

*POWHATAN COUNTY BOARD OF SUPERVISORS  
WORKSHOP MEETING  
August 15<sup>th</sup>, 2023*



**AT A WORKSHOP MEETING OF THE BOARD OF SUPERVISORS HELD IN THE  
POCAHONTAS LANDMARK CENTER AT 4290 ANDERSON HIGHWAY IN  
POWHATAN COUNTY, VIRGINIA, AND REMOTELY BY ELECTRONIC MEANS ON  
AUGUST 15<sup>th</sup>, 2023, AT 3:00 PM.**

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**Board of Supervisors Present:** David T. Williams, District 1,  
Steve W. McClung, District 2, Vice-Chair  
Mike W. Byerly, District 3, Chair  
Bill L. Cox, District 4,  
Karin M. Carmack, District 5,

**Board of Supervisors Absent:** None

**County Staff Present:** Bret Schardein, County Administrator  
Tom Lacheney, County Attorney  
Will Hagy, Deputy County Administrator  
Charla Schubert, Finance Director  
Mike Ciriello, Planning Director  
Johnny Melis, Utilities Director  
Phil Warner, Fire and Rescue Chief  
Melissa Lowe, Human Resources Manager  
Roxanne Salerno, Economic Development Manager  
John Wood, IT/GIS Director  
Tom Nolan, Public Safety Communications Director

**Constitutional Officers Present:** Brad Nunnally, Sherriff  
Becky Nunally, Treasurer  
Jamie Timberlake, Commissioner of the Revenue

**Guests Present:** The Berkley Group  
Branchway Development LLC

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**1. Call to Order**

Chairman Byerly called the meeting to order.

**2. Pledge of Allegiance**

Mr. McClung led the pledge of allegiance.



**3. Invocation**

Mr. Williams led the invocation.

**4. Requests to Postpone Agenda Items and Additions, Deletions, or Changes in the Order of Presentation**

None.

**5. Formal Approval of Agenda**

Ms. Carmack motioned to **approve** the agenda as presented.

Mr. McClung seconded the motion.

Chairman Byerly, Ms. Carmack, Mr. McClung, Mr. Cox, and Mr. Williams voted AYE.

**VOTE 5-0**

**MOTION PASSED**

**6. County Administrator Updates**

Mr. Schardein welcomed several new staff members, including Sean Clendenin, Jennifer Matthews, and Candace Crawley.

**7. Public Comment** (time limit 3 minutes per individual/5 minutes per group, 30 minutes total time limit that can be extended by the Board)

Chairman Byerly opened the public comment period.

Seeing no one wishing to speak, Chairman Byerly closed the public comment period.

**8. Old Business**

**a. R-2023-30: Amending the Powhatan County Employee Classification and Compensation Plan**

Mr. Schardein gave a brief overview.



Beth McDaniel, Karen Edmonds, and Margaret Schmidt from The Berkley Group gave a presentation on the pay study report. This presentation included the following: an executive summary, overall goals, specific objectives, pay range minimums & maximums, average actual pay, methodology, leadership engagement, county employee resignation, an overall summary by numbers, all responding organizations, high-level results (from surveyed jobs and employee pay), a pay plan proposal, proposed implementation actions, individual pay adjustments, expected outcomes, additional assessments, a summary of previous County Administrator actions, employee benefits, employee salary increases, a summary of recommended pay actions, and recommended future actions.

Mr. Cox thanked the members of The Berkley Group for their detailed review. He asked if it was customary for pay grade minimums to experience a change of less than 3% per year. Ms. Edmonds explained that the average minimum might seem low, but the most market-sensitive jobs are experiencing a more considerable increase. Mr. Cox pointed out that the plan does all it can to eliminate compression, and Ms. Edmonds agreed. Mr. Cox asked if the County should use the tenure adjustment tool each time it evaluates its ranges and grades, and Ms. Edmonds said it should be a one-time tool to prevent further issues. She noted that the tenure adjustment tool is based on zones.

Ms. Carmack asked what the County should do to address recruitment and retention. She mentioned that she did not believe pay was the sole reason for the 9% lag. She asked what the County could do to be more employee-friendly. She also asked if there would be a more robust performance evaluation from now on. The Berkley Group suggested that



the County create a strong performance management system that attributes pay to retain employees. She noted that most organizations see most of their turnover in less than five years, and strategies should be implemented to counteract this phenomenon. Mr.

McClung asked about the employee benefits package, and they said it was competitive with surrounding localities. They also suggested that the Board look at a wellness package to improve its benefits package. He asked how often the County should conduct a paid comp plan study, and they said it depends on how well the County can implement changes. Ms. Schmidt said that every little thing will make a difference.

Mr. Williams asked why the group used the median to calculate benefits but averages to calculate pay. They explained that they always use averages to calculate pay, but it is easier to use a middle number when calculating benefits. Ms. Edmond added that they found that the median better reflected the market. Mr. Williams asked if the group had any experience with the type of effort it would take for the County to implement a performance evaluation system. The group said that it takes time, the County's values should be clear, and everyone must be on the same page. They added that the process usually takes about 3-4 years from start to finish. Ms. Schmidt noted that long-term maintenance is the biggest challenge. Mr. Williams requested that the County hold a workshop to discuss implementing a performance evaluation system. He also emphasized the importance of knowing the factors beyond money that affect employee retention. He then asked which future actions the County could take to keep the structure and pay competitive. The group directed the Board to the "Methodology" slide, which could serve as an internal checklist for the Board to review each year.



Chairman Byerly thanked the Berkley Group for their work. He expressed the importance of conducting an annual review. He clarified that the County government's FY24 beginning raises and Powhatan County's July raises have all been computed into the group's review.

Mr. Cox motioned to **accept** Resolution R-2023-30.

Mr. McClung seconded the motion.

Chairman Byerly, Ms. Carmack, Mr. McClung, Mr. Cox, and Mr. Williams voted AYE.

**VOTE 5-0**

**MOTION PASSED**

**b. Eastern Convenience Center PPEA**

Mr. Schardein gave a brief overview. Representatives of Branchway Development LLC were available to answer any of the Board's questions.

Mr. Williams noted a sizable shortfall between the funds in the capital improvement plan/bonded projects and the project cost. Mr. Schardein explained that the Board will have to decide how to pay for the project once they get a final number. He added that some of the cost could be attributed to CVTA funds. Mr. Williams asked Mr. Schardein for his recommendation moving forward, and Mr. Schardein said that the next phase would be to get the final engineering done. He noted that the Board would not want to invest money in the engineering and have the land swap or overall project fall through. Mr. Williams said he would like to know the amount of money the County would be on



the line for if the Board chose to move forward with the project, and Mr. Schardein said that it would be the cost of engineering. A Branchway Development LLC representative stated it would cost about \$250,000.00 to reach the final project plan. Mr. Schardein added that by doing the engineering, the County could cut down the cost of the project and make it more competitive when applying for smart scale or RSTP. Mr. Williams asked Mr. Lacheney about his experience with this type of approach. Mr. Lacheney said the County should have a land swap or option agreement on the property before progressing with engineering. He added that nothing is stopping the County from negotiating the land swap. A representative also suggested that a contractual agreement for the land swap should be in place before moving forward with engineering. Ms. Carmack pointed out that it is important to make sure the properties being swapped are of equivalent value. Mr. Williams agreed that the details, such as valuation, are vital to the land swap. Mr. Lacheney suggested that the Board get a couple of appraisals done on the property.

Mr. Cox noted the additional items that the staff has requested. He said that the cost of running a water line to the property or installing utilities changes the property's value. Mr. Schardein suggested that the Board get a current appraisal as well as a post-project appraisal.

Chairman Byerly said he struggles to see how clearing the existing structures on the property will cost \$2.4 million. He expressed concerns about the estimated cost increasing from \$5.9 million to \$7.8 million. Ms. Carmack asked how long Branchway Development LLC had been in business, and a representative said about three years. She



noted that the group does not have much experience with a PPEA of this kind. Mr. Schardein noted that the County would need a backup option to acquire the property. A representative said that Carter Gallier needed to be built, but there was no way the convenience center could fit on the north side. He added that placing the convenience center by the sewer treatment plant seems to be the best option. He also noted that dollar-for-dollar valuation may not be as important as the property's potential. He advised against building the convenience center on the property the County already owns. He also assured the Board of the LLC's ability to build a convenience center. Ms. Carmack asked how Branchway planned to complete the project for the cost they had presented. A representative said that they bid the project as a private job, eliminating a lot of the paperwork and charges associated with an RFB. Mr. Williams said that the first step should be to work with the County Attorney and landowner to create a fair and equitable agreement. Mr. McClung expressed his support for Branchway Development LLC and said he was ready to proceed with the project. A representative said that they want to have an approved set of plans. Chairman Byerly asked if it would be possible to take the road and move farther toward the south end of the property. A representative said that the VDOT regulations would not allow enough space for the convenience center in that case. Mr. Irvine spoke about the development of Powhatan County and urged the Board to move forward with the project. Mr. Williams pointed out that the consultant's report did say that there may not be sufficient space for the project on the property.

Mr. Williams **motioned** to have the County staff initiate appraisals and work with the owner of the proposed land to create a contractual agreement for Board approval.



Mr. McClung seconded the motion.

Chairman Byerly, Mr. McClung, Mr. Cox, and Mr. Williams voted AYE. Ms. Carmack voted NAY.

**VOTE 4-1**

**MOTION PASSED**

- 9. Public Comment** (time limit 3 minutes per individual/5 minutes per group, 30 minutes total time limit that can be extended by the Board)

Chairman Byerly opened the public comment period.

[Carl Schwendeman, 1727 Teresa Lane](#), asked if the Board could ask the developer to include engineering for a sidewalk. He mentioned that the revenue sharing grant will close on November 1<sup>st</sup> and that many highway safety grants are now open.

[Jeff Searfoss, Chief Deputy Sheriff's Office](#), spoke on behalf of the sheriff. He expressed the Sherriff's gratitude for the Board and staff for lowering the tax rate, addressing the pay and comp plan, and coming in under budget.

[Jamie Timberlake, Commissioner of the Revenue 1450 Schroeder Road](#), supported the pay and comp plan and thanked the Board for their work.

[David Anderson, 2366 Bellecrest Circle](#), suggested that the County take a better look at who its competitors are moving forward. He asked why 104% of the target range was better or worse than other possibilities. He added that performance should be weighed more heavily than tenure. He also urged the Board to discuss what they can do to attract and retain employees that does not include money.





[Fran Carlton, 2219 Rosson Road](#), said the audio quality prevented her from hearing most of the meeting.

Seeing no one else wishing to speak, Chairman Byerly closed the public comment period.

## 10. County Administrator Comments

Mr. Schardein said that the audio quality would be improved on the posted video and at the following meetings. He thanked the Board for their work on the comp and class plan. He also expressed interest and support for performance management.

## 11. Board Comments

Mr. McClung announced that he and Mr. Timberlake would hold a town hall meeting on August 22<sup>nd</sup> at 6:30 PM to discuss land use.

Chairman Byerly said that the County Administrator and Registrar were not involved in the pay and comp plan. He said that moving forward, he would like the County to look at that situation to assess whether they are in a fair, competitive, and equitable situation for the County Registrar.

## 12. Adjournment

Chairman Byerly adjourned the meeting at approximately 6:00 PM.

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**Bret Schardein, County Administrator**  
**Powhatan County Board of Supervisors**

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**Mike W. Byerly, Chairman**  
**Powhatan County Board of Supervisors**

## Recorded Vote:

David T. Williams	Aye
Steve W. McClung	Aye
Michael W. Byerly	Aye
Bill L. Cox	Aye
Karin M. Carmack	Aye