



Town Council Agenda Report

Date: November 12, 2019 Item No. 9

To: Honorable Mayor and Town Council

Subject: A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF APPLE VALLEY, CALIFORNIA, APPROVING THE FINAL FINDINGS AND RECOMMENDATIONS FROM THE CLASSIFICATION AND COMPENSATION STUDY, AMENDING THE CLASSIFICATION AND SALARY PLAN AND SALARY SCHEDULE

From: Douglas Robertson, Town Manager

Submitted by: Douglas B. Robertson, Town Manager

Budgeted Item: Yes No N/A

RECOMMENDED ACTION

That the Town Council adopt the attached Resolution No. 2019-32, a Resolution of the Town Council of the Town of Apple Valley, California, approving the final findings and recommendations from the 2019-2020 Classification and Compensation Study and amending the current Classification and Salary plan to adjust for the study findings.

BACKGROUND

On June 25, 2019, Public Sector Personnel Consultants presented to the Apple Valley Town Council the initial findings and recommendations from the 2019 Classification and Compensation Study. Once the initial study was complete, the appeals process began. This process provided further review of position duties, required training and experience, and complexity of work performed, for employees that appealed the initial findings and recommendations. As a result of these findings, the Human Resources Department has updated the Classification Plan to reflect the following recommended changes to position titles, range updates, and removal of vacant classifications:

Title Changes from Initial Findings and Recommendations:

- Administrative Secretary to Senior Administrative Assistant
- Animal Shelter Supervisor to Animal Health Supervisor

- Assistant Director of Economic Development & Housing to Director of Business Development and Communication (see job description in Exhibit D)
- Executive Assistant to Executive Assistant to the Town Manager
- Executive Secretary to Executive Assistant
- Grounds Services Worker III to Senior Grounds Services Worker
- Secretary to Administrative Assistant
- Senior Animal Services Specialist to Rescue Coordinator

Range Changes from Initial Findings and Recommendations:

- Accountant I – range 46 to range 48
- Grounds Services Worker I – range 25 to 29
- Grounds Services Worker II – range 29 to 33
- Grounds Services Worker III (Senior Grounds Services Worker) – range 33 to 37
- Information Systems Technician (Innovation and Technology Technician) – range 42 to 45

Positions Removed from Classification Plan:

- Director of Human Resources and Risk Management
- Environmental & Transit Services Manager
- Household Hazardous Waste Center Operator
- Public Services Manager
- Public Services Assistant
- Public Services Technician

Title Changes from Appeals Process:

- Grounds Services Worker II to Maintenance Worker I (3 positions)
- Information Systems Manager to Innovation and Technology Manager (1 position)
- Information Systems Specialist to Innovation and Technology Specialist (1 position)
- Information Systems Supervisor to Innovation and Technology Supervisor (vacant position)
- Information Systems Technician to Innovation and Technology Technician (1 position)
- Senior Grounds Services Worker to Maintenance Worker II (1 position)
- Administrative Analyst II to Special Projects Manager (1 position)

Reclassifications from Appeals Process:

- Account Clerk II to Accounting Technician (1 position)

- Administrative Assistant to Senior Administrative Assistant (1 position)
- Grounds Services Worker I to Maintenance Worker I (2 positions)
- Housing and Community Development Specialist I to Housing and Community Development Specialist II (1 position)
- Public Relations Specialist to Senior Public Relations Specialist (1 position; see job description in Exhibit D)
- Senior Administrative Assistant to Administrative Analyst I (1 position)

In addition to the Classification and Compensation study, the Human Resources Department conducted an internal salary audit to bring management positions into an existing range. Currently, all manager, assistant director, and director positions are listed on the classification plan as “NR”. To provide transparency, the Human Resources Department recommends that the following positions be placed on:

- Animal Services Manager – range 67
- Code Enforcement Manager – range 67
- Human Resources Manager – range 67
- Public Works Manager – range 67
- Economic Development Manager – range 70
- Finance Manager – range 70
- Manager of Legislative Affairs and Grants – range 70
- Parks and Recreation Manager – 70
- Special Projects Manager – range 70
- Innovation and Technology Officer – range 73
- Assistant Director of Community Development – range 74
- Assistant Director of Economic Development & Housing – range 74
- Assistant Director of Energy & Environmental Services – range 74
- Assistant Director of Finance – range 74
- Town Clerk – range 74
- Community Development Director – range 84
- Director of Animal Services – range 84
- Director of Business Development and Communication – range 84
- Director of Government Services – range 84
- Director of Finance – range 84
- Director of Public Works – range 84

Additionally, to bring some of the management positions into the grade and step plan, the current table was extended ten (10) additional ranges, bringing the total to 90.

FISCAL IMPACT

Total cost for implementation of the final findings and recommendations from the Classification and Compensation Study is approximately \$81,127.

ATTACHMENTS

- A. Proposed Estimated Fiscal Impact of FY 2019-2020
- B. Class and Salary Table FY 2019-2020
- C. Grade and Step Plan FY 2019-2020
- D. Job descriptions for Director of Business Development and Communication and Senior Public Relations Specialist.

RESOLUTION NO. 2019 – 32

**A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN
OF APPLE VALLEY AMENDING THE CLASSIFICATION
PLAN FOR THE TOWN OF APPLE VALLEY**

WHEREAS, the Town Council of the Town of Apple Valley has established classification and salary plan for the Town of Apple Valley employees; and

WHEREAS, the Town Council of the Town of Apple Valley wishes to modify the classification and salary plan for the Town of Apple Valley employees; and

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Revised salary and classification plan is hereby adopted in accordance with Exhibit A.
2. Said salary schedules and classification plan shall become effective on July 1, 2019.
3. Said job classifications shall be established effective on July 1, 2019.
4. All resolutions, parts of resolutions in conflict herewith are hereby amended to be consistent herewith.

Unless otherwise noted, the effective date of this Resolution shall be July 1, 2019.

Approved and Adopted by the Town Council and signed by the Mayor and attested to by the Town Clerk this 12th day of November 2019.

Mayor, Larry Cusack

ATTEST:

Town Clerk, La Vonda M-Pearson

EXHIBIT A

PROPOSED

Town of Apple Valley
Table 8 - Estimated Fiscal Impact of FY 2019/20 Salary Plan
100% Market Competitiveness Policy

	Nearest Step	Step Rights
Number of Employees	74	74
Total Payroll	\$4,058,224	\$4,058,224
Number of Employees Below Minimum Step	12	12
As % of total employees	16.22%	16.22%
Total \$ below Minimum Step	\$82,018	\$82,018
As % of total payroll	1.53%	1.53%
Average amount below Minimum Step	\$5,168	\$5,168
Number of Employees Below Nearest Step, Above Min. Step	12	20
As % of total employees	16.22%	27.03%
Total \$ below Nearest Step	\$19,110	\$50,847
As % of total payroll	0.47%	1.25%
Average amount below Nearest Step	\$1,592	\$2,542
Total Initial Implementation Cost	\$81,127	\$112,865
As % of Current Base Payroll	2.00%	2.78%
Number of Employees Above Maximum Step*	8	8
As % of total employees	10.81%	10.81%
Total \$ over Maximum Step	\$115	\$115
As % of total payroll	0.00%	0.00%
Average amount over Maximum Step	\$14	\$14
*Over Max due to round-off error in annual salary.		

PSPC

TOAV

Draft - 10/30/2019

EXHIBIT B

Town of Apple Valley Classification Plan FY 2019-2020

Position Classification	Range	Monthly Salary Min	To	Monthly Salary Max
Account Clerk I	32	\$2,956	to	\$4,178
Account Clerk II	36	\$3,263	to	\$4,611
Accountant I	48	\$4,389	to	\$6,202
Accountant II	52	\$4,845	to	\$6,846
Accountant, Senior	58	\$5,619	to	\$7,939
Accounting Technician	42	\$3,785	to	\$5,348
Administrative Analyst I	52	\$4,845	to	\$6,846
Administrative Analyst II	58	\$5,619	to	\$7,939
Administrative Assistant	38	\$3,429	to	\$4,845
Administrative Assistant, Senior	44	\$3,976	to	\$5,619
Animal Health Supervisor	52	\$4,845	to	\$6,846
Animal Services Officer II	42	\$3,785	to	\$5,348
Animal Services Supervisor	52	\$4,845	to	\$6,846
Animal Services Attendant	33	\$3,030	to	\$4,282
Animal Health Assistant	35	\$3,184	to	\$4,499
Animal Services Assistant	24	\$2,426	to	\$3,429
Animal Services Manager	67	\$7,017	to	\$9,915
Animal Services Officer I	38	\$3,429	to	\$4,845
Animal Services Officer, Senior	48	\$4,389	to	\$6,202
Animal Services Specialist, Senior	35	\$3,184	to	\$4,499
Animal Services Technician	36	\$3,263	to	\$4,611

Town of Apple Valley Classification Plan FY 2019-2020

Position Classification	Range	Monthly Salary Min	To	Monthly Salary Max
Assistant Director of Community Development	74	\$8,341	to	\$11,786
Assistant Director of Econ Dev & Housing	74	\$8,341	to	\$11,786
Assistant Director of Energy & Environmental Services	74	\$8,341	to	\$11,786
Assistant Director of Finance	74	\$8,341	to	\$11,786
Assistant Planner	50	\$4,611	to	\$6,516
Assistant Pool Manager	22	\$2,309	to	\$3,263
Assistant Town Manager	NR	\$15,087	to	\$18,208
Associate Planner	56	\$5,348	to	\$7,557
Code Enforcement Manager	67	\$7,017	to	\$9,915
Code Enforcement Officer I	42	\$3,785	to	\$5,348
Code Enforcement Officer II	48	\$4,389	to	\$6,202
Code Enforcement Officer, Senior	52	\$4,845	to	\$6,846
Code Enforcement Technician	38	\$3,429	to	\$4,845
Community Development Director	84	\$10,677	to	\$15,087
Community Enhancement Officer	40	\$3,602	to	\$5,090
Custodial Aide	21	\$2,253	to	\$3,184
Custodian	27	\$2,613	to	\$3,692
Customer Service Representative	34	\$3,106	to	\$4,389
Deputy Town Clerk	49	\$4,499	to	\$6,357
Director of Animal Services	84	\$10,677	to	\$15,087
Director of Business Development and Communication	84	\$10,677	to	\$15,087

Town of Apple Valley Classification Plan FY 2019-2020

Position Classification	Range	Monthly Salary Min	To	Monthly Salary Max
Director of Finance	84	\$10,677	to	\$15,087
Director of Government Services	84	\$10,677	to	\$15,087
Director of Public Works	84	\$10,677	to	\$15,087
Economic Development Assistant	50	\$4,611	to	\$6,516
Economic Development Manager	70	\$7,557	to	\$10,678
Economic Development Specialist I	56	\$5,348	to	\$7,557
Economic Development Specialist II	62	\$6,202	to	\$8,763
Emergency Services Officer	58	\$5,619	to	\$7,939
Equipment Operator	43	\$3,879	to	\$5,482
Event Assistant	22	\$2,309	to	\$3,263
Event Coordinator	47	\$4,282	to	\$6,051
Executive Assistant	50	\$4,611	to	\$6,516
Executive Assistant to the Town Manager	52	\$4,845	to	\$6,846
Finance Analyst	65	\$6,679	to	\$9,437
Finance Manager	70	\$7,557	to	\$10,678
Fleet Mechanic	41	\$3,692	to	\$5,217
Grounds Services Aide	18	\$2,092	to	\$2,956
Grounds Services Supervisor	48	\$4,389	to	\$6,202
Grounds Services Worker I	29	\$2,745	to	\$3,879
Grounds Services Worker II	33	\$3,030	to	\$4,282
Grounds Services Worker, Senior	37	\$3,345	to	\$4,727

Town of Apple Valley Classification Plan FY 2019-2020

Position Classification	Range	Monthly Salary Min	To	Monthly Salary Max
Housing & Community Dev Specialist I	54	\$5,090	to	\$7,192
Housing & Community Dev Specialist II	60	\$5,903	to	\$8,341
Housing Programs Supervisor	62	\$6,202	to	\$8,763
Human Resources Analyst	58	\$5,619	to	\$7,939
Human Resources Assistant	46	\$4,178	to	\$5,903
Human Resources Coordinator	52	\$4,845	to	\$6,846
Human Resources Manager	67	\$7,017	to	\$9,914
Innovation and Technology Officer	73	\$8,138	to	\$11,498
Innovation and Technology Specialist	52	\$4,845	to	\$6,846
Innovation and Technology Supervisor	60	\$5,903	to	\$8,341
Innovation and Technology Technician	45	\$4,076	to	\$5,759
Intern	20	\$2,198	to	\$3,107
Lifeguard	21	\$2,253	to	\$3,184
Lifeguard, Senior	23	\$2,367	to	\$3,345
Maintenance Aide	21	\$2,253	to	\$3,184
Maintenance Supervisor	56	\$5,348	to	\$7,557
Maintenance Worker I	33	\$3,030	to	\$4,282
Maintenance Worker II	37	\$3,345	to	\$4,727
Maintenance Worker, Senior	41	\$3,692	to	\$5,217
Manager of Legislative Affairs and Grants	70	\$7,557	to	\$10,678
Office Assistant	26	\$2,549	to	\$3,602

Town of Apple Valley Classification Plan FY 2019-2020

Position Classification	Range	Monthly Salary Min	To	Monthly Salary Max
Office Assistant, Senior	32	\$2,956	to	\$4,178
Park and Recreation Manager	70	\$7,557	to	\$10,678
Planner, Senior	62	\$6,202	to	\$8,763
Pool Manager	26	\$2,549	to	\$3,602
Principal Planner	68	\$7,192	to	\$10,163
Program Assistant	18	\$2,092	to	\$2,956
Public Relations Specialist	49	\$4,499	to	\$6,357
Public Relations Specialist, Senior	53	\$4,966	to	\$7,017
Public Works Inspector	48	\$4,389	to	\$6,202
Public Works Manager	67	\$7,017	to	\$9,915
Public Works Supervisor	56	\$5,348	to	\$7,557
Records Technician	37	\$3,345	to	\$4,727
Recreation Assistant	24	\$2,426	to	\$3,429
Recreation Coordinator	40	\$3,602	to	\$5,090
Recreation Leader I	18	\$2,092	to	\$2,956
Recreation Leader II	21	\$2,253	to	\$3,184
Recreation Specialist	30	\$2,814	to	\$3,976
Recreation Supervisor	48	\$4,389	to	\$6,202
Registered Veterinary Technician	42	\$3,785	to	\$5,347
Rescue Coordinator	35	\$3,184	to	\$4,499
Special Projects Manager	70	\$7,557	to	\$10,678

Town of Apple Valley Classification Plan FY 2019-2020

Position Classification	Range	Monthly Salary Min	To	Monthly Salary Max
Town Clerk	74	\$8,341	to	\$11,786
Town Manager	NR	\$20,545	to	\$20,545

EXHIBIT D



Director of Business Development and Communication

SUMMARY

Under general direction, plans, organizes, manages, and provides administrative direction for all functions and activities of the Economic Development, Public Information Office and Information Technology Departments. This position plans, organizes and provides direction and oversight to all media relations, communications, public information, marketing, sponsorship development and special event functions and activities. This position provides complex assistance to Town management staff and the Town Council in areas in areas of expertise, and is charged with managing the Town's identity, image and outreach to its various publics.

ESSENTIAL FUNCTIONS -- *Essential functions, as defined under the Americans with Disabilities Act, may include any of the following representative duties, knowledge, and skills. This list is ILLUSTRATIVE ONLY and is not a comprehensive listing of all functions and duties performed by incumbents of this class. Employees are required to be in attendance and prepared to begin work at their assigned work location on the specified days and hours. Factors such as regular attendance at the job are not routinely listed in job descriptions but are an essential function. Essential duties and responsibilities may include, but are not limited to, the following:*

- Contributes to the overall quality of each division's service by developing, reviewing, and implementing policies and procedures to meet legal requirements and Town needs; continuously monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; assesses and monitors the distribution of work, support systems, and internal reporting relationships; identifies opportunities for improvement; directs the implementation of change.
- Serves as the Town's spokesperson to the residents and business community of Apple Valley; promote Town services, activities, events and programs; communicate the policies and actions of the Town Council and Manager to the press, the public, and other stakeholders.
- Develops marketing strategies, including market research and community surveys, messaging, and related branding; product and service offerings to community and business support services.
- Manages and participates in the development and administration of department budget.
- Performs related duties as required or assigned.

DISTINGUISHING CHARACTERISTICS

This is a department head classification that directs and participates in all activities of the Economic Development, Public Information Office, and Information Technology Departments including serving as the Town's official spokesperson. The incumbent is accountable for accomplishing goals and objectives for the office and for furthering Town goals and objectives within general policy guidelines.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from the Town Manager. The work provides for a wide variety of independent decision-making, within legal and general policy and regulatory guidelines. Exercises general direction and supervision over supervisory, professional, technical, and clerical staff.

Knowledge of:

- Administrative principles and practices, including goal setting, program development, implementation and evaluation, project management, and supervision of staff, either directly or through subordinate levels of supervision.
- Principles and practices of budget administration.

- Principles and practices of employee supervision, including work planning, assignment, review and evaluation, and the training of staff in work procedures.
- Organization and management practices as applied to the development, analysis, and evaluation of programs, policies, and operational needs of the assigned division.
- Techniques for dealing effectively with the public, vendors, contractors, and Town staff, in person and over the telephone.
- Techniques for effectively representing the Town in contacts with governmental agencies, community groups, various business, professional, educational, regulatory, and legislative organizations.
- Techniques for providing a high level of customer service to public and Town staff, in person and over the telephone.
- Plan, organize, direct, and coordinate the work of management, supervisory, professional, and technical personnel; delegate authority and responsibility.

Ability to:

- Recommend and implement goals, objectives and practices for providing effective and efficient services.
- Manage and monitor complex projects, on time, and within budget.
- Plan, organize, schedule, assign, review, train and evaluate the work of staff.
- Research, analyze, evaluate and develop improvements in operations, procedures, policies, or methods.
- Prepare clear and effective technical reports, correspondence, policies, procedures, and other written materials.
- Effectively represent the division and the Town in meetings with governmental agencies, community groups, businesses, professional, and regulatory organizations, and in meetings with individuals.
- Operate modern office equipment, including computer equipment and specialized software applications programs.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.
- Establish and maintain effective working relationships with those contacted in the course of the work.

MINIMUM QUALIFICATIONS:

Education, Training, and Experience Guidelines

Any combination of training and experience that would provide the required knowledge, skills and abilities is qualifying. A typical way to obtain the required qualifications would be:

Equivalent to graduation from an accredited four-year college or university with major coursework in business or public administration, communications, marketing, public relations, economics or a related field, and five (5) years of experience in communications, including three (3) years of supervisory experience.

LICENSE AND CERTIFICATION REQUIREMENTS:

Must possess a valid California Class C Driver's License at the time of hire.

PHYSICAL DEMANDS AND WORKING ENVIRONMENT:

Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle, and to visit various Town and meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups, and over the telephone. This is primarily a sedentary office classification although standing in work areas and walking between work areas may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard, typewriter keyboard or calculator, and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects necessary to perform job functions. Employees work in an office environment with moderate noise levels, controlled temperature conditions, and no direct exposure to hazardous physical substances. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.



Senior Public Relations Specialist

SUMMARY

Under general supervision, coordinates and administers a variety of activities relating to the Town's public information office by creating, editing, and publishing content to promote the Town's public relations program in coordination with department goals and objectives.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from the Director of Business Development and Communication and acts as second in command when department director is not available.

ESSENTIAL FUNCTIONS -- *Essential functions, as defined under the Americans with Disabilities Act, may include any of the following representative duties, knowledge, and skills. This list is ILLUSTRATIVE ONLY, and is not a comprehensive listing of all functions and duties performed by incumbents of this class. Employees are required to be in attendance and prepared to begin work at their assigned work location on the specified days and hours. Factors such as regular attendance at the job are not routinely listed in job descriptions, but are an essential function. Essential duties and responsibilities may include, but are not limited to, the following:*

- Plans, writes, edits, and coordinates the publication and distribution of the Town-wide newsletter to disseminate to Town residents and businesses.
- Coordinates marketing and advertising campaigns for multiple departments and programs including, but not limited to, scheduling, creating, editing or directing print, radio and social media campaigns within the confines of the annual advertising budget.
- Assists in coordination of large-scale special projects such as the annual State of the Town, Anniversary Events, Year in Review Video, and Community Calendar in addition to assisting with inter-department projects as needed.
- Assists in overseeing the content and public interaction on the Town's Social Media channels.
- Assists in the formulation and development of a program of public information and education on the use of Town facilities, programs, activities, and services by preparing and distributing publicity releases through all available media; and performs other related duties in the distribution of information.
- Receives inquiries and provides information to the public and media regarding general and fact-based topics by sending out news releases or responding via telephone or the Citizen Request Management system.
- Assists with the development and coordination of special projects, like Adopt-A-Street program, including developing marketing materials to recruit volunteers, writing and designing sponsorship packages, and communicating with potential sponsors.
- Assist in development of an effective public relations strategies for addressing community issues and developing information to keep citizens informed on Town programs, services and events
- Researches information for use in speeches and media inquiries.
- Prepares written publicity materials, such as letters, brochures, flyers, fact sheets, pamphlets, and newsletters.
- Coordinates and conducts tours of Town Hall and other Town sites.
- Responds to internal work requests for marketing materials or other publications related to special programs or events by designing, writing and editing or updating new and previously created material.
- Updates and maintains project files, appropriate Town website pages, Town kiosk, photo archives, and historical archives.
- In the absence of the Director, serves as Town spokesperson and represents the Town to media, outside organizations, and committees.
- Performs other duties as assigned.

MINIMUM QUALIFICATIONS

Education, Training, and Experience Guidelines

Any combination of training and experience that would provide the required knowledge, skills and abilities is qualifying. A typical way to obtain the required qualifications would be:

Bachelor's degree in Journalism, Marketing or related field AND three (3) years of progressively responsible public relations experience; OR an equivalent combination of education, training, and experience.

Knowledge of:

- Principles, practices, and techniques used in the conduct of an effective public information and publicity program for a Town or large public agency.
- Principles, practices, and procedures related to marketing, media relations, reporting, and news writing.
- Legislative activities of Federal, State, and local governments.
- Modern and complex principles and practices of program development and administration.
- Recent and on-going developments, current literature, and sources of information related to functional areas.
- Principles, practices, and techniques of handling and reporting confidential or politically sensitive information.
- Record keeping principles and procedures.
- Modern office practices, methods, and computer equipment.
- Computer applications related to the work.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for dealing effectively with the public, vendors, contractors, and Town staff, in person and over the telephone.
- Techniques for effectively representing the Town in contacts with governmental agencies, community groups, and various business, professional, educational, regulatory, and legislative organizations.
- Techniques for providing a high level of customer service to public and Town staff, in person and over the telephone.

Skill in:

- Exercising discretion and maintain confidentiality in sensitive situations.
- Demonstrating an awareness and understanding of the political climate.
- Organizing and prioritizing a variety of projects and multiple tasks in an effective and timely manner.
- Interacting tactfully and professionally with Town staff, outside agencies, and the public.
- Organizing work and setting priorities to meet deadlines.
- Operating a computer including standard software and some specialized software.
- Representing the Town in contacts with governmental agencies, community groups, and various business, professional, educational, regulatory, and legislative organizations.
- Establishing and maintaining effective working relationships.
- Communicating clearly both verbally and in writing.

LICENSE AND CERTIFICATION REQUIREMENTS

Must possess a valid California State driver's license.

PHYSICAL DEMANDS AND WORKING ENVIRONMENT

Work is performed in a standard office environment and at various Town events and meetings.