

COUNTY OF HENRICO, VIRGINIA  
BOARD OF SUPERVISORS  
SPECIAL MEETING  
December 11, 2018

The Henrico County Board of Supervisors convened a special meeting on Tuesday, December 11, 2018, at 5:15 p.m., in the County Manager's Conference Room, Administration Building, Henrico County Government Center, Parham and Hungary Spring Roads, Henrico, Virginia.

**Members of the Board Present:**

Frank J. Thornton, Chairman, Fairfield District  
Tyrone E. Nelson, Vice Chairman, Varina District  
Thomas M. Branin, Three Chopt District  
Patricia S. O'Bannon, Tuckahoe District  
Daniel J. Schmitt, Brookland District

**Other Officials Present:**

John A. Vithoulkas, County Manager  
Joseph P. Rapisarda, Jr., County Attorney  
Joseph T. (Tom) Tokarz II, Deputy County Attorney  
Barry R. Lawrence, CMC, Assistant to the County Manager/Clerk to the Board  
Tanya B. Harding, CMC, Deputy Clerk/Administrative Assistant  
Timothy A. Foster, P.E., Deputy County Manager for Community Operations  
W. Brandon Hinton, Deputy County Manager for Administration  
Anthony E. McDowell, Deputy County Manager for Public Safety  
Douglas A. Middleton, Deputy County Manager for Public Safety  
Anthony J. Romanello, Deputy County Manager for Community Services  
Randall R. Silber, Deputy County Manager for Community Development  
Benjamin A. Sheppard, Director of Public Relations & Media Services

Mr. Thornton called the meeting to order at 5:24 p.m.

Mr. Vithoulkas briefly referred to the items on this special meeting agenda.

On motion of Mr. Branin, seconded by Mrs. O'Bannon, the Board approved going into a Closed Meeting at 5:25 p.m. for Consultation with Legal Counsel Regarding Specific Legal Matters Requiring the Provision of Legal Advice by Such Counsel Pertaining to a Personal Injury Claim, Pursuant to Section 2.2-3711 (A)(8) of the Code of Virginia, as Amended.

The vote of the Board was as follows:

Aye

Nay

Frank J. Thornton  
Tyrone E. Nelson  
Thomas M. Branin  
Patricia S. O'Bannon  
Daniel J. Schmitt

On motion of Mrs. O'Bannon, seconded by Mr. Schmitt, the Board approved going out of the Closed Meeting at 5:36 p.m.

The vote of the Board was as follows:

Aye

Nay

Frank J. Thornton  
Tyrone E. Nelson  
Thomas M. Branin  
Patricia S. O'Bannon  
Daniel J. Schmitt

On motion of Mrs. O'Bannon, seconded by Mr. Nelson, the Board approved the attached Certificate of Closed Meeting.

The vote of the Board was as follows:

Aye

Nay

Frank J. Thornton  
Tyrone E. Nelson  
Thomas M. Branin  
Patricia S. O'Bannon  
Daniel J. Schmitt

The Board recessed for dinner at 5:37 p.m. and reconvened at 5:45 p.m.

### **Salary Compression Study Findings**

Mr. Vithoukias noted this salary compression issue was first raised during the Board's legislative budget reviews in March. He recognized the following members of the County's salary compression study committee who were present: Mr. Hinton; Chris Sorensen, Assistant Superintendent of Schools for Finance and Administration; Paula Reid, Director of Human Resources; Jeannine Chewning, President of the Henrico Education Association; Sgt. Jim Livingstone, President of the Henrico Fraternal Order of Police; Dr. Beth Teigen, Assistant Superintendent of Schools for Instruction; Ned Smither, Director of Finance; Reginald Davenport, Principal of Glen Allen High School; Jean Moore, Assistant Director of Planning; and Jason Vick, President of the Henrico Professional Firefighters Association. Mr. Vithoukias pointed out the committee spent months compiling information.

Mr. Hinton began a slide presentation on this item by providing an overview of the salary compression issue. He reminded the Board a recommendation was made by a former Board member to fix teacher compression with a lump sum allocation to Schools but there were flaws in the recommendation, which was brought forward without appropriate vetting. As the result of the budget conversations in March, a joint meeting of the Board and School Board was held in April and in that meeting it was agreed upon by both elected bodies that the subject of salary compression needed to be meticulously studied. In May, the Board approved a resolution authorizing the County Manager to establish a committee consisting of both Schools and General Government employees to examine the possibility of compression

amongst General Government and Schools employees and develop a multi-year plan to address such salary compression while maintaining a unified pay plan. Mr. Hinton acknowledged four employees who spent countless hours studying this issue. Shawn Terry and Debbie Hargrave from Schools analyzed more than 6,700 employees, including 4,000 teachers, while Terri Higgins and Tammy Parsley from General Government dedicated four days a week to this project from May through the beginning of November.

Mrs. Reid continued the presentation by explaining what is and what is not salary compression, how compression is mitigated, and how pay compression is determined. She used pie charts and a graph to highlight the committee's following General Government findings: only one out of every seven employees (14.9 percent) were identified as experiencing salary compression; outside of public safety employees, only one out of every 13 (7.7 percent) employees were identified as having salary compression; and a centralized Human Resources (HR) team leading departmental hiring, promotion, and other HR decisions has helped mitigate salary compression.

Mr. Sorensen continued the presentation by reviewing the following Schools findings: consideration of both short-term and long-term strategies to mitigate compression are necessary, short-term strategies should include restructuring existing placement steps as a guide to reflect the appropriate years of service for existing teachers and new hires, and a long-term strategy should include the introduction of career ladders. Mr. Sorensen elaborated on how teacher placement steps can be restructured, explained a chart highlighting the years of experience and education attainment of Henrico's 3,873 public school teachers, and reviewed bar graphs profiling the current teacher placement scale and alternative teacher placement scale in terms of salary steps and years of experience. He then shared the following additional School findings: the overall cost to fix salary compression today for the 1,930 employees identified as having salary compression is \$3.8 million, which fixes salary compression for a moment in time; and of the 1,930 employees with salary compression, 1,912 are teachers. Mr. Sorensen also addressed how Schools can mitigate compression going forward through the consideration of career ladders for Schools employees. He cited several career ladder development potential advance milestones and provided an example of a potential teacher career ladder.

Mr. Sorensen responded to questions and comments by Mr. Thornton regarding lessons learned from the Schools data and the benefits of creating career ladders for teachers. Mr. Vithoulkas responded to questions and comments by Mr. Nelson pertaining to the County's commitment to making Henrico a regional leader in career advancement and teacher pay. Mr. Sorensen responded to concerns expressed by Mr. Nelson by assuring him the Superintendent of Schools is committed to helping teachers achieve career professional development growth and career advancement milestones through certification programs and other avenues that are less costly than going back to school. Dr. Teigen responded to questions from Mrs. O'Bannon relating to teacher recertification timelines and the availability of tuition reimbursement benefits. Mr. Sorensen responded to an additional question from Mr. Nelson pertaining to potential career ladders and pay ranges at schools where teaching positions are more difficult to fill. Mr. Nelson asked Mr. Vithoulkas for a detailed update from the Superintendent of Schools regarding how the School Board has spent a \$3.2 million additional allocation that the Board made to Schools in the current year's budget for additional teachers and classroom supports.

Mr. Hinton continued the presentation by emphasizing career ladders would be a trend-setting tool in the recruitment and retention of teachers and a way to mitigate compression along with the continuous monitoring of hiring practices, consideration of how future salary increases are implemented, and consideration of the compression impact of any policy changes. To ensure continuity of the recommendations made by the committee, a permanent working group composed of both Schools and General Government employees will discuss compression on a consistent basis. The group will undertake a comprehensive review of salary compression every three years to ensure the County does not find itself in this position again going forward. The County Manager is recommending a resolution be brought before the Board and School Board in January 2019 to cement the group and the tasks for which it will be responsible. Mr. Hinton concluded the presentation with the following points: salary compression is inevitable and unavoidable in every organization, but can be mitigated with strong human resource management; establishment of a permanent working group to share knowledge and experiences can help meet the organization's goal of mitigating salary compression; the Fiscal Year 2019-20 County Manager's proposed budget will include a recommendation for fully funding the cost to fix salary compression today for both General Government (\$2 million) and Schools (\$3.8 million); career development and career ladder opportunities help separate the salaries of more tenured and seasoned employees, which helps mitigate salary compression; Schools will develop a comprehensive plan for career ladders throughout the organization, with implementation targeted for July 2020; and career development opportunities still exist within General Government departments and divisions and will continue to be appropriately studied and implemented.

Ms. Chewning and Sergeant Livingstone briefly addressed the Board and expressed their excitement over and support for the committee's recommendations. Mrs. O'Bannon stated she hopes every General Government and Schools employee can become trained and certified in mental health first aid. Mr. Nelson remarked he hopes a story will be told to the public and through the media about how the Board will have allocated an additional \$7 million to Schools to decrease class sizes and fix compression. Mr. Branin commended the committee for its efforts and also commended Schools for having the insight to follow General Government in moving ahead with career ladders and career development. Mr. Vithoukas thanked the members of the committee for their work.

### **Regular Meeting Agenda Items**

Mr. Vithoukas briefly reviewed the agenda for the 7:00 p.m. meeting. He advised the Board that the first zoning case on the agenda had been withdrawn by the applicant and noted the applicant for the two companion cases following it were requesting a deferral. Mr. Vithoukas suggested a combined presentation for the resolution and ordinance relating to the Westwood Area Study although these public hearing items would require two separate votes. He also suggested moving up an item on the general agenda pertaining to the Henrico Aquatic Center, so it could be considered immediately after the public hearing on a companion item. Mr. Vithoukas recognized the 2018 Henrico Christmas Mother, Angela Harper, who was in attendance, and pointed out she would be recognized again during the Manager's Comments portion of the 7:00 p.m. meeting. He also recognized Anthony McDowell, a 21-year County employee who was recently promoted from Fire Chief to Deputy County Manager for Public Safety, and Alec Oughton, a 20-year County employee who has been named Acting Fire Chief. Mr. Vithoukas welcomed them both to their new roles and pointed out this was Colonel Middleton's last Board meeting prior to his retirement on December 31.

There being no further business, the meeting was adjourned at 6:43 p.m.

*Frank J. Skovton*  
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Chairman, Board of Supervisors  
Henrico County, Virginia