

Memorandum

Date: 17 October 2018
To: Personnel, Appointments, and Policy Committee
From: Keith R. Dalton, Town Manager
Cc: Town Council
Christy Dunkle, Assistant Town Manager
Lisa Larrick, Town Clerk
Subject: Committee Meeting to be held on 23 October

Please find attached the agenda packet for the above-referenced meeting.

Item 3: Budget Goal: Compensation and Classification Study

Attached:

- Project Statement Compensation and Classification Study

Item 4: Vacancies

At present, the following vacancies exist on Town boards:

Berryville Area Development Authority
Tree Board (two positions)

Re-appointment for Northern Shenandoah Valley Planning District Commission should also be discussed (Dickinson / Dunkle (alternate) Term Expired 9/18)

Item 5: Updates

Social Media Policy

The Committee is reviewing a draft Social Media Policy developed by staff. The Committee provided comments on the draft. Staff has not yet incorporated the comments into new drafts.

Staff would like to address the matter of budgeting for archiving and the Town's effort to improve communication with the public.

Job Descriptions

The Committee is reviewing job descriptions for the Town Manager and the two Assistant Town Managers. Staff provided drafts of the descriptions and the Committee provided comments. Staff has not yet incorporated the comments into new drafts.

Meeting Procedures

Staff requests that the Committee discuss any meeting procedure changes it may see fit for the Town Council. The Council is currently working through voting procedures and may have other changes in mind. As a goal it may be good to look at having new procedures in place by the beginning of the FY.

BERRYVILLE TOWN COUNCIL PERSONNEL, APPOINTMENTS, AND POLICY COMMITTEE
MEETING AGENDA
Berryville-Clarke County Government Center
101 Chalmers Court, Second Floor
Meeting Room A/B
Regular Meeting
October 23, 2018
9:00 a.m.

<u>Item</u>		<u>Attachment</u>
1. Call To Order	Harry Lee Arnold Jr., Chair	
2. Approval of Agenda		
3. Discussion -	Budget Goal: Compensation and Classification Study	1
4. Discussion -	Vacancies	
5. Updates -	Social Media Policy / Social Media Approach Job Descriptions Meeting Procedures	
6. Other		
7. Adjourn		

↑ Denotes an item on where a motion for action is included in the packet

ATTACHMENT

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Town of Berryville

Budget Goals 2020 Project Statement for Compensation and Classification Study

Prepared by:

Keith Dalton, Town Manager

Version:

1

Date:

11/12/18

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SCOPE STATEMENT

Department/Agency: Administration
Issue Date: 10/12/18
Project Name: Compensation and Classification Study
Project Sponsor: Personnel, Appointments, and Policy Committee
Project Contact: Keith Dalton, Town Manager
Contact Email: townmanager@berryvilleva.gov

Scope Statement Purpose

The project is intended to provide the Town Council with the information it needs to manage employee compensation in a manner that keeps the Town competitive in the region's job market.

Project Background

The Town has thirty-two full-time employees and one part-time employee. Over that past five years, twenty-two employees have separated from the Town (for the purposes of this report, reasons for separation are not further examined). Breaking these separations down by department reveals the following: Admin: three; PD ten; PU seven; and PW two.

Turnover is expensive. Further, vacancies in this small organization's staff puts significant strain on its employees and the organization as a whole.

Added to the turnover the Town has experienced over the past five years, the nation now has the lowest unemployment rate that it has had in nearly fifty years. As a result, the job market has become very competitive.

It is important that the Town fairly compensate its employees and provide for appropriate compensation growth that is both attractive to employees and sustainable for the Town. It is also important that the Town be attractive to potential hires.

Project Description and Objectives

The Town would issue a request for proposals (RFP) in order to secure the services of a firm to: conduct a compensation study utilizing industry recognized methodology and develop standardized compensation system that is appropriate for the organization.

Once chosen, the firm will consult with the Council and staff as it conducts its analysis thus ensuring that unique features of the Town's organization and the region are considered.

At the end of its work, the firm will provide the Council with specific deliverables. Deliverables would include:

- Compensation study and recommendations
- Classification study and recommendations
- Recommendations regarding implementation of the compensation changes, including phasing of pay adjustments
- Recommendations regarding review and update of the Town's compensations system

Objectives:

- provide the Council with information regarding recommended compensation levels (including benefits) for Town employees that will assist in recruitment and retention
- provide the Council with a classification study and recommendations that will assist in employee recruitment and retention
- provide the Council with guidance regarding phased adoption of the consultant's recommendation to aid them in addressing recruitment and retention concerns in a fiscally responsible manner

Timetable/Schedule

Description	Deadlines/Timeframes	Responsibility
Development of RFP	7/1/19 – 8/6/19	Internal
Approval of RFP by TC	8/13/19	Internal
Issuance of RFP	8/19/19	Internal
Proposals due	9/16/19	External/Internal
Award by TC	10/8/19	Internal/External
Meetings between Town and consultant	10/9/19 – 10/24/19	Internal/External
Draft deliverables submitted to Town	1/6/20	External
Comments on drafts submitted to consultant	1/24/20	Internal
Deliverables due	2/3/20	External
Presentation to TC	2/11/20	External/Internal
Adoption of implementation plan by TC	4/9/20	Internal

Cost Proposal

Total project costs are estimated at between \$ 35,810 and \$ 40,810.

Internal Costs

Task Description	units	cost per unit (\$)	Task cost (4)	Funding Source
Develop RFP				Gen Fund
Clerk	10	30	300	
Senior Staff	6	65	390	
Administer RFP				Gen Fund
Clerk	10	30	300	
Senior Staff	2	65	130	
Review RFP Submissions				Gen Fund
Clerk	4	30	120	
Senior Staff	12	65	780	
Interviews				Gen Fund
Clerk	6	30	180	
Senior Staff	10	65	650	
Meetings with and Asst. Consultant				Gen Fund
Clerk	12	30	360	
Senior Staff	8	65	520	
Review Draft				Gen Fund
Clerk	4	30	120	
Senior Staff	8	65	520	
Review Final and prepare for TC				Gen Fund
Clerk	4	30	120	
Senior Staff	8	65	520	
Miscellaneous				Gen Fund
Clerk	5	30	150	
Senior Staff	10	65	650	
Total			\$5,810	

Internal costs are expected to be \$ 5,810

External Costs

Cost of consultant to perform required tasks and provide deliverables is estimated to be between \$30,000 and \$35,000.

Recurring Costs

Compensation study will need to be updated at regular intervals. No determination has been made with regard to the frequency of the updates or the cost thereof.

Additional Vendor Qualifications

The firm chosen to complete this project must have experience performing compensation and classification studies for local governments.

Project Cost Benefit Analysis

This project will:

- provide the Council with information regarding recommended compensation levels (including benefits) for Town employees that will assist in recruitment and retention
- provide the Council with a classification study and recommendations that will assist in employee recruitment and retention
- provide the Council with guidance regarding phased adoption of the consultant's recommendation to aid them in addressing recruitment and retention concerns in a fiscally responsible manner

By completing the project the Town desires to:

- improve employee job satisfaction
- reduce turnover
- make the Town more attractive to prospective hires
- improve customer service
- improve public confidence in Town's fiscal practices

Risks

Risks associated with the project include:

- cost to adopt study recommendations could be significant and difficult to fund
- failure to adopt study recommendations would result in a decline in employee job satisfaction and worsen the Town's position as it relates to new hires

Administrative Items

As a part of budget preparation (FY21), funding needed to implement some portion of the compensation study should be anticipated and provided.

End of Scope Statement