

MINUTES
CITY COUNCIL WORKSHOP
CITY OF ARCADIA
MONDAY, APRIL 19, 2010
4:00 PM

The Deputy Mayor called the special meeting to order at approximately 4:00 PM with the following members and staff present.

Arcadia City Council

Deputy Mayor Robert Heine
Councilmember Lorenzo Dixon

Councilmember Keith Keene
Councilmember Sharon Goodman

Arcadia City Staff

Interim City Administrator Shelly Baumann

City Recorder Dana Williams

The Deputy Mayor announced that the Mayor was absent due to illness. Councilmember Goodman gave the invocation.

The purpose of this special meeting was to interview candidates for the position of City Administrator. The first candidate scheduled was Lawrence Cavallaro of Lakeland, FL. The City Recorder read each question to the candidate. Following are Mr. Cavallaro's responses:

1. How do you interact with members of the City Council?

Cavallaro: Well, the first thing I'd like to say, interaction at least positive interaction is imperative to move the City forward. So you have to have that. I think you need to have a positive interaction in regards to being trustworthy and honest and in the forefront. But as a City Administrator I think I would set up a formal process to keep the Council informed in writing - probably in a weekly or bi-weekly report. So that there's no surprises, so that the Council knows what's going on, how the City's progressing and what projects we're working on and how this progress could be updated. I also encourage participation and input and direction. And I would solicit that. I also would make time for at least set up an open-door policy for Councilmen to come in and speak and Council-ladies to speak with me if they have any problems with anything. One-on-one, face-to-face conversations. So we can air any problems or I can answer any questions or clarify anything. So I think that would be my approach to that.

2. Describe your management style and what approach you take when making decisions that impact the administration and operation of the municipality.

Cavallaro: Well, I kind of have many management styles but I'll give you some of my traits that could best describe me. First off, I try to hold people to the highest expectations. By doing that, I have to lead by example. So if I want them to be high expectations, I need to be. I also help people in their work by setting goals and objectives. And I try to help them in that area. I try to and check out and understand what their strengths and weaknesses are to that we can get them where we need to get them. Alright? Of course, I encourage participation. I view

success, actually I celebrate successes and I view mistakes as an opportunity to learn something. I don't down mistakes. We're going to make mistakes and I think that's how we learn and just basically speaking, that's my take on things. I'm a transformational leader that believes in communicating and motivating and empowering people to do the job and basically be a facilitator from that.

3. Share with us your experience in fostering positive relations with council/commissioners, the public and other governmental entities. Include an example of your consensus building skills and a demonstration of effective communications.

Cavallaro: Can I get that question one more time? (Recorder: Sure...) Before I do that, was there a second part of a question that I missed? (Recorder: "include an example of your consensus building...") No, on the first one, the question before that. Was I ok with that? I finished that question? Ok, I'm sorry, go ahead. If you would just give me that one more time I'd appreciate it. (City Recorder repeated question #3) Ok...I would think that I'd have a....basically when I'm in the office, I've held several different positions so I'll kind of bounce it off either on. I was a Public Safety Director or Police Chief and also an Interim City Manager. Ok, but when I was in the office I made it a point that if I was there and a citizen or Councilman/Councilwoman, Councilman wanted to come in and talk with me, that I'd make myself available. I'd make it a habit of returning telephone calls. That's probably one of the worst things you can do is not return a telephone call. You'd be surprised how bad you break up communications with people when you fail to call them back. I can't tell you how many times people have thanked me for calling them back, like they'd never been called back before, you know? But you need to do that. You need to call people back. Ok?

I used...I'd set up a - some type of day on the side for employees to come in and see me. Like an open house, an open door policy for the employees. So that if they can come and talk to me, I'll set a day aside, make an appointment time and date - like on Thursday, I'm going to talk to the employees to make sure everybody's on board with what they want to do. And those are some of the things I would do.

To give you an example, and this was kind of a learned experience for me, at the City of Mulberry I took on the responsibility of being an Interim City Manager and they were having some tough times. In one particular situation there was a developer that was trying to build 6,400 homes in the City and because of the fluctuation of managers, it kept being put on the back burner. And they were getting frustration and they were getting disinterested. And that's a sizeable development for a city that has 3,500 people. To bring 6,400 homes, it's a big deal, you know to make sure that thing happens. So what I did when I got in there is I set up a team, a Mulberry Team, ok?, and we got the City Attorney, we...I got a hold of my Building Official, the department heads and myself and I made contact with the developer and they brought in their team. We met two or three or four times in regards to what was going on and we assured them that we wanted them in the City and we wanted to see the development grow. And as a result of that they again, they became interested and they decided to annex the property into the City. And I facilitated that. But the interesting part of that is, they also, after talking to them, they also gave us...there was some water issues as far as capacity, ok?, but they also gave us the ok that they would build us a water plant. Ok? Or fix the one that we had. Ok? In order to bring that in, and I thought that was a big deal. They paid for a planner, a City Planner to come in and help the City, to make this thing - to put this thing together. Which I

thought was a big deal also. And I deferred, being the good manager that I was, I deferred the cost, ok?, of all the stuff that needed to be deferred to the developer instead of the City. So if our Attorney had to come in in regards to this particular developer, the cost was on the developer instead of the City. Ok? Takes some of the burden off the City as far as expenses. It worked out relatively well, they were back on board and we did pretty good with that.

4. Describe your greatest professional success and disappointment or failure. What would you do differently today? What was the chief lesson learned?

Cavallaro: I got some thirty odd years in law enforcement. I think I've had a lot of good successes and some of them aren't as grandeur as others but you know, just to... just to help somebody, some elderly lady that her mailbox got ran over and put it back up for her, to me is a big deal. Ok, but I'm going to answer your question now instead of beating around the bush. One of my greatest successes was recently with the City of Mulberry. I was...knowing how Council meetings go and so forth, and the City was a little bit...I came into the City as a Police Chief and it was a little rocky - politics was a little rocky -and that can be expected, I came from a bigger agency, so I kind of tried to hide in the back of the room, the next thing I know I'm the City Manager. Alright? But it was ok, the City was in trouble, they were about a half-million dollars in deficit, alright, and I was able to, within a four month period of time I was able to bring them out of deficit and put a million dollars in reserve, uh in the bank for them. And I didn't do it alone. What I did was I put together a team concept, where everybody kind of dove in and helped and we looked at bank statements, what kind of interest we were getting and I used my police, my police background to collect \$600,000 in impact fees they forgot to collect. Ok, so we did some things that we had to do in order to get the city right. I think it was just a matter of organizing. I put together a program so they'd have a Human Resource Department, they didn't have a Human Resource Department, it was only one person but it was something that was needed. I just reorganized the City and I reorganized some banking—it was a \$2.9 million loan that needed to be refinanced, I don't know what the heck they got that thing -it had to be fixed so we got a good interest rate and we got better terms, and by doing all this we were able to go from five hundred thousand dollars in deficit to a million dollars in reserve. So I thought that was a pretty good accomplishment. Again, I didn't do it alone, I got everybody together and said "Help, you know I need your help, we need to do this thing". The City Attorney, who normally sat in the background jumped in there and helped out. He helped when he had to but unless you drag him in, you know, he jumped right in there so we did some good things.

One of my disappointments and it's, it was kind of a bad thing is when I was a Police Chief we got a relatively new K-9 unit and we lost a K-9 - the dog died because of equipment failure. Well, that was devastating because I can tell you people don't like when dogs die or animals die. But the point is, I looked at the policy and reviewed the policy that we had in place and we could have did a few things a little differently to protect that K-9. It just wasn't specific enough to have prevented that particular problem. However, a good thing came out of it because I learned that if we're going to protect our animals, we need to get a little more specific with our policy and review the policy every so often. The second thing is our policy was very similar to everybody else's policy so based on our misfortune all these agencies looked at that and said "You know something? We better fix this thing before we end up like poor Chief Cavallaro having to explain why his dog died." So a good thing came out of it because those folks started to adjust their policies, ok, and there was less alarm for the

situation. But I'm a little stricter when it comes to policies and the specifics and that's the lesson I learned in regard to that.

5. Tell us about your experience with budget preparation and implementation. Describe how you make budget reducing decisions while maintaining effective level of service.

Cavallaro: Tough question. But I will tell you this, I've got a lot of experience in budget implementation and budget preparing because #1, I prepared the budget as City Manager for the entire city and implemented that. I prepared the budget as a Public Safety Director which is multiple departments - Police and Fire, Building and Codes. I implemented and prepared budgets for the Police Department as a department and as a Lieutenant with the Polk County Sherriff's Office. I had a unit experience. I kind of had experience at each level. So...and basically, what I looked at when I did that was #1 what is the function of what we're doing, what are the accomplishments we had last year, ok and what do we want to accomplish next year and so those are some of the things that I look at. But when making decisions in regard to effective service you have to plan ahead. First of all, hopefully at some point there was a strategic plan done and you could adjust and bounce off of that. But if there wasn't, what you have to do before you make that decision, you got to see how it's going to affect you. And let me give you an example. Let's take the police department because I'm most familiar with that. If you have to pull, if you have to move a 9-1-1 operator, it's not going to affect the services. If you have to take a law enforcement officer off the street, is that going to affect the services? These are things that will affect the services. Is there something else we can do not to do that? Maybe look at future training and cut from the training budget a little bit where it doesn't immediately affect things. Ok, or look at overtime and see if we can cut down on the overtime or even do a budget review and reconcile some of the expenses that we've had to see if we could do something there. But those are some of the things that I would try first. There are some situations that are impossible, that are tough to deal with but I think the important thing is before you take the hatchet and cut something you need to find out what it's going to do to your people and what it's going to do to the City.

6. What are some modifications or interventions you would use when the city is experiencing financial difficulty?

Cavallaro: Well, first, I would go back to the monthly review. I sit down with department heads and we do monthly reviews and reconcile expenses. That needs to be done anyway on a monthly basis to see where our money is going and if we're really spending it the way we ought to be spending it. There's a way to....and I'm not picking on department heads because I was one, ok, so it's tough when the boss comes to you and says "cut a half-million dollars out of your budget - cut fifty thousand dollars out of your budget" you know what the department head says, right? "Oh that guy's crazy, I'll never be able to do that. I've barely got what I got right now" so I will tell you that the decisions to do that is tough...I've lost my train of thought a little bit on that...I'm going off (City Recorder: modifications and interventions...) Some of the modifications I would do is I'd put a stop, ok, and let me try to explain that to you. Over time could be spent all in three months or it could be spent throughout the year. Ok? When we see those types of things happening, when we see overtime going from "Wait a minute, guys, you've got three months of overtime and you've spent four months of money". That's....so somewhere along the line we'd put a stop on that. Ok, another thing I would probably do is I would probably take one more level of authorization on spending. In other

words, it depended on the size of the city, if the public works person wants to spend money before he makes that money, he needs to see me and we need to talk about it. And we need to make sure those expenditures are going out. Not because I want to stop the individual or I want to micromanage the individual, it's because we're in financial difficulty. So if we really need that nut or bolt, let's get it. If we don't, let's wait. That's just a really small example.

7. What are some examples of financial strategies you have found to be successful when preparing a city budget?

Cavallaro: Well I think you need to make sure your financial streams are up to date, your revenue streams. You know that you're getting the right amount of money in and they're all set up, ok, and so on and so forth. You need to set up some scenarios with your department heads saying "what if... ok, you're preparing a budget, what if you got this budget and this happens? What would you do? How would you make adjustments?" Ok, you know, some table top stuff is pretty good and that's something that I, that I would probably look at doing. Strategic planning is something that needs to get into the mix somewhere. Strategic planning with the Council, strategic planning with the entire city. Everybody needs to know what we're going to do for the future. You know, what does our money look like four or five years down the road. Where do we want to be? Ok, are we going to have a bullet train running through town. Ok, if you don't prepare for that you're going to be standing on the track and it's going to run you over. Ok, so that's really the basis of strategic planning and we would do that. I mean we would sit down and go over that and that would be my job is to make sure that Councils involved and make sure the employees are involved and the department heads were involved and that everybody's on the same page.

8. Tell us about your experience managing assets. Include examples of how you would manage city property and facilities.

Cavallaro: Again, that's part of my expertise because the assets that I had to protect were guns and stuff like that so it's important to have good notes on that. When I was a Public Safety Director with the City of Mulberry, I had an inspection policy in place. Monthly inspections of all city property, ok, and all city facilities. And we're going to do that, we're going to do it in writing and we're going to make sure everything is working. At least a quarterly inventory and audit. A policy that has a quarterly inventory and audit - that needs to be done. We need to know where we're going, what our stuff is doing, what it looks like, we need to make sure it's there. These are all important things that have to be done. As far as maintenance is concerned, we need to have some maintenance records, have good maintenance records. We need to have a tracking system and I had one over there in Mulberry that numbers each piece of city property with a number. So that when you punched it in or you looked at a piece of paper, you could say "Number 4445 is this screwdriver". I'm not going to get that...ok we're going to look at the bigger items, but...I promise we won't tag every screwdriver but the point is have a number for it, this way we can find it and we know where it's going. And you know, even people lose stuff, even if you lose it we know what to replace and what not to replace.

Another thing we need to have is a schedule of repair and replacement. All right? Don't wait for the car, the police car, to run off its wheels, you got to have a replacement program for that stuff. This way the city doesn't get hit in the face with needing eleven police cars. Whoa!

Where did that come from? Eleven police cars? What happened to the eleven you got? Well we just paid \$150,000 in repair bills on them. Well you need to have a schedule so that we know when a roof needs replacing on City Hall, when a car needs to be replaced, when a bulldozer needs to be replaced. Ok? And we do that by keeping good maintenance records and a written schedule.

9. What experience do you have with grant applications and implementation?

Cavallaro: Personally, I have about experience \$1.2 million. And that's pretty recently and that \$1.2 million was...consisted of...I applied for...I received and I implemented at least ten law enforcement grants. Ok, we got radar units, communication equipment, guns, cars, we got crime scene technician equipment, and we got various law enforcement equipment. Again, going back to being put in the City Manager position at Mulberry, I found out that we had some block grants - and I'm sure you're familiar with what the redevelopment grants are - nobody messed with them. So I had to do an amendment to get multiple years, I had to get an engineer and what we had to do was we had to come up with a project so I wouldn't lose that money. So we put multiple years together and we were able to salvage that money and build a park and a path, ok, and stuff like that. So we took those multiple grants and rather than lose them we put them back together. There was also a state grant I implemented for about \$680,000 for water and wastewater repair. Ok, I didn't write that grant, I don't want to claim it, I did implement that and the total was about \$1.2 million. I personally believe that you need to go after as much money as you can. And if you can't do it yourself, find somebody who will do it. And you can find people that will write grants if you're not that good of a writer. I think I can do a pretty good job with it but there's nothing wrong with having two or three people out there helping you write grants. In fact, I already talked to somebody about it - about writing grants for the City of Arcadia. She's a friend of mine so I was trying to get a freebie from her. But she's a good friend, good friend, worked at Sheriff's Office for a long time.

10. Share with us an experience where you were confronted with changing local conditions. How did you adapt? What was the outcome?

Cavallaro: You know there are two things that came to mind with that question. One of them was political and one of them was economic problem. Ok, the economic problem wasn't really a problem because what we did was we started getting together and saying "look, we're not going to have the money, we need to either start cross-training people or we need to start working smarter." Ok, because we ain't going to give up, throw our hands in the air and say "we're not going to be cops no more or firemen." It doesn't work. You got to find ways and that's part of leadership. You find ways to do the job. And you don't...you do that by brainstorming and problem solving and getting out there and doing what you have to do to get those good ideas out of people that you don't think have good ideas. So let me tell you something, I've gotten better ideas out of other people than myself. And that were in lesser positions, you know deputies, police officers...they've got some great stuff. But you got to solicit it out of them. So brainstorming and problem solving but we did a good job as far as that's concerned. And that's how we made adjustments in the economic changes. You got to take leadership and you really got to stick your head up to do that stuff.

The political stuff? Changes in Council, votes and stuff like that I just stay neutral. It's business as usual and I stayed the heck out of it. I don't know nothing about it, don't care to

know anything about it. I've got a job to do and it's really none of my business. So those changes I took a neutral position on and I'm sure that everything worked out well as far as that's concerned. So that's really what I can offer as far as that question is concerned.

11. Tell us about your ability to handle yourself in a crisis. Give us an example of skills you used to deal with the matter and what was the outcome.

Cavallaro: Well, first of all I have an array of training, FEMA training, incident command training, and critical incident training. I was also a hostage negotiator but more so I was in a command position through three hurricanes. Jeanne, Charley...the three hurricanes that came through? I don't know how bad you got it, but Polk County got it pretty bad. Marco got it bad, Lake Wales got it bad. But I used my leadership ability to coordinate the recovery efforts there. And I want to say it was successful because people came home and we kept everybody safe. So I don't think we lost anybody. We lost a little property but that doesn't matter, we can get that back and I was a boss in those three hurricanes.

I'll have to bring my...your attention back to the leadership...I guess the second thing is the...I keep saying the same thing over and over with the Mulberry thing but...I'm afraid that's what happened. Ok, I went in there and was able to turn that situation around. I got experience with problem solving and leadership in that area, of course I needed some help in that area and I was able to take my leadership abilities and utilize my leadership abilities to get that done. And it was imperative that we got it done quickly so it was like a four month period where we turned that around. I don't want to be repetitious...did I answer the question to everyone's satisfaction? Did I miss any parts of it?

12. What is your vision for the future of the City of Arcadia? Where do you see yourself in facilitating its development?

Cavallaro: My vision for the City of Arcadia is to grow and develop into a champion city - the champion city in the state of Florida. That offers the best...I think...probably the best quality of life second to none. Ok, now, that's my vision and I think, I don't even think I have to explain this part, I think I'd be in the forefront leading the charge. I'm good at leading the charge and I think I'd get in there with the community and I'd get in there with the Council folks and I'd get in there with the employees and I could coach and I could say we are the best and I could push us towards that. Ok, I believe in being the best at what you do. And I think Arcadia could be the best at what they do. It's just a matter of getting the right leadership and getting the right teamwork going and I think we could make a great difference.

13. How do you monitor the city's progress?

Cavallaro: You know, a good way to monitor the City's ...I'd probably try to hit one of these community...first thing I'd do is get a community survey out there. And find out what's...how does the community feel about how the city's running and the city's progressing. You got to look...you always got to look at the numbers. You know, back to looking at the budgets on a monthly basis, see where we're going, see where our projects are going. I'd...we used to use a, what we'd call a citizen advisory committee, ok, and they were a great source in telling you what was going on and how they thought the city was progressing. Ok, and then of course, like I said, in the numbers. You got to see what we're doing in the numbers, how we've

grown from point A to point B and that would really be my job but I think you really need to get out there and find out who your stakeholders are and how they feel we're progressing.

14. What techniques do you use to support cultural diversity in the work place?

Cavallaro: First of all you've got to be a leader in that, you've have to be the person that leads by example. Ok, we need to make sure that the city has an equal opportunity employment policy in place and it's important to have that because sometimes you can't get grants without it. And that's not the only reason to have it, but it's one reason to have it because there's some folks, especially FDLE that want you to have that in place in order to accept grants. Ok, so that's an important thing to know.

I would put together a policy that allows for, you know checking on violations, where people can report violations, ok and those violations be tended to. I would...see if I missed anything...I think I've covered what I want to cover on that. Just making sure there was a policy in place and oh training, training. Making sure we have a training once a year where everybody understands diversity. And it's not, it's not a tough subject. I'm an instructor, police instructor and I had the opportunity to train in human diversity. It's about respecting people, ok, regardless of culture they have the right to be respected. Ok, and I think you have to make that a city wide thing.

15. Why do you want this position?

Cavallaro: Well, I think you guys already know that I have extensive experience as a Public Safety Director. I have, I really enhanced my abilities by obtaining my MBA and I'm a Certified Public Manager, and I had the opportunity to manage in some very bad times. Ok, I was kind of thrown into the fire and it was exciting to help the city get out of that jam. I saw a challenge there. I see a challenge here. Ok, I'd like to be part of working with the community to make Arcadia a better place. And that's why I've kind of switched a little bit on my, on my profession although a lot of it is intertwined anyway. But that's the reason why. I think I can make a difference in Arcadia, I can bring my skills here and if nothing else, I can entertain you. So that's why I would like to be the Administrator/manager here.

Councilmember Dixon asked Mr. Cavallaro to expound a little more on his answer to question 13 regarding stakeholders and monitoring the city's progress. Mr. Cavallaro responded as follows:

Stakeholders would be the businesses, maybe the local businesses, ok, the people that live here, the people that visit. Ok, the people that have interest, anybody that has an interest in Arcadia, ok, you know, needs to be a part of knowing...helping us to know whether or not we're progressing. Ok, stakeholders would be councilmen, councilwomen and employees, ok those folks will tell you...employees will tell you best how things are going, how things are progressing. So that...is that....did I explain that enough?

Councilmember Goodman then asked for addition information regarding Mr. Cavallaro's vision for the city. His answer is as follows:

Ok, I'd like to be able to see Arcadia as a place where people want to live, they want to

come here. I'd like to see...for a lot of reasons, I'd like to see people on vacation wanting to come here. Ok, maybe getting heavy on some grants, and getting some beautification programs going. And getting some programs going for the kids, maybe get a YMCA going or something like that and that's why...if you come to Arcadia, Arcadia already has a lot of great things. Number one, it's the center hub of everything in DeSoto County. You got everything here and you could really feed off of that. You could feed off the county, although I bumped into a Mayor one time and he says "oh, I'll never deal with the county". But that's not it, you work together, ok, and you feed off each other and one hand washes the other, and because the county seat is here, and the county and the city are so intertwined - this is the only city in DeSoto County, you know I think you could get some things going on and you could build some parks. You know you want people to be able to get us and say "you know where we're going today? Arcadia. Let's go to Arcadia." And that's really what I was talking about. And I can get excited about something like that.

The next candidate was Jeffrey Norris of Arcadia, Florida. His responses are as follows:

1. How do you interact with members of the City Council?

Norris: I believe I've known everybody on the City Council very well. Mr. Heine, I've seen you at the occasional funeral, I don't know you as well as I...but I feel really good about the City Council here, this city is well represented and I say that whether or not I was interviewing for the job. I believe I know them all very well and feel comfortable interacting with them, each and every one of them very well. Keith, I know we toured the court house and so, but again I feel comfortable with everybody on the Council.

2. Describe your management style and what approach you take when making decisions that impact the administration and operation of the municipality.

Norris: I believe in surrounding yourself with good people and leaving them alone to do their job. I believe that if I do a good job of hiring on the first, on the start up, obviously I'm coming in new to the operation, organization, but I feel that the preponderance of most people in place know what they're doing and I have a lot to learn from them. But at the same time, they need to do a good job of supervising their people, provide good solid leadership, disciplinarian in everything they do and let them do their job and pull them back if they need talking to.

3. Share with us your experience in fostering positive relations with council/commissioners, the public and other governmental entities. Include an example of your consensus building skills and a demonstration of effective communications.

Norris: I'd say...I'm not sure of a very formal illustration I can really...I know we really wanted to put our best foot forward when the distribution center was coming through to town -- the Wal-Mart Distribution Center - and being a good citizen at the store really would really make or break whether or not that was going to be a smooth transition into the county. And I believe it's good business being a good corporate, being a good business partner with the city anyway. But really making sure that we were having a good dialogue, being a good partner, again operating with integrity, supporting every function we possibly can, just being in there to be an asset to the city and not a liability. Again moving on from the small store to the supercenter that was obviously from a city to a county change, but again we tried to work with

the city in a very productive manner.

4. Describe your greatest professional success and disappointment or failure. What would you do differently today? What was the chief lesson learned?

Norris: I believe my greatest success...I assume was the role of being a store manager. That kind of was the pinnacle of what we were working towards as assistant managers and co-managers and working our way up the ladder. So I mean, I'd set a goal to be a store manager by the time I was 30, got it when I was 31, but I did achieve that goal. Just making that...achieving that goal felt very good.

In terms of disappointment, I would say kind of the changes that occurred over the company – and again, I really don't have a bad thing to say about Wal-Mart – but over time it's a lot more fun to become #1 than it is to be #1. And a lot of it came to be less about buying and selling merchandise and more about staying off the compliance list. Really, it wasn't fun anymore. So 26 years, I think that was a pretty good run so, I thought that...that felt...I wanted to maybe stay a little longer but TG&...Target had made a good, had made a good offer and I went to them. But my biggest regret is maybe I would have left on a little different terms, but it wasn't bad it was just disappointing.

5. Tell us about your experience with budget preparation and implementation. Describe how you make budget reducing decisions while maintaining effective level of service.

Norris: Well, ok at the store probably when I left the supercenter we were at a \$53 million budget. The, again, everything's, when the money's coming in the really budgeting's not a problem. It's...you just project what your gross has been averaging...seven, eight, nine, ten percent gross and everyone's pretty happy with...and it's pretty easy to run a store under those circumstances, to run any business but when you start having a drop in ...well the economy as it presently stands now, it's very challenging. Any time income drops it puts a pressure on the expense line. You have to make decisions which...the most obvious one that affects everyone is payroll. And that generally that is the largest expense you have to encounter. And that's one I don't take lightly. I know that affects people so if attrition can play into the fact...into the situation, then we'll try to work it that way. But to have a fair plan in place, that is consistent across the board is the best way to do it whether that's last in, first out or if you have to reduce staff or whether it's...you have to combine departments whatever you have to do. To have one person run two areas instead of one and just...you have to come up with different ways, you just have to reduce your expenses or you're just not going to make it.

6. What are some modifications or interventions you would use when the city is experiencing financial difficulty?

Norris: Well, again I think we can pretty much see that this city is going to see some tougher times with the amount of vacant properties, the property taxes; everything's going to be pointing toward the more difficult, more difficult season. Again, I think you have to look at payroll if you're going to reduce the expenses any way shape or form. If that's...to just put the brakes on hiring right off the bat. We all see it coming, so I think it would be wise to just not replace anyone and see if we can move people around. Again the...I'm sure we're already on watching every expense and supplies, but maintain a low inventory on your supplies. And

definitely stretch out your ability to pay for things if you haven't tied everything up in inventory...so...

7. What are some examples of financial strategies you have found to be successful when preparing a city budget?

Norris: Well to prepare a budget, again, a supercenter budget and a city budget I would say have a lot of similar numbers. In preparing that budget, obviously sales is the first thing coming in which in the city would be the taxes and our other ways of income. But you've got to start with that, see what your expenses are going to be and make an intelligent prediction of where you're going to be and you know where your infrastructures' weaknesses are, and you know what you're going to have to work on, and hopefully...hopefully hit it right because there are some unexpected things that come along. I noticed the project out here on 17, I'm sure that's going to cost us a bit. And you know there's going to be unforeseen things so saving money as a general rule was probably the best way to prepare a budget and to maintain your everyday operation.

8. Tell us about your experience managing assets. Include examples of how you would manage city property and facilities.

Norris: Probably the distribution center is probably where we had the most real stressors on ensuring everything was utilized properly. The trailers couldn't sit empty. The trailers had to be...if you didn't need them at your distribution center, they needed them at another. You had to make sure those were all maintained, if they were refrigeration units, whatever the case they had to be operating and operating correctly. One bad refrigerator...uh, refrigerated trailer and you've got several thousand dollars that are just gone. So cold chain...anytime you're talking food, you're talking critical need to make sure your equipment is all in good condition. Whether that was the facility itself or again, the containers. Making sure that when the containers ship, they were all completely loaded, you didn't have - you weren't hauling air. And that was a big thing as well to make sure we were very efficient in our use of all equipment, the driver's time, everybody. Just to make sure we didn't pay, you pay unnecessary overtime, we were fair in our assignment of drivers and again making sure the trailers were full and safely stacked.

9. What experience do you have with grant applications and implementation?

Norris: Well, at Wal-Mart we were fortunate in that I really liked...this is another thing the company has kind of gone away from...but I really like when I was there, we were really able to pinpoint our grants. Where were going to spend money in our community. Now they're kind of going nationally to the charities and just throwing money to the cancer society or whoever and it's all...it's their new strategy. Because handling it at the store level or distribution level is a bit cumbersome. But it's very effective and I know, I believe that the people that run in the stores know who's a charity with integrity or who's going to make the most impact and I spent a lot of time trying to make sure I was a part of that. I really enjoyed that, as a matter of fact that was one of my favorite parts of the job whether it was DCYAA or just our city grants for the police and the fire at that time and just to try to help out where we can and make sure we've pinpointed it and it was a huge badge of dishonor if you had a \$30,000 budget and you didn't spend all \$30,000. That was a piece of corporate culture. So in applying for those grants,

but you couldn't just be sloppy either, you had to make sure you dotted every "I" and crossed every "T" and you had to tell exactly where that money was going to go to and who it was impacting and you had to do a good job of it or you wouldn't get the money so there was kind of a two-fold stressor there to make sure you did a good job.

10. Share with us an experience where you were confronted with changing local conditions. How did you adapt? What was the outcome?

Norris: Ok, probably my first year at Arcadia was probably my most challenging because I'd never worked in such a seasonally, a seasonal market in my life and after a while it becomes average like everything else, but you have to have a store that's able to accommodate that many people. Essentially our population doubled. And then they all come in the same car and they all leave in the same car it seems like. You have to really be able to staff the registers effectively for the crowds but at the same time you can't have thirty registers opening and nobody shopping. So you've really got to plan your business and you've got to have some flexibility and you got to...and number one you've got to be able to convey that to your workforce and I think we did a good job explaining, you know when the customers are here we need you and when the customers are not here, we don't. And as long as we're clear with that up front I think that goes a long way with running it. Because that's the biggest challenges, you know is when you cut hours you're impacting peoples lives and as long as you're square and up front with them from the start, then it makes the whole thing go a lot better.

11. Tell us about your ability to handle yourself in a crisis. Give us an example of skills you used to deal with the matter and what was the outcome.

Norris: Probably Hurricane Charley was the biggest, was the biggest single challenge that is not in any, any textbook you'll ever find for running a store or a business. We really...I...the corporate culture was very good about supporting me and on our last conference call, he gave us a budget of about, I believe, \$20,000. He said "we're probably going to lose phone service, do the right thing." That was the best...I honestly never felt so confident and comfortable doing the right thing. And you had to make decisions, which you know, you were able to make decisions but we lost all of our refrigeration, all the food was going to have to be thrown away, here comes the county, we've got a whole high school full of hungry people. Take it! You know, I mean it's going to be thrown away in, you know, 3 ½ hours when it hits the cold chain so, you know, we were able to make that decision and, you know, ordinarily they'd be having, you know, running you out on a rail but they gave you the guidance to do that or the confidence to make the decisions and that was probably on of the most encouraging times and, you know, it was very tiresome. I know I think dealt with a lot of you all during that crisis as well and it brought out the best in all of us. And you know, it brought out the best in some, brought out the worst in others. That was probably the most challenging times I was ever a part of. It was also one of the most rewarding.

12. What is your vision for the future of the City of Arcadia? Where do you see yourself in facilitating its development?

Norris: I look at the last millennium and it seemed like I blinked and it was the year 2000. I

just...I mean its been ten years and I think that's just unbelievable. That ten years ago...I'll just tell you this side story - they were all worried about the computers crashing so my job was, while everyone was having a great time New Years Eve of the biggest millennium, you know, I was inside turning on and turning off every computer at the old store to make sure that nothing had crashed. And when you talk every computer, every handheld terminal, everything. So I was about an hour and a half turning on and turning off computers. Seems like yesterday. That was ten years. Ten years is going to be here before you know it again. And we got to know where we're going. I'm really encouraged downtown...our Main Street Association is making a plan of where they want to be in five years, ten years, down the line. We need to be doing the same thing or we, you know, we can just go day-to-day. And I'm the same way, in stores...it's real easy to kind of get in the process where you're kind of going along day-to-day. But if you have a clear, set goal where we want to...not only maintain but improve our, improve our services where we can and where we want to be. And not just take it a day at a time.

13. How do you monitor the city's progress?

Norris: Well, I've lived here for twelve years so I monitor it for just, I guess see how quickly we react to situations, how we just the level of services provided. I mean it's just probably the best indication I have is how well the trash goes out. Honestly. The...and I will tell you, I've never met a rude sanitation worker since I've been here. They've always been very, very polite. I remember the first time I was back on Bridle Path when I first came to town, I came running after the trash and I thought these guys are going to like heckle me, you know because I was new to town. Friendly, very friendly. And you've got every reason to kind of have a bad attitude, I think you got, you know, I'm the trash guy. They were...for the last twelve years I've always had...I just thought these guys are very, very professional. But I think once...I think we need to have higher expectations, when it come to...I see what they have to encounter. I think we have to have some higher expectations of our landlords in this town. And especially of absentee landlords. I can drive by and tell you who rents and who owns. I can drive by and tell you who rents and lives close or who rents and is not around. And to me...and from working at Wal-Mart I can tell you what a lot of the people that rent and when they come to seasonal guests, they buy trash bags but they don't buy trash cans. I think every landlord ought to supply one 32-gallon trash can. If they're going to be a renter, that's the least they could do. Because the trash...when the bags go out to the road animals get in them, everything else, then you have...these guys they do their best but, you know, something gets left behind. So I think we need to have a little higher expectation of our landlords. I believe that high expectations would really solve a lot of problems. So that would be the one thing that I'd gauge...sanitation more than anything.

14. What techniques do you use to support cultural diversity in the work place?

Norris: With Wal-Mart we really...that was a big focus. And it really does...it's a hard thing to not just promote and hire someone that you have a lot in common with. So, it's...something that was a learning curve for an older company to go through and I think I was the better for it. You just make sure that you embrace every culture, you're really conscious of what you say, how you project yourself and make sure you are sensitive. And you demand that your work environment embraces everyone. Again, set high expectations of how people should behave and not tolerate anything that's the likewise.

15. Why do you want this position?

Norris: I was a Political Science major in high school. I believe I've pretty good grasp of how politics works and I believe public service is a noble work. It's... it's... you've got to be very conscientious how you're spending the people's money and it's a, it's an honor to serve. I believe that thoroughly. I wouldn't have wrote my life history the way it's gone out, you know the economy's played a role in it. You know I've gone from Wal-Mart to Target. Target had a considerable cut-back due to the economy. That altered my plans, but that's alright. They were good to work for. I had no problems with them. But I kind of wound up back here and then it was a question of moving and Joe Gallimore put me to work at the paper and I've enjoyed that very much, but I'm ready... I've been leading my... almost my whole life. I was trained to be a teacher. My parents were both educators. Leadership has been something I've always kind of done so, selling ads has been fun but its, you know, its kind of, I'd rather enjoy leading.

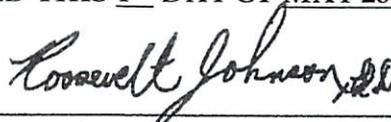
City Recorder: That's the last question. Do you have any for them?

Norris: Well, I did just want to let you know of one thing. My dad not really doing... he's doing much better but he's kind of at that crossroad of hospital to maybe rest home so anyway, I'm taking a flight tomorrow and he's been getting better so I think we're going to keep him at home but anyhow it's time to go home and spend some time with my family so I'll be out of touch til May 5th I'll return. So I think there's still a lot of deliberation you all have to do but I'm available on my cell phone if... and I believe you have that number, if anyone needs to get a hold of me for anything. But I am available but no, I am honored that you all would narrow me down and have a chat with me so really I appreciate that and if... if I'm given the opportunity to serve I'll work my best... I'll do my best to work with you and not against you. Ok? Thank you.

Having no further business at this point, the meeting was adjourned at 5:15 PM.

APPROVED THIS 4th DAY OF MAY 2010.

By:



Roosevelt Johnson, Ed.D., Mayor

ATTEST:



Dana L.S. Williams, CMC
City Recorder