

**MAPS GROUP
SUMMARY REPORT**

SUMMARY REPORT TOWN OF BOILING SPRINGS

Following are narrative thumbnail sketches of jobs by department with the departments in alphabetical order. Each sketch contains a synopsis of duties, recommended class title and recommended salary grade. It is important to note that recommended salary grades reflect a new pay plan and the ranges differ from the existing plan.

Administration

Because the Town Manager role is not classified, it is not included in this study. We have provided a separate letter detailing a pay philosophy for the Town Manager role as well as a salary range recommendation. A job description has also been provided for the Council's use.

The Town Clerk performs statutory responsibilities of a municipal clerk, including preparation and preservation of official records including minutes, proclamations, resolutions and ordinances, and safe keeping of the Town seal. The employee attends all official meetings of Town Council and Board of Planning and Adjustment to take minutes, prepare and disseminate minutes, and file and record minutes as required by law; assists citizens with requests for information and concerns; approves and signs official documents; coordinates the preparation of the agenda, materials and meeting packets with the Town Manager; prepares and posts meeting notices and advertisements; provides administrative support to the Manager, Mayor and Council members; performs records management, file maintenance and report generation; coordinates updates and codification of the Code of Ordinances; executes legal documents; has begun to work with the Town Manager to obtain, monitor, and report on grants made to the Town; assists code enforcement with ABC permits; fills in, when needed, at the Town Hall Receptionist/Utility Billing desk; and assists with maintenance of the Town of Boiling Springs website. The employee also serves as Human Resources Officer for the Town and coordinates benefits administration, maintains payroll and personnel records and files and coordinates workers' compensation and property and liability insurances. The employee performs research and ensures the Town is in compliance with employment laws and regulations; administers the employee benefits program, researches benefit options, serves as liaison with benefit vendors, and works with employees to resolve coverage questions; processes new hire paperwork; and establishes and maintains personnel records and databases and related forms. The role requires strong knowledge of municipal laws and regulations regarding meeting advertisements, preservation of official records, Town services, office technology, and general municipal government operations as well as knowledge of federal and state statutes relating to human resources practices. Requires considerable judgment and confidentiality in dealing with sensitive and confidential issues. Recommend retaining the classification of Town Clerk with assignment to salary grade 16. Additionally, the position should be classified as non-exempt under the FLSA.

The Finance Director performs a wide variety of responsible administrative and fiscal work. The employee is responsible for the general ledger and budgetary accounting; accounts payable and receivable and invoice coding; financial planning; bank reconciliation and analysis; pre-auditing contracts; coordinating the annual audit; preparing and processing payroll and paying payroll taxes, retirement, and 401(k); preparing monthly, quarterly, and yearly payroll reports; preparing quarterly financial statements for the Board; ARPA reporting and maintaining records; serving as pcard and fuel card administrator; purchasing, including generating, closing and verifying all information related to purchase orders; signing checks; balancing and posting all cash receipts

for the month; debt financing; investments; serving as the Ex-Officio Finance Director for the Boiling Springs Tourism Development Authority, attending monthly meetings, preparing the budget, preparing the bank reconciliation, preparing the financials, and writing checks, as needed; and utility billing and collection. The Director supervises the Utility Billing Clerk and assists with questions and requests in resolving customer complaints or concerns and payment and penalty issues. The employee provides considerable assistance to the Town Manager in the development and administration of the operating and capital budgets, budget forecasting, revenue estimates, fee schedules, expenditures, etc.; performs significant financial reporting; and develops a variety of fiscal policies and procedures and effective systems of internal control. The employee also prepares and presents financial reports to the Town Council and advises the Town Manager and Council on a variety of management and fiscal issues. The role requires strong professional knowledge of public finance and budget administration, financial technology packages and spreadsheets for analysis. The role also requires considerable judgement in dealing with sensitive and confidential issues. Recommend retaining the classification of Finance Director with assignment to salary grade 23.

The Utility Billing Clerk is responsible for the day-to-day operations of the Town's billing and collection function and serves as the primary contact for the public calling or entering Town Hall. Work involves maintaining the accounts, generating and processing billing, collecting on accounts, preparing and reconciling a variety of reports, and ensuring that the billing and collection rules and procedures as set by Town Council and Town Management are followed. The employee monitors the billing cycle and ensures that all records are submitted within established deadlines; creates a meter reading batch file, transmits to the Meter Technicians for reading, and imports readings to be used for billing; proofs meter readings to determine if readings fall within patterns and expectations and if not, requests re-reads; examines the utility billing edit, looks for errors, and makes determination if ready for printing and mailing; and prepares and mails bills. The employee also opens up new utility accounts and ensures proper initial meter readings are entered; enters bank draft information; takes a variety of payments by mail, in-person and through the drop box including utility bills, zoning permits, park shelter rentals, etc.; assists customers with questions on bills; makes leak adjustments within established guidelines; prepares and makes deposits; takes applications for new taps, notifies Public Works, and sets up the accounts in the system; creates and updates work orders for turn-ons, turn-offs, re-reads, leak checks, etc.; works with citizens with complaints and questions about bills and payment options; manages the list of cut-offs and provides to field personnel to execute; closes out accounts, and prepares and mails final bills. Work requires knowledge of Town collection and billing policies and procedures and skill in dealing with the public and conflict resolution. Recommend the new classification of Utility Billing Specialist with assignment to salary grade 8.

One employee currently serves in the classification of Administrative Support Specialist and is responsible for assisting the Town Manager, Finance Department and Public Works Department with a variety of tasks. For the Town Manager, the employee assists with the day-to-day office management tasks and schedules most of the Manager's meetings; serves in the Deputy Town Clerk role when the Town Clerk is out of the office; assists with grant writing and monitoring; assists with the zoning permit process; updates and creates documents such as code enforcement postcards and business cards; prepares and responds to correspondence letters and emails; serves as the liaison between community engagement committees and the Manager; coordinates vendors and volunteers for community events; takes minutes at weekly staff meetings; creates the newsletter; serves as a point of contact for the office; answers incoming calls and directs callers to the appropriate department or takes messages; and orders supplies and makes purchases for needed office items. The employee assists the Finance Department by keying invoices; researching invoices if something doesn't appear correct and contacting

vendors; review reports to ensure keyed information matches active invoices; prints checks; and matches checks and invoices and provides to the Finance Director for signature. The employee assists the Public Works Department by keying work orders; providing coverage for the Utility Billing Clerk when she is at lunch or out of the office; and posting vehicle sales and specs on GovDeals and contacting winning bidders to arrange pickup. Recommend the new classification of Program Support Specialist with assignment to salary grade 10.

Police

The Police Department is staffed with eleven sworn full-time employees several part-time employees engaged in patrol and investigations work.

The Police Chief is responsible for the overall management of the department including establishing the policing philosophy, policies and procedures; developing and implementing departmental policies and procedures in concert with industry standards and Town regulations; establishing credibility and partnership with the community; supervising the preparation of periodic reports of crime and accident activity related to enforcement tactics and crime reduction; managing facilities and equipment; restoring order to the community in the event of unrest; overseeing the development of the work schedule and allocation of staffing resources; preparing the departmental budget requests for review and approval by the Town Manager and administering the budget throughout the fiscal year; reviewing documents and reports for quality and thoroughness and making adjustments in enforcement areas; hiring, training, safety, performance coaching and review of staff; disciplining employees; handling grievances; maintaining positive community relations; crime prevention programming; attending public functions; investigating citizen complaints; coordinating with other emergency services and law enforcement agencies; writing, submitting and preparing federal, state and local reports; performing enforcement, calls for service and patrol duties when necessary; and planning special events. The Chief participates in major incidents and responds to the public as needed. Recommend retaining the classification of Police Chief with assignment to salary grade 23.

One employee is currently classified as Police Lieutenant and is responsible for assisting the Police Chief with supervising and managing all activities, functions and personnel in the department. The employee supervises patrol and investigations staff; works a shift as needed and serves on call to respond to serious crimes or issues; works as part of a team in reviewing and recommending employees for hire, training and disciplinary actions and supervises, disciplines and evaluates the work of subordinates; provides performance coaching and mentoring to staff; participates in internal affairs investigations of Officers; reviews all incident reports for accuracy, thoroughness and timeliness; serves evidence custodian, ensuring that all department records, reports and evidence preservation comply with department policies and procedures; acts as Chief of Police in the Chief's absence; participates in developing and implementing departmental goals, objectives, policies, procedures, rules and regulations; and serves as a liaison and/or representative for the Police Chief with county, state, federal, internal and external agencies, officials or boards. The employee also prepares the schedules for the officers, approves leave, and finds part-time employees to cover shifts when officers are out; assists the training coordinator in getting staff signed up for training; conducts background checks on applicants; and performs special projects as assigned by the Police Chief. Recommend retaining the classification of Police Lieutenant with assignment to salary grade 18.

One employee is currently classified as Police Sergeant/Investigator and supervises and participates in the work of the officers on two squads and also serves as the lead investigator in the department. Work includes on-going performance coaching and evaluation for assigned staff.

The Sergeant takes the lead in more difficult incidents; approves paperwork when an Officer makes a felony charge and uploads the paperwork to the DA's Office; and when necessary, participates in the patrol work backing up shift officers to include traffic patrol, responding to citizen complaints, investigating accidents, maintaining security checks for businesses, and related duties. The Sergeant must be able to evaluate situations based on the information available at the time and determine the appropriate course of action. As the lead Investigator, the Sergeant is responsible for conducting preliminary and supplemental criminal investigations, including but not limited to investigating misdemeanor and felony crimes; contacting victims and witnesses of crimes; performing limited surveillance of suspects; identifying and processing evidence and crime scenes; taking evidence to the crime lab; obtaining and executing search warrants and arrest warrants; arresting suspects; interviewing suspects, witnesses and victims; testifying in court; coordinating very closely with the DA's Office and maintaining positive relationships with that office; and maintaining careful and detailed case records. Recommend retaining the classification of Police Sergeant/Investigator with assignment to salary grade 16. Additionally, the position should be classified as non-exempt under the FLSA.

Police Officers are assigned to either A Squad or B Squad and work 12-hour rotating shifts and perform a full range of general law enforcement duties, including patrolling state highways and local roads; investigating accidents; enforcing laws and ordinances; building relationships and maintaining a physical presence in the community to deter crime; responding to calls for service; determining best course of action and requesting and coordinating assistance from additional agencies as needed; preparing reports; investigating crimes; interviewing witnesses; collecting evidence; testifying in court; and maintaining equipment. Police Officers may perform initial criminal investigations on their shift before turning more complex investigations over to the Police Sergeant/Investigator, unless it is a major crime and the Sergeant is contacted immediately. Officers may also be requested to serve as a Field Training Officer (FTO) when new employees are added to the force. Recommend retaining the classification of Police Officer with assignment to salary grade 13. Also recommend the Town consider adding a monetary incentive to the pay of Officers serving as FTOs, during the time they are serving in the role.

One Officer is currently classified as Code Enforcement Officer and is also a BLET certified law enforcement officer. The employee performs the role of Code Enforcement Officer along with performing duties of Police Officer and Police Investigator. The employee can be called upon at any time to perform all of the duties listed above for Police Officer. Additionally, this Officer assists the Police Sergeant/Investigator with investing crimes, particularly those involving crimes against children and animal cruelty crimes. As Code Enforcement Officer is employee is responsible for researching codes and ordinances; issuing permits; interpreting, enforcing and providing assistance to the public on zoning matters; enforcing the minimum housing code; enforcing the nuisance ordinance, to include high grass, junk vehicles, unlawful conditions on private property, garbage, debris, etc.; and answering code questions. The employee investigates complaints from citizens, prepares and sends violation letters, coordinates with planning and zoning officials for zoning applications, maintains applications for zoning permits, and coordinates with Public Works to address nuisance complaints from citizens. Working as an Investigator, the employee is responsible for conducting preliminary and supplemental criminal investigations, particularly related to crimes against children and animal cruelty, and also assists the Sergeant with other felony and misdemeanor investigations; contacting victims and witnesses of crimes; performing limited surveillance of suspects; identifying and processing evidence and crime scenes; taking evidence to the crime lab; obtaining and executing search warrants and arrest warrants; arresting suspects; interviewing suspects, witnesses and victims; testifying in court; coordinating very closely with the DA's Office and maintaining positive relationships with that office; and maintaining careful and detailed case records. All facets of the job involve significant public contact and sound

decision making. Recommend the new classification of Police Special Services Officer with assignment to salary grade 14.

One Officer is currently classified as School Resource Officer and is a BLET certified law enforcement officer. The employee performs the role of School Resource Officer along with performing duties of Police Officer and Police Training Coordinator. The employee can be called upon at any time to perform all of the duties listed above for Police Officer. As School Resource Officer, the employee provides law enforcement and police services to two elementary schools in the area. This work involves investigating allegations of criminal incidents; enforcing state and local laws and ordinances; working to prevent juvenile delinquency through close contact and positive relationships with students; working with guidance counselors and other student support staff to assist students and to provide services to students involved in situations where referrals to service agencies are necessary; developing crime prevention programs; conducting security inspections to deter criminal or delinquent activities; and establishing and maintaining a close partnership with school administrators in order to provide for a safe school environment. As the department's Training Coordinator the employee coordinates and/or administers annual mandatory in-service training; monitors certification requirements and expirations and ensures that the officers are completing the State mandated training hours during the year; responds to Officer requests for supplemental training and seeks approval of such from the command staff before registering for classes; maintains and organizes individual officer training records to include certifications and firearms qualification records; and assists in NC Criminal Justice Standards audits of training records. Recommend the new classification of Police Special Services Officer with assignment to salary grade 14.

One employee within the Police Department is currently classified as Park Ranger. The employee spends the majority of his time maintaining the park and greenway, which contains 1,500 acres. This work includes cutting grass, pruning, weed eating, cutting down trees and trimming limbs, and other landscape and park maintenance activities, as well as picking up garbage, cleaning bathrooms, and performing minor carpentry and plumbing work. The employee also performs preventive maintenance and minor repairs on the equipment he uses in the performance of his job, including three all-terrain vehicles, skid steer, lawn mowers, tractors, dump trucks and power tools. The employee also helps to ensure safety at the greenway and provides occasional first aid and rescue response. While not a BLET certified law enforcement officer, the employee enforces park rules by communicating park rules and regulations to patrons and when warranted, issuing civil citations issues for such things as parking violations, alcohol use violations, pet leash violations, and noise violations and can trespass patrons if they are a problem. Work requires the ability to work independently, sound decision making, and the ability to communicate effectively with the public under both positive and negative circumstances. The current classification of Park Ranger can be maintained as the State of North Carolina allows employees to be classified as such even though the employee is not be a sworn law enforcement officer. The employee is a certified first responder and has attended the Park Ranger Institute at the NC Justice Academy. Recommend retaining the classification of Park Ranger with assignment to salary grade 10.

Public Works Department

The Public Works Department provides a variety of services to the Town, including minor street maintenance, curb and gutter maintenance, building and grounds maintenance, parks maintenance, solid waste management, leaf and limb pickup, sign maintenance and replacement, water distribution and wastewater collection and wastewater treatment. Meter reading is also performed by Town staff within the department, but the transition to AMR has required less oversight for staff. While employees are allocated specific responsibilities, because of the small

size of the department and the need for employees to assist in areas when additional manpower may be needed, such as in the event of heavy workload or absences, the employees may be pulled to perform most or all of the duties of other positions within the department. This will be noted in the job descriptions.

The Public Works Director plans, organizes and directs the work of employees engaged in providing the Town's public works services. The Director also serves as the Operator in Responsible Charge (ORC) for the water distribution system, backflow and cross connection program, and back up ORC for Land Application of Residuals. The Director is responsible for establishing priorities, goals and deadlines for the various work activities and providing daily direction to the Utilities Supervisor and Wastewater Supervisor. The Director is responsible for overseeing water distribution and sewer collection system maintenance and repair; monitoring water quality testing and reporting requirements for water and wastewater to ensure compliance and for backflow and cross-connection program documentation; preparing and maintaining reports, logs, and other paperwork on a daily, monthly, quarterly and yearly basis as required by governmental and regulatory agencies; managing the Town's fats, oils and grease (FOG) program; overseeing street and storm drainage maintenance and repair; overseeing building and grounds maintenance at Town facilities and the park; overseeing garbage, recycling and yard waste collection; overseeing scheduled maintenance and minor repairs of Town owned equipment used in the work of the Town; monitoring Town contractors and vendors; reviewing construction plans for compliance with Town standards; inspecting construction and repair projects for compliance with Town specifications and contracts; and ensuring that safe, effective and efficient practices are utilized by employees. The Director represents the Town to a wide variety of citizens, contractors, engineers, and State and Federal regulatory officials and is expected to work collaboratively to resolve issues. The Director provides technical advice, assistance and recommendations to the Town Manager on a variety of topics, including policies related to public works and infrastructure maintenance and expansion needs and attends Town Council meetings and makes presentations on behalf of the department and serve as the technical resource. Work also includes serving as administrator for the Asset Essentials work order system, the Temetra water meter reading software, and the NC811 service for the Town; participating in operating and capital budget development and monitoring expenses throughout the year; training, motivation, leadership, conflict resolution and performance coaching of staff; and answering and resolving public concerns. Work requires considerable interpersonal and technical skills and responsibility for crew safety and resolution of public concerns. The employee represents the Town to a wide variety of citizens, contractors, engineers and State and Federal regulatory officials and is expected to work collaboratively to resolve issues and attends Town Council meetings and makes presentations on behalf of the department. Recommend retaining the classification of Public Works Director with assignment to salary grade 23.

One employee serves in the position of Utilities Supervisor and is responsible for supervising and participating in the work of the section, including the installation, maintenance and repair of water lines, including new service connections; meter reading and meter maintenance, both automated and manual re-reads, when necessary; water sampling and state reporting and compliance; and marking of underground utilities. In addition to the broad responsibility for the water distribution system, the employee supervises employees performing residential trash and yard waste collection as well as employees performing facility maintenance, park maintenance, maintenance of all Town maintained grounds and lots, right of way mowing, landscaping, debris removal, street sign maintenance and repair, minor street maintenance (cold patch), and maintenance and repair of all equipment and vehicles used in the performance of the work. The employee creates and may carry out work orders, preventive maintenance schedules, utility locates and other water related tasks. The employee operates a variety of equipment including the back hoe, excavator,

tractor, garbage truck, leaf vac truck, tamper, lawn mower, and other gas powered and manual hand tools. The employee monitors inventory levels and requests additional supplies, as needed. The employee is responsible for record keeping of system maintenance for compliance with State requirements. The employee also serves as the back-up to the Director in the Director's absence; ensures work is performed safely and within guidelines established by Town policy and OSHA regulations; trains employees on work safety protocol and equipment; and addresses and solves conflicts between employees and recommends discipline of employees to the Director, if necessary. The position meets with contractors and observes contractor progress to ensure conformance with contract requirements. The employee responds to citizen requests and concerns and investigates complaints and determines proper resolution. Recommend the new classification of Public Works Supervisor with assignment to salary grade 15.

Two employees currently serve in the classification of Water Operator I. These employees are primarily responsible for operating and maintaining the water distribution system, including making water taps, installing meter boxes, repairing water lines, service lines, valves, fire hydrants, and other utility infrastructure; performing scheduled and emergency operations as needed; electronically reading water meters and performing manual re-reads; cutting off and turning on water service to customers; locating water lines for NC811 tickets; maintaining the grounds and utility easements and rights-of-ways; and operating equipment used in the performance of the work, including mowers, weed eaters, bush hogs, backhoes, excavators, shovels, hand tools, pickup trucks, dump trucks, etc. The employees collect water samples and perform minor laboratory tests. The employees perform minor maintenance and lubrication on equipment used in the work, general custodial and grounds maintenance duties, and other upkeep and maintenance duties as assigned by the supervisor, including assisting with sanitation/solid waste collection, park maintenance, and vehicle and equipment repair and maintenance. Recommend the new classification of Utility Maintenance Technician with assignment to salary grade 8.

One employee in the department currently serves in the classification of General Maintenance Worker. The employee is responsible for maintaining Town rights-of-ways, to include cutting grass, picking up litter, and similar responsibilities, and maintaining the Town park and ballfields, to include cutting grass, edging, spraying, cleaning and restocking bathrooms, removing trash, and maintaining the outfields at the baseball fields. The employee also assists other employees in the department with the pick up and disposal of limbs and brush and the emptying of card board bins at three local businesses. The employee operates a variety of equipment including mowers, tractors, weed eaters and chainsaws. The employee works independently and has regular contact with members of the public, particularly while performing duties at the park. Recommend retaining the classification of General Maintenance Worker with assignment to salary grade 6.

Two employees in the department are currently classified as Sanitation Worker with a third position being vacant at the time of the study. Both employees may also be called upon to assist with other Public Works tasks when needed such as repairing water leaks, repairing roads, etc. The employees work independently and have regular contact with members of the public and must be cautious when operating vehicles on the streets of the Town.

One of these employees drives either a one-armed-bandit or two-sided loader in the mornings to pick up garbage on scheduled routes and then drives the leaf vac truck along the same route in the afternoon to collect leaves and grass from the curbside. The employee performs these same duties each day with the route varying each day of the week. The garbage is taken to the landfill while the leaves and grass are dumped at a site the Town owns. The employee is expected to operate the larger, more complex heavy equipment in street and pedestrian traffic, in tight spaces,

and in other places that require a higher level of skill and competency. Because of the higher level of skill and precision needed to operate the more complex equipment, recommend the new classification of Equipment Operator with assignment to salary grade 8.

The second employee drives a large pickup truck with a dump bed to collect limbs and brush throughout the Town and dumps them when the bed is full. The employee is also responsible for monitoring the community service workers assigned to him during the required community service period and ensuring they perform assigned tasks. The employee is expected to respond courteously to citizens, provide excellent customer service, and be able to learn prescribed collection routes and to travel the routes efficiently and safely while collecting limbs and brush. Recommend the new classification of General Maintenance Worker with assignment to salary grade 6.

One employee is currently classified as Wastewater Supervisor/ORC (Operator in Responsible Charge). The employee oversees all operations associated with the wastewater treatment plant and all aspects of the collection system, to include oversight of the Town of Lattimore's wastewater treatment. The employee serves as ORC of the treatment plant, the collections system, and land application of residuals and as the Pretreatment Coordinator for the Town. The employee supervises and schedules the work of plant personnel, giving instructions on general operating procedures, work duties and work methods; hires, trains, coaches and evaluates staff; oversees and analyzes the treatment processes and interprets laboratory data to maintain maximum efficiencies and to improve treatment techniques; monitors, directs and controls plant processes to meet discharge permit requirements; enters required data for state reporting; prepares annual performance reports for the Town and Lattimore; participates in plant operations and maintenance, as needed or required; and investigates issues related to the plant operation and related environmental legislative and compliance issues. The employee also oversees the collection system and its permit requirements, which includes 7 lift stations in the Town, 7 lift stations in Lattimore, and all of the piping associated with the two systems. The employee schedules maintenance of entrances and rights-of-way; smoke testing, scouring, or jetting of sewer lines; camera and inspection of pipes and scheduling repairs. The employee also oversees the pretreatment program for the Town and performs grease trap inspections, maintains records, and provides educational materials to business owners. The employee takes phone calls from the public with concerns or questions; directs and enforces compliance with all applicable governmental and departmental policies and regulations and safety laws and regulations; keeps required departmental records updated and reviews plant records maintained by subordinates; supervises the installation of new equipment; oversees the safety of personnel by training employees in proper safety procedures; orders chemicals, supplies, and materials as needed for the plant and the lab; and assists regulatory agencies with annual inspections of facilities. Work includes preparing recommendations for the division operating and capital budgets and managing the budget, reviewing and approving expenditures, and locating and purchasing supplies, materials and equipment. Recommend retaining the classification of Wastewater Treatment Plant Supervisor with assignment to salary grade 17.

Two employees are assigned as a Wastewater Operator I at the wastewater treatment plant. The employees are able to perform all of the responsibilities associated with the position, even though one employee is more focused on plant operations while the other employee focuses on the collection system. The employees perform general plant maintenance, grounds maintenance, and custodial tasks; make regular tours of the plant observing for proper operation of engines, generators, pumps, aerators, tanks, filters, clarifiers, etc.; skim grease from the settling tanks; cleans sludge from drying beds; clean bar screens; and check chemical tanks and fill with required chemicals. The employees record readings from meters and instruments; complete daily

worksheets and maintain records of plant operations; regulate and adjust motors, pumps, blowers, valves and other apparatus to meet changing operating conditions; collect samples of wastewater effluent; perform minor laboratory tests; and perform minor maintenance and lubrication on equipment. The employees also make tours of the collection system to check engines, generators, pumps, wet wells, and other equipment for proper functioning; skim grease from wet wells; record readings from meters and instruments and maintain accurate records of system operations; regulate and adjust pumps, valves and other apparatus to meet changing operating conditions. The employees also perform grounds maintenance work and custodial tasks around the lift stations. Finally, employees apply digested sludge to application fields, involving loading and unloading of residuals and transporting them from the plant to the application fields. Recommend the new classification of Wastewater Treatment Plant Operator with assignment to salary grade 9.

One employee currently serves in the classification of Utility Maintenance Worker and assists the Wastewater Operators with a variety of tasks around the wastewater treatment plant as well as at the lift stations. The employee is primarily responsible for mowing, trimming, removing limbs, clearing trees, and other grounds maintenance work along the 30 miles of sewer lines and outfalls in Boiling Springs and Lattimore. The employee also may assist in checking and testing lift station generators and floats and performing preventive maintenance at the stations; ensuring the lift stations are operating properly; collecting water samples at the plant; reading the meter in Lattimore for volume and flow; opening and closing valves; making sewer taps and sewer line repairs; digging trenches; jetting, cameraing, and smoking sewer lines; applying sludge at the land application field utilizing the sludge truck; performing grounds maintenance at the land application field; greasing pumps; repairing manholes and resetting rings or raising them due to concrete failure; and performing equipment maintenance and minor repair on equipment used in the work. Recommend retaining the classification of Utility Maintenance Worker with assignment to salary grade 7.

PAY PLAN RECOMMENDATIONS

PAY PLAN IMPLEMENTATION

Overview

We conducted a market survey of minimum and maximum salaries for the selected jobs. Range percentages (the difference between the minimum and maximum of the range) varied as follows:

Bessemer City	50%
Forest City	50%
Gastonia	60%
Kings Mountain	50%
Lincolnton	50%
Rutherfordton	56%
Shelby	52%
Cleveland County	60%
Gaston County	55-65%
Average	52.3%
Boiling Springs Current	65-70%
Boiling Springs Recommended	55%

The salary ranges in the recommended pay table are approximately 55% from hiring to maximum salary. Grades 5% apart have been established. An open range salary schedule has been recommended to provide flexibility in providing in-range salary increases. These ranges provide for employee advancement as a result of increased value to the Town because of increased experience, and as an incentive and reward for increased performance. When annual market adjustments (cost of living adjustments) are made to pay ranges to account for inflation and local labor market changes, the whole table should reflect the adjustment, thus maintaining competitive entry rates of pay. A linked spreadsheet has been provided to the Town to facilitate this process.

Compression. Normally, given the seniority of Town employees, one would expect to find half of the Town's employees below Midpoint and half above Midpoint. This is essentially the case in the recommended implementation options. By carefully moving employees through the pay ranges, as it has done, the Town has been able to minimize the disadvantages of pay compression. In organizations with pay compression problems, long-term high-performing employees are making the same or nearly the same as short term employees, often causing morale problems and leading to turnover. Secondly, when organizations have a highly qualified employee to hire, it is very difficult to go above the entry salary because long term employees are very close to entry.

Implementation Strategy

Option I:

Employee salaries are adjusted to at least the Hiring Rate of the new range and at least at the Minimum of the range if the employee has passed probation. In addition, employees are moved into the range based on 1/2% per year of service in their current position.

Initial cost to implement Option I	\$83,449 for a full year
Cost as a percentage of payroll	6.6%

Option II:

In this option employees are adjusted to at least the Hiring Rate of the new range and at least at the Minimum of the range if the employee has passed probation. In addition, employees are moved into the range based on 3/4% per year of service in their current position.

Initial cost to implement Option II	\$96,760 for a full year
Cost as a percentage of payroll	7.5%

Recommendations:

Because of the difference in the cost of the two options presented and the less than average compression among staff salaries, The MAPS Group recommends Option I be considered the desired implementation strategy. Employees should be placed in the new pay ranges effective October 1, 2022 and receive any associated change in pay.

Additionally, it is also recommended that the Town grant market adjustments for its employees. At the time any market adjustment is granted, it is strongly recommended that the Town adjust the pay ranges accordingly to take into account movement of pay ranges at other jurisdictions used for study comparisons. It is important to continue to adjust the pay ranges each year to account for market changes and to stay competitive.

Because the recommendations are based on jobs, not people, we also recommend that the Town Manager have the authority to withhold or delay increases for any individual employee where there are documented disciplinary actions indicating that the employee is not fulfilling job requirements.

Important Notes:

1. The costs identified above reflect the annual implementation cost.
2. The costs reflected above represent salary cost only and do not reflect the cost of benefits associated with salaries.
3. The ranges recommended are competitive as of now. Effective July 1, 2023, many of the same organizations we surveyed will adjust their ranges with market adjustments/cost of living adjustments. This means that if the Town does not also adjust the ranges each year, the ranges will fall behind the Town's competition.

Town of Boiling Springs
List of Classes Arranged by Grade

		FLSA	HIRING	
GRADE	CLASSIFICATION	STATUS	RATE	MAXIMUM
6	General Maintenance Worker		30,098	46,652
7	Utility Maintenance Worker		31,603	48,985
8	Equipment Operator		33,183	51,434
	Utility Billing Specialist			
	Utility Maintenance Technician			
9	Wastewater Treatment Plant Operator		34,842	54,005
10	Park Ranger		36,584	56,705
	Program Support Specialist			
11			38,413	59,540
12			40,334	62,518
13	Police Officer		42,351	65,644
14	Police Special Services Officer		44,469	68,927
15	Public Works Supervisor	E	46,692	72,373
16	Police Sergeant/Investigator		49,027	75,992
	Town Clerk			
17	Wastewater Treatment Plant Supervisor	E	51,478	79,791
18	Police Lieutenant	E	54,052	83,781
19				
20			59,593	92,369
21				
22			65,702	101,838
23	Finance Director	E	68,987	106,930
	Police Chief	E		
	Public Works Director	E		
E = Exempt from the Wage and Hour provisions of the Fair Labor Standards Act				
(FLSA)				

Town of Boiling Springs
Salary Schedule
2022-2023

GRADE	HIRING RATE	MINIMUM	MID POINT	MAXIMUM	GRADE
3	26,000	27,300	33,150	40,300	3
4	27,300	28,665	34,808	42,315	4
5	28,665	30,098	36,548	44,431	5
6	30,098	31,603	38,375	46,652	6
7	31,603	33,183	40,294	48,985	7
8	33,183	34,842	42,309	51,434	8
9	34,842	36,584	44,424	54,005	9
10	36,584	38,413	46,645	56,705	10
11	38,413	40,334	48,977	59,540	11
12	40,334	42,351	51,426	62,518	12
13	42,351	44,469	53,998	65,644	13
14	44,469	46,692	56,698	68,927	14
15	46,692	49,027	59,533	72,373	15
16	49,027	51,478	62,510	75,992	16
17	51,478	54,052	65,635	79,791	17
18	54,052	56,755	68,917	83,781	18
19	56,755	59,593	72,363	87,970	19
20	59,593	62,573	75,981	92,369	20
21	62,573	65,702	79,781	96,988	21
22	65,702	68,987	83,770	101,838	22
23	68,987	72,436	87,959	106,930	23
24	72,436	76,058	92,356	112,276	24
25	76,058	79,861	96,974	117,890	25
26	79,861	83,854	101,823	123,785	26
27	83,854	88,047	106,914	129,974	27
28	88,047	92,449	112,260	136,473	28
29	92,449	97,071	117,873	143,296	29
30	97,071	101,925	123,766	150,460	30
31	101,925	107,021	129,955	157,984	31
32	107,021	112,372	136,452	165,883	32
33	112,372	117,991	143,275	174,177	33