

A complete audio file of this meeting is available under the agenda portion of the County website.

VIRGINIA: A SCHEDULED MEETING OF THE SURRY COUNTY BOARD OF SUPERVISORS HELD IN THE GENERAL DISTRICT COURTROOM OF THE SURRY COUNTY GOVERNMENT CENTER ON THURSDAY, AUGUST 1, 2019 AT 7:00P.M.

PRESENT: SUPERVISOR MICHAEL H. DREWRY, CHAIRMAN
SUPERVISOR JUDY S. LYTTLE, VICE-CHAIR
SUPERVISOR JOHN M. SEWARD
SUPERVISOR GIRON R. WOODEN, SR.
SUPERVISOR KENNETH R. HOLMES

ALSO

PRESENT: MR. JONATHAN LYNN, COUNTY ADMINISTRATOR
MS. DANIELLE POWELL, COUNTY ATTORNEY
MS. MELISSA ROLLINS, ASSISTANT COUNTY ADMINISTRATOR
SHERIFF CARLOS TURNER
CAPTAIN JASON CRAWLEY, SURRY COUNTY SHERIFF'S DEPARTMENT
MR. RAY PHELPS, EMERGENCY SERVICES DIRECTOR
MR. JUDSON SMITH, EMERGENCY COMMUNICATIONS MANAGER
MR. DAVID HARRISON, ECONOMIC DEVELOPMENT
MS. SHARNA WHITE, COUNTY REGISTRAR
MS. CLAIRE STEEN, ASSISTANT REGISTRAR
MR. JONATHAN JUDKINS, COMMISSIONER OF REVENUES OFFICE
MR. NATHAN GOMES, MAINTENANCE
MS. JENNIFER PERDUE, MAINTENANCE
MS. MARIA VARGO, ANIMAL CONTROL OFFICER
MS. LISA MOSELEY, ANIMAL SHELTER ATTENDANT
MR. WILLIAM SAUNDERS, PLANNING DIRECTOR
MS. FRANCES BAILEY, PLANNING TECHNICIAN/PLANS REVIEWER
MS. SOPHENIA PIERCE, DIRECTOR, YOUTH AND FAMILY RESOURCES
MS. VALERIE PIERCE, SOCIAL SERVICES DIRECTOR II
MS. CAROLYN DICKENS, ADMINISTRATION
MS. WANDA SAVEDGE, DEPARTMENT OF SOCIAL SERVICES
MS. GLADYS FOX, RESOURCE AND EMPLOYMENT CENTER
MS. DORETHA PIERCE, PLANNING AND COMMUNITY DEVELOPMENT
MR. ANTONIO RAWLINGS, MAINTENANCE
MS. LASONYA WHITE, DIRECTOR, VIRGINIA COOPERATIVE EXTENSION
MS. LEJUNE STONE, DEPARTMENT OF YOUTH AND FAMILY RESOURCES
MS. LINDA GHOLSTON, DIRECTOR, RESOURCE AND EMPLOYMENT CENTER
MS. VALERIE PIERCE, SOCIAL SERVICES

CALL TO ORDER/MOMENT OF SILENCE/PLEDGE OF ALLEGIANCE

The meeting was called to order by Chairperson Drewry who then asked for a moment of silence. Following the moment of silence, he asked those present to stand and say the pledge of allegiance.

CONSENT ITEMS

1. Approval of July 11, 2019 Minutes, Board of Supervisors Meeting

2. Approval of Revised June 6, 2019 Minutes, Board of Supervisors Meeting

3. Approval of August 2019 (FY2018-19) Accounts Payable Report

4. Approval of August 1, 2019 (FY2019-20) Accounts Payable Report

Supervisor Lyttle made a motion that the Board adopts the aforementioned consent items. Supervisor Seward seconded the motion. Supervisors Lyttle, Wooden, Seward and Drewry voted affirmatively to approve the motion to adopt all consent items as enumerated.

NEW BUSINESS

1. Grant Award: Youth and Family Resources – Niagara Cares Grant

Supervisor Holmes made a motion to accept the Niagara Cares Grant award. Supervisor Lyttle seconded the motion. Supervisors Drewry, Lyttle, Seward, Holmes and Wooden voted affirmatively.

2. Approval of Human Resources Manager Position & solicitation of candidates

Supervisor Holmes made a motion to approve the suggested Budget adjustments as presented. Supervisor Seward seconded the motion. All present voted affirmatively.

3. Recognition of July 2019 Surry County Employee of the Month

Mr. Jonathan Lynn, County Administrator, presented the July 2019 Surry County Employee of the month award to Ms. Linda Gholston, Resource and Employment Director. Supervisor Lyttle made a motion to approve the recognition and award to Ms. Gholston. Supervisor Holmes seconded the motion. All present voted affirmatively.

A complete audio file of this meeting is available under the agenda portion of the County website.

PRESENTATIONS

1. Updated 2019 Evergreen Salary and Compensation Study
(A copy of Administrator Lynn's' presentation is attached as an integral component of these minutes.)

PUBLIC HEARINGS

1. Conditional Use Permit Request #2019-02: Peninsula Trail Riders
Mr. William Saunders, Planning Director, presented information regarding a requested conditional use permit by the Peninsula Trail Riders.

Supervisor Lyttle made a motion to approve Conditional Use Permit Request #2019-02 as presented. Supervisor Seward seconded the motion. All presented voted affirmatively.

CITIZEN COMMENTS

Citizen Comments are now included in the corresponding audio file link which is available on the County Website:

<https://www.surrycountyva.gov/DocumentCenter/View/532/BOS-8-1-19>

BOARD COMMENTS

Board comments are now included in the corresponding audio file link which is available on the County Website:

<https://www.surrycountyva.gov/DocumentCenter/View/532/BOS-8-1-19>

COUNTY ADMINISTRATOR'S REPORT

Mr. Lynn, County Administrator, informed of the following points:

- Bath house at the Marina completed shortly which allows the County to submit reimbursement for the Boating Infrastructure Grant in the amount of 1.34 million dollars.
- VOPEX Drill successfully completed July 23, 2019. Evaluated by FEMA on 240 criteria with 0 findings. County schools, staff, Health Department and Sheriff's Department contributed efforts.
- Coffee with Congressman McEachin held at the Dendron Community Center on August 3, 2019 with a noon event at Surry Library to follow.

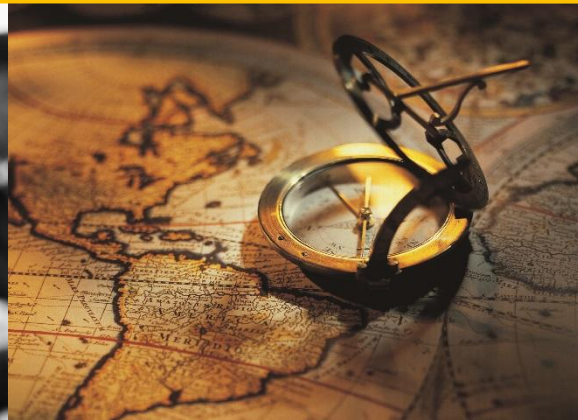
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- Ms. Faye Warren included a retirement letter and intends to retire December 31, 2019.
- Ms. Melissa Rollins, Assistant County Administrator, selected as a management candidate for ICMA Certification. Scheduled to receive full certification May 2020.
- Mr. Judson Smith, Emergency Communications Manager, recently started with the County having come from Henrico County.
- Starting review of Composite index

ADJOURNMENT

There being no further business before the Board, Supervisor Seward made a motion that the Board continues their meeting to Thursday, September 5, 2019 at 7:00 PM in the General District Courtroom of the Surry County Government Center. The motion was seconded by Supervisor Lyttle and unanimously approved by those present.

Classification and Compensation Study for Surry County, VA



Updated Final Presentation



Evergreen Solutions, LLC

July 2019

Agenda

- Study Process
- Summary of Employee Outreach
- Compensation Philosophy Review
- Compensation Review Results
- Implementation Recommendation
- Additional Recommendations



Study Process

Completed:

- ✓ Employee outreach and summarized findings.
- ✓ Reviewed current conditions of the compensation system.
- ✓ Reviewed the County's compensation philosophy.
- ✓ Analyzed **internal equity** by reviewing Job Assessment Tools (JAT); developed proposed class structure.
- ✓ Conducted a salary survey to analyze the **external equity** of the current compensation system.
- ✓ Utilized internal and external equity results to develop a new pay plan, and individually assigned pay grades to classifications.



Study Process (cont.)

Completed (cont.):

- ✓ Developed a recommended implementation option and estimated annualized salary costs to implement the new pay plan.
- ✓ Reviewed all classifications for Fair Labor Standards Act (FLSA) status;
- ✓ Finalized study results; provided draft and final reports;
- ✓ Trained Human Resources staff how to use the Job Force Management tool to maintain the proposed compensation and classification system.



Dept of Social Services (DSS)

- ✓ DSS Social Services employees were included in the salary study in order to provide benchmark data.
- ✓ Salary data should be communicated with DSS employees.



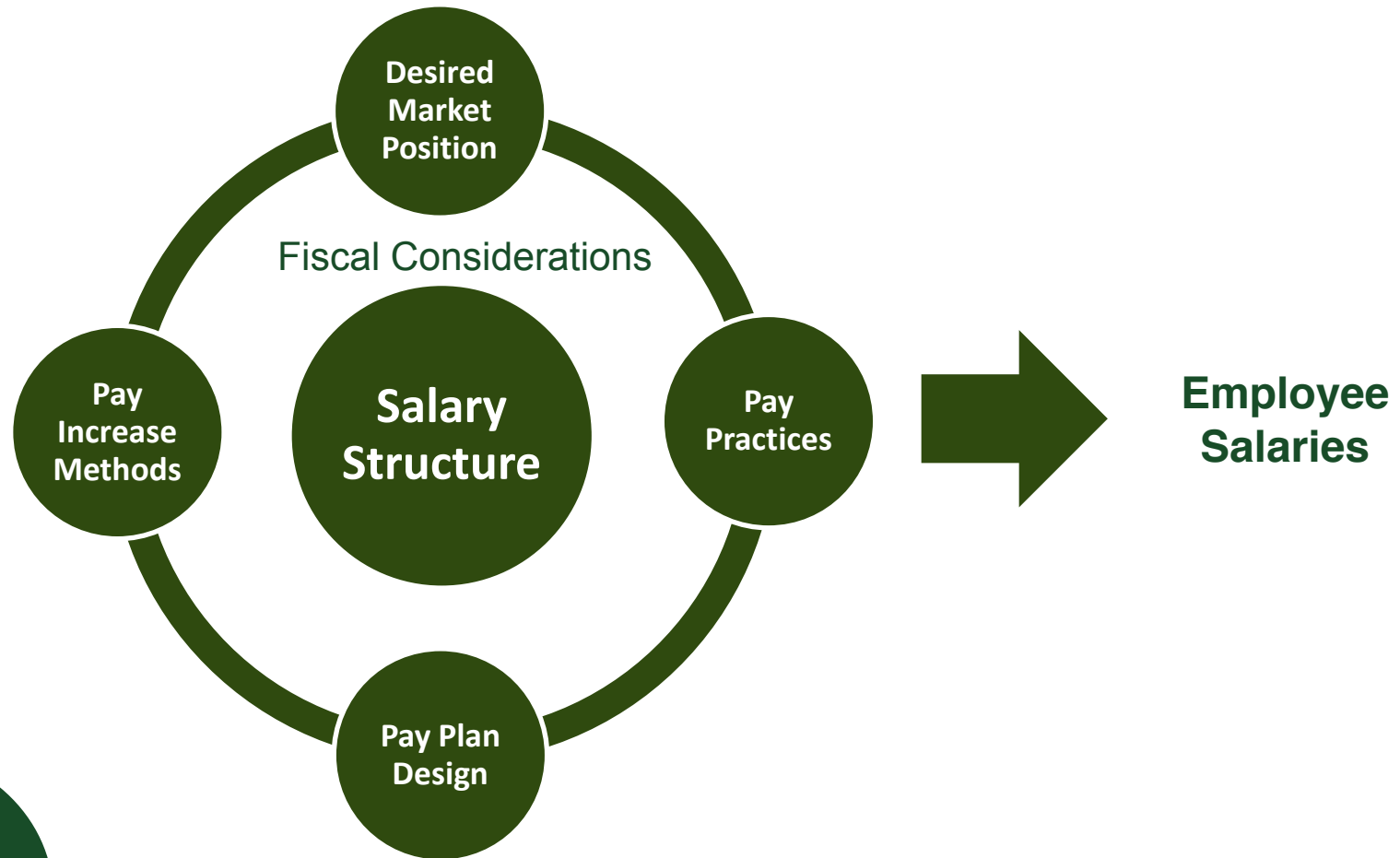
Outreach Summary

- Overall, employees enjoy working for the County and serving the community in which they live.
- Job security and desire to serve their community was a reason many employees continue to work for the County.
- Employees expressed a concern regarding salary compression.
- Employees would like to have a performance evaluation system that is linked to merit pay and is consistently and regularly funded.



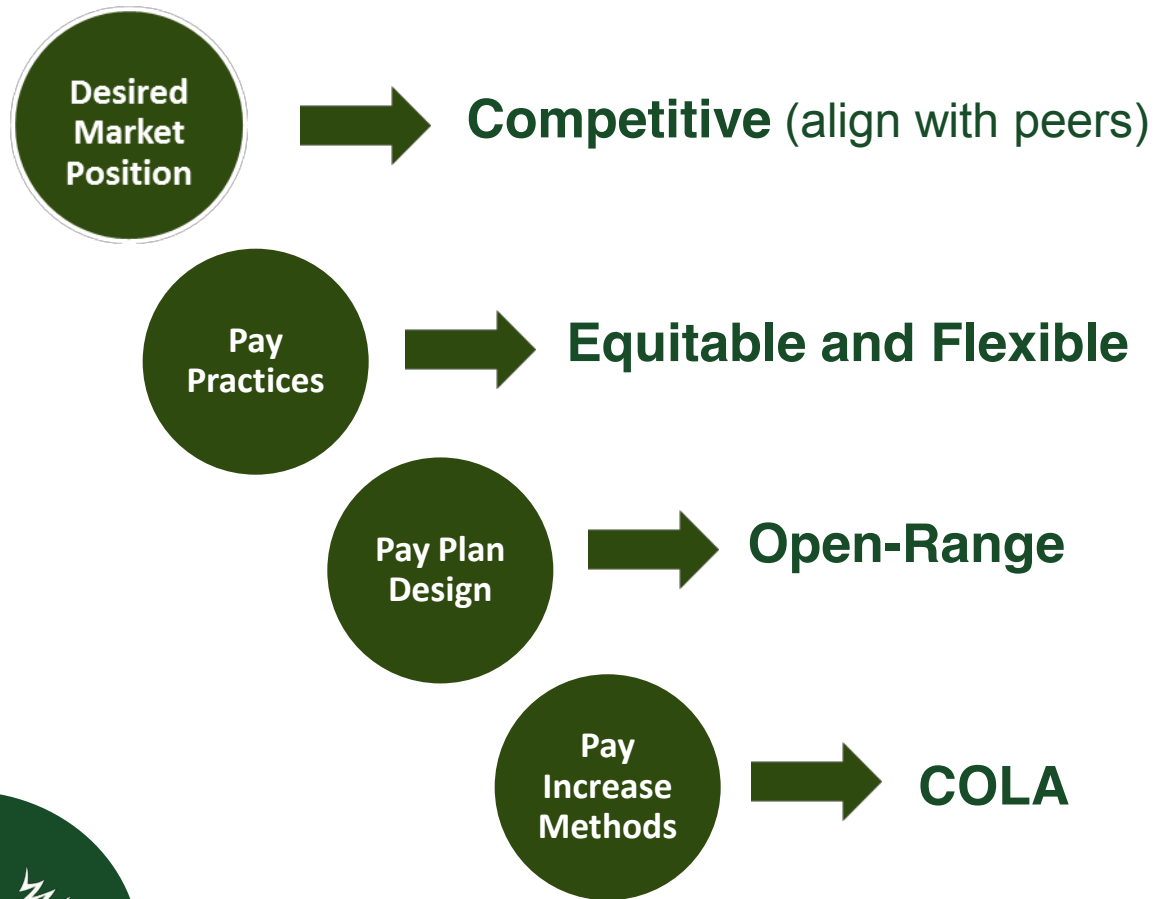
Compensation Philosophy (cont.)

A compensation philosophy impacts employees' salaries:



Compensation Philosophy

County's Compensation Philosophy:



Compensation

Updated the salary survey and collected salary range data from 8 peers to analyze **external (market) equity** for benchmark classifications:

MARKET PEER
Brunswick County, VA
City of Emporia, VA
Dinwiddie County, VA
Isle of Wight County, VA
James City County, VA
Prince George County, VA
Suffolk City, VA
Sussex County, VA



Compensation (cont.)

Collected salary range data for 63 benchmark classifications (includes DSS positions) and compared the data at the **average**:

Benchmark Classifications	Differential at Range Minimum	Differential at Range Midpoint	Differential at Range Maximum
Overall Average	-13.1%	-0.6%	4.8%

Midpoint is typically considered “market” as employees receiving pay at this point should be proficient and satisfactorily performing the duties of their classification.

Results do not indicate that all benchmarks (classifications) were ahead or behind.



Compensation (cont.)

Developed new, competitive open-range pay plan:

- 22 pay grades
- increasing range spreads
 - 55% grades 303-308
 - 60% grades 309-314
 - 65% grades 315-324
- easy to administer
- aligns with compensation philosophy

Grade	Minimum	Midpoint	Maximum	Range Spread
303	\$ 25,358	\$ 32,331	\$ 39,304	55%
304	\$ 26,625	\$ 33,947	\$ 41,269	55%
305	\$ 27,957	\$ 35,645	\$ 43,333	55%
306	\$ 29,354	\$ 37,427	\$ 45,499	55%
307	\$ 30,822	\$ 39,298	\$ 47,774	55%
308	\$ 32,363	\$ 41,263	\$ 50,163	55%
309	\$ 34,305	\$ 44,597	\$ 54,888	60%
310	\$ 36,363	\$ 47,272	\$ 58,181	60%
311	\$ 38,545	\$ 50,109	\$ 61,672	60%
312	\$ 40,858	\$ 53,115	\$ 65,373	60%
313	\$ 43,309	\$ 56,302	\$ 69,295	60%
314	\$ 45,908	\$ 59,680	\$ 73,453	60%
315	\$ 49,122	\$ 65,086	\$ 81,051	65%
316	\$ 52,560	\$ 69,642	\$ 86,724	65%
317	\$ 56,239	\$ 74,517	\$ 92,795	65%
318	\$ 60,176	\$ 79,733	\$ 99,290	65%
319	\$ 64,388	\$ 85,315	\$ 106,241	65%
320	\$ 69,539	\$ 92,140	\$ 114,740	65%
321	\$ 75,103	\$ 99,511	\$ 123,919	65%
322	\$ 81,111	\$ 107,472	\$ 133,833	65%
323	\$ 87,600	\$ 116,069	\$ 144,539	65%
324	\$ 94,608	\$ 125,355	\$ 156,102	65%



Implementation

Developed and reviewed implementation options; selected method:

Bring Full Time Employees' Salaries to New Minimums:

A calculation is performed to determine if an employee's salary is below the proposed minimum of the proposed classification/grade. If the current salary is below the proposed minimum, the salary is adjusted to the minimum of his/her proposed pay grade; if the salary is within the proposed pay grade, no adjustment is recommended.

- County Employees Costs:
 - Total annualized estimated cost = **\$9,287**
 - # employees who would receive adjustments = 7

*** Cost estimates include the cost of benefits that vary with compensation.**



Implementation (cont.)

Option II.

Full Time employees are moved closer toward the market point based on their tenure and their Compa-ratio (current salary relative to the midpoint). Employees are grouped into 3 tiers of tenure: 1 to 3 years, 3 to 7 years, and more than 7 years. Increments are designed to give larger adjustments (in percentage terms) for employees with salaries furthest from market point and provide greater adjustments to those employees with more tenure. Employees at or above the market point are unaffected. This option includes the Bring to Minimum Cost.

- County Employees - Costs
- Total annualized estimated cost = **\$132,944**
- # employees who would receive adjustments = 56

*** Cost estimates include the cost of benefits that vary with compensation.**



Implementation (cont.)

Option III.

Full Time employees are moved closer toward the market point based on their tenure and their Compa-ratio (current salary relative to the midpoint). Employees are grouped into 2 tiers of tenure: 1 to 10 years, and more than 10 years. Increments designed to give larger adjustments (in percentage terms) for employees with salaries furthest from market point and provide greater adjustments to those employees with more tenure. Employees at or above the market point are unaffected. This option includes the Bring to Minimum Cost.

- County Employees - Costs
- Total annualized estimated cost = **\$72,558**
- # employees who would receive adjustments = 56

*** Cost estimates include the cost of benefits that vary with compensation.**



Implementation (cont.)

Option IV. (County Administrator recommended)

Full Time employees are moved closer toward the market point based on the methodology described above with the exception of the tenure criteria. Employees are grouped into 2 tiers of tenure: 0 to 10 years, and more than 10 years. Adjustments are capped at 8% with the exception of full time employees requiring a larger adjustment to bring their current salary to the new proposed minimum, and full time employees at or above the market point are unaffected. This option includes the Bring to Minimum Cost.

- County Employees – Costs for both FT and PT
- Total annualized estimated cost = **\$78,557**
- # employees who would receive adjustments = 63

*** Cost estimates include the cost of benefits that vary with compensation.**



Recommendations

- Adopt compensation and classification plans structure recommended by the Evergreen study.
- Communicate study results to the employees.
- Review pay practices; revise as necessary to align with compensation philosophy and be competitive with peers.
- Administer and maintain the new plans; make pay grade/range adjustments as necessary.
- Conduct a comprehensive study every three to five years.



County Schedule

- Proposed Schedule for Adoption
 - September 5th BOS Meeting
 - Adopt proposed Pay Scale
 - Adopt revised job descriptions
 - Adopt proposed Option IV that will provide adjustments to 63 positions at a cost of \$78,557 (salary and benefits @ an estimated cost of 20%)
 - Proposed adjustments would be effective January 1, 2020

Thank You

Additional Questions?

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