

MINUTES
CITY COUNCIL WORKSHOP
CITY OF ARCADIA
THURSDAY, APRIL 22, 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 Deputy Mayor gave the invocation, which was followed by 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 James "Tim" Carpenter of Nocatee, FL. The City Recorder read each question to the candidate. Following are Mr. Carpenter's responses:

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

Carpenter: Well it's my feeling that members of the City Council have been elected by the people to serve the people and as City Administrator you are then answerable to the City Council because you serve and work at their will. I believe that they are there for a reason because the people elected them and that acting with them, they should be treated accordingly.

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

Carpenter: Well my management style is one that I feel you should surround your people... yourself with people that are capable, people that want to strive for excellence in all they do. I do not believe in micromanagement. I have seen that... there are times when I know that some projects that have to be over-watched, overseen, they have to have a close eye kept on them; but at the same time I believe that if you micromanage you're then limiting your people that you have in positions and they are there for a reason. They are there because you've hired them to do a job. And hopefully you've done a good job hiring and hired the proper people for the position.

A lot of decisions I think, some are as easy as looking at the book because some are already written down in black and white. And that's when I think you have to be familiar with the rules and regulations, the ordinances of your community. I think you will find many of them you can just refer to those and if they are decisions or things that need to be changed that up to the, you know, someone to bring it to the City Council to change those to make them

better. As far as making the decisions, it depends on the situation. As far as the number of people that are affected, you know, will it affect people adversely or positively and this is a great deal of what I think that the City Council has to deal with on a weekly basis. Making decisions that affect people in the best light because of the fact you are responsible to the people that have elected you and as City Administrator it would be my job to make sure that you are able to do that...to make the right decisions, provide the right information, and for decisions I would have to make on my own to rely on input from the City Council.

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.

Carpenter: Ok, I've not had much dealings directly with the City Council, I've had quite a few dealings with the County Commissioners and also some state level people. To effectively deal with the Commissioners, I think again, you have to remember that the City Administrator does serve at the will of the Commission or the Council in this case. I have had opportunities to present things to the County Commission, to things when we found that there were sometimes glaring gray areas in the County ordinances. We would have to present these things to the County Commissioners and try to come up with viable solutions to make ordinances that were better and did not have gray areas. And as far as an example of consensus building, well there's a situation you all...I believe you all had to deal with recently up at the Tremron factory. We had quite a few complaints about the noise there. I was able to work with not only the local people but the people at their head offices and at one time I did have it arranged with them to where they agreed to only operate the one machine that was in question during what we considered construction hours, which is during the daylight hours. And it would start in the morning and end in the evening but not go all night long. Apparently that has gone by the way somehow since I'm no longer with the County but this was something that...through working with them using a common sense approach to it and appealing to their sense of being good neighbors, we were able to accomplish.

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

Carpenter: Well in the area of business probably my greatest professional success was when I worked for Mid-Town Restaurant Corporation, I was....there was a period of time when I was called a trouble-shoot for various restaurants that had problems keeping their numbers up because in that business you live and die by the numbers. I was able to go to some of these locations, I was able to work with the people through training, application of proper procedures, get them turned around to where I was able to bring these stores up to the level where they put me in what we called our President's Club for the company, which is the top ten stores. And out of...it was the largest single owned franchise in the country. So we had over 50 stores and so that was quite a feather in my cap and one year I actually won the Presidents Award. So I had somebody from a small town with a small restaurant with a small population base beating all the big guys. And I felt pretty good about that.

My biggest failure was...well, in a way it was also a success...when I was in law enforcement there was a situation where I did have to save the lives of a woman and her sister. Unfortunately...my beliefs are that lives are sacred and in order to save lives sometimes law

enforcement has to take lives. I not only felt successful in the fact that I was able to take... to protect people but at the same time I violated my own moral code in having to take life on that and I do kind of view that as a failure but there was no other way around it. As far as doing anything differently we didn't in those days have tasers, we didn't have a lot of the things they have now to be able to slow people down, to stop people so I don't know if that really would have worked or not. From a business standpoint, one of my biggest failures probably was when I worked for the state. There were areas that the state was trying to privatize, it was the Governor's...one of his pet projects and there was a time when some of the privatized people didn't do their job. Unfortunately when they didn't do their job because it was a pet project of the Governor, state employees would get blamed. One of my people got blamed for it and he did actually get terminated by the state for it. I was not able to stop it and I consider that a failure on my part. I was out-gunned by the Governor's office but as far as doing anything differently I've had it suggested to me that I could have gone to the newspaper, I could have done this, I could have done that. Really I think any of those things probably just would have just gotten people's names drug through the mud and I don't believe in doing that kind of thing. I really feel at that time what I did was I resigned because of the fact it was either cause a big scene and I'm not a fan of anybody causing a big scene especially over something like that but I did resign to leave. I could have done it differently perhaps. I could have gone to the newspapers but again, that's not my way of doing things.

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

Carpenter: Ok, and as I said in the world of business that we were in, in the branch we were in in fast food you live and die by the numbers. You had to prepare budgets, you had to be able to project sales, which sometimes is very difficult because of changing situations around you. You had to be able to project sales for not only having enough product but also having enough people trained, hired and ready for action so to speak. We did have to prepare budgets, we had to keep them very tight especially every couple of years they would come out with what they called the labor formula which was based on the number of dollars coming in... this was how many units of labor you could use, and every few years they would cut back so you had to get pretty talented at still keeping a good level of service while still continually having to cut back on your employee force. There is a breaking point on that which they understood and we never quite reached it, thank goodness but we did have to prepare budgets...we had to, as I said, we had to try to project out into the future not only next week, but next month and next year and for the years to come to get things set up. And these kinds of decisions effected everything from buying light bulbs to, you know, how you had your place decorated to your landscaping and everything else. You had to keep an eye on the future and this is how the budgets had to be done.

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

Carpenter: I believe that there are probably areas that each individual department head knows about where things have been padded, sometimes intentionally, sometimes unintentionally. There are almost always areas of waste that can be reduced. There...well, you know, these are also situations where you have to consider your ordering supplies. You have to control what you're ordering. It's very easy to order extra of everything but in

financial hard times, you have to be very careful what you do. Sometimes you have to limit your projects or limit the scope of your projects and sometimes even delay some of them. You have to be able to make a decision which are the most important at the time, which are going to have the most bang for the buck if you will, which projects are going to serve the greatest number of people, and provide the greatest amount of help for the people of your location, your locality.

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

Carpenter: Well I've not had an opportunity to prepare a city budget so that's a difficult one to address directly, but I do again, think that you have to keep an eye to the future. The present is very important, your present situation but I know that there are many government agencies that I don't think over the last few years maybe kept a close enough eye on the future. When the bubble was going on before it burst, there was...I don't know about the city here but I do know there were things maybe being planned by many government agencies around the state based on an artificially inflated economy. This was a great example of not keeping an eye on the future I think. The bubble burst because it was artificially inflated. It was great to think about all the tax money coming in at the time and all the projects that could be done, but the real realism or fact was that it was artificial and it couldn't last forever. This is the kind of thing that got many of the governments in trouble I think. There are many that had to greatly increase their workforce. Understandably during the boom, they had to hire extra building inspectors, extra park people, extra transportation people and unfortunately when the bubble did burst a lot of those people had to be let go. This is the kind of thing that I think that can, through proper planning, can oftentimes...you can't avoid all of it but I think you can avoid a great deal of it. So that when you're talking about preparing budgets, again, keep an eye on the future. Keep an eye with common sense and try to look at things realistically. You know it's one thing to go into a store with a pocketful of money and think of all the great things you can buy, but if you don't remember some of that money has to be spent tomorrow and the next day then you have a problem.

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

Carpenter: We, in the restaurant business, had a great number of assets we had to deal with. We had equipment, we had property, we had buildings and grounds to deal with. We had to manage this on a daily basis. Everyday something would break down or need attention. This is something again, through proper planning you have to be able to realize that there are some things whether it's equipment in the transportation department, vehicles that are being used on a daily basis for your city employees to drive around in...all these things need maintenance. As the properties go, they do need to be maintained on a regular basis - grass has to be mowed, flowers have to be watered, weeds have to be pulled. These are all things that have to be done on a regular basis and again, you have to consider this whenever you start a new project. It's not just the initial cost of the project, it's the on-going cost. And so when you're dealing with these and considering them as city assets, this is something that has to be considered. Money always have to be set aside for them unfortunately. There are sometimes grants that can be obtained for these things to help with it but ultimately the City's the one that's going to have to pay for the assets and their maintenance. The park department is a wonderful thing and is

something that does a great service for the community. It helps a lot of children; it gives them a place to go to not be on the street so to speak. It offers sports activities for many people, in many cases it offers learning opportunities for people whether it's in sports or arts and crafts or different things that go on at the different park facilities. These again are things that have to be managed with an eye to the future and with common sense.

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

Carpenter: I've not personally done any grant work. I have been involved in some of the application of it after it's been obtained. I do know there's a lot of grant money out there. I've had a lot of dealings with people that do that and there is quite a bit that can be found, it usually has to be done by somebody who knows what they're doing writing it up. And that's the tricky part on obtaining grants. You have to be able to write it according to their specifications. The application of the grants as far as administering them, we have had... when I was with the County...there was several projects whether it was being able to have new signs entering the county, plants, flowers, things like that. There were housing grants that we indirectly had to deal with to get certain specifications met for the grant to be able to be done for the house to be built for people. They had to be in compliance with all the codes, with all the ordinances of the county, so you know, we had to work with quite a few people on that in order to get them qualified to be able to get the grant money. There's a lot of it out there, it just has to be done properly.

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

Carpenter: I moved to Arcadia in 1972 and for those of you who were here in Arcadia in 1972 and have been here since, Arcadia has gone through a lot of changes. I came here bright eyed and bushy tailed out of college, a little shocked when I got here about some of things that went on, the way some things were; but I have been privileged to watch the town grow, watch the town mature, and I had the opportunity to participate in a lot of that. The conditions here have changed. We've grown. The mental attitudes here have changed quite a bit, they have matured a lot. There are things, as I've said, when I first came here that, you know, honestly shocked me the way some people were treated, the way some things were done. But then again, that was over 30 years ago. And things are a lot better now. As far as the way the changing conditions affect the community, I think overall they have greatly helped our community. We have gone in a positive direction in this community. Again, I've been very happy and satisfied to actually say I've been a part of many of those changes. The growth in the County has been quite a bit. I think we're probably a little slacked off now due to the economy but when I first moved here to now, I think the city's population has probably doubled from what it was then. Some of that may be due to annexation but mostly just due to population growth. The... when I was in business any kind of any kind of changes that went on, there was a lot of yearly things that went on that you could plan for. Rodeos, things like that, they'd bring extra money into the town, they'd bring extra people into the town but there are a lot of things that are not planned for because they just happen spur of the moment. There are situations where they come up and I'm sure you all have dealt with them that nobody even thought about was going to happen. Either through the death of somebody, leaving positions vacant that, you know, you never thought you were going to have to fill or businesses going under as... like what we've been experiencing lately with this economy. We've had...it's affected negatively a great deal of

people. I think overall, the changes in this town, in this community have been positive though. Over the years, as I've said, I've seen a lot of growth, I've seen a lot of maturation going on and I've been able to work with some of the people that have helped this community to grow from Fletcher Brown to Helen Washington and to a number of other people that I have been proud to know, proud to work with and that I really think helped change the community in a positive way.

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.

Carpenter: Well I think a crisis comes in all forms large and small. What is a crisis to one person is just a bump in the road to somebody else. First of all in a crisis you have to be able to deal with it coolly, you have to keep your head about you. Science has shown that the higher your rate of emotion, the lower your sense of rational thinking and so you have to be able to keep calm in times of crisis. You have to be able to meet it head on, you have to have contingency plans. There are ways of doing that I believe that you can always have a fall-back plan for almost everything and if you don't already have it in place then you can try and make one real quickly. There are a number of different kinds of crisis's I've said that can happen - large and small - but you have to be able to make decisions. In my professional background, I've had to make decisions as simple as...you know, what color something should be or where to put something and all the way up to life and death decisions. And this is something that you have to be able to meet, as I've said, head on. When a crisis happens you have to gather your people together. You have to get collective thinking going on. Sometimes, often times, you just have to rely on the head person to make the decisions until things can get smoothed out. Hurricane Charley was a great example. Nobody thought it was going to be here, it was supposed to be many miles off the coast of here. At the last minute it made a right hand turn and ran right over us. That was a crisis. There were a lot of decisions that had to be made, a lot of ground that had to be covered, a lot of people that had to be helped. Again, I was also a part of that effort and in trying to help the county recover and trying to help people just get back to a normal life.

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

Carpenter: When I first came to Arcadia, again that was in 1972, I didn't really...I had lived in some small areas but it was on the fringe of larger areas like Tampa. I didn't really have a feel for what small town was or what it was supposed to be. Quite frankly, when I first moved here I wasn't real happy with the place. As I said, some things did shock me, I didn't have many friends yet, and I used to head back to Tampa every weekend that I wasn't working. And then over a period of time, I got to know people. I got to see the community. I got to get a sense of what it was about. And as you see, I'm still here after over 30 years. I have put my roots down here. My vision for the future here is what I didn't see when I first came here but came to know a lot about. This is small town USA. You know there's a lot of differences between small towns and big towns, there's also a lot of similarities. Small towns and big towns, one thing they have in common is they both have a variety of diverse kinds of people, groups of people. The difference is in a big town is you don't ever have to see the other group. You can stay in your part of town, you can stay behind your locked, gated community and you never have to be exposed to them. In Arcadia you see everybody on a daily basis. And so you

have to be able to deal with them and that is one of the beauties of this town is that it makes you be a citizen. It makes you be involved. Arcadia is the kind of place that people for years having been moving out of big towns to come to. When I first came here there were airline pilots from Miami that couldn't wait to move here because they were so tired of the hustle and bustle of a big town. There were a lot of people that moved here. Some people only looked at it...well for example when I was in law enforcement I actually had some people ask me if there were ways to drive around Arcadia when you had to go across the state. Because they were afraid if they had to stop at a convenience store or whatever, they were going to get beat up. There was a lot of bad attitudes about Arcadia. Yeah, Arcadia had a reputation for many things. But it also had a reputation for being a nice place, for being a good place. Again, the town has matured; it wasn't always such a nice place for many people. But it is now and in the future I think it will be even more so. I think that the main thrust for Arcadia is controlled growth. Every town I think needs to have some growth but at the same time it has to be controlled. In doing that you allow it to retain its country flavor, its small town flavor, but you know if anybody wants to do anything in a big town, we're 30 minutes to an hour away from big towns. So we're really in an ideal location here. And that is, I think, part of the future of Arcadia. We're the kind of place a lot of people want to come because they don't want to live, you know, in a big city. That's one way that suburbs got started because people didn't want to live in the city. They wanted to move out of the city so they moved to the suburbs. And then they started moving to more rural areas. Arcadia is a rural area. It's a place that during the boom unfortunately a lot of the developers were, were just chomping at the bit to try and get to. They wanted to slice this county up, this town up like Swiss cheese and make a dollar off of it. We were in danger for awhile of going with uncontrolled growth. And you know, you hate to think there's an upside to the economy or the bubble bursting but that stopped a lot of it. And, you know, that might have been the upside for the bubble bursting and the economy going a little flat is that we didn't get sliced up like many people wanted to. There's a lot of realtors that wanted to get into this area and just make it what it's not. They wanted to make it a big hustle/bustle place. Arcadia is a crossroads. Again, it's small town USA. And I think that's the flavor that Arcadia needs to retain. And that's my vision for the future of it.

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

Carpenter: You keep in touch with the people that run the different departments. You watch it, you get out in the city. I know there are many administrators that don't like to ever leave their desk, but I believe especially in a situation like this you have to get out and see what's going on. You have to see pretty much every corner of the city, not just the pretty parts, not just the newly painted parts; you have to see the whole thing. You have to take everything into consideration. You monitor the progress by watching it and keeping in close contact with the department heads who are hopefully keeping in close contact with the people that work for them. They watch the numbers, they watch the jobs that are being done and that's how you monitor. And you watch the numbers.

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

Carpenter: Fortunately I have been involved in business and professional dealings with a variety of people from a variety of backgrounds. In my life, I have been able to deal with everybody from politicians and generals down to the most humble of paupers. When I worked

in the restaurant business, I employed all kinds of people. One thing you do not do, you do not tolerate people not getting along for whatever reason. Whether it's religious or racial or economic, you can't put up with that. There are things that people have to realize when you're working together; that we're all here doing a job, we're all here working together, we are a team. And that's one thing from my management style that I should have mentioned is I believe in teamwork. You can't get along without teamwork. Everybody has to work together, everybody has to go in the same direction. I keep mentioning business...you know in many ways I think city government or any kind of government can be like a business but in many ways is different. Because a government being that it is of the people, for the people, and by the people, it's a living thing and you have to deal with it as such. You have people that work for you that not just that work for you but that are depending on you. People out there, all the citizens, of the city, the county, the state, whichever branch of government you're in. You have to deal with it as such. It's a very delicate thing sometimes but when you have diversity, if there's discord, it really has to be controlled quickly. People have to realize you have to get along with each other. I can't control what you do when you're home, when you're sitting there watching TV but when you're working on my time, I've got to know that everybody's getting along. I've got to know that everybody is working in harmony. You know there's a lot of talk out there I guess well like about prejudice. We all have prejudice of one sort or another. Personally, I'm prejudiced against stupidity, I'm prejudiced against laziness. I'm intolerant of people who have anti-American sentiment and so things, you know, words like prejudice and intolerance aren't always negative. Sometimes I feel that they can be positive but at the same time they can be very negative. They can be very destructive and you cannot allow it to happen. You just have to sit the people down and explain to them the reality of life is we all have to get along together, we all have to work together and you know, if they can't get with the program unfortunately they have to hit the road. Sounds a little harsh but that's the way you've got to do it. You can't allow it.

15. Why do you want this position?

Carpenter: I kind of feel that everything I've done in my life I've done several different things in my life, several different kinds of work and if you look at my work records, I haven't done a lot of jobs...I think seven to ten different kinds of jobs may be the average for the average American and I probably haven't had quite that many in my lifetime but I think they all have taken me in a direction and prepared me for something....sometimes you're going down the road and you don't really know where you're going. Sometimes you've got a good idea, you know where you want to go but there's still questions "why am I going to go there?". I think a lot of the things that have happened in my life have prepared me for just this opportunity here. As I said, when I first came to Arcadia, I wasn't real happy with it. I grew to love it. This is my home. I don't plan on going anywhere. I've seen people come into positions like this whether it's with city, county or state, and really they are using it as a stepping stone. I don't plan on going anywhere. I'm a hometown boy, I plan on being here. I love this city, that's why I stayed here, and I'd like to be able to help it go into the future. I'd like to be able to help it to continue to mature. I do feel that in my own way, I've helped in many areas in the past. I'd like to be able to have a more direct way of doing it. And I feel in this position - I'm not a politician - so you know it's not my bailiwick to do it that way - but I am an administrator. I am...I like to think of myself as a leader and I would like to be able to lead this county into the future. That's why I want to do it.

Do you have any questions? I'd be more than willing to try and answer anything I can. I'm sure there are things I've left out. I'm a little bit nervous being up here but I've enjoyed doing it...speaking to you. I've worked with many of you in the past either directly or indirectly and I do feel proud to be here today. Thank you very much.

The next candidate was James Bursick of Vero Beach, Florida. His responses are as follows:

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

Bursick: Well really on several different levels. I interact with them in writing through weekly reports, emails on a daily basis depending on what's going on in the community, one-on-ones in my office, personal communications, also through reports at Council meetings, that sort of thing. It really depends on what level of communications and interactions that the Council really is desiring and that's what level I would provide. I...it really depends, it changes from time to time obviously as Councils change, that level of interaction needs to be evaluated then also changed as necessary.

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

Bursick: Well I really would consider my management style participatory. I really seek the opinions of the department heads, employees, I think it's valuable to have that input. I obviously don't know everything about their operations so it's very important to get their opinions before you start implementing changes and making recommendations. In terms of how you go about implementing any changes to the organization, typically what I would do is make recommendations to the Council, give them different options with the cost factors for each option, depending on the magnitude of what the change or recommendation is, I'd either bring them in one-on-one, go through it, answer any questions individually as opposed to at a Council meeting. I'd like to at least give the Council as much opportunity to ask questions and get their input before just throwing it on an agenda. If it's just a smaller issue, then yeah, I would just put it on the agenda for Council consideration.

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.

Bursick: I think in general terms and without going into a lot of detail, I think how to build a consensus is through just a good working relationship built on honesty and trust. That is demonstrating that what you say is what you're going to do and then following through with it. And that goes...holds true really for the Council or the employees, and other governmental agencies. For example, in Melbourne Beach, we had a project where we received funding from the St. Johns Water Management District prior to when I got there. The project wasn't permitted; it wasn't constructed towards or in accordance with the scope of work specifications and so when I got there, the funding was eliminated and we really had a poor working relationship with the water management district. But over time, we went in and did a corrective action plan for that project, they restored the funding; now we're in the process of receiving another grant from the water management district for another project. I think that

just goes to show that once you build the communication lines and the trust, then that will foster those relationships.

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

Bursick: Well, I'll start with my failure and that will probably lead into my success, or at least what I consider a success. My failure I think probably would be in North Port when I was Public Works Director. I proposed a new fee structure for solid waste assessments for the Road and Bridge District. And it was a substantial increase however it was really to implement a fee structure to allow capital improvements to be constructed on a pay-as-you-go basis, and specifically street resurfacing. The problem I had was I didn't get out in the community and really promote that and I didn't go up to the organizations, the local organizations like Kiwanis, Rotary, that sort of thing and promote that concept. And it did fail. We did get an increase, but not enough to implement the program that I had designed. But I did learn my lesson in that I think probably one of my greatest successes would be in Melbourne Beach and that would be a stormwater referendum initiative that was just approved two years ago. Even in these economic...difficult economic times, we did get that approved and what that was, was a referendum that requested a vote of debt service from the residents for specific stormwater and street improvements and that was a levy of up to 1 mil for 20 years. It was approved and we're in the process of implementing those improvements now. The lesson I learned was I really got out and promoted the concept and the referendum prior to actually holding it in the fall. And that was done through speaking engagements with local groups. We also had a series of town hall meetings where the entire community was invited to at least listen to the program. We didn't promote it, we just gave the facts of what the program was about, what benefits we thought would come from it and it was approved.

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

Bursick: I really have extensive budget experience as you can probably tell from my resume. I started in Florida in the budget offices of Palm Beach County, and Lee County. As I tell people, if you really want to learn about local government, start in the budget office. Because you learn about finances, you learn about operational structure, organizational structure, the whole gamut. So if you're going into public administration I think that's an excellent place to start. I was also the Budget Director for Leesburg for ten years, eventually promoted to Deputy Town Manager or City Manager there. And that's really difficult to say what's...what approaches you use to reduce budget. In Melbourne Beach we have a small budget so that's evaluated really on a zero-based budget, every line item is evaluated to make sure it's still needed, warranted, and every expenditure is scrutinized. Larger budgets - you really need to look at them I believe on a departmental level or division level and see if that service is still necessary, to see if you're still actually providing a level of service through that area that the residents want and need.

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

Bursick: Well, if it's at the point where you need interventions then it would really require an

entire look at your budget and your operations. You would have to evaluate each area, make sure that that is an area you want to continue providing, see what expenditures could be eliminated from that area if you wanted to continue it. You would have to look at your revenue sources to see if there are areas that would be applicable for fee increases so at least you're covering the cost of the services that you're providing. You would have to look to grants, other outside sources of revenue. You would have to look at new revenue sources and none of those are difficult decisions to make but if it's at that point where you're really characterizing it as an intervention, you're going to have to look at all those options.

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

Bursick: I always like to get direction from the Council up front and see what their goals are for the year and what they really have in mind. Whether or not that's employee raises, benefits, capital projects, looking at expenditures in certain areas, service levels - see if you want to increase service levels, decrease some - and then we go back to the departments and start the budget process. It can be a time consuming process but that's generally how I initiate the process. Then once we have the budget developed it's transmitted to the Council along with the budget message that really sets the tone for that year's budget and the recommendations.

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

Bursick: Well I think it's very important once a city has purchased assets or constructed assets that they're maintained. It's really difficult to see situations where assets have been deteriorated. And again, that's a difficult decision because that's an easy area to cut out of the budget, is your maintenance. But down the road you're actually going to pay for that many times over. So if at all possible you really need to maintain your assets, keep a good inventory of your assets obviously so you know what you have, what you need, where they are, and continue to maintain those.

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

Bursick: I have very extensive experience with grant applications. I really started with the City of Leesburg, we were very successful with grant applications ranging from historic preservation grants...we received a grant, a large grant, for alternative fuel source fueling station which was going to use dual fuel for natural gas and gasoline for the police fleet. We also received CDBG funds in Leesburg, FRDAP grants. Then going to Vero Beach we also received CDBG funds there, FRDAP grants, historic preservation. And now in Melbourne Beach we've received a number of grants for stormwater improvements and actually I'm fortunate because we have the stormwater referendum dollars that I can use to leverage against those grants so that makes it much more easy and accessible for those grants. But we're probably approaching \$1 million in grant funds in Melbourne Beach for stormwater improvements. We've also received FRDAP grants there but the key is really building your reputation with the agencies. You have to make them feel comfortable that you're going to spend the money in accordance with the scope of work and that you're going to use it appropriately. I really believe it's unlimited after that point. But to do that you really need to put a good team in place and in Melbourne Beach for stormwater improvements, we have an

extremely good engineering firm that helps write the technical aspects of the grant application. I have a good Finance Director that administers the budget and the quarterly reports and a Public Works Director that actually does the inspections and makes sure that the work is done appropriately.

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

Bursick: Changing local conditions...well, quite frankly I can't think of anything off hand. Sorry.

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.

Bursick: I guess unfortunately I have been through that several times. In North Port, we had Hurricane Charley which I know you experienced also so, we had quite an extensive area that was damaged through that hurricane. Also in Melbourne Beach we had Tropical Storm Fay. That was more of a water event with flooding conditions rather than a wind event. But I try to be as accessible and responsive to the public as well as the employees as possible during those events. It is a great deal of pressure and stress on the employees as well as the residents. For Tropical Storm Fay, we spent 72 hours in Town Hall and it was starting to wear on them. So you have to also be very conscious of that fact and that there is a great deal of stress and deal with it accordingly. You have to...and it goes for residents too, especially when they've been through that sort of thing or there's rising water and they're afraid that their residence is going to flood. So it's very...you have to recognize that and you have to make sure that you don't make the situation worse. You do what you can to help within reason as long as it's on public property then...that's typically my rule...we don't assist to a great extent on private property unless it's really a threatening situation.

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

Bursick: Well, I think there would be a lot of challenges. I think that with my background and experience, I could really benefit the town. I have obviously a great deal of financial and administrative experience, grant experience and really experience is almost all aspects of local government. So I think in that regard I can really be a benefit to the City of Arcadia. I also have a number of contacts throughout the state that can assist with different issues as they arise. I guess that's one of the benefits of working in different places, you meet different people; you see different ways of dealing with situations and handling problems. So I can draw on that experience. And I think I've got a well rounded background that would really be an asset to the city.

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

Bursick: Well I think probably the best way is through your goals. How you establish your goals I guess that would depend on the city. Typically, in Melbourne Beach we use the visioning process that established some - actually typically your visioning process establishes broad goals. Ours...we...we are so small that we had more well defined detailed goals and we

incorporate those into the annual budget to the extent possible as long as the resources are available. The other step would be to do a strategic plan and then incorporate – take that and incorporate those goals into the budget process. You can also have departmental goals that would be more specific. Typically those would be developed by the department director, presented to the city administrator, then refined and presented to the Council for adoption or consideration and adoption.

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

Bursick: I promote my values and ideals to the employees, then I would expect the department heads to take those values and convey them to their employees and make sure the goals that were established for the organization were met. That's obviously very important. And the best way to do that is through the continual monitoring of that situation as well as your goals in that area.

15. Why do you want this position?

Bursick: I think it would be a challenge. I think based on my back ground and experience, I could be a real asset to the City. I think there's a lot of potential here and I would like the opportunity. I think that I would be a good fit. I think I work well. I have a good track record. I've been in Melbourne Beach 4 ½ years now and I've been very successful there and implemented a number of the goals and addressed many of the issues that the Town was confronted with. Based on that and my background, I would be a good fit here.

16. City Recorder: The question you passed on.... Share with us an experience where you were confronted with changing local conditions. How did you adapt? What was the outcome?

Bursick: Well I guess I'll use this as an example although it's probably not real appropriate to what you're looking for. I... in Vero Beach when I was the Assistant City Manager, there was a change in philosophy from the Council. They wanted to put more emphasis on the utility side of the operations as opposed to general management. I was the Assistant City Manager, unfortunately my position was organized out of the organizational chart so that's how I ended up being in North Port and for what that's worth, I'll use that as an example. Even though I don't believe that's really what you intended.

The last candidate was Eric Kuykendall of Rosebud, Texas. His responses are as follows:

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

Kuykendall: With all the council's I've worked with I have one-on-one relationships with most of them and also as a group. I take my direction as a group from the Council and whatever the Council's pleasures are on any particular item, that's what I do. I like to also hear from the councilmen because a lot of the councilmen that I've had in the past won't convey their ideas or things of that nature to me. So it's very difficult for me to tell what's going on maybe in their ward or their district and so forth. And you guys are here for a reason, the people elected you, you are the leaders. The Council is... are... they're the folks that give me my marching orders so to speak and you know, I want to hear everything that the council has to say on any particular issue. You know, there are things that Council doesn't need to have input

on as far as day-to-day regular business or worry you with those little matters but anything that may have any effect on the community whatsoever, the Council needs to be made aware and informed and that's something I try to do. I also, you know, send emails, I do different things - just little notes to keep the Council apprised of what goes on with the City - especially if we have some personnel problems or things of that nature which may cause the City to you know, have some problems down the road.

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

Kuykendall: Well I have a very open and kind of an eclectic management style. I hear from the public and if you'll call anyone that I've ever, ever worked with of any city that I've been in, most things that they'll tell you is that if someone has a complaint they can walk right in my office and tell me about it. As far as my management style goes, I am not an overbearing person. I believe that people are hired to do a job, they should do that job. You will rarely find me dressing down any of the laborers or things of that nature; however I have been somewhat caustic with some of my supervisors because of the fact that they're in those positions to supervise and I, you know, delegate those authorities to them so that they may do their job and I expected it to be done. I expect a lot from my employees. I expect professionalism, that's one thing that I really stress. And, you know, there should be an esprit de corps for the city and that's something that a lot of places lack and if you have that and you have employees that you motivate and coach and that you lead, then you can make the city a more professional and better place for its citizens. And that's what you have to do.

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.

Kuykendall: These are hard. Well I've worked with Councils for quite a number of years and I've also worked with County Commissioners as well, as a matter of fact right now I serve as the TCEQ DR for Falls County which...I guess you have a Department of Environmental Quality or something of that nature here?...so I kind of do double duty. And the reason I do that is because the county needed it and I was the only one that actually had the qualifications to do so, so I don't mind helping them out. I try to get everybody on board with whatever city I'm working with because you've got to work with your commissioners, you've got to work with your City Council and you know, to...I don't know how to best say that...but to improve the relations, you do what you can. I mean we're all...none of us are, you know rich where I've ever come from, I've never worked with a city that had just an overabundance of money - well, maybe one of them - but...and if you don't foster those relationships with the County and even the school systems as well, you'll just wind up failing because you're going to need their help at some point or another. I also...we get together with other cities and I stress to our workers, you know, go out and help these people when they need them. We've worked with other cities when it comes to sewer problems, water problems, even police enforcement. We do what we need to do and you know, that's also something I'd like to stress, I don't know the laws in Florida when it comes to intergovernmental cooperation. Sometimes you have to have interlocal agreements but in those cases I like to see those used as well. So anything that we could do to foster relations between all the governmental entities all the way down, you know, from...from our lowest level municipal up to the state, I try to stress that as much as possible.

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

Kuykendall: That I can sum up with two words and that is Tishomingo, Oklahoma. Tishomingo, Oklahoma was the county seat town or still is in Johnson County, Oklahoma. I went there in, I believe it was, 1992 and when I got there the city was basically on the verge of bankruptcy. They had a lot of problems and I went in and I poured my heart and soul out for that city. I looked at what we were doing, we had a 9-1-1 system that was going in the county seat and city right there all in one. I was able to reach agreements with the county to combine our dispatching. So we rolled it all into one, cost our taxpayers less money and provided a better service for everybody there. Jailing services the same way, we still handled overflow at the city. We went out and looked at the water and sewer rates we were charging. We weren't even charging enough when I went there to cover our own costs. We revamped those rates and got something that was fair that didn't kill the citizens and the rate-payers. We had a trash company that we were supposed to be part of a regional organization and we didn't even have a representative on the board, they were trying to unilaterally go up on our rates. I fought that and was very successful and not only did...we ended up with the same company but at a lower rate than they had been charging us even previous to their attempted rate increase. Which was, you know, another benefit for our citizens. We also participated in a regional landfill - I guess you guys might remember when Subtitle D came around - which killed nearly every landfill in the country - and we went out and I was part of...it was a SODA, it was the name for it -- Southern Oklahoma Development Authority - and as a representative of that we also bought a landfill and made it a Subtitle D landfill for that whole part of southern Oklahoma. Oh let's see, what else did we do? We just went...oh, we had another problem where we were losing thousands of dollars every year where we would do the old, what I call the family skip whereby our ordinances allowed someone to come in and pay the deposit on their utility bills which was only about \$35 and before we could cut them off, about a 60-90 day period would lapse. So instead of paying the bill, they would just send in the next family member who would start a new account. (Inaudible comment made from the dais, followed by laughter). But we took on a thing just like the electric company did and a bill was ran up at the house, it stayed with the property. And that wasn't the most popular decision among property owners but our...well what I'm trying to say...our skips went almost to zero. We went from losing thousands and thousands of dollars to almost even on it.

Now the bad part comes in when my council...I had a very, very progressive council...and four of my five councilmembers just changed. One of them, our Mayor, she and her husband sold the bank, sold everything, bought a ballroom dance studio in Oklahoma City and left. They appointed an 18 year old young man who is still college, er, still in high school to be on the council, which I guess that's fine but when they made him the Mayor, that was kind of different. Then another gentleman just quit because he was just tired of it. But I had a change in Council but when that happened, everything that we did that was progressive to try to help the city, they reversed it. They just started going back to the way it used to be and it was an extremely disappointing time in my career. And that's...I don't know if you can call that a failure. What did I learned from it? First of all is don't have an ego. You know, you can't. You just go in, you do your job as you're told and just go on. But...it's just very disappointing and there's no way to get around it.

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

Kuykendall: Well, when it comes to budgeting, I've done it different ways in different cities. In some cities I've had people that acted as Finance Director and I've had where I just do nearly the whole thing. So in budgeting, it's...part of it's very simple. You just look at your history. What did you spend last year? Do you expect anything to change? Do you expect to spend that much this year? You forecast. You look at, you know, your machinery, equipment. You have to go out and actually physically look at these things to know if you're going to be able to estimate that you may need to replace them and so you allow for those things. You bring your department heads in. Your department heads...they're going to have the knowledge that you probably don't have on any particular item or area. And you have to get their input as well because these guys know what's going on and they know what they're going to need or they should. And you try to get them in to the budget but of course you know you can't get everything you need, you never can. Like I said, I've only had one city where I actually had a surplus of money, it was very unusual and it starts different kinds of fights in itself, but...and when you have things where you lose money or where for example, where I am now, we can't get people to pay their taxes, their property taxes. So we have probably at least 1/4 of the properties are delinquent 5+ to 20+ years. We have went in and done things like taken the property, sold it on the struck-off list, but we can't even get a dollar for some of the properties. Nobody wants it. So it just sits there and becomes a burden to the city, counties and the schools because we end up owning it. But when you have cut-backs the first thing of course you have to look at is what is necessary and what is not. You know, you look at those services that you provide that are not mandated or that you...doesn't pertain to the health, safety and sanitation of the city. So you try to leave your water and wastewater things for last but you look at cutting things like services to maybe streets or street repairs. You do different things instead of paving an entire section of streets, you just patch potholes. You try to make your vehicles last a little longer, these types of things, and also you look at personnel. Personnel are an issue - you have too many people doing the same jobs, well you have to cut back while trying to still maintain those services. It's a very tough tightrope to walk but just part of the normal things that any city manager or city administrator does.

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

Kuykendall: Well, first of all I've had to lay off employees before to make it through a budget year. That has been done. We had a situation where a prior city manager spent more money than they should have so we ended up having to lay off some employees, they were good employees. They were able to go on unemployment and we were actually able to hire them all back which was very nice. But that's one of the things that we do and I mention that because the laying off of employees while I don't care for it because I know it's cutting back on services somewhere, it's also the fastest way a city can save money. It's just one of those things. And I'm trying to think of what else we do, but anyway...fee increases. You know you look at water and sewer rate increases if possible, tax rate increases when you need to have those. We try to stay away from C.O.'s but if you have to have a C.O., you may have to implement a...Certificate of Obligation, I'm sorry. Do you all not do those? They are like a general obligation bond - it's a type of a bond. Ok. But a C.O. is something - general obligation bond where they are passed by the public; a C.O. is passed by the Council. And the Council can

implement those in times of need to borrow money. And those are just some of the things we do to try and some in but going through your employees and going through what you do, eliminating those things that you don't have to have and trying to make is as such, that's about the best thing that you can do.

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

Kuykendall: Well most of them have just been initiated out of sheer panic. It's what do you do, what kind of strategy do you employ. We mostly don't have a strategy per se. I mean as far as our monies go that we keep in CD's and things of that nature, we...I am constantly changing accounts going from...we have a service called Texpool...Texpool is something that you put monies into and you get the most interest that you can get out of them. The other financial strategies, I mean just figuring rates and things of that nature, I assume that's what you mean. I have different formulas and things that I use that's proven to be very accurate through the years. But as far as any other type of strategies that we have, I've never actually been in a city that was in a position that had enough cash on hand to employ any type of a financial strategy other than just covering what you have with what monies you have coming in.

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

Kuykendall: Well in managing the assets, something that I do, I'm not a typical city manager or administrator where I sit behind a desk all day. I get out, I go to the facilities, I look at everything, I have a very strong background in Public Works. So I know water plants, wastewater plants, your infrastructures and I keep an eye on these things and I monitor them. Any of our assets that we have I try to make sure that if you're rolling stock it's all well maintained and taken care of; and when it gets to a point that a vehicle is costing more to maintain than it's actually worth, it's time to get rid of it. And also we look at, you know, getting on the state contracts. I'm sure you guys have state contracts for purchasing vehicles and things of that nature. You know, from the smallest things like mowing the grass, mowing to make sure the parks are the way they're supposed to be, the cemeteries...you do have cemeteries here, right? ...making sure they are well maintained and just keeping a very professional look to everything which also means, you know, painting and things of that nature. It's all part and parcel of managing everything that you have as far as your infrastructure. So...but I constantly go out and look to see what needs to be done and I don't take people's word for it.

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

Kuykendall: Grant applications...I used to do quite a few of those some years back. I've moved more out of the application area now. They've gotten to the point where most of them are so complicated that you're better off hiring a professional grant administrator that's usually provided for in the grants anyways. But as far as the implementation part, I seem to be the person that gets stuck everywhere I go finishing up everybody's business. So for implementing the grants, I've got a tremendous amount of experience. And so far I've closed out about three of them in the two years I've been in Rosebud and I have written two that we

have been successful with. In the other cities that I've been in, I've had quite a deal implementing those things that we had applied for. I managed to get grant funding for water and sewer consent orders. On emergency grant fundings, grant and loan funds for building water treatment plants - we did that in Tishomingo as well. And it's...I don't know I just think it's typical, everyday work things, but yes I do have a good deal of experience in doing that.

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

Kuykendall: I had a question on that - I saw that - what type of a local condition would you consider...

City Recorder: I don't know, I didn't write the questionif you all want to elaborate but I'm thinking your 18 year old mayor is a pretty good example.

Councilmember Keene: Well no, I think it's up to you. Changing conditions could be economy's going down, services costing too much, a change in the middle of the year how did you react?

Kuykendall: Sure, ok, like with the solid waste pickup when I was at Tishomingo. When they did that, how I reacted was in a very positive way for the city to go out and proactively find other people to provide that service. If something changes, you basically meet that change and you try to turn it into an opportunity. At least that's what I try to do. And in that we were very successful in doing so. Politically, we have things...well like the 18 year old Mayor, I worked with him and actually he's turned out to be very good young man. He's an attorney now in Oklahoma but it was very unusual but it's difficult when you do have major changes that change everything that you set out to do. But it's not worth fighting over. I can certainly say that and I don't fight with the Council, I just do as I'm told. And if I get to a point where I don't like something, I just choose to go elsewhere. But as far as other changing conditions, we...I've been very lucky in that we haven't had any catastrophic things that have ever hit or befall the city. We've had some pretty good wind storms where we have to mobilize people, cut branches and do those things but as far as anything major...well, yeah, there's been a couple, we've had some outages where we've had major water outages. The City of Howe, we had a main water line break and the city was out of water for three days. And in that particular case I was on my back with a jackhammer, hammering rock just so we could fix the line. I mean we do whatever it takes to resolve the situation.

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.

Kuykendall: Well that was a particular crisis that I just mentioned in the City of Howe. We had a main - it was our main trunk line from our wells, our wells were at a lower place about a mile, mile and a half, from the city. The main line broke in an area that we didn't have a piece of equipment that could dig deep enough so we were, we just, we went down and did some things that if OSHA had walked up, they probably would have taken me to jail but since I was the one down there doing it, but you know, we just...we're resourceful. And did the things we needed to do to get water back to our customers. The City of Tishomingo, we had a main sewer truck line cave in and when that happened, well it was our main truck line to the plant

and so our whole city starts backing up. Of course, we took the measures necessary. I was on the phone getting contractors in while our crews were directing those to make open cuts to allow the stuff to flow on out to keep people's houses from flooding. You know, you just be calm, keep everybody informed, direct your crews as you know how to do and keep everybody heading in the same direction and you'll get through generally whatever there is.

Unless, well, I could mention the fire bomber. I'm also...I don't mention it in my resume but I was certified as a police officer in Oklahoma as well. And I don't get my certification in Texas because it's just another job they would make me do. But our Police Chief - we had a fire bomber in town and he was...we suspected he was trying to kill his wife...and he set off a fire bomb in his house, blew the windows out, about blew our Police Chief over. We had every law enforcement agency around but we didn't catch the guy. After the fire was out, I was coming back up to the scene and our Police Chief was walking by and the next thing I know, I see him draw a gun and the chase was on. And we actually chased the man down, apprehended him and he's now in the state pen. So you know, I even do those things when called upon if necessary though I hope they're never necessary.

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

Kuykendall: Well that's a difficult question to answer because I feel like I would be very presumptuous telling you what my vision of your city is. But if I got to know the place better perhaps I could make some suggestions to you. But I see myself as someone who would facilitate what you want. This is your community and what the Council directs to do, that's where I would like to be, in the forefront carrying out those orders and doing the things to help the town prosper and grow.

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

Kuykendall: It's fairly simple; you know you look at the bottom lines. You look at your dollars, what are you bringing in, your tax revenues as compared to the last year and perhaps the last five years. You know, what is going on...you look at your properties in town. Are they staying about the same? Is there growth? Are there buildings? How many building permits are going in? You look at your sales in water. One of the best telling indicators is the number of water meters you have that are active as opposed to those that are laying there in the ground. For example, with Rosebud, we probably have...oh, 1,100 meters laying in the ground. We only have 670 that are active. Which is an indication that the town is dying. I mean, it just is what it is. There's nothing you can do about it very much because of its location and the economic situations, but it gives you a good indication of are people living there or are they not. The more active accounts that you have means you have more people coming in. Of course, with more people coming in you should have higher tax returns. You look at your sales tax revenues and you can see whether or not the city is making progress in a negative or a positive manner. It's a very easy thing to keep track of. And just going out throughout the community and also talking to community leaders. You know, the chambers of commerce and business owners and even anybody out on the street, ask them 'what do you think about the town?'

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

Kuykendall: Well this is something that we've never really had a problem with either in any place that I've worked. We hire anybody and everybody and one of the things though that I do kind of like to keep an eye on is, I look at the census information. And you know if you have, say a black, Hispanic, white populations that are somewhat evenly divided, try to keep your workforce to reflect your cultural diversity in your town. If you can do that, that's always a good thing. I always try to give the job to the best, most highly qualified candidate but, you know, it's something that the hiring of minorities and depending on, you know, what race you may be, what may be a minority or not. Where I am in Rosebud, although when you look at Wikipedia it says that whites are the majority, they're not. Hispanics are. So in our workforce, we only have a couple of Hispanics...one or two...but it's not a question of do we want to hire them, it's can they pass a test. But we have a very diversified workforce and we try to keep it that way. Our police department...it's huge but it's 66% black, our police department. Our public works - we're about 50% white and an even number of black and Hispanics. So, we try to keep everybody evened out if we can but it's also who needs a job at the time. So we do that if they don't have a criminal record and that's another thing run onto a lot, so, but that's some of the things I just look at in trying to keep it reflective of the community.

15. Why do you want this position?

Kuykendall: I had planned to stay in Rosebud about four years. I was coming back into city management after have been out for a number of years and after my...after Michelle died, my daughter's mother, I needed a job that would keep me in one location. I was working in about eleven counties in Texas and Oklahoma. And eventually I decided that city management, I'm going to go back into that. Rosebud was the first place that made me an offer and I went there. Unfortunately what I did not know, and I did ask the Council this, was how were the schools. And as it turned out this past year, the schools are absolutely horrible. I've had to remove my daughter from the school and actually send her up to live with her grandparents. The system was declared academically unacceptable by the TEA so it's a very, very bad school system. And they're making decisions that are just going to make the matters worse. So my primary reason is I would like a better place to work, a better environment to live, to raise my daughter and I want to be in a city that has potential. I want to be...I've never worked until I went to Rosebud in a dying city. And it's different. And Arcadia...I came down here a little bit early, I went and looked around. I looked at your infrastructure, I looked at the different things that you had out there. And you know, you've got a real diamond in the rough here. You've got so much potential from what I can see and I would truly love to be a part of this community.

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

Kuykendall: Questions for you guys. Actually I don't have a whole lot of questions. I got out and looked around like I said, and I talked to people in town. I found out the city... well, I do have one question and I really do appreciate what the Council did...I sat in on the meeting Tuesday night and I thought that was an extremely good maneuver to remove the referendum, the non-binding referendum from the ballot, you guys have a good thing here, I mean I think disincorporation would be something that you really wouldn't want to do. And then other than some of the issues that you have with your water and your wastewater, I could go on about that if you'll ask me but that can be saved for a later date, but be careful with those

issues...check and re-check. But I would hope that this community...and do you feel like this community is wanting to grow and wanting to stay a unified city? (Dr. Goodman answered in the affirmative) Well, that's enough for me. Thank you and I appreciate the opportunity to come down here and I've enjoyed the time I've spent here and if I can do anything for you, just please let me know.

Having no further business at this point, the meeting was adjourned at 6:12 PM.

APPROVED THIS 4th DAY OF MAY 2010.

By:



Roosevelt Johnson, Ed.D., Mayor

ATTEST:



Dana L.S. Williams, CMC
City Recorder