

1. Fire and Emergency Services funding:

How would you propose to equalize fire and emergency services funding between North and South Walton?

This would result in taxes paid for fire and ER services to increase in north. Until people get back to work and the economy improves, we need to work on lowering taxes for all citizens.
At some point in the future, fire services will be supported by the cities and areas served by those fire departments.

Do you favor or oppose requiring owners of vacant or farm land to pay for fire protection?

____ Favor ____ Oppose **If those lands are subject to fire protection, yes, they should pay for fire protection.**

2. Tourist Development Council:

a. Do you favor or oppose placing the TDC Executive Director under the County Administrator?

XX Favor ____ Oppose

b. Do you believe the TDC Board should have more authority over TDC decision-making? If so, would you favor or oppose changing the statute to enable this?

Authority XX Favor ____ Oppose **Statute** XX Favor ____ Oppose

c. Do you favor or oppose allowing the TDC Board to decide the number of Board meetings each year?

XX Favor ____ Oppose

d. Do you favor or oppose requiring the BCC representative to the TDC Board be a Commissioner representing a South Walton District? If in favor, will you vote to require same?

____ Favor XX Oppose ____ Yes ____ No **Since commissioners are elected county wide, I believe the representative should**

e. Do you favor requiring the TDC to have public workshops as is finally to be done in the proposed "Discovery Center" as a necessary prerequisite to any engagement of outside agencies/contractors as was already done in the present case?
be selected countywide.

XX Favor ~~XX~~ Oppose **Favor**

f. Do you favor or oppose the use of TDC funds for use north of the Bay? Please explain your answer.

X Favor ____ Oppose

If a rational nexus (attracting tourists to the beaches) can be established, I would favor taking a look at this.

Tourist Development Council (continued)

g. Do you favor or oppose requiring that all documents produced in the conduct of TDC business, including specifically those produced by and in the custody of outside contractors such as advertising and marketing firms, should be made publicly available in their entirety monthly?

Favor Oppose I would favor having them made public after their proprietary use is completed. In other words, we do not want our competitors to view our marketing strategies before they are rolled out. Other non proprietary documents could be made public in a timely manner.

h. Do you think the TDC operates with too much independence, about the right amount of direction, or not independently enough?

Too much About Right Not Independently Enough

With the caveat that currently, this appears to be the case; however; this has been allowed by the Board who has the final say.

3. BCC Role

a. Should Commissioners should have individual discretionary accounts for unbudgeted discretionary expenditures? If so, why?

Yes No

All spending should be budgeted and none of it should be discretionary.
After all, taxes are collected countywide so all Commissioners should agree on
any expenditures that are not budgeted.

b. Should Commissioners micromanage county employees, or restrict their role to policy-making, budgeting and oversight of management?

Micromanage Restrict to Policy & Budget Oversight

c. Have the numerous early terminations of department heads and administrators have been a good thing for Walton County? Please explain.

Yes No

There is no yes/no answer. Anytime, someone is terminated, there are many circumstances
that surround that termination especially in highly political positions. As an experienced manager, I
believe these decisions should always be positively motivated for the good of the organization/
government/business. Sometimes, this is not the case and it is not good for the county.
Our goal should be to hire the most experienced person for the position and let them do their job and
if they don't; they should be aware that they could possibly be terminated.

Cindy Meadows

BCC Role (continued)

d. Do you favor or oppose allowing the office of the County Attorney re-organizing both itself and various county procedures and policies as exemplified by the recent proposals by Toni Craig? If opposed, please explain.

Favor Oppose

The Board should direct the County Attorney department on policies and procedures they believe need to be proposed. However, the Attorney should be able to advise the Board on policies and procedures needed that directly affect the Board and County's liabilities.

e. Do you favor or oppose using in-house legal vs outsourcing? If opposed, please explain.

Favor Oppose

I tend to favor outsourcing the majority of legal services especially in areas where unique expertise is needed.

f. Do you favor or oppose in-house or outsourcing for road building and maintenance?

Favor Oppose

I would like to see a cost/benefit analysis on these services.

g. What other changes would you make to improve county government and the role of the BCC?

I would like to see the role of the BCC one of policy making; not micromanaging.

I would consider broadcasting BCC meetings either via TV or internet.

See H. below

h. How would you improve transparency in Walton BCC processes?

Broadcast BCC meetings via TV or internet.
Download emails and other documents so public can access.
~~Eliminate closed meetings except legal case discussions with attorney.~~
Add a public input time period to end of BCC agenda.
Download emails and communication for public access.

i. Would you support term limits for Commissioners?

Yes No

j. Would you support an encompassing code of ethics and appropriate penalties, including suspensions as necessary, for Commissioners? Would you include the public in that process, and if so, how?

Yes No

Yes No

Much of this is covered in the sunshine and public records laws. The public is the ultimate judge in the voting booth as to whether a commissioner has complied with these laws. However, I would not be adverse to looking at this with public input.

4. Budgeting:

a. Do you favor a Balanced Budget Resolution which keeps reserves off-limits except in emergencies?

Favor Oppose

b. Do you understand "Zero Based" budgeting. Please detail your experience In budgeting.

Yes No

Four years as commissioner attending budget scrubs, budget hearings and budget oversight for Walton County. In addition, owning a small business, budgeting is an intricate part of staying afloat.

4. Budgeting (continued):

c. Do you favor zero based budgeting and public input?

Zero Based Budgeting Favor Oppose **Public Input** Yes No

d. Do you favor or oppose internal auditing of all BCC departments?

Favor Oppose

e. If projected revenues are exceeded by projected expenditures, do you favor raising taxes or cutting proposed expenditures?

Raise Taxes Cut Expenditures

f. What are your most important priorities in budgeting?

- Zero based budget
- Limit expenditures to government's limited role
- Keeping taxes low
- Keeping adequate reserves for emergencies
- Returning overages to taxpayers. (If at all possible in this economy)

g. Do you support development of a strategic plan and annual reviews thereof for planning for the organizational and financial planning needs of the county?

Yes No

5. Infrastructure

a. Please list in order of importance your priorities for infrastructure development in Walton County.

1. 4-laning 331 from bridge to I-10
2. 4- laning 331 bridge
3. Pave, repair and maintain roadways and bridges
4. Safety related infrastructure
5. Development of additional parking areas in beach areas
6. Stormwater related infrastructure improvements
7. Landfill facility including recycling
8. Sidewalks, bikepaths throughout county
9. Develop and maintain parks and recreational facilities
10. _____

Cindy Meadows

b. What recreational facilities for residents and guests do you believe Walton needs? How would you pay for them?

Facilities

- 1. Public pool(s) and related facilities
- 2. Interconnected bike paths and trails throughout the county
- 3. _____
- 4. _____
- 5. _____

Funding

Recreation plat fees are almost depleted at this time due to recession.
Grant funding from the State may be available but is very competitive.
I don't think there is money available to fund additional facilities at this time.

6. Economic Development/Taxation

a. What ideas do you have for economic development in Walton County?

Use BP funding to develop a science program with labs in conjunction with NWF college and FSU
for research, development and education in conservation management, restoration of wetlands and coastal dune lakes, wildlife and marine life restoration and management. This center/lab could be used to study and direct restoration of areas impacted by the spill and be an on-going science center offering degrees and hands-on experience in the sciences.

Lobby for train to stop in DeFuniak Springs in conjunction with a downtown redevelopment plan.

Promote 331 corridor for new business locations including village retail, restaurants, and other targeted businesses.

Cindy Meadows

7. Key Issues:

Please list the 10 most important issues you think you need to address as a Commissioner.

- Please list in order of importance !
1. Diversification of economy and job growth.
 2. Restoring public trust in local government .
 3. Establishing policies related to open government including public records.
 4. Searching for the most qualified person(s) to fill vacancies including county administrator and department directors.
 5. Restore employee morale and stabilize county operations.
 6. Reviewing TDC and all agencies under BCC management including operations, budgets, etc.
 7. Determination of the use of BP funds.
 8. Conducting a traffic/parking analysis for residents/tourists and impacted areas and and preparation of a plan to address same.
 9. Zero based budgeting. Keeping taxes low.
 10. Addressing Military Land Use Overlay regarding impacts on Walton County.
 10. *Cindy Meadows*

Return your completed questionnaire to:

**Walton County Taxpayers Association
PO Box 1085
Santa Rosa Beach, FL 32459**

BY

July 9th , 2012

Questionnaires received after July 9th will have

“No Response Received from Candidate”

in all releases of survey results.