

Issue Analysis Form

Date: June 12, 2018
Consideration and Approval
of Implementation of Phase I
of Evergreen Salary Study

Item:

Lead Department(s): Finance / Human Resources

Contact Person(s): Betsy Drewry & Corrie Hurt



Description and Current Status

Evergreen Solutions was contracted to complete a Compensation and Classification Study (Salary Study) for County Employees. Evergreen presented an overview of the study results during the June 12, 2018 Board Work Session.

Evergreen's full report and presentation were included in the work session materials.

The Directors of Human Resources and Finance have reviewed the details of Evergreen's recommendations and recommend **implementation of Phase I of the study to include:**

1. Reclassification of **15** employees from Exempt to Non-Exempt status for Fair Labor Standards Act (FLSA);
2. Implementation of a Separate Pay Plan for Sworn Police Officers (**Attachment A**);
3. Implementation of a new Uniform Pay Plan with Classifications and revised Job Descriptions, Grade Changes and Pay Ranges for all other County employees (except Sworn Police Officers) (**Attachment B**);
4. Completion of pay improvements for sworn Police Officers based on consecutive Prince George County years of service at June 30, 2018;
5. Placing Sworn Police Officers within appropriate class title based on career development progression and rank and bringing them to minimum of new pay range ***if after recommended pay improvement based on years of service is provided the sworn police officer is still below minimum of new pay range.**** 5 Sworn Police Officers require an additional "bring to minimum" adjustment;
6. Placing Other County Employees (except Sworn Police Officers) within appropriate class title and bringing them to minimum of new uniform pay range ***if after board approved Prince George County pay increase of \$1,000 / 2% / \$2,000 is provided employee is still below minimum of new pay range.**** 45.5 other employees require an additional "bring to minimum adjustment" (34.5 General Fund; 11 Other Funds);

7. Transfer of \$102,218 from FY2018-2019 General Fund Contingency to various salary and benefit line items to address costs of 4, 5 and 6 above.

****Approved County pay increases are provided prior to new range consideration, not after employees has been placed on new pay range***

Details for recommendations summarized above can be found in presentation included in this packet.

Proposed pay plans and draft resolution for adoption are attached.

Future phases of the Compensation and Classification Study implementation will be considered annually in future fiscal years depending on fiscal impact. These phases will include placement on pay ranges based on years of service or some other defined range penetration methodology.

Government Path

- | | | |
|------------------------------------------------|-----------------------------------------|----------------------------------------|
| Does this require IDA action? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Does this require BZA action? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Does This require Planning Commission Action? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Does this require Board of Supervisors action? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| Does this require a public hearing? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| If so, before what date? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

Fiscal Impact Statement

Implementation of Phase I requires the transfer of \$102,218 from Adopted FY2018-2019 General Fund Contingency. The adopted Contingency amount is \$157,230. After transfer, \$55,012 will remain for use during FY2018-2019.

County Impact

Implementation will provide a more competitive salary structure for County employees and appropriate FLSA classification of employees.

Notes

POLICE OFFICER PAY PLAN

ATTACHMENT A

Title	Grade	Minimum	Midpoint	Maximum	Range Spread	Grade Progression	#	VACANT
Police Officer	P101	\$ 43,000	\$ 56,975	\$ 70,950	65%		25	1
Police Officer 1st Class	P102	\$ 45,150	\$ 59,824	\$ 74,498	65%	5%	2	0
Senior Police Officer	P103	\$ 47,408	\$ 62,815	\$ 78,222	65%	5%	13	0
Master Police Officer	P104	\$ 49,778	\$ 65,956	\$ 82,133	65%	5%	0	0
Career Police Officer	P105	\$ 52,267	\$ 69,253	\$ 86,240	65%	5%	0	0
Police Sergeant	P111	\$ 57,624	\$ 76,352	\$ 95,080	65%	10.25%	6	0
Police Lieutenant	P113	\$ 61,946	\$ 82,078	\$ 102,211	65%	7.5%	6	0
Police Captain	P115	\$ 68,295	\$ 90,491	\$ 112,687	65%	10.25%	1	1
Police Chief	P122	\$ 96,098	\$ 127,330	\$ 158,562	65%	41%	1	0

SEE EXHIBIT 5-C - EVERGREEN REPORT

UNIFORM PAY PLAN - OPEN RANGE

ATTACHMENT B

Grade	Minimum	Midpoint	Maximum	Range Spread	Grade Progression
305	\$ 26,741	\$ 33,426	\$ 40,112	50%	5%
306	\$ 28,078	\$ 35,098	\$ 42,117	50%	5%
307	\$ 29,482	\$ 36,853	\$ 44,223	50%	5%
308	\$ 30,956	\$ 38,695	\$ 46,434	50%	5%
309	\$ 32,814	\$ 41,837	\$ 50,861	55%	6%
310	\$ 34,782	\$ 44,348	\$ 53,913	55%	6%
311	\$ 36,869	\$ 47,008	\$ 57,147	55%	6%
312	\$ 39,082	\$ 49,829	\$ 60,576	55%	6%
313	\$ 41,426	\$ 52,819	\$ 64,211	55%	6%
314	\$ 43,912	\$ 55,988	\$ 68,064	55%	6%
315	\$ 46,986	\$ 61,082	\$ 75,177	60%	7%
316	\$ 50,275	\$ 65,357	\$ 80,440	60%	7%
317	\$ 53,794	\$ 69,932	\$ 86,070	60%	7%
318	\$ 57,560	\$ 74,828	\$ 92,095	60%	7%
319	\$ 61,589	\$ 80,065	\$ 98,542	60%	7%
320	\$ 66,516	\$ 86,471	\$ 106,425	60%	8%
321	\$ 71,837	\$ 93,388	\$ 114,940	60%	8%
322	\$ 77,584	\$ 100,859	\$ 124,135	60%	8%
323	\$ 83,791	\$ 108,928	\$ 134,065	60%	8%
324	\$ 90,494	\$ 117,642	\$ 144,791	60%	8%
325	\$ 97,734	\$ 127,054	\$ 156,374	60%	8%

Compensation and Classification Study

Phase I Suggested Implementation



Reviewing the Details

- Evergreen Solutions has completed the Compensation & Classification Study and has provided the County with six recommendations to address employee pay.
- Evergreen Solutions has recommended 37 Employee Classification (job title) changes. Human Resources has reviewed/revised all job descriptions to be implemented July 1st.
- Evergreen Solutions has recommended 15 reclassifications from Exempt status to Non-Exempt status.
- In light of recent changes to Hopewell and Petersburg sworn officer pay ranges, staff has taken a closer look at the sworn officer tenure and pay compression issues.
- An option is being proposed to begin improving sworn Police Officer pay based on continuous years of Prince George County service as part of the Phase I implementation.

Proposed Employee Classification Changes

- 59 employees will be affected by the job title changes that are being proposed for 37 different positions as shown on the next couple of slides:

Current Class Title	Proposed NEW Class Title	Department Affected	Current Pay Grade	Proposed NEW Pay Grade	# employees affected
Administrative Associate	Administrative Support Specialist III	DSS, Police	7	310	2
Administrative Associate	Legal Assistant	Commonwealth Attorney	7	310	1
Administrative Associate	Office Manager	General Services, Sheriff	7	313	2
Administrative Manager	Manager V, Social Services Administration	DSS	12	319	1
Animal Control Supervisor	Manager I, Animal Control	Police	11	315	1
Assistant Athletic Coordinator	Coordinator I, Assistant Athletics	Parks & Recreation	10	313	1
Athletic Coordinator	Coordinator V, Athletic	Parks & Recreation	14	318	1
Case Manager	Manager III, Social Services Case Management	DSS	13	317	9
Case Manager Supervisor	Manager V, Social Services Case Management	DSS	15	319	1
Customer Service Agent I	Utility Billing/Collection Specialist I	Utilities	4	307	1
Customer Service Agent II	Utility Billing/Collection Specialist II	Utilities	6	309	2
Eligibility Supervisor	Benefits Program Supervisor	DSS	13	316	1
Eligibility Worker	Benefits Program Specialist	DSS	10	314	6
Environmental Program Coordinator	Coordinator IV, Environmental Program	Comm. Dev. Code Compliance	13	316	1
Fire/EMS Business Manager	Manager II, Fire/EMS Business Management	Fire/EMS	12	316	1
Fleet Manager	Manager III, Fleet	Garage	13	317	1

Proposed Employee Classification Changes

Current Class Title	Proposed NEW Class Title	Department Affected	Current Pay Grade	Proposed NEW Pay Grade	# employees affected
GIS Coordinator	Coordinator V, GIS	Information Technology	14	318	1
Legal Assistant	Senior Legal Assistant	County Attorney	10	314	1
Office Associate I	Administrative Support Specialist I	Police	4	306	1
Office Associate I	Legal Assistant	Commonwealth Attorney	4	310	1
Office Associate II	Administrative Support Specialist II	Community Corrections, CDCC, Econ Dev, Parks & Rec, Fire/EMS	5	308	5
Office Associate II	Coordinator, Animal Adoption Services	Police	5	308	1
Office Associate II	Crime Analyst	Police	5	309	1
Office Associate II, DSS	Administrative Support Specialist II	DSS	6	308	3
Office Associate II, DSS	Administrative Support Specialist III	DSS	6	310	1
Planning Manager	Manager V, Planning	Comm. Dev. Code Compliance	15	320	1
Probation Officer	Coordinator III, Community Services	Probation	11	315	1
Program Manager	Manager IV, Corrections Program Management	Community Corrections	14	318	1
Public Safety Answering Point Manager	Manager V, Emergency Communications Center Management	Police	14	319	1
Real Estate Operations Coordinator	Coordinator IV, Real Estate Operations	Assessor	12	316	1
Senior Building Maintenance Mechanic	Building Maintenance Mechanic	General Services	10	310	1
Senior Case Manager	Manager IV, Advanced Social Services Case Management	DSS	14	318	1
Special Activities Coordinator	Coordinator I, Parks Special Activities	Parks & Recreation	10	313	1
Utility Office Manager	Manager V, Utility Office Management	Utilities	15	319	1
Utility Operations Manager	Manager V, Utility Operations Management	Utilities	15	319	1
Victim Witness Coordinator	Coordinator II, Victim Witness Program	Commonwealth Attorney	10	314	1
Volunteer Training Coordinator Officer	Coordinator IV, Volunteer Fire EMS Training	Fire/EMS	14	316	1

Proposed FLSA Changes

Proposed FLSA changes will affect 15 employees. The employees will be educated and trained on the proper timesheet reporting responsibilities.

Position	Department Affected	Current FLSA Classification	NEW FLSA Classification	# employees affected
Accounting Supervisor	Finance	Exempt	Non Exempt	1
Athletic Coordinator	Parks & Recreation	Exempt	Non Exempt	1
Court Administrator	Circuit Court	Exempt	Non Exempt	1
Environmental Program Coordinator	CDCC	Exempt	Non Exempt	1
Fleet Manager	County Garage	Exempt	Non Exempt	1
GIS Coordinator	Information Technology	Exempt	Non Exempt	1
Human Resources Analyst	Human Resources	Exempt	Non Exempt	1
Human Resources Supervisor	Human Resources	Exempt	Non Exempt	1
Information Systems Application Specialist	Information Technology	Exempt	Non Exempt	1
Information Systems Business Process	Information Technology	Exempt	Non Exempt	1
Information Systems Engineer	Information Technology	Exempt	Non Exempt	1
Payroll Supervisor	Finance	Exempt	Non Exempt	1
Planner	CDCC	Exempt	Non Exempt	1
Procurement Officer	Finance	Exempt	Non Exempt	1
Tax Compliance Auditor	Commissioner of Revenue	Exempt	Non Exempt	1

Proposed Pay Plan for Sworn Officers

Current Job Title	Current Grade	Current Minimum	Current Midpoint	Current Maximum
Police Officer	10	\$ 42,298	\$ 54,987	\$ 67,676
Police Sergeant	12	\$ 48,880	\$ 63,544	\$ 78,208
Police Lieutenant	13	\$ 52,546	\$ 68,310	\$ 84,074
Police Captain	15	\$ 60,724	\$ 78,941	\$ 97,158
Police Chief	19	\$ 81,094	\$ 105,423	\$ 129,751

Proposed New Job Title	Proposed New Grade	Proposed New Minimum	Proposed New Midpoint	Proposed New Maximum
Police Officer	P101	\$ 43,000	\$ 56,975	\$ 70,950
Police Officer 1st Class	P102	\$ 45,150	\$ 59,824	\$ 74,498
Senior Police Officer	P103	\$ 47,408	\$ 62,815	\$ 78,222
Master Police Officer	P104	\$ 49,778	\$ 65,956	\$ 82,133
Career Police Officer	P105	\$ 52,267	\$ 69,253	\$ 86,240
Police Sergeant	P111	\$ 57,624	\$ 76,352	\$ 95,080
Police Lieutenant	P113	\$ 61,946	\$ 82,078	\$ 95,080
Police Captain	P115	\$ 68,295	\$ 90,491	\$ 112,687
Police Chief	P122	\$ 96,098	\$ 127,330	\$ 158,562

Proposed Pay Plan for all Other Employees (Non-Sworn Officers)

Current Pay Plan			
Grade	Minimum	Midpoint	Maximum
1	\$ 22,062	\$ 28,680	\$ 35,299
2	\$ 23,716	\$ 30,831	\$ 37,946
3	\$ 25,495	\$ 33,144	\$ 40,792
4	\$ 27,407	\$ 35,629	\$ 43,851
5	\$ 29,463	\$ 38,302	\$ 47,140
6	\$ 31,672	\$ 41,174	\$ 50,676
7	\$ 34,048	\$ 44,262	\$ 54,477
8	\$ 36,601	\$ 47,582	\$ 58,562
9	\$ 39,347	\$ 51,150	\$ 62,954
10	\$ 42,298	\$ 54,987	\$ 67,676
11	\$ 45,470	\$ 59,111	\$ 72,752
12	\$ 48,880	\$ 63,544	\$ 78,208
13	\$ 52,546	\$ 68,310	\$ 84,074
14	\$ 56,487	\$ 73,433	\$ 90,379
15	\$ 60,724	\$ 78,941	\$ 97,158
16	\$ 65,278	\$ 84,861	\$ 104,444
17	\$ 70,174	\$ 91,226	\$ 112,278
18	\$ 75,437	\$ 98,068	\$ 120,699
19	\$ 81,094	\$ 105,423	\$ 129,751
20	\$ 87,176	\$ 113,329	\$ 139,482

Proposed New Pay Plan			
Grade	Minimum	Midpoint	Maximum
305	\$ 26,741	\$ 33,426	\$ 40,112
306	\$ 28,078	\$ 35,098	\$ 42,117
307	\$ 29,482	\$ 36,853	\$ 44,223
308	\$ 30,956	\$ 38,695	\$ 46,434
309	\$ 32,814	\$ 41,837	\$ 50,861
310	\$ 34,782	\$ 44,348	\$ 53,913
311	\$ 36,869	\$ 47,008	\$ 57,147
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315	\$ 46,986	\$ 61,082	\$ 75,177
316	\$ 50,275	\$ 65,357	\$ 80,440
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323	\$ 83,791	\$ 108,928	\$ 134,065
324	\$ 90,494	\$ 117,642	\$ 144,791
325	\$ 97,734	\$ 127,054	\$ 156,374

Phase I Suggested Implementation (Part 1)

- Sworn Police Officers – implement a flat dollar increase based on continuous years of service with Prince George County as follows:
 - 0-5 years = \$2,000
 - 5-10 years = \$4,000
 - 10-15 years = \$6,000
 - 15+ years = \$8,000
- Sworn officers would be brought to the minimum of Evergreen’s new proposed pay ranges. There are five employees who would require an adjustment after the flat dollar adjustment to ensure they are brought to the minimum of the pay ranges.

Phase I Suggested Implementation (Part 2)

- County Employees (excluding sworn Police Officers) would be brought to the minimum of the new proposed pay ranges if after the Board of Supervisors pay increases of \$1,000/2%/\$2,000 is provided and the employee is still below the minimum.
- There are 45.5 employees that would receive additional pay after the Board approved raises are given. These 45.5 employees would receive additional “bring to the minimum adjustments.”

Costs of Phase I Implementation

	Amount
BUDGETED AMOUNTS - GENERAL FUND	Budgeted
Sworn Police Officer Pay Improvement	\$ 293,141
\$1,000 / 2% / \$2,000 Increases for Other Employees (Non-sworn Officers)	\$ 245,326
TOTAL BUDGETED PAY INCREASES	\$ 538,467
TOTAL COSTS - PHASE I IMPLEMENTATION & SWORN OFFICER PAY IMPROVEMENTS	
	\$ 640,685
ADDED AMOUNT NEEDED - GENERAL FUND	\$ 102,218

	ADDED AMT	NEEDED
OTHER FUNDS - BRING TO MIN		
Community Corrections	\$	8,497
Utilities	\$	1,835

Future Phases of Implementation

- Future phases of the Compensation and Classification Study implementation will be considered each year depending on fiscal impact.
- These phases would include placement on pay ranges based on years of service or some other defined range penetration methodology.

Recommendations

- Reclassification of 15 employees from Exempt to Non-Exempt status to be compliant with Fair Labor Standards Act (FLSA).
- Classification (title) changes to 37 positions.
- Implement new (separate) pay grades/ranges for Sworn Officers.
- Implement new pay grades/ranges for all other employees (Non-Sworn Officers).

Recommendations Continued..

- Implement Phase I of the Classification & Compensation Study in FY2019.
- Approval of transfer of \$102,218 from FY18-19 General Fund Contingency to various salary and benefit line items to address costs beyond what was already included in the FY18-19 budget for these increases.
- Begin preparing for Phase II of the Classification & Compensation Study for consideration in future fiscal years.

Board of Supervisors
County of Prince George, Virginia

Resolution

At a regular meeting of the Board of Supervisors of the County of Prince George held in the Boardroom, Third Floor, County Administration Building, 6602 Courts Drive, Prince George, Virginia this 12th day of June, 2018:

Present:

Vote:

Alan R. Carmichael, Chairman
Donald R. Hunter, Vice-Chairman
Floyd M. Brown, Jr.
Marlene J. Waymack
T. J. Webb

A-7

On motion of _____, seconded by _____, which carried unanimously, the following Resolution was adopted:

RESOLUTION; APPROVAL OF PHASE I SALARY STUDY IMPLEMENTATION AND BUDGET TRANSFER OF \$102,218 FROM CONTINGENCY

WHEREAS, Prince George County engaged Evergreen Solutions to complete a salary study during FY2017-2018 and the results of this study were shared with Board Members on June 12, 2018; and

WHEREAS, Staff is recommending implementation of Phase I of the Salary Study for FY2018-2019.

BE IT RESOLVED that on June 12, 2018 The Prince George County Board of Supervisors approves implementation of Phase I of the salary study and approves:

1. Reclassification of 15 employees from Exempt to Non-Exempt status for Fair Labor Standards Act (FLSA);
2. Implementation of a Separate Pay Plan for Sworn Police Officers;
3. Implementation of a new Uniform Pay Plan with Classifications with revised Job Descriptions, Grade Changes and Pay Ranges for all other County employees (except Sworn Police Officers);
4. Completion of pay improvements for sworn Police Officers based on consecutive Prince George County years of service at June 30, 2018;
5. Placing Sworn Police Officers within appropriate class title based on career development progression and rank and bringing them to minimum of new pay range *if after recommended pay improvement based on years of service is provided the sworn police officer is still below minimum of new pay range.** 5 Sworn Police Officers require an additional "bring to minimum" adjustment;

CONTINUED

6. Placing Other County Employees (except Sworn Police Officers) within appropriate class title and bringing them to minimum of new uniform pay range *if after board approved FY2018-2019 Prince George County pay increase of \$1,000 / 2% / \$2,000 is provided employee is still below minimum of new pay range.* * 45.5 other employees require an additional "bring to minimum adjustment" (34.5 General Fund; 11 Other Funds); and
7. Transfer of \$102,218 from FY2018-2019 General Fund Contingency to various salary and benefit line items to address costs of 4, 5 and 6 above.

**Approved County pay increases are provided prior to new range consideration, not after employees have been placed on new pay range*

BE IT FURTHER RESOLVED That the Board of Supervisors of the County of Prince George this 12th day of June, 2018, does hereby authorize the following transfer of funds within the 2018-2019 Budget, such line items increased and decreased as follows:

FUND/ORGANIZATION

AMOUNT

Expenditures:

General Fund (Decrease) & Increase

0100-09-401-0917-49199

General Fund Contingency

(\$102,218)

0100-XX-XXX-XXXX-4XXXX

Multiple Salary & Benefits Accounts

\$102,218

A Copy Teste:

Percy C. Ashcraft
County Administrator