

**MINUTES
SPECIAL MEETING
DESTIN CITY COUNCIL
MAY 9, 2016
CITY HALL BOARDROOM
8:00 AM**

The Council of the City of Destin met in regular session with the following members and staff present:

Destin City Council

Mayor Scott Fischer
Councilmember Rodney Braden
Councilmember Chatham Morgan
Councilmember Prebble Ramswell

Councilmember Parker Destin
Councilmember Jim Foreman
Councilmember Tuffy Dixon
Councilmember Cyron Marler

Destin City Staff

City Manager Greg Kisela
HR Manager Karen Jankowski
Interim Comm. Dev. Director Steve Schmidt
Public Information Manager Doug Rainer
Library Director Jurate Burns

City Clerk Rey Bailey
City Engineer David Campbell
Finance Director Bragg Farmer
IT Manager Webb Warren
City Attorney Jerry Miller

CALL TO ORDER

Mayor Scott Fischer called the special meeting to order at 8:00 AM on Monday, May 9, 2016, at the Destin City Hall Boardroom.

NEW BUSINESS

1. Request direction on acceptance of Interim Candidate application for full time City Manager vacancy.

According to HR Manager Karen Jankowski, some of the candidates asked if they would be allowed to apply for the position of permanent Destin City Manager if selected for the interim position.

Councilmember Dixon moved that the interim city manager candidates be allowed to apply for the position of permanent Destin City Manager position; seconded by Councilmember Foreman.

Councilmember Ramswell wants to make sure they will be able to consider other candidates for the permanent city manager position; and that the selection will not be limited to this group.

Ms. Jankowski replied affirmatively.

According to Councilmember Foreman, if the interim City Manager they select turns out to be the person they really want, it could save the City a lot of money in the long run by hiring that person full time.

Councilmember Braden stated there is no one among this list of candidates he would want to hire as full time city manager.

According to the Mayor, staff will put this out to bid to select a firm that would find the most suitable candidates for the full time city manager position and bring them before the Council.

Councilmember Dixon explained his motion was basically to allow the person they choose for the interim position to apply for the full time position; adding this person will not have any kind of advantage over the other future candidates.

The Mayor called for a vote on the motion, which passes 6-1 (Council members Morgan, Destin, Marler, Foreman, Dixon and Ramswell voted "yes"; Councilmember Braden voted "no").

2. INTERIM CITY MANAGER CANDIDATE INTERVIEWS

The City Council conducted interviews via Skype with the five candidates in the running to serve as Interim City Manager.

After a brief discussion of the interview procedures, the Council agreed to allow the Mayor to pose the standard set of interview questions to each of the candidates; and then each council member can ask questions of their own if they so choose.

A. Mr. Russ Blackburn

The following are a series of questions Mayor Fischer asked Mr. Blackburn and summary of Mr. Blackburn's response to each question:

- *What have you been able to learn about the City of Destin?*

Mr. Blackburn: He had visited Destin a few times before and is very much aware of its location. He had accessed the City of Destin website and reviewed some of the documents including the City budget. He had also talked to some people to get a general sense of the issues associated with the City.

- *Please describe your experience in working with multiple agencies and departments. What are some examples of actions you took to work through and resolve conflicts between agencies/departments?*

Mr. Blackburn: He had worked both as a City Manager and a County Administrator. He had worked in an environment where he had to interact with other cities, counties, non-governmental entities and regional entities. As the Martin County Administrator, the school board was having difficulty with land use zoning both for the County and the City of Stuart. He convened a group meeting with the school superintendent, the City Manager for the City of Stuart and county staff. They were able to work through the intricate matter and resolved the issue.

- *We recently approved changes to our Comprehensive Plan and are in the beginning stages of updating the Land Development Code. Describe your experience in planning/zoning/growth management administration?*

Mr. Blackburn: He has extensive experience in planning and development as well as comprehensive planning. He was the Assistant County Administrator for Strategic Planning and Management for Lee County when the State established the Growth Management Act in the 1980s. He guided the county in the adoption of its first comprehensive plan as well as the zoning code to match the plan.

- *After the City of Destin adopted its comprehensive plan, the City Council has become concern about the intensity and density in their community and how they could amend the plan or adopt the rules for the plan. Do you think you can be of assistance as we try to modify our newly adopted comprehensive plan to address future concerns?*

Mr. Blackburn: Yes

- *What is your experience in working on interdepartmental or interagency teams? Please give an example of a successful outcome that resulted from your participation on a team and what role you played in facilitating this successful outcome.*

Mr. Blackburn: He is very much a team-oriented manager. One of his personal experiences that clearly defined the value of team-based management happened during his tenure as Deputy County Administrator for Loudoun County. His principal project was finding a solution to chronic space needs for the County. He convened a group of employees and supervisors. The team devised and implemented a financing and construction methodology plan for 300,000 square feet of government office space. The approach included a public/private partnership using lease/purchase and design/build. The team came up with great ideas that made significant long term impact on the County government.

- *Currently we have a few projects underway pertaining to storm water. What experience do you have with storm water issues?*

Mr. Blackburn: As the Martin County Administrator, he adopted a storm water utility fee which not only improved water quality but also addressed the drainage issue in the County. They also had storm water fee at the City of Gainesville, where he was the City Manager. They worked to build storm water infrastructure in the down town area.

- *How have you balanced the need for exceptional customer service with the need to ensure compliance with codes and regulations that ensure public health and safety? Please describe a specific example of how you accomplished this balance.*

Mr. Blackburn: As Gainesville City Manager, he created a customer service team consisting of individuals from various levels in the organization including parks, as well as citizen volunteer members, in an effort to improve customer service in the organization. He challenged the team to do what is necessary to ensure the organization has outstanding customer service where people will know they can trust their City government. He also wanted the team to be able to explain to the public that as city government, they have a responsibility by statutes and by ordinances to do things a certain way; and that they cannot do everything exactly the way the public want things done. The team came up with strategic approach that improved customer service in the organization; and that it continues to this day as the approach utilize by city employees when dealing with customers.

- *What are you looking for in terms of organizational culture? What attributes do you look for in an organization you want to join?*

Mr. Blackburn: He recognizes and appreciates his responsibility in moving the organization forward. He cares very much about public service and values excellent customer service; and that he wants to be able to instill this value to everyone in the organization.

- *Are you a person who has a true open door policy with employees, citizens, council and other interest groups; promotes an open dialogue that is intended to improve the operations of the department, the moral of the employees and provide a high level of quality service to the public?*

Mr. Blackburn: One of his key attributes is that he listens. One cannot have an open door policy if they are not willing to listen, and one cannot listen unless they have an open door policy. As a leader, he has to be open to people expressing their own ideas, listening to the values in these ideas, and be willing to change his own mind when he hears good ideas he has not previously considered. He is also quite accessible. He will meet, at least on a monthly basis, with the employees as a group to listen to what they have to say. He also has had experience in attending community meetings and making the public feel they can talk to him at any time.

- *What do you consider to be your greatest work related accomplishments?*

Mr. Blackburn: Prior to his selection as Martin County Administrator, the County has an average tenure of two years for County administrators. His term lasted about 8 years, from 1997 to 2005. At the time of his hiring, the citizens had no trust in the organization, and the remaining leaders were fearful about the future of the organization. He was able to work with staff, reestablished trust between the employees and the County Commission, and moved an average organization to a culture of high performance. There was an increase of over 40 percent in citizen satisfaction levels during his tenure as the County Administrator.

As Gainesville City Manager, he recognized major problems with the City's pension system. He advised the City Commission that if they did not change their pension system, the City would ultimately start using every new dollar to payoff pension debts. He opened up negotiations pertaining to the pension system and eventually reached a favorable settlement with each individual.

- *Do you utilize a proactive management style to realize the full potential of all department resources, minimize the concerns/problems of citizens, elected officials and upper management? Explain.*

Mr. Blackburn: He is a very proactive and detail oriented individual; and so he realizes the need for him to get out and talk to the public, council members, and his employees. If selected as Destin Interim City Manager, he will be meeting with each council member as often as possible and bi-weekly as a minimum, so he can know Council's strategic initiatives and how they want these initiatives accomplished. He will also be meeting with staff, especially the senior leadership team and those with supervisory responsibilities, at least on a weekly basis to discuss organizational values.

- *How do you keep, or have kept the elected officials informed?*

Mr. Blackburn: As previously stated, he will meet with each member of Council either weekly or bi-weekly. He will put out a bi-weekly report on status of projects or any items that may be of significant interest to Council.

- *When are you available to start?*

Mr. Blackburn: He is interested in Destin. He has been very selective in the positions for which he had applied. He and his wife want to stay in Florida. He had applied for a permanent City Manager position elsewhere, and he should find out the result by the end of May. If this full time position falls through, he should be available to start in early June.

The following are questions from Council and a summary of Mr. Blackburn's response to each question.

Councilmember Foreman: *You have an impressive resume and there is no question you are capable of running a large and mid-size city. It may seem to me you might have a little difficulty downsizing to this City. What can you say to that?*

Mr. Blackburn: He does not think he will have a problem. He will be able to have more of a one-on-one interaction with people. It has been a number of years since he has been a more hands-on service provider. He had been in situations where he had to delegate extensively and then check back and provided information.

Councilmember Ramswell: *What experience do you have in developing unity amongst the commission or a council within a community?*

Mr. Blackburn: Great part of democracy is for each member to have their own priorities, issues, philosophies and passions. He had worked with commissions or councils that are divided. The body as a whole has to be united so what he tries to do is help find the commonality, and help identify the things they can all agree on and those things they would not all agree on. As Interim City Manager he will help reassure the public the City has good leadership and that they are going forward with their initiatives and objectives. His advice to Council is to be accessible and transparent. And even though they have differences, they really need to focus on their collective initiatives and how they can accomplish these initiatives.

Councilmember Dixon: *Could you please tell us the circumstances and reasons behind you leaving Gainesville?*

Mr. Blackburn: He was with Gainesville for 10 years and 4 months; which is twice the average tenure there for a City Manager. The commission changed the last few years and has become very divisive. Some of the commissioners were getting involved in the day to day business of the organization and some of the details of how policies are implemented; and that it was becoming a constant battle. He felt it was his job to implement the policies of the commission and that the commission should trust him to do his job. Although he had the majority support of the commission, he felt he no longer was the right person for the job. He ultimately decided to seek other opportunities and find a better fit for his leadership style.

Councilmember Braden: *Could you tell us how far back your relationship goes with our current City Manager Greg Kisela?*

Mr. Blackburn: He was the acting president of the Florida City and County Managers Association and he met Mr. Kisela in different conferences. They have known each other for about 8 years and they have become close friends.

Mr. Blackburn: If selected as Destin Interim City Manager, he would like to know the top 3 priorities on which the Council wants him to focus.

Mayor Fischer: The number one priority is the City's Comprehensive Plan. Although

this plan was recently adopted, the new Council is looking to find ways to better tailor that plan to the needs of the City as they relate to issues involving density and intensity.

Councilmember Foreman: Since this is budget season, the Interim City Manager will be faced with important decisions regarding the City's budget.

Mayor Fischer: The City has the opportunity to purchase some more property for a park, and it is also trying to develop a heritage park, which has become somewhat contentious. Destin is a small city and has a small tax base. Park is a big expenditure and the City has to be frugal with its money and so the City has to make very critical decisions before the end of the year.



B. Ms. Carisse LeJeune

The following are a series of questions Mayor Fischer asked Ms. LeJeune and summary of Ms. LeJeune's response to each question.

➤ *What have you been able to learn about the City of Destin?*

Ms. LeJeune: Quite a bit. Being you are a coastal community you have a lot of issues in common with the City of Boynton Beach and other communities here in the east coast even though many of the communities here are much larger than Destin. They have similar issues with seasonal tourism, maintenance, infrastructure, roads, bridges and facilities. Destin contracts out a lot of its services – police, fire, and garbage. As most municipalities in Florida, Destin's largest expense is its personnel. The City's Capital Improvement Projects (CIPs) are funded to the best of its ability, but not as much as it would like. The Restore Act funds the City will be receiving will go a long way in helping the City improve its harbor district which is very important to the City as they try to improve its economic development. The harbor district is key for the City moving forward with its water sports and eco-tourism.

➤ *Please describe your experience in working with multiple agencies and departments. What are some examples of actions you took to work through and resolve conflicts between agencies/departments?*

Ms. LeJeune: As the Assistant City Manager for the City of Boynton Beach, she worked very closely with all departments within the City; eight of which were under her direct authority as Interim Assistant City Manager. Once she became permanent Assistant City Manager, she and the City Manager did some restructuring. The Enterprise Division – water utilities, golf course, grants, library, parks and recreation – came under her direct control. As with any municipality, there will always be conflict whether it is internal between staff, or external with the citizens. She handled all issues dealing with the citizens. She had long experience with customer service complaints, meeting with homeowners associations and local businesses to resolve issues. When they had a homeowners association that was ready to go forward with

redeveloping a natural scrub area with the City, but the City did not have the finances to do it, she was instrumental in acting as the liaison between the two organizations helping the homeowners association move forward where they could where they hired a designer to do some preliminary design to form the natural scrub area more of an eco-tourism area; something the homeowners association can enjoy. She worked closely with City staff to make sure everything was done correctly in terms of permitting and dealing with the environmental authority at Palm Beach County as well as the Florida Department of Environmental Protection (DEP) so that when the City was able to come up with the financing they would have everything ready to start work on the natural scrub area.

- *We recently approved changes to our Comprehensive Plan and are in the beginning stages of updating the Land Development Code. Describe your experience in planning/zoning/growth management administration?*

Ms. LeJeune: As the sustainability coordinator for the City, she worked very closely with the Building Department with the City of Boynton Beach over the years helping them add an energy and climate section to the comprehensive plan and making sure the proper language is put in so they could feasibly meet all their obligations in the comprehensive plan as well as meeting the requirements from the Florida Legislature. As Assistant City Manager, she sat on the Palm Beach County Metropolitan Planning Organization as the City representative and worked very closely with that organization on such things as constructions for the streets and the new I-95 bridge and to create the City's Greenway/Blueway/Bikeway Master Plan.

- *Council recently adopted the City's Comprehensive Plan and they are getting into the Land Development Code process. The Council becomes concern about intensity and density in the new plan and how they may be able to further refine it in the Land Development Code. Do you think you could assist in that area?*

Ms. LeJeune: Absolutely! She understands the City of Destin is at a crossroad right now. She has had similar experience at her present location as a lot of the cities become more urbanized to increase the local tax base. Residents do not necessarily want to see an area become urbanized. The City of Destin is a very unique City. A fine balance has to be met as they go forward so that they could keep the charm of the City but also meet future demands of the density and of the tax base. At the City of Boynton, the commission voted to go to 15 stories and many members of the community were very unhappy with the decision. There has to be a dialogue with the community; and also taking into consideration the economic development opportunities for the City. She feels very confident she could work with staff and the City to come to a resolution that may not be perfect for everyone, but with which everyone will be satisfied.

- *What is your experience in working on interdepartmental or interagency teams? Please give an example of a successful outcome that resulted from your participation on a team and what role you played in facilitating this*

successful outcome.

Ms. LeJeune. Team based was one of her responsibilities as Boynton Beach Assistant City Manager; working within departmental teams on projects and programs. The most recent success was their recertification for the CRS, which is a community rating system with the National Flood Insurance Program in order to go from a 7 to a 5 and reduce the flood insurance discount for the community. They made sure they collected all the necessary data for the recertification visit from FEMA. Boynton Beach had not received its rating; however, they are very confident they will be able to get a rating of at least a 6.

- *Currently we have a few projects underway pertaining to storm water. What experience do you have with storm water issues?*

Ms. LeJeune. For the last two years her office location was at the water utilities and she has been working closely with the utilities director. She was also a member of the County's local mitigation strategy team. She helped put together a storm water master plan for the City of Boynton Beach. She worked closely with the engineers on staff in order to identify and make sure that their storm water issues were part of the plan. The City of Destin had flooding issues in January 2014 as well as the City of Boynton and storm water had become a priority for the City at that time. She had been working with staff and with outside agencies to be sure they are able to mitigate against further flooding issues.

- *How have you balanced the need for exceptional customer service with the need to ensure compliance with codes and regulations that ensure public health and safety? Please describe a specific example of how you accomplished this balance?*

Ms. LeJeune: One of the issues they were having at the City of Boynton Beach regarding code compliance was the follow-up. They were able to successfully site those areas in the City that were a danger to the health, safety and aesthetics of the City. But, with limited staffing, it became problematic to follow up on some of these issues. Based upon the compliance regulations, there were periods of time a property owner has an order to rectify the problems. Unfortunately, the perception of the community was the City was not doing what they needed to do. It was a lot of effort to educate the community to let them know even though the property owners were non-compliant; they had to be given the opportunity to fix the problems. They found some non-profit volunteers in the area who were willing to help the property owners to upgrade the standards of their property. However, in those non-compliant areas where there was no willingness for property owners to fix the problem, the City put together a very aggressive lien process in which owners were fined continually until they were able to bring their property up to standards. For those that remained non-compliant over an extended period of time, the City started the foreclosure process, working very closely with the banking community.

- *What are you looking for in terms of organizational culture? What attributes do you look for in an organization you want to join?*

Ms. LeJeune: Any organization is only as good as the staff that works within that organization. She feels it is her job as City Manager to facilitate the success of the staff. A culture of collaboration, transparency, and with everyone working together towards common goals is key to a strong and healthy organization.

- *Are you a person who has a true open door policy with employees, citizens, council and other interest groups; promotes an open dialogue that is intended to improve the operations of the department, the moral of the employees and provide a high level of quality service to the public?*

Ms. LeJeune: Absolutely! She prides herself on being a communicator. She would invite anyone to speak to any of the commissioners or staff of the City of Boynton Beach, and she is confident they would attest to the fact that she has an open door policy. She also has an open door policy for citizens because she believes she exists for the citizens, and to improve and maintain a quality of life for the citizens. She believes in absolute transparency.

- *What do you consider to be your greatest work related accomplishment?*

Ms. LeJeune: She had worked very hard and had been able to put in place a lot of programs for the City of Boynton Beach. The most recent accomplishment and the project for which she was most proud of was creating the City's Greenway/Blueway/Bikeway Master Plan because it was not just about recreation but also economic development, diversity, and equitable justice for the entire community. She felt it was very important to the economic development and future lifestyle for the City of Boynton Beach.

- *Do you utilize a proactive management style to realize the full potential of all department resources, minimize the concerns/problems of citizens, elected officials and upper management? Explain.*

Ms. LeJeune: She encouraged open dialogues with the department heads that she was supervising. She had weekly meetings with each department head and asked them to bring forth any issues they were dealing with; not with the intention of micro-managing them, to facilitate their success. She feels it is very important for staff to feel supported; and that it is alright to make a mistake as long as they take ownership of this mistake and find a way to rectify it. This is the culture that she always tries to encourage.

- *How do you keep, or have kept the elected officials informed?*

Ms. LeJeune: She takes over the role of City Manager in his absence. It is very important to have weekly meetings with the City Commission not only to keep them inform of current issues involving the organization, but also to discuss upcoming and future agenda items and get their feedback. This is also important to help the elected officials to maintain their ability to work with and assist the public.

➤ *When are you available to start?*

Ms. LeJeune: Just as soon as she could find a place to stay.

The following are questions from Council and a summary of Ms. LeJeune's response to each question.

Councilmember Foreman: *They depend largely on grants and the Restore Act funds for their capital improvement projects. They have a charter with a 2-mil cap. At some point, they would have to do capital improvements in the City. How would you approach that?*

Ms. LeJeune: The City of Destin is on the right track as far as looking at grant funding. The economy is still rebounding, and she does not know of any municipality which tax base is enough to do anything with capital improvements. One thing she had done in the past working with legislative lobbyist was to try to get the city on the list for appropriation. Similar to applying for any other grant, they would need to put together the best appropriation submittal package so show what they are trying to do not only to improve their area but the region as a whole. Regular maintenance for City facilities needs to be a top priority because she had seen brand new buildings in their area deteriorate for lack of regular maintenance and they are now dealing with crumbling infrastructure.

Councilmember Ramswell: *You seem to have a strong background in sustainability and greenspace and a lot of environmental issues. What other two issues would you consider your favorites?*

Ms. LeJeune: The next one would be emergency management. She had been the EEOC Manager for the City of Boynton Beach for 10 years. It is emergency management, sustainability and local mitigation all under the same umbrella. It is very important they have the plans in place because they are responsible for the lives and properties of their citizenry. They need to work the plans, train staff and inform the community of their role in emergency management. The other issue that she did not get much of an opportunity to work on with the City of Boynton Beach was the homeless issue. It is a problem nationwide and it is not something they can just ignore. There are many non-profit organizations that handle this type of issue, and it is important for a municipality and the community to work with these non-profit organizations in addressing this issue.

Councilmember Dixon: *What were the circumstances behind you leaving Boynton Beach?*

Ms. LeJeune: She took an early retirement. In their pension plan if they have a certain amount of years of service they could go ahead and take an early retirement. She and her husband wanted to relocate somewhere in North Florida. Her mother lives in Louisiana and her

father lives in Georgia and leaving anywhere up in the North Florida area would get them closer to their family. A family is very important to her.

Councilmember Marler: *Members of the City Council are from various backgrounds and they have a tendency to micro-manage. If that should happen, would you be able to stand up to the Council if you feel you were right and they were wrong?*

Ms. LeJeune: Yes. She has had a lot of experience with this type of situation. She cannot fault a council member because most of the time, when someone becomes an elected official, their heart is for the community and want to do well in the community; and they feel they know exactly what needs to be done. It is a matter of education and communication; and letting the council know their primary issues can be addressed with careful planning and budgeting as long as they are voted as a priority by the entire council. She would not have any problem addressing this issue with the elected officials.

Councilmember Braden: *What are your thoughts on the council going to department heads or staff with simple questions?*

Ms. LeJeune: She is fine with it as long as the City Manager is made aware of it. With her staff at Boynton Beach, they had a culture and understanding that a commissioner should feel free to ask question of staff; and staff was obligated to answer this question as honestly and professionally as they could. She would have a problem with commissioners trying to persuade staff members to do or work in a certain way. This is a conversation that should be between the elected official and the City Manager. If there are issues, problems or directions council members wish to give, she feels very strongly that needs to go through the City Manager.

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C. Mr. Ted Lakey

The following are a series of questions Mayor Fischer asked Mr. Lakey and summary of Mr. Lakey's response to each question:

- *What have you been able to learn about the City of Destin?*

Mr. Lakey: He had been in Destin numerous times in the past and is quite familiar with the City. He is aware of the services the City provides. He has had a chance to visit the City of Destin website and looked at the City departments, its budgets and its comprehensive plan. Destin's operations and the services it provides are quite similar to Jackson County where he serves as the County Administrator. They have a Planning Department, Community Development Department, and Public Works/Services Department.

- *Please describe your experience in working with multiple agencies and departments. What are some examples of actions you took to work through and resolve conflicts between agencies/departments?*

Mr. Lakey: As a County Administrator he is used to working with a number of different agencies in a unified and coordinated manner.

- *We recently approved changes to our Comprehensive Plan and are in the beginning stages of updating the Land Development Code. Describe your experience in planning/zoning/growth management administration?*

Mr. Lakey: He supervises a Community Development Department in Jackson County. They went through the process of totally revamping their land development regulations two years ago; and so he has had a lot of experience with land use and zoning changes.

- *We have just adopted our comprehensive plan, and we are in the beginning stages of the land development code. The Council had expressed some concern with the increase of density and intensity. We are struggling with traffic and they are looking to mitigate that through the land development code. Do you have any thoughts or suggestions on how that could work?*

Mr. Lakey: They need to keep their comprehensive plan broad in the approach, and the more specific approach in the land development code. They do not want their land development code to be in conflict with their comprehensive plan.

- *What is your experience in working on interdepartmental or interagency teams? Please give an example of a successful outcome that resulted from your participation on a team and what role you played in facilitating this successful outcome.*

Mr. Lakey: When he started in Jackson County in 2003, Jackson County had a number of different communities which historically have not worked well together. It took a concerted effort in binding these communities together. He developed and implemented a joint agreement with the City of Marianna waste treatment facility that eliminated the need to build one for the County, saving the County a lot of money. He worked on a couple of joint projects regarding economic development; most notable was the joint effort between Jackson County and the City of Marianna in the creation of the Family Dollar Distribution Center. He is familiar with Community Redevelopment Areas (CRAs).

- *Currently we have a few projects underway pertaining to storm water. What experience do you have with storm water issues?*

Mr. Lakey: He does not have direct experience with storm water issues; however, he has experience with large capital projects most notably the County's road projects. There are a lot of similarities in dealing with engineering firms making sure everything is sufficient with what they are trying to accomplish and making sure everything is in budget as they move forward.

- *How have you balanced the need for exceptional customer service with the need to ensure compliance with codes and regulations that ensure public health and safety? Please describe a specific example of how you accomplished this balance.*

Mr. Lakey: Jackson County did not have a code enforcement officer in 2003. He led the effort to establish a code enforcement agency. He established the position of Code Enforcement Officer to give Jackson County a way to deal with certain complaints. He is used to working with the public and business owners. There was one specific complaint regarding neighbors wanting a fence put up around an auto salvage place. He talked to the owner of the place and they found a way to mitigate the situation.

- *What are you looking for in terms of organizational culture? What attributes do you look for in an organization you want to join?*

Mr. Lakey: He visited the City of Destin website. The City has a wonderful area with well-organized City departments. He is looking for an opportunity to work for a good organization. The City of Destin is looking for an Interim City Manager with operational skills, and he has the operational skills and can contribute to this organization's day to day operation.

- *Are you a person who has a true open door policy with employees, citizens, council and other interest groups; promotes an open dialogue that is intended to improve the operations of the department, the moral of the employees and provide a high level of quality service to the public?*

Mr. Lakey: He is a big believer in an open door policy. A City Manager is a public servant and so he is a big believer that the public should have access to the City Manager to discuss any issues large or small. He is a big believer in having an open door policy for his employees. He would also go out occasionally and visit the different departments to talk to the employees and discuss any issues they may be experiencing and offer his assistance.

- *What do you consider to be your greatest work related accomplishment?*

Mr. Lakey: He does not think there was one greatest work related accomplishment; but, there had been a number of improvements he made working for Jackson County the past 12 years. They have had a number of road issues and they have been able to work and obtain funding to pay for over 100 miles of dirt roads. As far as economic development projects, they were able to recruit companies to come in to the County and create jobs. The County saved \$3.5 million by not having to build a waste treatment facility. He successfully negotiated an increase in landfill host fees that increased revenues to the County of over \$600,000 a year.

- *Do you utilize a proactive management style to realize the full potential of all department resources, minimize the concerns/problems of citizens, elected officials and upper management? Explain.*

Mr. Lakey: He utilizes a proactive approach to management. He likes to get out to the departments to meet with departmental directors. He likes to establish a one-on-one communication with each member of the council on a weekly basis to learn about their concerns.

➤ *How do you keep, or have kept the elected officials informed?*

Mr. Lakey: Elected official will each have their own communications approach and management approach. If hired for this position he would like to immediately meet with each member of the City Council individually. He will find out how best for them to communicate with the City Manager; either face to face meeting, telephone, text message or via e-mail to inform them when certain issues come up. He wants to establish an open line of communications with each elected official.

➤ *When are you available to start?*

Mr. Lakey: Immediately.

The following are questions from Council and a summary of Mr. Lakey's response to each question.

Councilmember Foreman: *One of the responsibilities of a City Manager is to get out into the community and explain the policies and to connect with the public in general. What organizations are you currently a member of?*

Mr. Lakey: He was a member of the Kiwanis Club, Marianna Main Street Board, Jackson County Chamber of Commerce Board, Florida City and County Management Association,

Councilmember Ramswell: *As Jackson County Board of County Commissioners, you listed working with community leaders to identify local needs. Can you expand a little bit about that? Do you mean the commissioners; do you mean the general public?*

Mr. Lakey: When he set up meetings with different communities they always invite the City Manager and city leaders from that city. They also have a few fire departmental directors at those meetings. They discuss what is going on with the County and how it affects the cities; and how the county can help the cities. He was also a member of the Jackson County Chamber of Commerce Governmental Affairs Committee. It is very important for him to meet community leaders.

Councilmember Morgan: *Jackson County is landlocked and we are very much a tourist-driven coastal community. Do you anticipate any challenges with making that transition?*

Mr. Lakey: Not at all. He worked for Escambia County Public Works Department for

4 ½ years. He is familiar with Port St. Joe beach community. He is familiar with the beach issues and the challenges that Destin faces. He had seen Destin in the early 90's and the growth that happened over the years.

Councilmember Dixon: *I have worked with you on a couple of projects. You have been very professional and had done a great job. What was the reason behind you leaving Jackson County?*

Mr. Lakey: He was with Jackson County for 13 years. There was an election a year ago and new commissioners came on board. They had different ideas. Politics came into play and they wanted to go on a different direction. There was a vote to terminate his services without cause.

Councilmember Marler: *Members of the City Council are from various backgrounds and they have a tendency to micro-manage. If that should happen, would you be able to stand up to the Council if you feel they were making decision you knew were wrong ethically?*

Mr. Lakey: He had been in situations where he had to stand up to county commissioners before when he felt they were making wrong decisions. It was very difficult for him to be in this kind of situation, but as county administrator he has to do what he feel is right regardless of the outcome.



D. Mr. Taylor Brown

The following are a series of questions Mayor Fischer asked Mr. Brown and summary of Mr. Brown's response to each question:

- *What have you been able to learn about the City of Destin?*

Mr. Brown: He is quite familiar with Destin as he has been vacationing in this City for the past 20 years. As far as the organization, he had spent some time on line looking at the City's vision, comprehensive plan, land development code and budget documents. His impression at this point is that Destin is a very good city; and it seems they are ready to implement a lot of the good ideas that they have put down on paper and codified.

- *Please describe your experience in working with multiple agencies and departments. What are some examples of actions you took to work through and resolve conflicts between agencies/departments?*

Mr. Brown: Throughout his career, he had worked in places with many different department and agencies or intergovernmental relations. During his time in Arlington, Virginia near Washington D.C., which is a highly urbanized area, he had to deal with agencies such as the

US Government, the Pentagon, AMTRAK, Metro Rail Transit Authorities and Airport Authorities. He is comfortable being in this type of situation. When he was hired as City Manager for the City of Trenton, the relationship between the County Commission and City Commission had fallen into peril. With his prior experience working for both a county and city, and his past relationships working with Trenton's commissioners and county commissioners, he was able to reach out and mend their relationship during his first year as Trenton City Manager. The City and County Commissions now meet once or twice a year in a public meeting to maintain that relationship and discuss ways to further their partnerships.

- *We recently approved changes to our Comprehensive Plan and are in the beginning stages of updating the Land Development Code. Describe your experience in planning/zoning/growth management administration?*

Mr. Brown: This has been the bulk of his career. He did his undergraduate work in Urban Planning and went on to receive a graduate scholarship to attend graduate school in Planning. His expertise is Planning; and he has been working in this field a lot since. He is very comfortable in the Planning and Zoning arena.

- *We have just adopted our comprehensive plan, and we are in the beginning stages of the land development code. Some members of the Council have questioned whether or not the current plan will be able to serve their purpose and they are now facing the dilemma of trying to correct some of the shortcoming utilizing the land development code. Do you have any thoughts or ideas about doing that? How do you feel about modifying a comprehensive plan after it has already been adopted?*

Mr. Brown: The comprehensive plan is a "road map" and an ever revolving document. It does not need to be "set in stone." It evolves as time goes on and as the community changes. The City of Destin has had an election and some turnover in their policy makers and they had brought to light some issues that they want to revisit. He watched these meetings and learned that situation also applies with some of the stakeholders in the community. His advice is to address these issues sooner rather than later because the more support they can have from the public, the more likely they would be successful in implementing what the comprehensive plan sets out to try to create. They have to do that before they get any deeper into the land development code because the land development code is intended to be in support of the comprehensive plan. At some point, if they have a particular project being developed, and if they have a legal challenge, the comprehensive plan is the controlling document by State law.

- *What is your experience in working on interdepartmental or interagency teams? Please give an example of a successful outcome that resulted from your participation on a team and what role you played in facilitating this successful outcome.*

Mr. Brown: He has been involved in interdepartmental relationships throughout his

career. A fairly recent incident happened in the City of Trenton that involved an emergency management situation. He had been participating for a number of years with the County Emergency Management Emergency Operations Center in their exercise scenarios so that various agencies can know their roles and be prepared when a disaster occurs. One year during an exercise, a large high pressured propane supply company tank developed an uncontrolled leak which happened during a period when it was cloudy and the air was stagnant. The toxic acid basically filled the air right over downtown Trenton. He worked with different agencies – sheriff's department, emergency management department, local police and the gas company – to try to solve this problem. The situation was quite tensed that they came within 15 minutes of having to evacuate the entire City of Trenton on a Sunday night, and place them into a shelter that can probably only accommodate 25 percent of the city's population. One of the critical roles that he played was getting the people and staff necessary for the evacuation in action an hour or two in advance of when they really needed to make that decision. Luckily, they were able to bring in a specialist from Gainesville who was able to stop the leak just in time. They learned a lot from this experience. It is also an example of how building a relationship with different people and agencies in advance can make all the difference in an emergency situation.

- *Currently we have a few projects underway pertaining to storm water. What experience do you have with storm water issues?*

Mr. Brown: He has had a lot of experience with stormwater issues. He was the stormwater manager for Gilchrist County. During this time he attended courses through the Suwannee River Water Management District and achieved a credential as Certified Stormwater Manager. Throughout his tenure as City Manager for Trenton, he was involved with stormwater management issues with the county. He has not done an actual stormwater management in a coastal community and there are some differences; but, he studied these when he had to demonstrate competency in order to become a Certified Stormwater Manager.

- *How have you balanced the need for exceptional customer service with the need to ensure compliance with codes and regulations that ensure public health and safety? Please describe a specific example of how you accomplished this balance.*

Mr. Brown: He spent about 10 years working in the hotel and restaurant industry when he was a younger person putting himself through college. He has had a great deal of customer service experience at a very high level and he had always tried to provide a good customer service. He believes that local government needs more people that had that kind of a background because customers need to have the best service you can provide them. With regards to customer service in relations to how they enforce codes, he had learned over the years that people are generally fair and supportive of codes so long as the enforcement of the codes is the same for everyone. Also, if they take the extra time to explain to citizens not only what the code says but the rationale behind that code, there will be a lot more acceptance of the rule.

- *What are you looking for in terms of organizational culture? What attributes do you look for in an organization you want to join?*

Mr. Brown: First and foremost is honesty and integrity. He will not associate himself with an organization that does not have a commitment to open government, transparency and doing the right thing, and demonstrate them through their action. He wants to be part of a team of people who shares this same principle, who like each other, share the same level of passion and want to work together towards making a community as good as it can be.

- *Are you a person who has a true open door policy with employees, citizens, council and other interest groups; promotes an open dialogue that is intended to improve the operations of the department, the moral of the employees and provide a high level of quality service to the public?*

Mr. Brown: He is absolutely this type of person. When he became the City Manager for Trenton, his office was located in the back of the building. When the facility was renovated, he has his office moved to the front of the building, with glass windows where everybody could see him. He believes in transparency and wanted to send that signal as soon as he arrived in Trenton. He made every effort to meet with somebody when they stopped by to see him. If that was not possible, he would always call the individuals and invite them back or offer to go to their home or place of business.

- *What do you consider to be your greatest work related accomplishment?*

Mr. Brown: He has had plenty of accomplishments; but, his recent accomplishment involved the team he assembled to work at the City of Trenton. He came to a city that was in debt, poorly functioning, with low morale among the employees, and with poor intergovernmental relationships. When he left the City 6 years later, there were probably only two people left on staff that has been there when he arrived. There had been a lot of turnovers mostly through retirements. The team got better and better with each new hire, and worked together as a unified team. He is also very proud of the economic development progress that he made at Trenton. It was an area designated by the State as an area of critical economic concern. They brought in new businesses and increased jobs.

- *Do you utilize a proactive management style to realize the full potential of all department resources, minimize the concerns/problems of citizens, elected officials and upper management? Explain.*

Mr. Brown: He has a proactive management style. He considers himself to be a change agent, but he also recognizes that change can be difficult to a lot of people. He is patient enough to implement change incrementally, instead of making changes too much too soon, to allow people to become more comfortable.

- *How do you keep, or have kept the elected officials informed?*

Mr. Brown: He communicates with elected officials the way they wish to be communicated with for city business; whether it be a face to face meeting once a week, text, or e-mail.

➤ *When are you available to start?*

Mr. Brown: He can be ready anytime.

The following are questions from Council and a summary of Mr. Brown's response to each question.

Councilmember Foreman: *Earliest the Council asked how you could help implement the land development code and the comprehensive plan. I'm not sure if you will have the opportunity to do that in the time you are here.*

Mr. Brown: That is a policy issue for the council as far as the timing and how much work they want to put into these documents. If he is here only as Interim City Manager, he may not be here long enough to see it through; but, with his planning background, he could offer some good advice. Since the City is still lacking a Community Development Director, he can be very helpful in helping the City select someone from the staff that would most likely be there to see things through. He would do whatever he can to help Council amend the newly adopted comprehensive plan as much as possible that would please a large segment of the population and still accomplish the overall goal of the City. The art is finding a compromise and doing so in a civil manner.

Councilmember Ramswell: *In your application package you have made a comment that the spirit of the lawn needs to be considered along with the letter of the law. Can you elaborate on that a little bit and offer an example?*

Mr. Brown: Throughout his career, he learned that there is a lot of gray areas. A code is as much backward looking as it is forward looking. Regardless of how skillfully they craft an ordinance or land development code, it will never cover every scenario as unique situations arise all the time. Codes can be interpreted differently and it is usually the land development administrator who will make the determination and interpretation. In those areas he talks about gray and wanting to consider the spirit of the law, they have to determine what the law was trying to achieve when it gets put on the books and how it is applied in a given situation. They have to achieve the spirit of the law if not the actual letter of the law in certain cases.

Councilmember Dixon: *What was the reason behind you leaving the City of Trenton?*

Mr. Brown: It was very much his choice. The majority of the City Commission did not want him to leave. They reached out to him asking him to stay. He takes the City Manager/City Council form of government quite seriously. He implements policy and he implemented policies for the City of Trenton to the best of his ability. There are a couple of policies he did not agree

with and that certain members of the commission do not even want to even talk about them. He truly felt he had accomplished all that he could for the City of Trenton under the purview of his power as the City Manager and so he decided it was time for him to move on.

Councilmember Marler: *Members of the City Council are from various backgrounds and they have a tendency to micro-manage. If that should happen, would you be able to stand up to the Council if you feel they were wrong in trying to micro-manage a particular area?*

Mr. Brown: Yes. As he previously stated, he is a strong believer in Council/City Manager form of government. Just as he demonstrated by his resignation at Trenton, he feels adamantly about the role of a City Manager. This kind of micro-managing has a huge effect on staff as a whole, and so it would be something he would be willing to speak up and stand up to Council. In his opinion, it is not the place of any one commissioner to be dictating directly to the City Manager or City staff.

Councilmember Braden: *You mentioned earlier this job is only part time for you. How many months do you think you can give to the City of Destin? Are you interested in becoming a permanent Destin City Manager?*

Mr. Brown: He would provide the City of Destin a full time service while he is there as an Interim City Manager. If he is allowed to apply for the full time position at some point, he intends to do so. He intends to apply for the full time position even if he is not hired as the Interim City Manager. He also applied to three other coastal communities in Florida and he had already been informed he was in a semi-finalist status on all three.



E. Council discussion and selection of Interim City Manager

After a brief deliberation, Councilmember Dixon moved to offer the Interim City Manager position to Ms. Carisse LeJeune and a backup of Mr. Taylor Brown; seconded by Councilmember Ramswell.

Councilmember Foreman wants to make sure they are offered the opportunity to apply for the full time City Manager position.

Councilmember Ramswell asked whomever they select for the Interim City Manager position; if they would they need to re-advertise if they choose to offer them the permanent position.

The HR Manager stated she would be bringing the Request for Proposal (RFP) for the recruitment services, as requested by Council, at the first meeting in June. They could possibly be two weeks into that process by the time they make a decision to hire someone full time.

According to the Mayor, they do not necessary have to make an immediate decision to fulfill the RFP.

The HR Manager noted they could probably work that issue into the actual RFP.

There was some salary discussion for an Interim City Manager.

Councilmember Dixon noted they will already be paying for temporary lodging for about \$1800 a month. He would be comfortable with paying the Interim City Manager not more than \$9,000 or \$10,000 a month with no benefits. He stated he would like it to be part of his motion to pay the Interim City Manager a salary not to exceed \$10,000 a month.

The City Manager Greg Kisela suggests they authorize the Mayor to negotiate a contract with the number one selection Ms. Carisse LeJeune.

Councilmember Destin stated if that negotiation falls through then they make an offer to Mr. Taylor Brown.

Councilmember Dixon modified his motion to read:

To authorize the Mayor to negotiate a contract with Ms. Carisse LaJeune for the Interim City Manager position, under the parameters of a maximum \$10,000 a month salary with no benefits, plus housing. In the event it does not work out, to authorize the Mayor to negotiate a contract with Mr. Taylor Brown under the same conditions. Councilmember Ramswell maintains her second to the motion.

Councilmember Braden asked if the Mayor will immediately offer the \$10,000 a month to Ms. LeJeune or if there will be further negotiations; and if Ms. LeJeune accepts an offer for a full time position, will they then offer her more money.

The HR Manager stated she would be willing to meet and discuss this matter with the Finance Director to determine how much money is available in the budget and try to work within the parameters established by Council. Once the Mayor works with Ms. LeJeune and staff, they would bring the entire package to Council for their consideration on May 16th.

The Mayor called for a vote on the motion, which passes 7-0 (Council members Morgan, Destin, Marler, Foreman, Dixon, Ramswell and Braden voted "yes").

OTHER BUSINESS

1. Consideration of Special Counsel for Gulf Power Franchise Renewal

According to the City Manager, the Gulf Power Franchise expires on May 19th. There is an option in the existing franchise to purchase the Gulf Power system from Gulf Power; but, this option has to be exercised prior to May 19th. If the Council is interested in pursuing this option, they could schedule this item for Council's discussion and consideration at the May 16th Council meeting. He also asked for Council's authorization to engage the firm of Gardner, Bist, Bowden, Bush, Dee, LaVia & Wright, P.A., to represent the City of Destin with regard to the City's negotiation of a new franchise agreement with Gulf Power Company; adding the firm will be available to address Council on this issue on May 16th.

At this time, the Mayor opened the matter for public input. Having none the Mayor turned the matter over to Council for their consideration.

The Mayor stated the possibility of the City purchasing the Gulf Power assets and taking on their first major utility will be a big undertaking; but, it is a leverage they have so that they could have Gulf Power or their own franchise perform to their specifications.

Councilmember Destin asked why this item cannot be handled by the City Attorney.

According to the City Attorney, they now have complexities of issues that did not exist 30 years ago and that each franchise is different. They have had from time to time a special franchise counsel, particularly Attorney Susanne Brownless, who was the City's permanent franchise attorney, but she is no longer available to provide this service.

Councilmember Ramswell asked when the Council approved hiring a special counsel to assist in this issue.

The City Manager stated they are just now asking for Council's authorization to hire a special counsel to assist in the franchise renewal which expires on May 19th. He added that Attorney Robert Wright is prepared to attend the May 16th Council meeting to advise the Council on this issue.

Councilmember Dixon asked if they could put a cap on the amount of money they are willing to spend on this contract.

The City Manager stated that Council can authorize spending not to exceed a certain amount, such as \$20,000; which equates to about 70 hours of work.

Councilmember Braden stated if they designate a certain amount, the cost will not be anything less than that particular amount. He also asked if they know how much it would cost to purchase the Gulf Power system if they decide to exercise that option.

The City Manager stated they do not have the information as far as the purchase price for the Gulf Power system.

Councilmember Marler stated it could cost the City millions of dollars to purchase the entire equipment and manage the system. He added he would not be in favor of this option because he does not think the City will be able to afford it.

Councilmember Foreman remarked they are already having trouble coming up with a storm water utility system, and so he does not think it would be a good idea for the City to own an electric plant. He also stated one of the City's strength is the fact they have a Destin Water Users, a Destin Fire Control District, and a school system; and that the City's basic function is planning and security.

Councilmember Destin wants to know what they can expect to pay with regards to the franchise fee.

According to the Finance Director, it is \$1.5 to \$1.7 million a year right now; however, that number can be renegotiated in the new franchise. He added the \$20,000 attorney's fee is a very small sum as compared to what the franchise attorney can do for the City.

Councilmember Ramswell expressed concern that if they discuss and make a decision on May 16th to consider the option to buy the system, they only have three days to make a final decision. There would not be any back and forth negotiations because they would not be in a public meeting.

The City Manager stated that all Council has to do on May 16th is to authorize either the City Manager or the Mayor to exercise the option to purchase the system; and the franchise attorney can provide the pros and cons of doing so. He continued they could exercise the option, enter into negotiations; and they could withdraw at any point. He added the franchise attorney should be able to give Council a better advice on this issue.

Councilmember Ramswell stated this franchise is for 30 years, and it bothers her they are just finding out that it is up for renewal. She asked whether to give an estimated number of hours or provide some sort of initial cap with regards to the attorney's fee.

The City Attorney recommends they do neither one as he does not think \$20,000 is enough. He continued the franchise attorney's contract provides for a monthly billing; which provides the opportunity for Council to decide they lost confidence and terminate the contract.

Councilmember Ramswell asked if this cost is already budgeted this current fiscal year.

The Finance Director recommends the motion includes making a budget amendment at the end of the current fiscal year since they do not know the actual cost.

Councilmember Dixon asked how they got into a situation where they only have a few days to make such a big decision and why they did not start negotiating with Gulf Power at least two months ago.

The City Manager stated that he knew they would have to negotiate a renewal, but he never envisioned the City having to exercise an option to purchase the system until his discussion with the franchise attorney a week ago. He also noted they have had preliminary discussions with Gulf Power related to the need for a franchise renewal but not about the option to purchase the system

Councilmember Dixon asked whether the franchise attorney they are going to hire will use the possible purchase of the system as a negotiating tool with Gulf Power.

Councilmember Morgan stated that he believes they can use it as leverage and it is what the franchise attorney will talk about on May 16th.

The City Manager explained if they hire the law firm today, they will be at the May 16th meeting to give the pros and cons of exercising the option to purchase the system.

Councilmember Braden stated it is poor judgment of this Council to publicly make a statement they have no intention whatsoever of purchasing the system if it is to be used as leverage in the negotiations.

Councilmember Morgan stated they may not have a consensus on purchasing the electrical system but they do have the consensus on undergrounding the utilities, and they could leverage the price of that down.

Councilmember Destin moved to authorize the City Manager to engage the firm of Gardner, Bist, Bowden, Bush, Dee, LaVia & Wright, P.A., to represent the City of Destin with regard to the City's negotiation of a new franchise agreement with Gulf Power Company; seconded by Councilmember Morgan. Motion passed 6-1 (Council members Morgan, Destin, Foreman, Marler, Dixon and Ramswell voted "yes"; Councilmember Braden voted "no").

Having no further business at this time, the meeting was adjourned at 2:25 PM.

ADOPTED THIS 5TH DAY OF JULY 2016

By:



Scott Fischer, Mayor

ATTEST:



Rey Bailey, City Clerk