



**OFFICIAL MINUTES OF THE OXFORD MAYOR AND COUNCIL MEETING  
WORK SESSION  
MONDAY, NOVEMBER 15, 2021 – 6:30 PM  
VIA TELECONFERENCE**

**ELECTED OFFICIALS PRESENT:**

David Eady – Mayor  
George Holt – Councilmember  
Jim Windham – Councilmember  
Lynn Bohanan – Councilmember  
Laura McCanless – Councilmember  
Jeff Wearing – Councilmember

**STAFF PRESENT:**

Marcia Brooks – City Clerk/Treasurer  
Bill Andrew – City Manager  
Jody Reid – Utilities/Maintenance  
Supervisor

**ELECTED OFFICIALS ABSENT:**

Avis Williams – Councilmember

**OTHERS PRESENT:** Mike Ready, Cheryl Ready, Art Vinson, Laura Gafnea (Oxford College), Rich Edinger (CPL), Robert Renwick (Keck & Wood)

**Agenda** (Attachment A)

**1. Mayor's Announcements**

Mayor Eady did not have any announcements.

**2. Committee Reports**

- a. Trees, Parks, and Recreation Board – Cheryl Ready stated they are still working on their Emory Street Corridor Revitalization project. The committee has begun talks about their Arbor Day presentation, and their Tree City application is almost finished. Laura McCanless added that they are still waiting for one additional bid for invasive species removal. She also thanked Marcia Brooks for the quick turnaround on the brochures for the revitalization project. She stated that Ms. Ready and Mike Rogers should be getting an email from anyone who wants a tree planted.

Mayor Eady stated that the drainage needs to be fixed at Asbury Street Park, and some professional source needs to be identified for this work. He believes the grass may need to be taken up and reinstalled. Ms. Ready asked if the contractor that installed the grounds originally could be held accountable for the work. Mayor Eady advised the contract could be reviewed but the contractor probably warranted the work for

one year. He asked Laura Gafnea if she could provide some contacts related to the soccer field at Oxford College. She advised she would check into possible contacts and get back with the City.

Jeff Wearing suggested that NatureScapes might can help with this situation. He suspects the pipes that drain the area may have gotten clogged.

- b. Planning Commission – No report.
- c. Downtown Development Authority (DDA) – Mike Ready stated that the DDA has put out some requests for information and are waiting for that information. They have an RFP out currently seeking possible alternatives.
- d. Sustainability Committee – Ms. McCanless reported that Melissa Hage has agreed to chair the committee long enough for a replacement chairperson to be appointed. She also stated that they are making a push to increase their membership. The recent survey about Dried Indian Creek yielded several names of people who want to work on that project.

Mayor Eady advised Ms. McCanless to reach out to Sarah Vinson regarding their efforts to improve and optimize the recycling services in Oxford. Georgia Tech has two student groups looking at this issue, one group from a business perspective and another group from an engineering perspective.

- e. Committee on Race – No report.

### 3. **Consensus Decision on the Mid-Block Crossing for the Emory Street North Sidewalk Project** (Attachment B)

Councilmembers Bohanan, McCanless and Wearing met Robert Renwick (Keck & Wood), Jody Reid, and Bill Andrew recently at Asbury Street Park to discuss options on the placement of the pedestrian crosswalk on Highway 81 to provide safe access to the park for residents who live on the east side of Highway 81. A decision is needed on this placement very soon to ensure that the project does not fall behind schedule.

Mr. Renwick stated that they discussed three options at the meeting. The consensus among the group was the mid-block option. A path could be installed from the crossing to the trail system in the park. It is far enough away from the pavilion that pedestrians would not disturb the pavilion area.

Ms. McCanless stated that the mid-block option they decided on is slightly different from the pictures provided. Mr. Renwick affirmed this statement, advising that it was shifted to pull it about ten feet further away from the driveway to the south of it.

Art Vinson expressed concerns about the safety of pedestrians crossing into a thickly wooded area. Ms. McCanless stated that the new location places the end of the crossing at the top of the bridge that crosses to the pavilion area, which is a

central area for pedestrians. Mayor Eady added that the park is closed at night. The City Council has tried to optimize safety with this crossing.

Jim Windham stated that the issue he has is the assumption is being made that everyone who crosses Emory Street on the north side is going to the park. In reality he knows that is not the case. He objects to the crossing being placed mid-block. Some people are crossing to visit friends on Collingsworth Street. However, he does not object to what his fellow City Councilmembers have decided.

Ms. Bohanan asked if the City Council should consider Mr. Windham's point and discuss having more than one crossing. Mayor Eady stated that the Georgia Department of Transportation's (GDOT) standards for a mid-block crossing are different from the standards for a corner crossing. Because Emory Way and Collingsworth Street do not align, GDOT will not permit a signalized crossing at that point. The City is planning to put a radar sign by Highway 81 at the cemetery as a reminder of the reduced speed limit approaching the crossing.

Mr. Windham pointed out that the park will be closed after dark, but people will be needing to cross Emory Street when the park is closed. He does not know what the solution is, given GDOT's requirements.

#### 4. **Consensus Decision on the Lighting Options for the Emory Street North Sidewalk Project** (Attachment C)

Several lighting options have been provided by Mr. Renwick. Mayor Eady stated that no feedback had been received. He does not want to bias the others' decisions, but his recommendation is the Holophane Arlington fixture, although he also is fine with the Taft design by Holophane. He has personally inspected this light and feels it is higher quality. Holophane is also the only company of those listed that is in Georgia. He also knows that Holophane fixtures can include an attachment that directs light straight down on the house side so light does not shine into the yards of adjacent houses.

He wanted to know why a twelve-foot pole was recommended rather than a ten-foot pole. The ones he has seen have a ten-foot pole and a base that adds about twelve to nineteen inches to the height of the fixture. He feels a ten-foot pole would be better for this project.

Mr. Renwick stated a ten-foot pole is fine. Mayor Eady stated a ten-foot pole seems more pedestrian-oriented. Ms. McCanless stated the higher the pole is, the more likely light will drift outside the sidewalk area. She also stated that the Arlington is more appropriate for Oxford in her opinion.

Jim Windham asked if the Arlington is dissimilar from the lights at Oxford College. Mayor Eady stated it is very different. The lights on Oxford College campus have a much taller pole, more diffused light, and have globes. Mr. Windham feels this is a

good place to start defining the City of Oxford from Oxford College. Mayor Eady agreed and stated this fixture would set the theme for future lighting projects.

Art Vinson asked if a policy has been adopted by the City of Oxford that design elements for the City should be intentionally different from those on the Oxford College campus. Mayor Eady is not sure it has ever been put in writing, but there have been a number of discussions about this issue and conversations with Oxford College, including subtle landscaping features that would distinguish the campus from other parts of Oxford. The lighting selection for Oxford College met their needs but does not meet the City's needs. They wanted more ambient light as opposed to directional light. This design is still generally similar to the streetlights on the campus in terms of being a "gaslight" type design, but the City's selection is distinctive from the College's.

Mr. Renwick will verify whether the height stated includes the base and light fixture. It has been his understanding that the bottom of the light is at ten feet if it is a ten-foot pole. Mayor Eady had understood that the pole itself is ten feet tall.

**5. Clark Patterson Lee Architecture, Engineering, and Planning (CPL) and Roadbotics Paving Analysis and Paving Plan (Attachment D)**

CPL has provided a proposal to use a company called Roadbotics to utilize a specially equipped vehicle to photograph and laser read the condition of the streets. Their artificial intelligence software will assign a distress score to the streets and map the locations of issues. A spreadsheet compiling the distress scores will be provided which will allow the City to prioritize paving needs for the five-year Capital Improvement Plan. A GIS geodatabase will also be provided, which the map will be generated from. The cost of the study is \$7,520.

Rich Edinger with CPL has a lot of cost data from past projects. He advised that he can use this information to determine approximate costs to repair the identified distress areas in Oxford and help determine if the City is budgeting adequately for this need. Mayor Eady added that the study could also show the City how much must be spent to get all of its roads to a Good rating and sustain that level.

Art Vinson asked Mr. Edinger to explain the subsurface characteristics of the Roadbotics System. Mr. Edinger stated that video footage is taken of the streets. A software program has been developed that will analyze the different types of distresses seen in the video and quantify them. Mr. Edinger then applies cost data to the quantified values.

Mr. Vinson asked if they take into account the differential load ratings for different roads in the City. Mr. Edinger advised that a load rating is not used. Most streets a City has to maintain are local streets. For example, Highway 81 (Emory Street) is maintained by GDOT. The most significant load-related stress for local streets is alligator cracking. This type of stress is generally proportional to the amount of time

between resurfacing projects. Mr. Edinger is able to quantify this type of stress and estimate the cost to repair it.

Mayor Eady stated that it currently seems like the City is always behind and never caught up. This study will systematically show the City what is required to get all the streets up to standard and keep them on track. The mapping could be done again in five years if the City feels that it is needed.

Bill Andrew stated that having this information may help the City negotiate better rates and commitments for contracts by giving the City the information to enter into multi-year contracts.

Jim Windham stated that the best thing about this effort is that it is a planning tool. It will help the City maintain its infrastructure in better condition. He recommends using it every four or five years.

**6. A Proposal for Services from the Carl Vinson Institute of Government (CVIOG) for a Classification and Compensation Study for the City (Attachment E)**

The City of Oxford has requested a quote from the CVIOG to conduct a classification and compensation study for the City. Bill Andrew stated that the City currently has a classification and compensation system, but it is not clear what the basis is for setting it, and certain positions have fallen out of the market. The City is having difficulty attracting and retaining employees in certain positions.

The Carl Vinson Institute performs this work for most cities and counties in Georgia. Because of the backlog in local governments requesting the service, they estimate their completion date for Oxford would be December 23, 2022. The cost of the study is \$7,500.

Mr. Andrew provided the example of the lineman trainee. The City's current entry pay for this position is \$13.81 per hour. When a lineman completes training in four years, the pay is increased to \$14.31 per hour. Employees complete the training, then quickly go to other organizations that pay more for trained linemen than the City of Oxford does.

Jim Windham asked how this study relates to the request for Council review of the personnel manual and the questions he raised related to the manual, or does it?

Mr. Andrew stated that the manual includes this plan, and the manual requires the City to have a plan. The issue right now in staff's opinion is whether the plan aligns with market rates.

Mr. Windham asked if the manual will be left as is for the moment. There are several things in the manual that he considers completely out of line, such as job descriptions that are in conflict with other portions of the manual.

Mr. Andrew agreed with Mr. Windham and mentioned that he and Mayor Eady read in the City of Oxford Charter that the City Manager directly supervises the Police Department, but the organization chart in the manual does not reflect that relationship. He acknowledged that the Charter overrides the manual.

Mr. Holt asked if the Charter actually says that the City Manager supervises the police department. Mayor Eady stated that it says that the Mayor and Council appoint the police chief, but the City Manager supervises the police department.

Mr. Holt stated that he did not read the charter that way. His understanding is that the Mayor and Council appoint the police chief and have something to do with hiring in that department. He would like to have that issue clarified.

Mr. Windham stated that this is part of the problem – the manual states one thing and the charter states something else. He wanted to know if the issues he raised concerning these discrepancies are going to be addressed. Mayor Eady stated that these issues will definitely be addressed. The improvements to the manual needed to be adopted but he is not complacent to the issues identified by Mr. Windham, and in some cases, the charter may need to be amended.

Mayor Eady quoted Article III of the City Charter which says, “The Chief of Police and all other police officers shall be under control of the City Manager.”

Mr. Windham stated that is not the reality of the situation at the moment on the ground.

Mayor Eady agreed and stated that’s an example of a disconnect that needs to be fixed.

Mr. Windham stated there is also a disconnect in the personnel manual about what the City Manager does and what the reality is on the ground.

Mayor Eady agreed and stated he and the staff plan to bring recommendations for improvements to the City Council for consideration.

Mayor Eady stated that the questions raised by Mr. Windham will be addressed but there were several improvements that the City needed to get out to the employees.

The CVIOG proposal will be voted on at the December Regular Session meeting. In the meantime, Mayor Eady and Mr. Andrew may work on some internal benchmarking to see if any adjustments can be made to the compensation plan.

#### 7. **Utilities Account #147** (Attachment F)

Through recent code enforcement actions, the City has identified a resident who has been paying monthly minimum charges for water, sewer, and electric service, but has not been receiving service. The water and sewer have been billed since

October 1, 2005 with no service, and electric has been billed since October 1, 2008 with no service. The total amount billed through October 31, 2021 is \$9,169.52. Staff is requesting an assessment from the City Council as to whether some, or all of the amount billed without service should be refunded to the customer. The customer sends a payment of \$100 on a regular basis, and sometimes has a credit balance.

The City is working with the Planning Commission to allow this individual to place a site-built accessory home on the lot, as their current home is beyond repair. Electricity has not been connected at this location, and the water has been cut off at the meter for a number of years. The customer has advised various City employees that they feared having to pay a large amount to have the services reconnected if the accounts were closed.

Mr. Andrew advised that he has discussed the refund issue with City Attorney David Strickland. Mr. Strickland advised he could support the City regardless of which path is chosen. An argument could be made that the majority of the amount billed could be considered "readiness to serve." The alternate argument can be made that due to the person's mental incapacities, most or all of the billed amount should be refunded. In conversations with the person, it is evident to Mr. Andrew that there is some cognitive dissonance.

Mr. Windham asked why the electric, water and sewer service were disconnected. Mr. Andrew advised that the house in its condition could not handle electric or water service, and the sewer service is billed based on water service. Mr. Windham wanted to know why we were still sending the customer a bill. Mr. Andrew advised it was because he had an open account.

Mr. Holt stated the City should refund all the money billed when the customer did not receive services. Ms. McCanless and Ms. Bohanan agreed. Mr. Windham stated that he generally agrees, but believes the money refunded should be used for the accessory dwelling.

Mr. Andrew stated his inclination is not to give the money directly to the person, but legally there is no basis for not giving it directly to him. He has not assigned a Power of Attorney, and he has a checking account and has a job. Mr. Andrew thought that he and Marcia Brooks could sit down with the person and gently encourage them to use the money toward the accessory dwelling.

Mr. Windham stated that he is not opposed to giving the money back to the person but would like to be assured that the money would be used toward helping the City of Oxford help the customer.

Mayor Eady stated that would be the purpose of the conversation. If the person decides to work out a different agreement with the builder, that is his prerogative. If the City Council decides to refund the money, it is the customer's to use as they wish.

Mr. Windham and Mr. Holt inquired about the person's living situation. Mr. Andrew advised that the person has a job at Pactiv and has reliable transportation. It is his belief that the person lives in the home part of the time and in the vehicle part of the time.

Mr. Vinson stated that he is uncomfortable with the tenor of the conversation. He recommended that the City Council go into Executive Session to discuss such matters.

Mayor Eady stated that the issue does not meet the standards to allow the City of Oxford to go into a closed meeting. The privacy of the individual is being maintained by not identifying the address of the property or the identity of the individual. This issue is a public matter, related to the spending of the public's money. He believes where the City Council needs to be careful is ensuring it does not become too parental in handling the matter.

Mr. Vinson commented that he is surprised the City Council is not discussing paying interest on the investments the customer has made. Ms. Bohanan stated that she had that same thought.

Mayor Eady stated the challenge would be the basis for determining what interest rate to apply. Mr. Vinson asked what customers are charged if their payments are late. Mr. Andrew stated that the City does not earn interest on customer deposits.

Mr. Holt asked if the customer has a credit balance in addition to the amount reflected in the memo. Marcia Brooks stated that she believes it is several hundred dollars at this time. Mr. Holt stated that this amount should have also been included in the memo.

Mayor Eady pointed out that when the accessory building is connected to City services, the customer could be given the option of expending the credit before paying. Mr. Andrew stated the customer will also need to pay a new tap fee. Ms. Brooks stated she will also verify whether the City is still holding a deposit for the customer. The credit amount and the deposit amount (if any) will be provided to the City Council.

Mr. Windham asked if the determination was made that the house could not handle the services on the dates given in the memo. Marcia Brooks stated those were the dates the meters stopped spinning. Mr. Windham asked if something the City did or did not do led to the meters stopping.

Jody Reid stated that the customer lived there for many years with their mother, and their usage was small. Once their mother passed away, the customer stopped usage. Several months after that, the City received a call about the line going to the



house arcing, and the customer was advised it must be fixed before power could be restored.

Mr. Windham commented that the customer has a job, a car, and a bank account, and some choices were made by the customer. He is confused by the whole situation but will go along with the City Council.

Mr. Holt stated that this is not a bailout in his opinion. When the power was cut off, the City should have cut off the meter. He feels part of the responsibility is with the City of Oxford for continuing to bill in this situation. Mr. Windham acknowledged that may be true but a determination needs to be made of where responsibility lies, and if the City is doing what is right, since this is the public's money. Jeff Wearing agreed with this statement.

Mr. Holt stated that the money is theoretically not the City's. Mr. Windham restated Mr. Andrew's earlier position of the minimum billings reserving services for the customer, and the City was negligent in not getting it hooked back up or closing the account.

Ms. Bohanan stated that she is not sure if it can be determined where the ball was dropped. What needs to be determined is whether to give the money back to the customer, and she's not sure we can make any stipulations about how it is used by the customer.

Mayor Eady stated his recommendation, and the one that staff feels most comfortable with, is to refund the money and ask the customer how they wish to receive the money. This is part of the bigger effort since Mr. Andrew came on board of trying to identify properties that are notably in a condition that may need to be condemned. This property is the only one still occupied, so it requires additional attention. The City is trying to fix things that have happened over time and keep those problems from arising again.

Mayor Eady stated that the recommendation is to refund the full amount stated in the memo plus any credit he has in his account.

Mr. Windham stated the City could issue the refund in the form of a credit for the new charges that will result from the accessory building rather than issuing a check.

Mayor Eady stated if the customer wants to cut the City a check for the tap fees and use the refund amount toward future services, that is another alternative.

#### **8. Next Steps for Yarbrough House**

Mayor Eady would like to reaffirm what was stated at the City Council Retreat. His understanding was that the City wants to remove the Yarbrough House and make the property available for other public uses and hire a landscape architect to design

the park space on the property. The removal of the house should be nominal to zero cost to the City.

Ms. Bohanan, Mr. Windham, Mr. Holt, and Ms. McCanless agreed with Mayor Eady's statement. Mr. Wearing asked if it would be feasible to cut out most of the house and retain a small portion on the site to make it like Kitty's Cottage to complement the park. The cost would be minimal.

Mayor Eady stated it would require investing a substantial amount of money to make the building clean and sanitary. The City Council expressed at the retreat that it did not want to invest good money after bad. Mr. Wearing acknowledged Mr. Eady's point and stated he had agreed with it at the retreat. Ms. Bohanan added that the structure also does not have the historic significance once thought.

#### 9. **Other Business**

None.

#### 10. **Work Session Meeting Review**

- a. Mid-Block Crossing – Consensus - approved about ten feet north of what is currently depicted; Keck & Wood will provide revised drawing
- b. Lighting – Consensus - Holophane Arlington ten-foot height; Keck & Wood will provide revised specification for clarifications on height and base
- c. Clark Patterson Lee Roadbotics study - approve at December Regular Session
- d. CVIOG Classification and Compensation Study – approve at December Regular Session
- e. Utilities Account #147 – vote to refund money at December Regular Session and discuss with customer their preference for how the money should be refunded
- f. Yarbrough House – Identify options for removal and present options to City Council

#### 11. **Executive Session**

The City Council went into Executive Session at 8:00 p.m. to discuss real estate and personnel matters. The City Council ended Executive Session and returned to open session at 8:17 p.m.

#### 12. **Adjourn**

The meeting was adjourned by Mayor Eady at 8:18 p.m.

Respectfully Submitted,



Marcia Brooks  
City Clerk/Treasurer

**OXFORD MAYOR AND COUNCIL  
WORK SESSION  
MONDAY, NOVEMBER 15, 2021 – 6:45 P.M.  
VIA TELECONFERENCE  
A G E N D A**

1. Mayor's Announcements
2. **Committee Reports** – The Trees, Parks and Recreation Board, Planning Commission, Downtown Development Authority, Sustainability Committee, and the Committee on Race will update the Council on their recent activities.
3. **\*Consensus Decision on the Mid-Block Crossing for the Emory Street North Sidewalk Project** – Council Members Bohanan, McCanless and Wearing met Robert Renwick (Keck & Wood), Jody Reid and Bill Andrew at the Asbury Street Park to discuss options on the crossing. It would be preferable for the Council to decide on this crossing at the Work Session, so Mr. Renwick does not fall behind schedule.
4. **\*Consensus Decision on the Lighting Options for the Emory Street North Sidewalk Project** – This list of lighting options is the second, updated list you should have seen earlier by email. As we have stated before, please keep in mind this lighting option will become the fixture for the City as a whole (outside of the Oxford College campus) and so we want to make sure we are all in agreement on its use.
5. **\*Clark Patterson Lee Architecture, Engineering, and Planning (CPL) and Roadbotics Paving Analysis and Paving Plan** - Overseen by CPL, Roadbotics will use a specially equipped vehicle to photograph and laser read the condition of the streets. Their artificial intelligence software will assign a distress score to the streets and map the location of issues. Through a spreadsheet compiling these distress scores, we will be able to create the paving plan for Oxford's five-year Capital Improvement Plan. Please see attachment for details on CPL's proposal and the results of the same effort in the City of Flowery Branch. The cost of this study would be \$7,520 and it would be finished by
6. **\*A Proposal for Services from the Carl Vinson Institute of Government for a Classification and Compensation Study for the City** – The deliverables for this study would be as follows:
  - a. A written summary analysis of the benefits and salary surveys conducted for the project will be produced.
  - b. A written report outlining the recommended classification and compensation plan will be produced.
  - c. A new job description for all of the identified positions in the City of Oxford.
  - d. A written report outlining compensation administration strategies to address organizational pay compression issues.
  - e. The written report will provide at least two implementation options (and associated costs) for the City's consideration.

f. Carl Vinson Institute of Government faculty and staff will make a presentation to the Mayor and City Council outlining the final report recommendations.  
The cost of this study would be \$7,500 and it would be finished by December 23, 2022.

7. **\*Utilities Account #147** – Please see attached documents for details.
8. **Next Steps for Yarbrough House** – Based on conversations at the City Council Retreat, is the Council ready to move forward on action with the Yarbrough House? Should we consider selling it for a nominal price to be moved, salvage it, tear it down, or rehabilitate the structure?
9. **Other Business**
10. **Work Session Meeting Review** – Mayor Eady will review all the items discussed during the meeting.
11. **Executive Session – Land Acquisition/Disposition**

\*Attachments



## City of Oxford: Emory Street Sidewalks Lighting Options

**To:** City of Oxford  
**Project Name:** Emory Street Sidewalks  
**K&W Project Number:** 210143  
**Date:** 10/15/2021

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### Options:

1. Sternberg Lighting Main Street Fixture w/ Sternberg Augusta Series 12' Pole w/ Breakaway Couplings
2. Sternberg Lighting Main Street Fixture w/ Hapco Arlen Series 12' Pole
3. Sternberg Lighting Yale Series Fixture w/ Sternberg Augusta Series 12' Pole w/ Breakaway Couplings
4. Sternberg Lighting Yale Series Fixture w/ Hapco Arlen Series 12' Pole
5. Lumec Metroscape Fixture w/ 12' Decorative Pole
6. King Luminaire K56 Cleveland Fixture w/ King Luminaire Florentine Jr. 12' Pole
7. Holophane Arlington Fixture w/ Holophane Wadsworth Series 12' Pole w/ Breakaway Features
8. Holophane Taft Fixture w/ Holophane Burlington Series 12' Pole w/ Breakaway Features

**Option #1:** Sternberg Lighting Main Street Fixture w/ Sternberg Augusta Series 12' Pole w/ Breakaway Couplings

Main Street MS805B Style



**Unit Price for Sternberg Lighting Main Street Fixture w/ Sternberg Augusta Series 12' Pole w/ Breakaway Couplings & Fixture: \$3,721.30**

**Option #2:** Sternberg Lighting Main Street Fixture w/ Hapco Arlen Series 12' Pole

Main Street MS805B Style



**Unit Price for Sternberg Lighting Main Street Fixture w/ Hapco Arlen Series 12' Anchor Base Pole (FHWA Approved, No Breakway Couplings & Skirt Needed):**  
**\$3,395.70**

**Option #3:** Sternberg Lighting Yale Series Fixture w/ Sternberg Augusta Series 12' Pole w/ Breakaway Couplings

Yale Series A670TSRLED (Similar to Fixture Used at Oxford College)



**Unit Price for Sternberg Lighting Yale Series Fixture w/ Sternberg Augusta Series 12' Pole w/ Breakaway Couplings & Fixture: \$3,452.90**



**Option #4:** Sternberg Lighting Yale Series Fixture w/ Hapco Arlen Series 12' Pole

Yale Series A670TSRLED (Similar to Fixture Used at Oxford College)



**Unit Price for Sternberg Lighting Yale Series Fixture w/ Hapco Arlen Series 12' Anchor Base Pole (FHWA Approved, No Breakway Couplings & Skirt Needed):**  
**\$3,127.30**

**Option #5: Lumec MetroScape Fixture w/ 12' Decorative Pole**

MetroScape MPTR-C



**Unit Price for Lumec MetroScape Fixture w/ 12' Decorative Pole: \$3,500.00**

**Option #6: King Luminaire K56 Cleveland Fixture w/ King Luminaire Florentine Jr. 12' Pole**

K56 Cleveland



**Unit Price for King Luminaire K56 Cleveland Fixture w/ King Luminaire Florentine Jr. 12' Pole: \$3,569.00**

**Option #7:** Holophane Arlington Fixture w/ Holophane Wadsworth Series 12' Pole w/ Breakaway Features

Arlington AUCL2 (Fixture used at the GA Tech Campus)



**Unit Price for Holophane Arlington Fixture w/  
Holophane Burlington Series 12' Pole: \$3,550.00**

**Option #8: Holophane Taft Fixture w/ Holophane Burlington Series 12' Pole w/ Breakaway Features**

Taft PUCL2



**Unit Price for Holophane Taft Fixture w/ Holophane Burlington Series 12' Pole: \$3,545.00**



## **City of Oxford: Emory Street Sidewalks Mid-Block Crossing Options**

**To:** City of Oxford

**Project Name:** Emory Street Sidewalks

**K&W Project Number:** 210143

**Date:** 10/05/2021

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### **Location Options for Mid-Block Crossing at Asbury Street Park:**

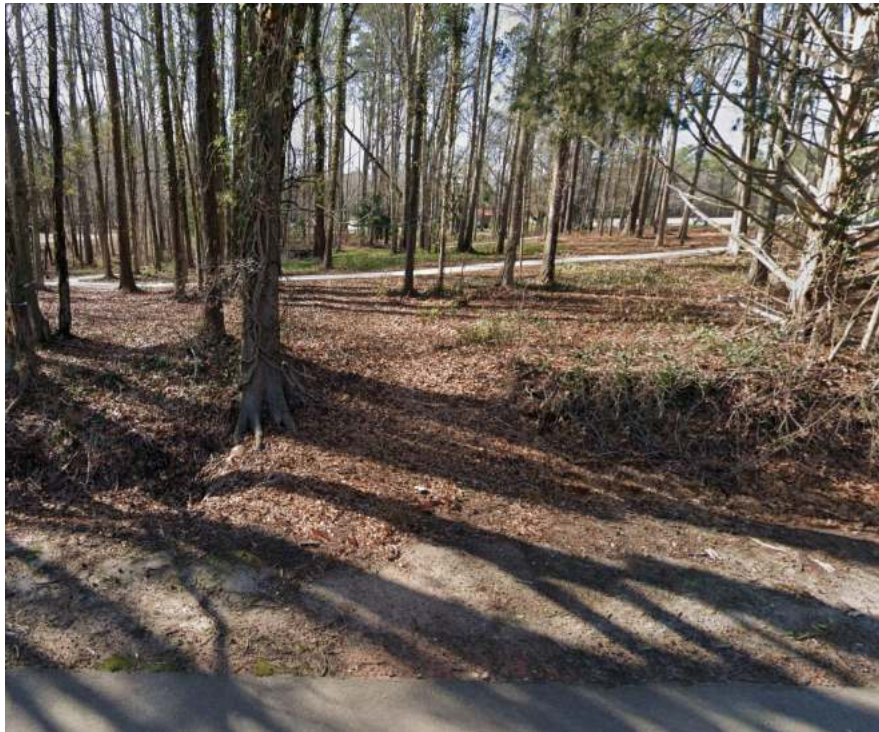
- 1. Approximately 115' South of Collinsworth Street**
- 2. Approximately 350' North of W Watson Street**
- 3. Approximately 170' North of W Watson Street**

Emory Street Sidewalks Mid-Block Crossing Options – 10/05/2021

City of Oxford

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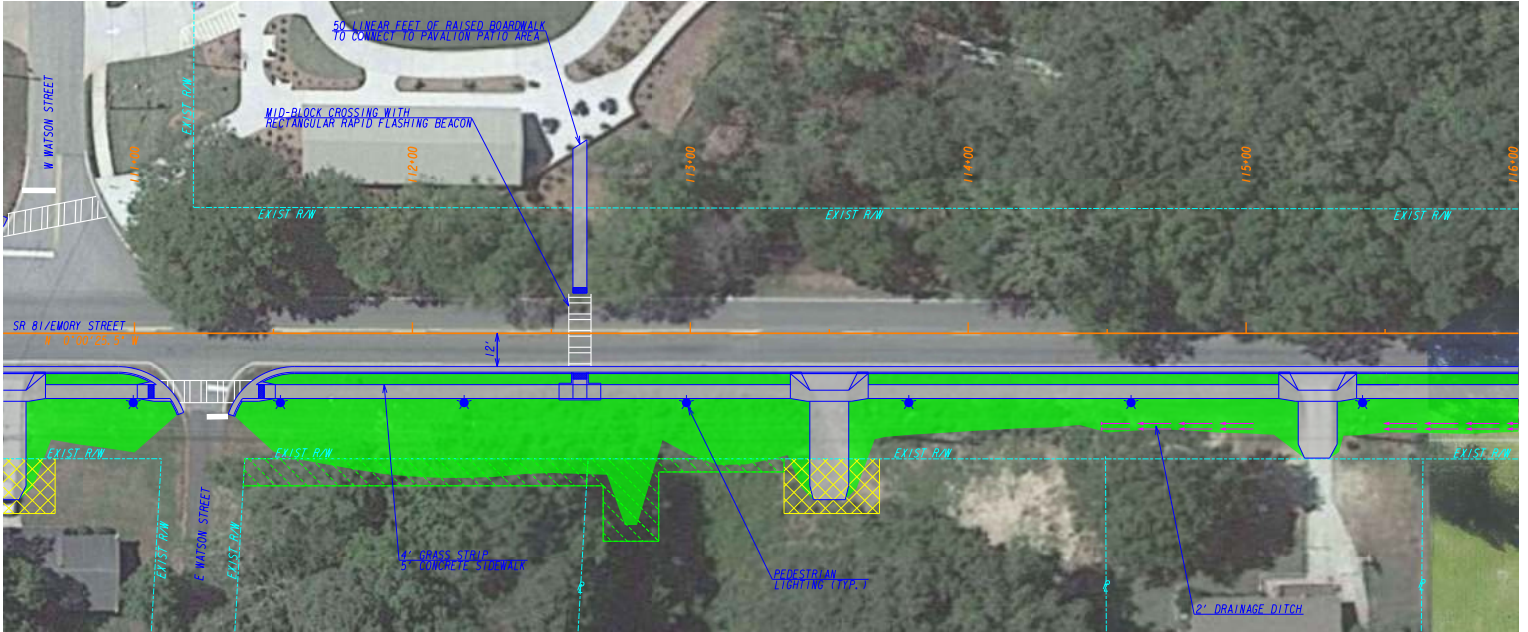
**Option #1:** Approximately 115' South of Collinsworth Street, Concrete Sidewalk







**Option #3:** Approximately 170' North of W Watson Street, Raised Boardwalk



Note: Option #3 adds \$50,000 in construction costs for 50 linear feet of raised boardwalk.



September 27, 2021

Mr. Bill Andrew, City Manager  
City of Oxford  
110 West Clark Street  
Oxford, GA 30054

VIA EMAIL

RE: City of Oxford  
FY2021 Pavement Assessment Proposal

Dear Mr. Andrew:

CPL Architecture, Engineering, and Planning is pleased to provide this proposal to perform a pavement assessment of Oxford's street network, as follows:

**Scope of Work**

1. CPL and Roadbotics will evaluate Oxford's GIS street centerline geodatabase to ensure it thoroughly depicts Oxford's road network. The data currently indicates Oxford has 14.2 centerline miles of city maintained streets.
2. CPL will load said GIS database to Roadbotics for programming their artificial intelligence software.
3. CPL will use their proprietary artificial intelligence software to collect video of the city's street network.
4. Upon uploading the video, Roadbotics' AI software will identify pavement distresses and create a condition assessment score.
5. Roadbotics will use the results to create a graphical representation of the relative pavement distresses on the city-wide network.
6. CPL will use the pavement distress data to create a multi-year road maintenance plan to help the City budget for this activity.
7. Final deliverables will include a GIS geodatabase and spreadsheet of road segments, pavement distresses and overall segment score.

**Fee Proposal**

CPL will perform the above referenced scope of work for a lump sum of \$7,520. Any additional services not covered in the scope of work above will be billed at the hourly rates listed in Appendix 'B'.

We will not exceed the estimated budget without authorization from the City. Direct expenses will be billed at cost plus 15%. Direct expenses include, but are not limited to, reproduction cost, courier service, mileage, telephone/fax cost, etc.

**TERMS AND CONDITIONS:**

This agreement shall be administered in accordance with the Terms and Conditions listed in Appendix "A" and the hourly rates listed in Appendix "B" attached hereto.

This document together with the exhibits and/or appendices identified herein constitutes the entire understanding between Oxford and CPL with respect to the work to be performed by CPL


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770.831.9000 TEL  
CPLTeam.com

for the benefit of Oxford and may only be modified in writing signed by both parties. Please sign and return the enclosed copy of this letter if this document satisfactorily sets forth the understanding of the arrangement between Oxford and CPL. Receipt of the signed agreement will serve as our notice to proceed. This Contract will be open for acceptance for sixty days from the date of this letter.

We look forward to working with you on this project.

Sincerely,

**CPL ARCHITECTURE ENGINEERING & PLANNING**

DocuSigned by:  
  
DA066B7A3BD341A...  
Richard J. Edinger, P.E.  
Vice President

cc: file

Approved By: \_\_\_\_\_ Date: \_\_\_\_\_  
Bill Andrew, City Manager

Invoice Instructions:

Add the following project identifier or Purchase Order No. \_\_\_\_\_

Send our Invoice to the following email address: \_\_\_\_\_

Reference the following physical address:

## APPENDIX "A" TERMS AND CONDITIONS

1. CPL Architecture, Engineering, and Planning (hereinafter CPL) shall perform the services defined in this Letter Agreement and Client agrees to pay CPL for said services as set forth in the agreement. In providing services under this Agreement, CPL shall perform in a manner consistent with and limited to that degree of care and skill ordinarily exercised by members of the same profession currently practicing under similar circumstances at the same time and in the same or similar locality. CPL makes no warranty, express or implied, as to its professional services rendered under this Agreement. Accordingly, the Client should prepare and plan for clarifications and modifications, which may impact both the cost and schedule of the Project.
2. All documents including Drawings and Specifications prepared by CPL are instruments of service in respect to the Project. They are not intended or represented to be suitable for reuse by Client or others on extensions of the Project or on any other project. Any reuse without written verification or adaptation by CPL for the specific purpose intended will be at Client's sole risk and without liability or legal exposure to CPL; and Client shall indemnify and hold harmless CPL from all claims, damages, losses, and expenses including attorneys' fees arising out of or resulting therefrom. Any such verification or adaptation will entitle CPL to further compensation at rates to be agreed upon by Client and CPL.
3. Client agrees to additionally compensate CPL for services resulting from significant changes in general scope of Project, for revising previously accepted reports, studies, design documents, or Contract Documents, or for delays caused by others rather than CPL.
4. Construction cost estimates prepared by CPL represents CPL's best judgment as professionals familiar with the construction industry. It is recognized, however, that CPL has no control over cost of labor, materials, or equipment, over contractors' methods of determining bid prices, or over competitive bidding or market conditions. CPL cannot and does not guarantee that proposals, bids, or actual construction costs will not vary from cost estimates prepared by CPL.
5. If requested by Client or if required by the scope of services of the Agreement, CPL shall visit the site at intervals appropriate to the stage of construction to become generally familiar with the progress and quality of the work and to determine in general if the work is proceeding in accordance with the Contract Documents. However, CPL shall not be required to make exhaustive or continuous on-site inspections to check the quality or quantity of the work. CPL shall not have control or charge of and shall not be responsible for construction means, methods, techniques, sequences, or procedures, or for safety precautions and programs in connection with the Work, for the acts or omissions of the contractor, subcontractors, or any other persons performing any of the work, or for the failure of any of them to carry out the work in accordance with the Contract Documents.
6. Surveying will be provided as stated in the Agreement. Surveying provided on an hourly basis will be charged with a 4-hour minimum at the hourly rates in effect at the time the service is performed. Replacement of survey markers resulting from contractor disturbance or vandalism will be accomplished on an hourly basis.
7. The cost of permits, fees, toll telephone calls, courier service, reproduction of reports, Drawings, and Specifications, transportation in connection with the Project, and other out of pocket expenses will be reimbursed to CPL by Client at cost plus 15%.
8. CPL shall submit monthly statements for services rendered and for reimbursable expenses incurred. Statements will be based upon CPL's time of billing. Payment is due upon receipt of CPL's Statement. If Client fails to make any payment due CPL for services and expenses within 30 days after the date of CPL's statement therefore, the amounts due CPL shall include a charge at the rate of 1.5% per month (18% per annum), or portion thereof, from said 30th day, and, in addition, CPL may, after giving 7 days' written notice to Client, suspend services under this Agreement until CPL has been paid in full all amounts due CPL are collected through an attorney or collection agency, Client shall pay all fees and costs of collection.
9. This Agreement may be terminated by either party upon 7 days' written notice should the other party fail substantially to perform in accordance with its terms through no fault to the party initiating termination, or in the event Project is cancelled. In the event of termination, CPL shall be paid the compensation plus Reimbursable Expenses due for services performed to termination date.
10. This Agreement shall be governed by the laws of the State Georgia. In recognition of the relative risks and benefits of the Project to both the Client and the Consultant, the risks have been allocated such that the Client agrees, to the fullest extent permitted by law, to limit the liability of the Consultant and Consultant's officers, directors, partners, employees, shareholders, owners and subconsultants for any and all claims, losses, costs, damages of any nature whatsoever or claims expenses from any cause or causes, including attorneys' fees and costs and expert-witness fees and costs, so that the total aggregate liability of the Consultant and Consultant's officers, directors, partners, employees, shareholders, owners and subconsultants shall not exceed \$15,000 or the Consultant's total fee for services rendered on this Project, whichever is greater. It is intended that this limitation apply to any and all liability or cause of action, including without limitation active and passive negligence, however alleged or arising, unless otherwise prohibited by law. In no event shall the Consultant's liability exceed the amount of available insurance proceeds. In the event the Client does not wish to limit the Consultant's professional liability, the Consultant agrees to waive this limitation upon written notice from the Client and agreement of the Client to pay 25% of the Consultant's total fee within five (5) calendar days after this agreement is fully executed. This additional fee is in consideration of the greater risk involved in performing work for which there is no limitation of liability.

11. The services to be performed by CPL under this Agreement are intended solely for the benefit of the Client. Nothing contained herein shall confer any rights upon or create any duties on the part of CPL toward any persons not a party to this Agreement including, but not limited to, any contractor, subcontractor, supplier, or the agents, officers, employees, insurers, or sureties of any of them.

12. Client and CPL each binds himself and his partners, successors, executors, administrators, and assigns to the other party to this Agreement and to the partners, successors, executors, administrators, and assigns of such other party, in respect to all covenants of this Agreement. Neither Client nor CPL shall assign, sublet, or transfer his interest in this Agreement without the written consent of the other; however, CPL may employ others to assist in the carrying out of duties under this Agreement.

13. In the event the Client, the Client's contractors or subcontractors, or anyone for whom the Client is legally liable makes or permits to be made any changes to any reports, plans, specifications or other construction documents, including electronic files, prepared by CPL without obtaining CPL's prior written consent, the Client shall assume full responsibility for the results of such changes. Therefore, the Client agrees to waive any claim against CPL and to release CPL from any liability arising directly or indirectly from such changes. In addition, the Client agrees, to the fullest extent permitted by law, to indemnify and hold harmless CPL from any damages, liabilities or costs, including reasonable attorneys' fees and costs of defense, arising from such changes. The Client also agrees to include in any contracts for construction appropriate language that prohibits the Contractor or any subcontractors of any tier from making any changes or modifications to CPL's construction documents, including electronic files, without the prior written approval of CPL and that further requires the Contractor to indemnify both CPL and the Client from any liability or cost arising from such changes made without such proper authorization.

**APPENDIX "B"**  
**CPL HOURLY RATES**

<b>PRINCIPAL ENGINEER</b>	<b>\$210 - \$240/HR</b>
<b>PROJECT MANAGER</b>	<b>\$180 - \$210/HR</b>
<b>SR. STAFF ENGINEER / SR. ARCHITECT / SR. PLANNER</b>	<b>\$ 145 - \$165/HR</b>
<b>STAFF ENGINEER / ARCHITECT / PLANNER</b>	<b>\$ 125 - \$150/HR</b>
<b>JR. ENGINEER / JR. ARCHITECT / JR. PLANNER</b>	<b>\$ 85 - \$125/HR</b>
<b>DESIGNER / DRAFTPERSON</b>	<b>\$ 60 - \$70/HR</b>
<b>JR. DESIGNER / JR. DRAFTPERSON / JR. PLANNER</b>	<b>\$ 50 - \$55/HR</b>
<b>SECRETARIAL</b>	<b>\$ 45/HR</b>
<b>AUTO MILEAGE</b>	<b>IRS RATE + 15%</b>
<b>MISCELLANEOUS</b>	<b>COST PLUS 15%</b>



May 6, 2020

Mr. Bill Andrew, City Manager  
City of Flowery Branch  
PO Box 757  
5410 Pine Street  
Flowery Branch, GA. 30542

VIA EMAIL

RE: City of Flowery Branch  
2019 Pavement Assessment Final Report

Dear Mr. Andrew:

CPL contracted with the city earlier this year to evaluate the city's pavement conditions. Using Roadbotics Technology, we collected pavement distress data and collated it into the attached spreadsheet. In summary, the condition of the city's road network is very good, as the table below shows:

Rating	Rating Meaning	Cumulative Length of Road Pavement (miles)
1.00 to 1.50	Excellent	4.34
1.51 to 2.00	Good	13.70
2.01 to 2.50		13.00
2.51 to 3.00	Fair	3.96
3.01 to 3.50		0.90
3.51 to 4.00	Poor	0.87
4.01 to 5.00		0.23
0.00	no rating	0.79

The majority (31.04 miles, or 84%) is Good to Excellent, while only 5.96 miles or 16% is fair to poor. Roads with a zero rating indicates it is not paved. This puts the city in an excellent position vis a vie maintenance, in that a program can be created that fixes the 16% of the fair to poor roads before the good to excellent roads deteriorate significantly. Translated, this means that over the ten-year maintenance cycle of a road pavement, maintenance dollars can be spent keeping good roads good, rather than spending a large portion of available dollars on patching poor roads.

We have created a three-year maintenance program as an example of how to spend your available resources keeping the network maintained. Year 1 proposes to patch and resurface the 5.8 miles of fair to poor roads. We recommend setting a budget of \$1.58M for this project. Streets and repair methods are detailed in the attached spreadsheet. Each subsequent year in the plan maintains one tenth of the remaining worst rated road miles.

### Year 1

Item	Units	Quantity	Unit Cost	Product
Patching (19mm SuperPave, 4" depth)	TON	5252	\$ 131.25	\$ 689,313.87
Crack Sealing	CLMILE	5.8	\$ 9,450.00	\$ 54,545.59
Edge Milling (not including TT & PN)	SY	29,280	\$ 7.14	\$ 209,057.73
Overlay (4.25 mm SuperPave, 1" depth)	TON	2,015	\$ 119.70	\$ 241,203.73
Overlay (12.5mm SuperPave for TT & PN, 1.5" depth)	TON	2,892	\$ 117.60	\$ 340,152.25
Other costs (mobilization, traffic contrl, striping, utility adjustment, etc.)	LUMP	1	\$50,000.00	\$ 50,000.00
				\$1,584,273.17

### Year 2

Item	Units	Quantity	Unit Cost	Product
Patching (19mm SuperPave, 4" depth)	TON	1,223	\$ 137.81	\$168,516.81
Crack Sealing	CLMILE	3.5	\$ 9,922.50	\$ 34,918.32
Edge Milling (not including TT & PN)	SY	20,316	\$ 7.15	\$145,329.28
Overlay (4.25 mm SuperPave, 1" depth)	TON	2,067	\$ 119.93	\$247,903.97
Overlay (12.5mm SuperPave for TT & Hogg Mtn, 1.5" depth)	TON	1,485	\$ 117.82	\$174,948.79
Other costs (mobilization, Trfc Cntrl, striping, utility adjustment, etc.)	LUMP	1	\$55,125.00	\$ 55,125.00
				\$826,742.16

### Year 3

Item	Units	Quantity	Unit Cost	Product
Patching (19mm SuperPave, 4" depth)	TON	1475	\$ 144.70	\$213,404.88
Crack Sealing	CLMILE	3.5	\$10,418.63	\$ 36,638.57
Edge Milling (not including TT & Hog Mtn)	SY	23,037	\$ 7.87	\$181,344.78
Overlay (4.25 mm SuperPave, 1" depth)	TON	3,480	\$ 131.97	\$459,193.09
Overlay (12.5mm SuperPave for TT & Hogg Mtn, 1.5" depth)	TON	311	\$ 129.65	\$ 40,334.79
Other costs (mobilization, Trfc Cntrl, striping, utility adjustment, etc.)	LUMP	1	\$57,881.25	\$ 57,881.25
				\$988,797.35

Prices for year 1 were taken from the current paving contract and include a 5% inflation adjustment each subsequent year.



We have enjoyed working on this project and if you have any questions, please call us. In addition to this letter report, the GIS shapefile and excel spreadsheet with road ratings and other details will accompany this report under separate cover.

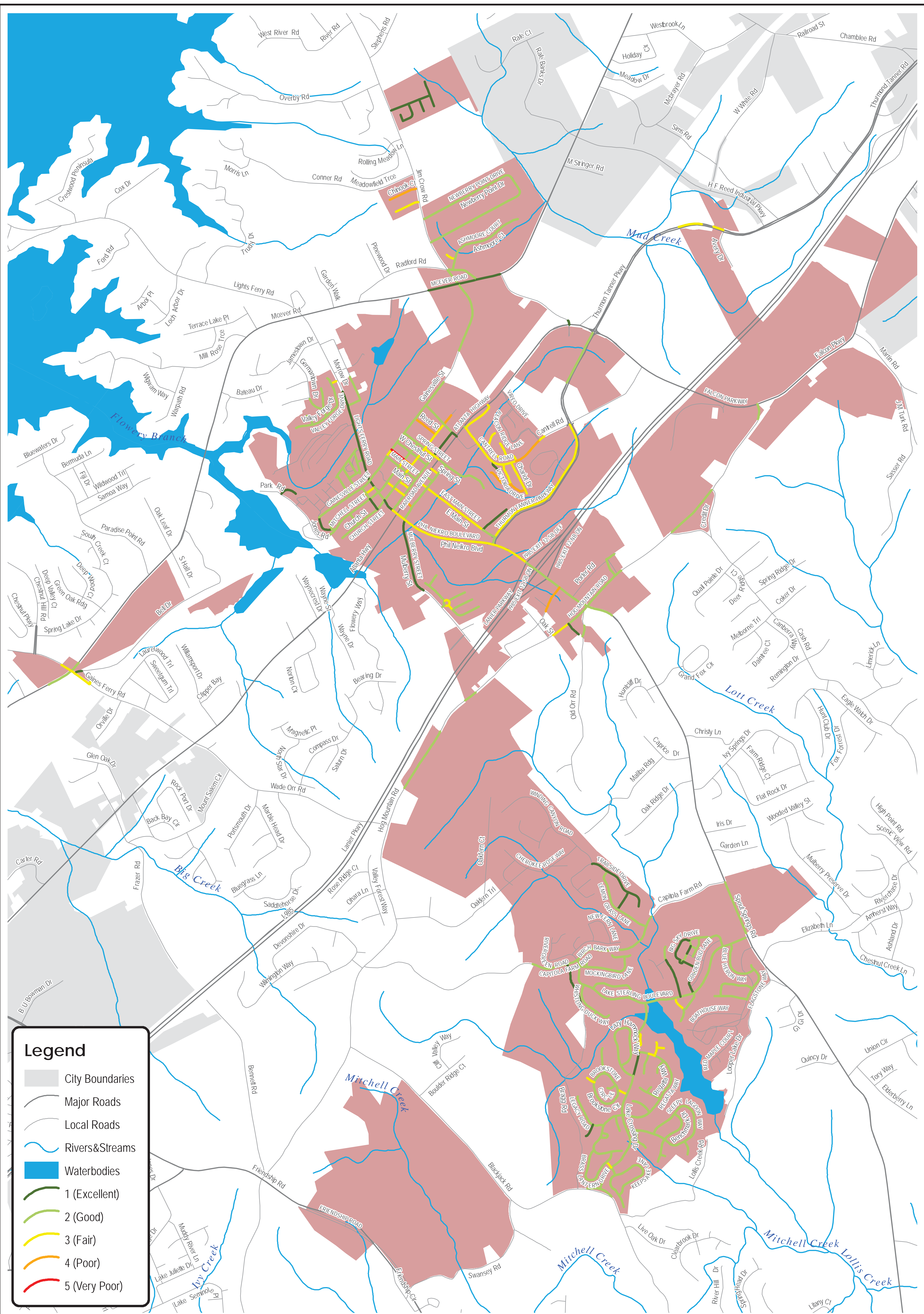
Sincerely,

CPL ARCHITECTURE. ENGINEERING. PLANNING.

A handwritten signature in blue ink, appearing to read "Rich Edinger".

Rich Edinger, P.E.  
Vice President

cc: file



**Legend**

- City Boundaries
- Major Roads
- Local Roads
- Rivers & Streams
- Waterbodies
- 1 (Excellent)
- 2 (Good)
- 3 (Fair)
- 4 (Poor)
- 5 (Very Poor)



**CPL** ARCHITECTURE  
ENGINEERING  
PLANNING  
CPLTeam.com

3011 Sutton Gate Drive  
Suite 130  
Suwanee, GA 30024  
770-831-9000  
www.cplteam.com

DATE:	5/2/20
DRAWN:	JWS
CHECKED:	RJE
SCALE:	1"=10,000'
PROJ. #:	15438.00

**2019 Pavement Assessment**

**Pavement Conditions Ratings**

Flowerly Branch, Hall County, Georgia

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## Proposal for Services

### CITY OF OXFORD CLASSIFICATION & COMPENSATION STUDY

October 29, 2021

#### **BACKGROUND AND PURPOSE:**

This proposal is responsive to the City of Oxford's request to have the Carl Vinson Institute of Government develop a new classification and compensation plan for all full-time and permanent part-time positions covered under the City's personnel plan.

#### **SCOPE OF WORK:**

The scope of work proposed here will derive information from data sources provided by the City of Oxford. The Carl Vinson Institute of Government and the City of Oxford will cooperate in guiding project evolution and direction. Carl Vinson Institute of Government faculty and staff will take several steps or phases to develop a new job classification system and compensation plan for all positions covered under the City's personnel plan. ***Elected officials, contract, and temporary part-time positions will not be included in the project.***

The following summarizes the tasks to be undertaken:

1. Carl Vinson Institute of Government will conduct video conference work plan meetings with the City Manager from the City of Oxford. The work plan meetings will involve reviewing the City's existing classification and compensation plan information, developing project strategies, and scheduling project activities.
2. Carl Vinson Institute of Government will develop a study communication strategy in partnership with the City Manager. The communication strategy will provide information about critical aspects of the project (i.e. timeline, methodology, etc.) to key stakeholders involved in the project. It will be the responsibility of the City Manager to share the communication materials with study stakeholders and participants.

3. Carl Vinson Institute of Government faculty and staff will conduct project orientation meetings with employees from the City of Oxford. The orientation meetings will describe in detail the activities that will be required to successfully develop the classification and compensation plan for all full-time and permanent part-time positions covered under the City's personnel plan.
  - *Orientation Meeting #1* – Video conference orientation meeting supervisory employees. The purpose of the orientation meeting is to discuss the developed study work plan, study methodology, and distribute study documents.
  - *Orientation Meeting #2* – Video conference orientation meeting with non-supervisory employees. The purpose of the orientation meeting is to discuss the developed study work plan, study methodology, and distribute study documents.
4. Carl Vinson Institute of Government will develop a detailed position description questionnaire to be distributed by the City Manager the video conference orientation sessions. It will be distributed to each incumbent employee in a full-time and permanent part-time position.
5. Carl Vinson Institute of Government will determine the number of job analysis discussions and interviews that will need to be conducted to ensure adequate data for generating new position descriptions and job classifications. A minimum of 50% of the City of Oxford's full-time and permanent part-time employees will be interviewed for this phase of the project. The interviews will be conducted via telephone or video conferencing. The information collected from the interviews and the position description questionnaire will be utilized to generate a new job description, job classifications, and FLSA status for each identified full-time position.
6. Carl Vinson Institute of Government will develop new job descriptions for all identified full-time positions in the City of Oxford. Job descriptions will be developed by collecting employee job activity data through a detailed questionnaire and job analysis discussions and interviews. The Carl Vinson Institute of Government will also facilitate a verification process with supervisory employees to confirm the accuracy and completeness of the developed position descriptions.
7. Carl Vinson Institute of Government faculty and staff will develop a new classification system for all of the identified full-time and permanent part-time positions covered under the City's personnel plan. All of the classifications will be evaluated with a point factor comparison job evaluation system and/or market based pricing techniques as a method to internally rank positions.

8. Carl Vinson Institute of Government will conduct a Fair Labor Standards Act (FLSA) analysis of all full-time and permanent part-time positions within the City of Oxford. Incumbents in full-time positions may be required to complete a detailed FLSA questionnaire.

Carl Vinson Institute of Government will analyze and review the submitted questionnaires and developed job descriptions to determine the FLSA status (Not-Exempt or Exempt) for the identified positions. All of the final FLSA status determinations will be submitted to administration staff for review and approval.

9. Carl Vinson Institute of Government faculty and staff will collect published wage survey data covering public and private organizations. It is believed that published survey data will be derived from the Bureau of Labor Statistics of the U.S. Department of Labor (BLS), International City/City Management Association (ICMA), and the state of Georgia's Department of Community Affairs (DCA).
10. Carl Vinson Institute of Government faculty and staff will design and administer a custom benefits and salary survey specifically for this project. The purpose of the custom survey is to collect compensation data for an appropriate number of benchmark positions mutually identified by the Carl Vinson Institute of Government and the City Manager as well as information about organizational benefits and compensation practices. A benchmark position is a standard position that is used as a reference point for making compensation decisions. It is believed up to 15 organizations will be included in the custom benefits and salary survey.
11. Carl Vinson Institute of Government faculty and staff will analyze and format the collected salary survey data for use in establishing competitive pay levels and developing a recommended compensation plan. The compensation plan will include pay steps or pay bands for each position (excluding positions held by elected officials, contract employees, and temporary part-time employees). Furthermore, the Carl Vinson Institute of Government will provide the associated costs for implementing the compensation plan at the employee, departmental, and City-wide level.
12. Carl Vinson Institute of Government faculty and staff will develop compensation administration strategies in partnership with the City Manager to address pay compression issues. Pay compression occurs when employee salaries group closely together regardless of length or quality of service to the organization). It is anticipated the strategies to address pay compression will focus on one or a combination of all the following factors: length of service; time in current position; and current salary relative to the proposed salary range minimum, mid-point, and maximum.
13. Carl Vinson Institute of Government will develop and submit a final written report outlining the new classification and compensation plan to the City Manager.

14. Carl Vinson Institute of Government will present report findings and the final classification and compensation plan recommendations to the Mayor and City Council.
15. Carl Vinson Institute of Government faculty and staff will train the City Manager in each component of the study to ensure the successful implementation and maintenance of the recommended classification and compensation plan.

**DELIVERABLES:**

1. A written summary analysis of the benefits and salary surveys conducted for the project will be produced.
2. A written report outlining the recommended classification and compensation plan will be produced.
3. A new job description for all of the identified positions in the City of Oxford.
4. A written report outlining compensation administration strategies to address organizational pay compression issues.
5. The written report will provide at least two implementation options (and associated costs) for the City's consideration.
6. Carl Vinson Institute of Government faculty and staff will make a presentation to the Mayor and City Council outlining the final report recommendations.

**PROJECT TIMELINE:**

The Carl Vinson Institute of Government will commence activities related to the classification and compensation project on Friday, April 1, 2022. Initial activities include video conference work plan meetings and orientation sessions with the City Manager and city employees. During these meetings and sessions, the Carl Vinson Institute of Government will discuss the project methodology and timeline. After the initial meetings and orientation sessions, the Carl Vinson Institute of Government will develop a project communication strategy that will provide information about critical aspects of the project to City employees involved in the project.

In partnership with the City Manager, the Carl Vinson Institute of Government will identify full-time and permanent part-time employees required to complete a position description questionnaire. The City Manager will distribute review forms to City employees after the video conference orientation sessions. Each City employee will be responsible for completing a form for their position and having completed materials submitted to the City Manager.

The next phase of the study will involve job analysis discussions with the City Manager and City employee to review their completed questionnaires and discuss classification and compensation information for their supervisory area(s).

After collecting all of the job activity data, the next elements of the project will involve developing new job descriptions, evaluating positions, collecting and analyzing a variety of benefits and salary survey data, and developing a new classification and compensation plan.

The final steps in the project will involve reviewing the preliminary results with the City Manager. The final report recommendations will be presented to the Mayor and City Council. A preliminary cost estimate and report will be submitted for review by Wednesday, August 31, 2022 and a final report submitted by Friday, September 30, 2022.

The Carl Vinson Institute of Government will remain available to assist with implementation and training related to the project recommendations until Friday, December 23, 2022.

**COST:**

A fixed fee of \$7,500 would be required to fund the project. The Institute of Government is willing to adjust the scope of work and costs accordingly to meet the City's needs. This proposal will be valid for 45 days from the date of issuance (October 29, 2021) and honored upon acceptance within that timeframe thereafter pursuant to execution of a contract.

Upon receipt of invoices, City of Oxford will pay the University of Georgia's Carl Vinson Institute of Government a fixed of \$7,500 being due on Friday, December 23, 2022. The invoice should be

directed to Mr. Bill Andrew, City Manager, City of Oxford, 110 West Clark Street, Oxford, GA 30054; telephone number 770-786-7004.

**CAPABILITIES OF THE VINSON INSTITUTE:**

The mission of the Institute of Government is to improve governance and the lives of people in Georgia. In carrying out this mission, the Institute can call on the wide-ranging knowledge base of the University of Georgia as well as on over 90 years of direct service experience in providing technical assistance, training, research, and policy analysis to local and state governments in Georgia. The Institute of Government is among the most highly-rated university-based organizations designed specifically to span the gap between best practices research and the existing practice of government. The Institute of Government has developed expertise in numerous areas of public policy, public management, training, and human services and resource development. Most importantly for the purposes of this proposal, the Institute of Government's Strategic Operations and Planning Assistance (SOPA) Division has tremendous experience with assisting local governments with human resource management technical assistance projects.

The proposed researcher for this project is:

Alex Daman Alex Daman would oversee the project. Alex joined the Institute in 2007. He provides technical assistance to local governments and public sector organizations in the areas of position classification and compensation, job descriptions, salary and employee benefits surveys, executive searches, and general human resource management. Mr. Daman has directed over 70 human resource technical assistance projects in the State of Georgia. He is a member of the American Society for Public Administration (ASPA) and serves on the Executive Board of ASPA's Section on Personnel Administration and Labor Relations. He has a Master of Public Administration from the University of Georgia.

The Carl Vinson Institute of Government focuses on providing customized research projects based upon the unique and specific needs of each local government. We have several experts in this arena that can be called upon to provide additional technical support. We stand ready to meet your applied research and training needs! For additional information please contact:

Alex Daman  
Public Service Assistant  
[adaman@uga.edu](mailto:adaman@uga.edu)  
404.268.6585





## Memo

**To:** Mayor and City Council  
**From:** Bill Andrew, City Manager  
**Date:** November 10, 2021  
**Re:** Possible Refund of Account #147

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Through recent code enforcement actions, it has come to the City's attention that the owner of Account #147 has been paying a monthly minimum charge on his water, sewer, and electric bill but has not been receiving service.

The water meter has not registered use since October 2005 and his electric meter has not registered use since October 2008. The charges were as follows:

Water from 10/1/05 to 10/31/21 -	\$3,632.52
Sewer from 10/1/05 to 10/31/21 -	\$3,972.82
Elec. from 10/1/08/ to 10/31/21 -	\$2,014.18
TOTAL -	\$9,169.52

Currently, the accounts are suspended.

Staff is concerned that perhaps the City should consider a refund of some or all of these funds since, at least for some time, he was not actually connected to the system.