

**Albemarle County Service Authority Board of Directors**

1 The Board of Directors of the Albemarle County Service Authority (ACSA) met in  
2 a special work session on December 3, 2009, at 9:00 a.m. at the Administration  
3 and Operations Center at 168 Spotnap Road in Charlottesville, Virginia.

4 **Members Present:** Mr. Wagner, Chairman; Mr. Roberts, Vice-Chairman;  
5 Messrs. Colbaugh, Carter, Martin, Bowling; Dr. Palmer

6 **Members Absent:** None

7 **Staff Present:** Mr. Fern, Mrs. Thraves, Mrs. Walker

8 **Public Present:** None

9

10 1. Call to Order

11 The Chairman called the meeting to order and a quorum was established.

12

13 2. Personnel Search (Recording Time: 08:57:18 a.m.)

14 The Chairman noted that he would like to enter into Executive Session at  
15 the end of the Board Meeting to discuss a specific person for interim Executive  
16 Director.

17 Mr. Fern stated that his resignation notice was “out” and advised the  
18 Board that he had not elaborated with the press regarding his resignation. He  
19 asked the Board if he, or the Chairman, should discuss his resignation with the  
20 press. Mr. Wagner stated that Mr. Sean Tubbs with Charlottesville Tomorrow  
21 had contacted him. He stated that Mr. Tubbs had been notified by an  
22 undisclosed source that Mr. Fern had given his resignation notice. Mr. Wagner  
23 noted that a brief article was published in today’s paper by Mr. Tubbs, and the  
24 article was in line with their discussion. He noted that the article also mentioned  
25 that Mr. Dennis Rooker had confirmed the continued term of Mr. Carter as Board  
26 representative for the Jack Jouett District, and that there was still uncertainty as  
27 to whether Mr. Wagner and Dr. Palmer would remain on the ACSA Board of  
28 Directors. Mr. Wagner appreciated Mr. Tubbs contacting him before publishing  
29 the article.

30 Mr. Fern asked the Board if he should answer the press’ questions or if  
31 the Board preferred a formal statement from the Chairman. Mr. Wagner replied,

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1 "I am perfectly happy to do something, and I am perfectly happy for you to say to  
2 the press what you said to us." Dr. Palmer replied that she felt a formal  
3 statement should be given by the Chairman as well as Mr. Fern. Mr. Roberts  
4 stated that both Mr. Fern and Mr. Wagner should meet prior to releasing  
5 statements to make certain they were comfortable with what each would say.  
6 Mr. Wagner stated that he and Mr. Fern had met prior to his announcement and  
7 had agreed to public comments.

8 Mr. Martin referred to the Executive Session mentioned, and asked Mr.  
9 Wagner to clarify. Mr. Wagner stated that he had sent the Board Members an  
10 email asking that an Executive Session be conducted at the end of today's  
11 meeting. He stated that Mr. Bowling had replied that, when talking in general  
12 about qualifications and the search for a generic person, a closed session could  
13 not be conducted. He stated that a closed session could only be conducted to  
14 discuss specific candidates. Mr. Wagner stated that he would like to enter into  
15 Executive Session at the end of today's meeting to discuss the possibility of an  
16 interim Executive Director, using specific names. Mr. Colbaugh asked if  
17 discussions regarding the requirements of the position and salary levels needed  
18 to be conducted in open session. Mr. Bowling replied in the affirmative and  
19 added that it was public information; there was no exemption for that type of  
20 information. Dr. Palmer clarified that the discussion had to take place outside of  
21 Executive Session. Mr. Bowling replied that personnel matters are for personnel.  
22 He added that the philosophy behind the Freedom of Information Act (FOIA) is  
23 that everything is public business, and the FOIA only exempts certain matters, to  
24 provide the most open forum for the general public. Mr. Wagner added that once  
25 applications are received, the Board could discuss those applications in  
26 Executive Session.

27 Mrs. Thraves referred to the information provided in the Board's packet.  
28 She stated that the information outlined ideas and recommendations for  
29 consideration regarding the job description, salary information, advertising, and  
30 interviews.

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1 Mrs. Thraves stated that the proposed job description (Attached as Page  
2 \_\_\_) was based, in part, on four job descriptions received from various  
3 authorities that were similar to the ACSA. She advised that when advertising a  
4 position, the ACSA typically had a job description available for distribution as well  
5 as posted on the ACSA's website. Mrs. Thraves had asked the Board to "mark it  
6 up" to develop a final job description to their liking. Mr. Colbaugh stated that the  
7 job description met all legal obligations, and asked if the ACSA previously had a  
8 job description for the Executive Director position. Mrs. Thraves replied that  
9 there had not been a job description for the Executive Director position before  
10 since the position was not a part of the ACSA's merit system, but the proposed  
11 job description followed the format of all other ACSA job descriptions.

12 Mr. Colbaugh felt something should be created that was more appealing;  
13 that looked like a job offer advertisement. Mrs. Thraves replied in the affirmative,  
14 adding that the ACSA planned to create something similar to Sonoma County  
15 Water Agency's brochure for recruiting. She referred to the brochure developed  
16 when recruiting Mr. Fern to the ACSA and stated that the new brochure would  
17 have additional information. Mr. Roberts commented that the ad promoted  
18 Albemarle County, but not necessarily the Executive Director position. He stated  
19 that the leading paragraph should contain information regarding the position, and  
20 then go on to discuss the wonderful town of Charlottesville.

21 Mr. Colbaugh commented that the Sonoma County Water Agency's  
22 brochure was well organized. Mrs. Thraves agreed, and noted that the one page  
23 brochure the ACSA developed when recruiting Mr. Fern, was the only written  
24 description ACSA had for the Executive Director position. She felt the job  
25 description should be general. Mr. Colbaugh agreed, and felt a job description  
26 was necessary but should be secondary, not primary. Mr. Martin concurred, but  
27 added that a job description was not necessary beyond informing applicants of  
28 the job. He stated that the proposed job description was technically proficient,  
29 but did not show the importance of the job. Mr. Martin added that the Executive  
30 Director position was one of the most important public service jobs in Albemarle  
31 County. He referred to a reference in the proposed job description for the

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1 Virginia Water and Sewer Authorities Act, and stated the proper name was  
2 Virginia Water and Waste Authorities Act, and suggested that a code section  
3 reference be added for a candidate's reference. He added that a job description  
4 should include where the ACSA's Board of Directors originated. Mr. Roberts  
5 suggested that "the elected governing body" should be added. Mr. Martin stated  
6 that the job description did not utilize the term "Enterprise Fund Status" and  
7 stated that the term was of importance for someone to know.

8 Mr. Martin felt that the job description did not give a sufficient description  
9 of where the ACSA's funding came from, and that more information regarding the  
10 Rivanna Water and Sewer Authority (RWSA) and its functions, and relationship  
11 with the ACSA, should be included. Mr. Martin stated the job description did not  
12 state that the Executive Director sits on the RWSA Board. Mr. Martin felt it was  
13 very important to explain not only coordination with RWSA but coordination and  
14 working with the City of Charlottesville. Mr. Martin added that a job description of  
15 the job should contain more descriptive information regarding the overall  
16 organization; he suggested the current number of employees being included. Mr.  
17 Colbaugh felt the items Mr. Martin had mentioned would be better set forth in the  
18 advertisement brochure rather than the job description. Mr. Martin replied, "[they]  
19 could be, but these are points that are being made....I just felt, this [job  
20 description] is boring, technically perfect, but boring." Mr. Wagner stated that  
21 when he read the job description, he thought it was something pulled out of a file.  
22 He stated that it was written very much as the sort of document that would be  
23 filed. Mr. Wagner agreed with Mr. Martin's suggestions and stated that it was  
24 important information that needed to be included "somewhere."

25 Members of the Board made suggestions for development of an  
26 advertisement brochure, or job offer announcement. All members agreed a  
27 formal, technical job description might be needed within the organization, but was  
28 not appealing as a means of recruiting.

29 Mrs. Thraves stated that all of the Board's recommendations would be  
30 used for an advertisement brochure, but that job descriptions were supposed to  
31 be very technical, and general, so that a person was not "locked in" to only

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1 certain job functions. Mr. Bowling stated that Mrs. Thraves was attempting to “fill  
2 a gap” in the personnel management plan for job descriptions. He added that the  
3 general and technical job descriptions protect the employers from liability under  
4 the Americans with Disabilities Act (ADA).

5 Mr. Carter asked Mrs. Thraves to detail the order in which the search for  
6 an Executive Director would occur. He clarified that an advertisement would be  
7 distributed. Mrs. Thraves replied in the affirmative and stated that she had a list  
8 of seven to eight publications and websites. She noted that the American Water  
9 Works Association (AWWA) national and state websites and all regional  
10 newspapers were utilized previously in the search for Mr. Fern. She stated that  
11 something similar to the advertisement brochure would be published on  
12 websites. She stated that the print ads would refer interested candidates to the  
13 website where they would see the entire brochure and required application  
14 documents. Mr. Carter asked when the candidate would receive the job  
15 description. Mrs. Thraves replied that the candidate would be given the job  
16 description if they asked for it, or attached to the application.

17 Mrs. Thraves advised that once applications were received, she would  
18 review them to make sure they were complete and the background check  
19 authorization forms had been signed. Mr. Carter asked who conducted the  
20 background checks. Mrs. Thraves replied that the ACSA utilized Kroll  
21 Background America, Inc. She stated that a basic search for applicants would  
22 cost \$67.00. She noted that previously, the ACSA received ten applications for  
23 the Executive Director position. Mrs. Thraves stated initial background checks  
24 for the top ten applicants would include national criminal searches as well as  
25 DMV records. She stated that a credit report was more expensive, and would be  
26 conducted for final candidates only.

27 Mr. Martin stated he had heard about the “head hunter” hired by the  
28 Thomas Jefferson Planning District Commission, and that it worked very well for  
29 them; they hired a new Executive Director who was very good. He had also  
30 learned that if one entity of government, like the ACSA, needed to contract with  
31 an executive search firm and another entity already had an open contract with

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1 such a company, the entity could join in the contract and wouldn't have to  
2 compete. He had called Mr. Tucker, the County Executive, and asked him if they  
3 had any open contracts; he checked and said "no," they didn't. Mr. Martin stated  
4 that the next day, Mr. Tucker had called and said 'well you know, if you need  
5 help we've got this department and maybe they could help you do this' and noted  
6 that it would be without charge except for direct costs and advertisement costs.

7 Mr. Colbaugh stated the real advantage of utilizing a "head hunter" was  
8 that they were able to contact existing people who may not be looking for a job,  
9 but could persuade them to apply. He stated he was uncertain that the County's  
10 Department of Human Resources would have the same capability. He felt that  
11 they would offer the same services that Mrs. Thraves had mentioned. Mr.  
12 Colbaugh suggested, if Mrs. Thraves needed assistance with background  
13 checks, the County could help. He stated, "I think you'd be able to put something  
14 together reasonably quick, like by next week, that we could at least start the  
15 advertisement process. That's the most important thing, we've got to get  
16 something out there, set a filing date, and I am proposing January 11<sup>th</sup>." Mr.  
17 Carter asked Mr. Colbaugh, to clarify, if he felt the ACSA should, or should not,  
18 utilize a "head hunter." Mr. Colbaugh replied that it was his suggestion that a  
19 "head hunter" not be hired. He felt the position was not "that attractive" from a  
20 salary stand point. Mr. Martin stated that Mr. Tucker recommended that ACSA  
21 not utilize a head hunter. He added that the position could cost \$30-35,000.  
22 Mrs. Thraves stated that she had contacted "Springstead" who was a well-known  
23 head hunter, and added that he had quoted \$15-16,000, plus expenses. Mr.  
24 Martin reiterated that both Mr. Tucker and Ms. Kimberly Suyes', Director of  
25 Human Resources for the County, recommended not hiring a "head hunter,"  
26 especially in the current economic climate. Mr. Martin stated that the County's  
27 Human Resources could help the ACSA without additional resources. He felt, at  
28 the least, the Board should ask Mrs. Thraves to consult and coordinate with  
29 them.

30 Mr. Roberts stated that he had previously utilized such firms several times  
31 to search for Executive-level managers and there was no success. Mr. Roberts

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1 stated that “head hunters” typically charge an up-front fee, and the successful  
2 candidate will have to pay a percentage of the salary to the firm. Mr. Roberts  
3 stated that the candidate would then ask the ACSA for reimbursement of the  
4 fees. He noted that the head hunters typically charge a portion of the positions’  
5 salary. He felt there were a lot of organizations whose advertising the ACSA  
6 could utilize. Mr. Roberts referred to the AWWA website, and stated that they  
7 provide a service to target the type of people ACSA was searching for. Mr.  
8 Roberts stated that he was referred to the website of “theLadders.com,” a  
9 successful recruiting company with a national pool of potential candidates. He  
10 added that the ACSA had the resources available for use, and added that any  
11 additional resource, such as the County’s Human Resources Department, which  
12 could be utilized to determine a logical conclusion, was great. Mr. Roberts felt  
13 the Board should not relinquish the management process from Mrs. Thraves.  
14 Mr. Roberts stated that he would not like to see the ACSA utilize “head hunters.”  
15 He added that the ACSA had not used a “head hunter” for the search when Mr.  
16 Fern was hired, and Mr. Fern’s tenure had been successful.

17 Mr. Wagner stated if Mrs. Thraves needed additional help with the  
18 Executive Director search, she could utilize the County’s Department of Human  
19 Resources. He added that he felt Mrs. Thraves should remain “in charge” of the  
20 search. Dr. Palmer concurred, but asked what the County’s Department of  
21 Human Resources could do for the ACSA. She noted that their department was  
22 much larger than the ACSA’s one-person Human Resources Department. Dr.  
23 Palmer stated Mrs. Thraves should ask the County what they could offer. Mrs.  
24 Thraves recalled, also, that she served on a Workforce Strategies Committee  
25 with the National AWWA, and the majority of people on the committee were utility  
26 directors and managers. She noted that she had a “straight-line email list” to  
27 utilities across the country where the ACSA could share the job advertisement  
28 immediately. Dr. Palmer asked if the ACSA utilized the email listing previously.  
29 Mrs. Thraves replied, no, that she was very new to the Committee at that time.  
30 Mr. Roberts stated that he felt the Board should refer to the AWWA’s website  
31 and noted that it was very impressive. Mrs. Thraves stated that all previous

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1 applicants for the Executive Director position came from the national AWWA  
2 website.

3 Dr. Palmer asked how many people would refer to the newspaper to  
4 search for a job such as the Executive Director position. Mrs. Thraves stated  
5 that due to the rising costs of newspaper ads, and with the additional resources  
6 available, she wondered if the Board would want to advertise the position in  
7 many newspapers. Mr. Bowling stated that for the purpose of the Equal  
8 Opportunity Employment Commission (EOEC), the job should be advertised in a  
9 newspaper. Dr. Palmer asked how many newspapers the ACSA should  
10 advertise in to be in compliance of the EOEC. Mr. Bowling replied that the ACSA  
11 should select one major newspaper. Mr. Roberts stated that the advertisement  
12 should be run in any newspaper that has general circulation, such as the  
13 Richmond Times Dispatch or Washington Post. Mr. Colbaugh stated that often  
14 times; large newspapers offer an “end of the year special.”

15 Mr. Wagner stated that, unfortunately, if Mr. Frederick resigned and the  
16 RWSA was looking for a replacement, he couldn't imagine anyone applying for  
17 his position. He added that some people may say the same regarding Mr. Fern's  
18 position because of what has been going on with RWSA. He added, “...that's  
19 not going to be a plus for us, it is a wonderful location and all of those nice things  
20 you can say, but I am positive that people in the water and sewer business in the  
21 State of Virginia know what has been going on with RWSA for the past two years  
22 and it has got to be a huge minus for this job.” Mr. Roberts replied that, because  
23 of those reasons, the ACSA needed someone who has managerial experience  
24 and working with Boards and Commissions whose members are appointed by an  
25 elected Board. Mr. Wagner stated that he did not have a huge worry about  
26 getting too many applications, even with the economic situation.

27 Mr. Carter agreed with Dr. Palmer's suggestion that Mrs. Thraves could  
28 discuss with Ms. Suyes what Mrs. Thraves was doing and ask what they could  
29 do to help. He stated that Ms. Suyes may recommend ideas or agree that Mrs.  
30 Thraves is doing everything correct. He reiterated that Mrs. Thraves would still  
31 be in charge of the search, but should avail herself of their knowledge. Mr.

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1 Wagner agreed, and added that he did not see a revelation of something new.  
2 Dr. Palmer clarified that Mrs. Thraves would contact Ms. Suyes and the ACSA  
3 would advertise minimally in newspapers, and also utilize the AWWA and WEF  
4 websites to advertise for the position. Other job posting and recruiting sites were  
5 discussed.

6 Mr. Fern mentioned that the Virginia Water and Waste Authorities  
7 Association, of which the ACSA was a member, could be notified of the position;  
8 an advertisement would be distributed to all current Executive Directors and  
9 Deputy Executive Directors in the State of Virginia. Mr. Bowling noted that the  
10 Executive Director served at the pleasure of the Board. He clarified, for instance,  
11 that during recruiting, the Board could not offer a candidate a two year salary.  
12 He stated that a candidate may feel frustrated that the Board could not offer job  
13 security in the form of an employment contract. Mr. Roberts clarified that the  
14 Board could not offer a candidate an employment contract. Mr. Bowling replied  
15 in the affirmative.

16 Dr. Palmer asked Mr. Fern to comment on the proposed job description.  
17 Mr. Fern referred to the previously used advertisement for Executive Director and  
18 stated that the ad had attracted him. He stated, "You are going to want a person  
19 who's going to go to the website, do homework and research." Mr. Fern stated  
20 with the previous advertisement, he was able to gather all of the information he  
21 needed to make a decision. He added that questions for which he couldn't find  
22 answers, he asked in his interview with the Board. He felt that it was  
23 unnecessary to incur the expense of printing numerous advertisements since a  
24 candidate could view the information on the website.

25 Mr. Colbaugh asked Mrs. Thraves when a draft of the advertising  
26 brochure could be completed. Mrs. Thraves replied that a draft could be  
27 distributed to the Board by mid week, the following week. She added that she  
28 could email a draft to the Board, receive their comments, and distribute a final  
29 draft within the Board Packet. Mr. Colbaugh stated that there was not a lot of  
30 time; he asked Mrs. Thraves if the advertisement could be prepared sooner for  
31 the Board's review. Mrs. Thraves replied that she could email the draft

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1 advertisement to the Board by the following day. Mr. Wagner asked Mrs.  
2 Thraves to define her meaning of advertisement. Mrs. Thraves replied, when  
3 referring to “advertisement,” she was referring to the ad that is published in the  
4 newspaper. She stated that typically a two-column ad, in a box, with the ACSA’s  
5 logo, would cost approximately \$698.00, for one Sunday. Mr. Wagner clarified  
6 that the main reason of publishing the job advertisement in a newspaper is to  
7 protect the ACSA legally. Mr. Bowling replied in the affirmative. Mr. Wagner  
8 stated that the chance of receiving applicants from the industry sources was  
9 much greater than the chance of receiving applicants from the newspaper.

10 Mr. Carter expressed his concern that if the advertisement was published,  
11 referring interested applicants to the ACSA website, the brochure might not yet  
12 be available on the website. Mr. Wagner agreed. Mrs. Thraves stated that she  
13 would have the total package together for the Board’s review by the following  
14 Wednesday. Dr. Palmer asked if Board Members could comment on the  
15 documents via email. Mr. Bowling replied that the Board could comment via  
16 email, one on one. Mr. Martin replied that the Board could comment via email,  
17 provided the email was not a part of an on-going conversation. Mr. Martin asked  
18 if a press release could be issued within the next day or two. Mr. Fern replied  
19 that he had questioned whether the Board preferred a formal statement, such as  
20 a press release. Mr. Martin felt that a formal press release would be helpful,  
21 stating the date when Mr. Fern would be leaving. Mr. Colbaugh stated, “If you  
22 did that and someone was interested and went to the website, they wouldn’t  
23 have anything to find.” Mr. Martin stated that the press release could say, “We  
24 are in the process of issuing.” Dr. Palmer agreed, but added that she felt it was a  
25 good idea for Mr. Wagner to comment publicly to complete the story and express  
26 the Board’s sorrow to see Mr. Fern leave.

27 Mr. Martin asked the Board if they were comfortable with the Executive  
28 Director’s education and experience requirements. Mr. Colbaugh felt the  
29 requirements included within the proposed job description were acceptable. Mr.  
30 Martin agreed. Mrs. Thraves advised that the Board needed to agree on a salary  
31 range and deadline so she could create the draft advertisement. Mrs. Thraves

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1 stated that the Board could state, "Salary commiserate with experience." Mr.  
2 Colbaugh felt the salary range should be included.

3 Mrs. Thraves presented information and trends on setting salary ranges.  
4 She stated that she took the May Salary Survey, which included salary  
5 information for the Executive Director position. She advised that at that time,  
6 eight of 15 municipalities were a full match; the average salary range was a mid-  
7 point of \$102,374. She stated that the maximum salary for the position was  
8 \$129,400. Mrs. Thraves advised that she had researched the World at Work  
9 website, which published a survey of salary budget increases for Executive  
10 personnel. She noted that actual increases for 2008 were 2.6% with a projected  
11 increase for 2010 of 1.8%. She suggested the Board utilize those percentages  
12 to determine a reasonable salary range. Mrs. Thraves stated that adding a 2%  
13 increase to the mid-point would be \$104,000. Mrs. Thraves had also researched  
14 a compensation survey performed by AWWA on their website, and aged the  
15 survey to 2009. She stated that the nationwide survey reflected population  
16 served, amount of water sold, and the number of employees, which helped in the  
17 comparison of compensation results to determine those similar to the ACSA.  
18 She noted that the survey, aged to 2009, would indicate \$89,000 starting, a mid-  
19 point of \$106,000 and \$122,000 maximum. Mrs. Thraves stated that RWSA  
20 shared an AWWA "Trends Survey" they had purchased. She stated that she had  
21 used a percentage of 2.6% to age all salary information, but noted the Trends  
22 Survey utilized 3.1%. She stated that all other research she had performed had  
23 shown a 2% increase or less.

24 Dr. Palmer commented that similar jobs in the local area pay more, and  
25 stated that it had bothered her personally when discussing compensation for the  
26 position. She stated with respect to raises over the past year, she felt "tied" by  
27 the environment. Dr. Palmer noted that she did not want to feel "boxed in" to a  
28 lower salary, as in the past year, and wanted to avoid the same when advertising  
29 the position and salary. Mr. Roberts suggested advertising "compensation  
30 package based on education and experience" in lieu of publishing an amount.  
31 Mr. Colbaugh replied that when looking at a job posting, he would like to know if

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1 there was a reason for him to apply. He stated that he would look for a number  
2 and often times the number would determine his interest. Mr. Colbaugh stated,  
3 “If somebody out there is making \$150,000 and we are advertising for \$125,000,  
4 that’s fair, but to say it is depending on qualifications and we know we are not  
5 going to offer \$150,000, that’s not fair.”

6 Mr. Carter referred to the \$150,000 range that was previously mentioned,  
7 and asked if that amount was too much or too little. Mr. Colbaugh suggested  
8 utilizing \$100,000 to \$125,000 as the salary range. Mr. Martin asked, “what if the  
9 perfect person is out there and he or she is earning \$130,000 right now?” Mr.  
10 Colbaugh stated the Board could offer \$100,000 to \$130,000. Mr. Martin  
11 suggested Mrs. Thraves discuss the salary range with the County’s Department  
12 of Human Resources. Mrs. Thraves stated that her recommendation would be to  
13 include the range and add the language “negotiable.” She stated that adding  
14 that language would not exclude any candidate that was close to the range.  
15 There was a consensus of the Board. Mr. Bowling asked Mrs. Thraves to  
16 recommend a range. Mrs. Thraves stated that a starting salary of \$89,000 was  
17 low, and noted that she had previously received a call from a member of the  
18 Workforce Strategies Committee, located in South Carolina, commenting on the  
19 low starting salary. She stated that the position was interesting to a lot of people,  
20 and suggested a salary range of \$100,000 to \$125,000. Mr. Bowling clarified  
21 that Mrs. Thraves would post the salary range as \$100-125,000, negotiable.  
22 Mrs. Thraves stated that “negotiable” would be based on experience. Mr.  
23 Colbaugh stated that the range would eliminate everyone from Albemarle County  
24 and Charlottesville from applying for the position. Mr. Fern felt that there would  
25 be people in other agencies who would apply. Mr. Bowling stated that the  
26 language “negotiable” would tell the world “if you have the qualifications, apply.”

27 Mr. Wagner acknowledged the irony that the Board could not, politically,  
28 give Mr. Fern a raise to that salary range. Dr. Palmer stated that she would  
29 prefer the range be \$100-130,000, to avoid being “boxed in.” Mrs. Thraves  
30 reminded the Board that ACSA’s benefit package is over 29%, which is “rich.”  
31 Mr. Wagner asked the Board if there was a consensus to set the salary range as

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1 \$100-130,000, negotiable. Mr. Carter stated that a person reading a salary  
2 range would look at the higher number. Mr. Colbaugh agreed. Mr. Roberts  
3 suggested adding “plus benefits.”

4 Mr. Colbaugh stated that he would like to see a reference to the Strategic  
5 Plan included in the advertisement brochure. He stated that he liked how the  
6 Strategic Plan was included on the back of the CAFR, and noted that the three  
7 pieces, mission, vision, and guiding principles, set a tone for the organization.  
8 Mr. Fern stated that the ACSA’s mission, vision, and guiding principles were also  
9 included within the ACSA’s website.

10 Mr. Colbaugh asked the process in which the Board would be involved  
11 with the applications. Mr. Wagner stated in his experience, the ACSA would  
12 receive some applications that would not be suitable for the position; he asked if  
13 the Board wanted a couple of Board members to review the applications to  
14 narrow them down. Mr. Martin expressed his interest in being involved in the  
15 entire process. Mr. Roberts asked if the ACSA utilized a grid to score and rank  
16 applicants. Mrs. Thraves stated that once she determined an initial application to  
17 be complete, then she would review each application to determine if the  
18 minimum requirements of the position were met, and check work experience to  
19 verify no “gaps” in employment.

20 Mr. Roberts asked Mrs. Thraves if she would grade the applications. Mrs.  
21 Thraves replied that she would not, unless the Board asked her to. She referred  
22 the Board to a scoring process for interviews that they may utilize when they  
23 reviewed the final candidates. Mr. Wagner recalled utilizing a scoring process for  
24 interviews when hiring Mr. Fern. Mrs. Thraves recommended “weeding out”  
25 those applications for candidates qualified for the position, then conducting a  
26 background check. Following that, she could go into more detail reviewing the  
27 Education and Experience levels; though keeping the applications that were not  
28 considered best qualified, she could present a stack that she felt the Board  
29 should review first. Mr. Martin agreed with Mrs. Thraves’ suggestions, and  
30 stated it would allow all Board members to come in to review the applications to

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1 make sure they agree with Mrs. Thraves' selection. Mr. Colbaugh stated that he  
2 would like to see the top ten applications.

3 Mrs. Thraves mentioned to the Board that companies typically  
4 compensate for travel expenses for interviewees. Mr. Colbaugh stated that  
5 someone should call the top ten candidates, conduct a phone discussion, and  
6 narrow down the interviewees to three to five. There was general discussion  
7 following which Mr. Carter suggested the Board wait to see how many  
8 applications were received for the position. Mr. Colbaugh disagreed; he stated  
9 that a plan needed to be developed to set dates. Mr. Colbaugh suggested  
10 January 11, 2010 as a deadline for submitting an application. He stated that the  
11 Board would have a week to review the applications and narrow down the results  
12 to the top ten applications prior to its next meeting. He suggested the Board,  
13 review the ten applications. Mr. Roberts agreed that a date needed to be  
14 determined for a deadline to submit an application. Mrs. Thraves stated that it  
15 was not a requirement but a typical practice.

16 Mr. Roberts asked Mr. Bowling if the ACSA was required to note in the  
17 advertisement that the ACSA conducted background checks. Mr. Wagner  
18 replied that applicants must sign an authorization form to conduct the  
19 background check. Mr. Bowling replied, no.

20 Mr. Martin asked if the ACSA would request references from the  
21 applicants. Mr. Wagner replied in the affirmative. Dr. Palmer stated that she  
22 was interested in how many applicants would apply, and agreed that she would  
23 like Mrs. Thraves to go through each application and decide how many to submit  
24 to the Board for review. Mr. Carter asked if January 11, 2010 was too short  
25 notice. Mrs. Thraves replied that it was a good timeframe. Mr. Fern stated that  
26 the advertisement would not be published until the following week; therefore he  
27 felt January 11, 2010 was an appropriate deadline. Mr. Colbaugh felt the Board  
28 should conduct interviews the week of January 18 since Mr. Fern would be  
29 leaving February 26, 2010. Mr. Carter agreed that Mr. Colbaugh's suggestion  
30 could be a goal of the Boards. Dr. Palmer stated that applications do come in  
31 the day after. Mr. Wagner asked if the Board would consider applications as

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1 long as they were post marked January 11, 2010. Mr. Fern replied in the  
2 affirmative. Mr. Bowling stated that the Board had a flexibility option. Mr.  
3 Wagner stated "it's very unlikely that we are going to have anybody on board for  
4 any significant overlapping period...I don't think the place is going to fall apart if  
5 we don't have a full time Executive Director."

6 Mr. Colbaugh asked if there would be confirmation that website  
7 advertisements would be published that same day. Mrs. Thraves stated that  
8 most websites post job advertisements within 24 hours. Mr. Colbaugh asked  
9 how soon background checks were received. Mrs. Thraves stated that the State  
10 of Virginia requires applicants to complete a second authorization form strictly for  
11 the State. She noted that with the new process, background checks usually take  
12 seven days. Mr. Colbaugh asked if the Board could assume everyone would  
13 pass, and schedule interviews; if the background checks came back negatively,  
14 staff could cancel their interview. Mrs. Thraves stated that during the last  
15 executive search, coordinating everyone's schedule to conduct interviews made  
16 the process difficult. Mr. Bowling stated that the Board should consider sending  
17 a Board member to the community itself to conduct a final check. He stated that  
18 the final check has proven valuable many times.

19 Mr. Colbaugh suggested the Board review their schedules and decide if  
20 the week of January 18 or the following week would be preferable to conduct  
21 interviews. He stated that a tentative schedule should be available so the  
22 candidate is aware what the Board is discussing. He felt it was important that a  
23 schedule be set at the next Board meeting. Mr. Wagner asked Mr. Fern to recall  
24 his experience in interviewing with the Board. Mr. Fern stated that his interview  
25 was conducted at the Doubletree Hotel. Mr. Wagner stated that each candidate  
26 visited with different groups. Mr. Fern added that he had lunch with Mrs. Thraves  
27 and met with the entire Board before touring the facility. Mr. Fern stated that he  
28 spoke with individual department heads for 20 minutes. He noted that the time  
29 period needed to be longer, or the meeting was really not valuable. Mr. Fern  
30 stated that he met with Mr. Tom Frederick. Mr. Wagner stated the interview  
31 process was a day long program and all four candidates visited in sequences.

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1 Mr. Martin asked Mrs. Thraves if the ACSA could have accommodated  
2 more than four candidates. Mrs. Thraves replied that the ACSA could  
3 accommodate five candidates at the maximum. She stated that coordinating four  
4 candidates was tough. Mr. Fern stated, at times, there were people waiting in  
5 the lobby of the Doubletree, to be escorted to their next scheduled sequence.  
6 Mrs. Thraves asked the Board if they would like to conduct the interviews off site  
7 as they did previously. There was a consensus of the Board to hold the  
8 interviews for Executive Director offsite. Mr. Fern added that he only had ten  
9 minutes to speak with Mr. Brent before his interview with the Board. He stated  
10 that he had four pages of questions for him, but did not have the time to ask him  
11 the questions. Mr. Fern felt more time should be allotted to speak with the  
12 current Executive Director.

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14 **3. Executive Session (Recording Time: 10:34:51 a.m.)**

15 Mrs. Walker read a resolution to enter into Executive Session pursuant to  
16 Virginia Code Section 2.2-3711 A (1) to discuss a personnel matter (Attached as  
17 Page \_\_\_\_\_).

18 ***Mr. Carter moved to enter into Executive Session, seconded by Mr.***  
19 ***Roberts. The Chairman asked for a roll-call vote: Mr. Martin, aye; Mr.***  
20 ***Roberts, aye; Mr. Carter, aye; Mr. Wagner, aye; Mr. Colbaugh, aye; Dr.***  
21 ***Palmer, aye.***

22 The Board of Directors came back into regular session. Mrs. Walker read  
23 into record a resolution stating that only matters so previously stated and  
24 exempted from open discussion in regular session were discussed in Executive  
25 Session (Attached as Page \_\_\_\_\_).

26 ***Mr. Roberts moved to adopt the resolution, seconded by Mr.***  
27 ***Colbaugh. The Chairman asked for a roll-call vote: Mr. Martin, aye; Mr.***  
28 ***Roberts, aye; Mr. Carter, aye; Mr. Wagner, aye; Mr. Colbaugh, aye; Dr.***  
29 ***Palmer, aye.***

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1   **4.    Items Not on the Agenda (Recording Time: 10:51:10 a.m.)**

2           Mr. Martin stated that on the previous day, the Board of Supervisors had  
3 acted on the Jurisdictional Area for the North Fork area. He noted that there  
4 were three parcels in the area of the National Ground Intelligence Center which  
5 are partly within, and partly outside the County’s designated growth area. He  
6 stated that the growth area boundary of one of the parcels was sufficiently  
7 identified, due to prior action and agreement, that they extended the  
8 Jurisdictional Area to include that portion of the parcel within the growth area. He  
9 stated that two other parcels, which fell party within and partly outside the growth  
10 area, had boundaries which had not been sufficiently identified; therefore the  
11 Board of Supervisors did not extend the Jurisdictional Area to those parcels.

12           Mr. Wagner asked if the parcels were within the growth area. Mr. Martin  
13 stated that only a portion of the parcels were within the growth area. Mr. Martin  
14 stated that the reason the parcels were not included was because an action or  
15 rezoning had not occurred. The intent was that when the action or rezoning  
16 occurred, the Jurisdictional Area would be extended to include those areas.

17           Mr. Martin asked if this ruling caused any implications with the ACSA’s  
18 Special Rate District. He stated theoretically, the portions of the two parcels  
19 would be within the Special Rate District, but not be included within the  
20 Jurisdictional Area. Mr. Fern stated that only those parcels within the  
21 Jurisdictional Area would be included within the Special Rate District. He added  
22 that when the rezoning occurs to include the parcels within the Jurisdictional  
23 Area, the parcels would need to be included. Mr. Martin felt that the boundary for  
24 the growth area, the Jurisdictional Area, and the Special Rate District area would  
25 be the same. Mr. Fern replied, “That’s what we were all thinking.” However, the  
26 map developed by the County Department of Community Development did not  
27 contain a single boundary for the growth area and Jurisdictional Area.

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4. Adjourn (Recording Time: 10:54:18 a.m.)

*There being no further business, Dr. Palmer moved that the meeting be adjourned, seconded by Mr. Colbaugh. All members voted aye.*

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Gary W. Fern, PE, Secretary-Treasurer