



GOSHEN COMMON COUNCIL

Minutes of the June 5, 2023 Regular Meeting

Convened in the Council Chamber, Police & Court Building, 111 East Jefferson Street, Goshen, Indiana

Mayor Stutsman called the meeting to order at 6:00 p.m. and led the Pledge of Allegiance.

Mayor Stutsman asked the Clerk-Treasurer to conduct the roll call.

Present: Megan Eichorn (District 4) Julia King (At-Large) Doug Nisley (District 2)
 Gilberto Pérez Jr. (District 5) Donald Riegsecker (District 1)
 Matt Schrock (District 3) Council President Brett Weddell (At-Large)
 Youth Adviser Karen C. Velazquez Valdes (Non-voting)

Absent: None

Approval of Minutes:

Mayor Stutsman asked the Council's wishes regarding the minutes of the May 15, 2023 Regular Meeting. Councilor Pérez noted that topic #1 should have the name "Rosie Singh" instead of "Miriam Singh" and the change was approved without a motion. Councilor King made a motion to accept the May 15, 2023 minutes as presented. Councilor Schrock seconded the motion. The motion passed 7-0 on a voice vote.

Approval of Meeting Agenda:

Mayor Stutsman presented the agenda with the addition of new item #1. *Presentation about the Classification and Compensation Study by Baker Tilly.* Councilor Nisley moved to approve the agenda as suggested and Councilor Pérez seconded the motion. The motion passed 7-0 on a voice vote.

Privilege of the Floor:

At 6:03 p.m., Mayor Stutsman invited public comments on matters not on the agenda.

Glenn Null of Goshen complimented the City's actions on Memorial Day, saying that he appreciated the parade and that "the City actually knew what to do with the flags, when they should be flown at half-staff and when they should be raised." He thanked the Mayor and the City for honoring the flag and following the flag rules.

There were no further comments, so Mayor Stutsman closed Privilege of the Floor at 6:05 p.m.

1) Presentation about the Classification and Compensation Study by Baker Tilly

Mayor Stutsman said that the Council had requested a wage and compensation study to determine where the City of Goshen stands regarding employee pay compared to other municipalities and local industries. As the study nears completion, the Council and incoming Mayor Leichty will look closely at the study while the City undergoes union negotiation and budget considerations. The Mayor also said that due to the study, the City will be changing pay grades to better reflect the spread of wages across the City, not due to promotions or demotions, but simply to better reflect position alignments. Deputy Mayor Mark Brinson shared a memo with the Council that provided a brief overview of the wage study (EXHIBIT #1).



The **Mayor** introduced **Jada Kent**, **Baker Tilly senior manager**, who presented the study results to the Council.

Jada Kent shared the PowerPoint presentation, "Classification and Compensation Study" (**EXHIBIT #2**), and shared various high-level points:

- The project included data collection, a review of all City positions using employee and manager questionnaires, a market assessment, developing a pay plan and preparing a final report for the Council and City management.
- Baker Tilly reviewed positions based on weights of various compensable factors to determine market wages compared to other comparable positions and titles. Comparable positions were normalized to reflect similar working hours and cost of labor differentials in order to compare to the City's positions.
- Kent recommended four pay plans structured around the City's Union organizations, specifically General Employees, Teamsters, Police, and Fire, and outlined a recommended plan for the General Employees with 30 pay grades, minimum and maximum wages, and various examples of wage spreads.
- She then proposed various implementation scenarios, recommended the City approve changes to the compensation system and continue to maintain and review the system for internal and external equity.

Mayor Stutsman shared that other advisors at Baker Tilly are providing analyses on how plan implementation might affect the City's budgets. **Council President Weddell** asked about benefits included in the study. **Kent** said that the study focused on base pay only. Mayor Stutsman said that the study established pay grades in comparison to various employee levels and provided benefits information on other communities, but we would need to gather further information in order to compare the City's benefits to other communities. **Councilor King** asked about an efficient way to gather information regarding benefits packages. Kent said that she prepared a report that compiles benefits comparisons to other entities, and Mayor Stutsman said that the City will compare benefits packages with Elkhart, Mishawaka and South Bend. Mayor Stutsman said that the City will develop a smart plan that provides for necessary salary adjustments while not putting the City in the position of reducing wages or cutting positions in the future.

2) Mayor's Presentation: City of Goshen Youth Advisers

Mayor Stutsman said that the City has youth advisers who serve on boards throughout the City and this is the meeting to say goodbye to outgoing advisers while presenting incoming advisers. The program started with one Council youth adviser in 2016 and has expanded to six youth advisers serving various boards. He said that the advisers campaign at Goshen High School for two weeks and then students vote using voting machines provided by Elkhart County. Mayor Stutsman asked the following outgoing youth advisers to stand at the front of the room where he presented them with a plaque and challenge coin thanking them for their service. The advisers:

- **Tyra Gichobi** served on the Community Relations Commission.
- **Lauren Grant** served as the School Board representative. Grant thanked the community for the opportunity to serve in a public position, said that she had fond memories of voting in previous years and appreciated the positives and challenges that came with serving in a position such as this.
- **Elizabeth Dilworth** served on the Parks Board.
- **Briza Tayaguya-Delgado** served on the Mayor's Environmental Advisory Committee.
- **Samara Cleveland** served on the Shade Tree Board.



Mayor Stutsman asked the following youth advisers to stand at the front of the room, give a brief introduction and mention the board they will serve:

- **Sara Lozano** will serve on the Community Relations Commission.
- **Frida Luna Gallegos** will serve on the School Board.
- **Jennifer Olvera-Morgado** will serve on the Parks Board.
- **Skye Steury** will serve on the Mayor's Environmental Advisory Committee.
- **Antonio Perez** will serve on the Shade Tree Board.

Mayor Stutsman asked **Karen Velazquez Valdes** to stand at the front of the room, and presented her with a key to the City because she served on the Goshen Common Council. Youth Adviser Velazquez Valdez presented Mayor Stutsman with a plaque from current and former youth advisers to thank him for his leadership, excellence, and the reason youth advisers were in their positions. Velazquez Valdez also thanked **Councilor Eichorn**, **Deputy Mayor Mark Brinson** and **Denise Blenner** of the Mayor's Office for helping prepare and purchase the plaque.

Mayor Stutsman asked **Jessica Velazquez Valdez** to stand at the front of the room to be sworn in, after which she could dismiss the outgoing youth adviser (her sister). Jessica Velazquez Valdez was sworn in by the Mayor, Karen Velazquez Valdez said "Good luck" to Jessica. **Councilors Weddell and Eichorn** congratulated the Class of 2023 and wished outgoing Youth Adviser Velazquez Valdez the best for her future.

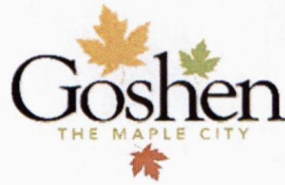
3) Goshen Water Utility presentation: Lead and Copper Inventory

City Director of Public Works & Utilities Dustin Sailor said that City Water and Sewer Utilities has been working on compliance with rules regarding lead and copper water lines. He acknowledged the work of **Utilities Superintendent Kent Holdren**, **Utility Business Office Manager Kelly Saenz**, and **City GIS Coordinator Mattie Lehman**. Sailor used a PowerPoint presentation to outline the City Water Utility's lead and copper project (**EXHIBIT #3**) which summarized various points about the project.

Sailor said the Clean Water Act was amended in 1991 when a Lead and Copper Rule was added to the Act and further amended in 2021 as reflected in the Federal Register, Title 40, Subpart 141, requiring Utilities to document the line types leading into buildings. Utilities classify water service lines differently depending on where the right-of-way, water service lines, property lines and water meters are situated. Goshen tends to have the curb-stop in the right-of-way and the meter inside the home. As required by the State of Indiana, Goshen Utilities will need to have a documented inventory of lead service lines by Oct. 16, 2024, which will entail compiling a massive amount of data.

Sailor said that documentation on the City's water system leads back to the 1890s while some unused portions of pipework go back to earlier days. Gathering information for the system is difficult because it is buried underground, so Utilities staff will go door-to-door to gather information from homeowners. Excavating lines to gather information is extremely expensive and impractical, so gathering information from the community is much easier. Communication is being sent out through door-hangers and mailers included in utility bills (**EXHIBIT #4**).

City GIS Coordinator Mattie Lehman continued the presentation and discussed the information hub on the City website, saying City Utilities services over 10,000 customers and uses the Graphic Information System mapping to maintain records on individual lines. The website <https://leadsafe-goshenindiana.hub.arcgis.com> is where the community can crowdsource and self-report types of water lines in their house.



Lehman said the website also shares many other resources regarding line types and related health effects as well as upcoming Utility projects. Lehman demonstrated some of the website's features for the Council and public.

Councilor Pérez said that he was impressed with the website and **Mayor Stutsman** said that the website is showing a lot of potential for community engagement through this project.

Sailor said that community members should be aware that the employees going door-to-door will be wearing an orange shirt, ID badge, and residents can still call the Utility Building office. Most employees will be college students.

Lehman said that the door-to-door employees will help residents identify the types of lines in their homes while crowdsourced information will seek contact information and a photo of the pipe entering through the wall of the building. She also said that the surveys have room to gather information on water quality and filtration systems in buildings. Sailor frequently referenced the NPR video on the website which demonstrated how to determine the type of service line, notably copper, lead or galvanized. Sailor said that City Utilities has not yet found an entirely lead-based service line in the City. **Kent Holdren** passed around a sealed bag containing a lead service line as an example for Council members to inspect.

Sailor said that City Utilities frequently tests for lead, copper and other contaminants in water, and the results are always below the safe thresholds as established by the EPA. **Mayor Stutsman** said that Flint, Michigan had lots of lead lines and made some choices that resulted in lead leaching into water, and Goshen is nowhere close to Flint's levels. Stutsman said that City Utilities anticipated \$1,000,000 for lead line replacement years ago, but now expect the project to cost up to \$6,000,000. He said that other communities across the state are focusing on combining lead-replacement efforts with street repairs and other infrastructure projects to mitigate some costs.

4) Public Hearing for the College Avenue (County Road 36) Annexation

Mayor Stutsman opened the public hearing for the County Road 36 Annexation. Mayor Stutsman said that this annexation is a continuation of the project started with the Brinkley Group. No members of the public spoke, so Mayor Stutsman closed the public hearing.

5) Resolution 2023-11: Interlocal Agreement with City of Elkhart for Stormwater Education Programs

Mayor Stutsman called for the introduction of Resolution 2023-11, *Interlocal Agreement with City of Elkhart for Stormwater Education Programs*. Council President Weddell asked the Deputy Clerk-Treasurer to read Resolution 2023-11 by title only, which was done.

Weddell/Schrock moved to approve Resolution 2023-11.

BACKGROUND:

Resolution 2023-11, which was before the Common Council for passage, allows collaboration between the cities of Goshen and Elkhart to educate communities on Stormwater issues. Much of the work is coordinated by Daragh Deegan, who works for the City of Elkhart's Public Works Department and has provided interactive programs at Goshen schools and recent First Friday events. The agreement was approved by the Goshen City Board of Works and Safety earlier in the day and would be funded from the City's Stormwater Fund.

JUNE 5, 2023 COUNCIL DISCUSSION & PASSAGE OF RESOLUTION 2023-11:



There were no other questions or comments from Councilors, so at 7:16 p.m., Mayor Stutsman invited public comments on Resolution 2023-11.

Goshen resident **Glenn Null** said that he is unsure why he as a taxpayer is being asked to pay for a program that supports Bethany Christian Schools, Goshen College, and Goshen Community Schools. He said his concern is that these entities should be able to pay for this service themselves and questioned why property owners are paying for it. He said he likes the service and that it's a good service, but is tired of people having a hand in his wallet.

Director of Public Works Dustin Sailor said that the Stormwater Program is an extension of federal and state programs focused on public education and outreach, which is a difficult task for which students are an easy audience. **Gina Leichty** said that this program has been one of the most popular features of the First Friday events and that **Daragh Deegan** provides effective communication to the community. **Councilor King** said that the entire community benefits from clean water and the amount paid on this agreement is a very small amount on behalf of the entire community.

There were no further Council comments or questions. Councilors also indicated that they were ready to vote.

On a voice vote, Councilors unanimously approved Resolution 2023-11, *Interlocal Agreement with City of Elkhart for Stormwater Education Programs*, by a 7-0 margin, with all Councilors present voting "yes" at 7:20 p.m. Youth Adviser Velazquez Valdes also voted "yes."

Elected Official Reports:

Council President Weddell asked for updates on the Stormwater Fee. **City Director of Public Works & Utilities Dustin Sailor** said that the status is "no status" and there's been no movement from Elkhart or Elkhart County.

Councilor King expressed appreciation to the Environmental Resilience Department for the Women's Bike Ride, which was well attended and well organized.

Councilor Pérez said he attended the Mental Health Summit Roundtable hosted by Lt. Gov. Crouch which focused on two bills subsequently passed and signed by Gov. Holcomb. SB 1 established an expansion of support already provided by mental health networks by providing the 988 mental crisis hotline. HB 1006 allows for law enforcement and communities to collaborate on crisis team preparation, which could benefit the City of Goshen and the work of **Officer James Ballard** and our law enforcement officials. **Mayor Stutsman** said the City identified \$250,000 of ARPA funds to help renovate facilities at Oaklawn that would continue mental health work in the community.

Council President Weddell said that he believes this is **Mayor Stutsman's** last Council meeting and he thanked him for his work for the City. **Councilor King** said that she knows Mayor Stutsman worked hard and really cares about Goshen and she thanked him for his work.



Mayor Stutsman said that he had been in the City Council Chamber at least twice a month for nearly 16 years, and will happily not be there so often while missing it at the same time. He said he found it exciting to see how the community has worked together for this period of time. He ended with, "Thank you, it's been an honor."

There were no further comments by elected officials.

Adjournment:

Councilor Nisley made a motion to adjourn the meeting. Councilor King seconded the motion. Councilors unanimously approved the motion to adjourn the meeting.

After a ten-second pause, Mayor Stutsman adjourned the meeting at 6:26 p.m. which was followed by applause from the Council and public.

EXHIBIT #1: A June 2, 2023 memo (1 page) by Deputy Mayor Mark Brinson introducing the Compensation Study Presentation by Baker Tilly Municipal Advisors. The memo was presented in support of agenda item #1, Presentation about the Classification and Compensation Study by Baker Tilly.

EXHIBIT #2: PowerPoint presentation (16 pages) from Baker Tilly Municipal Advisors on the Classification and Compensation Study for the City of Goshen, Indiana in support of agenda item #1, Presentation about the Classification and Compensation Study by Baker Tilly.

EXHIBIT #3: PowerPoint presentation (19 pages) titled, "Goshen Water Utility – Introduction to Federal & State Lead & Copper Rules" presented by Dustin Sailor and Mattie Lehman. The presentation was in support of agenda item #3, Goshen Water Utility Presentation: Lead and Copper Inventory.

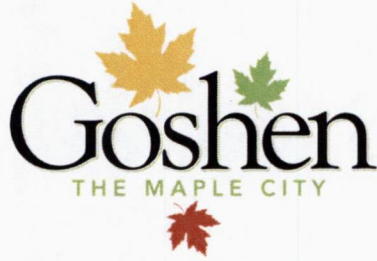
EXHIBIT #4: Flyer (1 page) titled, "Lead-Safe Goshen" in support of agenda item #3, Goshen Water Utility Presentation: Lead and Copper Inventory.

APPROVED:


Gina Leichty, Mayor of Goshen

ATTEST:


Jeffery Weaver, Deputy City Clerk-Treasurer



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Memo

To: Goshen City Council

From: Mark Brinson

Subject: Compensation Study Presentation

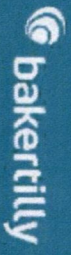
Date: June 2, 2023

The City of Goshen has engaged Baker Tilly to conduct a comprehensive study of the current compensation and classification system. The study is now nearing completion and Jada Kent from Baker Tilly will be attending the June 5 Council meeting to present the study findings. The presentation will include the following:

1. Project Methodology
2. Project Results
 - a. Internal Equity = Job evaluation
 - b. External Equity = Market Study
 - c. Pay Plan Development
 - d. Implementation
3. Recommendations
4. Next Steps

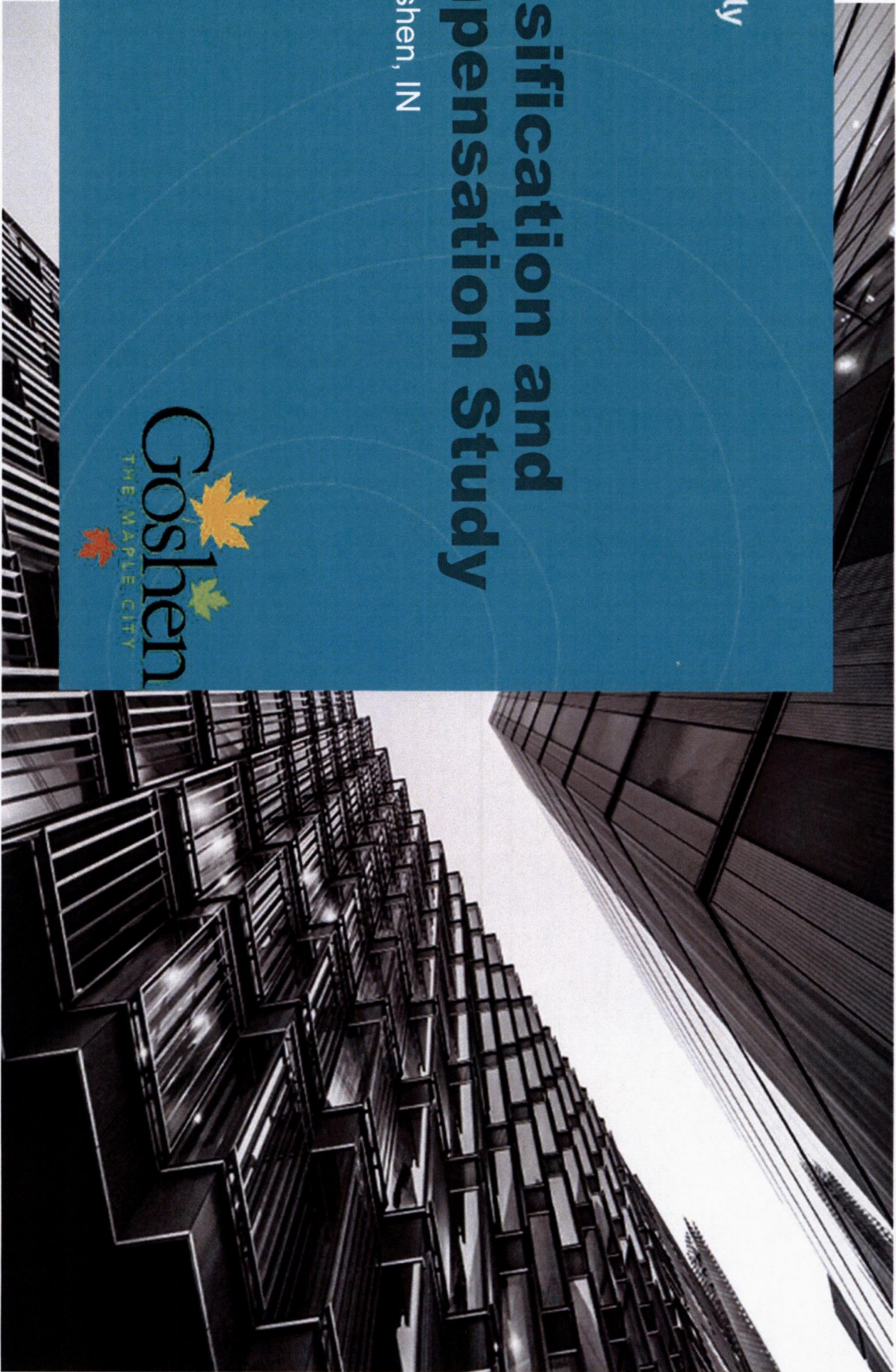
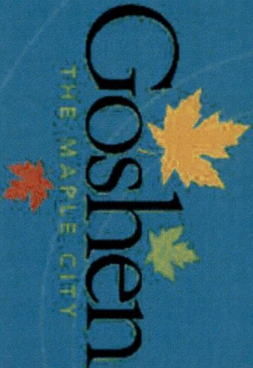
The focus of this meeting will be to present Baker Tilly's methodology, general findings, and recommendations and begin the conversation about how, when, or whether these recommendations might be implemented.

The Mayor and City staff will take the information from Baker Tilly and prepare an implementation strategy for Council consideration at a future Council meeting. No action is being requested at this time.



Classification and Compensation Study

City of Goshen, IN



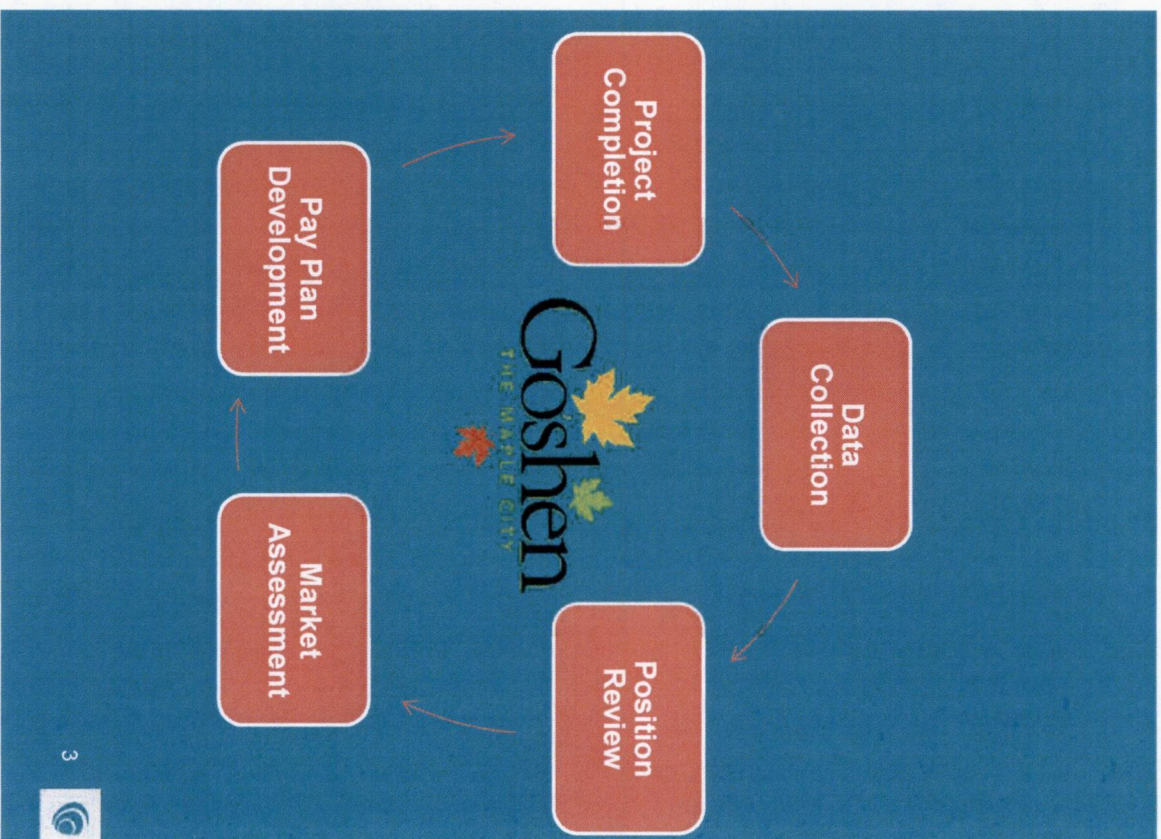
Agenda

- Project Methodology
- Project Results
 - *Internal Equity = Job Evaluation*
 - *External Equity = Market Study*
 - *Pay Plan Development*
 - *Implementation*
- Recommendations
- Next Steps



Project Overview

- **Data Collection:** Project planning meetings to discuss goals for the study and current challenges experienced by existing classification and compensation plan, data collected from the City, including PAQs completed by employees.
- **Position Review:** Position Analysis Questionnaires (PAQ) used to review titles and make recommendations for changes, as necessary, SAFE job evaluation conducted to establish internal equity.
- **Market Assessment:** collection of base pay and benefits information from peer organizations.
- **Pay Plan Development:** pay plan development, grade assignments, and implementation calculations.
- **Project Completion:** final report, Council presentation, project documentation delivery.



Title Recommendations

Baker Tilly reviewed existing position titles with consideration to nature and level of work performed in each role, against commonly used titles in the market, as well as consistency of progression throughout the City's pay structure.

Project Title	Proposed Title
Fleet Maintenance Manager	Fleet Maintenance Director
Maintenance Manager	WWTP Maintenance Manager
Education Grant Writer	Education Grant Writer
Asset Manager	Asset Manager
Maintenance Development Director	Parks Maintenance Manager
Assistant Fleet Maintenance Manager	Fleet Maintenance Manager
Assistant Maintenance Manager	WWTP Assistant Maintenance Manager
Urban Forester 2	Urban Forester
Grant Manager	Grants Coordinator
Assistant Cemeteries Director	Cemeteries Manager
Parks Recreation Coordinator (Facilities)	Parks Facilities Coordinator
Technology Assistant I	Technology Assistant
Park Custodian and Grounds Keeper (Laborer-Semiskilled)	Parks Groundskeeper



Position Review

- Baker Tilly owns a point factor job evaluation tool called SAFE® which was developed specifically for measuring local government jobs to determine internal value.
- A point factor evaluation, such as SAFE, allows for a consistent, equitable and defensible means of establishing a hierarchy of jobs (internal equity) and is compliant with the Equal Pay Act.
- The end result of this process is a total score for each position.

COMPENSABLE FACTOR	WEIGHT	DESCRIPTIONS / MEASUREMENT
1. Education	16%	Minimum formal education level required by the position
2. Experience	12%	Minimum years of experience required by the position
3. Level of Work	14%	Degree of difficulty of work performed by the position
4. Human Relations	8%	Type and level of human interactions
5. Physical Demands	5%	Physical exertion performed by the position
6. Working Conditions	7%	Environmental conditions experienced by the positions
7. Independence to Act	12%	Degree of independence to make decisions and act on them
8. Impact of Actions	14%	Severity of consequences as a result of decisions
9. Supervision Exercised	14%	Type and level of supervision exercised
	100%	TOTAL

Market Assessment: Definitions

- **Peer Organizations** = public peer organizations that are similar in size (revenue, population, or number of employees), services provided, geographic proximity, industry, competition for talent, etc.
 - Private Sector = published data salary survey data included in the market results
- **Benchmark Positions** = a job that is commonly found in the workforce and is likely to match with analogous positions in other organizations.
- **Data Adjustments** = work week, aging data if not in the current fiscal year, and cost of labor differentials. *Not the same as cost of living.*
- **Quality Control**
 - Market data is not weighted; no peer's data is given preference over another.
 - Required 3 matches per benchmark position to determine market values
 - A 75% overlap in duties/responsibilities is considered a "good" match



Market Assessment: Peer Organizations

- The City identified 10 public peer organizations to be included in the study
- Data was collected or compiled from 8 of those, these are shown in **BOLD**.
- Data from 3 published surveys included to represent the “private sector”.

1. **Elkhart**
2. **Elkhart County**
3. **Fort Wayne**
4. **Kokomo**
5. **Mishawaka**
6. **Nappanee**
7. **Portage**

8. **South Bend**
9. **Valparaiso**
10. **Warsaw**
11. **NRPA Salary Survey**
12. **Comp Analyst**
13. **Economic Research Institute**
14. **Bureau of Labor Statistics**



Market Assessment: Cost of Labor Differentials

- Where cost of living is a measurement of goods and services in each area, the cost of labor is a measurement of compensation paid.
- Cost of labor can be impacted by the cost of living but is mainly influenced by the supply and demand of labor in each area (rate of unemployment and number of qualified laborers).

Date Pulled	Client Name	Location	Geo Adjust	Avg. Salary
5/9/2022	City of Goshen, IN	Goshen, IN	94.7	57,476
Peer #	Peer Organization	Locality Used	ERI Indicator	GeoDiff %
1	City of Elkhart, IN	Elkhart, IN	95.7	-1.0%
2	Fort Wayne, IN	Fort Wayne, IN	93.3	1.4%
3	Kokomo, IN	Kokomo, IN	95.8	-1.1%
4	Mishawaka, IN	Mishawaka, IN	92.4	2.3%
5	Nappanee, IN	Goshen, IN	94.7	0.0%
6	Portage, IN	Portage, IN	98.3	-3.6%
7	South Bend, IN	South Bend, IN	93.4	1.3%
8	Valparaiso, IN	Valparaiso, IN	98.5	-3.8%
9	NRPA Salary Survey	United States Avg.	100	-5.3%
10	Comp Analyst	United State Avg.	100	-5.3%
11	Economic Research Institute	Goshen, IN	94.7	0.0%
12	Bureau of Labor Statistics	State of Indiana	93.9	0.8%

Cost of labor differentials collected from Economic Research Institutes Geographic Assessor tool which utilizes figures published by the Bureau of Labor Statistics.

Market Assessments: Results

- 97 of the City's positions were included in the market assessment
 - Of those, 24 had insufficient data (less than 3 matches) and a market value was not calculated.
 - *All positions were measured for internal equity. Therefore, non-benchmark positions and/or positions with insufficient matches were slotted into the pay structure equitably.*
 - Overall, the study yielded market values for 73 positions.
-
- Average minimum, midpoint, and maximum results were prepared for each benchmark with sufficient data.
 - A comparison of current midpoints vs. the market average midpoint was also prepared. Additional market thresholds demonstrating 5% above and 5% below market were also prepared for consideration.



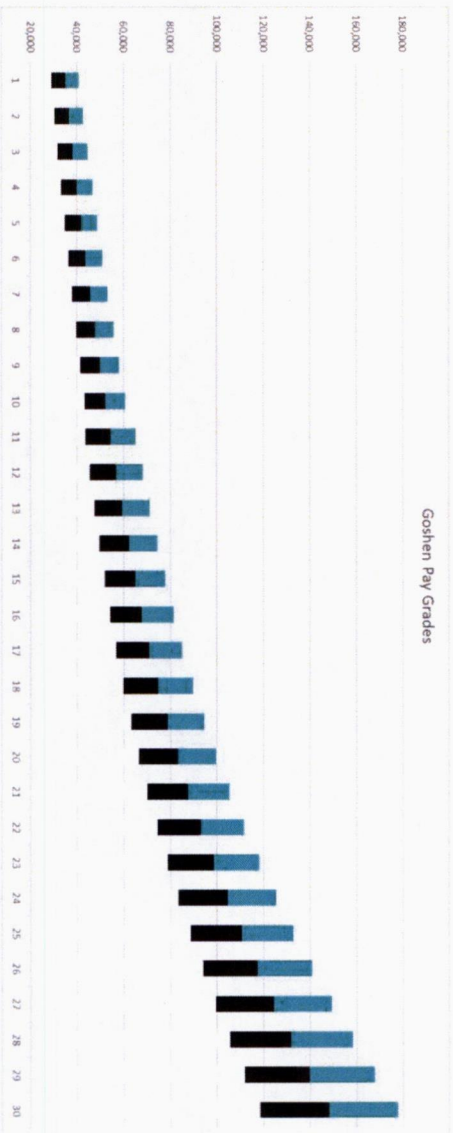
Pay Plan Development

- Baker Tilly led discussions with the City's project team with regards to the number of pay plans, type of pay plans, and design of pay plans.
 - Determination for the number of pay plans an organization needs may be influenced by the diversity of jobs, diversity in grading procedures, internal equity versus external competitiveness, and even your organizational culture.
-
- Baker Tilly prepared 4 pay structures for the following employee groups.
 - General = 119 positions
 - Union = 22 positions
 - Police = 16 positions
 - Fire = 14 positions

Proposed: General Pay Plan

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
1	\$29,167	\$35,000	\$40,834	40%	4.50%
2	\$30,479	\$36,575	\$42,671	40%	4.50%
3	\$31,851	\$38,221	\$44,591	40%	4.50%
4	\$33,284	\$39,941	\$46,598	40%	4.50%
5	\$34,782	\$41,738	\$48,695	40%	4.50%
6	\$36,347	\$43,616	\$50,886	40%	4.50%
7	\$37,983	\$45,579	\$53,176	40%	4.50%
8	\$39,692	\$47,630	\$55,569	40%	4.50%
9	\$41,478	\$49,773	\$58,069	40%	4.50%
10	\$43,344	\$52,013	\$60,682	40%	4.50%
11	\$43,483	\$54,354	\$65,225	50%	4.50%
12	\$45,440	\$56,800	\$68,160	50%	4.50%
13	\$47,485	\$59,356	\$71,228	50%	4.50%
14	\$49,622	\$62,027	\$74,433	50%	4.50%
15	\$51,854	\$64,818	\$77,781	50%	4.50%
16	\$54,188	\$67,735	\$81,282	50%	4.50%
17	\$56,626	\$70,783	\$84,939	50%	4.50%
18	\$59,741	\$74,676	\$89,612	50%	5.50%
19	\$63,026	\$78,783	\$94,539	50%	5.50%
20	\$66,493	\$83,116	\$99,740	50%	5.50%
21	\$70,150	\$87,687	\$105,225	50%	5.50%
22	\$74,358	\$92,948	\$111,537	50%	6.00%
23	\$78,820	\$98,525	\$118,230	50%	6.00%
24	\$83,550	\$104,437	\$125,325	50%	6.00%
25	\$88,562	\$110,703	\$132,843	50%	6.00%
26	\$93,876	\$117,345	\$140,814	50%	6.00%
27	\$99,509	\$124,386	\$149,264	50%	6.00%
28	\$105,479	\$131,849	\$158,219	50%	6.00%
29	\$111,808	\$139,760	\$167,712	50%	6.00%
30	\$118,517	\$148,146	\$177,776	50%	6.00%

- Open Range Plan
- 30 Grades
- 40 to 50% Range Spreads
- 4.5% to 6% Midpoint Progression
- Aligned to market at the midpoint
- \$14.02 minimum wage



Title & Grade Assignments: General Plan

Proposed Title	Grade	Minimum	Midpoint	Maximum
City Attorney	27	\$99,509	\$124,386	\$149,264
Public Works Director	27	\$99,509	\$124,386	\$149,264
Deputy Mayor	26	\$93,876	\$117,345	\$140,814
Civilian Fire Chief	26	\$93,876	\$117,345	\$140,814
City Civil Engineer	25	\$88,562	\$110,703	\$132,843
Community Development Director	25	\$88,562	\$110,703	\$132,843
Assistant City Attorney	24	\$83,550	\$104,437	\$125,325
Human Resources Manager	23	\$78,820	\$98,525	\$118,230
Redevelopment Director	23	\$78,820	\$98,525	\$118,230
Water & Sewer Superintendent	23	\$78,820	\$98,525	\$118,230
Wastewater Superintendent	23	\$78,820	\$98,525	\$118,230
Administrative City Engineer	22	\$74,358	\$92,948	\$111,537
Utilities City Engineer	22	\$74,358	\$92,948	\$111,537
Building Commissioner	22	\$74,358	\$92,948	\$111,537
Environmental Resilience Director	22	\$74,358	\$92,948	\$111,537
Street Commissioner	22	\$74,358	\$92,948	\$111,537
Parks Superintendent	22	\$74,358	\$92,948	\$111,537
Fleet Maintenance Director	21	\$70,150	\$87,687	\$105,225
Planning and Zoning Administrator	20	\$66,493	\$83,116	\$99,740
WWTP Maintenance Manager	20	\$66,493	\$83,116	\$99,740
Community Relations Manager	19	\$63,026	\$78,783	\$94,539
Airport Manager	18	\$59,741	\$74,676	\$89,612
Legal Compliance Officer	18	\$59,741	\$74,676	\$89,612
Technology Coordinator	18	\$59,741	\$74,676	\$89,612
Assistant Planning & Zoning Administrator	18	\$59,741	\$74,676	\$89,612
Asset Manager	17	\$56,626	\$70,783	\$84,939
GIS Coordinator	17	\$56,626	\$70,783	\$84,939
Cemetery Director	17	\$56,626	\$70,783	\$84,939
Assistant Street Commissioner	17	\$56,626	\$70,783	\$84,939
Parks Maintenance Manager	17	\$56,626	\$70,783	\$84,939
Water Quality Manager	17	\$56,626	\$70,783	\$84,939
Construction Distribution Supervisor	17	\$56,626	\$70,783	\$84,939
Utility Office Manager	17	\$56,626	\$70,783	\$84,939
Environmental Compliance Administrator	17	\$56,626	\$70,783	\$84,939

Proposed Title	Grade	Minimum	Midpoint	Maximum
Assistant Building Commissioner	16	\$54,188	\$67,735	\$81,282
Stormwater Coordinator	16	\$54,188	\$67,735	\$81,282
Laboratory Chemist	16	\$54,188	\$67,735	\$81,282
Fleet Maintenance Manager	15	\$51,854	\$64,818	\$77,781
First Deputy	15	\$51,854	\$64,818	\$77,781
Communication Coordinator	15	\$51,854	\$64,818	\$77,781
Building and Grounds Maintenance Manager	15	\$51,854	\$64,818	\$77,781
Project Manager	15	\$51,854	\$64,818	\$77,781
Urban Forester	15	\$51,854	\$64,818	\$77,781
Education Grant Writer	15	\$51,854	\$64,818	\$77,781
Mayor Assistant	14	\$49,622	\$62,027	\$74,433
Community Development Specialist	14	\$49,622	\$62,027	\$74,433
MWH Foreman	14	\$49,622	\$62,027	\$74,433
Parks Recreation Supervisor	14	\$49,622	\$62,027	\$74,433
WWTP Assistant Maintenance Manager	14	\$49,622	\$62,027	\$74,433
Code Compliance Officer I	14	\$49,622	\$62,027	\$74,433
Project Manager - Community Development	13	\$47,485	\$59,356	\$71,228
Cemeteries Manager	12	\$45,440	\$56,800	\$68,160
Paralegal	12	\$45,440	\$56,800	\$68,160
First Deputy Courts	12	\$45,440	\$56,800	\$68,160
Technician I - (Engineering)	12	\$45,440	\$56,800	\$68,160
Parks Facilities Coordinator	12	\$45,440	\$56,800	\$68,160
Payroll Administrator	11	\$43,483	\$54,354	\$65,225
Grants Coordinator	11	\$43,483	\$54,354	\$65,225
Inspector I - (Engineering)	11	\$43,483	\$54,354	\$65,225
Technology Assistant	11	\$43,483	\$54,354	\$65,225
Recreation Coordinator	11	\$43,483	\$54,354	\$65,225
Stormwater Specialist	11	\$43,483	\$54,354	\$65,225
Code Compliance Officer II	11	\$43,483	\$54,354	\$65,225
Second Deputy Courts	10	\$43,344	\$52,013	\$60,682
Administrative Legal Assistant	10	\$43,344	\$52,013	\$60,682
Inspector II - (Engineering)	10	\$43,344	\$52,013	\$60,682
Technician II - (Engineering)	10	\$43,344	\$52,013	\$60,682
Office Assistant I - Legal	9	\$41,478	\$49,773	\$58,069
Office Assistant	9	\$41,478	\$49,773	\$58,069
Accounts Payable	8	\$39,692	\$47,630	\$55,569
Accounts Receivable	8	\$39,692	\$47,630	\$55,569
Bailiff	8	\$39,692	\$47,630	\$55,569
Urban Forester Assistant	7	\$37,983	\$45,579	\$53,176
Operations Assistant / Skilled Labor	7	\$37,983	\$45,579	\$53,176
Lifeguard	6	\$36,347	\$43,616	\$50,886
Parks Groundskeeper	6	\$36,347	\$43,616	\$50,886



Goshen, IN

Proposed: Fire Plan

Proposed Title	Grade	Pay Point
Assistant Chief of EMS	213	\$102,467
Assistant Fire Chief	213	\$102,467
Battalion Chief	210	\$88,515
Certified Chief Inspector	208	\$80,286
Chief Paramedic	208	\$80,286
Fire Captain	208	\$80,286
EMS Lieutenant	207	\$76,463
Fire Lieutenant	207	\$76,463
Fire Inspector II	206	\$72,822
EMS Sergeant	205	\$69,354
Fire Sergeant	205	\$69,354
Firefighter	203	\$62,906
Firefighter Private 1st Class	202	\$59,910
Probationary Firefighter	201	\$57,057

Proposed: Police Plan

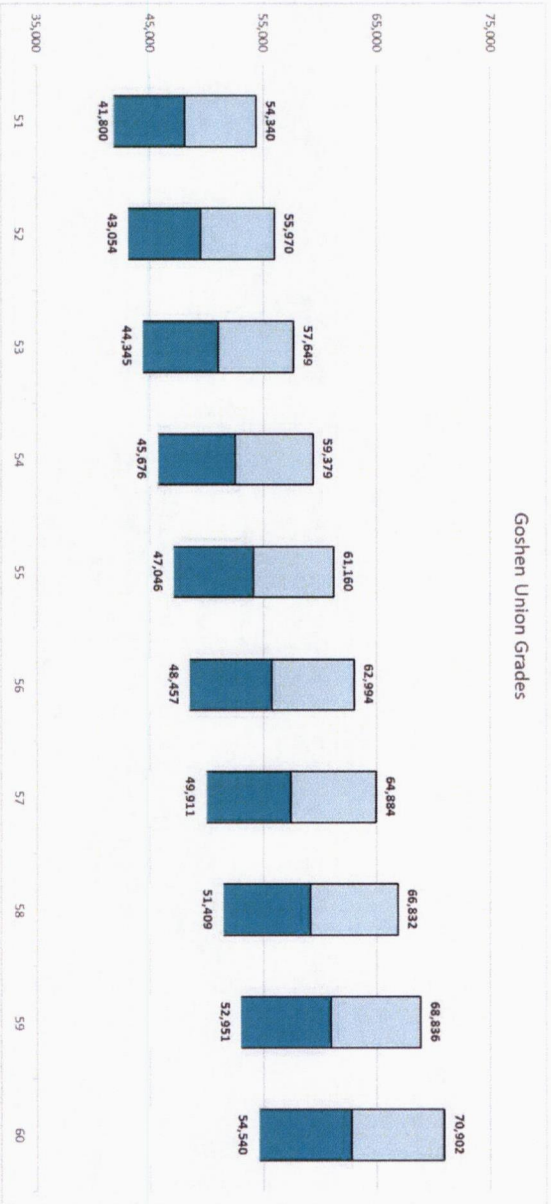
Project Title	Grade	Pay Point
Chief of Police	111	\$106,545
Assistant Chief of Police	109	\$93,936
Division Chief of Patrol	108	\$88,203
Investigation Division Chief	108	\$88,203
Police Captain	107	\$82,820
Detective	106	\$77,765
Detective-SRO	106	\$77,765
Police Lieutenant	106	\$77,765
Police Sergeant	105	\$73,019
Patrol Officer	103	\$64,377
Police Officer	103	\$64,377
Police Officer SRO	103	\$64,377
Probationary Patrol Officer	102	\$60,448
Special Police Officer	101	\$56,759
Evidence Clerk - Crime Scene Tech	101	\$56,759
Secretary	100	\$53,295



Proposed: Union Pay Plan

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
51	\$41,800	\$48,070	\$54,340	30%	3.00%
52	\$43,054	\$49,512	\$55,970	30%	3.00%
53	\$44,345	\$50,997	\$57,649	30%	3.00%
54	\$45,676	\$52,527	\$59,379	30%	3.00%
55	\$47,046	\$54,103	\$61,160	30%	3.00%
56	\$48,457	\$55,726	\$62,994	30%	3.00%
57	\$49,911	\$57,398	\$64,884	30%	3.00%
58	\$51,409	\$59,120	\$66,832	30%	3.00%
59	\$52,951	\$60,894	\$68,836	30%	3.00%
60	\$54,540	\$62,721	\$70,902	30%	3.00%

- Open Range Plan
- 10 Grades (51 – 60)
- 30 Range Spread
- 3% Midpoint Progression
- Aligned to market at the midpoint
- \$20.10 minimum wage



Project Title	Grade
Mechanic	54
Mechanic Assistant	52
Heavy Equipment Operator	54
Paint and Sign Technician	54
Light Equipment Operator - MMH	53
Light Equipment Operator - Streets	53
Park Ranger/Pavilion Manager and Maintenance	54
Parks Maintenance	52
Water Treatment Operator	54
Construction/Distribution Technician	54
Special Ops/Const-Distribution	54
TM Specialist	54
Meter Service Technician	53
Wastewater Maintenance Technician	54
Wastewater Technician	54
Wastewater Treatment Operator	54
Wastewater Utility Operator	54
SCADA Operator Technician	54
Laborer - Semiskilled	52
Inspection Crew Technician	54
Sewer Maintenance Technician	54
Water Plant Operator	52





Implementation Scenarios

- **Option 1:** Employees move to the minimum of their pay range if their current salary is below. If their current salary is already greater than the midpoint, they would retain their existing salary.
- **Option 2:** Employees receive the greater of moving to minimum if their current salary is below or a 2% adjustment. If the adjustment to minimum is less than 2%, employees would instead receive a full 2% adjustment instead. Therefore, no employee receives less than a 2% adjustment.
- **Option 3:** Employees move to the minimum if they are below. Next, all employees receive a 0.5% adjustment for each year of service with the City, capped at the maximum. This scenario would move longer tenured employees further into their new range.
- **Option 4:** Employees move to the midpoint of their pay range if their current salary is below. If their current salary is already greater than the midpoint, they would retain their existing salary.



Recommendations

We urge the City of Goshen to:

- Approve the title and classification changes.
- Approve the pay plans and grade assignments.
- Approve an implementation scenario that addresses the City's compensation philosophy, business goals, and that is fiscally sustainable.
- Continue efforts to maintain the classification and compensation system:
 - o Routinely review positions, job descriptions, and market conditions.
 - o Adjust the pay structure and salaries, annually, to keep pace with the market.
 - o Adopt general increases, annually, to reward employees and ensure advancement through assigned pay ranges.





GOSHEN WATER UTILITY

**INTRODUCTION TO
FEDERAL & STATE
LEAD & COPPER RULES**

01

OVERVIEW

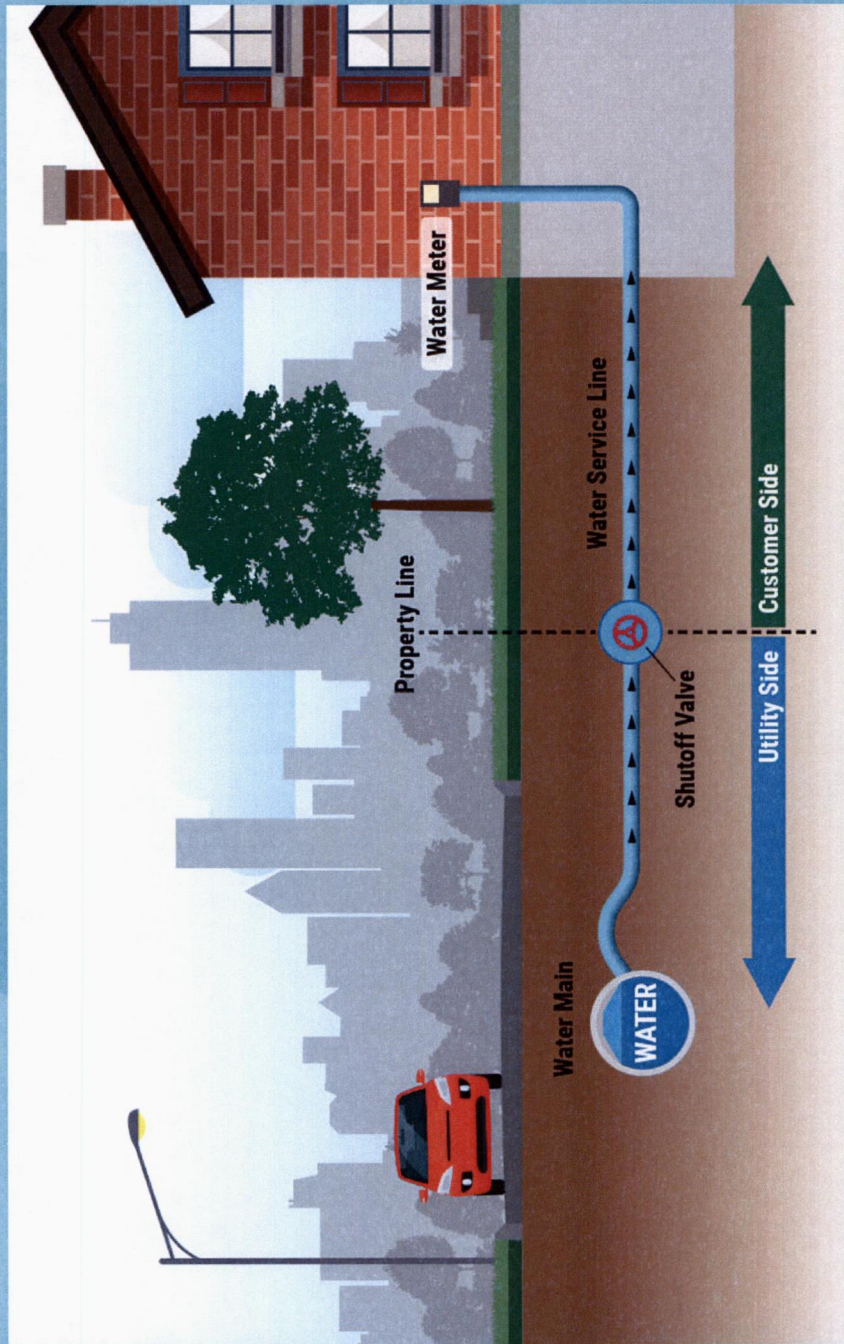
Current Lead & Copper Rule Requirements



LEAD AND COPPER REQUIREMENTS

1. Per the Federal Register, Title 40, Subpart 141, Water Utilities are required to document the water service material within their distribution system
2. In Indiana, community water systems are required to submit a lead and copper inventory
3. The federal lead and copper rules are anticipated to change again, so water system providers are focusing on the inventory

SERVICE LINE RESPONSIBILITY



02

TIMELINE

Implementation



TIMELINE

**DECEMBER 16,
2021**

Revisions to the
Federal LCR Took
Effect

**SUMMER
2023 & 2024**

City of Goshen
Inventory

**FALL
2023**

Federal LCR Update
Anticipated

**OCTOBER
16, 2024**

Inventory Due to the
Indiana Department of
Environmental
Management



03

GOSHEN'S LCR PROGRAM



GOSHEN'S LCR PROGRAM

ONLINE PRESENCE

Current Lead & Copper Information for Customers

DOOR TO DOOR

Contact Property Occupants and Document Water Service Material

CUSTOMER OUTREACH

- Door Hangers
- Utility Billing Notice
- Customer Mailing

GIS MAPPING

Collect Required Data in a Geographic Information System (GIS)

EXCAVATION

Potholing Down on Either Side of Curb Stop

REPORTING

October 2024
State Online Portal



ONLINE PRESENCE

Lead-Safe Goshen

Taking action to reduce risk and keep the Goshen community safe

Goshen's water system is over 100 years old and records were not strictly maintained for the past several decades. As a result, the City of Goshen is required to meet the State and Federal Lead and Copper Rule requirements for the City of Goshen. Goshen Water Utility is working to inventory the material of all water service lines in Goshen.

Goshen's current inventory status

Starting in 2022, City staff have been utilizing the tools at their disposal to accurately record and predict service line materials in our community. Using building and utility records, the City has been able to complete approximately 10% of our service lines. By October 15, 2024 the City is required to submit an inventory to State agencies with a degree of confidence as close as possible to 100%.





What we have found so far

City staff have found that Goshen water utility staff have not found fully lead service lines in the City of Goshen. However, in older sections of our City, it is common for service line pipes to be made of galvanized steel connected to the water main by an approximate 2-foot flexible section of lead pipe we call a "spike pipe" because of its shape.

Utility staff have conducted periodic targeted sampling of spike pipe residences to assess potential lead levels in drinking water at the tap. That is, we have not found any lead in the water. However, the EPA and CDC have shown that spike pipe risk for elevated lead exposure to be low based on testing, the City will be working hard in the years to come to reduce potential risk for our customers.

What's Your Water Utility Doing to Reduce Risk?

As your water provider, we are doing the following to reduce lead exposure in our water system.

-  **Verify Material**
Conducting verification of service line materials. [Learn More](#)
-  **Educate Public**
Programs and informative tips used to educate residents. [Learn More](#)
-  **Inform Customers**
Sharing results, maps, and any actions taken. [Learn More](#)
-  **Reduce Lead**
Ensuring projects to reduce lead in the water system. [Learn More](#)

CITY WEBSITE

<https://leadsafe-goshenindiana.hub.arcgis.com>



MAPPING



DOCUMENTATION

1. What is the water service material on either side of the curb stop
 - a) Visual Inspection
 - b) Excavation

DOOR TO DOOR



PUBLIC OUTREACH

- Employees will have ID Badges
- Will wear an orange shirt with City logo
- Concerned property occupants can call the Utility Billing Office at 574-533-9399



ONLINE PRESENCE

CROWD SOURCING DATA

[Goshen Home](#) [Verify](#) [Educate](#) [Inform](#) [Reduce](#)

Search

Verify Material

The City of Goshen is seeking to verify the material of customer water service lines in the following two ways:

1. Property visits throughout 2023-2024
2. Customer self-reporting - **help us out by filling out the survey!**

[Service Line Self-Report](#) [Take Survey](#)

Learn How to Identify the Material of Your Water Service Line

Do you have lead pipes in your home?

Lead exposure, even in small amounts, may cause health problems. It is connected with behavior and learning problems in kids, and high blood pressure and kidney problems in adults.

Lead in water systems is one possible source of exposure, and that's because in many homes, the pipe that connects the building's plumbing to the water system is still made of lead.

We'll help you find out whether your drinking water is at risk in a few simple steps. You won't need anything fancier than a magnet and a coin, but you will need to be at home to follow along.

Service Line Material Self-Reporting Survey

Resident Information

Name*

Phone Number*

Email*

Property Address*

(*) Suggestions are available. The asterisks are not meant to be an excuse bit.

Apartment or Unit Number
If applicable, please specify.

Account Number
If known, please enter the account number found on your latest bill.

Type of Occupancy*

Owner Renter/Tenant

[Back](#) [Next](#)

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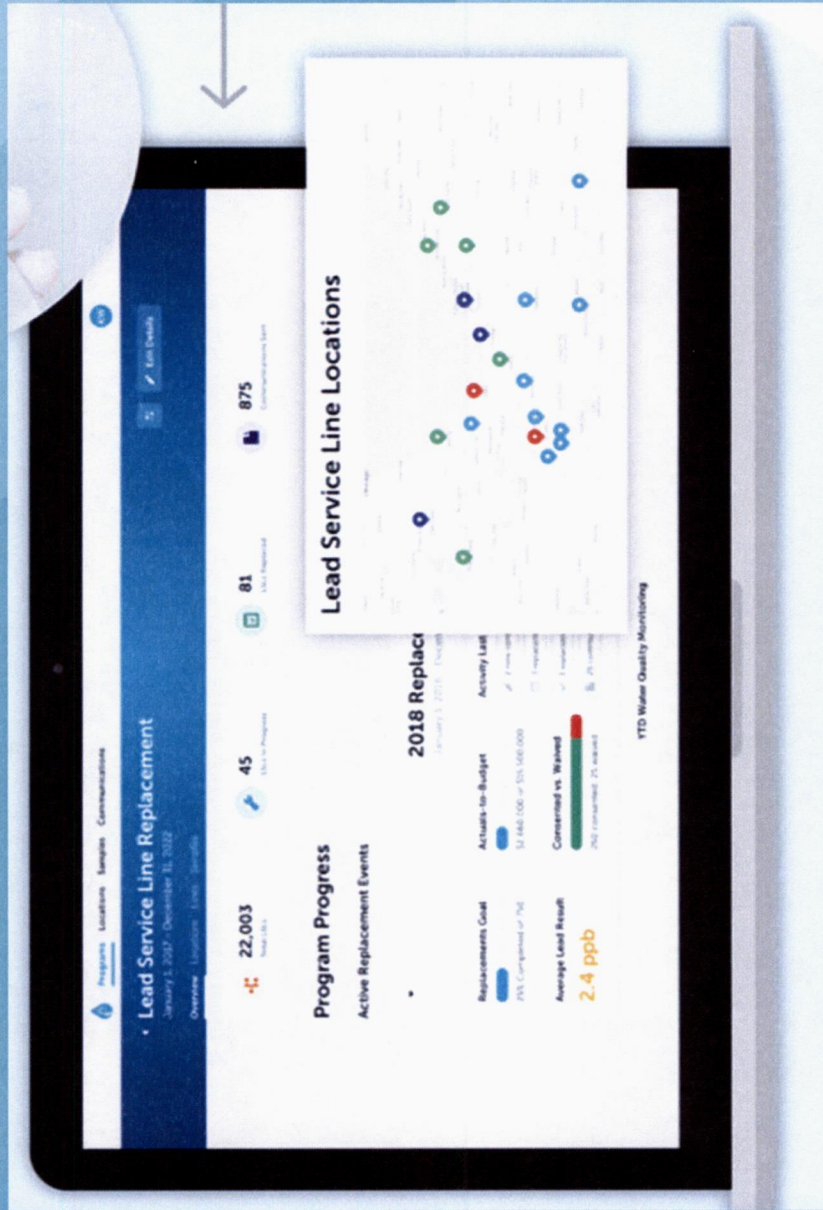
WHAT WE NEED TO DOCUMENT

04

REPORTING



REPORTING TO THE STATE



05

LEAD-SAFE GOSHEN

Goshen's Water Remains Safe to Drink



LEVEL OF CONCERN

LEAD-SAFE GOSHEN

Long-serving Water Sewer utility staff have never found a fully lead service line in the City of Goshen. But, records were not always maintained with the degree of precision that we now know is important.

WHAT WE'RE DOING ABOUT IT

Verify

1. We'll be conducting home visits throughout 2023 and 2024
2. Self-Report using our website!



Educate

What is a service line?



Any Health Questions?
County Health Department: (574) 523-2283

Want to see more?

Visit: <https://leadsafe-goshenindiana.hub.arcgis.com/>

Long-serving Water Sewer utility staff have never found a fully lead service line in the City of Goshen.

2020 Sampling Results

Copper: 1.3 ppm (MCL) / Results: 0.12 ppm

Lead: 15 ppm (MCL) / Results: 2.1 ppm

*MCL – Maximum Contaminate Level



GOSHEN WATER UTILITY

LEAD & COPPER COMPLIANCE



LEAD-SAFE

GOSHEN

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WHAT WE'RE DOING ABOUT IT

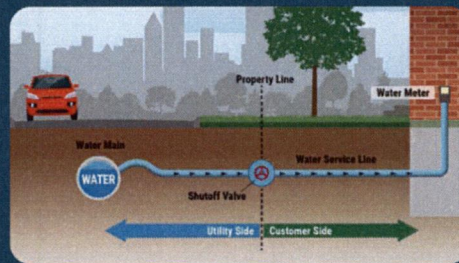
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