 has not been received, a partnership is required to presume that a partner is a foreign person, and pay the withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid withholding on your share of partnership income.

The person who gives Form W-9 to the partnership for purposes of establishing its U.S. status and avoiding withholding on its allocable share of net income from the partnership conducting a trade or business in the United States is in the following cases:

- The U.S. owner of a disregarded entity and not the entity,

# **APPENDIX I**

## **Project Team Resumes**

**John A. Anzivino**  
*Senior Vice President*  
*Client Representative*

Mr. Anzivino joined Springsted in December 2001 as Vice President and Client Representative. In July 2006, he was named Senior Vice President of the firm and, in December 2006, as Director of Springsted's Mid-Atlantic group. He assists Mid-Atlantic cities, counties, towns and non - profit organizations in addressing human resources, staffing, organizational management, financial, housing and economic development challenges in a variety of innovative ways. In addition, Mr. Anzivino oversees the bond issuance process for clients, ensuring that debt offerings are marketed and delivered in a timely and effective manner.

Mr. Anzivino has over 25 years of experience in state and local government. He served as Town Manager for Warrenton, Virginia for more than 12 years. Prior to Warrenton, he served as County Administrator for four years in Caroline County, Virginia, and for six years in Amelia County, Virginia. Each of these communities received state and national recognition for developing creative and innovative approaches to resolving complex financial and programmatic issues that they faced during his tenure. During this time, Mr. Anzivino authored chapters in the *VML Handbook for Mayors and Council Members* and the *Virginia Association of Counties Handbook for County Supervisors*. He has also held positions in West Virginia with the Governor's Office of Economic and Community Development, specializing in resolving complex utility and project financing issues and with a regional planning and development agency, as its Assistant Director.

Mr. Anzivino has been an active participant in professional associations, having served as Vice President of the Virginia Local Government Management Association and as President of the Virginia Association of County Administrators. He has addressed several national and regional organizations on changes in the workforce and their relationship to hiring patterns in the public sector.

***Education***

University of Georgia, Athens, Georgia

Master of Public Administration

Concord College, Athens, West Virginia

Bachelor of Arts

University of Virginia, Charlottesville, Virginia

Senior Executive Institute

***Affiliations***

International City Management Association (ICMA)

Virginia Local Government Management Association (VLGMA)

International Public Management Association for Human Resources (IPMA)

Virginia Local Government Management Association (VLGMA), Life Member

North Carolina Government Finance Officers Association (NCGFOA)



**Ann S. Antonsen**  
*Vice President  
Consultant*

Ann Antonsen is an organization and management consultant, specializing in position analyses, classification and compensation studies, performance management and evaluation system development and staff training and in conducting executive search efforts for the public sector. She performs organizational assessments and studies, revisions and development of personnel policies and manuals and conducts organizational management training and providing general human resources assistance.

Ms. Antonsen has been with Springsted since 2005 and serves clients nationwide. With her strong background in Organizational Management and Human Resources, she is dedicated to using her well-honed abilities to assist governmental agencies in developing and growing meaningful legacies.

Ms. Antonsen has extensive experience in serving government organizations; she previously worked as a consultant with Labor Relations Associates, Inc., which has served the region for many years, providing management and human resources consulting services. Ms. Antonsen has provided human resources management services for large suburban communities and regional centers. She brings practical experience in handling the wide variety of issues that face public management. Additionally, she has related human resources experience in both public associations and private corporations.

***Education***

University of Minnesota, Minneapolis, Minnesota

Bachelor of Arts in Psychology

Continuing Legal Education Courses

***Professional***

International Public Management Association in Human Resources (IPMA)

**Joel A. Davis**  
*Vice President  
Consultant*

Mr. Davis is an organizational management and human resources consultant, specializing in position analyses, classification and compensation studies, performance evaluation studies, assisting in the resolution of management challenges and in conducting executive search efforts for the public sector. He performs organizational studies, develops personnel policies and manuals and conducts organizational management training.

Mr. Davis joined Springsted in September 2013 and has considerable experience in wage and benefit administration, recruitment, hiring and retention, employee relations, payroll, employee training and development and regulatory compliance; as well as preparation of job descriptions, personnel policies and analysis of compensation levels. Additionally, Mr. Davis has considerable experience in city and town management as well.

Prior to joining Springsted, Mr. Davis served as Human Resources Director / Public Information Officer for the City of Winchester, Virginia where he worked with the City Manager, City Council and department managers on strategic planning, complex administrative projects and assignment of staff resources to ensure productive and cost-effective operations for a 500 employee organization.

Mr. Davis has also has served as an Assistant City Manager overseeing several departments including human resources in North Myrtle Beach, South Carolina, as Town Administrator for the Town of Harrisburg, North Carolina, as Town Manager for the Town of Spring Lake, North Carolina and as Recreation and Parks Director for Caswell County, North Carolina.

**Education**

University of North Carolina – Greensboro, North Carolina  
Master of Public Affairs

Elon University – Elon, North Carolina  
Bachelor of Arts in Political Science and Public Administration

University of North Carolina, Institute of Government  
Capital Finance and Budgeting, Municipal Administration and Personnel Management

**Affiliations**

International City/County Management Association (ICMA)  
International Public Management Association (IPMA)  
North Carolina Association of County Commissioners (NCACC)  
North Carolina City County Managers Association (NCCMA)  
North Carolina League of Municipalities (NCLM)  
Society for Human Resource Management (SHRM)  
Virginia Association of Counties (VACo)  
Virginia Municipal League (VML)

**Civic Affiliations**

Paul Harris Fellow in the Rotary Club; Past Chair of Rotary Club Finance Committee  
Chair of Horry County Heart Walk (2007)

**Rebecca A. Dayton**  
*Project Manager*

Rebecca Dayton joined Springsted in November 2011, working as an Analyst with the Management Consulting Services Team. She provides technical support and assistance to clients through our human resources services line, focusing on compensation studies, executive searches and organizational management projects.

Ms. Dayton specializes in all facets of human resources, including classification and compensation as well as benefits reviews. She has prepared offer letters, non-disclosure and non-compete documents, classification and compensation studies and performance review programs. Her previous experience includes program coordinator, membership assistant/exhibition coordinator, and an associate analyst.

Prior to employment with Springsted, Ms. Dayton supervised positions and programs related to management consulting services. She was responsible for overseeing clerical operations and preparing, editing and formatting correspondence, spreadsheets, and PowerPoint presentations. She has extensive experience creating and analyzing position profiles, creating and posting job advertisements, and researching benchmark information and following up with contracts.

***Education***

Salem Community College, Carneys Point, New Jersey

Associates degree in Education

Virginia Commonwealth University, Richmond, Virginia

Course work for Bachelors of Business Administration

Strayer University

Course work for Bachelors of Business Administration in Management

***Hailey W. Daniels***  
*Assistant Project Manager*

Ms. Hailey Daniels joined Springsted in January 2015 as a Human Resources Analyst with the Organizational Management and Human Resources Team, providing support and assistance for executive search and organizational management projects. Her duties include conducting research and working with clients and candidates throughout all phases of a project and/or executive search and recruitment.

Before joining the Springsted team, Ms. Daniels worked in an administrative human resources role in the construction industry. She was responsible for recruitment efforts and pre-employment tasks such as creating job postings, conducting candidate screenings and scheduling interviews. In addition, Ms. Daniels was responsible for managing the employee on-boarding process, updating personnel policies and clerical duties such as contract management, formatting spreadsheets and creating PowerPoint presentations.

***Education***

Virginia Commonwealth University, Richmond, Virginia  
Bachelor of Science, Business and Human Resource Management

John Tyler Community College, Chester, Virginia  
Associate of Science, Psychology

***Memberships***

Society of Human Resource Management (SHRM)  
Richmond Society of Human Resource Management  
Local SHRM Chapter

## **APPENDIX II**

### **Samples of Previously Prepared Documents**



## MEMORANDUM

TO: Employees of the City of Harrisonburg, Virginia  
FROM: John Anzivino, Client Representative  
DATE: February 25, 2013  
SUBJECT: **Instructions for Completing Your Position Analysis Questionnaire**

Please read these instructions before completing your Position Analysis Questionnaire (PAQ). This form is used to obtain information about your position and will be used to verify the class description that you are classified under. The questionnaire consists of multiple-choice and fill-in-the-blank questions; please be clear, accurate and complete. For multiple-choice questions, please check only the appropriate box on the left-hand side of the document; the right-hand box is for your supervisor or department/division head to complete. **Please complete and return the PAQ to your supervisor within five business days.**

### Tips for Completing Your PAQ

- Spell out acronyms – Acronyms may be exclusive to your department and mean something else nationally or to another part of the organization
- Minimum Requirements – Answer the questions based on the minimum requirements needed to perform the duties (you may have 10 years of experience, but would a new hire need that to do the job).
- Class Description Content – Question number nine (9) asks about the accuracy of your current class description. This question provides you the opportunity to modify/adjust your current class description and explain your day-to-day duties in your words.
  - Provide your response as clearly and completely as possible, so that someone who has never met you or performed your duties may understand what your job entails.
  - Think about your day, week, month and even year on the job; some major duties are performed annually.
  - Be sure to review the General Definition of Work, Essential Job Functions and the Special Requirement sections of the class description taking into consideration what you think the minimum requirements should be and what are the most important and/or major duties that you perform.
  - Try to keep the description to one-line or short phrases; begin each statement with a verb. Avoid paragraphs.
  - Please use your class description to track/mark/record any changes needed to the content, complete the rest of this form and attach your modified class description.

### Additional Electronic Form Instructions

- On the last page, enter your Employee City ID Number on the signature line.
- Save the electronic file with **last name.first name.middle initial** as the file name and then submit it to your Supervisor.

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TO: Supervisors and/or Division/Department Heads of the City of Harrisonburg, Virginia  
SUBJECT: **Instructions for Completing Position Analysis Questionnaire**

- After each employee under your day-to-day supervision has completed a PAQ, they should return them to you for your review and verification. You will want to check the boxes on the right-hand side of every page, either agreeing or disagreeing with the boxes the employee has checked on the left-hand side. There is a section where you can comment on the accuracy and completeness of the employee's response. Please note any comments in this section and do not make any changes to employee responses. Once you have finished your review, please email the PAQ's to Christopher R. Baudo. Chris will make certain the forms are completed appropriately and, if not, will be back in touch.



# City of Harrisonburg, Virginia

## Position Analysis Questionnaire

Employee  
(check only one)

Supervisor  
(verify job requirement)

1. Name (Last, First)	2. Current Position Title	3. Current Annual Salary
4. Immediate Supervisor's Title	5. Department/Division	6. Date of Hire with Agency
7. How many hours are you scheduled to work in a week? <input type="checkbox"/> 35 <input type="checkbox"/> 37.5 <input type="checkbox"/> 40 <input type="checkbox"/> 43 <input type="checkbox"/> 56 <input type="checkbox"/> Other <i>Explain shift rotation, stand-by, call back, etc.</i>		8. Date of Hire in Position

9. Is the content listed in the applicable class description accurate?  
☐ Yes, it is complete and accurate .....  
☐ No, it is not complete and/or accurate .....  
**If no, please use your class description to track/mark/record any changes needed to the content. The remainder of this form must also be filled out.**

10. **Interpersonal Skills and Communication Skills**  
 Skills required during your day-to-day duties:  
☐ Little or no contact required except with immediate associates and direct supervisor. ....  
☐ Regular contact within the department and periodic contacts with other departments, outside agencies and the general public. ....  
☐ Regular contact within the department and other departments, outside agencies and general public (supplying or seeking information) on specialized matters. ....  
☐ Outside and inside contacts to carry out organization programs or occasional contacts with officials at higher levels on matters requiring cooperation, explanation and persuasion, or work requiring enforcement of laws, ordinances, policies and procedures. ....  
☐ Regular contact with persons of importance and influence involving considerable tact, discretion and persuasion. ....  
☐ Continuing contact involving difficult negotiations calling for well-developed sense of timing and strategy; representing department or organization in policy settings .....  
 Please list people or groups with whom you must interact and/or communicate in the performance of your job.  
*(e.g.: citizens, customers, clients, elected officials, supervisors, subordinates, consultants, engineers, etc.)*  
 \_\_\_\_\_  
 \_\_\_\_\_

11. **Working Conditions**  
 Conditions you are subjected to during your day-to-day duties:  
☐ Absence of disagreeable conditions .....  
☐ Involves occasional exposure to some disagreeable elements (*dust, heat, fumes, cold, noise, vibration or wetness*) and accidents are improbable other than minor injuries .....  
☐ One or more elements above; involves frequent exposure to hazards where lost-time accidents are definitely possible .....  
☐ Several elements above are occasionally present to the extent of being objectionable or regular exposure to work situations that could result in incapacitating accidents or, on occasion, loss of life .....  
☐ One or more of the above elements are regularly present and objectionable, or continuing exposure to work situations that could result in incapacitating accidents or periodic exposure to situations involving hazards that could result in total disability, critical illness or loss of life .....  
☐ Continuous exposure to work situations involving hazards that could result in total disability, critical illness or loss of life, despite the provision and/or implementation of available safety measures. ....

12. **Mental Stress and/or Effort**  
 Conditions you are subjected to during your day-to-day duties:  
☐ Limited mental effort and/or stress .....  
☐ Some mental effort and stress involved resulting in inconvenience and frustration. ....  
☐ Considerable mental effort and stress .....  
☐ Serious mental stress involved that could, over a period of time, result in temporary nervous disorder and severe mental anguish. ....  
☐ Severe mental stress involved that could result in permanent nervous disorder/mental instability .....

**13. Organizational Impact and Consequences**

How your day-to-day duties impact the organization and the consequences of those duties:

- ☐ Supportive, informational, recording or other services to assist others in producing correct and effective results; minor consequences .... ☐
- ☐ Assisting and supporting others or individually providing data or facilitating services for use by others; minor to moderate consequences ☐
- ☐ Daily actions or services affect individual clients/citizens; activity has moderate impact on specific cases in service area. .... ☐
- ☐ Participating with others (within and/or outside of community/agency) in program development, service delivery and supervision of subordinate staff; moderate to serious impact ..... ☐
- ☐ Major individual impact on and accountability for end results affecting organizational unit or total community/agency. .... ☐

**14. Financial**

Please indicate the dollar amount over which you have accountability, approval and/or authority. (Supervisor's comments regarding this information may be provided on Page 7 in the Supervisor's Comments section)

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> \$0 (N/A)          | <input type="checkbox"/> \$20,000 - \$49,000   | <input type="checkbox"/> \$1,000,000 - \$4,999,999  |
| <input type="checkbox"/> \$1 - \$999        | <input type="checkbox"/> \$50,000 - \$99,999   | <input type="checkbox"/> \$5,000,000 - \$19,999,999 |
| <input type="checkbox"/> \$1,000 - \$4,999  | <input type="checkbox"/> \$100,000 - \$499,999 | <input type="checkbox"/> \$20,000,000 - 49,999,999  |
| <input type="checkbox"/> \$5,000 - \$19,999 | <input type="checkbox"/> \$500,000 - \$999,999 | <input type="checkbox"/> \$50,000,000 +             |

**15. Supervision and/or Oversight**

The scope and type of responsibility that you exercise as a supervisor or lead worker of other employees. (Supervisor's comments regarding this information may be provided on Page 7 in the Supervisor's Comments section)

Do you supervise or have oversight of other positions: ☐ Yes, continue in this box ☐ No, continue to next section

Please check all that apply:

☐ N/A ☐ Work Group/Team ☐ Unit/Section ☐ Department ☐ Division ☐ Organization

List the positions by title, along with number of individuals within the position, that you have responsibility for:

---

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For the positions listed above, do you effectively recommend or take action on the following:

- | Effectively<br>Recommend | Take<br>Action           |                   | Effectively<br>Recommend | Take<br>Action           |                                |
|--------------------------|--------------------------|-------------------|--------------------------|--------------------------|--------------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | Hire              | <input type="checkbox"/> | <input type="checkbox"/> | Suspend                        |
| <input type="checkbox"/> | <input type="checkbox"/> | Assign Work       | <input type="checkbox"/> | <input type="checkbox"/> | Terminate                      |
| <input type="checkbox"/> | <input type="checkbox"/> | Direct Work       | <input type="checkbox"/> | <input type="checkbox"/> | Discipline (Oral Reprimand)    |
| <input type="checkbox"/> | <input type="checkbox"/> | Reward            | <input type="checkbox"/> | <input type="checkbox"/> | Discipline (Written Reprimand) |
| <input type="checkbox"/> | <input type="checkbox"/> | Transfer          | <input type="checkbox"/> | <input type="checkbox"/> | Evaluate Performance           |
| <input type="checkbox"/> | <input type="checkbox"/> | Promote           | <input type="checkbox"/> | <input type="checkbox"/> | Demote                         |
| <input type="checkbox"/> | <input type="checkbox"/> | Adjust Grievances | <input type="checkbox"/> | <input type="checkbox"/> | Coach and/or Counsel           |
| <input type="checkbox"/> | <input type="checkbox"/> | Train             | <input type="checkbox"/> | <input type="checkbox"/> | Develop Staff Schedules        |
| <input type="checkbox"/> | <input type="checkbox"/> | Inspect Work      | <input type="checkbox"/> | <input type="checkbox"/> | Other                          |

Are the statements provided by the employee accurate and complete? ☐ Yes ☐ No Please indicate any inaccuracies or incomplete items.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Employee City ID Number

Date \_\_\_\_\_

Supervisor or Dept/Div Head Signature

Date \_\_\_\_\_

**Carteret County, North Carolina**  
**Sorted by Department then Grade; Showing Title and Range Schematic**

Department	Title	Proposed			
		Grade	Min	Mid	Max
Administration	Clerk to the Board	68	41,841.09	53,347.39	64,853.68
Beach	Shore Protection Manager	74	59,352.38	75,674.29	91,996.19
CCATS Transportation	Dispatcher/Scheduler	57	22,041.36	28,102.74	34,164.11
CCATS Transportation	Dispatcher	57	22,041.36	28,102.74	34,164.11
CCATS Transportation	Driver	57	22,041.36	28,102.74	34,164.11
CCATS Transportation	Transportation Operations Manager	67	39,472.72	50,327.72	61,182.72
CCATS Transportation	Transportation Services Director	76	66,688.34	85,027.63	103,366.92
Consolidated Communications	Telecommunicator	61	27,826.71	35,479.06	43,131.40
Consolidated Communications	Telecommunications Assistant Shift Supervisor	63	31,266.09	39,864.27	48,462.45
Consolidated Communications	Telecommunications Shift Supervisor	65	35,130.58	44,791.49	54,452.40
Consolidated Communications	911 Training and Quality Assurance Supervisor	66	37,238.42	47,478.98	57,719.55
Consolidated Communications	Emergency Management Coordinator/Planner	71	49,833.40	63,537.59	77,241.78
Consolidated Communications	Communications Manager	71	49,833.40	63,537.59	77,241.78
Consolidated Human Services	Consolidated Human Services Director	81	89,244.04	113,786.15	138,328.26
Cooperative Extension	District Conservation Technician	64	33,142.06	42,256.13	51,370.19
Elections	Elections Clerk	59	24,765.67	31,576.24	38,386.80
Elections	Election Specialist II	61	27,826.71	35,479.06	43,131.40
Elections	Deputy Elections Director	66	37,238.42	47,478.98	57,719.55
Elections	Elections Director	68	41,841.09	53,347.39	64,853.68
Emergency Management	EMS Coordinator	74	59,352.38	75,674.29	91,996.19
Emergency Management	Emergency Services Director	79	79,426.87	101,269.26	123,111.66
Finance	Finance Technician	61	27,826.71	35,479.06	43,131.40
Finance	Accounting Assistant	64	33,142.06	42,256.13	51,370.19
Finance	Payroll Specialist	64	33,142.06	42,256.13	51,370.19
Finance	Budget Analyst	69	44,351.55	56,548.23	68,744.91
Finance	Accounting Services Supervisor	69	44,351.55	56,548.23	68,744.91
Finance	Deputy Finance Director	75	62,913.52	80,214.74	97,515.96
Finance	Assistant County Manager/Finance Director	82	94,598.68	120,613.31	146,627.95
Fire Marshal	Assistant Fire Marshal	66	37,238.42	47,478.98	57,719.55
Fire Marshal	Fire Marshal	71	49,833.40	63,537.59	77,241.78
General Services Department	Laborer	57	22,041.36	28,102.74	34,164.11
General Services Department	Parks Maintenance Assistant	57	22,041.36	28,102.74	34,164.11
General Services Department	Mail Clerk	58	23,363.84	29,788.90	36,213.96
General Services Department	Parks Maintenance Technician	58	23,363.84	29,788.90	36,213.96
General Services Department	Groundskeeper	58	23,363.84	29,788.90	36,213.96
General Services Department	Equipment Mechanic I	60	26,251.62	33,470.81	40,690.00
General Services Department	Heavy Equipment Operator	61	27,826.71	35,479.06	43,131.40
General Services Department	Utilities Technician	61	27,826.71	35,479.06	43,131.40
General Services Department	Equipment Mechanic II	62	29,496.32	37,607.80	45,719.29
General Services Department	Parks Maintenance Foreman	62	29,496.32	37,607.80	45,719.29
General Services Department	Field Supervisor	64	33,142.06	42,256.13	51,370.19
General Services Department	Public Buildings Maintenance Technician	64	33,142.06	42,256.13	51,370.19
General Services Department	Lead Water Treatment Plant Operator	65	35,130.58	44,791.49	54,452.40
General Services Department	Lead Water Treatment Plant Supervisor	66	37,238.42	47,478.98	57,719.55
General Services Department	Public Buildings Manager	69	44,351.55	56,548.23	68,744.91
General Services Department	Public Works Manager	72	52,823.41	67,349.84	81,876.28
General Services Department	General Services Director	76	66,688.34	85,027.63	103,366.92
Global	Custodian	57	22,041.36	28,102.74	34,164.11
Global	Instructor	57	22,041.36	28,102.74	34,164.11
Global	Building Monitor	58	23,363.84	29,788.90	36,213.96
Global	Customer Service Representative	59	24,765.67	31,576.24	38,386.80
Global	Office Assistant	59	24,765.67	31,576.24	38,386.80
Global	Administrative Support Specialist	60	26,251.62	33,470.81	40,690.00
Global	Senior Administrative Support Specialist	61	27,826.71	35,479.06	43,131.40
Global	Senior Administrative Assistant	62	29,496.32	37,607.80	45,719.29

**Carteret County, North Carolina**  
**Sorted by Department then Grade; Showing Title and Range Schematic**

Department	Title	Proposed			
		Grade	Min	Mid	Max
Health	Community Health Technician	56	20,793.74	26,512.02	32,230.29
Health	Dental Assistant	59	24,765.67	31,576.24	38,386.80
Health	Animal Control Officer II	61	27,826.71	35,479.06	43,131.40
Health	Office Assistant V	61	27,826.71	35,479.06	43,131.40
Health	Patient Relations Representative V	61	27,826.71	35,479.06	43,131.40
Health	Animal Control Lead Officer	62	29,496.32	37,607.80	45,719.29
Health	Foreign Language Interpreter II	63	31,266.09	39,864.27	48,462.45
Health	Dental Assistant II	61	27,826.71	35,479.06	43,131.40
Health	Environmental Health Specialist Intern	65	35,130.58	44,791.49	54,452.40
Health	Nutritionist II	66	37,238.42	47,478.98	57,719.55
Health	Environmental Health Specialist	67	39,472.72	50,327.72	61,182.72
Health	Public Health Educator II	67	39,472.72	50,327.72	61,182.72
Health	Medical Lab Technologist I	68	41,841.09	53,347.39	64,853.68
Health	Nutritionist III	68	41,841.09	53,347.39	64,853.68
Health	Environmental Health Program Specialist	69	44,351.55	56,548.23	68,744.91
Health	Information and Communications Specialist II	69	44,351.55	56,548.23	68,744.91
Health	Local Public Health Administrator	69	44,351.55	56,548.23	68,744.91
Health	Administrative Officer II	70	47,012.64	59,941.12	72,869.60
Health	Consultant	70	47,012.64	59,941.12	72,869.60
Health	Preparedness Coordinator	73	55,992.81	71,390.84	86,788.86
Health	Public Health Nurse III	73	55,992.81	71,390.84	86,788.86
Health	Public Health Nursing Supervisor I	74	59,352.38	75,674.29	91,996.19
Health	Environmental Health Director I	75	62,913.52	80,214.74	97,515.96
Health	Public Health Director	78	74,931.01	95,537.04	116,143.07
Health	Dentist I	84	106,291.07	135,521.12	164,751.17
Human Resources	Human Resources Assistant	64	33,142.06	42,256.13	51,370.19
Human Resources	Risk Manager	69	44,351.55	56,548.23	68,744.91
Human Resources	Human Resources Assistant Director	75	62,913.52	80,214.74	97,515.96
Human Resources	Assistant County Manager/Human Resources Director	82	94,598.68	120,613.31	146,627.95
Information Technology	Network Specialist	64	33,142.06	42,256.13	51,370.19
Information Technology	Information Technology Specialist	66	37,238.42	47,478.98	57,719.55
Information Technology	GIS Specialist	66	37,238.42	47,478.98	57,719.55
Information Technology	GIS Specialist & 911 Addressing Coordinator	67	39,472.72	50,327.72	61,182.72
Information Technology	GIS Manager	69	44,351.55	56,548.23	68,744.91
Information Technology	Network Manager	71	49,833.40	63,537.59	77,241.78
Information Technology	Systems Manager	71	49,833.40	63,537.59	77,241.78
Information Technology	Information Technology Director	79	79,426.87	101,269.26	123,111.66
OSP	Processing Assistant III	57	22,041.36	28,102.74	34,164.11
OSP	Office Assistant IV	59	24,765.67	31,576.24	38,386.80
OSP	Patient Relations Representative IV	59	24,765.67	31,576.24	38,386.80
OSP	Public Information Assistant IV	59	24,765.67	31,576.24	38,386.80
OSP	Accounting Technician II	61	27,826.71	35,479.06	43,131.40
OSP	Office Work Unit Supervisor V	61	27,826.71	35,479.06	43,131.40
OSP	Practical Nurse II	62	29,496.32	37,607.80	45,719.29
OSP	Accounting Technician III	63	31,266.09	39,864.27	48,462.45
OSP	Administrative Assistant I	63	31,266.09	39,864.27	48,462.45
OSP	Social Worker II	67	39,472.72	50,327.72	61,182.72
OSP	Public Health Nurse I	70	47,012.64	59,941.12	72,869.60
OSP	Public Health Nurse II	72	52,823.41	67,349.84	81,876.28
OSP	Physician Extender II	81	89,244.04	113,786.15	138,328.26
Paramedics	Paramedic	65	35,130.58	44,791.49	54,452.40
Paramedics	Paramedic Shift Supervisor	67	39,472.72	50,327.72	61,182.72
Paramedics	Paramedic Operations Supervisor	69	44,351.55	56,548.23	68,744.91
Paramedics	Emergency Medical Services Coordinator	71	49,833.40	63,537.59	77,241.78
Parks & Recreation/Civic Center	Beach Run Specialist	58	23,363.84	29,788.90	36,213.96
Parks & Recreation/Civic Center	Gym Supervisor	58	23,363.84	29,788.90	36,213.96
Parks & Recreation/Civic Center	Scorekeeper	58	23,363.84	29,788.90	36,213.96
Parks & Recreation/Civic Center	Civic Center Maintenance Assistant	59	24,765.67	31,576.24	38,386.80
Parks & Recreation/Civic Center	Recreation Leader	59	24,765.67	31,576.24	38,386.80
Parks & Recreation/Civic Center	Sports Official	59	24,765.67	31,576.24	38,386.80
Parks & Recreation/Civic Center	Civic Center Operations Assistant	61	27,826.71	35,479.06	43,131.40
Parks & Recreation/Civic Center	Community Center Supervisor	61	27,826.71	35,479.06	43,131.40
Parks & Recreation/Civic Center	Athletics Program Coordinator	62	29,496.32	37,607.80	45,719.29
Parks & Recreation/Civic Center	District Coordinator	62	29,496.32	37,607.80	45,719.29
Parks & Recreation/Civic Center	Recreation Program Coordinator	62	29,496.32	37,607.80	45,719.29
Parks & Recreation/Civic Center	Civic Center Building Supervisor	63	31,266.09	39,864.27	48,462.45
Parks & Recreation/Civic Center	Athletic Program Supervisor	65	35,130.58	44,791.49	54,452.40
Parks & Recreation/Civic Center	Civic Center Manager	65	35,130.58	44,791.49	54,452.40
Parks & Recreation/Civic Center	Parks and Recreation Facilities Manager	65	35,130.58	44,791.49	54,452.40
Parks & Recreation/Civic Center	Recreation Program Supervisor	65	35,130.58	44,791.49	54,452.40
Parks & Recreation/Civic Center	Parks and Recreation Manager	67	39,472.72	50,327.72	61,182.72
Parks & Recreation/Civic Center	Parks and Recreation/Civic Center Director	76	66,688.34	85,027.63	103,366.92

**Carteret County, North Carolina**  
**Sorted by Department then Grade; Showing Title and Range Schematic**

Department	Title	Proposed			
		Grade	Min	Mid	Max
Planning & Development	Building Codes Enforcement Officer I	63	31,266.09	39,864.27	48,462.45
Planning & Development	Code Enforcement Officer	64	33,142.06	42,256.13	51,370.19
Planning & Development	Building Codes Enforcement Officer II	65	35,130.58	44,791.49	54,452.40
Planning & Development	Planning Technician	66	37,238.42	47,478.98	57,719.55
Planning & Development	Building Codes Administrator	68	41,841.09	53,347.39	64,853.68
Planning & Development	Planning and Development Director	76	66,688.34	85,027.63	103,366.92
Rape Crisis	Rape Prevention Coordinator	64	33,142.06	42,256.13	51,370.19
Rape Crisis	Therapist	67	39,472.72	50,327.72	61,182.72
Rape Crisis	Rape Crisis Program Director	72	52,823.41	67,349.84	81,876.28
Register of Deeds	Deputy Register of Deeds I	59	24,765.67	31,576.24	38,386.80
Register of Deeds	Deputy Register of Deeds II	61	27,826.71	35,479.06	43,131.40
Register of Deeds	Deputy Register of Deeds III	63	31,266.09	39,864.27	48,462.45
Register of Deeds	Assitant Register of Deeds	65	35,130.58	44,791.49	54,452.40
Register of Deeds	Register of Deeds	68	41,841.09	53,347.39	64,853.68
Senior Center	Kitchen Services Coordinator	58	23,363.84	29,788.90	36,213.96
Senior Center	Senior Service Activity Coordinator	59	24,765.67	31,576.24	38,386.80
Senior Center	Program Coordinator	60	26,251.62	33,470.81	40,690.00
Senior Center	Health and Wellness Coordinator	63	31,266.09	39,864.27	48,462.45
Senior Center	Activities and Resource Development Coordinator	63	31,266.09	39,864.27	48,462.45
Senior Center	Senior Services Program Superintendent	65	35,130.58	44,791.49	54,452.40
Senior Center	Senior Services Director	72	52,823.41	67,349.84	81,876.28
Sheriff	Detention Officer	61	27,826.71	35,479.06	43,131.40
Sheriff	Records Manager	62	29,496.32	37,607.80	45,719.29
Sheriff	Deputy Sheriff	63	31,266.09	39,864.27	48,462.45
Sheriff	Senior Detention Officer	63	31,266.09	39,864.27	48,462.45
Sheriff	Prisoner Transport	63	31,266.09	39,864.27	48,462.45
Sheriff	Deputy Sheriff-Sergeant	65	35,130.58	44,791.49	54,452.40
Sheriff	Detention Center Shift Supervisor	65	35,130.58	44,791.49	54,452.40
Sheriff	Detention Center Administrative Officer	66	37,238.42	47,478.98	57,719.55
Sheriff	Field Training Officer	66	37,238.42	47,478.98	57,719.55
Sheriff	Deputy Sheriff-Lieutenant	67	39,472.72	50,327.72	61,182.72
Sheriff	Detective	67	39,472.72	50,327.72	61,182.72
Sheriff	Detention Center Assistant Administrator	67	39,472.72	50,327.72	61,182.72
Sheriff	Deputy Sheriff-Captain	69	44,351.55	56,548.23	68,744.91
Sheriff	Detention Center Administrator	69	44,351.55	56,548.23	68,744.91
Sheriff	Major	71	49,833.40	63,537.59	77,241.78
Sheriff	Chief Deputy	76	66,688.34	85,027.63	103,366.92
Sheriff	Sheriff	81	89,244.04	113,786.15	138,328.26
Social Services	Office Assistant III	57	22,041.36	28,102.74	34,164.11
Social Services	Community Social Services Technician	58	23,363.84	29,788.90	36,213.96
Social Services	Accounting Clerk IV	59	24,765.67	31,576.24	38,386.80
Social Services	Foreign Language Interpreter I	60	26,251.62	33,470.81	40,690.00
Social Services	Income Maintenance Caseworker II	63	31,266.09	39,864.27	48,462.45
Social Services	Income Maintenance Caseworker III	65	35,130.58	44,791.49	54,452.40
Social Services	Income Maintenance Investigator II	65	35,130.58	44,791.49	54,452.40
Social Services	Income Maintenance Supervisor II	67	39,472.72	50,327.72	61,182.72
Social Services	Paralegal I	67	39,472.72	50,327.72	61,182.72
Social Services	Social Worker III	69	44,351.55	56,548.23	68,744.91
Social Services	Social Work Supervisor II	70	47,012.64	59,941.12	72,869.60
Social Services	Social Worker Investigative/Assessment and Treatment	70	47,012.64	59,941.12	72,869.60
Social Services	Social Worker Supervisor III	73	55,992.81	71,390.84	86,788.86
Social Services	Human Services Deputy Director	75	62,913.52	80,214.74	97,515.96
Social Services	Attorney I	79	79,426.87	101,269.26	123,111.66
Social Services	Attorney II	82	94,598.68	120,613.31	146,627.95
Tax	Deed Transfer Clerk	59	24,765.67	31,576.24	38,386.80
Tax	Tax Customer Service Representative	59	24,765.67	31,576.24	38,386.80
Tax	Business Property Appraiser	61	27,826.71	35,479.06	43,131.40
Tax	GIS Technician	64	33,142.06	42,256.13	51,370.19
Tax	Property Appraiser	65	35,130.58	44,791.49	54,452.40
Tax	Tax Customer Service Supervisor	66	37,238.42	47,478.98	57,719.55
Tax	Senior Property Appraiser	67	39,472.72	50,327.72	61,182.72
Tax	Tax Collection Supervisor	67	39,472.72	50,327.72	61,182.72
Tax	Billing and Collection Manager	69	44,351.55	56,548.23	68,744.91
Tax	Assistant Tax Administrator	75	62,913.52	80,214.74	97,515.96
Tax	Tax Administrator	77	70,689.64	90,129.29	109,568.93
Veterans	Veterans Services Officer	66	37,238.42	47,478.98	57,719.55
Veterans	Veterans Services Director	72	52,823.41	67,349.84	81,876.28



**Carteret County, North Carolina**  
**Sorted by Grade; Showing Title and Range Schematic**

Department	Title	Proposed			
		Grade	Min	Mid	Max
Health	Community Health Technician	56	20,793.74	26,512.02	32,230.29
CCATS Transportation	Dispatcher/Scheduler	57	22,041.36	28,102.74	34,164.11
CCATS Transportation	Dispatcher	57	22,041.36	28,102.74	34,164.11
CCATS Transportation	Driver	57	22,041.36	28,102.74	34,164.11
General Services Department	Laborer	57	22,041.36	28,102.74	34,164.11
General Services Department	Parks Maintenance Assistant	57	22,041.36	28,102.74	34,164.11
Global	Custodian	57	22,041.36	28,102.74	34,164.11
Global	Instructor	57	22,041.36	28,102.74	34,164.11
OSP	Processing Assistant III	57	22,041.36	28,102.74	34,164.11
Social Services	Office Assistant III	57	22,041.36	28,102.74	34,164.11
General Services Department	Mail Clerk	58	23,363.84	29,788.90	36,213.96
General Services Department	Parks Maintenance Technician	58	23,363.84	29,788.90	36,213.96
General Services Department	Groundskeeper	58	23,363.84	29,788.90	36,213.96
Global	Building Monitor	58	23,363.84	29,788.90	36,213.96
Parks & Recreation/Civic Center	Beach Run Specialist	58	23,363.84	29,788.90	36,213.96
Parks & Recreation/Civic Center	Gym Supervisor	58	23,363.84	29,788.90	36,213.96
Parks & Recreation/Civic Center	Scorekeeper	58	23,363.84	29,788.90	36,213.96
Senior Center	Kitchen Services Coordinator	58	23,363.84	29,788.90	36,213.96
Social Services	Community Social Services Technician	58	23,363.84	29,788.90	36,213.96
Elections	Elections Clerk	59	24,765.67	31,576.24	38,386.80
Global	Customer Service Representative	59	24,765.67	31,576.24	38,386.80
Global	Office Assistant	59	24,765.67	31,576.24	38,386.80
Health	Dental Assistant	59	24,765.67	31,576.24	38,386.80
OSP	Office Assistant IV	59	24,765.67	31,576.24	38,386.80
OSP	Patient Relations Representative IV	59	24,765.67	31,576.24	38,386.80
OSP	Public Information Assistant IV	59	24,765.67	31,576.24	38,386.80
Parks & Recreation/Civic Center	Civic Center Maintenance Assistant	59	24,765.67	31,576.24	38,386.80
Parks & Recreation/Civic Center	Recreation Leader	59	24,765.67	31,576.24	38,386.80
Parks & Recreation/Civic Center	Sports Official	59	24,765.67	31,576.24	38,386.80
Register of Deeds	Deputy Register of Deeds I	59	24,765.67	31,576.24	38,386.80
Senior Center	Senior Service Activity Coordinator	59	24,765.67	31,576.24	38,386.80
Social Services	Accounting Clerk IV	59	24,765.67	31,576.24	38,386.80
Tax	Deed Transfer Clerk	59	24,765.67	31,576.24	38,386.80
Tax	Tax Customer Service Representative	59	24,765.67	31,576.24	38,386.80
General Services Department	Equipment Mechanic I	60	26,251.62	33,470.81	40,690.00
Global	Administrative Support Specialist	60	26,251.62	33,470.81	40,690.00
Senior Center	Program Coordinator	60	26,251.62	33,470.81	40,690.00
Social Services	Foreign Language Interpreter I	60	26,251.62	33,470.81	40,690.00
Consolidated Communications	Telecommunicator	61	27,826.71	35,479.06	43,131.40
Elections	Election Specialist II	61	27,826.71	35,479.06	43,131.40
Finance	Finance Technician	61	27,826.71	35,479.06	43,131.40
General Services Department	Heavy Equipment Operator	61	27,826.71	35,479.06	43,131.40
General Services Department	Utilities Technician	61	27,826.71	35,479.06	43,131.40
Global	Senior Administrative Support Specialist	61	27,826.71	35,479.06	43,131.40
Health	Animal Control Officer II	61	27,826.71	35,479.06	43,131.40
Health	Office Assistant V	61	27,826.71	35,479.06	43,131.40
Health	Patient Relations Representative V	61	27,826.71	35,479.06	43,131.40
Health	Dental Assistant II	61	27,826.71	35,479.06	43,131.40
OSP	Accounting Technician II	61	27,826.71	35,479.06	43,131.40
OSP	Office Work Unit Supervisor V	61	27,826.71	35,479.06	43,131.40
Parks & Recreation/Civic Center	Civic Center Operations Assistant	61	27,826.71	35,479.06	43,131.40
Parks & Recreation/Civic Center	Community Center Supervisor	61	27,826.71	35,479.06	43,131.40
Register of Deeds	Deputy Register of Deeds II	61	27,826.71	35,479.06	43,131.40
Sheriff	Detention Officer	61	27,826.71	35,479.06	43,131.40
Tax	Business Property Appraiser	61	27,826.71	35,479.06	43,131.40
General Services Department	Equipment Mechanic II	62	29,496.32	37,607.80	45,719.29
General Services Department	Parks Maintenance Foreman	62	29,496.32	37,607.80	45,719.29
Global	Senior Administrative Assistant	62	29,496.32	37,607.80	45,719.29
Health	Animal Control Lead Officer	62	29,496.32	37,607.80	45,719.29
OSP	Practical Nurse II	62	29,496.32	37,607.80	45,719.29
Parks & Recreation/Civic Center	Athletics Program Coordinator	62	29,496.32	37,607.80	45,719.29
Parks & Recreation/Civic Center	District Coordinator	62	29,496.32	37,607.80	45,719.29
Parks & Recreation/Civic Center	Recreation Program Coordinator	62	29,496.32	37,607.80	45,719.29
Sheriff	Records Manager	62	29,496.32	37,607.80	45,719.29

**Carteret County, North Carolina**  
**Sorted by Grade; Showing Title and Range Schematic**

Department	Title	Proposed			
		Grade	Min	Mid	Max
Consolidated Communications	Telecommunications Assistant Shift Supervisor	63	31,266.09	39,864.27	48,462.45
Health	Foreign Language Interpreter II	63	31,266.09	39,864.27	48,462.45
OSP	Accounting Technician III	63	31,266.09	39,864.27	48,462.45
OSP	Administrative Assistant I	63	31,266.09	39,864.27	48,462.45
Parks & Recreation/Civic Center	Civic Center Building Supervisor	63	31,266.09	39,864.27	48,462.45
Planning & Development	Building Codes Enforcement Officer I	63	31,266.09	39,864.27	48,462.45
Register of Deeds	Deputy Register of Deeds III	63	31,266.09	39,864.27	48,462.45
Senior Center	Health and Wellness Coordinator	63	31,266.09	39,864.27	48,462.45
Senior Center	Activities and Resource Development Coordinator	63	31,266.09	39,864.27	48,462.45
Sheriff	Deputy Sheriff	63	31,266.09	39,864.27	48,462.45
Sheriff	Senior Detention Officer	63	31,266.09	39,864.27	48,462.45
Sheriff	Prisoner Transport	63	31,266.09	39,864.27	48,462.45
Social Services	Income Maintenance Caseworker II	63	31,266.09	39,864.27	48,462.45
Cooperative Extension	District Conservation Technician	64	33,142.06	42,256.13	51,370.19
Finance	Accounting Assistant	64	33,142.06	42,256.13	51,370.19
Finance	Payroll Specialist	64	33,142.06	42,256.13	51,370.19
General Services Department	Field Supervisor	64	33,142.06	42,256.13	51,370.19
General Services Department	Public Buildings Maintenance Technician	64	33,142.06	42,256.13	51,370.19
Human Resources	Human Resources Assistant	64	33,142.06	42,256.13	51,370.19
Information Technology	Network Specialist	64	33,142.06	42,256.13	51,370.19
Planning & Development	Code Enforcement Officer	64	33,142.06	42,256.13	51,370.19
Rape Crisis	Rape Prevention Coordinator	64	33,142.06	42,256.13	51,370.19
Tax	GIS Technician	64	33,142.06	42,256.13	51,370.19
Consolidated Communications	Telecommunications Shift Supervisor	65	35,130.58	44,791.49	54,452.40
General Services Department	Lead Water Treatment Plant Operator	65	35,130.58	44,791.49	54,452.40
Health	Environmental Health Specialist Intern	65	35,130.58	44,791.49	54,452.40
Paramedics	Paramedic	65	35,130.58	44,791.49	54,452.40
Parks & Recreation/Civic Center	Athletic Program Supervisor	65	35,130.58	44,791.49	54,452.40
Parks & Recreation/Civic Center	Civic Center Manager	65	35,130.58	44,791.49	54,452.40
Parks & Recreation/Civic Center	Parks and Recreation Facilities Manager	65	35,130.58	44,791.49	54,452.40
Parks & Recreation/Civic Center	Recreation Program Supervisor	65	35,130.58	44,791.49	54,452.40
Planning & Development	Building Codes Enforcement Officer II	65	35,130.58	44,791.49	54,452.40
Register of Deeds	Assitant Register of Deeds	65	35,130.58	44,791.49	54,452.40
Senior Center	Senior Services Program Superintendent	65	35,130.58	44,791.49	54,452.40
Sheriff	Deputy Sheriff-Sergeant	65	35,130.58	44,791.49	54,452.40
Sheriff	Detention Center Shift Supervisor	65	35,130.58	44,791.49	54,452.40
Social Services	Income Maintenance Caseworker III	65	35,130.58	44,791.49	54,452.40
Social Services	Income Maintenance Investigator II	65	35,130.58	44,791.49	54,452.40
Tax	Property Appraiser	65	35,130.58	44,791.49	54,452.40
Consolidated Communications	911 Training and Quality Assurance Supervisor	66	37,238.42	47,478.98	57,719.55
Elections	Deputy Elections Director	66	37,238.42	47,478.98	57,719.55
Fire Marshal	Assistant Fire Marshal	66	37,238.42	47,478.98	57,719.55
General Services Department	Lead Water Treatment Plant Supervisor	66	37,238.42	47,478.98	57,719.55
Health	Nutritionist II	66	37,238.42	47,478.98	57,719.55
Information Technology	Information Technology Specialist	66	37,238.42	47,478.98	57,719.55
Information Technology	GIS Specialist	66	37,238.42	47,478.98	57,719.55
Planning & Development	Planning Technician	66	37,238.42	47,478.98	57,719.55
Sheriff	Detention Center Administrative Officer	66	37,238.42	47,478.98	57,719.55
Sheriff	Field Training Officer	66	37,238.42	47,478.98	57,719.55
Tax	Tax Customer Service Supervisor	66	37,238.42	47,478.98	57,719.55
Veterans	Veterans Services Officer	66	37,238.42	47,478.98	57,719.55
CCATS Transportation	Transportation Operations Manager	67	39,472.72	50,327.72	61,182.72
Health	Environmental Health Specialist	67	39,472.72	50,327.72	61,182.72
Health	Public Health Educator II	67	39,472.72	50,327.72	61,182.72
Information Technology	GIS Specialist & 911 Addressing Coordinator	67	39,472.72	50,327.72	61,182.72
OSP	Social Worker II	67	39,472.72	50,327.72	61,182.72
Paramedics	Paramedic Shift Supervisor	67	39,472.72	50,327.72	61,182.72
Parks & Recreation/Civic Center	Parks and Recreation Manager	67	39,472.72	50,327.72	61,182.72
Rape Crisis	Therapist	67	39,472.72	50,327.72	61,182.72
Sheriff	Deputy Sheriff-Lieutenant	67	39,472.72	50,327.72	61,182.72
Sheriff	Detective	67	39,472.72	50,327.72	61,182.72
Sheriff	Detention Center Assistant Administrator	67	39,472.72	50,327.72	61,182.72
Social Services	Income Maintenance Supervisor II	67	39,472.72	50,327.72	61,182.72
Social Services	Paralegal I	67	39,472.72	50,327.72	61,182.72
Tax	Senior Property Appraiser	67	39,472.72	50,327.72	61,182.72
Tax	Tax Collection Supervisor	67	39,472.72	50,327.72	61,182.72

CAM #16-0829

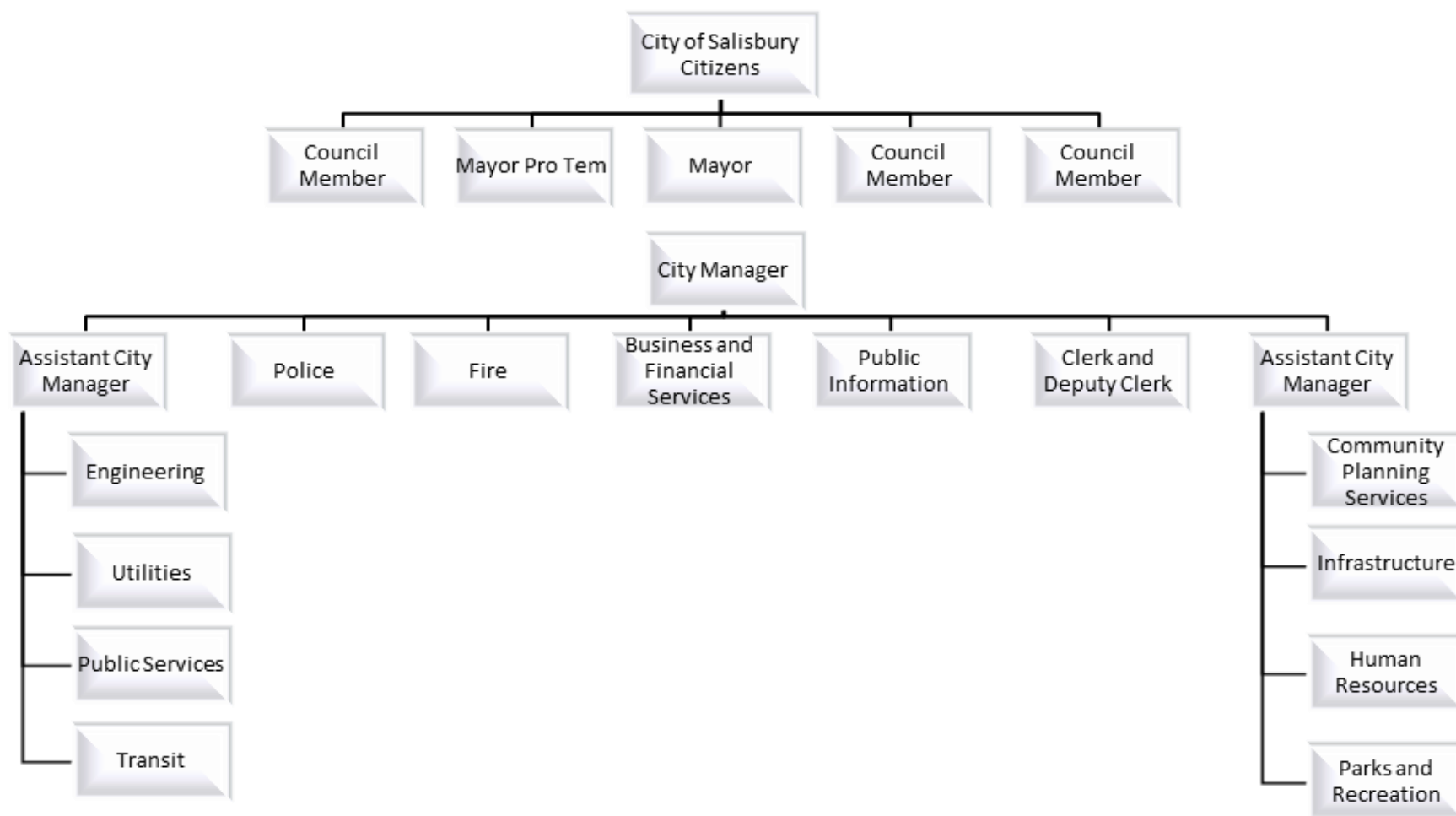
Exhibit 4

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**Carteret County, North Carolina**  
**Sorted by Grade; Showing Title and Range Schematic**

Department	Title	Proposed			
		Grade	Min	Mid	Max
Administration	Clerk to the Board	68	41,841.09	53,347.39	64,853.68
Elections	Elections Director	68	41,841.09	53,347.39	64,853.68
Health	Medical Lab Technologist I	68	41,841.09	53,347.39	64,853.68
Health	Nutritionist III	68	41,841.09	53,347.39	64,853.68
Planning & Development	Building Codes Administrator	68	41,841.09	53,347.39	64,853.68
Register of Deeds	Register of Deeds	68	41,841.09	53,347.39	64,853.68
Finance	Budget Analyst	69	44,351.55	56,548.23	68,744.91
Finance	Accounting Services Supervisor	69	44,351.55	56,548.23	68,744.91
General Services Department	Public Buildings Manager	69	44,351.55	56,548.23	68,744.91
Health	Environmental Health Program Specialist	69	44,351.55	56,548.23	68,744.91
Health	Information and Communications Specialist II	69	44,351.55	56,548.23	68,744.91
Health	Local Public Health Administrator	69	44,351.55	56,548.23	68,744.91
Human Resources	Risk Manager	69	44,351.55	56,548.23	68,744.91
Information Technology	GIS Manager	69	44,351.55	56,548.23	68,744.91
Paramedics	Paramedic Operations Supervisor	69	44,351.55	56,548.23	68,744.91
Sheriff	Deputy Sheriff-Captain	69	44,351.55	56,548.23	68,744.91
Sheriff	Detention Center Administrator	69	44,351.55	56,548.23	68,744.91
Social Services	Social Worker III	69	44,351.55	56,548.23	68,744.91
Tax	Billing and Collection Manager	69	44,351.55	56,548.23	68,744.91
Health	Administrative Officer II	70	47,012.64	59,941.12	72,869.60
Health	Consultant	70	47,012.64	59,941.12	72,869.60
OSP	Public Health Nurse I	70	47,012.64	59,941.12	72,869.60
Social Services	Social Work Supervisor II	70	47,012.64	59,941.12	72,869.60
Social Services	Social Worker Investigative/Assessment and Treatment	70	47,012.64	59,941.12	72,869.60
Consolidated Communications	Emergency Management Coordinator/Planner	71	49,833.40	63,537.59	77,241.78
Consolidated Communications	Communications Manager	71	49,833.40	63,537.59	77,241.78
Fire Marshal	Fire Marshal	71	49,833.40	63,537.59	77,241.78
Information Technology	Network Manager	71	49,833.40	63,537.59	77,241.78
Information Technology	Systems Manager	71	49,833.40	63,537.59	77,241.78
Paramedics	Emergency Medical Services Coordinator	71	49,833.40	63,537.59	77,241.78
Sheriff	Major	71	49,833.40	63,537.59	77,241.78
General Services Department	Public Works Manager	72	52,823.41	67,349.84	81,876.28
OSP	Public Health Nurse II	72	52,823.41	67,349.84	81,876.28
Rape Crisis	Rape Crisis Program Director	72	52,823.41	67,349.84	81,876.28
Senior Center	Senior Services Director	72	52,823.41	67,349.84	81,876.28
Veterans	Veterans Services Director	72	52,823.41	67,349.84	81,876.28
Health	Preparedness Coordinator	73	55,992.81	71,390.84	86,788.86
Health	Public Health Nurse III	73	55,992.81	71,390.84	86,788.86
Social Services	Social Worker Supervisor III	73	55,992.81	71,390.84	86,788.86
Beach	Shore Protection Manager	74	59,352.38	75,674.29	91,996.19
Emergency Management	EMS Coordinator	74	59,352.38	75,674.29	91,996.19
Health	Public Health Nursing Supervisor I	74	59,352.38	75,674.29	91,996.19
Finance	Deputy Finance Director	75	62,913.52	80,214.74	97,515.96
Health	Environmental Health Director I	75	62,913.52	80,214.74	97,515.96
Human Resources	Human Resources Assistant Director	75	62,913.52	80,214.74	97,515.96
Social Services	Human Services Deputy Director	75	62,913.52	80,214.74	97,515.96
Tax	Assistant Tax Administrator	75	62,913.52	80,214.74	97,515.96
CCATS Transportation	Transportation Services Director	76	66,688.34	85,027.63	103,366.92
General Services Department	General Services Director	76	66,688.34	85,027.63	103,366.92
Parks & Recreation/Civic Center	Parks and Recreation/Civic Center Director	76	66,688.34	85,027.63	103,366.92
Planning & Development	Planning and Development Director	76	66,688.34	85,027.63	103,366.92
Sheriff	Chief Deputy	76	66,688.34	85,027.63	103,366.92
Tax	Tax Administrator	77	70,689.64	90,129.29	109,568.93
Health	Public Health Director	78	74,931.01	95,537.04	116,143.07
Emergency Management	Emergency Services Director	79	79,426.87	101,269.26	123,111.66
Information Technology	Information Technology Director	79	79,426.87	101,269.26	123,111.66
Social Services	Attorney I	79	79,426.87	101,269.26	123,111.66
Consolidated Human Services	Consolidated Human Services Director	81	89,244.04	113,786.15	138,328.26
OSP	Physician Extender II	81	89,244.04	113,786.15	138,328.26
Sheriff	Sheriff	81	89,244.04	113,786.15	138,328.26
Finance	Assistant County Manager/Finance Director	82	94,598.68	120,613.31	146,627.95
Human Resources	Assistant County Manager/Human Resources Director	82	94,598.68	120,613.31	146,627.95
Social Services	Attorney II	82	94,598.68	120,613.31	146,627.95
Health	Dentist I	84	106,291.07	135,521.12	164,751.17

## City of Salisbury Proposed Organizational Chart



## SENIOR CUSTODIAN - 4013

### **General Definition of Work:**

Performs intermediate semiskilled custodial and building maintenance work in the care and cleaning of County buildings and facilities. Work is performed under the regular supervision of the Custodial Supervisor. Daily guidance and direction is provided to custodians.

### **Essential Functions/Typical Tasks:**

#### **Oversees and participates in cleaning and maintaining public buildings and grounds.**

*(These are intended only as illustrations of the various types of work performed. The omission of specific duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)*

- Assigns, supervises and participates in cleaning and maintaining County facilities.
- Receives and disburses department work orders.
- Daily meeting and training room set-ups.
- Performs visual inspection for building maintenance related problems.
- Ensures fire extinguishers, are working properly.
- Dusts and/or polishes chairs, tables, shelves and other furniture or equipment.
- Washes windows, walls, woodwork and venetian blinds.
- Vacuums, sweeps, damp and dust mops floors.
- May wax and use buffers on floors. Gathers and disposes of refuse.
- Picks up paper and trash from grounds.
- Inspects buildings and grounds daily for building maintenance, care and cleaning needs.
- Cleans and supplies restrooms daily.
- Moves furniture, office equipment and boxes.
- Submits work order to General Services Administration office as needed for supplies and building maintenance.
- Assists with setting up various meeting areas.
- Assists with building maintenance as requested.
- Performs related tasks as required.

### **Knowledge, Skills and Abilities:**

General knowledge of cleaning methods, materials and equipment; general knowledge of the cleaning process and procedures required by the County; ability to understand and follow simple oral and written directions; ability to get along will with others; ability to plan and supervise the work of others; ability to read.

### **Education and Experience:**

High school diploma or equivalent and three to five years commercial cleaning experience preferred. Supervisory experience a plus but not necessary.

### **Physical Requirements:**

This is normally medium work requiring the exertion of 50 pounds of force occasionally, up to 20 pounds of force frequently, and up to 10 pounds of force constantly to move objects; some work may require the exertion of 100 pounds of force occasionally, up to 50 pounds of force frequently, and up to 20 pounds of force constantly to move objects ;work requires climbing, stooping, reaching, walking, pushing, pulling, lifting, and grasping; vocal communication is required for expressing or exchanging ideas by means of the spoken word; hearing is required to perceive information at normal spoken word levels; visual acuity is required for operation of machines, determining the accuracy and thoroughness of work, and observing general surroundings and activities; the worker is subject to inside and outside environmental conditions, hazards, and atmospheric conditions. The worker may be exposed to blood borne and airborne pathogens and may be required to wear specialized personal protective equipment.

### **Special Requirements:**

May require possession of an appropriate driver's license valid in the State of North Carolina. Position may be a safety-sensitive position as defined by the Drug Free Workplace Policy.

HR revised 10-28-11



## SUSTAINABILITY MANAGER

### **General Definition of Work:**

Performs difficult professional work in the management of County resource sustainability. Manages and coordinates energy management, solid waste, recycling, LEED (Leadership in Energy and Environmental Design) certification, greenhouse gas reduction, and environmental purchasing efforts, and assists with facility environmental and safety compliance for all county facilities. Work is performed under the general supervision of the General Services Director. Supervision is exercised over solid waste and recycling staff.

### **Essential Functions/Typical Tasks:**

**Directs and supervises sustainability initiatives and programs; participates in the development, application, and monitoring of sustainability and use of energy and environmental resources; manages solid waste and recycling functions; prepares presentations and reports; maintains records and files.**

*(These are intended only as illustrations of the various types of work performed. The omission of specific duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.)*

- Responsible for employment, directing, training, evaluating functions of staff and has substantial influence in employment decisions.
- Coordinates LEED techniques in the construction of new buildings and the retrofit of existing buildings.
- Establishes programs, goals, and objectives; pursues grants and funding to implement sustainability initiatives.
- Coordinates, assists, and tracks conservation efforts.
- Assists with EPA, NCDENR, OSHA, and NFPA compliance.
- Oversees landfill, household waste, and recycling sites and programs.
- Monitors progress in greenhouse gas emission and energy use reduction and other sustainability measures.
- Coordinates community outreach and educational programs and work with citizens to identify and pursue new sustainability incentives, programs, regulations, and policies.
- Works with associations, customers, contractors, and staff in a professional and goal oriented manner.
- Provides training to staff and the public.
- Develops environmentally conscious purchasing initiative; requisitions parts, materials, supplies and equipment.
- Prepares annual budget for division and monitors expenditures.
- Performs related tasks as required.

### **Knowledge, Skills and Abilities:**

Thorough knowledge of sustainability theories and local, national, and global sustainability initiatives and best practices; excellent oral and written communications skills; strong skills and a track record for sustained measurement of program outcomes; general knowledge of EPA, NCDENR, OSHA, and NFPA regulations; knowledge of LEED certification programs; skill in analyzing information, problems, situations and procedures to define problems or objective; ability to identify concerns and formulate logical and objective conclusions and analyze technical content; knowledge and skill in word processing, spreadsheet, calendaring, Microsoft Word, Excel, Outlook, PowerPoint, web authoring tools and database development and/or maintenance; ability to work independently and to establish and maintain effective working relationships with associates.

### **Education and Experience:**

Requires graduation from an appropriately accredited college or university with major course work in business administration, public administration, environmental science, engineering or a related field and extensive related experience. An equivalent combination of education and experience may be considered.

### **Physical Requirements:**

This is medium work requiring the exertion of 50 pounds of force occasionally, up to 20 pounds of force frequently, and up to 10 pounds of force constantly to move objects; work requires climbing, stooping, reaching, standing, walking, pushing, pulling, lifting, and grasping; vocal communication is required for expressing or exchanging ideas by means of the spoken word; hearing is required to perceive information at normal spoken word levels; visual acuity is required for preparing and analyzing written or computer data, visual inspection involving small defects and/or small parts, use of measuring devices, assembly or fabrication of parts at or within arms length, operation of machines, operation of motor vehicles or equipment, determining the accuracy and thoroughness of work, and observing general surroundings and activities; the worker is subject to inside and outside environmental conditions, extreme cold, extreme heat, noise, vibration, hazards, and atmospheric conditions.

### **Special Requirements:**

Possession of an appropriate driver's license valid in the State of North Carolina. Position is a safety-sensitive position as defined by the Drug Free Workplace Policy.

# City of Wilmington, North Carolina

## Pay Scale

	Salary Range			
Grade	Min	Mid	Max	
0	22,000.00	27,500.00	33,000.00	Non-Exempt % Between Grades: 10% Range: 50.0%
1	24,200.00	30,250.00	36,300.00	
2	26,620.00	33,275.00	39,930.00	
3	29,282.00	36,602.50	43,923.00	
4	32,210.20	40,262.75	48,315.30	
5	35,431.22	44,289.03	53,146.83	
6	38,974.34	48,717.93	58,461.51	
7	42,871.78	53,589.72	64,307.66	
8	47,158.95	58,948.69	70,738.43	
9	51,874.85	64,843.56	77,812.27	
10	57,062.33	71,327.92	85,593.50	Exempt
11	42,302.00	52,877.50	63,453.00	
12	46,532.20	58,165.25	69,798.30	
13	51,185.42	63,981.78	76,778.13	
14	56,303.96	70,379.95	84,455.94	
15	61,934.36	77,417.95	92,901.54	
16	68,127.79	85,159.74	102,191.69	
17	74,940.57	93,675.72	112,410.86	
18	82,434.63	103,043.29	123,651.95	
19	90,678.09	113,347.62	136,017.14	Executive
20	105,508.00	131,885.00	158,262.00	
21	116,058.80	145,073.50	174,088.20	
22	127,664.68	159,580.85	191,497.02	
23	140,431.15	175,538.94	210,646.72	
24	154,474.26	193,092.83	231,711.39	Fire - 2916 % Between Grades: 15% Range: 50.0%
F1	35,000.00	43,750.00	52,500.00	
F2	40,250.00	50,312.50	60,375.00	
F3	46,287.50	57,859.38	69,431.25	
F4	53,230.63	66,538.28	79,845.94	
F5	61,215.22	76,519.02	91,822.83	Police - 2184 % Between Grades: 15% Range: 50.0%
P1	38,000.00	47,500.00	57,000.00	
P2	43,700.00	54,625.00	65,550.00	
P3	50,255.00	62,818.75	75,382.50	