

North Augusta



South Carolina's Riverfront

MINUTES OF JULY 25, 2022

Briton S. Williams, Mayor

*J. Robert Brooks, Councilmember
Pat C. Carpenter, Councilmember
Jenafer F. McCauley, Councilmember
David W. McGhee, Councilmember
Eric H. Presnell, Councilmember
Kevin W. Toole, Councilmember*

ORDER OF BUSINESS

STUDY SESSION

The Study Session of July 25, 2022 for the City Council of the City of North Augusta, having been duly publicized, was called to order by Mayor Briton S. Williams at 6:00 p.m. and also streamed online for public viewing at the City Facebook page: "City of North Augusta – Public Information" and City YouTube page: "City of North Augusta Public Information." The Study Session adjourned 7:29 p.m.

Per Section 30-4-80(e) notice of the meetings was sent out by email to the current maintained "Agenda Mailout" list consisting of news media outlets and individuals or companies requesting notification. Notice of the meetings was also posted on the outside doors of the Municipal Center, the main bulletin board of the Municipal Center located on the first floor, and the City of North Augusta website.

Members present were Mayor Williams, Councilmembers Brooks, Carpenter, McCauley, McGhee, Presnell, and Toole.

Also in attendance were James S. Clifford, City Administrator; Rachelle Moody, Assistant City Administrator; Thomas C. Zeaser, Director of Engineering and Public Works; John C. Thomas, Director of Public Safety; Richard L. Meyer, Director of Parks, Recreation, and Tourism; James E. Sutton, Director of Public Services; Thomas L. Paradise, Director of Planning and Development; Lynda Williamson, Interim Director of Finance; J.D. McCauley, Manager of human Resources; Ricky Jones, Manager of Information Technology, and Sharon Lamar, City Clerk.

ITEM 1. CITY COUNCIL MEETING: Items for August 1, 2022 Council Meeting- Council Discussion

City Administrator, Jim Clifford, led Council's discussion of items for the August 1, 2022 regular meeting.

Please see ATTACHMENT #1 for a copy of the proposed agenda items.

ITEM 2. DEPARTMENT DETAILS:

Due to the length of the evening's meeting, the Department Details for July 25, 2022 were provided in printed format.

Please see ATTACHMENT #2 for a copy of the "Department Details July 25, 2022".

ITEM 3. MAYOR'S MATTERS

A) i. **FOCUS ITEM: HUMAN RESOURCES – Employee Compensation Study by The Archer Company - Presentation to Council**

Rita Archer from The Archer Company presented a Classification and Compensation Study to Council. Please see ATTACHMENT #3Ai for a copy of the presentation.

ii. **FOCUS ITEM: PARKS, RECREATION, AND TOURISM – Riverside Village Boat Dock Update by Cranston Engineering - Council Update**

Tom Dunaway, Civil Engineer, and Lance Cheely, Landscape Architect, from Cranston Engineering Group, P.C. gave Council an update on the Riverside Village Boat Dock project. Please see ATTACHMENT #3Aii for a copy of the presentation.

iii. **FOCUS ITEM: ECONOMIC DEVELOPMENT - Riverside Village at Hammond's Ferry – Council Update**

Lynda Williamson, Interim Director of Finance, presented Council with a quarterly update on Riverside Village at Hammond's Ferry. Please see ATTACHMENT #3Aiii for a copy of the presentation.

iv. **FOCUS ITEM: ENGINEERING AND PUBLIC WORKS - Greenway Bridge Replacement – Council Update**

Tom Zeaser, Director of Engineering and Public Works, updated Council on the Greenway bridge replacement project. Please see ATTACHMENT #3Aiv for a copy of the presentation. There was a consensus of Council to move forward with a future resolution to purchase a "Keystone" or arched bridge to replace the Waterworks Greenway Bridge.

v. **FOCUS ITEM: PUBLIC SAFETY – Public Safety Facilities – Council Update**

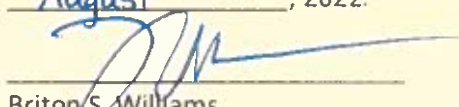
Jim Clifford, City Administrator, updated Council on Public Safety Facilities. Please see ATTACHMENT #3Av for a copy of the presentation.

B) Council shared the following announcement related to current City events and opportunities:

- Councilmember Presnell thanked the Parks, Recreation, and Tourism staff for another successful Nike Peach Jam tournament.

The Study Session adjourned at 7:29 p.m.

APPROVED THIS 1st DAY OF
August, 2022.



Briton S. Williams
Mayor

Respectfully submitted,



Sharon Lamar
City Clerk



PUBLIC POWER HOUR

August 1, 2022 – 5:30 p.m. - Municipal Center – 100 Georgia Avenue, 3rd Floor - Council Chambers

DRAFT: CITY OF NORTH AUGUSTA REGULAR CITY COUNCIL MEETING

August 1, 2022 – 6:00 p.m. – Municipal Center – 100 Georgia Avenue, 3rd Floor - Council Chambers

The Public Power Hour and Regular City Council meeting will be streamed for public viewing online at:

- “City of North Augusta – Public Information” on www.Facebook.com
- “City of North Augusta Public Information” on www.YouTube.com

CITIZEN COMMENTS: Citizens may speak to Mayor and City Council on each item listed on this agenda. The Mayor will call for comments prior to Council's discussion. Speakers shall give their name and address in an audible tone of voice. Speaker Forms are provided on the credenza at the entrance for speakers desiring that the minutes indicate that they addressed Council on a specific topic. The form will be included as part of the minutes of the meeting. Citizen comments are limited to five minutes.

CITIZEN ASSISTANCE: Individuals needing special assistance or sign interpreter to participate in the meeting, please notify the Administration Department 48 hours prior to the meeting.

1. CALL TO ORDER:

2. INVOCATION AND PLEDGE OF ALLEGIANCE:

3. ROLL CALL:

4. APPROVAL OF MINUTES:

- Regular City Council Meeting minutes of July 18, 2022
- Study Session minutes of July 25, 2022

5. PERSONNEL: Employee of the Quarter – April, May, and June 2022 – TBD

UNFINISHED BUSINESS

6. PLANNING AND DEVELOPMENT: Ordinance No. 2022-11 – To Approve the General Development Plan for the 1368± Acre Highland Springs Planned Development Generally Located East of US 25 and South of Ascauga Lake Road; Ordinance – Second Reading

NEW BUSINESS

7. ZONING: Ordinance No. 2022-12 – To Amend the Zoning Map of the City of North Augusta, South Carolina by Rezoning ±10.73 Acres of Land Owned by R. Greg Kenrick and Jimmy L. Martin, Aiken County Tax Parcels #001-15-02-002 and 001-19-03-001 from PD, Planned Development, to TC, Thoroughfare Commercial; Ordinance – First Reading

8. **CITY PROPERTY:** Resolution No. 2022-32 TBD

9. **ADMINISTRATIVE REPORTS:**

10. **PRESENTATIONS/COMMUNICATIONS/RECOGNITION OF VISITORS:**

A. **Citizen Comments** - *At this time, citizens may speak to Mayor and City Council regarding matters not listed on the agenda. Speakers shall give their name and address for the records. Speaker Forms are provided on the credenza for speakers desiring that the minutes indicate that they addressed Council on a specific topic. The form will be included as part of the minutes of the meeting. Citizen comments are limited to five minutes.*

B. **Council Comments** -

11. **ADJOURNMENT**

DEPARTMENT DETAILS

for July 25, 2022



FINANCE:

- Cycle 1 Due Date is August 4th
- Cycle 2 Disconnect is August 3rd and 4th

PUBLIC SERVICES:

- Materials Recovery Facility - Staff dismantled the fire-damaged tipping floor support and roof system; removal of damaged equipment continues.
- Utilities - Water Distribution System Flow & Pressure Test; There have been 247 Fire Hydrants tested to date. July 25 – August 1 Test areas are listed below:
 - East Martintown Road
 - East Avenue
 - Knox Avenue
 - Atomic Road
 - Metz Drive

PLANNING AND DEVELOPMENT:

- Board of Zoning Appeals next Tuesday, August 2nd.

PUBLIC SAFETY:

- Fire Station 1 concrete pours have started this week.
- Wednesday, July 27th, Officer Dustin Beasley will be inducted in the SC Officers Hall of Fame.

PARKS, RECREATION AND TOURISM:

- Nike Peach Jam tournament completed play on Sunday and was another successful event with strong economic impact for the CSRA area.

HUMAN RESOURCES:

City Clerk – Administration

Grade: 16

Salary Pay Rate: \$48,974.64 - \$58,769.57

Closing Date: Until Filled

Communications Technician – Public Safety

Grade: 9

Salary Pay Rate: \$17.27 - \$20.73/hour

Closing Date: Until Filled

Firefighter – Public Safety

Grade: 3

Salary Pay Rate: \$11.90 - \$14.28/hour

Closing Date: Until Filled

Grounds Worker II – Parks, Recreation and Tourism

Grade: 6

Salary/Pay Rate: \$14.59 - \$17.50/hour

Closing Date: Until Filled

Grounds Worker II – Property Maintenance

Grade: 6

Salary/Pay Rate: \$14.59 - \$17.50/hour

Closing Date: Until Filled

Heavy Equipment Mechanic I – Sanitation

Grade: 9

Salary Pay/Rate: \$17.27 - \$20.73/hour

Closing Date: Until Filled

Public Safety Officer – Public Safety

Grade: 15

Salary/Pay Rate: \$21.19 - \$25.43/hour

Closing Date: Until Filled

Sanitation Worker - Sanitation

Grade: 4

Salary/Pay Rate: \$12.80 - \$15.35/hour

Closing Date: Until Filled

Utility Worker I – Water/Wastewater

Grade: 4

Salary/Pay Rate: \$12.80 - \$15.35/hour

Closing Date: Until Filled



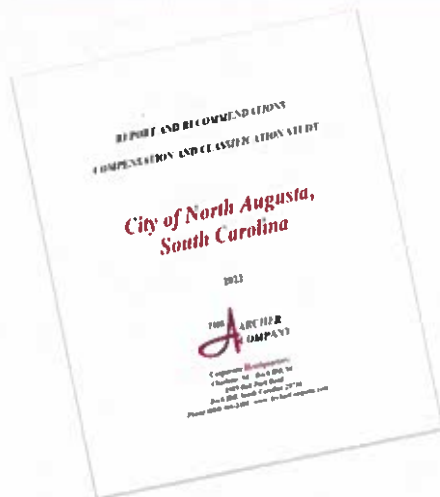
**Classification and Compensation Study
for
City of North Augusta, South Carolina**



Advanced Human Resources Systems



Reasons to do a Study



- To keep pace with the cost of living and the merit increases being administered and paid by competing entities
- To facilitate adjustments to the pay structure of the organization for the purpose of maintaining internal equity
- To facilitate adjustments to the pay ranges of the organization caused by changes in the relationships between the market value of jobs (external equity) and the intrinsic value of jobs (internal equity)

Advanced Human Resources Systems

Objective

- To provide our clients with
- ❑ An objective, valid and reliable pay structure & plan
 - ❑ A competitive advantage in attracting and retaining employees
 - ❑ A pay system that adheres to legal and statutory codes
 - Federal Fair Labor Standards Act
 - Title 7 of the Civil Rights Act of 1964 as amended by the Americans with Disabilities Act of 1991
 - The Equal Pay Act of 1963

Our Services

- ★ Compensation Systems
- ★ Pay Classification Systems
- ❑ Performance Appraisal Systems
- ❑ Organizational Development
- ❑ Operations Analysis
- ❑ Staffing Analysis Studies

Key Facts

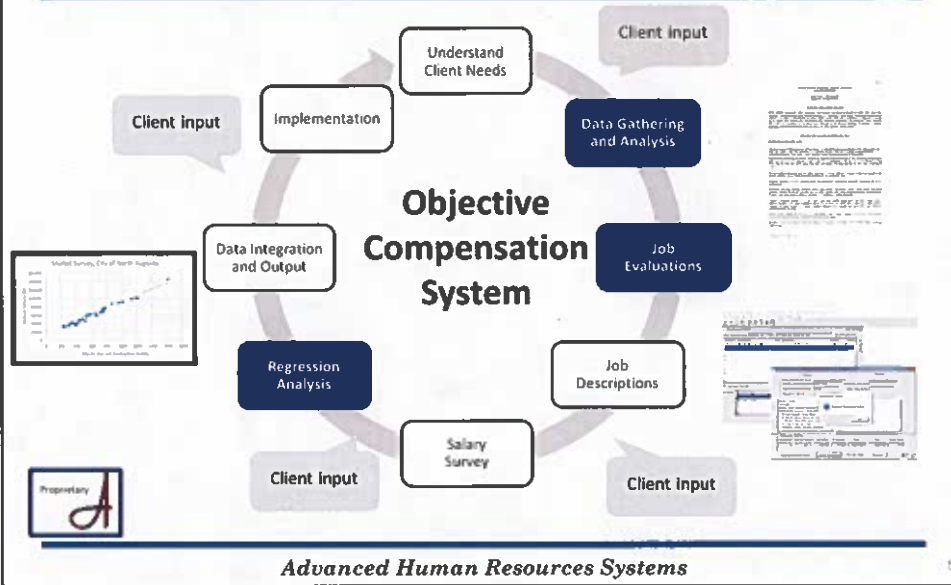
- ❑ 30 Years of Public Sector Consulting experience
- ❑ Archer Systems Installed in Over 1,500 Organizations
- ❑ MaxArcher proprietary software created by founder
- ❑ Affiliates located in 7 states



Our objective compensation systems are developed by integrating two sets of data:

- Formal job evaluations
 - Internal equity
 - To make it fair
- Formal wage & salary surveys
 - External equity
 - To make it competitive



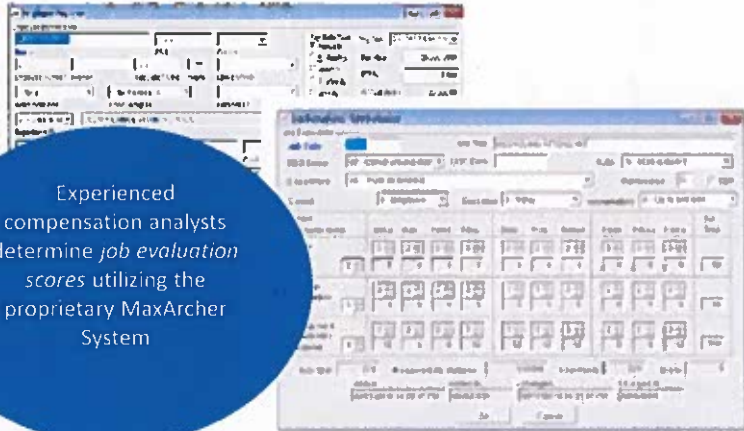


Job Evaluation Factors Include:

- ✓ Data Utilization
- ✓ Human Interaction
- ✓ Machinery, Tools, Equipment Use
- ✓ Verbal Aptitude
- ✓ Math Requirements
- ✓ Reasoning and Decision-Making
- ✓ Physical Requirements
- ✓ Education and Experience Requirements
- ✓ Environment
- ✓ Span of Control
- ✓ Budgetary Impact
- ✓ Planning Timeframe

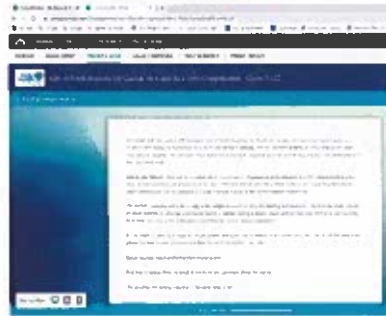
- Factors Common to All Jobs
- Job Evaluation Points Assigned to Score on Each Factor
- Yields Objective Point Total
- ❖ HR and Department Director provide Subjective check and final ranking of positions within their respective department
- ❖ Final check with the inclusion of market data

Experienced compensation analysts determine *job evaluation scores* utilizing the proprietary MaxArcher System



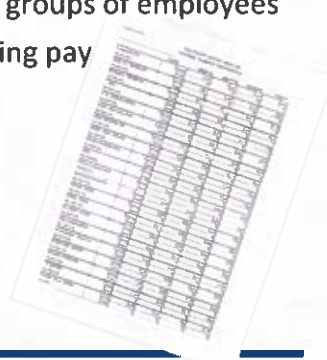
How does the City's Pay compare to the market?

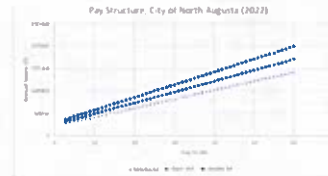
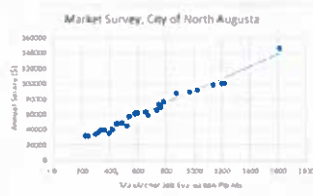
- Conduct a customized survey to determine how current pay levels compare to those in the labor market



How does the City's Pay compare to the market?

- Survey a large set of "benchmark" jobs
 - Likely to be found in similar organizations--stable in content
 - Represent each department and large groups of employees
 - Include different types of jobs, at varying pay and responsibility levels
- Determine how your pay levels compare to those in the labor market





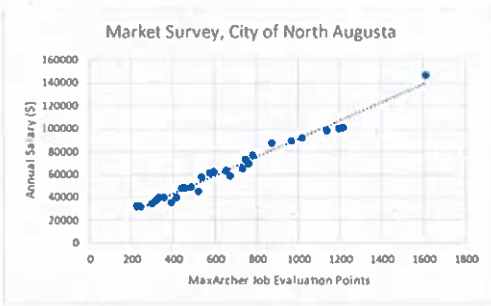
Regression Analysis

City of North Augusta South Carolina
GENERAL SERVICES
REGISTRATION NO. 150

Number of Jobs in Position: 0
Payroll at January 31: \$0.00
F Y: 2011
Pay: \$10.00 per hour
Rate: \$0.00

01/17/10 Job Eval Matrix

Job Title	Job ID	Points	Rate
Chief of Police	001	1600	\$14.00
Police Officer	002	1000	\$10.00
Police Sergeant	003	1200	\$12.00
Police Lieutenant	004	1400	\$14.00
Police Captain	005	1600	\$16.00
Police Major	006	1800	\$18.00
Police Chief	007	2000	\$20.00
Police Officer (Reserve)	008	1000	\$10.00
Police Officer (Probationary)	009	1000	\$10.00
Police Officer (Regular)	010	1000	\$10.00
Police Officer (Senior)	011	1000	\$10.00
Police Officer (Veteran)	012	1000	\$10.00
Police Officer (Disabled)	013	1000	\$10.00
Police Officer (Retiree)	014	1000	\$10.00
Police Officer (Honorary)	015	1000	\$10.00
Police Officer (Part-time)	016	1000	\$10.00
Police Officer (Seasonal)	017	1000	\$10.00
Police Officer (Temporary)	018	1000	\$10.00
Police Officer (Contract)	019	1000	\$10.00
Police Officer (Agency)	020	1000	\$10.00
Police Officer (Leased)	021	1000	\$10.00
Police Officer (Outsourced)	022	1000	\$10.00
Police Officer (Vendor)	023	1000	\$10.00
Police Officer (Subcontractor)	024	1000	\$10.00
Police Officer (Independent Contractor)	025	1000	\$10.00
Police Officer (Self-employed)	026	1000	\$10.00
Police Officer (Sole proprietor)	027	1000	\$10.00
Police Officer (Partnership)	028	1000	\$10.00
Police Officer (S-corp)	029	1000	\$10.00
Police Officer (C-corp)	030	1000	\$10.00
Police Officer (Trust)	031	1000	\$10.00
Police Officer (Estate)	032	1000	\$10.00
Police Officer (Beneficiary)	033	1000	\$10.00
Police Officer (Executor)	034	1000	\$10.00
Police Officer (Administrator)	035	1000	\$10.00
Police Officer (Trustee)	036	1000	\$10.00
Police Officer (Guardian)	037	1000	\$10.00
Police Officer (Receiver)	038	1000	\$10.00
Police Officer (Liquidator)	039	1000	\$10.00
Police Officer (Trustee in Bankruptcy)	040	1000	\$10.00
Police Officer (Receiver in Bankruptcy)	041	1000	\$10.00
Police Officer (Liquidator in Bankruptcy)	042	1000	\$10.00
Police Officer (Trustee in Bankruptcy - Real Estate)	043	1000	\$10.00
Police Officer (Receiver in Bankruptcy - Real Estate)	044	1000	\$10.00
Police Officer (Liquidator in Bankruptcy - Real Estate)	045	1000	\$10.00
Police Officer (Trustee in Bankruptcy - Personal Services)	046	1000	\$10.00
Police Officer (Receiver in Bankruptcy - Personal Services)	047	1000	\$10.00
Police Officer (Liquidator in Bankruptcy - Personal Services)	048	1000	\$10.00
Police Officer (Trustee in Bankruptcy - Real Estate - Real Estate)	049	1000	\$10.00
Police Officer (Receiver in Bankruptcy - Real Estate - Real Estate)	050	1000	\$10.00
Police Officer (Liquidator in Bankruptcy - Real Estate - Real Estate)	051	1000	\$10.00
Police Officer (Trustee in Bankruptcy - Real Estate - Real Estate - Real Estate)	052	1000	\$10.00
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Police Officer (Trustee in Bankruptcy - Real Estate - Real Estate - Real Estate - Real Estate - Real Estate)	058	1000	\$10.00
Police Officer (Receiver in Bankruptcy - Real Estate - Real Estate - Real Estate - Real Estate - Real Estate)	059	1000	\$10.00
Police Officer (Liquidator in Bankruptcy - Real Estate - Real Estate - Real Estate - Real Estate - Real Estate)	060	1000	\$10.00

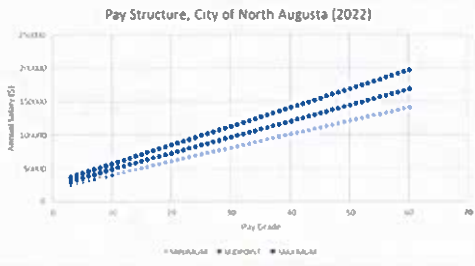


Deliverables

We work together to address key decision points and build a plan customized to fit your identified needs

We will deliver:

- ✓ New pay structure with grades and pay ranges
- ✓ Each job assigned to a pay grade
- ✓ Recommendations for pay plan administration
 - ✓ Assigning pay grades to new and changed jobs
 - ✓ Pay increase policies and processes
 - ✓ Keeping the pay ranges competitive over time
- ✓ Recommendations to implement new pay plan



City of North Augusta, South Carolina
 Employees, 06/30/2022
 2022 Annual Salary

Grade	Position	Salary	Step	Salary	Step	Salary
1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
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REPORT AND RECOMMENDATIONS
COMPENSATION AND CLASSIFICATION STUDY

***City of North Augusta,
South Carolina***

July 19, 2022



Corporate Headquarters:
Charlotte, NC / Rock Hill, SC
1905 Oak Park Road
Rock Hill, South Carolina 29730
Phone (803) 366-2400 • www.ArcherCompany.com

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EXECUTIVE SUMMARY

COMPENSATION & CLASSIFICATION STUDY

The purpose of the wage and salary survey and the subsequent analysis was designed to determine the competitive worth of each job in the City of North Augusta for the purpose of establishing an equitable, comparable, and competitive *pay range* for each of the jobs in the City and to determine whether the City was keeping pace with the market organizations with regard to employee compensation. Comparable organizations were selected to participate in the survey based upon population, number of full-time equivalent employees (FTEs), annual budget, and geographic proximity to the City of North Augusta. The survey comparables included the cities of Aiken, Anderson, Beaufort, Cayce, Clemson, Conway, Fort Mill, Fountain Inn, Georgetown, Greer, Hilton Head Island, Mauldin, Newberry, Simpsonville, and West Columbia; and Columbia, Edgefield, and Richmond Counties.

Market survey average pay rates were statistically correlated with job evaluation point values for the City's pay grades (*Exhibit 5 graph*) to determine a market pay line. The market survey "line-of-best-fit" became the basis for the recommended pay structure and pay plan with a 40% spread for the City of North Augusta's pay ranges. The pay schedules (*Exhibit 7*) are based on a fixed dollar increase from one grade to the next. This fixed-dollar progression, rather than a percentage increase progression, provides for more consistency and fairness in the structure because there is a direct correlation between job value and market data.

The acceptance of the findings and recommendations of the Archer Company's study by the City Council will be the concluding step in the study and report process.

RECOMMENDATIONS: It is recommended that each employee's pay be increased using a Cost-of-Living Adjustment (COLA) of 9.8 % as reported in June as the year-over-year Consumer Price Index by the Bureau of Labor Statistics for the South Atlantic Region. Additionally, any salary that falls below the new scales should be brought into the pay range as quickly as is economically feasible. Any salary that falls above the top of the range ("red circled" salary) should not be adjusted, but rather allowed to fall into the pay plan over time as the pay ranges are adjusted upward. Merit pay for any employee with a "red circled" salary would be awarded as a one-time bonus in order to avoid compounding salary advances.

Five-year Goal: To provide for each employee's salary to approach the **market rate** within five years of hiring. Candidates who meet the minimum requirements at hiring may start at the minimum of the pay range, while those candidates who have more experience may start further into the pay range commensurate with relevant experience or education beyond the minimum. Employees who meet performance appraisal expectations should expect to be paid at the midpoint (**market rate**) by the five-year point. Merit Pay increases of 4% per year meet the goal to have those employees who "meet expectations" to reach the salary range **midpoint** at the 5-year point. The four percent (4%) per year pay raise is calculated by dividing the lower percentage spread (20%) by 5 years.

Yearly Maintenance of the Pay Structure:

- Increase **salaries** and **salary ranges** annually with COLAs based on a weighted average of the Employment Cost Index (ECI) and Consumer Price Index (CPI) from the Bureau of Labor Statistics—weighted heavier toward whichever index is higher.
- Budget for annual employee merit pay increases based on performance appraisals with the opportunity to earn merit pay increases of 4% based on good performance with a goal to have those employees who “meet expectations” to reach the salary range **midpoint (market rate)** by the 5-year point.

DELIVERABLES

The Archer Company, LLC has conducted a compensation and pay classification study for the City of North Augusta (the "City") which includes the delivery of the following products:

1. Report narrative containing methodology and procedures for preparing updated classification and compensation plan
2. Market survey and recommendations
3. Updated Pay Classification and Compensation Structure
4. Updated Salary Schedules
5. Recommendations for implementation and maintenance of the system

OBJECTIVES

- To determine the relative worth of every job in the organization in accordance with the degree of difficulty or complexity associated with each job, i.e., to establish internal equity.
- To provide an equitable system wherein the degree of difficulty or complexity of every job in the organization would be evaluated against the same set of universal criteria.
- To provide an objective basis for classifying each job in the organization in accordance with its degree of difficulty or complexity. This classification system arranges the jobs in the City in hierarchical order.
- To determine the competitive worth of every job in the organization in accordance with scientifically gathered wage and salary survey data in order to establish external equity in the organization's pay structure.
- To provide the framework necessary to correlate job evaluation data (internal equity) with wage & salary survey data (external equity) for the purpose of developing a pay structure that will be both fair and competitive in the market within which the City competes for talent.
- To provide a valid and reliable basis for adherence to legal and statutory regulations, e.g., FLSA, Equal Pay Act of 1963, Title 7, of the Civil Rights Act of 1964, as amended with the American with Disabilities Act of 1991, etc.

APPROACH AND METHODOLOGY

Job Analysis

The City of North Augusta asked the Archer Company to update its pay plan and salary schedule to determine where the City stood in the current labor market in which it competes for its labor supply. With new technologies, shifting demographics, expansion of City policies, etc., the City asked for a formal wage and salary survey. To conduct the update, we began a review of each of the positions in the City, via job descriptions, to verify the scope of responsibility and the major job functions associated with each job. Our job analysis review process included a comprehensive analysis of the data and information that was provided by the City including organization charts for the City as a whole and each department.

Job Evaluation

We administered the *Archer Factor-Analysis Job Evaluation System* to measure the level of complexity associated with the content of each job, to determine the relative worth of each job within the City, to insure internal equity in the City's pay structure and to ensure a valid and reliable compensation plan for the City. Market survey data was used to validate the level of complexity

for those positions that were selected as benchmarks for the study.

The Archer Matrix Point-Factor Job Evaluation System covered the following job content factors and criteria in the evaluation of each job:

Job Function Requirements

- Information Processing
- People Relationships
- Technology Applications

Responsibility Requirements

- Supervisory Control
- Horizon Planning
- Budgetary Allocation

Job Environment Requirements

- Working Conditions

Aptitude Requirements

- Vocabulary Skill
- Quantitative Skill
- Procedural Judgment Skill
- Contingency Judgment Skill
- Physical Adroitness Skill
- Physical Strength Skill
- Job Sensory Skill
- Experience Derived Job Skill
- Academically Derived Job Skill

Job evaluations based on the job-related criteria associated with the foregoing factors provided a quantitative score for each job. The score determined for each job represented a measure of the degree of complexity, or the level of difficulty, associated with the particular job. The scores were also used to establish or confirm the grade level for each job. Different jobs with the same or similar scores were grouped into the same pay grade indicating, that although different in content, they were equal in complexity.

Wage and Salary Survey

The Archer Company identified benchmark jobs in cooperation with City of North Augusta Human Resources for the conduct of the wage and salary survey study. The number and type of benchmarks selected were sufficiently broad to ensure adequate representation of all jobs within the City. The Archer Company and the City worked together to define a profile of the labor market in which the City competes for its labor supply, to include not only the municipalities that are contiguous or most comparable to the City but also other similar entities. Data was gathered and analyzed to determine the City's competitive position in the various labor markets in which it competes for its labor supply (an external equity consideration).

The purpose of the wage and salary survey and the subsequent analysis was designed to determine the competitive worth of each job for the purpose of establishing an equitable, comparable, and competitive *pay range* for each of the jobs in the City. For purposes of validating the findings of the survey, we identified and obtained published salary surveys, gathered data from municipalities and accessed data from public records within the targeted labor market. We analyzed the salary survey data and compiled average market rates for the benchmark jobs.

The survey comparables included the cities of Aiken, Anderson, Beaufort, Cayce, Clemson, Conway, Fort Mill, Fountain Inn, Georgetown, Greer, Hilton Head Island, Mauldin, Newberry,

Simpsonville, and West Columbia; and Columbia, Edgefield, and Richmond Counties.

Pay Plan Development

We developed a pay plan for the City by statistically correlating the measure of internal equity (job evaluation points) with the external competitiveness data (average market rates) for each benchmark job. This was accomplished by using statistical regression analysis. The equation resulting from the linear regression served as the foundation for deriving the City's pay structure including the pay grade for each job and its associated pay range. The "line of best fit" determined from the integration of the two sets of data defined the relationship that was pertinent to the development of a valid, reliable, effective, legally defensible, and competitive pay structure for the City's jobs.

We reviewed the *Fair Labor Standards Act (FLSA)* and other applicable regulatory requirements. This information is listed in the exhibits and may be used to update the City's data base.

RECOMMENDATIONS AND IMPLEMENTATION

We have submitted conclusions and recommendations for the new pay plan as contained in this report. These recommendations can be used to develop cost estimates of one or more implementation alternatives as influenced by budgetary considerations and/or requests by the City.

The following paragraphs point to the exhibits contained in this report and refer to the findings and recommendations of the study.

Exhibit 1 is a Master List of the current job titles in order by job code. *Exhibit 2* shows the City's jobs listed in grade order with the recommended grade and annual salary range provided for each job title based on 2080 hours. Recommended FLSA (Fair Labor Standards Act) category indicators are shown in *Exhibits 1, 2 and 3*. *Exhibit 3* shows the City jobs listed alphabetically with recommended pay grade and annual salary range provided for each job title.

Utilizing data derived from the wage and salary survey and from the job evaluation process, selected benchmark averages were regressed against appropriate job evaluation points for the purpose of determining the proper pay structure for the City. *Exhibit 4* shows the benchmark averages and the corresponding evaluation points with graphics provided in the following exhibit. *Exhibit 5* shows the graphic results of the *regression analysis* as derived from the slope and intercept of the "line of best fit" to the salary survey data and *Exhibit 6* shows the graphic representation of the proposed salary structure. *Exhibit 7* shows the recommended pay schedules determined as a result of the regression analysis.

The pay schedules, *Exhibit 7*, as prepared for the City, are based on a fixed dollar increase from one grade to the next. This fixed-dollar progression, rather than a percentage increase progression, provides for more consistency and fairness in the structure because there is a direct correlation between job evaluation and market data. Each successive pay grade has an **assigned pay**

range. Each pay range is broken into a **minimum** value, a **midpoint** value and a **maximum** value. The midpoint of the pay range represents the value derived from the average of the wage and salary survey study results conducted by the Archer Company. The minimum is **20 percent below** the midpoint of the pay range and the maximum of the pay range is **40 percent above** the minimum of the pay range. The job order hierarchy for the City is shown in *Exhibit 8*. *Exhibit 9* shows a summary of the Salary Administration portion of the survey.

The pay grade itself represents a way of defining the relative value of each job to the City. Theoretically, all jobs with the same pay grade are of the same *relative value* to the City. Accordingly, jobs with higher pay grades are of greater relative value to the City and, therefore, have higher pay ranges than those with lower pay grades.

It is recommended that each employee's salary be adjusted for inflation as noted in the Consumer Price Index (CPI) as reported by the U.S. Bureau of Labor Statistics. Additionally, as necessary, bring employees' salaries into the new pay ranges at an appropriate level based on the time each has successfully performed in their current position--1/5 of the difference from minimum to midpoint for each of the first 5 years. Merit increases (based on performance) would be in addition to this adjustment to the newly adjusted pay ranges. This recommendation is based on the premise that the focus for implementation of the study should be on the **recommended midpoint**. The midpoint for each recommended pay range represents a market-based competitive figure, adjusted for internal equity, that might be necessary to retain a fully experienced and capable employee whose performance is consistently meeting the City's expectations.

The acceptance of the findings and recommendations of the Archer Company's study by the City Council will be the concluding step in the study and report process. The Archer Company will offer services to keep the City's compensation plan maintained and in up-to-date competitive form (the first year of maintenance is included in the cost of the study).

SUMMARY

Recommended Course of Action:

1. Budget for Cost-of-Living Adjustments (COLAs) of 9.8 %.
2. Bring all employees' salaries into the new pay ranges (at least to the minimum).
3. Address wage compression for employees who have worked for the City of North Augusta in their current position for a number of years, by bringing their salaries into the new pay ranges at an appropriate level (towards the midpoint or market rate) based on the time each has successfully performed in their current position—1/5 of the difference between the minimum and midpoint for the current grade times the number of years (up to 5 years).
4. Budget for merit increases (4% per year) based on performance with a goal to have those employees who "meet expectations" to reach the salary range **midpoint** for their current grade at the 5-year point.
5. Maintenance of Pay Plan for future years:
 - a. Increase **salaries** and **salary ranges** annually with Cost-of-Living Adjustments (COLAs) based on a weighted average of the ECI and CPI from the Bureau of Labor Statistics—weighted heavier toward whichever index shows greater growth.
 - b. Budget for annual employee merit pay increases based on performance appraisals with the opportunity to earn merit pay increases of 4% based on good performance with a goal to have those employees who "meet expectations" to reach the salary range midpoint (market rate) by the 5-year point of tenure.

Exhibit 1

City of North Augusta, South Carolina
ORIGINAL SCENARIO
JOB CLASSIFICATIONS BY JOB CODE

CODE	TITLE	FLSA	PAY GRADE	ANNUAL SALARY RANGE		
				MINIMUM	MID-POINT	MAXIMUM
4011	CITY ADMINISTRATOR	E	59	139,101	166,921	194,741
4012	CITY CLERK	E	16	53,346	64,016	74,685
4013	ASSISTANT CITY ADMINISTRATOR	E	47	115,169	138,203	161,237
4016	NETWORK OPERATOR COORD	E	16	53,346	64,016	74,685
4017	PC SUPPORT TECHNICIAN	N	10	41,380	49,657	57,933
4018	MANAGER, INFO TECHNOLOGY	E	30	81,266	97,520	113,773
4019	GIS ANALYST	E	20	61,323	73,588	85,853
4041	FINANCE DIRECTOR	E	44	109,186	131,024	152,861
4042	FINANCE MANAGER	E	27	75,283	90,340	105,397
4043	TAX CLERK	N	10	41,380	49,657	57,933
4044	CUST SVC REP/BUSI LICENSES	N	8	37,392	44,870	52,349
4045	CODE COMPLIANCE OFFICER	N	15	51,352	61,622	71,893
4046	MANAGER, HUMAN RESOURCES	E	33	87,249	104,699	122,149
4047	HUMAN RESOURCES SPECIALIST	N	11	43,375	52,050	60,725
4048	HUMAN RESOURCES GENERALIST	E	16	53,346	64,016	74,685
4050	SUPERINTENDENT BLDGS STDS	E	27	75,283	90,340	105,397
4051	BUILDING STDS INSPECTOR II	N	15	51,352	61,622	71,893
4052	BUILDING STDS INSPECTOR I	N	13	47,363	56,836	66,309
4053	SECRETARY, PUBLIC WORKS	N	8	37,392	44,870	52,349
4054	UTILITY BILLING COORD/SUPV	E	16	53,346	64,016	74,685
4055	FINANCE ACCOUNTANT	N	16	53,346	64,016	74,685
4056	CUSTOMER SERVICE REP	N	8	37,392	44,870	52,349
4057	DIRECTOR OF PLANNING	E	38	97,221	116,665	136,109
4058	PLANNER	E	22	65,312	78,374	91,437
4059	BUILDING STDS INSPECTOR III	N	17	55,341	66,409	77,477
4060	PERMIT CLERK - PT	N	7	35,398	42,477	49,557
4061	SENIOR PLANNER	E	25	71,295	85,554	99,813
4062	PUBLIC WORKS SECRETARY II	N	11	43,375	52,050	60,725
4101	DIRECTOR OF PUBLIC SAFETY	E	43	107,192	128,631	150,069
4102	ADMINISTRATIVE SECRETARY	N	11	43,375	52,050	60,725
4103	CAPTAIN, OPERATIONS	E	26	73,289	87,947	102,605
4104	LIEUTENANT, PATROL	E	20	61,323	73,588	85,853
4105	LIEUTENANT, TRAFFIC	E	20	61,323	73,588	85,853
4106	LIEUTENANT, PROF STANDARDS	E	20	61,323	73,588	85,853
4107	SERGEANT, PATROL	N	17	55,341	66,409	77,477
4108	SERGEANT, TRAFFIC	N	17	55,341	66,409	77,477
4109	CORPORAL, PATROL	N	16	53,346	64,016	74,685
4110	CORPORAL, TRAFFIC	N	16	53,346	64,016	74,685
4111	ANIMAL CONTROL OFFICER	N	16	53,346	64,016	74,685
4112	PUBLIC SAFETY OFFICER	N	15	51,352	61,622	71,893
4113	PUBLIC SAFETY OFFICER	N	15	51,352	61,622	71,893
4120	CAPTAIN, TRAIN, FIRE & ADM	E	26	73,289	87,947	102,605
4121	SERGEANT, STATION	N	17	55,341	66,409	77,477
4122	SERGEANT, TRNG/CRIME PREV	N	17	55,341	66,409	77,477
4123	DARE OFFICER	N	15	51,352	61,622	71,893
4124	SUPERVISOR, COURT SVCS	E	16	53,346	64,016	74,685
4125	RECORDS/COURT CLERK / CVA	N	9	39,386	47,264	55,141
4126	CLERK OF COURT	N	8	37,392	44,870	52,349
4127	COURT SECRETARY	N	8	37,392	44,870	52,349
4128	RECORDS/COURT CLERK	N	8	37,392	44,870	52,349
4129	COMUNICATION TECHNICIAN I	N	9	39,386	47,264	55,141
4130	FIREFIGHTER	N	3	27,420	32,905	38,389



City of North Augusta, South Carolina
ORIGINAL SCENARIO
JOB CLASSIFICATIONS BY JOB CODE

CODE	TITLE	FLSA	PAY GRADE	ANNUAL SALARY RANGE		
				MINIMUM	MID-POINT	MAXIMUM
4132	MAINTENANCE WORKER II	N	6	33,403	40,084	46,765
4140	CAPTAIN, INVESTIGATIONS	E	26	73,289	87,947	102,605
4141	LIEUTENANT, INVESTIGATIONS	E	20	61,323	73,588	85,853
4142	SERGEANT, INVESTIGATIONS	N	17	55,341	66,409	77,477
4143	CORPORAL, INVESTIGATIONS	N	16	53,346	64,016	74,685
4144	INVESTIGATOR	N	15	51,352	61,622	71,893
4145	NARCOTICS OFFICER	N	15	51,352	61,622	71,893
4146	RESOURCE OFFICER	N	15	51,352	61,622	71,893
4147	CRIME ANALYST	N	15	51,352	61,622	71,893
4148	SECRETARY, INVESTIGATIONS	N	8	37,392	44,870	52,349
4149	SECRETARY, RECORDS	N	8	37,392	44,870	52,349
4201	DIR, ENGINEERING/PUBLIC WKS	E	43	107,192	128,631	150,069
4220	SUPT OF STREETS & DRAINS	E	27	75,283	90,340	105,397
4221	FOREMAN - STREETS & DRAINS	N	13	47,363	56,836	66,309
4222	TRAFFIC SIGNAL TECHNICIAN	N	10	41,380	49,657	57,933
4223	HEAVY EQUIPMENT OPERATOR I	N	9	39,386	47,264	55,141
4224	TRADES WORKER	N	8	37,392	44,870	52,349
4225	STREET LABORER	N	4	29,415	35,298	41,181
4229	STORMWATER TECH	N	12	45,369	54,443	63,517
4230	SUPT OF STORMWATER MANGEMENT	E	27	75,283	90,340	105,397
4231	FOREMAN - STORMWATER	N	13	47,363	56,836	66,309
4232	HEAVY EQUIPMENT OPERATOR I	N	9	39,386	47,264	55,141
4233	VEHICLE OPERATOR I	N	6	33,403	40,084	46,765
4234	ENGINEERING INSPECTOR	N	13	47,363	56,836	66,309
4235	ENGINEER I	E	20	61,323	73,588	85,853
4236	CIVIL ENGINEER II	E	22	65,312	78,374	91,437
4242	PLANNING TECHNICIAN	N	15	51,352	61,622	71,893
4261	DIRECTOR PUBLIC SERVICES	E	43	107,192	128,631	150,069
4262	METER READER SVC FOREMAN	N	13	47,363	56,836	66,309
4263	METER READER SERVICE TECH	N	9	39,386	47,264	55,141
4264	SECRETARY, UTILITIES	N	8	37,392	44,870	52,349
4265	PUBLIC SERVICES ADMIN COORD	E	21	63,318	75,981	88,645
4266	SUPT OF UTILITIES	E	27	75,283	90,340	105,397
4271	SUPV, WATER OPS	E	18	57,335	68,802	80,269
4272	UTILITIES SERVICE FOREMAN	N	13	47,363	56,836	66,309
4273	HEAVY EQUIPMENT OPERATOR I	N	9	39,386	47,264	55,141
4274	UTILITY WORKER II	N	6	33,403	40,084	46,765
4281	SUPT WATER PRODUCTION	E	27	75,283	90,340	105,397
4282	SUPV, WATER PROD	E	18	57,335	68,802	80,269
4283	ESO IV (A)	E	15	51,352	61,622	71,893
4284	ESO III (B)	N	13	47,363	56,836	66,309
4285	ESO II (C)	N	11	43,375	52,050	60,725
4286	ESO I (D)	N	9	39,386	47,264	55,141
4287	ESO TRAINEE (E)	N	7	35,398	42,477	49,557
4291	SUPV, WASTEWATER OPRNS	E	18	57,335	68,802	80,269
4292	UTILITIES SERVICE TECHNICIAN	N	13	47,363	56,836	66,309
4293	UTILITIES FOREMAN	N	13	47,363	56,836	66,309
4294	HEAVY EQUIPMENT OPERATOR I	N	9	39,386	47,264	55,141
4295	UTILITY WORKER II	N	6	33,403	40,084	46,765
4296	UTILITY WORKER I	N	4	29,415	35,298	41,181
4301	DIRECTOR PARKS/REC/TOURISM	E	38	97,221	116,665	136,109
4302	SUPT - PARKS, REC & TOURISM	E	27	75,283	90,340	105,397
4303	TOURISM & MRKTNG COOR	E	12	45,369	54,443	63,517



City of North Augusta, South Carolina
ORIGINAL SCENARIO
JOB CLASSIFICATIONS BY JOB CODE

CODE	TITLE	FLSA	PAY GRADE	ANNUAL SALARY RANGE		
				MINIMUM	MID-POINT	MAXIMUM
4304	SECRETARY II	N	11	43,375	52,050	60,725
4305	PROGRAM COORDINATOR II	N	14	49,358	59,229	69,101
4306	CENTER COORDINATOR	N	8	37,392	44,870	52,349
4307	EVENTS COORDINATOR	E	12	45,369	54,443	63,517
4311	MAINTENANCE FOREMAN II	N	13	47,363	56,836	66,309
4312	MAINTENANCE FOREMAN	N	12	45,369	54,443	63,517
4313	CREW LEADER	N	9	39,386	47,264	55,141
4314	GROUNDS WORKER III	N	7	35,398	42,477	49,557
4315	GROUNDS WORKER II	N	6	33,403	40,084	46,765
4317	MAINTENANCE TECH	N	12	45,369	54,443	63,517
4321	CENTER COORDINATOR	N	8	37,392	44,870	52,349
4326	FACILITIES & EVENTS SUPV	E	17	55,341	66,409	77,477
4327	MAINTENANCE WORKER II	N	6	33,403	40,084	46,765
4331	FACILITIES & PROGRAMS SUPV	E	18	57,335	68,802	80,269
4332	PROGRAM COORDINATOR	N	12	45,369	54,443	63,517
4333	CREW LEADER	N	9	39,386	47,264	55,141
4334	CENTER PROGRAM COORD	N	10	41,380	49,657	57,933
4335	MAINTENANCE WORKER II	N	6	33,403	40,084	46,765
4336	PROGRAM COORDINATOR I	N	13	47,363	56,836	66,309
5001	SUPT SANITATION	E	27	75,283	90,340	105,397
5010	SANITATION SUPERVISOR	E	18	57,335	68,802	80,269
5011	SHOP SUPERVISOR	E	18	57,335	68,802	80,269
5012	VEHICLE OPERATOR III	N	10	41,380	49,657	57,933
5013	HEAVY EQUIPMENT OPERATOR I	N	9	39,386	47,264	55,141
5014	HEAVY EQUIPMENT MECHANIC I	N	9	39,386	47,264	55,141
5015	VEHICLE OPERATOR II	N	9	39,386	47,264	55,141
5016	HEAVY EQUIPMENT MECHANIC II	N	11	43,375	52,050	60,725
5021	VEHICLE OPERATOR I	N	6	33,403	40,084	46,765
5022	SANITATION WORKER I	N	4	29,415	35,298	41,181
5030	RECYCLING SUPERVISOR	E	18	57,335	68,802	80,269
5031	RECYCLING FOREMAN	N	13	47,363	56,836	66,309
5032	VEHICLE OPERATOR III	N	10	41,380	49,657	57,933
5033	HEAVY EQUIPMENT OPERATOR I	N	9	39,386	47,264	55,141
5034	MATERIAL SORTER	N	3	27,420	32,905	38,389
5051	SUPT OF PROP MAINTENANCE	E	27	75,283	90,340	105,397
5052	IRRIGATION TECH	N	13	47,363	56,836	66,309
5053	CHEMICAL TECHNICIAN	N	13	47,363	56,836	66,309
5054	CREW LEADER	N	9	39,386	47,264	55,141
5055	HEAVY EQUIPMENT OPERATOR I	N	9	39,386	47,264	55,141
5056	GROUNDS WORKER III	N	7	35,398	42,477	49,557
5057	GROUNDS WORKER II	N	6	33,403	40,084	46,765
5058	TREE TECHNICIAN	N	13	47,363	56,836	66,309
5059	SUPERVISOR - PROP MAINTENANCE	N	18	57,335	68,802	80,269
5060	GROUNDS WORKER I	N	4	29,415	35,298	41,181

Exhibit 2

City of North Augusta, South Carolina
ORIGINAL SCENARIO
JOB CLASSIFICATIONS BY PROPOSED GRADE

CODE	TITLE	FLSA	ANNUAL SALARY RANGE		
			MINIMUM	MID-POINT	MAXIMUM
GRADE: 3			27,420	32,905	38,389
4130	FIREFIGHTER	N			
5034	MATERIAL SORTER	N			
GRADE: 4			29,415	35,298	41,181
5060	GROUNDS WORKER I	N			
5022	SANITATION WORKER I	N			
4225	STREET LABORER	N			
4296	UTILITY WORKER I	N			
GRADE: 6			33,403	40,084	46,765
4315	GROUNDS WORKER II	N			
5057	GROUNDS WORKER II	N			
4132	MAINTENANCE WORKER II	N			
4327	MAINTENANCE WORKER II	N			
4335	MAINTENANCE WORKER II	N			
4274	UTILITY WORKER II	N			
4295	UTILITY WORKER II	N			
4233	VEHICLE OPERATOR I	N			
5021	VEHICLE OPERATOR I	N			
GRADE: 7			35,398	42,477	49,557
4287	ESO TRAINEE (E)	N			
4314	GROUNDS WORKER III	N			
5056	GROUNDS WORKER III	N			
4060	PERMIT CLERK - PT	N			
GRADE: 8			37,392	44,870	52,349
4321	CENTER COORDINATOR	N			
4306	CENTER COORDINATOR	N			
4126	CLERK OF COURT	N			
4127	COURT SECRETARY	N			
4044	CUST SVC REP/BUSI LICENSES	N			
4056	CUSTOMER SERVICE REP	N			
4128	RECORDS/COURT CLERK	N			
4148	SECRETARY, INVESTIGATIONS	N			
4053	SECRETARY, PUBLIC WORKS	N			
4149	SECRETARY, RECORDS	N			
4264	SECRETARY, UTILITIES	N			
4224	TRADES WORKER	N			
GRADE: 9			39,386	47,264	55,141
4129	COMUNICATION TECHNICIAN I	N			
5054	CREW LEADER	N			
4333	CREW LEADER	N			
4313	CREW LEADER	N			
4286	ESO I (D)	N			
5014	HEAVY EQUIPMENT MECHANIC I	N			
4223	HEAVY EQUIPMENT OPERATOR I	N			
4232	HEAVY EQUIPMENT OPERATOR I	N			
5055	HEAVY EQUIPMENT OPERATOR I	N			
5033	HEAVY EQUIPMENT OPERATOR I	N			
5013	HEAVY EQUIPMENT OPERATOR I	N			
4273	HEAVY EQUIPMENT OPERATOR I	N			
4294	HEAVY EQUIPMENT OPERATOR I	N			
4263	METER READER SERVICE TECH	N			
4125	RECORDS/COURT CLERK / CVA	N			
5015	VEHICLE OPERATOR II	N			

City of North Augusta, South Carolina
ORIGINAL SCENARIO
JOB CLASSIFICATIONS BY PROPOSED GRADE

CODE	TITLE	FLSA	ANNUAL SALARY RANGE		
			MINIMUM	MID-POINT	MAXIMUM
GRADE: 10			41,380	49,657	57,933
4334	CENTER PROGRAM COORD	N			
4017	PC SUPPORT TECHNICIAN	N			
4043	TAX CLERK	N			
4222	TRAFFIC SIGNAL TECHNICIAN	N			
5012	VEHICLE OPERATOR III	N			
5032	VEHICLE OPERATOR III	N			
GRADE: 11			43,375	52,050	60,725
4102	ADMINISTRATIVE SECRETARY	N			
4285	ESO II (C)	N			
5016	HEAVY EQUIPMENT MECHANIC II	N			
4047	HUMAN RESOURCES SPECIALIST	N			
4062	PUBLIC WORKS SECRETARY II	N			
4304	SECRETARY II	N			
GRADE: 12			45,369	54,443	63,517
4307	EVENTS COORDINATOR	E			
4312	MAINTENANCE FOREMAN	N			
4317	MAINTENANCE TECH	N			
4332	PROGRAM COORDINATOR	N			
4229	STORMWATER TECH	N			
4303	TOURISM & MRKTING COOR	E			
GRADE: 13			47,363	56,836	66,309
4052	BUILDING STDS INSPECTOR I	N			
5053	CHEMICAL TECHNICIAN	N			
4234	ENGINEERING INSPECTOR	N			
4284	ESO III (B)	N			
4231	FOREMAN - STORMWATER	N			
4221	FOREMAN - STREETS & DRAINS	N			
5052	IRRIGATION TECH	N			
4311	MAINTENANCE FOREMAN II	N			
4262	METER READER SVC FOREMAN	N			
4336	PROGRAM COORDINATOR I	N			
5031	RECYCLING FOREMAN	N			
5058	TREE TECHNICIAN	N			
4293	UTILITIES FOREMAN	N			
4272	UTILITIES SERVICE FOREMAN	N			
4292	UTILITIES SERVICE TECHNICIAN	N			
GRADE: 14			49,358	59,229	69,101
4305	PROGRAM COORDINATOR II	N			
GRADE: 15			51,352	61,622	71,893
4051	BUILDING STDS INSPECTOR II	N			
4045	CODE COMPLIANCE OFFICER	N			
4147	CRIME ANALYST	N			
4123	DARE OFFICER	N			
4283	ESO IV (A)	E			
4144	INVESTIGATOR	N			
4145	NARCOTICS OFFICER	N			
4242	PLANNING TECHNICIAN	N			
4112	PUBLIC SAFETY OFFICER	N			
4113	PUBLIC SAFETY OFFICER	N			
4146	RESOURCE OFFICER	N			

City of North Augusta, South Carolina
ORIGINAL SCENARIO
JOB CLASSIFICATIONS BY PROPOSED GRADE

CODE	TITLE	FLSA	ANNUAL SALARY RANGE		
			MINIMUM	MID-POINT	MAXIMUM
GRADE: 16			53,346	64,016	74,685
4111	ANIMAL CONTROL OFFICER	N			
4012	CITY CLERK	E			
4143	CORPORAL, INVESTIGATIONS	N			
4109	CORPORAL, PATROL	N			
4110	CORPORAL, TRAFFIC	N			
4055	FINANCE ACCOUNTANT	N			
4048	HUMAN RESOURCES GENERALIST	E			
4016	NETWORK OPERATOR COORD	E			
4124	SUPERVISOR, COURT SVCS	E			
4054	UTILITY BILLING COORD/SUPV	E			
GRADE: 17			55,341	66,409	77,477
4059	BUILDING STDS INSPECTOR III	N			
4326	FACILITIES & EVENTS SUPV	E			
4142	SERGEANT, INVESTIGATIONS	N			
4107	SERGEANT, PATROL	N			
4121	SERGEANT, STATION	N			
4108	SERGEANT, TRAFFIC	N			
4122	SERGEANT, TRNG/CRIME PREV	N			
GRADE: 18			57,335	68,802	80,269
4331	FACILITIES & PROGRAMS SUPV	E			
5030	RECYCLING SUPERVISOR	E			
5010	SANITATION SUPERVISOR	E			
5011	SHOP SUPERVISOR	E			
5059	SUPERVISOR - PROP MAINTENANCE	N			
4291	SUPV, WASTEWATER OPRNS	E			
4271	SUPV, WATER OPS	E			
4282	SUPV, WATER PROD	E			
GRADE: 20			61,323	73,588	85,853
4235	ENGINEER I	E			
4019	GIS ANALYST	E			
4141	LIEUTENANT, INVESTIGATIONS	E			
4104	LIEUTENANT, PATROL	E			
4106	LIEUTENANT, PROF STANDARDS	E			
4105	LIEUTENANT, TRAFFIC	E			
GRADE: 21			63,318	75,981	88,645
4265	PUBLIC SERVICES ADMIN COORD	E			
GRADE: 22			65,312	78,374	91,437
4236	CIVIL ENGINEER II	E			
4058	PLANNER	E			
GRADE: 25			71,295	85,554	99,813
4061	SENIOR PLANNER	E			
GRADE: 26			73,289	87,947	102,605
4140	CAPTAIN, INVESTIGATIONS	E			
4103	CAPTAIN, OPERATIONS	E			
4120	CAPTAIN, TRAIN, FIRE & ADM	E			
GRADE: 27			75,283	90,340	105,397
4042	FINANCE MANAGER	E			
4050	SUPERINTENDENT BLDGS STDS	E			
4302	SUPT - PARKS, REC & TOURISM	E			
4266	SUPT OF UTILITIES	E			
5051	SUPT OF PROP MAINTENANCE	E			
4230	SUPT OF STORMWATER MANGEMENT	E			
4220	SUPT OF STREETS & DRAINS	E			
5001	SUPT SANITATION	E			
4281	SUPT WATER PRODUCTION	E			

City of North Augusta, South Carolina
ORIGINAL SCENARIO
JOB CLASSIFICATIONS BY PROPOSED GRADE

CODE	TITLE	FLSA	ANNUAL SALARY RANGE		
			MINIMUM	MID-POINT	MAXIMUM
GRADE: 30			81,266	97,520	113,773
4018	MANAGER, INFO TECHNOLOGY	E			
GRADE: 33			87,249	104,699	122,149
4046	MANAGER, HUMAN RESOURCES	E			
GRADE: 38			97,221	116,665	136,109
4057	DIRECTOR OF PLANNING	E			
4301	DIRECTOR PARKS/REC/TOURISM	E			
GRADE: 43			107,192	128,631	150,069
4201	DIR, ENGINEERING/PUBLIC WKS	E			
4101	DIRECTOR OF PUBLIC SAFETY	E			
4261	DIRECTOR PUBLIC SERVICES	E			
GRADE: 44			109,186	131,024	152,861
4041	FINANCE DIRECTOR	E			
GRADE: 47			115,169	138,203	161,237
4013	ASSISTANT CITY ADMINISTRATOR	E			
GRADE: 59			139,101	166,921	194,741
4011	CITY ADMINISTRATOR	E			

Exhibit 3

City of North Augusta, South Carolina
ORIGINAL SCENARIO
JOB CLASSIFICATIONS BY JOB TITLE, GRADE

CODE	TITLE	FLSA	PAY GRADE	ANNUAL SALARY RANGE		
				MINIMUM	MID-POINT	MAXIMUM
A						
4102	ADMINISTRATIVE SECRETARY	N	11	43,375	52,050	60,725
4111	ANIMAL CONTROL OFFICER	N	16	53,346	64,016	74,685
4013	ASSISTANT CITY ADMINISTRATOR	E	47	115,169	138,203	161,237
B						
4052	BUILDING STDS INSPECTOR I	N	13	47,363	56,836	66,309
4051	BUILDING STDS INSPECTOR II	N	15	51,352	61,622	71,893
4059	BUILDING STDS INSPECTOR III	N	17	55,341	66,409	77,477
C						
4140	CAPTAIN, INVESTIGATIONS	E	26	73,289	87,947	102,605
4103	CAPTAIN, OPERATIONS	E	26	73,289	87,947	102,605
4120	CAPTAIN, TRAIN, FIRE & ADM	E	26	73,289	87,947	102,605
4321	CENTER COORDINATOR	N	8	37,392	44,870	52,349
4306	CENTER COORDINATOR	N	8	37,392	44,870	52,349
4334	CENTER PROGRAM COORD	N	10	41,380	49,657	57,933
5053	CHEMICAL TECHNICIAN	N	13	47,363	56,836	66,309
4011	CITY ADMINISTRATOR	E	59	139,101	166,921	194,741
4012	CITY CLERK	E	16	53,346	64,016	74,685
4236	CIVIL ENGINEER II	E	22	65,312	78,374	91,437
4126	CLERK OF COURT	N	8	37,392	44,870	52,349
4045	CODE COMPLIANCE OFFICER	N	15	51,352	61,622	71,893
4129	COMUNICATION TECHNICIAN I	N	9	39,386	47,264	55,141
4143	CORPORAL, INVESTIGATIONS	N	16	53,346	64,016	74,685
4109	CORPORAL, PATROL	N	16	53,346	64,016	74,685
4110	CORPORAL, TRAFFIC	N	16	53,346	64,016	74,685
4127	COURT SECRETARY	N	8	37,392	44,870	52,349
5054	CREW LEADER	N	9	39,386	47,264	55,141
4333	CREW LEADER	N	9	39,386	47,264	55,141
4313	CREW LEADER	N	9	39,386	47,264	55,141
4147	CRIME ANALYST	N	15	51,352	61,622	71,893
4044	CUST SVC REP/BUSI LICENSES	N	8	37,392	44,870	52,349
4056	CUSTOMER SERVICE REP	N	8	37,392	44,870	52,349
D						
4123	DARE OFFICER	N	15	51,352	61,622	71,893
4201	DIR, ENGINEERING/PUBLIC WKS	E	43	107,192	128,631	150,069
4057	DIRECTOR OF PLANNING	E	38	97,221	116,665	136,109
4101	DIRECTOR OF PUBLIC SAFETY	E	43	107,192	128,631	150,069
4301	DIRECTOR PARKS/REC/TOURISM	E	38	97,221	116,665	136,109
4261	DIRECTOR PUBLIC SERVICES	E	43	107,192	128,631	150,069
E						
4235	ENGINEER I	E	20	61,323	73,588	85,853
4234	ENGINEERING INSPECTOR	N	13	47,363	56,836	66,309
4286	ESO I (D)	N	9	39,386	47,264	55,141
4285	ESO II (C)	N	11	43,375	52,050	60,725
4284	ESO III (B)	N	13	47,363	56,836	66,309
4283	ESO IV (A)	E	15	51,352	61,622	71,893
4287	ESO TRAINEE (E)	N	7	35,398	42,477	49,557
4307	EVENTS COORDINATOR	E	12	45,369	54,443	63,517
F						
4326	FACILITIES & EVENTS SUPV	E	17	55,341	66,409	77,477
4331	FACILITIES & PROGRAMS SUPV	E	18	57,335	68,802	80,269
4055	FINANCE ACCOUNTANT	N	16	53,346	64,016	74,685
4041	FINANCE DIRECTOR	E	44	109,186	131,024	152,861
4042	FINANCE MANAGER	E	27	75,283	90,340	105,397



City of North Augusta, South Carolina
ORIGINAL SCENARIO
JOB CLASSIFICATIONS BY JOB TITLE, GRADE

CODE	TITLE	FLSA	PAY GRADE	ANNUAL SALARY RANGE		
				MINIMUM	MID-POINT	MAXIMUM
4130	FIREFIGHTER	N	3	27,420	32,905	38,389
4231	FOREMAN - STORMWATER	N	13	47,363	56,836	66,309
4221	FOREMAN - STREETS & DRAINS	N	13	47,363	56,836	66,309
G						
4019	GIS ANALYST	E	20	61,323	73,588	85,853
5060	GROUNDS WORKER I	N	4	29,415	35,298	41,181
4315	GROUNDS WORKER II	N	6	33,403	40,084	46,765
5057	GROUNDS WORKER II	N	6	33,403	40,084	46,765
4314	GROUNDS WORKER III	N	7	35,398	42,477	49,557
5056	GROUNDS WORKER III	N	7	35,398	42,477	49,557
H						
5014	HEAVY EQUIPMENT MECHANIC I	N	9	39,386	47,264	55,141
5016	HEAVY EQUIPMENT MECHANIC II	N	11	43,375	52,050	60,725
4223	HEAVY EQUIPMENT OPERATOR I	N	9	39,386	47,264	55,141
4232	HEAVY EQUIPMENT OPERATOR I	N	9	39,386	47,264	55,141
5055	HEAVY EQUIPMENT OPERATOR I	N	9	39,386	47,264	55,141
5033	HEAVY EQUIPMENT OPERATOR I	N	9	39,386	47,264	55,141
5013	HEAVY EQUIPMENT OPERATOR I	N	9	39,386	47,264	55,141
4273	HEAVY EQUIPMENT OPERATOR I	N	9	39,386	47,264	55,141
4294	HEAVY EQUIPMENT OPERATOR I	N	9	39,386	47,264	55,141
4048	HUMAN RESOURCES GENERALIST	E	16	53,346	64,016	74,685
4047	HUMAN RESOURCES SPECIALIST	N	11	43,375	52,050	60,725
I						
4144	INVESTIGATOR	N	15	51,352	61,622	71,893
5052	IRRIGATION TECH	N	13	47,363	56,836	66,309
L						
4141	LIEUTENANT, INVESTIGATIONS	E	20	61,323	73,588	85,853
4104	LIEUTENANT, PATROL	E	20	61,323	73,588	85,853
4106	LIEUTENANT, PROF STANDARDS	E	20	61,323	73,588	85,853
4105	LIEUTENANT, TRAFFIC	E	20	61,323	73,588	85,853
M						
4312	MAINTENANCE FOREMAN	N	12	45,369	54,443	63,517
4311	MAINTENANCE FOREMAN II	N	13	47,363	56,836	66,309
4317	MAINTENANCE TECH	N	12	45,369	54,443	63,517
4132	MAINTENANCE WORKER II	N	6	33,403	40,084	46,765
4327	MAINTENANCE WORKER II	N	6	33,403	40,084	46,765
4335	MAINTENANCE WORKER II	N	6	33,403	40,084	46,765
4046	MANAGER, HUMAN RESOURCES	E	33	87,249	104,699	122,149
4018	MANAGER, INFO TECHNOLOGY	E	30	81,266	97,520	113,773
5034	MATERIAL SORTER	N	3	27,420	32,905	38,389
4263	METER READER SERVICE TECH	N	9	39,386	47,264	55,141
4262	METER READER SVC FOREMAN	N	13	47,363	56,836	66,309
N						
4145	NARCOTICS OFFICER	N	15	51,352	61,622	71,893
4016	NETWORK OPERATOR COORD	E	16	53,346	64,016	74,685
P						
4017	PC SUPPORT TECHNICIAN	N	10	41,380	49,657	57,933
4060	PERMIT CLERK - PT	N	7	35,398	42,477	49,557
4058	PLANNER	E	22	65,312	78,374	91,437
4242	PLANNING TECHNICIAN	N	15	51,352	61,622	71,893
4332	PROGRAM COORDINATOR	N	12	45,369	54,443	63,517
4336	PROGRAM COORDINATOR I	N	13	47,363	56,836	66,309
4305	PROGRAM COORDINATOR II	N	14	49,358	59,229	69,101
4112	PUBLIC SAFETY OFFICER	N	15	51,352	61,622	71,893

271,893



City of North Augusta, South Carolina
ORIGINAL SCENARIO
JOB CLASSIFICATIONS BY JOB TITLE, GRADE

CODE	TITLE	FLSA	PAY GRADE	ANNUAL SALARY RANGE		
				MINIMUM	MID-POINT	MAXIMUM
4113	PUBLIC SAFETY OFFICER	N	15	51,352	61,622	71,893
4265	PUBLIC SERVICES ADMIN COORD	E	21	63,318	75,981	88,645
4062	PUBLIC WORKS SECRETARY II	N	11	43,375	52,050	60,725
R						
4128	RECORDS/COURT CLERK	N	8	37,392	44,870	52,349
4125	RECORDS/COURT CLERK / CVA	N	9	39,386	47,264	55,141
5031	RECYCLING FOREMAN	N	13	47,363	56,836	66,309
5030	RECYCLING SUPERVISOR	E	18	57,335	68,802	80,269
4146	RESOURCE OFFICER	N	15	51,352	61,622	71,893
S						
5010	SANITATION SUPERVISOR	E	18	57,335	68,802	80,269
5022	SANITATION WORKER I	N	4	29,415	35,298	41,181
4304	SECRETARY II	N	11	43,375	52,050	60,725
4148	SECRETARY, INVESTIGATIONS	N	8	37,392	44,870	52,349
4053	SECRETARY, PUBLIC WORKS	N	8	37,392	44,870	52,349
4149	SECRETARY, RECORDS	N	8	37,392	44,870	52,349
4264	SECRETARY, UTILITIES	N	8	37,392	44,870	52,349
4061	SENIOR PLANNER	E	25	71,295	85,554	99,813
4142	SERGEANT, INVESTIGATIONS	N	17	55,341	66,409	77,477
4107	SERGEANT, PATROL	N	17	55,341	66,409	77,477
4121	SERGEANT, STATION	N	17	55,341	66,409	77,477
4108	SERGEANT, TRAFFIC	N	17	55,341	66,409	77,477
4122	SERGEANT, TRNG/CRIME PREV	N	17	55,341	66,409	77,477
5011	SHOP SUPERVISOR	E	18	57,335	68,802	80,269
4229	STORMWATER TECH	N	12	45,369	54,443	63,517
4225	STREET LABORER	N	4	29,415	35,298	41,181
4050	SUPERINTENDENT BLDGS STDS	E	27	75,283	90,340	105,397
5059	SUPERVISOR - PROP MAINTENANCE	N	18	57,335	68,802	80,269
4124	SUPERVISOR, COURT SVCS	E	16	53,346	64,016	74,685
4302	SUPT - PARKS, REC & TOURISM	E	27	75,283	90,340	105,397
4266	SUPT OF UTILITIES	E	27	75,283	90,340	105,397
5051	SUPT OF PROP MAINTENANCE	E	27	75,283	90,340	105,397
4230	SUPT OF STORMWATER MANGEMENT	E	27	75,283	90,340	105,397
4220	SUPT OF STREETS & DRAINS	E	27	75,283	90,340	105,397
5001	SUPT SANITATION	E	27	75,283	90,340	105,397
4281	SUPT WATER PRODUCTION	E	27	75,283	90,340	105,397
4291	SUPV, WASTEWATER OPRNS	E	18	57,335	68,802	80,269
4271	SUPV, WATER OPS	E	18	57,335	68,802	80,269
4282	SUPV, WATER PROD	E	18	57,335	68,802	80,269
T						
4043	TAX CLERK	N	10	41,380	49,657	57,933
4303	TOURISM & MRKTNG COOR	E	12	45,369	54,443	63,517
4224	TRADES WORKER	N	8	37,392	44,870	52,349
4222	TRAFFIC SIGNAL TECHNICIAN	N	10	41,380	49,657	57,933
5058	TREE TECHNICIAN	N	13	47,363	56,836	66,309
U						
4293	UTILITIES FOREMAN	N	13	47,363	56,836	66,309
4272	UTILITIES SERVICE FOREMAN	N	13	47,363	56,836	66,309
4292	UTILITIES SERVICE TECHNICIAN	N	13	47,363	56,836	66,309
4054	UTILITY BILLING COORD/SUPV	E	16	53,346	64,016	74,685
4296	UTILITY WORKER I	N	4	29,415	35,298	41,181
4274	UTILITY WORKER II	N	6	33,403	40,084	46,765
4295	UTILITY WORKER II	N	6	33,403	40,084	46,765

V



City of North Augusta, South Carolina
ORIGINAL SCENARIO
JOB CLASSIFICATIONS BY JOB TITLE, GRADE

CODE	TITLE	FLSA	PAY GRADE	ANNUAL SALARY RANGE		
				MINIMUM	MID-POINT	MAXIMUM
4233	VEHICLE OPERATOR I	N	6	33,403	40,084	46,765
5021	VEHICLE OPERATOR I	N	6	33,403	40,084	46,765
5015	VEHICLE OPERATOR II	N	9	39,386	47,264	55,141
5012	VEHICLE OPERATOR III	N	10	41,380	49,657	57,933
5032	VEHICLE OPERATOR III	N	10	41,380	49,657	57,933

Exhibit 4

City of North Augusta, South Carolina

**ORIGINAL SCENARIO
REGRESSION ANALYSIS**

Number of Jobs in Analysis : 28
Degrees of Freedom : 26

Correlation : 0.967717

Alpha : 12563.3878054
Beta : 95.7259505

SELECTED JOB EVALUATIONS

JOB CODE	JOB TITLE	EVAL POINTS	SURVEY
5022	SANITATION WORKER I	222	33,678
4296	UTILITY WORKER I	245	32,770
4315	GROUNDS WORKER II	296	35,328
4053	SECRETARY, PUBLIC WORKS	318	38,152
4044	CUST SVC REP/BUSI LICENSES	331	41,117
4232	HEAVY EQUIPMENT OPERATOR I	354	40,445
4043	TAX CLERK	390	36,164
4102	ADMINISTRATIVE SECRETARY	414	40,873
4312	MAINTENANCE FOREMAN	440	48,803
4052	BUILDING STDS INSPECTOR I	451	49,268
4305	PROGRAM COORDINATOR II	481	49,587
4112	PUBLIC SAFETY OFFICER	518	46,297
4109	CORPORAL, PATROL	530	58,714
5011	SHOP SUPERVISOR	570	62,128
4282	SUPV, WATER PROD	588	63,163
4105	LIEUTENANT, TRAFFIC	649	64,215
4058	PLANNER	667	59,597
5051	SUPT OF PROP MAINTENANCE	741	73,454
4046	MANAGER, HUMAN RESOURCES	769	90,152
4140	CAPTAIN, INVESTIGATIONS	776	77,578
5001	SUPT SANITATION	807	69,977
4302	SUPT - PARKS, REC & TOURISM	810	65,762
4018	MANAGER, INFO TECHNOLOGY	868	88,279
4057	DIRECTOR OF PLANNING	1,012	92,463
4101	DIRECTOR OF PUBLIC SAFETY	1,129	98,976
4261	DIRECTOR PUBLIC SERVICES	1,189	100,702
4041	FINANCE DIRECTOR	1,211	101,327
4011	CITY ADMINISTRATOR	1,421	146,712

Exhibit 5

Exhibit 5. Graph of Statistical Regression of Job Evaluation Points with Salary Survey Data

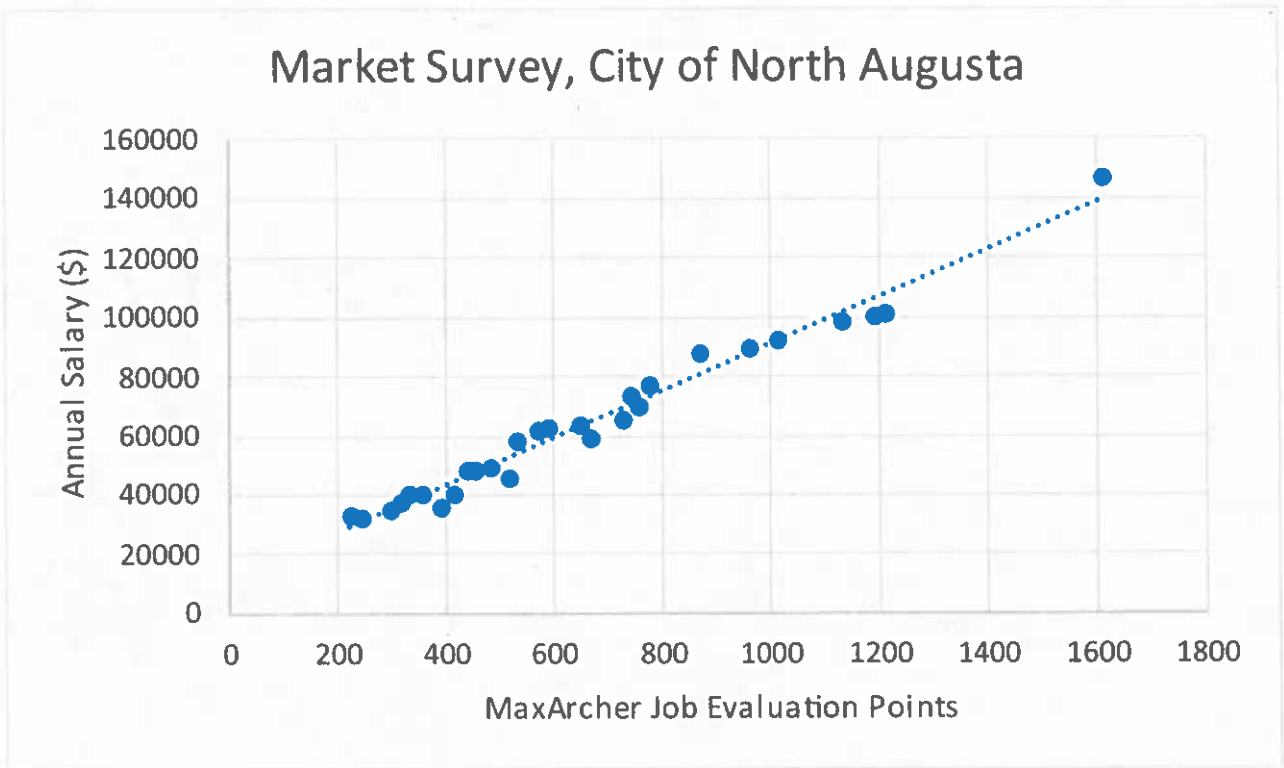


Exhibit 6

Exhibit 6. Graph of Pay Plan Salary Structure Resulting from Market Data

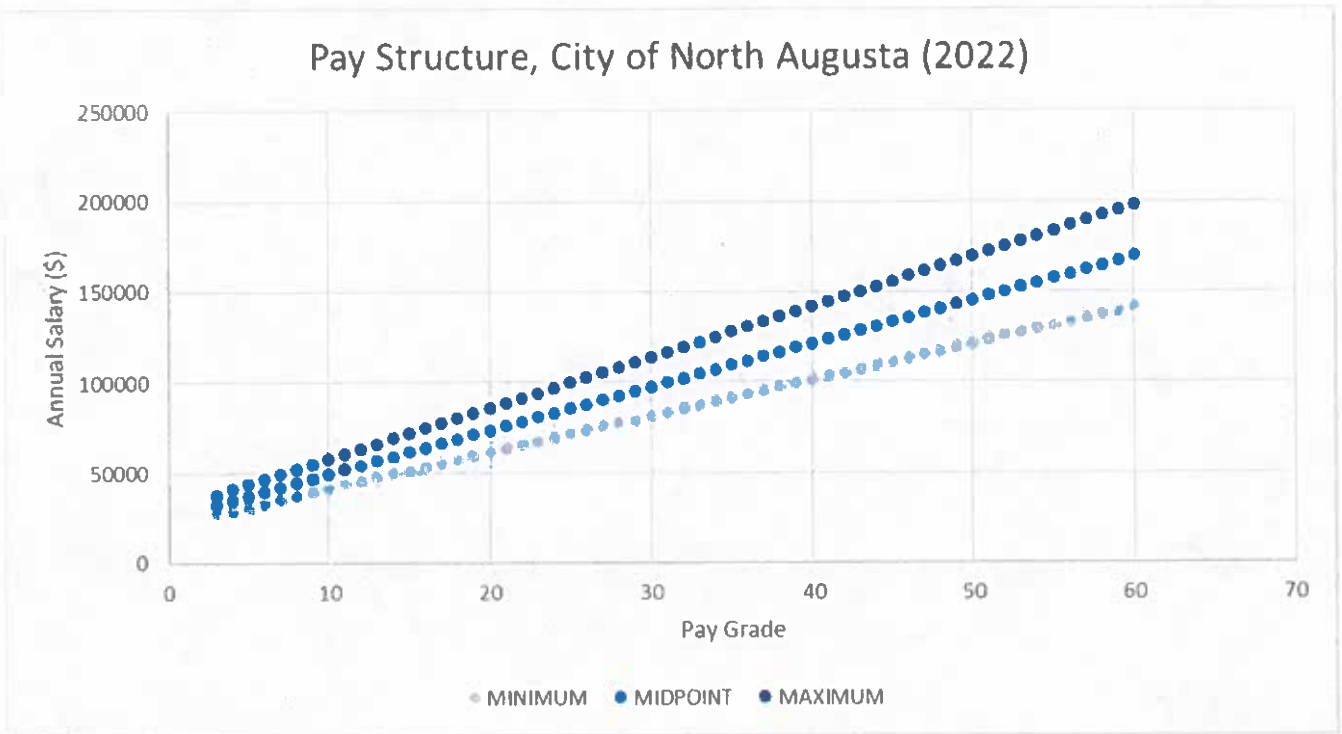


Exhibit 7

City of North Augusta, South Carolina

ORIGINAL SCENARIO

PAY GRADE LIST

PAY GRADE	EVALUATION POINTS RANGE		ANNUAL SALARY RANGE		
	FROM	TO	MINIMUM	MID-POINT	MAXIMUM
3	200	224	27,420	32,905	38,389
4	225	249	29,415	35,298	41,181
5	250	274	31,409	37,691	43,973
6	275	299	33,403	40,084	46,765
7	300	324	35,398	42,477	49,557
8	325	349	37,392	44,870	52,349
9	350	374	39,386	47,264	55,141
10	375	399	41,380	49,657	57,933
11	400	424	43,375	52,050	60,725
12	425	449	45,369	54,443	63,517
13	450	474	47,363	56,836	66,309
14	475	499	49,358	59,229	69,101
15	500	524	51,352	61,622	71,893
16	525	549	53,346	64,016	74,685
17	550	574	55,341	66,409	77,477
18	575	599	57,335	68,802	80,269
19	600	624	59,329	71,195	83,061
20	625	649	61,323	73,588	85,853
21	650	674	63,318	75,981	88,645
22	675	699	65,312	78,374	91,437
23	700	724	67,306	80,768	94,229
24	725	749	69,301	83,161	97,021
25	750	774	71,295	85,554	99,813
26	775	799	73,289	87,947	102,605
27	800	824	75,283	90,340	105,397
28	825	849	77,278	92,733	108,189
29	850	874	79,272	95,127	110,981
30	875	899	81,266	97,520	113,773
31	900	924	83,261	99,913	116,565
32	925	949	85,255	102,306	119,357
33	950	974	87,249	104,699	122,149
34	975	999	89,243	107,092	124,941
35	1,000	1,024	91,238	109,485	127,733
36	1,025	1,049	93,232	111,879	130,525
37	1,050	1,074	95,226	114,272	133,317
38	1,075	1,099	97,221	116,665	136,109
39	1,100	1,124	99,215	119,058	138,901
40	1,125	1,149	101,209	121,451	141,693
41	1,150	1,174	103,204	123,844	144,485
42	1,175	1,199	105,198	126,237	147,277
43	1,200	1,224	107,192	128,631	150,069
44	1,225	1,249	109,186	131,024	152,861
45	1,250	1,274	111,181	133,417	155,653
46	1,275	1,299	113,175	135,810	158,445

City of North Augusta, South Carolina

ORIGINAL SCENARIO

PAY GRADE LIST

47	1,300	1,324	115,169	138,203	161,237
48	1,325	1,349	117,164	140,596	164,029
49	1,350	1,374	119,158	142,990	166,821
50	1,375	1,399	121,152	145,383	169,613
51	1,400	1,424	123,146	147,776	172,405
52	1,425	1,449	125,141	150,169	175,197
53	1,450	1,474	127,135	152,562	177,989
54	1,475	1,499	129,129	154,955	180,781
55	1,500	1,524	131,124	157,348	183,573
56	1,525	1,549	133,118	159,742	186,365
57	1,550	1,574	135,112	162,135	189,157
58	1,575	1,599	137,106	164,528	191,949
59	1,600	1,624	139,101	166,921	194,741
60	1,625	1,649	141,095	169,314	197,533
61	1,650	1,674	143,089	171,707	200,325
62	1,675	1,699	145,084	174,100	203,117
63	1,700	1,724	147,078	176,494	205,909
64	1,725	1,749	149,072	178,887	208,701
65	1,750	1,774	151,066	181,280	211,493
66	1,775	1,799	153,061	183,673	214,285
67	1,800	1,824	155,055	186,066	217,077
68	1,825	1,849	157,049	188,459	219,869
69	1,850	1,874	159,044	190,852	222,661
70	1,875	1,899	161,038	193,246	225,453
71	1,900	1,924	163,032	195,639	228,245
72	1,925	1,949	165,027	198,032	231,037
73	1,950	1,974	167,021	200,425	233,829
74	1,975	1,999	169,015	202,818	236,621
75	2,000	2,024	171,009	205,211	239,413

Exhibit 8

City of North Augusta, South Carolina
ORIGINAL SCENARIO
JOB CLASSIFICATIONS BY EVALUATION POINTS, GRADE

CODE	TITLE	FLSA	EVAL POINTS	PAY GRADE	ANNUAL SALARY RANGE		
					MINIMUM	MID-POINT	MAXIMUM
4130	FIREFIGHTER	N	220	3	27,420	32,905	38,389
5034	MATERIAL SORTER	N	222	3	27,420	32,905	38,389
5022	SANITATION WORKER I	N	226	4	29,415	35,298	41,181
4296	UTILITY WORKER I	N	245	4	29,415	35,298	41,181
4225	STREET LABORER	N	245	4	29,415	35,298	41,181
5060	GROUNDS WORKER I	N	245	4	29,415	35,298	41,181
4233	VEHICLE OPERATOR I	N	284	6	33,403	40,084	46,765
4315	GROUNDS WORKER II	N	296	6	33,403	40,084	46,765
4274	UTILITY WORKER II	N	296	6	33,403	40,084	46,765
5057	GROUNDS WORKER II	N	296	6	33,403	40,084	46,765
4132	MAINTENANCE WORKER II	N	296	6	33,403	40,084	46,765
4327	MAINTENANCE WORKER II	N	296	6	33,403	40,084	46,765
4335	MAINTENANCE WORKER II	N	296	6	33,403	40,084	46,765
4295	UTILITY WORKER II	N	296	6	33,403	40,084	46,765
5021	VEHICLE OPERATOR I	N	297	6	33,403	40,084	46,765
4060	PERMIT CLERK - PT	N	310	7	35,398	42,477	49,557
4314	GROUNDS WORKER III	N	319	7	35,398	42,477	49,557
5056	GROUNDS WORKER III	N	319	7	35,398	42,477	49,557
4287	ESO TRAINEE (E)	N	320	7	35,398	42,477	49,557
4224	TRADES WORKER	N	327	8	37,392	44,870	52,349
4044	CUST SVC REP/BUSI LICENSES	N	331	8	37,392	44,870	52,349
4321	CENTER COORDINATOR	N	337	8	37,392	44,870	52,349
4056	CUSTOMER SERVICE REP	N	345	8	37,392	44,870	52,349
4306	CENTER COORDINATOR	N	345	8	37,392	44,870	52,349
4126	CLERK OF COURT	N	346	8	37,392	44,870	52,349
4053	SECRETARY, PUBLIC WORKS	N	346	8	37,392	44,870	52,349
4148	SECRETARY, INVESTIGATIONS	N	346	8	37,392	44,870	52,349
4149	SECRETARY, RECORDS	N	346	8	37,392	44,870	52,349
4264	SECRETARY, UTILITIES	N	349	8	37,392	44,870	52,349
4128	RECORDS/COURT CLERK	N	349	8	37,392	44,870	52,349
4127	COURT SECRETARY	N	349	8	37,392	44,870	52,349
5015	VEHICLE OPERATOR II	N	352	9	39,386	47,264	55,141
4232	HEAVY EQUIPMENT OPERATOR I	N	354	9	39,386	47,264	55,141
4263	METER READER SERVICE TECH	N	354	9	39,386	47,264	55,141
5054	CREW LEADER	N	356	9	39,386	47,264	55,141
4333	CREW LEADER	N	356	9	39,386	47,264	55,141
4313	CREW LEADER	N	356	9	39,386	47,264	55,141
4125	RECORDS/COURT CLERK / CVA	N	358	9	39,386	47,264	55,141
4129	COMUNICATION TECHNICIAN I	N	367	9	39,386	47,264	55,141
4223	HEAVY EQUIPMENT OPERATOR I	N	369	9	39,386	47,264	55,141
5055	HEAVY EQUIPMENT OPERATOR I	N	369	9	39,386	47,264	55,141
5033	HEAVY EQUIPMENT OPERATOR I	N	369	9	39,386	47,264	55,141
5013	HEAVY EQUIPMENT OPERATOR I	N	369	9	39,386	47,264	55,141
4273	HEAVY EQUIPMENT OPERATOR I	N	369	9	39,386	47,264	55,141
5014	HEAVY EQUIPMENT MECHANIC I	N	369	9	39,386	47,264	55,141
4294	HEAVY EQUIPMENT OPERATOR I	N	369	9	39,386	47,264	55,141
4286	ESO I (D)	N	374	9	39,386	47,264	55,141
4334	CENTER PROGRAM COORD	N	376	10	41,380	49,657	57,933
5012	VEHICLE OPERATOR III	N	387	10	41,380	49,657	57,933
5032	VEHICLE OPERATOR III	N	387	10	41,380	49,657	57,933
4043	TAX CLERK	N	390	10	41,380	49,657	57,933
4222	TRAFFIC SIGNAL TECHNICIAN	N	395	10	41,380	49,657	57,933
4017	PC SUPPORT TECHNICIAN	N	397	10	41,380	49,657	57,933

City of North Augusta, South Carolina
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CODE	TITLE	FLSA	EVAL POINTS	PAY GRADE	ANNUAL SALARY RANGE		
					MINIMUM	MID-POINT	MAXIMUM
4304	SECRETARY II	N	401	11	43,375	52,050	60,725
4102	ADMINISTRATIVE SECRETARY	N	414	11	43,375	52,050	60,725
4062	PUBLIC WORKS SECRETARY II	N	414	11	43,375	52,050	60,725
4285	ESO II (C)	N	418	11	43,375	52,050	60,725
5016	HEAVY EQUIPMENT MECHANIC II	N	418	11	43,375	52,050	60,725
4047	HUMAN RESOURCES SPECIALIST	N	422	11	43,375	52,050	60,725
4317	MAINTENANCE TECH	N	439	12	45,369	54,443	63,517
4229	STORMWATER TECH	N	439	12	45,369	54,443	63,517
4312	MAINTENANCE FOREMAN	N	440	12	45,369	54,443	63,517
4332	PROGRAM COORDINATOR	N	443	12	45,369	54,443	63,517
4303	TOURISM & MRKTNG COOR	E	443	12	45,369	54,443	63,517
4307	EVENTS COORDINATOR	E	443	12	45,369	54,443	63,517
4052	BUILDING STDS INSPECTOR I	N	451	13	47,363	56,836	66,309
5031	RECYCLING FOREMAN	N	451	13	47,363	56,836	66,309
4284	ESO III (B)	N	454	13	47,363	56,836	66,309
4336	PROGRAM COORDINATOR I	N	454	13	47,363	56,836	66,309
4231	FOREMAN - STORMWATER	N	458	13	47,363	56,836	66,309
4221	FOREMAN - STREETS & DRAINS	N	458	13	47,363	56,836	66,309
4292	UTILITIES SERVICE TECHNICIAN	N	465	13	47,363	56,836	66,309
4311	MAINTENANCE FOREMAN II	N	469	13	47,363	56,836	66,309
5052	IRRIGATION TECH	N	469	13	47,363	56,836	66,309
5053	CHEMICAL TECHNICIAN	N	469	13	47,363	56,836	66,309
4262	METER READER SVC FOREMAN	N	469	13	47,363	56,836	66,309
4272	UTILITIES SERVICE FOREMAN	N	469	13	47,363	56,836	66,309
4293	UTILITIES FOREMAN	N	469	13	47,363	56,836	66,309
5058	TREE TECHNICIAN	N	469	13	47,363	56,836	66,309
4234	ENGINEERING INSPECTOR	N	473	13	47,363	56,836	66,309
4305	PROGRAM COORDINATOR II	N	481	14	49,358	59,229	69,101
4147	CRIME ANALYST	N	505	15	51,352	61,622	71,893
4045	CODE COMPLIANCE OFFICER	N	506	15	51,352	61,622	71,893
4051	BUILDING STDS INSPECTOR II	N	509	15	51,352	61,622	71,893
4242	PLANNING TECHNICIAN	N	515	15	51,352	61,622	71,893
4112	PUBLIC SAFETY OFFICER	N	518	15	51,352	61,622	71,893
4113	PUBLIC SAFETY OFFICER	N	518	15	51,352	61,622	71,893
4283	ESO IV (A)	E	520	15	51,352	61,622	71,893
4144	INVESTIGATOR	N	523	15	51,352	61,622	71,893
4145	NARCOTICS OFFICER	N	523	15	51,352	61,622	71,893
4146	RESOURCE OFFICER	N	523	15	51,352	61,622	71,893
4123	DARE OFFICER	N	523	15	51,352	61,622	71,893
4110	CORPORAL, TRAFFIC	N	526	16	53,346	64,016	74,685
4124	SUPERVISOR, COURT SVCS	E	526	16	53,346	64,016	74,685
4012	CITY CLERK	E	527	16	53,346	64,016	74,685
4048	HUMAN RESOURCES GENERALIST	E	528	16	53,346	64,016	74,685
4143	CORPORAL, INVESTIGATIONS	N	530	16	53,346	64,016	74,685
4109	CORPORAL, PATROL	N	530	16	53,346	64,016	74,685
4055	FINANCE ACCOUNTANT	N	534	16	53,346	64,016	74,685
4054	UTILITY BILLING COORD/SUPV	E	542	16	53,346	64,016	74,685
4016	NETWORK OPERATOR COORD	E	544	16	53,346	64,016	74,685
4111	ANIMAL CONTROL OFFICER	N	549	16	53,346	64,016	74,685
4059	BUILDING STDS INSPECTOR III	N	556	17	55,341	66,409	77,477
4142	SERGEANT, INVESTIGATIONS	N	565	17	55,341	66,409	77,477
4122	SERGEANT, TRNG/CRIME PREV	N	565	17	55,341	66,409	77,477
4107	SERGEANT, PATROL	N	565	17	55,341	66,409	77,477
4108	SERGEANT, TRAFFIC	N	565	17	55,341	66,409	77,477

City of North Augusta, South Carolina
ORIGINAL SCENARIO
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CODE	TITLE	FLSA	EVAL POINTS	PAY GRADE	ANNUAL SALARY RANGE		
					MINIMUM	MID-POINT	MAXIMUM
4326	FACILITIES & EVENTS SUPV	E	565	17	55,341	66,409	77,477
4121	SERGEANT, STATION	N	565	17	55,341	66,409	77,477
4271	SUPV, WATER OPS	E	575	18	57,335	68,802	80,269
4291	SUPV, WASTEWATER OPRNS	E	575	18	57,335	68,802	80,269
4331	FACILITIES & PROGRAMS SUPV	E	578	18	57,335	68,802	80,269
5011	SHOP SUPERVISOR	E	579	18	57,335	68,802	80,269
5030	RECYCLING SUPERVISOR	E	585	18	57,335	68,802	80,269
5059	SUPERVISOR - PROP MAINTENANCE	N	587	18	57,335	68,802	80,269
4282	SUPV, WATER PROD	E	588	18	57,335	68,802	80,269
5010	SANITATION SUPERVISOR	E	590	18	57,335	68,802	80,269
4019	GIS ANALYST	E	634	20	61,323	73,588	85,853
4235	ENGINEER I	E	641	20	61,323	73,588	85,853
4141	LIEUTENANT, INVESTIGATIONS	E	649	20	61,323	73,588	85,853
4104	LIEUTENANT, PATROL	E	649	20	61,323	73,588	85,853
4105	LIEUTENANT, TRAFFIC	E	649	20	61,323	73,588	85,853
4106	LIEUTENANT, PROF STANDARDS	E	649	20	61,323	73,588	85,853
4265	PUBLIC SERVICES ADMIN COORD	E	663	21	63,318	75,981	88,645
4236	CIVIL ENGINEER II	E	686	22	65,312	78,374	91,437
4058	PLANNER	E	689	22	65,312	78,374	91,437
4061	SENIOR PLANNER	E	773	25	71,295	85,554	99,813
4140	CAPTAIN, INVESTIGATIONS	E	776	26	73,289	87,947	102,605
4103	CAPTAIN, OPERATIONS	E	776	26	73,289	87,947	102,605
4120	CAPTAIN, TRAIN, FIRE & ADM	E	794	26	73,289	87,947	102,605
4302	SUPT - PARKS, REC & TOURISM	E	803	27	75,283	90,340	105,397
4042	FINANCE MANAGER	E	804	27	75,283	90,340	105,397
4220	SUPT OF STREETS & DRAINS	E	806	27	75,283	90,340	105,397
4281	SUPT WATER PRODUCTION	E	806	27	75,283	90,340	105,397
4266	SUPT OF UTILITIES	E	807	27	75,283	90,340	105,397
5051	SUPT OF PROP MAINTENANCE	E	808	27	75,283	90,340	105,397
5001	SUPT SANITATION	E	813	27	75,283	90,340	105,397
4230	SUPT OF STORMWATER MANGEMENT	E	823	27	75,283	90,340	105,397
4050	SUPERINTENDENT BLDGS STDS	E	824	27	75,283	90,340	105,397
4018	MANAGER, INFO TECHNOLOGY	E	886	30	81,266	97,520	113,773
4046	MANAGER, HUMAN RESOURCES	E	962	33	87,249	104,699	122,149
4301	DIRECTOR PARKS/REC/TOURISM	E	1,080	38	97,221	116,665	136,109
4057	DIRECTOR OF PLANNING	E	1,093	38	97,221	116,665	136,109
4101	DIRECTOR OF PUBLIC SAFETY	E	1,205	43	107,192	128,631	150,069
4201	DIR, ENGINEERING/PUBLIC WKS	E	1,206	43	107,192	128,631	150,069
4261	DIRECTOR PUBLIC SERVICES	E	1,208	43	107,192	128,631	150,069
4041	FINANCE DIRECTOR	E	1,233	44	109,186	131,024	152,861
4013	ASSISTANT CITY ADMINISTRATOR	E	1,300	47	115,169	138,203	161,237
4011	CITY ADMINISTRATOR	E	1,609	59	139,101	166,921	194,741

Exhibit 9

Salary Administration Survey

Comparable organizations were invited to participate in the salary survey based upon population, number of full-time equivalent employees (FTEs), annual budget, annual payroll and geographic proximity to the City of North Augusta. The following cities responded to the administration portion of the survey: Aiken, Beaufort, Conway, Fort Mill, Greer, Hilton Head Island, Mauldin, Newberry, Simpsonville, West Columbia; and Edgefield and Richmond Counties.

Most of the organizations use a 40-hour work week for general employees while the fire departments are generally scheduled for up to 53 hours per week on a rotation of 24-hour shifts; and the police departments are scheduled for 42-43 hours per week. Three cities use a 37.5-hour schedule for general employees and one organization uses a 35-hour schedule in some cases. One city noted that dispatchers work a rotation of 36 hours and 48 hours on alternate weeks.

All except one of the responding organizations administer a formal pay structure with established pay grades and open pay ranges (e.g. minimum, midpoint, maximum); one organization uses defined steps to administer their pay plan. In most of the responding organizations cost control is achieved by a policy such that base pay cannot exceed the range maximum, but employees may receive lump sum payments if their pay is at or near the range maximum, in lieu of base pay increases; two cities have not addressed this situation due to not having any employees in the noted situation; one organization does not enforce the range maximums. All except one of the responding organizations will allow new employees with experience and/or qualifications that exceed the minimum to start at a rate higher than the minimum, although a few organizations noted that this is only done on rare occasions.

Pay grades in most of the responding organizations are based on a formal job evaluation system, e.g. a "point-factor" system or based on a combination of market data and results of a formal job evaluation system—the same method used in the City of North Augusta. Three organizations take a subjective approach to their job classifications.

Pay range adjustments for the current fiscal year were between 1.5-8% in each of the responding organizations along with Cost-of-Living Adjustments (COLAs) of 1.5-8 % for each employee's salary. One city raised Public Safety ranges 6%. The expected COLAs for the next fiscal year vary from 0-8%, but several will be basing the adjustment on inflation and so have yet to determine the amount; one organization is basing adjustments on the results of a pay study.

Merit-based pay increases for the comparable organizations varied from 1-5% (3 organizations do not use merit adjustments); a few organizations put merit increases on hold due to COVID and used an across-the-board adjustment instead; one organization offers merit increases with additional certifications rather than based on performance.

Only two (2) of the comparable organizations report offering some sort of longevity pay—in both cases milestone anniversaries were recognized with bonus payments.

For Fair Labor Standards Act (FLSA) overtime eligible employees all but 1 of the comparable organizations count only hours worked (no vacation time, sick time, or holiday time) when calculating

overtime payments.

For hours worked above the normal work week for supervisory and managerial employees exempt from FLSA overtime pay, most organizations have no policy to pay extra compensation, or to offer extra time-off, or any specific remuneration of any type, but two cities offer extra time off for exempt personnel-one at the rate of 1:1 compensatory time and 1:1.5 for emergencies, and another organization offers informal compensatory time off.

NORTH AUGUSTA BOAT DOCK

CITY COUNCIL PRESENTATION

JULY 25, 2022

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NORTH AUGUSTA BOAT DOCK

Site Location



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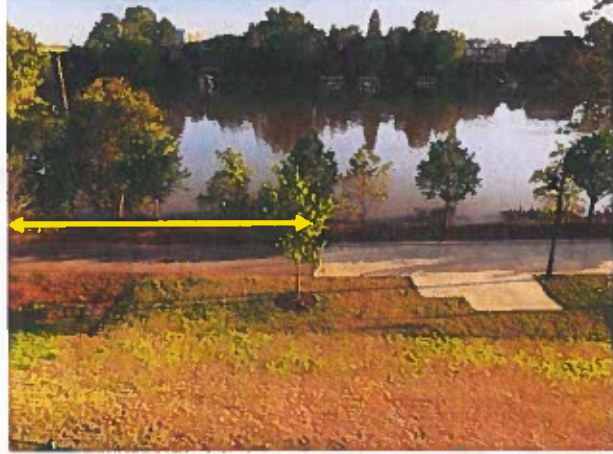
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NORTH AUGUSTA BOAT DOCK

Existing Conditions



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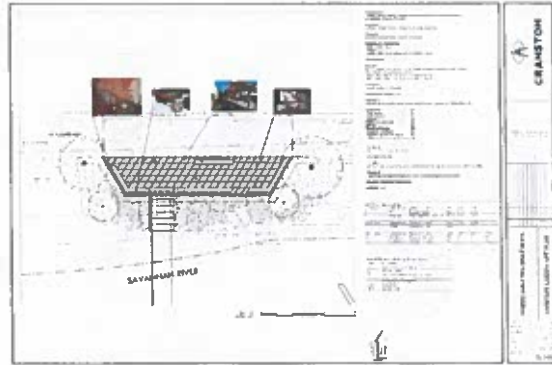
NORTH AUGUSTA BOAT DOCK

Proposed Conditions



Site Plan

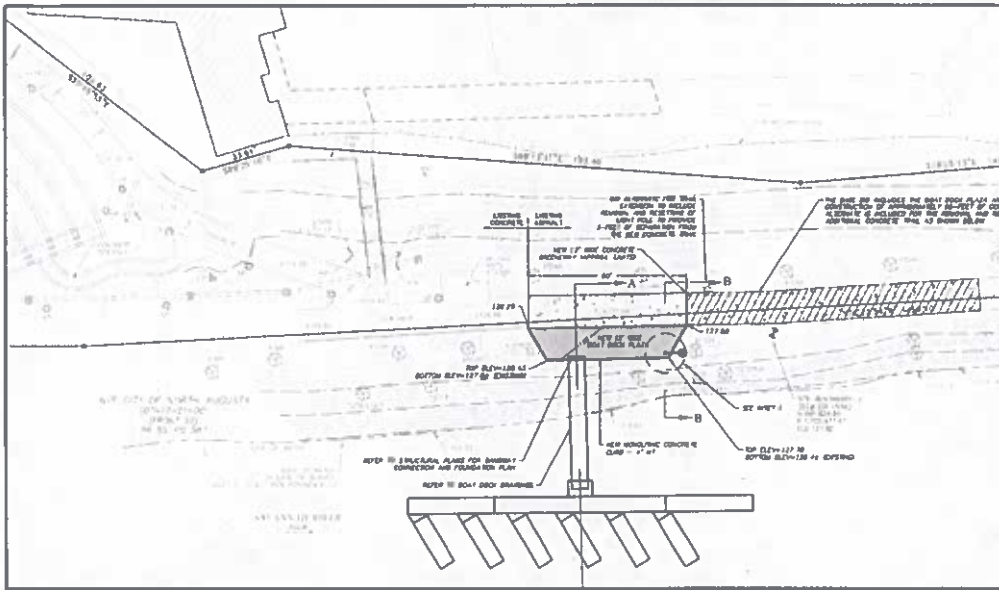
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Landscape & Hardscape Plan


CRANSTON

NORTH AUGUSTA BOAT DOCK

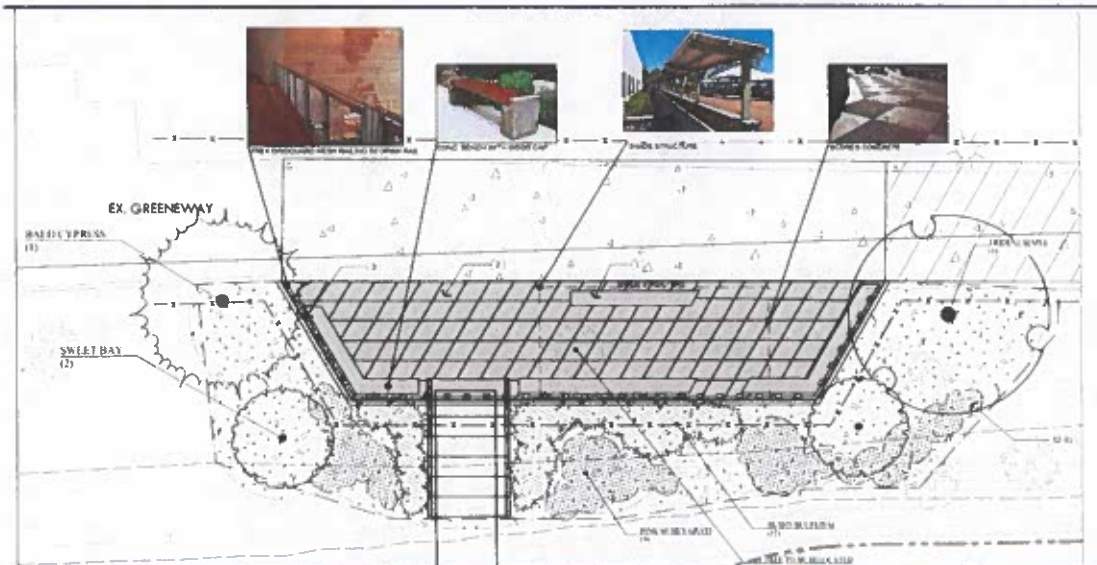


**Proposed
Site Plan**

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NORTH AUGUSTA BOAT DOCK



**Proposed
Landscape &
Hardscape
Plan**

Engineered with Integrity



NORTH AUGUSTA BOAT DOCK



**Hardscape
Options**



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NORTH AUGUSTA BOAT DOCK



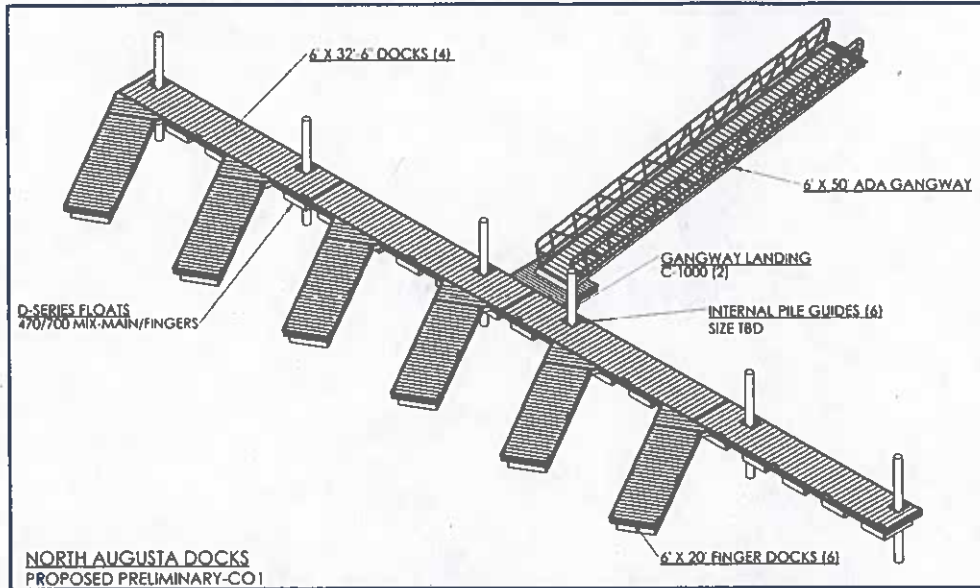
**Shade
Structure
Options
Pre-
Engineered
Structures**



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NORTH AUGUSTA BOAT DOCK

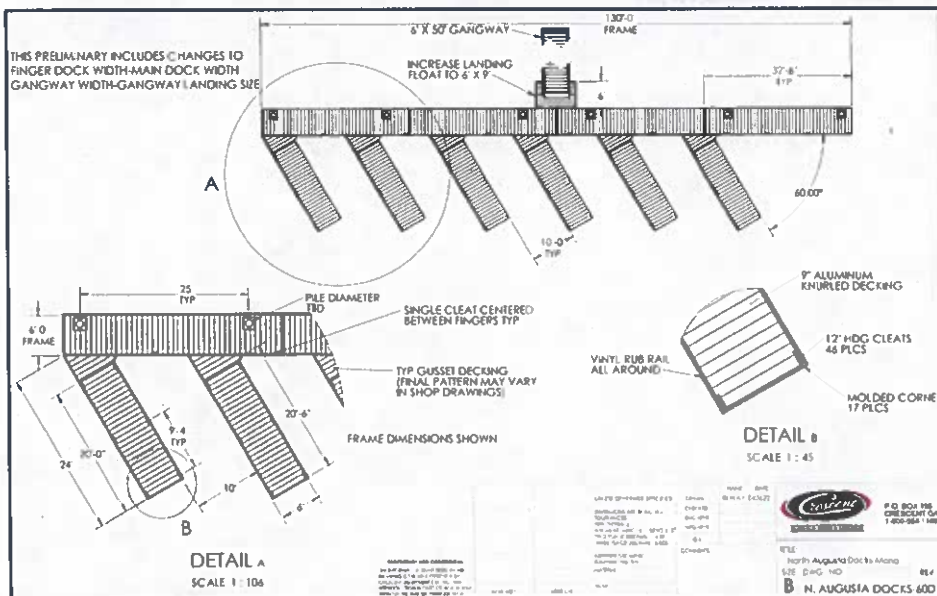


Engineered with Integrity

Proposed
Boat Dock



NORTH AUGUSTA BOAT DOCK



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Proposed
Boat Dock



NORTH AUGUSTA BOAT DOCK

NORTH AUGUSTA PUBLIC BOAT DOCK PROJECT

Opinion of Probable Construction Cost					
ITEM	DESCRIPTION	UNIT	QTY	UNIT PRICE	TOTAL
1	Mobilization	LS	1	\$7,500	\$7,500
2	Clearing	LS	1	\$10,000	\$10,000
3	Grading Complete, Includ. Demolition	LS	1	\$25,000	\$25,000
4	Scored Concrete Paving and Curb, incld. Base Course - Plaza Area	SF	655	\$15	\$9,825
5	Concrete Trail - 6" Tk., incld. Base Course	SY	90	\$80	\$7,200
6	Storm Drainage	LS	1	\$6,000	\$6,000
7	Piers and Bench Seating	LS	1	\$15,000	\$15,000
8	Perimeter Railing	LS	1	\$8,000	\$8,000
9	Landscape	LS	1	\$20,000	\$20,000
10	Dock and Piles	LS	1	\$150,000	\$150,000
11	Shade Structure	LS	1	\$40,000	\$40,000
SUB-TOTAL:					\$298,525
CONTINGENCY:					20%
ESTIMATED TOTAL:					\$358,230

**Opinion of
Probable
Construction
Cost**

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PERMIT UPDATE AND NEXT STEPS

- SCDHEC & Corps of Engineers Permits Required
- Permit Application and Supporting Documents are Under Review
- Site Plan Submission to the City of North Augusta
- Final Updates and Bid Documents
- Permit Approvals (Targeting September 2022)

North Augusta SC 29641

AFFIDAVIT OF PUBLICATION

Aiken Standard
The North Augusta Star

State of South Carolina
County of Aiken

Personally appeared before me the undersigned advertising clerk of the Aiken Standard, a seven day per week newspaper published in Aiken, South Carolina, and made oath in due form of law that the advertisement of _____

(copy attached)

appeared in the issues of said newspaper on the following day(s):
07/13/22 Wed ASW
07/13/22 Wed NAS

at a cost of \$44.09
Account# 247685
Order# 2911636
P.O. Number:

SWORN and subscribed to before _____
07/13/2022

PUBLIC NOTICE
P#1800000111

The City of North Augusta has applied to the South Carolina Department of Health and Environmental Control for a Permit for Construction to Wastewater in construct a public boat dock for public use in the Savannah River Corridor. All comments will be received by the South Carolina Department of Health and Environmental Control at: 309 Bell Street, Columbia, SC 29201. After 5:00 PM, October 15, 2022.

July 15, 2022

Stacia Simon

Engineered with Integrity



Voluntary Continuing Disclosure
North Augusta Public Facilities Corporation/City of North Augusta Series 2017B
Voluntary Filing for the Fiscal Quarter Ended June 30, 2022

The following information is being provided by the City of North Augusta, South Carolina (the "City") as a voluntary disclosure and not as a disclosure required by any continuing disclosure undertaking made pursuant to the obligations of SEC Rule 15c2-12 (the "Rule"). Furthermore, this filing is not made in connection with a purchase or sale of securities and accordingly is not intended to contain all information material to a decision to purchase or sell obligations of the City or the North Augusta Public Facilities Corporation (the "Corporation"). In providing this notice, neither the City nor the Corporation makes any representation with respect to the materiality of the information herein to any investor. This filing speaks only as of its date and neither the City nor the Corporation is under any obligation to update or provide future voluntary filings except to the extent the information contained herein is also provided in accordance with a disclosure undertaking pursuant to the Rule.

Assessed Value of Taxable Property

The assessed value of all taxable real and personal property in the City for each of the last five years available is set forth in the following table:

Assessed Value of Taxable Property				
Fiscal Year Ended December 31	Tax Year	Real Property	Personal Property ⁽¹⁾	Total
2021	2020	\$ 114,076,665	\$ 40,594,219	\$ 154,670,884
2020	2019	111,102,458	33,204,209	144,306,667
2019	2018	83,448,499	31,654,277	115,102,776
2018	2017	82,341,248	27,375,296	109,716,544
2017	2016	79,819,959	26,336,665	106,156,624

⁽¹⁾ Due to a law passed in 1980 by the S.C. General Assembly that provided for the billing and collection of personal property taxes on motor vehicles on a staggered basis according to expiration of the license tag, the City uses different tax years for real and personal property taxes.

(continued)

Tax Rates

The millage imposed in the City in each of the last five tax years is set forth below:

Tax Rates				
Fiscal Year Ended December 31	Tax Year ⁽¹⁾	Operating Millage	Debt Service Millage	Total City Millage
2022	2021	73.50	-	73.50
2021	2020	73.50	-	73.50
2020	2019	73.50	-	73.50
2019	2018	73.50	-	73.50
2018	2017	73.50	-	73.50

⁽¹⁾ Due to a law passed in 1980 by the S.C. General Assembly that provided for the billing and collection of personal property taxes on motor vehicles on a staggered basis according to expiration of the license tag, the City uses different tax years for real and personal property taxes.

City General Fund Budget

The original General Fund Budget for the fiscal year ending December 31, 2022 was adopted on November 1, 2021 by City Council and is shown in the following table:

Annual General Fund Budget for Fiscal Year Ending 12/31/22	
Revenues	
Ad valorem property taxes	\$ 8,727,193
Licenses and Permits	6,328,000
Fines and forfeitures	1,120,000
Charges for services	1,174,922
Intergovernmental	883,001
Miscellaneous	1,105,613
Transfers	1,387,093
Total Revenues	\$ 20,725,822
Expenditures	
General Government	\$ 6,635,035
Public Safety	9,331,396
Public Works	1,811,024
Parks, Recreation and Tourism	2,948,367
Total Expenditures	\$ 20,725,822

(continued)

Ten Largest Taxpayers in the City

The ten largest taxpayers in the City, the assessed value for the fiscal year ended December 31, 2021 of the taxable property of each located within the City, and the amount of 2020 taxes paid to the City are as follows:

Ten Largest Taxpayers in the City 12/31/2021		
Taxpayer	Assessed Value	Taxes Paid
S.C. Electric & Gas Co.	\$ 3,291,010	\$ 241,889
Graybul Ironwood LLC	2,356,900	173,232
Wal-Mart, Inc.	2,331,510	171,366
Allnex Industries, Inc.	2,132,490	156,738
Ackerman Greenstone North Augusta	1,995,647	146,680
SUSO 3 Augusta, LP	1,126,870	82,825
Halocarbon Chemicals, Inc.	1,119,760	82,302
SRP Federal Credit Union	1,086,060	79,825
CVS SC Distribution, Inc.	858,340	63,755
NHC Healthcare	712,260	52,351

Tax Collection Record of the City

The following table shows the amount of taxes levied for City purposes, including additions and abatements, taxes collected as of December 31 of the year following the year in which the levy was made, and the amount of delinquent taxes collected in the City for the fiscal years shown:

Tax Collection Record of the City							
Fiscal Year Ended December 31	Tax Year ⁽¹⁾	Taxes Levied for Fiscal Year	Collected within the Fiscal Year of the Levy		Total Collections to Date		
			Amount	Percentage of Levy	Collections in Subsequent Years	Amount	Percentage of Levy
2021	2020	\$ 11,368,310	\$ 11,326,981	99.64%	\$ -	\$ 11,326,981	99.64%
2020	2019	10,606,540	9,655,624	91.03%	889,764	10,545,388	99.42%
2019	2018	8,460,054	8,404,331	99.34%	4,543	8,408,874	99.40%
2018	2017	8,064,166	8,018,222	99.43%	16,598	8,034,820	99.64%
2017	2016	7,484,042	7,446,013	99.49%	9,530	7,455,543	99.62%

⁽¹⁾ Due to a law passed in 1980 by the S.C. General Assembly that provided for the billing and collection of personal property taxes on motor vehicles on a staggered basis according to expiration of the license tag, the City uses different tax years for real and personal property taxes.

(continued)

Outstanding Indebtedness

Outstanding Indebtedness 12/31/2021		
General Obligation Debt	\$ 10,250,000	
Tax Increment Debt	43,043,000	Includes Series 2017A Bonds *see note below
Outstanding Installment Purchase Revenue Bonds	68,085,000	Series 2017B Bonds *see note below
Outstanding Lease Purchase Obligations		
2022	1,321,718	
2023	1,105,246	
2024	834,612	
2025	485,379	
2026	134,275	
Subtotal	3,881,230	
Interest	(117,674)	
Present Value of minimum lease payments	3,763,556	
Revenue Debt		
Waterworks and Sewer System Refunding Revenue, Series 2021	17,118,000	Matures May 1, 2036 **see note below

*The North Augusta Public Facilities Corporation purchased the City's 2017A TIF Obligation (\$43,043,000 outstanding as of 12/31/2021) pursuant to which the City makes semi-annual payments to the Corporation from TIF Revenues. These payments are assigned to the Trustee for the Series 2017B Bonds and provide a credit against installment payments due in each year. The City's legal debt margin as of 12/31/2021 equaled \$12,373,671.

**On 4/21/2021 the City refunded Series 2014A and 2015A bonds with the issuance of Waterworks and Sewer System Revenue Refunding Bond, Series 2021 with a par amount of \$17,689,000.

Identified Sources of Installment Payments

General Obligation Bonds The City is authorized by the State Constitution to incur general obligation indebtedness without voter approval in an amount not exceeding eight percent of the assessed value of all taxable property in the City for any corporate purpose of the municipality. As of 6/30/22 the City's entire eight percent capacity is available.

On November 6, 2018, a favorable bond referendum was held in the City of North Augusta authorizing the City to issue not exceeding \$10,250,000 of general obligation bonds as part of a favorable Capital Projects Sales Tax referendum. These bonds were issued in 2020 to construct and equip a public safety headquarters and bond payments will be made from revenues collected from the capital projects sales tax.

General Obligation Bonds	
Fiscal Year	Amount
2022 1st & 2nd Qtr ⁽¹⁾	\$ 8,592,000
2021	10,250,000
2020	10,250,000
2019	-
2018	-
⁽¹⁾ UNAUDITED	

(continued)

Local Hospitality Taxes City Council, pursuant to the Local Hospitality Tax Act and the Hospitality Tax Ordinance, established a uniform hospitality tax, which imposed, effective December 1, 1998, a one percent (1%) tax on the sales of prepared meals and beverages, including alcoholic beverages, beer and wine, at businesses within the City. Effective December 1, 2017, the hospitality tax rate was raised to the maximum of two percent (2%) with collections beginning in January 2018. The reduced collections in 2020 are related to the outbreak of the 2019 Novel Coronavirus Disease (“COVID-19”).

Local Hospitality Taxes		
Fiscal Year	City Hospitality Taxes	Increase in Collections over Prior Fiscal Year
2022 1st & 2nd Qtr ⁽¹⁾	\$ 1,130,254	N/A
2021	2,135,168	26.13%
2020	1,692,819	(5.33)
2019	1,788,174	11.13
2018	1,609,103	118.67
2017	735,845	3.18
2016	713,152	7.27
2015	664,804	9.68
2014	606,121	5.86
⁽¹⁾ UNAUDITED		

Local Accommodations Taxes City Council, pursuant to the Local Accommodations Tax Act and the Accommodations Tax Ordinance established a local accommodations tax, which imposed, effective December 1, 1998, a three percent (3%) tax on furnishing of accommodations to transients within the City. The reduced collections in 2020 are related to the outbreak of COVID-19.

Local Accommodations Taxes		
Fiscal Year	City Accommodations Taxes	Increase (Decrease) in Collections over Prior Fiscal Year
2022 1st & 2nd Qtr ⁽¹⁾	\$ 169,460	N/A
2021	250,050	81.52%
2020	137,752	(39.86)
2019	229,047	109.96
2018	109,092	98.70
2017	54,904	7.86
2016	50,904	3.68
2015	49,099	(11.39)
2014	55,410	9.88
⁽¹⁾ UNAUDITED		

(continued)

Tax Increment Revenues The TIF Act authorizes municipalities to incur indebtedness for the purpose of redevelopment in areas which are or which are threatened to become blighted and to fund the debt service of such indebtedness from the additional tax revenues which result from such redevelopment. Under the TIF Act, all property taxes of all taxing jurisdictions imposed and collected within the Redevelopment Project Area in excess of the amount attributable to the "total initial equalized assessed value" of all taxable real property in the Redevelopment Project Area shall be paid to the municipality which shall deposit the taxes into a special tax allocation fund for the purpose of paying redevelopment project costs and discharging the obligations incurred in the payment of such costs. Certain portions of the taxes deposited to or otherwise subject to deposit to the special tax allocation fund are disbursed to overlapping taxing entities in accordance with agreements between the City and political subdivisions pursuant to which they agreed to participate in the TIF on a modified basis. As of 6/30/22, \$8,376.02 has been disbursed to overlapping taxing entities. The Tax Increment Revenues table below includes special assessments billed and collected on the City's property tax bills. The special assessments are further defined in the MID Assessments section following.

Tax Increment Revenues		
Fiscal Year	City TIF Revenues	% Growth
2022 1st & 2nd Qtr ⁽¹⁾	\$ 2,413,619	N/A
2021	3,878,726	126%
2020	1,716,832	113
2019	804,992	7
2018	751,052	22
2017	613,831	19
2016	516,829	14
2015	453,883	9
2014	417,373	N/A
⁽¹⁾ UNAUDITED		

MID Assessments The municipal improvement district (MID District) consists of certain parcels owned by the private developers within the TIF District where private improvements will be constructed. The City has imposed a special assessment on the parcels in the MID District owned by the private developers. The special assessment has been set on an annual basis at an amount equal to an estimate of the TIF revenues that will result from the private improvement specified in the Master Development Agreement. 2020 was the first year the special assessments were billed and payable. These assessments are due to the City no later than May 1 in the year the special assessments are billed to avoid penalty. Penalties have been assessed on all outstanding MID special assessments.

MID Assessments			
Fiscal Year Ended December 31	Tax Year	MID Assessments	MID Receipts
2022 1st & 2nd Qtr ⁽¹⁾	2021	\$ 771,758	\$ 78,061
2021	2020	777,779	1,547,627
2020	2019	1,183,327	413,479
⁽¹⁾ UNAUDITED			

(continued)

Parking Revenues Parking revenues are received from certain parking facilities owned or operated by the City including the Medac Deck, Hotel Deck and various lots owned by the City. Revenues received are netted against expenditures incurred for operations and maintenance of the parking facilities. The reduced collections in 2020 are related to the outbreak of COVID-19. The City is currently working with the hotel developer and hotel management to reconcile: 1) amounts due to the City for the City's pro rata share of parking revenues collected by the hotel and 2) amounts due from the City for reimbursement of agreed upon operating expenses of the hotel deck and agreed upon management fee. Total net parking revenues for 2022 will be updated upon reconciliation.

Parking Revenues		
Fiscal Year	Net Amount	% Growth
2022 1st & 2nd Qtr ⁽¹⁾	\$ (35,209)	N/A
2021	99,689	147%
2020	40,380	(69)
2019	128,499	18
2018	108,885	N/A
⁽¹⁾ UNAUDITED		

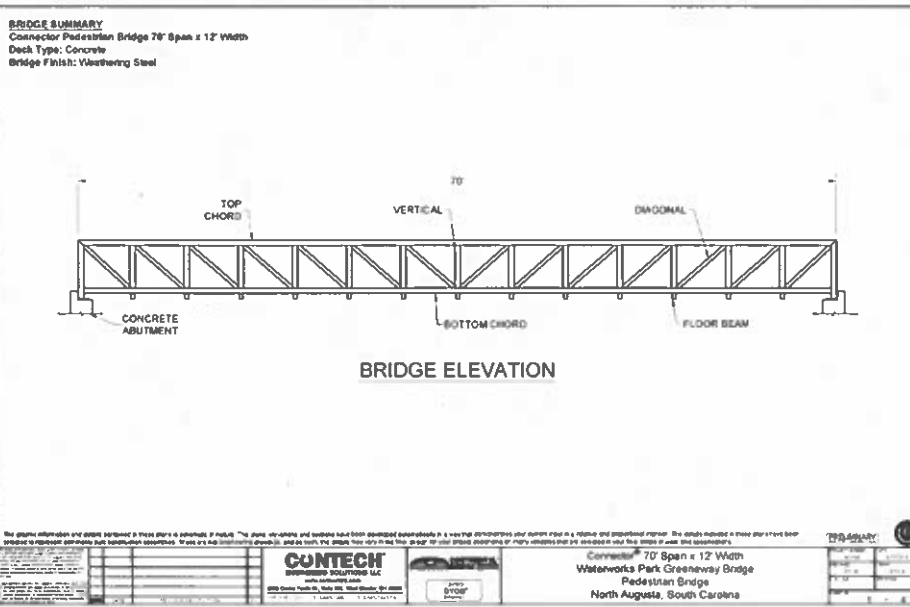
Stadium Revenues Stadium revenues are received from GreenJackets Baseball for performance license fees, retail space rent, corporate naming rights, and stadium rent. The GreenJackets Baseball 2020 season was canceled on June 30, 2020 along with all Minor League Baseball teams related to the outbreak of COVID-19. Admissions tax payments are received from the South Carolina Department of Revenue (SCDOR).

Stadium Revenues						
Fiscal Year	Admissions Tax ⁽⁵⁾	Performance License Fees ⁽²⁾	Retail Space Rent ⁽³⁾	Corporate Naming Rights ⁽⁴⁾	Rent ⁽³⁾	Total
2022 1st & 2nd Qtr ⁽¹⁾	\$ -	\$ 52,206	\$ 100,000	\$ -	\$ 250,000	\$402,206
2021	32,167	4,286	100,000	100,000	250,000	486,453
2020	12,696	74,894	100,000	100,000	250,000	537,590
2019	71,244	64,884	100,000	100,000	250,000	586,128
2018	18,336	-	100,000	100,000	250,000	468,336
⁽¹⁾ UNAUDITED						
⁽²⁾ Revenue stream due 1/31/xx of each year for the prior calendar year						
⁽³⁾ Revenue stream due 4/1/xx of each year						
⁽⁴⁾ Revenue stream due 12/31/xx of each year						
⁽⁵⁾ Payments received throughout the year from SCDOR						

Please refer to the City of North Augusta's Annual Comprehensive Financial Report for additional information about the City.

GREENEWAY BRIDGE AT WATERWORKS PARK

"CONNECTOR" BRIDGE



“CONNECTOR” BRIDGE



“KEYSTONE” BRIDGE



"KEYSTONE" BRIDGE



GREENEWAY BRIDGE AT WATERWORKS PARK

	CONNECTOR BRIDGE	KEYSTONE BRIDGE
Geotechnical	\$4,200	\$4,200
Survey	\$4,100	\$4,100
Engineering Services	\$32,000	\$32,000
Permitting	\$4,000	\$4,000
Pre-Fabricated Bridge	\$98,000	\$127,000
Construction (Est.)	\$75,000	-\$75,000
TOTAL	\$209,000	\$238,000

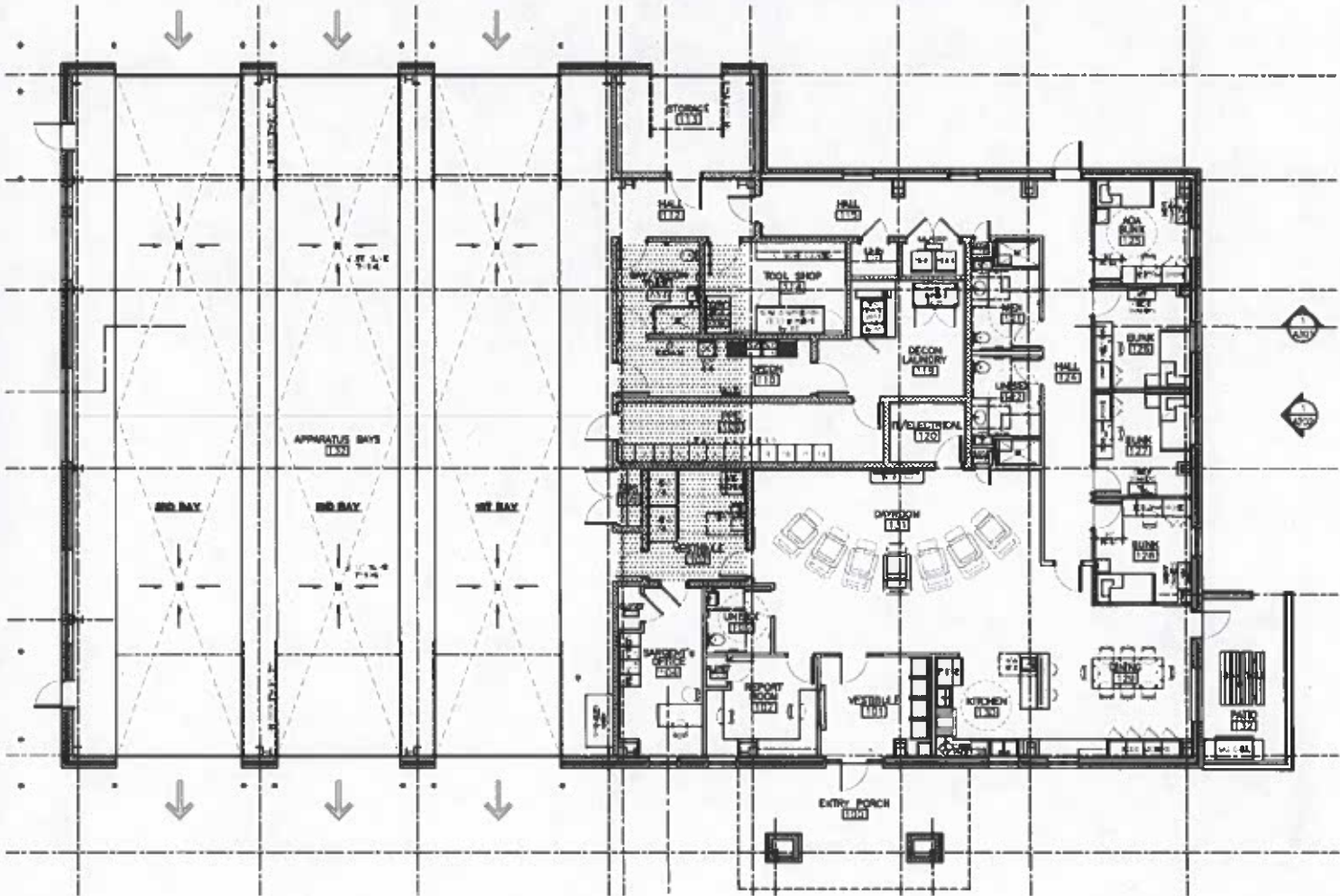
**City of North Augusta
New Public Safety Fire Station #1
Progress Update
July 2022**

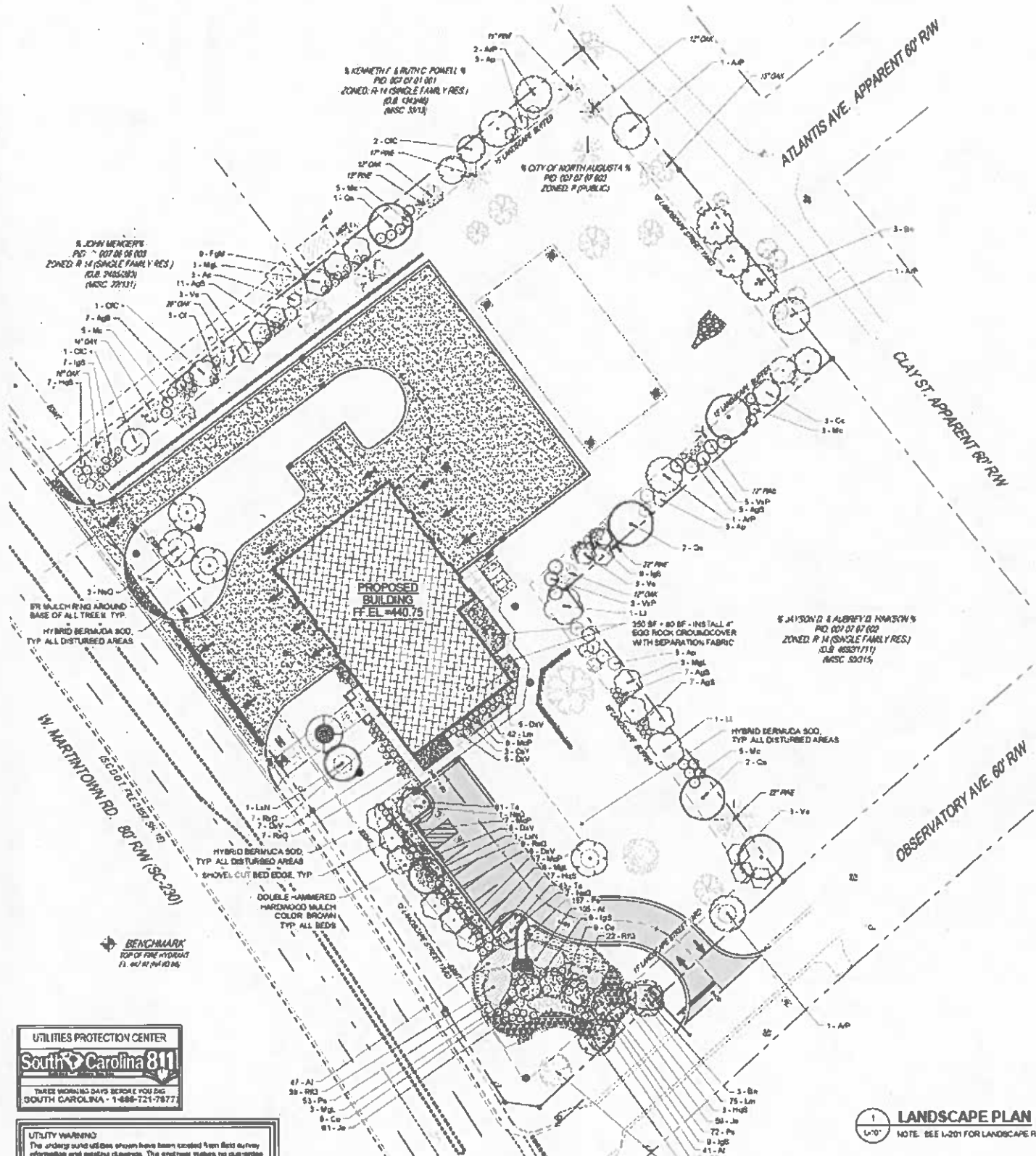


- **Design Status** – The Design work is complete.
- **Permitting and Bidding** – The Permitting and Bidding phase is complete.
- **Construction Status** – The Construction is approximately 86% complete. The project has had several realized risks related to Covid 19 and the Pandemic. Exterior concrete paving on driveways is on going, Landscaping to follow, flooring and final paint items are close.
- **Furniture, Fixtures and Equipment (FF&E) Status** – This scope has been identified and several quotes received. Ready to release this scope.
- **IT/Communications** – Wiring inside the facility is 95% complete. This station will be set up similar to Station #3.
- **Project Budget** – The Project budget is \$3.93M.
- **Schedule** – Target Completion for project completion is Oct timeframe. Once the project is complete, the project team will coordinate with City Administrator, Mayor and City Council to schedule the project dedication.
- **Renderings and Site Plan** – Included with this update.



④ EAST
1/8" = 1'-0"





8. JOHN MCKEY
 PG. 707 OF 81 (02)
 ZONED R-14 (SINGLE FAMILY RES.)
 (R.L.B. 2455202)
 (MSC. 52111)

8. KENNETH & RUTH C. POWELL
 PG. 027 OF 81 (01)
 ZONED R-14 (SINGLE FAMILY RES.)
 (R.L.B. 043446)
 (MSC. 52111)

8. CITY OF NORTH AUGUSTA
 PG. 027 OF 81 (02)
 ZONED P (PUBLIC)

ATLANTIS AVE. APPARENT 60' RW

CLAY ST. APPARENT 60' RW

PROPOSED BUILDING
 FF EL = 4440.75

8. JAYSON D & ALBERT D. HANSON'S
 PG. 027 OF 81 (02)
 ZONED R-14 (SINGLE FAMILY RES.)
 (R.L.B. 4832111)
 (MSC. 52111)

W. MARTINTOWN RD. 80' RW (SC-290)

OBSERVATORY AVE. 60' RW

BENCHMARK
 TOP OF FIRE HYDRANT
 11.40' (11.40' ± 0.05)

UTILITIES PROTECTION CENTER
South Carolina 811
 THREE WORKING DAYS BEFORE YOU DIG
 SOUTH CAROLINA - 1-888-721-7877

UTILITY WARNING
 The existing and utilities shown have been located from field survey information and existing drawings. The engineer makes no guarantee.

1 LANDSCAPE PLAN
 NOTE: SEE L-201 FOR LANDSCAPE REQUIREMENTS

City of North Augusta
New Public Safety Headquarters
Progress Update
July 2022



- **Design Status** – The Design work is approximately 75% complete. The Programming Phase, Conceptual, Schematic and Design Development Design Phases are complete. Regular project meetings are being held to provide NAPS feedback to Designers. The Construction Drawing phase is on going and expected to complete by end of October 2022.
- **Permitting and Bidding** - This will follow Design Completion.
- **Construction Status** - This will follow Permitting, Bidding and Contract Award. Planning to start this work Jan/Feb 2023 timeframe.

Asbestos abatement and demolition of Old Seven Gables Motel has been completed.

Asbestos testing is complete on the 2 existing houses on site. Asbestos abatement on the Gatekeeper's house is complete as of 07/21/22. Larger house abatement is schedule for week of 08/01/22.

CM at Risk approach for Construction of this project.

- **Furniture, Fixtures and Equipment (FF&E) Status** – All of these items have been budgeted and the next stage of planning will start once Construction Drawings are completed.
- **IT/Communications** – This will be one of the most complex IT and communications projects the City has ever engaged in. Lots of early planning and design of this work has been on going.
- **Project Budget** – Estimate costs will be in excess of the \$10.5M bond.
- **Schedule** – Preliminary timeframe for project completion is Late Spring / Early Summer 2025. (Difficult to determine schedule risks from COVID-19, the project has included some schedule contingency for this risk).

CM at Risk proposal process to start in August.