

**AT A SPECIAL MEETING TO INTERVIEW CANDIDATES
FOR THE COUNTY ADMINISTRATOR POSITION OF THE
BOARD OF COUNTY COMMISSIONERS HELD IN AND
FOR GADSDEN COUNTY, FLORIDA ON SEPTEMBER 16,
2020 AT 5:00 P.M., THE FOLLOWING PROCEEDING WAS
HAD, VIZ:**

Present:

**Anthony Viegbesie, Ph.D., Chairman- District 2
Brenda Holt, Vice-Chair- District 4
Eric Hinson- District 1- appeared remotely
Sherry Taylor- District 5 – arrived late
Gene Morgan- District 3- appeared remotely
Henry G. Grant- PhD., Interim County Administrator
Clayton Knowles- County Attorney
Lonyell Butler, Human Resources
Beth Bruner- Deputy Clerk**

**These meetings are being held virtually in accordance with the Governor's
Executive Order No. 20-69 as extended by Executive Order No. 20-179.**

****All interview questions are listed at the beginning of the first interview****

General Business

1. Welcome (Anthony O Viegbesie, Ph.D., Chairman)

At 5:06 p.m. Chair Viegbesie welcomed everyone to the Special Meeting to Interview Candidates for the County Administrator position. He called the meeting to order and asked for heads to be bowed in prayer, followed by the Pledge of Allegiance to the U.S. Flag.

**COMMISSIONER HOLT MADE A MOTION TO APPROVE THE AGENDA WITH A SECOND BY
COMMISSIONER MORGAN.**

THE BOARD VOTED 4-0 BY VOICE VOTE TO APPROVE.

Chair Viegbesie stated there were 6 candidates to interview in the next 2 days. He recognized Ms. Butler, Human Resource Manager, and her hard work during this process and said she would answer any questions the Commissioners had.

Ms. Butler appeared before the Board and gave the guidelines of the interview process. One Commissioner was absent. She stated every fourth question was for Commissioner Taylor, who was not present, which would move each Commissioner up a question.

Commissioner Morgan suggested to stick with each individual question and each Commissioner would rotate the questions that were for Commissioner Taylor to ask and Commissioner Taylor could pick up where they were when she arrived.

Ms. Butler said if the Board got to question #4, which was Commissioner Taylor's question and she was not at the meeting yet, Commissioner Taylor could not be part of the interview if she did not start the interview process. She stated the Board must begin and end the complete interview process with whom it began with on the panel. If Commissioner Taylor did not show up before the first candidate was through being interviewed, she could not participate in any of the interviews.

Commissioner Morgan asked why and Ms. Butler said the interview panel must begin and end the complete interview process with whom it began with, according to the fair labor laws.

Chair Viegbesie said the same people must interview all of the candidates the same way.

Ms. Butler said Commissioner Taylor had to show up before the first candidate was finished being interviewed to be a part of the interview process.

Ms. Butler said the ranking form was in the packets to be completed and turned in after the overall interview process.

Commissioner Morgan said he had the packet a while, and asked if anyone shared the questions and who came up with the questions.

Ms. Butler stated no questions were shared and some questions were in the last interview process and some she had researched herself.

Chair Viegbesie heard someone at the back door and Dr. Grant went to check.

5:20 p.m. Commissioner Taylor arrived

Chair Viegbesie asked Ms. Butler to give the guidelines to Commissioner Taylor, and she did.

Chair asked for Mr. Hawthorne to be brought into the interview. There was trouble viewing the applicant on the monitors in the chambers which required technical help.

INTERVIEW QUESTIONS

(AV) 1. Please describe how your previous work experience has prepared you for the position of County Administrator of Gadsden County.

(BH) 2. What interest you most about being the County Administrator for Gadsden County?

(EH) 3. Please explain the role of the County Administrator within local Government as you see it.

(ST) 4. As the County Administrator, how would you interact with and engage the citizens and different organizations within the community?

(GM) 5. This position requires you to develop the County's budget. Explain to us the key to a successful budget and what has been the largest organizational budget that you have developed and managed.

(AV) 6. Explain your experience in goal setting and financial forecasting.

(BH)7. Share with us your experience with developing and implementing a strategic plan.

(EH)8. Provide a time when you were able to identify a complex problem, evaluate the options, implement a solution, and the benefit(s) the solution had for your employer.

(ST) 9. Describe your experience in working with citizens from various cultural backgrounds and the approaches you have used to ensure adequate attention is given to the varying needs of these groups.

(GM)10. What have been your biggest work-related accomplishments and how were you able to attain them?

(AV)11. What do you see as the most critical part of an Administrator's job?

(BH) 12. In your experience, what is the key to ensuring Gadsden County is compliant with all laws, regulations and standards that are applicable to the operations of the organization?

(EH) 13. How do you assess the strengths and weaknesses of an organization and identify opportunities to make improvements?

(ST) 14. How would you keep the County Commissioners informed on issues, projects, and/or citizens' concerns?

(GM) 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.

(AV) 16. How would you characterize your leadership style?

(BH) 17. Share with us a time when your ethics were tested and the outcome.

(EH) 18. How would you improve low staff moral with limited funds?

(ST) 19. In your experience, what is the key to developing a good administrative team?

(GM) 20. If this position were offered to you, when would you be able to start?

(AV) Do you have any questions of this panel?

**2. 5:15 p.m. – Interview – Stanley Hawthorne
(Board of County Commissioners)**

At 5:30 Mr. Hawthorne appeared before the Board via Zoom.

Ms. Butler stated it was fine to move forward because there was no communication interference. Mr. Knowles thought the interviewee should be asked if he was okay with no video of him being seen by three of the five Commissioners.

Chair Viegbesie asked Mr. Hawthorne if was okay with him if three of the Commissioners could not see him and Mr. Hawthorne stated it was fine with him.

Chair Viegbesie asked Question #1

He stated this was his “build of steady” for many years. He said he went to Troy State University in Alabama and earned a Bachelor’s Degree in Social Science with a minor in Economics. He did graduate school at the University of Virginia, and a fellowship with the City of Charlottesville for 2 years. He said he had worked in the City Manager’s Office on Budget and from there he proceeded to his first permanent career position as Assistant to the City Manager for Budgets, Grants and Special Projects. He worked in multiple Florida communities of all sizes and make-ups. He stated he had a wide range of experience and would bring professionalism to this position. Most recent, he worked in Fort Lauderdale as Assistant City Manager but had held the City Manager position as well. Local government was what he did, and stated he did it well working with the leadership of the community and staff. He said he was well prepared for the position of County Administrator.

Commissioner Holt asked question #2

He said he had family history in Gadsden County and his father was born in Jackson County, while his mom was from South West Georgia. He said he was a family person and traveled often and came through Gadsden County. He stated he had gotten to know the County through Zoom meetings and had studied them to prepare. He said Gadsden County was a community he wanted to be part of.

Commissioner Hinson asked question #3

He said the County Administrator was a coordinator, a liaison, a colleague to many areas of government. He said he was prepared to represent at that level. He had experience with government leaders and was all about community. He considered himself, foremost, a public servant and was here to serve the public. He spoke about leading a team of employees called Community Builders, with all having the job of building the community. He stated the jobs were different but each person was in the position to serve the public and take direction from the BOCC.

Commissioner Taylor asked question #4

He used Fort Lauderdale as case example, even though it was larger. He said it was a community of neighborhoods. An area he directly supervised was the Neighborhood Services Office and there was a team to respond to every need. He said he trained people to be very responsive and

attended meetings with the neighborhood associations. He said they took the philosophy of being a public servant literally and stated "Our neighbors come first."

Commissioner Morgan asked question #5

He stated budget and finance were his discipline for his first position starting with his fellowship at the City of Charlottesville. He prepared the budget as well as grants himself in Saginaw, Michigan. His largest budget was \$800 Million and the smallest was 100 people. He said he had looked at the Gadsden County Budget and had brought significant savings to other budgets. He said the Budget was the most important because it affected everyone.

Chair Viegbesie asked question #6

He said the Budget should be linked to a Strategic Plan because the Strategic Plan took into account what the governing body, in conjunction with the community "want to be when we grow up". He stated the County needed to have the most ideal budget because they needed resources to address those issues. He said every department should know their roll and what was expected of them through plans and objectives.

Commissioner Holt asked question #7

He said he led in most organizations and was in charge of Strategic Plans which required a lot of effort and an opportunity to tie things together. He said the model he would propose would be Plan- Do-Check- Act; Plan- the Budget, Do- know the Commissions objectives, Check- Accountability, how are we doing. He stated all department had something in common. He said it added work for the staff but it also assured a better meeting of goals in the community.

Commissioner Hinson asked question #8

He was selected to be the first City Manager of Lauderdale Lakes in Brower County. Residents did not think they were getting what they needed and voted to change the form of government. It was previously a legislative committee form, where there were nine Commissioners and they each headed up the functional areas of the government even though they were part-time. The residents voted in a professional form of government and he was voted the first City Manager. He said many things needed to be corrected. The focus for the question would go to the project of eliminating fragmentation that went with development of projects. He made a one-stop-shop which involved a plan that did not place the burden on residence having to go to all different departments getting everything figured out. He would put the focus on the mission of building a community and serving the public.

Commissioner Taylor asked question #9

In a community he worked in, the issue was community fractions with the diverse population. He considered himself to be a diplomatic, empathetic, professional, and transparent person. He stated, when a community was divided, something was wrong. He saw the comments on the Gadsden Tower Meeting where people said the community that would be served best got the towers. He stated public relations were important and said his pet peeve was not being responsive as public servants.

Commissioner Morgan asked question #10

He said there were many things. A broad example was Fort Lauderdale. It was an 8-year job and was most enjoyable. It was a large community but not too large. He was asked to fill the position; he did not apply for it. He said Fort Lauderdale was backwards and needed to rebuild.

He stated the most challenging place for him was the first City Manager of Lauderdale Lakes. People wanted the community served like they deserved. He said the demographics were like Gadsden County and he had to build up the community starting with infrastructure, and had to train and bring in new staff to work with the existing staff to strategize. In his resume, he stated, detailed things he had achieved were listed.

Chair Viegbesie asked question #11

He said it was basic communication from all angles and no one should be left out. He stated even though he may not be able to shake hands with everyone, he wanted people to know he was there to serve everyone. He also thought transparency was critical. He said County information belonged to the community and the representatives that community had chosen.

Commissioner Holt asked question #12

He said it was the governing body led by the BOCC. He had already started to get to know Regulations, Statutes, and Ordinances. He said all employees needed to know the law and he would talk to and train others, particularly in the area of grants. He said grants were not free if guidelines were not followed. He said he would also have a close relationship with the Attorney.

Commissioner Hinson asked question #13

He would examine strengths, weakness, opportunity and threats. He had a Strategic Planning Process. He said it started with basic homework and said he had been doing that. He said he knew what the BOCC expected and had seen the BOCC frustrations expressed through different processes. He further stated he had worked with Commissions that beat up on staff but Gadsden had a tough group and that meant they cared about the community.

Commissioner Taylor asked question #14

He said that would depend on the individual Commissioner and his door was always open. He said Commissioners expected equal attention, and he would ensure his interaction would be however the Commissioner wanted it to be. He said he would get information to the Commissioners on time and would work hard to get to know each Commissioner personally.

Commissioner Morgan asked question #15

He said he had worked in all size communities. The smallest was 7,500 people and there were a few with 30,000-50,000 level of people and the largest was 100,000 people with much larger budgets. One thing he learned was large or small, all Counties had the same basic responsibility. As far as experience, exposure as a whole prepared him to work in either small or large communities. He considered himself a workaholic.

Chair Viegbesie asked question #16

He stated he had great mentors that he had learned from. He said he was not just selected to work someplace, he said he chose where he wanted to work and believed the County Administrator was not a position looking down on the staff, but was a team member in a leadership role. He said specific jobs needed expertise and he was a participatory manager and would treat adults like adults. He found there was more production if you were respectful.

Commissioner Holt asked question #17

He stated he was a member of the governing body, and some people may want an unfair advantage. He was trained by The International City Management Association and was trained

very well on ethics and how to handle it. He said he had not been involved in a situation where there were any criminal intentions and if he was approached, he would make sure they knew he was better than that.

Commissioner Hinson asked question #18

He said he was a proponent in fair and competitive compensation. He said another pet peeve was when a manager was not properly trained. He would be sure all levels of employment were recognized. He said he would not come to work and show a mood as a boss, he would give an environment people enjoyed working in.

Commissioner Taylor asked question # 19

He said he would make sure everyone knew their role in the County and make sure they knew every employee's job was just as important as the next and each employee would be made to feel that way.

Commissioner Morgan asked question #20

He answered, right away. His mother passed away 4 days ago.

Chair Viegbesie asked if Mr. Hawthorne had any questions for the panel.

Mr. Hawthorne's question was, what is the Board's 2-3 top priorities for the new County Administrator to hit the ground running with.

Chair Viegbesie said building a good Administrative Team.

Commissioner Taylor told him he did a good job interviewing. She stated he was clear and he had a good knowledge of this position. Her answer to his question was to conduct business without being pulled by Commissioners and bring the Board to working together and conducting business. She wanted someone who could see common goals between Commissioners and try to have cohesiveness between the Board.

Commissioner Holt said once the others things mentioned were accomplished, look at Economic Development and the upcoming legislative session. She said the County needed an economic package to get back on its feet.

Commissioner Morgan answered he wanted someone who understood the roll of the County Administrator and someone who had the ability to encourage, implement, motivate and succeed.

Commissioner Hinson agreed with all the Commissioners and asked for honesty, directness and professionalism.

**3. 6:20 p.m. – Interview – Lyndon Bonner
(Board of County Commissioners)**

At 6:39 p.m. Mr. Bonner appeared before the Board via Zoom.

Ms. Baker explained to Mr. Bonner the interview guidelines.

Chair Viegbesie asked question #1

He said all experiences in local government have prepared him for the next steps.

Chair Viegbesie stepped out at 6:42 p.m.

He said the blend of Municipal and County Government experience was also a big advantage for him. In his County experience, he said it was easy for a small County to become overwhelmed. He had Urban and Rural experience and said he was a different kind of advocate the County had not had and would be a big advocate for Gadsden County.

Chair Viegbesie returned at 6:44 p.m.

He further stated he took local government seriously and it was an honor to serve. He said he was well rounded and had a very good blend of experiences he would bring to the County.

Commissioner Holt asked question #2

He said he had been watching the Board over the recorded meetings and it was an interested Board. He stated he had the ability to assemble information and let the Board members be the policy makers, giving them the best information to establish policy. He said there were environmental issues in Gadsden County that appealed to him.

Commissioner Hinson asked question #3

He said if the City was not doing well, the County was not doing well and visa-versa. That relationship, and how he worked together with the Commissioners to tie resources to the municipalities in the County was a different government politically and financially. He said he was committed to bring coalition to Gadsden County. He further stated there was an opportunity to do more as a consolidated group.

Commissioner Taylor asked question # 4

He said he was a hands-on manager but not a micro-manager, therefore he got to interface with staff on a one-on-one basis in their departments. He said it was the same way in the community. He stated it helped him to have a better feel of the community to go out and meet, listen, and let people ask questions. He further stated people could ask him anything. He insists his staff to be transparent and accessible, and wanted to work for the people the County served. He further stated he would be a face in the community.

Commissioner Morgan question #5

He said the largest Budget was Henry County, Georgia at \$364 Million and 16,000 employees. His approach would be the same as the smaller County of Wildwood, Florida. First, he would see what the resources were that would be available and how to get the elected officials to convey their priorities within that budget. He said he was very good at reconciling revenue to expenditures and presenting the Budget. He said the County had a line item review that involved the staff, and under him, they would be in front of the Commissioners to answer any questions the Commissioners might have. He stated people knew more about the Budget working with him than they had envisioned. He wanted the Commissioners to consider a longer view of the finances. He said on day one, he would look at a 5, 10, and 15- year program to look at priorities. He stated the key to the future was sustainability and he was encouraged by what the Commissioners asked of staff and thought it was reasonable. He considered his Budget work in local government his calling card.

Chair Viegbesie asked question #6

He stated goal setting started with everyone and there were experts in each field. He stated it was important to establish priorities and goals early. He said deferring things that were essential would cost more when it came time to deal with them as a deference, like roadways and buildings. He said goal setting, prioritization, and long review was going to be a key to Gadsden County's success.

Commissioner Holt asked question #7

He said strategic plans were those plans that were off in the future, and he needed immediate plans. He further stated the County needed a long-term plan and they needed to look ahead. He said it required follow-up on previous impacts. He said to look ahead at the impact along the way. He further stated his strategic strategy was monitor, develop, and amend sometimes as the record would depict.

Commissioner Hinson asked question #8

He said it was when he took the City of North Miami Beach job, he was the seventh City Managers in 5-years and the Finance directors were a revolving door. He said there were many problems and the city did not even know how much money was in the bank. He had to lay off 51 people and because of errors in the County, people lost their jobs and the City was set back for many years.

Commissioner Taylor asked question #9

He said the first thing a County Administrator had to do was respect and they needed to demonstrate that to the people they served. He said he had been in rural and culturally diverse areas; he had been in the minority and had not been minority. He stated engaging with citizens was a treasure. He said he was paid to do the right thing every time and he had listened and learned from everyone he worked with.

Commissioner Morgan asked question #10

He stated there was not a single thing he could say he was solely responsible for because he worked as a team. He stated he would recognize people for their good work.

Chair Viegbesie asked question #11

He said improving the competency of the organization. He said you must create an environment where people could learn and contribute, he thought it went so far as to making the organization sustainable and a place you would want to work at and be a part of. He further stated building organizational capacity was the most critical thing and covered the entire spectrum of what the County Administrator did. He further stated the most important asset was the staff.

Commissioner Holt asked question #12

He said they came with some hard Knox. He stated he had lived and learned and was fortunate to have good people who have had his back. He further stated it required study, discipline and experience at both Municipal and County level. He said their needed to be support to and from all municipalities.

Commissioner Hinson asked Question #13

He said he had done Comprehensive Analysis's and reconciled to the Budget too see how close it was to the Budget. He said things happened during the year that needed to be documented to show how the cappers changed. He said he would listen to staff and bring things to elected officials together and individually to know what officials seen for the future. He further stated he would make sure to meet the objectives and goals. He said he was a great Grant Writer and was better with a staff and elected body.

Commissioner Taylor asked question #14

He stated he would tailor his communication to the Commissioners individually. He said he would get the information to Commissioners and it would be content true information available to every Commissioner. He further stated he would not act off of one or two Commissioners and when he was out in the community, he would let the staff directors respond to any questions they could answer. He said he encourage one on one contact.

Commissioner Morgan asked question #15

He said large or small, the challenges were as much trying to communicate and establish a working relationship with the elected officials, as it was anything else. He stated that was his primary focus to work on. He said in rural communities it could be overwhelming trying to compete with far larger organizations with a fleet of staff for legislative dollars. From his experience, he did not think the challenges were that much different. He said compassion and requirements of duty were the same to him. He stated he would always remain accessible to citizens and staff.

Chair Viegbesie asked question #16

He stated he was participatory, and a facilitator as a leader. He said he had engaged in services provided by the County and was not a micro-manager. He said he would try to find ways for others to have an easier path.

Commissioner Holt asked question #17

He stated there was a Mayor that went to jail and he still thought highly of him. He said he, himself was not involved in the ethical decision and it was hard for him because he built relationships with individuals involved. He said he marched on and stayed focus. He further stated it would not be a distraction and he would always do the right thing.

Commissioner Hinson asked question #18

He answered, by being able to let the staff be more engaged and make decisions. He said he had created the "band" which was a metaphor for all of the different instruments and abilities of all the different staff that made something good in the end. He said he took responsibility for mistakes that were made, not putting it on one person or department.

Commissioner Taylor asked question #19

He said it was trust that was earned as well as appreciation for each department and acknowledgment of contributions made as well as coaching. He further stated he would help with areas of improvement and would participate. He stated it was good to have a blend of people and things to make it all come together.

Commissioner Morgan asked question #20

He said he had found a rental and could start right away upon execution of a contract.

Chair Viegbesie asked Mr. Bonner if he had any questions for the panel.

He said the Budget was not published yet when he was online and when he heard about not being able to reconcile the lines between accounts or understanding the changes, he wanted to know if the documents were updated so he could reconcile the current Budget and see how it would affect the Budget. He was concerned the County had not accurately accounted for the effect COVID would have on the State Revenue and local economy.

Chair Viegbesie said it was a work in progress.

Mr. Bonner asked what was the biggest concern or challenge the Commissioners had for the County.

Chair Viegbesie said it was developing a Strategic Plan that would generate the Administrative change to be able to achieve those Strategic Plans in line with the Board's mission statement for the County.

Commissioner Holt said once the Board was pulled together, go through the staff and see what helped pull them together, then look at the economic side. She said the County must get ready to see what it needed to get through the virus. Also, to see what Economic Development the Board could put in, in order to help get everyone back to work.

Commissioner Hinson said think big and be bold, honest and professional.

Commissioner Taylor said she was interested in someone who cared about the staff, the Board, the community and doing the best they could. She wanted someone to be transparent, compassionate, understanding, patient and honest. She said she was leaving the BOCC because she could not trust people. She wanted someone with dedication, integrity, values and ethics.

Commissioner Morgan said he was looking for someone who could motivate and communicate, implement, and deliver. Someone who could develop through staff and be a leader every day. Someone who understood the mission and the roll of a County Administrator.

Mr. Bonner told the Commissioners it was not the end of the difficult times and he asked them to extend each other the same courtesy and respect they were known for individually and thanked everyone for taking the time to interview him.

Chair Viegbesie asked for a 5-minute break at 7:46 p.m.

At 7:51 p.m. the interview process reconvened.

Commissioner Taylor asked if after the interview process was over, did the BOCC select the person at the end of the interviews or turn in the paperwork and select the top three to come back.

Chair Viegbesie asked for the last candidate of the evening to be kept in the waiting room while the process was discussed and Ms. Steele said she would.

Ms. Butler said she would seek the directive and advice from the BOCC. She stated the top three could be brought back according to the rankings from the BOCC if that is what the Board directed.

Commissioner Morgan said he understood the rankings and said the BOCC would choose whoever, by majority of the Commissioners vote. He further stated the Board did not have to go by how the rankings came back and they had the authority to choose who they wanted.

Chair Viegbesie said it should be the most suitable for the job. He then asked for the next candidate to be brought into the interview.

**4. 7:25 p.m. – Interview – Troy Gilyard
(Board of County Commissioners)**

At 7:54 p.m. Mr. Gilyard appeared before the Board via Zoom.

Ms. Butler explained the guidelines to Mr. Gilyard.

Chair Viegbesie asked question #1

Mr. Gilyard gave the job description and asked what the Commissioners expected of him.

Chair Viegbesie said the Commissioners would ask the same questions that were asked of the other applicants first and he could ask questions later.

Chair Viegbesie asked question #1, again.

He said he was currently a Program Manager for the Florida Office of the Attorney General. In this roll he provided strategic planning, leadership, coordinated business plans, negotiated contracts and contractual requirements. He said he conducted meetings to ensure the program information was defined and understood so the stakeholder's needs were met. He said he was constantly seeking input from customers to understand their expectations in order to meet their needs. He further stated it was important to build strong relationships with strategic partners and stakeholders. He said he was a Captain with the Quincy Police Department. He said he planned, directed, supervised and also controlled the execution of all business, technical, fiscal, and administrative functions of assigned projects and programs. He was also involved in the hiring, firing, promotions, and discipline of employees. He was also involved with Public Relations with the citizens of Quincy, and monitored and executed the Police departments budget. Most important, he said he was a child of Gadsden County, raised, went to school, and worked the majority of his professional career in Gadsden County. He said he had worked with some of the Commissioners and it would be an honor to be the next County Commissioner.

Commissioner Holt asked question #2

He said the main reason was because of the people. Building real human relationships with the community and Gadsden County employees he said was one of the most important aspects of work. He likes to share ideas, especially when it involved his home county. He said he knew people in the county that shared the same goals he had, which was work towards making Gadsden County a better place to live, work, and play.

Commissioner Hinson asked question #3

Mr. Gilyard apologized for the first comment he made. He said his understanding was the County Administrator's roll was to be responsible and have supervision of the day to day operation of all County departments and staff. Oversee hiring, firing, discipline of all County employees and also preparation, monitoring, and execution of the County Budget and to be an adviser to the Board of all Governmental Operations. He further stated Public relations was very important. He said a County Administrator needed to know the citizens, and be part of the culture to be effective.

Commissioner Taylor asked question #4

He said he would attend meetings, church services, attend functions, visit citizens and be there for them. He would form Neighborhood Watch groups. He said it was a diverse community and he would treat every citizen fair and equal.

Commissioner Morgan asked question #5

He said planning was the key, drawing from the long- and short-term objectives of the County. He said the plan must align with the objectives, goals and visions of the business of the organization. He said a business strategy would help with having a successful budget. He said he had worked with small organizations like Quincy and helped plan the Budget at \$3.5 Million. Currently, he worked for the 3rd largest organization in the Country, The State of Florida, and was part of that planning and processing for the Budget for 2 programs which had a budget of \$25 Million for one and \$5 Million for the other.

Chair Viegbesie asked question #6

He said there must be a Strategic Plan first. He submitted a Strategic Plan for 1, 5- and 10-year goals at his current place of employment. He said he wanted to be here a long time and would build that relationship as soon as possible, while still serving the residence of Gadsden County in the most impactful way. He further stated, in 10-years, Gadsden would be the best place to work live and play. He said he would get to know the team strengths first and build lasting relationships along with advising the Board and bringing them together.

Commissioner Holt also asked question #6, she thought Chair Viegbesie asked question #7.

He said in Quincy, he had to come up with a Strategic Plan in the area he supervised as well as at the Attorney General Office. He had to interact and implement goals. His personal goal was to get his degree, and he did. He said he had obtained his Professional Management Certifications within a year and his Florida Contract Service Management Certification in a year. He stated you must estimate your future through budgeting concepts.

Commissioner Hinson asked question #8

He stated his organization wanted to go in a different direction and it was a challenge for him. A few months later he was told the program was going into a deleverage and he knew he had to leave his team. He was able to build trust and brainstorm with an internal team and build relationships.

Commissioner Taylor asked question #9

He stated it would be his former roll with the Quincy Police Department. He said working with and getting to know the citizens was important and there were a lot of backgrounds and cultures in the County. He stated a person should know how to relate and communicate to build

trust. Knowing people personally helped with providing attention to all the different backgrounds equally.

Commissioner Morgan asked question #10

He said he had obtained many accomplishments but was most proud of saving an infant's life in 2006.

Chair Viegbesie asked question #11

He stated, in his opinion, it was building relationships to maximize growth. He said you can build a team but you had to figure out who to put on the bus. He stated you must plan and bring everyone together to be successful.

Commissioner Holt asked question #12

He said it was to have knowledge of the Policies and Procedures, State Statutes, Ordinances and also advice from the County Attorney, whom he would have a working relationship with.

Commissioner Hinson asked question #13

He said by getting to know the team. He said the County Administrator needed to know the strengths and weaknesses of their team and look out for threats. He said there needed to be plans and policies in place. He stated he knew what was important to develop the County, execute it and move the County forward. He further stated, in the end, he would look at what worked and what did not work and what could have been done differently.

Commissioner Taylor asked question #14

He said every Commissioner was different. He further stated everything would be brought to Board meetings but it was up to the Commissioners how they wanted to communicate. He said it was a very important to communicate and he would not have favoritism.

Commissioner Morgan asked question #15

He said he had more experience with small organizations and 5-years with large government. He said the key difference was in a small government, you got to know everyone on a personal level. He further stated the process for the budget was the same, just larger or smaller amounts to budget.

Chair Viegbesie asked question #16

He stated he had several leadership styles but he used the servant leader best. He said he knew how to work with a range of experience. He said an Administrator should show appreciation and micro-managing killed morale. He further stated the Administrator should know how to build a team up and make them feel they were valued.

Commissioner Holt asked question #17

He stated they were tested a lot but he was a professional. He would not do unethical or illegal things. In his current roll, 2-3 times a year he had to schedule a conference. He was visiting a hotel site, and there were bids put out for proposals. He said he was offered things of value and knew they were trying to get the bid awarded. He could have got FSU season box tickets and he did not accept.

Commissioner Hinson asked question #18

He said it was to show appreciation to the team and recognize things done that were good, and to let the team know them know about a job well done.

Commissioner Taylor asked question #19

He said it was to learn the team, their strengths and weakness, otherwise you would set everyone up for failure.

Commissioner Morgan asked question #20

He said he would be able to start in two weeks. He wanted to be professional and give a two-week notice to his current employer.

Chair Viegbesie asked Mr. Gilyard if he had any questions.

He asked what did the Board expect from the County Administrator and what was the most important aspect to be accomplished.

Chair Viegbesie said to develop a Strategic Plan that lined up with the Country Budget to enable the County to achieve its mission for economic development and growth, and the safety and health of the County.

Commissioner Holt said to be able to help with direction the County was weakest in. She wanted someone to develop a plan to look at Economic Development after the virus and to plan together to help the citizens get back to work.

Commissioner Morgan said to motivate and effectively communicate. Someone who could implement, deliver, lead and understand the primary rolls and responsibilities of the County Administrator and effectively fill those rolls.

Commissioner Hinson said everything the other Commissioner said and be fair and honest as well as transparent

Commissioner Taylor said she was looking for someone with compassion, transparency, and also a visionary.

Citizens Requesting to be Heard on Non-Agenda Items (3-minute limit)

Public comment for Commission meetings can be submitted via email to

Citizenstobeheard@gadsdencountyfl.gov until 12:00 p.m. on Wednesday, September 16,2020. This allows adequate time for comments to be made part of each meeting's Official Record and considered carefully by Commissioners and staff. Comments submitted after the deadline, but prior to the meeting, will be added to the official record, but the County cannot guarantee that Commissioners and staff will have adequate time to review comments prior to the meeting.

Motion to Adjourn

Ms. Butler said the Board would meet again tomorrow at 5:00 p.m. for 3 more interviews and then she would seek direction from the Board.

Commissioner Morgan reminded the Board that they had to wait for all 5 Commissioners to begin the interview process tomorrow.

Ms. Butler said the interview had to be finished with who it was started with as far as the Board was concerned.

Attorney Knowles asked what happened if all 5 could not make it.

Ms. Butler said the interviews would have to be rescheduled to a time when all 5 Commissioners could be there.

CHAIR VIEGBESIE CALLED THE MEETING ADJOURNED 8:51P.M.

GADSDEN COUNTY, FLORIDA

**ANTHONY O. VIEGBESIE, PH.D., Chairman
Board of County Commissioners**

ATTEST:

NICHOLAS THOMAS, Clerk