

CITY OF MELBOURNE, FLORIDA
MINUTES – SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

A special meeting of the City Council was held in the City Hall Council Chamber, 900 E. Strawbridge Avenue, and was called to order to 8:00 a.m. by Mayor John A. Buckley.

1. Pledge of Allegiance.
2. Roll call.

Present:	John A. Buckley	Mayor
	Richard Contreras	Vice Mayor, District 1
	Ed Palmer	Council Member, District 2
	Pat Poole	Council Member, District 3
	Grace Walker	Council Member, District 4
	Cheryl Palmer	Council Member, District 5
	Loretta Isenberg-Hand	Council Member, District 6
	Paul R. Gougelman, III	City Attorney
	Cathy L. Baker	Assistant City Clerk

3. COUNCIL INTERVIEWS OF CITY MANAGER CANDIDATES: Council will interview each City Manager candidate finalist.

Mayor Buckley introduced the Council Members to each of the candidates and explained that Council would utilize a round robin format for questions. Each candidate was asked to introduce themselves and, following the question session, provide a five minute summary.

CHRIS CHINAULT: He stated that his interest in coming from a town of 3,000 to a city of Melbourne's size is the delivery of service. He enjoys local government service and has a broad background of experience – mostly in county government - that can be helpful to Melbourne. He has an understanding of the county's role and what it should provide and can do for the City. He has experience working in a full-service county – water/sewer, and both an open and closed landfill. He likes the long range planning side of government. Mr. Chinault stated he has experience in hiring department heads and attracting good people and is particularly pleased with the people he has hired. A city's greatest asset is its employees. Mr. Chinault stated he could help Melbourne meet some of its challenges.

Mr. Chinault responded to the various questions from Council.

SUMMARY: Mr. Chinault thanked Council for the opportunity to interview. He said he enjoys being in the greater Melbourne area and brings the opportunity of someone with broad-based experience. He has the ability to fill the positions that will occur and said it is good to have someone who can attract good quality people. Mr. Chinault also stated that he brings a sense of economic development experience – a person who can work with big projects and state agencies. He listed the various projects that he has worked on. He concluded by saying he will take direction from Council and provide quality service to the people of Melbourne.

CITY OF MELBOURNE, FLORIDA
MINUTES – SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

AMY ELLIOTT: Mrs. Elliott stated that she has worked with most of the Council Members. She moved to Melbourne from Illinois in 1972 and fell in love with the area. She began her career with the City of Melbourne as the Assistant Finance Director. She has found that the employees really care about doing a good job. She is impressed with the dedication of the employees at all levels. She is a part of the City of Melbourne and feels good about being a part of the community.

Mrs. Elliott responded to the various questions from Council.

SUMMARY: Mrs. Elliott stated this is the pinnacle of her career. She would love the opportunity to work with Council in another capacity; her contact with Council has been limited in her previous capacity. This would be a growth experience for her and a good experience for the City. She brings stability – there would not be a radical change. It would be a little different because she is not Henry Hill; however, she has learned a lot from Henry and would like to continue handling issues in those ways. Mrs. Elliott stated she has a passion for the City. If she is an expert on anything, it is the City of Melbourne. She stated that finance is not the only thing there is; however, money is the engine that drives the train. If you have a handle on the money and the finances, and they are used wisely, nothing can go wrong. And she has that expertise.

JAMES O'CONNOR: Mr. O'Connor stated that the manager must work as a team. He offered a personal introduction, stating he has been married for 30 years and has two children. He began his career in Mulberry, Florida and spent most of his adult life in Bartow, Florida. He raised his family in the state. He moved from Florida to Dover, Delaware to be closer to his son, and eight years later he moved to St. Charles, Missouri. He would now like to come back to Florida. There is a great opportunity in Melbourne, it is in the central band of the state and is what he and his wife are looking for.

Mr. O'Connor responded to the various questions from Council.

SUMMARY: Mr. O'Connor said he believes he brings a lot of assets to the table. He has the experience and skills necessary for the position. He comes from a city with a population and budget relative to Melbourne. He also has Florida experience. He has the academic background, both in concept and theory. He is well versed in the business community – very active with the chamber of commerce and economic development. His overall philosophy falls in line with Melbourne's concept of where it's going. He brings stability, 14 years with one city and eight years with another. He hopes to continue that stability with Melbourne. He stated that the staff members he has met to this point would make a fine team, and together could address the issues and carry out the goals and objectives of the Council.

MARK RYAN: Mr. Ryan stated that it was an honor and privilege to be selected as a finalist for the City Manager position. He is excited to be here and share the knowledge and abilities that he has obtained from being the City Manager of West Melbourne. He grew up in Brevard County, graduating from Merritt Island High School. He worked in South Georgia and returned to Brevard County in 1979 to start West Melbourne's Parks and Recreation Department. There he developed three municipal parks in eight months.

CITY OF MELBOURNE, FLORIDA
MINUTES – SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

At the age of 23, he put his name in the hat for City Manager of West Melbourne; but was not initially selected. The candidate that the Council selected did not work out, and Council approached him and asked that he temporarily assume the role with the possibility that it would become permanent. Twenty-two years later he is still in the position. He has a Public Administration Degree and a Forest Technology Degree. He is proud of the accomplishments of his community and proud of its relationship with Melbourne. The two cities have worked extremely well in the last 22 years in making South Brevard a wonderful community to live and work. Together the cities championed water capacity, the Chapter 180 utility reserves, and the widening of Dairy Road. He would like to share his knowledge and skill with Melbourne as the next City Manager. His community has grown tremendously in the last 22 years – from a budget of just over a million dollars to \$13 million without the benefit of municipal taxes. This requires him to think outside the box to get services to the community and pay for them. He would like to help lead Melbourne in the coming decade.

Mr. Ryan responded to the various questions from Council.

SUMMARY: Mr. Ryan again stated he would like to be the next City Manager and have the opportunity to help lead Melbourne through the next decade. He can help solve some of Melbourne's long standing concerns, such as a new city hall and providing utilities throughout South Brevard. Melbourne is a regional water supplier. These are key issues and he wants to be that leader. Council is the Board of Directors and he would be the Chief Executive Officer of this corporation and he will make them look good. He has business sense and common sense. The two cities have worked well together in the 22 years he's been at West Melbourne. A lot has been accomplished and there is a lot more to be done. He referenced the Downtown, Babcock Street, and Eau Gallie Redevelopment areas and stated these are important and exciting projects. He concluded saying he hoped that he was chosen.

Recessed: 11:52 a.m.

Reconvened: 1:00 p.m.

JACK SCHLUCKEBIER: Mr. Schluckebier stated he has been the City Manager in Casselberry since 1991. He is their first City Manager; they changed their government from an executive mayor style of government in 1990. He discussed his work as City Manager in Lake City; his work as Assistant Director, Management and Budget Services, and Program Analyst and Graduate Intern/Analyst in Tallahassee; his work in the District Office of former U.S. Representative James Blanchard; and his work as a City Manager in a small town in Michigan. He has been doing this type of work for almost 25 years for small and large cities. He grew up in a small tourist town in Michigan where his father retired as Public Works Director after 37 years. So this type of work is in his blood. He is aware of utilities. Lake City has a very complex utility operation; gas, water, electric, sewer, and stormwater. Lake City also owned natural gas. He has experience working with a city with an airport, and with CRAs. (A CRA has been established in Casselberry.) He stated it was not without some fighting with the county and elaborated on the efforts.

Mr. Schluckebier responded to various questions from Council.

CITY OF MELBOURNE, FLORIDA
MINUTES – SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

SUMMARY: Mr. Schluckebier stated he is not a Henry clone. He added that he likes Henry and agrees with his fundamental beliefs. Mr. Schluckebier stated if Council is not ready to deal with the fiscal stability issues that are glaring from the City's financial statements (pointing out that he can't stress strongly enough that the City is headed for trouble), then he does not want to be a part of the City. Raising taxes is one of those challenges faced in public service. He likes what he does, he's been doing it a long time and he is not looking to change professions. Casselberry has been good to him. Melbourne is an opportunity in Central Florida, and the natural progression is the draw. Melbourne is Casselberry times three in size, population and budget. He does have a sense of the dynamics of larger cities than the one he works in now. He has seen enough of the kinds of operations that Melbourne faces to feel confident about that.

Mr. Schluckebier stated that regarding fiscal stability, 15 years ago when he was on the City Manager's staff in Tallahassee he completed a long range finance study and is the author of a 100-page document from that study. He provided a copy for Council to review if they wished. He has some specific ideas from that study and his experience in long range finance.

Mr. Schluckebier stated every where he has worked, he started out with one fundamental premise. This group is a quality, working group in terms of elected officials – there is a high level of trust between the Council and staff. There is no disharmony coming from a trust issue. That is the cornerstone of where the Council and Manager begin. He thinks Melbourne would be a good move for him, he is excited and appreciates the opportunity to spend time with Council.

This concluded Council's interviews with the candidates.

Council briefly discussed the employment agreement and Mr. Schluckebier's request for a raise following a probationary period.

Mr. Gougelman stated that Mr. Schluckebier is envisioning a six-month period, and if everything goes okay and he is performing as expected – he would like an automatic increase. He stated whether Council could terminate without a severance clause would need to be negotiated. He reminded Council that Mr. Schluckebier is giving up a job that he has had in excess of 10 years with a relatively assured salary to make the move to Melbourne. Mr. Schluckebier would like an automatic increase after six months.

Mr. Tom Freijo, The Mercer Group, stated that the probationary term is probably a misnomer. He interprets that what Mr. Schluckebier is saying is that he is a quality person – and Council will realize that once he is here for a while. If Council is not comfortable with giving him the salary he wants up front, he is willing to take less for a certain period of time. Mr. Freijo recommended that Council start the selected candidate with a salary that Council and the candidate are comfortable with.

Mrs. Poole stated that the City Manager should be willing to accept the same pay increase that the other City employees receive. She questioned whether he expected

CITY OF MELBOURNE, FLORIDA
MINUTES – SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

more. Mr. Freijo responded that he can't answer that. In some cases the agreement is that the salary increase is the same as other employees. In other municipalities it is based on the review of the manager's performance, and still other municipalities provide bonuses to the City Manager.

Discussion continued.

Mayor Buckley referenced the 180-day termination notice and the six-month lump sum severance. Mr. Freijo commented that the six-month severance is very reasonable. He added that he believes 90 days notice is excessive and recommended 30, 60 or the typical 45 days as a compromise; however, this is a Council decision.

There was a brief discussion about a cellular phone and the City's use of the Nextel system, dues and subscriptions, professional development and the travel and subsistence. There was also some discussion regarding cellular phone calls being public record.

Mrs. Palmer stated she prefers a car allowance. That way the City is released from the liability of providing insurance. Mr. Freijo commented that some cities are moving away from providing a car and provide a car allowance. \$300 - \$350 for car allowance would be very typical. He recommended that the City offer a \$300 car allowance and the person can negotiate if they want more.

There was a brief discussion regarding pension benefits. It was noted that many of these issues would be negotiated with the candidate that Council selects.

Mr. Freijo distributed a schedule of the one-on-one meetings Council will have with the candidates.

Attorney Gougelman asked Council to bring the copy of the draft employment agreement distributed to Council to the December 10 Council meeting.

4. ADJOURNMENT

Moved by E. Palmer/Contreras to adjourn. Motion carried unanimously.

The meeting adjourned at 2:21 p.m.

Assistant City Clerk – 12/11/2002

Approved by Council: 12/17/2002

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

A special meeting of the City Council was held in the City Hall Council Chamber, 900 E. Strawbridge Avenue, and was called to order to 8:00 a.m. by Mayor John A. Buckley.

1. Pledge of Allegiance.
2. Roll call.

Present:	John A. Buckley	Mayor
	Richard Contreras	Vice Mayor, District 1
	Ed Palmer	Council Member, District 2
	Pat Poole	Council Member, District 3
	Grace Walker	Council Member, District 4
	Cheryl Palmer	Council Member, District 5
	Loretta Isenberg-Hand	Council Member, District 6
	Paul Gougelman	City Attorney
	Cathy L. Baker	Assistant City Clerk

3. COUNCIL INTERVIEWS OF CITY MANAGER CANDIDATES: Council will interview each City Manager candidate finalist.

Mayor Buckley introduced Council Members to each of the candidates. He explained that Council would utilize a round robin format for question. He asked each candidate to introduce themselves.

Chris Chinault. He stated that Council might ask what is his interest in Melbourne and coming from a town of 3,000 to a city of Melbourne's size. His interest is the delivery of service. He comes from humble beginnings. He has an appreciation to come back and try to give back to the public. He enjoys local government service and he is good at it. He has a broad background of experience – mostly in county government. This can be helpful to Melbourne. He has an understanding of the county's role and what it should provide and can do for the City. He has experience working in a full-service county – water/sewer, and both an opened and closed landfill. Melbourne has a closed landfill and the responsibility of related issues. He likes the long range planning side of government. He enjoys quick fixes. He discussed a neighborhood flooding situation in Citrus County and how that problem was alleviated by purchasing and demolishing two properties in the area to build a large drainage area in their place. It was not an inexpensive option; but less expensive and better for everyone.

Mr. Chinault stated that he has experience in hiring department heads and attracting good people. He is particularly pleased with the people he has brought in. A city's greatest asset is the employees.

Mr. Chinault stated that he could help Melbourne meet some of the challenges. He stated he has never followed a man who could walk on water; but he would like to try. It would be very interesting.

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

Contreras: What type of paradigm shift do you envision?

Does not know because he is not aware of all intricacies. There might be some level of community distrust and he would reach out to the community and make himself available to them to hear concerns to move forward in those areas. He would look at the infrastructure. Mr. Hill's message to Council in the last budget states there is 20-year life of road to be resurfaced; however, less than half of that is being done. The City needs to be in the situation of meeting long-term infrastructure needs and he is not sure that is being done.

E. Palmer: Explain long term goals for city government and how Melbourne falls into this.

He is not sure what the long term goals are. What he would like to do is gain as broad a knowledge of the local government as possible. In 1993 – 1994 he switched from county to city government and Indialantic was the opportunity to do that. Melbourne fits into his long term goals because it is larger and provides more of a full service.

E. Palmer: Is your long term goal to stay with city government?

Yes.

Poole: How do you feel about the environment and what you can do for preservation of historical places?

He has been accused of being too sensitive in some areas and not enough in others. He can only speak to experience. In Flagler County he was excited about what was done with the water management district and the environmentally sensitive lands, adding five years to the program, completing the financing and working with a citizens' committee to purchase sensitive lands that needed protection. Flagler County was also able to obtain historic preservation money restore an Adirondak style house (circa 1870-1880) to its original condition. Also in Charles County an 1885 jailhouse was restored and the Economic Development Office operated there. It sent a message and set a tone that the County was preservation minded.

Buckley: Describe actions taken that were unpopular with the community.

Some things that he initiated that were unpopular never went anywhere. He discussed the opportunity for additional gas tax funding in Flagler County. He went to the county commissioners and listed their priorities and advised if they wanted to realize them they would need to impose three pennies of that five cents gas tax. It was a politically charged issue that did not go anywhere. Another project initiated was as a result of the wildfires Florida experienced. The people moving back into their homes were concerned about the need to remove dead trees from the fire. The trees that were a hazard were removed first. That did not go over well – because people wanted the trees removed in

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

their area first. The removal was handled as it should have been; however, the public relations side could have been handled a little better.

Walker: What do you perceive is the greatest need for the City of Melbourne and what would you do to accomplish it?

The concern is the tax base. Each year additional money is received in the tax base. New construction is a critical part of that number. He would want to meet with the people who are the customers, the builders and developers, to ensure that we are user friendly and can accommodate their needs. He stated one very important thing in Indialantic is preserving the tax base. He is adamant about code enforcement, street repair, and drainage. It is critical to protect the tax base and help it grow. The city's redevelopment areas are efforts in that regard to improve the tax base. It is simple - look at ways to improve because you want the existing base to increase. Look at ensuring we maintain a healthy infrastructure

C. Palmer: Identify some cost cutting measures you have taken.

Citrus County, Indialantic and Flager County, faced with department heads who need help. New parks and additional roads were added and improvements were made to make the roads look nicer. The easiest way is to not to build up the work force – but to contract out. He contracted the mowing and parks maintenance. It is expensive to pay employees with salary, benefits etc. Nobody was fired; however, they did not increase work base.

Hand: How do you propose to work through budget process?

Working with the staff, looking at the needs. Cutting costs – streetlights and/or traffic lights that are not needed. There is a need in the future to add streetlights and traffic lights; and if we want to keep adding – we need to take away. If the warrants aren't there and a need is not met, the light should be removed. In Indialantic he wanted to get a sense of the community so he met with citizen group and asked about their philosophy of the community. What is important – police, fire, medians, curbs, roads, what is the sentiment of the community. In talking with them it was easier to prepare budget. He does the groundwork for philosophy.

Contreras: \$10 million non-recurring revenue in the general fund today. What would you recommend Council use it for?

Look at the retirement systems to ensure they are fully funded. Second – infrastructure. If we have roofs that are deteriorating – are roads up to snuff – things that are dependent on the general fund. Dependence on those kinds of money to support road needs. He would not spend the money on operations because it won't be there next year and would only build expectations and build a hole.

Contreras: What type of infrastructure?

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

Look at roads and drainage. It could be more of a loan to the stormwater fund to provide in those areas that have historic flooding problems. The stormwater fund could reimburse the general fund.

E. Palmer: What makes you uniquely qualified to be Melbourne's city manager?

Melbourne has good people out there. You won't go wrong with any candidate - they are all very qualified. He brings a broad background that some of the others don't have. You could say the guy doesn't hold a job, but he enjoys challenge of the work and his background has been helpful. He has been given the opportunity to look at employees as investment and in some instances these employees haven't been treated very fairly. Could be greatest assets.

He has experience with economic development projects. He made reference to work on the prison systems and an agriculture team to Florida. He was part of the team. Those are very exciting. His background working with different kinds of people puts him in a situation where he can bring more to the table than some.

Poole: Five years is considered average for a city manager and you have varied experience. What do you mean by user friendly – do you mean for the developer?

Keep in mind the overall goal of the community and how Council thinks the community should look. When you look at the building community, developers and contractors are customers. If codes are bad need to be changed. If they are weak they need to be strengthened. Codes are tough in Indialantic, but the standards don't change. If something is not right a developer is denied; however, they get a quick response. He is not made to wait six months – they can fix the problem and get return. We need to ensure the process works in turn around time.

Poole: You said development – do we make sure that we allow the development?

Large employers provide jobs. The Council needs to look at that to see what you can do. You do want the kinds of businesses that improve the tax base and provide quality jobs for those who live in Melbourne.

Buckley: Three words to describe yourself.

Knowledgeable, personable, and straightforward. He doesn't have the best memory in the world so he can't lie because he wouldn't remember which lie he told.

Walker: What kind of relationship do you expect with staff?

An excellent one. He is a motivator of staff. Try to recognize failings of the staff, which are not necessarily theirs but management's. He looks out for employees, ensuring competitive wages and benefits. He noted that Indialantic doesn't pay what Melbourne

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

does – but needs to be competitive with the market. That is a concern. Again he stated employees are the greatest investment. Buildings, roads, drainage are all important – but the longer employees work for us – the better it is. He is a big supporter of staff. However, if someone is not carrying their weight they need to move on.

Palmer: Elaborate on proactive steps to stop bank robberies.

He was concerned about the safety of the people in Indialantic. They didn't want police officers to sit in the woods or go into the bank in disguise. They are looking to protect everyone - bank tellers, customers and the people on the street. He told the police chief to make police officers highly visible. If they drive by a bank go through the drive-thru and say hi. If they have the chance, walk into the bank and grab a lollipop. Park an idle car in the bank parking lot. Have police officers do paperwork in the bank parking lot. Take every opportunity to ensure that our citizens are safe. They don't necessarily want to catch the robber, just force them to go somewhere else.

Hand: What would you do to improve the morale and productivity of the Police Department?

Understand what they do. He is not an expert on the level of morale in the department. He would want to work with the union, talk with management, speak with the community. See what the concerns are and together find an approach to deal with issues. Show respect for the work that they do. Assume they are doing a good job and those that aren't will rise to the top and you deal with them. Don't beat everybody else up the same as those who aren't doing a good job. Look at getting the chief's position filled. People who have worked someplace for a long time don't always deserve the job. Meet with the community, the Council and set up a standard. Advertise to bring in candidates – both in-house and outsiders and find what is best for Melbourne.

Contreras: You indicated you are frustrated when delegating a task that is not accomplished. What is your proactive attempt to resolve that?

Sometimes if the project is not that difficult I do it myself. Other times he looks at the need to have explained the project better and should try to do a better job instead of thinking that person can read his mind. He has tried to get better at that and thinks he has.

Palmer: Sure you have had relationships with government higher than city/county. There is a problem with State and County government dealing with enclaves. We have many county enclaves in Melbourne. The level of service is adversely impacted by the county enclaves situation in the city limits. What do you think about the elimination of enclaves and annexation of areas that would increase the size of the city of Melbourne? What would be the goal for elimination of enclaves?

The City has taken the right steps in working with League of Cities. Dealing with enclaves is difficult. On one hand it would be nice for the people living in that area to

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

clearly know they are dealing with the City of Melbourne and that the police would know exactly whom they serve. However, on the other hand, some areas would be a drain on the tax base as opposed to being an asset. You hope that in the balancing act that it equates. Maybe you pick up a shopping center that will give you a boost of money so that if you annex a run down residential area it balances and is not a burden on existing tax payers. Another concern is there is no magic to annexation in terms of being bigger – you annex to improve tax base and the ability to improve service.

Poole: You told us about trees that were burned, but you say what you did after the trees were removed. Did you re-forest?

No. Most were residential lots. The difficulty in re-foresting those lots was that they were being sold for development and re-foresting would have been non-productive. The public areas provided an opportunity for re-forestation. Did some changing of contours because with the vegetation there was a natural water run off. This had to be reworked.

Poole: How did you get money for historic preservation to buy sensitive land?

Sold bonds – the voters approved 1/3 of a mil. Since then it has been renewed.

SUMMARY: Thank you, appreciates the opportunity. He enjoys being in the greater Melbourne area. He brings the opportunity of someone with broad-based experience. He has the ability to fill the positions that will occur, the Planning Director, Police Chief, etc. It is good to have someone who can attract good quality people and provide a greater level of service. The City's greatest resource is its employees. Need to provide training programs, etc. He brings a sense of economic development experience – a person who can work with big projects and state agencies. Listed various projects that he has worked on. He is someone that can make things happen at different levels. He can take direction from Council and provide quality service to people of Melbourne.

Council discussed not having the same number of questions and the ranking system to be used in the final decision.

Amy Elliott: She has worked with most of Council. This is her home and where she belongs. Moved to Melbourne in 1972 from Illinois. Came here because her great aunt living in Eau Gallie told her that there was a cute little community college (BCC) opening. Came to Melbourne to live with her grandmother and fell in love with the area. The community took her in and she felt like this was her home. Through her education she got the chance to work for the City of Melbourne. Began her career as Assistant Finance Director. Found the employees really care about doing a good job. Became impressed with dedication of the employees at all levels. She is part of the City of Melbourne. And feels good to be a part of the community.

Hand: Without increasing ad valorem tax rate – what other means to increase tax base without cutting services?

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

Real challenge. Studied revenue situation for 20 years. No other choice but to raise tax rate. Done excellent job of maximizing resources. Currently have the highest utility tax rate – 10%. Council adopted highest communication tax rate that could be put in place. There are not a lot of other traditional revenues. The only other way is to pursue grants – especially for infrastructure. In terms of recurring operations – unless there is a change in the economy or interest rates get better – nothing is going to change. Talk about user fees – the public perceives it as a tax anyway. Ad valorem tax can be deducted on taxes. There is some value to that. Don't think that taxes are a bad thing. People think of property taxes on the same line as income tax. Important to communicate to the public that people in Melbourne get a bargain. The tax on a \$100,000 home is 93 cents a day. Beautiful parks, great infrastructure, outstanding service. The last few years have been difficult in squeezing revenues from current resources.

Palmer: Role of city manager for setting policy for department heads?

City Manager is conduit of information between Council and department heads. Department heads should meet periodically with the city manager, one-on-one meetings to evaluate what is going on in their area and to set goals. Difficult in biweekly staff meetings to speak to any particular issue. Important to communicate clearly with department heads the expectations of both the city manager and the Council. The city manager is the facilitator to bring both sides together to ensure moving in right direction.

Walker: How would you work to establish goals for the various departments?

Meet with department heads to help stay in line with broad goals of the City. It would depend on what economic situation we are in – the issue of the day. Sometimes more emphasis on water/sewer – sometimes police. She believes in writing everything down. Work with action plans. List of goals – won't accomplish all of them – but something to work with and a direction to work in. Also need to follow-up. Write everything down on her calendar and also mark a future date for follow-up.

Buckley: What are long term goals and how does this position relate?

Long term goal is to retire from the City. She fell in love with this organization and will continue to work here in whatever capacity. She looks forward to leading the organization. Has had the best good fortune to work for two excellent city managers. They have completely different management styles – but hopefully she has taken from the best of both. This is just an extension of where she came from and where she is going. Allows her to expand knowledge base and extension of the assistant city manager job. Looks forward to getting involved with the operations. She has enjoyed her meetings with all of the various departments. It is refreshing to see what is going on.

Poole: You started working for Harris.

Yes, worked for the information systems international. Sold computers worldwide and had no computers to manage – everything was totally manual. This is where she

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

obtained her fundamental knowledge of accounting. That is what helped her do so well with the city. It was a very interesting experience.

E. Palmer: Give me some traits necessary to be a good leader/city manager.

Probably most important is to have integrity and a number of qualities role into integrity. Staff views you as someone that they can trust and depend on. Need to be a clear communicator, staff doesn't like uncertainty. Important to be an advocate and cheerleader for the organization and the department. Have to have positive approach and believe it will work. Important to be loyal to the organization and your team – but still constantly assess how the team is doing. Don't want to be loyal to people and not the process. The first loyalty is to the public. Respect staff, respect public – clear communications to people so they know what's going on. Respect their opinions. May not always do what they want you to do – but fair consideration.

Contreras: What paradigm shift do you see?

In the immediate future – no big shifts. Thanks to the foundation set by Henry, the City is more electronic – more virtual city hall. This has been very well received by the public. People don't have time anymore. Making service available to the public electronically is a value, paying bills and obtaining occupational licenses on line. Take things in slow steps to ensure done right. Don't want to have a new program that bombs. She just sees that things happen faster and faster and it will be important to reach people and have them reach us over the internet.

Hand: What would you do to become more knowledgeable in planning & zoning?

Talked to Peggy Braz to get short course in planning and zoning. This is an area she needs to increase her knowledge and education. She has followed the issues. She will meet with P/Z Director to learn the major concepts. She is concerned about laws and the disclosure items and communication with developers. She will read the entire zoning code and will put in the time to review and become comfortable with the issues.

C. Palmer: In an awkward position because we are reaching build-out. What do you see as a broad vision for the next five to ten years?

That is a question I have for all of you. Started on redevelopment efforts that should not be limited to the redevelopment agencies. The city needs to position itself to be a favorable environment for businesses that want to locate and expand here. If we don't continue to attract and maintain businesses it will be hard to run the city. The money won't be here - people won't be here, service won't be here. Need to cultivate relationship with businesses.

Walker: How do you feel you would work under pressure or Council if they don't agree with recommendations?

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

Dealt with city manager's who didn't agree with her recommendation. If she believes she needs to pursue her recommendation she will return to Council to explain. Can't say that if anyone disagrees with her she'll just say o.k. and go away. She is blunt and straightforward. In terms of conflicts with department heads, she has worked with them over the years and has had disagreements on how to get things done. There is give and take to get where we need to go. As long as you are going in the right direction and still moving forward, it is o.k.

Buckley: Recall a time when a risk you took did not result in the outcome you expected.

I can't think of anytime that it hasn't come out the way I wanted it to. It is a matter of perseverance.

Poole: You said you would like to get with Peggy Braz to learn more about P/Z. Would you visit the P/Z Board and Board of Adjustment?

Yes. She would attend as many meetings to know how all of the boards operate and to learn everything she can. Personally first goal to meet with every board to introduce herself and find objectives and statements. Know what their stated objectives are as defined in the code/charter – but wants to see them in action to get a feel for the dynamics.

E. Palmer: Key employee doing a fantastic job – but someone reports with pretty good authority that the employee has drug/alcohol problem.

First would meet with employee and flat out ask them. Has pretty good experience with dealing with employees with problems. Just say what you have to say. Don't talk around the issue. City does have policies in place for drug/alcohol rehabilitation. If they have been a good employee – want to rehabilitate – follow up with progress. But they have to make progress to be effective. Must be sensitive about the situation and work with the employee and hope that things would happen positively. I've had to fire people in the past – and it is painful – but you have to cut your losses and move on – as compassionately as possible.

Contreras: \$10 million in general fund non-recurring how would you use it?

Initially would look at infrastructure needs and the general fund operations. City Hall/ Auditorium. Clearly outgrown this area. Need to modernize this facility. Put money into modernization of the operation. Not just building, but electronics, telephones, etc. Would look at City Hall facilities and look at making sure the very best equipment for police and fire department to deliver service to the public. Have put a lot of money in those two departments – what the public wants – providing a sense of security. Look at transportation issues. Signal improvements where they aren't coordinated very well. Would put the money into one-time issues. Not for any on-going expense. Put a chunk into the fund balance as a reserve. Need some sort of contingencies. Deal with

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

paperwork for hurricanes and no reserves to fall back on. Provides some confidence and an asset to generate interest income.

Hand: When dealing with city/county/state politics have you been involved in politically sensitive situations?

She has experience with water/sewer rate increases over time. It is easier to sell it if you have a good capital program. Best way is to be fully educated on the issues and communicating it to those involved. If you're well armed with information you can get the message across and get the results.

C. Palmer: What is the function and role of the internal audit?

The function is auditing the internal policies and procedures of the organization, both operational and financial, and ways to improve efficiencies. Don't need to spend all the time doing petty cash counts. It keeps people honest, but there are any number of issues on how to handles processes. Learn more about the organization. Look at the internal auditor function to be an effective utilization to do operational and efficiency reviews. We are doing that somewhat now – but could be better organized. My area and I'm working on it.

Walker: What are some of our most urgent needs?

Not sure urgent because the City is very well positioned. Have stable economic base and quality departments and staffing. Most urgent need is city manager position and then police chief position. Very important in uncertainty that officers face. People don't work well when they don't know what is going to happen in the future. Important that staff know where they are going, what's happening and what to expect. If they are comfortable they produce more. After that would like to see technological improvements throughout the organization.

Buckley: Why should we pick you over the other candidates?

Because I am the best. Said before I live and breathe City of Melbourne. I have a passion for Melbourne. No city manager experience and shortcomings in broader issues facing the city – but will learn. Very interesting similarity as when she joined the city. Worked here in finance part-time for six months when Director of Finance left. She became the Director of Finance. This was a huge leap. What she has to offer is that she's lived in the area for 30 years – knows staff – they know her, trust her, have confidence in her. She brings stability in the transition. There will be a number of other transitions occurring soon – and she can help in easing those transitions.

Poole: Having worked with Mr. Hill – aren't walking into anything with eyes closed. City Manager chooses police chief. What do you think could give stability to employees and citizens?

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

Looking for someone who is an effective leader with clear communication skills – personal agenda to have best police department in City of Melbourne. Look at applicants and how they would relate with the employees and the public. Assessment center – would want to make sure they could communicate and have confidence of the staff. See how they have handled past situations – successes they have had. Strong union – have to deal with union issues.

E. Palmer: Understanding long tenure with city and various positions – tell us in own words why you want to be the city manager?

Personal challenge – would like to lead the community. Grown up in the organization and honor to have top position. Have confidence of department heads and employees of all levels. Would not have applied if she did not believe she could do the job well. Challenge – something she wants to reach for. Opportunity to grow – logical extension of that.

Contreras: Strengths are notable. Communication seems to be ringing theme. Weakness – take on too much and scramble to meet deadlines. How will you deal with that?

Have the ultimate contingency plan. Plan a goal and set guidelines and do whatever to meet them. Rarely miss deadline. Deadline driven. Motivate people that way. Have excellent staff support. Train and develop them to be capable. All along the way as moving forward – stick to the important goal. Focus on what is most important. Terms of scrambling - personal – put in the time it takes to get the work done. There is not time in the day that is off limits in terms of work. Always been able to reshuffle to make it work.

Hand: Management style with staff and how would you work with Council?

Described self as consultive autocrat. Invite suggestions, welcome things, discuss them, but someone has to be responsible and the boss. Sometimes you have to make a hard decision that is the right thing to do. Listen to everyone and mull it over and make a decision. Explain why we are doing what we are doing – the merits and how we are going to get there. Have them buy into the process. They know she works as hard or harder than they do. Know she is there for them. In terms of dealing with Council – haven't had any track experience – but would propose to be open and available to hear suggestions and ideas and open line of communication. Best information to make informed decisions – no matter what the issue. One strength is have clear and concise communications. Hope to continue communicating that way.

C. Palmer: Positive about city government and worked closely with all department heads. How do you think they can improve? Some objective point of view rather than it's wonderful – where is there room for improvement?

I have worked with these people in many different capacities, some more than others. Before I can make statements about what can be improved in any areas I would have to

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

work with them more closely. Broadest experience would be the water and sewer system and financing for various improvements, juggling schedules and keeping rates as low as possible. Positive experience working with them. In general some departments are kind of lax in how they operate in terms of goals and objectives. Might think she's too strict – because she sets goals and objectives, standards. Frustrating to work with departments that don't have the same mindset as far as getting something done. Deadline and objective driven. Realize things come up and plans go astray. The Finance Department has always taken care of payroll, vendors get paid, deadlines are met. Frustrating when you go to a department and it says they are closed. We are open all day long for service – make sure that is instilled in all departments. And when they say they are going to do something that they do it. However, she is not comfortable making any specific comments.

Walker: What would be your availability to individual council member?

Not a 9 to 5 person. Operate all the time at City Hall – if there is an issue you need to discuss – call her anytime. If it's important enough that you to want to talk about it – it is an important issue. She would want to know what hours are o.k. for her call council. Any hours especially if there is a crisis she would want to be comfortable calling council members. It would be her job to answer questions and be the resource.

ELLIOTT SUMMARY: Pinnacle of her career. Love the opportunity to work with Council in another capacity – she was limited in her previous capacity. Growth experience for her and a good experience for the city. Stability – not a radical change. A little different – she is not Henry Hill, but has learned a lot from Henry and would like to continue handling in those ways. She does have a passion for the city. If she is an expert on anything – it is the City of Melbourne. Finance is not the only thing there is – but money is the engine that drives the train. If you have a handle on the money and the financial – and it is used wisely – nothing can go wrong. Has that expertise. Enjoyed meeting the candidates – but no one has the passion and commitment that she has.

JAMES O'CONNOR: Believes as a manger - have to work as team. Has been married for 30 years, two children. Spent most of adult life in Bartow, Florida. Began career in Mulberry, FL. Done most of family raising and nesting in Florida. Moved to Dover Delaware to be closer to son. After eight years moved to St. Charles, MO. Would like to come back to Florida. Great opportunity in Melbourne. It is in the central band which is what they are looking for and has a lot of natural cultural.

Contreras: Knowledge of City of Melbourne – paradigm shift.

Limited knowledge – has brother who graduated from Brevard Junior College. Feels like a home they have been to. Not a paradigm per se compared to where he is. St. Charles population over 65,000 about the same. \$90 million budget. Compatible to what is here in Melbourne.

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

E. Palmer: Briefly tell us why you are uniquely qualified to be the city manager in Melbourne?

Has Florida experience. Has population experience similar to Melbourne. Has riverfront experience. Experience with CRAs and TIFs. Also had experience with tourism issues. Dover – NASCAR races, St. Charles – Downtown tourism. Managed in cities with airports, golf courses, and total utilities – including electricity. Worked with cities where solid waste is contracted.

Poole: What is the largest city population and number of employees?

65,000 is largest city worked with. Employees, when combined with seasonal and combined somewhere around 600. Full-service city – no electric and gas. Do contract solid waste. St. Charles is second largest city in the St. Louis metropolitan area.

Buckley: Actions taken that were unpopular with segments of community and what done to balance conflicting demands.

Most conflicting and something Melbourne has done – In Dover to address revenue shortfalls tried to implement automatic increases in utility rates. Talked to council members and thought everyone was onboard – but when publicly disclosed became a political issue. Had to slow down. Strategic plan to address issues but had to retrench and make moves in that area. Other decisions not best made, but able to recover from those. Most decisions made through his office would be in consortium with department heads and elected officials.

Walker: What have you observed or what would you indicate is the need for change in Melbourne?

Opportunities in Melbourne. On U.S. 1 the west side the properties for sale and vacant existing buildings. Redevelopment can take place where properties are for sale. Worked for cities where the owners lock up potential redevelopment. The CRA effort in Eau Gallie has potential, with the post office, museum, civic center. Also some enclaves that will be addressed through annexation that will help bring a cohesive type of city. An investment in the community.

C. Palmer: Most difficult decision made in career and what learned?

A few of those. In addressing personnel issues with department heads. Mulberry, Florida – vacancy of police chief and that individual did not work out with community standards and had to part and go separate ways. Removal a department head is always difficult. Place a lot of emphasis that department heads have relationship with community and elected officials. Personnel issues have been tough. Learned that need to evaluate that there is a strong bond, not only professional, but integration into community.

Hand: Regarding redevelopment of downtown project – where was funding?

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

Used CDBG money in many areas. Adjoining downtown were many areas that qualified for federal funding. National historic landmark funding. Delaware first state of the union and William Penn had quite an influence on the layout of the community. Got some iced tea money for improvement of downtown to do parking improvements, roadways, parking improvements. Also in the CRA were issues with surrounding residences. Brought in community groups and had matching funds from other federal agencies to address housing needs. As a further impact student housing at the local college had to be addressed.

Contreras: \$10 million in general fund today – non-recurring. How would you use?

Identify and work with Council to identify projects that you deem appropriate. One area would be the fact that you are dealing with CRA. See if there are impacts that could be made in those areas. Also transportation improvements are critical in any community. Hard look, construction/reconstruction of roads to facilitate more road mileage.

E. Palmer: Melbourne is one of 15 municipalities in Brevard County and each belongs to the league of cities. Most of the cities have problems with enclaves and adverse impact on services. Any experience with enclaves or annexations problems that deal with that?

Every state has anti-annexation laws. Fighting with it in Missouri. Delaware had very few enclaves. In St. Charles cannot have forced annexation without a vote of the people in those enclaves. What they did – somewhat successfully, encourage development in those enclaves and the use of city utilities in those enclaves to entice annexation. Fought at the state level – very difficult. Rule legislators are opposed to laws that force annexation.

Poole: Nothing about Mulberry – why did you leave that out?

It should be in there. O'Connor no reason for doing that. Went to work for the FDOT when he graduated and from there to the City of Mulberry. Spent two years in Mulberry and probably about four months with the department of transportation.

Buckley: What professional organizations job related?

Active in ICMA, FCCMA, Board of Directors, Florida Municipal Utilities, been very active with Delaware league of cities and county/city manager organization. In St. Louis attend and participate with Missouri municipal league and Missouri city manager association.

Walker: What type of management do you prefer – what is your style?

Open. Open door policy. There are three facets to his management style. He has 25 years experience in public administration. Basic core services that must be provided. Graduate work - masters in business administration and he brings this as part of his core

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

values. Other is take academic view. Hopefully will learn from the community and the community will learn from him. He is a delegator – do not centralize decision making. Use professional staff. Important that people in the community and the employees know his face and have contact with him. To accomplish the goal must get out and maneuver. See employees. At least when someone has a concern they can contact him. Believe involvement in the community is critical in the function of the city manager.

C. Palmer: Stressed that he likes to have retreats, explain...

What I like to do initially is to meet with council members as a group outside - meeting to go over the departments and get your perception of the needs – public safety, number of fire stations, etc. Reflective of the legislative body in carrying out functions. You can talk about what street cleaning is – but until you get down to the needs and the working and the impact it has – important to be on same page. Retreats act as information gathering in an information setting back and forth.

Hand: City finances – where would you seek new revenue services and why do you feel outsourcing would make city more efficient?

Believe in having an organization that has an entrepreneurship. Such as selling internet service. Not a major revenue generator but started looking for new ideas. Set a tone in the organization for entrepreneur. Set those types of standards and have them permeate. Talk about improving productivity. Evaluate ways of measurements for productivity. Outsourcing – does not believe you automatically outsource services. Did a comparison of outsourcing the solid waste service – in house vs. contracted. Found cheaper to operate in-house than to contract plus service was better. Another issue - found better to operate power plant by outsourcing. Outsourcing does not mean you improve level of service. Cost cutting in the private sector reduces service. Many times we may not want to be so successful at reducing cost that the level of service falls off. Must be evaluated independently.

Contreras: Strengths... Weakness – not detail person. How do you deal with that?

A lot of it has to do with the confidence level in who he delegates to. He must believe they are competent and on the same wavelength. Over a period of time, hopefully first six months, working on the same wavelength and have an understanding. Identify strengths and weaknesses and overlap to make that work. Important to have department heads that know the workings of the individual departments and keep him informed. Able to develop management staff in St. Charles to serve in years to come.

E. Palmer: Improvements in infrastructures and funding sources?

In the water area – started an ozone plant in Dover. Did that through a bond issue. Major capital improvements. Maintenance – a lot of odor issues in water. Found because you don't loop lines and dead ends lines create odor issues. Started doing cost

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

benefit in bleeding off lines and looping lines. Worked with the residents and bought very little right-of-way. Cost built into rates. Maintenance of facilities is very important.

Poole: Iced Tea money. Explain and are you familiar with FRDAP?

Federal Highway Administration is Iced Tea Money. Federal grant that would come through MPO. Identify considerable money coming through. Multiple cities applied and they had to fight for funding. With Iced Tea money – if you have a plan in place you go to the front of the line.

Poole: FRDAP fairly new. Very effective here in Florida.

Buckley: Experience working with NAACP?

Considerable experience. In Dover had unfortunate situation a black man died while three officers were attempting to arrest him. Immediate outcry from the black community. Went into considerable in depth study, a total review. Worked with NAACP and a lot of the churches in the community to arrest concerns. The conclusion was the man died of a heart attack and had high levels of drugs in his system. But one thing identified in the study was basic distrust. In that episode found the real core problems were much greater than the incident that took place. Johnny Cochran came to town over the issue. Worked with the local NAACP branch and the Wilmington Branch and local churches to bring the community together. Mayor was very astute to the problems – and led the charge. Better united the community in the end prior to the incident.

Walker: What is your style of management and do you relate on a one-to-one basis with council members?

Open door to all three constituency basis, employees, council, residents. Got to have one-on-one communication with council members. It is very important. Must understand what makes the decision making process take place with you. When he is out marketing the city's policies – makes sure he is representing council. Melbourne council seems to be focused on where you are going – directions and opportunities. Very important to him – the stability is very important. City Manager's role is very important in that process.

E. Palmer: What is the function of the internal auditor?

Very critical part in that he does not only the financial audits but gives advice to the production type audits. Are we wasting man hours – are there improvements that can be made. There are a lot of checks and balances. In Bartow – internal auditor went out and visited various facilities of the city and give input. Did not have authority to make policy changes – but did have input.

Hand: What is vision for city and what types of programs would you implement?

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

Improve the quality of life. Redevelopment of internal districts. Very critical part to the community – the riverfront – Eau Gallie, Downtown. Continue this. Downtown Melbourne is a very beautiful area. Eau Gallie has that same potential. Once people start coming in the activity will displace some of the issues facing Eau Gallie.

Contreras: How would you adapt the development of public/private partnerships to Melbourne?

Early to really say what a plan would be. A lot of that is critical. Major employers in Melbourne (GE , Grumman, Harris). Need to work with those companies to take on ideas to get the important message to the community using all resources. Use community college, Florida Tech, get them involved in the community – more of intellectual – but give you concepts and ideas on how to address. A lot to be gained from resources – how do you have them become interested. Those are initial steps he would take.

E. Palmer: Give some thoughts about technological automation in the work place and micro-computers. Have you had experience in former jobs using the newest technology?

In Dover had AS400 mainframe system for complicated billing system. Able to convince council to develop IT department to take into technology improvements. When he left had six member department. Came from city with no internet service at any desk to selling internet service of the customer base of utilities. Website became area where you could gain valuable information about City and links to other community activities. St. Charles has limited internet access. Now relying on internet to obtain information. In process of developing IT department. Website under construction and want an interactive site. Presently have to some degree. Each council member has website so citizens can have interaction. At the same time, have found that they have considerable input from website through email. Also have own TV station in which they have programming actually done on fourth floor of city hall. That is a communication goal as well, helped with technology. Had to keep abreast of how to transmit that information. That package will go to a high technological end.

JAMES O'CONNER SUMMARY: Believes he brings a lot of assets to the table. Has the experience and skills necessary – population and budgetary skills relative to Melbourne. Florida experience. Academic background – concept and theory. Well versed in the business community – very active with chamber of commerce and economic development. Overall philosophy falls in line with Melbourne's concept of where it's going to be. Melbourne offers the unique possibility that the city manager plays active part in where the community is going. Stability he brings - 14 years with one city and eight years with another. Hope to continue that stability with Melbourne. Staff members met to this point would make fine team together and address the issues and carry out goals and objectives of council.

MARK RYAN: Honor and privilege to be selected as a finalist for the city manager position. Excited to be here and share knowledge and abilities that he has obtained from

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

being city manager of West Melbourne. Grew up in Brevard County. Attended Merritt Island High School. Worked in South Georgia and returned home in 1979 to start West Melbourne's parks and recreation department. Built three municipal parks in eight months. At 23 years old, put name in hat for West Melbourne city manager position; however, council selected another candidate who did reasonable job however, council felt it wasn't working. Council came to him and asked him to assume role as city manager and 22 years later still there. Public Administration degree, forest technology degree. Proud of accomplishments of community. Proud of relationship with Melbourne. Worked extremely well in last 22 years in making South Brevard wonderful community to live and work in. Championed water capacity, Chapter 180 utility reserves, widening Dairy Road together. Would like to share knowledge and skill with you as next city manager. His community has grown tremendously in last 22 years – just over \$1 million to \$13 million without benefit of municipal taxes. He thinks outside the box. Get services to community and pay for them. Like to help you lead community in coming decade.

Hand: Without having ad valorem taxes what innovative taxes did you use to improve city finances?

Variety of things used. Utility service tax. Implement reclaimed water. Florida Statutes determined reclaimed water is service. Occupational license program expanded to require rental of property (residential as well as commercial) because it is a business. Looked at variety of things for providing services. Needed to extend sewer to I-95 corridor. Contract operator was up for renewal and in renewal negotiated for extension of line interest free to the community.

C. Palmer: How do you see the role of the c/m in setting foals for departments?

Philosophy is that the department is part of the team. Work together. He is the quarterback of the team; however, there are talented running backs, tailbacks, whatever to make a winning team. Council is head coach. Use their knowledge to develop policies, goals and objectives to present to Council.

Walker: What is your management style?

Work with department heads as team consensus building. Value and trust them and they trust me. Work together as a team to develop policies and procedures. Ask them to give him ideas. Need to think outside the code to solve problems and challenge departments to come up with ideas. Excellent relationship with council. Help guide through policies and procedures and develop goals and objectives.

Buckley: Professional organizations.

ICMA, served on conference planning committee for ICMA on two occasions. FCCMA, currently on communications and technology committee, Brevard MPO TAC as chairman. West Melbourne Business Association founding member – organization developed to foster better relationship between the municipality and the business community.

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

Poole: How did you handle the city of West Melbourne when they did not want the mall and Melbourne annexed the mall?

Relationship was and remains fantastic with City of Melbourne. The residents that abutted the mall objected to the mall and wanted the city to object. However, the city's only objection was to the traffic impact on West Melbourne. Negotiated with DeBartolo for development of alternate roadway. Once constructed asked mayor/council to continue Dorchester southward – but council refunded balance of money to DeBartolo.

E. Palmer: Give idea of experience with infrastructure improvements.

Biggest improvements construction of new city hall, public works facility as well as wastewater treatment expansion. City Hall selected to be built in 1985 in center of West Melbourne. Chose to build building and designed. Reserved funds for several years to construct building. Brought in architect and engineers to council. They were excited – and their only question was how will we pay for it. My response was with a check from reserve. Police station also funded in last decade from reserve. Wastewater treatment expanded twice - both through urban land management grant and also through a bond issue. Also added reclaimed water to our community and have experienced similar problems with ability to provide reclaimed water financed through a bond issue through utility system. Had to do rate structures to finance those finance improvements. Inherited archaic rate structure, \$4.50 per month period. Over years modernized plant and brought in rate structure more comparable. Deep injection well; both been down similar roads.

Contreras: Paradigm shift you envision.

You have a very well run organization. The role the new manager is going to ensure that continues and to add his/her own ideas policies, concepts to make it better. Like to see how can we help the community comply with issues and work together to solve some issues and not have philosophy that the code doesn't allow it – you can't do it. Might be something that should be looked at.

Hand: Long term goals for Melbourne and how you plan to achieve.

Like to see some of the road projects on the drawing board become reality. Frustrating to see road projects such as Apollo Boulevard stay on the drawing board. It is an important corridor. Turtle Mound extension would help transportation problems on Wickham Road. Sarno, Eau Gallie, all of these projects are critical to community. Enclaves. Current legislative session may be only chance to try to solve some of the statutory issues on enclaves. Major issue for all of the state of Florida. Infrastructure in the ground for many years. Ensure properly maintained and replaced periodically. City Hall issue that must be dealt with. Valid issues that the city must explore. Not rule any one item out. Look at every option make sure what is best for Melbourne is done.

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

C. Palmer: West Melbourne Comp Plan process.

Brevard County first county in the state to submit comp plan. West Melbourne comp plan developed by planning and other management staff. Top notch people. Prepared comp plan and presented to local citizen committee and the LPA and the city council. Submitted to DCA for approval. West Melbourne comp plan was so exciting and innovative – he wanted to ensure it was approved without comments or objections. Very proud of that. First community of over 1,000 in the state of Florida to have reviewed and approved without objections.

Walker: Why do you want to leave west Melbourne?

Grew up in Brevard County – lived here most of my life. Feel like I have a strong relationship with Melbourne, with the elected officials and the management team and the regular staff. Want to share that knowledge. Don't want to monopolize in West Melbourne. Lead and help you lead Melbourne.

Buckley: Describe actions that were unpopular with segments of community and what done to minimize conflicts/demands.

Garage sale ordinance. Council chose to adopt legislation that prohibits installation of garage sale signs in rights-of-way. Code officer works Tuesday through Saturday to deal with that. Talks with residents and explains code does not allow signs within rights-of-way. Can be on private property; however, cannot be within rights-of-way. Frustration level. Those are rules and regulations and we are tasked to enforce. Readdress the issue in January to possibly relax. Legislative priority of council. Explain rules to homeowners' association meetings. Good dialogue with community

Poole: Does that just apply to garage sales? What about other functions and political signs?

Only exception to signs in rights-of-way are political signs. They are exempt. Allowed within seven feet of the paved service and removed within so many days. Real estate signs on private property.

E. Palmer: Economic development and job creation experience and what tools are most important to utilize.

Expansion of sewage to I-95 corridor. Don't have ad valorem tax – can't give tax credit to businesses coming in. Must think in other perspectives. Able to negotiate with our contractor operating wastewater facility and have that contractor design and build sewage line to I-95 to entice development of that corridor and that is starting to happen. That will be a big boon to the community. Work with Brevard County to give tax credits.

Contreras: \$10 million in general fund non-recurring – what would you use it for?

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

So many issues Melbourne is facing that have an interest in those funds. City Hall issue that needs to be explored. Downtown Development issues – Eau Gallie Redevelopment, Babcock Street Redevelopment. Need to certainly look at all issues. No wrong or right answer. Look at non-recurring expense with non-recurring revenue. Fire Station, evaluate whether the county as a viable option. Getting best bang for the buck. Lot of potential for funds.

Hand: Describe experience with cost containment and downsizing.

With some economic issues faced over the years have downsized a lot of government. 78 employees in West Melbourne. Not abundant amount for community of 11,000. Employees wearing more than one hat. He is also the Purchasing and Human Resource Director. Used contract operations to assist in funding operations that he believes are run well by private industry. Firm believer that there are some issues that government deals with that private contractors can deal with. Janitorial services. Explore every potential opportunity to fund projects in innovative ways and would like to share that here.

C. Palmer: Extensive knowledge about Brevard Tomorrow – list plus and minuses.

Deeply involved. One goal is providing better coordination between cities and counties. Working for more than six months in development of Brevard City/County Summit. Address contentious issues that occur from time to time. Committed to making that a goal for managers in the cities. Tonight at the SCLC going to announce summit two which is already in the works for the fall of this year where the county commission will be replaced on the dais with the school board. Downside – consolidation. Has negative connotation. Don't think this county is ready for that – too many individualities.

Walker: Several hats. Which are most rewarding, which prefer?

Job is challenging. Seeing projects come to fruition. Dairy Road completion was very rewarding. Wastewater Treatment plant expansion and reclaimed water becoming reality – very rewarding. Seeing something come from an idea to reality is the most rewarding.

Buckley: Most difficult decision made and what you learned.

Hiring and firing employees is not an easy task. There are difficult decisions made to run city. Not fun – but something that has to be done. Haven't terminated a lot of employees – but when necessary it is done.

Poole: Concerned about environment. How do you feel about clear-cutting for development – based on “some devastation seen in West Melbourne?”

One example is the Norpak Corporation, which annexed 1,000 acres of land into West Melbourne. Annexed with stipulation that they would remain agriculture until time for development. Agriculture industry included timber. They chose to clear 200 acres at the northwest corner of Eber/Hollywood. Legal because West Melbourne codes for tree

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

regulations exempt bonafide agricultural industry. It was sad, but nothing could be done. Council adopted tree preservation codes and exempted pine trees and he can't dictate to council.

E. Palmer: What makes you uniquely qualified to be city manager of Melbourne and why do you want the job?

Knowledge of Brevard County, Melbourne and West Melbourne. Know the issues – been here for 23 years. Battled together and many joint issues (Chapter 180 issue) worked together on legislative issues, widened roads together, before the SJRWMD together, go to legislative delegation with common issues. Know the legislators. Good relationship with them. Can champion ideas. Brings over 15 years of Chairman of MPO TAC meeting and projects that are floundering. Career opportunity. Will be tough to follow Mr. Hill. But someone has to fill those shoes.

Contreras: Strengths... weaknesses.

Big advantage coming to your community is you have a fantastic team already in place, phenomenal. Same trust in them that I have in my management team today. I know them, I've seen them, can give them the ability to do those things that I do today. Once I get away from those types of issues I can address long range plans. Development of strategic plan for community. Stop dealing with day to day issues of purchasing and personnel issues.

Hand: What would you do to improve morale and productivity of police department?

Talk with employees. Those that know me in my organization know I'm a people person. Know my people, their spouses, their kids. Want them to trust me. One-on-one relationship. Have remarkable memory. Like to get to know people. Get the trust of the employees to sit down with the employees and management at the police department – can overcome issues. There are issues that need to be addressed – but this can be done.

C. Palmer: What type person would you look for in hiring new police chief?

One that can be looked at as trusted individual. Most important. Met Mr. Reynolds – heard excellent things about him – would not preclude looking at him – but want to look at all potential applicants to get what is best for community.

Walker: Do you have some thoughts/plans for what you would try to implement first in the City of Melbourne in the way of change?

No. Very efficient, well run organization. Need to hit the ground running. Talk to employees. Hit every business in the city. Have my face known so I can hear – share any issues that are out there with Council. People person.

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

Buckley: Political considerations important factor. Political situation in last year and how handled.

Certainly the Chapter 180 issue dealt with the city of Palm Bay. Had to negotiate with the City of Palm Bay for settlement of that contentious litigation. Had to set aside some of the wounds that were created because of those issues. Able to develop resolution to the 180 Reserve that everyone can live with and is good for Brevard County.

Poole: Summit Two. Don't you have to come back to the League of Cities and the cities to move forward with Summit Two and expense account of what is going to cost. Still waiting to finalize numbers.

Announcing tonight that we believe that by January 1 will have financial contributions from private entities to fund the summit. Tell communities thank you for your support – but won't be required.

Poole: Why is Florida Today not contributing?

They have not stepped up to the plate. Hopeful summit one will be a touch down and a winner and with summit two right behind it in the fall with the school board –

E. Palmer: Give some traits that are absolutely essentially for city manager.

Honesty, integrity, caring. His employees know that he cares about them as individuals and cares about the community. Integrity means more than salary. Pinned same eagle scout badge on his son that his father pinned on him, and his father's father pinned on him. If I lie, I let down my grandfather, my father, my son, my community – and most of all myself.

MARK RYAN SUMMARY: Again would like to be the next city manager. Like opportunity to help lead community through next decade. Help you solve some long standing concerns – such as new city hall, providing utilities throughout South Brevard. Regional water supplier. I'll be the CEO and you are the Board of Directors and I'll make you look good. Run as corporation. Business sense and common sense. His belief is city manager has to have common sense. There is black and white and common sense. Worked so well together in the 22 years he's been at West Melbourne. Accomplished a lot – a lot more to be done. Discussed the Downtown Redevelopment, Babcock Redevelopment, and Eau Gallie Redevelopment. All important and exciting projects. He hopes that he is chosen.

Mrs. Poole asked for an explanation of paradigm. She is unfamiliar with the word and not sure what it means. Mayor Buckley stated that it is a modern word used in management techniques. Mr. Contreras commented that paradigm means pattern. Mayor Buckley added he is asking what changes do you expect to see under the new regime.

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

Recessed 11:52 a.m.

Reconvened: 1:00 p.m.

JACK SCHLUCKEBER: City Manager in Casselberry since 1991, their first City Manager. They changed government in 1990 from executive mayor. They refer to their Council as Commission. Did work for a different city council as city manager in Lake City, Florida from 1987 - 1991. Discussed experience in Tallahassee. City Manager in small town in Michigan . Been doing this for almost 25 years for small and large cities. Grew up in small town in Michigan, a tourist attraction in Michigan. Father retired after 37 years as Public Works Director. So it's in his blood. Aware of utilities. City operated gas, water, electric, sewer, stormwater, very complex utility operation. Lake City also owned natural gas. Know the city owns the airport through the Airport Authority. Have experience with CRA, established one in Casselberry. It was not without some fighting with the county. Discussed efforts. They are now full partners on a 95% basis.

Contreras: What extent of paradigm shift do you envision?

Seen in minutes – think that you are on the verge of making some hard and fundamental decisions. Can't continue Melbourne as you know it the way you've had it in the past. 614 page budget – last pages of unfulfilled needs. Looked at these long enough to know you have substantial unfulfilled needs. This group is either ready to deal with this or they are not. If you are looking for a Henry clone – I'm not a Henry clone. I'm a nice guy – I can be hard headed. Your revenue position isn't supporting your needs. You are hemorrhaging. You are doing things that you should not be doing. You have to change that. It is a political culture that starts from the inside. The leadership is with you.

E. Palmer: What experience have you had in repairing/changing the infrastructures of your cities and how did you go about funding?

Casselberry – 11 miles of unpaved road – and assessed paving. Got grant funds to pave roads through CDBG and other funds. Competed for them through the county process. Also worked with Water Management District. Paved other four miles with special assessment. Paved 11 miles of 70 mile road system without assessment. Grants in Lake City to pave roads. In Tallahassee, after being city manager in Michigan, coordinated capital improvement program. Issued bonds, indebtedness of the utility system – electric, gas, water, sewer. Here we just issued indebtedness to fund micro-sand project and there is still some improvements necessary, both at the water plant. At the water plant Henry assures him that the water is in good shape. Entire city has sewer throughout. Pockets that do not – if mistaken – apologize. His city does not have reuse because of the deep well injection – not facing that. Built 40 miles of reuse lines five years ago – this year adding 20 miles. Doing that through borrowing from the state revolving loan funds at 2.59%. Melbourne did some refinancing last summer and took debt to market rates. This is wonderful.

Poole: We have many old lines that need replaced (sewer) continue to annex and build more especially for big developers and yet there are septic tanks that are

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

polluting the Indian River Lagoon. How do you feel about septic tanks vs. replacing old lines and sewer lines before expanding?

Distributed article he wrote. Believe strongly in annexation – but there are some annexations that don't make sense. Must meet criteria outlined in this article. Utility lines – did something in Casselberry very proud of. Septic tanks leaching into lakes. City possesses power to fix that – there is a special provision in the code. Bond people understand this. If you are an existing home – one year period to connect to the sewer. Asked Commission to make applicable city wide – very dedicated effort to get people to connect to sewer. Not at regular impact fee price. Special price of \$350 as opposed to \$2,000 - \$3,000. Got 800 connections to the sewer system in doing that. Project extended three times – total of six months because felt with all the lakes and the septic tanks it was essential. Very successful.

Buckley: Most difficult decision made in career and what learned.

All decisions are difficult. Whenever we end up having people leave employment. If they don't fit in, whether making mistakes or just don't fit in, those are the most difficult – letting people go. Done a number of times. Doesn't get easier.

Walker: Reviewing the budget and noting unfunded needs. What would be your first project to meet needs?

Someone has to help the Council with the concept that you have real unfulfilled needs particular in police and fire that you have to deal with. Quality of service is going to diminish rapidly in a way that you won't be happy 18 – 24 months from now. If you have fire station that needs to be built – can't put off. If you have police that are taking calls that used to take 4-5 minutes to respond but because call load has increased 50-70% and you haven't given them tools to deal with that in the way they should be dealt with – can't put that off. Everybody understands that you have to raise revenues particularly when it comes to public safety. They are o.k. with that. Look at public safety – that is the critical mass. Longer term have to have a way to deal with county on economic incentives. Have several value engines if not performing at 110% not getting everything you need from them. Airport – 95 corridor – beaches. Your CRAs will build themselves. They have been funded to do that. They are wonderful – but they are capturing all of your property tax growth. Like having an airport. All of your value is staying with the CRA – not helping pay the rest of the freight. Look very carefully at those and make sure those engines are working for you. Last year in Casselberry – we have \$75 million in value growth. Melbourne – three times as large had \$100 million. You need to look for different revenue sources if ad valorem is not paying.

C. Palmer: Next city manager choosing police chief. What qualities would you look for?

Casselberry had to choose two police chiefs. Do an assessment center. Bring in people from the community, state attorneys office, sheriffs office, people that know about chiefs

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

and leadership. Similar to what city manager candidates are doing here. They are exposed to whole community. One to two day intensive review by the community. Number of things important about being police chief. Must have technical skills and ability, supervision/leadership skills. Shouldn't be versed in one part of police work more than another. Must be able to handle the load. Take police chief selection process seriously. Very in depth selection.

Hand: What is your vision for Melbourne and would you promote growth and annexation to increase tax base?

Vision is to examine itself as it is and find out which areas it wants to improve on – service, aesthetic and infrastructure and how it operates and how to achieve. Up to City Council to make that examination. Terms of geography and landscape – have agreement with county as to urban service areas long range land use – they are allowed extra territorial planning as is the city. Good working relationship. Kind of annexation he is talking about is not aggressive, no holes barred. A lot of annexations that can be done. He gives seven or eight objectives to council each year. One objective is to attempt to have a referendum annexation every year and attempt to annex anywhere from five to eight voluntary annexations. \$40 - \$50 million from new annexation each year. 200 acres – a square mile, some area that should be growing. People like to see growth. Reassuring to have something new. Shouldn't be done beyond control.

Contreras: \$10 million in general fund – non-recurring amount – how to use

Don't spend non-recurring revenue on non-recurring issues. Have to buy capital facilities that will grow your income stream or your value. Buy something that cuts you expenses

E. Palmer: What experience have you had working with communities with diverse nationalities?

Looked at census for year 2000. Surprised that there are no blacks on Council. It is much smaller proportion than communities he served in past. 5% black, 17% Hispanic in Casselberry. Lake City 35% black. Had a lot of experience working with different communities, different groups from different cultural backgrounds.

E. Palmer: Large Hispanic group – can you elaborate on Hispanic experience?

State law that you must publish notices in Spanish if you exceed a certain parameter. We took to commission to pay people extra if they know Spanish. Personnel Director recommended that. A few employees were tired of being staff translators. Dealing with those types of issues. Over period of time working with all the groups – try to communicate with all the groups – try to accommodate all groups. Spanish is by far biggest group coming into Central Florida. Again, when looking at numbers in Melbourne – surprised that the proportion is much lower.

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

Poole: From 1977 – 1979 listed program analyst for Tallahassee. This is shown at same time interim analyst – doing both at same time?

January – June 1978 worked in management office. 1978 hired to public works as program analyst charged with obtaining grants from FDOT and Highway Safety Bureau.

Buckley: What professional organizations and did you hold office?

American Society for Public Administration – been there 25 years. Doesn't lend itself to the specialization of city managers which is ICMA. Didn't join that until he went to work for Tallahassee. FCCMA member – served on Board of Directors in early 90s for two years. Served on ethics committee for five years. Served on the ICMA Board of Regents – an internal city manager thing to promote people staying educated. Proud to have been part of that. Has not gone back in the last year or two to get credentialed. Got his doctorate in early 90s.

Walker – how do you categorize proactive?

Look for problems before they become train wrecks. There are a lot of problems that face cities. Try to work on making sure that little ones don't become big ones – big ones can be reduced to little ones. All of that requires the City Council to be involved on forward thinking. Council needs to be out there – not so much with what is happening this year –not in a planning/planner sense – but how you want this to be three to five years from now. Beyond a two-year/four-year election cycle. You should tell me what you see coming – and I should be helping you and vice-versa. Has to be a merger of the minds about the direction of the city.

C. Palmer: Proactive – in regard to management of city departments – when you come into a new city and begin to work with the existing staff how do you go about being proactive and look for ways of improvement while ensuring staff is comfortable with transition.

Staff here is quality people and understand their jobs. Make no hesitancy about this – he is a government guy. He works for cities. Everywhere he has been he works for cities and works with quality professionals. People who are quality professionals are not worried about being tossed out the door. His direction is let's start solving some problems. Think beyond the envelope – think about the world changing – and let's change with it. Teamwork is very important. He is one person – and even though he is here more than eight hours a day on regular basis – he is only one person. In trying to help comfort level – he trusts department directors to do their jobs. If I need to do their job for them – I don't need them. Probably ran off four department directors in 20 years of city management. Give department directors – not free reign – it is supervised, but they have flexibility to present ideas, needs, resources. Work with management staff. In Casselberry 270 employees – 40 middle management. Spend every Friday with one of those people. Not to tell them how to do their job to learn about city and find what they are confronted with. Not confrontational to department director. Learning experience for

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

him. If he sits in an ivory tower – he is out of the loop. Quarterly management meeting is opportunity for any one of those people to write in what is good, what they want to ask anonymously. Nobodies ideas have more merit – they are anonymous.

Hand: How do you deal with political aspects where there is strong opposition to issue?

Several situations in Casselberry. He is there to serve council. Mayor and council are chief elected officials. Mayor is CEO of the political world (the government). Manager in same sense – works with department directors – not exactly the same and not hoisting mayor – but the manager is the Chief Executive Officer – not the Chief Political Officer. Manager has to understand differences in people and the dynamics of this group. To the extent that the manager starts supporting one or the others ideas – then it is political

Contreras: Strengths... Weaknesses – time pressures. How would you deal with that aspect?

Come back to prioritization that Council has made. If your prioritization is getting fiscal several priorities. It ends up being function of what you must have. Manager works for Council. If you have someone out there doing their own thing doesn't work out.

JACK SCHLUCKEBIER SUMMARY: Not a Henry clone, if you think he is, don't hire him. Likes Henry – fundamental beliefs he agrees with – Henry is a quality professional he has known a long time. If you are not ready to deal with the fiscal stability issues that are glaring at you from your financial statements – Vice Mayor voted negatively on the first budget to make point – the point can't be made strongly enough that you are headed for trouble – and he does not want to be a part of that. Raising taxes is one of those challenges that we face in public service. Let him do his job. He likes what he does – been doing it a long time – not looking to change professions. Casselberry has been good to him. Something in Central Florida that is a natural progression is the draw. Melbourne is Casselberry times three. He has a sense of the dynamics of larger cities than the one he works in now. Seen enough of the kinds of operations that Melbourne faces to feel confidence about that. Regarding fiscal stability, - 15 years ago when he was on city manager staff in Tallahassee did long range finance study – he was the author. 100 pages. Compared state capitals in five states. Has some specific ideas from that study and his experience in long range finance. Final issue is – everywhere he has worked started out with one fundamental premise – that this group is a quality working group in terms of elected officials – high level of trust between council and staff. Not disharmony coming from a trust issue. That is the cornerstone of where the council and manager begin. Thinks it would be a good move for him – and is excited – appreciates the opportunity to spend time with Council.

Mayor Buckley asked if Council had any comments about the employment agreement.

There was a brief discussion regarding Mr. Schluckebier's request for a raise following a probationary period.

CITY OF MELBOURNE, FLORIDA
MINUTES –SPECIAL MEETING BEFORE CITY COUNCIL
DECEMBER 9, 2002

There was also discussion about car allowance, cellular phone, deferred compensation, and resignation notification.

Attorney Gougelman asked Council to bring their copy of the employment agreement to the 5:00 meeting Tuesday night.

4. ADJOURNMENT

Moved by E. Palmer/Contreras to adjourn. Motion carried unanimously.

The meeting adjourned at 2:21 p.m.

Assistant City Clerk –

Approved by Council: