



Mathews County Board of Supervisors

Special Closed Meeting
Harry M. Ward Auditorium
Mathews High School
9889 Buckley Hall Road
Mathews, VA 23109

Board of Supervisors Chairman, Michael C. Rowe, called this Special Closed Session Meeting for Wednesday, August 4, 2021 at 6:00 p.m.

The Agenda has been revised for the following reasons:

- * Meeting location change
- * Added reconvening of Open Meeting and Certification
- * Corrected Closed Meeting discussion and moved those matters not permitted in closed meeting to the agenda for open meeting discussion.

Wednesday, August 4, 2021 at 6:00 PM

MINUTES

1. CALL TO ORDER

Chairman Rowe called the meeting to order at 6:00 p.m.

2. PLEDGE OF ALLEGIANCE

3. ROLL CALL

Board of Supervisors Members Present: Michael Rowe, Chairman
Melissa Mason, Vice Chair
Paul Hudgins, Supervisor
Jackie Ingram, Supervisor
Amy Dubois, Supervisor

Board of Supervisors Members Absent: None

Staff Present: Mr. Sanford B. Wanner, Interim County Administrator
Mrs. Julie A. Kaylor, Deputy County Administrator/Clerk
Mr. Michael Lesniak, IT Director

4. DISCUSSION OF COUNTY ADMINISTRATOR POSITION REQUIREMENTS

Mr. Kimball Payne and Mr. Tedd Povar, Executive Managers of the Berkley Group, LLC, met with the Board of Supervisors to create a Profile for the executive search for the next Mathews County Administrator.

Mr. Payne stated that over the next couple of weeks, the primary goal is to create a Recruitment Profile. He stated that the Board would receive a draft Profile to review and comment on prior to publishing the final. Mr. Payne stated that the most important decision for the Board is to hire a local government manager to manage all the policies that the Board adopts. He stated that the Board needs to own this process, noting that it is their responsibility to the citizens to make the right decision.

Mr. Payne outlined the process for the executive search. He stated that the process will take approximately three to four months and that they will evaluate candidates throughout the process and noted that the candidates will be evaluating the Board of Supervisors as well. He noted that the candidates will read the budget, minutes, and other pertinent information, and that they will look at newspaper stories to see if this community is a fit for them. Mr. Payne stated that candidates are usually not desperate for jobs, that they have other options.

Mr. Payne requested a consensus from the Board with regard to the information that will be included in the profile. He noted that change at the top can be stressful for staff and noted the importance of making sure staff understands that the Board is working to get the best fit for the County. He noted that confidentiality is going to be very important throughout the process. Mr. Payne stated that the candidates will maintain confidentiality and asked the Board to respect their confidentiality. He stated that they may be looking at other options. To outline the roles, Mr. Payne stated that he would be the spokesperson for the Berkley Group and that Chairman Rowe would be the contact for the County. He stated that everyone will work through Chairman Rowe and Mr. Wanner and that all communication will be presented to all Board members at the same time.

Mr. Payne stated that if applications are provided to Board members, they should be forwarded to Mr. Payne. He stated that a complete application package would include a cover letter, resume, salary expectations and a list of references. He noted that the package will not include a formal job application, noting that would be done at the end of the process for Human Resources purposes. Mr. Payne stated that Berkley will do a thorough background investigation to include social security, criminal, education, background, and credit and that the Board does not need to check on candidates. He stated that the Board could Google the candidates if they wished but asked them to refrain from any other investigation. He stated that all candidates selected for interview will have a full background investigation prior to them meeting with the Board. Mr. Payne asked that at the end of the process, the Board provide a full 5-0 unanimous vote, noting the importance of having the full support of the Board for the new Administrator.

When asked about the adverse effects of breaching a candidates' confidentiality, Mr. Payne provided an example of when he applied for a job and the Board at his current place of employment found out. He stated that luckily, he had continued support of his Board and decided to withdraw from the recruitment process. He stated that any breach in confidentiality reflects badly on the governing body.

Addressing the timeline, Mr. Payne stated that the goal would be to have the full Recruitment Profile out by August 20th, 2021. He stated that a quick turnaround was necessary. He asked for pictures that could be used in the Profile. He was directed to Ms. Emily Allen, Director of the Mathews County Visitor and Information Center who could provide pictures. Mr. Payne stated that once the Profile is published, they would like to have 30-40 days to get applications from candidates and that the initial kickoff for reviews would be September 24th. He stated that they would identify the first 10-15 candidates that most closely fit the Recruitment Profile and that they would conduct initial interviews. Mr. Payne stated that another two-hour meeting would be required after that initial review and asked the Board to find a suitable date in

October. He stated that he would provide a spreadsheet with the information for all applicants and application packages at that meeting. Mr. Payne noted that it would be a waste of the Board's time to review information from candidates that do not pass the initial screening. Mr. Payne stated that he would present three groups for the Board's consideration and that the goal of that meeting would be for the Board to select four or five candidates to be interviewed. He stated that those interviews would be scheduled for early November, would be scheduled 1 1/2 hours apart and he expected each meeting to last an hour. Mr. Payne stated that he would go over questions with the Board prior to the interviews and noted that he would include some questions from the Board as well. Mr. Payne asked the Board to schedule a full day in early November conduct interviews. He stated that the next step in the process would be to make a decision. Mr. Payne stated that a phone call letting the candidate know of the Board's intent would take place and the nextstep would be a letter from the Chairman. He noted that the next steps would be successful negotiation of an Employment Agreement and approval of that Agreement in an open meeting. He stated that at that point, the Board had a moral obligation to bring this to closure. Mr. Payne stated that after all is done, the hope is that the new Administrator could start employment as quickly as possible.

Addressing candidate requirements, Mr. Payne stated that the Administrator's job description had already been provided and asked what other appointments the previous Administrator held. The Board provided some appointment information and Mrs. Kaylor stated that she would provide the full list. When asked if the new Administrator would be required to reside in Mathews, the Board agreed. Mr. Payne stated that he would provide a template for an Employment Agreement that the County Attorney could review. Mrs. Kaylor stated that she would provide salary information for the Administrator position. Mr. Payne noted that this person serves completely at the will of the Board. He stated that the Employment Agreement provides a level of protection and outlines negotiated severance, other arrangements, benefits, provides for professional development, and telecommunications equipment such as computer and phone. He noted that all these things would be spelled out in the agreement and that the document would need to be approved by the Board and would become a public document.

Mr. Payne stated that they did not anticipate engaging County employees or the community in this process, noting that it was not useful to engage anyone outside of the Board. He stated that this is the Board's responsibility. When asked about drug testing or physical screening, the Board agreed to drug testing. When asked about travelling expenses for onsite interviews, the Board agreed to provide assistance. Mr. Payne stated that an application may be submitted by either a local citizen or a current employee who, on the face, is just not qualified and asked that the Board allow Berkley to handle those situations. He stated that with employees, sometimes a discussion about their career aspirations is helpful. He noted that the Board would see their name on the list and would be told why the employee did not advance.

Mr. Payne asked the Board to explain what makes Mathews County special. Responses included one of the smallest counties in Virginia, unique place, level growth, school population declining, busy vacation area and heavy weekend home population, boaters and kayakers enjoy many miles of shoreline. Retirement type area, hometown feel, generations of families live here, not a booming place, scenic, comforting, lots of nature, schools are excellent and all accredited, teachers care about the children. Strong community religion wise, tight knit church community. Lots of history, many books written about Mathews. Most creative and carrying community. Get things done because of community organizations. Advisory Boards are successful, plenty of museums. The library was voted the best small-town Library in the nation. They offer tons of programs for children, adults, they have computers, internet access. There are a lot of non-profit organizations such as Rotary and the Lions Club and they work together. Market Days is a highlighted community event in September. Rappahannock Community College is nearby, and the Board has representation on that Board. No Chamber of Commerce. Industrial Park in Cobbs Creek.

There is an active Economic Development Authority.

When asked about County operations, the responses were there is a small staff, better work environment with a smaller group. Approximately 80 staff members, including Constitutional Officers staff. Board of Supervisors serve at large and there are two seats available this coming election. There is a good relationship with the Constitutional Officers. There is a Sanitary District that is operated by Hampton Road Sanitation District. There is a Transfer Station on Rt. 14 and there is no County provided trash service. Service is provided by private contractors. Minimal landfill monitoring currently. The Fire and Rescue Departments are volunteer. Dispatch is operated in the Sheriff's office. The Board of Supervisors is responsible for appointing members to the Social Services Board.

When asked about the Board's priorities for the next three to five years, the responses were economic development, the need to create more jobs, more services, need a forward-thinking Administrator. Currently working on broadband expansion throughout the County. There is an opportunity to operate remotely here. Sustainability of the County. Children are the signature of life for the community. The Board's goal is to do whatever necessary to continue sustainability of the schools, want to stay small but also want economic growth to take place so that small businesses can flourish. Creativity. There is a need for a maintenance budget for schools and the County and for a Capital Improvement Plan. New Point Comfort Lighthouse project is in the process of being completed, but the second Phase of Main Street is just beginning. Need someone who can manage that project. There is a need to build a tourism plan. Ditch cleaning is a constant problem. The sewer system at the Hole in the Wall is an issue that needs to be addressed. Also, there are two privately-owned campgrounds.

When asked to identify particular challenges for the new Administrator, the Meals and Lodging tax were identified. Small business growth. The community is very involved in all matters and is very vocal. The new Administrator will need the education and skill set to deal effectively with these strong individuals. Transparency, honesty, and communication not only with the Board but with the citizens as well. Must be able to engage with the citizens. Several contentious topics have been challenging, needs to have tough skin and be able to stand on their decisions and not be easily intimidated.

When asked to identify characteristics and leadership style, the responses were this person must be a leader in three different ways, among staff, among the community, and shared responsibilities with the Board. Well roundedness. Excellent communication skills. High level of integrity and ethics, open minded, understanding of confidentiality. Ability to deal with all people, ability to manage without being overbearing, respectable. Transformative, not bureaucratic. Be open to learning from existing staff. Identify and address diversity issues. Should be involved in the community outside of work so they can get to know the people they serve. Out of the office, be visible. Respond quickly and thoroughly to the Board and follow through. Ability to empower and delegate with lean staff. Encourage training and professional development for all staff. Staff has gotten too lean, the new Administrator should address this and come to the Board with a plan. Must be able to assist where needed due to staff size.

Mr. Povar asked about planning skills and environmental issues. It was noted that these skills would be a great benefit in addition to the need for an economic development plan for this community. It was also noted that the new Administrator will need to have a lot of experience with producing and managing budgets. Strong accounting background. This person should be capable of maintaining a good relationship with the Superintendent of schools. Networking is another important skill, there is a need to maintain relationships with other localities, continue with regional networking. The Board stated that they would fully support memberships in professional organizations and that they wanted to continue the good relationship with Planning District Commission. The Board stated that they want

to hear about the onboarding process for new supervisors. It was also noted that there is a need for budget and finance policies.

The Board agreed that a Bachelor's degree would be required, with a preference for a Masters. Three to five years' experience in either the public or private sector and noted that experience could come from an Assistant or Deputy in another community.

It was noted that an updated Comprehensive Plan was needed and that it needs to be more specific and focused. It was also noted that this document should be more actively managed. Vision was identified as lacking and that a strategic planning session should be scheduled to address these matters.

5. DISCUSSION OF SALARIES FOR TREASURER'S STAFF *Discussion of salaries for Deputy Treasurer I (Grade 4), Deputy Treasurer II (Grade 10), and Chief Deputy Treasurer (Grade 14)*

Supervisor Hudgins added Commissioner of Revenue staff and a few County employees to the discussion. He stated that if there are some that are not quite on the pay scale where they need to be or where they were promised, they need to be accommodated to keep good competitive employees.

Chairman Rowe recommended Mr. Wanner meet with the Treasurer and Commissioner individually and bring a recommendation back to the Board. Supervisor Hudgins stated that the pay for the two jobs being advertised needs to be competitive as well. The Board agreed by consensus.

6. CLOSED MEETING

A. Enter Closed Meeting

1. Per §2.2-3711 (A)(1) of the Code of Virginia, 1950, as amended, for the discussion of the County Administrator salary
2. Per §2.2-3711 (A)(3) of the Code of Virginia, 1950, as amended, for the discussion or consideration of the acquisition of real property for a public purpose because discussion in an open meeting would adversely affect the bargaining position or negotiating strategy of the public body - emergency services facility or facilities

MOTION: On Motion of Mike Rowe, seconded by Paul Hudgins, the Mathews County Board of Supervisors voted 5-0-0 as follows: Michael Rowe, Melissa Mason, Paul Hudgins, Jackie Ingram, Amy Dubois - aye; None - nay; to the enter Closed Meeting for the discussion of County Administrator salary and for the discussion or consideration of the acquisition of real property for a public purpose regarding Emergency Services facility or facilities.

Roll Call Vote:

Michael C. Rowe, Chairman - Aye
Melissa Mason, Vice Chair - Aye
Paul Hudgins, Supervisor - Aye
Jackie Ingram, Supervisor - Aye
Amy Dubois, Supervisor - Aye

7. RECONVENE OPEN MEETING AND CERTIFICATION

The Interim County Administrator asked for a motion to reconvene and certify that only matters that were identified in the motion to go into Closed Meeting were heard, discussed, or considered.

MOTION: On Motion of Amy Dubois, seconded by Melissa Mason, the Mathews County Board of

Supervisors voted 5-0-0 as follows: Michael Rowe, Melissa Mason, Paul Hudgins, Jackie Ingram, Amy Dubois - aye; None - nay; to reconvene open meeting and to certify that only those matters identified were discussed in Closed Meeting.

Certification:

Michael Rowe, Chairman - Aye
Melissa Mason, Vice Chair - Aye
Paul Hudgins, Supervisor - Aye
Jackie Ingram, Supervisor - Aye
Amy Dubois, Supervisor - Aye

8. ACTION ON CLOSED MEETING MATTERS

MOTION: On Motion of Melissa Mason, seconded by Paul Hudgins, the Mathews County Board of Supervisors voted 5-0-0 as follows: Michael Rowe, Melissa Mason, Paul Hudgins, Jackie Ingram, Amy Dubois - aye; None - nay; to move forward with the acquisition of real property for a public purpose subject to due diligence.

Roll Call Vote:

Michael C. Rowe, Chairman - Aye
Melissa Mason, Vice Chair - Aye
Paul Hudgins, Supervisor - Aye
Jackie Ingram, Supervisor - Aye
Amy Dubois, Supervisor - Aye

9. ADJOURNMENT

MOTION: On Motion of Paul Hudgins, seconded by Melissa Mason, the Mathews County Board of Supervisors voted 5-0-0 as follows: Michael Rowe, Melissa Mason, Paul Hudgins, Jackie Ingram, Amy Dubois - aye; None - nay; to adjourn at 8:42 PM.

Roll Call Vote:

Michael C. Rowe, Chairman - Aye
Melissa Mason, Vice Chair - Aye
Paul Hudgins, Supervisor - Aye
Jackie Ingram, Supervisor - Aye
Amy Dubois, Supervisor - Aye

Michael C. Rowe, Chair
Mathews County Board of Supervisors

Sanford B. Wanner, Interim County Administrator

Julie A. Kaylor, Deputy County
Administrator/Clerk