AT A SPECIAL MEETING FOR COUNTY ADMINISTRATOR
CANDIDATES OF THE BOARD OF COUNTY
COMMISSIONERS HELD IN AND FOR GADSDEN
COUNTY, FLORIDA ON OCTOBER 15, 2019 AT 2:00
P.M., THE FOLLOWING PROCEEDING WAS HAD, VIZ:

Present:  Dr. Anthony “Dr. V” Viegbesie, Chair, District 2
          Sherrie Taylor, Vice Chair, District 5
          Eric Hinson, District 1
          Gene Morgan, District 3
          Brenda Holt, District 4
          Arthur Lawson, Interim County Administrator
          David Weiss, County Attorney
          Marcella Blocker, Deputy Clerk

INVOCATION, PLEDGE OF ALLEGIANCE
Chair Viegbesie welcomed everyone to the special meeting and called it to order at 2:02 p.m.

GENERAL BUSINESS

1. Welcome

Lonyell Butler, HR Director, said there was an interview packet before the Commissioners along
with a ranking sheet and gave instructions.

(Attached is list of questions that the Commissioners asked of each candidate and the answers to
their questions)

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>AV</td>
<td>1. Please provide an overview of your background as to how you feel your qualifications would meet the current needs of this County.</td>
</tr>
<tr>
<td></td>
<td>BHI</td>
<td>2. What interest you most about being the County Administrator for this organization?</td>
</tr>
<tr>
<td></td>
<td>EH</td>
<td>3. As the County Administrator, how would you interact with and engage the citizens and different organizations within the community?</td>
</tr>
<tr>
<td></td>
<td>ST</td>
<td>4. This position requires you to develop the County’s budget. What is the largest organizational budget that you have worked with and what have you found to be the most challenging?</td>
</tr>
<tr>
<td></td>
<td>GM</td>
<td>5. What is the key to a successful budget?</td>
</tr>
<tr>
<td></td>
<td>AV</td>
<td>6. Explain your experience in goal setting and financial forecasting.</td>
</tr>
<tr>
<td></td>
<td>BHI</td>
<td>7. Different levels of the organization rely on several million dollars a year from grant funds. What is your experience with obtaining and working with grants?</td>
</tr>
<tr>
<td></td>
<td>EH</td>
<td>8. The majority of work performed as the County Administrator involves analyzing and problem solving; describe your method for both.</td>
</tr>
<tr>
<td>(ST)</td>
<td>9. What is the role of the County Administrator within local government as you see it?</td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>--------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>(GM)</td>
<td>10. The County Administrator is required to prepare agenda items for the Board of County Commissioners and to present those items, what has been your experience in this area?</td>
<td></td>
</tr>
<tr>
<td>(AV)</td>
<td>11. What do you see as the most critical part of an Administrator's job?</td>
<td></td>
</tr>
<tr>
<td>(BH)</td>
<td>12. How would you handle interacting with the press and social media?</td>
<td></td>
</tr>
<tr>
<td>(EH)</td>
<td>13. How do you assess the strengths and weaknesses of an organization and identify opportunities to make improvements?</td>
<td></td>
</tr>
<tr>
<td>(ST)</td>
<td>14. How would you keep the County Commissioners informed on issues, projects, and/or citizens' concerns?</td>
<td></td>
</tr>
<tr>
<td>(GM)</td>
<td>15. Tell us about your experience working with small local city/county governments and what do you consider the primary difference between small local governments as compared to a larger governmental entity.</td>
<td></td>
</tr>
<tr>
<td>(AV)</td>
<td>16. How would you characterize your management style?</td>
<td></td>
</tr>
<tr>
<td>(BH)</td>
<td>17. Share with us a time when your ethics were tested.</td>
<td></td>
</tr>
<tr>
<td>(EH)</td>
<td>18. How would you improve low employee moral with limited funds?</td>
<td></td>
</tr>
<tr>
<td>(ST)</td>
<td>19. In your experience, what is the key to developing a good team?</td>
<td></td>
</tr>
<tr>
<td>(GM)</td>
<td>20. If this position were offered to you, when would you be able to start?</td>
<td></td>
</tr>
<tr>
<td>(BH)</td>
<td>21. At this time the County does not have a local preference policy. What would be your position on local preference for contracting for vendors.</td>
<td></td>
</tr>
</tbody>
</table>

### 2. 2:00-Interview-Troy Gilyard

Mr. Troy Gilyard asked to approach the dais and individually thank each one for the opportunity today.

Chair Viegbesie explained each of the Commissioners would be asking him questions for him to respond to.

*Commissioner Morgan appeared at 2:15 p.m.*

1) From Gadsden County along with his family, went to military and obtained Master’s degree, worked majority of life in Gadsden County, worked with Quincy Police Department, worked to rank of Captain, was over the budget and worked with Chief of Police with Budget, have Project Management Certification, Certified Contract Manager, currently works with the Florida Office of Attorney General and travels with Attorney General herself.

Responsible for coordinating and managing all conferences, summits worked at Capitol,
being from this County, feels he is a valuable asset.

2) If asked to be County Administrator for any other County he would say no because he has a great job. He wants to be an intricate part of moving this County in right direction

3) Citizens important part of community and they must have your trust and plans to engage and interact with community.

4) Been involved with budgets ranging in the millions; largest was over $8 Million. Most challenging was when resources not available and have to find money in budget to achieve goal without interrupting or disrupting whole budget.

5) Believe, have brainstorm sessions as part of team, have to talk giving input and opinions, not making decisions himself, if selected, would work with budget department, staff and who over finance.

Commissioner Taylor appeared at 2:22 p.m.

6) Was given a task last year to put together an IT project and was given $1 Million, did research and brought in contractors and now have new system in place at AG’s office.

7) Worked hand in hand with people that sign off on grants with Attorney General’s office and know a lot about grants. Have written many grants for City of Quincy.

8) Every time have problem have to have a plan. He collects data. He goes to staff, what Department heads are for; have to trust in team.

9) Role is to supervise and coordinate the Board based on the structure of the Organizational Chart.

10) Have prepared all agenda items for City of Quincy for one particular Chief.

11) Support of staff or team. Being a good leader must first be a great follower. The Board is compared to the Coach and gives direction to the team. Everything starts and stops with the team.

12) Have a good relationship with press, but prefers for PR to interact with press and media, if no PR have no problem interacting

13) When was notified of this interview, have an abundance of land, can utilize land to develop and bring in businesses, companies, industries, etc. to make County strong. Wants to ensure Gadsden County becomes the next Bentonville, Arkansas for the State of Florida. Bentonville is headquarters for Wal-Mart. Weaknesses are growth, housing market, affordable housing, lack of jobs and employments.
14) If selected, would contact them concerning things in their district, if concern of County as whole, would consult them as Board.

15) Worked majority of life in Gadsden County and worked hand in hand with the City Manager. Can’t compare this County with a big County, don’t have resources they have. Believe no-one from a big organization never worked in small city or county, may not be able to work in small county.

16) Not one person knows everything; consult with staff, get their opinion.

17) When was a Captain, first part of his career was in law enforcement, over Internal Affairs Investigations, particular lieutenant was relative, didn’t report directly to him but to Assistant Chief; was reprimanded pertaining to policy violation and felt they were reprimanded wrong and came to him to do IA. Lieutenant who was over Sargent was his relative, had conversation with City Manager and he wanted to remove himself from IA because was right thing to do. Chief felt he was ethical person and he did IA and he found brother was wrong and he removed the reprimand from Sargent’s file. The Sargent violated policy but the reprimanded policy was the wrong policy that was indicated and he was wrong and the reprimand was removed.

18) Been there many times with low morale, doesn’t take money to build morale. Let staff have part. Have one on one conversation with everyone on staff and learn what was and was not working; learn how can move forward in the right direction

19) Have a discussion with everyone and find their strengths and weaknesses were and put them in a position where they can excel for the good of the mission.

20) 2 weeks

21) Do lot of RFP’s in current position and with AG’s office, they select vendors based on price for best value and think important key component but when dealing with different municipalities, want to offer local businesses first priority.

22) Thanked them for opportunity, would be honored to be selected as the next County Administrator; have vision to turn Gadsden County into next Bentonville, A goal is to attract people to want to come here;

Want to talk to Dept of Agriculture-have dream of bringing State Fair to Gadsden County

Need affordable housing; need hospital to become a full-fledged hospital not just ER. His vision is to make Gadsden County strong.

Mr. Lawson thanked Mr. Gilyard for coming.

Commissioner Morgan asked the Board what interaction, if any, have any of the Board members had with any of the candidates in regards to public disclosure.

Chair Viegbesie said he had not had any. Commissioner Morgan said he had not. Commissioner
Hinson said he had talked to one a few months ago; they asked him about the process. Commissioner Morgan asked which one and Commissioner Hinson said it was Edward Dean.

Commissioner Holt said she spoke with Mr. Dean at Carol’s Restaurant about a year ago and he asked if they were going to advertise and at that time the Board decided to select Mrs. Jackson.

Commissioner Taylor said she had not talked with any of them, someone had called on behalf of Mr. Gilyard but she had not spoken when any of the candidates.

3.  3:00-Interview-Angela Montgomery

Angela Montgomery appeared before the Board. Chair Viegbesie welcomed her to the interview process.

1) Seasoned leader and manager that can hit the ground running and have passion for this profession. She listed programs she has worked with. Have Masters in Public Administration.

2) Gadsden is uniquely positioned to grow in terms of economic development and has lot of potential. May not have all resources want; love a challenge, every day would be different and opportunity for success

3) Would do by becoming involved, attending meetings, creating round tables both with business communities and neighborhood organizations

4) Alachua County-$350 Million, her department was $50 Million and most challenging was everyone was used to getting historical amount of appropriation for their department and line items and one thing challenging was looking at becoming more efficient and take budget to zero and build back up justifying why needed X amount of money for project

5) Looking at Board’s goals and objectives. Having justifications as to why need certain line items

6) Have experience in strategic planning both in finance and budget area and was responsible for finance and budget department. Done strategic planning throughout her career.

7) Began in City of Dayton-listed programs she worked with.

8) Want to ensure have accurate information and will work closely with department heads, want to ask questions to get information, do own research, to evaluate; look at establishing, look at benchmarks that have been established; want to talk with players, once done, will talk to players involved. Once done, will put together, will provide timely accurate information.

9) To be a servant of the community, of the Board, of the Staff, to lead, to be accountable, to ensure everyone else is accountable; to be an advocate for the County, to model an example that they tell staff they want to implement

10) She presented to the Board at almost every meeting at Alachua County; working with Staff in getting info together, working with the Clerk’s office to ensure those items were on the Agenda.

11) Showing they are good stewards of the taxpayers’ dollars; putting forth balanced budget, and move forth the Agenda of the Board, meet interest and needs of citizens; Staff-showing opportunities for professional development of staff, appropriate training in place, moving staff in direction so don’t end up where need to create a succession plan so organization not drained of institutional knowledge because people retiring.
12) Have handled in her career, if not one in place have established one; if sensitive issue, may need to talk with County attorney and/or Board before responding.

13) Take a look at the financial picture and where at in budget process; look at the administrative policy, meet with Board to determine direction Board wants to take regarding goals and objectives; meet with staff

14) Typically, meeting and briefing them prior to meetings; emails, working closely with Clerk; having a reporting system in place

15) Worked with City of Dunedin, FL and Eastpoint, GA-matter of degree, same issues, just more money and more people

16) Participative-know how to get in HOV and become more authoritarian but if good manager not required

17) City Manager of Atlanta was terminated and she became Interim, she wanted to look at using private sector consultants because there was a city doing it at the time and she wanted to do it for Eastpoint and wanted her to fire the Department heads and she explained she would not be able to do. She said she has certain set of personal values and has to look at herself.

18) In the past, go through departments, have brown bag lunches, obtaining input from staff; have to be sincere; also have created employee of month program for job well done and found small things like that are appreciated and treat people with respect.

19) To ensure each member feels valued, has a role, allowed to generate ideas within perimeters of role, feel ideas being considered

20) Mid-November

21) Ideally, is something can implement would require more research on her part and sure staff more up-to date but would need more information to give an informative answer.

22) Saw budget was approximately $51 Million, what is fund balance-almost $2 Million. What is bond rating of County?

Mr. Lawson said did not have information currently. Asked what critical projects or challenges in mind they wanted Administrator to begin addressing immediately.

Commissioner Holt said several goals, and one is economic development;

Commissioner Hinson said federal funds for post Michael;

Commissioner Morgan said how to effectively manage County services on limited tax base, in immediate future recovering from Category 5 storm that impacted western part of County and another thing is when put out bids have limited number of vendors that respond; meeting services;

Chairman Viegbesie said succession planning-making sure have someone in place when someone retires or when someone is sick so services continue and budget that conforms with County’s mission goals.

She asked what is public’s perception of County and County services?

Commissioner Hinson said great.

Commissioner Morgan said imagine from perspective of following category 5 hurricane coming through, lot of frustrated citizens having to deal with repairing different infrastructure needs as result. Is some frustration out there from citizenry attitude or perception, not personally, of the Board in general. Beyond in job description, what are you looking for in Administrator in terms of intangible qualities, what do you want in a daily basis from an Administrator.

Commissioner Holt said in need of funds from Federal and State government; economic development very important. Going after funds, grants or whatever- would be grateful for.
Commissioner Hinson said just being professional and doing job.
Chairman Viegbesie said able to think outside of the box and going outside of area to seek knowledge and allow staff to attend to learn how things done.
Commissioner Morgan said more concerned with tangible qualities, who has experience running day to day operations;
Commissioner Taylor said anyone that took this job has to have transparency, have to be willing to implement mission of Board; good Administrator finds ways to bring Board together. When they took public oath, they swore to public safety and fiscal responsibility, candidate has to have those qualities.

Chairman Viegbesie thanked her for the interview.

4. 4:00-Interview-Edward Dean
Edward Dean appeared before the Board and Chair Viegbesie welcomed him.

1) Person to get things done, a fundraiser, have track record to develop infrastructure, increasing jobs and opportunities and done 20+ years
2) It’s a good fit with his qualifications overall, very familiar with demographic makeup of constituents.
3) Have an open-door policy, gives out cell phone number and accessible 24 hours a day. Make himself assessable to from constituents.
4) All just finished rigorous budget process and if remove grants he worked on, would have $1.2 Million budget and with grants he achieved, had $8 Million budget. Biggest challenge is never enough money. Try to assess needs and wants and want to have a “can do” attitude.
5) Certain hard costs that incur. Know have to get trash picked up. Feel have real duty to take care of senior citizens and kids. Take it from hard, to necessities to niceties.
6) He asked if he could be more specific; if they were talking about budgetary projections, strategic planning, was something had to do for FAMU,
7) (Had portfolio asked to give to Commissioners, gave to HR Director) When working with organizations, greatest strength is procuring government funding,
8) Don’t make excuses, when take job or take responsibilities for it, that’s your job.
9) You are most visible person in community, how you conduct yourself, your actions as role model in community. Would like to sit with them to see what their needs are.
10) I have done that the last 24 months in Greenville. Have gone into small rural community and bridge items. Being able to work behind the scenes and work politics before the meetings, try to set aside his ego and lift commissioners up.
11) Listening.
12) Going back to time on Capitol Hill, learned how to deal with media. Tend to stay off social media, very careful and have good relationship now.
13) First thing, if listen, and depend on expertise and spend time with the commissioners, have to be careful. Have to gage temperature of Board in how they want to move certain things.
14) Have open door policy and tell constituents prefer to be called at night and on weekend so during day can deal with engineers, constructions workers that can’t talk to after hours and need to know what issues Board needs to know about versus things that could be handled himself.
15) Information in Greenville spreads quicker there than the internet. Dealt with
CDBG, HUD, and other issues and see somethings that may have been taken for
granted mean something.
16) Try to empower his people to do what they do for a living. If not a good employee, you
would weed yourself out. Those that are good will rise up and those that are not will
fall by the wayside.
17) Bid talk in Madison County was and knew couldn’t leave Greenville until got the
acquisition of property where grocery store would be located and factions that were
pulling him in different directions. Everyone wanted grocery store, but didn’t want
where it was to go because did not want to purchase from property owner. Efforts
were tested up to end to closing.
18) Have Board, employees, and citizens; if lose two of three, without job. Find out what
they want and what would be good. Try to find what employees want, be team player
and build consensus.
19) Relationships, found most effectively easier to evaluate the Administrator if has the
plurality of employees he or she wants, but if employees that are hand-off, depends on
team that he/she have in place.
20) Need to have a further discussion. His Mother was just diagnosed with lung cancer and
has lesions on lungs and is in North Carolina and needs to work with her and needs to
work with her on scheduling surgery.
21) Have about 10 economic development projects open right now and have several
engineers on continuing services contracts; try to manage the Managers.
22) When get portfolio, will show things he wanted to find out about; management style,
innovative approach with doing certain things, background, economic development.
Feel qualified for position and ask each one for their vote.

Commissioner Holt stepped out at 5:10 p.m.

5. General Discussion and Board Direction
Mr. Lawson said Lonyell will go through the rankings and he will put together an Agenda Item and
bring back to them the rankings and they could instruct them on how to move forward.

Commissioner Taylor asked how long and Ms. Lonyell said she could have it together tomorrow.

Commissioner Taylor asked how soon could they have an Agenda item on the Agenda or would
they have a special meeting.

Commissioner Holt returned at 5:12 p.m.

Commissioner Morgan asked if they could have another 4:00 meeting.

Chairman Viegbesie said November 5th would be a good day. The Interim Administrator’s contract
ends November 18th and the next meeting after would be November 19th.

Citizens Requesting to be Heard on Non-Agenda Items
None were had.
MOTION TO ADJOURN
With no further business to discuss Chairman Viegbesie adjourned at 5:13 p.m.

______________________________
ANTHONY O. VIEGBESIE, PH. D., Chairman

ATTEST:

______________________________
NICHOLAS THOMAS, Clerk