



OFFICIAL MINUTES

CITY OF GREENACRES
5800 Melaleuca Lane
Greenacres, FL 33463

SPECIAL CITY COUNCIL MEETING
Saturday, December 12, 2015 - 9:00 AM

1. **Call To Order and Roll Call.**

Mayor Ferreri called the Special City Council Meeting of Saturday, December 12, 2015 to order at 9:00 a.m. Denise McGrew, City Clerk/Administrative Services Director, called the roll.

ROLL CALL:

Council Present:

Samuel J. Ferreri, Mayor
Jonathan G. Pearce, Deputy Mayor
Lisa Rivera, Councilwoman
Peter A. Noble, Councilman
Judith Dugo, Councilwoman
Paula Bousquet, Councilwoman (*Late*)

Staff Present:

Thomas Lanahan, Acting City Manager
James D. Stokes, City Attorney
Denise McGrew, City Clerk/Admin. Svcs Director
Mike Porath, Director/Public Safety
Melody Larson, Assistant to the City Clerk

Attendees from Public: 5
Press: 0

2. **Pledge of Allegiance to the Flag.**

Mayor Samuel J. Ferreri led the Pledge of Allegiance.

3. **Comments From the Public for Agenda Items Only.**

Mayor Ferreri asked if there were comments from the public; hearing none, he continued with the Agenda.

4. **City Manager Candidate Interviews:**

Mayor Ferreri discussed the order of business allowing each interviewee a 10 minute introduction on their experience, followed by 5 minutes of questioning per Councilmember, closing with asking each applicant why Council should consider them for the job.

Councilwoman Bousquet arrived at 9:09 am.

A. 9:00 a.m. – Randall Dowling

Mr. Dowling thanked the Mayor and Councilmembers for giving him the opportunity to interview for the position of City Manager. He reported that his educational background consists of a Bachelor's (BSPA) and Master's (MPA) degrees in Public Administration. He began his career as an intern in Rockwell, TX in 1986, served as Assistant to the City Manager in Homestead, FL, Assistant to the County Administrator in Indian River County, becoming a County Administrator for Berrien, Gordon and Lee Counties in Georgia up to the present day. His work experience includes extensive supervisory skills, budget preparation; grant writing, oversight of numerous CIP projects, economic development activities and disaster preparedness. He was impressed with the City's low debt and its financial stability.

Mayor Ferreri called on Councilmembers for comments.

Councilwoman Bousquet:

Q: How do you view the role of a City Manager in a City Manager-Council form of government?

A: The role of City Manager is to implement Council policy, prepare an approved budget, give Council accurate and timely information, treat Councilmembers equally, supervise staff, and conduct special projects.

Q: What is the role of Council; how would you handle a Council that may try and overstep the City Manager's duties?

A: Council's role is to set policies for implementation by the City Manager and establish priorities for the budget process. Department heads see the City Manager as the buffer between elected officials and want insulation from the day to day politics. If a Councilmember is seeking information from a department head, that is not a problem, it is when direction is being given when it could pose a problem.

Q: What are the strengths and weaknesses of the City?

A: Greenacres has extremely low debt which is very uncommon and a low tax burden. Property values are rising 3% after a 47% drop in property values. He noted that the General Fund Reserve of 26% is very good, and the City is keeping up with technology. His research revealed that the City is extremely conservative and has built its reserves which allow flexibility to pay cash for special items. Without a solid financial policy and good stewardship the City would have had to borrow money for the Community Center renovation.

Deputy Mayor Pearce:

Q: The City had a Council Policy No. 14 where Council could not speak to a department head without permission from the City Manager. The “new” Council abolished that. “It was too inflexible, you have an unwritten rule that you don’t cross that line, wouldn’t you agree with that, yes or no?”

A: Yes.

Q: There are two types of management styles: analyst or strategist, which style are you?

A: A City Manager has to possess both management styles. He considers himself situational, making good decisions quickly based on his experience. There are however, times where decisions require time and research.

Q: The City has a fire union. Would you negotiate with the union prior to, or after, the budget is adopted?

A: I would negotiate prior to budget adoption. Why would anyone negotiate after the budget is already in place? Negotiations may have budget impacts that require them to be incorporated into the budget.

Councilwoman Dugo:

Q: Since August 2015, how many interviews have you had for a position?

A. Mr. Dowling stated he had attended five interviews.

Q: How long would it take you to relocate?

A. Thirty (30) days would be sufficient time to relocate.

Q: Overseeing 700 employees, how often did you hold staff meetings and did they include only directors?

A. Mr. Dowling noted that senior staff meetings were important to him. He would meet twice a month, 45-minutes to 1-hour, immediately prior to each Commission meeting. These meetings were to review/discuss agenda items, coordinate projects and develop a team spirit. He wanted to ensure his staff knew what he knew.

Q: There are some departments that seem like Death Row and there are other departments where the employees are happy despite their workload. How would you make a culture change?

A: Staff meetings are to disseminate and gather information and he always has an open door policy. A happy employee is a productive employee, he would like to create an atmosphere of trust and respect if it does not already exist.

Q: Would you have a problem with a Councilmember saying to you there are several projects that are not being done, could I sit with you to discuss them.

A: He would welcome e-mails, phone calls or in person visits. He prides himself on communication. He assured Councilmembers they would be informed on the progress of each project.

Councilman Noble

Councilman Noble was impressed with his background, appreciated his comments about the City, his attitude, and understanding of the issues. Sometimes people forget their accomplishments.

Q: Moving from Georgia, would it be a problem moving to West Palm Beach?

A: Mr. Dowling said it would not be a problem, if Council would like him here in two weeks, he will be here.

Councilwoman Rivera:

Q: What are the City's weaknesses?

A: The City has residential and commercial zoning, but no industrial zoning; the City is 97% built-out, which means less permit revenue, and the millage rate is being raised. The City will have no new permit revenue; it is drawing down reserves but is still above the City's 25% reserve policy at 26%. A consistent drawing down of reserves is not prudent. The CAFR indicates that the City's expenses will outpace revenues in the future and that needs to be corrected. With the fire assessment, that may be mitigated. Greenacres is doing all the right things.

Q: As a newly elected official, I like being educated but prefer communicating by phone and e-mail. How would you handle being told that is not how we've done it in the past?

A: He would try to understand the nature of the problem and give the pros and cons of each. If a Councilmember and he disagreed on a particular subject matter of great importance, he would seek the direction of the entire Council.

Q: She asked what his conclusions are on his researching this Council and its inner workings.

A: He sees a 3-2 split based on articles and recordings and asked if that was accurate? In years past, this Council appeared more cohesive, but there has been a recent shift in the last 1.5 years. With a new election in March and three new challengers, he could easily have three new bosses. He noted that a manager looks for stability.

Q: She asked him to elaborate on his 11 years working in Gordon County, Ga and asked if he resigned from that position.

A: Newly elected officials asked him to resign without prior knowledge; it caught him off guard and he left. He was given a severance package. It was not due to performance, it was pure politics.

Mayor Ferreri:

Mayor Ferreri stated that he served on the Charter Review Committee while the city manager form of government was being created.

Q: If hired, what would you do in the first 30 days for the community?

A: He would meet with Council one on one to learn their goals and communication styles. Communicate with civic organizations and serve on the board of the Chamber of Commerce.

Q: Greenacres demographics are diverse and changing. Working in Homestead and Indian River County you have witnessed similar changes. How would you communicate with immigrants and minority groups that may not be involved with the community?

A: The City's demographics are 40% White, 40% Hispanic and 16% Black. There are the Central Palm Beach County Chamber of Commerce and the Hispanic Chamber of Commerce that he would meet with.

Q: What is your greatest weakness?

A: Being a perfectionist. Spend extra time getting it right, you cannot shoot from the hip or you will be called on it. This job requires it.

Q: Why should we hire you?

A: I have 29 years of in-depth local government management experience, making the hard decisions, interacting with elected officials. I have dealt with hot button issues. I have built everything from sidewalks to law enforcement facilities. I have the education, the Florida experience in disaster preparedness. I have the enthusiasm, temperament and thick skin to do this job. I love the job and can take the City where it wants it go.

Mayor Ferreri called for a 10-minute recess.

B. 10:00 a.m. – Sarah Hannah-Spurlock

Mayor Ferreri asked Ms. Spurlock why she should be the next City Manager.

Ms. Spurlock thanked the Mayor and Council for the opportunity to interview. She said she is familiar with Palm Beach County and has worked in local government for over 16 years, 12 of those years in Florida. She started in retail in the 1980's, obtained her Master's degree in Public Administration in Kansas and began her career in Abilene, TX, later moving to South Florida working for the Town of Palm Beach in 2003. She has been affiliated with the Palm Beach County League of Cities (PBCLoC) and the Palm Beach County City Managers

Association (PBCCMA) and has served twice on the Florida City/County Management Association (FCCMA) board. She believes in the Council form of government. She has emergency management experience following the recovery efforts from Francis, Jean and Wilma. She has budget preparation experience and is currently integrating Key West's EMS with the Fire Department, similar to the PBSO merger. Greenacres is known for its Leisure Services programs; it is financially sound and is a well-run City.

Councilwoman Rivera:

Q: Why are you looking to leave Key West?

A: My goal is to be a City Manager. She would prefer working on the mainland.

Q: What specifically have you learned about the City in preparation for this interview?

A: I researched the budget, read the minutes and reviewed the financials and am aware of the challenges. I was in Palm Beach County when this beautiful facility was being built. I reviewed the CAFR and the budget which tells a lot about the City and its accomplishments.

Councilman Noble:

Councilman Noble accredited the budget to the City's former City Manager, Wadie Atallah, who was fired without cause. On March 15, 2016 the City will have an election with three districts up for office.

Q: If chosen would you prefer a 4-1 vote to be hired or a 3-2 vote?

A: I am aware of the upcoming election. I would prefer a 5-0 vote. A 3-2 vote would be uncomfortable. I would be working for the entire Council, not just 2 or 3 Councilmembers.

Councilwoman Dugo:

Q: You mentioned working for a small city that struggled financially, what did you do to solve it?

A: Yes, in Abilene, TX they struggled with economic development. The airport was a major economic driver for the community so she applied for and received grant money to hire a marketing firm to attract large airlines, improve taxiways and build hangars.

Q: You have worked as Assistant City Manager for the Town of Palm Beach and Sunrise. Why the move?

A: My goal is to become a City Manager. With no possibility of becoming a city manager in the Town of Palm Beach, a job she loved, Sunrise was a full service community with more services, robust parks, a recreation program,

and water and wastewater plants. The move provided her with more opportunities.

Deputy Mayor Pearce:

Q: What is your management style, analyst or strategist?

A: Strategist, but both. I do the research and weigh the pros and cons. You want to know where you want to go in 5, 10, 15 years down the road and plan on how to get there with the help from the community and the elected body.

Q: The City has many empty storefronts. What would be your strategy to attract business?

A: Marketing and branding the community. Greenacres has a reputation for being family-oriented, it has been recognized as a Tree City USA for many years, and is financially sound. She pointed out there is a big push to market the entire region. Florida has been known for its lack of public transportation. Bring in anchor stores is a part of making Greenacres and the County as attractive as possible. Greenacres has to work regionally.

Q: Council Policy No. 14 dealt with department heads not being able to communicate directly with Councilmembers, only through the City Manager. Do you think you would need a similar policy under your leadership?

A: Most local governments that have a city manager form of government have similar codes/charters. In time, that has lapsed; however, a line should be drawn if the elected body is giving direction to a department head.

Councilwoman Bousquet:

Q: In your career as Assistant City Manager can you explain something you created or implemented to improve the City you were working for.

A: In Key West, rainbow crosswalks were installed to cater to the LGBT community which received world-wide recognition. In Abilene, TX, a historical museum that focused on cowboy western culture was built. It's about finding a niche your community can create.

Q: What opportunity do you see for the City?

A: Greenacres is 97% built out and is primarily residential. Fifty percent of the County's properties are in unincorporated PBC in comparison to Broward County that has none. Raising the height requirements will drive infill. The upcoming PBSO merger is an opportunity to increase resources to focus on other projects.

Mayor Ferreri:

Q: What makes you think it is now time to move from Assistant City Manager to City Manager? How have former city managers you have worked with prepared you for this position?

A: I have been ready to make that step for the past 6-7 years. Elected bodies are sometimes hesitant to make that leap, she is not. She is committed to the profession and believes in what she does. From other managers, she has learned to have a “can do” attitude.

Q: If hired, what would your process be in the first 30 days to learn the issues? What citizen’s groups would you meet with?

Q: She would start the process of learning about the issues beforehand. The FY 2016 Budget and the CAFR are telling documents; they identify the goals of the City. She would meet individually with each department head and learn their needs and wants. They are part of the decision-making process and would be more accountable. She would meet with community groups and homeowner associations.

Q: The City has a diverse population. How would you reach out to new groups to ensure that the City understands their needs for services?

A: An effective way is to take City Hall outside City Hall to their facilities, include food, creating an open door culture.

Q: If selected, how long would it take you to relocate?

A: As a professional courtesy she would give her current employer 1 months’ notice with a little more time to relocate.

Q: What is your greatest weakness?

A: Her weakness is being an introvert by nature. That is sometimes perceived as being standoffish, although she has become more sociable. She is a big thinker and less of a talker which can be misconstrued.

Q: Why should we hire you?

A: I am a global thinker and am committed to my profession. Greenacres is part of a larger urban population that should take advantage of and leverage those resources to make Greenacres great.

Mayor Ferreri called for a 10-minute recess.

C. 11:00 a.m. – Mark Kutney

Mayor Ferreri explained the interview process and asked Mr. Kutney to explain in 10 minutes why the City should hire him for the position of City Manager.

Mr. Kutney thanked the Mayor and Council for the opportunity to interview for the position. He noted that he worked for Greenacres from 1984-1991 as a Planner during which time over 1 million square feet of commercial space was built, i.e. River Bridge Center, Walmart, Greenacres Plaza, Woodlake Plaza, Auto Nation to name a few. In 1985, the State adopted the Growth Management Act requiring local governments to create a Comprehensive Plan. He also conducted the Parks and Recreation Feasibility Study to create the City's Leisure Services Department. In 1988 when the City Manager position became available, Council at the time changed the educational requirements from a Master's degree to one in Public Administration; his Masters was in Regional Planning. In 1991, he moved to Titusville, where he served as Community Development Director, and later became Deputy City Manager for the City of Belle Glade. His latest position was as Town Manager for the Town of Loxahatchee Groves. Mr. Kutney noted he has 37 years of local government experience, with 35 years of supervisory experience. He knows more about Greenacres than any other candidate. He has managed two union contracts and with the expansion of the Community Center, he could hit the ground running with no down time.

Councilwoman Bousquet:

Q: What do you see as the City's current challenges?

A: The City has no industrial zoning which poses financial challenges. The Public Safety concept was to keep costs down. You want to rely on a commercial base to sustain the City. "Adaptive reuse" is a way to take your land area and assessed value in conjunction with the private sector. Annexation is another issue. The City has done a good job of filling in enclaves and pocket areas. There is not much vacant land left; under 100 acres. Code enforcement can help ensure that the assessed evaluation is maintained. The afterschool programs are wonderful. To ensure that the PBSO merger goes smoothly, he urged them to stay on top of PBSO and work with them closely. He would ensure that staff morale is top notch and noted that Fire Rescue/EMS needs to be nurtured.

Deputy Mayor Pearce:

Q: Based on the continued growth in population and an insufficient number of officers to keep up with that growth, do you think it was a good idea to merge with PBSO?

A: Mr. Kutney believed it may have been based on the current financial pressures the City faces. He urged the Mayor and Council to be vigilant with PBSO when re-negotiating their contract.

Q: Based on the City's reserves, the City was able to pay cash for the Community Center expansion. Do you think it was wise to pay cash or as the City Manager would you have financed the project?

A: Mr. Kutney pointed out that the City has very little debt and has one of the lowest per capita costs in the County for services. There are a number of CIP projects scheduled and a transfer from the unassigned fund balance to

cover those projects was done. There is a balance. Pay as you go is better than incurring debt. The City also has available funds in case of an emergency.

Q: When this City Hall was financed, there is a penalty clause that prevents any refinancing capability. Moving forward, would you ensure that that type of clause is not in the contract?

A: Absolutely. When contracting out services there should always be a provision that allows the City Manager to not only request changes, but to demand the change.

Q: Council Policy No. 14 was recently abolished. Would you feel comfortable with that?

A: The City Manager is responsible for his/her staff; Council is responsible for making policy. He has never had a problem with his staff talking to Councilmembers, whereas some department heads do. The problem arises when Councilmembers begin to direct staff without the City Manager's knowledge. This undermines the authority of the City Manager and causes a great deal of concern for staff and causes confusion. That culture could become problematic. He believed going through the City Manager is the best way to go.

Councilwoman Dugo:

Q: Do you consider your management style as a micromanager or as a team builder? What was the number of staff under your supervision?

A: You are either an autocrat (micro-manager) or of the collaborator-participatory style. I am big on staff meetings and creating functioning teams to tackle problems. His management style is total quality management consisting of 4 components: effective customer service, empowerment of the employees, quality improvement of services and reward programs.

Councilman Noble:

You have done an excellent job of letting the Mayor and Council know that you understand the City very well and have pointed out our issues. Mayor Ferreri, former City Manager Wadie Atallah and Assistant City Manager Thomas J. Lanahan were instrumental in the design and construction of this building.

Q: As you pointed out there is no industrial zoning; however we do have height to offer. Major corporations look for higher buildings with parking garages. Could that be offered in the City?

A: Absolutely, but public support would be needed. Because fire science has improved throughout the years, you can have taller buildings without posing a fire safety concern. Company headquarters with floor space could be an option.

Councilwoman Rivera:

Q: Explain one mistake you made on a previous job and how you handled it?

A: It was a hiring mistake. While working for the Town of Davie, we had high profile projects and needed to hire a Planning Director. The economy was good and there was a shortage of candidates. He took a chance on a candidate with a technical background but who did not have management expertise. Unfortunately, it did not work out and we had to part ways.

Q: I am the first Hispanic to serve on the Council. How do you communicate with people other than department heads?

A: I have been able to communicate with CEO's and the lowest level employee. I follow former football coach Lou Holtz' "the Do-Right" system. I try to do the right thing, I try to do the best I can, and I try to treat others how I would like to be treated. That shows employees that they can trust him, he cares about them, and he is committed.

Q: With regards to road repair for Loxahatchee Groves, did you fail to follow Council's direction by majority vote? Why did you call in engineers without Council approval? Did you misunderstand Council or did you just not agree with Council?

A: That project consisted of a surface (OGEM) Surface Open-Grade Emulsified Mix that is placed on roadways in the Town. Three Councilmembers wanted the OGEM laid, but the OGEM was not being procured properly; it was a 3-2 vote. The Office of the Inspector General inspected the project and said it was being done incorrectly. When Council wants something done, I provide my best professional advice, if they chose not to take it that is their prerogative. However, it is my responsibility to do it properly. Unfortunately, one Councilmember wanted to give the job to a former contractor for the Town with no procurement process. He believed that the project was still under investigation.

Mayor Ferreri:

Q: How long would it take you to come on board?

A: Monday, following the completion of a contract.

Q: Given your history with the City, if selected, what would you accomplish in your first 30 days?

A: I would meet with you and the Councilmembers to learn of their concerns and create a visioning process. I would meet with the department heads to learn what I should know about their concerns and issues. I would meet with the Central Palm Beach County Chamber of Commerce and citizens and citizen groups.

Q: The City's demographics have changed since you last worked for the City. There is now a large increase in the Haitian and Hispanic communities. How would you reach out to these groups to ensure that their needs are met?

A: Hopefully, there is staff able to translate their concerns. With today's social media, the City should have a Facebook page translated to inform residents of what's going on in the City.

Q: What is your greatest weakness?

A: I was told by a former Commissioner that I am very book-smart, but not street-smart. I am told I am honest. For those who don't see honesty as a virtue, it may be viewed as a liability.

Q: Why should the City hire you?

A: There is a piece of my heart here in the City. I have left my mark in the many projects during my time here. I can hit the ground running and tackle the current issues. No other candidate knows the City better or has such an affinity for Greenacres than I. He thanked them for the opportunity.

At 11:45, Mayor Ferreri called for a lunch recess and noted that the meeting would reconvene at 12:20 p.m.

D. 12:30 p.m. – Andrea Monzon McCue

Mayor Ferreri welcomed Ms. McCue and explained the interview procedures with 10 minutes of questioning from each Councilmember culminating with why the City should hire her. He asked her to tell the Council a little about herself.

Ms. McCue stated she was born and raised in Lancaster County. She is the County Administrator for Lancaster County which consists of approximately 520,000 residents. The County has 2,000 employees, 1,600 full time, 400 part-time. She is an appointed official hired in 2004 by the Board of Commissioners. She oversees the day-to-day operations of 20 departments. Since 2008, healthcare has been a huge issue with a 10.2% rise in healthcare costs and they went from a fully insured plan to a self-insured plan. Lancaster County has many mandated services the State of Pennsylvania is not helping to cover. The State is currently working without a budget as of July 1, 2015 which means the County is not receiving any state funding. This has caused the County to notify their service providers they will not be receiving payments. Personal reasons have prompted me to look and start a new chapter in my life. I am looking to plant roots and establish personal and professional relationships. I would like to create an environment where residents want to live, work and play. The size of a community makes no difference; the challenges are the same.

Councilwoman Rivera:

Q: What have you learned about Greenacres in preparation for this interview?

A: With 39,000 residents, having the 8th lowest per capita rate in the County, 17,000 dwelling units, a \$34 million budget, and small \$400,000 debt is small compared to what she is used to. Important to her are the leisure activities, resources, the City's 11 parks and the opportunity to do different things in each park. Reviewing the budget at a glance I noticed that the transition to PBSO is a major factor for FY 2016, I noticed the Community Center expansion, and that property values are rising slightly. From my perspective, there are many positive things happening in the City.

Q: Where else have you interviewed?

A: In 2014, I interviewed for the City Manager position for Delray Beach and was a finalist. I have not interviewed for any other position and have one interview scheduled for next weekend. I have been selective in my search.

Q: Can you handle a divided Council?

A: When first hired in 2004 to work for Lancaster County, the commissioners that hired her had recently been convened by a grand jury due to the sale of the County nursing home. Government cannot be run like a business sometimes others can do better. In this case it was not about the sale but about the process they took. There were Sunshine Law violations with executive sessions. The board was very divisive and there were many issues on a daily basis. Her role is to ensure that whatever policies are adopted by the Commission are administered and implemented. She is an advisor to the Commission. It is not her position to take sides or take a position on issues. I do not give my opinion on issues unless asked. With 12 years at that level speaks volumes about the level of integrity she has. Her commissioners know she works for them.

Q: What mistakes have you made as a County administrator and what have you learned from them?

A: In Lancaster County, we have hired 8-9 different human resource directors. Every position in government is important and the human resource director is the most important internal position because it defines where you are going and sets the tone with healthcare, performance evaluations, classification and compensation. There is a level of integrity that position holds and is the model for moving forward. She believed she could have done a better job in hiring a more suitable human resources director.

Councilman Noble:

Q: How would you bring yourself up to date on current issues?

A: I am familiar with the Florida League of Cities and Palm Beach County League of Cities through her job search. I believe it is a comparable resource to the City Managers Association in Pennsylvania who advocates for counties to ensure legislation is passed. Another resource would be getting to understand her counterparts from other cities and learning the needs of the

City from Council and employees so she in turn can effectively advocate for them.

Councilwoman Dugo:

Q: As a former human resource director, give me an idea on how you would motivate employees due to recent changes.

A: I am very accessible. Even with 2,000 employees, custodians have my cell number. I have established a very strong relationship with employees and know them personally. I hold quarterly staff meetings and invite elected county officials. Each elected official has their administrative assistant that report to me. Any hiring or firing needs to follow established county policies. I am a collaborative leader and am only as good as the people I surround myself with. It is very important to hear all opinions in order to provide my commissioners with the best educated decision and recommended course of action.

Deputy Mayor Pearce:

Q: There are two (2) types of management: strategist or analyst, what is yours?

A: Analytical. Strategical thinking is needed to plan budgets in order to sustain the community and continue to provide services.

Q: We have a fire union. With respect to negotiating union contracts, would you start contract negotiations prior to, or after the budget is adopted?

A: Lancaster County has 5 bargaining units. We began discussions one year prior to the contract ending to avoid going to arbitration. We want to get to the table early with a tentative agreement to avoid arbitration or go to arbitration over the key issues under dispute.

Councilwoman Bousquet:

Q: What do you see as a threat to the City?

A: Public safety is a very important issue. I saw additional fire personnel added to the budget which shows that the City wants to provide for a safe community.

Q: What opportunities do you see for the City?

A: Economic development, new housing, there is no industrial zoning, but the City can still focus on attracting smaller businesses. Provide housing diversity, parks, and schools.

Mayor Ferreri:

Q: If selected what tools would you use in the first thirty (30) days to learn about the Council and citizenry?

A: What is important to me is getting to know my administrative staff internally and externally. I want to learn what challenges the Mayor and Council see for the community; what are the critical needs. I am very accessible to the public and want to learn what their vision is for their City.

Q: The City's demographics have vastly changed in the Hispanic and Haitian communities that are not too involved with City politics. How would you learn about and address those needs?

A: I personally come from a diverse background from Cuba and Puerto Rico. I have a unique ability to connect with people on many levels. I am a product of the federally funded Head Start program and have lived in public housing. Those experiences have helped me in the role I am in today.

Q: If selected, how long would it take you to transition?

A: I would like to give the commissioners a 6-week notice.

Q: What is your greatest weakness?

A: I will revisit and question how I handled a situation and ask if I made the right decision. I want to get it right and I do it to a fault.

Q: What do you bring to the job that others do not?

A: I have the professional background to be the City Manager for Greenacres. I have a high level of integrity, I do my job with honor, I am honest and fair in my dealings with people, I am selfless in the work I do and am respectful.

Q: Why should you get this job?

A: I have been looking for an opportunity in Florida since 2014. A sense of community is important to me, and I am looking for a place for my family. I am looking for a place where I can make a difference and contribute to the City. Greenacres provides everything I am looking for. I will serve as advisor to the Mayor and Council and ensure that your goals are being fulfilled. I look forward to achieving those goals. I intend to make a difference.

Mayor Ferreri called for a 10 minute recess until 1:05 pm.

E. 1:30 p.m. – Larry Tibbs

Mayor Ferreri explained the interview process with 10 minutes of questioning from each Councilmember culminating with telling us a little about yourself and why the City should hire you.

Mr. Tibbs greeted the Mayor and Council and recognized several of the Councilmembers from when he was briefly employed by the City. Mr. Tibbs noted that he was a retired Major from the Air Force after 23 years of service and since 1995, has worked in Florida local government for the past 20 years. Mr.

Tibbs distributed a packet of documents to the Mayor and Council concerning his employment with the City of Lauderdale Lakes from 2005-2011. He pointed out misinformation in the two Palm Beach Post articles about his probationary period in Greenacres and his resignations in Greenacres and Lauderdale Lakes. He read into the record a letter of reference from a commissioner of Lauderdale Lakes that described the political environment during Mr. Tibbs' employment and how he was ultimately blamed for their financial mismanagement practices. In 2000, he worked for Palm Tran and currently works for the Lehigh Acres Fire Control/Rescue District. He explained that the Fire Control District is run very much like a City with a 5-member board, 125 employees, a coverage area of 123 sq. miles and 5 stations.

Councilwoman Rivera:

Q: With a divisive Council, how would you get a consensus?

A: I would determine if the issues are major ones; I would try to gain common ground.

Q: Why would you like to return to Greenacres and what changes would you recommend from your previous experience here?

A: I believe there are things that need to be done e.g. update processes, ensure being user friendly to businesses, focus on economic development.

Q: Do you have grant writing experience?

A: Yes, with Palm Tran and Emergency Operations Centers (EOCs), and Staffing for Adequate Fire and Emergency Response (SAFER).

Councilman Noble:

Q: Regarding your current employment with Lehigh Acres, where are you located physically?

A: I live in Loxahatchee. Lehigh Acres is in western Lee County off of State Road 80 and borders Lee and Hendry Counties.

Q: Does the Lehigh Acres Fire Control/Rescue District exist through fire assessment legislation?

A: Mr. Tibbs said yes, through Senate Bill 1411 that was passed in 2013. It allowed independent districts through referendum to convert fire assessment ad valorem to a full special assessment.

Q: Are you the administrator of the five (5) stations you mentioned and the operation of the facility?

A: Yes, we handle purchasing, agendas, and run the stations with a small administrative staff of three (3).

Q: What experience can you bring to the position of City Manager?

A: His financial and organization experience with the Air Force, and his experience with Palm Tran where he handled the transition through three (3) executive directors. With Lehigh Acres he has the same responsibilities of a City Manager.

Councilwoman Dugo:

Q: How long did you work with the City?

A: One year, October 2010 to October 2011.

Q: You mentioned that the reason for your resignation was due to management differences. Can you elaborate on if the differences were financially or administratively based?

A: It was in developing projects and the 2010 PBSO proposal differences between services and operations. It was a difference between efficiency and effectiveness.

Q: Overseeing 125 employees currently in Lehigh Acres are you involved in the human resource and personnel aspects as a manager?

A: Yes, I have experience in human resources and risk management.

Q: What kind of background do you have in human resources?

A: Working for Palm Tran, I was Director of Finance and Administration. They had their own human resources department that was not part of the County. As for risk management, he has handled self-insured plans.

Q: With your previous employment with the City, how would you develop a team with our employees and Council?

A: Once allegations enter the media there's no way to counter them other than to present the facts. I have a good rapport with many Greenacres employees and individual elected officials and I would build on that rapport.

Q: Do you have a stable job right now? With elected officials being at the mercy of an election process are you still interested in working for Greenacres?

A: That's just the way it is in local government. Elections change things.

Deputy Mayor Pearce:

Deputy Mayor Pearce disclosed that when he was elected as a Councilmember in 2010, Mr. Tibbs also worked in Greenacres as the Finance Director during which time they had had numerous conversations about insurance. Former City Manager Wadie Atallah was involved in some of those discussions. Mr. Atallah and Assistant City Manager Debbie Manzo had conducted a cost comparison which Mr. Tibbs did not agree with.

Q: Elaborate for Council on that process, how it was done and how it could have been done differently.

A: Mr. Tibbs explained that discussions centered on how insurance could go out to bid. It doesn't work that way. You have to submit your proposal, but insurance companies will not even consider it. A third party must be used in order to obtain bids. The City advertised the bid and received 2 responses.

Deputy Mayor Pearce reviewed the highlights of Mr. Tibbs' military career, educational achievements and employment both in the private and local government sectors.

Q: During your tenure with the Air Force, how many people reported to you and what was your rank?

A: 2100 personnel in 14 locations; my rank was a Major.

Q: During your time with the City of Lauderdale Lakes, were you the one who contacted the Office of the Inspector General (OIG)?

A: Yes, I contacted the OIG to get the City to declare a state of financial emergency.

Q: And you worked closely with the City Manager of Lauderdale Lakes for five years trying to straighten things out?

A: Yes, there were political changes during that time.

Q: The OIG conducted an investigation and made recommendations. Were any accusations made against you that were criminal or civil in nature?

A: No, the OIG issued three recommendations directed to the City Commission.

Q: Did the Mayor and Commissioners of Lauderdale Lakes acknowledge that they would follow those recommendations?

A: Yes.

Q: Then the complaint went to the State Attorney's Office?

A: That was a separate complaint. Once I started working for Greenacres, a separate complaint was issued from the City Manager who was later terminated.

Q: The State Attorney's Office filed no action against you, correct? It involved unpaid sick pay owed to you.

A: Yes.

Q: The Finance Director does not sign checks in Lauderdale Lakes.

A: Only the City Manager and the Mayor.

Deputy Mayor Pearce clarified that he was told by Mr. Atallah that Mr. Tibbs resigned because he had stolen money. His research into the matter revealed that was not true.

Councilwoman Bousquet:

Councilwoman Bousquet noted that as a matter of job performance, on Pgs. 6-7 of the OIG Report Mr. Tibbs admitted to inflating revenues because the Commissioners did not want to hear bad news.

Q: Accounting is a conservative discipline; she did not understand the practice of keeping the Commission from the truth and asked him to elaborate.

A: Mr. Tibbs did not believe that the OIG Report stated that he had inflated revenues. He clarified that the report referred to the budget. In April 2010, the auditors presented the 2009 Financial Statement to the Commissioners which showed that the reserves were gone. He therefore suggested amending the 2010 budget to reduce expenditures but it did not pass.

Q: The OIG Report also stated that you misused Community Redevelopment Agency (CRA) funds.

A: I did not. The CRA monies were for redevelopment activities and were placed in a CRA account. After he left, those funds were being transferred to pay for general expenses.

Q: What would you do to improve Greenacres?

A: He believed that processes and productivity in Public Works could be improved. He would begin a concentrated effort to improve the Districts aesthetically to attract new businesses.

Q: What kind of marketing plan would you pursue?

A: Where to put our data. Identify vacancies. Identify best and highest use for property.

Mayor Ferreri:

Q: How would you analyze the City's needs in the first 30 days starting from the Council down to the citizenry?

A: Understanding the Council and their needs. Talk to staff and get involved with homeowner associations and join business groups.

Q: It is a big step from being a Finance Director to City Manager. What makes you think you can make that step?

A: The position of City Manager consists of leadership and management.

Q: The City has become more diverse with increased Hispanic and Haitian populations that do not get involved with local government. How would you identify and address their needs?

A: I would use intermediaries to help communicate and bridge the gap with those groups. Community policing may also help them get involved.

Q: How long would it take you to transition to the position?

A: Two weeks.

Q: What is your greatest weakness?

A: As we get older we communicate less. I always ask myself if I am listening. Generational differences play a part.

Q: Why should you be the next City Manager?

A: I understand the City and its need to move forward. Every job I have held has been in a leadership and management role that he believed qualifies him for the City Manager position.

5. Discussion and Selection of City Manager.

Mayor Ferreri noted that several candidates stood out above the others based on the interviews, research, and speaking with several city managers around the country. Three of the five met public administration requirements. He noted that Mrs. McCue was impressive and he spoke with the State League of Pennsylvania and received good comments about her. His recommendations would be Randall Dowling #1, with Sarah Hannah-Spurlock, Mark Kutney and Andrea McCue equally. Mr. Tibbs spent too much time defending his position, he found him hard to follow and questioned his communication skills.

Deputy Mayor Pearce suggested taking a vote on each applicant.

Councilwoman Dugo suggested choosing three (3) and Councilwoman Bousquet wanted to discuss each.

Deputy Mayor Pearce suggested picking each Councilmembers' top three (3).

Mayor Ferreri at 2:03 pm called for a 5-minute.

The meeting reconvened at 2:12 pm.

Discussion followed on signing waivers to conduct background checks, and shortlisting the applicants to three (3) names in no particular order.

Mayor Ferreri polled Council for their selections:

Councilwoman Bousquet: Andrea McCue, Randall Dowling, Mark Kutney.

Deputy Mayor Pearce: Sarah Hannah-Spurlock, Mark Kutney, Larry Tibbs

Councilwoman Dugo: Andrea McCue and Randall Dowling. She did not provide a third at that time.

Councilman Noble: Mark Kutney, Randall Dowling and Andrea McCue.

Councilwoman Rivera: Andrea McCue and Randall Dowling. She did not provide a third

at that time.

Mayor Ferreri asked City Attorney Stokes if he could vote.

Councilwoman Rivera told the Mayor he could not vote.

Mayor Ferreri reminded Councilwoman Rivera that she is not the City Attorney and noted that he would soon be making a presentation to Council regarding the 1981 Charter amendment establishing the City Manager position, his predecessor's role in the hiring process from official records, and the discussion the Charter Review Committee had in the event of a 3/3 tie.

Mr. Stokes stated that he wished he had that information that shows legislative history, because legislative history is important in interpreting legislative intent. The term "full Council" is not used anywhere else and he could not see where in the case of a tie, the Charter did not show how that could be resolved. The word "Mayor" was not included anywhere else. His interpretation of "full Council" meant all five (5) Councilmembers had to be present with 3 out of 5 Councilmembers constituting a quorum, and a 3-2 vote being a majority. There are different ways of interpreting statutes and legislative history is one of them; it is not conclusive or the only one, but could be factored in.

Nonetheless, if the City Attorney states I cannot vote, I will not.

Councilwoman Dugo asked City Clerk Denise McGrew to read Councilman Noble's selection.

Ms. McGrew read: Mark Kutney, Randall Dowling and Andrea McCue.

Mayor Ferreri asked if Councilwoman Dugo and Councilwoman Rivera were ready with their third choices.

Councilwoman Dugo: Andrea McCue, Randall Dowling and Larry Tibbs.

Councilwoman Rivera: Randall Dowling, Andrea McCue and Larry Tibbs.

Mayor Ferreri announced that Randall Dowling and Andrea McCue received 4 votes, with Mark Kutney and Larry Tibbs receiving 3 votes and Ms. Spurlock with 1 vote and asked the City Clerk to verify.

Councilman Noble pointed out that Mark Kutney presents himself very well; he understands the situation in PBC, the Palm Beach County League of Cities and the Florida League of Cities. The drawback is he has worked for small cities but has the competence and intelligence to operate the City competently. Mr. Dowling. Is knowledgeable and knows a great deal about the City and would understand the issues. Ms. McCue is highly intelligent and a competent woman and understands how to run a major entity and would have no problem running a city.

Deputy Mayor Pearce's viewpoint was there are two (2) out of state county executives and two (2) local applicants with extensive business and one with military experience. I liked Ms. Spurlock and her demeanor, she is multi-dimensional, has a nice personality. He would prefer someone local and multi-dimensional that can start quickly.

Councilwoman Dugo noted that Andrea McCue is absolutely qualified, refreshing, possesses a human resource background and is forthright. Mr. Dowling did a lot of homework about the City; he spoke well, and is well versed in economic development. She was torn between Mr. Tibbs who is not a good speaker but has a great financial background and Ms. Spurlock.

Councilwoman Bousquet stated there were three (3) really good candidates. She did not expect to like Mr. Kutney but believed he did a good job. In spite of the baggage Mr. Tibbs brings with him, he is also a terrible speaker and she would not want him to represent the City at meetings. She loved Mr. Dowling and Mrs. McCue.

Mayor Ferreri pointed out that one term he did not hear from any of the applicants or from Council was "leadership". He was reading the body language of the audience and their reactions to the candidates. Ms. Spurlock even though she is an Assistant City Manager and has a connection to PBC, believed her energy was overlooked. Mr. Dowling and Mrs. McCue stood out. Coming from a county level to a city, they bring a lot of economic development experience. The next question is do we want to decide today or do background checks while they make their selection today?

Councilwoman Rivera asked Mr. Stokes for confirmation that the number of votes cast was as follows: McCue (4), Dowling (4), Kutney (3), Tibbs (3), Spurlock (1). She stated that she was very impressed with Mr. Dowling and the level of homework in preparing for this interview was amazing. He furthered his education online, he has experience with grant writing and dealing with FEMA. Mrs. McCue was also amazing but she is worried that if selected, being from out of state, that Mrs. McCue could be terminated as mentioned earlier. It was difficult to understand Mr. Tibbs, but she liked his tenacity.

Councilwoman Dugo stated that Mrs. McCue mentioned that her family is already here. Councilwoman Dugo agreed with Councilwoman Rivera about Mr. Dowling.

Councilman Noble pointed out that on March 15, 2016, there will be a Municipal Election and three districts will be up for office. He questioned why they are going to select someone for the City Manager position now, when the City already has a capable person in Assistant City Manager Thomas J. Lanahan, until March 15th. He wanted to know why the City Manager could not be hired on March 16th or 17th following the election with possibly a new City Council.

Councilwoman Dugo stated that she would be much more comfortable with any one of the present Council than with someone who has no experience or knowledge of the City's inner-workings.

Mayor Ferreri pointed out that none of the candidates would be available at that time and they should therefore move forward. He noted that the two (2) leading candidates asked for 4-6 weeks to get onboard.

Deputy Mayor Pearce admonished the Mayor for belaboring the meeting and for his sidebars and urged him for a second time to get back to the business of voting. He suggested reducing the list down to two (2) candidates.

Mayor Ferreri called for a consensus:

Deputy Mayor Pearce: Kutney and Tibbs.
Councilwoman Bousquet: McCue and Dowling.
Councilwoman Dugo: McCue and Dowling.
Councilman Noble: Kutney and Dowling.
Councilwoman Rivera: McCue and Dowling.

The tally was: Dowling-4, McCue-3, Kutney-2, Tibbs-1.

Deputy Mayor Pearce now wanted it narrowed down to one candidate. Mayor Ferreri polled the Council:

Councilwoman Bousquet: McCue.
Deputy Mayor Pearce: Dowling.
Councilwoman Dugo: McCue.
Councilman Noble: Dowling.
Councilwoman Rivera: Dowling.

Mayor Ferreri called for a motion.

MOTION: Councilwoman Rivera made a motion to select Randall Dowling as Council's first choice, with Andrea McCue as a second choice. Councilman Noble seconded the motion.

VOTE ON THE MOTION **In Favor:** Deputy Mayor Pearce, Councilwoman Rivera, Councilman Noble, Councilwoman Dugo and Councilwoman Bousquet.

Motion carried: 5 – 0.

6. Appointment of Lead Negotiator for City Manager Contract.

Mayor Ferreri called for a motion for negotiations.

MOTION: Councilwoman Rivera made a motion to have Councilwoman Dugo and City Attorney James Stokes begin negotiations with Randall Dowling. Councilwoman Bousquet seconded the motion.

SUBSTITUTE MOTION: Councilman Noble made a motion to have Councilwoman Bousquet and City Attorney James Stokes begin negotiations with Randall Dowling. No one seconded the motion.

Motion died.

Mayor Ferreri called for a vote on the original motion.

VOTE ON ORIGINAL MOTION: **In Favor:** Deputy Mayor Pearce, Councilwoman Rivera, Councilwoman Dugo and Councilwoman Bousquet.
Opposed: Councilman Noble.

Motion carried: 4 – 1.

Mayor Ferreri requested background checks on Randall Dowling and Andrea McCue. He asked City Attorney Stokes to notify the chosen candidates and those that did not make the shortlist.

Councilwoman Rivera thanked Assistant City Manager Thomas J. Lanahan for his hard work as Acting City Manager and stated that had he applied for the position of City Manager, he would have been her No. 1 choice.

Mayor Ferreri reminded Councilmembers that an Executive Session will be held next week prior to the next Council Meeting on December 21, 2015.

7. Adjournment.

Mayor Ferreri inquired if there were any additional comments; hearing none, he adjourned the meeting at 2:48 p.m.

CITY COUNCIL

Respectfully submitted,

Samuel J. Ferreri
Mayor

Denise McGrew,
City Clerk/Administrative Services Director

Date Approved: _____

/mel

Attachments