

**Minutes
Windsor Town Council Work Session
Town Hall
March 4, 2021**

The Windsor Town Council met in a work session on March 4, 2021 at 5:30 p.m. by electronic participation and remotely. Mayor Willis called the meeting to order. Terry Whitehead, Town Clerk, recorded the minutes. William Saunders, IV, Town Manager and Cheryl McClanahan, Treasurer, participated electronically.

Council members present: Greg Willis
 Walter Bernacki
 Kelly Blankenship
 George Stubbs
 Jake Redd

Council member absent: J. Randy Carr

Mr. Saunders stated that this meeting is being held electronically and remotely pursuant to the declared state of emergency of the Commonwealth of Virginia, and the Town of Windsor, VA, in response to the COVID-19 pandemic, and to protect the public health, safety, and welfare of our Town Council members, Town staff and the general public.

Mr. Saunders added that this meeting is being held on the Zoom platform pursuant to Virginia Code section 2.2-3708.2(A)(3) and Windsor Town Code Section 9-1, and is necessary to continue the operations of government of the Town of Windsor, VA.

Notice of this meeting, its agenda, and supporting documents were posted for public review on the Town of Windsor, VA website.

Classification and Pay Study Work Session

Mayor Willis said the purpose of the meeting tonight is to review and consider the Baker-Tilly Classification and Pay Study and its implementation options.

Mr. Saunders welcomed and thanked Steve Miner, Managing Director of Baker-Tilly, for being available to answer questions.

Review/Discuss Updated Job Descriptions/Classifications

Councilwoman Blankenship expressed her concerns with the Treasurer's job description showing Human Resource responsibilities and also showing duties that were outsourced to a Certified Public Accountant (CPA). She asked if those duties, such as account reconciliation, were accounted for in the job description. She also asked if Town Council and department heads were satisfied with the job descriptions of those who report directly to them.

Chief Riddle explained that the job descriptions are not necessarily all encompassing. He said the job descriptions were reviewed by the supervisors, who could add to them but were not allowed to remove tasks. He said the policy within the Windsor Police Department is set up slightly different from what is in the job descriptions. He continued to discuss how jobs are not departmentalized in the Town due to being a small locality; therefore, you take on more tasks and responsibilities than you would in a larger locality. Chief Riddle said he is comfortable with the job descriptions that were submitted by the officers.

Mr. Saunders explained that the Treasurer position is partly Treasurer, Financial Director, and Human Resources. He explained that Ms. McClanahan will be doing the account reconciliations going forward, and the Town will no longer need to outsource that job.

Councilwoman Blankenship agreed that if we are not outsourcing part of the Treasurer's job, then the Treasurer's salary can be compared against the minimum, mid-point, and maximum salary range.

Mr. Miner explained that Baker-Tilly provided information on completing the written Position Analysis Questionnaire (PAQ). He said employees were requested to participate in the study by using the PAQ to respond to questions regarding job responsibilities, job requirements and characteristics applicable to each position. He said the Baker-Tilly consultant team reviewed the PAQs completed by Town employees and made preliminary classification decisions and created updated Town job descriptions.

Review/Discuss Proposed Salary Ranges

Mr. Miner explained that Baker-Tilly conducted a comprehensive market survey that requested information from thirteen Town systems identified through the RFP and in consultation with the Interim Town Manager to determine the market for benchmarked positions. He said Baker-Tilly utilized data from a reputable online commercial database containing relevant salary data for the region on the positions included in the survey. He said this data came from the Economic Research Institute (ERI), a subscription service. Mr. Miner stated that ERI provides benchmark salaries and compensation based on job title, location, industry, and size, among other things, and is considered a reliable and trustworthy source of relevant data.

Mr. Miner said information was gathered on minimum, maximum, and actual salaries for all positions surveyed and utilized to create average or midpoint salaries. He said utilizing the salary data supplied by comparable organizations; all Town positions were evaluated using Baker Tilly's Systematic Analysis and Factor Evaluation (SAFE) system to assist in assuring that the internal relationships of positions within the Town were equitable. Mr. Minor said the evaluation ensured each position was assigned to the appropriate salary grade in the proposed compensation plan.

Councilman Stubbs asked what localities were surveyed to gather the salary data.

Councilman Bernacki reported that Isle of Wight County, Smithfield, Southampton County, Suffolk, West Point, and Portsmouth were surveyed to gather the salary data.

Review/Discuss Proposed Implementation Options

Mr. Saunders said a work session on the study was held on November 23, 2020 where numerous elements of the study and Town staff compensation were discussed. He said during that session, members of the Town Council requested more information on Police Officers' years of service (During and prior to their Windsor service), options that would go beyond the three outlined in the study (Potentially considering a multi-level step and/or merit-based factors), and the LEOs program with Virginia Retirement System (Hazardous Duty Supplement).

Mr. Saunders reviewed the LEOs program with Council. He said there was a study conducted in 2014 to determine the benefits that were offered and the cost of this program to the Town. Mr. Saunders said it will cost \$1,250 to have a current study conducted to

determine benefits offered and how much the LEOs program would cost the Town at this time. Mr. Saunders recommended that this issue be discussed at a separate time since it relates to benefits and not salary and compensation.

Chief Riddle discussed how difficult it is to hire and retain qualified officers due to increased pay, enhanced benefits, and sign on bonuses that larger localities offer. He did add that there are also many positives associated working with the Town that certainly helps with retention.

Council agreed by consensus to discuss and consider the law enforcement retirement supplement (LEOs) separately at a future work session, since it relates to benefits and not pay and compensation.

Council continued to discuss the following implementation options recommended in the Pay and Compensation Study:

- Option 1 - Moves three positions now below recommended grade to the minimum of that recommended grade.
- Option 2 - Same as Option 1 but, in addition, increases those whose salaries are already in grade by 2%.
- Option 3 - Takes those below minimum to the minimum, and adds .5% per year of service in position.

After further discussion, Town Council agreed by consensus to consider adopting a pay range and having all employees within the pay range. Council also agreed that they would like to consider adopting option 3, which takes those below the minimum to the minimum, and adds .5% per year of service in position, if the Town can afford this option.

Mayor Willis asked Mr. Saunders to review the budget and present Council with data to determine if the Town can afford to take action with implementing the plan within the next few months or in the next budget year.

Mayor Willis said we also need to determine how we do salary planning as compared to cost of living planning in future years.

Councilman Stubbs made a motion to adjourn. Vice Mayor Greg Willis seconded, and Council unanimously passed the motion as recorded on the attached chart as motion #1.

The meeting adjourned at 7:25 p.m.

Glyn Willis, Mayor

Terry Whitehead, Town Clerk

TOWN OF WINDSOR
 RECORD OF
 COUNCIL VOTES

Council Meeting Date March 4, 2021 Work Session

| Motion # | Bernackl | Blankenship | Carr | Stubbs | Redd | Greg Willis | Glyn Willis |
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Jerry Whitehead, Clerk