



Walton County
Board of County Commissioners
AGENDA ITEM REPORT

23-1853

Meeting: Board of County Commissioners - Dec 19 2023

Department: Board of County Commissioners

Submitted by:

Staff Contact: Tony Anderson, Commissioner

☐ **Consent Agenda**

☒ **Regular Agenda**

☐ **Public Hearing**

TITLE/REQUESTED ACTION:

Discussion of Reorganization Report

ATTACHMENTS:

[Robertson organizational report to BCC 11DEC23](#)

Organizational Changes prior & post County Administrators arrival

As per BCC direction (13 NOV 2023)

Directive Given: On 13/NOV/23 the BCC Directed the County Administrator to create a report that encompassed all organizational changes to the organization since his start date 26/JUN/2023. After reviewing the minutes produced (not approved as of 06/DEC/2023) and consulting the County Attorney the following guidance was given:

Prepare a report of organizational changes made and recommended and to deliver that report to the members of the BCC by December 13, 2023 (thirty (30) days from November 13th, 2023), and for any necessary Board action thereon to occur at a Board meeting after December 13, 2023.

A point of reference regarding the current direction given to the County Administrator can be identified in the 22/JUN/23 BCC meeting (begin at the 39 min mark). In the meeting both the BCC and County Attorney made it clear that operational actions and personnel matters fall directly to the County Administrator.

Summary of the report: Effectively no organizational decisions/changes have been made since July 2023 without BCC knowledge and consent. Changes have been implemented since July 2023 that were approved and agreed to prior to July 2023. Approved budgetary changes have been implemented successfully with minor personal changes that **do not** constitute organizational changes.

Human Resource account of all pre and post hiring

6/26/2023 – Quinn Robertson was hired.

Prior changes

Creation of the Assistant County Administrator: The Assistant County Administrator position was established to create a clear succession plan in the event the County Administrator or Deputy County Administrator role became vacant and to alleviate all county directors from reporting directly to the Deputy County Administrator. The new line of succession starts with the County Administrator, followed by the Deputy County Administrator, and then the Assistant County Administrator. This position creates organizational efficiency, enhanced administrative support, and strategic capacity building. It also serves as a crucial component in the delegations of responsibilities, allowing for more streamlined decision-making processes and effective execution of county-wide initiatives for the Facilities Maintenance, Planning & Development, Code Compliance, Environmental Services, Building department, and the Beach Operations and Tourism divisions.

On June 22nd, 2023, at the Board Meeting the Board of County Commissioners approved the organizational chain of command which included the creation of the Assistant County Administrator position. This changed the direct reporting structure for the Director of Facilities Maintenance, the Director of Environmental Services, the Director of Planning and Development, the Building Official, the Beach Operations Director, the Tourism Director, and the Code Compliance Director. These positions report to the Deputy County Administrator prior to the creation of the Assistant County Administrator position. The Organizational Structure was finalized as part of the annual budget process, which includes

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finalization of the Walton County's approved organizational structure ***prior to the County Administrators arrival.***

Creation of the Department of Environmental Services: The Department of Environmental Services was created by removing the Environmental Division and Soil Conservation Division from Public Works and combining it with the Solid Waste Division. This was done to create a large department helping the organization help achieve its strategic goals and enhance their services. These divisions share common goals and objectives and combining them creates better coordination and collaboration leading to a more efficient use of resources and better outcomes for the organization.

After the creation of the Director of the Environmental Services position the direct reporting structure changed for the Environmental Manager, the Mosquito Control Manager, and the Office Manager – Soil Conservation. Prior to the creation of the Director of the Environmental Services position the Environmental Manager reported to the Deputy Public Works Director. This organizational update was completed as part of the annual budget process, which includes finalization of the Walton County's approved organizational structure. ***This structure was recommended and approved prior to the County Administrators arrival.***

Creation of the Department of Engineering: With the approval of the 2023 – 2024 budget the Department of Engineering was established. The Operations Inspector Report recommended the creation of the Office of the County Engineer after the hiring of a County Administrator. This change includes transferring the existing engineers from the Planning Department and the Public Works Department into one large department allowing for a more streamlined approach for engineering functions with the county. ***This item was approved by the BCC on February 8, 2022, at the regular BCC Meeting.***

After the creation of the Department of Engineering the direct reporting of the Project Civil Engineer, Engineering Intern, and the Stormwater Plans Reviewer changed from the Director of Planning and Development to the Deputy County Engineer. This organizational update was completed as part of the annual budget process, which includes finalization of the Walton County's approved organizational structure ***(prior to the arrival of the County Administrator)***

Employee Reporting Changes

Director of Facilities Maintenance moved from reporting to the Deputy County Administrator to the Assistant County Administrator effective 10/01/2023. ***(implemented post arrival but approved prior to the County Administrator's arrival)***

Director of Planning & Development moved from reporting to the Deputy County Administrator to the Assistant County Administrator effective 10/01/2023. ***(implemented post arrival but approved prior to the County Administrator's arrival)***

Beach Operations Director moved from reporting to the Deputy County Administrator to the Assistant County Administrator effective 10/01/2023. ***(implemented post arrival but approved prior to the County Administrator's arrival)***

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Code Compliance Director moved from reporting to the Deputy County Administrator to the Assistant County Administrator effective 10/01/2023. ***(implemented post arrival but approved prior to the County Administrator's arrival)***

Director of Environmental Services moved to from reporting the Deputy County Administrator to the Assistant County Administrator effective 10/01/2023. ***(implemented post arrival but approved prior to the County Administrator's arrival)***

Building Official moved from reporting to the Deputy County Administrator to the Assistant County Administrator effective 10/01/2023. ***(implemented post arrival but approved prior to the County Administrator's arrival)***

The Tourism Director moved from reporting to the Deputy County Administrator to the Assistant County Administrator effective 10/01/2023. ***(implemented post arrival but approved prior to the County Administrator's arrival)***

Environmental Manager moved from reporting to the Deputy Public Works Director to the Director of Environmental Services effective 10/01/2023. ***(implemented post arrival but approved prior to the County Administrator's arrival)***

Soil Conservation Office Manager moved from reporting to the Deputy Public Works Director to the Director of Environmental Services effective 10/01/2023. ***(implemented post arrival but approved prior to the County Administrator's arrival)***

NW Mosquito Control Manager moved from reporting to the Deputy Public Works Director to the Director of Environmental Services effective 10/01/2023. ***(implemented post arrival but approved prior to the County Administrator's arrival)***

Administration Assistant – Administration moved from the Administration Department to the Planning Department and reporting to Kristin White effective 10/01/2023. This change isn't considered "organizational change". ***(occurred during the County Administrator's leadership, see detailed description below)***

Operations Support Specialist moved from the Code Department to Building Department reporting to the Building Official effective 7/29/2023. This change isn't considered "organizational change". ***(occurred during the County Administrator's leadership, see detailed description below)***

Wade Wilmoth went through the competitive hiring process and moved from the Deputy Code Compliance Director to the Veterans Service Officer effective 9/23/2023. ***(County Administrator wasn't a part of the interview process)***

Scott Caraway went through the competitive hiring process and moved from the Environmental Manager to the Deputy Public Works Director effective 6/17/2023. ***(prior to the County Administrator's arrival)***

Melinda Gates went through the competitive hiring process and moved from the Environmental Coordinator to the Environmental Manager effective 7/29/2023. ***(County Administrator wasn't involved in the interview process)***

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Bob Newsome went through the competitive hiring process and moved from the PW Project Manager to the PW Operations Manager effective 7/29/2023. ***(County Administrator wasn't involved in the interview process)***

Megan Brown went through the competitive hiring process and moved from the Budget Analyst – Tourism to the Senior Purchasing Agent effective 8/12/2023. ***(County Administrator wasn't involved in the interview process)***

Caleb Gordon went through the competitive hiring process and moved from a Beach Maintenance Specialist to a Beach Maintenance Technician effective 7/29/2023. ***(County Administrator wasn't involved in the interview process)***

Tiffany Wilson went through the competitive hiring process and moved from a Contract Laborer to a Building Technician effective 6/17/2023. ***(County Administrator wasn't involved in the interview process)***

Joseph Friend went through the competitive hiring process and moved from Zone 2 General Equipment Operator to a Zone 2 Heavy Equipment Operator effective 8/12/2023. ***(County Administrator wasn't involved in the interview process)***

Cindy Selph went through the competitive hiring process and moved from the Senior Purchasing Agent to the Grants Coordinator effective 7/15/2023. ***(County Administrator wasn't involved in the interview process)***

Delaney Bray went through the competitive hiring process and moved from a Building Technician to a Planning Technician effective 7/29/2023. ***(County Administrator wasn't involved in the interview process)***

Kenneth Lorenz went through the competitive hiring process and moved from Zone 3 General Equipment Operator to a Zone 3 Heavy Equipment Operator effective 6/17/2023. ***(County Administrator wasn't involved in the interview process)***

Shiryl Gaskin went from a Building Inspector II to a Building Inspector III effective 9/23/2023 due to completion of certification requirements. ***(County Administrator wasn't involved in the certification process)***

Eugene Jack was moved from an Emergency Management Covid -19 Logistics Specialist to the Emergency Management Specialist effective 9/23/2023. ***(County Administrator wasn't directly involved in the process)***

Rachel Jenkins was moved from the Public Information / Media Specialist to the Program Development & Outreach Coordinator effective 9/09/2023. ***(County Administrator was directly involved in the lateral repositioning, explanation given below)***

Larry Bogle was moved from a Public Works Contract Laborer to a Heavy Equipment Operator – Zone 2 PT effective 9/09/2023. ***(County Administrator wasn't directly involved in the process)***

Carl O'Brian was moved from a Golf Course Restaurant Contract Laborer to a Golf Course Cook effective 6/17/2023. ***(County Administrator wasn't directly involved in the process)***

Personnel Changes that the County Administrator was either directly or indirectly involved with:

Lateral transfer of Admin Assistant (Candy Posey)

Narrative: In 2022, the responsibility for beach driving and dogs on the beach permitting transitioned from Administration to Code Compliance. Beach Permitting Clerks, Candy Posey and Bright Godfrey, were given the choice to transfer to Code Compliance or remain in Administration as Administrative Assistants. Bright opted to transfer to Code Compliance, while Candy chose to stay in Administration.

Following the transfer of responsibilities, Candy Posey's role in Administration has been underutilized. She has been involved in tasks such as fire tax corrections, note-taking at meetings, and supporting Scott Brannon. Due to underutilization, I reached out to Scott Brannon to see if he could use Candy as a full-time assistant. He expressed that it was not deemed necessary.

Mac Carpenter, Planning and Development Services Director, emphasized the critical need for a Planning Assistant and Customer Service employee, especially for short-term rentals. Recognizing the need for a Planning Assistant, Candy was considered for the position. I explored this option with Nathan Kervin, Human Resources Director; Quinn Robertson, County Administrator; Tony Cornman, Deputy County Administrator; and Joe Turner, Assistant County Administrator. All individuals agreed that the transfer was within the scope of my managerial duties and would support ethical government given that her skills were being underutilized.

On October 26th, Joe and I met with Mac to inquire if having Candy in the Planning Assistant role would be beneficial for him and the Planning Department. Mac was receptive and expressed appreciation for the potential assistance.

On October 27th, Joe, Nathan, and I communicated the lateral transfer decision to Candy. She indicated her acceptance of the position change, with her only concern being the timely commute to the Freeport office due to taking her son to school in the mornings. I assured her that Mac would work with her to accommodate her schedule.

On October 30th, Commissioner Glidewell discussed the transfer with me in my office. I subsequently shared this conversation with Tony Cornman, Quinn Robertson, and Joe Turner.

County Administrator Concerns: Given the interaction that Mary experienced (negative interaction currently under review) with Commissioner Glidewell, I (Quinn Robertson) was obligated to officially receive Mary's detailed and concerning report to legal for further guidance. After a few days, legal informed me that Commissioner Glidewell was going to make apologies to Mary. This didn't occur and therefore since the event wasn't rectified, I sought HR and eventually leadership interaction so that the official complaint followed policy and standard grievance procedure (outcome still pending).

Additionally, I was confronted by Commissioner Anderson regarding the lateral transfer of Candy. While I ensured him that the action was well within Admin duties and fell far outside of Commissioner involvement (unless Candy officially went through the grievance procedure which she hadn't), his displeasure remained intact and continued affecting future interactions. In order to understand that the aforementioned Commissioners bypassed numerous leadership echelons, the following Chain of Command for this event is listed below:

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BCC Commissioners

County Administrator

Human Resources

Deputy County Administrator

Assistant County Administrator

Admin Department Head (Mary King)

Admin Assistant (Cand Posey)

Note: The BCC members involved themselves in an entry level employee's concern without the employee exercising the grievance procedure (if a grievance was warranted). Essentially both the employee and BCC members bypassed 4 levels of leadership.

Denial of requested raise (Scott Caraway):

Narrative: Mr. Cornman (Deputy Administrator) approached me regarding a salary increase requested by Mr. Wright (Public Works Director) on Mr. Caraway's (Deputy Public Works Director) behalf. The request was for Mr. Caraway to receive a 10k raise. Mr. Cornman indicated that he had already informed Mr. Wright that we just approved the budget less than a month ago which included a county wide salary study (implemented through the FY24 budget) that provided raises for everyone (including Mr. Caraway). Mr. Wright stated that Mr. Caraway received a significant job offer outside of the organization that would effectively increase his pay by 30% and would accompany a new title position of "Director". Mr. Wright wanted to entertain/request a 10k salary increase to keep Mr. Caraway in the organization. Mr. Cornman informed Mr. Wright that Mr. Caraway while being a long-time employee (circa. 17 yrs.) was only in his new position (i.e., promotion) for less than six months. Additionally, if Mr. Caraway received a 10k salary increase, then the salary difference between the Public Works Director and the Deputy Public works director would be compromised and therefore would negate one of the primary intents of the salary study which was to ensure that they pay bands remained intact. After Mr. Cornman's rationale was expressed, Mr. Wright wanted to meet with the County Administrator in a final attempt to secure a 10k raise for Mr. Caraway. It should also be noted that Mr. Caraway's offer was time sensitive and that we (administration) needed to "make a decision" within days.

I (Mr. Robertson, County Administrator) met with Mr. Wright and Mr. Cornman regarding the request. After listening to the request and giving Mr. Wright an opportunity to justify said request on Mr. Caraway's behalf, I agreed with Mr. Cornman's rationale stated above. I additionally pointed out that the BCC just incurred massive incumbrances that affected my decision:

- The BCC (Walton County Board of Commissioners) just approved incurring additional Health Care premiums for all county employees. This cost is estimated to be roughly 2.2 million dollars. For some employee health care plans (family plans) this decision saved some employees 500 dollars

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of premiums which in effect is like receiving an additional 500 dollars above and beyond salary (aka. economic package).

- The BCC also approved a salary study (implemented in the FY24 budget cycle) that gave all employees a raise (4-15%). While the salary study proved that the raises were justified, it cost the county an additional 2 million dollars.
- The BCC decided without giving staff notice to reduce the millage rate for the taxpayer. While this decision was approved unanimously during the budget hearing, this action reduced the anticipated revenue stream by over 1 million dollars.
- Another aspect of the budgetary decision was to acknowledge and therefore embrace the reality of a significant downturn in the local, national and global economy which many subject matter experts agree will happen within 12 months. The economic downturn would impact property values (ergo. millage rates) and sales tax projections which directly impacts our forecasted revenue position. Responsible, ethical forecasting dictates that outside economic factors be taken into consideration. Currently, TDT numbers for OCT2023 indicate that we are already witnessing a 5-6% drop in sales tax. Real estate is also experiencing price decreases from previous highs. If this trend continues, the unanticipated revenue shortfall could be in the millions.
- It should be noted that if an “exception” were made for Mr. Caraway’s situation, the likelihood of being flooded by similar if not identical requests from all departments would be imminent. This chain reaction would cause significant budgetary shortfalls if actioned and suggested favoritism if not actioned.

The BCC actions effectively produced a “budget swing” of roughly 5 million dollars (not including the reduction in sales tax revenues) that weren’t met with commensurate revenue increases which produced secondary and tertiary effects to budget decisions and operational constraints not otherwise endured. One of the compensatory measures that took place was to constrain the approved budget spend by reducing new hires (with exceptions) and to put a hold on performance-based raises.

Outcome: Currently (Dec 2023), Mr. Caraway is still employed with the county and the urgency of the other position wasn’t accurate. Mr. Cornman has informed me that Mr. Caraway will revisit the Job offer decision in 2024. I have also heard (unverified) that the individual that offered Mr. Caraway the opportunity wasn’t an individual that Mr. Caraway would realistically entertain working for. During the event I informed all parties above that I support employees furthering their careers and that sometimes such an economic packages/opportunities come from outside the organization and that giving someone “just enough” to keep them here borders on the unethical. During my career when I was approached with such opportunities, my then current leadership would support my decision to accept such elevated offers and they were proud of being a part of my professional development. I felt that my prior mentors were supportive in my promotions, and I wanted to convey the same level of support to Mr. Caraway if he chose to further his career.

Concerns: After I made my (County Administrator) decision, I was approached by two Commissioners (Glidewell and Anderson). Both Commissioners “highly recommended” that I “rethink” my decision because Mr. Caraway was a valued employee and that he’s “not easily replaced”. This request was highly emphasized and somewhat repetitive even after the above justification was given. Ironically, most of the factors that weighed in the decision were because of BCC decisions that adversely impacted my ability to consider unscheduled raises. After the Mr. Caraway event, it was clear through behavior and general demeanor, that both Commissioners were displeased with my decision. It should be noted that personnel matters fall directly under operations and therefore wholly reside within the County Administrators purview. It should also be noted that Commissioners were concerning themselves with

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positions that fall way below their doctrinal oversight. The illustration of the Chain of Command is as follows:

BCC (Commissioners)
County Administrator
Deputy County Administrator
Assistant County Administrator
Human Resources
Public Works Director
Deputy Public Works Director (Mr. Caraway)

Note: This position is six leadership levels below the elected body's doctrinal interaction(s)

Mac Carpenter Disciplinary Action (Administered by Joe Turner and Tony Cornman)

Narrative: Since December 2019, the county has been transitioning to a new software program called EnerGov to enhance operational efficiency and effectiveness by allowing departments to see and communicate with each other. A "go live" date had been set for April 2021.

Additionally, the county commissioned a study by Anser Advisory at an approximate cost of \$35,000. They reviewed the planning and building department processes. Recommendations in that report supported and reinforced the need to transition to EnerGov.

In October 2023, the planning department remained the last holdout while every other department had transitioned to the new program in some form or fashion many months prior.

For a variety of reasons, including the COVID pandemic, the planning department received several extensions.

In October 2022, executive staff re-engaged the effort and in consultation with IT Director Jed Sconiers set a May deadline date with a "go live" date in June. This is evidenced by an email exchange between Cornman and Sconiers on 11/22/2022. Carpenter and Shell were included in this communication. The executive team instructed the planning department to complete the conversion promptly because they would be denied the ability to renew approximately fifty-five (55) licenses during the next budget cycle.

Additionally, the IT department was tasked with scheduling weekly staff meetings with the planning department ostensibly to "hold their hand" and ensure project completion. Unfortunately, planning department staff habitually failed to attend these meetings. They also failed to engage in the process of suggesting changes or testing the program to facilitate the conversion.

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Executive staff checked in repeatedly with planning department staff to monitor progress and/or request status updates. This included regular emails as well as in-person conversations. Executive staff were repeatedly informed that the conversion was progressing smoothly and was on schedule.

On January 17, 2023, Interim County Administrator Tony Cornman and Christie Byrd, the executive assistant for Director Mac Carpenter and Deputy Director Kristin Shell engaged in a brief email conversation. Shell was copied on the exchange that read in part:

Cornman: ***"Just checking to see how the EnerGov operation is going and making sure you got everything you need."***

Byrd: ***"...We had a lot of [readings] that we're both wrapping up on but feel confident in moving it all forward."***

On January 24, 2023, IT Director Jed Sconiers sent an email to Carpenter whereby Sconiers explained that he met with Byrd to discuss the EnerGov project. Sconiers explained that he set up a spreadsheet to track the progress.

Byrd: ***"I will also go in today or tomorrow and update the spreadsheet from my word document that I started after our meeting so you can see where we are."***

On February 3, 2023, Cornman and Byrd had the following email exchange:

Cornman: ***"Just doing a follow-up checking on progress on the testing and implementation of EnerGov. Thanks for all your hard work on this."***

Byrd: ***"All is still going well with it! I am scheduling some peer review for input next week and working on finalizing some other updates and changes in TEST today to move to PROD soon."***

On March 30, 2023, Cornman sent the following email to Carpenter, Shell, and Byrd, while copying Sconiers.

Cornman: ***"Just following up with where planning is on the merger over to going live with EnerGov. As you know, we met many weeks ago and directed someone to be dedicated to this as we have a deadline of May-June this year and I need to hear that we are on pace and will meet that deadline with planning being live on EnerGov. If we are not on pace for that deadline let me know that and the cause of not being on pace to meet it please."***

Byrd: ***"Jed and I are set to speak this afternoon regarding an update together. If all is well on his end for IT, the May-June deadline is still looking good as a target on our end. Jason is now back in the office and April was my initial goal for staff training to begin and I am not far off from that."***

We are working through the new applications for the Short Term Vacation Rental and I believe it is our last big goal to accomplish in the TEST environment."

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On July 19, 2023, a lengthy exchange between Cornman and Byrd transpired over email.

Cornman: ***“Just following up on the EnerGov progress and the staff training for EnerGov. I understand that the system is ready to go live and we are in the staff training phase before that happens...we are already in July and a little behind schedule.”***

Byrd responded by explaining that there were some concerns about how fees are handled in the system and that an entire rebuild of templates and workflows may be necessary. She also explained that some staff had been trained and that they were working through that process.

On August 10-11th, Cornman and Byrd had the following exchange:

Cornman: ***“Just checking in on the status of going live with EnerGov. I know there was staff training and some fee issues being worked out...and as you know it’s important we get the migration complete and up and running as quickly as possible.”***

Byrd: ***“I am working on notifications to the public and finalizing some other training schedules. We’re looking at September 18th to allow for a 30 day customer notification and finalization of internal procedures.”***

For the October 10 agenda, the planning department attempted to put an item on the agenda requesting approval to purchase forty-seven (47) licenses for the old software program at a total cost of \$56,400. This was a reduction in the previous year’s contract which was for fifty-five (55) licenses at a cost of \$66,000.

It should be noted that there are approximately 35 FTEs in the department.

It wasn’t until October 1st that the planning department went “live” on EnerGov and functionality was limited to just the reviewing of building plans, or BPRs.

On October 11, 2023, county executive staff, planning department staff, and IT Director Jed Sconiers met to discuss the status of this software conversion.

County executive staff in attendance included Deputy County Administrator Tony Cornman, Assistant County Administrator Joe Turner, and Mary King, the Director of Administration. Planning Department staff included Mac Carpenter, the director, along with Deputy Planning Director Kristin Shell, and Executive Assistant Christie Byrd.

Executive staff articulated their frustrations with the repeated implementation delays and communicated their dissatisfaction with planning department leadership. Shell was the primary spokesperson for the department during the meeting and she cited various reasons for why the software conversion had taken much longer than expected.

Executive staff considered these excuses to be without merit. Moreover, there was frustration that the planning department had attempted to renew a number of licenses for the old software that exceeded the number of employees in the department.

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Executive staff communicated their intent to dramatically limit the number of licenses to just a handful to expedite conversion. Planning department staff articulated a number of reasons why the prescribed number of licenses would bring the department to a halt.

After much back and forth and consultation with the vendor on options, it was determined a few days after that meeting that the department could have up to 32 licenses for the next six (6) months at a cost of \$30,000. The number of licenses would then drop to five (5) licenses for the remainder of the year at a cost of an additional \$12,000 for a total annual cost of \$42,000.

It is worth noting that the county has spent well north of \$150,000 when you factor in the costs of the study, delayed implementation of the software conversion, and the need to carry licenses for both vendors for an extended period of time.

It was mutually agreed that the planning department would move the approximately 700 outstanding BPRs and approximately 150 DOs to EnerGov by December 1st.

Following this meeting, Cornman and I asked Carpenter to stay behind so that we could meet with him privately. During this meeting, Cornman reiterated the timeline and sequence of events related to the software conversion whereupon he informed Carpenter that he was being formally disciplined with a "First Level Warning."

Carpenter seemed to be somewhat in shock and communicated to Cornman that he had never been the subject of a disciplinary action. He requested time to consider whether he wanted to write written comments on the matter.

About two weeks later, a Walton County resident posted about Carpenter's disciplinary action on Facebook in a group dedicated to discussing news in the county.

Concerns (from the County Administrator): Prior to my arrival (June 2023), I was briefed that the previous County Administrator had been terminated for "lying" intentionally which the county is still in litigation over. Based off the above narrative and the documented email strings that support said narrative, it seems clear the Mr. Carpenter was being untruthful about the IT migration effort that spans numerous years. While its unfortunate that Mr. Turner and I (Quinn Robertson) fell into a leadership position that requires us to immediately address such a warranted disciplinary action, it also seems clear that in order to remain consistent with previous sentiments that the BCC implemented on Ms. Hinote, minimally, a formal corrective action needed to occur. In short, our organization cannot terminate someone for the same type of infraction (regardless of perceived severity) and not correct Mr. Carpenter officially. That would be favoritism and would most likely be met with additional litigation coupled with a reduction in County morale due to favoritism being readily accepted (not to mention the public perception of the BCC organization being further compromised). I cannot get into specifics regarding the Highnote lawsuit but suffice to say that the additional licenses for multiyear non-IT migration could be on par if not more cost to the county coffers. During the incident, I was approached by Commissioner Glidewell and Commissioner Anderson regarding the anticipated outcome. The inquisition was an overreach, and their side of their narrative (unknown where it originated) was inaccurate. Additionally, my interactions brought forth by and with said commissioners had a tone of "directive based" suggestions regarding Mr. Carpenter's write up.

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To complicate matters further, recently (07DEC/2023) Mr. Carpenter and Ms. Shell created another HR related event/concern which is currently being investigated by HR (Mr. Kervin) and might possibly require adverse action depending on legal recommendations given.

Kristin Shell – Short-Term Rental Program Meeting

ATTENDEES

Quinn Robertson, County Administrator
Joe Turner, Assistant County Administrator
Kristin Shell, Deputy Director of Planning
Josh Allen, Tourism & Livability Coordinator
Frankie White, Assistant County Attorney
Matt Richardson, Assistant County Attorney
Melissa Thomason, Chief Financial Officer

NARRATIVE: On Thursday, November 2, 2023, the above individuals met to discuss the status of the newly established short-term rental certification and inspection program.

During the meeting it was clear that Kristin Shell and Josh Allen were often not on the same page with respect to answering questions and queries about the program. Additionally, Shell exhibited an abrasive and defensive temperament throughout the meeting when responding to questions. This is expressed by talking over others, offering up rebuttal statements while the other person is speaking, and providing answers that are evasive, deflective, or attempt to re-direct the conversation away from the point of the original question.

At one point, Allen had become visibly agitated during the conversation and responded rather abruptly to a question I had proffered. Frankie White objected and admonished Allen who promptly apologized. At the time, I did not interpret Allen's response as being hostile towards me. I viewed it as a manifestation of his frustration at how Shell handled the questions she received from the group and because he seemed to disagree with Shell's answers multiple times.

This was my first real exposure to the program, and I had some questions about how fees were determined, how it generated revenue, what the expenses were, and what departments and organizations were responsible for various aspects of the effort.

Early on in the conversation, Shell responded that the annual fee was \$125 per unit and that this was based on governing body directives that the program fee structure should be designed to recover costs and not be a "profit maker."

Later in the conversation, there was more discussion of the number of units subject to certification and the number that had been successfully brought into the program and paid the requisite fees. Those respective numbers were about 7,000 total units and about sixty-six (66) units had been completely processed. It was further explained that about 1,800 units were in the pipeline in some form of processing. I was concerned by these numbers but given this was my first exposure and newness to the organization, I did not want to monopolize the discussion and dig deeper at that moment in time. The conversation meandered across different elements of the program.