



City of Naples

CITY COUNCIL MINUTES

Workshop Meeting April 30, 1991

City Council Chambers
735 Eighth Street South
Naples, Florida 33940

-SUBJECT-

PAGE

PRESENTATION BY RALPH ANDERSEN & ASSOCIATES REGARDING CITY MANAGER
RECRUITMENT FINALISTS (GROUP 1)

PRESENTATION BY BOB MURRAY

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FINALISTS TO BE INTERVIEWED:

DEETJEN, LARRY R.
GATTA, ALFRED A.
SALERNO, PATRICK G.
SISSON, ROBERT L.
STATON, THEODORE J.
WOODRUFF, RICHARD L.

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CANDIDATES IN GROUP 2

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CANDIDATES IN GROUP 3

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City Council Chambers
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CITY COUNCIL MINUTES

WORKSHOP MEETING

Time 9:00 am

Date April 30, 1991

Mayor Anderson called the meeting to order and presided:

ROLL CALL

Present: Kim Anderson, Mayor

William E. Barnett
R. Joseph Herms
Alan R. Korest
Paul W. Muenzer
John M. Passidomo
Fred L. Sullivan
Councilmen

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Also Present:

Rand-Scott Coggan, Acting City Manager
Mark W. Wiltsie, Assistant City Manager
Janet Cason, City Clerk
Tara A. Norman, Public Information
Officer (Recording Secretary)
Norris C. Ijams, Acting City Manager
Designate
Robert Murray, Ralph Andersen & Assoc.
Mary Kay McShane, Human Resources
Director
George Henderson, Sergeant-At-Arms

News Media:

Wendy Fullerton, Fort Myers News-Press
Sally Kidd, WINK-TV
Traci Griffith, WNOG-AM
Gina Binole, Naples Daily News

Citizens:

James Kessler
John VanArsdale
Sue Smith
Nicole Polayes
Other Interested Citizens and Visitors

ITEM 1

**Presentation by Bob Murray of Ralph Andersen
& Associates regarding City Manager
recruitment finalists.**

Robert Murray of Ralph Andersen & Associates (RA) distributed a book to each Council member containing information on recommended finalists for the position of City Manager. (A copy of this book is on file in the Office of the City Clerk.) They were divided into four groups:

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Group 1 - Top nine recommended finalists, including resumes as well as summaries prepared by RA containing statistical information about the jurisdiction each candidate represents;

Group 2 - Ten other highly recommended finalists, including resumes;

Group 3 - Candidates from within Naples city government; namely, Community Services Director Christopher Holley; and

Group 4 - A listing of all remaining applicants. (Over 200 individuals applied for the position and represent areas from all over the country.)

Prior to Mr. Murray beginning his review of each of the candidates in Group 1, Mayor Anderson asked that he outline the format used in his interview process. Mr. Murray said that he asked candidates about the most recent position they held and how it related to challenges in Naples and the services provided here. He had also asked why they were interested in Naples. (Mr. Murray indicated that many of the applications could at least in part be due to the fact that solicitation of interest had been during the winter months and, therefore, many could be "just shopping." One of his goals had therefore been to establish each candidate's seriousness about coming here.)

He said he had also asked candidates to list achievements about which they were most proud, as well as areas where candidates felt they had weaknesses. No negative observations had been included in the written report, he said. Because the Council had stressed the need for leadership and management, Mr. Murray said that he had spent a considerable amount of time with each candidate in attempting to glean this information. He said he had visited at least the general area where candidates were located to gain a perspective on the environment where each one functioned and had, as much as possible, verified achievements listed on resumes. In response to Councilman Korest, Mr. Murray confirmed that he had interviewed some of the recommended candidates for other positions, including Messrs. Salerno and Schiller.

Mr. Murray also observed that during the recruitment process, the City Council's area of

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focus appeared to have changed with more emphasis on financial considerations. He also noted that the imminent report from the Committee To Review City Efficiency would be very valuable both to the Council and to a new City Manager.

In response to questions from Council members, Mr. Murray indicated that he had shared with the candidates he interviewed a certain amount of information about the dynamics of the situation in Naples, such as an erosion of confidence within the community and among the members of Council in how city government was being run. He had also told the candidates that the new City Manager would play a significant role in restoration of that lost confidence.

Additionally, during the course of Mr. Murray's review of candidates, the Council discussed with him what stigma, if any, was attached to a candidate who had been asked to resign or had been fired outright. It was observed that when an outright firing occurred, communication had most likely completely broken down between the elected officials and the manager so that no negotiated settlement could be reached.

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Larry R. Deetjen

President and Chief Executive Officer, Harding Energy Systems, Inc., Grand Haven, Michigan (former City Manager of Grand Haven)

Mr. Murray said that he found Mr. Deetjen to be straightforward and candid, exhibiting a real sense of strength of leadership. Mr. Deetjen has a low tolerance for incompetence and although he tends to be more on the controlling side, he is nevertheless a consensus builder because he recognizes the need for people to buy in to goals and objectives. Mr. Deetjen, according to Mr. Murray, is very intelligent and outgoing, is generally well liked, and exhibits a "go-getter" style. Mr. Deetjen currently serves as commissioner in his county, having run on a good government platform. He had been forced to resign his post as City Manager of Grand Haven when changes in the City Council had resulted in his focus on growth and tourism no longer being favored. After a period in the private

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sector, however, Mr. Deetjen had indicated that he now wished to return to city management.

Mr. Deetjen's major accomplishments while at Grand Haven include spearheading a waterfront "renaissance" project and development of the local economy.

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Alfred A. Gatta

Consultant (former City Manager of Hartford, Connecticut)

Like Mr. Deetjen, Mr. Gatta is also interested on returning to the public sector. Mr. Murray said that he found Mr. Gatta to be an innovator with high energy who would not tolerate anything but top performance from the professionals in his organization. He focuses not only on garnering support of the Council and keeping the Council informed, but he also develops good rapport with the community. Mr. Murray said he observed high intensity in Mr. Gatta as well as strong leadership and dynamism.

While at Hartford, Mr. Gatta had focused in improving procedures and automated several systems including finance, budget and police/fire dispatch. During his tenure, Hartford underwent a complete re-evaluation of property within the community, and in conjunction with this, Mr. Gatta provided leadership in balancing downtown growth with the services needed in other sections of the community. His resignation from the position of Hartford City Manager had been voluntary.

Mr. Passidomo asked Mr. Murray whether he believed Mr. Gatta could make a transition to a much smaller community dealing with the impacts of growth. Mr. Murray responded that this type of experience had been achieved while Mr. Gatta was City Manager of Methuen, Massachusetts in the early eighties.

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Patrick G. Salerno

Acting City Manager, Sunrise, Florida

Mr. Murray described Mr. Salerno as possessing a more subtle style of leadership while exhibiting a

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quiet confidence and instilling confidence in others. He is seen as a "turn-around" manager and is thorough, intuitive, ethical and a problem solver and negotiator who likes to involve employees in the decision making process. Although he has been offered the City Manager post in Sunrise, Mr. Salerno has indicated that his true interest is in coming to Naples. In fact, this issue had been specifically addressed, Mr. Murray stated, and he had received Mr. Salerno's assurance that his application for the Naples position was not in any way being used as leverage in his present position.

Mr. Murray pointed out that Mr. Salerno was not afraid to tackle difficult issues and, in fact, his dismissal from the County Manager post in Cobb County, Georgia, had resulted from his inquiry into bidding practices which had, in turn, resulted in an FBI investigation and prosecutions.

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Eugene A. Schiller

Director of Financial Management, Sarasota County, Florida

Mr. Murray stated that of all the recommended candidates, Mr. Schiller is the most "hands-on" manager and the most technically grounded. In most of the positions he has held he developed systems, including an internal/management operations system which audited the progress of the city which he implemented while he served as Director of Finance and Management Services in St. Paul Minnesota.

Mayor Anderson expressed concern that this candidate may not possess the versatility to handle a broad range of problems. Mr. Murray assured her, however, that Mr. Schiller had gained a great deal of experience in the towns and cities where he had served in the past and that he clearly had the talent to oversee a wide range of operations. Mr. Korest also expressed concern about Mr. Schiller's having accepted the position of Director of Financial Management in Sarasota only a year prior to applying for the City Manager position in Naples. Mr. Murray, however, cited circumstances under which Mr. Schiller had left prior positions,

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apparent strong concern for career achievement and therefore the possibility that he would not be a long-term manager in Naples. Councilman Herms also expressed reservations about Mr. Schluckebier's emphasis on obtaining grants.

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Robert L. Sisson

City Manager, Grandview, Missouri

Mr. Murray stated that Mr. Sisson had been instrumental in instilling a sense of confidence in his community which had been suffering from an image problem. He takes a great deal of pride in appointing talented people to the organization and replacing those who are ineffective. Mr. Murray also called Mr. Sisson the kind of person who listens to each member of the Council and takes their concerns seriously, acting on them accordingly. He prefers face-to-face communication with his department directors to memos or phone calls. Mr. Murray said that he would consider Mr. Sisson a "pusher" and that he clearly expands his expectations of those who work for him. He is diligent, pays attention to sudden "fires" which crop up in the organization, interacts well with citizen groups, and is well liked by his employees. Mayor Anderson observed that many of the qualities just listed are those which the Council is seeking.

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Theodore J. Staton

Assistant City Manager, Dayton, Ohio

In describing this candidate, Mr. Murray noted the excellent reputation enjoyed by the City of Dayton management. Individually, Mr. Staton had addressed and solved multiple problems involving the Dayton airport and had been instrumental in developing a strategic planning process which involved the entire community. He has also been involved in developing a strategy to balance drastic swings in the economy through building cash reserves. While he often serves as a coach by grooming the people who report to him, Mr. Murray said, Mr. Staton can be authoritarian and direct. He is creative, willing to take on difficult tasks, understands this form of

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government well, is analytical and yet bold without being reckless, Mr. Murray concluded.

Mayor Anderson expressed concern, since Mr. Staton is a native of the Dayton area and had been so long with the City of Dayton organization, he might ultimately be unwilling to leave to come to Naples. Mr. Murray said that Mr. Staton had assured him that he was ready to come to Naples if the position were offered.

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John Stunson

Assistant City Manager, Fort Lauderdale, Florida

The characteristics listed by Mr. Murray about Mr. Stunson include the fact that he is a person who takes pride in accomplishing things. He is a strong leader and task master who is demanding and naturally oriented to autocratic management. He is technically competent, specializes in turn-around situations, and respects the authority of Council. Among his achievements are listed a downtown and beach redevelopment project in Fort Lauderdale. In fact, he had been actively recruited by Fort Lauderdale for this purpose. Mr. Stunson also took a leadership role in establishing a two-way interactive cable television system which had been resisted by cable television operators in the area.

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Richard L. Woodruff

City Manager, Anderson, South Carolina

Mr. Murray called this candidate the "sleeper" of the group, partly because Mr. Woodruff's resume had not gone into extensive detail. Because he had been attracted by the fact that Mr. Woodruff had worked in Collier County government (1972-79), and after talking with him, Mr. Murray said that he was impressed with Mr. Woodruff's achievements. After taking the position as City Manager of Anderson, South Carolina, Mr. Murray said that Mr. Woodruff had turned around a community with a "do nothing" organization and had reconstructed every facility including the transit system and wastewater treatment plant and Anderson was now one of the most respected municipalities in the state.

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Mr. Murray listed other strengths as being Mr. Woodruff's ability to frame issues to facilitate Council debate and decision making, his ability to define missions and communicate those missions to the people who do the job, and his close communication with the City Council. While Mr. Woodruff had indicated that he was perhaps too accessible, he finds it important to be visible to employees, Mr. Murray said, and assessed Mr. Woodruff's leadership style as "unassuming" while, at the same time, being aggressive and patient.

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Mr. Murray briefly noted the candidates listed in Group 2:

John E. Arnold

Chief Executive Officer of Public
Highway Authority, Colorado

C. William Hargett, Jr.

Deputy City Manager, St. Petersburg, Florida

Charles H. Howell

Chief Administrative Officer, Macon, Georgia

Charles A. Hunsicker

Assistant City Manager/Operations,
Clearwater, Florida

C. Samuel Kissinger

City Manager, New Rochelle, New York

Robert S. Noe, Jr.

Consultant, Manassas, Virginia

Robert C. Roberson

City Manager, Moultrie, Georgia

John L. Rowe, Jr.

City Manager, Suffolk, Virginia

Charles R. Tate

Chief Financial Officer, Orange-Co., Inc.,
Winter Haven, Florida

A. E. "Van" VanDever

Executive Director, Escambia County Utilities
Authority, Pensacola, Florida

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With reference to Group 3, containing the resume of Community Services Director Christopher Holley, Mr. Murray indicated that he had not conducted an interview because he felt this resume was not competitive given the calibre of other candidates.

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Prior to determining which of the candidates would be invited to Naples for interview, the workshop was recessed (11:01 to 11:23 a.m.) in order to individually review the written material provided in the booklets supplied by Mr. Murray.

When the workshop reconvened, the Council determined through the process of multi-voting that a group of six candidates would be invited for interview on May 10th and 11th. (The Council will convene at 8:00 a.m. each day with interviews beginning at 8:30 a.m.) The list of candidates is as follows:

Larry R. Deetjen
Alfred A. Gatta
Patrick G. Salerno
Robert L. Sisson
Theodore J. Staton
Richard L. Woodruff

Because it had been anticipated that this workshop would continue into the afternoon, lunch had been provided. Mayor Anderson therefore announced that following adjournment Council members were invited to remain for lunch in the conference room adjacent to the chamber if they wished.

ADJOURN: 12:15 a.m.

Kim Anderson
Kim Anderson, Mayor

Attest:

Janet Cason
Janet Cason, City Clerk

Tara A. Norman
Tara A. Norman, Recording Secretary

These minutes approved on: May 15, 1991