

Peachtree City Water & Sewerage Authority
Regular Meeting
Agenda
Monday, November 5, 2018
6:30 p.m.

- I. Pledge of Allegiance
- II. Public Comment
- III. Minutes
 - October 1, 2018 - Regular Meeting Minutes
- IV. Reports
 - A. Authority Members
 - B. General Manager
- V. Health Insurance Presentation
- VI. BSA Proposal
- VII. FY2018 Audit
- VIII. Compensation and Benefit Study Proposals
- IX. Executive Session – Personnel, Real Estate, Potential Litigation
- X. Adjourn

**** Location of meeting is Peachtree City Water & Sewerage Authority at 1127 Hwy. 74, South ****

NOTE: This agenda is subject to change up to twenty-four hours prior to the scheduled meeting.

A quorum of City Council will be in attendance.

Peachtree City Water and Sewerage Authority

October 1, 2018

The Peachtree City Water and Sewerage Authority held its monthly meeting on Monday, October 1, 2018, in the conference room of the John W. Gronner Administrative Center. The following individuals were present: Chairman Vanessa Fleisch, Vice-Chairman Mike King, Treasurer/Secretary Terry Ernst, Board Member Phil Prebor, Board Member Kevin Madden, Ms. Melissa Griffis (attorney with Rosenzweig, Jones, Horne & Griffis), Dan Davis (ISE), Bo Davis (ISE), Leslie Baer (ISE), Johnny Collins (WASA staff), John Thompson (The Fayette Citizen newspaper), John Dufresne, and Corinne Kehayes.

Ms. Fleisch called the meeting to order at 6:30 pm, and began with the Pledge of Allegiance.

Ms. Fleisch opened the meeting up for public comment.

Ms. Corinne Kehayes asked for clarification regarding the proposed solar project; stating that because the utility spends over half a million dollars on electricity and rates will be going up, there is possibly a potential for significant cost savings and suggests the Board keep that in mind for future years. Ms. Kehayes suggested the Board consider adding fire suppression to the electrical room because of the fire last year.

Ms. Fleisch asked for a motion to approve the September 4 regular meeting minutes. Mr. King made the motion, seconded by Mr. Prebor. Motion carried. Ms. Fleisch asked for a vote to approve the September 17 special called meeting minutes. Mr. King made the motion, seconded by Mr. Prebor. Mr. Madden abstained. Motion carried.

There were no reports from the authority members or General Manager.

Ms. Griffis stated this document is to update the signatory as a former employee was listed in the document. Ms. Fleisch asked for a motion to approve the Resolution for WASA 457 Deferred Compensation Plan. Mr. Ernst made the motion, seconded by Mr. King. Motion carried.

Ms. Griffis stated this document is to update the signatory as a former employee was listed in the document. Ms. Fleisch asked for a motion to approve the Resolution for WASA Profit Sharing Plan. Mr. Ernst made the motion, seconded by Mr. King. Motion carried. Mr. Madden asked for clarification that the plans remain intact or the same. Ms. Griffis stated yes, this is basic housekeeping; only changing the signatory for the accounts, and nothing with the plan or benefits is changing.

Ms. Griffis stated this document is to update the signatory in the plan documents. Ms. Fleisch asked for a motion to approve the Resolution for Money Purchase Plan. Mr. Ernst made the motion, seconded by Mr. King. Motion carried.

Mr. Dan Davis started the discussion on the proposed budget. Mr. Davis stated the budget was initially discussed in the September 4 meeting, and at the September 17 workshop. Mr. Davis stated there have been no changes to the budget since the September 17 workshop and asked that the budget now be considered for approval. Mr. Bo Davis presented a summary of the proposed Fiscal Year 2019 budget (see attached memo).

Mr. Madden had numerous questions regarding the budget, including stating that the projected revenue from fees is a big decrease from last year. Mr. Bo Davis stated this is not based on an anticipated lack of fees, rather a more conservative estimate which also accounts for the remaining homes in the west side not yet built and additional homes built later in the year. Mr. Madden asked for clarification on the other income amount change. Mr. Bo Davis stated this number is based on the sale of assets, which in the previous year was incorrectly shown in revenue and should be accounted for differently, in a different line item in the budget (other income). Mr. Madden asked if the food and restaurant revenue was moved to a different account. Mr. Bo Davis stated this has been moved to the commercial general line item. Mr. Madden asked about the increase in interest earnings. Mr. Bo Davis stated this was based on a previous incorrect accounting procedure which is now corrected in the budget. Mr. Madden asked about why there is a reduction in landscaping; and that the City is focused on beautifying efforts. Mr. Dan Davis stated that the proposed budget calls for a reduction in projects which should result in a reduction of landscaping needs. Mr. Madden asked about the reduction in processing chemicals. Mr. Bo Davis stated that based on conversations with previous staff, we believe a reduction is warranted because of external services being provided. Mr. Dan Davis stated the team found efficiencies and realized some savings as well. Mr. Madden stated they would keep an eye on this number. Mr. Johnny Collins stated that the reduction is a result of the vendor restructuring the payment and removing the maintenance fee based on the vendor putting in some automated systems requiring less onsite work. Mr. Madden asked about the CCTV number. Mr. Prebor stated this will be done in-house now or as projects are done. Mr. Madden asked about the materials/supplies/contracts increase. Mr. Bo Davis stated this represents professional liability insurance.

Ms. Fleisch asked for a motion to approve the budget. Mr. Madden made a motion to accept/approve the budget as presented and seconded by Mr. Prebor. Motion carried.

Ms. Fleisch asked for a motion to adjourn in Executive Session for the purposes of Real Estate, Potential Litigation and Personnel. The motion was made by Mr. King and seconded by Mr. Ernst. Motion carried. The meeting was adjourned into Executive Session at 6:51 pm.

Ms. Fleisch asked for a motion to reconvene to Regular Session. The motion was made by Mr. King and seconded by Mr. Ernst. Motion carried. The meeting was reconvened at 8:15 pm.

Ms. Fleish stated there were no actions to take as a result of Executive Session.

Ms. Fleisch asked for a motion to adjourn. The motion was made by Mr. Madden and seconded by Mr. Ernst. Motion carried. The meeting was adjourned at 8:16 pm.

Chairman - Vanessa Fleisch

Treasurer/Secretary - Terry Ernst




J. Smith Lanier & Co.
a Marsh & McLennan Agency LLC company

Peachtree City Water & Sewerage Authority

United Healthcare Options

Effective December 1, 2018

	Heritage Plus Split Copay AM-J3 Gold Current Plan	Heritage Plus Split Copay AUVS Platinum Mapped Renewal Plan	Heritage Plus Split Copay AUVV Gold Option 1
In-network			
Deductible Individual	\$1,500	\$1,500	\$1,500
Deductible Family	\$3,000	\$3,000	\$3,000
Out-of-pocket maximum - individual	\$3,400	\$2,000	\$7,350
Out-of-pocket maximum - family	\$6,800	\$4,000	\$14,700
Coinsurance	100%	100%	80%
Office Visit(PCP) Copay	\$35	\$25	\$35
Office Visit(specialist) Copay	\$75	\$50	\$70
Urgent Care Copay	\$100	\$50	\$50
Emergency Room Copay	\$500	\$250	\$250
Inpatient - facility	100% After Deductible	100% After Deductible	80% After Deductible
Outpatient surgery - facility	100% After Deductible	100% After Deductible	80% After Deductible
Out-of-network			
Deductible (individual/family)	\$5,000/\$10,000	\$5,000/\$10,000	\$5,000/\$10,000
Out-of-pocket maximum (individual/family)	\$15,000/\$30,000	\$15,000/\$30,000	\$15,000/\$30,000
Coinsurance	80%	80%	60%
Pharmacy			
Deductible	N/A	N/A	N/A
Tier 1 - Retail	\$10	\$7	\$10
Tier 2 - Retail	\$35	\$15	\$35
Tier 3 - Retail	\$60	\$50	\$70
Tier 4 - Retail	\$100	\$150	\$150
Tier 1 - Mail Order	\$25	\$21	\$30
Tier 2 - Mail Order	\$87.50	\$45	\$105
Tier 3 - Mail Order	\$150	\$150	\$210
Tier 4 - Mail Order	\$250	\$450	\$450
Financial Summary			
Composite Rates	<i>Current</i>	<i>Mapped Renewal</i>	<i>Option 1</i>
Employee	\$748.71	\$916.33	\$757.40
Employee + Spouse	\$1,497.42	\$1,832.66	\$1,514.80
Employee + Children	\$1,385.11	\$1,695.21	\$1,401.19
Family	\$2,133.82	\$2,611.54	\$2,158.59

Note: The plan descriptions are based on JSL's interpretation of the current plan design. We have attempted to duplicate the existing schedule of benefits, but actual plan provisions and claim administration will vary between insurance carriers. This description does not replace or supersede the contract. Insurance company offers are based on the information submitted and plan design outlined. Rating and conditions may be modified or withdrawn in the event that the risk characteristics at the time of enrollment are materially different from those assumed in the quotation.

PEACHTREE CITY WATER & SEWERAGE
Voluntary Vision



Effective December 1, 2018

Ameritas

	<i>In-Network EyeMed Access Network</i>	<i>Out-of-Network</i>
Annual Eye Exam	\$10 Exam	Up to \$35
Lenses (per pair)	\$25 Eye Glass Lenses	
Single Vision	Covered in Full	Up to \$25
Bifocal	Covered in Full	Up to \$40
Trifocal	Covered in Full	Up to \$55
Progressive	Standard: \$65 + Lens Deductible Premium: Lens Cost - 20% Discount - \$120 Allowance + Standard Progressive Cost	No Benefit
Lenticular	20% Discount	No Benefit
Contacts - Fit & Followup Exams	Standard: Member cost up to \$55 Premium: 10% off of retail	No Benefit
Contacts - Elective	Up to \$115	Up to \$100
Contacts - Medically Necessary	Covered in Full	Up to \$200
Frequencies - Exam/Lens/Frame	12 Months/Exam 12 Months/Lens 24 Months/Frames	12 Months/Exam 12 Months/Lens 24 Months/Frames

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PEACHTREE CITY WATER & SEWERAGE AUTHORITY

Life Insurance

Effective December 1, 2018

Insurance Carrier:	Principal		Renaissance	Mutual of Omaha	Greater Georgia Life	AXA	Guardian	UNUM
Basic Life/AD&D	Current	Renewal						
Estimated Volume	\$2,460,700	\$2,460,700	\$2,460,700	\$2,460,700	\$2,460,700	\$2,460,700	\$1,387,750	\$2,460,700
Basic Life Rate/\$1,000	\$0.299	\$0.350	\$0.349	\$0.270	\$0.410	\$0.431	\$0.530	\$0.400
Basic AD&D Rate/\$1,000	\$0.038	\$0.038	\$0.022	\$0.030	\$0.050	\$0.035	\$0.036	\$0.030
Rate per \$1,000	\$0.337	\$0.388	\$0.371	\$0.300	\$0.460	\$0.466	\$0.566	\$0.430
Monthly Total	\$829.26	\$954.75	\$912.92	\$738.21	\$1,131.92	\$1,146.69	\$785.47	\$1,058.10
Annual Total	\$9,951.07	\$11,457.02	\$10,955.04	\$8,858.52	\$13,583.06	\$13,760.23	\$9,425.60	\$12,697.21
Annual Premium Variance	\$1,505.95		\$1,003.97	-\$1,093	\$3,631.99	\$3,809.16	-\$525.47	\$2,746.14
Annual Percentage Variance	15.13%		10.09%	-10.98%	36.50%	38.28%	-5.28%	27.60%
Estimated Lives Dep Life	21 Lives		21 Lives	21 Lives	21 Lives	21 Lives	21 Lives	21 Lives
Rate/Unit	\$1.91	\$1.91	\$1.57	\$1.91	\$1.51	\$1.85	\$1.87	\$2.86
Monthly Total	\$40.11	\$40.11	\$32.97	\$40.11	\$31.71	\$38.85	\$39.27	\$60.10
Annual Total	\$481.32	\$481.32	\$395.64	\$481.32	\$380.52	\$466.20	\$471.24	\$721.22
Annual Premium Variance	\$0.00		-\$85.68	\$0.00	-\$100.80	-\$15.12	-\$10.08	\$239.90
Annual Percentage Variance	0.00%		-17.80%	0.00%	-20.94%	-\$181.44	-\$120.96	\$2,878.85
Total Monthly Premium	\$869.37	\$994.86	\$945.89	\$778.32	\$1,163.63	\$1,185.54	\$824.74	\$1,118.20
Total Annual Premium	\$10,432.39	\$11,938.34	\$11,350.68	\$9,339.84	\$13,963.58	\$14,226.43	\$9,896.84	\$13,418.44
Total Annual Premium Variance	\$1,505.95		\$918.29	-\$1,092.55	\$3,531.19	\$3,794.04	-\$535.55	\$2,986.05
Total Annual Percentage Variance	14.44%		8.80%	-10.47%	33.85%	36.37%	-5.13%	28.62%
Schedule of Benefits	200% of Annual Salary Plus \$15,000 Rounded to Next Higher \$1,000 Maximum of \$200,000 Minimum \$15,000		2 x Base Salary Rounded to Next Higher \$1,000 Plus \$15,000 Maximum of \$200,000 Minimum of \$15,000	2 x Annual Salary Plus \$15,000 Maximum \$200,000 Minimum \$15,000	2 x Annual Earning + \$15,000 Maximum \$200,000	2 X Annual Earning + \$15,000 Maximum of \$200,000 Minimum of \$15,000	100% of Annual Earning + \$15,000 Maximum of \$200,000 Minimum of \$15,000	2 x Annual Earning + \$15,000 Maximum of \$200,000
Guaranteed Issue Amount	\$215,000		\$180,000	\$200,000	\$200,000	\$200,000	\$155,000	\$160,000
	Spouse - \$5,000 Child 0 Days to < 6 Month - \$1,000 Child 6 month > - \$2,500		Spouse - \$5,000 Child Live Birth through 14 Days - \$0 Child 15 Days < 6 Months - \$500 Child 6 Months through 18/22 - \$2,500	Spouse - \$5,000 Child Birth to 14 Days - \$1,000 Child 14 Days > - \$2,500	Spouse - \$5,000 Children - \$2,500	Spouse - \$5,000 Child - \$2,500	Spouse - \$5,000 Child - \$2,500 Infant - \$500	Spouse - \$5,000 Child Birth - 6 Months - \$1,000 Child 6 Months - 19/26 - \$2,500
Living Benefit Rider	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Waiver of Premium	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Conversion	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Reduction Schedule	Yes		Yes	Yes	Yes	Yes	Yes	Yes
Rate Guarantee	One Year		24 Months	2 Years	24 Months	24 Months	2 Years	2 Years

Note: The plan descriptions are based on JSL's interpretation of the current plan design. We have attempted to duplicate the existing schedule of benefits, but actual plan provisions and claim administration will vary between insurance carriers. This description does not replace or supersede the contract. Insurance company offers are based on the information submitted and plan design outlined. Rating and conditions may be modified or withdrawn in the event that the risk characteristics at the time of enrollment are materially different from those assumed in the quotation.



PEACHTREE CITY WATER & SEWERAGE AUTHORITY

Long Term Disability

Effective December 1, 2018

Insurance Carrier:	Principal	Renaissance	Mutual of Omaha	Greater Georgia Life	UNUM
Benefits					
Schedule of Benefits					
Class 1	Active Fulltime EE's Working at Least 30 Hours per Week Salaried EE's Earning <\$40K or Hourly EE's	Active Fulltime EE's Working at Least 30 Hours per Week Salaried EE's Earning <\$40K or Hourly EE's	All Eligible EE's Earning Below \$40K	All Eligible EE's Working 30 Hours per Week Earning < \$40K	EE's Working 30 Hours per Week Earning < \$40K or Hourly
Class 2	Active Fulltime EE's Working at Least 30 Hours per Week Salaried EE's Earning >\$40K	Active Fulltime EE's Working at Least 30 Hours per Week Salaried EE's Earning >\$40K	All Eligible EE's Earning \$40K or More	All Eligible EE's Working 30 Hours per Week Earning > \$40K	EE's Working 30 Hours per Week Earning > \$40K
Elimination Period	60 Days	60 Days	90 Days	90 Days	60 Days
Benefit Percentage	60%	60%	60%	60%	60%
Maximum Monthly Benefit	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Benefit Duration	Class 1 - 2 Years Class 2 - To SSNRA	SSNRA	Class 1 - 2 Years Class 2 - RBD to SSNRA	Class 1 - SSNRA Class 2 - SSNRA	Class 1 - 2 Year ADEA Class 2 - SSRA/Reducing Benefit Duration
Own Occupation Coverage	End of Benefit Duration	Class 1 - 2 Years Class 2 - To Age 65	24 Months	Class 1 - 2 Years Class 2 - SSNRA	2 Year
Pre-Existing Condition Limitation	3 Months/12 Months	3 Months/12 Months	3 Months/12 Months	3 Months/12 Months	3 Months/12 Months
Mental & Nervous/Drug & Alcohol	24 Months	24 Months	24 Months	24 Months	24 Months
Financials					
	<i>Current</i>	<i>Renewal</i>			
Monthly Covered Payroll	\$92,979.00	\$92,979.00	\$92,979.00	\$92,979.00	\$92,979.00
Rate per \$100	\$0.850	\$0.960	\$1.230	\$0.820	\$1.310
Estimated Monthly Premium	\$790.32	\$892.60	\$1,143.64	\$762.43	\$1,218.02
Estimated Annual Premium	\$9,483.86	\$10,711.18	\$13,723.70	\$9,149.13	\$14,616.30
Annual Premium Variance	\$1,227.32		\$4,239.84	-\$334.72	\$5,132.44
Annual Percentage Variance	12.94%		44.71%	-3.53%	54.12%
Rate Guarantee	1 Year		2 Year	2 Years	24 Months

Note: The plan descriptions are based on JSL's interpretation of the current plan design. We have attempted to duplicate the existing schedule of benefits, but actual plan provisions and claim administration will vary between insurance carriers. This description does not replace or supersede the contract. Insurance company offers are based on the information submitted and plan design outlined. Rating and conditions may be modified or withdrawn in the event that the risk characteristics at the time of enrollment are materially different from those assumed in the quotation.

AXA DECLINED TO QUOTE LTD
 GUARDIAN DECLINED TO QUOTE LTD
 ONE AMERICA DECLINED TO QUOTE LIFE AND LTD



PROPOSAL
COMPENSATION CONSULTING SERVICES

October 30, 2018
(Updated October 31, 2018)



**Compensation
Resources**

310 Route 17 North
Upper Saddle River, NJ 07458
(201) 934-0505

Proposal

Compensation Consulting Services

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Proposal Compensation Consulting Services

EXECUTIVE SUMMARY

Compensation Resources, Inc. (CRI) is pleased to submit our proposal to Peachtree City Water & Sewerage Authority (hereinafter "PCWSA" or the "Authority") to provide compensation consulting services. As we understand from our conversations, Integrated Science & Engineering, in its capacity as contract operators of the PCWSA facility in Peachtree City, GA, wishes to conduct a market pricing evaluation of twenty-four (24) job descriptions, plus an additional three (3) management positions. This is desired to provide periodic testing of the external market place to ensure the Authority conducts its due diligence and maintains awareness of compensation values and pay and benefit equity. Therefore, major goals of this project will be to:

- Develop the Compensation Philosophy for the Authority that will serve as the baseline for the design of all future rewards programs;
- Determine PCWSA's market competitiveness with regard to Base Salaries and Total Cash Compensation¹ for twenty-four (24) job descriptions, and three management positions;
- Assess PCWSA's benefits package from a total rewards perspective for market competitiveness; and,
- Provide market data on shift differential pay.

We have prepared the following proposal to indicate the project steps and the specific details that **CRI** would undertake during the project. We look forward to working with PCWSA and continuing our long-standing relationship.

Respectfully submitted,



Harry J. Schum, MBA
Senior Consultant

¹ Total Cash Compensation is comprised of Base Salary plus annual incentives/bonus.

Proposal

Compensation Consulting Services

METHODOLOGY

Our methodology follows a systematic process for research, design, and implementation. Throughout the project, **CRI** will provide guidance and support to PCWSA to ensure that there is complete understanding and comfort in moving forward with the project. Our aim is to make experts of our clients' for the research we provide. However, we continue to be available post-engagement to answer questions, provide guidance, and address any specific training needs to ensure continued success in implementation.

Foundational Work

The process begins with initial fact-finding, which seeks to set a solid foundation upon which to perform all future tasks. During the initial project phase, **CRI** will conduct a variety of activities, including information gathering of current compensation and organizational information.

We believe that the interview process with key management members is a critical step in any compensation project, as it provides the client and the consultant with dedicated time to identify needs and discuss desired strategies with respect to the Authority's compensation programs. Therefore, it is our intention to conduct interviews with the key executives and others, as identified and as appropriate. The information and feedback that we gather up front will help us to understand PCWSA's culture, what issues the Authority has faced in the past with respect to its compensation structure, target market positioning, and desired future direction of compensation.

We will draft a formal Compensation Philosophy specific to PCWSA based on our interviews and discussions. The Philosophy will clarify the Authority's intended position *vis-à-vis* its respective marketplace, and reflect its overall mission, organizational culture, business objectives, and administrative capabilities. The Philosophy will be presented to the Authority for its review and approval. Once approved, the Compensation Philosophy will serve as the baseline for developing new compensation programs, moving forward.

Compensation Study

The compensation study will form the basis for understanding the current compensation levels of PCWSA's positions against the competitive marketplace. We will collect and review current job descriptions for each position to understand the full scope of responsibilities and impact. Where job information needs to be supplemented, we will provide a brief and easy-to-complete Position Description Questionnaire (PDQ)² to collect the job-related data. **CRI** will not write or update job descriptions as a part of this project.

Using job information to identify the comparable positions within the marketplace in which PCWSA competes, we will conduct a detailed market study of twenty-four (24) job descriptions, plus three (3) other management lead positions (General Manager, Human Resources and Finance). The compensation study will provide competitive information on Base Salary and Total Cash Compensation data relative to the Authority's appropriate labor market. To establish the competitive market levels, we will use data

² PDQs consist of questions that examine the various components that comprise a position in order to assess the scope of the position in-depth, including reporting relationships, duties and responsibilities, licensing requirements, qualifications, etc.

Proposal

Compensation Consulting Services

obtained from multiple published and subscription-based salary surveys within **CRI's** extensive onsite research library. Data will be collected at the 25th, 50th (weighted average), and 75th percentiles.

We will carefully analyze the collected data, compile the results, and ensure that the collected data is representative and realistically characterizes the compensation of the positions within PCWSA. Statistical analyses will be conducted in order to develop a market consensus (value) for each position consistent with the defined Compensation Philosophy and market positioning. Included in this analysis, we will research shift differentials for the second and third shifts.

Subsequent to our market analysis, **CRI** will prepare and present a comprehensive report to PCWSA. The report will include an overview of our methodology and a summary of our findings with regard to Base Salaries and Total Cash Compensation.

Benefits Study

We will conduct an analysis of PCWSA's current benefits programs against the marketplace, using research data contained in published surveys. The benefits that will be evaluated within this study include, but may not be limited to:

- Medical
- Dental
- Vision
- Retirement
- Life insurance
- Paid time off
- Short-term disability
- Long-term disability
- Tuition reimbursement
- Flexible spending

This analysis will include normative data and the prevalence of benefits offered by similar entities, and will allow the Authority to better understand how its benefits package compares to those entities. In addition, **CRI** will review the prevalence of other benefits that are offered by similarly-situated employers that may be appropriate for PCWSA to consider.

Included in the Compensation Study report above, **CRI** will include a subsection summarizing the results of our benefits assessment, identifying how the Authority's programs compare against its marketplace. The report will reflect a "report card" format, with an overall assessment of results, along with details on each component identified thereafter, as well as observations.

Deliverables:

- Fact-finding interviews
- Compensation Philosophy
- Position Description Questionnaire (if needed)
- Market analysis
- Shift differential research
- Benefits Study
- Report of findings

Proposal
Compensation Consulting Services

PROJECT TIMETABLE AND PROFESSIONAL ARRANGEMENTS

The estimated timetable for completing the study, as outlined, is approximately four (4) to six (6) weeks. Our ability to meet this timetable assumes a start date by mid-November 2018, as well as no undue delays in obtaining information or scheduling discussions with PCWSA.

The timetable indicated above is based on our experience with similar projects, and we will strive to meet this timetable as closely as possible, assuming limited extenuating circumstances. However, we recognize that a certain degree of flexibility may be needed and, therefore, we will work with you to adjust this timetable as appropriate.

Based on the work plan described, our professional fees for this project will be as follows.

Project	Professional Fees
Compensation Study (including shift differential research)	\$7,800
Benefits Study	\$5,000
Total Professional Fees	\$12,800

In addition to our professional fees, we are reimbursed for out-of-pocket expenses relating to travel, overnight delivery, and any required and approved expenditures (e.g., printing costs). We also charge a flat 10% of professional fees to cover general administrative expenses, which include research library and office support services. These fees will remain valid for 90 days.

Should we be awarded the project, checks should be made payable to **Compensation Resources, Inc.**, Federal Identification Number: 52-1668892. Terms of payment are net 30 days from the date of the invoice. Invoices not paid within terms are subject to a 1.5% finance charge per month; 18% per annum. The client is obligated to pay the full amount agreed to under this contract when services are performed, and deliverables are met by **CRI**. If the client postpones or deviates from the project scope, the client is responsible for payment in full if the delay exceeds ninety (90) days beyond the date specified in the proposal unless it is mutually agreed to by both parties

These fees anticipate no onsite meetings. As a cost savings measure, all meetings and discussions will be conducted telephonically or by videoconference.

Our billing arrangements, including the 10% administrative fee, will be as follows:

- \$4,400 upon evidence of engagement *
 - \$4,400 due as a first monthly payment *
 - \$5,280 due at conclusion of project *
- * Plus applicable reimbursable expenses

In the event that PCWSA requests work beyond the scope of this proposal, **CRI** would be glad to assist. Additional work outside the scope of this proposal will be determined at that time based on the specifics of the future work and billed in accordance with our hourly rates based on the number of hours extended. Additional work may also extend our anticipated timeframe for completion.

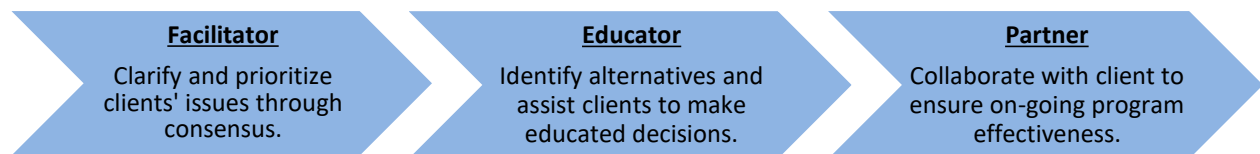
Proposal Compensation Consulting Services

QUALIFICATIONS AND STRENGTHS

CRI is a boutique consulting firm specializing in providing clients with hands-on consulting expertise. Our firm is certified as a Small Business Enterprise by the State of New Jersey, and has been certified as a Women Business Enterprise, and services clients coast-to-coast.

CRI specializes in executive compensation, sales compensation, pay-for-performance and incentive compensation, performance management programs, and expert witness services. Our firm is staffed with experienced human resources professionals who have appropriate academic credentials and have broad general knowledge and specialized experience in the design and implementation of organization-wide compensation programs. Since its inception in 1989, **CRI** has provided a wide variety of clients with creative and pragmatic solutions to meet their business needs.

We have maintained a philosophy regarding consulting assignments; specifically we assume three (3) roles with our clients:



Our collaborative philosophy is validated by the fact that the majority of our clients are organizations with which we have worked previously, and referrals.

The hallmark of our firm has been to provide practical solutions that are easy to understand and administer, cost effective and most importantly, "they work." Adherence to these principles has enabled **CRI** to provide our clients with professional, practical assistance tailored to their individual needs. Another aspect that sets **CRI** apart from other consulting organizations is our commitment to plan effectiveness. We are dedicated to providing the necessary assistance to ensure the programs we design work effectively over time. **CRI** is large enough to get the job done quickly and effectively, while small enough to take a very personal and professional interest in each aspect of an assignment. Furthermore, we differentiate ourselves from other consultants in that we:

- Provide integrated research, business data, and consulting expertise
- Offer effective solutions tailored to meet specific client needs
- Develop and install customized solutions, not "off the shelf" programs
- Relationship-driven rather than project-oriented consulting

CRI's hands-on approach at the highest level of our firm enables our clients to benefit from the expertise and knowledge our consultants possess, through education, training, and development. Project leaders are committed to the success of the project and to building long-term client relationships, and take this role very seriously.

Proposal

Compensation Consulting Services

CRI maintains an extensive database of compensation and related information from which we draw upon over the course of our consulting work. Our firm uses a variety of resources for benchmarking compensation, including:

- Published compensation surveys in our in-house library of over 7,000 publications;
- Subscription databases of compensation information that are updated quarterly;
- On-line, subscription resources for compensation information that provide a greater depth of data than "free" services;
- Public filings of companies and organizations; this includes subscription services to on-line databases and analysis tools of publicly-traded companies and non-profit organizations; and
- Our network of industry contacts and similar clients who are called upon to validate compensation data.

CRI also maintains extensive resources relative to executive compensation matters. These include information on regulatory, tax and accounting matters, good governance, published surveys covering executive compensation, various periodicals and publications, online resources, etc. In addition, **CRI** devotes significant resources to training and education of its consulting staff to ensure they remain abreast of all matters that impact our consulting practice.

Proposal Compensation Consulting Services

PROJECT TEAM

Harry J. Schum, MBA

Harry J. Schum is a Senior Consultant with **CRI**. Mr. Schum has over 30 years of compensation and human resources generalist experiences in both the consulting and corporate environments over several industries and business entities. His specialized areas of expertise include executive compensation, sales compensation, variable pay, incentive strategies and human resource planning and program implementation. Additionally, he works individually with senior management in transition to identify negotiating positions for potential career change opportunities.

Prior to joining **CRI**, Mr. Schum was a corporate officer and Vice President, Human Resources for Infilco Degremont, Inc. and Trigen Energy Corporation (both subsidiaries of Suez Corporation, **NYSE: SZE**), and has held senior global HR management positions with MasterCard International, Deloitte & Touche and RJR Nabisco. Previous to these corporate assignments, he spent eight years as an actuarial and compensation associate at Kwasha Lipton (currently Price, Waterhouse & Coopers).

Mr. Schum received a Master's of Business Administration (MBA) in Organizational Behavior from Iona College's Hagan School of Business and graduated with a Bachelor of Arts (BA) in Mathematics from Fordham University. He is a member of the Society for Human Resource Management (SHRM) and WorldatWork.

Sara D. Schmidt, CCP, PHR, SHRM-CP

Sara D. Schmidt is a Senior Consultant with **CRI**. Ms. Schmidt has 20 years of compensation consulting experience, with a focus in the healthcare, not-for-profit, insurance, and manufacturing industries. She is responsible for business development and providing consulting services related to the design and implementation of compensation and human resources programs, with specific expertise in developing salary administration and performance management programs, as well as executive compensation matters within the not-for-profit arena. Ms. Schmidt also conducts training programs on the use of these programs.

Ms. Schmidt graduated with a Bachelor of Arts in Psychology from the University of Rochester. Ms. Schmidt maintains the designations of Certified Compensation Professional (CCP), Professional in Human Resources (PHR), and SHRM Certified Professional (SHRM-CP). Ms. Schmidt is a member of WorldatWork and the Society of Human Resources Management (SHRM).

Compensation Analysts

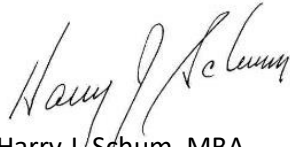
Compensation Analysts will be assigned to this project to support the research and data analysis needs of the Project Team.

Proposal
Compensation Consulting Services

EVIDENCE OF ENGAGEMENT

If you are in agreement with the terms and conditions set forth herein, please sign in the space provided below.

Sincerely,



Harry J. Schum, MBA
Senior Consultant

Agreed to on behalf of Peachtree City Water & Sewerage Authority:

Signature

Date

Print Name

Title



Sara D. Schmidt, CCP, PHR, SHRM-CP
Senior Consultant

PEACHTREE CITY WATER AND SEWERAGE AUTHORITY

Proposal

To provide an

**Updated Compensation and
Benefits Analysis Study**

October 11, 2018

THE MERCER GROUP, INC.

Corporate Headquarters:

5579 B Chamblee-Dunwoody
Suite 511
Atlanta, GA 30338
770-551-0403
FAX 770-399-9749

Raleigh Office:

Phillip Robertson
3443 Highway 39 North
Louisburg, North Carolina 27549
919-496-2080
FAX 919-496-7995
MercerNC@aol.com



The Mercer Group, Inc.

Consultants to Management

*3443 Highway 39 North
Louisburg, North Carolina 27549
(919) 496-2080
FAX (919) 496-7995*

October 11, 2018

L. H. Davis, Jr.
Peachtree City Water and Sewerage Authority
Via Email

Dear Mr. Davis:

The Mercer Group, Inc. is pleased to provide this proposal for a Compensation Update and Benefits Analysis Study for the Peachtree City Water and Sewerage Authority.

It is our understanding that the Authority desires to ensure a comprehensive update of our previous Study from 2012. Our firm can provide the services you have requested.

For your consideration, we draw your attention to our experienced project team and to our interactive approach:

Our project staff is experienced in developing both public and private sector pay plans. Our team members have consulted extensively in this area and are recognized as experts in the field of classification and compensation.

Our style is interactive; that is, we form a partnership with the client to conduct a project. PCWASA will benefit through ease of implementation and the training we provide for continued use of the systems.

We are committed to successful implementation. Our work will be practical, realistic, and will have the prior commitment of top management to facilitate implementation.

Our Principal in Charge, James Mercer, possesses over 30 years of management consulting experience with local governments. The Mercer Group, Inc. is over 21 years old and has conducted many similar compensation studies, including the ones we have done for the Authority in 2005 and 2012.

We are a growing firm. We offer the reputation of a respected national firm with the economy of a smaller company.

We welcome the opportunity to discuss our proposal in person or teleconference. This proposal is valid for 120 days from the date of receipt by the Authority. We abide by all applicable rules of federal, state, and local entities.

We thank you for this opportunity and look forward to working with the Authority on this project. If you have any questions, please contact me at 919-496-2080.

Sincerely,

THE MERCER GROUP, INC.

A handwritten signature in black ink on a light-colored rectangular background. The signature is written in a cursive style and reads "Phillip G. Robertson".

Phillip G. Robertson
Senior Vice-President
The Mercer Group, Inc.

I. ABOUT THE MERCER GROUP, INC.

The Mercer Group, Inc. will be the sole firm providing all services as described in this proposal. This proposal has been made without collusion with any other person or entity.

The Mercer Group, Inc. is a management consulting firm incorporated in the State of Georgia and operating nationwide. Founded by James L. Mercer, a long-term public management consultant, The Mercer Group, Inc., provides management consulting services to state and local governments, special Districts, and private sector clients. The company's services include:

- Compensation and classification studies;
- Executive recruitment;
- Organization and operations analysis;
- Productivity improvement;
- Strategic planning;
- Performance evaluation and pay for performance systems;
- Management systems;
- Organization development and training;
- Privatization;
- Policy studies;
- Budget evaluation services; and
- General management consulting.

Mr. Mercer started his own firm in 1981 and, in 1984, merged it with another consulting firm, Wolfe & Associates, Inc. On June 1, 1986, Mr. Mercer acquired the Human Resource and Organizational Consulting Practice of Wolfe & Associates, Inc. This acquisition formed the basis for Mercer, Slavin & Nevins, Inc. He sold his interest in Mercer, Slavin & Nevins, Inc. early in 1990 and founded The Mercer Group, Inc.

Mr. Mercer is the Chief Executive Officer of our firm and can be contacted at our corporate headquarters as follows:

James L. Mercer, President
The Mercer Group, Inc.
5579 B Chamblee-Dunwoody Road, Suite 511
Atlanta, Georgia 30338
Telephone: (770) 551-0403; FAX: (770) 399-9749
Federal Tax ID No.: 58-1877068
Web site address: <http://www.mindspring.com/~mercer/>

Business Model

The Mercer Group, Inc. is a **Consortium Model** firm, with a core of key staff members supplemented by associated independent consultants and specialty firms. The consortium members work together regularly and have long personal and professional relationships. This business model allows us to:

- Staff each engagement with precisely the right mix of consulting professionals who have the specific managerial, functional, and technical skills needed to fully satisfy the project objectives.
- Eliminate pressure to assign salaried staff who may be available but lack the experience or capabilities to be effective and efficient in serving a particular client.
- Offer competitive rates for very senior consultants due to our reduced administrative and overhead costs.

This project will be conducted out of the Raleigh, North Carolina office. The North Carolina office is staffed by Senior Vice President Phillip Robertson. The Raleigh office is well experienced in compensation and classification as well as executive search. The staff has decades of experience in the public sector.

Phillip Robertson will be the Project Manager. The Raleigh office specializes in Compensation/Pay and Classification Studies. The Raleigh branch can be contacted as follows:

Phillip G. Robertson
Senior Vice President
The Mercer Group, Inc.
3443 Highway 39 North
Louisburg, North Carolina 27549
Telephone: (919) 496-2080; FAX: (919) 496-7995
e-mail address: MercerNC@aol.com

Project Team

The team we are proposing for the Peachtree City Water and Sewerage Authority project includes our most experienced Compensation consultants.

The Principal in Charge of the project will be James L. Mercer. Mr. Mercer is President of our firm. He is a Certified Management Consultant and has extensive experience in all phases of management consulting including compensation, classification, and performance appraisal.

The Project Manager will be Phillip Robertson, Senior Vice President of our firm. He possesses

extensive knowledge of all phases of compensation and classification and all areas of local government management. He will be responsible for assuring the quality of our work, the adherence to expected schedules and the delivery of our work products.

Phillip Robertson has been managing The Mercer Group, Inc.'s Compensation and Classification business for the past 20 years and has been responsible for personally conducting all Compensation and Classification Studies conducted by The Mercer Group during that time. Mr. Robertson will be participating in 100% of the project.

James L. Mercer, President

Mr. Mercer holds a Master of Business Administration degree from the University of Nevada, Reno, and a Bachelor of Science degree in Industrial Management from the same institution. He has also received a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill, and is a graduate of the Executive Development Program at Cornell University. Mr. Mercer has more than 26 years experience in management consulting. He has authored three books, co-authored three books, and has written more than 250 articles on various phases of public management. His experience covers the following functional areas: compensation and classification, organization analysis, management systems, productivity improvement, seminars/training, public sector executive search, strategic planning, and general consulting. Examples of Mr. Mercer's experience in each of these functional areas are listed below:

Mr. Mercer personally worked with Dr. Rensis Likert, considered by many to be the "father of participative management," on the design of data collection instrumentation (using Likert's survey research instruments) to compare 27 test and 27 control medium-sized local governments across the country on the issues of receptivity to new technology and innovation. This experiment formed the basis for the current national local government database in this area.

Prior to forming The Mercer Group, Mr. Mercer was President of Mercer, Slavin, & Nevins, Inc. and a Regional Vice President of Wolfe & Associates, Inc., with which he previously merged his own local government consulting firm, James Mercer & Associates, Inc. He has also been Director of Government Consulting Services in the southeastern and southwestern regions of the United States for Coopers & Lybrand. He has been a National Program Director with Public Technology, Inc., and served as Assistant City Manager of Raleigh, North Carolina. This was preceded by ten years of private sector and university faculty and staff experience. Mr. Mercer is a frequent featured speaker, organizer and panelist at local government conferences, professional, and civic clubs, etc., on issues of productivity improvement, management, office automation, entrepreneurship, etc.

Mr. Mercer has received many honors, including the prestigious George C. Franklin Memorial Award from the North Carolina League of Municipalities for Excellence in Public Administration and election to Beta Gamma Sigma, the national honor society in business and administration. He has also served on several private and public Boards, including the

University of Nevada Foundation, the School of Business Advisory Board at California Polytechnic State University in San Luis Obispo, and the Public Administration Program at the University of South Carolina. Mr. Mercer has been quoted in The New York Times, Forbes, Public Management, American City and County, and many other national and local publications. His professional affiliations include:

- International City/County Management Association;
- American Society for Public Administration;
- Institute of Industrial Engineers (past Chapter President);
- The Technology Transfer Society (Board of Directors - 5 terms); and
- International Association of Quality Circles.

Phillip Robertson, Senior Vice-President

3443 Hwy. 39 North

Louisburg, North Carolina 27549

Office telephone: 919-496-2080 Cellular telephone: 919-349-7239

Fax: 919-496-7995

Mr. Robertson has over 40 years' experience in the public sector. Mr. Robertson joined The Mercer Group, Inc. in 1998.

- Compensation and Classification studies performed and managed by Mr. Robertson: Hernando County, Florida; Housing Authority of Covington, Kentucky; East Point, Georgia; Martin County, Florida; Ouachita Parish, Louisiana, Public Library; Monmouth, Oregon; Monroe, Georgia; Peachtree City, Georgia; The Development Authority of Peachtree City, Georgia; Pitt County, North Carolina; Okaloosa County, Florida; Okaloosa County Detention Center; Martin County, Florida Sheriff's Office; Henderson, Nevada; Berlin, Connecticut; Choctawhatchee Electric Cooperative in Defuniak Springs, Florida; Duncan, Oklahoma; Calcasieu Parish, Louisiana Public Library System; Colonial Heights, Virginia; Nye County, Nevada; Decatur Illinois Housing Authority; Rochester Hills, MI; Garden City, Georgia; Glastonbury, Connecticut; Kitty Hawk, North Carolina; Holly Springs, North Carolina; Sun 'N Lake of Sebring, Florida, Improvement District; Okaloosa, Florida, Gas District; Sunny Isles Beach, Florida; Frankfort, Kentucky; Peachtree City, Georgia, Tourism Association; Sioux City, Iowa; Glen Heights, Texas; Daytona Beach, Florida; Jacksonville, Florida; Osawatomie, Kansas; Gordon College in Barnesville, Georgia; Assisted Housing Risk Management Association, IL; Iowa League of Cities; Peachtree City Water and Sewerage Authority; Minturn, Colorado; Loma Linda, California; Public Agency Risk Sharing Authority of California, Sacramento; Hercules, California; Mooresville, North Carolina; Salt River Landfill, Scottsdale, Arizona; Jackson County, North Carolina; Clayton State University

in Morrow, Georgia; Rhode Island Airport Authority; Vernon, California; Metropolitan District Commission in Hartford, Connecticut; Glenwood Springs, Colorado; Eagle, Idaho; Wethersfield, Connecticut; Davie, Florida; Yankton County, South Dakota; Pensacola, Florida; North Carolina State Firefighters Association; Craven Community College in New Bern, North Carolina; Lee County, Georgia; Cumberland County ABC Board (Fayetteville, North Carolina); Portland, Maine; Goldsboro, North Carolina; Cheyenne, Wyoming; Huntersville, North Carolina; Spring Lake, North Carolina ; Southland Utility Services, Florida; Kentucky League of Cities; Cabarrus County, North Carolina; Nevada City, California; Johnston County, North Carolina; Defuniak Springs, Florida; East Point, Georgia; Lexington, North Carolina; Kiawah Island, South Carolina, N.C. Association of County Commissioners (On-going).

Additional Experience:

- * Former Management Information Systems Director for the North Carolina Division of Employment and Training.
- * Extensive experience in organizational analysis at the local and state government levels
- * Former Personnel Manager for a Division of the North Carolina State Government.
- * Former Assistant City Manager for Clayton, North Carolina.
- * Extensive experience in Grant Management at the Federal, State, and Local levels.
- * Extensive experience and expertise with information systems management at the Federal, State, and Local levels.

Mr. Robertson has a MA in Public Administration from Appalachian State University in Boone, North Carolina and BA in History from Wake Forest University in Winston-Salem, North Carolina. He has also done doctoral work at North Carolina State University in Raleigh, North Carolina.

Joan L. Miller, Vice President
Email: mercer.robertson@aol.com

Ms. Miller has 26 years of experience in municipal government as a city planner, housing specialist, and grants manager. Her areas of expertise include:

- Policy and Procedure Research, Development, and Implementation
- Fiscal Analysis as a Function of Policy Options
- Transportation and Recreation Program Planning and Implementation
- Water Quality Improvements
- Code Enforcement and Residential Rental Inspection
- Comprehensive Plan Development, Modification, and Interpretation
- Environmental Review
- Grants Development, Administration, Reporting and Closeout
- Housing Rehabilitation Program Planning, Development, and Implementation

Ms. Miller is a graduate of North Carolina State University.

PROJECT SCHEDULE

The Mercer Group, Inc. is committed to performing the Peachtree City Water and Sewerage Authority project in a timely manner as specified below and within budget.

We suggest a 75 day project schedule. If needed we can discuss specific changes that can be made to reduce this time schedule during orientation.

PROJECT APPROACH

Scope of Work

The Mercer Group, Inc. understands that the Peachtree City Water and Sewer Authority desires to ensure a Comprehensive Update of their Salary Compensation system.

Based on the project scope the deliverables will include:

1. Work closely with the employees and executives.
2. Recommend an effective, highly flexible and easily administered and maintained system.
3. Provide a plan and a schedule for implementation.
4. Make presentations as needed.

The specific results of the compensation study are displayed in Exhibit I.

EXHIBIT I

RESULTS OF THE COMPENSATION AND BENEFITS ANALYSIS STUDY:

- Development of comprehensive market survey instrument for continued use by the organization;
- Development of recommendations for salary and benefits levels;
- Development of written guidelines of the total system.

Our Approach To The Study

The Mercer Group, Inc. believes that the Compensation and Benefits Analysis Study must have extensive client participation. Our experience has shown that successful assignments are characterized by:

- A mutual understanding between the client and the consultant staff of the objectives, study process, timing, and end products of the study;
- A thorough understanding of the current situation by the consultants before proceeding with detailed analysis;
- Providing opportunities for participation and input by staff; and
- A thorough review of draft reports with Executive Management.

Work Program and Schedule

STEP 1. Orientation

Because of the significance of a compensation study, a clear understanding of and agreement to the work plan is critical. We will begin the project by speaking with Executive Management regarding:

- Specific issues regarding the current pay and benefits structure(s);
- Specific issues regarding individual Departments and Divisions;
- Understanding of the objectives for the system;
- Begin development of a list of organizations for the "market analysis," including public and private employers; and
- Implementation strategy for the results of the study.

Orientation will be conducted via telephone conferences in order to expedite the schedule for the study.

STEP 2. Market Analysis

We will work with the Authority to select a representative number of positions to be used as

"benchmarks" for a market comparison survey, relying somewhat on the positions identified in the 2012 study.

The survey instrument will be developed as part of our assessment and understanding of the needs of the organization.

The identification of the organizations to be surveyed will be collaborative. There are a variety of methodologies that can be used in determining "Market":

- Local geographical market or variations thereof (Where can employees continue to live where they are living and take their skills?)
- Recruiting market (Where are you losing employees and where are you getting employees?)
- Like Size Authorities within the region.
- Organizations that provide similar services.
- Organizations of similar population
- Communities with similar growth

All of these options and more will be considered and discussed. A combination of approaches will be selected in conjunction with the organizational needs and desires.

The survey instrument will be customized for the Authority. All information will be analyzed by The Mercer Group, Inc. and a detailed report will be prepared regarding the responses. This analysis and report will be done on Excel spreadsheets and provided to the Authority.

Using the market research data, a set of specific recommendations regarding the level of Compensation for all classes will be developed. In this part of the study, we will:

Provide recommended pay levels for all classes;

Recommend a benefits structure for employees based on the market analysis of

- Co-pay for the employees and the % that the employers pay for the medical , dental and vision insurance
- Holidays, sick days, and vacation days for the length of service
- Information concerning
 - 457 Retirement Plan or other plans
 - Basic Life Insurance
 - Short and Long Term Disability Insurance.

(This list of benefits may be amended through discussions with Executive Management)

Provide recommendations on policy decisions such as competitive benefits, salary range widths, new-hire level guidelines, and mechanisms for slotting; and

Provide alternative implementation strategies for the system, including the cost of each alternative.

STEP 3. Communication, Reporting and Documentation

Communication is of utmost importance in Compensation and Benefits Analysis Study. This is why our work plan with orientation and review of recommendations provide numerous opportunities for contact discussion and communication between the consultants and management. Each organization has a different culture and need with regards to communication. A detailed plan will be developed during orientation and amended as needed.

Throughout the project The Mercer Group, Inc. will provide the organization with written or oral updates. Specifically, we will provide:

Status reports at each step of the process;

Special reports when policy decisions need to be made;

Preliminary final report for review by appropriate officials, and;

Final report.

PRICE PROPOSAL

COMPENSATION AND BENEFITS ANALYSIS STUDY:

The not-to-exceed total cost of the Study as described in this proposal will be \$9,075. (This price is the same as for the 2012 Study.)

Our customary payment schedule includes partial payments tied to verifiable completion of selected phases of the project. The payment schedule listed below is what we would recommend for this project; however, it is Not a condition of our acceptance of this contract.

At completion of Orientation: 25% of contract amount

At completion of collection of market survey information: 50% of contract amount

At presentation of Final Report: 25% of contract amount