

AT A SPECIAL MEETING OF THE BOARD OF SUPERVISORS OF THE COUNTY OF JAMES CITY, VIRGINIA, HELD ON THE TWENTY-THIRD DAY OF NOVEMBER, NINETEEN HUNDRED EIGHTY-SEVEN, AT 7:01 P.M. IN THE COUNTY GOVERNMENT CENTER BOARD ROOM, 101 MOUNTS BAY ROAD, JAMES CITY COUNTY, VIRGINIA.

A. ROLL CALL

Jack D. Edwards, Chairman, Berkeley District  
 Stewart U. Taylor, Vice-Chairman, Stonehouse District  
 William F. Brown, Roberts District  
 Perry M. DePue, Powhatan District  
 Thomas D. Mahone, Jamestown District

David B. Norman, County Administrator  
 Frank M. Morton, III, County Attorney

Mr. Edwards established goals for completion of the Personnel and Economic Development segments of the work sessions.

Mr. Norman thanked the Board for the opportunity to make a Personnel Administration presentation.

PERSONNEL

Ms. Carol Luckam stated the County had an 18-1/2 percent turnover in FY 87 (70 employees) and as of this date the turnover rate is higher than at the same time last fiscal year. In FY 87, 40 percent of those employees leaving County employment did so for compensation and/or career advancement opportunities elsewhere. At the recent Input Session, employees expressed dissatisfaction stating that the pay is unfair (64%). Thirty-nine percent of the County's employees expressed the opinion that their job needs to be reviewed. The County's job evaluation plan has been in place for ten years.

Ms. Luckam reported that in FY 87, \$345,000 in personnel expenditures is attributable to turnover. In addition to identifiable costs of turnover, less obvious expenses include reduced productivity, and less timely response to citizen needs.

Ms. Luckam requested the Board authorize the expenditure of \$30,000 to contract with a consultant to update the job evaluation plan. The funds for the study will be identified within the existing budget. While the updated job evaluation plan will not eliminate turnover, it will improve the perception of fair pay.

Mr. Brown asked what will happen after the plan is completed.

Ms. Luckam responded that prior to implementation of the plan, a report will be presented to the Board detailing the findings of the study.

Mr. DePue asked when the plan would be completed.

Ms. Luckam indicated it is anticipated the process will take three to six months.

Mr. DePue stated the cost of the employee turnover is impressive. He inquired if costs were factored out when positions were vacant.

Ms. Luckam responded all elements are factored in and the savings were added back, resulting in the \$350,000 figure.

Mr. Edwards stated the quality of employees is an organization's most important asset.

Mr. Edwards made a motion to authorize the staff to proceed with formulating the contract for the evaluation plan.

Mr. Mahone stated it is not his desire that the County compete with Anheuser Busch salaries.

Mr. Norman said the County will not be compared with Anheuser Busch's pay scale.

Mr. Taylor asked if employees are leaving the area to accept employment elsewhere.

Ms. Luckam stated the former employees accepted jobs within the area. The Personnel Office has received requests to review 39% of County jobs. The updated plan will enable the Personnel Office to say to employees who raise concerns about position grades that our plan is current.

Mr. Edwards stated it would be awkward if the results of the study come in after the FY 89 budget is adopted.

Ms. Luckam indicated the FY 89 budget could have a "Personnel Contingency" item.

Mr. DePue stated he will support the motion. This is a critical time as Mr. Norman assembles his team and his efforts could be jeopardized if he is confronted with dissatisfied employees. Good service is lost if employees are overworked and stressed by the demands of their jobs. Mr. DePue indicated he would not want to see requests for upgrades after an authoritative study has been completed.

Ms. Luckam stated the marketplace could cause upgrades; however, for approximately one year after the study, classifications would be current except in the case of a change in responsibilities or if the needs of the organization change.

Mr. DePue stated the Board is least capable of judging upgrades.

Mr. Taylor stated he does not favor appropriating money for consultant studies, but he would rather take recommendations from the Personnel Director.

Ms. Luckam acknowledged Mr. Taylor's confidence in her abilities; however, a study of this magnitude is labor intensive and would involve more resources than the Personnel Office can manage given other responsibilities.

Mr. Mahone asked how a consultant will obtain data to make recommendations on classifications.

Ms. Luckam responded the consultant will interview certain jobs with the employee and the supervisor.

Mr. Mahone stated he would appreciate prior to the study some figures indicating the final costs involved with implementation of the plan. Following the conclusion of the study, the Board will feel a great deal of pressure to implement the regrades.

Mr. Brown asked if the contract for a consultant would be bid and if the \$30,000 is an estimate of the cost of the study.

Ms. Luckam responded in the affirmative to both questions stating that the Personnel Office will provide some assistance to the consultant in an attempt to keep the cost of the study at a level at or below \$30,000.

On a roll call, the vote was AYE: Brown, DePue, Edwards, Mahone (4). NAY: Taylor (1).

#### ECONOMIC DEVELOPMENT

Mr. Edwards stated the question before the Board is whether to authorize the filling of the Economic Development Coordinator position.

Mr. Brown requested that the Board get a copy of the recommendations the Industrial Development Authority proposed last year. The Board officially adopted seven of the ten recommendations. These recommendations will serve as the basis for the Coordinator's efforts to attract industry to the County.

Mr. Norman stated it would be helpful if the Board supports the roles and responsibilities as he has outlined for them.

Mr. Brown made a motion to approve the filling of the Economic Development Coordinator position.

Mr. Edwards stated his opinion of the function of the Coordinator will be to encourage industry compatible with the desires of the County, but that compatibility is difficult to determine. The Virginia Peninsula Economic Development Council and the State Office of Economic Development could sell the County, thus the Coordinator will not be required to aggressively pursue industry.

Mr. Mahone suggested the salary of this position would be better spent on more planners or paying those we have additional money.

Mr. Myrl Hairfield, a member of the Industrial Development Authority, stated that he is an advocate of a good growth management plan to bring in business so that the citizens are not forced to bear the larger share of the expenses of growth.

Mr. Hammond Branch, a member of the Industrial Development Authority, stated the County possesses good assets and the Coordinator should be charged with making the best use of the assets.

Mr. Hairfield said he does not favor indiscriminate commercial development, but rather selective growth that is compatible with the area.

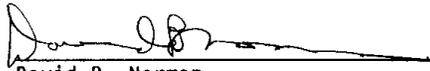
On a roll call, the vote was AYE: Brown, DePue, Edwards, Mahone (4). NAY: Taylor (1).

Mr. Brown requested that the Board reconsider a Personnel Issue as it relates to the usage of Sick Leave at one of the meetings in December.

Mr. Edwards made a motion to adjourn the meeting.

On a roll call, the vote was AYE: Brown, DePue, Edwards, Mahone, Taylor (5). NAY: (0).

The Board of Supervisors meeting adjourned at 8:10 p.m.

  
David B. Norman  
Clerk to the Board