

**TOWN COUNCIL
SPECIAL MEETING
MAY 10, 1999**

The meeting was called to order at 8:40 a.m. Present were Mayor Venis, Vice-Mayor Bush and Councilmembers Cox, Paul, and Weiner. Also present were Town Administrator Rawls, Town Attorney Webber, and Town Clerk Reinfeld recording the meeting.

1. PRESENTATION - JIM MERCER

Mr. Mercer made a presentation with regard to the selection process and referenced a report in which evaluation information for the prospective candidates had been provided. He advised that William Dennis had withdrawn last Friday and added that he did not have information as to the reason for the withdrawal. It was the consensus of Council to move Mr. Nickerson into Mr. Dennis' time slot.

Council complimented Mr. Mercer on the report and asked if Kathy Mitchell, the first alternate, had been contacted to attend this forum. Mr. Mercer replied negatively, explaining that he wanted to speak to Council prior to making any additional contacts. It was noted that the only information available to Council concerning Ms. Mitchell was her resume. Mr. Mercer stated that he would provide additional background information on Ms. Mitchell if it was Council's desire to provide her with an interview.

2. INTERVIEWS FOR TOWN ADMINISTRATOR'S POSITION

A. Robert Middaugh

Mr. Middaugh presented a brief overview of his employment experience including 23 years of professional experience and a Master's Degree in Public Administration from the University of Colorado. His experience was based in three separate regions of the country thereby allowing for a unique opportunity to work with a variety of people and customs. This had provided experience in communication, getting along with people, smaller organization incentives and vast knowledge of the internal workings of government. Mr. Middaugh felt he brought a strong sense of ethics and had the unique experience of weathering two hurricanes. He added that he was the calf dressing champion of Jefferson County.

Councilmember Cox questioned how Council would be informed of events in the Town and also adhering to the Florida Sunshine Law. Mr. Middaugh responded that providing information was an important aspect of his job. He outlined the district meeting concept that he formulated in Colorado in which a couple of Councilmembers met with him and department directors to discuss operations, concerns, and upcoming events. In order to accommodate the Town, this would be done on an individual basis utilizing whatever medium permitted, such as faxes, personal meetings, or memorandum. He felt this should be done on a regular basis and explained that he felt comfortable operating in an open environment.

Vice-Mayor Bush inquired as to how Mr. Middaugh would respond to the Mayor or a Councilmember requesting a staff person to do something that might be in violation of the non-interference ordinance. Mr. Middaugh summated that this was an "on-going" issue and hoped that it would not be an issue. It was his expectation to have a good working relationship with the department directors and that they would keep him informed of the request without being involved in the situation. For the most part, Mr. Middaugh felt these types of contacts were innocent and appropriate. However, if an elected official provided direction to staff, Mr. Middaugh would expect the department director to apprise him of the

**TOWN COUNCIL MINUTES
MAY 10, 1999**

situation and he would then address the situation with that elected official. As an administrator, Mr. Middaugh felt he could not compel the elected officials to do things; however, he expressed his desire for them to police themselves.

Mayor Venis summarized how he delegated inquiries and felt it was a good process and questioned whether after review, if the need existed to make changes to the departments would Mr. Middaugh make the change immediately. Mr. Middaugh explained that he did not believe in coming into a situation and making sweeping changes. He commented that most people did not react well to change and felt that it was more appropriate to listen to people first, analyze the situation, and then phase in changes.

Mayor Venis expressed his desire to see an evaluation of the operating procedure to see whether the Town could operate more efficient.

Councilmember Weiner felt an important issue to be addressed by the new Town Administrator would be an analysis to see whether the position fulfilled its role within the Charter, Code, and daily administration. He questioned Mr. Middaugh on how broadly he would delegate duties to staff and how would their performance be reviewed. Mr. Middaugh explained that delegating was important and it was important to allow the department directors to run their department since they were the experts and in turn, keep him abreast of that department. With regards to how he would measure the tasks, he expected routine updates, believing this could be measured by conversation, staff meetings, and staff evaluations.

Councilmember Paul questioned how a potentially controversial political issue would be handled. Mr. Middaugh advised of a recreation center process in which the municipality analyzed the need and presented to voters a process to pay for the center within two years of opening. He felt it was important to have numerous opportunities for public and staff input.

Mayor Venis questioned how familiar Mr. Middaugh would be of the budget. Mr. Middaugh felt it was important to be able to respond to a question regarding each line item. In addition, the importance of knowing what was in the account, how it got there, and why it was there.

Councilmember Weiner inquired as to Mr. Middaugh's philosophy for the Town Administrator to live in the Town versus out of town. Mr. Middaugh responded that it was important for the Town Administrator to live in the community and participate in the local activities; therefore, he would better understand the community and provide an opportunity to be a part of the community. Furthermore, he felt by living in the community it would provide more credibility to the residents.

Councilmember Paul questioned whether anyone affiliated with the Town had been in contact with Mr. Middaugh. Mr. Middaugh explained that no one had contacted him; however, he indicated that he had initiated communications by e-mail with the Town Clerk to request information, spoken with Mr. Mercer, a colleague who was a Florida city manager, and a former planner in Pinellas County.

Councilmember Cox asked Mr. Middaugh what three things he liked and disliked about the Town. She later clarified her question as being what could be improved in the Town. Mr. Middaugh responded that he had ridden with a police officer and had toured the Town. He was impressed with the amount of open space, the Town's physical location near the ocean, and the proximity to other family members. He felt some areas could be improved by renovation or cleanup and noted that this was not a criticism but an area that

**TOWN COUNCIL MINUTES
MAY 10, 1999**

needed some assistance. He expressed concern with some empty storefronts and suggested the possibility of additional Code enforcement. In addition, there would probably be transportation issues due to the amount of space in the Town. He suggested that this need be addressed now, before it was too late. He pledged not to run away from problems and he had a desire to make this area the best place to live.

Mayor Venis queried Mr. Middaugh's policy on return phone calls to residents. In addition, he inquired whether he would be willing to attend evening meetings of other organizations. Mr. Middaugh explained that he tried to make himself available so that citizens could telephone him direct. He would entertain citizens who did not have an appointment when possible and would try to return calls as soon as possible to resolve problems or answer questions. Mr. Middaugh would encourage staff to act quickly upon the request. He felt quick turnaround was important and every call should be answered.

Mr. Middaugh responded affirmatively to attendance at evening meetings. He noted the importance of a communication between staff and the community and expected to attend numerous evening meetings. Meetings he had attended were primarily with a staff member, depending on the need or organization, a Councilmember, and himself.

Councilmember Weiner noted some pending personnel issues and questioned Mr. Middaugh's philosophy on labor relations both on managerial and base levels. Mr. Middaugh noted for approximately the last seven years, he had worked with primarily no unions. Previously, he had extensive experience in Connecticut and Minnesota with labor organizations. He felt employees were essential to get the job done and would desire a environment in which employees were valued. Mr. Middaugh pledged to deal with his employees with respect, trust, and fairly. With regard to the unions, he noted that negotiation as a two way street and issues which included work rules and management rights would be discussed. Mr. Middaugh noted that he had been the chief negotiator in two previous settings and had been involved in mediations and arbitrations. He indicated that he expected his employees to emulate a customer service philosophy.

Councilmember Paul questioned how Mr. Middaugh would ethically deny a request to a Councilmember. Mr. Middaugh felt it was part of his job to make the Councilmembers aware that their request may be inappropriate.

In response to Mayor Venis' question regarding his experience riding with a police officer, Mr. Middaugh believed it provided an opportunity to become acquainted with the community and a view of the neighborhood most citizens were not exposed to, particularly at night. It was his belief the Town did not have a serious crime problem.

Councilmember Paul asked Mr. Middaugh how he would handle a situation in which he was given documentation concerning a department director who was creating low morale due to a particular management style. Mr. Middaugh questioned what type of documentation was being referred to with Councilmember Paul replying that she was referring to complaints that might be issued in a vague manner. Mr. Middaugh indicated that this type of problem was not unusual and he was aware that this occurred from time to time within an organization. He felt it was important to get a complete understanding of the problem, realizing that there were two sides to every story was essential. Mr. Middaugh indicated that if, in fact, the problem was a style or morale problem, then the department director would be coached, guided, or guided to behave in a different manner. He indicated that additional training could also be offered in an effort to find solutions to the problems.

**TOWN COUNCIL MINUTES
MAY 10, 1999**

Mr. Middaugh felt that main issues needed to be resolved to avoid the tendency to have those problems escalate. He indicated that unfortunately, if necessary, staff changes might be required.

Councilmember Cox noted that Mr. Middaugh previously worked with nine Councilmembers. She inquired how Mr. Middaugh would accomplish organizing and guiding the five Councilmembers to proceed as a team in the same direction for the Town. In response, Mr. Middaugh would assist each Councilmember in utilizing their skills to facilitate the opportunity to fulfill the Councilmember position. He suggested the possibility of a forum or workshop to help focus/obtain one goal for the Town.

Mr. Middaugh questioned what Council would like to see in a Town Administrator. Mayor Venis responded it was his belief that the Town desired to have a strong individual who was firm and could ensure that the Town ran efficiently. He felt the staff structure might need to be reviewed.

Councilmember Cox felt communication and free flow of information throughout Council was important. Problems with the "rumor mills" were noted. She wanted to see someone who could deal with the rumors and provide the necessary information so that staff and Council could work together as a team. Councilmember Cox felt that familiarity with new technology and innovative ideas was also a consideration.

In response to Vice-Mayor Bush, Mr. Middaugh replied that he was computer literate and described several applications he was familiar with.

Councilmember Weiner noted two non-exclusive franchise agreements were signed and questioned how Council meetings would be televised and communication forwarded to the public. Mr. Middaugh advised that he was presently in negotiations to renew the franchise cable agreement in his current position. He noted that his city currently broadcasted a show on a monthly basis to keep residents abreast of local topics. This program preceded the Council meetings and he felt it was important to preserve the dedicated channel in his community.

Councilmember Paul questioned Mr. Middaugh's experience with interlocal agencies and agreements. In response, Mr. Middaugh noted that he had extensive experience. He felt it was a smarter way to work for the citizens.

Councilmember Cox inquired as to the reason Mr. Middaugh would like to leave his present job. Mr. Middaugh noted that the Town was a larger municipality which provided an interesting challenge. This position would also provide an opportunity for him to live nearer to his family.

Mr. Mercer provided a recap of information with regard to Ms. Mitchell. After further discussion and review of the information, it was the consensus of Council to interview only the four original applicants.

A recess was taken at 10:09 a.m. The meeting reconvened at 10:28 a.m.

B. Rodney Irwin

Mr. Irwin noted that he was born and raised in New York and had received a Bachelor's Degree in Political Science at the University of Tennessee. Subsequently, he was appointed as an intern in county government in New York and obtained a Master's Degree in Political Science at the University of New York. At the end of the year, a new position

**TOWN COUNCIL MINUTES
MAY 10, 1999**

had been created for him by an elected executive who retired after 12 years. Subsequently, he was recommended for a position with Hillsborough County and served for five years, beginning with a budget management position. The office evolved into an intergovernmental relations function which oversaw legislative relations, citizens committees, advisory boards, and special projects. In addition, he spent approximately four or five months in Tallahassee representing the County Commission. After review of his long term goals, he decided management was his desire and accepted a position in New York as an intern for a Village Manager. Over the past 18 years, he had served in a variety of positions in New York, Massachusetts, and New Jersey. Approximately three years ago, a recruitment company approached him to discuss an opportunity for a large planning agency outside Washington D.C. and he had spent the last three years reorganizing this agency. When his contract was being renegotiated for renewal, the company decided to change the management back to an in-house person with a planning background.

Vice-Mayor Bush inquired as to how Mr. Irwin would address Council addressing staff members to request work to be done in violation of the non-interference ordinance. In response, Mr. Irwin felt at the time of his employment the "ground rules" and responsibility should be noted. If something occurred, Mr. Irwin would address this issue on an individual basis. He would make staff aware of his expectations with regard to how this issue would be addressed. Mr. Irwin felt it was his job to implement the Mayor and Council's agenda in a timely fashion.

In response to Mayor Venis' question, Mr. Irwin felt a review of the Town's structure was a basic responsibility. In addition, he would continuously review the Town's operations to make recommendations in which he felt the Town could be strengthened and grant the ability to proceed with the Town's agenda. In order to respond to the growth of the Town the structure must be reviewed. Mr. Irwin felt that department directors should be a management team.

Councilmember Weiner noted that the Town's Charter and Codes specified certain responsibilities and duties of the Town Administrator. He inquired as to Mr. Irwin's philosophy of delegating and how personnel would be supervised to ensure the work was completed. Personnel issues were cited as an example and in some instances, Mr. Irwin was involved directly with union negotiations. In other cases, staff members handled the negotiations affording him the opportunity to have more flexibility in the agreement. First, he would assess the collective bargaining units, analyze the history, and then make a decision as to who would be the best to approach the situation.

Councilmember Cox inquired as to the process in which the ambulance service was privatized in his service at Yonkers. Mr. Irwin responded that Yonkers had a unique situation in which the service was running at a deficit. An RFP was issued in which most of the company requested the City to assume some of the liability after a certain threshold. A decision was made to work with a relatively new company and had worked well ever since. His approach was to review all variables including cost, service, political and financial issues.

In response to Mayor Venis' question, Mr. Irwin felt with regard to budget questions, he would be able to make an assessment. He pledged to work with the budget staff to develop a variance report, either quarterly or monthly, to analyze the budget. After working with a State Board, he found this procedure to be an effective way to manage the budget.

Councilmember Weiner questioned how he would propose to enable staff to be more "user friendly" and efficient. Mr. Irwin explained that Council and the managers had to set

**TOWN COUNCIL MINUTES
MAY 10, 1999**

the goals for customer service and their priority. After this had been established, the Town Administrator would develop ideas to assist staff and heighten their abilities. This may be done with recognition and training programs.

Councilmember Paul inquired whether Mr. Irwin had been contacted by, or made contact with, any employee or resident in the Town. Mr. Irwin responded negatively; however, noted he received the packet information. Councilmember Paul asked Mr. Irwin how he would deal with residents versus outside businesses lobbying for different issues. Mr. Irwin felt it was important for him to have an understanding on the Town's agenda. Within that framework, he would analyze the merits of the case and provide an opinion.

Councilmember Cox requested how Mr. Irwin's present position would coincide to the Town Administrator's position and who he responded to. Mr. Irwin explained that his current position was a unique situation in which he served a bi-county agency. The County Council had the ultimate authority; however, he worked primarily with various boards. Similarities were noted with a Planning Director's responsibilities. He felt the position in reference was not as relative as some of his other previous positions with the exception of development issues. After further discussion, he noted he answered to a five-member planning board who ultimately answered to the County Commission. Reports were submitted on a quarterly and a yearly basis.

Councilmember Weiner inquired as to Mr. Irwin's philosophy as to whether the Town Administrator should reside in the community. Mr. Irwin felt that as far as a managerial position, it did not make a difference as long as the individual was committed. In his past experiences, some communities had voiced strong opinions with regard to this issue and he felt that legitimate issues were expressed. He felt the community needed to understand that the Town Administrator would provide 150 percent; however, the other five or ten percent needed to be respected.

In response to Councilmember Paul's inquiry, Mr. Irwin felt that his most effective approach was at the onset of employment to discuss in detail expectations, procedures, priority and develop some direction for the Town. He felt he could keep the Administration focused. His approach was that the Town Administrator was being hired as the professional and would provide his professional recommendations and conflicts needed to be taken in that aspect.

Councilmember Cox questioned what Mr. Irwin felt were the strengths and weaknesses of the Town. Mr. Irwin responded that the Town was very diverse with respect to its architecture and history. With regard to the strengths, he felt that transportation, location, open space, educational complex, and the educational complex could attract the work force development. Mr. Irwin commented on the redevelopment efforts on the east side and questioned what the overall direction or vision was for the Town. In review of some newspaper articles, he concurred that the reformatting of the downtown area would be helpful.

In response to Vice-Mayor Bush's question, Mr. Irwin explained that he had the ability to use e-mail and had a good understanding of the programs and their applications; however, he was not capable of writing programs. He had an appreciation for computer systems and how they could increase governmental efficiency.

Mayor Venis questioned whether Mr. Irwin would object to providing his opinion on a "hot-issue" at a Council meeting. Mr. Irwin responded negatively. It was his belief that

**TOWN COUNCIL MINUTES
MAY 10, 1999**

when the agenda was prepared, management should review the agenda so that staff was capable of answering any questions at the meeting. He noted that he would not look at this issue politically and only from a staff prospective.

Councilmember Weiner inquired as to Mr. Irwin's experience with cable franchise agreements and how he would better promote access and information to the residents. Mr. Irwin's past experience included work sessions and meetings broadcasted on television. In addition, interview and profile shows of the department directors were broadcasted at least once a month. The technology to provide information was available; however, it depended on how much the Town would like to move forward in that direction. The significant cost and technology issues were briefly explained.

Councilmember Paul asked Mr. Irwin how he would respond to reports on low morale within a particular department and how documentation and complaints regarding how a department director managed their staff would be handled. Mr. Irwin felt that he would first have to review all information concerning the situation and obtain additional information by speaking with staff members and other individuals who may be associated with the department. Based on the findings, he would meet with the department director and provide his assessment. He indicated that corrective action, such as training, would be taken. Mr. Irwin believed that a performance plan could be initiated to address those issues in a positive fashion and, if the situation was not corrected, then final action might be necessary. He indicated that perception or misunderstanding play a role in most issues, but felt that including these issues in a performance evaluation would create a procedural policy to follow.

Councilmember Cox requested more information with regard to the politics of running the water utilities in Ridgewood. In essence, Mr. Irwin was the chairman of the utilities. The rates were established under his recommendation. The public's only remedy was to present a complaint to the Board of Public Utilities. His approach was to meet with the manager and mayor of the community to review any proposed actions. This provided an opportunity to diffuse most of the hostility.

Mayor Venis questioned Mr. Irwin's experience with regard to annexation. Mr. Irwin responded negatively; however, he understood the conceptual issues. His basic feeling was if the annexation served a definable and continuing benefit for both groups, then it would be beneficial. Mayor Venis noted several mobile home groups had been annexed and all unincorporated areas must be annexed by the year 2010.

Councilmember Paul inquired as to the similarities between Ridgewood and the Town of Davie and the experience he could provide to the Town. With regard to the open space and parks, the Ridgewood area was known for its parks and special events which were under his management. In addition, the strong EMS and mobile communication divisions were expanded such as the Town of Davie was currently in the process of doing. One of Mr. Irwin's strengths was the management of resources and the ability to keep the organization focused. He felt that this was the most important aspect of the position.

Councilmember Cox questioned how Councilmembers would be informed of each others activities. Specifically, Mr. Irwin felt communication could be achieved in numerous ways. In the past, he had distributed memorandums that provided an overview of key issues and an update from the previous Council meeting. He noted the importance of meeting as a group and conducting workshop meetings.

**TOWN COUNCIL MINUTES
MAY 10, 1999**

Mr. Irwin reiterated his belief that this was an exciting opportunity. There were a lot of issues and initiatives that would shape the community in a positive way. He felt he could assist in this process and would be able to provide some valued experience.

A recess was held at 11:39 a.m. and reconvened at 12:42 p.m.

C. James Shapard

Mr. Shapard provided a brief background history. He indicated that he had joined the Army after attending high school in Louisiana and, after being discharged from the Army, he went to graduate school and studied public administration. Mr. Shapard provided a brief overview of the administrative positions he had held.

Mayor Venis inquired as to how any deficiencies or expansion of departments would be handled. Mr. Shapard indicated that he had reviewed the Town's organizational chart and noted that this was the same structure as he had worked with in Illinois. At this point, he did not believe that the Town should not expand the departments any further. He felt by narrowing some of the organization, the Town would be afforded some economy. Mayor Venis referenced the possibility of departments such as human resources or other that would assist in spreading out the burden of the Town. He expressed the importance of having reinstated the Planning Division approximately five years ago.

Councilmember Weiner requested an explanation of Mr. Shapard's policy on delegation of authority. He noted the Town Charter and Code afforded the Town Administrator the authority to delegate duties; however, the Town Administrator was responsible for the fulfillment of responsibilities. Mr. Shapard responded that measurable goals and objectives had to be set. If these were not met, the reasons why they were not met needed to be researched and corrective action taken. Mr. Shapard felt it was important to delegate authority and to take responsibility for decisions that were made.

Councilmember Paul requested Mr. Shapard to provide a brief overview of how a major political issue was dealt with and the results of that issue. Mr. Shapard referenced the "youth build" program in which the City had acquired derelict properties. Plans were made to rehabilitate the housing and sell the properties to low-income individuals at a significantly reduced cost. This program involved utilizing people who were unemployed and unemployable people who had no skills or trades. The desire was to teach these peoples not only a skill, but also a work ethic. In addition, the students were involved in a "GED" program. Problems were noted with residents who requested additional opportunities for delinquent youth to reenter the program. Finally, the program was dissolved.

Councilmember Cox questioned how Mr. Shapard would keep Council informed of staff and other Councilmember meetings. Mr. Shapard responded that he would like to maximize the face-to-face contact. He suggested that he would be a reflection of the attitudes and feelings of the other Councilmembers. With regard to the agenda, he would attach a corresponding memorandum outlining staff's position and recommendation to each agenda item. He felt government could operate with politics and that government could learn to compromise. Mr. Shapard suggested Council hold work sessions to deal with agenda items.

In response to Vice-Mayor Bush with regard to the non-interference ordinance, Mr. Shapard would advise staff to comply with elected officials' requests and to keep him abreast

**TOWN COUNCIL MINUTES
MAY 10, 1999**

of the status of those requests. He did not see how a staff member could implement policy without the Town Administrator's knowledge. Mr. Shapard added that he had extensive experience with this issue.

Mayor Venis questioned Mr. Shapard's experience with regard to annexation issues. Mr. Shapard responded that he had been involved in numerous issues and explained Juliet's expansion. He noted the Mayor and Council's commitment to expansion and cited their vision to build a wastewater treatment plant. This provided them the opportunity to annex several communities because they were able to provide this service. In the last five years, Juliet had grown approximately ten square miles.

Mayor Venis described the County's efforts to annex unincorporated areas by the year 2010 and added that requests for annexation had been received by the Town from citizens in unincorporated areas. Mr. Shapard stated he had had some experience with these issues.

Councilmember Weiner noted that employees were the "front line" ambassadors to citizens and businesses. He inquired how Mr. Shapard would ensure that employees would provide courteous customer service. In response, Mr. Shapard expressed his desire to visit all departments and indicated that he tried to interact with both employees and residents. For the most part, he believed, employees knew when they were providing good customer service and added that employees must be given parameters and be corrected when they fall short of expectations.

Councilmember Paul referenced the elderly and handicapped paratransit program and requested an explanation of its operation. Mr. Shapard noted that the demand would always exceed the capability and explained that the program "Dial-A-Ride" provided elderly (60 years of aged) and disabled persons transportation. It was noted that grants were received to help offset the costs and indicated that the program's costs were shared by eight townships.

Councilmember Cox inquired how Mr. Shapard would handle the collective bargaining with unions. Mr. Shapard explained that in his present job, the assistant city manager was a part of the bargaining team, while the city manager was not. He believed this saved the city manager's time and provided the ability to say that this needed to be reviewed by others. The extensive amount of time saved was noted.

In response to Vice-Mayor Bush question regarding knowledge of the computer, Mr. Shapard advised that he was not necessarily computer literate, but emphasized that he did not have a computer phobia.

Mayor Venis questioned how Mr. Shapard would handle returning calls to residents. Mr. Shapard explained that residents' calls would be handled immediately. He felt that the constituents' concerns were of the utmost importance and he did not object to visiting residents to understand concerns, in addition to attending night meetings. Mr. Shapard felt most residents needed to have the opportunity to voice their hardships.

Councilmember Weiner inquired as to Mr. Shapard's philosophy of whether the Town Administrator should reside within the Town. Mr. Shapard felt that all employees should have a stake in the community and indicated that it was his intent to live within the community.

Councilmember Paul questioned whether Mr. Shapard would have a problem saying no to a Councilmember. Mr. Shapard felt that he would provide his opinion in a tactful manner. In addition, Councilmember Paul inquired as to how Mr. Shapard would handle

**TOWN COUNCIL MINUTES
MAY 10, 1999**

the pressure from different organizations. Mr. Shapard responded that the Town Administrator must remain focused and the parameters of a policy and who implemented the policy had to be set.

Councilmember Cox questioned what Mr. Shapard believed were the Town's strengths and weaknesses. Mr. Shapard referenced a resident's web site and that he did not feel gave a good impression of the Town's Administration. Mr. Shapard expounded on the beauty of the Town, the price range of the housing, a lot of construction, and streetscape improvements. He felt the Town should be concerned with the amount of traffic and he disagreed with the proposed strong mayor form of government. Mr. Shapard referenced the closeness to Fort Lauderdale, which may be a positive and/or a negative aspect. He stated that he did not see many police officers and noted a little gang graffiti. Overall, he was impressed with the open space of the Town. Mayor Venis mentioned the crime rate had been decreasing and noted that the Town had approximately 160 police officers on the streets. Furthermore, Mayor Venis indicated that Davie officers handled more DUI tickets than other municipalities within the County.

Councilmember Weiner referenced a "bomb" issue in part of the backup material. Mr. Shapard explained that while in the service, he dealt with explosive disposal; however, he did not currently continue this practice. He explained that he was present when an incident arose where the Chicago bomb squad was called to respond.

Councilmember Paul gave a scenario where Mr. Shapard would have to work with a department with low morale due to the management style of the department director. She questioned what type of approach would be taken to handle this kind of problem. Mr. Shapard responded that he would first evaluate the problem and, if the problem was with the department director, he would talk privately and candidly with the individual in an effort to resolve the problem. He indicated that if the problem was not corrected within a reasonable amount of time, more aggressive action would be taken; however, he believed it was important to provide the individual with an opportunity to turn the situation around.

Mr. Shapard inquired as to the Community Oriented Policing program. He questioned if this program was Town-wide or if it was limited to specific neighborhoods. In response, Mayor Venis explained that this program was being used Town-wide in areas where pro-active problem solving was needed. Councilmember Cox added that the program focused on the most densely populated areas and was executed in different manners within different neighborhoods. Mayor Venis noted that police officers also assisted in Code enforcement efforts.

In response to Mr. Shapard question regarding the previous Town Administrator's departure, Councilmember Cox responded that past Administrator Robert Flatley was no longer with the Town due to the election. Mayor Venis further expounded his belief that the Town Administrator was not doing his job and noted that Mr. Flatley had been on probation. Councilmember Paul expressed her belief that she was looking for an individual who would be open and honest.

Mr. Shapard stated that he felt that he had had stable job performance and explained that he was not looking for an interim position. Given the opportunity to work for the Town, he would provide a competent administration with stability. He pledged that he would never lie to Council and if information was presented incorrectly, it could be assured that it was due to a mistake and not a lie. Mr. Shapard indicated that he would provide an honest recommendation and would support Council's decisions. He noted that he did not

**TOWN COUNCIL MINUTES
MAY 10, 1999**

have to find another position; however, he had the desire to relocate to South Florida. Mr. Shapard felt his values would be an asset and he and his wife would like to become involved in the community.

A recess was taken at 1:49 a.m. The meeting reconvened at 1:58 p.m.

D. Charles Nickerson

Mr. Nickerson presented a brief overview of his personal history which included attending the Dallas school district, receiving an undergraduate degree at SMU in Political Science, and a Master's Degree in Public Administration. Furthermore, he presented a brief summary of his employment history including working for the City of Arlington, Texas, Flower Mound, a City Manager position in Arkansas, a self-employed consulting business, Director of Finance, and the Assistant City-Manager and Manager for Little Rock, Arkansas.

Councilmember Weiner inquired as to Mr. Nickerson's philosophy for relocation within the Town's limits. Mr. Nickerson indicated that he expected to live within the community.

Councilmember Paul questioned how Mr. Nickerson handled "hot" political issues. Mr. Nickerson referenced a race issue in which police were dispatched to a hostage situation. He noted that he and the mayor had attended several community meetings and, ultimately, the actions that were taken provided the opportunity to diffuse the situation.

Councilmember Cox noted communication problems due to the Sunshine Law. In response, Mr. Nickerson explained the importance of regular communication to all Councilmembers. He indicated that he was currently dealing with 11 Councilmembers and did not believe that this would present a problem.

With regard to the non-interference ordinance, Vice-Mayor Bush asked how Mr. Nickerson would handle requests for information that were not presented to the Town Administrator. Mr. Nickerson referenced a political change made in the Little Rock area and noted the new activism in the community. He indicated that this change had been effectuated by the city manager and department directors visiting neighboring communities. He felt it was more effective to have requests go through the city manager and, as a result, if a request was presented to a department director, he believed that the director should politely explain that the request should be initiated through the city manager's office.

In response to Mayor Venis regarding the restructuring of departments, Mr. Nickerson described some possible policy changes in which departments were consolidated and some departments were divided. He felt it was the Town Administrator's responsibility to provide his best assessment so that the Town could remain competitive.

Councilmember Weiner asked Mr. Nickerson to explain his philosophy regarding delegation of responsibility. Mr. Nickerson indicated that he had developed a "statement of management" policy which dictated the City's policy and the values that were important. This statement of management had become the policy of the City, which included the development of the budget. Mr. Nickerson stated that within that framework, department directors were delegated duties which allowed for creativity within the departments while having the ultimate accountability lying upon the city manager. He noted that the total quality management, to include continued improvement, was another tool that was developed and used favorably.

**TOWN COUNCIL MINUTES
MAY 10, 1999**

Councilmember Paul stated that given the scenario where morale was very low within a particular department due to the management style of the department director, how would documentation and complaints from subordinates who were dissatisfied with the manner in which some things were done be handled. Mr. Nickerson stated that he would first do "some digging" to get a feel of what the issues of concern were and how far the low morale had spread, emphasizing the importance of investigating the situation and analyzing the impact of the situation. He indicated that there were many reasons for low morale within a department and presented an overview of his managerial views, which included proper interaction, training, and coaching. Mr. Nickerson indicated that if the situation could not be resolved, however, corrective action would be taken.

Councilmember Cox requested a sense of the strengths and weaknesses of the Town. Mr. Nickerson referenced the quality of life with regard to the housing and felt that the Town offered the "small-town" quality of life. In addition, he noted the undeveloped areas and the opportunities for long range planning to allow the Town to remain competitive. He also summated that he felt the Town had been well managed in the past. Mr. Nickerson referenced the educational facility and felt it was an asset to the community. He felt that the Town needed to address the maturity of the Town. In addition, transportation elements and traffic issues were also noted.

In response to Vice-Mayor Bush, Mr. Nickerson advised that his current compensation was not set because he was self-employed; however, he indicated that his base salary while holding his position at Little Rock was \$115,000, with a deferred compensation plan with ICMA.

Mayor Venis inquired as to Mr. Nickerson's policy with regard to interaction amongst the residents. Mr. Nickerson responded that he had attended a night meeting almost every evening and indicated that his personal style was to have the department directors interact with the Councilmembers. He noted problems with previous Councilmembers who had omitted the City policy and bypassed the City Manager.

Councilmember Weiner noted his experience with public speaking and inquired as to his experience with testifying. Mr. Nickerson advised that he had extensive experience and noted several examples.

Councilmember Paul requested additional information as to Mr. Nickerson's involvement with the farmer's market and innovative programs with gang violence that was referenced in the backup material. Mr. Nickerson noted problems with revitalization in Little Rock, Arkansas. The farmers market was a joint public/private venture and an amphitheater was constructed as part of the farmer's market development. Several businesses had relocated as a result of the revitalization efforts and in addition to his consultant position, he was a partner in developing loft apartments in the downtown area. In the area of crime, the City received a lot of negative publicity. A grant had been obtained and subsequently, the City developed an alert system which provided assistance in criminal issues. Throughout the process, the citizens provided a grass roots effort in which the taxes were increased to accommodate 140 new police officers in addition to a treatment strategy for the youth offenders.

Councilmember Cox inquired as to Mr. Nickerson's approach and experience regarding to union negotiations. In his past experiences, Mr. Nickerson indicated that he was the bargaining team in one city, and in another city, he was a member of the bargaining team. He cited different examples of relationships with the unions.

**TOWN COUNCIL MINUTES
MAY 10, 1999**

In response to Vice-Mayor Bush's question regarding knowledge of the computer, Mr. Nickerson felt he was computer literate.

Mayor Venis requested an overview of Mr. Nickerson's experience with regard to annexation. Mr. Nickerson responded that he had been involved in some interesting annexation issues. He noted the belief of a part of the community which felt there should be no annexation. Mr. Nickerson also noted his support of previous annexation issues and felt it was important to develop the economic base. Mr. Nickerson cited an example of a private school trying to annex a piece of property into the City. Mayor Venis noted the County's requirement of annexation by the year 2010. In response to Mayor Venis' inquiry, Mr. Nickerson had been involved in approximately 15 annexation issues over a five year period.

Councilmember Paul questioned Mr. Nickerson's experience with regard to interlocal agreements. Mr. Nickerson advised of several agreements including the fire and water departments and provided an overview of the approaches taken.

Councilmember Cox inquired how Mr. Nickerson would keep the Councilmembers focused. Mr. Nickerson responded with his belief of concession building. He noted the importance of developing a strategy as to what Council would like to accomplish. Reference was made to a computer system which assisted in the concession building process in Little Rock. Problems were noted with the confidentiality aspect.

In response to Vice-Mayor Bush's query, Mr. Nickerson advised that his partnership would be maintained on a financial basis. With regard to the consulting business, he would complete any outstanding business.

Mr. Nickerson inquired as to whether the Town conducted a visioning process. Councilmember Cox noted that in 1987, a visioning plan was conducted. In 1994, another visioning was conducted on a smaller scale but was not as successful. Mayor Venis felt that another visioning session was a positive idea in addition to a goals session to set long term goals for the Council.

Mr. Nickerson questioned the resident's perception of crime in the Town. Mayor Venis responded that certain areas had a higher crime rate than others; however, he indicated that the overall crime rate had decreased over the past two years. Reference was made to criminals coming from other communities due to the Town's easy access. Councilmember Paul referenced potential problems with gang members.

Mr. Nickerson inquired as to how many district neighborhoods were in the Town. Mayor Venis estimated that there were approximately 50 homeowners' associations in the Town. Councilmember Cox noted the reluctance of residents to be involved in government.

Mr. Nickerson referenced neighborhood charets and questioned whether they had been conducted. Mayor Venis responded that numerous neighborhood meetings had been conducted and Council had been involved in numerous capital projects.

Mr. Nickerson inquired as to the status of the police chief vacancy. Mayor Venis noted that the Town Administration would make the decision some time this week.

Mr. Nickerson thanked Council for the opportunity to participate in the process. He was impressed with the quality of life issues and what the Town had been able to accomplish being located so close to a metropolitan area. Mr. Nickerson felt the commitment to the open space program would ultimately enhance the Town.

**TOWN COUNCIL MINUTES
MAY 10, 1999**

3. DISCUSSION AND POSSIBLE ACTION

Mayor Venis requested that Council complete the ranking forms. Discussion ensued with regard to the ranking of the prospective candidates.

Councilmember Paul felt there were a lot of similarities among the candidates and added that she needed time to rank the individuals. Mayor Venis expressed his pleasure with the quality of candidates.

Councilmember Weiner asked Mr. Mercer to forward the reason why Mr. Dennis had withdrawn his name from consideration for this position.

Councilmember Cox expressed her belief with regard to the experience in which Mr. Nickerson had detailed and the answers he had provided. She felt that Mr. Irwin had had a lot of experience and provided numerous detailed issues; however, there were some issues where he did not have any experience. It was her personal observation that Mr. Middaugh did not possess the experience of Messrs. Irwin or Nickerson; however, she felt his management style and personality provided a softer approach. She explained that if the strong mayor form of government was considered, it would provide a disservice to Mr. Middaugh. On the other hand, she felt that Mr. Middaugh was a the better choice. She felt that Messrs. Irwin and Nickerson had the experience to move forward and the ability to recover if the strong mayor form of government was considered.

After Council submitted the ranking forms, the Town Clerk determined the following ranking in order of selection: 1) Mr. Middaugh; 2) Mr. Nickerson; 3) Mr. Irwin; and 4) Mr. Shapard.

Mr. Mercer explained that he would negotiate the contract and noted that the salary range had been advertised for \$90,000 - \$105,000. According to the backup material provided, Mr. Middaugh was making \$93,000, with a \$3,000 car allowance.

Discussion ensued with regard to the starting salary beginning at \$96,000 plus a car. Mr. Mercer advised that a good offer was normally 10 percent more than the current salary. It was the consensus to begin negotiations at \$100,000 plus moving expenses.

Discussion ensued with regard to the deferred compensation plan. Mr. Mercer requested that additional information be provided to him.

Mr. Webber suggested that the previous Town Administrator's contract be used as a guide during negotiations. With regard to the severance package, it was the consensus to offer a six-month package. In addition, the consensus for moving expenses was recommended to be a flat rate of up to \$10,000 to include house hunting trips, mileage, and packing expenses.

Mayor Venis inquired as to the start date. It was Mr. Mercer's opinion that the maximum would be 60 days and the minimum would be two weeks. He felt comfortable with a 30 day start date.

There being no objection or further business to discuss, the meeting was adjourned at 3:36 p.m.

APPROVED _____

Mayor/Councilmembers

Town Clerk