



TOWN COUNCIL WORK SESSION

Monday, February 6, 2017 @ 7:00pm

Town Hall Conference Room

Town/Staff Related Issues:

1. Community Development Block Grant (CDBG) Update –
Director of Planning/ Zoning; Community Development Director; Community Members
2. Lake Avenue Extension Update – *Director of Environmental Services*
3. Slurry Seal of Secondary Roads Plan – *Director of Environmental Services*
4. Continued Discussion of Compensation and Classification Study – *Town Manager*
5. Continued Discussion of Health Insurance Consulting Services – *Director of Human Resources*
6. Town Manager Update

Council/Mayor Related Items

7. Continued Discussion of Town Manager Hiring Process
8. Council Discussion/Goals *(time permitting)*
9. CLOSED MEETING – Consultation with Legal Council

Motion to Go Into Closed Meeting

I move that Council convene and go into Closed Meeting for the purpose of **1)** consultation with legal counsel and briefings by staff members or consultants pertaining to actual litigation, potential lawsuit settlement receipt options to which the Town is a party and would be a beneficiary if settlement is accepted, where such consultation or briefing in Open Meeting would adversely affect the negotiating or litigating posture of the public body; "probable litigation" meaning litigation that has been specifically threatened or on which the public body or its legal counsel has a reasonable basis to believe will be commenced by or against a known party; pursuant to Section 2.2-3711. A. 7. of the Code of Virginia; and **2)** consultation with legal counsel employed or retained by a public body regarding specific legal matters requiring the provision of legal advice by such counsel, specifically, potential legal claims being filed against the Town by third parties, pursuant to Section 2.2-3711. A. 7. of the Code of Virginia.

Motion to Certify Closed Meeting at its Conclusion *[At the conclusion of the Closed Meeting, immediately re-convene in open meeting and take a roll call vote on the following:]*

I move that Council certify that to the best of each member's knowledge, as recognized by each Council member's affirmative vote, that only such public business matters lawfully exempted from Open Meeting requirements under the Virginia Freedom of Information Act as were identified in the motion by which the Closed Meeting was convened were heard, discussed or considered in the Closed Meeting by Council, and that the vote of each individual member of Council be taken by roll call and recorded and included in the minutes of the meeting of Town Council.

of legal advice by such counsel, specifically, potential legal claims being filed against the Town by third parties, pursuant to Section 2.2-3711. A. 7. of the Code of Virginia.

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Town of Front Royal, Virginia
Work Session Agenda Form

Date: February 6, 2017

Agenda Item: CDBG Downtown Revitalization Project Update
Director of Planning & Zoning

Summary: A presentation will be provided at the Town Council Work Session on February 6th on the status of the CDBG Downtown Revitalization Project. The purpose of the presentation is two-fold: 1) to inform new Town Council members of the background and specifics of the project, and 2) to provide all Town Council members with an update of activities and upcoming meetings that are scheduled. The presentation will be provided by Town Staff, as well as a couple members of the Project Management Team. Below is a summary of the presentation outline, that will be supplemented with a powerpoint and additional information at the meeting.

- **General Project Details.** How the CDBG project was initiated; what the CDBG project is; who is involved; and what its purpose is.
- **Specific Project Components.** Review of the numerous components of the project, including the draft Façade Improvement Program, Branding, Downtown Parking Study, Recommended Downtown Improvements (short and long-term), Business Recruitment and Retention policies, and Wayfinding Signage.
- **The Budget.** Review of the draft budget for the project, including discussion of recommended funding from the Town.
- **Upcoming Dates.** Discussion of upcoming important dates, including, but not limited to, public hearings with Town Council on 2/27 and 3/13, and submission of an implementation grant due by 3/29.

Council Discussion: This agenda item is scheduled for a work session review on February 6, 2017.

Staff Evaluation: Town Staff will provide a presentation at the scheduled work session, and members of the Project Management Team will also be at the meeting to participate in the presentation.

Budget/Funding: A budget has been drafted and will be included in the presentation. The budget identifies proposed total project costs for 2-year plan, and future phases. It will also identify what new funding is requested by the Town, and what other in-kind matches are requested from existing staff/budget resources.

Legal Evaluation: The Town Attorney will be available at the work session for questions.

Town Manager: The Town Manager will be available at the work session for questions.

Council Recommendations:

☐ Additional Work Session ☐ Regular Meeting ☐ No Action
 Consensus Poll on Action: ____ (Aye) ____ (Nay)



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Town of Front Royal, Virginia Work Session Agenda Form

Date: February 6, 2017

Agenda Item: Lake Avenue Extension Update

Summary: At the September 6, 2016 Work Session Council advised staff to investigate the costs and utility locations associated with extending Lake Avenue. Staff will be presenting their findings at tonight's work session.

Council Discussion: Council takes desired action

Staff Evaluation: Director of Environmental Services will be presenting

Budget/Funding: Director of Finance will be present

Legal Evaluation: Town Attorney will be present

Staff Recommendations: Staff will be present

Town Manager Recommendation: Interim Town Manager will be present

Council Recommendation:

☐ Additional Work Session ☐ Regular Meeting ☐ No Action

Consensus Poll on Action: ____ (Aye) ____ (Nay)

Work Session



Town of Front Royal Department of Environmental Services

MEMORANDUM

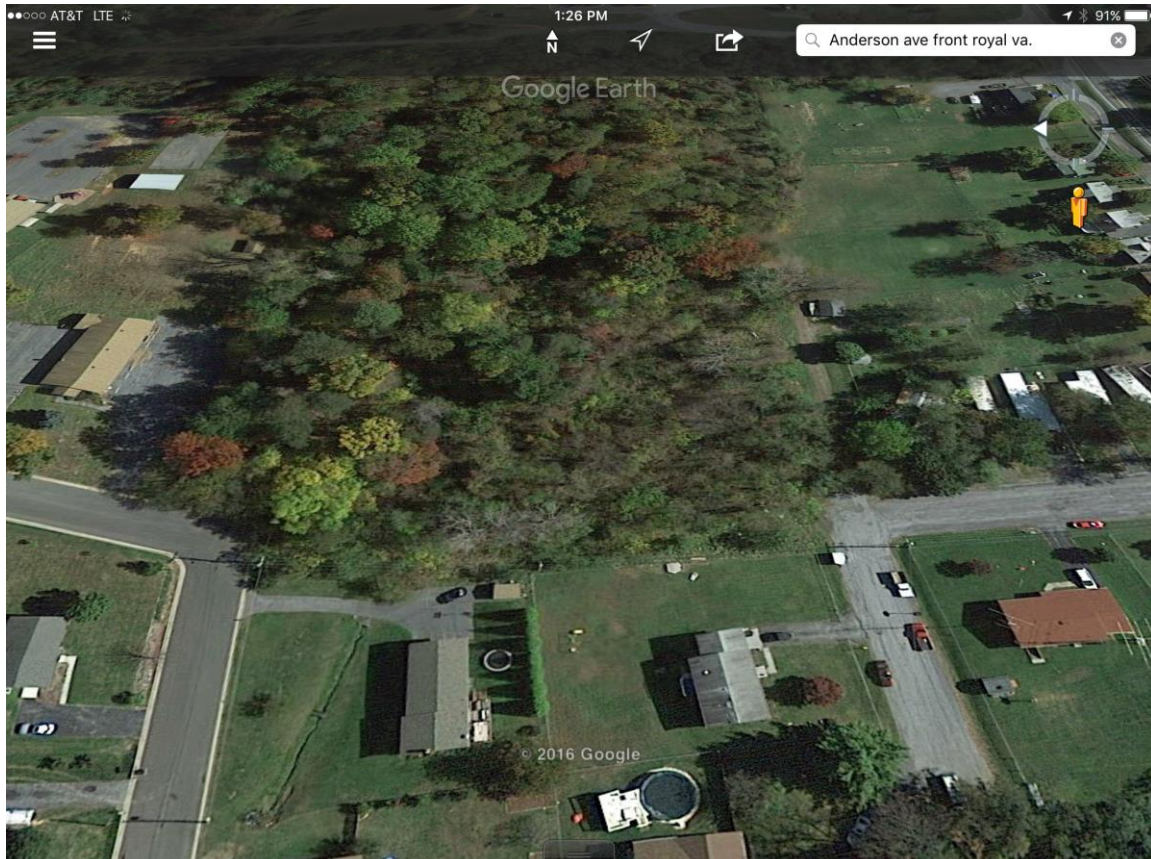
TO: Joe Waltz, Interim Town Manager

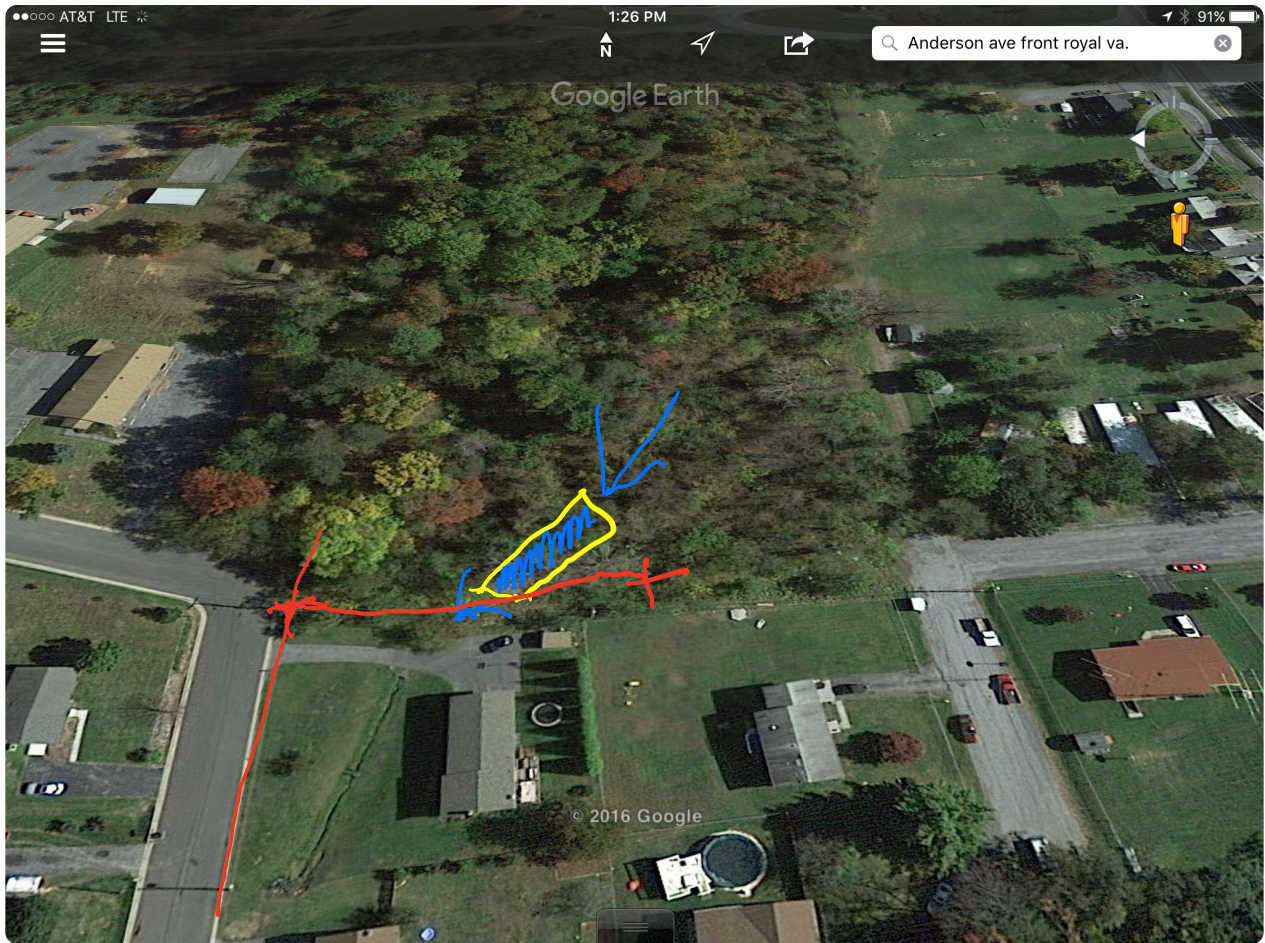
FROM: Jimmy Hannigan, Director

DATE: January 12, 2017

SUBJECT: Lake Avenue Extension

To construct 600' x 42' roadway including drainage, curb, sidewalk, and bike path. Work is to be 300' widen street to 42' to install sidewalk, curb, bike path, and drainage. 300' of the roadway to be installed would include clearing, grubbing, fill removal, stone replacement, asphalt placement, curb, sidewalk, bike path signage, painted lines, and install box culvert (size needs to be determined). Roadway would have 8" 21's, 3" base material, 2 each 2" sm 12.5 asphalt. This work has been estimated at \$440,000.00





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Town of Front Royal, Virginia Work Session Agenda Form

Date: February 6, 2017

Agenda Item: Slurry Sealing of Secondary Roads Plan

Summary: Council has asked staff for a plan to slurry seal secondary roads. Staff has completed this task with **information to be provided at the work session.**

Council Discussion: Council takes desired action.

Staff Evaluation: Director of Environmental Services will be presenting

Budget/Funding: Director of Finance will be present

Legal Evaluation: Town Attorney will be present

Staff Recommendations: Staff will be present

Town Manager Recommendation: Interim Town Manager will be present

Council Recommendation:

☐ Additional Work Session ☐ Regular Meeting ☐ No Action
Consensus Poll on Action: ____ (Aye) ____ (Nay)

Work Session

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Town of Front Royal, Virginia Work Session Agenda Form

Date: February 6, 2017

Agenda Item: Compensation and Classification Study RFP

Summary: The town received three proposals for the compensation and classification study and provided a review of response to Council at the December 5, 2016 and January 17, 2017 work session. Town Council directed the Town Manager to engage Paypoint HR to evaluate their bid and explore opportunities to accelerate study.

Council Discussion:

Staff Evaluation: Staff met with Paypoint HR to discuss their full proposal of services to include scope of work, methodology flow of process and project timeline. Discussion on project timeline was also discussed with relation to the budget cycle. Unfortunately, we were unable to separate the scope of services to achieve results for this budget cycle.

Budget/Funding: Currently funded in FY16-17 budget - \$24,000; RFP proposal - \$25,750

Legal Evaluation: Town Attorney will be available.

Staff Recommendations: Staff recommends moving forward with Paypoint HR to perform the Compensation and Classification Study as requested in the RFP.

Town Manager Recommendation: The compensation and classification study is a key component in the strategic management philosophy to help the Town recruit and retain quality employees. Therefore, I recommend moving the contract for approval at the next Council meeting, February 13, 2017.

Council Recommendation:

☐ Additional Work Session ☐ Regular Meeting ☐ No Action
Consensus Poll on Action: ____ (Aye) ____ (Nay)



RFP #36 – Compensation and Classification Study
January 24, 2017 – 1pm

Principals

Town of Front Royal

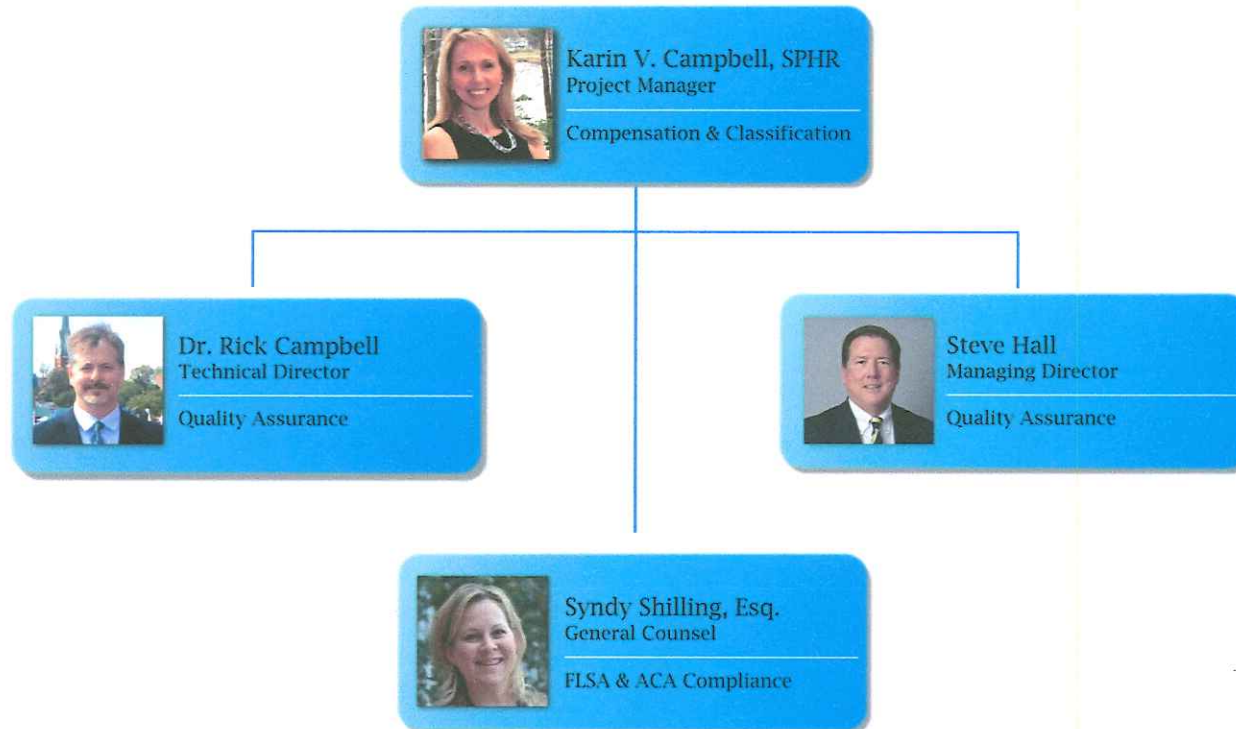
Joe Waltz - Town Manager
Julie Bush - Director of Human Resources
Laura Scholtz - Risk & Personnel Manager
B.J. Wilson - Director of Finance

Paypoint HR

Karin Campbell - Program Manager
Steve Hall - Managing Director
Dr. Rick Campbell - Technical Director
Syndy Shilling, Esq. - General Counsel



Paypoint HR



Our Competitive Advantages

Service Ability – We have worked with a variety of organizations. Our smallest client had (7) employees and our largest with up to 18,000 employees. A typical client has 50 to 2500 employees.

Experience – Our team members each have several decades of experience in HR, Compensation & Classification. Each member has there own specialty area within Human Resources.

Compliance – We adhere to industry best practices when conducting surveys and generating deliverables. We stay plugged in to the ever changing employment regulations.

Data – Using NASA/Big Data Analysis Techniques we find trends that “standard” analyses cannot.

Workload – Our team is dedicated to your project. We assign a project lead and have staff able to be deployed when needed.

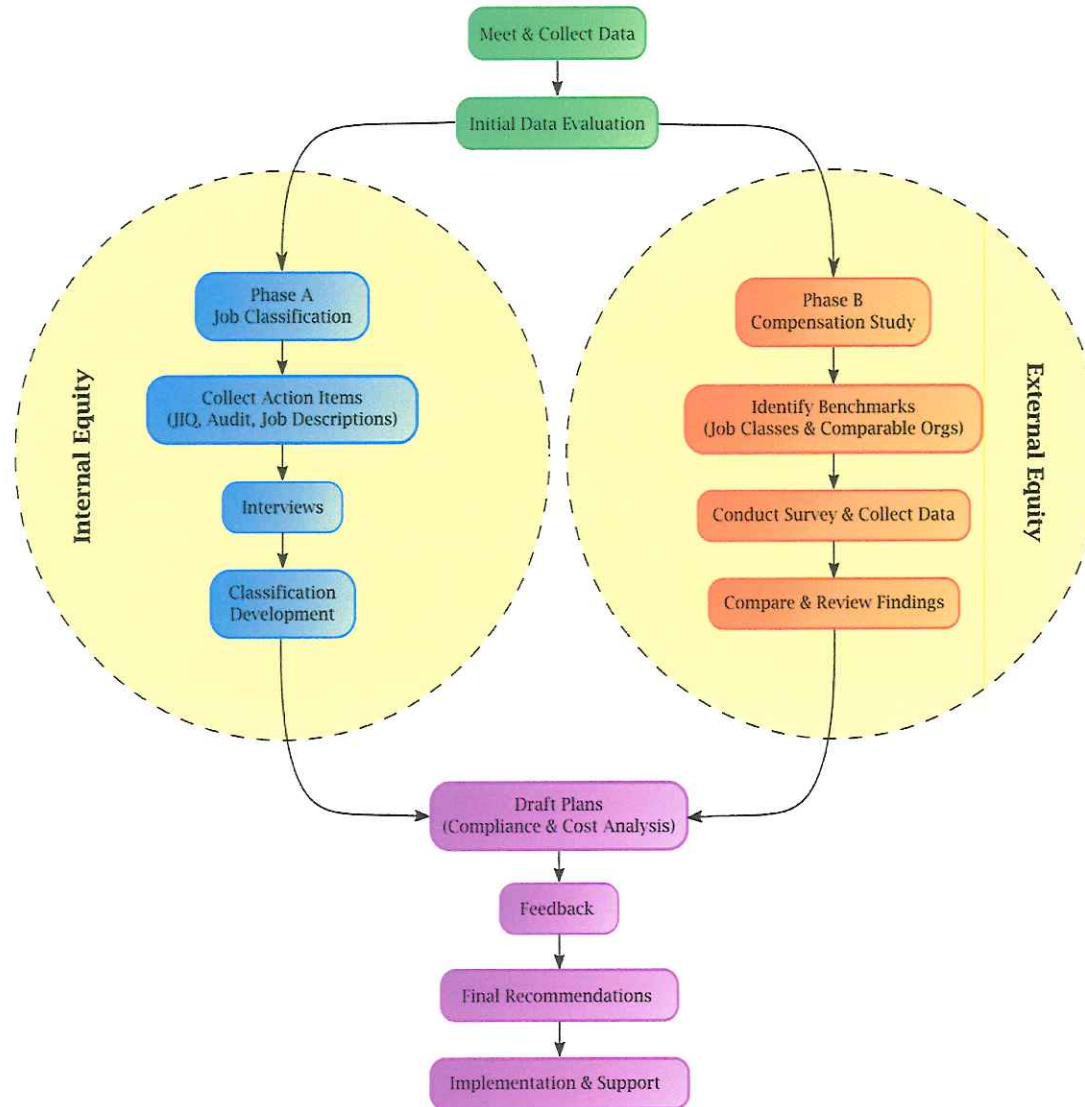
Technology – Position Vantage Point (PVP), our proprietary cloud based software allows for more convenient and timely job analysis.



Scope of Work

- A. **Job Analysis** – Consider duties, responsibilities, education requirements, and other relevant factors.
- B. **New/Revised Job Descriptions** – Update compliant job descriptions for existing and recommended job titles.
- C. **Market Survey and Analysis of Findings**
 - Determine Positions to Benchmark: Front Royal has (161) Full-time and (16) part-time employees.
 - Determine Full List of Comparators including:
Warren County, Town of Strasburg, Shenandoah County, City of Winchester, Town of Leesburg, Town of Luray, Page County, Town of Culpeper, Town of Warrenton, Town of Woodstock, Dominion Power, Rappahannock Electric Cooperative, and Fauquier Water Authority.
- D. **Development of a Recommended Pay Scale**
- E. **Recommendations for Future Adjustments**

Methodology Flow Chart



Project Timeline

Milestones

- To begin the study
 - Front Royal's decision for study to get underway & contract ratification
 - Paypoint HR's ability to begin the project
- Key drivers for conducting the study
 - Budgeting cycle
 - Town Council Approval
 - Implementation

Project Communication Plan

PROJECT COMMUNICATION TABLE			
Document	Recipients	Responsibilities	Update frequency
Executive Project Announcement Letter	All Staff	City Council/City Manager	None
Project Schedule Timeline	All Staff	Paypoint HR & Client Project Team	At least monthly
Initial Data Exchange	Paypoint HR	Client Project Team	At the beginning of the project through completion of Phase A
Memos/Bulletins/Progress Updates	All Staff	Paypoint HR & Client Project Team	Periodic throughout the study until completion
FAQ's	All Staff	Paypoint HR & Client Project Team	At the initial briefing
Position Vantage Point Questionnaires and Interview Documents	All Staff	Paypoint HR & Client Project Team	Developed beginning
Interim Report	Client Project Team	Paypoint HR	Once at the end of Phase A
Management and Employee Buy-In Materials/Updated Job Descriptions	All Staff	Paypoint HR	After completion of questionnaires and interviews appropriate
Informal Appeals	All Staff	Paypoint HR with	Review

PROJECT TEAM & TASK FORCE ASSIGNMENTS			
Name of team	Team goals	Team leads	Team roles
Project Team	Pre-project, mid-project and post-project communication	HR will be the main contact for the study and will coordinate meeting times, locations, and timing for communication	The Project Team will help establish ground rules for the study and give suggestions for benchmarked positions and comparator agencies.
Task Force	Reinforce clear communication and participation of their employee groups	Department Heads	The Task Force will be the liaison between the Project Team and the employees. The role of the participants is to ensure clear communication channels, give feedback on types and timing of communication, and help ensure participation by employees in the PVP. The Task Force may also provide input on the job family hierarchy and help establish internal job

Approach to Classification

- Collect initial data
- Kick-off meeting
- Establish baselines and client data file
- Gain understanding of current system
- Develop initial outline of internal equity areas of improvement
- Review/analyze position evaluation factors
- Make initial recommendations & review with project team
- Review with staff and conduct informal appeals
- Write draft report
- Review draft report for feedback and make any changes
- Create Interim Report

Approach to Classification

Position Vantage Point



Background

First Name

First name only

Middle Name

Middle name only

Last Name

Last name only

Job Title

Example: Clerk Typist

Job Category

Administrative

Status

☐ Full-Time ☐ Part-Time

Work Week (0 to 80 hours)

40

Supervisor Name

First Name Last Name

Job Description

Example: The clerk typist's primary responsibility is to process written communication. They thus spend most of their time in front of computers, entering text with applications like word processors, spreadsheets, and databases. However, they must also handle general office tasks. They need good listening and verbal skills for receiving information by phone, should be able to operate office machinery, such as copiers and fax equipment for duplicating and transmitting documents, and have good interpersonal skills for interacting with office staff, vendors, and customers. They may also receive, distribute, prepare, and send out mail and email.

Skill

Complexity Question #1

This position involves *routine or repetitive* tasks, processes, or operations involving the application of well-defined rules, procedures, policies, guidelines, and/or instructions.

- ☐ Strongly disagree
- ☐ Somewhat disagree
- ☐ Neither agree nor disagree (50/50)
- ☐ Somewhat agree
- ☐ Strongly agree

Complexity Question #2

This position involves generally *standardized* tasks, processes, or operations involving the *choice* of action within well-defined rules, procedures, policies, guidelines, and/or instructions.

- ☐ Strongly disagree
- ☐ Somewhat disagree
- ☐ Neither agree nor disagree (50/50)
- ☐ Somewhat agree
- ☐ Strongly agree

Complexity Question #3

This position involves generally *diversified* tasks, processes, or operations involving the *choice* of action within well-defined rules, procedures, policies, guidelines, and/or instructions.

- ☐ Strongly disagree
- ☐ Somewhat disagree
- ☐ Neither agree nor disagree (50/50)
- ☐ Somewhat agree
- ☐ Strongly agree

Complexity Question #4

This position involves *occasionally complex and diversified* tasks, processes, or operations involving the *development* of rules, procedures, policies, guidelines, and/or instructions.

- ☐ Strongly disagree
- ☐ Somewhat disagree
- ☐ Neither agree nor disagree (50/50)
- ☐ Somewhat agree
- ☐ Strongly agree



Approach to Compensation

- Identify market salary benchmark positions
- Determination of benchmark classifications
- Determine comparator agencies
- Determine data to be collected
- Data collection process
- Analysis and review of findings
- Draft findings and review with project team
- Alignment of internal and external prevailing rates comparison
- Draft recommendations
- Show fiscal impact of recommendations
- Preparation of draft summaries, final reports and deliverables
- Compliance review
- Get feedback and make any adjustments
- Final presentation
- Post project support

Analysis

Traditional Methods

- Ranking – Positions ranked based on perceived importance by organization
- Point Factor (Hay) – merit of positions graded based on common set of knowledge, skills, and abilities
- Factor Comparison – benchmark positions evaluated and compared against external market value

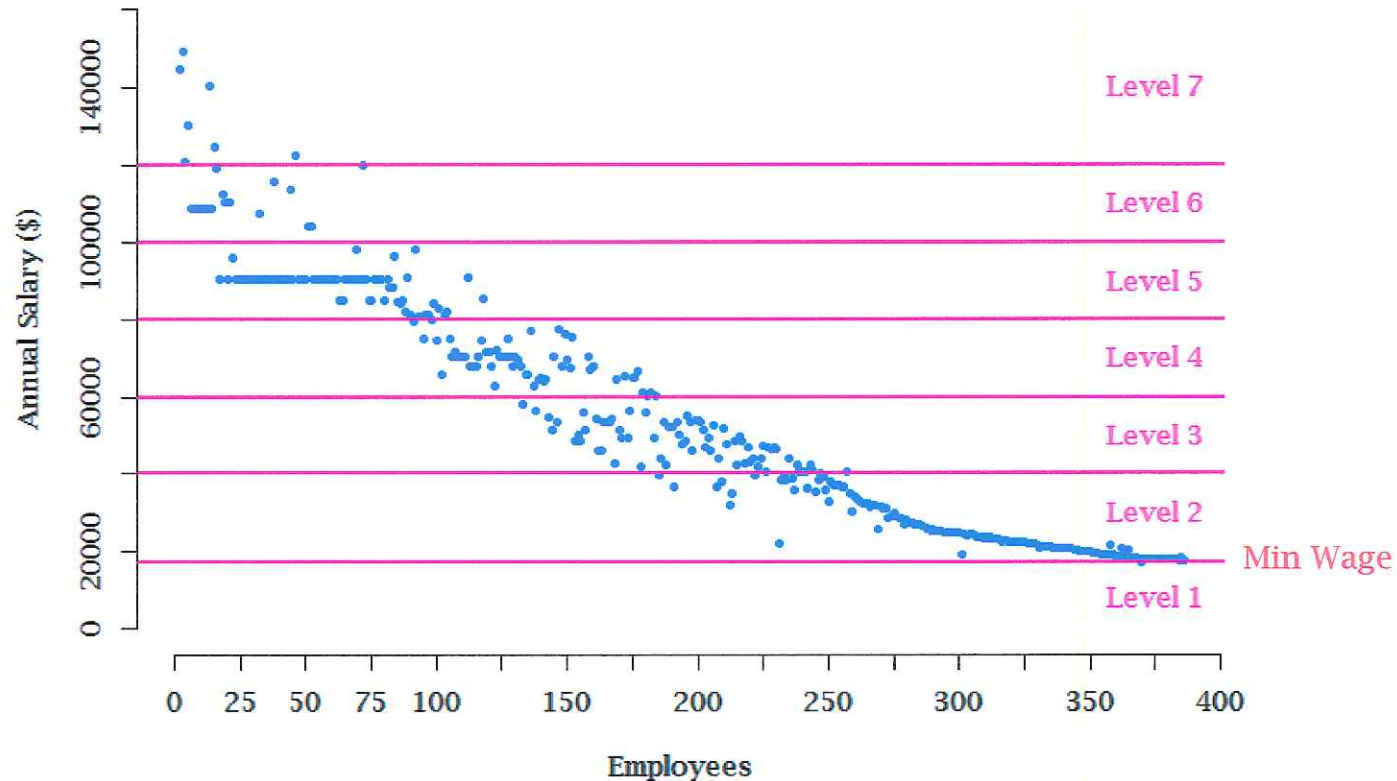
Compensable Factor System (Paypoint HR)

- Engage and empower employees w/ managers using PVP Point Factor Method
- Consider the internal equity/ranking of positions
- Compare salaries against the external market



Pay Bands Example

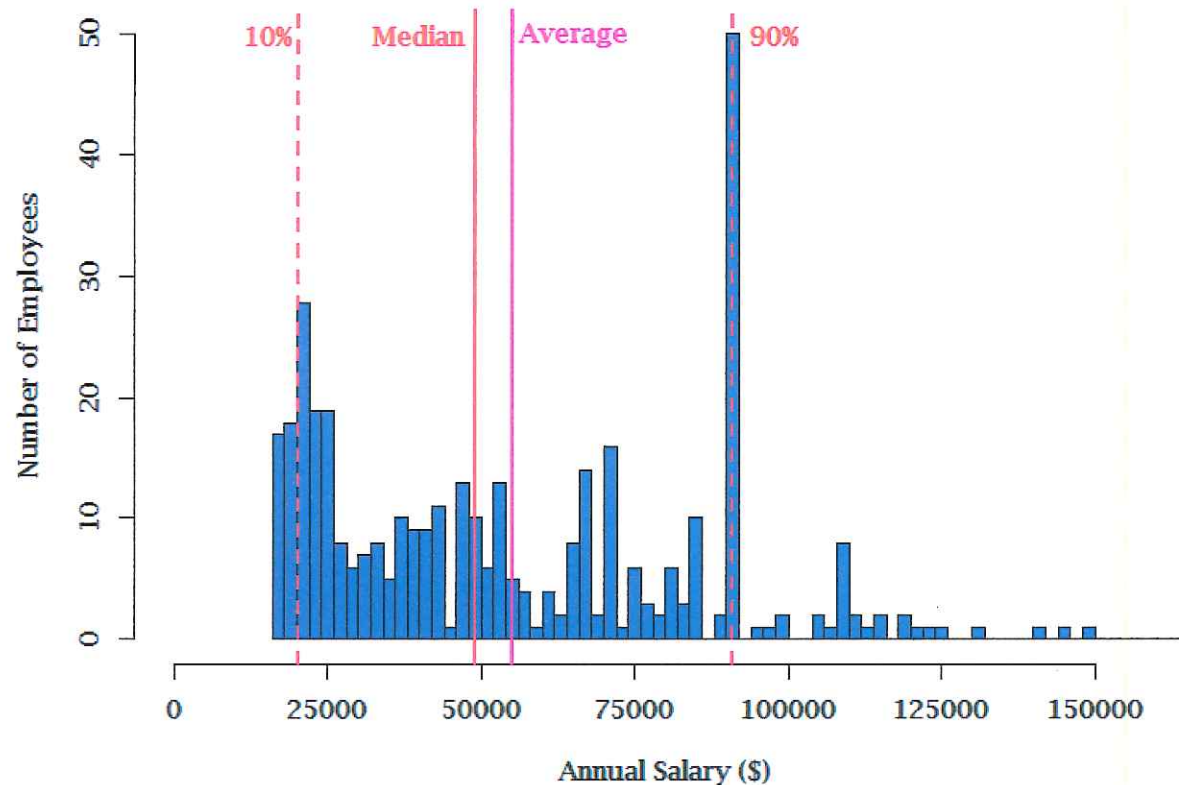
(Ref: Tinley Park Compensation Report 04/22/16)



Takeaway: Banding could simplify classification structure and expand salary ranges to allow for greater opportunities.

Salary Distribution Example

(Ref: Tinley Park Compensation Report 04/22/16)



Takeaway: Salary distribution is skewed relative to the peak at the 90th percentile.

Salary Percentiles Example

(Ref: Tinley Park Compensation Report 04/22/16)

	(Min - Mid - Max)	External Survey Chicago
10%	xxx - \$20,185 - xxx	\$19,230
25%	xxx - \$25,623 - xxx	\$23,990
Median	xxx - \$49,004 - xxx	\$38,860
Average	xxx - \$55,073 - xxx	\$52,480
75%	xxx - \$81,464 - xxx	\$66,360
90%	xxx - \$90,834 - xxx	\$99,490

Takeaway: Employees on current plan that are below the median are fairly compensated relative to market. Employees above the median are highly compensated relative to market.

Contact Information

Town of Front Royal

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KCampbell@PaypointHR.com



Open Discussion

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Town of Front Royal, Virginia Work Session Agenda Form

Date: February 6, 2017

Agenda Item: Health Insurance Consulting Services RFP

Summary: The town received five proposals for the health insurance consulting services. The review committee completed the initial review of the responses and provided an overview to Council at the December 5, 2016 Work session. Staff was directed to complete review and provide recommendation at a future work session.

Council Discussion:

Staff Evaluation: Staff continues to review and plans to provide recommendation at work session for further discussion with Council.

Budget/Funding:

Legal Evaluation: Town Attorney will be available.

Staff Recommendations: Staff will provide recommendation at work session.

Town Manager Recommendation: Town Manager will be available.

Council Recommendation:

☐ Additional Work Session ☐ Regular Meeting ☐ No Action

Consensus Poll on Action: ____ (Aye) ____ (Nay)

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