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BOARD OF COUNTY COMMISSIONERS OF CUSTER COUNTY

EXECUTIVE SESSION



DATE TAKEN: JUNE 29, 2023
TIME: COMMENCED 12:15 P.M.
CONCLUDED 1:45 P.M.
LOCATION: COMMISSIONERS BOARD ROOM



PRESENT:

KEVIN DAY, CHAIRMAN, COMMISSIONER
TOM FLOWER, COMMISSIONER
BILL CANDA, COMMISSIONER
KELLY CAMPER, CLERK TO THE BOARD
BRADEN WILSON, HUMAN RESOURCES DIRECTOR

1 DAY: It's 12:15 p.m. on June 29th, 2023, and for the record I am Kevin
2 Day, chair of the Custer County Board of County Commissioners and as
3 required by the Open Meetings Law, this executive session is being
4 electronically recorded. I guess, were you ready for that, Kelly?

5

6 CAMPER: Yeah, I'm going. I'm good.

7

8 DAY: Also present at this executive session are the people present are
9 myself, Commissioner Flower, Commissioner Canda, Clerk of the court,
10 Kelley Camper, and HR Director, Braden Wilson. And this is an executive
11 session for a personnel matter and I would caution everybody that is
12 participating to confine your discussion to the stated purpose of the
13 executive session. No formal action may occur in the executive session. If
14 at any point during the session, you believe the discussion is going
15 outside of the proper scope, please interrupt the discussion and make an
16 objection at that time. Okay. I will give you the floor, sir.

17

18 WILSON: Thank you. All right. The risk of getting another over with
19 information on your desk ...

20

21 CANDIA: Thank you.

22

23 WILSON: What I'd like to do is just run through this presentation and
24 it's going to be the document on the right. And then there's some
25 supporting documents on the left side that I'll go over after that. But
26 I'm going to try to run through the presentation, which I hope will be a
27 fairly succinct and straightforward. And then maybe we can dive deeper

1 into things after that because I know there will be some questions and
2 details that won't be fully expressed here. If that sounds okay. All
3 right. So, this, the impetus for this is really just having been here now
4 for a little over two years and just observing the county and how it
5 functions, and the things that we do well and then some of the areas that
6 I think would be very helpful in improving functions within the county.
7 Just how efficient and effective we are in serving the public. And so,
8 just based on my observations, feedback, verbal feedback, surveys,
9 different things like that that I've done, I've kinda come up with this
10 first set of things here, the county challenges, and so this is page two.
11 And I think this is probably at least the crux of the issues that I've
12 seen here.

13

14 (knock on door)

15 CAMPER: Oh, we're in executive session. He's got a big box.

16 Unknown: Can I bring it in?

17 3:17

18 CAMPER: Can he bring it in really quick?

19 FLOWER: Yeah, sure.

20 UNKNOWN; Thank you.

21 CAMPER: Quick. Quick.

22 FLOWER: Thank you, sir.

23 UNKNOWN: Have a good day.

24

25 WILSON: Alright, uh, I was going to say let the record show that Kelly
26 ordered pizza... (laughter)

27

1 No. Uh, so county challenges. I think this is what I see it boiling down
2 to is that your time is getting swallowed up by day-to-day operations and
3 then any efforts for addressing larger issues effectively and efficiently
4 through overarching strategies and seeking to be well informed is either
5 diverted or thwarted completely. That causes the public and employees to
6 get upset because there's a lack of consistency for their solution or
7 solutions to their challenges. Then people become disgruntled,
8 4:15
9 lose trust, overstep boundaries, decrease in morale, or leave altogether,
10 causing challenges that must be addressed quickly. And so more time gets
11 sucked away from commissioners to operate the basic functions of the
12 county. So, as I was kind of working through all the things, this seemed
13 to be what hit a good chunk of those challenges that I've seen. Now
14 specifically, within my department, I want to address some of the
15 challenges I've been experiencing there. The first one is the amount of
16 time that I'm spending dealing with what I would consider to be avoidable
17 human resource issues.

18
19 So, when I went back and looked at all of the issues that I have on file,
20 so this was something that I got some sort of formal, not just an informal
21 conversation, this might not include some informal conversations, but a
22 formal report or... of some sort to me. I had 17 incidents since I've
23 started here, which is, I think, a pretty good clip for a little county. I
24 certainly wasn't expecting that coming in. And of those 17, 16, I believe,
25 could have been addressed solely by that manager or were caused by the
26 manager. And that would be an elected official, that would be a department
27 head, anybody that would serve in that supervisory capacity. So only one,

1 only one HR issue that I think truly was just an HR issue that wasn't
2 caused by a manager in some way or had a relation to a manager in some
3 way. Because of that, I've been working to increase...uh, been working more
4 to address these issues. And that's included policy writing and managing,
5 leading monthly all staff meetings to try to increase communication. Or,
6 like, emails where I sent out presentations, or surveys, soliciting staff
7 feedback and implementing solutions, and working closely with supervisors.

8 6:30

9 One of those examples was working with XXXXX, really closely with XXXX,
10 on some of his personal issues, personnel issues that I think step beyond
11 the HR capacity. It's more of a coaching or a managing type role that I
12 think I've filled there at points. And so, with that, those are things
13 that aren't in my job description. I see a need and I want to fill that
14 because I think it's for the good of the county and I want to effect those
15 changes and progress and make some progress there. So...but that being said,
16 I'm also limited in how much I can do in that current role. So, my
17 suggestion for a solution to all of this is the creation of, and my
18 promotion to, county manager.

19 7:28

20 And I'll dive into that here. So, what will a county manager do? First and
21 foremost, I think it liberates each of your calendars and allow you guys
22 to better hear and serve the public, spend greater time gaining expertise
23 and resources that you need to better serve the public. Fight for the
24 county at regional and state levels and focus on long term goals and
25 results. The county manager also create consistency in the county through
26 implementing processes, having a focus on performing operations and
27 carrying out the board strategies and then serving the board, county

1 employees and citizens as a reliable resource for unbiased information,
2 departmental direction, staff support, action and accountability. Build
3 trust between the county and its stakeholders through clear and consistent
4 communication and serve as the sole point of contact to the BOCC and all
5 its department heads, increasing the efficiency and effectivity of all the
6 deliverables. So that's my vision for the position. So why me for the
7 position? Over the last two years, I've been a reliable employee and
8 colleague, and I've sought to gain as much knowledge as I possibly can
9 about county functions and responsibilities and continuing to learn as
10 much as I can about that.

11

12 And currently, I perform most of the essential job functions that are
13 listed on the county manager job description that we went over in November
14 and created.

15

16 9:05

17 I can better serve the county through the increased management
18 responsibilities and focus on strategy implementation. And my passion at
19 the end of the day is leadership and management. And so being able to be
20 in that position to actually have, I guess, full permission, authority to
21 be able to help manage and lead some of the department heads. And I think
22 that I've proven this over time. So page seven, taking on the finance/HR
23 position with little direction or onboarding, we've got the financial
24 software conversion, we've implemented a pay period shift, which was a
25 pretty herculean task at the time, creating a new budget, just how it
26 looks, refreshing what that looks like, strategically analyzing the fund
27 balances, so where we have a better idea of how much money we actually

1 have in the funds and start thinking about strategies on how much we want
2 to make sure stays in the funds to address anything that may come up. And
3 the other big piece there would be implementing policies and procedures
4 for the county with an emphasis on creating a better environment for its
5 employees. And I believe that I've done that through helping establish the
6 four-day work week, building teams and committees to address employees'
7 needs. So that would be anything from like the fund committee to policy
8 committee, to actually help bring some of these things about. Creating and
9 distributing a satisfaction survey, writing and collaborating to form a
10 new employee handbook, which will be coming up next week, and developing
11 an office movement plan, which I appreciate your consideration and
12 approval today, on that.

13

14 So, if this were to be approved, if this was something that you all would
15 agree to, then my suggestion for how that would be implemented would be
16 creating an administrative department instead of a finance and human
17 resources department. And in that department, we'd house the county
18 manager, director of finance and HR. And we were reading from the same
19 sheet of music this morning, Tom. I had thought about calling this the
20 executive system, as I mentioned, based on Jennifer's recommendation.
21 Another piece of that would be to adopt the BOCC and County Manager Policy
22 Manual, which would include clear duties and responsibilities for each
23 party, and a calendar of review dates for various deliverables. I actually
24 have that written and ready to at least take a look at. My intention was
25 not to try to review that or anything today, but at least to show that
26 this document is well on its way, and I think would be an excellent
27 resource to address some concerns that have come up about "how much can

1 somebody do," you know, "what's my role versus your role," about those
2 kinds of questions when it comes to that.

3 12:15

4 Another thing that I feel like would need to happen pretty quickly is just
5 getting several workshops between the BOCC and county manager to develop
6 short and long-term goals. I think just to make sure that everyone's on
7 the same page of what that looks like. And then also, the county manager
8 would work with departments to develop short and long-term goals based on
9 those workshops and some sort of business meeting where we would adopt
10 those in some way. And at the end of the day, it would be just performing
11 effectively, efficiently, and exceptionally. So, but with all of this, I
12 know there's been public concern. And that's certainly been expressed. I
13 think the most of which was during the workshop that we had back in
14 November. And at each of these times, I've been taking notes and trying to
15 synthesize what truly is the greatest concern, so how do I summarize what
16 those concerns are, the ones that seem to keep coming up.

17

18 And I came up with these six different concerns. The first is an excessive
19 government and the slippery slope that comes with that. I believe Harold
20 Frank brought that one up. And I will say...I will start by saying, all of
21 these are very, very valid, absolutely valid concerns. And so, we'll get
22 to addressing those here in a second. County manager does not answer
23 directly to the public and I have issues with that not being the case.
24 Commissioners could be doing the work instead. They thought, "Why do we
25 need somebody else when the commissioners could be doing it?" The
26 financial costs of the county: Can't afford it. Quote, unquote. There's

1 already competent help working for the county and a steep learning curve
2 for a new person.

3 14:05

4 So, to look at those points real quick: The excessive government point,
5 uh, this is true, but it's only true if the BOCC allows it to happen and
6 the public doesn't respond. So again, my personal philosophy in all of
7 this is that we should be streamlining things as best as we can and the
8 less bureaucracy we can have and the more efficient and exceptional
9 services we can provide, that's what it comes down to. Not trying to hire
10 in certain levels to, again, as it was said, to create that excessive
11 government and that slippery slope there.

12

13 Second point, County Manager does not answer directly to the public.
14 That's true. But neither do department heads, the maintenance man, or any
15 other employee. It's up to the BOCC to hold county personnel accountable,
16 and this can be done so much more efficiently and effectively if that's
17 one person that's being held accountable versus 19 or more departments and
18 boards. And as I've mentioned, I've created that document that clearly
19 defines what can and should be expected of the BOCC, the County Manager
20 and their individual roles. So, I'll share more on that when we finish up
21 here.

22

23 Number three, is commissioners could be doing the work instead. That's
24 also true, but it doesn't really happen in all reality, because you guys
25 are pulled in so many different directions. You could be pulled from
26 40,000-foot pictures and trying to think about strategy to dealing with
27 regional and state or federal type things that are going on, and then

1 being asked to come in and help service air conditioner or make sure that
2 some maintenance things go or anything like that.

3 15:58

4 It's just being pulled in too many different directions. So, I believe
5 your time is more valuable serving the county and its citizens in ways
6 that others can't. You all have the commissioner title and that comes
7 with it, uh... an access card, I guess, is what I would say to places that
8 other people might not be able to get to. So being able to really use
9 that. So, then you're not spending your day on maintenance issues or
10 personnel squabbles or anything else that comes up. What's the cost to
11 the county? After looking over all of this and really crunching the
12 numbers, and this next page I'll actually get into the numbers themselves,
13 but if we include the wage increases that I'm proposing for these
14 positions, and a 75% of salary DOLA grant, it will save the county up to
15 \$38,387 dollars. And the reason that's "up to" is because it would depend
16 on if this executive assistant that we need to be hired would take
17 insurance or not.

18 17:05

19 So, that actually fluctuates from \$20,881 dollars to \$38,000, based on
20 whether or not that person gets insurance. And above and beyond that, I
21 believe that the savings will continue to increase because there's going
22 to be efficiencies that the position creates. We'll focus on seeking
23 alternative revenues or sources. So different grants or other things that
24 we might be able to, that somebody can be focusing on, that we might not
25 have had the opportunity to do before. And then allowing greater time to
26 focus just on overall strategy. The last two here, this is... "There is
27 already competent help working for the county". I completely agree. And

1 "A steep learning curve for a new person". I agree with that, too. But I
2 feel like that's what I've been doing, is I've been learning how the
3 county works over the last two years and I've really jumped in with both
4 feet on that. And I'm committed to filling any skill or knowledge gaps
5 that I currently have with that.

6

7 So, looking to set those numbers again real quick, uh, ... this table is a
8 little convoluted, but I felt like I needed to show all pieces of this. If
9 we look at those first two columns of figures, of numbers, we've got the
10 current actual and then the current cost to the county actual. So, this is
11 what, for example, my salary right now is just under \$63,000 dollars. But
12 when you include my insurance, fringe benefits, everything, that comes out
13 to \$83,580 total cost to the county for me to be here, working. So that's
14 what the "cost to county" piece of this is, when we switch each here.

15 18:55

16 So, we've got the current actual, current *cost to county* actual, what
17 we've actually budgeted versus the current *cost to county* budgeted, and
18 then proposed ... my proposed salaries versus the proposed cost to the
19 county. So, what it would actually cost once we include those extras. The
20 two things that I want to point out, which I've already talked a little
21 bit about, are those two bold numbers. So, looking in the totals across,
22 there's \$283,892 current cost to county budgeted. So that's what we have
23 in the budget this year. \$101,000 for a county manager that hasn't been on
24 the job for six months. So, there's even greater savings there or amount
25 available than what's being shown here. But I want to give you, this is
26 exactly what it is.

27

1 And so, when we compare that to the proposed cost to the county, budget
2 versus what I'm proposing, is actually going to save the county \$45,000
3 ... almost \$46,000 dollars down to \$28,500 dollars, based on whether or
4 not that person takes insurance for the executive assistant. Looking at
5 that a little differently, because it's easy to say, well, we budgeted
6 that, yeah, but we don't actually have a county manager doing anything.
7 So, if we just look at it apples to apples, what's happening today without
8 a county manager, looking at that bottom \$182,470 dollars, that's what the
9 current cost to the county is actually. Whether we ...and we don't have
10 that 75% grant available to us without a county manager. You include that
11 with what's proposed, and that's where I've got that figure of saving
12 \$38,000 to \$20,881.

13 20:56

14 Just to give a little context as to why \$100,000. Actually, CTSI has been
15 the main point of this, and I brought up some of these figures when we
16 were in the workshop. But the overall, for their salary survey last year,
17 ... so I don't have their current year salary survey, it's running a little
18 late this year. Uh, based on our budget level, so they break it down on a
19 range of what the county's budget is. And based on our budget level, the
20 average for a county manager is \$117,116. The overall average for all the
21 counties that participated is \$110,011. So, both over what I'm asking for.
22 And I think coming in ... coming in, not having the experience, hitting the
23 ground running, would be part of that reasoning there.

24

25 And that's ... and just another note there, is of the 37 counties that
26 reported in the salary survey, 33 of them have county managers. So that's
27 what these averages are based on, is those 37 reporting counties and the

1 33 managers that they have. So just to conclude, the county manager, I
2 believe, addresses all the challenges that the county is currently facing,
3 as well as the issues that my department's facing. The concerns that I
4 have, the concerns that have been rightly expressed by the public, can be
5 addressed through some policy adoption and education, and making this move
6 will save the county nearly \$40,000 with the assistance of a DOLA grant.
7 The possibilities what the BOCC can accomplish once it's relieved of the
8 administrative monotony, I think, is ... is really exciting and more a
9 more valuable use of your time, status, and capabilities really. And
10 then, given my professional accomplishments, current experience and
11 relationships within the county, I believe I'm the best choice for this
12 position.

13 23:08

14

15 CANDA: So how long does the grant last?

16

17 WILSON: The grant, from what I understand and this is going back to some
18 comments that were made at that workshop, is that it was three years, 75%
19 the first year, 50% the second year, 25% the third year.

20

21 CANDA: Are we eligible?

22

23 WILSON: As far as I know.

24

25 CANDA: They told me we weren't. They said, because we had it before, we
26 had a county manager. But that's something you'll have to look into.

27

1 WILSON: Yeah. Yeah, absolutely.

2

3 FLOWER: Yeah, I don't know about that. Randy told me that we would be
4 eligible to apply for that grant.

5

6 CANDA: She told you before she knew, though, Tom. I talked to her last
7 (mumbling).

8

9 WILSON: If anything, that would be ... if there's somebody that I can
10 reach out to for that. Can certainly..

11

12 CANDA: Talk to her.

13

14 WILSON: Randy is who that is? Okay. (???)

15

16 CANDA: Well, I'll go back to where I stood all along and I'm not
17 supportive of a county manager and you know that. And the reason is, in
18 this room I'm the only one that has the experience in managing at a CEO-
19 level. Period. And managing businesses with billions of dollars and lots
20 of employees. We have 90 employees or 120, whatever they are. And I know,
21 part of the problem we've had is because, and this is what we're gonna
22 present here in the end of July, is ... that you hit the nail on the head,
23 when you said we have talented people that can do it. We do. And we should
24 let them do the job. The problem we've had is they're not sure who the
25 boss is, and that's the point.

26

1 And I've been intentionally staying in my lane. If I have an issue, and I
2 do have an issue I want to talk to you about after this meeting. It's in
3 your line, you don't need to worry, and we'll look at that later, it's
4 nothing to do with this. But if we do that correctly, and let the people
5 that work for us do their job and trust them to do it, we shouldn't be, as
6 commissioners, exactly, you're right, we shouldn't be doing the job. I'm
7 very lucky that I have good people in my lines that I work with, the
8 airport is a good ... I don't go out there day-to-day, do anything with
9 the airport, all I am is the executive that pushes the buttons for the
10 state to pass money back and forth, and make sure, because I have the
11 aeronautical experience, to make sure that what they're putting down is
12 right,

13 25:44

14 Just like he's the road and bridge guy. And, does good things. Anyway, and
15 I'm telling ya, it's gonna be an uphill battle to even ... I will not
16 support it. The county won't. Because you're right. It would free up us to
17 do other things, but it does not free us from the accountability, or the
18 responsibility, actually, even, of what you could do. And a single point
19 going to you, I'm accountable for. And the taxpayers, are, you know,
20 that's the point. So, until we get and understand how we can operate in a
21 normal fashion, as a normal business or a normal government agency,
22 because you do not see the governor relinquishing all his authority to one
23 guy so he can go out and work with other governors.

24

25 WILSON: Sure.

26

1 CANDA: So, I know why ... and I've gone through the county manager thing
2 at all levels with a lot of people. The reason there are county managers
3 in a lot of these counties, and the small ones especially, when it started
4 out, is because they have a small pool of people to draw from and to get
5 experienced people that have had experiences that normally you would do in
6 an industry you would grow up just like you have. You're growing up in a
7 job right now and you've come to understand what the HR/Finance world is a
8 lot better, and even how the county gets managed. But normally a
9 commissioner is picked off the street. And unfortunately, in some cases,
10 it's fortunate, because we have term limits. You get a guy in and train
11 us up on the county and then we're gone. Now you got to step in so the
12 counter to that especially if it's people that haven't had a lot of
13 training, managing and working in high efficiency fashions in big
14 organizations or small ones. They don't have the experience. They wanted
15 to say well let's try to ... we'll support it by giving the county grants to
16 go hire somebody and then wean them off of it when they can manage the tax
17 payer ... load of the extra wages.

18

19 So, until you get that, and I want to have that understood, because I put
20 a lot of time into this. And then another thing that has to happen is the
21 training, the leadership development and constant care and feeding of the
22 employees. Which we haven't been doing. And that's part of this process
23 that I'm bringing to us as a board here, is the way we should be
24 operating. It's not an alternative, it is "The Way." And the county
25 manager is another alternative. But if we straighten that out and we make
26 us ... have us an understanding to do it, then I think it'd be ... it'll go
27 like greased lightning.

1 28:30

2 But until you guys understand it, I can speak all day long. So, I've got
3 the guys working on that. And then we can do it. And if, by the way, the
4 other problem we're going to have ... let's suppose this is all great, you
5 think for an instant we can't... we're going to get off not competing in
6 this position? If the county was going to sign up? It's nice to say you're
7 more qualified than all of them. But how are we going to do that and get
8 people to accept that, is going to be another issue. I don't know. I just
9 popped in as we were discussing. I like your initiative, Braden. I like
10 the thoughts that you put in here. I'm not so sure the savings are really
11 there. Because of what I just said, we don't have a grant and that's only
12 for the first year. Even if it came through.

13

14 WILSON: Yeah.

15

16 FLOWER: It'll be for three years if it came through.

17

18 CANDIA: Well, it doesn't ... it gets less and less each year. And they went
19 through that already. Bob Senderhauf can tell you all about that. And that
20 counts. That is a DOLA grant that they got. And it was for a different
21 reason that they got it. They needed the money. I forget how... he'll have
22 to explain it to you. But, I mean, I'm willing to take a look at it, after
23 we get to take a look at what we're going to do. And see what the options
24 are. Because I truly believe that having Dorothy as a leader of the
25 department, understanding who her boss is, and what she needs to do ...
26 And you're right. Some of the things that have come to you shouldn't be
27 coming to you. It can be stopped right here at the commissioner level of

1 the ... of the point of contact or the department head. And the
2 commissioners have to have the same audacity to trust that leader as we
3 would to trust a county manager. In other words, are they professionals?
4 They've been here. They're the continuity already. The director of the
5 Road and Bridge, Vince is you know, he just came to you with a big
6 personal thing, they unloaded the mechanic down there. But that was his
7 call. And that being a county manager wouldn't have changed a darn thing
8 there. At all.

9 30:46

10 He has that authority. So do the other departments. Uh, J.D. ... not J.D. uh
11 ... our other departments are within ...right direct line of the
12 commissioners. That's not a lot of ... you know, the rest of them are the
13 county employees that work for the elected officials. That doesn't change.

14

15 WILSON: Right.

16

17 CANDA: And the amount of employees that are directly under us are very ...
18 even fewer. And all we have to do is do what we should be doing, is
19 letting our people that work for us do their job. And when it's not ... it
20 becomes an issue for the CEO of the company, which is the three of us
21 together. And that's up to me or Kevin or Tom to bring to the board. So
22 that's my view right now.

23

24 WILSON: I appreciate it.

25

26 CANDA: ... and we can't ... we're not here to vote on it. I like the uh ...
27 the information. Is ... can't do a lot (?with it?)

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DAY: I think ... I would say in November ... I don't know if this is really for in here now or for discussion in the public meeting, I'll just state this, I guess, but in November when you were putting together your team, you were going to be back to us within three months and it's been seven or eight months now.

CANDA: Lot of things came up. You're right.

DAY: So, I was really ready to look at that.

CANDA: I mean, I ...

DAY: But at some point ...

CANDA: Well, that's why ...

DAY: ... we need to get off the pot. (chuckles)

CANDA: Right. And that's what we're doing on the 30th of this month.

DAY: So, uh ...

CANDA: But there were ... and there were logical things that did happen. I mean, I could whine all day long, but ...

32:49

1 DAY: So ... But seven or eight months ...

2

3 CANDA: But you know what ...

4

5 DAY: from the three months ...

6

7 CANDA: ... we three have gotten better in that time, too. Because we have
8 been operating better, a leader of a group of people underneath us. And
9 we're operating, and I'm not getting in anybody else's way. And I was
10 happy to see that occurring while we're waiting for the guys to come back
11 and ... but, uh, and this is something that has to be done, I believe,
12 regardless of whether we go with a county manager or not, because we've
13 got to train people. We've got to build strategic planning capabilities,
14 leadership development that has to continue. We've got to onboard and off-
15 board people, uh, continuously.

16

17 DAY: And I would agree with that. I mean, I've heard kudos, great kudos
18 to some of the people you have on your team that would be regardless of
19 which way this ends up going today, I think that are very good resources.

20

21 CANDA: Right.

22

23 DAY: And so, I've had that expressed to me, as well. But, uh ...

24

25 CANDA: A little worried about this executive session, you know. Is this a
26 ...

27

1 DAY: This was ran by, I think, Braden ran it by Dan before we ...

2

3 CANDA: By who?

4

5 WILSON: Dan.

6

7 CANDA: Dan. Good. I was hoping that you did. Be careful.

8

9 DAY: But I ... that's why I didn't know if I should make my comment now, or
10 I probably will make it in the open session, to delve into that any
11 deeper.

12 34:31

13

14 But I greatly appreciate your take on it, and I know where you stand. So ...

15

16 CANDA: And believe me, I'm passionate about it. Because I'm passionate
17 about the county. And I don't want the county to go down the road that I
18 see a lot of other counties doing. Do you know that in the El Paso County,
19 they've got five county managers, and underneath those there's five more
20 sub-county managers. Because they get huge ... they have huge budgets to do,
21 and neither one, in all of those guys, there are billions of dollars are
22 managing. And the taxpayer is really removed from doing anything about it
23 ... right now, and it's gotten out of hand, and a lot of them have
24 complained to me about it. There is a need in small counties to have,
25 especially because, you know, in some ways, a lot of people come up to me
26 and talk to me about this, including Carol Vahinger several times. It's
27 hard. People know ... in a small county, we know each other, and we say,

1 "Gosh, that guy's a pretty good businessman", or "he looks like he'd be a
2 great commissioner". Well, he may be a good businessman in a small
3 business doing something, but he's not got the experience that's required
4 across a broader spectrum. So, if we have the programs, though, that, you
5 know, the training that ... it's not hard to become ... be a commissioner.
6 Shoot, they have a class, and we need to do more of that to remind people
7 how to operate within the structure of the county.

8 36:18

9 On the other hand, ... fortunate thing is, we're required by statute to have
10 this certain structure. There's the departments and there's the elected
11 officials and there's this over here and they've inserted another body
12 inside this that's growing all the time that's not elected officials. And
13 so, ... where I'm ... maybe we're in a cusp, maybe it'll happen someday,
14 maybe we would grow bigger, although, if we keep our current zoning, which
15 somebody told me ... I said "What you see is what you're gonna get." What
16 the bottom of the valley is gonna look like it, it is now forever, unless
17 ... what's the unless? Unless the county commissioners decide to start and
18 rezone it differently, rewrite the zoning laws. Ain't gonna happen. Water
19 will never change. Water's going to be the ultimate limiter. That doesn't
20 stop the growth.

21

22 DAY: That's probably a little outside our scope here today.

23

24 CANDA: No, that's way out. (laughter)

25

26 DAY: So, we need to get back on ... on our reason for being here, I guess.

27 Uh, comments from you, sir?

1

2 FLOWER: Well, I appreciate your presentation today. Takes a lot of balls
3 to come in and lay it out. No mincing words, this is what I think it needs
4 to be done, this is what I think I'm worth, this is why I think I'm worth
5 it. I applaud you for that. There are not many people that are not good
6 leaders and potential managers that would have the wherewithal to do that,
7 so ...

8

9 CANDA: I agree one hundred percent.

10

11 FLOWER: Uh, I'm done waiting on whatever you got in the works, Bill.
12 You've never really shared much of it you just keep telling us you got...
13 (overtalking).

14

15 CANDA: Well, I came in here and we did have a presentation, ...

16

17 FLOWER: I'm not finished. Please ...

18

19 CANDA: I'm sorry.

20

21 FLOWER: You've told us for ... since November, that you've got a great
22 team put together that's going to look at alternatives so that we don't
23 need a county manager. That doesn't mean anything to me. My opinion is
24 that we need a county administrator. I don't like the word manager but ...
25 so I've waited. I've been patient. I think there's a lot of political
26 wrangling and politics are entered into this. I have been told that
27 there's no way that you and your team or your cronies would ever support

1 this county manager position because they believe that that's what I want
2 to do when I'm done being a commissioner. That is absolutely the most
3 asinine statement I've heard since I've been a commissioner.

4

5 CANDA: By the way, they're not cronies, Tom. I don't have cronies.

6

7 FLOWER: Well, Bob Senderhauf's not a crony of yours?

8

9 CANDA: He's not a crony.

10

11 FLOWER: Oh my gosh. Okay.

12

13 CANDA: He's a friend.

14

15 FLOWER: All right, well, friend then.

16

17 DAY: All right, yeah, let's keep it on track.

18

19 FLOWER: So, uh, I've also been told that you're going to push this down ...
20 this can down the road far enough so that the recall happens, in hopes
21 that I get recalled, and you load this commissioner ... uh, this commission
22 up with votes that you know you can get your initiative pushed through
23 without this county manager. I don't know that I believe that
24 necessarily, but I probably believe that about as much as I do the rest of
25 it. But I'm just tired of sitting back and doing nothing. I support this.
26 If this comes before the commission today or next week or next month, I
27 will vote to support it. I'm a little concerned about the money end of it.

1 The optics of starting a new county manager at 100 grand could be a little
2 dicey politically. Has nothing to do with whether I believe you're worth
3 it or not. It's how big of balls I have to do, as a county commissioner,
4 and deal with the political fallout. So, I try to look at the reality of
5 that. I just think it's time that we move forward.

6 40:32

7 I think Bill's had ample opportunity. I don't know what ... what's going on
8 with that. I don't know why it couldn't have been brought to us in a
9 couple months. It just has the appearance of "kick it down the road. Let's
10 wait, let's wait, let's wait."

11

12 CANDA: Well, to be honest with you, Tom, you're right. It got kicked
13 down the road and probably the recalls what got in the middle of it.
14 Because that went on way too long.

15

16 FLOWER: Well, that could have never ... that should have never stopped your
17 team from functioning.

18

19 CANDA: No, it didn't stop at all. It was a matter of when you presented.
20 Who votes for it has to be accountable, in my view, and if you're voting
21 to do it, then that's fine. If you're going to be here to live with the
22 consequences. Period. So, I was trying to respect that, and the fact ... and
23 if it had gone through when it should have, we'd probably know ... and if
24 people want you to be here, that's fine, and then we would vote on it. So,
25 I kept waiting for that. That was probably the main crux that happened.
26 But then in the meantime, I told the guys, and said, "I've had enough of

1 this, I don't care when the election is, the recall." I don't care if you
2 want to try to vote on this day after tomorrow, we'll do it.

3

4 But I want the guys here, because you're going to have to ... the public
5 needs to understand there are two ways of doing business. This is not the
6 answer that I see. And I want the public to have an input, not an input ...
7 uh, we're representing the major ... I represent the people. And I listen to
8 the majority of the people ... not cronies... not three guys in a bar ... I'm
9 talking about walking around this county and talking to people. Strangers
10 come up to me, I don't know their names. So that's why. And so, once we
11 have that ... if the consensus says, and you guys believe ... there's more
12 people saying "I want a county manager, because, boy, wouldn't we be a
13 county that would save money!" ... Don't see how that will ... and I know we
14 can ... be uh ... have a hand and trust in the commissioners to deal with that
15 county manager if he gets out of hand. Or if not, I don't know. We don't
16 know enough about it. But we got to look at both sides. And we need to get
17 that input. And, if you want to put it on the agenda to vote day after
18 tomorrow, I'll do it

19

20 42:50

21 DAY: It's actually on the agenda for after this executive session.

22

23 FLOWER: Yeah, we could vote on it today. So, here's my take on the
24 optics.

25

26 CANDA: There's no executive stuff coming out of here.

27

1 FLOWER: And you're a very eloquent speaker, Bill. I told other people
2 that. And I respect that and appreciate that. You do a decent job of
3 getting the big picture across. I do think that you make some statements
4 that aren't accurate about this. Okay? Uh, we don't have to have anybody's
5 permission. All we have to do is be accountable.

6

7 CANDA: That is correct. And you're right ...

8

9 FLOWER: And I'm not going to go

10

11 CANDA: ... be accountable to the people, not three people.

12

13 *(Door is opened.)*

14 UNKNOWN: *Oh, you're in a meeting?*

15 FLOWER: *Yeah, we're in executive session.*

16 UNKNOWN: *Oh, sorry.*

17 FLOWER: *That's all right.*

18 UNKNOWN: *... secretary...*

19 FLOWER: *she's gone. she's gone (?? ??) to another office. we don't have
20 an admin assistant.*

21 UNKNOWN: *?? turn in my ?? for a corporate grant.*

22 FLOWER: *Uh, Kelly Camper, or probably better if it's a grant thing, to
23 the chairman, Kevin Day.*

24 UNKNOWN: *Okay.*

25 FLOWER: *Alright.*

26 *(Door closes)*

27

1 CANDA: But what you just brought, you got to careful here. This is an
2 executive session. We're not voting. And if we're coming out of this
3 executive session, I'm gonna put this on the table and vote, to ... with no
4 public hearing on it ... if we're ... and you guys can out vote me all you
5 want, and live with that consequence and put a guy in here that ... and
6 without competing the position, and going along with this ... it's suicide.

7

8 FLOWER: Okay. Let me speak to that. I don't remember advertising for a
9 road and bridge supervisor. Did we? Hell, no, we promoted him.

10

11 44:31

12 CANDA: That's okay.

13

14 FLOWER: That's exactly what's on the agenda today. Look!

15

16 CANDA: No, it isn't Tom, no, it's not.

17

18 FLOWER: Read it. Read that.

19

20 CANDA: No, I ... that's not ...

21

22 FLOWER: Read it, it's ... we're not hiring from without. Consideration of
23 employee promotion.

24

25 CANDA: That doesn't say a thing. That doesn't tell the public squat.

26 Whether they ought to be here or not.

27

1 FLOWER: Did we tell the public about Vince Cook? No.
2
3 CANDA: A county employee ... Tom, this is a change in county government. How
4 we're governing.
5
6 FLOWER: Sure, it is.
7
8 CANDA: It is. That's the difference. (overtalking) It is a hundred percent
9 different than promoting somebody ...
10
11 FLOWER: (overtalking) I wouldn't vote for it (overtalking)
12
13 CANDA: ...in their role. It's like taking Lisa and making her the
14 director. That's promoting somebody within the county. It's not taking
15 that ... and restructuring it and coming up with a whole new process. The
16 county has already expressed a lot of dissatisfaction to and not a need
17 for. That's really ... you guys can go ahead and do it.
18
19 FLOWER: Well, I'm not gonna conduct a community poll to find out ...
20
21 CANDA: I'm not talking about a poll, Tom.
22
23 FLOWER: Let me finish.
24
25 DAY: Please.
26

1 FLOWER: May I just finish? I'm not gonna conduct a community poll to try
2 to get an idea of how I should vote on something. Now I get it. I agree
3 with you. This is a huge change in government, county government. I would
4 be in your shoes if this was the first conversation, we had about this.
5 It's not. This community knows exactly what we were trying to do. Right?
6 It's not news to them. It's going to be a shocker to your bunch if, in
7 fact, this goes on an agenda and we promote Braden to be our County
8 Administrator. That's going to be a shock to their system. Absolutely.
9 But they don't have any say so in the matter. The say so sits right here
10 in these three chairs. And I know you're saying, yeah, but we have to be
11 accountable. I'll be accountable.

12

13 CANDA: Yeah, you will.

14

15 FLOWER: If anybody shouldn't support doing this, it's someone's getting
16 ready to get their ass recalled.

17

18 CANDA: That's right.

19

20 FLOWER: It's going to give them more ammunition.

21

22 CANDA: It sure will.

23

24 FLOWER: I don't care. I do not care about that. I think this is right for
25 the county.

26

27 DAY: Did you have more in your presentation here?

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WILSON: I can speak to some of these other documents here real quick. So, I do have the County Manager job description that we had gone through in that workshop, and so ...

CANDA: By the way, just so you know, all I heard about this meeting was it was about a promotion ... an increase in salary for you because you've been doing extra work. Nobody ever even implied ...

FLOWER: And I never heard that.

DAY: Not quite accurate, sir.

CANDA: Somebody told me that.

DAY: I told you that this is on the agenda. I said that we had an Executive Session for personnel and that following that would be for promotion and for administrative reorganization and I told you that is specifically for County Manager and you said thank you for the heads up

47:35

CANDA: I didn't hear County Manager

DAY: And that was on Monday when I put it on ...

CANDA: That was ... when I was blowing my nose too loud

1 DAY: but that is verbatim..

2

3 CANDA: "for County Manager?" -- I didn't hear that.

4

5 DAY: I did. I did tell you for a County Manager, sir, and so because ...

6 and part of that conversation was I told you I did not want to blindside

7 you.

8

9 CANDA: Well, I didn't hear that. I thought it was because Braden was to

10 work in the HR stuff and other things going on. I, I really didn't hear

11 that.

12

13 DAY: So, my apologies then if you did not understand that, because I made

14 sure, uh, when I told Bradon that I would put it on the agenda ...

15

16 CANDA to FLOWER: So, Tom, you knew it was for county manager?

17

18 FLOWER: What?

19

20 CANDA: You knew it was for the County Manager description?

21

22 FLOWER: uh just what's on this agenda.

23

24 48:24

25 CANDA to DAY: Well, that ... see you didn't tell him that...

26

27 DAY: I had...

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FLOWER: ... administration, realigning ...

DAY: I wanted ... my specific response, when I told Braden that I would put it on the agenda, is that I wanted to make sure that you knew what we were putting on the agenda, because I did not want to blindside you with anything.

CANDA: Okay (??). That's not what came across, Kevin. I'm sorry.

DAY: My apologies for that.

FLOWER: Before we get ... delve into this Bill ... now with respect I want to tell you ... this I want Kevin to answer this question. Have you and I had a conversation about all of this?

DAY: We have not.

FLOWER: Haven't talked one bit. Because I knew it wouldn't be fair to you. I knew that Kevin ... he wouldn't be comfortable having these backdoor conversations. (overtalking)

CANDA: Okay, so fair enough. We're all on the same sheet of music, but I'm still going to take the same position, it's suicide to do that. And Tom, I'd worry as ... a lot, because you are on the hot seat.

49:21

1 FLOWER: Yeah. Well ...

2

3 CANDA: And here's my position. I'll say it in public. I want the guys
4 voting to be accountable for what they're gonna vote for.

5

6 FLOWER: Absolutely.

7

8 CANDA: And you're not going to be here, in theory ... could not be here for
9 more than 30 more days or whatever it is. The 8th of August is around the
10 corner.

11

12 FLOWER: Sure.

13

14 CANDA: So ... and that's what I'll state and if we go ahead and vote it,
15 then so be it. And then you'll see, uh, whatever and immediately he'll be
16 replaced. I mean, that's how it works. And then in theory we could
17 immediately go back and have another vote.

18

19 DAY: Yes, we could.

20

21 CANDA: So ... And if that's the way you want to drag the county around,
22 that's fine with me. But I'm just telling you where I am. And you need to
23 hear what we've got to present, I believe, it would change your mind.

24

25 DAY: And that's my point, is we have been waiting to get that and ...

26

27 CANDA: You can wait for five more days, and so ... or 40 days...

1

2 DAY: The initial word is we would wait three months.

3

4 CANDA: And that's what we tried to do, and things got in the middle. So

5 ...

6

7 DAY: Go ahead. We're kind of rehashing things that we'll probably rehash
8 in public meeting.

9

10 WILSON: Yes, so ... job description.

11

12 CANDA: I'm not going to rehash it ...

13

14 WILSON: So, the job description, uh, that's, I think, pretty well in
15 place, and at least was, you know, collaborated together back in November.

16 I also have here my resume, and you'll notice there that this is actually
17 written for the MBA that I just applied for. And I'm waiting to hear that.

18 If for some reason that were to go through. And just to show, I guess, my
19 seriousness about this, because I do think training and just more

20 education is absolutely vital. And I guess ... my hope would be that at this
21 point you guys have read the satisfaction survey that I sent out and what
22 the main takeaways were. And you're exactly right, Bill,

23 51.25

24 that was the number one takeaway that people had to say is education and
25 training. And so, I think that's just, I think that salary survey, and one
26 of the other things was office space and better working environment. So
27 again, I don't think that when I suggest that I would be good for this

1 position, because that's not substantiated in some way, because it has
2 been a frustration. And that's something that I've been able to gather
3 data from people, public, uh, when it came to like the four-day work week,
4 and we were able to show that public really didn't care. And as far as
5 I've ever heard from the employees, it's been a great change. And I just
6 go to Peggy's comment that she feels like she has a vacation day every
7 weekend, having a three-day weekend. So, I think the fact that I do listen
8 and I do try to implement something as quickly as possible is something
9 that's needed. And I would definitely echo what Kevin had to say. I was
10 excited to see what the team had to say there. And then there was... it
11 kept being pushed off. So that's why I decided to just go ahead and move
12 forward in this capacity. So as far as my resume goes, there's that, and
13 my management experience. And working for a membership organization, which
14 I don't think is too different, really in the functioning than a county,
15 when it comes down to the fact that there's a board that is elected by the
16 membership, that oversees the CEO, that oversees the rest of the staff.

17 53:28

18 And so that's the world I come from, that I look at here, in the same
19 capacity is that you are elected by the members, the public, and you're
20 creating the board, which oversees the CEO, which oversees the staff. And
21 so that's ... and I think the fact that there's 33 counties that have a
22 County Manager of the 37 there, doesn't prove that that's ... doesn't show
23 that that's a bad idea. It seems to be something. And I know Colorado
24 Springs got out of hand, but that was the public and the BOCC's fault. At
25 some point. And so, I do think it has to be the right person. The public
26 does have to keep things from inching forward. But I don't think this
27 change inherently causes that to move forward. And the reason for that is

1 because of this document here. And so, this is the Board of County
2 Commissioners and County Managers Policy Manuals. And uh ... used some other
3 counties for inspiration here, where they actually spelled out, this is
4 exactly what the board does, what they're expected to do, what their code
5 of conduct is, which ... that was something that I thought was a great
6 addition this last ... I think it was last year ... with adding the code of
7 conduct. I've added our code of conduct to this instead of some of the
8 things that I've found, but then also, they have some points that I
9 thought possibly could be good additions there. Or changing the wording,
10 which would change it from "overseeing the staff" and instead "overseeing
11 the County Manager".

12

13 So, this is the document that I think puts to rest the ... that can put to
14 rest what those boundaries are. And kind of give the public some sense of
15 calmness. I think one of the frustrations that I certainly have and have
16 heard, is that when we're talking about a County Manager, I've not heard
17 your team, Bill, come in here and ask any of the employees what they
18 think. And any efficiencies there. And that may have happened, and they
19 just haven't chatted by my office, and that would be fine. But, uh ...

20

21 55:55

22 CANDIA: Well, they haven't had a chance to because they've taken two steps
23 to do it. That's why ... they were outlining and getting with other people.
24 That was the process. By the way, just ... I'll make this statement. It's
25 clear, Tom, the whole reason that it's taken some of the time it did, the
26 recall should have happened when it happened, and then we'd be over with.
27 And, out of respect for that, I wanted to make sure that we didn't get in

1 the way of ... muddying the water on when things happened, and it got, I
2 don't know, for whatever reason it took a long time for them to reconcile
3 whatever the issues were for the recall and get decided on. How many days
4 ago was it, Kelley, uh, two weeks ago, three weeks ago, whenever. They
5 finally got off the dime. I don't know. That took a long time. And then I
6 don't care if you'd have brought this up the day after or it was done,
7 fine. Whether Tom was here or not. But to do it now is kind of crazy.

8

9 FLOWER: You know, I'd like to have a little time to digest this.

10

11 WILSON: Right, and that was my intention. Is this ... is not something that
12 I thought needed to be voted on or anything like that. It was just, I
13 guess, a promise that this was something that I believe needed to happen,
14 to fully fulfill the picture. I do believe that with the job description,
15 that it's possible to move forward right away. But this would just fill in
16 some of those gaps that ...(overtalking)

17

18 CANDA: So, what's your expectation that we come out of this and we vote
19 to have a County Manager and you are the guy?

20

21 WILSON: That was what I asked, was ... fully knowing...

22

23 CANDA: That we need a County Manager and we would figure out how to go
24 about it.

25

26 WILSON: What's that?

27

1 CANDA: Rather than we'll vote to do a County Manager and then what's the
2 process to get one.

3

4 WILSON: Right. Yeah, no, it seemed to me that any time it was brought up
5 in any way that it's just kiboshed completely. And I truly believe that
6 this is what needs to happen, based on what I've seen and actually
7 listening to the employees, and that's ... I guess that would be an
8 encouragement that I have, is to chat with the directors and ask what
9 their feelings are about answering to three people because I've come in
10 with executive (overtalking)...

11

12 58:18

13 CANDA: They're not supposed to answer to three people. That's been the
14 problem.

15

16 WILSON: I understand.

17

18 CANDA: That's the whole problem.

19

20 WILSON: Yeah.

21

22 CANDA: They answer to one guy that gives them (a leave?) and appraisals
23 and if there's an issue that should go to the board by that guy, that guy,
24 or that guy bringing it. That's the reason. The only reason. And all that
25 meant is that we needed to start operating that way. And I tried to do
26 that, make it clear before it's all got into a kabuki dance, when Tom
27 first got the ethics thing going on. That's how come that came up. That

1 was the recommendation from the state CTSI and CCI, to get us in our own
2 lanes and that's why we guys ... not a point of contact. Doesn't mean we
3 have equal power. Meaning vote. It doesn't mean equal - everybody has the
4 same ... employee works for three of us at one different time. I was trying
5 to straighten it up and operate that way.

6

7 WILSON: I understand.

8

9 CANDA: It's gonna have to be the same thing. People are gonna ... what are
10 they gonna do? You're gonna have us just go out in a car somewhere and go
11 have our little coffee. They're still gonna ... we're still gonna be around
12 and people are gonna be asking me for something. I'm gonna say don't talk
13 to me, talk to Braden. He's got it all.

14

15 WILSON: As it should be. Yeah, because and I think ...

16

17 CANDA: Which was what we should have done when we had each of us in our
18 own lanes. But that didn't happen, because people were afraid to do that ...
19 when we even said that's it. Tom shouldn't be doing this and I shouldn't
20 be doing that over here.

21

22 WILSON: So, I understand this ...

23

24 CANDA: And the way, you know, where I was headed with it was to get
25 everybody to understand what we meant by that by getting this to roll into
26 it and have the people ... brief, high efficient organization processes, get
27 the leadership development and the training things that they needed to

1 have and start rolling out. This is what Custer County is going to turn
2 into because we have to do it. We have to do that. Regardless of who the
3 CEO is. You're not the CEO. The CEO is still the commissioners. You are
4 the County Manager or the County Administrator. And that means that you're
5 going to evaluate every employee's (OPR?) somehow or you're going to have
6 to do what we should ... what we're doing, delegate it to the boss that does
7 it. Which is how we had ... we're set up to do that now, except we wouldn't
8 operate that way. I did. I never stepped across anybody's boundary. Ever.
9 To step into somebody's way and say, you know, Brian, out at the dump, you
10 know, I talked...when the recycle thing, came up, I stayed clear out of
11 that. But Brian reports to me although Tom is out there a lot and he talks
12 to Brian a lot and that's confusing. But Tom wasn't giving him orders. He
13 doesn't ... but maybe he was thinking it was his obligation to brief Tom on.
14 I don't know. That's the point. We just need to start operating that way.

15

16 FLOWER: Well ...

17

18 WILSON: And you'll see in this document that it does show that the County
19 Manager acts as the CEO.

20 1:01:11

21 CANDA: I know I get that. I understand what they're doing. (overtalking)

22

23 FLOWER: Clearly, ... this position ... it's a matter of semantics, ... would be
24 the CEO, operating on the behest of the board of directors.

25

26 CANDA: That's right.

27

1 FLOWER: We don't need three CEOs.

2

3 CANDA: No, we don't. My point is that we weren't three CEOs. We were one
4 board (??), the CEO was the three of us. That's just how it was set up by
5 state. That's not my doing. But there's a way you can handle that and
6 that's what they had proposed and that's what they taught in the CCI
7 class.

8

9 FLOWER: I don't think they proposed that, Bill. I think you asked him if
10 we could do it.

11

12 CANDA: No, I didn't. No, sir.

13

14 FLOWER: You sat right here and said, I called him and asked him to look
15 at it.

16

17 CANDA: No. I called him to ask what we need to do because we had a
18 problem with the legalities of what you and Jackie got into. That's how it
19 got started in the first place. The point was that he said, well, you've
20 got to take power away. What power? The only power we have is,
21 individually, is the management of the people under each commissioner.
22 That was the power they were talking about. And that had surprised the
23 heck out of me. I didn't realize that's what they look at. There was
24 always a point, everybody says "it's just a point of contact, and any
25 commissioner can go help you". No, any other commissioner can say go talk
26 to Tom, because he's the recycles guy. If you've got a problem with an
27 employee, that's Tom's employee, and then we go up to the board if he

1 decides to take it to the board. Doesn't matter. If you guys are going to
2 do this, that's the way it is.

3

4 FLOWER: Well, here's where I shake out. I'm saying this straight up. I'm
5 a little concerned about the money. I certainly want to give Bill the
6 opportunity to rally his troops to come in and politically strong arm us.
7 It would be a little chicken shit to come out of this meeting and do it
8 this afternoon. OK. I can handle that political pressure. They can squall
9 all they want. I've proven that.

10

11 CANDA: It's not the political pressure.

12

13 FLOWER: Oh, it is, Bill. Come on.

14

15 CANDA: No.

16

17 FLOWER: You don't think they're going to try to put political pressure on
18 me?

19

20 CANDA: Well, certainly they're going to put pressure on all of us.

21

22 FLOWER: No, they're not.

23

24 CANDA: They are. Yes, they will. Tom, I don't look at it that way. I look
25 at it as...

26

27 FLOWER: I know you don't. I'm speaking for me.

1

2 CANDA: You. Yes.

3

4 FLOWER: You think your people are going to come in here and put pressure
5 on you? Come on, Bill. I'm trying to be honest here. (overtalking)

6

7 CANDA: No, I'm thinking your people will come in and put pressure on me
8 to get a County Manager.

9

10 FLOWER: What people?

11

12 CANDA: Look at it that way? I don't know. Tom, you (??) tell me I had
13 people...

14

15 FLOWER: I haven't marched anybody in here. I've seen your people sitting
16 right here.

17

18 CANDA: I don't march them in. I didn't ask them to come.

19

20 DAY: Okay. Okay.

21

22 FLOWER: I'm just telling you. I'm gonna...probably not vote on this today,
23 to give you an opportunity to run your people in here and put political
24 pressure on Kevin and I to try to stall this thing, or to shoot it
25 completely down. I'm going ...

26

27 CANDA: Or to go do that, look at it and say make us all agree that ...

1

2 FLOWER: Because I think this is right for the county. I've said it from
3 day one. I brought it up two years ago. I still believe in it today. But I
4 do think it would be disrespectful to you and your bunch to do it without
5 letting them come in here and squall at us. Not gonna change my mind. I
6 already know what they're gonna say.

7

8 1:04:23

9 CANDA: That's OK.

10

11 FLOWER: But they ...(overtalking)

12

13 CANDA: But that's who we work for and it gives them their opportunity to
14 do it, and if they don't get what they want, that's life. And that's okay?

15

16 FLOWER: I'm not gonna make a bunch of phone calls ...

17

18 DAY: And that is exactly why I wanted you to know in advance and my
19 apologies you did not understand that when I talked to you on the
20 telephone. I should have put it in an email, I guess.

21

22 CANDA: Yeah. Well ... (??) maybe ... spend a little more time talking to me.

23

24 FLOWER: I'm not going to march a bunch of people in here to try to
25 support my position, Bill. I'm not ...

26

27 CANDA: I'm not gonna do that either.

1

2 FLOWER: Well, we'll see ...

3

4 CANDA: I'm not. But let me tell you, you put it on an agenda item ...
5 people aren't dumb.

6

7 FLOWER: Okay

8

9 CANDA: It didn't say "County Manager" in the agenda. It says "a
10 promotion," of all things.

11

12 FLOWER: Which is what we'd be doing

13

14 CANDA: Well, that ... you ... you ... transparency ... you're always saying
15 transparency. What's on the agenda is ... people want to know. Why do you
16 think they come? Well, if it was ... (??) all pablum, then nobody would come.
17 And then we would go off like a dictator, doing whatever we wanted. If we
18 made up agendas that didn't match what we were going to talk about. A
19 promotion ... it's more than a promotion. This is a total county
20 restructure.

21

22 WILSON: And so that's a question I would have. Is why wouldn't those
23 people come out for that item of business when it says that?

24

25 CANDA: They would.

26

27 WILSON: Because it does. It says ...

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CANDA: No ...

WILSON: It says reorganization.

CANDA: It says reorganization. That we moved offices around. That's reorg.

WILSON: That's the same ...(??)

CANDA: No, Braden, the reorg ... I was all for reorganizing where we are. We didn't discuss reorganization. (??)

WILSON: The last item of business that's still to come is "consideration of employee promotion and administrative reorganization."

CANDA: Administrative reorganization. That doesn't mean anything.

WILSON: And that's fine. I totally understand if they didn't understand that.

CANDA: That's like the Democrats in DC coming up with a thing that says ... what was it ... the thing for Biden's thing with the hiding money and reordering ... buy all the green stuff. It wasn't giving the money back to the States, it was to go buy green cars. And nobody knew it. Anyway ...

1 FLOWER: So, I would ask for you to put on the agenda for July 5th,
2 consideration of hiring a County Administrator.
3
4 CANDIA: Manager, what's been called. Call it both.
5
6 DAY: We could call it ... we could say County Manager slash Administrator,
7 and then we can pick the word we want to use.
8
9 FLOWER: I just picked the word I want to use. That's why I made the
10 request.
11
12 DAY: You requested administrator?
13
14 FLOWER: County Administrator. There is a Colorado County Administrators
15 Association. They meet the same time we do. There's no county managers
16 association.
17
18 CANDIA: We called it a County Manager before.
19
20 1:07:18
21 FLOWER: If it fits into the state, (???) the state system. So ...
22
23 CANDIA: You may want to clarify.
24
25 DAY: I'll put both things on there. I'm good with that. I don't, you
26 know, so ...
27

1 CANDA: But ... See now, you were saying at first you were gonna give me a
2 shot at it. What happened to that?

3

4 FLOWER: Well, I said I'm gonna give you an opportunity to march your
5 people in here ...

6

7 CANDA: You said that you were gonna listen to what I had.

8

9 FLOWER: I said I'm done listening. I said the first statement out of my
10 mouth was I'm done waiting. But rather than vote on it today, I'm willing
11 to deal with it on the 5th, so you can get your people in here.

12

13 CANDA: I'm not gonna get anybody in here. They'll come on their own.

14

15 WILSON: And I just like, I guess, the opportunity to be able to work
16 through some of these because, I guess, I'm not ... I'm not seeing ... I feel
17 like the issues that you brought up are addressed, and so I understand if
18 there's another better way that that would ...

19

20 CANDA: You better go check whether you're going to get paid or not.

21

22 FLOWER: Oh, he'll get paid if we vote on it.

23

24 CANDA: DOLA. If we vote on it ...

25

26 FLOWER: DOLA's a gift. We got the money budgeted.

27

1 CANDA: If we don't ... if we carried on, that you were making the case
2 here, it would be more palatable to the public.

3

4 FLOWER: Right. We don't have to have DOLA's blessing to do this.

5

6 CANDA: I didn't say blessing - money.

7

8 FLOWER: We don't have to have their money to do it.

9

10 1:08:38

11 WILSON: That was the point. There is ... that there would be savings based
12 on what we budgeted without DOLA. Upwards of \$45 ,000. But with DOLA we
13 would also, you know, of course, have more, so ... so that was the point I
14 was trying to make there.

15

16 CANDA: So that's fine. Keep it out of there. Don't even bring them up.

17

18 WILSON: So, yeah, and that's fine. And I'll try to reach out in the
19 meantime.

20

21 CANDA: That's a total county impact to the taxpayer.

22

23 WILSON: Yeah. Right, so yeah, I know. That sounds good. And then, just ...
24 just being able to ... if there is a time that ... if you guys have any
25 questions on that, whether that's ... that's price point or duties or what
26 that looks like, I would certainly like the opportunity to talk through
27 that and to try to address it. I just did as best that I could, given ...

1 given the information that seems to continually come up. And I do feel
2 like I address those issues. So, if there's new issues or if I'm not
3 understanding that correctly I'd certainly like to do that. Because if
4 this were to go through, and I don't want to be in a position where I'm
5 not utilized in my fullest capacity, and that relationship is broken in
6 any way ... so ... so that ... that certainly wasn't any intention today. It was
7 just, again, what I thought needed to happen and I think needs to happen.

8

9 1:10:09

10 CANDA: So, take beyond ... what would happen if it does happen? What
11 meetings are the commissioners going to go to?

12

13 WILSON: All of them.

14

15 CANDA: All of them. Why?

16

17 WILSON: We would have, in fact, I would suggest having a weekly meeting,
18 instead of the beginning of a lot of (??)...

19

20 CANDA: (mumbling) Otherwise, you're gonna have the same problem you got
21 now. People are gonna think ... they're going to ask us to do things.

22

23 WILSON: Yeah, and the public should be asking you for doing to do things.

24

25 FLOWER: Sure.

26

1 WILSON: But ... but the actual employees, I think, that's the ... the piece
2 that I think would create the efficiency. Is me being able to come in and
3 say, "All right, I've handled these things. I need your permission on
4 this thing, and here's ... here's some reports, or here's ... let's go over
5 these financials" or something along those lines. I think one of the
6 things that I fully understand the point-of-contact system and I've also
7 seen that not work for the last two years, since I've been here anyway. At
8 least to ... to its fullest extent. And there's things like ... and I know
9 it's ... it's up to the department head, whether or not they actually reach
10 out or not, but I think it's also up to each of you to be reaching out to
11 the department head and ...

12

13 CANDA: Staying out of their business.

14

15 WILSON: Sure, that's fine. But also having some strategies or working
16 with them to ...

17

18 CANDA: ... get in the way the County Manager. You got to get consistent ...

19

20 WILSON: I'm sorry.

21

22 CANDA: What is the County Manager going to do?

23

24 WILSON: This is right now. This is without a County Manager. So, I think
25 that's something I've not ... I've not heard any department head say that ...
26 that a commissioner's come in and had a meeting with them regularly to,
27 like, discuss strategies and figure out "how do we move this department

1 forward?" And maybe everything's working efficiently but that ... that's
2 certainly not the way I've seen it for ... for departments, being ... being
3 here. And ... and so ... and then like performance evaluations I think that's
4 another piece that you know we ... we know the performance evaluations need
5 to be done and that's ... that's not being done.

6

7 1:12:11

8 CANDA: But that's something that we should be doing. That's up to you
9 guys. You're the HR guy. Give us the ... you've got the record and say "It's
10 time for ... that's what Donna used to do. We did it when she was here." Get
11 it (??) ... it's time for this guy's - been here a year, where's the six-
12 month deal? Where's the yearly thing? That's part of the deal. But the
13 only thing I've heard that, we where we step out of line once in a while,
14 is we shouldn't be going to each ... and like ... okay, simple. Housing, the
15 housing board. You're the guy for attainable housing. Tom's been going to
16 all the meetings with you.

17

18 FLOWER: That's not true.

19

20 CANDA: Not all of them, a lot of them.

21

22 DAY: He's not ... (???)

23

24 CANDA: You know who brought that up to me? Carol Vahinger did. She was
25 concerned because there's two commissioners there. Does that mean every
26 time there's two commissioners that that's a board of commissioners
27 meeting. Do we have to have a board of commissioners meeting at every

1 meeting? See what I'm saying? We have ... that's the way the line should
2 work. If there's an issue, Kevin would bring it up, and do it, and he's
3 been doing a good job of that. But the whole point is, it confuses other
4 people that are in that meeting if they see two commissioners doing
5 something. We've got to stop that if they are county managers out there in
6 the world. You can't have me sitting in listening to you give guidance to
7 somebody, because that inhibits the direction.

8

9 DAY: Right. Yeah.

10

11 CANDA: If they get an automatic vote and they think if there's ... take
12 attainable housing again because it's just an easy example. If there's two
13 commissioners, they're already hearing it, and all they're going to do is
14 come to the board of commissioners with a proposal to add and then a
15 \$4,000 for X. They've got two votes already understanding more than the
16 third vote is going to have to come up to speed. All they got to do is
17 convince one more vote. And that's not fair, it's not correct. It's not
18 representing the people correctly and then you have to have an equal
19 playing field to make that consensus discussion happen. So, no matter what
20 ... what structure we pick, we've got to make sure we ... we have the
21 structure and the mechanics that operate it. So even in this other one,
22 the performance reviews have to be done by the managers. They need to do
23 it. And then whoever the director is going to report to the County Manager
24 or the commissioners, have to get that from the HR department so they can
25 do it. That happens in industry, it happens in ... everywhere. Don't wait
26 for one guy to tell you.

27

1 1:14:34:

2 FLOWER: Braden, so, if you were to become the County Administrator, is
3 there an inherent assumption that Lisa becomes the Director of Finance and
4 HR?

5

6 WILSON: That would be one of the reorganizations that I would suggest
7 right after the fact.

8

9 CANDA: We'd have to vote on that.

10

11 FLOWER: And you've had a discussion with her about that?

12

13 WILSON: I have, yeah. And actually, based on the way this is written, it
14 wouldn't ... it would be certainly something I'd run through...

15

16 FLOWER: So, who's HR?

17

18 WILSON: Lisa would be. Because there needs to be a separation between the
19 County Manager and HR.

20

21 CANDA: So, who's finance?

22

23 WILSON: Lisa. She'd become the Director of Finance and HR.

24

25 CANDA: You're saying separation, I'm thinking two people.

26

27 WILSON: No. There has to be a separation of the County Manager and HR.

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CANDA: Right.

WILSON: Right. So, she would have it along with the finance, payroll, and accounts payable.

CANDA: And she doesn't need two people like you did.

WILSON: No, but that would be the executive assistant. It would be somebody that would help where she might need there.

CANDA: That's why you were looking at that, huh?

WILSON: Well, that was my suggestion for today's conversation.

CANDA: (???) You made a strong case of how overworked and underpaid you are, to get a deputy. Donna was doing both by herself initially.

WILSON: Right.

CANDA: So now you're going back to one person.

WILSON: With an assistant, yes.

CANDA: Who's the assistant?

WILSON: An executive assistant. So, it would be replacing the BOCC Admin.

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CANDA: That takes on a whole different complexion of what we just discussed. With the...not this. I'm talking about the description of an executive assistant.

WILSON: Sure.

CANDA: It's not at all...

1:16:12

WILSON: Well, yeah, this was after the fact, so I couldn't discuss that.

CANDA: My point is...okay.

DAY: Might as well, then ... but, the entire budget process would still fall under the County Manager, not finance, at that point?

WILSON: Correct.

FLOWER: So, if I read this correctly, I'm trying to sort this out. A hundred grand for the County Manager and fifty-eight thousand for the Director of Human Resources, financial and HR?

WILSON: Correct.

CANDA: So, what's she getting paid now, do you know?

1 WILSON: It's on the first column here.
2
3 FLOWER: Oh, I see, it's forty-three (??)..
4
5 CANDA: Thirty-eight or whatever. Forty-three, two fifty.
6
7 FLOWER: I got lost in that whole chart while we were talking, but ...
8
9 WILSON: Yeah, and I agree, Bill, to your point with the boards earlier as
10 ... who's going to be sitting on everything, and that's, again, why I really
11 think this document is absolutely pertinent to the conversation is because
12 it does spell out that only one commissioner should be at a board meeting.
13 Or ... and in fact, it does say that the commissioners would continue to be
14 over the boards that they oversee. And so, the County Manager would be
15 over the BOCC departments. But the boards themselves would be overseen by
16 the commissioners. And this is just a jumping off point. And that's what I
17 wanted to make sure was known here, is that, like, just because it's here,
18 it's not set in stone. I tried to capture as much as I could of how we ...
19 how I think we could operate. How we could transition into operating
20 versus how we actually are operating. That those, again, are just
21 suggestions on how we might be able to break that out. And be completely
22 clear about it. Because I think that's certainly what's led to some of
23 those ...
24
25 1:18:17

1 CANDA: Why my point is - it's one thing to vote to go to a County
2 Manager, it's one thing to say "poof! Here it is." Because it's got a lot
3 of work to do to figure it out.

4

5 WILSON: Yeah, but I don't think it should hinder it because it's ...

6

7 CANDA: Didn't say it should.

8

9 WILSON: ... just because there's a lot of work doesn't mean we shouldn't
10 start stepping forward.

11

12 CANDA: If you want to come out of this meeting and vote to go do it,
13 you've got to tell us what you're voting for.

14

15 WILSON: Yeah. Well, I don't get to vote. (laughter)

16

17 CANDA: No...(inaudible)

18

19 DAY: Good point. But I think what I'm hearing is we're not going to vote
20 on this today, when we come out of this. Is that what I heard?

21

22 FLOWER: Well, we ought to wait till we come out of here and have that
23 discussion.

24

25 DAY: Okay, that's cool. All right, do you have anything else that you
26 would like to say?

27

1 WILSON: No, I just ... I appreciate the time to be able to bring it forward
2 and certainly isn't me trying to run the county in any way or take
3 personal gain...

4

5 CANDA: Yes, it is.

6

7 WILSON: I mean, there would be, (chuckling) but I'd say not
8 unsubstantiated, I guess. And I hope that I could prove that in some way
9 here, knowing that we'd also be able to hopefully have a chance to
10 negotiate some of the ... all the aspects of it. So, I appreciate the time.

11

12 FLOWER: Good. If this initiative moves forward, Bill, do you think we
13 should post it within the county? Do you think we should ... I'm not saying
14 you're going to agree with doing it, I'm just asking you - this job?

15

16 CANDA: Has to be posted. I think it would ... I think it has to be
17 competed.

18

19 WILSON: And I could speak to that. I did talk to CTSI in a different
20 capacity a few months ago. And we don't need to post anything that's a
21 promotion. If it's ... even if it's a new position. If we were ... if we had
22 to fill it to begin with, we have to post it. But to promote, it doesn't
23 require any sort of posting.

24

25 CANDA: Did you tell them we were restructuring the county?

26

27 WILSON: No, I said that was in a different situation. But that's ...

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CANDA: I don't believe that.

WILSON: But that's what Dennis Hunt had told me.

CANDA: So, I'll call Dennis up. Because I don't ... I believe it would have to be. Well, to begin with, why are you the best guy? We know you. We know what you've done. I don't know that you're "best guy." You know, I want a guy ... there's probably a guy that's got a lot of experience being the County Manager ... that Carol Vahinger would drool over.

WILSON: Yeah.

CANDA: Because she's got the experience. And why would we want to short the county and take somebody that has never done anything?

WILSON: And that's the direction I would have liked to go. But it keeps getting kiboshed...

CANDA: See? And that's just from my own point of view. And county ... the people this county...I'm thinking about the county and the people. It's not my personal druthers ... I'd love to have you do it. If I was wanting to do it. But I don't ... promotions different. Promote you into it ... It's just like ... there wasn't any issue with our directors hiring their own people and promoting them within. You'd have to have that kind of capability to any job in the county.

1 1:21:46

2 FLOWER: And we should ... I'm sure...we have the ability to do the same damn
3 thing.

4

5 CANDA: We do not have a County Manager to promote anybody into. Right
6 now. And that's ... it's a whole different animal. So ...

7

8 FLOWER: What do you mean whole different animal?

9

10 CANDA: it doesn't mean that he can't compete with - for it.

11

12 FLOWER: I think it doesn't mean that we can't promote him to it. It's
13 what we get paid to do, is make those kind of decisions.

14

15 CANDA: I have to look into that. I will.

16

17 WILSON: Appreciate that.

18

19 1:22:22

20 DAY: How are we doing here?

21

22 FLOWER: Well, I think...

23

24 CANDA: By the way, Dennis was a county manager.

25

1 FLOWER: If you need to reach out to CTSI, Braden, I would do that. Say,
2 hey, I just want to make sure what your opinion is. Which is all it is, is
3 an opinion. We're not bound to do a damn thing CTSI says.

4

5 CANDA: No, we're bound to do what CTSI says would not be legal to do, or
6 under the statutes, because that's what they're paid to do, to keep from
7 paying lawsuits.

8

9 WILSON: Yup. Yup. That's just what I was going to say.

10

11 FLOWER: I would suggest you reach out to whoever the appropriate person
12 is. I don't know who Dennis Hunt is. He's not the answer to everything for
13 me. I can guarantee it.

14

15 CANDA: Lots of people.

16

17 FLOWER: But I would reach out and Bill could reach out.

18

19 DAY: So let me ask you this, sir. Are you confident in your statements
20 here today in regards to that? In as far as being able to create a
21 position and being promoted into that position?

22

23 WILSON: That's what Dennis told me when I talked to him about it. Not
24 this specific instance, but it was just a generic, creating a position,
25 you can promote into a new position. But if you were to just open the
26 position, or if you needed to fill a position, it should be posted. So, it
27 wasn't specific to any one position, it was just a generic ...

1

2 FLOWER: And my assumption is if you were going to, if you needed to fill
3 a position, you could post it from within first. Which is exactly what
4 we've done. Right? And I argue the same thing ...(??)

5

6 CANDA: We're not ... we're not ... we are not actually posted it internally
7 here.

8

9 FLOWER: No, not if we make ... have a promotion. To me, there's three ways
10 to go about it. Promote, advertise within, or hire from ... open it up, hire
11 on the open market. Which is what I pushed for - for the road and bridge
12 thing. I argued just what you said and got shot down. OK - that's part of
13 it. So, if somebody doesn't tell us "You cannot do that", then that's
14 information we can move forward on.

15

16 WILSON: Yeah. Because in practice, most recently, that was what we did
17 with Jennifer. Was move it into a new position, move her into a new
18 position there, without posting it outside, or without, I guess.

19

20 FLOWER: I would caution us at least until the 5th of July, man. If you're
21 going to rally the troops, and if you do it coming out of an executive
22 session, we're all going to be held accountable for that.

23

24 CANDA: Right.

25

26 FLOWER: So, first time somebody threatens me on Main Street and say,
27 yeah, you go ahead and push for that and see what happens. I'll have

1 somebody to ask, because this is an executive session. After the 5th, when
2 we bring it up publicly, all bets are off.

3

4 CANDIA: What's going to come out of this executive session was what he's
5 going to say, and we're going to post an agenda item on the 5th for County
6 Manager. That's what's going to come out on the street. And they're going
7 to be after your ass on the street.

8

9 FLOWER: Okay.

10

11 CANDIA: That's all I'm saying.

12

13 FLOWER: I mean, no more than that would when I brought it up before and
14 got shot down.

15

16 CANDIA: That's my point, though, Tom. You just said you're going to get
17 out of the executive session ... nobody out of this executive session is
18 going to say anything more than, "We're going to post a position for
19 County Manager to vote on." That's it.

20

21 FLOWER: Right. Agreed. I agree 100%. They're not going to know that I'm
22 the one who pushed it. They're not going to know if Kevin pushed it.
23 They're not going to know if Braden pushed it.

24

25 CANDIA: No, I'm just going to say the executive session came out there and
26 they said, well, we're going to put it on that. We all agreed to that. We
27 all said that.

1

2 FLOWER: I'm just saying, if any of us, including me, want to rally
3 support or opposition, it better wait until after the fifth or 'til after
4 it gets posted.

5

6 CANDA: Gotta get posted.

7

8 FLOWER: Has to be posted before the 5th.

9

10 CANDA: It has to be posted today or tomorrow, to get ...

11

12 FLOWER: If I went out and called Dan Hunsaker, I say, goddammit, you've
13 got to be here tomorrow or on Thursday.

14

15 CANDA: Because how is it going to get posted? See, we're all closed down
16 now until the fifth. So, it has to be posted today.

17

18 WILSON: We work on Monday.

19

20 CANDA: Oh, that's right. We, we ... I'm sorry.

21

22 DAY: Yup, Monday is a work day.

23

24 CANDA: So, it has to be posted no later than Monday.

25

26 DAY: If it was going to be postponed until the fifth, I would prefer it
27 to be on the ...

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CANDA: And you're going to make that statement publicly, this will be public record, starting today. Right?

DAY: ... on the 6th, because that's a time that we have Dan here and not a full slate of reports.

CANDA: Yeah, I guess we ...

DAY: We have a full slate of reports on the fifth, not on the sixth.

FLOWER: So, Dan's here on the sixth?

CANDA: We have to do it on the sixth.

FLOWER: I'd be willing to move it to the sixth.

CANDA: So, the point is the public record is going to say we're going to have something posted on the sixth for County Manager.

DAY: Yeah.

CANDA: There are people that listen to these meetings verbatim.

FLOWER: I ... I will put any amount of money on the table that when the sixth or the fifth gets here, people will be in here squalling in

1 opposition. They will not be in here yelling us ... this is what we got to
2 do. Guarantee it. So, we just got to expect that.

3

4 CANDA: Right.

5

6 FLOWER: Are you opposed to putting it on the 6th?

7

8 DAY: I have not made that decision.

9

10 CANDA: You want a lawyer in here ... you're going to wait...?

11

12 FLOWER: I'm good with either one. You want to leave it on the 5th, which
13 was my original request.

14

15 DAY: No, if we moved it, I would rather have it on the 6th.

16

17 FLOWER: Okay, and I'll support that

18

19 DAY: The other option is what's already on the agenda today.

20

21 FLOWER: Correct. And pay. We come out of this meeting and entertain a
22 motion to deal with that, right?

23

24 CANDA: Well, Tom, I'm going to move it.

25

26 FLOWER: That's legitimate.

27

1 DAY: Anything else for the executive session?

2

3 WILSON: I don't, unless you guys have any questions for me

4

5 DAY: Hearing none, uh, I do hereby attest that this recording reflects

6 the actual contents of the discussion that the executive session has been

7 made in lieu of any written minutes to satisfy the recording requirements

8 of the Open meetings law, and this recording will be retained for a 90-day

9 period and the time is now 1:45 p.m. and I will conclude the executive

10 session and we will return to the open meeting.

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