

**MINUTES FROM THE SPECIAL TOWN COUNCIL MEETING HELD ON
OCTOBER 31, 2000, REGARDING THE HIRING OF A TOWN MANAGER**

I. CALL TO ORDER AND ROLL CALL

President Jack McDonald called the Special Town Council meeting to order at 11:00 a.m. on Tuesday, October 31, 2000, in the Town Council Chambers. On roll call, the following Elected Officials were found to be in attendance: Mayor Lesly Smith, President Jack McDonald, President Pro-Tem Sam McLendon, Councilman William Brooks, Councilman Norman Goldblum, and Councilman Allen Wyett. Others in attendance at the meeting were: Acting Town Manager Tom Bradford, Attorney John McCracken, Human Resources Director Bill Crouse, Planning, Zoning & Building Director Robert Moore, and Town Clerk Mary Pollitt.

II. INVOCATION AND PLEDGE OF ALLEGIANCE

Town Clerk Pollitt gave the invocation, and the pledge of allegiance was led by President McDonald.

III. APPROVAL OF THE AGENDA

Councilman Brooks made a motion to approve the agenda with the condition Mayor Smith's remarks be made a part of the agenda. The motion was seconded by Councilman Wyett and carried 5-0 on roll call.

Mayor Smith's comments:

As the Town Council proceeds with DMG-Maximus, Inc. to complete the very important task of "short-listing" the fourteen (14) candidates which DMG has recommended to a lesser number for proposed interviews with each Town Manager candidate, I offer the following comments and I am prepared to discuss and answer questions on same:

1. As elected officials, each of us is well aware of the importance of the Town Council very carefully defining the criteria and questions to select the new Town Manager. Since the Town Council has previously authorized a \$15,000 fee plus expenses not to exceed \$8,500 for DMG to professionally lead and assist the Town Council in selecting the most professionally qualified candidates, I believe the first order of business is to have DMG provide a written list of questions which will be directed to each candidate. This written list of questions should be provided to each Town council member, the Town attorney, the Human Resources Director and me at least seven (7) days prior to a Special Town Council meeting, so each of us may have time in advance to review same and to interact at a public meeting before the Town Council votes on the lists of final questions which shall be directed to each candidate.
2. In addition to any specific criteria the Town Council may approve, I recommend that each Town Manager candidate has a minimum of one (1) year experience as a City, Town, Village or equivalent Manager, plus progressively responsible, professional/administrative experience to fulfill all responsibilities and duties of the town Manager as identified in the Town's Charter and Code of Ordinances. I anticipate that our next town Manager will hopefully stay the 24 years that Bob Doney did.
3. After the Town Council identifies the individual who it believes is the best candidate to be the Town Manager, I believe the Town Council must direct the Town Attorney John Randolph with technical assistance of the Human Resource Director Bill Crouse, to negotiate a complete "proposed" written contract. Therefore, Town Attorney Randolph or his substitute and Human Resources Director Crouse should be at each and every Town Council meeting when the Town manager selection process is conducted so that Messrs. Randolph and Crouse will have the opportunity to comment and interact with the elected officials on questions, when the Town Council deliberates on the very important selection process. In the packet of information I received from DMG several of the candidates had not submitted their supplemental forms. I anticipate that the Council and myself will have the opportunity to review this additional information before entering into the short listing procedure.

IV. PRESENTATION FROM DMG-MAXIMUS, INC., Mike Casey, Regional Director

a. Overview of Selection Process to Date

Mr. Casey said that Human Resources Director Crouse distributed a set of additional supplemental information from five of the candidates. He stressed that this is a work in progress, and DMG has been working with the Mayor and Town Council for two and one-half to three months with a closing date set for October 6th to ensure that candidates would submit their resumes. He said he was working with some candidates four or five days after that closing date. Mr. Casey said the Mayor and Town Council should have supplemental information for Mr. Bentley, Mr. Elwell, Mr. Monteith, Ms. Willis, and Mr. Spence. He said there are two individuals, Mair and Miller, who have not submitted supplemental materials.

Mr. Casey reviewed the process to date which involved developing a profile, using that information to prepare a brochure which was mailed to 176 individuals who DMG thought would be legitimate candidates or could recommend candidates to DMG. The profile included a description of the community, the position, several key issues and challenges, education requirements (the ideal candidate would have a masters degree in public administration), and a requirement for ten years experience with progressively responsible work experiences. He said all but two of the candidates presented in the list of fourteen had the equivalent of at least a bachelors degree with one having a law degree.

Mr. Casey said that as many as six people decided not to continue with the process because of either the Florida Sunshine Law or after DMG informed them of the job requirements. Mr. Casey said the five page list presented to the Mayor and Town Council represented the candidates who expressed their interest in the position.

Mr. Casey reported that DMG requested approximately twenty-five of the candidates on that five page list to supply supplemental information, and approximately three on that list have not supplied that information as of this date. He said that each one of these twenty-five candidates were interviewed on the telephone; however, face to face interviews have not been conducted with all of these individuals nor have a full set of reference checks been done. At some point, credit and criminal records checks will be done. Also, the Lexus system is used to generate information regarding an individual's work in the community. He said this high lights some of the issues not brought forward during the interview process and provides a "feel" of the kinds of issues these individuals have dealt with from a media perspective.

Mr. Casey said DMG would prepare packets for the candidates the Mayor and Town Council choose to interview. A set of recommended questions would be supplied before the interviews. These questions could be edited as the Mayor and Town Council chose. He said a brief 30-35 minute orientation meeting would be held on the day of the interviews to go over the questions.

Mr. Casey said the bottom line is that DMG has a list of fourteen candidates that are recommended to the Mayor and Town Council, and four of the candidates are currently in the organization with one formerly in the organization as recently as eighteen months ago.

b. Review of Recommended Finalists

After President McDonald polled the Town Council, he asked Mr. Casey to provide a thumb-nail sketch of the fourteen candidates.

Mr. Casey began with **Ralph (Bud) Bentley**, Assistant City Manager of Ft. Lauderdale. Mr. Casey said he was an assistant city manager in West Palm Beach between the time he was Assistant County Administrator in Medford, Oregon, and City Administrator in Rio Rancho, New Mexico. He said Mr. Bentley has been with the City of Ft. Lauderdale six or seven years and in the supplemental information addresses some of the issues relevant to Palm Beach in terms of maintaining the character of the community and beach restoration. Mr. Casey pointed out he has had assistant manager experience in a very large organization and has been the leader for five or six years in a significant community.

Mr. Casey continued with **Thomas G. Bradford**, Acting Town Manager - Palm Beach. He said he would place Mr. Bradford and Mr. Bentley in the "A" group to be considered.

Mr. Casey reported that **Peter Elwell** who had been with the Town of Palm Beach for twelve years until approximately eighteen months ago when he became the Township Manager for Roxbury, New Jersey. He said the issue for Mr. Elwell is his tenure with the Township of Roxbury, but he is prepared to be a serious candidate for the Manager's job in Palm Beach.

Mr. Casey said **Kenneth Fields** is an Assistant City Manager in Hollywood, Florida, where he has been for approximately six years. Mr. Casey said that Mr. Fields has had consulting experience, managing Arthur

Young & Company in Washington, D. C., and was with the Carnegie-Mellon business program.

Mr. Casey identified **Timothy M. Frank** as a planner for the Town of Palm Beach.

Mr. Casey said he would place both Mr. Fields and Mr. Frank in the second tier of candidates.

David F. Jakubiak was identified as the sixth candidate in the list of fourteen and serves as Assistant to the Town Manager for the Town of Palm Beach.

Mr. Casey said he was not speaking to any length on the internal candidates as the Mayor and Town Council would be more familiar with them than would DMG. He said Mr. Jakubiak would be placed in the second tier.

Mr. Casey said that **Andrew A. Mair** from Atlantic City, New Jersey, has managed both as a city manager (his current Business Administrator position is equivalent to that) and has done association work and his real strength is in the area of finance.

Mr. Casey ranked Mr. Mair in the second tier group.

David B. Meseroll, Jr. has a background managing developing communities in this region and has an excellent planning background as reported by Mr. Casey.

Mr. Casey said Mr. Meseroll was ranked in group two.

Mr. Casey said **J. Scott Miller** managed in Boynton Beach for approximately four years as well as several Florida communities and is currently in the Atlanta area, City of College Park, as the City Manager. His background includes work with community development and negotiating with other communities and governments.

Mr. Casey said Mr. Miller was placed in the "A" group for consideration.

William P. Mitchell, Assistant City Manager, City of Newport News, Virginia, has been in his position for the last fifteen years as reported by Mr. Casey and has played a strong role in ground breaking work under the leadership of the University of Virginia Management Institute. Mr. Casey said the fifteen years does raise a question for DMG but the organization is strong in management and is a very large organization.

Mr. Casey said that Mr. Mitchell was placed in the "A" group.

Mr. Casey said that **Michael Monteith** is in the Hampton Roads area as is William Mitchell that includes Norfolk, Newport News, and Hampton. Mr. Casey said that although Mr. Monteith has only been with the City of Hampton, Virginia, currently as an Assistant City Manager, he is a fine manager and someone to seriously consider.

Mr. Casey said Mr. Monteith was placed in the "B" group, partly because his experiences are all with the one organization.

Mr. Casey mentioned that **Robert L. Moore** is the Director of Planning, Zoning & Building for the Town of Palm Beach.

Mr. Casey said that Mr. Moore was also placed on the "B" list.

Mr. Casey went on to say that **Frank R. Spence**, City Manager of Miami Springs, Florida, has a long track record and worked for many organizations as a manager and has done consulting work in the state of Florida. He said that Mr. Spence would not be with the Town for 27 years but he is willing to make a five to seven year commitment.

Mr. Casey added that Mr. Spence was placed on the "B" list.

Mr. Casey reported that **Kerry Willis** was the Boynton Beach City Manager for two years, Lake Worth City Manager for three years, and has been with Hillsboro County since 1999. Mr. Casey said he thought she had the ability to manage, but she was placed on the "B" list, because the five or six people he mentioned earlier were stronger candidates.

Mr. Casey offered to speak about three or four other candidates depending on the direction the Town Council wanted to go.

Responding to President McDonald's question regarding Michael Monteith, Mr. Casey responded his name was on the "B" list. He said five names were on the "A" list with the balance being on the "B" list. The five names on the "A" list were: Ralph Bentley, Peter Elwell, J. Scott Miller, Thomas Bradford, and William Mitchell.

Councilman Brooks questioned why there weren't more applicants for the position and why only five on the list were actually city managers. He asked if that surprised Mr. Casey and did he have any feel for why more city managers did not apply?

Mr. Casey replied that Palm Beach was one of those special communities that people look at and either make a decision they can handle it or they are not going to take the time or put their names out there. He thought that said some positive things about Palm Beach. As to the number of applicants, the most resumes his company received in the last four years was for a police chief's position in Vail, Colorado, where everyone wanted to ski in the winter time. His company typically receives 100 - 125 applications for a position. Mr. Casey suggested the open Florida Sunshine Law and self selection played a part in the number of applications. Mr. Casey said DMG targeted city managers; however, many assistants who have worked in larger organizations were recruited because they were legitimate candidates.

Councilman Goldblum asked Mr. Casey how ICMA ranked the individuals?

Mr. Casey responded that ICMA does not rank individuals and tries to avoid that practice; however, they do encourage continuing professional development. Some of the candidates have been on committees – either at the state or national level, and that would be an indication of their involvement in their profession. He said there is no ranking system nor a certification system.

Councilman Wyett said he recalled the Town Council would receive approximately fifteen candidates from DMG plus any Town people who wanted to apply for the job. Councilman Wyett asked if there were any other "A" or "B" candidates from the long list of sixty-seven?

Mr. Casey replied he could recommend Ronald Owens, Town Administrator from Franklin, Massachusetts; Robert Hoffmann, Borough Administrator from Franklin Lakes, New Hampshire; and Kevin Smith, Director of Parks and Recreation from Miami Beach, Florida. He said he would add these three names if the Town Council wanted to stay within the fifteen candidate range.

Mayor Smith questioned if Mr. Casey considered that some of the candidates are receiving a much higher salary than the Town of Palm Beach pays as this would skew the Town's pay level if someone were hired at a higher level? She asked if those candidates were included just to round out the group?

Mr. Casey responded that questions asked during the telephone interviews were to make sure that they are very interested and what were their salary expectations. He said the candidates said they were willing to make some salary adjustments for the opportunity to work in a community such as Palm Beach and for the Council.

President McDonald asked if there were any comments from the public.

Mr. Alec Flamm asked what the geographic areas were for the search process?

Mr. Casey replied that the telephone and advertising search produced resumes from Seaside, Oregon, and all areas of the country. While the search was nationwide, the search concentrated in Florida. He said the position was advertised in the County Management's Association professional newsletter that comes out twice a month, and 25-30% of the people talked to were west of the Rockies.

Bruce McAllister commented that he had the pleasure of working with Peter Elwell, former Assistant Town Manager, on one of the commissions formed by the Town Council. He said he hoped he spoke for many of the Town's residents in saying that his name on the list and hopefully on the short list and that was a gift to the Town. Mr. McAllister said he was a pleasure to work with – intelligent, firm, cooperative, bright, and experienced in Palm Beach. He hoped to see his name on the short list.

President McDonald asked Mr. Casey to review the short list of candidates.

Mr. Casey responded the list of five included: Bud Bentley, Assistant Manager from Ft. Lauderdale, Florida; Peter Elwell, Township Manager from Township of Roxbury, New Jersey; Scott Miller, City Manager from the city of College Park, Georgia; Tom Bradford, Acting Town Manager in Palm Beach; and William Mitchell, Assistant City Manager from the City of Newport News, Virginia.

President McDonald asked if the Town Council wanted to accept the short list or were there additions or corrections?

Councilman Brooks said William Mitchell has been the Assistant City Manager in the City of Newport News, Virginia for the past fifteen years (1985 to present). He said that "jumped off the page" for him, but perhaps there were extenuating circumstances. He said that his concern was the fifteen years in one place, but has he applied for other city manager positions?

Mr. Casey replied Mr. Mitchell had not applied for anything recently that he was aware of, but he did know the manager he has worked with has been with the City for a long time and this manager is one of the national leaders in the profession. This manager was with Newport News until recently.

Councilman Brooks asked if Mr. Mitchell applied for the job?

Mr. Casey answered he did not get the job. He would have to check the details.

Councilman Brooks questioned with that long tenure in one city and if he weren't promoted, why he was on the "A" list?

Mr. Casey replied he was on the list because of the institution he works for and the types of things he has done, but the question was a good one. This is a work in progress, and he would want to acquire additional information from others regarding that process since he did not have an answer for that question.

President McDonald asked Councilman Brooks if he had any additions to the list?

Councilman Brooks responded nothing really jumped out to him, but his mind was focused on why Mr. Mitchell was on the "A" list, and he did accept Mr. Casey's answer.

Mr. Casey said the Council may not want to focus on the group of five but may want to move to seven or eight candidates, but it is possible that between this meeting and the time interviews are held, some candidates may move on to other things and perhaps the short list should be seven or so candidates.

Councilman McLendon said he liked the idea of having more than five on the short list to start.

Councilman Wyett said he noticed Scott Miller had five different city manager positions since 1979. He asked if he were a "jumping jack"?

Mr. Casey replied he was not and recalled he was offered another job approximately one year ago and declined because he had some unfinished work, but he is ready to move on at this point. Mr. Casey mentioned that sometimes city managers do not necessarily move on to larger populated areas but sometimes want new challenges. Additionally, councils change and situations make it so they cannot stay sometimes. Mr. Casey said he did not see Mr. Miller as a short term person, hopping from situation to another, and he has been in Georgia for six years.

Councilman Goldblum said he would like to add Bob Moore to the list as Bob had a lot of experience in the Town and can help the Council. He deserves a chance to be on the short list.

President McDonald said that is a short list of six people and requested any other names for expansion of the list.

Mayor Smith said it did seem like a very short list for this very, very important job. She said the Town Council is a very good one that is trying to come up with the best manager to carry on Bob Doney's legacy with the support of a very good staff. She said she would like to see a very full, comprehensive list of candidates before this very important decision is made. Mayor Smith asked Mr. Casey if has personally met all of the candidates?

Mr. Casey replied he had not as this was work in progress and would be doing that during the next ten days to two weeks. The first window of opportunity for interviews is November 15th or 16th. He said he met five or six of the individuals.

Mayor Smith asked if Mr. Casey placed any of the candidates in their present positions?

Mr. Casey answered that interestingly enough he had not.

Councilman Brooks said he would like to see a couple of names added. He questioned if Lee Evett, former Town of Jupiter Manager, was an applicant?

Mr. Casey replied he was.

Councilman Brooks asked if Mr. Evett took himself out?

Mr. Casey said he was not included by DMG Maximus, but he was interested at one point.

Councilman Brooks noted that Michael Montieth who is on the "B" list spent seventeen years as the Assistant City Manager of Hampton, Virginia. He said these are red flags, but if there are extenuating circumstances, those should be made public, and either this person has been very comfortable being number two which the Town is not looking for or he has been "Peter Principled" out. Councilman Brooks said that may seem harsh, but common sense dictates that logic.

Mr. Casey responded that both Hampton and Newport News have had long tenured managers and a number of assistants, but he was not aware of the circumstances with Montieth who would have been number thirteen or fourteen on the list of candidates.

Councilman Brooks requested Mr. Casey to take another look and find another couple of candidates to add

to the existing list of six.

Mr. Casey said he mentioned three names in response to Councilman Wyett's question: Robert Hoffman, Ronald Owens, or Kevin Smith.

President McDonald requested that Mr. Casey provide a thumb-nail sketch for the three candidates and update the Council on the Receipts Progress Meeting that was handed out.

Mr. Casey reported the following:

Robert Hoffman is the Borough Administrator in Franklin Lakes, New Hampshire. The community is wealthy – the wealthiest community in that state – has dealt with historic preservation; with development issues; and the community has a high standard for public services. Palm Beach is an organization and community that acts and plays much larger than the actual population. Mr. Hoffman is in a community of about the size of Palm Beach but New Hampshire is a different ball game from this part of Florida.

President McDonald questioned if Franklin Lakes was in New Hampshire or New Jersey?

Mr. Casey apologized, noting that Franklin Lakes was actually in New Jersey and is a community or approximately 10,000 with 70 employees; zoning minimum of one acre lots; and is on the west coast of New Jersey.

Councilman Wyett said that 10,000 population is really about one-third the population of Palm Beach which reaches almost 25,000 during season which requires services for that amount.

Mr. Casey responded that at some level regarding quality of community it may be a match.

Ron Owens, Town Administrator from the Town of Franklin in Massachusetts, is a very well organized individual. Mr. Casey said he has met him personally and checked references. He is a very thorough and rebuilt an organization; although he has not worked with the quality of citizenry that Palm Beach has, he is a solid manager.

Councilman Brooks added that it is a small town that becomes increasingly a bedroom community of Boston.

Kevin Smith, Director of Parks and Recreation for the City of Miami Beach, Florida, has done a lot of work with beaches and the physical aspect of the community. He is well regarded.

President Pro-Tem McLendon requested Mr. Casey expand on Kenneth Fields, the Assistant City Manager from the City of Hollywood, Florida.

Mr. Casey replied he has been with the City of Pittsburgh after he graduated from Carnegie-Mellon. His background is more finance and budget, but he is the Assistant City Manager in Hollywood, Florida. He said his work with Arthur Young, a management consultant, allowed him to look at many organizations. He has been in his present position approximately three years.

President McDonald asked Mr. Casey what the cost would be and the timing if the Town Council wanted to consider additional applicants?

Mr. Casey responded there will be no additional costs. DMG will continue to work with the Town until the Town has someone on board. He said he would like another thirty to forty-five days maximum to do that. He offered to have the Council consider interviewing this group and then asking for more candidates or simply recruit additional candidates now before interviewing.

c. Short-Listing of Finalists

President McDonald polled the Council regarding moving ahead with the present candidates or enlarge the search?

President Pro-Tem McLendon replied he thought the present candidates were sufficient.

Councilman Brooks said he did not want to prolong the process, but he would like to see two or three names if that would be possible from the existing roster. He recommended that Mr. Mitchell's name be removed from the "A" list. He said he thought the Council was wasting their time with him.

Councilman Goldblum said he thought the Council should go ahead with this list and if not satisfied at that point, continue with the search.

Councilman Wyett confirmed that Mr. Mitchell's name should be removed from the "A" list. He said he would shorten the list at this meeting but allow DMG to continue to look only at outstanding candidates.

Mr. Casey said he knew of one individual who did not want to put his name forward unless he was assured

that he would be moved to the short list. He is not a candidate but Mr. Casey wanted to talk to him over the next two weeks to possibly include him in a short list of six or seven. Mr. Casey said that potentially one or two people are out there the Council might wish to consider.

President McDonald recapped that there are five candidates on the short list and asked the Council if they wanted to add any of the three candidates that were mentioned on to the short list? Specifically, Hoffman, Owens, and Smith?

Councilman Brooks asked for a hardcopy of information on any of the three candidates.

Mayor Smith asked for the five names of the people who were on the short list.

President McDonald replied: Bentley, Bradford, Peter Elwell, Scott Miller, and Robert Moore. He suggested any of the three mentioned candidates could be moved up. President McDonald asked Councilman Wyett if he thought the Council should go with the list as is.

Councilman Wyett responded affirmatively that the list included at least five good candidates, and unless another five candidates could be found that were equally as good, the process would be complicated and delayed. He suggested spending time deciding among the five candidates rather than disburse efforts.

Councilman Goldblum agreed with Councilman Wyett.

Mayor Smith said that was fine.

President Pro-Tem McLendon responded affirmatively as did Councilman Brooks.

President McDonald affirmed that the Mayor and Town Council would go with the five candidates named on the short list.

Councilman Wyett clarified that if any outstanding candidates appeared, they would be considered in addition to the five.

President McDonald concurred and noted that Mr. Casey was going to speak to one unnamed candidate to possibly add to the list of five.

d. Setting of Interview Schedules and Procedures

Mr. Casey said that in response to Mayor Smith's question, if November 15th or 16th was the first window of opportunity, he could contact the five to appear for interviews then. He added that five interviews could be conducted in one day; however, seven or eight interviews would require two days. He recommended the candidates be invited to Palm Beach a day ahead of the interviews with staff providing a tour of the Town.

Mr. Casey said a second window for interviewing would be the week of November 27th—either the 29th, 30th, or December 1st. The latest times would probably be the week of December 4th—December 6th, 7th, or 8. Mr. Casey said DMG could have materials to the Town Council by November 15th – the day after the November Town Council meeting.

Robert Moore, Director of Planning, Zoning & Building, said the Town Council chambers are reserved on November 15th for the Landmarks Preservation Commission meeting, and November 17th is the date scheduled for the Architectural Commission meeting in the chambers. He said a Zoning Commission meeting is scheduled in early December; however, that could be postponed depending on the date selected for the interviews.

President McDonald suggested that perhaps the week of November 27th looked like the best time to schedule interviews.

After polling the Mayor and Town Council, President McDonald said interviews of the candidates will take place on Wednesday, November 29th, at 9:00 a.m. with a half an hour at the beginning of the meeting scheduled for orientation including a discussion of the questions that will be directed to the candidates by the Mayor and Town Council. A reception will be planned for the candidates on Tuesday, November 28th.

Mr. Casey said his goal is to have books (information) for the Mayor and Town Council by Monday, November 27th. He suggested the Town Council not have a public meeting on the questions, because that would telegraph the questions to the candidates.

Councilman Brooks reiterated the checks (references) that will be done for the candidates will be “outside the box” on the listed references. Councilman Brooks requested that Mr. Casey pull from the newspaper morgues anything on the finalists with the exception of the local people. He said that can be revealing if there are either news stories or editorials available.

Mr. Casey agreed to do that and noted the search can go back as far as twenty to twenty-five years.

President McDonald asked for Public Comment. There was none.

V. ANY OTHER MATTERS

There were none.

VI. ADJOURNMENT

The meeting was adjourned at 12:01 p.m.

Mary A. Pollitt, Town Clerk