

EXHIBIT A

ENGINEERING & ENVIRONMENTAL SERVICES HIRING AND RETENTION-PENDING APPROVAL

	PCN	Position	Name	Fund	Current Salary	Requested Salary	Increase	Submittal Date	Action
1	STE63DL001	Lead Data Analyst	Matthew Reed	SPLOST- Engineering Amin	\$50,047.28	\$62,703.30	\$12,656.02	7/10/2023	Retention
2	STE 55BU001	Land Acquisition Agent	Caroline McCray	SPLOST- Engineering Amin	\$46,873.59	\$51,560.95	\$4,687.36	8/13/2023	Retention
3	STE46CE001	Engineering Inspector II	Thomas Purvis	SPLOST- Engineering Amin	vacant	\$56,000.00	N/A	8/23/2023	Hiring
4	PWA346CE002	Engineering Inspector II	Wykean Cooley	General Fund	\$51,371.00	\$56,000.00	\$4,629.00	N/A	Adjustment
5	PWL39KM001	Warehouse & Inventory Manager	Shane Capitoshi	Solid Waste	vacant	\$83,300.00	N/A	8/14/2023	Hiring

#1

**Engineering & Environmental Services Department****Hameed Malik, Ph.D., P.E. Director****MEMORANDUM**

TO: Takiyah A. Douse, Interim Administrator
Anita Rookard, Augusta Human Resources Director

FROM: Hameed Malik, Ph.D., PE, Director Engineering & Environmental Services

DATE: Wednesday, July 10, 2023

SUBJECT: Professional Staff Retention and Salary Adjustment Request
Mathew Reed, Data Analyst Lead

Great employees are valuable, and the cost of turnover compared to retention is enormous. It is critical to encourage an employee to stay at the Organization. An Employee Retention program is designed to help retain valuable employees during periods of uncertainty and transition. Skilled Labor availability is not keeping up with the magnitude of professional industry growth and in our region the engineering and construction industry is facing a shortage of skilled professionals and workers in all specialty areas. One of the specialty areas lacking skilled knowledgeable professionals is infrastructure assets data management field. Presently Augusta Engineering has dynamic active infrastructure mapping and assets data program primarily served by in-house staff with targeted external support. This program not only is critical to support infrastructure efficient functioning and proactive maintenance but also is required to maintain compliance with area-wide stormwater NDPES MS4 permit. One of key member of Augusta Engineering Assets Management Program Team is Mathew Reed. Mr. Reed is the Data Analyst Lead. Retaining Mr. Reed is critical not only for continuity of in progress work but also expands current in-house assets data mining and quality control abilities since external availability of such resource is very limited. Most of Consulting Engineering firms lack expertise in assets management data collection and management or have limited resources to keep up with task delivery needed schedule. In addition, full use of external resources for such activities is cost prohibitive given available resources to Augusta Engineering. Hence retaining inhouse professionals is cost effective alternative. However, there is stagnation in Staff salary growth and career advancement. It is essential for Augusta, GA to pay professional staff competitive compensation and create a career advancement environment.

For aforementioned reasons, Augusta Engineering requesting Mathew Reed current salary adjustment under Augusta Employees Retention Provision. It is recommended that Mr. Reed's salary be adjusted 10% above minimum of Paygrade 23, this would be \$62,703.30. Mathew Reed has demonstrated outstanding skills, valuable contributions, and an increased level of responsibility, which is worth a review of his compensation.



Some key points to consider when evaluating this request:

- 1- Matthew Reed has surpassed expectations and has made a great contribution to our team. His ability to analyze infrastructure datasets and identify patterns has been useful in driving data-informed strategies.
- 2- As the Data Analyst Lead, Matthew Reed has demonstrated good leadership skills. He is supportive, fosters a collaborative work environment, and provides guidance to other team members.
- 3- Over the past year Matthew Reed has taken an additional responsibility beyond his initial job description and collaborated with the supervisor to implement processes to enhance the data analysis workflows.

Should you require additional information, please do not hesitate to contact me at (706)796-5068.


Thank you.

ALL/

cc: Charles Jackson, Deputy Administrator
File

**Engineering & Environmental Services Department****Hameed Malik, Ph.D., P.E. Director****MEMORANDUM**

TO: Takiyah A. Douse, Interim Administrator
Anita Rookard, Augusta Human Resources Director

FROM:  Hameed Malik, Ph.D., PE, Director Engineering & Environmental Services

DATE: Wednesday, September 13, 2023

SUBJECT: Professional Staff Retention and Salary Adjustment Request
Caroline McCray, Land Acquisition Agent

Great employees are valuable, and the cost of turnover compared to retention is enormous, so it is critical to encourage an employee to stay at the Organization. An Employee Retention program is designed to help retain valuable employees during periods of uncertainty and transition. Skilled labor availability is not keeping up with the magnitude of professional industry growth and in our region the engineering and construction industry is facing a shortage of skilled professionals and workers in all specialty areas. One of the specialty areas lacking skilled knowledgeable professionals is the Land Acquisition field. Presently Augusta Engineering has exceptional Land Acquisition Agents with some targeted external support. These Agents are not only critical to support the Engineering Department as a whole. (i. e. road widening projects, drainage projects, paving projects, etc.) but also to maintain compliance with GDOT and FHWA (Federal Highway). Skilled Professionals in my industry are hard to find as there is a small number of people who do this kind of work locally, statewide, and nationally. Everyone is always looking for people with experience, who you do not have to train. Most of the Consulting Engineering firms do not have Land Acquisition Sections and lack expertise in this area. In addition, full use of external resources for such activities is cost prohibitive given available resources to Augusta Engineering. Since there is stagnation in Staff salary growth and career advancement, retaining in-house professionals is a cost-effective alternative. It is essential for Augusta, GA to pay professional staff competitive compensation and create a career advancement environment.

For these reasons, Augusta Engineering is requesting Caroline McCray's current salary be adjusted under Augusta Employees Retention Provision. It is recommended that Caroline McCray's salary be adjusted 10%, this would be \$51,560.95. Caroline has demonstrated outstanding skills, valuable contributions, and an increased level of responsibility, which is worth a review of her compensation.

Some key points to consider when evaluating this request:

- 1- Caroline has surpassed expectations and has made a great contribution to our team. Her ability to work independently and exceed the goals I have set for her has been very useful in accomplishing our tasks on time and ahead of schedule.



- 2- As a Land Acquisition Agent, Caroline has demonstrated good leadership skills. She is supportive, fosters a collaborative work environment, and provides guidance to other team members.
- 3- Over the past year Caroline has taken an additional responsibility beyond her initial job description and collaborated with her supervisor to improve the speed and accuracy of ROW projects.

Should you require additional information, please do not hesitate to contact me at (706)796-5040.

Thank you.

TGD/ALL

cc: Charles Jackson, Deputy Administrator
Lewis Avery, Assistant Director Engineering & Environmental Services Finance & Administration
File

#3



**ENGINEERING & ENVIRONMENTAL
SERVICES
DEPT.**

Hameed Malik, PhD, P.E., Asst. Director
Walt Corbin, P.E. Engineering Manager

MEMORANDUM

To: Dr. Hameed Malik, PhD, PE - Director

From: Walt Corbin, PE - Engineering Manager *WNC*

Date: August 23, 2023

Subject: Augusta Engineering & Environmental Services – Engineering Inspector II
Position and Salary Recommendations

Dr. Malik,

Based upon the applicant's resume and the subsequent interview process, it is my recommendation to award the above position to Mr. Thomas Purvis.

Mr. Purvis has a diverse background with experience in various elements of Construction and Project Management. Mr. Purvis will bring a combined knowledge and experience of twenty (20) years to this position through working with, or as a contractor to, various organizations at the Federal, State, and Private Sector levels. By having such a diverse career, he will be able to bring to this position his experience of key job components. These include but are not limited to: management and balancing of multiple projects simultaneously, the coordination of contracted labor, performing quality control oversight over various types of work, an in-depth knowledge of road construction, and organizing/administrating project activities.

Mr. Purvis brings a great deal of passion and optimism wherever he is at and is ever seeking to learn more and get better at what he does. Mr. Purvis has worked the majority of his life in various trades and in construction management. The transition to this role by Mr. Purvis will entail minor oversight in familiarizing him with Augusta-Richmond County standards as he is accustomed to the private sector, however with his background there should be minimal effort needed to transition him into the Departments workflow.

I am recommending offering a salary of \$56,000.00 to Mr. Purvis. The recommended salary is in line with the Augusta Engineering, Augusta Commission approved, retention and hiring plan and in line with current professional market trend for such professionals.

Should you have any questions or concerns, please let me know.

c.c.
file

*OK
WNC
8/24/23*



ENGINEERING & ENVIRONMENTAL SERVICES DEPT.

Hameed Malik, PhD, P.E., Asst. Director
Walt Corbin, P.E. Engineering Manager

MEMORANDUM

To: Dr. Hameed Malik, PhD, PE - Director

From: Walt Corbin, PE - Engineering Manager *WNC*

Date: August 14, 2023

Subject: Augusta Engineering & Environmental Services - Junior Surveyor Position
Position and Salary Recommendations

Dr. Malik,

Based upon the applicants resume and the subsequent interview process, it is my recommendation to award the above position to Mr. Jordan Steves.

Mr. Steves has a diverse background with experience in all elements of infrastructure & field surveying. Mr. Steves possesses five (5) years of engineering field surveying experience working in the professional consulting environment. Mr. Steves has worked with two well-known local surveying firms, where he managed a variety of complex surveying assignments. Mr. Steves possesses all the needed skills for the subject position and is well versed in application of surveying techniques and tools needed to enhance Augusta Engineering's in-house resources and to expand the infrastructure Asset Management & Surveying Programs. Additionally, Mr. Steves is actively in the finalization of his certification in the Autodesk Civil 3D software program. Knowledge and ability to utilize this software is critical to the day-to-day operations and work performance of this group. By having this certification Mr. Steves will be able to actively contribute to work performance on his initial start date. Past Junior Surveyors have needed to be trained in this software by internal staff. This not only takes a significant effort but also redirects the work efforts of those who train and thus, reduces the productivity of the section. None of this will be needed with Mr. Steves. Furthermore, Mr. Steves is actively expanding his knowledge of aerial drone surveying. The AEESD has a desire to add this service to its plethora of other abilities. Currently the Department is having to contract out this work at a significant cost. Having the ability to perform these services in-house will not only save the department critical funds but allow for the department to better control schedule and deliverables. Finally, Mr. Steves is currently working towards obtaining his state licensure in the field of Professional Registered Land Surveyor. These pursuits make Mr. Steves a highly sought after candidate and Augusta Engineering needs qualified skilled individuals to expand the program and enhance in-house relevant professional capabilities and capacity.

Augusta Engineering conducted a continuous search for an extended time to fill this position. The past hires were short stayed as we lost them to other entities with higher salary offerings. This action will help Augusta's Engineering operations with substantial cost savings and acceleration of small in-house project designs and completion. Given Mr. Steves diverse and extensive field experience in subject matter, level of relevant skills and current market salary

trends for such hiring professionals, I am recommending offering a salary of \$54,550.00. The recommended salary is in line with Augusta Engineering, Augusta Commission approved, retention and hiring plan and in line with current professional market trend for such professionals.

Should you have any questions or concerns, please let me know.


c.c.
file

OK
HML
8/8/23

**ENGINEERING & ENVIR. SVCS. DEPARTMENT****Hameed Malik, Ph.D., P.E., Director****MEMORANDUM**

TO: Augusta Commission

THROUGH: Takiyah A Douse, Interim Administrator

FROM:  Hameed Malik, Ph.D., PE, Director Engineering & Environmental Services

DATE: Saturday, September 02, 2023

SUBJECT: AEESD Warehouse & Inventory Manager
Position and Salary Recommendations
File Reference: 23-014(A)

Augusta Engineering & Environmental Services (AEES) is recommending offering the Engineering & Environmental Services Warehouse & Inventory Manager position to Mr. Shane Capitosti. Mr. Capitosti has a diverse background with experience in all elements of Warehouse Inventory and Management. Mr. Capitosti will bring a combined knowledge and experience of twenty-seven (27) years to this position through working with various organizations at both the Federal, Local and Private Sector levels. By having such diverse career experience, he will be able to bring to this position his experience of key job components. These include, but are not limited to: logistical problem solving, inventory control and forecasting, supply chain delay resolution, developing policies and procedures, inventory loss prevention, budgeting, purchasing, procurement, and communication. Along with his leading industry experience and proficiency, Mr. Capitosti is well versed in staff management as he currently and previously oversaw the day-to-day functionality and performance of up to 40 employees.

Mr. Capitosti is an AEES internal candidate employed as Equipment Maintenance Shop Manager. He applied for this position through the Augusta, Georgia Employment application process and was evaluated along with external qualified candidates. Average asking salary by external candidates was \$85,000.

Given Mr. Capitosti's relevant work experience and level of relevant skills, AEES is recommending offering salary of \$83,300.00 (9.9% above position base salary). Recommended salary is in line with similar positions within the industry as well as the position role and responsibilities. Mr. Capitosti will be taking over much more expanded role & responsibilities compared to his current position. Recommended salary is within Department Director salary approval authority, however, Augusta Human Resources Department is categorizing this hiring as "Lateral Transfer" (ref: PPM Sec 500.117 (attached)) and requiring approval of Augusta Commission. Although, professional industry standard principles & practices defined "transfer" as a "noncompetitive lateral move to a position outside the current department in same of similar classification within the same job grade". AEES is requesting placing this item on Commission next legal meeting agenda.

Should you require additional information, please do not hesitate to contact me at (706)796-5068.

Thank you.

/hm

Section 500.117 Employee Lateral Transfers

An employee may transfer to another department or office after six (6) months in current position and in the same classification and such transfer shall not change the employee's pay rate or the date for consideration for a pay for any pay step increase.

Section 500.118 Temporary Work at a Higher Classification/Provisional Employee

An employee may be required to work in a higher classification on a temporary, incidental, or emergency basis and may do so for a period of thirty (30) days or less at no increase in pay. If the employee is required to perform the duties for a period exceeding thirty (30) days, the employee shall be given a temporary appointment to a higher position and be paid the appropriate rate for the higher classification. At the conclusion of the appointment, the employee's pay shall revert to the authorized rate established for the regular position. Any such temporary increase granted shall not affect the employee's eligibility for normal pay for performance increases. Temporary appointments may not exceed six (6) months without written approval for extension by the Human Resources Director and the Administrator. The Human Resources Director and the Administrator, at the request of the department or office, may authorize one (1) additional six (6) months extension. After the additional six (6) month extension, no further extension shall be approved for the position unless approved by the Commission.

Section 500.119 Promotional Increase Policy

When an employee included in a structured pay plan is promoted, the employee's salary will increase up to ten percent (10%) above the minimum of the new grade or increase up to fifteen percent (15%) above the employee's current salary, so long as such salary shall not be lower than the minimum nor exceed the maximum of the pay grade for the promoted position.

Section 500.120 Reclassification Promotions

If a reclassification results in an employee occupying a position of higher class and pay, the employee shall be promoted to the higher class. In cases where promotion occurs as a result of a reclassification, the employee's salary will increase at least to the minimum salary of the new pay grade. If an employee is reclassified one (1) grade higher, the increase will be at least the minimum salary of the new pay grade or up to five percent (5%) more than the previous salary. If the reclassification results in two (2) or three (3) grade increases, the employee shall receive at least the minimum salary of the higher class or up to ten percent (10%) more than the previous salary. If the reclassification is four (4) or more grades higher, the employee shall receive at least the minimum salary of the new pay grade or up to fifteen percent (15%) more than the previous salary.

Section 500.121 Procedures for Determining Promotional Increase

1. The Department Director or Elected Official will decide the amount of the promotional increase within the standards stated in this policy. Promotional increases are not to exceed the maximum of the range.
2. Final approval for all promotional increases must be made by the Human Resources Director. In the event that a Department Director/Elected Official and the Human Resources Director do not agree on a promotional increase, the Department Director/Elected Official may appeal the matter to the Administrator for final disposition.