



City Council Chamber
735 Eighth Street South
Naples, Florida 34102

City Council Special Meeting - May 29, 2003 - 7:43 a.m.

Mayor MacKenzie called the meeting to order and presided.

ROLL CALLITEM 1

Present:

Bonnie R. MacKenzie, Mayor
Gary Galleberg, Vice Mayor

Council Members:

Joseph Herms
William MacIlvaine
Clark Russell
Penny Taylor
Tamela Wiseman – arrived 7:46 a.m.

Also Present:

Kevin Rambosk, City Manager
Robert Pritt, City Attorney
Pamela Koepke, Recording Specialist
Karen Kateley, Administrative Specialist
Dr. Tom Freijo, The Mercer Group

Media:

Dianna Smith, Naples Daily News
Trey Radel, WINK TV

Other interested citizens and visitors.

City Manager Candidates:

Steven Crowell	Terry Dody
James Jarboe	Robert Lee
David Mekarski	Tony O'Rourke

.....ITEM 2
REVIEW DRAFT OF NEW CITY MANAGER'S CONTRACT AND INTERVIEW APPLICANTS

Editors Note: All materials used and received by Council during the course of the interviews are contained in the file for this meeting in the City Clerk's Office.

The following was suggested relative to the employment contract: Council Member Herms requested an "a" be inserted before "greater percentage" in Section 3.F; Council Member MacIlvaine requested that "and generally" be deleted from Section 8 and that 7% appear in Section 11; Vice Mayor Galleberg requested an increase in personal leave from 21 to 25 days and reinstatement of the \$225,000 cap in Section 9.A.

Discussion ensued regarding interview procedures and it was determined that each Council Member would be allotted five minutes for direct and follow-up questions and, if time permitted, each would be afforded an opportunity to pose another direct question. Mayor MacKenzie announced that the time limit assigned to each candidate for comment would not apply when

candidates were answering questions posed by Council Members and that any scoring sheets utilized by Council would be retained in the public record.

(8:05 a.m.) **Steven Crowell** thanked Council for the opportunity to be considered and characterized the selection process as being extremely professional. Mr. Crowell presented statistical information and calendars depicting scenes from Greenwood Village, Colorado, where he serves as manager, noting certain similarities between Greenwood Village and Naples.

Mayor MacKenzie asked Mr. Crowell to define the role of a city manager, explain how he would accomplish that role, and to define his management style. Mr. Crowell said the City Manager's role is to carry out the direction of City Council, whether or not the individual agrees. Nevertheless, he said, carrying out Council direction involves maintaining communication with such groups as employees and citizens, and keeping them involved. Mr. Crowell also noted the importance of involvement with homeowner associations and indicated that he conducts weekly staff meetings as well as individual meetings with department heads. Periodically, he said, he works with groups of employees to promote better understanding, including a semi-annual tour of Greenwood Village with department heads to promote inter-departmental communication and to highlight the importance of quality customer service.

Council Member MacIlvaine asked how differing opinions regarding noise and crime were addressed in the Village Center development area in Greenwood. Mr. Crowell explained that due to a dense retail/residential mix, enforcement noise control devices such as berming are employed as well as parking garages to minimize traffic. In further questioning by Council Member MacIlvaine, Mr. Crowell said that other than a possible increase in shoplifting, he did not feel that crime had increased due to the Village Center development and that the neighborhood adjacent to the Village Center had not been negatively affected. Mr. Crowell also said the millage rate for Greenwood Village is 2.9 generating property tax revenue of \$2 million.

Vice Mayor Galleberg asked why Mr. Crowell is interested in Naples, both professionally and personally. Mr. Crowell said that, professionally, Naples is a larger City which however faces similar issues to Greenwood Village, such as growth and traffic. Personally, he said, he enjoys the water-related recreational environment offered by a southern coastal community.

Council Member Russell inquired into the candidate's perspective with reference to empowering department heads and ensuring a stable organization, including his views on the importance and role of the city manager. Mr. Crowell said that while he is not a micro-manager, he expects to be fully appraised on each department. He said that during weekly meetings with department heads he conveys direction as well as expectation for attention to detail. While he does not utilize an assistant city manager, he does have an administrative assistant, Mr. Crowell said. Mr. Russell asked the candidate to address high customer service expectations, overall personnel streamlining, and budgeting. Mr. Crowell said that while he was unable to make a connection between customer service and budget cutting, he expects high quality customer service which contributes to an extremely high quality of life in Greenwood Village. He added that he expects his department heads to facilitate customer service and utilize excellent problem solving techniques.

Council Member Herms asked Mr. Crowell to expand on his reasons for applying for the position in light of the amenities this area offers. Mr. Crowell said his reasons are both professional and personal. He cited the challenge in working in a larger city, working with different kinds of issues and functioning in a different type organization. He also said he is neither escaping a situation nor desiring a vacation but that he fully expects to apply himself to decisions that could sometimes be difficult. Mr. Crowell also confirmed that Naples however, meets with some of his personal criteria. Mr. Herms inquired if the climate in this area contributed to his decision. Mr. Crowell said he prefers working and living in the south. Mr. Herms then inquired as to Mr. Crowell's position with the public during the Village Center development. The candidate responded by noting that during that particular project he said that he and City Council both imparted information to citizens, and pointed out that the Council is in general very involved with the community.

Council Member Wiseman said that Naples is currently faced with what she described as tremendous challenges, such as budgetary pressures combined with the demand from the residents to reduce the millage rate, as well as pressures from increasing costs and unfunded state mandates. She therefore asked the candidate what steps he would take to save money without sacrificing service. Mr. Crowell first cited his ability to implement plans and directions by City Council, but also said that he was hesitant at that juncture to give specifics regarding the City of Naples budget without a clear understanding of the specifics and alternatives.

Council Member Taylor noted that Candidate Crowell had been credited with greatly enhancing the respect for Greenwood Village among the communities in the Denver area, and asked for his comment. Mr. Crowell cited the City staff's importance in developing a positive image by providing Council with accurate information which contributes to projecting the future of the community. Miss Taylor inquired about any tools aside from communication which Mr. Crowell had employed in this effort. Mr. Crowell enumerated the following; ensuring public understanding of growth issues, planning for the future, conducting open discussions with Council, and implementing comprehensive-type planning.

Mayor MacKenzie asked Mr. Crowell to cite his long term goals if offered the position. Mr. Crowell said that he greatly enjoys his work in city government and while after ten years there is no reason to leave Greenwood Village, Naples offers an opportunity for career advancement and that he is therefore looking toward a long and successful relationship with Naples.

Council Member MacIlvaine asked Mr. Crowell to identify his highest achievement as City Manager. Characterizing city government as a difficult endeavor, particularly for a city manager, Mr. Crowell said that he is most proud of successfully working over a ten-year period with several Councils and dealing with situations engendered by growth. In further questioning Mr. MacIlvaine ascertained that overall administrative and executive ability was in fact Mr. Crowell's response. Mr. MacIlvaine asked for an explanation of the neighborhood dispute mediation plan Mr. Crowell had implemented in Greenwood Village. Mr. Crowell said that specific training and mediation techniques were implemented to assist neighbors in resolving such differences as those involving barking dogs, although rather than expounding on enforcement, he said he prefers to speak in terms of outcomes and problem solving. In a final

response to Mr. MacIlvaine, Mr. Crowell reported that Greenwood Village has a noise ordinance that is enforced by the police department with a noise meter.

Vice Mayor Galleberg asked whether in Greenwood Village there was a similar provision to the Naples Charter wherein the City Council operates solely through the City Manager and does not induce hiring, firing or giving substantive direction. Mr. Crowell confirmed that there is in fact a similar provision. Mr. Galleberg then asked Mr. Crowell to expand on his involvement with staff and his style of management. Mr. Crowell described his management style as direct, ensuring that staff understands what is expected, as well as providing coaching; nevertheless, he said, he expects staff to know and understand the issues and the broader city perspective. He reiterated that he meets with department heads individually, and weekly as a team, and attempts to keep them involved. Mr. Galleberg then asked how Mr. Crowell determines when to direct staff and when to allow department heads leeway to execute a plan. Mr. Crowell said that he ensures that staff is fully apprised of a given situation and if a recommendation is going to Council, that it is fully researched. Mr. Galleberg asked for additional perspectives regarding where on the continuum between autocratic and participatory his management style would be located. While there had been occasions wherein he had given strict direction to staff, Mr. Crowell said, he is however sufficiently knowledgeable to ask the right questions in an effort to ensure that an issue or policy is well thought out. Vice Mayor Galleberg asked how Mr. Crowell would approach the task of evaluating the current situation within the organization and imposing his objectives thereon. Mr. Crowell however was unable to respond to this question due to expiration of the time limit agreed upon earlier in the meeting relative to each Council Member's portion of the interview.

Council Member Russell inquired as to how Mr. Crowell regards the role of manager in facilitating Council's decisions and plans. Mr. Crowell responded to the effect that he feels it important that the Council be aware and fully informed on a particular issue and understand the full range of options available, assuring that the staff is presenting the complete perspective and impacts. Mr. Russell then asked Mr. Crowell to answer Vice Mayor Galleberg's previous question regarding how he proposed to make his mark on the organization. Mr. Crowell described himself as a participatory manager who values an environment of teamwork, however, there are instances where difficult decisions must be made and explicit direction given.

Council Member Herms asked the candidate to assess his relationship with the media. Mr. Crowell said that he believes the media in Greenwood Village would describe him as forthright, honest and proficient in maintaining the city's perspective. Mr. Crowell however confirmed that there had been occurrences involving personnel issues wherein he had refused to comment to the media. Mr. Herms then inquired to Mr. Crowell's post-collegiate professional progress and why he left each position. Mr. Crowell said each of his career moves had been upward and that he had never been terminated or asked to leave a position; he reiterated that he had served in his current position for ten years.

Council Member Wiseman asked Mr. Crowell to describe his experience with law enforcement personnel and security issues involving governmental facilities since September 11, 2001. Mr. Crowell said he works closely with the police department in Greenwood Village and added that

since recent implementation of a district-orientated form of reporting, officer accountability had increased. He also said that he understands police functions, including various technical issues.

Commending the candidate on obtaining two baccalaureate degrees within a year, Council Member Taylor inquired to the method used by Mr. Crowell to finance his education. Mr. Crowell explained that he had received a fellowship for graduate school, a wrestling scholarship for his undergraduate studies, that he had worked, and that his parents had also assisted. Miss Taylor observed that it appears that Mr. Crowell knew fairly early what he wanted to do. Mr. Crowell explained that his interest in cities began in grade school although an urban economics class eventually led him to city management for which he also prepared for by obtaining a master's degree.

In response to Mayor MacKenzie Mr. Crowell indicated that there were several department heads capable of replacing him at Greenwood Village although he anticipated that an executive search firm would be used. In response to Vice Mayor Galleberg, Mr. Crowell said he is not hesitant to take whatever steps necessary in positive ways to bring forth necessary change within the staffing of the organization.

Council Member Herms asked Mr. Crowell to cite his greatest accomplishment and greatest disappointment. Mr. Crowell reiterated a prior statement that he is most proud of being able to over a ten-year period work with different councils, different growth issues, and adapt to the changes. However, he declined to identify a major disappointment, noting the necessity for adjustments in projects during implementation. In further questioning, Mr. Crowell clarified that rather from the projects themselves, disappointments occurred from unpreventable situations that arose during a project.

Council Member Wiseman asked the method Mr. Crowell would employ in order to communicate to Council whether he believed a majority-backed course of action was the right direction to take. Mr. Crowell said that while it would be his job to carry out Council's direction, there would be opportunities to make his views known respectfully and in a correct manner.

Council Member MacIlvaine continued this line of questioning, and Mr. Crowell said that while it would depend on the issue, he is not reluctant to inform Council in a positive manner of the ramifications of a particular decision. He also concurred with Vice Mayor Galleberg that after hearing staff's recommended conclusion, Council's final vote would be the deciding factor. Miss Taylor inquired whether unanimity would be necessary for Mr. Crowell to implement Council policy, and Mr. Crowell said that when Council makes a decision, he is adept at carrying it out, regardless of how the conclusion was reached.

In closing, Mr. Crowell expressed appreciation for the opportunity to meet with Council and commended the professionalism shown. He added that his current place of employment is very similar to Naples in values, culture and quality of life and reiterated his appreciation for the opportunity to be considered.

Prior to the next candidate, Dr. Tom Freijo of The Mercer Group advised that each had been provided with the following: the current budget, the Comprehensive Annual Financial Report (CAFR), the Comprehensive Plan, and the City Charter.

Recess: 9:02 a.m. to 9:07 a.m. It is noted for the record that the same Council Members were present when the meeting reconvened.

(9:09 a.m.) **Terry Dody** expressed his appreciation for having been granted an interview and said that Naples is one those cities that someone in his position watches for an opening because of its planning, beauty and infrastructure and therefore the current vacancy represented a great professional opportunity.

Mayor MacKenzie asked whether Mr. Dody was an administrator or an involved manager. Mr. Dody described himself as a relatively strong manager who nevertheless views himself as participatory. He stressed the importance of communication in carrying out Council's directives, providing service to citizens, and acting as a facilitator and a liaison between the citizens and Council.

Council Member Taylor inquired as to the genesis of redeveloping the old downtown of Branson, Missouri, where he is currently City Manager. Mr. Dody said he realized that the area was no longer economically viable and that he had approached the City Council and that redevelopment is currently ongoing. However, Mr. Dody said that while the process was sometimes difficult, Branson was ultimately able to acquire \$54.6 million over 19 years of State Tax Increment Funds (STIF) which has allowed the project to move solidly forward. In response to Miss Taylor, Mr. Dody also explained that certain cities meeting specific criteria in Missouri can receive as much as 50% of their contribution that the state would otherwise normally retain.

Council Member Wiseman queried the candidate on cost containment, citing demands to maintain or lower the millage rate yet maintain or improve service capacity. Mr. Dody proposed evaluation of current resources and determination of why the resources are being expended, along with examination of the structure of each department. He mentioned both outsourcing and departmental consolidation as possible strategies.

Council Member Herms requested Mr. Dody to expand on his reasons for applying for the position in light of the area's amenities. Mr. Dody said that while attractive, the quality of life, climate and recreational opportunities are not driving factors; instead, he cited the desirability of employment in a city like Naples which exhibits proper planning, zoning and lifestyle development. The challenge, however, he said, is to continue in that direction in light of such issues as growth. He said he is prepared to assume that challenge.

Council Member Russell asked for Mr. Dody's thoughts regarding productivity measurement and Mr. Dody indicated that it is his belief that it is always vital to judge and measure performance after determining resources and expectations. Mr. Russell asked Mr. Dody how comfortable he would be in executing change in an established community. Mr. Dody said sometimes the right thing to do is not always the most popular thing but that he would have no problem with conveying the realities of any situation to those inside and outside the organization.

Vice Mayor Galleberg asked for Mr. Dody to expand on the similarities of demographics and governmental structure between Branson and Naples. Mr. Dody said that Branson is actually a celebrity performing community with approximately 50 theaters, 61,000 theater seats, 22,000 hotel rooms, and approximately 8 million annual tourist visits. Nevertheless, like Naples, Branson does contain upscale neighborhoods and an affluent community with a high quality of life. In addition to celebrities, he said, Branson also has a large base of affluent professionals and retirees. Noting that Branson is larger than Naples, Vice Mayor Galleberg asked Mr. Dody why he had an interest in a smaller community. He also inquired as to the median income levels in Branson. Mr. Dody indicated Branson consists of 85% commercial and that the majority of the work force and population resides outside so that service delivery actually takes into consideration a 75,000 resident population base. With reference to housing and income levels, Mr. Dody explained that Branson contains four main neighborhoods where purchases range from approximately \$300,000 to exceeding \$1 million while lakefront homes start in the \$2 million range; other areas contain homes costing on the average of \$200,000.

Council Member MacIlvaine asked Mr. Dody to comment on how he would facilitate a relationship with county government in light of divergent goals. He characterized as vital the ability to work with other units of governments and organizations that have a different constituency because the City is impacted by all the activities that surround it. Therefore, establishing a relationship with an understanding of the County's direction is a critical factor for the success of Naples, he said. In further questioning by Mr. MacIlvaine, Mr. Dody explained that in the county where Branson is located there is no county manager and that the three elected county commissioners act as the administrative and legislative branch. Council Member MacIlvaine then asked the candidate to review his philosophy in maintaining quality of service in light of edicts to cut budgets across the board. Mr. Dody expressed the view that across-the-board cuts are seldom successful because various efficiently operating cost centers are not taken into consideration; therefore such cuts could actually impair service delivery. That is why, he said, it is necessary to identify these cost centers so that it is more readily apparent where economizing in a rational and informed manner would not endanger service delivery.

Mayor MacKenzie posed a question regarding Mr. Dody's long-term goals in relation to the City of Naples. Mr. Dody said that at 51 he wishes his next move to be his last professional position and that it should be in a progressive community such as Naples with the existence of a proper foundation to address its challenges.

Council Member Taylor noted significant differences in commercial and residential mix between the character of Branson and that of Naples and asked how Mr. Dody would make the change relative to implementation of policy in light of this variation. Mr. Dody pointed out that a community with a larger residential component is a more viable community and that market factors must be viewed in light of residents' wishes to maintain a residential character. Mr. Dody further explained that while it has been difficult to establish a residential mix in Branson because of widespread commercialization, the challenge for him in Naples would be to maintain the balance between market-driven factors and people-driven factors. Controlling urban sprawl is the most difficult challenge he said he had faced in Branson, where in Naples there is a favorable mix which is easier to maintain and move forward. He said that transitioning to Naples would be a challenge, but would not represent a problem for him.

Council Member Wiseman asked Mr. Dody to address answering to seven City Council Members. Mr. Dody said the Naples structure is identical to Branson and that he understands the functioning of a collective governing body and his role in facilitating the Council's policy. Mrs. Wiseman inquired as to whether Mr. Dody preferred to set meeting times with individual Council Members or maintain an ad hoc, open-door policy. Mr. Dody responded that while he does conduct scheduled meetings with individual Council Members, he is always available at other times. He said anticipated that a process would develop over time.

In response to Council Member Herms, Mr. Dody said he had been an assistant city manager when the redevelopment of Branson was initiated. He further cited 26 years in governmental experience, specifying 14 years of municipal government and 10 years in law enforcement, with 2 years as a detective. He also noted that he had been employed as an engineering technician for Motorola, sold securities as a broker, was a private business owner, and a landlord. Mr. Dody expressed confidence that this mix of career choices, particularly law enforcement, had been beneficial to his position as city manager.

Council Member Russell asked how Mr. Dody would fulfill his obligation to bring any inconsistencies in policy to Council's attention. Mr. Dody replied by noting that it would be his role to ensure that all possible information as well as constituent feedback is presented to Council in an understandable fashion. He further said that his current practice is to present a staff recommendation in memo form, accompanied by potential legislation, and to ensure that before decision making a mechanism is in place to allow dialogue with Council and to provide all information.

Vice Mayor Galleberg inquired as to how Mr. Dody would intervene when Council is micro managing the City's business. Mr. Dody said he would encourage Council to recognize that the City can accomplish more in an orderly and efficient manner by allowing Council to dictate policy and the manager to direct the executive staff. Mr. Dody said that there are however times when it will not work that way, but that he would respectfully work with Council on any issue that may arise. At best, he said, the relationship between Council and the manager is based upon communication. Mr. Galleberg asked whether in a public meeting setting Mr. Dody prefers to direct conversation to maintain the point of the issue or whether he takes a more passive approach. Mr. Dody said his style is to ensure the salient points of an issue are brought forward, and while he would never challenge a Council Member, he would ensure that all the critical components are presented fully and understood. Mr. Dody said that any city manager would be woefully negligent to allow Council to make a decision when there are alternatives that had not been considered.

Citing reported coordination with the Branson Chamber of Commerce, Council Member MacIlvaine inquired as to Mr. Dody's philosophy regarding citizen influence on City policy, whether he routinely contacts community business leaders to solicit their input, and the manner in which this information is presented to Council. Mr. Dody said that while it depends on the issue, occasionally, special work sessions or special meetings are called; in addition, information can be presented to a committee of the Council and other times the information is conveyed to Council Members individually. Nevertheless, all communications are conducted under the confines of state law, he said. After further inquiry, Mr. Dody said that the Branson Chamber of

Commerce does have a voice and a close relationship with the Council, but distinguished Branson's commercially based character from that of Naples.

Mayor MacKenzie asked Mr. Dody to identify the individual most likely to succeed him as Branson city manager, and Mr. Dody said he believed that a nationwide executive search would be conducted. Mr. Dody also confirmed that he currently has an assistant manager.

Council Member Taylor asked Mr. Dody to describe his greatest professional disappointment or frustration. Mr. Dody identified frustrations experienced with working with the state on waterfront redevelopment in Branson, the project having become embroiled in the current Governor's race.

Noting that four seats on Council as well as the Mayor's position would be open for election in February of 2004, Council Member Wiseman asked Mr. Dody to relate his experience with the electoral process. Mr. Dody said his experience not only includes regular elections in Branson but a recent re-districting required for council seats.

Council Member Herms inquired as to Mr. Dody's relations with the media. Referring to a recent complimentary article in the local newspaper (available via the Internet), Mr. Dody said that the community appears pleased with the progress of Branson under his professional direction. Mr. Herms then asked Mr. Dody how he responded to detractors when discord had occurred regarding redevelopment. Mr. Dody said that in his role as city manager he had met with various organizations and citizens to hear concerns and explain the project. If an issue is controversial, he added, it requires a willingness to expend the time and energy necessary to disseminate the correct information; any city manager must be willing to go through that process, he added. Ultimately, Mr. Dody said, the process allows those opposed to an issue to at least understand it, adding that a city manager cannot manage from his office but must be out in the community.

In response to Vice Mayor Galleberg, Candidate Dody explained that Branson leases shoreline to dock owners who establish marinas and therefore are not cost centers for Branson. Mr. Galleberg asked Mr. Dody how he would approach the current situation wherein Naples is currently researching the possibility of leasing or executing a management contract for the City Dock, which may require a cooperative agreement for private upland use. Mr. Dody stressed the importance of clearly defining the scope of services through a Request for Proposal (RFP) along with a good understanding of what is to be accomplished and careful drafting of contract language. Mr. Dody also clarified for Mr. Galleberg that the above referenced situation had been in place prior to his becoming the Branson city manager.

Council Member MacIlvaine asked Mr. Dody to relate his greatest achievement. Mr. Dody explained what he is most proud of was being able to establish a successful and productive management team, which is key to accomplishing any goal.

In conclusion, Mr. Dody expressed his appreciation for the opportunity to meet with Council and described Naples as a wonderful city with interesting challenges in which he would like to participate. He added that he feels he brings to Naples the experience and management style that would help move the City forward.

Recess: 10:15 a.m. – 10:29 a.m. It is noted for the record that all were present when the meeting reconvened except for Council Member Herms.

(10:30) **James Jarboe** pointed out that much of his experience is with beach communities similar to Naples and that Atlantic Beach had been his most recent city management assignment where he had experienced many of the same issues such as growth and water management. While Atlantic Beach, Florida is slightly smaller than Naples, Mr. Jarboe said, it is an upscale community with a high level of service. Mr. Jarboe said that in addition to his long history in city government, he had spend his youth in a beach area where his father served as combined city manager, police chief and fire chief and his mother was a city clerk. Mr. Jarboe said he was also in senior management for 15 years in Jacksonville with approximately 1500 employees and a budget exceeding \$100 million; in total, therefore, he said he has nearly 25 years of Florida municipal government experience. Mr. Jarboe also noted that he had served as a planner for the Central Savannah River Area Planning and Development Commission, was heavily involved in the Planning Department in Jacksonville, and acted as a liaison for the beach communities.

Mayor MacKenzie asked the candidate whether he characterized himself as an administrator or a manager. Mr. Jarboe said he is more of a manager, providing staff with a strong role model and demanding high levels of performance while allowing staff members to carry out their responsibilities. It is the manager's job to interpret City Council policies and ensure that they are carried out, he said, noting his belief that a city manager should take a leadership role in the community and be involved with community and business groups and maintain a sense of the community's direction. He said he had been a soccer and basketball coach, which allowed him additional opportunities to meet members of the community. Mr. Jarboe said he is active with his church and also belongs to a number of civic and social groups, has served on the board of a homeless shelter, worked closely with the handicapped and is also involved with many charitable organizations.

Council Member MacIlvaine inquired as to the candidate's experiences in Alachua, Florida. Mr. Jarboe explained that within a two-year period in Alachua he had been one of five executive officers and that the community presented a very difficult situation that became threatening to both him and his family. Mr. Jarboe said during his tenure in Alachua he was asked to terminate nine senior staff personnel without cause which he said he could not ethically do. Despite enjoying significant community support, he said, Alachua proved to be a difficult place to perform his duties. Since his departure from Alachua, the General Services Manager, the City Clerk and the Finance Director have also resigned, he added. Mr. MacIlvaine then asked Mr. Jarboe to describe his most satisfying professional accomplishment. Mr. Jarboe said he had the opportunity to assist in resolving an extremely serious problem between the county government and Atlantic Beach which had been ongoing for nearly 20 years and pertained to county services to the city. This effort resulted in a resolution to the conflict, an interlocal agreement, and a much closer working relationship between the elected bodies.

It is noted for the record Council Member Herms entered the meeting at 10:37 a.m.

Vice Mayor Galleberg inquired as to how the situation at Alachua had become such a serious conflict. Mr. Jarboe explained that two opposing political factions headed by elected officials sought opposite directions for the City; namely, growth and development versus no growth and no development. He said the issue had been ongoing for many years, which resulted in a failure of the City to operate as a business and staff finding itself in the middle.

Council Member Russell inquired to Mr. Jarboe's use of productivity and evaluation methodologies and applications. Mr. Jarboe said he uses total quality management tools and that productivity should be routinely evaluated and analyzed. He said it is important for the staff to be able to trust the city manager and that the city manager lead appropriately. Mr. Russell asked Mr. Jarboe to describe his ability to work with existing staff or whether he would make alterations in order to fulfill his obligations to the position. Mr. Jarboe said working with staff is not an either/or situation and that a city manager must be flexible to ensure productivity while not creating a negative situation by forcing a management style on others.

In response to Council Member Herms, Mr. Jarboe said he had been engaged as an interim manager at Atlantic Beach but that the position had become permanent. Mr. Jarboe also confirmed that his tenure at Alachua had been approximately eight months. Mr. Herms asked whether he had applied for another city management position after leaving Alachua, and Mr. Jarboe explained that he had left Atlantic Beach to fulfill a three-year commitment to his church to assist in developing a nationwide radio organization and that his intention was to return to public service. However, when he left the position in Alachua there were no opportunities available, he noted, so he had returned to his position with Queen of Peace radio.

Indicating some personal knowledge of the situation faced by Candidate Jarboe in Alachua, Council Member Wiseman said that she nevertheless must be frank. She said she believed that he is being considered for the position based upon Dr. Tom Freijo's recommendation since the written documentation had indicated that he did not possess some of the qualifications of other candidates. She specifically cited less than four years as a full city manager and therefore asked for an explanation of what the candidate believed makes him unique among the other candidates and why he should be selected. Mr. Jarboe explained that prior to his position in Atlantic Beach he had a tenure of 15 years of strong senior management experience with the City of Jacksonville and was involved in many aspects of municipal government; namely, development issues, building new facilities, airport issues, and utilities management. He therefore expressed confidence in his management abilities, also pointing out that he had been responsible for a personnel program containing over 1500 staff members. Mr. Jarboe said the skills he had acquired in Atlantic Beach and working on complex issues had served him well and that he brings an ability to work with a wide variety of personalities and enjoys the challenge of bringing those personalities together.

Council Member Taylor asked Mr. Jarboe to describe the level of redevelopment in the Atlantic Beach area. Mr. Jarboe said the area adjacent to Atlantic Beach had recently undergone a major redevelopment and a central downtown area shared with Atlantic Beach had also initiated a major redevelopment. As city manager, he said he had worked closely on the redevelopment of the Town Center in conjunction with government, business and residential representatives, he added. Mr. Jarboe further said that Atlantic Beach is an upscale community and although it does contain a low income neighborhood, home costs in Atlantic Beach have recently become exceedingly high.

Vice Mayor Galleberg said Mr. Jarboe's manner leaves the impression of a conciliatory style of management and inquired as to his philosophy in evaluating staff and how he would exhibit leadership strength in tough decision making situations. Mr. Jarboe explained that he envisions

himself as a teacher in his relations with staff, but that after meeting with senior staff members and those in the field, he would seek to develop a sense of the corporate personality of the City and learn more about Council Members and how Council functions with each other. He said it was obvious from watching the City's television channel that Council Members have strong opinions although Council conducts itself in a dignified and mannerly way. Mr. Jarboe said that he conducts regular staff meetings as well as individual informal meetings with different department heads and also visits departments. He said that he utilizes a process of progressive discipline for those employees not performing well or who are having other difficulties, although he said he makes every effort to not override department heads unless the situation warrants it.

Council Member Taylor requested clarification regarding Mr. Jarboe's activities as a lobbyist. Mr. Jarboe explained that in Jacksonville, Council developed a lobbying policy, which he utilized in working with the Jacksonville Chamber of Commerce and other business interests on legislative issues that could impact a city.

Mayor MacKenzie inquired as to Mr. Jarboe's long-term goals and how the position of City Manager of Naples furthers those goals. Mr. Jarboe said he is looking for a long-term position of city manager and is desirous of settling his family in a stable environment, especially in light of the aforementioned events in Alachua. Mr. Jarboe expressed his gratitude for the opportunity to be considered and complimented Council on the professionalism displayed. He said he was looking forward to meeting with Council Members individually.

Recess: 11:14 a.m. – 1:00 p.m.. It is noted for the record that all were present when the meeting reconvened except for Vice Mayor Galleberg who entered the meeting at 1:01 p.m.

(1:02 p.m.) **Robert E. Lee** said he was honored to be present and expressed his appreciation for the opportunity to go through the interview process. He said he looks forward to being the next city manager of Naples.

Mayor MacKenzie asked Dr. Lee whether he considered himself an administrator or manager. Dr. Lee described his management style as a situational leader, noting that there are times when it is necessary to be a coach, or a player, or a cheerleader and that a manager should be people-oriented, flexible, open minded, yet decisive and consistent. Dr. Lee said that his style in Naples would be to ensure that all members of Council receive the same factual information so that informed decisions can be made and that it is the City Manager's responsibility to make recommendations, along with offering alternatives. Dr. Lee said he enjoys building consensus and tackling problems that appear impossible. He also said that the opportunity afforded candidates to meet with department heads had left him with a high level of comfort.

Council Member Taylor asked Dr. Lee how he would discern the pulse of the community. Dr. Lee said that he would do considerable review of key City documents so that when he arrived to take the position he would immediately be able to ask questions. Learning the pulse of the community is critical, he said, by first understanding the expectations and philosophies of each Council Member, then meeting with each department head, and also meeting with others from within the community that Council recommends to him. While this is an evolutionary process, Dr. Lee said, it is critical for making assessments and recommendations to City Council. Miss Taylor explained that Naples is facing a referendum on an area called the 41-10 (Heart of Naples) and represents a politically dynamic situation in which there is a divided Council; she

asked for Dr. Lee's position in this regard. Dr. Lee stressed the importance of remaining respectful of everyone's viewpoint and that he does not view his role as giving direction to Council, but rather of providing facts and alternatives. Dr. Lee said if he determines there is information that would assist Council, regardless of the diverse viewpoints, he would share that information with the group as a whole, as well as individually.

Council Member Russell inquired as to Dr. Lee's approach to maximizing staff productivity and his philosophies and practices in measuring that productivity. Dr. Lee said a city manager should set a good example by setting high expectations. He also said that he believes in evaluations that are job specific. Dr. Lee also stressed his belief in being available to communicate with all employees and that he knows the first name of every employee in Gulfport, a familiarity which is very important in achieving higher performance.

In light of his lengthy tenure in Gulfport, Council Member Herms asked Dr. Lee's reasons for applying for the Naples position. Dr. Lee indicated two reasons: he and his family would like to move to Naples; and he feels that he is not needed in Gulfport as much as he had previously been. Dr. Lee further said that he is very fortunate in having an excellent relationship with Gulfport City Council, that he had developed very competent corps of department directors, and that Gulfport is a debt free City with ten months in reserves. He said he would however not consider leaving there except to work in Naples. He also pointed out that Naples provides many of the same services as Gulfport but is a larger city with a greater tax base and therefore represents a professional challenge. Coming from the west coast of Florida, Dr. Lee said, he understands the business of city management in Florida on the waterfront. Mr. Herms asked what Dr. Lee thought the local media in Gulfport would say about him. Dr. Lee responded to the effect that the media would describe him as accessible, forthright and trustworthy, which is the single most important trait for a city manager, he added.

Council Member MacIlvaine asked Dr. Lee how he would analyze the budget and what method he would take to address the dilemma on a rising budget and the expectation of a lower tax rate. Dr. Lee said he supports across-the-board cuts and expects each department head not only to look at his or her budget, but to review the entire budget, in order to make suggestions on how to balance it. Dr. Lee said there are times when adjustments can be made and other times when this cannot be done; he also asserted that proper financial forecasting is imperative.

Vice Mayor Galleberg asked Mr. Lee how he implements policy that was approved by majority versus consensus and deals with the pressures from the minority. Dr. Lee said in his current position there are often times when members of Council have differing views and when recommendations to Council are rejected; nevertheless, he said, the right decision had always been reached by the elected officials. Dr. Lee listed suggestions he offers colleagues in dealing with a divided Council: never listen to or offer gossip; differing view points are normal and acceptable; respect others and their opinions; and privately counsel and publicly compliment. Mr. Galleberg commented that it had been said that the city manager has seven bosses, but in actuality, there could be four to seven bosses on any issue. Dr. Lee said he sees himself as having seven bosses at all times and that he takes direction from the majority; however, the minority deserves the same level of respect, he added.

Mayor MacKenzie inquired to Dr. Lee's long-term goals and, if offered the position of city manager, how that position would comport with his future plans. Dr. Lee said he intends to retire from the City of Naples as its city manager, and while not intending to appear over-confident, Dr. Lee pointed out that he does not move around professionally and that serious consideration had been given to applying for this position. He also said that time permitting he would eventually wish to do some adjunct teaching. Mayor MacKenzie inquired as to Dr. Lee's continuing activity with the Florida City and County Management Association (FCCMA) and service as Chair to the FCCMA Ethics Committee. Dr. Lee confirmed involvement with both.

Council Member Taylor asked Dr. Lee to relate his participation in the mini-bus service in Gulfport. Dr. Lee explained that while the service was in place when he was hired, it is important for the City. Miss Taylor asked whether it generates revenues, and Dr. Lee explained the service is subsidized and provides transportation for the disadvantaged, primarily senior citizens, and that Gulfport is one of the few cities to offer it. Miss Taylor asked Dr. Lee to describe his greatest professional disappointment. He said that one disappointment that occurred in Gulfport had to do with abandonment of a waterfront bicycle trail project which had been opposed by residents along the route.

Council Member Russell inquired as to Dr. Lee's experience regarding older water systems and securing funding for modernization. Dr. Lee stressed that it is critical to Florida coastal communities that infrastructure is maintained and that, in some cases, issuing revenue bonds would be appropriate as a more cost effective means to correct a problem rather than to continue to fund maintenance. Dr. Lee also noted that grant funding is often available for this purpose.

In response to Council Member Herms, Dr. Lee related his background and education and noted that after six years as city administrator of Lauderhill, he had taken the position in Gulfport in a desire to move to the West Coast. Mr. Herms then inquired as to any controversial political situations or contentious issues with which he had been involved. Dr. Lee cited a land swap between the city and a private property owner who was experiencing difficulty with redevelopment which he described as extremely complex and time consuming, rather than controversial, but as eventually providing significant benefits to city operations and the community.

In response to Council Member MacIlvaine, Dr. Lee explained that Gulfport does not have a water treatment plant but purchases water from the City of St. Petersburg and maintains its own lines and lift stations. Mr. MacIlvaine asked Dr. Lee to describe his most satisfying accomplishment. The candidate responded that he is proud to have maintained an excellent working relationship with every city council member and department head with whom he has worked.

Vice Mayor Galleberg asked whether Dr. Lee's preferred style in interacting with Council as a group is forceful or passive. Dr. Lee said he does not practice a set style but, rather, acts according to the situation. He said he believes in making recommendations based on facts, that he has an obligation to provide feasible and acceptable alternatives, and that he would never take an aggressive position on any issue but would be forthcoming and sensitive toward all parties. In

addition, he said, it is important to have a one-on-one relationship with each member of City Council which facilitates an understanding of each person's philosophy.

In response to Mayor MacKenzie, Dr. Lee said there were two qualified individuals in Gulfport currently who would make excellent interim managers and that he recommended an executive search.

Dr. Lee concluded by expressing his appreciation for the City's hospitality and the opportunity to participate in the interview process. He said that he is looking forward to Council's decision.

Recess: 1:58 p.m. – 2:17 p.m. It is noted for the record that all were present when the meeting reconvened, except Council Member Herms.

(2:20 p.m.) **David Mekarski** expressed his appreciation and described the selection process as the most professional and thorough he had experienced. He also expressed confidence that he is the right candidate and said that he had been interested in the city manager position in Naples since 1989. Mr. Mekarski pointed out that he brings to the position 23 years of municipal management experience, dedication, and a spirit of engagement with the citizens to formulate effective public policy. His experience over the past 23 years has been primarily involved with communities experiencing difficulties with growth, he said, and he has therefore been called into these communities to assist in solving growth management issues. Mr. Mekarski said the reason he was recruited to Hudson, Ohio, was to launch its first comprehensive growth management program, and his experience in West Bloomfield Township had involved dealing with growth and conservation factions. The Ohio plan had been sustained in appellate court and had created a precedent for other communities in the state. Having taken considerable time researching the Heart of Naples plan, he said he understands that Council is trying to preserve the quality of life in the community which is fundamentally the right thing to do. Mr. Mekarski said he has the skills to achieve that mission.

Mayor MacKenzie asked for an explanation of the candidate's management style. Mr. Mekarski said that it is first necessary to have a dichotomy between the development of policy and the implementation of that policy, which is the role of the City Manager. Mr. Mekarski said it would be his responsibility to present alternatives and to provide assistance in weighing those alternatives, trusting Council with the decision. The role of the city manager towards the public, Mr. Mekarski further said, is that he reveres the democratic, deliberative process and that citizens play a key role in the development of policy. Mr. Mekarski also said he instructs his staff that customer service is always a priority.

It is noted for the record Council Member Herms arrived at 2:25 p.m.

Noting that Mr. Mekarski's previous four positions had been of comparably short duration, Council Member MacIlvaine inquired as to his career goals should he be offered the position in Naples. Mr. Mekarski said he is comfortable with his career record, that he has 23 years of municipal management experience, that his record shows a demonstrated path of progression and promotion, and that he has had the vision to move forward, expanding his professional opportunities. Mr. Mekarski said that he envisions a move to Naples as pivotal because his extended family lives in Southwest Florida, his children are reaching an age where moving would create negative impacts to them, and the opportunities present Naples provides for quality of life are paramount to his career path. He asserted that he would make a difference in the community and accomplish the objectives of City Council.

Council Member MacIlvaine asked Mr. Mekarski to compare West Bloomfield to Naples regarding size, services and population. West Bloomfield, the candidate said, is a suburban, affluent community of the Detroit metropolitan area. It is unique in that it has 22 inland lakes and is a bedroom community for upper middle class families. West Bloomfield issues involved pro-growth versus pro-conservation, he said, and his office was established to focus on coordinating planning and environmental matters. He said he achieved a model inland lake management program and assisted in creating a structure to help manage the Township's lake resources. Mr. Mekarski also cited development of the most stringent wetland/woodland ordinances in the state. The issues regarding infill were characteristic of the issues Naples is facing today, he also noted, where older homes are being replaced with mega-houses.

Noting the Council's goal to lower the millage rate while facing significant cost increases, Vice Mayor Galleberg inquired as to Candidate Mekarski's philosophy towards a difficult budgetary cycle, asking him to provide an example of how he solved his most difficult fiscal matter. Mr. Mekarski explained that the budget of Matteson Village was facing a \$2.4 million gap and his management team cut \$1.7 million from individual departmental line items while making a concentrated effort to avoid diminishing services; however, the budget was ultimately enhanced by \$1.3 million by a thorough review and amendment of various fees and charges. In addition, a utility tax was implemented, over 1000 acres were annexed, and a land use program was designed to diversify long-term income outside of retail, he noted.

Council Member Russell asked how Mr. Mekarski would inform Council that the budget is in a difficult position and that the Council is overspending. Mr. Mekarski said that this situation would require a continual dialogue between the City Manager, the Council and the general public through a process of education. He also explained that the processes recommended in Matteson had been opposed by both the Council and the public, however, the staff had presented a unanimous front with supporting data. Mr. Mekarski also said that utilizing the media is critical in formulating and implementing policy which allows the general public to stay informed and involved.

It is noted for the record that Council Member Herms left the meeting at 2:41 p.m.

Council Member Taylor asked whether Mr. Mekarski has an Assistant City Manager, but he explained that he instead has a staff member who serves as community development director and economic development coordinator, and who maintains the city manager's office in his absence. Miss Taylor asked Mr. Mekarski to confirm his involvement with unions and his preferences regarding negotiations. Mr. Mekarski said his team -- made up of a labor attorney, heads of departments where bargaining units exist, and the human resources director -- had assisted him in resolving three difficult bargaining agreements with fire and police unions as well as the Teamsters without any type of protracted negotiation process. Mr. Mekarski said he had in fact recently been honored by the Teamsters which had inducted him as a fraternal brother of the organization. Miss Taylor asked whether, if appointed, he would negotiate with the City's various unions. Mr. Mekarski cited the importance of creating a team environment for this activity as well as other functions so that every employee plays a fundamental role in the City's success.

It is noted for the record that Council Member Herms returned to the meeting at 2:48 p.m.

Mr. Mekarski continued by describing an informal organizational audit which he had conducted in Matteson wherein he had met with many of the employees, beginning with the lower levels,

asking them to describe the strengths and weaknesses of their department and of the organization and community. This information had assisted him in formulating changes and engendering trust and a sense of community among employees.

Council Member Herms asked Mr. Mekarski what the Matteson media would say about him. Mr. Mekarski said that the media would characterize him as energetic, enthusiastic, passionate for his work and dedicated to the mission of the organization; he said he takes pride in fostering a strong collaborative relationship with the media. Mr. Herms asked whether in addition to the reasons already cited, there may have existed a situation that calls for him to leave his present position. Mr. Mekarski assured Mr. Herms that there is nothing indicative of that and expressed pride in his community where he said he is confident that he carries unanimous support for his tenure, as well as support from his previous positions. Mr. Mekarski advised that when he resigned from Grosse Ile Township he was still given a merit increase and a cash bonus for service to the town. He did say he could stay in his current position until retirement, but reiterated his reasons for desiring the position in Naples.

In further clarification requested by Mayor MacKenzie, he explained his relationship with the media to the effect that it is often advantageous to accept an interruption so that correct information is disseminated.

Council Member MacIlvaine asked Mr. Mekarski for further information about Matteson water supplies. Mr. Mekarski explained water is received from Chicago by the Village of Oak Lawn which in turn extends the agreement to Matteson, which handles its own tank storage, pressure regulation and distribution. Mr. MacIlvaine asked whether, if the water comes from Lake Michigan, Mr. Mekarski was aware of the fatalities which had occurred in Milwaukee from the use of Lake Michigan water. While confirming that the Matteson water source is Lake Michigan, Mr. Mekarski said he was not aware of the problem noted by Mr. MacIlvaine. Council Member MacIlvaine then asked Mr. Mekarski what action he would take if budget requests from departments could not be funded with the current income sources. Mr. Mekarski said he would not present an unbalanced budget to Council unless all alternatives had been exhausted. Mr. MacIlvaine then asked how Mr. Mekarski would approach departmental reductions. Mr. Mekarski said he would take a team approach being aware that the City was in a difficult fiscal position in the current Matteson budget, he required the management team to collaborate, thus forcing department heads to formulate solutions for their individual departments as well as the agency as a whole.

In response to Vice Mayor Galleberg, Mr. Mekarski said he believes it is the responsibility of a manager to take an advocacy role to fulfill the day-to-day objectives in accomplishing the Council's mission. However, if his management team feels strongly and is able to convince him of the correctness of a particular policy, he would also take the advocacy role. Mr. Mekarski said he also recognizes that there is a limit to that advocacy, so he always offers alternatives to carry out Council's decision making.

Council Member Russell asked Mr. Mekarski about his management style, not just with Council, but with staff as well. He said the elected officials are dependant upon the manager to exercise a

certain level of leadership and, therefore, when a professional stance on a position is maintained and defended, one can earn the respect of not only the Council, but the community

Council Member Herms inquired to the reasons for each of Mr. Mekarski's professional moves. Mr. Mekarski said each had been both strategic and deliberative. He said in 1980, serving in the director's absence, the opportunity presented itself to apply for administrator of the Coastal Zone Management Program in St. Charles Parish, Louisiana, where he served from 1981 to 1988. Mr. Mekarski said he left Louisiana because he felt the Parish Supervisor's actions to be questionable. From New York he was recruited to West Bloomfield, he said, where he served for six years, under two separate administrations. At that time he pursued a second master's degree in public administration and began to market himself in the city management area. From there he said he was recruited to Hudson for an agreed-to short tenure in order to implement a growth management plan. After taking a position as City Manager in Grosse Ile, he said he felt that Matteson provided the challenge to fulfill his career objectives. However, Mr. Mekarski said he would be able to commit to Naples as a community fundamental for him professionally and personally, that he intends to make Naples his home, and that he would fulfill the goals and objectives set out for him.

Council Member Taylor asked Mr. Mekarski to address how he would address vexing issues that defy traditional problem solving methods. Mr. Mekarski explained that he had recognized during negotiations with labor unions that a fundamental administrative reorganization was in order which contributed to a successful contract being completed with the Teamsters, the Police and the Fire personnel.

Mayor MacKenzie inquired as to who would replace Mr. Mekarski if he accepted the position in Naples. Mr. Mekarski said his assistant would most likely fulfill the interim position and the community would then conduct an executive search. He also indicated that an individual who performs several other functions acts as Village Assistant Administrator only.

Mr. Mekarski expressed his appreciation for the opportunity to be considered and reiterated that Naples had been his focus since 1989 because it has the elements to fulfill his professional and personal objectives. He summarized his career background and added that he received an award from the Southeast Michigan Regional Council of Governments for fellowship to Harvard University's Executive Excellence Program because of his success in collaborative efforts. Mr. Mekarski said he also had experience with issues of coastal zones, storm water management, flood protection, environmental protection, preservation and the creation of public recreational opportunities.

Recess: 3:25 p.m. – 3:34 p.m. It is noted for the record that all were present when the meeting reconvened except for Council Members Wiseman and Taylor.

(3:34 p.m.) **Anthony O'Rourke** thanked Council for the opportunity to be considered and commended The Mercer Group for excellence in the recruitment process which he described as thorough and expeditious. Mr. O'Rourke distinguished his background from other candidates; namely, 25 years' experience not only in traditional municipalities but in resort communities as well. Mr. O'Rourke explained that the Beaver Creek Resort, where he serves as Executive Director, is a more affluent sister resort to Vail, Colorado. Mr. O'Rourke said that he possesses strong organizational experience, as well as expertise in planning, finance and economic

development, and holds strong beliefs on shared visions, core values and fundamental principles of management.

Mayor MacKenzie inquired to Mr. O'Rourke's vision as to the role of the city manager and his management style. Mr. O'Rourke said he sees the role of city manager as a pivotal leader in the direction of a community, working in partnership with the City Council.

It is noted for the record Council Member Wiseman entered the meeting at 3:37 p.m.

The role of City Council, he continued, is to determine a course of action which is then implemented by the city manager who is held accountable for results. He said he also believes the relationship between the manager and the Council is critical to the success of the community.

It is noted for the record Council Member Taylor entered the meeting at 3:38 p.m.

Council Member Wiseman asked Mr. O'Rourke to explain his fundamental budget priorities. Mr. O'Rourke said that once the community vision, strategic priorities and core values are established, fiscal policy can be easily aligned.

Council Member Taylor asked Mr. O'Rourke to expand on his opinion of the city manager as a partner. Mr. O'Rourke said there should be alignment between the elected officials and the executive staff, especially the city manager, to accomplish the common goals of the community and to make a difference. Miss Taylor asked for an example. Mr. O'Rourke cited customer-driven government, promoting excellence in education, family orientated community affairs and initiating innovative efforts as core strategic goals. He also said it is important to establish fundamental priorities that do not change from year to year and that will make the most significant, sustainable difference in the community. Also in response to Miss Taylor, Mr. O'Rourke said that by establishing core goals, everything would cascade therefrom.

Council Member Russell asked how Mr. O'Rourke would measure productivity of customer service against limited funds. He responded that among the many ways of measurement there are financial, operational, and qualitative aspects revealed through customer surveys. He also said that customer surveys are critical because customer expectations change. Mr. Russell then inquired as to Mr. O'Rourke's comfort level in implementing necessary changes. Mr. O'Rourke said that this is the function of the political will of the City Council and contrasted the willingness to embrace change in Coral Springs with the reluctance he had experienced in Tallahassee. In further response to Mr. Russell, Mr. O'Rourke said that in Tallahassee there had not been a lack of good intentions but instead there had been a misunderstanding of what it takes to transform government; therefore there was an unwillingness to take the necessary steps.

Council Member Herms asked Mr. O'Rourke whether the media would comment about him positively or negatively. Mr. O'Rourke said the media would describe him as proactive, direct, strategic, and impatient; he further clarified that he is competent with reference media relations but described himself as impatient in that he desires results. Mr. Herms asked for additional information on the candidate's current position. Mr. O'Rourke explained Beaver Creek is a non-profit, private form of governance for a resort community which delivers traditional municipal services without a municipal structure. In addition, he said, there is are marketing, transportation and direct relationships with the commercial sector, with all business owners being shareholders of the resort. Also in response to Mr. Herms, Mr. O'Rourke indicated that there is a nine-member board elected by the community consisting of residential directors, commercial

directors, retail directors, and master developer representatives so as to assure that all the interests of the resort are considered on every issue.

Council Member MacIlvaine inquired as to a specific catalyst involved in his Tallahassee experience. Mr. O'Rourke said that he had wished to remove several senior executives which he considered critical to effecting change; however, Council did not have the political will to support the changes that were necessary to create a culture, systems and structure to develop long-term improvements. Since Mr. O'Rourke had been an assistant city manager in Tallahassee, Council Member MacIlvaine asked whether the city manager had been involved with and supportive of the changes. Mr. O'Rourke expressed the view that the city manager, who had been there approximately one year, had not sufficiently established his position on the changes. Mr. MacIlvaine asked for an example of Mr. O'Rourke's planned changes. Mr. O'Rourke responded that he had advocated a philosophical change from tenure and longevity to production and results; employee surveys had indicated the desire for change, however, there was no support structure in place by senior managers to effect the change.

Vice Mayor Galleberg asked for clarification on the goals and philosophies behind Mr. O'Rourke's career moves. The candidate explained that because he is motivated by challenge versus position, after seven years in Coral Springs and achieving a top honor for municipalities, he had completed what he had set out to do. He had been recruited by Tallahassee to accomplish the same, he said, however the opportunity did not present itself. Then he had been approached to manage Beaver Creek. Again, being motivated by challenge, he said, he had been interested in Naples because of its seasonal resort community atmosphere and unique issues such as the Heart of Naples. Mr. O'Rourke said Naples is clearly a world class community and that it is time to reinvent it and take it to the next level. Mr. Galleberg observed that he had perceived the need to transform government as a common thread in Mr. O'Rourke's comments and, based upon review of the Naples Charter and Comprehensive Plan, asked whether this is how Mr. O'Rourke is seeing the position in Naples. Mr. O'Rourke maintained that every organization can improve, although he said he is unsure whether Naples would require a full transformation. Nevertheless, he said, if City Council desires to elevate the performance of the organization, he has the experience to bring that about; if Council is comfortable with the status quo, he may not be the person Naples is seeking.

Mayor MacKenzie asked how the position of Naples city manager comported with Mr. O'Rourke's long-term personal goals. Mr. O'Rourke said that he sees himself in a resort environment that provides daily challenges in enhancing the quality of life for the community.

Pointing out that the candidate brings private business values to government, Council Member Taylor asked him to comment on his reasons for returning to government. Mr. O'Rourke said he is looking for a challenge, to feel rewarded with progress, and that he enjoys working with communities that wish to achieve mutually beneficial results. Miss Taylor then asked Mr. O'Rourke what he considers to be traits important in a city manager. He cited the need to be proactive, decisive and strategic, and to possess the ability to communicate well. He also said that he espouses the following core values: competence, courage, constant communication, and the commitment to achieve results.

Council Member Wiseman asked Mr. O'Rourke to describe his plan for a smooth transition, taking into consideration the upcoming open positions on Council. Mr. O'Rourke said that since he assumed that the vision would continue to be to sustain Naples' world-class status, it would be imperative to maintain a balance between natural and commercial resources, while continually diversifying and strengthening the economic base. Mr. O'Rourke also commented that the Heart of Naples area is clearly in need of improvement in order to remain consistent with the remainder of the community and that his current position within a resort community is based solely on a mixed used model. This model is highly successful as long as intensity and density is closely monitored, he added. He further commented that the focus should not be on density as much as quality, trying to achieve something that is consistent with what has already been achieved. Mrs. Wiseman then queried Mr. O'Rourke regarding the River Park Community Center area as to his views of a government's responsibility on this process. Mr. O'Rourke said that while some positive steps had obviously been taken to improve the area, continued vigilance and maintenance would be necessary.

Council Member Herms cited divisions on Council and in the community relative to growth issues and appropriate levels of redevelopment density. He indicated that Mr. O'Rourke's opinions had caused him to re-think the levels of review utilized and asked whether this was the challenge to which Mr. O'Rourke had referred. Mr. O'Rourke said the challenge would be to achieve a common vision and purpose with Council for the betterment of Naples and that he is aware of the division of Council, characterizing it as healthy. He said his current community does not have consensus on redevelopment and revitalization, and that there are valid concerns on all sides; however, closing the door on the issue will result in failure, he added. Mr. O'Rourke also stressed that the issue is not growth-versus-no growth, but rather quality and the type of quality desired for the community.

Council Member Russell said that he largely agrees with Mr. O'Rourke's philosophies and that it appears Mr. O'Rourke agrees with Naples' vision; however, he asked Mr. O'Rourke to address a situation when the division on Council is subtle and his perspective in taking what Council is attempting and doing it better, smarter, faster. Mr. O'Rourke said the real challenge in Naples is the physical redevelopment of the community; if Naples is going to retain its stature, the Heart of Naples area, which is a blight on the Naples experience, must be addressed. This, he said, also presents a significant opportunity to position Naples for future success.

It is noted for the record Council Member Herms left the meeting at 4:18 p.m.

Mr. Russell inquired as to Mr. O'Rourke's opinion regarding the less demanding issues such as water, sewer and road improvements. Mr. O'Rourke said the City is responsible to ensure the best possible infrastructure, and it appears that Naples is acting appropriately in this regard.

Vice Mayor Galleberg described the recent institution of a design review board and asked Mr. O'Rourke to comment on his experience. Mr. O'Rourke said that design review can be an asset or a liability and should always be monitored closely. A design review, he noted, is an asset as long as the desired aesthetic values are articulated and are consistent with the current character of the community. Mr. O'Rourke offered a copy of Beaver Creek design regulations, which he said had been pivotal to the quality of development over the past 20 years.

It is noted for the record Council Member Herms returned to the meeting at 4:22 p.m.

Also in response to Mr. Galleberg, Mr. O'Rourke indicated that the guidelines had been in place prior to his tenure but that they were fairly clear and precise. However, he said, individuals read more into the guidelines than intended and some board members had introduced their own personal aesthetic values into the process.

Mayor MacKenzie said that she was interested in hearing Mr. O'Rourke's perspectives regarding quality development during the next day's interviews with individual Council Members. She then inquired as to who would take over his position in Beaver Creek if he were offered the position in Naples. Mr. O'Rourke said only that he did know that promotion to his position is a function of the Board of Directors.

Council Member Taylor asked Mr. O'Rourke to indicate his points regarding development. Mr. O'Rourke responded as follows: development of a strong master plan; formation of public-private partnerships; achieving an appropriate scale and mix; recognition of the consumer; creation of attractive space; interspersing of high and low density space; enhancement of physical design; allowing density with incentives; alignment with high quality developers; creation of interceptor parking garages on the periphery of development; integration of parking with ground level retail and office space; enhancement with landscaping and streetscaping; and creation of a uniqueness.

Mr. O'Rourke thanked Council Members for their time and wished Council the best of luck in the decision.

Dr. Tom Freijo of The Mercer Group advised Council that Candidate James Jarboe had respectfully withdrawn from the process. Mayor MacKenzie expressed gratitude and appreciation to Mr. Jarboe for coming to Naples. After discussion of the next day's schedule, it was determined that Council Members would report at 7:00 a.m. to begin individual interviews with the candidates. It was further determined that Council would choose a candidate and a back-up choice and that a contract would be finalized at the next day's special meeting after Council ranked the candidates.

PUBLIC COMMENT.....

None

ADJOURN.....

4:42 p.m.

Bonnie R. MacKenzie, Mayor

Tara A. Norman, City Clerk

Minutes prepared by:

Pamela M. Koepke, Recording Specialist

Minutes Approved: 8/20/03