

MINUTES
CITY COUNCIL WORKSHOP
CITY OF ARCADIA
WEDNESDAY, APRIL 21, 2010
4:00 PM

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

Arcadia City Council

Mayor Roosevelt Johnson
Councilmember Keith Keene
Councilmember Sharon Goodman

Deputy Mayor Robert Heine
Councilmember Lorenzo Dixon

Arcadia City Staff

Interim City Administrator Shelly Baumann

City Recorder Dana Williams

The Mayor asked Councilmember Goodman to deliver the invocation, which she did and then followed with the Pledge of Allegiance.

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

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

Miller: How I interact with members of the City Council is to go ahead and get to know you, your issues, try to find out what really makes you tick in terms of a priority for you, the ones that make you feel that the City Administrator should be keeping his eye on in terms of going ahead and addressing those issues quickly as they can in terms of laying things out as far as a strategy is concerned. I also want to make sure that I learn about the leaders in the community that you represent as far as your districts are concerned to find out how you're interacting with them so that I can help you in terms of working with them in the community. I see it as a team approach to get together with you to make sure I'm doing the things that you believe should be done in terms of addressing the needs of the people in the community.

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

Miller: Well I have an open, fair and transparent and focused management style. Open in a sense that employees can approach me. I like to make sure that in terms of people feel that I will be fair as far as how I interact with them. Transparent in making sure that we have a strategy out there that everybody understands what we're trying to do. And focused in that we have goals that we're looking to achieve and making sure that we are taking steps...increment...incremental steps to make sure that we are achieving those particular goals. I believe that is the management style that has best served me over my professional career.

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.

Miller: Well I have in my professional experience worked with city councilmembers. My position as the assistant city manager with the City of Sarasota called for me to come in and work with the city councilmembers there. The thing was that there was disconnect between the city manager and the city councilmembers so the thing for me to do was reestablish that connection between the two from a perspective of sitting down, talking with the city councilmembers and that gets back to my first answer to the original question that was first posed to me was the fact of getting to know what your priorities and ideas are as far as where the City of Arcadia should be headed towards. How are we going to as a team go ahead and achieve these particular goals? You basically are going to set them, I'm going to work to go ahead and implement how we get to those particular goals. And so, I want to sit down with each and everyone of you and go over as I said before your priorities, your ideas, who are the people in the community you think I should be talking to and working with to make it a goal. Those are the different things that I bring in terms of fostering relationships with the councilmembers because I understand what you're up against having have been in an experience like I said with Sarasota and also having at one time been on a school board and a elected official. You put in a lot of time working with different people in the community. You can't satisfy everybody. But the thing here is that you try and make the best decisions that you possibly can and that will have a positive impact upon the quality of life within the area that you're serving. So that's how I approach working with councilmembers.

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

Miller: Well my...let me start off with my greatest disappointment. My greatest disappointment was the fact that as the Executive Director of Elmcove Youth and Adult Activities, a human service agency in the City of New York, we had about 100 employees and about \$11-12 million budget. The thing here is that I was able to go ahead and get money for an economic development center. I got money from the Congressman and I got money from the City of New York. And this was going to be one of the crown jewels in the community. And the thing was, is trying to fight through all the bureaucracy to go ahead and see if we couldn't make this happen. And it started out...I believe we started out in 2004, by the time we hadn't gotten the building up in, by 2006, we were just at the point where I got a contractor, found out in terms of all the permits that needed to be in place to make this happen and then I got the opportunity to go somewhere else here in Florida. As a matter of fact, the City of Sarasota. And so I was disappointed I wasn't able to go ahead and complete that particular project and even more disappointed that a year, couple of years later, I found out that as far as completing that particular project it did not go to fruition as I had hoped in terms of being built. And that was very disappointing. The lesson learned there was the fact that you got to fight through that red tape early on, do whatever you have to do, schmooze with people, stay on top of them if it means 24/7, do whatever you have to do get it done within the time frame that you believe that it needs to be done in. And hope that you have cooperation from the team to make it happen. Which was just the opposite in terms of what happened in terms of my greatest achievement and that was going ahead and building a 51-bed residential facility. Sometimes when you're doing things like that at the same time, things can get lost as far as trying to

juggle all those balls up in the air. But the thing here was that I was able to get that done. It's a first-class institution for people who had a substance abuse problems and it was really, I believe a crown jewel in our community. Because that was one in which...economic development is...I thought was easier to go ahead and present to people. A drug rehabilitation center is something else...a lot more difficult in terms of getting people to believe that this is something that is good in the community because you're going to have people who are going to fight against that. When you get that resistance you have to have a track record that will help you go ahead and convince people that this is good for the community, that this is something that we need to do to address the problems in our area. So I put the...what I thought was the toughest situation up front and thought that the one that I would get the community support...I did get the community support I just didn't get the support downtown. Didn't make it happen. That was the lesson learned as far as that situation was concerned.

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

Miller: Well I looked in terms of...when I talk about a budget as Executive Director of Elmcove as I mentioned before and also as the Vice President with the NTA, New York City Transit, and as far as the City of Sarasota is concerned, sat in on going ahead with the City Manager and making sure that as far as our budget is concerned that we would be able to operate. In terms of not out of a deficit but more out of balancing our budget, that was the main task that we were given. At that particular time here in Florida there was the property boom was over and boom we had to deal with that particular problem. And so the thing here was to look at the budget as to what are our essential services. What do we have to make sure that as a city we are doing to address the needs of the people in our community. And from that grow out to the things that were less essential as far as the services that we could provide. The thing here is not to take a hatchet but to more take a scalpel to whatever problems that you're addressing as far as the city is concerned. The budget is where you make your priorities and I would have to go ahead and sit down and talk with you as to what you believe the priorities are, where you see the need the most, and then address how we can go ahead and approach these problems. The thing here is looking at it from a perspective of what is money generating type of services that we provide...when I say money generating I mean those services that can actually pay for themselves, like the golf course and things like that. Those things where people are putting their money forward are areas where we can say "ok we can go ahead and help enhance what's going on here, we don't have to cut things, 'cuz if we cut things there, we'll lose money." And there are other things that may be that, you know, we may want to look at how long we keep certain communities centers open or how we address some of the things that we want to do as far as infrastructure. Do we have to go ahead and take care of this street or this avenue at this particular point in time. Those are things that I think you'd look at as far as how you're going to use that scalpel rather than a hatchet and just say I'm going to cut everything by 10-15%, whatever it might be.

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

Miller: Well, one of the things I would look at is how are we...essential services that the City has again looking at who's retiring, seasonal employees - how long do we have to keep them working, the part-timers, all those different situations before we get to the full time employees.

The thing here is to again, set priorities as far as the city is concerned as to the essential services that have to be put in place or kept in place as we move forward as a city. We're interested in growth. We want to make sure we don't cut our nose off to spite our face. So the thing here is we have to keep in mind what are our long term goals? You have to have a strategic plan put in place so that you understand exactly what you're doing now and what you're going to be doing five, ten years from now as far as where you would like to get to as far as your goals are concerned.

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

Miller: I like a zero-based budget to start off looking at, if we were just starting the city today, what are some of the things that we definitely need to go ahead and address the needs of the people in the community. Looking at it from a perspective of saying "ok, these are the essential services I mentioned before that have to be done, that we need to put in place and then work from there" as far as how we're going to generate the cash flow that's going to come in from different sources may they be the property taxes, from grants from the State or the federal or private enterprise, foundations, what have you. Looking at it from every aspect to say this is what our budget is based upon starting from scratch and moving forward to make it happen in terms of addressing the needs of the people.

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

Miller: Well how I look at that is that as I mentioned before I, as Executive Director of Elmcree, looked at how services are being use and in terms of getting out into the community and finding out well, are the kids using the facility during the day or using it in the afternoon or in the evening, what are our seniors doing in terms of when are they coming out, taking a look at it and then talking to the people in the community that are affected by these assets that we have. The people that use the parks, the people that use the golf course, the people who are involved as far as the life of the city are concerned and try and find out from their perspective what, how can we use this more effectively and more efficiently in terms of your needs to go ahead and make sure as far as advisory boards, we can go ahead and look at how we can work with people in the community who are using these facilities to get their ideas. And also the staff. To talk to the staff in terms of how they believe we can cut corners as far as using this facility more effectively and efficiently. We can get a big bang for our buck if we just start communicating with people and finding out what are the trends as far as using a facility is concerned.

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

Miller: Well I was able to go ahead and get a \$1.5 million grant from Samsung. The substance abuse, mental health administration, federal level, I was able to go ahead and get a grant from Verizon for a computer lab for our facility. As a matter of fact, I started an agency in Sarasota, called the Sarasota City Parks Foundation, we were able to go ahead and get money from the Sarasota Film Festival, from the Doyle Trout Charitable Trust and other entities that go ahead and put a shade structure on our playground area in Highland Park in the City of Sarasota. So both small grants and large grants I've written for various entities and have been successful in

being able to achieve getting money from those entities. As a matter of fact, I also worked as far as the CDBG funds that the City of Sarasota got to go ahead and improve the commercial strip along Martin Luther King Way in the Newtown area of Sarasota. I have worked in terms of going ahead and getting grants both from governmental perspective and also from a non-profit perspective.

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

Miller: In both of these instances I was able to go ahead and look at how the demographics of our community was changing. In the instance of Elmcree, we had which really was like the United Nations there - you had people from all over the globe - and the thing here is that a lot of kids play basketball, they like to play indoors basketball, well, the thing here is that we had kids from the Hispanic community who also wanted to use our recreational center and so we had to go ahead and address how we'd be able to go ahead and change the recreational area to adapt to soccer - indoor soccer. You got to do whatever you have to do to make your place adaptable to the changing conditions of what the area calls for. And so, that's what we did, we got the parents to work with us, we didn't have a lot of money so we had to work with them in terms of we got "x" amount of dollars from the city to go ahead and do this and they brought "x" amount of dollars to the table to go ahead and make this happen. So that worked well as far as that situation is concerned. Ironically the same thing happened when I came to the City of Sarasota and one of the parks there. They had always used the parks there for basically sitting out and reading and it was quiet and used by the people in the community to just use the playground there and things of that nature but then the Hispanic community grew in that particular area and they wanted to play soccer so we tried to find an area that was off from the main part of the park that they would be able to go ahead and play soccer that wouldn't...you know when you play soccer sometimes it tears up the grass and some things of that nature so we wanted to make sure it was off from the park area that the people had always used the park out of that community to have a meeting of the minds so to speak so that they could use it together and not be adversarial with one another. All too often when people are fearful of what they...in terms of not knowing what they know from other people, you know they have an idea where the people are coming from, there's a certain fear factor that's involved. The thing is to get people to start looking at each other as human beings and working together to address the cultural mores and differences that we bring to the table. Because that's who we are. So the thing here is that, again communication is key because we all together find out all too often that people have the same basic needs in wanting to get an education for their children, and to have a job and a home and things of that nature and if we could push that agenda in terms of where we have our commonality, then we're better off for it. So that's how I find in terms of changing local conditions that happen especially from a humanistic perspective how we can work together to make these things happen.

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.

Miller: Well, one of the biggest things in terms of I had to deal with was as it relates to a crisis is when you don't have enough money to pay for your employees. That you don't know if you're going to make payroll. That's a real crisis. The people will let you know and so I had to, this is at Elmcree, I had to sit the employees down and let them know exactly where we are.

It gets back to being open and transparent and trying to develop a team to see how we can work together to make this happen. And looking at our health care costs because our health care costs kept going up and up and up and so we asked the employees to start looking at well, does your husband or your wife have health care where they are. Ok? Maybe they can pick up your child at that facility, ok, where they have their health care and we could just take you on as a single. And then also maybe we don't have to go with...at that time we had like maybe \$15 as far as the co-pay was concerned...maybe we can have \$25, \$30, as far as the co-pay is concerned. That will bring our health care costs down as far as our budget is concerned. And so looking at that and then going to the bank, you know again 'cuz you got a plan, that was part of the plan in terms of the long term. What are we going to do because we don't want to back in this situation where you know we don't have enough money to pay our employees. So now I have to go to the bank and start talking to the bank manager to say "Look, we're going to get a check from"...I forget who it was at that particular point in time...the government...it was the City of New York "and could you see us through to next week in terms of our employees. We've been with you for over 25 years as far as our banking relationship with you is concerned" and it wasn't because he just met me that day but because I had been there and had talked to him about different things that we could do as far as our...'cuz we provided to our employees...a 401k that gave them 3% matching in terms of what they would put in. So they were happy to go ahead and handle that for us and when you have that type of relationship with people it helps you to go ahead when it comes to a crisis as far as your agency is concerned to get them to be a little bit more amenable and sensitive to what your problems are.

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

Miller: The future I see in terms of Arcadia to go ahead and make this a world-class city. To look at it from a perspective of there's so many things here in this part of Florida that can be done to enhance what you already have and things that you can do in the future. I had an interesting conversation with an individual about solar panels and the fact that you had the President out here to take a look at I believe it's the Florida Power and Light facility as far as solar panels are concerned. Because the question came up to me well do they manufacture solar panels out there? And I wasn't sure about that and so I did a little research and solar panels as far as Florida Power and Light aren't necessarily made here. But these are the type of industries that can come here and be you know take advantage of the spotlight that has been shown on the City of Arcadia. Because, trust me, in years forward people are going to come back and say "Well, the President was out here, what happened three, four years later." Especially in two thousand...let's say 2012 ok, and that gives a whole lot of advantage in terms of being able to reach out to different individuals to talk about the growth that you see here now and where you'd like to be further out as far as the City of Arcadia is concerned. So I see it from a perspective of my vision is to enhance what you have here and to grow the city in a direction that you are the leaders I want to be that tool to go ahead and as far as what you would like to see happen here happen and I think the growth here is tremendous. That's what's so attractive about being the City Administrator here because it's an opportunity to be a showcase to the rest of Florida about what can be done in a small, basically rural city that has the advantage of starting from a perspective of this is where we are and this is where we hope to be as far as the services that we provide to our citizens and the growth that can take place here in making a better quality of life for the community.

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

Miller: I would monitor the city's progress by the staff meetings that I have, setting up goals and timetables as far as and what are your, the City Council's going to tell me what your priorities are. We're going to sit down and talk about how we're going to make those things happen and attach goals and timeframes as to when those goals can be achieved. I'm looking to go ahead and I'm excited about going ahead and doing some of the things here from a perspective of saying "this is what has been accomplished two or three years down the road." Ok? And to do that you have to have goals that you have negotiated among ourselves and then acted as a team to get other folks involved with it like the Chamber of Commerce and others who are affected by all this to work together to make this happen. So I'm really excited about how the city's potential can be enhanced as we go forward.

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

Miller: Again getting back to the perspective of we're all human beings, we all have certain goals and things that we believe in as far as values and beliefs are concerned. Get people to first establish the fact that we have a common goal as city employees and also to be inviting to other people who are different from ourselves, to have events where the staff can get together and share with one another so they know more about each other than just being here either at the golf course or the parks or here at city hall but having to let each other know that we're here for each other and as a team and working together and that there are different things that we can, when we start talking with one another find out that we're better off understanding the differences that we have but more importantly what we have in common that can help us do our jobs better. Alright, I think you have to foster that from the top down to make sure everybody is on the same page as far as that is concerned so it's my task if I were to be so privileged to be your City Administrator to make sure that we are all working together. That's the great thing about this country, the fact that we are so diverse and we have all these assets that we bring to the table and we should be taking advantage of it. And that's what I'm going to push each and every day if I were your City Administrator.

15. Why do you want this position?

Miller: I want this position because I'm excited about where the City of Arcadia is headed. I think there are so many things here in this part of Florida that can be achieved and I want to be a part of a team that goes ahead and achieves those particular goals. I think that as far as the City of Arcadia is concerned you're a microcosm of what's happening in Florida altogether. Ok? There's a transition that is happening and there are things that can be done to enhance the quality of life here that people will say this is the best practice is how you can go ahead and run a city of this particular size and it can be used in other cities to go ahead and turn things around as far as our economy is concerned. And that's the big thing. We are in a situation where again, we have...we know...it's not as far as the economic situation that we're in. Everybody's in that situation. It's how fast you're going to come out if it. Ok? You can come out of it in a "V" or you can come out of it in a wave. Ok? I'd like to see the City of Arcadia come out of it in a "V", ok? Just come straight up alright, in terms of what we can do together to work to make these things happen. Ok, and I see the potential for those things to take place, that's why I'm so excited about this particular opportunity. There are many opportunities I

could be involved in but again, I'm here again coming before you because I believe in this city. And I believe in trying to have a hands-on approach, you know like I worked for the City of New York. I may see the people in a particular area but I don't really know them. Here you get to know people. And you really have an effect upon their lives. And that's what's important to me at this stage in my career. I want to make sure that the impact that I have upon people is one in which I know and I know then that I've had that impact from a perspective of, you know, that's Shelly's kid who graduated from school and now going on to college and came back to the City of Arcadia and wants to go ahead and be our IT person. That kind of thing is what I'm talking about. So that's what interests me so much in the City of Arcadia.

Councilmember Dixon requested clarification on the question regarding grants and specifically whether or not Dr. Miller had written the grants to which he referred. Dr. Miller's response was:

Miller: I wrote numerous grants. I've also in terms of teamwork worked with people as far as grants are concerned because I like to take the expertise of the different people who are in that service and use that to enhance the grant that we would send out. So yes, I've both written them, solely, and also with...

Dixon: So we clarify that you can write grants and you know how to go and apply for grants and not just sit behind the desk?

Miller: Oh no question. I see a number of people there with a doctorate so you know what it takes to do that. You don't write a dissertation - it's not a one or two page paper - it's one of those things that you really have to put your time and effort into. So the experience that I've had in terms of writing grants has been one of over twenty-five years.

Councilmember Goodman then asked Dr. Miller to elaborate a little more about his vision for the city, aside from the world-class city and solar panels he referred to earlier.

Miller: My vision is to...you have a downtown area...my vision is to make it more vibrant. My vision is to go ahead and from an economic perspective work with people to get industry in here so we can get some jobs. Ok? My vision is in terms of working with those employers to find out what their needs are as far as jobs in this community so I can work with the community...it's not a community college but...you have a state college of Florida?...right, so I want to talk....my vision is go ahead and talk with them and find out the courses that they're offering there and does it match with what the needs are as far as the businesses in this community and the businesses that want to come into the community. And so, that's my vision. Priority number one.

The next candidate was Ernest Hewett of Arcadia, Florida. His responses are as follows:

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

Hewett: The obvious answer is professional and it will be as often as necessary to keep the Council informed in a manner and at whichever level each Councilmember feels comfortable. That's the simple, short answer. Having said that, let me provide a little insight that I've gained here.

Councilman Heine, he does not like me to come over to his house and conduct city business. He was once a deputy, therefore I expect him to be honest but very structured and very tenacious if he lives up to his nickname, Bulldog, But I am hoping that with involvement with the local funeral home that I will see the same sincere, compassion and understanding that he shows to the grieving and forgiveness that he shows to his deceased clients. My wife, who knows Mr. Heine...saw her grow up told me a teenage story about Mr. Heine. Apparently he called her father one day instead of writing her a ticket. Just a glimpse at his compassionate side.

Councilwoman Goodman, you and I have interacted on several levels over the years. As school administrator you and I worked closely together with a pre-school child and her mother. As a pastor, I've found you to be honest and sincere, compassionate. As Mayor, I don't know if you remember, one evening you called me, I was walking into Florida Field for Gator Growl. Yes, I'm part of the Gator Nation, I have a degree - Bachelor's and Master's from the University of Florida. I sent my wife on in to find our seats while I let you voice your concern that your water was turned off. And you wanted some answers! So I said, you know, give me five minutes and I will get you your answers. I made a call to a couple City employees, found out that the contractor was on-site, found out who the contractor was, made a call to the contractor, knew what the situation was, called you back and gave you a little comfort to your concerns and when would the problem be resolved. This is the type of interaction that you, all of you, can expect from me.

Councilman Johnson, you are a gentleman, a scholar and it's been a privilege to interact with you sir. You invited me into your home on several occasions. You know my concerns for you especially your health. I really appreciate your calls when I was going through cancer even when I couldn't even talk to you. I had to do little notes to my wife to relay messages to you. We've talked about Joe Burcher, my wife's father. We've talked about your father and your brother, Johnny. I'm sure they all would be proud of your mentoring efforts. I hope that you won't let anyone influence your decision to allow us to continue to interact for the best of the City of Arcadia.

Councilman Keene, as a fellow Elk, we have a common basis to go on, establish a relationship plus you went to school with my wife. Classmates, I believe. Beyond that, we have interacted professionally in regards to environmental concerns here with the city and with the bio-terrorism taskforce that I was involved with. I've learned to expect from you openness, listen to the facts, to be honest, forthcoming, try to give me all the information that you're gleaned from all sources and that are going to affect your decision. And I'm sure you know from our conversations that I truly have the city's best interest at heart.

Councilman Dixon, what can I say? Except that our interactions have run the full gamut, haven't they? I can only hope for divine intervention. There are several mutual acquaintances that you and I have that believe that the City's future is foremost in your mind. And that you will find a way to work with me if selected as the City Administrator. Obviously the two hours you spent recently trying to recruit Ed to come back is an acknowledgement of the abilities that Ed and I have and that are important to the future of the City of Arcadia.

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

Hewett: Obviously every manager has a style. No style is perfect for the situation. My management style is that of a coach. I expect the Council to provide guidance to the coach. But I want the Council to be cognizant of the fact that there can only be one head coach. Anyone else acting independently as a team coach is unacceptable. This is very disruptive to the team, the team being the City of Arcadia employees. Coaching is an art that involves team-building and the practice of inspiring, energizing, and facilitating the performance, learning and development of each employee. As coach, I will devote a significant amount of time talking one-on-one not only with you, but with the employees. As coach, I will devote time to being a good listener. That's the key - devoting the time to be a good listener also. I like to know the goals and strengths and weaknesses of my employees and try to treat them as individuals. I do not like to offer immediate answers to questions or solutions to problems as I like to ask questions as a way to help the employee come to some sort of answer or discovery of the answer. I realize that sometimes my coaching style may frustrate some staff members by not giving a fast and definite answer and I know that some of those will feel that they don't want a coaching session. They want the answer. To that means, I'll work with everyone to craft some sort of a plan, I'll keep a close eye on the process and the final product.

Mr. Heine, this may sound to you like micromanagement but I know micromanagement won't work when teamwork is a priority. Although micromanagement can build discipline, it limits an employee's range of action. The coaching approach allows staff to flourish. The smart play as the coach keeps the team working to achieve the city's mission. There is a drawback to this management style. Dr. Johnson, Dr. Goodman, I think you'll recognize what the drawback is. I tend to be less willing than other leadership styles to cut the underperformer. Why? Because as a teacher I'm always looking for that one last chance to reach them. To get them to do their job, whatever it may be.

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.

Hewett: I almost think this question was written for me. So I'm going to bypass I think the obvious answer. I am all about fostering a positive relationship based on mutual respect, however as you know you can please some of the people all of the time, please all of the people some of the time. But there are a few people you know you're just not going to please no matter what you do. And working for a governmental agency that enforces rules on the public, there are going to be a few unhappy people. Isn't that right, Mr. Keene? I think you know that pretty well in your job. For example, I think the Council would agree especially after Hurricane Charley, that for the public's safety in the City of Arcadia, all building construction should require a building permit and a contractor's license. No matter who you are including being a councilperson. In short, consensus building is a decision making process that works when all persons in the decision process are willing to agree on the final decision. To some extent this Council operates by consensus, since they have not adopted Roberts Rules of Order. Those are your two options - you either do by consensus or Roberts Rules of Order.

As a coach, building a winning team is all about building consensus. Right up to game

time. I believe I built consensus with this council regarding the changes in management operation at the city golf course to a point. Using the above analogy that I just said about game time, during the game with the golf course the coach had to bench an ineligible player. But since the fans didn't know why, the player got... the favorite player got benched, who took the blame? The coach. Another example of consensus building also involves the golf course and SWFWMD, Southwest Florida Water Management. The retention ponds constructed with the new nine holes, several years later did not meet SWFWMD standards. Because of my agricultural engineering background and previous work with SWFWMD I was able to reach consensus with SWFWMD's engineer; and with the city's engineer of record, I was able to solve the problem and get the permit from SWFWMD to continue operations of the golf course.

When governmental agencies are still calling me even though I don't have a dog in this city's hunt anymore, I hope to, speaks magnitude in my ability to foster positive relationships and consensus.

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

Hewett: I hope I make it through this one. This one I...I stumble about half way through. The answer to this question reminds me of my father. He passed away from the same cancer that I've been fortunate to survive. In 1983, I completed and published a 200+ statistically based dissertation and achieved my greatest success of receiving a doctorate of agricultural engineering from Michigan State University. This was not through some short course or correspondence or an on-line degree but by completing 64 quarter hours of classroom instruction, 38 hours of required research, and over 100 hours of teaching classes. I remember this like yesterday when after the cap and the hood and the gown ceremony, my dad said to me, "Congratulations, Son, I'm proud of you." And I arrogantly responded, "You mean Dr. Hewett." You should have seen the look on dad's face at that point. He looked back at me and he says, "I was a doctor before you were born." I never thought of it that way. For you see dad was an attorney for over 50 years. A Doctor of Jurisprudence. He was with one of the largest law firms in the state of Florida - Steel, Hector & Davis—he was senior partner. Judge Hall...it's ironic that Arcadia has several connections to this law firm because Judge Hall's father was a friend of dad's in Miami. U.S. Attorney General Janet Reno was a partner with the law firm. At the time she was on leave to be the state attorney in Miami-Dade County. She's the one that intervened in the James Richardson case asking Governor Martinez to put an end to a sorry chapter in the state's legal history. You know the rest of the story on the Richardson case.

My greatest professional disappointment occurred, when as an assistant professor with the University of Nebraska, a Big 8 University, I was denied tenure after six years. For those of you who may not be associated with a major research university, tenure is basically a continuing contract. At a research university it's usually based on a minimum of at least six scholarly, statistically based referee publications. I had one publication that met the criteria. What would I have done differently? The short answer is I guess I would have done the requirements and written the other five papers. What was the chief lesson learned? The chief lesson learned was a little longer answer because there is a reason why I didn't have the other publications. My teaching reputation is what brought me to the University of Nebraska. I was hired to teach both fall and spring semesters. I was teaching an applied engineering course, 120

students, a lecture hall, ten lab sections both semesters. You have to understand the time commitment to do that. And then try and do the research and extension during the summer. Well, where's the vacation? And I was married at the time. What I learned which is contrary to those of you that are parents might believe is teaching is not the primary mission of the university. Especially a research university. It's research. It's publications. I also learned...another key point that I learned was I needed to seek guidance sooner when things were going down the tubes. The Dean of the college told me after tenure was denied that had I gone to him sooner, he would have probably been able to rewrite my contract for the heavy teaching load. It was a little late at that point.

A lesson I learned a little later in life that is applicable to this situation is that in spite of being denied tenure, knowledgeable employers will recognize that experience and being familiar with the clientele are qualifications that cannot be ignored when selecting an individual to do a project. This is demonstrated when I was contacted by North Carolina State University, for those that have read the resume, and the University of Florida to manage similar grant projects in my research and extension area. Go figure. Which was proper application of crop protection products using agricultural aviation. The media refers to them as crop dusters. But they haven't dusted crops for over sixty years. I think Keith knows that as an environmentalist.

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

Hewett: Sort of a two part question. As Mr. Strube's assistant, I'd provide him with data relevant to the airport, the golf course, the city's water systems. He would then massage the information in an old DOS program he had--it was always a trick to get it up and running every year--where he stored several years of historical data. We would then try to forecast the future based on the new data and the historical data. He was impressed by my computer programming skills. We were in the process of trying to switch that from a DOS based to a Windows based. We did change one of the programs - the road project data file was changed over to a Windows based program.

As I said one of the information...some of the information I gave Mr. Strube was the golf course. I had developed a rate structure and statistical analysis of the golf course that predicted what the budget should be based on revenues. Two years ago was the last time the data was updated and the decrease in revenue at the golf course probably can be attributed in part to ignoring the analysis two years ago. I also developed a spreadsheet analysis of the water system and in several consensus building meetings with SWFWMD resulted in the city avoiding huge fines and penalties for over-pumping the city's wells and aided the city in getting and increase in their pumping rate. In addition, I've managed one grant budget for the city and I've managed five years of two university grants.

To make budget reducing decisions that maintain effective levels this council with my help, must review and determine what services it believes the city should maintain. But you are the elected ones to make that final decision of what services you're going to provide. It's not my job. I can provide you all the information and suggestions but it's your final decision. The next step is for the Finance Officer to review the current budget and some of the historical data and project out - this is the hard part for Miss Baumann - you know, is to project out ten

years. Because you can't do any real planning unless you're looking - as you know Keith - five or ten years out. Now that's not my personality. I'm not a five, ten year planner. I'm a get it down now person, but you need to do that five and ten year budget. Now once you do that, you need to determine if any of those services are overfunded. And which services are revenue generating - here's the key - revenue generating that support others. You can't axe one of your revenue generators that's supporting another one. Or vice versa. If you've got something that's a service but it's also potentially generating some revenue.

Personally I believe up until five years ago, the city offered four main services. I compared it to a four-legged stool. Water and sewer was one leg. Garbage was another. Police was the third and Fire was the fourth. The stool now has three legs. The seat is you, the Council. If you lose one of those legs, you may lose the seat. Obviously there are other services to look at. The City Council itself as far as its salaries. You can look at your legal costs. Business tax collection - yeah I understand - zoning and code enforcement, employment which includes hourly wage, retirement, and benefits. You can look at the city garage as far as fuel management. Parks & Rec, you got a cemetery, you got the prison crews doing the medium and the maintenance of the golf course, the mobile home park and the airport. All things you can look at as far as other services. But the key decisions, the ones that are costing the most are there on those three legs of the stool. Road maintenance obviously you might want to throw that back in....I hate to have five legged stools and then now we're down to four but...road maintenance is a key service but I believe there should be some county participation. And part of that road maintenance is Mr. Heine's favorite, street cleaning. Do we want to give it up?

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

Hewett: This question is a little difficult to answer specifically because the specific answers I believe are intellectual property. In general you can freeze hiring, evaluate current and vacant positions, delay capital expenditures, review revenue sources, delay infrastructure repairs. You can look at private contracts for services but you need to look at its short and long term benefits and you know the devil is in the details. That's something that you can't overlook is the details. You can reduce the wor week, you can review continuing legal obligation contracts. I know of at least one this year that you could save \$110,000. So what's the financial difficulty the city is experiencing? Well I went over and talked to the tax collector and the tax assessor. As you know I've done my homework on this questions. I know the answers before I even wrote them out but I wanted to make sure that I give them to you - I'm only going to get one shot at this, you may never talk to me ever again - I'm going to lay this out to you as best I can, glean from it whatever you do. Talking to the tax assessor, the County is expecting an 18-20% reduction next year. To the city, you can expect a 15-18%. This translates to a reduction of about \$265,000 to your budget. You can do as you did last year and you can roll the milage forward. You'll be able to cover it - 9.6 mils - to generate the same revenue or you could reduce obviously your biggest expense, the Marshal's budget. I've already talked to him. He's aware. If he was here, he'd not be jumping up and screaming. He's aware. I've talked to him about this. However if you raise the milage, I caution you. Do not make the same mistake you did last year and tell taxpayers their taxes will not go up. Please. After the meeting I was told I didn't know what I was talking about when I pointed out the misleading statement after the meeting. The truth is some taxes went up, some maintained and some went down. The net

effect of your action did project the same revenue. That statement was not wrong, but in reality that hadn't played out yet, Shelly hasn't got the final payment based on that yet so there's still a little bit to play out here yet, the tax sale is coming up. However and to make my point, say Councilman Heine's city tax bill, his went up \$10. Take Dr. Johnson's, his went up \$23. Councilwoman Goodman had one property go up \$13 and one go down \$11. There are a couple others but that's the two main ones. Councilman Keene had one property go up \$29 and one go down \$55. Councilman Dixon apparently owns no property in DeSoto County. It appears the tax exempt corporation owns the home he's in. He pays no city, no county, no school tax. So your increase in the milage didn't affect you. The problem the city faces is of the \$400 million that you have in just value in the city, 50% is exempt. Eleven percent is due to 39 of the 74 church properties are located in the city and less than 1% in the county. Nineteen percent of the exempt value is government property. There's only 4 1/2 % in the county. The remaining exemption is 20% is to homestead. The county is not without its problems. Fifty percent of all their property, Keith realizes this, is agriculture. To increase the taxable value the city needs to annex property that are receiving city services. I know of a few. Remember the three legged stool. There are several properties that legally could be done. Also the City needs to stop providing new services to properties without a pre-annexation agreement. That's idiotic! How you ever going to get them? They got your service, what do they ever need to come into the city for? And stop exempting sidewalks, they increase the property value. Ok.

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

Hewett: I think I previously answered this question, but this particular question I think is getting at something else. Your previous interim administrator came up with his own financial strategy and that strategy is zero-based budgeting. I think that's where this question is headed. Zero-based budgeting requires that the existence of any government program or programs be justified each physical (fiscal) year as opposed to simply doing the budget as Shelly did this year and has been done in the past of previous years' funding levels. Zero-based budgeting is often encouraged by watchdog groups as a way to try and ensure government spending especially the unnecessary spending. I think that sort of explains why the interim administrator was talking zero-based... he's part of that watchdog group. The City of Arcadia could not have a better financial officer than Miss Baumann with her experience. But government accounting only tracks revenues and expenses. It is not a performance based accounting system. That's what zero-based budgeting is. It does basically encourage micro-management. If not at the administrative level, at each department level. As with most policies, there are benefits and costs to each one. I'm not going to go into it at this point. If you want a lecture on zero-based budgeting, I can do it. PowerPoint, all the wheels... bells and whistles. I'll just say that it would be difficult to implement zero-based budgeting in the City of Arcadia because of its size of the organization and the amount of crossover services that occur and exist and must exist in order to operate with the current staff that the City has. If done correctly... if not done correctly things would get a lot worse than they are right now with zero-based budgeting. Having said that, what I was initiating at the golf course was basically zero-based budgeting. As I tightened down on the performance at the golf course, well let's just say I was about to find the problem and people started to squeak. That happens with performance based budgeting. The golf course and the airport are ideal candidates for zero-based budgeting because they are business operations. There is performance there that you have to adhere to so both the golf course and the airport are potentials for zero-based

budgeting. To some extent the water and sewer system, but again we saw this weekend the amount of crossover that has to occur to make a project work with water and sewer. So, I think that's where the question was going and that's the best I can do with that answer.

Mayor Johnson: Could you clarify, I didn't get it, when you said not a performance based management...I didn't get it exactly.

Hewett: Zero-based budgeting is performance based. You allocate a dollar for a certain amount of performance. You don't get the performance, you don't get the dollar. Whether it be materials, labor, whatever. It's real hard to do when you have services crossing across other services because how do you evaluate the water department when the water department is serving the sewer department serving the street department. How do you allocate that dollar to a person that's working in three different....it's very difficult to do. And if you axe 1/3 of his salary in one department because he's not performing well over there at this time now he only gets 2/3 of his salary? Real difficult, real difficult to do. When you have a business operation like the golf course, the airport, where it's all self-contained you can't.

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

Hewett: Let me say this and I get this from Miss Margaret Way, any asset the city has on its books should remain and be maintained. Selling assets just diminishes who and what is the City of Arcadia. The Way Building and City Hall should have been repaired a year ago. I'm proud of the Council's vote the other night to reassess the roofing contractor and what needed to be done because based on my knowledge it wasn't right. I know the situation. I'm a little concerned on the direction you're going right at the moment, but yeah I don't have a dog in this hunt yet. There was no excuse for the sequence of events at the Smith-Brown Center. No excuse. The repair of the ball field lights, the tennis courts, the airport, the golf course clubhouse, Fire Station 2, and the Way Building were under my direction after Hurricane Charley so I know how to manage assets. Were there problems? Of course there were problems. We worked through them, they're done. The water plant issue as an example is the best one that comes to mind. And where do I begin. Your own engineer offered you the chance at a \$2 million grant and you said no. The cost to produce your own water is \$1.80 per 1000 significantly cheaper than the county at \$2.32 per 1000. The loan even without the grant is only \$0.80 a 1000. With the grant it would be only \$0.54 a 1000. Part of my analysis was the county's conveyance charge was \$1.00 maybe Keith's able to get it for \$0.33 for three years. I don't know what happens in three years because as they develop on their side they're not going to be able to pump as much water all the way to the end because it's going to be taken off. So getting it here - I think that was your last comment in your handout is getting it here -- is the problem. Councilman Heine has said he doesn't want to put the City in debt for \$6 million for 30 years. But you will be paying the county for the next 100 years as if you took out a \$7.5 million loan assuming rates don't go up and they will. Just look at the April 14th news article regarding Charlotte County Water and the Authority. They're arguing over an \$8 million cost increase and who's going to pay for it. Rates are going to go up. Somebody's got to pay that \$8 million. Councilman Keene presented you a blending plan. It looks real promising Keith, I ran the numbers. I question the 800,000 gallons per day, I think it's a little higher and you still got the allocation. When it pumps to 1.25 million gallons per day, the numbers go the wrong way. If it did average 800, it looks good. If it did average 800,000 a day you could potentially put

\$90 or 100,000 in your bank account doing it. Potentially. But remember, you're renting their system. Would you rent a house or buy a house, Miss Goodman? Mr. Heine, would you rather own or rent? That's the key here. Remember you have...and the other key thing here, Keith, remember you've got an agreement in place right now for 200,000 gallons a day at \$0.40 a 1000. So be careful how quick you jump into a new agreement. To go from \$0.40 a 1000 to \$3.05. You still need a loan for \$1 million for the water tank and another \$6 million for infrastructure. Ok, wait a minute, you don't really...if you make the deal the way things are going...and retiring the wastewater loan, the infrastructure, paying the county basically \$7 ½ million but you don't have any asset to show for it. That's my key point. And the question was how are you going to manage the assets. You're getting rid of the assets. Again, you're cutting the legs off the stool here. I'll all about getting along with the county, but as a city resident I'd be upset at what's about to happen. As a county resident, if you want to jump into their boondoggle and I've coined that phrase, I'm known for that one, it helps me as a county taxpayer because you're paying for their system. I'm sure Councilman Dixon who's running for County Commissioner will vote to connect to the county because it puts bonus points in his politic bank. He might just do it to disagree with me. You know, Hewett wants us to build a new plant. I have one other thing on the airport. Your previous administrator...I wouldn't have done the buy-out deal. Your previous administrator was not dealing with all the information or all the...all the individuals who had their own agenda. The proper decision would have been to let the FBO sell their interest in the agreement, work with the new managers for five years, see if the locals could settle down and in five years renew the contract or take it over or advertise again for a new FBO manager. However, I believe at this point you don't have a choice. You accepted their option. Your attorney will argue with me. He has argued with me. I wouldn't want to go down that road with a legal battle with the FBO at this point but again, the decision is yours. Even as City Administrator, I can only advise you.

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

Hewett: As I previously said the two university positions were grant funded. After I was hired I was put in charge of the grants to manage them. The North Carolina State University grant was extended one year after I wrote the proposal for the extension, about a \$100,000 proposal. Half of that was my salary. As an assistant professor with the University of Nebraska I wrote two grants related to crop protection products applications, one of them resulted in the one publication that I had. The new hangar out at the City of Arcadia Airport after Hurricane Charley was a \$213,000 grant that I had approved by the FAA, managed, the buildings up and no particular problems. There is one other grant - this is sort of a team effort - between Ed, Steve, George Lane and myself - we were instrumental in getting the \$4 ½ million for the City's wastewater plant. Had the four of us not been as aggressive as we were the County would have received the entire \$9 million. If you recall, the original check that day was written to the county for \$9 million.

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

Hewett: I had difficulty with this question. I didn't know where to go and then (snap) it finally dawned on me. It fit right into it how applicable you'll think it is, we'll see. When I moved to Michigan to pursue my Ph.D., I was asked to teach several agricultural machinery classes. Being a certified agricultural teacher teaching the FFA and having worked as a

mechanic, I was confident I could do the job. Several classes, 100 students in them, lots of lab sections...I didn't anticipate the change in local conditions. See it keyed right in. It took me a while to come up with this one. South Florida doesn't have corn and combines or 300 hp tractors. The students were one step ahead of me in the operation of this equipment. Fortunately I was one step ahead of them in how to repair it...the mechanical side, the engines, the drive trains. How did I adapt? I had to adapt quickly, I was getting roasted in class. I was living in an agricultural community about 30 miles from the university so I spent a lot of time at the local John Deere dealership getting a crash course in machinery operation. If I don't know something, I'll either learn it or find somebody that knows enough to teach me 'cuz I want to know it as well as they do. I don't want to do their job, but I want to be able to be knowledgeable. So what happened? Next semester the students were more respectful, they were open to the learning process knowing that their instructor had operational knowledge of the equipment that he was teaching them to repair.

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.

Hewett: I'm not sure how many of your candidates are going to use this one, but Hurricane Charley has got to be the well known crisis for around here. Friday the 13th. I had prepared the home for strong winds. I'd moved the motor home in front of the garage to protect the garage door. I'd placed one of the cars between a cargo trailer and the motor home. The storm turned, the power went out about 3:30, so I kept checking WINK TV in the motor home. Running the generator...where's the storm going? As soon as Charley passed Port Charlotte, WINK TV switched to coverage of the damage. I'm sitting there going "where'd the storm go?" Well, run back inside, my last trip inside I stopped by the kitchen door just in time to see the garage roof go straight up. A moment later my wife says "what hit the roof?" I said, "I don't think you want to know." I went to the bedroom and got her a mattress, got her under the mattress and about that time the back windows blew out. Talk about crisis. Well, what happened? We had four tornados cross the property. We had one struck the building...one of our buildings removing a quarter of its roof, another went through the front yard, my wife I think saw that one. It moved the house across the street. We had one go through the back yard. The fourth one missed the motor home fortunately but took the entire garage roof including two courses of blocks and threw it on the back of the house all as one piece. That's what the wife heard hit the roof. Later I looked in the computer room, I said "I didn't close that door", I opened the door to the computer room and saw blue sky. It could have been dangerous. Because...how did I...what skills did I use? Well because of my mechanical skills, I was able to hook up generators, get the water running with the pump, re-wire it so the pump would work, get the refrigeration operational. Once the home was all secured, I had to turn my attention to the City. The city was in duress, it was a team effort. My duties were to get the airport secured for the National Guard, provide water out there for the National Guard, coordinate with Emergency Management and devote time—remember the Command Center was up 24 hours a day - but mostly keep the wife happy at that point. I know, those of you on the Council, the effort expended by all of us during that time. The one incident during that time that I hope I've gleaned something from Mr. Strube is I remember in a County Commission meeting right after the hurricane when they're trying to set up the clean up, a County Commissioner made a comment relative to the clean up implying the city was on its own. Like it was yesterday, I can hear him say that. Your administrator and I think I have that quality too, reminded the Commissioners that they, if they were going to use money out of the general fund for clean up,

14% of those funds are contributed by the City of Arcadia residents and the City better receive some benefit from those expenditures. As you know we participated in the clean up of the County...let us participate in the clean up. This is where a strong administrator who knows the local situation and the people really shines. That could have been a disaster for the city to have to pay for that expensive clean up.

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

Hewett: My vision for the city of and the county government working together for economic development for DeSoto County and see our tax base increase. Without that, we're both in trouble. However government needs to be accountable. Taxpayers should receive real, substantial benefit for the tax dollar that they pay to their respective government. State statute 124 and 129 requires proper accounting of these revenues. I see myself providing you the information to make the decisions necessary to position the City of Arcadia to operate at least 30 years - we've got to pay that loan for Mr. Heine - we got to be here 30 years to pay that loan for the water plant and provide services that are unique to the city and that are desired by the city taxpayers. For example, if you read Arcadian two weeks ago regarding the development that the county's blocking down South, their official reason has merit. I'll grant them that. But if you read what County Commissioner Langford said the city has a case for real and substantial benefit from the taxes the county collects. If he's wrong, then the developers in the drivers seat. Again, I'm coming down on the side that he's right and the city has a case for real and substantial benefit from the taxes collected. And there are at least two areas that I know that the city is not receiving benefit.

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

Hewett: Monitoring progress in the city, the City Council and the Administrator, they need to establish goals. Goals for next year, goals for five years into the future so we can see whether we meet those goals. They got to be realistic. The process assumes some stability and I don't think the way the city and the state and the federal government are right now, not very optimistic so you know the first year...just surviving the next budget year might...might be your best thing that you can do and try and maintain some level of effective service. Your previous administrator promised you a goose who could lay golden eggs. I hope you have learned to see through the next candidate that tries to sell you the emperor's new clothes. I'm sure of you that are well read know my reference to Aesop's Fable and Hans Christians tales. These obtainable goals may be to hire a particular individual to obtain another goal - say hiring a grants writer. I mean if that's one of our goals, we want to get a grants writer in here. I mean I can do it but it's time consuming. They do earn their keep. Hiring a grants writer that could do grants for sidewalks, for downtown, low income housing, economic development, the water plant construction and infrastructure. One of the goals needs to be complete the airport master plan. You can't do anything about economic development at the airport until that's done. Pursue the annexation of property already served by the city's infrastructure. Again, I've already told you there's a couple out there. The successful defense of a quarter million dollar lawsuit pending against the city. Obviously monitoring public complaints may be an indication of the city's progress as they come and complain to you, you know do they go up, do they go down? As well as compliance with DEP for the water and the wastewater. Making sure that the enterprise fund meets its obligations through the bond rating. Capital

expenditures, operating expenses. Having said all that, the offer of a one year contract suggests that just surviving as administrator may be the only realistic goals. There is no future with a one-year contract. I realize some members of Council disagree with the three votes of approval is good enough but if you're honest with yourself you know that at least one member on this Council, if not happy and in control, the Administrator term will be short and they will be asked to resign or be fired.

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

Hewett: If you don't hate me yet, you will after this one. This question requires some clarification in light of a comment made when the question was proposed. The comment was, in the best that I can determine from the tape, said, "There is basically no diversity in the City of Arcadia's employment and in administrative they have none." The comment seems to imply the City does not meet some implied quota system.

First, cultural diversity is not affirmative action. The goal of affirmative action is to create a diverse workforce and provide upward mobility to women and minorities. Affirmative action is detail oriented and result oriented. It sets a set of procedures to require the hiring and good faith effort to not be discriminatory. It is not a way of setting quotas for minorities. Only the courts, legally, can set quotas. For affirmative action purposes, minorities have been assigned by the federal and state laws as African-Americans, Hispanics, American Indians, and Asians as a group. An affirmative action policy for hiring as a whole should mirror the community. Well, what's Arcadia look like? There's 6,600 people in Arcadia, 50.5% are male, 49.5% are female. Seventy-one percent are over 18, 14% are over 65, 62% are Caucasian, 28% are African-American, 20% of the population is of Hispanic origin. Sixty-four percent have a high school diploma, and only 10% have a Bachelor's degree or higher.

The EEO or Equal Employment Opportunity policy mandates disciplinary practices for hiring and firing as it relates to sex, to religion, national origin, age, disability. I would suggest that the city's administration based on it's Charter, includes members of the City Council. Not separately but as a group that has responsibility for establishing laws and procedures which the administrator is guided to manage daily without interference from any individual member. DeSoto County Commissioners have been warned that that type of interference in day-to-day operations is an ethics violation. They had attorneys come in and talk to them a few months ago because of actions taken over there.

So with that said, what is cultural diversity? If it's not EEO and it's not Affirmative Action, what is it? Ok, the goal of cultural diversity is to create a process by which administration can respond to the needs and differences of all individuals regardless of their race, gender, physical or mental status, sexual orientation, ethnic background or cultural background. Basically, as a team oriented coach, my job is to go out and see the needs and the differences of all the city employees. And those employees have a say in how the city runs. And you have to do it...cultural diversity again is looking at education level, their position, whether they're a minority, whether they're male, whether they're female, do they speak English, do they speak Spanish. What is their cultural diversity? What's their sexual orientation? All those things figure into cultural diversity in the workplace. The best way to do that is to bring in an outside consultant because some people are going to feel offended that I'm trying to get to know their business, especially as the administrator. But again, I have a

pretty good working relationship with most of the employees, I think we can work through that. The biggest problem again I anticipate with the whole process of trying to have cultural diversity, to get everybody's opinion, it's difficult over the last several years when you've got employees that are circumventing their supervisors by courting somebody on this Council. And therefore circumventing the whole management...the whole team process and this runs, you know, counter to trying to put in a cultural diversity type program. That is the definition of cultural diversity and I don't mean to pick on the person that made the quote but I just want to make sure that, you know, we're talking about the same thing and not Affirmative Action or EEO. That we are truly talking about what is cultural diversity in management.

15. Why do you want this position?

Hewett: Should be an easy one. I think...I think in the time I've taken to prepare to answer your questions and the detail that I've gone to do it, shows my sincere interest in the position. My sincere desire to give you specifics of how I'm going to be an administrator. I think most of you know me and how I am and how honest and open I am with you. But this is not the first time this question has been asked of me in the last couple of months. It's usually followed by the next comment "Are you insane?" Just last night the newspaper asked me the same question and he followed it by "Are you crazy?"

I tried to explain it to my brother-in-law...my wife's...I explain it this way and I hope you understand it...maybe Dr. Goodman will be able to understand this answer...even Dr. Johnson...I've tried to explain that my desire is similar to that of a parent with a delinquent child. That parent wants to do everything they can to make that child become the best they can be before the child makes one too many wrong decisions. Obviously if the child continues to make wrong decisions, what's a parent going to do? He's going to try and help. A parent's left with a few...very few options but come the bottom line, they've got to bond with that child of theirs. And I guess right at this moment I still have a bond with this city. At some point I...you know, the wife says "Give it up." But I still think I have something to offer this city. I hope that you'll give me the chance.

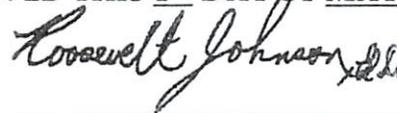
As I indicated in my cover letter I've been a part of this community for 20 years. My wife for 50 years and her family before that for 40 years, before she was born. Just like Councilwoman Goodman with 52 years, my wife, her family and I want to preserve the flavor and tradition of historic Arcadia, a place we call home. I have the knowledge and the experience with the current issues facing the City of Arcadia in the coming tumultuous years. These issues include the airport, the golf course, fire...fire's in there still...police—at least five more years – police protection, the water plant and the city's infrastructure. I know them all and Shelly will attest to that from this past weekend. These budgetary items require technical experience as well as local knowledge to deal with the issues and the unique nature of all the players that are involved. And trust me, there are some unique players, aren't there? You talk to a lot of them at Wheelers, don't you Mr. Heine? They all got an opinion on how this place should run, how the county should run. And you got to listen to them, don't you? Well see they have a stake, especially in the water plant, they have a stake in that water plant. They need to sell water. And as a county resident, God bless them to sell water to whoever they can at the highest price they can. But as City Administrator, I'm going to be working just the opposite. I want to get that water for the lowest price. And right now, the 200,000 at \$0.40 that's a pretty good deal. But you need that asset. Trust me. That Peace River could dry up tomorrow.

They're messing with the statistics now on how much they can reduce the flow without harming the environment. They're at 15% now. If the water flow decreases, so does the amount of take. So I have the knowledge, I know about the budget and finally, Dr. Johnson, I appreciate having the courage to place my name on the short list. Don't let any councilmember grind an axe to make sure I'm not the selection. This is it, a great moment, a great opportunity. I hope the rest of the council will follow Dr. Johnson's lead to make the right decision to make me your next administrator. And let us all work together to make this the best little city Arcadia can be. Thank you very much for your time.

Having no further business at this point, the meeting was adjourned at 5:50 PM.

APPROVED THIS 4th DAY OF MAY 2010.

By:



Roosevelt Johnson, Ed.D., Mayor

ATTEST:



Dana L.S. Williams, CMC
City Recorder