

THE FRANKLIN COUNTY BOARD OF SUPERVISORS HELD A BOARD PLANNING RETREAT ON FRIDAY, AUGUST 9, 2013, AT 10:00 A.M., IN THE BOARD OF SUPERVISORS CONFERENCE ROOM B-75, LOCATED IN THE GOVERNMENT CENTER, 1255 FRANKLIN STREET, ROCKY MOUNT, VIRGINIA.

THERE WERE PRESENT: David Cundiff, Chairman  
Cline Brubaker, Vice-Chairman  
Bob Camicia  
Ronnie Thompson  
Charles Wagner  
Leland Mitchell  
Bobby Thompson

OTHERS PRESENT: Richard E. Huff, II, County Administrator  
Christopher Whitlow, Deputy Co. Administrator  
Sharon K. Tudor, MMC, Clerk

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David Cundiff, Chairman, called the meeting to order.

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### **BOARD OF SUPERVISORS & SCHOOL BOARD RESPONSIBILITIES**

Richard E. Huff, II, County Administrator, presented the following PowerPoint presentation: General discussion ensued regarding the breakdown in communication issues between the two boards; number of new teachers; number of replacements; set up of a reserve(s); monitor progress throughout year; annual year-end report; financials; employees; final cuts/funded expenditures; trust between the two boards; school personnel is allowed to speak for the school budget and county employees should be allowed to have the same participation privilege and encouraged to participate during the public hearing process, as well; accountability and transparency to the constituents of the funds allocated for schools; explanation of needs vs. wants; media discipline; open and honest dialogue and no games; YTD actual/projections; carry over estimates; prioritized needs; honest public communication; understand where we are and how we get there; budget committee consisting of county administrator, school superintendent, and chief financial officers for both the county/school and a board member from the school/county; Special Ed teacher ratios/costs; trust; Long Range Planning; Strategic Plan/Financial Plan (operations/capital); Advisable Budget Format; needs within affordability threshold; needs above wants prioritization;





## Draft Strategic Plan Vision

“The County has maintained award-winning schools with great ratings as a result of vision, creative foresight, excellent management, dedicated employees, and support. We have excellent career-technical education and job training opportunities for students at a young age.”

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## Roles- County Board of Supervisors Questions for Consideration?

- It’s easy to articulate what we don’t want our roles and relationships to be as it relates to School Funding, but what **DO** we want them to be? What role is desired given the legal constraints?
- What is an acceptable level of carryover?
- When do we want a good estimate of that carryover & why?
- What is important for us to know?
- How do others deal with similar situations and issues?
- What policies might be helpful to discuss with the School Board for future use of funds and an improved process that benefits the community?

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## Roles

- It’s easy to articulate what we don’t want our roles and relationships to be as it relates to School Funding, but what **DO** we want them to be? What role is desired given the legal constraints?
  - In the best of scenarios, what would the School budget process look like? What would work best given their mandates and the BOS’s role?

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## School Mandate

§ 22.1-92. Estimate of moneys needed for public schools; notice of costs to be distributed.

A. It shall be the duty of each division superintendent to prepare, with the approval of the school board, and submit to the governing body or bodies appropriating funds for the school division, by the date specified in § 15.2-2503, the estimate of the amount of money deemed to be needed during the next fiscal year for the support of the public schools of the school division. The estimate shall set up the amount of money deemed to be needed for each major classification prescribed by the Board of Education and such other headings or items as may be necessary.

Upon preparing the estimate of the amount of money deemed to be needed during the next fiscal year for the support of the public schools of the school division, each division superintendent shall also prepare and distribute, within a reasonable time as prescribed by the Board of Education, notification of the estimated average per pupil cost for public education in the school division for the coming school year in accordance with the budget estimates provided to the local governing body or bodies. Such notification shall also include actual per pupil state and local education expenditures for the previous school year. The notice may also include federal funds expended for public education in the school division.

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## Process

- We can give an estimate in January as to approximate funding available in the absence of a tax increase, if desired
- Schools have a Public Hearing in Early March on their proposed budget
- Can make changes based on feedback at the hearing before presenting to the BOS
- Present to the BOS in 3<sup>rd</sup> week of March
- Begin Discussions 4<sup>th</sup> week of March
- Typically must advertise a tax rate by the end of the first week in April for the BOS Public Hearing-Can come down, cannot go up once advertised

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## Roles

- It's easy to articulate what we don't want our roles and relationships to be as it relates to School Funding, but what **DO** we want them to be? What role is desired given the legal constraints?
  - In the best of scenarios, what would the School budget process look like? What would work best given their mandates and the BOS's role?

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**15.2-2508. Governing bodies may require information of departments, etc.**

- A. Local governing bodies may require the heads or other responsible representatives of all departments, offices, **divisions**, boards, commissions and agencies of their localities to furnish such information **as may be deemed advisable**.
- B. A constitutional officer, as defined in § [15.2-2511](#), for any such locality, to the extent information is required, shall be subject to the provisions of this section.

**Priorities**

-Would it be “advisable” to discuss with the School Board that the “needs of the School Division” should be sorted into what can be accomplished within available revenues and then, below that line, what doesn’t get done and what would the next dollar accomplish? At this point, you can make a better judgment as to the need for additional revenue.

-This is the same request staff makes of departments like the Sheriff, Public Safety, Landfill, etc. Tell me what you need, and then prioritize it in case sufficient funds are not available to accomplish everything.

**Format Thoughts?**

|                |              |              |              |              |              |                  |                    | 14-15                       |
|----------------|--------------|--------------|--------------|--------------|--------------|------------------|--------------------|-----------------------------|
| Account Number | Account Name | 11-12 Actual | 12-13 Actual | 12-13 Budget | 13-14 Budget | 13-14 YTD Actual | 14-15 Dept Request | School Board Recommendation |
|                |              |              |              |              |              |                  |                    |                             |

**Carryover**

What is an acceptable level of carryover?

- Net effect of both greater revenues than projected and lower than expected expenditures
  - School Bus Replacement is currently funded through an expectation of carryover beyond the \$340,000 provided by the County for Bus replacement, typically an additional \$700,000+
  - Total School Budget is \$79,213,145. Therefore each 1% is \$792,131.
  - Total Local Dollars equate to \$31,604,363. Therefore each 1% is \$316,044.

What is an acceptable level of carryover? Where would the Board like to see it?



### How are Local Dollars Paid to the Schools?

- Local School Dollars are Held in the County's General Fund Until the Last Day of the Month.
- Federal, State and Cafeteria Revenues do not cover monthly School Expenditures leaving roughly a \$2.5 million cash deficit each month to be covered with Local Dollars.
- At the end of the month and after all School Federal, State and Cafeteria Revenues are Posted for the Month, then the Finance Director will Transfer Just Enough Local Dollars to Zero Out the Negative Cash Balance of the School Fund.

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### How are Local Dollars Paid to the Schools?

- This Ensures that all Other School Revenues are Utilized First to Pay for School Expenditures.
- Local Dollars are Spent Last.

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### How did the Schools Finish this Past Fiscal Year?

- Approx \$2 million remaining in local funds at June 30 (cash basis).
- Included in the \$2 million is the Energy Fund remaining balance of \$568,000.
- After subtracting the Energy Fund from the \$2 million, remaining local funds are \$1.4 million.
- \$1.4 million is only 4.6% of the \$30.3 million in total local funds appropriated to the Schools and only 1.7% of the total adjusted school budget.

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### Other School Year-End Observations

- Surplus of State and Federal Funds allowed local funds to be saved.
- State Surplus of \$320,575 Resulted From Additional Adult Ed Regional Program Funds Being Received. Had these not been received, local dollars would have fronted these costs.
- Federal Surplus of \$347,504 Resulted from the Last Drawdown of Federal Education Jobs Funds. These funds were accrued as a receivable back to the 2011-12 fiscal year but the actual cash was not received until the 12-13 fiscal year.

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### Possible Scenario

- If there were not surplus state and federal school funds, then the amount of local funds remaining would be reduced to \$763,921 (after energy fund is subtracted).
- The remaining \$763,921 is 2.4% of total local school funds and less than 1% of the total school budget.

\$2,000,000 Local Carryover  
 -\$568,000 Energy Funds Unused  
 - \$320,575 Unanticipated State Funds  
 - \$347,504 Unanticipated Federal Funds  
**\$ 763,921 Final Adjusted Carryover**

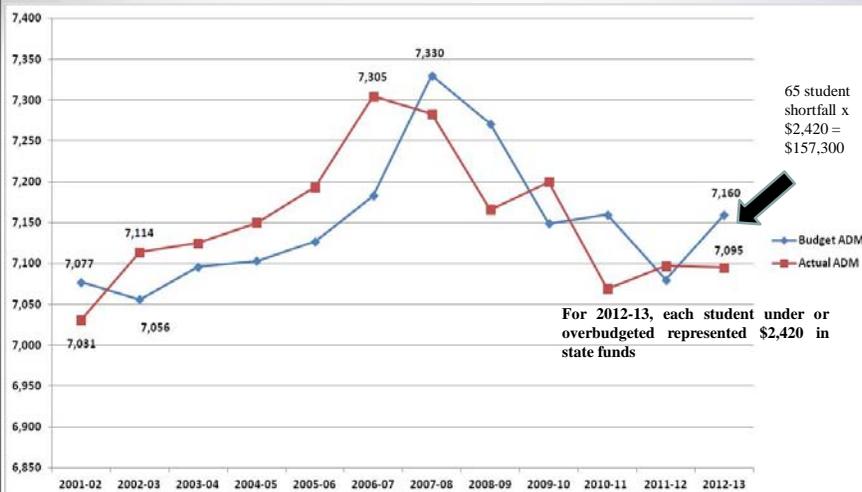
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### Why Does Spending Increase in May and June?

- State Aid Allocations are Not Finalized Until March 30 ADM are known.
- Sales Tax Estimates are “trued up” in the spring.
- Difficult to Project the Amount of Federal Grants that will be Received by the School Division at Budget Time.
- Also Hard to Predict What the True Cost of Replacement Teachers Will Be, i.e., will we hire experienced or new teachers? If we are hiring 50 per year, a \$10,000 difference on 30 of them being new vs experienced makes \$300,000 difference.
- If funds are available, technology needs are always under budgeted and funded only if monies are available.
- Always buy supplies for next year to assure they arrive on time rather than wait until July 1 to order.
- Fill fuel tanks if money is available.

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## Actual ADM vs Projected at Budget Time



65 student  
shortfall x  
\$2,420 =  
\$157,300

For 2012-13, each student  
under or overbudgeted  
represented \$2,420 in  
state funds

[Back](#)

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## How Do Others Handle Carryover?

- Botetourt County- Has a policy that 2/3 of the carryover goes back to Schools for Capital and 1/3 goes to County General Fund. Botetourt does not appropriate by category.
- Roanoke County- Has a formal policy to return carryover to the Schools for Contingency Accounts (i.e., Health Insurance Reserve, Future Capital, Maintenance Reserve, etc.) that can be carried from year to year without question. Roanoke County does not appropriate by category.
- Montgomery County- Carryover is routinely returned to the Schools for Capital (one time) expenses. Montgomery does appropriate by category.

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## How Do Others Handle Carryover?

- Bedford County- Carryover is routinely returned to the Schools for Capital (one time) expenses. Bedford appropriates by category.
- Henry County- Carryover is routinely returned to the Schools for Capital (one time) expenses. Henry appropriates by category.
- Pittsylvania County- Carryover is routinely returned to the Schools for Capital (one time) expenses. Pittsylvania County appropriates by category.

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## What are the Constraints?

- *Article VIII §7, Va. Constitution: "The supervision of schools in each school division shall be vested in a school board, to be composed of members selected in the manner, for the term, possessing the qualifications, and to the number provided by law. "*
- *Va. Code Ann. §22.1-89: "Each school board shall manage and control the funds made available to the school board for public schools and may incur costs and expenses. If funds are appropriated to the school board by major classification as provided in § 22.1-94, no funds shall be expended by the school board except in accordance with such classifications without the consent of the governing body appropriating the funds.*

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## A Quick Review of School Funding and Appropriations

- Once the Total Appropriation is Made to the Schools, the Schools have Complete Authority to Spend that Appropriation.
- This was Recently Confirmed by the Attorney General of Virginia for Isle of Wight County that had Realized Savings from a Debt Restructuring.
- "It is my opinion that if the local governing body made a lump sum appropriation to the School Board for fiscal year 2011-2012 and there was a surplus as a result of debt services savings, then the School Board could reallocate and spend those savings for other school needs," said Cuccinelli, in a decision rendered July 12, 2013.

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## A Quick Review of School Funding and Appropriations

- Isle of Wight County's 2011 restructuring of bond debt generated \$1.3 million in surplus funds for Isle of Wight Public Schools. Upon learning of the windfall in April 2012, the School Board spent \$1 million on new teacher laptops, drainage repairs, lighting systems, bus security cameras, two school buses and four additional vehicles before June 30, according to county documents.

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## School Boards are Independent Once the Appropriation is Made

A board of county supervisors, in providing more funds to a school system than the school system requests in its annual budget, may express its desire as to how the additional money should be spent, but a school board need not agree to adopt the suggestion or accept the additional funds.

The "Board of Supervisors ... is free to express its desire concerning how certain funds should be spent. ...Such recommendations, however, 'have no controlling effect upon the school board." *Wise County Question 2010 Va. AG LEX1S 85, quoting 1980-81 Op. Va. Att'y Gen. 33,34.*

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- This Constitutional power vested in the school board is so strong and expansive that the Virginia Supreme Court has ruled that the decision of a school board "will not be disturbed by the courts unless the board acted in bad faith, arbitrarily, capriciously, or in abuse of its discretion, or there is no substantial evidence to sustain its action."

*Spotsylvania School Board v. McConnell, 215 Va. 603, 607, 212 S.E.2d 264, 267 (1975).*

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- § 22.1-115. System of accounting; statements of funds available; classification of expenditures.

The State Board, in conjunction with the Auditor of Public Accounts, shall establish and require of each school division a modern system of accounting for all school funds, state and local, and the treasurer or other fiscal agent of each school division shall render each month to the school board a statement of the funds in his hands available for school purposes. The Board shall prescribe the following major classifications for expenditures of school funds: **(i) instruction, (ii) administration, attendance and health, (iii) pupil transportation, (iv) operation and maintenance, (v) school food services and other noninstructional operations, (vi) facilities, (vii) debt and fund transfers, (viii) technology, and (ix) contingency reserves.**

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## What Ended Up Being Reduced?

| Reductions   | Amount                    |
|--|---------------------------|
| 3 Bus Drivers  | \$45,000                  |
| 1 Administrator - FCHS Athletic Director                     | 100,534                   |
| 1 Administrator - Behavioral Intervention Program (BIP)      | 76,829                    |
| 3 Student Assistance Specialist (SAS)                        | 150,000                   |
| 2 ITRT Positions   | 100,000                   |
| 2 Preschool Teachers (Title 1) (Burnt Chimney & Dudley)      | 80,000                    |
| 2 Preschool Teacher Aides (Title 1) (Burnt Chimney & Dudley) | 40,000                    |
| 1/2 Print Shop Position                                      | 11,000                    |
| 6.5 Food Service Workers (Subsidy Reduction)                 | 88,244                    |
| Reduction of School Formula Budgets by 6%                    | 97,334                    |
| Healthcare Employer Contribution Reduction                   | 188,000                   |
| Transportation Budget Reductions (Capital & Parts)           | 30,325                    |
| Reduce 7 Roanoke Valley Governor School Slots                | 28,672                    |
| Cut Director of Facilities & Transportation Salary           | 10,000                    |
| <b>TOTAL</b>   | <b><u>\$1,045,938</u></b> |

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## What is Important for the Board to Know?

- If our vision is for *“award-winning schools with great ratings as a result of vision, creative foresight, excellent management, dedicated employees, and support. We have excellent career-technical education and job training opportunities for students at a young age,”* do we need to be involved in debates around sports vs academics from a policy standpoint?
- For instance, if research says involvement in sports helps lower the dropout rate and keep certain kids in school, should the BOS focus on the dropout rate and let the educators decide how to improve it?

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## What is Important for the Board to Know?

- If our workforce needs certain skill sets, should the BOS ask how to realign what we are teaching with those skills sets in demand (Career & Technical Education)?
- If our test scores slip, should we ....
- If autism is a an issue for our community, should we....
- How do we know the School Board’s priorities?

*What is Important for the Board to Know?*

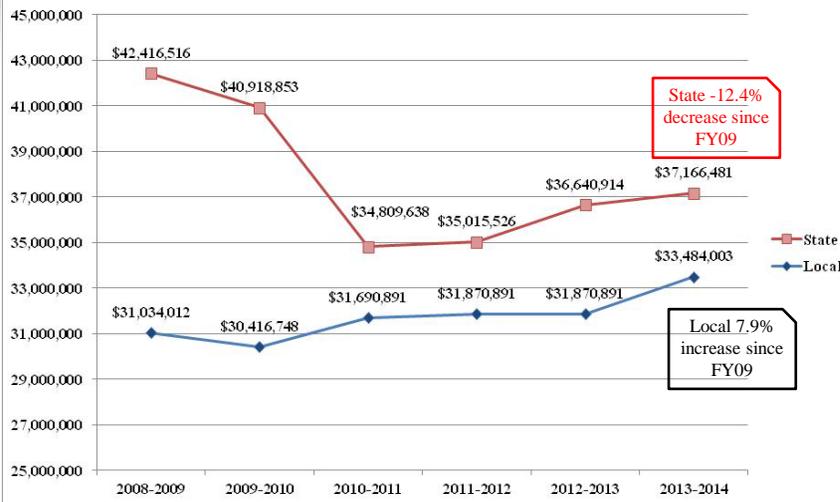
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## Policies

- What policies might be helpful to discuss with the School Board for future use of funds?
  - Is there a range of carryover in local dollars that is desired?
  - If carryover exceeds a certain threshold, should bus replacement with reoccurring dollars be a priority (i.e., \$80,000 each year to be put back in the budget?)
  - Should a portion of local carryover each year be set aside for the future Career & Technical Center just as the County did this year?
  - Are there other School set asides that should be considered?
  - Does the BOS deem it advisable to see the School Board's priorities sooner than after the budget is voted on?

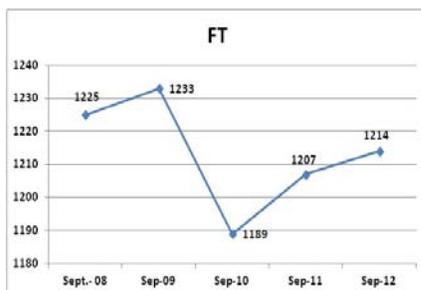
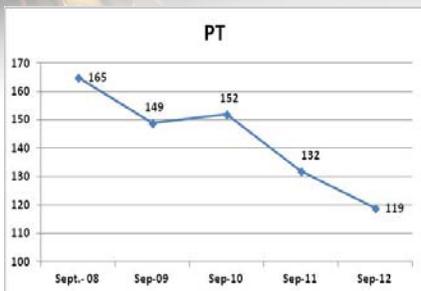
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## State vs Local Funding Since 2008

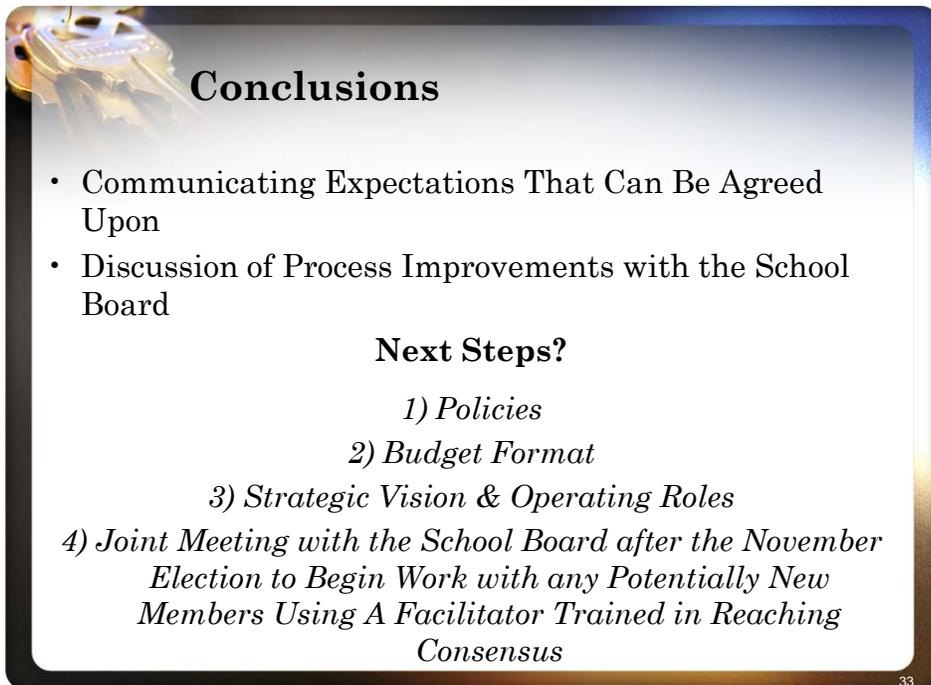


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## Employee Counts



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**Conclusions**

- Communicating Expectations That Can Be Agreed Upon
- Discussion of Process Improvements with the School Board

**Next Steps?**

- 1) *Policies*
- 2) *Budget Format*
- 3) *Strategic Vision & Operating Roles*
- 4) *Joint Meeting with the School Board after the November Election to Begin Work with any Potentially New Members Using A Facilitator Trained in Reaching Consensus*

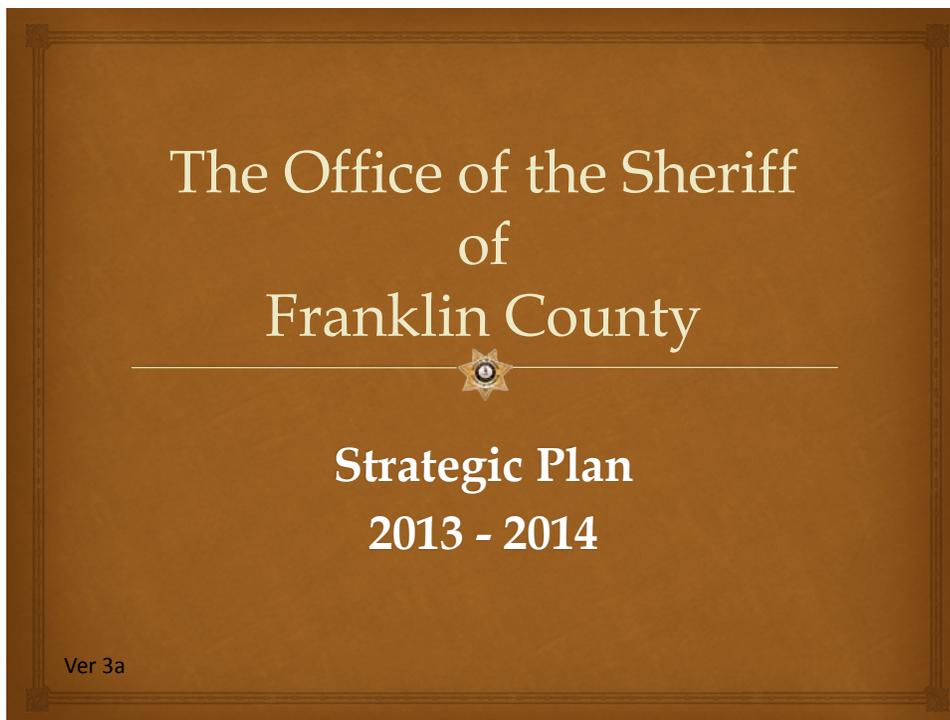
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General discussion ensued.

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**SHERIFF'S DEPARTMENT STRATEGIC PLAN UPDATE & CRITICAL ISSUES**

Sheriff Bill Overton, presented the following PowerPoint presentation for the Board's review and consideration:



The Office of the Sheriff  
of  
Franklin County

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Strategic Plan  
2013 - 2014

Ver 3a

## Strategic Plan Components



- \* Vision Statement
- \* Mission Statement
- \* Values
- \* Strategic Initiatives
- \* Office Integration Plan

## Mission Statement



The mission of the Office of the Sheriff is to protect the peaceful against the violent, to uphold the Constitutional safeguards afforded all, while working with the people of Franklin County to secure a safe and just future ....one person, one neighborhood and one community at a time.

## Values

“...we model daily as we serve our public.”



- \* Integrity
- \* Courage
- \* Honesty
- \* Loyalty
- \* Fairness
- \* Professionalism
- \* Accountability

## Vision Statement



As an accredited, high performing Sheriff's Office, we are seen as a valued partner in the community. The foundation our success is built upon is the personal growth and development of our people in an empowering culture. We approach crisis and challenges with precision execution of tactical skills, with respectful professionalism.

The Office of the Sheriff is seen by the community and other agencies as an innovative conduit in the area of law enforcement. As a leader of change, we utilize technology to optimize our performance and drive results in an ever changing, dynamic environment.

## Strategic Initiatives



1. Implement Lean processes in all key areas of the Office
  - ❖ Incident based reporting
  - ❖ Booking and processing
  - ❖ Procurement and accountability of inventory
  - ❖ Sheriff's Auction process

## Strategic Initiatives



2. Enhance community safety and awareness by educating and communicating Office initiatives
  - ❖ Sheriff's Citizen Academy Alumni/S.A.L.T.
  - ❖ Cable 12 - "Standing Watch" program
  - ❖ Quarterly Town Hall Meetings
  - ❖ Sheriff's Advisory Council
  - ❖ Community Against Bullying program

## Strategic Initiatives

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3. Optimize the effectiveness of our current resources
  - ❖ C.O.P.S.
  - ❖ Emergency Medical Dispatch
  - ❖ Reorganize to enhance performance and improve key results

## Strategic Initiatives

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4. Utilize state-of-the-art technology in order to:
  - ❖ Improve data integrity
  - ❖ Integrate systems
  - ❖ Manage overtime
  - ❖ Trend and correlation analysis of crime data
  - ❖ Produce key metrics for baseline and performance measurements

## Strategic Initiatives

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5. Enhance member performance by:
  - ❖ Leadership development
  - ❖ Tactical training
  - ❖ Interpersonal skills training
  - ❖ Coaching
  - ❖ Fair, market-based compensation
  - ❖ Career development

## Office Integration Plan



## Strategic Plan Summary

- \* Vision Statement
- \* Mission Statement
- \* Values
- \* Strategic Initiatives
- \* Office Integration Plan

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### **FRANKLIN COUNTY STRATEGIC PLAN TACTICS REVIEW & WRAP UP**

Chris Whitlow, Deputy County Administrator, shared with the Board the Draft Franklin County Strategic Plan. General discussion ensued with various feedback offered. The Board will review again during their Wednesday, August 14, 2013 Board Retreat and then place on the BOS Agenda for August 20, 2013 for adoption consideration.

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### **MARKET BASED COMPENSATION STUDY**

Richard E. Huff, II, County Administrator, presented the following PowerPoint presentation to the Board for their review and consideration:

Discussion was held on the comparison of salaries with other localities.

## Market Based Pay & Classification Study



**BOS Planning Session**  
August 9, 2013

| Franklin County Salary Grades<br>Minimum Only Adjusted 7/1/2013 |        |                     |        |        |
|---|--------|---------------------|--------|--------|
| Grade   | Min    | Min +1%<br>7/1/2013 | Mid    | Max    |
| 1   | 16,434 | 16,598              | 20,953 | 25,473 |
| 2   | 17,132 | 17,303              | 21,843 | 26,555 |
| 3   | 17,860 | 18,039              | 22,771 | 27,683 |
| 4   | 18,619 | 18,805              | 23,739 | 28,859 |
| 5   | 19,410 | 19,604              | 24,748 | 30,086 |
| 6   | 20,235 | 20,437              | 25,799 | 31,364 |
| 7   | 21,095 | 21,306              | 26,896 | 32,697 |
| 8   | 21,992 | 22,212              | 28,040 | 34,088 |
| 9   | 22,927 | 23,156              | 29,232 | 35,537 |
| 10  | 23,901 | 24,140              | 30,474 | 37,047 |
| 11  | 24,917 | 25,166              | 31,769 | 38,621 |
| 12  | 25,976 | 26,236              | 33,119 | 40,263 |
| 13  | 27,080 | 27,351              | 34,527 | 41,974 |
| 13  | 27,080 | 27,351              | 34,527 | 41,974 |
| 14  | 28,231 | 28,513              | 35,994 | 43,758 |
| 15  | 29,430 | 29,724              | 37,523 | 45,617 |
| 16  | 30,681 | 30,988              | 39,118 | 47,556 |
| 17  | 31,985 | 32,305              | 40,781 | 49,577 |

|    |        |        |         |         |
|----|--------|--------|---------|---------|
| 18 | 33,345 | 33,678 | 42,515  | 51,685  |
| 19 | 34,762 | 35,110 | 44,321  | 53,881  |
| 20 | 36,239 | 36,601 | 46,204  | 56,170  |
| 21 | 37,779 | 38,157 | 48,168  | 58,557  |
| 22 | 39,385 | 39,779 | 50,216  | 61,047  |
| 23 | 41,059 | 41,470 | 52,350  | 63,641  |
| 24 | 42,804 | 43,232 | 54,575  | 66,346  |
| 25 | 44,623 | 45,069 | 56,894  | 69,166  |
| 26 | 46,519 | 46,984 | 59,311  | 72,104  |
| 27 | 48,496 | 48,981 | 61,832  | 75,169  |
| 28 | 50,557 | 51,063 | 64,460  | 78,363  |
| 29 | 52,706 | 53,233 | 67,200  | 81,694  |
| 30 | 54,946 | 55,495 | 70,056  | 85,166  |
| 31 | 57,281 | 57,854 | 73,033  | 88,786  |
| 32 | 59,716 | 60,313 | 76,138  | 92,560  |
| 33 | 62,254 | 62,877 | 79,374  | 96,494  |
| 34 | 64,900 | 65,549 | 82,747  | 100,595 |
| 35 | 67,691 | 68,368 | 86,305  | 104,921 |
| 36 | 70,601 | 71,307 | 90,016  | 109,432 |
| 37 | 73,637 | 74,373 | 93,887  | 114,138 |
| 38 | 76,804 | 77,572 | 97,924  | 119,046 |
| 39 | 80,106 | 80,907 | 102,135 | 124,165 |
| 40 | 83,551 | 84,387 | 106,527 | 129,504 |

### Market Based Pay & Classification Study

|                    | Position Title | Base Pay     | Median Salary | Maximum Salary |
|--------------------|----------------|--------------|---------------|----------------|
| Amherst County     | FF/EMT         | \$31,509.00  | \$32,139.00   | \$50,583.00    |
| Amherst County     | FF/Medic       | \$34,106.00  | \$35,484.00   | \$54,753.00    |
| Bedford County     | FF/EMT         | \$28,017.60  |               |                |
| Bedford County     | FF/Medic       | \$34,049.60  |               |                |
| Botetourt County   | FF/EMT         | \$32,000     | \$33,659      | \$48,747       |
| Botetourt County   | FF/Medic       | \$34,000     | \$37,058      | \$51,244       |
| Botetourt County   | PT EMT         | \$11.00/hour |               |                |
| Botetourt County   | PT MEDIC       | \$15.50/hour |               |                |
| Campbell County    | FF/EMT         | \$32,756     | N/A           |                |
| Campbell County    | FF/Medic       | \$34,392     | N/A           |                |
| Franklin County    | FF/EMT         | \$29,724     |               | \$45,617       |
| Franklin County    | FF/Medic       | \$32,305     |               | \$49,577       |
| Lynchburg Fire-EMS | FF/EMT         | \$35,006     |               | \$54,259.92    |
| Lynchburg Fire-EMS | FF/Medic       | \$39,506.40  |               | \$69,196.32    |
| Roanoke City       | FF/EMT         | \$35,400     | N/A           | \$53,002       |
| Roanoke City       | FF/Medic       | \$39,400     | N/A           | \$56,002       |
| Roanoke Co.        | FF/EMT         | \$32,007.00  | \$39,107.00   | \$46,679.00    |
| Roanoke Co.        | FF/Medic       | \$37,052.00  | \$45,271.00   | \$54,037.00    |
| Salem              | FF/EMT         | \$34,278     |               | \$56,139       |
| Salem              | FF/Medic       | \$37,814     |               | \$61,984       |
| Martinsville       | FF/EMT         | \$29,336     |               |                |
| Martinsville       | FF/Medic       | \$34,567     |               |                |

### Market Based Pay & Classification Study

- **Who does the County want to compare itself to for comparable jobs?** Here, it is important to consider such factors as geographic proximity, cost of living differences, which jurisdictions Franklin County might be competing with for particular skill sets especially with hard to find positions and those that can afford to be most mobile. Additionally, what effect does the private sector market play in recruiting for those positions the County chooses to benchmark against? Who are we losing employees to? What role do benefits play in the comparison?

### Market Based Pay & Classification Study

- **Once the comparative communities are decided, where does the County want to rank in its peer group?** What are we shooting for? Is the middle ok? Upper 25%? Top 3?

### Market Based Pay & Classification Study

- **Who should be included in the study? Are all School employees to be included? Should Social Service employees be included knowing that local supplements will be required to make any adjustments? Does the fact that Schools and Social Services employees are governed by policies made by Boards other than the Board of Supervisors make a difference? How should Constitutional Officers be treated?** Again, this group has indicated they do not wish to be bound by the County. In spite of this difference in treatment for their employees, what local supplement should be provided with no agreement to perform evaluations, adhere to work day requirements, etc.?

### Market Based Pay & Classification Study

- **Compression.** In addition to just deciding the correct pay range for each position, the issue of salary compression is often raised by employees. Compression results from employees with several years of service making very close to what a brand new, untrained employee makes, or a long time employee being nowhere near the top of the scale. The best example is a 5 year Deputy Sheriff or Paramedic who received the 5.7% VRS adjustment and the 3% raise in July, 2013 now makes 7.7% more than a brand new employee after the range was increased 1% in July, 2013. For a 5 year Deputy or Paramedic, that is likely to be only \$184.00 after taxes per month more than the new employee hired today. Do we want to try to create some separation based on years of service? We have a number of employees with considerable service in the lower 25% of their range due to wage freezes, and insufficient funding in the last Pay Study to move everyone far enough into the range to recognize longevity. Previous merits have also played a role.

### Market Based Pay & Classification Study

- **Is the Board committed to an implementation once the report is produced?**

The cost to have an independent review done of the salary ranges based on comparable job descriptions will depend on what groups are included, how many benchmark positions we want reviewed, and the number of jurisdictions compared. Private sector comparable salary information has traditionally been very difficult to get, but an attempt should be made. We know that certain positions are already showing signs of a more competitive situation than we have seen lately. These positions include Information Technology Technicians, Network Engineers, GIS Techs, Programmers, System Administrators, etc. We also are seeing pressure on Paramedic/Firefighters, Deputies, Dispatchers, Drivers with CDL licenses, and Building Inspectors with multiple certifications in commercial and residential construction (plumbing, electric, framing, foundations, etc.). The cost of the study in 2006-2007 was approximately \$15,000 as new job descriptions were written as well.

## Market Based Pay & Classification Study

- **Timing**

Are we ready to fund implementation for some groups, all groups, a % of employees each year, etc.? What is the right timing to address the issue?

## Market Based Pay & Classification Study

- **Costs:**

Each 1% of adjustment needed for the ranges, and keep everyone in their same relative position in the range will cost:

General Government - \$145,163

Schools - \$469,881 - (Based on 12-13 salaries)

DSS - \$25,779

The average cost in the last study was 15% for range adjustments and some compression adjustments spread over two years. Multiple recommendations were offered for the Board's consideration.

Salary/Benchmarking Survey  
August 2013 – Surrounding Localities

Questions Asked:

- When did you conduct your last salary survey/benchmarking study and do you have future plans.
- Who did the study for you?
- Was it for all employees or just targeted groups/departments of employees ?
- Did you include the schools?
- How did you implement the wage adjustments, if any?
- Did the study result in moving any grades/ranges?
- In what departments do you see your greatest turnover?

| Locality            | Survey Answers  | Turnover Answers                                     |
|---------------------|---|--|
| Henry County        | Has conducted small surveys, but no funds for conducting a large survey.  | Dispatch and PT EMT Staff                            |
| Bedford County      | Last survey was 2005. Included DSS & Constitutional- No Schools. 2 phases of increase. Ranges changed. Nothing on the horizon.  | Nursing Home   |
| Danville City       | 2012-2013- complete review of compensation system. Implemented a whole new pay structure and ranges- No Schools   | IT and Police  |
| Campbell County     | 2011-2013 – Study done by internal data collection and external merge of numbers by auditors. Combined inc with COLA. Several positions changed grades. No Schools                | No specific department                               |
| Botetourt County    | Anticipate Fall of 2013 – Last Survey done 2011 – Salary Range Study - No adjustments made from study due to budget.  | Emergency Services, Parks and Rec Maint Wrikr.       |
| Henrico             | Last Study 2010-Done internally-Cross section of benchmark jobs. No schools- Re-graded job classifications on a case by case basis and made adjustments. No grade/range movement. | Recreation; IT; Public Relations and Social Services |
| Martinsville City   | Last Study 2009- Independent Firm. Nothing on the horizon.  | No Response  |
| Pittsylvania County | Currently, Assistant County Administrator is currently doing and in-house salary study. Targeted groups of employees. No outcome yet. No Schools                                  | Sheriff's Office                                     |
| Roanoke County      | 2011- Participated in a Roanoke Regional Survey with the Chamber of Commerce and Roanoke SHRM.  | No answer  |

**Market Based Pay & Classification Study**

- Clear direction and a common understanding of the expectations will make for a much more successful study if the decision is made to move forward. Once these decisions are made, staff is prepared to move forward!

| Franklin County  |                  |                           |                                       |                  |                   |
|--|------------------|---------------------------|---------------------------------------|------------------|-------------------|
| Constitutional Officer and Registrar Breakdown Between Local and State Salary and Benefits Only - (Operational Costs are Totally Locally Funded) |                  |                           |                                       |                  |                   |
| August 2, 2013   |                  |                           |                                       |                  |                   |
| Department   | Annual Salaries  | Total Salaries & Benefits | Comp Board Funding Including Benefits | County Funding   | County % of Total |
| Commissioner of Revenue Total  | 344,275          | 500,415                   | 149,117                               | 351,298          | 70.2%             |
| Treasurer Total  | 272,232          | 394,426                   | 147,264                               | 247,162          | 62.7%             |
| Registrar Total  | 82,881           | 113,707                   | 44,845                                | 68,862           | 60.6%             |
| Clerk of Court Totals  | 414,266          | 588,455                   | 350,465                               | 237,990          | 40.4%             |
| Commonwealth Attorney Totals   | 562,607          | 773,976                   | 558,766                               | 215,210          | 27.8%             |
| Sheriff Totals   | 4,080,553        | 5,835,361                 | 2,940,770                             | 2,894,591        | 49.6%             |
| <b>GRAND TOTALS</b>  | <b>5,756,814</b> | <b>8,206,340</b>          | <b>4,191,227</b>                      | <b>4,015,113</b> | <b>48.9%</b>      |

The Board will consider various questions posed and discuss next steps at a later time.

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**FREE CLINIC**

Bobby Thompson, Blue Ridge District Supervisor, stated a \$1M donation has been made by an individual and the funds would be used to construct a 7,000 sq. ft. building. Mr. Thompson stated a variance would be needed to construct a new facility for the Free Clinic in Franklin County. The donor did not want to see delays and therefore time was of the essence.

Mike Thurman, Director, General Properties, stated when the Winn-Dixie Plaza was developed a large amount of stormwater runoff came onto the existing Government Center property. The County inherited a water runoff issue from the adjoining development (Schewel's Plaza). Mr. Thurman expressed concern again with the Town of Rocky Mount, regarding the runoff onto the Government Center. Mr. Thurman, stated a geotechnical liner and riprap will certainly help slow down the stormwater runoff.

**(RESOLUTION #01-08-2013)**

BE IT THEREFORE RESOLVED, by the Board of Supervisors to approve \$28,460 to Paul Shively, Excavation to help with the stormwater run-off (geotechnical liner and riprap) resulting from the adjoining development (Schewel's Plaza) onto the Government Center property.

MOTION BY: Ronnie Thompson

SECONDED BY: Bob Camicia

VOTING ON THE MOTION WAS AS FOLLOWS:

AYES: Mitchell, Thompson, Wagner, Brubaker, Camicia, Thompson & Cundiff

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**BOONES MILL PROPERTY**

Ronnie Thompson, Boone District Supervisor, shared with the Board a letter from Boones Mill Town Council requesting a transfer of the land in the Town which currently serves as the trash dumpster site. The Town of Boones Mill is requesting that the County deed the town this property (consisting of 1.572 acres, map 30100, parcel 3010007000 & pg 647 in the deed book zoned NZ appraised value \$31,400) for the purpose of relocating the old N & W Railroad Station. Mr. Thompson stated in return the Town will deed an equal and desirable tract of land within the property that the Town of Boones Mill has just purchased which once housed North American Homes. (Tax # 28-102). The following letter was submitted for the Board's consideration and review:

Land Swap Agreement between:

July 24<sup>th</sup>, 2013

Town of Boones Mill & Franklin County Board of Supervisors

This is a proposed agreement between the Town of Boones Mill and the Franklin County Board of Supervisors, concerning a transfer of the land in the town which currently serves as the trash dumpster site. The town is requesting that the county deed the town this property (consisting of 1.572 acres, map 30100, parcel 3010007000 & pg. 647 in the deed book zoned NZ, appraised value \$31,400 ) for the purpose of relocating the old N&W Railroad Station.

In return, the town will deed an equal and desirable tract of land within the property that we have just purchased, that once housed North American Homes.

This land would then serve as the new dumpster site. Property is shown with attached map ( tax # 28-102 ) The town will have this parcel surveyed, and it would be agreed that the town will give the county access to this property at all times, entering at the Norfolk Southern crossing located at the lower end of property, as map shows.

This crossing is much more desirable and safer than the present location. Visibility here is over 400 yards each way, has warning lights installed by the railroad, and has recently been upgraded by N&S.. There is easy access to power lines which would make out door lighting possible. All of this property is fenced by a metal cyclone fence w/gate. Road to the property is paved and gives ample space to accommodate large trucks needed to haul the large open dumpsters. The town would need access to sewer easement and culvert if and when repairs are needed.

This move would be a minimum cost to the county and the town will furnish equipment for minor grading if needed

We believe this will be a win-win situation for both parties. The present site of the dumpsters presents a highly banked road, crossing the railroad with visibility of only 100 yards coming from the north. Also complaints of "trash odor" and trash being scattered or falling off trucks would be eliminated to the benefit of town residents.

The timing of this proposal is advantageous to both parties. Boones Mill has recently been granted their request for Historical District Status by the Virginia Department of Historic Resources (DHR) . This opens an immense and exciting future for the town and its residents. Some of the oldest homes and buildings in the county are located in Boones Mill, and its history compliments the county and can hopefully present possibilities that would benefit the town and the county.

One of the major projects is to relocate and refurbish the N&W Depot. We believe this will serve as a catalyst for the growth and preservation of the towns rich history.

There is already a committee which includes and/or supports of, the Mayor of Boones Mill and the town council, town and county residents and the Lions Club .

With this agreement between County Board of Supervisors and the Town of Boones Mill, we can begin enhancing the Town as a destination for visitors and businesses . All this will serve to benefit not only the town, but the county as well.

For the first time in a long time, there is recognizable desire from council and

residents to join together on these projects and truly work for the benefit of all our citizens. We sincerely hope that the county will seriously consider this proposal, recognize the benefits and grant the request of this agreement.

General discussion ensued.

**(RESOLUTION #02-08-2013)**

BE IT THEREFORE RESOLVED, by the Board of Supervisors to authorize staff to run their analysis on the said property for the possibility of a land transfer for the use of a new green box collection site presently known as (Identified as 1.572 acres Map 30100, Parcel 3010007000, Page 647; zoned NZ, appraised value \$31,400) for the purpose of relocating the old N & W Railroad Station and the new dumpster site would be relocated (Identified Tax Map #28-102) formerly known as the North American Housing property, in the Town of Boones Mill, as presented.

MOTION BY: Ronnie Thompson

SECONDED BY: Bob Camicia

VOTING ON THE MOTION WAS AS FOLLOWS:

AYES: Mitchell, Thompson, Wagner, Brubaker, Camicia, Thompson & Cundiff

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**CLOSED MEETING**

**(RESOLUTION #03-08-2013)**

BE IT THEREFORE RESOLVED, by the Board of Supervisors to go into a Closed Meeting in Accordance with 2.2-3711, a-3, Discussion or consideration of the acquisition of real property for a public purpose, or of the disposition of publicly held real property, where discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body.

MOTION BY: Charles Wagner

SECONDED BY: Ronnie Thompson

VOTING ON THE MOTION WAS AS FOLLOWS:

AYES: Mitchell, Thompson, Wagner, Brubaker, Camicia, Thompson & Cundiff

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MOTION: Charles Wagner

SECOND: Bob Camicia

**RESOLUTION: #04-08-2013**

MEETING DATE August 9, 2013

WHEREAS, the Franklin County Board of Supervisors has convened an closed meeting on this date pursuant to an affirmative recorded vote and in accordance with the provisions of The Virginia Freedom of Information Act: and

WHEREAS, Section 2.2-3712(d) of the Code of Virginia requires a certification by this Franklin County Board of Supervisors that such closed meeting was conducted in conformity with Virginia law;

NOW, THEREFORE, BE IT RESOLVED, that the Franklin County Board of Supervisors hereby certifies that, to the best of each member's knowledge, (i) only public business matters lawfully exempted from open meeting requirements by Virginia law were discussed in the closed meeting to which this certification resolution applies, and (ii) only such public business matters as were identified in the motion convening the closed meeting were heard, discussed or considered by the Franklin County Board of Supervisors.

VOTE:

AYES: Mitchell, Thompson, Wagner, Brubaker, Camicia, Thompson & Cundiff

NAYS: NONE

ABSENT DURING VOTE: NONE

ABSENT DURING MEETING: NONE

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Chairman Cundiff recessed the meeting until Wednesday, August 14, 2013 @ 12:00 Noon.

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DAVID CUNDIFF  
CHAIRMAN

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SHARON K. TUDOR, MMC  
COUNTY CLERK