



**Minutes
Town of Lake Park, Florida
Special Call Commission Workshop
Saturday, June 16, 2012, 3:00 p.m.
Town Commission Chamber, 535 Park Avenue**

The Town Commission met for the purpose of a Special Call Commission Workshop on Saturday, June 16, 2012 at 3:00 p.m. Present were Mayor James DuBois, Vice-Mayor Kendall Rumsey, Commissioners Steven Hockman, Jeanine Longtin and Tim Stevens, Interim Town Manager Jamie Titcomb, and Town Clerk Vivian Lemley.

Mayor DuBois led the Pledge of Allegiance.
Town Clerk Vivian Lemley performed the Roll Call.

BRIEF REMARKS REGARDING THE INTERVIEW PROCEDURES

Mayor DuBois explained that if anyone in the audience has a question that they would like to ask all five of the candidates to please fill out a question card and turn it in to the Town Clerk and each candidate will be asked the questions. He stated that once those questions are completed each of the Commissioner's will be able to ask questions of the candidates and will ask the same questions to each of the candidates.

Commissioner Longtin asked if it was advertised that people were going to be able to ask questions.

Mayor DuBois stated that he is not aware of what was and was not advertised.

Interim Town Manager Titcomb stated that there is no public comment section to this workshop and that it has been widely publicized that questions would be taken via written form and submit them to the Commission and then the candidates would be asked all the same questions.

Commissioner Longtin asked where specifically it was publicized.

Interim Town Manager Titcomb stated that he is not aware that staff explicitly published those directions.

Mayor DuBois stated that since the same questions from the public will be asked of all the candidates that no further questions from the public will be accept after the conclusion of the first candidates panel interview.

Interim Town Manager Titcomb stated that all Commissioners met individually and independently with all five candidates this morning for the purpose of asking those candidates any questions the Commission had of each candidate.

Vice-Mayor Rumsey asked if each Commissioner will ask their questions on a rotation basis or will each Commissioner be allotted a certain period of time to ask their questions.

Mayor DuBois stated that each Commissioner should ask all their questions and then move to the next Commissioner and asked the Commission what their preference is regarding the procedure.

Interim Town Manager Titcomb stated that either procedure is fine as long as the Commission agrees on a process and that at the June 20, 2012 Commission Meeting there is an agenda item for the Commission to take action on this matter. He stated that this is a workshop for information gathering and that the Commission would not be making a decision today.

Mayor DuBois stated that the next step would be to enter into the contract negotiation with the selected candidate.

Interim Town Manager Titcomb stated "yes".

Commissioner Stevens asked what the procedure is for the selection process on Wednesday.

Interim Town Manager Titcomb stated that there would be a written ballot for each Commissioner to fill out and then the results would be displayed in the same manner as for the short listing of finalists. He stated that each Commissioner would be asked to pick a first and second choice therefore, as negotiations are authorized with the collective choice if for any reason the negotiations were to fall apart with the top choice there will be an automatically identified second choice. He stated that the reason for this process is for efficiency so that if there is an issue with the first choice the process does not have to start from the beginning again.

Mayor DuBois suggested that near the conclusion of Mr. Cottrell's interview that the question cards are picked up and no more questions for the candidates be accepted because Mr. Cottrell would not be provided an opportunity to answer the question.

Commissioner Longtin asked if a citizen could not make it for whatever reason then they would be penalized because they were not here at the beginning of the meeting.

Mayor DuBois stated that he has no other way of making it fair.

Commissioner Longtin asked how it would not be fair if they did not want to ask a question of one of the candidates and that they could always ask that person the question at 6:00 p.m.

Mayor DuBois stated that if a question was submitted and asked of candidates 3, 4 and 5 then they would have to go back and ask candidates 1 and 2. He stated that he is not trying to make this difficult he is trying to make it fair.

Interim Town Manager Titcomb stated for equity and fairness to all the candidates the same questions need to be asked of all the candidates and if someone is late to this meeting, they will have the opportunity to ask questions at the reception.

Commissioner Longtin stated that she has a question for one candidate that she does not have for the others and asked when it was made a rule that all the candidates be asked the same questions.

Interim Town Manager Titcomb stated that this is for the public questions and that the Commission should ask similar questions of all the candidates. He stated that the idea is to ask the same body of questions to all the candidates. There are no hard and fast rules to these procedures and that what staff is trying to preserve is fairness and equity to all the candidates.

Commissioner Stevens suggested that the candidates be given two minutes at the end to make their closing statements.

Mayor DuBois stated that after the meeting there is a reception starting at 6:00 p.m. in which anyone that did not have a chance to ask their question can meet with the candidates and asked their questions individually.

PANEL INTERVIEWS IN PUBLIC FORUM

Mr. Steven Cottrell was brought in for his panel interview.

Mr. Cottrell introduced himself and provided information regarding his background and experience.

Mayor DuBois explained the process.

1. Iris Sullivan – Do you believe in regular and not excessive salaries?

Mr. Cottrell stated that excessive is in the eye of the beholder. He stated that there has been a lot of variation as people have observed of late between what a manager makes in one community versus another and that he does not know if it has anything to do with size but it seems to. There seems to be a collation between the size of a community and how their compensated, that is the only thing he can extrapolate from the variation he has seen. He stated that over the year with everything else and inflation the cost of professionals, like himself, has risen. He stated that he has not broken six figure as of yet and maybe one day he will but, he does not know. He stated that when he hears of some public officials being able to retire after 25 years of service and making more money than they were earning on the job, he has to confess to a little heart burn about that himself and that is not something he is going to enjoy.

2. James Sullivan – Do you take a conservative approach to expenditures, i.e., the most economical way?

Mr. Cottrell stated that he would classify himself as a fiscal conservative and frankly over the years when he has dealt with Public Safety, Chiefs of Police, and Fire Departments that is kind of, what he preserves as empire builders. He stated that those departments like to have a lot of fancy toys and equipment and he tries to limit, to the greatest extent that he is capable of doing that. He stated that he does not believe in doing things in an unnecessary way or having excess or surplus equipment that is not utilized. He stated that he would rather get into a relationship where you can cost share and share apparatus that is not utilized 24/7 that could be share between communities. He stated that he would work out intergovernmental relationships to share resources both labor resources and equipment resources.

3. Diane Bernhard – How open will you be to seeking or accepting advise or counsel from department heads and supervisors and how much experience have you had with managing/administering daily business of running a town?

Mr. Cottrell stated that this is a team effort and that he considers the Commission a part of the overall team that helps run Lake Park. The Commission clearly has a different function than he would as the manager and the overseer of all the departments. He stated that he believes in participation by key department heads and all staff from time to time. He stated that they all need to be aware of what is happening in the community and why things are happening and it is not fair to keep staff in the dark. It is best to dispel any rumors they may be hearing on the side by having periodic meetings not only with department heads but, with the entire workforce from time to time. He stated it is a two way street and that he has an open door policy to everyone and considers himself accessible, open and candid with both elected officials and department heads. He stated that he has always answered his own phone calls and e-mail and has never had the luxury of having his own clerical staff. He stated that he has had more than 25 years experience as a manager and that he has had the benefit of working in smaller communities where a hand on approach is required.

4. Commissioner Stevens – What do you know about Lake Park?

Mr. Cottrell stated not enough and that there is a learning curve in moving and taking a job in a new city or town and it probably never ends, there is always something new and different to learn. He stated his first order of business is to look at the annual financial reports and determine if there is anything radically going wrong in terms of having critical audits of the financial matters. He stated that the next order of business is to look at infrastructure and determine if the Town is being good stewards of the public property in the community. He stated that he would also Google and check, the media to find out what might be going on in the community that would be disturbing, sensational or negative about a place but he has not done that for Lake Park. He stated that once a place is more interested in him then he begins that process. He stated that if an offer was made to him, he would like an opportunity to discuss those things before making his decision.

5. Commissioner Stevens – How would you describe your overall managerial style?

Mr. Cottrell stated that ethics and integrity are two words that would describe the underpinnings of who he is as a manager. He stated that he would not compromise his ethics for the sake of an elected official and that he is not a yes person. He stated integrity is very important to him and that professional and high ethical and moral standards and integrity would be words to describe his philosophy. He stated that he is not a micromanager, he tries to hire the best people he can find, and if he has the opportunity to hire a department head he wants to get the highest caliber person and people he can delegate and empower to do their jobs. He stated that he has also taken graduate students and grown them into the profession through a secession program. He stated that there is a combination of styles and models that are used.

6. Commissioner Stevens – In difficult economic times what can a Town Manager do to provide services to residents and businesses?

Mr. Cottrell stated that whether the times are difficult or not there needs to be a continuous look at the service delivery arrangements and continuously ask the questions, is there a better way to do this and looking at the private sector and what is happening around the Town and take advantage of the opportunities. He stated that it does not have to be done by government and that there are many ways to enjoy the amenities in a community without having to pay for them through taxes. He stated that it is a tough decision to determine what services should be cut and think outside of the box for solutions.

7. Commissioner Hockman – Tell me about a time when the going got really tough and how did you rally the staff and build the moral to correct the problem.

Mr. Cottrell stated that the solutions to moral problems do need to be addressed but, fortunately he has not encountered that to any great degree in the places he has been and when things appeared to be going south, for example in union based employees, to try to address them as best as he can. He stated that he had a situation in Bellaire where a dispute had arisen among the officers about boots and who was paying for them and what kind was going to be provided, it was really a simple thing, there was just not enough communication, and it could have been solved very quickly. He stated that communication is the solution to many of those morale issues along with developing an understanding that we are all in this together.

8. Commissioner Hockman – In the past what do most people most often criticize about you, the staff, the public.

Mr. Cottrell stated that he might be a little distracted because of all the things he has going on while managing the Town. He stated that a member of staff may approach him on a spur of the moment and that he may be absorbed in his own thoughts and may appear to be abrupt or curt.

9. Commissioner Hockman – Describe a time you had to introduce an important change.

Mr. Cottrell stated that in Windsor it was the introduction of water meters because more than half of the water customers did not have water meters. He stated that it was very controversial and was able to get stimulus money to get it done. He stated that it took a long time because in New England the meters have to be installed in the basements or pits so they do not freeze and people do not like government in their basements.

10. Commissioner Longtin – Have you researched the Town and do you know its history?

Mr. Cottrell stated that not as well as he will need to, but he does know a little bit. He stated that he knows that the design of the Town was done by the same person who designed Bellaire, Mr. Nolan, and thought that was ironic and coincidental. He stated that running a city is not rocket science it is very basic things that people take for granted and it is when we slip up and do not do them the way that they should be done that people get upset.

11. Vice-Mayor Rumsey – Many people feel that government is broken from the National level all the way down to the Local level, convince me that it is not.

Mr. Cottrell stated that he is not convinced that every aspect of it is broken and sometime he is upset by what the Federal Government is doing these days. He does not have a great deal of confidence in the State Government because they dump so many mandated costs downhill towards the Local Governments without any compensation or support in those mandates costs where the rubber meets the road. He stated that if there is any hope of fixing what ails democracy and/or government it is at the local level from his point of view. He stated that local government has its share of difficulties because this is where the rubber meets the road and are the closest to the people and that is why local government endures the most of people's general dislike for government. He does not think that means local government is the most managed aspect of government, he thinks it is more of a case of civic involvement and civic education.

12. Vice-Mayor Rumsey – How does the Commission and you as a Town Manager get the residents interested and involved and participating in the process?

Mr. Cottrell stated that it is a daily, weekly, monthly effort on everyone's part. He stated that he and the staff serve as ambassadors of the Town and that it is important to have knowledgeable staff to respond to the residents.

13. Vice-Mayor Rumsey – How badly do you want this job?

Mr. Cottrell stated that he wants a job in local government and that he has applications out all across the Country and has interviews scheduled throughout the next week. He has been through this process on numerous occasions and there is a certain limitation on how much time he is willing to devote until he gets closer to the home run. He stated that yes there is more he would like to learn about Lake Park and he thinks he knows enough to

make a decision clearly about whether or not he wants this job and if he was offered this job he would take it.

14. Mayor DuBois – Could you name three of your favorite methods of economic development that enhance tax base?

Mr. Cottrell stated that his favorite example is Plant City and that the city's fathers had seen fit to zone and create an environment that was conducive to future economic growth and development. He stated that he did see some vacant land in Lake Park that had been designated for future economic development and that is a great thing. He stated that in Plant City that they did urban renewal by raising the houses that were considered blighted.

Mayor DuBois offered Mr. Cottrell the opportunity to make a final statement.

Mr. Cottrell stated that he can understand Vice-Mayor Rumsey's feeling regarding his lack of research as he describe it but, it is probably as through as any of the other candidates and there is only so much you can do and only so much you can find on-line. He stated that until he has had the opportunity to read the personnel policies and financial documents to make sure there are no secrets or something going on of a profound financial sort. He stated that when he reviewed the documents he did not see anything that really jumped out to him but he would need to spend more time. He thanked the Commission for including him in the process.

Kimberly Glas-Castro was brought in for her panel interview.

Mayor DuBois explained the process and asked Ms. Castro to introduce herself.

Ms. Castro introduced herself and provided information regarding her background and experience.

1. Iris Sullivan – Do you believe in regular and not excessive salaries?

Ms. Castro stated that she thinks that everyone is expected to perform and each job has a value that is set by the market and is customary. She stated that she thinks that performance and regular evaluations will help assess how the employee is doing and make sure the employee is on task. She stated that the person should get paid for what the value of the job is and with certain position comes additional responsibilities and accountability and the person needs to be held to those standards.

2. James Sullivan – Do you take a conservative approach to expenditures, i.e., the most economical way?

Ms. Castro stated that she thinks government has to be fiscally responsible and conservative especially with the resources being tight these days. She stated that she does not think that government has the latitude these days to have extras to have luxuries and she thinks that government needs to analyze everything we do as common practice and ask if there is a better cost effective way to do it or more competently.

3. Diane Bernhard – How open will you be to seeking or accepting advise or counsel from department heads and supervisors and how much experience have you had with managing/administering daily business of running a town?

Ms. Castro stated that is why the department heads are there that they are the top professionals in their field. She stated that a manager knows a little bit about everything and a manager needs to rely on the expertise of the department heads to help make recommendations and make sure projects get done. She stated that she has never had the title of Town Manager and that she is a project manager and that she has managed different disciplines and right now it is typically different engineers, architects, and lawyers and it is not unlike coordinating the functions of different department heads. She stated that she has both public and private sector experience and she thinks she can bring those together to provide guidance and the oversight that is needed to work more effectively as a team and to bring some efficiency and some more urgency to government processes. She stated that government takes more time and latitude to get things done, that is not acceptable from a business model, and that she thinks government needs to set specific deadlines, work to meet those deadlines and make sure things are accomplished.

4. Commissioner Stevens – What are your expectations with respect to compensation?

Ms. Castro asked if Commissioner Stevens wanted a dollar amount.

Commissioner Stevens stated “sure”.

Ms. Castro stated that she had put down on her application \$115,000 but, thinks that is up to negotiations as there are other benefits that come with the position.

5. Commissioner Stevens – What do you know about Lake Park and its history?

Ms. Castro stated that she knows a little bit as past president of the Historical Society she has a little bit of a background but, recently the Town has not been focusing on its historical resources and she thinks that it is something that the Town should pay more attention to. She stated that the Historical Society does an excellent job of preserving the Town’s documents, photos, and the archives and the Town needs to promote and share that more as an entity and that she does not think that many people know that the information exists. She stated that once a person has a better understanding of the history of the community it makes you feel more a part of it, makes a person want to become more involved, and could be a way to boost community spirit and increase public involvement from the residents and business owners.

6. Commissioner Stevens – In difficult economic times what can a Town Manager do to provide services to residents and businesses.

Ms. Castro stated that she thinks that there has been some frustration lately regarding communication from the Town to the residents and businesses and she thinks that direct communication and open dialogue would go a long way. She stated that she thinks there needs to be consensus building between the Commission and the residents and business

owners to have some common community goals. She suggested revisiting the Comprehensive Plan and CRA Plan goals and objectives so that everyone understands and to relate the Town's actions back to those goals so that people can see that the Town is accomplishing something.

7. Commissioner Hockman – Describe a time you had to introduce an important change in your last job.

Ms. Castro stated that for the last twelve years she has been in the private sector side and getting a client to change his perspective, his proposal so that it melding more with the community expectation. She stated that the client was proposing an affordable housing project and it did not quite fit with the existing neighborhood and she had to get the client to understand the expectations of not only the elected officials but the immediate residents so that the project would be a better fit for the character of the neighborhood and community.

8. Commissioner Hockman – Tell me about a time when the going got really tough and how did you rally the staff and build the moral to get things going.

Ms. Castro stated that when she worked at Palm Beach County there was very low morale because there was a big change over in the staff. The joke was “will the last person out turn out the lights”. She stated that she was not willing to take on that philosophy and so just by having a positive attitude and leading by example, she was able to affect the attitudes of others who had low morale. She stated that she thinks that there are things that can be done internally as an organization that don't necessarily cost money, such as motivation incentive type techniques and generally showing appreciation for good work and for going beyond the call of duty and beyond the person's job description. She stated that people really respond to appreciation and that helps them to have better morale and leads to a better organization if everyone works together.

9. Commissioner Hockman – What do people most often criticize about you?

Ms. Castro stated that she thinks that she is most criticized for being quiet, so she is hard to read. She stated that she is not unapproachable and that she is just a quiet person. She stated that even though she has an open door policy that people are hesitant to take advantage of that, so that is a challenge that she needs to overcome and to show that she is open and through having better communications at the staff level.

10. Commissioner Longtin stated that Ms. Castro stated that she wants to be more involved with the community yet she has never seen Ms. Castro at a meeting, been on a board or received communication from Ms. Castro and that Ms. Castro is a citizen and her boss and asked why would that be.

Ms. Castro stated that it is easy not to attend meetings with the meetings being televised and with the agenda and all of the backup being available online, it is easy to watch what is going on. She stated that if there is something that she feels strongly enough about then she would reach out and let someone know. She stated that because she does not know Commissioner Longtin that well that she does not feel comfortable picking up the phone

to share an idea and that she thinks that some other residents might feel the same way and that they are intimidated with government and elected officials. She suggested that the Town do some marketing to show that the elected officials are approachable and want to hear the feedback, ideas and comments from the residents. She stated that most of the calls received by the Commissioners are probably complaints and what the Town is doing wrong. She suggested that the Town work on showing that everyone is approachable and that the Town wants feedback from the residents.

11. Commissioner Longtin – If you do not get the Town Manager job will you apply for a position on the Planning and Zoning Board?

Ms. Castro stated if she would like for her to apply.

Commissioner Longtin stated that she would love Ms. Castro to apply and that she is pleading for you to apply if you do not get the Town Manager position.

12. Commissioner Longtin – Have you researched the Town and do you know its history?

Ms. Castro stated that during the last few weeks, she has done a lot of research going back through old meeting minutes and budgets and even though she thought, she knew the Town there was a lot she learned just going through that effort. She stated that she sees that the Commission spends some valuable time discussing things that she thinks are administrative and she is wondering why the Commission is talking hedge types when that should just be a staff function and a Manager could direct the Commission to more policy type discussions and leave the administrative tasks to staff.

13. Vice-Mayor Rumsey – Many people feel that all government is broken from the National level all the way down to the Local level convince me that it is not.

Ms. Castro stated that government exists because certain services that private sector does not want to do or doesn't do well. There are so many individual local governments because people want direct accountability and access. She stated that she does not think government is broken and that she thinks there could be better communication at the Town level and that the Commissioners have very good intentions and very good ideas on what would make the community better. She does not think that those ideas get back to the residents or business owners for their feedback. She stated that better communication and taking more of a role to reach out to get feedback is needed.

14. Vice-Mayor Rumsey – How does the Commission and you as a Town Manager get the residents involved and active more in the community?

Ms. Castro stated that she thinks it will take a campaign because everyone is busy but, she thinks that the Town needs to remind everyone that everyone has a stake in this community, everyone needs to do their part even if it is something little such as picking up a limb from the street and putting to the side so Public Works doesn't have to do it. She stated that if everyone just takes a couple of minutes to just do something for the betterment of the community and if they have additional time and expertise they can lend

their services to the Town either on a Board or looking at an agenda package and seeing what the Commission is looking at and provide feedback would make the Town that much more stronger and that she thinks the Town has untapped potential there.

15. Vice-Mayor Rumsey – Why Lake Park is the right Town for Ms. Castro to begin with and why is this the right time?

Ms. Castro stated that it is the right Town because she loves Lake Park, she lives here, she is not going anywhere and right now is the right time because she is ready to move on in her career and is ready to pursue her original career objectives, which was city management through education. She has been side tracked in growth management and economic development, which she loves and is having fun. It is not like she needs a job but, she would love to serve her community by utilizing her expertise and talents in this manner and something she has a personal and vested interest in.

16. Mayor DuBois – Could you name three of your favorite economic development tools for enhancing tax base?

Ms. Castro stated that it is a little difficult not because financial resources are not necessarily available to provide incentives. If incentives can be give for businesses, whether they are creating jobs or provide a certain service or product that is not already available in the community, it would be nice to provide some kind of incentive for them moving to the Town. She suggested offsetting building permit fees for interior tenant improvement, offsetting impact fees, providing relief in terms of signage or market that they need. She stated that economic development is a public/private partnership and small businesses are struggling right now so they need as much assistance, as possible. The business partners understand that there may not be fiscal resources available but, if there are other ways the Town can help facilitate them such as expedite permit review, intergovernmental assistance, facilitate parking, and make sure it is safe so that people want to patronize the establishments.

Mayor DuBois offered Ms. Castro the opportunity to make a final statement.

Ms. Castro stated that she has not had the title of Town Manager before but, she has been a project manager and she thinks she knows how to coordinate activities, provide the oversight, and provide the direction for staff. She stated that from her mediator background that she thinks she could help bring consensus to the Commission. She believes that the Town needs more input from the community. She stated that while she worked for the City of Palm Beach Gardens they did a visioning effort involving the community and businesses and it was not so much the outcome as the process and having that dialogue and that feedback and taping into the residents who would not normally come to a meeting or serve on a board. She stated that she thinks that she has the skills for consensus building.

Clarence Hulse was brought in for his panel interview.

Mayor DuBois explained the process and asked Mr. Hulse to introduce himself.

Mr. Hulse introduced himself and provided information regarding his background and experience.

1. Iris Sullivan – Do you believe in regular and not excessive salaries?

Mr. Hulse stated “yes” and that salaries are driven by the market and so he would assume that there is a reasonable salary for the area and is sure that the Commission and the HR Department has looked into that and know what that is.

2. James Sullivan – Do you take a conservative approach to expenditures, i.e., the most economical way?

Mr. Hulse stated that his experience has shown that the cheapest is not always the best and he looks at what is best for the community and what fits into the community long-term goal and most time it is cheaper sometimes it is not.

3. Diane Bernhard – How open will you be to seeking or accepting advise or counsel from department heads and supervisors and how much experience have you had with managing/administering daily business of running a town?

Mr. Hulse stated that he is very open and is not the expert on all topics. He stated that every Town and City hires the best person for the jobs and they know their jobs and a lot of these people are certified in what they do. His approach is to listen to their advise and when there is an issue to be resolved he goes to them first before bringing a recommendation to the Commission because in his view they are the experts and that is why they were hired.

Mr. Hulse stated he has four years of experience as a Deputy City Manager where he has the opportunity to run all the departments in Cocoa. He has served as acting Police Chief, Acting Fire Chief, and Acting Community Development Director. He stated that he feels that his background in the public and private sector have allowed him to look at things in a different manner. He sees things through the economic development lens.

4. Commissioner Stevens – What do you know about Lake Park and its history?

Mr. Hulse stated that what he knows is what is in the newspapers, the internet, and other various services. He stated that the Town was formed in the 1920's, there has been population loss over the last few years, going through redevelopment and trying to shore up its finances because of the economic times of the last four to five years. He stated that he knows that there has been some controversies along the way and that is not unusual in any city as there are always opportunities for those and we can work together to solve those.

6. Commissioner Stevens – In difficult economic times what can a Town Manager do to ensure delivery of services to residents and businesses?

Mr. Hulse stated that he thinks that the key is to identify the core business in terms of public safety, delivery of water and sewer services, and making sure people feel safe in their homes and finding ways to be proactive in saving dollars and efficiently using taxpayers' money. He stated that he knows that Lake Park like most communities have been having a lot of cut backs and now is probably the time to look at reinvesting in the community. He stated that cutbacks can only go so far and eventually the tax base must be expanded and he sees that coming through economic development in the community.

7. Commissioner Hockman – Describe a time you had to introduce an important change in your last job.

Mr. Hulse stated that in his last job he was doing a lot of economic development and that he brought two programs to the community. He stated that he introduced a façade program, which they never had before. Once he talked to people in the business community he found out what their needs were, worked with the Mayor and the Commission and got their buy-in. He then took it before the Redevelopment Authority and explained how the program worked, they were excited about the program, and evaluated local programs to make sure the program met legal requirements. They brought the program forward for Commission approval. He stated that the second program was a citizen's neighborhood leadership institute that trained people about how to get involved in the community and to work together with the City to get things done in their neighborhood.

8. Commissioner Hockman – Tell me about a time when the going got really tough and how did you rally the staff and build the moral to get things going.

Mr. Hulse stated that one of things he had to do in Cocoa was lay off a number of people including himself. He stated that it was a tough thing to do for not only himself and once the word got out it was going to happen the key was meeting with the various departments including the department heads and staff to explain what was going on. They explained what the process was and had open communication directly with the employees about what was happening. He stated that it was a sad time but everybody knew what was going on and it was a fair process over a period of six to nine months.

9. Commissioner Hockman – What do people most often criticize about you?

Mr. Hulse stated that sometime too many ideas. He stated that he likes to think outside of the box and that sometimes that works for him and sometimes it does not. He has learned over the years to present the ideas that make the most sense and can be done He stated that it comes back to are the core services of the community being met and whatever else is extra.

10. Commissioner Longtin – Asked Mr. Hulse to provide examples of economic development that he thinks might work in Lake Park.

Mr. Hulse stated that this community, like most communities, want people to come here and invest, and his experience in both Florida and Indiana is that the lowest hanging fruits are the people who are already here and have already invested in the community. He explained that those that have bought property and are already doing business here and he re-engaged those business owners about why they are here and if they are looking to expand to help them do that. He stated that it does not necessarily mean that he is going to work to give them a loan but, who within this area can work with them such as bankers or investors. He stated that working with the CRA, he knows there is already a façade program and to work to make sure that stays funded. To work with the Palm Beach County Business Development Board to make sure they are aware of the properties that can be marketed, to make sure the website lists the properties that are vacant and can be developed is an ongoing effort. He stated that he would make sure local development associations are aware of Lake Park and that they know that Lake Park wants investment in the community. He stated that it is an ongoing effort and that there is no magic bullet but, makes people aware that you are here and receptive to business is a first step.

11. Commissioner Longtin – Have you researched the Town and do you know its history?

Mr. Hulse stated that “yes” he has researched the Town and that he cannot answer every detailed question, but that he has a general idea of where the Town has been and what are some of the problems and issues the Town is facing. He stated that there would be a lot more to learn once he got here.

12. Vice-Mayor Rumsey – Many people feel that government is broken from the National level all the way down to the Local level, convince me that it is not.

Mr. Hulse stated that the past few years have been difficult because property values are depreciating and in the past government has over spent more than it can afford and that he thinks that the last five years have shown that government needs to go back to serving the community and back to the core services. He stated that this time has made government much more efficient and to do things smart and hopefully wiser and that government has learned its lessons and that the taxpayers’ will hold government’s feet to the fire. He stated that government has learned to live leaner and those communities that are in trouble having to develop austerity plans. He stated that he thinks that Lake Park is still doing well and he hopes to keep the tax rates low and increase the tax by bringing in more businesses that will grow the tax base over time.

13. Vice-Mayor Rumsey – How do we as a Commission and you as a Town Manager get our residents involved and active in our community?

Mr. Hulse stated that having worked in Florida and Indiana and that Florida is a more transient community. He stated that while he was in Cocoa he tried to get some neighborhood programs going and was semi success, not everybody took to it, but in Indiana, the programs were successful. He stated that he would talk to the neighborhood leaders, identify whom those people are and get the Commission and CRA involved in provided grants for people who want to improve their neighborhoods not just one property, but a corridor and have them get together and put in some sweat equity. He

stated he would start other groups like neighborhood watches, install signage in the neighborhoods, and get people involved so that they feel they have a stake in the community. He stated that he would also provide information because the more people that know the better we all are.

14. Vice-Mayor Rumsey – Why is Lake Park the right community to make Mr. Hulse move back to Florida.

Mr. Hulse stated that he is looking for a community that has a historical prospective, progressive, and a community that serves the citizens. He stated that by looking at the background of Lake Park and through his research that Lake Park has tried to do that over the years and has always tried to do the best by the community and he wants to be a part of something like that. He feels that it is time for him to use his background to take a position like this to the next level and have this responsibility.

15. Mayor DuBois – Could you name three of your favorite economic development tools for enhance tax base?

Mr. Hulse stated that he knows that last year the Commission passed the tax abatement law and that he thinks that is a tool that the Town needs to have because if the Town does not then it is not in the game because most cities in Florida already have it. He stated that the Town's Commercial Façade Program should be adequately funded and that he thinks now is the time to help businesses grow because there are still people who want to invest in the community. He stated that it is not necessarily a tool but to create partnerships with the School Board, Universities, businesses and the Business Development Board, as they have a bigger budget for marketing and development.

Mayor DuBois offered Mr. Hulse the opportunity to make a final statement.

Mr. Hulse thanked the Commission for allowing him the privilege of being here. He stated that he has lived his whole life by the philosophy of helping people. He stated that in his early years he spent time as a missionary in Central America and that his calling has been to help people and he has learned a long time ago that sometime one has to actually teach people how to fish as opposed to giving them a fish. He stated that he seeks this position because of his background as an opportunity to use taxpayers' resources wisely, make sure services are provided in an efficient way, and working to improve the Town's tax base through economic development. He stated that he has worked to improve all the communities he has worked in not just through economic development but also, through work across the board in development, redevelopment, public works, making sure that he builds those ties and that they work to support the community that he lives in. He is looking forward to doing the same thing in Lake Park if he is selected.

David Strohl was brought in for his panel interview.

Mayor DuBois explained the process and asked Mr. Strohl to introduce himself.

Mr. Strohl introduced himself and provided information regarding his background and experience.

1. Iris Sullivan – Do you believe in regular and not excessive salaries?

Mr. Strohl stated that “yes” he believes in salaries that are within the market for whatever the position may be. The market like in any industry should dictate what the salary is and obviously the Town wants to be able to attract qualified candidates and candidates will be attracted to salaries that are appropriate for their career.

2. James Sullivan – Do you take a conservative approach to expenditures, i.e., the most economical way?

Mr. Strohl stated absolutely and that the Town is the caretaker of the public moneys and the Town’s take is to take good care of that and spend those moneys in an economical and efficient manner. He stated that he is always looking for efficient ways of doing things, looking for better ways of doing things and incorporating technology and making appropriate investments not only in technology but for tools and equipment for all departments to make all of their work more efficient.

3. Diane Bernhard – How open will you be to seeking or accepting advice or counsel from department heads and supervisors and how much experience have you had with managing/administering daily business of running a town?

Mr. Strohl stated that his management philosophy is such that department heads down to line staff are experts in what they do and that he would regularly seek their input. He stated that they have good ways of improving things, they know what works and what does not work, and they should be provided the opportunity to do so.

Mr. Strohl stated that he has been doing this for eighteen years in some capacity or another. He stated that he thinks he has good experience hands-on and in managing staff as well.

4. Commissioner Stevens – What do you know about Lake Park and its history?

Mr. Strohl stated that it is his understanding that Lake Park was the first zoned community in Florida and has a long history going back to the early 1900’s. He stated that the Town has a proud history, that Town Hall is a historic place, and that the Town has some unique features that could be built on for the future.

5. Commissioner Stevens – In difficult economic times what can a Town Manager do to ensure delivery of services to residents and businesses?

Mr. Strohl stated that each of the candidates has a unique opportunity to come in with a new set of eyes and being able to examine what has been done in the past and bring their own prospective to bear.

6. Commissioner Hockman – Describe a time you had to introduce an important change in your last job.

Mr. Strohl stated that recently they changed the financial management software and that is quite an involved undertaking. He stated that they replaced an AS400 system that is a great workhorse but is outdated technology and had limited capabilities. He stated that once the decision was made to change the software staff was engaged to be a part of the process. He stated that staff was involved with soliciting proposals, evaluating proposals, sitting in on demonstrations and ultimately helped make the decision.

7. Commissioner Hockman – Tell me about a time when the going got really tough and how did you rally the staff and build the moral of the employees.

Mr. Strohl stated that he cannot think of a time right off hand but, generally speaking that he thinks that it is important to build relationships with staff. He stated that we spend more than half of our waking lives together and he thinks is it important to create a collegial atmosphere where we are all working together on the same team and building relationships where people are loyal to people and not organizations. He stated that if you build those relationships and treat people with respect they will respond with loyalty to you.

8. Commissioner Hockman – In the past what do most people most often criticize about you?

Mr. Strohl stated that he is the analytical type and for many people that come off as kind of cold, which is not his intent. He stated that he likes to collect the facts and not rush to judgment, take input, not afraid to change his mind if the facts warrant it or if someone brings up a prospective that he has not thought of and he embraces his analytical side.

9. Commissioner Longtin – Have you researched the Town and do you know its history?

Mr. Strohl stated “yes” and that he stands by his previous response.

10. Vice-Mayor Rumsey – Many people feel that all government is broken from the National level all the way down to the Local level, convince me that it is not.

Mr. Strohl stated that he believes that most people would say that they have more confidence in the local level of government then the State or National level primarily because it is the level of government closest to the people and it provides the most services. He stated that it is important to remember that local government is in the

trenches with the public and they can see the effects of their tax dollars on the local level. He stated that it is important to build on that relationship and to not let the citizens down.

11. Vice-Mayor Rumsey – How does the Commission and you as a Town Manager get the residents more involved in the process of the government?

Mr. Strohl stated that it is important to evaluate the various channels that are available and that people would respond to. He stated that social media is important and that it is an avenue that should be explored. He stated that direct mailing, newspaper are places where the Town can get the word out to residents and the Town website and government access channels are other ways of getting the word out. He stated that all channels should be explored to get the word out to the various segments of the citizenry.

12. Vice-Mayor Rumsey – Why is Lake Park, Florida the community for you and why is Mr. Strohl the person for Lake Park, Florida?

Mr. Strohl stated that the southeast portion of the United States is the area that he has focused his search efforts on in the past and that fits the geographic location. He stated that he has visited this area before and he is familiar with it and would like to return. He stated that he is attracted to smaller communities and smaller organizations and he has served in those in the past and that he feels he can be closer to staff and the citizenry and operations. He stated that location in a metropolitan area for the amenities and quality of life those areas provide are important. He stated that he believes that his experience has provided him with many hands on opportunities and he is not afraid to roll up his sleeves and get dirty. He stated that being from small organization, that often times he was the person who did the project or tasks at hand and so he believes that could be brought to bear here and that he would be in the trenches with all the staff.

13. Mayor DuBois – Could you name or discuss three of your favorite economic development tools for enhancing tax base?

Mr. Strohl stated that in his experience that the enterprise zone has been helpful and provides tax breaks for businesses that create jobs, provide sales tax, property tax and other kinds of incentives that help businesses grow. Business improvement districts offer the tools for the community to perform economic development and redevelopment efforts and in his experience has been able to provide a funding source for those things. He stated that unfortunately, economic development does take funding and it is important to identify and obtain revenues to perform those duties. He stated that he thinks that just a business friendly atmosphere and that businesses are the Town's customers just as citizens are and the Town should work to accommodate them as best as the Town can, but there is the public interest to consider and what is right for the community.

Mayor DuBois offered Mr. Strohl the opportunity to make a final statement.

Mr. Strohl stated that his experience has been in smaller organizations in smaller communities and that he thinks that each of those things have their own dynamic and that he thinks they would be brought to bear here. He stated that having been in smaller organization that he has done many things hands on and that he would not be afraid to

work on things himself, but at the same time be willing to direct staff to implement the policies and direction of the Commission. He stated that he believes that his experience and broad range of areas would be useful as well.

Dale Sugerman was brought in for his panel interview.

Mayor DuBois explained the process and asked Mr. Sugerman to introduce himself.

Mr. Sugerman introduced himself and provided information regarding himself, his family, his background and experience.

1. Iris Sullivan – Do you believe in regular and not excessive salaries?

Mr. Sugerman stated that he is not sure what a regular salary is and he is not sure what an excessive salary is, however, if it is narrowed down to the local government field that he does not have an expectation that any local government manager is going to be paid like a rock star, baseball player, or entertainment figure. He stated that there is a marketplace and that good talent attracts reasonable salaries and if reasonable equals regular then maybe he believes in regular. He stated that good talent in local government attracts a reasonable salary. He stated that he will be the first to tell the Commission that if they want him to be the Town Manager that he is not going to be looking for an excessive salary.

2. James Sullivan – Do you take a conservative approach to expenditures, i.e., the most economical way?

Mr. Sugerman stated that he would tell the Commission that he does not support frivolous expenditures. There are certain things that the Town must do as a local government, there are certain things the Town needs to do, and there are probably things that the Town would like to do. He stated that those things that the Town must do the Town must pay for those things, the things that the Town needs to do are those things that the Town could look at whether or not those are expenditures that the Town would be taking taxpayer dollars and applying them towards. Those things the Town would like to do are easily checked off the list that the Town does not have to do excessive spending on the things the Town would like to do. The key is that it needs to be determined by the Town Commission and as an administration those things that the Town must do, needs to do and would like to do and need to distinguish between the three.

3. Diane Bernhard – How open will you be to seeking or accepting advise or counsel from department heads and supervisors and how much experience have you had with managing/administering daily business of running a town?

Mr. Sugerman stated that it is more than seeking that he would expect it. He stated that with 34 years of local government experience and 22 or 24 here in the State of Florida he has pretty much seen and done a lot, but that he is the first to tell you that he does not know everything and he has not necessarily experienced everything. He stated that he believes that good leadership brings out the best in others and that he would like to think of himself as a good leader. He stated that since he does not know it all and that he has

not experienced it all and others have, that he would look for department heads to be a key ingredient in how he goes about day-to-day operations and making decisions and thinking forward for the community. He stated that not only would he invite it that he would expect it and that it is really important that the Department Heads play a vital role in how we lead the organization going into the future. He stated that he has 34 years of local government experience and that he does not think that there is a single government function that he has not been responsible for at one time or another during his career.

4. Commissioner Stevens – What do you know about Lake Park and its history?

Mr. Sugerman stated that he is a south central Palm Beach County resident, he subscribes to the Palm Beach Post, he knows that it was established as a community/town from one visionary who has a park named after him on Federal Highway and that he had a vision for how he wanted his town to develop. He stated that he believes that the Town of Lake Park historically has tried to live up to that original vision. He stated that one could walk through Lake Park and will find wide streets, landscaped medians and those strange and very wide alleyways between residential areas. He stated that he knows that currently the Town is struggling with its finances. He stated that he knows what happened to the former Town Manager, that he has been somewhat aware of the politics, that he has attended some of the recent meetings, and that he knows and understands the voting patterns. He stated that with all that said that the Town seems to be a community that has a lot of potential and that he would be excited to be a part of the moving forward here in Lake Park.

5. Commissioner Stevens – In difficult economic times what can a Town Manager do to ensure delivery of services to residents and businesses?

Mr. Sugerman stated that he was not sure he understood the question.

Commissioner Stevens stated that in light of budgetary constraints, what a Town Manager can do to ensure the delivery of services to residents and businesses.

Mr. Sugerman stated that one of the things in light of the economic circumstances that the next Manager of Lake Park is going to have to spend a considerable amount of time doing is matching up citizen expectations and elected official expectations. While maintaining the ability to deliver those services and at the same time not continuing to have the fourth highest tax rate in Palm Beach County. He stated that he is the first to say that he is not a magician and that he does not have a money printing press at home. He thinks the role of the Town Manager going forward is going to be to identify truths and realities, as much transparency as possible and if the news is bad to share that and then together figure out how to deal with the bad news and it could mean certain services have to be adjusted. He stated that he did not say cut back he said adjusted, then those services have to be adjusted. He stated that based upon his experience his role would be identification, offering the options, working with the citizens and the elected officials to try to find a balance for how the Town is going to make those adjustments to the services because it is probably not sustainable going forward as it has been in the past.

6. Commissioner Hockman – Describe a time you had to introduce an important change in your last job.

Mr. Sugerman stated that the example that comes to mind immediately is in his most recent community that the building department operations was actually costing more than we were taking in, in revenue and we had to figure out what to do about that. He stated that in a semi-creative way he looked at a variety of options and the option that he chose to stand behind and recommend strongly was the option to privatize the building department operation including plan review, permitting, inspections, and code enforcement. He stated that what ended up happening was that it went out for proposal and in the end he struck a deal with a firm that would provide all of those services for a 50/50 cut of building permit fees. He stated that it turned out that the people who were employed in the building department when the building operations were contracted were at or near retirement age so they were offered an early retirement package. He stated that two people who did not take the early retirement package were transferred into other positions so nobody lost their job, we ended up providing the same amount of service, and instead of losing money on the deal, and we got half of the proceeds. He stated that he was asked about selling and that he really did not have to sell on that project, it really was a no brainer once he did the research and put the options out there. He stated that he would be candid and that some folks do not like dealing with a contract inspection firm because you lose the personal touch of the long standing municipal inspector who certain contractors got to know real well so he got some push back on things like that. However, he thinks it was a good decision and sold it on the face of it and that he believes it has worked out very well.

7. Commissioner Hockman – Tell me about a time when the going got really tough and how did you rally the staff and build the moral up.

Mr. Sugerman stated that the going is always tough in local government especially here in the State of Florida especially since 2007 it has been very tough but, Commissioner Hockman couched the question in relationship to the concept of morale and that he has a pretty strong opinion about morale. He stated that he does not believe any Town Manager or Town Commission or pay package or incentive program builds morale or brings out morale in folks. The only way to improve morale, in other words one of the expressions is “the beatings will not stop until morale improves around here”, and he does not think one can do that. He stated that morale is something that come from within the individual and his morale will not be up if his work environment is not conducive to allowing his morale to be up. What he has always attempted to do in his career is to create an environment where individuals can say ok I am respected here, I am appreciated here, what I have to say is listened to I can have an impact on the organization even though they have taken away my pension contribution so that has hurt me financially and even though I have not had a raise in three years, but what I have to say is important to people and the way I do things is paid attention to I am allowed to make a difference and so if one can create an environment where the employees say “I’m respected, I’m appreciated, I can make a difference” their morale will improve as long as they want their morale to improve. He stated that if he can create that environment and morale does not improve then they probably do not want to be in the same organization that he wants to be in.

8. Commissioner Hockman – What do most people most often criticize about you?

Mr. Sugerman stated that he is most often criticized for being abrasive.

9. Commissioner Longtin – What particular experience do you have with respect to budget prep and finance and give specific examples of how you addressed cost reduction in your most recent position?

Mr. Sugerman stated he has been a local government manager for 34 years and has always been ultimately responsible for presenting the budget and that his style is historically been to have a theme associated with the budget. He stated that for the past four years that theme tended to follow the concept of doing more with less and trying to present in the budget how to do more with less. He stated that there are a couple different techniques that can be used, such as across the board 5% or 10% cuts in the department requests and the department head are asked what the impact would be of a 5% or 10% cut. Another concept is zero bases budgeting that everything starts from scratch and everything has to be defended. He stated that he really does not subscribe to either of those and that he tries real hard to get the department heads engaged in the budget drafting process and that he does not have any one particular method of doing the budget other than always trying to have a theme.

10. Vice-Mayor Rumsey – How do we get our community more involved in the actions of the Commission and the Town?

Mr. Sugerman stated that he is a huge believer in citizen task forces where the Commission appoints citizens to a particular project or assignment but, the task forces have a beginning point and an ending point and no task force can go beyond six months. He stated that staff is in support of the task force. He stated that once the task forces get going he has found that the citizens get much more engaged.

11. Vice-Mayor Rumsey – Do you want this job and why?

Mr. Sugerman stated that he would like to continue in the process and he would like to be considered for the position but, he has not had the opportunity to look at the Town's financials, Comprehensive Annual Financial Report, or the draft budget Mr. Titcomb is going to be presenting. He stated that he would like to be able to get inside of the head of the new Finance Director, talk to the Human Resources Director and that he has made a few contacts with the staff and the response has been "no we cannot talk to candidates we need to keep the process pure". He stated that all he has done is attend the Commission meetings and that he needs to do a little bit more research. He stated that he is not prepared to tell the Commission today that he is prepared to accept the job for a couple of reasons; one it has not been offered to him and two that he needs to do more research. He stated that he is very interested in the Town of Lake Park and that he is interested in no other place, but candidly, he needs to do a little bit more research.

12. Mayor DuBois – Could you name and discuss three of your favorite economic development tools for enhancing tax base?

Mr. Sugerman stated that he does not have three favorite economic development tools for enhancing tax base. He stated that he is not a big believer in give away grants but, he does not mind doing zero interest rate loans. He stated that he is a firm believer that if someone wants to come to Lake Park and become a part of the Town's economic environment it is because they want to be here. He stated that he is more of a mind that the Town needs to promote the Town and not give anything away. He stated that the Town needs to do more events, organize the merchants in Town and get the current economic base more involved in the Community. He stated that he does not consider any of those things tools that he would consider that cheerleading and that he thinks Town Managers need to do cheerleading for economic development and do it amongst a variety of constituencies.

Mayor DuBois offered Mr. Sugerman the opportunity to make a final statement.

Mr. Sugerman thanked the Commission for inviting him and stated that he enjoyed his time with all of the Commissioners. He stated that he knows the Commission will make the right decision and a decision that is best for the Town of Lake Park. He stated that he is interested in the position.

Mayor DuBois invited everyone to the reception at 6:00 p.m. to discuss and meet with all the candidates in the public. He explained that the candidate interviews have concluded, and thanked the Commissioners for their interesting and proactive questions. He thanked the public for putting out their questions, attending tonight and those that was watching at home. He stated that up to this point the Commission has been through a pool of 50 candidates through what may be considered a process of elimination. He stated that the Commission is in the process of selection and that each of these candidates is very well qualified and the Commission appreciates the opportunity to select which one of these fine candidates will have this job for the Town.

Interim Town Manager Titcomb stated that as a reminder for the public, especially or those listening that the actionable item of today's proceeding will be an agenda item on Wednesday, June 20, 2012. He stated that there will be a public event starting at 6:00 pm in the Mirror Ballroom and invited everyone to attend to meet and speak with the candidates' one on one personally. He thanked the Commission for their dedicated efforts today to move through this process.

Mayor DuBois thanked Interim Town Manager Titcomb for his services as Interim Manager and guiding the Commission through all of this. He thanked staff and to Kurt Bressner and the Range Riders for bring the Commission this far.

Interim Town Manager Titcomb thanked Mayor DuBois and stated that staff and Mr. Bressner have been phenomenal in the process.

ADJOURNMENT

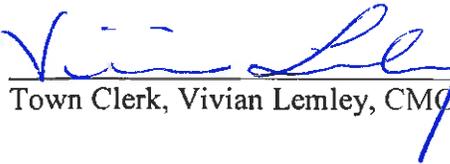
There being no further business to come before the Commission and after a motion to adjourn by Commissioner Hockman and seconded by Commissioner Stevens, and by unanimous vote, the meeting adjourned at 5:35 p.m.



Mayor James DuBois



Deputy Town Clerk, Shari Canada, CMC



Town Clerk, Vivian Lemley, CMC



Approved on this 18 of July, 2012



AGENDA

Lake Park Town Commission
Town of Lake Park, Florida
Special Call Commission Workshop
Saturday, June 16, 2012, 3:00 P.M.
Lake Park Town Hall
535 Park Avenue

James DuBois	—	Mayor
Kendall Rumsey	—	Vice-Mayor
Steven Hockman	—	Commissioner
Jeanine Longtin	—	Commissioner
Tim Stevens	—	Commissioner
.....		
Jamie Titcomb	—	Interim Town Manager
Thomas J. Baird, Esq.	—	Town Attorney
Vivian Mendez Lemley, CMC	—	Town Clerk

PLEASE TAKE NOTICE AND BE ADVISED, that if any interested person desires to appeal any decision of the Town Commission, with respect to any matter considered at this meeting, such interested person will need a record of the proceedings, and for such purpose, may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. *Persons with disabilities requiring accommodations in order to participate in the meeting should contact the Town Clerk's office by calling 881-3311 at least 48 hours in advance to request accommodations.*

- A. **CALL TO ORDER**
- B. **ROLL CALL**
- C. **Brief Remarks Regarding the Interview Procedures**
- D. **Panel Interviews in Public Forum**
 - 3:15 p.m. Candidate A Interview – Stephen Cottrell
 - 3:45 p.m. Candidate B Interview – Kimberly Glas-Castro
 - 4:15 p.m. Candidate C Interview – Clarence Hulse
 - 4:45 p.m. Candidate D Interview – David Strohl
 - 5:15 p.m. Candidate E Interview – Dale Sugerman
- E. **ADJOURNMENT:**