

**AGENDA**  
**TOWN OF DUNDEE, FLORIDA**  
**TOWN MANAGER SEARCH COMMITTEE MEETING**  
**DECEMBER 04, 2020**  
**6:00 P.M.**



**COMMISSION CHAMBERS**  
**202 E. Main Street, Dundee, FL 33838**  
**Phone: 863-438-8330**  
[www.townofdundee.com](http://www.townofdundee.com)

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**CALL TO ORDER:** CHAIR JOE GARRISON  
**PLEDGE OF ALLEGIANCE:** MAYOR PENNANT  
**INVOCATION:** PAUL LAWSON  
**ROLL CALL:** JENN GARCIA

**AGENDA**

- ITEM 1:**        **APPROVAL OF MEETING MINUTES:**  
                  - November 13, 2020
- ITEM 2:**        **DISCUSSION & ACTION: INTERVIEW PROCESS AND EVALUATION RUBRIC**
- ITEM 3:**        **DISCUSSION & ACTION: CANDIDATE QUESTIONS**
- ITEM 4:**        **DISCUSSION & ACTION: FIRST INTERVIEW DATES**

**DELEGATIONS-QUESTIONS & COMMENTS FROM THE FLOOR**  
*(Each speaker shall be limited to three (3) minutes)*

**REPORTS FROM OFFICERS**

- TOWN ATTORNEY
- TOWN ADMINISTRATION
- COMMITTEE MEMBERS

**ADJOURNMENT**

**PUBLIC NOTICE**

PLEASE BE ADVISED THAT IF YOU DESIRE TO APPEAL FROM ANY DECISIONS MADE AS A RESULT OF THE ABOVE HEARING OR MEETING, YOU WILL NEED A RECORD OF THE PROCEEDINGS AND IN SOME CASES, A VERBATIM RECORD IS REQUIRED. YOU MUST MAKE YOUR OWN ARRANGEMENTS TO PRODUCE THIS RECORD. (FLORIDA STATUTE 286.0105)

IF YOU ARE A PERSON WITH DISABILITY WHO NEEDS ANY ACCOMMODATIONS IN ORDER TO PARTICIPATE IN THIS PROCEEDING, YOU ARE ENTITLED, AT NO COST TO YOU, TO THE PROVISION OF CERTAIN ASSISTANCE. PLEASE CONTACT THE TOWN CLERK'S OFFICE AT 202 EAST MAIN STREET, DUNDEE, FLORIDA 33838 OR PHONE (863) 438-8330 WITHIN 2 WORKING DAYS OF YOUR RECEIPT OF THIS MEETING NOTIFICATION; IF YOU ARE HEARING OR VOICE IMPAIRED, CALL 1-800-955-8771.

# TOWN MANGER SEARCH COMMITTEE

LOCATION: DUNDEE TOWN HALL  
202 MAIN STREET, DUNDEE, FLORIDA



## TOWN MANAGER SEARCH COMMITTEE MINUTES REPORT NOVEMBER 13, 2020

### CALL TO ORDER:

Sam Pennant called the meeting to order at 6:00 PM.

### PLEDGE OF ALLEGIANCE

Sam Pennant

### INVOCATION

The invocation was given by Paul Lawson.

### ROLL CALL: Jenn Garcia

#### *Committee Members Present:*

Joe Garrison, Chair  
Paul Lawson  
Bertram Goddard  
Steve Glenn  
Sam Pennant, Vice Chair

#### *Committee Members Absent:*

NONE

#### *Town Staff Members Present:*

John Murphy, Town Attorney  
Jenn Garcia, Town Clerk

### ITEM 1: ELECTION OF CHAIR & VICE CHAIR

#### A. Election of Chair

***MOTION TO ELECT Joe Garrison as Chair of the Town Manager Search Committee made by Steve Glenn. Seconded by Bertram Goddard. Passed Unanimously.***

*AYES: Glenn, Lawson, Garrison, Goddard, Pennant*

*NAYES: None*

#### B. Election of Vice Chair

***MOTION TO ELECT Sam Pennant as Vice Chair of the Town Manager Search Committee made by Bertram Goddard. Seconded by Joe Garrison. Passed Unanimously.***

*AYES: Glenn, Lawson, Garrison, Goddard, Pennant*

*NAYES: None*

### ITEM 2: DISCUSSION & ACTION: INTERVIEW PROCESS

The Town received a total of 12 applications within the posted position time frame, September 17, 2020 October 08, 2020.

The two requirements listed in the position advertisement were:

- 5 years of government experience
- A bachelor's degree or greater.

Of the 12 applications received, 7 of them met the two requirements in the advertisement.

Steve Glenn clarified that the two requirements listed in the position advertisement is what were used evaluating the applications received.

The Town Manager Search Committee discussed the interview process that will be used in the selection of the new Town Manager.

The Town Clerk confirmed that 2 of the 7 Candidates were from outside of the State of Florida.

Attorney John Murphy recommended conducting the first round of interviews by a video call.

There was a consensus of the Committee to conduct the first interview by a video call.

Steve Glenn stated that each Candidate should be interviewed by all Committee Members to ensure well rounded feedback.

Attorney John Murphy recommended the Committee to consider conducting the first interview by an advertised video meeting by a panel of all 5 Committee Members interviewing the 7 Candidates in the Commission Chambers in front of the public. At that meeting the Committee Members could then decide who would move forward to the next stage in the process. Each Candidate would be asked the same questions in each interview.

Attorney John Murphy further recommended preparing the questions that would be asked at a future meeting of the committee. The committee members all agreed that at the next meeting of the search committee, each member would bring a list of suggested questions to be asked of the candidates. Through discussion the committee members would finalize a list of questions to be asked at the interviews. The Committee Members requested Attorney John Murphy to review the questions along with the Committee.

The Committee Members discussed the criteria and rubric that would be used when evaluating each Candidate interview. Attorney John Murphy offered to send examples of questions and rubrics from other communities to help the Committee Members decide on the process they would prefer using. The Committee Members agreed this would be helpful.

The Town Clerk confirmed that the next Town Manager Search Committee agenda would consist of the following:

- The Committee Members will bring questions to discuss which they feel best to be used for the Candidate interviews.
- Discuss the rubric to be used to evaluate each Candidate interview. Attorney John Murphy will send an example to the Town Clerk prior to the next meeting which will be forwarded to Committee Members by the Town Clerk.
- The Town Clerk will provide possible dates for the public meeting of the first interviews with Candidates.

Attorney John Murphy explained to the Committee that any recommendations by the Committee would be presented to the Town Commission for further action at a duly noticed and called public meeting of the Town Commission.

The Town Clerk confirmed that the minutes of the Town Manager Search Committee would be submitted to the Town Commission for review and information.

The date of the next meeting was confirmed to be either December 1<sup>st</sup>, 2020 or December 4<sup>th</sup>, 2020 at 6:00 PM. Steve Glenn will confirm the following Monday which date will work for him and the Town Clerk will notify the Committee Members.

Chair Garrison opened the floor for comments from the Public.

**Kevin Kitto, 150 Kitto Lane, Dundee.** Mr. Kitto stated he is disappointed in the way the Committee is duplicating services by having 3 Commissioners on the Committee to make a recommendation to the Commission that they all sit on- the other 2 Commissioners do not really have a voice. He further stated that he does not believe it is fair to have the number of Commissioners on the Committee dominating. Mr. Kitto stated he felt that one of the Residents chosen had only lived in the Town a very short period of time in comparison to some of the other Committee members.

- Steve Glenn explained that this Committee was developed in response to the Community wanting a voice in the selection which is why there are 2 Community representatives sitting on the Committee.
- Attorney John Murphy stated that this process was developed for the Committee to make a recommendation to the Town Commission and that the Town Commission would then make the final selection and any decisions associated therewith.
- Garrison responded that the Town Commission voted to have this Committee and for these 3 Commissioners to sit on it- therefore the whole Town Commission did have a voice in how this Committee looks.
- Sam Pennant explained that this Committee represents the Community.
- Paul Lawson responded that he is proud to represent residents of the community as a Committee Member.

**Vince Akhimie, 1212 Candlewood Drive, Lakeland.** He is attending as one of the Applicants from Lakeland.

#### **ADJOURNMENT**

Meeting adjourned at 6:52 PM.

Respectfully Submitted,



Jenn Garcia, Town Clerk

## Evaluating Candidates

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When evaluating candidates, it is important to consider them based on information from a number of sources. The first is the candidates' experience as presented in the written material they present (i.e., their resume and/or application for the position). The second is the background review (particularly the references) prepared by your consultant. The third is the actual interview of the candidate. No single source will give you the complete picture so all should be considered.

We have developed several sets of material to assist you in evaluating the candidates. They are briefly described in the following paragraphs.

### *The Evaluation Tool*

The evaluation tool is a list of the key factors that make someone successful as a City Manager. We recognize you are very successful people and may make decisions using very different approaches to the same issue. For example, some of the Commissioners may wish to use it as a ranking sheet where each factor is given a score of 1 through 5, the scores totaled and the candidates ranked by the results. Alternatively, other members may wish to use it as a guide to the areas that should be considered and the result might be an overall impression of each candidate. These Commissioners might then rank the candidates based on those impressions and not use numerical rankings. You should do whatever you are most comfortable doing.

It should be noted that when using the tool, the evaluation should be based on all of the following (and not just the interview): the interview, the candidate's experience as presented in his/her resume and introduction, and the background review the consultant has prepared (the references, news media and background checks). The Evaluation Tool follows on the next page.

### *The Interview Questions*

These have been designed to follow the outline in the Evaluation Tool. It should be noted that not every factor listed on the Tool is addressed in a question. Some factors are best evaluated through the background reports. Others do not lend themselves to questions but are readily apparent in the interview (communications skills, for example).

### *Questions Not to Ask*

Some areas should not be discussed in an interview. These are described at the end of this package.

# Candidate Evaluation Tool

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Candidate: \_\_\_\_\_

**Interaction Skills: Will the candidate interact well with the following groups:**

- The Commission
- Press
- Employees and Unions
- Other governments
- The community

Subtotal


**Administrative Skills: The candidate's experience:**

- Preparing and managing a budget
- Managing professional and operational staff
- Developing and executing operational and strategic plans
- Obtaining and managing grants

Subtotal


**Technical Skills: The candidate's experience in:**

- Day-to-day operations
- Capital projects
- Economic development / redevelopment
- Contract negotiations (union and other)


**Personal / Managements Skills: Ability to**

- Communicate well orally and in writing
- Select, develop and retain good staff
- Demonstrate a high degree of ethics


# Candidate Evaluation Tool

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**Candidate:** \_\_\_\_\_

**Track record:**

- Demonstrated vision
- Demonstrated ability to lead organizations
- Demonstrated management ability
- Demonstrated creativity
- Demonstrated ability to solve problems
- Demonstrated ability to react well to new and unusual situations
- Record supporting diversity


Subtotal

**Total Score:**

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**Notes:**

## **Interview Questions**

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The following are the questions we at CB&A would ask if we were evaluating City Manager candidates. They are in the same sequence as the Evaluation Tool. It should be noted that the first seven questions are focused on how the candidate will work with the Commission. If he/she cannot do that well, nothing else will matter.

### **Interpersonal Skills**

1. Tell us a little about yourself and why you are interested in this position. [This question is designed to help get the candidate comfortable. The answer also feeds into the technical skills section that follows.]
2. Describe the relationship a City Manager should have with the Commission as a group and as individual members. Do you have experience working for a Commission? How will you go about building a strong relationship with the Commissioners? How will you maintain it?
3. Coming from your current position, what do you feel will be the three biggest challenges you will face in adjusting to the role of City Manager of Winter Haven? How do you plan to address those challenges?
4. We are a five-member Commission. We all have the best interests of the City at heart yet our opinions may differ widely on specific issues. Assume for a moment that you are asked to present a legal opinion on an issue where you know the Commissioners are divided 4 to 4 with one member who is not expressing a position. Further, you also know the four members are all strong advocates for their respective positions. How do you handle the situation?
5. What information do you think the Commissioners need concerning day-to-day operations of the City Manager's Office and its on-going efforts?
6. How do you propose to keep Commissioners informed so we are not surprised by any of the issues you are dealing with?
7. Tell us how you would handle a situation where we as a Commission wants to pursue a course of action that your professional experience tells you is not prudent?
8. Tell us about your experience dealing with the press.
9. What is your experience working and negotiating with unions over labor issues and contracts?
10. What kind of relationship do you think the City Manager should have with the community at large? How will you establish it?

# Interview Questions

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## **Administrative Skills**

11. Tell us about your experience overseeing the activities of groups with as many as 100 employees.
12. Tell us about your experience preparing and managing budgets. Tell us about a situation when you had to reduce your budget by 10%. How did you do it?
13. Tell us about your experience developing and managing operational and strategic plans.
14. How will you go about identifying the City Manager's Office's strengths, weaknesses, and opportunities for improvement? Once you have identified them, how will you go about making changes?
15. Tell us what role should performance evaluations play in a city government? How do you assess the performance?
16. Tell us about the last person whose employment you terminated? What was the situation and what process did you follow? Have you been sued over the termination?
17. Tell us what you feel are the most important elements of obtaining and managing grants.

**Technical Skills:** Note that for the most part, technical skills have been addressed in the candidate's resume and introduction. Hence, we did not devote a great deal of time to those skills here. Further, properly answered, Question #1 should provide the information.

18. The City Manager's Office is responsible for providing leadership, management, support and advice to a wide variety of areas. These include: Community Development, Fire, Parks and Recreation, Police, Public Works, and Utilities among others. How comfortable are you that you can manage these areas?
19. Tell us about a capital project you oversaw.
20. Tell us about some of the economic development efforts you have worked on for your community.
21. Tell us about an experience you are particularly proud of where you negotiated on behalf of your organization with another party.

## **Personal / Management Questions**

22. Tells us what you feel are the most important factors in evaluating someone as a potential employee for our organization.

## **Interview Questions**

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23. Tell us what steps you would take to ensure your staff continues to grow professionally. Is professional growth important for all employees?
24. What kind of relationship do you plan to have with the City's senior managers and how will you establish it? How do you hold them accountable for results?
25. Tell us about an ethical situation you have faced and how you dealt with it.

### **General / Track Record Questions**

26. We are looking for a City Manager who can see "over the horizon" meaning can look into the future, anticipate what problems might occur and take actions that will prevent those problems from occurring. Please give us an example of how you have done that in one of your past positions.
27. Tell us about a situation where you had to build and lead a team to solve a problem.
28. Tell us about three innovations you have introduced into your organization.
29. Tell us about the most unusual situation you have faced as a manager and leader and how you deal with it.
30. Sensitivity to different genders, races and ethnic groups is a priority for us. Can you provide us with some specific examples of how you have demonstrated your commitment to these principles in the past?

### **Final Questions**

31. How did you prepare for today's interview?
32. Is there anything which we have not discussed today that you would like us to know?
33. If we were to offer you the City Manager position, when would you be available to start work?
34. Are there any questions you would like to ask us?
35. We do want to thank you for coming today. Do you have any closing remarks?

## Questions and Topics to Avoid During the Interview Process

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A large body of legislation has developed over the years addressing civil rights and race/gender/age discrimination. Questions in these areas should be avoided during the interview process. The process of interviewing and selecting an applicant is no longer a simple matter of conducting a casual conversation and hoping to learn a candidate's strengths, weaknesses, likes, and dislikes. Various civil rights laws now make the average interview a process that should be approached with extreme caution. However, if you keep in mind certain basic rules, you will facilitate the process and avoid problems.

In most instances, asking inappropriate questions may raise an inference of either discrimination or retaliation against a particular candidate. In other instances, such as those involving issues of mental or physical health, inappropriate questions are presumptively discriminatory. Therefore, the interviewer must avoid questions relating to the following:

1. Political affiliation, political views, or voting history.
2. Religious beliefs or practices.
3. A candidate's race.
4. A candidate's age.
5. A candidate's national origin or ancestry.
6. A candidate's family and whether or not they would be willing/able to join them in the new location.
7. A candidate's desire to have children or raise a family.
8. Pregnancy and other gender related issues.
9. Sexual orientation or sexual practices.
10. Marital status or personal and private relationships.
11. Potentially controversial issues of race, gender or ethnicity.

Any information a candidate may *volunteer* during the interview process regarding these matters does not render the interview invalid or otherwise taint the process. Consequently, open-ended questions, such as asking if the candidate wants to reveal anything else that has not already been covered, are not prohibited. In fact, they can sometimes provide valuable insight into a candidate's views and perspectives.

## *Questions and Topics to Avoid During the Interview Process*

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With regard to issues of physical or mental health, many questions are appropriate after a conditional offer of employment is made, but must be avoided beforehand. The interviewer must avoid questions relating to the following topics:

1. A candidate's medical history.
2. Past workers compensation claims.
3. Past use of sick leave.
4. Health of a candidate's family members.
5. Any obvious physical or mental impairment of the candidate. However, it is permissible to ask if the candidate is able to perform the essential functions of the job for which he/she is applying. A better practice is not to ask this type of question at all. Of course, from a practical point of view, it is hard to imagine anyone answering negatively.
6. A candidate's frequency of illegal drug use or addiction. However, it is permissible to ask if the candidate ever used illegal drugs, and if so, the last time he/she did so. Once again, this is a very delicate area that can create significant problems for the employer if the questioning is intrusive.
7. Alcoholism or the frequency of alcohol consumption.

The questions listed above which relate to medical conditions may properly be asked of a candidate after he or she has received a conditional offer of employment. Before an offer is made, however, the questions must be avoided.

If you need further assistance in crafting proper interview questions, please do not hesitate to contact us for further guidance.

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# **Candidate Materials: Reviewing and Interpreting Them**

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## **Suggestions for Reviewing Candidate Materials**

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The materials contained herein are prepared to provide you with information concerning the candidates we are recommending you consider. The materials we and the candidates prepare are designed to provide you with information first and foremost concerning the candidate's ability to do the job. You can then review the materials and determine which candidates you wish to interview.

As you can see, what we have for each candidate is often fairly extensive. When you review the materials, we recommend you begin with:

- The Candidate's Resume. This document provides a brief history of the candidate's employment and possibly some personal information.
- The Candidate's Cover Letter and Introduction. These have been prepared by the candidate and offer insight into what the individual feels is important and his/her ability to communicate.
- The References. These materials provide information concerning what people who know the candidate think about the individual. It is important to note that people are often reluctant to say anything negative about a candidate so even though we push fairly hard to get them to identify weaknesses, the weaknesses and negatives are often limited. Further, if a candidate's references are poor or if we see significant red flags, we generally do not present that individual. We also attempt to reach references who know the candidate but were not provided.

The other materials for each candidate are important as well but probably do not need the same level of attention. They are:

- The Internet / Newspaper Archives Materials. These materials provide information concerning the issues the candidate has dealt with and what he/she has done well and not so well. We do not recommend that you read these materials word for word but rather you scan them and carefully read the sections you feel are the most important. Please also see the following pages for comments concerning the Internet's limitations.
- The Background Checks. For the most part, the City and County Manager Candidates we present tend to have very few if any items of note on their records.

It is important to understand what is provided in the background checks and what it not. First, National Criminal Information Center (NCIC) is the gold standard for reviewing someone's criminal past. Its use, however, is limited to law enforcement agencies for specific purposes. It is not something we have access to. Our nationwide criminal checks are run through a database assembled from data from a wide range of state and local agencies and is not as complete as the NCIC database. Nonetheless, we have confidence in it and have used it successfully for years. Further, we supplement it with checks of the databases of the county and state of residence.

You also need to be aware the criminal databases we use contain convictions and not allegations, complaints, or arrests (unless these lead to a conviction). We also do not check records in family court. The reason is cases are often emotional and parties are not always truthful in attempting to achieve their desired goal. If the allegations are serious and substantiated, they are generally found in the criminal records or covered in the newspaper, at least for people with significant positions in the public sector. Further, a substantial body of law exists concerning what can and cannot be considered in government employment. For example, it is illegal to use a bankruptcy as the basis for not considering a candidate.

Overall, we try to focus on someone's ability to perform the duties of their job. We do not delve into their personal lives which can be murky. It should also be noted that a large body of law exists concerning what can and cannot be considered and it varies from state to state. We try to stay safely on the right side of the line, both for our own sake and that of our clients.

The other thing to consider is we do not want you to be surprised. Even if you cannot legally use a matter in your decision making, if it has been reported, we want you to hear about it from us rather than a third party. That way we can present you with a fair and unbiased analysis of the situation and you can determine what weight is appropriate to give the matter in your decision making.

## **Interpreting the Internet**

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When considering material gathered from the Internet, it is important to read carefully and to understand the Internet's limitations.

In part of each candidate's materials is what CB&A's staff gleaned from the Internet and from newspaper archives concerning the semi-finalists. While we would like to think everything published is accurate, we know it is not. For example:

- 1) Some news sources have biases concerning particular individuals or write with incomplete information. Further, reporters have different capabilities and some do not understand the matters they are reporting on. Hence the story may not be accurate.
- 2) Occasionally, governments purposely provide information to the media that is not accurate or the full story, particularly when someone is leaving their employment.
- 3) Some elected officials occasionally make allegations concerning managers or staff members for political reasons whether or not the allegations are based in fact. Further, officials sometimes shoot from the hip without a complete understanding of the real issue and/or all the facts.
- 4) Some residents make allegations that are inaccurate or untrue and which are repeated in the media.
- 5) A manager may be blamed for issues and problems that come to the surface during his/her tenure but existed long before the individual took office. In fact, occasionally a manager uncovers a problem and is dealing with it. That very action can bring problems to light and result in a news story that reflects badly on the manager who is actually trying to fix the problem rather than the manager who let it fester for years and did nothing.
- 6) Managers may have more articles than, say, assistants because of the nature of their work. Assistants tend to be much lower profile and hence, less is written about them. Further when assistants make mistakes, the manager tends to get blamed.

Further, the Internet changes daily. Articles are added and removed. What is provided here is a snapshot in time concerning what was available on the Internet the day(s) we did the research. If someone were to search the internet tomorrow concerning information on these candidates, additional information or less information might be found. Search engines take up to six weeks to "find" stories after they are posted on websites. By the same token, a story appearing on a website yesterday may be deleted and may not be there tomorrow.

We should also note we have not included everything we found. Many articles mentioning the candidate's name have little if any relevance to the candidate's qualifications. Hence these are often been excluded. Further, if multiple articles exist concerning the same issue, we often select the most relevant and complete articles and do not include the rest.

Where issues of concern were found in the following articles, we have attempted to research them and determine their true nature. Where we found information that we believed was serious in nature and the result of the candidate's actions or that would could potentially embarrass you, our client, we would have dropped the candidate from consideration and his/her information would not be in this notebook.

One final note is that we generally do not include information from blogs as they are notoriously slanted and unreliable.