

## EXHIBIT C

### City of Arcadia, Florida – City Administrator Profile Skills and Attributes – 2015

#### Composite of Arcadia City Council Responses from Questionnaire January 2015

**Summary of Report:** This report summarizes the results of a position questionnaire for the City Administrator completed by each of the five members of the Arcadia City Council. The report is a recommended resource for the recruitment profile for the City Administrator position being prepared by the City of Arcadia because the report provides a very good overview of the City Council's expectations of a City Administrator. The report contains a review of 36 attributes or job skills that the City of Arcadia is looking for. In addition, the report provides a review of other issues and concerns as voiced by members of the City Council, including an indication of what the priority issues would be in the first year of employment with the City. Overall, the City Council has expressed unanimous consensus on 14 critical skills or attributes of a successful City Administrator. These are discussed in the report in detail, along with 12 very important skills or attributes, also identified by the City Council. In addition to these 26 critical and very important skills or attributes, the City Council provided information on 10 important or desirable skills or attributes, recognizing that a successful City Administrator may not possess all 36 of these skill or attributes.

*Methodology:* Each member of the City Council was provided with a copy of the questionnaire to review and complete. All members of the City Council completed their assignment and provided very helpful insight about their expectations for the new City Administrator and issues facing the City. In some instances, the comments received can be interpreted as wanting other members of the City Council to see their views on community issues and concerns. This is very helpful and can greatly assist in the City Administrator search. I appreciated the candor and willingness to share comments and advice. In a sense, this report has a byline of *Voices of City Hall*.

This report provides the average importance of each skill or attribute to the City Council followed by comments as reported by the Commission members. Individual reports from each member of the City Council were also retained as reference. The individual scores were reported without attribution. There are four levels of importance:

Critical: 5.0

Very Important: 4.9-4.75

Important 4.7-4.4

Desirable: 4.3 and lower

Overall, the City Council expressed consensus on 14 critical skills or attributes and 16 very important skills or attributes. It is very important to note that in identifying these skills and attributes the City Council was projecting their perceived needs in a new City Administrator.

Where provided, this report includes comments from members of the City Council in areas of the questionnaire.

***Critical Education, Skills or Attributes: (14 Identified by City Council)***

Background (B), skills (S) or attributes (A) areas were as follows:

Relevant Education (B)

Ability to foster effective Council/Administrator Relations (S)

Economic Development (S)

Understands infrastructure development and facilities management (S)

Decisive/Exercises Good Judgment (A)

Honesty/Ethics/Integrity (A)

Leadership skills and ability to motivate staff (S &A)

Sensitive to other's needs and position (A)

Keeps Current on City Projects /Keeps Council Informed (A)

Treats Others with Respect and Dignity (A)

Is outgoing, confident and proactive (A)

Is positive and approachable (A)

Has good listening skills (A)

Values and embraces cultural diversity (A)

*Relevant Education* - A degree in public or business administration is desired. The Council was split 3/2 as to whether a Master's degree was required. Recommendation: Bachelor's degree in public or business administration required with a Master's desirable.

City Council Comments from Questionnaire:

Master's Degree Required? Yes 3 No 2

1. Masters, if possible.
2. With experience no masters or another major ok.

*Ability to foster effective Council/Administrator relations* - In the area of Commission Relations, it appears the City Council looking for a City Administrator who can facilitate the conversation so that all voices are heard. It also includes understanding the policy arena of the City Council and the City Council understanding the administrative responsibilities and authority of the City Administrator.

City Council Comments from Questionnaire:

1. Treat all with respect of their office.
2. A must with our inexperienced Council.
3. Important

*Economic Development / Revitalization* – The City Council is looking for a City Administrator who can play a strong leadership role in identifying new business development, business retention and appropriate development to improve the tax base and employment opportunities.

City Council Comments from Questionnaire:

1. Without growth, Arcadia will further degrade and possibly die.
2. This is a must.

*Understands infrastructure development and facilities management*- City Administrator who understands community needs and can plan and execute public infrastructure improvements that correct deficiencies, improve access and improve public health.

City Council Comments from Questionnaire:

1. Aging/non-existent.
2. Infrastructure is needed.
3. Must have knowledge of this, water, sewer and other facilities to be effective in decision-making.

*Decisive/Exercises Good Judgment* - The City Council is looking for a thoughtful City Administrator who can size up a situation quickly and accurately and then exercise decisive decision-making reflecting good judgment. The facts leading up to decisions should be based on careful evaluation and presentation of all options, including those that may be difficult or uncomfortable.

City Council Comments from Questionnaire:

1. Must have a background in making good judgment calls.

*Honesty/Ethics/Integrity* – The City Council is seeking these Core values engrained in the City Administrator.

City Council Comments from Questionnaire:

1. In my opinion, a key trait.
2. Above all else.

*Has leadership Skill and ability to motivate staff* - An excellent City Administrator leads by example, serving as a role model for staff. This includes demonstrated ability to delegate authority to staff and follow-through to keep projects and activities moving forward in line with City Council and community priorities.

City Council Comments from Questionnaire:

1. Leader of staff not policy/council.
2. A must with our staff.
3. Necessary to produce.

*Sensitivity to Other's Needs and Positions* – The City Council seeks a City Administrator who stays aware of Commission and community perspectives.

City Council Comments from Questionnaire:

1. Important

*Keeps Current on City Projects /Keeps Commission Informed* - The City Council was unanimous in their desire to appoint a City Administrator who understands and has demonstrated skills in keeping informed of community issues and, equally important, keeping the City Council informed of key issues, even if this means bad news.

City Council Comments from Questionnaire:

1. Very important

*Treats Others with Respect and Dignity* - The position of City Administrator is a powerful one. The City Council is looking for someone who carries this power with humility and appreciation for other ideas, perspectives, and approaches.

City Council Comments from Questionnaire:

1. Vital.

2. There is a lot to be said about a person that is respectful and deals with dignity.

*Is outgoing, confident and proactive*– In a sense, this is reflected in several other attributes. The City Council is looking for someone with initiative and drive who can serve as a staunch advocate for Arcadia.

City Council Comments from Questionnaire:

1. Important

*Is positive and approachable* - The City Council expects the City Administrator to have a positive "can do" attitude seeking solutions, assets, and opportunities. The City Administrator must be open and accessible to citizens, businesses, staff, and the entire City Council.

City Council Comments from Questionnaire:

1. Yes, very much.

*Has good listening skills* - An effective leader is one who can step back and listen to what others are saying in away that reflects effective use of feedback and clarification to make sure the City Administrator understands the issue or concern.

City Council Comments from Questionnaire:

1. Should be skilled.

*Values and embraces cultural diversity* - The City Council is looking for a City Administrator who has demonstrated skills of inclusiveness in a diverse setting and who understands cultural diversity as a source of community strength.

City Council Comments from Questionnaire:

1. Diverse community.
2. Yes, very helpful.

***Very Important background, skills or attributes: (12 Identified by City Council)***

Relevant experience (B)

Possess administrative ability and knowledge of local government (S)

Government Budget/Finance skills (S)

Human Resources Skills (S)

Positive Community Relations w/Open Door (S)

Able to foster intergovernmental relations (S)

Understands/supports open meetings and records requirements (S)

Works whatever hours are required (A)

Willing to be innovative (A)

Timely execution of council policies and directives (A)

Decentralized leader/holds staff accountable (A)

Comfortable working in smaller rural/agricultural based community (A)

*Relevant Experience* - The City Council is looking for candidates who have relevant experience in serving as CAO of a public sector organization.

*Florida-Specific City or County Work Experience* – This is a suggested requirement. 3 members of the City Council wanted it as a requirement. The City Council felt that experience in other Florida locations was a benefit. I suggest it be desired experience as this may limit otherwise very qualified out of state candidates.

*Possess administrative ability and knowledge of local government* - This includes demonstrated administrative abilities to develop policies, procedures and operating practices that are modern, effective that are appropriate to a public agency and have measurable outcomes.

City Council Comments from Questionnaire:

1. Know limits.
2. Important.

*Governmental budget and finance skills* - Budget and financial skills are viewed as a high priority.

City Council Comments from Questionnaire:

1. Little is left to cut/raise taxes.
2. Should have knowledge and skills.

*Human Resource Skills* - The City Council is looking for a City Administrator with demonstrated strong skills in human resources. This includes the ability to work collaboratively and effectively with all staff.

City Council Comments from Questionnaire:

1. Leader of staff not policy/council.
2. This is important.

*Positive Community Relations w/Open Door* – This is a shared responsibility between elected officials, departments and the City Administrator.

City Council Comments from Questionnaire:

1. Accessibility.
2. A must with the negativity in the community.
3. A must.
4. This is important to address the community openly as well as the council – we need to be able to work with people.

*Able to foster intergovernmental relations* – The City Administrator should actively participate and advocate the City's interests with other units of governments on programs, services and activities that benefit the City.

City Council Comments from Questionnaire:

1. Work with County, but fiduciary w/Arcadia.
2. Questionable relationship with other agency.
3. Important.

*Understands/Supports Open Meetings and Records Regulations* – The City Administrator should be comfortable in a very public arena and be supportive of transparent local government.

City Council Comments from Questionnaire:

1. Goes with #4 above. (Ability to foster effective Council/Administrator relations.)
2. Understands and follows this process.

*Works Whatever Hours Are Required* - The City Council expects the City Administrator to expend whatever effort is necessary to perform the job.

City Council Comments from Questionnaire:

1. Reasonable.

*Willing to be innovative* – The City Council is looking for a City Administrator who is open to different ideas and approaches.

City Council Comments from Questionnaire:

- 1 Important

*Timely Execution of Council Policy and Directives* - The successful candidate must be able to instill solid performance by staff in response to City Council policy direction.

City Council Comments from Questionnaire:

1. Very important

*Decentralized Leader With Staff Accountability* - The City Council seeks a City Administrator with effective and consistent delegation skills. The City Administrator must also demonstrate an ability to document performance and correct gaps quickly and effectively.

City Council Comments from Questionnaire:

1. Not sure on this, can see need on both sides.
2. Yes

*Comfortable working in smaller rural/agricultural based community* – The City Administrator should embrace small town life and be comfortable in a close-knit community and get to know individuals and groups quickly to learn about issues/concerns. Experience in an agricultural-based economy a plus.

City Council Comments from Questionnaire:

1. This would be extremely important in this city.

***Important Skills or Attributes: (5 Identified by City Council)***

Written and oral communications skills (S)

Able to build consensus among divergent groups (A)

Keeps composure and an even disposition (A)

Recruits and retains competent, professional and responsive staff (A)

Understands strategic planning (A)

*Written and Oral Communication Skills* - Written and oral communication skills of the City Administrator should be those that are clear, concise and complete. The City Administrator must communicate effectively with a wide variety of interests and parties.

City Council Comments from Questionnaire:

1. Yes

*Able to build consensus among divergent groups* – This is related to Council Relations. The City Administrator fills a facilitative role to make sure that all options are addressed and that the City Council can make informed decisions. In the area of community interaction, be capable of listening, identify relevant issues and prepare policy recommendations or make program/service adjustments.

City Council Comments from Questionnaire:

1. Could be very useful.

*Keeps Composure at All Times* - The City Council expects the City Administrator to convey an even demeanor and mature approach.

City Council Comments from Questionnaire:

1. This is necessary.

*Recruits and Retains Competent Staff* - The City Council is aware that there are new key staff members. The City Council is looking for a candidate that has proven skills in melding current staff with new personnel coming aboard and in developing an excellent management team.

City Council Comments from Questionnaire:

1. Very important.

*Understands strategic planning* –The successful candidate must have demonstrated skills in strategic planning, especially in the area of being inclusive in the development of a plan and be effective supervising staff delivery of desired outcomes.

Observation: The City Council may not have been exposed to the benefits of an effective, continual, performance-based strategic planning process. This is recommended within four months of hiring a new City Administrator.

City Council Comments from Questionnaire:

1. Need city in better shape to strategic plan – Have attended two separate planning sessions.
- 2 Important.

***Desirable Skills or Attributes: (5 Identified by City Council)***

- Membership in ICMA and/or FCCMA (B)
- Labor relations/collective bargaining experience (S)
- Innovation and Major Achievements (S)
- Understands and uses information technology (S)
- Has a sense of humor and does not take offense easily. (A)

*Membership in ICMA and/or FCCMA* – The suggestion of the City Council was that while not a requirement for an applicant, the successful candidate should be receptive to membership.

City Council Comments from Questionnaire:

1. Would be beneficial.
2. Not required but would like CA to become involved.
3. Become member.
4. Yes
5. Should be if not.

*Labor Relations and Collective Bargaining* – While not a pressing issue, a City Administrator who is familiar with the collective bargaining process would be a benefit to the City.

City Council Comments from Questionnaire:

1. Yes

*Innovation and Major Achievements* – Certainly experience in developing innovative programs and services applicable in a smaller community was viewed as a benefit by the City Council.

City Council Comments from Questionnaire:

1. Past performance needed.
2. Yes.

*Understands and uses information technology* – The City Council is looking for a City Administrator who is aware of information technology trends and resources to help guide the City's progress in technology.

City Council Comments from Questionnaire:

1. Yes

*Has a sense of humor and does not take offense easily* – Local government can sometimes become contentious. The City Council is looking for a City Administrator who has a sense of humor that can help diffuse a situation without offense.

City Council Comments from Questionnaire:

1. Important

At the end of the questionnaire the City Council provided comments as well as an indication of priority issues for the new City Administrator in the first year of employment with the City. These are copied below.

1. ADDITIONAL EXPECTATIONS, SKILLS OR ATTRIBUTES YOU FEEL ARE IMPORTANT FOR THE POSITION:
  - a. Grant writing/management.
  - b. I expect the city administrator to live in city limits by a certain time.
  - c. Over past 20 years Arcadia chose not to grow, balanced budgets by cutting departments, eliminating positions and raising taxes. County government absorbed those services – there is little left to cut, eliminate or tax.
  - d. Comfortable in a small rural agri-based community.
  - e. Enjoy being part of a small town.
  - f. Must have leadership skills with the inexperience on Council and senior staff.
  - g. Must have leadership skills be respectful and open-minded.
  - h. Must have an open door policy to employees.
  - i. Be deferential to the public.
  - j. I am looking for a “rock star” one that also sings.
  - k. Must have the personality, education, ability, knowledge and sense of humor to motivate, understand, foster, build, work and keep his/her composure relevant to running a small city like Arcadia.
  
2. COMMUNITY ISSUES OR CONCERNS THAT YOU FEEL WILL REQUIRE THE SPECIFIC ATTENTION OF THE CITY ADMINISTRATOR IN THE FIRST YEAR OF EMPLOYMENT WITH THE CITY:
  - a. Budget and Audit (Balance)
  - b. Roads
  - c. City inventory (buildings, properties, streets, leases, infrastructure, etc.)
  - d. In my opinion the answer is to encourage growth/development by annexation of areas north and west of the city, adding needed revenues. Infrastructure would greatly improve by this, in my opinion. Change is going to come either through structured, planned growth or unplanned chaos.
  - e. Work closely with Finance Director through budget and audit process.
  - f. Identify and prioritize many issues.
  - g. Look at staff and senior management to see if changes are necessary.
  - h. Roads.
  - i. Smith-Brown Foundation
  - j. City parks
  - k. The Airport.
  - l. Roads, infrastructure with sewer, water and storm drainage.
  - m. City Budget
  - n. Beautification projects.
  - o. Figure out a way to develop a broader tax base.

3. OTHER CONCERNS OR RECOMMENDATIONS THAT YOU HAVE:

- a. Downtown area – Antique Assoc. getting along with other groups and being able to plan activities without problems.
- b. To begin working closely with our Council.
- c. We are very inexperienced and have a lack of knowledge of city government and issues.
- d. More businesses within the city.
- e. A list of city owned properties, inventory of equipment and other items owned by the City of Arcadia.
- f. The city needs someone with the knowledge to guide the Council to set up special assessment areas that could work for this city.
- g. The city needs help in seeking grant money for roads and infrastructure.
- h. The city needs someone who will use roads as a front-runner for all projects in the city.
- i. The administrator should look at all parks to see if the organizations using facilities are paying their share of expenses.
- j. Properties owned by the city need to be looked at. Does the city need them or would we be better off selling them?
- k. Take a look at the city trailer park. Will it be in the best interest of the city to enlarge the park?
- l. Take a real look at the golf course, income versus other projects that could enhance the golf course.

I appreciate the courtesy extended to me by the members of the Arcadia City Council and the assistance of the Arcadia City staff.

Respectfully,

Kurt Bressner, ICMA-CM on behalf of the ICMA/FCCMA Senior Advisor Program  
February 5, 2015

Attachment: Questionnaire Recap and Summary

## City of Arcadia, Florida – City Administrator Profile Attributes – February 2015

### Combined Results from City Council

**Date: February 2015**

Please fill out this form and return to Kurt Bressner, Senior Advisor via the City Clerk no later than January 30, 2015. Completion of the form is based on a scale of 1 to 5 for each of the boxes **WITH 1 BEING LOW, 3 BEING MEDIUM AND 5 BEING HIGH**. **SOME AREAS WILL NOT BE AS IMPORTANT AS OTHERS**. The last part of the form is an open-ended section where you are asked to provide additional comments and observations. It is very important that all members of the City Council complete this form for a complete, accurate position profile for the City Administrator as prepared by the City staff with assistance of the Senior Advisors. The City Council will be asked to review and approve the draft position profile, job advertisement and salary range at a public meeting. It is expected the form will take about 20-30 minutes to complete. If you have questions or would like to discuss any of the items, please call Kurt Bressner, Senior Advisor at 561-436-2328.

Note: This form, along with review of other source documents will provide important information for a City Administrator Position Profile that can be used in the recruitment process.

### **PART 1: INFORMATION FROM ELECTED OFFICIALS AS TO KNOWLEDGE, SKILLS AND ABILITIES (KSA'S) AND OTHER ATTRIBUTES OF DESIRABLE CITY ADMINISTRATOR – CITY OF ARCADIA, FLORIDA**

SCALE 1-5 WITH **1 BEING LOW, 3 BEING MEDIUM AND 5 BEING HIGH**  
City Council Assessment of the Relative Importance to the position of City Administrator.

| <b>Attribute</b>   | <b><i>Importance to the City Council Member-Score 1 TO 5</i></b> | <b><i>Comments by Members of City Council (Optional) – attach additional sheets as needed.</i></b>                            |
|--|--|---|
| <b>Education, Background and Professional Affiliation</b>  |  |   |
| <ul style="list-style-type: none"> <li>• 1. Relevant education such as a degree in public or business administration.</li> </ul> | 5,5,5,5,5<br>Overall: 5.0  | Comments: Master’s Degree Required? Yes 3 No 2<br>1. Masters, if possible. 2. With experience no masters or another major ok. |

|   |                              |  |
|---|------------------------------|--|
| <ul style="list-style-type: none"> <li>2. Relevant experience as a city/county mgr. or administrator or assistant CAO.</li> </ul> | 5,5,5,4,5<br>Overall: 4.8    | Comments: FL Experience Required? Yes 2 No 3   |
| <ul style="list-style-type: none"> <li>3. Membership in ICMA and/or FCCMA. <sup>i</sup></li> </ul>                                | 3,1,1,NR, 3<br>Overall: 2.0  | Comments: 1. Would be beneficial. 2. Not required but would like CA to become involved. 3. Become member. 4. Yes 5. Should be if not.  |
| <b>Knowledge, Skills and Abilities</b>  |                              |  |
| <ul style="list-style-type: none"> <li>4. Ability to foster effective Council/Administrator relations.</li> </ul>                 | 5,5,5,5,5<br>Overall: 5.0    | Comments: 1. Treat all with respect of their office. 2. A must with our inexperienced Council. 3. Important  |
| <ul style="list-style-type: none"> <li>5. Possess administrative ability and understanding of local government.</li> </ul>        | 5,4,5,5,5<br>Overall: 4.8    | Comments: 1. Know limits. 2. Important.  |
| <ul style="list-style-type: none"> <li>6. Written and oral communication skills</li> </ul>  | 5,4,5,4,5<br>Overall: 4.6    | Comments: 1. Yes   |
| <ul style="list-style-type: none"> <li>7. Governmental budget/finance skills</li> </ul>   | 5,4,5,5,5<br>Overall: 4.8    | Comments: 1. Little is left to cut/raise taxes. 2. Should have knowledge and skills.   |
| <ul style="list-style-type: none"> <li>8. Human resources skills and ability to manage professional staff</li> </ul>              | 5,4,5,5,5<br>Overall: 4.8    | Comments: 1. Leader of staff not policy/council. 2. This is important.   |
| <ul style="list-style-type: none"> <li>9. Labor relations / collective bargaining experience</li> </ul>                           | 1, NR, 3,5,5<br>Overall: 3.5 | Comments: 1. Yes   |
| <ul style="list-style-type: none"> <li>10. Positive community relations and has open door policy</li> </ul>                       | 4,5,5,5,5<br>Overall: 4.8    | Comments: 1. Accessibility. 2. A must with the negativity in the community. 3. A must. 4. This is important to address the community openly as well as the council – we need to be able to work with people. |
| <ul style="list-style-type: none"> <li>11. Able to foster Intergovernmental Relations</li> </ul>                                  | 5,5,5,4,5<br>Overall: 4.8    | Comments: 1. Work with County, but fiduciary w/Arcadia. 2. Questionable relationship with other agency. 3. Important.  |

|   |                           |   |
|---|---------------------------|---|
| <ul style="list-style-type: none"> <li>12. Economic Development/ Revitalization/Business Retention Skills/Relates to needs of City's business community.</li> </ul> | 5,5,5,5,5<br>Overall: 5.0 | Comments: 1. Without growth, Arcadia will further degrade and possibly die. 2. This is a must.  |
| <ul style="list-style-type: none"> <li>13. Innovation and Major Achievements</li> </ul>   | 3,3,5,5,4<br>Overall: 4.0 | Comments: 1. Past performance needed. 2. Yes.   |
| <ul style="list-style-type: none"> <li>14. Understands Infrastructure development and facilities management.</li> </ul>   | 5,5,5,5,5<br>Overall: 5.0 | Comments: 1. Aging/non-existent. 2. Infrastructure is needed. 3. Must have knowledge of this, water, sewer and other facilities to be effective in decision-making. |
| <ul style="list-style-type: none"> <li>15. Understands and uses information technology</li> </ul>   | 4,4,5,4,4<br>Overall: 4.2 | Comments: 1. Yes  |
| <ul style="list-style-type: none"> <li>16. Understands and supports FL broad-based open meeting and public records requirements.</li> </ul>                         | 5,5,5,4,5<br>Overall: 4.8 | Comments: 1. Goes with #4 above. 2. Understands and follows this process.   |

**PART 2: Character Traits and Competencies**

These are leadership, delegation and management skills.

SCALE 1-5 WITH **1** BEING LOW, **3** BEING MEDIUM AND **5** BEING HIGH

City Council Assessment of the Relative Importance to the position of City Administrator.

| <b>Demonstrable Character Traits/ Competencies</b>                        | <b>Importance to the City Council Member- Score 1 TO 5</b> | <b>Comments by Members of City Council (Optional) - attach additional sheets as needed.</b> |
|---|--|---|
| 1. Able to build consensus among divergent groups                         | 4,5,5,4,4<br>Overall: 4.4                                  | Comments: 1. Could be very useful.  |
| 2. Decisive/exercises good judgment and effective decision-making skills. | 5,5,5,5,5<br>Overall: 5.0                                  | Comments: 1. Must have a background in making good judgment calls.                          |
| 3. Honest/Ethical/Has Integrity   | 5,5,5,5,5<br>Overall: 5.0                                  | Comments: 1. In my opinion, a key trait. 2. Above all else.                                 |

|  |                              |  |  |
|--|------------------------------|--|--|
| 4. Works whatever hours are required.  | 5,5,5,5,4<br>Overall: 4.8    | Comments: 1. Reasonable.   |  |
| 5. Has leadership skills and ability to motivate staff   | 5,5,5,5,5<br>Overall: 5.0    | Comments: 1. Leader of staff not policy/council. 2. A must with our staff. 3. Necessary to produce.                    |  |
| 6. Keeps composure and an even disposition   | 4,4,5,5,5<br>Overall: 4.6    | Comments: 1. This is necessary.  |  |
| 7. Sensitive to others' needs and position   | 5,5,5,5,5<br>Overall: 5.0    | Comments: 1. Important.  |  |
| 8. Keeps current on City projects and keeps the Council updated  | 5,5,5,5,5<br>Overall: 5.0    | Comments: 1. Very important.   |  |
| 9. Willing to be innovative  | 4,5,5,5,5<br>Overall: 4.8    | Comments: 1. Important   |  |
| 10. Timely execution of Council policy and directives  | 5,5,5,4,5<br>Overall: 4.8    | Comments: 1. Very important  |  |
| 11. Treats others with respect and dignity   | 5,5,5,5,5<br>Overall: 5.0    | Comments: 1. Vital. 2. There is a lot to be said about a person that is respectful and deals with dignity.             |  |
| 12. Has a sense of humor and does not take offense easily  | 4,3,5,5,4<br>Overall: 4,2    | Comments: 1. Important   |  |
| 13. Recruits and retains competent, professional and responsive staff  | 5,4,5,4,5<br>Overall: 4.6    | Comments: 1. Very important.   |  |
| 14. Is a decentralized leader but holds staff accountable  | NR, 4,5,5,5<br>Overall: 4.75 | Comments: 1. Not sure on this, can see need on both sides. 2. Yes  |  |
| 15. Understands Strategic Planning   | 5,5,2,5,5<br>Overall: 4.4    | Comments: 1. Need city in better shape to strategic plan – Have attended two separate planning sessions. 2. Important. |  |
| 16. Comfortable working in a smaller rural community with a strong agricultural base. Being a good ambassador of the city. | 5,4,5,5,5<br>Overall: 4.8    | Comments: 1. This would be extremely important in this city.   |  |
| 17. Is outgoing, confident, proactive  | 5,5,5,5,5<br>Overall: 5.0    | Comments: 1. Important.  |  |
| 18. Is positive and approachable   | 5,5,5,5,5<br>Overall: 5.0    | Comments: 1. Yes, very much.   |  |
| 19. Has good listening skills  | 5,5,5,5,5<br>Overall: 5.0    | Comments: 1. Should be skilled.  |  |

|  |                              |  |  |
|--|------------------------------|--|--|
| 20. Values and embraces cultural diversity | 4.5, 5,5,5,5<br>Overall: 4.9 | Comments: 1. Diverse community.<br>2. Yes, very helpful. |  |
|--|------------------------------|--|--|

**PART 3: ADDITIONAL COMMENTS AND CONCERNS BY MEMBERS OF THE CITY COUNCIL: (USE THIS SECTION TO ADD ANY COMMENTS OR CONCERNS YOU HAVE ABOUT THE EXPECTATIONS FOR THE CITY ADMINISTRATOR AND ANY COMMUNITY ISSUES YOU FEEL THAT REQUIRE SPECIFIC ATTENTION BY THE CITY ADMINISTRATOR, ESPECIALLY IN THE FIRST YEAR OF EMPLOYMENT.)**

4. ADDITIONAL EXPECTATIONS, SKILLS OR ATTRIBUTES YOU FEEL ARE IMPORTANT FOR THE POSITION:

- a. Grant writing/management.
- b. I expect the city administrator to live in city limits by a certain time.
- c. Over past 20 years Arcadia chose not to grow, balanced budgets by cutting departments, eliminating positions and raising taxes. Those services were absorbed by County government – there is little left to cut, eliminate or tax.
- d. Comfortable in a small rural agri-based community.
- e. Enjoy being part of a small town.
- f. Must have leadership skills with the inexperience on Council and senior staff.
- g. Must have leadership skills, be respectful and also open-minded.
- h. Must have an open door policy to employees.
- i. Be deferential to the public.
- j. I am looking for a “rock star” one that also sings.
- k. Must have the personality, education, ability, knowledge and sense of humor to motivate, understand, foster, build, work and keep his/her composure relevant to running a small city like Arcadia.

l. COMMUNITY ISSUES OR CONCERNS THAT YOU FEEL WILL REQUIRE THE SPECIFIC ATTENTION OF THE CITY ADMINISTRATOR IN THE FIRST YEAR OF EMPLOYMENT WITH THE CITY:

- a. Budget and Audit (Balance)
- b. Roads
- c. City inventory (buildings, properties, streets, leases, infrastructure, etc.)
- d. In my opinion the answer is to encourage growth/development by annexation of areas north and west of the city, adding needed revenues. Infrastructure would greatly improve by this, in my opinion. Change is going to come either through structured, planned growth or unplanned chaos.
- e. Work closely with Finance Director through budget and audit process.
- f. Identify and prioritize many issues.
- g. Look at staff and senior management to see if changes are necessary.
- h. Roads.
- i. Smith-Brown Foundation
- j. City parks
- k. The Airport

- l. Roads, infrastructure with sewer, water and storm drainage.
- m. City Budget
- n. Beautification projects.
- o. Figure out a way to develop a broader tax base.
- p. OTHER CONCERNS OR RECOMMENDATIONS THAT YOU HAVE:
  - a. Downtown area – Antique Assoc. getting along with other groups and being able to plan activities without problems.
  - b. To begin working closely with our Council.
  - c. We are very inexperienced and have a lack of knowledge of city government and issues.
  - d. More businesses within the city.
  - e. A list of city owned properties, inventory of equipment and other items owned by the City of Arcadia.
  - f. The city needs someone with the knowledge to guide the Council to set up special assessment areas that could work for this city.
  - g. The city needs help in seeking grant money for roads and infrastructure.
  - h. The city needs someone who will use roads as a front runner for all projects in the city.
  - i. The administrator should look at all parks to see if the organizations using facilities are paying their share of expenses.
  - j. Properties owned by the city need to be looked at. Does the city need them or would we be better off selling them?
  - k. Take a look at the city trailer park. Will it be in the best interest of the city to enlarge the park?
  - l. Take a real look at the golf course, income versus other projects that could enhance the golf course.

KB: 01/17/15, 1/20/15, 2/2/15

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<sup>i</sup> ICMA is the International City/County Management Association; FCCMA is the Florida City and County Management Association.